

City of Independence Quarterly Operating Report

Fourth Quarter FY2018
Period Ending December 31, 2018



CITY MANAGER'S OFFICE

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FINANCIAL INFORMATION

Fourth Quarter FY 2018



Fourth Quarter Report

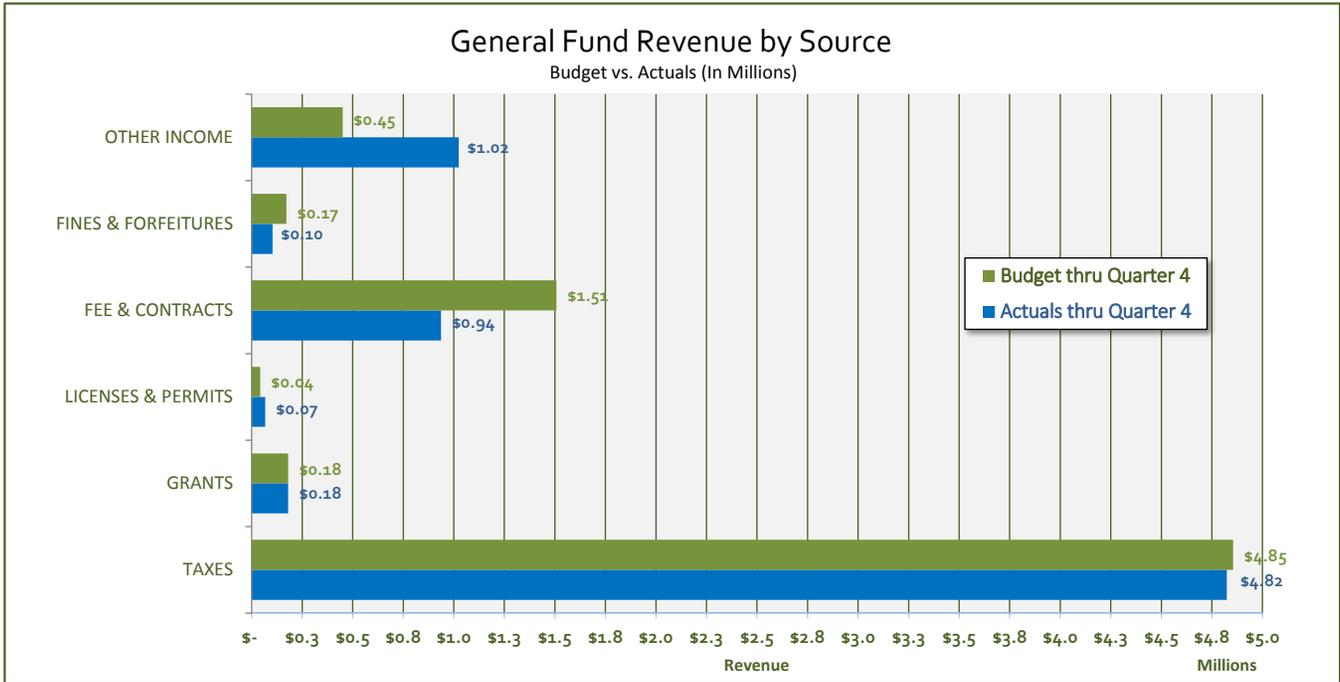
Graphs



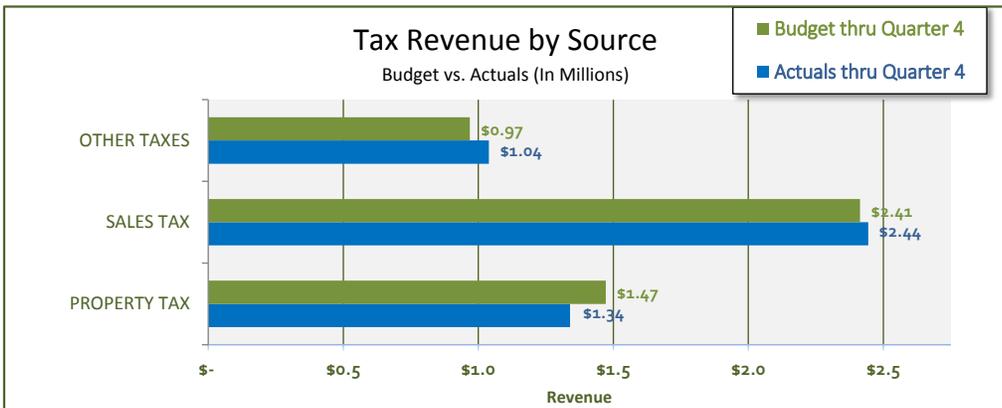
GENERAL FUND - REVENUES

**Q4
FYE 2018**

REVENUES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
TAXES	\$ 4,854,986	\$ 4,854,986	\$ 4,823,499	\$ (31,487)	99.4%	✗
GRANTS	181,000	181,000	181,180	180	100.1%	✓
LICENSES & PERMITS	42,600	42,600	67,280	24,680	157.9%	✓
FEE & CONTRACTS	1,507,964	1,507,964	936,452	(571,512)	62.1%	✗
FINES & FORFEITURES	171,700	171,700	103,629	(68,071)	60.4%	✗
OTHER INCOME	451,041	451,041	1,024,477	573,436	227.1%	✓
TOTAL REVENUES	\$ 7,209,291	\$ 7,209,291	\$ 7,136,518	\$ (72,773)	99.0%	✗



REVENUES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
PROPERTY TAX	\$ 1,472,345	\$ 1,472,345	\$ 1,340,213	\$ (132,132)	91.0%	✗
SALES TAX	2,413,750	2,413,750	2,443,861	30,111	101.2%	✓
OTHER TAXES	968,891	968,891	1,039,425	70,534	107.3%	✓
TOTAL TAX	\$ 4,854,986	\$ 4,854,986	\$ 4,823,499	\$ (31,487)	99.4%	✗

