

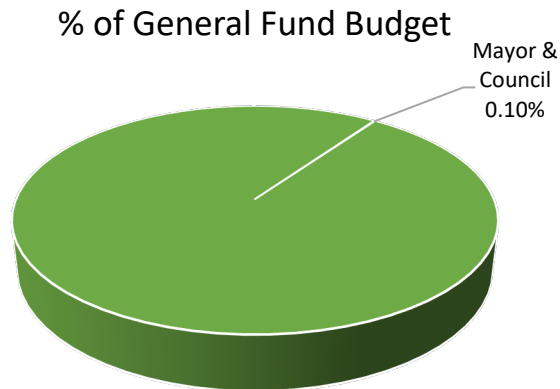


# Support Services

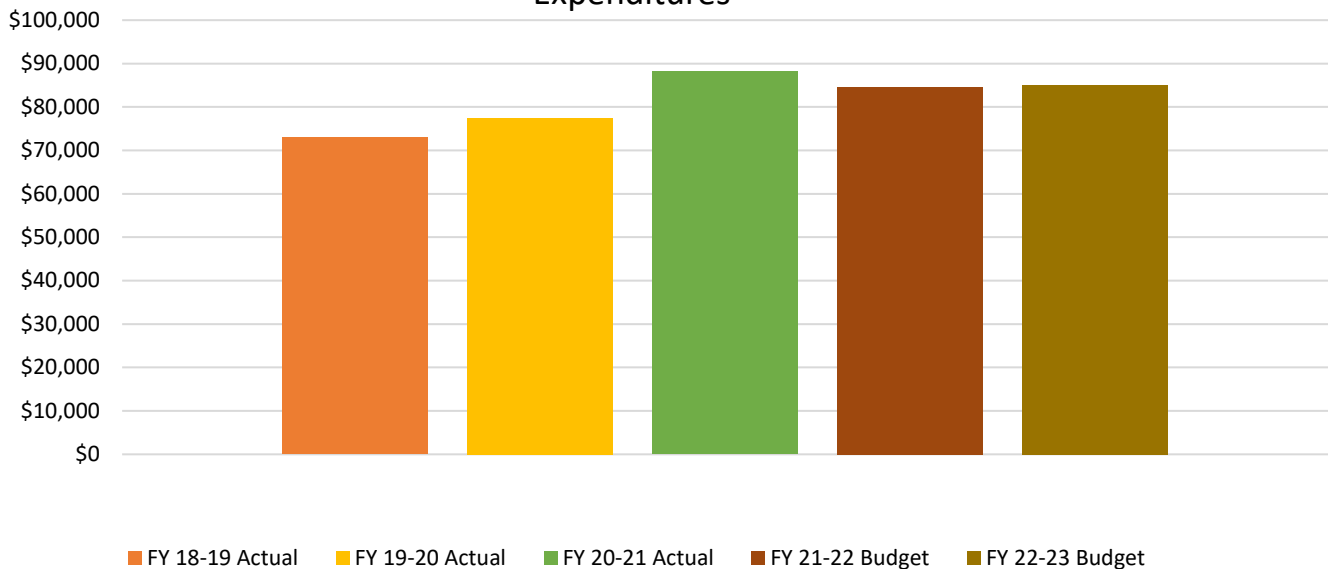
**Mission Statement**

“The mission of the Mayor and Council is to provide policy, direction and guidance to city staff and the community at large.”

**Mayor & Council - Overview**



**Expenditures**



**Overview of Services**

They Mayor and City Council are the legislative and policy-making body for the City of West Des Moines. The Mayor and two council members are elected at large, while the other three are elected by ward. As elected representatives of the citizens, the Mayor and City Council:

- Provide the policy direction and program guidance necessary to direct the community’s economic, social, and physical development
- Enacting ordinances
- Setting property tax rates
- Approving city service levels
- Authorizing the budget
- Participating in community economic development efforts
- The Mayor, with approval of the Council, appoints members of policy-making boards and commissions of the City

<b>City Official</b>	<b>Name</b>	<b>Term Expires</b>
Mayor	Russ Trimble	December 31, 2025
Council Member First Ward	Kevin Trevillyan	December 31, 2025
Council Member Second Ward	Greg Hudson	December 31, 2023
Council Member Third Ward	Doug Loots	December 31, 2025
Council Member At Large	Renee Hardman	December 31, 2025
Council Member At Large	Matthew McKinney	December 31, 2023

**Goals and Objectives**

- Maintain or lower the City tax levy rate
- Retain the highest bond rating from Moody’s (Aaa) and Standard and Poor’s (AAA)

**Performance Measures**

<b>West Des Moines 10 Year Tax Rate History</b>		
<b>Fiscal Year</b>	<b>Tax Rate</b>	<b>Change</b>
FY 2013-14	\$12.05	-
FY 2014-15	\$12.05	-
FY 2015-16	\$12.00	(\$0.05)
FY 2016-17	\$12.00	-
FY 2017-18	\$12.00	-
FY 2018-19	\$11.79	(\$0.21)
FY 2019-20	\$10.99	(\$0.80)
FY 2020-21	\$10.99	-
FY 2021-22	\$10.95	(\$0.04)
FY 2022-23	\$10.95	-

<b>West Des Moines Recent Bond Ratings</b>						
	Nov. 2018	May 2019	July 2019	July 2020	Nov 2020	Aug 2021
<b>Ratings Agency</b>	Moody's	S&P	S&P	Moody's	Moody's	S&P
<b>Bond Rating</b>	Aaa	<u>AAA</u>	AAA	Aaa	Aaa	AAA

***You might find this interesting:***

On January 1, 1938, the city then known as Valley Junction adopted the new name of West Des Moines. The decline of the railroad industry and the Great Depression convinced community leaders that a new name would help spur progress and give the city a suburban image.

**MAYOR & COUNCIL**

**FINANCIAL SUMMARY**

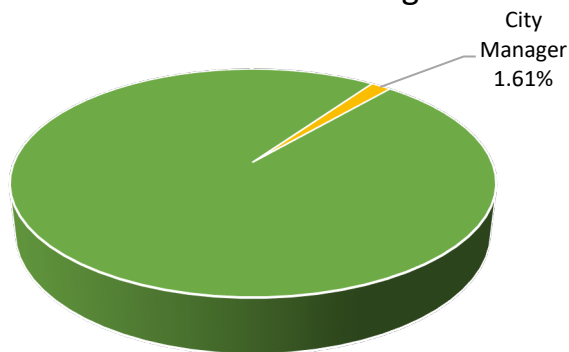
	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ -	\$ -	\$ -	\$ -	\$ -	-
Part-Time Employees	59,185	59,162	59,455	59,455	-	-
Contract Help	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Other Pay	-	-	-	-	-	-
Insurance Benefits	-	-	-	-	-	-
Retirement Contributions	5,696	5,477	5,724	6,182	458	8.00%
<b>Total Personal Expenses</b>	<b>\$ 64,881</b>	<b>\$ 64,639</b>	<b>\$ 65,179</b>	<b>\$ 65,637</b>	<b>\$ 458</b>	<b>0.70%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 451	\$ -	\$ 6,450	\$ 6,450	\$ -	-
Maintenance	-	-	-	-	-	-
Supplies	12,105	23,534	13,000	13,000	-	-
Contractual Services	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 12,556</b>	<b>\$ 23,534</b>	<b>\$ 19,450</b>	<b>\$ 19,450</b>	<b>\$ -</b>	<b>-</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 77,437</b>	<b>\$ 88,173</b>	<b>\$ 84,629</b>	<b>\$ 85,087</b>	<b>\$ 458</b>	<b>0.54%</b>

**Mission Statement**

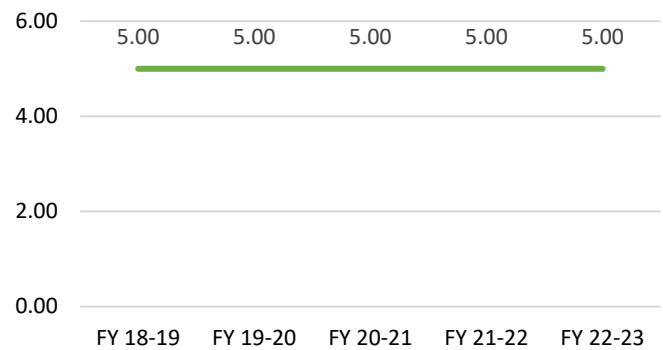
“The mission of the City Manager’s Office is to provide quality support and assistance to the Mayor and City Council, other city departments, and citizens of West Des Moines”

**City Manager - Overview**

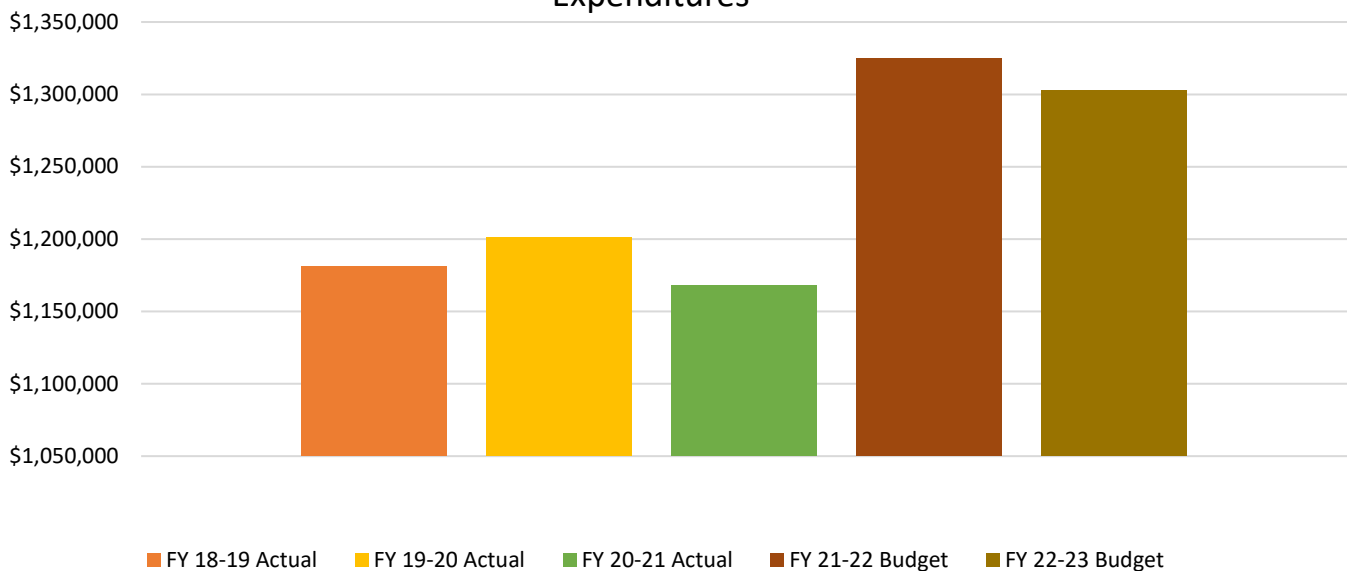
**% of General Fund Budget**



**Full-time Equivalent Positions**



**Expenditures**



**Overview of Services**

The City Manager’s office is the nerve center of the City. We are in direct contact with our elected officials, department directors, citizens, developers, etc. We are proud of the fact that we facilitate a tremendous amount of activity for the City by supporting the departments in whatever ways possible to keep projects, new and planned, moving forward. We respond to the elected officials and provide information and solutions for our constituents. Excellent customer service is always a priority in responding quickly to allow Mayor & Council to get back with their respective constituents. We are solution and customer based which is part of the strategic plan to keep West Des Moines one of the best communities in the country.

It is the responsibility of the City Manager’s Office to provide the overall direction for the City organization in accordance with policies established by the City Council. Other responsibilities include:

- Assure that the City operations are conducted economically, efficiently, and effectively
- Address Council and citizens’ concerns
- Develop recommendations to the City Council for changes in programs, operations, and policies
- Presents, reviews, and monitors the annual operating budget
- Staff a number of City boards and commissions ranging from external public advisory bodies to internal employee committees
- Represent the City as a member of the union contract negotiating team
- Work with the City Council on community development issues and with metro area entities and agencies on joint concerns

**Goals and Objectives**

- Implement ongoing methods for public outreach/engagement/communications, including a welcoming, livable environment for all persons, incorporating technology access and address cultural/language barriers within this plan
- Improved council and staff communications, including an understanding of human/technical/financial resource needs to deliver effective services as the City continues to grow and expand

**Performance Measures**

<b>2020 Community Survey</b>	
<b>Category of Service</b>	<b>2020 Results</b>
<b>Overall Quality of Life in the City</b>	92% Satisfaction
<b>Overall Feeling of Safety in the City</b>	93% Satisfaction
<b>Overall Image of the City</b>	90% Satisfaction
<b>Overall Quality of Services Provided by the City</b>	90% Satisfaction

***You might find this interesting:***

There were approximately 35,950 copies of the West Des Moines magazine Winter/Spring Issue #56 printed and mailed to residents of West Des Moines.

