1. GENERAL AGENDA

Mayor Dean Katerndahl opened the work session at 05:01 PM on October 14, 2025, at City Hall, 8880 Clark Avenue, Parkville, Missouri. In attendance were aldermen Tina Welch, Philip Wassmer, Brian T. Whitley, Stephen Melton, Michael Lee, Abby LacKamp.

A quorum of the Board of Aldermen was present.

The following staff was also present:
Alexa Barton, City Administrator
Bryan Kidney, Deputy City Administrator
Jeffery Rhodes, Assistant City Administrator
Kevin Chrisman, Police Chief
Dan Harper, Public Works Director (by videoconference)
Brittanie Propes, Parks & Recreation Director
Cindy Gray, Finance Director (by videoconference)
Melissa Bazert, City Clerk (by videoconference)
Sheryl Morgan, Interim City Clerk (by videoconference)

A. **Budget Work Session #3: Parks & Recreation, Police/Public Safety, Sewer, Capital Project(s), Minor Fund Summaries**

Mayor Dean Katerndahl welcomed Stephanie Staebell from Friends of Parkville Animal Shelter (FOPAS.) She gave a presentation on the organization. She requested additional funding of 200.00 per cat or an additional 6,000.00. (See exhibit B.) After the presentation, Mayor Katerndahl stated he would take the request to the board.

City Administrator Alexa Barton shared a presentation (exhibit A) on the proposed budget, focusing on Parks and Recreation, Public Safety, Sewer Services, Train Depot, Minor Funds and Capital Project Funds. She began the meeting by reviewing items and requested information from the October 7 Budget Work Session. Administrator Barton explained the increase in Public Works, responded to the request for how the budget is impacted by inflation, discussed the factors for allowing Naming Rights and Sponsorships and requested a recommendation on a potential policy from the Board. She also addressed the request for purchasing Streetlights, explained that the city has a current policy for doing a mid-year review of finances and that Use Tax for the Parks plan is being reviewed in tonight's budget.

City Administrator Barton stated that the next meeting, on October 21st, would cover future financial stability and matching revenue to the community needs.

2. ADJOURN

The work session ended at 07:11 PM.

The work session minutes for October 14, 2025, having been read and considered by the Board of Aldermen, and having been found to be correct as written, were approved on this, the 21st day of October 2025.

Submitted by:

Melissa Bazert

City Clerk Melissa Bazert

SEAL OF THE CITY OF PARKVILLE
PLATTE COUNTY MISSOURI

City of Parkville

2026 Proposed Budget

3rd Budget Work Session

October 14, 2025

Work Session 3 Agenda

- **Takeaways for Follow-up/Review from 10/7/2025**
- **Proposed Budget Details for:**
  - Parks & Recreation
  - Public Safety
  - Sewer Services
  - Train Depot
  - Minor Funds
  - Capital Project Funds

Follow-up/Review from 10/7/2025

1. General Fund: Public Works Increase
2. Economic Impact of Inflation
3. Naming Rights: Offset Costs of Operations
4. Streetlights: Purchase vs. Lease
5. Mid-Year Finance Review / Applications
6. Use Tax Parks Plan (covered 10/14/2025)

1. General Fund: Public Works Increase

- Last two years: 3 new positions:*
  - Asst. Public Works Director
  - Construction/Infrastructure Inspector
  - Project Manager/Engineer in Training (EIT)
  - Related increase of Insurance/Benefits/Liability Ins.
- Lease Payments for three vehicles
- Cost offset due to ROW permit revenue
- Parking Lot Lease: 6th @ Park (prior development agreement)

* Positions added to address increasing complexity of city's growth and related infrastructure projects

Inflation Impact

2. Economic Impact of Inflation

Important Note for Board of Aldermen & Citizens

- While this forecast projects annual growth, it is crucial to understand that increasing costs due to inflation can outpace revenue growth. For example, growth in property tax revenue may not be enough to cover both increased demand for services and inflationary cost increases
- This means that even with projected growth in our revenue streams, the city's ability to maintain existing services and fund new initiatives may be a challenge
- Therefore, the city may need to consider additional revenue sources to ensure long-term financial stability and meet the evolving needs of our community
- Also important to note, should spending outpace revenues, this leads to a structural imbalance. The City Administrator has indicated that if new programs are added without new revenue sources, the imbalance worsens.

Naming Rights

3. Naming Rights: Offset Costs of Operations?

Factors for consideration:

- Potential Revenue and Sponsorships
- *Community & Reputation*
    - *Public Opinion*
- Process for Naming Rights
    - New Policy Creation
    - Debt financed items may have restrictions
- Contractual Requirements
- Negotiations

Is this something the Board of Aldermen would like staff to pursue?

- CA recommendation – Prioritize accordingly (Low)

Other Follow-up

4. Streetlights: Purchase vs. Lease (Low)

This is a project best proposed for 2027 and beyond – due to existing, prioritized projects for staff.

5. Mid-Year Finance Review / Applicability to Projects

Be assured that regular mid-year financials, and ongoing financial oversight, is a standard part of our operating procedure to ensure we stay on track. These reports are presented to the Finance Committee

To confirm: There is interest by the Board to review our financial health at this point in the year to determine whether funds are available to expand and/or reduce infrastructure project(s) – with a commitment to fiscal responsibility.

