



# Independence for All STRATEGIC PLAN 2017-2021

## Values

### How we use resources:

**Responsible** – We practice fiscal responsibility. We carefully plan for and spend our resources in appropriate, cost-effective ways.

**Sustainable** – We manage our resources wisely, using only what we need to meet the current needs of our citizens while also keeping in mind the needs of future generations.

### Services are:

**Quality** – We provide safe, sustainable, and well-maintained public facilities and municipal services to residents and visitors.

**Reliable** – We protect public health and the environment by providing consistent, reliable, and efficient city services.

### Solutions are found through:

**Collaboration** – We get more work done when we work across departments and partner with the community.

**Open communication** – We are clear with our ideas and decisions. We aim to build respect and trust, resolve our differences, and create a positive environment.

### Our attitude is:

**Congenial** – We maintain a positive attitude and atmosphere because we treat everyone with respect and fairness.

**Empathetic** – We are able to step into someone else's shoes, listen, and understand another point of view.

**Engaging** – We actively engage our citizens to ensure that community concerns and aspirations are consistently understood and considered.

**Responsive** – We always respond to citizen concerns in a timely and efficient manner.

**Trustworthy** – Our promises instill trust in our actions and decisions.

### Decision making:

**Accountable** – We accept responsibility for our actions. Our decisions have a real impact on the community and we follow our words with actions.

**Credible** – We employ experienced and qualified staff. We use trusted sources and our decisions are based on balanced and objective information.

**Innovative** – We don't shy away from new ideas. We think of creative ways to work together. Our open thinking helps us accomplish our goals.

**Ethical** – We make equitable, fair and just decisions because that's the right thing to do.

**Transparent** – We are open and honest with our decisions and supporting data.

**Visionary** – We make smart, long-term decisions that consider future needs.

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## Public Utilities Advisory Board Executive Meeting Agenda

October 19, 2023

2:30 PM, Independence Utilities Center 17221 E. 23rd St. So.

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### I. ROLL CALL

- A. Roll Call
  - 1. Approval of 7/20/23 meeting
  - 2. Approval of 8/17/23 meeting

### II. REPORTS

- A. Finance & Administration
  - 1. Questions on Utility Financial Reports - July and August 2023
- B. Municipal Services - None
- C. IPL
  - 1. Update on two IPL studies - Requested by Mr. Boatright.
  - 2. Payment assistance programs and agencies, available to ratepayers?
    - How much effort put into searching out new assistance?
    - With the return to non-discounted rates for electricity, is there an effort to connect delinquent accounts with aid?
    - Requested by Ms. Tindle
- D. Deputy City Manager - None

### III. BOARD MEMBER COMMENTS

Board Member Comments

### IV. ADJOURNMENT

- A. Next Meeting Date November 19, 2023

# *City of Independence*

## AGENDA ITEM COVER SHEET

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### **Agenda Title:**

Roll Call

1. Approval of 7/20/23 meeting
2. Approval of 8/17/23 meeting

**Department:** City Manager's Office **Contact Person:** Adam Norris

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### **REVIEWERS:**

Power and Light Department

Approved

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**Board Action:**

**Board Action:**

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### **ATTACHMENTS:**

- ▣ Minutes of 7-20-23
- ▣ Minutes of 8-17-23



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**Municipal Services - Water - Power & Light**

**CITY OF INDEPENDENCE, MO**  
**PUBLIC UTILITY ADVISORY BOARD**

**Public Utilities Advisory Board Meeting Minutes**  
**July 20, 2023**

**PUAB MEMBERS PRESENT**

Anthony Giaramita, Chairperson  
Sheri Tindle  
Les Boatright  
Michael Talcott, Vice-Chairperson  
Steve McLuckie

**PRESENT FROM IPL**

Jim Nail, Director  
Joe Hegendeffe, Deputy Director  
Khristina Irvine, Fiscal Administrator

**PRESENT FROM WATER**

Dan Montgomery, Director

**OTHERS PRESENT**

Adam Norris, Deputy City Manager  
Stephanie Harris, Accounting Mgr. - F&A  
Riley Newton, Asst. Comm. Mgr.  
Steve Wagner, City 7

**PRESENT FROM MUNICIPAL SERV.**

Mike Jackson, Deputy Director

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Chairperson, Anthony Giaramita called the meeting to order at 2:30 p.m.

**I. ROLL CALL**

- A.** Roll Call - The board was able to establish a quorum. All members were present.
1. Approval of Minutes 6/15/23 – A motion was made to approve the minutes by Mr. Boatright. Mr. McLuckie seconded the motion. All voted in favor, to approve the minutes as written, motion passed.

**II. ACTION ITEMS**

- A.** Annual Officer Elections
1. Chairperson –  
Mr. Talcott nominated Mr. Giaramita for Chairperson.  
Mr. McLuckie nominated Mr. Boatright for Chairperson.  
All nominations were accepted.  
Roll was called for nominating Mr. Giaramita for Chairperson. Vote was 2 Yeas and 3 Nays, vote failed.  
Roll was called for nominating Mr. Boatright for Chairperson. Vote was 4 Yeas and 1 Nay, vote passed. Mr. Boatright was elected as new Chairperson.
  2. Vice-Chairperson –  
Mr. McLuckie nominated Ms. Tindle for Vice-Chairperson.  
Mr. Giaramita nominated Mr. Talcott for Vice-Chairperson.  
All nominations were accepted.



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Roll was call for nominating Ms. Tindle for Vice-Chairperson. Vote was 4 Yeas and 1 Nay, vote passed. No vote called for Mr. Talcott's nomination. Ms. Tindle was elected as Vice-Chairperson.

### **III. DISCUSSION**

- A.** Discussion on Public Power – John Twitty, President & CEO of Missouri Public Utility Alliance (MPUA) discussed his background in public power, governance of public power, PILOT payments, renewable energy, selling of municipal utilities, apples to apples comparison of other utilities, two IPL recent studies, etc.

### **IV. REPORTS**

- A.** Finance & Administration
  - 1.** Questions on Utility Financial Reports – May 2023 – Stephanie Harris introduced some new employees that are involved in the utility accounting, Jamie Roush is our new Finance Operations Manager and Melissa Sill is our new Budget Manager. Stephanie reported that at the 11<sup>th</sup> month in the fiscal year overall everything looks good. Connection charges are looking better than budgeted for revenue and other services and supplies are over budget as line items, but overall expenses are still within the budget, there's nothing outstanding one way or the other. Fund balance/cash reserves are looking good. There are a few things that might need to be revised in the future budgets, but everything seems to be in alignment at this point in the fiscal year.
- B.** Municipal Services - Lisa Reynolds said nothing to report at this time but our biosolids handling is finally 100% up and going.
- C.** Water – Dan Montgomery said we still have lots of main replacement projects going on throughout the summer. Many wished Dan well in his retirement.
- D.** IPL – Jim Nail said he wanted to give an update on storm damage from the last weekend. Other entities had many, many customers out of power. Independence peaked with 6000 to 7000 out, so we fared fairly well, and our crews were on the job starting immediately on Friday afternoon. They worked around the clock. We did have our mutual aid friends from MPUA that came in and helped starting on Sunday. All restoration was complete by Monday morning. So, your benefit of your local control and your local utility, it paid off for us once again and getting our folks back on as quick as we possibly could.
  - 1.** IPL Rate Update – Joe Hegendeffer said I wanted to quickly get information in front of you about the upcoming rate restoration is what we're going to call it, because we're going back to the 2012 rates, right? I've been working personally with the Deputy City Manager and the Cities Communications Team to develop a communications plan. We have heard loud and clear from the public, from you guys from pretty much every resident past communication issues clear back from our previous billing to this change in payment system earlier this year and we want to engage the PUAB and the public in communications and how can we improve and be better. So, this rate sheet or the rate restoration fact sheet is something we've started, we're going to continue to add to it. It'll be live as we go along and we'll get this in front of you each month as you guys have your meetings and really what we're asking you guys for is



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to continue to look over the FAQ and if there are things that you guys are hearing out in the public on a consistent basis, please get it to us so that we can get that information out and continue to feed the public. Also, when you go to the bottom, you'll see the communications plan and it carries over to the second sheet and that really gives a timeline for how we're planning to communicate to the public what things are going to change and what it's going to look like if everybody recalls. We kind of have two things happening at the same time and really the big thing is the rate structure itself is being consolidated and that was approved clear back in 2020 of October. And at that point, they put a three-year sunset on that and said by October of 23, which is coming up here, everybody needs to be on the new rate schedule, which is simpler, easier to understand and just more consolidated at the same time. We're going to take that opportunity through the rate changes that were approved from the City Council early this year. We're going to go ahead and remove that 6% discount that has been on the bills. So, if you look at three of these months, you'll see different articles, bill inserts social media, communications, and things we plan to do to keep the community engaged and understand that in October or November, when they get that first bill and it looks different than they've seen in the past, they understand. OK, here's what it used to look like, here's what the new stuff means, and it's not a shock to everybody. And so not all of us in this room getting bombarded with I did not know this was coming, I don't understand what's happening, so we're trying to be proactive in this and we're asking for your guy's help just as well as anyone else. Riley over there has helped develop the sheet and is going to help develop the different content and presentations you can see in August we are going to be making presentations to City Council and PUAB on what those rate consolidations look like and talk about the bills.

Mr. Boatright said this talks about the 6% rate restoration and at one time we had talked about 6% plus a customer charge like a \$5 charge. Is that something that's still in the plan for later? Joe responded, so those were looking outward and those were projections that we had put that we will discuss in the future. The first step, if you remember, we had all kinds of different steps in there, the first step was the 6% and removing that discount. Then let's evaluate for two years, and then any other increases or changes we would have to come back to you guys and council. Jim added now one exception to that is the new billing structure does have a \$10 customer charge on it and then for businesses and industrial, it's higher. But when that 2020 plan was put together, we essentially took the overall billing and we separate out, a service charge with an energy charge. All the new customers that have come on since 2020 and anyone who chose to move over, they're already seeing that \$10 charge. So that's not a change or an increase like we discussed in some of those future possibilities.