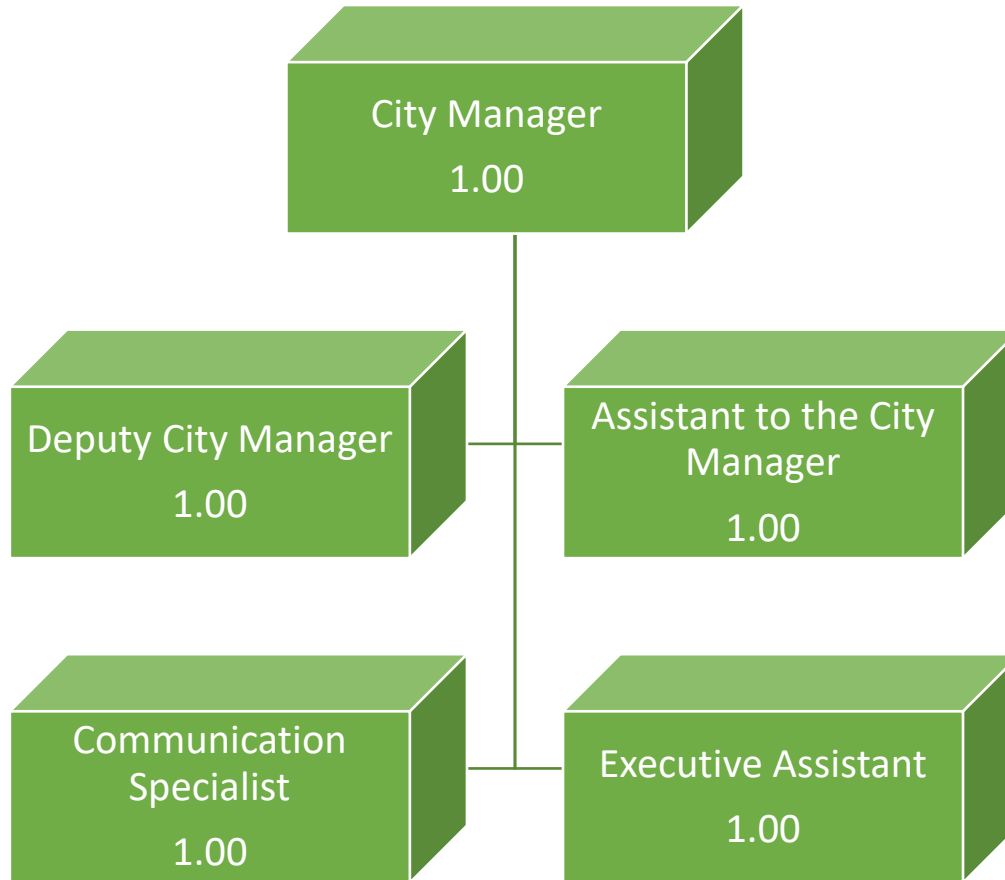
**CITY MANAGER**

**FINANCIAL SUMMARY**

	<b>Actual 2019-20</b>	<b>Actual 2020-21</b>	<b>Revised 2021-22</b>	<b>Budget FY 2022-23</b>	<b>Increase (Decrease)</b>	<b>% Increase (Decrease)</b>
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	12,500	11,800	12,000	12,000	-	-
<b>Total Operating Revenue</b>	<b>\$ 12,500</b>	<b>\$ 11,800</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 617,879	\$ 639,001	\$ 652,755	\$ 669,100	\$ 16,345	2.50%
Part-Time Employees	1,492	-	5,000	5,000	-	-
Contract Help	-	-	-	-	-	-
Overtime	456	3,939	1,500	1,500	-	-
Other Pay	8,714	9,922	10,510	9,560	(950)	-9.04%
Insurance Benefits	55,941	52,324	64,330	53,860	(10,470)	-16.28%
Retirement Contributions	127,820	134,641	147,853	154,135	6,282	4.25%
<b>Total Personal Expenses</b>	<b>\$ 812,302</b>	<b>\$ 839,827</b>	<b>\$ 881,948</b>	<b>\$ 893,155</b>	<b>\$ 11,207</b>	<b>1.27%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 87,633	\$ 37,516	\$ 80,458	\$ 77,500	\$ (2,958)	-3.68%
Maintenance	-	-	-	-	-	-
Supplies	27,624	10,135	27,600	26,600	(1,000)	-3.62%
Contractual Services	271,584	273,671	334,662	305,392	(29,270)	-8.75%
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 386,841</b>	<b>\$ 321,322</b>	<b>\$ 442,720</b>	<b>\$ 409,492</b>	<b>\$ (33,228)</b>	<b>-7.51%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	1,981	6,916	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,981</b>	<b>\$ 6,916</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 1,201,124</b>	<b>\$ 1,168,065</b>	<b>\$ 1,324,668</b>	<b>\$ 1,302,647</b>	<b>\$ (22,021)</b>	<b>-1.66%</b>



	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Change From 2021-22</b>
<b><u>Full-time Employees</u></b>					
City Manager	1.00	1.00	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00	1.00	-
Assistant to the City Manager	1.00	1.00	1.00	1.00	-
Communication Specialist	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
<b>Total Full-time Employees</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

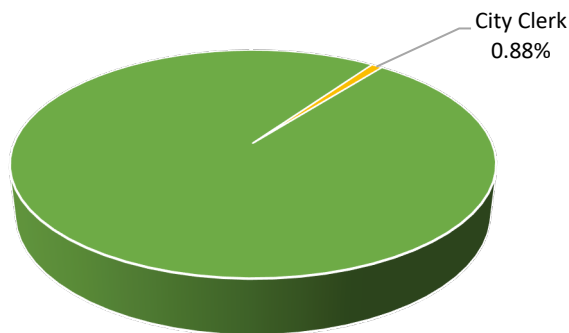


**Mission Statement**

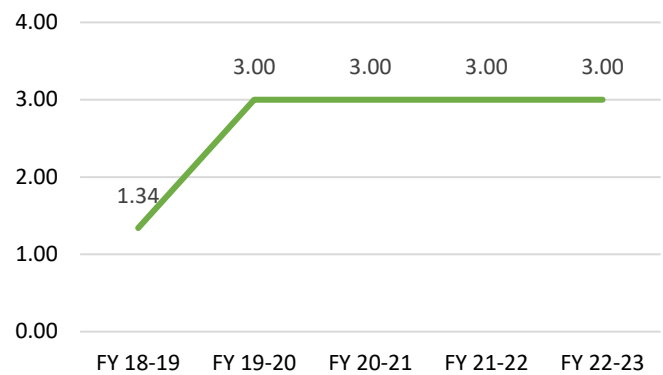
“The mission of the City Clerk’s office is to provide quality support and assistance to the Mayor and City Council, other city departments, and citizens of West Des Moines”

**City Clerk - Overview**

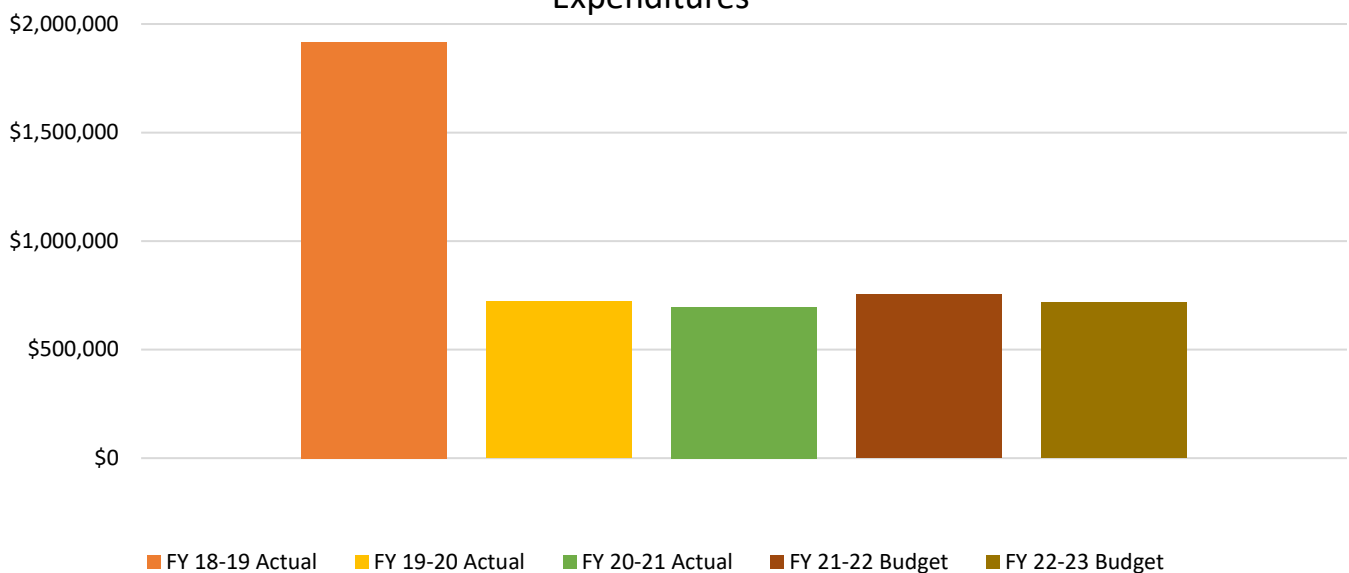
**% of General Fund Budget**



**Full-time Equivalent Positions**



**Expenditures**



**Overview of Services**

The role of the City Clerk’s office is to provide the City Council with efficient and effective administrative assistance, coordinating the legislative process to allow the City Council to meet and support the needs of the citizens of West Des Moines. These services include:

- Prepare city council meeting agendas and packets
- Record city council minutes
- Performs dissemination of council materials after each meeting
- Prepare legal notices for publication
- Serve as custodian of official records (resolutions, ordinances, agreements, etc.)
- Fulfill public records (Freedom of Information Act) requests
- Process licenses and permits (alcohol, tobacco, special events, sound, food truck, etc.)
- Serves as the liaison with the county election officials during municipal elections

**Goals and Objectives**

- Continue to provide valuable administrative support to all other City departments
- Fulfill all responsibilities in a timely fashion
- Ensure all legal requirements are met

**Performance Measures**

Number of Council Items (“pinkies”) processed in FY 2020-21: 1,056 (858 in FY 2019-20)

Permits Issued	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Alcohol</b>	236	244	253	224	222
<b>Tobacco</b>	51	51	55	56	55
<b>Block Party</b>	8	8	7	4	5
<b>Sound</b>	98	82	71	28	40
<b>Special Event</b>	45	37	31	21	23
<b>Mobile Vendor</b>	17	24	18	10	25
<b>Multi-Vendor</b>	4	3	4	3	1
<b>Massage Therapy</b>	NA	13	15	9	13

**Accomplishments**

Staff has attended training opportunities, such as the Municipal Professionals Institute and Academy, to gain continuing education on the best practices for City Clerks in Iowa. Deputy City Clerk Julius Arrington is on pace to achieve certification as a Certified Municipal Clerk (CMC) in 2023.

Updated the wards and precincts maps following the 2020 census.

**Future Opportunities**

Development of records center in SharePoint

**Upcoming Challenges**

As the City continues to grow, the workload on the City Clerk's office is expected to increase (number of council items, number of agreements and other records, and the number of licenses/permits).

**Significant Information**

There are no scheduled city elections for November of 2022.

The City Clerk has been allocated \$45,000 for the purchase of a moveable shelving system for the City records stored in the City Hall vault. The shelving system would more than double the storage capacity of the vault. As a growing city, our collection of records is continuously growing at a rapid pace and will reach capacity in one to two years. Without the shelving system records would need to be stored in multiple locations, which could make retrieval more challenging and time-consuming.

***You might find this interesting:***

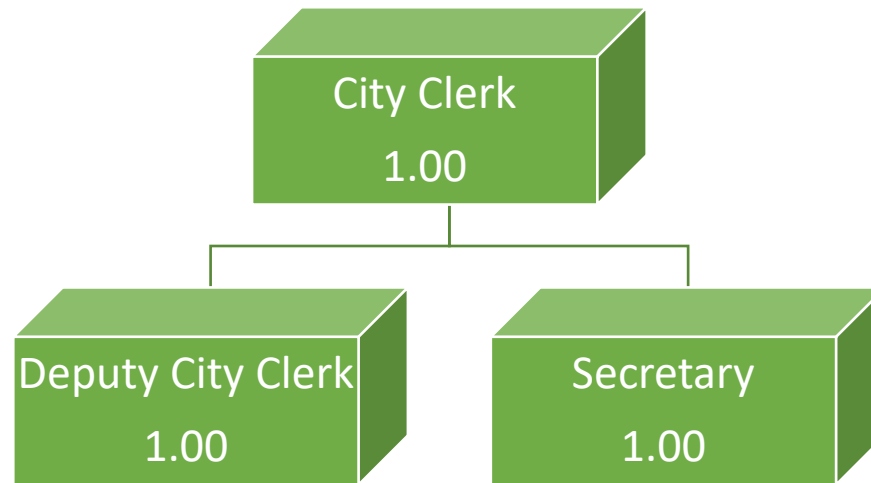
During Fiscal Year 2020-21 the total time spent in City Council meetings, including workshops, was 50 hours and 4 minutes (up from 26 hours and 16 minutes in FY 2019-20).

