

City of Independence Quarterly Operating Report

Third Quarter FY2018
Period Ending September 30, 2018



CITY MANAGER'S OFFICE

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City of Independence
Financial Summary
Third Quarter FY2018 — Period Ending September 30, 2018

Third Quarter YTD Budget Variance Analysis

ALL BUDGETED FUNDS

REVENUE – Below budget \$510k (97%)

EXPENSES – Below budget \$2.84m (82%)

GENERAL FUND

REVENUE – Total Revenue below budget \$10.2k (99.8%)

Total Taxes over budget \$338.4k due to timing of ad valorem tax revenues

Total Fees & Contracts below budget \$436.1k due to timing of budgeted transfers

EXPENSES – Total Expenses below budget \$547.7k (89.9%)

WATER/SEWER

REVENUE – Below budget \$235.4k (94%) due to reduced Water and Sewer service revenue driven by total customer accounts and consumption versus totals forecasted at budget

EXPENSES — Below budget \$1.48m (63%) primarily driven by timing of budgeted capital expenditures

Total Revenues over Expenditures at \$1.26m

SANITATION

REVENUE – Below budget by \$47.3k (94.8%) due to reduced Trash Collection revenue from budgeted forecast

EXPENSES – Below budget \$240.8k (71.7%)

Total Revenues over Expenditures at \$261.8k

AIRPORT

REVENUE —Over budget by \$42.3k (109.5%)

EXPENSES – Over budget at \$45.5k (110.3%)

Total Revenues over Expenditures at \$10.1k but below budget by \$2.3k due to timing of fuel inventory purchases

OTHER FUNDS

REVENUE – Below budget \$260.1k (94.9%)

EXPENSES – Below budget \$618.4k (87.4%)

