



# Executive Overview





THE CITY OF  
**West Des Moines®**  
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**City Manager**

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'AAA'  
Credit Rating from  
Standard & Poor's

January 28, 2017

Honorable Mayor and Council:

I respectfully present the proposed budget for the City of West Des Moines for the upcoming fiscal year beginning July 1, 2017. The adopted budget authorizes resources and sets the direction for our programs and services for the coming fiscal year. As the City's financial and spending plan, the adoption of the budget is the single-most important action taken by the City's elected officials.

As you review the preliminary draft of the FY 17-18 budget, recognize that staff makes every effort to enhance the format of the material so that the public has a better understanding of the various services we are able to deliver to citizens. If sections of the proposed budget are unclear, we should work to improving those. In addition, it is vital that the City's policymakers have all the information needed to ensure that the budget reflects the public interest. The final budget should serve as an effective public policy document and financial planning tool.

***Recent Accomplishments in Financial Management***

As we move into the second half of fiscal year 2016-17, we are pleased to note two recent accomplishments in the management of the City's financial resources.

- ◆ In October 2016 the City's Aaa rating on its general obligation bond debt was reaffirmed by Moody'. This follows on the heels of reaffirmation of a AAA rating issued by Standard & Poors in 2015, and each of these ratings are the highest given by the respective agencies. The City remains one of approximately 100 in the United States which can boast of the highest rating from each agency.
- ◆ The Government Finance Officers Association of the United States and Canada (GFOA) again awarded a Certificate of Achievement for Excellence in Financial Reporting for our comprehensive annual financial report for the fiscal year ending June 30, 2015. This is the twenty-third consecutive year the City has received this prestigious award.

### ***Highlights of the FY 17-18 Recommended Budget***

- ◆ The proposed budget as recommended by staff maintains the current property tax rate of \$12.00 per thousand dollars of taxable valuation, which has been in place since FY 15-16.
- ◆ Included in the proposed FY 17-18 budget is the addition of eight (8) employee positions as well as one (1) budgetary adjustment to an existing position:
  - The Fire Department will add two (2) firefighters in order to meet ever-increasing staffing needs. Also, one (1) existing firefighter position will be upgraded to a lieutenant within the Fire Prevention division to maintain proper management of crews within the organization.
  - Public Services will add two (2) operations specialists to its sanitary sewer division to fulfill the sewer cleaning needs. Their presence will also allow existing staff to focus more closely on other tasks within the department. These positions are needed to accommodate the significant growth of the City's infrastructure over the past several years. If added, salary and benefits would be funded by the Sanitary Sewer fund.
  - Engineering Services will add a facilities planner who will be responsible for planning and managing projects related to all City facilities. With ongoing building maintenance as well as many planned construction projects, creating this position allows for much greater efficiency, oversight, and consistency. Key focuses of the position include City-wide energy conservation efforts, grant administration, project management, and managing relationships between staff, contractors, customers, and other stakeholders. This position would also be responsible for providing information needed for effective decision-making and long-range planning.
  - Human Resources will add a human resources administrator (or a variation recommended as a result of our Kaizen process with Area XI) in order to meet growing recruiting needs from departments and employees as the City grows. The department has also identified other needs, including improving employee training efforts and playing a more proactive role to ensure that all employee benefit packages are proper and that benefit administration is in compliance with its many mandates and requirements.
  - Information Technology Services will add an administrative secretary. This position had existed previously but was removed several years ago. As a result, IT staff currently perform many clerical and administrative tasks which detract from their overall efficiency. Given the growth of the department and the City's increasing reliance on technology, this position is needed to provide efficiency by assisting staff with general paperwork and accounting, asset management, help request support management. It is expected that this position would also be able to troubleshoot and assist end-users with basic technology problems and questions.
  - The Legal Department will add an administrative secretary to assist in providing necessary legal services for the expanding infrastructure, economic development, and

quality of life projects undertaken by the City. To meet the increasing demand of legal services options considered were adding an attorney, increasing the use of outside legal counsel, or adding an administrative assistant. Staff believes that adding the administrative assistant is the most cost-effective option as they will absorb administrative tasks currently performed by attorneys, and also provide much-needed backup to the existing administrative position.

