

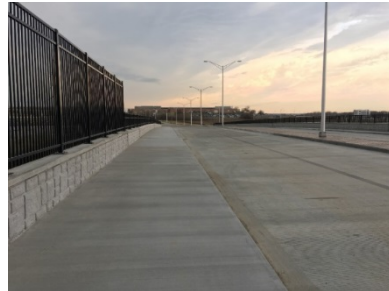


PUBLIC WORKS

- Public Works Engineering – General Fund
- Public Works Operations – General Fund
- Airport – Enterprise Fund
- Solid Waste – Enterprise Fund



PUBLIC WORKS ENGINEERING



- Manage design, construction and inspection of infrastructure to deliver projects within established budgets and schedules
 - water, sanitary sewer, stormwater system, transportation, airport and landfill support
- Continue pavement management programs
 - overlay, surface seal, crack seal and curb replacement
- Strategically plan for the City's long-term transportation needs
 - traffic, transit and aviation
- Enhance the City's overall traffic operation and maintenance
 - signals, street lighting, signs, pavement markings, and public safety programs

Major Initiatives:

- Start work on new 2017 CIP sales tax renewal projects
- Design work on 48 projects & programs; construct 45 projects & programs (\$62.7M of work underway in FY19)
- Continued technology improvements
- Continued LED street light conversion
- Continued implementation of the department’s Strategic Plan

Programs and Services Allocation	
	FY19 Allocation
Department Administration	26%
Stormwater Management	2%
Support To Development	2%
Support to Water Eng & Const	1%
Customer Service	6%
Support to Solid Waste Mgmt	0%
Traffic Engineering	35%
Infrastructure Improvemts	28%
Support to Airport	1%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	3,806,055	3,691,420	3,540,064	3,713,052	21,632	1%	172,988	5%
Other supplies, services and charges	246,457	305,876	301,338	270,121	(35,755)	(12%)	(31,217)	(10%)
Repairs and maintenance	49,134	161,314	159,914	157,623	(3,691)	(2%)	(2,291)	(1%)
Utilities	1,179,249	1,192,600	1,192,600	1,192,600	0	0%	0	0%
Fuel and lubricants	16,952	25,115	19,538	19,538	(5,577)	(22%)	0	0%
Miscellaneous	3,856	1,650	1,614	1,350	(300)	(18%)	(264)	(16%)
Capital outlay	0	54,902	0	0	(54,902)	(100%)	0	0%
Interdepartment charges	150,295	158,325	158,325	119,990	(38,335)	(24%)	(38,335)	(24%)
Department Totals	5,451,999	5,591,202	5,373,393	5,474,274	(116,928)	(2%)	100,881	2%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	41.10	42.25	42.25	0.00





PUBLIC WORKS OPERATIONS



- Extend the lifespan of city streets through proactive repair and preventative maintenance
- Maintain the public stormwater infrastructure system in working condition
- Maintain the city's right of way according to the city's policies and procedures
- Provide a safe street network for the traveling public immediately following winter weather
- Public safety and emergency preparedness

Major Initiatives:

- Continue to complete customer initiated work orders within 40 days
- Snow Control Program
 - Route Optimization and routing capabilities (funded FY18 ITS budget)
 - Continue to upgrade single axle dump truck with wing plow and brine applicator
- Concrete repair
 - Remove sidewalk offsets (tripping hazards) of ½" or greater
 - Replace/repair offset and deteriorating curb to limit safety issues
- Ongoing employee training

Programs and Services Allocation

	FY19 Allocation
Department Administration	31%
Stormwater Control	9%
Street Management	17%
Pot Hole Patching	4%
Snow Removal	11%
Street Sweeping	2%
Traffic Control	2%
Right of Way Maintenance	20%
Sidewalk maintenance	2%
Bridge Maintenance	1%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	2,346,982	2,366,504	2,318,647	2,320,987	(45,517)	(2%)	2,339	0%
Other supplies, services and charges	1,330,988	1,415,961	1,470,925	1,309,372	(106,590)	(8%)	(161,553)	(11%)
Repairs and maintenance	160,069	191,558	188,776	170,145	(21,413)	(11%)	(18,631)	(10%)
Utilities	63,767	56,964	59,999	71,462	14,498	25%	11,463	19%
Fuel and lubricants	74,327	111,889	111,889	76,252	(35,637)	(32%)	(35,637)	(32%)
Miscellaneous	6,604	1,975	1,975	1,700	(275)	(14%)	(275)	(14%)
Interdepartment charges	757,319	791,511	791,511	793,737	2,226	0%	2,226	0%
Department Totals	4,740,056	4,936,363	4,943,723	4,743,655	(192,708)	(4%)	(200,068)	(4%)

