

City of Independence Quarterly Operating Report

Second Quarter FY2018
Period Ending June 30, 2018



CITY MANAGER'S OFFICE

Contents

Summary	2
Financial Information	3
• Graphs	4
• Budget Report — Revenues and Expenditures	12
• General Fund	13
• Sanitation Fund	14
• Water/Sewer Fund	14
• Airport Fund	15
• Other Funds	15
2018 Strategic Work Plan	18
Five Strategic Goals:	
• One: Replace 1993 Ladder Truck	20
• Two: Administrative/Public Safety Facilities	21
• Three: Water Treatment Facility	23
• Four: Infrastructure	24
• Five: Community Pride	25

City of Independence
Financial Summary
Second Quarter FY2018 — Period Ending June 30, 2018

Second Quarter Budget Variance Analysis

ALL BUDGETED FUNDS

REVENUE – Under budget (\$165k)
EXPENSES – Below budget \$2.77m

GENERAL FUND

REVENUE – Total Revenue over budget \$293.6k
Total Taxes over budget \$559.8k primarily due to timing of Property Tax revenue
Total Sales Tax below budget (\$3,500)
Total Fees & Contracts below budget \$275.9k due to timing of budgeted transfers
EXPENSES – Total Expenses below budget \$308k

WATER/SEWER

REVENUE – Below budget \$279.8k due to Water and Sewer service revenue versus budget
EXPENSES — Below budget \$970.5k
Total Revenues over Expenditures at \$703.8k

SANITATION

REVENUE – Below budget by \$33.9k due to Trash Collection revenue versus budget
EXPENSES – Below budget \$153.2k
Total Revenues over Expenditures at \$165k

AIRPORT

REVENUES —Below budget by \$12.4k due to timing of Land Rental receipts and Fuel Sales versus budget
EXPENSES – Below budget at \$15.2k
Total Revenues over Expenditures at (\$19.4k)