- An additional (6) positions were requested by department directors but were of a lower priority and due to budgetary constraints they were not accommodated.
- ◆ Proposed employee compensation take into consideration terms of bargaining unit contracts for each of the 255.75 union employees. Projected personnel expenditure levels rely on historical trends, current contract information, and projected terms for agreements yet to be finalized. The proposed compensation budget will address 173.5 non-union employees using existing pay plans and benefit packages, including health insurance plans for new employees.

Bargaining unit employees are expected to receive cost-of-living adjustments ranging from 2.50% to 2.75% in agreement with the terms of their respective contracts. All contracts have been negotiated and executed into FY 17-18 with the exception of the Library Teamsters and the Public Services IUOE bargaining units, which are currently in contract negotiations. In addition to the cost-of-living increases, bargaining unit employees who are not at the maximum pay of their range may be eligible to receive “step” increases dependent upon performance and classification.

Non-union employees who have not yet reached the maximum pay level for their position may be eligible at July 1, 2017, to receive pay increases based solely upon job performance.

- ◆ The City will receive approximately \$7.5 million dollars in Road Use Tax funding during FY 17-18. This is a slight decrease from the previous year because the Iowa Department of Transportation reduced the per capita forecast. This revenue allows for approximately \$6.5 million in Road Use Tax funds to be expended for street-related expenditures (CIP and operating), along with spending of the remaining funds for street lighting and repayment of debt related to Iowa Highway 5 construction. Staff’s goal for the Road Use Tax Fund is to maintain a steady fund balance from year-to-year.
- ◆ The proposed FY 17-18 budget reflects a decrease in the contribution rate for the Municipal Fire and Police Retirement System of Iowa (MFPRSI). The City’s contribution rate of covered wages for FY 17-18 will be 25.68% as compared to 25.92% for FY 16-17. The decreased rate amounts to a reduction of \$23,406 in annual pension costs. The proposed budget also reflects no change in the contribution rate for Iowa Public Employees Retirement System (IPERS). The City’s contribution rate for IPERS will remain at 8.93% for FY 17-18.
- ◆ Over the course of the next several months, the City will complete an analysis of stormwater management fees and determine whether those rates, initiated in 2005 and unadjusted since that time, continue to meet known or expected stormwater expenses.
- ◆ During FY 17-18, staff will examine the adequacy of current residential solid waste collection fees, last modified in 2007. Although the contracted services provided by Metro Waste

Authority for residential solid waste and recycling currently outpace the rates charged to residents, a strong fund balance allows for the rates charged to residents to remain steady.

- ◆ In 2013, the City Council approved multi-year adjustments to the City’s sanitary sewer fees and this enterprise fund should be able to meet Wastewater Reclamation Authority (WRA) operating expenses and debt payments associated with conveyance system improvements.
- ◆ Continuing with the City’s preference to be proactive on enterprise fund revenues rather than reactive, the City Council in 2010 approved actions indexing both sanitary sewer capital charges as well as sanitary sewer connection fee district per acre charges. As Council is aware, the stormwater fee district concept was successfully challenged by developers, so until such time as its use is clear, it was not contemplated in the budget documents.
- ◆ The proposed budget reflects the carryover of cash to ensure the FY 17-18 budget maintains prudent general fund balances, which protect financial integrity. General Fund total revenues are projected to be \$68,574,750 and total expenditures will be \$71,588,085. The projected Uncommitted General Fund composite balance on June 30, 2018, (expected balance of \$21,500,753) will be slightly over 34% of annual operating expenditures. This is sufficient for meeting unexpected shortfalls in revenues or demands on future fund resources and remains within the guideline set by members of City Council, who have consistently ratified a desire to maintain a General Fund cash reserve balance over 25%.

### ***Outlook for FY 17-18 and Beyond***

The City’s budgeting philosophy continues to be conservative, so that we ensure that funding is adequate to provide services to residents and protect our long-term viability. A starting point for projections was a desire to deliver comparable levels of service to residents, utilize responsible revenue assumptions, and maintain adequate reserves. In addition, the City Council has indicated that maintaining the current general fund tax rate is an equal priority to maintaining prudent fund balances and providing quality services.

While the general economy in the state and in Central Iowa remains relatively solid, cities in Iowa, including West Des Moines, continue to face several areas of consideration and concern. As we prepared the proposed budget we needed to consider: (1) a possible reduction or elimination of the commercial tax rollback backfill from the state of Iowa, (2) a reduction in future tax revenues related to multi-family residential properties (an area that hits West Des Moines particularly hard due to our large concentration), (3) the recent trend (until this year) of relatively slow growth in taxable development, (4) continued low earnings rates on investments, (5) costs of mandated pension contributions and (6) escalating employee health insurance costs and related requirements.

