

Budget Constraint Analysis

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Strategic Plan & Long-Term Goals

FINANCIALLY SUSTAINABLE

Ensure City
finances are
stable and
sustainable

Control long-term costs

Increase efficient use of financial and
human resources

Improve long-range financial
planning and decision-making

Independence for All STRATEGIC PLAN 2017 - 2021

Purpose Statement:

Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes Independence, Missouri a nationally recognized city with a unique history and sense of place.

Our Mission:

Transforming our community through engagement, innovation, and sustainable services.

Goals

Objectives

CUSTOMER- FOCUSED

Improve customer
service and
communication

Improve customer experience and service

Communicate more effectively internally
and externally

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Ensure City
finances are
stable and
sustainable

Control long-term costs

Increase efficient use of financial and
human resources

Improve long-range financial
planning and decision-making

QUALITY

Achieve livability,
choice, access,
health and safety
through a quality
built environment

Reduce blight

Improve visual appearance

Improve public infrastructure and facilities

Reduce crime and disorder

Increase perception of safety

Enhance public health

Stabilize and revitalize neighborhoods

ECONOMY

Increase economic
prosperity of
the community

Attract and retain quality employers

Grow business and industry

INDEPENDENCE

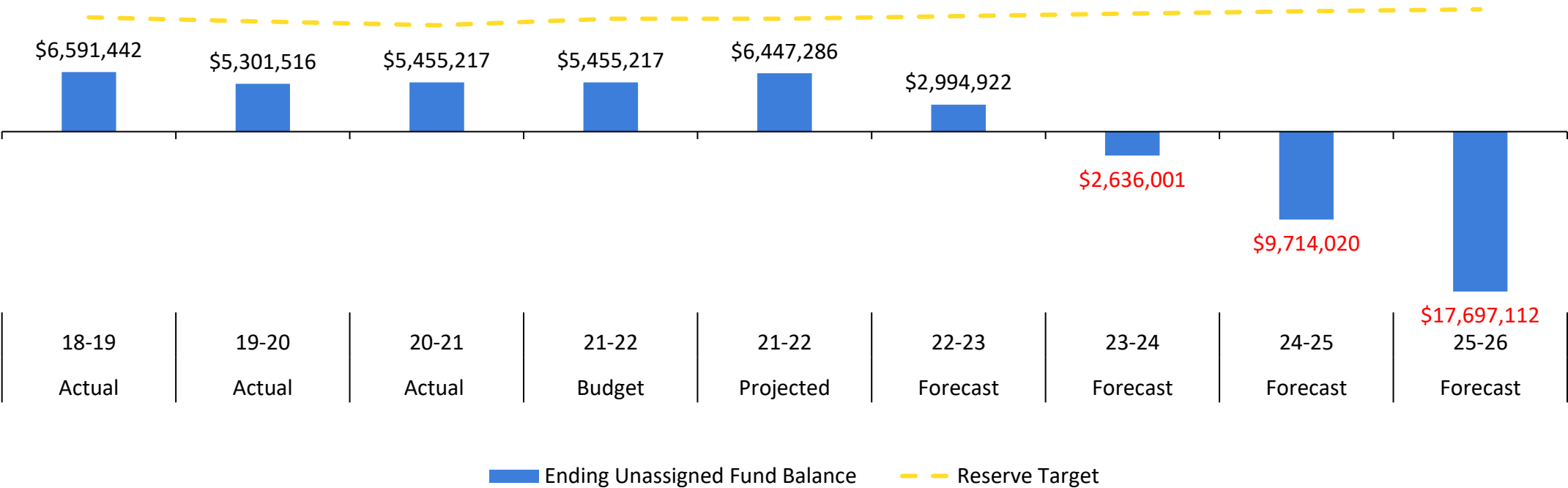
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Five Year Forecast Update

Fund Balance versus policy (16% of revenue)



Overview

1. What are the constraints and restrictions on the City Budget?
2. What percentage of the budget is reserved by these constraints?
3. What percentage is considered “discretionary” or most easily reallocated from purpose to another on an annual basis?