FINANCIAL INFORMATION

Third Quarter FY 2018



Third Quarter Report

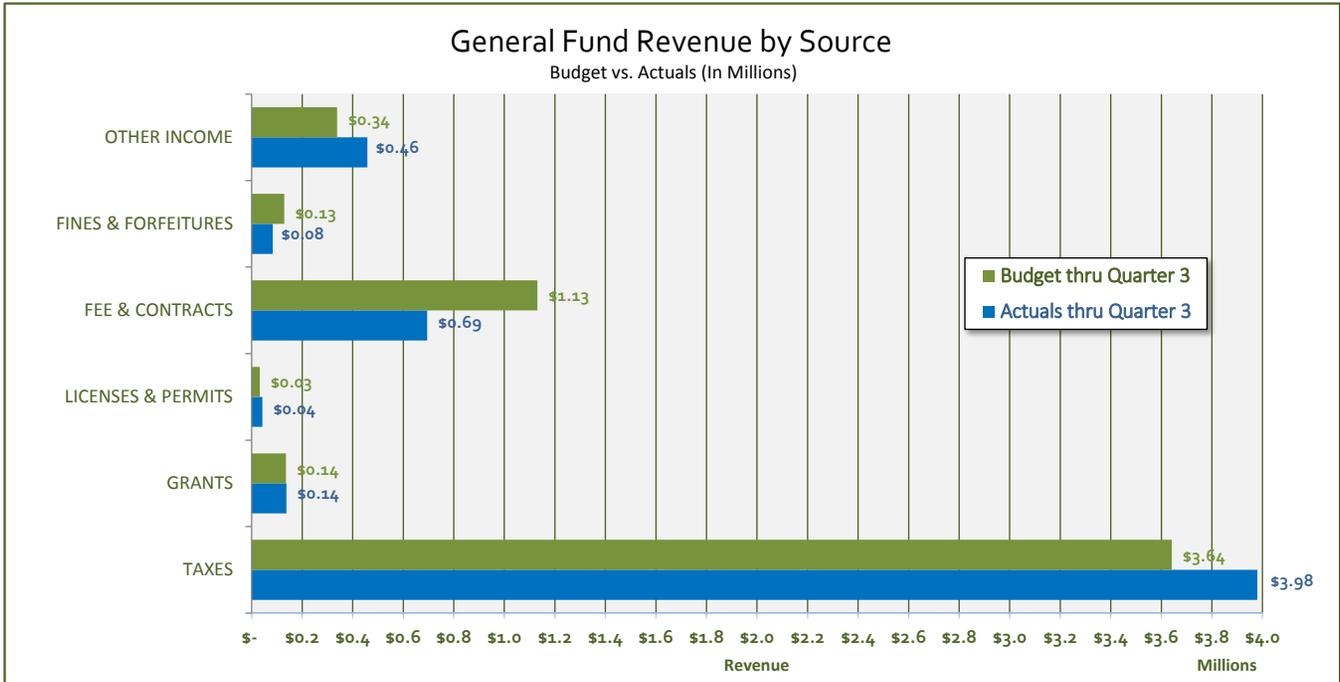
Graphs



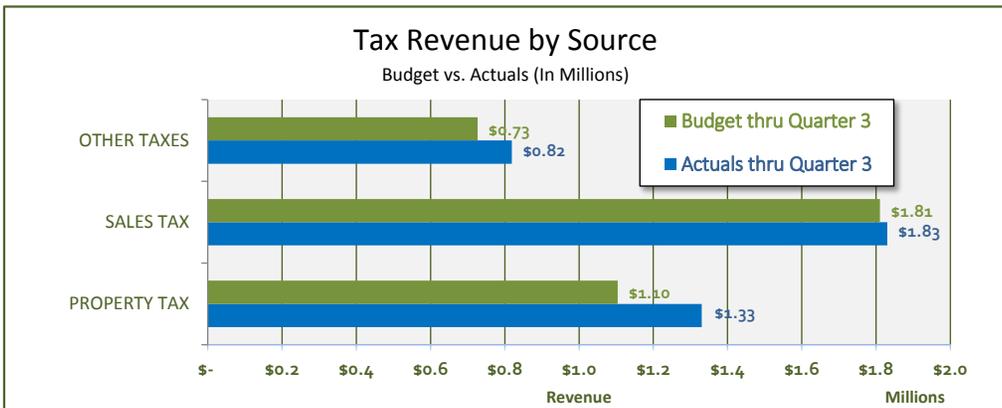
GENERAL FUND - REVENUES

**Q3
FYE 2018**

REVENUES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
TAXES	\$ 4,854,986	\$ 3,641,240	\$ 3,979,649	\$ 338,409	109.3%	✓
GRANTS	\$ 181,000	135,750	\$ 137,634	1,884	101.4%	✓
LICENSES & PERMITS	\$ 42,600	31,950	\$ 42,670	10,720	133.6%	✓
FEE & CONTRACTS	\$ 1,507,964	1,130,973	\$ 694,830	(436,143)	61.4%	✗
FINES & FORFEITURES	\$ 171,700	128,775	\$ 83,810	(44,965)	65.1%	✗
OTHER INCOME	\$ 451,041	338,281	\$ 458,138	119,857	135.4%	✓
TOTAL REVENUES	\$ 7,209,291	\$ 5,406,968	\$ 5,396,731	\$ (10,237)	99.8%	✗



REVENUES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
PROPERTY TAX	\$ 1,472,345	\$ 1,104,259	\$ 1,330,622	\$ 226,363	120.5%	✓
SALES TAX	2,413,750	1,810,313	\$ 1,830,292	19,979	101.1%	✓
OTHER TAXES	968,891	726,668	\$ 818,735	92,067	112.7%	✓
TOTAL TAX	\$ 4,854,986	\$ 3,641,240	\$ 3,979,649	\$ 338,409	109.3%	✓

