

# City of Independence Quarterly Operating Report

Third Quarter FY2017  
Period Ending September 30, 2017



CITY MANAGER'S OFFICE

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**City of Independence**  
**Financial Summary**  
**Third Quarter FY2017 — Period Ending September 30, 2017**

**Third Quarter Budget Variance Analysis**

**GENERAL FUND**

REVENUE — OTHER INCOME

Transfers to other funds—\$245k Capital Reserve, \$500k Mercy Capital Reserve, and \$90k Penn & Laurel Project.

EXPENSES

General Government—\$174K Correcting Entry from 2016; \$291K Insurance that will be redistributed to other departments/funds for 2017.

City Hall – Over budget YTD from city hall relocation expenses that are not recurring.

Park/Zoo – Park and Zoo have been separated into different Divisions in the general ledger in 2017; however, not all expenses have been transitioned. These two division's budgets should be considered as one for 2017.

Building D – Projected to finish 2017 at \$408k

**WATER/SEWER**

REVENUE -OTHER INCOME—Payment from Labette Health for water and sewer connections

EXPENDITURES — Reduced capital expenditures YTD 2017

**AIRPORT**

REVENUES —Decreased revenue versus budget due to fuel sales and agriculture lease revenue.

**EDUCATION SALES TAX**

Amended budget for 2017 by \$148k due to December 2016 payment to USD 446 booked in 2017

**SPECIAL USE SALES TAX**

Q3 2017 Does not include the following funding transfers:

\$719K Bond and Interest

\$132.5K Penn & Laurel Project (this will refund the General Fund Expense noted above for the General Government Department

\$247K Peter Pan Geometric Project

**LIABILITY INSURANCE** — This fund will be adjusted up in expenses with insurance expense transfers noted above in General Government expense overages.

**BOND & INTEREST**

Additional revenue from transfers from other funds:

\$719K Special Use Sales Tax

\$89K Water/Sewer

\$316K Education Sales Tax

# FINANCIAL INFORMATION

**Third Quarter FY 2017**



# Third Quarter Report

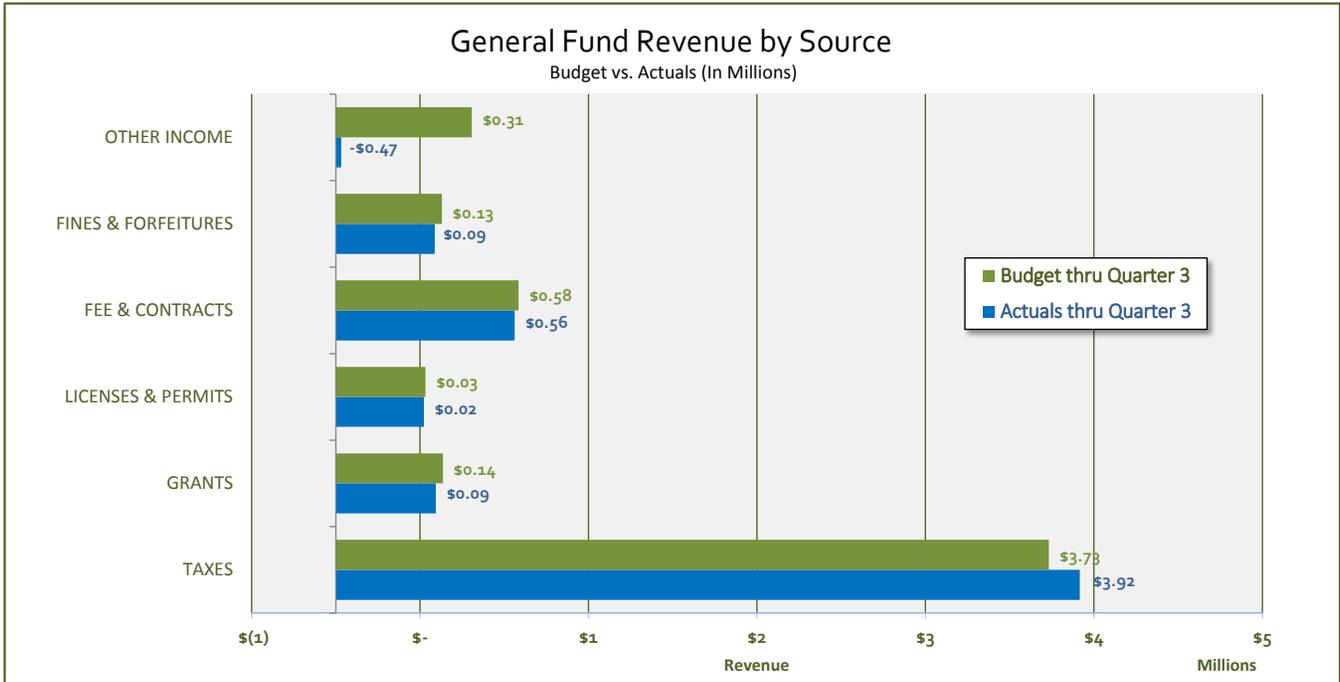
## Graphs



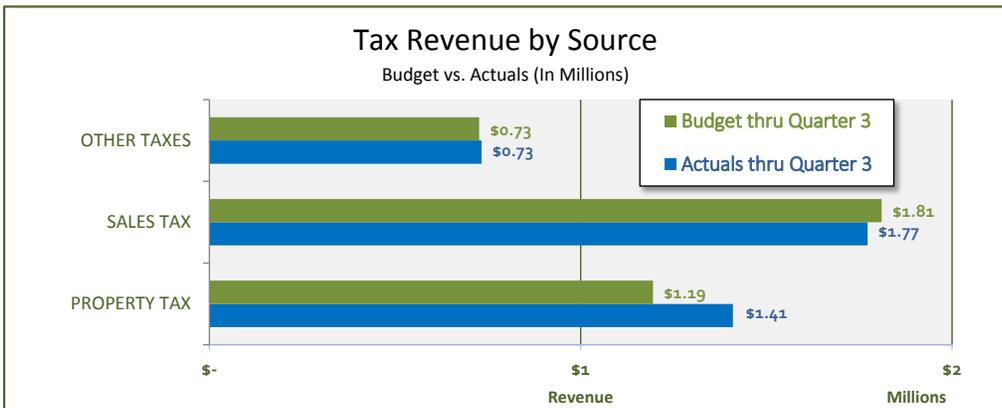
**GENERAL FUND - REVENUES**

**Q3  
FYE 2017**

REVENUES	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
TAXES	\$ 4,975,451	\$ 3,731,588	\$ 3,915,215	\$ 183,626	104.9%	✓
GRANTS	\$ 181,000	135,750	\$ 92,855	(42,895)	68.4%	✗
LICENSES & PERMITS	\$ 42,600	31,950	\$ 22,196	(9,755)	69.5%	✗
FEE & CONTRACTS	\$ 779,800	584,850	\$ 561,399	(23,451)	96.0%	✗
FINES & FORFEITURES	\$ 171,700	128,775	\$ 87,583	(41,192)	68.0%	✗
OTHER INCOME	\$ 409,021	306,766	\$ (468,659)	(775,425)	-152.8%	✗
<b>TOTAL REVENUES</b>	<b>\$ 6,559,572</b>	<b>\$ 4,919,679</b>	<b>\$ 4,210,588</b>	<b>\$ (709,091)</b>	<b>85.6%</b>	<b>✗</b>



