



Submitted Budget Fiscal Year 2018-2019

INDEPENDENCE
MISSOURI

City of Independence, Missouri

SUBMITTED BUDGET

For the Fiscal Year beginning July 1, 2018



Mayor Eileen N. Weir



Karen M. DeLuccie
City Council At-Large



Mike Huff
City Council At-Large



John Perkins
City Council District 1



Curt Dougherty
City Council District 2



Dr. Scott Roberson
City Council District 3



Tom Van Camp
City Council District 4



Zachary Walker
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Independence
Missouri**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

Budget Message i

- Budget Calendar
- Independence for All Strategic Plan / Budget Overview

Department Summaries:

City Manager	1
Community Development	5
Finance & Administration	16
Finance	18
Human Resources	27
Technology Services.....	30
Fire	35
Health	45
Law.....	51
Mayor/City Council	57
Municipal Court	62
Parks/Recreation/Tourism	64
Police.....	87
Public Utilities.....	103
Power and Light	105
Water	125
Water Pollution Control.....	136
Public Works	148
Non-Departmental.....	156

Budget Summaries:

Schedule 1: All Funds by Expense Category Group	160
Schedule 2: All Funds by Expense Category	161
Schedule 3: Expenditures by Department.....	162
Schedule 4: Expenditures by Fund and Fund Type.....	164
Schedule 5: All Funds by Revenue Category Group	165
Schedule 6: General Fund Summary	166
Schedule 7: General Fund Revenue Summary	167
Schedule 8: Community Development Block Grant Fund Summary	170
Schedule 8: Fire Public Safety Sales Tax Fund Summary	171
Schedule 8: Grants Fund Summary.....	172
Schedule 8: HOME Fund Summary	173
Schedule 8: Park Improvements Sales Tax Fund Summary	174
Schedule 8: Police Public Safety Sales Tax Fund Summary	175
Schedule 8: Stormwater Sales Tax Fund Summary	176
Schedule 8: Street Improvements Sales Tax Fund Summary	177
Schedule 8: Tourism Fund Summary	178
Schedule 9: Power and Light Fund Summary	179
Schedule 9: Sanitary Sewer Fund Summary	180
Schedule 9: Water Fund Summary	181
Schedule 10: Personnel Summary	182

TABLE OF CONTENTS

Appendix:

Financial Policies.....	184
Budget Procedures & Policies	190
Glossary	195

City of Independence

111 EAST MAPLE • P.O. BOX 1019 • INDEPENDENCE, MISSOURI 64051-0519

www.ci.independence.mo.us • (816) 325-7000



May 14, 2018

Honorable Mayor and Members of the City Council:

In February 2017, the City Council made bold promises to the citizens of Independence through the adoption of *Independence for All*. Last year, I recommended a budget that began to make the ambitious vision laid out in this plan a reality by implementing many of the strategies behind the four goals identified by the City Council:

- Customer-Focused – Improve customer service and communication.
- Financial Sustainability – Ensure City finances are stable and sustainable.
- Growth – Increase the economic prosperity of the community.
- Quality – Achieve livability, choice, access, health and safety through a quality built environment.

One year later, I can enthusiastically report that the strategies behind *Independence for All* are working. All across our community, demonstrated signs of progress are making the vision laid out by the City Council in *Independence for All* more of a reality:

- The City has seen a 15% increase in the number of followers to the various social media platforms as well as significant enhancements to the City's primary communication tools, including City 7 and the City Scene newsletter.
- Working with each City department and representatives from all seven public employee bargaining units, the citywide compensation study is complete and will be presented to the City Council for final consideration in June.
- The City once again collaborated with the Community Services League to provide workforce development training for qualifying Independence residents. Over the past two years, this program has provided the necessary skills to help over 50 of our citizens to secure better paying jobs.
- Substantial increases in funding and personnel were allocated to property maintenance code enforcement. The results are staggering. Over 81% of code enforcement cases are inspected within five days or less. We have seen an 88% increase in proactive code enforcement by City staff. Perhaps most impressive of all, we reduced the timeline for dangerous building demolitions from 120 days to just 40 days. Moreover, citizens are playing a greater role in helping address issues of blight in the city, as over 91% of property maintenance cases are being addressed through voluntary compliance.

Whether it be one of the many public improvements being completed by the City, the rising prosperity of our residents, or the continued growth in residential, commercial, and industrial development, it is evident we are building a better foundation for an even brighter tomorrow for the people of Independence.

In order to sustain the strong momentum underway, we must address an issue that continues to threaten local governments across the country and one that I identified in my budget message to the City Council last year:

I must raise a word of caution. The means by which municipal services have long been funded continue to be eroded dramatically and rapidly...In order to maintain the fiscal health we worked so hard to establish, we must work collectively to manage our finances and seek new, sustainable funding strategies.

In the past, we have weathered economic challenges by delaying capital improvements or making strategic use of one-time revenues. *Independence for All* drives us to find long-term solutions to end annual uncertainty and stabilize city finances – not just for the next budget year but for the next generation. Adjusting to this new normal will undoubtedly be the single greatest challenge for the City of Independence, but it is one we are ready to embrace.

Moreover, our citizens rightfully expect superior delivery of the basic services provided by the City of Independence. Meeting these expectations without growth in revenues requires a realignment of dollars away from legacy programs and redundant services. Recognizing this reality, I began working with my staff this past September to address this challenge. My team and I focused on an innovative approach to optimize our resources and control long-term costs, provide services that are reliable and sustainable, and identify solutions through collaboration and open communication.

The five-year strategic plan, *Independence for All*, includes four key goal areas. In the first year of implementation, roughly 20 percent of the 74 identified strategies have been completed.



Moreover, we conducted our second strategic planning session with the City Council in November to seek direction on what aspects of *Independence for All* should be emphasized in the Fiscal Year 2018-19 Budget. The City Council identified eight goals for staff to prioritize:

1. Invest in highly-visible corridors
2. Invest in speculative industrial development
3. Reduce crime and disorder
4. Improve City buildings
5. Implement customer-service training for City employees
6. Explore new revenue streams
7. Address municipal finances, including long-term cost containment
8. Make Independence the greenest city in America through sustainable practices and policies

Through thoughtful and deliberate decision-making and with the City Council's priorities as the guiding light, I am pleased to present the proposed operating budget, in accordance with Section 8.2 of the City Charter, for the fiscal year July 1, 2018 through June 30, 2019. The proposed budget totals \$322,045,686 or an increase of \$3,919,113, or approximately 1.2%.

Focus on Customer Service



This budget focuses on improved customer service and communication. In order to meet the City Council's objective of communicating more effectively, *Independence for All* identifies a strategy of enhancing the City's primary public information tools. As such, I recommend allocating \$31,952 for various city communications technology upgrades, including enhancing the functionality and reliability of City 7.

I recommend allocating \$40,000 to add a position of Multi-Media Coordinator. This position will focus largely on projects for the Parks/Recreation/Tourism Department including content creation and social media monitoring. Costs will be shared between the Tourism and General Funds. This will allow the City to bring services that are currently contracted through a third party in-house, better controlling deadlines and workloads to meet the changing needs of our Tourism Division and citywide promotion efforts.

I recommend allocating \$55,000 for enhanced video production capabilities. As outlined in the City's Communication Plan, it is a key goal to increase the content and quality of City 7. Currently 1.5 FTEs provide required meeting coverage and all other videography and maintenance tasks, leaving little time for special video production projects. This recommendation would provide supplemental aid to increase the content for City 7 and social media for all City departments and programs.

To meet the objective of improving customer service, I recommend funding for several strategies. First, I recommend the addition of a Parks/Recreation/Tourism Emergency Response Planner to fortify Parks/Recreation/Tourism emergency sheltering planning and response activities. This position was previously grant funded and housed in the Health Department; I



- Focus on continued improvement of communication with the public.
- Focus on increased customer service training and improve citizen reporting technology.
- Complete the implementation of City Works to improve data gathering and reporting.
- Increase commitment to customer service.

recommend the function and corresponding grant dollars be transferred to Parks/Recreation/Tourism for better coordination and customer service.

Second, I recommend allocating \$19,000 to provide effective customer service training for City employees. This funding will allow us to pilot a training program for approximately 100 front-line customer service staff in the first year. This strategy is specifically identified as part of *Independence for All*, and was identified as a priority by the City Council at their strategic planning session in November.

Third, I recommend allocating \$26,200 to increase training funds for City employees. Further enhancing the knowledge, skills, and abilities of our City employees is vital to ensuring they are equipped with the latest advancements and best practices in their respective fields, and I believe that learning should not end with the completion of one's formal degree or training program. These funds do not come from general revenues, but were acquired through negotiations with City vendors and must be designated exclusively for this purpose.

Finally, to further improve customer service it is important to evaluate and assess the impact these various customer-focused enhancements are having on citizen perceptions of the City. As such, I recommend \$25,000 be allocated to complete the biannual citizen satisfaction survey.

I recommend \$20,000 be allocated to purchase and implement Customer Relations Management (CRM) software to provide a more robust and customer-friendly mechanism for our citizens to make and track the status of their requests for City services.

I recommend several items to address the City Council's strategy of streamlining and simplifying reporting to make efficient use of staff time and ensure clear, concise information is delivered to the City Council and public. First, I recommend \$50,000 be allocated for contractual services to modernize the Public Works Manual within Chapter 20 of the City Code and to update the online edition of the entire Code. The Public Works Manual is out of date with industry best practices and revisions will enhance flexibility and customer satisfaction during the development process. The current process for online Code updates is inefficient and prone to human error. A timely republication of the City Code is recommended to ensure the

most accurate and timely information is readily available to the public.

To further streamline and simplify reporting, I recommend converting a vacant Senior Planner position to a Permits and Zoning Technician. This position will assist customers and perform some plan review functions, thereby providing better customer service and quicker turnaround times. It is estimated that this change will be budget neutral.

To address the strategy of completing implementation of City Works to improve data gathering and reporting, I recommend allocating \$60,000 for professional services to ensure this project is completed and the City Council's vision is made a reality. While the City has made great strides in completing this migration, three functional areas remain to be completed. Once these services are integrated into City Works we will be better able to track and report on performance measures to support data-driven decisions.

Furthermore, as part of our continued commitment to customer service, I recommend an increase to the Independence Rate Assistance Program (IRAP) for the third consecutive year: I propose increasing this allocation by an additional \$30,000, which I believe will ensure year-round coverage for this important program.

Focus on Financial Sustainability



This budget focuses on ensuring financial sustainability by meeting the City Council's objective of controlling long-term costs and optimizing resources. It is my firm belief that the long-term success of *Independence for All* is directly tied to financial sustainability; no meaningful progress can be made without this foundation. As such, I have spent a majority of this budget season focusing on this outcome, and several recommendations are contained herein.

I am recommending a series of measures aimed at meeting the City Council's strategy of increasing efficiencies to control costs of local government operations. This past February, I announced a reorganization of the Independence Health Department, and this budget implements those actions. First, I recommend transferring the Health Inspections Division to the Regulated Industries Division of Community Development, providing greater collaboration among all business licensing and inspection functions of the City, and presenting a more streamlined experience for customers in need of these services. Second, I recommend funding for Animal Services be transferred to the Independence Police Department. Both of these functions provide around-the-clock response to citizen's request for service, and in many instances, their cases overlap. This transfer will provide greater collaboration and streamlined response to various emergency calls for service. Lastly, I recommend the community and employee wellness funds and associated staffing be transferred to the Parks/Recreation/Tourism Department. This will not only match the City's wellness staff and funding with the functionality of the various Parks & Recreation assets, but will further achieve the strategy of advancing the employee wellness program to contain health insurance costs. All other grant-funded initiatives are being absorbed by other governmental, not-for-profit, or private entities. The City Charter-mandates outlined in

Sections 3.23 and 3.24 are being met, and the General Fund will realize a net savings of \$375,000.

I also recommend increasing efficiencies and optimizing resources by eliminating the Copy Center Division of the City Clerk's Office. As the City has moved to more environmentally sustainable practices and sought to reduce the amount of paper being utilized by the organization, there is a decreased demand for printing, duplicating, and binding services. What need remains can be handled more cost-effectively through contractual services. I recommend preserving one part-time employee to handle the City's inter-departmental mailing needs; the transition of the remaining 2.5 FTEs will be addressed in accordance with the City's work agreement with the IBEW Maintenance & Clerical bargaining unit. It is estimated that this recommendation will present a net savings of \$100,000 to the General Fund.

I further recommend reestablishing the previous City department of Finance & Administration by combining the present Finance Department with the Departments of Human Resources and Technology Services. This organizational model was utilized by the City as far back as 1995, and presents several opportunities to cross-train existing City staff in order to provide superior customer service. This reorganization is further aided by the continued implementation of the new Finance and Human Resources Management software system, currently scheduled for completion in January 2019.

I also recommend the elimination of four positions from Technology Services, three of which either are currently or projected to be vacant and one of which is currently filled and will be transitioned in accordance with the City's work agreement with the IBEW Maintenance & Clerical bargaining unit. This recommendation is made possible as the City replaces legacy software systems with more modern systems. I recommend allocating \$70,000 for ad hoc consulting services to address various needs that may arise from eliminated or unfunded positions. This recommendation will present a net savings of \$300,000 to the General Fund, with an additional \$197,000 of savings realized once accrued leave payouts are completed.



- Control long-term costs and optimize resources.
- Increase efficiencies and optimize resources.
- Utilize technology.
- Identify potential strategies to reduce and/or contain long-term costs associated with the City's health insurance program.

I recommend creating the Department of Public Utilities in accordance with Section 3.14 of the City Charter. Upon my appointment as City Manager, I designated an Assistant City Manager to oversee the City's three utility departments. This model has proven highly effective in coordinating the activities of the electric, sewer, and water utilities. Presently, there is a vacancy in the position of Director for the electric utility following a retirement in June 2017. In order to capture the salary savings of this position on a permanent basis, further coordinate the activities of the three utilities, and begin implementing the many large-scale projects presently facing the electric utility, I will present the City Council with an ordinance creating the Department of Public Utilities and naming the Assistant City Manager for Utilities as the Director of the department. In addition to the enhanced operating efficiencies, this recommendation is expected to save the electric utility fund approximately \$275,000.

To further address the need to increase efficiencies to control costs of local government operations, I recommend adding three additional positions in Public Works resulting in a net savings of \$138,000. This savings is achieved by adding an Engineer Technician III, Engineer II, and an Engineering Administrator, eliminating both contracted design services and contracted acquisition services. This would reduce the overall costs of projects while increasing responsiveness and capacity of the Engineering Division to deliver projects in a timelier manner.

This budget addresses the strategy of advancing the employee wellness program to contain health insurance and workers compensation costs. Based on financial forecasts, I concur with the recommendation made by the Staywell Committee to make no changes to the health insurance premiums at this time. The Committee will continue to review the Staywell Fund's financial position and make additional recommendations as needed

Though wellness initiatives will play a critical role in curtailing future health insurance and workers compensation costs, the truth is that these costs are increasing in the present tense. The City is faced with an increased workers compensation premium in Fiscal Year 2018-19 based on increased losses and increased payments during the 2016-17 Fiscal Year. Last year, \$1.1 million of reserve funding was used in addition to annual premiums to pay for several large claims. This budget recommends allocating \$100,000 to begin to offset the Workers Compensation Fund deficit. It should be noted that the Workers Compensation Fund has not reached a positive balance since its inception, but has continued to grow the cash and reserves from a negative \$7 million balance in 2007 to the current \$1.6 million negative balance.

Employee health insurance costs also continue to increase, particularly those costs associated with the City's retiree health insurance program. During the course of developing the submitted budget, I engaged the City Council, City staff, and representatives of the seven public employee bargaining units in a discussion to identify potential strategies to reduce and/or contain the long-term costs associated with the City's health insurance program. During these discussions, all stakeholders communicated the same two priorities: identify strategies that capture the greatest amount of savings while minimizing the negative impact to current City employees and retirees. Because of these highly productive conversations, I am recommending three changes to the City's health insurance program in this budget:

Shift Pre-November 2009 Retirees on the OAP1 Health Plan to the 20% employee contribution. Employees who retired prior to November 2009 are currently contributing 17% toward premiums. The contribution rate would be shifted to 20% to match other retirees and employees. There are 476 retirees impacted. The monthly impact ranges from \$17.07 (employee coverage only) to \$57.69 (family coverage). The estimated annual savings is \$138,500.

1. Convert retiree health insurance to 100% employee participation for all new hires.

The City spends approximately \$7 million annually on retiree health premiums. The General Fund share of this cost is \$4.5 million. The 2017 Employer Health Benefits Report of the Kaiser Family Foundation found that only 25% of large employers offer health benefits to retired workers. This reflects a downward trend from 32% in 2007 and 40% in 1999. Although the practice remains more prevalent in the public sector than the private sector, most public employers do not subsidize plan premiums.

Acknowledging that retiree health insurance is still an important recruiting tool, particularly for public safety, I recommend preserving this benefit at 100% retiree participation. This change would be effective for all new hires after July 1, 2018. New hires would have ample time to plan for this cost throughout their careers, such as taking advantage of a Health Savings Account (HSA) as part of the City's High Deductible Health Plan.

2. Change employer/employee cost share for dental coverage from 80/20 to 60/40.

Dental premiums are lower than health insurance premiums, so contribution changes will be more manageable for employees while still generating considerable savings for the City. Asking employees to cover 40% of dental premiums instead of the current 20% would result in an impact for family coverage of less than \$20 per month (\$18.38) and less than \$6 per month for single coverage (see attached spreadsheet). The premiums can be put through an employee's Flexible Spending Account (FSA), making the real difference less than \$14.00 per month (projected). The change would save the City approximately \$125,000.

To further ensure City finances are stable and sustainable, I recommend addressing several financial commitments in this budget that have historically been underfunded. First, I am recommending a budget that more accurately reflects the true costs of services. I have challenged our Department Directors to reduce their budgets to be more in-line with historical spending, rather than carrying the same appropriations forward from year-to year. This budget recommends thoughtful reductions to non-personnel operating expenses by over \$1.3 million in the General Fund when compared to the two-year average for actual spending.

I also recommend allocating \$75,000 to fund replacement of City fleet. Many City departments with vehicle needs have dedicated funding sources to address equipment replacement. General Fund fleet replacement has dwindled to dangerously low levels for the Community Development Department, including building inspections, property maintenance, code enforcement, and regulated industries. While still not adequate, this funding would address the most critical of needs. I will work with the City's Fleet & Facilities Manager to identify a more strategic replacement program in the coming year.

Third, I recommend allocating an additional \$42,000 to match the true cost of outside legal counsel services. Traditionally budgeted at \$88,000, that amount has never reflected the actual cost for this service. As part of this change, I am working with the Law Department to ensure a single point of accountability for outside legal services to best assign in-house and outsourced work and manage the limited funds available.

Finally, I recommend allocating funding to accurately reflect the true cost of overtime operations in several areas. I recommend allocating \$78,565 to increase the overtime budget for Park Turf & Facilities Maintenance along with Park Maintenance Security & Inspections. I also recommend allocating an additional \$100,000 to more accurately address the cost of overtime for the Fire Department. Each of these functions are critical components of the daily operations for the City and have been severely under budgeted in previous years.

Last year, I recommended conducting a comprehensive market salary study. Having completed that study, I recommend allocating \$120,237 across all City funds (\$111,656 from the General Fund) to bring all employees to the minimum of their proposed salary ranges. Moving forward, employee compensation recommendations will be based on market analysis, fairness to all employee groups, and long-term evaluation of the City's ability to pay.

The budget also funds the commitments made in previously negotiated work agreements with represented employees. For all other employees, this budget meets City Council's objective of controlling long-term costs by providing a fair yet sustainable one percent (1%) wage increase. Moreover, this budget funds year three of a five-year commitment of \$120,000 each year from the General Fund to implement a new modern financial and human resources management system.

This budget focuses on financial sustainability by meeting the City Council's objective of improving long-range financial planning and decision-making. A key component of this strategy has been updating and developing the City's financial policies, including setting a new unrestricted fund balance target of 16% for the General Fund. To meet this strategy, I recommend allocating \$102,239 to the unrestricted fund balance of the General Fund, which will increase the balance from the FY18 estimated 5.6% to an estimated 8.1%, a significant step toward meeting our new target. Many of our sales tax and other special revenue funds already have balances which meet or exceed targets, but it will be critical in the coming years to monitor and, as needed, build fund balances to strengthen the financial health of our organization.

The budget further meets the objective of controlling long-term costs by eliminating four vacant positions at Independence Power & Light (IPL). The total FTE count for IPL has reduced from 239 to 225 over the past two years, and additional reductions may be possible pending the outcome of the generation master plan as well as the final determination of the automated meter reading. I will continue to work with IPL staff to address the strategy to evaluate utility costs of service and ensure appropriate customer rates.

Long-term financial sustainability is also being achieved in our Water Department. The water fund is currently in the best financial position that it has seen in years. Last year, Standard &

Poor upgraded the credit rating for the Water Fund to A+ because of the strong capacity to meet the Department's financial commitments. The proposed budget for FY 2018-19 includes a 2.77% increase in operating expenses; the single largest increase in operating expenses is electrical energy in the Production Division, which includes an additional \$100,000 for Kansas City Power & Light to cover an anticipated rate increase. Capital expenditures are expected to increase by \$170,000 to \$3.95 million, all financed from current resources. Debt service obligations remain around \$2.5 million in Fiscal Year 2018-19. It is anticipated that fund balance will increase by \$1.3 million. Finally, this budget recommends eliminating one vacant, funded position from the Water Fund.

This budget also implements additional financial sustainability measures for Water Pollution Control. A new four-year rate schedule went into effect July 1, 2017, and will fund many critical capital maintenance and improvement projects. Keeping up with routine maintenance and avoiding deferred costs will build the financial health of the Sanitary Sewer Fund. Debt service for Fiscal Year 2018-19 is \$6,287,806 with payments continuing through 2043. Total spending for capital improvements projects totals \$2.23 million in the Sanitary Sewer Fund and \$1.48 million in the Stormwater Sales Tax Fund. The Sanitary Sewer Fund is projected to see an 8.19% increase in operating expenses, the largest single increase of which is the City's share of expenses for the Little Blue Valley Sewer District, where the projected increase for Fiscal Year 2018-19 is \$680,000. This budget recommends eliminating 2.3 vacant, funded positions in the Sanitary Sewer Fund and 1.7 vacant, funded positions in the Stormwater Sales Tax Fund.

Focus on Growth



This budget focuses on growth by acting upon the City Council's objective of attracting and retaining quality employers. To further all aspects of our agenda, growth will need to occur in multiple areas, including our population, our median income, and our employment sectors. Achieving this goal is heavily reliant on partnerships with multiple entities and agencies.

To meet the strategy of recruiting and retaining businesses, developing entrepreneurs, and facilitating workforce training with community partners, I recommend allocating \$10,000 to enhance the City's partnership with the Kansas City Area Development Council. As the Kansas City area's only regional economic development organization, the KCADC attracts large corporate investment and well-paying jobs, creating wealth and economic opportunity for the 18-county region. Independence would join more than 250 top corporations and 50-plus city and county partners that are passionate KC supporters.



- Enhance the City's partnership with the Kansas City Area Development Council.
- Allocate Street Sales Tax funds to build the initial access road for Eastgate Business Park.
- Add one hour of service to all bus routes at the transit center until 7 p.m.
- Allocate Parks & Recreation Sales Tax funds for operating and maintaining the new Independence Uptown Market.

In addition to increasing our strategic partnerships to help attract new employers and new jobs, we must also make sure we have an attractive portfolio of real estate to market to potential companies. The City Council has been considering speculative industrial development in what is commonly referred to as the Eastgate Business Park. This development could see nearly 750,000 square feet of retail, commercial, and industrial development throughout the 91-acre parcel at full completion, but the initial development will require some level of City participation. As such, this budget allocates \$128,500 of Street Sales Tax funds as the first payment on a loan to finance building the initial access road to the site in accordance with the pre-development agreement authorized in April 2018 by the City Council.

An additional strategy to promote growth is collaborating with the Kansas City Area Transportation Authority to ensure that public transportation connects the Independence workforce to quality jobs. I am recommending two measures to enhance transit service and connect residents to jobs. First, I recommend that this budget allocate \$127,000 to fully fund the rising cost of providing transit services in order to avoid any service cuts. Second, I recommend this budget allocate \$70,000 to add one hour of service to all bus routes so that routes will end at the transit center at 7:00 p.m. instead of 6:00 p.m.

Finally, to meet the strategy of attracting and retaining visitors to the City's historic sites, amenities, and events, I recommend allocating \$141,560 in the Parks & Recreation Sales Tax Fund for operating and maintenance expenses associated with the new Independence Uptown Market. The largest portion of this new appropriation is the addition of one new Recreation Coordinator position that will be exclusively dedicated to programming this new asset for a wide variety of community events, the bi-weekly farmer's market, and many other private rental engagements. The City has demonstrated bold leadership in bringing together the new Uptown Market, and it is important that this asset be cared for and utilized in a manner consistent with this investment.

Focus on Quality



This budget focuses on improving the visual appearance of our City. I am recommending several activities targeted at reducing blight, improving the visual

appearance of major commercial corridors, stabilizing and revitalizing neighborhoods, all while increasing the perception of safety within the community. While the improvements funded last year have had a significant impact and are recommended to again be funded in this budget, additional measures are needed to continue the momentum that has been created with this goal.

To achieve the strategy of targeting street and sidewalk maintenance along major corridors and around historic sites, I recommend allocating \$221,832 from Community Development Block Grant funds to address street and sidewalk improvements along College Avenue. College Avenue serves as a major through street connecting US 24 Highway and Noland Road, just to the north of the Independence Square. City Council provided direction to make this public improvement a priority, and this budget addresses that directive.

To achieve the strategies of beautifying major entryways into the city as well as improving the condition of public infrastructure, I recommend allocating \$250,000 to address several issues associated with the intersection of Truman Road and Harris Avenue. Severe erosion in this area has deteriorated a privately owned structure, causing the building to be declared dangerous by the City. Recent engineering evaluations have indicated that immediate removal of the building may have an adverse impact on Truman Road, causing a substantial portion of the roadway to fail. This budget recommends allocating 50% of the estimated project cost. It is recommended that MoDOT fund the other 50% of the cost, as that segment of Truman Road is a state highway. Discussions are ongoing with MoDOT about this.

To achieve the strategy of reducing blight in commercial corridors, entryways, and neighborhoods, I recommend allocating funding for several initiatives:

- To further remediate blighted structures and property conditions at the former Rockwood Golf Course, acquired by the City in Fiscal Year 2017-18: \$40,000;
- To sustain property maintenance code enforcement abatements: \$195,000 of CDBG funding and an additional \$57,400 of General Fund, bringing the total amount from both funds for this program to \$370,000;
- To further streamline dangerous building demolitions: \$8,000, increasing the total General Fund budget for this program to \$200,000;

- To address the strategy of cross-training inspectors to conduct both code and zoning enforcement activities: \$8,500 to promote an Engineering Tech II position in Community Development to a Property Maintenance Officer to consolidate right-of-way enforcement in property maintenance officer duties; and
- To make progress in establishing a dedicated tree-trimming program that has struggled in recent years: \$2.5 million from Independence Power & Light to address aesthetics as well providing a direct customer benefit as 12% of outages during severe weather are typically tree-related.

Last year, the City Council approved reorganizing City staff and creating a Regulated Industries Division in the Community Development Department. This new division has improved coordination with the property maintenance division and has redirected the focus to accountability for businesses rather than simply revenue generation. To enhance this program, I recommend two actions. First, I recommend allocating \$55,000 to add a third business license compliance officer to further address the over 6,000 commercial business license and 100 liquor licenses overseen by this division. Second, I recommend creating the position of Regulated Industries Division Manager. Funding for this position will come by reclassifying a currently funded but vacant position in Community Development, presenting a net savings of approximately \$37,000 to the General Fund.

To help meet the strategy of achieving livability, choice, access, health and safety through a quality built environment, I recommend reestablishing the position of Building Official. This position has been unfunded since Fiscal Year 2016-16 and manages all aspects of the construction process. Over the past year, a current staff member in the Community Development Department has served as the acting Building Official. This budget recommends promoting that individual to Building Official and serve dual roles both managing the Buildings Inspections division as well as continuing to review construction plans. In addition to the efficiencies gained and the continued focus on customer service, this recommendation will aid the City in retaining our current ISO rating.

To address the strategy of increasing perceptions of safety in the community, I am recommending a series of actions within the Independence Fire Department that will enhance the



- Allocate CDBG funds for sidewalk improvements along College Avenue.
- Improve condition of public infrastructure.
- Reduce blight in key corridors, entryways and neighborhoods.
- Focus on public safety within Fire Department.
- Add five new Police Officer positions, create "Street Level Crime Unit."
- Replace aging playgrounds and revitalize parks.

capacity of this department at all levels, while presenting a net savings to the General Fund of \$50,000:

- Eliminate one Deputy Fire Chief Position: My staff and I are continuing to look for ways to make the organization more efficient within the existing budget. With the recent promotion of Doug Short to the position of Fire Chief, the Fire Department has a vacant Deputy Chief position. This reorganization would begin by eliminating this position, currently budgeted at \$111,000.
- Add Administrative Assistant II: With the need to increase the supervisory effectiveness for the Fire Department in the field, I am recommending adding an Administrative Assistant II for Fire Operations. This position will handle the administrative duties that are currently handled by the Battalion Chiefs. This will allow the Battalion Chiefs to be more active with the field crews in crew communications, station equipment, and vehicle inspections.
- Reclass Two Battalion Chief positions: Duties that were previously handled within the Deputy Chief's position will be redistributed throughout other Division Chiefs. As such, I propose changing the rank for the Battalion Chief of Emergency Medical Services and Prevention to the rank of Assistant Chief of Emergency Medical Services and Prevention, respectively. This reclassification will reflect the actual work being performed and the additional responsibilities that will be assigned for these two positions.
- Add Three Fire Captains/Training Officers: I recommend adding three Fire Captains, whose responsibilities will include a training and safety focus for half of their shift and will be part of the company staffing during the remainder of the shift. These shift-assigned positions will fill a gap in company levels and departmental training, as well as assisting with additional staffing needs and helping to reduce overtime costs. These positions will share costs between the General Fund and Public Safety Sales Tax.

For all of the progress we have achieved thus far under *Independence for All*, it is imperative that we continue to address the strategy of reducing crime and disorder. We must provide our residents and visitors with certainty that Independence is a safe community. The most recent citizen satisfaction survey indicated that, with regard to public safety, residents were least satisfied with the investigation of criminal offenses (44%) and police presence in their neighborhood (44%). The public safety services that residents thought were most important for the City to emphasize over the next two years were: (1) police efforts to reduce crime and disorder (52%), (2) City's efforts to prevent crime (41%), and (3) police presence in neighborhoods (36%). Statistical data supports these perceptions: In 2017, officers in the Police Patrol Division responded to almost 60,000 calls for service and took over 17,000 police reports. Each officer handled an average of 16.1 calls per 12-hour shift. Moreover, from 2015 to 2016, there was an 8.2% increase in Priority 1 calls and Universal Crime Report numbers show a 21.2% increase in violent crimes and a 5.4% increase in property crime.

To address these trends, I am recommending this budget fund a substantial increase in law enforcement-related activities:

- This budget recommends a 5% increase to detention housing. This is an increase of \$35,000, bringing the current \$700,000 up to \$735,000. The costs for long-term housing continue to rise, and the changes in Senate Bill 5 continue to compound the issue.

Although Detention personnel will continue to work with the Municipal Court Judges to monitor and try to control expenses, this increase is needed to avoid releasing more individuals from their sentences prematurely or sending fewer individuals to long-term detention housing.

- This budget recommends adding one additional Detention Supervisor at a cost of \$55,983. This position will ensure continuity of operations in the Detention Unit and will satisfy several compliance requirements in state law.
- This budget recommends allocating \$12,000 to a Public Defender for indigent defendants pursuant to the requirements of Supreme Court Rule 37.50 Right to Counsel-Appointment of Counsel. Failure to provide this service would curtail the Municipal Court Judge's ability to sentence the defendants that are found guilty to jail time.
- This budget recommends allocating \$52,644 to add a full-time Police Records Technician for warranty entry. Due to inadequate staffing, the Police Department is currently eight months behind on warranty entries. This appropriation will be offset from the additional revenue generated by getting warrants entered on a timelier basis.
- This budget recommends allocating \$10,148 to convert a Latent Print Technician to a Police Sergeant to address span of control issues and better address policing needs.
- This budget recommends allocating \$340,000 to add five new Police Officer positions. By adding five police officer positions to the current table of organization the police department can add a "Street Level Crime Unit" that will focus on the current top 100 offenders documented by the Police Department. This unit will also focus on high crime/complaint areas by using saturation patrol and covert/overt surveillance as investigative means. In addition, this new unit will be a force multiplier by working in collaboration with the Drug Enforcement Unit, Tactical Unit, Criminal Investigations Detectives, K-9 Unit and the Career Criminal Unit on specific investigations to lower crime and disorder within the community.
- Finally, this budget fully funds ongoing operating and maintenance costs associated with the new Independence Communications Center. Costs will be split between the Police Sales Tax (86%) and Fire Sales Tax (14%) based upon current calls for service.

Finally, this budget sees a resurgence in resources for the Park & Recreation Sales Tax after years of supporting debt service for various projects. As a result, the budget funds an additional Park Maintenance Crew comprised of three new staff members, a Recreation Manager, and several key capital projects, including \$223,000 for playground replacements, \$152,700 for park revitalization, and \$92,000 to complete various trail sections outlined in the Parks Master Plan.

Final Comments

The progress demonstrated in the first year of *Independence for All* is both remarkable and staggering. In just one year, our organization has completed over 20% of the strategies identified by the City Council, and we are meeting or exceeding nearly every one of the 60 performance measures used to track our results. Sustaining and increasing this success, however, requires that we allocate our scarce resources to better align with the key priorities of the strategic plan, to pay competitive wages to our employees, and to fund basic services. As local government continues to transition away from the traditional means by which these needs are funded, it is imperative

that we act boldly and decisively to meet these obligations. I am pleased to report that my staff and I have prepared a budget for consideration by the City Council that meets each of these objectives.

I want to thank you, the City Council, and the City departments for the assistance provided in preparing this budget. The options presented as a part of this budget are not easy choices; my staff and I are ready to address any questions you may have regarding the information presented. Together we will continue to ensure the long-term financial sustainability of the City while providing the services that truly make us an *Independence for All*.

Respectfully,

A handwritten signature in black ink that reads "Zachary Walker". The signature is written in a cursive, flowing style.

