

ADMINISTRATIVE REPORT

TO: Horatio Galanti, City Manager	DATE: May 7, 2019
FROM: Danielle Whiteway, CPA CA Acting Finance Manager	MEETING: Corporate Services Committee
SUBJECT: Unaudited Financial Statements and Supplementary Information For the quarter ending March 31, 2019	

RECOMMENDATIONS

That the Corporate Services Committee receive the unaudited financial statements, schedules and other information for the three-month period ended March 31, 2019 for information.

PREVIOUS COUNCIL / COMMITTEE DIRECTIONS

There are no previous Council or Committee directions.

BACKGROUND

The purpose of this report is to present the unaudited financial statements and supplementary information for the three-month period ended March 31, 2019.

ANALYSIS

A budget is a financial plan designed to articulate Council's strategic objectives and contains a significant number of assumptions. Once approved, the budget remains a relatively static document that becomes a guide for Management and provides a tool for financial analysis.

Operating variances result from differences between approved budget and actual financial results. Internal and external factors influence operating variances and include, but are not limited to, population growth, operating efficiencies, economic conditions, availability of resources, weather conditions, and unforeseen conditions.

Management is responsible to actively monitor and manage the overall operating results to ensure that service delivery is maintained at acceptable levels and that operational costs are contained within available resources.

Appendix 1, attached to this report, provides a summary of projected variances for the year ended December 31, 2019.

Statement of Financial Position

Trade & Other Receivables consist of amounts outstanding from customers excluding taxes and loans receivable. As at March 2019, the amount is approximately \$4.4M lower than at the end of December 2018. The difference can be explained by Aquatera dividends, GST Refund and interests accrued at the end of December 2018 and, as such, they are not reflected in the March statements as a result of being received and no longer outstanding.

Deferred property taxes are taxes collected in advance or carried forward but not yet recognized as revenue. As of March 31, 2019, there is approximately \$2.9M of net taxes collected for the 2019 levy.

Prepaid Expenses mainly consist of AMSC Insurance services premiums paid for the year. This amount is expected to reduce as the year progresses. This is resulting in the difference between December 2018 and March 2019, however comparable to the March 31, 2017 balance reported.

Tangible capital assets consist of assets with a life longer than one year that have been capitalized, as well as work-in-progress on capital projects, not yet completed.

The Unaudited Statement of Financial Position is available in Appendix 3.

Budget/Actual Summary

In 2019, deficit from operations is expected to be \$1.185M (0.69% of total budget). This deficit can mostly be attributed to shortfalls in budget strategies to date. Management continues to review and analyze Service Delivery Models and Managed Manpower for potential savings to decrease the projected deficit.

More detailed explanations of variances are provided in Appendix 2.

Capital Spending

As of March 31, 2019, \$0.53M of the \$26.7M Capital Plan for 2019 has been spent, with percentages of completion ranging from 5% to 100% complete. As projects move through the procurement cycle, this is expected to shift and be fully spent or committed by year end.

More detailed information is available in Appendix 7.

Procurement Activity

In the first quarter of 2019, five procurements over \$250,000 have been awarded within a timeframe of 2-8 days from close. These were all awarded within their approved 2019 Capital Budget amounts.

More detailed information is available in Appendix 8.

Staff Complement Update

As of March 31, 2019, the City of Grande Prairie has 630 full and part time permanent employees, as well as 141 temporary employees.

A breakdown by type and by Service Area is available in Appendix 9.

Relationship to City Council’s Focus Areas / Strategic Directions

Aligns long-term strategy and financial decisions through a budgeting process focused on priorities and sustainable financial health.

Enables and enhances trust, transparency and adaptability by ensuring accountability, integrity, efficiency, best practices and innovation in all operations.

Environmental Impact

There are no environmental impacts associated with this report.

Economic Impact

There are no relevant economic impacts associated with this report.

Social Impact

There are no relevant social impacts associated with this report.

Relevant Statutes / Master Plans / City Documents

Section 153(d) of the Municipal Government Act states that:

“Councillors have the duty to obtain information about the operation of administration of the municipality from the chief administrative officer or a person designated by the chief administrative officer”.

Risk

There are no relevant risks associated with this information

Alternatives (Optional)

None

STAKEHOLDER ENGAGEMENT

The unaudited financial statements will be posted on the City’s website.