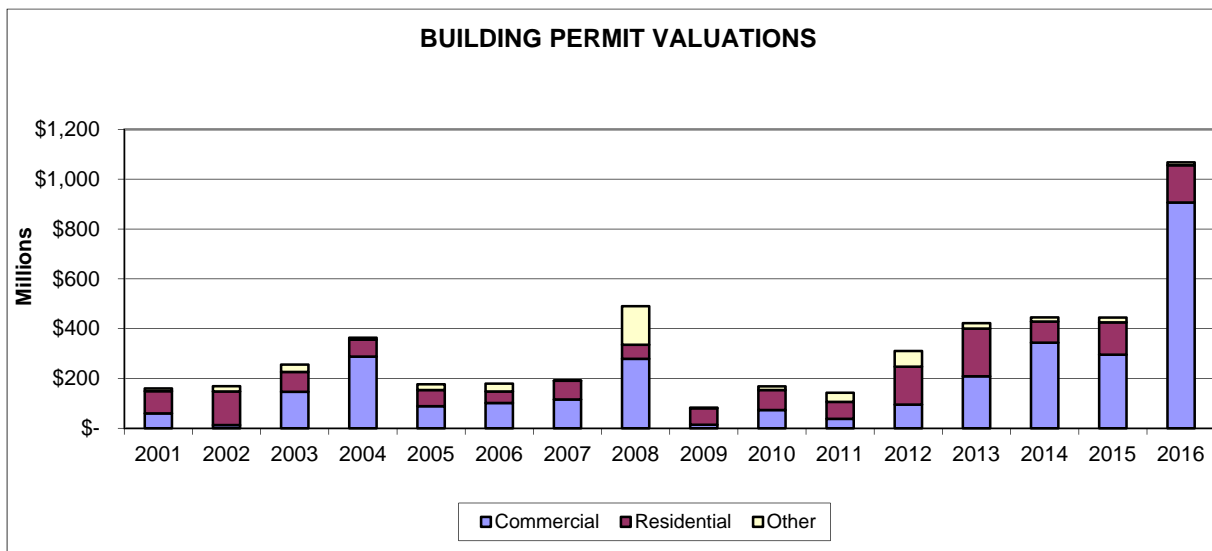
Other important considerations moving forward is legislation and potential modifications to laws concerning Tax Increment Financing. The City will continue to advocate at the state level for alternative revenue sources such as individual jurisdiction referendums on Local Option Sales Tax and Hotel/Motel fees in an attempt to decrease the reliance on property taxes.

Additionally, staff reviewed the FY 18-19 budget at a “macro level” by focusing on key assumptions and projected expenditures as part of a second year financial plan and that analysis is included in the material provided.

### ***Local Economy/Development Activity Highlights***

The City continues to be one of the fastest growing cities in the state of Iowa. A Special Census completed in December 2015 revealed a population of 63,541, which reflected growth of 12% since the last official Census in 2010. This follows on the heels of population growth of 79% from 1990 to 2010. Estimates indicate the City could continue to grow by approximately 1,500-2,000 residents per year.

During calendar year 2016 the City saw remarkable levels of building permit activity (in terms of valuation). While a large portion of the valuation was generated by the Microsoft Alluvion Data Center project, the valuation brought by other substantial commercial, office, retail, multi-family residential, and single-family residential construction should not be overlooked. The total building permit valuation added during 2016 was a historic \$1.07 billion, which obviously broke all previous city records. This also constituted the fourth consecutive year of permits valuation over \$400 million. The development activity is a strong indicator of the continued relative strength of the regional economy. Staff will continue to monitor the economy and make budget recommendations and adjustments as necessary.



### ***BUDGET IN BRIEF***

#### ***Revenues and Taxable Growth***

As discussed above, the City continues to experience significant development. Every two years the various county assessors revalue property across the state. Property valuations were adjusted on January 1, 2016. This date's valuation is used to calculate property tax revenues to be received in FY 17-18, so the growth allowed for taxable valuation to increase by 4.18% for the City. All of this valuation increase will not directly assist the City's general fund, however, as revenues from Microsoft's data center projects will be used to pay for the surrounding infrastructure over the next 10-20 years, a portion of the property tax revenues generated by the Jordan Creek Town Center area and Athene office complex continue to be used similarly, and much of the anticipated future growth will be spoken for through Council-directed rebate programs and TIF-related activity.