6. Use Tax Parks Plan – Review this evening: 10/14/2025

2026 Proposed Budget

Proposed Budget Detail

- Parks & Recreation
- Public Safety / Police
- Sewer Services
- Train Depot
- Minor Funds
- Capital Project Funds

Highlights

- **Revenue take-aways:**
  - Parks Sales Tax projected at 1% growth
  - General Fund Transfer
  - Interest Income
  - Use Tax (Trails)

- **Expenditures:**

Capital Projects

- Design/Construct: All-Inclusive Playground - Platte Landing Park
  - \$200,000 (+ \$700,000 grant application, est. time 1st Qtr. Platte Co. yet to announce & Variety KC)
  - Cooperative Agreement to commence design and public engagement
- Main Street Bridge, \$340,000
  - Platte County Outreach Grant Received: \$40,000
    - Designed and being fabricated

Parks & Recreation (41)
2026 Proposed, Pages 51-63

Highlights

Capital Projects – cont'd

- Parkville West Bike/Park Design – \$125,000
  - RFQ for Design and Public Information Sessions, 2nd Qtr. 2026
  - (+ \$700,000 grant application, est. time 1st Qtr. Platte Co. yet to announce)
- Streambank Stabilization (\$210,000 + Platte County Stormwater \$40,000 grant for Design)
  - Grant Application (Platte County) for Construction: Apply January 2026
- Design of the Accessible Bridge in ELP (2027)

Operations:

- Maintenance/Land Management Planning: RFP for site specific services
  - Parks: (Ex.: PPP: City of Parkville, Missouri Dept. of Conservation (MDC).
  - Wetland: (Ex.: PPP: City of Parkville, Ducks Unlimited, others?)
  - Nature Sanctuary(ies): (Ex.: PPP: City of Parkville, Land Management/Forestry Services)
- Use Tax (Trails) 6-8' (10') as space allows for Trail (TBD) connectivity from ELP to PLP (to new Inclusive Playground)

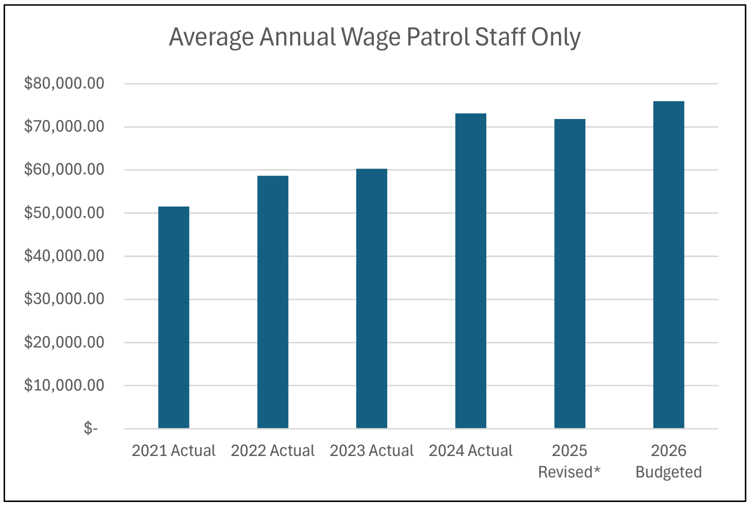
Public Safety / Police Department Budget Transition

2021–2026

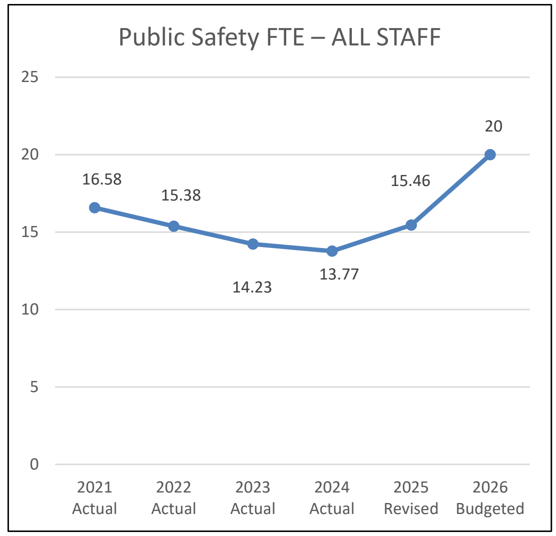
Public Safety Sales Tax

- Background & Public Safety Fund Creation
- Internal Service Fund Implementation (2025)
- Fiscal Impact & Policy Alignment*
- Summary & Recommendations