Mr. Giaramita asked how does this compare to other electric bills and surrounding areas? I know that we're low and everybody in this room knows we're low. The citizens, when they see the bill, they don't understand that water is on it and sewer is on it and electric. All I hear is my IPL bill is outrageous. I think we need to do something to clarify to the citizens that IPL is not the only thing on this bill. Joe responded so we can add to the education, especially when we do the next PUAB and City Council presentations. Maybe an overall discussion of what is on your bill, what does it look like? I think we call out that here's IPL's portion of



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your bill here, and maybe some education on the general bill overall, right? We can absolutely add that, and it sounds like a good idea because we hear it all the time too. Mr. McLuckie said I don't see anything about the Community Solar program here. I understand that subscribers in the Community Solar program don't get the complete rate increase when increases come, maybe you can talk about that? Jim responded the contract with people who signed up to support the solar farm and participants in that they have shares, based on how much electricity they use. What they were guaranteed was that they would not be subject to future rate increases while they are on that program. That only applies to the energy rate. It does not apply to customer charges or other fees associated that are on the bill. I just had one customer contact us and ask about it and I took their current bill and so you are you are currently paying, I'm not going to give you numbers because I'll be wrong, but I took what they're currently paying and it's a tiered structure. The old rates you had so many, you had this rate for the 1st 30 kilowatt hours then you had so much for the next 70 and so much for 200 and 300. I took that first 600 kilowatt groups and averaged that out. That rate is higher than the energy rate that's going to be on the bills in October. So, in this particular residential rate class is energy rate, I'm not going to say his bills going down, but his energy rate is actually less than what he's currently paying. So, at this point there is not an increase that the solar folks have to worry about. Joe said so it's a great question and I'm going to put it on the FAQ because I think that's what you're getting at, let's continue to educate and we'll get clarity and information about that, so that we inform in a good manner.

Ms. Tindle said can you talk about this open house event and how many people might turn up for something like that, in September? Joe responded we're pretty early on in the planning process for that other than it being on a on a page, we haven't gone into a ton of planning unless Riley knows way more than I do about it. Riley responded I can tell you it will probably be at the independence Uptown Market, that's typically where we do stuff like this. But aside from that, it'll likely be a couple hours long after work hours, so people that do have a nine to five will have an opportunity to attend. Jim added it's one of those things you never know. I mean, we will offer it for anyone who's interested. There was a tremendous amount of public discussion and interest in our proposed turbines a year ago, and I think 12 people showed up. So, you never know.

- E. Deputy City Manager –Adam Norris said nothing extra to add but wished Dan well in his retirement and said he will be missed by all.

## **V. BOARD MEMBER COMMENTS**

### **A. Board Member Comments –**

1. Mr. McLuckie said the board at some point, not exactly sure how, but there's a rule that we have to meet in person and my proposal is not to go back to Covid, but if someone's got a reason, just like City Council, if you've got a reason you can't make a meeting, that the technology is now here as I understand, that you could do that easily. I guess we were kind of tapped out on technology before and that's why we drew that line. So, my proposal, I guess I can make it as a motion, is that we operate as the City Council does, where each Member attempts to get there in person if at all possible. But if there's some reason that they want to



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zoom in for a meeting, that's possible. Ms. Tindle seconded the motion. Adam Norris added before we commit to this, I know we periodically have unreliable technology in this room. So, case in point, yeah, projector no longer here, so I don't object to this whatsoever, but I do worry sometimes about our ability to reliably and consistently have those hybrid meanings, those are very difficult for us to do. Mr. Boatright added we actually do it for the Charter review and usually about once every two weeks somebody is remoting in on it, like right now we're broadcasting, I think there's a camera over there. When we had our meeting on Tuesday night, one of our members called in, it was just a circle speaking through it, no picture. Steve Wagner added I think we can do Teams actually and have a phone participant, we do that a lot and City Council will have people call into Teams app and actually we have Teams going right now. It's not a public link but it helps Khristina with speech to text and to do the minutes more effectively so essentially nice little life hack we have going right now. It's pretty easy, I'll be giving a phone number to call in to Teams. I always like to have people join a few minutes early like 10 to 15 minutes and just to make sure they can hear us; we can hear them, that's something I wish everyone knew going forward. Mr. Boatright said we've got a motion and a second to accept electronic means to attend meetings, any questions on that or discussion? Vote was called for, all voted in favor, motion passed. Mr. Boatright said this needs to be added to the by-laws and he'll get with Khristina for this.

2. Ms. Tindle wished Dan well in his retirement and his guidance for the Water Department. She also thanked IPL for quick response to the storm repair, I did hear on KCR that we were basically ahead of the other communities in getting that done and it's very valuable so that accountability to your customers/citizens/ratepayers is really valuable to us, so thanks.
3. Mr. Giaramita said I just want to say IPL did a fantastic job with this storm. My lights flickered once, that was it. I was stunned that we didn't have more power outages. Mr. Montgomery, thank you, I enjoyed working with you. I've had some wonderful conversations with you, really appreciate it and good luck. Enjoy your retirement.
4. Mr. Talcott said same for me, appreciate it, Mr. Montgomery, I've only been on here a year, but I've all I've had some encounters with you. You've been very helpful and really explain things very well, so I want to wish you well too and appreciate your time here too. I want to give kudos, also to IPL and because I think ours just kind of bumped a little bit too and then it just kept going. I didn't even have time to get the generator to set it out in the backyard. I also want to make a quick comment because there was an article that came out with Fox 4, and this is to show another positive of having local control over our utility that Evergy's Missouri customers are going to peak pricing in October. So peak pricing is going to be from 4:00 to 8:00 p.m. and those prices are scheduled to go from \$0.09 per kWh to \$0.38 per kWh, according to the article. And so, what does everybody do when they come home? They cook dinner, they do their laundry, they do all their stuff between 4:00 and 8:00 p.m. If you want to do the cheaper stuff, you get up at midnight to do your laundry, you do all of your stuff from midnight to six in the morning. And who's going to do that? I just want to bring that up as a positive for us. I know the rates are bumping up here a little bit, but I think they're not going to be touching whatever Evergy is doing between 4:00 and 8:00 p.m. So that's just another thing to give you some positive strokes.





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5. Mr. Boatright said I really appreciate you all bringing in our speaker today, Mr. Twitty. That was really helpful. I think I took a lot of notes here and things I want to follow up on just getting to hear, so to speak, from the horse's mouth of what's been going on. I do appreciate that, and I appreciate the talking points here. I think you've got some good stuff here and stuff to add to it.

**VI. ADJOURNMENT** – Meeting adjourned at 3:53 p.m.

- A. The next meeting will be August 17, 2023.



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## **CITY OF INDEPENDENCE, MO PUBLIC UTILITY ADVISORY BOARD**

### **Public Utilities Advisory Board Meeting Minutes August 17, 2023**

#### **PUAB MEMBERS PRESENT**

Les Boatright, Chairperson  
Anthony Giaramita  
Michael Talcott  
Steve McLuckie - Attending Virtually  
Sheri Tindle, Vice-Chairperson

#### **PRESENT FROM MUNICIPAL SERV.**

Lisa Reynolds, Director  
Mike Jackson, Deputy Director

#### **PRESENT FROM IPL**

Jim Nail, Director  
Joe Hegendeffe, Deputy Director  
Khristina Irvine, Fiscal Administrator

#### **OTHERS PRESENT**

Adam Norris, Deputy City Manager  
Stephanie Harris, Accounting Mgr. - F&A  
Riley Newton, Asst. Comm. Mgr.  
Steve Wagner, City 7

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Chairperson, Les Boatright called the meeting to order at 2:30 p.m.

#### **I. ROLL CALL**

- A.** Roll Call - The board was able to establish a quorum. All members were present except Sheri Tindle; however, Ms. Tindle did arrive a few minutes late. Steve McLuckie attending virtually.

#### **II. REPORTS**

**A.** Finance & Administration

- 1.** Questions on Utility Financial Reports – June 2023 (Preliminary) – Stephanie Harris gave an update on all utility financials for the preliminary fiscal year-end report.

**B.** Municipal Services –

- 1.** Report on the consolidation of Municipal Services with the Water Department – Requested by Mr. Talcott. Lisa Reynolds said the principal of the merger is the most common model used by other cities, when both utilities are public, they are a single department. Kansas City, Belton, North Kansas City, etc. all operate that way. Typically, it's that way because they are two sides of the same coin. The processes are the same and basically city-wide we are trying to co-locate tasks that have the same process. Whether it's a sewer leak or a water leak we are using the same process, same equipment, etc. to repair the pipe itself. It allows us for some cost savings from between the two utilities for instance, there is a lab at the Courtney Bend Treatment Plant and there is a lab at the Rock Creek Treatment Plant. They do similar testing, a little more involved on the sewer side, but rather than have a lab supervisor for each one we are sharing a lab supervisor. We are also going to cross-train the lab staff to give us coverage. Also, helps align projects better throughout the divisions to make sure they are communicating better. Helps to save money on both utilities. Mr. Talcott asked since the supervision is consolidating will it take away the quality of service. Lisa responded the number of staff will stay the same on the represented side as



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those contracts don't change. It's basically just changing the supervisory level to make for better communication.

