

City of Independence Quarterly Operating Report

Fourth Quarter FY2017
Period Ending December 31, 2017



CITY MANAGER'S OFFICE

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City of Independence
Financial Summary
Fourth Quarter FY2017 — Period Ending December 31, 2017
Unaudited FY 2017 Financial Statement

Fourth Quarter Budget Variance Analysis

ALL BUDGETED FUNDS

REVENUE – below budget \$718.2k
EXPENSES – below budget \$3.13m

GENERAL FUND

REVENUE

Property Tax - Current Ad Valorem \$171.4k under budget
Other Income - Transfers to other funds- \$500k Mercy Capital Reserve

EXPENSES

General Government—\$174K Correcting Entry from 2016; \$291K Insurance budget reallocation from other departments
Park/Zoo— Park and Zoo have been separated into different departments in the general ledger in 2017; however, not all expenses have been transitioned. These two budgets should be considered as one for 2017.
Building D— Over budget \$162.3k primarily due to electric expense that was \$135.2k over budget

WATER/SEWER

REVENUE – Above budget by \$35.5k
EXPENSES — Below budget by \$456.1k driven by reduced labor costs of \$114k and reduction of KDHE loan payment of \$164.1k

SANITATION

REVENUE – Below budget by \$69.8k primarily due to a reduction in trash collection revenue
EXPENSES – Below budget \$162.1k which includes a reduction of \$91.7k projected landfill charges

AIRPORT

REVENUES —Decreased revenue versus budget at \$46.8k due to fuel sales below budget at \$112.4k
EXPENSES – Below budget at \$15.7k

EDUCATION SALES TAX

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

LIABILITY INSURANCE

Amended budget for 2017 due to increased premiums versus projected values at budget.