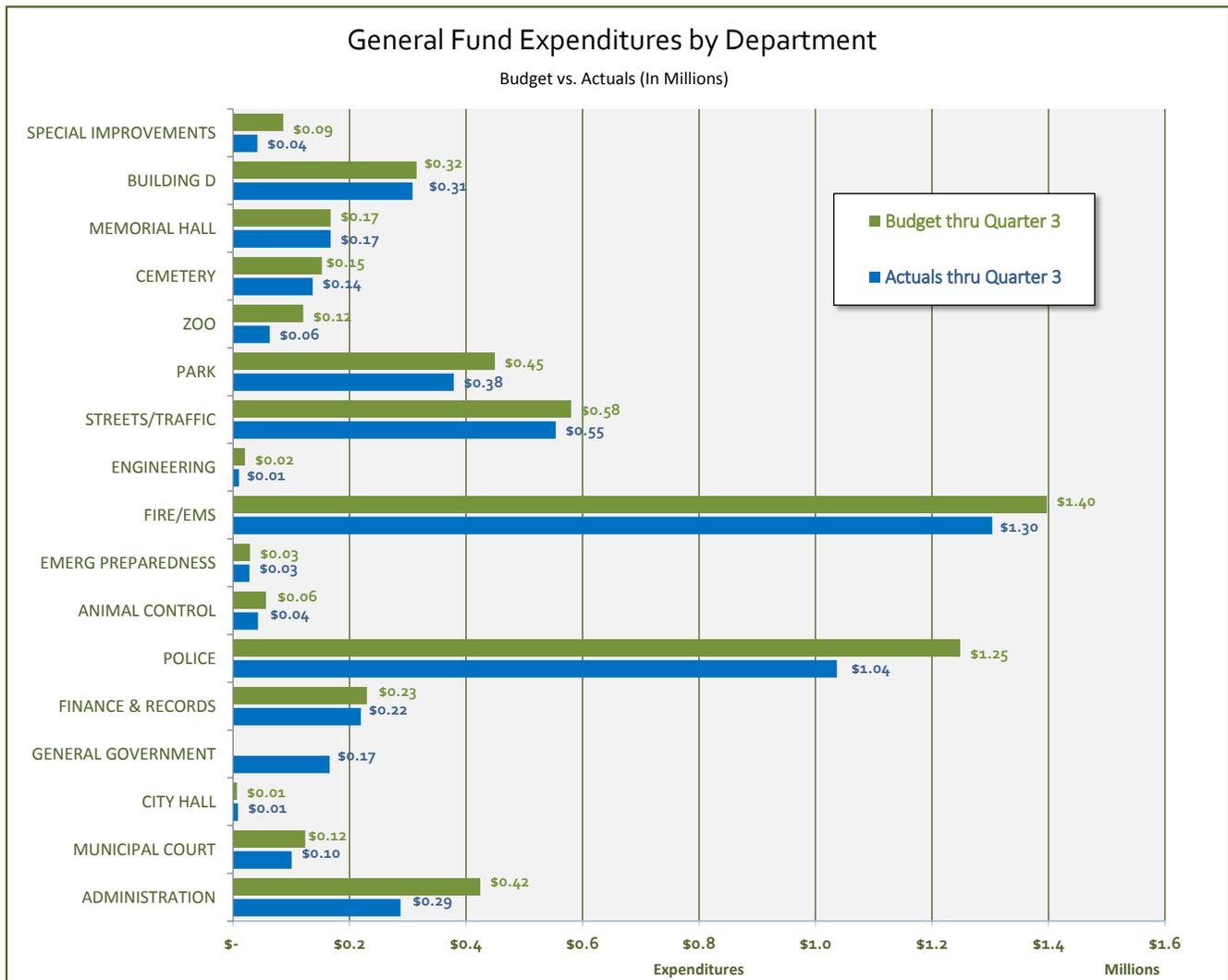


- *Other Taxes Include:**
- NUISANCE TAX
 - FRANCHISE - ELECTRIC
 - FRANCHISE - PHONE
 - FRANCHISE - CABLE
 - FRANCHISE - GAS
 - MOTOR VEHICLE TAX
 - LIQUOR TAX
 - GASOLINE TAX

GENERAL FUND - EXPENDITURES

Q3
FYE 2018

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
ADMINISTRATION	\$ 566,001	\$ 424,501	\$ 287,661	\$ 136,839	67.8%	✓
MUNICIPAL COURT	\$ 165,440	124,080	\$ 100,521	\$ 23,559	81.0%	✓
CITY HALL	\$ 9,000	6,750	\$ 8,627	\$ (1,877)	127.8%	✗
GENERAL GOVERNMENT	\$ (9,900)	(7,425)	\$ 166,043	\$ (173,468)	-2236.3%	✗
FINANCE & RECORDS	\$ 306,331	229,748	\$ 219,638	\$ 10,111	95.6%	✓
POLICE	\$ 1,664,761	1,248,571	\$ 1,036,735	\$ 211,836	83.0%	✓
ANIMAL CONTROL	\$ 75,285	56,464	\$ 42,775	\$ 13,689	75.8%	✓
EMERG PREPAREDNESS	\$ 39,000	29,250	\$ 28,032	\$ 1,218	95.8%	✓
FIRE/EMS	\$ 1,862,897	1,397,173	\$ 1,303,404	\$ 93,769	93.3%	✓
ENGINEERING	\$ 27,500	20,625	\$ 10,068	\$ 10,557	48.8%	✓
STREETS/TRAFFIC	\$ 773,888	580,416	\$ 554,007	\$ 26,409	95.4%	✓
PARK	\$ 599,450	449,588	\$ 378,896	\$ 70,691	84.3%	✓
ZOO	\$ 160,950	120,713	\$ 63,121	\$ 57,592	52.3%	✓
CEMETERY	\$ 203,127	152,345	\$ 136,693	\$ 15,653	89.7%	✓
MEMORIAL HALL	\$ 223,512	167,634	\$ 167,678	\$ (44)	100.0%	✗
BUILDING D	\$ 420,049	315,037	\$ 308,169	\$ 6,868	97.8%	✓
SPECIAL IMPROVEMENTS	\$ 115,000	86,250	\$ 41,965	\$ 44,285	48.7%	✓
TOTAL EXPENDITURES	\$ 7,202,291	\$ 5,401,718	\$ 4,854,030	\$ 547,688	89.9%	✓



