

City of Washington, Missouri



2015 Budget

Fiscal Year October 2014-September 2015

ELECTED OFFICIALS

Sandy Lucy - Mayor
Steve Sullentrup - Ward 1
Walter Meyer - Ward 1
Mark Hidritch - Ward 2
Jeff Mohesky - Ward 2
Jeff Patke - Ward 3
Greg Skornia - Ward 3
Joe Holtmeier - Ward 4
Josh Brinker - Ward 4

Prepared by the Finance Department
Mary J. Sprung, CPA, Finance Manager

Budget Message	4
<u>SECTION 1 - INTRODUCTION</u>	13
Reader's Guide to the Budget Document	14
Principal Officials	17
Administration and Supervisors	18
GFOA Distinguished Budget Presentation Award	20
Ordinance Adopting Budget	21
General Information	23
Miscellaneous Data	26
Mission Statement	28
Organizational Chart	29
Description of Funds and Fund Types	30
Basis of Accounting	32
Basis of Budgeting	32
Budgetary Data	32
Fiscal Policies.	33
Revenue Projections & Assumptions.	43
Expenditures/Expense Projections and Assumptions	48
Budget Process	49
Budget Calendar.	51
Strategic Goals & Objectives.	52
Timeline for Future City Plans / Strategic Plans	54
<u>SECTION 2 - SUMMARY</u>	55
COMBINED REVENUES & EXPENDITURES	
Statement of Estimated Revenues, Appropriations	
and Changes in Projected Fund Balances	57
Changes in Fund Balances	58
Graph - Revenues	59
Graph - Expenditures/Expenses by Class	60
Graph - Expenditures/Expenses by Type	61
GOVERNMENTAL FUND TYPES	
GENERAL FUNDS - SUMMARIES	
Statement of General Fund Revenues, Expenditures,	
and Changes in Fund Balances	63
Graph - General Fund Revenue	64
Graph - General Fund Expenditures by Type	65
Graph - General Fund Expenditures by Function	66
Graph - General Fund Expenditures by Department	67
EXPENDITURES	
Administration, Senior Center, Tourism, Front Street Properties.	69
Municipal Court	71
Communications	73
Police	75
Finance	77
Community and Economic Development	79

Planning and Engineering Services	81
Street	83
Building and Maintenance	85
Information Technology	87
Parks and Recreation	89
Special Activities	91
Camp Washington.	93
Aquatic Center	95
Airport	97

SPECIAL REVENUE FUNDS

Statement of Special Revenue Fund Revenues, Expenditures, and Changes in Fund Balances	100
Graph - Revenues and Other Sources	101
Graph - Expenditures by Fund	102
Library	104
Volunteer Fire	107

CAPITAL PROJECT FUNDS

Statement of Capital Project Fund Revenues, Expenditures, and Changes in Fund Balances	111
Graph - Storm Water Improvement Revenue	113
Graph - Vehicle & Equipment Replacement Revenue.	115
Graph - Capital Improvement Sales Tax Revenue	117
Graph - Transportation Sales Tax Revenue	119

ENTERPRISE FUNDS

Statement of Enterprise Fund Revenues, Expenses and Changes in Net Position	122
Graph - Operating Revenue by Fund	123
Graph - Operating Expenses by Fund	124
Water Fund	126
Sewage Treatment Fund	128
Graph - Solid Waste Operating Revenue by Fund	130
Graph - Solid Waste Operating Expenses by Department	131
Refuse Collection	132
Landfill	134
Recycling	136

DEBT SERVICE FUNDS

Statement of Debt Service Fund Revenues, Expenditures and Changes in Fund Balances	139
Graph - Annual Debt Service Payments	140
2010 Certificates of Participation - Debt Service Schedule.	141
2012B Certificates of Participation - Debt Service Schedule	142
2007B Leasehold Revenue Bonds - Debt Service Schedule	143

AGENCY FUNDS

Statement of Agency Funds Revenues, Expenditures and Changes in Fund Balances	145
Taxable Industrial Revenue Bonds - Pauwels Transformers Project	145
Recovery Zone Facility Revenue Bonds - Valent Aerostructures	145

<u>SECTION 3 - LONG-RANGE CAPITAL BUDGET PLAN</u>	146
Introduction	147
Budget Development Process, Capital Improvement Program, Factors Affecting this Budget , Routine Capital, Operating Budget Impact. . .	147
Specific Operating Budget Impact/Non Recurring Capital Expenditures, Project Highlights, Items Rebudgeted & Significant Projects Completed	148
Capital Asset Defined	149
Combined Statement of Revenues, Expenditures & Changes in Fund Balance - Capital Program Funds	150
Graph - Capital Budget Revenue Sources	151
Graph - Capital Improvement Expenditures by Fund	152
Graph - Capital Improvement Expenditures by Class	153
Department Detail - Capital Expenditures	154
<u>SECTION 4 - FIVE YEAR BUDGET BY FUND</u>	166
Introduction - Budget Assumptions	167
All Funds	168
General	169
Library	170
Volunteer Fire	171
Storm Water	172
Vehicle & Equipment Replacement	173
Capital Improvement Sales Tax	174
Transportation Sales Tax	175
Water	176
Sewage Treatment	177
Solid Waste	178
Debt Service	179
Agency	180
<u>SECTION 5 - APPENDIX</u>	181
Graphs - Historical Revenue & Expenditure Data	182
General Revenues by Source - Budget.	182
General Expenditures by Department - Budget	183
Governmental Revenues by Source - Budget.	184
Governmental Expenditures by Function - Budget	185
Assessed Valuation of Taxable Property.	186
Property Tax Rate by Year and Fund	187
Full-Time Equivalents Schedule	188
Graph - Full Time Equivalents By Department.	190
Compensation Plan	191
Performance Grade	192
Street Map	194
Missouri State Map	196
Glossary	197



BUDGET MESSAGE

September 2, 2014

Honorable Mayor and City Council
City of Washington, Missouri

The adopted budget for fiscal year 2014-2015 for the City of Washington is hereby transmitted. It includes all items as approved by the City Council at the September 2, 2014 City Council meeting. This document serves as a policy document, financial plan, operations guide and communications device. This document helps to determine the level of services we will provide to our residents, businesses, and visitors. This budget is the product of a comprehensive team effort from every level of the municipal organization.

BUDGET PROCESS

In May, each department head prepares a departmental budget to address its responsibilities, goals and those goals set by the Council. This list may be summarized into the following categories:

- ✓ **Public Safety**
- ✓ **Storm Water Management**
- ✓ **Sewer Maintenance (Inflow & Infiltration Reduction)**
- ✓ **Solid Waste Management**
- ✓ **Street Maintenance**

The Budget Team, consisting of the City Administrator, Assistant City Administrator and Finance Manager, review each department's budget plan in an effort to balance financial constraints and service needs of the City. The goal was to fund these priorities and maintain the high level of services currently offered by the City.

Opportunities for Citizen Input

From July through September, the Team held multiple budget workshops in conjunction with the Administrative and Operations Committees' meetings, at which time interested citizens had the opportunity to express their ideas and concerns. The budget workshops are open meetings that are televised on the local cable channel as public information. We adjusted operational and capital improvement plans based on input from these workshops.

A public hearing on the proposed budget is held prior to City Council adoption. The Council adopts the budget by majority vote after the public hearing held at the second City Council Meeting in September or at a meeting prior to October 1.

ECONOMIC CONDITION AND OUTLOOK

The City of Washington, Missouri is located on the northern edge of Franklin County, along the banks of the Missouri River. The City is 55 miles west of St. Louis. Two Missouri State

Highways lead to the City, Highway 100 and Highway 47. The Washington Municipal Airport is located in Warren County, approximately two and a half miles north of Washington on Missouri State Highway 47. Washington is a city of the third class duly organized under Missouri State laws, with a Council/Administrator form of government.

The 2010 Census figures for the City were 13,982. Since the 2000 Census, the population has increased 5.1%. Median household income is \$49,176 and \$43,417 in 2012 and 2000 respectively. Population density is 1,497 inhabitants per square mile. Although surrounding communities have experienced population growth in the last few years, the City of Washington remains the most populous city in Franklin County. Surrounding cities of Union and New Haven have population densities of 1,114 and 635 per square mile, respectively.

Washington serves a shopping population of over 150,000. It is the largest shopping center between St. Louis and Jefferson City.

Following are highlights of the past fiscal year and for the proposed Fiscal Year 2014-2015 budget:

Recap of Fiscal Year 2013-2014

Projects completed are as follows:

- Three new Chevy Impalas fully equipped police vehicles and 3 new vehicles for the Engineering department.
- Purchased New Pumper for the Fire department.
- 2014 Nova Chip and Asphalt Overlay Program – Various city streets
- All-Abilities Park – Completed in August 2014. This new playground features playground equipment suitable for all-abilities.
- New Auditorium doors and locks were installed. In addition, new lighting and poles were installed at McLaughlin Park.
- Water and sewer line system improvements
- Refurbished Clay Street Water Tower.

In FY 2009, the City enacted measures to minimize the revenue shortfall due to economic conditions and these measures are still being done in 2015. Some of these measures were:

- Implementing a staffing level freeze (except when replacement was deemed necessary)
- reduction of non-emergency overtime

Fiscal Year 2014-2015 Outlook

Future issues affecting this budget are the recovery of sales tax revenues and property tax revenues. The City experienced a huge decrease in assessed valuation in 2013 of \$34 million which recovered slightly in 2014. The next reassessment year is 2015. Part of this decrease in 2013 was a result of the market still attempting to adjust to realistic property valuations. Another huge contributing factor was that one for-profit medical provider merged with a not-for-profit medical provider. This factor accounted for approximately 50% of the decrease in assessed valuation.

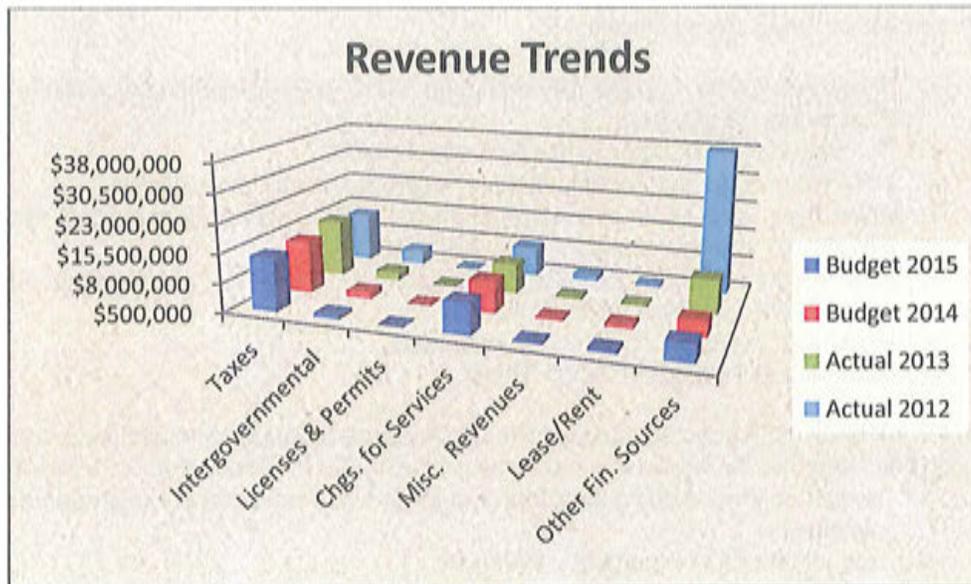
The past few years of economic downturn continues to challenge staff to reevaluate and prioritize both the City's general operation needs and levels of service potential. The strains of the economy have affected our major revenue categories such as Sales Tax, Franchise Tax, Intergovernmental Shared Revenues, and Permits and Fees. The City remains conservative with budgeting sales tax revenue but did budget an increase for 2015.

The City is hoping sales tax will continue to increase as yet another section of businesses is opening in Phoenix Center II CID. The new section will feature Dick's Sporting Goods and is

scheduled to open in February 2015. In addition, the City is reviewing its current rate structures/charges to insure equitable distribution of services and associated costs.

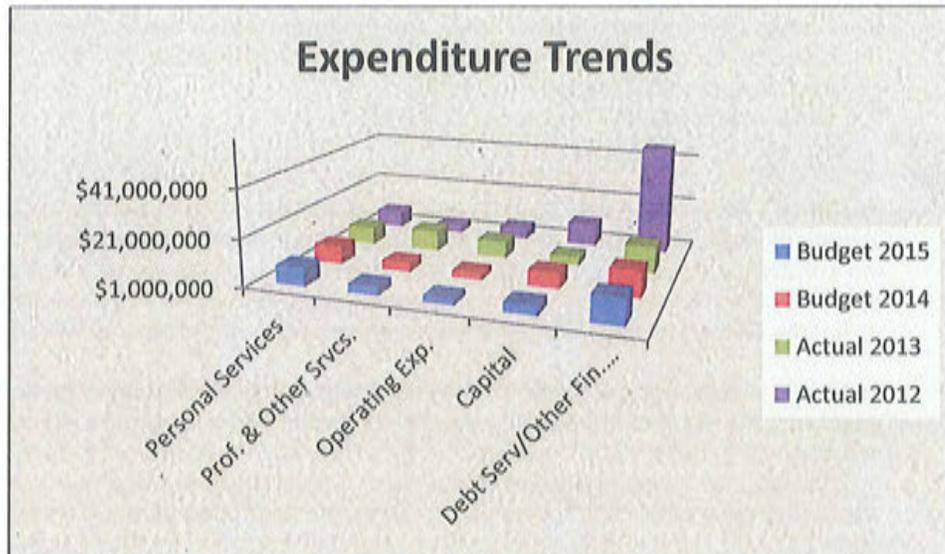
Revenues projected for FY2015 Budget are as follows:

<u>Category</u>	<u>Percent of Total Budget</u>	<u>Budget 2014-2015</u>	<u>Budget 2013-2014</u>	<u>Actual 2013</u>
Taxes	45.28%	\$14,285,405	\$13,920,915	\$15,355,820
Intergovernmental	4.65%	1,467,470	2,138,970	2,583,370
Licenses & Permits	.43%	136,800	184,800	190,635
Charges for Services	27.07%	8,541,010	8,634,350	8,195,045
Miscellaneous Revenues	2.72%	857,115	918,445	1,039,015
Lease/Rent-Agency Funds	3.72%	1,174,765	1,350,630	867,400
Other Financing Sources	16.13%	5,083,785	4,455,630	9,242,110
Total Revenues	100.00%	\$31,546,350	\$31,603,740	\$37,473,395



The allocation of FY2015 Budget expenditures are as follows:

<u>Category</u>	<u>Percent of Total Budget</u>	<u>Budget 2014-2015</u>	<u>Budget 2013-2014</u>	<u>Actual 2013</u>
Personal Services	25.84%	\$ 8,873,410	\$ 8,565,610	\$ 8,459,210
Professional and Other Services	13.74%	4,717,185	4,750,700	9,792,815
Operating Expenses	10.77%	3,697,685	3,786,640	8,222,870
Sub-Total	50.35%	17,288,280	17,102,950	26,474,895
Capital	14.66%	5,035,255	7,585,695	4,585,965
Debt Service/Other Financing Uses	34.99%	12,015,805	11,964,190	12,289,830
Total Expenditures	100.00%	\$34,339,340	\$36,652,835	\$43,350,690



TREND ANALYSIS

The trend graphs above indicate the major increase in other financing sources in 2012 of \$30 million from the 2012 Certificates of Participation issued. In addition, the Lease/Rent revenue increases in 2011 and 2012 represent proceeds from bonds issued in conjunction with local manufacturers. This debt is conduit debt for the City. All other revenue sources remain relatively constant from year to year. As expected, expenditures for capital projects and debt service increased consistent with the issuance of the bonds. A wage increase in 2015 was budgeted which increased personal services approximately \$300,000. All other expenditures remain relatively constant from year to year.

SHORT-TERM INITIATIVES AND PRIORITIES

The staff and City Council reviewed each revenue stream and program for means to maintain the quality of service delivery while maintaining the required fund reserve levels. Initiatives considered included:

- Economic growth using tools such as payment in lieu of taxes (PILOT) to attract industries and increase employment within the City.
- Economic conditions showed some signs of stabilization so a slight increase was budgeted in 2015 for sales tax.
- Property taxes were calculated using a 1.5% CPI Index factor, which was slightly lower than the prior year indexes of 1.7%.
- Wage increases were budgeted in 2015.
- Projected health benefit costs to increase by 10% based on the city's current claims history and preliminary negotiations with health care companies. This is consistent with past year trends.
- Projected increases to charges for services in the enterprise funds based on weather conditions, rate increases and historical trends.

REVENUE ASSUMPTIONS

Total revenues of \$31,546,350 reflect a decrease of \$60,000 over the previous year. Of this amount, \$763,000 is due to a decrease in intergovernmental revenue or grants and charges for services. In addition, sales tax revenues increased 4% or \$158,000.

Major revenue sources for the total budget are:

- ✓ Taxes 45.28%

- ✓ Charges for services generated 27% of the total budget, with the largest part generated by the Enterprise Funds operations of \$6.5 million or 76%
- ✓ Intergovernmental revenues at 4.65%
- ✓ Other miscellaneous revenues of 22.57%

Taxes

- **Property Taxes** - Property tax rates are calculated based on current assessed valuations, net of assessed valuations for new construction or improvements, times the current maximum rate allowed, however not to exceed the Consumer Price Index (CPI) of 1.5%. Revenue is calculated using the tax rate multiplied by the assessed valuation, divided by 100. The total assessed valuation of property is \$310,197,296.

2013 was a reassessment year for the City and assessed valuations drastically declined as a result of the housing market correction and a for-profit medical facility merging with a not-for-profit medical facility. These factors contributed to a \$30 million dollar decrease in assessed valuation. The impact on property tax revenue was a decrease of \$175,000 in 2014. In 2015, the estimated revenue increased a mere \$47,000. Unfortunately, there is no short-term solution for this loss in property tax revenue.

- **City** - The 2014 property tax levied by the City is \$0.6062 for general operations. New construction and improvements assessed valuation totaled \$9,875,403.
 - **Washington Municipal Library District** – The property tax rate levied for 2014 is \$0.1000. Total assessed valuation is \$131,896,634. New construction and improvements assessed valuation totaled \$1,019,744.
- **Sales Tax Revenues** – Consists of a 1% general sales tax, ½% capital improvement sales tax, ½ % transportation sales tax, 2 % local optional use tax, a cigarette tax and state shared taxes, such as motor fuel tax, sales tax for roads, and Franklin County Road and Bridge Tax.

In April 2010, the citizens of Washington voted to renew the ½% Capital Improvement Sales Tax that was due to expire July 2010; the sales tax now extends to June 2018.

Sales tax revenues for 2014 increased 4%. As a result, sales tax revenues in 2015 were by 4% as well. With the opening of 6 new stores in Phoenix Center in 2013/2014, anticipated sales tax in 2014 and 2015 will hopefully meet or exceed expectations. In 2015, an additional section is under construction with Dick's Sporting Goods opening in February 2015 which will again increase the tax base.

- **Gross Receipt Tax Revenues** – The City grants certain franchises for public utilities and receives a gross receipts fee of 6% for electric, natural gas, cable television and telecommunications. Electric gross receipts steadily increased from 2012 due to a rate increase from Ameren UE. The 2015 budget includes a 10% increase due to a projected increase in the electric rate.

Charges for Services

The majority of this revenue source (\$6,427,750 or 75%) consists of fees generated from enterprise operations (water, sewer, landfill, refuse and recycling collections). User fees have increased each year for the past several fiscal years as part of a phase-in plan to produce revenues to finance future capital improvements. In 2014, a trash rate increase

was budgeted. This is the last utility rate increase that the City has currently scheduled. The City will be reviewing various rate structures in the next year.

User fees for recreation, intergovernmental charges (charges for services provided to other City departments), inspection fees, and other construction related fees generate the remainder.

Intergovernmental Grants & Revenues

Revenues for one-time grants for major capital projects (roadways and infrastructure) are \$1,249,470 or 85% of Intergovernmental Revenues.

EXPENDITURE HIGHLIGHTS

The overall expenditures shown for all funds total \$34,339,340 as compared to the adopted budget for FY2014 of \$36,652,835, a decrease of \$2.3 million. The City issued certificates of participation to accelerate the planned improvements budgeted in the capital improvement sales tax fund in December 2010. Several of these projects were started in prior budget years and were completed in 2014 therefore reducing overall expenditures.

Operating Expenditures

The City's goal is to use current year operating revenues to cover operating expenditures while maintaining present level of services.

The overall operating budget of \$17,288,280 increased \$185,330 from the FY2014 budget. The primary factors contributing to the increase is implementation of the new compensation plan for the City.

Personnel Pay/Benefit Package

The City implemented a new compensation plan in October 2014. The City budgeted a 3% wage increase across the board for budget purposes. Percentages will vary from department to department due to implementation of the new pay plan. Replacement of staff is still considered based on immediate needs of the city.

The City hired an outside consultant to examine the City's current compensation plan to ensure it is competitive. The current plan is a performance-based plan with job classifications and pay grades for performance within the classification.

The City fully funds the Missouri LAGERS retirement program for its employees. The program is a LT-10(65), which is 1.60% for life plus 0.40% to age 65. The program was budgeted at the funding rate of

- General employees – 13.6% of salary
- Police employees – 13.5% of salary

Also included in the 2015 budget was a 10% increase for employee health and dental benefits. The benefits contract renewal date is February 1, 2015.

Total wage and benefit costs are \$8,873,410, an increase of approximately \$307,800 due to implementation of the new compensation plan.

Capital Improvement Plan

The program of capital projects totals \$5,035,255 and is as follows:

- Street maintenance program/NOVA chip program

- Fourteenth Street Bridge and roadway
- Camp Street Bridge
- Jefferson Street Bridge
- Lafayette Street Crossing
- Police vehicles (3), parks and street department vehicles and equipment
- Park improvement projects, including all-abilities park
- Water and sewage system improvements

DEBT HIGHLIGHTS

The City has funded certain capital projects by the following debt instrument issues:

- **Certificates of Participation, Series 2010** - City Council authorized \$11,365,000 in Certificates of Participation for the financing of the Library expansion, Fire training center, various park improvements, computer hardware upgrade and Highway 100 widening.

Debt service payments are paid from an appropriation from the Transportation Sales Tax Fund and Capital Improvement Sales Tax Fund totaling \$1,344,600.

The debt service schedule is as follows:

<u>Certificates of Participation, Series 2010</u>				
<u>Fiscal Year ending September 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Federal Subsidy</u>	<u>Total Debt Service</u>
2015	1,075,000	389,458	(136,310)	1,328,148
2016	1,105,000	348,007	(121,803)	1,331,204
2017-2020	<u>6,075,000</u>	<u>880,610</u>	<u>(308,214)</u>	<u>6,647,396</u>
Totals	\$ 8,255,000	1,618,075	(566,327)	9,306,748

- **Certificates of Participation, Series 2012B** - City Council authorized \$30,435,000 in Certificates of Participation for the refinancing of the 2008 COP issue and the 2012 COP issue. The original 2008 COP issue was for the financing of the City buildings, park improvements and the Highway 100 widening-Phases I and II. The 2012 COP issue was for the new automated water metering system and installation.

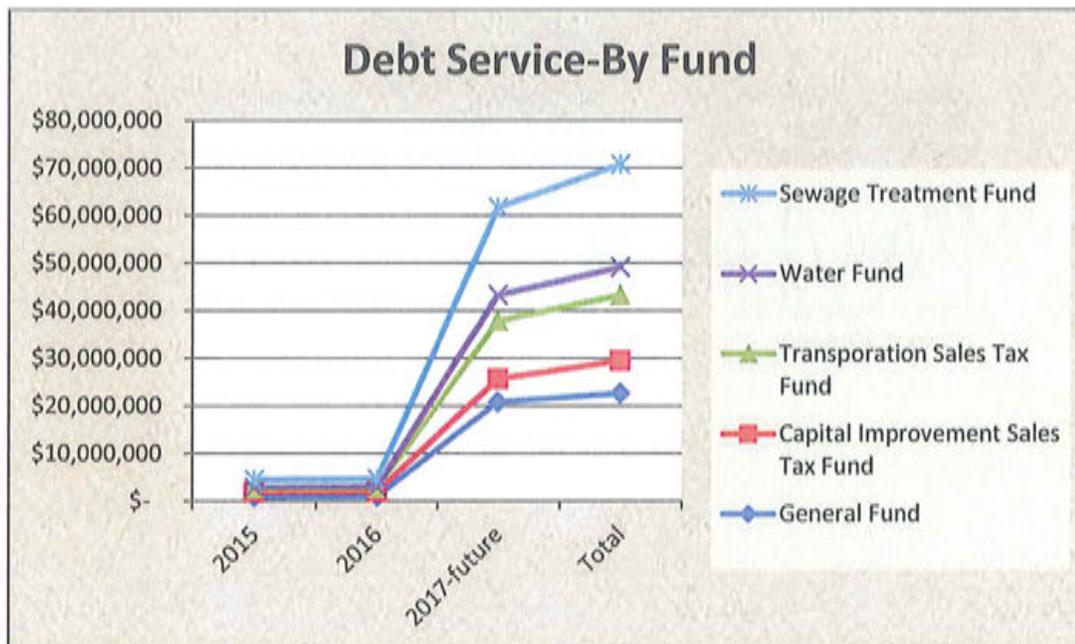
Debt service payments are made from an appropriation from the Transportation Sales Tax Fund, Water Fund, and General Fund totaling \$1,487,400.

The debt service schedule is as follows:

<u>Certificates of Participation, Series 2012B</u>			
<u>Fiscal Year ending September 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2015	625,000	860,500	1,485,500
2016	800,000	852,400	1,652,400
2017-2030	<u>28,115,000</u>	<u>7,581,900</u>	<u>35,696,900</u>
Totals	\$29,540,000	9,294,800	38,834,800

- **Sewerage System Revenue Bonds, Series 2007B (EIERA Bonds)** - This revenue bond issue was for the new sewerage treatment plant constructed 2009. Debt service payments are made with user fees from sewerage treatment operations. Debt service schedule is as follows:

<u>Sewerage System Revenue Bonds , Series 2007B</u>			
<u>Fiscal Year ending September 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2015	900,000	693,800	1,593,800
2016	930,000	655,800	1,585,800
2017-2029	<u>13,840,000</u>	<u>4,585,500</u>	<u>18,425,500</u>
Total	\$ 15,670,0000	5,935,100	21,605,100



Agency Funds

- **Pauwels Transformers Inc.** - The City has a ten-year agreement expiring in 2018 with the construction and equipping of a 70,000 square foot manufacturing facility.
- **Valent Aerostructures, LLC** - The City has a ten-year agreement expiring in 2020 in connection with the construction and equipping of an 85,000 square foot manufacturing facility.

FUTURE ISSUES AND PRIORITIES

- **Future Fire Station** – adequately protect population to the south.
- **Growth and Economic Development** – The City staff will also be diligently researching opportunities for growth and economic development opportunities associated with the industrial park as well as other potential areas for development.
- **Storm Water Management** – The City staff is developing a policy to assist residents with storm water problems. The staff is also evaluating a plan to improve storm water drainage systems within the City.

CONCLUSION

Adoption of this budget provides resources to meet the basic needs of our community and implement our highest priorities and programs to continue to operate as a progressive city. A conservative approach was taken for revenue expectations and each department has made a commitment to provide for efficient and effective services. Administration will continue to monitor the economic conditions and respond appropriately to keep the Mayor and City Council informed of economic trends and news.

We want to acknowledge the guidance and input by the Mayor, City Council, various Boards and Commissions as well as City staff who assisted with the preparation of this budget.

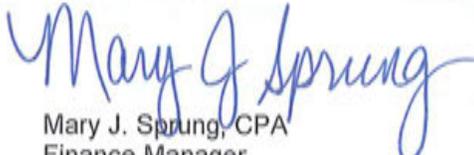
Respectfully submitted,



James A. Briggs
City Administrator

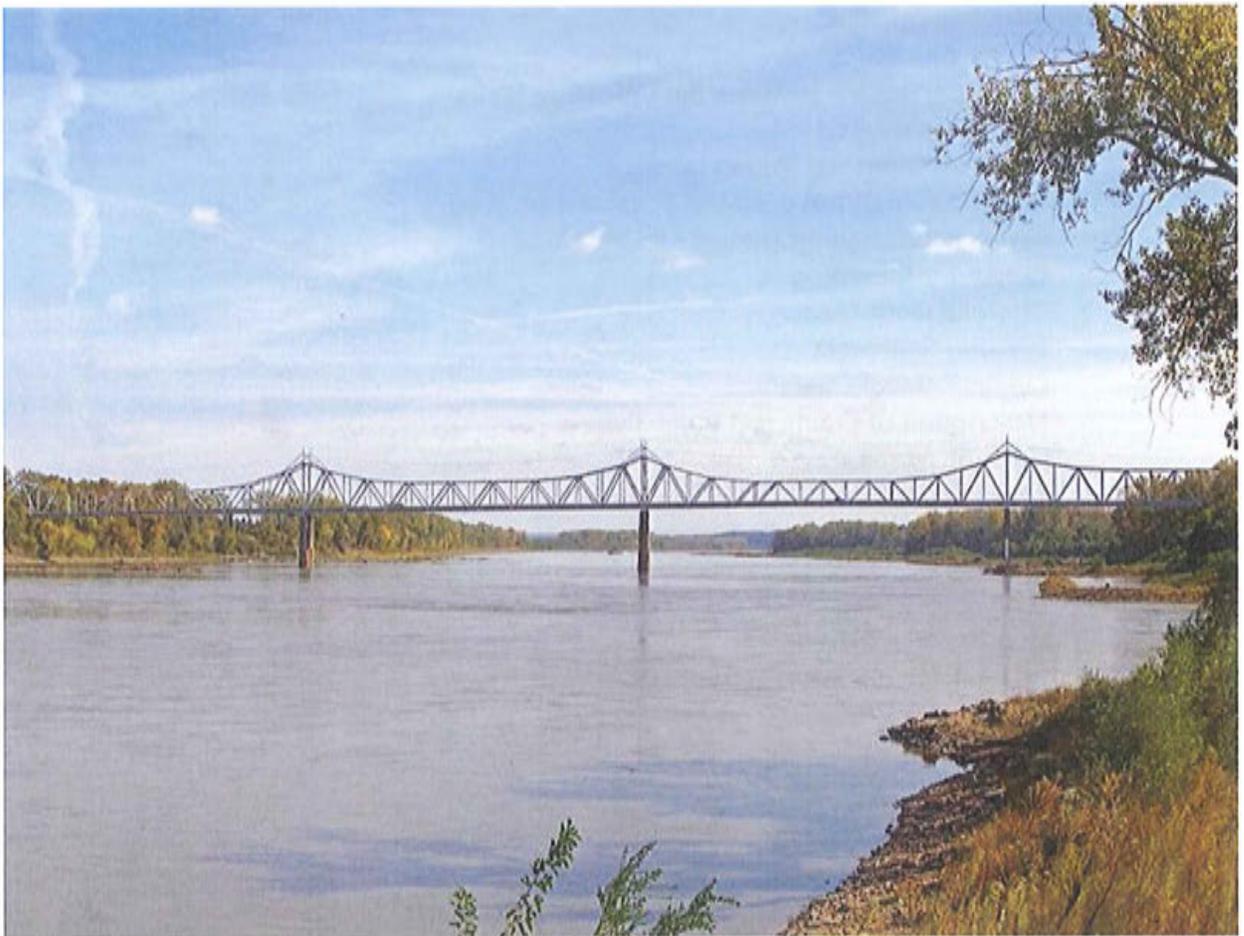


Brian N. Boehmer
Assistant City Administrator



Mary J. Sprung, CPA
Finance Manager

INTRODUCTION



Washington Missouri Bridge

READER'S GUIDE TO THE BUDGET DOCUMENT

The City of Washington's adopted budget document consists of an introduction, summary section, long-range capital budget plan, Five-year operating budget, and an appendix.

The manual becomes more detailed as it proceeds from the Summary to the Five-year operating budget. The Summary Section addresses goals, objectives, prior year accomplishments, performance measurements and staffing of each department. It also gives the citizen's a summary of the entire budget document.

The contents of each section of the budget document are outlined below.

1 - Introduction Section

The Introductory Section includes the following items.

- Principal Officials
- Administration and Supervisors
- GFOA Distinguished Budget Presentation Award
- Ordinance Adopting Budget
- General Information
- Miscellaneous Data
- Mission Statement
- Organizational Chart
- Description of Funds and Fund Types
- Basis of Accounting
- Fiscal Policies
- Revenue Projections & Assumptions
- Expenditure/Expense Projections & Assumptions
- Budget Process
- Budget Calendar
- Strategic Goals & Objectives

2 - Summary Section

The Summary Section contains statements and graphs of revenue and expenditures for each fund. It also contains each department's purpose, goals, objectives, prior year accomplishments, performance measurements and staffing. The funds and departments are listed below.

General Fund

- Administration
- Municipal Court
- Communications
- Police
- Finance
- Community and Economic Development
- Planning and Engineering Services
- Street

READER'S GUIDE TO THE BUDGET DOCUMENT

2 - Summary Section-Continued

- Building & Maintenance
- Information Technology
- Parks & Recreation
 - Special Activities
 - Camp Washington
 - Big Driver
- Aquatic Center
- Airport

Special Revenue Funds

- Library
- Volunteer Fire

Capital Project Funds

- Storm Water Improvement
- Vehicle & Equipment Replacement
- Capital Improvement Sales Tax
- Transportation Sales Tax

Enterprise Funds

- Water
- Sewage Treatment
- Solid Waste
 - Refuse Collection
 - Landfill
 - Recycling

Debt Service Funds

- COP's
- Washington Downtown TIF - RPA #1
- Rhine River TIF – RPA #2

Agency Funds

- Taxable Industrial Revenue bonds (Pauwels Transformers Proj. – Series 2008 A & B)
- Recovery Zone Facility Revenue Bonds (Valent Aerostructures Proj – Series 2010 A, B & C)

3 - Detail of Capital Budget Plan

This section contains a Five-year capital improvement budget plan which includes department capital requests for purchases over \$5,000.

READER'S GUIDE TO THE BUDGET DOCUMENT

4 – Five year Operating Budget

A Five-year operating budget is presented for all funds to assist with assessing the City's future service potential and needs.

5 – Appendix

The Appendix consists of the following information.

- General Revenue by Source
- General Expenditures by Department
- Governmental Revenues by Source
- Governmental Expenditures by Function
- Assessed Valuation of Taxable Property
- Property Tax Rate by Year and Fund
- Full-Time Equivalents Schedule & Chart
- Compensation Plan
- Performance Grade
- City Street Map
- State Map
- Glossary

PRINCIPAL OFFICIALS

MAYOR AND CITY COUNCIL

MAYOR



Sandy Lucy

CITY COUNCIL

FIRST WARD



Steve Sullentrup



Walter Meyer

SECOND WARD



Jeff Mohesky



Mark Hidritch

THIRD WARD



Jeff Patke



Greg Skornia

FOURTH WARD



Joe Holtmeier



Josh Brinker

ADMINISTRATION AND SUPERVISORS



JAMES A. BRIGGS
City Administrator
Deputy City Treasurer



BRIAN N. BOEHMER
Assistant City Administrator
Director of Human Resources
Public Works Director



MARY J. SPRUNG, CPA
Finance Manager
City Treasurer
City Collector



MARK C. PIONTEK
City Attorney



DARREN J. LAMB
Community & Economic
Development Director



MARY K. TRENTMANN
City Clerk
Human Resource Manager



KEN W. HAHN
Police Chief



EDWARD MENEFEE
Police Captain



W.H. "BILL" HALMICH
Fire Chief
Emergency Preparedness Director

ADMINISTRATION AND SUPERVISORS



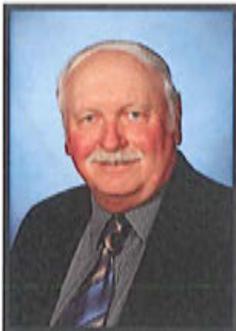
LISA R. HOTSENPILLER
Communication Director



DONNA TUNE
Information Technology



JACKIE HAWES
Librarian



JOHN "JACK" BRINKER
Street Superintendent



KEVIN QUATHEM
Water & Sewer Superintendent



DAN BOYCE
City Engineer



ANDREA LUEKEN
Assistant City Engineer



DARREN DUNKLE
Park Director



DON PETERS
Building Official



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Washington

Missouri

For the Fiscal Year Beginning

October 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Washington, Missouri for its annual budget for the fiscal year beginning October 1, 2014.

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 City has received this prestigious award for five consecutive years. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

BILL NO. 14-11303 INTRODUCED BY SULLENTRUP

ORDINANCE NO. 14-11304

AN ORDINANCE APPROVING THE BUDGET OF THE CITY OF WASHINGTON, FRANKLIN COUNTY, MISSOURI, FOR FISCAL YEAR 2014-2015.

BE IT ORDAINED BY the Council of the City of Washington, Missouri, as follows:

SECTION 1: That the budget for the City of Washington, Franklin County, Missouri, for the fiscal year 2014-2015, is hereby approved as follows:

REVENUES:

Estimated Revenues	\$25,360,185
Other Financing Sources	5,083,785
Projected Reserves-All Funds	<u>27,122,410</u>
TOTAL	<u>\$57,566,380</u>

EXPENDITURES/EXPENSES:

General Fund	\$ 10,084,410
Library Fund	526,615
Volunteer Fire Fund	674,325
Vehicle & Equipment Replacement Fund	968,125
Storm Water Improvement Fund	100,000
Capital Improvement Sales Tax Fund	859,130
Transportation Sales Tax Fund	1,807,000
Water Fund	2,151,670
Sewage Treatment Fund	3,927,630
Solid Waste Fund	2,969,540
Debt Service Funds	3,142,670
Agency Funds	967,000
Other Financing Uses	<u>5,073,785</u>

TOTAL **\$33,251,900**

Total Projected Fund Balances, 9/30/2015 **\$24,314,480**

SECTION 2. All ordinances or parts of ordinances in conflict are hereby repealed.

SECTION 3. This ordinance to be in full force and effect from and after October 1, 2014.

PASSED: 08-02-14

ATTEST: Mary Treutman
City Clerk

Boody Kelley
President of City Council

APPROVED: 08-02-14

ATTEST: Mary Treutman
City Clerk

Boody Kelley
Mayor of Washington, MO



GENERAL INFORMATION

Washington, Missouri, located on the southern bank of the Missouri River in the curve where the great river reaches the most southern point in its course, has an unusual and significant point in Missouri history.

Early inhabitants in Washington were pioneers from Virginia. Across the river, Daniel Boone and his followers had settled. When Boone died, he was buried there before his remains were taken to Kentucky.

Lewis and Clark, on their celebrated journey, passed through what is now Washington as they made their exploration into the Northwest.

As a result of a good boat-landing site, Washington was foreseen as the most promising river port for the county. William G. Owens bought the ferry, and the land around it, and laid out a town in 1828. After his death, in 1834, his wife Lucinda Owens and son-in-law, John F. Mense continued the project. Lucinda Owens officially founded Washington, on May 29, 1839. A charter was granted to the town by the State Legislature on February 15, 1841. In 1989, much of the downtown area was placed on the National Register of Historical Places.

Here on river hills that reminded them of the Rhineland, German immigrants came and resettled themselves in harmony with the earlier American pioneers, giving the community a distinctive German influence. These first citizens of Washington were farmers and craftsmen. Proud and industrious, the German settlers provided a foundation for a community that is now the largest and fastest growing City in Franklin County.

Washington is a city of the third class duly organized under Missouri State laws, with a Council/Administrator form of government. The Council consists of eight members and a mayor that are city selected on a non-partisan basis. The City Administrator is appointed by the Council and is responsible for day-to-day operations of the City.

The City of Washington is situated along the Missouri River and is located 55 miles west of St. Louis. There are two Missouri State Highways, Highway 100 and Highway 47, that lead into the City of Washington. Construction converting Missouri State Highway 100 to four lanes from I-44 to Washington City limits on the east end began in 2008 and was completed in July 2010. This project continued through the City and the final phase to High Street was completed in November 2013. Census figures for the City in 2000 and 2010 were 13,243 and 13,984 respectively.

GENERAL INFORMATION (continued)

The City provides its citizens with typical services, such as street maintenance and construction, police and fire protection, code enforcement, engineering and planning, facilities inspections and parks and recreation. These services are financed from general revenues of the City. The City provides water, sewer, and sanitation services derived from revenues from user fees. Ameren Missouri provides the City with electricity and Missouri Natural Gas provides gas service. The Missouri Public Service Commission regulates these companies.

Washington now serves a shopping population of over 150,000. With more than 300 retail stores, it is the largest shopping center between St. Louis and Jefferson City. Approximately 65 industries are located in Washington, employing an estimated 6,000 – 7,000 people. The City has a growing visitor industry, attracted by the boat access to the Missouri River, historical buildings, and wineries located in the general area.

The Washington Regional Airport is located in Warren County, approximately two and a half miles North of Washington on Missouri State Highway 47. An expansion of approximately \$7 million was completed by the City of Washington over an eleven year period. The ribbon cutting for the newly completed runway was held on October 1, 2005. The runway is 5,000 feet long and 75 feet wide. The airport is home base for 48 airplanes. Current facilities include three hangars, a maintenance building, and a main administration building. Services offered by the fixed base operator include fueling, parts, and servicing. An Automated Weather Observation System became operational in July 2008.

The Washington Team Track facility is located at 2010 West Main Street within John Feldmann Industrial Park. The facility is a 1,900 linear foot two-track spur off of Union Pacific's main line. The facility was completed in November of 2012. The facility will provide a shipping alternative for our local industries.

In the more than 150 years after its founding, the City has become a remarkable mixture of different ways to live and of different industries, churches and schools, hospital, Amtrak rail system, Missouri River public access, clubs and other social groups. There are four radio stations, six local television stations and a twice-weekly newspaper. In addition, the cable television company carries a local channel broadcast from East Central College. Additional radio and television services are available from the St. Louis area.

Washington School District operates eight elementary schools, one middle school, and a high school for the City and the surrounding area with 4,334 students. There are also four private and parochial schools. Four Rivers Career Center provides technical training. College level courses are available from nearby East Central College and numerous universities in the St. Louis area.

Sisters of Mercy Health System (the 187 bed non-profit facility is a Level III Trauma Center) has received numerous state and national honors over the years. Mercy Hospital, located in Washington, has been serving area residents since 1926. Part of the hospital completed a new surgery center and added a cardiac catheterization lab. The newest investment is a \$3.5 million cancer center, which opened in the fall of 2009. Mercy currently employs 1,285 full time employees since merging with Patients First.

GENERAL INFORMATION (continued)

There are numerous clinics, physicians and a new urgent care facility located in the City. There are two long-term care facilities and two assisted living facilities with 340 beds also located in the City of Washington.

Washington was designated as a DREAM community in 2006 by Governor Matt Blunt. This initiative along with our private partnerships with the Washington Area Chamber of Commerce and Downtown Washington Incorporated helps our community to more efficiently and effectively engage in downtown redevelopment and revitalization efforts. Washington has a unique and forward thinking approach to revitalizing our downtown. Together we strive to make Washington a better place to live, work and have fun.



MISCELLANEOUS DATA

Population: 14,031

Area: 9.27 square miles land
.53 square miles water

Registered voters: 9,058

Utilities:

Customers - 6655
Number of Wells - 9
Average daily consumption -
2.31 - (million gallons/daily)

Libraries: 1

Fire Protection:

Number of stations - 4
Number of volunteers - 66

Police Protection:

Number of stations - 1
Number of police officers -28

Recreation:

Number of parks - 16
Aquatic Complex
1 - 10 Acre Lake
Lighted arena w/ grandstand area
2 Unlighted Softball fields
6 Soccer fields
 3 lighted
2 Outdoor basketball courts
 1 lighted
2 Football fields
1 Boat Ramp to Missouri River
Fair grounds
Senior Center

Total Acres - 505.67
Hike/Bike Trail – 5.45 miles
6 Lighted Softball fields
1 Lighted Baseball diamond
8 Lighted Tennis courts
11 Shelter houses
3 Lighted pavilions
8 Playground areas
Picnic areas
1 Sand volleyball court
10 Restroom facilities
Auditorium/Gymnasium
1 Skate Park

Miles of Streets and Alleys in City Limits:

100.23 miles

Miles of Sidewalk:

30.4 miles

Number of Street Lights in City Limits:

1192

Miles of Sanitary Sewer Line:

108.88 miles

Parking Facilities:

15

Recycling Center:

1

Miles of Water Line:

115.16 miles

Larger Public Utilities for the City of Washington:

Ameren Missouri
AT & T
Missouri Natural Gas
Charter Communications
City of Washington

Electricity
Communications
Natural Gas
Cable Television
Water, Sewer, Trash

Hotels/Bed & Breakfasts:

3 Hotels/143 Rooms
5 Bed & Breakfasts/10 Rooms

MISCELLANEOUS DATA (continued)

Number of Permits issued and Valuation:

<u>Year</u>	<u>No. of Permits Issued</u>	<u>Valuation</u>
1995	316	\$19,353,969
2000	432	\$41,000,396
2005	495	\$72,517,614
2010	1120	\$15,515,380
2011	1279	\$30,310,523
2012	1332	\$19,051,325
2013	1342	\$30,900,977

Education within Washington City Limits:

	<u>Number of Schools</u>	<u>Number of Students</u>
Public Elementary schools (K-6)*	3	996
Parochial Schools (K-8)	3	678
Public Middle Schools (7-8)	1	647
Public High Schools (9-12)	1	1429
Catholic Regional High School (9-12)	1	550
Public Vocational/Technical Schools	1	216

*NOTE: Data only for City limits of Washington. The Washington School District has additional teachers, staff, and facilities located outside the City limits of Washington.

Larger Employers within Washington:

<u>Employer</u>	<u>Type of Business</u>	<u>Est. Employment</u>
Mercy Hospital	Healthcare	1185
Parker Hannifin (Sporlan Valve Div)	Manufacturer	1105
Washington School District	Education	620
CG Power	Manufacturer	481
Wal-mart Super Center	Retail Merchant	402
Magnet, Inc.	Advertising Specialties	299
RTI Tradco	Manufacturer	249
Valent Aerostructures	Manufacturer	165
YMCA	Athletic Club	159
Frick's Quality Meats	Meat Processing	147
Bank of Washington	Bank	146
G & H Tool & Mold	Manufacturer	142
Cedarcrest Manor	Nursing Care	132
Rawlings Sporting Goods Co.	Sporting Goods	131
Canam Steel	Structural Steel	130
Missourian Publishing	Newspaper & Job Printing	119
Lowe's	Home Improvement	117
Sheltered Workshop	Shipping Crates, Pallets etc.	115
Kohl's	Retail Clothing	112
Target	Retail Merchant	101

Total **6,057**



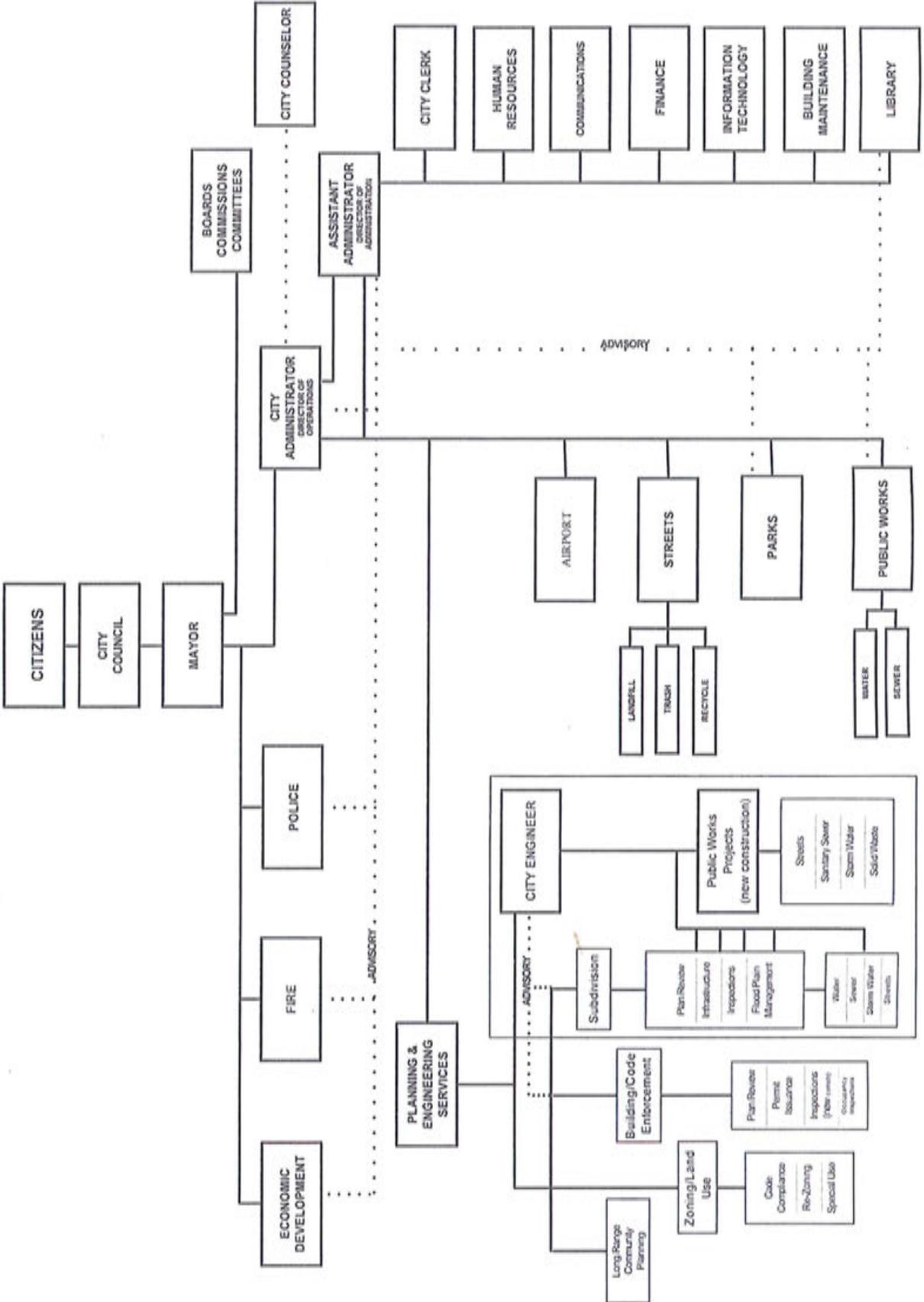
CITY OF WASHINGTON MISSION STATEMENT

The City of Washington is committed to its citizens and community. Washington takes pride in its historic roots and foundation on which it was established. The City will always strive to provide its residents with high quality, cost effective, and prudent services and facilities and will be proactive in planning and preparing for future needs.

The City of Washington will accomplish this mission by providing and promoting:

- Quality Public Utilities and Services
- Quality Emergency Services and Emergency Preparedness
- Economic Development activities and opportunities
- Parks and Recreational activities and opportunities
- Community, Volunteerism, Civic Involvement, and Social Services

ORGANIZATIONAL CHART CITY OF WASHINGTON, MISSOURI



DESCRIPTION OF FUNDS and FUND TYPES

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues and expenditures/expenses as appropriate. The City uses the following fund types.

Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed and are used to account for activities primarily supported by taxes, grants and similar revenue sources. The following are the City's governmental fund types:

The *General Fund* is the primary operating fund of the City and is used to account for and report for all financial resources not accounted for in another fund.

Special Revenue Funds are used to account for and report for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The City's *Special Revenue Funds* are the *Library Fund* and *Volunteer Fire Fund*.

Capital Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets. The City's *Capital Project Funds* are the *Capital Improvements Sales Tax Fund* which was established after the passage of a one-half cent sales tax by the voters, the *Transportation Sales Tax Fund* which was established after the passage of a one-half cent sales tax by the voters for transportation purposes and the *Vehicle and Equipment Replacement Fund* established for the purpose of accumulating resources for the acquisition of vehicles and equipment. The *Storm Water Improvement Fund* is used to account for revenues for future storm water retention infrastructures and management and is funded by a local optional use tax passed by voters. Additional revenues are collected from developer fees.

Debt Service Funds are used to account for and report for the financial resources that are restricted, committed, or assigned to expenditure for principal and interest. The City's *Debt Service Funds* are the *COP Fund*, *Washington Downtown TIF-RPA #1*, and the *Rhine River TIF-RPA #2*.

Proprietary Fund Types

Proprietary Funds are used to account for activities that receive significant support from fees and charges. The following are the City's Proprietary Fund Types:

Enterprise Funds account for and report any activity for which a fee is charged to external users for goods or services. If an entity meets any of the following criteria, it must be accounted for in an enterprise fund. The criteria is outstanding debt that is backed solely by fees and charges, laws or regulations require that fees and charges be set to recover costs, including capital costs (depreciation or debt service) or there is a pricing policy that fees and charges be set to recover costs, including capital costs (depreciation or debt service).

The City's Enterprise Funds are the *Water Fund*, *Sewage Treatment Fund* and *Solid Waste Fund*.

DESCRIPTION OF FUNDS and FUND TYPES (continued)

Fiduciary Fund Types

Fiduciary Fund Types are used to account for resources that a government holds as a trustee or agent on behalf of an outside party that cannot be used to support the government's own programs.

Agency Funds are used to report resources held by the reporting government in a purely custodial capacity.

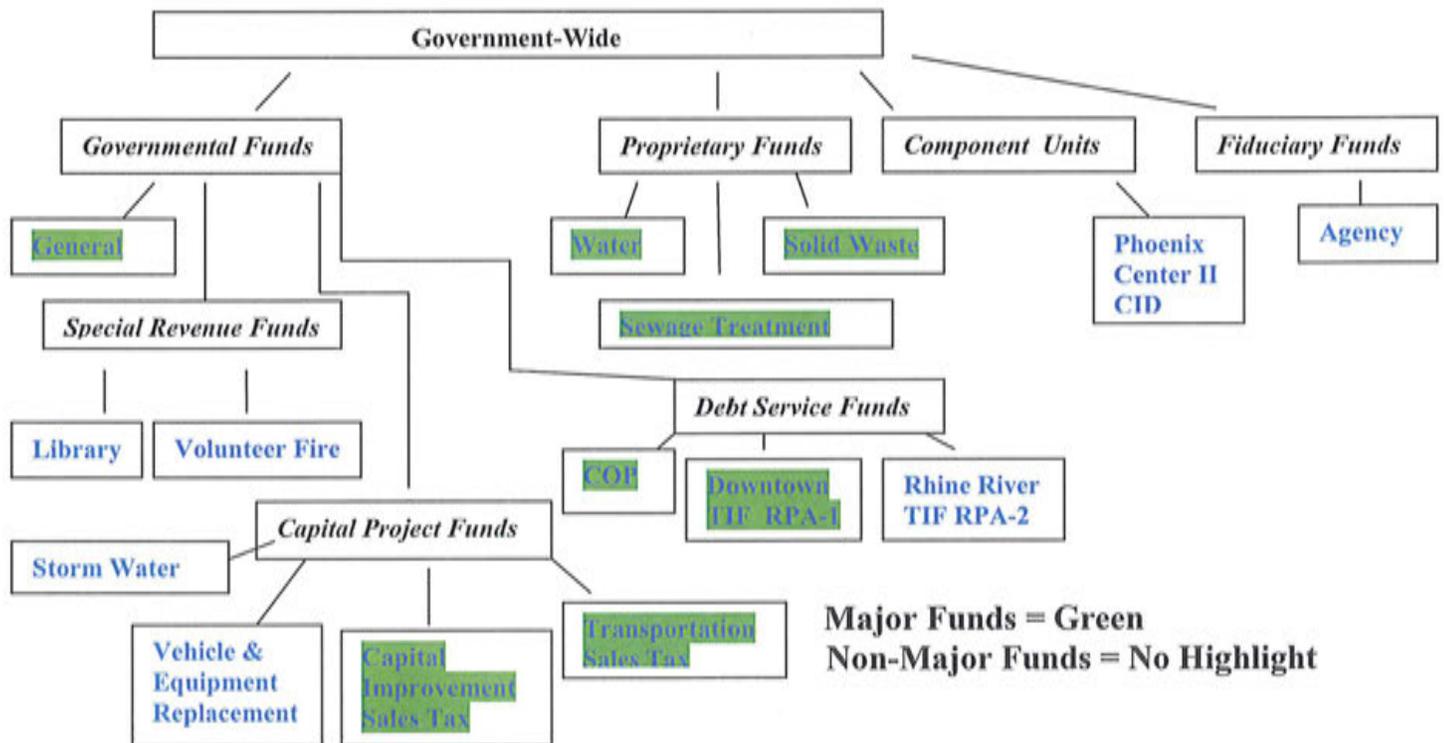
The City's Agency Funds are the following: *Taxable Industrial Revenue Bonds – Pauwels Transformers - Project Series 2008 A & B and Recovery Zone Facility Revenue Bonds – Valent Aerostructures Project, Series 2010 A, B & C.*

Component Units

The City reports the *Phoenix Center II Community Improvement District* as a discretely presented component unit in the basic financial statements. The District was incorporated in 2006 and was organized to construct public infrastructure improvement projects to serve a new commercial redevelopment project in the City.

Fund Structure/Major & Non-Major Funds

The City's major governmental funds are the General Fund, Downtown TIF – RPA #1, Capital Improvement Sales Tax Fund, Transportation Sales Tax Fund, and COP Fund. All three proprietary funds which include the Water, Sewage Treatment and Solid Waste are major enterprise funds.



BASIS OF ACCOUNTING

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

The City uses the current financial resources measurement focus and the modified accrual basis of accounting for financial reporting for all governmental and agency funds. Under the modified accrual basis of accounting, revenues are recorded when they are both measurable and available. The term "available" is defined as collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recorded when the related fund liability is incurred, if measurable.

All proprietary funds are reported using the economic resources measurement focus and the full accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of related cash flows.

BASIS OF BUDGETING

The budget is prepared on a basis consistent with generally accepted accounting principles. The City adopts a budget for all funds. The basis of budgeting is the same as the basis of accounting.

For the enterprise funds, full accrual basis of budgeting is used because the city budgets depreciation expense in these funds. Depreciation expense is not budgeted for governmental funds. For financial statement purposes, depreciation expense is recorded for enterprise funds and for government-wide financial reporting.

BUDGETARY DATA

Encumbrances

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of funds are recorded in order to reserve the portion of the applicable appropriation, is employed in the governmental fund types. At the end of each budget period, unencumbered and unexpended appropriations lapse. Appropriations in the governmental fund type are charged for encumbrances when commitments are made. Fund balances are reserved for outstanding encumbrances, which serve as authorization for expenditure in the subsequent year. Encumbrances outstanding at year end do not constitute expenditures or liabilities for GAAP financial statement purposes.

FISCAL POLICIES

Fiscal Policy

It is the policy of the City to provide quality services to citizens while efficiently and effectively managing public monies. The budget document serves as the main tool to accomplish this goal.

Fiscal Year

The City's fiscal year is the twelve-month period beginning on the first day of October and ending on the last day of September.

Budget Development – Financial Policies Impact on Budget Development

The fiscal policies included in this section are used in the budget development by assisting in the development of the five-year budget. The City is able to project what fund balance will be at the end of a five year period and incorporate various policies such as the fund balance policy to see if the City will be meeting the required levels based on that five-year budget projection. The investment and debt policies are used nearly in the same capacity. The Five-year budget enables the City to monitor debt service demands in the future. In addition, the capital asset policies are used to determine what the City's infrastructure and assets needs of the future will be and also provide a means of determining financing required to meet these future needs. In addition, performance measurements related to these same financial policies are being established and monitored by City staff.

Fund Balance Policy & Reserve Level

On September 6, 2011, the City adopted the Fund Balance Policy below in accordance with GASB 54 in which the city will maintain a reserve level with a minimum of 15% of projected annual operating General Fund expenditures. The budget meets this goal with 15% of reserve or \$1,455,350 in reserves projected for the general fund as of September 30, 2015.

City management also tries to maintain a 25% reserve in its enterprise funds for future funding requirements. This reserve is not set by ordinance.