Mr. Giaramita asked if the budget would co-mingle and when was all this decided? Lisa responded, no the funds would all stay separated, and we've actually been talking about this with Dan Montgomery, Matt McLaughlin and Karen Kelley since November of last year, just kind of working through what it could look like, what it should look like and then with Dan's retirement it was a good time to make it happen. Mr. Giaramita said he was disappointed to learn about this in an e-mail after the fact, this seems to be something we needed to know about and discuss. I don't have a problem with it, I think it is a good idea, but someone may have had issues with it or questions to ask about it. So maybe in the future we can be let in on the secret. Adam Norris responded if you look at the charter the administration of the city is all under the City Manager. We make operational and organizational decisions all the time and it's our responsibility. This was not handled any differently than when we merged Public Works with the Sewer Utility, we followed the same practice. Due to the sensitivity of merging departments we had to navigate those waters very carefully. Mr. Giaramita added, if we are an advisory board, we need to be able to advise. Adam added, and again, those responsibilities are held within the charter and within the City Manager's office, but your point is well made.

Ms. Tindle asked does this mean that Lisa will receive Dan's salary on top of hers? Because that would be pretty sweet. But actually, did we have the water department separate originally simply because it was bought as a separate entity? Lisa responded, yes, as I said, when they are both public entities they are combined. It was American Water forty plus years ago and at the time was de-privatized and brought into the city. Sewer was still technically part of Public Works and so they remained separate for that reason, and it was very shortly after that Sewer was separated out as its own entity because Rock Creek Treatment Plant went on-line. The Sewer Maintenance division followed a few years after that and then about thirteen years later Stormwater came out of Public Works as well.

### **C. IPL –**

- 1.** Questions regarding two companies selected to enter into negotiations for the IPL studies – Requested by Mr. Talcott. Jim Nail responded the stage we are at in the studies process is on the agenda for Monday night for approval of the selections. Following that we will enter into negotiations with those companies to establish what the actual scope of work will look like. That as well will have to be approved by Council. They were both put out on Public Purchase which is our normal process. The cost benefit analysis about fifty-eight companies were contacted, eighteen chose to download the information and two responded. For the strategic plan over six hundred companies were contacted, twenty-five chose to download the information and two responded. Out of the four responses, there were three companies, one company responded to both. We had a five-person review panel to look at those, evaluate the qualifications against what we had in the RFQ. Based on that review, we are recommending DKMT Consulting for the cost benefit analysis and Sawvel and Associates for the strategic plan. That's where we are at now. We feel these are the best two for the job.



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**PUBLIC UTILITY ADVISORY BOARD**

Mr. Talcott asked if PUAB will be included in the process. Jim answered again, we followed the city's procurement process on how we do request for qualifications versus request for quote, request for bid and request for proposals. All those are slightly different. The proposals were put out publicly over a month ago, and there was about a month for responses. We don't reveal who was in those evaluation committees and we don't reveal the discussions of those committees. So, all you would have gotten was the recommendation from the committee, that's how the process works. As we work out the details of the scope of work, the deliverables, what the objectives are, certainly we will keep the PUAB informed of that. Mr. McLuckie asked how we would determine what we will pay for these studies and if those amounts would deter companies from responding. Jim said there were no numbers discussed in the submission of the proposals. What you see on the City Council agenda is simply a yes on our part to create a requisition in order to turn that into a purchase order. That is simply our guess up front and until we work out the terms and the scope and how much work is going to actually be involved. When it comes to working out a contract then you will actually see a purchase order with a real number. The \$100K and \$200K we put into the requisitions is just a placeholder. Mr. McLuckie asked if you have any insight as to why those companies didn't respond. Jim said he wouldn't want to speculate. The way Public Purchase works is companies can put in key words or topics and types of work and anything that fits their profile, Public Purchase will automatically notify them when an opportunity comes up. Why they choose to submit or not submit, I couldn't begin to guess.

**D.** Deputy City Manager –Adam Norris said nothing from me today.

**III. BOARD MEMBER COMMENTS**

**A.** Board Member Comments –

1. Ms. Tindle asked if there was an update on the new rates? Jim Nail responded, we have been working closely with the city communications group to put out public information via a number of avenues and we will continue to do this. Ms. Tindle also said she saw the street sweeper out and about. Said she had heard there was a staffing issue, and it hadn't been used in a while. When there are complaints about how the city looks the street sweeper can definitely help with that and thank you Ms. Reynolds for getting that up and running.
2. Mr. Giaramita said I have heard there was an accident at IPL with an employee. Jim responded, yes, there was an incident where an employee came into contact with an electrical circuit, he did suffer burns to his arms. He is in the hospital and stable and as a matter of fact he called his co-workers yesterday and chatted with them.
3. Mr. Boatright asked if there is any update on getting equipment back into this room. Mr. Norris said I will get a better timeline soon and get back to everyone.
4. Mr. McLuckie said he really appreciated everyone working on getting things setup for him to call in virtually, especially with all the issue with equipment in the room.

**IV. ADJOURNMENT** – Meeting adjourned at 2:52 p.m.

- A.** The next meeting will be September 21, 2023.

# *City of Independence*

## AGENDA ITEM COVER SHEET

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### **Agenda Title:**

Finance & Administration

1. Questions on Utility Financial Reports - July and August 2023

**Department:** Finance &  
Administration

**Contact Person:** Cindy Gray

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### **REVIEWERS:**

Power and Light Department

Approved

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**Board Action:**

**Board Action:**

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### **ATTACHMENTS:**

- ▣ PUAB Utility Financials with CIP - July 2023
- ▣ PUAB Utility Financials with CIP - August 2023

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Power and Light  
 For the period ended July 31, 2023

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance</u>	<u>Percent</u>	<u>Percent</u>
	<u>Original</u>	<u>Amended</u>	<u>Amounts</u> <u>(Budget Basis)</u>	<u>with Amended</u> <u>Budget</u>	<u>Actual</u> <u>8.33% of Year</u>	<u>From</u> <u>Budget</u>
<b>Operating Revenues:</b>						
Charges for Services	\$ 137,475,870	137,475,870	14,618,529	(122,857,341)	10.63%	2.30%
Penalties	1,000,000	1,000,000	101,957	(898,043)	10.20%	1.87%
Connection Charges	33,000	33,000	—	(33,000)	0.00%	-8.33%
Miscellaneous	—	—	2,062	2,062	0.00%	-8.33%
Temporary Service	1,000	1,000	100	(900)	10.00%	1.67%
Rental Income	294,500	294,500	3,830	(290,670)	1.30%	-7.03%
Transmission Wheeling	7,000,000	7,000,000	579,938	(6,420,062)	8.28%	-0.05%
<b>Total Operating Revenues</b>	<u>145,804,370</u>	<u>145,804,370</u>	<u>15,306,416</u>	<u>(130,497,954)</u>	<u>10.50%</u>	<u>2.17%</u>
<b>Operating Expenses:</b>						
Personnel Services	30,327,879	30,327,879	1,282,303	29,045,576	4.23%	-4.10%
Retiree Benefits	1,460,000	1,460,000	122,593	1,337,407	8.40%	0.07%
Other Services	28,080,687	28,080,687	2,078,529	26,002,158	7.40%	-0.93%
Supplies	62,389,475	62,389,475	3,860,093	58,529,382	6.19%	-2.14%
Capital Projects	14,747,000	22,324,581	—	22,324,581	0.00%	-8.33%
Capital Operating	1,356,440	1,356,440	47,861	1,308,579	3.53%	-4.80%
Debt Service	8,638,100	8,638,100	422,840	8,215,260	4.90%	-3.43%
Other Expenses	100,000	100,000	—	100,000	0.00%	-8.33%
<b>Total Operating Expenses</b>	<u>147,099,581</u>	<u>154,677,162</u>	<u>7,814,219</u>	<u>146,862,943</u>	<u>5.05%</u>	<u>-3.28%</u>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	118,000	118,000	199,282	81,282	168.88%	160.55%
Interfund Charges for Support Services	2,075,300	2,075,300	177,814	(1,897,486)	8.57%	0.24%
Miscellaneous Revenue (Expense)	15,700	15,700	51,577	35,877	328.52%	320.19%
<b>Total Nonoperating Revenue (Expenses)</b>	<u>2,209,000</u>	<u>2,209,000</u>	<u>428,673</u>	<u>(1,780,327)</u>	<u>19.41%</u>	<u>11.08%</u>
<b>Income (Loss) Before Transfers</b>	913,789	(6,663,792)	7,920,870	14,584,662	-118.86%	-127.19%
Capital Contributions	—	—	—	—	0.00%	-8.33%
Transfers Out – Utility Payments In Lieu of Taxes	(14,601,000)	(14,601,000)	(1,462,947)	(13,138,053)	10.02%	1.69%
Transfers In	—	—	—	—	0.00%	-8.33%
Transfers Out	—	—	—	—	0.00%	-8.33%
<b>Total Transfers</b>	<u>(14,601,000)</u>	<u>(14,601,000)</u>	<u>(1,462,947)</u>	<u>(13,138,053)</u>	<u>10.02%</u>	<u>1.69%</u>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<u>\$ (13,687,211)</u>	<u>(21,264,792)</u>	6,457,923	<u>27,722,715</u>		
Beginning Available Resources			51,787,764			
Prior Period Adjustment			—			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>58,245,687</u>			
Revenue Risk			5,300,000			
Capital Reserve			3,000,000			
Expense Risk			18,700,000			
Working Capital			25,500,000			
Targeted Reserve Level			<u>52,500,000</u>			
<b>Total Non-Restricted Resources Available</b>			<u>\$ 5,745,687</u>			