Zachary C. Walker
City Manager

Calendar for City Council Consideration of the 2018-19 Proposed Budget

City Manager Proposed Budget submitted to the City Council (must be at least 45 days prior to the beginning of the new fiscal year) ^a	Mon.	May 14
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) ^a	Fri.	May 11
Public Hearing by the City Council on the Proposed Budget ^a	Mon.	May 21
First reading on the 2017-18 Proposed Budget Appropriation Ordinance	Mon.	June 4
Council adoption of the 2016-17 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) ^a	Mon.	June 18
Preparation and public filing of the Adopted Budget in the City Clerk's Office	Fri.	June 30
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Fri.	June 30
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) ^b	Fri.	July 6
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance ^b	Mon.	July 16
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2017 and Jackson County no later than October 1, 2017) ^b	Mon.	August 6

Footnotes-

^a City Charter Requirement

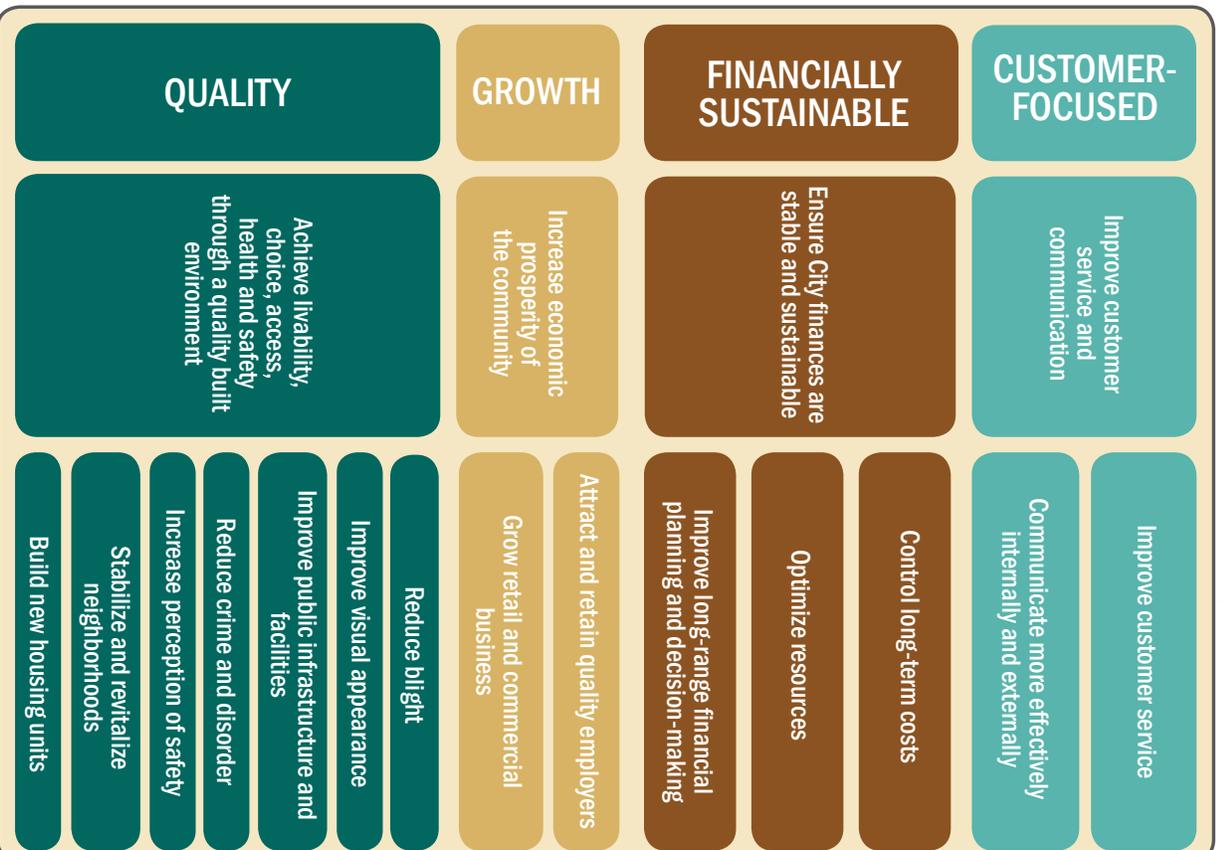
^b Tax Levy Requirement under the "Open Window Law"

CITY OF INDEPENDENCE, MISSOURI
Independence for All

STRATEGIC PLAN 2017 - 2021

Our Vision:
 Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes Independence, Missouri a nationally recognized city with a unique history and sense of place.

Our Mission:
 Transforming our community through engagement, innovation, and sustainable services.



Values

How we use resources:

Responsible – We practice fiscal responsibility. We carefully plan for and spend our resources in appropriate, cost-effective ways.
Sustainable – We manage our resources wisely, using only what we need to meet the current needs of our citizens while also keeping in mind the needs of future generations.

Services are:

Quality – We provide safe, sustainable, and well-maintained public facilities and municipal services to residents and visitors.
Reliable – We protect public health and the environment by providing consistent, reliable, and efficient city services.

Solutions are found through:

Collaboration – We get more work done when we work across departments and partner with the community.
Open communication – We are clear with our ideas and decisions. We aim to build respect and trust, resolve our differences, and create a positive environment.

Our attitude is:

Congenial – We maintain a positive attitude and atmosphere because we treat everyone with respect and fairness.
Empathetic – We are able to step into someone else’s shoes, listen, and understand another point of view.
Engaging – We actively engage our citizens to ensure that community concerns and aspirations are consistently understood and considered.
Responsive – We always respond to citizen concerns in a timely and efficient manner.
Trustworthy – Our promises instill trust in our actions and decisions.

Decision making:

Accountable – We accept responsibility for our actions. Our decisions have a real impact on the community and we follow our words with actions.
Credible – We employ experienced and qualified staff. We use trusted sources and our decisions are based on balanced and objective information.
Innovative – We don’t shy away from new ideas. We think of creative ways to work together. Our open thinking helps us accomplish our goals.
Ethical – We make equitable, fair and just decisions because that’s the right thing to do.

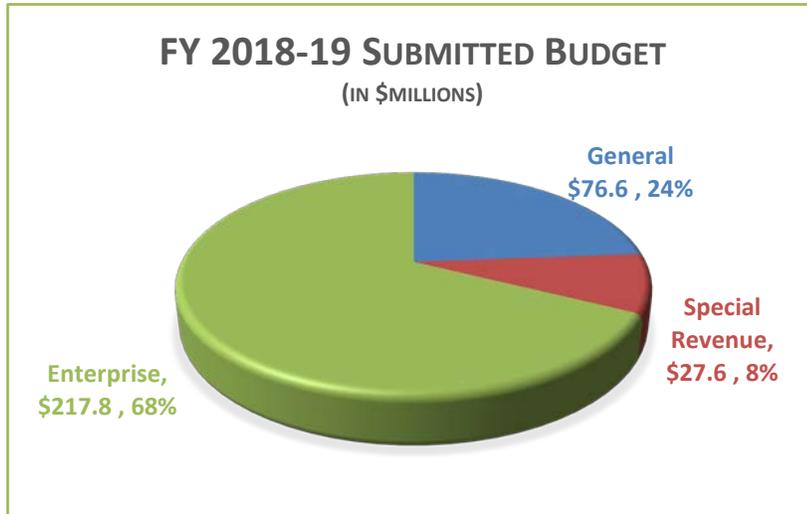
Transparent – We are open and honest with our decisions and supporting data.

Visionary – We make smart, long-term decisions that consider future needs.

FY 2018-19 Submitted Budget Overview

The FY 2018-19 Submitted Budget totals \$322,045,686, an increase of \$3,919,113, or 1.2% from the FY 2017-18 Adopted Budget. As you can see from the chart, over two thirds of the budget is comprised of the Enterprise Fund group – Power and Light, Water Pollution Control and Water. The General Fund – which

accounts for most of the financial resources of the general government - is one fourth of the total budget and the Special Revenue funds – primarily the voter approved dedicated sales taxes – Streets, Parks, Storm water, Police and Fire - make up the rest.



The following table summarizes the expenditure changes by fund group:

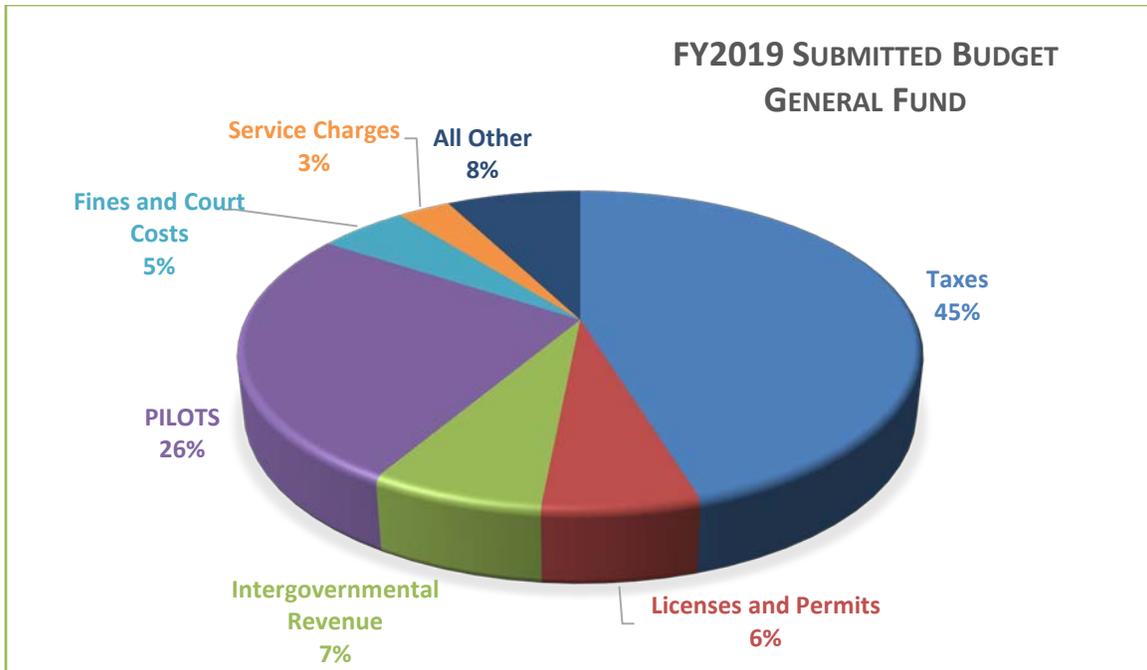
Fund Group	FY18 Adopted (000s)	FY19 Submitted (000s)	\$ Change (000s)	% Change
General	\$76,713	\$76,615	(\$98)	(0.1%)
Special Revenue	\$26,467	\$27,646	\$1,179	4.5%
Enterprise	\$214,946	\$217,784	\$2,838	1.3%
TOTAL	\$318,127	\$322,046	\$3,919	1.2%

General Fund

Revenues

General Fund Revenue estimates total \$76,717,596, an increase of \$549,225, or 0.7% from the FY 2017-18 Adopted Budget. The table below summarizes the changes by revenue category. More detail is in Schedule 7 – General Fund Revenue in the Budget Summaries section of the budget document. The graph below shows that over 70% of the revenue in the General Fund comes from Taxes and Payments in Lieu of Taxes (PILOTS) paid by the City’s electric, water and sewer utilities.

FY 2018-19 Submitted Budget Overview



Discussion of Revenues – Submitted FY 2018-19 compared to Adopted FY 2017-18

General Fund revenue estimates increase by less than one percent in FY19. The two categories with the most growth are Licenses and Permits (9.1%) and Service Charges (5.5%). These were a point of emphasis in the budget process as the City seeks to allocate costs in the General Fund to the appropriate revenue source.

General Fund Revenue				
Revenue Category	FY18 Adopted (000s)	FY19 Submitted (000s)	\$ Change (000s)	% Change
Taxes	\$34,662	\$34,715	\$53	0.2%
PILOTS	\$19,638	\$19,750	\$112	0.6%
Licenses and Permits	\$4,417	\$4,817	\$400	9.1%
Intergovernmental Revenue	\$5,280	\$5,366	\$86	1.6%
Fines and Court Costs	\$4,195	\$3,898	(\$297)	(7.1%)
Service Charges	\$2,196	\$2,316	\$120	5.5%
All Other	\$5,781	\$5,856	\$75	1.3%
TOTAL	\$76,168	\$76,718	\$550	0.7%

Since both of these revenue sources are dedicated to specific purposes and cannot be used for general purposes, these increases take some pressure off general taxes.

The core of the General Fund revenues are generated by the sales, utility and property taxes paid by residents of and visitors to

FY 2018-19 Submitted Budget Overview

Independence. These revenues primarily pay for the basic City services of public safety, street maintenance and parks and recreation. This group of revenues is estimated to increase 0.2% in FY19 or less than the cost of inflation.

Taxes

- Property Taxes increase \$259,000 or 3.4%. Real property assessed valuations showing stronger growth.
- The General Purpose Sales Tax estimate reduced by \$52,900 or -0.3%. Continue to see more internet sales as well as more spending in the TIF districts.
- Natural Gas increased \$300,000 or 8.6%. The estimate was revised upward to match the five year average consumption.
- Telephone down \$551,028 or -17.4%. Continued shift in telecomm industry as landlines decrease and voice over internet protocol increases.
- Electric franchise fees up \$98,197 or 15.1%. Reflects strong industrial electric usage in areas served by KCP&L.

PILOTS

- The 0.6% aggregate growth for the property taxes and gross receipts tax of 9.08% paid by the City electric, water and sewer utilities is discussed in the Enterprise section of this Overview.

Licenses and Permits

- Building Permits up \$150,000 or 15.8%, and Construction Permits up \$110,000 or 44.0%. Building activity continues to reflect growth.

Intergovernmental Revenue

- State gasoline taxes, motor vehicle sales taxes and license fees increase \$77,520 or 1.6%. Car and truck sales are doing well and more miles are being driven.

Fines and Court Costs

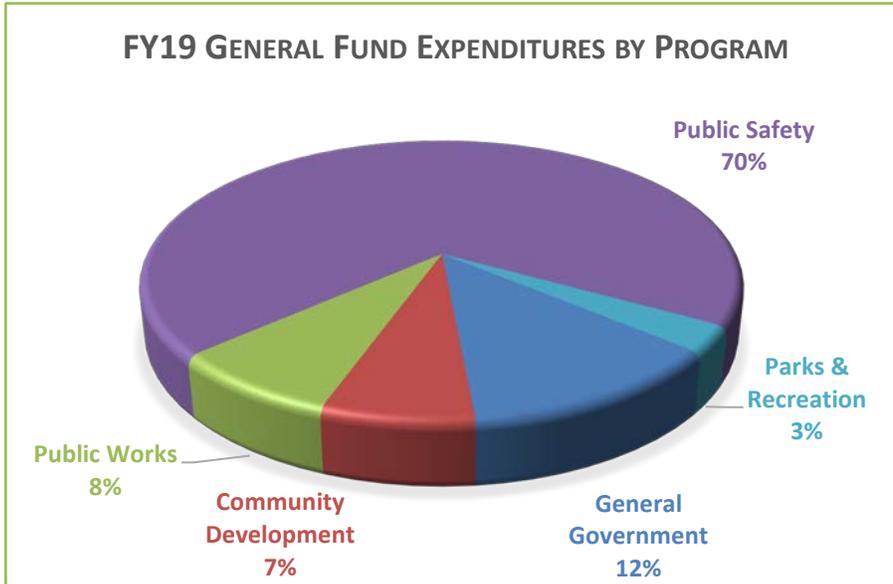
- Estimated to decrease \$297,475 or -7.1% The State legislation that placed limits and controls on fines and court costs continues to hamper law enforcement efforts.

FY 2018-19 Submitted Budget Overview

General Fund Expenditures

General Fund Expenditures total \$76,615,357, a decrease of \$97,752, or -0.1% from the 2017-18 Adopted Budget. As the accompanying graph details, Public Safety - Fire, Police and Municipal Court – comprise

the largest part of the General Fund with 70% of resources. The second largest program is the General Government group and includes the City Clerk, City Manager, Mayor and City Council, Technology Services, Law, Finance and Human Resources.



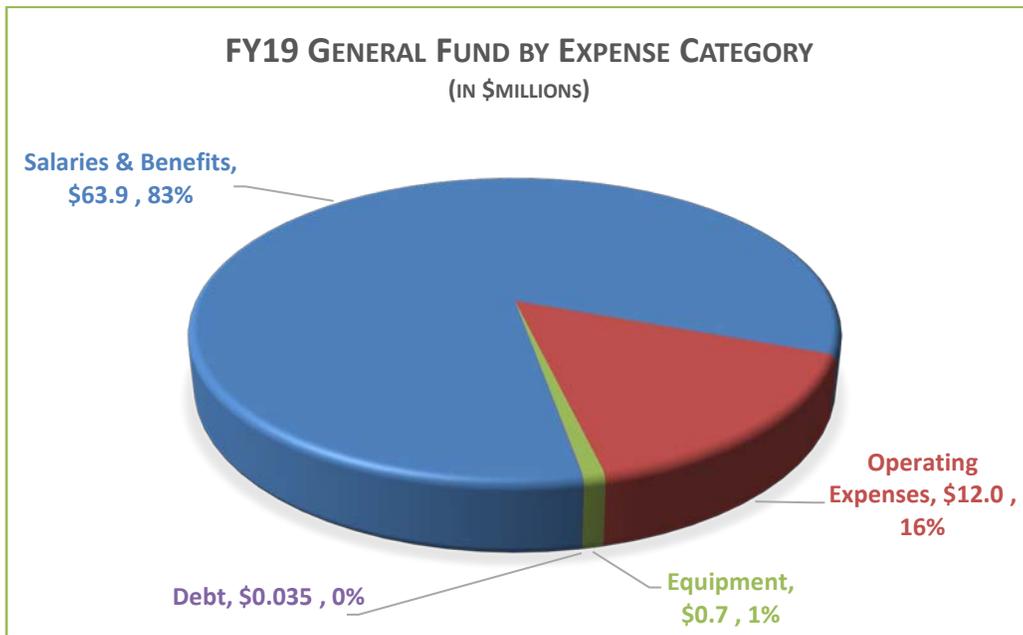
The following table reflects the change in budgeted expenditures in FY19. Some overall changes include:

- The transfer of Non-Departmental budgets to other programs; this is primarily a shift of the funding for retiree health insurance (\$4.6 million) to the department from which he or she retired. Similarly, the cost of workers compensation insurance premiums (\$1 million) and utility expenses (\$1 million) were allocated among the various programs according to usage patterns.
- The transfer of Animal Services – including the contract for sheltering - from the Health program to Police (\$1,055,000);
- The transfer of Health permitting and inspections (\$300,000) to Community Development;

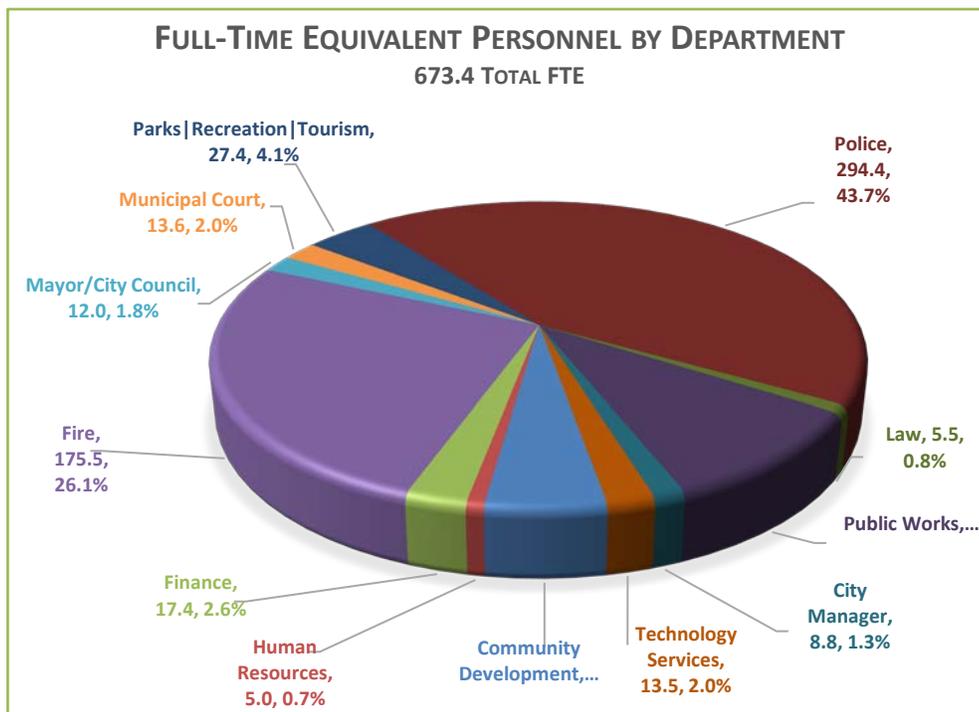
General Fund Expenditures				
Program	FY18 Adopted	FY19 Submitted	\$ Change	% Change
Public Safety	\$46,699,321	\$53,329,009	\$6,629,688	14.2%
General Government	\$6,842,669	\$9,512,348	\$2,669,679	39.0%
Community Development	\$4,530,820	\$5,347,036	\$816,216	18.0%
Health	\$1,710,226	\$0	(\$1,710,226)	(100%)
Non-Departmental	\$9,872,028	\$0	(\$9,872,028)	(100%)
Public Works	\$5,490,163	\$6,108,775	\$618,612	11.3%
Parks & Recreation	\$1,567,882	\$2,308,189	\$740,307	47.2%
Total	\$76,713,109	\$76,615,357	(\$107,752)	(0.1%)

FY 2018-19 Submitted Budget Overview

- The transfer of Health wellness programming (\$100,000 net) to Parks and Recreation;



Salaries and benefits obviously are the primary cost driver in the General Fund. This is largely due to the Special Revenue sales taxes for Police, Fire, Parks and Street improvements. These sales taxes pay for the equipment and capital maintenance expenses for the specified purpose, thus relieving the General Fund from that burden.

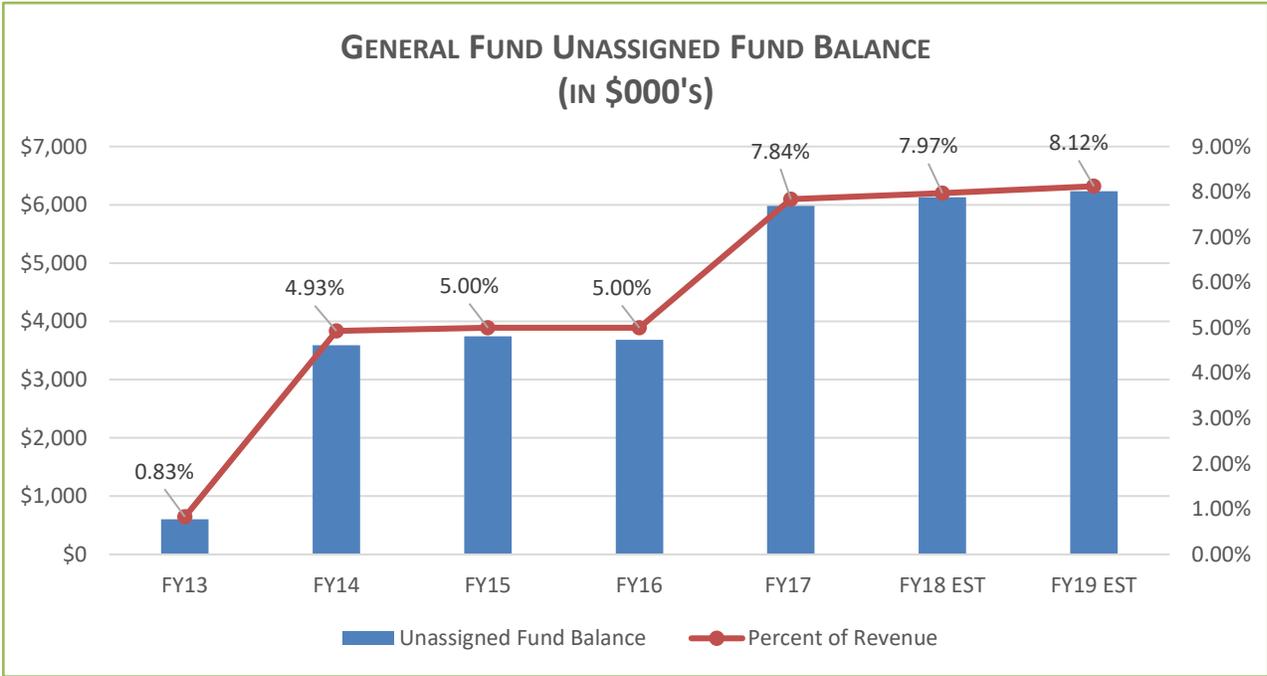


Another factor for salaries and benefits is the number of Public Safety employees. Like most municipalities, Fire and Police personnel (26.1% and 43.7% respectively) comprise the largest share of the General Fund.

FY 2018-19 Submitted Budget Overview

Discussion of the General Fund Unassigned Fund Balance

The unassigned portion of the General Fund's Fund Balance is fund balance that has not been restricted, committed or assigned and is available for appropriation according to governing financial policy. As the chart indicates, the estimated unassigned fund balance at the end of FY19 will be \$6.2 million, or 8.12% of General Fund revenue. This estimate includes the \$102,239 allocation made in the FY19 Submitted Budget. This is an estimated increase of \$0.2 million, or 3.3%, over the FY17 actual of \$6.0 million.

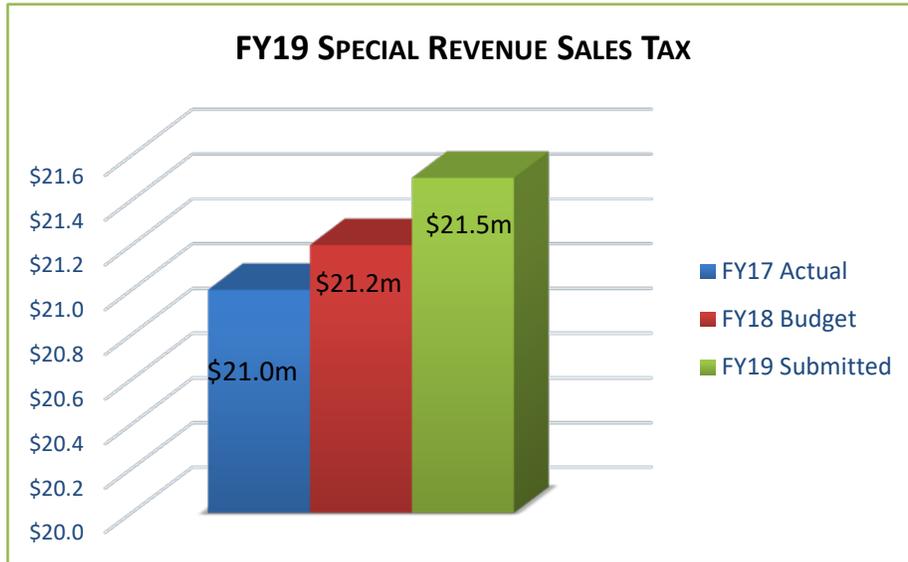


FY 2018-19 Submitted Budget Overview

Special Revenue Funds

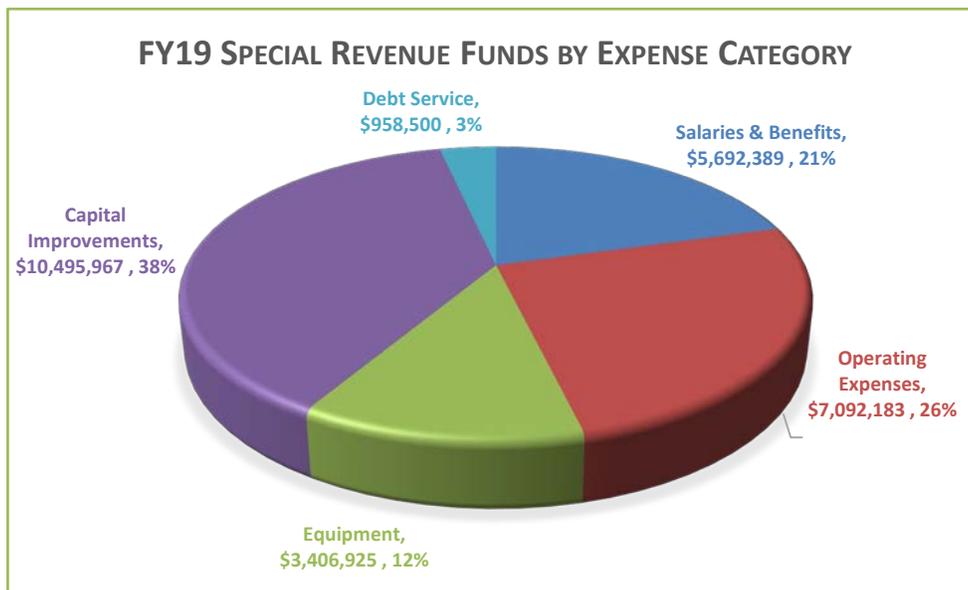
The Submitted Budget for 2018-19 for Special Revenue Funds is \$27,645,964, an increase of \$1,178,799 or 4.5% over Adopted 2016-17. The five sales taxes approved by voters— Street Improvements, Park

Improvements, Storm Water, Police Public Safety, Fire Public Safety – are estimated to generate \$21.2 million in Fiscal Year 2017-18. This is a 0.5% increase over the actual revenue generated in Fiscal Year 2015-16. The Transient Guest Tax revenue estimate is \$2.1 million in FY18-19, an increase of \$158,000 or 8.3% over Adopted FY17-18.



As the chart below depicts, half of Special Revenue Funds are spent on Equipment – primarily vehicle replacement for Police and Fire – and on Capital

Improvements – primarily for street overlay, parks and storm water improvements. Debt service pays back loans also used to acquire equipment and longer term improvements.



Salaries, benefits and operating expenses primarily reflect park maintenance, recreation and tourism activities, as well as storm water

maintenance. Grant activities, including the federal CDBG and HOME programs, supplement operating expenses for the specific purposes for which they were awarded to the City. Changes to each Special Revenue fund follow:

FY 2018-19 Submitted Budget Overview

Special Revenue Fund Expenditures				
Fund	FY18 Adopted	FY19 Submitted	\$ Change	% Change
Tourism	\$2,122,741	\$1,990,196	(\$132,545)	(6.2%)
Community Development Block Grant	\$718,203	\$718,203	0	0
HOME	\$325,785	\$325,785	0	0
Grants	\$1,716,778	\$1,440,379	(\$276,399)	(16.1%)
Street Improvements Sales Tax	\$9,191,655	\$8,874,917	(\$316,738)	(3.4%)
Park Improvements Sales Tax	\$3,537,708	\$4,904,292	\$1,366,584	38.6%
Storm Water Sales Tax	\$4,335,720	\$5,085,497	\$749,777	17.3%
Police Public Safety Sales Tax	\$2,504,467	\$2,170,110	(\$334,357)	(13.4%)
Fire Public Safety Sales Tax	\$2,014,108	\$2,136,586	\$122,478	6.1%
Total	\$26,467,165	\$27,645,964	\$1,081,048	4.1%

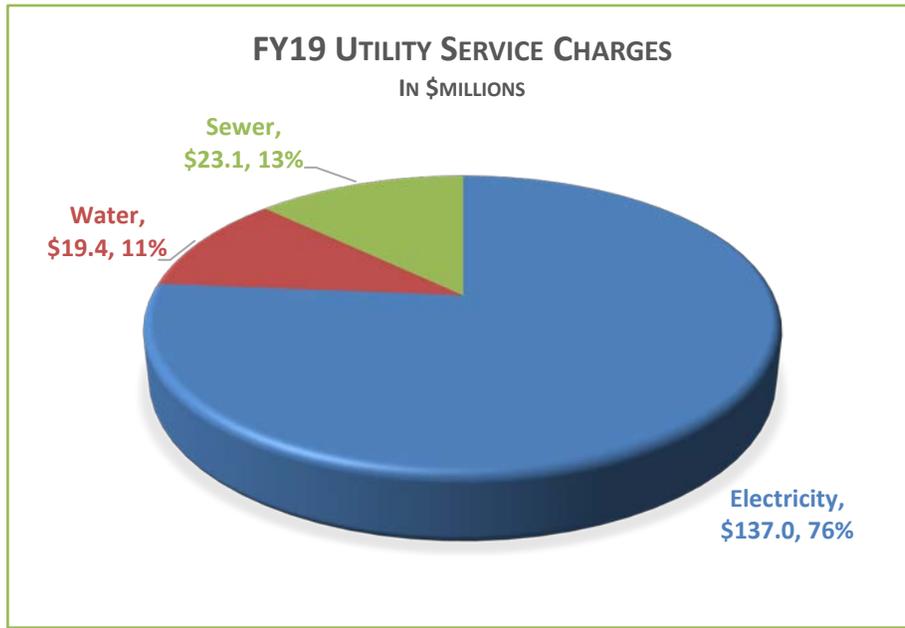
Special Revenue Fund Highlights

- Tourism - Transient Guest Tax revenues are estimated to increase \$158,071, or 8.3%; expense change reflects reduction in contractual professional services; and, ending FY19 fund balance is estimated to be \$1,735,632, or 80.9% of revenues.
- Community Development Block Grant and HOME program – a separate recommendation of funding by a citizen’s committee will be presented to Council for approval outside of the budget approval process
- Grants – reduction primarily reflects the transfer of Health grants to other community providers
- Street Improvements – The planned draw down and use of fund balance was \$740,000 in FY18 – in FY19 that draw is reduced to \$320,000; and, ending FY19 fund balance is estimated to be \$500,803, or 5.9% of revenues.
- Park Improvements – capital improvements spending increases from \$357,400 in FY18 to \$1,136,167 in FY19; debt service totaling \$189,225 is budgeted for debt service on the new Market Square Pavilion; and, ending FY19 fund balance is estimated to be \$177,990, or 3.7% of revenues.
- Storm Water - capital improvements spending increases from \$1,450,000 in FY18 to \$2,230,000 in FY19; and, ending FY19 fund balance is estimated to be \$177,990, or 64.7% of revenues.
- Police Public Safety – a one-time \$500,000 payment for the new communications facility was budgeted in FY18 and is eliminated in FY19; and, ending FY19 fund balance is estimated to be \$1,835,831, or 81.5% of revenues.
- Fire Public Safety - funding in the amount of \$185,000 for training personnel is new in FY19; and, ending FY19 fund balance is estimated to be \$551,384, or 25.8% of revenues.

FY 2018-19 Submitted Budget Overview

Enterprise Funds

The Submitted Budget for 2018-19 for the Enterprise Funds is \$217,784,365, an increase of \$2,838,066 or 3.8% over Adopted 2017-18.



The Utility Service Charges for the three City Utilities – Power and Light, Water Pollution Control and Water – are estimated to generate \$199.7 million in Fiscal Year 2018-19, an increase of \$4.6 million or 2.4%.

- Electric service charges are estimated to increase \$1.2 million or 0.9%. This increase is due to a combination of several factors, including increased wholesale/integrated market sales, increased load forecast and fuel cost adjustments. No rate increase

is included in the FY 2018-19 Submitted Budget.

- Sewer service charges are estimated to increase \$3.8 million or 19.9%. This increase reflects two rate adjustments – one that went into effect effective July 1, 2107 and the second effective July 1, 2018. An average residential user of 600 cubic feet of water will see a 9.26% increase in FY19.
- Water service charges are estimated to decrease \$0.5 million or 2.5%. No rate increase is included for FY19. The last rate increase went into effect October 1, 2016. The decrease in revenue reflects water conservation by our consumers.