OTHER FUNDS

REVENUE – Under budget (\$132.5k)
EXPENSES – Below budget \$1.4m

FINANCIAL INFORMATION

Second Quarter FY 2018



Second Quarter Report

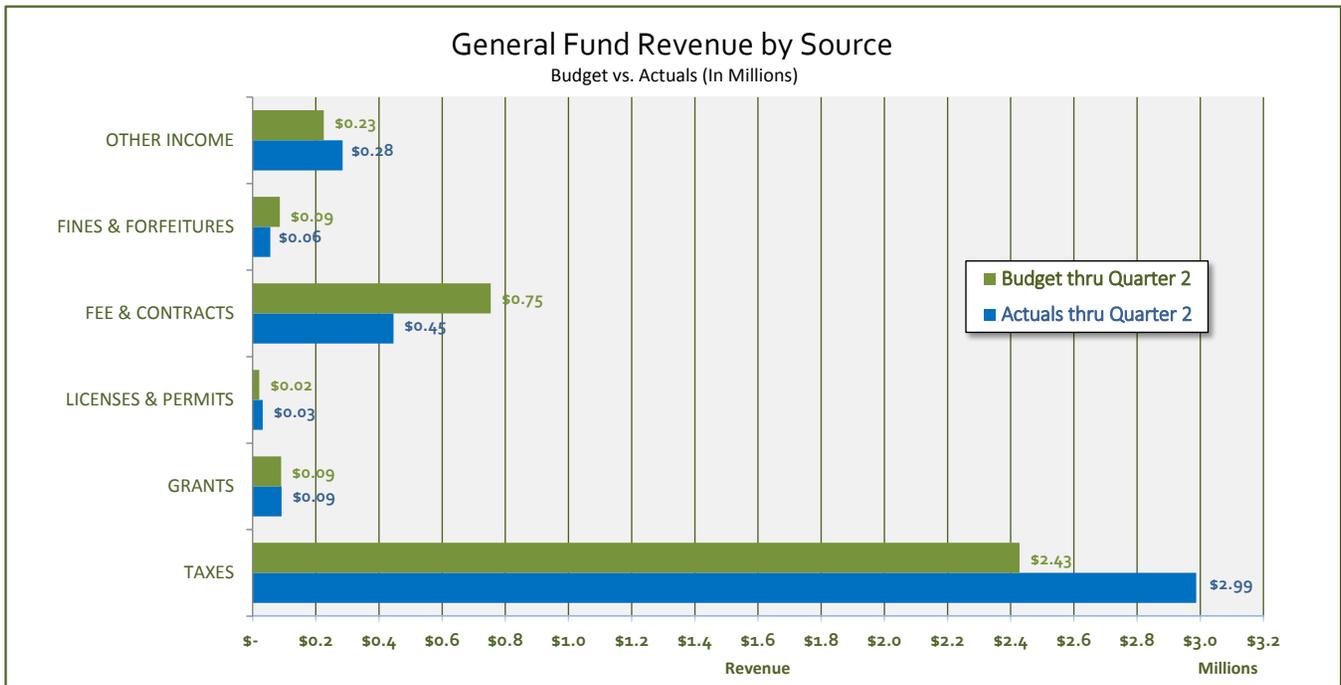
Graphs



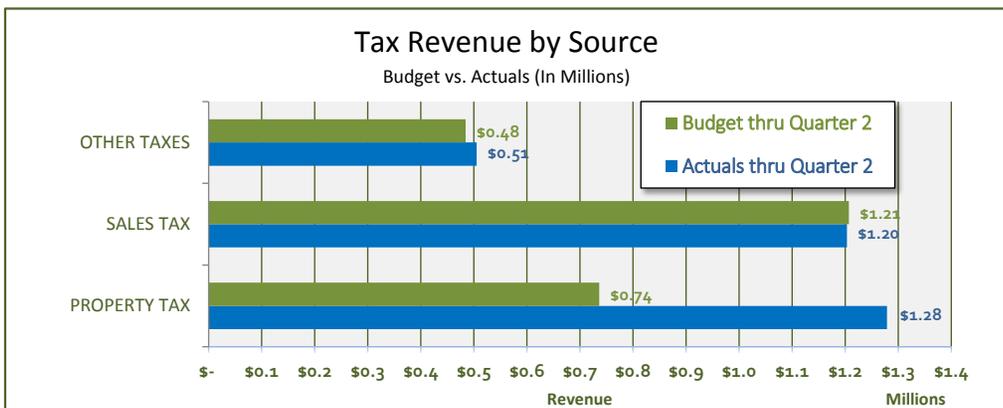
GENERAL FUND - REVENUES

Q2
FYE 2018

REVENUES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
TAXES	\$ 4,854,986	\$ 2,427,493	\$ 2,987,314	\$ 559,821	123.1%	✓
GRANTS	\$ 181,000	90,500	\$ 91,756	1,256	101.4%	✓
LICENSES & PERMITS	\$ 42,600	21,300	\$ 32,165	10,865	151.0%	✓
FEE & CONTRACTS	\$ 1,507,964	753,982	\$ 446,072	(307,910)	59.2%	✗
FINES & FORFEITURES	\$ 171,700	85,850	\$ 56,225	(29,625)	65.5%	✗
OTHER INCOME	\$ 451,041	225,521	\$ 284,718	59,198	126.2%	✓
TOTAL REVENUES	\$ 7,209,291	\$ 3,604,646	\$ 3,898,249	\$ 293,603	108.1%	✓



REVENUES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
PROPERTY TAX	\$ 1,472,345	\$ 736,173	\$ 1,278,588	\$ 542,415	173.7%	✓
SALES TAX	2,413,750	1,206,875	\$ 1,203,360	(3,515)	99.7%	✗
OTHER TAXES	968,891	484,446	\$ 505,366	20,920	104.3%	✓
TOTAL TAX	\$ 4,854,986	\$ 2,427,493	\$ 2,987,314	\$ 559,821	123.1%	✓

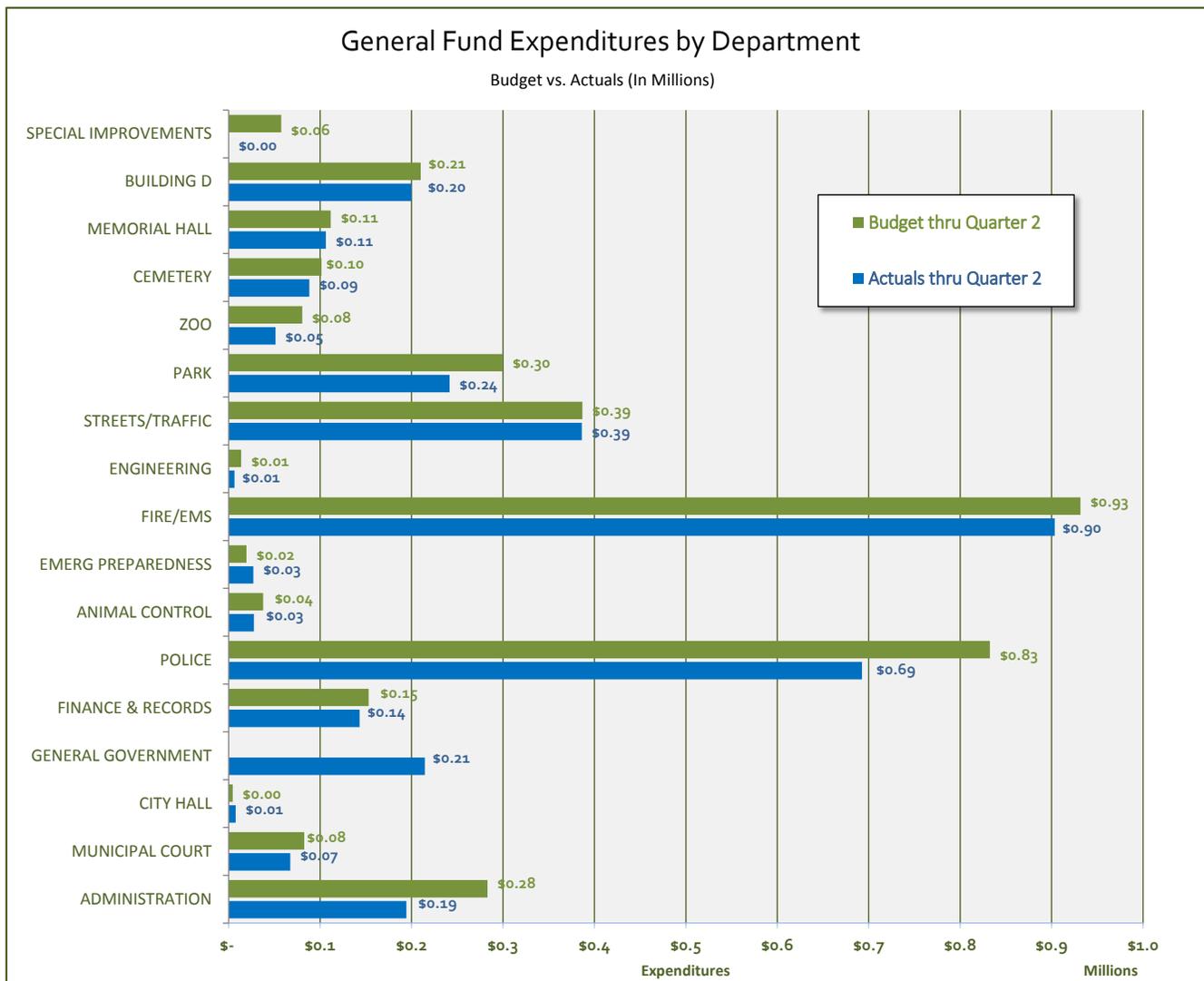


- *Other Taxes Include:
- NUISANCE TAX
 - FRANCHISE - ELECTRIC
 - FRANCHISE - PHONE
 - FRANCHISE - CABLE
 - FRANCHISE - GAS
 - MOTOR VEHICLE TAX
 - LIQUOR TAX
 - GASOLINE TAX