FINANCIAL INFORMATION

Fourth Quarter FY 2017*



***Unaudited**

Fourth Quarter Report

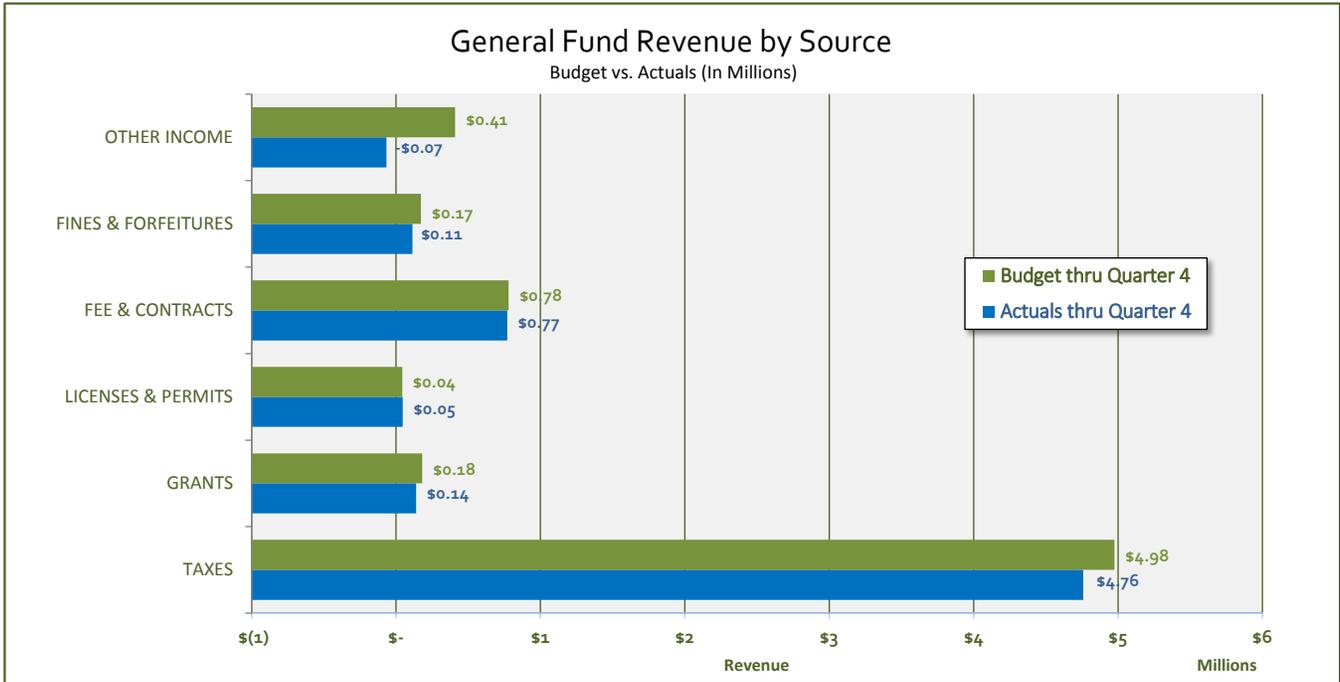
Graphs



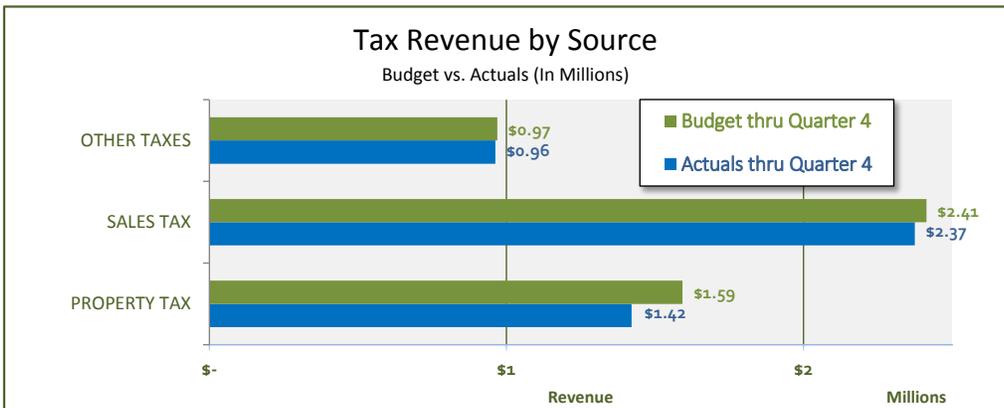
GENERAL FUND - REVENUES

**Q4
FYE 2017**

REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
TAXES	\$ 4,975,451	\$ 4,975,451	\$ 4,758,503	\$ (216,948)	95.6%	✗
GRANTS	\$ 181,000	181,000	\$ 138,733	(42,267)	76.6%	✗
LICENSES & PERMITS	\$ 42,600	42,600	\$ 46,237	3,637	108.5%	✓
FEE & CONTRACTS	\$ 779,800	779,800	\$ 770,200	(9,600)	98.8%	✗
FINES & FORFEITURES	\$ 171,700	171,700	\$ 113,951	(57,749)	66.4%	✗
OTHER INCOME	\$ 409,021	409,021	\$ (67,000)	(476,021)	-16.4%	✗
TOTAL REVENUES	\$ 6,559,572	\$ 6,559,572	\$ 5,760,623	\$ (798,949)	87.8%	✗



REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
PROPERTY TAX	\$ 1,592,810	\$ 1,592,810	\$ 1,420,950	\$ (171,860)	89.2%	✗
SALES TAX	2,413,750	2,413,750	\$ 2,374,650	(39,100)	98.4%	✗
OTHER TAXES	968,891	968,891	\$ 962,902	(5,989)	99.4%	✗
TOTAL TAX	\$ 4,975,451	\$ 4,975,451	\$ 4,758,503	\$ (216,948)	95.6%	✗