REVENUES	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
PROPERTY TAX	\$ 1,592,810	\$ 1,194,608	\$ 1,410,005	\$ 215,398	118.0%	✓
SALES TAX	2,413,750	1,810,313	\$ 1,772,652	(37,660)	97.9%	✗
OTHER TAXES	968,891	726,668	\$ 732,557	5,889	100.8%	✓
<b>TOTAL TAX</b>	<b>\$ 4,975,451</b>	<b>\$ 3,731,588</b>	<b>\$ 3,915,215</b>	<b>\$ 183,626</b>	<b>104.9%</b>	<b>✓</b>

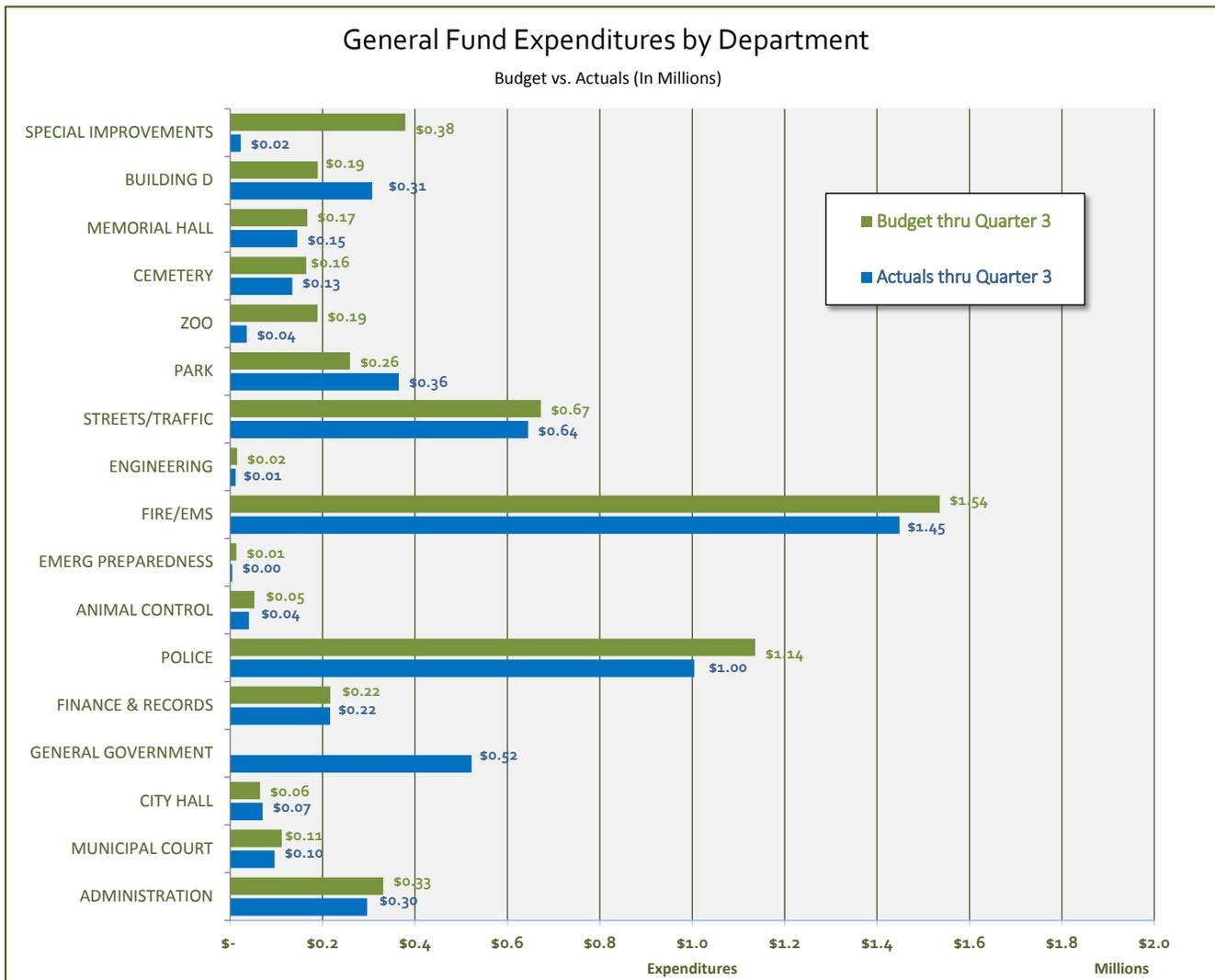


- \*Other Taxes Include:**
- NUISANCE TAX
  - FRANCHISE - ELECTRIC
  - FRANCHISE - PHONE
  - FRANCHISE - CABLE
  - FRANCHISE - GAS
  - MOTOR VEHICLE TAX
  - LIQUOR TAX
  - GASOLINE TAX

# GENERAL FUND - EXPENDITURES

Q3  
FYE 2017

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
ADMINISTRATION	\$ 441,722	\$ 331,292	\$ 296,603	\$ 34,689	89.5%	✓
MUNICIPAL COURT	\$ 149,128	111,846	\$ 96,293	15,553	86.1%	✓
CITY HALL	\$ 86,350	64,763	\$ 70,315	(5,553)	108.6%	✗
GENERAL GOVERNMENT	\$ (90,747)	(68,060)	\$ 522,514	(590,574)	-767.7%	✗
FINANCE & RECORDS	\$ 288,795	216,596	\$ 216,423	173	99.9%	✓
POLICE	\$ 1,515,107	1,136,330	\$ 1,004,255	132,075	88.4%	✓
ANIMAL CONTROL	\$ 69,792	52,344	\$ 40,581	11,763	77.5%	✓
EMERG PREPAREDNESS	\$ 18,000	13,500	\$ 4,371	9,129	32.4%	✓
FIRE/EMS	\$ 2,047,141	1,535,356	\$ 1,448,390	86,966	94.3%	✓
ENGINEERING	\$ 20,000	15,000	\$ 11,715	3,285	78.1%	✓
STREETS/TRAFFIC	\$ 896,662	672,497	\$ 644,802	27,694	95.9%	✓
PARK	\$ 345,896	259,422	\$ 364,930	(105,508)	140.7%	✗
ZOO	\$ 252,046	189,035	\$ 36,019	153,016	19.1%	✓
CEMETERY	\$ 219,282	164,462	\$ 134,499	29,963	81.8%	✓
MEMORIAL HALL	\$ 222,563	166,922	\$ 145,433	21,489	87.1%	✓
BUILDING D	\$ 253,071	189,803	\$ 307,175	(117,372)	161.8%	✗
SPECIAL IMPROVEMENTS	\$ 505,754	379,316	\$ 22,998	356,317	6.1%	✓
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,240,562</b>	<b>\$ 5,430,422</b>	<b>\$ 5,367,318</b>	<b>\$ 63,104</b>	<b>98.8%</b>	<b>✓</b>