GENERAL FUND - EXPENDITURES

Q2
FYE 2018

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
ADMINISTRATION	\$ 566,001	\$ 283,001	\$ 194,365	\$ 88,636	68.7%	✓
MUNICIPAL COURT	\$ 165,440	82,720	\$ 67,457	\$ 15,263	81.5%	✓
CITY HALL	\$ 9,000	4,500	\$ 7,595	\$ (3,095)	168.8%	✗
GENERAL GOVERNMENT	\$ (9,900)	(4,950)	\$ 214,460	\$ (219,410)	-4332.5%	✗
FINANCE & RECORDS	\$ 306,331	153,166	\$ 143,259	\$ 9,906	93.5%	✓
POLICE	\$ 1,664,761	832,381	\$ 692,668	\$ 139,712	83.2%	✓
ANIMAL CONTROL	\$ 75,285	37,643	\$ 27,692	\$ 9,951	73.6%	✓
EMERG PREPAREDNESS	\$ 39,000	19,500	\$ 27,059	\$ (7,559)	138.8%	✗
FIRE/EMS	\$ 1,862,897	931,449	\$ 903,346	\$ 28,103	97.0%	✓
ENGINEERING	\$ 27,500	13,750	\$ 6,389	\$ 7,361	46.5%	✓
STREETS/TRAFFIC	\$ 773,888	386,944	\$ 386,213	\$ 731	99.8%	✓
PARK	\$ 599,450	299,725	\$ 241,641	\$ 58,084	80.6%	✓
ZOO	\$ 160,950	80,475	\$ 51,303	\$ 29,172	63.8%	✓
CEMETERY	\$ 203,127	101,564	\$ 88,291	\$ 13,272	86.9%	✓
MEMORIAL HALL	\$ 223,512	111,756	\$ 106,267	\$ 5,489	95.1%	✓
BUILDING D	\$ 420,049	210,025	\$ 199,926	\$ 10,098	95.2%	✓
SPECIAL IMPROVEMENTS	\$ 115,000	57,500	\$ -	\$ 57,500	0.0%	✓
TOTAL EXPENDITURES	\$ 7,202,291	\$ 3,601,146	\$ 3,357,931	\$ 243,214	93.2%	✓



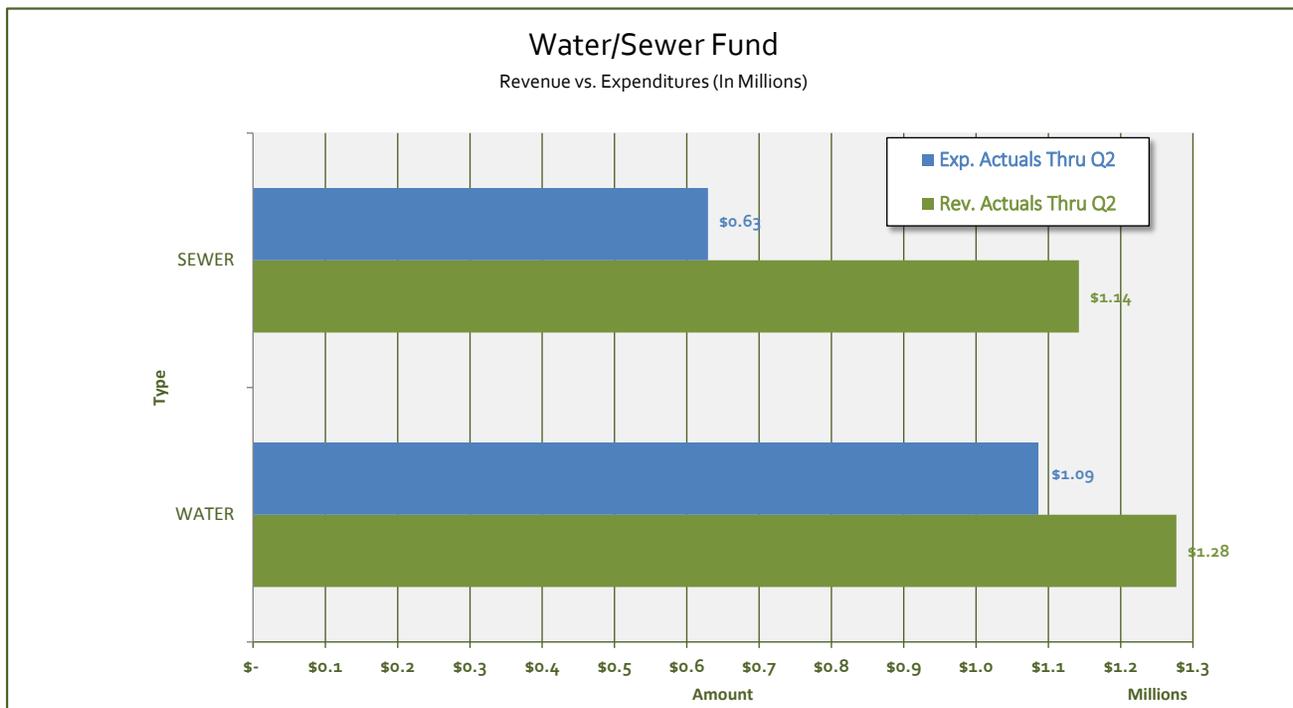
WATER/SEWER FUND

Q2
FYE 2018

REVENUES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
WATER SALES	\$ 2,800,000	\$ 1,400,000	\$ 1,232,695	\$ (167,305)	88.0%	✗
SEWER SERVICE	\$ 2,480,790	1,240,395	1,098,121	(142,274)	88.5%	✗
OTHER FEES & CONTRACTS	\$ 106,500	53,250	88,410	35,160	166.0%	✓
OTHER INCOME	\$ 11,000	5,500	120	(5,380)	2.2%	✗
TOTAL FUND REVENUES	\$ 5,398,290	\$ 2,699,145	\$ 2,419,346	\$ (279,799)	89.6%	✗

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
WATER PRODUCTION	\$ 1,127,097	\$ 563,549	\$ 473,421	\$ 90,128	84.0%	✓
WATER DISTRIBUTION	\$ 797,170	398,585	\$ 287,348	111,237	72.1%	✓
WATER/SEWER ADMIN	\$ 2,499,458	1,249,729	\$ 650,989	598,740	52.1%	✓
SEWER TREATMENT	\$ 613,832	306,916	\$ 248,763	58,153	81.1%	✓
SEWER COLLECTION	\$ 334,647	167,324	\$ 55,038	112,285	32.9%	✓
TOTAL FUND EXPENDITURES	\$ 5,372,204	\$ 2,686,102	\$ 1,715,559	\$ 970,543	63.9%	✓