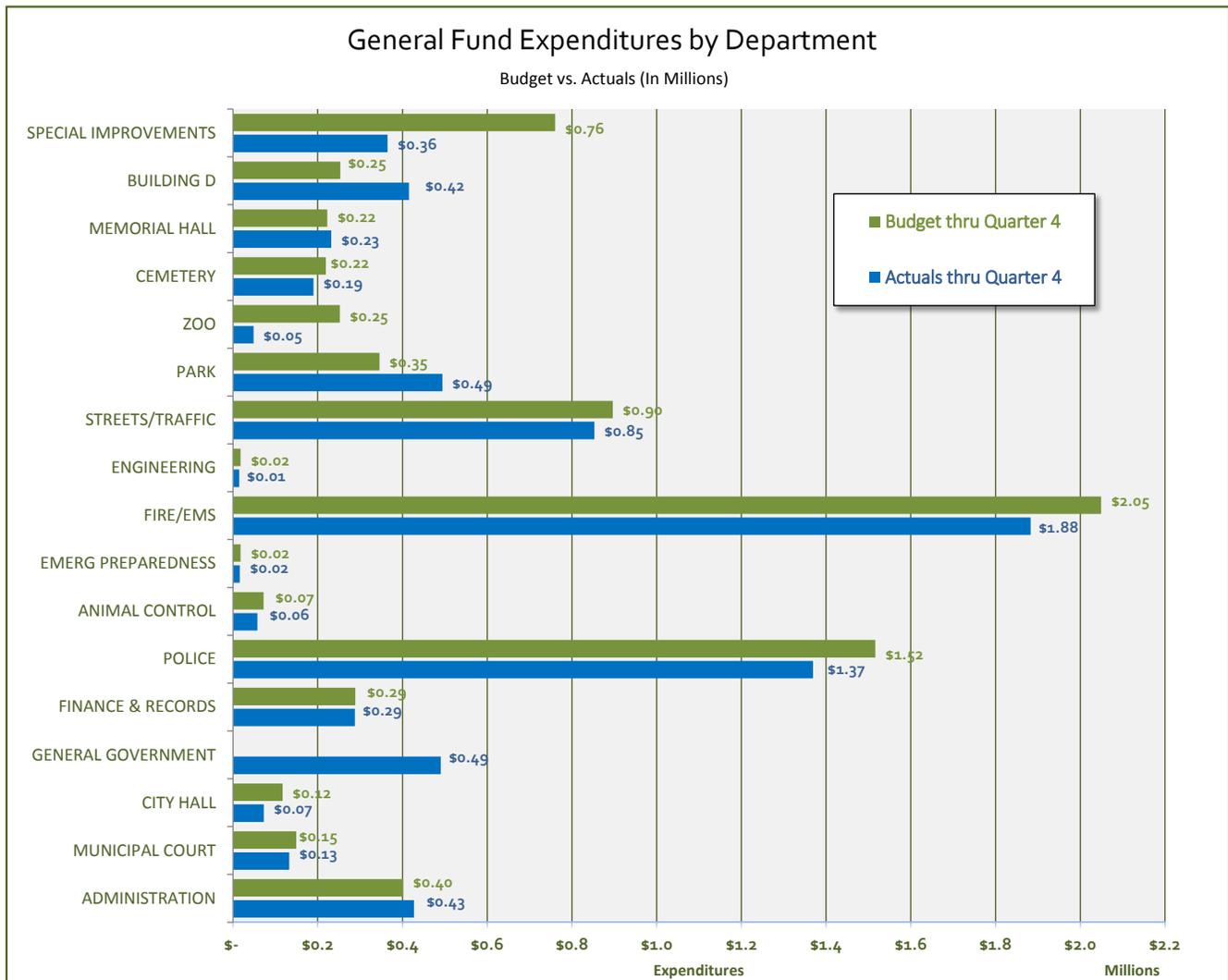


- *Other Taxes Include:**
- NUISANCE TAX
 - FRANCHISE - ELECTRIC
 - FRANCHISE - PHONE
 - FRANCHISE - CABLE
 - FRANCHISE - GAS
 - MOTOR VEHICLE TAX
 - LIQUOR TAX
 - GASOLINE TAX

GENERAL FUND - EXPENDITURES

Q4
FYE 2017

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
ADMINISTRATION	\$ 401,722	\$ 401,722	\$ 427,344	\$ (25,622)	106.4%	✗
MUNICIPAL COURT	\$ 149,128	149,128	\$ 132,515	16,613	88.9%	✓
CITY HALL	\$ 116,950	116,950	\$ 72,554	44,396	62.0%	✓
GENERAL GOVERNMENT	\$ (93,147)	(93,147)	\$ 490,562	(583,709)	-526.7%	✗
FINANCE & RECORDS	\$ 288,795	288,795	\$ 287,645	1,150	99.6%	✓
POLICE	\$ 1,516,007	1,516,007	\$ 1,369,071	146,936	90.3%	✓
ANIMAL CONTROL	\$ 72,192	72,192	\$ 57,655	14,537	79.9%	✓
EMERG PREPAREDNESS	\$ 18,000	18,000	\$ 15,951	2,049	88.6%	✓
FIRE/EMS	\$ 2,049,141	2,049,141	\$ 1,882,759	166,382	91.9%	✓
ENGINEERING	\$ 18,000	18,000	\$ 14,415	3,585	80.1%	✓
STREETS/TRAFFIC	\$ 896,662	896,662	\$ 852,854	43,808	95.1%	✓
PARK	\$ 345,896	345,896	\$ 494,135	(148,239)	142.9%	✗
ZOO	\$ 252,046	252,046	\$ 48,442	203,604	19.2%	✓
CEMETERY	\$ 219,282	219,282	\$ 190,060	29,222	86.7%	✓
MEMORIAL HALL	\$ 222,563	222,563	\$ 231,813	(9,250)	104.2%	✗
BUILDING D	\$ 253,071	253,071	\$ 415,390	(162,319)	164.1%	✗
SPECIAL IMPROVEMENTS	\$ 760,334	760,334	\$ 364,953	395,381	48.0%	✓
TOTAL EXPENDITURES	\$ 7,486,642	\$ 7,486,642	\$ 7,348,118	\$ 138,524	98.1%	✓