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	34.20	33.80	33.80	0.00





SOLID WASTE



- HES contract administration
- Environmental monitoring
- Closure planning
- Closure contract administration and oversight
- Post-closure planning

Revenues

Revenues	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Fines and forfeitures	38,534	10,000	15,000	0	(10,000)	(100%)	(15,000)	(100%)
Charges for services	(48)	0	0	0	0	0%	0	0%
Investment earnings	20,125	1,430	47,494	23,518	22,088	1,545%	(23,976)	(50%)
Other	678,278	577,000	616,799	77,000	(500,000)	(87%)	(539,799)	(88%)
Transfers in	0	0	62,555	31,121	31,121	0%	(31,434)	(50%)
Department Totals	736,889	588,430	741,848	131,639	(456,791)	(78%)	(610,209)	(82%)



Major Initiatives:

- Landfill to Cease Operations
Approximately June/July 2019
- Phase 1 Landfill Closure Scheduled to
Begin Summer 2018
- Negotiations Continue for Transfer Station
Cost
- Contract Management of Facility
Continues
- North Recycling Center Operational (when
KC executes agreement)
- RecycleFEST Continues in Fall and Spring

Programs and Services Allocation

	FY19 Allocation
Department Administration	6%
Debt & Cash Management	20%
Recycling	1%
Environment Montrg & Comp	19%
Capital Projects	54%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	77,523	101,112	109,763	118,362	17,250	17%	8,599	8%
Other supplies, services and charges	(346,708)	418,641	603,064	663,922	245,281	59%	60,858	10%
Repairs and maintenance	503	10,800	4,670	7,300	(3,500)	(32%)	2,630	56%
Utilities	0	0	180	240	240	0%	60	33%
Fuel and lubricants	792	612	560	406	(206)	(34%)	(154)	(28%)
Depreciation	185,698	174,462	174,462	164,554	(9,908)	(6%)	(9,908)	(6%)
Capital outlay	0	0	31,472	0	0	0%	(31,472)	(100%)
Construction	52,354	1,228,775	1,143,775	1,377,000	148,225	12%	233,225	20%
Interdepartment charges	0	1,769	1,769	5,950	4,181	236%	4,181	236%
Transfers out	175,000	175,000	175,000	214,018	39,018	22%	39,018	22%
Department Totals	145,161	2,111,171	2,244,715	2,551,752	440,581	21%	307,037	14%

Full Time Equivalents (FTE)

	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	1.00	1.00	1.60	0.60





AIRPORT



- Continually provide quality services to the aviation public
- Marketing efforts aimed at attracting new business to the Airport, retaining current customers, and increasing general public awareness of the benefits of the Airport
- Maintain pavement surfaces year-round to provide a safe environment for aircraft operations
- Continue to meet or exceed Federal and State guidelines
- Implement projects included in the Airport's approved Five-Year Capital Improvement Plan (CIP)

Revenues

Revenues	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Fines and forfeitures	1,821	1,600	1,600	1,500	(100)	(6%)	(100)	(6%)
Intergovernmental	4,008,446	8,474,950	8,474,950	0	(8,474,950)	(100%)	(8,474,950)	(100%)
Charges for services	678,025	798,946	725,583	795,759	(3,187)	(0%)	70,176	10%
Material and fuel sales	585,124	752,110	780,480	757,249	5,139	1%	(23,231)	(3%)
Investment earnings	9,063	39,000	22,000	9,000	(30,000)	(77%)	(13,000)	(59%)
Other	28,514	42,452	33,252	28,393	(14,059)	(33%)	(4,859)	(15%)
Transfers in	523,735	76,696	377,312	377,312	300,616	392%	(0)	(0%)
Department Totals	5,834,729	10,185,754	10,415,178	1,969,213	(8,216,541)	(81%)	(8,445,964)	(81%)



Major Initiatives:

- Consumer Price Index (CPI) increase of 2.3 percent on hangar and tie down rental fees
- Airport's National Pollutant Discharge Elimination System (NPDES) Permit now a site specific permit as required by MDNR
- Fifth Annual Airport Open House
- Complete the development of a new Airport Marketing Plan with Creative Services
- Continue hosting fall customer tenant meeting to inform customers and tenants of planned improvements for the Airport