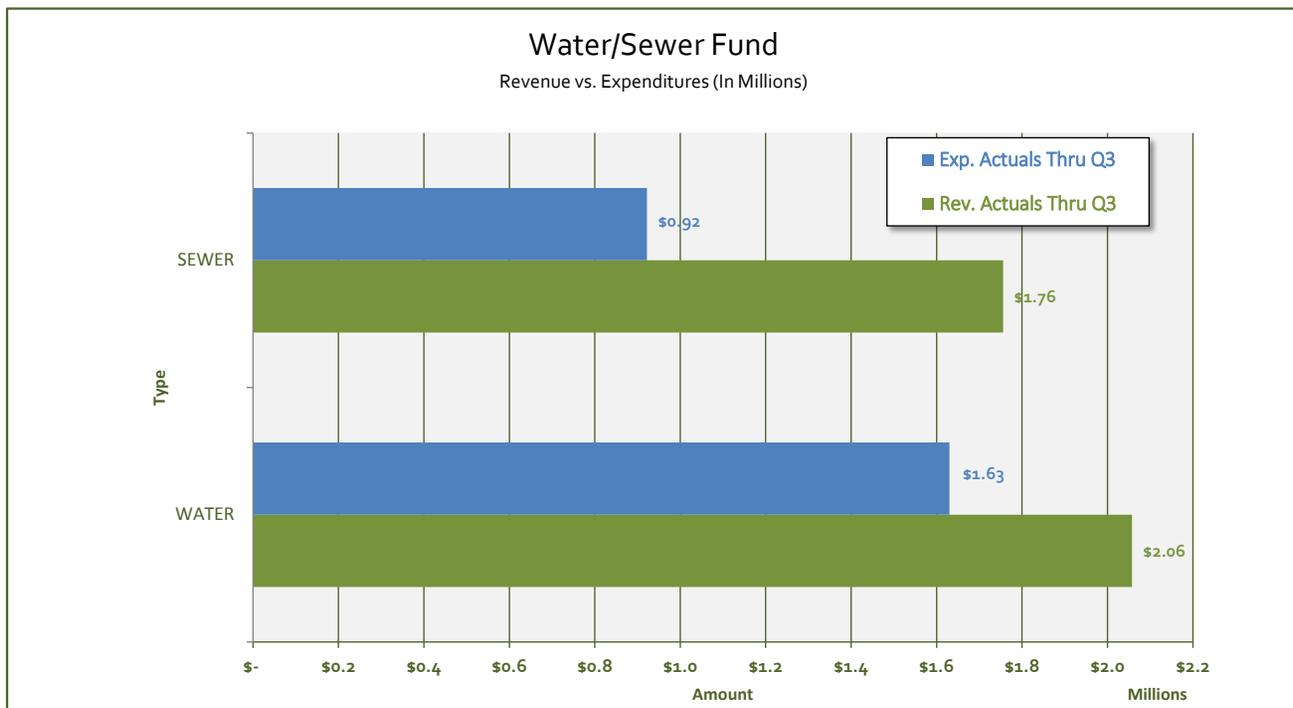
WATER/SEWER FUND

Q3
FYE 2018

REVENUES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
WATER SALES	\$ 2,800,000	\$ 2,100,000	\$ 1,980,381	\$ (119,619)	94.3%	✗
SEWER SERVICE	\$ 2,480,790	1,860,593	1,678,555	(182,037)	90.2%	✗
OTHER FEES & CONTRACTS	\$ 106,500	79,875	134,720	54,845	168.7%	✓
OTHER INCOME	\$ 11,000	8,250	19,626	11,376	237.9%	✓
TOTAL FUND REVENUES	\$ 5,398,290	\$ 4,048,718	\$ 3,813,282	\$ (235,435)	94.2%	✗

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
WATER PRODUCTION	\$ 1,127,097	\$ 845,323	\$ 700,660	\$ 144,662	82.9%	✓
WATER DISTRIBUTION	\$ 797,170	597,878	\$ 447,184	150,693	74.8%	✓
WATER/SEWER ADMIN	\$ 2,499,458	1,874,594	\$ 963,993	910,601	51.4%	✓
SEWER TREATMENT	\$ 613,832	460,374	\$ 349,231	111,143	75.9%	✓
SEWER COLLECTION	\$ 334,647	250,985	\$ 90,671	160,314	36.1%	✓
TOTAL FUND EXPENDITURES	\$ 5,372,204	\$ 4,029,153	\$ 2,551,739	\$ 1,477,414	63.3%	✓

NET BALANCE	Rev. Actuals Thru Q3	Exp. Actuals Thru Q3	Balance	Meeting Goal
WATER	\$ 2,057,554	\$ 1,629,841	\$ 427,713	✓
SEWER	1,755,728	921,898	833,830	✓
Excess (Deficiency) of Revenues over Expenditures	\$ 3,813,282	\$ 2,551,739	\$ 1,261,543	✓



SANITATION FUND

**Q3
FYE 2018**

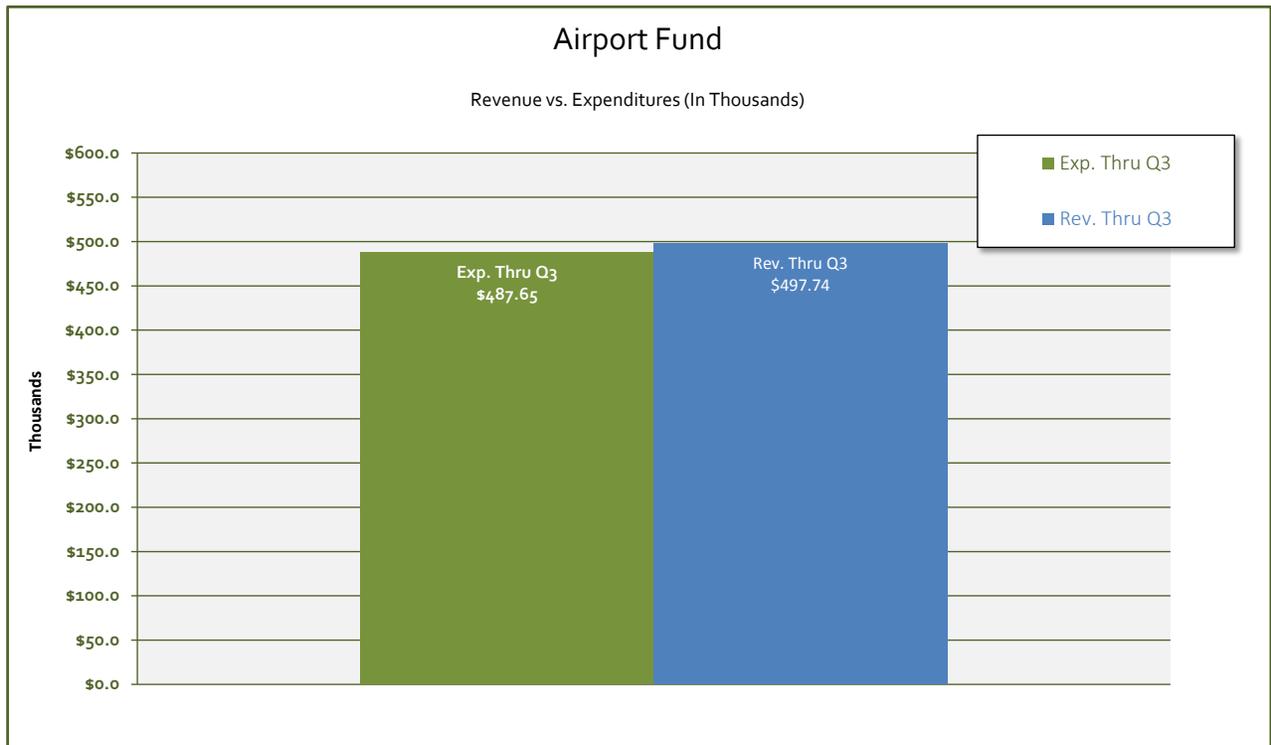
	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
TRASH COLLECTION	\$ 1,228,500	\$ 921,375	\$ 865,362	\$ (56,013)	93.9%	✗
OTHER INCOME	(1,000)	(750)	7,741	8,491	-1032.2%	✓
TOTAL REVENUE	\$ 1,227,500	\$ 920,625	\$ 873,103	\$ (47,522)	94.8%	✗
	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
EXPENDITURES						
PERSONNEL	\$ 473,859	\$ 355,394	\$ 338,775	\$ 16,619	95.3%	✓
CONTRACTUAL	514,632	385,974	195,367	190,607	50.6%	✓
COMMODITIES	92,300	69,225	52,360	16,865	75.6%	✓
CAPITAL OUTLAY	55,379	41,534	24,816	16,719	59.7%	✓
TOTAL EXPENDITURES	\$ 1,136,170	\$ 852,128	\$ 611,318	\$ 240,810	71.7%	✓
	Rev. Actuals Thru Q3	Exp. Actuals Thru Q3	Balance	Meeting Goal		
NET BALANCE						
Excess (Deficiency) of Revenues over Expenditures	\$ 873,103	\$ 611,318	\$ 261,786	✓		