BUDGET / FINANCIAL IMPLICATIONS

The total projected 2019 operating deficit is \$1.185M, which represents 0.69% of the City’s total budget. Operating variances are reported on in Appendix 2.

SUMMARY / CONCLUSION

For the year end of 2019, Management projects an operating deficit of \$1.185M. This projected deficit does not include the depreciation expense.

Management has completed the financial statements for January to March 2019, which are not externally audited, a high degree of confidence in their accuracy is appropriate.

ATTACHMENTS

The following financial statements and schedules are attached:

- Appendix 1 - Operating Revenue and Expenditure Summary
- Appendix 2 - Financial Statement Highlights
- Appendix 3 - Statement of Financial Position
- Appendix 4 - Operating Reserves
- Appendix 5 - Long Term Debt and Debt Servicing
- Appendix 6 - Council Travel Expense
- Appendix 7 – 2019 Capital Budget Update
- Appendix 8 – Procurement Activity
- Appendix 9 – Staff Complement
- Appendix 10 – Budget Strategies

**City of Grande Prairie
 Operating Revenue And Expenditure Summary
 For the Period Ending March 31, 2019**

Description	YTD Actuals	YTD Budget	Variance	Annual Forecasted Variance
City Manager	\$ 932,879	\$ 1,125,836	192,957	(104,484)
Infrastructure and Protective Services	12,947,870	14,984,020	2,036,150	415
Community Living	8,327,885	7,010,400	(1,317,485)	253,291
Corporate Services	3,772,592	3,772,908	316	580,585
Fiscal Services	9,541,758	(28,794,082)	(38,335,840)	(1,915,210)
Total Summary of Service Areas	<u>35,522,984.00</u>	<u>(1,900,918.00)</u>	<u>(37,423,902.00)</u>	<u>(1,185,403.00)</u>
Depreciation Expense	\$ 6,335,650			

Note: This report is a net of Revenue and Expenditures.

The City of Grande Prairie
 Financial Statement Highlights
 March 31, 2019

In 000's

City Manager		
Council	Surplus based on historical spending patterns	41
Legal Services	Deficit due to delayed hiring of City Solicitor resulting in greater outside professional services	(150)
Other Departments	Small supplies savings	5
Total Projected Surplus/(Deficit) - City Manager		(104)

Infrastructure & Protective Services		
Energy & Environmental Services	Surplus due to salary vacancy savings	26
IPS Director	Surplus due to costs savings for mileage, travel, etc. for vacant positions	55
Engineering	Projecting deficit related to salaries over budget	(36)
Transportation	Deficit due to anticipated overage of utility costs	(99)
Planning & Development	Surplus from staff leave and related replacement, combined with other supplies expecting under budget	40
Other Departments	Small surpluses in other departments from anticipated supplies savings	14
Total Projected Surplus/(Deficit) - Infrastructure & Protective Services		-

Community Living		
Fleet	Deficit due to lower than budgeted revenue and severance costs	(200)
Parks	Surplus from Service Delivery Model review	136
Transit	Surplus from less spent on repairs and maintenance through Fleet	175
Eastlink Centre	Deficit due to greater chemical and utility costs anticipated	(74)
Coca-Cola Centre	Surplus from revenue trending higher than budgeted, combined with less spending on utilities	55
CSD	Surplus due to vacancies and FCSS surplus funding for Social Master Plan	174
Community Group Funding	Lease changes resulting in a projected surplus	48
Other Departments	Net deficit expected for all other departments for Regional Rec Consultant position, utilities and salaries over budget	(61)
Total Projected Surplus/(Deficit) - Community Living		253

Corporate Services		
Risk Management	Surplus due to lower premiums than budgeted	200
ITS	Deficit from year end timing difference - 2018 purchases not received until 2019	(50)
Facilities	Surplus anticipated based on historical spending and minimal issues to date	378
Other Departments	Supplies savings related to vacant positions and lower supplies and services spending in some departments	53
Total Projected Surplus/(Deficit) - Corporate Services		581

Fiscal Services		
Operating Contingency	Shortfall from budget strategies	(1,915)
Total Projected Surplus/(Deficit) - Fiscal Services		(1,915)

Total Projected Surplus/(Deficit)		(1,185)
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**CITY OF GRANDE PRAIRIE
STATEMENT OF FINANCIAL POSITION
March 31, 2019**