The City has a strong tax base in commercial property, including two regional malls and extensive office and medical clinics. Approximately 35% of the properties are taxed commercially, which is a much higher percentage than a typical metro suburb. This has worked to the City’s advantage in the past, but recent reductions to the commercial tax rate by state legislation have slowed revenue growth. The trend will continue into FY 17-18, as the full effect of the legislative changes took effect on July 1, 2016.

Large infrastructure projects in the areas of Mills Civic Parkway and Jordan Creek Parkway, which began over ten years ago, have now seen a significant percentage of developable areas around those corridors filled with retail centers, hotels, restaurants, office, and multi-family residential projects. Other areas are poised for future development such as the areas around Iowa Highway 5 and the Microsoft Alluvion Data Center. More recent infrastructure which could spring future development is the Grand Prairie Parkway Corridor / Interstate 80 interchange which opened for traffic in December 2015. Finally, the City is preparing for growth well into the future with the announcement of a third Microsoft Data Center in Warren and Madison Counties. This center, named Project Osmium, will facilitate the City’s expansion of roadways, including a bridge over the Raccoon River on Grand Prairie Parkway which will open up thousands of acres for development, as well as bringing sewer, water, and fiber to these areas.

For FY 17-18, General Fund operating revenues of \$58,346,772 are projected to increase by 3.78% compared to FY 16-17. Several factors contributed to the increase in property tax revenue especially the increased percentage of the residential roll back from 55.63% to 56.94%. As mentioned previously, the City saw significant residential and commercial development, and also an overall increase to existing property valuations. As a result, the city’s taxable valuation subject to operating levies increased by 3.59%. This helped to reverse a recent change of relatively flat overall valuation. Statewide trends among the larger cities shows mixed results, as some cities saw negligible growth while others accelerated similar to West Des Moines. The results of the ten largest cities is depicted below:

Comparison of Taxable Valuation				
FY 17-18				
Top 10 Cities in Iowa				
City	Population Per 2015 US Census Estimate	Total 2016 Taxable Valuation (\$1000's)	Change in Taxable Valuation from Prior Year	Taxable Valuation Per Capita
Des Moines	210,330	7,711,757	2.39%	36,665
Cedar Rapids	130,405	6,561,331	3.91%	50,315
Davenport	102,582	4,341,716	3.11%	42,324
Sioux City	82,821	2,891,711	1.19%	34,915
Iowa City	74,220	3,542,852	3.55%	47,734
Waterloo	68,460	2,536,316	1.64%	37,048
Ames	65,060	2,733,677	4.51%	42,018
West Des Moines	64,113	4,967,511	4.18%	77,481
Council Bluffs	62,597	2,708,049	1.96%	43,262
Dubuque	58,799	2,762,629	1.23%	46,984

Worth noting in the above table is West Des Moines’ place as the highest ranking city in terms of “Taxable Valuation Per Capita”. Having this status is a significant financial advantage, but it also requires a sizable investment in public safety to protect the relatively valuable property.

Among communities in the Des Moines Metro area, the trend is different, as many of those communities are more reliant on residential growth, which has been very strong in several pockets of the metro. The Des Moines Metro area as a whole has been relatively prosperous and has seen tremendous development and growth in recent years, consistently ranking among the top developing cities in the region and country. Within the metro, older, more established communities saw more limited growth while the outer ring of cities continued to grow the tax base at a very rapid pace as depicted in the following table:

Comparison of Taxable Valuation				
FY 17-18				
Des Metro Communities				
City	Population Per 2015 US Census Estimate	Total 2016 Taxable Valuation (\$1000's)	Change in Taxable Valuation from Prior Year	Taxable Valuation Per Capita
Des Moines	210,330	7,711,757	2.39%	\$ 36,665
West Des Moines	64,113	4,967,511	4.18%	\$ 77,481
Ankeny	56,764	3,120,737	7.57%	\$ 54,977
Urbandale	44,062	2,984,701	4.25%	\$ 67,739
Johnston	20,871	1,476,479	5.93%	\$ 70,743
Waukee	18,990	988,007	17.58%	\$ 52,028
Clive	17,419	1,434,281	3.92%	\$ 82,340
Altoona	16,984	969,370	4.63%	\$ 57,075
Grimes	10,676	693,435	11.18%	\$ 64,953
Norwalk	10,135	456,543	8.66%	\$ 45,046
Pleasant Hill	9,314	583,125	1.74%	\$ 62,607
Windsor Heights	4,889	254,506	2.35%	\$ 52,057