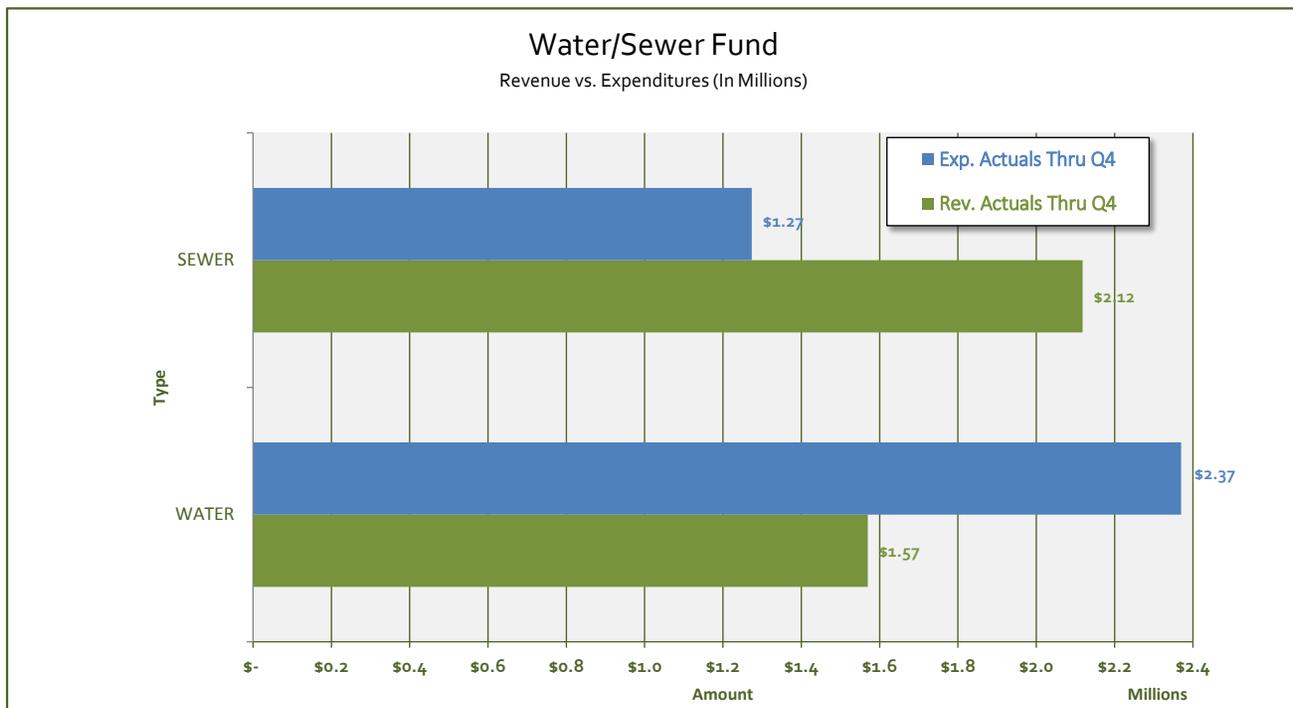
WATER/SEWER FUND

Q4
FYE 2017

REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
WATER SALES	\$ 1,337,966	\$ 1,337,966	\$ 1,439,984	\$ 102,018	107.6%	✓
SEWER SERVICE	\$ 2,188,463	2,188,463	1,988,538	(199,925)	90.9%	✗
OTHER FEES & CONTRACTS	\$ 126,500	126,500	259,961	133,461	205.5%	✓
OTHER INCOME	\$ -	-	-	-	0.0%	✓
TOTAL FUND REVENUES	\$ 3,652,929	\$ 3,652,929	\$ 3,688,483	\$ 35,554	101.0%	✓

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
WATER PRODUCTION	\$ 980,810	\$ 980,810	\$ 1,021,891	\$ (41,081)	104.2%	✗
WATER DISTRIBUTION	\$ 799,186	799,186	\$ 700,040	99,146	87.6%	✓
WATER/SEWER ADMIN	\$ 1,596,386	1,596,386	\$ 1,296,251	300,135	81.2%	✓
SEWER TREATMENT	\$ 484,581	484,581	\$ 487,833	(3,252)	100.7%	✗
SEWER COLLECTION	\$ 238,903	238,903	\$ 137,732	101,171	57.7%	✓
TOTAL FUND EXPENDITURES	\$ 4,099,866	\$ 4,099,866	\$ 3,643,746	\$ 456,120	88.9%	✓

NET BALANCE	Rev. Actuals Thru Q4	Exp. Actuals Thru Q4	Balance	Meeting Goal
WATER	\$ 1,569,965	\$ 2,370,056	\$ (800,092)	✗
SEWER	2,118,519	1,273,690	844,828	✓
Excess (Deficiency) of Revenues over Expenditures	\$ 3,688,483	\$ 3,643,746	\$ 44,737	



SANITATION FUND

**Q4
FYE 2017**

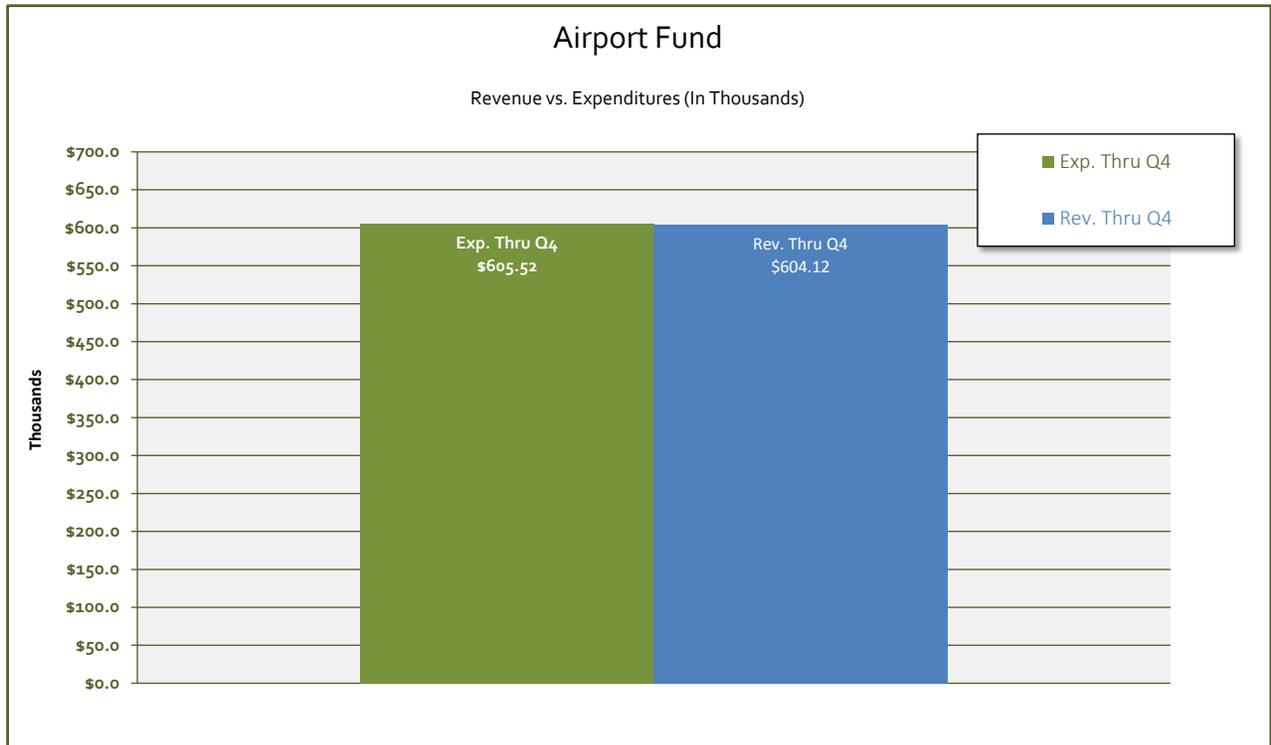
REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
TRASH COLLECTION	\$ 1,202,276	\$ 1,202,276	\$ 1,114,099	\$ (88,177)	92.7%	✗
OTHER INCOME	(5,000)	(5,000)	13,336	18,336	-266.7%	✓
TOTAL REVENUE	\$ 1,197,276	\$ 1,197,276	\$ 1,127,434	\$ (69,842)	94.2%	✗