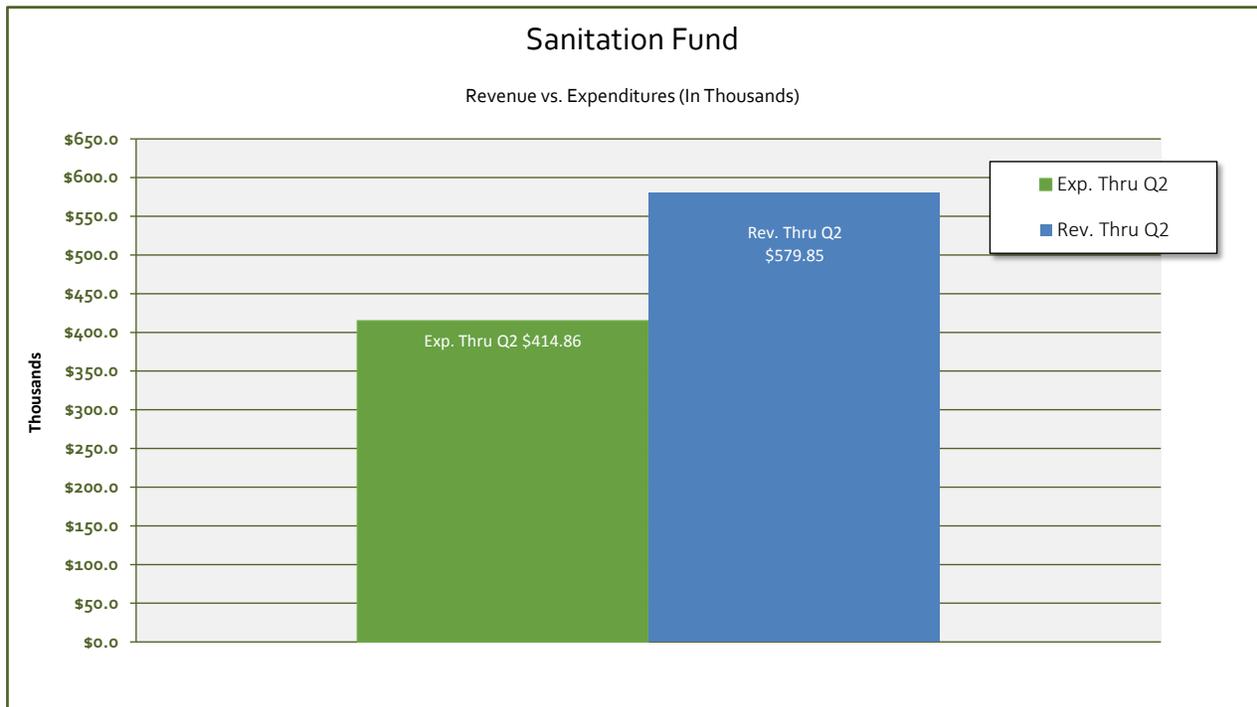
NET BALANCE	Rev. Actuals Thru Q2	Exp. Actuals Thru Q2	Balance	Meeting Goal
WATER	\$ 1,276,960	\$ 1,086,263	\$ 190,697	✓
SEWER	1,142,386	629,296	513,089	✓
Excess (Deficiency) of Revenues over Expenditures	\$ 2,419,346	\$ 1,715,559	\$ 703,787	✓



SANITATION FUND

**Q2
FYE 2018**

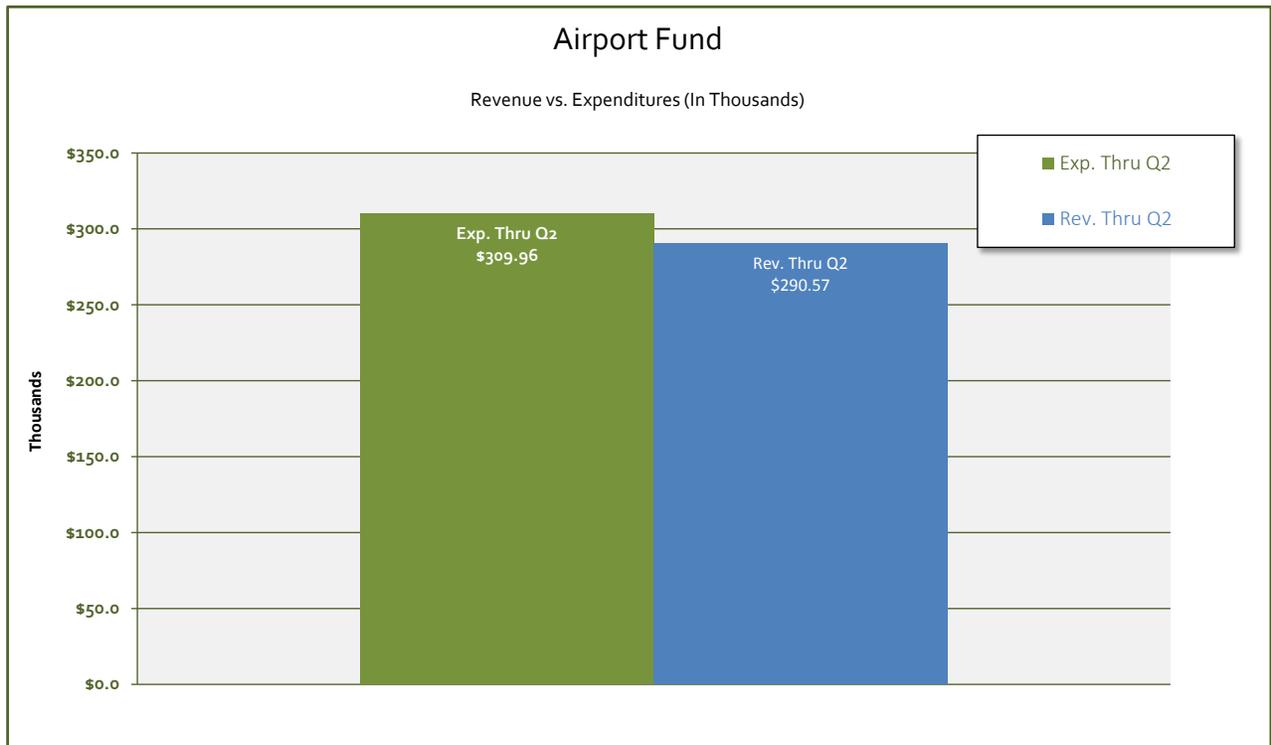
	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
TRASH COLLECTION	\$ 1,228,500	\$ 614,250	\$ 574,035	\$ (40,215)	93.5%	✗
OTHER INCOME	(1,000)	(500)	5,810	6,310	-1162.0%	✓
TOTAL REVENUE	\$ 1,227,500	\$ 613,750	\$ 579,845	\$ (33,905)	94.5%	✗
	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
EXPENDITURES						
PERSONNEL	\$ 473,859	\$ 236,930	\$ 231,195	\$ 5,735	97.6%	✓
CONTRACTUAL	514,632	257,316	123,458	133,858	48.0%	✓
COMMODITIES	92,300	46,150	35,392	10,758	76.7%	✓
CAPITAL OUTLAY	55,379	27,690	24,816	2,874	89.6%	✓
TOTAL EXPENDITURES	\$ 1,136,170	\$ 568,085	\$ 414,860	\$ 153,225	73.0%	✓
NET BALANCE	Rev. Actuals Thru Q2	Exp. Actuals Thru Q2	Balance	Meeting Goal		
Excess (Deficiency) of Revenues over Expenditures	\$ 579,845	\$ 414,860	\$ 164,985	✓		



