

RESOLUTION NO. R-16-36

A RESOLUTION ADOPTING THE 2017 ANNUAL OPERATING BUDGET FOR THE CITY OF GLADSTONE, MISSOURI, AND AUTHORIZING THE EXPENDITURES OF FUNDS FOR MUNICIPAL SERVICES.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, AS FOLLOWS:

THAT, for the purpose of financing the conduct of affairs of the City of Gladstone, Missouri, during the fiscal year from July 1, 2016, and ending June 30, 2017 inclusive, the budget of the City's revenue and expenses for such period prepared and submitted to the Gladstone City Council by the City Manager is hereby approved and adopted as the Official Budget of the City of Gladstone, Missouri; and

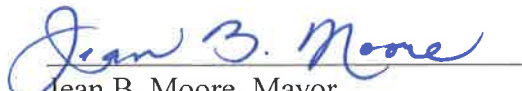
THAT, the amounts set forth in the various funds are hereby appropriated to such uses, and authority is hereby given to the City Manager of the City of Gladstone, to expend the amounts shown for the purposes indicated; and

THAT, Annual Expenditures as shown in the Annual Budget and in each of the listed budgeted funds are:

Fund	Expenditure/Expense
General Fund	\$17,744,012
Capital Improvement Sales Tax Fund	\$1,696,154
Transportation Sales Tax Fund	\$2,547,430
Equipment Replacement Fund	\$387,300
Combined Waterworks Sewerage System Fund	\$9,774,192
Public Safety Sales Tax Fund	\$875,617
Comm Center/Parks Tax Fund	\$4,060,182

THAT, the amounts for each fund, as shown in the Annual Budget, shall not be increased or decreased except by Council approval, but the various objects of expenses comprising the total appropriation for any fund may be increased or decreased at the discretion of the City Manager, providing the adjustments shall not increase the total amount appropriated for that fund.

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI THIS 13TH DAY OF JUNE, 2016.


Jean B. Moore, Mayor

ATTEST:


Ruth Bocchino, City Clerk

City of Gladstone

Public Hearing

Budget Draft



July 1, 2016 to June 30, 2017

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FISCAL YEAR 2016-2017 BUDGET

CITY MANAGER'S BUDGET MESSAGE

May 23, 2016

Jean B. Moore, Mayor
R. D. Mallams, Mayor Pro Tem
Carol Suter, Councilmember
J. Brian Hill, Councilman
Bill Garnos, Councilman

Submitted herewith is the Fiscal Year 2017 (FY17) budget and program of services for the City of Gladstone. The annual budget for FY17 as proposed represents the strategic, administrative and financial plan of the City of Gladstone. This budget is the product of a comprehensive team effort from every level of the municipal organization. Supervisors generated budget requests with input from their employees. Department Heads reviewed, refined, and modified requests from supervisors to address department responsibilities and to reach the goals set by the City Council. Departmental submissions were then reviewed and adjusted by the Budget Team, consisting of the City Manager, the former City Manager, Finance Director, Parks & Recreation Director, Human Resources Administrator, Management Analyst, Accountant, and Financial Analyst, in an effort to balance financial constraints and service delivery mandates. Capital, supplemental, technology, and building requests, as well as capital improvement and enterprise funds, were reviewed and adjusted by the Budget Team. This process has been thorough and maintains the efficient and effective delivery of City services, but does not end with adoption of the budget document. The FY17 budget presents a balanced program of services and cost control measures which will be monitored throughout the year to provide the quality programs and services important to the citizens of Gladstone.

The FY17 budget is intended to serve as a policy document, a financial plan, an operations guide and a communication device. The following overview of the FY17 budget illustrates the conservative approach utilized by the City Council and City Staff to develop a proposed budget plan which benefits the entire City of Gladstone and its residents.

INTRODUCTION

The Budget Team began with City Council goals as guiding policies for the budget development. The proposed 2017 all-funds budget seeks to address City Council goals as summarized below.

Continue implementation of all Master Plans

- Parks Master Plan—The City Council Goals require \$125,000 spread over 3 years to address plan priorities. The proposed CIST budget includes \$300,000 over five years. Additionally, the Rock Creek Trail project is under construction with an estimated cost of \$1million.
- Cultural Arts Plan—The 2017 budget proposes an expenditure of \$27,300 to engage an arts professional to help us implement parts of this plan.
- Facility Study—The City Council goal includes \$735,000 for City Hall Improvements. The 2017 budget includes \$30,000 to improve the booking area of Public Safety and \$100,000 for improvement to Public Works. The mechanism to fund City Hall improvements of \$600,000 is excess debt reserve. Funding is planned over two years with design occurring in 2017 and renovation planned in 2018.
- Major Street Projects—Planning will begin in FY17 for a possible 2018 bond issue subject to the results of Shaping Our Future as indicated by City Council.
- Water Distribution Study—The proposed CWSS budget includes \$600,000 in main replacements. Staff plans to steadily increase this program to approximately \$800,000 over 2-3 years depending on water consumption and rate fatigue.
- Sidewalk Master Plan—The Council goal requires \$125,000 over 3 years. In addition to funds traditionally budgeted for sidewalks, \$325,000 is planned over the next five years.

Continue Commitments to Downtown Gladstone

- A Heights retail recruitment strategy is being developed and will be presented to the City Council in May. Land acquisition is continuing and staff is working with developers and partners towards NIC Phase II. Funding in the amount of \$50,000 is proposed to repair and improve downtown sidewalks.

Explore Alternative Opportunities to Assure Fiscal Health

- The budget team considered the possibility of reducing the 20% fund balance policy. This action was not taken because the team was able to fund Council goals and budget goals. Additionally, more study needs to occur related to the impact of this policy on future bond ratings.
- Senate Bill 5 (SB5) was passed by the General Assembly in 2015. This bill significantly changes how Public Safety and Courts issue and process minor traffic offenses. All additional processing costs and traffic fine adjustments have been incorporated into the FY17 budget as the City adapts to the mandated changes.

Commit to Shaping Our Future

- The Shaping Our Future Initiating Committee has completed their work. The Coordinating Committee was formed and the kick off meeting is set for April 26th.

Investigate Housing Strategy

- The housing study is underway and will be presented to the City Council in late summer or early fall. The Community For All Ages plan has been adopted into the Comprehensive Plan by the Planning Commission.

Promote Gladstone as a Safe Place and Provide Quality Public Safety Services

- Consolidated Dispatch - Since the last update provided to the City Council on November 23, 2015, the Legal Committee formed for the Clay County Consolidated Dispatch Consortium (Gladstone City Attorney Chris Williams, Clay County Counselor Kevin Graham, and Liberty City Attorney George Kapke) met and drafted legislation to submit to the Missouri State Legislature that would allow Clay County to create an Emergency Services Board comprised of appointed members (sheriff, police chiefs, and fire chiefs) to provide oversight to a consolidated

dispatch/911 center. Clay County Presiding Commissioner Jerry Nolte has been discussing this issue with Missouri State Senator Ryan Silvey and is attempting to find an appropriate legislative vehicle to attach this as an amendment. House Bill 1904, a bill that proposes to authorize a wireless tax (surcharge) to support 911 systems, was passed in the Missouri House of Representatives a few weeks ago and the legislation was sent to the Missouri Senate. We may not know the status of this legislation until the close of this year's legislative session.

- Community Relations Status - Since the Police/Community/Business Relations Plan was submitted to the City Council at their Study Session on March 28, 2015, the department has made preparations to change the name of the Neighborhood Services Unit to "Community Policing Unit" and for the officers assigned to the unit to assume the title, "Crime Prevention Specialists." These changes are scheduled to take effect on July 1, 2016. PO Beth Clark and PO Kelly Kirk have met with Amy Harlin, President of the Gladstone Chamber of Commerce to establish a relationship with the Chamber moving forward.
- The Community Policing Unit has set a date for the first "Coffee With a Cop" event on Tuesday, May 10, 2016 at Dunkin Donuts (6050 N. Antioch Rd.). The department has also launched a "Facebook" page with a sizable following. We intend to implement other elements of the plan throughout the spring and summer of 2016.
- Primary Seat Belt Ordinance - The City Council heard information regarding an amendment to the ordinance requiring seat belt use by occupants in motor vehicles at their Study Session on February 22, 2016. The suggested revision proposed to change the Gladstone ordinance to a "Primary Seat Belt" law, which would enable officers to stop vehicles for observed violations of the seat belt ordinance and issue traffic summons for the offense. The proposed ordinance amendment was presented to the City Council at their March 14, 2016 regular City Council Meeting. The City Council unanimously passed the ordinance (#4.343) and police officers now have the authority to enforce the use of seat belts as a "primary" offense.

The Budget Team also established goals that complement City Council goals. These goals include:

- Address City Council Goals as discussed above.
- Use budget strategies that limit the use of one-time revenues. The General Fund budget includes \$150,000 of one time revenues from a variety of sources compared to \$230,000 in FY16. The CERF balance is projected to be \$1,022,000.
- Work to keep the pay study competitive and provide compensation to employees. A 1% range adjustment and a 2% merit pool are proposed. This equates to a 3% increase for a majority of employees.
- Begin the process of analyzing program costs. The 2017 budget includes the program divisions of Animal Control and Senior Programs. This will allow us to have informed conversations about these services.
- Begin the process of enhancing the leadership skills in first-line supervisors. Each department has programmed some funding for first line supervisors.
- Begin the process of stabilizing the CWSS fund. This will be discussed in detail in the CWSS section of this memo.
- An expanded employee benefit program is proposed in an effort to enhance employee health. In general terms, this program allows full time employees that meet participation requirements, to be reimbursed \$225 toward membership costs at the Community Center. This allows employees to attend the Community Center for approximately \$7 per month. Only 5% of full time employees participate in the current health program. We hope this will expand participation in the health program to 30% of full time employees.

GENERAL FUND

REVENUES

Revenue projections for FY17 are based on FY16 mid-year revenue projections, revenue trends, and the current local economy. Please reference Table 1 on the next page.

Total budgeted revenues are projected to be \$17,760,617. This projection represents a revenue decrease of \$298,682 from projected FY16 Mid-Year revenues. Total budget includes operating revenue, debt, and equity transfers. Details on major categories of revenue are provided in the following narrative.

Property tax revenue is projected to be \$3,362,666 representing an increase of \$51,643. FY17 is a non-assessment year and real estate valuations are projected to increase only marginally based on new construction.

General Fund Sales Tax Revenue is projected to show an increase of \$109,265, to \$3,836,892, over FY16 Mid-Year Budget. FY16 sales taxes are currently trending 0.62% or \$22,000 above FY16 projections. Gross Receipts Tax revenue is projected to be \$3,520,000 or \$84,971 below FY16 Expected. Gross Receipts revenues are based on historical trends, weather patterns, and anticipated rate adjustments. Electric receipts are projected at \$1,550,000 based on typical seasonal usage. Natural Gas gross receipts are projected to decrease \$49,669 based on recent years collections. Telecom and Wireless Gross receipts continue to decline for a projected net decrease of \$40,959 as customers drop their land lines and the wireless industry moves from phone services to data services.

License and Permit revenue is projected to be \$553,850 for an increase of \$9,071. Construction permits and licensing revenues are now comparable to pre-recession revenue levels and are reflected in this modest increase.

Intergovernmental Revenue for FY17 is expected to decrease by \$2,463. These revenues are projected to be \$1,270,037 or 7% of total revenues. Intergovernmental revenues are mainly composed of grants, gasoline taxes, vehicle registration taxes, motor vehicle sales taxes, and Special Road District revenues. Gas tax collections are budgeted \$9,955 below FY16 projections based on actual revenue trends and reduced consumer demand from new vehicles which are more fuel efficient. Motor vehicle and registration taxes remain at pre-recession levels and are expected to increase by \$11,526. No grant revenue is expected and will therefore decrease by \$8,000. Emergency services agreements will increase \$4,466 based on property valuation increases for the Oaks.

Charges for Services totaling \$3,174,499, or 18% of total revenues, are projected to decrease marginally or \$3,575 for FY17.

Fines and Forfeitures revenue accounts for 6% of total revenues and is estimated to be \$1,024,960 in FY17 or a decrease of \$65,913 compared to FY16 projections. Changes from Senate Bill 5 have limited fines and warrants for minor traffic violations.

Miscellaneous Revenue and Transfers are projected to be \$922,413 for FY17. This is a reduction of \$195,838 over FY16. This reduction is due to decreased transfers from the Capital Equipment Replacement Fund (CERF), \$267,700 but offset in part by increases to interest revenue, property rental, and anticipated loss control reimbursements.

Fund balance exceeds the 20% reserve requirement by \$10 with a positive net income of \$16,605. Please reference the Statement of Revenues, Expenditures, and Changes in Fund Balance on page 35.

Table 1

Revenue	2016 Expected	2017 Budget	Incr/(Decr) Over 2016 Expected
Property Tax	\$ 3,311,023	3,362,666	\$ 51,643
Sales/Use Tax	3,727,627	3,836,892	109,265
Gross Receipts Tax	3,604,971	3,520,000	(84,971)
Licenses & Permits	544,779	553,850	9,071
Intergovernmental	1,272,500	1,270,037	(2,463)
Charges for Service	3,178,074	3,174,499	(3,575)
Fines & Forfeitures	1,090,873	1,024,960	(65,913)
Misc. Revenue Trs	1,118,251	922,413	(195,838)
Equity Adj	211,201	95,300	(115,901)
Total Revenue	<u>\$ 18,059,299</u>	<u>\$ 17,760,617</u>	<u>\$ (298,682)</u>

EXPENDITURES

General Fund FY17 projected expenditures are \$17,744,012. This represents a \$282,791 decrease compared to FY16 expected expenditures. Table 2 provides a budget comparison of the FY16 Expected Budget and the FY17 Proposed Budget, by object classification and department.

A more detailed expenditure comparison by department is on [page 37](#). The relative proportions of expenditures both by object classification and by department are on [page 38](#). The following narrative provides an explanation of the changes in each category of expenditures found in Table 2.

FY17 continues the Compensation and Classification Plan established in FY15. Adjustments to benefit offerings plus budget strategies such as leasing large equipment occurred in FY15. The benefit changes continue to ease overall growth in personnel services expenses. The lease reduces necessary capital equipment funding for FY17. That said, additional capital and supplemental requests, operational increases, and a proposed average salary increase of 3% required funding. The following narrative provides additional expense budget details.

Personnel Services Personnel services total \$12,582,373 or 71% of the total budget. This reflects an overall decrease of \$674, virtually the same as FY16 Expected. Base salary costs in FY17 include recommendations for an average 2% merit pay increase (\$191,000) and funding of a 1% range adjustment (\$85,000). This increase is offset by staffing changes including reclassifying a full-time customer service clerk in Finance to part-time (\$20,000), replacing the Planning Specialist position in Community Development with a Community Development Director, eliminating an Animal Control Officer position in Public Safety (\$44,000), adding an HR Professional position in General Administration (\$58,000), and delay hiring of three positions. Changes to the benefit package that were made in FY16 are continued in this budget, including estimated health care benefit adjustments, Missouri Local Government Employees Retirement System (LAGERS) provision changes and rate reductions, savings in the calculation of overtime for all Departments. Additional details on personnel and benefits will be highlighted in the personnel section later in this memo.

Supplies and Services Supplies and Services have decreased by \$14,405 over FY16 Expected. Supplies have increased by \$19,340, while services decreased by \$33,745. The majority of the increases in supplies are mainly due to \$13,890 for Linden Square program activities, and \$8,000 for Public Safety uniforms. The projected decrease in services is primarily due to prisoner housing (\$33,310).

Debt Capital and Transfers Debt, Capital, and Transfers have decreased by \$267,712. This is primarily due to a transfer to the Capital Equipment Replacement Fund (CERF) in 2016 that is not repeated in the FY17 proposed budget, \$132,672. It is also due to lease/purchasing large equipment last year, \$205,360, with limited capital purchases proposed for the FY17 budget.

