



# INDEPENDENCE

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A GREAT AMERICAN STORY

Adopted Budget  
Fiscal Year 2019-2020

# City of Independence, Missouri

## ADOPTED BUDGET

For the Fiscal Year beginning July 1, 2019



Mayor Eileen N. Weir



Karen M. DeLuccie  
City Council At-Large



Mike Huff  
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John Perkins  
City Council District 1



Curt Dougherty  
City Council District 2



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# Budget Message

# Updates to Budget Message

September 13<sup>th</sup>, 2019

Honorable Mayor and Members of the City Council:

This budget year was a particularly challenging one with difficult decisions around expenditure cuts necessary to offset slow revenue growth. After I submitted my Proposed Budget, many conversations with the community stakeholders, the City Council, former employees, and internal staff occurred which helped shape many amendments to the final budget. The following summarizes updates to the Budget Message that were included in the adoption of the FY 2019-2020 Budget.

## Health Insurance

- Waive the proposed health insurance changes for active employees as included in the Proposed Budget
- Waive the proposed health insurance changes for pre-65 retirees as included in the Proposed Budget
- Direct the Stay Well Committee to evaluate potential plan changes for new employees
- Direct the Stay Well Committee to evaluate options to reduce the operating subsidy associated with the Stay Well Clinic
- Create a Special Health Insurance Review Committee with members representing the Stay Well Committee, Post-65 Retirees, and the City to look for mutually beneficial health insurance options for Medicare-eligible retirees
  - In September, this committee, the retirees, and the City reached a consensus on post-65 retiree health insurance. Once a retiree hits age 65, they will move off of the Staywell Health Insurance plan, and onto one of 3 plans offered through Cigna, which will save the City approximately \$3.5 million per year over what is currently being paid. This decision will require further cuts from this FY 19/20 budget of approximately \$1.1 million.

## Reductions to New Programs/Funding in Proposed Budget:

The previously mentioned health insurance changes resulted in the reduction or elimination of proposed new programs/positions in the General Fund:

- Overtime increases for Police, Fire, and Public Works to match current spending levels
- 6 proposed Police Department positions
- Increase to detention housing
- Traffic counters and street maintenance supplies in Public Works
- Landscaping materials and Sermon Center flooring replacement in Parks/Recreation/Tourism
- Housing Master Plan and property maintenance code enforcement supplies
- IT Consulting contracts
- City Communications technology enhancements

Reductions to Current Services in Proposed Budget:

The previously mentioned health insurance changes resulted in the reduction or elimination of currently funded services that were previously recommended for ongoing funding in the General Fund:

- City Council goals account and Council strategic planning session
- Operating efficiencies in Community Development
- 2020 July 4<sup>th</sup> Celebration
- Citywide dues and memberships

Other Changes:

- Restore funding for Assistant City Clerk
- Include budget authority for operations of the Jackson County Regional Animal Shelter
- Decrease expenditures by \$5.4 million in the Power & Light Fund to offset previously approved rate decreases

Financial sustainability continues to be a key goal of the City, and the decisions made this year are part of this ongoing effort. More conversations are ahead of us as we work to lay the groundwork for this community to grow for years to come.

Sincerely,

Zach Walker  
City Manager



May 13, 2019

Honorable Mayor and Members of the City Council:

Over two years have now passed since the City Council made bold promises to the citizens of Independence through the adoption of *Independence for All*. We continue to use this plan as our North Star, and with its guidance I have recommended a budget in each of the last two years that sought 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.

The results of our thoughtful planning and superior delivery of City services are staggering. I can enthusiastically report that the strategies behind *Independence for All* are working. All across our community, there are demonstrated signs of progress:

- The City has exceeded all growth goals on its social media platforms, doubled the production of video content, and increased viewership of online videos by 70%. The growth of followers and the use of all social media as a platform to engage with citizens is a true success story as we are better able to quickly and effectively share information with the public through these platforms.

- Awards were received in recognition of a number of accomplishments, including third place in the Berkley Springs International Drinking Water Competition, the Kansas City Business Journal Capstone Award for Community Impact for the Independence Uptown Market, receipt of the Design-Build Institute of America’s award for the Independence Intersections Design-Build Project, sixth place in the Digital Cities Survey, recognition from the American Public Power Association for achieving exceptional electric reliability, the “Certificate of Achievement for Excellence in Financial Reporting Award” from the Government Finance Officers Association for the 33rd consecutive year, and recognition at the Gold Level for the Community for All Ages program.
- Restructuring of many different City functions resulted in improved service delivery as well producing operating efficiencies that saved nearly \$4 million citywide.
- Of our ten different City funds, nine now meet our adopted fund balance policies. The General Fund is well on its way: in just a few short years, we’ve increased our fund balance from a mere 2.4% to over 9%.
- Addressing long-deferred maintenance was also on our list last year. We replaced the rusted, paint-chipped windows at the Sermon Community Center, repaired the crumbling retaining wall behind our police headquarters, built a new, state-of-the-art public safety dispatch center, repaired over 220 water main breaks, and rebuilt electrical Substation 1.
- Significant changes were made in our software and technology throughout the City. From a new billing system for our utilities to new finance, human resources, and court management software, it has been a year of change.
- Following comprehensive research and citizen participation, the City Council adopted a new City logo, tag line, and brand story.
- The Downtown Redevelopment Coordinating Committee worked for over a year to consolidate 16 long-neglected redevelopment plans into a single master redevelopment plan. This plan, adopted by the City Council last fall, has already been picked up by the Independence on a Roll Working Group to ensure this doesn’t become the 17<sup>th</sup> plan to fall by the wayside.
- In December, the City deployed the Independence Police Department Street Crimes Unit. In their first 60 days, this unit recovered 21 stolen firearms, made 39 felony arrests and 181 City warrant arrests, recovered 21 stolen automobiles, seized numerous drug types and recovered multiple pieces of stolen property.
- The Property Maintenance Code Enforcement Division conducted the third annual Corridor Code Enforcement Sweep, focusing on properties along Truman Road.

Two years later, we have completed more than 40% of the identified strategies outlined in *Independence for All*. That is no small feat. 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.

For all the progress made, however, it is my belief we have gathered the low-hanging fruit in this plan, and now is the time to begin addressing the more challenging goals and strategies. That name, *Independence for All*, is profound. But can we truly call ourselves an Independence for All at this point? I would suggest that the answer is no, and that as we move beyond the successes of

2018, we should strive to start, in the words of the famous abolitionist Frederick Douglass, a new “harvest hour of history”.

Consider the following: depending on where you call home in Independence, you will likely face stark differences. Perhaps no starker a contrast exists than between the 64057 and the 64053 zip codes. While disparities exist all over this city, the differences between these two zip codes are illustrative of a larger epidemic.

In the 64057 zip code in 2018, median household income was \$61,000. Average home values were just over \$203,000. 58% of the homes were owner occupied, and only 4% of the homes were vacant. Unemployment was a mere 3%. In the 64053 zip code in 2018, median household income was \$33,000. Average home values were approximately \$88,000. 49% of the homes were owner occupied, and 20% of the homes were vacant. Unemployment was nearly 8%.

In the 64057 zip code, 95% of residents have a high school degree or higher, 29% have a bachelor’s degree or higher, and 9% have a graduate or professional degree. In the 64053 zip code, 75% of residents have a high school degree or higher, 6% have a bachelor’s degree or higher, and 2% have a graduate degree.

In the 64057 zip code in 2018, there were 28 residential burglaries, 38 drug and/or narcotics violations, and 61 motor vehicle thefts. In the 64053 zip code in 2018, there were 46 residential burglaries, 74 drug and/or narcotics violations, and 100 motor vehicle thefts.

Perhaps most alarming of all is the disparity in life expectancy between these two zip codes. The average life expectancy today for a United States citizen is 78.7 year. In the 64057 zip code, odds are citizens will exceed that mark as the average life expectancy in that part of town is 80.4 years. In the 64053 zip code, however, the average life expectancy is only 70 years. In our city today, there is a disparity of at least 10 years in average life expectancy based simply on where you live. It is my sincere conviction that we, the leadership of this city, have a moral obligation to address these disparities. At a minimum, we are not an *Independence for All* until we substantially close this gap.

Closing this gap will require not only unwavering leadership, but a realignment of financial resources toward strategies, programs, and resources targeted at addressing the underlying issues that have created-and are further widening-this gap. In order to do so, we must address an issue that not only prevents us from addressing these challenges, but also continues to threaten local governments across the country: fiscal uncertainty and structural budget deficits. In each of the proceeding two budget messages, I have sounded an alarm, and as we have not entirely addressed this matter, it bears repeating once again:

*I must raise a word of caution. The traditional 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.*

For Independence, the “traditional means” by which our municipal services have long been funded have, to a large degree, represented retail sales tax. This revenue source supported the City for many years as the Independence Center and surrounding 39<sup>th</sup> Street retail sales corridor served as our economic engine. However, a report in April 2019 from CNBC captured at a national level the dynamic we are experiencing at the local level. According to this report, there had already been 6,000 retail store closings nationwide through the first four months of 2019. In 2018, there were a total of 5,800 retail store closings. Furthermore, an April 2019 report from The Hill indicated that for the first time ever online shopping has outpaced shopping in physical retail stores. According to the Commerce Department, non-store, or online U.S. retail sales, surpassed general sales in February, marking the first time that has ever happened. As Independence does not have voter approval to levy a tax on online sales, our share of retail sales tax has declined precipitously. In fact, the budget I have submitted contemplates a mere 0.65% growth in sales tax, severely restricting our ability to provide even the most basic of services.

The budget that I am submitting to the City Council seeks to address two primary issues. First, the budget aligns our resources with the priorities identified by the citizens in the 2018 Citizen Satisfaction Survey, the priorities identified by the City Council, and those strategies and services my leadership team and I believe will address the underlying issues associated with the social and economic inequality that is so predominate in our community.

Second, the budget seeks to address the underlying issues that compromise our structural financial balance. We are achieving this mission through three tactics. First, my team and I have examined many of our programs and services to ensure we are adequately recovering our costs to provide services. In many cases, we are not. As such, this budget seeks to eliminate the public subsidization of services by either reducing operating expenses, setting our fee structure to recover our costs, or eliminating ineffective or redundant services. Second, this budget seeks to further address the *Independence for All* goal of financial sustainability through controlling long-term costs. Specifically, the budget puts forth a plan that meets the strategy of controlling health insurance costs and brings a long-term solution to this annual problem.

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. 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 cycle 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.

Recognizing this reality, 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.

We conducted our third 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 2019-20 Budget. The City Council identified five priorities:

1. Improve public infrastructure
2. Reduce blight
3. Create a desirable mix of housing types and price points and quality neighborhoods
4. Ensure City finances are stable and sustainable
5. Invest in and improve public safety

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, 2019 through June 30, 2020. The proposed budget totals \$320,047,692 or an increase of \$7,788,824 (approximately 2.5%).



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 \$3,380 for various city communications technology enhancements aimed at providing effective communications through improved content and staff training.

I recommend modifications be made to the distribution of the CityScene newsletter. Specifically, I recommend moving away from a monthly mailing of the physical newsletter in favor of a quarterly mailing and an enhanced digital monthly distribution (through email subscription and sharing online). While these changes present modest cost savings of approximately \$15,000, their true value comes in delivering content in a manner more consistent with what citizens reported they desire.

To meet the objective of improving customer service, I recommend funding for two strategies. First, I recommend allocating \$46,320 in the Water Fund for an additional full-time Customer Service Supervisor. A recent change to the job description for a current Customer Service Supervisor to a System Administrator necessitates this recommendation to ensure continuity of operations in the Utility Customer Service Division.

Second, I recommend allocating \$20,000 in the Park Sales Tax Fund to add Center Attendants. This recommendation covers the cost of employing additional staff to assist with the rising number of rentals and events at the Independence Uptown Market.

I recommend several items to address the City Council’s strategy of streamlining reporting to make efficient use of staff time and ensure clear, concise information is delivered to the City Council and public. First, I recommend \$95,000 be allocated in the Street Sales Tax Fund for purchase and implementation of Automatic Vehicle Location software (AVL). By using this GPS-based technology, Public Works staff responsible for snow removal operations will be able to track plows’ progress along their routes. AVL also provides a data set that can help optimize route efficiency. Knowing a plow’s location also lets supervisors evaluate plow sensor data and adjust to changing conditions in real time. As an additional benefit, this technology will allow the public, in real time, to track plow locations online and be better informed of the progress being made to clear City streets.

Second, I recommend allocating \$19,000 for the purchase of construction management software. Use of electronic construction management software will improve communication among City departments regarding the status of construction projects while further improving communication with external audiences. This technology will streamline construction project schedules while eliminating paper-record keeping.

Third, I recommend \$10,000 be allocated to provide upgraded computers for Public Works Engineering. Specifically, this recommendation will fund the upgrade of three computers to engineering-grade systems to better utilize software programs. The existing computers will be reassigned to take obsolete machines out of service in Public Works Administration and Street Maintenance Divisions.

Finally, I recommend \$7,000 be allocated to acquire Bluebeam Plan Review Software for Public Works Engineering. Current practices utilize printed plan sets for review of all projects. This software would allow for digital plan submission and plan review, which will in turn streamline review processes, improve tracking for all reviews, and allow for concurrent plan review commenting to occur, thereby streamlining communications and accelerating project completion.



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 recommend additional efficiencies as a result of the decision last year to reestablish the City department of Finance & Administration by combining the present Finance Department with the Departments of Human Resources, Technology Services, and Law. This organizational model

has produced a number of operating efficiencies that have enhanced the quality of our internal services. Moreover, these changes have eliminated redundancies that allow me to recommend the elimination of four vacant positions. Given the sensitivity and complexities associated with cybersecurity, however, I am recommending this budget allocate \$57,500 in the General Fund for cybersecurity consulting. The cost of this service still falls below the cost associated with retaining a full-time employee and will ensure this critical need is met.

This budget reflects the recent decision to eliminate four funded positions from the Law division. Each day, we are challenged by Independence for All to provide services that are consistent, reliable, and efficient while carefully planning for and spending our resources in appropriate, cost-effective ways. This sometimes results in decisions with a very real impact to our peers. With this change, the City will be able to provide more robust legal counsel from outside sources to deal with the diversity of issues we regularly encounter. For example, the City has seven public employee bargaining units, but no dedicated legal counsel specializing in labor relations. In another example, the City faces a number of legal issues related to recent changes in State of Missouri laws for public safety but have not dedicated legal specialists on staff for this area of law. With this change, the City will be able to provide more robust legal counsel from outside sources to deal with the diversity of issues we regularly encounter. As part of this change, the City will also utilize outside services for issues associated with workers' compensation, including both program administration and legal counsel. By making this change, we will be able to leverage additional resources to take a more proactive approach to workplace safety, protecting our employees from future incidents while improving service levels when an employee needs to access the program.

I recommend restructuring of the senior adult nutrition program administered by Parks/Recreation/Tourism. This program is funded, in part, by a grant from the Mid-America Regional Council. However, the program requires a subsidy beyond the support of the grant of \$90,000 from the General Fund. As daily attendance is approximately 70 individuals, this budget recommends reducing the subsidy associated with the program. I have tasked the Director of Parks/Recreation/Tourism with taking the necessary steps to capture these savings.

I recommend altering the IndeBus public transit hours of operation to not only avoid contractually obligated increases but to save on total operational expenses. Under this recommendation, service would be reduced by 1,730 hours annually. Specifically, the reduction eliminates three hours of service on Saturday and reduces an hour of service on three routes during the weekday. The basis of this recommendation is rooted in data around ridership. In 2018, the average cost per rider when considering all routes was \$5.32, but the highest amount charged to a rider was \$1.50. On the Yellow and Orange routes in particular, the cost per rider exceed \$8. It should be noted that while these changes mitigate our budget imbalance this year, the net total cost increases would be approximately \$31,000 in Fiscal Year 2020-21 and \$60,000 in Fiscal Year 2021-22. Future route and operating hour modifications may be needed to mitigate cost increases in future years.

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 Stay Well Committee to increase health insurance premiums.

As such, this budget provides for an 8% premium increase; a 4% increase in premiums would occur on July 1, 2019, and additional 4% increase in premiums would occur on January 1, 2020. This recommendation is based on projections by Lockton of a 6% increase in medical costs and a 13% increase in pharmacy costs for the coming year. As the City covers 80% of an employee's health insurance costs, this budget allocates \$923,897 in the General Fund for this increase as well as appropriate amounts in the City's other funds.

Employee health insurance costs also continue to increase, particularly those costs associated with the City's retiree health insurance program. The City spends \$19 million annually on health insurance costs, and these costs are projected to increase to \$20.5 million next year. Of that total, the City spends \$7.5 million on retiree health insurance, which is projected to increase to over \$8 million next year. The current value of the City's post-employment health insurance liability to be paid over time is more than \$285 million. This staggering amount seriously limits not just our current demands to fund needed services but will continue to reduce the City's future share of expenditures that go directly to service delivery.

Over the past two years, I have 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. Thanks to the diligent work of the Stay Well Committee and through the support of the City Council, many changes have been implemented to offset cost increases. However, it is more apparent than ever, that this is a benefit the City can no longer afford to provide in its current format. This reality is made even more stark when one considers that in a recent national survey, only 18% of public and private employers nationwide offer any kind of health benefits to retirees. Even more telling is that this number has decreased by over half from 37% in 2000.

Last year, the City took steps to mitigate this liability by providing retiree health insurance for new hires after July 1, 2018 only if the retiree pays 100% of the premium cost. While this represented an important step to mitigating future costs, the reality is the City's current health insurance plan is an expense that can no longer be responsibly afforded if we want to continue implementing *Independence for All* and invest in the strategies that will close the social and economic disparities that exist within our community. To that end, I am recommending the following plan changes:

- 1. Encourage current City employees to switch to the City's OAP2 Plan.** The City currently offers two robust insurance plans, both of which have established a premium cost share in which the City contributes 80% and the employee contributes 20%. Under this proposal, OAP1 will become a defined contribution plan and OAP2 will remain the plan in which the 80/20 split is provided. Further, the City will contribute an additional \$700 to \$1,000 into an employee's Health Savings Account (HSA) for those employees migrating to the OAP2 plan. Total savings from this change is projected to be \$693,673 for the period of January 1, 2020-June 30, 2020.
- 2. Convert pre-65 retiree health insurance premiums to a 50/50 cost share over three years.**

There are many City employees who retire from service with the City before they become eligible for Medicare coverage at age 65, particularly those in the public safety ranks. However, the City continues to provide health insurance benefits at the same premium cost share as is done for current employees. Under this proposal, the City would gradually reduce the premium differential from the current 80/20 cost share to 50/50 cost share. In 2020, pre-65 retirees would pay 30% of the premium, in 2021 they would pay 40% of the premium, and in year 2022 and each subsequent year they would pay 50% of the premium. The City would also make contributions to an HSA for retirees enrolled in OAP2. The total savings from this change is projected to be \$238,334 for the period of January 1, 2020-June 30, 2020.

This recommendation acknowledges that retiree health insurance is still an important recruiting and retention tool, particularly for public safety, by preserving a benefit that is still more competitive than any peer city in the State of Missouri.

**3. Convert post-65 retirees to a Medicare Supplement Plan.**

For retirees past the age of 65, the City's insurance only becomes a supplemental plan, as these retirees are now covered by Medicare. Under this proposal, the City would provide a supplement Medicare plan for retirees. For those retirees who have a spouse or dependents who are not Medicare eligible, the City would continue to provide insurance coverage. While the details related to the final structure are still being finalized, the estimated savings associated with this change is projected to be \$2,528,705 for the period of January 1, 2020 through June 30, 2020.

**4. Transition Staywell Clinic to third-party provider.**

The Staywell Clinic was intended to defray healthcare expenses for the City by providing a convenient medical facility for current employees, pre-65 retirees, and their spouses and dependents. However, the Clinic only yields a 30% utilization rate, a factor that has resulted in a \$1 million subsidy from the Staywell Fund annually. In order to eliminate this subsidy, the clinic would need to achieve at least a 90% utilization rate. To offset this deficit while still ensuring a convenient place of medical care, I have directed staff to issue a Request for Information seeking alternative operating models. While final recommendations will not be available until later this fall, it is clear the current operating model is not viable and one the City and employees can no longer afford to bear.

In total the results of these changes will have a total savings across all funds in the upcoming fiscal year of \$3,460,712. It should be noted that these savings are reduced this fiscal year because the Staywell plan year does not begin until January 1<sup>st</sup>. As such, these savings reflect only one-half of the fiscal year. In future fiscal years, the full savings will total nearly \$7 million.

The savings across the various City funds presents a unique opportunity to begin addressing the many issues that have plagued this City for years. For example, the General Fund will recognize a full savings of \$3.6 million, allowing future budgets to contemplate expanded public safety services, infrastructure improvements, and blight removal, to name a few. As another example, the Power & Light Fund will recognize annual savings of \$2 million, which is the equivalent of a 2% rate reduction.

If the recommendations to modify the health insurance plan are not accepted, this budget will need to be amended to not only strip away the \$970,000 of new funding for expanded services in the General Fund but will need to balance a \$3.3 million deficit in the General Fund. My staff and I have taken preliminary steps to identify potential budgetary savings to address this deficit, but this must be stated unequivocally: we have reached a point where our options are limited to service reductions, program eliminations, facility closures, and staff reductions. Not only would we be unable to fund the strategies identified in *Independence for All*, we would be forced to regress to a point well below where the City has advanced over the past two years.

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 seeks to maximize the City's investment in fleet. I recommend an additional \$40,000 be allocated in the Central Garage Fund to meet the demand of fleet repairs and maintenance as needed. Over the last year, fleet repair orders have increased 45%, a trend that is expected to increase as the fleet continues to age. I also recommend \$23,000 be allocated in the Central Garage Fund for the acquisition of a new tire machine. The current tire machine is becoming unreliable and cannot be used on larger vehicle tires. Currently \$3,300 per year is spent on external tire repair. With the Police Department acquiring larger SUV's at the rate of 10 to 20 units per year, those external costs are expected to increase by up to 40%. This purchase will reduce costs being spent on outside vendors, producing a quicker turnaround time. Finally, I recommend allocating \$70,000 in the Central Garage Fund to remove the Pearl Fuel Site Tank. The current underground fuel storage tank at the Pearl Fuel Site has received notice that the tank wall thickness does not meet the minimum regulatory requirements and has to be addressed.

I recommend two changes be made to the City's Schedule of Fees in order to provide better cost recovery associated with program delivery. First, I recommend an increase to the maximum business license cap. Currently, business license fees are based on a \$75 base fee plus \$0.29 per \$1,000 of gross receipts over \$25,000. There is a maximum cap of \$30,000. There are presently six businesses in the city who reach the maximum. This recommendation would increase the cap to \$50,000 and increase the gross receipts fee to \$0.31, a change that would generate \$195,000 in additional revenue.

Second, I recommend modifications to the City's Drop-Off Depot program. This service program as currently structured only recovers 74% of the cost of operations. This recommendation would eliminate March and November operations, which are the two lowest attended events of the season, and raise the fees to provide 93% cost recovery. These changes would provide a net total increase of \$22,000.

I recommend allocating \$5,200 in the General Fund to upgrade the AutoCAD software used by Public Works. This upgrade will enhance the City's ability to develop drawings for projects and interface with outside consultants, thereby increasing the number of projects that can be completed in-house and reducing the time to deliver in-house projects.

This budget funds several cost increases mandated as part of contractual requirements. I recommend allocating \$11,455 to support contractually-obligated increases to the City's pool

management contract at the Adventure Oasis Water Park. I also recommend allocating \$156,000 in the General Fund to fund the migration to Microsoft Office 365. Microsoft is dropping support for older versions of Outlook. If we do not migrate to Office 365 by October 2020, we will have to purchase \$200,000 of licenses to be able to continue connecting to Exchange Online with Outlook. Within a few more years, Microsoft has stated that they will only support Office 365 versions of Outlook to connect to Exchange Online.

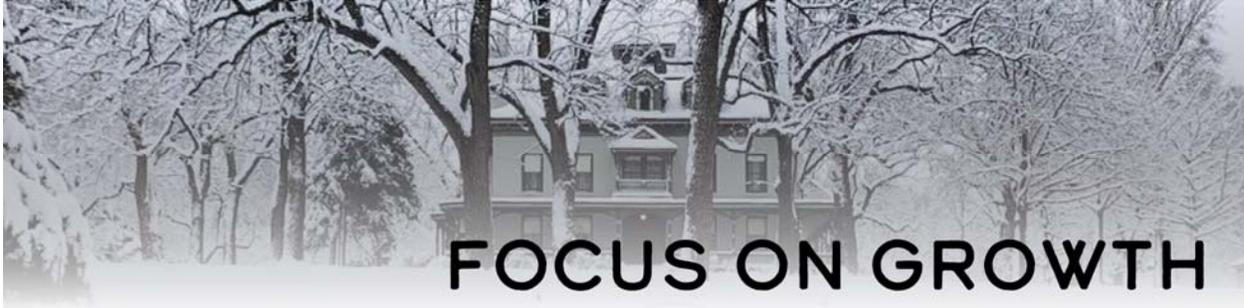
Finally, I recommend allocating \$600,000 in the General Fund to accurately reflect the true cost of overtime operations in several areas. I recommend allocating \$112,000 to increase the overtime budget for the Public Works Street Maintenance Division, particularly in light of the grueling snow removal operations that were deployed this past winter. I also recommend allocating an additional \$284,000 to more accurately address the cost of overtime for Police Patrol Division as well as the Police Communications Division. Finally, I recommend allocating \$200,000 for the Fire Department's minimum staffing requirement. This provision is required as part of the City's work agreement with the fire union but has heretofore been unfunded.

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.

The budget further meets the objective of controlling long-term by continuing to review positions at Independence Power & Light (IPL). The total FTE count for IPL has reduced from 239 to 212 over the past three years, and additional reductions may be possible pending the outcome of several issues. Capital expenditures total \$4,831,000. The budget includes a cost increase of \$1,099,328 related to increased purchased power expenses associated with the projected capacity factor increase at the Dogwood power plant. Additional revenue associated with wholesale sales of energy should offset some of the increased expenses. Finally, in the course of the coming fiscal year, we will utilize the Cost of Service study to provide rate simplification and aggressively explore rate reduction opportunities, such as the proposed employee benefit changes I previously mentioned.