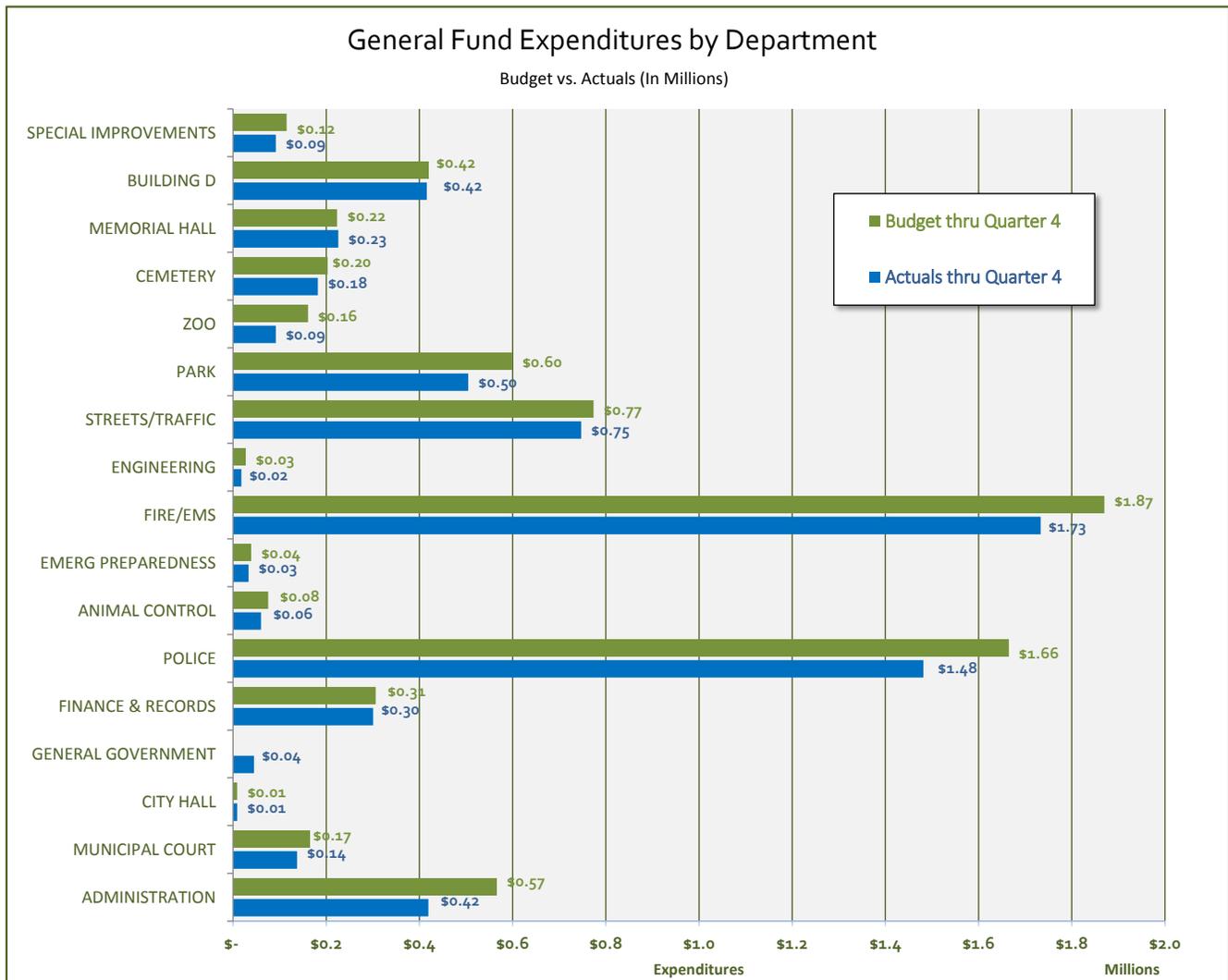


- *Other Taxes Include:**
- NUISANCE TAX
 - FRANCHISE - ELECTRIC
 - FRANCHISE - PHONE
 - FRANCHISE - CABLE
 - FRANCHISE - GAS
 - MOTOR VEHICLE TAX
 - LIQUOR TAX
 - GASOLINE TAX

GENERAL FUND - EXPENDITURES

Q4
FYE 2018

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
ADMINISTRATION	\$ 566,001	\$ 566,001	\$ 419,182	\$ 146,819	74.1%	✓
MUNICIPAL COURT	165,440	165,440	137,356	28,084	83.0%	✓
CITY HALL	9,000	9,000	8,929	71	99.2%	✓
GENERAL GOVERNMENT	(9,900)	(9,900)	44,922	(54,822)	453.8%	✗
FINANCE & RECORDS	306,331	306,331	300,715	5,616	98.2%	✓
POLICE	1,664,761	1,664,761	1,481,420	183,341	89.0%	✓
ANIMAL CONTROL	75,285	75,285	59,892	15,393	79.6%	✓
EMERG PREPAREDNESS	39,000	39,000	33,386	5,614	85.6%	✓
FIRE/EMS	1,869,897	1,869,897	1,733,160	136,737	92.7%	✓
ENGINEERING	27,500	27,500	17,769	9,731	64.6%	✓
STREETS/TRAFFIC	773,888	773,888	747,302	26,586	96.6%	✓
PARK	599,450	599,450	504,861	94,589	84.2%	✓
ZOO	160,950	160,950	91,641	69,309	56.9%	✓
CEMETERY	203,127	203,127	182,215	20,912	89.7%	✓
MEMORIAL HALL	223,512	223,512	225,951	(2,439)	101.1%	✗
BUILDING D	420,049	420,049	415,909	4,140	99.0%	✓
SPECIAL IMPROVEMENTS	115,000	115,000	91,965	23,035	80.0%	✓
TOTAL EXPENDITURES	\$ 7,209,291	\$ 7,209,291	\$ 6,496,577	\$ 712,714	90.1%	✓



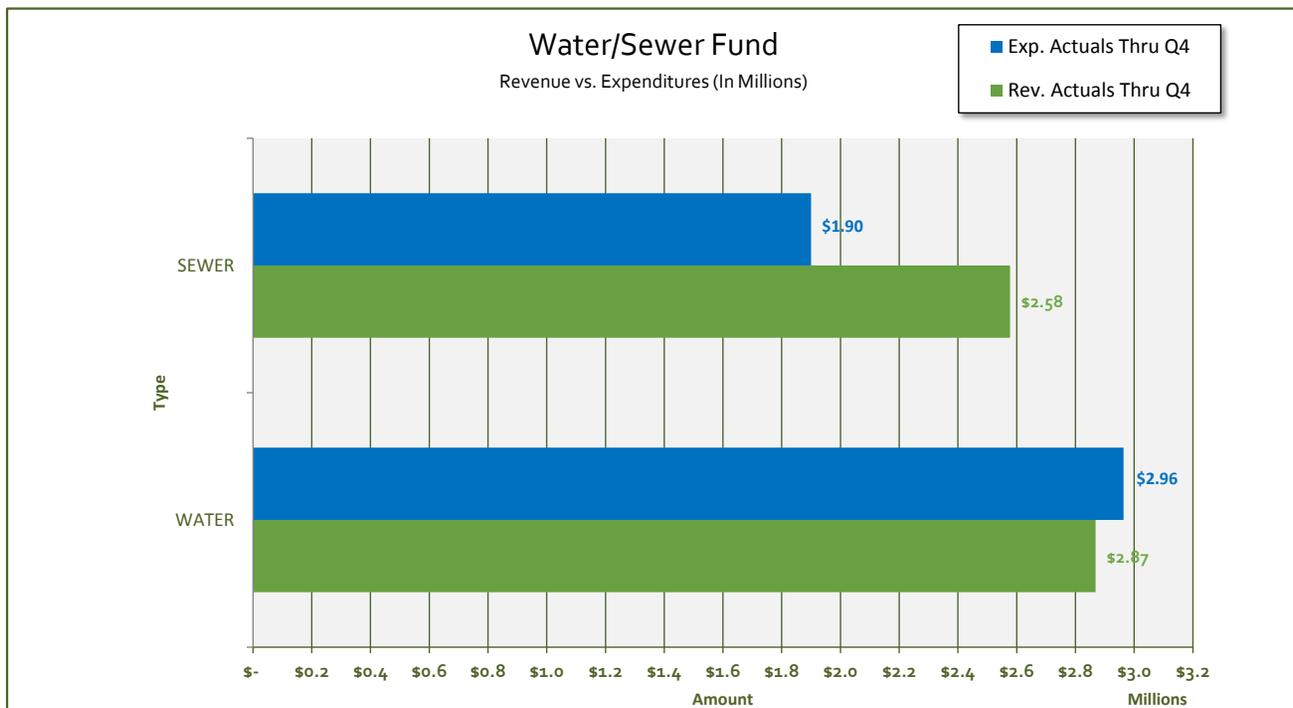
WATER/SEWER FUND

Q4
FYE 2018

REVENUES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
WATER SALES	\$ 2,800,000	\$ 2,800,000	\$ 2,759,912	\$ (40,088)	98.6%	✗
SEWER SERVICE	\$ 2,480,790	2,480,790	2,468,179	(12,611)	99.5%	✗
OTHER FEES & CONTRACTS	\$ 106,500	106,500	185,540	79,040	174.2%	✓
OTHER INCOME	\$ 11,000	11,000	32,311	21,311	293.7%	✓
TOTAL FUND REVENUES	\$ 5,398,290	\$ 5,398,290	\$ 5,445,942	\$ 47,652	100.9%	✓

