

Budget Summary



WEST DES MOINES, IOWA



FISCAL YEAR 2018 - 2019



Our
Purpose...

Mission Statement

Our mission is to serve the people of West Des Moines honestly and effectively. Through a variety of services, we strive to provide the quality of life desired by the community.

City of West Des Moines

OUR VALUE STATEMENT

We, the employees of the City of West Des Moines, through **TEAMWORK** and **COOPERATION**, are **COMMITTED** to provide the highest **QUALITY OF SERVICE** with **HONESTY** and **INTEGRITY** to the community we serve.

We take pride in providing **EFFECTIVE**, **DEPENDABLE** services while striving to achieve **EXCELLENCE** through **VISION** and **INNOVATION**.

THE CITY OF
West Des Moines



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of West Des Moines

Iowa

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of West Des Moines, Iowa**, for its Annual Budget for the fiscal year beginning **July 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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Cover

The cover is a compilation of images of the Historic Valley Junction business district. The business signs featured are from the CoSign project, a project to design and install ten new business signs in the Historic Valley Junction business district. The signage was created by a unique partnership of teams consisting of small business owners, visual artists, and professional sign fabricators. The CoSign project was a collaboration among the Historic Valley Junction Foundation, American Sign Museum, City of West Des Moines, Polk County Board of Supervisors, Main Street Iowa, Bravo Greater Des Moines, the Iowa Department of Cultural Affairs, and the local community.

ANNUAL BUDGET
CITY OF WEST DES MOINES, IOWA
Fiscal Year July 1, 2018 to June 30, 2019

CITY OFFICIALS

Steven K. GaerMayor
Kevin L. TrevillyanCouncil Member First Ward
John Mickelson.....Council Member Second Ward
Russ Trimble.....Council Member Third Ward
Renee Hardman.....Council Member At Large
Jim Sandager.....Council Member At Large