**Power and Light - Open Capital Projects**  
As of July 31, 2023

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
200815	T&D Sys IMPROVEMENTS	\$ 550,000.00	751,671.50	1,301,671.50	530,802.36	-	770,869.14
200828	FIBER OPTIC PROGRAM	200,000.00	70,789.23	270,789.23	70,789.23	-	200,000.00
201106	69 KV SUBSTATION FACILITIES	-	236,068.65	236,068.65	122,407.00	-	113,661.65
201405	SUBSTATION SECURITY PROJECT	-	196,405.74	196,405.74	32,367.72	-	164,038.02
201510	Sys OpS / DISPATCH	-	43,034.77	43,034.77	33,430.50	-	9,604.27
201603	69 KV Trans LINE REBUIL	-	771,535.88	771,535.88	84,691.49	-	686,844.39
201604	Sys OpS / UPS UPGRAD	-	51,175.00	51,175.00	51,175.00	-	-
201605	Sys OpS WORK AREA	700,000.00	619,842.18	1,319,842.18	-	-	1,319,842.18
201702	Prod FACILITIES IMPROVE	-	172,116.00	172,116.00	-	-	172,116.00
201703	BV GROUND WATER	-	289,356.17	289,356.17	127,571.15	-	161,785.02
201706	SUBSTATION K SWITCHGEAR &	-	146,637.27	146,637.27	146,316.11	-	321.16
201710	Mo CITY DIVESTITURE	-	350,294.83	350,294.83	350,294.33	-	0.50
201804	SUBSTATION E SWITCHGEAR REPLACEMENT	-	2,281,361.33	2,281,361.33	303,096.83	-	1,978,264.50
202101	Substation Fiber Optic Network	217,000.00	832,919.23	1,049,919.23	17,925.00	-	1,031,994.23
202102	Traffic Controller Upgrades	-	56,342.00	56,342.00	19,686.00	-	36,656.00
202103	Traffic Camera System Upgrades	-	51,837.00	51,837.00	-	-	51,837.00
202107	Motorola APX Radio Purchase Phase 2	-	67,716.89	67,716.89	-	-	67,716.89
202108	Operations APC UPS Battery Replace	75,000.00	99,700.00	174,700.00	-	-	174,700.00
202109	Substation Modeling	150,000.00	-	150,000.00	-	-	150,000.00
202110	20MVAR Capacitor Bank Sub A	-	190,689.11	190,689.11	36,488.32	-	154,200.79
202111	Transmission Pole Replacement Prog	-	529,680.46	529,680.46	35,674.23	-	494,006.23
202201	Substation A Transformer T-9 Mtce	-	180,000.00	180,000.00	70,425.00	-	109,575.00
202202	Substation N Transformer T-1 Maint	180,000.00	-	180,000.00	-	-	180,000.00
202205	Desert Storm Switchgear Cabinets	250,000.00	500,000.00	750,000.00	249,977.25	-	500,022.75
202206	T & D Road Improvement Projects	-	410,130.31	410,130.31	236,670.49	-	173,459.82
202208	Traffic Signal Detection Systems	60,000.00	21,635.00	81,635.00	-	-	81,635.00
202210	IPL Service Center PBX Upgrade to I	15,000.00	85,000.00	100,000.00	-	-	100,000.00
202211	H-5 Hot Gas Path Inspection	-	239,397.25	239,397.25	-	-	239,397.25
202304	Controls Software Upgrade	-	364,491.80	364,491.80	316,185.80	-	48,306.00
202305	PLSC Operations Area HVAC Upgrade	-	100,000.00	100,000.00	-	-	100,000.00
202306	Substation A Blockhouse Roof Repl	-	25,022.00	25,022.00	-	-	25,022.00
202308	Substn & Trans Upgrade &Replacement	-	389,841.71	389,841.71	1,402.58	-	388,439.13
202314	Construction of New Substation S	6,000,000.00	-	6,000,000.00	-	-	6,000,000.00
202315	Construct New Trans System Sub S	1,350,000.00	-	1,350,000.00	-	-	1,350,000.00
202316	Construct 6 New Dist Feeders Sub S	650,000.00	357,460.73	1,007,460.73	67,194.73	-	940,266.00
202317	H5 Combustion Turbine Repair	-	714,175.19	714,175.19	714,175.19	-	-
202401	Purchase Evergy 69kV Line	1,200,000.00	-	1,200,000.00	-	-	1,200,000.00
202403	Sub M Breaker Replacement	150,000.00	-	150,000.00	-	-	150,000.00
202405	Emergency Replacement Trans Poles	250,000.00	-	250,000.00	-	-	250,000.00
202406	Service Center Upgrades	500,000.00	-	500,000.00	-	-	500,000.00
202407	Emergent Maintenance Production	400,000.00	-	400,000.00	-	-	400,000.00
202408	Substation & Trans Upgrade &Replace	400,000.00	-	400,000.00	-	-	400,000.00
202409	T & D Road Improvement Projects	500,000.00	-	500,000.00	-	-	500,000.00
202410	T & D System Improvements	500,000.00	-	500,000.00	-	-	500,000.00
202411	SCADA/EMS Software/Hardware Upgrade	450,000.00	-	450,000.00	-	-	450,000.00
		\$ 14,747,000.00	11,196,327.23	25,943,327.23	3,618,746.31	-	22,324,580.92

	Current Year	Prior Year	Total
	Budget	Budget (Enc Roll)	
Budget	\$ 22,324,580.92	3,618,746.31	25,943,327.23
Less Expenditures	-	-	-
Less Encumbrances	-	3,618,746.31	3,618,746.31
Total Available	\$ 22,324,580.92	-	22,324,580.92

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Water  
 For the period ended July 31, 2023

	<u>Budgeted Amounts</u>		<u>Actual Amounts (Budget Basis)</u>	<u>Variance with Amended Budget</u>	<u>Percent Actual 8.33% of Year</u>	<u>Percent From Budget</u>
	<u>Original</u>	<u>Amended</u>				
<b>Operating Revenues:</b>						
Charges for Services	\$ 32,610,000	32,610,000	3,582,549	(29,027,451)	10.99%	2.66%
Penalties	200,000	200,000	45,384	(154,616)	22.69%	14.36%
Connection/Disconnection Charges	17,000	17,000	2,019	(14,981)	11.88%	3.55%
Miscellaneous	15,000	15,000	1,866	(13,134)	12.44%	4.11%
Returned Check Charges	26,000	26,000	2,250	(23,750)	8.65%	0.32%
Rental Income	85,000	85,000	16,152	(68,848)	19.00%	10.67%
Meter Repairs	—	—	—	—	0.00%	-8.33%
Merchandising Jobbing	—	—	612	612	0.00%	-8.33%
<b>Total Operating Revenues</b>	<u>32,953,000</u>	<u>32,953,000</u>	<u>3,650,832</u>	<u>(29,302,168)</u>	<u>11.08%</u>	<u>2.75%</u>
<b>Operating expenses:</b>						
Personnel Services	10,123,922	10,123,922	373,978	9,749,944	3.69%	-4.64%
Retiree Benefits	364,000	364,000	28,901	335,099	7.94%	-0.39%
Other Services	14,168,493	14,168,493	1,830,939	12,337,554	12.92%	4.59%
Supplies	3,626,950	3,626,950	2,415,524	1,211,426	66.60%	58.27%
Capital Projects	8,050,000	20,781,289	—	20,781,289	0.00%	-8.33%
Capital Operating	1,037,800	1,037,800	7,732	1,030,068	0.75%	-7.58%
Debt Service	2,540,938	2,540,938	57,395	2,483,543	2.26%	-6.07%
Other Expenses	50,000	50,000	—	50,000	0.00%	-8.33%
<b>Total Operating Expenses</b>	<u>39,962,103</u>	<u>52,693,392</u>	<u>4,714,469</u>	<u>47,978,923</u>	<u>8.95%</u>	<u>0.62%</u>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	657,138	657,138	188,048	(469,090)	28.62%	20.29%
Interfund Charges for Support Services	3,360,000	3,360,000	280,398	(3,079,602)	8.35%	0.02%
Miscellaneous Revenue (Expense)	16,700	16,700	1,533	(15,167)	9.18%	0.85%
<b>Total Nonoperating Revenue (Expenses)</b>	<u>4,033,838</u>	<u>4,033,838</u>	<u>469,979</u>	<u>(3,563,859)</u>	<u>11.65%</u>	<u>3.32%</u>
<b>Income (Loss) Before Transfers</b>	<u>(2,975,265)</u>	<u>(15,706,554)</u>	<u>(593,658)</u>	<u>15,112,896</u>	<u>3.78%</u>	<u>-4.55%</u>
Transfers Out – Utility Payments In Lieu of Taxes	(2,990,770)	(2,990,770)	(320,558)	(2,670,212)	10.72%	2.39%
Transfers In	—	—	—	—	0.00%	-8.33%
Transfers Out	—	—	—	—	0.00%	-8.33%
<b>Total Transfers</b>	<u>(2,990,770)</u>	<u>(2,990,770)</u>	<u>(320,558)</u>	<u>(2,670,212)</u>	<u>10.72%</u>	<u>2.39%</u>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<u>\$ (5,966,035)</u>	<u>(18,697,324)</u>	<u>(914,216)</u>	<u>17,783,108</u>		
Beginning Available Resources			51,430,585			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>50,516,369</u>			
Revenue Risk			2,000,000			
Capital Reserve			6,100,000			
Expense Risk			700,000			
Working Capital			5,600,000			
Targeted Reserve Level			<u>14,400,000</u>			
<b>Total Non-Restricted Resources Available</b>			<u>\$ 36,116,369</u>			