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
WATER PRODUCTION	\$ 1,127,097	\$ 1,127,097	\$ 1,056,167	\$ 70,930	93.7%	✓
WATER DISTRIBUTION	797,170	797,170	701,661	95,509	88.0%	✓
WATER/SEWER ADMIN	2,499,458	2,499,458	2,411,070	88,388	96.5%	✓
SEWER TREATMENT	613,832	613,832	564,026	49,806	91.9%	✓
SEWER COLLECTION	334,647	334,647	130,529	204,118	39.0%	✓
TOTAL FUND EXPENDITURES	\$ 5,372,204	\$ 5,372,204	\$ 4,863,453	\$ 508,751	90.5%	✓

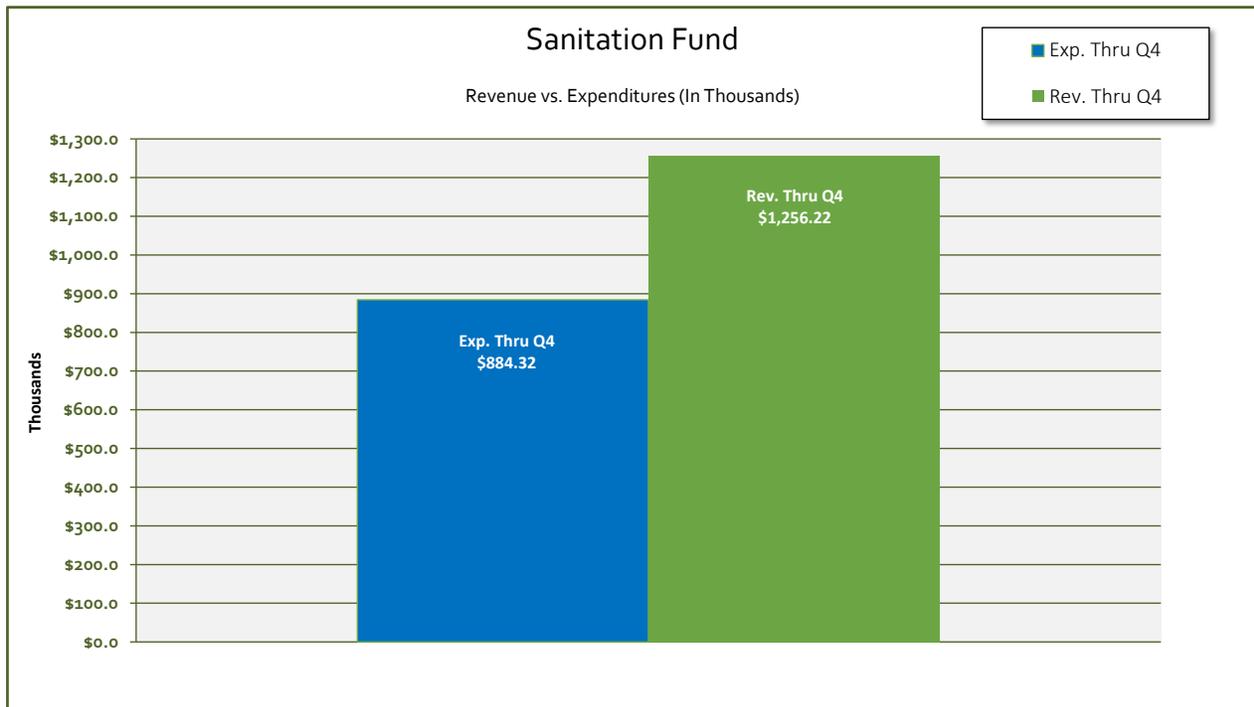
NET BALANCE	Rev. Actuals Thru Q4	Exp. Actuals Thru Q4	Balance	Meeting Goal
WATER	\$ 2,868,838	\$ 2,963,363	\$ (94,525)	✗
SEWER	2,577,104	1,900,090	677,014	✓
Excess (Deficiency) of Revenues over Expenditures	\$ 5,445,942	\$ 4,863,453	\$ 582,489	✓