	March 31 2019	March 31 2018	December 31 2018
FINANCIAL ASSETS			
Cash & Temporary Investments	\$ 120,036,968	\$ 90,213,047	\$ 149,445,590
Taxes & Grants in Lieu of Taxes	\$ -	-	9,060,897
Trade & Other Receivables	\$ 5,900,032	4,429,625	10,304,779
Agreements Receivable	\$ 17,554,144	18,670,044	17,554,144
Land Held for Resale	\$ 752,300	752,300	752,300
Investments	\$ 83,641,019	82,383,239	83,641,019
	<u>\$ 227,884,462</u>	<u>\$ 196,448,255</u>	<u>\$ 270,758,729</u>
FINANCIAL LIABILITIES			
Accounts Payable & Accrued Liab	\$ 40,417,718	\$ 13,651,946	\$ 45,380,151
Deferred Revenue	\$ 30,382,509	19,463,432	36,098,296
Deferred Property Tax	\$ 2,994,636	5,427,008	-
Long-term Debt	\$ 137,615,468	128,059,117	140,139,518
	<u>\$ 210,527,375</u>	<u>\$ 166,601,503</u>	<u>\$ 221,617,965</u>
NET FINANCIAL ASSETS	\$ 17,357,088	\$ 29,846,752	\$ 49,140,764
NON FINANCIAL ASSETS			
Inventory for Consumption	\$ 1,030,226	\$ 748,595	\$ 846,950
Prepaid Expenses	\$ 921,659	1,086,092	195,482
Tangible Capital Assets	\$ 668,986,256	626,315,915	664,467,612
	<u>\$ 670,938,142</u>	<u>\$ 628,150,602</u>	<u>\$ 665,510,044</u>
NET ASSETS	<u>\$ 688,295,229</u>	<u>\$ 657,997,354</u>	<u>\$ 714,650,808</u>
MUNICIPAL EQUITY			
ACCUMULATED SURPLUS	<u>\$ 688,295,229</u>	<u>\$ 657,997,354</u>	<u>\$ 714,650,808</u>

**CITY OF GRANDE PRAIRIE
OPERATING RESERVES
March 31, 2019**

	BALANCE DEC 31/18	TRANSFER TO RESTRICTED FUND	OTHER ADDITIONS	SUB TOTAL ADDITIONS	REDUCTIONS	BALANCE MAR 31/19
Fleet Management System	\$ 13,800,041	\$ 28,315	\$ -	\$ 28,315	84,583	\$ 13,743,773
Winter Stabilization	2,627,437	0	0	0	2,627,438	0
Cemetery Perpetual Care	3,043,232	6,244	9,400	15,644	0	3,058,876
Public Housing Commission	627,558	1,288	0	1,288	0	628,846
Fire Dept Equipment Replacement	875,357	0	0	0	875,357	0
RCMP Detachment Reserve	304,454	0	0	0	304,454	0
Facility Renewal Reserve	1,443,780	2,962	4,500,000	4,502,962	2,159,182	3,787,560
Public Reserve	2,841,565	5,830	0	5,830	0	2,847,395
Transportation System Levy	6,803,133	13,959	92,038	105,996	0	6,909,129
Future Expenditure	9,301,606	19,085	0	19,085	235,435	9,085,256
Financial Stabilization	8,371,223	24,993	3,809,773	3,834,766	0	12,205,989
Pinnacle Ridge Special Tax	13,953	29	0	29	0	13,982
Public Art	69,906	143	0	143	0	70,049
Neighbourhood Entrance Reserve	2,525	0	0	0	2,525	0
	\$ 50,125,770	\$ 102,848	\$ 8,411,211	\$ 8,514,058	\$ 6,288,974	\$ 52,350,855

**Long-Term Debt and Debt Servicing
For the Quarter Ended
March 31, 2019**

		<u>Actual</u>
Opening Balance:	December 31, 2018	140,139,518
Less:		
Principal portion of debt payments		-2,524,050
Plus:		
Additional debt taken		0
Ending Balance:	March 31, 2019	<u>137,615,468</u>
Interest paid on Long-Term Debt		<u>1,451,004</u>
January 1, 2019 - March 31, 2019		<u>1,451,004</u>