**Water - Open Capital Projects  
As of July 31, 2023**

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
400708	TREATMENT Pit DISCHARGE	\$ 1,000,000.00	273,113.14	1,273,113.14	71,113.14	-	1,202,000.00
400904	EAST INDEPENDENCE INDUST PARK	-	674,000.00	674,000.00	-	-	674,000.00
401003	FUTURE Prod WELLS	500,000.00	1,462,326.00	1,962,326.00	1,231,908.00	-	730,418.00
401301	23RD ST MAIN REPLACEMENT	-	311,672.57	311,672.57	2,811.00	-	308,861.57
401402	LAGOON CLEANOUT	500,000.00	(24,500.00)	475,500.00	-	-	475,500.00
401505	Dist Sys IMPROVE	-	244,781.00	244,781.00	-	-	244,781.00
401506	TRUMAN ROAD BOOSTER STATION	-	106,569.52	106,569.52	-	-	106,569.52
401601	FILTER BACKWASH OUTFALL	-	190,325.00	190,325.00	-	-	190,325.00
401602	Pit DISCHARGE OUTFALL	-	459,824.48	459,824.48	-	-	459,824.48
401605	COURTNEY BEND BASIN CATWALK	-	10,020.00	10,020.00	-	-	10,020.00
401608	LIME SILO	-	3,919,760.18	3,919,760.18	3,551,638.53	-	368,121.65
401703	Maint BUILDING AT CBP	-	200,000.00	200,000.00	-	-	200,000.00
401704	VAN HORN RESERVOIR IMPROVE	-	(49,699.58)	(49,699.58)	-	-	(49,699.58)
401802	6" Main Replacement James Downey Rd	-	250,087.60	250,087.60	-	-	250,087.60
401804	Filter Valve House Roof Improvement	-	97,292.00	97,292.00	-	-	97,292.00
401808	VFD Drive Replacements HSP 2 & 4	-	230,967.00	230,967.00	-	-	230,967.00
401818	30" Steel Transmission Main Assess	-	156,300.00	156,300.00	-	-	156,300.00
401821	Main Replacement-32nd/Hunter/Bird	-	91,000.00	91,000.00	-	-	91,000.00
401822	Main Replacement-24Hwy/Northern/RR	-	240,166.00	240,166.00	-	-	240,166.00
402002	39th Street Reservoir	-	(16,042.60)	(16,042.60)	18,408.30	-	(34,450.90)
402004	Main Replace Walnut/Leslie/LeesSumm	-	81,218.73	81,218.73	-	-	81,218.73
402007	Courtney Bend Emergency Generator	-	1,150,000.00	1,150,000.00	-	-	1,150,000.00
402008	Wellfield Overhead Electrical Imp	-	1,000,000.00	1,000,000.00	-	-	1,000,000.00
402009	Main Replace Sheley/Claremont/Norw	-	188,790.00	188,790.00	-	-	188,790.00
402010	Main Replace Gudgell/Dodgion/KingsH	-	103,132.50	103,132.50	-	-	103,132.50
402011	Main Replace Salisbury/Peck/Geospac	-	120,100.00	120,100.00	-	-	120,100.00
402012	College Avenue Improvements	-	250,000.00	250,000.00	-	-	250,000.00
402101	Main Replacement Ralston 31st/29th	-	361,105.00	361,105.00	329,196.50	-	31,908.50
402102	Main Replacement 3rd St & Jennings	-	436,013.00	436,013.00	-	-	436,013.00
402103	Main Replacement Truman Road	-	86,890.00	86,890.00	44,728.00	-	42,162.00
402104	Lime Slaker No 5	-	350,000.00	350,000.00	378,088.80	-	(28,088.80)
402105	Main Replacement Sheley	-	89,229.50	89,229.50	-	-	89,229.50
402106	Main Replacement Sheley & Northern	-	983,910.00	983,910.00	524,771.50	-	459,138.50
402107	Facility Improvements/Const/Maint	-	1,714,358.50	1,714,358.50	64,358.50	-	1,650,000.00
402108	Basin Drive Improvements	-	340,523.00	340,523.00	-	-	340,523.00
402201	Roof Improvements	-	(19,500.00)	(19,500.00)	-	-	(19,500.00)
402203	Lime Slaker No 1	-	350,000.00	350,000.00	376,911.20	-	(26,911.20)
402207	CB Electrical Switchgear Improvem	-	200,000.00	200,000.00	-	-	200,000.00
402301	IT Infrastructure Upgrade	-	9,034.80	9,034.80	-	-	9,034.80
402302	HSPS HVAC Improvements	-	250,000.00	250,000.00	106,520.00	-	143,480.00
402303	Lime Silo Recoating	-	400,000.00	400,000.00	-	-	400,000.00
402401	Fiber Optic Upgrades	500,000.00	-	500,000.00	-	-	500,000.00
402402	Lime Slaker No. 6	350,000.00	-	350,000.00	-	-	350,000.00
402403	Sludge House Piping Improvements	200,000.00	-	200,000.00	-	-	200,000.00
9749	MAIN REPLACEMENT PROGRAM	5,000,000.00	3,176,870.47	8,176,870.47	1,401,400.60	-	6,775,469.87
9952	SECURITY UPGRADES	-	454,706.39	454,706.39	71,200.73	-	383,505.66
		\$ 8,050,000.00	20,904,344.20	28,954,344.20	8,173,054.80	-	20,781,289.40

	Current Year	Prior Year	Total
	Budget	Budget (Enc Roll)	
Budget	\$ 20,781,289.40	8,173,054.80	28,954,344.20
Less Expenditures	-	-	-
Less Encumbrances	-	8,173,054.80	8,173,054.80
Total Available	\$ 20,781,289.40	-	20,781,289.40

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Sanitary Sewer  
 For the period ended July 31, 2023

	<u>Budgeted Amounts</u>		<u>Actual Amounts (Budget Basis)</u>	<u>Variance with Amended Budget</u>	<u>Percent Actual 8.33% of Year</u>	<u>Percent From Budget</u>
	<u>Original</u>	<u>Amended</u>				
<b>Operating revenues:</b>						
Charges for Services	\$ 35,546,430	35,546,430	3,157,315	(32,389,115)	8.88%	0.55%
Penalties	200,000	200,000	—	(200,000)	0.00%	-8.33%
<b>Total operating revenues</b>	<u>35,746,430</u>	<u>35,746,430</u>	<u>3,157,315</u>	<u>(32,589,115)</u>	<u>8.83%</u>	<u>0.50%</u>
<b>Operating expenses:</b>						
Personnel Services	6,988,726	6,988,726	251,417	6,737,309	3.60%	-4.73%
Retiree Benefits	348,000	348,000	31,237	316,763	8.98%	0.65%
Other Services	15,920,944	15,920,944	584,806	15,336,138	3.67%	-4.66%
Supplies	1,478,000	1,478,000	136,808	1,341,192	9.26%	0.93%
Capital Projects	6,330,000	17,274,356	—	17,274,356	0.00%	-8.33%
Capital Operating	409,600	409,600	—	409,600	0.00%	-8.33%
Debt Service	6,242,978	6,242,978	223,631	6,019,347	3.58%	-4.75%
Other Expenses	—	—	—	—	0.00%	-8.33%
<b>Total Operating Expenses</b>	<u>37,718,248</u>	<u>48,662,604</u>	<u>1,227,899</u>	<u>47,434,705</u>	<u>2.52%</u>	<u>-5.81%</u>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	326,000	326,000	124,460	(201,540)	38.18%	29.85%
Miscellaneous Revenue (Expense)	7,900	7,900	—	(7,900)	0.00%	-8.33%
<b>Total Nonoperating Revenue (Expenses)</b>	<u>333,900</u>	<u>333,900</u>	<u>124,460</u>	<u>(209,440)</u>	<u>37.27%</u>	<u>28.94%</u>
<b>Income (Loss) Before Transfers</b>	<u>(1,637,918)</u>	<u>(12,582,274)</u>	<u>2,053,876</u>	<u>14,636,150</u>	<u>-16.32%</u>	<u>-24.65%</u>
Transfers Out – Utility Payments In Lieu of Taxes	(3,596,612)	(3,596,612)	(302,189)	(3,294,423)	8.40%	0.07%
Transfers In	10,000	10,000	10,000	—	100.00%	91.67%
Transfers Out	—	(2,130,000)	—	(2,130,000)	0.00%	-8.33%
<b>Total Transfers</b>	<u>(3,586,612)</u>	<u>(5,716,612)</u>	<u>(292,189)</u>	<u>(5,424,423)</u>	<u>5.11%</u>	<u>-3.22%</u>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<u>\$ (5,224,530)</u>	<u>(18,298,886)</u>	<u>1,761,687</u>	<u>20,060,573</u>		
Beginning Available Resources			33,526,163			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>35,287,850</u>			
Revenue Risk			1,200,000			
Capital Reserve			4,000,000			
Expense Risk			700,000			
Working Capital			6,800,000			
Targeted Reserve Level			<u>12,700,000</u>			
Total Non-Restricted Resources Available			<u>\$ 22,587,850</u>			