CITY OF WEST DES MOINES, IOWA

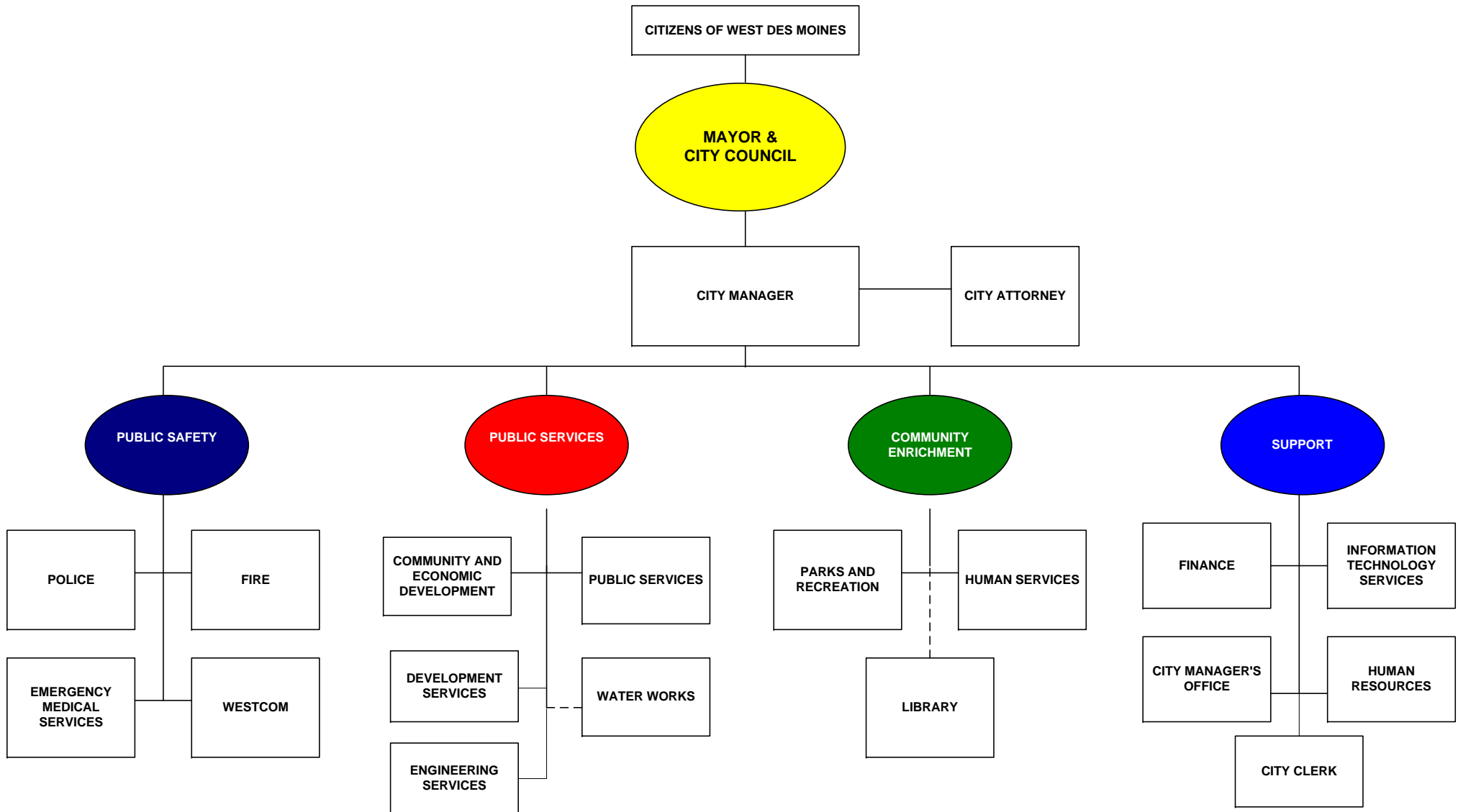
COUNCIL APPOINTEES

Tom Hadden..... City Manager
Richard J. Scieszinski..... City Attorney

DEPARTMENT HEADS

Clyde Evans Community & Economic Development
Lynne Twedt..... Development Services
Jeff Dumermuth Emergency Medical Services/Westcom Dispatch
Vacant Engineering Services
Tim Stiles..... Finance
Craig Leu..... Fire Department
Jane Pauba Dodge Human Resources
Althea Holcomb Human Services
Joe Menke Information Technology Services
Darryl Eschete Library
Sally Ortgies..... Parks & Recreation
Chris Scott Police Department
Bret Hodne Public Services

CITY OF WEST DES MOINES



Mission of this Document

The City of West Des Moines' budget document is intended to inform and enhance the citizens' understanding of the budget process and the services they receive. It is vital that the City Council is provided with the information they need to ensure the budget reflects public interest and is structurally correct. Therefore, it is critical the document serves the following four functions:

Acts as a Policy Document

All budgets reflect decisions about a variety of policy issues such as whom to tax and how much, what new programs to fund, and what programs to reduce or terminate. It is in this context that the budget functions as a policy document as decisions made within the budget reflect the general principles or plans that guide actions taken in the future.

Serves as a Legally Required Financial Planning Tool

Traditionally, the budget has always been used as a financial planning tool. To this end, the budget has been made a requirement of all Iowa cities, as stated in Chapter 384.16 of the Iowa Code. The budget is the legal authority to expend public funds, and it controls these expenditures by limiting the amount of the appropriation on a program basis. In order to conform to Governmental Accounting Standards Board Statement 34 and to Iowa Administrative Code, the budget includes nine expenditure types. The nine expenditure types are Public Safety, Public Works, Health and Social Services, Culture and Recreation, Community and Economic Development, General Government, Debt Service, Capital Projects and Business Type Activities. Expenditures required to be budgeted include expenditures for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Project Funds, and Enterprise Funds. Adopted budgets may either be prepared on a cash basis or on another basis consistent with generally accepted accounting principles, such as the accrual basis.

Functions as an Operational Tool

This budget addresses areas which may not be included in traditional budget documents. These include debt management, staffing levels, capital spending plans, and the incorporation of performance measures.

Acts as a Communication Device

The budget process provides a unique opportunity to allow and encourage public review of City operations. This budget describes the activities of the City, the reason or cause for those activities, future implications, and the direct relationship to the citizenry.