Table 2

Expenditures	2016 Expected	2017 Budget	Incr/(Decr) Over 2016
<u>Object Classification</u>			
Personnel Services	\$ 12,583,047	\$ 12,582,373	\$ (674)
Supplies	1,080,895	1,100,235	19,340
Services	3,614,084	3,580,339	(33,745)
Debt/Capital/Transfers	748,777	481,065	(267,712)
Total Expenditures	<u>\$ 18,026,803</u>	<u>\$ 17,744,012</u>	<u>\$ (282,791)</u>
<u>Department</u>			
General Administration	\$ 1,039,294	\$ 1,243,591	\$ 204,297
Finance	1,520,728	1,514,336	(6,392)
Public Safety	8,152,715	8,166,121	13,406
Public Works	2,170,392	2,259,896	89,504
Community Development	1,025,755	744,153	(281,602)
Parks & Recreation	2,425,040	2,682,068	257,028
Non-Departmental	1,497,119	1,066,867	(430,252)
Sub-total	17,831,043	17,677,032	(154,011)
Capital	195,760	66,980	(128,780)
Total Expenditures	<u>\$ 18,026,803</u>	<u>\$ 17,744,012</u>	<u>\$ (282,791)</u>

DEPARTMENT CAPITAL AND SUPPLEMENTAL REQUESTS

General Fund Budget supplemental requests by department are detailed on pages 79-81. Original department requests totaled \$525,399. As referenced earlier, in FY15, in order to lock historically low interest rates, the City entered into a lease purchase agreement totaling \$742,000 to fund heavy equipment and trucks recommended for replacement through FY17. This locked in historically low interest rates and addressed capital needs. Consequently, capital and supplemental purchases in FY17 are limited.

The proposed budget attempts to address the top budget priorities of Public Safety, Public Works, and Parks and Recreation. Capital and supplemental request in the amount of \$179,580 are recommended for funding for FY17. Details are provided in the following narrative for recommended capital and supplemental requests.

General Administration Requests totaled \$32,500. No requests were recommended for funding.

Finance Technology requests from all departments (\$44,410) made up all of the Finance requests. Funding totaling \$9,010 was recommended for a Google Fiber internet connection for Public Works (\$1,860), an additional desktop computer with software licenses for use by both Fire/EMS and Patrol at Station 2 (\$2,750), tablet computers for use by the City Council (\$2,500), and laptop computers for use by Support Services and Fire (\$1,900). The tablet computers will be the subject of a future City Council discussion.

Public Safety Requests totaled \$212,280. FY17 recommends funding \$79,980 for one patrol vehicle with emergency equipment amounting to \$33,000 and a Zoll X Series Manual Monitor/Defibrillator (\$33,980). The proposed budget also includes increases to training (\$5,000) to meet accreditation standards, and to uniforms (\$8,000) due to turnover of positions. Two additional patrol cars are also proposed in PSST.

Public Works Requests totaled \$85,800. \$18,500 was recommended for additional training for staff development (\$3,500) and for additional streetlights to meet requests from the public (\$15,000).

Community Development No requests were submitted.

Parks and Recreation Requests totaled \$117,944, and \$49,625 was recommended for funding. This funding will include the town center arts incubator initiative (\$27,300), replacement plywood for the Linden Square Ice Rink base (\$10,000), increases to the mowing contract for newly purchased properties (\$4,725), additional funding for fireworks for the July 4 celebration (\$4,000), and publication of a Linden Square and City of Gladstone Event Guide (\$3,600).

Non-Departmental Non-Departmental requests totaled \$32,465. Requests were funded for a security camera maintenance agreement (\$5,397), EMV-enabled (chip) credit card readers (\$7,068), and chair replacements for City Hall as recommended by a recent ergonomics review (\$10,000).

PERSONNEL CHANGES

In the proposed FY17 Budget, personnel related expenditures of \$12,582,373 comprise 71% of the General Fund. Personnel services continue to represent the largest expenditure in the General Fund. Personnel services show a slight decrease of \$674 over FY16 Expected.

Base salary costs in FY17 include recommendations to address the challenges of meeting the budget goals and include an average 2% merit pay increase (\$191,000 estimate) and funding of the 1% range adjustment to maintain the competitive salary structure established within our recent Classification and Compensation Study (\$85,000 estimate). These increases are somewhat offset by savings in the calculation of overtime (projected \$50,000) and various staffing modifications. The staffing modification savings include the elimination of two full-time positions and the delay in hiring three regular full-time positions.

Staffing The FY 17 Budget proposal incorporates the elimination of one regular full-time position in Finance – Customer Service Specialist - and replacing it with a part-time position (projected \$20,000 savings), eliminating an Animal Control Officer in Public Safety (projected \$44,000 savings), replacing the Planning Specialist position with a Community Development Director position, the addition of a regular full-time position – HR Coordinator - in General Administration, and the delay in hiring of three full-time positions (\$29,000).

Specifically, the proposed budget reflects the delay in filling the IT Analyst and Community Development Director for 3 months and 1 month respectively. These open positions occurred due to promotion and with retirement attrition. The Community Development Director replaces the Planning

Specialist position in the Community Development Department. Staff is recommending the addition of an HR Professional position which would also be delayed in hiring by one month.

Classification & Compensation Plan The proposed budget continues to support the Compensation & Classification structure that was initially implemented in February 2015. It anticipates a continuation of the merit “pay for performance plan,” based on an average 2% merit pool (\$191,000) with a 1% range adjustment to all positions (\$85,000).

The opportunity for a merit increase and range adjustment increase recognizes that employees may be absorbing some increases in health care costs while providing the potential for a slight increase in their overall compensation. Additionally, the City of Gladstone is competing with neighboring municipalities to fill open positions, due to limited potential incumbents. Further, the 1 percent range adjustment would continue to support the recruitment and retention in the Public Safety and Public Works departments by recognizing the minimum salary structures in the competitive marketplace.

Pay raises for U.S. employees are expected to hold steady in 2016 according to a survey by Towers Watson, a global professional services company. The survey found that employers are generally projecting average salary increases of 3.0 percent in 2016. This is the same increase these employees received in 2015 and 2014. SHRM Online and the WorldatWork Salary Budget Survey reported that US employees can expect an average base salary increase of 3.1 percent in 2016, up slightly, from the prior year’s raises of 3.0 percent.

Regionally, Higbee and Associates (the consultant we utilized last year to implement our market-based total compensation system) reported minor range adjustments in the 0.5-1 range with merit adjustment budgets in the 3% range.

Benefits While health plan costs are expected to moderately increase, pharmacy spending/costs are expected to spike. Experts report that over the past two years, the pharmacy industry has seen unprecedented increases in the prices of generic and specialty drugs, resulting in cost increases for both employees/consumers and health plans. U.S. pharmacy cost increases for active employees and retirees are expected to drift into the low double-digits by 2016, according to an analysis by Aon Hewitt. Pharmacy cost increases without plan design changes are projected to be 9.5% in 2015 and will continue to rise to 10% in 2016. Aon Hewitt predicts a similar rate of increase in 2017, with pharmacy costs rising by 10.5%. Although Kaiser Family Foundation analysis forecasts a modest increase in coming years, averaging about 5% annually, their analysis below depicts an 11.4 percent increase in the prescription drug spending for 2014.

Midwest Public Risk (MPR), the public entity risk pool, has also reported an increase in pharmacy spending over the last two years. Managing these health care costs while providing affordable health coverage is critical. The proposed budget does not include any changes to co-payments and deductibles other than the generic pharmacy change from a \$7 copay to 20 percent coinsurance with a \$40 maximum for Plan B (750 Open Access Plan) and a consolidation of pharmacy management for all health plans to one vendor. We anticipate employees will be issued a medical plan and a pharmacy plan insurance card. With these changes, the City of Gladstone continues to provide comprehensive and affordable benefits to its employees, while recognizing market place practices.

Within the proposed budget, employees may elect among several combinations of medical, dental and vision coverage or they may enroll in the dental and/or vision coverage while waiving the medical coverage. The proposed budget does not include an increase to the dental and vision plans, nor are we forecasting an increase in the overall premium. Therefore, the employee contribution amounts for the dental and vision insurance from FY 16 to FY 17 would remain unchanged.

Dental – Delta Dental of Missouri

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$4.25/mo.	\$4.25/mo.
Family	\$10/mo.	\$10/mo.

Vision – Vision Service Plan

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$1.50/mo.	\$1.50/mo.
Employee + 1	\$3.50/mo.	\$3.50/mo.
Family	\$4.50/mo.	\$4.50/mo.

In regard to group health insurance coverage, the City offers employees the option to participate in either one of the two open access plans – Plan B: the Preferred Provider Organization (PPO) plan/750 Open Access plan or the High Deductible Health Care Plan (HDHP) – and either of the two Health Maintenance Organization (HMO) plans through Midwest Public Risk (MPR). These diverse plan options continue to offer choice and encourage health care consumerism, a commitment to fiscal responsibility/stewardship and the evaluation of alternate dependent coverage.

Nationally, HDHPs continue to grow in popularity, and a growing number of organizations are offering these as the only option. The HDHP offers low up-front premiums and higher shared costs for care. Employers are typically offering a high deductible plan paired with either a tax-free health savings or health reimbursement account. In line with current market practices, the City offers a High Deductible Health Care (HDHP) plan with a large deductible of \$1,500 for single or \$3,000 for family coverages. The HDHP permits participants to utilize a portable Health Savings Account to purchase routine medical and pharmacy services. Staff recommends continuing to fund contributions to participant accounts to encourage employee participation and health care consumerism. During the 2015/2016 Open Enrollment, 47 percent of eligible employees chose the HDHP coverage option. This is an increase from 42 percent during the 2014/2015 Open Enrollment period.

FY17 reflects a forecasted 6 percent premium increase to the Enhanced HMO plan, 5 percent increase to the Standard/Base HMO plan, a 7 percent premium increase to the PPO Plan B and 2.0 percent increase to the HDHP. This represents an overall average increase of 5 percent. However, the standard pool increases for MPR groups are estimated at an overall increase of 5.2 percent. The proposed rates include fees and benefits mandated by the Patient Protection and Affordable Care Act (ACA) and anticipate the City of Gladstone qualifying for a one percent discount for FY17 due to our loss ratio. The MPR Board of Directors has approved a tiered pricing structure based on a three-year rolling average claims utilization. The tiers and related increases or decreases from the standard pool rate are as follows:

- 1% discount for groups with a three-year average utilization of less than 80%
- Standard pool increase for groups with three-year average utilization of 80% to 109%

- 1% additional increase for increase for groups with three-year average utilization of 110% to 124%
- 2% additional increase for groups with three-year average utilization of 125% to 149%
- Up to an additional 5% increase for groups with utilization of 150% or greater

The said claims utilization figures do not include the administrative costs of 12-14 percent. The estimated health care increases appear to be in line with the marketplace. According to analysis by AON Hewitt, from 2005 to 2015, the average amount that U.S. employees contribute to healthcare cost is up more than 134 percent. The strategy of shifting costs onto workers has escalated as many employers raise co-payments, deductibles and continue to emphasize consumer-directed health plans. In 2016, Mercer research reports that actual health care spending is projected to rise by 4.2 percent, while total costs, without changes like higher deductibles, would grow by an average of 6.4 percent. The 2.2 percent point gap underlines how employers are changing health benefits to limit spending.

The following table reflects estimated or proposed changes in employee contribution amounts for each health care plan (under the wellness component):

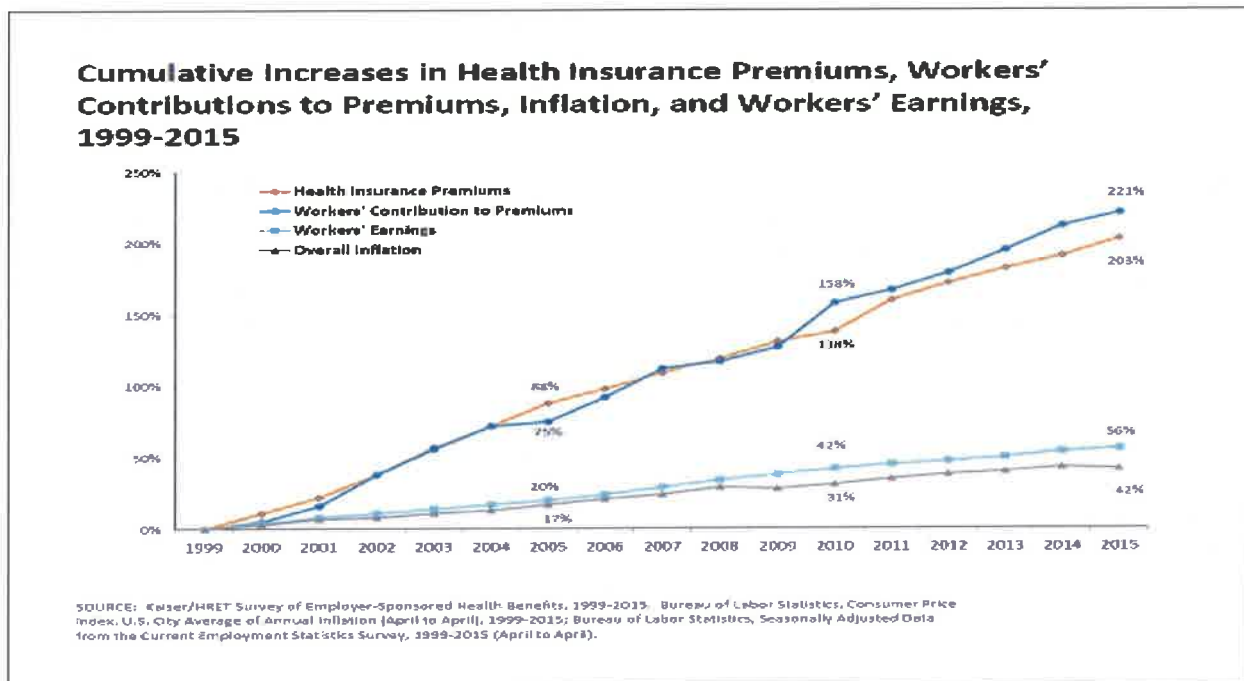
	“Enhanced” HMO		“Standard” HMO	
Coverage Level	Current Contribution (Wellness)	Proposed Contribution (Wellness)	Current Contribution (Wellness)	Proposed Contribution (Wellness)
Employee only	\$55.16/mo.	\$66.62/mo.	\$0/mo.	\$0/mo.
Employee + 1	\$401.84/mo.	\$442.46/mo.	\$272.68/mo.	\$286.32/mo.
Family	\$447.06/mo.	\$492.26/mo.	\$305.20/mo.	\$320.46/mo.

	HDHP		Plan B	
Coverage Level	Current Contribution (Wellness)	Proposed Contribution (Wellness)	Current Contribution (Wellness)	Proposed Contribution (Wellness)
Employee only	\$0/mo.	\$0/mo.	\$61.06/mo.	\$75.82/mo.
Employee + 1	\$0/mo.	\$0/mo.	\$378.82/mo.	\$424.68/mo.
Family	\$16.40/mo.	\$0/mo.	\$498.24/mo.	\$554.76/mo.

These rates maintain the prior year’s employee/employer contribution strategy and result in an estimated increase of \$50,300 over FY 16 Expected. Staff recommends that, under the wellness discount, the City continue to provide employee only coverage at no cost through the HMO Standard plan, with the flat dollar cost of the employer contribution for the Standard HMO plan being applied to the other plan options. Employees then pay the difference in the premium differential for the HMO Enhanced Plan, Plan B and the HDHP.

The proposed budget includes a 78 percent employer contribution strategy for the dependent coverages of the HMO Standard Plan. Employees pay the premium differential for the HMO Enhanced, Plan B and HDHP for dependent coverage (i.e., Employee Plus Spouse, Employee Plus Children or Employee Plus Family coverage levels). For employees who choose the HDHP option, staff recommends an employer contribution into the Health Savings Account for all four coverage levels. To maintain an equal dollar value contribution to all plans by coverage levels, staff recommends an employer contribution of \$145.39 per month for the Employee Only Coverage and \$74.68 per month for the Employee Plus Spouse or Employee Plus Child(ren) coverage level, and \$21.22 per month for the Employee Plus Family coverage level.