Budget Constraint Categories

- Citywide:

Enterprise Activities	\$222,953,131
Voter Approved	\$33,409,523
Grant Funds	\$3,584,396

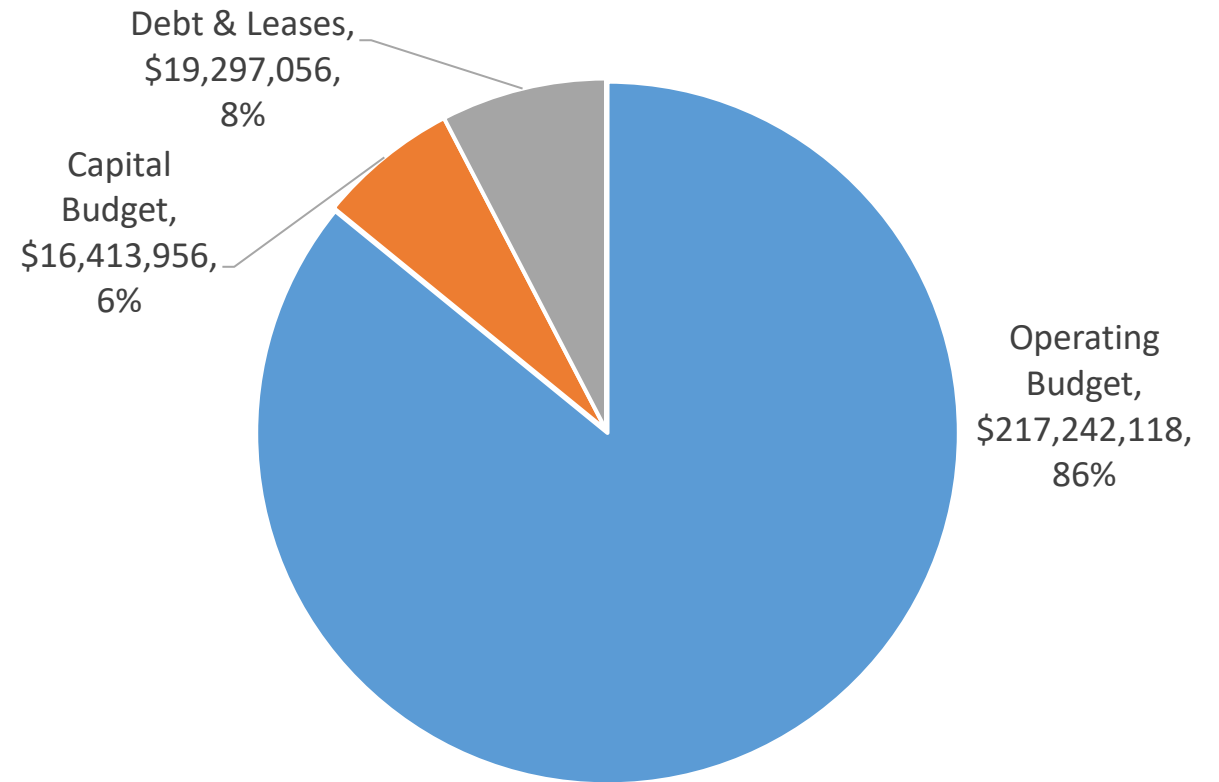
- General Fund:

Debt and Lease Payments	\$395,783
State Law and Charter	\$5,925,628
Voter Approved	\$620,000
Dedicated Revenue	\$4,632,422
Ordinance & Resolutions	\$837,816
Fixed Costs	\$58,908,717

- Leads to remaining balance, which is Discretionary / Flexible, \$6,707,377, or 2.0%, of the \$337,354,393 budget

Enterprise Funds

- Sanitary Sewer, **\$38,671,597**
- Water, **\$35,973,379**
- Power and Light, **\$178,308,154**



Voter Approved

Fund		Total
002	General Fund	\$ 620,000
004	Tourism	2,550,789
005	Health & Animal Levy	1,663,630
007	Parks Health & Recreation Levy	1,969,887
010	Animal Shelter Use Tax	728,545
011	Street Improvement Sales Tax	8,127,589
012	Park Improvement Sales Tax	5,216,367
013	Storm Water Sales Tax	4,732,513
016	Police Public Safety Sales Tax	2,705,119
017	Fire Sales Tax	2,836,929
018	Police Use Tax	2,258,155
Total		\$ 33,409,523