REVENUES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
FUEL SALES	\$ 500,000	\$ 250,000	\$ 235,433	\$ (14,567)	94.2%	✗
HANGAR RENTALS	50,000	25,000	24,425	(575)	97.7%	✗
LAND RENTALS	45,000	22,500	23,500	1,000	104.4%	✓
OTHER FEE & CONTRACTS	-	-	6,585	6,585	-	✓
OTHER INCOME	11,000	5,500	624	(4,876)	11.3%	✗
TOTAL REVENUE	\$ 606,000	\$ 303,000	\$ 290,567	\$ (12,433)	95.9%	✗

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
PERSONNEL	\$ 107,609	\$ 53,805	\$ 46,601	\$ 7,203	86.6%	✓
CONTRACTUAL	120,400	60,200	49,254	10,946	81.8%	✓
COMMODITIES	341,500	170,750	213,206	(42,456)	124.9%	✗
CAPITAL OUTLAY	20,000	10,000	900	9,100	9.0%	✓
TOTAL EXPENDITURES	\$ 589,509	\$ 294,755	\$ 309,961	\$ (15,206)	105.2%	✗

NET BALANCE	Rev. Actuals Thru Q2	Exp. Actuals Thru Q2	Balance	Meeting Goal
Excess (Deficiency) of Revenues over Expenditures	\$ 290,567	\$ 309,961	\$ (19,394)	✗



SPECIAL USE SALES TAX FUND

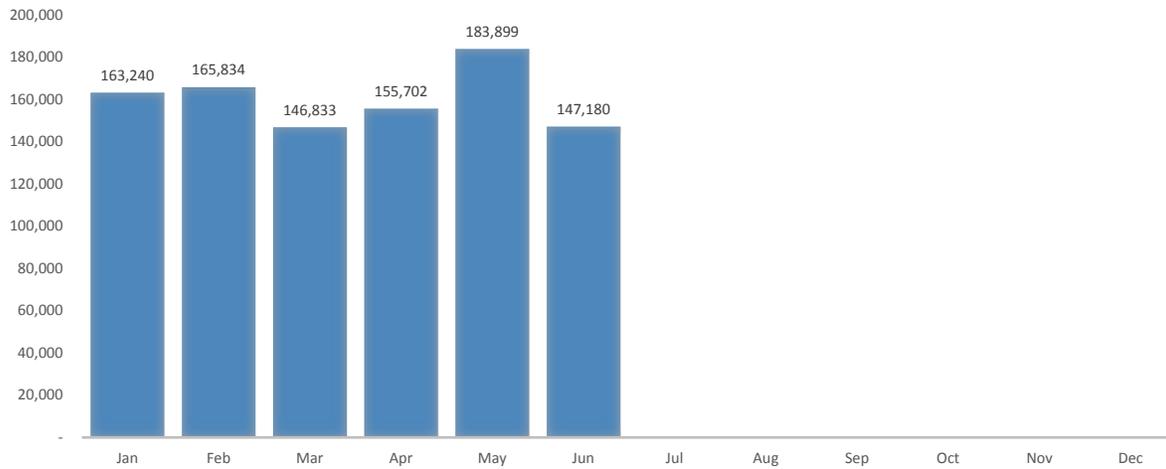
**Q2
FYE 2018**

SPECIAL USE SALES TAX FUND	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
REVENUE	\$ 1,931,000	\$ 965,500	\$ 962,688	\$ (2,812)	99.7%	✘
EXPENDITURES	\$ 1,559,169	\$ 779,585	\$ 295,341	\$ 484,244	37.9%	✔
Net Balance	\$ 371,831	\$ 185,916	\$ 667,347	\$ 481,432		

REVENUE BY MONTH

JANUARY	\$ 163,240
FEBRUARY	\$ 165,834
MARCH	\$ 146,833
APRIL	\$ 155,702
MAY	\$ 183,899
JUNE	\$ 147,180
JULY	\$ -
AUGUST	\$ -
SEPTEMBER	\$ -
OCTOBER	\$ -
NOVEMBER	\$ -
DECEMBER	\$ -
TOTAL REVENUE	\$ 962,688