As depicted by the 2015 Kaiser Family Foundation analysis, health insurance premiums continue to cumulatively increase at a higher rate than workers' earnings, as noted below:



The proposed contribution strategy gives participants greater financial stake in their health and health care purchasing decisions. Although an increase is noted in the employee contribution amount for some of the health coverage plan options, the budget does propose alternative plan design options. The proposed increases maintain affordable health care options for our employees, yet allow the City to more effectively manage rising health care costs. Additionally, the City continues to work to reduce health plan costs through wellness initiatives, health risk assessments, health status improvement and disease management programs.

Additionally, under the ACA, the employer responsibility mandate requires the City to provide affordable health coverage to applicable employees; otherwise, the City must pay a penalty. The ACA presents two potential penalties – 1) a penalty upon employers that choose not to offer healthcare coverage to substantially all eligible employees and 2) a penalty upon employers that offer coverage but the coverage offered is not deemed affordable under the law. Both penalties are triggered when a full-time employee obtains health insurance through the Public Exchange Marketplace and receives a premium tax credit. Therefore, it is important for the City to consider the ACA definition of affordable health insurance while considering the employee/employer health care contribution strategy. The proposed employee only

contribution of the Standard HMO plan option meets the ACA affordability requirements. It falls well below the federal poverty line safe harbor under Section 4980H of the ACA.

The FY17 proposed budget recommends maintaining the current provisions of the Missouri Local Government Employees Retirement System (LAGERS) program. Under the LAGERS retirement system, a defined benefit method is used for determining benefits. Monthly Life Benefits are calculated based on the Allowance Factor, Final Average Salary, and the Years of Credited Service. All regular full-time employees continue to contribute 4% of their gross salary to the retirement system. The proposed budget anticipates an increase in the General and Law Enforcement rates and a decrease in the Fire rate. The decreased rate cost estimates and the increase rate estimates tend to offset one another; resulting in a generally flat cost in comparison to FY16.

The FY17 budget reflects no substantial increases in Life, Accidental Death or Dismemberment, or Long-Term Disability insurances. However, projected premiums were not available for review and consideration in conjunction with the City's annual budget process. Overall, the proposed benefits represent a notable commitment by the City to employees, while supporting the City's market-based total compensation system.

Insurance The City of Gladstone, as a founding principal, is a member of the public entity risk pool, Midwest Public Risk (MPR), for Employee Benefits, Workers' Compensation, and Property and Liability programs. Projected premiums for FY17 were not available for evaluation in conjunction with the City's annual budget process. However, the FY 17 recommended Budget includes an estimated 6 percent increase to the casualty/liability coverage and a 5% increase in the workers compensation coverage. This is an estimated \$56,000 increase over FY 16 Expected.

COMBINED WATERWORKS AND SEWERAGE SYSTEM FUND

The proposed budget for FY17 will provide for all operating costs and debt service requirements. Total revenues are estimated at \$9,774,994 and total expenses are estimated at \$9,774,192 resulting in a net income of \$802. The Combined Waterworks and Sewerage System Fund - Estimated Statement of Revenues and Expenses, on page 63, itemizes the estimated revenues and expenses for the fund.

REVENUE

Operating revenues for water and sewerage sales is \$9,648,246 for fiscal year FY17, an increase of \$328,080 over FY16 Expected operating revenues. Operating revenues do not include interest revenue (\$21,000), and a reserve and equity transfer (\$105,748). This projection is based on an analysis of current production, usage trends, a water rate increase of 30 cents per 1000 gallons and \$2.50 water service charge increase.

The CWSS operating revenues are based on the estimated sale of 636.4 million gallons of water. A two-year average of FY15 and projected FY16 has been used to project water usage. While the 5 year average, FY11 thru FY15, was 684 million gallons, the most recent two years are continuing much lower water usage and this trend has been factored into FY17 operating revenues.

The water rate charge for production and distribution of potable water is currently \$3.87 per 1,000 gallons. The water service charge is \$5.77 per monthly billing. A water rate increase of 30 cents per 1000 gallons is recommended for FY17 combined with an increase in the water service charge of \$2.50 per billing. The rate increase will generate \$174,000 based on projected water usage and the service charge will generate an additional \$289,000 for a total of \$463,000. These increases are recommended to begin to incrementally fund the water main maintenance and replacement outlined in the recent Water

Distribution System Master Plan presented to Council in September of 2015. Based on Council input during the budget work session, an additional \$1 was added to the proposed \$1.50 monthly service charge increase. This change was made to increase the funding for water main replacement program. An additional year of similar increases should fund the balance of the water main replacement portion of the Master Plan. This assumes that water usage has stabilized and does not continue additional significant reductions.

While water usage continues to decline, it is important to note that cost savings from reduced production continues to outpace operational and fixed cost increases. Although salaries and debt expense are classified as readiness to serve, or fixed costs that do not fluctuate with production, they remain a major component of costs and are designed to be funded through a service charge. Consistent with Council and Budget Team goals, the proposed increase in the water service charge is set to begin stabilization of revenues in the CWSS Fund. It is important to note that Gladstone currently has the lowest service charge of the nine area metro municipalities surveyed. Factoring in the proposed service charge increase of \$2.50, Gladstone would be the third lowest in the metro area.

As you are aware, the City's sewer treatment services are provided by Kansas City, Missouri and subject to their rate structure. Collection and treatment of sewerage is currently \$7.59 per 1,000 gallons and the sewer service charge is \$12.40 per monthly bill. As you also know, Kansas City was mandated by the Environmental Protection Agency (EPA) to implement sewer improvement projects totaling \$2.6 billion. In response to the proposed 15% annual sewer rate increases by Kansas City to fund EPA mandates, the City hired professional consultants to work with City Staff and Kansas City Staff to understand the proposed annual sewer rate increases and help determine our fair share of costs for the required improvement projects. As a direct result of the cost of services study by Kansas City, it was determined that Gladstone was not required to raise sewer rates in FY13. However, in subsequent years, sewer rates continued to increase. The FY17 rate will be increasing from \$7.59 to \$7.84 or 25 cents per 1,000 gallons in response to KCMO Ordinance No. 160165. The sewer service charge will increase from \$12.40 per month to \$12.50 or 10 cents per monthly billing. The new sewer rate and fee changes are effective in May 2016.

The Proposed Water and Sewer Rates of Metropolitan Cities chart, on [page 64](#), compares Gladstone's water and sewer rates to those rates charged in comparable area communities for a monthly bill. A Gladstone monthly average water bill is currently \$25.12 compared to an average water bill of \$35.93 for the metro area. If the recommended water service charge and rate increase are implemented, an average monthly water bill for Gladstone will be \$29.12 compared to an average metro water bill of \$36.33. This is \$7.21 below the average water bill for the listed cities after recommended adjustments. After factoring in the sewer portion, Gladstone total water and sewer bill is slightly above average by \$2.18.

EXPENSES

The Estimated Statement of Revenues and Expenses on [page 63](#) indicates total operational expenses of \$8,086,718 in FY17 or a minimal increase of \$10,471 over FY16.

The proposed FY17 operating expenses increased by .13%. Personnel services increased by \$6,672 or .5%. Additional details for personnel are provided below. Operational supplies and maintenance decreased by \$9,615 while service operations and maintenance show an overall increase of \$29,790 mainly due to proposed lime tower and roof repairs. Non-departmental decreased slightly or .3%.

Non-operating expenses include FY17 debt payments (\$1,056,774) and transfers (\$15,700). Debt payments primarily are \$662,525 for the 2010 Bond Series, \$25,500 for the 2011 COPS, \$267,198 for the 2013 COPS, \$34,617 for the 2016 First Bank Lease, and \$65,029 for the 2015 COPS. The transfer is to the water plant reserves (\$15,700). Capital outlay will total \$600,000 for water line replacement projects

in FY17 and \$15,000 for Lime-Sludge Disposal Study. Additional details are provided in the Supplemental Request section in this memo.

PERSONNEL AND BENEFIT CHANGES

The FY17 proposed budget reflects a .5% or \$6,672 net increase in personnel services compared to F16 Expected. The increase includes continued support for the Compensation and Classification Plan with a 1% range adjustment, as well as a 2% average merit pay increase which is consistent with the General Fund FY17 Budget. Benefit adjustments are also consistent with the General Fund FY17 Budget.

SUPPLEMENTAL REQUESTS

FY17 Supplemental Requests for CWSS amounting to \$150,999 are listed on page 84. A total of \$62,262 was recommended for funding. These include a lime sludge disposal study (\$15,000), staff development (\$2,500), tuck point the lime tower and repair leaking roof (\$40,000), and security camera maintenance (\$4,762).

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is an important policy document considered by the City Council. Capital project construction is critical to maintaining the quality of life and economic vitality of any community. The City of Gladstone's 2017-2021 CIP was developed to plan effectively for future needs given current resources and City Council Goals.

The CIP document provides the City Council, the Capital Improvement Program Committee, the staff and the public with a framework for planning and scheduling capital projects. The plan presents a clear picture of projects scheduled for the current year. The process of updating the plan annually also provides an opportunity to revise the document based on changing community needs and priorities, economic conditions, revised cost estimates, or alternative funding sources.

The capital funds are comprised primarily of debt service. As in the past several years, minimal discretionary funding is available which impacts the ability to address every concern. The following paragraphs highlight proposed expenditures. A detailed listing of the plan is on pages 57-58.

Capital Improvement Sales Tax Fund As in previous years, this fund carries a significant amount of debt. This debt has proven to be financially prudent given historically low interest rates. This fund has accomplished stormwater, facility, and roadway projects at a pace that could not be possible on a pay-as-you-go basis. Highlights include:

- A modest sales tax increase of 3% as a result of economic development activities in Downtown and both primary corridors.
- A City Council goal is to support and implement the stormwater master plan update, the facilities master plan, and parks and recreation master plan. This plan includes funding for modifications to the NE 64th Street Detention Basin which is the top priority in the stormwater master plan (\$25,000), facility improvements in Public Safety booking (\$30,000) and Public Works (\$100,000), and drainage improvements at Happy Rock Park (\$75,000).
- The plan includes a budget transfer of \$400,000 from the General Fund and \$50,000 from CWSS spread over two years to fund additional improvements at City Hall. A similar approach will be proposed in FY18 to create funds necessary to address City Hall concerns.
- Finally, the plan implements Phase I of Hobby Hill Park.

Transportation Sales Tax Fund This fund is characterized as containing the annual street program, construction of Pleasant Valley Road, implementation of the sidewalk master plan, and construction of the Rock Creek Greenway Trail. Highlights include:

- As in the CIST Fund, a one-time modest sales tax increase of 3% is being projected.
- The annual street program represents budgeted expenditures of \$700,000 in FY17.
- The design of Pleasant Valley Road is nearing completion and construction is anticipated to begin in FY17. Over the course of the next 4 years, approximately \$2 million is budgeted for construction.
- The plan supports the implementation of the sidewalk master plan and includes the construction of sidewalks on N. Campbell from NE 70th Terrace to NE 72nd Street with the support of the Road District (\$225,000) and sidewalk improvements in the Downtown (\$50,000).
- The plan includes \$10,000 to update design plans for improvements to Old Pike Road. The City received \$900,000 in federal funds to construct this project. Staff is working on a strategy to fund construction (\$2,000,000).
- The plan fully funds the Rock Creek Greenway Trail and the trail crossing under NE 64th Street (\$75,000).
- Projects identified in future years include construction of the next phase of Shoal Creek Trail with Kansas City from N. Antioch Road to N. Brighton (\$250,000), and the design and acquisition of right-of-way for improvements to NE 76th Street (\$30,000).

The 2017-2021 Capital Improvement Program and 2017 Capital Improvement Budget representing the Capital Improvement Sales Tax fund and the Transportation Sales Tax Fund address major community needs and goals without altering the current property tax structure or existing fiscal policies of the City. The document was programmed in order to maximize the capital improvement projects that could be constructed with the funds available. Overall the health of the capital funds is positive. As in past years, staff recommends approval of the FY17 budgets and conceptual approval of the FY18 to FY21 planning concepts.

COMMUNITY CENTER AND CITY PARKS FUND

The proposed Community Center and City Parks Fund (CCPT) FY17 Budget will provide for all operating costs and debt service requirements. Total revenues are estimated at \$4,060,182. Total expenditures are estimated at \$4,060,182. Fund balance is projected to be \$1,285,773 at the end of FY17. Revenue and expenditure projections are in line with estimates used to determine the feasibility of funding the operations of the Community Center as well as paying debt service on the 2006 COPS issuance.

The Community Center and Park Fund - Estimated FY17 Revenues and Expenditures, on page 48, itemizes the estimated revenues and expenditures for the fund. Details are provided in the following narrative.

REVENUE

The proposed revenues for the CCPT Fund are \$4,060,182. Revenue projections are based on past feasibility studies and staff analysis of current operational data. Total Operating revenues are projected at \$2,588,180. This is an increase of \$871 over FY16 Expected projections. Operating revenues for the Community Center/Natatorium are projected to be \$2,382,305, a decrease of \$1,629. The Municipal Pool has operating revenues estimated at \$205,875, which is a projected increase of \$2,500. Non-operating revenues total \$1,472,002 and include the NKCSO capital user fee (\$525,000), interest earnings and other miscellaneous revenue (\$8,000), an annual infrastructure transfer for Community Center from TST Fund

(\$100,000) and annual debt transfer from the CIST Fund (\$643,000), as well as an equity transfer of \$196,002.

EXPENDITURES

Total proposed FY17 expenditures for the CCPT Fund amount to \$4,060,182. This is an increase of \$504,595 over FY16 Budget. Total operating expenditures amount to \$1,978,846. Operating expenditures for the Community Center, Natatorium, and Municipal Pool are projected to be \$857,770, \$845,557, and \$163,085 respectively. Non-Departmental expenditures are projected to be \$112,434 or \$9,956 more than FY17. Insurance and miscellaneous costs that are difficult to specifically assign to operating centers are accounted for in Non-Departmental. Non-operating transfers and bond requirements total \$540,820 and \$1,504,816 respectively in FY17.

Operating net income or operating revenues less operating expenditures and non-departmental expense is projected to be \$609,334. Final net income after debt service and equity transfer is projected to be \$0 with an ending fund balance of \$1,285,773.

PERSONNEL AND BENEFITS

The FY17 proposed budget reflects total personnel costs of \$1,017,686: \$457,817 for the Community Center, \$453,405 for the Natatorium, and \$106,464 for the Municipal Pool. This Budget includes continued support of the Compensation and Classification Plan that includes a 1% range adjustment, as well as a 2% average merit pay increase which is consistent with the General Fund FY17 Budget. Benefit adjustments are also consistent with the General Fund FY17 Budget.

SUPPLEMENTAL REQUESTS

FY17 Supplemental Requests for CCPT are listed on page 82. Total requests amounted to \$126,159, and \$40,000 was recommended for funding. In the Community Center Division and Natatorium Division \$35,700 was funded. This includes one-half of the cost of retro commissioning of the HVAC units or \$17,850 in each division. In the Non-departmental Division supplemental requests for \$4,300 were recommended for security camera maintenance (\$2,540) and EMV-enabled credit card terminals (\$1,760).

PUBLIC SAFETY SALES TAX FUND

The proposed Public Safety Sales Tax Fund (PSST) FY17 Budget will provide for all operating costs and debt service requirements promised to the voters in 2010. Total revenues are estimated at \$837,930. Total expenditures are estimated at \$875,617. Fund balance is projected to be \$50,076 at the end of FY17. The specific purpose of the PSST Fund was to fund six new law enforcement officers and related equipment expenses, fund two squad cars, and to pay the debt service on the new radio system project. This budget funds these requirements. See [page 50](#) for the Estimated Statement of Revenues and Expenditures for the PSST fund.

REVENUE

The proposed revenues for the PSST Fund amount to \$837,930. Revenue projections for sales tax (\$837,430) are based on expected sales tax collections consistent with all other funds. Miscellaneous revenues are projected to be \$500 for interest earnings.