Long-term financial sustainability is also being achieved in our Water Department. The Water Fund continues to maintain a strong financial position. In fact, there are no projected rate increases scheduled for the next five years. Capital expenditures are expected to increase from \$3,950,000 last fiscal year to \$5,550,000 this fiscal year, all financed from current resources.

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 continues to 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. Total spending for capital improvements projects totals \$4.08 million in the Sanitary Sewer Fund and \$1.4 million in the Stormwater Sales Tax Fund. This budget recommends eliminating two vacant positions.



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. This budget seeks to achieve that goal in two ways.

To meet the strategy of improving housing choice, I recommend allocating \$25,000 in the General Fund to develop a master housing strategy - a key goal generated from the City Council’s retreat in November. Utilizing the assistance of national expertise, this recommendation would result in a blueprint to guide the City in not only attracting additional development of new single and multi-family residential housing but would set forth an action plan to address the existing housing stock across the city, particularly those properties that have long remained vacant and are in need of reinvestment.

Each of the last two budgets have sought to promote growth through investment in strategic partnerships as well as in funding efforts to attract and retain quality employers. These efforts have been successful and will continue to be pursued. However, I am recommending a series of funding recommendations this year to meet the strategy of attracting and retaining visitors to the City’s historic sites, amenities, and events as well as the strategy of developing historic programming to benefit historic areas and districts. Our historic sites are our competitive advantage. Preserving these assets is crucial to our broader objective of increasing economic development through tourism in our city. Our citizens have told us this matters: 92% of survey respondents in our most recent citizen satisfaction survey agreed that it is important to preserve the City’s historic sites.

First, I recommend allocating \$4,000 in the General Fund to support a grant-funded effort to conduct a historic building survey. The survey will result in the collection of data essential to documenting the current structural needs of these assets and improve preservation planning.

Second, I recommend allocating \$50,000 in the Tourism Fund to increase sponsorships. This recommendation funds a significant increase in marketing with the Kansas City Royals and other local sports teams in an effort to attract and direct visitors to the City’s attractions and historic sites.

Third, I recommend allocating \$29,488 in the Tourism Fund to add Center Attendants at the City’s historic sites in order to improve operational efficiency and consistency of visitor experience amongst our historic sites.

Fourth, I recommend allocating \$7,200 in the Tourism Fund to continue the lease for the satellite Visitor Welcome Center at the Independence Chamber of Commerce. In Fiscal Year 2018-19, the Parks, Recreation, and Tourism Department opened a satellite Visitor Welcome Center at the Chamber in order to better meet the needs of those travelling to the city. This was funded by savings generated from a marketing contract that was issued at an amount lower than what was budgeted. This funding recommendation will continue this service at this location.

Finally, I recommend allocating \$3,000 in the Tourism Fund to provide a stipend for two summer interns. These interns will focus on creating two new temporary exhibits in and around the City's historic sites in an effort to enhance the visitor experience at these sites.



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 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 an additional \$404,978 from Community Development Block Grant (CDBG) funds and \$200,000 in Water funds to address street and sidewalk improvements, underground electrical utilities, and replace water mains and storm water infrastructure along College Avenue. This funding will be added to the \$221,832 that was approved in last year's budget for this project. College Avenue serves as a major through street connecting U.S. 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 \$395,000 to address several issues associated with the intersection of Truman Road and Harris Avenue. Severe erosion in this area has compromised the structural integrity of a private building. Recent engineering evaluations indicated that immediate removal of the building may have an adverse impact on Truman Road and cause the roadway to fail. Last year, the adopted budget included \$250,000 for this project which has since been found insufficient to cover the full amount needed for repairs.

To further support these strategies, I recommend allocating \$91,000 to Public Works Street Maintenance to acquire additional maintenance supplies. These supplies would be used for increased maintenance and repairs to curbs and gutters, sidewalks and streets. These repairs would be particularly focused on highly visible areas.

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

- To sustain property maintenance code enforcement abatements: \$195,000 of CDBG funding and \$175,000 of General Fund resources, bringing the total amount from both funds for this program to \$370,000 which is the same funding made available in the 2018-19 Budget;
- To further streamline dangerous building demolitions: \$200,000 of General Fund budget should continue to be allocated as it has in previous years;
- To further expedite the property maintenance code enforcement inspection process: \$11,550 for tablets and mobile phones to allow code enforcement officers to update case files in the field, rather than having to return to City Hall to complete administrative tasks.

To help meet the strategy of achieving livability, choice, access, health and safety through a quality built environment, I recommend several initiatives be funded:

- \$10,000 for the purchase of four traffic counter units in Public Works Engineering. Due to equipment failure, the City doesn't have the ability to perform in-house traffic studies. Purchase of new traffic counters will allow the Traffic & Roadside Safety Section to develop a traffic study program and to perform counts in areas where they are needed. External traffic counts, without data analysis, costs approximately \$2,000 per location, meaning this funding recommendation will have a 100% return on investment within two years.
- \$100,000 for Pavement Management System Update. In 2016, the City invested in a pavement management software that maintains inventory of all 1,185 lane miles of roadway. The inventory includes condition ratings for all streets, sidewalks, curbs, and gutters. To ensure optimal accuracy, the data should be refreshed once every three years through a video-survey performed by a consultant. The update allows City staff to develop a pavement management program that is reflective of physical needs while reducing project-development time and costs. The program will also reflect strategic selection of roadways to reduce ongoing impacts on the public.
- \$10,000 for the purchase of surveying equipment in Public Works Engineering. The City often expends \$4,000 for each minor survey that, with the right equipment, could be performed in-house by qualified City staff. This will streamline projects and optimize resources. This recommendation will have a 100% return on investment in just one year.
- \$50,000 for the purchase of portable GPS units for Public Works Engineering. These units will allow City staff to bring real-time data into the City's GIS system, allowing for more accurate and effective resource management and planning. With this data, staff can track, review and analyze City infrastructure to make data-driven decisions and identify gaps in needs across the City.

- \$200,000 in the Water Fund for plant equipment at the Water Production Plant. Additional funds are needed to cover unexpected repairs throughout the year, including repairs to wells, chemical feed equipment, pumps, and treatment basins.
- \$50,000 in the Water Fund for rock and supplies. This recommendation is needed to accommodate a greater demand for maintenance supplies. The required volume of supplies can vary from year-to-year and is primarily driven by the number of fire hydrant and valve repairs, and the number, location, and type of water main breaks that occur each year.
- \$41,000 in the Water Fund for an additional lab technician. The Water Department currently employs one full-time technician and one part-time assistant.
- \$16,000 in the Parks/Recreation/Tourism Department to cover the increased costs of various Parks and Recreation special events. This will continue to attract and retain patrons to the various sites, attractions, and local businesses.

To address the strategy of improving the condition of and maintenance of public infrastructure and facilities, I am recommending a series of items:

- \$70,000 for the lease of two new street sweepers. Presently, the City owns three street sweepers, but only one reliably works. With this five-year lease, the City would be able to complete more sweeping miles due to less down time. This would also result in more streets being swept more often, which would increase the cleanliness of the city, especially in key corridors.
- \$200,000 to purchase 2,500 additional tons of treated salt. With sixteen winter storm events last season, the City depleted its supply of salt treatment. Salt can be purchased much cheaper before winter rather than during the winter season. More salt at the beginning of the season will also increase service levels by providing for greater flexibility in treatment applications. Two Equipment Operator II positions in Water Pollution Control to help address an increasing number of sinkholes citywide.
- \$2,000 for landscape materials and supplies in the Parks/Recreation/Tourism Department. This funding would provide plant material to complete the native landscape in the area located around DeWitt Hall at George Owens Nature Park. This area will also serve as a runoff mitigation system and environmental education demonstration site.
- \$2,000 to refinish the VRT flooring at the Sermon Center. Due to increased foot traffic at the Sermon Center, it is now necessary to strip and refinish the VCT flooring in the facility.
- \$6,680 for increased building maintenance expenses in the Parks/Recreation/Tourism Department. This recommendation would properly maintain and secure the Independence Uptown Market facility based upon experience with operating this new venue over the past six months.

In addition to these measures, I am recommending a number of capital maintenance and improvement items be funded:

- To make a significant impact on public infrastructure and facilities, I am recommending a bond issuance payable from the Street Sales Tax Fund. Currently, the bond would total over \$13 million, and debt service would be approximately \$1.1 million for 15 years. While specific projects have yet to be identified, I generally recommend the following:

- Curb and gutter deferred maintenance: \$1,500,000
- Sidewalk connectivity: \$1,500,000
- Bridge deferred maintenance: \$5,000,000
- Demonstration projects: \$5,000,000
- The Capital Improvements Program for Fiscal Year 2019-20 is heavily focused on investments in public infrastructure and facilities including the following highlights:
  - Parks/Recreation/Tourism projects include replacing wayfinding signage at various locations, improvements to various playgrounds/spraygrounds, remodeling the interior of the George Owens Nature Park Lodge, renovations to athletic fields and courts at various parks, installing new trails and resurfacing existing trails at various parks, and revitalization of several parks. Total capital expenditures for Parks/Recreation/Tourism is \$1,236,900.
  - Independence Power and Light projects include replacing and/or repairing aging traffic signals, installing school signal beacons at various locations, replacing 161kV H-frame structures, providing necessary maintenance of the transmission and distribution system, expanding the fiber optic network, renovation of the Primary Operations Center, maintenance of energy production equipment, Substation K switchgear and transformer replacement, Substation E switchgear and transformer replacement, and 69kV substation facility upgrades. Total capital expenditures for Independence Power and Light is \$4,831,000.
  - Public Works projects include the 24 Highway Complete Streets, 40 Highway Complete Streets, Waterfall Park spillway improvements, Truman Depot and Pacific Trail improvements, annual street overlay program, annual intersection improvements, multi-modal Truman Connect project, replacement of the Scott Avenue bridge over Rock Creek, City parking lot maintenance, Sermon Center storm and sanitary sewer improvements, and replacing the 42<sup>nd</sup> Street culvert at Adair Creek. Total capital expenditures for Public Works is \$7,264,704.
  - Water projects include design for Courtney Bend Water Production Plant facilities, cleanout of lagoons at the water plant, replacement of equipment at the Truman Road booster stations, Van Horn reservoir improvements, 39<sup>th</sup> Street reservoir improvements, main replacement along 32<sup>nd</sup> Street, Walnut Street, and U.S. 24 Highway, and installation of an emergency generator at the water plant. Total capital expenditures for Water is \$4,050,000.
  - Water Pollution Control projects include storm drainage improvements in the Ralston, Barnes Place, Bristol, 40<sup>th</sup> Terrace, Fairmount Highlands, and Arlington neighborhoods, emergency construction projects, Bison Park main replacement, design and construction of biosolids handling, replacement of raw pumps, electrical substation rehabilitation, installation of security fencing, and annual sanitary pipe lining program. Total capital expenditures for Water Pollution Control is \$5,975,000.

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 (35%) and the City's effort to prevent crime

(41%). The public safety services that residents thought were most important for the City to emphasize over the next two years were (1) City's efforts to prevent crime (55%), (2) police presence in neighborhoods (42%), and (3) police presence in commercial areas (28%)

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

- This budget recommends a 9% increase to detention housing. This is an increase of \$65,000, bringing the current \$735,000 up to \$800,000. The costs for long-term housing continue to rise, and recent changes in state law for municipal courts 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 allocating \$112,416 to add one sergeant position assigned to the Criminal Investigations Unit. Since January 2016, the Crime Scene Unit (consisting of six civilian positions) and the Property Room (consisting of one civilian position) has been without direct supervision due to a reduction in funding. The Police Department has added this responsibility to existing supervisors from within the Criminal Investigations and Drug Enforcement Units. However, this style of supervision is not desired to ensure quality and control measures are enforced over these two high-liability areas of police service. Moreover, this will allow these supervisors to return to work with their previous units which focuses resources on the core mission of combating crime.
- This budget recommends allocating \$112,416 to add one sergeant position assigned to the Community Services Division. Since July 2011, the Community Services Division has been without direct supervision for officers assigned to the Independence Center (2 FTE), Public Information Office (1 FTE), Hawthorne Substation (2 FTE) and Community Services (3 FTE). The Police Department has added this supervisory responsibility to existing supervisors from within the Special Operations Unit. However, this style of supervision is lacking the desired outcomes needed to ensure quality and control measures for these critical police services. Moreover, this will allow these supervisors to return to work with their previous units, which increases the ability to fight crime.
- This budget recommends allocating \$224,832 to add two sergeant positions to the Uniform Patrol Division. Historically, only two sergeants have been assigned to each patrol watch. Currently, Patrol Sergeants spend much of their time in the office completing administrative tasks on each shift, preventing them from being in the field and directly supporting the officers under their command. The Police Department is assessing current practices to streamline administrative duties; however, there is still a strong need to have direct supervision in the field. On each shift, critical calls for service occur with no supervisors available to respond to help ensure both citizens and officers are safe.
- This budget recommends adding two police officer positions. Sworn personnel have been added in each of the past two budgets, and this budget seeks to continue that trend. It should be noted that the Police Department has identified a need for 30 additional sworn personnel to adequately address crime trends.

- This budget recommends allocating \$5,000 to cover the cost of employing off-duty police officers for rentals and special events at the new Independence Uptown Market.



The progress demonstrated in the first two years of *Independence for All* is impressive. In just two years, our organization has completed over 40% 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.

Closing the social and economic gap that I identified in the beginning of this message, however, requires that we allocate our scarce resources to better align with the key priorities of the strategic plan. There are difficult decisions ahead. From addressing housing issues and improving public infrastructure to enhancing public safety and preserving our history, these truly are the harvest hours of history for our city. Moreover, 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 solve annual uncertainty regarding our finances in order 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 regarding the information presented. Together we will ensure the long-term financial sustainability of the City while providing the services that truly make us an *Independence for All*.

Respectfully,

Zachary C. Walker  
City Manager

## Calendar for City Council Consideration of the 2019-20 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) <sup>a</sup>	Mon.	May 13
Publication of Legal Notice on Budget Hearing (must be at least one week before the hearing) <sup>a</sup>	Fri.	May 10
Public Hearing by the City Council on the Proposed Budget <sup>a</sup>	Mon.	May 20
First reading on the 2019-20 Proposed Budget Appropriation Ordinance	Mon.	June 3
Council adoption of the 2019-20 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) <sup>a</sup>	Mon.	June 17
Preparation and public filing of the Adopted Budget in the City Clerk’s Office	Fri.	June 28
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Fri.	August 2
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) <sup>b</sup>	Fri.	September 13
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance <sup>b</sup>	Mon.	September 16
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2019 and Jackson County no later than October 1, 2019) <sup>b</sup>	Mon.	September 30

**Footnotes-**

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<sup>a</sup> City Charter Requirement

<sup>b</sup> Tax Levy Requirement under the “Open Window Law”

CITY OF INDEPENDENCE, MISSOURI  
**Independence for All**  
**STRATEGIC PLAN**  
**2017 - 2021**

**Our Vision:**

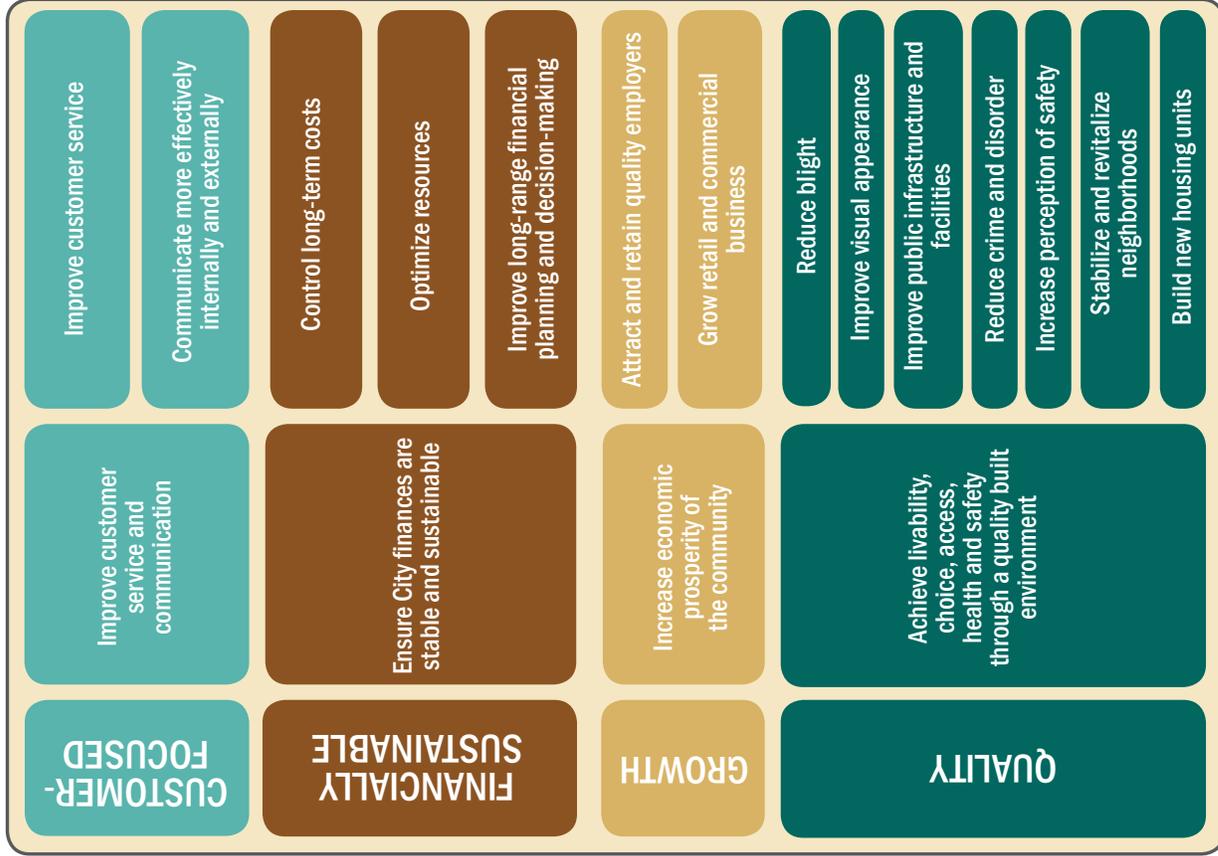
Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes Independence, Missouri a nationally recognized city with a unique history and sense of place.

**Our Mission:**

Transforming our community through engagement, innovation, and sustainable services.

**Objectives**

**Goals**



**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.

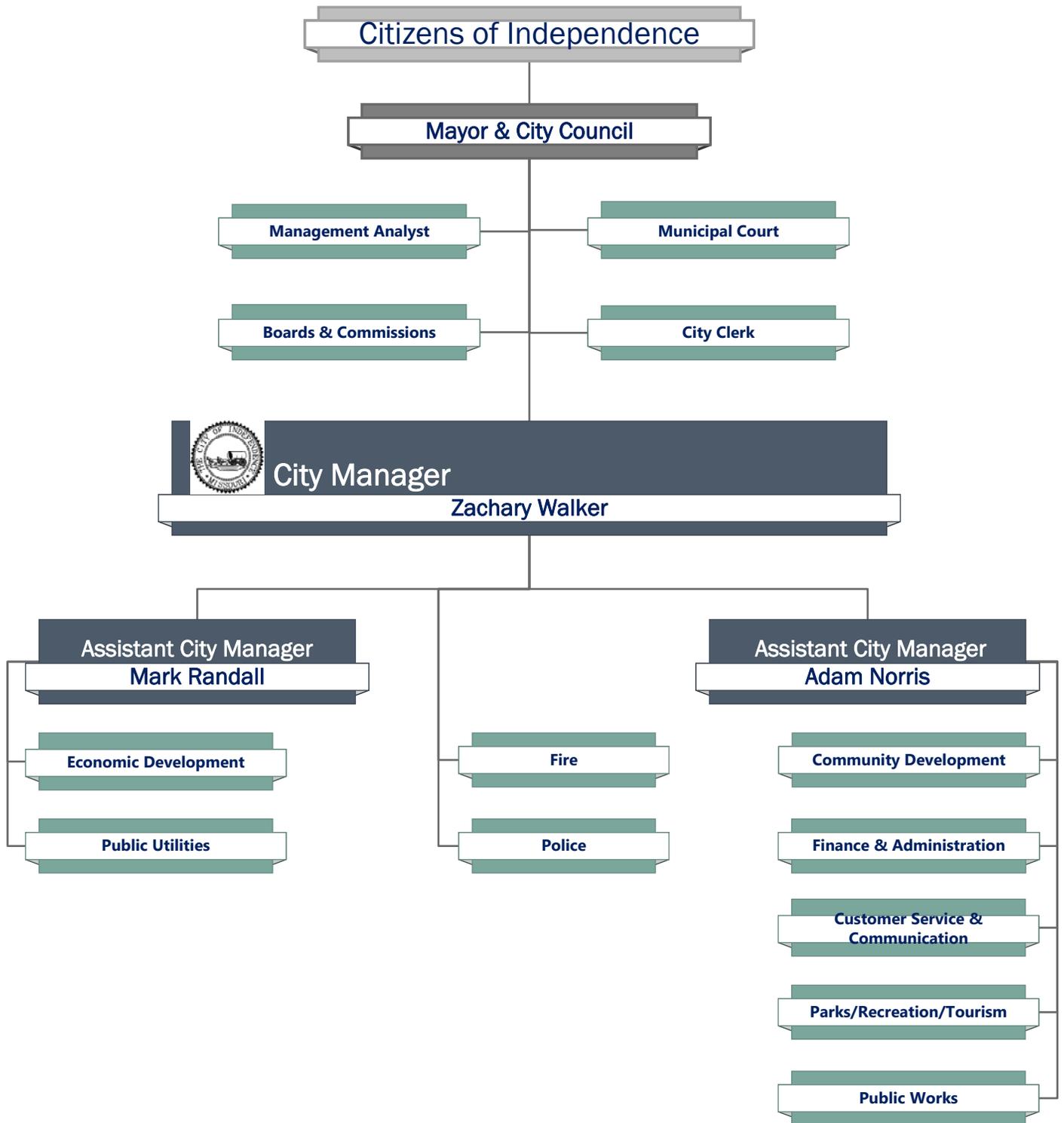
**Innovative** – We don’t shy away from new ideas. We think of creative ways to work together. Our open thinking helps us accomplish our goals.