One previously significant general fund revenue source (investment earnings) is projected to remain at a low level for FY 17-18. Interest income is projected to be \$200,000, but interest rates are projected to increase and the City has seen positive results over the past year by bringing an investment management firm on board to manage investment opportunities.

West Des Moines’ taxable valuation per capita of over \$75,000 remains the highest of Iowa’s ten largest cities and second among cities in the Des Moines metro area.

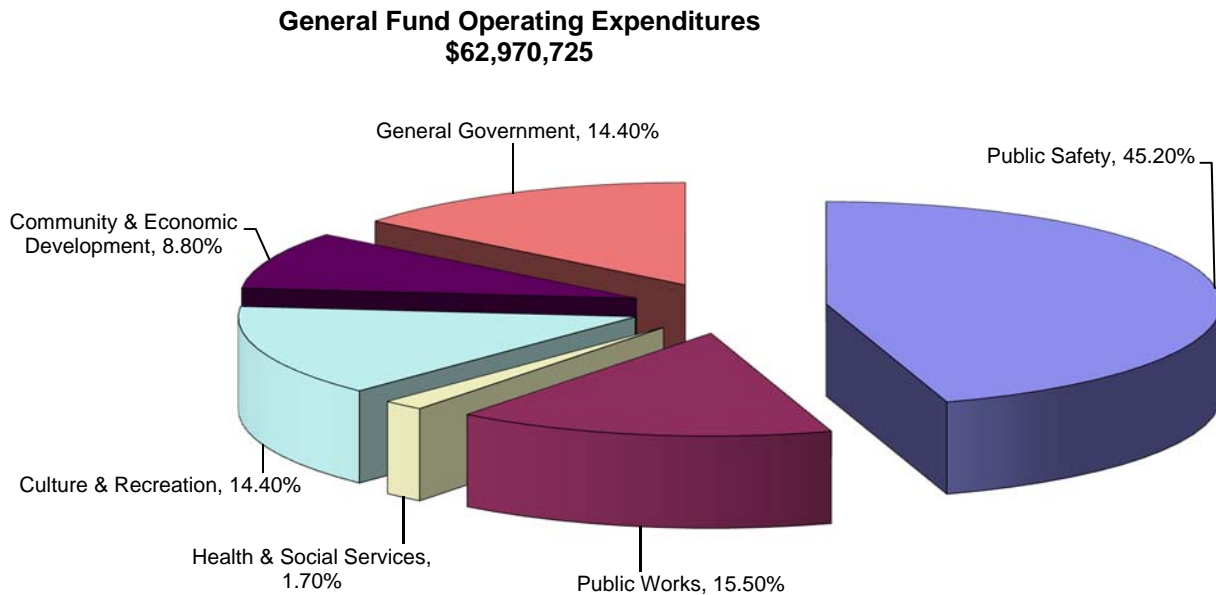
It is important to note that \$488 million in taxable valuation remains included in the City’s Tax Increment Finance (TIF) Districts (up from \$44 million from the previous year, with the increase due to capturing the increment available from the newly constructed Microsoft Alluvion Data Center). This amount equates to \$5,856,000 (estimated) in tax dollars being excluded from potential general fund resources. A large percentage of TIF funds are dedicated to public infrastructure projects such as public safety facilities, bridges, roads and utility systems, with the



balance being used for economic incentive payments to various businesses around the City.

### ***Expenditures***

The City's FY 17-18 General Fund budgeted operating expenditures total \$62,970,725, which represents an increase of \$807,576 (+1.30%) from FY 16-17. The largest percent of expenditures continues to be in the Public Safety program area, which encompassed 45.10% of the General Fund for the fiscal year.



Police and Fire employee pension costs are accounted for outside the General Fund and utilize their own portion of the overall property tax levy for funding. Due to the increases in taxable valuations and the City's desire to keep funding for these contributions level, the tax levy rate for the Police and Fire Pension system reflected a \$0.00344 decrease. In response, other tax levies were increased and it is worth noting that the tax capacity of the General Fund increased as a result.