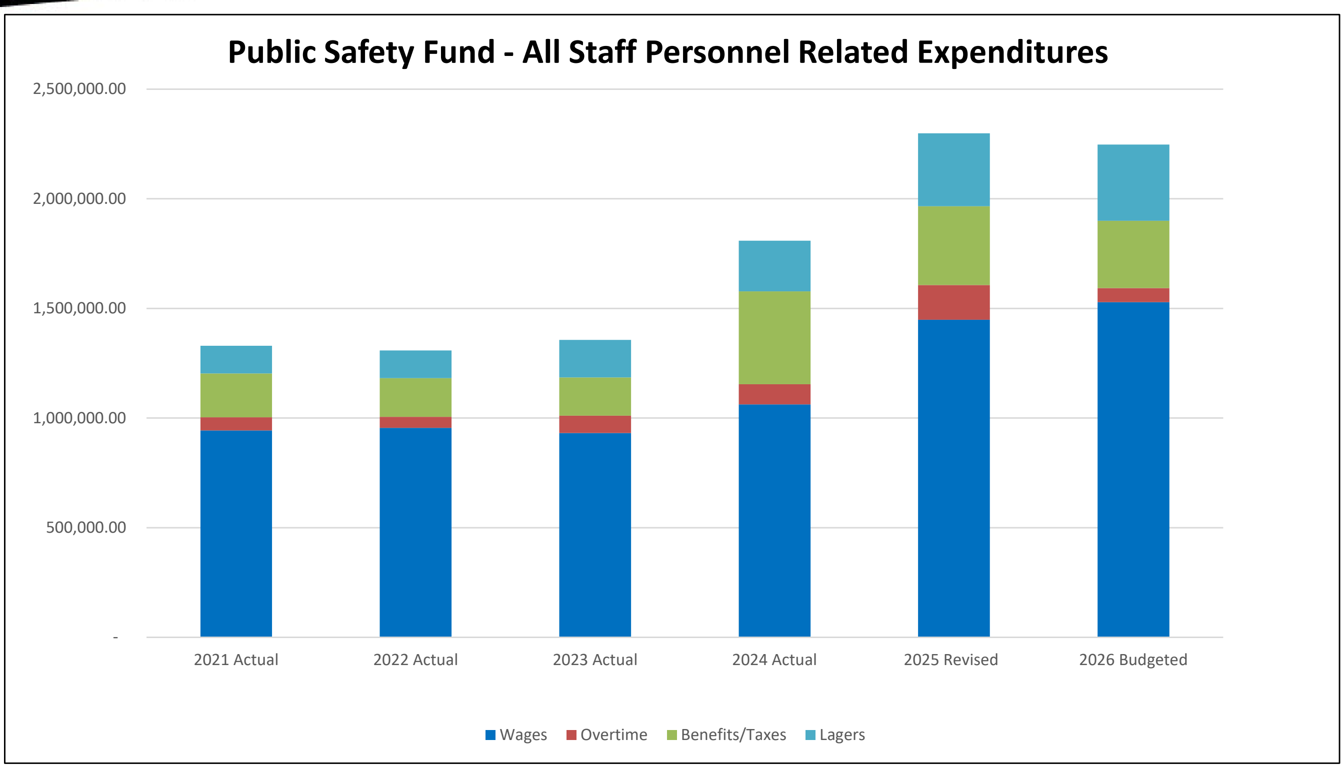
Police Department Average Salary Growth & FTE History