FY 2018-19 Submitted Budget Overview

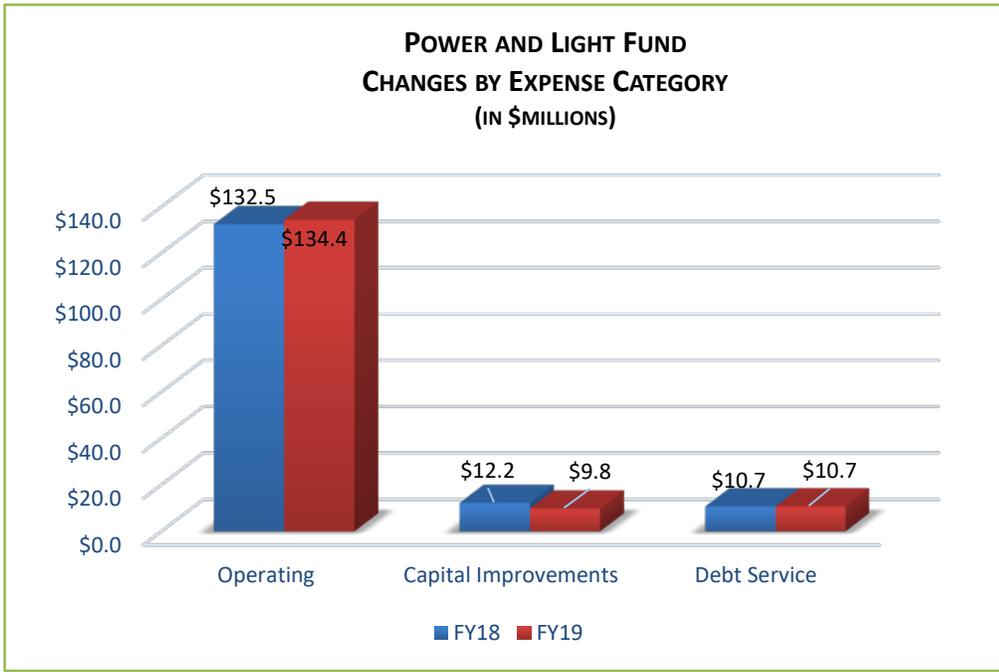
Discussion of Enterprise Fund Expenditures

The chart below shows the changes in each fund from FY18 Adopted to FY19 Submitted:

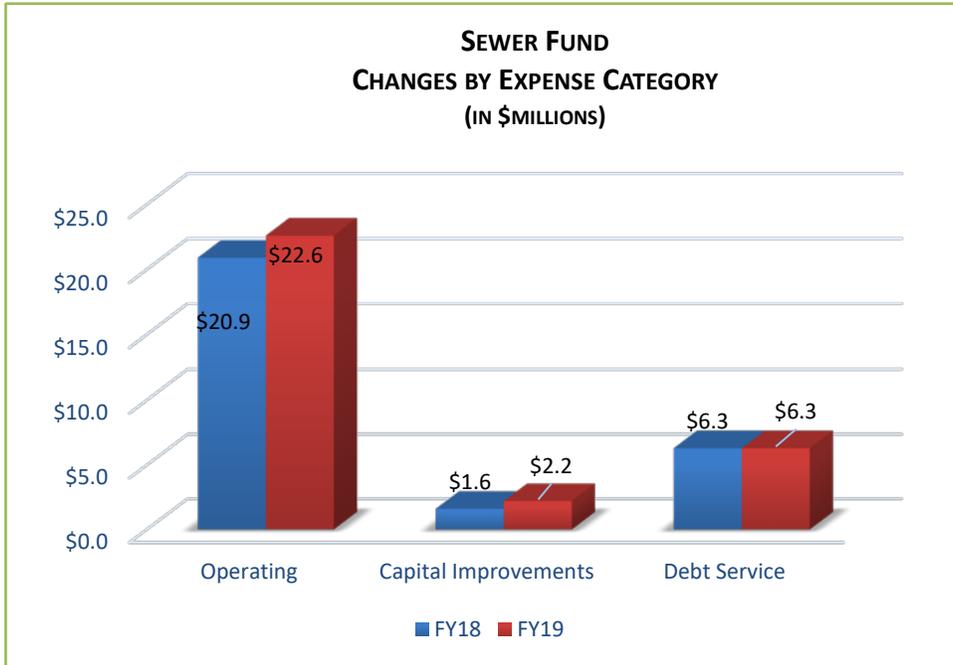
Enterprise Fund Expenditures				
Fund	FY18 Adopted	FY19 Submitted	\$ Change	% Change
Power & Light	\$155,413,674	\$154,873,023	(\$540,651)	(3.5%)
Sewer	\$28,787,365	\$31,155,625	\$2,368,260	8.2%
Water	\$30,745,260	\$31,755,716	\$1,010,456	3.3%
Total	\$214,946,299	\$217,784,365	\$2,838,066	1.3%

- Power and Light Fund– IPL will maintain or expand services without an increase in retail rates. Staff is committed to ensuring the long-term health of the utility through prudent fiscal policy. To this end, modeling and reporting tools allowing adjustments to be made as necessary have been implemented to ensure compliance with fiscal objectives. The outcomes of the Energy Master Plan

and Cost of Service Studies will inform our strategy in establishing a “utility of the future.”

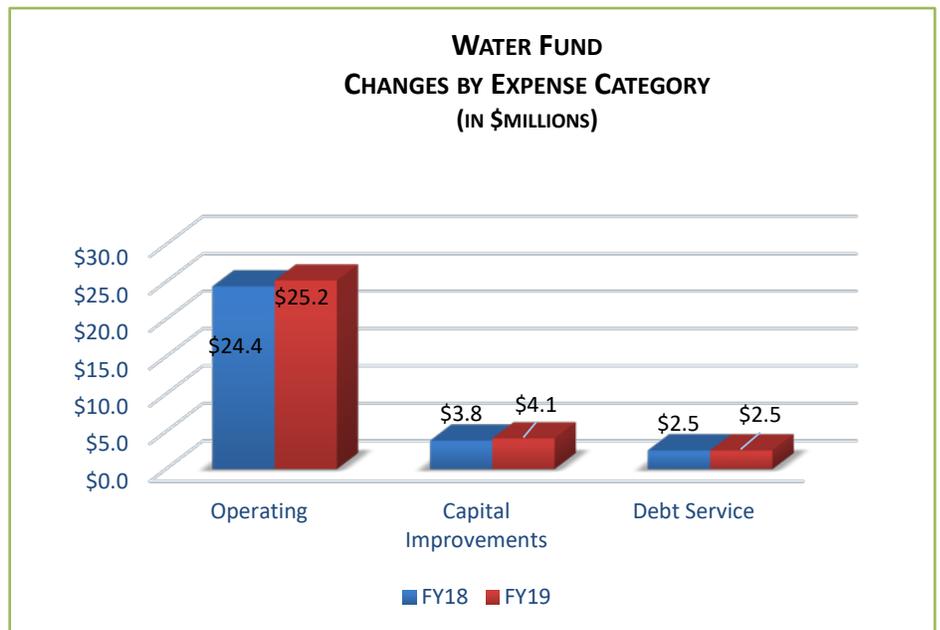


FY 2018-19 Submitted Budget Overview



- Sewer Fund – an overall increase of \$2.4 million, or 8.2% reflects negotiated wage increases; a \$680,000 increase in the City’s share of the expenses for the Little Blue Valley Sewer District; the equipment budget increases \$691,000 for items such as a pressure truck and other maintenance vehicles as well as a portion of a main line TV inspection system (to be shared with the Storm water Sales Tax fund)

- Water Fund –operating budget increases include an additional \$83,065 for IUC rental costs, an increase of \$100,000 for electricity in anticipation of KCPL rate increases, \$131,000 additional for vehicle replacement and other equipment



**DEPARTMENT
SUMMARIES**

Citizens of Independence

Mayor & City Council

Management Analyst

Municipal Court

Boards & Commissions

City Clerk



City Manager

Zachary Walker

**Assistant City Manager
Mark Randall**

Economic Development

Public Utilities

City Counselor

Fire

Police

**Assistant City Manager
Lauren Palmer**

Community Development

Finance & Administration

**Customer Service &
Communication**

Parks/Recreation/Tourism

Public Works

Office of the City Manager

Department Description

The City Manager is the Chief Administrative Officer of the City government, exercising direction over all municipal operations.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Office of the City Manager	\$ 1,307,078	\$ 1,009,349	\$ 1,105,328
Public Information Office	\$ 90,690	\$ 92,443	\$ 404,446
Total	\$ 1,397,768	\$ 1,101,792	\$ 1,509,774

Department by Expenditure Category

Salary & Benefits	\$ 1,365,145	\$ 1,070,262	\$ 1,247,852
Operating Expenses	\$ 32,132	\$ 31,530	\$ 238,041
Capital Outlay	\$ 491	\$ -	\$ 23,881
Total	\$ 1,397,768	\$ 1,101,792	\$ 1,509,774

Department by Fund

General	\$ 1,397,768	\$ 1,101,792	\$ 1,509,774
---------	--------------	--------------	--------------

Position Summary

Full-Time	9.0	9.0	8.3
Part-Time and Seasonal	0.5	0.5	0.5
Total	9.5	9.5	8.8

Office of the City Manager

Office of the City Manager

Program Mission

The mission of the City Manager is to serve as the Chief Administrative Officer of the City government so that Mayor and City Council directed policies are implemented and city services are delivered efficiently and effectively.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 1,276,574	\$ 980,969	\$ 1,007,378
Operating Expenses	\$ 30,504	\$ 28,380	\$ 97,950
Capital Outlay	\$ -	\$ -	
Total	\$ 1,307,078	\$ 1,009,349	\$ 1,105,328

<u>Program by Fund</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
General	\$ 1,307,078	\$ 1,009,349	\$ 1,105,328

<u>Position Summary</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Full-Time	7.0	7.0	6.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	7.0	7.0	6.0

Office of the City Manager

Public Information Office

Program Mission

The mission of the PIO is to timely disseminate information on municipal programs and services that the citizens of and visitors to Independence are well informed about City Government happenings.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 88,571	\$ 89,293	\$ 240,474
Operating Expenses	\$ 1,628	\$ 3,150	\$ 140,091
Capital Outlay	\$ 491	\$ -	\$ 23,881
Total	\$ 90,690	\$ 92,443	\$ 404,446

<u>Program by Fund</u>			
General	\$ 90,690	\$ 92,443	\$ 404,446

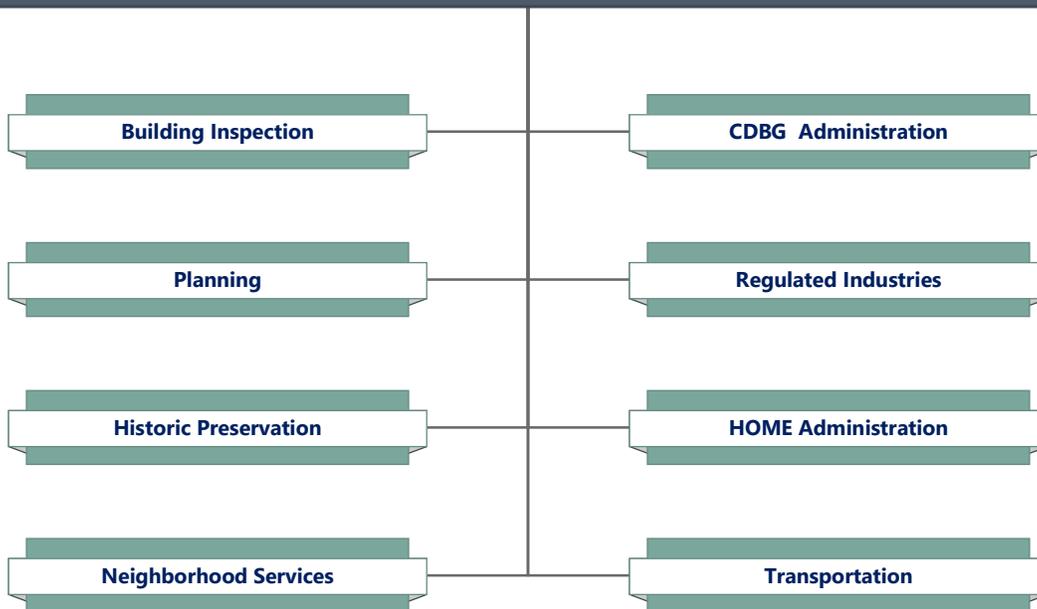
<u>Position Summary</u>			
Full-Time	2.0	2.0	2.33
Part-Time and Seasonal	0.5	0.5	0.50
Total	2.5	2.5	2.83

Community Development



Community Development & Planning Director

Tom Scannell



Community Development

Mission

The purpose of the Community Development Department is to enhance the quality of life Independence by encouraging public involvement in the planning and creation of quality places in which to live, work, and play.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Administration	\$ 366,278	\$ 365,245	\$ 303,610
Neighborhood Services	\$ 953,869	\$ 1,086,882	\$ 1,244,001
Comprehensive Planning	\$ 475,245	\$ 517,165	\$ 447,151
Transportation	\$ 1,972,441	\$ 2,216,300	\$ 2,410,000
Historic Preservation	\$ 48,592	\$ 47,589	\$ 60,060
Building Inspection	\$ 505,338	\$ 568,553	\$ 728,395
Regulated Industries	\$ -	\$ 202,878	\$ 697,236
Community Development Block Grant	\$ 545,918	\$ 718,203	\$ 718,203
HOME Grant	\$ 355,703	\$ 325,785	\$ 325,785
Total	\$ 5,223,384	\$ 6,048,600	\$ 6,934,441

Department by Expenditure Category

Salary & Benefits	\$ 2,180,147	\$ 2,431,173	\$ 3,000,199
Operating Expenses	\$ 2,984,231	\$ 3,548,748	\$ 3,828,063
Equipment	\$ 59,006	\$ 68,679	\$ 106,179
Total	\$ 5,223,384	\$ 6,048,600	\$ 6,934,441

Department by Fund

General	\$ 4,082,292	\$ 4,461,195	\$ 5,347,036
Grants	\$ 239,471	\$ 543,417	\$ 543,417
Community Development Block Grant	\$ 545,918	\$ 718,203	\$ 718,203
HOME	\$ 355,703	\$ 325,785	\$ 325,785
Total	\$ 5,223,384	\$ 6,048,600	\$ 6,934,441

Position Summary

Full-Time	29.50	33.00	34.80
Part-Time and Seasonal	1.68	0.88	0.92
Total	31.18	33.88	35.72

Community Development Administration

Program Mission

The mission of Community Development Administration is to provide back office support for the Department as well as lead and direct development policy for the City so that safe, livable and sustainable environments are established and maintained.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 354,655	\$ 357,895	\$ 296,105
Operating Expenses	\$ 11,623	\$ 7,350	\$ 7,505
Equipment			
Total	\$ 366,278	\$ 365,245	\$ 303,610

<u>Program by Fund</u>			
General	\$ 366,278	\$ 365,245	\$ 303,610

<u>Position Summary</u>			
Full-Time	4.0	3.0	2.4
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	3.0	2.4

Community Development Neighborhood Services

Program Mission

The Neighborhood Services Division works in partnership with citizens and businesses of Independence to promote and maintain a safe, healthy, and desirable living and working environment through the administration of the Property and Maintenance Code.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 787,462	\$ 904,831	\$ 956,433
Operating Expenses	\$ 166,407	\$ 182,051	\$ 250,068
Equipment	\$ -	\$ -	\$ 37,500
Total	\$ 953,869	\$ 1,086,882	\$ 1,244,001

Program by Fund

General	\$ 953,869	\$ 1,086,882	\$ 1,244,001
---------	------------	--------------	--------------

Position Summary

Full-Time	1.00	12.00	10.00
Part-Time and Seasonal	1.68	0.88	0.92
Total	2.68	12.88	10.92

Community Development Planning

Program Mission

The mission of the Planning Division is to articulate and maintain the community's vision, values, a priorities by maintaining and updating the Comprehensive Plan, as well as enforcing the Unified Development Ordinance to ensure an attractive, safe, and functional built environment.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 445,096	\$ 476,830	\$ 424,776
Operating Expenses	\$ 30,149	\$ 40,335	\$ 22,375
Equipment			
Total	\$ 475,245	\$ 517,165	\$ 447,151

<u>Program by Fund</u>			
General	\$ 475,245	\$ 517,165	\$ 447,151

<u>Position Summary</u>			
Full-Time	9.00	8.00	4.00
Part-Time and Seasonal	0.0	0.0	0.0
Total	9.0	8.0	4.0

Community Development Transportation

Program Mission

The purpose of the Transportation function is to provide a rider-focused transit system that provides access to employment, health, educational and social destinations through a fixed route system and a paratransit program.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	
Operating Expenses	\$ 1,972,441	\$ 2,216,300	\$ 2,410,000
Equipment	\$ -	\$ -	
Total	\$ 1,972,441	\$ 2,216,300	\$ 2,410,000

Program by Fund

General	\$ 1,732,970	\$ 1,672,883	\$ 1,866,583
Grants	\$ 239,471	\$ 543,417	\$ 543,417
Total	\$ 1,972,441	\$ 2,216,300	\$ 2,410,000

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Community Development Historic Preservation

Program Mission

The Historic Preservation Division assists in cultivating diverse and sustainable places by encouraging community-wide preservation of our irreplaceable, historic built and natural environments through proactive preservation planning, public engagement, and reinvestment traditional building stock.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 41,750	\$ 40,564	\$ 54,625
Operating Expenses	\$ 6,842	\$ 7,025	\$ 5,435
Equipment	\$ -	\$ -	
Total	\$ 48,592	\$ 47,589	\$ 60,060

<u>Program by Fund</u>			
General	\$ 48,592	\$ 47,589	\$ 60,060

<u>Position Summary</u>			
Full-Time	1.5	0.5	0.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.5	0.5	0.5

Community Development Building Inspections

Program Mission

The Building Inspections Division enhances the quality of life in Independence by ensuring that buildings, structures, and properties are constructed, utilized, and maintained in a manner that reduces the risk to public health, safety, welfare, and trust relating to all aspects of the built environment within the City.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 363,061	\$ 350,884	\$ 495,040
Operating Expenses	\$ 142,277	\$ 217,669	\$ 233,355
Equipment	\$ -	\$ -	-
Total	\$ 505,338	\$ 568,553	\$ 728,395

<u>Program by Fund</u>			
General	\$ 505,338	\$ 568,553	\$ 728,395

<u>Position Summary</u>			
Full-Time	11.0	5.0	7.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	11.0	5.0	7.0

Community Development Regulated Industries

Program Mission

The purpose of Regulated Industries is to issue licenses and permits to businesses and to inspect said businesses for compliance with city ordinances so that safe, healthy and livable environments are maintained.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits		\$ 191,778	\$ 664,829
Operating Expenses		\$ 11,100	\$ 32,407
Equipment	\$ -	\$ -	
Total	\$ -	\$ 202,878	\$ 697,236

<u>Program by Fund</u>			
General	\$ -	\$ 202,878	\$ 697,236

<u>Position Summary</u>			
Full-Time	0.0	3.0	9.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	3.0	9.0

Community Development Community Development Block Grant

Program Mission

The mission of the Community Development Block Grant (CDBG) Program is to improve the quality of life of very low, low, and moderate income residents living in Independence by providing for the availability, affordability, and sustainability of suitable living environments, decent housing, and economic opportunities.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 148,544	\$ 86,835	\$ 86,835
Operating Expenses	\$ 397,374	\$ 628,868	\$ 628,868
Equipment	\$ -	\$ 2,500	\$ 2,500
Total	\$ 545,918	\$ 718,203	\$ 718,203

Program by Fund

Community Development Block Grant	\$ 545,918	\$ 718,203	\$ 718,203
-----------------------------------	------------	------------	------------

Position Summary

Full-Time	2.0	1.0	1.4
Part-Time and Seasonal	0.0	0.0	0.0
Total	2.0	1.0	1.4

Community Development HOME Grant

Program Mission

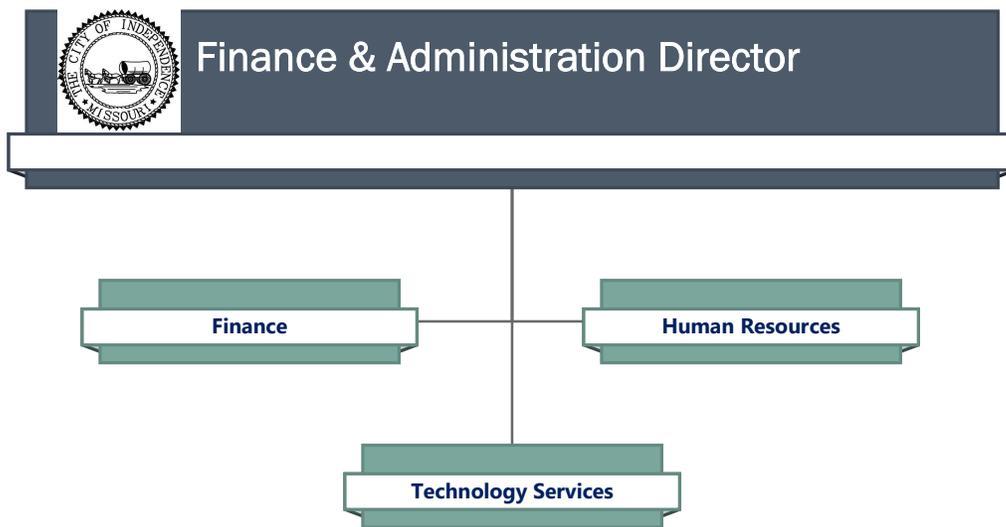
The purpose of the HOME Investment Partnerships Program is to improve the quality of life in Independence by addressing the unmet housing needs of very low, low, and moderate income persons.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 39,579	\$ 21,556	\$ 21,556
Operating Expenses	\$ 257,118	\$ 238,050	\$ 238,050
Equipment	\$ 59,006	\$ 66,179	\$ 66,179
Total	\$ 355,703	\$ 325,785	\$ 325,785

<u>Program by Fund</u>			
HOME	\$ 355,703	\$ 325,785	\$ 325,785

<u>Position Summary</u>			
Full-Time	1.0	0.5	0.50
Part-Time and Seasonal	0.0	0.0	0.00
Total	1.0	0.5	0.50

Finance & Administration



Finance and Administration

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Finance	\$ 1,750,761	\$ 1,864,647	\$ 3,287,237
HR	\$ 516,499	\$ 537,673	\$ 615,204
Tech Services	\$ 1,888,344	\$ 1,988,080	\$ 2,247,382
Total	\$ 4,155,604	\$ 4,390,400	\$ 6,149,823

<u>Department by Expenditure Category</u>			
Salary & Benefits	\$ 3,630,760	\$ 3,830,188	\$ 3,665,599
Operating Expenses	\$ 376,161	\$ 410,212	\$ 2,377,224
Equipment	\$ 148,683	\$ 150,000	\$ 107,000
Total	\$ 4,155,604	\$ 4,390,400	\$ 6,149,823

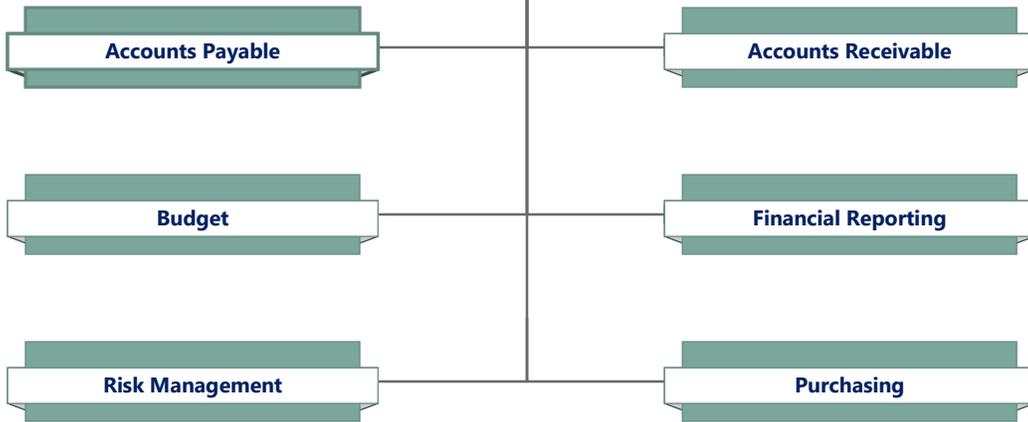
<u>Department by Fund</u>			
General	\$ 4,155,604	\$ 4,390,400	\$ 6,149,823
Total	\$ 4,155,604	\$ 4,390,400	\$ 6,149,823

<u>Position Summary</u>			
Full-Time	48.85	43.00	36.98
Part-Time and Seasonal	1.75	1.00	1.26
Total	50.60	44.00	38.24

Finance



Finance Director



Finance

Mission

The Finance Department is responsible for the administration of all financial affairs of the City.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Administration	\$ 217,676	\$ 448,145	\$ 432,081
Accounts	\$ 1,023,686	\$ 900,723	\$ 1,299,299
City Hall Cashiering	\$ 55,535	\$ 53,499	\$ 52,797
City Memberships	\$ -	\$ -	\$ 204,778
Copy and Mail Center	\$ 148,345	\$ 154,908	\$ 102,273
Procurement	\$ 305,519	\$ 307,372	\$ 338,076
Risk Management	\$ -	\$ -	\$ 857,933
Total	\$ 1,750,761	\$ 1,864,647	\$ 3,287,237

Department by Expenditure Category

Salary & Benefits	\$ 1,543,780	\$ 1,659,018	\$ 1,710,310
Operating Expenses	\$ 204,541	\$ 205,629	\$ 1,576,927
Equipment	\$ 2,440	\$ -	\$ -
Total	\$ 1,750,761	\$ 1,864,647	\$ 3,287,237

Department by Fund

General	\$ 1,695,226	\$ 1,811,148	\$ 3,234,440
Water	\$ 55,535	\$ 53,499	\$ 52,797
Total	\$ 1,750,761	\$ 1,864,647	\$ 3,287,237

Position Summary

Full-Time	18.85	19.00	17.00
Part-Time and Seasonal	1.00	1.00	1.26
Total	19.85	20.00	18.26

Finance Administration

Program Mission

The mission of Finance Administration is to provide leadership and direction for the City's financial duties and responsibilities so that all financial assets of the City are protected.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 194,078	\$ 438,405	\$ 420,909
Operating Expenses	\$ 21,158	\$ 9,740	\$ 11,172
Equipment	\$ 2,440	\$ -	\$ -
Total	\$ 217,676	\$ 448,145	\$ 432,081

Program by Fund

General	\$ 217,676	\$ 448,145	\$ 432,081
---------	------------	------------	------------

Position Summary

Full-Time	2.0	3.0	3.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	2.0	3.0	3.0

Finance Accounting

Program Mission

The mission of Accounts is to maintain the accounting records for all of the City's operations and component units so that the records meet all governmental accounting standards and the annual independent audit is completed without negative findings.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 867,039	\$ 737,524	\$ 836,064
Operating Expenses	\$ 156,647	\$ 163,199	\$ 463,235
Equipment	\$ -	\$ -	\$ -
Total	\$ 1,023,686	\$ 900,723	\$ 1,299,299

<u>Program by Fund</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
General	\$ 1,023,686	\$ 900,723	\$ 1,299,299

<u>Position Summary</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Full-Time	10.00	9.15	9.15
Part-Time and Seasonal	0.00	0.00	0.00
Total	10.00	9.15	9.15

Finance

City Hall Cashiering

Program Mission

The purpose of City Hall Cashiering is to collect electric, water, sewer and natural gas bill payments from walk-in customers at City Hall.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 55,535	\$ 53,499	\$ 52,797
Operating Expenses	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -
Total	\$ 55,535	\$ 53,499	\$ 52,797

Program by Fund

Water	\$ 55,535	\$ 53,499	\$ 52,797
-------	-----------	-----------	-----------

Position Summary

Full-Time	0.85	0.85	0.85
Part-Time and Seasonal	0.00	0.00	0.00
Total	0.85	0.85	0.85

Finance

City Memberships

Program Mission

The purpose of City Memberships is to provide funding for various civic , government, and economic development partnerships.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ -	\$ -	\$ 204,778
Equipment	\$ -	\$ -	-
Total	\$ -	\$ -	\$ 204,778

<u>Program by Fund</u>			
General	\$ -	\$ -	\$ 204,778

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Finance

Copy and Mailing Center

Program Mission

The mission of the Copy and Mailing Center is to provide centralized postal services and mail delivery to City departments.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 127,389	\$ 126,877	\$ 18,675
Operating Expenses	\$ 20,956	\$ 28,031	\$ 83,598
Equipment	\$ -	\$ -	\$ -
Total	\$ 148,345	\$ 154,908	\$ 102,273

Program by Fund

General	\$ 148,345	\$ 154,908	\$ 102,273
---------	------------	------------	------------

Position Summary

Full-Time	2.0	2.0	0.0
Part-Time and Seasonal	1.0	1.0	0.6
Total	3.0	3.0	0.6

Finance Purchasing

Program Mission

The mission of Purchasing is to provide a centralized system for the purchase of goods and services by City Departments in accordance with all legal requirements and ethical standards.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 299,739	\$ 302,713	\$ 273,932
Operating Expenses	\$ 5,780	\$ 4,659	\$ 64,144
Equipment	\$ -	\$ -	\$ -
Total	\$ 305,519	\$ 307,372	\$ 338,076

Program by Fund

General	\$ 305,519	\$ 307,372	\$ 338,076
---------	------------	------------	------------

Position Summary

Full-Time	4.00	4.00	3.00
Part-Time and Seasonal	0.00	0.00	0.63
Total	4.00	4.00	3.63

Finance

Risk Management

Program Mission

The mission of Risk Management is to manage insurance programs that safeguard the City's financial, human resource, and capital assets.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 107,933
Operating Expenses	\$ -	\$ -	\$ 750,000
Equipment			
Total	\$ -	\$ -	\$ 857,933

Program by Fund

General	\$ -	\$ -	\$ 857,933
---------	------	------	------------

Position Summary

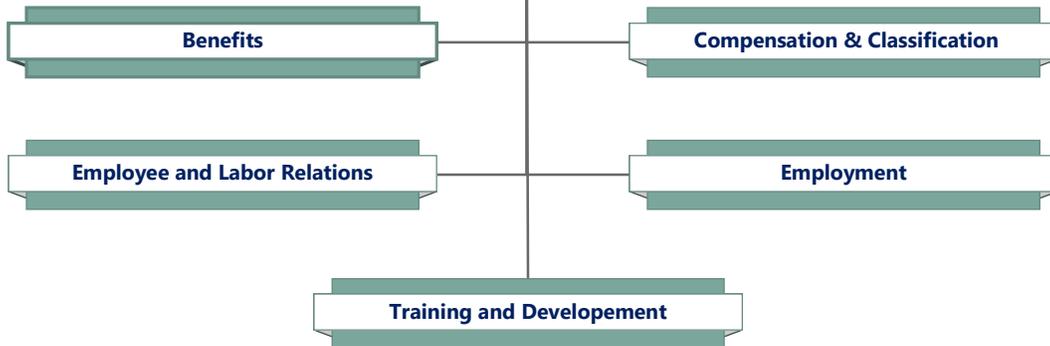
Full-Time	0.0	0.0	1.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	1.0

Human Resources



Human Resources Director

Debra Craig



Human Resources

Mission

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee and labor relations, and training and development for over 1000 employees, as well as assistance with questions or concerns of approximately 900 retirees.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Human Resources	\$ 516,499	\$ 537,673	\$ 615,204
<u>Department by Expenditure Category</u>			
Salary & Benefits	\$ 507,992	\$ 529,098	\$ 554,608
Operating Expenses	\$ 8,507	\$ 8,575	\$ 60,596
Equipment	\$ -	\$ -	\$ -
Total	\$ 516,499	\$ 537,673	\$ 615,204
<u>Department by Fund</u>			
General	\$ 516,499	\$ 537,673	\$ 615,204
<u>Position Summary</u>			
Full-Time	6.0	5.0	5.0
Part-Time and Seasonal	0.75	0.00	0.00
Total	6.75	5.00	5.00

Human Resources

Human Resources

Program Mission

The mission of Human Resources is to establish and administer personnel policies for City employees so that the City is in compliance with equal employment opportunity, City Charter, and federal, state, and local rules and regulations governing employment.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 507,992	\$ 529,098	\$ 554,608
Operating Expenses	\$ 8,507	\$ 8,575	\$ 60,596
Equipment	\$ -	\$ -	\$ -
Total	\$ 516,499	\$ 537,673	\$ 615,204

Program by Fund

General	\$ 516,499	\$ 537,673	\$ 615,204
---------	------------	------------	------------

Position Summary

Full-Time	6.00	5.00	5.00
Part-Time and Seasonal	0.75	0.00	0.00
Total	6.75	5.00	5.00

Technology Services



Information Technology Director

Mark Baumann

Applications Programming

Computer Operations

Network Operations

Cyber Security

Technology Services

Department Description

Technology Services is responsible for the City government data communications network, the security of all computer systems and data, and all voice communication systems and services.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Technology Services	\$ 1,797,654	\$ 1,895,637	\$ 1,725,858
Technology Services - IPL	\$ 90,690	\$ 92,443	\$ 95,159
Voice & Data Systems	\$ -	\$ -	\$ 426,365
Total	\$ 1,888,344	\$ 1,988,080	\$ 2,247,382

Department by Expenditure Category

Salary & Benefits	\$ 1,578,988	\$ 1,642,072	\$ 1,400,681
Operating Expenses	\$ 163,113	\$ 196,008	\$ 739,701
Capital Outlay	\$ 146,243	\$ 150,000	\$ 107,000
Total	\$ 1,888,344	\$ 1,988,080	\$ 2,247,382

Department by Fund

General	\$ 1,797,654	\$ 1,895,637	\$ 2,152,223
Power and Light	\$ 90,690	\$ 92,443	\$ 95,159
Total	\$ 1,888,344	\$ 1,988,080	\$ 2,247,382

Position Summary

Full-Time	24.0	19.0	15.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	24.0	19.0	15.0

Technology Services

Technology Services

Program Mission

The mission of Technology Services is to provide information technology services to all City departments so that City employees have effective and efficient hardware and software to use and that systems and data are secure.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 1,490,417	\$ 1,552,779	\$ 1,308,493
Operating Expenses	\$ 161,485	\$ 192,858	\$ 310,365
Equipment	\$ 145,752	\$ 150,000	\$ 107,000
Total	\$ 1,797,654	\$ 1,895,637	\$ 1,725,858

Program by Fund

General	\$ 1,797,654	\$ 1,895,637	\$ 1,725,858
---------	--------------	--------------	--------------

Position Summary

Full-Time	22.5	17.5	13.48
Part-Time and Seasonal	0.0	0.0	0.00
Total	22.5	17.5	13.48

Technology Services

Technology Services - IPL

Program Mission

The mission of Technology Services - IPL is to provide Power & Light employees with personal computer and local area network support services so that effective and efficient hardware and software is available and that systems and data are secure.

	FY 2016-17	FY 2017-18	FY 2017-18
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 88,571	\$ 89,293	\$ 92,188
Operating Expenses	\$ 1,628	\$ 3,150	\$ 2,971
Capital Outlay	\$ 491	\$ -	
Total	\$ 90,690	\$ 92,443	\$ 95,159

Program by Fund

Power and Light	\$ 90,690	\$ 92,443	\$ 95,159
-----------------	-----------	-----------	-----------

Position Summary

Full-Time	1.5	1.5	1.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.5	1.5	1.5

Technology Services

Voice and Data Systems

Program Mission

The mission of Voice and Data Systems is to maintain the telephone trunk system for land line telephones, radios, and to provide internet connectivity to City Departments so that modern communication can exist.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ -	\$ -	\$ 426,365
Capital Outlay	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 426,365

<u>Program by Fund</u>			
General	\$ -	\$ -	\$ 426,365

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Fire



Fire Chief

Doug Short

Emergency Medical Services

Emergency Preparedness

Fire Operations

Fire Prevention

Training/Professional Development

Fire

Mission

The mission of the Fire Department is to prevent and extinguish fires, serve as first responder for basic and advanced life support in medical emergencies and to be the lead agency for emergency preparation so that the safety, health and property of residents is protected.