**Sanitary Sewer - Open Capital Projects**  
**As of July 31, 2023**

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
301201	BURR OAK EAST	\$ -	1,035,327.15	1,035,327.15	-	-	1,035,327.15
301202	CRACKERNECK-VAN HOOK SEWER	-	529,163.59	529,163.59	-	-	529,163.59
301603	RCTP FACILITIES ROOF, CEILING	-	170,925.00	170,925.00	-	-	170,925.00
301701	SCADA UPGRADE	-	84,886.62	84,886.62	6,332.16	-	78,554.46
301706	TREATMENT FACILITY IMPROVEMENT	-	309,368.20	309,368.20	111,946.20	-	197,422.00
301804	ROCK CREEK EFFLUENT STRUCTURE	-	321,449.93	321,449.93	-	-	321,449.93
302002	Arlington Improvements	-	100,000.00	100,000.00	-	-	100,000.00
302004	Neighborhood Projects 2019-20	150,000.00	1,890,934.34	2,040,934.34	18,207.62	-	2,022,726.72
302005	Biosolids Handling	-	991,019.78	991,019.78	-	-	991,019.78
302006	Raw Pumps & Screening	-	579,279.41	579,279.41	-	-	579,279.41
302007	Electrical Substation Rehab	-	158,690.00	158,690.00	29,351.00	-	129,339.00
302008	RCTP Fence	-	36,015.56	36,015.56	-	-	36,015.56
302101	Sanitation Sewer Evaluation Survey	-	106,982.83	106,982.83	-	-	106,982.83
302102	Raymond Harkless Mills San Imp	-	200,000.00	200,000.00	-	-	200,000.00
302103	Pump Station Imp & Maintenance	150,000.00	568,240.98	718,240.98	-	-	718,240.98
302104	Polymer System Relocation	-	100,000.00	100,000.00	-	-	100,000.00
302105	Piping Rehabilitation	-	585,933.69	585,933.69	14,332.50	-	571,601.19
302201	Upper Adair Interceptor	-	800,000.00	800,000.00	293,200.00	-	506,800.00
302202	Crackerneck Creek Slope Rehab	-	2,270,141.29	2,270,141.29	43,402.27	-	2,226,739.02
302203	Sanitary Sewer Main Reloc from Stre	300,000.00	400,000.00	700,000.00	-	-	700,000.00
302204	RCTP - Septic Pumper	-	300,000.00	300,000.00	-	-	300,000.00
302205	Clarifier Rehabilitation	1,800,000.00	1,235,952.56	3,035,952.56	36,695.45	-	2,999,257.11
302206	Railing Safety RCPS & SCPS	-	14,083.09	14,083.09	-	-	14,083.09
302301	Sludge Thickening Process Improve	200,000.00	400,000.00	600,000.00	-	-	600,000.00
302401	Cost of Service Study	100,000.00	-	100,000.00	-	-	100,000.00
302402	Grit Removal Improvements-RCPS	750,000.00	-	750,000.00	-	-	750,000.00
302403	Pressure Cleaning Truck	250,000.00	-	250,000.00	-	-	250,000.00
9757	TRENCHLESS TECHNOLOGY	500,000.00	620,433.66	1,120,433.66	181,004.25	-	939,429.41
		\$ 4,200,000.00	13,808,827.68	18,008,827.68	734,471.45	-	17,274,356.23

	Current Year	Prior Year	Total
	Budget	Budget (Enc Roll)	
Budget	\$ 17,274,356.23	734,471.45	18,008,827.68
Less Expenditures	-	-	-
Less Encumbrances	-	734,471.45	734,471.45
Total Available	\$ 17,274,356.23	-	17,274,356.23

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Power and Light  
 For the period ended August 31, 2023

	<u>Budgeted Amounts</u>		<u>Actual Amounts (Budget Basis)</u>	<u>Variance with Amended Budget</u>	<u>Percent Actual 16.67% of Year</u>	<u>Percent From Budget</u>
	<u>Original</u>	<u>Amended</u>				
<b>Operating Revenues:</b>						
Charges for Services	\$ 137,475,870	137,475,870	32,086,198	(105,389,672)	23.34%	6.67%
Penalties	1,000,000	1,000,000	284,827	(715,173)	28.48%	11.81%
Connection Charges	33,000	33,000	—	(33,000)	0.00%	-16.67%
Miscellaneous	—	—	10,450	10,450	0.00%	-16.67%
Temporary Service	1,000	1,000	100	(900)	10.00%	-6.67%
Rental Income	294,500	294,500	7,850	(286,650)	2.67%	-14.00%
Transmission Wheeling	7,000,000	7,000,000	1,161,091	(5,838,909)	16.59%	-0.08%
<b>Total Operating Revenues</b>	<u>145,804,370</u>	<u>145,804,370</u>	<u>33,550,516</u>	<u>(112,253,854)</u>	<u>23.01%</u>	<u>6.34%</u>
<b>Operating Expenses:</b>						
Personnel Services	30,327,879	30,327,879	4,332,054	25,995,825	14.28%	-2.39%
Retiree Benefits	1,460,000	1,460,000	243,744	1,216,256	16.69%	0.02%
Other Services	28,080,687	28,080,687	7,237,685	20,843,002	25.77%	9.10%
Supplies	62,389,475	62,389,475	13,814,194	48,575,281	22.14%	5.47%
Capital Projects	14,747,000	22,324,581	275,683	22,048,898	1.23%	-15.44%
Capital Operating	1,356,440	1,356,440	47,861	1,308,579	3.53%	-13.14%
Debt Service	8,638,100	8,638,100	423,107	8,214,993	4.90%	-11.77%
Other Expenses	100,000	100,000	—	100,000	0.00%	-16.67%
<b>Total Operating Expenses</b>	<u>147,099,581</u>	<u>154,677,162</u>	<u>26,374,328</u>	<u>128,302,834</u>	<u>17.05%</u>	<u>0.38%</u>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	118,000	118,000	430,368	312,368	364.72%	348.05%
Interfund Charges for Support Services	2,075,300	2,075,300	356,342	(1,718,958)	17.17%	0.50%
Miscellaneous Revenue (Expense)	15,700	15,700	101,874	86,174	648.88%	632.21%
<b>Total Nonoperating Revenue (Expenses)</b>	<u>2,209,000</u>	<u>2,209,000</u>	<u>888,584</u>	<u>(1,320,416)</u>	<u>40.23%</u>	<u>23.56%</u>
<b>Income (Loss) Before Transfers</b>	913,789	(6,663,792)	8,064,772	14,728,564	-121.02%	-137.69%
Capital Contributions	—	—	—	—	0.00%	-16.67%
Transfers Out – Utility Payments In Lieu of Taxes	(14,601,000)	(14,601,000)	(2,954,470)	(11,646,530)	20.23%	3.56%
Transfers In	—	—	—	—	0.00%	-16.67%
Transfers Out	—	—	—	—	0.00%	-16.67%
<b>Total Transfers</b>	<u>(14,601,000)</u>	<u>(14,601,000)</u>	<u>(2,954,470)</u>	<u>(11,646,530)</u>	<u>20.23%</u>	<u>3.56%</u>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<u>\$ (13,687,211)</u>	<u>(21,264,792)</u>	5,110,302	<u>26,375,094</u>		
Beginning Available Resources			51,787,764			
Prior Period Adjustment			—			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>56,898,066</u>			
Revenue Risk			5,300,000			
Capital Reserve			3,000,000			
Expense Risk			18,700,000			
Working Capital			<u>25,500,000</u>			
Targeted Reserve Level			<u>52,500,000</u>			
<b>Total Non-Restricted Resources Available</b>			<u>\$ 4,398,066</u>			

**Power and Light - Open Capital Projects  
As of August 31, 2023**

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
200815	T&D Sys IMPROVEMENTS	\$ 550,000.00	751,671.50	1,301,671.50	560,658.65	-	741,012.85
200828	FIBER OPTIC PROGRAM	200,000.00	70,789.23	270,789.23	213,127.73	-	57,661.50
201106	69 KV SUBSTATION FACILITIES	-	236,068.65	236,068.65	95,655.76	34,828.75	105,584.14
201405	SUBSTATION SECURITY PROJECT	-	196,405.74	196,405.74	70,957.92	-	125,447.82
201510	Sys OpS / DISPATCH	-	43,034.77	43,034.77	33,430.50	-	9,604.27
201603	69 KV Trans LINE REBUIL	-	771,535.88	771,535.88	84,691.49	-	686,844.39
201604	Sys OpS / UPS UPGRAD	-	51,175.00	51,175.00	51,175.00	-	-
201605	Sys OpS WORK AREA	700,000.00	619,842.18	1,319,842.18	-	-	1,319,842.18
201702	Prod FACILITIES IMPROVE	-	172,116.00	172,116.00	-	-	172,116.00
201703	BV GROUND WATER	-	289,356.17	289,356.17	127,571.15	-	161,785.02
201706	SUBSTATION K SWITCHGEAR &	-	146,637.27	146,637.27	146,316.11	-	321.16
201710	Mo CITY DIVESTITURE	-	350,294.83	350,294.83	329,276.66	21,017.67	0.50
201804	SUBSTATION E SWITCHGEAR REPLACEMENT	-	2,281,361.33	2,281,361.33	299,205.46	7,391.37	1,974,764.50
202101	Substation Fiber Optic Network	217,000.00	832,919.23	1,049,919.23	71,246.00	-	978,673.23
202102	Traffic Controller Upgrades	-	56,342.00	56,342.00	19,686.00	-	36,656.00
202103	Traffic Camera System Upgrades	-	51,837.00	51,837.00	-	-	51,837.00
202107	Motorola APX Radio Purchase Phase 2	-	67,716.89	67,716.89	-	-	67,716.89
202108	Operations APC UPS Battery Replace	75,000.00	99,700.00	174,700.00	-	-	174,700.00
202109	Substation Modeling	150,000.00	-	150,000.00	-	-	150,000.00
202110	20MVAR Capacitor Bank Sub A	-	190,689.11	190,689.11	30,041.07	6,447.25	154,200.79
202111	Transmission Pole Replacement Prog	-	529,680.46	529,680.46	28,555.83	7,118.40	494,006.23
202201	Substation A Transformer T-9 Mtce	-	180,000.00	180,000.00	70,425.00	-	109,575.00
202202	Substation N Transformer T-1 Maint	180,000.00	-	180,000.00	-	-	180,000.00
202205	Desert Storm Switchgear Cabinets	250,000.00	500,000.00	750,000.00	-	249,977.25	500,022.75
202206	T & D Road Improvement Projects	-	410,130.31	410,130.31	227,170.49	9,500.00	173,459.82
202208	Traffic Signal Detection Systems	60,000.00	21,635.00	81,635.00	-	-	81,635.00
202210	IPL Service Center PBX Upgrade to I	15,000.00	85,000.00	100,000.00	-	-	100,000.00
202211	H-S Hot Gas Path Inspection	-	239,397.25	239,397.25	-	-	239,397.25
202304	Controls Software Upgrade	-	364,491.80	364,491.80	316,185.80	-	48,306.00
202305	PLSC Operations Area HVAC Upgrade	-	100,000.00	100,000.00	-	-	100,000.00
202306	Substation A Blockhouse Roof Repl	-	25,022.00	25,022.00	-	-	25,022.00
202308	Substn & Trans Upgrade &Replacement	-	389,841.71	389,841.71	1,402.58	-	388,439.13
202314	Construction of New Substation S	6,000,000.00	-	6,000,000.00	-	-	6,000,000.00
202315	Construct New Trans System Sub S	1,350,000.00	-	1,350,000.00	-	-	1,350,000.00
202316	Construct 6 New Dist Feeders Sub S	650,000.00	357,460.73	1,007,460.73	67,194.73	-	940,266.00
202317	H5 Combustion Turbine Repair	-	714,175.19	714,175.19	353,738.42	360,436.77	-
202401	Purchase Everyy 69kV Line	1,200,000.00	-	1,200,000.00	-	-	1,200,000.00
202403	Sub M Breaker Replacement	150,000.00	-	150,000.00	-	-	150,000.00
202405	Emergency Replacement Trans Poles	250,000.00	-	250,000.00	-	-	250,000.00
202406	Service Center Upgrades	500,000.00	-	500,000.00	-	-	500,000.00
202407	Emergent Maintenance Production	400,000.00	-	400,000.00	-	-	400,000.00
202408	Substation & Trans Upgrade &Replace	400,000.00	-	400,000.00	-	-	400,000.00
202409	T & D Road Improvement Projects	500,000.00	-	500,000.00	-	-	500,000.00
202410	T & D System Improvements	500,000.00	-	500,000.00	-	-	500,000.00
202411	SCADA/EMS Software/Hardware Upgrade	450,000.00	-	450,000.00	-	-	450,000.00
		\$ 14,747,000.00	11,196,327.23	25,943,327.23	3,197,712.35	696,717.46	22,048,897.42