*2025 through 7/31/25



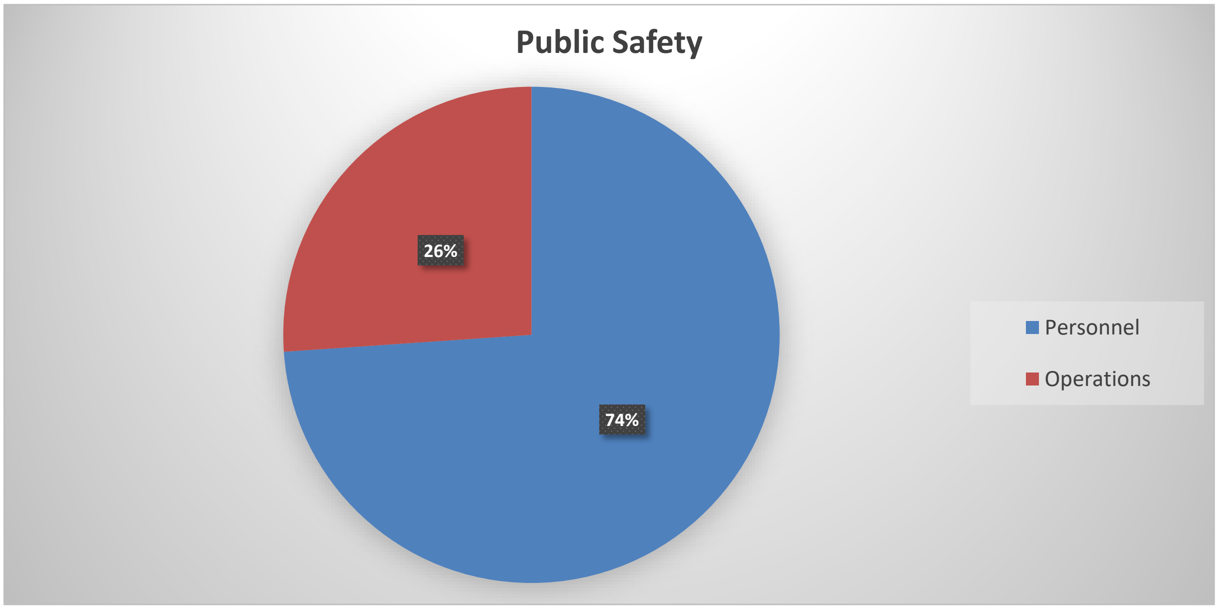
Public Safety Salary Overview



Budget Work Session 3 – 10/14/2025

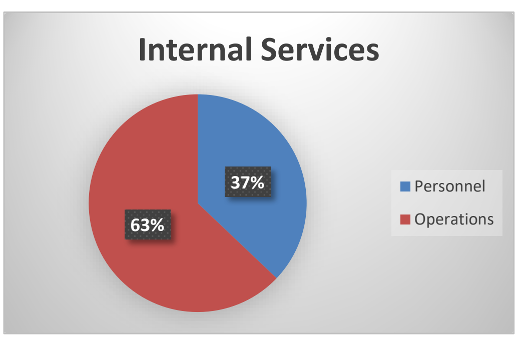
Public Safety Salary Overview

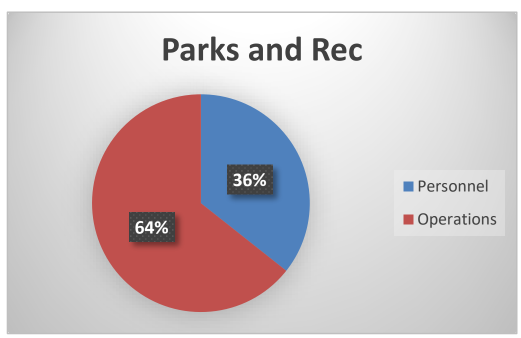
Public Safety – Percentage of Salaries to Operations

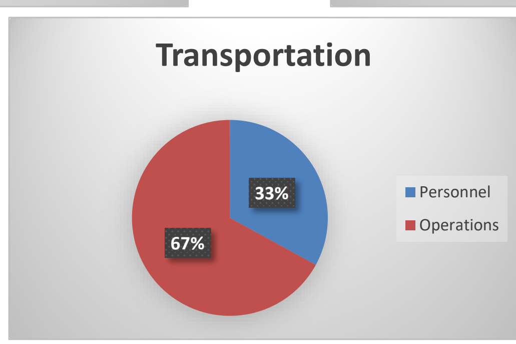


All Funds Salary Overview

All Personnel Funds – Percentage of Salaries to Operations

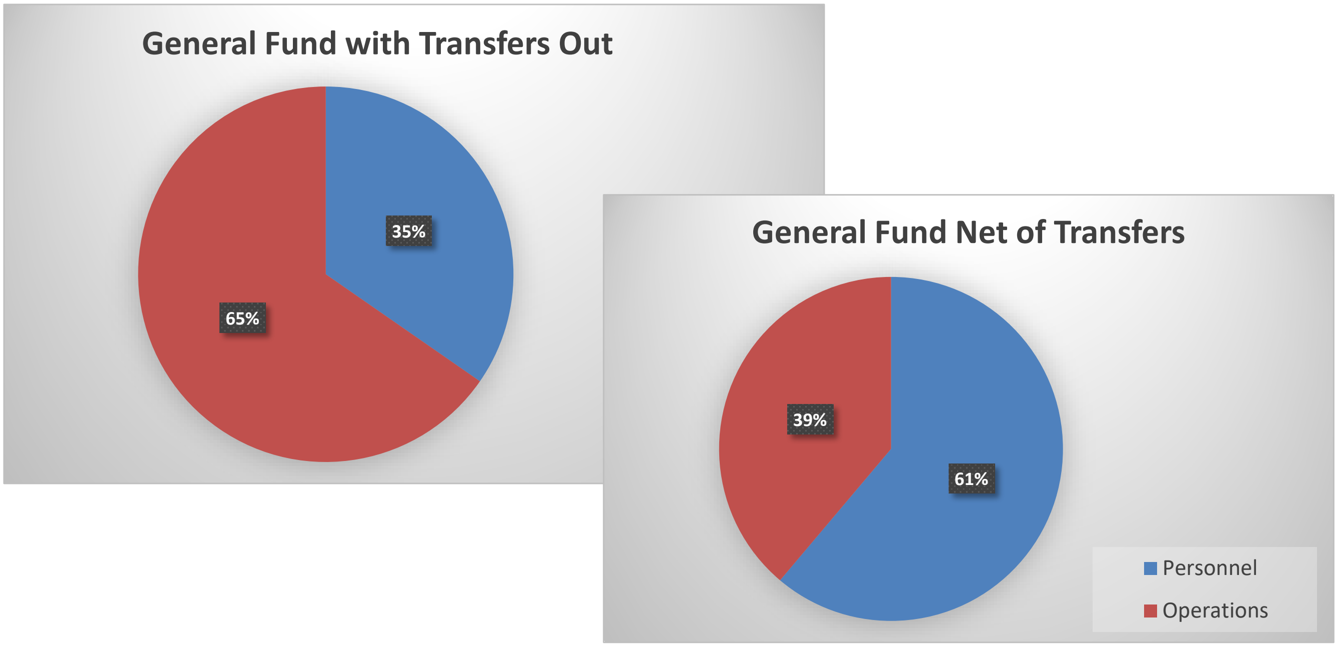






All Funds Salary Overview

All Personnel Funds – Percentage of Salaries to Expenditures



Summary & Recommendations

Summary & Recommendation for BOA

Purpose:
- Summarize the fiscal transition of Police Department funding from the General Fund to the Public Safety Fund.

Key Fiscal Highlights:
- Stable annual General Fund transfer based on 2023 expenditures + 50% of State Auditor's CPI.
- Dedicated ½-cent Public Safety Sales Tax ensures long-term sustainability.
- Separate ISF allocations reflect full operational costs for transparency and accuracy.