Purpose

The City of Washington has enacted the following policy in an effort to ensure financial security through the maintenance of a healthy reserve fund that guides the creation, maintenance, and use of resources for financial stabilization purposes. The City's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The City of Washington also seeks to maintain the highest possible credit ratings which are dependent, in part, on the City's maintenance of a healthy fund balance. This policy is also being adopted to conform to GASB Statement No. 54—Fund Balance Reporting and Governmental Fund Type Definitions. As GASB

54 states, this policy impacts only governmental funds and does not impact proprietary funds, fiduciary funds, or government-wide funds.

Definitions

Fund balance-The excess of assets over liabilities in a governmental fund.

Nonspendable fund balance-The portion of a governmental fund's net assets that are not in a spendable form (such as inventory, prepaids and long-term receivables) or are legally or contractually required to be maintained intact.

Restricted fund balance-The portion of a governmental fund's net assets that are constrained to specific purposes by their providers (such as creditors, grantors, bondholders, and higher levels of government) either externally imposed restrictions or imposed by law through constitutional provisions or by enabling legislation.

Committed fund balance-The portion of a governmental fund's net assets that are constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purposes unless the government takes the same highest-level action to remove or change the constraint.

- The City of Washington's highest level of decision making authority is the City Council.
- City Council will determine amounts to be committed initially during the budget process with the Ordinance accepting the annual budget. Should the balance fall below the committed amount, the board will identify a plan to restore the committed fund balance to its target as part of the budget process.
- City Council may at any time throughout the budget year, establish, modify or rescind fund balance commitments by passing an Ordinance.

Assigned fund balance-The portion of a governmental fund's net assets that the City intends to use for a specific purpose, intent expressed by the governing body or by an official to which the governing body delegates the authority.

- The City Council designates authority to assign fund balance to the City Administrator or Finance Manager who will determine the proper amounts to be assigned for purposes as they determine necessary.

Unassigned fund balance-Amounts that are available for any purpose, these amounts are reported only in the General Fund.

Policy Statement

The Fund Balance of the City's General Fund has been accumulated to provide stability and flexibility to respond to unexpected adversity and/or opportunities. The stabilization target is to maintain an unrestricted fund balance of not less than 15% of the annual operating expenditures (excluding debt service and capital outlay) for the current fiscal year in the general fund. Should the

balance fall below 15%, the City will identify a plan to restore the Fund Balance to its target amount as part of the annual budget proposal.

The City's basic goal is to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated revenues in order to maintain a balanced budget. The decision to retain an unrestricted fund balance of not less than 15% of operating expenditures stems from the following considerations:

- It provides adequate funding to cover approximately 2 months of operating expenses.
- It provides the liquidity necessary to accommodate the City's uneven cash flow, which is inherent in its periodic tax collection schedule.
- It provides the liquidity to respond to contingent liabilities.
- The Government Finance Officers Association recommends the General Fund unrestricted fund balance to be maintained at a minimum level of 2 months of regular operating revenues or expenditures.

Fund balance may be accessed under the following conditions:

- To draw down the City's fund balance to the recommended funding rate by using these funds for capital expenditures, long term obligations, or debt service needs.
- To respond to emergency funding necessities which are not expected to occur routinely. Examples of an emergency funding necessity is:
 - A revenue shortfall resulting from a natural disaster or man-made emergency resulting in more than a 50% decrease in total revenue of a particular fund for more than 3 consecutive months.
 - If annual growth in certain economic indicators (ie. cost of living) is expected to fall below 1 % or is close to no growth at all.

The City will spend the most restricted dollars before less restricted in the following order, except as noted above:

- a. Nonspendable (if funds become spendable)
- b. Restricted
- c. Committed
- d. Assigned
- e. Unassigned

Fund Type Definitions

Special Revenue Funds—To account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The term "proceeds of specific revenues sources" establishes that one or more specific

restricted or committed revenues should be the foundation for a special revenue fund and this sources or sources should comprise a substantial portion of the inflows reported in the fund.

Capital Project Funds—To account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets.

Debt Service Funds—To account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

This policy has been approved by the City Administrator and Finance Officer, and adopted by the City Council. This Fund Balance Policy of the City will be reviewed from time to time and can be adjusted at any time by action of the City Council.

Balance Budget Definition

In accordance with Missouri Statute RsMo 50.590, a balanced budget for the City is defined as available fund reserves plus estimated revenues equal or greater than estimated appropriations. In no event shall the total proposed expenditures from any fund exceed the estimated revenues to be received plus any unencumbered balance or less any deficit estimated for the beginning of the budget year. The current year budget is balanced.

Fraud & Corruption

On July 20, 2009, the City Council approved an Anti-Fraud and Corruption policy. The purpose of the policy is to establish expectations, standards and procedures to minimize the risk of internal and external fraud as well as theft of City assets or fraudulent financial reporting. This policy also addresses the responsibility of employees for detecting and reporting fraud or suspected fraud, corruption, or dishonest activities, and provides a means for individuals outside of the City government organization to report improprieties to the City. The City is committed to protecting itself and the public from fraud, corruption, and dishonest activities through development and adherence to policies and procedures for the prevention and detection of fraud, corruption and dishonest activities.

Audit

An independent audit of all City accounts will be conducted annually. The audit shall be performed by a certified public accountant or firm of such accountants having no personal interest, direct or indirect, in the fiscal affairs of the City or any of its officers.

Cash & Investments

State statute RsMo. 30.950, authorizes Missouri local governments to invest in obligations of the United States Treasury and United States agencies, obligations of the State of Missouri or the City

itself, time deposit certificates and repurchase agreements. It is the policy of the City to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

On July 20, 2009, the City adopted the following investment policy to insure the City's objectives are met and standards of care are obtained.

I. Purpose

Effective cash flow management and cash investment practices are recognized as essential to good fiscal management. This policy is intended to provide guidelines for the prudent investment of the City's temporarily idle cash in all Funds, and outline the policies for maximizing the efficiency of the City's cash management system.

II. Scope

This policy applies to the investment of all operating funds of the City of Washington. Long-term funds for the employee's retirement fund and proceeds from bond issues are covered by those contractual agreements rather than this policy.

Except for cash in certain restricted funds, the City of Washington may consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

III. Objective

The objective of the investment policy is to provide guidelines for insuring the safety of funds invested while maximizing investment earnings to the City.

The three principle factors of Safety, Liquidity and Yield are to be taken into consideration, in the specific order listed, when making investment decisions.

1. **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and investment rate risk.
 - a. **Credit Risk**, defined as the risk of loss due to failure of the issuer of a security, shall be mitigated by only investing in very safe or "investment grade" securities and when feasible, diversifying the portfolio so that potential losses on individual securities will be minimized.

b. Investment Rate Risk, is defined as market value fluctuations due to overall changes in interest rates. The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates by:

1. Structuring the portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
 2. Investing operating funds primarily in shorter-term securities, money market funds, or similar pools.
2. **Liquidity** refers to the ability to convert an investment to cash promptly with minimum risk of losing some portion of principal or interest. The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accommodated by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in bank deposits or repurchase agreements or overnight investments that offer same-day liquidity for short-term funds.
3. **Yield** is the average annual return on investment based on the interest rate, price, and length of time to maturity. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall be held to maturity with the following exceptions:
1. A security with declining credit may be sold early to minimize loss of principal.
 2. A security swap would improve the quality, yield, or target duration in the portfolio.
 3. Liquidity needs of the portfolio require that the security be sold.

The City has developed a policy which affords the city flexibility without putting the City in a risky position. The City has addressed which types of investments to invest in as well as the parameters associated with a relatively conservative approach. In addition, the City addressed the safekeeping of these investments in its policy.

Capital Asset Expenditures

Expenditures of \$5,000 (excluding infrastructure) or more with an expected life of two or more years are considered to be capital assets for the purpose of classification of expenditures. Infrastructure asset expenditures of \$25,000 or more with an expected life of two or more years are considered to be capital assets. Also, betterments to general assets should have a cost of \$10,000 or more and betterments to infrastructure assets should have a cost of \$25,000 or more to be included as capital assets. Capital assets are depreciated using the straight-line method over the estimated useful lives of the various classes of assets. The estimated useful lives of depreciable capital assets are as follows:

Asset	Years
Infrastructure	20-40
Buildings	10-50
Improvements other than buildings	10-50
Machinery and equipment/Furniture and fixtures	2-15

Capital Improvement

The City appropriates funds for the planning, acquisition, and construction of major capital improvements. The funding sources are a ½ cent Capital Improvement Sales Tax, a ½ cent Transportation Sales Tax and a Local Option Use Tax. The majority of the Local Option Use Tax is used for storm water improvements.

The general fund also transfers money annually or as the budget permits to fund the Vehicle and Equipment Replacement fund which accounts for major vehicle and equipment purchases for the City.

The City adopted a five-year capital improvement plan which is included in Section 3, Long-Range Capital Budget Plan. It is a five year capital improvement plan that encompasses all funds and is a plan set forth to meet the City's future capital improvement needs.

The City attempts to maintain all of its assets at an adequate level to protect the City's capital investments and to minimize future maintenance and replacement costs.

Debt Policy & Management

The ability of the City to incur debt is limited by Article VI of the Constitution of the State of Missouri. Section 26(a) of the Article provides that a city may not become indebted in an amount exceeding in any year, the income and revenue provided for such year plus any unencumbered balances from previous years, except as set forth in Section 23(a) and Sections 26(b-e). Section 27 of the Article provides that a city may issue revenue bonds for the purpose of paying all or part of the cost of purchasing, constructing, extending, or improving municipal utilities.

The City of Washington is authorized under the aforementioned Articles, to issue General Obligation Bonds, Revenue Bonds, Special Revenue Bonds, and Certificates of Participation. When determining the type of bond to issue, the following factors are considered:

- The direct and indirect beneficiaries of the project to be financed.
- The lifetime of the benefits generated by the project.
- The revenues that may be raised by alternative types of user charges.
- The cost-effectiveness of user charges.
- The effect of the proposed bond issue on the City's ability to finance future project of equal or higher priority.
- The true interest and net interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

General Obligation Bonds

Under state statutes (Sections 95.115 and 95.120), the City may issue general obligation bonds from ad valorem taxes with two-thirds (66.67%) majority vote of qualified voters. During even number years when general municipal elections are held, August primary or November elections, a four-sevenths (57.14%) majority vote is required to approve such a bond. These bonds are issued to finance capital improvements and equipment.

The Missouri Constitution limits general obligation indebtedness to 10% of the assessed value of taxable tangible property of the City. It also permits an additional 10% for acquiring rights of ways, constructing and improving streets, sanitary sewers, and storm sewers.

Based on the 2014 assessed valuation of \$310,197,296, the City's legal debt limit is \$31,019,730. The City does not have any general obligation bonds as of September 30, 2014, therefore, the remaining legal debt limit is \$31,019,730.

Leasehold Revenue Bonds

Under state statutes, the City may issue revenue bonds to finance capital improvements. Revenue bonds require a simple majority vote of qualified voters for approval. Capital improvement bonds can include, but are not limited to, airport, recreation center, sanitary landfill facilities and the water and sewerage systems.

Leasehold revenue bonds do not carry the full faith and credit of the city so they do not count against the constitutional debt limitation.

Certificates of Participation

The City may issue certificates of participation to finance capital improvements. A bond issue is created in order to fund the construction of some sort of capital facility that is within the City limits. Rather than owning the facility outright during the period of construction, the City essentially leases

the facility during the construction period and makes installment payments toward the lease. When the payment schedule is completed, the municipality assumes ownership of the completed facility.

Certificates of participation do not require voter approval since it is a leasing arrangement. Also, certificates of participation do not count against the constitutional debt limitation.

Capital Leases

When necessary, the City does enter into capital lease obligations for certain capital improvements.

Refunding of Existing Debt

The City will consider undertaking a refunding when one or more of the following conditions exist:

- The present value of all refunding costs, including interest, bond counsel, underwriter discounts, premiums, and any other issuance costs are less than the present value of the current interest.
- The City wishes to restructure debt service to provide further financing or maximize cash position.
- The City wishes to eliminate old bond covenants that may have become restrictive or incongruous to City policies.

Federal Arbitrage Compliance

Arbitrage is the difference between the yield on an issuer's tax-exempt bond and the investment income earned on the proceeds. Arbitrage profits are earned when low-yielding tax-exempt bond proceeds are invested in higher-yielding taxable securities.

Federal arbitrage restrictions imposed by the Federal Government prohibit an issuer from retaining arbitrage profits when investing bond proceeds at a yield that exceeds the yield on the bonds. The City will enlist the services of a reputable professional firm to calculate the potential of any arbitrage liability and rebate, if any such liability to the U.S. Treasury in accordance with federal guidelines.

Pay Structure

The City has adopted a compensation plan based on a recent pay plan study performed by outside consultants. This plan has job grades for performance within the classification. The plan contains a minimum, mid and maximum annual pay amount assigned to each grade. The City Council approves any wage increase to the pay plan for employees with each budget year depending on availability of funds. Included in the 2015 budget is a 3% wage increase which is the average estimated to implement the new compensation plan and transition from the old pay plan to the new plan. Employees wage increases will vary by percentage depending on where they fell into the new plan and if any additional merit was warranted.

Vacation/Sick Leave

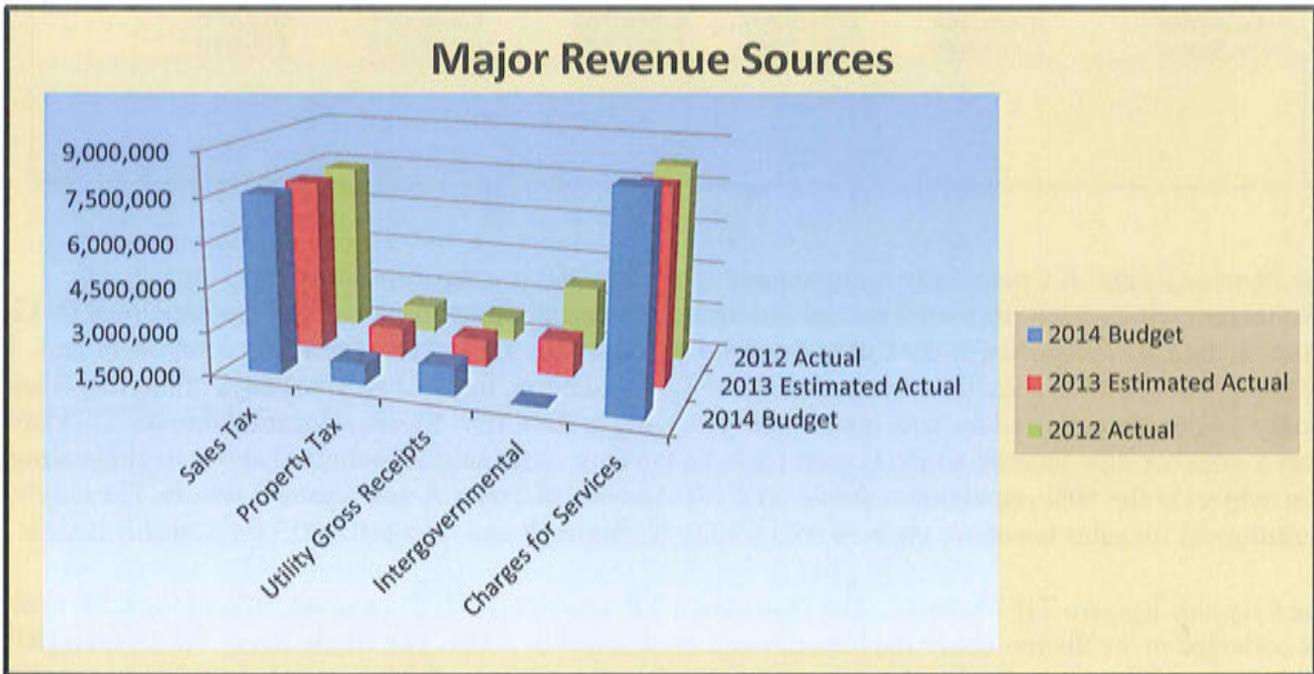
Full-time employees accrue vacation and sick leave based on years of continuous service. Accrual commences on employee's anniversary date. An employee may accumulate up to 160 hours of vacation and 1,440 hours of sick time. Upon separation of employment, employees will only be compensated for remaining vacation balance.

Accrual schedule is as follows:

	<u>Vacation</u>	<u>Sick</u>
After 1 st anniversary	80 hours	40 hours
On 5 th anniversary		120 hours
On 10 th anniversary	120 hours	
On 15 th anniversary	160 hours	

REVENUE PROJECTIONS & ASSUMPTIONS

The major sources of revenue for the City's General Fund are sales taxes (net of economic activity tax payments), property taxes, and gross receipts tax (franchise taxes). These three sources comprise 71% of total revenue in the General Fund. In addition, intergovernmental revenue (federal and state grant monies, etc) and charges for services are two other main sources of revenue in other governmental funds and enterprise funds resulting in 35% and 91% of revenue in these funds, respectively. The City monitors its major revenue sources on a monthly basis and uses trend analysis to project budget revenues. These major sources are discussed below in more detail along with a chart illustrating major revenue sources.



SALES TAX

The Sales Tax rate breakdown for the City of Washington is as follows:

4.225 %	State Sales Tax
1.750	Franklin County
.375	Washington Area Ambulance District
1.000	City of Washington
.500	City of Washington Capital Improvement Tax
<u>.500</u>	City of Washington Transportation Tax
8.350 %	Total Sales Tax Rate-City of Washington
<u>.750</u>	Phoenix Center II Community Improvement District (CID)
9.100 %	Total Sales Tax Rate within Phoenix Center II CID

The City has experienced flat sales tax growth and reduced building permit activity due to the downturn in the economy for the past several years. Budgeted sales tax revenue for 2014 decreased by 2 % from the 2013 budget. The City's sales tax did not meet the 2013 expected budget amount. Therefore, the City decreased the 2014 budget to reflect a more accurate estimated amount based on anticipated 2013 actual revenue. Included in the 2014 budget figure is a slight increase of \$40,000 due to the expansion of the Phoenix Center II CID shopping center. This figure was based on projected revenues from the study completed for this project. In the general fund, sales tax is 32% of total revenue.

In 1998, voters approved a local option use tax equal to the current local sales tax rate. This rate is currently 2%. The local option use tax revenue has been consistent since more sales are being conducted online. Therefore, an increase of approximately \$75,000 was budgeted for 2014.

Sales Tax Revenue					
	<u>General</u>	<u>CID</u>	<u>Capital Improvement</u>	<u>Transportation</u>	<u>Local Option Use</u>
2015 Budget	\$ 3,997,500	\$ (352,500)	\$ 1,920,000	\$ 1,920,000	\$ 475,400
2014 Estimated	\$ 3,840,000	\$ (337,500)	\$ 1,920,000	\$ 1,920,000	\$ 450,400
2013 Actual	3,750,000	(295,000)	1,900,000	1,900,000	451,400
2012 Actual	3,732,410	(338,645)	1,866,170	1,866,095	446,240
2011 Actual	3,653,879	(338,645)	1,826,940	1,826,940	442,280
2010 Actual	3,493,564	(371,830)	1,746,782	1,746,671	462,350
2009 Actual	3,563,680	(371,830)	1,781,841	1,782,013	477,240

The Phoenix Center II Community Improvement District (CID) is a separate entity from the City of Washington which issues its own financial statements. Since all directors of the CID are appointed by City Council, the CID is reported in the City's financial statements as a discretely presented component unit. The CID receives 100 % of sales tax collected in the CID. In addition, the CID receives 50% of the City's and county's sales tax collected for new businesses relocating in the CID. Stores relocating into the CID have to meet a sales tax base amount which is paid 100% to the City. Any amount collected above the base amount is then subject to the 50% requirement above. The CID has issued Series A and Series B Bonds. The City's commitment for sales tax above ends on 05/14/2028 for Series A and on 09/01/2023 for Series B Bonds.

The City also has two TIF Districts. The Downtown TIF District (RPA-1) receives 50% of the City's sales tax collected in the district above the base amount established in 2006. The Rhine River TIF District (RPA-2) also receives 50% of the City's sales tax collected in the district above the base amount established in 2009. Both TIF Districts have a termination date of 23 years past the establishment of the TIF area. The Downtown TIF District and Rhine River termination dates are 02/20/30 and 07/06/33 respectively.

PROPERTY TAX

Revenue from the ad valorem tax which is levied on real and personal property is based on the assessed valuation as established by the Franklin County Assessor as of January 1 of each year. Taxes are levied on September 1 and payable by December 31. Franklin County collects the taxes for the City of Washington and charges a 2% fee for collection services and ½% fee for assessor services.

The Downtown TIF District receives 100% of the property tax collected in this district above the base amount established in 2006. The Rhine River TIF District receives 100% of the property tax collected in this district above the base amount established in 2009.

The City's decrease in assessed valuation from 2012 to 2013 was approximately \$34.3 million with total levy rates increasing by .0014 for that same time period. Two factors contributed to this major decrease in property tax assessed valuation. One major for-profit medical facility merged with another non-profit medical facility. This resulted in approximately 50% of the decrease. The other 50% was a result of major adjustments across the board with property values being inflated in past years. As a result, the City budgeted \$175,000 less in 2014. In the general fund, property tax is 16% of total revenue.

Property Tax Revenue

	Property Tax Rates		Property Tax Revenue	
	General	Library	General (1)	Library
2015 Budget	0.6062	0.1000	\$ 1,854,715	\$ 128,995
2014 Estimated	0.6062	0.1000	\$ 1,807,775	\$ 128,085
2013 Actual	0.6048	0.0945	2,011,360	142,685
2012 Actual	0.6020	0.0927	1,987,815	146,795
2011 Actual	0.5962	0.0914	1,925,733	142,595
2010 Actual	0.5980	0.0925	1,900,741	136,715

(1) = General fund subsidizes the volunteer fire fund with approximately 30% of property tax revenue.

Principal Taxpayers

Real Estate	<u>Assessed Valuation</u>	<u>% of Total City Assessed Valuation</u>
Wal-Mart Real Estate Business	5,440,000	1.62
Parker-Hannifin Corp.	3,474,465	1.03
Bank of Washington	3,197,186	.95
USR-DESCO Washington Crossing	3,027,077	.90
CG Power Systems UAS Inc.	2,661,900	.79
Personal Property		
RTI Tradco Inc. – Wash Inc.	1,137,875	.34
Valent Aerostructures – Wash L.	1,080,630	.32
Magnet LLC	924,128	.27
CG Powers Systems USA Inc.	768,840	.23
GHTM LC	716,025	.21

UTILITY GROSS RECEIPTS

The City of Washington levies a 6% gross receipts tax on companies that supply electric, gas, telephone, and cable within the City. After reaching a total of \$30,000 in one calendar year, the % drops to 5.822 % for electric and 1% for all other utilities. Utility taxes are collected through monthly customer billings and are usually remitted to the City the following month.

Electric and gas gross receipts are primarily impacted by new development, weather conditions and market prices. Utility taxes are also greatly impacted by rulings by the Missouri Public Service Commission (PSC).

Gross receipts revenue for electric increased from 2012 actual to 2013 actual by approximately \$130,000 or 10% due to a rate increase by the local provider. The City, therefore, budgeted an increase in electric revenue for 2014 of \$140,000. Phone, gas and cable revenue remain relatively constant.

Current year budget was projected based on the estimated wireless monthly payments anticipated without the one-time settlement payments. In the general fund, utility gross receipts tax is 21% of total revenue.

Utility Gross Receipts Tax Revenue

	<u>Electric</u>	<u>Phone</u>	<u>Natural Gas</u>	<u>Charter Cable</u>
2015 Budget	\$ 1,680,000	\$ 598,650	\$ 240,000	\$ 120,000
2014 Estimated	\$ 1,490,000	\$ 655,580	\$ 210,000	\$ 115,000
2013 Actual	1,514,000	604,500	225,000	110,000
2012 Actual	1,362,805	630,555	199,340	110,200
2011 Actual	1,350,965	594,010	231,930	111,800
2010 Actual	1,202,706	568,997	271,235	111,984

INTERGOVERNMENTAL REVENUE

The City of Washington receives funding from both the federal and state government for street improvements, public safety and other various projects. This varies from year to year based on the projects scheduled by the City and the time frame for completion on a project by project basis. Intergovernmental revenue accounted for approximately 10% of total governmental revenue in September 30, 2014. The current year budget is based on the projects scheduled for completion.

	<u>General</u>	<u>Library</u>	<u>Capital Imp. Sales Tax</u>	<u>Transportation Sales Tax</u>	<u>Solid Waste</u>
2015 Budget	\$ 88,000	\$ -	\$ 234,470	\$ 1,130,000	\$ 15,000
2014 Estimated	\$ 94,500	\$ -	\$ 234,470	\$ 1,795,000	\$ 15,000
2013 Actual	93,000	9,500	250,000	2,770,545	-
2012 Actual	120,710	5,355	2,806,880	1,297,340	-
2011 Actual	63,450	43,843	-	204,910	-
2010 Actual	79,490	43,843	22,605	908	-

CHARGES FOR SERVICES

The main source of charges for services is water and sewer user fees. In the enterprise funds, charges for services represent approximately 91% of revenue. In governmental funds, approximately 9% of revenue is charges for services, mainly consisting of administration/finance and communication fees that are charged to other funds for these services. Charges for services in governmental funds budget amounts stayed relatively constant due to no wage increases in the 2014 budget.

On the April 2011 ballot, citizens voted for a garbage and refuse collection rate increase effective June 1, 2011 with incremental increases for 2 additional years. Due to this rate increase, the 2013 budget contains an increase in charges for services in the refuse department, with a total increase in the solid waste fund of approximately \$130,000 over the amount budgeted in 2012. The increase in rates will help to cover costs of future improvements as they become necessary and maintain the service levels the City currently has in place.

Charges for Services-By Fund

	General	Library	Volunteer Fire	Capital Imp. Sales Tax	Transportation Sales Tax	Water	Sewage Treatment	Solid Waste
2014 Budget	\$ 1,978,210	\$ 54,700	\$ 3,400	\$ -	\$ -	\$ 1,678,790	\$ 2,695,600	\$ 2,223,650
2013 Estimated	\$ 1,920,355	\$ 58,020	\$ 10,390	\$ -	\$ -	\$ 1,495,780	\$ 2,530,390	\$ 2,148,925
2012 Actual	1,833,515	46,500	6,035	300	-	1,580,125	2,523,090	2,233,955
2011 Actual	1,854,955	53,105	7,960	-	-	1,406,590	2,658,170	2,210,500
2010 Actual	1,208,433	45,800	6,040	-	3,821	1,287,713	2,627,896	2,023,508
2009 Actual	1,093,260	47,465	1,865	54,676	12,570	1,166,340	2,208,750	1,932,120

Rate History and Scheduled Increases

Water Rates

10-1-2000	For the first gallons	1500	\$ 5.00
	For the next (per 1000)	5167	\$ 1.45
	For the next (per 1000)	10000	\$ 1.35
	All over	16667	\$ 1.00
04/01/2009	For the first gallons	1500	\$ 6.50
	For the next (per 1000)	5167	\$ 1.60
	For the next (per 1000)	10000	\$ 1.50
	All over	16667	\$ 1.10
10/01/2009	For the first gallons	1500	\$ 6.50
	For the next (per 1000)	5167	\$ 1.76
	For the next (per 1000)	10000	\$ 1.65
	All over	16667	\$ 1.21
10/01/2010	For the first gallons	1500	\$ 6.50
	For the next (per 1000)	5167	\$ 1.94
	For the next (per 1000)	10000	\$ 1.82
	All over	16667	\$ 1.34
10/01/2011	For the first gallons	1500	\$ 6.50
	For the next (per 1000)	5167	\$ 2.09
	For the next (per 1000)	10000	\$ 1.96
	All over	16667	\$ 1.44

Sewer Rates

02/21/1995	Fixed Monthly	\$ 5.00
	Rate per cubic foot	\$ 0.00725
10/01/2007	Fixed Monthly	\$ 7.85
	Rate per thousand	\$ 2.16
10/01/2008	Fixed Monthly	\$ 10.42
	Rate per thousand	\$ 2.43
10/01/2009	Fixed Monthly	\$ 12.50
	Rate per thousand	\$ 3.02
	Refuse Collection - Monthly Fee	6/1/11-5/31/12
	Senior Citizens over 62 years	\$ 5.70
	All others	\$ 9.40
	Refuse Collection - Monthly Fee	6/1/12-5/31/13
	Senior Citizens over 62 years	\$ 7.10
	All others	\$ 11.80
	Refuse Collection - Monthly Fee	6/1/13 & future
	Senior Citizens over 62 years	\$ 8.50
	All others	\$ 14.15

* There are no future scheduled increases.

EXPENDITURE/EXPENSE PROJECTIONS & ASSUMPTIONS

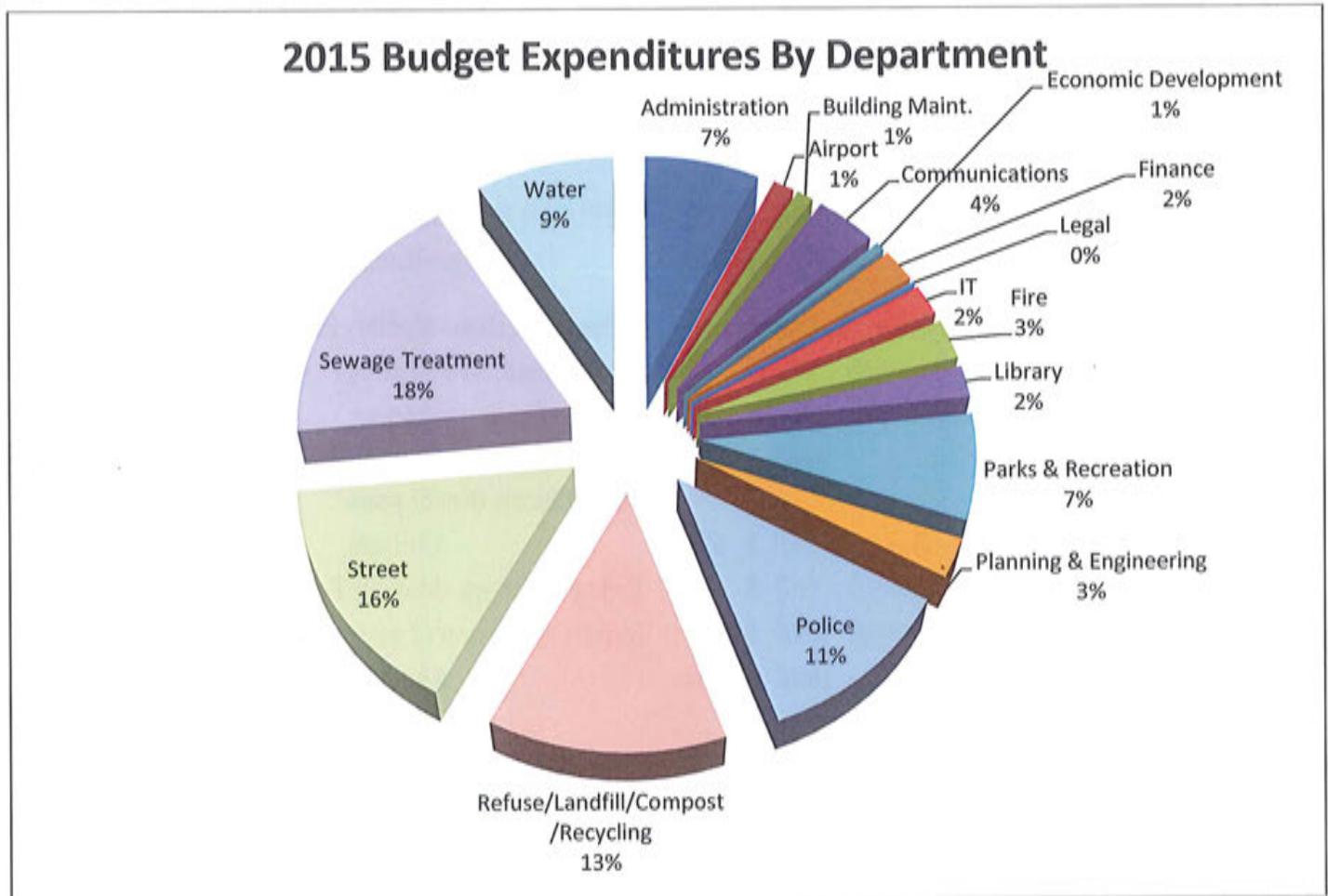
Due to the downturn in the economy experienced in FY 2009 through 2012, the City remained conservative with its approach in budgeting expenditures for 2014. The City continued this approach in 2014 with a decrease in projected revenue of approximately \$300,000. Therefore, the City did not budget any wage increases in 2014. The 2014 budget includes a 5% increase in health insurance costs due to the upward spiral experienced the last few years and unknown factors associated with the new federal care program.

The City allocates admin/finance/IT staff support, building maintenance, and street supervisory/clerical staff costs to the appropriate department or fund. These allocations will present a more accurate picture of the costs associated with the respective department or fund.

In addition, all non-essential capital projects and small tools were once again removed from the 2015 budget.

NEW PERSONNEL

The City remains on a hiring freeze and is currently not replacing employees upon termination unless deemed absolutely necessary. Also, the City is utilizing workers between departments more efficiently to help save payroll costs.



By making both the revenue and expenditure adjustments listed above and maintaining a conservative approach, the City feels confident that it will be able to meet the needs of its citizens and services will remain relatively unchanged.

BUDGET PROCESS

The budget process is designed to meet the requirements of the ordinances of the City of Washington and the statutes of the State of Missouri. The following procedures are followed in the preparation and adoption of the City's annual budget.

Budget Preparation:

- In May, the Finance Manager prepares a budget calendar, a copy of which is included in this document. This calendar outlines the process through budget adoption and implementation. The Finance Manager prepares spreadsheets and/or prints reports with prior years' actual and prior year's budget information by department, which are distributed to department heads who determine their current year budget requests and next four years' budget projections.
- In July, the Finance Manager meets with department heads to address budget revisions. Also during this time, City Administration reviews the budget and makes recommendations to the Finance Manager.
- The Finance Manager compiles all the revisions and prepares the proposed budget document. Work sessions and public hearings are held. After all revisions have been made, the City Administrator and Finance Manager present the budget for adoption.

Budget Adoption:

- Prior to October 1, the City Administrator and Finance Manager submit to the City Council a proposed five-year operating budget. The operating budget includes proposed expenditures and the means of financing them.
- Public hearings and open council meetings are held to obtain taxpayer comments.
- Prior to October 1, the budget is adopted by the City Council by ordinance.
- Formal budgetary integration is employed as a management control device during the period for all fund types. The department head is responsible and accountable for the expenditures in his or her department. The legal level of budgetary control is defined as the budgeted appropriation amount at the fund level of expenditures.
- Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America.
- If during the year, the Finance Manager determines that expenditures exceed the approved budget at the department level, a budget amendment will be prepared for City Council approval. All budget amendments must be approved by City Council by ordinance.
- Unencumbered appropriations at the end of the period are reconsidered for subsequent budgets.

Budget Amendments:

- Amendments between line items within the same department with no change in fund balance can be approved by the City Administrator and Finance Manager.
- All other budget amendments must be approved by City Council.
- The Finance Manager reviews the budget and compares to actual expenditures at the end of the year. An amendment is prepared and presented to City Council for approval. Amendments are approved on an as needed basis throughout the year as they are deemed necessary by City Council.

BUDGET CALENDAR 2014-2015

	Budget Process
May 2014	Distribute to Supervisors: Department Budget Requests – O & M (access on “S” drive, Directory) Department Long-Range Capital Requests (access on “S” drive, Directory) Department Goals & Objectives Forms
May 30, 2014	Return to Finance Manager: Department Goals & Objectives Forms Department Budget Requests – O & M Department Long-Range Capital Requests
June 26 & 27, 2014	Staff Meetings/Revisions to Requests Review and discussion with supervisors
July 7-11, 2014	Staff Meetings with City Administrator and Revisions to Requests. Review of 2014-2015 Budget revenue projections, O & M costs and initial Capital Budget with recommended cuts.
July 21, 2014	Administrative Committee: Meeting – 7:00 PM Discussion of Tax Levy for 2013 and draft of Budget for Fiscal Year 2014-2015 as proposed by Administration.
August 27 & 28, 2014	City Council Ward Meetings Discussion and review of updated draft budget for 2014-2015
August 18, 2014	Public Hearing to set 2014 Tax Levy for Real Estate and Personal Property
August 25, 2014	Administrative Committee Meeting and Workshop– 7:00 PM Discussion and review of the proposed budget for 2014-2015
September 2, 2014	Public Hearing on Budget for Fiscal Year 2014-2015
September 2, 2014	City Council Meeting— Approval of Budget
November 2014	Print and distribute Adopted Budget

Strategic Goals & Objectives

The City Council along with City staff has established strategic goals and objectives for long range planning purposes. These goals and objectives are listed below.

2015 GOALS:

Goal One: Capital Improvement Sales Tax Monies and Progress of Projects

Objective 1: Monitor sales tax revenues and complete jobs cost efficiently until all jobs under the capital improvement sales tax plan are complete. Completed jobs are estimated to be at 80% by the end of 2015.

Objective 2: Monitor progress of projects and make changes as needed to ensure items budgeted are completed within the allotted budget time frame.

These objectives are being addressed by allocating staff to monitor project accounting and submission of bond reimbursement requests.

Goal Two: Performance Measurements

Objective 1: Review performance measurements and enhance that area of the budget document.

This objective is being addressed by asking department heads to come up with a list of performance measurements they feel would benefit his department. Some departments have already incorporated some performance measures into their departmental summary.

Objective 2: Annual review of performance measurements by department heads.

Objective 3: Expand detail included in the long-range capital budget plan by using pictures, more graphs and details on current acquisitions.

This objective is being addressed by taking pictures of capital items and incorporating them into the budget as well as providing more information on major capital items.

Goal Three: Expand City Revenues

Objective 1: Review current rate structures and revenue streams. Include performance measures that will help assist in determining when a rate increase is necessary.

This is done annually during the budget process.

Objective 2: Recommend rate increases and/or other changes to help increase revenues.

The 5-year operating budget is reviewed and used to help assist department heads with recommendations for rate increases.

Goal Four: Implement new governmental accounting software/Accounting Procedures Manual

Objective 1: Continue to review/update accounting procedures manual annually.

Objective 2: In the finance department, use the accounting procedures manual as a tool to assist staff in cross-training.

Goal Five: Provide Exceptional City Services

Objective 1: Answer citizen inquiries in a timely manner.

Objective 2: Improve communication internally and externally by reporting the performance of the government to the community.

Objective 3: Benchmark against industry standards to drive internal performance.

Goal Six: Promote Economic Development within the City

Objective 1: Implement economic incentives that attract industry to fill the vacancies in the industrial park.

Objective 2: Promote the downtown area by implementing the rehabilitation grant program adopted in 2014.

Objective 3: Support both existing businesses in the City and development in the CID District.

2014 GOAL ACCOMPLISHMENTS:

Goal One: Capital Improvement Sales Tax Monies and Progress of Projects

Objective 1: Monitor progress of projects and make changes as needed to ensure items budgeted are completed within the allotted budget time frame.

GOAL ACCOMPLISHED: Projects were monitored and bond reimbursement requests for \$7.5 million were timely filed and received to help with cash flow. As of 2014, 70% of projects are complete.

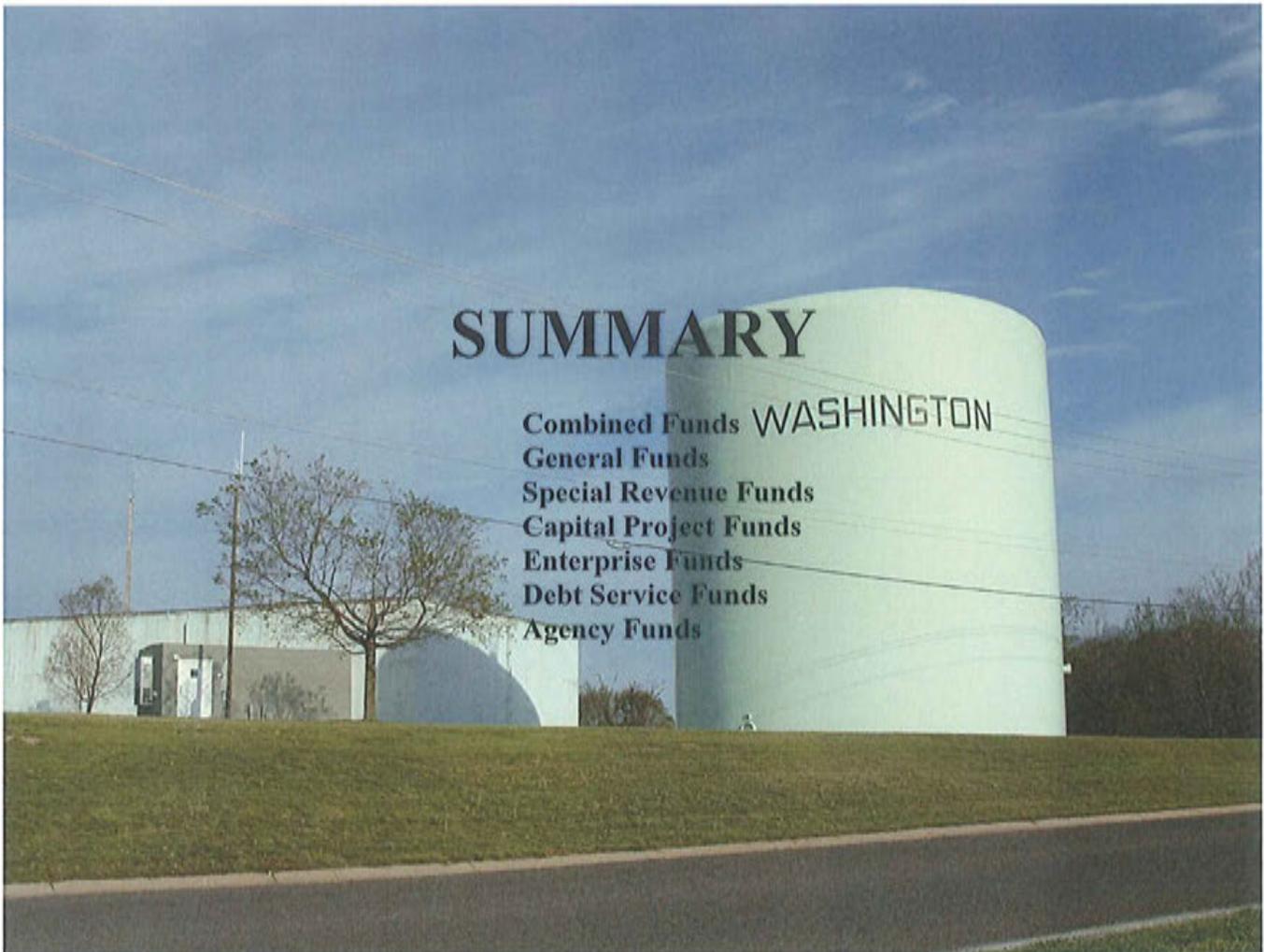
Goal Two: Performance Measurements

Objective 1: Review performance measurements and enhance that area of the budget document.

GOAL ACCOMPLISHED: Additional performance measurements were added.

Timeline for Future City Plans/Strategic Plans

	2015	2016	2017	2018 and future
Complete Projects approved in the Capital Improvement Sales Tax Fund	X	X	X	
Performance Measurements- Incorporate and include more Departments	X	X		
Evaluate Fee structure-Utilities	X			
Recommend New Fee structure		X		
Implement New Fee structure-utilities		X	X	X
Annexation – Evaluate areas & Recommendations to City Council	X			
Evaluate financial impact	X			
If annexation passes, include Revenues & Expenditures In budget		X	X	X
Accounting Procedures Manual				
Draft	X			
Complete with/Cross-Training	X	X		
Provide Exceptional City Services				
Answer Citizen’s Inquiries Timely	X			
Improve Communication	X			
Benchmark against industry	X			
Promote Economic Development				
Economic Incentives	X			
Implement Rehab Program	X			
Support existing business	X	X	X	



COMBINED FUNDS

**CITY OF WASHINGTON, MISSOURI
COMBINED FUNDS
STATEMENT OF ESTIMATED REVENUES, APPROPRIATIONS AND CHANGES IN PROJECTED FUND BALANCES
FOR THE YEAR ENDED SEPTEMBER 30, 2015**

	General	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Debt Service Funds	Agency Funds	2015 TOTALS
REVENUES							
Taxes	\$ 8,655,615	\$ 161,445	\$ 4,710,400	-	\$ 271,970	-	13,799,430
Licenses and permits	140,100	-	-	-	-	-	140,100
Intergovernmental	88,000	-	734,470	-	-	-	822,470
Charges for services	1,762,710	96,500	1,000	6,501,000	-	-	8,361,210
Fines	175,000	2,500	-	-	-	-	177,500
Investment income	29,500	4,500	32,000	511,000	123,210	-	700,210
Rents	148,415	8,230	-	-	-	967,000	1,123,645
Miscellaneous	23,900	12,600	110,000	89,120	-	-	235,620
TOTAL REVENUES	11,023,240	285,775	5,587,870	7,101,120	395,180	967,000	25,360,185
EXPENDITURES							
Administration	816,110	-	-	-	-	-	816,110
Tourism & Front St. Properties	141,600	-	-	-	-	-	141,600
Senior Center Operations	47,130	-	-	-	-	-	47,130
Municipal Court	41,790	-	-	-	-	-	41,790
Communications	893,360	-	-	-	-	-	893,360
Police Department	2,678,840	-	-	-	-	-	2,678,840
Finance	556,585	-	-	-	-	-	556,585
Economic/ Community Development	138,590	-	-	-	-	-	138,590
Planning and Engineering	663,485	-	-	-	-	-	663,485
Street Department	1,586,695	-	-	-	-	-	1,586,695
Building and Maintenance	265,180	-	-	-	-	-	265,180
Information Technology	524,935	-	-	-	-	-	524,935
Parks & Recreation	1,313,205	-	-	-	-	-	1,313,205
Aquatic Center	214,740	-	-	-	-	-	214,740
Airport	167,600	-	-	-	-	-	167,600
Library	-	526,615	-	-	-	-	526,615
Volunteer Fire	-	639,325	-	-	-	-	639,325
Water Operations	-	-	-	1,582,370	-	-	1,582,370
Sewerage Treatment Operations	-	-	-	2,033,165	-	-	2,033,165
Solid Waste Operations	-	-	-	2,409,540	-	-	2,409,540
Taxing Jurisdictions Distribution	-	-	-	-	23,580	-	23,580
Debt Service - principal	-	-	-	900,000	1,704,545	729,000	3,333,545
Debt Service - interest	7,565	-	-	884,765	1,414,545	238,000	2,544,875
Capital Outlay	27,000	35,000	3,734,255	1,239,000	-	-	5,035,255
TOTAL EXPENDITURES	10,084,410	1,200,940	3,734,255	9,048,840	3,142,670	967,000	28,178,115
REVENUES OVER (UNDER) EXPENDITURES	938,830	(915,165)	1,853,615	(1,947,720)	(2,747,490)	-	(2,817,930)
OTHER FINANCING SOURCES (USES)							
Sale of capital assets	-	-	10,000	-	-	-	10,000
Transfers in	1,022,965	918,820	300,000	-	2,832,000	-	5,073,785
Transfers out	(1,783,320)	-	(2,765,165)	(525,300)	-	-	(5,073,785)
TOTAL OTHER FINANCING SOURCES (USES)	(760,355)	918,820	(2,455,165)	(525,300)	2,832,000	-	10,000
NET CHANGE IN FUND BALANCE	178,475	3,655	(601,550)	(2,473,020)	84,510	-	(2,807,930)
FUND BALANCES, OCTOBER 1, 2013:							
General Fund	4,503,270	-	-	-	-	-	4,503,270
Library Fund	-	48,140	-	-	-	-	48,140
Volunteer Fire Fund	-	987,450	-	-	-	-	987,450
Storm Water Fund	-	-	3,715,330	-	-	-	3,715,330
Vehicle & Equipment Replacement Fund	-	-	2,299,680	-	-	-	2,299,680
Capital Improvements Sales Tax Fund	-	-	3,865,840	-	-	-	3,865,840
Transportation Sales Tax Fund	-	-	2,977,600	-	-	-	2,977,600
COPS Fund	-	-	-	-	485,690	-	485,690
Downtown TIF RPA-1 Fund	-	-	-	-	458,970	-	458,970
Rhine River TIF RPA-2 Fund	-	-	-	-	900	-	900
Water Fund	-	-	-	6,437,660	-	-	6,437,660
Sewage Treatment Fund	-	-	-	10,564,790	-	-	10,564,790
Solid Waste Fund	-	-	-	2,397,380	-	-	2,397,380
Adjustments for:							
Capital Outlay	-	-	-	1,239,000	-	-	1,239,000
Debt Service-Principal	-	-	-	995,000	-	-	995,000
Invested in capital assets, net of related debt							
Water	-	-	-	(5,171,550)	-	-	(5,171,550)
Sewage Treatment Fund	-	-	-	(10,460,240)	-	-	(10,460,240)
Solid Waste Fund	-	-	-	1,777,500	-	-	1,777,500
PROJECTED FUND BALANCES, SEPTEMBER 30, 2015	\$ 4,681,745	\$ 1,039,245	\$ 12,256,900	\$ 5,306,520	\$ 1,030,070	\$ -	\$ 24,314,480
Less: Funding Requirements							
15% Fund Balance, reserved for operations	(1,507,480)	(174,800)	-	-	-	-	(1,682,370)
25% Fund Balance, reserved for operations	-	-	-	(1,506,300)	-	-	(1,506,300)
PROJECTED UNRESERVED FUND BALANCES, SEPTEMBER 30, 2015	\$ 3,174,265	\$ 864,355	\$ 12,256,900	\$ 3,800,220	\$ 1,030,070	\$ -	\$ 21,125,810

CITY OF WASHINGTON, MISSOURI
COMBINED FUNDS
 CHANGES IN FUND BALANCES
 FOR THE YEAR ENDED SEPTEMBER 30, 2015

	General	Special Revenue	Capital Project Funds	Enterprise Funds	Debt Service Funds	Agency Funds	2015 TOTALS
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 4,503,270	\$ 1,035,590	\$ 12,858,450	\$ 7,779,540	\$ 945,560	\$ -	\$ 27,122,410
Projected Revenues	11,023,240	285,775	5,597,870	7,101,120	395,180	987,000	25,370,185
Proceeds from issuance of COP's/Notes	-	-	-	-	-	-	-
Transfers In	1,022,965	918,820	300,000	-	2,832,000	-	5,073,785
TOTAL REVENUES	12,046,205	1,204,595	5,897,870	7,101,120	3,227,180	987,000	30,443,970
Projected Expenditures/Expenses	10,084,410	1,200,940	3,734,255	9,048,840	3,142,670	987,000	28,178,115
Transfers Out	1,783,320	-	2,765,165	525,300	-	-	5,073,785
TOTAL EXPENDITURES /EXPENSES	11,867,730	1,200,940	6,499,420	9,574,140	3,142,670	987,000	33,251,900
PROJECTED FUND BALANCES, September 30, 2015	\$ 4,681,745	\$ 1,039,245	\$ 12,256,900	\$ 5,306,520	\$ 1,030,070	\$ -	\$ 24,314,480
Dedicated Reserves:							
15% Fund Balance, committed for operations	(1,507,480)	(174,890)	-	-	-	-	(1,682,370)
25% Fund Balance, committed for operations	-	-	-	(1,506,300)	-	-	(1,506,300)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 3,174,265	\$ 864,355	\$ 12,256,900	\$ 3,800,220	\$ 1,030,070	\$ -	\$ 21,125,810

	2014 Projected Ending Fund Balance	2015 Projected Ending Fund Balance	Change in Fund Balance	% Change
General Fund	\$ 4,503,270	\$ 4,681,745	\$ 178,475	3.96%
Stormwater Improvement Fund	3,715,330	3,945,265	229,935	6.19%
Vehicle & Equipment Replacement Fund	2,209,680	1,647,555	(652,125)	-28.36%
Capital Improvement Sales Tax Fund	3,865,840	4,170,050	304,210	7.87%
Transportation Sales Tax Fund	2,977,600	2,494,030	(483,570)	-16.24%
Water Fund	1,705,110	1,086,010	(619,100)	-36.31%
Sewage Treatment Fund	1,244,550	157,520	(1,087,030)	-87.34%
Solid Waste Fund	4,734,880	4,062,990	(671,890)	-14.19%
Non-Major Governmental Funds	1,981,150	2,069,315	88,165	4.45%
	\$ 27,027,410	\$ 24,314,480	\$ (2,712,930)	-159.97%

EXPLANATIONS OF CHANGES > 10%

Vehicle & Equipment Replacement Fund - This fund's proposed fund balance decreased by 28% due to the purchase of 3 new police vehicles, other city vehicles, dump truck, Caterpillar Crawler, snow plow truck and other miscellaneous equipment budgeted for purchase in 2015.

Transportation Sales Tax Fund - This fund decreased 16% due to the Lafayette Street Railroad Crossing, Camp Street Bridge, and Stafford/Fourteenth Street Resurfacing projects under construction in 2015.

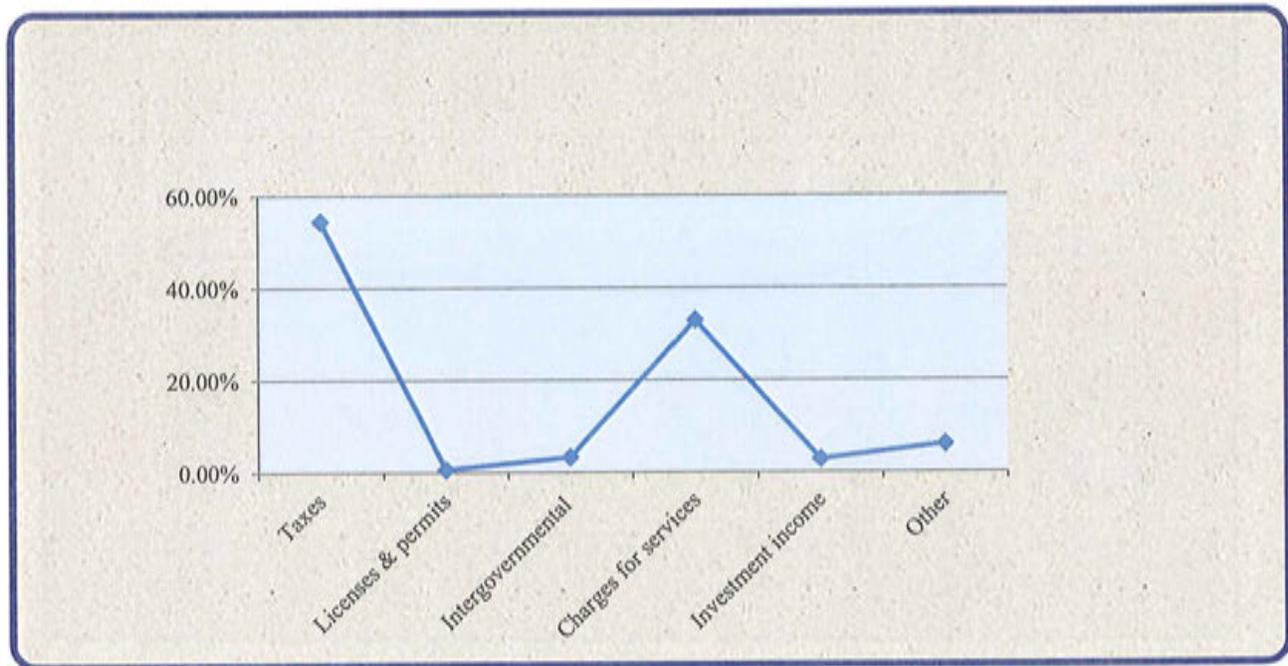
Water Fund Balance - This fund decreased in 2015 due mainly to the Enduro Water Tower Interior and Exterior Refurbishing Project and a new Booster Pumping Station estimated at \$340,000. In addition, annual depreciation of \$320,000 is budgeted.

Sewage Treatment Fund Balance - This fund decreased in 2015 due to the fact that \$900,000 is budgeted every year for annual depreciation expense for the sewage treatment plant. In addition, the City has budgeted \$100,000 for upgrading of one of its liftstations.

Solid Waste Fund - This fund increased due to the fact that \$246,000 is budgeted for annual depreciation and capital outlay of \$560,000 is budgeted for a new refuse truck, a new trailer, new baler, new brush chipper and a new recycle truck.