<u>Department Programs</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Administration	\$ 579,570	\$ 588,876	\$ 637,901
Fire Operations	\$ 16,475,063	\$ 16,092,829	\$ 18,309,000
Emergency Medical Services	\$ 194,086	\$ 224,532	\$ 220,007
Fire Prevention	\$ 576,223	\$ 702,335	\$ 786,297
Maintenance	\$ 123,147	\$ 228,424	\$ 205,434
Training/Professional Development	\$ 160,341	\$ 172,784	\$ 192,933
Emergency Preparedness	\$ 203,541	\$ 277,825	\$ 286,376
Fire Sales Tax Program	\$ 2,059,239	\$ 2,014,108	\$ 2,136,586
Total	\$ 20,371,210	\$ 20,301,713	\$ 22,774,534

Department by Expenditure Category

Salary & Benefits	\$ 17,686,880	\$ 17,295,933	\$ 19,915,752
Operating Expenses	\$ 1,196,011	\$ 1,536,544	\$ 1,550,046
Equipment	\$ 1,415,084	\$ 1,396,000	\$ 1,235,500
Total Operating Expenses	\$ 20,297,975	\$ 20,228,477	\$ 22,701,298
Debt Service	\$ 73,235	\$ 73,236	\$ 73,236
Total	\$ 20,371,210	\$ 20,301,713	\$ 22,774,534

Department by Fund

General	\$ 18,192,439	\$ 18,159,783	\$ 20,510,126
Grants	\$ 119,532	\$ 127,822	\$ 127,822
Fire Safety Sales Tax	\$ 2,059,239	\$ 2,014,108	\$ 2,136,586
Total	\$ 20,371,210	\$ 20,301,713	\$ 22,774,534

Position Summary

Full-Time	175.00	174.00	177.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	175.00	174.00	177.00

Fire Administration

Program Mission

The Administration Division is responsible for the overall management of the department, and ensures that strategic goals and objectives meet the visions and mission of the department as a whole.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
Salary & Benefits	\$ 463,658	\$ 442,654	\$ 342,378
Operating Expenses	\$ 115,912	\$ 146,222	\$ 295,523
Equipment	\$ -	\$ -	\$ -
Total	\$ 579,570	\$ 588,876	\$ 637,901

<u>Program by Fund</u>	FY 2016-17	FY 2017-18	FY 2018-19
General	\$ 579,570	\$ 588,876	\$ 637,901

<u>Position Summary</u>	FY 2016-17	FY 2017-18	FY 2018-19
Full-Time	4.0	4.0	3.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	4.0	3.0

Fire

Fire Operations

Program Mission

The mission of the Fire Operations Division is to serve the emergent needs of the community with response to emergency medical calls, fires, explosions, bomb threats, vehicle accidents, homeland security terrorism, hazardous chemical spills, and other emergency calls.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 16,121,608	\$ 15,559,266	\$ 17,921,902
Operating Expenses	\$ 353,455	\$ 533,563	\$ 387,098
Equipment	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -
Total	\$ 16,475,063	\$ 16,092,829	\$ 18,309,000

Program by Fund

General	\$ 16,475,063	\$ 16,092,829	\$ 18,309,000
---------	---------------	---------------	---------------

Position Summary

Full-Time	157.00	157.00	159.50
Part-Time and Seasonal	0.00	0.00	0.00
Total	157.00	157.00	159.50

Fire

Emergency Medical Services

Program Mission

The Emergency Medical Services (EMS) and Wellness Division is responsible for the training and operation of emergency medical services to ensure firefighters are able to provide basic and advanced life support measures to the citizens.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
Salary & Benefits	\$ 133,503	\$ 132,481	\$ 154,660
Operating Expenses	\$ 60,583	\$ 92,051	\$ 65,347
Equipment			
Total	\$ 194,086	\$ 224,532	\$ 220,007

<u>Program by Fund</u>			
General	\$ 194,086	\$ 224,532	\$ 220,007

<u>Position Summary</u>			
Full-Time	1.00	1.00	1.00
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.0	1.0	1.0

Fire

Fire Prevention

Program Mission

The Fire Prevention Division provides for the safety of the residents through inspection of new businesses within the City, fire code enforcement, plan reviews, fire safety education, fire investigation, and the re-inspection of all violations found during company inspections.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
Salary & Benefits	\$ 565,666	\$ 685,440	\$ 774,972
Operating Expenses	\$ 10,557	\$ 16,895	\$ 11,325
Equipment			
Total	\$ 576,223	\$ 702,335	\$ 786,297

Program by Fund

General	\$ 576,223	\$ 702,335	\$ 786,297
---------	------------	------------	------------

Position Summary

Full-Time	7.0	7.0	7.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	7.0	7.0	7.0

Fire Maintenance

Program Mission

The Maintenance Division manages the service, preventative maintenance, and replacement programs for all staff vehicles, fire apparatus, facilities, and equipment.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
Salary & Benefits	\$ 64,092	\$ 135,041	\$ 149,550
Operating Expenses	\$ 59,055	\$ 93,383	\$ 55,884
Equipment	\$ -	\$ -	
Total	\$ 123,147	\$ 228,424	\$ 205,434

<u>Program by Fund</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
General	\$ 123,147	\$ 228,424	\$ 205,434
Total	\$ 123,147	\$ 228,424	\$ 205,434

<u>Position Summary</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Proposed</u>
Full-Time	2.0	1.0	1.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	2.0	1.0	1.0

Fire

Training and Professional Development

Program Mission

The Training/Professional Development Division provides training which promotes safe, effective, and efficient emergency response to the community.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 157,399	\$ 162,360	\$ 187,834
Operating Expenses	\$ 2,942	\$ 10,424	\$ 5,099
Capital Outlay	\$ -	\$ -	
Total	\$ 160,341	\$ 172,784	\$ 192,933

<u>Program by Fund</u>			
General	\$ 160,341	\$ 172,784	\$ 192,933

<u>Position Summary</u>			
Full-Time	1.5	1.5	1.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.5	1.5	1.5

Fire

Emergency Preparedness

Program Mission

The Emergency Preparedness Division is responsible for support during times of disaster for all local, state, and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention, and recovery.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 129,645	\$ 178,691	\$ 198,756
Operating Expenses	\$ 51,076	\$ 99,134	\$ 87,620
Equipment	\$ 22,820	\$ -	
Total	\$ 203,541	\$ 277,825	\$ 286,376

<u>Program by Fund</u>	FY 2016-17	FY 2017-18	FY 2018-19
General	\$ 84,009	\$ 150,003	\$ 158,554
Grants	\$ 119,532	\$ 127,822	\$ 127,822
Total	\$ 203,541	\$ 277,825	\$ 286,376

<u>Position Summary</u>	FY 2016-17	FY 2017-18	FY 2018-19
Full-Time	2.50	2.50	2.50
Part-Time and Seasonal	0.00	0.00	0.00
Total	2.50	2.50	2.50

Fire Sales Tax Program

Program Mission

The purpose of this cost center is to budget and track expenditures of Fire Safety Tax funds to ensure compliance with the stated goals of this initiative when passed by voters.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 51,309	\$ -	\$ 185,700
Operating Expenses	\$ 542,431	\$ 544,872	\$ 642,150
Equipment	\$ 1,392,264	\$ 1,396,000	\$ 1,235,500
Debt Service	\$ 73,235	\$ 73,236	\$ 73,236
Total	\$ 2,059,239	\$ 2,014,108	\$ 2,136,586

Program by Fund

Fire Safety Sales Tax	\$ 2,059,239	\$ 2,014,108	\$ 2,136,586
-----------------------	--------------	--------------	--------------

Position Summary

Full-Time	0.0	0.0	1.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	1.5

Health



Public Health Director

Communicable Disease and Immunization

Disease Prevention

Environmental Public Health

Health

Department Description

The mission of the Health Department is to ensure the public's health through activities that protect the public from environmental hazards, prevent injury and disease, and promote healthy behaviors and lifestyles.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Health Administration	\$ 272,959	\$ 247,289	\$ -
Disease Prevention	\$ 136,753	\$ 169,219	\$ -
Communicable Disease & Immun.	\$ 84,774	\$ 89,950	\$ -
Environmental Public Hlth Div	\$ 1,353,364	\$ 1,203,768	\$ -
Total	\$ 1,847,850	\$ 1,710,226	\$ -

Department by Expenditure Category

Salary & Benefits	\$ 1,067,575	\$ 1,083,639	\$ -
Operating Expenses	\$ 776,429	\$ 624,442	\$ -
Equipment	\$ 3,846	\$ 2,145	\$ -
Total	\$ 1,847,850	\$ 1,710,226	\$ -

Department by Fund

General	\$ 1,847,850	\$ 1,710,226	\$ -
---------	--------------	--------------	------

Position Summary

Full-Time	32.0	19.0	0.0
Part-Time and Seasonal	5.7	4.5	0.0
Total	37.7	23.5	0.0

Health

Health Administration

Program Mission

Health Administration is responsible for coordinating agency and community efforts to protect the public's health, prevent disease and injury, and promote healthcare services.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 263,497	\$ 237,613	\$ -
Operating Expenses	\$ 9,462	\$ 7,531	\$ -
Equipment	\$ -	\$ 2,145	\$ -
Total	\$ 272,959	\$ 247,289	\$ -

Program by Fund

General	\$ 272,959	\$ 247,289	\$ -
---------	------------	------------	------

Position Summary

Full-Time	3.0	2.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	3.0	2.0	0.0

Health

Disease Prevention

Program Mission

The mission of Disease Prevention is to prevent chronic illnesses by promoting healthy lifestyles through educating and informing the community about various health risks and benefits of making healthy choices.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 119,711	\$ 152,408	\$ -
Operating Expenses	\$ 17,042	\$ 16,811	\$ -
Equipment	\$ -	\$ -	\$ -
Total	\$ 136,753	\$ 169,219	\$ -

Program by Fund

General	\$ 136,753	\$ 169,219	\$ -
---------	------------	------------	------

Position Summary

Full-Time	4.0	2.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	2.0	0.0

Health

Communicable Disease & Immunization

Program Mission

The mission of Communicable Disease & Immunization is to reduce communicable disease rates in our community through patient follow up, education, community collaboration, and vaccination.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 80,271	\$ 87,513	\$ -
Operating Expenses	\$ 3,464	\$ 2,437	\$ -
Equipment	\$ 1,039	\$ -	\$ -
Total	\$ 84,774	\$ 89,950	\$ -

Program by Fund

General	\$ 84,774	\$ 89,950	\$ -
---------	-----------	-----------	------

Position Summary

Full-Time	4.0	2.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	2.0	0.0

Health

Environmental Public Health

Program Mission

The mission of Environmental Public Health is to work in partnership with the citizens and businesses of Independence to promote and maintain a safe, healthy, and desirable living and working environment.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 604,096	\$ 606,105	\$ -
Operating Expenses	\$ 746,461	\$ 597,663	\$ -
Equipment	\$ 2,807	\$ -	\$ -
Total	\$ 1,353,364	\$ 1,203,768	\$ -

Program by Fund

General	\$ 1,353,364	\$ 1,203,768	\$ -
---------	--------------	--------------	------

Position Summary

Full-Time	21.5	10.1	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	21.5	10.1	0.0

Law



City Counselor

Dayla Bishop Schwartz

Legal Counsel

Workers' Compensation

Domestic Violence Prosecutor

City Prosecutor

Law

Mission

The mission of the Law Department is to represent and advise the City Council, City Manager, and departments, boards and commissions on all legal matters affecting the City's interest.

<u>Department Programs</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Law	\$ 756,501	\$ 742,016	\$ 844,910
Grants	\$ 30,954	\$ 32,500	\$ 32,500
Total	\$ 787,455	\$ 774,516	\$ 877,410

Department by Expenditure Category

Salary & Benefits	\$ 646,701	\$ 648,666	\$ 697,710
Operating Expenses	\$ 140,754	\$ 125,850	\$ 179,700
Equipment	\$ -	\$ -	\$ -
Total	\$ 787,455	\$ 774,516	\$ 877,410

Department by Fund

General	\$ 756,501	\$ 742,016	\$ 844,910
Grants	\$ 30,954	\$ 32,500	\$ 32,500
Total	\$ 787,455	\$ 774,516	\$ 877,410

Position Summary

Full-Time	6.21	5.71	5.46
Part-Time and Seasonal	0.16	0.16	0.29
Total	6.37	5.87	5.75

Law Law

Program Mission

To conduct and carry on all civil suits, actions, and proceedings; draft or review proposed City ordinances and amendments; and, prepare or officially approve as to form all contracts, deeds, bonds, and other documents.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 618,097	\$ 618,666	\$ 667,710
Operating Expenses	\$ 138,404	\$ 123,350	\$ 177,200
Equipment	\$ -	\$ -	
Total	\$ 756,501	\$ 742,016	\$ 844,910

Program by Fund

General	\$ 756,501	\$ 742,016	\$ 844,910
---------	------------	------------	------------

Position Summary

Full-Time	6.21	5.71	5.46
Part-Time and Seasonal	0.00	0.00	0.00
Total	6.21	5.71	5.46

Law Grants

Program Mission

This mission of the Law Grants program is to administer the Federal and State grant programs that support the operations of the City's Law Department.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 28,604	\$ 30,000	\$ 30,000
Operating Expenses	\$ 2,350	\$ 2,500	\$ 2,500
Equipment	\$ -	\$ -	
Total	\$ 30,954	\$ 32,500	\$ 32,500

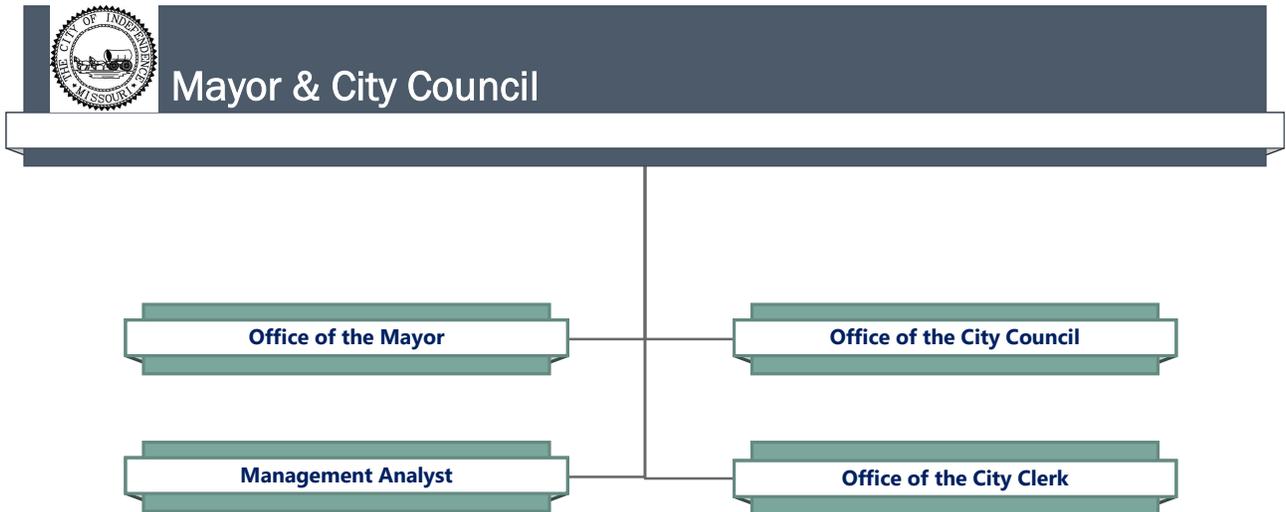
Program by Fund

Grants	\$ 30,954	\$ 32,500	\$ 32,500
--------	-----------	-----------	-----------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.16	0.16	0.29
Total	0.16	0.16	0.29

Mayor/City Council



Offices of the Mayor and City Council

Mission

The Mayor and City Council is the legislative and governing body of the City, consisting of seven members elected by the voters within the City. The Mayor and Council operate with powers granted by the City Charter to enact legislation, appoint the City Manager, Management Analyst and City Clerk. Additionally, the Mayor and Council appoint members to various advisory boards and commissions which provide them with community input and ideas.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Office of the Mayor	\$ 176,265	\$ 176,590	\$ 212,686
Office of the City Council	\$ 284,470	\$ 308,234	\$ 420,894
Council Goals	\$ 84,818	\$ 100,000	\$ 100,000
Office of the Clerk	\$ 170,043	\$ 172,018	\$ 326,196
Management Analyst	\$ 86,453	\$ 87,861	\$ 96,022
Total	\$ 802,049	\$ 844,703	\$ 1,155,798

Department by Expenditure Category

Salary & Benefits	\$ 695,696	\$ 683,256	\$ 902,338
Operating Expenses	\$ 106,353	\$ 161,447	\$ 253,460
Equipment	\$ -	\$ -	\$ -
Total	\$ 802,049	\$ 844,703	\$ 1,155,798

Department by Fund

General	\$ 802,049	\$ 844,703	\$ 1,155,798
---------	------------	------------	--------------

Position Summary

Full-Time	13.0	12.0	12.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	13.0	12.0	12.0

Offices of the Mayor and City Council

Office of the Mayor

Program Mission

The mission of the Mayor is to serve as the presiding officer of the City Council, as provided by the City Charter. As the presiding officer, the Mayor works with other members of the City Council to enact legislation and make appointments to various advisory boards and commissions.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 140,218	\$ 145,080	\$ 181,686
Operating Expenses	\$ 36,047	\$ 31,510	\$ 31,000
Equipment	\$ -	\$ -	\$ -
Total	\$ 176,265	\$ 176,590	\$ 212,686

Program by Fund

General	\$ 176,265	\$ 176,590	\$ 212,686
---------	------------	------------	------------

Position Summary

Full-Time	2.0	2.0	2.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	2.0	2.0	2.0

Offices of the Mayor and City Council

Office of the City Council

Program Mission

The mission of the City Council is to enact legislation that protects the health, peace, property, and general welfare of the citizens of the City of Independence. The Council consists of four members elected by the voters of the Council District, and two members elected at-large, or by all Independence voters.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 274,214	\$ 298,564	\$ 410,884
Operating Expenses	\$ 10,256	\$ 9,670	\$ 10,010
Equipment	\$ -	\$ -	\$ -
Total	\$ 284,470	\$ 308,234	\$ 420,894

Program by Fund

General	\$ 284,470	\$ 308,234	\$ 420,894
---------	------------	------------	------------

Position Summary

Full-Time	7.0	7.0	7.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	7.0	7.0	7.0

Offices of the Mayor and City Council

Council Goals

Program Mission

The purpose of the Council Goals program is to provide funding for emerging initiatives that align with the Independence4All strategic plan.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 34,113	\$ -	\$ -
Operating Expenses	\$ 50,705	\$ 100,000	\$ 100,000
Equipment	\$ -	\$ -	\$ -
Total	\$ 84,818	\$ 100,000	\$ 100,000

Program by Fund

General	\$ 84,818	\$ 100,000	\$ 100,000
---------	-----------	------------	------------

Position Summary

Full-Time	1.0	1.0	1.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.0	1.0	1.0

Offices of the Mayor and City Council

City Clerk

Program Mission

The mission of the City Clerk is to manage and record the official proceedings of the City of Independence so that the official business of the City is duly recorded and maintained.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 162,238	\$ 153,543	\$ 215,146
Operating Expenses	\$ 7,805	\$ 18,475	\$ 111,050
Equipment	\$ -	\$ -	\$ -
Total	\$ 170,043	\$ 172,018	\$ 326,196

Program by Fund

General	\$ 170,043	\$ 172,018	\$ 326,196
---------	------------	------------	------------

Position Summary

Full-Time	3.0	2.0	2.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	3.0	2.0	2.0

Offices of the Mayor and City Council

Management Analyst

Program Mission

The mission of the Management Analyst is to systematically and continuously examine all works of the City in order to identify opportunities to reduce costs, increase program efficiency, improve program effectiveness, and enhance professionalism of the administration of the City.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 84,913	\$ 86,069	\$ 94,622
Operating Expenses	\$ 1,540	\$ 1,792	\$ 1,400
Equipment	\$ -	\$ -	\$ -
Total	\$ 86,453	\$ 87,861	\$ 96,022

Program by Fund

General	\$ 86,453	\$ 87,861	\$ 96,022
---------	-----------	-----------	-----------

Position Summary

Full-Time	1.0	1.0	1.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	1.0	1.0	1.0

Municipal Court



Presiding Judge

Garry Helm

Municipal Judge

Municipal Court Administrator

Municipal Court

Mission

The Municipal Court has jurisdiction of cases involving violation of City ordinances; establishes and collects all fines, court costs, and bond money; issues warrants, subpoenas, and orders of commitment; and provides other services as prescribed by the Charter of the City of Independence, Missouri and applicable State Statutes.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Municipal Court	\$ 812,127	\$ 846,357	\$ 1,163,812

Department by Expenditure Category

Salary & Benefits	\$ 773,267	\$ 804,598	\$ 936,578
Operating Expenses	\$ 38,860	\$ 41,759	\$ 221,784
Capital Outlay	\$ -	\$ -	\$ 5,450
Total	\$ 812,127	\$ 846,357	\$ 1,163,812

Department by Fund

General	\$ 812,127	\$ 846,357	\$ 1,163,812
---------	------------	------------	--------------

Position Summary

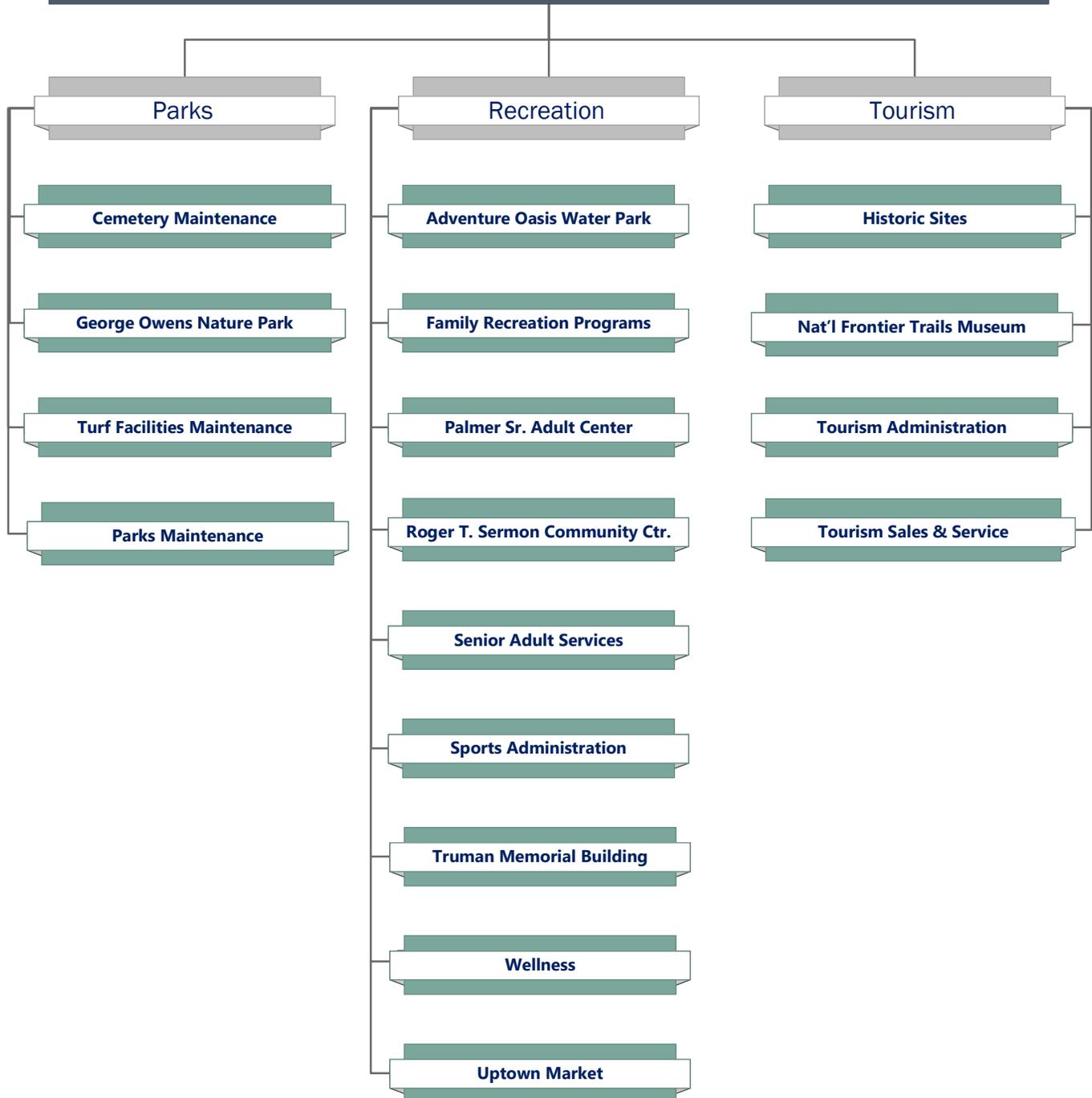
Full-Time	14.00	13.00	13.00
Part-Time and Seasonal	0.65	0.64	0.64
Total	14.65	13.64	13.64

Parks | Recreation | Tourism



Parks | Recreation | Tourism Director

Eric Urfer



Parks/Recreation/Tourism

Mission

The mission of Parks, Recreation and Tourism is to provide quality leisure, recreational, and educational opportunities for visitors to and residents of Independence .

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Administration	\$ 168,218	\$ 172,225	\$ 216,450
Park Maintenance Admin	\$ 53,050	\$ 59,267	\$ 67,528
Turf Facilities Maintenance	\$ 664,025	\$ 703,780	\$ 816,034
Senior Adult Services	\$ 144,624	\$ 124,598	\$ 148,363
Roger T. Sermon Community Ctr.	\$ 272,552	\$ 282,653	\$ 469,229
George Owens Nature Park	\$ 62,526	\$ 87,392	\$ 157,756
Cemetery Maintenance	\$ 93,991	\$ 137,967	\$ 184,586
Recreation/Facility Administration	\$ -	\$ -	\$ 115,442
Wellness	\$ -	\$ -	\$ 293,091
Park Maint. - Security & Insp.	\$ 822,062	\$ 1,053,232	\$ 1,223,521
Rec. Fac. - Truman Memorial Bldg	\$ 372,554	\$ 370,367	\$ 373,538
Rec. Fac. - Palmer Sr. Adult Ctr	\$ 254,301	\$ 248,476	\$ 270,777
Family Recreation Programs	\$ 192,975	\$ 227,519	\$ 219,539
Adventure Oasis Water Park	\$ 637,402	\$ 588,491	\$ 626,387
Uptown Market	\$ -	\$ -	\$ 197,368
Sports Administration	\$ 587,639	\$ 692,223	\$ 667,770
Tourism Administration	\$ 795,243	\$ 1,040,710	\$ 813,255
Nat'l Frontier Trails Museum	\$ 438,548	\$ 472,692	\$ 551,448
Historic Sites	\$ 181,856	\$ 249,902	\$ 250,545
Tourism Sales & Services	\$ 259,029	\$ 359,437	\$ 374,947
Capital Projects	\$ 469,575	\$ 357,400	\$ 1,325,392
Total	\$ 6,470,170	\$ 7,228,331	\$ 9,362,966
<u>Department by Expenditure Category</u>			
Salary & Benefits	\$ 3,310,185	\$ 3,706,027	\$ 4,620,906
Operating Expenses	\$ 2,636,256	\$ 3,088,904	\$ 3,411,668
Equipment	\$ 54,154	\$ 76,000	\$ 5,000
Total	\$ 6,000,595	\$ 6,870,931	\$ 8,037,574
Capital Improvements	\$ 425,071	\$ 357,400	\$ 1,136,167
Debt Service	\$ 44,504	\$ -	\$ 189,225
Total	\$ 6,470,170	\$ 7,228,331	\$ 9,362,966
<u>Department by Fund</u>			
General	\$ 1,458,986	\$ 1,567,882	\$ 2,308,189
Parks Improvement Sales Tax	\$ 3,336,508	\$ 3,537,708	\$ 4,904,292
Tourism	\$ 1,674,676	\$ 2,122,741	\$ 1,990,195
Grants	\$ -	\$ -	\$ 160,290
Total	\$ 6,470,170	\$ 7,228,331	\$ 9,362,966
<u>Position Summary</u>			
Full-Time	48.0	48.6	55.3
Part-Time and Seasonal	19.7	19.6	20.9
Total	67.7	68.2	76.2

Parks/Recreation/Tourism Administration

Program Mission

This division oversees the various divisions within the department to promote the City as a quality place to visit and reside by providing quality historic sites, parks, recreation facilities, tour packages, and various types of programs.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 157,275	\$ 160,757	\$ 205,648
Operating Expenses	\$ 10,943	\$ 11,468	\$ 10,802
Equipment	\$ -		
Total	\$ 168,218	\$ 172,225	\$ 216,450

Program by Fund

General	\$ 168,218	\$ 172,225	\$ 216,450
Total	\$ 168,218	\$ 172,225	\$ 216,450

Position Summary

Full-Time	3.3	1.5	2.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	3.3	1.5	2.0

Parks/Recreation/Tourism

Park Maintenance Administration

Program Mission

This division runs daily park maintenance operations by scheduling work projects, purchasing materials, implementing repairs, and responding to inquiries from the public and other City-affiliated departments.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 39,696	\$ 44,908	\$ 54,515
Operating Expenses	\$ 13,354	\$ 14,359	\$ 13,013
Equipment	\$ -		
Total	\$ 53,050	\$ 59,267	\$ 67,528

Program by Fund

General	\$ 53,050	\$ 59,267	\$ 67,528
Total	\$ 53,050	\$ 59,267	\$ 67,528

Position Summary

Full-Time	0.5	0.5	0.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.5	0.5	0.5

Parks/Recreation/Tourism

Turf Facilities Maintenance

Program Mission

The Turf and Facilities Division is responsible for daily park maintenance operations, including: the care and cleaning of picnic shelters and park restroom facilities, athletic fields and landscape beds, snow removal, and mowing and trimming all City parks and related facilities.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 528,346	\$ 571,048	\$ 641,314
Operating Expenses	\$ 135,679	\$ 132,732	\$ 174,720
Equipment	\$ -	\$ -	\$ -
Total	\$ 664,025	\$ 703,780	\$ 816,034

Program by Fund

General	\$ 664,025	\$ 703,780	\$ 816,034
Total	\$ 664,025	\$ 703,780	\$ 816,034

Position Summary

Full-Time	9.00	8.00	8.25
Part-Time and Seasonal	2.34	2.34	2.34
Total	11.34	10.34	10.59

Parks/Recreation/Tourism

Senior Adult Services

Program Mission

This cost center provides ongoing programs for resident senior adults and individuals with disabilities. These programs focus on, but are not limited to, nutritious lunches, nutrition and consumer education, health programs, social integration, and assistance with support services.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 139,598	\$ 106,358	\$ 132,623
Operating Expenses	\$ 5,026	\$ 18,240	\$ 15,740
Equipment	\$ -		
Total	\$ 144,624	\$ 124,598	\$ 148,363

Program by Fund

General	\$ 144,624	\$ 124,598	\$ 148,363
Total	\$ 144,624	\$ 124,598	\$ 148,363

Position Summary

Full-Time	1.00	1.00	1.00
Part-Time and Seasonal	1.50	1.20	1.20
Total	2.50	2.20	2.20

Parks/Recreation/Tourism

Roger T. Sermon Community Center

Program Mission

The mission of the Roger T. Sermon Community Center is to provide an affordable and modern option for a variety of services, including: health and physical fitness opportunities; rental options for weddings, birthday parties, and business meetings; as well as cultural arts through theatre performances.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 157,166	\$ 156,636	\$ 211,692
Operating Expenses	\$ 112,789	\$ 126,017	\$ 257,537
Equipment	\$ 2,597		
Total	\$ 272,552	\$ 282,653	\$ 469,229

Program by Fund

General	\$ 272,552	\$ 282,653	\$ 469,229
Total	\$ 272,552	\$ 282,653	\$ 469,229

Position Summary

Full-Time	0.50	0.50	1.00
Part-Time and Seasonal	3.89	4.15	4.15
Total	4.39	4.65	5.15

Parks/Recreation/Tourism

George Owens Nature Park

Program Mission

George Owens Nature Park is an 85-acre park site that features natural areas, restored grasslands, two lakes, an extensive hiking trail system, a nature center with hands-on children activities and exhibits, picnic opportunities and an organized camp area.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 44,223	\$ 50,251	\$ 111,109
Operating Expenses	\$ 18,303	\$ 37,141	\$ 46,647
Equipment	\$ -		
Total	\$ 62,526	\$ 87,392	\$ 157,756

Program by Fund

General	\$ 62,526	\$ 87,392	\$ 157,756
Total	\$ 62,526	\$ 87,392	\$ 157,756

Position Summary

Full-Time	0.50	0.50	1.00
Part-Time and Seasonal	0.91	0.91	0.91
Total	1.41	1.41	1.91

Parks/Recreation/Tourism

Cemetery Maintenance

Program Mission

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including: routine turf and landscape maintenance, coordinating final arrangement needs and internments, and providing accurate facility records for public viewing.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 70,086	\$ 107,886	\$ 143,649
Operating Expenses	\$ 23,905	\$ 30,081	\$ 40,937
Equipment	\$ -	\$ -	\$ -
Total	\$ 93,991	\$ 137,967	\$ 184,586

Program by Fund

General	\$ 93,991	\$ 137,967	\$ 184,586
Total	\$ 93,991	\$ 137,967	\$ 184,586

Position Summary

Full-Time	2.00	2.00	2.00
Part-Time and Seasonal	1.08	0.58	0.58
Total	3.08	2.58	2.58

Parks/Recreation/Tourism

Recreation Programs/Facilities Administration

Program Mission

Recreation Programs/Facilities Administration is responsible for the daily management of a variety of recreation programs, facility operations, and staff associated with recreation programs/events, nature/community centers, sports complexes and other designated venues.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 108,595
Operating Expenses	\$ -	\$ -	\$ 6,847
Equipment	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 115,442

Program by Fund

General	\$ -	\$ -	\$ 45,199
Grants	\$ -	\$ -	\$ 70,243
Total	\$ -	\$ -	\$ 115,442

Position Summary

Full-Time	0.00	0.00	1.50
Part-Time and Seasonal	0.00	0.00	0.00
Total	0.00	0.00	1.50

Parks/Recreation/Tourism Wellness Administration

Program Mission

The mission of Wellness is to work closely with community partners to promote and implement a variety of innovative, effective, accessible health and wellness programs and services including nutrition education, active living, and smoking cessation.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 199,534
Operating Expenses	\$ -	\$ -	\$ 89,557
Equipment	\$ -	\$ -	\$ 4,000
Total	\$ -	\$ -	\$ 293,091

Program by Fund

General	\$ -	\$ -	\$ 203,044
Grants	\$ -	\$ -	\$ 90,047
Total	\$ -	\$ -	\$ 293,091

Position Summary

Full-Time	0.00	0.00	2.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	0.00	0.00	2.00

Parks/Recreation/Tourism

Park Maintenance - Security & Inspection

Program Mission

This division oversees and manages park revitalization, maintenance, and capital improvement projects planned for the City's park system made possible through the Parks and Recreation Sales Tax.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 582,107	\$ 682,374	\$ 835,905
Operating Expenses	\$ 239,955	\$ 370,858	\$ 387,616
Equipment	\$ -	\$ -	\$ -
Total	\$ 822,062	\$ 1,053,232	\$ 1,223,521

Program by Fund

Parks Improvement Sales Tax	\$ 822,062	\$ 1,053,232	\$ 1,223,521
Total	\$ 822,062	\$ 1,053,232	\$ 1,223,521

Position Summary

Full-Time	6.61	8.75	11.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	6.61	8.75	11.00

Parks/Recreation/Tourism

Truman Memorial Building

Program Mission

The mission of this division is to provide ongoing operation of the City's historic Truman Memorial Building, which serves as a community asset capable of hosting a variety of different functions.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 191,487	\$ 197,781	\$ 172,513
Operating Expenses	\$ 181,067	\$ 172,586	\$ 201,025
Equipment	\$ -	\$ -	\$ -
Total	\$ 372,554	\$ 370,367	\$ 373,538

Program by Fund

Parks Improvement Sales Tax	\$ 372,554	\$ 370,367	\$ 373,538
Total	\$ 372,554	\$ 370,367	\$ 373,538

Position Summary

Full-Time	2.00	2.00	1.50
Part-Time and Seasonal	2.29	2.47	2.47
Total	4.29	4.47	3.97

Parks/Recreation/Tourism

Palmer Senior Adult Center

Program Mission

The mission of the Palmer Center is to provide diverse adult programs and services including a daily meal program, fitness opportunities, education classes, recreational programs, and a wide variety of social needs.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 106,423	\$ 99,028	\$ 118,813
Operating Expenses	\$ 133,397	\$ 149,448	\$ 151,964
Equipment	\$ 14,481	\$ -	\$ -
Total	\$ 254,301	\$ 248,476	\$ 270,777

Program by Fund

Parks Improvement Sales Tax	\$ 254,301	\$ 248,476	\$ 270,777
Total	\$ 254,301	\$ 248,476	\$ 270,777

Position Summary

Full-Time	1.11	1.11	1.11
Part-Time and Seasonal	1.83	2.02	3.29
Total	2.94	3.13	4.40

Parks/Recreation/Tourism

Family Recreation Programs

Program Mission

This mission of Family Recreation Programs is to provide ongoing development and implementation of family-oriented recreation programs consistent with the recommendation from the Independence Parks & Recreation and Open Space Master Plan, giving special attention to the development of youth and family programs, outdoor programs, festivals, and special events.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 136,238	\$ 155,799	\$ 121,252
Operating Expenses	\$ 56,737	\$ 71,720	\$ 98,287
Equipment	\$ -	\$ -	\$ -
Total	\$ 192,975	\$ 227,519	\$ 219,539

Program by Fund

Parks Improvement Sales Tax	\$ 192,975	\$ 227,519	\$ 219,539
Total	\$ 192,975	\$ 227,519	\$ 219,539

Position Summary

Full-Time	1.50	1.50	1.00
Part-Time and Seasonal	2.00	2.06	2.06
Total	3.50	3.56	3.06

Parks/Recreation/Tourism

Adventure Oasis Water Park

Program Mission

This division serves to provide ongoing management, support, and supervision of the Adventure Oasis Water Park, spray grounds, and development of aquatics-oriented programs, activities, and events.