Three-Fold Approach:
1. Continue current CPI-based transfer calculation.
2. Review one-time capital and operational needs annually.
3. Perform annual ISF true-up to ensure interfund equity.

Recommendation:
- Approve and maintain the three-fold approach to ensure fiscal stability, transparency, and accountability between the General Fund and Public Safety Fund.

Public Safety Budget Adjustment

Public Safety Fund (42)
Amended Proposed Budget 10/14/2025

Category	2024 Audited	2025 Adopted	2025 YTD - 7/31	2025 Revised	2026 DEPT REQ	2026 PROPOSED	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Revenues										
Taxes	$ 1,029,532	$ 1,033,000	$ 604,204	$ 1,059,000	$ 1,070,000	$ 1,070,000	$ 1,081,000	$ 1,092,000	$ 1,103,000	$ 1,114,000
Other	79,575	3,000	2,695	3,000	33,000	33,000	34,000	35,000	36,000	37,000
Interest	-	-	3,894	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Transfers	1,500,000	1,526,000	890,167	1,526,000	1,552,000	1,552,000	1,606,000	1,629,000	1,653,000	1,677,000
Transfer - ISF	-	-	-	-	-	210,000	217,000	221,000	225,000	230,000
One-Time Transfer	-	-	-	-	150,000	150,000	-	-	-	-
Total Revenues	**2,609,107**	**2,562,000**	**1,500,960**	**2,595,000**	**2,812,000**	**3,022,000**	**2,945,000**	**2,984,000**	**3,024,000**	**3,065,000**
Expenditures										
Salary and Benefits	1,681,244	2,058,000	1,100,882	2,058,000	2,298,000	2,304,000	2,385,000	2,433,000	2,482,000	2,532,000
Operating	111,840	530,000	211,442	530,000	759,000	652,000	675,000	689,000	703,000	717,000
Capital	35,145	132,000	-	132,000	80,000	80,000	75,000	-	-	-
Total Expenditures	**1,828,229**	**2,720,000**	**1,312,324**	**2,720,000**	**3,137,000**	**3,036,000**	**3,135,000**	**3,122,000**	**3,185,000**	**3,249,000**
Increase (decrease)	780,878	(158,000)	188,636	(125,000)	(325,000)	**(14,000)**	(190,000)	(138,000)	(161,000)	(184,000)
Beginning Fund Balance	192,285	964,285	973,163	973,163	**848,163**	**848,163**	834,163	644,163	506,163	345,163
Ending Fund Balance	**$ 973,163**	**$ 806,285**	**$ 1,161,799**	**$ 848,163**	**$ 523,163**	**$ 834,163**	**$ 644,163**	**$ 506,163**	**$ 345,163**	**$ 161,163**
Fund Balance % (of OPS)	54%	31%	89%	33%	17%	28%	21%	16%	11%	5%

Original proposed budget on page 65
Adjustment for ISF moves the fund balance in 2030 from -29% to 5%