In addition to the above functions, the budget process affords both an interesting and challenging opportunity to reassess objectives, goals, and the means for accomplishing them. It is through this effort that the budget is arguably the single most important policy document produced each year.

Organization of Document

Listed below is a brief description of the individual sections of this document which is intended to acquaint the reader with **the structure, format, and terminology used in this budget document.**

Executive Overview

This section includes the City Manager's budget message, which is intended to articulate priorities, issues, and any major changes in City services for the budget year.

Visioning

The Visioning section includes a plan designed by a cross section of public and private sector leaders, in part to address the strategies identified and ensure that the City of West Des Moines is future ready and resilient. The plan titled, West Des Moines 2036, was presented in December of 2015 and outlines new ambitions for West Des Moines' future, including six strategies intended to help the City to reach these goals. Each strategy has identified success metrics, 5-year milestones, and 10-year milestones. On an annual basis successes will be recorded and priorities will be redefined to ensure the community is vibrant and ready for the future.

Budget Summary

This section includes a summary of the City's major revenues and expenditures, which is intended to provide an overview of the total resources budgeted by the City. Also included are summaries of the City's main revenue source, (property taxes,) one of its largest expenditure items, (personnel services,) and a consolidated debt overview.

Fund Summaries

These sections are intended to provide a breakdown of the FY 2018-19 Budget on an individual fund basis.

General Fund

This section presents the City's general fund budget on a departmental basis. The departments are grouped by clusters (Community Enrichment, Public Safety, Public Services and Support Services). The concept of organizational clusters was introduced in July of 2002 with the intention of breaking down departmental barriers and improving communications. The clusters have played an integral part in the City's quality initiative and strategic planning processes. Better relationships have resulted from cluster meetings and it is the hope that the clusters will continue to develop synergies and efficiencies.

Other Information

This section is intended to provide statistical and supplemental data for the City of West Des Moines and the population we serve.

Glossary

A glossary has been included in this document to assist the reader with any terminology (including abbreviations and acronyms) that is not readily understood.

Description of the Community

The City of West Des Moines is located in central Iowa, adjacent to the western boundary of the City of Des Moines. Situated at the crossroads of two of America’s major cross-country interstates (I-35 and I-80) **West Des Moines is a magnet for companies who see this transportation access as an advantage.** The City’s major employers include Wells Fargo, Athene USA Corporation, FBL Financial Group Inc., Sammons Financial Group, Hy-Vee Incorporated, American Equity Investment Life Holding Company, the Iowa Clinic, ITA Group Inc., and GuideOne Insurance. West Des Moines has also become a hub for data centers, Microsoft has located two data centers in West Des Moines and has announced plans to construct a third data center within the City.

West Des Moines is an exceptional community. With virtually every “quality of life” amenity a community can provide. The City is well known for its outstanding neighborhoods, which reflect a wide variety of quality housing ranging in age, size, price and type.

The stores and restaurants in the City are regional attractions. Historic Valley Junction, the City’s original downtown, features fine locally owned shops and restaurants in a beautiful “old Americana” environment. In contrast, several modern shopping centers, including regional malls, feature nationally known stores of every type. The community and the region offer many superb leisure and recreational venues.

- *MONEY Magazine* recently named West Des Moines the fourth “**Best Place to Live in America**” among cities with populations between 50,000 and 300,000.
- West Des Moines ranked No.3 among the “**Top Cities in the Country in Which to Retire**” by a report issued by *Bankrate.com*.
- West Des Moines was recognized as one of the “**Most Exciting Places in Iowa**” according to real estate blog, *Movoto.com*.

Government

The City is governed under a Mayor-Council form of government which provides, by ordinance, for a City Manager to be appointed by the Council to serve as the chief administrative officer for the City. The Mayor and the five Council Members are elected to four-year terms, with the Mayor’s and three Council Members expiring at the same time. The remaining two Council Members’ terms expire two years later, thus ensuring continuity of experienced members.