Contribution Room

Legal Debt Limit:	December 31, 2018	274,940,304
Ending Balance:	March 31, 2019	137,615,468
Remaining Debt Limit		<u>137,324,836</u>

**CITY OF GRANDE PRAIRIE
TRAVEL EXPENSE REIMBURSEMENT TO COUNCIL
JANUARY 1 TO MARCH 31, 2019**

COUNCIL MEMBER	MANDATORY and City Business EXPENDITURES	DISCRETIONARY EXPENDITURES	TOTAL
GIVEN, BILL	2,525.48	20.00	2,545.48
BLACKBURN, CLYDE	2,218.14	0.00	2,218.14
BRESSEY, DYLAN	5,044.53	2645.21	7,689.74
CLAYTON, JACKIE	1,262.80	3846.22	5,109.02
FRIESEN, EUNICE	0.00	2130.86	2,130.86
MINHAS, YAD	710.24	0.00	710.24
O'TOOLE, KEVIN	745.58	1261.46	2,007.04
PILAT, WADE	2,224.10	2662.99	4,887.09
THIESSEN, CHRIS	880.20	1083.55	1,963.75
	\$15,611.07	\$13,650.29	\$29,261.36
	\$15,611.07	\$13,650.29	\$29,261.36

Notes:

Mandatory column: includes travel, subsistence, accommodations
and per diems related to City Business

Discretionary column: includes tickets and any other costs related to public
relations or education/training events

City of Grande Prairie 2019 Capital Update

March 31, 2019

Project Title	Funding Source	Approved Budget 2019	Actual costs to date	Remaining cost to completion	Total projected cost	Variance	Q1 - % of completion
Division: Community Living							
Community Social Development							
Affordable Housing Initiative (15996)	Capital Tax	500,000	-	500,000	500,000	-	0%
	Total: Community Social Development	500,000					
Community Knowledge Campus							
ELC wheel chair access -Jugo Juice viewing area (60911)	Capital Tax	30,000	-	30,000	30,000	-	0%
ELC- Fitness Equipment Update (60912)	Capital Tax	100,000	-	100,000	100,000	-	0%
	Total: ELC/ Coca-Cola Centre/CKC Campus	130,000	-	130,000	130,000	-	
Events and Entertainment							
Concession upgrade (62044)	Capital Tax	30,000	-	30,000	30,000	-	0%
Donor Recognition Plaque (62045)	Capital Tax	5,000	-	5,000	5,000	-	0%
Office Space (62046)	Capital Tax	50,000	-	50,000	50,000	-	0%
	Total: Events and Entertainment	85,000	-	85,000	85,000	-	
Fleet Services							
Fleet Parts Counter Modification (34552)	Capital Tax	45,000	35,000	10,000	45,000	-	90%
Vehicle and Equipment Replacements (34550)	Fleet Reserve	2,576,372	37,752	2,538,620	2,576,372	-	1%
	Total: Fleet Services	2,621,372	72,752	2,548,620	2,621,372	-	
Parks							
Playground Surface Replacement (54151)	Capital Tax	20,000	-	20,000	20,000	-	0%
Portable Sander for 1 Ton Truck (54152)	Capital Tax	15,000	-	15,000	15,000	-	0%
Replacement Chain Link Fencing - Dave Barr (54153)	Capital Tax	15,000	-	15,000	15,000	-	0%
South Bear Creek Diamond Renewal (65051)	Capital Tax	100,000	-	100,000	100,000	-	0%
South Bear Creek Score Clocks (65052)	Capital Tax	37,500	-	37,500	37,500	-	0%
	Non-Government Sources	37,500	-	37,500	37,500	-	0%
	Total: Parks	225,000	-	225,000	225,000	-	
Sports Development, Wellness & Culture							
Nitehawk - Community Group Funding (64039)	Capital Tax	85,000	85,000	-	85,000	-	100%
	Total: Sports Development, Wellness & Culture	85,000	85,000	-	85,000	-	
Transit							
Mobile Ticketing (13086)	Federal Government Grant	112,500	-	112,500	112,500	-	0%
	Other Provincial Grants	112,500	-	112,500	112,500	-	0%
Onboard Camera System (13087)	Federal Government Grant	87,500	-	87,500	87,500	-	0%
	Other Provincial Grants	87,500	-	87,500	87,500	-	0%
Real-Time Passenger Information Signage (13088)	Federal Government Grant	45,000	-	45,000	45,000	-	0%
	Other Provincial Grants	45,000	-	45,000	45,000	-	0%
	Total: Transit	490,000	-	490,000	490,000	-	
	Total: Community Living	4,136,372	157,752	3,478,620	3,636,372	-	