<u>Program by Expenditure Category</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Salary & Benefits	\$ 65,182	\$ 66,785	\$ 71,341
Operating Expenses	\$ 572,220	\$ 521,706	\$ 555,046
Equipment	\$ -	\$ -	\$ -
Total	\$ 637,402	\$ 588,491	\$ 626,387

Program by Fund

Parks Improvement Sales Tax	\$ 637,402	\$ 588,491	\$ 626,387
Total	\$ 637,402	\$ 588,491	\$ 626,387

Position Summary

Full-Time	1.00	1.00	1.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	1.00	1.00	1.00

Parks/Recreation/Tourism Sports Administration

Program Mission

The mission of Sports Administration is to support and fund year-round sports programs for Independence residents of all ages and abilities at multiple indoor and outdoor facilities.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 384,545	\$ 441,968	\$ 449,866
Operating Expenses	\$ 201,444	\$ 250,255	\$ 217,904
Equipment	\$ 1,650	\$ -	\$ -
Total	\$ 587,639	\$ 692,223	\$ 667,770

Program by Fund

Parks Improvement Sales Tax	\$ 587,639	\$ 692,223	\$ 667,770
Total	\$ 587,639	\$ 692,223	\$ 667,770

Position Summary

Full-Time	6.00	6.00	6.00
Part-Time and Seasonal	3.88	3.88	3.88
Total	9.88	9.88	9.88

Parks/Recreation/Tourism Uptown Market

Program Mission

The mission of the Independence Uptown Market is to provide a modern, unique, and versatile addition to the list of community assets capable of hosting a variety of different functions including a Farmers’ and Crafters’ Market, special events, recreation and fitness programs, and private rental groups.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 50,648
Operating Expenses	\$ -	\$ -	\$ 146,720
Equipment	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 197,368

Program by Fund

Parks Improvement Sales Tax	\$ -	\$ -	\$ 197,368
Total	\$ -	\$ -	\$ 197,368

Position Summary

Full-Time	0.00	0.00	1.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	0.00	0.00	1.00

Parks/Recreation/Tourism

Tourism Administration

Program Mission

Tourism Administration oversees administrative, marketing, and historic preservation activities associated with the Tourism Division of the department.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 211,564	\$ 265,521	\$ 254,229
Operating Expenses	\$ 583,679	\$ 775,189	\$ 559,026
Equipment	\$ -	\$ -	\$ -
Total	\$ 795,243	\$ 1,040,710	\$ 813,255

<u>Program by Fund</u>			
Tourism	\$ 795,243	\$ 1,040,710	\$ 813,255
Total	\$ 795,243	\$ 1,040,710	\$ 813,255

<u>Position Summary</u>			
Full-Time	2.50	2.75	3.42
Part-Time and Seasonal	0.00	0.00	0.00
Total	2.50	2.75	3.42

Parks/Recreation/Tourism National Frontier Trails Museum

Program Mission

The mission of the National Frontier Trails Museum is to serve both the local community and visitors to Independence by operating a historic museum featuring the westward expansion of the United States and the role Independence played in that development.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 277,636	\$ 274,477	\$ 347,083
Operating Expenses	\$ 160,809	\$ 197,215	\$ 203,365
Equipment	\$ 103	\$ 1,000	\$ 1,000
Total	\$ 438,548	\$ 472,692	\$ 551,448

Program by Fund

Tourism	\$ 438,548	\$ 472,692	\$ 551,448
Total	\$ 438,548	\$ 472,692	\$ 551,448

Position Summary

Full-Time	5.00	5.00	6.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	5.00	5.00	6.00

Parks/Recreation/Tourism

Historic Sites

Program Mission

The Historic Sites Maintenance division is responsible for daily historic site maintenance operations, including mowing and trimming, landscape bed care, snow removal, litter and debris removal, and basic repairs and painting for all City-owned historic properties.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 69,835	\$ 117,405	\$ 173,622
Operating Expenses	\$ 76,698	\$ 57,497	\$ 76,923
Equipment	\$ 35,323	\$ 75,000	\$ -
Total	\$ 181,856	\$ 249,902	\$ 250,545

Program by Fund

Tourism	\$ 181,856	\$ 249,902	\$ 250,545
Total	\$ 181,856	\$ 249,902	\$ 250,545

Position Summary

Full-Time	2.50	2.50	3.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	2.50	2.50	3.00

Parks/Recreation/Tourism

Tourism Sales & Services

Program Mission

The Tourism Sales and Services cost center is responsible for the daily operations of the Visitor Experience Center, directly and indirectly soliciting, securing, and supporting group tours, events, conferences, etc., and training of tourism-related volunteers.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 148,778	\$ 207,045	\$ 216,955
Operating Expenses	\$ 110,251	\$ 152,392	\$ 157,992
Equipment	\$ -	\$ -	\$ -
Total	\$ 259,029	\$ 359,437	\$ 374,947

Program by Fund

Tourism	\$ 259,029	\$ 359,437	\$ 374,947
Total	\$ 259,029	\$ 359,437	\$ 374,947

Position Summary

Full-Time	3.00	4.00	4.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	3.00	4.00	4.00

Parks/Recreation/Tourism Capital Projects

	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
<u>Program by Expenditure Category</u>			
Capital Improvements	\$ 425,071	\$ 357,400	\$ 1,136,167
Debt Service	\$ 44,504	\$ -	\$ 189,225
Total	\$ 469,575	\$ 357,400	\$ 1,325,392
 <u>Program by Fund</u>			
Park Improvements Sales Tax	\$ 469,575	\$ 357,400	\$ 1,325,392
 <u>Project Summary</u>			
Athletic Fields & Court Renovations	\$ 72,383	\$ 109,000	\$ 150,000
Farmer's Market Debt Service	\$ -	\$ -	\$ 189,225
George Owens Improvements	\$ -	\$ 20,000	\$ 165,000
Park Maintenance - Mobile Equipment	\$ 44,504	\$ -	\$ 150,000
Park Revitalization	\$ 319,285	\$ 228,400	\$ 152,700
Playgrounds	\$ -	\$ -	\$ 233,000
Spraygrounds	\$ -	\$ -	\$ 50,000
Walking Trails & Bicycle Paths	\$ 33,403	\$ -	\$ 92,000
Water Park Refurbishment	\$ -	\$ -	\$ 143,467
Total	\$ 469,575	\$ 357,400	\$ 1,325,392

Police



Chief of Police

Brad Halsey



Police

Mission

The Police Department is responsible for providing a wide variety of community-oriented services relating to public peace, order, and safety, including the enforcement of the law and ordinances, prevention and suppression of crime and apprehension of criminals.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Chief of Police	\$ 1,791,539	\$ 1,869,923	\$ 2,073,669
Grant Match	\$ 1,349,478	\$ 901,668	\$ 781,862
Training & Equipment	\$ 1,280,831	\$ 1,232,526	\$ 1,333,835
Patrol	\$ 8,303,772	\$ 8,215,457	\$ 9,038,256
Investigations	\$ 4,942,624	\$ 5,434,340	\$ 6,079,074
Tactical Operations	\$ 1,935,767	\$ 1,881,570	\$ 2,102,603
Special Enforcement	\$ 2,649,964	\$ 2,899,026	\$ 3,136,230
D.A.R.E	\$ 206,429	\$ 221,701	\$ 248,694
Crime Scene	\$ 455,161	\$ 565,862	\$ 587,525
Detention	\$ 1,522,707	\$ 1,625,320	\$ 1,849,064
Records	\$ 1,288,067	\$ 1,333,284	\$ 1,593,069
Communications Unit	\$ 2,049,430	\$ 2,208,660	\$ 2,352,268
Sales Tax Program	\$ 1,744,627	\$ 2,504,467	\$ 2,170,110
Animal Services	\$ -	\$ -	\$ 1,055,272
Total	\$ 29,520,396	\$ 30,893,804	\$ 34,401,531

Department by Expenditure Category

Salary & Benefits	\$ 25,889,744	\$ 26,369,087	\$ 29,554,849
Operating Expenses	\$ 2,562,459	\$ 2,693,794	\$ 3,276,526
Equipment	\$ 1,029,920	\$ 1,792,650	\$ 1,531,883
Total - Operating Expenses	\$ 29,482,123	\$ 30,855,531	\$ 34,363,258
Debt Service	\$ 38,273	\$ 38,273	\$ 38,273
Total	\$ 29,520,396	\$ 30,893,804	\$ 34,401,531

Department by Fund

General	\$ 26,611,885	\$ 27,693,181	\$ 31,655,071
Grants	\$ 1,163,884	\$ 696,156	\$ 576,350
Police Public Safety Sales Tax	\$ 1,744,627	\$ 2,504,467	\$ 2,170,110
Total	\$ 29,520,396	\$ 30,893,804	\$ 34,401,531

Position Summary

Full-Time	294.00	280.00	292.00
Part-Time and Seasonal	1.91	1.26	2.36
Total	295.91	281.26	294.36

Police

Chief of Police

Program Mission

The Office of the Chief of Police is responsible for the overall administrative control of the operations and leadership of the department.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 1,685,234	\$ 1,645,961	\$ 1,840,314
Operating Expenses	\$ 88,765	\$ 217,962	\$ 228,355
Equipment	\$ 17,540	\$ 6,000	\$ 5,000
Total	\$ 1,791,539	\$ 1,869,923	\$ 2,073,669

Program by Fund

General	\$ 1,791,539	\$ 1,869,923	\$ 2,073,669
---------	--------------	--------------	--------------

Position Summary

Full-Time	17.00	15.00	15.00
Part-Time and Seasonal	0.63	0.63	0.63
Total	17.63	15.63	15.63

Police Grants

Program Mission

The grants program include federal and state grant programs to assist the Police Department maintain peace and order.

<u>Program by Expenditure Category</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Salary & Benefits	\$ 1,256,450	\$ 901,668	\$ 781,862
Operating Expenses	\$ 74,774	\$ -	\$ -
Equipment	\$ 18,254	\$ -	\$ -
Total	\$ 1,349,478	\$ 901,668	\$ 781,862

Program by Fund

General Fund	\$ 185,594	\$ 205,512	\$ 205,512
Grants Fund	\$ 1,163,884	\$ 696,156	\$ 576,350
Total	\$ 1,349,478	\$ 901,668	\$ 781,862

Position Summary

Full-Time	0.00	0.00	0.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	0.00	0.00	0.00

Police

Training & Equipment

Program Mission

The mission of this unit is to coordinate all department training, including: mandated Police Officers Standards and Training certification; all federal, state, and city requirements; Field Officer Training; and the upkeep of the General Order Standards.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 408,384	\$ 341,416	\$ 437,318
Operating Expenses	\$ 872,447	\$ 891,110	\$ 896,517
Equipment			
Total	\$ 1,280,831	\$ 1,232,526	\$ 1,333,835

Program by Fund

General Fund	\$ 1,280,831	\$ 1,232,526	\$ 1,333,835
--------------	--------------	--------------	--------------

Position Summary

Full-Time	4.00	4.00	4.00
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	4.0	4.0

Police Patrol

Program Mission

The mission of the Patrol division is to reduce crime and disorder by being the initial responder for all calls from citizens 24 hours per day, 365 days per year.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 8,298,413	\$ 8,205,307	\$ 9,027,606
Operating Expenses	\$ 5,359	\$ 10,150	\$ 10,650
Equipment			
Total	\$ 8,303,772	\$ 8,215,457	\$ 9,038,256

Program by Fund

General	\$ 8,303,772	\$ 8,215,457	\$ 9,038,256
---------	--------------	--------------	--------------

Position Summary

Full-Time	90.0	90.0	90.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	90.0	90.0	90.0

Police Investigations

Program Mission

The mission of the Investigations division is to increase public perception of safety by completing investigations stemming from homicides, sex offenses, burglaries, robberies, cyber crimes, frauds/forgeries, auto thefts, arsons, and narcotic violations.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 4,918,636	\$ 5,403,667	\$ 6,049,661
Operating Expenses	\$ 23,988	\$ 30,673	\$ 29,413
Equipment	\$ -	\$ -	\$ -
Total	\$ 4,942,624	\$ 5,434,340	\$ 6,079,074

Program by Fund

General	\$ 4,942,624	\$ 5,434,340	\$ 6,079,074
Total	\$ 4,942,624	\$ 5,434,340	\$ 6,079,074

Position Summary

Full-Time	52.00	51.00	56.00
Part-Time and Seasonal	0.25	0.00	0.00
Total	52.25	51.00	56.00

Police Tactical

Program Mission

The mission of the Tactical Operations division is to reduce crime and disorder by providing support, coordination, and proactive patrol in high-crime and/or violation areas through the Canine Unite, Special Weapons and Tactics Team (SWAT), and Explosive Ordnance Disposal (EOD) Team.

<u>Program by Expenditure Category</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Salary & Benefits	\$ 1,892,498	\$ 1,838,385	\$ 2,058,508
Operating Expenses	\$ 41,654	\$ 43,185	\$ 44,095
Equipment	\$ 1,615	\$ -	\$ -
Total	\$ 1,935,767	\$ 1,881,570	\$ 2,102,603

Program by Fund

General	\$ 1,935,767	\$ 1,881,570	\$ 2,102,603
---------	--------------	--------------	--------------

Position Summary

Full-Time	18.0	16.0	16.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	18.0	16.0	16.0

Police

Special Enforcement

Program Mission

The mission of this division is create a safer environment through the Selective Enforcement and Accident Investigation Unites, which are responsible for enforcing traffic laws, accident reconstruction, D.W.I enforcement, and support of special events.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 2,626,009	\$ 2,870,186	\$ 3,104,430
Operating Expenses	\$ 23,955	\$ 28,840	\$ 31,800
Equipment	\$ -	\$ -	\$ -
Total	\$ 2,649,964	\$ 2,899,026	\$ 3,136,230

Program by Fund

General	\$ 2,649,964	\$ 2,899,026	\$ 3,136,230
---------	--------------	--------------	--------------

Position Summary

Full-Time	32.0	30.0	30.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	32.0	30.0	30.0

Police

Drug Abuse Resistance Education

Program Mission

The mission and curriculum of the DARE program is to prevent or curtail drug, alcohol, and tobacco use amongst students, as well as proactively network with internal and external agencies to track registered sex offenders within the City boundaries and their proximity to schools and daycares.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 194,773	\$ 210,701	\$ 237,194
Operating Expenses	\$ 11,656	\$ 11,000	\$ 11,500
Equipment	\$ -	\$ -	
Total	\$ 206,429	\$ 221,701	\$ 248,694

Program by Fund

General	\$ 206,429	\$ 221,701	\$ 248,694
---------	------------	------------	------------

Position Summary

Full-Time	4.0	2.0	2.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	4.0	2.0	2.0

Police Crime Scene

Program Mission

The mission of the Crime Scene division is to reduce crime through the collection and identification of evidence utilized in the prosecution of criminal defendants.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	<u>Submitted Submitted</u>
Salary & Benefits	\$ 443,400	\$ 532,462	\$ 561,675
Operating Expenses	\$ 10,262	\$ 33,400	\$ 25,850
Equipment	\$ 1,499	\$ -	
Total	\$ 455,161	\$ 565,862	\$ 587,525

Program by Fund

General	\$ 455,161	\$ 565,862	\$ 587,525
---------	------------	------------	------------

Position Summary

Full-Time	8.0	6.0	6.0
Part-Time and Seasonal	0.4	0.0	0.0
Total	8.4	6.0	6.0

Police Detention

Program Mission

The Detention Unit is responsible for processing and housing, for a short amount of time, individuals arrested for violations of City Ordinances, State Statutes, and Federal laws.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 848,569	\$ 896,820	\$ 1,084,564
Operating Expenses	\$ 674,138	\$ 728,500	\$ 764,500
Equipment	\$ -	\$ -	\$ -
Total	\$ 1,522,707	\$ 1,625,320	\$ 1,849,064

Program by Fund

General	\$ 1,522,707	\$ 1,625,320	\$ 1,849,064
---------	--------------	--------------	--------------

Position Summary

Full-Time	13.0	13.0	14.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	13.0	13.0	14.0

Police Records

Program Mission

The Records Unit provides customer service to the public by completing police reports, answering questions, and receiving and returning warrants, subpoenas, and other pertinent court and jail papers.

<u>Program by Expenditure Category</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Salary & Benefits	\$ 1,278,792	\$ 1,324,684	\$ 1,582,469
Operating Expenses	\$ 8,434	\$ 8,600	\$ 10,600
Equipment	\$ 841	\$ -	\$ -
Total	\$ 1,288,067	\$ 1,333,284	\$ 1,593,069

Program by Fund

General	\$ 1,288,067	\$ 1,333,284	\$ 1,593,069
---------	--------------	--------------	--------------

Position Summary

Full-Time	22.00	22.00	23.00
Part-Time and Seasonal	0.63	0.63	0.63
Total	22.63	22.63	23.63

Police Communications Unit

Program Mission

The Communications Unit receives emergency and non-emergency telephone calls from the public and routes them to the appropriate responder: Fire, Police, AMR, or Animal Control.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 2,038,586	\$ 2,197,830	\$ 2,341,438
Operating Expenses	\$ 4,468	\$ 10,830	\$ 5,450
Equipment	\$ 6,376	\$ -	\$ 5,380
Total	\$ 2,049,430	\$ 2,208,660	\$ 2,352,268

Program by Fund

General	\$ 2,049,430	\$ 2,208,660	\$ 2,352,268
---------	--------------	--------------	--------------

Position Summary

Full-Time	34.0	31.0	31.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	34.0	31.0	31.0

Police Animal Services

Program Mission

The mission of the Animal Services Division is to provide services that will ensure public health and safety, enhance the quality of our citizen's lives, and promote animal welfare through education and community programs.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 447,810
Operating Expenses	\$ -	\$ -	\$ 607,462
Equipment	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 1,055,272

Program by Fund

General Fund	\$ -	\$ -	\$ 1,055,272
--------------	------	------	--------------

Position Summary

Full-Time	0.0	0.0	5.0
Part-Time and Seasonal	0.0	0.0	1.1
Total	0.0	0.0	6.1

Police

Sales Tax Program

Program Mission

This cost center serves to provide oversight and management of the revitalization and capital improvement projects planned for the City's Police Department, made possible through the adoption of a one-eighth cent sales tax.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 722,559	\$ 679,544	\$ 610,334
Equipment	\$ 983,795	\$ 1,786,650	\$ 1,521,503
Debt Service	\$ 38,273	\$ 38,273	\$ 38,273
Total	\$ 1,744,627	\$ 2,504,467	\$ 2,170,110

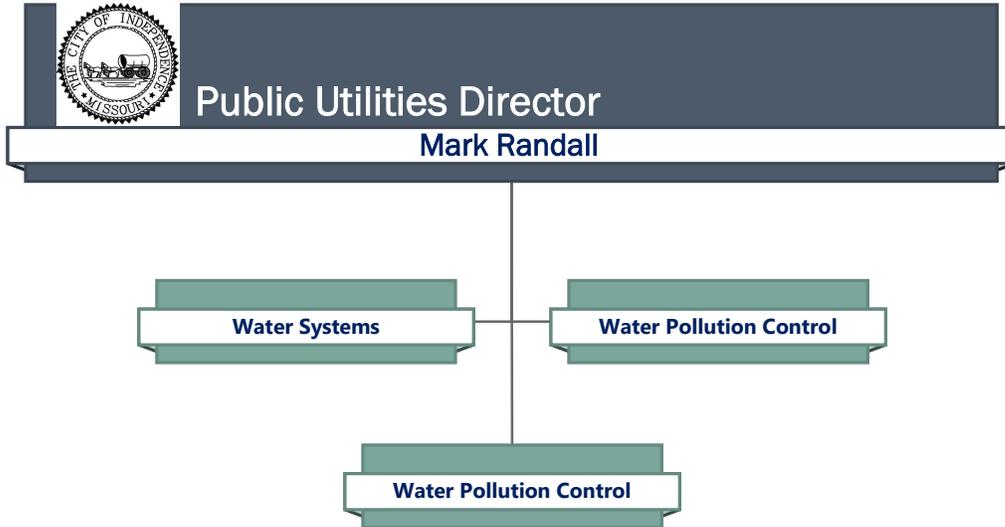
Program by Fund

Police Public Safety Sales Tax	\$ 1,744,627	\$ 2,504,467	\$ 2,170,110
--------------------------------	--------------	--------------	--------------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Public Utilities



Public Utilities

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Power and Light	\$ 146,925,998	\$ 155,416,674	\$ 154,873,023
Water	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716
Water Pollution Control	\$ 30,956,336	\$ 33,204,271	\$ 35,340,423
Total	\$ 205,532,068	\$ 219,366,205	\$ 221,969,162

<u>Department by Expenditure Category</u>			
Salary & Benefits	\$ 47,158,135	\$ 51,518,453	\$ 51,890,848
Operating Expenses	\$ 120,153,409	\$ 127,427,656	\$ 130,417,462
Equipment	\$ 1,580,700	\$ 1,902,800	\$ 2,562,656
Total - Operations & Maintenance	\$ 168,892,244	\$ 180,848,909	\$ 184,870,966
Capital Improvements	\$ 15,674,193	\$ 18,965,000	\$ 17,540,000
Debt Service Payments	\$ 20,965,631	\$ 19,552,296	\$ 19,558,196
Total	\$ 205,532,068	\$ 219,366,205	\$ 221,969,162

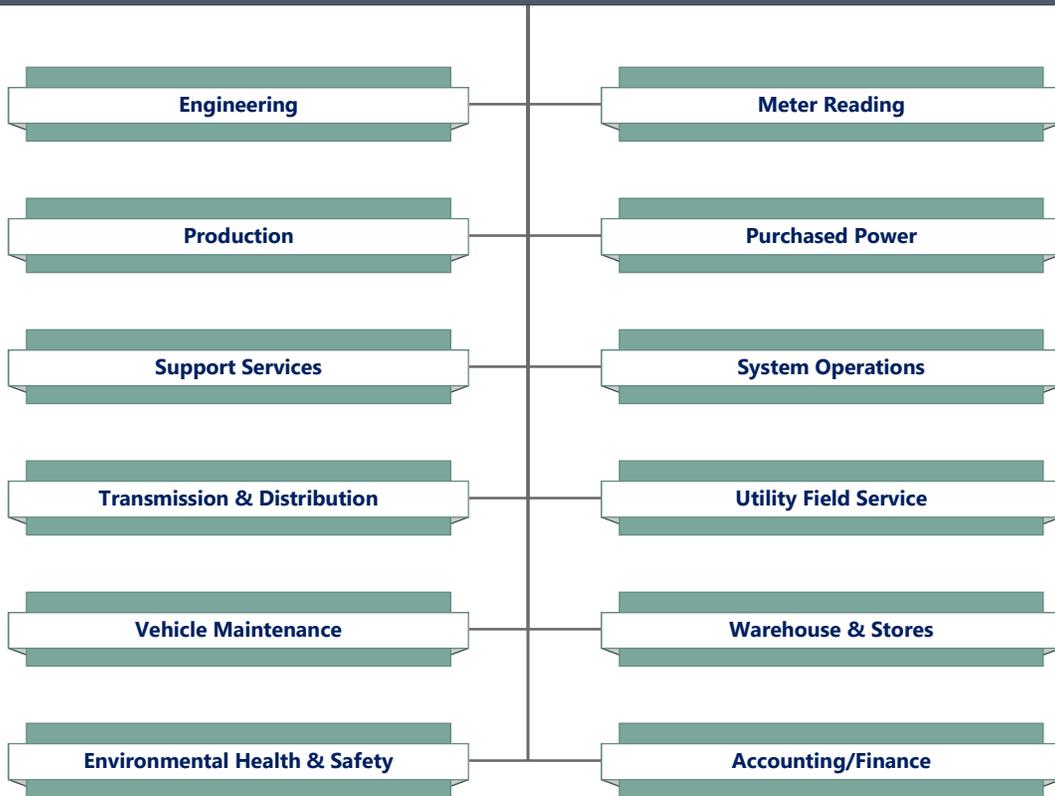
<u>Department by Fund</u>			
Power and Light	\$ 146,925,998	\$ 155,416,674	\$ 154,873,023
Sanitary Sewer	\$ 27,795,385	\$ 28,783,865	\$ 31,155,625
Storm Water Sales Tax	\$ 3,160,951	\$ 4,420,406	\$ 4,184,797
Water	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716
Total	\$ 205,532,068	\$ 219,366,205	\$ 221,969,161

<u>Position Summary</u>			
Full-Time	418.70	407.45	401.50
Part-Time and Seasonal	1.42	2.10	0.90
Total	420.12	409.55	402.40

Power and Light



Power and Light Director



Power and Light

Mission

To provide reliable and affordable electric energy services in a customer-oriented and environmentally-responsible manner, while participating organizationally and individually in the growth and enhancement of the community we serve.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Administration	\$ 2,624,884	\$ 3,405,757	\$ 2,691,102
Environmental Health & Safety	\$ -	\$ -	\$ 1,214,286
Accounting/Finance	\$ -	\$ -	\$ 448,132
Support Services	\$ 928,919	\$ 1,325,431	\$ 1,374,706
Warehouse and Stores	\$ 3,150,687	\$ 4,538,630	\$ 4,740,063
Vehicle Maintenance	\$ 1,237,182	\$ 2,378,445	\$ 2,129,047
Utility Field Service	\$ 945,474	\$ 1,068,677	\$ 1,047,281
Meter Reading	\$ 1,582,682	\$ 1,830,767	\$ 1,832,085
Production	\$ 11,339,086	\$ 12,868,047	\$ 11,023,505
Purchased Power	\$ 60,738,912	\$ 59,854,000	\$ 60,960,081
Transmission & Distribution	\$ 12,614,509	\$ 12,974,058	\$ 13,866,752
Engineering	\$ 2,903,244	\$ 3,511,819	\$ 3,920,619
System Operations	\$ 3,263,272	\$ 3,759,121	\$ 3,792,076
Communications	\$ 1,186,228	\$ 1,565,302	\$ 1,666,195
Non Departmental	\$ 23,059,491	\$ 23,452,919	\$ 23,652,842
Capital Projects	\$ 11,048,792	\$ 12,150,000	\$ 9,780,000
Debt Service	\$ 10,302,636	\$ 10,733,701	\$ 10,734,251
Total	\$ 146,925,998	\$ 155,416,674	\$ 154,873,023

Department by Expenditure Category

Salary & Benefits	\$ 33,085,424	\$ 34,943,182	\$ 35,622,971
Operating Expenses	\$ 92,103,654	\$ 96,323,291	\$ 97,736,301
Equipment	\$ 385,492	\$ 1,266,500	\$ 999,500
Total - Operations & Maintenance	\$ 125,574,570	\$ 132,532,973	\$ 134,358,772
Capital Improvements	\$ 11,048,792	\$ 12,150,000	\$ 9,780,000
Debt Service Payments	\$ 10,302,636	\$ 10,733,701	\$ 10,734,251
Total	\$ 146,925,998	\$ 155,416,674	\$ 154,873,023

Department by Fund

Power and Light	\$ 146,925,998	\$ 155,416,674	\$ 154,873,023
-----------------	----------------	----------------	----------------

Position Summary

Full-Time	240.50	229.50	224.50
Part-Time and Seasonal	0.00	0.00	0.50
Total	240.50	229.50	225.00

Power and Light Administration

Program Mission

The mission of Administration is to provide leadership of the Department to ensure reliable and environmentally-friendly electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 1,708,762	\$ 1,956,462	\$ 1,155,052
Operating Expenses	\$ 910,780	\$ 1,444,795	\$ 1,536,050
Equipment	\$ 5,342	\$ 4,500	\$ -
Total	\$ 2,624,884	\$ 3,405,757	\$ 2,691,102

Program by Fund

Power and Light	\$ 2,624,884	\$ 3,405,757	\$ 2,691,102
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	12.0	12.0	6.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	12.0	12.0	6.0

Power and Light

Environmental Health & Safety

Program Mission

The mission of Environmental Health & Safety is to ensure regulatory compliance through training and emergency response in order to reduce injuries, accidents and environmental impact.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 532,436
Operating Expenses	\$ -	\$ -	\$ 674,850
Equipment	\$ -	\$ -	\$ 7,000
Total	\$ -	\$ -	\$ 1,214,286

Program by Fund

Power and Light	\$ -	\$ -	\$ 1,214,286
-----------------	------	------	--------------

Position Summary

Full-Time	0.0	0.0	4.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	4.0

Power and Light Accounting/Finance

Program Mission

The mission of Accounting is to ensure all financial and statistical records of the utility are kept and reported on in accordance with governmental best practices and regulations so that the results are transparent to rate payers.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ 428,832
Operating Expenses	\$ -	\$ -	\$ 19,300
Equipment	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 448,132

Program by Fund

Power and Light	\$ -	\$ -	\$ 448,132
-----------------	------	------	------------

Position Summary

Full-Time	0.0	0.0	4.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	4.0

Power and Light Support Services

Program Mission

The mission of Support Services is to provide financial and contract oversight services for the department so that services can be delivered efficiently and effectively.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 600,476	\$ 681,731	\$ 661,006
Operating Expenses	\$ 316,922	\$ 584,200	\$ 634,200
Equipment	\$ 11,521	\$ 59,500	\$ 79,500
Total	\$ 928,919	\$ 1,325,431	\$ 1,374,706

Program by Fund

Power and Light	\$ 928,919	\$ 1,325,431	\$ 1,374,706
-----------------	------------	--------------	--------------

Position Summary

Full-Time	6.00	6.00	5.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	6.00	6.00	5.00

Power and Light Warehouse and Stores

Program Mission

The mission of the Warehouse and Stores is to order, receive, issue and maintain material and tools for line crews, maintenance personnel and outside contractors.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 725,111	\$ 787,430	\$ 1,127,331
Operating Expenses	\$ 2,411,866	\$ 3,671,200	\$ 3,512,732
Equipment	\$ 13,710	\$ 80,000	\$ 100,000
Total	\$ 3,150,687	\$ 4,538,630	\$ 4,740,063

Program by Fund

Power and Light	\$ 3,150,687	\$ 4,538,630	\$ 4,740,063
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	6.00	6.00	8.00
Part-Time and Seasonal	0.0	0.0	0.0
Total	6.0	6.0	8.0

Power and Light Vehicle Maintenance

Program Mission

The mission of Vehicle Maintenance is to procure and maintain the Power & Light fleet so that personnel have available and safe vehicles to perform their jobs.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 840,298	\$ 833,945	\$ 862,847
Operating Expenses	\$ 352,511	\$ 697,500	\$ 654,200
Equipment	\$ 44,373	\$ 847,000	\$ 612,000
Total	\$ 1,237,182	\$ 2,378,445	\$ 2,129,047

Program by Fund

Power and Light	\$ 1,237,182	\$ 2,378,445	\$ 2,129,047
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	7.0	7.0	7.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	7.0	7.0	7.0

Power and Light Utility Field Service

Program Mission

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts, and reading meters for customer transfers.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 936,000	\$ 1,047,577	\$ 1,025,181
Operating Expenses	\$ 9,474	\$ 21,100	\$ 22,100
Equipment	\$ -	\$ -	\$ -
Total	\$ 945,474	\$ 1,068,677	\$ 1,047,281

Program by Fund

Power and Light	\$ 945,474	\$ 1,068,677	\$ 1,047,281
-----------------	------------	--------------	--------------

Position Summary

Full-Time	8.0	8.0	8.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	8.0	8.0	8.0

Power and Light Meter Reading

Program Mission

The mission of Meter Reading is to accurately read electric watt-hour and water consumption meters so that customers are billed correctly for their electricity consumption.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 1,517,959	\$ 1,698,167	\$ 1,763,485
Operating Expenses	\$ 64,723	\$ 59,600	\$ 64,600
Equipment	\$ -	\$ 73,000	\$ 4,000
Total	\$ 1,582,682	\$ 1,830,767	\$ 1,832,085

Program by Fund

Power and Light	\$ 1,582,682	\$ 1,830,767	\$ 1,832,085
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	16.0	15.0	15.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	16.0	15.0	15.0

Power and Light Production

Program Mission

The mission of Production is to maintain and operate power production equipment so that electricity is generated safely and efficiently.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 8,659,843	\$ 8,874,572	\$ 8,165,655
Operating Expenses	\$ 2,664,491	\$ 3,977,475	\$ 2,846,850
Equipment	\$ 14,752	\$ 16,000	\$ 11,000
Total	\$ 11,339,086	\$ 12,868,047	\$ 11,023,505

Program by Fund

Power and Light	\$ 11,339,086	\$ 12,868,047	\$ 11,023,505
-----------------	---------------	---------------	---------------

Position Summary

Full-Time	71.0	60.0	56.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	71.0	60.0	56.0

Power and Light

Purchased Power

Program Mission

The mission of Purchased Power is to manage agreements - including the cost of energy, demand and transmission charges - with other utilities and the Southwest Power Pool so that electricity is acquired at the lowest cost.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 60,738,912	\$ 59,854,000	\$ 60,960,081
Equipment	\$ -	\$ -	\$ -
Total	\$ 60,738,912	\$ 59,854,000	\$ 60,960,081

Program by Fund

Power and Light	\$ 60,738,912	\$ 59,854,000	\$ 60,960,081
-----------------	---------------	---------------	---------------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Power and Light Transmission and Distribution