SANITATION FUND

**Q4
FYE 2018**

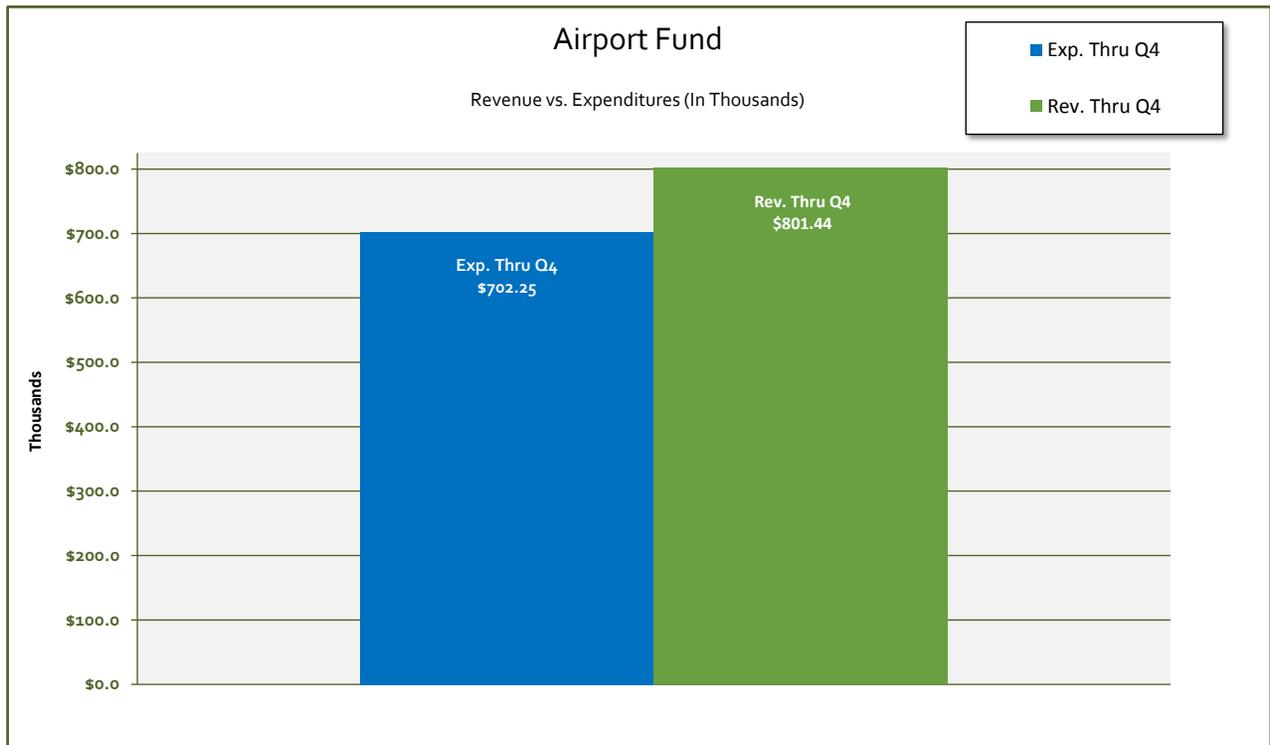
	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
TRASH COLLECTION	\$ 1,228,500	\$ 1,228,500	\$ 1,246,476	\$ 17,976	101.5%	✓
OTHER INCOME	(1,000)	(1,000)	9,740	10,740	-974.0%	✓
TOTAL REVENUE	\$ 1,227,500	\$ 1,227,500	\$ 1,256,217	\$ 28,717	102.3%	✓
	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
EXPENDITURES						
PERSONNEL	\$ 473,859	\$ 473,859	\$ 456,090	\$ 17,769	96.3%	✓
CONTRACTUAL	514,632	514,632	316,169	198,463	61.4%	✓
COMMODITIES	92,300	92,300	74,552	17,748	80.8%	✓
CAPITAL OUTLAY	55,379	55,379	37,505	17,874	67.7%	✓
TOTAL EXPENDITURES	\$ 1,136,170	\$ 1,136,170	\$ 884,316	\$ 251,854	77.8%	✓
	Rev. Actuals Thru Q4	Exp. Actuals Thru Q4	Balance	Meeting Goal		
NET BALANCE						
Excess (Deficiency) of Revenues over Expenditures	\$ 1,256,217	\$ 884,316	\$ 371,900	✓		



REVENUES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
FUEL SALES	\$ 500,000	\$ 500,000	\$ 545,221	\$ 45,221	109.0%	✓
HANGAR RENTALS	50,000	50,000	141,155	91,155	282.3%	✓
LAND RENTALS	45,000	45,000	73,637	28,637	163.6%	✓
OTHER FEE & CONTRACTS	-	-	14,031	14,031	-	✓
OTHER INCOME	11,000	11,000	27,395	16,395	249.0%	✓
TOTAL REVENUE	\$ 606,000	\$ 606,000	\$ 801,441	\$ 195,441	132.3%	✓

EXPENDITURES	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
PERSONNEL	\$ 107,609	\$ 107,609	\$ 92,459	\$ 15,150	85.9%	✓
CONTRACTUAL	120,400	120,400	118,689	1,711	98.6%	✓
COMMODITIES	501,991	501,991	490,199	11,792	97.7%	✓
CAPITAL OUTLAY	20,000	20,000	900	19,100	4.5%	✓
TOTAL EXPENDITURES	\$ 750,000	\$ 750,000	\$ 702,247	\$ 47,753	93.6%	✓

NET BALANCE	Rev. Actuals Thru Q4	Exp. Actuals Thru Q4	Balance	Meeting Goal
Excess (Deficiency) of Revenues over Expenditures	\$ 801,441	\$ 702,247	\$ 99,194	✓



SPECIAL USE SALES TAX FUND

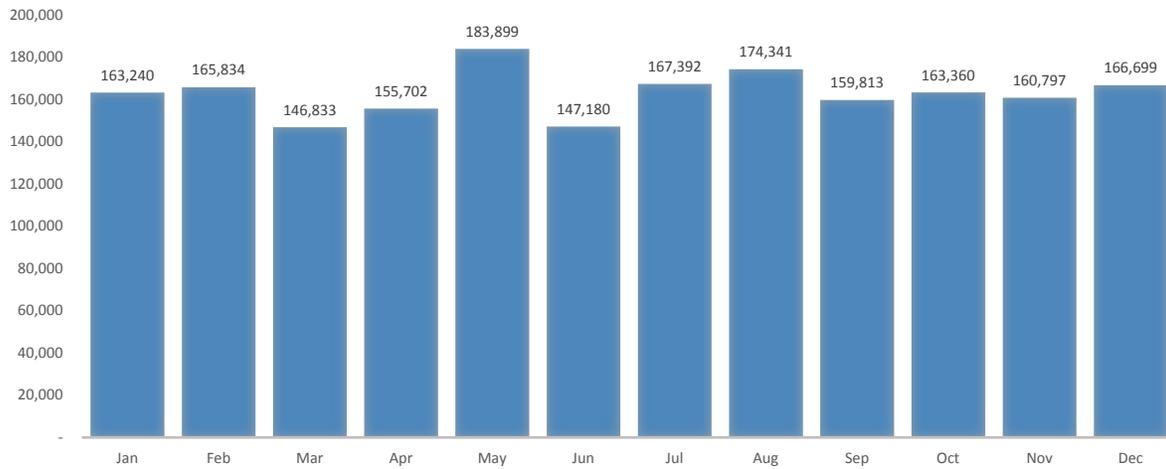
**Q4
FYE 2018**

SPECIAL USE SALES TAX FUND	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
REVENUE	\$ 1,931,000	\$ 1,931,000	\$ 1,955,089	\$ 24,089	101.2%	✓
EXPENDITURES	\$ 1,900,000	\$ 1,900,000	\$ 1,822,955	\$ 77,045	95.9%	✓
Net Balance	\$ 31,000	\$ 31,000	\$ 132,134	\$ 101,134		

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	\$ 163,360
NOVEMBER	\$ 160,797
DECEMBER	\$ 166,699
TOTAL REVENUE	\$ 1,955,089