REVENUES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
FUEL SALES	\$ 500,000	\$ 375,000	\$ 369,960	\$ (5,040)	98.7%	✗
HANGAR RENTALS	50,000	37,500	36,425	(1,075)	97.1%	✗
LAND RENTALS	45,000	33,750	53,725	19,975	159.2%	✓
OTHER FEE & CONTRACTS	-	-	10,685	10,685	-	✓
OTHER INCOME	11,000	8,250	26,942	18,692	326.6%	✓
TOTAL REVENUE	\$ 606,000	\$ 454,500	\$ 497,737	\$ 43,237	109.5%	✓

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
PERSONNEL	\$ 107,609	\$ 80,707	\$ 68,523	\$ 12,184	84.9%	✓
CONTRACTUAL	120,400	90,300	96,631	(6,331)	107.0%	✗
COMMODITIES	341,500	256,125	321,597	(65,472)	125.6%	✗
CAPITAL OUTLAY	20,000	15,000	900	14,100	6.0%	✓
TOTAL EXPENDITURES	\$ 589,509	\$ 442,132	\$ 487,651	\$ (45,519)	110.3%	✗

NET BALANCE	Rev. Actuals Thru Q3	Exp. Actuals Thru Q3	Balance	Meeting Goal
Excess (Deficiency) of Revenues over Expenditures	\$ 497,737	\$ 487,651	\$ 10,086	✗



SPECIAL USE SALES TAX FUND

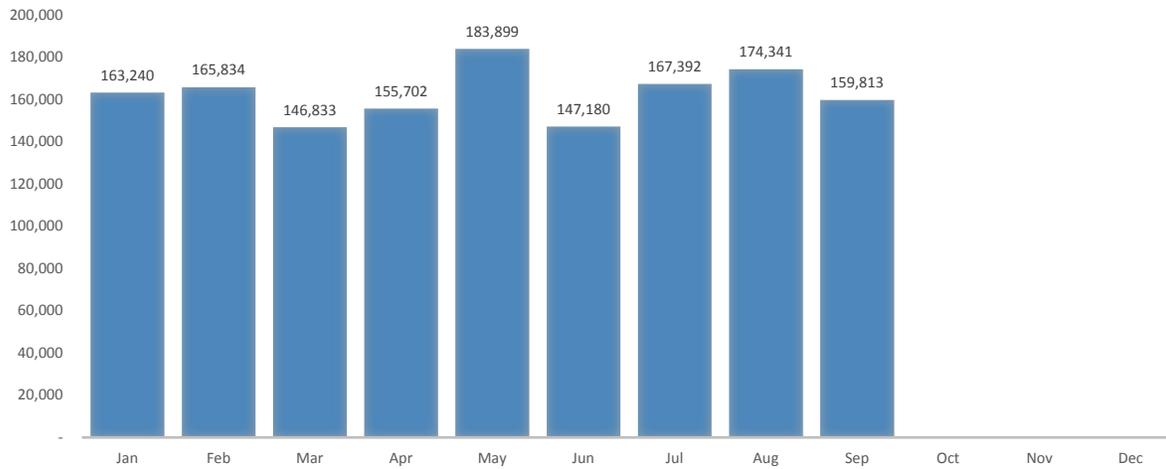
**Q3
FYE 2018**

SPECIAL USE SALES TAX FUND	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
REVENUE	\$ 1,931,000	\$ 1,448,250	\$ 1,464,233	\$ 15,983	101.1%	✓
EXPENDITURES	\$ 1,559,169	\$ 1,169,377	\$ 515,320	\$ 654,057	44.1%	✓
Net Balance	\$ 371,831	\$ 278,873	\$ 948,913	\$ 670,040		