If the budget is approved as recommended, the City's total number of full time equivalent (FTE) employees will be 429.5. The impact of accelerating personnel costs must be closely evaluated and monitored as there are a number of new position requests that were not included in this budget due to financial constraints. Self-insured healthcare costs are projected to increase by 10%, which is conservative based on historical values for the past few years, but also cognizant of significant claims increases within the past 10-year window.

The FY 17-18 budget reflects a proposed use of operating cash reserves for several "one-time" capital needs related to baseball complex improvements at Holiday Park, expense for a contracted purchase of 142 acres of future parkland in Madison County, and several smaller building projects. When factoring in these expenditures, the strictly "operating" projected FY 17-18 General Fund will reflect a slight excess of expenditures over revenues.

## *Capital Improvement Plan*

Although the City's Capital Improvement Plan is not specifically part of this material and discussion for this workshop, the Plan is intertwined with the Operating Budget, so a discussion of the Plan is critical to provide context and background. This budget cycle staff once again developed project priorities based on previous commitments, anticipated future development, and a commitment to maintain current infrastructure and amenities. Council also provided direction with a continued recommendation to maintain a debt service levy rate of \$1.95/thousand.

The budget shows two basic approaches to funding capital projects: Pay-as-you-go and Pay-as-you-use. Pay-as-you-go means paying for the capital project out of current revenues at the time of expenditure. Pay-as-you-use means borrowing to finance the expenditure with debt service payments being made from revenues generated throughout the useful life of the project. West Des Moines uses a mix of finance approaches to finance capital projects. Capital projects are financed through bonds, reserves, grants, developer contributions, other governmental sources, and fees such as road use taxes.

In addition to infrastructure improvements to developing areas, staff will continue efforts to maintain and improve established neighborhoods. The proposed CIP budget commits substantial resources to resolve stormwater, sanitary sewer, and paving issues, as well as improve existing parks in the community. Efforts to maintain existing city buildings is critical and, while significant dollars have been spent recently at several buildings, others have suffered from deferred maintenance and/or inferior design causing maintenance issues, so continue funding at higher-than-previous levels is planned.

Major projects have been identified and reviewed with the Council through a separate process and previous workshop discussion.

## *Strategic Planning / Quality Improvement Process / Goal Setting*

The Mayor, Council, and staff continued to pursue a number of initiatives to define the direction for the City organization and community. During 2015 the City engaged a multitude of resources to develop "West Des Moines 2036" which challenged the City to find ways to reinvent itself while building on its past successes. The result was a 20-year plan outlining strategies designed to make that result happen. Approximately 40 community and business leaders worked with the Futurist over a period of several months to create the WDM 2036 plan. This plan was discussed, refined, and finalized in 2016.

The group ultimately came up with six strategies to ensure a prosperous future for the City:

- ◆ **Create a Leadership Advisory Board** of city, school and business leaders to work toward common priorities and address challenges.
- ◆ **Explore new forms of revenue**, such as a hotel/motel tax or local option sales tax, to ensure the City's financial viability.
- ◆ **Create a Quality of Life Council** to examine West Des Moines' experiences and

amenities, and attract and retain great businesses, educational facilities, talent, and families.

- ◆ **Become a leader in sustainability.**
- ◆ **Double down on technology** and consider providing high-speed Internet as a public/private utility for all homes.
- ◆ **Diversify the City's economy** to develop, retain and attract the world's best workforce.

Pieces of the City's previous five-year strategic plan, which contain goals and objectives related to service levels and growth plans, were folded into the 2036 plan. In addition, a more internal visioning process by staff resulted in a new 10-year strategic framework which should serve to guide internal growth as well as provide principles for development. Goals, directives, and visions behind these plans provide direction and thus have been woven into this budget on many levels.

In order to improve communications and break down departmental barriers the concept of organizational clusters was introduced several years ago. Four clusters within the City organization have been formed with each of the clusters being comprised of similar departments that are closely related in function and common issues.