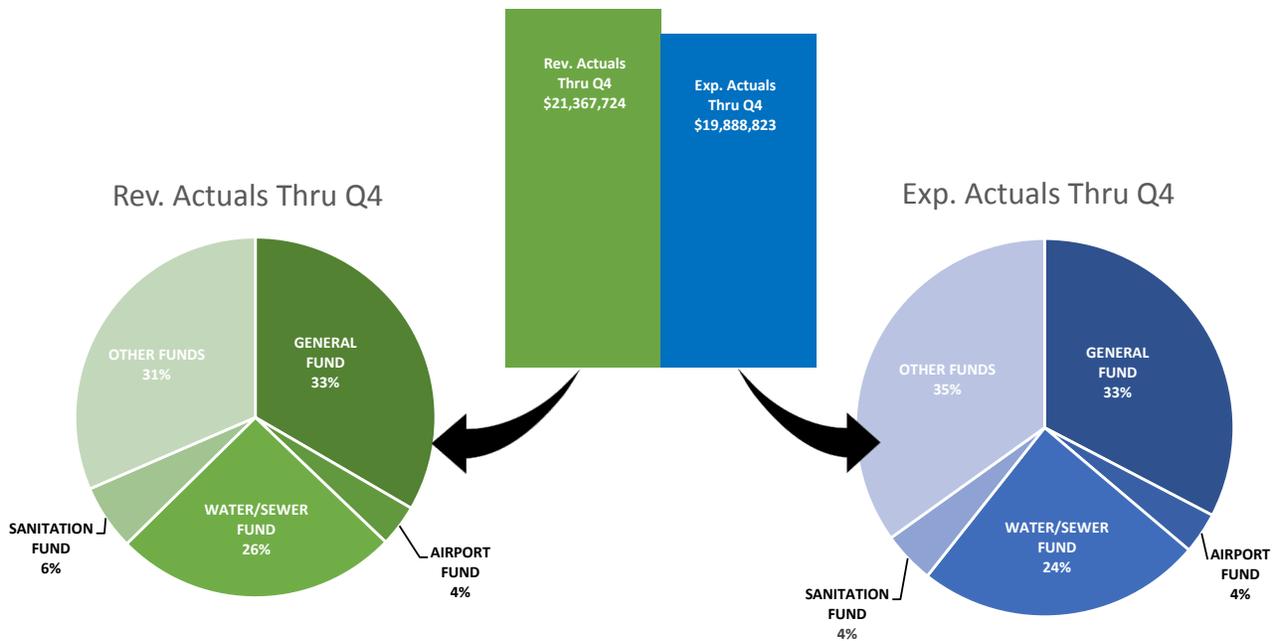
Special Use Sales Tax Fund Revenue by Month - 2018



	Budget for FYE 2018	Budget thru Quarter 4	Actuals thru Quarter 4	Q4 Variance	Percent Collected or Expended	Meeting Goal
REVENUES						
GENERAL FUND	\$ 7,209,291	\$ 7,209,291	\$ 7,136,518	\$ (72,773)	99.0%	✗
AIRPORT FUND	606,000	606,000	801,441	195,441	132.3%	✓
WATER/SEWER FUND	5,398,290	5,398,290	5,445,942	47,652	100.9%	✓
SANITATION FUND	1,227,500	1,227,500	1,256,217	28,717	102.3%	✓
OTHER FUNDS	6,794,801	6,794,801	6,727,607	(67,194)	99.0%	✗
TOTAL FUND REVENUE	\$ 21,235,882	\$ 21,235,882	\$ 21,367,724	\$ 131,842	100.6%	✓
EXPENDITURES						
GENERAL FUND	\$ 7,209,291	\$ 7,209,291	\$ 6,496,577	\$ 712,714	90.1%	✓
AIRPORT FUND	750,000	750,000	702,247	47,753	93.6%	✓
WATER/SEWER FUND	5,372,204	5,372,204	4,863,453	508,751	90.5%	✓
SANITATION FUND	1,136,170	1,136,170	884,316	251,854	77.8%	✓
OTHER FUNDS	7,203,541	7,203,541	6,942,230	261,311	96.4%	✓
TOTAL FUND EXPENDITURES	\$ 21,671,206	\$ 21,671,206	\$ 19,888,823	\$ 1,782,383	91.8%	✓
NET BALANCE						
GENERAL FUND	Rev. Actuals Thru Q4 \$ 7,136,518	Exp. Actuals Thru Q4 \$ 6,496,577	Balance \$ 639,941	Meeting Goal ✓		
AIRPORT FUND	801,441	702,247	99,194	✓		
WATER/SEWER FUND	5,445,942	4,863,453	582,489	✓		
SANITATION FUND	1,256,217	884,316	371,900	✓		
OTHER FUNDS	6,727,607	6,942,230	(214,624)	✗		
Excess (Deficiency) of Revenues over Expenditures	\$ 21,367,724	\$ 19,888,823	\$ 1,478,901	✓		

All Funds by Type

Revenue vs. Expenditures



BUDGET REPORT

REVENUES AND EXPENDITURES

All Funds

January 1, 2018 — December 31, 2018



Meets projection 
 Does not meet projection 

GENERAL FUND Q4 FYE 2018

REVENUES	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
TAXES				
PROPERTY TAX	\$ 1,472,345	\$ 1,340,213	\$ (132,132)	 91.0%
SALES TAX	2,413,750	2,443,861	30,111	 101.2%
OTHER TAXES	968,891	1,039,425	70,534	 107.3%
Sub-Total Taxes	4,854,986	4,823,499	31,487	 99.4%
GRANTS	\$ 181,000	\$ 181,180	\$ 180	 100.1%
LICENSES & PERMITS	42,600	67,280	24,680	 157.9%
FEE & CONTRACTS	1,507,964	936,452	(571,512)	 62.1%
FINES & FORFEITURES	171,700	103,629	(68,071)	 60.4%
OTHER INCOME	451,041	1,024,477	573,436	 227.1%
			-	 100.0%
TOTAL REVENUES	\$ 7,209,291	\$ 7,136,518	\$ (72,773)	 99.0%
EXPENDITURES				
ADMINISTRATION	\$ 566,001	\$ 419,182	\$ 146,819	 74.1%
MUNICIPAL COURT	165,440	137,356	28,084	 83.0%
CITY HALL	9,000	8,929	71	 99.2%
GENERAL GOVERNMENT	(9,900)	44,922	(54,822)	 453.8%
FINANCE & RECORDS	306,331	300,715	5,616	 98.2%
POLICE	1,664,761	1,481,420	183,341	 89.0%
ANIMAL CONTROL	75,285	59,892	15,393	 79.6%
EMERG PREPAREDNESS	39,000	33,386	5,614	 85.6%
FIRE/EMS	1,869,897	1,733,160	136,737	 92.7%
ENGINEERING	27,500	17,769	9,731	 64.6%
STREETS/TRAFFIC	773,888	747,302	26,586	 96.6%
PARK	599,450	504,861	94,589	 84.2%
ZOO	160,950	91,641	69,309	 56.9%
CEMETERY	203,127	182,215	20,912	 89.7%
MEMORIAL HALL	223,512	225,951	(2,439)	 101.1%
BUILDING D	420,049	415,909	4,140	 99.0%
SPECIAL IMPROVEMENTS	115,000	91,965	23,035	 80.0%
TOTAL EXPENDITURES	\$ 7,209,291	\$ 6,496,577	\$ 712,714	 90.1%
Excess (Deficiency) of Revenues over Expenditures				 \$ 639,941

SANITATION FUND

Q4
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
TRASH COLLECTION	\$ 1,228,500	\$ 1,246,476	\$ 17,976	✓ 101.5%
OTHER INCOME	(1,000)	9,740	10,740	✓ 974.0%
TOTAL REVENUE	\$ 1,227,500	\$ 1,256,217	\$ 28,717	✓ 102.3%
EXPENDITURES				
PERSONNEL	\$ 473,859	\$ 456,090	\$ (17,769)	✓ 96.3%
CONTRACTUAL	514,632	316,169	\$ 198,463	✓ 61.4%
COMMODITIES	92,300	74,552	17,748	✓ 80.8%
CAPITAL OUTLAY	55,379	37,505	17,874	✓ 67.7%
TOTAL EXPENDITURES	\$ 1,136,170	\$ 884,316	\$ 251,854	✓ 77.8%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 371,900