City of Washington Combined Funds Revenues

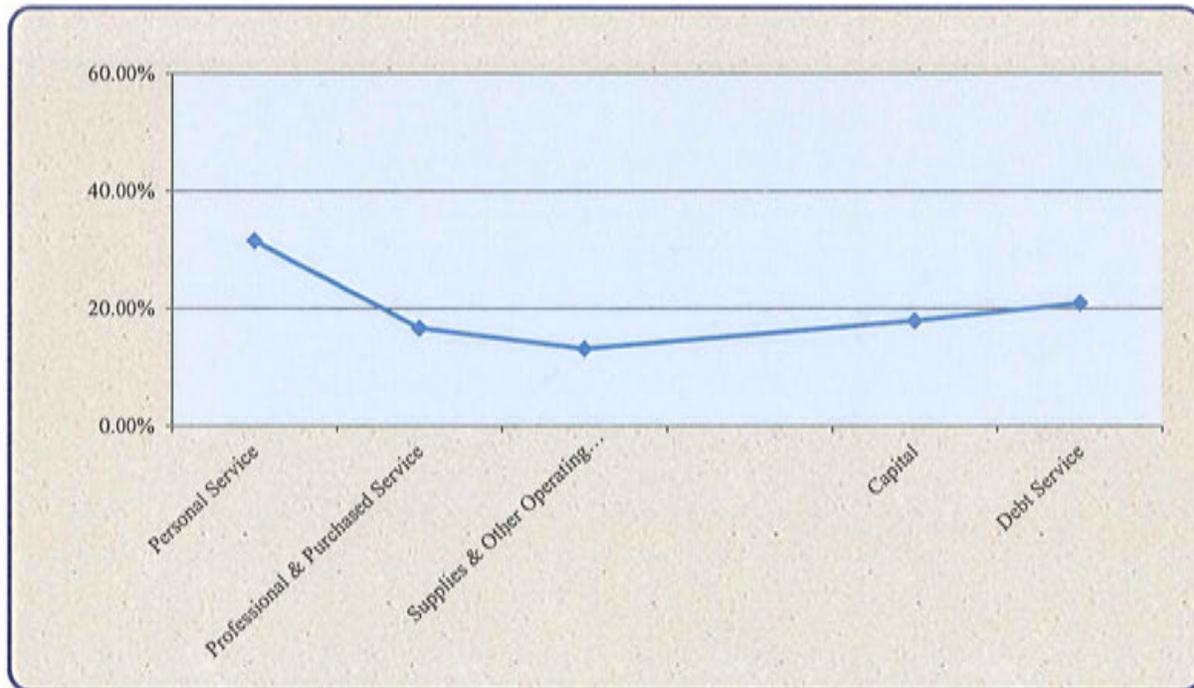
	Actual 2013	Amended Budget 2014	Original Budget 2015
Taxes	\$12,943,395	\$12,818,840	\$13,799,430
Licenses & permits	185,000	184,800	140,100
Intergovernmental	3,123,045	2,138,970	822,470
Charges for services	8,490,265	8,634,350	8,361,210
Investment income	808,400	772,910	700,210
Other	4,553,830	1,495,930	1,536,765
Total Revenue	\$30,103,935	\$26,045,800	\$25,360,185
Other Financing Sources	\$8,057,395	\$4,455,630	\$5,073,785



Revenues	Original Budget 2015	Percent of Total	Increase/ (Decrease) previous year	Percent of Increase/ (Decrease)
Taxes	\$13,799,430	54.41%	\$980,590	7.65%
Licenses & permits	140,100	0.55%	(44,700)	-24.19%
Intergovernmental	822,470	3.24%	(1,316,500)	-61.55%
Charges for services	8,361,210	32.97%	(273,140)	-3.16%
Investment income	700,210	2.76%	(72,700)	-9.41%
Other	1,536,765	6.06%	40,835	2.73%
Total Revenue	\$25,360,185	100.00%	(\$685,615)	-2.63%

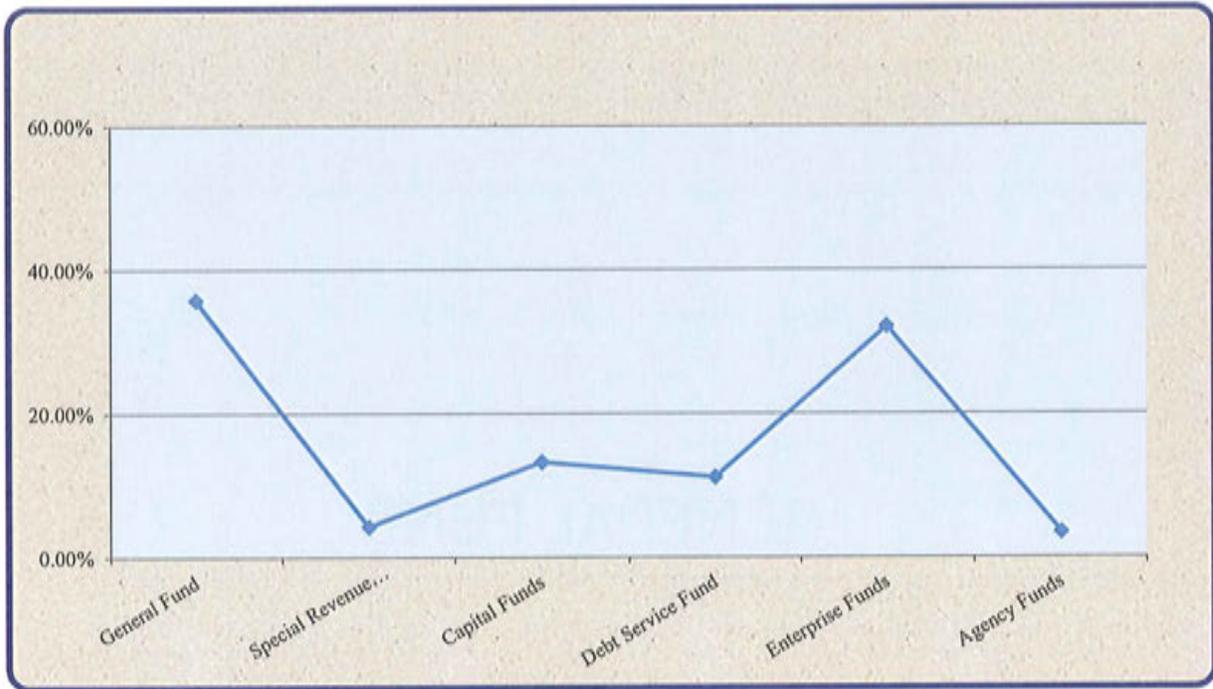
City of Washington Combined Funds Expenditures/Expenses by Class

	Actual 2013	Amended Budget 2014	Original Budget 2015
Personal Service	\$8,664,535	\$8,565,110	\$8,873,410
Professional & Purchased Service	4,783,080	4,725,435	4,689,745
Supplies & Other operating Expenses	3,890,655	3,781,040	3,697,685
Sub-Total	\$17,338,270	\$17,071,585	\$17,260,840
Capital	15,351,510	7,585,694	5,035,255
Debt Service	5,263,945	5,496,465	5,882,020
Total Expenditures/Expenses	\$37,953,725	\$30,153,744	\$28,178,115
Other Financing Uses	\$8,057,395	\$4,455,630	\$5,073,785



<u>Expenditures/Expenses</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Personal Service	\$8,873,410	31.49%	\$308,300	3.60%
Professional & Purchased Service	4,689,745	16.64%	(35,690)	-0.76%
Supplies & Other Operating Expenses	3,697,685	13.12%	(83,355)	-2.20%
	\$17,260,840		\$189,255	1.11%
Capital	5,035,255	17.87%	(2,550,439)	-33.62%
Debt Service	5,882,020	20.87%	385,555	7.01%
Total Expenditures/Expenses	\$28,178,115	100.00%	(\$1,975,629)	-6.55%

City of Washington Combined Funds Expenditures/Expenses by Fund Type



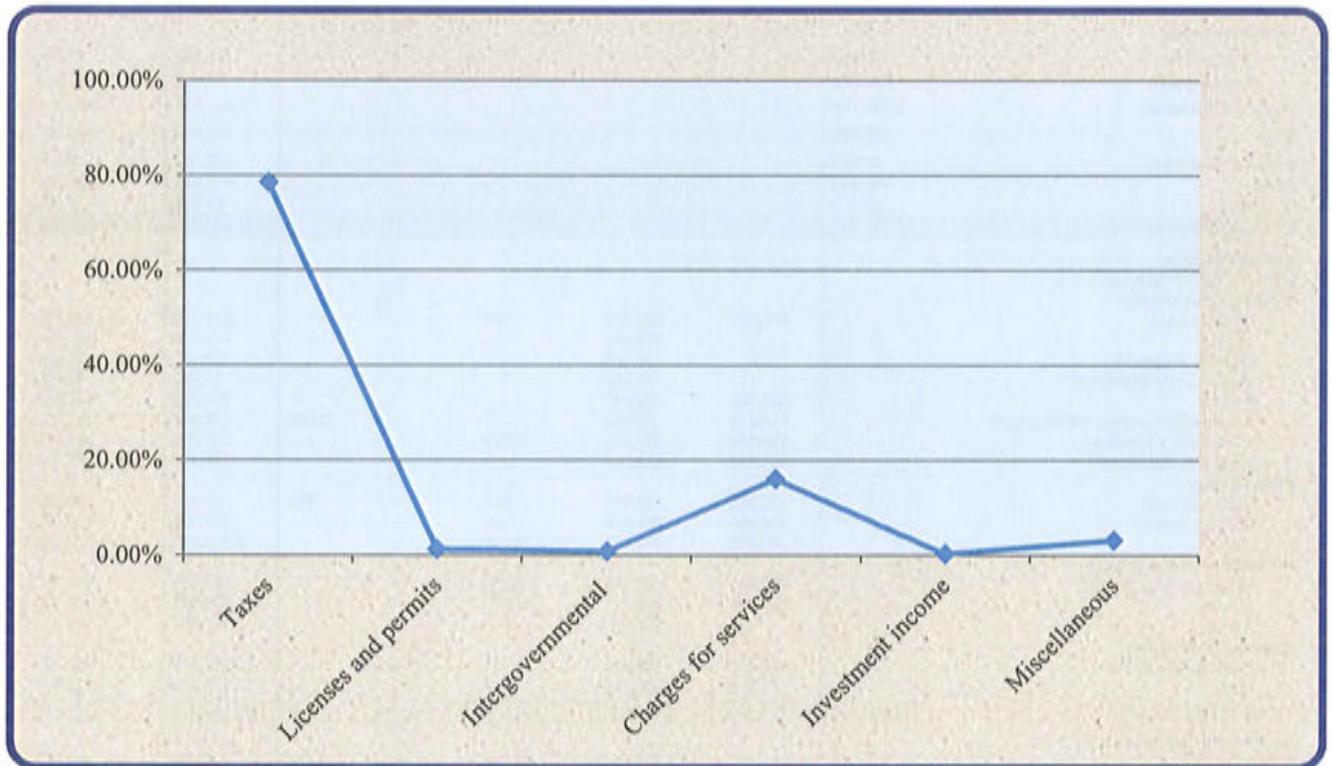
<u>Expenditures/Expenses</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
General Fund	\$10,084,410	35.79%	\$234,770	2.38%
Special Revenue Fund	1,200,940	4.26%	167,245	16.18%
Capital Funds	3,734,255	13.25%	(2,893,670)	-43.66%
Debt Service Fund	3,142,670	11.15%	167,070	5.61%
Enterprise Funds	9,048,840	32.11%	238,325	2.71%
Agency Funds	967,000	3.43%	(163,000)	-14.42%
Total Expenditures	\$28,178,115	100.00%	-\$2,249,260	-7.39%

GENERAL FUND

CITY OF WASHINGTON, MISSOURI
GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES-BUDGET AND ACTUAL
FOR THE YEAR ENDED SEPTEMBER 30, 2015

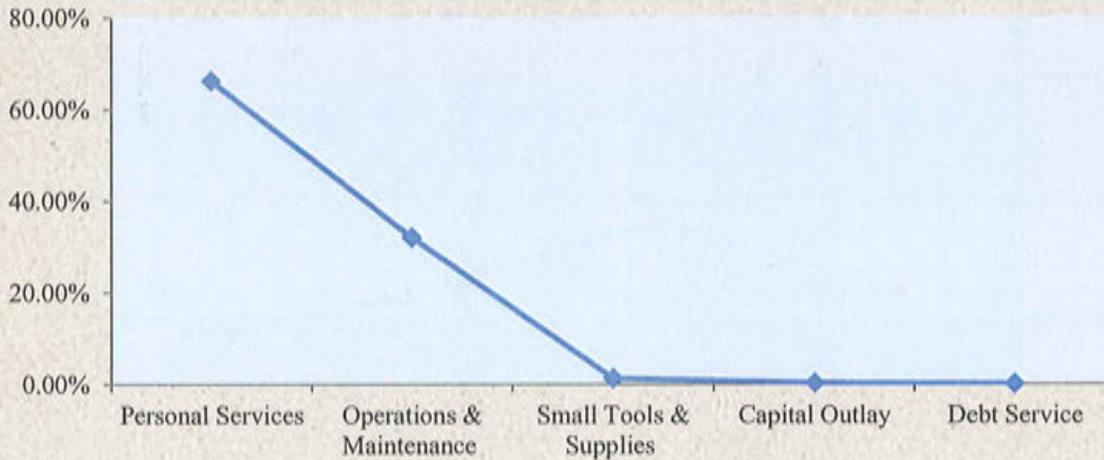
	Revenues	Personal Services	Operations & Maintenance	Small Tools & Equipment	Capital Outlay	Debt Service	2015	2014 Final	2014 Estimated
							Projected Budget	Budget	Actual
REVENUES									
Taxes									
General property	\$ 2,071,465						\$ 2,071,465	\$ 2,050,875	\$ 2,038,410
Sales & use	3,762,500						3,762,500	3,665,400	3,675,400
Gross receipts	2,638,650						2,638,650	2,465,080	2,444,000
Tourism	120,000						120,000	129,500	126,000
Cigarette	63,000						63,000	63,000	63,000
Licenses and permits	140,100						140,100	188,300	136,200
Intergovernmental									
State grants	11,100						11,100	17,500	8,200
Federal grants	76,900						76,900	77,000	61,100
Charges for services	1,762,710						1,762,710	1,804,710	1,737,360
Fines	175,000						175,000	170,000	165,000
Investment income	29,500						29,500	27,500	27,500
Rents	148,415						148,415	161,900	147,700
Donations	23,900						23,900	16,900	28,650
TOTAL REVENUES	11,023,240						11,023,240	10,837,665	10,658,520
EXPENDITURES									
FUNCTIONS/PROGRAMS:									
General Government:									
Administration		558,840	256,770	500	-	-	816,110	842,785	838,005
Tourism		-	116,500	-	-	-	116,500	120,000	120,000
Front St. Properties		-	25,100	-	-	-	25,100	21,000	23,800
Senior Center Operations		-	47,130	-	-	-	47,130	48,800	44,800
Finance		440,580	116,005	-	-	-	556,585	526,535	527,015
Community/Economic Development		114,610	23,980	-	-	6,665	145,255	141,275	138,230
Information Technology		156,680	347,475	20,780	-	-	524,935	501,160	507,045
Building & Maintenance		164,340	100,840	-	-	-	265,180	257,155	309,840
Public Safety:									
Municipal Court		20,670	20,070	1,050	-	900	42,690	36,020	37,745
Communications		683,450	209,910	-	-	-	893,360	866,010	897,270
Police		2,253,300	410,860	14,680	-	-	2,678,840	2,589,920	2,589,840
Highways & Transportation:									
Planning & Engineering		577,080	83,855	2,550	-	-	663,485	650,480	651,090
Streets		891,210	668,710	26,775	-	-	1,586,695	1,525,170	1,559,925
Airport		-	167,600	-	-	-	167,600	187,210	189,360
Culture & Recreation:									
Parks & Recreation		812,265	439,430	61,510	27,000	-	1,340,205	1,318,570	1,247,310
Pool		11,305	202,635	800	-	-	214,740	218,470	218,070
TOTAL EXPENDITURES	10,084,410	6,684,330	3,236,870	128,645	27,000	7,565	10,084,410	9,850,560	9,899,345
REVENUES OVER (UNDER) EXPENDITURES	938,830	(6,684,330)	(3,236,870)	(128,645)	(27,000)	(7,565)	938,830	987,105	759,175
OTHER FINANCING SOURCES (USES)									
Transfers in									
Transportation Sales Tax Fund	864,500						864,500	786,100	786,100
Storm Water Fund	158,465						158,465	-	-
Transfers out:									
Library Fund - subsidy	(290,000)						(290,000)	(185,000)	(185,000)
Volunteer Fire Fund - tax subsidy	(628,820)						(628,820)	(548,130)	(548,130)
COP Fund	(864,500)						(864,500)	(786,100)	(786,100)
Vehicle & Equipment Replacement Fund	-						-	(225,000)	(225,000)
TOTAL OTHER FINANCING SOURCES (USES)	(760,355)						(760,355)	(958,130)	(958,130)
NET CHANGE IN FUND BALANCE							178,475	\$ 28,975	\$ (198,955)
FUND BALANCE									
Fund Balance, October 1							4,503,270		
Less: Funding Requirements 15% Fund Balance, committed for operations							(1,507,480)		
ESTIMATED FUND BALANCES, SEPTEMBER 30, 2015							\$ 3,174,265		

City of Washington General Fund Revenue



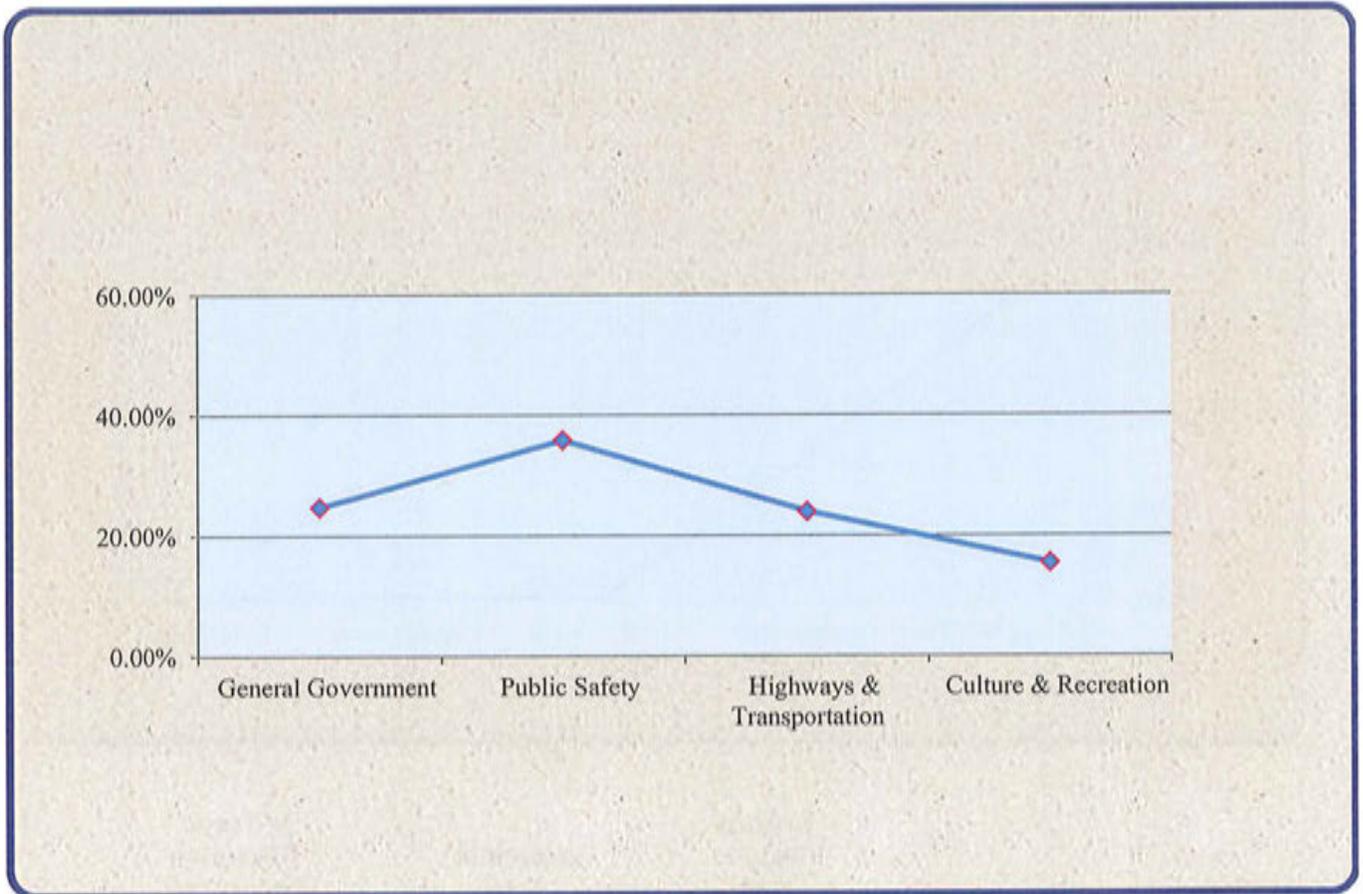
<u>Revenue</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Taxes	\$8,655,615	78.52%	\$281,760	3.36%
Licenses and permits	140,100	1.27%	(48,200)	-25.60%
Intergovernmental	88,000	0.80%	(6,500)	-6.88%
Charges for services	1,762,710	15.99%	(42,000)	-2.33%
Investment income	29,500	0.27%	2,000	7.27%
Miscellaneous	347,315	3.15%	(1,485)	-0.43%
TOTAL REVENUES	\$11,023,240	100%	\$185,575	-1.71%

City of Washington General Fund Expenditures by Type



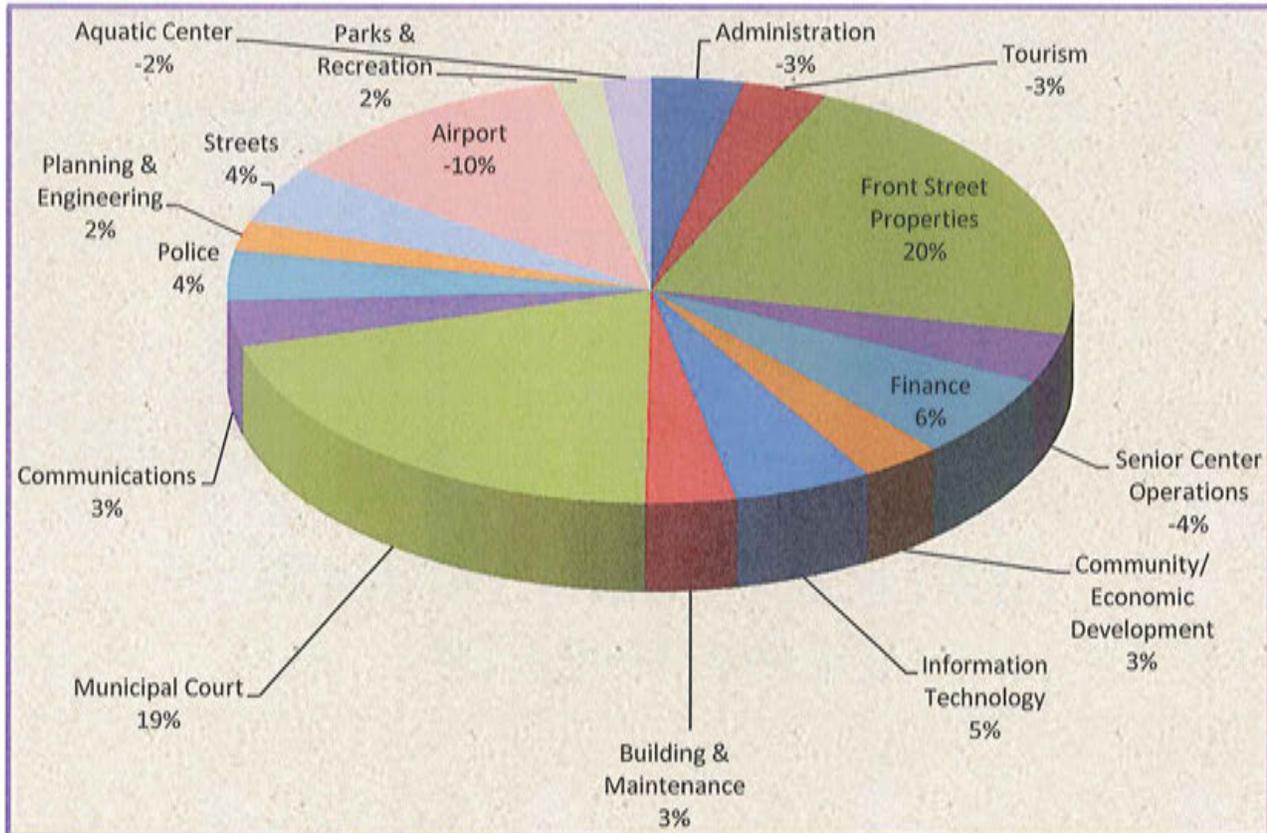
<u>Expenditures</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Personal Services	\$6,684,330	66.28%	\$232,120	3.60%
Operations & Maintenance	3,236,870	32.10%	(42,330)	-1.29%
Small Tools & Supplies	128,645	1.28%	52,415	68.76%
Capital Outlay	27,000	0.27%	(14,000)	-34.15%
Debt Service	7,565	0.08%	6,565	656.50%
TOTAL EXPENDITURES	\$10,084,410	100%	\$234,770	2.38%

City of Washington General Fund Expenditures by Function



<u>Function</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
General Government	\$2,496,795	24.76%	\$38,085	1.55%
Public Safety	3,614,890	35.85%	122,940	3.52%
Highways & Transportation	2,417,780	23.98%	54,920	2.32%
Culture & Recreation	1,554,945	15.42%	18,825	1.23%
TOTAL EXPENDITURES	\$10,084,410	100%	\$234,770	2.38%

City of Washington General Fund Expenditures by Department Increase (Decrease) over Prior Year



<u>Department</u>	<u>Original Budget 2015</u>	<u>Amended Budget 2014</u>	<u>Percent of Increase/ (Decrease)</u>
Administration	\$ 816,110	\$ 842,785	-3.17%
Tourism	116,500	120,000	-2.92%
Front Street Properties	25,100	21,000	19.52%
Senior Center Operations	47,130	48,800	-3.42%
Finance	556,585	526,535	5.71%
Community/ Economic Development	145,255	141,275	2.82%
Information Technology	524,935	501,160	4.74%
Building & Maintenance	265,180	257,155	3.12%
Municipal Court	42,690	36,020	18.52%
Communications	893,360	866,010	3.16%
Police	2,678,840	2,589,920	3.43%
Planning & Engineering	663,485	650,480	2.00%
Streets	1,586,695	1,525,170	4.03%
Airport	167,600	187,210	-10.47%
Parks & Recreation	1,340,205	1,317,650	1.71%
Aquatic Center	214,740	218,470	-1.71%
TOTAL EXPENDITURES	\$10,084,410	\$9,849,640	

GENERAL FUND – VARIOUS
DEPARTMENTS

DEPARTMENT:	ADMINISTRATION
FUND: 001	DEPT NUMBER: 11

PURPOSE:

To oversee operations and activities of all City Departments, and the recording and safekeeping of official documents. The Department is also responsible for bid advertisements, providing notices of public hearings, and other elections. Responsible for all human resource personnel and employee service programs including recruitment and hiring, performance management, labor relations, employee benefit programs, property and casualty, payroll, training and development, safety, workers compensation, and risk management efforts. In summary, the department is responsible for the general supervision and support for all issues and departments within the City structure.

GOALS:

1. Provide information and assist the City Council in formulating and establishing City policies.
2. Continue efforts in overseeing efficient use of City assets.
3. Practice good risk management through the Safety Program established.
4. Provide the best insurance available, within the allotted budget.
5. Evaluate and recommend ways to expand city revenues.

OBJECTIVES:

1. Monitor and coordinate various capital improvement sales tax projects' progress and approve projects as funding becomes available.
2. Maintain the high level of safety training that the City experienced with its prior insurance carrier.
3. Review and evaluate performance measurements annually.
4. Implement employee newsletter, public Facebook page and Twitter account.
5. Enhance communications with the general public through Social Media websites.
6. Implement cost saving measures through capital investment resulting in reduction of on going annual fixed costs.

PRIOR YEAR ACCOMPLISHMENTS:

1. Implement new Compensation Plan.

PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est</u>	<u>Target</u>
Ordinances Passed	125	112	130	130
Resolutions	5	13	5	5
# of Council Meetings	24	27	25	25
General Fund Operating Exp/per Capita	694	694	701	700

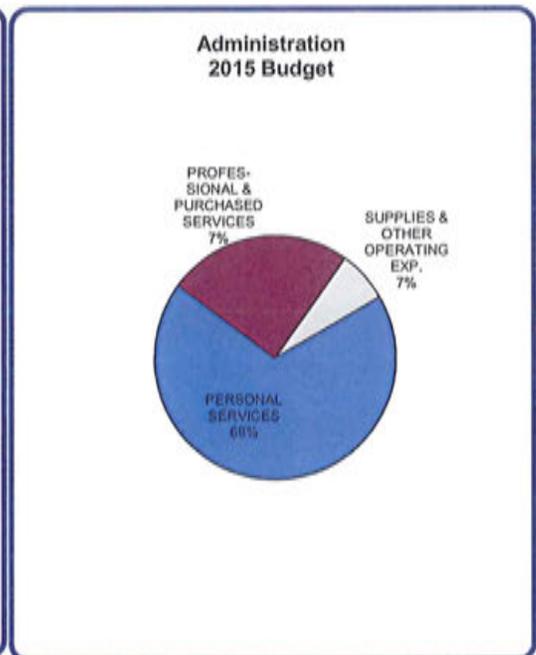
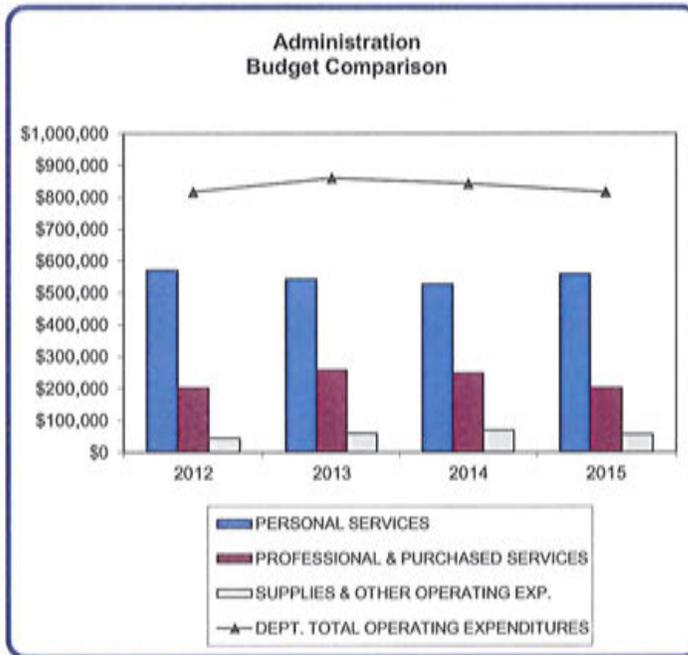
STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Mayor	0.50	0.50	0.50
City Council Members	4.00	4.00	4.00
City Administrator	1.00	1.00	1.00
Assistant City Administrator	1.00	1.00	1.00
City Clerk/Human Resources Manager	1.00	1.00	1.00
Executive Secretary	1.00	1.00	2.00
Emergency Preparedness Director	0.50	0.50	0.50
	<u>9.00</u>	<u>9.00</u>	<u>10.00</u>

DEPARTMENT: ADMINISTRATION, SENIOR CENTER, TOURISM, FRONT STREET PROPERTIES
FUND: 001 DEPT NUMBER: 11

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$571,157	\$543,361	\$527,370	\$558,840
PROFESSIONAL & PURCHASED SERVICES	\$201,456	\$257,510	\$246,950	\$201,170
SUPPLIES & OTHER OPERATING EXP.	\$43,760	\$58,620	\$68,465	\$56,100
DEPT. TOTAL OPERATING EXPENDITURES	\$816,373	\$859,491	\$842,785	\$816,110

DEPT. TOTAL OPERATING EXPENDITURES	\$816,373	\$859,491	\$842,785	\$816,110
SENIOR CENTER OPERATIONS	\$44,824	\$45,827	\$48,800	\$47,130
TOURISM	\$88,084	\$145,483	\$120,000	\$116,500
FRONT STREET PROPERTIES	\$21,841	\$25,162	\$21,000	\$25,100
DEBT SERVICE	\$921	\$0	\$0	\$0
CAPITAL	\$0	\$41,098	\$0	\$0
TOTAL BUDGET FOR ADMINISTRATION	\$972,043	\$1,117,061	\$1,032,585	\$1,004,840



DEPARTMENT:	MUNICIPAL COURT
FUND: 001	DEPT NUMBER: 12

PURPOSE:

To process alleged violations of the Municipal Code and collect fines and penalties.
The court has responsibility to guarantee the lawful rights of all who are brought before it.

GOALS:

1. To hear and deliberate on all cases docketed.
2. Efficiently maintain court records, handle and collect fines.
3. Prepare and review municipal ordinances, resolutions, contracts and other documents as necessary.

OBJECTIVES:

1. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Purchased and begin utilizing on line payments.

PERFORMANCE MEASUREMENTS:

	2013	2014	2015 Est	Target
Total Letters Issued	1,218	753	791	753
Total Continuances	3,025	2,069	2,172	1,818
Plea - Not Guilty - Trial Set	76	42	44	42
Total Warrants	1,002	974	1,022	974
Total Probation	228	143	150	143
Total Balance Due Continued	2,932	2,932	2,962	2,960
Total Case Closed	4,755	1,831	1,922	2,000
Total	13,236	8,744	9,063	8,690

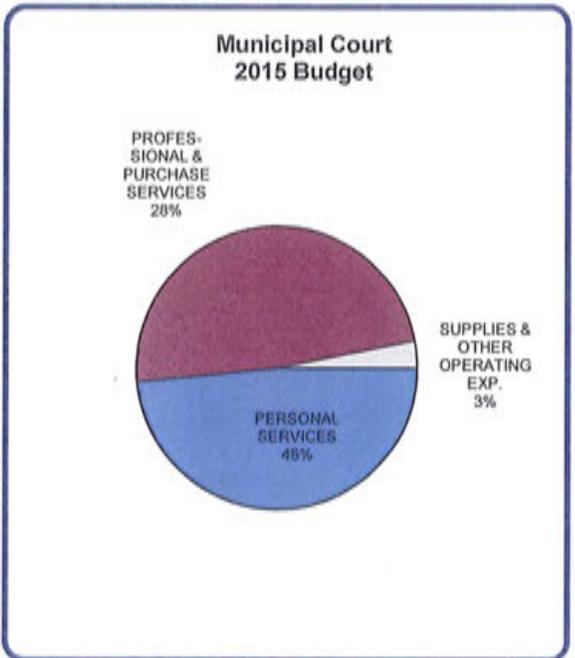
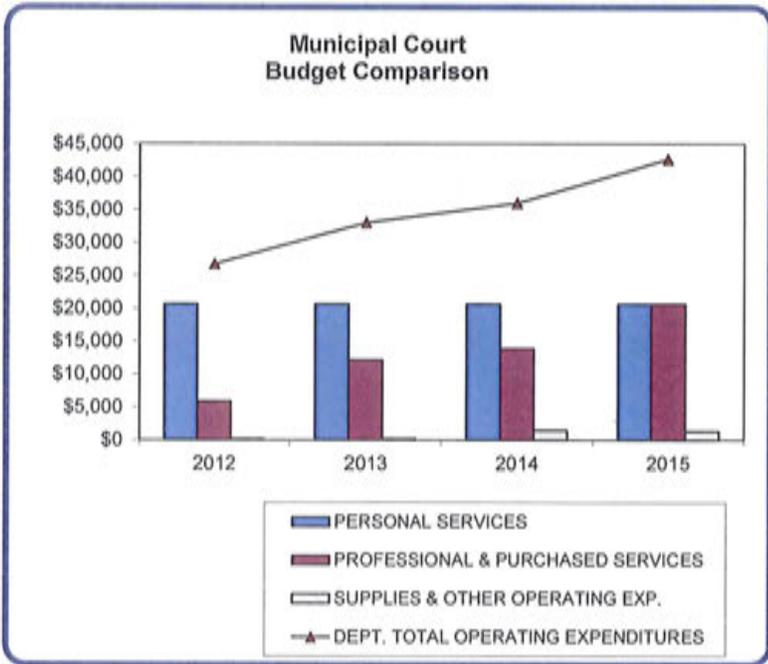
STAFFING/FTE's:

<u>Position</u>	2013	2014	2015
Municipal Judge (elected)	0.25	0.25	0.25
City Attorney (elected)	0.25	0.25	0.25
Court Clerk	0.25	0.25	0.25
2 - Deputy Court Clerk	0.25	0.25	0.25
	1.00	1.00	1.00

DEPARTMENT:	MUNICIPAL COURT
FUND: 001	DEPT NUMBER: 12

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$20,669	\$20,669	\$20,670	\$20,670
PROFESSIONAL & PURCHASED SERVICES	\$5,890	\$12,185	\$13,880	\$20,695
SUPPLIES & OTHER OPERATING EXP.	\$179	\$189	\$1,470	\$1,325
DEPT. TOTAL OPERATING EXPENDITURES	\$26,738	\$33,043	\$36,020	\$42,690

DEPT. TOTAL OPERATING EXPENDITURES	\$26,738	\$33,043	\$36,020	\$42,690
CAPITAL	\$0	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$900
TOTAL BUDGET FOR MUNICIPAL COURT	\$26,738	\$33,043	\$36,020	\$42,690



DEPARTMENT:	COMMUNICATIONS
FUND: 001	DEPT NUMBER: 13

PURPOSE:

Provide dispatch services for police, fire, ambulance and local government. Act as a point of contact with the public and emergency services.

GOALS:

1. Continue to provide a high level of service to the public.
2. Continue to provide quality emergency services through education and training.

OBJECTIVES:

1. Improve radio infrastructure and interoperability.
2. Implement and maintain EMD-Q (Quality Assurance program)
3. Review and evaluate performance measurements annually.
4. Update and install new recording system, for radios, 911 lines and VOIP phone lines.

PRIOR YEAR ACCOMPLISHMENTS:

1. Updated Enduro Siren to solar power.
2. Purchased and installed new generator at Radio Transmitter site on Clay St.
3. Completed changes within the 911 system to allow all cell phone calls placed within the City limits to route automatically to our 911 center.

PERFORMANCE MEASUREMENTS:

	2013	2014	2015 Est.	Target
<i>Police</i>				
Incident Reports	2,941	2,918	3,061	3,061
Citations Issued	1,222	1,535	1,612	1,612
No-Report	7,243	7,078	7,432	7,432
Unfounded	319	307	322	322
Written/Verbal Warning	3,192	4,601	4,831	4,831
Gone On Arrival	298	345	362	362
End Call	24,091	21,296	22,361	22,361
Total # Police	39,306	38,080	39,981	39,981
<i>Ambulance District</i>				
Emergency Calls	1,896	1,799	1,889	1,889
Routine Transfers	960	949	996	996
Emergency Transfers	19	12	13	13
Stand By District Line	10	5	6	6
Move Up	55	96	101	101
Fair Ambulance	12	11	12	12
Total # Ambulance Calls	2,952	2,872	3,017	3,017
<i>Fire</i>				
Fires, Explosions	89	84	91	91
Rescue	161	175	184	184
Hazardous Conditions	79	87	91	91
Service Calls	38	53	56	56
Good Intent Calls	96	74	78	78
False Calls	89	115	121	121
Other	5	4	4	4
Total # Fire Calls	557	592	625	625

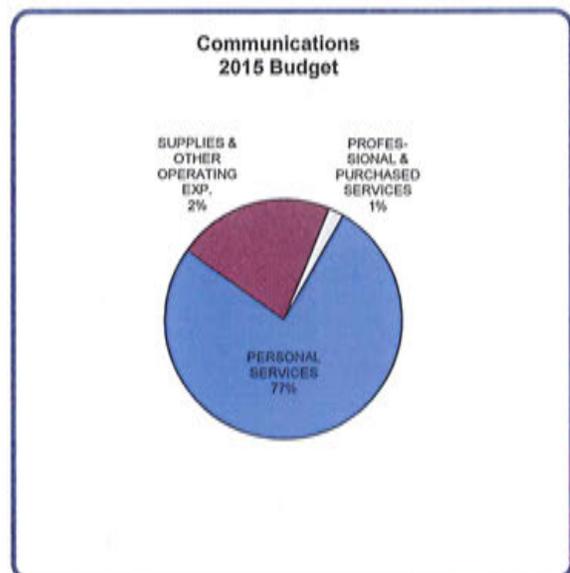
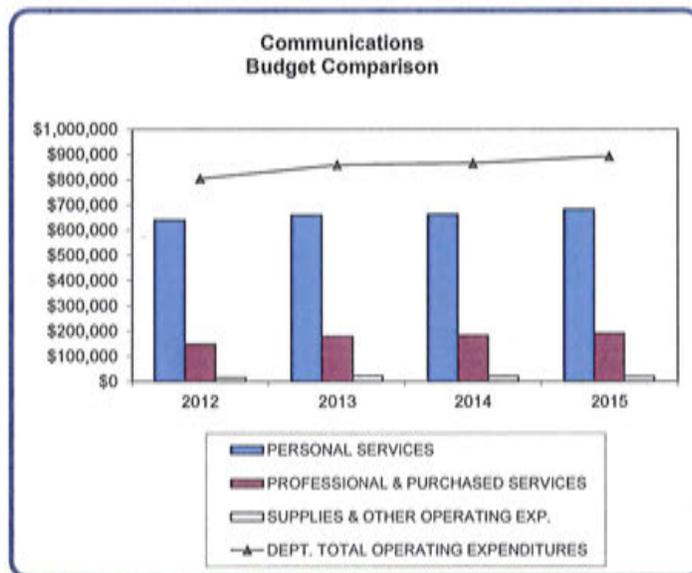
DEPARTMENT:	COMMUNICATIONS
FUND: 001	DEPT NUMBER: 13

PERFORMANCE MEASUREMENTS CONTINUED:

911				
Total 911 Calls Handled	5,438	7,398	7,768	7,768
Total Calls Handled	48,253	48,942	51,391	51,391
Average City Cost Per Call	\$ 2.59	\$ 2.55	\$ 2.43	\$ 2.40

Position	STAFFING/FTE's:		
	2013	2014	2015
Communications Director	1.00	1.00	1.00
Lead Dispatcher	1.00	1.00	1.00
Dispatcher	9.00	9.00	9.00
	11.00	11.00	11.00

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$640,724	\$659,455	\$663,650	\$683,450
PROFESSIONAL & PURCHASED SERVICES	\$148,209	\$177,923	\$181,760	\$191,070
SUPPLIES & OTHER OPERATING EXP.	\$15,214	\$21,865	\$20,600	\$18,840
DEPT. TOTAL OPERATING EXPENDITURES	\$804,147	\$859,243	\$866,010	\$893,360
DEPT. TOTAL OPERATING EXPENDITURES CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR COMMUNICATIONS	\$804,147	\$859,243	\$866,010	\$893,360



DEPARTMENT:	POLICE
FUND: 001	DEPT NUMBER: 14

PURPOSE:

To continue to improve upon our customer service approach without losing sight of our mission to serve and protect. To look at new ways to further reduce the number of traffic accidents within our city limits, through selective enforcement, education, and an in house traffic committee to suggest improvements regarding ordinances, and/or signage. To improve upon already good record regarding incidents at our local schools as they relate to safety, drug, and alcohol abuse.

GOALS:

1. Continued training of the entire department.
2. Proactive measures to reduce vandalism, theft, and drug abuse.
3. To complete the Public Safety System Project and to continue to improve and add to the system with new parts of the program i.e.: Booking system, MDT's in vehicles, etc.
4. Ensure officer's safety by providing safe and newer equipment and safety gear.

OBJECTIVES:

1. Purchase 3 new police vehicles.
2. Maintain a list of qualified instructors within the department to save on outside training.
3. Research and obtain grants including highway safety and police equipment grants opportunities.
4. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. The Police Department was extremely diligent in providing coverage for not only daily duties, but many special events while minimizing overtime.
2. Purchased 3 new police vehicles to maintain an optimal fleet.
3. The Police Department secured numerous grants including highway safety and police equipment grants.
4. Maintained staffing levels.

PERFORMANCE MEASUREMENTS:

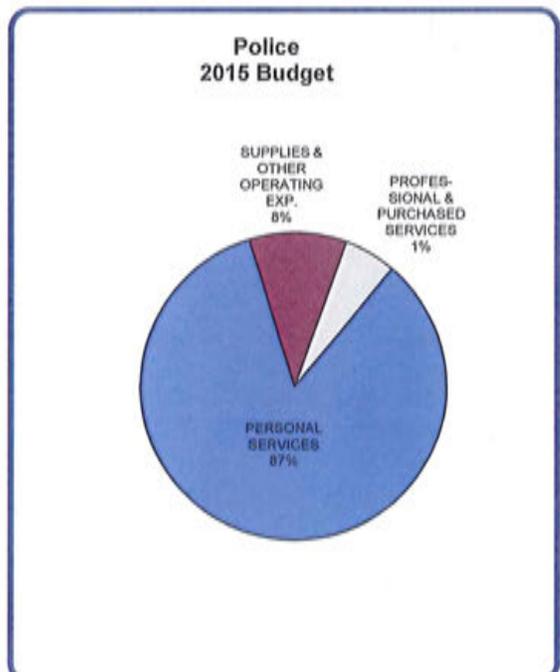
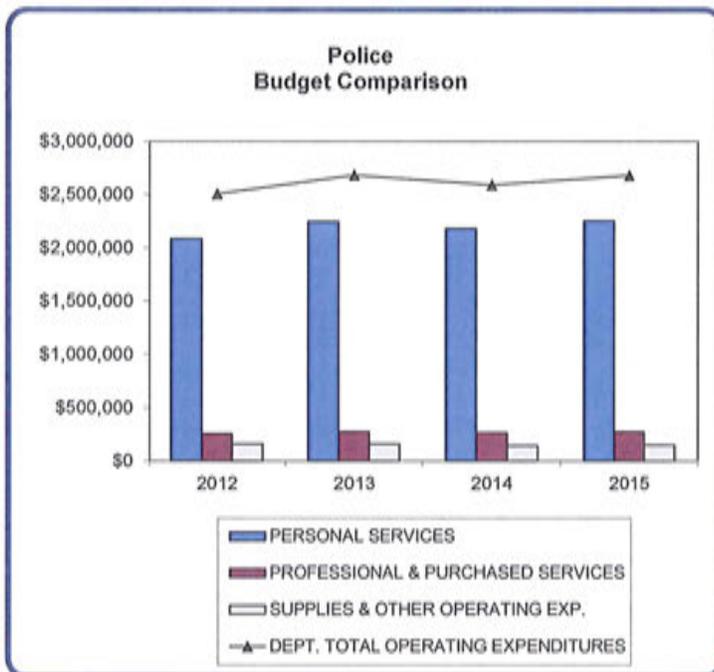
	2013	2014	2015	Target
Assault Related Crimes	111	99	99	90
Arson Related Crimes	3	4	4	5
Robbery	3	3	3	3
Burglary	52	70	70	94
Shoplifting	112	160	160	186
Larceny	324	399	399	447
Attempt Stealing	3	2	2	1
Possess/Receive Stolen Property	9	4	4	2
Stolen Vehicles	19	20	20	21
Recovered Vehicles	8	8	8	8
Vehicle Tampering	7	2	2	2
Domestic Violence Crimes	89	56	56	50
Other Criminal Offenses	1,176	3,024	3,024	4,200
Other Offenses	699	2,133	2,133	2,450
Traffic	7,522	10,466	10,466	13,560
Special Detail	28,932	22,494	22,494	18,980
K-9 Activity	62	42	42	10
Explorer Program Activities	71	23	23	23
School Resource	368	458	458	525
Dare	60	97	97	124
Total Calls	39,630	39,564	39,564	40,781
Total Reports Filed	2,780	3,104	3,104	3,428

DEPARTMENT:	POLICE
FUND: 001	DEPT NUMBER: 14

Position	STAFFING/FTE's:		
	2012	2013	2014
Police Chief	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Lieutenant	4.00	4.00	4.00
Police Sergeant	3.00	3.00	3.00
Detective	2.00	2.00	2.00
Detective-Narcotics	1.00	1.00	1.00
Patrol Officer-DARE/Resource Officer	2.00	2.00	2.00
Patrol Officer	13.00	13.00	13.00
Patrol Officer-Traffic Safety	2.00	2.00	2.00
Court Clerk/Office Supervisor	0.75	0.75	0.75
Police Secretary	1.00	1.00	1.00
Police Records Clerk	1.00	1.00	1.00
	31.75	31.75	31.75

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PERSONAL SERVICES	\$2,086,266	\$2,246,458	\$2,181,930	\$2,253,300
PROFESSIONAL & PURCHASED SERVICES	\$257,034	\$275,104	\$264,990	\$275,460
SUPPLIES & OTHER OPERATING EXP.	\$161,781	\$161,551	\$143,000	\$150,080
DEPT. TOTAL OPERATING EXPENDITURES	\$2,505,081	\$2,683,113	\$2,589,920	\$2,678,840

DEPT. TOTAL OPERATING EXPENDITURES	\$2,505,081	\$2,683,113	\$2,589,920	\$2,678,840
CAPITAL	\$10,140	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR POLICE	\$2,515,221	\$2,683,113	\$2,589,920	\$2,678,840



DEPARTMENT:

FINANCE

FUND: 001**DEPT NUMBER: 15****PURPOSE:**

The Finance Department accounts for and reports the various sources and uses of City funds as required by Government Auditing Standards and U.S. generally accepted accounting standards. It also manages cash and investments to ensure adequate cash flows while maximizing investment income. In addition, it prepares and assists with monitoring the City's annual budget.

GOALS:

1. Comply with current and new Government Accounting Standards Board (GASB) statements regarding financial reporting.
2. Provide citizens with quality and efficient customer service.
3. Provide safeguarding of assets by maintaining an adequate internal control structure and separation of duties.
4. Continue to receive GFOA Budget and CAFR awards.

OBJECTIVES:

1. Research and analyze GFOA comments and incorporate applicable improvements into future budgets and financial statement.
2. Review and evaluate performance measurements annually.
3. Prepare a new accounting procedures manual after new software implementation and training.
4. Revise the city's current purchasing manual.

PRIOR YEAR ACCOMPLISHMENTS:

1. Implemented GASB Statement No. 65 items Previously Reported as Assets and Liabilities.
2. Received an unqualified opinion on the audited 2012 CAFR.
3. Began reviewing City's Purchasing Manual.
4. Received awards from GFOA for: Distinguished Budget Award and the Certificate of Achievement for Excellence in Financial Report Award.

PERFORMANCE MEASUREMENTS

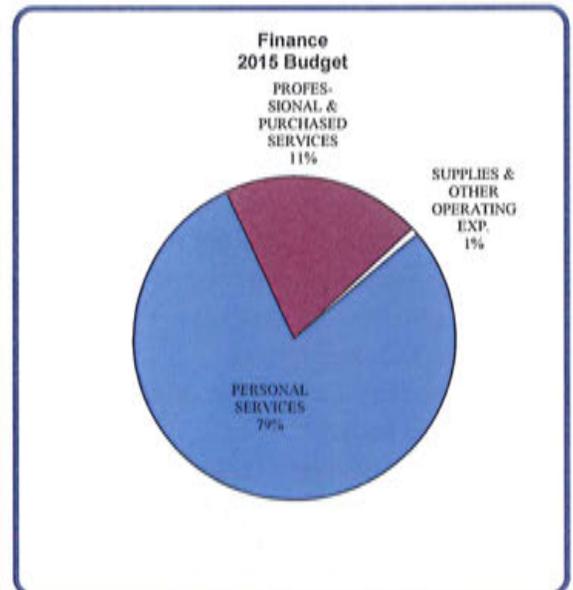
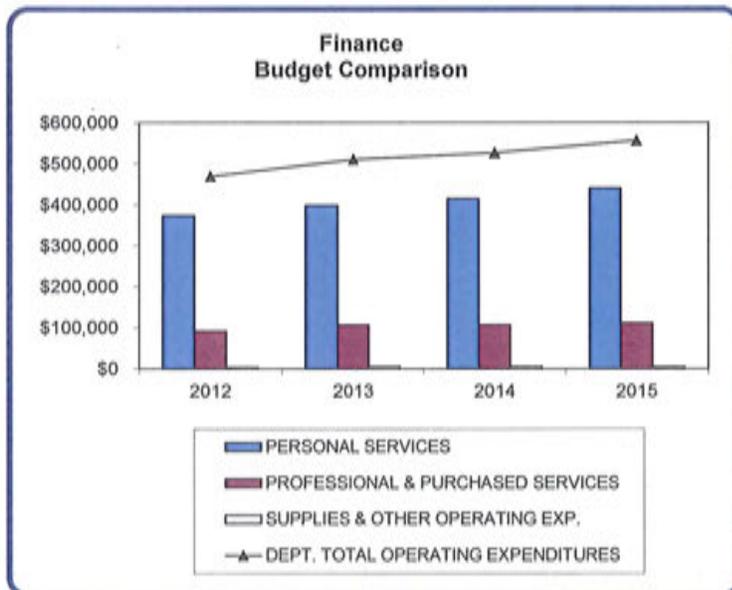
	2013	2014	2015 Est.	Target:
Accounts Payable Processed	8,720	9,250	9,200	
Average Processing Cost per A/P Invoice	\$ 16.06	\$ 15.14	\$ 15.22	\$15.00
Accounts Receivable Processed	2,045	1,932	2,000	
Average Processing Cost per A/R Invoice	\$ 35.70	\$ 37.78	\$ 36.50	\$35.00
Business Licenses Issued	1,103	1,200	1,180	
Average Staff Cost per License Issued	\$ 19.95	\$ 18.33	\$ 18.64	\$18.50
Water Bills Issued	74,235	74,646	74,800	
Average Cost to Issue Utility Bill	\$ 2.69	\$ 2.68	\$ 2.67	\$2.50
Average Monthly Utility Bill	\$ 60.62	\$ 62.17	\$ 60.16	
Utility Receipt Entry Cost	\$ 1.08	\$ 1.07	\$ 1.07	\$1.05
Tax Bills Assessed	13,704	13,780	13,800	
Bond Rating-Standard & Poor's	A+	A+	A+	A+

DEPARTMENT:	FINANCE
FUND: 001	DEPT NUMBER: 15

Position	STAFFING/FTE's:		
	2012	2013	2014
Finance Manager	1.00	1.00	1.00
Assistant Finance Manager	0.00	0.00	0.00
General Ledger Clerk	1.00	1.00	1.00
Accounts Payable Clerk	1.00	1.00	1.00
Payroll/Accounts Receivable Clerk	1.00	1.00	1.00
Special Accounts/Utility Billing Clerk	1.00	1.00	1.00
Utility Billing Clerk	1.00	1.00	1.00
Cashier	1.50	1.50	1.50
	7.50	7.50	7.50

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$373,729	\$398,878	\$414,670	\$440,580
PROFESSIONAL & PURCHASED SERVICES	\$92,407	\$106,418	\$106,990	\$111,805
SUPPLIES & OTHER OPERATING EXP.	\$3,319	\$5,327	\$4,875	\$4,200
DEPT. TOTAL OPERATING EXPENDITURES	\$469,455	\$510,623	\$526,535	\$556,585

DEPT. TOTAL OPERATING EXPENDITURES	\$469,455	\$510,623	\$526,535	\$556,585
CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR FINANCE	\$469,455	\$510,623	\$526,535	\$556,585



DEPARTMENT:	COMMUNITY & ECONOMIC DEVELOPMENT
FUND: 001	DEPT NUMBER: 16

PURPOSE:

The Community and Economic Development strives to provide employment opportunities within the Washington region through partnerships with educational institutions, and comprehensive sustainable community planning. The Department works to achieve this goal through the Washington City Council, the Washington Redevelopment Corporation, the Washington Area Chamber of Commerce and the Washington Civic Industrial Corporation.

GOALS:

1. Begin/Continue an aggressive business retention and expansion program.
2. Continue collaboration with Missouri Partnership and St. Louis Regional Chamber to market community to new industries.
3. Maintain Certified Work Ready Community Status through National Career Readiness Certificate Program.
4. Target industry clusters for best available future job growth.
5. Continue to market quality of life in promotional materials to site selectors, industries and future workforce.
6. Collaborate with East Central College, Four Rivers Career Center and Chamber of Commerce to identify job opportunities with existing employers.
7. Expand Highway 100 to four lanes to Heidmann Industrial Park.
8. Identify future land for industrial development purposes.
9. Expand Highway 47 to four lanes south to Union and St. Clair.
10. Continue to improve Washington Regional Airport.

OBJECTIVES:

1. Continue marketing regional area with local educational institutions, the St. Louis Regional Community & Growth Association and the Missouri Partnership.
2. Continue to maximize our marketing efforts with the following economic development partners: The St Louis RCGA, The Missouri Partnership, The Missouri Department of Economic Development, personal contacts with both International and National site locators, commercial realtors in the St. Louis region and Ameren UE.

PRIOR YEAR ACCOMPLISHMENTS:

1. Attended marketing trips to Cleveland Ohio and Pittsburgh Pennsylvania with the Missouri Partnership to meet the Site Selector.
2. Assisted in expansion efforts of local industries including sale of lot 13 within Heidmann Industrial Park to Hodges Badge Company.
3. Assisted in efforts to obtain Certified Work Ready Community Status for Franklin County.
4. Met with local industries to explain the Missouri Works Incentive program.

PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
New industries moved into City	1.00	2.00	1.00	1.00
Expansion of industries	1.00	2.00	3.00	3.00
Relocation of industries	1.00	-	-	1.00

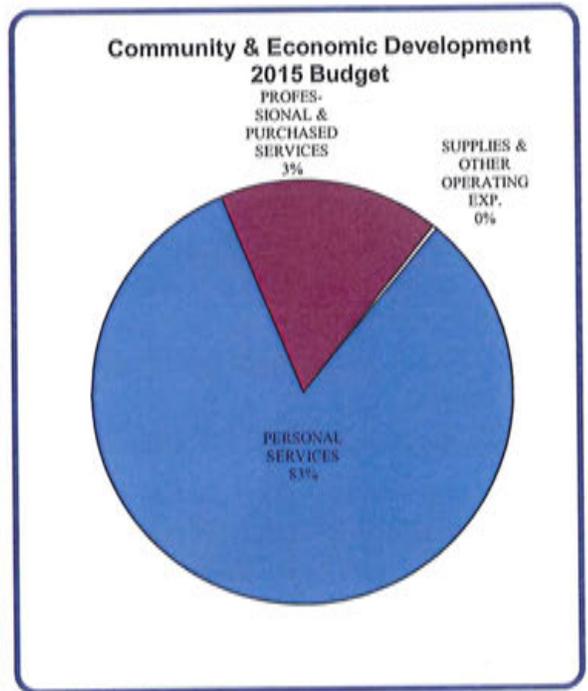
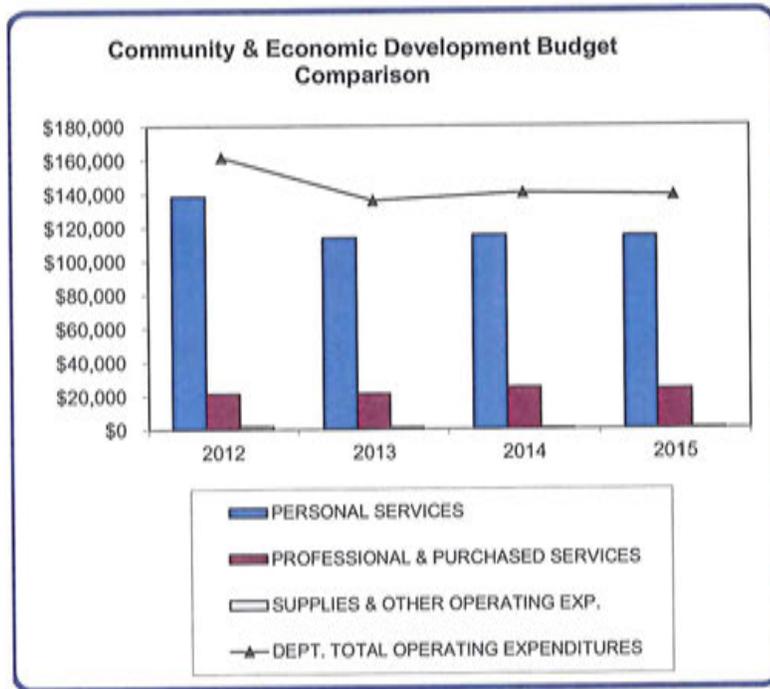
STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Economic Development Director	1.50	1.00	1.00

DEPARTMENT:	COMMUNITY & ECONOMIC DEVELOPMENT
FUND: 001	DEPT NUMBER: 16

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$138,504	\$113,657	\$115,115	\$114,610
PROFESSIONAL & PURCHASED SERVICES	\$21,213	\$21,138	\$24,735	\$23,505
SUPPLIES & OTHER OPERATING EXP.	\$1,753	\$1,032	\$425	\$475
DEPT. TOTAL OPERATING EXPENDITURES	\$161,470	\$135,827	\$140,275	\$138,590

DEPT. TOTAL OPERATING EXPENDITURES	\$161,470	\$135,827	\$140,275	\$138,590
DEBT SERVICE	\$0	\$948	\$1,000	\$6,665
TOTAL BUDGET FOR COMMUNITY & ECONOMIC DEVELOPMENT	\$161,470	\$136,775	\$141,275	\$145,255



DEPARTMENT:	PLANNING and ENGINEERING SERVICES
FUND: 001	DEPT NUMBER: 17

PURPOSE:

The Planning and Engineering Services department provides technical expertise in comprehensive planning, code enforcement and supervision of the construction and maintenance of public works projects. These services are provided to insure public safety, health, welfare, and orderly growth of the City.

GOALS:

1. City sidewalk and curb and gutter infrastructure with no hazardous conditions.
2. Provide street maintenance, rehabilitation, and reconstruction in the most cost efficient manner.
3. Maximize AutoCAD and GIS systems to provide all City departments with useful mapping information.
4. Minimize sanitary sewer system inflow and infiltration.
5. Establish a schedule for construction of landfill phases, and ensure its cost effective operation in conformance with MoDNR requirements.
6. All City buildings meet minimum standards for occupancy and safety.
7. City is bicycle and pedestrian friendly.
8. Provide the public with user friendly information.

OBJECTIVES:

1. Create a map that identifies all sidewalk and curb and gutter in need of repair. Rate and prioritize identified locations. Conduct annual program to repair hazardous sidewalk and curb and gutter locations.
2. Develop long-range plan for street and bridge maintenance.
3. Aggressively pursue all available grants for transportation infrastructure.
4. Continue to work toward scanning of building plans and reduce size of paper files.
5. Follow Comprehensive Plan in extending infrastructure.
6. Develop City maps to accurately depict current City infrastructure.
7. Develop City maps to support all aspects of City Planning and Zoning operations.
8. Continue City occupancy inspection program.
9. Develop electronic field Inspection Checklist Form for use on the new laptops.
10. Support Public Works to reduce inflow and infiltration.
11. Implement MoDNR mandated landfill management program.
12. Review and evaluate performance measurements annually.
13. Construct the Camp Street Road and Bridge.

PRIOR YEAR ACCOMPLISHMENTS:

1. Managed various transportation improvements including: Madison Street Overlay, Street Sealing, Parking Lots and Alley Resurfacing, Construct Fourteenth Street Road and Bridge improvement.
2. Continued the residential occupancy inspection program.