General Fund Budget Adjustment

General Fund (10)
Amended Proposed Budget 10/14/2025

Category	2024 Audited	2025 Adopted	2025 YTD - 7/31	2025 Revised	2026 DEPT REQ	2026 PROPOSED	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Revenues										
Property Taxes	$ 1,803,344	$ 1,794,000	$ 1,817,154	$ 1,849,000	$ 1,957,000	$ 1,957,000	$ 1,968,000	$ 1,987,000	$ 2,008,000	$ 2,029,000
Licenses	77,024	73,000	65,821	77,000	83,000	83,000	85,000	87,000	89,000	91,000
Permits	702,450	329,000	350,127	411,000	423,000	423,000	431,000	439,000	447,000	455,000
Franchise	937,859	928,000	547,943	925,000	954,000	954,000	973,000	992,000	1,011,000	1,030,000
Sales Tax	1,890,001	1,904,000	1,244,312	2,179,000	2,191,000	2,191,000	2,214,000	2,237,000	2,260,000	2,284,000
Court	72,169	50,000	20,709	36,000	40,000	40,000	-	-	-	-
Interest & Admin Fees	206,566	121,000	198,586	277,000	271,000	271,000	271,000	271,000	271,000	271,000
Miscellaneous	655,480	760,000	608,120	764,000	777,000	777,000	786,000	795,000	804,000	813,000
Transfers	729,114	180,000	117,860	193,000	180,000	180,000	180,000	180,000	180,000	180,000
Total Revenues	**7,074,007**	**6,139,000**	**4,970,632**	**6,711,000**	**6,876,000**	**6,876,000**	**6,908,000**	**6,988,000**	**7,070,000**	**7,153,000**
Expenditures										
Department										
Administration	2,140,314	1,750,000	1,018,210	1,750,000	1,816,000	1,800,000	1,863,000	1,900,000	1,938,000	1,977,000
Court	159,111	217,000	116,569	217,000	225,000	219,000		-	-	-
Public Works	465,318	660,000	358,104	660,000	920,000	914,000	946,000	965,000	984,000	1,004,000
Community Development	623,712	823,000	417,066	823,000	786,000	790,000	818,000	834,000	851,000	868,000
Public Information	31,191	44,000	13,772	44,000	66,000	90,000	93,000	95,000	97,000	99,000
Information Technology	236,095	-	23,192	400,000	-	-	-	-	-	-
Transfer - Transportation	*243,000*	*247,000*	*144,083*	*247,000*	*251,000*	*251,000*	260,000	*264,000*	*268,000*	*272,000*
Transfer - Parks & Recreation	*426,000*	*433,000*	*252,583*	*433,000*	*440,000*	*440,000*	455,000	*462,000*	*469,000*	*476,000*
Transfer - Public Safety	*1,500,000*	*1,526,000*	*890,167*	*1,526,000*	*1,552,000*	*1,552,000*	1,606,000	*1,629,000*	*1,653,000*	*1,677,000*
Transfer - Public Safety ISF	-	-	-	-	-	*210,000*	217,000	221,000	225,000	230,000
Transfer - Public Safety - One Time	-	-		-	*150,000*	*150,000*	-	-	-	-
Transfer - Stormwater	*185,000*	*270,000*	*67,500*	*278,000*	*286,000*	*286,000*	296,000	*296,000*	*296,000*	*296,000*
Transfer - Debt Transfers	*291,000*	*300,000*	*300,000*	*300,000*	*301,000*	*301,000*	*302,000*	*302,000*	*302,000*	*297,000*
Transfer - Emergency Reserve	*118,000*	*136,000*	*136,000*	*136,000*	-	-	-	-	-	-
SUBTOTAL TRANSFERS OUT	*2,763,000*	*2,912,000*	*1,790,333*	*2,920,000*	*2,980,000*	**3,190,000**	*3,136,000*	*3,174,000*	*3,213,000*	*3,248,000*
Capital Outlay	44,517	75,000	3,416	75,000	83,000	83,000	100,000	-	-	-
Total Expenditures	**6,463,258**	**6,481,000**	**3,740,662**	**6,889,000**	**6,876,000**	**7,086,000**	**6,956,000**	**6,968,000**	**7,083,000**	**7,196,000**
Increase (decrease)	610,749	(342,000)	1,229,970	(178,000)	-	(210,000)	(48,000)	20,000	(13,000)	(43,000)
Beginning Fund Balance	2,007,707	2,213,004	2,618,456	2,618,456	2,440,456	2,440,456	2,230,456	2,182,456	2,202,456	2,189,456
Ending Fund Balance	**2,618,456**	**1,871,004**	**3,848,426**	**2,440,456**	**2,440,456**	**2,230,456**	**2,182,456**	**2,202,456**	**2,189,456**	**2,146,456**
Plus: Emergency Fund Balance	1,507,196	1,586,208	1,664,956	1,668,196	1,728,196	1,728,196	1,789,196	1,851,196	1,914,196	1,978,196
Reserve Fund Balance %	41%	29%	103%	35%	35%	31%	31%	32%	31%	30%
Total Fund Balance	**$ 4,125,652**	**$ 3,457,212**	**$ 5,513,382**	**$ 4,108,652**	**$ 4,168,652**	**$ 3,958,652**	**$ 3,971,652**	**$ 4,053,652**	**$ 4,103,652**	**$ 4,124,652**

Highlights

Revenue take aways

- Public Safety Sales Tax
- General Fund Transfer
- Interest Income

Expenditures

- 3% across-the-board salary increase for all employees
- 20-25% benefit increase (Insurance, Benefits, Liability Ins.)
- Current Vacancy Count: 2

Operations:

- Academy Recruit/Hiring
- Ongoing Maintenance of Flocks and Crimestar Systems

Public Safety Fund (42)
2026 Proposed, Pages 65 - 74

Highlights

Capital Projects:

There are 3 pieces of equipment the department requested in 2026

Funded:

- In-Car Cameras – replacement of six aging, end-of-life systems

Unfunded:

- TruNarc Narcotic Testing Reader – a field-testing device used by mutual-aid agencies assisting Parkville; and
- Livescan Electronic Fingerprint System – to improve processing efficiency and accuracy

The TruNarc and Livescan systems are deferred to 2027, though the Police Department will actively pursue grant funding opportunities to secure these technology upgrades sooner if possible.

Budget Work Session 2 – 10/07/2025

Parkville: West Substation

10-Year Lease and Related Expenses

- Reimbursed via Development Agreement
  - Expenses Out/Reimbursed Revenues In

Substation Development Agreement Amount:

- Tenant Finish Applied: $87,735.40
- Estimated Lease and Related Utilities (2025): $15,000
- Proposed Lease and Related Utilities (2026): $30,000

Projecting 3.5 years of expenses via Development Agreement

Sewer Services Fund (30)

Enterprise Fund

A self-supporting enterprise fund that provides for the operation, maintenance, and improvement of the City's wastewater collection and treatment systems.

Revenues are derived primarily from user fees, connection charges, and other related income.

- Beginning Balance for 01/01/2026: $200,724
- Projected Revenues at current rates: $1,721,000
- Projects*/Operations $1,613,000
- Ending fund balance of $308,724, or approximately 19 percent of operations.

While the City's sewer assessment process and rate study continue into 2026, expenditures focus on maintaining system reliability and regulatory compliance through maintenance and targeted improvements within available revenues.