EXPENDITURES

Total proposed FY17 expenditures for the PSST Fund are \$875,617. Operating expenditures and capital purchases are projected to be \$634,420. Non-Departmental expenditures are projected to be \$241,197. Insurance (\$10,324) and miscellaneous costs (\$35,290) that are difficult to specifically assign to operating centers are accounted for in Non-Departmental along with debt (\$195,583) for the radio system. Capital and Supplemental requests totaled \$121,878 and of that amount \$104,838 was funded. All capital and supplement requests are detailed below.

PERSONNEL AND BENEFITS

The FY17 proposed budget reflects total personnel costs of \$408,698. This includes funding for an average 3% increase consistent with the General Fund FY17 Budget.

SUPPLEMENTAL REQUESTS

FY17 Supplemental Requests for PSST are listed on [page 83](#). Total requests amounted to \$121,878 and of this amount \$104,838 was recommended for funding. This includes two patrol vehicles with emergency equipment (\$66,000), battery replacements for handheld radio equipment (\$2,000), 36 GLOCK pistols (\$5,580, net of trade-ins), an increase to the training budget (\$12,000), a software maintenance plan for the City-wide camera system (\$11,057), the PSST share of the maintenance agreement for the security camera hardware (\$7,301), and a software maintenance agreement for the SHIELD Use of Force program (\$900).

Fund Balance at the end of FY17 is projected to be \$50,076.

SPECIAL PARKS AND PLAYGROUND FUND

The "Ordinance Providing for Open Spaces" was enacted by the City Council on October 11, 1965, and amended on January 26, 1970 for the purpose of providing additional parkland, or funds to purchase, develop, and maintain city parks and playgrounds. The sub-divider may dedicate a portion of the land for parks or pay a fee on a lot or acreage basis.

REVENUE

Revenue in the amount of \$765 is projected for FY17.

EXPENDITURES

No expenditures are requested for this budget.

The fund balance is projected to be \$4,060.

CAPITAL EQUIPMENT REPLACEMENT FUND

The Capital Equipment Replacement Fund (CERF) was established in 2001. This fund provides funds for capital purchases and projects.

REVENUE

The Equipment Replacement Fund is projecting total revenue of \$403,300; \$10,000 from interest earnings, and transfers totaling \$393,300.

EXPENDITURES

Expenditures proposed for FY17 total \$387,300. This amount covers projected land loan pay down (\$300,000), and COPS 2011 Debt Service (\$27,000). Capital equipment for General Fund will be funded by a transfer from CERF (\$60,300).

The estimated ending fund balance for FY17 will be \$1,022,723.

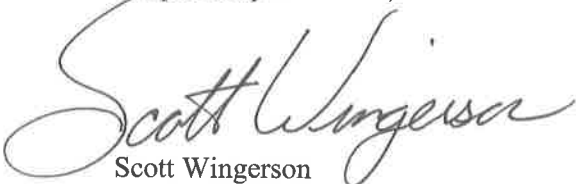
CONCLUSION

In summary, the FY17 Budget continues the emphasis on achievement of Council and Budget Team goals, sustainable budget practices, and continued employee support and funding for the Compensation & Classification Plan.

The FY17 Budget is fiscally responsible and continues to support the provision of outstanding citizen services, programs, and staffing levels necessary to provide enhanced Citizen services. This Budget represents a stable organization that continues to plan for the future, and an organization that believes in providing excellent basic services.

The contents of the fiscal year 2017 Budget are inclusive of various staff committee recommendations, department priorities, and review by the Budget Team comprised of Former City Manager Kirk Davis, Finance Director Debra Daily, Parks and Recreation Director Justin Merkey, Financial Analyst Beth Saluzzi, Accountant Dominic Accurso, Human Resource Administrator Charlene Leslie, Management Analyst Austin Greer, and myself. Thank you for your support and consideration of the proposed fiscal year 2017 Budget.

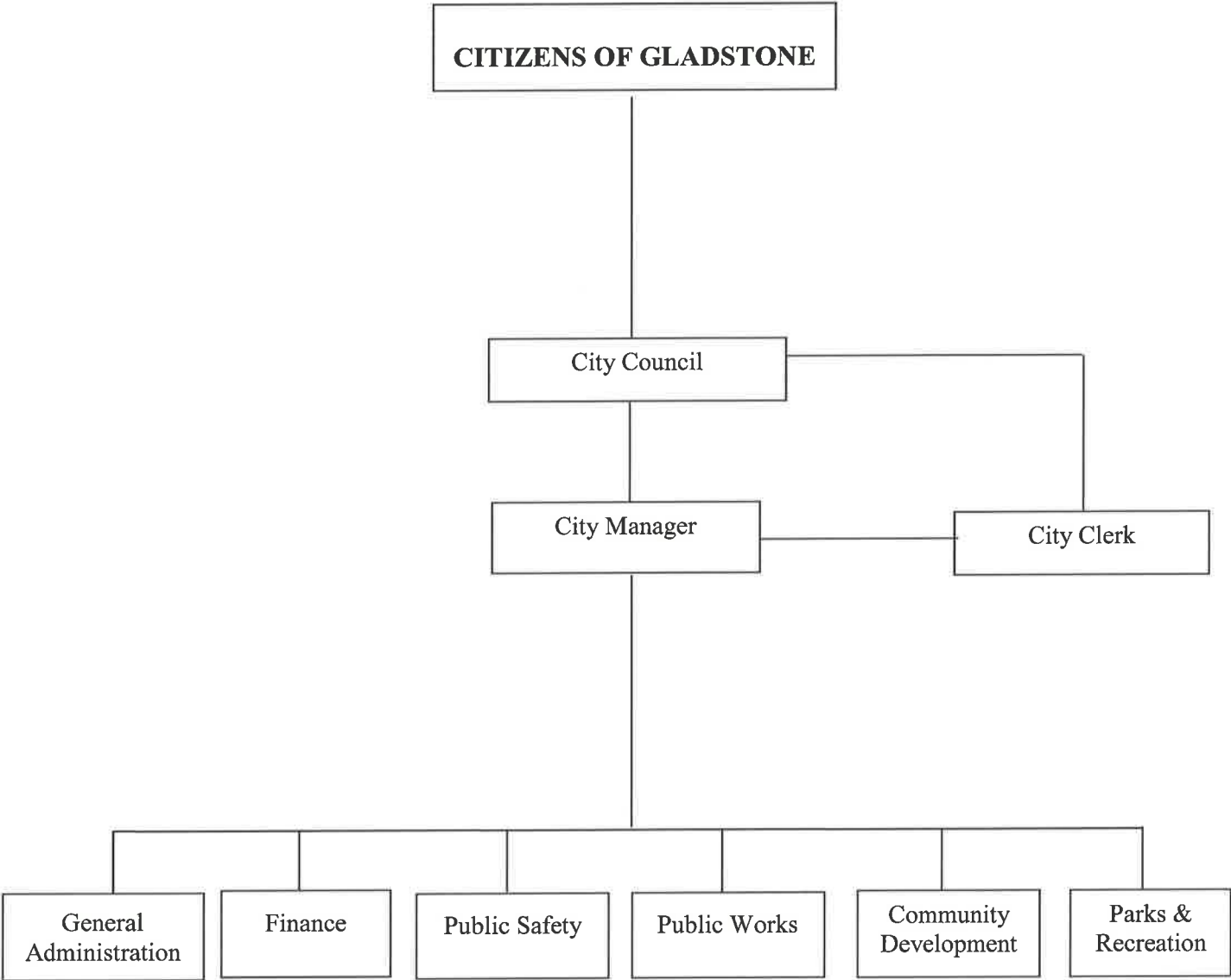
Respectfully submitted,

A handwritten signature in cursive script, reading "Scott Wingerson".

Scott Wingerson
City Manager



CITY OF GLADSTONE ORGANIZATION CHART





CITY OF GLADSTONE COUNCIL GOALS

RESOLUTION R-15-76

A RESOLUTION ADOPTING A MISSION STATEMENT AND GOALS FOR THE CITY OF GLADSTONE, MISSOURI FOR 2015-2016

WHEREAS, the Council of the City of Gladstone believes that developing and implementing goals is a critical component in successfully managing the municipal resources entrusted to them; and

WHEREAS, the Council of the City of Gladstone recognizes that clearly articulated goals provide a valuable communication tool between a City government and its constituents; and

WHEREAS, the Council of the City of Gladstone is committed to implementing policies and allocating resources to promote these goals; and

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, AS FOLLOWS:

THAT, the following Mission Statement and Goals are adopted for the City of Gladstone, Missouri:

MISSION STATEMENT

"The City Council, Boards, Commissions, and city staff are dedicated to enhancing Gladstone's quality of life and sense of community through effective leadership and citizen engagement."

GOALS

- **SEE EXHIBIT A**

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 23RD DAY OF NOVEMBER 2015.

Mayor Bill Garnos

ATTEST:

Ruth E. Bocchino, City Clerk



CITY COUNCIL GOALS AND OBJECTIVES 2015-2016

1. Continue implementation of all Master Plans.

Parks Master Plan

- Spread approximately \$125,000 over the next 3 years to address plan priorities, specifically Happy Rock Park.
- Complete the Rock Creek Greenway Trail.
- Complete Hobby Hill Park Phase I.
- Remainder of plan implementation to be discussed by Strategic Planning Group.

Cultural Arts Plan

- Develop scope and engage consultant to implement portions of this plan. Scope should be accomplished by task, but also time constrained. Conceptually, the scope will support public art, an arts incubator, and begin performing arts center operation conversations.

Facility Study

- Develop a funding strategy to accomplish a City Hall improvement of \$735,000 and Public Works improvement of \$30,000.
- Other recommendations including an addition to Fire Station 2, a third ambulance, and a Public Safety Center will be presented to the Strategic Planning Group.

Major Street Projects

- In conjunction with the Strategic Planning Group, begin planning for a 2018 General Obligation Bond. Projects to include Old Pike Road and NE 76th Street.
- Remaining projects to be considered by the Strategic Planning Group.

Water Distribution Study

- Develop a hybrid rate/fee strategy for funding the top study priorities and stabilizing the CWSS fund.

Sidewalk Master Plan

- Plan to be presented to Strategic Planning Group for implementation.

Stormwater Master Plan

- Spread approximately \$125,000 over the next three years to address plan priorities.
- Remainder of plan implementation to be discussed with Strategic Planning Group.



2. Continue commitment to Downtown Gladstone.

- Work to present options to the City Council for The Heights retail occupancy.
- Continue to evaluate land acquisition opportunities.
- Northland Innovation Center Phase II.

3. Explore alternative opportunities to assure fiscal health and increase revenue.

- The Citizen Based Strategic Planning Group will consider:
 - Ambulance billing policy
 - Fire Sales Tax
 - Public Safety Sales Tax
 - Economic Development Sales Tax
 - Parks/Stormwater Sales Tax
- Consider possible reduction in 20% fund balance policy.
- Review Domestic Utility Policy.
- Evaluate impact of Senate Bill No. 5.

4. Commit to and support the Citizen Based Strategic Plan.

5. Investigate potential Housing Strategy.

- Present housing policy plan to Council.
- Consider Comprehensive Plan updates to incorporate Community For All Ages, Sustainability, Downtown Plan, and Housing Framework.

6. Continue to promote Gladstone as a safe place and provide quality Public Safety services.

- Consolidated Dispatch
- Community relations
- Primary seat belt ordinance
- Aerial apparatus to be discussed with Strategic Planning Group



FISCAL YEAR 2017
PART I SUMMARIES



CITY OF GLADSTONE, MISSOURI
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE
PROPERTY
LAST FISCAL YEAR

(In 000s)

Year Ended Jun-30	Tax Year	Real Property		Personal Property		Railroad & Utilities		Grand Total
		Assessed Value (1)	Estimated Value	Assessed Value (1)	Estimated Value	Assessed Value (1)	Estimated Value	Assessed Value (1)
2007	2006	290,548	1,418,734	65,343	196,225	9,344	29,200	365,235
2008	2007	309,749	1,512,494	60,870	167,236	9,135	28,548	379,755
2009	2008	308,928	1,508,484	59,704	179,290	8,634	26,980	377,265
2010	2009	300,966	1,176,100	51,683	155,203	6,773	21,165	359,421
2011	2010	300,031	1,465,039	45,412	136,372	7,628	23,838	353,071
2012	2011	290,600	1,418,988	49,032	147,244	10,696	33,424	350,328
2013	2012	289,815	1,415,154	50,054	150,313	10,667	33,336	350,536
2014	2013	273,629	1,336,118	52,441	157,479	11,204	35,014	337,274
2015	2014	273,967	1,337,773	53,947	162,002	12,315	38,486	340,230
2016	2015	279,533	1,364,947	58,468	175,581	12,467	38,960	350,468



CITY OF GLADSTONE, MISSOURI

COMBINED BUDGET STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE

BUDGETED FOR PERIOD ENDED JUNE 30, 2017

Governmental Fund Types

	Comm			
		Center/ Park	Public Safety	Park &
Revenue:	General	Tax	Sales Tax	Playground
Taxes	\$ 10,719,558	\$ 837,430	\$ 837,430	\$ 750
Licenses and permits	553,850	-	-	-
Intergovernmental	1,270,037	675,000	-	-
Charges for services	3,174,499	1,288,325	-	-
Fines and forfeitures	1,024,960	-	-	-
Interest and Other	653,523	320,425	500	15
Total Revenues	<u>17,396,427</u>	<u>3,121,180</u>	<u>837,930</u>	<u>765</u>
Expenditures:				
General Administration	1,298,528	-	-	-
Finance	1,581,254	-	-	-
Public Safety	8,451,723	-	594,381	-
Public Works	2,358,718	-	-	-
Community Development	777,028	-	-	-
Culture and Recreation	2,795,695	2,014,546	-	-
Capital Outlay	66,980	-	66,000	-
Debt Service:				
Principal retirement	178,222	820,747	172,513	-
Interest & fiscal charges	105,863	684,069	42,723	-
Total Expenditures	<u>17,614,012</u>	<u>3,519,362</u>	<u>875,617</u>	<u>-</u>
Excess Revenue o/(u)				
Expenditures	(217,585)	(398,182)	(37,687)	765
Other financing sources (uses):				
Operating transfers in	268,890	743,000	-	-
Operating transfers out	(130,000)	(540,820)	-	-
Use of Water Reserves	-	-	-	-
Proceeds from capital lease	-	-	-	-
Sale of Fixed Assets	-	-	-	-
Excess of rev., other sources o/(u)				
expenditures, other uses:	(78,695)	(196,002)	(37,687)	765
Anticipated Unreserved Fund				
Balance, 7/1/15	3,450,121	1,481,775	87,763	3,295
Projected Fund Bal. 6/30/16	<u>\$ 3,371,426</u>	<u>\$ 1,285,773</u>	<u>\$ 50,076</u>	<u>\$ 4,060</u>



CITY OF GLADSTONE, MISSOURI
COMBINED BUDGET STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCE
BUDGETED FOR PERIOD ENDED JUNE 30, 2017 (continued)