**City of Grande Prairie
2019 Capital Update**

March 31, 2019

Project Title	Funding Source	Approved Budget 2019	Actual costs to date	Remaining cost to completion	Total projected cost	Variance	Q1 - % of completion
Division: Corporate Services							
Corporate Facility Management							
Accessibility Initiatives (68064)	Capital Tax	50,000	-	50,000	50,000	-	0%
Coca Cola Chiller Replacement (68058)	Facility Renewal Reserve	275,000	104,141	170,859	275,000	-	33%
Corporate Facility Building Condition Reports (68061)	Facility Renewal Reserve	590,000	-	590,000	590,000	-	0%
Curling Rink Ice Plant Re-Design & Upgrades (68060)	Municipal Sustainability Initiative Grant	722,000	-	722,000	722,000	-	5%
Dog Pound Expansion and Site Drainage (68066)	Facility Renewal Reserve	190,000	-	190,000	190,000	-	0%
Emergency Fund (68000)	Facility Renewal Reserve	250,000	69,562	180,438	250,000	-	N/A
RCMP Boiler Replacement and Recommissioning (68062)	Facility Renewal Reserve	90,000	-	90,000	90,000	-	0%
Revolution Place East Entrance Canopy (68063)	Facility Renewal Reserve	90,000	3,042	86,958	90,000	-	5%
Total: Corporate Facility Management		2,257,000	176,745	2,080,255	2,257,000	-	
Information Technology Services							
Business Applications (19305)	Capital Tax	275,000	-	275,000	275,000	-	0%
Network & Corporate Initiatives (19313)	Capital Tax	20,000	-	20,000	20,000	-	0%
Security & Disaster Recovery (19315)	Capital Tax	100,000	-	100,000	100,000	-	0%
Total: Information Technology Services		395,000	-	395,000	395,000	-	
Procurement							
Mail Services Vehicle (19325)	Capital Tax	35,000	34,293	-	34,293	707	100%
Total: Procurement		35,000	34,293	-	34,293	707	
Total: Corporate Services		2,687,000	211,038	2,475,255	2,686,293	707	