NOTE: *No rate increase is planned until completion of the rate study, assessment and review process.*

Sewer Services Fund (30)
2026 Proposed, Page 87 - 94

Enterprise Fund

2026 Sewer Capital and Maintenance Projects:

- Treatment Plant Maintenance and Upgrades – $155,000
- Pump and Lift Station Improvements – $70,000
- Collection System Repairs – $244,000
  - *Additional work remains contingent upon the outcome of the Sewer Rate Assessment and Rate Study currently underway.*

This focus on essential system maintenance ensures continued service reliability while positioning the City to make informed, data-driven decisions once the rate study is complete.

Budget Work Session 3 – 10/14/2025

Train Depot

- New in 2026 to track lease revenue and maintenance expenditures
- Revenue: $35,500
- Expenditures: $27,500
- Ending Balance: $8,000

Minor Funds

- Fewson Fund
- Hotel Guest Tax / Economic Development
- *Stormwater (addressed 10/7/2025)*
- Emergency Reserve Fund
- Parkville Nature Sanctuary
- Parkville Veterans Memorial

Minor Funds

Fewson Fund (45)

The Fewson Fund provides dedicated resources for beautification and community enhancement projects, in accordance with the trust established for the maintenance and improvement of Parkville's public spaces and community image.

- Transfer $45,000 to Capital Projects (95) for Entry Sign on 45 Hwy

Minor Funds

Hotel Guest Tax / Economic Development (46)

The Economic Development / Tourism Fund supports business retention and attraction, marketing, and tourism initiatives that strengthen Parkville's local economy.
Revenues are primarily derived from hotel/motel room taxes and related tourism sources, with expenditures focused on marketing partnerships and community events that draw visitors to the area.

As part of an established development agreement, 75 percent of room tax revenues generated within the designated development area are returned to the developer, supporting continued private investment in hospitality infrastructure.
2026:

- FIFA World Cup (Assist Public Safety Coordination, Marketing, Event Preparation)
- 4th of July Fireworks

Minor Funds

Emergency Reserve Fund (50)

The Emergency Reserve Fund (50) was established to ensure the City maintains adequate financial resources to respond to unforeseen emergencies or major unplanned expenditures. This fund serves as a key component of the City's fiscal stability strategy Guided by the City's Investment Policy, Parkville continues to build on these strategic reserves through diligent and responsible investing, ensuring that funds are both protected and productive.

2026
- Beginning Balance: $1,668,196
- Interest Income: $60,000
- Ending Balance$1,728,196

No transfer from the General Fund is required in 2026, as the City's Emergency Reserves slightly exceed the minimum 25 percent policy requirement set by the Board of Aldermen (policy included in your budget book). This level of reserve ensures Parkville's continued financial strength and ability to respond promptly to emergencies or economic uncertainty.

Minor Funds

Parkville Nature Sanctuary (60)

The Nature Sanctuary Fund (60) was established through a donation from the Erik and Anna Andersen Trust (2006) to support the long-term preservation, operation, and enhancement of the Parkville Nature Sanctuary.

The fund is used to maintain trails, signage, and facilities, as well as to support educational programs and habitat improvement efforts.

2026
- Beginning Balance: $200,000
- Expenditures: $100,000
- Ending Balance: $100,000

Note: The remaining $200,000 in the fund continues to be used as needed for projects and maintenance of the Nature Sanctuary and will remain available until the balance is fully expended.

Minor Funds

Parkville Veterans Memorial (66)

A special revenue fund established to manage donations and project-related funds received through fundraising efforts by local veterans and community partners in the Parkville area.

Funds are submitted to the City and used exclusively for the design, construction, and enhancement of the Parkville Veterans Memorial.

2026

Revenues (fund raising): $51,000

Expenditures/Projects: $51,000

Capital Project Funds

61 – Farmers Market Construction (substantially completed in 2025; fund will close)

90 – Highway 9 Downtown Project
Projected Revenues: *$4,080,000
Expenditures: $2,250,000

Funding for the 2026 portion of the project includes a combination of federal and state grant dollars, local matching funds, and use tax allocations.

**Note: The large projected revenue amount also reflects the potential and likely need for bond financing to execute this project. As this process advances, it will be brought before the Board of Aldermen for additional detail, review, and formal approval prior to issuance.*

Capital Project Funds

95 – Capital Projects Fund
Beginning balance: $857,000
Revenues; $45,000
Expenditures (Projected) $834,500

For 2026, this fund supports several key projects identified in the Capital Improvement Plan (CIP):

- *Highway 45 East Entry Sign* – $267,000 (includes $45,000 transfer from the Fewson Fund)
- *Wayside Horns Design* – $67,500 for the design of wayside horns to improve safety and reduce noise impacts along designated rail crossings
- *Citywide Building and Facility Improvements*, including City Hall HVAC Replacement – $500,000 to address deferred maintenance and enhance energy efficiency at City facilities

97 – Bell Rd. Improvements
Bell Road Connectivity Project, which focuses on improving pedestrian access and safety along the Bell Road corridor.
Revenue/Expenditures: $1,351,000