	Current Year Budget	Prior Year Budget (Enc Roll)	Total
Budget	\$ 22,324,580.92	3,618,746.31	25,943,327.23
Less Expenditures	3,500.00	693,217.46	696,717.46
Less Encumbrances	272,183.50	2,925,528.85	3,197,712.35
Total Available	\$ 22,048,897.42	-	22,048,897.42

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Water  
 For the period ended August 31, 2023

	Budgeted Amounts		Actual Amounts (Budget Basis)	Variance with Amended Budget	Percent Actual 16.67% of Year	Percent From Budget
	Original	Amended				
<b>Operating Revenues:</b>						
Charges for Services	\$ 32,610,000	32,610,000	6,372,270	(26,237,730)	19.54%	2.87%
Penalties	200,000	200,000	113,188	(86,812)	56.59%	39.92%
Connection/Disconnection Charges	17,000	17,000	3,954	(13,046)	23.26%	6.59%
Miscellaneous	15,000	15,000	3,605	(11,395)	24.03%	7.36%
Returned Check Charges	26,000	26,000	4,515	(21,485)	17.37%	0.70%
Rental Income	85,000	85,000	29,223	(55,777)	34.38%	17.71%
Meter Repairs	—	—	—	—	0.00%	-16.67%
Merchandising Jobbing	—	—	—	—	0.00%	-16.67%
<b>Total Operating Revenues</b>	<b>32,953,000</b>	<b>32,953,000</b>	<b>6,526,755</b>	<b>(26,426,245)</b>	<b>19.81%</b>	<b>3.14%</b>
<b>Operating expenses:</b>						
Personnel Services	10,123,922	10,123,922	1,333,467	8,790,455	13.17%	-3.50%
Retiree Benefits	364,000	364,000	57,816	306,184	15.88%	-0.79%
Other Services	14,168,493	14,168,493	2,891,481	11,277,012	20.41%	3.74%
Supplies	3,626,950	3,626,950	2,449,096	1,177,854	67.52%	50.85%
Capital Projects	8,050,000	20,781,289	—	20,781,289	0.00%	-16.67%
Capital Operating	1,037,800	1,037,800	35,561	1,002,239	3.43%	-13.24%
Debt Service	2,540,938	2,540,938	57,395	2,483,543	2.26%	-14.41%
Other Expenses	50,000	50,000	—	50,000	0.00%	-16.67%
<b>Total Operating Expenses</b>	<b>39,962,103</b>	<b>52,693,392</b>	<b>6,824,816</b>	<b>45,868,576</b>	<b>12.95%</b>	<b>-3.72%</b>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	657,138	657,138	402,031	(255,107)	61.18%	44.51%
Interfund Charges for Support Services	3,360,000	3,360,000	560,795	(2,799,205)	16.69%	0.02%
Miscellaneous Revenue (Expense)	16,700	16,700	28,497	11,797	170.64%	153.97%
<b>Total Nonoperating Revenue (Expenses)</b>	<b>4,033,838</b>	<b>4,033,838</b>	<b>991,323</b>	<b>(3,042,515)</b>	<b>24.58%</b>	<b>7.91%</b>
<b>Income (Loss) Before Transfers</b>	<b>(2,975,265)</b>	<b>(15,706,554)</b>	<b>693,262</b>	<b>16,399,816</b>	<b>-4.41%</b>	<b>-21.08%</b>
Transfers Out – Utility Payments In Lieu of Taxes	(2,990,770)	(2,990,770)	(613,318)	(2,377,452)	20.51%	3.84%
Transfers In	—	—	—	—	0.00%	-16.67%
Transfers Out	—	—	—	—	0.00%	-16.67%
<b>Total Transfers</b>	<b>(2,990,770)</b>	<b>(2,990,770)</b>	<b>(613,318)</b>	<b>(2,377,452)</b>	<b>20.51%</b>	<b>3.84%</b>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<b>\$ (5,966,035)</b>	<b>(18,697,324)</b>	<b>79,944</b>	<b>18,777,268</b>		
Beginning Available Resources			51,430,585			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>51,510,529</u>			
Revenue Risk			2,000,000			
Capital Reserve			6,100,000			
Expense Risk			700,000			
Working Capital			<u>5,600,000</u>			
Targeted Reserve Level			<u>14,400,000</u>			
<b>Total Non-Restricted Resources Available</b>			<b>\$ 37,110,529</b>			

**Water - Open Capital Projects  
As of August 31, 2023**

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
400708	TREATMENT Pit DISCHARGE	\$ 1,000,000.00	273,113.14	1,273,113.14	68,518.14	2,595.00	1,202,000.00
400904	EAST INDEPENDENCE INDUST PARK	-	674,000.00	674,000.00	-	-	674,000.00
401003	FUTURE Prod WELLS	500,000.00	1,462,326.00	1,962,326.00	1,181,580.72	50,327.28	730,418.00
401301	23RD ST MAIN REPLACEMENT	-	311,672.57	311,672.57	2,811.00	-	308,861.57
401402	LAGOON CLEANOUT	500,000.00	(24,500.00)	475,500.00	-	-	475,500.00
401505	Dist Sys IMPROVE	-	244,781.00	244,781.00	-	-	244,781.00
401506	TRUMAN ROAD BOOSTER STATION	-	106,569.52	106,569.52	-	-	106,569.52
401601	FILTER BACKWASH OUTFALL	-	190,325.00	190,325.00	-	-	190,325.00
401602	Pit DISCHARGE OUTFALL	-	459,824.48	459,824.48	-	-	459,824.48
401605	COURTNEY BEND BASIN CATWALK	-	10,020.00	10,020.00	-	-	10,020.00
401608	LIME SILO	-	3,919,760.18	3,919,760.18	3,551,638.53	-	368,121.65
401703	Maint BUILDING AT CBP	-	200,000.00	200,000.00	-	-	200,000.00
401704	VAN HORN RESERVOIR IMPROVE	-	(49,699.58)	(49,699.58)	-	-	(49,699.58)
401802	6" Main Replacement James Downey Rd	-	250,087.60	250,087.60	-	-	250,087.60
401804	Filter Valve House Roof Improvement	-	97,292.00	97,292.00	-	-	97,292.00
401808	VFD Drive Replacements HSP 2 & 4	-	230,967.00	230,967.00	-	-	230,967.00
401818	30" Steel Transmission Main Assess	-	156,300.00	156,300.00	-	-	156,300.00
401821	Main Replacement-32nd/Hunter/Bird	-	91,000.00	91,000.00	-	-	91,000.00
401822	Main Replacement-24Hwy/Northern/RR	-	240,166.00	240,166.00	-	-	240,166.00
402002	39th Street Reservoir	-	(16,042.60)	(16,042.60)	18,408.30	-	(34,450.90)
402004	Main Replace Walnut/Leslie/LeesSumm	-	81,218.73	81,218.73	-	-	81,218.73
402007	Courtney Bend Emergency Generator	-	1,150,000.00	1,150,000.00	-	-	1,150,000.00
402008	Wellfield Overhead Electrical Imp	-	1,000,000.00	1,000,000.00	-	-	1,000,000.00
402009	Main Replace Sheley/Claremont/Norw	-	188,790.00	188,790.00	-	-	188,790.00
402010	Main Replace Gudge/ll/Dodgion/KingsH	-	103,132.50	103,132.50	-	-	103,132.50
402011	Main Replace Salisbury/Peck/Geospac	-	120,100.00	120,100.00	-	-	120,100.00
402012	College Avenue Improvements	-	250,000.00	250,000.00	-	-	250,000.00
402101	Main Replacement Ralston 31st/29th	-	361,105.00	361,105.00	329,196.50	-	31,908.50
402102	Main Replacement 3rd St & Jennings	-	436,013.00	436,013.00	-	-	436,013.00
402103	Main Replacement Truman Road	-	86,890.00	86,890.00	44,728.00	-	42,162.00
402104	Lime Slaker No 5	-	350,000.00	350,000.00	378,088.80	-	(28,088.80)
402105	Main Replacement Sheley	-	89,229.50	89,229.50	-	-	89,229.50
402106	Main Replacement Sheley & Northern	-	983,910.00	983,910.00	524,771.50	-	459,138.50
402107	Facility Improvements/Const/Maint	-	1,714,358.50	1,714,358.50	64,358.50	-	1,650,000.00
402108	Basin Drive Improvements	-	340,523.00	340,523.00	-	-	340,523.00
402201	Roof Improvements	-	(19,500.00)	(19,500.00)	-	-	(19,500.00)
402203	Lime Slaker No 1	-	350,000.00	350,000.00	376,911.20	-	(26,911.20)
402207	CB Electrical Switchgear Improvemen	-	200,000.00	200,000.00	-	-	200,000.00
402301	IT Infrastructure Upgrade	-	9,034.80	9,034.80	-	-	9,034.80
402302	HSPS HVAC Improvements	-	250,000.00	250,000.00	106,520.00	-	143,480.00
402303	Lime Silo Recoating	-	400,000.00	400,000.00	-	-	400,000.00
402401	Fiber Optic Upgrades	500,000.00	-	500,000.00	-	-	500,000.00
402402	Lime Slaker No. 6	350,000.00	-	350,000.00	-	-	350,000.00
402403	Sludge House Piping Improvements	200,000.00	-	200,000.00	-	-	200,000.00
9749	MAIN REPLACEMENT PROGRAM	5,000,000.00	3,176,870.47	8,176,870.47	927,474.60	473,926.00	6,775,469.87
9952	SECURITY UPGRADES	-	454,706.39	454,706.39	71,103.04	97.69	383,505.66
		\$ 8,050,000.00	20,904,344.20	28,954,344.20	7,646,108.83	526,945.97	20,781,289.40