Program Mission

The mission of Transmission and Distribution is to maintain, repair and the City's electrical transmission and distribution systems in order to maintain the reliability of the systems.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 9,493,658	\$ 9,738,258	\$ 9,951,452
Operating Expenses	\$ 3,107,896	\$ 3,207,300	\$ 3,886,800
Equipment	\$ 12,955	\$ 28,500	\$ 28,500
Total	\$ 12,614,509	\$ 12,974,058	\$ 13,866,752

Program by Fund

Power and Light	\$ 12,614,509	\$ 12,974,058	\$ 13,866,752
-----------------	---------------	---------------	---------------

Position Summary

Full-Time	69.0	68.0	64.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	69.0	68.0	64.0

Power and Light Engineering

Program Mission

The mission of Engineering is to design transmission, substation and distribution systems and manage construction projects so that the City's high voltage electrical power system maintains the excellent reliability that has been achieved.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 2,325,892	\$ 2,705,969	\$ 3,125,209
Operating Expenses	\$ 448,488	\$ 765,850	\$ 755,410
Equipment	\$ 128,864	\$ 40,000	\$ 40,000
Total	\$ 2,903,244	\$ 3,511,819	\$ 3,920,619

<u>Program by Fund</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Power and Light	\$ 2,903,244	\$ 3,511,819	\$ 3,920,619

<u>Position Summary</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Full-Time	27.0	22.0	23.0
Part-Time and Seasonal	0.0	0.0	0.5
Total	27.0	22.0	23.5

Power and Light System Operations

Program Mission

Responsible for the 24/7 operations of the City's electrical system. Major areas of responsibility include the dispatching of the generation resources, operation of the transmission system, wholesale power purchases and sales, and management of the Department's regulatory reliability compliance efforts in an efficient, cost effective, and reliable manner.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 2,708,685	\$ 2,811,446	\$ 2,855,676
Operating Expenses	\$ 409,417	\$ 832,175	\$ 826,400
Equipment	\$ 145,170	\$ 115,500	\$ 110,000
Total	\$ 3,263,272	\$ 3,759,121	\$ 3,792,076

Program by Fund

Power and Light	\$ 3,263,272	\$ 3,759,121	\$ 3,792,076
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	18.5	19.5	18.5
Part-Time and Seasonal	0.0	0.0	0.0
Total	18.5	19.5	18.5

Power and Light Communications

Program Mission

Responsible for planning, engineering, administration, installation, and maintenance of IPL's internal communications, security, and fiber optic facilities. Areas of responsibility include: fiber optic systems, telephone systems, CCTV systems, traffic signals, mobile radio, wireless, microwave, SCADA/EMS, and Relay Protection communication links.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 776,425	\$ 906,586	\$ 953,975
Operating Expenses	\$ 400,998	\$ 656,216	\$ 704,720
Equipment	\$ 8,805	\$ 2,500	\$ 7,500
Total	\$ 1,186,228	\$ 1,565,302	\$ 1,666,195

Program by Fund

Power and Light	\$ 1,186,228	\$ 1,565,302	\$ 1,666,195
-----------------	--------------	--------------	--------------

Position Summary

Full-Time	0.0	6.0	6.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	6.0	6.0

Power and Light Non Departmental

Program Mission

Provides funding for department-wide activities not attributable to one single power and light program.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 2,792,315	\$ 2,901,039	\$ 3,014,834
Operating Expenses	\$ 20,267,176	\$ 20,551,880	\$ 20,638,008
Equipment	\$ -	\$ -	
Total	\$ 23,059,491	\$ 23,452,919	\$ 23,652,842

Program by Fund

Power and Light	\$ 23,059,491	\$ 23,452,919	\$ 23,652,842
Total	\$ 23,059,491	\$ 23,452,919	\$ 23,652,842

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Power and Light Capital Projects

<u>Program by Fund</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Power and Light	\$ 11,048,792	\$ 12,150,000	\$ 9,780,000
<u>Project Summary</u>			
<u>Distribution</u>			
MCI Redevelopment	\$ 5,559,277	\$ -	\$ -
Missouri City Ash Pond Closure	\$ 49,218	\$ -	\$ -
Substation E Switchgear Replacement	\$ -	\$ -	\$ 3,670,000
Substation H5 Major Inspection and Maintenance	\$ -	\$ 2,000,000	\$ -
Substation H6 Major Inspection and Maintenance	\$ -	\$ -	\$ 2,000,000
Substation H-5/H-6 Hot Gas	\$ 5,605	\$ -	\$ -
Substation I Switchgear and Transformer Replace	\$ 233,893	\$ -	\$ -
Substation J Upgrade	\$ 17,733	\$ -	\$ -
Substation K Switchgear and Transformer Replace	\$ -	\$ 3,300,000	\$ -
Substation L Switchgear Replacement	\$ 914,130	\$ -	\$ -
Substation M T-1 Transformer Repair	\$ -	\$ -	\$ 200,000
New Substation S	\$ 4,810	\$ -	\$ -
69kv Substation Facilities	\$ 517,820	\$ -	\$ 100,000
Substation Security	\$ 193,458	\$ 100,000	\$ 200,000
Total	\$ 7,495,944	\$ 5,400,000	\$ 6,170,000
<u>Plant Maintenance</u>			
Blue Valley 1&2 Turbines and Generators	\$ -	\$ 2,400,000	\$ -
Blue Valley 3 Turbine and Generators	\$ -	\$ 1,500,000	\$ -
Blue Valley Ash Pond Closure	\$ 2,032,337	\$ -	\$ -
Blue Valley Coal Pile Cleanup	\$ -	\$ 50,000	\$ -
Blue Valley Ground Water Monitoring	\$ -	\$ 150,000	\$ 120,000
Combustion Turbine Controls	\$ 81,901	\$ -	\$ -
Miscellaneous Service Center Improvements	\$ -	\$ 150,000	\$ 150,000
Miscellaneous T&D Improvements	\$ 179,124	\$ 200,000	\$ 150,000
Plant Miscellaneous Projects	\$ -	\$ 750,000	\$ -
Production Facilities Improvements	\$ -	\$ 250,000	\$ -
Service Center Truck Housing	\$ -	\$ -	\$ 650,000
System Operations Backup Facility	\$ 15,007	\$ -	\$ -
System Operations Office Renovation	\$ -	\$ -	\$ 997,000
System Operations UPS Upgrade	\$ 343,427	\$ -	\$ -
System Operations Work Area	\$ 8,017	\$ -	\$ -
System Operations/Dispatch	\$ 127,884	\$ -	\$ -
Total	\$ 2,787,697	\$ 5,450,000	\$ 2,067,000

Power and Light Capital Projects

	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
<u>Equipment & Other</u>			
Advanced Metering Infrastructure	\$ 331,175	\$ -	\$ -
CityWorks	\$ -	\$ 250,000	\$ 250,000
Depreciation Study	\$ -	\$ 150,000	\$ -
ERP System	\$ -	\$ 200,000	\$ -
Fiber Optic Network	\$ 83,542	\$ 100,000	\$ 126,000
Fiber Optic Network ISD Upgrade	\$ -	\$ -	\$ 1,167,000
Master Plan - Future Generation Study	\$ -	\$ 300,000	\$ -
Rate Study	\$ -	\$ 300,000	\$ -
Utility Billing System	\$ 350,434	\$ -	\$ -
Total	\$ 765,151	\$ 1,300,000	\$ 1,543,000

Power and Light Debt

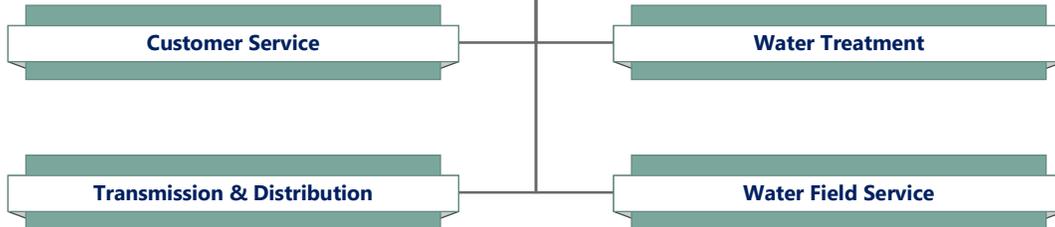
<u>Program by Expenditure Category</u>	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Submitted
Debt Service	\$ 10,302,636	\$ 10,733,701	\$ 10,734,251
<u>Program by Fund</u>			
Power and Light	\$ 10,302,636	\$ 10,733,701	\$ 10,734,251
<u>Debt Issuance</u>			
<u>Issue 2010B</u>			
Principal	\$ 1,631,667	\$ 1,705,000	\$ 1,790,000
Interest	\$ 881,417	\$ 806,938	\$ 721,688
Fees	\$ 3,756	\$ 3,000	\$ 3,000
Total	\$ 2,516,840	\$ 2,514,938	\$ 2,514,688
<u>Issue 2012A</u>			
Principal	\$ -	\$ -	\$ -
Interest	\$ 2,631,219	\$ 2,631,219	\$ 2,631,219
Fees	\$ 5,081	\$ 3,000	\$ 3,000
Total	\$ 2,636,300	\$ 2,634,219	\$ 2,634,219
<u>Issue 2012F</u>			
Principal	\$ 1,911,250	\$ 1,980,000	\$ 2,060,000
Interest	\$ 1,878,400	\$ 1,808,550	\$ 1,729,350
Fees	\$ 4,598	\$ 3,000	\$ 3,000
Total	\$ 3,794,248	\$ 3,791,550	\$ 3,792,350
<u>Issue 2016D</u>			
Principal	\$ -	\$ -	\$ -
Interest	\$ 1,352,440	\$ 1,789,994	\$ 1,789,994
Fees	\$ 2,808	\$ 3,000	\$ 3,000
Total	\$ 1,355,248	\$ 1,792,994	\$ 1,792,994
<u>Summary</u>			
Principal	\$ 3,542,917	\$ 3,685,000	\$ 3,850,000
Interest	\$ 6,743,476	\$ 7,036,701	\$ 6,872,251
Fees	\$ 16,243	\$ 12,000	\$ 12,000
Total	\$ 10,302,636	\$ 10,733,701	\$ 10,734,251

Water



Water Systems Director

Dan Montgomery



Water

Mission

The mission of the Water Department is to produce and supply drinking water that meets the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources to about 250,000 people, including residents of Independence and 12 wholesale customers.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Administration	\$ 1,322,692	\$ 1,708,557	\$ 1,740,092
Field Service	\$ 917,512	\$ 1,129,177	\$ 1,097,680
Customer Service	\$ 2,238,988	\$ 2,391,888	\$ 2,434,155
Production	\$ 6,640,980	\$ 7,539,078	\$ 7,723,979
Transmission & Distribution	\$ 4,000,284	\$ 4,665,409	\$ 4,904,268
Non-Departmental	\$ 6,760,687	\$ 6,999,863	\$ 7,269,404
Capital Projects	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
Debt	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138
Total	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716

Department by Expenditure Category

Salary & Benefits	\$ 7,563,445	\$ 8,569,457	\$ 8,543,343
Operating Expenses	\$ 13,965,088	\$ 15,320,315	\$ 15,908,535
Equipment	\$ 352,610	\$ 544,200	\$ 717,700
Total - Operations & Maintenance	\$ 21,881,143	\$ 24,433,972	\$ 25,169,578
Capital Improvements	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
Debt Service	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138
Total	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716

Department by Fund

Water Fund	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716
Total	\$ 27,649,734	\$ 30,745,260	\$ 31,755,716

Position Summary

Full-Time	92.00	92.00	92.50
Part-Time and Seasonal	1.42	1.40	0.40
Total	93.42	93.40	92.90

Water Administration

Program Mission

The mission of the Administration program is to provide leadership and back office support so that the Department can successfully meet the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 763,669	\$ 1,027,145	\$ 976,286
Operating Expenses	\$ 541,027	\$ 681,412	\$ 763,806
Equipment	\$ 17,996	\$ -	\$ -
Total	\$ 1,322,692	\$ 1,708,557	\$ 1,740,092

Program by Fund

Water	\$ 1,322,692	\$ 1,708,557	\$ 1,740,092
-------	--------------	--------------	--------------

Position Summary

Full-Time	10.00	10.00	9.50
Part-Time and Seasonal	0.17	0.25	0.00
Total	10.17	10.25	9.50

Water Field Service

Program Mission

The mission of the Water Field Service Division is to install, maintain and disconnect meters for over 48,517 customers so that consumption levels are accurate and service line leaks can be identified for repair.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 813,461	\$ 919,077	\$ 904,280
Operating Expenses	\$ 15,475	\$ 24,100	\$ 32,400
Equipment	\$ 88,576	\$ 186,000	\$ 161,000
Total	\$ 917,512	\$ 1,129,177	\$ 1,097,680

Program by Fund

General	\$ 917,512	\$ 1,129,177	\$ 1,097,680
---------	------------	--------------	--------------

Position Summary

Full-Time	10.00	10.00	10.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	10.00	10.00	10.00

Water

Customer Service

Program Mission

The mission of Customer Service is to accurately issue utility bills to all City water, sewer and electric customers and to operate a customer service center for all billing inquiries.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 1,338,052	\$ 1,459,486	\$ 1,466,035
Operating Expenses	\$ 865,066	\$ 932,402	\$ 968,120
Equipment	\$ 35,870	\$ -	\$ -
Debt	\$ -	\$ -	\$ -
Total	\$ 2,238,988	\$ 2,391,888	\$ 2,434,155

Program by Fund

Water	\$ 2,238,988	\$ 2,391,888	\$ 2,434,155
-------	--------------	--------------	--------------

Position Summary

Full-Time	25.00	25.00	25.00
Part-Time and Seasonal	0.0	0.0	0.0
Total	25.0	25.0	25.0

Water Production

Program Mission

The mission of Production is to operate and maintain the Courtney Bend Water Treatment Plant so that up to 48 millions gallons of water that meets or exceeds all federal and state standards at the Courtney Bend Water Treatment Plant can be daily pumped.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 1,775,932	\$ 1,917,003	\$ 1,920,029
Operating Expenses	\$ 4,838,749	\$ 5,532,575	\$ 5,636,450
Equipment	\$ 26,299	\$ 89,500	\$ 167,500
Total	\$ 6,640,980	\$ 7,539,078	\$ 7,723,979

Program by Fund

Water	\$ 6,640,980	\$ 7,539,078	\$ 7,723,979
-------	--------------	--------------	--------------

Position Summary

Full-Time	21.00	20.00	21.00
Part-Time and Seasonal	0.75	1.15	0.40
Total	21.75	21.15	21.40

Water

Transmission & Distribution

Program Mission

The mission of the Transmission and Distribution Division is to engineer, construct and maintain 761 miles of water main pipe so that water is distributed to the customers with consistent pressure and minimal loss of treated water.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 2,141,323	\$ 2,450,309	\$ 2,487,218
Operating Expenses	\$ 1,675,092	\$ 1,946,400	\$ 2,027,850
Equipment	\$ 183,869	\$ 268,700	\$ 389,200
Total	\$ 4,000,284	\$ 4,665,409	\$ 4,904,268

Program by Fund

Water	\$ 4,000,284	\$ 4,665,409	\$ 4,904,268
Total	\$ 4,000,284	\$ 4,665,409	\$ 4,904,268

Position Summary

Full-Time	26.0	27.0	27.0
Part-Time and Seasonal	0.5	0.0	0.0
Total	26.5	27.0	27.0

Water

Non Departmental

Program Mission

Provides funding for department-wide activities not attributable to one single water program.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 731,008	\$ 796,437	\$ 789,495
Operating Expenses	\$ 6,029,679	\$ 6,203,426	\$ 6,479,909
Equipment	\$ -	\$ -	-
Total	\$ 6,760,687	\$ 6,999,863	\$ 7,269,404

<u>Program by Fund</u>			
Water	\$ 6,760,687	\$ 6,999,863	\$ 7,269,404
Total	\$ 6,760,687	\$ 6,999,863	\$ 7,269,404

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Water Capital Projects

	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
<u>Program by Expenditure Category</u>			
Capital Improvements	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
Total	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
<u>Program by Fund</u>			
Water	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
Total	\$ 1,393,353	\$ 3,780,000	\$ 4,050,000
<u>Project Summary</u>			
<u>Water Distribution System</u>			
23rd St Main Replacement	\$ 1,257	\$ 1,000,000	\$ -
30" Steel Transmission Main Assessment	\$ -	\$ -	\$ 175,000
35th Street Reservoir	\$ 28,584	\$ -	\$ -
40 Hwy Washington to Noland Main Replacement		\$ -	\$ 450,000
Distribution System Improvements	\$ 41,602	\$ 50,000	\$ 50,000
Ellison Way/Queens Ridge Main Replacement	\$ -	\$ -	\$ 800,000
Hardy 12" Main Replacement (Westport to 28th)	\$ -	\$ 750,000	\$ -
James Downey Sunset to 23rd St Main Replacement	\$ -	\$ -	\$ 500,000
Little Blue Parkway Transmission	\$ 34,088	\$ -	\$ -
Main Replacement	\$ -	\$ 200,000	\$ 200,000
Nothern Blvd 28th to 31st Main Replacement	\$ 693,155	\$ -	\$ -
Truman Road 12" Main Replacement	\$ 138,736	\$ -	\$ -
Truman Road Booster Station Upgrades	\$ -	\$ -	\$ 500,000
Van Horn Reservoir Improvements	\$ -	\$ 300,000	\$ -
Total	\$ 937,422	\$ 2,300,000	\$ 2,675,000
<u>Treatment Plant Maintenance</u>			
Courtney Bend Basin Catwalk Improvements	\$ 101,684	\$ 100,000	\$ -
Fiber Optic Connection to Courtney Bend	\$ 1,087	\$ 150,000	\$ -
Filter Backwash	\$ -	\$ 50,000	\$ -
Filter Valve House Roof Improvements	\$ -	\$ -	\$ 75,000
Fuel Site Improvements	\$ -	\$ -	\$ 100,000
Future Production Wells	\$ -	\$ -	\$ 450,000
Lighting Improvements at Courtney Bend	\$ -	\$ 90,000	\$ -
Lime Slaker No. 3 Replacement	\$ -	\$ 300,000	\$ -
Maintenance Building at Courtney Bend	\$ -	\$ 200,000	\$ -
Operations Building Improvements at Courtney Bend	\$ -	\$ 60,000	\$ -
Plant Discharge Outfall Improvements	\$ 15,176	\$ 400,000	\$ -
PLC Upgrades	\$ 10,270	\$ -	\$ -
Replace High Speed Pump and Variable Speed Drives	\$ -	\$ -	\$ 600,000
Security Upgrades	\$ 84,981	\$ 25,000	\$ -
Settling Basin Drive Improvements	\$ -	\$ 75,000	\$ -
Sludge House Roofs	\$ 51,719	\$ 30,000	\$ 150,000
Total	\$ 264,917	\$ 1,480,000	\$ 1,375,000

Water Capital Projects

	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
<u>Other</u>			
Utility Billing System	\$ 175,217	\$ -	\$ -
Building Improvements	\$ 15,797	\$ -	\$ -
Total	\$ 191,014	\$ -	\$ -

Water Debt

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>			
Debt Service	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138
<u>Program by Fund</u>			
Water	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138
Total	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138
<u>Debt Issuance</u>			
<u>Issue 2013D</u>			
Principal	\$ 3,275,000	\$ 1,480,000	\$ 1,530,000
Interest	\$ 1,098,238	\$ 1,043,288	\$ 998,138
Fees	\$ 2,000	\$ 8,000	\$ 8,000
Total	\$ 4,375,238	\$ 2,531,288	\$ 2,536,138

Water Pollution Control



Water Pollution Control Director

Lisa Phelps



Water Pollution Control

Mission

The mission of the Water Pollution Control Department is to protect public health from the spread of waterborne disease and to reduce and abate pollution for the protection of the aquatic environment.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Administration	\$ 792,984	\$ 1,117,479	\$ 1,105,783
Treatment Facilities	\$ 3,663,481	\$ 4,156,147	\$ 4,135,166
Collection System Maintenance	\$ 3,084,829	\$ 3,428,503	\$ 4,115,917
Laboratory Services	\$ 255,771	\$ 269,081	\$ 256,468
Inter-Jurisdictional Agencies	\$ 6,276,495	\$ 6,896,000	\$ 7,576,000
Non-Departmental	\$ 5,053,992	\$ 5,044,348	\$ 5,448,485
Stormwater Operations & Maintenance	\$ 2,204,921	\$ 2,970,406	\$ 2,704,797
Capital Projects	\$ 3,336,106	\$ 3,035,000	\$ 3,710,000
Debt	\$ 6,287,757	\$ 6,287,307	\$ 6,287,807
Total	\$ 30,956,336	\$ 33,204,271	\$ 35,340,423

Department by Expenditure Category

Salary & Benefits	\$ 6,509,266	\$ 8,005,814	\$ 7,724,534
Operating Expenses	\$ 14,084,667	\$ 15,784,050	\$ 16,772,626
Equipment	\$ 842,598	\$ 92,100	\$ 845,456
Total - Operations & Maintenance	\$ 21,436,531	\$ 23,881,964	\$ 25,342,616
Capital Improvements	\$ 3,232,048	\$ 3,035,000	\$ 3,710,000
Debt Service Payments	\$ 6,287,757	\$ 6,287,307	\$ 6,287,807
Total	\$ 30,956,336	\$ 33,204,271	\$ 35,340,423

Department by Fund

Sanitary Sewer	\$ 27,795,385	\$ 28,783,865	\$ 31,155,625
Storm Water Sales Tax	\$ 3,160,951	\$ 4,420,406	\$ 4,184,797
Total	\$ 30,956,336	\$ 33,204,271	\$ 35,340,422

Position Summary

Full-Time	86.2	85.95	84.50
Part-Time and Seasonal	0.0	0.70	0.00
Total	86.20	86.65	84.50

Water Pollution Control Administration

Program Mission

The mission of the Administration program is to provide leadership and back office support for the development, maintenance and enforcement of the City's water pollution control policies and regulations.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 688,473	\$ 942,813	\$ 865,453
Operating Expenses	\$ 98,923	\$ 167,566	\$ 240,330
Equipment	\$ 5,588	\$ 7,100	\$ -
Total	\$ 792,984	\$ 1,117,479	\$ 1,105,783

Program by Fund

Sanitary Sewer	\$ 792,984	\$ 1,117,479	\$ 1,105,783
----------------	------------	--------------	--------------

Position Summary

Full-Time	10.7	9.4	8.2
Part-Time and Seasonal	0.0	0.0	0.0
Total	10.7	9.4	8.2

Water Pollution Control Treatment Facilities

Program Mission

The mission of the Treatment Facilities program is to operate and maintain the Rock Creek Wastewater Treatment Plan and thirteen pumping stations throughout the City so that wastewater meets all National Pollutant Discharge Elimination System permit limits.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 1,919,320	\$ 2,245,207	\$ 2,083,240
Operating Expenses	\$ 1,644,939	\$ 1,910,940	\$ 1,957,890
Equipment	\$ 99,222	\$ -	\$ 94,036
Total	\$ 3,663,481	\$ 4,156,147	\$ 4,135,166

Program by Fund

Sanitary Sewer	\$ 3,663,481	\$ 4,156,147	\$ 4,135,166
----------------	--------------	--------------	--------------

Position Summary

Full-Time	25.00	25.00	25.00
Part-Time and Seasonal	0.00	0.00	0.00
Total	25.00	25.00	25.00

Water Pollution Control Collection System Maintenance

Program Mission

The mission of Collection System Maintenance is to maintain over 614 miles of sanitary sewer pipe and over 14,720 manholes to a level that minimizes the number and frequency of overflows and backups.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 1,998,967	\$ 2,495,992	\$ 2,522,157
Operating Expenses	\$ 689,454	\$ 923,011	\$ 902,740
Equipment	\$ 396,408	\$ 9,500	\$ 691,020
Total	\$ 3,084,829	\$ 3,428,503	\$ 4,115,917

Program by Fund

Sanitary Sewer	\$ 3,084,829	\$ 3,428,503	\$ 4,115,917
----------------	--------------	--------------	--------------

Position Summary

Full-Time	34.50	33.75	33.25
Part-Time and Seasonal	0.0	0.0	0.0
Total	34.5	33.8	33.25

Water Pollution Control

Laboratory Services

Program Mission

The mission of the Laboratory Services program is to inspect, sample and analyze industrial sewage discharges to determine compliance with National Pretreatment regulations.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 228,627	\$ 208,621	\$ 214,968
Operating Expenses	\$ 27,144	\$ 50,960	\$ 41,500
Equipment	\$ -	\$ 9,500	\$ -
Total	\$ 255,771	\$ 269,081	\$ 256,468

Program by Fund

Sanitary Sewer	\$ 255,771	\$ 269,081	\$ 256,468
----------------	------------	------------	------------

Position Summary

Full-Time	3.0	3.0	3.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	3.0	3.0	3.0

Water Pollution Control Inter-Jurisdictional Agencies

Program Mission

The mission of the Inter-Jurisdictional program is to provide administrative support for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ -	\$ -	
Operating Expenses	\$ 6,276,495	\$ 6,896,000	\$ 7,576,000
Equipment	\$ -	\$ -	
Total	\$ 6,276,495	\$ 6,896,000	\$ 7,576,000

<u>Program by Fund</u>			
Sanitary Sewer	\$ 6,276,495	\$ 6,896,000	\$ 7,576,000
Total	\$ 6,276,495	\$ 6,896,000	\$ 7,576,000

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Water Pollution Control

Non Departmental

Program Mission

Provides funding for department-wide activities not attributable to one single sewer program.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 509,173	\$ 560,552	\$ 584,669
Operating Expenses	\$ 4,544,819	\$ 4,483,796	\$ 4,863,816
Equipment	\$ -	\$ -	
Total	\$ 5,053,992	\$ 5,044,348	\$ 5,448,485

<u>Program by Fund</u>			
Sanitary Sewer	\$ 5,053,992	\$ 5,044,348	\$ 5,448,485
Total	\$ 5,053,992	\$ 5,044,348	\$ 5,448,485

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Water Pollution Control

Storm Water Operations & Maintenance

Program Mission

The mission of the Storm Water Program is to maintain maintain the City's storm water system to the standards of the Missouri Department of Natural Resources so that the MS4 operating permit is granted to the City.

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 1,060,648	\$ 1,552,629	\$ 1,454,047
Operating Expenses	\$ 802,893	\$ 1,351,777	\$ 1,190,350
Equipment	\$ 341,380	\$ 66,000	\$ 60,400
Total	\$ 2,204,921	\$ 2,970,406	\$ 2,704,797

<u>Program by Fund</u>			
Storm Water Sales Tax	\$ 2,204,921	\$ 2,970,406	\$ 2,704,797
Total	\$ 2,204,921	\$ 2,970,406	\$ 2,704,797

<u>Position Summary</u>			
Full-Time	13.0	14.8	15.05
Part-Time and Seasonal	0.0	0.7	0.00
Total	13.0	15.5	15.05

Water Pollution Control Capital Projects

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 104,058	\$ -	\$ -
Capital Improvements	\$ 3,232,048	\$ 3,035,000	\$ 3,710,000
Total	\$ 3,336,106	\$ 3,035,000	\$ 3,710,000
 <u>Program by Fund</u>			
Sanitary Sewer	\$ 2,380,076	\$ 1,585,000	\$ 2,230,000
Storm Water Sales Tax	\$ 956,030	\$ 1,450,000	\$ 1,480,000
Total	\$ 3,336,106	\$ 3,035,000	\$ 3,710,000
 <u>Project Summary</u>			
<u>Sewer Collection System</u>			
10th St to Northern Neighborhood	\$ 346,695	\$ -	\$ -
18th St. & South Evanston	\$ 1,257,072	\$ -	\$ -
Arrowhead Center	\$ -	\$ -	\$ 630,000
Burr Oak East	\$ 1,795	\$ -	\$ -
Capacity Improvements	\$ 214,296	\$ -	\$ -
Crackerneck - Van Hook Sewer	\$ 11,228	\$ -	\$ -
Neighborhood Construction Projects	\$ 301,008	\$ -	\$ 750,000
Pacific Avenue Sanitary Main	\$ 25,349	\$ -	\$ -
Sermon Center Study/Engineering	\$ -	\$ -	\$ 75,000
Trenchless Technology	\$ 126,029	\$ -	\$ -
Total	\$ 2,283,472	\$ -	\$ 1,455,000
 <u>Sewer Equipment</u>			
SCADA Upgrade	\$ -	\$ 1,500,000	\$ -
Utility Billing System	\$ 162,068	\$ -	\$ -
Total	\$ 162,068	\$ 1,500,000	\$ -
 <u>Sewer Plant Maintenance</u>			
Holding Basins and Pump Station Improvements	\$ (216,730)	\$ -	\$ -
Kentucky I Pump Station Demo	\$ 11,275	\$ -	\$ -
Primary Sludge Grinders	\$ 23,454	\$ -	\$ -
Rock Creek Boiler Replacement	\$ -	\$ -	\$ 250,000
Rock Creek Effluent Structure	\$ -	\$ -	\$ 375,000
Saddle Ridge Villas Pump Station Improvement	\$ -	\$ 85,000	\$ -
Security Improvements	\$ 12,479	\$ -	\$ -
Sugar Creek Platform, Stairs & Railing	\$ -	\$ -	\$ 150,000
Total	\$ (169,522)	\$ 85,000	\$ 775,000

Water Pollution Control Capital Projects

	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
<u>Stormwater Improvements</u>			
19th & Norwood	\$ 22,244	\$ -	\$ -
33rd & Claremont	\$ 31,052	\$ -	\$ -
36th & Poplar Design	\$ 302,482	\$ -	\$ -
Blue Lawn E 1st St to 32nd St	\$ 11,243	\$ -	\$ -
Blue Lawn-East 31st-East 32nd, East of Arlington	\$ -	\$ 600,000	\$ -
Crescent Meadows	\$ -	\$ 50,000	\$ 300,000
Detention Basin Revegetation	\$ 30,490	\$ -	\$ -
Drumm to Crane	\$ 33,816	\$ -	\$ -
Emergency Construction Projects	\$ -	\$ -	\$ 100,000
Griffith Place	\$ 500	\$ -	\$ -
Leslie to Crane & Hereford Design	\$ -	\$ -	\$ 60,000
Liberty & Stone	\$ 48,227	\$ -	\$ -
Neighborhood Projects	\$ 10,838	\$ 100,000	\$ -
Noland Road Culvert Replacement	\$ -	\$ -	\$ 150,000
Ralston Drainage Improvements	\$ -	\$ -	\$ 90,000
Raymond, Harkless to Mills	\$ -	\$ -	\$ 480,000
Rock Creek Neighborhood	\$ 90,664	\$ -	\$ -
Sherwood Estates Streambank	\$ 26,713	\$ -	\$ -
Sugar Creek 15th & Sterling, Waldo & Harris, South 15	\$ 42,742	\$ 700,000	\$ -
TC Lea at College/Kiger	\$ 12,594	\$ -	\$ -
Walnut Gardens	\$ 7,064	\$ -	\$ 300,000
Wilson at Kentucky Culvert	\$ 285,361	\$ -	\$ -
Total	\$ 956,030	\$ 1,450,000	\$ 1,480,000

Water Pollution Control Debt

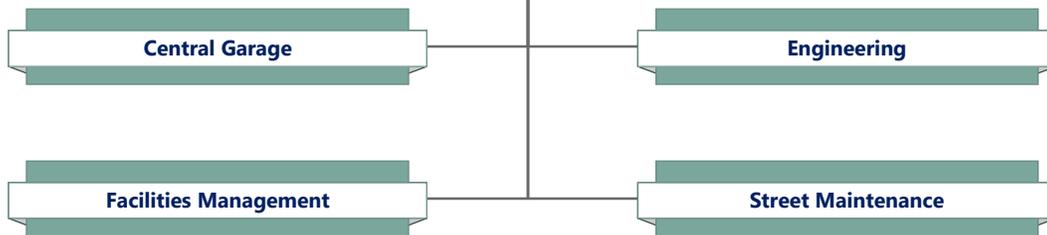
	FY 2016-17	FY 2017-18	FY 2018-19
<u>Program by Expenditure Category</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Debt Service	\$ 6,287,757	\$ 6,287,307	\$ 6,287,807
 <u>Program by Fund</u>			
Sanitary Sewer	\$ 6,287,757	\$ 6,287,307	\$ 6,287,807
Total	\$ 6,287,757	\$ 6,287,307	\$ 6,287,807
 <u>Debt Issuance</u>			
<u>Issue 2012B</u>			
Principal	\$ 810,000	\$ 835,000	\$ 860,000
Interest	\$ 1,465,982	\$ 1,441,307	\$ 1,415,882
Fees	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 2,280,982	\$ 2,281,307	\$ 2,280,882
 <u>Issue 2013C</u>			
Principal	\$ 670,000	\$ 885,000	\$ 910,000
Interest	\$ 2,065,600	\$ 2,042,275	\$ 2,015,350
Fees	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 2,740,600	\$ 2,932,275	\$ 2,930,350
 <u>Issue 2014C</u>			
Principal	\$ 465,000	\$ 280,000	\$ 290,000
Interest	\$ 796,175	\$ 788,725	\$ 781,575
Fees	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 1,266,175	\$ 1,073,725	\$ 1,076,575

Public Works



Public Works Director

Tim Gramling



Public Works

Mission

The Public Works Department provides professional services for public safety and convenience in the areas of real estate, design, construction, inspection, street maintenance, rights-of-way, traffic, fleet management, and facility management.

<u>Department Programs</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Administration	\$ 398,718	\$ 544,708	\$ 621,066
Engineering	\$ 488,507	\$ 293,726	\$ 864,766
Facilities Management	\$ 740,717	\$ 993,293	\$ 1,144,243
Street Maintenance	\$ 3,283,933	\$ 3,996,268	\$ 4,566,051
Capital Projects	\$ 9,701,926	\$ 8,323,082	\$ 7,392,300
Debt	\$ 528,991	\$ 530,741	\$ 529,266
Total	\$ 15,142,792	\$ 14,681,818	\$ 15,117,692

Department by Expenditure Category

Salary & Benefits	\$ 2,866,742	\$ 3,168,725	\$ 3,627,260
Operating Expenses	\$ 1,773,060	\$ 2,064,270	\$ 2,499,366
Equipment	\$ 272,073	\$ 595,000	\$ 1,069,500
Total - Operating Expenses	\$ 4,911,875	\$ 5,827,995	\$ 7,196,126
Capital Improvements	\$ 9,701,926	\$ 8,323,082	\$ 7,392,300
Debt Service Payments	\$ 528,991	\$ 530,741	\$ 529,266
Total	\$ 15,142,792	\$ 14,681,818	\$ 15,117,692

Department by Fund

General	\$ 4,614,589	\$ 5,490,163	\$ 6,108,775
Street Improvements Sales Tax	\$ 10,528,203	\$ 9,191,655	\$ 9,008,917
Total	\$ 15,142,792	\$ 14,681,818	\$ 15,117,692

Position Summary

Full-Time	66.00	57.00	65.10
Part-Time and Seasonal	7.52	6.00	4.40
Total	73.52	63.00	69.50

Public Works Administration

Program Mission

The Administration Division is responsible for the supervision and administration of the Public Works Department, including support and response to the City Manager and City Council.