	<u>Governmental Fund Types</u>			<u>Business Type Fund</u>	
	<u>Capital</u>			<u>Combined</u>	
	<u>Improv</u>	<u>Sales</u>	<u>Transport</u>	<u>Capital Equip</u>	<u>Water/Sewer</u>
	<u>Tax</u>	<u>Sales Tax</u>	<u>Replace</u>	<u>System</u>	<u>Total 2017</u>
Revenue:					Budgeted
Taxes	\$ 1,674,860	\$ 1,674,860	\$ 393,300	\$ -	\$ 16,138,188
Licenses and permits	-	-	-	-	553,850
Intergovernmental	-	292,132	-	67,744	2,304,913
Charges for services	-	-	-	9,570,502	14,033,326
Fines and forfeitures	-	-	-	-	1,024,960
Interest and Other	2,500	2,500	10,000	31,000	1,020,463
Total Revenues	<u>1,677,360</u>	<u>1,969,492</u>	<u>403,300</u>	<u>9,669,246</u>	<u>35,075,700</u>
Expenditures:					
General Administration	-	-	-	-	1,298,528
Finance	-	-	-	-	1,581,254
Public Safety	-	-	-	-	9,046,104
Public Works	-	-	-	7,096,718	9,455,436
Community Development	-	100,000	-	-	877,028
Culture and Recreation	-	-	-	-	4,774,541
Capital Outlay	316,000	1,754,999	300,000	615,000	3,154,679
Debt Service:					
Principal retirement	456,045	361,023	20,000	821,296	2,829,847
Interest & fiscal charges	180,608	131,408	7,000	235,478	1,387,149
Total Expenditures	<u>952,654</u>	<u>2,347,430</u>	<u>327,000</u>	<u>8,768,492</u>	<u>34,404,566</u>
Excess Revenue o/(u)					
Expenditures	724,706	(377,938)	76,300	900,754	671,134
Other financing sources (uses):					
Operating transfers in	225,000	100,000	-	-	1,336,890
Operating transfers out	(743,500)	(200,000)	(60,300)	(1,005,700)	(2,680,320)
Use of Water Reserves	-	-	-	98,748	98,748
Proceeds from capital lease	-	-	-	-	-
Sale of Fixed Assets	-	-	-	-	-
Excess of rev., other sources o/(u)					
expenditures, other uses:	206,206	(477,938)	16,000	(6,198)	(573,548)
Anticipated Unreserved Fund					
Balance, 7/1/15	162,057	537,836	1,006,723	976,817	7,706,387
Projected Fund Bal. 6/30/16	<u>\$ 368,263</u>	<u>\$ 59,898</u>	<u>\$ 1,022,723</u>	<u>\$ 970,619</u>	<u>\$ 7,132,839</u>



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FISCAL YEAR 2017
PART II GENERAL FUND



GENERAL FUND

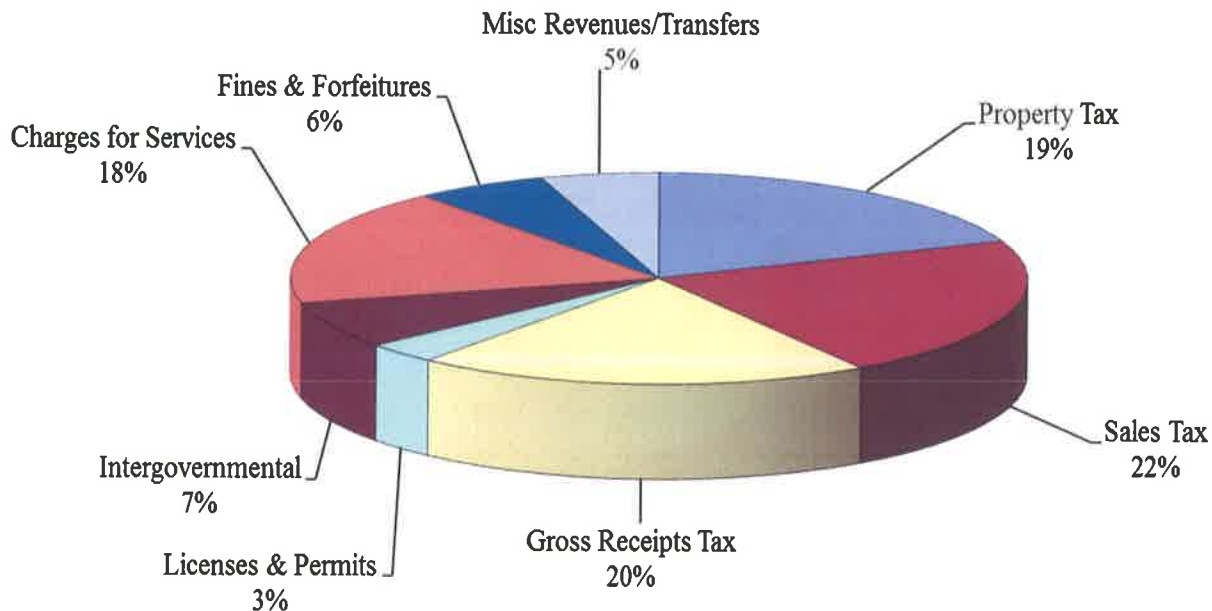
STATEMENT OF EXPECTED/BUDGETED REVENUES, EXPENDITURES, AND CHANGES IN FUNDS AVAILABLE

	<u>Actual</u> <u>2015</u>	<u>Budgeted</u> <u>2016</u>	<u>Expected</u> <u>2016</u>	<u>Budgeted</u> <u>2017</u>
Beginning Unreserved Fund Balance	\$3,404,700	\$3,210,950	\$3,628,826	\$3,450,121
Less: Equity Adjustment	0	0	211,201	95,300
Revenues & Transfers	17,771,295	17,711,174	18,059,298	17,760,617
Total Funds Available	21,175,995	20,922,124	21,476,923	21,115,438
Expenditures	17,547,169	17,683,575	18,026,803	17,744,012
ENDING UNRESERVED FUND BALANCE	\$3,628,826	\$3,238,549	\$3,450,121	\$3,371,426



GENERAL FUND SOURCE OF FUNDS

	Budgeted 2016	Expected 2016	Budgeted 2017
General Property Tax	\$ 3,345,087	\$ 3,311,023	\$ 3,362,666
General Sales	3,761,000	3,727,627	3,836,892
Gross Receipts Tax	3,609,000	3,604,971	3,520,000
Licenses & Permits	510,150	544,779	553,850
Intergovernmental Revenue	1,393,000	1,272,500	1,270,037
Charges For Services	3,062,164	3,178,074	3,174,499
Fines & Forfeitures	1,188,874	1,090,873	1,024,960
Miscellaneous Revenue/Transfers	841,900	1,118,251	922,413
Non-Revenue Receipts	-	211,201	95,300
Total Revenue	\$ 17,711,174	\$ 18,059,299	\$ 17,760,617





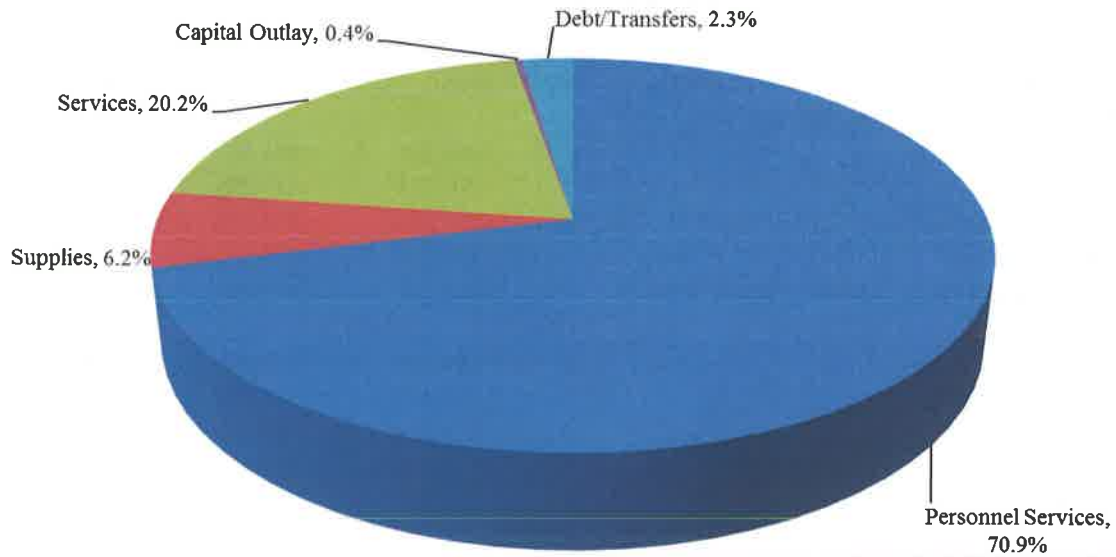
GENERAL FUND

SUMMARY OF EXPENDITURES—DEPARTMENT AND DIVISION CLASSIFICATIONS

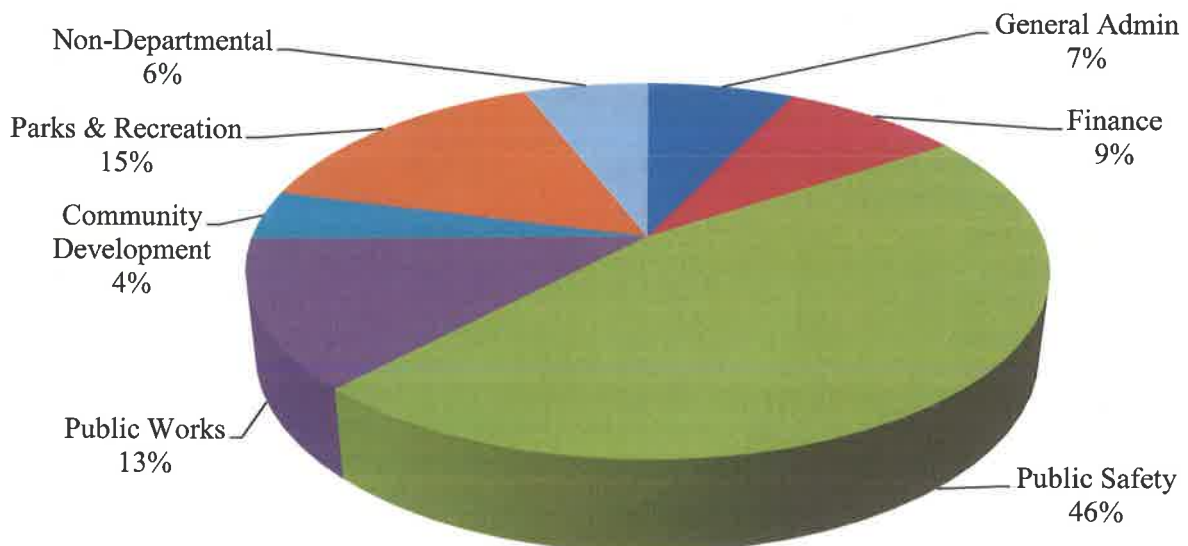
DEPARTMENT AND DIVISION	BUDGETED 2016	ESTIMATED 2016	BUDGETED 2017
GENERAL ADMINISTRATION			
Administration	\$ 463,507	\$ 463,507	\$ 476,716
Legal	202,060	189,209	202,562
Human Resources	257,716	257,716	346,477
Public Relations	139,862	128,862	217,836
TOTAL GENERAL ADMINISTRATION	<u>1,063,145</u>	<u>1,039,294</u>	<u>1,243,591</u>
FINANCE			
Administration	390,526	389,026	408,129
Municipal Court	184,676	184,676	198,933
Accounting	429,416	429,416	428,486
Information Technology	517,198	517,610	478,788
TOTAL FINANCE	<u>1,521,816</u>	<u>1,520,728</u>	<u>1,514,336</u>
PUBLIC SAFETY			
Administration	205,780	207,280	227,176
Support	1,497,197	1,547,267	1,453,892
Police Field Services	2,043,159	2,043,159	1,982,075
Fire and Emergency Services	3,528,917	3,347,161	3,341,091
Investigative Services	935,409	935,409	1,029,082
Animal Control	231,235	231,235	199,785
TOTAL PUBLIC SAFETY	<u>8,441,697</u>	<u>8,311,511</u>	<u>8,233,101</u>
PUBLIC WORKS			
Administration	275,913	275,913	284,066
Streets/Stormwater	1,508,708	1,484,547	1,546,984
Central Garage	262,184	262,184	262,749
Engineering	154,131	154,131	166,097
TOTAL PUBLIC WORKS	<u>2,200,936</u>	<u>2,176,775</u>	<u>2,259,896</u>
COMMUNITY DEVELOPMENT			
Administration/Planning	211,347	224,322	243,464
Economic Development	317,041	326,041	-
Code Enforcement	477,392	475,392	500,689
TOTAL COMMUNITY DEVELOPMENT	<u>1,005,780</u>	<u>1,025,755</u>	<u>744,153</u>
PARKS & RECREATION			
Administration	56,505	56,505	116,627
Recreation	1,233,394	1,318,580	597,888
Parks/Public Facilities	1,049,955	1,080,536	1,090,762
Senior Activities	-	-	598,651
Cultural Arts	-	-	278,140
TOTAL PARKS & RECREATION	<u>2,339,854</u>	<u>2,455,621</u>	<u>2,682,068</u>
NON-DEPARTMENTAL	<u>768,875</u>	<u>1,022,975</u>	<u>730,551</u>
DEBT SERVICES/TRANSFERS	<u>341,472</u>	<u>474,144</u>	<u>336,316</u>
TOTAL BUDGETED EXPENDITURES	<u>\$ 17,683,575</u>	<u>\$ 18,026,803</u>	<u>\$ 17,744,012</u>



GENERAL FUND EXPENDITURES BY OBJECT



EXPENDITURES BY DEPARTMENT





GENERAL ADMINISTRATION DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE	POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
			2014-15	2015-16	2016-17
U/C	\$100/YR	Council Member	5	5	5
Y	\$ 109,435 \$ 135,479	City Manager	1	1	1
X	\$ 77,774 \$ 129,028	City Counselor*****	1	1	0
U/C		City Prosecutor	84 Sessions	84 Sessions	84 Sessions
U/C		Assistant City Prosecutor	24 Sessions	24 Sessions	24 Sessions
X	\$ 77,774 \$ 129,028	Assistant City Manager*	0.5	0.5	0
N	\$ 47,746 \$ 71,847	Management Analyst***	0	0	1
S	\$ 60,937 \$ 91,697	Human Resources Administrator	1	1	1
N	\$ 47,746 \$ 71,847	PI Coordinator	1	0****	0
		Economic Development & Public			
Q	\$ 55,272 \$ 83,172	Information Administrator*****	0	0	1
	\$18/HR	City Management Intern*****	0	52 weeks****	0
L	\$ 43,307 \$ 65,168	City Clerk	1	1	1
G	\$ 33,932 \$ 51,060	Executive Assistant	1	1	1
F	\$ 32,316 \$ 48,629	Human Resources Assistant	1	1	1
I	\$ 32,316 \$ 56,294	Human Resources Coordinator***	0	0	1

Comments

*Assistant City Manager split between General Administration and Community Development; Position eliminated in FY17

** Position split between General Administration and CWSS Sewer and CCPT Nondepartmental, added in FY14

*** Position add in FY17

**** Position eliminated in FY16

***** Position temporarily added in FY16

***** Position reclassified to contract in FY17

***** Position reclassified in FY17

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 962,509	\$ 828,583	\$ 820,441
Supplies-Operation/Maintenance	54,374	60,747	66,497
Services-Operation/Maintenance	203,734	149,964	356,653
Capital Outlay	1,880	-	-
Total	\$ 1,222,497	\$ 1,039,294	\$ 1,243,591



FINANCE DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
X	\$ 77,774	\$ 129,028	Finance Director	1	1	1
R	\$ 58,036	\$ 87,331	IT Manager	1	1	1
O	\$ 50,133	\$ 75,440	Senior IT Analyst	2	2	2
N	\$ 47,746	\$ 71,847	Accountant	1	1	1
N	\$ 47,746	\$ 71,847	Financial Analyst	1	1	1
M	\$ 45,472	\$ 68,426	Finance Supervisor/City Collector	1	1	1
L	\$ 43,307	\$ 65,168	Contract Administrator	1	1	1
I	\$ 37,410	\$ 56,294	Court Administrator	1	1	1
G	\$ 33,932	\$ 51,060	Billing Coordinator	1	1	1
D	\$ 29,312	\$ 44,108	Accounts Payable Clerk	1	1	1
C	\$ 27,916	\$ 42,007	Finance Clerk	2	2	2
B	\$ 26,587	\$ 40,007	Assistant Court Clerk	1.5	1.5	1.5
B	\$ 26,587	\$ 40,007	Customer Service Clerk	1	1	1
U/C			Municipal Judge	84 Sessions	84 Sessions	84 Sessions
U/C			Asst. Judge	24 Sessions	24 Sessions	24 Sessions