**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.

# Department Summaries



# 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 2017-18</u> <u>Actual</u>	<u>FY 2018-19</u> <u>Adopted</u>	<u>FY 2019-20</u> <u>Adopted</u>
Office of the City Manager	\$ 1,085,503	\$ 1,106,646	\$ 952,274
Public Information Office	\$ -	\$ 404,446	\$ 298,123
<b>Total</b>	<b>\$ 1,085,503</b>	<b>\$ 1,511,092</b>	<b>\$ 1,250,397</b>

## Department by Expenditure Category

Salary & Benefits	\$ 1,044,552	\$ 1,249,170	\$ 1,153,393
Operating Expenses	\$ 40,951	\$ 238,041	\$ 97,004
Equipment	\$ -	\$ 23,881	\$ -
<b>Total</b>	<b>\$ 1,085,503</b>	<b>\$ 1,511,092</b>	<b>\$ 1,250,397</b>

## Department by Fund

General	\$ 1,085,503	\$ 1,511,092	\$ 1,250,397
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## Position Summary

FTE	8.50	8.83	8.83
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,044,552	\$ 1,008,696	\$ 891,624
Operating Expenses	\$ 40,951	\$ 97,950	\$ 60,650
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,085,503</b>	<b>\$ 1,106,646</b>	<b>\$ 952,274</b>

**Program by Fund**

General (002-4021)	\$ 1,085,503	\$ 1,106,646	\$ 952,274
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**Position Summary**

FTE	6.00	6.00	6.00
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# Office of the City Manager

## Public Information Office

**Program Mission**

The mission of the PIO is to disseminate information on municipal programs and services and improve customer service through communication on multiple platforms, both internally and externally.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Proposed</u></b>
Salary & Benefits	\$ -	\$ 240,474	\$ 261,769
Operating Expenses	\$ -	\$ 140,091	\$ 36,354
Capital Outlay	\$ -	\$ 23,881	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 404,446</b>	<b>\$ 298,123</b>

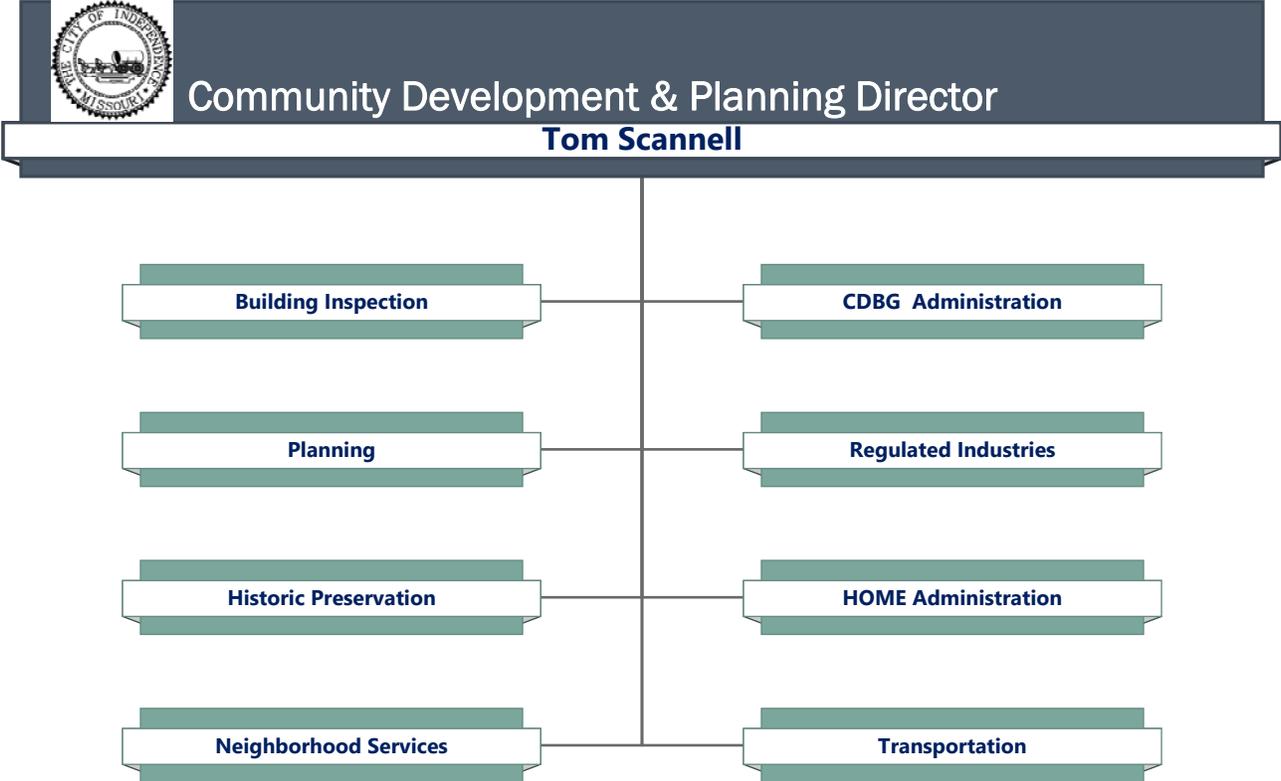
**Program by Fund**

General (002-4022)	\$ -	\$ 404,446	\$ 298,123
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**Position Summary**

FTE	2.50	2.83	2.83
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# Community Development



# Community Development

## Mission

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

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Department Programs</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Administration	\$ 294,032	\$ 303,843	\$ 307,240
Neighborhood Services	\$ 1,187,650	\$ 1,245,636	\$ 1,303,531
Comprehensive Planning	\$ 555,555	\$ 447,734	\$ 419,677
Transportation	\$ 1,635,143	\$ 1,866,583	\$ 1,865,933
Historic Preservation	\$ 51,777	\$ 60,177	\$ 66,278
Building Inspection	\$ 510,578	\$ 728,862	\$ 695,590
Regulated Industries	\$ 204,383	\$ 698,579	\$ 615,451
Community Development Block Grant	\$ 586,462	\$ 829,993	\$ 852,910
HOME Grant	\$ 110,872	\$ 513,940	\$ 530,359
<b>Total</b>	<b>\$ 5,136,452</b>	<b>\$ 6,695,347</b>	<b>\$ 6,656,969</b>

## **Department by Expenditure Category**

Salary & Benefits	\$ 2,365,391	\$ 3,016,259	\$ 3,069,578
Operating Expenses	\$ 2,769,947	\$ 3,204,738	\$ 3,088,328
Equipment	\$ 1,114	\$ 474,350	\$ 499,063
<b>Total</b>	<b>\$ 5,136,452</b>	<b>\$ 6,695,347</b>	<b>\$ 6,656,969</b>

## **Department by Fund**

General	\$ 4,439,118	\$ 5,351,414	\$ 5,273,700
Community Development Block Grant	\$ 586,462	\$ 829,993	\$ 852,910
HOME	\$ 110,872	\$ 513,940	\$ 530,359
<b>Total</b>	<b>\$ 5,136,452</b>	<b>\$ 6,695,347</b>	<b>\$ 6,656,969</b>

## **Position Summary**

FTE	33.88	35.95	36.59
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# Community Development Administration

**Program Mission**

The mission of Community Development Administration is to lead and direct development policy for the City so that safe, livable and sustainable environments are created and maintained.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 282,777	\$ 296,338	\$ 298,135
Operating Expenses	\$ 11,255	\$ 7,505	\$ 9,105
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 294,032</b>	<b>\$ 303,843</b>	<b>\$ 307,240</b>

**Program by Fund**

General (002-4401)	\$ 294,032	\$ 303,843	\$ 307,240
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**Position Summary**

FTE	3.0	2.4	2.3
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# Community Development Neighborhood Services

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 972,452	\$ 958,068	\$ 1,052,899
Operating Expenses	\$ 214,084	\$ 250,068	\$ 188,419
Equipment	\$ 1,114	\$ 37,500	\$ 62,213
<b>Total</b>	<b>\$ 1,187,650</b>	<b>\$ 1,245,636</b>	<b>\$ 1,303,531</b>

**Program by Fund**

General (002-4411)	\$ 1,187,650	\$ 1,245,636	\$ 1,303,531
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**Position Summary**

FTE	12.88	10.92	11.92
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# Community Development Planning

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 436,690	\$ 425,359	\$ 396,702
Operating Expenses	\$ 118,865	\$ 22,375	\$ 22,975
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 555,555</b>	<b>\$ 447,734</b>	<b>\$ 419,677</b>

**Program by Fund**

General (002-4412)	\$ 555,555	\$ 447,734	\$ 419,677
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**Position Summary**

FTE	8.00	4.00	4.00
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# 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 paratransit program.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 1,635,143	\$ 1,866,583	\$ 1,865,933
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,635,143</b>	<b>\$ 1,866,583</b>	<b>\$ 1,865,933</b>

**Program by Fund**

General (002-4414)	\$ 1,635,143	\$ 1,866,583	\$ 1,865,933
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**Position Summary**

FTE	0.0	0.0	0.0
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# 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 in traditional building stock.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 46,986	\$ 54,742	\$ 57,268
Operating Expenses	\$ 4,791	\$ 5,435	\$ 9,010
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 51,777</b>	<b>\$ 60,177</b>	<b>\$ 66,278</b>

**Program by Fund**

General (002-4420)	\$ 51,777	\$ 60,177	\$ 66,278
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**Position Summary**

FTE	0.5	0.5	0.5
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# 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, and ensures the safety, welfare, and trust of citizens, business owners, and visitors in all elements of construction throughout the City.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 322,087	\$ 495,507	\$ 530,097
Operating Expenses	\$ 188,491	\$ 233,355	\$ 165,493
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 510,578</b>	<b>\$ 728,862</b>	<b>\$ 695,590</b>

**Program by Fund**

General (002-4431)	\$ 510,578	\$ 728,862	\$ 695,590
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**Position Summary**

FTE	5.0	7.0	7.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 190,844	\$ 663,663	\$ 572,559
Operating Expenses	\$ 13,539	\$ 34,916	\$ 42,892
Equipment	\$ -	\$ -	
<b>Total</b>	<b>\$ 204,383</b>	<b>\$ 698,579</b>	<b>\$ 615,451</b>

**Program by Fund**

General (002-4460)	\$ 204,383	\$ 698,579	\$ 615,451
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**Position Summary**

FTE	3.00	9.23	9.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 95,805	\$ 99,040	\$ 121,957
Operating Expenses	\$ 490,657	\$ 730,953	\$ 730,953
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 586,462</b>	<b>\$ 829,993</b>	<b>\$ 852,910</b>

**Program by Fund**

Community Development Block Grant (008)	\$ 586,462	\$ 829,993	\$ 852,910
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**Position Summary**

FTE	1.0	1.4	1.5
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# 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.

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Program by Expenditure Category</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 17,750	\$ 23,542	\$ 39,961
Operating Expenses	\$ 93,122	\$ 53,548	\$ 53,548
Equipment	\$ -	\$ 436,850	\$ 436,850
<b>Total</b>	<b>\$ 110,872</b>	<b>\$ 513,940</b>	<b>\$ 530,359</b>

**Program by Fund**

HOME (009)	\$ 110,872	\$ 513,940	\$ 530,359
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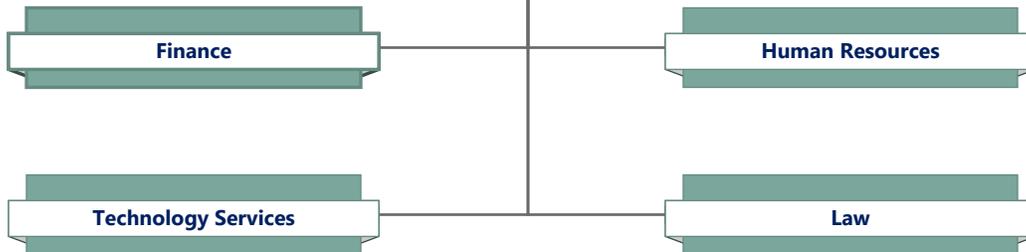
**Position Summary**

FTE	0.5	0.5	0.42
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# Finance & Administration



Finance & Administration Director  
Bryan Kidney



# Finance & Administration

## Mission

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

	FY 2017-18	FY 2018-19	FY 2019-20
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Administration	\$ 483,847	\$ 432,588	\$ 462,217
Accounts	\$ 957,379	\$ 1,300,820	\$ 1,242,553
City Hall Cashiering	\$ 55,523	\$ 52,797	\$ -
City Memberships	\$ -	\$ 204,778	\$ 177,500
Copy and Mail Center	\$ 148,837	\$ 102,273	\$ 159,216
Human Resources	\$ 550,170	\$ 615,414	\$ 744,199
Law	\$ 846,747	\$ 888,947	\$ 623,488
Procurement	\$ 285,743	\$ 338,418	\$ 353,004
Risk Management	\$ -	\$ 857,933	\$ 26,697
Tech Services	\$ 2,005,292	\$ 1,724,847	\$ 1,732,621
Voice and Data Systems	\$ 94,967	\$ 408,765	\$ 286,325
<b>Total</b>	<b>\$ 5,428,505</b>	<b>\$ 6,927,580</b>	<b>\$ 5,807,820</b>

## Department by Expenditure Category

Salary & Benefits	\$ 4,705,248	\$ 4,283,242	\$ 3,575,747
Operating Expenses	\$ 577,244	\$ 2,537,338	\$ 2,108,923
Equipment	\$ 146,012	\$ 107,000	\$ 123,150
<b>Total</b>	<b>\$ 5,428,505</b>	<b>\$ 6,927,580</b>	<b>\$ 5,807,820</b>

## Department by Fund

General	\$ 5,428,505	\$ 6,927,580	\$ 5,807,820
<b>Total</b>	<b>\$ 5,428,505</b>	<b>\$ 6,927,580</b>	<b>\$ 5,807,820</b>

## Position Summary

FTE	48.37	43.35	38.29
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# Finance & Administration 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 465,830	\$ 421,416	\$ 443,717
Operating Expenses	\$ 16,727	\$ 11,172	\$ 18,500
Equipment	\$ 1,290	\$ -	\$ -
<b>Total</b>	<b>\$ 483,847</b>	<b>\$ 432,588</b>	<b>\$ 462,217</b>

**Program by Fund**

General (002-4201)	\$ 483,847	\$ 432,588	\$ 462,217
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**Position Summary**

FTE	3.0	4.0	5.0
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# Finance & Administration

## Accounts

**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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 806,854	\$ 837,585	\$ 768,553
Operating Expenses	\$ 150,525	\$ 463,235	\$ 465,000
Equipment	\$ -	\$ -	\$ 9,000
<b>Total</b>	<b>\$ 957,379</b>	<b>\$ 1,300,820</b>	<b>\$ 1,242,553</b>

**Program by Fund**

General (002-4210)	\$ 957,379	\$ 1,300,820	\$ 1,242,553
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**Position Summary**

FTE	9.15	9.15	8.00
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**Major Changes**

Eliminate 2 Accounting Supervisor positions

# Finance & Administration

## 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. This function has been absorbed by staff in Community Development and Finance.

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Program by Expenditure Category</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 55,523	\$ 52,797	\$ -
Operating Expenses	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 55,523</b>	<b>\$ 52,797</b>	<b>\$ -</b>

**Program by Fund**

Water (002-4217)	\$ 55,523	\$ 52,797	\$ -
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**Position Summary**

FTE	0.85	0.85	0.00
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# Finance & Administration

## City Memberships

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ -	\$ 204,778	\$ 177,500
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 204,778</b>	<b>\$ 177,500</b>

**Program by Fund**

General (002-4205)	\$ -	\$ 204,778	\$ 177,500
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**Position Summary**

FTE	0.0	0.0	0.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 130,687	\$ 18,675	\$ 75,716
Operating Expenses	\$ 18,151	\$ 83,598	\$ 83,500
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 148,837</b>	<b>\$ 102,273</b>	<b>\$ 159,216</b>

**Program by Fund**

General (002-4270)	\$ 148,837	\$ 102,273	\$ 159,216
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**Position Summary**

FTE	3.0	0.6	1.5
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# Finance & Administration

## Procurement

**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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 279,019	\$ 274,439	\$ 285,461
Operating Expenses	\$ 6,724	\$ 63,979	\$ 67,543
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 285,743</b>	<b>\$ 338,418</b>	<b>\$ 353,004</b>

**Program by Fund**

General (002-4240)	\$ 285,743	\$ 338,418	\$ 353,004
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**Position Summary**

FTE	4.00	3.63	3.00
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# Finance & Administration

## Risk Management 4260

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 107,933	\$ 26,697
Operating Expenses	\$ -	\$ 750,000	\$ -
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 857,933</b>	<b>\$ 26,697</b>

**Program by Fund**

General (002-4260)	\$ -	\$ 857,933	\$ 26,697
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**Position Summary**

FTE	0.0	1.0	0.5
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**Major Changes**

-Outsource Risk Management and create a separate internal service fund to show costs

# Human Resources

## Human Resources

**Program Mission**

The mission of Human Resources is to establish and administer personnel polices 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 543,070	\$ 554,818	\$ 573,085
Operating Expenses	\$ 7,100	\$ 60,596	\$ 171,114
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 550,170</b>	<b>\$ 615,414</b>	<b>\$ 744,199</b>

**Program by Fund**

General (002-4230)	\$ 550,170	\$ 615,414	\$ 744,199
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**Position Summary**

FTE	5.00	5.00	5.00
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**Major Changes**

- Eliminate 1 HR position
- Moved Payroll Specialist to HR from Accounting

# 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>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Salary & Benefits	\$ 628,729	\$ 668,234	\$ 161,397
Operating Expenses	\$ 196,198	\$ 177,200	\$ 454,941
Equipment	\$ -	\$ -	\$ 7,150
<b>Total</b>	<b>\$ 824,927</b>	<b>\$ 845,434</b>	<b>\$ 623,488</b>

### Program by Fund

General (002-4100)	\$ 824,927	\$ 845,434	\$ 623,488
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### Position Summary

FTE	5.71	5.46	2.00
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### Major Changes

Eliminate 4 law positions; move funding to operating expenses to increase outside legal services

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,680,164	\$ 1,309,982	\$ 1,241,121
Operating Expenses	\$ 180,405	\$ 307,865	\$ 384,500
Equipment	\$ 144,722	\$ 107,000	\$ 107,000
<b>Total</b>	<b>\$ 2,005,292</b>	<b>\$ 1,724,847</b>	<b>\$ 1,732,621</b>

**Program by Fund**

General (002-4220)	\$ 2,005,292	\$ 1,724,847	\$ 1,732,621
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**Position Summary**

FTE	17.5	13.5	13.00
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**Major Changes**

- Addition of Microsoft Office 365 software upgrades
- Eliminate Cyber Security Specialist position

# Finance & Administration

## 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 93,553	\$ -	\$ -
Operating Expenses	\$ 1,413	\$ 408,765	\$ 286,325
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 94,967</b>	<b>\$ 408,765</b>	<b>\$ 286,325</b>

**Program by Fund**

General (002-4221)	\$ 94,967	\$ 408,765	\$ 286,325
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**Position Summary**

FTE	0.0	0.0	0.0
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# 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>	FY 2017-18	FY 2018-19	FY 2019-20
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Administration	\$ 588,260	\$ 638,573	\$ 626,963
Fire Operations	\$ 17,083,150	\$ 18,335,541	\$ 19,121,008
Emergency Medical Services	\$ 210,337	\$ 220,175	\$ 221,802
Fire Prevention	\$ 676,899	\$ 787,473	\$ 958,302
Maintenance	\$ 217,193	\$ 205,602	\$ 215,633
Training/Professional Development	\$ 185,080	\$ 193,269	\$ 223,525
Emergency Preparedness	\$ 218,961	\$ 158,890	\$ 268,079
Fire Sales Tax Program	\$ 2,138,937	\$ 2,136,586	\$ 2,292,372
<b>Total</b>	<b>\$ 21,318,817</b>	<b>\$ 22,676,109</b>	<b>\$ 23,927,684</b>

## Department by Expenditure Category

Salary & Benefits	\$ 18,405,847	\$ 19,857,816	\$ 20,982,123
Operating Expenses	\$ 1,240,622	\$ 1,474,228	\$ 1,628,825
Equipment	\$ 1,599,113	\$ 1,235,500	\$ 1,243,500
<b>Total Operating Expenses</b>	<b>\$ 21,245,582</b>	<b>\$ 22,567,544</b>	<b>\$ 23,854,448</b>
Debt Service	\$ 73,235	\$ 108,565	\$ 73,236
<b>Total</b>	<b>\$ 21,318,817</b>	<b>\$ 22,676,109</b>	<b>\$ 23,927,684</b>

## Department by Fund

General	\$ 19,078,447	\$ 20,539,523	\$ 21,539,346
Grants	\$ 101,433	\$ -	\$ 91,826
Fire Safety Sales Tax	\$ 2,138,937	\$ 2,136,586	\$ 2,292,372
<b>Total</b>	<b>\$ 21,318,817</b>	<b>\$ 22,676,109</b>	<b>\$ 23,923,544</b>

## Position Summary

FTE	175.00	177.00	176.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 470,961	\$ 343,050	\$ 340,382
Operating Expenses	\$ 117,299	\$ 295,523	\$ 286,581
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 588,260</b>	<b>\$ 638,573</b>	<b>\$ 626,963</b>

**Program by Fund**

General (002-4611)	\$ 588,260	\$ 638,573	\$ 626,963
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**Position Summary**

FTE	4.0	3.0	3.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 16,640,946	\$ 17,948,443	\$ 18,766,380
Operating Expenses	\$ 442,204	\$ 351,769	\$ 354,628
Equipment	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 35,329	\$ -
<b>Total</b>	<b>\$ 17,083,150</b>	<b>\$ 18,335,541</b>	<b>\$ 19,121,008</b>

**Program by Fund**

General (002-4621)	\$ 17,083,150	\$ 18,335,541	\$ 19,121,008
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**Position Summary**

FTE	157.00	159.50	159.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 128,817	\$ 154,828	\$ 156,128
Operating Expenses	\$ 81,520	\$ 65,347	\$ 65,674
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 210,337</b>	<b>\$ 220,175</b>	<b>\$ 221,802</b>

**Program by Fund**

General (002-4622)	\$ 210,337	\$ 220,175	\$ 221,802
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**Position Summary**

FTE	1.00	1.00	1.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 670,255	\$ 776,148	\$ 945,527
Operating Expenses	\$ 6,645	\$ 11,325	\$ 12,775
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 676,899</b>	<b>\$ 787,473</b>	<b>\$ 958,302</b>

**Program by Fund**

General (002-4631)	\$ 676,899	\$ 787,473	\$ 958,302
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**Position Summary**

FTE	7.0	7.0	7.0
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# Fire Maintenance

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Proposed</u></b>
Salary & Benefits	\$ 135,105	\$ 149,718	\$ 159,779
Operating Expenses	\$ 82,088	\$ 55,884	\$ 55,854
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 217,193</b>	<b>\$ 205,602</b>	<b>\$ 215,633</b>

<b><u>Program by Fund</u></b>			
General (002-4641)	\$ 217,193	\$ 205,602	\$ 215,633
<b>Total</b>	<b>\$ 217,193</b>	<b>\$ 205,602</b>	<b>\$ 215,633</b>

<b><u>Position Summary</u></b>			
FTE	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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 178,481	\$ 188,170	\$ 217,151
Operating Expenses	\$ 6,599	\$ 5,099	\$ 6,374
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 185,080</b>	<b>\$ 193,269</b>	<b>\$ 223,525</b>

**Program by Fund**

General (002-4651)	\$ 185,080	\$ 193,269	\$ 223,525
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**Position Summary**

FTE	1.5	1.5	1.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Proposed</u></b>
Salary & Benefits	\$ 165,049	\$ 111,759	\$ 211,076
Operating Expenses	\$ 53,912	\$ 47,131	\$ 57,003
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 218,961</b>	<b>\$ 158,890</b>	<b>\$ 268,079</b>

<b><u>Program by Fund</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
General (002-4661)	\$ 117,528	\$ 158,890	\$ 172,113
Grants (015-4650)	\$ 101,433	\$ -	\$ 91,826
<b>Total</b>	<b>\$ 218,961</b>	<b>\$ 158,890</b>	<b>\$ 263,939</b>

<b><u>Position Summary</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
FTE	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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 16,234	\$ 185,700	\$ 185,700
Operating Expenses	\$ 450,355	\$ 642,150	\$ 789,936
Equipment	\$ 1,599,113	\$ 1,235,500	\$ 1,243,500
Debt Service	\$ 73,235	\$ 73,236	\$ 73,236
<b>Total</b>	<b>\$ 2,138,937</b>	<b>\$ 2,136,586</b>	<b>\$ 2,292,372</b>

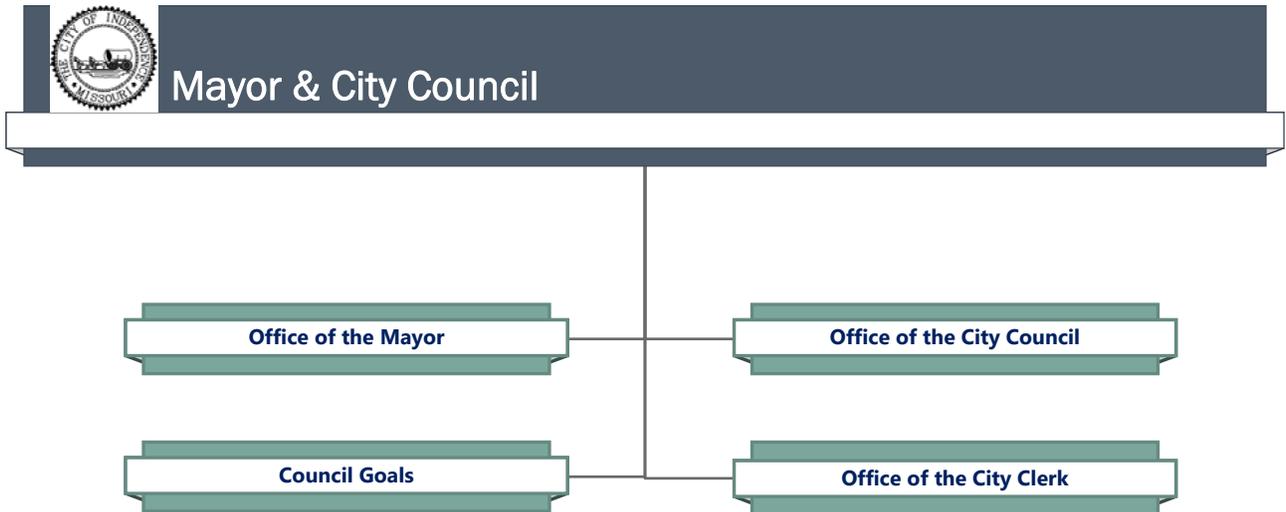
**Program by Fund**

Fire Safety Sales Tax (017-4671)	\$ 2,138,937	\$ 2,136,586	\$ 2,292,372
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**Position Summary**

FTE	0.0	1.5	1.5
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# 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.