# CITY CLERK

# FINANCIAL SUMMARY

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	134,933	102,314	135,000	140,000	5,000	3.7%
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 134,933</b>	<b>\$ 102,314</b>	<b>\$ 135,000</b>	<b>\$ 140,000</b>	<b>\$ 5,000</b>	<b>3.70%</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 139,491	\$ 183,581	\$ 190,000	\$ 197,000	\$ 7,000	3.68%
Part-Time Employees	-	-	-	-	-	-
Contract Help	-	-	-	-	-	-
Overtime	6,566	2,795	7,000	5,000	(2,000)	-
Other Pay	350	700	900	900	-	-
Insurance Benefits	31,776	45,798	50,072	52,866	2,794	5.58%
Retirement Contributions	24,810	32,413	35,122	35,976	854	2.43%
<b>Total Personal Expenses</b>	<b>\$ 202,993</b>	<b>\$ 265,287</b>	<b>\$ 283,094</b>	<b>\$ 291,742</b>	<b>\$ 8,648</b>	<b>3.05%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 2,048	\$ 1,567	\$ 4,460	\$ 4,840	\$ 380	8.52%
Maintenance	137,955	133,796	164,960	158,000	(6,960)	-4.22%
Supplies	65,957	78,991	78,600	86,900	8,300	10.56%
Contractual Services	173,552	106,055	122,420	20,480	(101,940)	-83.27%
Utilities	94,216	98,034	89,450	96,558	7,108	7.95%
<b>Total Supplies &amp; Services</b>	<b>\$ 473,728</b>	<b>\$ 418,443</b>	<b>\$ 459,890</b>	<b>\$ 366,778</b>	<b>\$ (93,112)</b>	<b>-20.25%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ 13,393	\$ 11,719	\$ 6,161	\$ 12,202	\$ 6,041	98.05%
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	1,811	-	-	-	-	-
Miscellaneous Equipment	31,444	-	5,000	47,000	42,000	840.00%
<b>Total Capital Outlay</b>	<b>\$ 46,648</b>	<b>\$ 11,719</b>	<b>\$ 11,161</b>	<b>\$ 59,202</b>	<b>\$ 48,041</b>	<b>430.44%</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 723,369</b>	<b>\$ 695,449</b>	<b>\$ 754,145</b>	<b>\$ 717,722</b>	<b>\$ (36,423)</b>	<b>-4.83%</b>

	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Change From 2021-22</b>
<b><u>Full-time Employees</u></b>					
City Clerk	1.00	1.00	1.00	1.00	-
Deputy City Clerk	1.00	1.00	1.00	1.00	-
Secretary	1.00	1.00	1.00	1.00	-
<b>Total Full-time Employees</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>



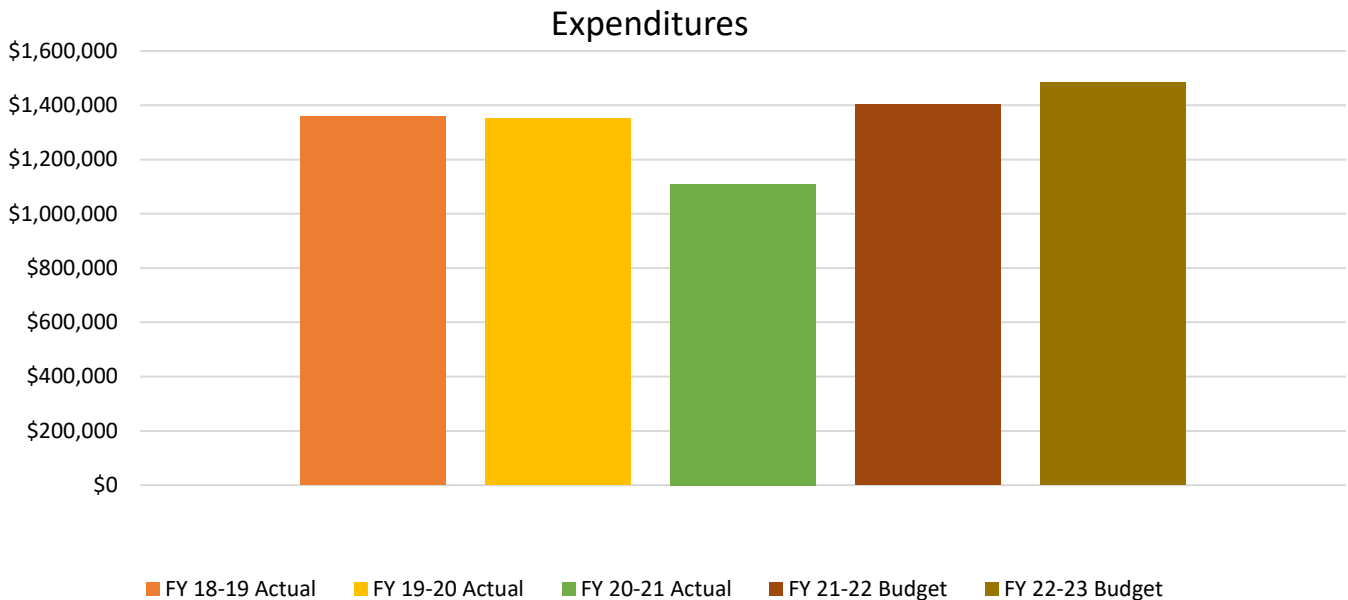
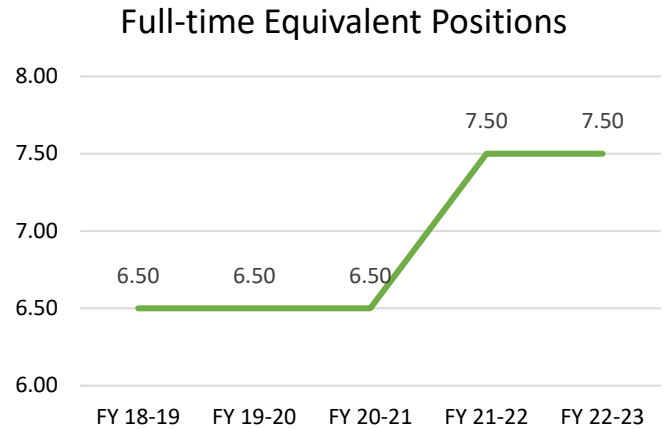
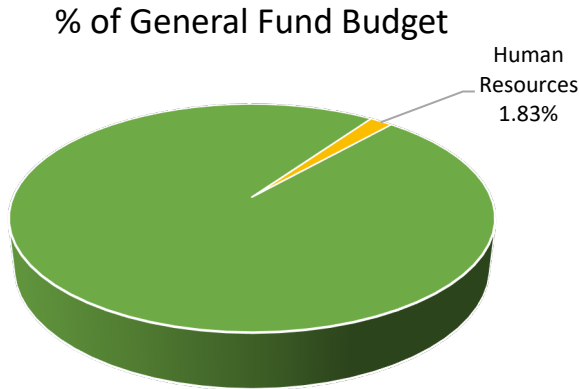


**Mission Statement**

**Embracing Our Differences Makes Us Stronger**

“The Human Resources Team, with respect, concern, and an advocate of fair and equitable treatments, is committed to providing the highest quality service to the applicants, employees and managers we serve, by developing and implementing policies, programs, and services to attract, retain, and motivate a highly qualified, diverse, and competent work force.”

**Human Resources - Overview**



**Overview of Services**

Human Resources provides a wide range of services to promote the City departments' workforce and work environment. These services include:

- Recruiting, selecting, testing, and hiring the City's workforce
- Implementing the city's compensation and benefits systems (which includes position descriptions, job evaluation structure, performance management systems, salary/benefit surveys, benefit enrollment, award programs, etc.)
- Implementing the City's Safety and Wellness programs, including the management of workers compensation
- Oversight of employee/labor relations (which includes support of equal opportunities initiatives, union negotiations, appeals process, development of Human Resources policies and procedures, etc.)
- Planning and directing City-wide training and development programs

**Goals and Objectives**

The City of West Des Moines Human Resources Team is committed to:

- Valuing and supporting the visible and invisible qualities that make a person who they are, and encouraging individuals to be their authentic self
- Encouraging, recognizing, supporting, and celebrating the diverse voices of our employees and applicants
- Continuing to educate ourselves and those around us on diversity, equality, and inclusion topics in order to be allies and advocates for marginalized employees and applicants
- Acknowledging and addressing any inequalities within our policies, systems, programs and/or services, and to enhancing opportunities for marginalized individuals

**Performance Measures**

	2018	2019	2020	2021
<b>Municipal Equality Index Score</b>	93	95	99	100

**Accomplishments****Benefits**

- Implemented a Parental Leave policy, giving paid time off to any full-time employee that welcomes a child into their home.
- Extension of the Family First Coronavirus Act (FFCRA) paid leave to all employees, to allow paid time to get vaccinated, quarantine, recuperate from illness caused by COVID or to address day care concerns relating to the pandemic.
- Preparation for compliance with the "Path Out of the Pandemic" into CY2022.

**Employee Relations**

- Provided summaries via PowerPoint on results of the Employee Survey to each department and the City Manager's Office.

Training & Development

- Designed and rolled out annual FMLA training for all supervisors through HR Classroom (an on-line, just-in-time training program).
- Designed and rolled out training for on-line Kronos Performance Review module to the entire City.
- Redesigned and rolled out Performance Management Training for new Supervisors.

DEI

- Increased score of the Municipal Equality Index (MEI) through the Human Rights Campaign from 99 points to the maximum allowed: 100 points. (It is anticipated that this will be passed on to the new DEI Director to report from this point forward.)

Wellness

- Lunch hour Webinars from NAMI on various mental health topics.
- Lunch hour presentation on Estate Planning.

Recruitments

YEAR	FULL TIME	PART TIME	PROMOTIONS	SEASONAL/TEMP/INT	TOTAL
2021**	44	5	26	207	282
2020*	46	6	27	50	129
2019	46	9	15	166	236

\*-COVID impact, particularly impacted summer hires

\*\*-Opening of the RecPlex

Turnover Rates

Year	Full Time Only	Full and Part Time	Retirements
FY20/21	6.3%	8.7%	14
FY19/20	6.6%	8.7%	8
FY18/19	4.7%	7.1%	9
FY17/18	5.3%	8.2%	8

Current Generations of Employees

Full Time			All Others (PT, INT)		
Generation	Count	Percent	Generation	Count	Percent
Gen Z, iGen, or Centennials	27	6%	Gen Z, iGen, or Centennials	84	40%
Millennials or Gen Y	246	53%	Millennials or Gen Y	52	25%
Generation X	132	28%	Generation X	31	15%
Baby Boomers	62	13%	Baby Boomers	41	20%

**Significant Information**

The Human Resources department has been allocated funding for the following items:

- \$55,000 for an employee salary survey
- \$20,000 for training for supervisors
- \$10,000 for true up of Affordable Care Act processing and miscellaneous salary determinations
- \$5,700 increase for the Employee Assistance Program
- \$2,000 increase to the safety program
- \$2,000 increase for employee recognition events

# HUMAN RESOURCES

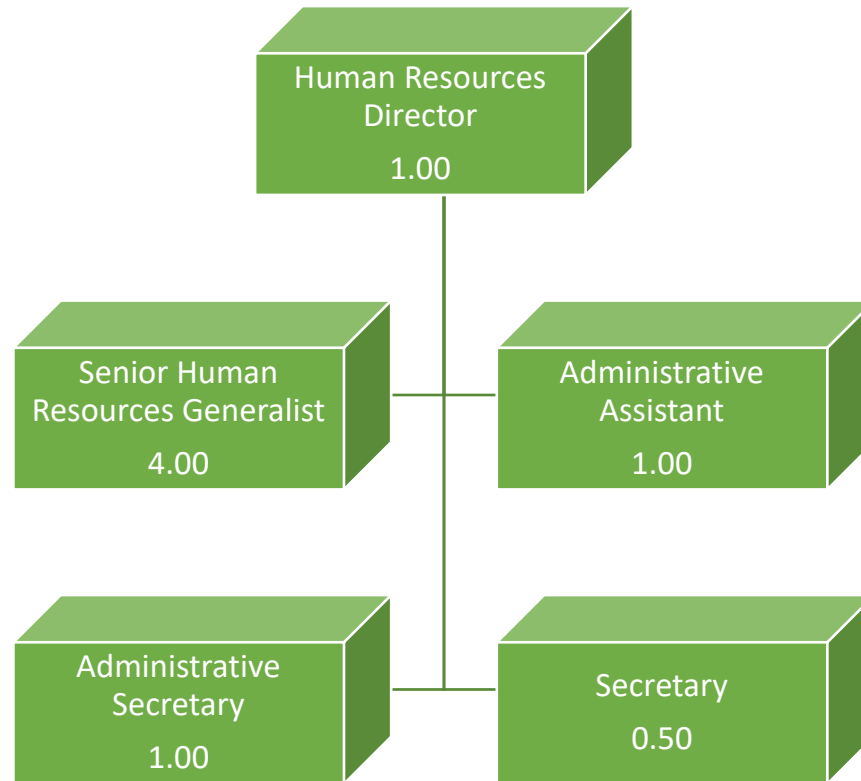
# FINANCIAL SUMMARY

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 516,317	\$ 565,971	\$ 673,000	\$ 698,000	\$ 25,000	3.71%
Part-Time Employees	28,100	34,240	35,000	36,000	1,000	2.86%
Contract Help	-	-	-	-	-	-
Overtime	-	1,312	1,000	1,500	500	50.00%
Other Pay	2,790	2,890	2,890	3,790	900	31.14%
Insurance Benefits	76,169	85,034	119,547	104,938	(14,609)	-12.22%
Retirement Contributions	94,306	104,450	125,034	130,806	5,772	4.62%
<b>Total Personal Expenses</b>	<b>\$ 717,682</b>	<b>\$ 793,897</b>	<b>\$ 956,471</b>	<b>\$ 975,034</b>	<b>\$ 18,563</b>	<b>1.94%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 79,054	\$ 68,206	\$ 184,800	\$ 194,800	\$ 10,000	5.41%
Maintenance	-	-	-	-	-	-
Supplies	84,549	96,153	172,450	158,420	(14,030)	-8.14%
Contractual Services	449,944	159,854	87,924	156,480	68,556	77.97%
Utilities	-	-	400	-	(400)	-100.00%
<b>Total Supplies &amp; Services</b>	<b>\$ 613,547</b>	<b>\$ 324,213</b>	<b>\$ 445,574</b>	<b>\$ 509,700</b>	<b>\$ 64,126</b>	<b>14.39%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	20,475	(11,505)	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	312	-	-	-	-
Miscellaneous Equipment	-	3,294	9,960	-	(9,960)	-100.00%
<b>Total Capital Outlay</b>	<b>\$ 20,475</b>	<b>\$ (7,899)</b>	<b>\$ 9,960</b>	<b>\$ -</b>	<b>\$ (9,960)</b>	<b>-100.00%</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 1,351,704</b>	<b>\$ 1,110,211</b>	<b>\$ 1,412,005</b>	<b>\$ 1,484,734</b>	<b>\$ 72,729</b>	<b>5.15%</b>