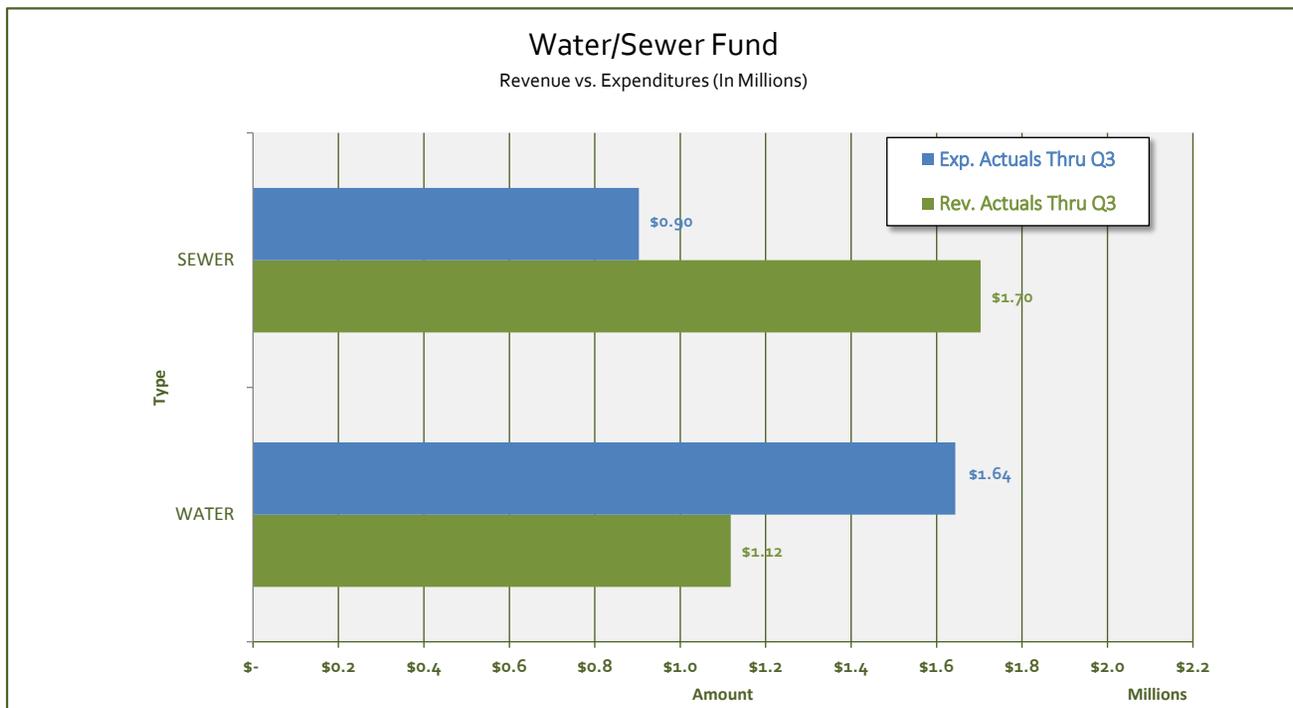
# WATER/SEWER FUND

Q3  
FYE 2017

REVENUES	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
WATER SALES	\$ 1,337,966	\$ 1,003,475	\$ 1,004,506	\$ 1,031	100.1%	✓
SEWER SERVICE	\$ 2,188,463	1,641,347	1,589,477	(51,870)	96.8%	✗
OTHER FEES & CONTRACTS	\$ 99,000	74,250	78,024	3,774	105.1%	✓
OTHER INCOME	\$ 27,500	20,625	149,168	128,543	723.2%	✓
<b>TOTAL FUND REVENUES</b>	<b>\$ 3,652,929</b>	<b>\$ 2,739,697</b>	<b>\$ 2,821,174</b>	<b>\$ 81,477</b>	<b>103.0%</b>	<b>✓</b>

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
WATER PRODUCTION	\$ 980,810	\$ 735,608	\$ 721,693	\$ 13,915	98.1%	✓
WATER DISTRIBUTION	\$ 799,186	599,390	\$ 440,031	159,359	73.4%	✓
WATER/SEWER ADMIN	\$ 1,596,386	1,197,290	\$ 964,222	233,067	80.5%	✓
SEWER TREATMENT	\$ 484,581	363,436	\$ 336,188	27,247	92.5%	✓
SEWER COLLECTION	\$ 238,903	179,177	\$ 85,048	94,129	47.5%	✓
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 4,099,866</b>	<b>\$ 3,074,900</b>	<b>\$ 2,547,182</b>	<b>\$ 527,718</b>	<b>82.8%</b>	<b>✓</b>

NET BALANCE	Rev. Actuals Thru Q3	Exp. Actuals Thru Q3	Balance	Meeting Goal
WATER	\$ 1,118,102	\$ 1,643,834	\$ (525,733)	✗
SEWER	1,703,072	903,348	799,725	✓
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 2,821,174</b>	<b>\$ 2,547,182</b>	<b>\$ 273,992</b>	