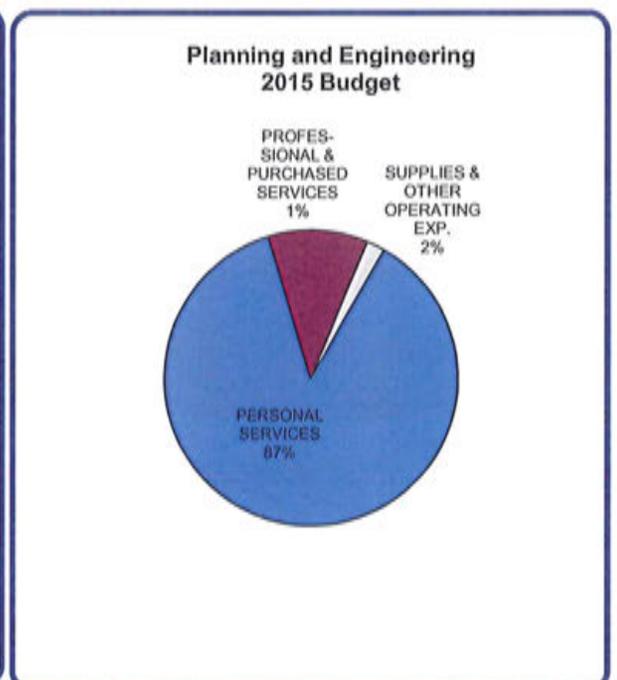
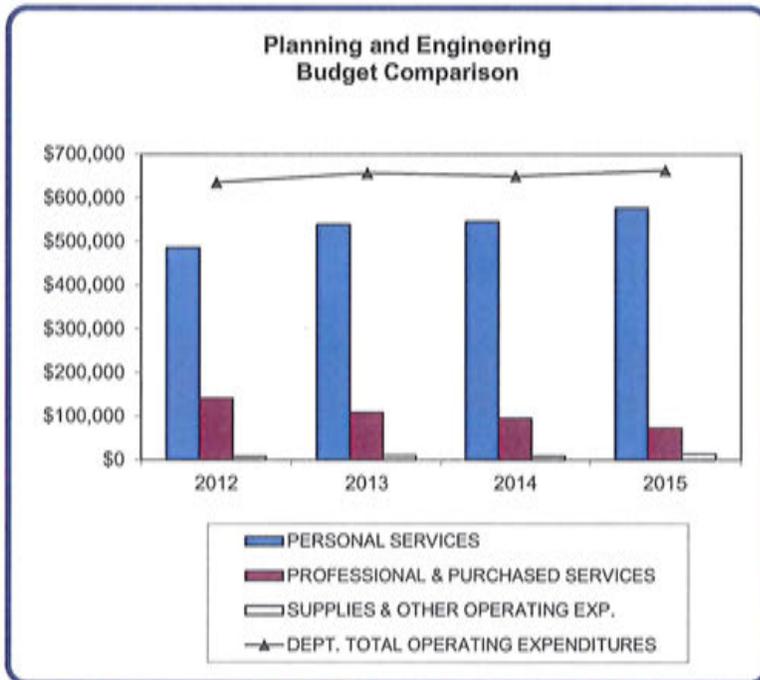
PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Permits Issued	1,328	1,285	1,413	1,300
Average City Cost to Issue Permits	\$ 29.18	\$ 30.16	\$ 27.42	\$ 25.00
Street Improvements	2.5 M	2.5 M	2.3 M	2.3 M

DEPARTMENT:	PLANNING and ENGINEERING SERVICES
FUND: 001	DEPT NUMBER: 17

Position	STAFFING/FTE's:		
	2012	2013	2014
City Engineer	1.00	1.00	1.00
Director of Planning and Engineering Services	0.25	0.25	0.25
Assistant City Engineer	1.00	1.00	1.00
Building Official	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Planning and Engineering Services Secretary	1.00	1.00	1.00
Engineering Clerk	1.00	1.00	1.00
Infrastructure Inspector	1.00	1.00	1.00
	8.25	8.25	8.25

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$486,620	\$539,147	\$546,345	\$577,080
PROFESSIONAL & PURCHASED SERVICES	\$141,487	\$108,147	\$95,500	\$72,960
SUPPLIES & OTHER OPERATING EXP.	\$7,788	\$10,060	\$8,635	\$13,445
DEPT. TOTAL OPERATING EXPENDITURES	\$635,895	\$657,354	\$650,480	\$663,485
DEPT. TOTAL OPERATING EXPENDITURES	\$635,895	\$657,354	\$650,480	\$663,485
CAPITAL	\$0	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR PLANNING AND ENGINEERING SERVICES	\$635,895	\$657,354	\$650,480	\$663,485



DEPARTMENT:	STREET
FUND: 001	DEPT NUMBER: 18

PURPOSE:

The Street Department's main purpose is to maintain all City streets and make all necessary repairs to the curb, gutter, and sidewalks. To install and maintain all street marking signs, storm sewers, and all major excavation to keep all City streets safe from hazards. This is done by keeping them patched and maintained on a daily basis, snow removal, mowing of all City right-of-ways and maintenance to the City parking lots, proper signage and vacuum leaves curbside in the fall to keep storm drains from clogging.

GOALS:

1. Keep current fleet in working order.
2. Observe and monitor all street projects to ensure safety of workers and citizens.
3. Analyze all final projects to ascertain if project was properly completed.
4. Continue to do projects in house utilizing all departments

OBJECTIVES:

1. Maintain safe and smooth streets and transportation routes that help promote safe travel and commerce.
2. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Worked with other departments (water, wastewater and park) to complete projects.
2. Contracted out trench repairs.
3. Continue with street, curb & gutter maintenance program.

STAFFING/FTE's:

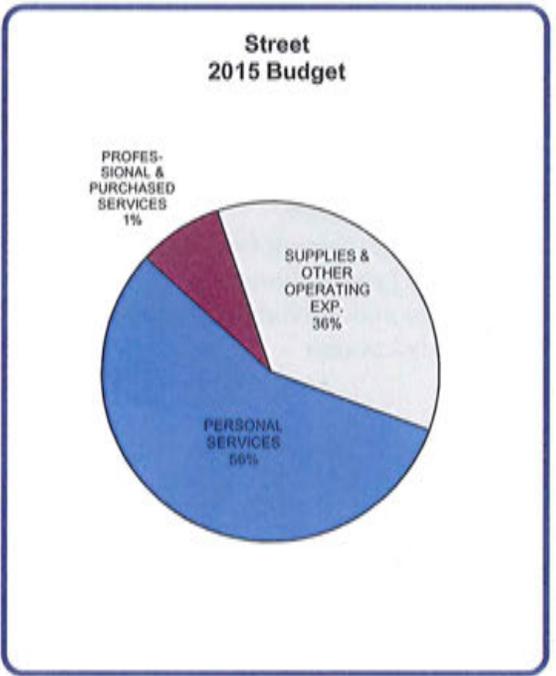
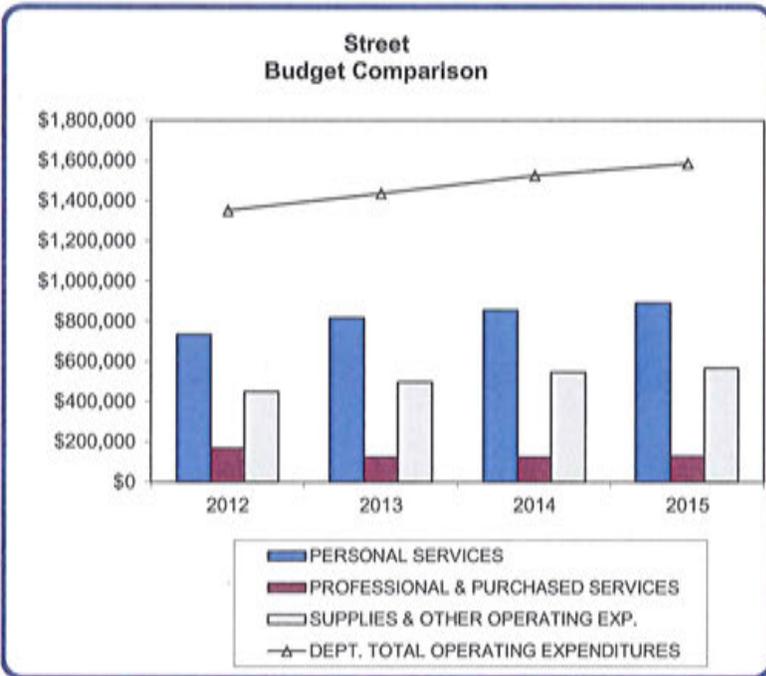
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Street and Sanitation Superintendent	1.00	1.00	1.00
Streets Foreman	2.00	2.00	2.00
Streets Equipment Operator	2.00	2.00	2.00
Streets Lead Laborer	1.00	1.00	1.00
Streets and Sanitation Secretary	1.00	1.00	1.00
Streets Laborer	7.00	7.00	7.00
	<hr/> 14.00	<hr/> 14.00	<hr/> 14.00

DEPARTMENT:	STREET
FUND: 001	DEPT NUMBER: 18

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$735,231	\$817,019	\$855,830	\$891,210
PROFESSIONAL & PURCHASED SERVICES	\$167,600	\$122,678	\$123,410	\$128,140
SUPPLIES & OTHER OPERATING EXP.	\$449,495	\$496,940	\$545,930	\$567,345
DEPT. TOTAL OPERATING EXPENDITURES	\$1,352,326	\$1,436,637	\$1,525,170	\$1,586,695

DEPT. TOTAL OPERATING EXPENDITURES	\$1,352,326	\$1,436,637	\$1,525,170	\$1,586,695
CAPITAL	\$0	\$0	\$70,000	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0

TOTAL BUDGET FOR STREET	\$1,352,326	\$1,436,637	\$1,595,170	\$1,586,695
--------------------------------	-------------	-------------	-------------	-------------



DEPARTMENT:	BUILDING & MAINTENANCE
FUND: 001	DEPT NUMBER: 19

PURPOSE:

Provide services necessary for continual operation of city facilities, building, and grounds while providing a clean and safe environment for the general public and city employees to function.

GOALS:

1. Properly maintain City buildings under department's care through effective use of appropriated funds.
2. Efficient use of technology and equipment available to the department.

OBJECTIVES:

1. Provide safe, healthy and inspiring work environment.
2. Perform day to day cleaning, maintenance, repair and upgrading of existing buildings in a manner which strives to meet expectations of citizens, elected officials, and employees.
3. Keep all buildings, existing and new in excellent state of repair.
4. Be proficient in the operation and daily maintenance of all climate control systems.
5. Review and evaluate performance measurements annually.
6. Tuckpointing and masonry maintenance of city hall building.
7. Upgrade flooring and carpet on ground floor and city council chambers, enhance ADA accessibility via the main entrance at 4th street.

PRIOR YEAR ACCOMPLISHMENTS:

1. Modification of HVAC in City Hall improving cooling efficiency.
2. Improved landscaping and attractiveness of facilities.

PERFORMANCE MEASUREMENTS:

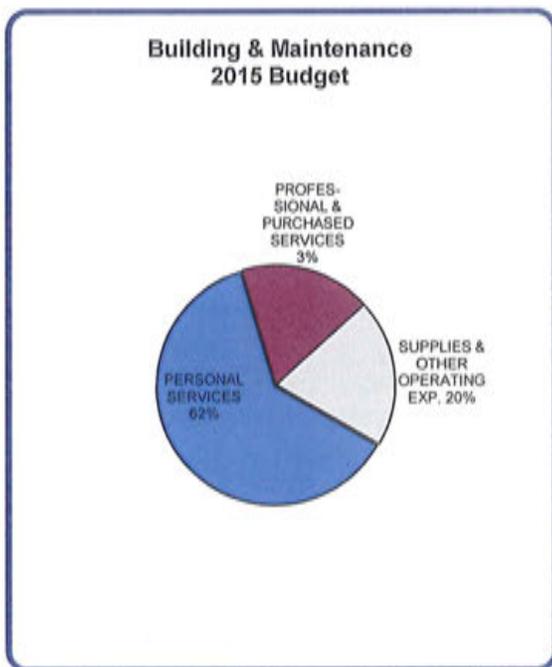
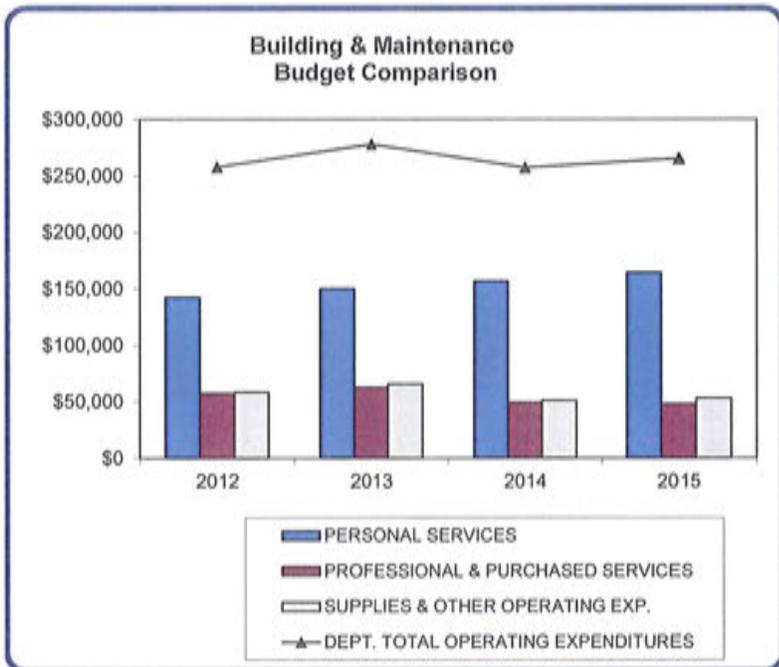
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
HVAC System Maintenance	4	4	4	4
Pest Control	4	4	4	4
Elevator Inspection	2	2	2	2

STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Building Maintenance Supervisor	1.00	1.00	1.00
Custodian	2.50	2.00	2.00
	<hr/> 3.50	<hr/> 3.00	<hr/> 3.00

DEPARTMENT:	BUILDING & MAINTENANCE
FUND: 001	DEPT NUMBER: 19

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$142,328	\$149,850	\$156,765	\$164,340
PROFESSIONAL & PURCHASED SERVICES	\$57,171	\$62,467	\$49,290	\$47,790
SUPPLIES & OTHER OPERATING EXP.	\$58,171	\$65,565	\$51,100	\$53,050
DEPT. TOTAL OPERATING EXPENDITURES	\$257,670	\$277,882	\$257,155	\$265,180
DEPT. TOTAL OPERATING EXPENDITURES	\$257,670	\$277,882	\$257,155	\$265,180
CAPITAL	\$20,872	\$0	\$0	\$0
TOTAL BUDGET FOR BUILDING & MAINTENANCE	\$278,542	\$277,882	\$257,155	\$265,180



DEPARTMENT:	INFORMATION TECHNOLOGY
FUND: 001	DEPT NUMBER: 20

PURPOSE:

The purpose of the Information Technology Department is to aid in the efficient collection, analysis, and presentation of complete and accurate information; maintain the integrity of the information and preserve it for future use, and provide timely and direct access to the information.

GOALS:

1. Plan and deliver integrated information services to enable customersto access the information they need, when and where they need it.
2. To meet or exceed customer requirements for technology service delivery.
3. Leverage existing, emerging, and innovative technologies to enhance, improve, and streamline business processes.
4. Ensure the privacy, integrity, reliability and appropriate use of information resources.

OBJECTIVES:

1. Improve the online communications ability for employee and guest.
2. Expand and enhance technology support tools to meet customer's current needs and expectations.
3. Maintain current technology hardware, software and network infrastructure.
4. Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies.
5. Evaluate and maintain the existing security program and services to align with best practices or new/pending legislation.
6. Evaluate and implement security technologies to ensure the privacy and integrity of information resources.

PRIOR YEAR ACCOMPLISHMENTS:

1. Connected Waste Water Treatment Plant to the city's network.
2. Connected main Firehouse to the city's network.
3. Provided wireless access to the Park, Waste Water Treatment Plant and Fire Training Center.
4. Provided wireless printing to City Hall, Public Safety, Public Works, Fire Training Center, and the main Firehouse.

PERFORMANCE MEASUREMENTS:

	2013	2014	2015 Est.	Target
Internet Service Calls	42	42	30	25
Communication Service Calls	70	70	65	65
Application Service Calls	1,705	1,705	1,690	1,482
Hardware Service Calls	157	157	140	92
City Web Site Hits (average per week)	1,675	1,675	1,700	1,850
Total	3,649	3,649	3,625	3,514

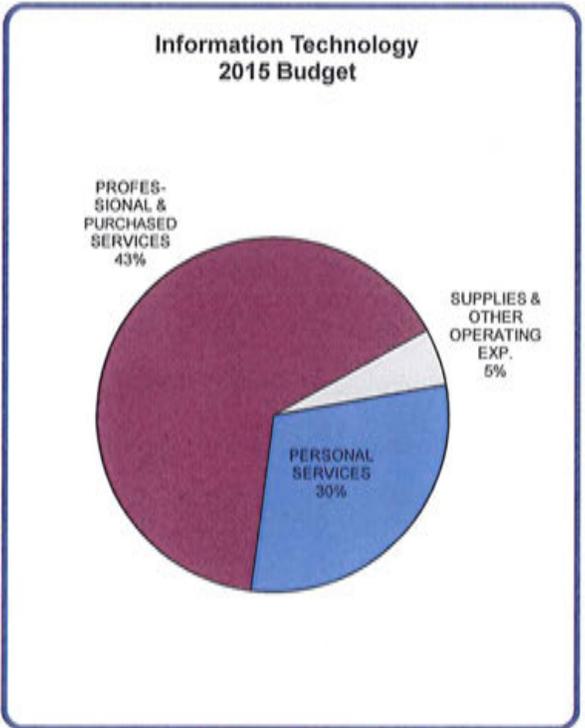
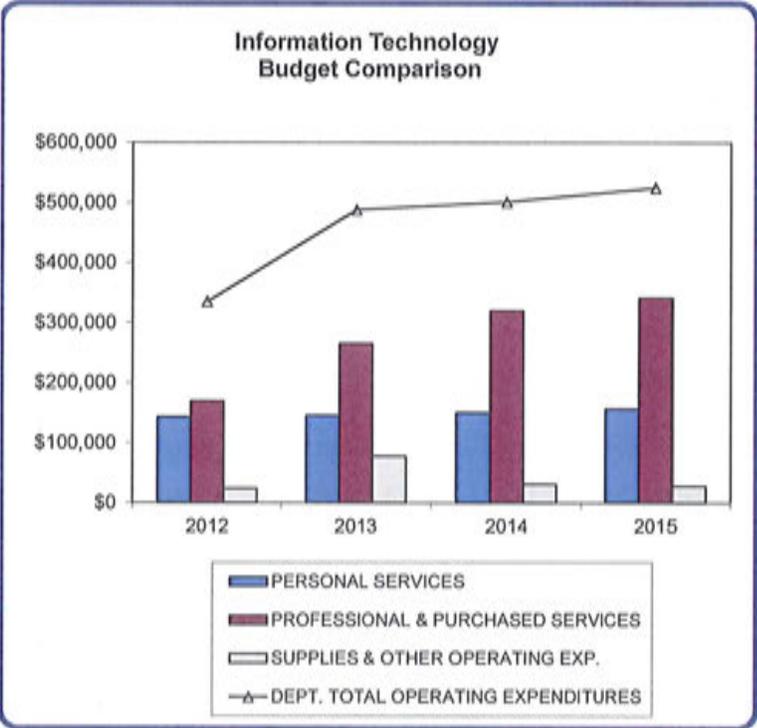
STAFFING/FTE's:

Position	2013	2014	2015
Information Technology Manager	1.00	1.00	1.00
Information Technology Specialist	1.00	1.00	1.00
	2.00	2.00	2.00

DEPARTMENT:	INFORMATION TECHNOLOGY
FUND: 001	DEPT NUMBER: 20

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$142,575	\$145,205	\$150,420	\$156,680
PROFESSIONAL & PURCHASED SERVICES	\$169,100	\$265,169	\$319,880	\$340,875
SUPPLIES & OTHER OPERATING EXP.	\$23,785	\$77,474	\$30,860	\$27,380
DEPT. TOTAL OPERATING EXPENDITURES	\$335,460	\$487,848	\$501,160	\$524,935

DEPT. TOTAL OPERATING EXPENDITURES	\$335,460	\$487,848	\$501,160	\$524,935
CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR I.T.	\$335,460	\$487,848	\$501,160	\$524,935



DEPARTMENT:	PARKS & RECREATION
FUND: 001	DEPT NUMBER: 21

PURPOSE:

To continue to develop and maintain high quality park and recreation services that will improve the quality of life for citizens, user groups, and visitors of Washington and preserve it for future generations.

MISSION STATEMENT:

The Parks and Recreation Department's mission is to contribute to a healthy community through an integrated system of exceptional parks, facilities, trails, recreation services, cultural, and environmental stewardship as mandated by the community through participatory and financial support.

GOALS:

1. Participate in Tree City USA, America In Bloom and Playful City USA.
2. Participate in the National Wildlife Foundations "Community Wildlife Habitat Program", and work towards becoming a Certified as a "Community Wildlife Habitat".
3. Apply for multiple grants through the Missouri Department of Conservation.
4. Continue to work towards the requirement necessary for the Parks and Recreation Department to become "Nationally Accredited" through the Commission for the Accreditation of Parks and Recreation Agencies.
5. Create and implement various Park and Recreation Department Policies and Procedures.

OBJECTIVES:

1. Continue to maintain park areas at the highest level possible while staying within the operating budget set forth by the City.
2. Work on cross training all staff to be interchangeable in case of emergency or illness.
3. Emphasize safety and improving safe work procedures through training and safety videos.
4. Lower vehicle and equipment maintenance costs through replacement program for equipment that has lapsed its current useful life.
5. Work with local service clubs to help fund park improvement projects.
6. Research and obtain grants to enhance park facilities and recreational opportunities.
7. Review and evaluate performance measurements annually.
8. Implement strategic action plan.

PRIOR YEAR ACCOMPLISHMENTS:

1. Developed Strategic Action Plan.
2. Developed All Abilities Park Playground.
3. Developed Forestry Management Plan.
4. Received Tree City USA Designation for the 9th year.
5. Participated in America In Bloom program for the 4th year.

PERFORMANCE MEASUREMENTS:

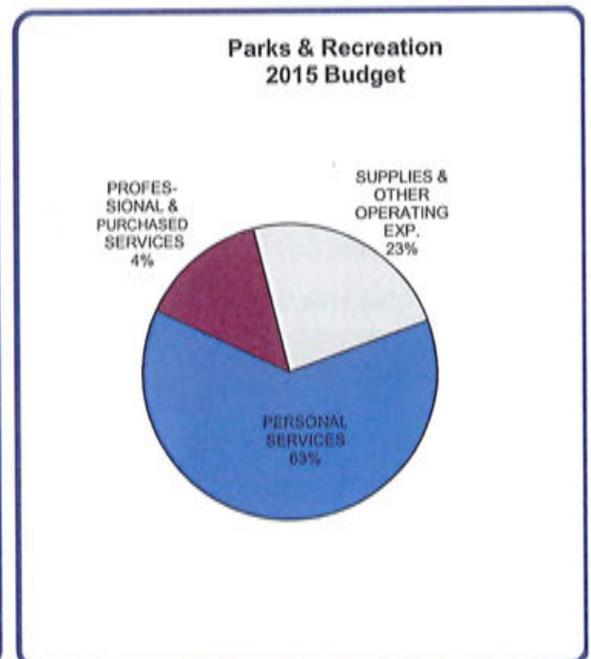
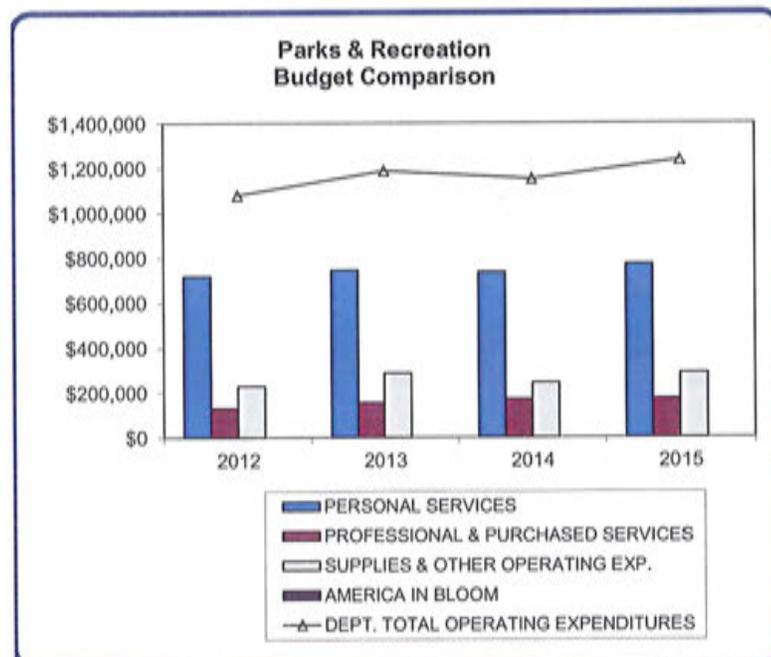
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Park Facilities	16	18	18	18
Playgrounds	7	8	8	8

DEPARTMENT:	PARKS & RECREATION
FUND: 001	DEPT NUMBER: 21

STAFFING/FTE's:				
Position	2013	2014	2015	
Parks & Recreation Director	1.00	1.00	1.00	
Parks & Recreation Foreman	1.00	1.00	1.00	
Recreation Coordinator	0.50	0.50	0.50	
Parks and Recreation Lead Laborer	1.00	1.00	1.00	
Parks and Recreation Equipment Operator	1.00	1.00	1.00	
Parks and Recreation Secretary	1.00	1.00	1.00	
Parks and Recreation Laborer	7.00	7.00	7.00	
	12.50	12.50	12.50	

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	BUDGET 2014	BUDGET 2015
PERSONAL SERVICES	\$719,565	\$746,707	\$737,305	\$773,375
PROFESSIONAL & PURCHASED SERVICES	\$131,028	\$155,530	\$171,375	\$173,820
SUPPLIES & OTHER OPERATING EXP.	\$229,360	\$286,213	\$244,205	\$288,970
DEPT. TOTAL OPERATING EXPENDITURES	\$1,079,953	\$1,188,450	\$1,152,885	\$1,236,165

DEPT. TOTAL OPERATING EXPENDITURES	\$1,079,953	\$1,188,450	\$1,152,885	\$1,236,165
AMERICA IN BLOOM	\$0	\$510	\$11,225	\$11,845
BIG DRIVER	\$22,698	\$18,667	\$49,890	\$0
CAPITAL	\$24,750	\$15,057	\$41,918	\$27,000
TOTAL BUDGET FOR PARKS DEPT.	\$1,127,401	\$1,222,684	\$1,255,918	\$1,275,010



DEPARTMENT:	SPECIAL ACTIVITIES
FUND: 001	DEPT NUMBER: 21.230

PURPOSE:

To provide a variety of classes, trips, music programs, athletic activities, and special events throughout the year for all age groups within the Washington community.

GOALS:

1. Increase opportunities for quality activities through review and refinement of existing and new programs.

OBJECTIVES:

1. To continue to provide quality recreational activities for the community.
2. Use program evaluations to improve and enhance existing programs.
3. Develop activity guide for city residents.
4. Review and evaluate performance measurements annually.
5. Develop Recreation Programming Plan.
6. Develop a Communications and Marketing Plan.

PRIOR YEAR ACCOMPLISHMENTS:

1. Increased the amount of programs offered to the community.
2. Increased marketing of programs and activities.
3. Developed Revenue and Pricing Policy.

PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Programs offered	125	125	125	130

STAFFING/FTE's:

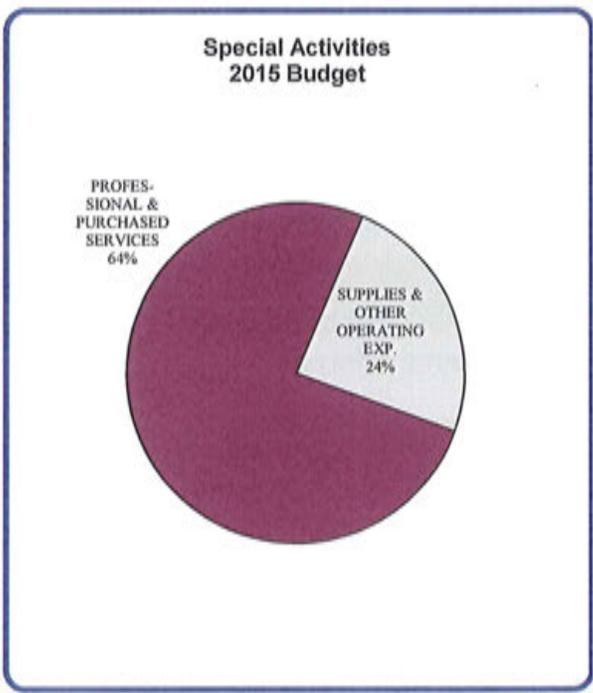
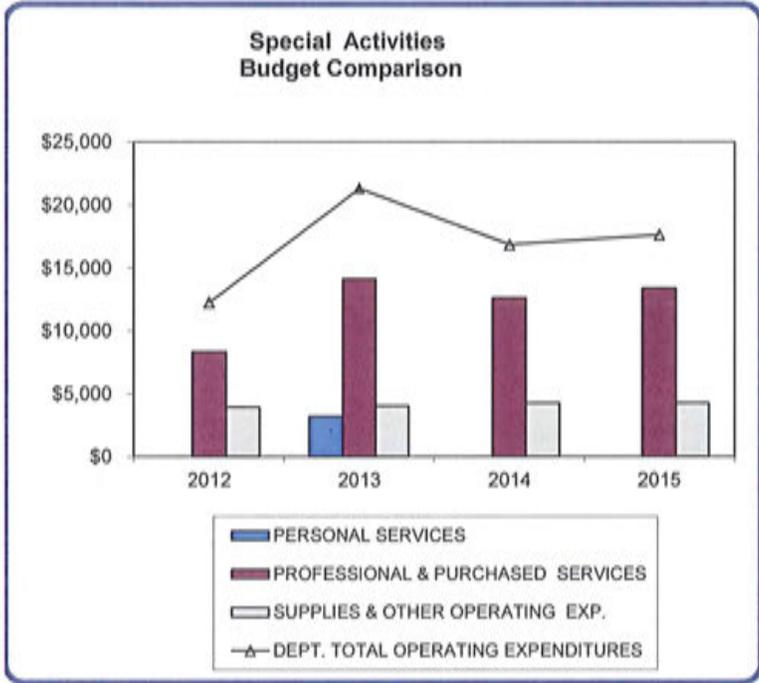
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Recreation Coordinator	0.50	0.50	0.50

DEPARTMENT:	SPECIAL ACTIVITIES
FUND: 001	DEPT NUMBER: 21.230

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$0	\$3,185	\$0	\$0
PROFESSIONAL & PURCHASED SERVICES	\$8,317	\$14,118	\$12,600	\$13,375
SUPPLIES & OTHER OPERATING EXP.	\$3,937	\$4,018	\$4,250	\$4,250
DEPT. TOTAL OPERATING EXPENDITURES	\$12,254	\$21,321	\$16,850	\$17,625

DEPT. TOTAL OPERATING EXPENDITURES	\$12,254	\$21,321	\$16,850	\$17,625
------------------------------------	----------	----------	----------	----------

TOTAL BUDGET FOR SPECIAL ACTIVITIES	\$12,254	\$21,321	\$16,850	\$17,625
--	-----------------	-----------------	-----------------	-----------------



DEPARTMENT:	CAMP WASHINGTON
FUND: 001	DEPT NUMBER: 21.250

PURPOSE:

To provide a summer program for children ages 6 to 12 years stressing overall development of the child. Activities include nature projects, games, crafts, swimming, special events, speakers and field trips.

GOALS:

1. Provide additional activities for children by increasing and/or diversifying the type and number of opportunities offered during the eight week program.
2. Increase counselor knowledge through advance training in the field of child development and child protection and safety.

OBJECTIVES:

1. Promote respect, appreciation and wise use of the environment and resources through greater knowledge of them.
2. Provide a challenging and adventurous environment for the discovering and exploring of themselves and their surroundings.
3. Provide experiences that promote social interaction and fun.
4. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Provided a safe educational environment.
2. Increased socialization skills among the children and an opportunity to make new friends.
3. Provided new adventures and experiences.

PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Enrollment	150	120	120	150

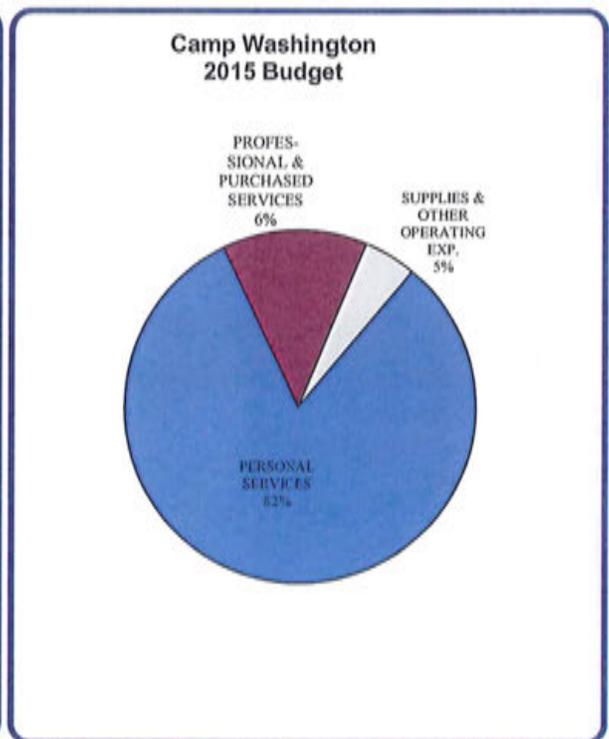
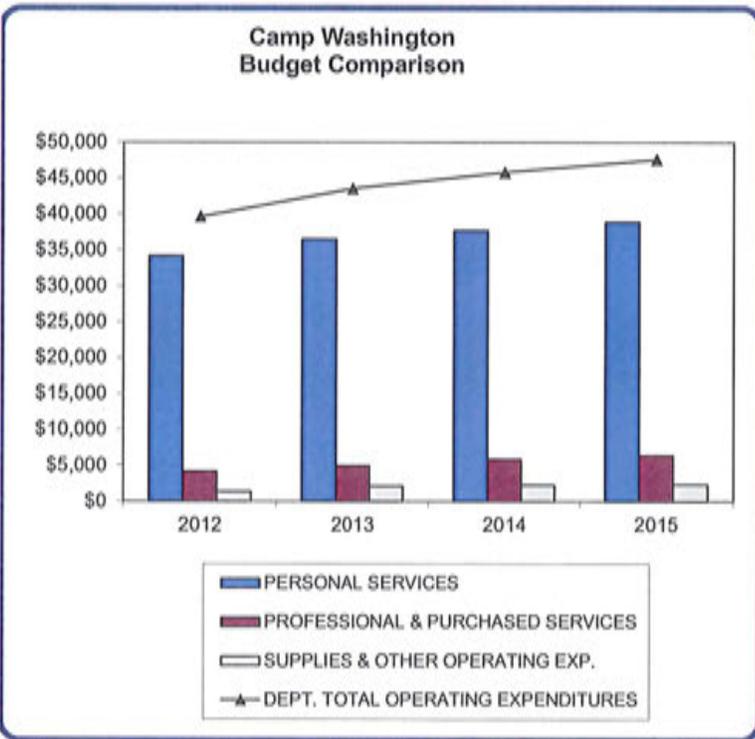
STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Lead Counselor	1.00	1.00	1.00
Assistant Lead Counselor	1.00	1.00	1.00
Counselors	11.00	12.00	13.00
	13.00	14.00	15.00

DEPARTMENT:	CAMP WASHINGTON
FUND: 001	DEPT NUMBER: 21.250

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$34,156	\$36,491	\$37,700	\$38,890
PROFESSIONAL & PURCHASED SERVICES	\$4,133	\$4,935	\$5,850	\$6,360
SUPPLIES & OTHER OPERATING EXP.	\$1,339	\$2,115	\$2,250	\$2,320
DEPT. TOTAL OPERATING EXPENDITURES	\$39,628	\$43,541	\$45,800	\$47,570

DEPT. TOTAL OPERATING EXPENDITURES	\$39,628	\$43,541	\$45,800	\$47,570
CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR CAMP WASHINGTON	\$39,628	\$43,541	\$45,800	\$47,570



DEPARTMENT:	AQUATIC CENTER
FUND: 001	DEPT NUMBER: 22

PURPOSE:

To provide a safe and enjoyable swimming facility for the citizens of Washington, provide activities and provide a full range of learn-to-swim classes.

GOALS:

1. Review operations of the pool complex continually to improve the daily operation of the aquatic complex.
2. Increase aquatic programs to provide activities and services for the citizens of Washington.
3. Continue to properly train City and contracted employees to assure the aquatic complex is safe, clean and properly maintained to provide an exceptional recreational area for the citizens of Washington to

OBJECTIVES:

1. Improve aquatic leisure activities and operation through continued training and development of staff.
2. Review previous years entrance fees and new group pass.
3. Improve overall cleanliness and appearance of aquatic complex.
4. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Updated women's side restroom / changing area.
2. Update facility to meet ADA requirements.

PERFORMANCE MEASUREMENTS:

<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Pool passes issued	270	280	280	280
Average monthly attendance	6100	6200	6200	6200

STAFFING/FTE's:

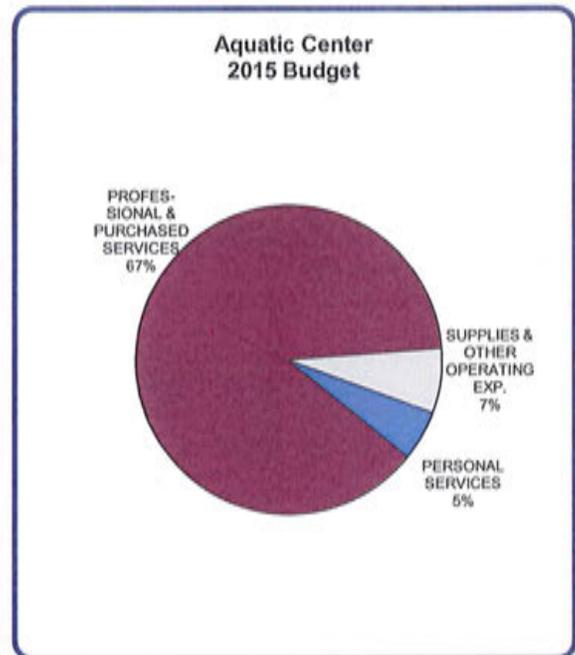
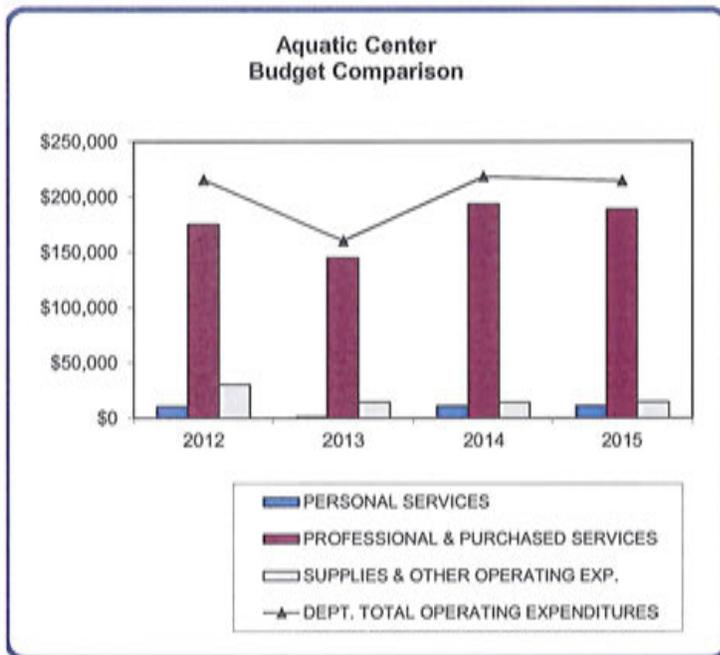
<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Part-time Seasonal Personnel:</u>			
Cashiers	7.00	7.00	7.00
Sub-Cashiers	0.00	0.00	0.00
	7.00	7.00	7.00
<u>Contracted Services:</u>			
Manager/Asst. Manager	2.00	2.00	2.00
Aquatic Program Manager	0.00	0.00	0.00
Lifeguards	11.00	11.00	11.00
Sub-Lifeguards	0.00	0.00	0.00
Concessionaries	0.00	0.00	0.00
Sub-Concessionaries	0.00	0.00	0.00
Maintenance Personnel	0.00	0.00	0.00
Sub-Maintenance	0.00	0.00	0.00

DEPARTMENT:	AQUATIC CENTER
FUND: 001	DEPT NUMBER: 22

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$10,215	\$1,137	\$10,770	\$11,305
PROFESSIONAL & PURCHASED SERVICES	\$175,156	\$145,054	\$193,600	\$188,925
SUPPLIES & OTHER OPERATING EXP.	\$30,298	\$14,253	\$14,100	\$14,510
DEPT. TOTAL OPERATING EXPENDITURES	\$215,669	\$160,444	\$218,470	\$214,740

DEPT. TOTAL OPERATING EXPENDITURES	\$215,669	\$160,444	\$218,470	\$214,740
CAPITAL	\$0	\$0	\$0	\$0

TOTAL BUDGET FOR AQUATIC CENTER	\$215,669	\$160,444	\$218,470	\$214,740
--	------------------	------------------	------------------	------------------



DEPARTMENT:	AIRPORT
FUND: 001	DEPT NUMBER: 26

PURPOSE:

To provide facilities and services for local pilots and corporate aircraft through the fixed-base operator. The airport provides aircraft maintenance, refueling services, tie-down facilities, aircraft rental and pilot instruction.

GOALS:

1. Provide airport facilities that promote the use of general aviation as a means of transportation which promotes the overall economic development and stability of Washington and the surrounding area in accordance with Federal Aviation Administration and State Standards of Operation and also provide recreational opportunities.

OBJECTIVES:

1. Remove obstructions from Runway Protection Zone, via land purchase, easements.
2. Purchase additional land for aircraft safety and additional future hanger space.
3. Maintain present facilities, provide safe environment in accordance with FAA Standards.
4. Conduct Comprehensive Airport Master Plan in accordance with FAA Regulations and Standards.

PRIOR YEAR ACCOMPLISHMENTS:

1. Completed upgrade remodeling of public restrooms and office/receiving area in the main hanger building.

PERFORMANCE MEASUREMENTS:

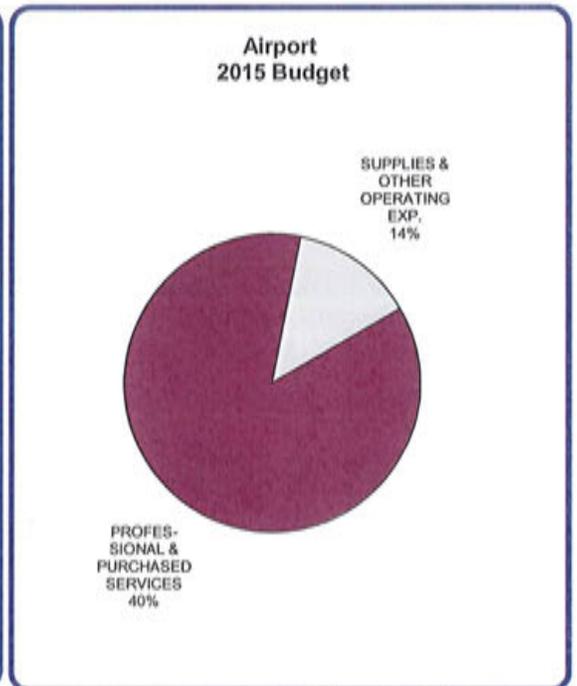
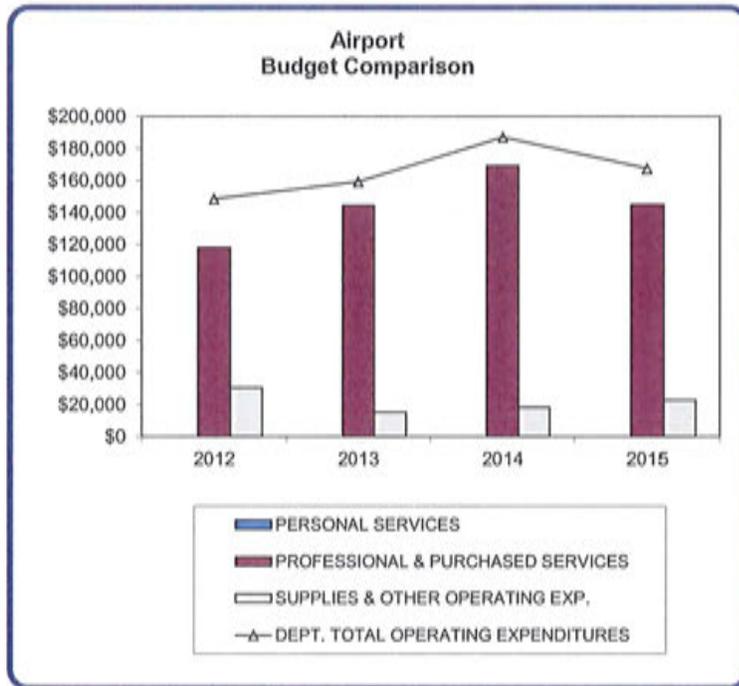
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Airplane hangars rented	24	24	30	36
Average monthly flights-large aircraft only	10	12	20	22
Average monthly gas sales (gallons)	3500	3600	4500	4500

STAFFING:

No City Employees

DEPARTMENT:	AIRPORT
FUND: 001	DEPT NUMBER: 26

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$0	\$0	\$0	\$0
PROFESSIONAL & PURCHASED SERVICES	\$118,090	\$144,249	\$169,110	\$144,850
SUPPLIES & OTHER OPERATING EXP.	\$30,377	\$15,070	\$18,100	\$22,750
DEPT. TOTAL OPERATING EXPENDITURES	\$148,467	\$159,319	\$187,210	\$167,600
DEPT. TOTAL OPERATING EXPENDITURES	\$148,467	\$159,319	\$187,210	\$167,600
CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR AIRPORT	\$148,467	\$159,319	\$187,210	\$167,600



SPECIAL REVENUE FUNDS-COMBINED

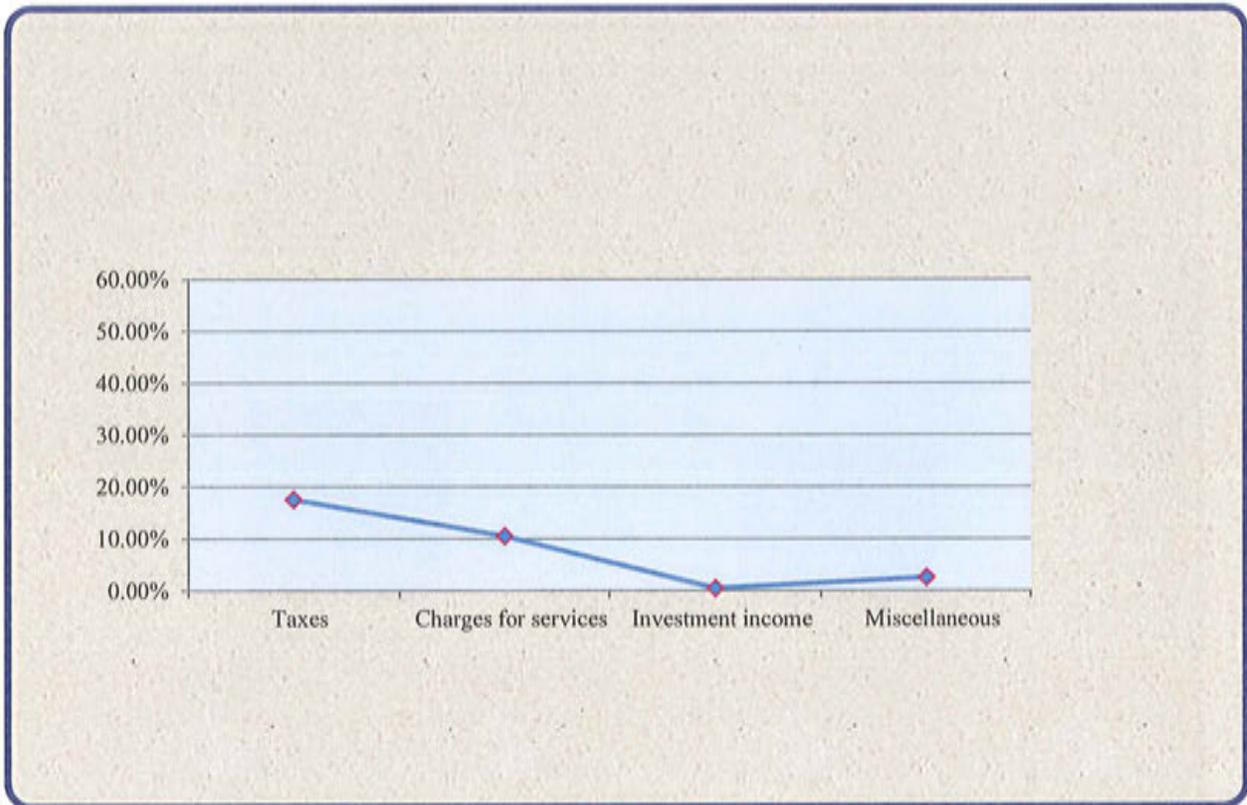
CITY OF WASHINGTON, MISSOURI
SPECIAL REVENUE FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES
 AND CHANGES IN FUND BALANCES
 FOR THE YEAR ENDED SEPTEMBER 30, 2015

	Library	Volunteer Fire	2015 Projected Budget	2014 Final Budget	2014 Estimated Actual
REVENUES					
Taxes	\$ 161,445	\$ -	\$ 161,445	\$ 164,685	\$ 161,355
Intergovernmental	-	-	-	-	6,900
Charges for services	92,300	4,200	96,500	55,600	61,600
Fines	2,500	-	2,500	2,500	2,000
Investment income	1,500	3,000	4,500	4,500	4,800
Rents	-	8,230	8,230	7,610	7,610
Donations	12,500	100	12,600	8,400	15,000
TOTAL REVENUES	270,245	15,530	285,775	243,295	259,265
EXPENDITURES					
Personal services	320,200	199,880	520,080	524,145	525,650
Operation & maintenance	206,415	439,445	645,860	485,550	475,360
Capital outlay	-	35,000	35,000	24,000	40,000
TOTAL EXPENDITURES	526,615	674,325	1,200,940	1,033,695	1,041,010
REVENUES OVER (UNDER) EXPENDITURES	(256,370)	(658,795)	(915,165)	(790,400)	(781,745)
OTHER FINANCING SOURCES (USES)					
Transfer in - Tax subsidy from General Fund	-	628,820	628,820	548,130	605,000
Transfers in	290,000	-	290,000	185,000	185,000
TOTAL OTHER FINANCING SOURCES (USES)	290,000	628,820	918,820	733,130	794,735
NET CHANGE IN FUND BLANCE	33,630	(29,975)	3,655	\$ (57,270)	\$ 12,990
ESTIMATED FUND BALANCES, OCTOBER 1	48,140	987,450	1,035,590		
Less: Funding Requirements					
15% Fund Balance, committed for operations	(78,990)	(95,900)	(174,890)		
ESTIMATED FUND BALANCES, SEPTEMBER 30, 2015	\$ 2,780	\$ 861,575	\$ 864,355		

City of Washington

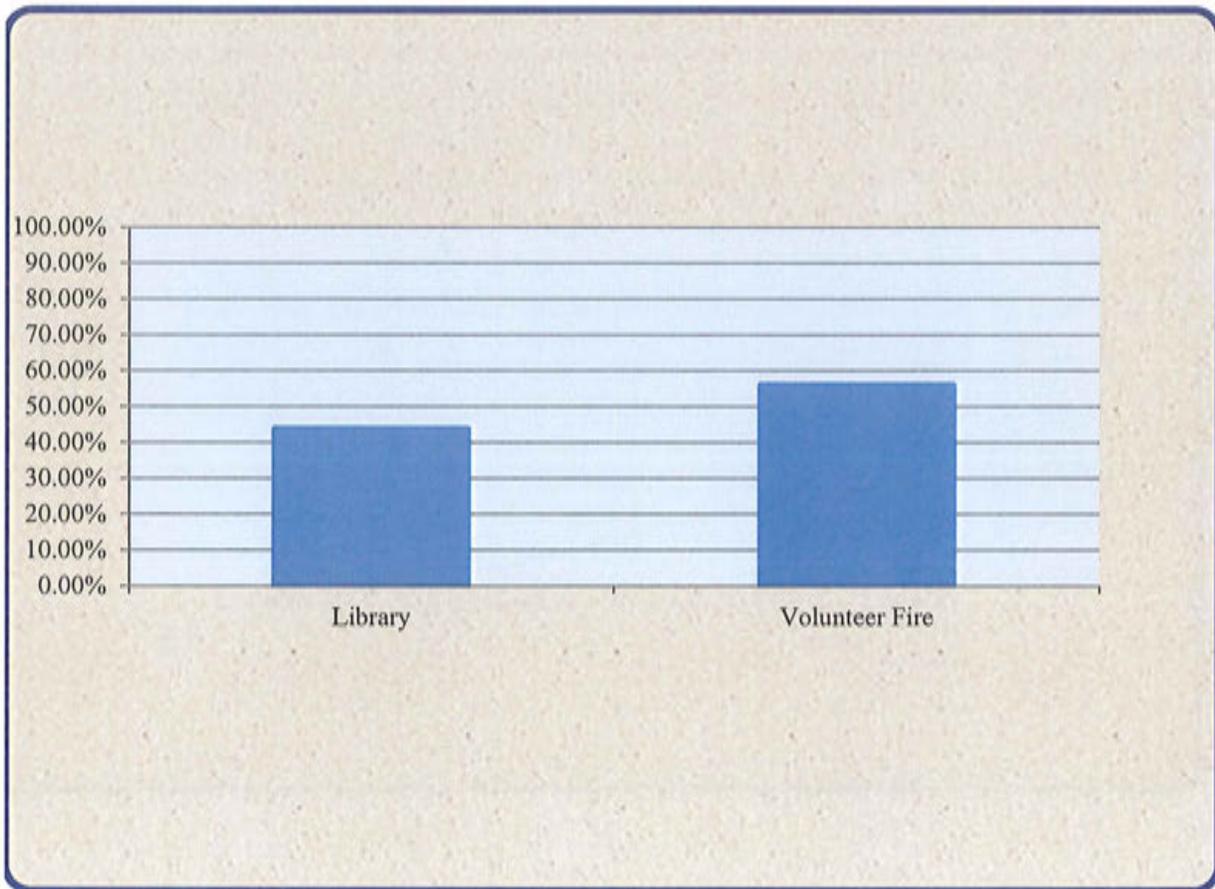
Special Revenue Funds

Revenues & Other Sources



<u>Revenue</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Taxes	\$161,445	17.57%	(\$3,240)	-1.97%
Charges for services	96,500	10.50%	40,900	73.56%
Investment income	4,500	0.49%	-	0.00%
Miscellaneous	23,330	2.54%	4,820	26.04%
Total Revenues	<u>\$285,775</u>	<u>100.00%</u>	<u>(\$19,735)</u>	<u>-1.74%</u>
Other Financing Sources	<u>\$918,820</u>			

City of Washington Special Revenue Funds Expenditures by Fund



<u>Expenditures</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Library	\$526,615	43.85%	\$ 32,485	13.01%
Volunteer Fire	674,325	56.15%	134,760	22.56%
Total Expenditures	\$1,200,940	100.00%	\$ 167,245	6.95%

SPECIAL REVENUE FUNDS-INDIVIDUAL
FUNDS

DEPARTMENT:	LIBRARY
FUND: 003	DEPT NUMBER: 23

PURPOSE:

The mission of the Washington Public Library is to provide the community with open and equitable access to cultural, intellectual and informational resources and promote literacy in a pleasant, community-oriented environment.

GOALS:

Collections:

1. Replace worn and outdated materials and expand print and AV collections.
2. Promote use of existing online resources.
3. Update and expand neighborhoods of knowledge.

Services:

1. Maintain computers in adult and children's areas and add more as need arise.
2. Maintain current services and continually search for beneficial new services.

Programming:

1. Expand literacy programs for children and adults.
2. Offer computer classes for adults.
3. Maintain participation in Summer Reading program.

Personnel:

1. Offer more training for staff, volunteers, and board members.
2. Document procedures.

Facility:

1. Maintain building in it's "like new" condition.

Public Relations:

1. Merchandise library services.
2. Promote Friends group.
3. Expand usage of social media
4. Collaborate frequently with area schools and community literacy organizations.

Funding:

1. Increase and encourage private donations.
2. Seek additional revenue sources/improve current revenue streams.
3. Explore and pursue grant opportunities.

OBJECTIVES:

1. Add 4 computers to adult area.
2. Review and evaluate performance measurements annually.
3. Maintain level of participation in Summer Reading Program.
4. Continue beginner level computer classes for adults.
5. Send a library clerk to Library Skills Institute.
6. Continue to weed out dated materials and replace with current editions.
7. Increase program offerings for teens and adults.

DEPARTMENT:	LIBRARY
FUND: 003	DEPT NUMBER: 23

PRIOR YEAR ACCOMPLISHMENTS:

1. Obtained grant from United Way and Missouri State Library (LSTA)
2. Offered beginning computer classes for seniors.
3. Migrated to Missouri Evergreen Consortium.
4. Serviced over 1200 residents in the Summer Reading Program.
5. Sponsored a Great Decisions discussion group.
6. Serviced nearly 7000 patrons through adult and juvenile programs
7. Increased the number of teen and adult programs.

PERFORMANCE MEASUREMENTS:

Description	2013	2014	2015 Est.	Target
Check outs	158,000	159,000	160,000	160,000
Passport Fees Collected	9,800	7,400	10,000	10,000
Yearly door count	108,000	115,000	120,000	120,000
Public computer usage	36,000	31,000	35,000	35,000



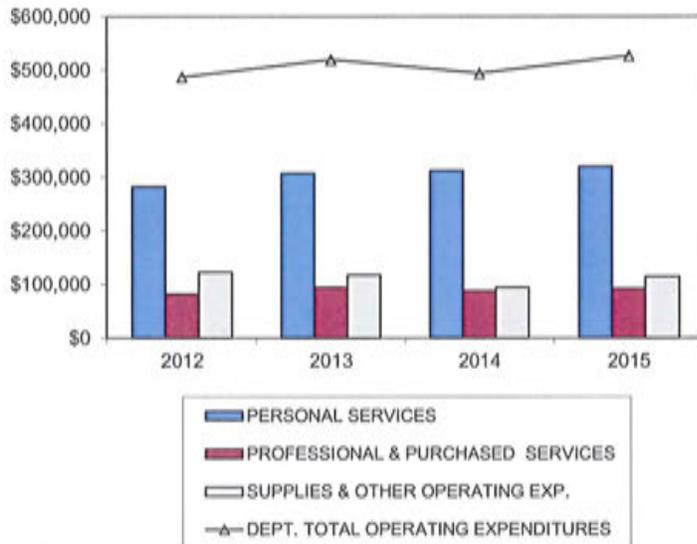
STAFFING/FTE's:

Position	2013	2014	2015
Librarian	1.00	1.00	1.00
Assistant Librarian	1.00	1.00	1.00
Children's Librarian	1.00	1.00	1.00
Clerk	1.00	1.00	2.00
Part-Time Clerk	8.00	8.00	6.00
Part-Time Shelves	2.00	2.00	2.00
	14.00	14.00	13.00

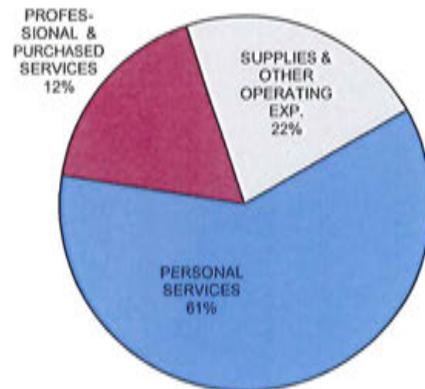
DEPARTMENT:	LIBRARY
FUND: 003	DEPT NUMBER: 23

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$282,524	\$307,600	\$312,440	\$320,200
PROFESSIONAL & PURCHASED SERVICES	\$81,479	\$94,229	\$87,510	\$91,880
SUPPLIES & OTHER OPERATING EXP.	\$122,886	\$117,440	\$94,180	\$114,535
DEPT. TOTAL OPERATING EXPENDITURES	\$486,889	\$519,269	\$494,130	\$526,615
DEPT. TOTAL OPERATING EXPENDITURES	\$486,889	\$519,269	\$494,130	\$526,615
CAPITAL	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR LIBRARY	\$486,889	\$519,269	\$494,130	\$526,615

Library Budget Comparison



Library 2015 Budget



DEPARTMENT:	VOLUNTEER FIRE
FUND: 004	DEPT NUMBER: 24

PURPOSE:

To utilize in the most cost-effective manner possible its allocated tax dollars and contributions invested by the citizens to minimize the impact of fires, major disasters, emergencies on life safety and property.