	Current Year Budget	Prior Year Budget (Enc Roll)	Total
Budget	\$ 20,781,289.40	8,173,054.80	28,954,344.20
Less Expenditures	-	526,945.97	526,945.97
Less Encumbrances	-	7,646,108.83	7,646,108.83
Total Available	\$ 20,781,289.40	-	20,781,289.40

**CITY OF INDEPENDENCE, MISSOURI**  
 Budgetary Comparison Schedule  
 Sanitary Sewer  
 For the period ended August 31, 2023

	Budgeted Amounts		Actual Amounts (Budget Basis)	Variance with Amended Budget	Percent Actual 16.67% of Year	Percent From Budget
	Original	Amended				
<b>Operating revenues:</b>						
Charges for Services	\$ 35,546,430	35,546,430	6,403,347	(29,143,083)	18.01%	1.34%
Penalties	200,000	200,000	—	(200,000)	0.00%	-16.67%
<b>Total operating revenues</b>	<b>35,746,430</b>	<b>35,746,430</b>	<b>6,403,347</b>	<b>(29,343,083)</b>	<b>17.91%</b>	<b>1.24%</b>
<b>Operating expenses:</b>						
Personnel Services	6,988,726	6,988,726	893,142	6,095,584	12.78%	-3.89%
Retiree Benefits	348,000	348,000	64,390	283,610	18.50%	1.83%
Other Services	15,920,944	15,920,944	1,515,259	14,405,685	9.52%	-7.15%
Supplies	1,478,000	1,478,000	352,148	1,125,852	23.83%	7.16%
Capital Projects	6,330,000	17,274,356	73,850	17,200,506	0.43%	-16.24%
Capital Operating	409,600	409,600	137,463	272,137	33.56%	16.89%
Debt Service	6,242,978	6,242,978	223,743	6,019,235	3.58%	-13.09%
Other Expenses	—	—	—	—	0.00%	-16.67%
<b>Total Operating Expenses</b>	<b>37,718,248</b>	<b>48,662,604</b>	<b>3,259,995</b>	<b>45,402,609</b>	<b>6.70%</b>	<b>-9.97%</b>
<b>Nonoperating Revenues (Expenses):</b>						
Investment Income	326,000	326,000	271,067	(54,933)	83.15%	66.48%
Miscellaneous Revenue (Expense)	7,900	7,900	1,270	(6,630)	16.08%	-0.59%
<b>Total Nonoperating Revenue (Expenses)</b>	<b>333,900</b>	<b>333,900</b>	<b>272,337</b>	<b>(61,563)</b>	<b>81.56%</b>	<b>64.89%</b>
<b>Income (Loss) Before Transfers</b>	<b>(1,637,918)</b>	<b>(12,582,274)</b>	<b>3,415,689</b>	<b>15,997,963</b>	<b>-27.15%</b>	<b>-43.82%</b>
Transfers Out – Utility Payments In Lieu of Taxes	(3,596,612)	(3,596,612)	(606,077)	(2,990,535)	16.85%	0.18%
Transfers In	10,000	10,000	10,000	—	100.00%	83.33%
Transfers Out	—	(2,130,000)	—	(2,130,000)	0.00%	-16.67%
<b>Total Transfers</b>	<b>(3,586,612)</b>	<b>(5,716,612)</b>	<b>(596,077)</b>	<b>(5,120,535)</b>	<b>10.43%</b>	<b>-6.24%</b>
<b>Excess of Revenue and Other Financing Sources Over (Under) Expenditures and Other Financing Uses, Budget Basis</b>	<b>\$ (5,224,530)</b>	<b>(18,298,886)</b>	<b>2,819,612</b>	<b>21,118,498</b>		
Beginning Available Resources			33,526,163			
Year-End Investment Market Value Adjustment			—			
Ending Available Resources			<u>36,345,775</u>			
Revenue Risk			1,200,000			
Capital Reserve			4,000,000			
Expense Risk			700,000			
Working Capital			<u>6,800,000</u>			
Targeted Reserve Level			<u>12,700,000</u>			
Total Non-Restricted Resources Available			\$ <u>23,645,775</u>			



**Sanitary Sewer - Open Capital Projects  
As of August 31, 2023**

PROJECT	PROJECT TITLE	ORIGINAL BUDGET	NET BUDGET AMENDMENTS	REVISED BUDGET	ENCUMBRANCES	ACTUALS	AVAILABLE BUDGET
301201	BURR OAK EAST	\$ -	1,035,327.15	1,035,327.15	-	-	1,035,327.15
301202	CRACKERNECK-VAN HOOK SEWER	-	529,163.59	529,163.59	-	-	529,163.59
301603	RCTP FACILITIES ROOF, CEILING	-	170,925.00	170,925.00	-	-	170,925.00
301701	SCADA UPGRADE	-	84,886.62	84,886.62	6,332.16	-	78,554.46
301706	TREATMENT FACILITY IMPROVEMENT	-	309,368.20	309,368.20	70,055.20	76,566.96	162,746.04
301804	ROCK CREEK EFFLUENT STRUCTURE	-	321,449.93	321,449.93	-	-	321,449.93
302002	Arlington Improvements	-	100,000.00	100,000.00	-	-	100,000.00
302004	Neighborhood Projects 2019-20	150,000.00	1,890,934.34	2,040,934.34	18,207.62	-	2,022,726.72
302005	Biosolids Handling	-	991,019.78	991,019.78	-	-	991,019.78
302006	Raw Pumps & Screening	-	579,279.41	579,279.41	-	-	579,279.41
302007	Electrical Substation Rehab	-	158,690.00	158,690.00	29,351.00	-	129,339.00
302008	RCTP Fence	-	36,015.56	36,015.56	-	-	36,015.56
302101	Sanitation Sewer Evaluation Survey	-	106,982.83	106,982.83	-	-	106,982.83
302102	Raymond Harkless Mills San Imp	-	200,000.00	200,000.00	-	-	200,000.00
302103	Pump Station Imp & Maintenance	150,000.00	568,240.98	718,240.98	-	-	718,240.98
302104	Polymer System Relocation	-	100,000.00	100,000.00	-	-	100,000.00
302105	Piping Rehabilitation	-	585,933.69	585,933.69	14,332.50	-	571,601.19
302201	Upper Adair Interceptor	-	800,000.00	800,000.00	247,542.50	83,451.24	469,006.26
302202	Crackerneck Creek Slope Rehab	-	2,270,141.29	2,270,141.29	41,734.77	3,047.80	2,225,358.72
302203	Sanitary Sewer Main Reloc from Stre	300,000.00	400,000.00	700,000.00	-	-	700,000.00
302204	RCTP - Septic Pumper	-	300,000.00	300,000.00	-	-	300,000.00
302205	Clarifier Rehabilitation	1,800,000.00	1,235,952.56	3,035,952.56	36,695.45	-	2,999,257.11
302206	Railing Safety RCPS & SCPS	-	14,083.09	14,083.09	-	-	14,083.09
302301	Sludge Thickening Process Improve	200,000.00	400,000.00	600,000.00	-	-	600,000.00
302401	Cost of Service Study	100,000.00	-	100,000.00	-	-	100,000.00
302402	Grit Removal Improvements-RCPS	750,000.00	-	750,000.00	-	-	750,000.00
302403	Pressure Cleaning Truck	250,000.00	-	250,000.00	-	-	250,000.00
9757	TRENCHLESS TECHNOLOGY	500,000.00	620,433.66	1,120,433.66	181,004.25	-	939,429.41
		\$ 4,200,000.00	13,808,827.68	18,008,827.68	645,255.45	163,066.00	17,200,506.23

	Current Year Budget	Prior Year Budget (Enc Roll)	Total
Budget	\$ 17,274,356.23	734,471.45	18,008,827.68
Less Expenditures	73,850.00	89,216.00	163,066.00
Less Encumbrances	-	645,255.45	645,255.45
Total Available	\$ 17,200,506.23	-	17,200,506.23