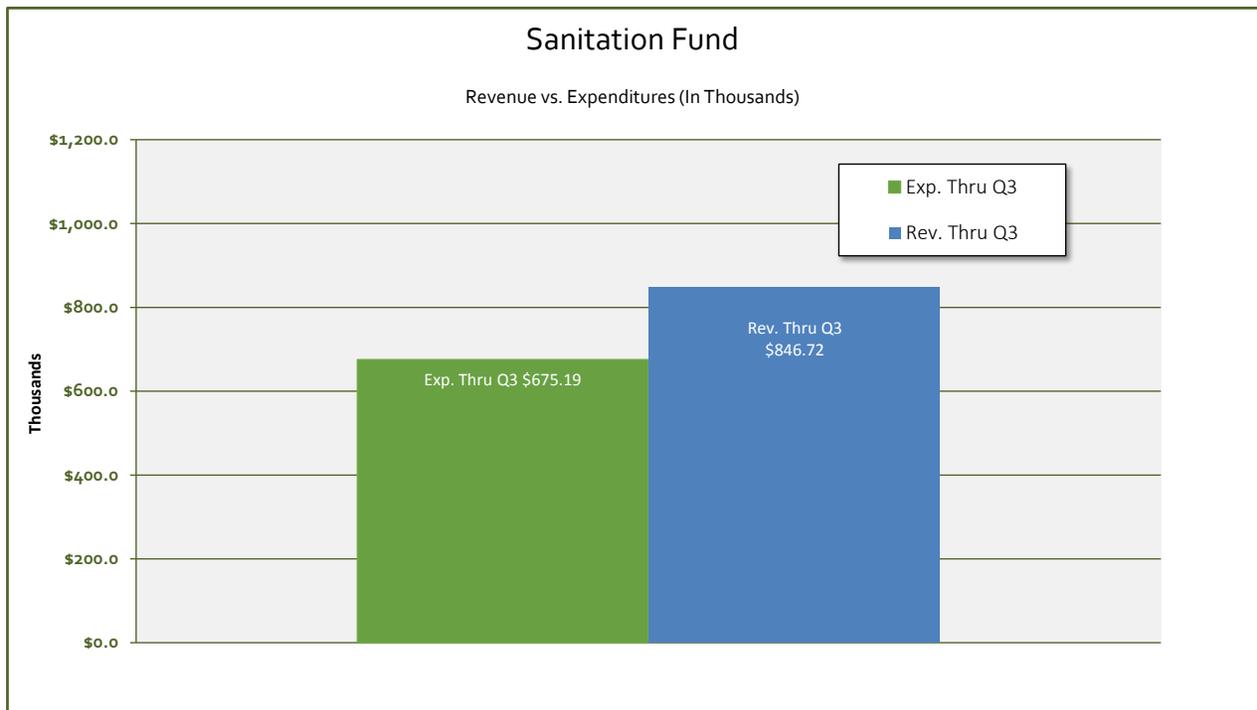


**SANITATION FUND**

**Q3  
FYE 2017**

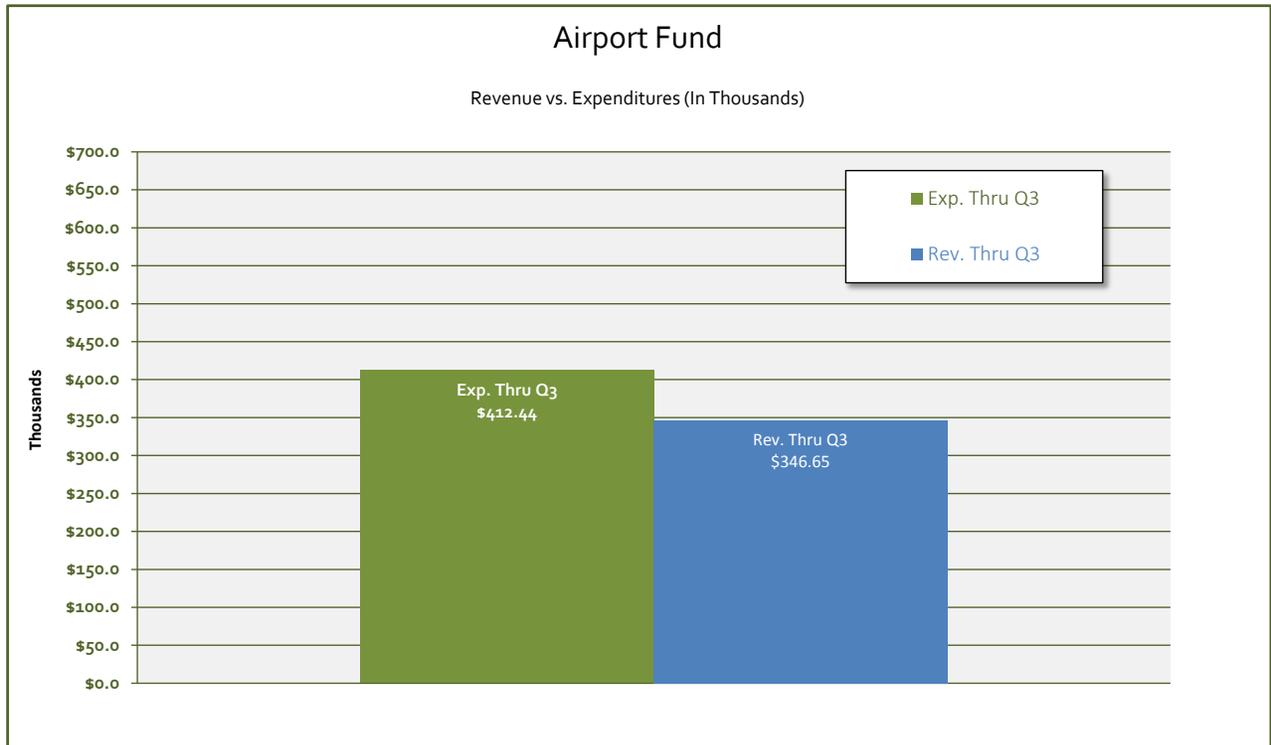
<b>REVENUES</b>	<b>Budget for FYE 2017</b>	<b>Budget thru Quarter 3</b>	<b>Actuals thru Quarter 3</b>	<b>Q3 Variance</b>	<b>Percent Collected or Expended</b>	<b>Meeting Goal</b>
TRASH COLLECTION	\$ 1,202,276	\$ 901,707	\$ 834,372	\$ (67,335)	92.5%	✗
OTHER INCOME	(5,000)	(3,750)	12,349	16,099	-329.3%	✓
<b>TOTAL REVENUE</b>	<b>\$ 1,197,276</b>	<b>\$ 897,957</b>	<b>\$ 846,721</b>	<b>\$ (51,236)</b>	<b>94.3%</b>	<b>✗</b>

<b>EXPENDITURES</b>	<b>Budget for FYE 2017</b>	<b>Budget thru Quarter 3</b>	<b>Actuals thru Quarter 3</b>	<b>Q3 Variance</b>	<b>Percent Collected or Expended</b>	<b>Meeting Goal</b>
PERSONNEL	\$ 506,697	\$ 380,023	\$ 315,490	\$ 64,533	83.0%	✓
CONTRACTUAL	\$ 499,521	\$ 374,641	\$ 251,780	\$ 122,861	67.2%	✓
COMMODITIES	92,100	69,075	39,127	\$ 29,948	56.6%	✓
CAPITAL OUTLAY	65,185	48,889	68,795	\$ (19,906)	140.7%	✗
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,163,503</b>	<b>\$ 872,627</b>	<b>\$ 675,191</b>	<b>\$ 197,436</b>	<b>77.4%</b>	<b>✓</b>



<b>REVENUES</b>	<b>Budget for FYE 2017</b>	<b>Budget thru Quarter 3</b>	<b>Actuals thru Quarter 3</b>	<b>Q3 Variance</b>	<b>Percent Collected or Expended</b>	<b>Meeting Goal</b>
FUEL SALES	\$ 535,000	\$ 401,250	\$ 298,136	\$ (103,114)	74.3%	✗
HANGAR RENTALS	54,000	40,500	34,344	(6,156)	84.8%	✗
LAND RENTALS	35,400	26,550	2,250	(24,300)	8.5%	✗
OTHER FEE & CONTRACTS	-	-	10,486	10,486	100.0%	✓
OTHER INCOME	26,000	19,500	1,438	(18,062)	7.4%	✗
<b>TOTAL REVENUE</b>	<b>\$ 650,400</b>	<b>\$ 487,800</b>	<b>\$ 346,654</b>	<b>\$ (141,146)</b>	<b>71.1%</b>	<b>✗</b>

<b>EXPENDITURES</b>	<b>Budget for FYE 2017</b>	<b>Budget thru Quarter 3</b>	<b>Actuals thru Quarter 3</b>	<b>Q3 Variance</b>	<b>Percent Collected or Expended</b>	<b>Meeting Goal</b>
PERSONNEL	\$ 112,232	\$ 84,174	\$ 60,790	\$ 23,384	72.2%	✓
CONTRACTUAL	\$ 135,500	\$ 101,625	\$ 87,331	\$ 14,294	85.9%	✓
COMMODITIES	343,500	257,625	259,814	\$ (2,189)	100.8%	✗
CAPITAL OUTLAY	30,000	22,500	4,500	\$ 18,000	20.0%	✓
<b>TOTAL EXPENDITURES</b>	<b>\$ 621,232</b>	<b>\$ 465,924</b>	<b>\$ 412,435</b>	<b>\$ 53,489</b>	<b>88.5%</b>	<b>✓</b>