Comments

*Position added in FY15

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 1,076,455	\$ 1,071,305	\$ 1,075,473
Supplies-Operation/Maintenance	47,705	39,564	33,902
Services-Operation/Maintenance	388,285	409,859	404,961
Capital Outlay	-	-	-
Total	<u>\$ 1,512,445</u>	<u>\$ 1,520,728</u>	<u>\$ 1,514,336</u>



PUBLIC SAFETY DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
X	\$ 77,774	\$ 129,028	Public Safety Director	1	1	1
W	\$ 74,070	\$ 111,459	Deputy PS Director	1	1	1
V	\$ 70,543	\$ 106,151	Police Captain/Division Chief	3	3	3
Q	\$ 55,272	\$ 83,172	Fire Battalion Chief	3	3	3
P	\$ 52,640	\$ 79,212	Police Sergeant	6	6	6
O	\$ 50,133	\$ 75,440	Fire Captain	7	7	7
O	\$ 50,133	\$ 75,440	Fire Inspector	1	1	1
L	\$ 43,307	\$ 65,168	Police Corporal	6	6	6
L	\$ 43,307	\$ 65,168	Firefighter/Paramedic	21	21	24
J	\$ 39,281	\$ 59,109	Police Officer	26	26	26
J	\$ 39,281	\$ 59,109	Lead Communications Officer	1	1	1
I	\$ 37,410	\$ 56,294	Accredit/Records Unit Supervisor	1	1	1
I	\$ 37,410	\$ 56,294	Animal Control Supervisor	1	1	1
I	\$ 37,410	\$ 56,294	Crime Analyst	1	1	1
H	\$ 35,629	\$ 53,613	Firefighter/EMT	6	6	3
E	\$ 30,777	\$ 46,313	Administrative Assistant	1	1	1
E	\$ 30,777	\$ 46,313	Communications Officer	7	7	7
E	\$ 30,777	\$ 46,313	Property/Evidence Officer	0.5	0.5	0.5
D	\$ 29,312	\$ 44,108	Animal Control Officer*	2	2	1
D	\$ 29,312	\$ 44,108	Professional Standards Coordinator/F	1	1	1
C	\$ 27,916	\$ 42,007	Records Clerk	3	3	3
B	\$ 26,587	\$ 40,007	Administrative Clerk	0.5	0.5	0.5
A	\$ 25,320	\$ 38,102	PT Kennel Attendant	0.5	0.5	0.5
	\$14.80/HR		Reserve Communications Officers	1,000 Hours	1,000 Hours	1,000 Hours
	\$8.00/HR		Crossing Guard	1,600 Hours	1,600 Hours	1,600 Hours

Comments:

* Position eliminated in FY17

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 7,208,637	\$ 7,546,694	\$ 7,552,873
Supplies-Operation/Maintenance	313,203	294,020	286,981
Services-Operation/Maintenance	224,059	242,728	254,118
Capital Outlay	109,820	228,069	139,129
Total	\$ 7,855,719	\$ 8,311,511	\$ 8,233,101



PUBLIC WORKS DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
X	\$ 77,774	\$ 129,028	Public Works Director	1	1	1
O	\$ 50,133	\$ 75,440	Public Works Superintendant*	0.5	0.5	0.5
L	\$ 43,307	\$ 65,168	Engineer-in-Training	1	1	1
I	\$ 37,410	\$ 56,294	Construction Coordinator	1	1	1
H	\$ 35,629	\$ 53,613	Fleet Maint Coordinator	1	1	1
H	\$ 35,629	\$ 53,613	Public Works Crew Leader	2	2	2
G	\$ 33,932	\$ 51,060	Fleet Mechanic	1	1	1
E	\$ 30,777	\$ 46,313	Administrative Assistant	1	1	1
D	\$ 29,312	\$ 44,108	Secretary	1	1	1
C	\$ 27,916	\$ 42,007	Maintenance Worker	7	7	7

Comments:

* Position split between Public Works and CWSS

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 1,103,342	\$ 1,169,345	\$ 1,209,725
Supplies-Operation/Maintenance	338,066	332,982	319,990
Services-Operation/Maintenance	651,614	662,915	729,210
Capital Outlay	69,821	11,533	971
Total	<u>\$ 2,162,843</u>	<u>\$ 2,176,775</u>	<u>\$ 2,259,896</u>



COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
X	\$ 77,774	\$ 129,028	Assistant City Manager* Community Development	0.5	0.5	0
X	\$ 77,774	\$ 129,028	Director*** Eco Development	0	0	1
Q	\$ 55,272	\$ 83,172	Administrator****	1	1	0
O	\$ 50,133	\$ 75,440	Building Official	1	1	1
L	\$ 43,307	\$ 65,168	Museum Manager**	1	1	0
L	\$ 43,307	\$ 65,168	Building Inspection Coordinator	1	1	1
J	\$ 39,281	\$ 59,109	Planning Specialist****	1	1	0
I	\$ 37,410	\$ 56,294	Building Inspector	1	1	1
H	\$ 35,629	\$ 53,613	Neighborhood Specialist	1	1	1
G	\$ 33,932	\$ 51,060	Neighborhood Coordinator	1	1	1
E	\$ 30,777	\$ 46,313	Administrative Assistant	1	1	1
D	\$ 29,312	\$ 44,108	Secretary/Permit Tech	1	1	1

Comments

*Assistant City Manager split between General Administration and Community Development; Position eliminated in FY17

** Position moved to Parks, Recreation & Cultural Arts in FY17

*** Position added in FY17

**** Position eliminated in FY17

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 785,621	\$ 793,586	\$ 618,149
Supplies-Operation/Maintenance	28,229	40,639	13,474
Services-Operation/Maintenance	116,036	191,530	112,530
Capital Outlay	-	-	-
Total	\$ 929,886	\$ 1,025,755	\$ 744,153



PARKS AND RECREATION DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
X	\$ 77,774	\$ 129,028	Parks and Recreation Director	1	1	1
P	\$ 52,640	\$ 79,212	Parks/Facilities Superintendent	1	1	1
K	\$ 41,245	\$ 62,064	Recreation Supervisor	1	1	1
H	\$ 35,629	\$ 53,613	Recreation Specialist	4	4	4
H	\$ 35,629	\$ 53,613	Parks/Facilities Crew Leader	2	2	2
L	\$ 43,307	\$ 65,168	Museum Manager**	0	0	1
E	\$ 30,777	\$ 46,313	Administrative Assistant	1	1	1
D	\$ 29,312	\$ 44,108	Recreation Secretary*	1	0	0
C	\$ 27,916	\$ 42,007	Parks/Facilities Worker	5	5	5
	\$12/HR		Tennis Instructor	400 Hours	400 Hours	0
	\$11.00/HR		Concession Manager	600 Hours	600 Hours	600 Hours
	\$8.00/HR		Softball Suprvsr/League	1993 Hours	1993 Hours	1049 Hours
	\$8/HR		Flag Football	120 Hours	120 Hours	120 Hours
	\$8/HR		Program Supervisors	2015 Hours	2015 Hours	1645 Hours
	\$9/HR		Seasonal Parks/Facilities Staff	5924 Hours	5320 Hours	5320 Hours
	\$8.50/HR		Senior Trip Escort	800 Hours	800 Hours	1624 Hours
	\$8.25/HR		Bus Driver	800 Hours	800 Hours	532 Hours
	\$8.00/HR		Softball Scorekeeper	1049 Hours	1049 Hours	1993 Hours
	\$7.75/HR		Concession Operations	3500 Hours	3500 Hours	3500 Hours
	\$10/HR		TIP	412 Hours	412 Hours	400 Hours
	\$8.50/HR		Skate Park Attendant	672 Hours	336 Hours	672 Hours
	\$12/HR		LS Attendant	340 Hours	288 Hours	288 Hours
	\$8.50/HR		Yoga Assistant	0	12 Hours	0

Comments

* Position eliminated in FY2016

** Position moved to Parks, Recreation & Cultural Arts in FY17

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 1,216,076	\$ 1,145,292	\$ 1,284,642
Supplies-Operation/Maintenance	294,306	289,468	342,848
Services-Operation/Maintenance	863,365	985,830	1,049,929
Capital Outlay	2,000	35,031	4,649
Total	\$ 2,375,748	\$ 2,455,621	\$ 2,682,068



FISCAL YEAR 2017
PART III SPECIAL REVENUE FUNDS





**SPECIAL PARKS & PLAYGROUND FUND
(RESTRICTED USE FUND)**

ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 1.378—Amended by Ord. No. 1.726

FISCAL YEAR 2017

Fund Balance, July 1, 2016 (Expected)	\$ 3,295
Budgeted Revenue, FY17	<u>765</u>
Total Funds Available	4,060
Budgeted Expenditures, FY17	<u>-</u>
Projected Fund Balance, June 30, 2017	<u>\$ 4,060</u>

	<u>Expected 2016</u>	<u>Budgeted 2017</u>
<u>Revenue</u>		
Interest Earnings	\$ 10	\$ 15
Lot Fees	<u>1,650</u>	<u>750</u>
Total Revenue	\$ 1,660	\$ 765
<u>Expenditures</u>		
	\$ -	\$ -
	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>

The "Ordinance for Open Space" was enacted by the City Council on October 11, 1965, and amended on January 26, 1970, for the purpose of providing additional parkland, or funds to purchase, develop, and maintain City parks and playgrounds. The sub-divider may dedicate a portion of his land or pay a fee on a lot or an acreage basis.



COMMUNITY CENTER AND PARK FUND (RESTRICTED USE FUND)

ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 3.944

FISCAL YEAR 2017

	FY 2015 <u>Actual</u>	FY 2016 <u>Expected</u>	FY 2017 <u>Budget</u>
Projected Beginning Fund Balance	\$ 1,702,907	\$ 1,674,528	\$ 1,481,775
Revenues			
Community Center & Natatorium			
Sales Tax	856,515	816,500	837,430
Charges for Services	1,041,673	1,125,700	1,100,950
Rents & Royalties - Facility Rental	264,032	260,160	265,160
Other Misc Income	22,575	31,574	28,765
NKC Operating User Fee	150,000	150,000	150,000
Total Comm Ctr/Natatorium	2,334,795	2,383,934	2,382,305
Municipal Pool			
Charges for Services	162,154	187,375	187,375
Other Misc Income	18,673	16,000	18,500
Total Outdoor Pool	180,827	203,375	205,875
Total Operating Revenue	2,515,622	2,587,309	2,588,180
NKC Capital User Fee	525,000	53,525	525,000
Misc Revenue	5,893	6,000	8,000
Infrastructure Transfers	100,000	716,000	743,000
Equity Transfers	75,950	192,753	196,002
Total Non-Operating Revenues	706,843	968,278	1,472,002
Total Revenues	\$ 3,222,465	\$ 3,555,587	\$ 4,060,182
Expenses			
Community Center	\$ 828,306	\$ 896,130	\$ 875,620
Natatorium	831,053	873,600	863,407
Municipal Pool	116,715	136,717	163,085
Non-Departmental	98,119	102,478	112,434
Capital Improvements/Capital Projects	-	932,327	540,820
Debt Service	1,300,701	614,335	1,504,816
Total Expenses	\$ 3,174,894	\$ 3,555,587	\$ 4,060,182
Projected Ending Fund Balance	\$ 1,674,528	\$ 1,481,775	\$ 1,285,774

An ordinance providing for one-quarter of one percent tax on all retail sales was approved on February 14, 2005, for the purpose of funding the construction and operation of a Community Center.



COMMUNITY CENTER DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
P	\$ 52,640	\$ 79,212	Community Center Administrator	1	1	1
H	\$ 35,629	\$ 53,613	Community Center Specialist	1	1	1
H	\$ 35,629	\$ 53,613	Fitness Specialist	1	1	1
H	\$ 35,629	\$ 53,613	Rental and Marketing Coordinator	1	1	1
H	\$ 35,629	\$ 53,613	Aquatic Specialist	1	1	1
H	\$ 35,629	\$ 53,613	Building Operator	1	1	1
E	\$ 30,777	\$ 46,313	Office Manager	1	1	1
D	\$ 29,312	\$ 44,108	Assistant Aquatic Specialist	1	1	1
C	\$ 27,916	\$ 42,007	HR Clerk*	0.33**	0	0
	\$7.65/HR		Fitness Attendants	5,720 Hours	5,616 Hours	5,616 Hours
	\$8.75/HR		Front Desk Attendants	8,268 Hours	6832 Hours	8476 Hours
	\$7.65/HR		Childwatch Attendants	3,068 Hours	3,068 Hours	3,068 Hours
	\$7.65/HR		Birthday Attendant	650 Hours	650 Hours	650 Hours
	\$12.50/HR		Maintenance Worker	1,352 Hours	1,300 Hours	1,300 Hours
	\$11.50/HR		Lessons (indoor pool)	1,178 Hours	1,178 Hours	1,178 Hours
	\$8.75/HR		Lifeguards (indoor pool)	19,077 Hours	18,876 Hours	18,876 Hours
	\$8.75/HR		Lifeguard (outdoor pool)	7,569 Hours	6696 Hours	6696 Hours
	\$8.75/HR		Lessons (outdoor pool)	146 Hours	146 Hours	146 Hours
	\$11.00/HR		Manager (outdoor pool)	758 Hours	775 Hours	775 Hours
	\$11.50/HR		WSI (outdoor pool)	1,080 Hours	1,080 Hours	1,080 Hours
	\$7.65/HR		Gate Attendants (outdoor pool)	786 Hours	624 Hours	624 Hours

*Position split between General Administration and CWSS Nondepartmental and CCPT Nondepartmental

** Position added in FY14 and eliminated in FY15

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 888,237	\$ 957,123	\$ 1,017,686
Supplies-Operation/Maintenance	109,765	98,997	93,481
Services-Operation/Maintenance	740,726	850,327	790,945
Capital Outlay	37,344	-	-
Total	<u>\$ 1,776,072</u>	<u>\$ 1,906,447</u>	<u>\$ 1,902,112</u>



**PUBLIC SAFETY SALES TAX FUND
(RESTRICTED USE FUND)**

ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 4.152

FISCAL YEAR 2017

	2015	2016	2017
	<u>Actual</u>	<u>Expected</u>	<u>Budget</u>
Projected Beginning Fund Balance	\$ 163,456	\$ 129,150	\$ 87,763
Revenues			
Sales Tax	811,706	816,500	837,430
Misc. Revenues & Transfers	302	130,115	500
Equity Transfers	-	21,487	-
Total Revenues	<u>\$ 812,008</u>	<u>\$ 968,102</u>	<u>\$ 837,930</u>
Expenses			
PSST	\$ 646,411	\$ 623,435	\$ 634,420
Non-Departmental	199,903	364,567	241,197
Total Expenses	<u>\$ 846,314</u>	<u>\$ 988,002</u>	<u>\$ 875,617</u>
Projected Ending Fund Balance	<u>\$ 129,150</u>	<u>\$ 87,763</u>	<u>\$ 50,076</u>

An ordinance providing for one-quarter of one percent tax on all retail sales was approved on June 8, 2010, for the purpose of improving the public safety of the City.