The City staff is organized into sixteen departments. These departments, in cooperation with the offices of the City Manager, Finance, and City Attorney, carry out the policy of the City Council and the business of the City. The Municipal Library and West Des Moines Water Works are administered by separate boards.

Financial Structure

The City of West Des Moines operates on a July 1 to June 30 fiscal year. The City's accounting and budgeting systems are organized and operated on a fund basis. Where a business typically combines the results of the operations of all its subsidiaries into one consolidated report, the City of West Des Moines creates a separate report for each one of its groups of funds. **A fund is defined as an accounting entity with a self-balancing set of accounts.** Each fund receives revenue from different sources and functions as if it were a self-contained business with its own set of accounts and financial reports. The expenditures from each fund are covered by the revenues from that fund, plus any appropriate transfers of revenue from other funds. As a result of the fund structure, the City of West Des Moines does not have a single bottom line, but many bottom lines, one for each fund.

The fund structure serves the following two main functions: 1) The separation of funds helps ensure that earmarked revenue is being spent appropriately. For example, because individual funds are smaller, less complicated, and have their own reports, it is easier to track or match revenues with expenditures. This task would be far more difficult if the City had one large undifferentiated fund. 2) Fiscal control is a key element of a fund structure. Not only is the budget required to balance, due to current legislation and other mandated constraints. Surpluses in some funds may not be used to cover deficits in other funds. Thus the fund structure forces governments to meet a more exacting standard of balance than private sector organizations.

Types of Funds

The City of West Des Moines groups all of its funds into three broad categories depending on the nature of the fund. **Governmental Funds** are used to account for the City's governmental type activities; **Proprietary Funds** account for the City's business type activities; and, **Fiduciary Funds** are used to account for activities when the City acts in an agent or fiduciary capacity. Listed below are the categories used by the City and the basic types of funds for each category:

Governmental Funds

General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund.

Special Revenue Funds are used to account for revenues derived from specific sources that are usually required by law or regulation to be accounted for in separate funds.

Debt Service Fund is used to account for legally mandated reserves and the payment of interest and principal on the City's general long-term debt.

Capital Project Funds are used to account for all resources used in the acquisition or construction of capital facilities.

Proprietary Funds

Enterprise Funds are used to account for operations and activities that are financed and operated in a manner similar to a private business, where costs of providing the service are expected to be financed through user charges.

Internal Service Funds are used to finance and account for services and commodities furnished by designated departments to other departments of the City.

Fiduciary Funds

Expendable Trust Funds are used to account for assets held by the City in a trustee capacity for other governments, organizations, or other funds.

Budgeting and Accounting Basis

The City prepares its budget for all funds on a cash basis, while the City's Comprehensive Annual Financial Report (CAFR) shows the status of the city's finances on the basis of Generally Accepted Accounting Principles (GAAP). Under GAAP standards, the City is required to use a modified accrual basis of accounting for Government and Fiduciary Funds, while Proprietary Funds are required to use full accrual. Under the modified accrual basis of accounting, revenues are recorded when they become both measurable and available. Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt which are reported as fund liabilities when due. Disbursements for the purchase of assets providing future benefits are recognized as expenditures at the time of purchase. However, it is important to note, for comparability purposes the City's CAFR includes both GAAP and Cash basis financial statements.

The Budget Process

The budget process for the City of West Des Moines is in some respects, an ongoing, year-round activity. Informal budget planning begins with the City's strategic plan. This process involves discussions between the City Manager, departments, and Mayor/City Council about the status of ongoing programs, and the establishment of new goals and objectives for the future.

Formal budget preparation begins in August when Finance performs a financial capacity projection for the upcoming budget year. This projection involves estimating reserves, revenues, expenditures, debt limits, and the General Fund's contribution to the Capital Improvement Program. It is within this groundwork that the FY 2018-19 budget is formed.