MISSION STATEMENT

The Washington Volunteer Fire is determined to be the most innovative and effective Fire Department in the Country. To achieve this goal, it will be one customer-oriented organization, a culture in search of excellence and greatest cost-effectiveness in its delivery of fire prevention and protection, rescue services, property conservation, environmental protection and emergency management. Significant resources shall be devoted to maintaining the highest standards of performance within the realm of economic feasibility.

GOALS:

1. Continue with greater emphasis, the recruitment and retention of volunteer members.
2. Maintain prevention activities to enhance community life safety and property conservation, through code enforcement and inclusion of updated public safety infrastructure associated with the Subdivision Code Review.
3. Coordinate water system study with Insurance Services Office Protection Class provisions to insure that water supplies are commensurate with adjacent risks, and Protection Class 3.
4. Continue to emphasize member training and safety.
5. Analyze fire protection funding associated with the current "Standard of Cover", City and unincorporated area.

OBJECTIVES:

1. Continue cost effective incentives as well as support of the department Explorer Posy in an effort to bolster the professional volunteer system.
2. ISO Water Distribution Study should be conducted to outline any fire flow deficiencies.
3. Utilize to the fullest extent the newly acquired Training Center Classroom and its "electronic training capabilities" supported by "hands on" training.
4. Analyze capital as well as operational funding contributions, consider options to achieve funding equity regarding protection of current risks.

PRIOR YEAR ACCOMPLISHMENTS:

1. Hosted second Junior Fire Academy.

PERFORMANCE MEASUREMENTS:

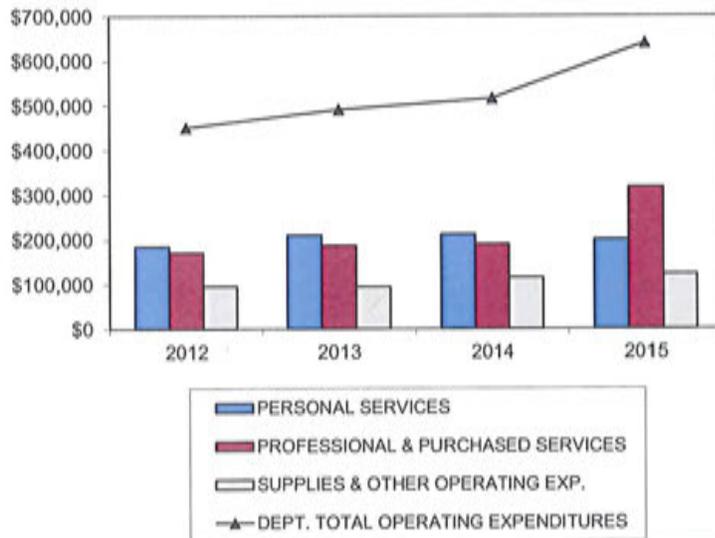
	2013	2014	2015 Est.	Target
Number of Calls	650	595	626	
Average Response Time	5:03	5:03	5:00	5:00
Number of City Calls	325	371	372	
Average Response Time	4:12	4:12	4:00	4:00
Number of Rural Calls	93	138	121	
Average Response Time	7:45	7:45	6:56	6:56
Mutual Aid Received	25	15	20	20
Mutual Aid Given	78	83	81	81
Number of Personnel Responses	5,700	5,415	5,698	5,698
Number of Hours on Scene	452.00	542.00	476.00	476.00
Average Firefighters per Incident	11	10	10	10
Still Alarms	455	579	503	503
First Alarms	53	63	59	59
Second Alarms	0	1	0	0
Third Alarms	0	0	0	0
Special Assignments	102	56	85	85
Auto Accidents	95	88	94	94
Extrications	11	15	12	12
Hazardous Materials Incidents	96	87	92	92
Structure Fires	18	24	22	22
Water Rescues	10	4	7	7

STAFFING/FTE's:

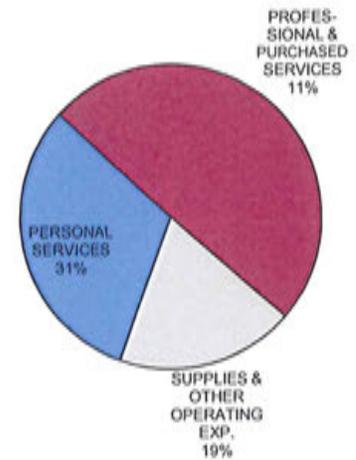
Position	2013	2014	2015
Fire Chief	0.50	0.50	0.50
Secretary	1.00	1.00	1.00
Custodian	0.50	0.50	0.50
Volunteer Fire Fighters	71.00	66.00	66.00
	73	68	68

DEPARTMENT:		VOLUNTEER FIRE		
FUND: 004		DEPT NUMBER: 24		
ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$184,447	\$210,164	\$211,705	\$199,880
PROFESSIONAL & PURCHASED SERVICES	\$170,874	\$186,305	\$189,160	\$316,775
SUPPLIES & OTHER OPERATING EXP.	\$95,270	\$94,149	\$114,700	\$122,670
DEPT. TOTAL OPERATING EXPENDITURES	\$450,591	\$490,618	\$515,565	\$639,325
DEPT. TOTAL OPERATING EXPENDITURES	\$450,591	\$490,618	\$515,565	\$639,325
CAPITAL	\$38,266	\$0	\$24,000	\$35,000
TOTAL BUDGET FOR VOLUNTEER FIRE	\$488,857	\$490,618	\$539,565	\$674,325

Volunteer Fire Budget Comparison



Volunteer Fire 2015 Budget



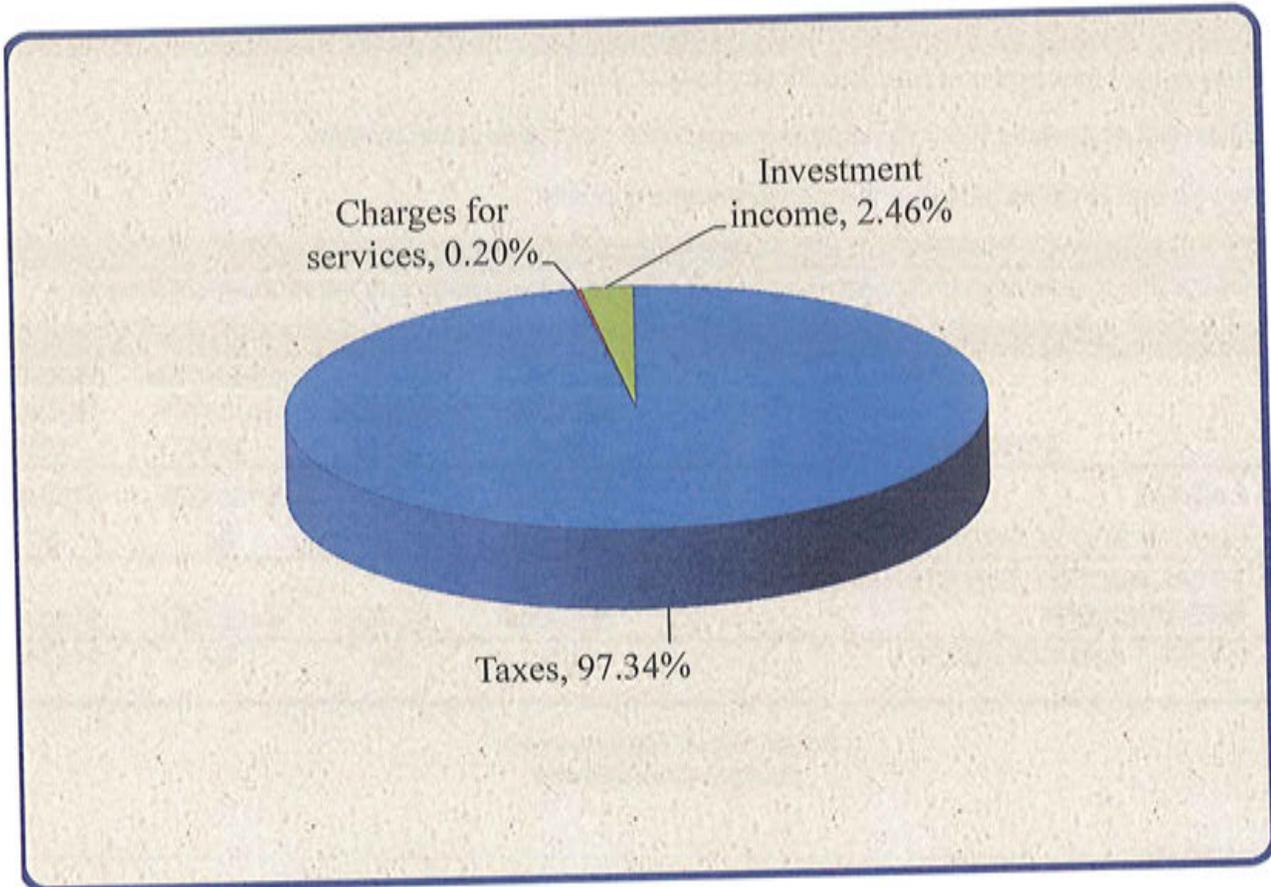
CAPITAL PROJECT FUNDS-COMBINED

CITY OF WASHINGTON, MISSOURI
CAPITAL PROJECT FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES
 AND CHANGES IN FUND BALANCES
 FOR THE YEAR ENDED SEPTEMBER 30, 2015

	Storm Water Improvement	Vehicle & Equipment Replacement	Capital Improvement Sales Tax	Transportation Sales Tax	2015 Projected Budget	2014 Final Budget	2014 Estimated Actual
REVENUES							
Taxes	\$ 475,400	\$ -	\$ 1,802,500	\$ 2,432,500	\$ 4,710,400	\$ 4,630,000	\$ 4,486,240
Intergovernmental	-	-	234,470	500,000	734,470	1,414,470	1,180,000
Charges for services	1,000	-	-	-	1,000	500	500
Investment income	12,000	6,000	6,000	8,000	32,000	34,500	29,400
Donations	-	-	110,000	-	110,000	110,000	95,000
TOTAL REVENUES	488,400	6,000	2,152,970	2,940,500	5,587,870	6,189,470	5,791,140
EXPENDITURES							
Capital outlay	100,000	968,125	859,130	1,807,000	3,734,255	9,176,275	9,176,275
TOTAL EXPENDITURES	100,000	968,125	859,130	1,807,000	3,734,255	9,176,275	\$ 9,176,275
REVENUES OVER (UNDER) EXPENDITURES	388,400	(962,125)	1,293,840	1,133,500	1,853,615	(2,986,805)	(3,385,135)
OTHER FINANCING SOURCES (USES)							
Sale of capital assets	-	10,000	-	-	10,000	10,000	19,000
Transfers in	-	300,000	-	-	300,000	225,000	225,000
Transfers out	(158,465)	-	(989,630)	(1,617,070)	(2,765,165)	(2,573,600)	(2,503,600)
TOTAL OTHER FINANCING SOURCES (USES)	(158,465)	310,000	(989,630)	(1,617,070)	(2,455,165)	(2,338,600)	\$ (2,259,600)
NET CHANGE IN FUND BLANCE	229,935	(652,125)	304,210	(483,570)	(601,550)	\$ (5,325,405)	\$ (5,644,735)
FUND BALANCES, OCTOBER 1,							
Storm Water Fund	3,715,330	-	-	-	3,715,330		
Vehicle & Equipment Replacement Fund	-	2,299,680	-	-	2,299,680		
Capital Improvement Sales Tax Fund	-	-	3,865,840	-	3,865,840		
Transportation Sales Tax Fund	-	-	-	2,977,600	2,977,600		
ESTIMATED FUND BALANCES, SEPTEMBER 30, 2015	\$ 3,945,265	\$ 1,647,555	\$ 4,170,050	\$ 2,494,030	\$ 12,256,900		

CAPITAL PROJECT FUNDS-INDIVIDUAL
FUNDS

City of Washington Storm Water Improvement Fund Revenues



Revenue	Original Budget 2015	Percent of Total	Increase/ (Decrease) previous year	Percent of Increase/ (Decrease)
Taxes	\$475,400	97.34%	\$74,900	18.70%
Charges for services	\$1,000	0.20%	\$1,000	0.00%
Investment income	12,000	2.46%	2,000	20.00%
Total Revenue	\$488,400	100.00%	\$ 77,900	18.98%

DEPARTMENT:	STORM WATER IMPROVEMENT
FUND: 250	

PURPOSE:

To provide minimum standards, controls and criteria for storm water management. The principal design consideration is to minimize the harmful physical and economic effects of erosion, sedimentation and flooding from storm water runoff. This is to be accomplished through the requirement of special measures to mitigate erosion both during and after construction, the detention and controlled discharge of the differential runoff from the development, and a well designed storm water conveyance system.

GOALS:

1. Assess stormwater inlets throughout town for potential reconstruction and/or replacement.

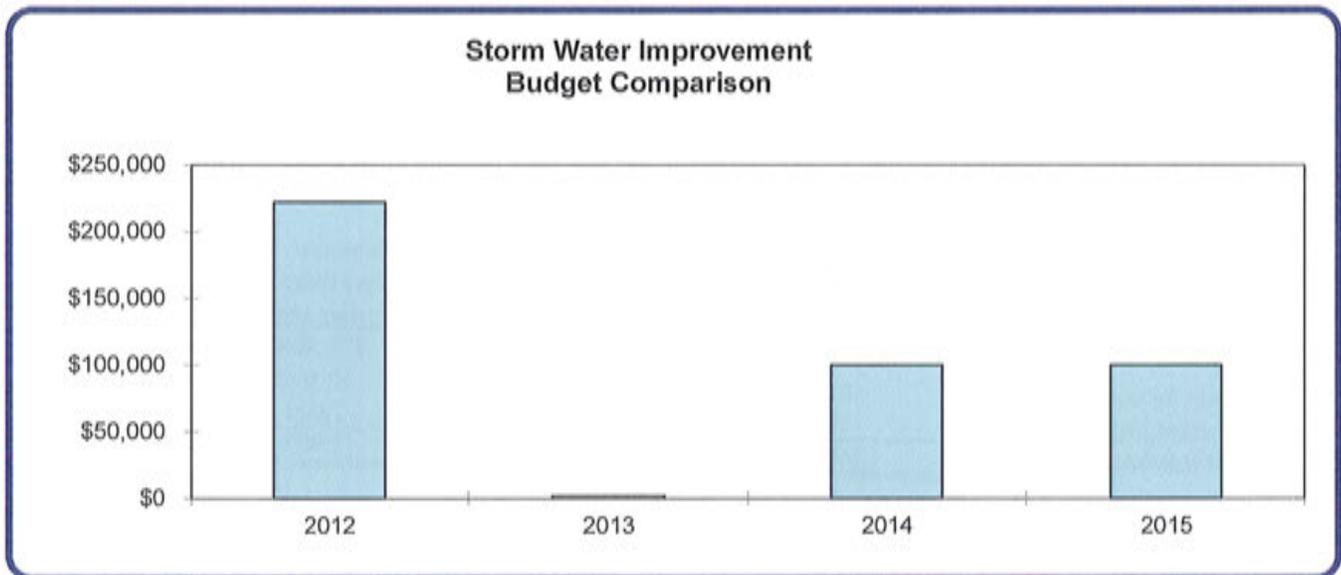
OBJECTIVES:

1. Provide best management practices for stormwater runoff.
2. Utilize city stormwater funds for improvements to the city's stormwater system.
3. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS

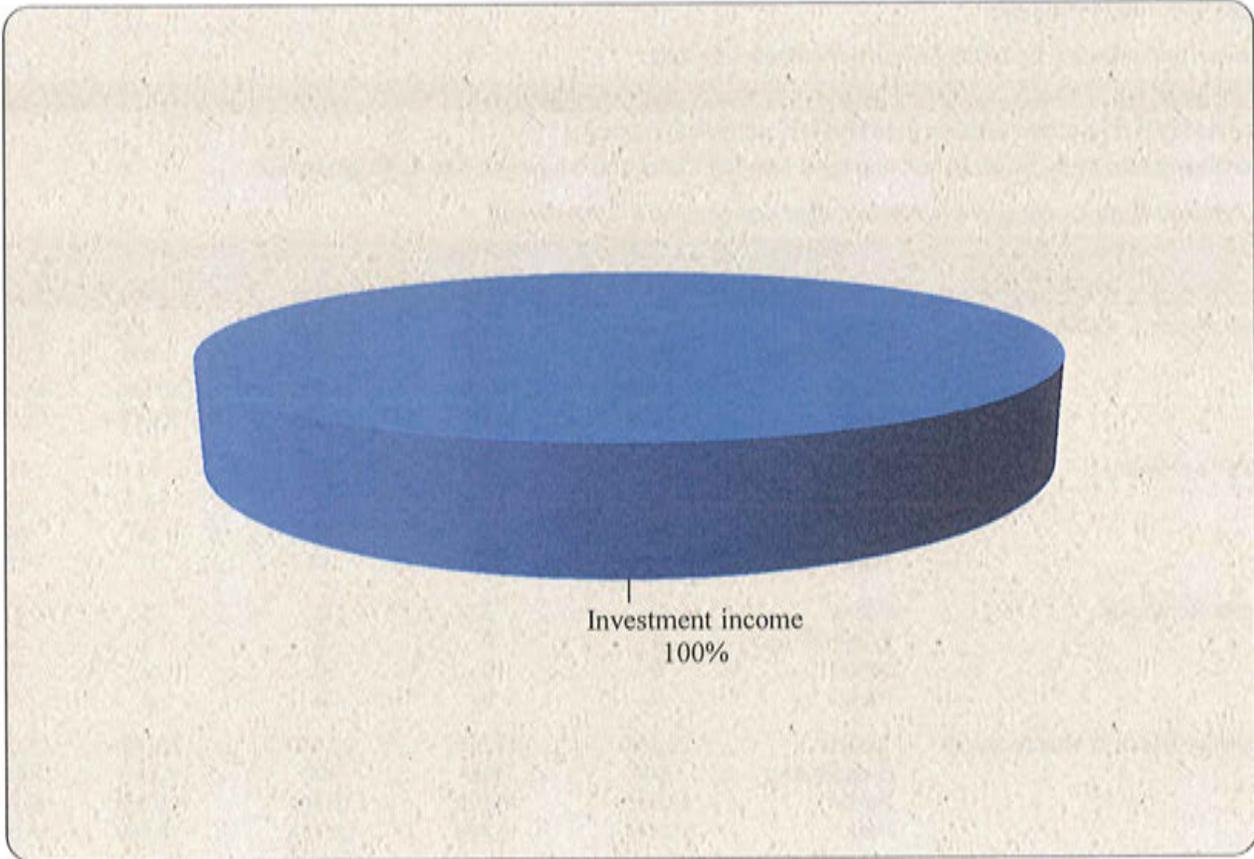
1. Hired a firm to evaluate storm water issues including backflow issues and reimbursement program.

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
CAPITAL	\$174,622	\$0	\$100,000	\$100,000
PURCHASED SERVICES	\$47,624	\$1,703	\$0	\$0
TOTAL BUDGET FOR STORM WATER IMPROVEMENT	\$222,246	\$1,703	\$100,000	\$100,000
OTHER FINANCING USES	\$0	\$0	\$0	\$158,465



City of Washington

Vehicle & Equipment Replacement Fund Revenue



Revenue	Original Budget 2015	Percent of Total	Increase/ (Decrease) previous year	Percent of Increase/ (Decrease)
Investment income	\$6,000	100.00%	(\$2,000)	-25.00%
Total Revenue	\$6,000	100.00%	(\$2,000)	-25.00%
Other Financing Sources	<u>\$ 310,000</u>			

DEPARTMENT:	VEHICLE & EQUIPMENT REPLACEMENT
FUND: 010	

PURPOSE:

Ordinance No. 9763 established a Vehicle and Equipment Replacement Fund for the purpose of accumulating resources and to account for the acquisition of vehicle and equipment required to maintain level of services and programs to the citizens of the City. Funding for this fund is through annual appropriation from the General Fund equivalent to the annual depreciation of governmental vehicles and machinery & equipment.

GOALS:

1. Provide information and assist the City Council in formulating and establishing City policies.
2. Continue efforts in overseeing efficient use of City assets.

OBJECTIVES:

1. Ensure the availability of resources for the future replacement of vehicles and equipment.
2. Provide City Departments with vehicles and equipment that will enable them to provide effective & efficient services to the city's residents.
3. Review and evaluate performance measurements annually.

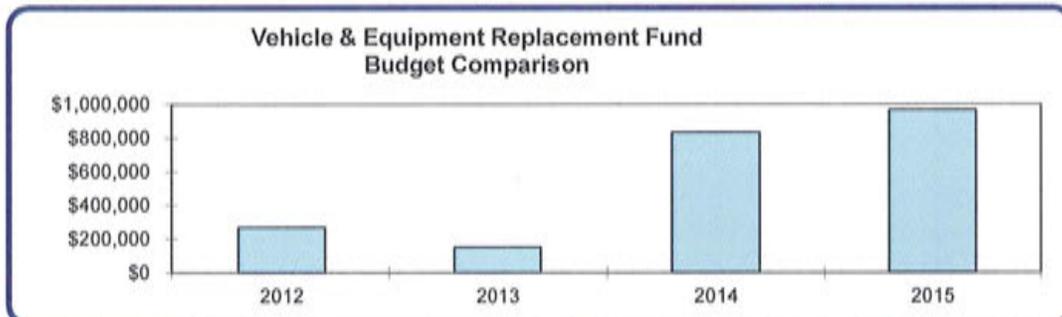
PRIOR YEAR ACCOMPLISHMENTS:

1. Purchased 3 new police vehicles to maintain healthy fleet rotation.
2. Purchased new truck, arrow board, and laser level for Parks and 3 new vehicles for Engineering.
3. Purchased large format printer/scanner/copier and additional SAN storage.

PERFORMANCE MEASUREMENTS:

Description		2012	2013	2014	2015 Est.	Target
Vehicle Repair & Maintenance	Police	23,465	19,915	24,605	20,000	20,000
	Engineering	2,210	4,340	590	1,000	1,500
	Street	29,540	46,775	55,310	30,000	30,000
	Park	11,795	13,830	11,395	10,000	10,000
Vehicles per Fleet	Police	31	31	31	31	31
	Engineering	6	6	6	6	6
	Street	26	26	26	26	26
	Park	17	17	17	17	17
Vehicles Replaced	Police	3	3	3	3	3
	Engineering	0	0	0	3	3
	Street	0	0	0	2	2
	Park	0	0	0	3	3
Equipment Repair & Maintenance	Police	25,100	11,120	27,410	15,000	13,000
	Engineering	1,980	125	400	1,000	1,000
	Street	13,585	14,870	14,300	15,000	15,000
	Park	19,445	13,495	26,255	15,000	15,000

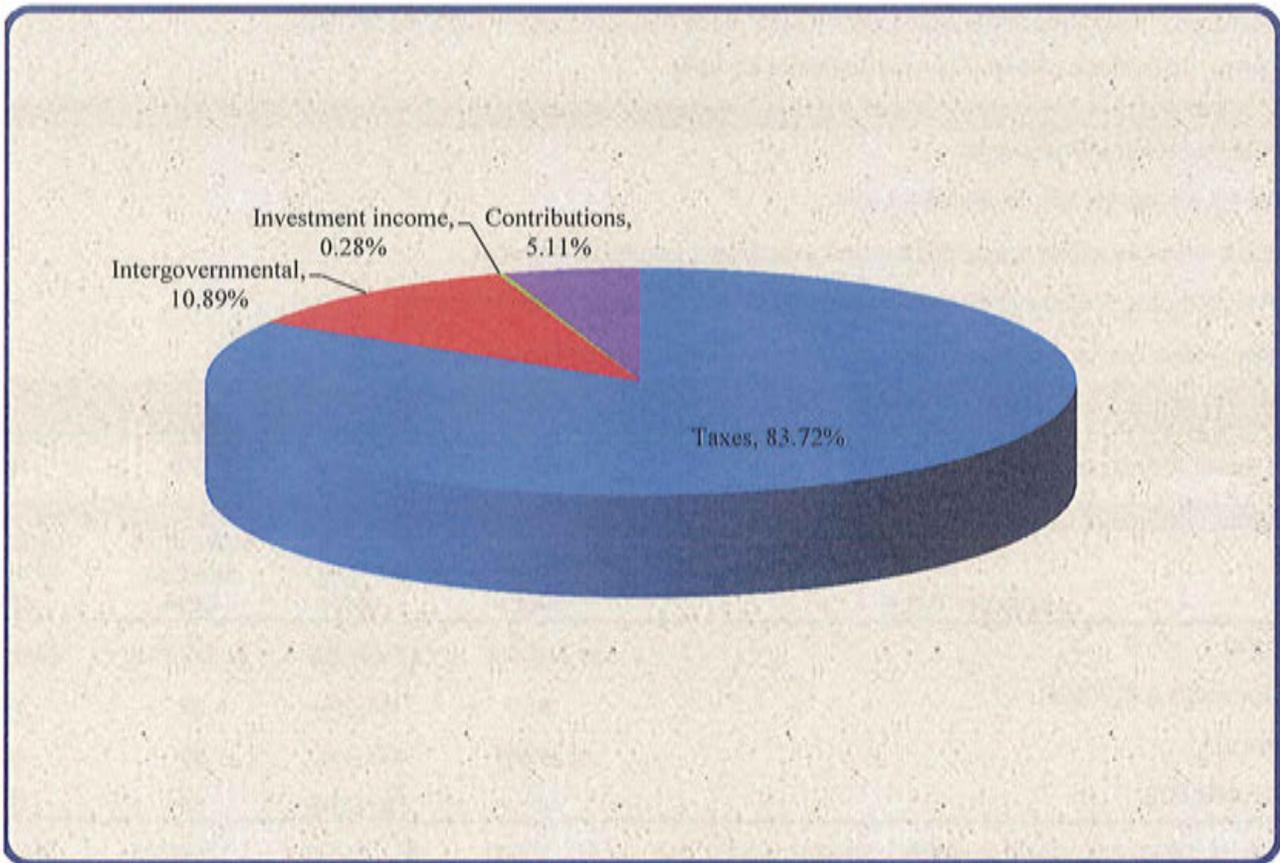
ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
CAPITAL	\$268,791	\$152,024	\$833,146	\$968,125
TOTAL BUDGET FOR VEHICLE & EQUIPMENT REPLACEMENT FUND	\$268,791	\$152,024	\$833,146	\$968,125
OTHER FINANCING USES	\$0	\$0	\$0	\$0



City of Washington

Capital Improvement Sales Tax

Fund Revenue



Revenue	Original Budget 2015	Percent of Total	Increase/ (Decrease) previous year	Percent of Increase/ (Decrease)
Taxes	\$1,802,500	83.72%	(\$5,000)	-0.28%
Intergovernmental	234,470	10.89%	-	0.00%
Investment income	6,000	0.28%	(2,500)	-29.41%
Contributions	110,000	5.11%	-	0.00%
	<u>\$2,152,970</u>	<u>100.00%</u>	<u>(\$7,500)</u>	<u>-0.35%</u>

DEPARTMENT:	CAPITAL IMPROVEMENT SALES TAX
FUND: 260	

PURPOSE:

Ordinance No. 6620 established a special trust fund for the deposit of all moneys collected in the City of Washington, Missouri from a one-half (1/2) of one percent (1%) sales tax for capital improvements.

GOALS:

1. Meet debt service requirements.
2. Budget and plan for new projects included in the capital improvement sale tax renewal plan expiring in June 2018.

OBJECTIVES:

1. Construct or purchase various improvements listed in the long-range capital improvement plan.
2. Review and evaluate performance measurements annually.

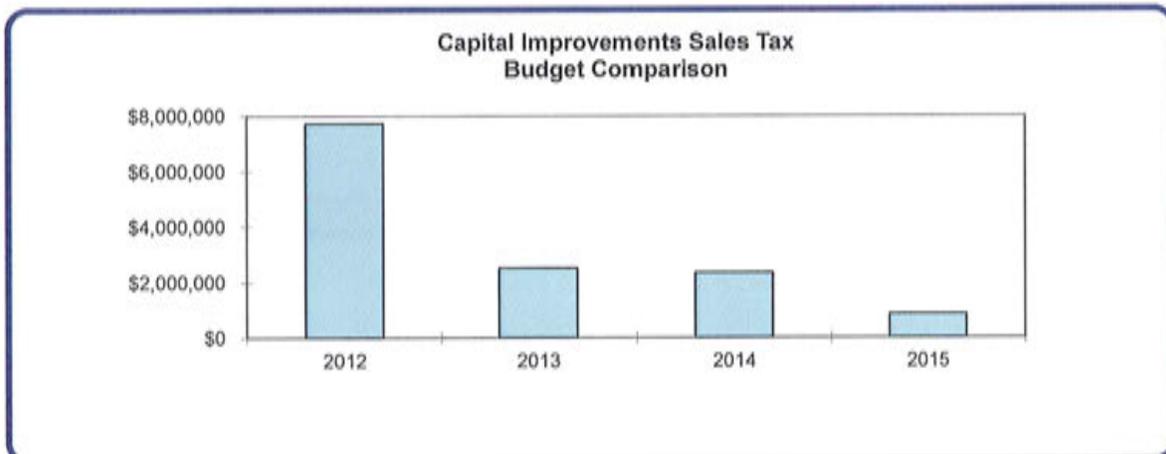
PRIOR YEAR ACCOMPLISHMENTS:

1. Debt service requirements met.
2. Purchased new Pumper for fire department.
3. Completed new airport hangar addition and remodeling of airport waiting area.
4. All-abilities playground and new lighting poles installed at McLaughlin field completed.
5. Fiber connection project that connects all City Facilities was installed and operational.

PERFORMANCE MEASUREMENTS:

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>
Percent of Projects Complete	30%	51%	72%	80%

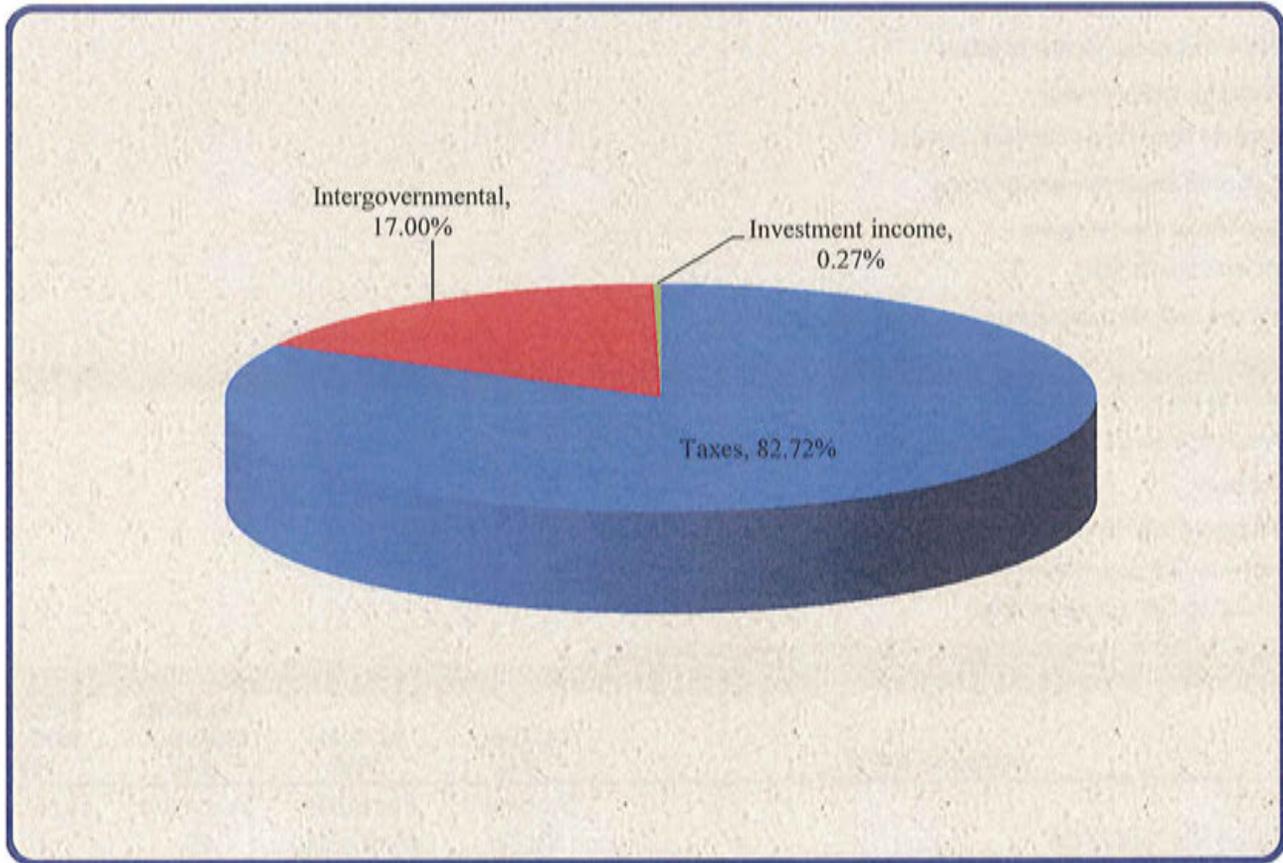
ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
CAPITAL	\$7,619,474	\$2,461,227	\$2,346,630	\$859,130
PURCHASED SERVICES	\$0	(\$3,766)	\$0	\$0
SUPPLIES	\$116,549	\$68,475	\$0	\$0
DEBT SERVICE	\$0	(\$13,514)	\$0	\$0
TOTAL BUDGET FOR CAPITAL IMPROVEMENT SALES TAX	\$7,736,023	\$2,512,422	\$2,346,630	\$859,130
OTHER FINANCING USES	\$973,715	\$3,990,880	\$992,790	\$989,630



City of Washington

Transportation Sales Tax

Fund Revenue



Revenue	Original Budget 2015	Percent of Total	Increase/ (Decrease) previous year	Percent of Increase/ (Decrease)
Taxes	\$2,432,500	82.72%	\$10,000	0.41%
Intergovernmental	500,000	17.00%	(680,000)	-57.63%
Investment income	8,000	0.27%	-	0.00%
Total Revenue	\$2,940,500	100.00%	\$ (670,000)	-18.56%

DEPARTMENT:

TRANSPORTATION SALES TAX

FUND: 261

PURPOSE:

Ordinance No. 9713 established a one-half (1/2) of one percent (1%) sales tax for transportation purposes passed by voters in April 5, 2005 with an ending date of June 30, 2030. All moneys received by the City of Washington, Missouri from the tax authorized shall be deposited in a special trust fund.

GOALS:

1. Provide efficient use of sales tax monies by meeting the existing transportation needs of the City.
2. Meet debt service requirements.

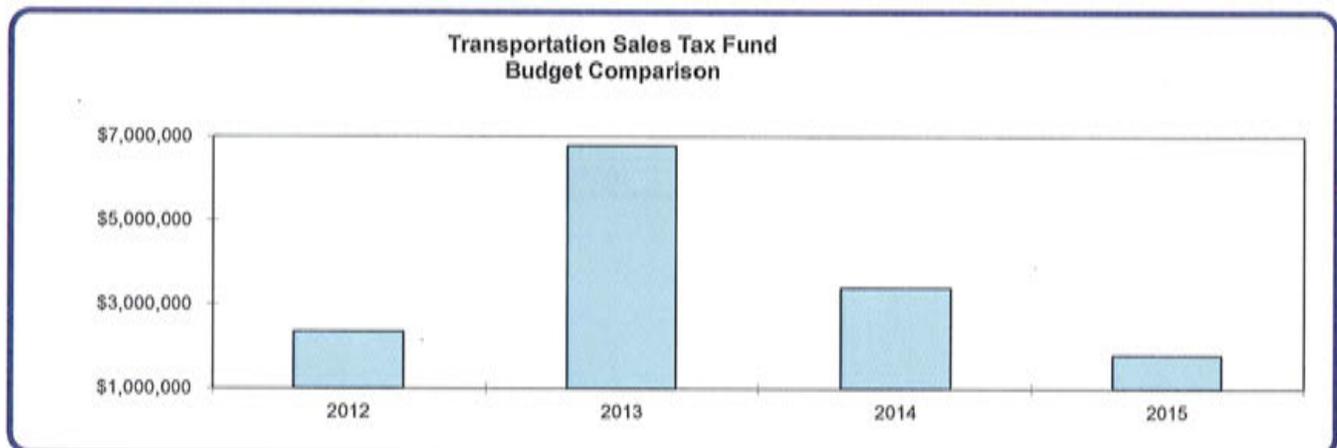
OBJECTIVES:

1. Jefferson Street Bridge Replacement.
2. Nova Chips and Asphalt Overlays.
3. Sidewalk Improvements.
4. Stafford Street and Fourteenth Street.
5. Lafayette Street Railroad Crossing.
6. Bluff Road Improvements
7. Camp Street Bridge.
8. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Fifth Street Bridge Repair
2. Nova Chip and Asphalt Overlay program
3. Sidewalk
4. Highway 100 Widening
5. Highway 100 Enhancements
6. Airport Hanger Enhancements
7. Multi Surfacing (Lexington, Wenona, Washington Heights Drive etc.)

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
CAPITAL	\$2,349,881	\$1,916,559	\$3,400,000	\$1,807,000
PURCHASED SERVICES	\$1,200	\$4,863,595	\$0	\$0
TOTAL BUDGET FOR TRANSPORTATION SALES TAX FUND	\$2,351,081	\$6,780,154	\$3,400,000	\$1,807,000
OTHER FINANCING SOURCES	\$1,695,270	\$1,512,720	\$1,503,710	\$1,617,070



ENTERPRISE FUNDS-COMBINED

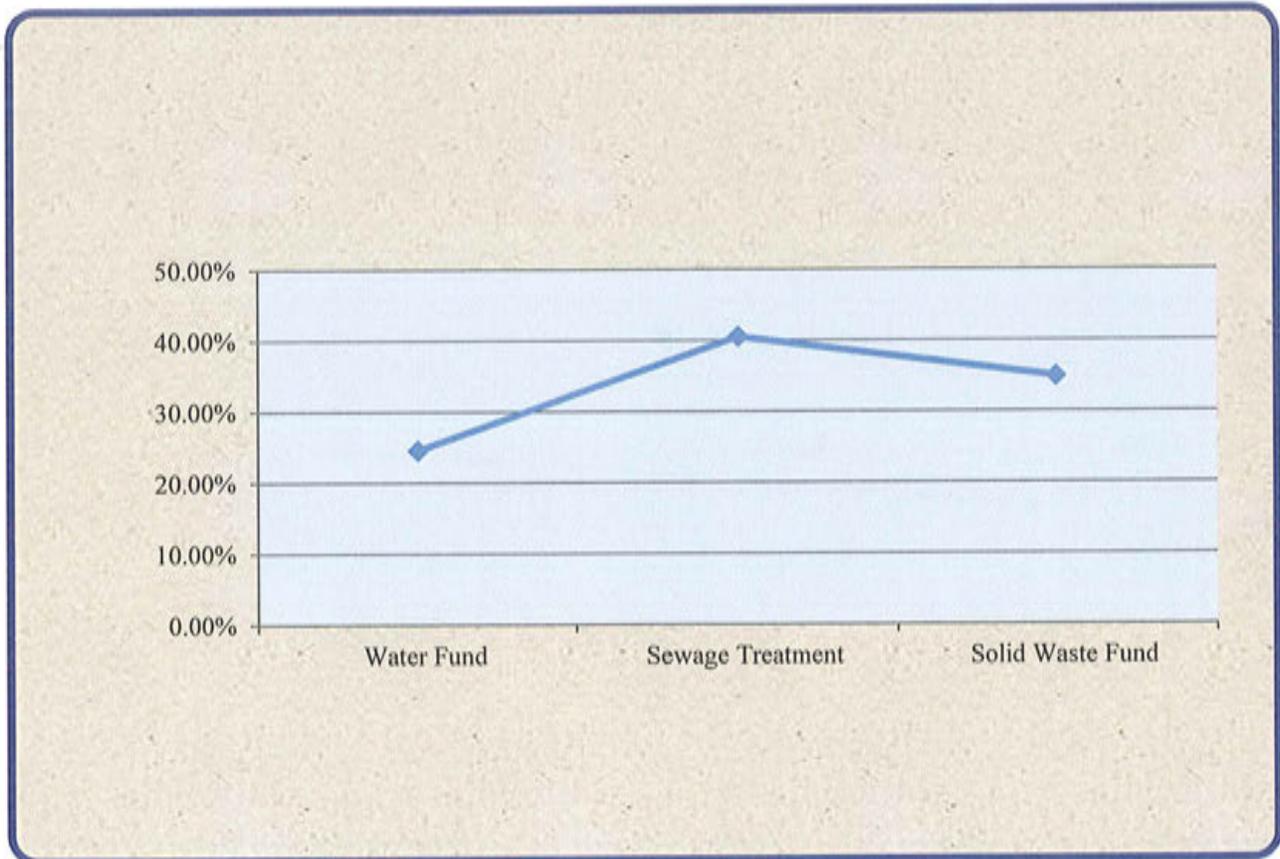
CITY OF WASHINGTON, MISSOURI
ENTERPRISE FUNDS
COMBINING STATEMENT OF REVENUES, EXPENSES
AND CHANGES IN NET POSITION
FOR THE YEAR ENDED SEPTEMBER 30, 2015

	Water	Sewage Treatment	Solid Waste	2015 Projected Budget	2014 Final Budget	2014 Estimated Actual
OPERATING REVENUES	\$ 1,596,750	\$ 2,633,600	\$ 2,270,650	\$ 6,501,000	\$ 6,604,040	\$ 6,489,225
OPERATING EXPENSES						
Personal services	558,010	385,350	725,640	1,669,000	1,589,255	1,584,340
Operation & maintenance	683,350	721,785	1,430,675	2,835,810	3,011,285	2,896,060
Small tools/ equipment/fixtures	21,010	26,030	7,225	54,265	28,960	25,910
Depreciation expense	320,000	900,000	246,000	1,466,000	1,631,000	1,631,000
OPERATING EXPENSES	\$ 1,582,370	\$ 2,033,165	\$ 2,409,540	\$ 6,025,075	\$ 6,260,500	\$ 6,137,310
OPERATING INCOME (LOSS)	14,380	600,435	(138,890)	475,925	343,540	351,915
NONOPERATING REVENUES (EXPENSES)						
Investment income	5,000	494,000	12,000	511,000	565,400	563,900
Miscellaneous	61,120	13,000	15,000	89,120	76,120	61,120
Interest and fiscal charges	(130,300)	(754,465)	-	(884,765)	(815,015)	(815,015)
Principal - debt service	-	(900,000)	-	(900,000)	(895,000)	(895,000)
Capital outlay	(439,000)	(240,000)	(560,000)	(1,239,000)	(840,000)	(240,000)
TOTAL NONOPERATING REVENUES (EXPENSES)	(503,180)	(1,387,465)	(533,000)	(2,423,645)	(1,908,495)	(1,324,995)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS OUT	(488,800)	(787,030)	(671,890)	(1,947,720)	(1,564,955)	(973,080)
TRANSFERS						
Transfers out	(225,300)	(300,000)	-	(525,300)	(204,900)	(204,900)
TOTAL TRANSFERS	(225,300)	(300,000)	-	(525,300)	(204,900)	(204,900)
CHANGE IN NET ASSETS	(714,100)	(1,087,030)	(671,890)	(2,473,020)	\$ (1,769,855)	\$ (1,177,980)
NET POSITION, OCTOBER 1:						
Water Fund	6,437,660	-	-	6,437,660		
Sewage Treatment Fund	-	10,564,790	-	10,564,790		
Solid Waste Fund	-	-	2,397,380	2,397,380		
Estimated Net Position before adjustments	5,723,560	9,477,760	1,725,490	16,926,810		
Adjustments for:						
Capital Outlay	439,000	240,000	560,000	1,239,000		
Debt Service - Principal	95,000	900,000	-	995,000		
Subtotal	6,257,560	10,617,760	2,285,490	19,160,810		
Less: Invested in capital assets, net of related debt						
Water Fund	(5,171,550)	-	-	(5,171,550)		
Sewage Treatment Fund	-	(10,460,240)	-	(10,460,240)		
Solid Waste Fund	-	-	1,777,500	1,777,500		
Less: Funding Requirements						
25% Fund Balance, committed for operations	(395,600)	(508,300)	(602,400)	(1,506,300)		
ESTIMATED NET POSITION, SEPTEMBER 30, 2015	\$ 690,410	\$ (350,780)	\$ 3,460,590	\$ 3,800,220		

City of Washington

Enterprise Funds

Operating Revenue by Fund

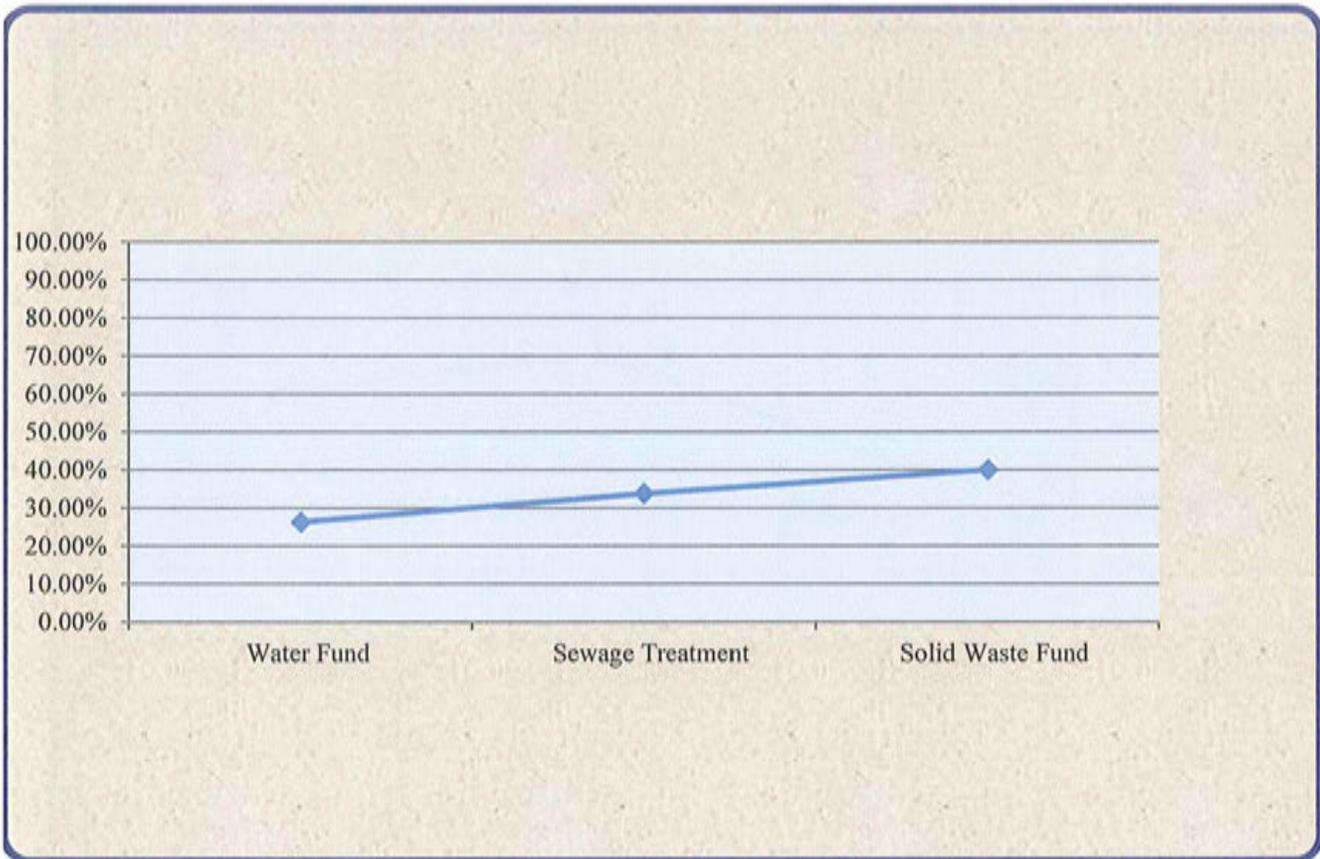


<u>Operating Revenue</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Water Fund	\$1,596,750	24.56%	-\$82,040	-4.89%
Sewage Treatment	2,633,600	40.51%	(62,000)	-2.30%
Solid Waste	2,270,650	34.93%	47,000	2.11%
Total Operating Revenue	\$6,501,000	100.00%	-\$97,040	-1.47%
Other Financing Sources	\$ -			

City of Washington

Enterprise Fund

Operating Expenses by Fund



<u>Operating Expenses</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Water Fund	\$1,582,370	26.26%	\$122,105	8.36%
Sewage Treatment	2,033,165	33.75%	(273,980)	-11.88%
Solid Waste	2,409,540	39.99%	(83,550)	-3.35%
Total Operating Expenses	\$6,025,075	100.00%	(\$235,425)	-3.76%
Other Financing Uses	\$525,300			

ENTERPRISE FUNDS-INDIVIDUAL FUNDS

DEPARTMENT:	WATER
FUND: 400	DEPT NUMBER: 35

PURPOSE:

To supply all residential, commercial, and industrial properties within the City of Washington with a safe, high quality, and abundant supply of water that meets not only domestic but also fire protections needs.

GOALS:

1. To provide clean and safe drinking water.
2. Provide adequate fire protection.
3. Ensure that the Water System continues to meet all Federal and State regulations.
4. Properly maintain the water system which includes nine wells and 3 elevated storage tanks.

OBJECTIVES:

1. Finalize the Automatic Meter Reading Project and set up leak detection parameters.
Perform a hydraulic study on the water system to aid in future development and water system upgrade decisions.
2. Continue hydrant replacement maintenance and flushing program.
3. Replace water line in Locust Street between Eighth Street & Eleventh Street.
4. To improve service by completion of necessary construction of water mains to serve new areas as well as replacement of old small diameter mains in existing residential neighborhoods.
5. Continue improving water scada system with state of the art communication technology.
6. Review of water systems need and monitor water rates and implement any rate increases as deemed necessary
7. Continue to work as a Public Works Department while working cooperatively with the Street, Wastewater, and Park Departments.
8. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Majority of meter change outs were performed for the Automatic Meter Reading Project throughout the system.
2. Maintained tightened control over material inventory and overtime personnel cost.
3. Purchased a new Bobcat T650 Compact Track Loader.

PERFORMANCE MEASUREMENTS:

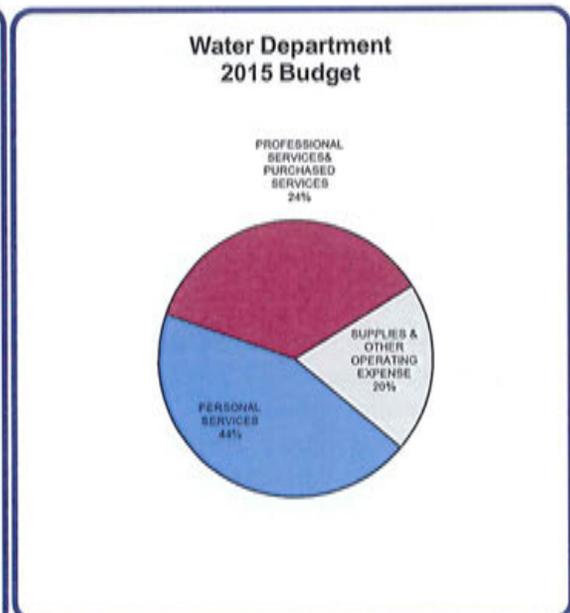
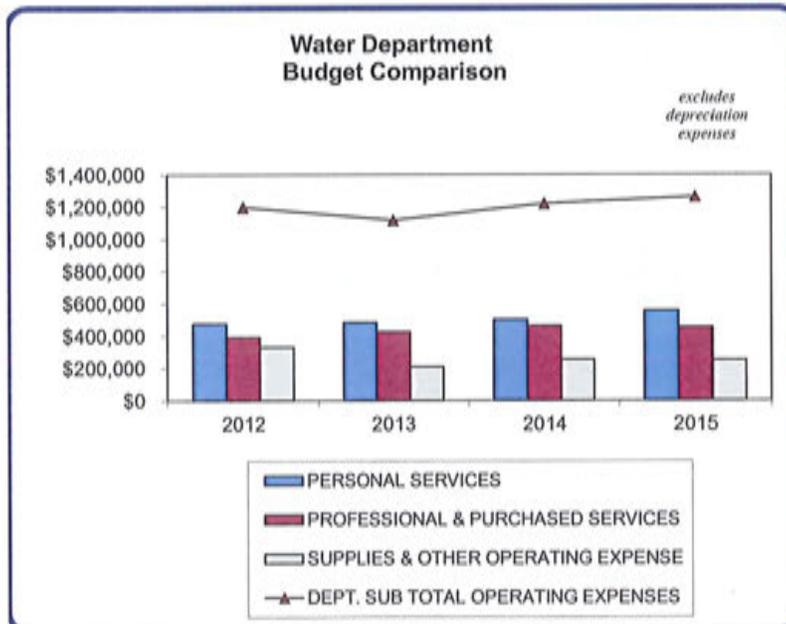
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
New Meters Issued	31	31	31	31
New Meters Issued (Irrigation)	6	6	6	6
Meters Replaced	12	12	12	12
Locates performed	1667	1667	1667	1667
Work Orders Completed	226	226	226	226
Water Tap Permits Issued	17	17	17	17

DEPARTMENT:	WATER
FUND: 400	DEPT NUMBER: 35

Position	STAFFING/FTE's:		
	2012	2013	2014
Water & Wastewater Superintendent	0.50	0.50	0.50
Water Foreman	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00
Truck Driver	1.00	1.00	1.00
Lead Laborer	2.00	1.00	1.00
Meter Reader	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
Clerk	0.50	0.50	0.50

7.50 6.50 6.50

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$476,086	\$484,160	\$502,235	\$558,010
PROFESSIONAL & PURCHASED SERVICES	\$392,994	\$424,991	\$463,020	\$453,150
SUPPLIES & OTHER OPERATING EXPENSE	\$330,161	\$209,043	\$255,010	\$251,210
DEPT. SUB TOTAL OPERATING EXPENSES	\$1,199,241	\$1,118,194	\$1,220,265	\$1,262,370
DEPRECIATION	\$240,081	\$317,061	\$240,000	\$320,000
DEPT. TOTAL OPERATING EXPENSES	\$1,439,322	\$1,435,255	\$1,460,265	\$1,582,370
CAPITAL	(\$15,726)	\$0	\$325,000	\$439,000
DEBT SERVICE	\$20,930	\$135,544	\$0	\$130,300
TOTAL BUDGET FOR WATER FUND	\$1,444,526	\$1,570,799	\$1,785,265	\$2,151,670
OTHER FINANCING USES	\$ 30,000	\$ 206,600	\$ 204,900	\$ 225,300



DEPARTMENT:	SEWAGE TREATMENT
FUND: 410	DEPT NUMBER: 36

PURPOSE:

To accept all sanitary sewer waste generated by the City of Washington and to properly treat and discharge the same in a manner which will meet all Local, State and Federal regulations.

GOALS:

1. Continue to provide dependable infrastructure for the collection and treatment of the wastewater system.
2. Address areas within the collection system regarding inflow and infiltration.
3. Continue to comply with all Federal and State regulations.

OBJECTIVES:

1. Continue implementation of changes and improvements as necessary as recommended in the Jacob's long-range sewer system study.
2. Continue to renovate the existing distribution failures by excavating, replacing, and slip-lining infiltration problem areas.
3. Evaluate wastewater system operations and implement sewer rate increases as necessary.
4. Continue Sewer Distribution maintenance Program - cleaning, jetting and inspections.
5. Replace pumps in West End Lift Stations.
6. Continue to work as a Public Works Department while working cooperatively with the Street, Water, Wastewater, and Parks Departments.
7. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Replaced pumps in West Main Lift Station.
2. Performed extensive odor monitoring of the wastewater collection system and at the wastewater
3. Purchased 2012 Chevy Colorado Crew Cab truck.