PUBLIC SAFETY SALES TAX DEPARTMENT SUMMARY

Personnel Detail

<u>GRADE</u>	<u>SALARY RANGE</u>	<u>POSITION</u>	<u>STAFFING ACTUAL 2014-15</u>	<u>STAFFING ESTIMATED 2015-16</u>	<u>STAFFING BUDGET 2016-17</u>
J	\$ 39,281 \$ 59,109	Police Officer	6	6	6

Expenditure Summary

	<u>Actual 2015</u>	<u>Estimated 2016</u>	<u>Budget 2017</u>
Personnel Services	\$ 393,115	\$ 415,608	\$ 408,698
Supplies-Operation/Maintenance	38,271	44,784	52,366
Services-Operation/Maintenance	65,551	75,703	87,703
Capital Outlay	149,474	216,655	85,653
Total	<u>\$ 646,411</u>	<u>\$ 752,750</u>	<u>\$ 634,420</u>



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FISCAL YEAR 2017
PART IV CAPITAL PROJECT FUNDS





CAPITAL IMPROVEMENT SALES TAX FUND ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 2.737

FISCAL YEAR 2017

Fund Balance, July 1, 2016 (Estimated)	\$ 162,057
Budgeted Revenue, FY 2017	<u>1,902,360</u>
Total Funds Available	2,064,417
Budgeted Expenditures, FY 2017	<u>1,696,154</u>
PROJECTED FUND BALANCE, June 30, 2017	<u>\$ 368,263</u>

BUDGETED 2017

REVENUE	
Sales Tax	1,674,860
Interest	2,500
Transf from GF-Facility Improvements	200,000
Transf from CWSS-Facility Improvements	<u>25,000</u>
TOTAL REVENUE	<u>\$ 1,902,360</u>

EXPENDITURES

Debt Service	1,280,154
Engineering Division Transfer	100,000
Arts Council	16,000
Misc. Storm Projects	50,000
Parks Trail Replacement Program	20,000
Stormwater Projects	
Project No. 1 - Rock Creek Detention Basin	25,000
Parks Projects	
Happy Rock Park East	75,000
Buildings Projects	
Public Safety Booking Improvements	30,000
Public Works Improvements	100,000
TOTAL EXPENDITURES	<u>\$ 1,696,154</u>

An ordinance providing for one-half of one percent tax on all retail sales was approved on November 3, 1987, for the purpose of funding capital improvements.



TRANSPORTATION SALES TAX FUND ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 3.482

FISCAL YEAR 2017

Fund Balance, July 1, 2016 (Estimated)	\$ 537,836
Budgeted Revenue, FY 2017	<u>2,069,492</u>
Total Funds Available	2,607,328
Budgeted Expenditures, FY 2017	<u>2,547,430</u>
PROJECTED FUND BALANCE, June 30, 2017	\$ <u>59,898</u>

BUDGETED 2017

REVENUE	
Sales Tax	1,674,860
Property Tax - Local Transit	50,000
Property Tax - Sidewalks	50,000
RZB Subsidy	22,132
Special Road District Funds	270,000
Interest Income	<u>2,500</u>
TOTAL REVENUE	\$ <u>2,069,492</u>
EXPENDITURES	
Debt Service	592,430
Engineering Division Transfer	100,000
ATA Payment	50,000
Local Transit	50,000
Street Maintenance	400,000
Intermediate Maintenance Program	150,000
City Intermediate Maintenance	50,000
New Curb, Gutter, Sidewalk Program	50,000
ADA/Curbcut Sidewalks	50,000
N Campbell - NE 70th Ter to NE 72nd St	225,000
Downtown Sidewalks	50,000
Rock Creek Greenway Trail	75,000
Old Pike Road - Design	10,000
Special Road District Project (TBD)	270,000
Pleasant Valley Road Construction	<u>425,000</u>
TOTAL EXPENDITURES	\$ <u>2,547,430</u>

An ordinance providing for one-half of one percent tax on all retail sales was approved on November 7, 1995, for the purpose of funding transportation capital improvements.



CITY OF GLADSTONE

CAPITAL IMPROVEMENTS SALES TAX PROJECTS FIVE YEAR PLAN

	FY17	FY18	FY19	FY20	FY21
Est Funds Available at 7/1/	<u>\$ 162,057</u>	<u>\$ 368,263</u>	<u>\$ 151,616</u>	<u>\$ 154,933</u>	<u>\$ 151,036</u>
<u>Budgeted Revenues</u>					
Sales Tax	1,674,860	1,674,860	1,674,860	1,674,860	1,674,860
Interest	2,500	2,500	2,500	2,500	2,500
Transf from GF-Facility Improvements	200,000	200,000	-	-	-
Transf from CWSS-Facility Improve	25,000	25,000	-	-	-
Total Budgeted Revenue	<u>1,902,360</u>	<u>1,902,360</u>	<u>1,677,360</u>	<u>1,677,360</u>	<u>1,677,360</u>
<u>Budgeted Expenditures</u>					
Debt Service					
2006 COP (Ends 2031)	643,500	652,500	649,500	669,900	677,700
2011 COPS (Ends FY23)	355,960	358,260	359,560	349,810	359,610
The Heights (Ends FY30)	166,676	135,135	135,101	135,066	135,030
Hobby Hill (Ends FY30, approx)	114,018	112,112	113,883	115,481	113,171
Engineering Transfer-GF	100,000	100,000	100,000	100,000	100,000
Arts Council	16,000	16,000	16,000	16,000	16,000
Misc. Storm Projects	50,000	50,000	50,000	50,000	50,000
Parks Trail Replacement Prog	20,000	20,000	20,000	20,000	20,000
 <u>Storm Water Projects</u>					
Stormwater master plan implement	-	75,000	75,000	150,000	125,000
Project No. 1 - Rock Creek Detention Basin	25,000	-	-	-	-
<u>Park Projects</u>					
Parks Master Plan Implementation	-	-	75,000	75,000	75,000
Happy Rock Park East	75,000	-	-	-	-
<u>Facilities Projects</u>					
Public Safety Booking Improvements	30,000	-	-	-	-
Public Works Improvements	100,000	-	-	-	-
City Hall Improvements	-	600,000	80,000	-	-
 Total Budgeted Expenditures	<u>1,696,154</u>	<u>2,119,007</u>	<u>1,674,044</u>	<u>1,681,257</u>	<u>1,671,511</u>
Est Funds Available at 6-30	<u>\$ 368,263</u>	<u>\$ 151,616</u>	<u>\$ 154,933</u>	<u>\$ 151,036</u>	<u>\$ 156,885</u>



CITY OF GLADSTONE

TRANSPORTATION SALES TAX PROJECTS FIVE YEAR PLAN

Est Funds Available at 7/1/	FY17	FY18	FY19	FY20	FY21
	\$ 537,836	\$ 59,898	\$ 69,480	\$ 63,989	\$ 58,953
<u>Budgeted Revenues</u>					
Sales Tax	1,674,860	1,674,860	1,674,860	1,674,860	1,674,860
Interest	2,500	2,500	2,500	2,500	2,500
Transf from GF-Prop Tax (sidewalks)	50,000	50,000	50,000	50,000	50,000
Transf from GF-Prop Tax (transit)	50,000	50,000	50,000	50,000	50,000
Rock Creek Greenway Trail/CIST	270,000	270,000	270,000	270,000	270,000
RZB Subsidy	22,132	20,120	17,347	14,324	11,053
Total Budgeted Revenue	2,069,492	2,067,480	2,064,707	2,061,684	2,058,413
<u>Budgeted Expenditures</u>					
Debt Service					
2011 COPS (Ends FY2023)	62,840	61,465	59,965	63,340	61,470
2010 GO (Ends FY2023)	254,500	248,600	241,900	234,600	226,700
Community Center Debt (Ends FY2020)	100,000	100,000	100,000	100,000	100,000
The Heights (Ends FY2030)	141,033	114,345	114,316	114,286	114,256
Hobby Hill (Ends FY2030, Approx)	34,057	33,488	34,017	34,494	33,804
Engineering Transfer-GF	100,000	100,000	100,000	100,000	100,000
Local transit	50,000	50,000	50,000	50,000	50,000
KC ATA & Stop Improvements	50,000	50,000	50,000	50,000	50,000
<u>Transportation Projects</u>					
Street Mill and Overlay Program	400,000	350,000	350,000	400,000	500,000
Intermediate Maintenance	150,000	100,000	100,000	150,000	150,000
City Intermediate Maintenance (Happy Rock Park)	50,000	20,000	20,000	20,000	20,000
New Curb, Gutter, Sidewalk	50,000	50,000	50,000	50,000	50,000
ADA/Curbcut Sidewalks	50,000	50,000	50,000	50,000	50,000
Arterial Sidewalk Program	-	50,000	50,000	50,000	50,000
Sidewalk Master Plan	-	50,000	50,000	100,000	100,000
N. Campbell - NE 70th Ter to NE 72nd St	225,000	-	-	-	-
Downtown Sidewalks	50,000	-	-	-	-
Rock Creek Greenway Trail	75,000	-	-	-	-
Old Pike Road - Design	10,000	-	-	-	-
Special Road District Project TBD	270,000	-	-	-	-
Pleasant Valley Road Construction	425,000	500,000	500,000	500,000	-
Shoal Creek Greenway Trail - Happy Rock to N. Brighton	-	100,000	150,000	-	-
NE 76th Street - N. Troost to N. Woodland - Design	-	30,000	-	-	-
Total Budgeted Expenditures	2,547,430	2,057,898	2,070,198	2,066,720	1,656,230
Est Funds Available at 6-30	\$ 59,898	\$ 69,480	\$ 63,989	\$ 58,953	\$ 461,136



EQUIPMENT REPLACEMENT FUND **ESTIMATED REVENUE & EXPENDITURES** **FISCAL YEAR 2017**

Fund Balance, July 1, 2016 (Expected)	\$ 1,006,723
Budgeted Revenue, FY17	<u>403,300</u>
Total Funds Available	1,410,023
Budgeted Expenditures, FY17	<u>387,300</u>
Projected Fund Balance, June 30, 2017	<u><u>\$ 1,022,723</u></u>

	Expected	Budgeted
	<u>2016</u>	<u>2017</u>
<u>Revenue</u>		
Interest Earnings	\$ 10,000	\$ 10,000
Taxes/Transfer	<u>607,672</u>	<u>393,300</u>
Total Revenue	<u>\$ 617,672</u>	<u>\$ 403,300</u>
<u>Expenditures</u>		
Capital Expenditures	\$ 520,000	\$ 300,000
COP Debt Service	27,000	27,000
Transfer Out - General Fund	<u>328,000</u>	<u>60,300</u>
Total Expenditures	<u>\$ 875,000</u>	<u>\$ 387,300</u>

Equipment Replacement Fund was established in FY 2001 to fund the purchase of capital equipment.



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FISCAL YEAR 2017
PART V ENTERPRISE FUND





COMBINED WATERWORKS & SEWERAGE SYSTEM FUND ESTIMATED STATEMENT OF REVENUES & EXPENSES

	FY 2015 Actual	FY 2016 Expected	FY 2017 Budget
<u>Operating Revenues</u>			
Water	\$ 3,190,396	3,463,338	\$ 3,804,781
Sanitation	5,334,922	5,783,058	5,765,721
Other Income	344,530	73,770	77,744
Total Operating Revenues	8,869,848	9,320,166	9,648,246
<u>Expenses</u>			
Water Production	1,123,806	1,190,335	1,227,660
Operation & Maintenance	809,667	827,594	802,617
Sewer Collections	324,091	402,306	416,805
Sewer Service Charge	2,593,581	1,451,556	2,828,390
Sewer Commodity Charge	1,334,596	2,828,390	1,451,560
Senior Citizens' Discount	41,896	44,000	42,100
Administrative Services	950,000	990,000	990,000
Non-Departmental	323,760	342,066	327,586
Total Operating Expenses	7,501,397	8,076,247	8,086,718
Net Operating Income (Loss)	1,368,450	1,243,919	1,561,528
<u>Non Operating Income</u>			
Sale of Fixed Assets	-	10,000	-
Equity Adjustments	-	-	7,000
Lease Loan Proceeds	-	-	-
Reserves Transfers In	-	60,000	98,748
Interest Earnings	11,279	15,000	21,000
Total NonOperating Income	11,279	85,000	126,748
<u>Less Bond Requirements</u>			
Bond Interest	187,825	177,775	164,025
Bond Principal	475,000	500,000	500,000
Lease Purchase Interest	65,089	64,600	71,453
Lease Purchase Principal	228,895	294,030	321,296
Total Bond Requirements	956,809	1,036,405	1,056,774
<u>Less Capital Outlay/Projects/Reserve Transfers</u>			
Water Plant Reserves	247,651	51,580	15,700
Capital Outlay/Projects	212,398	240,000	615,000
Total Capital/Transfers	460,049	291,580	630,700
TOTAL NET INCOME (LOSS)	\$ (37,128)	\$ 934	\$ 802



PROPOSED WATER & SEWER RATES OF METROPOLITAN CITIES

Based on Average Household Usage As of May 2016

5,000 gallons water and 4,000 sewer monthly

<u>City</u>	<u>Water Amount</u>	<u>Sewer Amount</u>	<u>Total Amount</u>
Kansas City	\$ 44.98	\$ 56.44	\$ 101.42
Parkville	54.34	36.20	90.54
Raytown	49.85	33.04	82.89
Liberty	31.10	49.32	80.42
Gladstone (proposed)	29.12	43.86	72.98
Gladstone (current)	25.12	42.76	67.88
Grandview	46.75	21.80	68.55
Lee's Summit	28.59	33.17	61.76
Independence	28.02	25.64	53.66
Blue Springs	29.30	22.36	51.66
North Kansas City	21.30	22.86	44.16
Current Average	<u>\$ 35.93</u>	<u>\$ 34.36</u>	<u>\$ 70.29</u>

Gladstone Comparison to Average Rate of Metropolitan Cities

	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
Projected Average Rate	\$ 36.33	\$ 34.47	\$ 70.80
\$ Below/ (Above) Average	\$ 7.21	\$ (9.39)	\$ (2.18)
% Below (Above) Average	0.20	(0.27)	(0.03)
\$ Below/ (Above) Highest	\$ 25.22	\$ 12.58	\$ 28.44





WATER DEPARTMENT SUMMARY

Personnel Detail

GRADE	SALARY RANGE		POSITION	STAFFING ACTUAL	STAFFING ESTIMATED	STAFFING BUDGET
				2014-15	2015-16	2016-17
O	\$ 50,133	\$ 75,440	PW Superintendent*	0.5	0.5	0.5
N	\$ 47,746	\$ 71,847	Water Systems Superintendent	1	1	1
L	\$ 43,307	\$ 65,168	Water Plant Supervisor	1	1	1
H	\$ 35,629	\$ 53,613	Crew Leader**	4	4	3
G	\$ 33,932	\$ 51,060	Water Plant Mechanic	1	1	1
F	\$ 32,316	\$ 48,629	Water Plant Operator	4	4	4
F	\$ 32,316	\$ 48,629	Utilities Technician	1	1	1
E	\$ 30,777	\$ 46,313	Water Services/Utilities Specialist	1	1	1
E	\$ 30,777	\$ 46,313	Utilities Locate Specialist	1	1	1
D	\$ 29,312	\$ 44,108	Billing Clerk*	1	1	1
C	\$ 27,916	\$ 42,007	Maint Worker***	6	5	6

Comments

*Position paid from CWSS but reports to Finance

** Position eliminated in FY17

*** Position added in FY17

Expenditure Summary

	Actual 2015	Estimated 2016	Budget 2017
Personnel Services	\$ 1,228,695	\$ 1,295,100	\$ 1,301,772
Supplies-Operation/Maintenance	354,823	386,415	376,800
Services-Operation/Maintenance	674,046	738,720	768,510
Capital Outlay	212,398	240,000	615,000
Total	<u>\$ 2,469,962</u>	<u>\$ 2,660,235</u>	<u>\$ 3,062,082</u>



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FISCAL YEAR 2017
PART VI DEBT SERVICE SCHEDULES





SCHEDULE OF DEBT SERVICE REQUIREMENTS

2010 TAXABLE GENERAL OBLIGATION STREET IMPROVEMENT BONDS (BUILD AMERICA RECOVERY ZONE ECONOMIC DEVELOPMENT BONDS)

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	SUBSIDY	TOTAL PAYMENTS
2017	1,400,000	200,000	54,500	(24,525)	229,975
2018	1,200,000	200,000	48,600	(21,870)	226,730
2019	1,000,000	200,000	41,900	(18,855)	223,045
2020	800,000	200,000	34,600	(15,570)	219,030
2021	600,000	200,000	26,700	(12,015)	214,685
2022	400,000	200,000	17,800	(8,010)	209,790
2023	200,000	200,000	8,900	(4,005)	204,895