Programs and Services Allocation

	FY19 Allocation
Department Administration	14%
Debt & Cash Management	30%
Airport Bldg & Grnd Maint	9%
Runway & Taxiway Maint	6%
Pilot Supplies & Fuel	39%
Environment Montrg & Comp	2%
Infrastructure Improvemts	1%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	407,579	527,967	484,242	518,159	(9,808)	(2%)	33,917	7%
Supplies for resale	398,707	453,735	499,140	498,084	44,349	10%	(1,056)	(0%)
Other supplies, services and charges	164,445	250,890	256,889	255,855	4,965	2%	(1,034)	(0%)
Repairs and maintenance	137,584	57,495	92,925	77,458	19,963	35%	(15,467)	(17%)
Utilities	57,083	46,050	46,190	55,850	9,800	21%	9,660	21%
Fuel and lubricants	7,986	7,025	8,035	8,270	1,245	18%	235	3%
Depreciation	574,903	593,113	593,113	578,829	(14,284)	(2%)	(14,284)	(2%)
Miscellaneous	31,473	45,150	36,350	38,000	(7,150)	(16%)	1,650	5%
Interest	2,636	237,652	1,800	1,700	(235,952)	(99%)	(100)	(6%)
Capital outlay	1,503,081	172,810	155,710	0	(172,810)	(100%)	(155,710)	(100%)
Construction	(1,503,081)	0	0	0	0	0%	0	0%
Interdepartment charges	77,004	72,843	72,843	114,786	41,943	58%	41,943	58%
Transfers out	76,696	8,997,696	8,997,696	76,696	(8,921,000)	(99%)	(8,921,000)	(99%)
Department Totals	1,936,097	11,462,427	11,244,934	2,223,687	(9,238,739)	(81%)	(9,021,247)	(80%)

Full Time Equivalents (FTE)

Job Titles	FY17	FY18	FY19	Difference
	Budget	Budget	Requested	FY18
Department Totals	7.46	9.16	8.46	-0.70





FIRE DEPARTMENT



- Maintain levels of service delivery while looking for efficiencies in budget, staffing, and procedures
- Address cancer prevention and health & wellness initiatives as outlined in the Strategic Plan
- Establish accreditation strategies and framework for FY19
- Enhance employee recruitment and retention strategies
- Evaluate current demand and forecast future impact on delivery of services

Major Initiatives:

- Begin implementation of goals and objectives outlined in 2018-2023 Strategic Plan.
- Collaborate with City staff to update departmental long-term plans.
- Update the staffing plan to comprehensively address current and future departmental needs.
- Achieve substantial completion in the revision of the Standards of Cover document.
- Evaluate the performance outcomes of AVL on response times, when implemented.
- Provide internal/external opportunities for education and job-related training, while evaluating merits of alternative approaches to manage overtime.

Programs and Services Allocation

	FY19 Allocation
Department Administration	9%
Support Services	7%
Emergency Services	78%
Fire Prevention	0%
Training	1%
Communications Center/Dispatch	5%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	14,335,425	14,789,058	15,077,456	15,038,173	249,115	2%	(39,283)	(0%)
Supplies for resale	241,122	245,000	245,000	250,000	5,000	2%	5,000	2%
Other supplies, services and charges	665,056	708,811	701,811	756,780	47,969	7%	54,969	8%
Repairs and maintenance	470,705	378,681	378,681	403,139	24,458	6%	24,458	6%
Utilities	121,194	135,500	135,500	136,000	500	0%	500	0%
Fuel and lubricants	105,219	145,000	145,000	145,000	0	0%	0	0%
Miscellaneous	8,411	33,300	30,300	0	(33,300)	(100%)	(30,300)	(100%)
Capital outlay	649,090	0	0	135,000	135,000	0%	135,000	0%
Interdepartment charges	1,000,297	1,265,029	1,265,029	1,478,957	213,928	17%	213,928	17%
Transfers out	47,311	57,903	57,903	160,920	103,017	178%	103,017	178%
Department Totals	17,643,830	17,758,282	18,036,680	18,503,970	745,688	4%	467,290	3%

Full Time Equivalents (FTE)

Job Titles	FY17	FY18	FY19	Difference
	Budget	Budget	Requested	FY18
Department Totals	153.00	154.00	154.00	0.00





FINANCE DEPARTMENT



- Prepare financial information and statements in conformity with Generally Accepted Accounting Principles
- Maintain transparency of financial operations
- Monitor and issue city-wide debt obligations
- Monitor funds city-wide for investment and cash flow purposes
- Evaluate economic incentive requests for accuracy and benefit to the city



Major Initiatives:

- Implementation of Document Image Storage and Retrieval System and reduction of offsite hard copy documents
- Convert off-site Lock Box Payment Processing to in house
- Implement Accounts Payable Virtual Payment process

Programs and Services Allocation

	FY19 Allocation
Department Administration	27%
Accounting & Payroll Services	7%
Debt & Cash Management	25%
Support To Development	1%
Procurement & Contract Svcs.	3%
Municipal Billing	36%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	1,600,251	1,657,752	1,710,831	1,673,448	15,696	1%	(37,383)	(2%)
Other supplies, services and charges	4,191,607	4,275,541	5,165,179	6,255,870	1,980,329	46%	1,090,691	21%
Miscellaneous	1,590	0	0	0	0	0%	0	0%
Capital outlay	30,785	0	0	0	0	0%	0	0%
Interdepartment charges	2,612,042	2,648,962	2,648,962	2,701,940	52,978	2%	52,978	2%
Department Totals	8,436,275	8,582,255	9,524,972	10,631,258	2,049,004	24%	1,106,286	12%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	22.00	22.00	22.00	0.00





FLEET DIVISION



- Complete oversight of the construction, installation and startup of the new central fuel site.
- Ensure successful removal of the existing underground fuel tanks at Fire Headquarters.
- Work with the Fleet Advisory Board to identify cost-efficient vehicle and equipment replacement types.
- Research and present information on advanced technology based vehicles, with emphasis on fuel savings technology, while maintaining vehicle appropriate job applications.
- Work to advance the area of diagnostic technology in order to grow the ability to perform complex repairs in-house, saving time and cost.

Major Initiatives:

- Continual improvement supplying services to supported departments including further incorporation of industry technology
- Construction and service transition to new (replacement) fuel site
- Review existing fuel facility at Police Department to determine if meeting current needs
- Partnering with local technology based learning centers to develop and attract quality technicians

Programs and Services Allocation

	FY19 Allocation
Department Administration	17%
Expansion	24%
Vehicle/Equip Replacement	59%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	698,315	645,028	647,928	659,813	14,785	2%	11,885	2%
Other supplies, services and charges	125,286	134,629	131,268	135,362	733	1%	4,093	3%
Repairs and maintenance	23,274	33,712	37,054	27,639	(6,073)	(18%)	(9,415)	(25%)
Utilities	55,679	38,000	35,475	37,500	(500)	(1%)	2,025	6%
Fuel and lubricants	1,213	2,550	2,610	2,184	(366)	(14%)	(426)	(16%)
Depreciation	1,900,161	1,446,207	1,446,207	1,520,741	74,534	5%	74,534	5%
Capital outlay	2,655,425	2,734,327	2,347,969	3,362,615	628,288	23%	1,014,646	43%
Construction	(3,247,104)	0	0	0	0	0%	0	0%
Interdepartment charges	115,901	129,108	128,446	146,553	17,445	14%	18,107	14%
Department Totals	2,328,152	5,163,561	4,776,958	5,892,407	728,846	14%	1,115,449	23%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	9.12	9.12	9.12	0.00





MUNICIPAL COURT



- Assure our Court provides fair and just service to our customers
- Increase the Court's collection of past due court debt
- Participate in the Office of State Court Administration-Show Me Courts project

Major Initiatives:

- Performance Audit of Court Policy and Procedures
- Probation Program-case notes and data entry
- Participation in Office of State Court Administrator-Debt Collection Program
- Conversion to e-filing court software system through the Office of State Court Administrator

Programs and Services Allocation

	FY19 Allocation
Department Administration	23%
Operations Division	55%
Probation	13%
Court Security Operations	9%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	604,295	721,647	637,990	721,375	(272)	(0%)	83,385	13%
Other supplies, services and charges	121,681	123,276	124,017	136,593	13,317	11%	12,576	10%
Repairs and maintenance	3,790	8,150	9,400	8,650	500	6%	(750)	(8%)
Miscellaneous	345	0	0	0	0	0%	0	0%
Interdepartment charges	23,684	24,130	24,130	124,241	100,111	415%	100,111	415%
Department Totals	753,794	877,203	795,537	990,859	113,656	13%	195,322	25%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	11.87	11.38	11.96	0.58





CENTRAL BUILDING SERVICES



- Administer the Building and Equipment Replacement Program (BERP) which provides funding for various capital improvement projects
- Other responsibilities include facility coordination at City Hall and excess property management
- Provide maintenance and repair for most City-owned facilities
- Coordinate repairs on HVAC systems electrical systems, equipment repairs, carpentry and furniture installation, maintenance on major electrical switchgear, elevators and window washing
- Direct daily routine custodial work at most City facilities