**SPECIAL USE SALES TAX FUND**

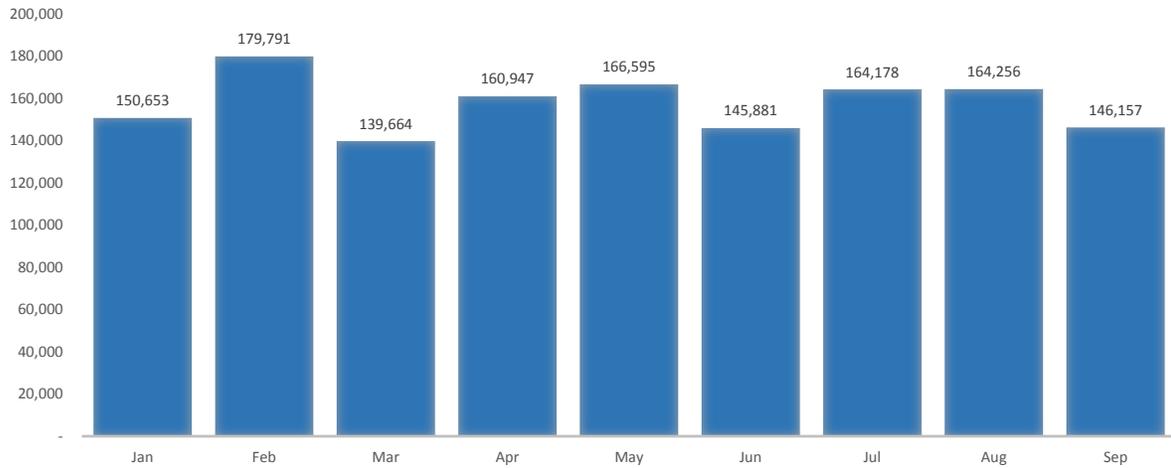
**Q3  
FYE 2017**

<b>SPECIAL USE SALES TAX FUND</b>	<b>Budget for FYE 2017</b>	<b>Budget thru Quarter 3</b>	<b>Actuals thru Quarter 3</b>	<b>Q3 Variance</b>	<b>Percent Collected or Expended</b>	<b>Meeting Goal</b>
REVENUE	\$ 1,931,000	\$ 1,448,250	\$ 1,418,122	\$ (30,128)	97.9%	<span style="color: red;">✘</span>
EXPENDITURES	\$ 2,865,481	\$ 2,149,111	\$ 423,689	\$ 1,725,422	19.7%	<span style="color: green;">✔</span>
<b>Net Balance</b>	<b>\$ (934,481)</b>	<b>\$ (700,861)</b>	<b>\$ 994,433</b>	<b>\$ 1,695,293</b>		

**REVENUE BY MONTH**

JANUARY	\$ 150,653
FEBRUARY	\$ 179,791
MARCH	\$ 139,664
APRIL	\$ 160,947
MAY	\$ 166,595
JUNE	\$ 145,881
JULY	\$ 164,178
AUGUST	\$ 164,256
SEPTEMBER	\$ 146,157
OCTOBER	\$ -
NOVEMBER	\$ -
DECEMBER	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 1,418,122</b>

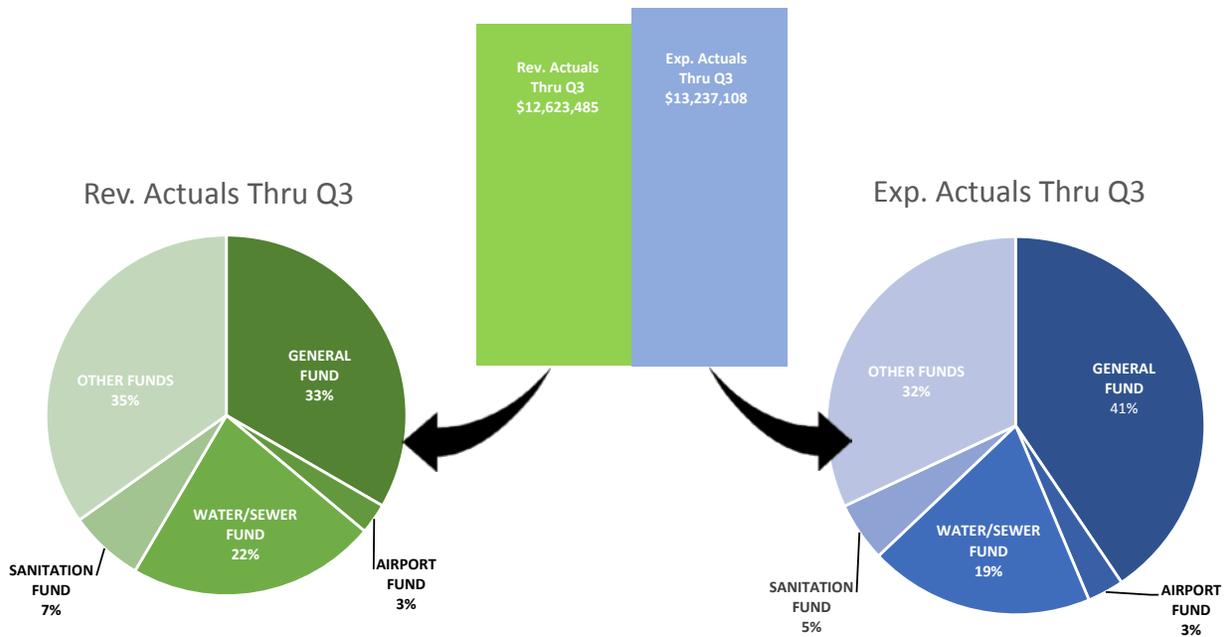
Special Use Sales Tax Fund Revenue by Month - 2017



	Budget for FYE 2017	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
<b>REVENUES</b>						
GENERAL FUND	\$ 6,559,572	\$ 4,919,679	\$ 4,210,588	\$ (709,091)	85.6%	✗
AIRPORT FUND	650,400	487,800	346,654	(141,146)	71.1%	✗
WATER/SEWER FUND	3,652,929	2,739,697	2,821,174	81,477	103.0%	✓
SANITATION FUND	1,197,276	897,957	846,721	(51,236)	94.3%	✗
OTHER FUNDS	6,302,646	4,726,985	4,398,347	(328,637)	93.0%	✗
<b>TOTAL FUND REVENUE</b>	<b>\$ 18,362,823</b>	<b>\$ 13,772,117</b>	<b>\$ 12,623,485</b>	<b>\$ (1,148,632)</b>	<b>91.7%</b>	<b>✗</b>
<b>EXPENDITURES</b>						
GENERAL FUND	\$ 7,240,562	\$ 5,430,422	\$ 5,367,318	\$ 63,104	98.8%	✓
AIRPORT FUND	621,232	465,924	412,435	53,489	88.5%	✓
WATER/SEWER FUND	4,099,866	3,074,900	2,547,182	527,718	82.8%	✓
SANITATION FUND	1,163,503	872,627	675,191	197,436	77.4%	✓
OTHER FUNDS	8,921,947	6,691,460	4,234,982	2,456,478	63.3%	✓
<b>TOTAL FUND EXPENDITURES</b>	<b>\$ 22,047,110</b>	<b>\$ 16,535,333</b>	<b>\$ 13,237,108</b>	<b>\$ 3,298,224</b>	<b>80.1%</b>	<b>✓</b>
<b>NET BALANCE</b>						
GENERAL FUND	Rev. Actuals Thru Q3 \$ 4,210,588	Exp. Actuals Thru Q3 \$ 5,367,318	Balance \$ (1,156,730)	Meeting Goal ✗		
AIRPORT FUND	346,654	412,435	(65,781)	✗		
WATER/SEWER FUND	2,821,174	2,547,182	273,992	✓		
SANITATION FUND	846,721	675,191	171,530	✓		
OTHER FUNDS	4,398,347	4,234,982	163,365	✓		
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 12,623,485</b>	<b>\$ 13,237,108</b>	<b>\$ (613,624)</b>	<b>✗</b>		