WATER/SEWER FUND

Q4
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
WATER SALES	\$ 2,800,000	\$ 2,759,912	\$ (40,088)	✗ 98.6%
SEWER SERVICE	2,480,790	2,468,179	(12,611)	✗ 99.5%
OTHER FEES & CONTRACTS	106,500	185,540	79,040	✓ 174.2%
OTHER INCOME	11,000	32,311	21,311	✓ 293.7%
TOTAL REVENUE	\$ 5,398,290	\$ 5,445,942	\$ 47,652	✓ 100.9%
EXPENDITURES				
WATER PRODUCTION	\$ 1,127,097	\$ 1,056,167	\$ 70,930	✓ 93.7%
WATER DISTRIBUTION	797,170	701,661	95,509	✓ 88.0%
WATER/SEWER ADMIN	2,499,458	2,411,070	88,388	✓ 96.5%
SEWER TREATMENT	613,832	564,026	49,806	✓ 91.9%
SEWER COLLECTION	334,647	130,529	204,118	✓ 39.0%
TOTAL EXPENDITURES	\$ 5,372,204	\$ 4,863,453	\$ 508,751	✓ 90.5%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 582,489

AIRPORT FUND

Q4
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
REVENUES				
FUEL SALES	\$ 500,000	\$ 545,221	\$ 45,221	✓ 109.0%
HANGAR RENTALS	50,000	141,155	91,155	✓ 282.3%
LAND RENTALS	45,000	73,637	28,637	✓ 163.6%
OTHER FEE & CONTRACTS	-	14,031	14,031	✓ 100.0%
OTHER INCOME	11,000	27,395	16,395	✓ 249.0%
TOTAL REVENUE	\$ 606,000	\$ 801,441	\$ 195,441	✓ 132.3%
EXPENDITURES				
PERSONNEL	\$ 107,609	\$ 92,459	\$ 15,150	✓ 85.9%
CONTRACTUAL	120,400	118,689	1,711	✓ 98.6%
COMMODITIES	501,991	490,199	11,792	✓ 97.7%
CAPITAL OUTLAY	20,000	900	19,100	✓ 4.5%
TOTAL EXPENDITURES	\$ 750,000	\$ 702,247	\$ 47,753	✓ 93.6%
Excess (Deficiency) of Revenues over Expenditures				✓ \$ 99,194

OTHER FUNDS

Q4
FYE 2018

	FYE 2018 Budget	YTD Actual	Difference	Percent Collected or Expended
INDUSTRIAL FUND				
REVENUE	\$ 27,500	\$ 10,538	\$ (16,962)	✗ 38.3%
EXPENDITURES	\$ 27,500	\$ 27,500	\$ -	✓ 100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (16,962)	\$ (16,962)	
ECONOMIC DEVELOPMENT & TRANSPORTATION FUND				
REVENUE	\$ 559,300	\$ 316,844	\$ (242,456)	✗ 56.7%
EXPENDITURES	\$ 559,300	\$ 524,881	\$ 34,419	✓ 93.8%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (208,037)	\$ (208,037)	
EDUCATION SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,955,089	\$ 24,089	✓ 101.2%
EXPENDITURES	\$ 1,960,000	\$ 1,955,264	\$ 4,736	✓ 99.8%
Excess (Deficiency) of Revenues over Expenditures	\$ (29,000)	\$ (175)	\$ 28,825	

OTHER FUNDS (continued)

Q4
FYE 2018

	FYE 2018			Percent
	Budget	YTD Actual	Difference	Collected or Expended
SPECIAL USE SALES TAX FUND				
REVENUE	\$ 1,931,000	\$ 1,955,089	\$ 24,089	✓ 101.2%
EXPENDITURES	\$ 1,900,000	\$ 1,822,955	\$ 77,045	✓ 95.9%
Excess (Deficiency) of Revenues over Expenditures	\$ 31,000	\$ 132,134	\$ 101,134	
GF EMPLOYEE BENEFITS FUND				
REVENUE	\$ 893,811	\$ 810,030	\$ (83,781)	✗ 90.6%
EXPENDITURES	\$ 893,811	\$ 832,764	\$ 61,047	✓ 93.2%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ (22,735)	\$ (22,735)	
LIBRARY FUND				
REVENUE	\$ 266,718	\$ 253,075	\$ (13,643)	✗ 94.9%
EXPENDITURES	\$ 266,718	\$ 253,075	\$ 13,643	✓ 94.9%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ -	\$ -	
SPECIAL PARKS & RECREATION FUND				
REVENUE	\$ 30,000	\$ 30,876	\$ 876	✓ 102.9%
EXPENDITURES	\$ 34,000	\$ 34,000	\$ -	✓ 100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (4,000)	\$ (3,124)	\$ 876	
SPECIAL ALCOHOL FUND				
REVENUE	\$ 30,000	\$ 30,876	\$ 876	✓ 102.9%
EXPENDITURES	\$ 30,000	\$ 30,000	\$ -	✓ 100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 876	\$ 876	
LIABILITY INSURANCE FUND				
REVENUE	\$ 103,240	\$ 97,243	\$ (5,997)	✗ 94.2%
EXPENDITURES	\$ 93,871	\$ 92,516	\$ 1,355	✓ 98.6%
Excess (Deficiency) of Revenues over Expenditures	\$ 9,369	\$ 4,727	\$ (4,642)	
MEMORIAL HALL TAX CREDITS FUND				
REVENUE	\$ -	\$ -	\$ -	✓ 100.0%
EXPENDITURES	\$ 197,341	\$ 197,341	\$ -	✓ 100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (197,341)	\$ (197,341)	\$ -	

OTHER FUNDS (continued)

Q4
FYE 2018

QUALITY OF LIFE SALES TAX FUND	FYE 2018			Percent	
	Budget	YTD Actual	Difference	Collected or	Expended
REVENUE	\$ 80,000	\$ 13,542	\$ (66,459)	✗	16.9%
EXPENDITURES	\$ 80,000	\$ 11,384	\$ 68,616	✓	14.2%
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ 2,158	\$ 2,158		
BOND & INTEREST FUND					
REVENUE	\$ 942,232	\$ 1,254,405	\$ 312,173	✓	133.1%
EXPENDITURES	\$ 1,161,000	\$ 1,160,550	\$ 450	✓	100.0%
Excess (Deficiency) of Revenues over Expenditures	\$ (218,768)	\$ 93,855	\$ 312,623		
TOTAL OTHER FUNDS					
REVENUE	\$ 6,794,801	\$ 6,727,607	\$ (67,194)	✗	99.0%
EXPENDITURES	\$ 7,203,541	\$ 6,942,230	\$ 261,311	✓	96.4%
Excess (Deficiency) of Revenues over Expenditures	\$ (408,740)	\$ (214,624)	\$ 194,116		

TOTAL ALL FUNDS	FYE 2018			Percent	
	Budget	YTD Actual	Difference	Collected or	Expended
Revenue	\$ 21,235,882	\$ 21,367,724	\$ 131,842	✓	100.6%
Expenditures	\$ 21,671,206	\$ 19,888,823	\$ (1,782,383)	✓	91.8%
Excess (Deficiency) of Revenues over Expenditures	\$ (435,324)	\$ 1,478,901	\$ 1,914,225		

2018 Strategic Goals Q4 Update

Goals from Planning Setting Session
March 6, 2018



Strategic Goals 2018 Work Plan



STATUS REPORT – FOURTH QUARTER 2018

City of Independence

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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STATEMENT ONE: Replace 1993 Ladder Truck with New Platform Truck

Creative Pathway 1: Provide Funding In Budget						
1.1	Purchase in 2018 using Lease-Purchase funding		October 15, 2017	FIN	October 11, 2018 – City Commission authorized the purchase of a 2019 Rosenbauer Platform Truck, and to seek lease/purchase bids to finance the remaining balance.	
1.2	Include first lease payment in 2019 capital budget	Capital Budget preparation	December	ADM	March 31, 2019 – Truck Delivered.	\$900k

Creative Pathway 2: Develop Financial Plan						
2.1	Bid out lease purchase rates		March, 2019	FIN	March 28, 2019 – City Commission authorized a Lease/Purchase agreement from Community National Bank for the financing of the 2019 Rosenbauer Aerial Fire Truck for \$597,896.	