Major Initiatives:

- Roof Replacement – Fire Headquarters
- Parking Stalls and Drive Replacement – City Hall
- Hot water tank replacement – City Hall
- Repair of South Apron Concrete – Maintenance Facility
- Roof Repair and HVAC Maintenance - Airport

Programs and Services Allocation

	FY19 Requested
Facility Services	31%
Custodial Services	14%
Project Management	1%
Utilities/General Servcs	21%
BERP program	33%
Capital Project Activity	0%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	664,804	631,498	634,698	531,280	(100,218)	(16%)	(103,418)	(16%)
Other supplies, services and charges	26,535	167,744	167,744	223,416	55,672	33%	55,672	33%
Repairs and maintenance	128,509	140,000	140,000	131,500	(8,500)	(6%)	(8,500)	(6%)
Utilities	236,463	281,849	281,849	252,000	(29,849)	(11%)	(29,849)	(11%)
Fuel and lubricants	1,894	0	0	2,500	2,500	0%	2,500	0%
Depreciation	107,839	101,424	101,424	103,077	1,653	2%	1,653	2%
Miscellaneous	0	3,000	3,000	3,000	0	0%	0	0%
Capital outlay	103,259	368,000	368,000	641,000	273,000	74%	273,000	74%
Construction	(103,259)	0	0	0	0	0%	0	0%
Interdepartment charges	64,804	43,748	43,748	44,547	799	2%	799	2%
Department Totals	1,230,848	1,737,262	1,740,462	1,932,320	195,058	11%	191,858	11%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	10.62	8.62	8.12	-0.50





POLICE DEPARTMENT



- Reduce Crime:
 - Implementing community oriented policing and problem oriented policing in conjunction with crime analysis, in order to impact crime through prevention, displacement, and enforcement.
- Improve Traffic Safety:
 - Increase the safety of the citizens that utilize our roadways by doing the following:
 - Evaluate crash data in order to recognize causation trends.
 - Develop enforcement, engineering, and educational solutions for problem areas.
 - Increase police presence during identified times and at specific locations to reduce crashes.
- Strengthen community collaborations towards crime reduction, crime prevention, and responses to crime:
 - Utilizing relationships with other public agencies, community, and public sector to become involved in significantly reducing crime in their area.



- Animal Protection:
 - Animal Control Officers employ a combination of education and enforcement activities throughout the city. These efforts help provide of the protection of all animals in order for citizens to enjoy safe pet ownership.
- Reduce the Number of Animals Housed or Euthanized:
 - Increase awareness to the public on pet identification.
 - Increase public awareness of shelter services and hours of operation.
 - Continue dissemination of information via online services.
 - Continue partnerships with local veterinarians for services and information sharing.

Major Initiatives:

- Upgrade Records Management System (RMS)
- Continue Crime Reduction Initiatives
- Bond project - MARRS

Program and Services Allocation

	FY19 Allocation
Department Administration	21%
Support Services	14%
Operations Division	41%
Criminal Investigate Div	19%
Animal Control	5%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	16,622,848	16,284,646	16,295,901	16,805,816	521,170	3%	509,914	3%
Other supplies, services and charges	1,281,995	1,569,437	1,511,110	1,517,321	(52,117)	(3%)	6,210	0%
Repairs and maintenance	649,119	618,512	633,522	649,293	30,781	5%	15,771	2%
Utilities	320,605	349,702	329,535	349,702	0	0%	20,167	6%
Fuel and lubricants	190,251	239,013	239,013	239,013	0	0%	0	0%
Miscellaneous	27,290	6,500	6,500	7,500	1,000	15%	1,000	15%
Interdepartment charges	788,596	825,159	825,159	980,540	155,381	19%	155,381	19%
Transfers out	44,986	28,791	28,791	28,791	0	0%	0	0%
Department Totals	19,925,690	19,921,760	19,869,531	20,577,975	656,215	3%	708,444	4%

Full Time Equivalent (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	202.00	205.50	206.50	1.00



DEVELOPMENT SERVICES



- Protect the health and safety of the public, while making the development and construction process straightforward and efficient
- Provide quality, professional and timely services to promote and influence code compliance and safety within the built environment
- Serve as a community resource, trusted advisors and guides to the citizens for all things business and development related
- Promote and encourage employee and organizational development
- Continue to seek opportunities for transparency and improved customer service

Major Initiatives:

- Develop and implement technology enhancements
- Public Education and Awareness
- Professional/Employee Development
- Quality Housing Program
- 2018 Code Adoption Completion

Programs and Services Allocation

	FY19 Allocation
Building Inspections	13%
Engineering Inspections	14%
Neighborhood Services	9%
Development Engineering	12%
Current Planning	8%
Codes Administration	11%
Department Administration	23%
Project Management	8%
Licensing	2%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	2,442,668	2,851,223	2,881,946	2,936,670	85,447	3%	54,724	2%
Other supplies, services and charges	218,286	278,574	280,707	291,209	12,635	5%	10,502	4%
Repairs and maintenance	83,379	84,660	84,804	95,118	10,458	12%	10,314	12%
Fuel and lubricants	19,470	35,080	35,080	33,000	(2,080)	(6%)	(2,080)	(6%)
Miscellaneous	1,037	6,500	6,500	6,500	0	0%	0	0%
Capital outlay	19,319	0	0	0	0	0%	0	0%
Interdepartment charges	209,349	341,020	341,020	103,757	(237,263)	(70%)	(237,263)	(70%)
Department Totals	2,993,507	3,597,057	3,630,056	3,466,253	(130,804)	(4%)	(163,803)	(5%)

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	33.86	36.68	36.67	-0.01





WATER UTILITIES



- Provide quality and professional services to meet customer needs.
- Ensure compliance with applicable state and federal regulations for potable water and wastewater.
- Provide continuous distribution of clean, potable water at flow rates to meet consumer and fire demand and to be above minimum pressure requirements established by regulatory agencies.
- Ensure financial requirements are sufficiently managed to maximize the customer's value for water and sewer services.
- Provide organizational improvement to address the strategic needs of the Utility.

Revenues

Revenues	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Fines and forfeitures	291,691	284,511	305,005	277,271	(7,240)	(3%)	(27,734)	(9%)
Licenses and permits	142,978	80,204	80,204	0	(80,204)	(100%)	(80,204)	(100%)
Intergovernmental	1,636,336	0	0	0	0	0%	0	0%
Charges for services	35,526,590	36,746,952	36,098,855	37,686,896	939,944	3%	1,588,041	4%
Material and fuel sales	281,018	193,500	197,269	215,749	22,249	11%	18,480	9%
Investment earnings	58,284	55,000	103,061	75,000	20,000	36%	(28,061)	(27%)
Other	198,671	48,605	158,591	53,897	5,292	11%	(104,694)	(66%)
Transfers in	546,628	442,067	442,067	655,025	212,958	48%	212,958	48%
Department Totals	38,682,196	37,850,839	37,385,052	38,963,838	1,112,999	3%	1,578,786	4%



Major Initiatives:

- Increase current level of labor resources in the Operations division to address several preventive maintenance tasks
- Enhance the meter replacement
- Implement an “in-house” leak detection program to address unallocated water and improve the effectiveness in the excavation of water mains
- Implement a time-keeping system that will more efficiently import employee time into the payroll system
- Collaborate with Internal Services divisions to develop long-term plans for service to the Water Utilities Department
- Continue the development of document management program and intranet site for centralization of essential reports, studies, plans, manuals, and procedures

Programs and Services Allocation

	FY19 Allocation
Operations	13%
Customer Service	87%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	3,982,428	4,396,083	4,000,193	4,545,459	149,376	3%	545,266	14%
Supplies for resale	16,123,753	16,418,764	16,178,977	16,903,904	485,140	3%	724,927	4%
Other supplies, services and charges	2,738,344	3,073,247	3,081,635	2,740,160	(333,086)	(11%)	(341,475)	(11%)
Repairs and maintenance	610,850	479,573	435,289	439,504	(40,069)	(8%)	4,215	1%
Utilities	561,679	518,551	506,812	592,959	74,408	14%	86,147	17%
Fuel and lubricants	62,743	56,436	52,611	66,977	10,541	19%	14,366	27%
Depreciation	4,277,150	4,330,000	4,053,259	4,490,000	160,000	4%	436,741	11%
Miscellaneous	19,769	18,475	12,475	12,400	(6,075)	(33%)	(75)	(1%)
Interest	87,245	1,016,000	1,016,000	1,027,000	11,000	1%	11,000	1%
Capital outlay	0	0	18,107	0	0	0%	(18,107)	(100%)
Interdepartment charges	684,704	706,079	710,795	684,489	(21,590)	(3%)	(26,306)	(4%)
Transfers out	9,481,851	9,847,174	9,847,174	11,688,629	1,841,455	19%	1,841,455	19%
Department Totals	38,630,517	40,860,381	39,913,326	43,191,481	2,331,101	6%	3,278,156	8%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	60.50	62.50	62.46	-0.04