# HUMAN RESOURCES

# PERSONNEL SUMMARY

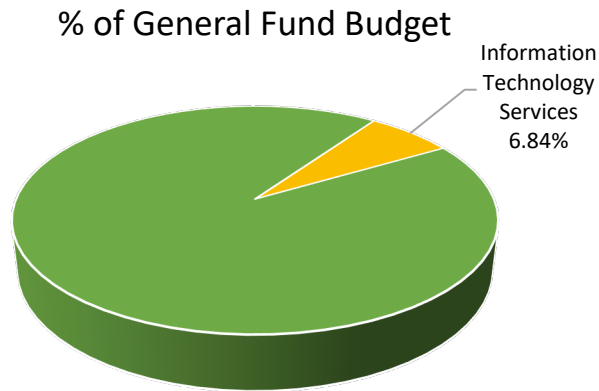
	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23	Change From 2021-22
<b><u>Full-time Employees</u></b>					
Human Resources Director	1.00	1.00	1.00	1.00	-
Senior Human Resources Generalist	3.00	3.00	4.00	4.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	-
Administrative Secretary	1.00	1.00	1.00	1.00	-
<b>Total Full-time Employees</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<b><u>Part-time Employees</u></b>					
Secretary	0.50	0.50	0.50	0.50	-
<b>Total Part-time Employees</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>6.50</b>	<b>6.50</b>	<b>7.50</b>	<b>7.50</b>	<b>-</b>



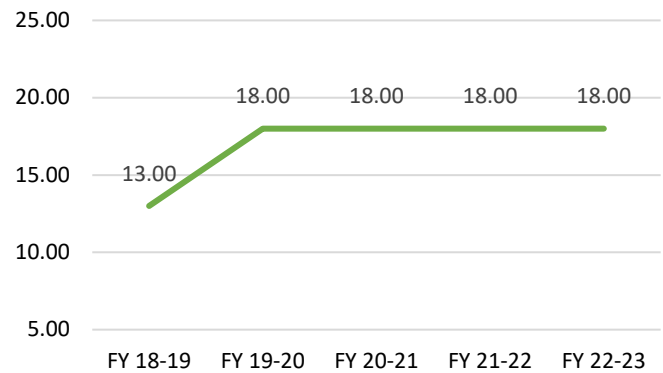
**Mission Statement**

“The Information Technology Services mission is to maximize the value we provide to the City through technology enablement and service both internally to the City and externally to the residents by differentiating ourselves as a public services technology leader in process efficiencies, technology, security, risk mitigation and aiding in the support of creative, cutting edge residential solutions.”

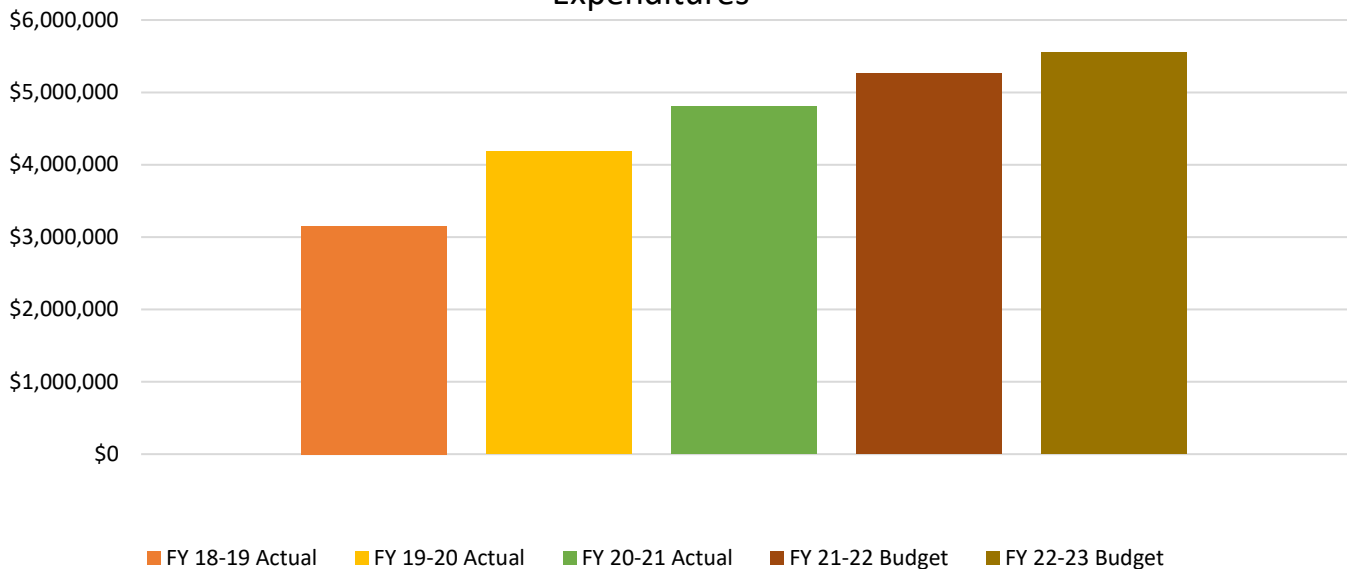
**Information Technology Services - Overview**



**Full-time Equivalent Positions**



**Expenditures**





**Overview of Services**

The Information Technology Services department is responsible to research, implement, manage, and maintain all technology services for the City through three divisions: Enterprise Applications, Geographic Information Systems and Information Technology Operations. Services include:

- Supporting computer systems for approximately 680 end users, which collectively utilize 175 iPads, 350 desktop PCs and 300 laptops.
- Managing key infrastructure such as networks, servers, storage, and physical security.
- Managing communication and telephony systems.
- Support and management of about 75 enterprise applications, including the underlying data for applications such as Office 365, SharePoint, land management, human resources software, financial software, and records management.
- GIS systems and related data in support of about 450 layers.
- Support for all Westcom Dispatch technology.

**Goals and Objectives**

To support key comprehensive initiatives such as fiber strategy planning, 5G, mobile solutions, and smart city projects.

To maximize our security and efficiencies, we will ensure our technology infrastructure and applications are kept current, which will help facilitate ensuring security vulnerabilities are minimized and key services remain best in class.

IT will continue to focus heavily on continual process improvements best practices and the corresponding culture, which will help promote WDM efficiencies, increase service levels, lower costs, and support deployment of valuable solutions.

**Performance Measures**

	2018	2019	2020	2021
<b># of Annual Service Requests</b>	1,145	2,224	3596	About 3,700

<b>Percentage of Help Desk Tickets Closed Within X Days</b>			
<b>Year</b>	<b>% closed within 1 day</b>	<b>% closed within 2 days</b>	<b>% closed within 5 days</b>
<b>2019</b>	34%	44%	56%
<b>2020</b>	40%	48%	59%
<b>2021</b>	50%	58%	71%

**Accomplishments**

- Moved all West Des Moines facilities and team members from outdated, unsecure badges and badge readers, to encrypted badges, which are far more secure.
- Decommissioned all 2008 legacy servers, which were one of the largest security vulnerabilities.
- Deployed multifactor authentication for all 680+ WDM team members.
- Established automated fail over if primary internet connection goes down.

- Updated WDM fleet vehicles to be on a new technology called ACM, which is more secure and allows police cars to upload video real-time, versus needing to be at the police station.
- About 150 WDM iPads are now being managed by IT and previously were not.
- Upgraded the WDM fiber ring from 1gb to 10gb for about \$2,000.
- Connected Windsor Heights to Westcom and migrated related location data.
- Reduction of Cisco support contract to save \$70k annually and decommissioning of RADIX in early 2022 to save \$96k annually.

**Future Opportunities**

- Implementation of EnerGov Citizen Self Service software, which will allow customers of Development Services to process permits and payment on-line.
- Redeploying the CAD (Computer Aided Dispatch) Westcom uses for dispatching.
- Implementation of a Westcom fiber strategy and redundant connections for connecting the other 5 Westcom cities to Westcom.
- There are opportunities to further increase response times for service requests and continue to leverage technologies to deliver process improvements throughout the city.

**Upcoming Challenges**

- There continues to be a rapidly changing IT landscape that requires more specialized staff with knowledge of security and the capabilities to support an ever-growing level of complexity.
- IT and city staff require fast adaptation and nimbleness, which can sometimes be challenging, such as adoption of new security-aware mindsets.
- Surprise projects and unplanned work continue to be a challenge to deliver while keeping high service levels intact.
- Balancing high priority IT security and maintenance initiatives with several IT resource intensive construction projects.

**Significant Information**

The Information Technology Services department has been allocated \$250,000 for replacement of about 20% of city computers.

***You might find this interesting:***

The City of West Des Moines Information Technology Services Department has grown from a staff of 3 employees in the year 2000 to 18 employees in 2021, a 500% increase.

# INFORMATION TECHNOLOGY SERVICES

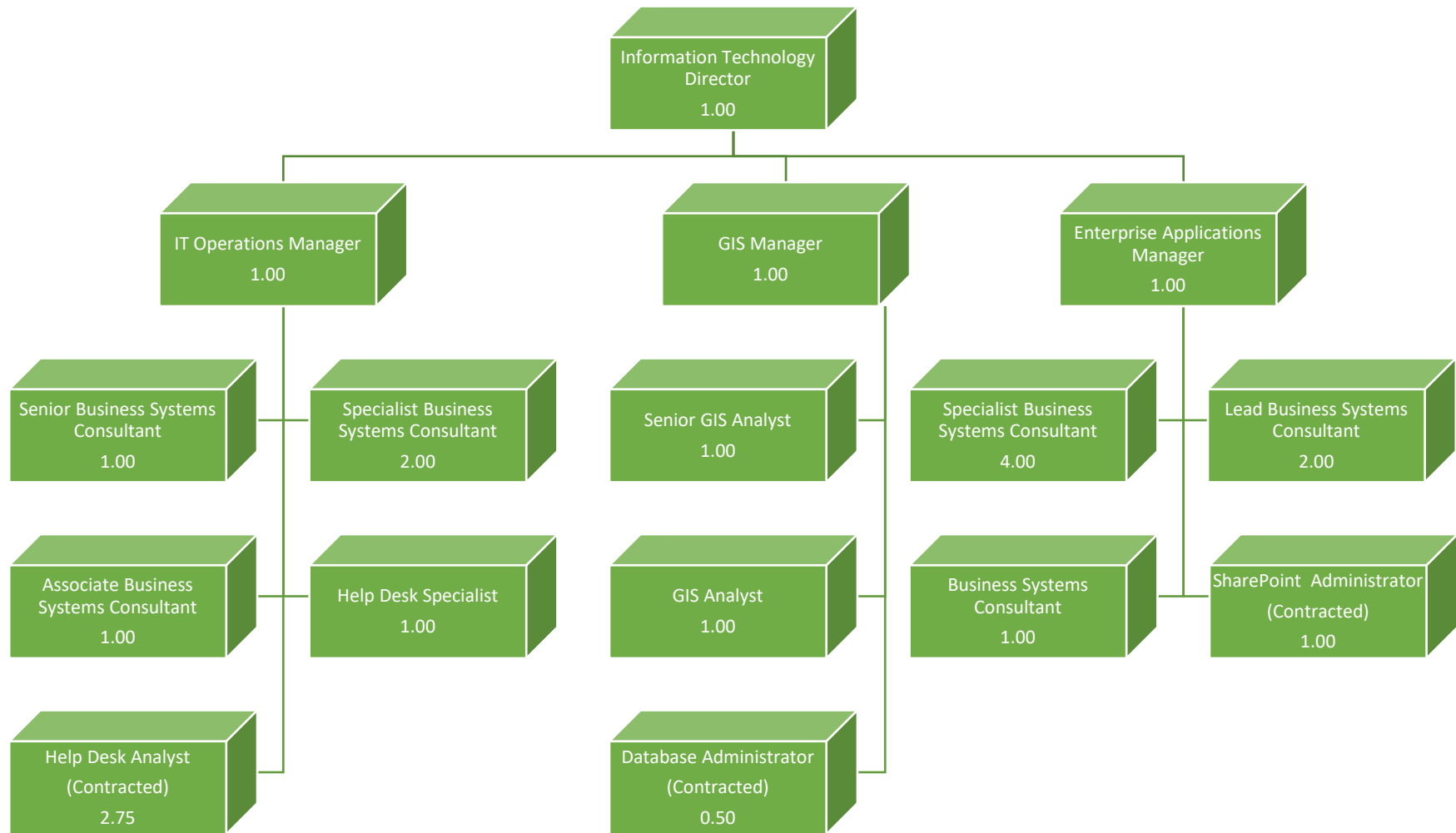
# FINANCIAL SUMMARY

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	253,471	251,757	225,000	269,638	44,638	19.84%
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 253,471</b>	<b>\$ 251,757</b>	<b>\$ 225,000</b>	<b>\$ 269,638</b>	<b>\$ 44,638</b>	<b>19.84%</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 1,214,830	\$ 1,669,527	\$ 1,888,300	\$ 1,972,900	\$ 84,600	4.48%
Part-Time Employees	-	-	-	-	-	-
Contract Help	550,955	693,231	605,000	637,600	32,600	5.39%
Overtime	13,415	8,677	5,000	12,000	7,000	140.00%
Other Pay	10,910	124,502	17,580	18,420	840	4.78%
Insurance Benefits	157,207	228,813	299,242	312,416	13,174	4.40%
Retirement Contributions	214,253	298,567	351,550	361,625	10,075	2.87%
<b>Total Personal Expenses</b>	<b>\$ 2,161,570</b>	<b>\$ 3,023,317</b>	<b>\$ 3,166,672</b>	<b>\$ 3,314,961</b>	<b>\$ 148,289</b>	<b>4.68%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 17,208	\$ 37,139	\$ 71,000	\$ 57,000	\$ (14,000)	-19.72%
Maintenance	8,313	7,875	5,000	3,500	(1,500)	-30.00%
Supplies	12,492	10,749	12,850	5,950	(6,900)	-53.70%
Contractual Services	1,248,861	1,115,524	1,712,370	1,857,995	145,625	8.50%
Utilities	31,551	31,930	31,080	32,880	1,800	5.79%
<b>Total Supplies &amp; Services</b>	<b>\$ 1,318,425</b>	<b>\$ 1,203,217</b>	<b>\$ 1,832,300</b>	<b>\$ 1,957,325</b>	<b>\$ 125,025</b>	<b>6.82%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	625,652	324,770	226,000	258,000	32,000	14.16%
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	-	25,000	-	(25,000)	-100.00%
Miscellaneous Equipment	73,032	256,690	33,392	27,000	(6,392)	-19.14%
<b>Total Capital Outlay</b>	<b>\$ 698,684</b>	<b>\$ 581,460</b>	<b>\$ 284,392</b>	<b>\$ 285,000</b>	<b>\$ 608</b>	<b>0.21%</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 4,178,679</b>	<b>\$ 4,807,994</b>	<b>\$ 5,283,364</b>	<b>\$ 5,557,286</b>	<b>\$ 273,922</b>	<b>5.18%</b>