Operating and Capital Budget

There are two main components of the City's budget, its operating budget and the capital improvement program. The budget process for both of these components usually begins in late September when the budget request forms are sent to the departments, and the Budget Review committee conducts its initial meeting. Listed on the following page is a description of each component:

INTRODUCTION

BUDGET PROCESS

Operating Budget: The departmental requests are due to the Finance Department in late October. These requests are service level driven and are made within the parameters established in the City's Strategic Plan. Once the budget requests have been initially reviewed by Finance, the departments then meet with the City Manager's budget review team to discuss their request. After all departmental requests have been reviewed; the City Manager then prepares a recommendation for the City's operating budget for the upcoming year.

Capital Improvement Program: After the financial capacity projection is completed and funding sources for the Capital Improvement Program have been identified, the City evaluates whether a Citizens Advisory Committee on Capital Planning is needed. If convened, this Committee, with the assistance of City staff, is responsible for producing a capital improvement plan that ensures future growth will proceed in an orderly and planned manner. The committee begins this planning process by assessing citywide needs. Once the community's needs have been identified, the committee then employs an objective rating system for the purpose of ranking the projects. With exception of those projects that may violate continuity of service, this ranking is followed when determining which projects to undertake in the upcoming budget year, and which projects should be considered in future years.

Once the projects have been ranked, the committee then makes a capital project recommendation for the budget year. This recommendation is part of an eight-year plan for capital improvements for the City of West Des Moines. If the citizen committee is not convened, the City Manager's Budget Review Team, in conjunction with key representatives from the Engineering, Parks, Public Works, and other departments prepare and review the proposed CIP Budget.

Preliminary Budget

The City Manager's and Citizens Advisory Committee, if utilized, recommendations on the operating and capital budgets are ready for Council review in mid-January. The Council then conducts a series of workshops to examine the preliminary operating and capital budget in detail. After the workshops are completed, staff incorporates the Council modifications and prepares the budget for legal adoption. **It should be noted; before any formal action is taken on the budget the City Council conducts a public hearing in late February or early March on the City's operating and capital budgets. This allows the citizens of West Des Moines to voice any concerns they may have over the City's budget or its budget process.**

Final Budget

After the public hearing, the final budget is issued as a formal published document in the same format as the preliminary budget, but as modified by the City Council. The actual appropriations implementing the budget are adopted by the City Council. Final action on the budget occurs in late February or early March when the City's operating and capital budget are filed with the Polk, Dallas, Warren, and Madison County Auditors.

Reporting and Monitoring

The budget and its policies are implemented through the individual departments and the accounting controls of the Finance Department. The budget is monitored by a reporting system consisting of monthly financial reports to the department heads and division managers. These reports are

Reporting & Monitoring (continued)

issued by the Finance Department, and contain the same level of detail as presented during the budget process. Financial reports are submitted to the City Council on a quarterly basis.

In Iowa, state law requires expenditures to be monitored and reported on an expenditure type basis. These types are Public Safety, Public Works, Health and Social Services, Culture and Recreation, Community and Economic Development, General Government, Debt Service and Capital Projects. Expenditures required to be budgeted include expenditures for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Project Funds, Permanent Funds, and Enterprise Funds. The Finance Department reviews expenditures on this basis during the course of the year to ensure the City is within the legal level of compliance.

Amending the Budget

Due to certain unforeseen events, it may become necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. The City employs two types of budget amendments. The first type, an internal budget transfer, does not change the “bottom line” total for a department and is only required to be approved by the department director and the Finance director. The second type of budget amendment, commonly referred to as a formal budget amendment, can bring about change in the total appropriation for a department or fund, and must be approved by the City Council. The guidelines for budget amendments are listed below:

Budget Amendments

Section 384.18 of the Code of Iowa provides that a city budget for the current fiscal year may be amended for any of the following purposes.

- ◆ To permit the appropriation and expenditure of unexpended unencumbered cash balances on hand at the end of the preceding fiscal year which had not been anticipated in the budget.
- ◆ To permit the appropriation and expenditure of amounts anticipated to be available from sources other than property taxation and which had not been anticipated in the budget.
- ◆ To permit transfers from the debt service fund, the capital improvements reserve fund, the emergency fund, or other funds established by state law, to any other city fund unless specifically prohibited by state law.
- ◆ To permit transfers between programs within the general fund.