Water Utilities: Budget Summary



ADMINISTRATION DEPARTMENT



- Assure the delivery of quality municipal services through the coordination of 14 distinctive departments and divisions
- Support the Mayor and City Council
- Administer policies and procedures of the City including the personnel code and Economic Development Incentive Policy
- Provide comprehensive personnel management and support functions for all City employees
- Manage the City's financial condition following direction from the Mayor and Council
- Support City Boards and Commissions
- Continue to focus on enhanced communications and public engagement opportunities throughout the community



Administration Department: Goals

Major Initiatives:

- Plan for implementation of the Compensation Study
- Begin Citizen Strategic Planning Process
- Continue implementation of the HR Assessment Report
- Explore Priority Based Budgeting Methodology
- Review allocation of internal service and administrative costs (City Manager's Audit)
- Rollout new website
- Replace Budget software
- Coordinate Citizens Leadership Academy

Programs and Services Allocation

	FY19 Allocation
Department Administration	55%
Policy/Legislative Oper.	11%
Community Relations	11%
Cultural Arts	2%
HR Administration	10%
Employee Services	7%
Safety & Risk Management	3%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	1,707,009	1,983,411	1,869,744	2,109,290	125,879	6%	239,545	13%
Supplies for resale	0	0	0	5,500	5,500	0%	5,500	0%
Other supplies, services and charges	1,105,499	1,018,894	1,026,743	912,376	(106,518)	(10%)	(114,367)	(11%)
Repairs and maintenance	45,951	39,490	40,330	64,939	25,449	64%	24,609	61%
Miscellaneous	2,461	186,400	55,987	86,400	(100,000)	(54%)	30,413	54%
Interdepartment charges	155,486	178,356	192,112	71,342	(107,014)	(60%)	(120,770)	(63%)
Transfers out	822,408	487,267	1,960,200	1,308,487	821,220	169%	(651,713)	(33%)
Department Totals	3,838,814	3,893,818	5,145,116	4,558,333	664,516	17%	(586,783)	(11%)

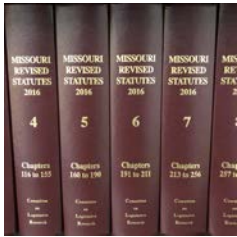
Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	26.99	27.98	30.29	2.31





LAW DEPARTMENT



- Provide reliable, efficient, and accurate legal services to the City's elected and appointed officials and staff.
- Continually provide cost-effective legal services to the City Officials and departments.
- Effectively prosecute violations of City ordinances to protect the health and safety of the citizens and the integrity of neighborhoods.
- Continue to deliver high quality customer service to both the public and internal departments.
- Continue to develop professional knowledge, skills and expertise of Law Department staff.
- Further increase efforts to reduce liability claims.

Major Initiatives:

- Develop additional litigation expertise in certain areas of Law:
 - Civil Rights, eminent domain, environmental law
 - Continue to provide representation on existing litigation items
- Complete a comprehensive contract tracking and logging system
- Recodification of City Ordinances
- Continued collective bargaining

Programs and Services Allocation

	FY19 Allocation
Department Administration	35%
Safety & Risk Management	10%
Code Enforcement/Prosecut	27%
Support To Development	9%
Legal Compliance	19%
Department Totals	100%



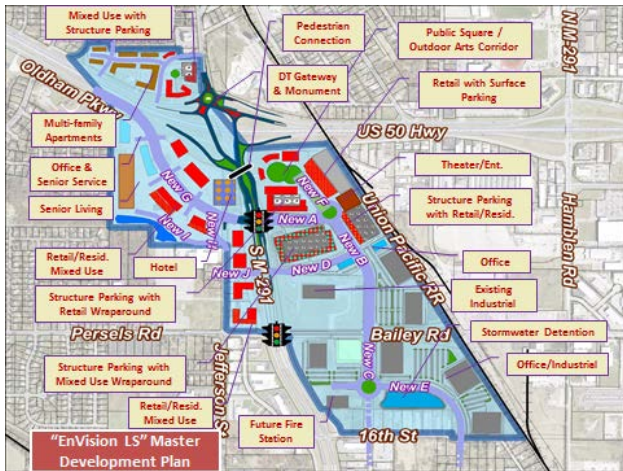
Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	1,016,752	1,026,929	964,284	1,112,933	86,004	8%	148,649	15%
Other supplies, services and charges	161,958	289,565	286,004	271,968	(17,597)	(6%)	(14,036)	(5%)
Repairs and maintenance	765	1,364	1,364	1,513	149	11%	149	11%
Miscellaneous	0	500	500	500	0	0%	0	0%
Interdepartment charges	64,141	79,912	79,912	25,752	(54,160)	(68%)	(54,160)	(68%)
Department Totals	1,243,616	1,398,271	1,332,064	1,412,666	14,395	1%	80,602	6%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	10.55	10.51	10.50	-0.01