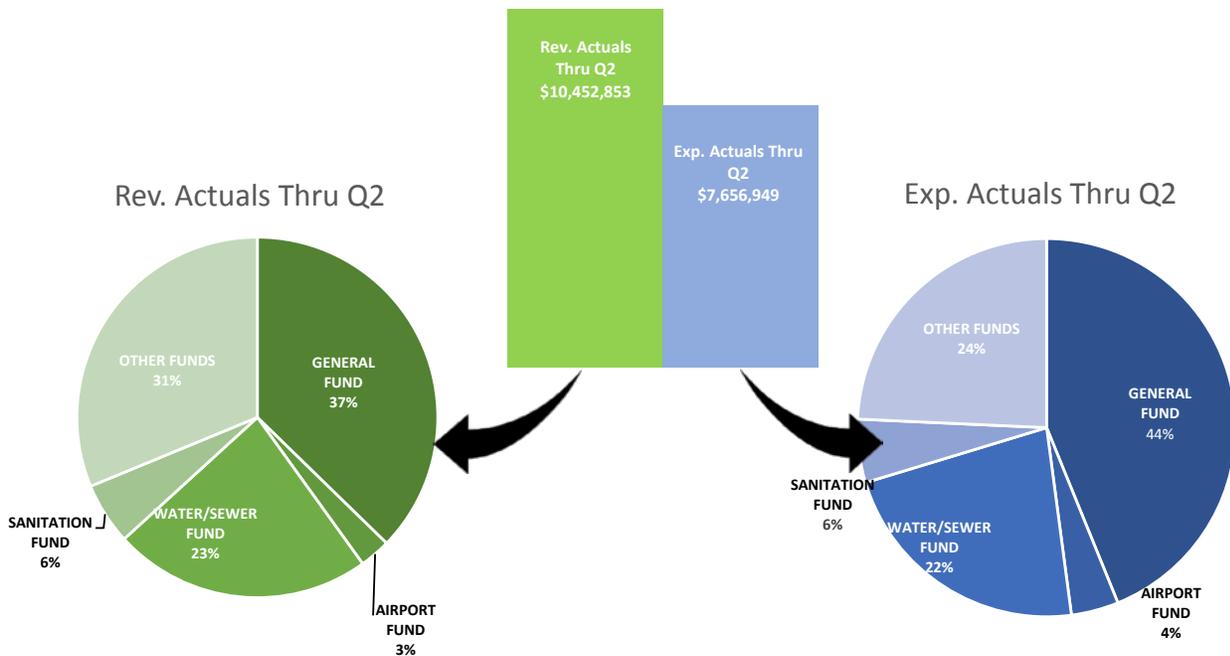
Special Use Sales Tax Fund Revenue by Month - 2018



	Budget for FYE 2018	Budget thru Quarter 2	Actuals thru Quarter 2	Q2 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
GENERAL FUND	\$ 7,209,291	\$ 3,604,646	\$ 3,898,249	\$ 293,603	108.1%	✓
AIRPORT FUND	606,000	303,000	290,567	(12,433)	95.9%	✗
WATER/SEWER FUND	5,398,290	2,699,145	2,419,346	(279,799)	89.6%	✗
SANITATION FUND	1,227,500	613,750	579,845	(33,905)	94.5%	✗
OTHER FUNDS	6,794,801	3,397,401	3,264,846	(132,554)	96.1%	✗
TOTAL FUND REVENUE	\$ 21,235,882	\$ 10,617,941	\$ 10,452,853	\$ (165,088)	98.4%	✗
EXPENDITURES						
GENERAL FUND	\$ 7,202,291	\$ 3,601,146	\$ 3,357,931	\$ 243,214	93.2%	✓
AIRPORT FUND	589,509	294,755	309,961	(15,206)	105.2%	✗
WATER/SEWER FUND	5,372,204	2,686,102	1,715,559	970,543	63.9%	✓
SANITATION FUND	1,136,170	568,085	414,860	153,225	73.0%	✓
OTHER FUNDS	6,558,154	3,279,077	1,858,637	1,420,440	56.7%	✓
TOTAL FUND EXPENDITURES	\$ 20,858,328	\$ 10,429,164	\$ 7,656,949	\$ 2,772,215	73.4%	✓
NET BALANCE						
GENERAL FUND	Rev. Actuals Thru Q2 \$ 3,898,249	Exp. Actuals Thru Q2 \$ 3,357,931	Balance \$ 540,318	Meeting Goal ✓		
AIRPORT FUND	290,567	309,961	(19,394)	✗		
WATER/SEWER FUND	2,419,346	1,715,559	703,787	✓		
SANITATION FUND	579,845	414,860	164,985	✓		
OTHER FUNDS	3,264,846	1,858,637	1,406,209	✓		
Excess (Deficiency) of Revenues over Expenditures	\$ 10,452,853	\$ 7,656,949	\$ 2,795,904	✓		

All Funds by Type

Revenue vs. Expenditures



BUDGET REPORT

REVENUES AND EXPENDITURES

All Funds

January 1, 2018 — June 30, 2018



Meets projection 
 Does not meet projection 

GENERAL FUND

Q2
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TAXES				
PROPERTY TAX	\$ 1,472,345	\$ 1,278,588	\$ (193,757)	86.8%
SALES TAX	2,413,750	1,203,360	(1,210,390)	49.9%
OTHER TAXES	968,891	505,366	(463,525)	52.2%
Sub-Total Taxes	4,854,986	2,987,314	1,867,672	61.5%
GRANTS	\$ 181,000	\$ 91,756	\$ (89,244)	50.7%
LICENSES & PERMITS	42,600	32,165	(10,436)	75.5%
FEE & CONTRACTS	1,507,964	446,072	(1,061,892)	29.6%
FINES & FORFEITURES	171,700	56,225	(115,475)	32.7%
OTHER INCOME	451,041	284,718	(166,323)	63.1%
			-	100.0%
TOTAL REVENUES	\$ 7,209,291	\$ 3,898,249	\$ (3,311,042)	54.1%
EXPENDITURES				
ADMINISTRATION	\$ 566,001	\$ 194,365	\$ 371,636	34.3%
MUNICIPAL COURT	165,440	67,457	97,983	40.8%
CITY HALL	9,000	7,595	1,405	84.4%
GENERAL GOVERNMENT	(9,900)	214,460	(224,360)	-2166.3%
FINANCE & RECORDS	306,331	143,259	163,072	46.8%
POLICE	1,664,761	692,668	972,093	41.6%
ANIMAL CONTROL	75,285	27,692	47,593	36.8%
EMERG PREPAREDNESS	39,000	27,059	11,941	69.4%
FIRE/EMS	1,862,897	903,346	959,551	48.5%
ENGINEERING	27,500	6,389	21,111	23.2%
STREETS/TRAFFIC	773,888	386,213	387,675	49.9%
PARK	599,450	241,641	357,809	40.3%
ZOO	160,950	51,303	109,647	31.9%
CEMETERY	203,127	88,291	114,836	43.5%
MEMORIAL HALL	223,512	106,267	117,245	47.5%
BUILDING D	420,049	199,926	220,123	47.6%
SPECIAL IMPROVEMENTS	115,000	-	115,000	0.0%
TOTAL EXPENDITURES	\$ 7,202,291	\$ 3,357,931	\$ 3,844,360	46.6%
Excess (Deficiency) of Revenues over Expenditures			 \$ 540,318	