PERFORMANCE MEASUREMENTS:

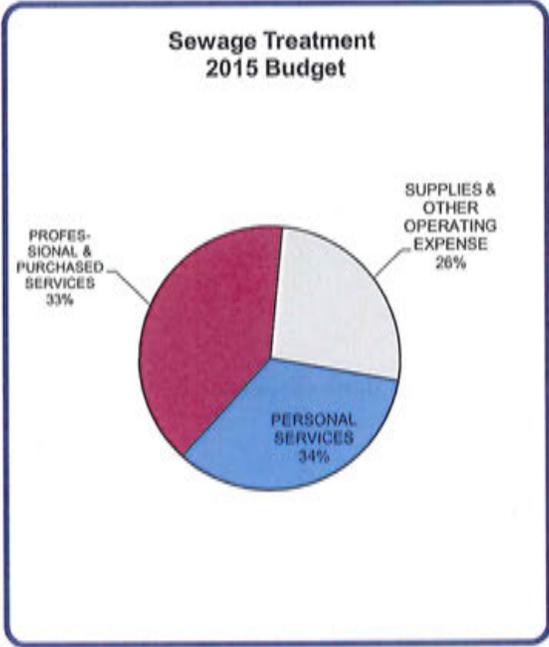
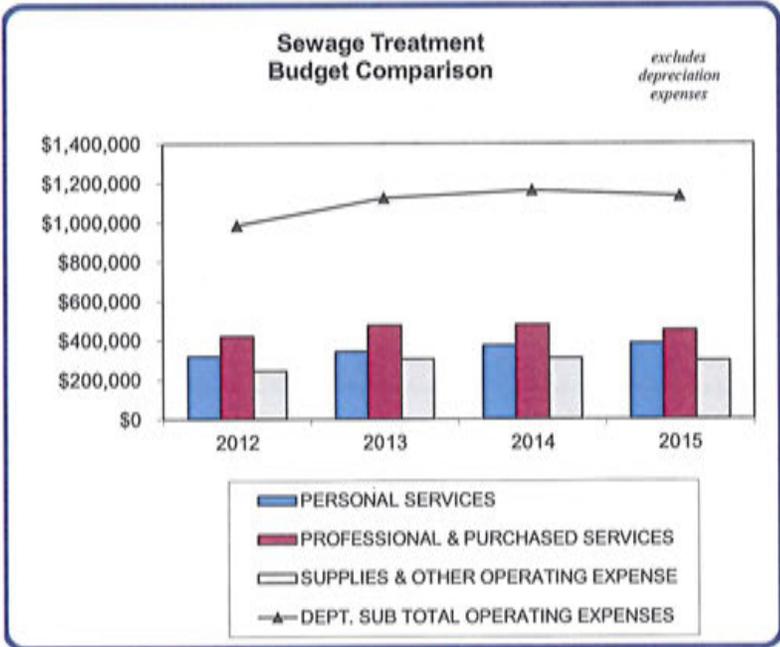
Description	2013	2014	2015 Est	Target
Locates Performed	1667	1667	1667	1667
Work Orders Completed	29	29	29	29
Sewer Routine Reports	472	472	472	472

STAFFING/FTE's:

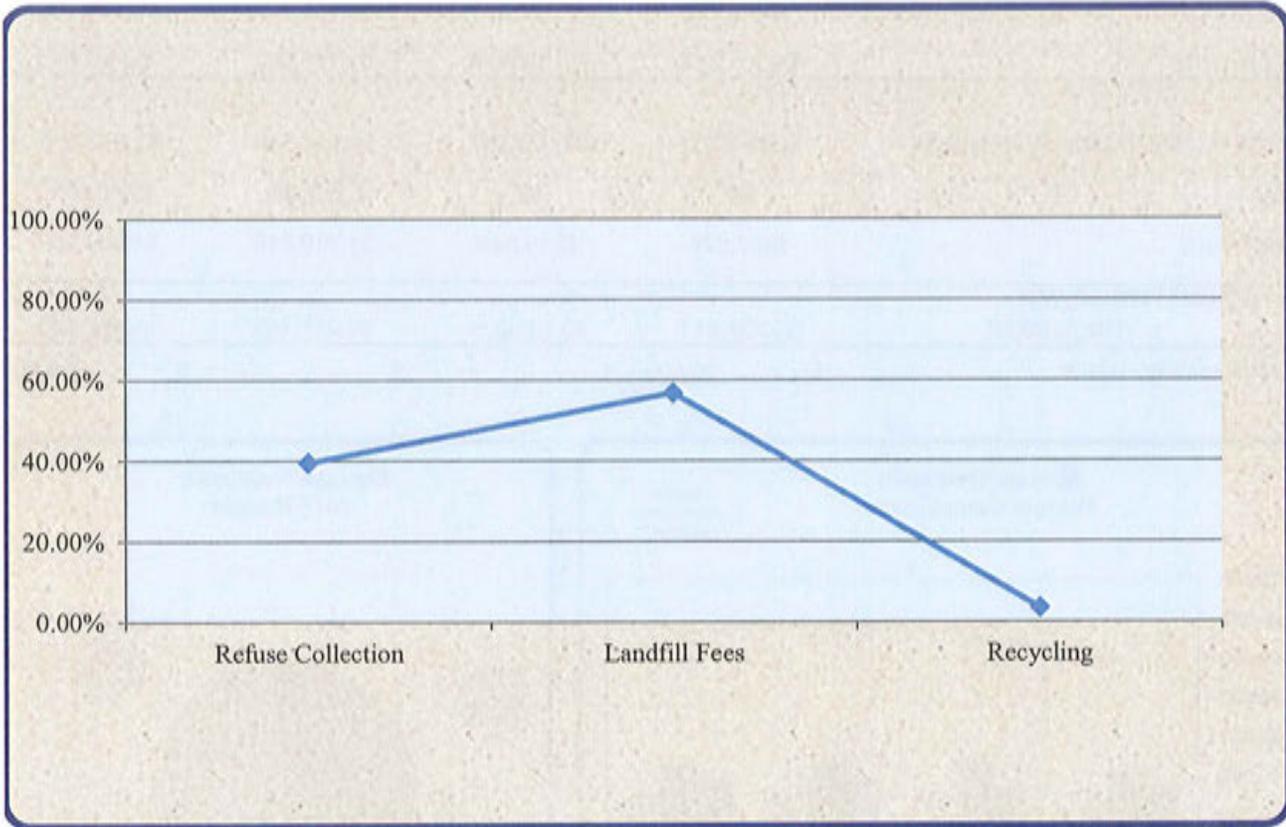
Position	2013	2014	2015
Water & Wastewater Superintendent	0.50	0.50	0.50
Wastewater Treatment Plant Operator III	1.00	1.00	1.00
Lab Technician	1.00	1.00	1.00
Wastewater Foreman	1.00	1.00	1.00
Wastewater Plant Operator II/Mechanic	1.00	1.00	1.00
Wastewater Plan Operator I	2.00	2.00	2.00
Permanent Part-time Laborer	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
Clerk	0.50	0.50	0.50
	8.50	8.50	8.50

DEPARTMENT:	SEWAGE TREATMENT
FUND: 410	DEPT NUMBER: 36

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$320,106	\$343,076	\$374,160	\$385,350
PROFESSIONAL & PURCHASED SERVICES	\$420,303	\$476,102	\$479,185	\$451,185
SUPPLIES & OTHER OPERATING EXPENSE	\$245,349	\$304,281	\$308,800	\$296,630
DEPT. SUB TOTAL OPERATING EXPENSES	\$985,758	\$1,123,459	\$1,162,145	\$1,133,165
DEPRECIATION	\$1,161,474	\$1,197,728	\$1,145,000	\$900,000
DEPT. TOTAL OPERATING EXPENSES	\$2,147,232	\$2,321,187	\$2,307,145	\$2,033,165
CAPITAL	\$0	\$0	\$200,000	\$240,000
DEBT SERVICE	\$887,579	\$815,049	\$1,710,015	\$1,654,465
TOTAL BUDGET FOR SEWER TREATMENT	\$3,034,811	\$3,136,236	\$4,217,160	\$3,927,630
OTHER FINANCING USES	\$ 30,000	\$ -	\$ -	\$ 300,000



City of Washington Solid Waste Fund Operating Revenue by Fund

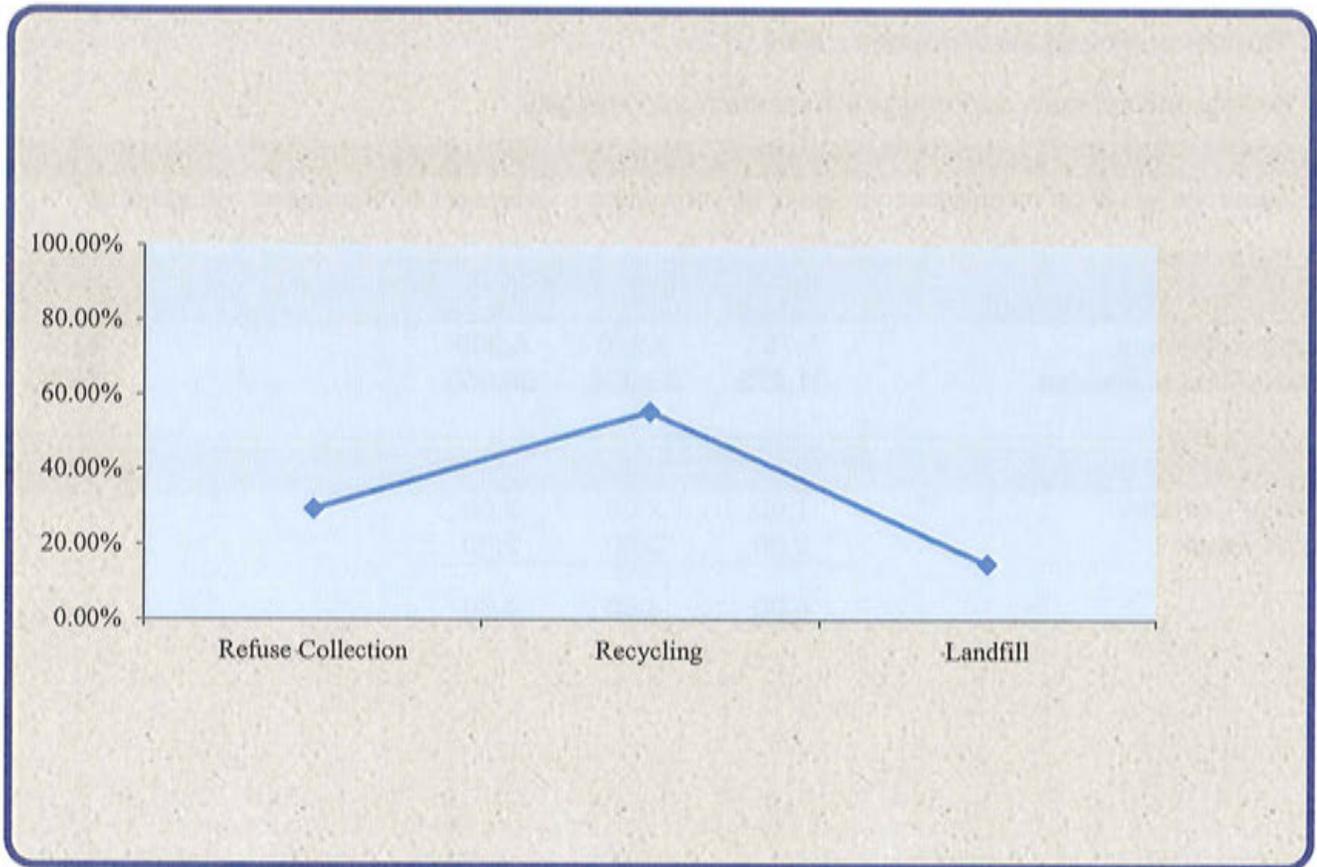


<u>Operating Revenue</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Refuse Collection	\$898,650	39.58%	\$146,000	19.40%
Landfill	1,292,000	56.90%	(99,000)	-7.12%
Recycling	80,000	3.52%	-	0.00%
Total Revenue	\$2,270,650	100.00%	\$47,000	2.11%

City of Washington

Solid Waste Fund

Operating Expenses by Department



<u>Operating Expenses</u>	<u>Original Budget 2015</u>	<u>Percent of Total</u>	<u>Increase/ (Decrease) previous year</u>	<u>Percent of Increase/ (Decrease)</u>
Refuse Collection	\$711,985	29.55%	\$30,795	4.52%
Landfill	1,337,705	55.52%	(100,085)	-6.96%
Recycling	359,850	14.93%	(13,760)	-3.68%
Total Operating Expenses	\$2,409,540	100.00%	(\$83,050)	-5.22%

DEPARTMENT:	REFUSE COLLECTION
FUND: 420	DEPT NUMBER: 37

PURPOSE:

To maintain a general and effective trash service for the residents within the City of Washington.

GOALS:

1. Upgrade equipment with automated trash trucks and containers.

OBJECTIVES:

1. Meet daily demands for service and keep citizens complaints to a low figure.
2. Reduce workplace accidents and claims.
3. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Reduced worker's compensation claims by promoting a safe work environment and training.

PERFORMANCE MEASUREMENTS:

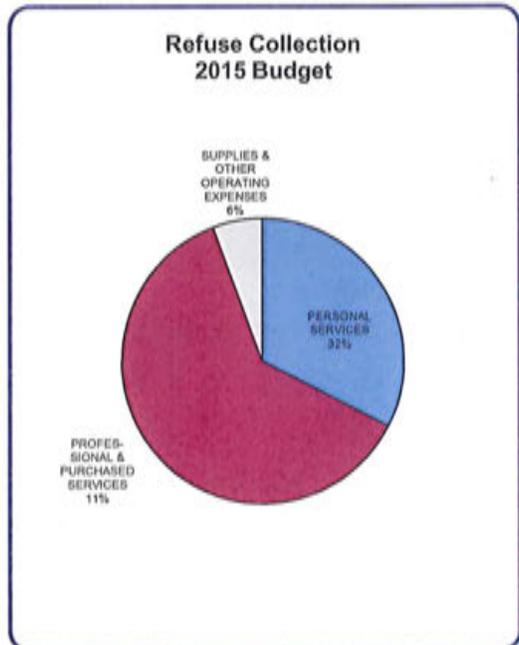
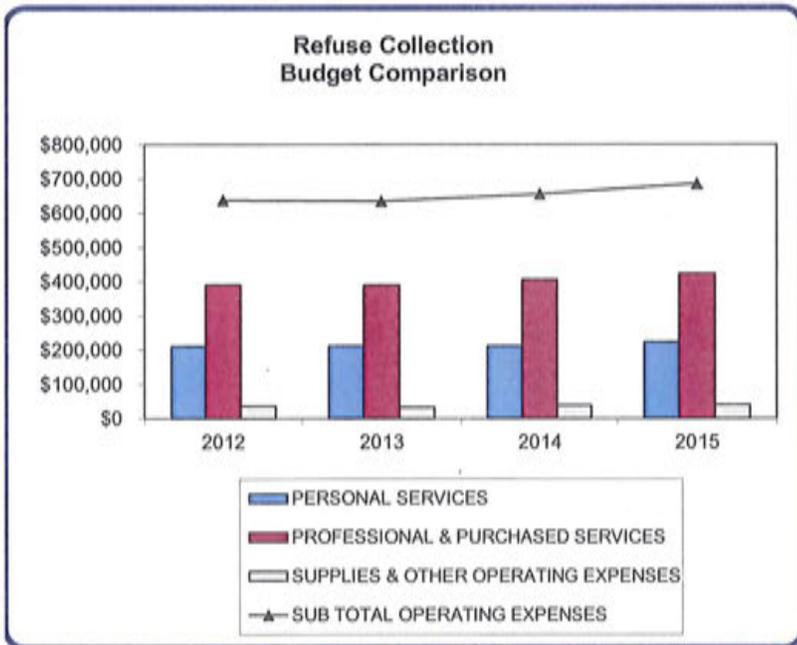
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2014 Est</u>	<u>Target</u>
Trash customers	5,755	6,220	6,300	6300
Tons of trash collected	31,273	33,000	36,000	36,000

STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Refuse Collector	2.00	2.00	2.00
Truck Driver	2.00	2.00	2.00
	4.00	4.00	4.00

DEPARTMENT:	REFUSE COLLECTION
FUND: 420	DEPT NUMBER: 37

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$211,227	\$212,084	\$211,930	\$223,190
PROFESSIONAL & PURCHASED SERVICES	\$390,696	\$389,734	\$406,135	\$423,320
SUPPLIES & OTHER OPERATING EXPENSES	\$36,108	\$32,924	\$37,625	\$39,475
SUB TOTAL OPERATING EXPENSES	\$638,031	\$634,742	\$655,690	\$685,985
DEPRECIATION	\$25,769	\$25,769	\$26,000	\$26,000
DEPT. TOTAL OPERATING EXPENSES	\$663,800	\$660,511	\$681,690	\$711,985
CAPITAL	\$0	\$0	\$165,000	\$165,000
DEBT SERVICE	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR REFUSE COLL.	\$663,800	\$660,511	\$846,690	\$876,985
OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -



DEPARTMENT:	LANDFILL
FUND: 420	DEPT NUMBER: 38

PURPOSE:

Keep landfill free of violation with the Missouri Department of Natural Resources. The landfill serves as a disposal site for all collected trash whether in town, out of town, residential or commercial.

GOALS:

1. Increase compaction rate to make better utilization of cell volume.

OBJECTIVES:

1. Meet daily demands for service and keep citizens complaints to a low figure.
2. Open Area 4/5 of the Struckhoff Landfill.
3. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Reduce worker compensation claims by promoting a safe work environment and training.

PERFORMANCE MEASUREMENTS:

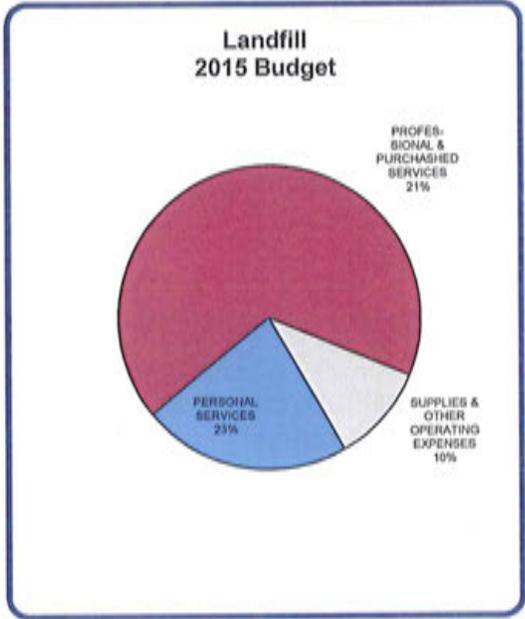
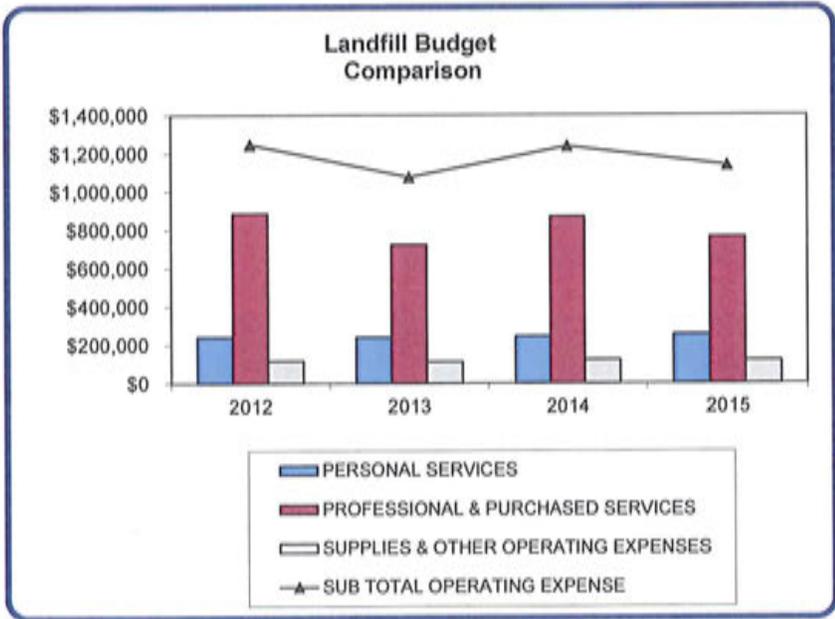
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015 Est.</u>	<u>Target</u>
Tons of trash added	29,788	23,806	27,000	27,000
Percentage of landfill closed	52	56	60	60

STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Landfill Laborer	1.00	1.00	1.00
Landfill Equipment Operator	3.00	3.00	3.00
	4.00	4.00	4.00

DEPARTMENT:	LANDFILL
FUND: 420	DEPT NUMBER: 38

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$242,586	\$239,718	\$245,330	\$255,550
PROFESSIONAL & PURCHASED SERVICES	\$886,860	\$722,978	\$869,750	\$763,805
SUPPLIES & OTHER OPERATING EXPENSES	\$117,021	\$112,789	\$122,710	\$118,350
SUB TOTAL OPERATING EXPENSE	\$1,246,467	\$1,075,485	\$1,237,790	\$1,137,705
DEPRECIATION	\$195,558	\$200,780	\$200,000	\$200,000
DEPT. TOTAL OPERATING EXPENSES	\$1,442,025	\$1,276,265	\$1,437,790	\$1,337,705
CAPITAL	\$0	\$0	\$0	\$60,000
DEBT SERVICE	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR LANDFILL	\$1,442,025	\$1,276,265	\$1,437,790	\$1,397,705
OTHER FINANCING USES	\$0	\$0	\$0	\$0



DEPARTMENT:	RECYCLING
FUND: 420	DEPT NUMBER: 39

PURPOSE:

Collect recyclable and bale for resale to reduce volume put into landfill. Grind yard waste and tree limbs on site for making compost for residents to use since

GOALS:

1. Continue to provide efficient curbside service.
2. Possibly add new recycle truck with one driver and one laborer if we go with mandatory recycling. Also add one laborer to the recycle center.
3. Possibly add new types of recycle items based on volume and monies paid.

OBJECTIVES:

1. Meet daily demands for service and keep citizens complaints to a low figure.
2. Make various capital improvements such as fencing, replace bins, pave parking lot.
3. Review and evaluate performance measurements annually.

PRIOR YEAR ACCOMPLISHMENTS:

1. Reduced workers compensation claims by promoting a safe work enviroment and training.

PERFORMANCE MEASUREMENTS:

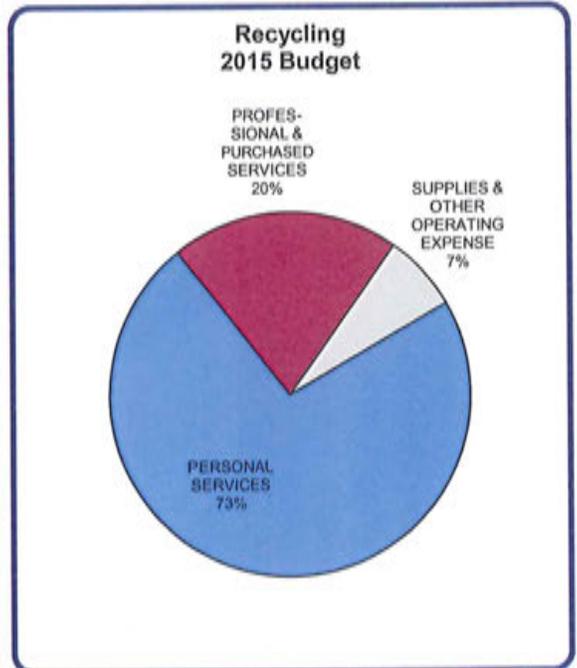
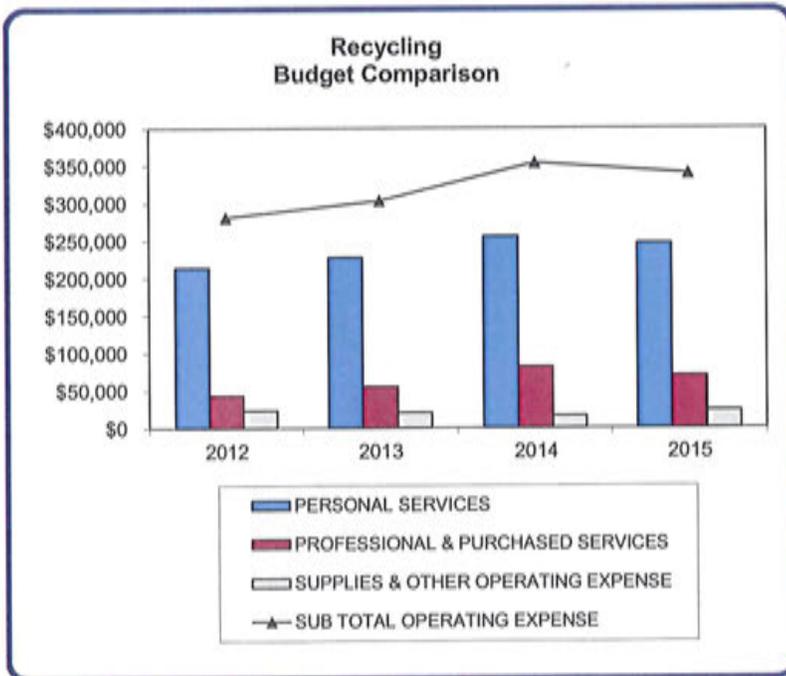
<u>Description</u>	<u>2013</u>	<u>2014</u>	<u>2015Est.</u>	<u>Target</u>
Pounds of plastic recycled				
#1 PETE	38,400	39,760	40,000	40,000
#2 HDPE	38,860	42,880	43,250	43,250

STAFFING/FTE's:

<u>Position</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Compost/Recycling Truck Driver	1.00	1.00	1.00
Compost Laborer	3.00	3.00	3.00
	4.00	4.00	4.00

DEPARTMENT:	RECYCLING
FUND: 420	DEPT NUMBER: 39

ACCOUNT TITLE	ACTUAL 2012	ACTUAL 2013	AMENDED BUDGET 2014	ORIGINAL BUDGET 2015
PERSONAL SERVICES	\$214,225	\$227,842	\$255,600	\$246,900
PROFESSIONAL & PURCHASED SERVICES	\$43,387	\$55,118	\$81,610	\$69,690
SUPPLIES & OTHER OPERATING EXPENSE	\$23,528	\$20,359	\$16,400	\$23,260
SUB TOTAL OPERATING EXPENSE	\$281,140	\$303,319	\$353,610	\$339,850
DEPRECIATION	\$20,339	\$19,486	\$20,000	\$20,000
DEPT. TOTAL OPERATING EXPENSES	\$301,479	\$322,805	\$373,610	\$359,850
CAPITAL	\$0	\$0	\$150,000	\$335,000
DEBT SERVICE	\$0	\$0	\$0	\$0
TOTAL BUDGET FOR RECYCLING	\$301,479	\$322,805	\$523,610	\$694,850
OTHER FINANCING USES	\$0	\$0.00	\$0.00	\$0.00

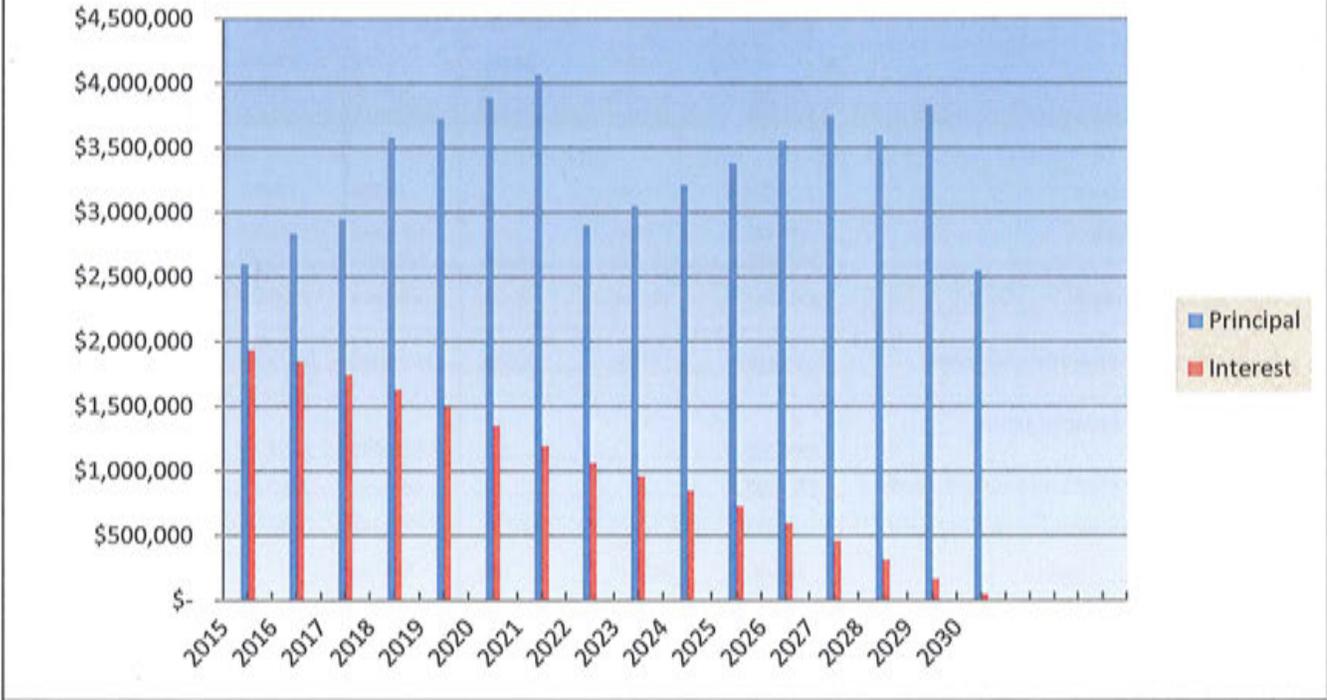


DEBT SERVICE SCHEDULES

CITY OF WASHINGTON, MISSOURI
DEBT SERVICE FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES
 AND CHANGES IN FUND BALANCES
 FOR THE YEAR ENDED SEPTEMBER 30, 2015

	<u>COPS</u>	<u>Washington Downtown TIF - RPA #1</u>	<u>Rhine River TIF - RPA #2</u>	<u>2015 Projected Budget</u>	<u>2014 Final Budget</u>	<u>2014 Estimated Actual</u>
REVENUES						
Taxes	\$ -	\$ 218,000	53,970	\$ 271,970	\$ 258,900	\$ 247,000
Investment Income	122,400	800	10	123,210	141,010	120,810
TOTAL REVENUES	122,400	218,800	53,980	395,180	399,910	367,810
EXPENDITURES						
Operation & maintenance	4,500	19,080	-	23,580	120,000	120,000
Capital Outlay	-	-	-	-	-	160,000
Debt service - principal	1,700,000	4,545	-	1,704,545	1,540,000	1,540,000
Debt service - interest	1,250,000	120,615	43,930	1,414,545	1,315,600	1,316,600
TOTAL EXPENDITURES	2,954,500	144,240	43,930	3,142,670	2,975,600	3,136,600
REVENUES OVER (UNDER) EXPENDITURES	(2,832,100)	74,560	10,050	(2,747,490)	(2,575,690)	(2,768,790)
OTHER FINANCING SOURCES (USES)						
Transfers in	2,832,000	-	-	2,832,000	2,701,400	2,701,400
TOTAL OTHER FINANCING SOURCES (USES)	2,832,000	-	-	2,832,000	2,701,400	2,701,400
NET CHANGE IN FUND BLANCE	(100)	74,560	10,050	84,510	125,710	(67,390)
FUND BALANCES, OCTOBER 1	485,690	458,970	900	945,560		
ESTIMATED FUND BALANCES, SEPTEMBER 30, 2015	\$ 485,590	\$ 533,530	\$ 10,950	\$ 1,030,070		

Annual Debt Service Payments



Current Debt Level to Legal Debt Limits:

2014 Assessed Value	<u>\$ 310,197,296</u>
Debt Limit-10% of Total Assessed Valuation	<u>\$ 31,019,730</u>
Amount of Debt Subject to Limit	
Total Bonded Debt	-
Less: Amounts available in Debt Service Fund	-
Total Amount of Debt Applicable to Debt Limit	-
Legal Debt Margin	<u>\$ 31,019,730</u>

The City has not issued any general obligation debt, therefore, is currently under the legal debt limit

Effect of Debt Service on Current Operation:

The City has been able to meet all of its current debt obligations. With the five-year budget plan, the City is also monitoring its future debt obligations and planning to meet them.

The City will continue to monitor its debt position to determine if any other opportunities for savings arises.

2010 Certificates of Participation
Debt Service Schedule

	Principal	Interest	Total	Debt Service FY Ending 9/30	Interest Rate	Federal Subsidy Payment
04/01/2011	\$ -	\$ 125,722	\$ 125,722	\$ 125,722	2.000%	\$ 44,003
10/01/2011	1,020,000	245,979	1,265,979			168,615
04/01/2012	-	235,779	235,779	1,501,758	2.750%	
10/01/2012	1,035,000	235,779	1,270,779			160,064
04/01/2013	-	221,548	221,548	1,492,326	3.250%	
10/01/2013	1,055,000	221,548	1,276,548			149,083
04/01/2014	-	204,404	204,404	1,480,951	3.600%	
10/01/2014	1,075,000	204,404	1,279,404			136,310
04/01/2015	-	185,054	185,054	1,464,458	4.000%	
10/01/2015	1,105,000	185,054	1,290,054			121,803
04/01/2016	-	162,954	162,954	1,453,008	4.600%	
10/01/2016	1,135,000	162,954	1,297,954			104,931
04/01/2017	-	136,849	136,849	1,434,803	5.000%	
10/01/2017	1,170,000	136,849	1,306,849			85,557
04/01/2018	-	107,599	107,599	1,414,448	5.350%	
10/01/2018	1,210,000	107,599	1,317,599			63,990
04/01/2019	-	75,231	75,231	1,392,830	5.750%	
10/01/2019	1,255,000	75,231	1,330,231			40,033
04/01/2020	-	39,150	39,150	1,369,381	6.000%	
10/01/2020	1,305,000	39,150	1,344,150			13,703
04/01/2021	-	-	-	1,344,150		
	<u>\$ 11,365,000</u>	<u>\$ 3,108,834</u>	<u>\$ 14,473,834</u>	<u>\$ 14,473,834</u>		

The 2010 COPS is accounted for in COP debt service fund.

2012B Certificates of Participation
Debt Service Schedule

	Principal	Interest	Total	Debt Service FY Ending 9/30	Interest Rate
03/01/2013	\$ 410,000	\$ 518,922	\$ 928,922	\$ -	0.700%
09/01/2013	-	433,011	433,011	1,361,933	
03/01/2014	485,000	433,011	918,011		1.000%
09/01/2014	-	430,586	430,586	1,348,597	
03/01/2015	625,000	430,586	1,055,586		1.250%
09/01/2015	-	426,680	426,680	1,482,266	
03/01/2016	800,000	426,680	1,226,680		1.500%
09/01/2016	-	420,680	420,680	1,647,360	
03/01/2017	870,000	420,680	1,290,680		1.750%
09/01/2017	-	413,067	413,067	1,703,747	
03/01/2018	1,450,000	413,068	1,863,068		2.000%
09/01/2018	-	398,567	398,567	2,261,635	
03/01/2019	1,540,000	398,567	1,938,567		2.150%
09/01/2019	-	382,013	382,013	2,320,580	
03/01/2020	1,645,000	382,013	2,027,013		2.400%
09/01/2020	-	362,272	362,272	2,389,285	
03/01/2021	1,750,000	362,272	2,112,272		2.600%
09/01/2021	-	339,523	339,523	2,451,795	
03/01/2022	1,870,000	339,523	2,209,523		2.750%
09/01/2022	-	313,810	313,810	2,523,333	
03/01/2023	1,995,000	313,810	2,308,810		2.900%
09/01/2023	-	284,882	284,882	2,593,692	
03/01/2024	2,130,000	284,882	2,414,882		3.050%
09/01/2024	-	252,400	252,400	2,667,282	
03/01/2025	2,275,000	252,400	2,527,400		3.200%
09/01/2025	-	216,000	216,000	2,743,400	
03/01/2026	2,425,000	216,000	2,641,000		3.300%
09/01/2026	-	175,988	175,988	2,816,988	
03/01/2027	2,595,000	175,988	2,770,988		3.400%
09/01/2027	-	131,873	131,873	2,902,861	
03/01/2028	2,410,000	131,873	2,541,873		3.450%
09/01/2028	-	90,300	90,300	2,632,173	
03/01/2029	2,610,000	90,300	2,700,300		3.500%
09/01/2029	-	44,625	44,625	2,744,925	
03/01/2030	2,550,000	44,625	2,594,625	2,594,625	3.500%
	<u>\$ 30,435,000</u>	<u>\$ 10,751,477</u>	<u>\$ 41,186,477</u>	<u>\$ 41,186,477</u>	

The 2012B COPS is accounted for in COP debt service fund.

2007B Leasehold Revenue Bonds
Debt Service Schedule

	Principal	Interest	Total	Debt Service FY Ending 9/30	Interest Rate
07/01/2008	\$ -	\$ 555,501	\$ 555,501	\$ 555,501	
01/01/2009	-	442,434	442,434		
07/01/2009	-	442,434	442,434	884,868	
01/01/2010	835,000	442,434	1,277,434		5.000%
07/01/2010	-	421,559	421,559	1,698,993	
01/01/2011	855,000	421,559	1,276,559		4.000%
07/01/2011	-	404,460	404,460	1,681,019	
01/01/2012	865,000	404,460	1,269,460		4.000%
07/01/2012	-	387,160	387,160	1,656,620	
01/01/2013	880,000	387,160	1,267,160		4.000%
07/01/2013	-	369,560	369,560	1,636,720	
01/01/2014	895,000	369,560	1,264,560		4.000%
07/01/2014	-	351,660	351,660	1,616,220	
01/01/2015	900,000	351,660	1,251,660		4.250%
07/01/2015	-	332,534	332,534	1,584,194	
01/01/2016	930,000	332,534	1,262,534		4.000%
07/01/2016	-	313,934	313,934	1,576,468	
01/01/2017	945,000	313,934	1,258,934		4.000%
07/01/2017	-	295,034	295,034	1,553,968	
01/01/2018	960,000	295,034	1,255,034		4.250%
07/01/2018	-	274,634	274,634	1,529,668	
01/01/2019	975,000	274,634	1,249,634		4.000%
07/01/2019	-	255,134	255,134	1,504,768	
01/01/2020	990,000	255,134	1,245,134		4.000%
07/01/2020	-	235,334	235,334	1,480,468	
01/01/2021	1,010,000	235,334	1,245,334		4.125%
07/01/2021	-	214,503	214,503	1,459,837	
01/01/2022	1,030,000	214,503	1,244,503		4.625%
07/01/2022	-	190,684	190,684	1,435,187	
01/01/2023	1,055,000	190,684	1,245,684		4.625%
07/01/2023	-	166,288	166,288	1,411,972	
01/01/2024	1,080,000	166,288	1,246,288		4.750%
07/01/2024	-	140,638	140,638	1,386,926	
01/01/2025	1,105,000	140,638	1,245,638		4.750%
07/01/2025	-	114,394	114,394	1,360,032	
01/01/2026	1,130,000	114,394	1,244,394		4.750%
07/01/2026	-	87,556	87,556	1,331,950	
01/01/2027	1,155,000	87,556	1,242,556		4.750%
07/01/2027	-	60,125	60,125	1,302,681	
01/01/2028	1,185,000	60,125	1,245,125		5.000%
07/01/2028	-	30,500	30,500	1,275,625	
01/01/2029	1,220,000	30,500	1,250,500	1,250,500	5.000%
	<u>\$ 20,000,000</u>	<u>\$11,174,185</u>	<u>\$ 31,174,185</u>	<u>\$ 31,174,185</u>	

The 2007B Leasehold Revenue bonds are accounted for in the sewage treatment fund.

AGENCY FUNDS

AGENCY FUNDS
COMBINING STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED SEPTEMBER 30, 2015

	Taxable Industrial Revenue Bonds Pauwels Transformers Project, Series 2008 A & B	Recovery Zone Facility Revenue Bonds Valent Aerostructures Project, Series 2010 A,B & C	2015 Projected Budget	2014 Final Budget	2014 Estimated Actual
REVENUES					
Rents	282,000	685,000	967,000	1,130,000	990,000
TOTAL REVENUES	282,000	685,000	967,000	1,130,000	3,679,400
EXPENDITURES					
Capital Outlay	-	-	-	-	487,250
Debt service - principal	260,000	469,000	729,000	592,500	3,000,000
Debt service - interest	22,000	216,000	238,000	537,500	192,150
TOTAL EXPENDITURES	282,000	685,000	967,000	1,130,000	3,679,400
REVENUES OVER (UNDER) EXPENDITURES	-	-	-	-	-
OTHER FINANCING SOURCES (USES)					
Transfers in	-	-	-	-	-
Transfers out	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-
NET CHANGE IN FUND BLANCE	-	-	-	-	-
FUND BALANCES, OCTOBER 1,	-	-	-	-	-
ESTIMATED FUND BALANCES, SEPTEMBER 30, 2015	\$ -	\$ -	\$ -	-	-

CITY OF WASHINGTON, MISSOURI

LONG-RANGE CAPITAL BUDGET PLAN



Library Renovation - 2012



New Wastewater Treatment Plant - 2009

FISCAL YEARS 2015-2019

CITY OF WASHINGTON, MISSOURI
Fiscal 2015-2019 Budgets

Introduction

The 2015-2019 Long Range Capital Budget Plan has been developed to further the City's commitment to its citizens and to address its future capital needs. The proposed 5-year capital improvement plan estimates the cost of proposed projects and identifies the revenues expected to fund them. The development of this budget should be viewed as a work in progress since many of the projects span more than one year and more than the current five years budget period. While this budget document covers a five-year planning perspective, it is revised each year to accommodate new projects, reflect changes in ongoing projects and extend projects for an additional period of time.

Capital requests from all funds are presented in this capital improvement plan. The Summary Page-Capital Request and related revenue graphs include only Capital Program Funds with income from other funds (general, library, volunteer fire fund and enterprise funds) shown as transfers in on these reports.

The first year of the Long Range Capital Budget Plan shows specific funding and reflects projects funded during the regular budget process. While five years are presented in this plan, only the first year adopted is incorporated into the annual operating budget.

Budget Development Process

The City considers input from citizens, various boards and commissions, City Council and City staff members while compiling the information included in this budget. The process begins with Department Heads compiling a list of priorities by year with cost estimates assigned. City management reviews the staff recommendations and overall impact of projects, including revenues needed to finance the projects, the need to issue debt, potential impact on tax rate, and operations and maintenance costs.

Through various budget workshops, City Council reviews the proposed long-range capital budget and any recommended changes are incorporated into the final annual operating budget document for the City. Upon Council adoption, the five-year document is reproduced and distributed for implementation of the projects.

Capital Improvement Program

The Capital Budget begins with an overview of combined revenues and expenditures followed by detailed expenditures by fund and class. Also included is the detailed breakdown of expenditures by department. As capital improvement projects are completed, operation and maintenance of these facilities is absorbed into the appropriate department operating budget. These operating costs may include salaries, equipment, repair and maintenance, and other miscellaneous expenditures.

Revenues available to finance the Capital Budget include intergovernmental revenues such as grants, donations, 1/2 cent Capital Improvement Sales Tax, 1/2 cent Transportation Sales Tax and other miscellaneous taxes.

Factor's Affecting this Budget

In April 2010, the citizen's of Washington voted to renew the 1/2 cent Capital Improvement Sales Tax which will expire in June 2018. Major projects included in this new Capital Improvement budget plan include remodeling of the current library building, laptop computers for the patrol cars, a skatepark and other various park improvements, economic development projects, sewer improvements, Phase II of the fire training center and other miscellaneous projects.

The City experienced a slight recovery in sales tax revenues from 2013 to 2014 and subsequently budgeted a 4% increase in estimated 2015 tax revenue. The City budgeted a 1% increase but is estimating a 4% increase for 2014. Projects are expected to progress on schedule with the City closely monitoring monthly sales tax and yearly trends.

No extra city staff will be needed for items listed in capital budget. All annual support or maintenance requirements are included in the operating budget of the respective department.

Routine Capital

The City considers routine capital as those costs that are \$5,000 or less that have a useful life of less than 2 years. Routine capital also falls outside of the Long-range Capital Budget Plan and includes desktop computers, furniture, and other like purchases. Routine capital can include significant non-routine expenditures.

Operating Budget Impact

The exact cost of future operations and maintenance for projected CIP projects is difficult to determine; however, based on experience we can reasonably estimate increases in cost of materials, labor and other components.

The biggest quantifiable impact of capital expenditures on the operating budget are for the maintenance associated with the IT department for the hardware and software the City provides. Annual technical maintenance fees are \$275,000. These expenditures are expected to continue in the future and average around the same amount annually, as no additional software or hardware is anticipated in the next few years.

Although capital expenditures are not directly related to day-to-day operations, over time they can have a significant impact on operating revenues and expenditures. For planning purposes, on a project by project basis, it is important to understand the relationship between current capital expenditures and long-term operating revenue and expenditures.

The non-routine capital expenditures affect current and future operating budgets and services that the entity provides for the following reasons:

1. When non-routine mechanical capital items are not addressed as needed, the lack of such attention creates deferred maintenance which can lead to ongoing and repeated repairs and additional costs.

2. A project to build a new road will require not only an initial one-time capital outlay for construction but will require ongoing operating and maintenance costs to maintain the road's servcibility. Savings associated with lower maintenance and operational costs may offset the initial cost to replace an older piece of equipment.

Annual repair & maintenance costs for the City are approximately \$500,000 which includes the purchase of tires, etc. These expenditures are expected to continue in the future and average around the same amount annually, as the City has been replacing police vehicles every year and other City vehicles around the age of 8 to 10 years.

Specific Operating Budget Impacts/Non-Recurring Capital Expenditures

New machinery and equipment and vehicles - 3 new police cars, snow plow trucks, dump truck, refuse truck, Caterpillar Crawler, skid loader and mowers - Each of these items will be replacing equipment that is older. Therefore, it is anticipated that repair and maintenance savings from these bigger purchases will save the City approximately \$30,000 annually in the first 5 years after capitalizing.

Mobile Data Terminals - The MDT's will have ongoing annual maintenance, support and software license fees which is estimated at \$40,000-\$50,000 annually. The purchase of these items has been moved to 2018 for this reason.

All-Abilities Playground-There is not an increase in cost for the new playground. It is estimated to cost approximately \$1,000 annually beginning in 2019 for minor repairs that may need to be made.

Various Street & Bridge Projects-No increase in cost is projected for these projects. The City however does budget approximately \$50,000 per year for minor repairs and maintenance, ie. potholes etc. In addition, the City has an annual allotment of \$630,000 budgeted for Nova Chip and Asphalt Overlay for streets that are in need of major resurfacing.

2015 Project Highlights

Due to the Capital Improvement Sales Tax renewal, there are several big projects scheduled for completion in the next few years.

City hall improvements with included tuckpointing and new doors/windows at City Hall is estimated to cost \$200,000.

Airport improvements are expected to cost approximately \$160,000.

Improvements to the recycling center including building improvements, installation of fence and replacement of bins and new parking lot are estimated to cost \$300,000.

Street improvements and other projects funded from the Transportation Sales Tax Fund are expected to cost \$1.8 million in FY 2015. Approximately \$500,000 will be reimbursed from federal grant money. These projects include Jefferson Street Bridge Replacement and Bluff Road Improvements which will be in the design phase in 2015 with construction in 2016 and 2017 respectively. In addition, Lafayette Street Railroad and Camp Street Bridge is expected to be complete in 2015. Also funded from the Transportation Sales Tax program are the annual asphalt overlay, Nova Chip and Sidewalk Improvements.

Items rebudgeted from prior years:

New Snow Plow Truck for the Street Department \$140,000 - This truck was not purchased in the 2014 budget partially due to budget restrictions due to the slower economy. It was also determined to be in safe condition with minimal repair and maintenance to be delayed an additional year.

953C Caterpillar Crawler Loader w/4 in 1 Bucket for Street Department \$230,000 - This loader was not purchased in the 2014 budget partially due to budget restrictions due to the slower economy. It was also determined to be in safe condition with minimal repair and maintenance to be delayed an additional year.

Several projects in the capital improvement sales tax and transportation tax were started in the 2014 budget year, with the anticipated remaining estimated cost portion rebudgeted into the 2015 budget. The reason several of these projects were not completed in the previous year was basically due to the timing of the start of the job and the nature of the type of job it is. These jobs are primarily construction jobs which may span over several years before completion.

Significant projects completed in 2013-2014 include:

Purchased 3 New Police Vehicles
All-Abilities Playground
Purchased 3 New Vehicles for the Engineering Department
New Mower for Parks Department
Purchased New Pumper for Fire Department
New Auditorium Doors & Locks
2014 Nova Chip Program & Asphalt Overlay Projects
Water and Sewer Line System Improvements
New Lighting & Poles-McLaughlin Field
Refurbished Clay Street Water Tower



Public Works Building

CAPITAL ASSETS DEFINED

Capital assets, which include buildings, other improvements, vehicles, machinery and equipment, and infrastructure (e.g., streets, sidewalks, bridges, and similar items) are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the City as assets with an initial, individual cost of \$5,000 or more and an estimated useful life of two years or more. Infrastructure assets are reported when costs are \$25,000 or more.

In accordance with GASB Statement No. 34 infrastructure assets constructed, purchased or donated effective October 1, 2002 are reported in the government-wide financial statements. All major general infrastructure assets prior to this date will be retroactively reported beginning in the fiscal year September 30, 2007 or earlier at historical or estimated cost.

Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated capital assets are recorded at their estimated fair market value at the date of donation. Capital assets acquired under lease/purchase agreements are capitalized. Land held for redevelopment is recorded at the lower of cost or net realizable value.

The costs of normal maintenance and repairs, except for any substantial betterment, are not capitalized. A "betterment" is defined as an addition made to, or change made in, a capital asset, which is expected to prolong its life or to increase its efficiency over and above that arising from maintenance. Betterments to general assets should have a cost of \$10,000 or greater to be included as a capital asset. Betterments to infrastructure assets should have a cost of \$25,000 or greater to be included as a capital asset. The cost of which is added to the property records as a separated item and depreciated over the remaining useful lives of the related capital assets if applicable.

Capital assets are depreciated using the straight-line method over the estimated useful lives of the various classes of assets. The estimated useful lives of depreciable capital assets are as follows:

<u>Asset</u>	<u>Years</u>
Buildings	10-50
Other improvements	10-25
Machinery and equipment	2-15
Vehicles	5-12
Utility systems	50
Infrastructure	20-40

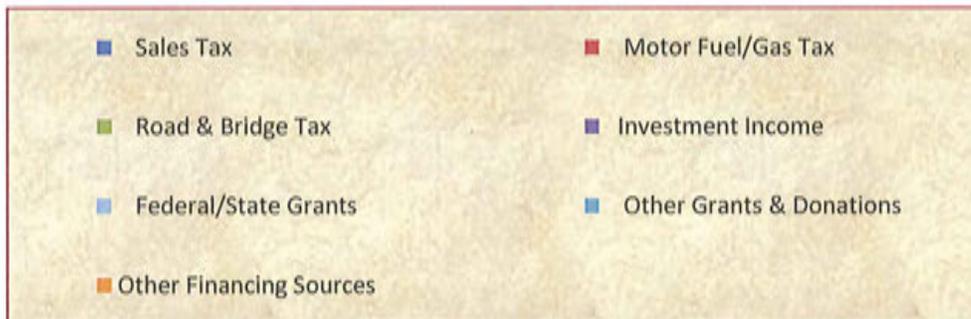
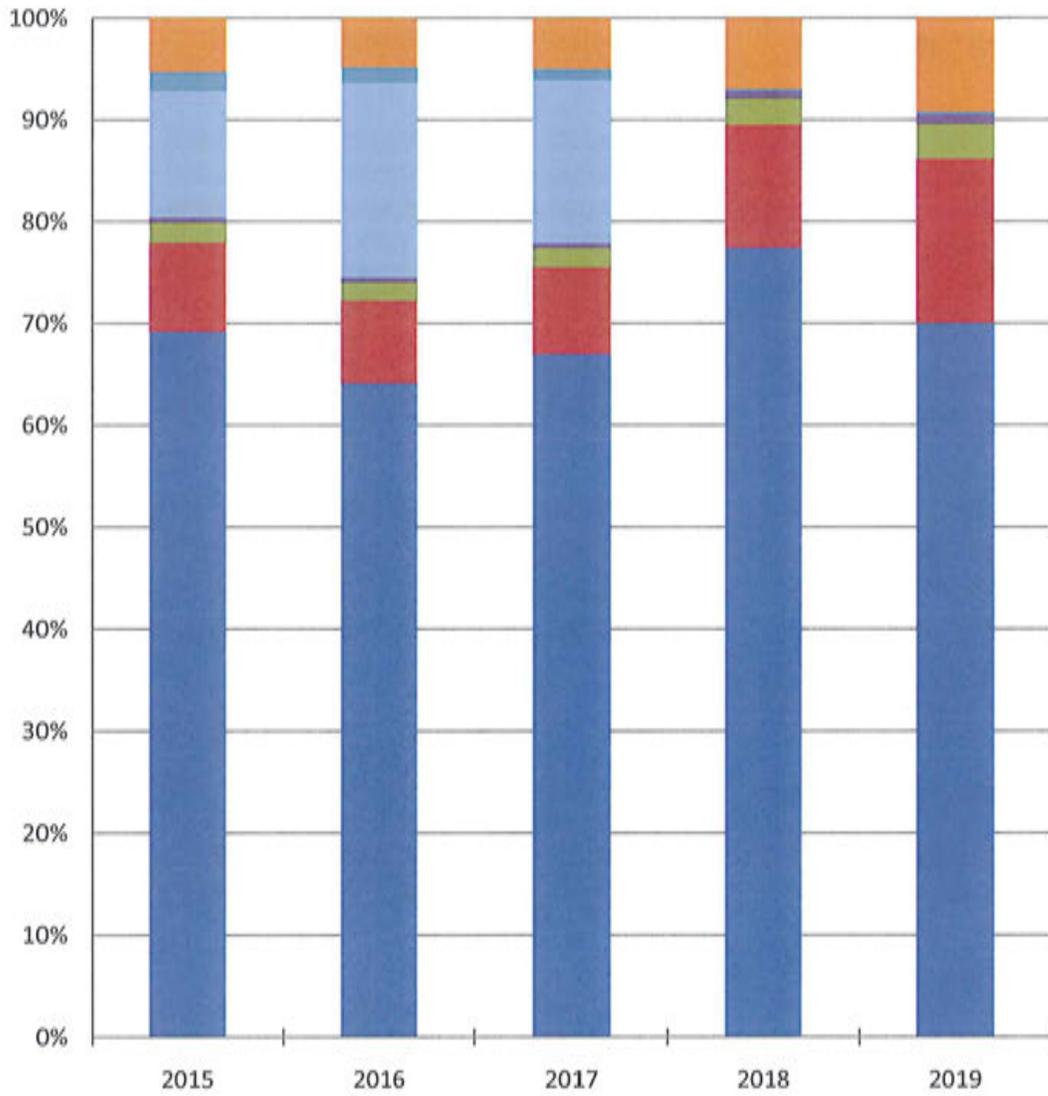
CITY OF WASHINGTON, MISSOURI
SUMMARY PAGE - CAPITAL PROGRAM FUNDS

Fiscal 2015-2019 Budgets

Combined Statement of Revenues, Expenditures & Changes in Fund Balance

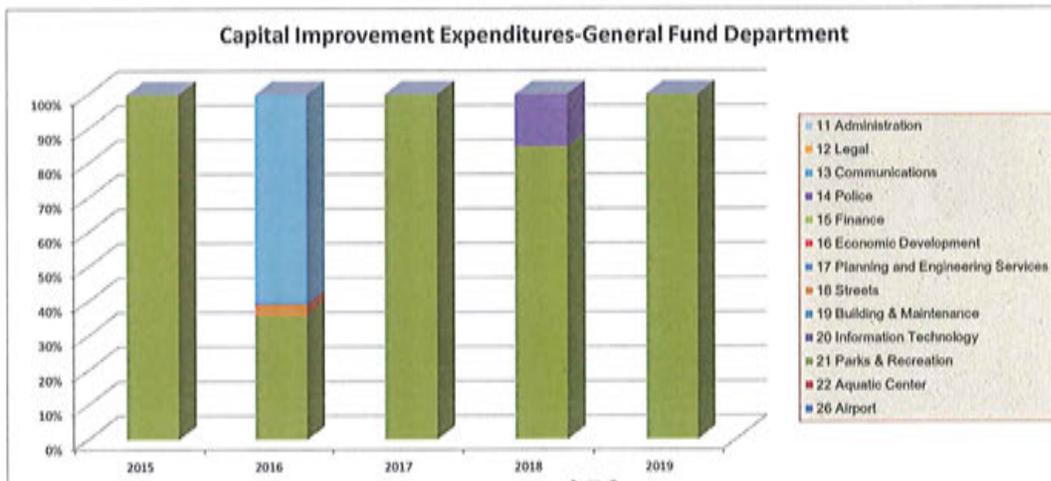
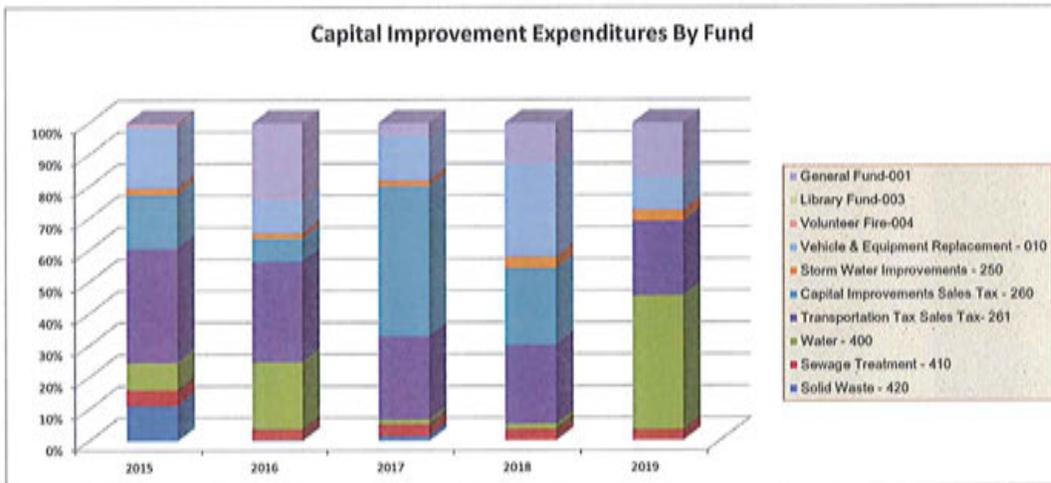
	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Estimated Beginning Fund Balance	\$ 12,858,450	\$ 12,256,900	\$ 3,798,100	\$ 2,271,800	\$ 1,151,220
Revenues					
Sales Tax	4,080,400	4,109,400	4,138,400	3,435,400	2,353,400
Motor Fuel/Gas Tax	515,000	522,000	529,000	536,000	543,000
Road & Bridge Tax	115,000	115,000	115,000	115,000	115,000
Charges for Services	1,000	1,000	1,000	1,000	1,000
Investment Income	32,000	32,200	32,300	31,000	31,000
Subtotal	<u>4,743,400</u>	<u>4,779,600</u>	<u>4,815,700</u>	<u>4,118,400</u>	<u>3,043,400</u>
Federal/State Grants	734,470	1,228,340	990,000	-	-
Other Grants & Donations	110,000	95,000	66,000	10,000	10,000
Other Financing Sources					
Sale of capital assets	10,000	10,000	10,000	10,000	10,000
Transfers in from other funds	300,000	300,000	300,000	300,000	300,000
Total Other Financing Sources	<u>310,000</u>	<u>310,000</u>	<u>310,000</u>	<u>310,000</u>	<u>310,000</u>
Total Revenues	<u>5,897,870</u>	<u>6,412,940</u>	<u>6,181,700</u>	<u>4,438,400</u>	<u>3,363,400</u>
Expenditures					
Land	-	-	1,382,000	-	-
Buildings	420,000	1,379,400	74,525	27,320	1,228,140
Improvements Other Than Buildings	1,691,130	2,052,615	1,220,000	382,000	577,000
Infrastructure	1,270,000	976,000	1,692,000	843,000	844,000
Machinery & Equipment	1,654,125	1,640,340	1,129,500	1,547,680	307,890
Total Expenditures	<u>5,035,255</u>	<u>6,048,355</u>	<u>5,498,025</u>	<u>2,800,000</u>	<u>2,957,030</u>
Other Financing Uses					
Transfers out to other funds	1,464,165	8,823,385	2,209,975	2,758,980	1,466,960
Total Other Financing Uses	<u>1,464,165</u>	<u>8,823,385</u>	<u>2,209,975</u>	<u>2,758,980</u>	<u>1,466,960</u>
Total Expenditures	<u>6,499,420</u>	<u>14,871,740</u>	<u>7,708,000</u>	<u>5,558,980</u>	<u>4,423,990</u>
Total Revenues and Other Financing Sources Over (Under) Other Financing Uses and Expenditures	<u>(601,550)</u>	<u>(8,458,800)</u>	<u>(1,526,300)</u>	<u>(1,120,580)</u>	<u>(1,060,590)</u>
Estimated Ending Fund Balance	<u>\$ 12,256,900</u>	<u>\$ 3,798,100</u>	<u>\$ 2,271,800</u>	<u>\$ 1,151,220</u>	<u>\$ 90,630</u>