<u>Program by Expenditure Category</u>	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2018-19</u> <u>Submitted</u>
Salary & Benefits	\$ 359,731	\$ 514,665	\$ 596,094
Operating Expenses	\$ 35,082	\$ 30,043	\$ 16,472
Equipment	\$ 3,905		\$ 8,500
Total	\$ 398,718	\$ 544,708	\$ 621,066

Program by Fund

General	\$ 398,718	\$ 544,708	\$ 621,066
---------	------------	------------	------------

Position Summary

Full-Time	3.0	5.0	5.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	3.0	5.0	5.0

Public Works Engineering

Program Mission

The Engineering Division provides public works services through the following work elements: plan review, design, investigations, studies, contract specifications, inspections, permits and traffic engineering, land acquisition for public improvements, and tracking project reimbursements on construction projects.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 354,415	\$ 186,500	\$ 408,555
Operating Expenses	\$ 123,666	\$ 107,226	\$ 166,211
Equipment	\$ 10,426	\$ -	\$ 290,000
Total	\$ 488,507	\$ 293,726	\$ 864,766

Program by Fund

General	\$ 488,507	\$ 293,726	\$ 864,766
---------	------------	------------	------------

Position Summary

Full-Time	18.00	15.00	19.60
Part-Time and Seasonal	0.00	1.60	0.00
Total	18.00	16.60	19.60

Public Works

Facilities Management

Program Mission

The Facilities Management Division is responsible for maintenance and repair of existing City facilities as well as the design and construction management of new construction and remodeling projects to provide a safe and comfortable environment for City employees and citizens.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 332,781	\$ 337,324	\$ 456,999
Operating Expenses	\$ 403,367	\$ 445,969	\$ 656,744
Equipment	\$ 4,569	\$ 210,000	\$ 30,500
Total	\$ 740,717	\$ 993,293	\$ 1,144,243

Program by Fund

General	\$ 740,717	\$ 993,293	\$ 1,144,243
---------	------------	------------	--------------

Position Summary

Full-Time	10.00	9.00	9.50
Part-Time and Seasonal	0.63	0.00	0.00
Total	10.63	9.00	9.50

Public Works

Street Maintenance

Program Mission

Street Maintenance is responsible for maintaining 575 miles of City streets and 38 bridge structures, as well as the coordination of the Drop-Off Depot events.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Salary & Benefits	\$ 1,819,815	\$ 2,130,236	\$ 2,165,612
Operating Expenses	\$ 1,210,945	\$ 1,481,032	\$ 1,659,939
Equipment	\$ 253,173	\$ 385,000	\$ 740,500
Total	\$ 3,283,933	\$ 3,996,268	\$ 4,566,051

Program by Fund

General	\$ 2,986,647	\$ 3,658,436	\$ 3,478,700
Street Improvements Sales Tax	\$ 297,286	\$ 337,832	\$ 1,087,351
Total	\$ 3,283,933	\$ 3,996,268	\$ 4,566,051

Position Summary

Full-Time	35.00	28.00	31.00
Part-Time and Seasonal	6.89	4.40	4.40
Total	41.89	32.40	35.40

Public Works Capital Projects

	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
<u>Program by Expenditure Category</u>			
Capital Improvements	\$ 9,701,926	\$ 8,323,082	\$ 7,392,300
<u>Program by Fund</u>			
Street Improvements Sales Tax	\$ 9,701,926	\$ 8,323,082	\$ 7,392,300
<u>Project Summary</u>			
<u>Streets</u>			
24 Hwy Complete Streets	\$ -	\$ -	\$ 350,000
40 Hwy Complete Streets	\$ -	\$ -	\$ 425,000
Alley Rehab	\$ 321,002	\$ 111,000	\$ -
Crysler Complete Streets	\$ 62,982	\$ 50,000	\$ -
Jackson Drive Extension	\$ 84,992	\$ -	\$ -
Pavement Management System	\$ 150,306	\$ -	\$ -
Street Overlay	\$ 7,509,229	\$ 5,893,582	\$ 5,232,500
Street Projects	\$ -	\$ -	\$ 175,000
Total	\$ 8,128,511	\$ 6,054,582	\$ 6,182,500
<u>Streetscapes/Sidewalks</u>			
Englewood Streetscape Phase 3	\$ -	\$ 215,000	\$ -
Sidewalks to Parks	\$ 25,130	\$ 60,000	\$ 537,500
Sidewalks to Schools	\$ 380,689	\$ 500,000	\$ 50,000
Total	\$ 405,819	\$ 775,000	\$ 587,500
<u>Traffic</u>			
39th & Noland Intersection	\$ -	\$ 200,000	\$ -
39th & Phelps Intersection	\$ -	\$ 65,000	\$ -
78 Hwy & Truman	\$ 1,090,117	\$ -	\$ -
Intersection Improvements	\$ 50,341	\$ 1,228,500	\$ 554,500
Noland & Fair	\$ 27,138	\$ -	\$ 25,000
Operation Greenlight	\$ -	\$ -	\$ 42,800
Total	\$ 1,167,596	\$ 1,493,500	\$ 622,300

Public Works Debt

	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
<u>Program by Expenditure Category</u>			
Debt Service	\$ 528,991	\$ 530,741	\$ 529,266
 <u>Program by Fund</u>			
Street Improvements Sales Tax	\$ 528,991	\$ 530,741	\$ 529,266
 <u>Debt Issuance</u>			
<u>Issue 2009G</u>			
Principal	\$ 495,000	\$ 495,000	\$ 515,000
Interest	\$ 32,741	\$ 32,741	\$ 11,266
Fees	\$ 1,250	\$ 3,000	\$ 3,000
Total	\$ 528,991	\$ 530,741	\$ 529,266

Non-Departmental

	FY 2016-17	FY 2017-18	FY 2018-19
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Non-Departmental	\$ 8,328,718	\$ 6,362,037	\$ -
Capital Outlay	\$ 293,748	\$ 3,249,991	\$ -
Council Strategic Goals	\$ 84,819	\$ 260,000	\$ -
Total	\$ 8,707,285	\$ 9,872,028	\$ -

<u>Department by Expenditure Category</u>			
Salary & Benefits	\$ 5,644,631	\$ 6,362,037	\$ -
Operating Expenses	\$ 2,709,486	\$ 3,249,991	\$ -
Equipment	\$ 353,168	\$ 260,000	\$ -
Total	\$ 8,707,285	\$ 9,872,028	\$ -

<u>Department by Fund</u>			
General	\$ 8,707,285	\$ 9,872,028	\$ -

<u>Position Summary</u>			
Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Non-Departmental Non-Departmental

Program Mission

This cost center had been traditionally used for what were considered not to belong to a department. Beginning in FY19 these costs - primarily retiree health insurance costs and workers compensation insurance premiums - have been placed in the department budgets.

<u>Program by Expenditure Category</u>	FY 2016-17	FY 2017-18	FY 2018-19
	<u>Actual</u>	<u>Adopted</u>	<u>Submitted</u>
Salary & Benefits	\$ 5,610,510	\$ 6,362,037	\$ -
Operating Expenses	\$ 2,656,761	\$ 2,939,991	\$ -
Equipment	\$ 61,447	\$ 120,000	\$ -
Total	\$ 8,328,718	\$ 9,422,028	\$ -

Program by Fund

General	\$ 8,328,718	\$ 9,422,028	\$ -
---------	--------------	--------------	------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

<u>Position Title</u>	<u>2016-17</u>	<u>2017-18</u>
	<u>Budget</u>	<u>Budget</u>
City Clerk	1.00	1.00
Administrative Spec III	1.00	1.00
Assistant City Clerk	1.00	0.00
Total	3.00	2.00

Non-Departmental Capital Outlay

Program Mission

The Capital Outlay cost center was used for vehicle, computer and other equipment. These costs have been placed in the appropriate department budgets.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 8	\$ -	\$ -
Operating Expenses	\$ 2,019	\$ 210,000	\$ -
Equipment	\$ 291,721	\$ 140,000	\$ -
Total	\$ 293,748	\$ 350,000	\$ -

Program by Fund

General	\$ 293,748	\$ 350,000	\$ -
---------	------------	------------	------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Non-Departmental Council Strategic Goals

Program Mission

The Council Strategic Goals cost center was used to fund unbudgeted emergent issues and plans that arose during the fiscal year and. These costs have been placed in the Mayor and City Council budget.

<u>Program by Expenditure Category</u>	FY 2016-17 <u>Actual</u>	FY 2017-18 <u>Adopted</u>	FY 2018-19 <u>Submitted</u>
Salary & Benefits	\$ 34,113	\$ -	\$ -
Operating Expenses	\$ 50,706	\$ 100,000	\$ -
Equipment	\$ -	\$ -	\$ -
Total	\$ 84,819	\$ 100,000	\$ -

Program by Fund

General	\$ 84,819	\$ 100,000	\$ -
---------	-----------	------------	------

Position Summary

Full-Time	0.0	0.0	0.0
Part-Time and Seasonal	0.0	0.0	0.0
Total	0.0	0.0	0.0

Schedule 1
All Funds by Expense Category Group

All Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Operating	\$ 253,752,416	\$ 270,279,545	\$ 274,963,024
Capital Improvements	25,801,189	27,645,482	26,555,967
Debt Service	21,650,634	20,191,546	20,516,695
Transfers Out	1,352,326	10,000	10,000
Total	\$ 302,556,565	\$ 318,126,573	\$ 322,045,686

General Fund			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Operating	\$ 73,294,112	\$ 76,703,109	\$ 76,605,357
Capital Improvements	--	--	--
Debt Service	--	--	--
Transfers Out	10,000	10,000	10,000
Total	\$ 73,304,112	\$ 76,713,109	\$ 76,615,357

Special Revenue Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Operating	\$ 13,874,771	\$ 15,694,433	\$ 16,191,497
Capital Improvements	11,083,027	10,130,482	10,495,967
Debt Service	685,003	642,250	958,500
Transfers Out	1,047,853	0	--
Total	\$ 26,690,654	\$ 26,467,165	\$ 27,645,964

Enterprise Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Operating	\$ 166,583,533	\$ 177,882,003	\$ 182,166,170
Capital Improvements	14,718,162	17,515,000	16,060,000
Debt Service	20,965,631	19,549,296	19,558,195
Transfers Out	294,473	--	--
Total	\$ 202,561,799	\$ 214,946,299	\$ 217,784,365

Schedule 2
All Funds by Expense Category

All Funds			
Category	2016-17	2017-18	2018-19
Category	Actual	Adopted	Submitted
Salaries	\$ 113,129,279	\$ 119,226,860	\$ 120,065,605
Operating Expenses	135,756,307	144,876,713	148,315,527
Equipment	4,866,830	6,175,972	6,581,892
Total - Operating	\$ 253,752,416	\$ 270,279,545	\$ 274,963,024
Capital Improvements	25,801,189	27,645,482	26,555,967
Debt Service	21,650,634	20,191,546	20,516,695
Transfers Out	1,352,326	10,000	10,000
Total	\$ 302,556,565	\$ 318,126,573	\$ 322,045,686

General Fund			
Category	2016-17	2017-18	2018-19
Category	Actual	Adopted	Submitted
Salaries	\$ 61,828,028	\$ 63,819,629	\$ 63,936,415
Operating Expenses	10,777,128	12,068,480	11,996,231
Equipment	688,956	815,000	672,711
Total - Operating	\$ 73,294,112	\$ 76,703,109	\$ 76,605,357
Capital Improvements	--	--	--
Debt Service	--	--	--
Transfers Out	10,000	10,000	10,000
Total	\$ 73,304,112	\$ 76,713,109	\$ 76,615,357

Special Revenue Funds			
Category	2016-17	2017-18	2018-19
Category	Actual	Adopted	Submitted
Salaries	\$ 5,307,834	\$ 5,441,407	\$ 5,692,389
Operating Expenses	5,628,385	6,728,854	7,092,183
Equipment	2,938,552	3,524,172	3,406,925
Total - Operating	\$ 13,874,771	\$ 15,694,433	\$ 16,191,497
Capital Improvements	11,083,027	10,130,482	10,495,967
Debt Service	685,003	642,250	958,500
Transfers Out	1,047,853	0	--
Total	\$ 26,690,654	\$ 26,467,165	\$ 27,645,964

Enterprise Funds			
Category	2016-17	2017-18	2018-19
Category	Actual	Adopted	Submitted
Salaries	\$ 45,993,417	\$ 49,965,824	\$ 50,436,801
Operating Expenses	119,350,794	126,079,379	129,227,113
Equipment	1,239,322	1,836,800	2,502,256
Total - Operating	\$ 166,583,533	\$ 177,882,003	\$ 182,166,170
Capital Improvements	14,718,162	17,515,000	16,060,000
Debt Service	20,965,631	19,549,296	19,558,195
Transfers Out	294,473	--	--
Total	\$ 202,561,799	\$ 214,946,299	\$ 217,784,365

Schedule 3
Expenditures by Department

All Funds			
Department	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
City Manager	\$ 1,397,768	\$ 1,101,792	\$ 1,509,774
Community Development	5,223,384	6,118,225	6,934,441
Finance	1,748,761	1,864,647	3,287,236
Fire	20,371,208	20,301,713	22,774,534
Health	2,462,803	2,027,109	0
Human Resources	517,724	537,673	615,204
Law	788,554	774,216	877,410
Mayor & City Council	801,916	744,703	1,155,798
Municipal Court	812,127	846,357	1,163,812
Non-Departmental	8,707,282	9,872,028	0
Parks Recreation Tourism	8,128,097	8,678,331	11,592,966
Police	29,679,956	30,893,804	34,401,531
Power and Light	147,025,530	155,413,674	154,873,023
Public Works	15,329,186	14,681,818	14,983,692
Technology Services	1,797,654	1,895,637	2,152,223
Water	27,682,221	30,691,761	31,702,919
Water Pollution Control	30,072,394	31,673,085	34,011,122
Transfers Out	10,000	10,000	10,000
Total	\$ 302,556,565	\$ 318,126,573	\$ 322,045,686

General Fund			
Department	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
City Manager	\$ 1,397,768	\$ 1,101,792	\$ 1,509,774
Community Development	4,082,292	4,530,820	5,347,036
Finance	1,695,226	1,811,148	3,234,439
Fire	18,192,437	18,159,783	20,510,126
Health	1,847,851	1,710,226	--
Human Resources	516,499	537,673	615,204
Law	757,600	741,716	844,910
Mayor & City Council	801,916	744,703	1,155,798
Municipal Court	812,127	846,357	1,163,812
Non-Departmental	8,707,282	9,872,028	--
Parks Recreation Tourism	1,458,987	1,567,882	2,308,189
Police	26,611,884	27,693,181	31,655,071
Public Works	4,614,589	5,490,163	6,108,775
Technology Services	1,797,654	1,895,637	2,152,223
Transfers Out	10,000	10,000	10,000
Total	\$ 73,304,112	\$ 76,713,109	\$ 76,615,357

Schedule 3
Expenditures by Department

Special Revenue Funds			
Department	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Community Development	\$ 1,141,092	\$ 1,587,405	\$ 1,587,405
Fire	2,178,771	2,141,930	2,264,408
Health	614,952	316,883	--
Human Resources	1,225	--	--
Law	30,954	32,500	32,500
Parks	6,669,110	7,110,449	9,284,777
Police	3,068,072	3,200,623	2,746,460
Public Works	10,714,597	9,191,655	8,874,917
Water Pollution Control	2,271,880	2,885,720	2,855,497
Transfers Out	--	--	--
Total	\$ 26,690,653	\$ 26,467,165	\$ 27,645,964

Enterprise Funds			
Department	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Finance	\$ 53,535	\$ 53,499	\$ 52,797
Power & Light	147,025,530	155,413,674	154,873,023
Water	27,682,221	30,691,761	31,702,919
Water Pollution Control	27,800,514	28,787,365	31,155,625
Total	\$ 202,561,800	\$ 214,946,299	\$ 217,784,364

Schedule 4
Expenditures by Fund and Fund Type

All Funds			
Fund	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
General	\$ 73,304,112	\$ 76,713,109	\$ 76,615,357
Tourism	1,674,675	2,122,741	1,990,196
Community Development Block Grant	545,918	718,203	718,203
HOME	355,703	325,785	325,785
Street Improvements Sales Tax	10,714,597	9,191,655	8,874,917
Park Improvements Sales Tax	3,347,322	3,537,708	4,904,292
Storm Water Sales Tax	3,918,993	4,335,720	5,085,497
Grants	2,170,018	1,716,778	1,440,379
Police Public Safety Sales Tax	1,904,188	2,504,467	2,170,110
Fire Public Safety Sales Tax	2,059,239	2,014,108	2,136,586
Independence Power and Light	147,025,530	155,413,674	154,873,023
Sanitary Sewer	27,800,514	28,787,365	31,155,625
Water	27,735,756	30,745,260	31,755,716
Total	\$ 302,556,565	\$ 318,126,573	\$ 322,045,686

Governmental Funds			
Fund	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
General	\$ 73,304,112	\$ 76,713,109	\$ 76,615,357
Tourism	1,674,675	2,122,741	1,990,196
Community Development Block Grant	545,918	718,203	718,203
HOME	355,703	325,785	325,785
Street Improvements Sales Tax	10,714,597	9,191,655	8,874,917
Park Improvements Sales Tax	3,347,322	3,537,708	4,904,292
Storm Water Sales Tax	3,918,993	4,335,720	5,085,497
Grants	2,170,018	1,716,778	1,440,379
Police Public Safety Sales Tax	1,904,188	2,504,467	2,170,110
Fire Public Safety Sales Tax	2,059,239	2,014,108	2,136,586
Total	\$ 99,994,766	\$ 103,180,274	\$ 104,261,322

Enterprise Funds			
Fund	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Independence Power and Light	\$ 147,025,530	\$ 155,413,674	\$ 154,873,023
Sanitary Sewer	27,800,514	28,787,365	31,155,625
Water	27,735,756	30,745,260	31,755,716
Total	\$ 202,561,800	\$ 214,946,299	\$ 217,784,365

Schedule 5
All Funds by Revenue Category Group

All Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Taxes	\$ 57,313,918	\$ 57,756,732	\$ 58,256,571
PILOTS	18,998,672	19,637,772	19,750,000
Licenses and Permits	5,330,354	4,417,247	4,817,260
Intergovernmental Revenue	5,349,727	5,279,833	5,366,228
Charges for Services	2,881,266	2,720,456	2,876,297
Fines and Forfeitures	3,855,121	4,195,000	3,897,525
Utility Service Charges	194,665,176	200,816,532	206,210,508
Other Revenue	3,740,773	2,367,133	2,397,818
Sub-Total	\$ 292,135,008	\$ 297,190,704	\$ 303,572,207
Interfund Charges	8,380,471	7,774,641	8,223,262
Capital Lease Proceeds	44,504	--	--
Transfers In	197,063	100,000	100,000
Total	\$ 300,757,046	\$ 305,065,345	\$ 311,895,469

General Fund			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Taxes	\$ 34,365,768	\$ 34,661,732	\$ 34,715,000
PILOTS	18,998,672	19,637,772	19,750,000
Licenses and Permits	5,330,354	4,417,247	4,817,260
Intergovernmental Revenue	5,349,727	5,279,833	5,366,228
Charges for Services	2,305,140	2,195,856	2,315,842
Fines and Forfeitures	3,855,121	4,195,000	3,897,525
Other Revenue	993,938	600,500	600,500
Sub-Total	\$ 71,198,721	\$ 70,987,939	\$ 71,462,355
Interfund Charges	4,943,014	5,080,432	5,155,241
Transfers In	197,063	100,000	100,000
Total	\$ 76,338,798	\$ 76,168,371	\$ 76,717,596

Special Revenue Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Taxes	\$ 22,948,150	\$ 23,095,000	\$ 23,541,571
Intergovernmental Revenue	3,262,267	2,760,766	2,484,367
Charges for Services	576,126	524,600	560,455
Other Revenue	364,950	102,933	134,018
Sub-Total	\$ 27,151,493	\$ 26,483,299	\$ 26,720,411
Interfund Charges	192,187	--	--
Capital Lease Proceeds	44,504	--	--
Total	\$ 27,388,184	\$ 26,483,299	\$ 26,720,411

Enterprise Funds			
Category	2016-17 Actual	2017-18 Adopted	2018-19 Submitted
Utility Service Charges	\$ 194,665,176	\$ 200,816,532	\$ 206,210,508
Other Revenue	2,381,885	1,663,700	1,663,300
Sub-Total	\$ 197,047,061	\$ 202,480,232	\$ 207,873,808
Interfund Charges	3,245,270	2,694,209	3,068,021
Total	\$ 200,292,331	\$ 205,174,441	\$ 210,941,829

Schedule 6
Governmental Funds
General Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>2016-17</u> <u>Actual</u>	<u>2017-18</u> <u>Adopted</u>	<u>2017-18</u> <u>Estimate</u>	<u>2018-19</u> <u>Submitted</u>
Unassigned Fund Balance	3,684,710	4,832,245	5,982,941	6,129,567
Revenues				
Taxes				
Property	\$ 7,680,185	\$ 7,691,000	\$ 7,940,609	\$ 7,950,000
Sales	17,510,944	17,827,900	17,682,157	17,775,000
Cigarette	471,109	450,000	450,000	450,000
Total Taxes	\$ 25,662,238	\$ 25,968,900	\$ 26,072,766	\$ 26,175,000
Utility Franchise Fees				
Water	\$ 30,307	\$ 30,000	\$ 30,000	\$ 30,000
Gas	3,278,868	3,500,000	4,000,000	3,800,000
Telephone	3,319,917	3,161,028	2,900,000	2,610,000
Electricity	715,902	651,803	750,000	750,000
Cable	1,358,536	1,350,000	1,325,000	1,350,000
Total Franchise Fees	\$ 8,703,530	\$ 8,692,831	\$ 9,005,000	\$ 8,540,000
PILOTS				
Power & Light	\$ 13,312,979	\$ 13,765,000	\$ 13,434,821	\$ 13,600,000
Water Service	3,129,249	3,197,772	3,125,540	3,150,000
Sanitary Sewer	2,556,443	2,675,000	2,783,020	3,000,000
Total PILOTS	\$ 18,998,672	\$ 19,637,772	\$ 19,343,381	\$ 19,750,000
All Other				
Licenses & Permits	\$ 5,330,354	\$ 4,417,247	\$ 4,612,958	\$ 4,817,260
Intergovernmental Revenue	5,349,727	5,279,833	5,371,356	5,366,228
Service Charges	2,305,140	2,195,856	2,209,821	2,315,842
Fines & Court Costs	3,855,121	4,195,000	3,799,460	3,897,525
Interfund Chgs Supp Srvc	4,943,014	5,080,432	5,080,432	5,155,241
Other	993,938	600,500	1,092,826	600,500
Total All Other	\$ 22,777,295	\$ 21,768,868	\$ 22,166,854	\$ 22,152,596
Transfers In from Other Funds	197,063	100,000	100,000	100,000
Total Revenues	\$ 76,338,798	\$ 76,168,371	\$ 76,688,001	\$ 76,717,596
Expenditures				
Salary and Benefits	\$ 62,017,358	\$ 63,331,155	\$ 62,585,154	\$ 63,936,415
Operating Expenses	10,953,670	12,521,625	12,599,466	11,960,902
Equipment	677,571	815,000	1,311,426	672,711
Debt Service	35,329	35,329	35,329	35,329
Sub-Total Expenditures	\$ 73,683,928	\$ 76,703,109	\$ 76,531,375	\$ 76,605,357
Transfers Out	10,000	10,000	10,000	10,000
Total Expenditures	\$ 73,693,928	\$ 76,713,109	\$ 76,541,375	\$ 76,615,357
Change in Fund Balance Components	(346,639)	-	-	-
Ending Fund Balance	\$ 5,982,941	\$ 4,287,507	\$ 6,129,567	\$ 6,231,806

**Schedule 7
General Fund
Revenue Summary**

<u>Description</u>	<u>2016-17 Actual</u>	<u>2017-18 Original Budget</u>	<u>2017-18 Revised Estimate</u>	<u>2018-19 Submitted Budget</u>
Taxes				
<u>Property Taxes</u>				
Real Estate	\$ 7,638,650	\$ 7,650,000	\$ 7,900,000	\$ 7,909,000
R.R. & Other Utility	41,536	41,000	40,609	41,000
Total Property Taxes	\$ 7,680,185	\$ 7,691,000	\$ 7,940,609	\$ 7,950,000
<u>Sales Taxes</u>				
Local Option Sales Tax	\$ 17,510,944	\$ 17,827,899	\$ 17,682,157	\$ 17,775,000
Cigarette Tax	471,109	450,000	450,000	450,000
Total Sales and Use Taxes	\$ 17,982,053	\$ 18,277,899	\$ 18,132,157	\$ 18,225,000
<u>Utility Franchise Fees</u>				
Water	\$ 30,307	\$ 30,000	\$ 30,000	30,000
Gas	3,278,868	3,500,000	4,000,000	3,800,000
Telephone	3,319,917	3,161,028	2,900,000	2,610,000
Electricity	715,902	651,803	750,000	750,000
Cable Television	1,358,536	1,350,000	1,325,000	1,350,000
Total Utility Franchise Fees	\$ 8,703,530	\$ 8,692,831	\$ 9,005,000	\$ 8,540,000
Total Taxes	\$ 34,365,768	\$ 34,661,730	\$ 35,077,766	\$ 34,715,000
<u>Payments in Lieu of Taxes</u>				
Power & Light In Lieu of Taxes	\$ 13,312,979	\$ 13,765,000	\$ 13,434,821	\$ 13,600,000
Water Service In Lieu of Taxes	3,129,249	3,197,772	3,125,540	3,150,000
Sanitary Sewer In Lieu of Taxes	2,556,443	2,675,000	2,783,020	3,000,000
Total PILOTS	\$ 18,998,672	\$ 19,637,772	\$ 19,343,381	\$ 19,750,000
Licenses and Permits				
Occupation Licenses	\$ 1,833,151	\$ 2,055,000	\$ 1,873,123	\$ 2,051,310
Liquor Licenses	108,576	110,000	103,371	110,000
Bld. Trades Licenses and Exams	118,713	110,000	122,087	110,000
Fin-Other License/Permits	146,531	115,000	148,487	140,000
Building Permits, Com.Develop.	1,888,859	950,000	1,050,000	1,100,000
Construction Permits, Pub.Works	339,205	250,000	321,735	360,000
Nursing Home Permits	1,300	1,300	1,200	1,200
Day Care Permits	7,084	7,234	7,455	7,250
Food Handler's Permits	96,205	92,213	122,394	120,000
Massage Therapist Appl	6,180	5,500	8,668	7,500
Other Food Permits	218,717	175,000	262,586	250,000
Ambulance Permits & Licenses	51,868	40,000	57,750	55,000
Plan Reviews - Health Dept.	9,075	6,000	8,400	-
Motor Vehicle Licenses	504,891	500,000	525,703	505,000
Total Licenses and Permits	\$ 5,330,354	\$ 4,417,247	\$ 4,612,958	\$ 4,817,260

**Schedule 7
General Fund
Revenue Summary**

<u>Description</u>	<u>2016-17 Actual</u>	<u>2017-18 Original Budget</u>	<u>2017-18 Revised Estimate</u>	<u>2018-19 Submitted Budget</u>
Intergovernmental Revenue				
<u>State Taxes and Fees</u>				
Financial Institutions Tax	\$ 34,130	\$ 34,130	\$ 34,818	\$ 34,474
Gasoline Tax	3,140,486	3,100,000	3,124,504	3,127,242
Motor Vehicle License Fees	512,533	500,000	535,572	527,353
Motor Vehicle Sales Tax	1,022,695	1,011,509	1,042,269	1,034,434
Total State Grants	\$ 4,709,843	\$ 4,645,639	\$ 4,737,162	\$ 4,723,503
<u>Shared Revenue</u>				
Jackson County Drug Task Force	\$ 380,628	\$ 373,430	\$ 373,430	\$ 381,961
Jackson County Dare Program	234,264	235,764	235,764	235,764
MARC Senior Services	24,992	25,000	25,000	25,000
Total Shared Revenue	\$ 639,884	\$ 634,194	\$ 634,194	\$ 642,725
Total Intergovernmental	\$ 5,349,727	\$ 5,279,833	\$ 5,371,356	\$ 5,366,228
Charges for Services				
<u>General Government</u>				
Planning & Zoning Fees	\$ 25,055	\$ 27,260	\$ 23,023	\$ 25,000
Board Of Adjustment Fees	3,150	3,000	7,050	7,000
Sale Of Maps, Books, Plans	53	-	53	-
Sale Of Police Reports	33,925	34,528	30,572	31,500
Sale Of Fire Reports	1,501	1,921	2,400	2,000
Transit Rider Fares	177,828	184,373	149,146	150,000
Total	\$ 241,511	\$ 251,082	\$ 212,243	\$ 215,500
<u>Health</u>				
Animal Shelter Fees	\$ 710	\$ 500	\$ 390	\$ 500
Animal Shelter Services	6,100	6,130	4,770	5,500
Other Health Programs	16,690	16,235	15,010	-
Total	\$ 23,500	\$ 22,865	\$ 20,170	\$ 6,000
<u>Public Safety</u>				
Reimb. For Police Services	\$ 32,250	\$ 29,517	\$ 31,635	\$ 31,000
School Resource Officers	517,472	527,853	531,829	556,686
Alarm Charges - Police	(3,500)	32,000	32,000	28,500
Alarm Charges - Fire	2,550	5,700	2,425	2,500
Total	\$ 548,772	\$ 595,070	\$ 597,889	\$ 618,686
<u>Recreation</u>				
Program Fees	\$ 41,875	\$ 32,791	\$ 41,630	\$ 40,307
Center Fees/Club Memberships	81,820	61,408	92,720	84,497
Facility Rentals	66,652	59,079	77,599	72,706
Total	\$ 190,347	\$ 153,278	\$ 211,949	\$ 197,510
<u>Cemetery</u>				
Sale Of Cemetery Lots	\$ 3,250	\$ 6,075	\$ 4,636	\$ 3,943
Sale Of Monument Bases	2,017	1,762	3,230	2,440
Grave Opening Charges	45,400	43,500	27,930	36,765
Total	\$ 50,667	\$ 51,337	\$ 35,796	\$ 43,148

**Schedule 7
General Fund
Revenue Summary**

<u>Description</u>	<u>2016-17 Actual</u>	<u>2017-18 Original Budget</u>	<u>2017-18 Revised Estimate</u>	<u>2018-19 Submitted Budget</u>
<u>Other Charges</u>				
Sale Of Street Signs	\$ 105	\$ 105	\$ 0	
Special Assessments	165,687	170,000	226,921	220,000
Sale Of Recycled Material	5,821	5,120	2,261	1,000
Solid Waste Disp Fees	112,038	197,000	121,571	174,750
Miscellaneous Charges	966,691	750,000	781,020	839,247
Total	\$ 1,250,342	\$ 1,122,225	\$ 1,131,773	\$ 1,234,997
Total Charges for Services	\$ 2,305,140	\$ 2,195,857	\$ 2,209,821	\$ 2,315,841
Court Fines and Costs				
Fines & Forfeitures	\$ 3,368,005	\$ 3,650,000	\$ 3,338,119	\$ 3,407,000
Court Costs	331,932	375,000	315,090	335,000
Police Training	44,545	50,000	42,156	45,000
Domestic Violence	88,514	100,000	83,892	90,000
DWI/Drug	22,125	20,000	20,203	20,525
Total Fines & Court Costs	\$ 3,855,121	\$ 4,195,000	\$ 3,799,460	\$ 3,897,525
Interfund Charges for Support Services	\$ 4,943,014	\$ 5,080,432	\$ 5,080,432	\$ 5,155,241
Other				
<u>Interest Income</u>				
Interest	\$ 55,787	\$ -	\$ 55,321	\$ 55,000
Interest - Other	26,540	110,000	100,000	55,000
Total Interest Income	\$ 82,327	\$ 110,000	\$ 155,321	\$ 110,000
<u>Other Revenue</u>				
Sale Of Fixed Assets	\$ 29,308	\$ 75,000	\$ 75,000	\$ 75,000
Rents	190,229	181,000	186,000	181,000
Damage Claims	326,976	2,000	16,248	2,000
Contributions	12,665	10,000	10,000	10,000
Misc. Non-Operating Revenue	352,434	222,500	650,257	222,500
Total Other Revenue	\$ 911,612	\$ 490,500	\$ 937,505	\$ 490,500
Total General Fund Revenues	\$ 76,141,735	\$ 76,068,371	\$ 76,588,001	\$ 76,617,596

Schedule 8
Governmental Funds
Community Development Block Grant
Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>FY17 Actual</u>	<u>FY18 Adopted</u>	<u>FY18 Estimated</u>	<u>FY19 Preliminary</u>
Unassigned Fund Balance	(712)	0	(712)	0
Revenues				
Federal Grant	\$ 552,953	\$ 718,203	\$ 4,245,790	\$ 718,203
Total Revenues	\$ 552,953	\$ 718,203	\$ 0	\$ 718,203
Expenditures				
Salary & Benefits	\$ 148,544	\$ 86,835	\$ 1,243,340	\$ 86,835
Operating Expenses	397,374	628,868	628,868	628,868
Equipment	-	2,500	2,500	2,500
Operating Expenditures	\$ 545,918	\$ 718,203	\$ 1,874,708	\$ 718,203
Capital Improvements	-	-	-	-
Debt Service	-	-	-	-
Transfers Out	7,035	-	-	-
Total Expenditures	\$ 552,953	\$ 718,203	\$ 1,874,708	\$ 718,203
Ending Fund Balance	\$ (712)	\$ 0	\$ (1,875,420)	\$ 0

Schedule 8
Governmental Funds
Fire Public Safety Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Adopted</u>	<u>FY18</u> <u>Estimated*</u>	<u>FY19</u> <u>Preliminary</u>
Unassigned Fund Balance	1,855,783	1,877,361	1,892,999	552,470
Revenues				
Sales Tax	\$ 2,089,313	\$ 2,100,000	\$ 2,122,926	\$ 2,133,500
Interest	(2,809)	2,000	2,000	2,000
Other	9,951	-	-	-
Total Revenues	\$ 2,096,455	\$ 2,102,000	\$ 2,124,926	\$ 2,135,500
Expenditures				
Salary & Benefits	\$ 51,309	\$ -	\$ -	\$ 185,700
Operating Expenses	542,431	544,872	678,576	642,150
Equipment	1,392,264	1,396,000	1,913,643	1,235,500
Operating Expenditures	\$ 1,986,004	\$ 1,940,872	\$ 2,592,219	\$ 2,063,350
Capital Improvements	-	-	800,000	-
Debt Service	73,235	73,236	73,236	73,236
Transfers Out	-	-	-	-
Total Expenditures	\$ 2,059,239	\$ 2,014,108	\$ 3,465,455	\$ 2,136,586
Ending Fund Balance	\$ 1,892,999	\$ 1,965,253	\$ 552,470	\$ 551,384

**Schedule 8
Governmental Funds
Grants**

Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>FY17 Actual</u>	<u>FY18 Adopted</u>	<u>FY19 Preliminary</u>
Unassigned Fund Balance	0	0	0
Revenues			
Federal & State Grants	\$ 2,170,018	\$ 1,716,778	\$ 1,440,379
Total Revenues	<u>\$ 2,170,018</u>	<u>\$ 1,716,778</u>	<u>\$ 1,440,379</u>
Expenditures			
Salary & Benefits	\$ 1,657,090	\$ 1,130,372	\$ 853,973
Operating Expenses	463,153	586,406	586,406
Equipment	49,775	0	0
Operating Expenditures	<u>\$ 2,170,018</u>	<u>\$ 1,716,778</u>	<u>\$ 1,440,379</u>
Capital Improvements	-	-	-
Debt Service	-	-	-
Transfers Out	-	-	-
Total Expenditures	<u>\$ 2,170,018</u>	<u>\$ 1,716,778</u>	<u>\$ 1,440,379</u>
Ending Fund Balance	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