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
PERSONNEL	\$ 506,697	\$ 506,697	\$ 436,746	\$ 69,951	86.2%	✓
CONTRACTUAL	\$ 499,521	\$ 499,521	\$ 360,864	\$ 138,657	72.2%	✓
COMMODITIES	92,100	92,100	57,311	\$ 34,789	62.2%	✓
CAPITAL OUTLAY	65,185	65,185	146,484	\$ (81,299)	224.7%	✗
TOTAL EXPENDITURES	\$ 1,163,503	\$ 1,163,503	\$ 1,001,404	\$ 162,099	86.1%	✓



REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
FUEL SALES	\$ 535,000	\$ 535,000	\$ 422,588	\$ (112,412)	79.0%	✗
HANGAR RENTALS	54,000	54,000	47,094	(6,906)	87.2%	✗
LAND RENTALS	35,400	35,400	27,949	(7,451)	79.0%	✗
OTHER FEE & CONTRACTS	-	-	14,651	14,651	#DIV/0!	✓
OTHER INCOME	26,000	26,000	91,834	65,834	353.2%	✓
TOTAL REVENUE	\$ 650,400	\$ 650,400	\$ 604,116	\$ (46,284)	92.9%	✗

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
PERSONNEL	\$ 112,232	\$ 112,232	\$ 83,147	\$ 29,085	74.1%	✓
CONTRACTUAL	\$ 135,500	\$ 135,500	\$ 105,467	\$ 30,033	77.8%	✓
COMMODITIES	343,500	343,500	412,409	\$ (68,909)	120.1%	✗
CAPITAL OUTLAY	30,000	30,000	4,500	\$ 25,500	15.0%	✓
TOTAL EXPENDITURES	\$ 621,232	\$ 621,232	\$ 605,523	\$ 15,709	97.5%	✓



SPECIAL USE SALES TAX FUND

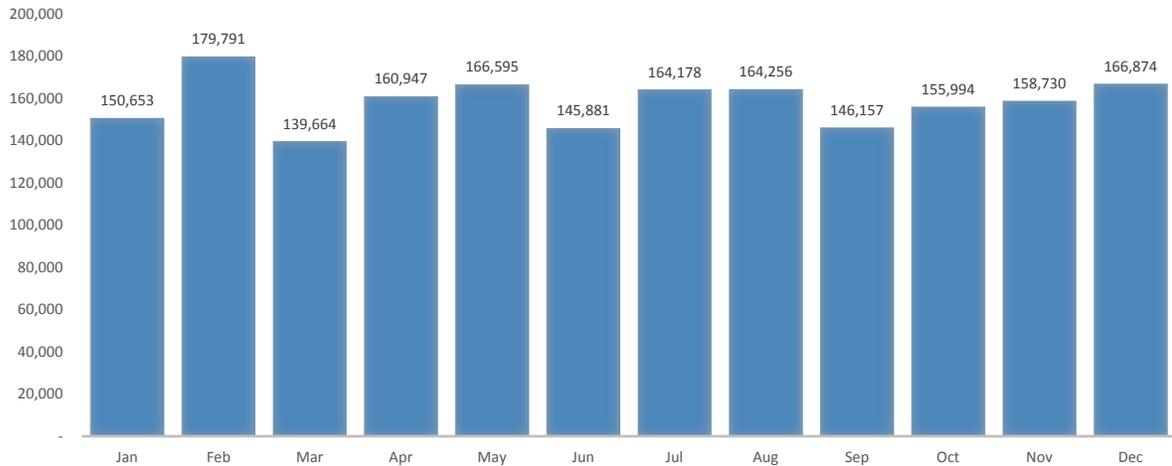
**Q4
FYE 2017**

SPECIAL USE SALES TAX FUND	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
REVENUE	\$ 1,931,000	\$ 1,931,000	\$ 1,899,720	\$ (31,280)	98.4%	✘
EXPENDITURES	\$ 2,865,481	\$ 2,865,481	\$ 1,813,224	\$ 1,052,257	63.3%	✔
Net Balance	\$ (934,481)	\$ (934,481)	\$ 86,496	\$ 1,020,977		

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	\$ 155,994
NOVEMBER	\$ 158,730
DECEMBER	\$ 166,874
TOTAL REVENUE	\$ 1,899,720