**City of Grande Prairie
2019 Capital Update**

March 31, 2019

Project Title	Funding Source	Approved Budget 2019	Actual costs to date	Remaining cost to completion	Total projected cost	Variance	Q1 - % of completion
Division: Infrastructure and Protective Services							
Economic Development							
Economic Development Initiatives (19342)	Capital Tax	500,000	-	500,000	500,000	-	5%
Downtown Incentives Program (19340)	Capital Tax	250,000	-	250,000	250,000	-	35%
Total: Economic Development		750,000	-	750,000	750,000	-	
Energy Management and Environmental Services							
Former Landfill - Complete Geotechnical Survey (19380)	Capital Tax	25,000	-	25,000	25,000	-	5%
Total: Energy Management and Environmental Services		25,000	-	25,000	25,000	-	
Enforcement Services							
Patrol Vehicles (26512)	Capital Tax	55,000	-	55,000	55,000	-	50%
Total: Enforcement Services		55,000	-	55,000	55,000	-	
Engineering							
Bridges - Existing (34344)	Capital Tax	300,000	-	300,000	300,000	-	0%
Hillside Area Redevelopment Plan Action Items - Entrance Feature (\$30k) & Sign Pilot Project (\$7k) (34364)	Capital Tax	37,000	-	37,000	37,000	-	0%
Hillside Area Redevelopment Plan Action Items - Paths (34365)	Capital Tax	152,640	-	152,640	152,640	-	0%
Hillside Area Redevelopment Plan Action Items - Trees (34366)	Capital Tax	93,750	-	93,750	93,750	-	0%
Inspection Programs (34345-34349) Breakdown provided to	Capital Tax	640,000	-	640,000	640,000	-	0%
Pedestrian Links (34350)	Gas Tax Fund Grant	3,000,000	44,842	2,955,158	3,000,000	-	0%
Railway Crossing - Maintenance (34352)	Capital Tax	125,000	-	125,000	125,000	-	0%
Railway Crossing - Upgrades (34351)	Municipal Sustainability Initiative Grant	500,000	-	500,000	500,000	-	0%
Roads - Concrete Crushing Program (34356)	Capital Tax	500,000	-	500,000	500,000	-	0%
Roads - Existing (34353 - 34354) Breakdown provided to department	Future Expenditures Reserve	50,000	-	50,000	50,000	-	0%
	Municipal Sustainability Initiative Grant	9,450,000	126,082	9,323,918	9,450,000	-	0%
	Gas Tax Fund Grant	284,000	-	284,000	284,000	-	0%
Roads - Old HWY 43 Rehab Program (34355)	Highway Grant	500,000	-	500,000	500,000	-	0%
Snow Dump - Existing (34357)	Capital Tax	25,000	-	25,000	25,000	-	0%
Storm - Replacement & Rehab Program (34358-34360) Breakdown provided to department	Capital Tax	500,000	-	500,000	500,000	-	0%
	Municipal Sustainability Initiative Grant	1,000,000	-	1,000,000	1,000,000	-	0%
Traffic Control (34361-34363) See attached listing	Capital Tax	500,000	-	500,000	500,000	-	0%
	Transportation System Levy Reserve	500,000	-	500,000	500,000	-	0%
Total: Engineering		18,157,390	170,924	17,986,466	18,157,390	-	
Fire Department							
Deacon Tent (23587)	Future Expenditures Reserve	80,000	-	80,000	80,000	-	0%
Fire Department Service Delivery Model Review (23588)	Capital Tax	125,000	-	125,000	125,000	-	0%
High Pressure Lifting Bags (23589)	Future Expenditures Reserve	45,000	-	45,000	45,000	-	0%
Total: Fire Department		250,000	-	250,000	250,000	-	
GPREP							
Emergency Coordination Centre Upgrade (24554)	Capital Tax	166,500	-	166,500	166,500	-	0%
Total: GPREP		166,500	-	166,500	166,500	-	