**INFORMATION TECHNOLOGY SERVICES**

**PERSONNEL SUMMARY**

	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23	Change From 2021-22
<b>Full-time Employees</b>					
<b>Administration</b>					
Information Technology Director	1.00	1.00	1.00	1.00	-
<b>Enterprise Applications</b>					
Enterprise Applications Manager	1.00	1.00	1.00	1.00	-
Business Systems Consultant	1.00	1.00	1.00	1.00	-
Lead Business Systems Consultant	1.00	1.00	2.00	2.00	-
Specialist Business Systems Consultant	2.00	2.00	4.00	4.00	-
<b>GIS</b>					
GIS Manager	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
Senior GIS Analyst	1.00	1.00	1.00	1.00	-
<b>Operations</b>					
IT Operations Manager	1.00	1.00	1.00	1.00	-
Associate Business Systems Consultant	1.00	1.00	1.00	1.00	-
Help Desk Specialist	1.00	1.00	1.00	1.00	-
Lead Business Systems Consultant	1.00	1.00	-	-	-
Senior Business Systems Consultant	1.00	1.00	1.00	1.00	-
Specialist Business Systems Consultant	4.00	4.00	2.00	2.00	-
<b>Total Full-time Employees</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>

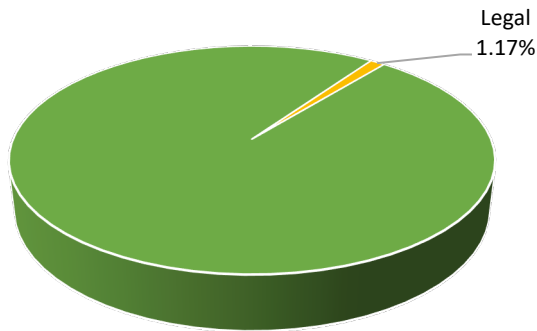


**Mission Statement**

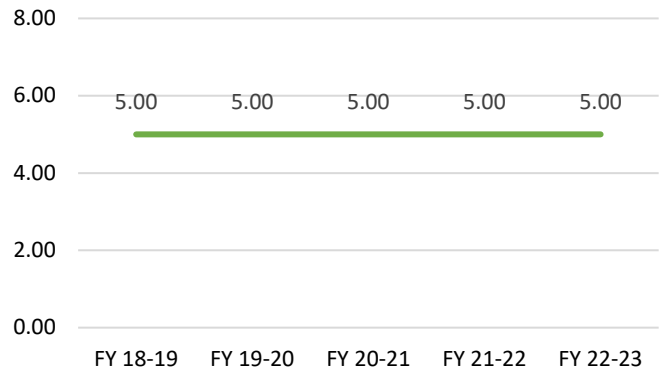
“The mission of the Legal Department is to provide quality legal services to the City of West Des Moines.”

**Legal - Overview**

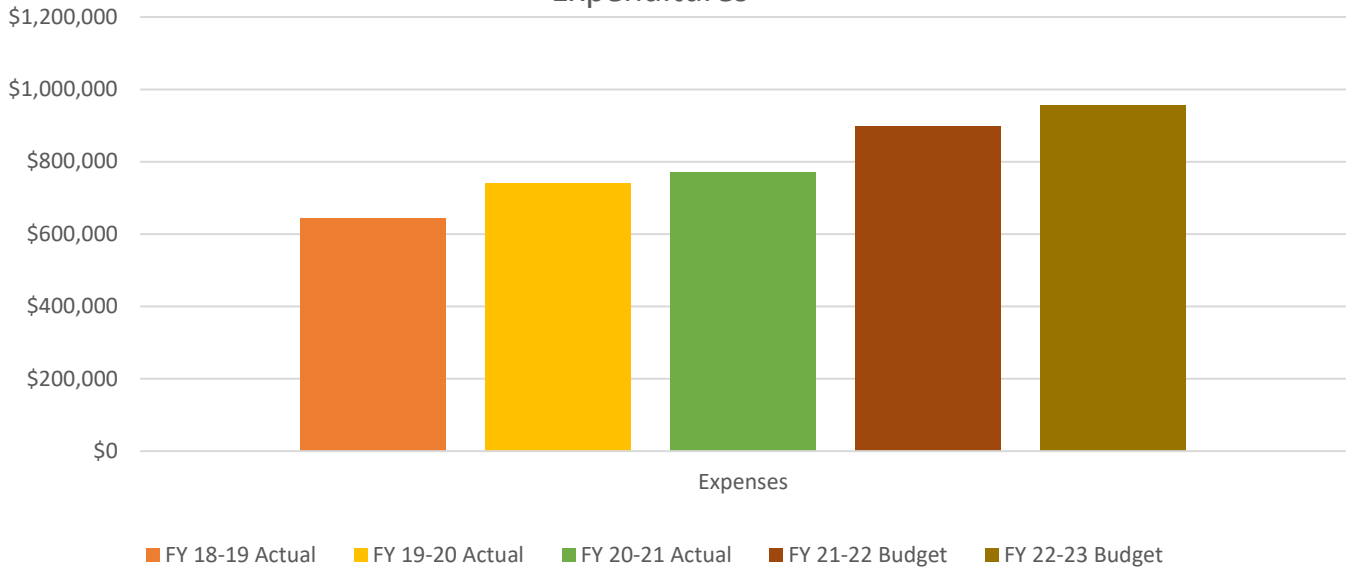
**% of General Fund Budget**



**Full-time Equivalent Positions**



**Expenditures**



**Overview of Services**

The Legal Department is responsible for the provision of legal services to the Mayor, City Council, administrative staff and appointed boards and commissions. Services include:

- Providing representation to the City Council, boards, commissions and staff
- Providing legal support in the day to day operation of the City
- Drafting and/or reviewing legal documents, ordinances and resolutions
- Providing formal and informal opinions on legal issues
- Providing representation to the City in administrative, criminal and civil proceedings
- Addressing citizen concerns and complaints
- Coordinating the use of outside legal services when required

**Goals and Objectives**

The primary budget objective of the Legal Department for the FY 2022-23 fiscal year continues to be the provision of legal services without increasing staff and minimizing expenditures from the use of outside counsel. Although the expenditures for outside legal services in the Performance Measures displayed below have shown a downward trend over the last several years, an increase in development activity related to City-initiated programs, urban renewal projects, lawsuits, and the use of outside counsel to avoid actual or perceived conflicts has resulted in an increase in outside legal service expenditures.

**Performance Measures**

Outside Legal Fees						
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>City General</b>	\$11,965	\$156,380	\$4,918	\$794	\$4,655	\$5,377
<b>Litigation</b>	102,563	21,043	91	7,130	10,000	15,000
<b>Negotiation</b>	13,721	22,257	22,412	3,566	2,732	6,092
<b>Employment</b>	-	-	78,956	24,057	41,846	45,294

Legal Matters						
	2016	2017	2018	2019	2020	2021
<b>Alcohol Violations</b>	24	17	17	9	15	0
<b>Condemnations</b>	11	31	7	9	2	7
<b>Lawsuits</b>	19	17	29	12	20	8
<b>Property Acquisitions</b>	73	62	30	81	43	114
<b>Prosecutions</b>	NA	307	171	181	266	216

The Legal Department is actively involved with other departments in the preparation and review of City Council communication staff reports and supporting documents, including but not limited to the following:

CC Agenda Items by Item Description						
	2016	2017	2018	2019	2020	2021
Amendment to City Code	64	76	58	45	42	23
Traffic Code Amendment	35	15	27	24	15	8
Sale and/or Conveyance of City-Owned Property	4	1	13	16	19	11
Right-of-way Vacation and Disposition	10	9	5	15	11	8
Development Agreements	8	25	36	37	17	26
Grants, Funding, Reimbursement and/or Assistance	33	28	36	21	24	22
Urban Renewal Area and/or TIF Ordinance	20	24	36	28	24	30
Comp Plan and/or Planned Unit Development (PUD)	13	47	27	30	43	28
Comp Plan and/or Rezoning	23	39	19	25	10	8
Comp Plan and/or Specific Plan Ordinance	12	24	1	4	0	10
Comp Plan Land Use and/or Amendment	0	1	0	2	0	2
Minor or Major Modification	11	11	8	6	8	11
Preliminary Plat and/or Site Plan	28	37	34	25	29	38
Final Plat	19	21	15	7	17	17
Extension of Entitlement	4	3	4	3	4	0
Establish Public Hearing Regarding Acquisition of Agricultural Property	2	3	5	5	7	5
Establish Just Compensation & Approve Acquisition of Property	1	3	7	3	8	1
Purchase Agreements and/or Conveyance of Property Interests	49	37	31	55	42	40
Order Construction	48	41	51	56	45	56
Award Contract	46	45	61	59	58	65
Change Order	20	8	15	21	44	39
Accept Public Improvements	12	12	18	10	9	5
Accept Work	33	50	39	38	46	53
<b>Grand Total</b>	<b>495</b>	<b>560</b>	<b>546</b>	<b>535</b>	<b>522</b>	<b>506</b>

**Note:** The number of ordinance-related items may appear double the actual number due to 2<sup>nd</sup>/3<sup>rd</sup> readings.



**Accomplishments**

The Legal Department collaborates with most if not all departments. Following are some of the more noteworthy collaborative efforts and accomplishments during the past year:

Department	2020-21 Legal Collaboration	Recurring Legal Collaboration
<b>City Clerk</b>	<ul style="list-style-type: none"> <li>• Massage ordinance amendment</li> </ul>	<ul style="list-style-type: none"> <li>• Screening of Alcohol, Massage, Solicitors License/Permit Applications</li> </ul>
<b>City Manager</b>	<ul style="list-style-type: none"> <li>• MAE RecPlex Naming Rights Agreements with MAE, Hy-Vee and Kum &amp; Go</li> <li>• Shive-Hattery RecPlex architectural services agreement</li> </ul>	
<b>Comm &amp; Econ Dev</b>	<ul style="list-style-type: none"> <li>• 76th Street property acquisition</li> <li>• MAE utilities agreement for development south of Raccoon River</li> <li>• Patent Office Service Mark Protection approvals (3)</li> </ul>	
<b>Development Services</b>	<ul style="list-style-type: none"> <li>• Byrne Family Limited Partnership (Taco Johns) property acquisition</li> <li>• Pavilion Park – EP True Pkwy/Della Vita property acquisition</li> <li>• VJ sidewalk and construction staging leases and ordinance</li> <li>• Zoning exception and non-conforming use ordinance amendments</li> <li>• Resolution of DMU PUD requirements</li> </ul>	<ul style="list-style-type: none"> <li>• BOA and P&amp;Z Items</li> <li>• Standardization of Forms</li> </ul>
<b>EMS/Fire</b>	<ul style="list-style-type: none"> <li>• Public Safety/National Guard property acquisition</li> <li>• National Guard Readiness Center lease agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Searches for Estates</li> </ul>
<b>Engineering Services</b>	<ul style="list-style-type: none"> <li>• MidAmerican – Alluvion Donation Agreement</li> <li>• Pavilion Park – EP True Pkwy/Della Vita Plat 4 property acquisition</li> <li>• Ongoing Agreements/Licenses with Microsoft</li> <li>• Grand Avenue 1<sup>st</sup> – 4<sup>th</sup> agreements/acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>• CIP ROW Closings</li> <li>• Standardization of Forms</li> </ul>
<b>Finance</b>		<ul style="list-style-type: none"> <li>• AP Entry (1099 Issues)</li> <li>• P-Card Allocations</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Resolution of employee constitutional rights issue</li> <li>• Work Comp lawsuit resolution</li> </ul>	
<b>Human Services</b>	<ul style="list-style-type: none"> <li>• Volunteer COVID-related release documentation</li> </ul>	
<b>ITS</b>		<ul style="list-style-type: none"> <li>• Contract Reviews</li> </ul>
<b>Library</b>	<ul style="list-style-type: none"> <li>• Artist Mural Agreement</li> <li>• Provision of legal advice on as-needed basis (including COVID-Related Policies/Procedures)</li> <li>• Resolution of patron COVID-related complaint</li> </ul>	
<b>Mayor &amp; City Council</b>	<ul style="list-style-type: none"> <li>• COVID-Related Proclamations</li> </ul>	