Special Use Sales Tax Fund Revenue by Month - 2017



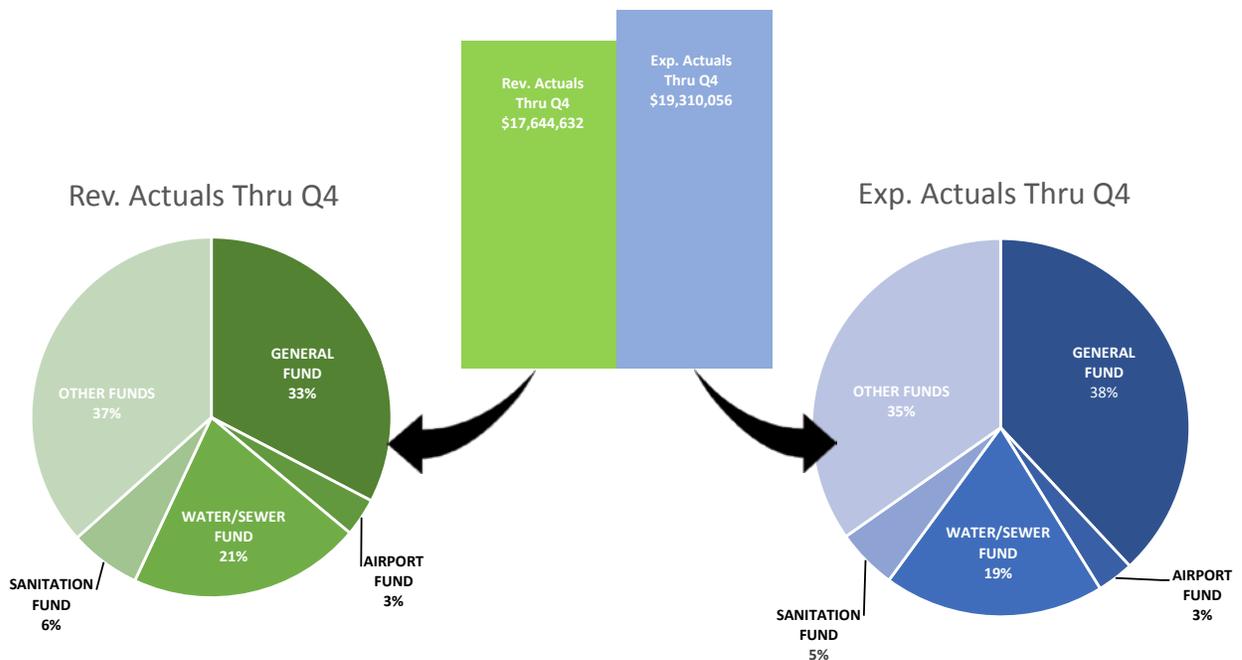
REVENUES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
GENERAL FUND	\$ 6,559,572	\$ 6,559,572	\$ 5,760,623	\$ (798,949)	87.8%	✗
AIRPORT FUND	650,400	650,400	604,116	(46,284)	92.9%	✗
WATER/SEWER FUND	3,652,929	3,652,929	3,688,483	35,554	101.0%	✓
SANITATION FUND	1,197,276	1,197,276	1,127,434	(69,842)	94.2%	✗
OTHER FUNDS	6,302,646	6,302,646	6,463,976	161,330	102.6%	✓
TOTAL FUND REVENUE	\$ 18,362,823	\$ 18,362,823	\$ 17,644,632	\$ (718,191)	96.1%	✗

EXPENDITURES	Budget for FYE 2017	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
GENERAL FUND	\$ 7,486,642	\$ 7,486,642	\$ 7,348,118	\$ 138,524	98.1%	✓
AIRPORT FUND	621,232	621,232	605,523	15,709	97.5%	✓
WATER/SEWER FUND	4,099,866	4,099,866	3,643,746	456,120	88.9%	✓
SANITATION FUND	1,163,503	1,163,503	1,001,404	162,099	86.1%	✓
OTHER FUNDS	9,070,837	9,070,837	6,711,263	2,359,574	74.0%	✓
TOTAL FUND EXPENDITURES	\$ 22,442,080	\$ 22,442,080	\$ 19,310,056	\$ 3,132,024	86.0%	✓

NET BALANCE	Rev. Actuals Thru Q4	Exp. Actuals Thru Q4	Balance	Meeting Goal
GENERAL FUND	\$ 5,760,623	\$ 7,348,118	\$ (1,587,495)	✗
AIRPORT FUND	604,116	605,523	(1,408)	✗
WATER/SEWER FUND	3,688,483	3,643,746	44,737	✓
SANITATION FUND	1,127,434	1,001,404	126,030	✓
OTHER FUNDS	6,463,976	6,711,263	(247,288)	✗
Excess (Deficiency) of Revenues over Expenditures	\$ 17,644,632	\$ 19,310,056	\$ (1,665,424)	✗