**City of Grande Prairie
2019 Capital Update**

March 31, 2019

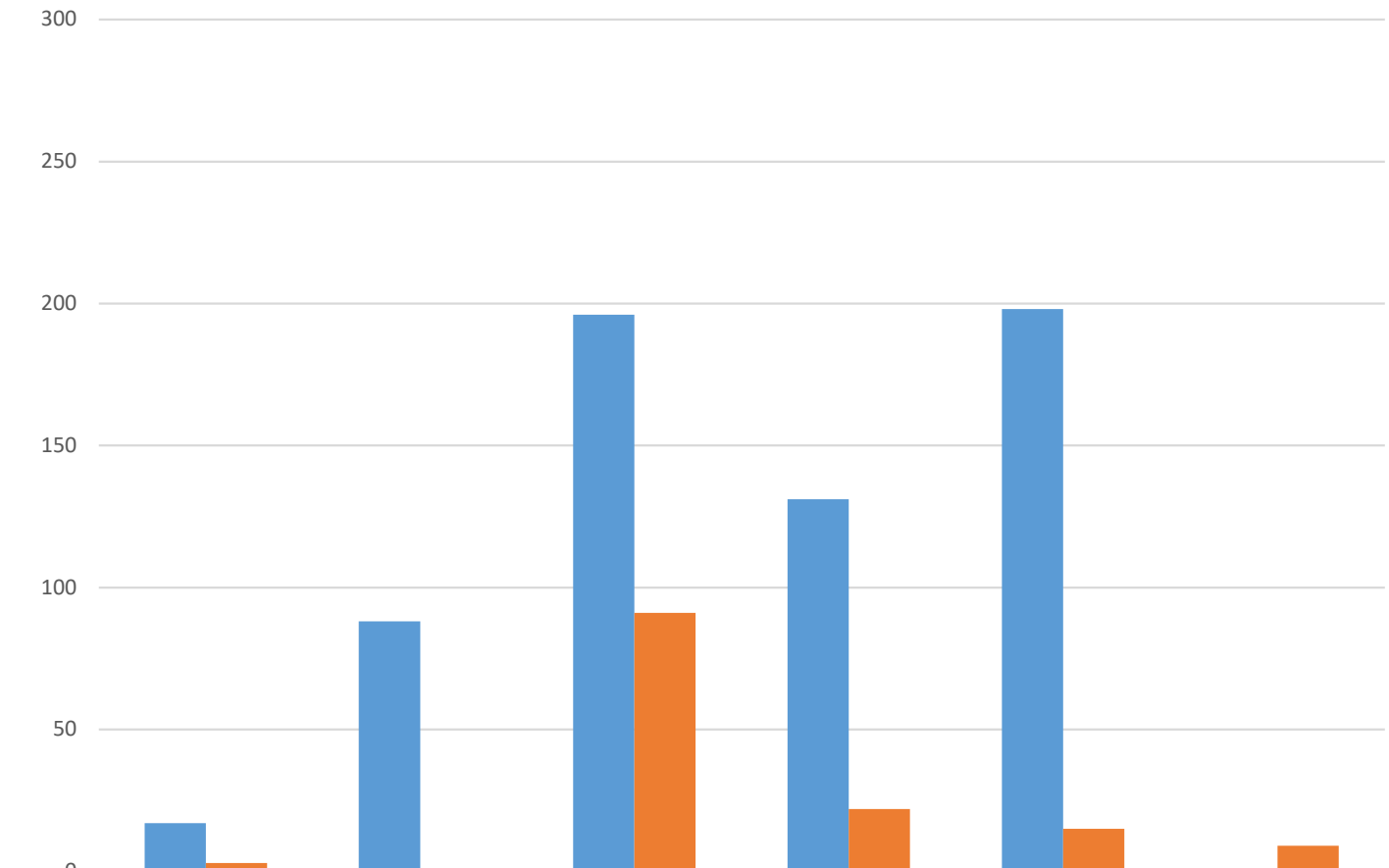
Project Title	Funding Source	Approved Budget 2019	Actual costs to date	Remaining cost to completion	Total projected cost	Variance	Q1 - % of completion
Planning and Development							
Intermunicipal Development Plan Review (17558)	Capital Tax	75,000	-	75,000	75,000	-	5%
	Local Government Agencies	75,000	-	75,000	75,000	-	5%
North Avondale High School Sites Area Redevelopment Plan (17559)	Capital Tax	100,000	-	100,000	100,000	-	10%
	Total: Planning and Development	250,000	-	250,000	250,000	-	
Transportation							
Asphalt Recycler and Repair Unit (30527)	Capital Tax	225,000	-	225,000	225,000	-	0%
Front End Loader Broom Attachment (30528)	Capital Tax	30,000	28,595	-	28,595	1,405	50%
	Total: Transportation	255,000	28,595	225,000	253,595	1,405	
	Total: Infrastructure and Protective Services	19,908,890	199,519	19,707,966	19,907,485	1,405	
Total All Divisions		26,732,262	568,309	25,661,841	26,230,150	2,112	

Procurement Activity - Awarded > \$250K
March 31, 2019

Description	Status	Issue Date	Close Date	Awarded Vendor	Number of Bids	Awarded Value	Awarded Date	Total days from Close to Award
Light Duty Fleet Vehicles (Multi-Year)	Awarded **	20-Feb-19	20-Mar-19	Hansen's Gateway Ford	3	\$ 330,461.67	26/Mar/19	6
Medium Duty Fleet Vehicles (Multi-Year)	Awarded **	20-Feb-19	20-Mar-19	Hansen's Gateway Ford	2	\$ 213,458.33	26/Mar/19	6
2019 Trail Program	Awarded **	5-Mar-19	26-Mar-19	Knelson Sand and Gravel	3	\$ 407,803.00	3/Apr/19	8
2019 Road Rehabilitation Phase 1	Awarded **	13-Mar-19	2-Apr-19	Knelson Sand and Gravel	2	\$ 1,837,334.00	4/Apr/19	2
2019 Road Rehabilitation Phase 2	Awarded **	3-Apr-19	17-Apr-19	Knelson Sand and Gravel	3	\$ 1,499,930.93	4/22/2019	5
								0
								0

*Awarded on highest evaluated proposal

Staff Complement by Service Area



	City Manager	Corp Serv	Comm Services	I&ED	P&SS	Council
■ Perm	17	88	196	131	198	0
■ Temp	3	1	91	22	15	9

2019 Budget Strategies