**LEGAL****BUDGET SUMMARY**

Department	2020-21 Legal Collaboration	Recurring Legal Collaboration
<b>Parks &amp; Rec</b>	<ul style="list-style-type: none"> <li>• Boughton, Colby Six (Raccoon River Greenway) and Jordan House Cemetery property agreements and acquisitions</li> <li>• Resolution of Boathouse contractor dispute</li> <li>• Resolution of vendor dispute</li> <li>• RecPlex Agreements review</li> <li>• Negotiation and draft of RecPlex Leases and Rental Agreements, Advertising Leases, Alcohol Policy Development, Advertising Policy Development, Artist Agreements, Pepsi-Cola vendor Agreement</li> </ul>	
<b>Police</b>	<ul style="list-style-type: none"> <li>• Animal Control ordinance amendments</li> <li>• Massage ordinance amendment</li> <li>• Update of Citation Chart/List</li> <li>• Civil rights complaints review and response</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecution</li> <li>• Alcohol Compliance (Civil Penalties)</li> <li>• Animal Control (Vicious Dog &amp; Disposition Applications)</li> </ul>
<b>Public Services</b>		<ul style="list-style-type: none"> <li>• Code Enforcement/Community Compliance</li> <li>• Civil Infraction Citations</li> <li>• Contempt Actions</li> <li>• RFBs</li> </ul>
<b>Water Works</b>	<ul style="list-style-type: none"> <li>• Provision of legal advice on as-needed basis</li> </ul>	
<b>Westcom</b>	<ul style="list-style-type: none"> <li>• Amendment update to Westcom 28E Agreement</li> </ul>	

**Future Opportunities**

- Implementing structured case management system to ensure case and document continuity

**Upcoming Challenges**

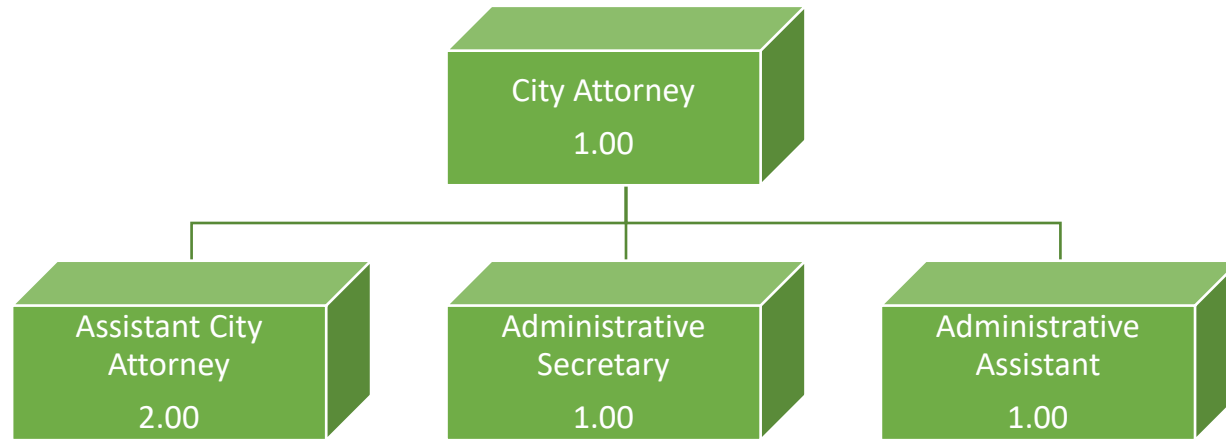
- Addressing increasing case load with current staffing level
- Adapting to changes in technology in support of other departments that create additional duties/responsibilities, including supporting external filing systems and learning different environments and processes for each department
- Maintaining efficiencies while dealing with email overload
- Maintaining process and defining duties with external department staff
- Addressing ongoing requests to undertake other department's duties (e.g., data entry and records management, formatting/compiling documents)
- Responding to ever-increasing open records requests

**Significant Information**

The Legal Department FY 2022-23 budget includes \$14,195 for the addition of Thompson Reuters ProLaw Case Management Software and annual subscriptions. The addition of this software will allow the Legal Department to better organize cases and provide more efficient and timely support to other departments.

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	473	1,113	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 473</b>	<b>\$ 1,113</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 513,655	\$ 528,103	\$ 546,500	\$ 566,750	\$ 20,250	3.71%
Part-Time Employees	-	-	-	-	-	-
Contract Help	-	-	-	-	-	-
Overtime	-	773	750	800	50	6.67%
Other Pay	2,532	3,090	3,090	3,440	350	11.33%
Insurance Benefits	57,158	59,881	65,698	69,376	3,678	5.60%
Retirement Contributions	87,713	90,224	94,725	97,808	3,083	3.25%
<b>Total Personal Expenses</b>	<b>\$ 661,058</b>	<b>\$ 682,071</b>	<b>\$ 710,763</b>	<b>\$ 738,174</b>	<b>\$ 27,411</b>	<b>3.86%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 8,985	\$ 10,229	\$ 15,121	\$ 24,230	\$ 9,109	60.24%
Maintenance	-	-	-	-	-	-
Supplies	4,365	3,400	5,600	6,700	1,100	19.64%
Contractual Services	59,750	73,683	165,720	179,975	14,255	8.60%
Utilities	-	-	35	-	(35)	-100.00%
<b>Total Supplies &amp; Services</b>	<b>\$ 73,100</b>	<b>\$ 87,312</b>	<b>\$ 186,476</b>	<b>\$ 210,905</b>	<b>\$ 24,429</b>	<b>13.10%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	5,166	5,166	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	5,143	-	-	-	-	-
Miscellaneous Equipment	1,431	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ 6,574</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,166</b>	<b>\$ 5,166</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 740,732</b>	<b>\$ 769,383</b>	<b>\$ 897,239</b>	<b>\$ 954,245</b>	<b>\$ 57,006</b>	<b>6.35%</b>

	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Change From 2021-22</b>
<b><u>Full-time Employees</u></b>					
City Attorney	1.00	1.00	1.00	1.00	-
Assistant City Attorney	2.00	2.00	2.00	2.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	-
Administrative Secretary	1.00	1.00	1.00	1.00	-
<b>Total Full-time Employees</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



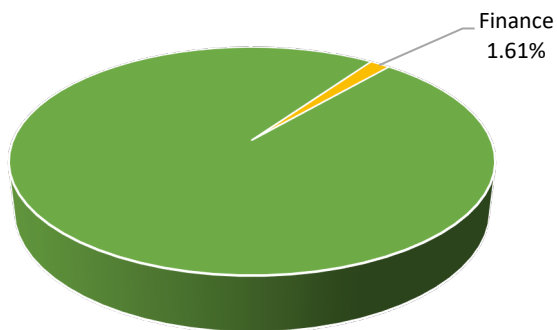
**Mission Statement**

“The Finance Department strives to be exceptional stewards of community resources.”

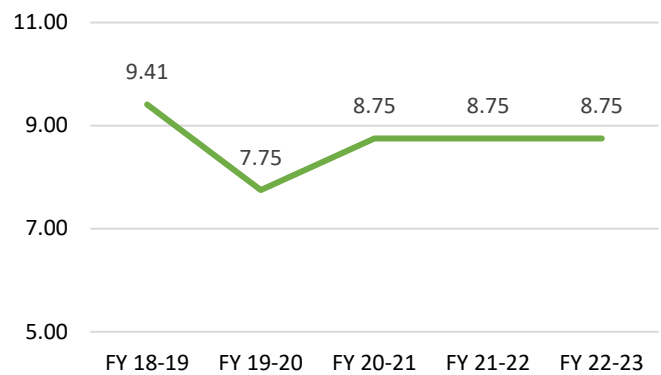
The Department is working to achieve that goal by focusing on reporting transparency, adapting new revenue sources, leveraging technology, advocating for responsible tax laws and regulations, and maintaining a steady property tax rate.”

**Finance - Overview**

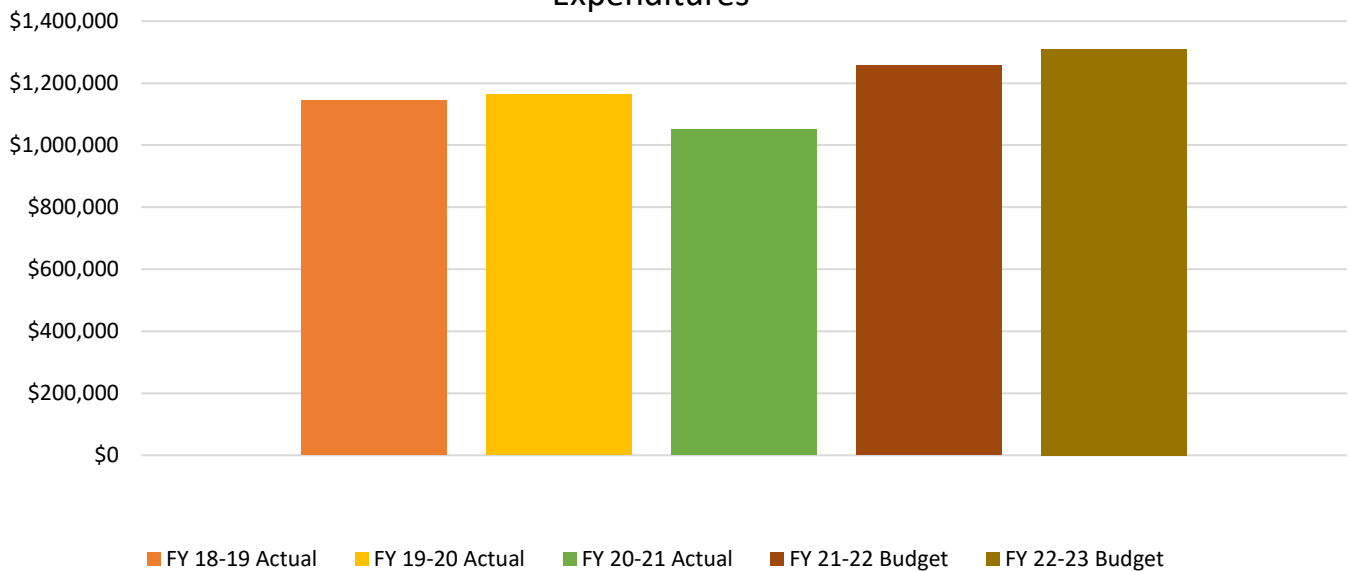
**% of General Fund Budget**



**Full-time Equivalent Positions**



**Expenditures**



**Overview of Services**

The Finance Department provides both internal and external services for the City through four divisions: Administration, Accounting, Budget, and Payroll. Key services provided by the department include:

- Collecting and depositing incoming revenue
- Assuring timely payment of bills, claims, and debt liabilities
- Processing bi-weekly employee payroll and completing all related payroll reporting
- Preparing and administering the annual operating and capital budget
- Annual financial reporting and accounting
- Maintaining the investment portfolio
- Implementing financial policies and programs consistent with legal requirements
- Coordinating bond sales and other debt issuances
- Administering grant applications and related compliance reporting
- Maintaining, analyzing, and evaluating the City’s risk management and insurance programs

**Goals and Objectives**

The Finance Department is tasked with maintaining its bond rating from Standard and Poor’s and Moody’s as well as providing excellent presentations of the City’s Budget and Annual Comprehensive Financial Report (ACFR) to the Governmental Finance Officers Association (GFOA).

**Performance Measures**

<b>West Des Moines is Financially Strong &amp; Solvent</b>						
	<b>Nov 2018</b>	<b>May 2019</b>	<b>July 2019</b>	<b>July 2020</b>	<b>Nov 2020</b>	<b>Aug 2021</b>
<b>Rating Agency</b>	Moody’s	S&P	S&P	Moody’s	Moody’s	S&P
<b>Bond Rating</b>	Aaa	AAA	AAA	Aaa	Aaa	AAA

**Departmental Accomplishments**

**Fund Disbursements**

- Overhauled the internal process for distributing IRS Forms 1099-NEC; issued 299 separate 1099’s to vendors
- Created a standard operating procedures manual related to disbursements; this will assist in preventing fraudulent vendor checks and theft
- Automated a previous manual check cutting process for the Human Service Department; providing a more streamlined, professional process and eliminated multiple accounting entries

**Fund Receipts**

- Streamlined the animal licensing application and renewal process for residents; updated the vaccination tracking requirements and implemented a new user-friendly, software program. Eliminated the need for a temporary employee to assist with processing animal license renewals, saving approximately \$5,500.