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Department Programs</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Office of the Mayor	\$ 175,653	\$ 212,926	\$ 215,869
Office of the City Council	\$ 303,146	\$ 421,742	\$ 389,172
Council Goals	\$ -	\$ 100,000	\$ -
Office of the Clerk	\$ 173,253	\$ 302,250	\$ 383,505
Management Analyst	\$ 87,016	\$ 96,143	\$ 50,000
<b>Total</b>	<b>\$ 739,068</b>	<b>\$ 1,133,061</b>	<b>\$ 1,038,546</b>

## **Department by Expenditure Category**

Salary & Benefits	\$ 675,662	\$ 904,601	\$ 756,336
Operating Expenses	\$ 63,406	\$ 228,460	\$ 282,210
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 739,068</b>	<b>\$ 1,133,061</b>	<b>\$ 1,038,546</b>

## **Department by Fund**

General	\$ 739,068	\$ 1,133,061	\$ 1,038,546
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## **Position Summary**

FTE	12.0	12.0	11.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 144,111	\$ 181,926	\$ 184,869
Operating Expenses	\$ 31,542	\$ 31,000	\$ 31,000
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 175,653</b>	<b>\$ 212,926</b>	<b>\$ 215,869</b>

**Program by Fund**

General (002-4004)	\$ 175,653	\$ 212,926	\$ 215,869
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**Position Summary**

FTE	2.0	2.0	2.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 287,448	\$ 411,732	\$ 379,162
Operating Expenses	\$ 15,698	\$ 10,010	\$ 10,010
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 303,146</b>	<b>\$ 421,742</b>	<b>\$ 389,172</b>

**Program by Fund**

General (002-4002)	\$ 303,146	\$ 421,742	\$ 389,172
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**Position Summary**

FTE	7.0	7.0	7.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ -	\$ 100,000	\$ -
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**Program by Fund**

General (002-4005)	\$ -	\$ 100,000	\$ -
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**Position Summary**

FTE	0.0	0.0	0.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 157,482	\$ 216,200	\$ 192,305
Operating Expenses	\$ 15,771	\$ 86,050	\$ 191,200
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 173,253</b>	<b>\$ 302,250</b>	<b>\$ 383,505</b>

**Program by Fund**

General (002-4012)	\$ 173,253	\$ 302,250	\$ 383,505
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**Position Summary**

FTE	2.0	2.0	2.0
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**Major Changes**

-Additional funds added for upcoming elections

# Offices of the Mayor and City Council

## Management Analyst

**Program Mission**

The mission of the Management Analyst program 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 86,621	\$ 94,743	\$ -
Operating Expenses	\$ 395	\$ 1,400	\$ 50,000
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 87,016</b>	<b>\$ 96,143</b>	<b>\$ 50,000</b>

**Program by Fund**

General (002-4003)	\$ 87,016	\$ 96,143	\$ 50,000
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**Position Summary**

FTE	1.0	1.0	0.0
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**Major Changes**

-Utilize outside consulting for audits of City programs and functions

# Municipal Court



Presiding Judge

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 2017-18</u> <u>Actual</u>	<u>FY 2018-19</u> <u>Adopted</u>	<u>FY 2019-20</u> <u>Adopted</u>
Municipal Court	\$ 839,607	\$ 1,165,716	\$ 1,174,653

## Department by Expenditure Category (4090)

Salary & Benefits	\$ 808,068	\$ 938,482	\$ 928,406
Operating Expenses	\$ 31,539	\$ 221,784	\$ 246,247
Equipment	\$ -	\$ 5,450	\$ -
<b>Total</b>	<b>\$ 839,607</b>	<b>\$ 1,165,716</b>	<b>\$ 1,174,653</b>

## Department by Fund

General	\$ 839,607	\$ 1,165,716	\$ 1,174,653
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## Position Summary

FTE	13.64	13.64	13.64
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# Municipal Court

## Municipal Court

**Program 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, orders of commitment; and provides others services as prescribed by the Charter of the City of Independence, Missouri and applicable State Statutes.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 808,068	\$ 938,482	\$ 928,406
Operating Expenses	\$ 31,539	\$ 221,784	\$ 246,247
Equipment	\$ -	\$ 5,450	\$ -
<b>Total</b>	<b>\$ 839,607</b>	<b>\$ 1,165,716</b>	<b>\$ 1,174,653</b>

**Program by Fund**

General (002-4090)	\$ 839,607	\$ 1,165,716	\$ 1,174,653
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**Position Summary**

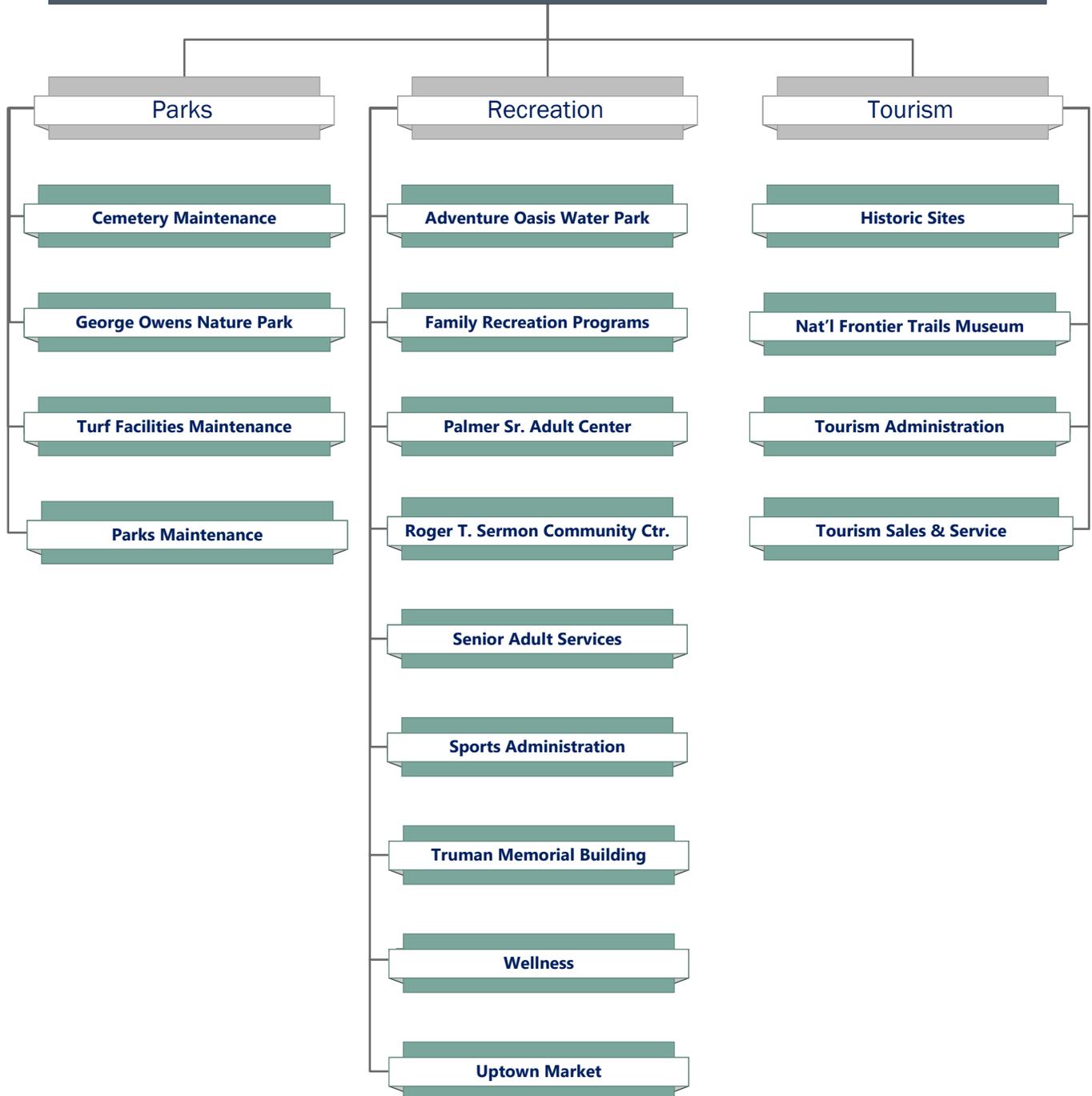
FTE	13.64	13.64	13.64
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# Parks | Recreation | Tourism



**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 .

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Department Programs</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Administration	\$ 177,314	\$ 217,538	\$ 343,782
Park Maintenance Admin	\$ 52,681	\$ 67,647	\$ 69,666
Turf Facilities Maintenance	\$ 623,521	\$ 816,985	\$ 794,766
Cemetery Maintenance	\$ 111,752	\$ 387,987	\$ 197,212
Recreation/Facility Administration	\$ -	\$ 45,199	\$ 55,468
Senior Adult Services	\$ 130,392	\$ 148,601	\$ 86,378
Roger T. Sermon Community Ctr.	\$ 267,955	\$ 469,467	\$ 177,696
George Owens Nature Park	\$ 81,111	\$ 157,994	\$ 138,367
Wellness	\$ -	\$ -	\$ 162,426
Park Maint. - Security & Insp.	\$ 975,644	\$ 1,223,521	\$ 1,225,014
Rec. Fac. - Truman Memorial Bldg	\$ 389,144	\$ 373,538	\$ 312,625
Rec. Fac. - Palmer Sr. Adult Ctr	\$ 212,840	\$ 270,777	\$ 323,433
Family Recreation Programs	\$ 234,443	\$ 219,539	\$ 356,646
Adventure Oasis Water Park	\$ 495,576	\$ 626,387	\$ 594,835
Uptown Market	\$ -	\$ 197,368	\$ 147,604
Sports Administration	\$ 573,984	\$ 667,770	\$ 775,744
Tourism Administration	\$ 899,721	\$ 856,136	\$ 867,859
Nat'l Frontier Trails Museum	\$ 407,786	\$ 551,448	\$ 460,350
Historic Sites	\$ 154,247	\$ 250,545	\$ 216,754
Tourism Sales & Services	\$ 332,143	\$ 374,947	\$ 441,881
Capital Projects & Debt	\$ 570,016	\$ 1,325,392	\$ 1,433,753
<b>Total</b>	<b>\$ 6,690,270</b>	<b>\$ 9,248,786</b>	<b>\$ 9,182,259</b>
<b><u>Department by Expenditure Category</u></b>			
Salary & Benefits	\$ 3,440,793	\$ 4,510,323	\$ 4,420,372
Operating Expenses	\$ 2,666,030	\$ 3,408,071	\$ 3,320,134
Equipment	\$ 13,431	\$ 5,000	\$ 8,000
<b>Total</b>	<b>\$ 6,120,254</b>	<b>\$ 7,923,394</b>	<b>\$ 7,748,506</b>
Capital Improvements	\$ 442,807	\$ 1,136,167	\$ 1,236,900
Debt Service	\$ 127,209	\$ 189,225	\$ 196,853
<b>Total</b>	<b>\$ 6,690,270</b>	<b>\$ 9,248,786</b>	<b>\$ 9,182,259</b>
<b><u>Department by Fund</u></b>			
General	\$ 1,444,726	\$ 2,311,418	\$ 2,025,761
Parks Improvement Sales Tax	\$ 3,410,710	\$ 4,904,292	\$ 4,884,654
Tourism	\$ 1,834,834	\$ 2,033,076	\$ 2,271,844
<b>Total</b>	<b>\$ 6,690,270</b>	<b>\$ 9,248,786</b>	<b>\$ 9,182,259</b>

## Position Summary

FTE	68.2	79.2	74.5
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 165,241	\$ 206,736	\$ 304,680
Operating Expenses	\$ 12,073	\$ 10,802	\$ 39,102
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 177,314</b>	<b>\$ 217,538</b>	<b>\$ 343,782</b>

**Program by Fund**

General (02-6001)	\$ 177,314	\$ 217,538	\$ 343,782
<b>Total</b>	<b>\$ 177,314</b>	<b>\$ 217,538</b>	<b>\$ 343,782</b>

**Position Summary**

FTE	1.5	2.0	2.6
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 40,081	\$ 54,634	\$ 56,184
Operating Expenses	\$ 12,600	\$ 13,013	\$ 13,482
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 52,681</b>	<b>\$ 67,647</b>	<b>\$ 69,666</b>

**Program by Fund**

General (002-6011)	\$ 52,681	\$ 67,647	\$ 69,666
<b>Total</b>	<b>\$ 52,681</b>	<b>\$ 67,647</b>	<b>\$ 69,666</b>

**Position Summary**

FTE	0.5	0.5	0.5
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 500,817	\$ 642,265	\$ 629,769
Operating Expenses	\$ 122,704	\$ 174,720	\$ 164,997
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 623,521</b>	<b>\$ 816,985</b>	<b>\$ 794,766</b>

**Program by Fund**

General (002-6012)	\$ 623,521	\$ 816,985	\$ 794,766
<b>Total</b>	<b>\$ 623,521</b>	<b>\$ 816,985</b>	<b>\$ 794,766</b>

**Position Summary**

FTE	10.34	10.59	10.59
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 94,182	\$ 253,493	\$ 158,348
Operating Expenses	\$ 17,570	\$ 130,494	\$ 38,864
Equipment	\$ -	\$ 4,000	\$ -
<b>Total</b>	<b>\$ 111,752</b>	<b>\$ 387,987</b>	<b>\$ 197,212</b>

**Program by Fund**

General (6002-6013)	\$ 111,752	\$ 387,987	\$ 197,212
<b>Total</b>	<b>\$ 111,752</b>	<b>\$ 387,987</b>	<b>\$ 197,212</b>

**Position Summary**

FTE	2.58	2.58	2.58
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 38,352	\$ 48,621
Operating Expenses	\$ -	\$ 6,847	\$ 6,847
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 45,199</b>	<b>\$ 55,468</b>

**Program by Fund**

General (002-6021)	\$ -	\$ 45,199	\$ 55,468
<b>Total</b>	<b>\$ -</b>	<b>\$ 45,199</b>	<b>\$ 55,468</b>

**Position Summary**

FTE	0.00	1.50	0.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 119,490	\$ 132,861	\$ 86,378
Operating Expenses	\$ 10,902	\$ 15,740	\$ -
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 130,392</b>	<b>\$ 148,601</b>	<b>\$ 86,378</b>

**Program by Fund**

General (002-6022)	\$ 130,392	\$ 148,601	\$ 86,378
<b>Total</b>	<b>\$ 130,392</b>	<b>\$ 148,601</b>	<b>\$ 86,378</b>

**Position Summary**

FTE	2.20	2.20	1.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 157,570	\$ 211,930	\$ 97,152
Operating Expenses	\$ 110,385	\$ 257,537	\$ 80,544
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 267,955</b>	<b>\$ 469,467</b>	<b>\$ 177,696</b>

**Program by Fund**

General (002-6028)	\$ 267,955	\$ 469,467	\$ 177,696
<b>Total</b>	<b>\$ 267,955</b>	<b>\$ 469,467</b>	<b>\$ 177,696</b>

**Position Summary**

FTE	4.65	5.15	4.89
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 44,849	\$ 111,347	\$ 104,273
Operating Expenses	\$ 36,262	\$ 46,647	\$ 34,094
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 81,111</b>	<b>\$ 157,994</b>	<b>\$ 138,367</b>

**Program by Fund**

General (002-6029)	\$ 81,111	\$ 157,994	\$ 138,367
<b>Total</b>	<b>\$ 81,111</b>	<b>\$ 157,994</b>	<b>\$ 138,367</b>

**Position Summary**

FTE	1.41	1.91	1.91
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ 68,116
Operating Expenses	\$ -	\$ -	\$ 90,310
Equipment	\$ -	\$ -	\$ 4,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 162,426</b>

**Program by Fund**

General (002-6032)	\$ -	\$ -	\$ 162,426
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 162,426</b>

**Position Summary**

FTE	0.00	2.00	1.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 659,576	\$ 835,905	\$ 850,762
Operating Expenses	\$ 316,068	\$ 387,616	\$ 374,252
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 975,644</b>	<b>\$ 1,223,521</b>	<b>\$ 1,225,014</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6041)	\$ 975,644	\$ 1,223,521	\$ 1,225,014
<b>Total</b>	<b>\$ 975,644</b>	<b>\$ 1,223,521</b>	<b>\$ 1,225,014</b>

**Position Summary**

FTE	8.75	11.00	10.37
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 209,518	\$ 172,513	\$ 170,554
Operating Expenses	\$ 179,626	\$ 201,025	\$ 142,071
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 389,144</b>	<b>\$ 373,538</b>	<b>\$ 312,625</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6042)	\$ 389,144	\$ 373,538	\$ 312,625
<b>Total</b>	<b>\$ 389,144</b>	<b>\$ 373,538</b>	<b>\$ 312,625</b>

**Position Summary**

FTE	4.47	3.97	3.79
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 84,275	\$ 118,813	\$ 174,801
Operating Expenses	\$ 128,565	\$ 151,964	\$ 148,632
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 212,840</b>	<b>\$ 270,777</b>	<b>\$ 323,433</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6043)	\$ 212,840	\$ 270,777	\$ 323,433
<b>Total</b>	<b>\$ 212,840</b>	<b>\$ 270,777</b>	<b>\$ 323,433</b>

**Position Summary**

FTE	3.13	4.40	3.94
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 144,352	\$ 121,939	\$ 188,356
Operating Expenses	\$ 90,091	\$ 97,600	\$ 165,290
Equipment	\$ -	\$ -	\$ 3,000
<b>Total</b>	<b>\$ 234,443</b>	<b>\$ 219,539</b>	<b>\$ 356,646</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6044)	\$ 234,443	\$ 219,539	\$ 356,646
<b>Total</b>	<b>\$ 234,443</b>	<b>\$ 219,539</b>	<b>\$ 356,646</b>

**Position Summary**

FTE	3.56	3.06	3.00
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**Major Changes**

-Increase funding for Special Events

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 67,705	\$ 71,341	\$ -
Operating Expenses	\$ 427,871	\$ 555,046	\$ 594,835
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 495,576</b>	<b>\$ 626,387</b>	<b>\$ 594,835</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6045)	\$ 495,576	\$ 626,387	\$ 594,835
<b>Total</b>	<b>\$ 495,576</b>	<b>\$ 626,387</b>	<b>\$ 594,835</b>

**Position Summary**

FTE	1.00	1.00	0.00
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**Major Changes**

- Eliminate 1 Recreation Program/Facilities Supervisor position
- Increase in pool management contract

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 359,238	\$ 449,866	\$ 493,554
Operating Expenses	\$ 212,946	\$ 217,904	\$ 282,190
Equipment	\$ 1,800	\$ -	\$ -
<b>Total</b>	<b>\$ 573,984</b>	<b>\$ 667,770</b>	<b>\$ 775,744</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6046)	\$ 573,984	\$ 667,770	\$ 775,744
<b>Total</b>	<b>\$ 573,984</b>	<b>\$ 667,770</b>	<b>\$ 775,744</b>

**Position Summary**

FTE	9.88	9.88	8.88
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# 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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 50,648	\$ 83,004
Operating Expenses	\$ -	\$ 146,720	\$ 64,600
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 197,368</b>	<b>\$ 147,604</b>

**Program by Fund**

Parks Improvement Sales Tax (012-6047)	\$ -	\$ 197,368	\$ 147,604
<b>Total</b>	<b>\$ -</b>	<b>\$ 197,368</b>	<b>\$ 147,604</b>

**Position Summary**

FTE	0.00	1.00	1.95
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**Major Changes**

- Addition of Center Attendants (.95 FTE)
- Addition of Off-Duty Officers
- Increases for building maintenance and security

# Parks/Recreation/Tourism

## Tourism Administration

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 272,929	\$ 297,110	\$ 265,423
Operating Expenses	\$ 619,292	\$ 559,026	\$ 602,436
Equipment	\$ 7,500	\$ -	\$ -
<b>Total</b>	<b>\$ 899,721</b>	<b>\$ 856,136</b>	<b>\$ 867,859</b>

**Program by Fund**

Tourism (004-6061)	\$ 899,721	\$ 856,136	\$ 867,859
<b>Total</b>	<b>\$ 899,721</b>	<b>\$ 856,136</b>	<b>\$ 867,859</b>

**Position Summary**

FTE	2.75	3.42	3.42
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 229,943	\$ 348,762	\$ 306,323
Operating Expenses	\$ 177,064	\$ 201,686	\$ 153,027
Equipment	\$ 779	\$ 1,000	\$ 1,000
<b>Total</b>	<b>\$ 407,786</b>	<b>\$ 551,448</b>	<b>\$ 460,350</b>

**Program by Fund**

Tourism (004-6062)	\$ 407,786	\$ 551,448	\$ 460,350
<b>Total</b>	<b>\$ 407,786</b>	<b>\$ 551,448</b>	<b>\$ 460,350</b>

**Position Summary**

FTE	5.00	6.00	6.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 103,056	\$ 174,853	\$ 147,035
Operating Expenses	\$ 51,191	\$ 75,692	\$ 69,719
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 154,247</b>	<b>\$ 250,545</b>	<b>\$ 216,754</b>

**Program by Fund**

Tourism (004-6063)	\$ 154,247	\$ 250,545	\$ 216,754
<b>Total</b>	<b>\$ 154,247</b>	<b>\$ 250,545</b>	<b>\$ 216,754</b>

**Position Summary**

FTE	2.50	3.00	3.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 187,971	\$ 216,955	\$ 187,039
Operating Expenses	\$ 140,820	\$ 157,992	\$ 254,842
Equipment	\$ 3,352	\$ -	\$ -
<b>Total</b>	<b>\$ 332,143</b>	<b>\$ 374,947</b>	<b>\$ 441,881</b>

**Program by Fund**

Tourism (004-6064)	\$ 332,143	\$ 374,947	\$ 441,881
<b>Total</b>	<b>\$ 332,143</b>	<b>\$ 374,947</b>	<b>\$ 441,881</b>

**Position Summary**

FTE	4.00	4.00	4.40
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**Major Changes**

- Additional Center Attendants (.4 FTE)
- Increase funding for sponsorships
- Eliminate Visitor Experience Specialist

# Parks/Recreation/Tourism

## Capital Projects & Debt

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Capital Improvements	\$ 442,807	\$ 1,136,167	\$ 1,236,900
Debt Service	\$ 127,209	\$ 189,225	\$ 196,853
<b>Total</b>	<b>\$ 570,016</b>	<b>\$ 1,325,392</b>	<b>\$ 1,433,753</b>

<b><u>Program by Fund</u></b>			
Park Improvements Sales Tax	\$ 529,079	\$ 1,325,392	\$ 1,148,753
Tourism Fund	\$ 40,937	\$ -	\$ 285,000
<b>Total</b>	<b>\$ 570,016</b>	<b>\$ 1,325,392</b>	<b>\$ 1,433,753</b>

<b><u>Project Summary</u></b>			
Athletic Fields & Court Renovations	\$ 2,513	\$ 150,000	\$ 202,500
Farmer's Market Debt Service	\$ 127,209	\$ 189,225	\$ 196,853
George Owens Improvements	\$ -	\$ 165,000	\$ 88,000
Historic Sites Rehab	\$ 40,937	\$ -	\$ 150,000
National Frontier Trails Museum	\$ -	\$ -	\$ 55,000
Park Maintenance - Mobile Equipment	\$ 9,605	\$ 150,000	\$ 175,000
Park Revitalization	\$ 240,565	\$ 152,700	\$ 216,400
Playgrounds	\$ -	\$ 233,000	\$ 160,000
Spraygrounds	\$ -	\$ 50,000	\$ 80,000
Truman Depot	\$ -	\$ -	\$ 80,000
Walking Trails & Bicycle Paths	\$ -	\$ 92,000	\$ 30,000
Water Park Refurbishment	\$ 149,187	\$ 143,467	\$ -
<b>Total</b>	<b>\$ 570,016</b>	<b>\$ 1,325,392</b>	<b>\$ 1,433,753</b>

# Police



Chief of Police

Brad Halsey



# Police

## Mission

The Police Department plays a critical role in reducing crime and increasing the perception of public safety. The department is committed to lowering crime and disorder and strives to accomplish this by adhering to the four departmental priorities: strategic policing, staffing, equipment, and facilities and technology.

<u>Department Programs</u>	<u>FY 2017-18</u> <u>Actual</u>	<u>FY 2018-19</u> <u>Adopted</u>	<u>FY 2019-20</u> <u>Adopted</u>
Chief of Police	\$ 1,878,225	\$ 2,075,807	\$ 2,662,776
Grant Match	\$ 1,517,273	\$ 205,512	\$ 635,506
Training & Equipment	\$ 1,201,822	\$ 1,334,590	\$ 1,528,269
Animal Services	\$ -	\$ 1,056,762	\$ 1,717,503
Patrol	\$ 8,519,871	\$ 9,049,577	\$ 8,891,801
Investigations	\$ 4,924,446	\$ 6,084,735	\$ 6,084,456
Tactical Operations	\$ 2,071,689	\$ 2,104,867	\$ 1,888,538
Special Enforcement	\$ 2,708,896	\$ 3,139,249	\$ 2,218,574
D.A.R.E	\$ 213,444	\$ 248,946	\$ 255,436
Community Services	\$ -	\$ -	\$ 1,690,519
Crime Scene	\$ 464,620	\$ 588,154	\$ 608,193
Detention	\$ 1,729,006	\$ 1,850,699	\$ 1,859,181
Records	\$ 1,259,506	\$ 1,595,711	\$ 1,641,733
Communications Unit	\$ 2,122,489	\$ 2,355,287	\$ 2,353,095
Sales Tax Program	\$ 2,196,364	\$ 2,170,110	\$ 2,487,633
Forfeiture Expenditures	\$ 323,873	\$ -	\$ -
<b>Total</b>	<b>\$ 31,131,524</b>	<b>\$ 33,860,006</b>	<b>\$ 36,523,213</b>

## Department by Expenditure Category

Salary & Benefits	\$ 26,531,853	\$ 29,013,324	\$ 31,130,490
Operating Expenses	\$ 3,039,412	\$ 3,276,526	\$ 3,839,031
Equipment	\$ 1,560,259	\$ 1,531,883	\$ 1,553,692
<b>Total - Operating Expenses</b>	<b>\$ 31,131,524</b>	<b>\$ 33,821,733</b>	<b>\$ 36,523,213</b>
Debt Service	\$ -	\$ 38,273	\$ -
<b>Total</b>	<b>\$ 31,131,524</b>	<b>\$ 33,860,006</b>	<b>\$ 36,523,213</b>

## Department by Fund

General	\$ 27,624,361	\$ 31,689,896	\$ 33,616,498
Grants	\$ 1,310,799	\$ -	\$ 419,082
Police Public Safety Sales Tax	\$ 2,196,364	\$ 2,170,110	\$ 2,487,633
<b>Total</b>	<b>\$ 31,131,524</b>	<b>\$ 33,860,006</b>	<b>\$ 36,523,213</b>

## Position Summary

FTE	288.26	301.36	318.96
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# 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. Responsibilities include technology and fleet management, budget and accounting processes, inventories, professional standards, and recruitment.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,648,832	\$ 1,842,452	\$ 1,903,123
Operating Expenses	\$ 222,288	\$ 228,355	\$ 754,653
Equipment	\$ 7,105	\$ 5,000	\$ 5,000
<b>Total</b>	<b>\$ 1,878,225</b>	<b>\$ 2,075,807</b>	<b>\$ 2,662,776</b>

**Program by Fund**

General (002-4511)	\$ 1,878,225	\$ 2,075,807	\$ 2,662,776
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**Position Summary**

FTE	15.63	15.63	15.73
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# Police Grants

## Program Mission

The grants program includes federal and state grant programs to assist the Police Department in maintaining peace and order. The general fund portion of this program is the match needed to receive the grants or the funding gap between the actual cost of the program and the amount available from the grantor agency.