PLANNING AND SPECIAL PROJECTS



- Provide quality and timely staff and customer service.
- Provide input on citywide policy issues and special projects.
- Direct long range planning efforts in the promotion of best land use development practices for the community's general welfare.
- Provide appropriate Comprehensive Plan upgrades and oversight.
- Provide quality administration and support for the city's CDBG program.
- Continue efforts in reaching the "Communities for All Ages" program.
- Continue to provide amendments to the UDO in response to current land use trends that will provide community benefit.
- Assist in promoting and influencing code compliance and safety within the built environment

Major Initiatives:

- 2019 Comprehensive Plan – Complete upgrade to an interactive format status
- UDO – MuniCode upgrade completion with needed amendments

Programs and Services Allocation

	FY19 Allocation
Department Administration	27%
Grant Administration	22%
Long Range Planning	51%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	405,315	434,053	439,853	493,124	59,071	14%	53,271	12%
Other supplies, services and charges	39,527	195,464	120,464	193,914	(1,550)	(1%)	73,450	61%
Repairs and maintenance	1,663	2,166	2,166	1,289	(877)	(40%)	(877)	(40%)
Fuel and lubricants	242	0	0	0	0	0%	0	0%
Interdepartment charges	39,264	2,565	2,565	2,497	(68)	(3%)	(68)	(3%)
Department Totals	486,012	634,248	565,048	690,824	56,576	9%	125,776	22%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	4.01	4.00	4.00	0.00





INFORMATION TECHNOLOGY SERVICES



- Improve the Network Connectivity for the 20 City locations supported by ITS.
- Continue to deliver High Quality service to the City's more than 900 users and 650 Computers.
- Increase online access to City Services through improvements to the City website and enhanced application features.
- Improve the City's Cyber Security posture for all City supported technology.
- Ensure the proper management, updating, and uptime of the City's 200 plus applications, and 120 servers.

Major Initiatives:

- Replace the current, aging SIRE document management system with a system focused on workflow improvement, and citywide utilization.
- Replace the soon to be obsolete Computer Aided Dispatch and Records Management System (CAD/RMS) utilized by the Police Department.
- Implement Mobile Device Management to improve security and maintenance of the City's increasing number of mobile devices.
- Implement additional cyber security measures. New initiatives would include additional testing, and implementation of the Payment Card Industry (PCI) Committee.

Programs and Services Allocation

	FY19 Allocation
Information Servs-MIS	67%
Equipment & Software Replacmnt	13%
Capital Project Activity	20%
Department Totals	100%



Expenses by Type

Expense Category	FY17 Actual	FY18 Budget	FY18 Projected	FY19 Requested	Difference FY18 Budget		Difference FY18 Projected	
					\$	%	\$	%
Personal services	2,137,871	2,231,306	2,197,522	2,322,678	91,372	4%	125,156	6%
Other supplies, services and charges	1,214,541	608,471	655,387	597,935	(10,536)	(2%)	(57,452)	(9%)
Repairs and maintenance	461,652	443,989	456,750	443,810	(179)	(0%)	(12,940)	(3%)
Fuel and lubricants	175	800	500	750	(50)	(6%)	250	50%
Depreciation	86,860	57,107	57,107	57,107	0	0%	0	0%
Capital outlay	32,192	429,848	429,848	1,160,603	730,755	170%	730,755	170%
Construction	154,552	(67,108)	(67,108)	(84,160)	(17,052)	0%	(17,052)	0%
Interdepartment charges	333,014	351,974	351,974	320,974	(31,000)	(9%)	(31,000)	(9%)
Transfers out	0	26,041	26,041	0	(26,041)	(100%)	(26,041)	(100%)
Department Totals	4,420,857	4,082,428	4,108,022	4,819,697	737,269	18%	711,675	17%

Full Time Equivalents (FTE)

Job Titles	FY17 Budget	FY18 Budget	FY19 Requested	Difference FY18
Department Totals	27.76	28.05	28.13	0.08