Use Tax

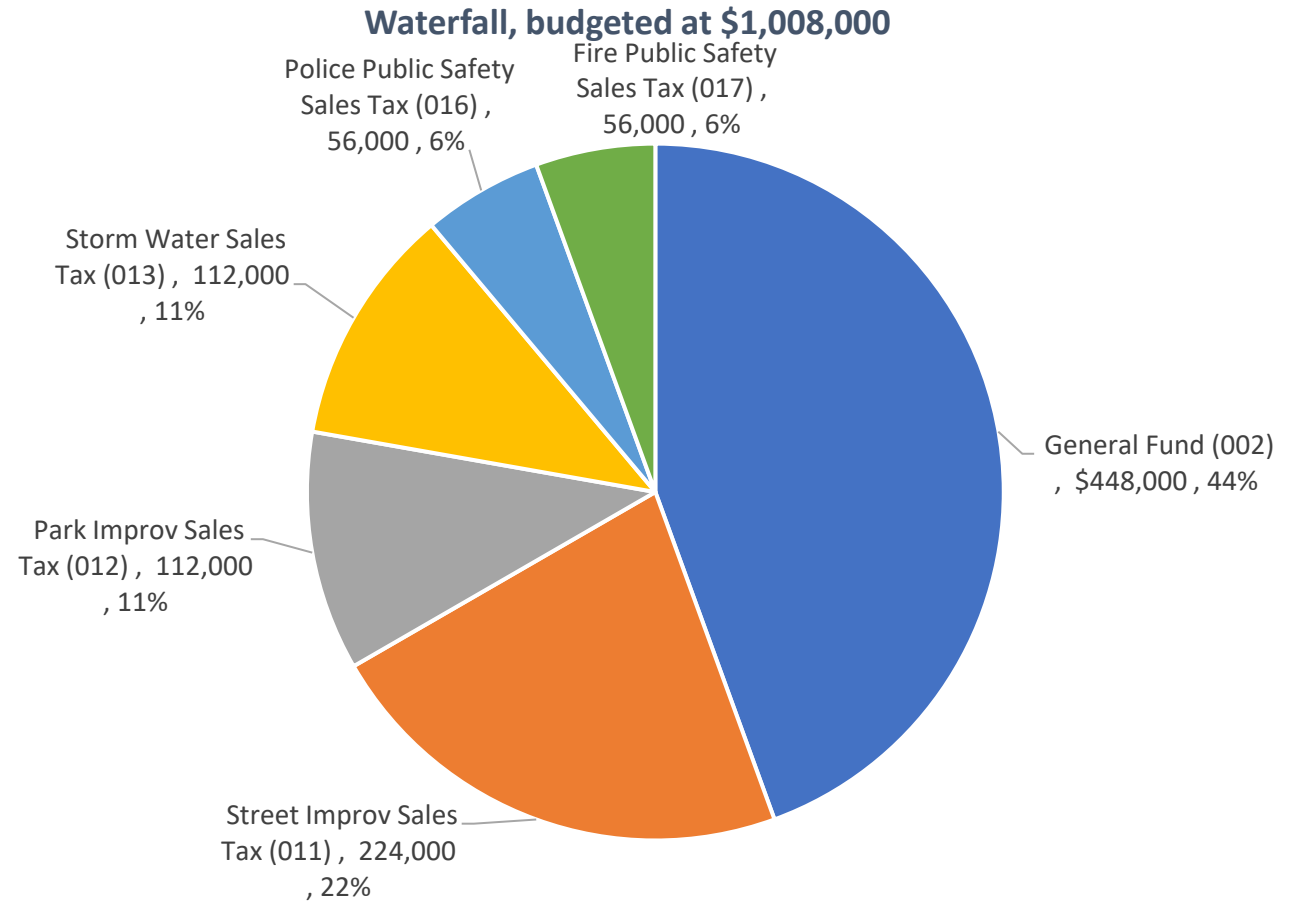
Budget:

Sales subject to use tax estimated at
\$44,592,694

Animal Shelter Use Tax Fund, **\$762,750**

Police Use Tax Fund, **\$3,032,000**

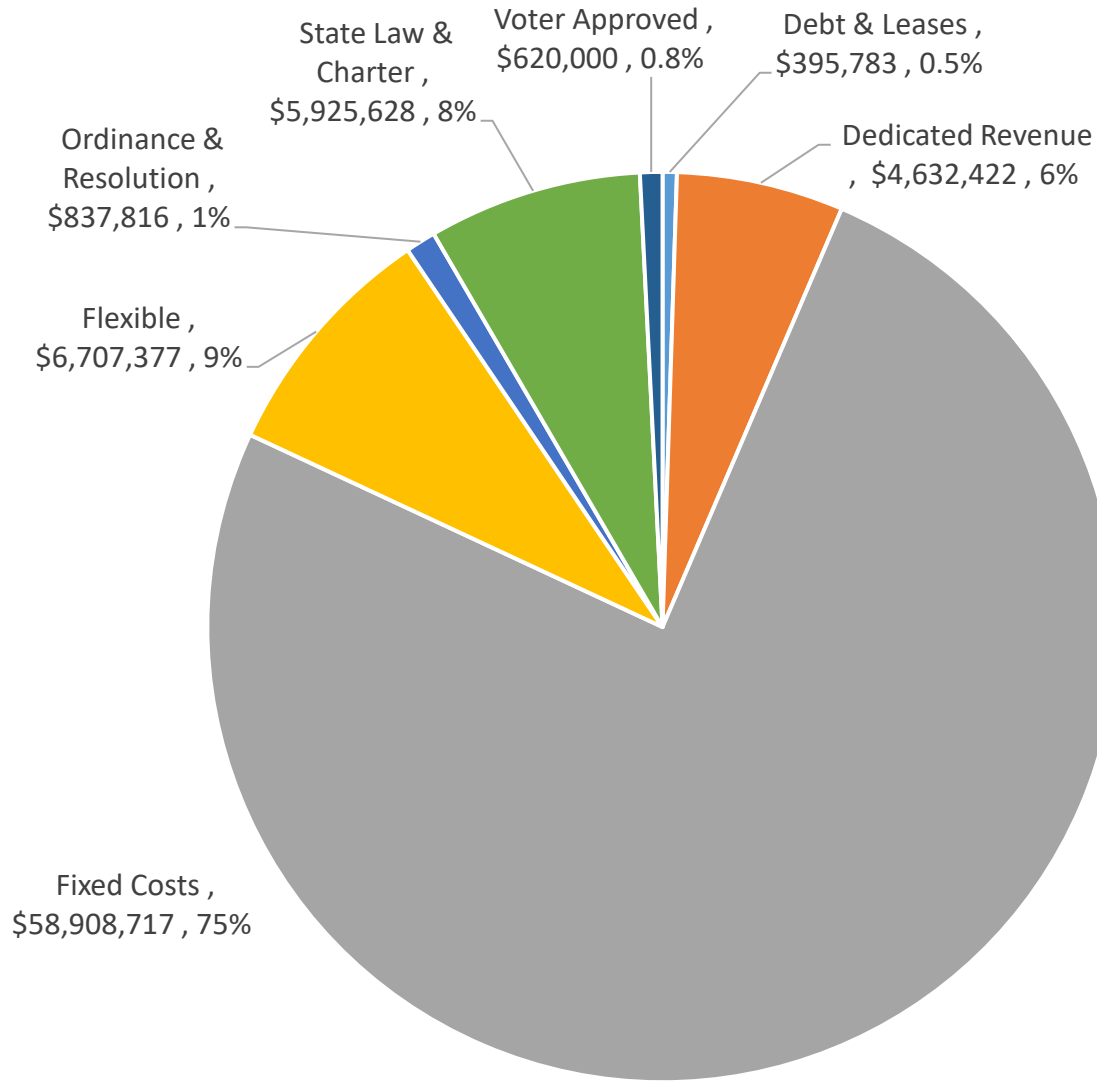
Remainder estimated to waterfall is
\$1,008,000



Grant Funds

Description	Total
Com. Dev. Block Grant (CDBG)	\$ 1,621,700
Law Grant	138,063
HOME Grant	526,154
Transportation Grant	500,000
Health Department	375,721
Police Department	422,758
Total	\$ 3,584,396