All Funds by Type

Revenue vs. Expenditures



BUDGET REPORT

REVENUES AND EXPENDITURES

All Funds

January 1, 2017 — December 31, 2017



Meets projection 
 Does not meet projection 

GENERAL FUND

Q4
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TAXES				
PROPERTY TAX	\$ 1,592,810	\$ 1,420,950	\$ (171,860)	89.2%
SALES TAX	2,413,750	2,374,650	(39,100)	98.4%
OTHER TAXES	968,891	962,902	(5,989)	99.4%
Sub-Total Taxes	4,975,451	4,758,503	216,948	95.6%
GRANTS	\$ 181,000	\$ 138,733	\$ (42,267)	76.6%
LICENSES & PERMITS	42,600	46,237	3,637	108.5%
FEE & CONTRACTS	779,800	770,200	(9,600)	98.8%
FINES & FORFEITURES	171,700	113,951	(57,749)	66.4%
OTHER INCOME	409,021	(67,000)	(476,021)	-16.4%
			-	100.0%
TOTAL REVENUES	\$ 6,559,572	\$ 5,760,623	\$ (798,949)	87.8%
EXPENDITURES				
ADMINISTRATION	\$ 401,722	\$ 427,344	\$ (25,622)	106.4%
MUNICIPAL COURT	149,128	132,515	16,613	88.9%
CITY HALL	116,950	72,554	44,396	62.0%
GENERAL GOVERNMENT	(93,147)	490,562	(583,709)	-526.7%
FINANCE & RECORDS	288,795	287,645	1,150	99.6%
POLICE	1,516,007	1,369,071	146,936	90.3%
ANIMAL CONTROL	72,192	57,655	14,537	79.9%
EMERG PREPAREDNESS	18,000	15,951	2,049	88.6%
FIRE/EMS	2,049,141	1,882,759	166,382	91.9%
ENGINEERING	18,000	14,415	3,585	80.1%
STREETS/TRAFFIC	896,662	852,854	43,808	95.1%
PARK	345,896	494,135	(148,239)	142.9%
ZOO	252,046	48,442	203,604	19.2%
CEMETERY	219,282	190,060	29,222	86.7%
MEMORIAL HALL	222,563	231,813	(9,250)	104.2%
BUILDING D	253,071	415,390	(162,319)	164.1%
SPECIAL IMPROVEMENTS	760,334	364,953	395,381	48.0%
TOTAL EXPENDITURES	\$ 7,486,642	\$ 7,348,118	\$ 138,524	98.1%
Excess (Deficiency) of Revenues over Expenditures			 \$ (1,587,495)	

SANITATION FUND

Q4
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TRASH COLLECTION	\$ 1,202,276	\$ 1,114,099	\$ (88,177)	92.7%
OTHER INCOME	(5,000)	13,336	18,336	-266.7%
TOTAL REVENUE	\$ 1,197,276	\$ 1,127,434	\$ (69,842)	94.2%
EXPENDITURES				
PERSONNEL	\$ 506,697	\$ 436,746	\$ 69,951	86.2%
CONTRACTUAL	\$ 499,521	\$ 360,864	\$ 138,657	72.2%
COMMODITIES	92,100	57,311	34,789	62.2%
CAPITAL OUTLAY	65,185	146,484	(81,299)	224.7%
TOTAL EXPENDITURES	\$ 1,163,503	\$ 1,001,404	\$ 162,099	86.1%

Excess (Deficiency) of Revenues
over Expenditures

✓ \$ 126,030

WATER/SEWER FUND

Q4
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
WATER SALES	\$ 1,337,966	\$ 1,439,984	\$ 102,018	107.6%
SEWER SERVICE	\$ 2,188,463	\$ 1,988,538	(199,925)	90.9%
OTHER FEES & CONTRACTS	\$ 126,500	259,961	133,461	205.5%
OTHER INCOME	-	-	-	100.0%
TOTAL REVENUE	\$ 3,652,929	\$ 3,688,483	\$ 35,554	101.0%
EXPENDITURES				
WATER PRODUCTION	\$ 980,810	\$ 1,021,891	\$ (41,081)	104.2%
WATER DISTRIBUTION	\$ 799,186	\$ 700,040	\$ 99,146	87.6%
WATER/SEWER ADMIN	\$ 1,596,386	\$ 1,296,251	\$ 300,135	81.2%
SEWER TREATMENT	\$ 484,581	\$ 487,833	(3,252)	100.7%
SEWER COLLECTION	\$ 238,903	\$ 137,732	\$ 101,171	57.7%
TOTAL EXPENDITURES	\$ 4,099,866	\$ 3,643,746	\$ 456,120	88.9%

Excess (Deficiency) of Revenues
over Expenditures

✓ \$ 44,737

AIRPORT FUND

Q4
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
FUEL SALES	\$ 535,000	\$ 422,588	\$ (112,412)	79.0%
HANGAR RENTALS	54,000	47,094	(6,906)	87.2%
LAND RENTALS	35,400	27,949	(7,451)	79.0%
OTHER FEE & CONTRACTS	-	14,651	14,651	100.0%
OTHER INCOME	26,000	91,834	65,834	353.2%
TOTAL REVENUE	\$ 650,400	\$ 604,116	\$ (46,284)	92.9%
EXPENDITURES				
PERSONNEL	\$ 112,232	\$ 83,147	\$ 29,085	74.1%
CONTRACTUAL	135,500	105,467	30,033	77.8%
COMMODITIES	343,500	412,409	(68,909)	120.1%
CAPITAL OUTLAY	30,000	4,500	25,500	15.0%
TOTAL EXPENDITURES	\$ 621,232	\$ 605,523	\$ 15,709	97.5%
Excess (Deficiency) of Revenues over Expenditures			✗ \$ (1,408)	

OTHER FUNDS

Q4
FYE 2017

	FYE 2017 Budget	YTD Actual	Difference	Percent Collected or Expended
INDUSTRIAL FUND				
REVENUE	\$ 11,449	\$ 10,945	\$ (504)	95.6%
EXPENDITURES	\$ 49,000	\$ 19,500	\$ 29,500	39.8%
Excess (Deficiency) of Revenues over Expenditures	\$ (37,551)	\$ (8,555)	\$ 28,996	
ECONOMIC DEVELOPMENT & TRANSPORTATION FUND				
REVENUE	\$ 287,000	\$ 278,449	\$ (8,551)	97.0%
EXPENDITURES	\$ 829,435	\$ 447,777	\$ 381,658	54.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (542,435)	\$ (169,328)	\$ 373,107	
EDUCATION SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,899,720	\$ (31,280)	98.4%
EXPENDITURES	\$ 2,079,000	\$ 2,078,694	\$ 306	100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (148,000)	\$ (178,974)	\$ (30,974)	