<u>Program by Expenditure Category</u>	<b>FY 2017-18</b> <u>Actual</u>	<b>FY 2018-19</b> <u>Adopted</u>	<b>FY 2019-20</b> <u>Adopted</u>
Salary & Benefits	\$ 1,285,606	\$ 205,512	\$ 635,506
Operating Expenses	\$ 132,041	\$ -	\$ -
Equipment	\$ 99,626	\$ -	\$ -
<b>Total</b>	<b>\$ 1,517,273</b>	<b>\$ 205,512</b>	<b>\$ 635,506</b>

## Program by Fund

General (002-4512)	\$ 206,474	\$ 205,512	\$ 216,424
Grants (015-4550)	\$ 1,310,799		\$ 419,082
<b>Total</b>	<b>\$ 1,517,273</b>	<b>\$ 205,512</b>	<b>\$ 635,506</b>

## Position Summary

FTE	7.00	7.00	7.00
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# Police Training & Equipment

**Program Mission**

The mission of this unit is to coordinate all department training, including: mandated Police Officer Standards and Training (POST) certification, federal, state, and City requirements, and all external training activities. This unit is also responsible for the Field Training Officer (FTO) program.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 521,631	\$ 438,073	\$ 649,142
Operating Expenses	\$ 676,867	\$ 896,517	\$ 879,127
Equipment	\$ 3,324	\$ -	
<b>Total</b>	<b>\$ 1,201,822</b>	<b>\$ 1,334,590</b>	<b>\$ 1,528,269</b>

**Program by Fund**

General (002-4513)	\$ 1,201,822	\$ 1,334,590	\$ 1,528,269
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**Position Summary**

FTE	4.00	4.00	1.00
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# Police Animal Services

**Program Mission**

The mission of the Animal Services Division is to protect the health, safety, and welfare of citizens and animals in our community by promoting an environment of responsible pet ownership, providing education and enforcement regarding humane animal care, and promoting spay and neuter initiatives to reduce pet over-population.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 449,300	\$ 1,387,273
Operating Expenses	\$ -	\$ 607,462	\$ 330,230
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,056,762</b>	<b>\$ 1,717,503</b>

**Program by Fund**

General Fund (002-4520)	\$ -	\$ 1,056,762	\$ 1,717,503
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**Position Summary**

FTE	0.0	6.1	23.6
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**Major Changes**

- Expenses and FTE have increased because the City has assumed responsibility of operations of the animal shelter
- In FY 17/18, Animal Services was a division of the Health Department

# 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>	<u>FY 2017-18</u> <u>Actual</u>	<u>FY 2018-19</u> <u>Adopted</u>	<u>FY 2019-20</u> <u>Adopted</u>
Salary & Benefits	\$ 8,511,481	\$ 9,038,927	\$ 8,883,651
Operating Expenses	\$ 7,237	\$ 10,650	\$ 8,150
Equipment	\$ 1,153	\$ -	
<b>Total</b>	<b>\$ 8,519,871</b>	<b>\$ 9,049,577</b>	<b>\$ 8,891,801</b>

## Program by Fund

General (002-4532)	\$ 8,519,871	\$ 9,049,577	\$ 8,891,801
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## Position Summary

FTE	90.0	90.0	90.0
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# Police Investigations

**Program Mission**

The Investigations division consists of the Criminal Investigations Unit, the Drug Enforcement Unit, and the Street Crimes Unit. This division is tasked with reactionary as well as proactive investigation of crimes, including homicides, assaults, domestic violence, drug offenses, and burglaries.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 4,903,926	\$ 6,055,322	\$ 6,045,991
Operating Expenses	\$ 16,055	\$ 29,413	\$ 38,465
Equipment	\$ 4,465	\$ -	\$ -
<b>Total</b>	<b>\$ 4,924,446</b>	<b>\$ 6,084,735</b>	<b>\$ 6,084,456</b>

**Program by Fund**

General (002-4534)	\$ 4,924,446	\$ 6,084,735	\$ 6,084,456
<b>Total</b>	<b>\$ 4,924,446</b>	<b>\$ 6,084,735</b>	<b>\$ 6,084,456</b>

**Position Summary**

FTE	51.00	56.00	55.00
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# Police Special Operations

**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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 2,034,735	\$ 2,060,772	\$ 1,848,168
Operating Expenses	\$ 36,954	\$ 44,095	\$ 40,370
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,071,689</b>	<b>\$ 2,104,867</b>	<b>\$ 1,888,538</b>

**Program by Fund**

General (002-4535)	\$ 2,071,689	\$ 2,104,867	\$ 1,888,538
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**Position Summary**

FTE	16.0	16.0	14.0
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# Police

## Special Enforcement

**Program Mission**

This Unit focuses on responding to traffic complaints and accidents, and enforcing traffic laws. Their duties include radar/laser operations, accident reconstruction, and DWI enforcement. This Unit also supports special events in the community.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 2,672,342	\$ 3,107,449	\$ 2,187,589
Operating Expenses	\$ 33,716	\$ 31,800	\$ 30,985
Equipment	\$ 2,838	\$ -	\$ -
<b>Total</b>	<b>\$ 2,708,896</b>	<b>\$ 3,139,249</b>	<b>\$ 2,218,574</b>

**Program by Fund**

General (002-4536)	\$ 2,708,896	\$ 3,139,249	\$ 2,218,574
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**Position Summary**

FTE	30.0	30.0	19.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 202,362	\$ 237,446	\$ 244,136
Operating Expenses	\$ 11,082	\$ 11,500	\$ 11,300
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 213,444</b>	<b>\$ 248,946</b>	<b>\$ 255,436</b>

**Program by Fund**

General (002-4538)	\$ 213,444	\$ 248,946	\$ 255,436
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**Position Summary**

FTE	2.0	2.0	2.0
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# Police Community Services

**Program Mission**

The Community Services Unit provides citizens with the information and resources needed to improve their quality of life and sense of security. This is accomplished through community meetings, the Disorderly House Program, Crime Free Multi-Housing Program, public demonstrations, Volunteer in Police Services (VIP's), crime prevention and education programs, and the Crisis Intervention Team (CIT).

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ 1,688,144
Operating Expenses	\$ -	\$ -	\$ 2,375
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,690,519</b>

**Program by Fund**

General (002-4539)	\$ -	\$ -	\$ 1,690,519
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**Position Summary**

FTE	0.0	0.0	17.0
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**Major Changes**

-New division created by combining funds and positions from other divisions to better show the actual spending of community services functions

# Police Crime Scene

**Program Mission**

The Crime Scene Unit consists of investigators who are responsible for processing crime scenes to gather evidence and other data to support criminal charges. The Unit is also responsible for collecting video evidence from local businesses and residences. The collection and identification of evidence is utilized in the prosecution of criminal defendants, helping to reduce crime in the community.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 449,762	\$ 562,304	\$ 587,573
Operating Expenses	\$ 14,858	\$ 25,850	\$ 20,620
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 464,620</b>	<b>\$ 588,154</b>	<b>\$ 608,193</b>

**Program by Fund**

General (002-4542)	\$ 464,620	\$ 588,154	\$ 608,193
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**Position Summary**

FTE	6.0	6.0	6.0
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# Police Detention

**Program Mission**

The Detention Unit is responsible for processing and housing individuals arrested for violations of City Ordinances, State Statutes, and Federal laws. The unit houses prisoners on a short-term basis who are held for investigation of an alleged violation, awaiting arraignment, or until their bond is posted. Long-term prisoners are transferred and incarcerated at an outside facility.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 938,195	\$ 1,086,199	\$ 1,096,871
Operating Expenses	\$ 790,811	\$ 764,500	\$ 762,310
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,729,006</b>	<b>\$ 1,850,699</b>	<b>\$ 1,859,181</b>

**Program by Fund**

General (002-4543)	\$ 1,729,006	\$ 1,850,699	\$ 1,859,181
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**Position Summary**

FTE	13.0	14.0	14.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,251,328	\$ 1,585,111	\$ 1,631,133
Operating Expenses	\$ 8,178	\$ 10,600	\$ 10,600
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,259,506</b>	<b>\$ 1,595,711</b>	<b>\$ 1,641,733</b>

**Program by Fund**

General (002-4544)	\$ 1,259,506	\$ 1,595,711	\$ 1,641,733
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**Position Summary**

FTE	22.63	23.63	23.63
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# 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, or AMR.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 2,111,653	\$ 2,344,457	\$ 2,342,190
Operating Expenses	\$ 5,457	\$ 5,450	\$ 5,525
Equipment	\$ 5,379	\$ 5,380	\$ 5,380
<b>Total</b>	<b>\$ 2,122,489</b>	<b>\$ 2,355,287</b>	<b>\$ 2,353,095</b>

**Program by Fund**

General (002-4545)	\$ 2,122,489	\$ 2,355,287	\$ 2,353,095
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**Position Summary**

FTE	31.0	31.0	31.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 830,336	\$ 610,334	\$ 944,321
Equipment	\$ 1,366,028	\$ 1,521,503	\$ 1,543,312
Debt Service	\$ -	\$ 38,273	\$ -
<b>Total</b>	<b>\$ 2,196,364</b>	<b>\$ 2,170,110</b>	<b>\$ 2,487,633</b>

**Program by Fund**

Police Public Safety Sales Tax (016)	\$ 2,196,364	\$ 2,170,110	\$ 2,487,633
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**Position Summary**

FTE	0.0	0.0	0.0
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# Power and Light



## Power and Light General Manager



# 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 2017-18</u> <u>Actual</u>	<u>FY 2018-19</u> <u>Adopted</u>	<u>FY 2019-20</u> <u>Adopted</u>
Administration	\$ 2,703,217	\$ 2,691,102	\$ 2,186,330
Environmental Health & Safety	\$ -	\$ 1,214,286	\$ 1,269,688
Accounting/Finance	\$ -	\$ 448,132	\$ 651,501
Support Services	\$ 973,264	\$ 1,374,706	\$ 1,266,288
Warehouse and Stores	\$ 3,644,991	\$ 4,740,063	\$ 4,687,455
Vehicle Maintenance	\$ 1,753,118	\$ 2,129,047	\$ 2,357,069
Utility Field Service	\$ 1,106,885	\$ 1,047,281	\$ 1,148,928
Meter Reading	\$ 1,625,269	\$ 1,832,085	\$ 1,965,624
Marketing & Customer Relations	\$ -	\$ -	\$ 1,270,170
Production	\$ 9,016,378	\$ 11,023,505	\$ 8,996,708
Purchased Power	\$ 60,555,228	\$ 60,960,081	\$ 62,442,705
Transmission & Distribution	\$ 15,006,899	\$ 13,866,752	\$ 14,005,845
Engineering	\$ 2,623,621	\$ 3,920,619	\$ 3,260,913
System Operations	\$ 2,931,616	\$ 3,763,136	\$ 3,654,392
Communications	\$ 1,420,053	\$ 1,666,195	\$ 1,793,624
Security/NERC	\$ -	\$ -	\$ 826,686
Non Departmental	\$ 23,847,785	\$ 23,681,782	\$ 17,708,482
Capital Projects	\$ 10,936,298	\$ 2,996,000	\$ 2,952,300
Debt Service	\$ 10,744,110	\$ 10,734,251	\$ 11,507,351
<b>Total</b>	<b>\$ 148,888,732</b>	<b>\$ 148,089,023</b>	<b>\$ 143,952,059</b>

## Department by Expenditure Category

Salary & Benefits	\$ 31,494,874	\$ 32,468,170	\$ 32,478,528
Operating Expenses	\$ 95,180,457	\$ 100,881,102	\$ 95,822,280
Equipment	\$ 532,992	\$ 1,009,500	\$ 1,191,600
<b>Total - Operations &amp; Maintenance</b>	<b>\$ 127,208,324</b>	<b>\$ 134,358,772</b>	<b>\$ 129,492,408</b>
Capital Improvements	\$ 10,936,298	\$ 2,996,000	\$ 2,952,300
Debt Service Payments	\$ 10,744,110	\$ 10,734,251	\$ 11,507,351
<b>Total</b>	<b>\$ 148,888,732</b>	<b>\$ 148,089,023</b>	<b>\$ 143,952,059</b>

## Department by Fund

Power and Light	\$ 148,888,732	\$ 148,089,023	\$ 143,952,059
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## Position Summary

FTE	228.00	224.00	212.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,889,072	\$ 1,155,052	\$ 714,780
Operating Expenses	\$ 791,745	\$ 1,536,050	\$ 1,469,550
Equipment	\$ 22,400	\$ -	\$ 2,000
<b>Total</b>	<b>\$ 2,703,217</b>	<b>\$ 2,691,102</b>	<b>\$ 2,186,330</b>

**Program by Fund**

Power and Light (020-6110)	\$ 2,703,217	\$ 2,691,102	\$ 2,186,330
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**Position Summary**

FTE	12.0	6.0	4.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 532,436	\$ 471,238
Operating Expenses	\$ -	\$ 674,850	\$ 791,450
Equipment	\$ -	\$ 7,000	\$ 7,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,214,286</b>	<b>\$ 1,269,688</b>

**Program by Fund**

Power and Light (020-6111)	\$ -	\$ 1,214,286	\$ 1,269,688
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**Position Summary**

FTE	0.0	4.0	3.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ 428,832	\$ 635,501
Operating Expenses	\$ -	\$ 19,300	\$ 14,000
Equipment	\$ -	\$ -	\$ 2,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 448,132</b>	<b>\$ 651,501</b>

**Program by Fund**

Power and Light (002-6112)	\$ -	\$ 448,132	\$ 651,501
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**Position Summary**

FTE	0.0	4.0	5.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 614,867	\$ 661,006	\$ 759,698
Operating Expenses	\$ 347,546	\$ 634,200	\$ 465,590
Equipment	\$ 10,852	\$ 79,500	\$ 41,000
<b>Total</b>	<b>\$ 973,264</b>	<b>\$ 1,374,706</b>	<b>\$ 1,266,288</b>

**Program by Fund**

Power and Light (020-6121)	\$ 973,264	\$ 1,374,706	\$ 1,266,288
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**Position Summary**

FTE	6.00	5.00	6.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 723,735	\$ 1,127,331	\$ 1,094,523
Operating Expenses	\$ 2,868,611	\$ 3,512,732	\$ 3,492,932
Equipment	\$ 52,645	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ 3,644,991</b>	<b>\$ 4,740,063</b>	<b>\$ 4,687,455</b>

**Program by Fund**

Power and Light (020-6122)	\$ 3,644,991	\$ 4,740,063	\$ 4,687,455
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**Position Summary**

FTE	6.00	9.00	9.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 930,109	\$ 862,847	\$ 945,369
Operating Expenses	\$ 460,440	\$ 654,200	\$ 654,200
Equipment	\$ 362,569	\$ 612,000	\$ 757,500
<b>Total</b>	<b>\$ 1,753,118</b>	<b>\$ 2,129,047</b>	<b>\$ 2,357,069</b>

**Program by Fund**

Power and Light (020-6123)	\$ 1,753,118	\$ 2,129,047	\$ 2,357,069
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**Position Summary**

FTE	7.0	7.0	7.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,092,417	\$ 1,025,181	\$ 1,122,828
Operating Expenses	\$ 11,868	\$ 22,100	\$ 25,100
Equipment	\$ 2,600	\$ -	\$ 1,000
<b>Total</b>	<b>\$ 1,106,885</b>	<b>\$ 1,047,281</b>	<b>\$ 1,148,928</b>

**Program by Fund**

Power and Light (020-6125)	\$ 1,106,885	\$ 1,047,281	\$ 1,148,928
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**Position Summary**

FTE	8.0	8.0	8.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,595,478	\$ 1,763,485	\$ 1,897,024
Operating Expenses	\$ 29,392	\$ 64,600	\$ 64,600
Equipment	\$ 399	\$ 4,000	\$ 4,000
<b>Total</b>	<b>\$ 1,625,269</b>	<b>\$ 1,832,085</b>	<b>\$ 1,965,624</b>

**Program by Fund**

Power and Light (020-6126)	\$ 1,625,269	\$ 1,832,085	\$ 1,965,624
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**Position Summary**

FTE	15.0	15.0	15.0
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# Power and Light

## Marketing & Customer Relations

**Program Mission**

The Marketing & Customer Relations division is responsible for working with the public and local businesses, and administers the rebate program.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ 566,470
Operating Expenses	\$ -	\$ -	\$ 634,200
Equipment	\$ -	\$ -	\$ 69,500
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,270,170</b>

**Program by Fund**

Power and Light (020-6130)	\$ -	\$ -	\$ 1,270,170
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**Position Summary**

FTE	0.0	0.0	4.0
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**Major Changes**

-New division created by pulling positions and funds from other divisions

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 7,533,308	\$ 8,165,655	\$ 6,833,808
Operating Expenses	\$ 1,479,314	\$ 2,846,850	\$ 2,156,900
Equipment	\$ 3,757	\$ 11,000	\$ 6,000
<b>Total</b>	<b>\$ 9,016,378</b>	<b>\$ 11,023,505</b>	<b>\$ 8,996,708</b>

**Program by Fund**

Power and Light (020-6140)	\$ 9,016,378	\$ 11,023,505	\$ 8,996,708
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**Position Summary**

FTE	60.0	56.0	40.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 60,555,228	\$ 60,960,081	\$ 62,442,705
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 60,555,228</b>	<b>\$ 60,960,081</b>	<b>\$ 62,442,705</b>

**Program by Fund**

Power and Light (020-6145)	\$ 60,555,228	\$ 60,960,081	\$ 62,442,705
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**Position Summary**

FTE	0.0	0.0	0.0
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**Major Changes**

-Contractually obligated purchased power agreement increase

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 11,392,875	\$ 9,951,452	\$ 10,068,395
Operating Expenses	\$ 3,581,176	\$ 3,886,800	\$ 3,908,950
Equipment	\$ 32,848	\$ 28,500	\$ 28,500
<b>Total</b>	<b>\$ 15,006,899</b>	<b>\$ 13,866,752</b>	<b>\$ 14,005,845</b>

**Program by Fund**

Power and Light (020-6150)	\$ 15,006,899	\$ 13,866,752	\$ 14,005,845
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**Position Summary**

FTE	68.0	64.0	62.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 2,272,770	\$ 3,125,209	\$ 2,741,413
Operating Expenses	\$ 326,985	\$ 755,410	\$ 519,500
Equipment	\$ 23,866	\$ 40,000	\$ -
<b>Total</b>	<b>\$ 2,623,621</b>	<b>\$ 3,920,619</b>	<b>\$ 3,260,913</b>

**Program by Fund**

Power and Light (020-6160)	\$ 2,623,621	\$ 3,920,619	\$ 3,260,913
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**Position Summary**

FTE	22.0	23.0	20.0
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# Power and Light System Operations

## Program Mission

Responsible for the 24/7 operations of the City's electrical system. Major areas of responsibility include 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>	<b>FY 2017-18</b> <u>Actual</u>	<b>FY 2018-19</b> <u>Adopted</u>	<b>FY 2019-20</b> <u>Adopted</u>
Salary & Benefits	\$ 2,511,885	\$ 2,715,709	\$ 2,972,182
Operating Expenses	\$ 407,323	\$ 937,427	\$ 576,610
Equipment	\$ 12,409	\$ 110,000	\$ 105,600
<b>Total</b>	<b>\$ 2,931,616</b>	<b>\$ 3,763,136</b>	<b>\$ 3,654,392</b>

## Program by Fund

Power and Light (020-6170)	\$ 2,931,616	\$ 3,763,136	\$ 3,654,392
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## Position Summary

FTE	18.0	17.0	19.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 938,359	\$ 953,975	\$ 1,010,263
Operating Expenses	\$ 479,869	\$ 704,720	\$ 730,361
Equipment	\$ 1,825	\$ 7,500	\$ 53,000
<b>Total</b>	<b>\$ 1,420,053</b>	<b>\$ 1,666,195</b>	<b>\$ 1,793,624</b>

**Program by Fund**

Power and Light (020-6175)	\$ 1,420,053	\$ 1,666,195	\$ 1,793,624
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**Position Summary**

FTE	6.0	6.0	6.0
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# Power and Light Security/NERC

<u>Program by Expenditure Category</u>	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
Salary & Benefits	\$ -	\$ -	\$ 645,036
Operating Expenses	\$ -	\$ -	\$ 177,150
Equipment	\$ -	\$ -	\$ 4,500
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 826,686</b>

<u>Program by Fund</u>	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
Power and Light (020-6180)	\$ -	\$ -	\$ 826,686

<u>Position Summary</u>	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
FTE	0.0	0.0	4.0

# Power and Light Non-Departmental

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Operating Expenses	\$ 23,840,963	\$ 23,671,782	\$ 17,698,482
Equipment	\$ 6,822	\$ 10,000	\$ 10,000
<b>Total</b>	<b>\$ 23,847,785</b>	<b>\$ 23,681,782</b>	<b>\$ 17,708,482</b>

**Program by Fund**

Power and Light (020-6520)	\$ 23,847,785	\$ 23,681,782	\$ 17,708,482
<b>Total</b>	<b>\$ 23,847,785</b>	<b>\$ 23,681,782</b>	<b>\$ 17,708,482</b>

**Position Summary**

FTE	0.0	0.0	0.0
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# Power and Light Capital Projects

	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
<b><u>Program by Fund</u></b>			
Power and Light (020-7020)	\$ 10,936,298	\$ 2,996,000	\$ 2,952,300
<b><u>Project Summary</u></b>			
<b><u>Transmission &amp; Distribution</u></b>			
Emergent Maintenance Transmission & Distribution	\$ 113,504	\$ -	\$ 50,000
69 kv Substation Facilities	\$ 40,189	\$ 100,000	\$ 120,000
Substation Security	\$ 5,445	\$ 200,000	\$ -
Substation L Switchgear Replacement	\$ 11,072	\$ -	\$ -
Substation I Switchgear and Transformer Replace	\$ 3,212,092	\$ -	\$ -
69 KV Transmission Line Rebuild (Sub E to Sub F)	\$ 172,153	\$ -	\$ -
System Operations-UPS Upgrade	\$ 2,034	\$ -	\$ -
Substation K Switchgear and Transformer Replace	\$ -	\$ -	\$ 1,110,000
Substation M T-1 Transformer Repair	\$ -	\$ 200,000	\$ -
Substation E Tranformer & Switchgear Replacement	\$ -	\$ -	\$ 950,000
BV to Eckles Rd 161 KV Transmission Line	\$ -	\$ -	\$ 267,000
<b>Total</b>	<b>\$ 3,556,489</b>	<b>\$ 500,000</b>	<b>\$ 2,497,000</b>
<b><u>Plant Maintenance</u></b>			
Substation J Upgrade	\$ 8,421	\$ -	\$ -
Combustion Turbine Controls	\$ 33,900	\$ -	\$ -
Blue Valley Ash Pond Closure	\$ 4,402,655	\$ -	\$ -
BV Generator Hydrogen System Replace/Upgrade	\$ 250,012	\$ -	\$ -
Primary Operations Center Functional and Code Compliance	\$ 123,250	\$ -	\$ 213,500
Emergent Maintenance Production	\$ -	\$ -	\$ 150,000
Blue Valley Ground Water Monitoring	\$ -	\$ 120,000	\$ -
Substation H5 Major Inspection and Maintenance	\$ 1,383,630	\$ -	\$ -
Substation H6 Major Inspection and Maintenance	\$ -	\$ 2,000,000	\$ -
<b>Total</b>	<b>\$ 6,201,868</b>	<b>\$ 2,120,000</b>	<b>\$ 363,500</b>
<b><u>Equipment &amp; Other</u></b>			
Emergent Maintenance Service Center	\$ 158,058	\$ -	\$ -
Fiber Optic Network	\$ 378,722	\$ 126,000	\$ 50,000
New Utility Administration Building	\$ 44,220	\$ -	\$ -
Utility Billing System	\$ 171,333	\$ -	\$ -
CityWorks	\$ 168,286	\$ 250,000	\$ -
Advanced Metering Infrastructure	\$ 15,000	\$ -	\$ -
Master Plan-Future Generation Study	\$ 242,322	\$ -	\$ -
Above Ground Fuel Storage Tanks	\$ -	\$ -	\$ 41,800
<b>Total</b>	<b>\$ 1,177,941</b>	<b>\$ 376,000</b>	<b>\$ 91,800</b>

# Power and Light Debt

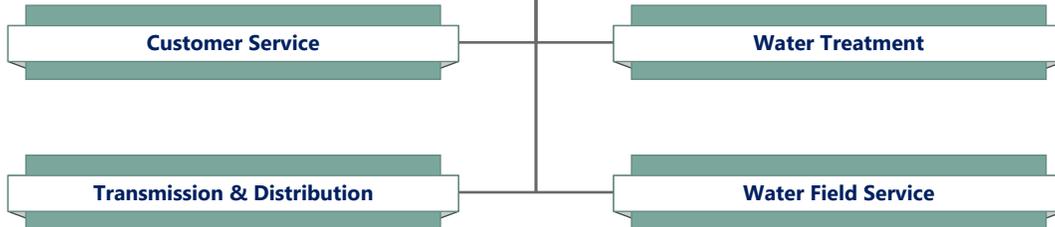
<u>Program by Expenditure Category</u>	<b>FY 2017-18 Actual</b>	<b>FY 2018-19 Adopted</b>	<b>FY 2019-20 Adopted</b>
Debt Service	\$ 10,744,110	\$ 10,734,251	\$ 11,507,351
<u>Program by Fund</u>			
Power and Light	\$ 10,744,110	\$ 10,734,251	\$ 11,507,351
<u>Debt Issuance</u>			
<u>Issue 2010B</u>			
Principal	\$ 1,712,083	\$ 1,790,000	\$ 1,880,000
Interest	\$ 799,833	\$ 721,688	\$ 632,188
Fees	\$ 4,184	\$ 3,000	\$ 3,000
<b>Total</b>	<b>\$ 2,516,100</b>	<b>\$ 2,514,688</b>	<b>\$ 2,515,188</b>
<u>Issue 2012A</u>			
Principal	\$ -	\$ -	
Interest	\$ 2,631,218	\$ 2,634,219	\$ 2,634,219
Fees	\$ 5,741	\$ -	\$ -
<b>Total</b>	<b>\$ 2,636,959</b>	<b>\$ 2,634,219</b>	<b>\$ 2,634,219</b>
<u>Issue 2012F</u>			
Principal	\$ 1,986,666	\$ 3,792,350	\$ 2,915,000
Interest	\$ 1,801,950	\$ -	\$ 1,646,950
Fees	\$ 7,500	\$ -	\$ 3,000
<b>Total</b>	<b>\$ 3,796,116</b>	<b>\$ 3,792,350</b>	<b>\$ 4,564,950</b>
<u>Issue 2016D</u>			
Principal	\$ -	\$ -	\$ -
Interest	\$ 1,789,993	\$ 1,792,994	\$ 1,792,994
Fees	\$ 4,942	\$ -	\$ -
<b>Total</b>	<b>\$ 1,794,935</b>	<b>\$ 1,792,994</b>	<b>\$ 1,792,994</b>
<u>Summary</u>			
Principal	\$ 3,698,749	\$ 5,582,350	\$ 4,795,000
Interest	\$ 7,022,994	\$ 5,148,901	\$ 6,706,351
Fees	\$ 22,367	\$ 3,000	\$ 6,000
<b>Total</b>	<b>\$ 10,744,110</b>	<b>\$ 10,734,251</b>	<b>\$ 11,507,351</b>