- ◆ **Community Enrichment Cluster:** Parks and Recreation, Human Services, and Library
- ◆ **Public Safety Cluster:** Fire, EMS, Police, and WestCom
- ◆ **Public Services Cluster:** Public Services, Development Services, Community and Economic Development, Engineering Services, and Water Works
- ◆ **Support Services Cluster:** City Manager's Office, Finance, City Attorney's Office, Human Resources, City Clerk, and Information Technology Services

Better relationships, synergies, and efficiencies have been established through the increased interactions of the departments. Departments have become more strategic partners as they embrace long-term issues and address strategic planning issues. The organizational clusters are a natural complement to the City's quality process as the City organization continually looks to improve.

### ***Hotel/Motel Revenues***

A 7% Hotel/Motel Tax, first authorized by West Des Moines voters in 1984, is expected to generate \$4,000,000 in the upcoming year. By agreement, money is allocated as follows: 2/7<sup>th</sup> of the funds are directed to the Greater Des Moines Convention and Visitors Bureau (CVB), 2/7<sup>th</sup> is directed to Bravo Greater Des Moines, 2/7<sup>th</sup> (subject to City Council approval) will be used for parks, recreation, and/or tourist activities, and the remaining 1/7<sup>th</sup> will be available for distribution to other City Council-designated entities or for other internal uses. Also, a percentage of City Council-designated discretionary revenues (in excess of total fund revenues of \$2,550,000) continue to be channeled towards the City's public arts program.

## ***Regional Cooperation***

The City continues to support programs that improve the quality of life for all residents of the metro area. Besides direct financial support, the City of West Des Moines contributes to the Des Moines metro area in many ways, including but not limited to:

- ◆ Wastewater Reclamation Authority – regional organization, facility, and systems
- ◆ WestCom Public Safety Center – West Des Moines, Clive, Urbandale, and Norwalk
- ◆ Joint Fire/EMS facility – West Des Moines and Clive
- ◆ WestPet Animal Licensing and Control – West Des Moines, Clive, and Urbandale
- ◆ Police Department remains involved with many metro-wide activities ranging from traffic task forces to narcotic trafficking
- ◆ Metro Home Improvement Program – West Des Moines, Ankeny, Altoona, Clive, Grimes, Johnston, Pleasant Hill, Polk City, Urbandale and Windsor Heights. A multi-jurisdictional housing rehabilitation entity, Metro Home Improvement, a collaborative effort to preserve affordable housing stock
- ◆ Iowa EMS Alliance – private-public partnership with Unity Point Health where the City provides administration and operation of emergency medical services which avoids duplication of services while maintaining high quality care
- ◆ The City has committed \$1,300,000 over a multi-year period to the Iowa Events Center
- ◆ Tomorrow Planning Organization – regional visioning process
- ◆ Capitol Crossroads – regional visioning with a focus on collaboration

## ***Conclusion***

The FY 17-18 budget recommended by the City Manager and staff accomplishes the primary objectives of maintaining services, committing capital funds to maintaining infrastructure, amenities, and city facilities as well as development, while maintaining (and in this case reducing) property tax rates.

In addition, City departments have identified supplemental services and projects which are included in the proposed budget document for review by the Mayor and City Council. The eight proposed new staff positions were carefully scrutinized, vetted, and prioritized from a pool of nearly 16 departmental requests, with only the most essential positions being recommended. The Management Team will continue to assess the staffing in these departments and offer the City Council alternatives to achieve effective staffing levels across the organization.

In order to assure that the City's human and physical infrastructure keeps pace with the City's growth, additional user-fee revenue enhancements, strategic expenditure reductions, and potential restructuring will likely continue. Current service demands and limited revenue growth will necessitate a thorough and on-going review of all aspects of our financial plan.

I must express thanks to members of the City staff for their diligent efforts to develop and operate within budgets that provide continual high quality service to our residents.

I would also like to give two specific notes of thanks. First, to the Finance Department staff for their performance in gathering, analyzing, and presenting information clearly and accurately, and second, to the City's departmental leadership for providing critical feedback, input, financial

projections, and lists of priorities, all needed to formulate the budget. The budget preparation team composed of Deputy City Manager Jamie Letzring, Finance Director Tim Stiles, Budget Analyst Chris Hamlett, and me, worked collaboratively with Department Directors and many other staff members to develop the proposed budget. This would not have been completed without the effort of all those involved.

I would also like to thank the elected officials for your continued support in planning and directing the financial operations of the City in a responsible and progressive manner. The West Des Moines community has benefited greatly from your leadership and commitment.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tom Hadden". The signature is written in a cursive, flowing style.

Tom Hadden  
City Manager