### All Funds by Type

Revenue vs. Expenditures



# **BUDGET REPORT**

## **REVENUES AND EXPENDITURES**

**All Funds**

**January 1, 2017 — September 30, 2017**



Meets projection   
 Does not meet projection 

## GENERAL FUND

**Q3**  
**FYE 2017**

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
<b>REVENUES</b>				
<b>TAXES</b>				
PROPERTY TAX	\$ 1,592,810	\$ 1,410,005	\$ (182,805)	88.5%
SALES TAX	2,413,750	1,772,652	(641,098)	73.4%
OTHER TAXES	968,891	732,557	(236,334)	75.6%
<b>Sub-Total Taxes</b>	<b>4,975,451</b>	<b>3,915,215</b>	<b>1,060,237</b>	<b>78.7%</b>
GRANTS	\$ 181,000	\$ 92,855	\$ (88,145)	51.3%
LICENSES & PERMITS	42,600	22,196	(20,405)	52.1%
FEE & CONTRACTS	779,800	561,399	(218,401)	72.0%
FINES & FORFEITURES	171,700	87,583	(84,117)	51.0%
OTHER INCOME	409,021	(468,659)	(877,680)	-114.6%
			-	100.0%
<b>TOTAL REVENUES</b>	<b>\$ 6,559,572</b>	<b>\$ 4,210,588</b>	<b>\$ (2,348,984)</b>	<b>64.2%</b>
<b>EXPENDITURES</b>				
ADMINISTRATION	\$ 441,722	\$ 296,603	\$ 145,119	67.1%
MUNICIPAL COURT	149,128	\$ 96,293	52,835	64.6%
CITY HALL	86,350	\$ 70,315	16,035	81.4%
GENERAL GOVERNMENT	(90,747)	\$ 522,514	(613,261)	-575.8%
FINANCE & RECORDS	288,795	\$ 216,423	72,372	74.9%
POLICE	1,515,107	\$ 1,004,255	510,852	66.3%
ANIMAL CONTROL	69,792	\$ 40,581	29,211	58.1%
EMERG PREPAREDNESS	18,000	\$ 4,371	13,629	24.3%
FIRE/EMS	2,047,141	\$ 1,448,390	598,751	70.8%
ENGINEERING	20,000	\$ 11,715	8,285	58.6%
STREETS/TRAFFIC	896,662	\$ 644,802	251,860	71.9%
PARK	345,896	\$ 364,930	(19,034)	105.5%
ZOO	252,046	36,019	216,027	14.3%
CEMETERY	219,282	134,499	84,783	61.3%
MEMORIAL HALL	222,563	145,433	77,130	65.3%
BUILDING D	253,071	307,175	(54,104)	121.4%
SPECIAL IMPROVEMENTS	505,754	22,998	482,756	4.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,240,562</b>	<b>\$ 5,367,318</b>	<b>\$ 1,873,244</b>	<b>74.1%</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>			<b> \$ (1,156,730)</b>	

## SANITATION FUND

Q3  
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
<b>REVENUES</b>				
TRASH COLLECTION	\$ 1,202,276	\$ 834,372	\$ (367,904)	69.4%
OTHER INCOME	(5,000)	12,349	17,349	-247.0%
<b>TOTAL REVENUE</b>	<b>\$ 1,197,276</b>	<b>\$ 846,721</b>	<b>\$ (350,555)</b>	<b>70.7%</b>
<b>EXPENDITURES</b>				
PERSONNEL	\$ 506,697	\$ 315,490	\$ (191,207)	62.3%
CONTRACTUAL	\$ 499,521	\$ 251,780	\$ 247,741	50.4%
COMMODITIES	92,100	39,127	52,973	42.5%
CAPITAL OUTLAY	65,185	68,795	(3,610)	105.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,163,503</b>	<b>\$ 675,191</b>	<b>\$ 488,312</b>	<b>58.0%</b>

Excess (Deficiency) of Revenues  
over Expenditures

✓ \$ 171,530

## WATER/SEWER FUND

Q3  
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
<b>REVENUES</b>				
WATER SALES	\$ 1,337,966	\$ 1,004,506	\$ (333,460)	75.1%
SEWER SERVICE	\$ 2,188,463	\$ 1,589,477	(598,986)	72.6%
OTHER FEES & CONTRACTS	\$ 99,000	78,024	(20,976)	78.8%
OTHER INCOME	27,500	149,168	121,668	542.4%
<b>TOTAL REVENUE</b>	<b>\$ 3,652,929</b>	<b>\$ 2,821,174</b>	<b>\$ (831,755)</b>	<b>77.2%</b>
<b>EXPENDITURES</b>				
WATER PRODUCTION	\$ 980,810	\$ 721,693	\$ 259,117	73.6%
WATER DISTRIBUTION	\$ 799,186	\$ 440,031	359,155	55.1%
WATER/SEWER ADMIN	\$ 1,596,386	\$ 964,222	632,164	60.4%
SEWER TREATMENT	\$ 484,581	\$ 336,188	148,393	69.4%
SEWER COLLECTION	\$ 238,903	\$ 85,048	153,855	35.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,099,866</b>	<b>\$ 2,547,182</b>	<b>\$ 1,552,684</b>	<b>62.1%</b>

Excess (Deficiency) of Revenues  
over Expenditures

✓ \$ 273,992

## AIRPORT FUND

Q3  
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
<b>REVENUES</b>				
FUEL SALES	\$ 535,000	\$ 298,136	\$ (236,864)	55.7%
HANGAR RENTALS	54,000	34,344	(19,656)	63.6%
LAND RENTALS	35,400	2,250	(33,150)	6.4%
OTHER FEE & CONTRACTS	-	10,486	10,486	100.0%
OTHER INCOME	26,000	1,438	(24,562)	5.5%
<b>TOTAL REVENUE</b>	<b>\$ 650,400</b>	<b>\$ 346,654</b>	<b>\$ (303,746)</b>	<b>53.3%</b>
<b>EXPENDITURES</b>				
PERSONNEL	\$ 112,232	\$ 60,790	\$ 51,442	54.2%
CONTRACTUAL	135,500	87,331	48,169	64.5%
COMMODITIES	343,500	259,814	83,686	75.6%
CAPITAL OUTLAY	30,000	4,500	25,500	15.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 621,232</b>	<b>\$ 412,435</b>	<b>\$ 208,797</b>	<b>66.4%</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>			<b>✗ \$ (65,781)</b>	