# 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.

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Department Programs</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Administration	\$ 1,247,791	\$ 1,740,092	\$ 1,962,826
Field Service	\$ 829,644	\$ 1,097,680	\$ 971,402
Customer Service	\$ 2,212,412	\$ 2,328,561	\$ 2,733,894
Production	\$ 7,521,582	\$ 7,723,979	\$ 8,195,779
Transmission & Distribution	\$ 4,125,546	\$ 4,904,268	\$ 4,949,024
Non-Departmental	\$ 7,384,533	\$ 7,301,631	\$ 6,884,724
Capital Projects	\$ 2,789,868	\$ 4,050,000	\$ 5,400,000
Debt	\$ 2,531,288	\$ 2,536,138	\$ 2,534,563
<b>Total</b>	<b>\$ 28,642,664</b>	<b>\$ 31,682,349</b>	<b>\$ 33,632,212</b>

## **Department by Expenditure Category**

Salary & Benefits	\$ 7,703,720	\$ 8,447,179	\$ 8,301,176
Operating Expenses	\$ 15,318,387	\$ 15,912,332	\$ 16,687,373
Equipment	\$ 299,401	\$ 736,700	\$ 709,100
<b>Total - Operations &amp; Maintenance</b>	<b>\$ 23,321,508</b>	<b>\$ 25,096,211</b>	<b>\$ 25,697,649</b>
Capital Improvements	\$ 2,789,868	\$ 4,050,000	\$ 5,400,000
Debt Service	\$ 2,531,288	\$ 2,536,138	\$ 2,534,563
<b>Total</b>	<b>\$ 28,642,664</b>	<b>\$ 31,682,349</b>	<b>\$ 33,632,212</b>

## **Department by Fund**

Water Fund	\$ 28,642,664	\$ 31,682,349	\$ 33,632,212
<b>Total</b>	<b>\$ 28,642,664</b>	<b>\$ 31,682,349</b>	<b>\$ 33,632,212</b>

## **Position Summary**

FTE	93.40	92.90	90.80
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 907,230	\$ 976,286	\$ 1,178,183
Operating Expenses	\$ 340,561	\$ 754,806	\$ 774,643
Equipment	\$ -	\$ 9,000	\$ 10,000
<b>Total</b>	<b>\$ 1,247,791</b>	<b>\$ 1,740,092</b>	<b>\$ 1,962,826</b>

**Program by Fund**

Water (002-4810)	\$ 1,247,791	\$ 1,740,092	\$ 1,962,826
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**Position Summary**

FTE	10.25	9.50	9.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 716,058	\$ 904,280	\$ 778,052
Operating Expenses	\$ 19,304	\$ 32,400	\$ 42,350
Equipment	\$ 94,282	\$ 161,000	\$ 151,000
<b>Total</b>	<b>\$ 829,644</b>	<b>\$ 1,097,680</b>	<b>\$ 971,402</b>

**Program by Fund**

Water (040-4821)	\$ 829,644	\$ 1,097,680	\$ 971,402
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**Position Summary**

FTE	10.00	10.00	8.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,338,080	\$ 1,360,441	\$ 1,744,351
Operating Expenses	\$ 874,331	\$ 968,120	\$ 989,543
Equipment	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,212,412</b>	<b>\$ 2,328,561</b>	<b>\$ 2,733,894</b>

**Program by Fund**

Water (040-4822)	\$ 2,212,412	\$ 2,328,561	\$ 2,733,894
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**Position Summary**

FTE	25.00	25.00	26.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,784,698	\$ 1,920,029	\$ 1,951,654
Operating Expenses	\$ 5,732,526	\$ 5,636,450	\$ 6,153,625
Equipment	\$ 4,358	\$ 167,500	\$ 90,500
<b>Total</b>	<b>\$ 7,521,582</b>	<b>\$ 7,723,979</b>	<b>\$ 8,195,779</b>

**Program by Fund**

Water (040-4830)	\$ 7,521,582	\$ 7,723,979	\$ 8,195,779
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**Position Summary**

FTE	21.15	21.40	21.70
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**Major Changes**

- Addition of 1 Lab Technician
- Additional funds for Water Plant equipment and repairs

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 2,220,765	\$ 2,487,218	\$ 2,436,174
Operating Expenses	\$ 1,710,842	\$ 2,027,850	\$ 2,065,250
Equipment	\$ 193,938	\$ 389,200	\$ 447,600
<b>Total</b>	<b>\$ 4,125,546</b>	<b>\$ 4,904,268</b>	<b>\$ 4,949,024</b>

<b><u>Program by Fund</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Water (040-4840)	\$ 4,125,546	\$ 4,904,268	\$ 4,949,024
<b>Total</b>	<b>\$ 4,125,546</b>	<b>\$ 4,904,268</b>	<b>\$ 4,949,024</b>

<b><u>Position Summary</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
FTE	27.0	27.0	25.6

**Major Changes**

- Purchase of Tap Machine replacement
- Increase funds for rock and maintenance supplies

# Water

## Non Departmental

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 736,888	\$ 798,925	\$ 212,762
Operating Expenses	\$ 6,640,822	\$ 6,492,706	\$ 6,661,962
Equipment	\$ 6,822	\$ 10,000	\$ 10,000
<b>Total</b>	<b>\$ 7,384,533</b>	<b>\$ 7,301,631</b>	<b>\$ 6,884,724</b>

**Program by Fund**

Water (040-6540)	\$ 7,384,533	\$ 7,301,631	\$ 6,884,724
<b>Total</b>	<b>\$ 7,384,533</b>	<b>\$ 7,301,631</b>	<b>\$ 6,884,724</b>

**Position Summary**

FTE	0.0	0.0	0.0
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# Water Capital Projects

	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
<b><u>Program by Expenditure Category</u></b>			
Capital Improvements	\$ 2,789,868	\$ 4,050,000	\$ 5,400,000
<b>Total</b>	<b>\$ 2,789,868</b>	<b>\$ 4,050,000</b>	<b>\$ 5,400,000</b>
<b><u>Program by Fund</u></b>			
Water (040-7040-5406)	\$ 2,789,868	\$ 4,050,000	\$ 5,400,000
<b>Total</b>	<b>\$ 2,789,868</b>	<b>\$ 4,050,000</b>	<b>\$ 5,400,000</b>
<b><u>Project Summary</u></b>			
<b><u>Water Distribution System</u></b>			
23rd St Main Replacement	\$ 570,716	\$ -	\$ -
30" Steel Transmission Main Assessment	\$ -	\$ 175,000	\$ -
35th Street Reservoir	\$ 692,779	\$ -	\$ -
40 Hwy Washington to Noland Main Replacement	\$ -	\$ 450,000	\$ -
Distribution System Improvements	\$ 65,293	\$ 50,000	\$ -
Ellison Way/Queens Ridge Main Replacement	\$ -	\$ 800,000	\$ -
Hardy 12" Main Replacement (Westport to 28th)	\$ 2,599	\$ -	\$ -
James Downey Sunset to 23rd St Main Replacement	\$ -	\$ 500,000	\$ -
Little Blue Parkway Transmission	\$ -	\$ -	\$ -
Main Replacement	\$ 222,673	\$ 200,000	\$ 200,000
Nothern Blvd 28th to 31st Main Replacement	\$ 52,222	\$ -	\$ -
Truman Road 12" Main Replacement	\$ -	\$ -	\$ -
Truman Road Booster Station Upgrades	\$ -	\$ 500,000	\$ 150,000
Van Horn Reservoir Improvements	\$ -	\$ -	\$ -
39th St Reservoir Upgrades	\$ -	\$ -	\$ 1,200,000
Main Replacement: 32nd (Hunter - Bird)	\$ -	\$ -	\$ 100,000
Main Replacement: Walnut (Leslie-Lee's Summit)	\$ -	\$ -	\$ 850,000
Main Replacement: U.S. Hwy 24 (Northern-R.R. Track)	\$ -	\$ -	\$ 250,000
College Ave Improvements	\$ -	\$ -	\$ 200,000
Main Replacement: Sheley (Claremont-Norwood)	\$ -	\$ -	\$ 200,000
Main Replacement: Gudgell (Dodgion-Kings Hwy)	\$ -	\$ -	\$ 900,000
Main Replacement: Salisbury (Peck-Geospace)	\$ -	\$ -	\$ 500,000
<b>Total</b>	<b>\$ 1,606,282</b>	<b>\$ 2,675,000</b>	<b>\$ 4,550,000</b>
<b><u>Treatment Plant Maintenance</u></b>			
Courtney Bend Basin Catwalk Improvements	\$ -	\$ -	\$ -
Fiber Optic Connection to Courtney Bend	\$ 415,562	\$ -	\$ -
Filter Backwash	\$ 11,524	\$ -	\$ -
Filter Valve House Roof Improvements	\$ -	\$ 75,000	\$ -
Fuel Site Improvements	\$ -	\$ 100,000	\$ -
Future Production Wells	\$ -	\$ 450,000	\$ -
Lighting Improvements at Courtney Bend	\$ -	\$ -	\$ -
Lime Slaker No. 2 Replacement	\$ 163,832	\$ -	\$ -
Lime Slaker No. 3 Replacement	\$ 212,007	\$ -	\$ -
Maintenance Building at Courtney Bend	\$ -	\$ -	\$ -
Operations Building Improvements at Courtney Bend	\$ 132,266	\$ -	\$ -
Plant Discharge Outfall Improvements	\$ -	\$ -	\$ -
PLC Upgrades	\$ -	\$ -	\$ -
Replace High Speed Pump and Variable Speed Drives	\$ -	\$ 600,000	\$ -
Settling Basin Drive Improvements	\$ -	\$ -	\$ -
Sludge House Roofs	\$ 145,583	\$ 150,000	\$ -
Lagoon Cleanout	\$ -	\$ -	\$ 400,000
Courtney Bend Emergency Generator	\$ -	\$ -	\$ 150,000
Wellfield Overhead Electrical Improvements	\$ -	\$ -	\$ 200,000
<b>Total</b>	<b>\$ 1,080,775</b>	<b>\$ 1,375,000</b>	<b>\$ 750,000</b>
<b><u>Other</u></b>			
Security Upgrades	\$ -	\$ -	\$ 100,000
Utility Billing System	\$ 102,066	\$ -	\$ -
Building Improvements	\$ 746	\$ -	\$ -
<b>Total</b>	<b>\$ 102,812</b>	<b>\$ -</b>	<b>\$ 100,000</b>

# Water Debt

<u>Program by Expenditure Category</u>	<b>FY 2017-18 Actual</b>	<b>FY 2017-18 Adopted</b>	<b>FY 2019-20 Proposed</b>
Debt Service	\$ 2,531,288	\$ 2,536,138	\$ 2,534,563
<u>Program by Fund</u>			
Water	<u>\$ 2,531,288</u>	<u>\$ 2,536,138</u>	<u>\$ 2,534,563</u>
<b>Total</b>	<b>\$ 2,531,288</b>	<b>\$ 2,536,138</b>	<b>\$ 2,534,563</b>
<u>Debt Issuance</u>			
<u>Issue 2013D</u>			
Principal	\$ 1,480,000	\$ 1,530,000	\$ 1,575,000
Interest	\$ 1,043,288	\$ 998,138	\$ 951,563
Fees	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>
<b>Total</b>	<b>\$ 2,531,288</b>	<b>\$ 2,536,138</b>	<b>\$ 2,534,563</b>

# 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 2017-18	FY 2018-19	FY 2019-20
<u>Department Programs</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Administration	\$ 829,726	\$ 1,105,783	\$ 815,062
Facilities	\$ -	\$ -	\$ 1,352,306
Treatment Facilities	\$ 3,510,850	\$ 4,135,166	\$ 3,336,030
Collection System Maintenance	\$ 2,720,290	\$ 4,111,527	\$ 3,729,434
Laboratory Services	\$ 244,839	\$ 256,468	\$ 805,810
Inter-Jurisdictional Agencies	\$ 6,843,786	\$ 7,576,000	\$ 7,945,000
Non-Departmental	\$ 5,735,950	\$ 5,452,875	\$ 5,584,131
Stormwater Operations & Maintenance	\$ 2,054,144	\$ 2,856,197	\$ 2,812,767
Capital Projects	\$ 3,130,799	\$ 3,710,000	\$ 5,975,000
Debt	\$ 6,271,216	\$ 6,287,807	\$ 6,290,257
<b>Total</b>	<b>\$ 31,341,600</b>	<b>\$ 35,491,823</b>	<b>\$ 38,645,797</b>

## Department by Expenditure Category

Salary & Benefits	\$ 6,377,682	\$ 7,879,624	\$ 7,956,576
Operating Expenses	\$ 15,530,152	\$ 16,768,936	\$ 17,887,314
Equipment	\$ 31,751	\$ 845,456	\$ 536,650
<b>Total - Operations &amp; Maintenance</b>	<b>\$ 21,939,585</b>	<b>\$ 25,494,016</b>	<b>\$ 26,380,540</b>
Capital Improvements	\$ 3,130,799	\$ 3,710,000	\$ 5,975,000
Debt Service Payments	\$ 6,271,216	\$ 6,287,807	\$ 6,290,257
<b>Total</b>	<b>\$ 31,341,600</b>	<b>\$ 35,491,823</b>	<b>\$ 38,645,797</b>

## Department by Fund

Sanitary Sewer	\$ 28,294,436	\$ 31,155,626	\$ 33,988,030
Storm Water Sales Tax	\$ 3,047,164	\$ 4,336,197	\$ 4,657,767
<b>Total</b>	<b>\$ 31,341,600</b>	<b>\$ 35,491,823</b>	<b>\$ 38,645,797</b>

## Position Summary

FTE	86.65	84.50	82.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 703,781	\$ 865,453	\$ 563,718
Operating Expenses	\$ 118,460	\$ 240,330	\$ 251,344
Equipment	\$ 7,485	\$ -	\$ -
<b>Total</b>	<b>\$ 829,726</b>	<b>\$ 1,105,783</b>	<b>\$ 815,062</b>

**Program by Fund**

Sanitary Sewer (030-5201)	\$ 829,726	\$ 1,105,783	\$ 815,062
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**Position Summary**

FTE	10.7	9.4	3.3
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# Water Pollution Control Facilities

**Program Mission**

The mission of the Facilities division is to ensure reliable operation of wastewater collection and treatment systems through preventative and predictive maintenance practices.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ 582,420
Operating Expenses	\$ -	\$ -	\$ 667,886
Equipment	\$ -	\$ -	\$ 102,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,352,306</b>

**Program by Fund**

Sanitary Sewer (030-5215)	\$ -	\$ -	\$ 1,352,306
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**Position Summary**

FTE	0.00	0.00	7.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 1,781,286	\$ 2,083,240	\$ 1,884,485
Operating Expenses	\$ 1,722,078	\$ 1,957,890	\$ 1,451,545
Equipment	\$ 7,485	\$ 94,036	\$ -
<b>Total</b>	<b>\$ 3,510,850</b>	<b>\$ 4,135,166</b>	<b>\$ 3,336,030</b>

**Program by Fund**

Sanitary Sewer (030-5220)	\$ 3,510,850	\$ 4,135,166	\$ 3,336,030
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**Position Summary**

FTE	25.00	25.00	20.00
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 2,006,662	\$ 2,522,157	\$ 2,528,694
Operating Expenses	\$ 704,193	\$ 898,350	\$ 961,590
Equipment	\$ 9,435	\$ 691,020	\$ 239,150
<b>Total</b>	<b>\$ 2,720,290</b>	<b>\$ 4,111,527</b>	<b>\$ 3,729,434</b>

**Program by Fund**

Sanitary Sewer (030-5230)	\$ 2,720,290	\$ 4,111,527	\$ 3,729,434
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**Position Summary**

FTE	33.75	33.25	30.25
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# Water Pollution Control Environmental Services

**Program Mission**

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

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 200,135	\$ 214,968	\$ 613,710
Operating Expenses	\$ 37,358	\$ 41,500	\$ 92,500
Equipment	\$ 7,346	\$ -	\$ 99,600
<b>Total</b>	<b>\$ 244,839</b>	<b>\$ 256,468</b>	<b>\$ 805,810</b>

**Program by Fund**

Sanitary Sewer (030-5240)	\$ 244,839	\$ 256,468	\$ 805,810
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**Position Summary**

FTE	3.0	3.0	8.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ -	\$ -	\$ -
Operating Expenses	\$ 6,843,786	\$ 7,576,000	\$ 7,945,000
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 6,843,786</b>	<b>\$ 7,576,000</b>	<b>\$ 7,945,000</b>

<b><u>Program by Fund</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Sanitary Sewer (030-5210)	\$ 6,843,786	\$ 7,576,000	\$ 7,945,000
<b>Total</b>	<b>\$ 6,843,786</b>	<b>\$ 7,576,000</b>	<b>\$ 7,945,000</b>

<b><u>Position Summary</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
FTE	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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 547,131	\$ 589,059	\$ 213,897
Operating Expenses	\$ 5,188,819	\$ 4,863,816	\$ 5,370,234
Equipment	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 5,735,950</b>	<b>\$ 5,452,875</b>	<b>\$ 5,584,131</b>
<b><u>Program by Fund</u></b>			
Sanitary Sewer (030-6530)	\$ 5,735,950	\$ 5,452,875	\$ 5,584,131
<b>Total</b>	<b>\$ 5,735,950</b>	<b>\$ 5,452,875</b>	<b>\$ 5,584,131</b>
<b><u>Position Summary</u></b>			
FTE	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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,138,687	\$ 1,604,747	\$ 1,569,652
Operating Expenses	\$ 915,457	\$ 1,191,050	\$ 1,147,215
Equipment	\$ -	\$ 60,400	\$ 95,900
<b>Total</b>	<b>\$ 2,054,144</b>	<b>\$ 2,856,197</b>	<b>\$ 2,812,767</b>

**Program by Fund**

Storm Water Sales Tax (013-5261, 5262, 5263)	\$ 2,054,144	\$ 2,856,197	\$ 2,812,767
<b>Total</b>	<b>\$ 2,054,144</b>	<b>\$ 2,856,197</b>	<b>\$ 2,812,767</b>

**Position Summary**

FTE	15.8	15.1	13.95
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**Major Changes**

- Addition of 2 Equipment Operator II positions
- Eliminate Maintenance Supervisor position

# Water Pollution Control

## Capital Projects

	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
<b><u>Program by Fund</u></b>			
Sanitary Sewer	\$ 2,137,779	\$ 2,230,000	\$ 4,130,000
Storm Water Sales Tax	\$ 993,020	\$ 1,480,000	\$ 1,845,000
<b>Total</b>	<b>\$ 3,130,799</b>	<b>\$ 3,710,000</b>	<b>\$ 5,975,000</b>
<b><u>Project Summary</u></b>			
<b><u>Sewer Collection System</u></b>			
Trenchless Technology	\$ 204,141	\$ -	\$ 250,000
Neighborhood Projects	\$ 109,475	\$ -	\$ -
Burr Oak East	\$ 77	\$ -	\$ -
Crackerneck - Van Hook Sewer	\$ 31,968	\$ -	\$ -
18th St & South Evanston	\$ 17,794	\$ -	\$ -
Pacific Ave Sanitary Main	\$ 450,003	\$ -	\$ -
Arrowhead Center	\$ 1,474	\$ 630,000	\$ -
28th & Norwood	\$ 124,190	\$ -	\$ -
16th & Scott	\$ 14,749	\$ -	\$ -
Neighborhood Improvements	\$ 59,924	\$ 750,000	\$ 150,000
Sermon Center Study/Engineering	\$ -	\$ 75,000	\$ -
Fairmount Highlands	\$ -	\$ -	\$ 170,000
Arlington Improvements	\$ -	\$ -	\$ 100,000
Bison Park	\$ -	\$ -	\$ 310,000
Truman & Harris	\$ -	\$ -	\$ 50,000
<b>Total</b>	<b>\$ 1,013,795</b>	<b>\$ 1,455,000</b>	<b>\$ 1,030,000</b>
<b><u>Sewer Equipment</u></b>			
Utility Billing System	\$ 82,955	\$ -	\$ -
<b>Total</b>	<b>\$ 82,955</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Sewer Plant Maintenance</u></b>			
Security Improvements	\$ 2,694	\$ -	\$ -
Biosolids Handling	\$ 80,869	\$ -	\$ 2,000,000
Rock Creek Treatment Plant Facilities	\$ 306,738	\$ -	\$ -
Primary Sludge Grinders	\$ 32,915	\$ -	\$ -
Treatment Facilities Water Utilities Improvements	\$ 617,813	\$ -	\$ -
Rock Creek Heat Boiler Replacement	\$ -	\$ 250,000	\$ -
Rock Creek Effluent Structure	\$ -	\$ 375,000	\$ -
Sugar Creek Platform Stairs, Railings	\$ -	\$ 150,000	\$ -
RCPS Raw Pumps & Screening	\$ -	\$ -	\$ 650,000
RCTP Fencing	\$ -	\$ -	\$ 200,000
Electrical Substation Rehab	\$ -	\$ -	\$ 250,000
<b>Total</b>	<b>\$ 1,041,029</b>	<b>\$ 775,000</b>	<b>\$ 3,100,000</b>
<b><u>Stormwater Improvements</u></b>			
Emergency Construction Projects	\$ 55,562	\$ 100,000	\$ 200,000
Trenchless Technology	\$ 21,139	\$ -	\$ -
2012 Neighborhood Projects	\$ 232,079	\$ -	\$ -
Griffith Place	\$ 371,206	\$ -	\$ -
Liberty & Stone	\$ 25,158	\$ -	\$ -
Rock Creek Neighborhood Projects	\$ 74,324	\$ -	\$ -
N. Kiger at Frederick	\$ 3,321	\$ -	\$ -
Sugar Creek 15th & Sterling, Waldo & Harris, South 15	\$ 43,006	\$ -	\$ -
Drumm to Crane	\$ 14,293	\$ -	\$ -
19th & Norwood	\$ 20,435	\$ -	\$ -
Walnut Gardens	\$ 29,385	\$ 300,000	\$ -
Blue Lawn E 31st - E 32nd - E of Arlington	\$ 63,171	\$ -	\$ -
Crescent Meadows	\$ 39,941	\$ 300,000	\$ -
Leslie to Crane and Hereford	\$ -	\$ 60,000	\$ -
Noland Rd. Culvert Replacement	\$ -	\$ 150,000	\$ -
Raymond, Harkless to Mills	\$ -	\$ 480,000	\$ -
Ralston Drainage Improvements	\$ -	\$ 90,000	\$ 700,000
Barnes Place	\$ -	\$ -	\$ 50,000
Bristol Cedar to Home	\$ -	\$ -	\$ 450,000
42nd St Culvert Replacement	\$ -	\$ -	\$ 400,000
Truman & Harris	\$ -	\$ -	\$ 45,000
<b>Total</b>	<b>\$ 993,020</b>	<b>\$ 1,480,000</b>	<b>\$ 1,845,000</b>

# Water Pollution Control Debt

<u>Program by Expenditure Category</u>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Debt Service	\$ 6,271,216	\$ 6,287,807	\$ 6,290,257
<u>Program by Fund</u>			
Sanitary Sewer	<u>\$ 6,271,216</u>	<u>\$ 6,287,807</u>	<u>\$ 6,290,257</u>
<b>Total</b>	<b>\$ 6,271,216</b>	<b>\$ 6,287,807</b>	<b>\$ 6,290,257</b>
<u>Debt Issuance</u>			
<u>Issue 2012B</u>			
Principal	\$ 835,000	\$ 860,000	\$ 890,000
Interest	\$ 1,437,131	\$ 1,415,882	\$ 1,389,632
Fees	<u>\$ 2,310</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Total</b>	<b>\$ 2,274,441</b>	<b>\$ 2,280,882</b>	<b>\$ 2,284,632</b>
<u>Issue 2013C</u>			
Principal	\$ 885,000	\$ 910,000	\$ 940,000
Interest	\$ 2,037,850	\$ 2,015,350	\$ 1,982,900
Fees	<u>\$ 3,220</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Total</b>	<b>\$ 2,926,070</b>	<b>\$ 2,930,350</b>	<b>\$ 2,927,900</b>
<u>Issue 2014C</u>			
Principal	\$ 280,000	\$ 290,000	\$ 300,000
Interest	\$ 787,792	\$ 781,575	\$ 772,725
Fees	<u>\$ 2,914</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Total</b>	<b>\$ 1,070,706</b>	<b>\$ 1,076,575</b>	<b>\$ 1,077,725</b>

# Public Works



**Public Works Director**

**Tim Gramling**

**Fleet Management**

**Engineering**

**Facilities Management**

**Street Maintenance**

# 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.

	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
<b><u>Department Programs</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Administration	\$ 626,627	\$ 622,245	\$ 740,440
Engineering	\$ 514,009	\$ 818,775	\$ 960,231
Facilities Management	\$ 870,329	\$ 1,145,894	\$ 1,049,064
Street Maintenance	\$ 3,484,982	\$ 4,571,239	\$ 4,936,918
Capital Projects	\$ 6,573,668	\$ 7,515,800	\$ 7,357,904
Debt	\$ 528,991	\$ 534,266	\$ -
<b>Total</b>	<b>\$ 12,598,606</b>	<b>\$ 15,208,219</b>	<b>\$ 15,044,557</b>

## **Department by Expenditure Category**

Salary & Benefits	\$ 2,958,920	\$ 3,639,287	\$ 3,724,037
Operating Expenses	\$ 1,851,277	\$ 2,449,366	\$ 2,577,691
Equipment	\$ 685,751	\$ 1,069,500	\$ 1,384,925
<b>Total - Operating Expenses</b>	<b>\$ 5,495,948</b>	<b>\$ 7,158,153</b>	<b>\$ 7,686,653</b>
Capital Improvements	\$ 6,573,668	\$ 7,515,800	\$ 7,357,904
Debt Service Payments	\$ 528,991	\$ 534,266	\$ -
<b>Total</b>	<b>\$ 12,598,606</b>	<b>\$ 15,208,219</b>	<b>\$ 15,044,557</b>

## **Department by Fund**

General	\$ 5,160,869	\$ 6,070,802	\$ 5,996,756
Street Improvements Sales Tax	\$ 7,437,737	\$ 9,137,417	\$ 9,047,801
<b>Total</b>	<b>\$ 12,598,606</b>	<b>\$ 15,208,219</b>	<b>\$ 15,044,557</b>

## **Position Summary**

FTE	74.50	78.00	77.10
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 533,822	\$ 597,273	\$ 541,174
Operating Expenses	\$ 31,958	\$ 16,472	\$ 188,391
Equipment	\$ 60,847	\$ 8,500	\$ 10,875
<b>Total</b>	<b>\$ 626,627</b>	<b>\$ 622,245</b>	<b>\$ 740,440</b>

**Program by Fund**

General (002-5001)	\$ 626,627	\$ 622,245	\$ 740,440
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**Position Summary**

FTE	5.0	5.0	5.0
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18 <u>Actual</u></b>	<b>FY 2018-19 <u>Adopted</u></b>	<b>FY 2019-20 <u>Adopted</u></b>
Salary & Benefits	\$ 370,331	\$ 412,564	\$ 646,555
Operating Expenses	\$ 141,042	\$ 116,211	\$ 138,676
Equipment	\$ 2,635	\$ 290,000	\$ 175,000
<b>Total</b>	<b>\$ 514,009</b>	<b>\$ 818,775</b>	<b>\$ 960,231</b>

**Program by Fund**

General (002-5011)	\$ 514,009	\$ 818,775	\$ 960,231
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**Position Summary**

FTE	16.60	19.60	20.10
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**Major Changes**

-Funds for surveying equipment

# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 382,615	\$ 458,650	\$ 487,940
Operating Expenses	\$ 421,116	\$ 656,744	\$ 528,624
Equipment	\$ 66,599	\$ 30,500	\$ 32,500
<b>Total</b>	<b><u>\$ 870,329</u></b>	<b><u>\$ 1,145,894</u></b>	<b><u>\$ 1,049,064</u></b>

**Program by Fund**

General (002-5015)	\$ 870,329	\$ 1,145,894	\$ 1,049,064
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**Position Summary**

FTE	9.00	9.50	9.50
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# 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.