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	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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STATEMENT TWO: Administrative / Public Safety Facilities

Creative Pathway 1: Seal 1916 City Hall

1.1	Approve architectural agreement with TreanorHL	Determine process.		ADM	February 1, 2018 – Phase I Start work on 1916 City Hall with Existing Funds – Sealing the Envelope; establish a scope of work. Set timelines for completion, communicate timelines to the public. Phase II – Prepare Requests for Qualifications for architectural services.	
		Receive direction on agreement for sealing the envelope (Phase I).		ADM	May 10, 2018 – The Commission authorized an agreement to be prepared by the City Attorney for architectural services with TreanorHL in the amount of \$84,000 plus expenses to be funded from special use sales tax.	
		Approve agreement for architectural services for interior selective demolition.		ADM	May 24, 2018 – The Commission approved an agreement for architectural services with TreanorHL in the amount of \$14,500 to create an interior selective demolition package for the historic 1916 City Hall.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
	Develop scope of work and approve design for bid to “seal the envelope” <ul style="list-style-type: none"> • Replace roof • Replace windows • Tuck point • Replace electrical entrance • Possibly include interior demolition 	Present architect’s assessment.		ADM	July 26, 2018 – TreanorHL provided an assessment of 1916 City Hall to the Commission.	
		Asbestos Abatement		ADM	September 13, 2018 – The Commission approved the PSI proposal for performance of Asbestos removal.	\$2,100
		Approved structural design services for window lintel repairs.		ADM	September 13, 2018 – The Commission approved TreanorHL’s proposal for Structural Design Services for the City Hall building window lintel repairs.	\$5,820
		Cleaning out the building.		ADM	September 13, 2018 – Discussion regarding removal of archive storage, evidence and furniture from 1916 City Hall.	
	Bid work	Advertisement for bids for Phase I		ADM	September 13, 2018 – Commission authorized advertisement for Bids for the 1916 City Hall project to seal the building and for interior demolition, known as “City Hall Renovation – Phase I.”	
	Award Contracts	Historic Tax Credits		ADM	February 14, 2019 – The Commission approved a consulting agreement with TreanorHL for State Historic Tax Credits Part 1, 2, and 3.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
		Phase I City Hall demolition and construction.		ADM	March 28, 2019 -- The Commission awarded the base bid plus add alternates 1, 2, 3, 5 and deduct 7 to Hoefer & Hoefer for \$1,077,900 for City Hall Renovation – Phase I.	\$1,077,900
		Asbestos Abatement		ADM	March 28, 2019 -- The Commission awarded the bid for 1916 City Hall Asbestos Abatement to Advanced Environmental Testing & Abatement in the amount of \$31,263. March 28, 2019 – The Commission approved the proposals from Professional Service Industries, Inc. for Phase II and Phase III 1916 City Hall Asbestos Services.	\$31,263
Creative Pathway 2: Receive (Two Separate) Requests for Qualifications for Architectural Design Services						
	Rehabilitation of 1916 City Hall <ul style="list-style-type: none"> • Select consultant • Develop scope of work and approve design for bid • Bid work • Award contract Public Safety Facilities <ul style="list-style-type: none"> • Select consultant 	Direction to prepare RFQ's		ADM	August 23, 2018 -- Phase II would be hiring an architect for City Hall and another one for the public safety building. The Mayor said with TreanorHL there is knowledge and "the other firms would have to come up to speed from where he already has that." Commissioner Hogsett stated "I don't have any complaints about TreanorHL.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
	<ul style="list-style-type: none"> • Develop scope of work and approve location and design for bid • Bid work • Award contract 				<p>When we first interviewed them, it was to guide them to do the committee and we didn't look at their qualifications as architects and I would be strongly in favor of opening it up as an RFQ as I feel that we are giving them a blank check." The Mayor said; "I have seen their work on state projects in other capacities and I am comfortable with what you are saying. If the Commission wishes to solicit RFQ's and then let them submit what they have already done to review." Commissioner Ysusi said that he thought that was a good way to proceed. The Mayor stated that if the Commission wants to go that direction that we can solicit Requests for Qualifications. Commissioner Hogsett stated that would be his vote, at which time the Mayor agreed that would be a good direction for them. The Mayor directed the City Manager to prepare the RFQ and submit copies to the Commission to look at.</p>	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
		No longer pursuing RFQ's for Phase II 1916 City Hall and Public Safety Facility.		ADM	January 31, 2019 – On a 2-1 vote, the Commission approved scheduling a presentation with TreanorHL concerning proceeding with Phase II.	
		Discussion of City Hall and Public Safety Facilities, Phase II.		ADM	February 20, 2019 – TreanorHL provided a presentation. It was decided that Treanor would look at two sites for the Fire/EMS building and report on the advantages and disadvantages and if there are limitations to those sites. Commissioner Cafilisch stated that they should get the preliminary design, evaluate the options, educate the public and give them time to look over the project and give feedback. Vance Kelley with TreanorHL stated that they could come back with an official proposal for Phase II and bid results for Phase I so the Commission could have the whole picture in front of them.	
		Consider revised proposal for architectural services from TreanorHL for 1916 City Hall Renovation and New Public Safety Facility – Phase II.		ADM	March 28, 2019 -- On a 2-1 vote, awarded amended programming and conceptual design of \$5,000, Historic City Hall \$344,808, additional services Historic City Hall	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
					part 2 and 3 tax credit application of \$9,000 for \$358,808. The portions of the proposal relating to design of the Public Safety Facility were not approved.	
Creative Pathway 3: Financing						
	Use existing special Use Sales Tax funds to “seal the envelope”.	Funding and repayment of the 1916 City Hall and Public Safety Facilities Project		ADM	January 31, 2019 -- Financial analysis presented to City Commission.	
	<p>Prepare for ballot initiatives to fund City Hall and Public Safety Facilities.</p> <ul style="list-style-type: none"> • 1 % Special Use Sales Tax expiring in October of 2022. • 1% Educational Sales Tax expiring in April 2031 and October 2032. 			ADM		
Creative Pathway 4: Mercy Building						
	Reduce operational costs Reduce moving and temporary space costs	Consider energy upgrades for Building D to be funded from the Mercy grant.		ADM	May 10, 2018 – Commissioner Ysusi made a motion to approve a contract in the amount of \$163,457 with Building Controls and Services, Inc. to perform Phase 1 HVAC and	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
	<ul style="list-style-type: none"> • Move operations after rehabilitated/new facilities are complete to reduce moving expenses from moving more than once 				electrical upgrades to Building D, as per their proposal of November 9, 2017. The motion died from a lack of a second (Commissioner Hogsett was not present).	
	<ul style="list-style-type: none"> • Market building after final contracts for both 1916 City Hall rehabilitation and public safety facility construction are approved Market the building to generate the most money • Cash sale only • 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 	Marketing the Building		ADM	March 28, 2019 – The Commission wants to discuss marketing the building at their April 11, 2019 meeting.	