Schedule 8
Governmental Funds
HOME Grant - Rental Rehabilitation
Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>FY17 Actual</u>	<u>FY18 Adopted</u>	<u>FY19 Preliminary</u>
Unassigned Fund Balance	7	0	0
Revenues			
Federal Grant	\$ 355,703	\$ 325,785	\$ 325,785
Total Revenues	<u>\$ 355,703</u>	<u>\$ 325,785</u>	<u>\$ 325,785</u>
Expenditures			
Salary & Benefits	\$ 39,579	\$ 21,556	\$ 21,556
Operating Expenses	315,624	303,207	303,207
Equipment	500	1,022	1,022
Operating Expenditures	<u>\$ 355,703</u>	<u>\$ 325,785</u>	<u>\$ 325,785</u>
Capital Improvements	-	-	-
Debt Service	-	-	-
Transfers Out	-	-	-
Total Expenditures	<u>\$ 355,703</u>	<u>\$ 325,785</u>	<u>\$ 325,785</u>
Ending Fund Balance	<u>\$ 7</u>	<u>\$ 0</u>	<u>\$ 0</u>

Schedule 8
Governmental Funds
Park Improvements Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	FY17 Actual	FY18 Adopted	FY18 Estimated	FY19 Preliminary
Unassigned Fund Balance	(2,697,859)	(1,149,361)	(1,291,508)	211,527
Revenues				
Sales Tax	\$ 4,167,642	\$ 4,225,000	\$ 4,245,788	\$ 4,275,000
Service Charges	530,859	524,600	526,415	560,455
Market Pavillion	0	0	0	32,800
Other	18,341	9,033	111,070	2,500
Total All Other	\$ 4,716,842	\$ 4,758,633	\$ 4,883,273	\$ 4,870,755
Transfers In from Other Funds	1,932	-	-	-
Proceeds from capital lease	44,504	-	-	-
Total Revenues	\$ 4,763,278	\$ 4,758,633	\$ 4,883,273	\$ 4,870,755
Expenditures				
Salary & Benefits	\$ 1,465,981	\$ 1,643,735	\$ 1,576,301	\$ 1,820,338
Operating Expenses	1,382,242	1,536,573	1,342,325	1,758,562
Equipment	63,213	-	-	-
Total Expenditures	\$ 2,911,436	\$ 3,180,308	\$ 2,918,626	\$ 3,578,900
Capital Improvements	425,071	357,400	386,612	1,136,167
Debt Service	9,605	-	-	189,225
Transfers Out	10,815	-	75,000	-
	\$ 3,356,927	\$ 3,537,708	\$ 3,380,238	\$ 4,904,292
Ending Fund Balance	\$ (1,291,508)	\$ 71,564	\$ 211,527	\$ 177,990

Schedule 8
Governmental Funds
Police Public Safety Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	FY17 Actual	FY18 Adopted	FY18 Estimated	FY19 Preliminary
Unassigned Fund Balance	1,840,023	1,695,182	2,233,684	1,753,941
Revenues				
Sales Tax	\$ 2,198,883	\$ 2,220,000	\$ 2,241,400	\$ 2,250,000
Interest	(3,073)	2,000	2,000	2,000
Other	102,618	-	84,709	-
Total All Other	\$ 2,298,428	\$ 2,222,000	\$ 2,328,109	\$ 2,252,000
Transfers In from Other Funds	-	-	-	-
Total Revenues	\$ 2,298,428	\$ 2,222,000	\$ 2,328,109	\$ 2,252,000
Expenditures				
Salary & Benefits	\$ -	\$ -	\$ -	\$ -
Operating Expenses	722,558	679,544	864,223	610,334
Equipment	984,375	1,786,650	1,729,603	1,521,503
Operating Expenditures	\$ 1,706,933	\$ 2,466,194	\$ 2,593,826	\$ 2,131,837
Capital Improvements	-	-	-	-
Debt Service	38,273	38,273	38,273	38,273
Transfers Out	159,561	-	175,753	-
Total Expenditures	\$ 1,904,767	\$ 2,504,467	\$ 2,807,852	\$ 2,170,110
Ending Fund Balance	\$ 2,233,684	\$ 1,412,715	\$ 1,753,941	\$ 1,835,831

Schedule 8
Governmental Funds
Stormwater Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Adopted</u>	<u>FY18</u> <u>Estimated</u>	<u>FY19</u> <u>Preliminary</u>
Unassigned Fund Balance	7,444,585	8,048,751	7,735,037	3,575,547
Revenues				
Sales Tax	\$ 4,167,558	\$ 4,200,000	\$ 4,245,790	\$ 4,275,000
Interest	(15,138)	4,000	4,000	4,000
Other	57,027	-	38,982	-
Total All Other	\$ 4,209,447	\$ 4,204,000	\$ 4,288,772	\$ 4,279,000
Transfers In from Other Funds	0	-	-	-
Total Revenues	\$ 4,209,447	\$ 4,204,000	\$ 4,288,772	\$ 4,279,000
Expenditures				
Salary & Benefits	\$ 1,060,649	\$ 1,552,629	\$ 1,243,340	\$ 1,604,747
Operating Expenses	869,853	1,267,091	1,346,539	1,190,350
Equipment	341,380	66,000	66,000	60,400
Operating Expenditures	\$ 2,271,882	\$ 2,885,720	\$ 2,655,879	\$ 2,855,497
Capital Improvements	956,030	1,450,000	5,792,383	2,230,000
Debt Service	-	-	-	-
Transfers Out	691,083	-	-	-
Total Expenditures	\$ 3,918,995	\$ 4,335,720	\$ 8,448,262	\$ 5,085,497
Ending Fund Balance	\$ 7,735,037	\$ 7,917,031	\$ 3,575,547	\$ 2,769,050

Governmental Funds
Street Improvements Sales Tax Fund
Comparison of Revenues, Expenditures and Change in Fund Balance

	FY17 Actual	FY18 Adopted	FY18 Estimated	FY19 Preliminary
Unassigned Fund Balance	2,231,745	1,973,229	333,878	822,420
Revenues				
Sales Tax	\$ 8,329,801	\$ 8,450,000	\$ 8,512,533	\$ 8,550,000
Intergovernmental Revenue	183,593		2,730,907	
Interest	(5,957)	3,300	3,300	3,300
Other	119,700	-	-	-
Total All Other	\$ 8,627,137	\$ 8,453,300	\$ 11,246,740	\$ 8,553,300
Transfers In from Other Funds	190,255	-	-	-
Total Revenues	\$ 8,817,392	\$ 8,453,300	\$ 11,246,740	\$ 8,553,300
Expenditures				
Salary & Benefits	\$ 176,869	\$ 141,832	\$ 75,158	\$ 127,351
Operating Expenses	1,136	-	343	375,000
Equipment	119,281	196,000	373,618	585,000
Total Expenditures	\$ 297,286	\$ 337,832	\$ 449,119	\$ 1,087,351
Capital Improvements	9,701,926	8,323,082	9,762,584	7,129,800
Debt Service	529,653	530,741	530,741	657,766
Transfers Out	186,394	-	15,754	-
	\$ 10,715,259	\$ 9,191,655	\$ 10,758,198	\$ 8,874,917
Ending Fund Balance	\$ 333,878	\$ 1,234,874	\$ 822,420	\$ 500,803

**Schedule 8
Governmental Funds
Tourism Fund
Comparison of Revenues, Expenditures and Change in Fund Balance**

	FY17 Actual	FY18 Adopted	FY18 Estimated	FY19 Adopted
Unassigned Fund Balance	853,701	898,628	1,303,359	1,580,339
Revenues				
Transient Guest Tax	\$ 1,994,953	\$ 1,900,000	\$ 2,037,694	\$ 2,058,071
Charges for Services	45,267	0	0	0
Interest	2,009	1,000	1,000	1,000
Other	82,281	81,600	69,270	86,418
Total All Other	\$ 2,124,510	\$ 1,982,600	\$ 2,107,964	\$ 2,145,489
Transfers In	-	-	-	-
Total Revenues	\$ 2,124,510	\$ 1,982,600	\$ 2,107,964	\$ 2,145,489
Expenditures				
Salary & Benefits	\$ 707,814	\$ 864,448	\$ 713,540	\$ 991,890
Operating Expenses	931,612	1,182,293	1,041,444	997,306
Equipment	35,426	1,000	1,000	1,000
Operating Expenditures	\$ 1,674,852	\$ 2,047,741	\$ 1,755,984	\$ 1,990,196
Capital Improvements	-	75,000	75,000	-
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	\$ 1,674,852	\$ 2,122,741	\$ 1,830,984	\$ 1,990,196
Ending Fund Balance	\$ 1,303,359	\$ 758,487	\$ 1,580,339	\$ 1,735,632

Schedule 9
Enterprise Funds
Power and Light Fund
Comparison of Revenues, Expenditures and Change in Available Resources

	<u>FY17 Actual</u>	<u>FY18 Adopted</u>	<u>FY18 Amended</u>	<u>FY19 Submitted</u>
Beginning Available Resources	18,824,800	27,691,211	11,908,191	20,263,321
Revenues				
Electric Service Charges	\$ 132,645,989	\$ 135,801,000	\$ 133,049,258	\$ 137,017,461
Other Operating Revenue	1,848,529	1,995,415	2,245,268	2,214,047
Change in Unbilled Revenue	132,999	155,000	(154,583)	30,000
SPP Transmission Revenues	3,318,389	4,375,000	4,146,593	5,000,000
Interfund Charges	1,536,540	1,435,225	1,828,444	1,675,929
Interest and Misc Revenue	626,204	599,100	599,100	625,000
Total All Other	\$ 140,108,650	\$ 144,360,740	\$ 141,714,080	\$ 146,562,437
Proceeds from Bond Issuance	-	-	14,904,841	-
Resources from closed projects	-	13,099,729	13,099,729	688,458
Total Revenues	\$ 140,108,650	\$ 157,460,469	\$ 169,718,650	\$ 147,250,895
Expenditures				
Salary and Benefits	\$ 33,085,423	\$ 34,943,182	\$ 34,014,303	\$ 35,622,971
Operating Expenses	92,103,654	96,313,291	93,694,473	97,736,301
Equipment	385,493	1,276,500	830,997	999,500
Operating Expenditures	\$ 125,574,570	\$ 132,532,973	\$ 128,539,772	\$ 134,358,772
Capital Improvements	11,048,792	12,150,000	22,093,048	9,780,000
Debt Service	10,302,636	10,730,701	10,730,701	10,734,251
Transfers Out	99,261	-	-	-
Total Expenditures	\$ 147,025,259	\$ 155,413,674	\$ 161,363,521	\$ 154,873,023
Ending Available Resources	\$ 11,908,191	\$ 29,738,006	\$ 20,263,321	\$ 12,641,193

Schedule 9
Enterprise Funds
Sanitary Sewer Fund
Comparison of Revenues, Expenditures and Change in Available Resources

	<u>FY 2016-17</u> <u>Actual</u>	<u>FY 2017-18</u> <u>Adopted</u>	<u>FY 2017-18</u> <u>Amended</u>	<u>FY 2018-19</u> <u>Submitted</u>
Beginning Available Resources	10,758,662	10,374,260	9,239,642	8,526,327
Revenues				
Residential Utility Charges	\$ 12,340,133	\$ 13,105,676	\$ 14,010,000	\$ 15,804,000
Commercial Utility Charges	5,903,198	6,165,708	6,425,400	7,294,000
Regulatory Compliance Charges	6,451,942	6,443,733	6,450,000	6,450,000
Contract Sales	336,080	296,000	325,000	325,000
Intermunicipal Agreements	800,440	580,000	810,000	810,000
Other Operating Revenue	276,619	250,000	275,000	275,000
Interest and Misc Revenue	267,140	109,300	250,000	5,000
Total All Other	\$ 26,375,552	\$ 26,950,417	\$ 28,545,400	\$ 30,963,000
Transfers In	10,000	10,000	10,000	10,000
Resources from closed projects	-	-	1,923,649	-
Total Resources	\$ 26,385,552	\$ 26,960,417	\$ 30,479,049	\$ 30,973,000
Expenditures				
Salary & Benefits	\$ 5,448,619	\$ 6,453,185	\$ 6,343,885	\$ 6,270,487
Operating Expenses	13,281,774	14,435,773	14,403,121	15,582,276
Equipment	501,218	26,100	168,051	785,056
Operating Expenditures	\$ 19,231,611	\$ 20,915,058	\$ 20,915,057	\$ 22,637,819
Capital Improvements	2,276,018	1,585,000	3,990,000	2,230,000
Debt Service	6,287,757	6,287,307	6,287,307	6,287,806
Transfers Out	109,186	-	-	-
Total Expenditures	\$ 27,904,572	\$ 28,787,365	\$ 31,192,364	\$ 31,155,625
Ending Available Resources	\$ 9,239,642	\$ 8,547,312	\$ 8,526,327	\$ 8,343,702

Schedule 9
Enterprise Funds
Water Fund
Comparison of Revenues, Expenditures and Change in Available Resources

	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19
	Actual	Adopted	Amended	Submitted
Beginning Available Resources	16,016,804	21,706,736	22,365,796	24,642,459
Revenues				
Residential Utility Charges	\$ 15,288,208	\$ 15,600,000	\$ 15,351,000	\$ 15,351,000
Commercial Utility Charges	4,135,439	4,300,000	4,054,000	4,054,000
Industrial Sales	605,996	650,000	595,000	595,000
Public Authority Sales	344,489	360,000	347,000	347,000
Fire Protection	1,835,497	1,865,000	1,874,000	1,879,000
Sales for Resale	9,814,368	10,000,000	9,850,000	9,850,000
Other Operating Revenue	298,342	300,000	324,000	324,000
Interfund Service Charges	1,708,730	1,258,984	1,451,434	1,392,092
Interest and Misc Revenue	53,679	109,300	137,127	109,300
Total All Other	\$ 34,084,748	\$ 34,443,284	\$ 33,983,561	\$ 33,901,392
Transfers In	-	-	-	-
Total Revenues	\$ 34,084,748	\$ 34,443,284	\$ 33,983,561	\$ 33,901,392
Expenditures				
Salary & Benefits	\$ 7,563,441	\$ 8,569,457	\$ 8,066,449	\$ 8,543,343
Operating Expenses	13,965,088	15,320,315	14,642,702	15,908,535
Equipment	352,611	544,200	448,406	717,700
Operating Expenditures	\$ 21,881,140	\$ 24,433,972	\$ 23,157,556	\$ 25,169,578
Capital Improvements	1,393,352	3,780,000	4,088,078	4,050,000
Debt Service	4,375,238	2,531,288	2,531,288	2,536,138
Transfers Out	86,026	-	-	-
Total Expenditures	\$ 27,735,756	\$ 30,745,260	\$ 31,706,898	\$ 31,755,716
Ending Available Resources	\$ 22,365,796	25,404,760	24,642,459	26,788,135

Schedule 10
General, Special Revenue and Enterprise Funds
Personnel Summary

<u>Department</u>	<u>Actual</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>
General Fund			
City Manager	9.50	9.50	8.80
Community Development	28.18	32.38	33.82
Finance	19.00	19.15	17.41
Fire	174.00	174.00	175.50
Health	32.50	16.10	0.00
Human Resources	5.00	5.00	5.00
Law	6.21	5.71	5.46
Mayor/City Council	13.00	12.00	12.00
Municipal Court	13.65	13.64	13.64
Parks Recreation Tourism	26.52	23.18	27.43
Police	295.91	281.26	294.36
Public Works	73.52	60.00	66.50
Technology Services	22.50	17.50	13.48
Total Authorized General Fund	719.49	669.42	673.40
Less: Positions not Funded	-63.11	0.00	0.00
Total	656.38	669.42	673.40
Tourism Fund			
Parks Recreation Tourism	13.00	14.25	14.42
Total	13.00	14.25	14.42
Community Development Block Grant Fund			
Community Development	2.00	1.00	1.40
Total	2.00	1.00	1.40
HOME Program Fund			
Community Development	1.00	0.50	0.50
Total	1.00	0.50	0.50
Street Maintenance Sales Tax Fund			
Public Works	3.00	3.00	3.00
Total	3.00	3.00	3.00
Park Improvements Sales Tax Fund			
Parks Recreation Tourism	27.72	30.79	34.31
Total	27.72	30.79	34.31
Grants Fund			
Law	0.16	0.16	0.29
Police	6.00	7.00	7.00
Fire	1.25	1.25	1.25
Health	8.15	8.40	0.00
Total	15.56	16.81	8.54

Schedule 10
General, Special Revenue and Enterprise Funds
Personnel Summary

<u>Department</u>	<u>Actual</u> <u>2016-17</u>	<u>Budget</u> <u>2017-18</u>	<u>Budget</u> <u>2018-19</u>
Fire Sales Tax Fund			
Fire	0.00	0.00	1.50
Total	0.00	0.00	1.50
Storm Water Sales Tax Fund			
Water Pollution Control	12.50	12.50	15.05
Total	12.50	12.50	15.05
Power and Light Fund			
Technology Services	1.50	1.50	1.50
Power and Light	239.00	228.00	225.00
Total	240.50	229.50	226.50
Sanitary Sewer Fund			
Public Works	1.00	0.00	0.00
Water Pollution Control	73.20	74.40	69.45
Total	74.20	74.40	69.45
Water Fund			
Finance	0.85	0.85	0.85
Water	91.00	93.40	92.90
Total	91.85	94.25	93.75
 Total - All Funds	 1,137.71	 1,146.42	 1,141.82

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

Statement of Purpose

The City of Independence has an important responsibility to our residents to carefully account for public funds, manage municipal finances wisely, and to develop a plan to adequately fund services and facilities desired and needed by the public. The financial integrity of our city government is of utmost importance and the codification of a set of financial policies is a key element in maintaining this integrity. The formalization of a set of financial policies for the City is consistent with the Council's adopted goal of ensuring City finances are stable and sustainable through control of long-term costs, optimization of resources, long-range financial planning, and sound decision-making.

Written and adopted financial policies have many benefits, such as assisting the City Council and City Manager in providing the financial management of the City, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as City Council and staff members change. While these policies will periodically be reviewed and amended, they will provide the basic foundation and framework for many of the issues and decisions facing the City today and in the future. They will promote sound financial management and assist in the City's stability, efficiency and effectiveness.

In the past, the City of Independence has developed a variety of different types of financial policies, many of which have been maintained on a somewhat informal basis. These policies can be found in a variety of different locations, including Council Resolutions, Ordinances, Budget Documents, Capital Improvements Programs, etc. The financial policies listed below will establish consistent standards for the review of existing practices as well as the development of future financial plans

The following policies are divided into seven major categories: General, Fund Balances, Debt, Financial Sustainability, Long Range Financial Planning, Monitoring – Accountability – Control, and Investment of Funds.

A. General

1. Compliance with Applicable Laws: The City shall comply with all applicable federal and state laws, the City Charter, and the Code of Ordinances with respect to the interpretation and application of these policies.
2. Compliance with Governmental Standards: Policies and practices in financial reporting shall be consistent with Governmental Accounting Standards Board (GASB) standards.

B. Fund Balances

1. Minimum Unrestricted and Unassigned Fund Balance & Working Capital: The City of Independence has determined it a sound financial practice to maintain adequate fund balances and working capital. Accordingly, the City will endeavor to maintain a minimum Unrestricted

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

and Unassigned Fund Balance in the General Fund equal to 16% of annual operating revenues less one-time funds like grants or transfers.

The City will endeavor to maintain a minimum Unrestricted Fund Balance in Enterprise Funds equal to 63 days of annual operating expenditures plus the annual debt service payment, if applicable.

For Special Revenue Funds that are primarily designated for capital purposes and support limited personnel and ongoing operations, the City will endeavor to maintain an Unassigned Fund Balance of 5% of annual revenues.

For Special Revenue Funds that support personnel and ongoing operations, as well as capital expenditures, the City will endeavor to maintain an Unassigned Fund Balance between 5% and 16% of annual revenues.

2. Use of Fund Balance: Circumstances may arise which warrant the use of Unassigned or Unrestricted Fund Balances and working capital balances. These include revenue shortfalls, unanticipated cost increases, emergencies, grant matching, early debt retirement, major projects, and unexpected expenditures beyond those created by only natural disasters. In such cases, any expenditure from the Unassigned or Unrestricted Fund Balance must be approved by the Council. The rationale for the expenditure must be documented as part of Council action. Any unrestricted and unassigned funds in excess of target minimums may be expended to fund non-recurring expenditures.
3. Recovery Plan: If, based on staff's analysis and forecasting, the target level of Unassigned Fund Balance reserve is not being met or is unlikely to be met at some point within a five-year time horizon, then during the annual budget process, a plan to replenish the Unassigned Fund Balance reserve should be established.

C. Debt

1. Evaluation Criteria: The following criteria will be used to evaluate pay-as-you-go versus debt financing in funding capital improvements and equipment:
 - a. Factors which favor pay-as-you-go financing include the following:
 - (1) Current revenues and fund balances are available;
 - (2) Phasing-in of projects is feasible;
 - (3) Additional debt levels would adversely affect the City's credit rating;
 - (4) Market conditions are unfavorable or suggest difficulties in marketing new debt.
 - b. Factors which favor debt financing include the following:
 - (1) Revenues available for debt issues are considered sufficient and reliable so that long-term financing can be marketed with an appropriate credit rating, which can be maintained;
 - (2) Market conditions present favorable interest rates and demand for City debt financing;
 - (3) A project is mandated by state or federal government and current revenues or fund balances are insufficient to pay project costs;
 - (4) A project is immediately required to meet or relieve capacity needs;

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

- (5) The life of the project or asset financed is five years or longer;
 - (6) The life of the project or asset is less than five years, but short-term financing that does not exceed the useful life of the project or asset is feasible;
 - (7) Cost savings can be achieved by completing improvements as a single large project rather than as a multi-year series of pay-as-you-go smaller projects.
2. Neighborhood Improvement District (NID) Debt: NID Debt may be issued provided assessment payments are adequate to cover 100% of debt service and financing costs. The City will simultaneously apply any related economic development policies to evaluate the feasibility of the development project before issuing debt.
 3. Early Debt Retirement: The City will endeavor when possible to retire bonds and other similar instruments early when sufficient revenues are accumulated, and to refinance debt when a Net Present Value Savings of at least 3% exists.
 4. Debt Term to Match Useful Life: Debt shall only be issued when the term of financing does not exceed the useful life of the asset for which the debt was issued.
 5. City Debt Schedule: To ensure that long term debt obligations are sufficiently funded and accounted for, it is the City's policy to develop a comprehensive Debt Schedule which matches specific revenues to specific debt obligations for each year of the entire term of each source of debt.
 6. Debt Coverage & Solvency: To demonstrate solvency, ensure sufficient revenues exist to retire debt issued, and maintain favorable bond ratings, the City will endeavor to maintain a Debt Service Coverage Ratio (net operating income (revenue minus operating expenses excluding transfers) divided by total debt service payment) of at least 1.2.
 7. Lease Purchase Financing: The City will lease-purchase items only if lease rates are less than the rate attained from investment return. In no event shall the City lease-purchase items with a useful life less than the term of the lease.
 8. Financial Advisor: To provide advice on the issuance of debt and related matters, the City will employ the services of an outside financial advisor. The financial advisor will assist the City in evaluating when debt should be sold through a competitive versus negotiated sale. Such factors in determining the form of sale include, but are not limited to, the complexity of the issue; the need for specialized expertise; maximizing savings in time or money; or circumstances in which market conditions or City credit are unusually volatile or uncertain. It is the City's policy that said financial advisor cannot also serve as the underwriter of municipal securities.
 9. Statutory Limitations: The Missouri Constitution permits a city, by vote of two-thirds of the voting electorate, to incur general obligation indebtedness for city purposes not to exceed 10% of the assessed value of taxable tangible property. The City may issue additional debt not to exceed 10% of assessed valuation (20% total) for street and sewer improvements, or purchasing or constructing water or electric utility plants.

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

D. Financial Sustainability

1. Financial Sustainability: To ensure financial sustainability in City programs and operations, it shall be the City's policy to apply one-time revenues to fund non-recurring expenditures. Similarly, personnel costs and on-going programs and operations will be funded with on-going, sustainable sources of revenue.
2. Priority Funding to Maintain Assets: In preparing the annual budget, priority shall be given to providing adequate funding for maintenance, upkeep, and scheduled replacement of physical assets. The City will endeavor to establish funding levels to replace assets on a life-cycle basis. Enterprise Fund operations will endeavor to reflect, in budget appropriations, reinvestment for the depreciation of assets.

E. Long Range Financial Planning

1. 5-Year Capital Improvement Plan: The City will annually prepare a capital improvement plan that identifies its priorities and timeframe for undertaking capital projects and provides a financing plan for those projects. In order to ensure that proposed capital projects, their timing and their financing best meet the City's policies and plans, the capital improvement plan will:
 - a. Project at least five years into the future;
 - b. Take into account overall affordability in terms of both capital and operating costs; and
 - c. Include a process that allows opportunity for stakeholder involvement in prioritizing projects and review.
2. Long Range Planning of Financial Obligations: The City will annually prepare a financial plan to assess the long-term financial implications of current and proposed policies, programs, and assumptions in order to develop appropriate strategies to achieve its goals. The financial plan will consist of:
 - a. An analysis of financial trends;
 - b. An assessment of problems or opportunities facing the City;
 - c. A five year forecast of revenues and expenditures;
 - d. A review of cash flow requirements and appropriate fund balances to determine whether modifications are appropriate for the Fund Balance Reserve Policy; and
 - e. Any further analyses as may be appropriate.

F. Monitoring – Accountability - Control

1. Transfer of Funds: Department Directors, with the consent of the City Manager or his/her designee, may transfer funds between line items within the total budget appropriation of a particular budget in a fund. The City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a fund, department, office or agency to any other items of appropriation, including new items, within the same fund or department.
2. Reports: It is the City's policy to produce monthly reports as a means to verify that City

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

departments are operating within the amount of appropriation, to compare actual income and expenses to budget estimates, to update year-end revenues and expense projections, and to develop, as soon as possible, strategies to meet financial challenges. Monthly reports to the City Manager from the Finance Department will also be provided to illustrate overall financial position of the City. A comprehensive annual financial report, as well as an annual audit, will also be produced.

3. Spending: No expenditures may be made, or funds encumbered, unless consistent with adopted purchasing policies and expenditure procedures.
4. Service Delivery Analysis: The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our residents at the most competitive and economical cost. Department directors, in cooperation with the City Manager's office, will identify all activities that could be provided by another source and review options/alternatives to current service delivery methods. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.
5. Grant Acceptance: The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant the City shall thoroughly consider all implications related to costs associated with complying with the terms of the grant agreement and the ongoing obligations that will be required in connection with the acceptance of the grant. In the event of reduced grant funding, City resources may be substituted only after all program priorities and alternatives are considered during the budget process. The City Manager will establish supplemental administrative policies to ensure appropriate coordination of grant applications and ensure grant compliance.
6. Employee Staffing Levels: The addition of new positions will only be requested after service needs have been thoroughly examined and it is substantiated that the additional staffing will result in increased revenue, enhanced operating efficiencies, or the achievement of specific objectives approved by the Council. To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment.
7. Technology & Expertise: To ensure, to the greatest extent possible, accuracy in financial reporting, it is the City's policy to invest in necessary technology. It is also the City's policy to invest in training to develop staff expertise in financial reporting systems.

G. Investment of Funds

1. The investment of City funds will be handled in accordance with the City's Statement of Investment Policy and Section 3.34(6) of the Charter of the City of Independence. Investments shall be undertaken in a manner that does not conflict with the Missouri Constitution Article IV, Section 5 on permitted investments or Section 30.270 of the Missouri Revised Statutes on permitted collateral.
2. Safety of Principal: It is the City's policy that the foremost consideration in the City's investment strategy should be safety of the principal invested.

City of Independence, Missouri
Financial Policies
Adopted by Council Resolution 17-729

3. Liquidity: It is the City's policy that the investment portfolio remain at all times sufficiently liquid to meet all operating requirements.
4. Return: It is the City's policy that the investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety of principal and liquidity objectives described above.

City of Independence, Missouri Budget Procedures and Policies

A. Budget Preparation and Submission

The fiscal year of the City shall start on July 1 and end on June 30.

1. City Charter, Section 8.2 Budget: Preparation and submission. At least forty-five (45) days before the beginning of the fiscal year, the City Manager shall prepare and submit to the Council a proposed budget for the next fiscal year, which shall contain detailed estimates of anticipated revenues including any resources available from the current fiscal year, and proposed expenditures for the year, and an explanatory message. The budget shall include the general fund and at least all other regular operating funds which are deemed to require formal annual budgeting, and shall be in such form as the City Manager deems desirable or as the Council may require. The total of the proposed expenditures from any fund shall not exceed the total of the anticipated resources thereof. The budget and budget message shall be public records in the office of the City Clerk, and shall be open to public inspection. Copies of the budget; and budget message shall be made for distribution to persons on request.

2. City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
 - (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.

 - (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

B. Public Hearing

1. City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

C. Amendments, Adoption and Appropriations

1. City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgment, the amount estimated will be revenue of the fiscal year. The

City of Independence, Missouri Budget Procedures and Policies

Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

D. Transfer of Appropriation Balances and Amendments

1. City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation, including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgment, the amount estimated will be revenue of the fiscal year.

E. Fund Types

1. Governmental Funds - are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types for which annual operating budgets are prepared:
 - a. The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed

City of Independence, Missouri Budget Procedures and Policies

through revenues received by the General Fund.

- b. Special Revenue Funds are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.
2. Proprietary Funds - are used to account for the City's on-going organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. The following are the City's proprietary fund types:
 - a. Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
3. Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

F. Basis of Accounting/Measurement Focus for Budgets

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and recorded in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Measurement focus determines what actually is being recorded, not when. The measurement focus for governmental funds is based upon expenditures - decreases in net financial resources. The measurement focus for proprietary funds is based upon expenses - decreases in net total assets. The principal difference between expenditures and expenses is that with expenditures, the primary concern is the flow of resources, however with expenses; the primary concern is the substance of transactions and events which may not specifically relate to the actual flow of resources.

As already indicated, the basis of accounting relates to when transactions are recorded, not what is actually being recorded. The three different types of accounting basis are 1) Cash, 2) Modified Accrual, and 3) Accrual. The latter two are recognized as Generally Accepted Accounting Principles (GAAP); the Cash basis is not.

The modified accrual basis of accounting is utilized by all governmental fund types and expendable trust funds. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues which are considered susceptible to accrual include real estate taxes, sales taxes, utility franchise taxes, interest, and certain State and Federal grants and entitlements. Expenditures, other than

City of Independence, Missouri Budget Procedures and Policies

interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues (i.e. grants), the legal and contractual requirements of the individual program is used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purposes or expenditures and nearly irrevocable, i.e., revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if they meet the available and measurable criteria.

Real estate taxes levied and expected to be collected within sixty days after the fiscal year-end are considered available and, therefore, are recognized as revenues.

Licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary and nonexpendable trust fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

G. Encumbrances

The City's policy is to prepare the annual operating budget on a basis which includes encumbrances as the equivalent of expenditures in order to assure effective budgetary control and accountability and to facilitate effective cash planning and control. Encumbrance accounting is where purchase orders, contracts, and other commitments for the expenditures of funds are recorded in order to reserve that portion of the applicable appropriation.

Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end are reported in the Comprehensive Annual Financial Report (CAFR) as reservations of fund balances because they do not constitute expenditures or liabilities. Outstanding encumbrances at year-end are re-appropriated in the following fiscal year in order to provide authority to complete these transactions.

H. Difference between Budget Basis and Financial Reporting Basis

The City's Comprehensive Annual Financial Report (CAFR) reports on the status of the City's finances in accordance with the GAAP basis of accounting. In most cases this is also the same basis of accounting as used in preparing the budget. Exceptions to the basis of accounting used for financial reports and in preparing the budget are listed below:

1. Governmental Fund Types - All governmental fund types use the same basis of accounting for reporting and budgeting with the exception that the budget also recognizes encumbrance accounting. In the CAFR, the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Governmental Fund Types and

City of Independence, Missouri Budget Procedures and Policies

Expendable Trust Funds” presents revenues and expenditures in accordance with the GAAP basis of accounting. The “Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Budget Basis)” in the CAFR presents the same information, however it also includes the recognition of encumbrances. This later statement provides a reconciliation of the presented data to the GAAP basis statement.

2. Proprietary Fund Types - All proprietary fund types use the same basis of accounting for reporting and budgeting with the exception of “non-cash” expenses and disbursements that affect balance sheet accounts. “Non-cash” expenses are included in the financial reports but not in the budget. An example of this type of expense would be depreciation where an expense is recorded but a cash disbursement does not take place. Balance sheet account disbursements are items that are included in the budget as expenditures, however they do not affect the “Combined Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balances - All Proprietary Fund Types and Nonexpendable Trust Funds” (i.e. the operating statement) in the CAFR. An example of these types of items would be inventory purchases, debt principal payments, and capitalized labor and material costs.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Account -** A sub-unit of the accounting system used to record the financial activity of similar transactions.
- Accounting System -** The total set of records and procedures that are to record, classify, and report information on financial status and operations.
- Accrual Accounting -** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.
- Adopted Budget -** Revenues and appropriations approved by the City Council in June for the following fiscal year.
- Ad Valorem Tax -** A tax levied on the assessed valuation of real property.
- Appropriation -** An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.
- Assessed Valuation -** A value that is established for real or personal property for use as a basis for levying property taxes.
- Assets -** Resources owned or held by the City which have a monetary value.
- Balanced Budget -** An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.
- Beginning/Ending Fund Balance -** Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.
- Bonds -** Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Budget (Capital Improvement) -** A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).
- Budget (Operating) -** A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.
- Capital Improvement -** Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.
- Capital Improvement Program (CIP) -** A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.
- Capital Outlay -** Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.
- City Council -** The Mayor and six Council members collectively acting as the legislative and policy making body of the City.
- Contingency -** A budgetary appropriation set aside for emergencies and expenditures not planned for otherwise.
- Debt Service -** Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Department -** A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.
- Depreciation -** (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.
- Designated Fund Balance-** An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.
- Encumbrances -** Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.
- Enterprise Fund -** Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.
- Estimated Revenue -** The amount of projected revenue to be collected during the fiscal year.
- Expenditure -** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.
- Fiscal Year -** The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.
- Fixed Assets -** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.
- Full Time Equivalent (FTE) -** The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Fund -** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.
- Fund Balance -** The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.
- General Fund -** The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.
- Goal -** A statement of broad direction, purpose, or intent based on the needs of the community.
- Governmental Fund -** funds generally used to account for tax-supported activities. There are five different types of governmental funds. The City of Independence's governmental funds include the general fund, other general purpose funds, special revenue funds, debt service funds, and capital projects funds.
- Grant -** A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
- Interfund Transfer -** Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.
- Internal Service Funds -** Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.
- Line Item -** An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)

GLOSSARY OF BUDGET AND FINANCE TERMS

- Major Fund -** A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund.
- Modified Accrual Accounting -** Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.
- Non-Departmental -** Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.
- Object of Expenditure -** Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)
- Objective -** A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as “increase,” “reduce,” or “maintain.”
- Ordinance -** A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

GLOSSARY OF BUDGET AND FINANCE TERMS

Payment-In-Lieu-Of-Taxes -	An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were “for profit” companies.
Performance Indicators -	Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.
Performance Measures -	Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
Proposed Budget -	Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager’s recommended budget, which will be considered by the City Council for approval.
Proprietary Fund -	In governmental accounting, one having profit and loss aspects; therefore it uses the accrual rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.
Reserved Fund Balance -	An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Resolution -	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources -	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings -	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue -	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Sources -** That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.
- Special Assessments -** Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.
- Special Revenue Fund -** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.
- Undesignated Fund Balance -** That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
- User Fees -** Fees charged to users of a particular service provided by the City.
- Uses -** The appropriations and transfer authorizations that create the budget for each Fund.
- Working Capital (Designated) -** An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.