Capital Budget Revenue Sources



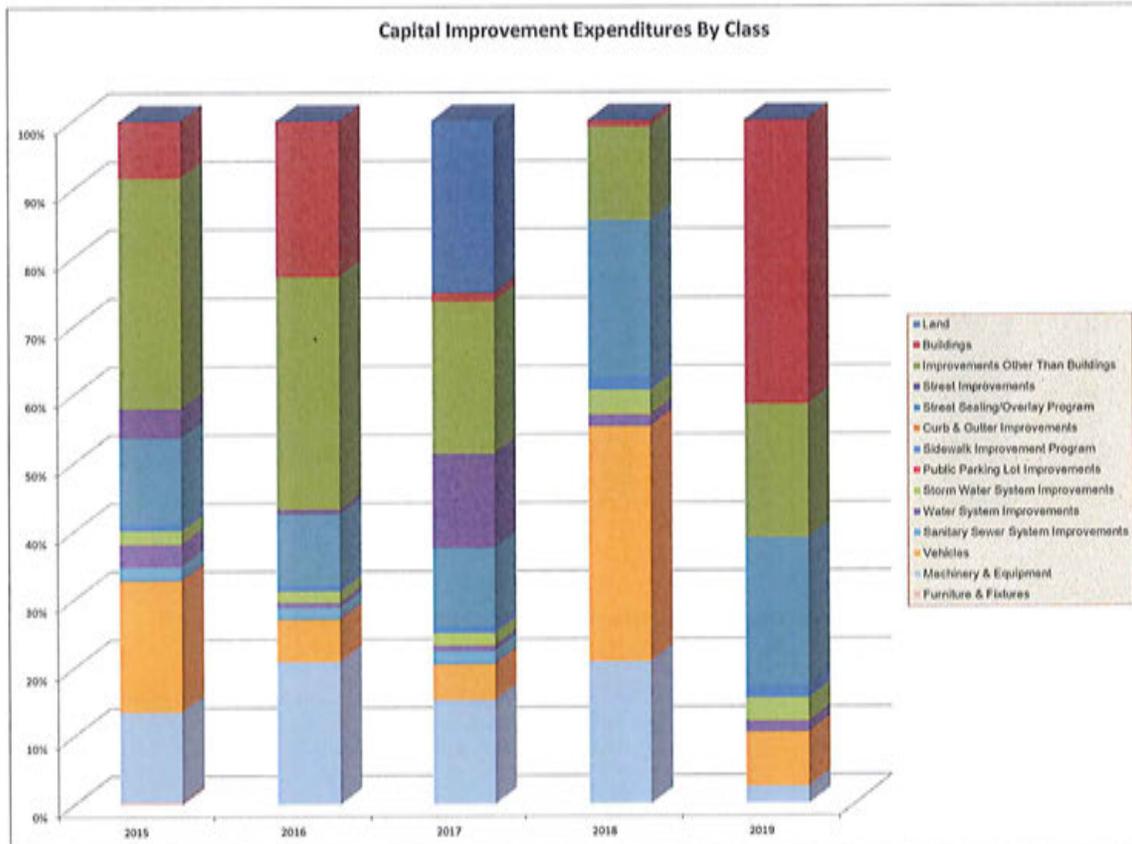
CITY OF WASHINGTON, MISSOURI
SUMMARY PAGE - CAPITAL REQUEST
Fiscal 2015-2019 Budgets
Capital Improvement Expenditures By Fund

Fund	2015	2016	2017	2018	2019
General Fund-001					
11 Administration	\$ -	\$ -	\$ -	\$ -	\$ -
12 Legal	-	-	-	-	-
13 Communications	-	851,340	-	-	-
14 Police	-	-	-	55,000	-
15 Finance	-	-	-	-	-
16 Economic Development	-	-	-	-	-
17 Planning and Engineering Services	-	-	-	-	-
18 Streets	-	47,000	-	-	-
19 Building & Maintenance	-	-	-	-	-
20 Information Technology	-	-	-	-	-
21 Parks & Recreation	27,000	501,675	225,525	309,320	505,140
22 Aquatic Center	-	-	-	-	-
26 Airport	-	-	-	-	-
	27,000	1,400,015	225,525	364,320	505,140
Special Revenue Funds					
Library Fund-003	-	-	-	-	-
Volunteer Fire-004	35,000	35,000	-	-	-
Capital Program Funds					
Vehicle & Equipment Replacement - 010	968,125	664,000	772,500	818,720	307,890
Storm Water Improvements - 250	100,000	100,000	100,000	100,000	100,000
Capital Improvements Sales Tax - 260	859,130	440,340	2,596,000	673,960	-
Transportation Tax Sales Tax- 261	1,807,000	1,918,000	1,444,000	695,000	696,000
Enterprise Funds					
Water - 400	439,000	1,279,000	80,000	48,000	1,248,000
Sewage Treatment - 410	240,000	200,000	200,000	100,000	100,000
Solid Waste - 420	560,000	12,000	80,000	-	-
TOTAL CAPITAL REQUEST	\$ 5,035,255	\$ 6,048,355	\$ 5,498,025	\$ 2,800,000	\$ 2,957,030



CITY OF WASHINGTON, MISSOURI
SUMMARY PAGE - CAPITAL REQUEST
Fiscal 2015-2019 Budgets
Capital Improvement Expenditures By Class

Asset Class	2015	2016	2017	2018	2019
540100 Land	\$ -	\$ -	\$ 1,382,000	\$ -	\$ -
540200 Buildings	420,000	1,379,400	74,525	27,320	1,228,140
541100 Improvements Other Than Buildings	1,691,130	2,052,615	1,220,000	382,000	577,000
541101 Street Improvements	220,000	45,000	760,000	-	-
541102 Street Sealing/Overlay Program	630,000	630,000	630,000	640,000	640,000
541103 Curb & Gutter Improvements	-	-	-	-	-
541104 Sidewalk Improvement Program	52,000	53,000	54,000	55,000	56,000
541105 Public Parking Lot Improvements	-	-	-	-	-
541107 Storm Water System Improvements	100,000	100,000	100,000	100,000	100,000
541110 Water System Improvements	168,000	48,000	48,000	48,000	48,000
541120 Sanitary Sewer System Improvement	100,000	100,000	100,000	-	-
542100 Vehicles	971,000	374,000	292,000	962,890	233,890
542200 Machinery & Equipment	663,125	1,266,340	837,500	584,790	74,000
542300 Furniture & Fixtures	20,000	-	-	-	-
TOTAL CAPITAL REQUEST	\$ 5,035,255	\$ 6,048,355	\$ 5,498,025	\$ 2,800,000	\$ 2,957,030



Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Communications - 13

Machinery & Equipment - 542200

Console Radio Replacement	-	627,415	-	-	-
Microwave System	-	223,925	-	-	-

DEPARTMENT TOTAL	\$ -	\$ 851,340	\$ -	\$ -	\$ -
-------------------------	-------------	-------------------	-------------	-------------	-------------

RECAP:

Machinery & Equipment - 542200	\$ -	\$ 851,340	\$ -	\$ -	\$ -
---	-------------	-------------------	-------------	-------------	-------------

	\$ -	\$ 851,340	\$ -	\$ -	\$ -
--	-------------	-------------------	-------------	-------------	-------------

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Police - 14

Vehicles - 542100

Machinery & Equipment - 542200

Mobile Ticketing Module for MDT's (6 units)

-	-	-	55,000	-
---	---	---	--------	---

Furniture & Fixtures - 542300

DEPARTMENT TOTAL

\$	-	\$	-	\$	-	\$	55,000	\$	-
----	---	----	---	----	---	----	--------	----	---

RECAP:

Vehicles - 542100

Machinery & Equipment - 542200

Furniture & Fixtures - 542300

\$	-	\$	-	\$	-	\$	-	\$	-
	-		-		-		55,000		-
	-		-		-		-		-

DEPARTMENT TOTAL

\$	-	\$	-	\$	-	\$	55,000	\$	-
----	---	----	---	----	---	----	--------	----	---

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Street - 18

Land - 540100

Buildings - 540200

Improvements Other Than Buildings - 541100

Street Improvements - 541101

Street Sealing & Overlay Program - 541102

Curb & Gutter Improvements - 541103

Sidewalk Improvement Program - 541104

Public Parking Lot Improvement - 541105

Vehicles - 542100

\$ - \$ - \$ - \$ - \$ -

Machinery & Equipment - 542200

 Sealer Tank w/Agitator

 Bush Hog (8" pull type)

- 40,000 - -
- 7,000 - -

Furniture & Fixtures - 542300

DEPARTMENT TOTAL

\$ - \$ 47,000 \$ - \$ - \$ -

RECAP:

Land - 540100

Buildings - 540200

Improvements Other Than Buildings - 541100

Street Improvements - 541101

Street Sealing & Overlay Program - 541102

Curb & Gutter Improvements - 541103

Sidewalk Improvement Program - 541104

Public Parking Lot Improvement - 541105

Vehicles - 542100

Machinery & Equipment - 542200

Furniture & Fixtures - 542300

\$ - \$ - \$ - \$ - \$ -
- - - - -
- - - - -
- - - - -
- - - - -
- - - - -
- - - - -
- - - - -
- - - - -
- - - - -
- 47,000 - - -
- - - - -

DEPARTMENT TOTAL

\$ - \$ 47,000 \$ - \$ - \$ -

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Parks & Recreation

Parks Operations-21

Land - 540100

Buildings - 540200

New Roof/Walls for Parks Admin/Maint	\$ -	\$ 108,150	\$ -	\$ -	\$ -
Flooring - Lower Level Auditorium	-	25,000	-	-	-
Replacement	-	5,500	-	-	-
Main Park Pavilion Roof Replacement	-	10,000	-	-	-
Optimist Park Restroom Roof Replacement	-	5,000	-	-	-
Fairgrounds Tennis Restroom Remodel	-	-	10,000	-	-
Lakeview Restroom Roof Replacement	-	-	8,000	-	-
Replacement of Lions Lake Pavilion #1	-	25,750	-	-	-
Replacement of Lions Lake Pavilion #2	-	-	56,525	-	-
Replacement of Lions Lake Pavilion #3	-	-	-	27,320	-
Replacement of Lions Lake Pavilion #4	-	-	-	-	28,140

Improvements Other Than Buildings - 541100

TRIM Grant Projects	12,000	12,000	12,000	12,000	12,000
Community Stewardship Grant	15,000	15,000	15,000	15,000	15,000
Resurfacing Main Park Playground	-	36,000	-	-	-
Fairgrounds Tennis Court Repairs	-	50,500	-	-	-
Lions Lake Playground Replacement	-	100,000	-	-	-
Rotary Riverfront Trail Overlay	-	-	-	155,000	-
Dog Park Fencing	-	15,500	-	-	-
Phoenix Park Playground	-	-	-	-	250,000
Basketball Goals	-	-	24,000	-	-
Miller-Post Nature Reserve	-	93,275	-	-	-
Optimist Park Playground Replacement	-	-	100,000	-	-
Burger Park Playgound Replacement	-	-	-	100,000	-
Krog Park Playground Replacement	-	-	-	-	100,000
Tiemann Playground Replacement	-	-	-	-	100,000

Vehicles - 542100

Machinery & Equipment - 542200

Furniture & Fixtures - 542300

DEPARTMENT TOTAL

\$ 27,000	\$ 501,675	\$ 225,525	\$ 309,320	\$ 505,140
-----------	------------	------------	------------	------------

RECAP:

Land - 540100	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings - 540200	-	179,400	74,525	27,320	28,140
Improvements Other Than Buildings - 541100	27,000	322,275	151,000	282,000	477,000
Vehicles - 542100	-	-	-	-	-
Machinery & Equipment - 542200	-	-	-	-	-
Furniture & Fixtures - 542300	-	-	-	-	-

DEPARTMENT TOTAL

\$ 27,000	\$ 501,675	\$ 225,525	\$ 309,320	\$ 505,140
-----------	------------	------------	------------	------------



Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Vehicle & Equipment Replacement Fund - 010

Vehicles - 542100

Public Safety - Police Department - 14

Three fully equipped police vehicles- phase in 2 SUV's and on police sedan \$ 145,000 \$ 150,000 \$ 155,000 \$ 160,000 \$ 165,000

Highways and streets - Department 18

2 Snow Plow Trucks (Replaces #34 & #42) 280,000 - - - -

Engineering - Department 17 - 172

New Truck - Replace 1996 Dodge Ram - - - -

Parks - Department 21

1990 1 Ton Dump Truck #83 Replacement 85,000 - - - -
 2001 3/4 Ton Truck and Snow Plow #97 Replace 40,000 - - - -
 2001 3/4 Ton Truck with Lift Gate #84 Replace - 36,500 - - - -
 2004 3/4 Ton Truck with Lift Gate #98 Replace - 36,500 - - - -
 1998 F-450 40' Aerial Bucket Truck # 85 Replace - 120,000 - - - -
 2007 F-450 Truck #90 Replacement - - 70,000 - - - -
 2007 3/4 Ton Truck #92 Replacement - - 35,000 - - - -
 2007 3/4 Ton Truck #95 Replacement - - - 36,050 - - - -
 2008 F-550 Dump Truck #96 Replacement - - - 92,880 - - - -
 2010 1/2 Ton Truck #82 Replacement - - - - 34,445
 2011 1/2 Ton Truck #80 Replacement - - - - 34,445

Machinery & Equipment - 542200

Communications- Department 13

NICE Recording w/Inform Professional Package 61,350 - - - -

Police- Department 14

New Livescan Digital Identification Machine 30,000 - - - -

Highways and streets - Department 18

953C Caterpillar Crawler Loader w/4 in 1 bucket 230,000 - - - -
 Used Road Tractor (Replaces Truck #42) - 75,000 - - - -
 Backhoe (Replaces 675E) - - 120,000 - - - -
 Mosquito Sprayer (Replaces Original Sprayer) - 10,000 - - - -
 Riding Mower 8,000 - - - -
 Wheel Loader (Replaces 544E) - 160,000 - - - -
 Leaf Vac (Replaces Self-Contained) - - 42,000 - - - -
 6610 Tractor (Replaces 6610) - - 45,000 - - - -
 Street Sweeper (Replaces 2002 Sweeper) - - 210,000 - - - -
 Air Compressor - - 7,500 - - - -
 953D Cat (Replace 953C Cat) - - - 235,000 - - - -
 Grader (Replace 120G) - - - 175,000 - - - -
 Walk Behind Mower - - - 6,000 - - - -

Parks - Department 21

1995 Trailer #111 Replacement 8,775 - - - -
 1996 Zero Turn Mower #126 Replacement 17,000 - - - -
 2003 Skid Loader #150 Replacement 63,000 - - - -
 2006 Toolcat #151 Replacement - 58,000 - - - -
 2010 Zero Turn Mower Replacement - 18,000 - - - -
 2010 Wide Area Mower #122 Replacement - - 69,000 - - - -
 2004 Ballfield Groomer #170 Replacement - - 19,000 - - - -
 1991 Tractor #145 Replacement - - - 55,000 - - - -
 1990 Chipper #175 Replacement - - - 52,590 - - - -
 1991 26' Trailer #112 Replacement - - - 6,200 - - - -
 2000 Tractor #146 Replacement - - - - 62,000
 2011 Salt Spreader #94B Replacement - - - - 6,000
 2011 Salt Spreader #97B Replacement - - - - 6,000

FUND TOTAL

\$ 968,125 \$ 664,000 \$ 772,500 \$ 818,720 \$ 307,890

RECAP:

Vehicles - 542100 \$ 550,000 \$ 343,000 \$ 260,000 \$ 288,930 \$ 233,890
 Machinery & Equipment - 542200 418,125 321,000 512,500 529,790 74,000

DEPARTMENT TOTAL

\$ 968,125 \$ 664,000 \$ 772,500 \$ 818,720 \$ 307,890

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Storm Water Improvement Fund - 250

Stormwater Improvements - 541107

Annual Stormwater Issues	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
--------------------------	----	---------	----	---------	----	---------	----	---------	----	---------

FUND TOTAL	\$	100,000								
-------------------	-----------	----------------	-----------	----------------	-----------	----------------	-----------	----------------	-----------	----------------

RECAP:

Stormwater Improvements - 541107	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
----------------------------------	----	---------	----	---------	----	---------	----	---------	----	---------

DEPARTMENT TOTAL	\$	100,000								
-------------------------	-----------	----------------	-----------	----------------	-----------	----------------	-----------	----------------	-----------	----------------

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Capital Improvement Sales Tax Fund - 260

Land - 540100

Economic Development -Department 16

Heidmann Industrial Park Lot Development

\$ - \$ - \$ 1,382,000 \$ - \$ -

Buildings - 540200

Administration- Department 11

City hall improvements (includes Tuckpointing and Doors/Windows at CH)

200,000 - - - -

Improvements Other Than Buildings - 541100

Fire -Department 24

Phase I - East Fire Station/Police Substation- Study/Land Acquisition

- - 750,000 - -

Airport -Department 26

Airport Improvements & Layout Plan
2014 (\$251,630 Cost - \$234,470 Grant = \$17,160 City Portion)
Future Airport Improvements

159,130 - - - -
- 240,340 - - - -

Sewer System - Department 36

Infiltration Mitigation and Slip Lining
Manhole Rehab Projects

150,000 150,000 - - - -
50,000 50,000 - - - -

Administration - Department 11

Downtown Washington Improvements

- - 219,000 - -

Recycling - Department 39

Improvements to bulding, install fence, replace bins & pave parking lot

300,000 - - - -

Vehicles - 542100

Fire -Department 24

Replace 1998 Rescue Truck 175 (15 yr. rep schedule)
Apparatus Replacement

- - - 425,000 - -
- - - 248,960 - -

Machinery & Equipment - 542200

Police - Department 14

Six mobile data terminals (MDT's) which are laptop computers
for patrol vehicles. Annual maintenance is included in
IT operating budget.

- - 245,000 - -

Furniture & Fixtures - 542300

FUND TOTAL

\$ 859,130 \$ 440,340 \$ 2,596,000 \$ 673,960 \$ -

RECAP:

Land - 540100

\$ - \$ - \$ 1,382,000 \$ - \$ -

Buildings - 540200

200,000 - - - -

Improvements Other Than Buildings - 541100

659,130 440,340 969,000 - -

Vehicles - 542100

- - - 673,960 - -

Machinery & Equipment - 542200

- - 245,000 - -

Furniture & Fixtures - 542300

- - - - - -

DEPARTMENT TOTAL

\$ 859,130 \$ 440,340 \$ 2,596,000 \$ 673,960 \$ -



Main Stage - 2012



Phoenix Park Tennis Courts - 2012

Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Transportation Sales Tax Fund - 261

Land - 540100

Buildings - 540200

Improvements Other Than Buildings - 541100

Jefferson Street Bridge Replacement \$ 115,000 \$ 1,190,000 \$ - \$ - \$ -
 (Design \$130,000 Total, Grant \$104,000, City Portion \$26,000)
 (ROW \$50,000 Total, Grant \$40,000, City Portion \$10,000)
 (Construction \$1,190,000, Grant \$952,000, City Portion \$238,000)
 (\$1,370,000 Total, Grant \$1,096,000, City Portion \$274,000)

Lafayette Street Railroad Crossing 290,000 - - - -
 (Design \$10,000 Total, Grant \$8,000, City Portion \$2,000)
 (Construction \$290,000 Total, Grant \$232,000, City Portion \$58,000)
 (\$300,000 Total, Grant \$240,000, City Portion \$60,000)

Camp Street Bridge (ROW \$25,000 in 2014, Design \$75,000 in 2014 and Construction \$500,000 in 2014, \$500,000 in 2015, Grand Total \$1,100,000) 500,000 - - - -

Street Improvements - 541101

Stafford Street & Fourteenth Street- Resurfacing Stafford, 14th St. from Stafford to Hwy 47; sidewalks 200,000 - - - -
 (\$1,335,000 Total, Grant \$1,068,000, City Portion \$267,000)

Bluff Rd Improvements 20,000 - - - -
 (Design \$20,000 Total, Grant \$16,000, City Portion \$4,000)
 (Right-of-way \$45,000 Total, Grant \$36,000, City Portion \$9,000) - 45,000 - - -
 (Construction \$760,000 Total, Grant \$608,000, City Portion \$152,000) - - 760,000 - -
 (\$825,000 Total, Grant \$660,000, City Portion \$165,000)

Street Sealing/Overlay Program - 541102

Various Streets - UTBWS (Nova Chip) 315,000 315,000 315,000 320,000 320,000
 Various Streets-Asphalt Overlay 315,000 315,000 315,000 320,000 320,000

Sidewalk Improvement Program - 541104

Various sidewalk improvements 52,000 53,000 54,000 55,000 56,000

FUND TOTAL

\$ 1,807,000 \$ 1,918,000 \$ 1,444,000 \$ 695,000 \$ 696,000

RECAP:

Land - 540100 \$ - \$ - \$ - \$ - \$ -
 Buildings - 540200 - - - - -
 Improvements Other Than Buildings - 541100 905,000 1,190,000 - - -
 Street Improvements - 541101 220,000 45,000 760,000 - -
 Street Sealing/Overlay Program - 541102 630,000 630,000 630,000 640,000 640,000
 Sidewalk Improvement Program - 541104 52,000 53,000 54,000 55,000 56,000
 Vehicles - 542100 - - - - -
 Machinery & Equipment - 542200 - - - - -
 Furniture & Fixtures - 542300 - - - - -

DEPARTMENT TOTAL

\$ 1,807,000 \$ 1,918,000 \$ 1,444,000 \$ 695,000 \$ 696,000



Fourteenth Street Bridge - 2012



Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Water Fund - 400
Water Operations - 35

Land - 540100

Buildings - 540200

Crestview	Interior-New Epoxy Recoat/Possible Sand-Blasting	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Water Tower	Exterior-Removal of Lead Based Paint	-	700,000	-	-	-
Enduro						
Water Tower	Interior 16,000 sq ft	70,000	-	-	-	-
	Exterior 16,000 sq ft	150,000	-	-	-	-
	New water tower on east side of town	-	-	-	-	900,000
	New Well on east side of town	-	-	-	-	300,000

Improvements Other Than Buildings - 541100

Water System Improvements - 541110

	Various water system improvements	48,000	48,000	48,000	48,000	48,000
	Booster Pumping Station on Highway A - This will boost water pressure on Hwy A and subdivisions in the area. Will also provide needed fire protection for this area.	120,000	-	-	-	-

Vehicles - 542100

	2000 Chevrolet Express Van	-	31,000	-	-	-
	Replace 1999 Dodge Pickup	31,000	-	-	-	-
	Replace Supervisor (Chevy Colorado)	-	-	32,000	-	-

Machinery & Equipment - 542200

Furniture & Fixtures - 542300

	Wireless Water Monitoring System SW	20,000	-	-	-	-
--	-------------------------------------	--------	---	---	---	---

FUND TOTAL

\$ 439,000	\$ 1,279,000	\$ 80,000	\$ 48,000	\$ 1,248,000
-------------------	---------------------	------------------	------------------	---------------------

RECAP:

Land - 540100	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings - 540200	220,000	1,200,000	-	-	1,200,000
Improvements Other Than Buildings - 541100	-	-	-	-	-
Water System Improvements - 541110	168,000	48,000	48,000	48,000	48,000
Vehicles - 542100	31,000	31,000	32,000	-	-
Machinery & Equipment - 542200	-	-	-	-	-
Furniture & Fixtures - 542300	20,000	-	-	-	-

DEPARTMENT TOTAL

\$ 439,000	\$ 1,279,000	\$ 80,000	\$ 48,000	\$ 1,248,000
-------------------	---------------------	------------------	------------------	---------------------



Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Sewage Treatment Fund - 410
Sewage Treatment Operations - 36

Land - 540100

Buildings - 540200

Improvements Other Than Buildings - 541100

Various sewer line and manhole improvements \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000

Sanitary Sewer System Improvements - 541120

Upgrading West Link Liftstation	100,000	-	-	-	-
Upgrading Fairfield Liftstation	-	100,000	-	-	-
Upgrading Fulton Street Liftstation	-	-	100,000	-	-

Vehicles - 542100

1-Ton Truck	40,000	-	-	-	-
-------------	--------	---	---	---	---

Machinery & Equipment - 542200

Furniture & Fixtures - 542300

FUND TOTAL

\$ 240,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000
------------	------------	------------	------------	------------

RECAP:

Land - 540100	\$ -	\$ -	\$ -	\$ -	\$ -
Buildings - 540200	-	-	-	-	-
Improvements Other Than Buildings - 541100	100,000	100,000	100,000	100,000	100,000
Sanitary Sewer System Improvements - 541120	100,000	100,000	100,000	-	-
Vehicles - 542100	40,000	-	-	-	-
Machinery & Equipment - 542200	-	-	-	-	-
Furniture & Fixtures - 542300	-	-	-	-	-

DEPARTMENT TOTAL

\$ 240,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000
------------	------------	------------	------------	------------



Walnut Street Liftstation 2011



Department	Description	2015	2016	2017	2018	2019
------------	-------------	------	------	------	------	------

Solid Waste Fund - 420

Refuse Collection Operations - 37

Vehicles - 542100

Refuse Truck (Replaces #28)	\$	165,000	\$	-	\$	-	\$	-	\$	-
-----------------------------	----	---------	----	---	----	---	----	---	----	---

Machinery & Equipment - 542200

Landfill Operations - 38

Improvements Other Than Buildings - 541100

Buildings - 540200

Machinery & Equipment - 542200

Drop Deck Trailer		60,000		-		-		-		-
-------------------	--	--------	--	---	--	---	--	---	--	---

Recycling Operations - 39

Buildings - 540200

Improvements Other Than Buildings - 541100

Vehicles - 542100

Recycle Truck		150,000		-		-		-		-
---------------	--	---------	--	---	--	---	--	---	--	---

Machinery & Equipment - 542200

Baler (Replaces Excel EX-63)		120,000		-		-		-		-
Brush Chipper (Replace BC18001)		65,000		-		-		-		-
Bobcat Accessory Trailer (Made in House)		-		12,000		-		-		-
Bobcat (Replace S250)		-		-		80,000		-		-

FUND TOTAL	\$	560,000	\$	12,000	\$	80,000	\$	-	\$	-
-------------------	-----------	----------------	-----------	---------------	-----------	---------------	-----------	----------	-----------	----------

RECAP:

Buildings - 540200		-		-		-		-		-
Improvements Other Than Buildings - 541100		-		-		-		-		-
Vehicles - 542100		315,000		-		-		-		-
Machinery & Equipment - 542200		245,000		12,000		80,000		-		-

DEPARTMENT TOTAL	\$	560,000	\$	12,000	\$	80,000	\$	-	\$	-
-------------------------	-----------	----------------	-----------	---------------	-----------	---------------	-----------	----------	-----------	----------



**FIVE YEAR
BUDGET BY FUND**





Five-Year Budget By Fund

The City has developed a five-year budget for each of its funds for several reasons including :

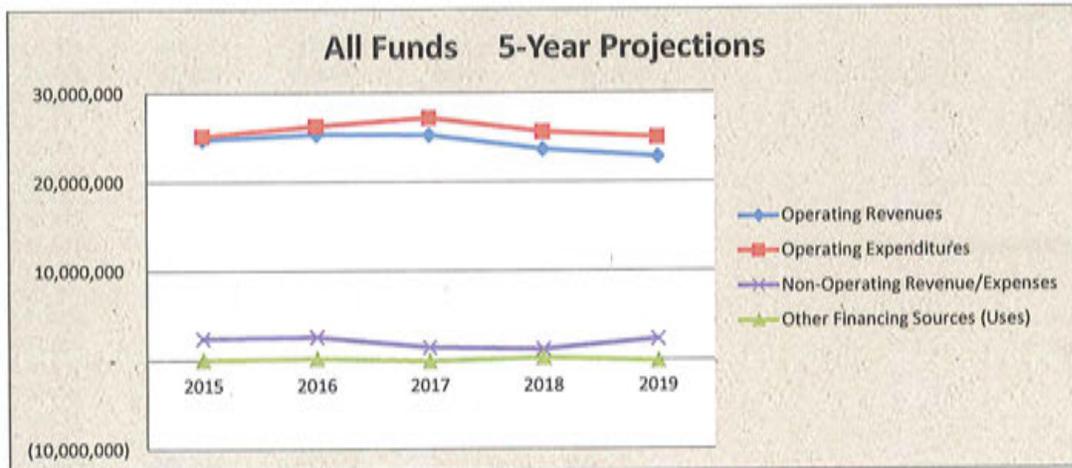
- Ability to properly plan for capital purchases
- Ability to properly plan and meet debt requirements.
- Ability to properly plan rate increases.
- Ability to properly plan for personnel management
- Ability to provide quality services to its residents.

Budget Assumptions:

- Estimated sales tax revenue to increase by 4 % in 2015 over estimated 2014 revenue and 2 % annually thereafter.
- Estimated health insurance at 10% increase for 2015 and 10% thereafter annually.
- The City did budget for the implementation of its new pay plan. The City budgeted a 3% increase in order to implement the pay plan and related benefit costs. Estimated personnel expenditures to increase 1.5% annually in 2016.
- Estimated charges for services to increase by 1.5 % annually beginning in 2016.
- Charges for services-enterprise funds. There are no currently scheduled rate increases.
- Estimated property tax to increase 2% with the new assessed valuations received from the County in 2015.
Next assessment year is 2017.
- No new debt issues anticipated until possibly 2019 if the Capital Improvement Sales Tax is renewed by voters for another term.

CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

All Funds	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 27,122,410	\$ 28,289,780	\$ 29,099,545	\$ 29,460,780	\$ 30,516,040
TOTAL OPERATING REVENUES	24,760,065	25,320,445	25,247,825	23,657,875	22,798,425
TOTAL OPERATING EXPENDITURES/EXPENSES	25,154,350	26,272,235	27,201,445	25,609,870	24,995,265
TOTAL NON-OPERATING REVENUES/EXPENSES	2,423,645	2,550,345	1,395,945	1,159,445	2,318,045
TOTAL OTHER FINANCING SOURCES (USES)	10,000	132,300	(147,600)	222,900	(146,500)
NET CHANGE IN FUND BALANCE	(2,807,930)	(3,369,835)	(3,497,165)	(2,888,540)	(4,661,385)
ESTIMATED ENDING FUND BALANCE, September 30	\$ 24,314,480	\$ 24,919,945	\$ 25,602,381	\$ 26,572,240	\$ 25,854,656



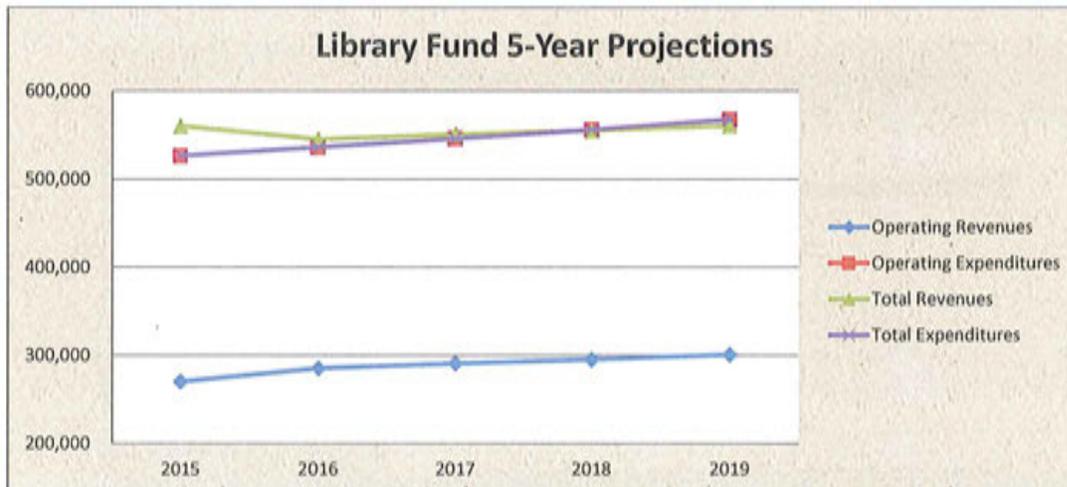
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

General Fund	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 4,503,270	\$ 4,681,745	\$ 3,416,810	\$ 2,987,480	\$ 2,586,170
OPERATING REVENUES:					
Taxes	8,655,615	8,611,750	8,688,250	8,765,750	8,912,750
Licenses and permits	140,100	154,950	154,950	154,950	154,950
Intergovernmental	88,000	67,000	67,000	67,000	67,000
Charges for services	1,762,710	1,790,290	1,818,790	1,842,390	1,868,090
Fines	175,000	175,000	177,000	177,000	179,000
Investment income	29,500	29,500	29,500	29,500	29,500
Rents	148,415	148,430	149,850	151,150	152,350
Donations	23,900	23,900	23,900	23,900	23,900
TOTAL OPERATING REVENUES	11,023,240	11,000,820	11,109,240	11,211,640	11,387,540
OPERATING EXPENDITURES:					
Administration	816,110	806,085	822,095	834,965	851,635
Tourism	116,500	117,700	118,900	120,100	121,000
Front Street Properties	25,100	25,100	25,100	25,100	25,100
Senior Center Operations	47,130	47,130	47,130	47,130	47,130
Municipal Court	42,690	39,500	39,870	40,190	40,495
Communications	893,360	876,995	898,920	920,970	946,985
Police	2,678,840	2,766,695	2,840,790	2,913,880	3,001,455
Finance	556,585	572,095	579,800	592,950	612,405
Economic/Community Development	138,590	141,330	145,130	147,525	151,235
Engineering	663,485	653,410	670,170	685,915	702,325
Street	1,586,695	1,606,965	1,652,555	1,692,385	1,735,200
Building & Maintenance	265,180	272,750	280,515	287,145	295,005
Information Technology	524,935	534,425	541,635	549,275	556,765
Parks & Recreation	1,313,205	1,323,100	1,359,115	1,390,095	1,424,640
Pool	214,740	215,155	217,950	220,845	223,640
Airport	167,600	169,440	173,440	175,465	177,490
Debt Service - interest	6,665	6,665	6,665	6,665	6,665
Capital Outlay	27,000	1,460,015	225,525	364,320	505,140
TOTAL OPERATING EXPENDITURES	10,084,410	11,634,555	10,645,305	11,014,920	11,424,310
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers in	1,022,965	1,123,300	1,160,235	1,491,070	1,529,705
Transfers out	(1,783,320)	(1,754,500)	(2,053,500)	(2,089,100)	(2,418,600)
TOTAL OTHER FINANCING SOURCES (USES)	(760,355)	(631,200)	(893,265)	(598,030)	(888,895)
NET CHANGE IN FUND BALANCE	178,475	(1,264,935)	(429,330)	(401,310)	(925,665)
ESTIMATED ENDING FUND BALANCE, September 30	4,681,745	3,416,810	2,987,480	2,586,170	1,660,505
Dedicated Reserves:					
15% Fund Balance, reserved for operations	(1,507,480)	(1,525,180)	(1,561,970)	(1,596,590)	(1,636,880)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 3,174,265	\$ 1,891,630	\$ 1,425,510	\$ 989,580	\$ 23,625



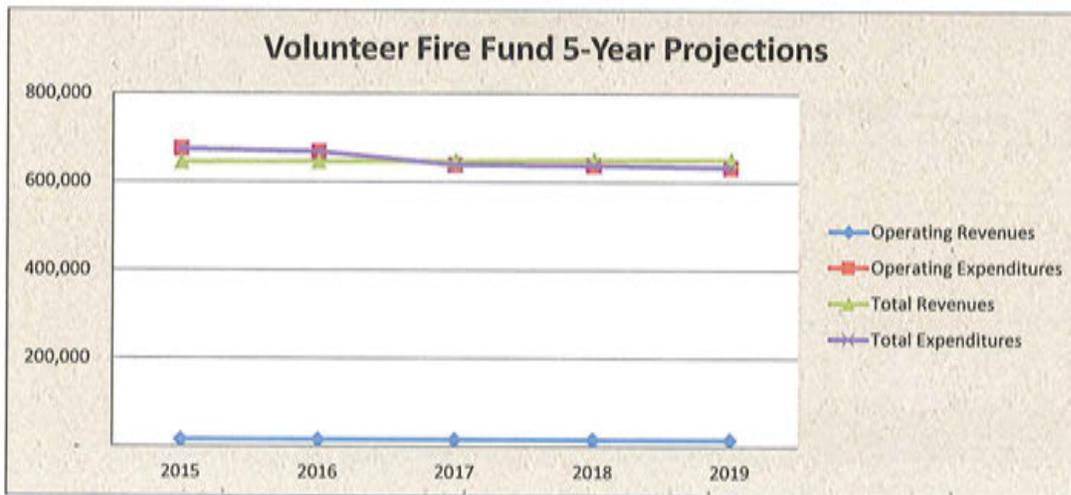
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Library	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 48,140	\$ 81,770	\$ 90,800	\$ 95,525	\$ 94,665
REVENUES:					
Taxes	161,445	166,450	168,950	171,400	173,950
Charges for services	92,300	102,300	105,300	107,300	110,300
Fines	2,500	2,500	2,500	2,500	2,500
Investment income	1,500	1,500	1,500	1,500	1,500
Donations	12,500	12,500	12,500	12,500	12,500
TOTAL OPERATING REVENUES	270,245	285,250	290,750	295,200	300,750
OPERATING EXPENDITURES:					
Personal services	320,200	328,225	336,720	345,355	355,300
Operation & maintenance	206,415	207,995	209,305	210,705	212,205
TOTAL OPERATING EXPENDITURES	526,615	536,220	546,025	556,060	567,505
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers in	290,000	260,000	260,000	260,000	260,000
NET CHANGE IN FUND BALANCE	33,630	9,030	4,725	(860)	(6,755)
ESTIMATED ENDING FUND BALANCE, September 30	81,770	90,800	95,525	94,665	87,910
Dedicated Reserves:					
15% Fund Balance, reserved for operations	(78,990)	(80,430)	(81,900)	(83,410)	(85,130)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 2,780	\$ 10,370	\$ 13,625	\$ 11,255	\$ 2,780



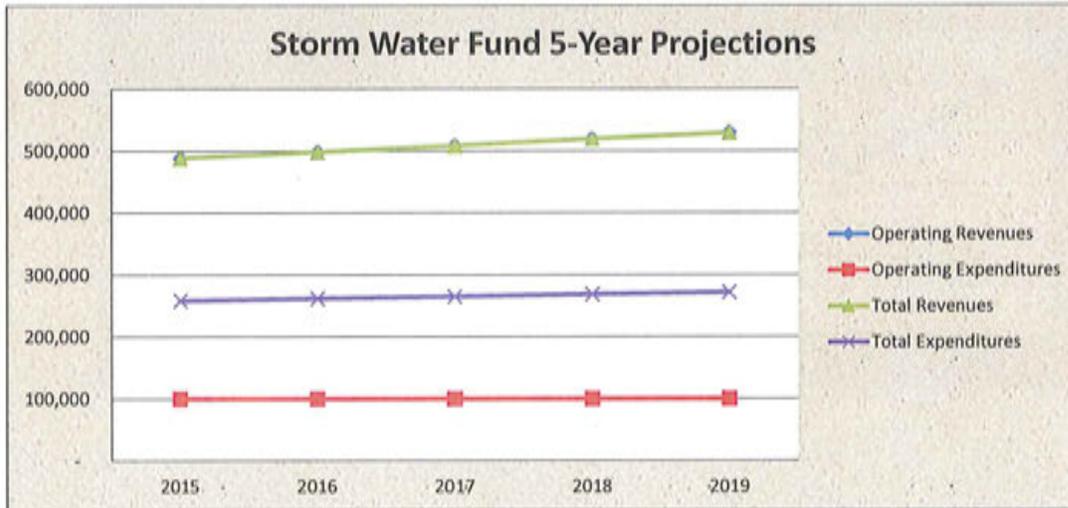
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Volunteer Fire	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 987,450	\$ 957,475	\$ 934,810	\$ 943,490	\$ 954,865
REVENUES:					
Charges for services	4,200	4,200	4,200	4,200	4,200
Rent	8,230	8,230	8,230	8,230	8,230
Investment income	3,000	3,000	3,000	3,000	3,000
Donations	100	100	100	100	100
TOTAL OPERATING REVENUES	15,530	15,530	15,530	15,530	15,530
OPERATING EXPENDITURES:					
Personal services	199,880	202,910	205,800	208,820	212,250
Operation & maintenance	439,445	430,285	433,050	429,335	421,145
Capital Outlay	35,000	35,000	-	-	-
TOTAL OPERATING EXPENDITURES	674,325	668,195	638,850	638,155	633,395
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers in	628,820	630,000	632,000	634,000	635,000
TOTAL OTHER FINANCING SOURCES (USES)	628,820	630,000	632,000	634,000	635,000
NET CHANGE IN FUND BALANCE	(29,975)	(22,665)	8,680	11,375	17,135
ESTIMATED ENDING FUND BALANCE, September 30	957,475	934,810	943,490	954,865	972,000
Dedicated Reserves:					
15% Fund Balance, reserved for operations	(95,900)	(94,980)	(95,830)	(95,720)	(95,010)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 861,575	\$ 839,830	\$ 847,660	\$ 859,145	\$ 876,990



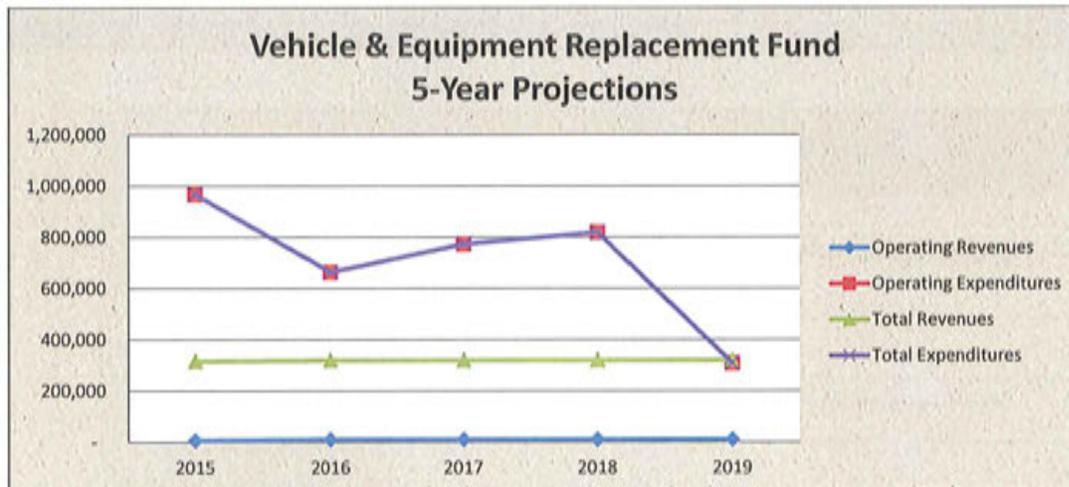
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Storm Water	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 3,715,330	\$ 3,945,265	\$ 4,181,865	\$ 4,425,130	\$ 4,676,060
REVENUES:					
Taxes	475,400	485,400	495,400	505,400	515,400
Charges for services	1,000	1,000	1,000	1,000	1,000
Investment income	12,000	12,000	12,000	13,000	13,000
TOTAL OPERATING REVENUES	488,400	498,400	508,400	519,400	529,400
OPERATING EXPENDITURES:					
Capital Outlay	100,000	100,000	100,000	100,000	100,000
TOTAL OPERATING EXPENDITURES	100,000	100,000	100,000	100,000	100,000
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers out	(158,465)	(161,800)	(165,135)	(168,470)	(171,805)
TOTAL OTHER FINANCING SOURCES (USES)	(158,465)	(161,800)	(165,135)	(168,470)	(171,805)
NET CHANGE IN FUND BALANCE	229,935	236,600	243,265	250,930	257,595
PROJECTED RESERVED FUND BALANCES, September 30	\$ 3,945,265	\$ 4,181,865	\$ 4,425,130	\$ 4,676,060	\$ 4,933,655



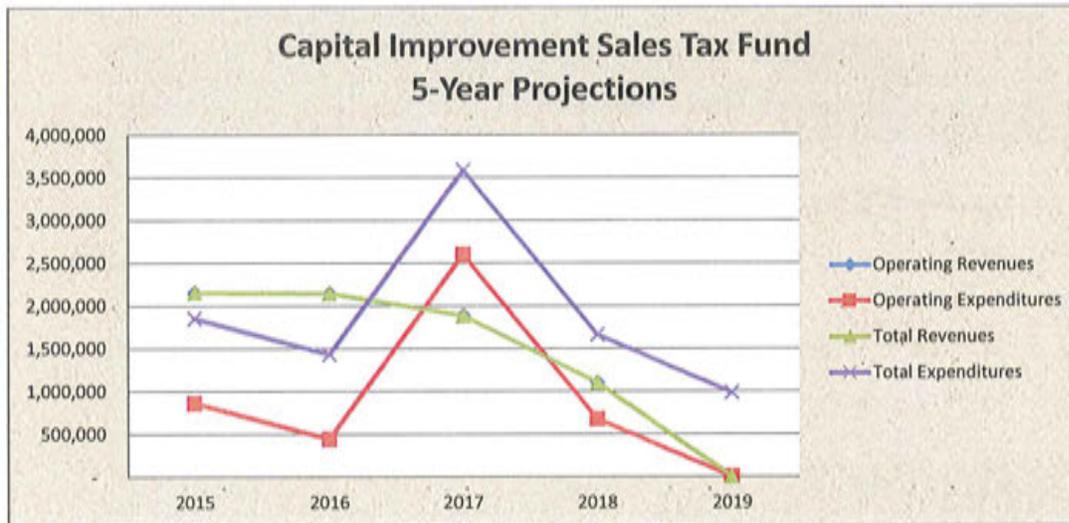
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Vehicle & Equipment Replacement	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 2,299,680	\$ 1,647,555	\$ 1,303,555	\$ 851,055	\$ 352,335
REVENUES:					
Investment income	6,000	10,000	10,000	10,000	10,000
TOTAL OPERATING REVENUES	6,000	10,000	10,000	10,000	10,000
OPERATING EXPENDITURES:					
Capital Outlay	968,125	664,000	772,500	818,720	307,890
TOTAL OPERATING EXPENDITURES	968,125	664,000	772,500	818,720	307,890
TOTAL OTHER FINANCING SOURCES (USES):					
Sale of capital assets	10,000	10,000	10,000	10,000	10,000
Transfers in	300,000	300,000	300,000	300,000	300,000
TOTAL OTHER FINANCING SOURCES (USES)	310,000	310,000	310,000	310,000	310,000
NET CHANGE IN FUND BALANCE	(652,125)	(344,000)	(452,500)	(498,720)	12,110
PROJECTED RESERVED FUND BALANCES, September 30	\$ 1,647,555	\$ 1,303,555	\$ 851,055	\$ 352,335	\$ 364,445



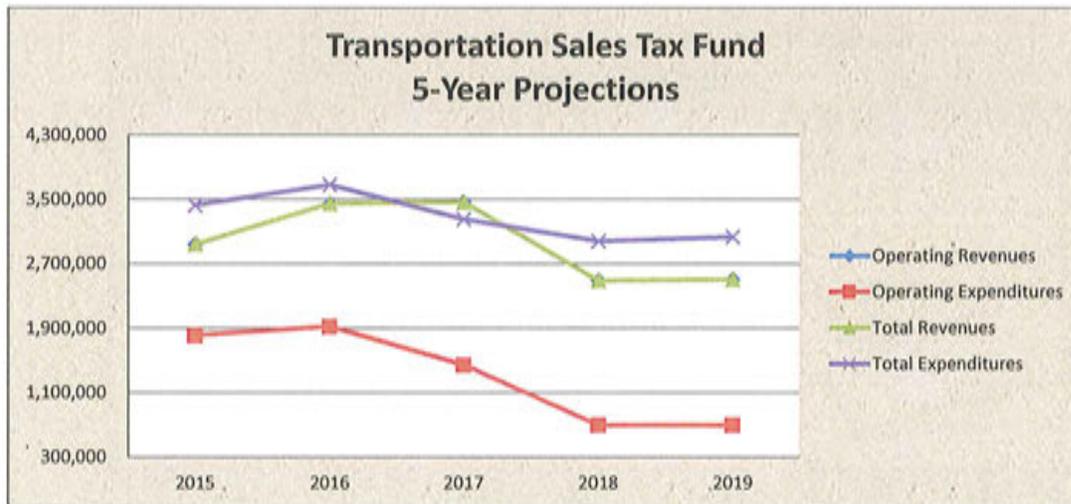
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Capital Improvement Sales Tax	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 3,865,840	\$ 4,170,050	\$ 4,882,810	\$ 3,182,310	\$ 2,621,820
REVENUES:					
Taxes	1,802,500	1,812,000	1,821,500	1,100,000	-
Intergovernmental	234,470	240,340	-	-	-
Investment income	6,000	6,200	6,300	-	-
Donations	110,000	85,000	56,000	-	-
TOTAL OPERATING REVENUES	2,152,970	2,143,540	1,883,800	1,100,000	-
OPERATING EXPENDITURES:					
Capital Outlay	859,130	440,340	2,596,000	673,960	-
TOTAL OPERATING EXPENDITURES	859,130	440,340	2,596,000	673,960	-
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers out	(989,630)	(990,440)	(988,300)	(986,530)	(984,550)
NET CHANGE IN FUND BALANCE	304,210	712,760	(1,700,600)	(560,490)	(984,550)
PROJECTED RESERVED FUND BALANCES, September 30	\$ 4,170,050	\$ 4,882,810	\$ 3,182,310	\$ 2,621,820	\$ 1,637,270



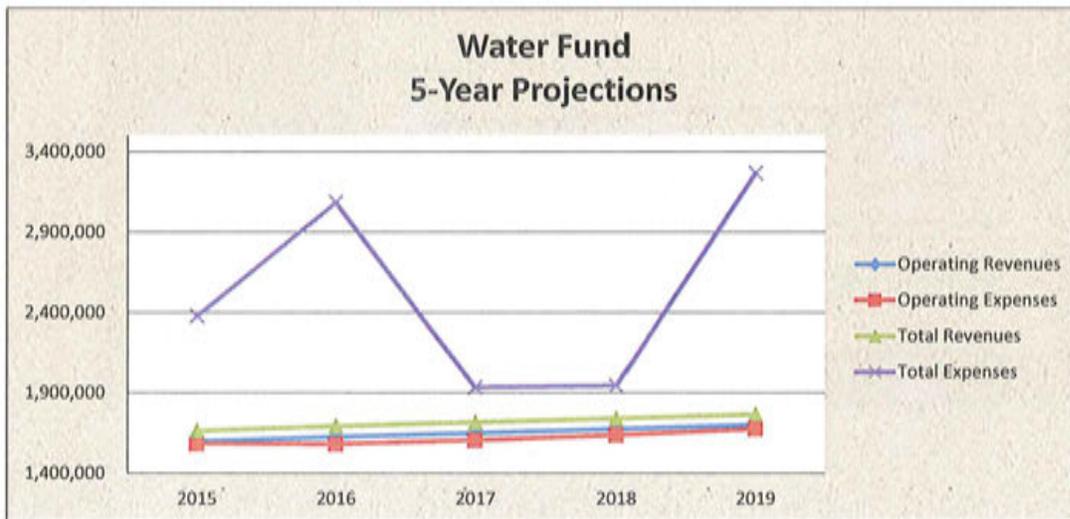
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Transportation Sales Tax	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 2,977,600	\$ 2,494,030	\$ 2,262,070	\$ 2,474,370	\$ 1,983,600
REVENUES:					
Taxes	2,432,500	2,449,000	2,465,500	2,481,000	2,496,000
Intergovernmental	500,000	988,000	990,000	-	-
Investment income	8,000	8,000	8,000	8,000	8,000
TOTAL OPERATING REVENUES	2,940,500	3,445,000	3,463,500	2,489,000	2,504,000
OPERATING EXPENDITURES:					
Capital Outlay	1,807,000	1,918,000	1,444,000	695,000	696,000
TOTAL OPERATING EXPENDITURES	1,807,000	1,918,000	1,444,000	695,000	696,000
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers out	(1,617,070)	(1,758,960)	(1,807,200)	(2,284,770)	(2,335,550)
TOTAL OTHER FINANCING SOURCES (USES)	(1,617,070)	(1,758,960)	(1,807,200)	(2,284,770)	(2,335,550)
NET CHANGE IN FUND BALANCE	(483,570)	(231,960)	212,300	(490,770)	(527,550)
PROJECTED RESERVED FUND BALANCES, September 30	\$ 2,494,030	\$ 2,262,070	\$ 2,474,370	\$ 1,983,600	\$ 1,456,050



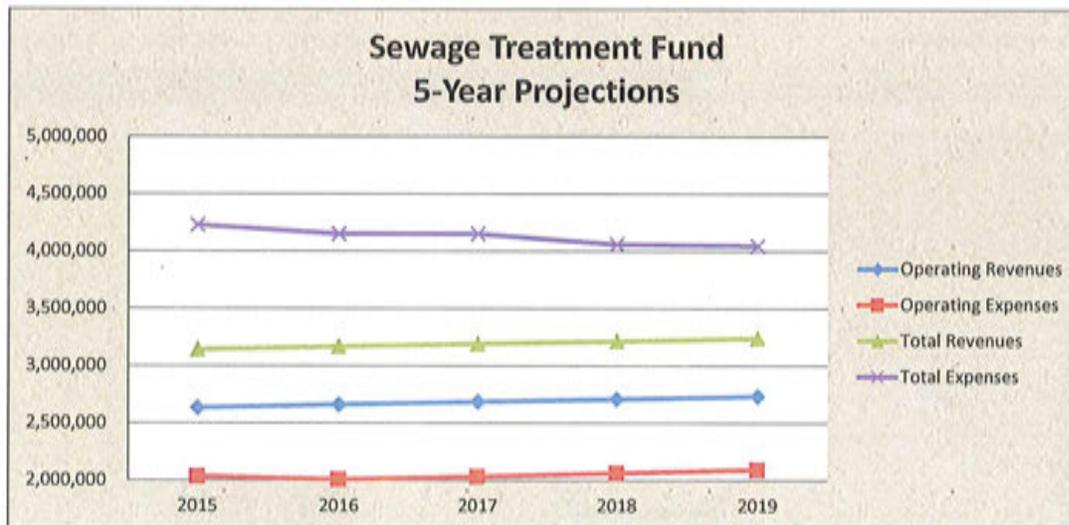
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Water	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 6,437,660	\$ 6,257,560	\$ 6,370,330	\$ 6,483,600	\$ 6,588,225
OPERATING REVENUES:					
Charges for services	1,596,750	1,625,500	1,649,500	1,673,500	1,699,500
TOTAL OPERATING REVENUES	1,596,750	1,625,500	1,649,500	1,673,500	1,699,500
OPERATING EXPENSES:					
Personal services	558,010	573,280	591,070	609,290	630,680
Operation & maintenance	683,350	685,570	701,280	715,705	732,725
Small tools/equipment/fixtures	21,010	-	-	-	-
Depreciation expense	320,000	320,000	310,000	310,000	310,000
TOTAL OPERATING EXPENSES	1,582,370	1,578,850	1,602,350	1,634,995	1,673,405
NONOPERATING REVENUES (EXPENSES)					
Investment income	5,000	5,000	5,000	5,000	5,000
Miscellaneous	61,120	61,120	61,120	61,120	61,120
Interest and fiscal charges	(130,300)				
Capital outlay	(439,000)	(1,279,000)	(80,000)	(48,000)	(1,248,000)
TOTAL NONOPERATING REVENUES (EXPENSES)	(503,180)	(1,212,880)	(13,880)	18,120	(1,181,880)
TRANSFERS					
Transfers out	(225,300)	(225,300)	(250,600)	(259,400)	(344,800)
TOTAL TRANSFERS	(225,300)	(225,300)	(250,600)	(259,400)	(344,800)
CHANGE IN NET ASSETS	(714,100)	(1,391,530)	(217,330)	(202,775)	(1,500,585)
ESTIMATED ENDING FUND BALANCE, September 30	5,723,560	4,866,030	6,153,000	6,280,825	5,087,640
Adjustments for capital outlay and debt service	534,000	1,504,300	330,600	307,400	1,592,800
Less: Invested in capital assets, net of related debt	(5,171,550)	(6,130,550)	(5,900,550)	(5,638,550)	(6,576,550)
Less Funding Requirements:					
25% Fund Balance, committed for operations	(395,600)	(394,700)	(400,600)	(408,700)	(418,400)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 690,410	\$ (154,920)	\$ 182,450	\$ 540,975	\$ (314,510)



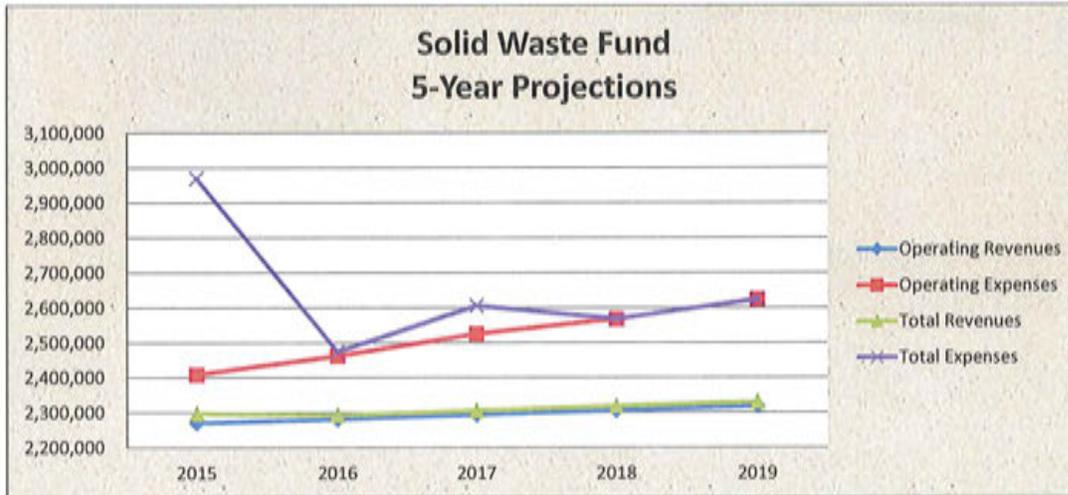
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Sewage Treatment	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 10,564,790	\$ 10,617,760	\$ 10,763,835	\$ 10,950,175	\$ 11,166,810
OPERATING REVENUES:					
Charges for services	2,633,600	2,659,100	2,684,100	2,707,600	2,732,600
TOTAL OPERATING REVENUES	2,633,600	2,659,100	2,684,100	2,707,600	2,732,600
OPERATING EXPENSES:					
Personal services	385,350	401,085	409,465	426,165	437,055
Operation & maintenance	721,785	704,475	719,230	735,235	754,795
Small tools/equipment/fixtures	26,030	-	-	-	-
Depreciation expense	900,000	900,000	900,000	900,000	900,000
TOTAL OPERATING EXPENSES	2,033,165	2,005,560	2,028,695	2,061,400	2,091,850
NONOPERATING REVENUES (EXPENSES)					
Investment income	494,000	494,000	494,000	494,000	494,000
Miscellaneous	13,000	13,000	13,000	13,000	13,000
Interest and fiscal charges	(754,465)	(714,465)	(676,065)	(636,565)	(595,165)
Principal - debt service	(900,000)	(930,000)	(945,000)	(960,000)	(960,000)
Capital outlay	(240,000)	(200,000)	(200,000)	(100,000)	(100,000)
TOTAL NONOPERATING REVENUES (EXPENSES)	(1,387,465)	(1,337,465)	(1,314,065)	(1,189,565)	(1,148,165)
CHANGE IN NET ASSETS	(1,087,030)	(983,925)	(958,660)	(843,365)	(807,415)
ESTIMATED ENDING FUND BALANCE, September 30	9,477,760	9,633,835	9,805,175	10,106,810	10,359,395
Adjustments for capital outlay and debt service	1,140,000	1,130,000	1,145,000	1,060,000	1,060,000
Less: Invested in capital assets, net of related debt	(10,460,240)	(8,430,240)	(6,385,240)	(4,425,240)	(2,465,240)
Less Funding Requirements:					
25% Fund Balance, committed for operations	(508,300)	(501,400)	(507,200)	(515,400)	(523,000)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ (350,780)	\$ 1,832,195	\$ 4,057,735	\$ 6,226,170	\$ 8,431,155