- Converted Valley Junction loan participants to an automated monthly payment structure; all loans are current with payments
- Increased the collection of delinquent storm water / sewer / solid waste billings by approximately \$5,300 through reviving a reminder letter campaign
- Updated credit card processing for virtual, remote, and on-line transactions as well as in-person, terminal-based transactions; this allows customer payments to occur in a more secure environment
- Coordinated with the State of Iowa Offset Program to facilitate secure email correspondence as opposed to outdated fax-only correspondence
- Began implementation of the Tyler Technologies Cashiering product; this software will eliminate the inefficient duplicate entry process currently required by Development Services administrative staff

### Payroll

- Completed a city-wide conversion to the Kronos payroll and timekeeping system in August 2020. This system allows for in-system timeclock punches; electronic bi-weekly timesheets with on-line supervisor approval capability (as opposed to paper-based processes required by the previous system); capability for employees to electronically update their direct deposit account and IRS Form W-4 withholdings; customized, flexible reporting options; and increased security
- Added Kronos training videos and tutorials to the MyPay link on the city's intranet, which can be used by all employees but are particularly helpful in streamlining new hire orientation
- Launched the Kronos Scheduler module for Aquatics, Rec Plex, and Library with additional departments to follow in the coming months. This system allows for shift and staff scheduling within the Kronos system versus relying on manual processes or outside software programs
- Issued 694 W-2's for 2020 in the new Kronos system

### Reporting

- Unveiled Tyler Financial Transparency, a portal for the public to access financial information. Residents and other interested users can now directly view the data, including both budgeted and actual transactions for the current and historic fiscal years. The portal is interactive and intuitive and user tools within the program can quickly sort data and graph by category, department, function, fund, or vendor. Users will find data covering every level of finance from high-level totals to detailed vendor payments
- Completed an indirect cost allocation report and integrated its results. This results in a more accurate administrative rate for the City and allows for true recoupment of costs in various inter-agency agreements such as Westcom, Iowa EMS Alliance, and WestPet
- Created a reconciliation process with WDM Water Works to resolve billing and payment discrepancies
- Completed a Request for Proposal process which resulted in a new external audit firm; established relationship and successfully completed the City's FY20 and FY21 audits with no material adjustments found on in either fiscal year
- Enhanced the Construction-in-Process workpaper by incorporating an additional general ledger/project reconciliation

### Other

- Maintained all city financial processes through the pandemic; created a successful hybrid remote work environment process for payroll, accounts payable, revenue collection, and bank reconciliations
- Established and executed financing plans for large-scale projects including the Fiber Conduit Network and MidAmerican Energy RecPlex



- Completed steps associated with opening new facilities - Rec Plex and Boathouse – each of which serves as a public, retail, revenue-generating facility. Processes included obtaining insurance, developing cash receipt controls and procedures, coordinating electronic point-of-sale equipment, onboarding new staff, and establishing new vendor relationships
- Arranged for outside auditor to complete independent reports regarding financial statements of the Human Services Friends Foundation and an assessment of Human Services Department internal controls
- Facilitated PCI (credit card processing) compliance training to educate city staff who process credit card transactions
- Implemented an anonymous employee fraud telephone hotline and reporting website

**Future Opportunities**

- Leveraging the capabilities of the Kronos payroll system; reporting, forecasting, assisting management
- Integrating the new procurement and grant position into existing processes; work with staff to find new grants, become more efficient in compliance reporting, and saving dollars by assisting in procurements
- Exploring new or enhanced revenue streams including franchise fees, updated local option sales tax distribution formulas, and user fees

**Upcoming Challenges**

- Balancing the desires of Council to maintain and ideally lower property tax rates while at the same time facing increasing expenses and shrinking revenue sources (Legislative changes including loss of commercial backfill and reclassification of multi-family properties, reduced hotel/motel revenue, a fading brick-and-mortar retail sector, and having future property tax funds already committed to paying development agreement rebates)
- Maintaining AAA Bond Rating considering increasing debt occurring over the past several years and more expected to occur soon
- Stormwater fund is facing an overall lack of funding to meet increasing environmental project needs
- Finding adequate administrative help for ongoing tasks like handling incoming insurance claims, office supply orders, coordinating meetings, committee minutes, and other clerical duties

***You might find this interesting:***

Since January 1, 2001, the City of West Des Moines' taxable property valuation has increased over 162%.

January 1, 2001 = \$2,565,437,738

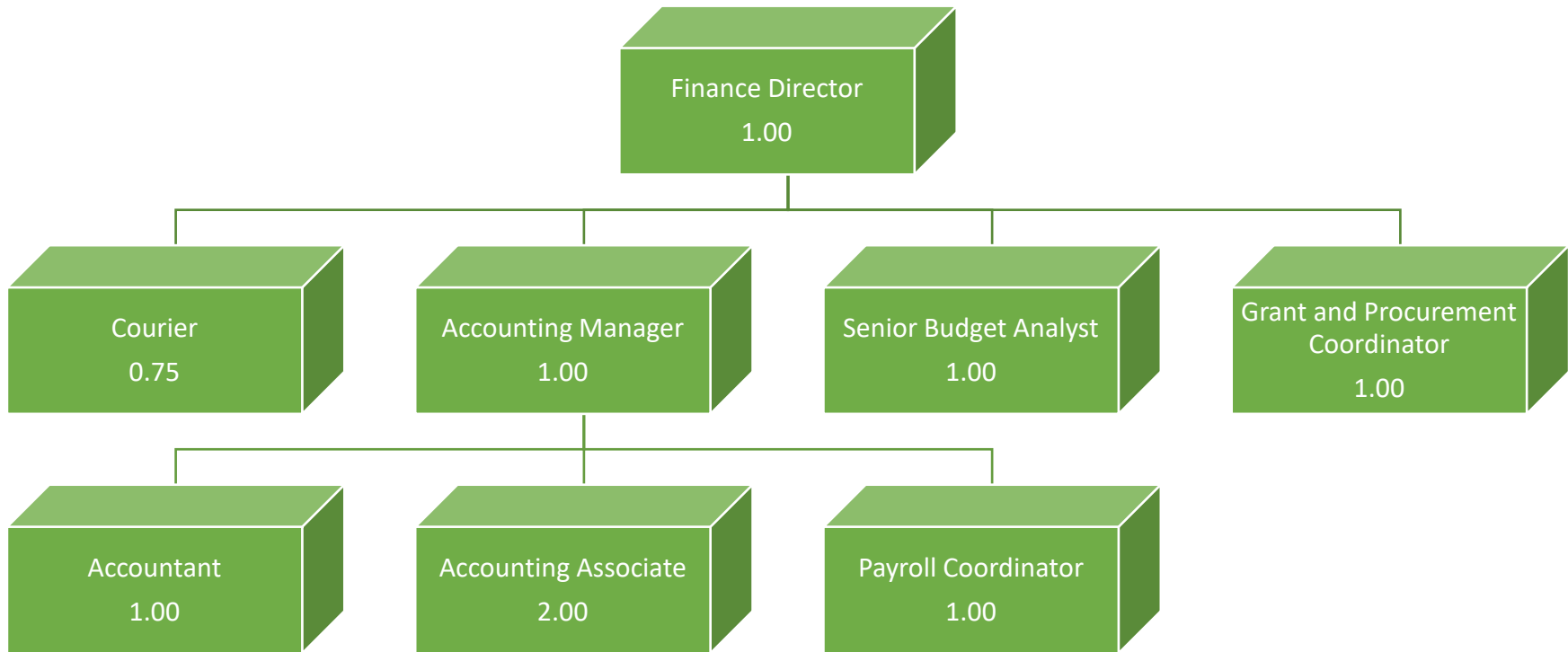
January 1, 2020= \$6,739,801,099

# FINANCE

# FINANCIAL SUMMARY

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	908,602	389,208	850,000	455,876	(394,124)	-46.37%
Intergovernmental	549,607	756,621	440,098	756,621	316,523	71.92%
Charges for Services	45,846	19,558	44,000	-	(44,000)	-100.00%
Miscellaneous	131,023	61,692	7,500	7,500	-	0.00%
<b>Total Operating Revenue</b>	<b>\$ 1,635,078</b>	<b>\$ 1,227,079</b>	<b>\$ 1,341,598</b>	<b>\$ 1,219,997</b>	<b>\$ (121,601)</b>	<b>90.94%</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ 580,883	\$ 574,681	\$ 652,300	\$ 697,585	\$ 45,285	6.94%
Part-Time Employees	21,442	19,883	38,000	25,000	(13,000)	-34.21%
Contract Help	11,023	10,611	12,000	12,000	-	0.00%
Overtime	9,202	11,774	14,000	12,000	(2,000)	-14.29%
Other Pay	4,562	5,010	5,560	6,260	700	12.59%
Insurance Benefits	71,391	77,954	106,315	126,741	20,426	19.21%
Retirement Contributions	105,459	104,835	123,252	131,584	8,332	6.76%
<b>Total Personal Expenses</b>	<b>\$ 803,962</b>	<b>\$ 804,748</b>	<b>\$ 951,427</b>	<b>\$ 1,011,170</b>	<b>\$ 59,743</b>	<b>6.28%</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ 4,083	\$ 3,127	\$ 17,225	\$ 13,660	\$ (3,565)	<b>-20.70%</b>
Maintenance	1,043	1,149	3,500	3,000	(500)	<b>-14.29%</b>
Supplies	33,087	29,464	49,850	42,875	(6,975)	<b>-13.99%</b>
Contractual Services	274,399	209,496	229,756	234,180	4,424	<b>1.93%</b>
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 312,612</b>	<b>\$ 243,236</b>	<b>\$ 300,331</b>	<b>\$ 293,715</b>	<b>\$ (6,616)</b>	<b>-2.20%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ 2,012	\$ 3,015	\$ 3,018	\$ 3	<b>0.10%</b>
Computer Hardware & Software	46,042	300	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	132	-	-	-	-	-
Miscellaneous Equipment	425	41	2,000	2,000	-	<b>0.00%</b>
<b>Total Capital Outlay</b>	<b>\$ 46,599</b>	<b>\$ 2,353</b>	<b>\$ 5,015</b>	<b>\$ 5,018</b>	<b>\$ 3</b>	<b>0.06%</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 1,163,173</b>	<b>\$ 1,050,337</b>	<b>\$ 1,256,773</b>	<b>\$ 1,309,903</b>	<b>\$ 53,130</b>	<b>4.23%</b>

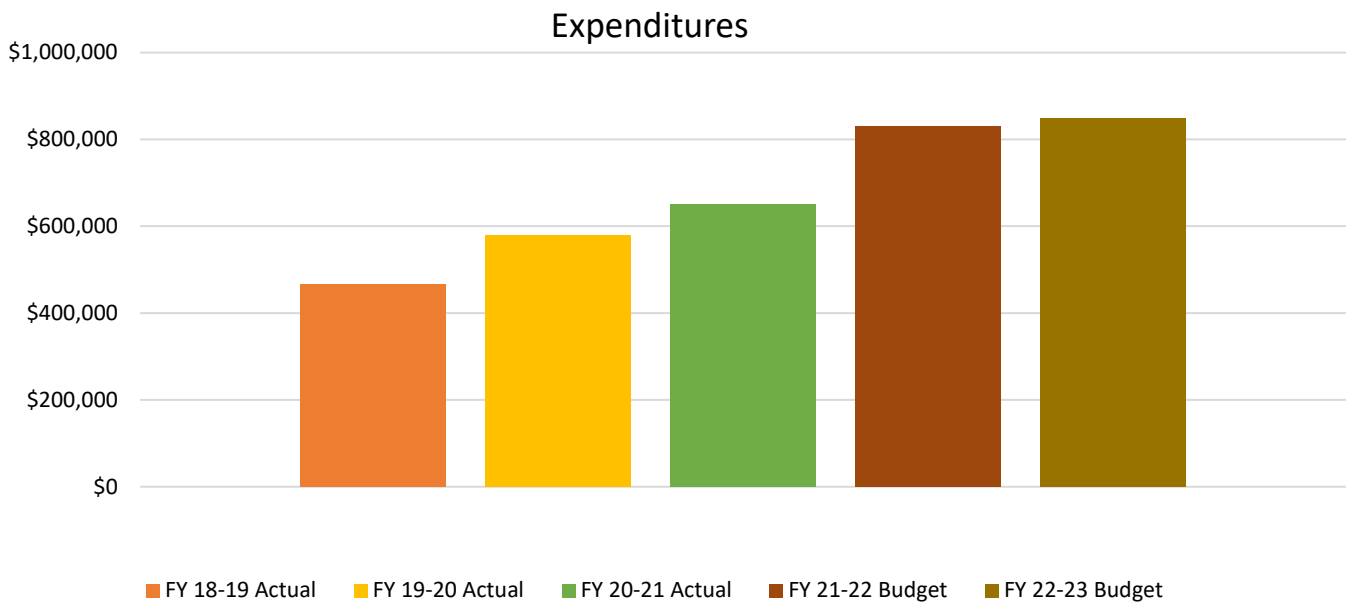
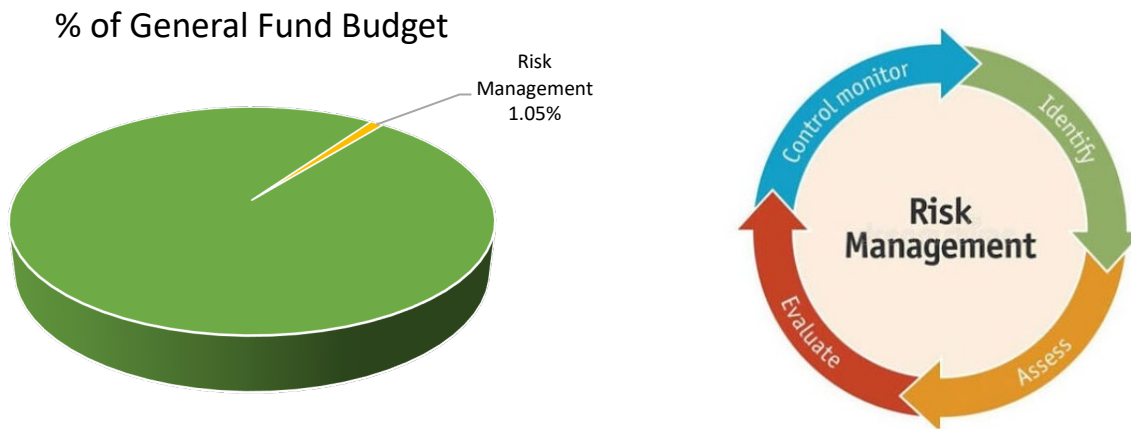
	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Change From 2021-22</b>
<b><u>Full-time Employees</u></b>					
<b><u>Administration</u></b>					
Finance Director	1.00	1.00	1.00	1.00	-
Grant & Procurement Coordinator	-	1.00	1.00	1.00	-
<b><u>Accounting</u></b>					
Accounting Manager	1.00	1.00	1.00	1.00	-
Accountant	1.00	1.00	1.00	1.00	-
Accounting Associate	2.00	2.00	2.00	2.00	-
<b><u>Budget</u></b>					
Senior Budget Analyst	1.00	1.00	1.00	1.00	-
<b><u>Payroll</u></b>					
Payroll Coordinator	1.00	1.00	1.00	1.00	-
<b>Total Full-time Employees</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>
<b><u>Part-time Employees</u></b>					
Courier	0.75	0.75	0.75	0.75	-
<b>Total Part-time Employees</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>-</b>
<b>Total Authorized Personnel</b>	<b>7.75</b>	<b>8.75</b>	<b>8.75</b>	<b>8.75</b>	<b>-</b>



**Activity Description**

Risk management seeks to protect the City against adverse impacts to its financial and tangible assets. Risks that the City cannot financially assume are transferred through the purchase of adequate property, liability, workman’s compensation, and automobile insurance or similar coverage(s).