REVENUE BY MONTH

JANUARY	\$ 163,240
FEBRUARY	\$ 165,834
MARCH	\$ 146,833
APRIL	\$ 155,702
MAY	\$ 183,899
JUNE	\$ 147,180
JULY	\$ 167,392
AUGUST	\$ 174,341
SEPTEMBER	\$ 159,813
OCTOBER	\$ -
NOVEMBER	\$ -
DECEMBER	\$ -
TOTAL REVENUE	\$ 1,464,233

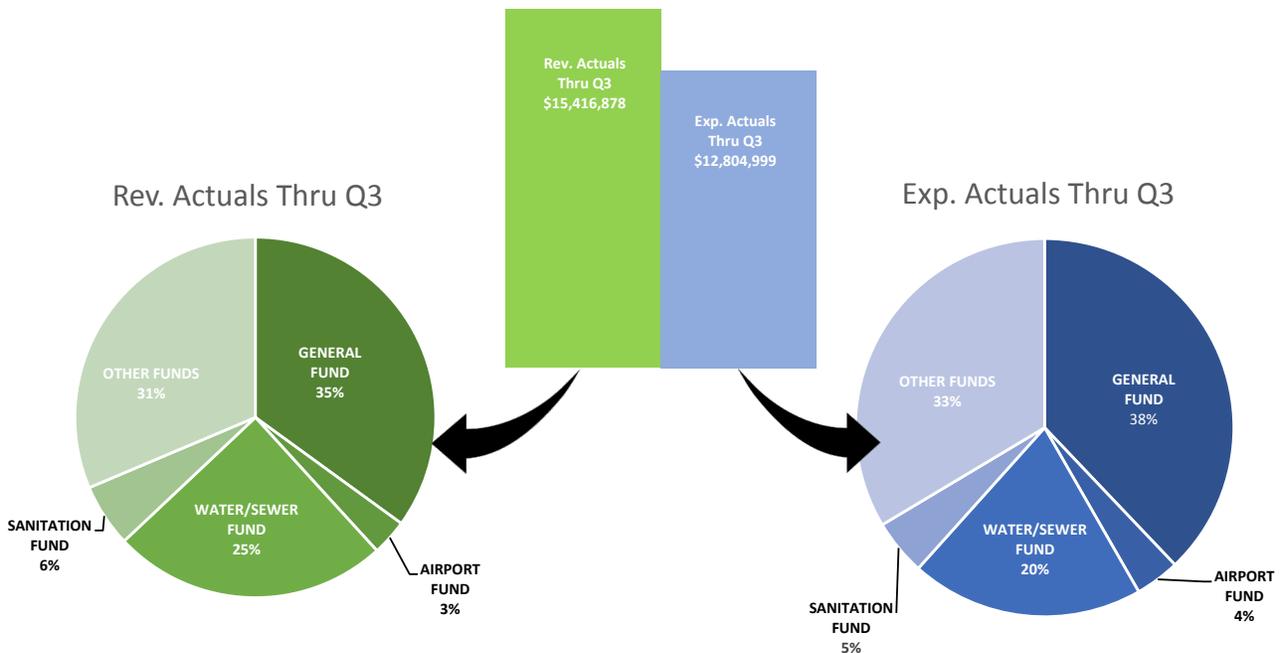
Special Use Sales Tax Fund Revenue by Month - 2018



	Budget for FYE 2018	Budget thru Quarter 3	Actuals thru Quarter 3	Q3 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
GENERAL FUND	\$ 7,209,291	\$ 5,406,968	\$ 5,396,731	\$ (10,237)	99.8%	✗
AIRPORT FUND	606,000	454,500	497,737	43,237	109.5%	✓
WATER/SEWER FUND	5,398,290	4,048,718	3,813,282	(235,435)	94.2%	✗
SANITATION FUND	1,227,500	920,625	873,103	(47,522)	94.8%	✗
OTHER FUNDS	6,794,801	5,096,101	4,836,025	(260,076)	94.9%	✗
TOTAL FUND REVENUE	\$ 21,235,882	\$ 15,926,912	\$ 15,416,878	\$ (510,033)	96.8%	✗
EXPENDITURES						
GENERAL FUND	\$ 7,202,291	\$ 5,401,718	\$ 4,854,030	\$ 547,688	89.9%	✓
AIRPORT FUND	589,509	442,132	487,651	(45,519)	110.3%	✗
WATER/SEWER FUND	5,372,204	4,029,153	2,551,739	1,477,414	63.3%	✓
SANITATION FUND	1,136,170	852,128	611,318	240,810	71.7%	✓
OTHER FUNDS	6,558,154	4,918,616	4,300,261	618,355	87.4%	✓
TOTAL FUND EXPENDITURES	\$ 20,858,328	\$ 15,643,746	\$ 12,804,999	\$ 2,838,747	81.9%	✓
NET BALANCE						
GENERAL FUND	Rev. Actuals Thru Q3 \$ 5,396,731	Exp. Actuals Thru Q3 \$ 4,854,030	Balance \$ 542,701	Meeting Goal ✓		
AIRPORT FUND	497,737	487,651	10,086	✓		
WATER/SEWER FUND	3,813,282	2,551,739	1,261,543	✓		
SANITATION FUND	873,103	611,318	261,786	✓		
OTHER FUNDS	4,836,025	4,300,261	535,764	✓		
Excess (Deficiency) of Revenues over Expenditures	\$ 15,416,878	\$ 12,804,999	\$ 2,611,880	✓		