A budget amendment must be prepared and adopted in the same manner as the original budget, as provide in Iowa Code Section 384.16, and is subject to protest as provided in Iowa Code Section 384.19. All amendments to the City Budget must be approved by May 31 of the current fiscal year to allow time for a protest hearing to be held and a decision rendered before June 30, if needed.

**City of West Des Moines
FY 2018 – 19 Budget Calendar**

Date	Responsibility	Action
Wednesday, September 6, 2017	Finance Dept.	Operating and capital budget request forms distributed and procedures reviewed with department heads/representatives at Sr. Staff Meeting
Tuesday, September 5, 2017 – Friday, October 27, 2017	Departments	Department worksheet preparation.
Tuesday October 24, 2017	Departments	Strategy Meeting – Parks CIP
Friday, October 27, 2017	Departments	Department operating budget requests due.
Monday October 30, 2017 – Wednesday, November 22, 2017	Budget Review Team/Departments	Initial reviews with department concerning CIP and Operating Budget matters
Tuesday November 7, 2017	Departments	Strategy Meeting – Streets/Sanitary Sewer/Stormwater CIP
Tuesday November 21, 2017	Departments	Strategy Meeting – Buildings CIP
Monday, November 27, 2017	Finance Dept.	Hotel/Motel request letters sent to agencies.
Monday, December 11, 2017	City Council	Preliminary Budget Review at Council Workshop
Friday, December 29, 2017	Finance Dept.	Hotel/Motel requests due.
December 2017- January 2018	Budget Review Team	Compilation of FY 2018-19 Recommended Budget document.
Friday January 19, 2018	Finance Dept.	Recommended Budget delivered to Mayor/Council.
Monday January 22, 2018	City Council	Special Council work session on CIP following City Council meeting. (If needed)
Saturday January 27, 2018	City Council	Council work session on Operating recommendations with Budget Review Team and Department Heads present.
January 2018	F&A Committee	Hotel/Motel applicant presentations
Monday February 5, 2016	Finance Dept.	Proposed budget documents completed and available for distribution.
Friday, February 16, 2018	Finance Dept.	Proposed budget public hearing notice published in the West Des Moines Register
Monday, March 5, 2018	City Council	Public Hearing on operating and capital budgets with City Council approval of final budget after hearing.
By Thursday March 15,2018	Finance Dept.	Filing of official budget documents with County Auditors

Fund	Budget Program									
	Public Safety	Health & Social Services	Culture & Recreation	Public Works	Community & Economic Development	General Government	Debt Service	Capital Projects	Business Type/Enterprise	Non Program
General:										
General	X	X	X	X	X	X				
Insurance						X				
Hotel/Motel Tax			X		X					
Special Revenue:										
Road Use Tax				X						
Local Option Sales Tax										X
Rehab/Economic Development		X			X					
Employee Benefits						X				
Tax Increment Financing					X					
Police & Fire Retirement	X									
Parks			X							
Public Art			X							
Library			X							
Police	X									
E911	X									
Human Services		X								
EMS	X									
Debt Service							X			
Capital Projects:										
Capital Projects								X		
Special Assessments								X		
Enterprise:										
Sanitary Sewer									X	
Solid Waste									X	
Storm Water									X	
Internal Service:										
Technology Replacement										X
Vehicle Replacement										X
Vehicle Maintenance										X
Health Insurance										X
Worker's Compensation										X
Trust & Agency										
Section 125 Plan										X
Housing Escrow										X
Developer Bonds										X
Police Agency										X





Executive Overview





THE CITY OF
West Des Moines®
www.wdm-ia.com

City Manager

4200 Mills Civic Parkway
P.O. Box 65320
West Des Moines, IA 50265-0320

515-222-3610
FAX 515-222-3638

E-mail cityinfo@wdm-ia.com

'AAA'
Credit Rating from
Standard & Poor's

January 27, 2018

Honorable Mayor and Council:

I respectfully present the proposed budget for the City of West Des Moines for the upcoming fiscal year beginning July 1, 2018. The adopted budget authorizes resources and sets the direction for our programs and services for the coming fiscal year. As the City's financial and spending plan, the adoption of the budget is the single-most important action taken by the City's elected officials.