**Risk Management - Overview**



# RISK MANAGEMENT

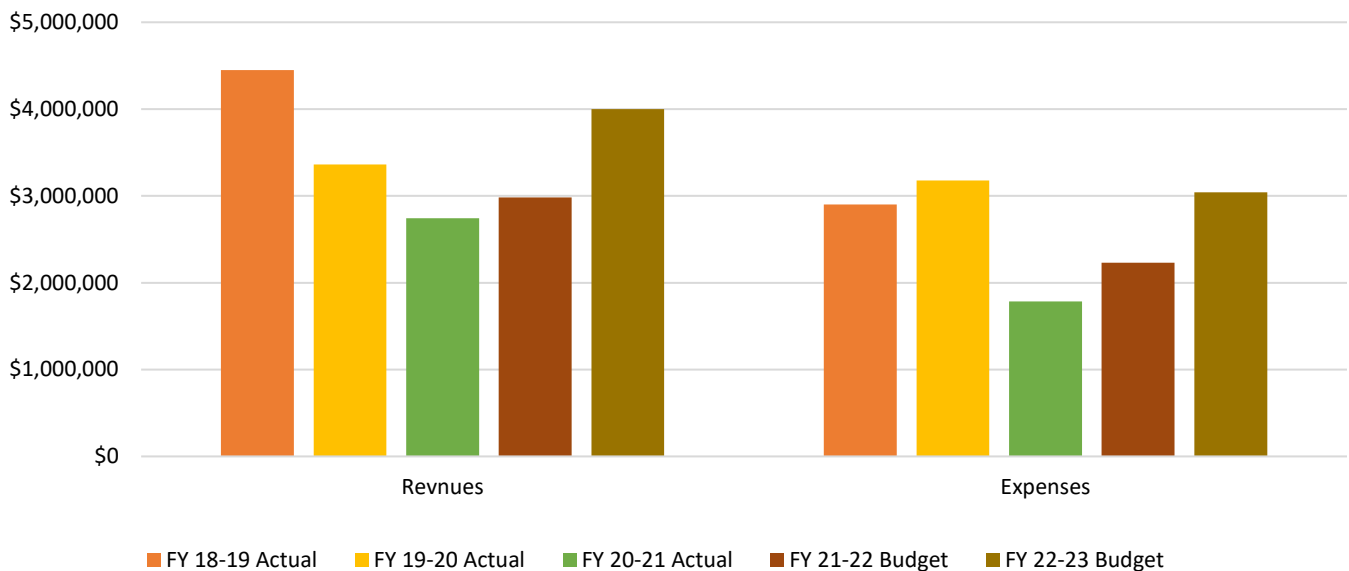
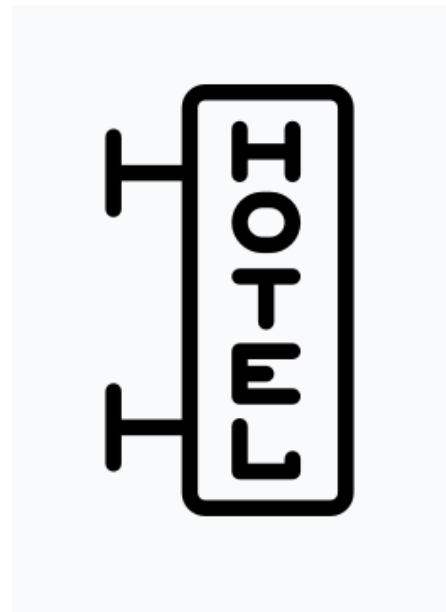
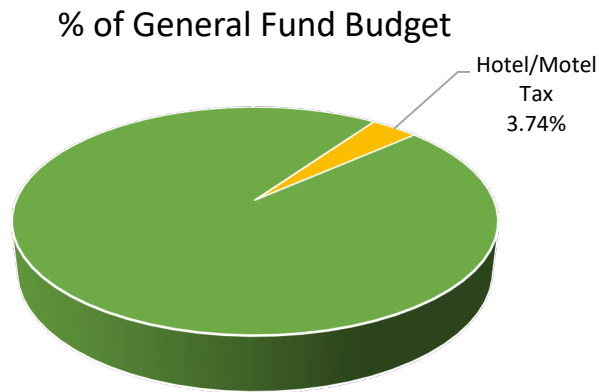
# FINANCIAL SUMMARY

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ 581,730	\$ 704,106	\$ 636,052	\$ 737,944	\$ 101,892	16.02%
Other City Taxes	6,032	6,576	6,584	8,653	2,069	31.42%
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	84,789	91,813	62,000	105,849	43,849	70.72%
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 672,551</b>	<b>\$ 802,495</b>	<b>\$ 704,636</b>	<b>\$ 852,446</b>	<b>\$ 147,810</b>	<b>120.98%</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ -	\$ -	\$ -	\$ -	\$ -	-
Part-Time Employees	-	-	-	-	-	-
Contract Help	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Other Pay	-	-	-	-	-	-
Insurance Benefits	-	-	-	-	-	-
Retirement Contributions	-	-	-	-	-	-
<b>Total Personal Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	-	-	-	-	-	-
Supplies	19,497	44,176	69,500	69,500	-	-
Contractual Services	559,746	606,334	765,890	780,000	14,110	1.84%
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 579,243</b>	<b>\$ 650,510</b>	<b>\$ 835,390</b>	<b>\$ 849,500</b>	<b>\$ 14,110</b>	<b>1.69%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 579,243</b>	<b>\$ 650,510</b>	<b>\$ 835,390</b>	<b>\$ 849,500</b>	<b>\$ 14,110</b>	<b>1.69%</b>

**Activity Description**

The goal of this activity is to enhance the physical and cultural ambiance of the City and metropolitan area by marketing the City and providing an appealing environment for visitors and the citizens of West Des Moines. This activity is financed entirely by a 7% tax imposed on the gross receipts from the renting of hotel/motel rooms.

**Hotel/Motel Tax - Overview**



**Significant Information**

Due to the COVID-19 pandemic the City of West Des Moines has seen Hotel/Motel tax revenues decrease significantly, but the numbers are starting to recover.

West Des Moines continues to be a metropolitan leader in the distribution of Hotel/Motel tax revenue. In FY 2022-23, the City plans to distribute 2/7ths of hotel/motel tax collections to the Greater Des Moines Convention & Visitors Bureau, 2/7ths to BRAVO Greater Des Moines, and 2/7ths will be transferred to City programs, leaving 1/7<sup>th</sup> for distribution to West Des Moines and metropolitan based activities. Specific allocations will be made by the City Council in early 2022. City Council action designated discretionary fund revenues in excess of total funds revenue of \$2,550,000 are to be channeled towards the West Des Moines Public Art Program, up to \$120,000. \$1,063,000 will be transferred to the Debt Service fund for debt related to the MidAmerican Energy RecPlex. Other City uses of the Hotel/Motel tax revenue are economic development programs, sister cities programs, the Human Rights Martin Luther King Jr. Day Celebration, the West Des Moines Magazine, and the 4<sup>th</sup> of July fireworks.

<b>Historical Distribution of Hotel/Motel Tax Dollars per 28E Agreements</b>					
	2016-17	2017-18	2018-19	2019-20	2020-21
<b>BRAVO Greater Des Moines</b>	\$1,111,498	\$1,100,830	\$1,184,934	\$960,898	\$783,912
<b>Greater Des Moines CVB</b>	1,176,498	1,165,830	1,249,934	960,898	783,912
<b>Iowa Events Center</b>	65,000	65,000	65,000	-	-



## HOTEL/MOTEL TAX

## FINANCIAL SUMMARY

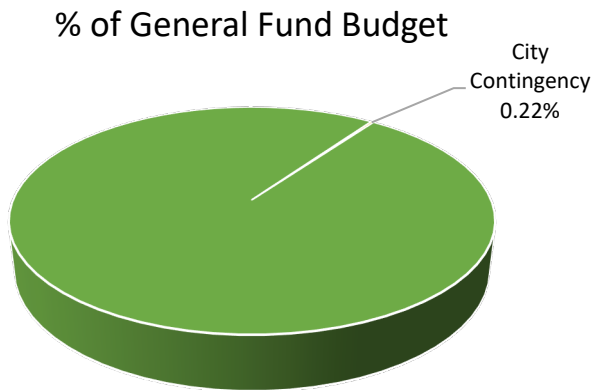
	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	3,363,144	2,743,692	2,982,019	4,000,000	1,017,981	34.14%
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 3,363,144</b>	<b>\$ 2,743,692</b>	<b>\$ 2,982,019</b>	<b>\$ 4,000,000</b>	<b>\$ 1,017,981</b>	<b>134.14%</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ -	\$ -	\$ -	\$ -	\$ -	-
Part-Time Employees	-	-	-	-	-	-
Contract Help	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Other Pay	-	-	-	-	-	-
Insurance Benefits	-	-	-	-	-	-
Retirement Contributions	-	-	-	-	-	-
<b>Total Personal Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	-	2,950	-	-	-	-
Supplies	25,000	26,000	30,000	30,000	-	-
Contractual Services	3,153,770	1,755,898	2,201,010	3,010,714	809,704	36.79%
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 3,178,770</b>	<b>\$ 1,784,848</b>	<b>\$ 2,231,010</b>	<b>\$ 3,040,714</b>	<b>\$ 809,704</b>	<b>36.29%</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 3,178,770</b>	<b>\$ 1,784,848</b>	<b>\$ 2,231,010</b>	<b>\$ 3,040,714</b>	<b>\$ 809,704</b>	<b>36.29%</b>

**Activity Description**

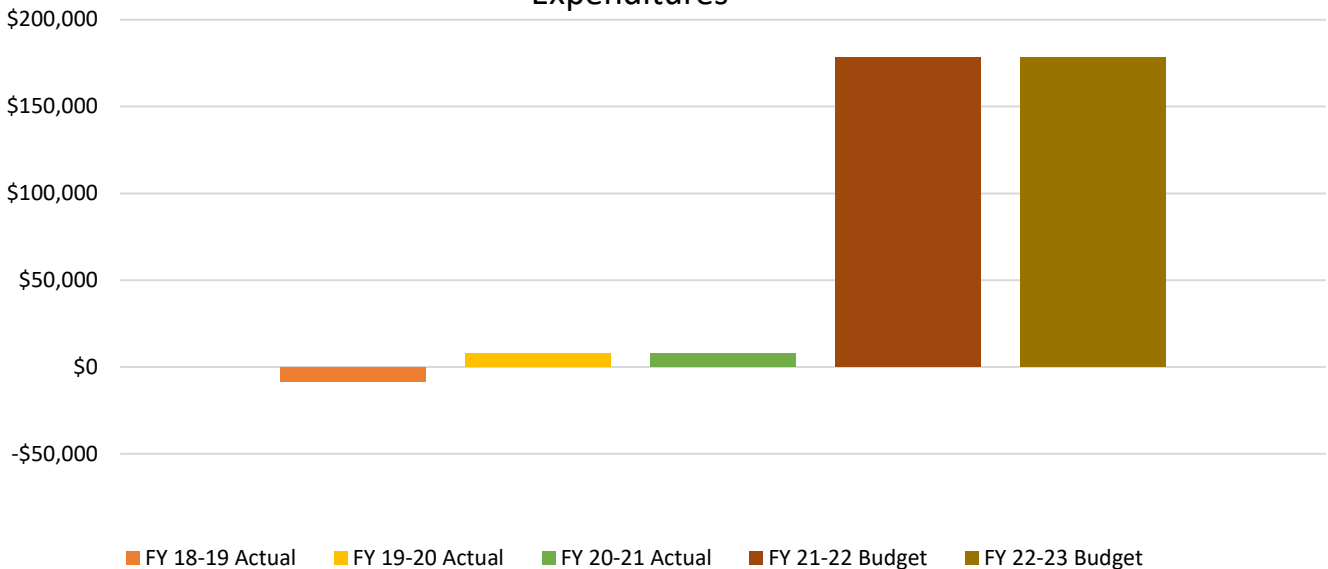
The City Contingency is comprised of the following elements: funds designated by the City Council for unforeseen circumstances and special issues.

Through the careful use of Contingency funds, the City Council can respond to needs and opportunities which were not foreseen at the time the budget was prepared. At the end of each fiscal year, the unused portion of the City Contingency reverts to the General Fund balance.

**City Contingency - Overview**



**Expenditures**



**CITY CONTINGENCY**

**FINANCIAL SUMMARY**

	Actual 2019-20	Actual 2020-21	Revised 2021-22	Budget FY 2022-23	Increase (Decrease)	% Increase (Decrease)
<b>Revenue</b>						
<b>Operating Revenue</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other City Taxes	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Use of Money & Property	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Miscellaneous	100	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Expenditures</b>						
<b>Personal Services</b>						
Full-time Employees	\$ -	\$ -	\$ -	\$ -	\$ -	-
Part-Time Employees	-	-	-	-	-	-
Contract Help	-	-	-	-	-	-
Overtime	-	-	-	-	-	-
Other Pay	-	-	-	-	-	-
Insurance Benefits	-	-	-	-	-	-
Retirement Contributions	-	-	-	-	-	-
<b>Total Personal Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Supplies &amp; Services</b>						
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	7,993	7,686	178,000	178,000	-	-
Supplies	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
<b>Total Supplies &amp; Services</b>	<b>\$ 7,993</b>	<b>\$ 7,686</b>	<b>\$ 178,000</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>-</b>
<b>Capital Outlay</b>						
Replacement Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Computer Hardware & Software	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-
Furniture & Fixtures	-	-	-	-	-	-
Miscellaneous Equipment	-	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Lease/Purchase Payments</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 7,993</b>	<b>\$ 7,686</b>	<b>\$ 178,000</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>0.00%</b>