SANITATION FUND

Q2
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TRASH COLLECTION	\$ 1,228,500	\$ 574,035	\$ (654,465)	46.7%
OTHER INCOME	(1,000)	5,810	6,810	-581.0%
TOTAL REVENUE	\$ 1,227,500	\$ 579,845	\$ (647,655)	47.2%
EXPENDITURES				
PERSONNEL	\$ 473,859	\$ 231,195	\$ (242,664)	48.8%
CONTRACTUAL	\$ 514,632	\$ 123,458	\$ 391,174	24.0%
COMMODITIES	92,300	35,392	56,908	38.3%
CAPITAL OUTLAY	55,379	24,816	30,563	44.8%
TOTAL EXPENDITURES	\$ 1,136,170	\$ 414,860	\$ 721,310	36.5%

Excess (Deficiency) of Revenues
over Expenditures

✓ \$ 164,985

WATER/SEWER FUND

Q2
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
WATER SALES	\$ 2,800,000	\$ 1,232,695	\$ (1,567,305)	44.0%
SEWER SERVICE	2,480,790	1,098,121	(1,382,669)	44.3%
OTHER FEES & CONTRACTS	106,500	88,410	(18,090)	83.0%
OTHER INCOME	11,000	120	(10,880)	1.1%
TOTAL REVENUE	\$ 5,398,290	\$ 2,419,346	\$ (2,978,944)	44.8%
EXPENDITURES				
WATER PRODUCTION	\$ 1,127,097	\$ 473,421	\$ 653,676	42.0%
WATER DISTRIBUTION	\$ 797,170	\$ 287,348	509,822	36.0%
WATER/SEWER ADMIN	\$ 2,499,458	\$ 650,989	1,848,469	26.0%
SEWER TREATMENT	\$ 613,832	\$ 248,763	365,069	40.5%
SEWER COLLECTION	\$ 334,647	\$ 55,038	279,609	16.4%
TOTAL EXPENDITURES	\$ 5,372,204	\$ 1,715,559	\$ 3,656,645	31.9%

Excess (Deficiency) of Revenues
over Expenditures

✓ \$ 703,787

AIRPORT FUND

Q2
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
FUEL SALES	\$ 500,000	\$ 235,433	\$ (264,567)	47.1%
HANGAR RENTALS	50,000	24,425	(25,575)	48.9%
LAND RENTALS	45,000	23,500	(21,500)	52.2%
OTHER FEE & CONTRACTS	-	6,585	6,585	100.0%
OTHER INCOME	11,000	624	(10,376)	5.7%
TOTAL REVENUE	\$ 606,000	\$ 290,567	\$ (315,433)	47.9%
EXPENDITURES				
PERSONNEL	\$ 107,609	\$ 46,601	\$ 61,008	43.3%
CONTRACTUAL	120,400	49,254	71,146	40.9%
COMMODITIES	341,500	213,206	128,294	62.4%
CAPITAL OUTLAY	20,000	900	19,100	4.5%
TOTAL EXPENDITURES	\$ 589,509	\$ 309,961	\$ 279,548	52.6%
Excess (Deficiency) of Revenues over Expenditures			✗ \$ (19,394)	

OTHER FUNDS

Q2
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
INDUSTRIAL FUND				
REVENUE	\$ 27,500	\$ 9,478	\$ (18,022)	34.5%
EXPENDITURES	\$ 27,500	\$ 2,500	\$ 25,000	9.1%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 6,978	\$ 6,978	
ECONOMIC DEVELOPMENT & TRANSPORTATION FUND				
REVENUE	\$ 559,300	\$ 158,072	\$ (401,228)	28.3%
EXPENDITURES	\$ 559,300	\$ 124,029	\$ 435,271	22.2%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 34,043	\$ 34,043	
EDUCATION SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 962,688	\$ (968,312)	49.9%
EXPENDITURES	\$ 1,931,000	\$ 739,723	\$ 1,191,277	38.3%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 222,965	\$ 222,965	

OTHER FUNDS (continued)

Q2
FYE 2018

	FYE 2018			Percent
	Budget	YTD Actual	Difference	Collected or Expended
SPECIAL USE SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 962,688	\$ (968,312)	49.9%
EXPENDITURES	\$ 1,559,169	\$ 295,341	\$ 1,263,828	18.9%
Excess (Deficiency) of Revenues over Expenditures	\$ 371,831	\$ 667,347	\$ 295,516	
GF EMPLOYEE BENEFITS FUND				
REVENUE	\$ 893,811	\$ 735,371	\$ (158,440)	82.3%
EXPENDITURES	\$ 893,811	\$ 393,821	\$ 499,990	44.1%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 341,550	\$ 341,550	
LIBRARY FUND				
REVENUE	\$ 266,718	\$ 227,431	\$ (39,287)	85.3%
EXPENDITURES	\$ 266,718	\$ 131,894	\$ 134,824	49.5%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 95,537	\$ 95,537	
SPECIAL PARKS & RECREATION FUND				
REVENUE	\$ 30,000	\$ 15,142	\$ (14,858)	50.5%
EXPENDITURES	\$ 30,000	\$ 22,000	\$ 8,000	73.3%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (6,858)	\$ (6,858)	
SPECIAL ALCOHOL FUND				
REVENUE	\$ 30,000	\$ 15,142	\$ (14,858)	50.5%
EXPENDITURES	\$ 30,000	\$ 30,000	\$ -	100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (14,858)	\$ (14,858)	
LIABILITY INSURANCE FUND				
REVENUE	\$ 103,240	\$ 88,848	\$ (14,392)	86.1%
EXPENDITURES	\$ 93,871	\$ (242)	\$ 94,113	-0.3%
Excess (Deficiency) of Revenues over Expenditures	\$ 9,369	\$ 89,090	\$ 79,721	
MEMORIAL HALL TAX CREDITS FUND				
REVENUE	\$ -	\$ -	\$ -	100.0%
EXPENDITURES	\$ 197,341	\$ -	\$ 197,341	0.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (197,341)	\$ -	\$ 197,341	

OTHER FUNDS (continued)