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	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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STATEMENT THREE: Water Treatment Facility Upgrade

Creative Pathway 1: Reevaluate Scope of Work

	Identify Improvements	Agreement with Engineering Firm		U	July 27, 2017 – The Commission authorized the Mayor to sign an agreement with PEC for engineering services relating to improvements at the water treatment plant.	
	Evaluate phases of improvement	Scope of Work and timeline		U	September 27, 2018 – PEC reviewed following scope of work: <ul style="list-style-type: none"> • Preparation of KDHE SRLF loan application • Preparation of Preliminary Engineering Report • Preparation of Design Memo to present concept plans and cost estimates for: <ul style="list-style-type: none"> ○ Modifications to administration building to accommodate break room, shower facilities, laboratory, and office space ○ Inspection of settling basin and recommendations for 	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
					<ul style="list-style-type: none"> ○ Determine repairs needed for clarifier (inspected by manufacturer representative) ● Determine repairs needed for clarifier (inspected by manufacturer representative) ● Concept plans for fencing ● Design plans and specs for electrical system improvements ● Bidding, construction admin., inspection services electrical system improvements 	
		Bidding		U	<p>December 13, 2018 – Bids were received.</p> <p>December 27, 2018 – Commission awarded the work to Kelly Electric, Inc. the lowest qualified bidder, per the recommendation of PEC and City staff, in the amount of \$1,217,557.</p>	

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	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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STATEMENT FOUR: Infrastructure						
Creative Pathway 1: Streets and Curbs						
	Increase funding/develop funding resources	Included funds in the budget for residential street work.			\$150,000 was included in the 2018 budget; and \$270,000 in the 2019 budget.	
	Prioritize locations – Update evaluation of existing street conditions on GIS	Determine locations		PW	Five locations were identified and completed in 2018. March 20, 2019 – Five locations for 2019 were presented to the City Commission.	
		Update street condition map.		ADM	April, 2019 – Transystems is in process of updating the street condition map.	
		Apply for KDOT grant funding for eligible location on Highway 160 and Highway 75.		ADM	March 28, 2019 – Commission approved applying for grant funds for two highway related projects.	
	Develop Preventative Maintenance Program – other sources of material, i.e. asphalt.	Staff is reviewing alternative asphaltting and sealing processes.		PW	Met with a contractor in April of 2019 regarding a pavement and sealing process.	
	Efficiency of workflow (technology)					

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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Creative Pathway 2: Sidewalks						
	Increase funding/develop funding resources	The 2017 Transition Plan indicated that \$50,000 per year would be dedicated to sidewalks and curb ramps.		PS	Contract was awarded for 2018 ADA project for \$487,200. Work to be completed in 2019. This project is for sidewalks/ramps.	
	Prioritize locations – Review complaint list and update GIS data.	Maintain complaint list, and update GIS.		PS	David Cowan has maintained the complaint lists. TranSystems has been asked to update the GIS layer.	
	Develop preventative maintenance program	Enforce code to ensure sidewalks are not driven over or obstructed.		PS	Ongoing	
	Efficiency of workflow (technology)			PS		
	Develop “needs-based” cost share program with residential property owners.	Study as part of the 2019 ADA transition plan.		PS	In process	
Creative Pathway 3: Storm Sewer						
	Increase funding/develop funding resources	Budget funds.		PW	\$5,000 was budgeted in 2018 and 2019.	
	Prioritize locations – review complaint list and update GIS	Address complaints.		PW	Complaints were addressed as they occurred, many dealt with storm sewers needing to be cleaned.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
	Develop preventative maintenance program	Clean as needed.		PW	Same as above.	
	Efficiency of workflow (tech)					
Creative Pathway 4: Water/Wastewater Lines						
	Increase funding/develop funding resources	Increase budgeted funds.		U	\$100,000 funds were included in the 2018; and \$300,000 in the 2019 budget.	
	Prioritize locations – review complaint list and update GIS data	Track leaks and evaluate GIS and asset management software.		U	Water/Sewer Supervisor is tracking leaks on a spreadsheet. Utility Director has met with GIS software providers.	
	Develop preventative maintenance program	Clean sewer lines and identify water and sewer lines for future replacement. Review contracting water tank maintenance.		U	Cleaned 99,864 feet of sewer pipe in 2018. Has received one proposal for the airport tower, working on receiving other proposals.	
	Efficiency of workflow (technology)					
	Implement smart water meters	Prepare RFP.	08/2019	U	RFP is 75% complete.	

GUIDING PRINCIPLES: Limit debt exposure; maintain infrastructure

MEASURES OF SUCCESS: Annual progress review of projects

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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STATEMENT FIVE: Community Pride

Creative Pathway 1: Code Enforcement/Nuisance Abatement/Aesthetics

	Ramp up enforcement	Dedicate staff every week day to address.		PS	Staff has been dedicated every week day to address enforcement.	
	Possibly dedicate a full-time staff member	Hire a full-time code enforcement officer.		PS	A code enforcement officer was hired in March of 2019. This position is part of the existing Fire/EMS budget.	

Creative Pathway 2: Pursue Community Improvements

	Improving our zoo	Finalize Zoo Plan		PZC	February 2019 – Staff met with architect; March – met with representatives of FORPAZ and Park Board. The Plan is approximately 33% complete.	
		Review accessibility concerns		PZC	Plan has been completed and was adopted in 2017 as part of the ADA transition plan.	

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
		Work towards accreditation		PZC	Working on building improvements, Vet Tech program	
	Construct downtown plaza	Determine location and funding source.		ADM		
	Enhance downtown (events and amenities) <ul style="list-style-type: none"> • Downtown movie nights • Trunk or treat • Pub Crawl • All Wheels Night • Trees 	Partner with other entities for events and amenities downtown. Maintenance of downtown trees.		ADM	City partnered with Main Street and Chamber on various events in 2018; i.e. street closing, barricades, security, etc. Trees were replaced as needed.	
Creative Pathway 3: Develop Community Strategic Plan						
	Leverage other groups (establish buy in) <ul style="list-style-type: none"> • Service Organizations • Chamber • Main Street • Churches • Neighborhoods 	Hire consultant and partner with groups to complete the plan.		ADM	A consultant hired; community committee appointed; groups were partnered, public forums held, community wide survey distributed; community based strategic plan adopted by the Commission on October 11, 2018.	

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

2018 CITY COMMISSION GOALS – WORK PLAN

Fourth Quarter 2018 Update

#	INTENTION STATEMENT	Action Steps	Target Date	Lead Staff	Notes / Status	Fiscal Impact
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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