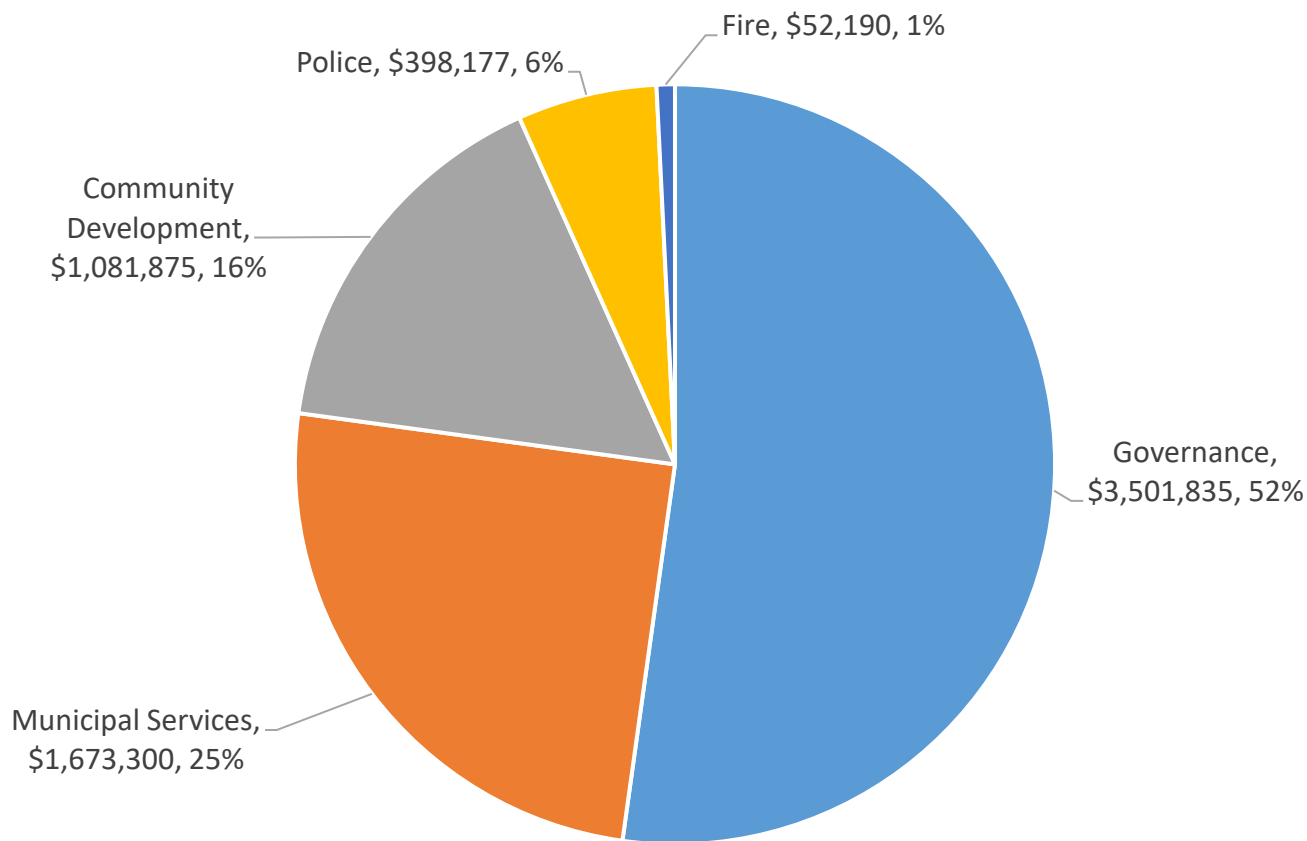
General Fund – Overview **\$78,027,743**



Fixed Costs

Police	\$ 28,664,420
Fire	21,074,364
Workers' Comp. & Risk	3,444,000
Central Garage	1,677,921
Tech Services & ERP	2,834,112
Utilities	1,051,900
Other	162,000
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Total	\$ 58,908,717

General Fund – Flexible / Discretionary, \$6,707,377





Questions/Discussion

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