Issue Date:

December 1, 2010

\$2,000,000

9/1 – I

3/1 – P & I



SCHEDULE OF DEBT SERVICE REQUIREMENTS

2011 CERTIFICATES OF PARTICIPATION

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	4,460,000	575,000	153,113	728,113
2018	3,885,000	585,000	137,300	722,300
2019	3,300,000	600,000	119,750	719,750
2020	2,700,000	625,000	100,250	725,250
2021	2,075,000	650,000	79,000	729,000
2022	1,425,000	700,000	55,600	755,600
2023	725,000	725,000	29,000	754,000

Issue Date:

March 25, 2011

\$6,075,000

12/1 – I

6/1 – P & I



SCHEDULE OF DEBT SERVICE REQUIREMENTS

2015 CERTIFICATES OF PARTICIPATION

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	23,410,000	840,000	715,455	1,555,455
2018	22,570,000	1,410,000	690,615	2,100,615
2019	21,160,000	1,450,000	648,090	2,098,090
2020	19,710,000	1,520,000	603,990	2,123,990
2021	18,190,000	1,570,000	558,015	2,128,015
2022	16,620,000	1,630,000	510,540	2,140,540
2023	14,990,000	1,665,000	469,740	2,134,740
2024	13,325,000	1,765,000	420,540	2,185,540
2025	11,560,000	1,820,000	366,765	2,186,765
2026	9,740,000	1,880,000	311,265	2,191,265
2027	7,860,000	1,465,000	259,549	1,724,549
2028	6,395,000	1,540,000	211,009	1,751,009
2029	4,855,000	1,605,000	159,524	1,764,524
2030	3,250,000	1,685,000	103,578	1,788,578
2031	1,565,000	1,565,000	46,420	1,611,420
		23,410,000	6,075,095	29,485,095

Issue Date:

August 19, 2015

\$23,510,000

12/1 – I

6/1 – P & I



SCHEDULE OF DEBT SERVICE REQUIREMENTS

2010 TAXABLE COMBINED WATER AND SEWERAGE SYSTEM REVENUE BONDS (BUILD AMERICA RECOVERY ZONE ECONOMIC DEVELOPMENT BONDS)

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	SUBSIDY	TOTAL PAYMENTS
2017	3,825,000	500,000	162,525	(73,136)	589,389
2018	3,325,000	525,000	146,275	(65,824)	605,451
2019	2,800,000	525,000	126,850	(57,082)	594,768
2020	2,275,000	550,000	105,587	(47,514)	608,073
2021	1,725,000	565,000	81,937	(36,872)	610,065
2022	1,160,000	575,000	55,100	(24,795)	605,305
2023	585,000	585,000	27,787	(12,504)	600,283

Issue Date:

December 1, 2010

\$5,725,000

12/1 – I

6/1 – P & I



**Schedule of Debt Service Requirements
2013 State and Municipal Lease/Purchase Agreement
(GF AND CWSS)**

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	2,088,840	240,377	49,088	289,465
2018	1,848,463	246,026	43,439	289,465
2019	1,602,437	251,807	37,657	289,465
2020	1,350,630	257,725	31,740	289,465
2021	1,092,905	263,781	25,683	289,465
2022	829,123	269,980	19,484	289,465
2023	559,143	276,325	13,140	289,465
2024	282,818	282,818	6,646	289,465
		2,550,000	344,646	2,894,646

Issue Date:

June 24, 2013	\$	2,550,000	7/15 - P&I
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**Schedule of Debt Service Requirements
2015 State and Municipal Lease/Purchase Agreement
(GF AND CWSS)**

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	974,063	153,834	20,942	174,777
2018	820,229	157,142	17,635	174,777
2019	663,087	160,520	14,256	174,777
2020	502,567	163,972	10,805	174,777
2021	338,595	167,497	7,280	174,777
2022	171,098	171,098	3,679	174,777
		1,129,016	94,421	1,223,437

Issue Date:

September 24, 2014	\$	1,129,016	7/15 - P&I
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**Schedule of Debt Service Requirements
2016 State and Municipal Lease/Purchase Agreement
(GF AND PSST)**

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	193,013	30,644	3,744	34,388
2018	162,369	31,238	3,150	34,388
2019	131,131	31,844	2,544	34,388
2020	99,287	32,462	1,926	34,388
2021	66,825	33,092	1,296	34,388
2022	33,734	33,734	654	34,388
		193,013	13,315	206,328

Issue Date:

January 15, 2016	\$	226,279	1/15 - P&I
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**Schedule of Debt Service Requirements
2016 State and Municipal Lease/Purchase Agreement
(CIST, TST and CWSS)**

FISCAL YEAR	OUTSTANDING BEGINNING OF YEAR	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	TOTAL PAYMENTS
2017	4,383,000	219,239	123,088	342,327
2018	4,163,761	154,957	122,588	277,546
2019	4,008,804	159,606	117,870	277,476
2020	3,849,198	164,394	113,010	277,404
2021	3,684,804	169,326	108,004	277,330
2022	3,515,478	174,406	102,848	277,254
2023	3,341,072	179,638	97,538	277,176
2024	3,161,434	185,027	92,068	277,095
2025	2,976,407	190,578	86,434	277,011
2026	2,785,829	196,295	80,630	276,926
2027	2,589,533	202,184	74,653	276,837
2028	2,387,349	208,250	68,497	276,746
2029	2,179,100	214,497	62,156	276,653
2030	1,964,602	220,932	55,624	276,556
2031	1,743,670	227,560	48,897	276,457
2032	1,516,110	234,387	41,968	276,354
2033	1,281,723	241,418	34,830	276,249
2034	1,040,305	248,661	27,479	276,140
2035	791,644	256,121	19,908	276,028
2036	535,523	263,804	12,109	275,913
2037	271,719	271,719	4,076	275,794
		4,383,000	1,494,273	5,877,273

Issue Date:

January 1, 2016	\$	4,383,000	7/1 - P&I	1/1 I
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FISCAL YEAR 2017
PART VII SUPPLEMENTAL and CAPITAL OUTLAY





GENERAL FUND

PROPOSED 2017 CAPITAL AND SUPPLEMENTAL

Fnd	Dep	Div	Object	Narrative		Rank	Full Expense	Approved for Funding
General Fund								
General Administration								
101	10	15	440330	Branding for Downtown Gladstone, Phase II		1	\$ 22,500	\$ -
101	10	15	440640	Professional videography to market Downtown Gladstone		2	5,000	-
101	10	15	440160	Property maintenance for 7022 N Locust St		3	5,000	-
Total General Administration							32,500	-
Finance								
Tech Requests to IT (ranked by Tech Committee)					By Dept			
101	20	24	440240	Google Fiber internet connection/TV for Public Works	PW	1	1,860	1,860
101	20	24	450650	RMS license for added PC at Station 2 Public Safety	PS	2	2,000	2,000
101	20	24	420500	Apple iPad Air for Council use (5)	GA	3	2,500	2,500
101	20	24	420500	Additional desktop computer for EMS at Station #2	PS	4	750	750
101	20	24	420500	Laptop computers for Support Service and Fire	PS	5	1,900	1,900
101	20	24	450640	A/V and streaming equipment in Council chamber	FN	6	30,000	-
101	20	24	450640	Projectors in Council Chamber (2)	FN	7	4,400	-
101	20	24	420500	Microsoft Surface tablet for Engineering	PW	8	1,000	-
Total Tech Requests							44,410	9,010
Total Finance							44,410	9,010
Public Safety								
101	30	32	460410	2 Police package patrol vehicles w/emergency equipment		1	66,000	33,000
101	30	31	440610	Department attendance all conferences/CALEA training		2	5,000	5,000
101	30	32	420240	Increase uniform line item due to turnover		3	8,000	8,000
101	30	32	460400	Morpho Track LiveScan fingerprint station		5	25,000	-
101	30	33	440330	Increased recruiting efforts		6	2,500	-
101	30	34	440160	Increase for Medical Director Honorarium		7	1,600	-
101	30	34	460400	Easy-Kleen Electric Hot Water Pressure Washer 2400 PSI		8	3,700	-
101	30	34	460400	Zoll X series Manual Monitor/Defibrillator		9	33,980	33,980
101	30	37	440320	Increase training budget		10	1,500	-
101	30	37	460400	Animal Control Incinerator - Therm-Tec Model G-8P		11	65,000	-
Total Public Safety							212,280	79,980



GENERAL FUND

PROPOSED 2017 CAPITAL AND SUPPLEMENTAL

End	Dep	Div	Object	Narrative	Rank	Full Expense	Approved for Funding
Public Works							
101	40	42	440320	Staff Development	1	2,500	3,500
101	40	42	440550	Additional Streetlights (40)	2	15,000	15,000
101	40	42	440160	Spring Beautification upgrades	3	10,000	-
101	40	42	440541	Increase cost to contract traffic signal repairs	4	5,000	-
101	40	42	440551	Increase cost to contract the repair of streetlights	5	5,000	-
101	40	42	430230	Increase ADA ramp upgrades curb & sidewalk	6	5,000	-
101	40	42	420250	Concrete Forms	7	4,500	-
101	40	42	420250	Curb Forming Machine	8	4,800	-
101	40	42	430250	Sign upgrades	9	2,000	-
101	40	42	430510	Additional in-house storm sewer projects	10	2,000	-
101	40	42	420250	Post Driver	11	3,500	-
101	40	42	430240	Thermo-domes for ADA ramp upgrades	12	1,000	-
101	40	43	460400	Two-post Vehicle Lift	13	8,500	-
101	40	43	460400	Asphalt Roller	14	17,000	-
Total Public Works						85,800	18,500
Parks & Recreation							
Parks & Recreation Capital/Supplemental					By Dept		
101	60	68	440160	Town Center Arts Incubator Initiative (Council Goal)	1	27,300	27,300
101	60	63	430110	Replace base plywood Linden Square ice rink space	2	11,200	10,000
101	60	63	440160	Mowing newly purchased properties	3	4,725	4,725
101	60	62	420510	Increase funding of fireworks at the July 4th Celebration	4	4,000	4,000
101	60	68	440641	2017 Linden Square and City of Gladstone Event Guide	5	3,600	3,600
101	60	63	460400	Fountain to aerate pond	8	4,440	-
101	60	63	450110	Replace window/door frame at station #2	9	4,732	-
101	60	68	440641	Market the Linden Leisure Leagues	11	750	-
101	60	63	460400	Two zero turn mowers	12	22,099	-
101	60	62	440320	Online webinars and seminars from National Seminars	14	499	-
101	60	62	440320	Webinars and seminars from Natl Seminars-Digital Format	15	199	-
Total Parks & Recreation Capital/Supplemental						83,544	49,625



GENERAL FUND

PROPOSED 2017 CAPITAL AND SUPPLEMENTAL

End	Dep	Div	Object	Narrative	By Dept	Rank	Full Expense	Approved for Funding
Dept Building Requests to Parks & Rec								
101	60	63	450110	Gutters on Salt Barn at Public Works	PW	6	6,500	-
101	60	63	450110	Floor drain installed in sewer barn at Public Works	PW	7	1,500	-
101	60	63	450110	Additional parking spaces Public Works parking lot	PW	10	1,400	-
101	60	63	450110	Awning for south side of city hall police vehicles parking	PS	13	25,000	-
Total Building Requests							<u>34,400</u>	-
Total Parks & Recreation							<u>117,944</u>	<u>49,625</u>
GF Nondepartmental								
101	99	99	450650	Security Camera Maintenance		1	5,397	5,397
101	99	99	420500	EMV-enabled credit card terminals (12)		2	7,068	7,068
101	99	99	420500	Chair replacements for City Hall		3	20,000	10,000
Total GF Nondepartmental							<u>32,465</u>	<u>22,465</u>
Total General Fund							<u>\$ 525,399</u>	<u>\$ 179,580</u>



CCPT FUND

PROPOSED 2017 CAPITAL AND SUPPLEMENTAL

Fnd	Dep	Div	Object	Narrative	Rank	Full Expense	Approved for Funding
CCPT Fund							
CCPT Dept							
202	80	82	450650	Retro Commissioning of the GCC HVAC units and repairs.	1a	\$ 20,000	\$ 17,850
202	80	83	450650	Retro Commissioning of the GCC HVAC units and repairs.	1b	20,000	17,850
202	80	83	430110	UV bulb replacement	2	5,500	-
202	80	83	450110	Paint leisure pool GCC	3	10,775	-
202	80	83	420310	increase in chemical expense	4	4,000	-
202	80	82	450110	Replace worn furniture in the GCC lobby.	5a	5,752	-
202	80	83	450110	Replace worn furniture in the GCC lobby.	5b	5,752	-
202	80	82	450110	Replace inverter batteries	6a	4,466	-
202	80	83	450110	Replace inverter batteries	6b	4,466	-
202	80	85	450110	Paint municipal pool	7	41,825	-
202	80	82	460400	Replacement of cardio equipment-stairmasters	8	11,800	-
202	80	85	460400	Umbrella shades (3) and slide canopy top	9	5,665	-
202	80	85	450110	Replace bath house roof at outdoor pool	10	18,465	-
Total CCPT Dept						118,466	35,700
CCPT Nondepartmental							
202	99	99	450650	Security Camera Maintenance	1	2,540	2,540
202	99	99	420500	Multimedia projector for banquet room	2	3,049	-
202	99	99	420500	Microsoft Office 10 upgrade, fitness supervisor office	3	337	-
202	99	99	420500	EMV-enabled credit card terminals (3)	4	1,767	1,760
Total CCPT Nondepartmental						7,693	4,300
Total CCPT Fund						\$ 126,159	\$ 40,000



PSST FUND **PROPOSED 2017 CAPITAL AND SUPPLEMENTAL**

Fnd	Dep	Div	Object	Narrative	Rank	Full Expense	Approved for Funding
PSST Fund							
PSST Dept							
203	39	39	460410	2 Police package patrol vehicles	1	\$ 66,000	\$ 66,000
203	39	39	420500	20 - LiP Batteries	2	2,000	2,000
203	39	39	420500	36 GLOCK Generation 4 Model 22 .40 Caliber Pistols	3	15,120	5,580
203	39	39	440320	Increase training budget	6	12,000	12,000
203	39	39	420500	11 Ballistic Kevlar helmets for Tactical Team	7	4,000	-
203	39	39	420500	Tactical Video 12 foot Pole camera, Inspection Kit	8	3,500	-
Total PSST Dept						102,620	85,580
PSST Nondepartmental							
203	99	99	450650	5 Yr Maint agreement City-wide Camera system	1	11,057	11,057
203	99	99	450650	Security Camera Hardware Maintenance (prorated share)	2	7,301	7,301
203	99	99	450650	Annual SHIELD maintenance Use of Force program	3	900	900
Total PSST Nondepartmental						19,258	19,258
Total PSST Fund						\$ 121,878	\$ 104,838



CWSS FUND

PROPOSED 2017 CAPITAL AND SUPPLEMENTAL

End	Dep	Div	Object	Narrative	Rank	Full Expense	Approved for Funding
CWSS Fund							
Water Dept							
501	70	73	440320	Staff Development	2	\$ 2,500	\$ 2,500
501	70	72	460300	Lime-Sludge Disposal Study	4	25,000	15,000
501	70	74	450260	GIS Mapping of Sanitary Sewer Manholes	5	15,000	-
501	70	74	450260	Repairs/Maintenance to Sewer Lift Station	6	20,000	-
501	70	73	430110	Tuckpoint lime tower and repair leaking roof	3	40,000	40,000
501	70	72	460300	Water Treatment Plant Pond Rehabilitation	7	30,000	-
501	70	73	420250	Generator	8	1,500	-
501	70	73	420250	Trash Pumps (2)	9	2,500	-
Total Water Department						136,500	57,500
CWSS Nondepartmental							
501	99	99	410140	Seasonal Intern	2	9,728	-
501	99	99	450650	Security Camera Maintenance	1	4,762	-
Total CWSS Nondepartmental						14,490	-
Total CWSS Fund						\$ 150,990	\$ 57,500



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