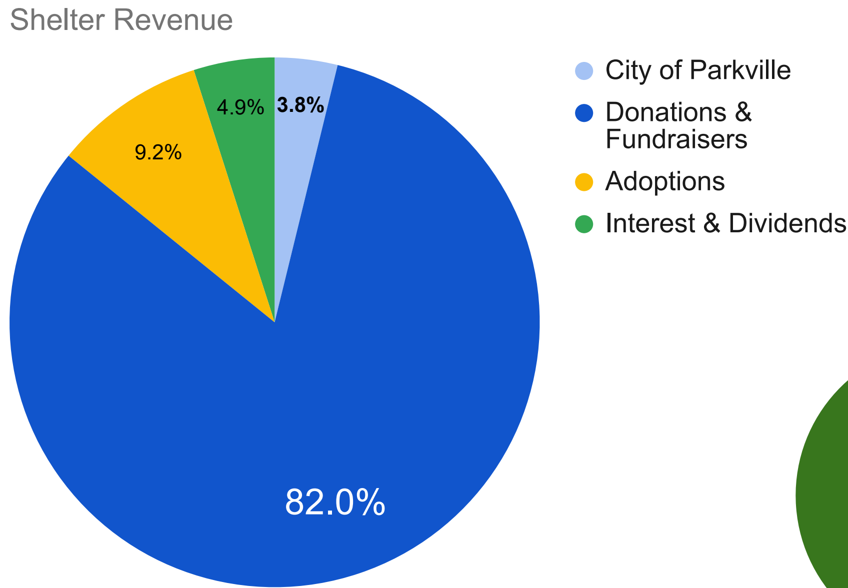
Next Steps

- ~~August 19 – CIP Review and Adoption~~
- ~~September 30 – 2026 Revenue & Personnel~~
- ~~October 7– Administrator's Proposed, Balanced Budget – General, Transportation, Stormwater, Use Tax, Debt Summary~~
- ~~October 14 – Proposed Budget continued – Parks & Recreation, Public Safety, Sewer, Train Depot, Minor Fund Summaries, Capital Project Summaries~~
- October 21 – Budget Overview: Future Financial Stability – Matching Revenue to Community Needs (Ballot Initiative)
- November 4 – Budget Related Ordinance(s) Adoption 1st Reading
- November 18 – Budget Adoption 2nd Reading
- Upcoming / TBD: Sewer Operations, Maintenance/Capital Planning and Rates

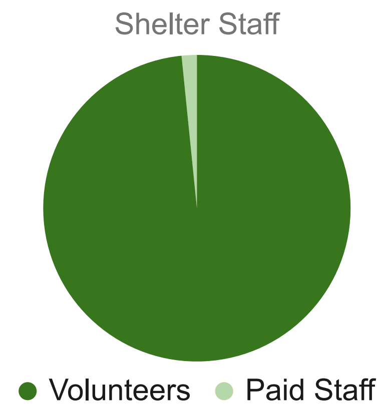
Exhibit B

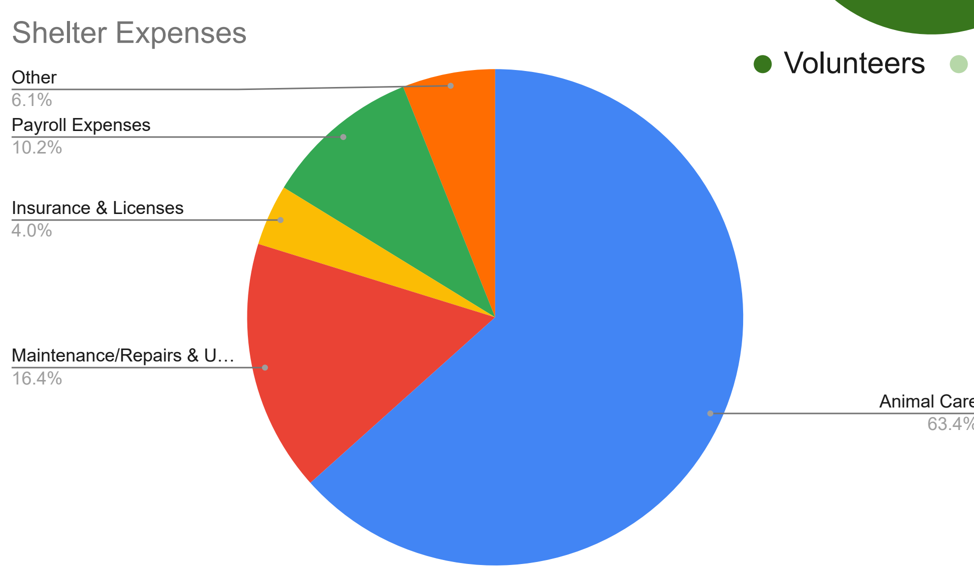
Yearly Budget: It costs about $314,000/year to run the animal shelter.
At $12,000/year, the City of Parkville covers 3.8% of the budget.
At about $32,000/year, part time vet techs are paid with 10.2% of the budget.
Volunteers make up over 98% of staff.

Budget Credits	Amount	% Percentage
City of Parkville	$12,000	3.8%
Donations & Fundraisers	$257,500	82.0%
Adoptions	$29,000	9.2%
Interest & Dividends	$15,500	4.9%
TOTAL	$314,000	



Budget Debits	Amount	% Percentage
Animal Care	$199,000.00	63.4%
Maintenance/Repairs & Utilities	$51,500.00	16.4%
Insurance & Licenses	$12,500.00	4.0%
Payroll Expenses	$32,000.00	10.2%
Other	$19,000.00	6.1%
TOTAL	$314,000.00	





Workers	Count	% Percentage
Volunteers	185	98.4%
Paid Staff	3	1.6%
TOTAL	188	