



LEE'S SUMMIT

MISSOURI

FY21 General Fund - Fiscal Sustainability Concepts

1. **Establish “target amount”** to create sustainable operations / revenues balance based upon current known revenue trends.
 - Made numerous revenue projections and closely monitored financial conditions with Finance and Budget Committee

2. **Revisit the Cost Saving Committee Ideas spreadsheet.**
 - Management Team reviewed the remaining items from and there were no significant opportunities that did not impact services, employment agreements, or not otherwise already under consideration.

3. **Engage employees to ask for new cost containment and/ or revenue growth ideas.**
 - Example ideas implemented included:
 - Additional Fire Fighters added to offset historical overtime trends
 - Video conference technology being used to reduce outside meeting expenses with vendors and consultants
 - Motion sensors added where applicable to reduce energy costs
 - Increases in bulk/cross-department purchasing where savings may be present
 - Additional implementation of paperless process
 - Further reduction of individual printers
 - Will continue to research into other future potential savings like retirement incentives and non-emergency extended remote work that could not be fully pursued in FY21 to due adverse COVID impacts

4. **Explore potential revenue growth ideas and closely monitor the economic conditions of the City.** Potential revenue growth ideas include:
 - Completed the reallocation of a portion of the debt levy to the operating levy
 - Ongoing, annual Revaluation of the schedule of fees:
 - Planning Application Fees indexed to CIP (previously static fee since 2007)
 - Airport and Cemetery Fees adjusted where needed to maintain market competitiveness and increase revenue
 - Fees added for Temporary Traffic Permits (Public Works) and Potable Water Service (Airport)
 - Stormwater Utility Study Funded



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5. **Explore concepts and programs to reduce personnel expenses.**
 - Converted, Consolidated, or Realigned Positions to Best Fit Organization need.
 - Converted Management Analyst in Administration to Budget Manager in Finance
 - Converted Office Coordinator position to Administration Manager in Police
 - Reviewed all department travel and training, uniform, tools, and other expenses
 - Enhanced vacancy analysis for every opening.
 - Continue to explore retirement incentives for feasibility post-COVID workforce impacts.

6. **Review MERP and VERP upgrade / renewal review process**
 - City Manager's FY22 Audit will begin MERP, VERP, and BERP reviews.

7. **Implement pending recommendation of the General Administration Charges**
 - Will be implement Water Utilities and Airport new amounts in FY23 Budget.
 - Council and Parks Board to review MOU between City and Parks Department

8. **Cover full cost of CDBG Administrative Activities**
 - Full cost recovery included in the FY22 Budget

9. **Make certain that damage payments paid by General Fund are reimbursed fully.**
 - Process reviewed and updated by Law Department in 2021 to ensure reimbursement.

10. **Based on the outcome of the items listed in 1 through 9 above, it may be necessary to discuss decreasing service levels and/or eliminating programs.**
 - FY21 Revenues came in better than budgeted and we worked within our restricted operating budgeted except where amended by Council
 - FY22 includes a balanced operating budget that includes additional personnel and equipment needed to maintain current service levels and programs by prioritizing recovering, new, and reallocated revenues and reducing or eliminating other expenses.