As you review the preliminary draft of the FY 18-19 budget, recognize that staff makes every effort to enhance the format of the material so that the public has a better understanding of the various services we are able to deliver to citizens. If sections of the proposed budget are unclear, we should work to improving those. In addition, it is vital that the City's policymakers have all the information needed to ensure that the budget reflects the public interest. The final budget should serve as an effective public policy document and financial planning tool.

Recent Accomplishments in Financial Management

As we move into the second half of fiscal year 2017-18, we are pleased to note three recent accomplishments in the management of the City's financial resources.

- ◆ In July 2017, the City's AAA rating on its general obligation bond debt was reaffirmed by Standard & Poor's. This follows on the heels of reaffirmation of a Aaa rating issued by Moody's in 2016, and each of these ratings are the highest given by the respective agencies. The City remains one of approximately 100 in the United States which can boast of the highest rating from each agency.
- ◆ The Government Finance Officers Association of the United States and Canada (GFOA) again awarded a Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the fiscal year ending June 30, 2016. This is the 24th consecutive year the City has received this award.
- ◆ The City received a Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its Budget Summary document for the fiscal year beginning July 1, 2017, the 19th consecutive year the City has achieved this award.

Highlights of the FY 18-19 Recommended Budget

- ◆ The budget recommended by staff reduces the current property tax rate from \$12.00 per thousand dollars of taxable valuation to \$11.79.
- ◆ Included in the proposed FY 18-19 budget is the addition of 17 employee positions (12 in Public Safety and 5 in other departments) as follows:
 - The Fire Department will add 2 Firefighters in order to meet coverage at all 5 city fire stations. These firefighters will start employment no earlier than September 1, 2018.
 - The Police Department will add 7 positions – 6 Police Officers and 1 Police Sergeant – in order to meet ever-increasing demands. Council will recall a Police Department assessment was completed in 2017 and the results indicated a need for several new officers. Adding these officers represents a step towards that goal. These police officers will start no earlier than September 1, 2018.
 - Westcom will add a total of 3 positions – 1 Dispatcher, 1 Training Coordinator, and 1 Public Safety IT Applications Specialist. The Dispatcher will alleviate the current means of filling empty shifts, which is either by using part-time staff (which are proving difficult to hire and retain) and overtime (which can deteriorate morale over time). The Training Coordinator will be responsible for training classes, materials and documentation, a critical need because best practices in 911 center operations are rapidly and constantly evolving. The Applications Specialist will oversee all and direct the technology needs of the dispatch center. The Westcom positions were approved by the Westcom Management Committee, a group which consists of representatives from all the Westcom cities.
 - Public Services will add a total of 3 positions - 2 Public Services Workers and 1 Mechanic. The Public Services Worker positions are needed to accommodate the significant growth of the City's infrastructure over the past several years. The Mechanic position will be able to repair equipment in house in a timely fashion and at a more cost effective rate. This position will also allow a mechanic to specialize in public safety apparatus.
 - The Library will add 1 Floating Paraprofessional who will be tasked with managing a variety of the customer service desks within the Library, allowing for greater customer service coverage during their hours of business.
 - Parks and Recreation will add 1 Recreation Coordinator which will start January 2019. This position will allow greater coverage in managing the City's two Aquatic Centers, as well as taking on positional duties which will allow staff to manage the City's amphitheater maintenance and programming.

An additional 14 positions were requested by department directors but were of a lower priority and due to budgetary constraints they were not accommodated.

- ◆ Proposed employee compensation totals take into consideration terms of bargaining unit contracts for each of the approximately 250 union employees. Projected personnel expenditure

levels rely on historical trends, current contract information, and projected terms for agreements yet to be finalized. The proposed compensation budget will address the approximately 204 non-union employees using existing pay plans and benefit packages, including health insurance plans for new employees.

Bargaining unit employees are expected to receive cost-of-living adjustments ranging from 2.50% to 3.00% in agreement with the terms of their respective contracts. All contracts but one, AFSCME, are currently in contract negotiations. In addition to the cost-of-living increases, bargaining unit employees who are not at the maximum pay of their range may be eligible to receive “step” increases dependent upon performance and classification.