All Funds by Type

Revenue vs. Expenditures



BUDGET REPORT

REVENUES AND EXPENDITURES

All Funds

January 1, 2018 — September 30, 2018



Meets projection 
 Does not meet projection 

GENERAL FUND **Q3**
FYE 2018

REVENUES	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
TAXES				
PROPERTY TAX	\$ 1,472,345	\$ 1,330,622	\$ (141,723)	 90.4%
SALES TAX	2,413,750	1,830,292	(583,458)	 75.8%
OTHER TAXES	968,891	818,735	(150,156)	 84.5%
Sub-Total Taxes	4,854,986	3,979,649	875,338	 82.0%
GRANTS	\$ 181,000	\$ 137,634	\$ (43,366)	 76.0%
LICENSES & PERMITS	42,600	42,670	70	 100.2%
FEE & CONTRACTS	1,507,964	694,830	(813,134)	 46.1%
FINES & FORFEITURES	171,700	83,810	(87,890)	 48.8%
OTHER INCOME	451,041	458,138	7,097	 101.6%
			-	 100.0%
TOTAL REVENUES	\$ 7,209,291	\$ 5,396,731	\$ (1,812,560)	 74.9%
EXPENDITURES				
ADMINISTRATION	\$ 566,001	\$ 287,661	\$ 278,340	 50.8%
MUNICIPAL COURT	165,440	100,521	64,919	 60.8%
CITY HALL	9,000	8,627	373	 95.9%
GENERAL GOVERNMENT	(9,900)	166,043	(175,943)	 -1677.2%
FINANCE & RECORDS	306,331	219,638	86,693	 71.7%
POLICE	1,664,761	1,036,735	628,026	 62.3%
ANIMAL CONTROL	75,285	42,775	32,510	 56.8%
EMERG PREPAREDNESS	39,000	28,032	10,968	 71.9%
FIRE/EMS	1,862,897	1,303,404	559,493	 70.0%
ENGINEERING	27,500	10,068	17,432	 36.6%
STREETS/TRAFFIC	773,888	554,007	219,881	 71.6%
PARK	599,450	378,896	220,554	 63.2%
ZOO	160,950	63,121	97,829	 39.2%
CEMETERY	203,127	136,693	66,434	 67.3%
MEMORIAL HALL	223,512	167,678	55,834	 75.0%
BUILDING D	420,049	308,169	111,880	 73.4%
SPECIAL IMPROVEMENTS	115,000	41,965	73,035	 36.5%
TOTAL EXPENDITURES	\$ 7,202,291	\$ 4,854,030	\$ 2,348,261	 67.4%
Excess (Deficiency) of Revenues over Expenditures				 \$ 542,701

SANITATION FUND

Q3
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TRASH COLLECTION	\$ 1,228,500	\$ 865,362	\$ (363,138)	✗ 70.4%
OTHER INCOME	(1,000)	7,741	8,741	✗ -774.1%
TOTAL REVENUE	\$ 1,227,500	\$ 873,103	\$ (354,397)	✗ 71.1%
EXPENDITURES				
PERSONNEL	\$ 473,859	\$ 338,775	\$ (135,084)	✓ 71.5%
CONTRACTUAL	\$ 514,632	\$ 195,367	\$ 319,265	✓ 38.0%
COMMODITIES	92,300	52,360	39,940	✓ 56.7%
CAPITAL OUTLAY	55,379	24,816	30,563	✓ 44.8%
TOTAL EXPENDITURES	\$ 1,136,170	\$ 611,318	\$ 524,852	✓ 53.8%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 261,786

WATER/SEWER FUND

Q3
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
WATER SALES	\$ 2,800,000	\$ 1,980,381	\$ (819,619)	✗ 70.7%
SEWER SERVICE	2,480,790	1,678,555	(802,235)	✗ 67.7%
OTHER FEES & CONTRACTS	106,500	134,720	28,220	✓ 126.5%
OTHER INCOME	11,000	19,626	8,626	✓ 178.4%
TOTAL REVENUE	\$ 5,398,290	\$ 3,813,282	\$ (1,585,008)	✗ 70.6%
EXPENDITURES				
WATER PRODUCTION	\$ 1,127,097	\$ 700,660	\$ 426,437	✓ 62.2%
WATER DISTRIBUTION	\$ 797,170	\$ 447,184	349,986	✓ 56.1%
WATER/SEWER ADMIN	\$ 2,499,458	\$ 963,993	1,535,465	✓ 38.6%
SEWER TREATMENT	\$ 613,832	\$ 349,231	264,601	✓ 56.9%
SEWER COLLECTION	\$ 334,647	\$ 90,671	243,976	✓ 27.1%
TOTAL EXPENDITURES	\$ 5,372,204	\$ 2,551,739	\$ 2,820,465	✓ 47.5%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 1,261,543