OTHER FUNDS (continued)

Q4
FYE 2017

	FYE 2017			Percent
	Budget	YTD Actual	Difference	Collected or Expended
SPECIAL USE SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,899,720	\$ (31,280)	98.4%
EXPENDITURES	\$ 2,865,481	\$ 1,813,224	\$ 1,052,257	63.3%
Excess (Deficiency) of Revenues over Expenditures	\$ (934,481)	\$ 86,496	\$ 1,020,977	
GF EMPLOYEE BENEFITS FUND				
REVENUE	\$ 751,404	\$ 716,963	\$ (34,441)	95.4%
EXPENDITURES	\$ 852,615	\$ 704,294	\$ 148,321	82.6%
Excess (Deficiency) of Revenues over Expenditures	\$ (101,211)	\$ 12,669	\$ 113,880	
LIBRARY FUND				
REVENUE	\$ 278,900	\$ 233,551	\$ (45,349)	83.7%
EXPENDITURES	\$ 269,250	\$ 233,551	\$ 35,699	86.7%
Excess (Deficiency) of Revenues over Expenditures	\$ 9,650	\$ -	\$ (9,650)	
SPECIAL PARKS & RECREATION FUND				
REVENUE	\$ 33,000	\$ 43,723	\$ 10,723	132.5%
EXPENDITURES	\$ 44,000	\$ 37,852	\$ 6,148	86.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (11,000)	\$ 5,871	\$ 16,871	
SPECIAL ALCOHOL FUND				
REVENUE	\$ 30,000	\$ 44,539	\$ 14,539	148.5%
EXPENDITURES	\$ 30,000	\$ 23,967	\$ 6,033	79.9%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 20,572	\$ 20,572	
LIABILITY INSURANCE FUND				
REVENUE	\$ 82,501	\$ 74,597	\$ (7,904)	90.4%
EXPENDITURES	\$ 93,400	\$ 93,179	\$ 221	99.8%
Excess (Deficiency) of Revenues over Expenditures	\$ (10,899)	\$ (18,582)	\$ (7,683)	
MEMORIAL HALL TAX CREDITS FUND				
REVENUE	\$ (100,000)	\$ -	\$ 100,000	0.0%
EXPENDITURES	\$ 341,931	\$ -	\$ 341,931	0.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (441,931)	\$ -	\$ 441,931	

OTHER FUNDS (continued)

Q4
FYE 2017

QUALITY OF LIFE SALES TAX FUND	FYE 2017			Percent Collected or Expended
	Budget	YTD Actual	Difference	
REVENUE	\$ (5,000)	\$ 7,103	\$ 12,103	-142.1%
EXPENDITURES	\$ 70,000	\$ -	\$ 70,000	0.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (75,000)	\$ 7,103	\$ 82,103	
BOND & INTEREST FUND				
REVENUE	\$ 1,071,392	\$ 1,254,664	\$ 183,272	117.1%
EXPENDITURES	\$ 1,546,725	\$ 1,259,225	\$ 287,500	81.4%
Excess (Deficiency) of Revenues over Expenditures	\$ (475,333)	\$ (4,561)	\$ 470,772	
TOTAL OTHER FUNDS				
REVENUE	\$ 6,302,646	\$ 6,463,976	\$ 161,330	102.6%
EXPENDITURES	\$ 9,070,837	\$ 6,711,263	\$ 2,359,574	74.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (2,768,191)	\$ (247,288)	\$ 2,520,903	

TOTAL ALL FUNDS	FYE 2017			Percent Collected or Expended
	Budget	YTD Actual	Difference	
Revenue	\$ 18,362,823	\$ 17,644,632	\$ (718,191)	96.1%
Expenditures	\$ 22,442,080	\$ 19,310,056	\$ 3,132,024	86.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (4,079,257)	\$ (1,665,424)	\$ 2,413,833	

2017 Strategic Work Plan Q4 Update

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



Strategic Goals 2017-18 Work Plan



STATUS REPORT – DECEMBER 2017

City of Independence

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		
		b. Submit required documentation	Q1 2018		Working with KDHE to finalize loan.	
		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	

1.5	Sell more water	a. Annexation				
		b. Retain existing and recruit additional industries.				
		c. Review extension of services policy.				
Creative Pathway 2: Define scope of work						
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				

Creative Pathway 3: Public Relations

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

***MEASURES OF SUCCESS:** Completed phased improvements.*

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	Met with engineer and reviewed complaint list; developing priority recommendations	

2.3	Develop preventative maintenance program	a.				
2.4	Develop “needs based” cost share program with residential property owners.				Reviewing	
Creative Pathway 3: Storm Sewers						
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.				

Creative Pathway 4: Water/Sewer Lines						
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		

GUIDING PRINCIPLES: Limit debt exposure; and maintain infrastructure

MEASURES OF SUCCESS: Annual progress review of projects

STATEMENT THREE: Pursue City Hall Steering Committee’s Recommendation

Creative Pathway 1: Educate Public on Committee Findings						
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.	

Creative Pathway 3: Review Public Safety Building						
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	

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

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

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.			Will 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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GUIDING PRINCIPLES: *Leadership commitment.*

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

STATEMENT FIVE: Replace 1993 Ladder Truck

Creative Pathway 1: Determine Funding

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				

***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.*

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				

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				

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.*

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