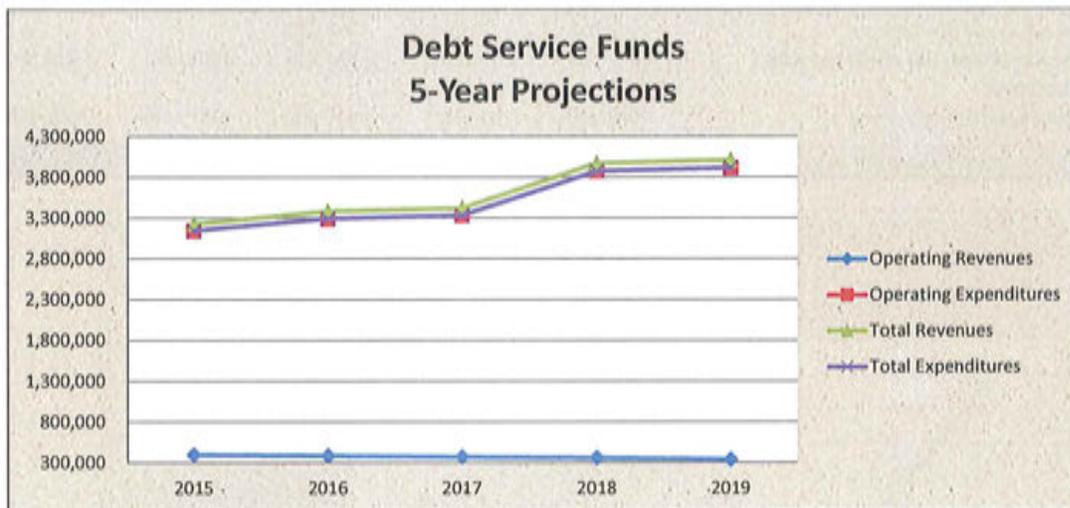
CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Solid Waste	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 2,397,380	\$ 2,285,490	\$ 2,116,325	\$ 1,896,455	\$ 1,646,845
OPERATING REVENUES:					
Charges for services	2,270,650	2,281,150	2,293,650	2,306,150	2,318,650
TOTAL OPERATING REVENUES	2,270,650	2,281,150	2,293,650	2,306,150	2,318,650
OPERATING EXPENSES:					
Personal services	725,640	749,360	773,470	798,130	827,070
Operation & maintenance	1,430,675	1,465,055	1,481,000	1,498,430	1,525,040
Small tools/equipment/fixtures	7,225	1,900	2,050	2,200	2,300
Depreciation expense	246,000	246,000	269,000	269,000	269,000
TOTAL OPERATING EXPENSES	2,409,540	2,462,315	2,525,520	2,567,760	2,623,410
NONOPERATING REVENUES (EXPENSES)					
Investment income	12,000	12,000	12,000	12,000	12,000
Capital outlay	(560,000)	(12,000)	(80,000)	-	-
TOTAL NONOPERATING REVENUES (EXPENSES)	(533,000)	-	(68,000)	12,000	12,000
CHANGE IN NET ASSETS	(671,890)	(181,165)	(299,870)	(249,610)	(292,760)
ESTIMATED ENDING FUND BALANCE, September 30	1,725,490	2,104,325	1,816,455	1,646,845	1,354,085
Adjustments for capital outlay and debt service	560,000	12,000	80,000	-	-
Less: Invested in capital assets, net of related debt	1,777,500	2,035,500	2,384,500	2,653,500	2,922,500
Less Funding Requirements:					
25% Fund Balance, committed for operations	(602,400)	(615,600)	(631,400)	(641,900)	(655,900)
PROJECTED UNRESERVED FUND BALANCES, September 30	\$ 3,460,590	\$ 3,536,225	\$ 3,649,555	\$ 3,658,445	\$ 3,620,685



CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Debt Service	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ 945,560	\$ 1,030,070	\$ 1,122,025	\$ 1,214,080	\$ 1,311,135
REVENUES:					
Taxes	271,970	273,045	273,045	278,045	278,045
Investment income	123,210	110,610	95,310	77,310	58,410
TOTAL OPERATING REVENUES	395,180	383,655	368,355	355,355	336,455
OPERATING EXPENDITURES:					
Operation & maintenance	23,580	15,300	15,300	15,300	15,300
Debt service - principal	1,704,545	1,910,000	2,010,000	2,625,000	2,755,000
Debt service - interest	1,414,545	1,366,400	1,305,900	1,234,100	1,143,200
TOTAL OPERATING EXPENDITURES	3,142,670	3,291,700	3,331,200	3,874,400	3,913,500
TOTAL OTHER FINANCING SOURCES (USES):					
Transfers in	2,832,000	3,000,000	3,054,900	3,616,100	3,674,100
TOTAL OTHER FINANCING SOURCES (USES)	2,832,000	3,000,000	3,054,900	3,616,100	3,674,100
NET CHANGE IN FUND BALANCE	84,510	91,955	92,055	97,055	97,055
PROJECTED RESERVED FUND BALANCES, September 30	\$ 1,030,070	\$ 1,122,025	\$ 1,214,080	\$ 1,311,135	\$ 1,408,190



CITY OF WASHINGTON, MISSOURI
Five Year Budget by Fund
 September 30, 2015 through 2019

Agency	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019
ESTIMATED BEGINNING FUND BALANCE, October 1	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES:					
Rent	967,000	972,500	971,000	974,500	964,000
TOTAL OPERATING REVENUES	967,000	972,500	971,000	974,500	964,000
OPERATING EXPENDITURES:					
Capital Outlay	-	-	-	-	-
Debt service - principal	729,000	747,000	758,000	775,000	789,000
Debt service - interest	238,000	225,500	213,000	199,500	175,000
TOTAL OPERATING EXPENDITURES	967,000	972,500	971,000	974,500	964,000
NET CHANGE IN FUND BALANCE	-	-	-	-	-
PROJECTED RESERVED FUND BALANCES, September 30	\$ -				



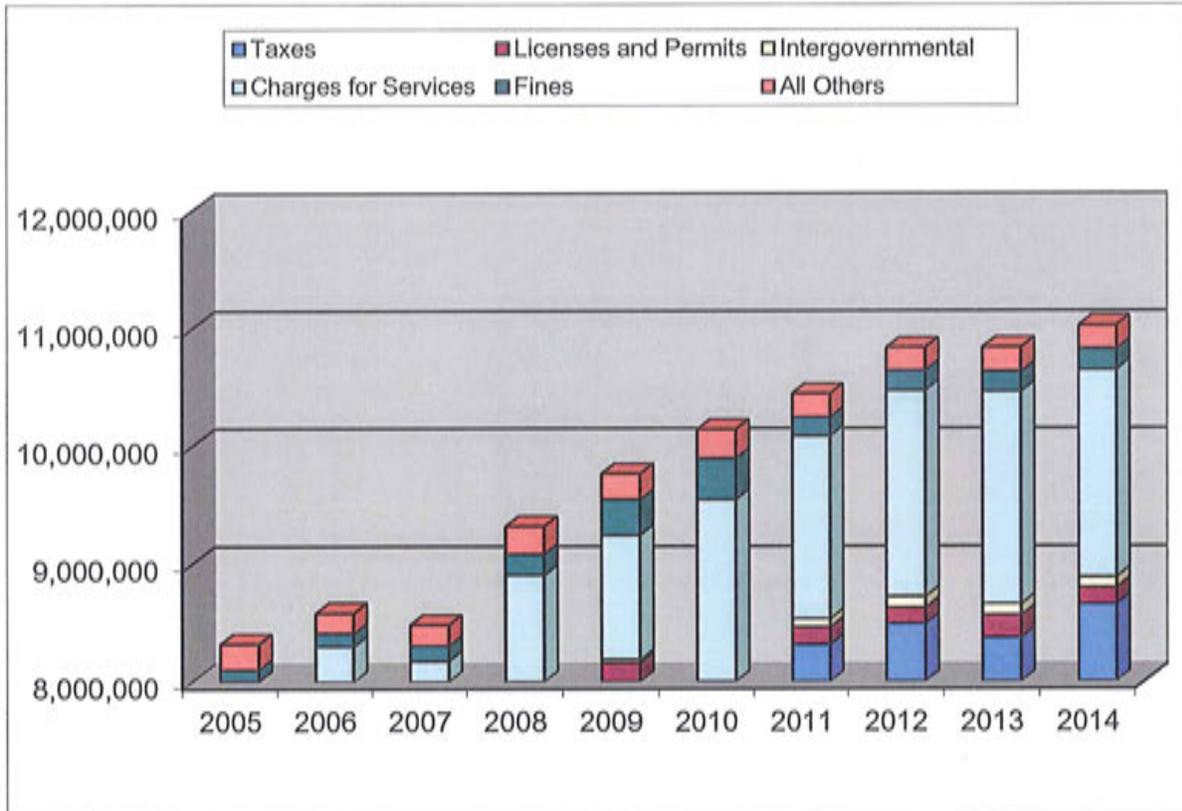


APPENDIX

CITY OF WASHINGTON, MISSOURI

General Revenues by Source - Budget

Last Ten Fiscal Years

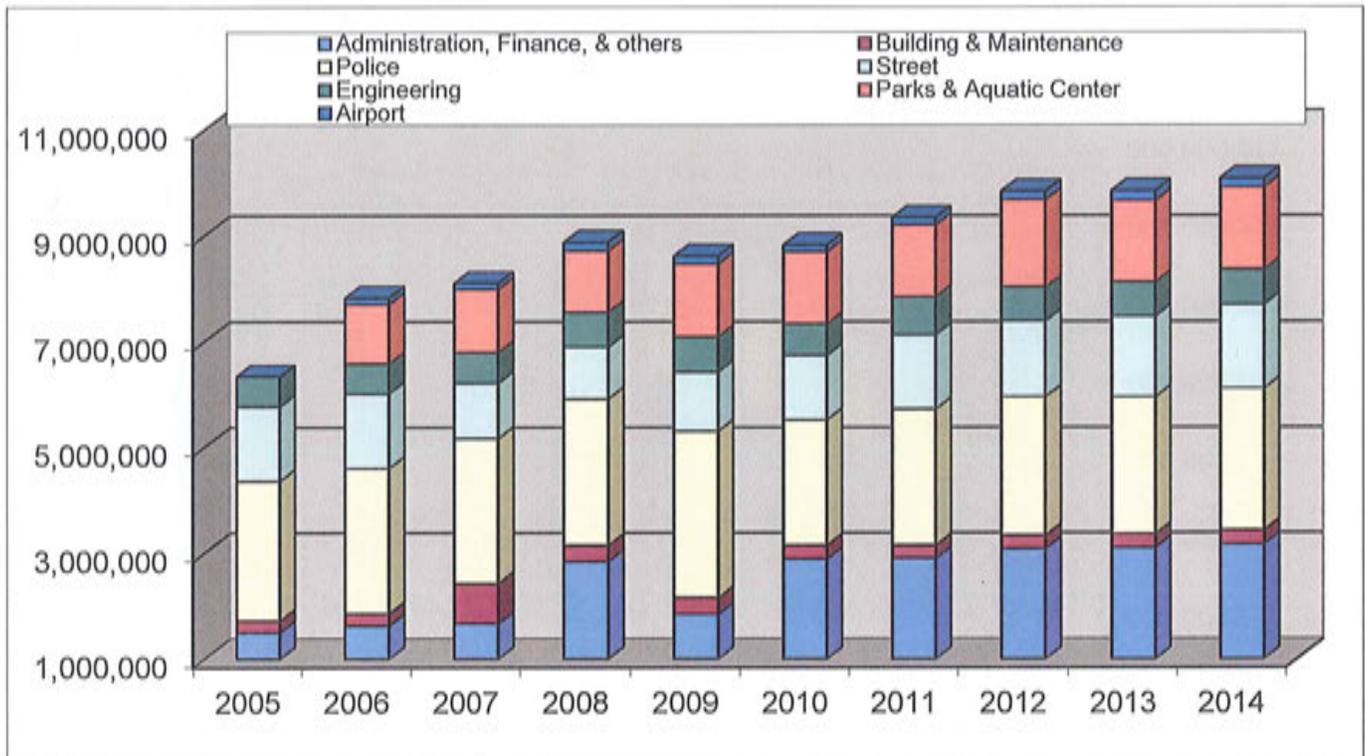


Period Ending	Taxes	Licenses and Permits	Intergovernmental	Charges for Services	Fines	All Others	Total
9/30/2005	6,378,761	222,720	608,187	741,767	150,953	216,929	8,319,317
9/30/2006	6,505,805	199,000	694,895	898,305	110,000	172,665	8,580,670
9/30/2007	7,040,865	199,000	18,640	914,815	130,000	177,565	8,480,885
9/30/2008	7,675,865	239,000	26,750	960,490	180,000	235,300	9,317,405
9/30/2009	7,971,765	188,500	26,435	1,057,530	300,000	219,600	9,763,830
9/30/2010	7,785,115	148,700	67,380	1,542,345	350,000	246,000	10,139,540
9/30/2011	8,314,630	146,150	71,000	1,551,435	160,000	201,100	10,444,315
9/30/2012	8,489,060	135,950	93,000	1,752,205	170,000	194,900	10,835,115
9/30/2013	8,373,855	188,300	94,500	1,804,710	170,000	206,300	10,837,665
9/30/2014	8,655,615	140,100	88,000	1,762,710	175,000	201,815	11,023,240

CITY OF WASHINGTON, MISSOURI

General Expenditures by Department - Budget

Last Ten Fiscal Years



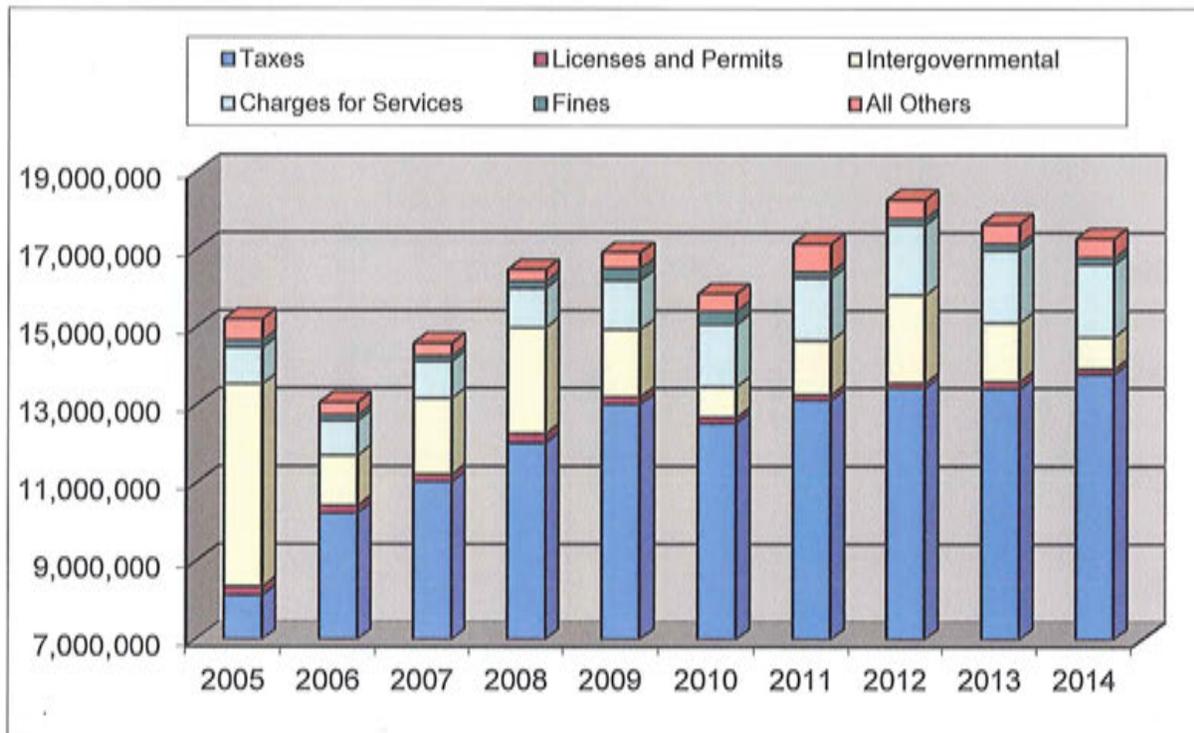
Period Ending	Administration, Finance, & others	Building & Maintenance	Police	Street	Engineering	Parks & Aquatic Center	Airport	Total
9/30/2005	1,499,778	223,956	2,635,110	1,410,041	566,540	0	0	6,335,425
9/30/2006	1,629,510	232,445	2,738,220	1,413,025	569,385	1,121,030	117,975	6,582,585
9/30/2007	1,672,830	756,555	2,738,245	1,043,600	584,420	1,193,785	116,155	8,105,590
9/30/2008	2,837,805	307,060	2,769,955	978,475	659,530	1,162,970	161,390	8,877,185
9/30/2009	1,847,950	310,490	3,145,815	1,121,070	665,405	1,375,720	150,660	8,617,110
9/30/2010	2,890,385	256,865	2,370,595	1,221,625	599,135	1,360,580	126,945	8,826,130
9/30/2011	2,902,415	245,370	2,572,285	1,406,370	720,070	1,357,350	142,510	9,346,370
9/30/2012	3,085,265	250,980	2,616,490	1,433,375	640,945	1,652,627	162,100	9,841,782
9/30/2013	3,103,585	257,155	2,589,920	1,525,170	650,480	1,536,120	187,210	9,849,640
9/30/2014	3,167,665	265,180	2,678,840	1,586,695	663,485	1,554,945	167,600	10,084,410

**Parks and Airport moved to General Fund in 2006.

CITY OF WASHINGTON, MISSOURI

Governmental Revenues by Source - Budget

Last Ten Fiscal Years

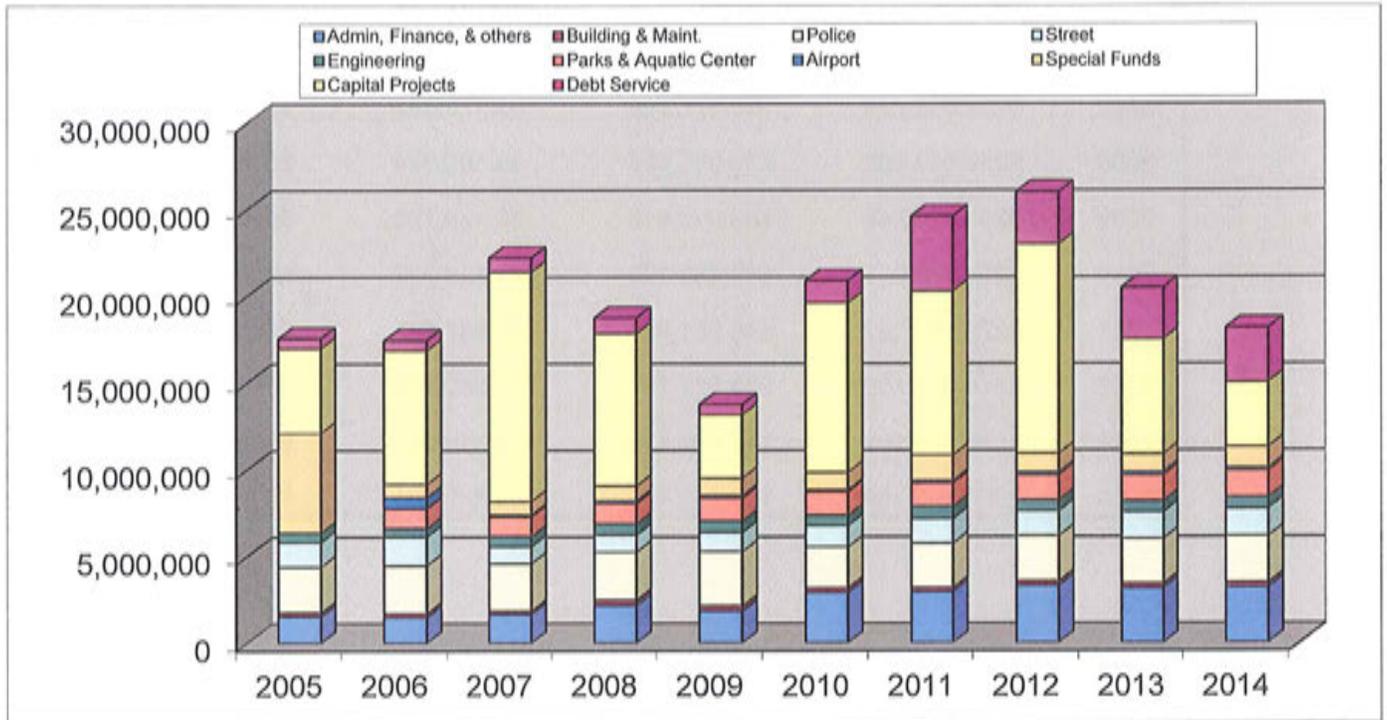


Period Ending	Taxes	Licenses and Permits	Intergovernmental	Charges for Services	Fines	All Others	Total
9/30/2005	8,131,643	222,721	5,196,472	932,071	189,699	547,014	15,219,620
9/30/2006	10,237,070	199,000	1,281,055	891,440	150,035	319,465	13,078,065
9/30/2007	11,037,590	199,000	1,950,015	946,840	135,800	331,005	14,600,250
9/30/2008	12,036,505	239,000	2,723,660	1,008,740	185,900	295,550	16,489,355
9/30/2009	13,032,690	188,500	1,729,035	1,262,820	309,000	412,200	16,934,245
9/30/2010	12,544,910	148,700	782,380	1,597,845	351,000	444,100	15,868,935
9/30/2011	13,130,805	146,150	1,390,000	1,607,435	161,200	722,915	17,158,505
9/30/2012	13,440,435	135,950	2,257,305	1,804,205	172,000	477,500	18,287,395
9/30/2013	13,427,440	188,300	1,508,970	1,860,810	172,500	512,320	17,670,340
9/30/2014	13,799,430	140,100	822,470	1,860,210	177,500	492,355	17,292,065

CITY OF WASHINGTON, MISSOURI

Governmental Expenditures by Function - Budget

Last Ten Fiscal Years

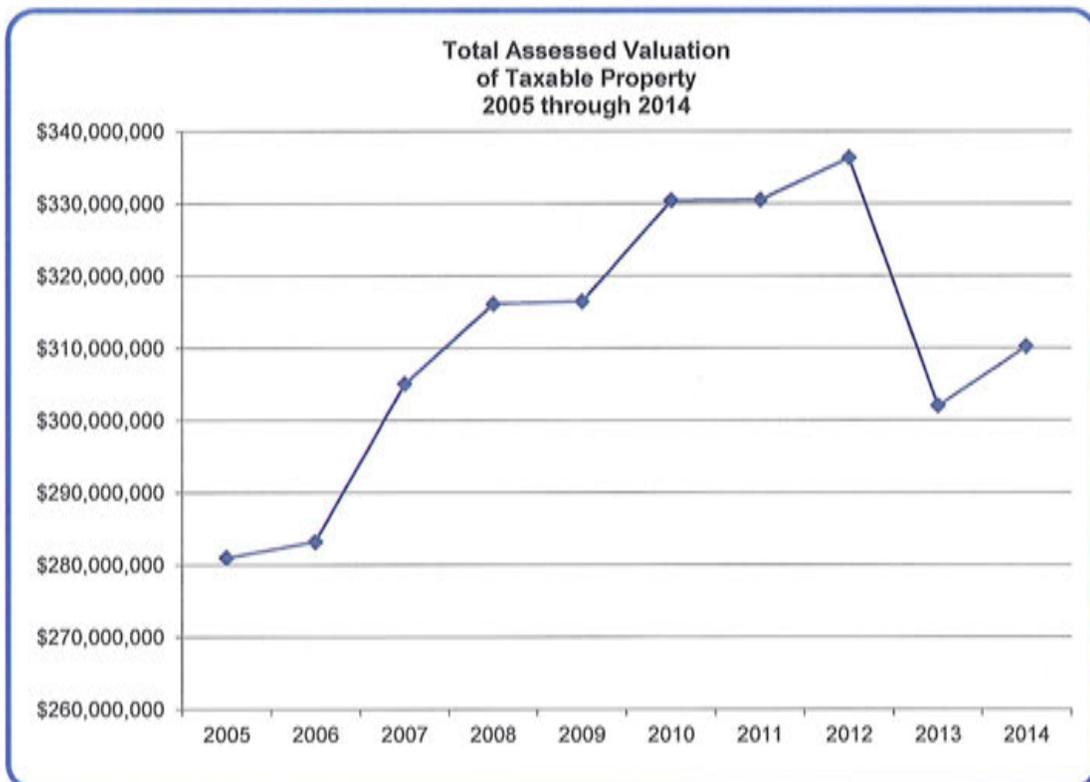


Period Ending	Admin, Finance, & others	Building & Maint.	Police	Street	Engineering	Parks & Aquatic Center	Airport	Special Funds	Capital Projects	Debt Service	Total
9/30/2005	1,526,644	223,959	2,635,105	1,410,040	566,539	0	0	5,740,745	4,883,706	587,383	17,574,121
9/30/2006	1,471,579	226,233	2,764,130	1,646,769	492,751	1,141,540	645,469	755,514	7,720,081	586,188	17,450,254
9/30/2007	1,644,830	198,300	2,733,245	978,100	584,420	1,128,985	116,155	777,960	13,228,355	817,835	22,208,185
9/30/2008	2,159,580	307,060	2,769,955	978,475	659,530	1,162,970	161,390	849,900	8,790,225	905,750	18,744,835
9/30/2009	1,827,950	310,490	3,120,605	1,106,770	665,405	1,317,340	150,660	993,300	3,659,000	598,700	13,750,220
9/30/2010	2,900,715	256,865	2,370,595	1,221,625	599,135	1,350,250	126,945	997,555	9,784,245	1,279,500	20,887,430
9/30/2011	2,928,015	245,370	2,560,285	1,406,370	720,070	1,343,750	142,510	1,476,725	9,449,800	4,336,812	24,609,707
9/30/2012	3,301,265	250,980	2,604,490	1,433,375	640,945	1,448,627	162,100	1,069,695	12,080,705	3,014,600	26,006,782
9/30/2013	3,144,585	257,155	2,589,920	1,525,170	650,480	1,495,120	187,210	1,033,695	6,627,925	2,975,600	20,486,860
9/30/2014	3,194,665	265,180	2,678,840	1,586,695	663,485	1,527,945	167,600	1,200,940	3,734,255	3,142,670	18,162,275

**Parks and Airport moved from Special Revenue Funds in 2006.

ASSESSED VALUATION OF TAXABLE PROPERTY

FISCAL YEAR	REAL ESTATE PROPERTY	PERSONAL PROPERTY	STATE ASSESSED R.R. & UTILITIES	TOTAL VALUATION
2005	\$214,831,146	\$60,192,298	\$5,939,418	\$280,962,862
2006	\$223,717,275	\$53,408,785	\$6,053,858	\$283,179,918
2007	\$252,005,298	\$46,877,596	\$6,178,842	\$305,061,736
2008	\$259,923,302	\$50,012,813	\$6,189,799	\$316,125,914
2009	\$260,283,247	\$50,012,813	\$6,189,799	\$316,485,859
2010	\$274,869,051	\$48,432,106	\$7,118,272	\$330,419,429
2011	\$273,603,043	\$48,981,844	\$7,937,831	\$330,522,718
2012	\$274,934,189	\$53,532,261	\$7,860,333	\$336,326,783
2013	\$246,209,191	\$47,501,400	\$8,310,506	\$302,021,097
2014	\$251,104,354	\$50,543,458	\$8,549,484	\$310,197,296

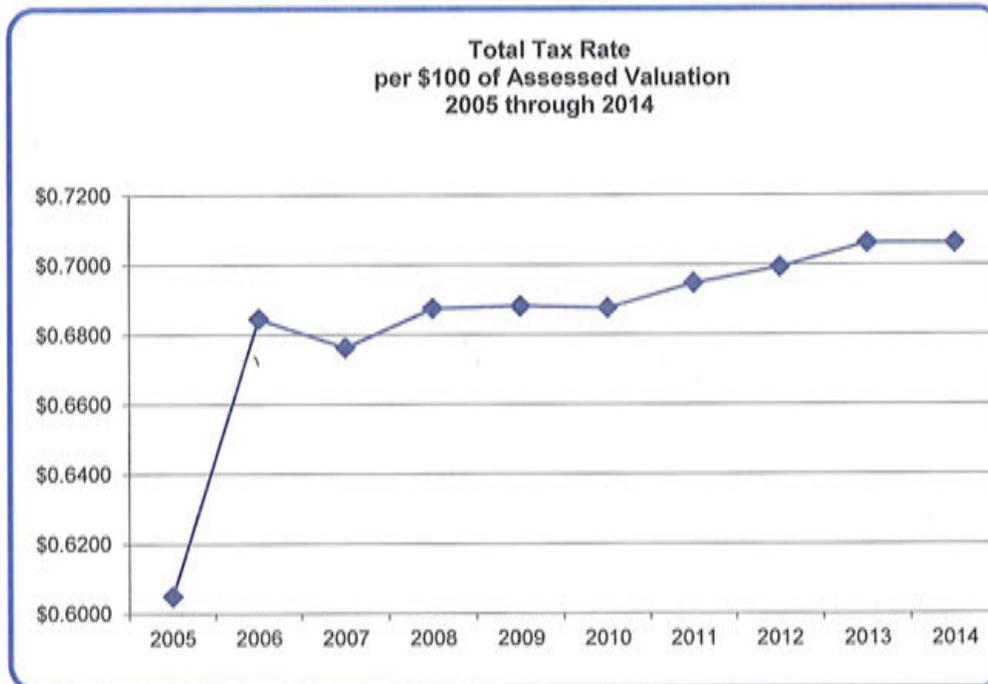


PROPERTY TAX RATE BY YEAR AND FUND*

*Per \$100 of assessed valuation

Fiscal Year	General Fund	Library Fund	Total Rate
2005	\$0.5177	\$0.0872	\$0.6049
2006	\$0.5940	\$0.0905	\$0.6845
2007	\$0.5857	\$0.0906	\$0.6763
2008	\$0.5941	\$0.0934	\$0.6875
2009	\$0.5959	\$0.0923	\$0.6882
2010	\$0.5962	\$0.0914	\$0.6876
2011	\$0.6020	\$0.0927	\$0.6947
2012	\$0.6048	\$0.0945	\$0.6993
2013	\$0.6062	\$0.1000	\$0.7062
2014	\$0.6062	\$0.1000	\$0.7062

Each year a portion of the General Fund tax levy is set aside for Fire Department purposes.



FULL-TIME EQUIVALENTS SCHEDULE

DEPARTMENT	Actual	Actual	Actual	Budget
CLASSIFICATION/DESCRIPTION	2011-2012	2012-2013	2013-2014	2014-2015
Administration				
City Administrator	1	1	1	1
Assistant City Administrator	1	1	1	1
City Clerk / Human Resources Manager	1	1	1	1
Executive Secretary	1	1/2	1/2	1/2
Clerk - Administration	1	1	1	1
Emergency Preparedness Director	1/2	1/2	1/2	1/2
Economic Development				
Economic Development Director	1	1	1	1
Economic Developer	1/2	0	0	0
Legal				
Municipal Judge	1/4	1/4	1/4	1/4
City Attorney	1/4	1/4	1/4	1/4
Court Clerk	1/4	1/4	1/4	1/4
Deputy Court Clerk	1/4	1/4	1/4	1/4
Building Maintenance				
Building Maintenance Supervisor	1	1	1	1
Custodian	2 1/2	2 1/2	2 1/2	2
Communications				
Director of Communications	1	1	1	1
Lead Dispatcher	1	1	1	1
Dispatcher	9	9	9	9
Finance				
Finance Manager	1	1	1	1
General Ledger Clerk	1	1	1	1
Accounts Payable Clerk	1	1	1	1
Payroll / Accounts Receivable Clerk	1	1	1	1
Special Accounts / Utility Billing Clerk	1	1	1	1
Utility Billing Clerk	1	1	1	1
Cashier	1 1/2	1 1/2	1 1/2	1 1/2
Information Technology				
Information Technology Manager	1	1	1	1
Information Technology Specialist	1	1	1	1
Library				
Librarian	1	1	1	1
Assistant Librarian	1	1	1	1
Children's Librarian	1	1	1	1
Clerk	1	1	1	2
Part-Time Clerk	6	6	6	6
Part-Time Shelves	5	5	5	2
Fire				
Fire Chief	1/2	1/2	1/2	1/2
Secretary	1	1	1	1
Custodian	1/2	1/2	1/2	1/2
Volunteer Fire Fighters	71	71	71	66
Parks & Recreation				
Director of Parks and Recreation	1	1	1	1
Parks and Recreation Foreman	1	1	1	1
Recreation Coordinator	1	1	1	1
Parks and Recreation Lead Laborer	2	2	2	2
Parks & Recreation Equipment Operator	1	1	1	1
Parks and Recreation Secretary	1	1	1	1
Parks and Recreation Laborer	7	7	7	7
Lead/Assistant Lead Counselors	2	2	2	2
Counselors	11	11	11	13
PT Seasonal Cashiers	13	15	16	13
PT Cashiers	7	8	8	8

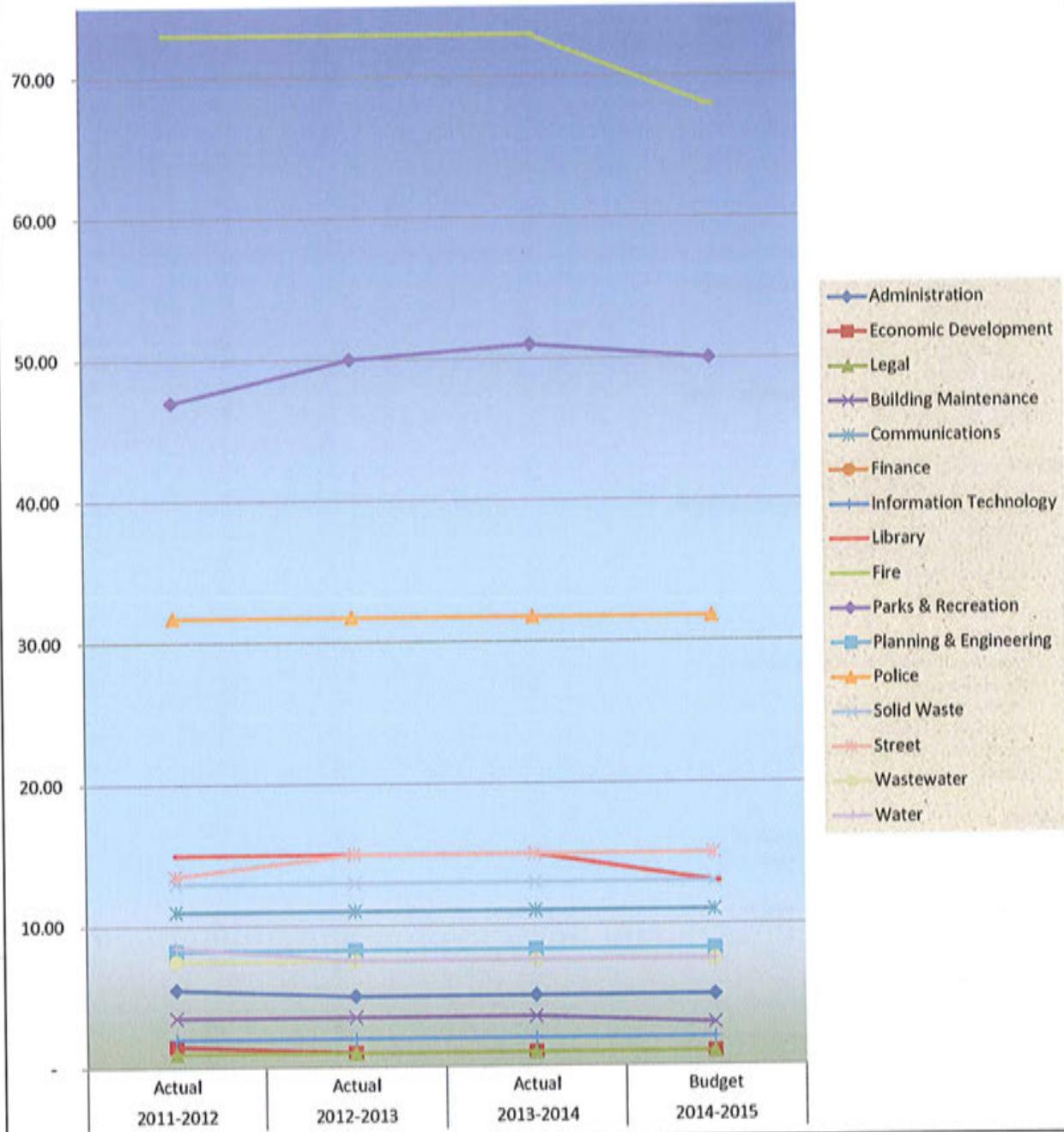
Planning & Engineering				
City Engineer	1	1	1	1
Director of Planning and Engineering Services	1/4	1/4	1/4	1/4
Assistant City Engineer	1	1	1	1
Building Official	1	1	1	1
Building Inspector	1	1	1	1
Engineering Technician	1	1	1	1
Planning and Engineering Services Secretary	1	1	1	1
Engineering Clerk	1	1	1	1
Infrastructure Inspector	1	1	1	1
Police				
Police Chief	1	1	1	1
Police Captain	1	1	1	1
Police Lieutenant	4	4	4	4
Police Sergeant	3	3	3	3
Detective	2	2	2	2
Detective - Narcotics	1	1	1	1
Patrol Officer - Canine	0	0	0	0
Patrol Officer - D.A.R.E./ School Resource	2	2	2	2
Patrol Officer	13	13	13	13
Patrol Officer - Traffic Safety	2	2	2	2
Court Clerk/Office Supervisor	3/4	3/4	3/4	3/4
Police Secretary	1	1	1	1
Animal Control / Nuisance Abatement Officer	0	0	0	0
Police Records Clerk	1	1	1	1
Sanitation/Landfill/Compost/Recycling				
Sanitation Foreman / Mechanic	1	1	1	1
Sanitation & Compost/Recycling Truck Driver	3	3	3	3
Landfill Laborer	2	2	2	2
Landfill Equipment Operator	2	2	2	2
Compost Laborer	3	3	3	3
Refuse Collector	2	2	2	2
Street				
Streets and Sanitation Superintendent	1	1	1	1
Streets Foreman	1	1	1	1
Streets Equipment Operator	3	3	3	3
Streets Lead Laborer	3	3	3	3
Streets and Sanitation Secretary	1	1	1	1
Streets Laborer	4 1/2	6	6	6
Wastewater				
Water and Wastewater Superintendent	1/2	1/2	1/2	1/2
Wastewater Treatment Plant Operator III	1	1	1	1
Lab Technician	1	1	1	1
Wastewater Plant Operator II/Mechanic	1	1	1	1
Wastewater Plant Operator I	3	3	3	3
Secretary	1/2	1/2	1/2	1/2
Clerk	1/2	1/2	1/2	1/2
Water				
Water and Wastewater Superintendent	1/2	1/2	1/2	1/2
Foreman	1	1	1	1
Lead Laborer	1	1	1	1
Equipment Operator	1	1	1	1
Truck Driver	1	1	1	1
Secretary	1/2	1/2	1/2	1/2
Meter Reader	2	1	1	1
Laborer	1	1	1	1
Clerk	1/2	1/2	1/2	1/2
	249.50	252.00	253.00	244.50

Major Changes:

Major Changes: In 2013, the Deputy City Clerk took the City Clerk position after the prior clerk retired. The part-time economic development position retired. The City began operating a miniature golf and driving range which added 3 Cashiers and 1 Ground Maintenance person. In 2015, Big Driver was closed so seasonal cashiers were eliminated. Prior to this year, the City was on a hiring freeze with only essential personnel being replaced. The City continues to closely monitor each vacancy and address if a replacement should be hired.

Full-Time Equivalent or FTE is the number of full-time positions or part-time positions converted into a fraction of a full-time position.

Full-Time Equivalents By Department



COMPENSATION PLAN

GRADE	MIN	MID	MAX
4	\$ 15,946.44	\$ 17,947.86	\$ 20,806.49
5	\$ 17,541.09	\$ 19,742.65	\$ 22,887.14
6	\$ 19,295.20	\$ 21,716.92	\$ 25,175.86
7	\$ 21,224.72	\$ 23,888.61	\$ 27,693.44
8	\$ 23,347.19	\$ 26,277.47	\$ 30,462.79
9	\$ 25,681.91	\$ 28,905.21	\$ 33,509.07
10	\$ 28,250.10	\$ 31,795.74	\$ 36,859.97
11	\$ 31,075.11	\$ 34,975.31	\$ 40,545.97
12	\$ 34,182.62	\$ 38,472.84	\$ 44,600.57
13	\$ 37,600.88	\$ 42,320.12	\$ 49,060.62
14	\$ 41,360.97	\$ 46,552.14	\$ 53,966.69
15	\$ 45,497.07	\$ 51,207.35	\$ 59,363.35
16	\$ 50,046.77	\$ 56,328.09	\$ 65,299.69
17	\$ 55,051.45	\$ 61,960.87	\$ 71,829.66
18	\$ 60,556.60	\$ 68,156.98	\$ 79,012.62
19	\$ 66,612.26	\$ 74,972.68	\$ 86,913.89
20	\$ 73,273.48	\$ 82,469.95	\$ 95,605.28
21	\$ 80,600.83	\$ 90,716.95	\$ 105,165.80
22	\$ 88,660.91	\$ 99,788.64	\$ 115,682.38
23	\$ 97,527.01	\$ 109,767.50	\$ 127,250.62
24	\$ 107,279.71	\$ 120,744.25	\$ 139,975.68
25	\$ 118,007.68	\$ 132,818.68	\$ 153,973.25

Permanent part-time employees grade less \$0.75 per hour.

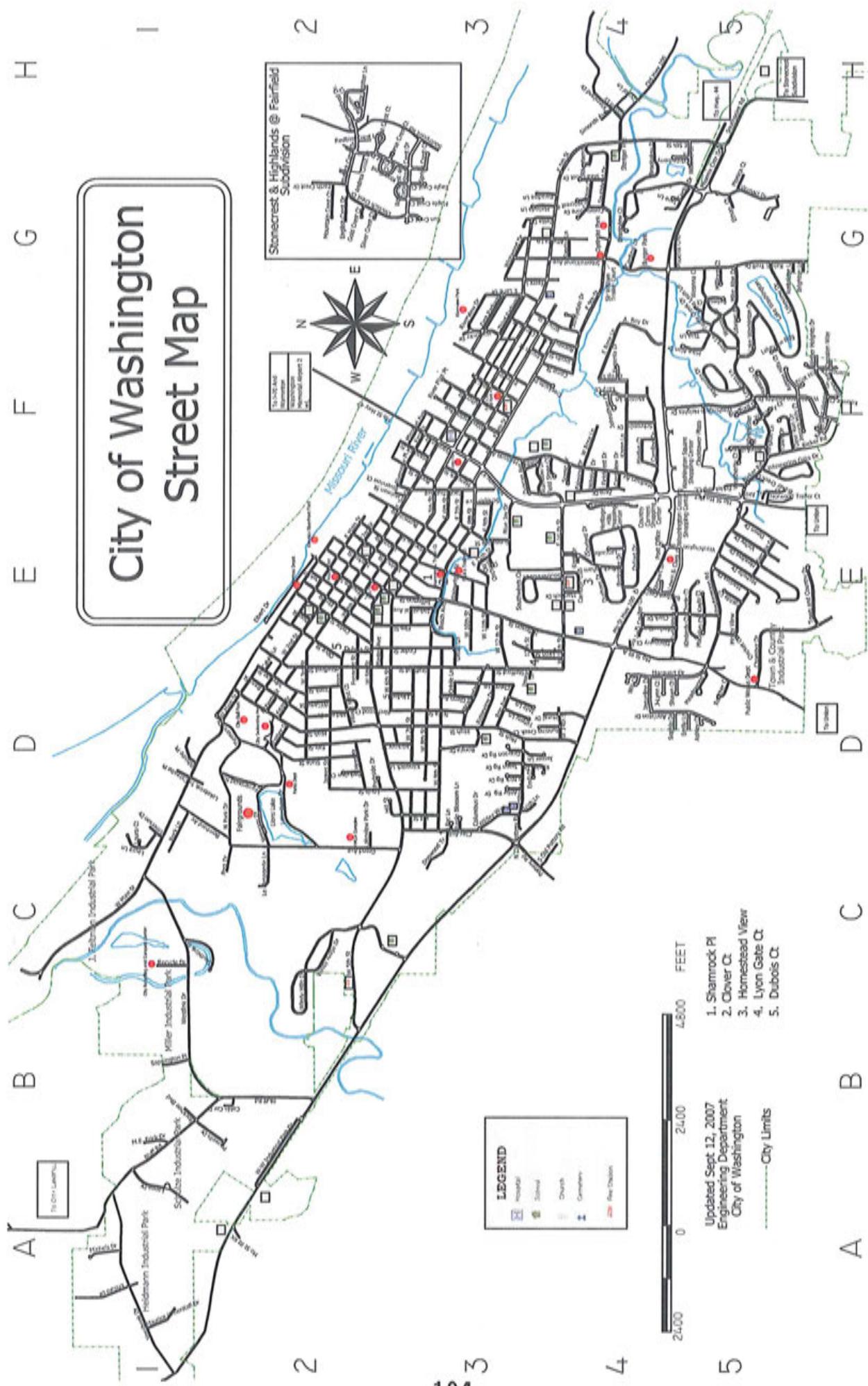
Note: Newly hired hourly employees shall complete at least a six (6) month probation period per Personnel Rules & Regulations. Pay will be based one grade level lower than the classification of that position until performance evaluation is satisfactory and probationary period requirements are met.

GRADE PERFORMANCE

JOB CLASSIFICATION	Grade
City Administrator	23
Assistant City Administrator	20
Economic Developer	18
City Clerk / Human Resources Manager	17
Emergency Preparedness Director	15
Executive Secretary / Deputy City Clerk	12
Clerk - Administration	11
Lead Custodian	11
Custodian	9
Director of Communications	17
Lead Dispatcher	14
Dispatcher	12
Dispatch Trainee	10
Finance Manager	18
General Ledger Clerk	12
Accounts Payable Clerk	11
Payroll / Accounts Receivable Clerk	11
Special Accounts / Utility Billing Clerk	11
Utility Billing Clerk	11
Head Cashier	11
Information Technology Manager	17
Information Technology Specialist	13
Librarian	15
Assistant Librarian	10
Children's Librarian	9
Library Clerk	8
Director of Parks and Recreation	18
Assistant Director of Parks and Recreation	15
Parks and Recreation Foreman	13
Recreation Coordinator	12
Parks and Recreation Lead Laborer	11
Parks and Recreation Secretary	11
Parks and Recreation Laborer	10
City Engineer	20
Director of Planning and Engineering Services	18
Assistant City Engineer	17
Building Official	15
Building Inspector	14
Engineering Technician	13
Planning and Engineering Services Secretary	11
Engineering Clerk	9

GRADE PERFORMANCE

JOB CLASSIFICATION	Grade
Police Chief	20
Police Captain	17
Police Lieutenant	16
Police Sergeant	14
Detective	13
Detective - Narcotics	13
Patrol Officer - Canine	13
Patrol Officer - D.A.R.E.	13
Patrol Officer - School Resource	13
Patrol Officer - Traffic Safety	13
Patrol Officer	13
Office Supervisor / Municipal Court Clerk	13
Police Secretary	11
Animal Control / Nuisance Abatement Officer	9
Police Records Clerk	9
Sanitation Foreman / Mechanic	13
Sanitation Truck Driver	11
Landfill Laborer	10
Compost Laborer	10
Refuse Collector	11
Streets and Sanitation Superintendent	18
Streets Foreman	13
Streets and Sanitation Equipment Operator	12
Streets and Sanitation Lead Laborer	11
Streets and Sanitation Truck Driver	11
Streets and Sanitation Secretary	11
Streets and Sanitation Laborer	10
Wastewater Treatment Plant Operator	13
Lab Technician	15
Water and Wastewater Superintendent	18
Water and Wastewater Foreman	13
Water and Wastewater Lead Laborer	11
Infrastructure Inspector / Meter Reader	10
Water and Wastewater Equipment Operator	12
Water and Wastewater Truck Driver	11
Water and Wastewater Secretary	11
Water and Wastewater Laborer	10
Water and Wastewater Clerk	9



City of Washington Street Map

LEGEND

- Industrial
- School
- Church
- Cemetery
- Fire Station

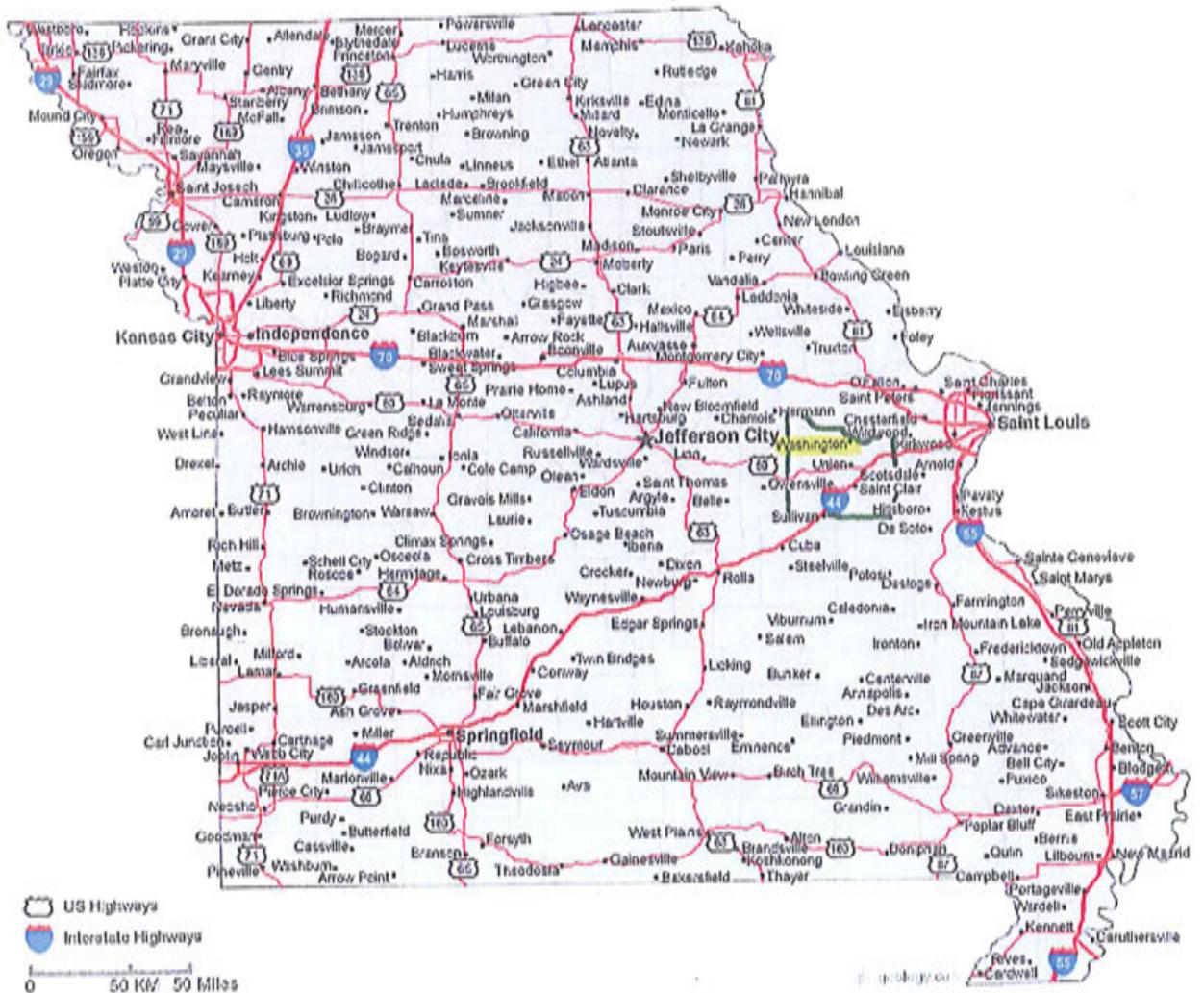


Updated Sept 12, 2007
Engineering Department
City of Washington

- 1. Shamrock Pl
- 2. Clover Ct
- 3. Horneshead View
- 4. Lyon Gate Ct
- 5. Dubois Ct

----- City Limits

State Map



GLOSSARY

Account --- A chronological record of public funds showing receipts, disbursements, and the balance.

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

Ad Valorem Tax --- A tax based on value.

Agency Fund --- Agency funds are used to report resources held by the reporting government in a purely custodial capacity.

Amended Budget --- Refers to the budget approved by the City Council, as most recently amended.

Arbitrage --- The reinvestment of the proceeds of tax-exempt securities in materially higher-yielding taxable securities.

Appropriation --- An authorization granted by the City Council that permits the entity to make expenditures and incur obligations for purposes specified in the Budget.

Assessments --- Assessments are charges in the nature of taxes upon property owners to pay the costs of facilities or improvements that benefit the property owned. Payment of the amount of assessed (together with interest if not paid upon assessment) is secured by a direct fixed lien on the property. The assessed payments are either used directly to pay the costs of the facilities or improvements or, if paid over time, are used to repay bonds issued to finance such costs. "Special assessment" financing proceeds are used for improvements relating to property, such as sidewalks, streets, gutters, sewers and water systems.

Assessed Valuation --- A value set on real estate or other property as a basis for levying taxes. The assessed value is set by the County Assessor who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

Assessment Ratio --- The ratio at which the tax rate is applied to the tax base.

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

Basis of Accounting --- A term used to refer to when revenues, expenditures, expenses, and transfers and the related assets and liabilities are recognized in the accounts and reported in the financial statements.

Beginning Fund Balance --- Fund balance available in a fund from the end of the prior year, for use in the following year.

Bond --- A written promise to pay a specified sum of money at a specified date in the future together with periodic interest at a specified rate.

Budget --- A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Amendment--- An amendment or change to the original adopted budget.

Budget Calendar --- The schedule of key dates that the City follows in the preparation and adoption of the budget.

Budget Message --- The opening section of the budget which provides City Council and the public with a general summary of the most important aspects of the budget.

Budget Process --- The process of translating, planning, and programming decisions into specific financial plans.

Budgetary Control --- The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

CAFR --- Comprehensive Annual Financial Report.

Capital Assets --- Assets of significant value and having a useful life of several years.

Capital Budget --- The appropriation of resources for capital assets.

Capital Expenditures --- Expenditures that result in the acquisition, expansion, rehabilitation or construction of fixed assets.

Capital Outlay --- Expenditures for the acquisition of capital assets.

Capital Project Fund --- Used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations. The City's Capital Project Fund is the Capital Improvement Fund which was established after the passage of a one-half sales tax by the voters.

Capital Program --- A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditures in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Cash Basis --- The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

GLOSSARY

Certificate of Participation (COP) --- Securities which represent a share of an issuer's lease payment. When a municipality finances a public facility through a lease-purchase transaction, the interest in that government's lease payment often is assigned to a third party that issues Certificates of Participation. The Certificates represent a share of the lease payment received by the investor.

Charges for Services --- Revenue derived by charging a fee to the specific user of the service.

City Council --- The governing body elected by the Citizens of Washington to provide policy direction for the operations of the City. Washington's City Council consists of a Mayor who is elected for a four-year term and 8 Council Members who are elected from 4 wards (two council members per ward) as established by the Charter. Council members are elected for two-year terms.

Community Improvement District (CID) --- Either a political subdivision, with the power to impose special assessments and real property taxes, or a nonprofit corporation, with the power to impose special assessments to pay for public improvements.

Consumer Price Index (CPI) --- A statistical description of price levels provided by the U.S. Department of Labor. This index is used as a measure of the increase in cost of living (economic inflation).

Covenant --- The issuer's enforceable promise to do or refrain from doing some act. With respect to municipal bonds, covenants are generally stated in the bond contract.

Department --- The Department is the Primary administrative unit in city operations. Each unit is managed by a department head. Departments are generally composed of divisions and programs which share a common purpose or which perform similar duties.

Debt --- An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt of governmental units includes bonds, time warrants, notes and floating debt.

Debt Limit --- The maximum amount of debt of outstanding gross or net debt legally permitted. The limitation is usually a percentage of assessed valuation and may be fixed upon either gross or net debt.

Debt Service --- The annual payment of principal and interest on the city's bonded indebtedness.

Depreciation --- The process of recognizing the physical deterioration of capital assets over a period of time.

Enterprise Fund --- Account for operations that provide a service to citizens, financed primarily by a user charge for the provision of that service.

Encumbrance --- The commitment of funds to pay for future cash expenditures.

GLOSSARY

Expenditure --- An expenditure is a decrease in net financial resources. This includes current operating expenses requiring the present or future use of current assets.

Expense --- Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiduciary Fund Type --- These funds are utilized by the City to assist in accounting for assets held under trust or agency agreements. Included are: (1) Trust Funds which are used to account for assets held by government in a trustee capacity for individuals, private organizations, other governments and/or other funds. And (2) Agency Funds which are used to account for assets held by government in a custodial nature and do not involve measurement of results of operations.

Final Budget --- Most recently amended budget approved by City Council.

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

Fiscal Year --- The twelve month period on which the city operates its financial affairs. The City of Washington's fiscal year is October 1 through September 30.

Franchise Fee --- A fee paid by public service utilities for use of public right-of-way to deliver their services. The City currently has franchise agreements in place for Cable services.

Full-Time Equivalent (FTE) --- A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours of work per year. For example, a part-time clerk working 20 hours per week would be the equivalent to .5 of a full time position.

Fund --- A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance --- The equity of a fund. Often times incorrectly referred to as "surplus". Each fund begins each year with a positive or negative fund balance.

General Fund --- A fund used to account for all financial resources, except those required to be accounted for in another fund. The operating fund of the City.

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

GLOSSARY

Government Accounting Standards Board (GASB) --- The ultimate authoritative accounting and financial reporting standard setting body for state and local governments.

Government Finance Officers Association (GFOA) --- An association to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Governmental Funds --- Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

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

Information Technology (IT) --- A comprehensive financial accounting and management information system that integrates several processes including personnel, payroll, accounts payable, accounts receivable, purchasing, and utility billing under one system.

Infrastructure --- The basic framework or foundation of the City, including buildings, roads, bridges, sidewalks, and water and sewer systems.

Interfund Transfers --- Transfer of resources between two funds of the same governmental unit.

Intergovernmental Revenue --- Revenue received from Federal, State or local governmental bodies.

Internal Control --- A plan of organization for purchasing, accounting, and other financial activities which, among other things, provides for separation of duties, proper authorization from responsible officials in processing of a transaction and the arrangement of records and procedures to facilitate effective control.

Levy --- The process of imposing taxes for the support of government activities.

Liability--- Obligation or debt that must be paid, renewed or refunded at some time in the future.

Liquidity --- The ability to convert an investment to cash promptly with minimum risk to principal or accrued interest.

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

Major Fund --- Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

GLOSSARY

Modified Accrual Basis --- The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

Objective --- Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Revenue --- Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses --- The cost for personnel, materials and equipment required for a department to function.

Ordinance --- A formal legislative enactment by the governing board of a municipality.

Original Budget --- Initial approved budget approved by City Council.

Personnel Services --- All costs associated with employee compensation. For example: salaries, pension, and health insurance.

Property Taxes --- Revenues derived from the levying of taxes on real and personal property. Property taxes are levied according to the properties assessed value.

Program Measurements --- Specific quantitative measures of work performed within a program. It measures quantity, the efficiency, and effectiveness of a given program.

Proprietary Funds --- Funds that focus on the determination of operating income, changes in net position (or cost recover), financial position, and cash flows.

Public Hearing --- The segment of City Council meetings at which time citizens are given the opportunity to discuss issues.

Purpose --- A broad statement of the goals, in terms of meeting public service needs that a department is organized to meet.

Reserve --- An account used to indicate the portion of a fund balance restricted for a specific purpose.

Resolution --- Official action of the City Council directing a specific action be taken. Resolutions are less formal than an Ordinance.

Revenue --- Funds received or collected by the City.

GLOSSARY

Revenue Bonds --- Bonds whose principal and interest are payable solely from the revenues raised by a specific function or activity.

Special Revenue Fund --- Revenues derived from specific sources that are legally restricted to expenditures for specified purposes. The City's Special revenue Funds are the Parks & Recreation Fund, Library Fund, Volunteer Fire Company Fund, and Airport Fund.

Statute --- A written law enacted by a duly organized and constituted legislative body.

Tax Increment Financing (TIF) --- Financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area.

Tax Levy --- Total amount of tax certified by the City.

Tax Rate --- The amount of tax stated in terms of a unit of tax for each \$100 of assessed value of taxable property.

Taxes --- Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Third Class City --- All cities and towns in the State of Missouri containing three thousand or more inhabitants, not having adopted its own charter form of government.

Transmittal Letter --- A message prepared by the City Administrator explaining the annual proposed budget, articulating the strategies and budget packages to achieve the City's goals, and identifying budget impacts and changes. Also known as Budget Message.

Unqualified Opinion --- The term used to denote the highest level of assurance in the auditor's judgment that the financial statements are fairly presented in accordance with GAAP.

Unreserved Fund Balance --- The portion of a fund's balance that is not restricted to be used for a specific purpose and is available for appropriation.

User Fees --- The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Vehicle & Equipment Replacement Fund --- A fund established to provide funds for future replacement of governmental vehicles and equipment. This fund is funded by a transfer of funds from the general fund and is equal to prior year depreciation.