## OTHER FUNDS

Q3  
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
<b>INDUSTRIAL FUND</b>				
REVENUE	\$ 11,449	\$ 10,619	\$ (830)	92.7%
EXPENDITURES	\$ 49,000	\$ -	\$ 49,000	0.0%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (37,551)</b>	<b>\$ 10,619</b>	<b>\$ 48,170</b>	
<b>ECONOMIC DEVELOPMENT &amp; TRANSPORTATION FUND</b>				
REVENUE	\$ 287,000	\$ 201,875	\$ (85,125)	70.3%
EXPENDITURES	\$ 829,435	\$ 357,277	\$ 472,158	43.1%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (542,435)</b>	<b>\$ (155,402)</b>	<b>\$ 387,033</b>	
<b>EDUCATION SALES TAX FUND</b>				
REVENUE	\$ 1,931,000	\$ 1,418,122	\$ (512,878)	73.4%
EXPENDITURES	\$ 1,931,000	\$ 1,347,812	\$ 583,188	69.8%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ -</b>	<b>\$ 70,310</b>	<b>\$ 70,310</b>	

# OTHER FUNDS (continued)

**Q3**  
**FYE 2017**

	FYE 2017			Percent
	Budget	YTD Actual	Difference	Collected or Expended
<b>SPECIAL USE SALES TAX FUND</b>				
REVENUE	\$ 1,931,000	\$ 1,418,122	\$ (512,878)	73.4%
EXPENDITURES	\$ 2,865,481	\$ 423,689	\$ 2,441,792	14.8%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (934,481)</b>	<b>\$ 994,433</b>	<b>\$ 1,928,914</b>	
<b>GF EMPLOYEE BENEFITS FUND</b>				
REVENUE	\$ 751,404	\$ 701,844	\$ (49,560)	93.4%
EXPENDITURES	\$ 852,615	\$ 556,430	\$ 296,185	65.3%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (101,211)</b>	<b>\$ 145,414</b>	<b>\$ 246,625</b>	
<b>LIBRARY FUND</b>				
REVENUE	\$ 278,900	\$ 253,187	\$ (25,713)	90.8%
EXPENDITURES	\$ 269,250	\$ 233,551	\$ 35,699	86.7%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 9,650</b>	<b>\$ 19,636</b>	<b>\$ 9,986</b>	
<b>SPECIAL PARKS &amp; RECREATION FUND</b>				
REVENUE	\$ 33,000	\$ 21,583	\$ (11,417)	65.4%
EXPENDITURES	\$ 44,000	\$ 31,852	\$ 12,148	72.4%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (11,000)</b>	<b>\$ (10,269)</b>	<b>\$ 731</b>	
<b>SPECIAL ALCOHOL FUND</b>				
REVENUE	\$ 30,000	\$ 26,479	\$ (3,521)	88.3%
EXPENDITURES	\$ 30,000	\$ 23,967	\$ 6,033	79.9%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ -</b>	<b>\$ 2,512</b>	<b>\$ 2,512</b>	
<b>LIABILITY INSURANCE FUND</b>				
REVENUE	\$ 82,501	\$ 72,964	\$ (9,537)	88.4%
EXPENDITURES	\$ 92,510	\$ 1,179	\$ 91,331	1.3%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (10,009)</b>	<b>\$ 71,785</b>	<b>\$ 81,794</b>	
<b>MEMORIAL HALL TAX CREDITS FUND</b>				
REVENUE	\$ (100,000)	\$ -	\$ 100,000	0.0%
EXPENDITURES	\$ 341,931	\$ -	\$ 341,931	0.0%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (441,931)</b>	<b>\$ -</b>	<b>\$ 441,931</b>	

## OTHER FUNDS (continued)

Q3  
FYE 2017

QUALITY OF LIFE SALES TAX FUND	FYE 2017			Percent Collected or Expended
	Budget	YTD Actual	Difference	
REVENUE	\$ (5,000)	\$ 2,518	\$ 7,518	-50.4%
EXPENDITURES	\$ 70,000	\$ -	\$ 70,000	0.0%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (75,000)</b>	<b>\$ 2,518</b>	<b>\$ 77,518</b>	
<b>BOND &amp; INTEREST FUND</b>				
REVENUE	\$ 1,071,392	\$ 271,036	\$ (800,356)	25.3%
EXPENDITURES	\$ 1,546,725	\$ 1,259,225	\$ 287,500	81.4%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (475,333)</b>	<b>\$ (988,189)</b>	<b>\$ (512,856)</b>	
<b>TOTAL OTHER FUNDS</b>				
REVENUE	\$ 6,302,646	\$ 4,398,347	\$ (1,904,299)	69.8%
EXPENDITURES	\$ 8,921,947	\$ 4,234,982	\$ 4,686,965	47.5%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (2,619,301)</b>	<b>\$ 163,365</b>	<b>\$ 2,782,666</b>	

TOTAL ALL FUNDS	FYE 2017			Percent Collected or Expended
	Budget	YTD Actual	Difference	
Revenue	\$ 18,362,823	\$ 12,623,485	\$ (5,739,338)	68.7%
Expenditures	\$ 22,047,110	\$ 13,237,108	\$ 8,810,002	60.0%
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ (3,684,287)</b>	<b>\$ (613,624)</b>	<b>\$ 3,070,663</b>	

# 2017 Strategic Work Plan Q3 Update

Summary of Discussion of Goals from  
Goal Setting Session July 6, 2017



# Strategic Goals 2017-18 Work Plan

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STATUS REPORT – DECEMBER 2017

City of Independence

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**STATEMENT ONE: Modernize Water Treatment Facility**

**Creative Pathway 1: Determine funding sources**

1.1	Evaluate user rates	a. Complete water/sewer rate study.	Sept	Fin Dir	Water/Sewer rate study updated; presented to Commission.	
		b. Develop sustainable rates.	Oct	Fin	Proposed rates adopted.	
		c. Implement new rates.	Jan	Fin	Rates will be implemented in 2018	
1.2	Obtain low interest loan(s)	a. Hold public hearing	Sept	Fin	Public Hearing held June 8, 2017	
		b. Submit required documentation	Q1 2018		PEC finalizing the loan application for submittal.	
		c. Amend as needed				
1.3	Explore grant opportunities	a. Determine eligible grant programs.			Working with engineering firm to explore all state/fed grant opportunities	
		b. Apply for eligible grant programs.				
1.4	Establish reserve for replacement fund.	a. Determine amount to set aside each year.	April 2018 Bdgt	Fin	FY2018 budget includes \$145k in capital projects for the WTP	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
1.5	Sell more water	a. Annexation				
		b. Retain existing and recruit additional industries.				
		c. Review extension of services policy.				
<b>Creative Pathway 2: Define scope of work</b>						
2.1	Consider phasing	a. Electrical		UTIL	Working with engineer on design; 30% design work completed; meeting with staff Dec 20 to review.	
		b. Basins				
		c. Building upgrades	Q1 2018		Reviewing with engineers the design of rehab of WTP offices, labs, and restrooms.	
		d. Security				

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**Creative Pathway 3: Public Relations**

3.1	Communicate to public reality	<ul style="list-style-type: none"> <li>a. City Website</li> <li>b. Facebook</li> <li>c. Newspaper</li> <li>d. City Newsletter</li> </ul>		ADM		
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*GUIDING PRINCIPLES: Limit debt exposure; and maintain water quality standards.*

*MEASURES OF SUCCESS: Completed phased improvements.*

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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**STATEMENT TWO: Increase Funds Allocated to Infrastructure**

**Creative Pathway 1: Streets/Curbs**

1.1	Increase funding/develop funding resources	a. Dedicate budget amounts	2018 Budget	FIN PW		
		b. Explore alternative funding sources.		Fin PW	Working w/engineer & KDOT to identify opportunities/programs	
		c. Explore grant opportunities			Working w/engineer & KDOT to identify opportunities/programs	
		d. Explore establishing user fees			Reviewing; no recommendation	
1.2	Prioritize locations	a. Update evaluation of existing street conditions on GIS.				
1.3	Develop preventative maintenance program	a. Find other sources for material; i.e. asphalt.				