<b><u>Program by Expenditure Category</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>
Salary & Benefits	\$ 1,672,152	\$ 2,170,800	\$ 2,048,368
Operating Expenses	\$ 1,257,161	\$ 1,659,939	\$ 1,722,000
Equipment	\$ 555,670	\$ 740,500	\$ 1,166,550
<b>Total</b>	<b>\$ 3,484,982</b>	<b>\$ 4,571,239</b>	<b>\$ 4,936,918</b>

**Program by Fund**

General (002-5111)	\$ 3,149,904	\$ 3,483,888	\$ 3,247,021
Street Improvements Sales Tax (011-5112)	\$ 335,079	\$ 1,087,351	\$ 1,689,897
<b>Total</b>	<b>\$ 3,484,982</b>	<b>\$ 4,571,239</b>	<b>\$ 4,936,918</b>

**Position Summary**

FTE	35.40	35.40	34.00
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**Major Changes**

- Road Matrix Pavement Management software upgrade
- Additional funds for salt and street maintenance supplies

# Public Works Capital Projects

	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
<b><u>Program by Expenditure Category</u></b>			
Capital Improvements	\$ 6,573,668	\$ 7,515,800	\$ 7,357,904
<b><u>Program by Fund</u></b>			
Street Improvements Sales Tax	\$ 6,573,668	\$ 7,515,800	\$ 7,357,904
<b><u>Project Summary</u></b>			
<b><u>Streets</u></b>			
24 Hwy Complete Streets	\$ -	\$ 350,000	\$ 30,000
40 Hwy Complete Streets	\$ -	\$ 425,000	\$ 700,000
Alley Rehab	\$ 35,500	\$ -	\$ -
Crysler Complete Streets	\$ 784,301	\$ -	\$ -
Jackson Drive Extension	\$ 181,275	\$ -	\$ -
Pavement Management System	\$ 60,683	\$ -	\$ -
Street Overlay	\$ 2,658,511	\$ 5,356,000	\$ 5,000,000
Scott Ave Bridge			\$ 400,000
Truman Connect			\$ 162,000
Mill Creek Pedestrian Bridge			\$ 40,000
Truman & Harris			\$ 175,000
Street Projects	\$ -	\$ 175,000	\$ -
<b>Total</b>	<b>\$ 3,720,269</b>	<b>\$ 6,306,000</b>	<b>\$ 6,507,000</b>
<b><u>Streetscapes/Sidewalks</u></b>			
Sidewalks to Parks	\$ 14,454	\$ 537,500	\$ 250,000
Sidewalks to Schools	\$ 103,774	\$ 50,000	\$ -
<b>Total</b>	<b>\$ 118,228</b>	<b>\$ 587,500</b>	<b>\$ 250,000</b>
<b><u>Traffic</u></b>			
39th & Phelps Intersection	\$ 488	\$ -	\$ -
78 Hwy & Truman	\$ 1,149,140	\$ -	\$ -
Intersection Improvements	\$ 1,471,920	\$ 554,500	\$ 558,104
Noland & Fair	\$ 45,648	\$ 25,000	\$ -
Operation Greenlight	\$ 67,974	\$ 42,800	\$ 42,800
<b>Total</b>	<b>\$ 2,735,171</b>	<b>\$ 622,300</b>	<b>\$ 600,904</b>

# Public Works Debt

	FY 2017-18 <u>Actual</u>	FY 2018-19 <u>Adopted</u>	FY 2019-20 <u>Adopted</u>
<b><u>Program by Expenditure Category</u></b>			
Debt Service	\$ 528,991	\$ 534,266	\$ -
 <b><u>Program by Fund</u></b>			
Street Improvements Sales Tax	\$ 528,991	\$ 534,266	\$ -
 <b><u>Debt Issuance</u></b>			
<b><u>Issue 2009G</u></b>			
Principal	\$ 495,000	\$ 515,000	\$ -
Interest	\$ 32,741	\$ 14,266	\$ -
Fees	\$ 1,250	\$ 5,000	\$ -
<b>Total</b>	<b>\$ 528,991</b>	<b>\$ 534,266</b>	<b>\$ -</b>

# Fund Summaries

**Schedule 1**  
**All Funds by Expense Category**

<b>All Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Salaries	\$ 116,795,332	\$ 116,117,317	\$ 118,472,622
Operating Expenses	145,332,776	150,369,772	147,585,360
Equipment	5,676,020	7,140,531	7,249,680
<b>Total - Operating</b>	<b>\$ 267,804,128</b>	<b>\$ 273,627,620</b>	<b>\$ 273,307,662</b>
Capital Improvements	42,678,234	19,407,967	22,922,104
Debt Service	20,253,467	20,653,525	20,602,260
Transfers Out	3,252,132	10,000	10,000
<b>Total</b>	<b>\$ 333,987,961</b>	<b>\$ 313,699,112</b>	<b>\$ 316,842,026</b>

<b>General Fund</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Salaries	\$ 63,852,413	\$ 64,028,006	\$ 65,840,568
Operating Expenses	11,528,713	11,643,146	11,317,741
Equipment	1,130,341	769,021	565,168
<b>Total - Operating</b>	<b>\$ 76,511,467</b>	<b>\$ 76,440,173</b>	<b>\$ 77,723,477</b>
Capital Improvements	--	--	--
Debt Service	--	260,329	--
Transfers Out	337,637	10,000	10,000
<b>Total</b>	<b>\$ 76,849,104</b>	<b>\$ 76,710,502</b>	<b>\$ 77,733,477</b>

<b>Special Revenue Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Salaries	\$ 5,363,968	\$ 4,899,085	\$ 5,465,426
Operating Expenses	6,294,430	6,355,306	7,017,867
Equipment	3,531,953	3,840,254	4,343,062
<b>Total - Operating</b>	<b>\$ 15,190,351</b>	<b>\$ 15,094,645</b>	<b>\$ 16,826,355</b>
Capital Improvements	8,733,855	10,131,967	10,439,804
Debt Service	613,096	835,000	270,089
Transfers Out	2,914,495	--	--
<b>Total</b>	<b>\$ 27,451,797</b>	<b>\$ 26,061,612</b>	<b>\$ 27,536,248</b>

<b>Enterprise Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Salaries	\$ 47,578,951	\$ 47,190,226	\$ 47,166,628
Operating Expenses	127,509,633	132,371,320	129,249,752
Equipment	1,013,726	2,531,256	2,341,450
<b>Total - Operating</b>	<b>\$ 176,102,310</b>	<b>\$ 182,092,802</b>	<b>\$ 178,757,830</b>
Capital Improvements	33,944,379	9,276,000	12,482,300
Debt Service	19,640,371	19,558,196	20,332,171
Transfers Out	--	--	--
<b>Total</b>	<b>\$ 229,687,060</b>	<b>\$ 210,926,998</b>	<b>\$ 211,572,301</b>

**Schedule 2**  
**Expenditures by Department**

<b>All Funds</b>			
<b>Department</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
City Manager	1,085,503	1,511,092	1,250,397
Community Development	5,686,028	6,695,348	6,656,969
Finance & Administration	5,428,505	6,927,580	5,807,820
Fire	21,719,904	22,676,109	23,923,544
Health	1,518,497	-	-
Mayor & City Council	739,068	1,133,061	1,038,546
Municipal Court	839,608	1,165,716	1,174,653
Non-Departmental	9,152,762	-	-
Parks Recreation Tourism	8,600,107	9,248,786	9,182,259
Police	29,915,430	33,860,006	36,523,213
Power and Light	165,350,375	148,089,023	143,952,059
Public Works	12,741,867	15,208,219	15,044,557
Water	34,379,837	31,682,349	33,632,212
Water Pollution Control	33,593,271	35,491,823	38,645,797
Transfers Out	337,637	10,000	10,000
Misc. Grants	2,899,562	-	-
<b>Total</b>	<b>\$ 333,987,961</b>	<b>313,699,112</b>	<b>316,842,026</b>

<b>General Fund</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
City Manager	\$ 1,085,503	\$ 1,511,092	\$ 1,250,397
Community Development	4,439,118	5,351,414	5,273,700
Finance & Administration	5,428,505	6,927,580	5,807,820
Fire	19,078,447	20,539,523	21,539,346
Health	1,518,497	0	0
Mayor & City Council	739,068	1,133,061	1,038,546
Municipal Court	839,608	1,165,716	1,174,653
Non-Departmental	9,152,762	0	0
Parks Recreation Tourism	1,444,728	2,311,418	2,025,761
Police	27,624,362	31,689,896	33,616,498
Public Works	5,160,869	6,070,802	5,996,756
Transfers Out	337,637	10,000	10,000
<b>Total</b>	<b>\$ 76,849,104</b>	<b>\$ 76,710,502</b>	<b>\$ 77,733,477</b>

<b>Special Revenue Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Community Development	\$ 1,246,910	\$ 1,343,934	\$ 1,383,269
Fire	2,641,457	2,136,586	2,384,198
Parks	7,155,379	6,937,368	7,156,498
Police	2,291,068	2,170,110	2,906,715
Public Works	7,580,998	9,137,417	9,047,801
Water Pollution Control	3,636,423	4,336,197	4,657,767
Grants	2,899,562	--	--
<b>Total</b>	<b>\$ 27,451,797</b>	<b>\$ 26,061,612</b>	<b>\$ 27,536,248</b>

<b>Enterprise Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Proposed</b>
Power & Light	165,350,375	148,089,023	143,952,059
Water	34,379,837	31,682,349	33,632,212
Water Pollution Control	29,956,848	35,491,823	38,645,797
<b>Total</b>	<b>\$ 229,687,060</b>	<b>\$ 215,263,195</b>	<b>\$ 216,230,068</b>

**Schedule 3**  
**Expenditures by Fund and Fund Type**

<b>All Funds</b>			
<b>Fund</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
General	\$ 76,849,104	\$ 76,710,502	\$ 77,733,477
Tourism	1,940,135	2,033,076	2,271,844
Community Development Block Grant	1,134,989	829,993	852,910
HOME	111,921	513,941	530,359
Street Improvements Sales Tax	7,580,998	9,137,417	9,047,801
Park Improvements Sales Tax	5,215,244	4,904,292	4,884,654
Storm Water Sales Tax	3,636,423	4,336,197	4,657,767
Grants	2,899,562	0	510,908
Police Public Safety Sales Tax	2,291,068	2,170,110	2,487,633
Fire Public Safety Sales Tax	2,641,457	2,136,586	2,292,372
Independence Power and Light	165,350,375	148,089,023	143,952,059
Water	34,379,837	31,155,626	33,988,030
Sanitary Sewer	29,956,848	31,682,349	33,632,212
<b>Total</b>	<b>\$ 333,987,961</b>	<b>\$ 313,699,112</b>	<b>\$ 316,842,026</b>

<b>Governmental Funds</b>			
<b>Fund</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
General	\$ 76,849,104	\$ 76,710,502	\$ 77,733,477
Tourism	1,940,135	2,033,076	2,271,844
Community Development Block Grant	1,134,989	829,993	852,910
HOME	111,921	513,941	530,359
Street Improvements Sales Tax	7,580,998	9,137,417	9,047,801
Park Improvements Sales Tax	5,215,244	4,904,292	4,884,654
Storm Water Sales Tax	3,636,423	4,336,197	4,657,767
Grants	2,899,562	0	510,908
Police Public Safety Sales Tax	2,291,068	2,170,110	2,487,633
Fire Public Safety Sales Tax	2,641,457	2,136,586	2,292,372
<b>Total</b>	<b>\$ 104,300,901</b>	<b>\$ 102,772,114</b>	<b>\$ 105,269,725</b>

<b>Enterprise Funds</b>			
<b>Fund</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Power & Light	\$ 165,350,375	148,089,023	143,952,059
Water	34,379,837	31,682,349	33,632,212
Sanitary Sewer	29,956,848	35,491,823	38,645,797
<b>Total</b>	<b>\$ 229,687,060</b>	<b>\$ 215,263,195</b>	<b>\$ 216,230,068</b>

**Schedule 4**  
**Revenues by Fund and Fund Type**

<b>All Funds</b>			
<b>Fund</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Fund</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
General	\$ 77,450,936	76,617,596	77,880,502
Tourism	2,032,008	2,145,489	2,068,178
Community Development Block Grant	913,950	829,993	831,763
HOME	110,872	513,941	473,718
Street Improvements Sales Tax	10,707,212	8,553,300	8,457,915
Park Improvements Sales Tax	5,105,791	4,805,155	4,795,834
Storm Water Sales Tax	4,452,200	4,279,000	4,251,897
Grants	2,797,607	0	510,908
Police Public Safety Sales Tax	2,361,034	2,252,000	2,250,847
Fire Public Safety Sales Tax	2,139,782	2,135,500	2,118,442
Independence Power and Light	150,486,866	146,562,437	138,838,381
Water	34,805,775	33,901,392	34,232,692
Sanitary Sewer	29,090,737	30,973,000	33,658,893
<b>Total</b>	<b>\$ 322,454,770</b>	<b>\$ 313,568,803</b>	<b>\$ 310,369,970</b>

<b>Governmental Funds</b>			
<b>Fund</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Fund</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
General	\$ 77,450,936	76,617,596	77,880,502
Tourism	2,032,008	2,145,489	2,068,178
Community Development Block Grant	913,950	829,993	831,763
HOME	110,872	513,941	473,718
Street Improvements Sales Tax	10,707,212	8,553,300	8,457,915
Park Improvements Sales Tax	5,105,791	4,805,155	4,795,834
Storm Water Sales Tax	4,452,200	4,279,000	4,251,897
Grants	2,797,607	0	510,908
Police Public Safety Sales Tax	2,361,034	2,252,000	2,250,847
Fire Public Safety Sales Tax	2,139,782	2,135,500	2,118,442
<b>Total</b>	<b>\$ 108,071,392</b>	<b>\$ 102,131,974</b>	<b>\$ 103,640,004</b>

<b>Enterprise Funds</b>			
<b>Fund</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Fund</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Power & Light	\$ 150,486,866	146,562,437	138,838,381
Water	34,805,775	33,901,392	34,232,692
Sanitary Sewer	29,090,737	30,973,000	33,658,893
<b>Total</b>	<b>\$ 214,383,378</b>	<b>\$ 211,436,829</b>	<b>\$ 206,729,966</b>

## Schedule 5

### All Funds by Revenue Category Group

<b>All Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Taxes	\$ 49,881,572	49,716,571	50,096,528
Franchise Fees	8,771,668	8,540,000	8,752,300
PILOTS	20,067,531	19,750,000	19,614,000
Licenses and Permits	4,598,143	4,817,260	4,725,150
Intergovernmental Revenue	10,860,767	6,710,162	7,221,596
Charges for Services	3,272,643	2,888,496	3,585,838
Fines and Forfeitures	3,716,388	3,897,525	3,727,250
Utility Service Charges	199,308,704	199,776,461	194,837,649
Other Revenue	13,420,914	9,239,065	9,424,178
<b>Sub-Total</b>	<b>\$ 313,898,330</b>	<b>305,335,540</b>	<b>301,984,489</b>
Interfund Charges	8,429,231	8,233,263	8,385,481
Capital Lease Proceeds	127,210	0	0
Transfers In	--	--	--
<b>Total</b>	<b>\$ 322,454,771</b>	<b>\$ 313,568,803</b>	<b>\$ 310,369,970</b>

<b>General Fund</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Taxes	\$ 26,438,613	\$ 26,175,000	\$ 26,840,070
Franchise Fees	8,771,668	8,540,000	8,752,300
PILOTS	20,067,531	19,750,000	19,614,000
Licenses and Permits	4,598,143	4,817,260	4,725,150
Intergovernmental Revenue	5,349,156	5,366,228	5,405,207
Charges for Services	2,431,168	2,315,841	2,980,383
Fines and Forfeitures	3,716,388	3,897,525	3,727,250
Other Revenue	978,574	600,500	680,900
<b>Sub-Total</b>	<b>\$ 72,351,241</b>	<b>\$ 71,462,354</b>	<b>\$ 72,725,260</b>
Interfund Charges	5,099,696	5,155,242	5,155,242
Transfers In	--	0	0
<b>Total</b>	<b>\$ 77,450,937</b>	<b>\$ 76,617,596</b>	<b>\$ 77,880,502</b>

<b>Special Revenue Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Taxes	\$ 23,442,959	23,541,571	23,256,458
Charges for Services	841,475	572,655	605,455
Other Revenue	632,201	56,218	81,200
Intergovernmental Revenue	5,511,611	1,343,934	1,816,389
<b>Sub-Total</b>	<b>\$ 30,428,246</b>	<b>\$ 25,514,378</b>	<b>\$ 25,759,502</b>
Interfund Charges	65,000	--	--
Capital Lease Proceeds	127,210	--	--
<b>Total</b>	<b>\$ 30,620,456</b>	<b>\$ 25,514,378</b>	<b>\$ 25,759,502</b>

<b>Enterprise Funds</b>			
<b>Category</b>	<b>2017-18 Actual</b>	<b>2018-19 Adopted</b>	<b>2019-20 Adopted</b>
Utility Service Charges	\$ 199,308,704	\$ 199,776,461	\$ 194,837,649
Other Revenue	11,810,139	8,582,347	8,662,078
<b>Sub-Total</b>	<b>\$ 211,118,843</b>	<b>\$ 208,358,808</b>	<b>\$ 203,499,727</b>
Interfund Charges	3,264,535	3,078,021	3,230,239
<b>Total</b>	<b>\$ 214,383,378</b>	<b>\$ 211,436,829</b>	<b>\$ 206,729,966</b>

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

	2017-18 Actual	2018-19 Adopted	2018-19 Estimate	2019-20 Adopted
<b>Revenues</b>				
<b>Taxes</b>				
Property	\$ 7,967,851	7,950,000	7,877,260	8,592,000
Sales	18,021,064	17,775,000	17,533,711	17,831,670
Cigarette	449,698	450,000	412,888	416,400
<b>Total Taxes</b>	<b>26,438,613</b>	<b>26,175,000</b>	<b>25,823,859</b>	<b>26,840,070</b>
<b>Utility Franchise Fees</b>				
Water	25,223	30,000	35,825	43,300
Gas	3,892,885	3,800,000	3,869,197	3,841,000
Telephone	2,784,941	2,610,000	2,469,366	2,580,000
Electricity	793,175	750,000	727,217	1,188,000
Cable	1,275,444	1,350,000	1,288,443	1,100,000
<b>Total Franchise Fees</b>	<b>8,771,668</b>	<b>8,540,000</b>	<b>8,390,048</b>	<b>8,752,300</b>
<b>PILOTS</b>				
Power & Light	14,052,880	13,600,000	14,130,811	12,950,000
Water Service	3,184,837	3,150,000	3,175,319	3,371,200
Sanitary Sewer	2,829,814	3,000,000	3,435,750	3,292,800
<b>Total PILOTS</b>	<b>20,067,531</b>	<b>19,750,000</b>	<b>20,741,880</b>	<b>19,614,000</b>
<b>All Other</b>				
Licenses & Permits	4,598,143	4,817,260	4,733,489	4,725,150
Intergovernmental Revenue	5,349,156	5,366,228	5,246,677	5,405,207
Service Charges	2,431,168	2,315,841	2,473,797	2,980,383
Fines & Court Costs	3,716,388	3,897,525	3,909,436	3,727,250
Interfund Chgs Supp Srvcs	5,099,696	5,155,242	5,035,500	5,155,242
Other	978,574	600,500	1,252,277	680,900
<b>Total All Other</b>	<b>22,173,124</b>	<b>22,152,596</b>	<b>22,651,176</b>	<b>22,674,132</b>
Transfers In from Other Funds	-	-	-	-
<b>Total Revenues</b>	<b>\$ 77,450,936</b>	<b>76,617,596</b>	<b>77,606,963</b>	<b>77,880,502</b>
<b>Expenditures</b>				
Salary and Benefits	\$ 63,852,413	64,028,006	65,841,709	65,840,568
Operating Expenses	11,528,713	11,643,146	12,200,578	11,317,741
Equipment	1,130,341	769,021	741,734	565,168
Debt Service	-	260,329	160,457	-
<b>Sub-Total Expenditures</b>	<b>76,511,467</b>	<b>76,700,502</b>	<b>78,944,478</b>	<b>77,723,477</b>
Transfers Out	337,637	10,000	10,358	10,000
<b>Total Expenditures</b>	<b>\$ 76,849,104</b>	<b>76,710,502</b>	<b>78,954,836</b>	<b>77,733,477</b>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ 601,832</b>	<b>(92,906)</b>	<b>(1,347,873)</b>	<b>147,025</b>
<b>Beginning Unassigned Fund Balance</b>				
	5,982,941		7,030,007	
Cancellation of Prior Year Encumbrances	116,049		62,778	
Change in Other Fund Balance Components	329,185		192,213	
<b>Ending Unassigned Fund Balance</b>	<b>7,030,007</b>		<b>5,937,124</b>	
<b>Restricted</b>	395,412		84,386	
<b>Committed</b>	106,884		25,693	
<b>Assigned</b>	1,268,521		1,158,646	
<b>Total Fund Balance</b>	<b>\$ 8,800,824</b>		<b>7,205,849</b>	

**Schedule 7**  
**Governmental Funds**  
**Tourism Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Transient Guest Tax	\$ 1,956,257	2,058,071	1,967,003	1,995,578
Charges for Services	47,879	45,000	39,672	45,000
Investment Income (Loss)	(1,637)	1,000	56,246	3,600
Other	29,509	41,418	29,294	24,000
<b>Total All Other</b>	<u>2,032,008</u>	<u>2,145,489</u>	<u>2,092,215</u>	<u>2,068,178</u>
Transfers In	-	-	-	-
<b>Total Revenues</b>	<u>\$ 2,032,008</u>	<u>2,145,489</u>	<u>2,092,215</u>	<u>2,068,178</u>
<b>Expenditures</b>				
Salary & Benefits	\$ 793,935	1,037,680	947,278	905,820
Operating Expenses	1,004,395	994,396	877,800	1,080,024
Equipment	91,968	1,000	6,017	1,000
<b>Operating Expenditures</b>	<u>1,890,298</u>	<u>2,033,076</u>	<u>1,831,095</u>	<u>1,986,844</u>
Capital Improvements	-	-	-	285,000
Debt Service	-	-	-	-
Transfers Out	49,837	-	130,098	-
<b>Total Expenditures</b>	<u>\$ 1,940,135</u>	<u>2,033,076</u>	<u>1,961,193</u>	<u>2,271,844</u>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ 91,873	112,413	131,022	(203,666)
<b>Beginning Unassigned Fund Balance</b>				
Cancellation of Prior Year Encumbrances	646,869		753,864	
Change in Other Fund Balance Components	15,122		174,913	
	-		75,000	
<b>Ending Unassigned Fund Balance</b>	<u>753,864</u>		<u>1,134,799</u>	
<b>Restricted - Encumbrances</b>				
	245,465		43,801	
<b>Restricted - Operating Reserve</b>	451,368		376,368	
<b>Total Ending Fund Balance</b>	<u>\$ 1,450,697</u>		<u>1,554,968</u>	

**Schedule 7**  
**Governmental Funds**  
**Community Development Block Grant**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Federal Grant	\$ 913,950	829,993	910,588	831,763
<b>Total Revenues</b>	<b>\$ <u>913,950</u></b>	<b><u>829,993</u></b>	<b><u>910,588</u></b>	<b><u>831,763</u></b>
<b>Expenditures</b>				
Salary & Benefits	\$ 95,823	99,040	104,371	121,957
Operating Expenses	711,678	730,953	426,794	730,953
Equipment	-	-	-	-
<b>Operating Expenditures</b>	<b>\$ <u>807,501</u></b>	<b><u>829,993</u></b>	<b><u>531,165</u></b>	<b><u>852,910</u></b>
Capital Improvements	-	-	-	-
Debt Service	-	-	-	-
Transfers Out	327,488	-	295,164	-
<b>Total Expenditures</b>	<b>\$ <u>1,134,989</u></b>	<b><u>829,993</u></b>	<b><u>826,329</u></b>	<b><u>852,910</u></b>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ (221,039)	-	84,259	(21,147)
<b>Beginning Unassigned Fund Balance</b>	(146,701)		(221,525)	
Cancellation of Prior Year Encumbrances	-		65,285	
Increase (Decrease) in Prior Year Encumbrances	146,215		-	
<b>Ending Unassigned Fund Balance</b>	<b><u>(221,525)</u></b>		<b><u>(71,981)</u></b>	
<b>Restricted - Encumbrances</b>	220,813		71,269	
<b>Total Ending Fund Balance</b>	<b>\$ <u>(712)</u></b>		<b><u>(712)</u></b>	