AIRPORT FUND

Q3
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
FUEL SALES	\$ 500,000	\$ 369,960	\$ (130,040)	✗ 74.0%
HANGAR RENTALS	50,000	36,425	(13,575)	✗ 72.9%
LAND RENTALS	45,000	53,725	8,725	✓ 119.4%
OTHER FEE & CONTRACTS	-	10,685	10,685	✓ 100.0%
OTHER INCOME	11,000	26,942	15,942	✓ 244.9%
TOTAL REVENUE	\$ 606,000	\$ 497,737	\$ (108,263)	✓ 82.1%
EXPENDITURES				
PERSONNEL	\$ 107,609	\$ 68,523	\$ 39,086	✓ 63.7%
CONTRACTUAL	120,400	96,631	23,769	✗ 80.3%
COMMODITIES	341,500	321,597	19,903	✗ 94.2%
CAPITAL OUTLAY	20,000	900	19,100	✓ 4.5%
TOTAL EXPENDITURES	\$ 589,509	\$ 487,651	\$ 101,858	✗ 82.7%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 10,086

OTHER FUNDS

Q3
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
INDUSTRIAL FUND				
REVENUE	\$ 27,500	\$ 10,323	\$ (17,177)	✗ 37.5%
EXPENDITURES	\$ 27,500	\$ 2,500	\$ 25,000	✓ 9.1%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 7,823	\$ 7,823	
ECONOMIC DEVELOPMENT & TRANSPORTATION FUND				
REVENUE	\$ 559,300	\$ 250,051	\$ (309,249)	✗ 44.7%
EXPENDITURES	\$ 559,300	\$ 258,280	\$ 301,020	✓ 46.2%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (8,229)	\$ (8,229)	
EDUCATION SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,464,233	\$ (466,767)	✓ 75.8%
EXPENDITURES	\$ 1,931,000	\$ 1,498,953	\$ 432,047	✗ 77.6%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (34,720)	\$ (34,720)	

OTHER FUNDS (continued)

Q3
FYE 2018

	FYE 2018			Percent
	Budget	YTD Actual	Difference	Collected or Expended
SPECIAL USE SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,464,233	\$ (466,767)	✓ 75.8%
EXPENDITURES	\$ 1,559,169	\$ 515,320	\$ 1,043,849	✓ 33.1%
Excess (Deficiency) of Revenues over Expenditures	\$ 371,831	\$ 948,913	\$ 577,082	
GF EMPLOYEE BENEFITS FUND				
REVENUE	\$ 893,811	\$ 795,388	\$ (98,423)	✓ 89.0%
EXPENDITURES	\$ 893,811	\$ 555,327	\$ 338,484	✓ 62.1%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 240,061	\$ 240,061	
LIBRARY FUND				
REVENUE	\$ 266,718	\$ 247,891	\$ (18,827)	✓ 92.9%
EXPENDITURES	\$ 266,718	\$ 227,431	\$ 39,287	✗ 85.3%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 20,460	\$ 20,460	
SPECIAL PARKS & RECREATION FUND				
REVENUE	\$ 30,000	\$ 22,208	\$ (7,792)	✗ 74.0%
EXPENDITURES	\$ 30,000	\$ 28,000	\$ 2,000	✗ 93.3%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (5,792)	\$ (5,792)	
SPECIAL ALCOHOL FUND				
REVENUE	\$ 30,000	\$ 22,208	\$ (7,792)	✗ 74.0%
EXPENDITURES	\$ 30,000	\$ 30,000	\$ -	✗ 100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (7,792)	\$ (7,792)	
LIABILITY INSURANCE FUND				
REVENUE	\$ 103,240	\$ 95,627	\$ (7,613)	✓ 92.6%
EXPENDITURES	\$ 93,871	\$ 12,516	\$ 81,355	✓ 13.3%
Excess (Deficiency) of Revenues over Expenditures	\$ 9,369	\$ 83,111	\$ 73,742	
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)

Q3
FYE 2018

QUALITY OF LIFE SALES TAX FUND	FYE 2018			Percent Collected or Expended
	Budget	YTD Actual	Difference	
REVENUE	\$ 80,000	\$ 11,347	\$ (68,653)	✗ 14.2%
EXPENDITURES	\$ 80,000	\$ 11,384	\$ 68,616	✓ 14.2%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (37)	\$ (37)	
BOND & INTEREST FUND				
REVENUE	\$ 942,232	\$ 452,515	\$ (489,717)	✗ 48.0%
EXPENDITURES	\$ 889,444	\$ 1,160,550	\$ (271,106)	✗ 130.5%
Excess (Deficiency) of Revenues over Expenditures	\$ 52,788	\$ (708,035)	\$ (760,823)	
TOTAL OTHER FUNDS				
REVENUE	\$ 6,794,801	\$ 4,836,025	\$ (1,958,776)	✗ 71.2%
EXPENDITURES	\$ 6,558,154	\$ 4,300,261	\$ 2,257,893	✓ 65.6%
Excess (Deficiency) of Revenues over Expenditures	\$ 236,647	\$ 535,764	\$ 299,117	

TOTAL ALL FUNDS	FYE 2018			Percent Collected or Expended
	Budget	YTD Actual	Difference	
Revenue	\$ 21,235,882	\$ 15,416,878	\$ (5,819,004)	✗ 72.6%
Expenditures	\$ 20,858,328	\$ 12,804,999	\$ (8,053,329)	✓ 61.4%
Excess (Deficiency) of Revenues over Expenditures	\$ 377,554	\$ 2,611,880	\$ 2,234,326	

2018 Strategic Goals Q3 Update

Goals from Planning Setting Session
March 6, 2018



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 October 2022
 - 1% Educational Sales Tax: ½ expiring on April 1, 2013 & ½ expiring on October 2032

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