**Creative Pathway 2: Sidewalks**

2.1	Increase funding/develop funding resources	a.	2018 Budget	FIN	Budgeted \$160k for sidewalk rehabilitation/ADA upgrades	
2.2	Prioritize locations	a. Review complaint list.		PW	Reviewed engineer’s report from complaint list; developing priority recommendations	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
2.3	Develop preventative maintenance program	a.			Safety/Code Enf. And Public Works staff will tour city Jan 9 & review	
2.4	Develop “needs based” cost share program with residential property owners.				Reviewing – will bring recommendations	
<b>Creative Pathway 3: Storm Sewers</b>						
3.1	Increase funding/develop funding resources	a. Create storm water utility			No recommendation yet to add storm water utility	
		b. Dedicate budget amounts				
		c. Explore grant opportunities			Will search for any available grants for storm water system.	
		d. Create a benefit district				
		e. Assess a developer/system impact fee				
3.2	Prioritize locations	a. Evaluate condition of existing storm sewers and enter into GIS.				
3.3	Develop preventative maintenance program	a. Establish a reserve for replacement fund.				

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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<b>Creative Pathway 4: Water/Sewer Lines</b>						
4.1	Increase funding/develop funding resources	a. Increase user rates	Jan 2018	FIN	Water and sewer rates were increased which will provide additional funding for increased maintenance and capital improvements.	
		b. Explore low interest loans				
		c. Research grant opportunities				
4.2	Prioritize locations	a. GIS locate existing water/sewer lines, evaluate conditions and update data on GIS.			Reviewing proposal from GIS consultant to upgrade and add to our current system; will improve utility location capabilities.	
4.3	Develop preventative maintenance program	a. Establish a reserve for replacement fund.	2018 Budget	FIN		

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*GUIDING PRINCIPLES: Limit debt exposure; and maintain infrastructure*

*MEASURES OF SUCCESS: Annual progress review of projects*

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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**STATEMENT THREE: Pursue City Hall Steering Committee’s Recommendation**

<b>Creative Pathway 1: Educate Public on Committee Findings</b>						
1.1	Facilitator to hold three “town hall” public meetings	a. Schedule Town Hall Meetings	Dec 15, 2017	FIN	Held three public town hall meetings in Sept - Dec., including presentation at First Friday.	
1.2	Communicate information	a. City Website b. Facebook c. Newspaper d. City Newsletter	Monthly updates	ADM	Put on all social media sites	

**Creative Pathway 2: Develop Financial Plan**

2.1	RFPs for financial consultants to complete study	a. Select consultant b. Set completion calendar	July 20 Nov 1	FIN	Selected consultant Piper Jaffrey to develop financing scenarios; completed and presented to Commission and at the public forums.	No cost.
2.2	Research other funding sources	a. Historic Tax Credits b. FEMA c. General Grants	Dec 1		Tax credits would be available for the project.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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<b>Creative Pathway 3: Review Public Safety Building</b>						
3.1	Traffic flows	a.			Will review once process has been established and design firm hired.	
3.2	Site restrictions	a.			Same as above	
3.3	Property size and equipment size and needs	a.			Same as above	

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***GUIDING PRINCIPLES:** Transparency; Improve public information on City Hall/Public Safety Building Project*

***MEASURES OF SUCCESS:** Feedback from citizens, groups, organizations.*

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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**STATEMENT FOUR: Improve Customer Service**

**Creative Pathway 1: Provide customer service training for all employees**

1.1	Identify training groups	a. Basic for all b. Specific groups; i.e. supervisor, first line, etc.			Two supervisors sent to training at WSU in 2017 develop a customer service initiative in early 2018.	
1.2	Identify when training needed	a. New employee orientation	June 2018		Will develop a new on-boarding and orientation process for new employees.	
		b. Process analysis.				
		c. Provide ongoing in-service job training.				
1.3	Identify training topics	a. Develop customer survey				

**Creative Pathway 2: Improve morale in organization to improve employee job satisfaction, productivity and retention**

2.1	Culture of sincere appreciation of employees	a. Leadership Team Training in Culture Change; b. Develop and implement “Excellent Independence” initiative			Starting “Excellence Independence” initiative. Will hold “Leadership Commitment Session in December; training on culture change, excellence, and commitment.	
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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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*GUIDING PRINCIPLES: Leadership commitment.*

*MEASURES OF SUCCESS: Increased job retention; and improved public perception.*

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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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<b>STATEMENT FIVE: Replace 1993 Ladder Truck</b>						
<b>Creative Pathway 1: Determine Funding</b>						
1.1	Grants	a. Grant applied for \$900,000	Sept 2017		Grant denied again.	
		b. Check for other grant programs.				
1.2	Budget Funds	a. Budgeted for 2018 (not approved yet)	Q1 2018	FIN FIRE	Will look to begin lease purchase process where first payment would not begin until FY2019.	
		b. Lease purchase (\$115,000 per year)			See above.	
		c. Find a used one				

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***GUIDING PRINCIPLES:** Protect and rescue in hard to reach areas; maintain a reliable fleet; minimize budget impact; and maintain or improve ISO rating.*

***MEASURES OF SUCCESS:** New truck in apparatus bay.*

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#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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**STATEMENT SIX: Analyze Levels of Service**

**Creative Pathway 1: Internal evaluation of services**

1.1	Inventory current services	a. Determine what services are currently being provided by each department.		All	Departments reviewing services.	
		b. Evaluate performance of services; i.e. strict enforcement of rules, follow through, customer service, etc.	Q1 2018	FIN ADM	Reviewing our e-mail service provider to reduce costs of e-mail operation.	
		c. Identify possible future services.		FIN ADM		
1.2	Review costs of services	a. Perform cost benefit analysis	Dec 2017	FIN ADM	Reviewing proposal to change e-mail service provider to lower annual costs.	
		b. Review usage of services	Dec 2017	FIN ADM	Will increase number of employees having an e-mail address	
		c. Review funding sources; i.e. millage or fee				

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
1.3	Communication	a. Educate community about what services are available			City documents, i.e. Citizen’s Budget, Operating & Capital budgets; City Newsletters sent and on-line	
		b. Inform community of costs for services.			Article in City Newsletter regarding City cost for Neewalloh	
		c. Survey community to determine what services they actually want and are willing to pay for.				
1.4	Evaluate other service methods and alternatives	a. Research other communities to establish benchmarks.				
		b. Use volunteers				
		c. Outsource services				

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**GUIDING PRINCIPLES:** *General fund or enterprise fund; customer service; community pride; and free verses fee.*

**MEASURES OF SUCCESS:** *Determine how to fund and provide more and less government at the same time.*

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KEY: ADM – Administration  
 CA – City Attorney  
 FIN – Finance

HA – Housing Authority  
 PW – Public Works  
 PLN – Planning/Building

PS – Public Safety  
 PZC – Park, Zoo & Cemetery  
 U – Utilities