**Schedule 7**  
**Governmental Funds**  
**HOME Grant - Rental Rehabilitation**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18 Actual</u>	<u>2018-19 Adopted</u>	<u>2018-19 Estimated</u>	<u>2019-20 Adopted</u>
<b>Revenues</b>				
Federal Grant	\$ 110,872	513,941	194,076	473,718
<b>Total Revenues</b>	<u>\$ 110,872</u>	<u>513,941</u>	<u>194,076</u>	<u>473,718</u>
<b>Expenditures</b>				
Salary & Benefits	\$ 17,750	23,542	18,289	39,961
Operating Expenses	94,171	53,548	25,184	53,548
Equipment	-	436,851	442,768	436,850
<b>Operating Expenditures</b>	<u>\$ 111,921</u>	<u>513,941</u>	<u>486,241</u>	<u>530,359</u>
Capital Improvements	-	-	-	-
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<u>\$ 111,921</u>	<u>513,941</u>	<u>486,241</u>	<u>530,359</u>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ (1,049)	-	(292,165)	(56,641)
<b>Beginning Unassigned Fund Balance</b>	(1,042)		(1,042)	
Cancellation of Prior Year Encumbrances	-		1,049	
Increase (Decrease) in Prior Year Encumbrances	1,049		-	
<b>Ending Unassigned Fund Balance</b>	<u>(1,042)</u>		<u>(292,158)</u>	
<b>Restricted - Encumbrances</b>	1,049		292,165	
<b>Total Ending Fund Balance</b>	<u>\$ 7</u>		<u>7</u>	

**Schedule 7**  
**Governmental Funds**  
**Street Improvements Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18 Actual</u>	<u>2018-19 Adopted</u>	<u>2018-19 Estimated</u>	<u>2019-20 Adopted</u>
<b>Revenues</b>				
Sales Tax	\$ 8,540,878	8,550,000	8,258,900	8,451,115
Intergovernmental Revenue	2,011,070	\$ -	150,804	0.00
Interest	34,264	3,300	45,230	6,800
Other	121,000	-	130,668	-
<b>Total All Other</b>	<b>\$ 10,707,212</b>	<b>8,553,300</b>	<b>8,585,602</b>	<b>8,457,915</b>
Transfers In from Other Funds	0	-	-	-
<b>Total Revenues</b>	<b>\$ 10,707,212</b>	<b>8,553,300</b>	<b>8,585,602</b>	<b>8,457,915</b>
<b>Expenditures</b>				
Salary & Benefits	\$ 71,848	127,351	106,949	170,397
Operating Expenses	290	375,000	387,220	500,000
Equipment	279,805	585,000	551,212	1,019,500
<b>Total Expenditures</b>	<b>\$ 351,943</b>	<b>1,087,351</b>	<b>1,045,381</b>	<b>1,689,897</b>
Capital Improvements	6,652,534	7,515,800	12,213,083	7,357,904
Debt Service	530,255	534,266	528,016	0
Transfers Out	46,266	-	401,076	-
<b>Total Expenditures</b>	<b>\$ 7,580,998</b>	<b>9,137,417</b>	<b>14,187,556</b>	<b>9,047,801</b>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ 3,126,214	(584,117)	(5,601,954)	(589,886)
<b>Beginning Unassigned Fund Balance</b>	(445,742)		2,777,452	
Cancellation of Prior Year Encumbrances	2,737		16,785	
Change in Other Fund Balance Components	94,243		526,246	
<b>Ending Unassigned Fund Balance</b>	<u>2,777,452</u>		<u>(2,281,471)</u>	
<b>Restricted - Encumbrances</b>	779,620		5,472,318	
<b>Total Ending Fund Balance</b>	<b>\$ 3,557,072</b>		<b>3,190,847</b>	

**Schedule 7**  
**Governmental Funds**  
**Park Improvements Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18 Actual</u>	<u>2018-19 Adopted</u>	<u>2018-19 Estimated</u>	<u>2019-20 Adopted</u>
<b>Revenues</b>				
Sales Tax	\$ 4,270,461	4,275,000	4,129,442	4,225,579
Charges for Services	623,214	527,655	553,534	560,455
Interest	6,510	2,500	12,654	7,300
Other	13,396	0	430,476	2,500
<b>Total All Other</b>	<b>\$ 4,913,581</b>	<b>4,805,155</b>	<b>5,126,106</b>	<b>4,795,834</b>
Transfers In from Other Funds	65,000	-	-	-
Proceeds from capital lease	127,210	-	-	-
<b>Total Revenues</b>	<b>\$ 5,105,791</b>	<b>4,805,155</b>	<b>5,126,106</b>	<b>4,795,834</b>
<b>Expenditures</b>				
Salary & Benefits	\$ 1,524,663	1,821,025	1,772,688	1,961,031
Operating Expenses	1,175,465	1,757,875	1,599,269	1,771,870
Equipment	129,010	-	53,210	3,000
<b>Total Expenditures</b>	<b>\$ 2,829,138</b>	<b>3,578,900</b>	<b>3,425,167</b>	<b>3,735,901</b>
Capital Improvements	554,964	1,136,167	959,766	951,900
Debt Service	9,605	189,225	117,829	196,853
Transfers Out	1,821,537	-	1,015,023	-
<b>Total Expenditures</b>	<b>\$ 5,215,244</b>	<b>4,904,292</b>	<b>5,517,785</b>	<b>4,884,654</b>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ (109,453)	(99,137)	(391,679)	(88,820)
<b>Beginning Unassigned Fund Balance</b>	(1,378,391)		(1,504,849)	
Cancellation of Prior Year Encumbrances	47,730		27,127	
Change in Other Fund Balance Components	(64,735)		-	
<b>Ending Unassigned Fund Balance</b>	<u>(1,504,849)</u>		<u>(1,869,401)</u>	
<b>Restricted - Encumbrances</b>	86,883		242,265	
<b>Total Ending Fund Balance</b>	<u>\$ (1,417,966)</u>		<u>(1,627,136)</u>	

**Schedule 7**  
**Governmental Funds**  
**Stormwater Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Sales Tax	\$ 4,270,479	4,275,000	4,129,446	4,225,597
Interest	25,609	4,000	317,377	26,300
Other	156,112	-	42,059	-
<b>Total All Other</b>	<b>\$ 4,452,200</b>	<b>4,279,000</b>	<b>4,488,882</b>	<b>4,251,897</b>
Transfers In from Other Funds	0	-	-	-
<b>Total Revenues</b>	<b>\$ 4,452,200</b>	<b>4,279,000</b>	<b>4,488,882</b>	<b>4,251,897</b>
<b>Expenditures</b>				
Salary & Benefits	\$ 1,138,687	1,604,747	1,292,204	1,569,652
Operating Expenses	971,379	1,191,050	793,774	1,147,215
Equipment	-	60,400	54,653	95,900
<b>Operating Expenditures</b>	<b>\$ 2,110,066</b>	<b>2,856,197</b>	<b>2,140,631</b>	<b>2,812,767</b>
Capital Improvements	1,526,357	1,480,000	2,973,710	1,845,000
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 3,636,423</b>	<b>4,336,197</b>	<b>5,114,341</b>	<b>4,657,767</b>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ 815,777	(57,197)	(625,459)	(405,870)
<b>Beginning Unassigned Fund Balance</b>	6,183,038		7,549,565	
Cancellation of Prior Year Encumbrances	40,940		188,760	
Change in Other Fund Balance Components	509,810		(25,516)	
<b>Ending Unassigned Fund Balance</b>	<u>7,549,565</u>		<u>7,087,350</u>	
<b>Restricted - Encumbrances</b>	663,981		1,229,130	
<b>Restricted - Emergency Response</b>	500,000		500,000	
<b>Restricted - Regional Detention</b>	388,018		413,535	
<b>Total Ending Fund Balance</b>	<u>\$ 9,101,564</u>		<u>9,230,015</u>	

**Schedule 7  
Governmental Funds  
Grants  
Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18 Actual</u>	<u>2018-19 Adopted</u>	<u>2018-19 Estimated</u>	<u>2019-20 Adopted</u>
<b>Revenues</b>				
Federal & State Grants	\$ 2,475,719	0	2,233,736	510,908
Charges for Services	170,382	-	205,341	-
Other	151,506	0	16,415	0
<b>Total Revenues</b>	<b>\$ <u>2,797,607</u></b>	<b><u>0</u></b>	<b><u>2,455,492</u></b>	<b><u>510,908</u></b>
<b>Expenditures</b>				
Salary & Benefits	\$ 1,705,028	-	1,570,415	510,908
Operating Expenses	1,079,541	-	944,890	-
Equipment	114,993	-	128,571	-
<b>Operating Expenditures</b>	<b>\$ <u>2,899,562</u></b>	<b><u>-</u></b>	<b><u>2,643,876</u></b>	<b><u>510,908</u></b>
Capital Improvements	-	-	-	-
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ <u>2,899,562</u></b>	<b><u>-</u></b>	<b><u>2,643,876</u></b>	<b><u>510,908</u></b>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (101,955)</b>	<b>-</b>	<b>(188,384)</b>	<b>-</b>
<b>Beginning Unassigned Fund Balance</b>	<b>(207,203)</b>		<b>(80,359)</b>	
Cancellation of Prior Year Encumbrances	-		12,786	
Change in Other Fund Balance Components	228,799		-	
<b>Ending Unassigned Fund Balance</b>	<b><u>(80,359)</u></b>		<b><u>(255,957)</u></b>	
<b>Restricted - Encumbrances</b>	<b><u>80,359</u></b>		<b><u>255,957</u></b>	
<b>Total Ending Fund Balance</b>	<b>\$ <u>-</u></b>		<b><u>-</u></b>	

**Schedule 7**  
**Governmental Funds**  
**Police Public Safety Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Sales Tax	\$ 2,269,600	2,250,000	2,210,139	2,245,747
Interest	2,782	2,000	77,686	5,100
Other	88,652	-	193,369	-
<b>Total All Other</b>	<b>\$ 2,361,034</b>	<b>2,252,000</b>	<b>2,481,194</b>	<b>2,250,847</b>
Transfers In from Other Funds	-	-	-	-
<b>Total Revenues</b>	<b>\$ 2,361,034</b>	<b>2,252,000</b>	<b>2,481,194</b>	<b>2,250,847</b>
<b>Expenditures</b>				
Salary & Benefits	\$ -	-	-	-
Operating Expenses	794,231	610,334	846,104	944,321
Equipment	1,282,507	1,521,503	1,332,584	1,543,312
<b>Operating Expenditures</b>	<b>\$ 2,076,738</b>	<b>2,131,837</b>	<b>2,178,688</b>	<b>2,487,633</b>
Capital Improvements	-	-	-	-
Debt Service	-	38,273	-	-
Transfers Out	214,330	-	3,436	-
<b>Total Expenditures</b>	<b>\$ 2,291,068</b>	<b>2,170,110</b>	<b>2,182,124</b>	<b>2,487,633</b>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ 69,966	81,890	299,070	(236,786)
<b>Beginning Unassigned Fund Balance</b>	1,930,299		2,087,201	
Cancellation of Prior Year Encumbrances	80,892		21,361	
Change in Other Fund Balance Components	6,044		-	
<b>Ending Unassigned Fund Balance</b>	<u>2,087,201</u>		<u>2,407,632</u>	
<b>Restricted - Encumbrances</b>	97,403		76,287	
<b>Total Ending Fund Balance</b>	<u>\$ 2,184,604</u>		<u>2,483,919</u>	

**Schedule 7**  
**Governmental Funds**  
**Fire Public Safety Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>2017-18 Actual</u>	<u>2018-19 Adopted</u>	<u>2018-19 Estimated</u>	<u>2019-20 Adopted</u>
<b>Revenues</b>				
Sales Tax	\$ 2,135,284	2,133,500	2,064,701	2,112,842
Interest	4,498	2,000	67,140	5,600
Other	0	-	8,739	-
<b>Total Revenues</b>	<u><u>\$ 2,139,782</u></u>	<u><u>2,135,500</u></u>	<u><u>2,140,580</u></u>	<u><u>2,118,442</u></u>
<b>Expenditures</b>				
Salary & Benefits	\$ 16,234	185,700	185,700	185,700
Operating Expenses	463,280	642,150	691,732	789,936
Equipment	1,633,670	1,235,500	649,351	1,243,500
<b>Operating Expenditures</b>	<u><u>\$ 2,113,184</u></u>	<u><u>2,063,350</u></u>	<u><u>1,526,783</u></u>	<u><u>2,219,136</u></u>
Capital Improvements	-	-	425,329	-
Debt Service	73,236	73,236	73,235	73,236
Transfers Out	455,037	-	-	-
<b>Total Expenditures</b>	<u><u>\$ 2,641,457</u></u>	<u><u>2,136,586</u></u>	<u><u>2,025,347</u></u>	<u><u>2,292,372</u></u>
<b>Excess Revenues Over (Under)</b>				
<b>Expenditures</b>	\$ (501,675)	(1,086)	115,233	(173,930)
<b>Beginning Unassigned Fund Balance</b>	1,611,656		1,148,069	
Cancellation of Prior Year Encumbrances	13,092		16,536	
Change in Other Fund Balance Components	24,996		-	
<b>Ending Unassigned Fund Balance</b>	<u><u>1,148,069</u></u>		<u><u>1,279,838</u></u>	
<b>Restricted - Encumbrances</b>	290,738		495,847	
<b>Total Ending Fund Balance</b>	<u><u>\$ 1,438,807</u></u>		<u><u>1,775,685</u></u>	

**Schedule 8**  
**Enterprise Funds**  
**Power and Light Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Electric Service Charges	\$ 138,826,631	137,017,461	140,816,952	129,002,756
Other Operating Revenue	2,353,471	1,920,174	590,027	1,880,289
Change in Unbilled Revenue	2,357,853	30,000	(1,268,673)	30,000
SPP Transmission Revenues	4,509,773	5,000,000	5,026,072	5,000,000
Interfund Charges	1,776,878	1,675,929	1,834,011	1,828,147
Interest and Misc Revenue	662,260	918,873	1,156,473	1,097,189
<b>Total All Other</b>	<b>\$ 150,486,866</b>	<b>146,562,437</b>	<b>148,154,862</b>	<b>138,838,381</b>
Proceeds from Bond Issuance	-	-	-	-
Resources from closed projects	-	-	-	-
<b>Total Revenues</b>	<b>\$ 150,486,866</b>	<b>146,562,437</b>	<b>148,154,862</b>	<b>138,838,381</b>
<b>Expenditures</b>				
Salary and Benefits	\$ 34,579,624	32,468,170	32,798,267	32,478,528
Operating Expenses	93,948,297	100,881,102	89,796,161	95,822,280
Equipment	532,992	1,009,500	510,034	1,191,600
<b>Operating Expenditures</b>	<b>129,060,913</b>	<b>134,358,772</b>	<b>123,104,462</b>	<b>129,492,408</b>
Capital Improvements	25,530,532	2,996,000	5,359,431	2,952,300
Debt Service	10,758,930	10,734,251	10,825,622	11,507,351
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 165,350,375</b>	<b>148,089,023</b>	<b>139,289,515</b>	<b>143,952,059</b>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (14,863,509)</b>	<b>(1,526,586)</b>	<b>8,865,347</b>	<b>(5,113,678)</b>
<b>Beginning Unassigned Fund Balance</b>	40,641,570		27,921,402	
Cancellation of Prior Year Encumbrances	2,613,386		2,624,271	
Change in Other Fund Balance Components	(470,045)		16,879,654	
<b>Ending Unassigned Fund Balance</b>	<b>27,921,402</b>		<b>56,290,674</b>	
<b>Restricted</b>	23,956,571		21,237,248	
<b>Committed</b>	16,427,034		15,871,898	
<b>Assigned</b>	13,448,471		1,742,196	
<b>GAAP Adjustments</b>	5,543,201		1,994,051	
<b>Total Fund Balance</b>	<b>\$ 87,296,679</b>		<b>97,136,067</b>	

**Schedule 8**  
**Enterprise Funds**  
**Sanitary Sewer Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<u>2017-18</u> <u>Actual</u>	<u>2018-19</u> <u>Adopted</u>	<u>2018-19</u> <u>Estimated</u>	<u>2019-20</u> <u>Adopted</u>
<b>Revenues</b>				
Residential Utility Charges	\$ 13,991,057	15,804,000	15,236,100	17,750,893
Commercial Utility Charges	6,221,025	7,294,000	7,080,859	8,318,000
Regulatory Compliance Charges	6,462,642	6,450,000	6,797,098	6,450,000
Contract Sales	274,865	325,000	32,148	65,000
Intermunicipal Agreements	885,639	810,000	804,294	810,000
Other Operating Revenue	977,672	275,000	44,854	200,000
Interest and Misc Revenue	267,837	5,000	394,959	55,000
<b>Total All Other</b>	<b>29,080,737</b>	<b>30,963,000</b>	<b>30,390,312</b>	<b>33,648,893</b>
Transfers In	10,000	10,000	10,000	10,000
Resources from closed projects	-	-	-	-
<b>Total Resources</b>	<b>\$ 29,090,737</b>	<b>30,973,000</b>	<b>30,400,312</b>	<b>33,658,893</b>
<b>Expenditures</b>				
Salary & Benefits	\$ 5,239,297	6,274,877	5,979,540	6,386,924
Operating Expenses	14,739,535	15,577,886	14,464,785	16,740,099
Equipment	31,751	785,056	672,585	440,750
<b>Operating Expenditures</b>	<b>20,010,583</b>	<b>22,637,819</b>	<b>21,116,910</b>	<b>23,567,773</b>
Capital Improvements	3,582,712	2,230,000	1,633,438	4,130,000
Debt Service	6,363,553	6,287,807	6,271,756	6,290,257
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 29,956,848</b>	<b>31,155,626</b>	<b>29,022,104</b>	<b>33,988,030</b>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ (866,111)</b>	<b>(182,626)</b>	<b>1,378,208</b>	<b>(329,137)</b>
<b>Beginning Unassigned Fund Balance</b>	17,377,933		14,872,050	
Cancellation of Prior Year Encumbrances	96,420		71,465	
Change in Other Fund Balance Components	(1,736,192)		2,013,236	
<b>Ending Unassigned Fund Balance</b>	<b>14,872,050</b>		<b>18,334,959</b>	
<b>Restricted</b>	10,364,161		9,325,150	
<b>Committed</b>	5,501,669		7,483,930	
<b>Assigned</b>	2,784,258		414,412	
<b>GAAP Adjustments</b>	(837,197)		(2,051,029)	
<b>Total Fund Balance</b>	<b>\$ 32,684,941</b>		<b>33,507,422</b>	

**Schedule 8**  
**Enterprise Funds**  
**Water Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>
<b>Revenues</b>				
Residential Utility Charges	\$ 15,647,744	15,351,000	13,122,333	15,600,000
Commercial Utility Charges	4,477,410	4,054,000	5,515,285	4,200,000
Industrial Sales	583,867	595,000	1,265,360	590,000
Public Authority Sales	300,755	347,000	256,247	300,000
Fire Protection	1,883,684	1,879,000	1,879,245	1,880,000
Sales for Resale	9,753,385	9,850,000	9,810,744	9,871,000
Other Operating Revenue	306,404	324,000	515,839	324,000
Interfund Service Charges	1,477,657	1,392,092	1,392,092	1,392,092
Interest and Misc Revenue	374,869	109,300	768,223	75,600
<b>Total All Other</b>	<b>34,805,775</b>	<b>33,901,392</b>	<b>34,525,368</b>	<b>34,232,692</b>
Transfers In	-	-	-	-
<b>Total Revenues</b>	<b>\$ 34,805,775</b>	<b>33,901,392</b>	<b>34,525,368</b>	<b>34,232,692</b>
<b>Expenditures</b>				
Salary & Benefits	\$ 7,760,030	8,447,179	8,227,459	8,301,176
Operating Expenses	18,821,801	15,912,332	15,010,380	16,687,373
Equipment	448,983	736,700	935,113	709,100
<b>Operating Expenditures</b>	<b>27,030,814</b>	<b>25,096,211</b>	<b>24,172,952</b>	<b>25,697,649</b>
Capital Improvements	4,831,135	4,050,000	1,879,872	5,400,000
Debt Service	2,517,888	2,536,138	2,522,988	2,534,563
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 34,379,837</b>	<b>31,682,349</b>	<b>28,575,812</b>	<b>33,632,212</b>
<b>Excess Revenues Over (Under) Expenditures</b>	<b>\$ 425,938</b>	<b>2,219,043</b>	<b>5,949,556</b>	<b>600,480</b>
<b>Beginning Unassigned Fund Balance</b>	39,392,364		32,988,438	
Cancellation of Prior Year Encumbrances	355,865		241,562	
Change in Other Fund Balance Components	(7,185,729)		14,851,558	
<b>Ending Unassigned Fund Balance</b>	<b>32,988,438</b>		<b>54,031,114</b>	
<b>Restricted</b>	11,021,060		10,957,478	
<b>Committed</b>	8,635,716		9,809,437	
<b>Assigned</b>	17,026,879		567,116	
<b>GAAP Adjustments</b>	515,326		(592,736)	
<b>Total Fund Balance</b>	<b>\$ 70,187,419</b>		<b>74,772,409</b>	

**Personnel Summary**  
**2019-20 Adopted Budget**  
**All Funds**

<b>Fund/Department</b>	<b>Budget 2017-18</b>	<b>Budget 2018-19</b>	<b>Budget 2019-20</b>
<b>General Fund</b>			
City Manager	8.50	8.83	8.83
Community Development	32.38	31.98	31.96
Finance & Administration	48.37	43.35	38.29
Fire	173.75	172.25	172.50
Health	32.50	0.00	0.00
Mayor/City Council	12.00	12.00	10.00
Municipal Court	13.64	13.64	13.64
Parks Recreation Tourism	23.16	19.47	19.45
Police	281.26	294.36	318.96
Public Works	61.75	63.00	63.00
<b>Total General Fund</b>	<b>687.31</b>	<b>658.88</b>	<b>676.63</b>
<b>Tourism Fund</b>			
Parks Recreation Tourism	14.25	14.42	16.82
<b>Total Tourism Fund</b>	<b>14.25</b>	<b>14.42</b>	<b>16.82</b>
<b>Community Dev. Block Grant Fund</b>			
Community Development	1.00	1.40	1.50
<b>Total CDBG Fund</b>	<b>1.00</b>	<b>1.40</b>	<b>1.50</b>
<b>HOME Program Fund</b>			
Community Development	0.50	0.50	0.42
<b>Total HOME Fund</b>	<b>0.50</b>	<b>0.50</b>	<b>0.42</b>
<b>Street Maintenance Sales Tax Fund</b>			
Public Works	3.00	3.00	3.00
<b>Total Street Maintenance Fund</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Park Improvements Sales Tax Fund</b>			
Parks Recreation Tourism	30.79	34.31	31.93
<b>Total Parks Sales Tax</b>	<b>30.79</b>	<b>34.31</b>	<b>31.93</b>
<b>Fire Sales Tax Fund</b>			
Fire	0.00	1.50	1.50
<b>Total Fire Sales Tax Fund</b>	<b>0.00</b>	<b>1.50</b>	<b>1.50</b>
<b>Storm Water Sales Tax Fund</b>			
Water Pollution Control	15.80	15.10	13.95
<b>Total Parks Sales Tax</b>	<b>15.80</b>	<b>15.10</b>	<b>13.95</b>

**Power and Light Fund**

Technology Services	1.50	1.50	0.00
Power and Light	228.00	224.00	212.00
<b>Total Power and Light Fund</b>	<b>229.50</b>	<b>225.50</b>	<b>212.00</b>

**Sanitary Sewer Fund**

Water Pollution Control	70.85	71.55	72.70
<b>Total Sanitary Sewer Fund</b>	<b>70.85</b>	<b>71.55</b>	<b>72.70</b>

**Water Fund**

Finance	0.85	0.85	0.00
Water	93.40	92.90	90.80
<b>Total Water Fund</b>	<b>94.25</b>	<b>93.75</b>	<b>90.80</b>

**Grants Fund**

Law Department	0.16	0.16	0.00
Police	0.00	0.00	0.00
Fire	1.25	1.25	1.00
Health	8.40	0.00	0.00
<b>Total Grants Fund</b>	<b>9.81</b>	<b>1.41</b>	<b>1.00</b>

**Central Garage Fund**

	9.75	8.50	8.50
<b>Total Central Garage Fund</b>	<b>9.75</b>	<b>8.50</b>	<b>8.50</b>

**Workers' Compensation Fund**

	2.00	2.00	0.00
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**Grand Total Funded - All Funds**

	<b>1168.81</b>	<b>1131.82</b>	<b>1130.75</b>
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# Appendix

**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

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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;

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- (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

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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

<b>Account -</b>	A sub-unit of the accounting system used to record the financial activity of similar transactions.
<b>Accounting System -</b>	The total set of records and procedures that are to record, classify, and report information on financial status and operations.
<b>Accrual Accounting -</b>	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.
<b>Adopted Budget -</b>	Revenues and appropriations approved by the City Council in June for the following fiscal year.
<b>Ad Valorem Tax -</b>	A tax levied on the assessed valuation of real property.
<b>Appropriation -</b>	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.
<b>Assessed Valuation -</b>	A value that is established for real or personal property for use as a basis for levying property taxes.
<b>Assets -</b>	Resources owned or held by the City which have a monetary value.
<b>Balanced Budget -</b>	An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.
<b>Beginning/ Ending Fund Balance -</b>	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.
<b>Bonds -</b>	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

<b>Payment-In-Lieu-Of-Taxes -</b>	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.
<b>Performance Indicators -</b>	Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.
<b>Performance Measures -</b>	Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
<b>Proposed Budget -</b>	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.
<b>Proprietary Fund -</b>	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.
<b>Reserved Fund Balance -</b>	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.
<b>Resolution -</b>	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
<b>Resources -</b>	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
<b>Retained Earnings -</b>	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
<b>Revenue -</b>	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.