Q2
FYE 2018

	FYE 2018			Percent
	Budget	YTD Actual	Difference	Collected or Expended
QUALITY OF LIFE SALES TAX FUND				
REVENUE	\$ 80,000	\$ 6,565	\$ (73,435)	8.2%
EXPENDITURES	\$ 80,000	\$ 4,297	\$ 75,703	5.4%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 2,268	\$ 2,268	
BOND & INTEREST FUND				
REVENUE	\$ 942,232	\$ 83,420	\$ (858,812)	8.9%
EXPENDITURES	\$ 889,444	\$ 115,275	\$ 774,169	13.0%
Excess (Deficiency) of Revenues over Expenditures	\$ 52,788	\$ (31,855)	\$ (84,643)	
TOTAL OTHER FUNDS				
REVENUE	\$ 6,794,801	\$ 3,264,846	\$ (3,529,955)	48.0%
EXPENDITURES	\$ 6,558,154	\$ 1,858,637	\$ 4,699,517	28.3%
Excess (Deficiency) of Revenues over Expenditures	\$ 236,647	\$ 1,406,209	\$ 1,169,562	

TOTAL ALL FUNDS	FYE 2018			Percent
	Budget	YTD Actual	Difference	Collected or Expended
Revenue	\$ 21,235,882	\$ 10,452,853	\$ (10,783,029)	49.2%
Expenditures	\$ 20,858,328	\$ 7,656,949	\$ (13,201,379)	36.7%
Excess (Deficiency) of Revenues over Expenditures	\$ 377,554	\$ 2,795,904	\$ 2,418,350	

2018 Strategic Goals



STRATEGIC PLANNING SESSION 2018

Intention Statements and Creative Pathways



MARCH 6, 2018
CITY OF INDEPENDENCE, KANSAS

Intention Statement One: REPLACE 1993 LADDER TRUCK WITH NEW PLATFORM TRUCK

Determine Funding for the Fire Department's 1993 Ladder Truck

Creative Pathways

Provide funding in budget

- Purchase in 2018 using Lease-purchase funding
- Include first lease payment in 2019 capital budget

Guiding Principles

- Minimize budget impact
- Protect and rescue in hard to reach areas
- Maintain a reliable fleet
- Maintain or improve ISO rating
- Public Safety is core service of a community
- Life safety of citizens, emergency personnel and property

Measures of Success

- Purchase of new ladder truck

Intention Statement Two: ADMINISTRATIVE/PUBLIC SAFETY FACILITIES

Pursue Commission's Direction (Not Steering Committee's Recommendation)

Creative Pathways

Seal 1916 City Hall

- Approve architectural agreement with TreanorHL.
- Develop scope of work and approve design for bid to “seal the envelope”
 - Replace roof
 - Replace windows
 - Tuck point
 - Replace electrical entrance
 - Possibly include interior demolition
- Bid work
- Award contract

Receive (Two Separate) Requests for Qualifications for Architectural Design Services

- Rehabilitation of 1916 City Hall
 - Select consultant
 - Develop scope of work and approve design for bid
 - Bid work
 - Award contract
- Public Safety Facilities
 - Select consultant
 - Develop scope of work and approve location and design for bid
 - Bid work
 - Award contract

Financing

- Use existing Special Use Sale Tax funds to “seal the envelope”
- Prepare for ballot initiatives to fund City Hall and Public Safety facilities.
 - 1% Special Use Sales Tax expiring in ____ year
 - 1% Educational Sales Tax expiring in ____ year

Mercy Building

- Reduce operational costs
- Reduce moving and temporary space costs
 - Move operations after rehabilitated/new facilities are complete to reduce moving expenses from moving more than once
 - Market building after final contracts for both 1916 City Hall rehabilitation and public safety facility construction are approved to avoid having to come up with temporary space elsewhere
- Market the building to generate the most money possible
 - Cash sale only (no rent to own)
 - Perform due diligence on prospective buyers (to ensure the City does not end up with the building again later)
 - Reinvest proceeds from sale toward rehabilitation of 1916 City Hall and construction of new public safety facilities

Guiding Principles

- Transparency
- Continue to inform the public and staff regarding the status of City Hall and Public Safety Building projects
- Pursue methods that do not disrupt or displace employees

Measures of Success

- Rehabilitated 1916 City Hall and new Public Safety Facilities the community and employees can be proud of

Intention Statement Three: WATER TREATMENT FACILITY

Update and modernize the water treatment facility to continue to provide clean, safe potable water to users

Creative Pathways

Reevaluate scope of work

- Identify improvements
- Evaluate phases of improvement

Guiding Principles

- Maintain water quality standards
- Limit debt

Measures of Success

- Continued compliance with KDHE standards
- Continued water quality
- 100% reliability of water production and distribution

Intention Statement Four: INFRASTRUCTURE

Increase Funds Allocated to Infrastructure Projects

Creative Pathways

Streets and Curbs

- Increase funding/develop funding resources
- Prioritize locations – Update evaluation of existing street conditions on GIS
- Develop Preventative Maintenance Program – other sources for material, i.e. asphalt
- Efficiency of workflow (technology)

Sidewalks

- Increase funding/develop funding resources
- Prioritize locations – review complaint list and update GIS data
- Develop preventative maintenance program
- Efficiency of workflow (technology)
- Develop “needs-based” cost share program with residential property owners

Storm Sewers

- Increase funding/develop funding resources
- Prioritize locations – review complaint list and update GIS data
- Develop preventative maintenance program
- Efficiency of workflow (technology)

Water/Wastewater Lines

- Increase funding/develop funding resources
- Prioritize locations – review complaint list and update GIS data
- Develop preventative maintenance program
- Efficiency of workflow (technology)
- Implement smart water meters

Guiding Principles

- Limit debt exposure; maintain infrastructure

Measures of Success

- Annual progress review of projects

Intention Statement Five: COMMUNITY PRIDE

Building a sense of Pride in our Community to enhance our quality of life, attract new businesses and residents.

Creative Pathways

Code Enforcement/Nuisance Abatement/Aesthetics

- Ramp up enforcement
- Possibly dedicate a full-time staff member

Pursue Community Improvements

- Improving our zoo
- Construct downtown plaza
- Enhance downtown (events and amenities)
 - Downtown movie nights
 - Trunk or treat
 - Pub Crawl
 - All Wheels Night
 - Trees

Develop Community Strategic Plan

- Leverage other groups (establish buy in)
 - Service Organizations
 - Chamber
 - Main Street
 - Churches
 - Neighborhoods

Guiding Principles

- Grow the community
- Increase Community pride
- Make Independence a GREAT place to live (Quality of Life)

Measures of Success

- New zoo exhibits
- Fund raiser for plaza
- Increase downtown events
- Community Strategic Plan