Non-union employees who have not yet reached the maximum pay level for their position may be eligible at July 1, 2018, to receive pay increases based solely upon job performance.

- ◆ The City will receive approximately \$7.6 million dollars in Road Use Tax funding during FY 18-19. This is a slight increase from the previous year because the Iowa Department of Transportation increased the per capita forecast. This revenue allows for approximately \$6.6 million in Road Use Tax funds to be expended for street-related expenditures (CIP and operating), along with spending of the remaining funds for street lighting and repayment of debt related to Iowa Highway 5 construction. Staff’s goal for the Road Use Tax Fund is to maintain a steady fund balance from year-to-year.
- ◆ The proposed FY 18-19 budget reflects an increase in the contribution rate for the Municipal Fire and Police Retirement System of Iowa (MFPRSI). The City’s contribution rate of covered wages for FY 18-19 will be 26.02% as compared to 25.68% for FY 17-18. The increased rate amounts to an increase of \$36,620 in annual pension costs. The proposed budget also reflects a change in the contribution rate for Iowa Public Employees Retirement System (IPERS). The City’s contribution rate for IPERS will be 9.44% for FY 18-19 as compared to 8.93% for FY 17-18. The increased rate amounts to an increase of \$122,949 in annual pension costs
- ◆ During 2017, Staff completed detailed, multi-year financial cash flow projections for the Sewer and Stormwater Enterprise Funds. As a result, multi-year rate adjustments for each fund were proposed and were ultimately approved by Council. The effects of these rate adjustments on each fund are reflected in the budgets of those enterprise funds and will allow for the City’s existing facilities to remain in working condition. Proposed projects in the Capital Project Budget will allow the City to better comply with increasing needs, regulations, and demand on the systems. .
- ◆ During FY 18-19, staff will examine the adequacy of current residential solid waste collection fees, last modified in 2007. Although the contracted services provided by Metro Waste Authority for residential solid waste and recycling currently outpace the rates charged to residents, a strong fund balance allows for the rates charged to residents to remain steady.
- ◆ Continuing with the City’s preference to be proactive on enterprise fund revenues rather than reactive, the City Council in 2010 approved actions indexing both sanitary sewer capital charges as well as sanitary sewer connection fee district per acre charges. As Council is aware, the stormwater fee district concept was successfully challenged by developers, so until such time as its use is clear, it was not contemplated in the budget documents.

- ◆ The proposed budget reflects the carryover of cash to ensure the FY 18-19 budget maintains prudent general fund balances, which protect financial integrity. General Fund total revenues are projected to be \$71,414,519 and total expenditures will be \$73,943,629. The projected Uncommitted General Fund composite balance on June 30, 2019, (expected balance of \$27,560,141) will be slightly over 41% of annual operating expenditures. This is sufficient for meeting unexpected shortfalls in revenues or demands on future fund resources and remains within the guideline set by members of City Council, who have consistently ratified a desire to maintain a General Fund cash reserve balance over 25%.

Outlook for FY 18-19 and Beyond

The City's budgeting philosophy continues to be conservative, so that we ensure that funding is adequate to provide services to residents and protect our long-term viability. A starting point for projections was a desire to deliver comparable levels of service to residents, utilize responsible revenue assumptions, and maintain adequate reserves. In addition, the City Council has indicated that maintaining the current general fund tax rate is an equal priority to maintaining prudent fund balances and providing quality services.

While the general economy in the state and in Central Iowa remains relatively solid, cities in Iowa, including West Des Moines, continue to face several areas of consideration and concern. As we prepared the proposed budget we needed to consider: (1) a very likely reduction or elimination of the current commercial tax rollback backfill by the State of Iowa – in fact, for projection purposes, staff assumed a 50% reduction in the backfill effective FY 2019-20, (2) a continued reduction in future tax revenues related to multi-family residential properties as was legislated in 2013 (this hits West Des Moines particularly hard due to a large concentration), (3) costs of mandated employee pension contributions and (4) escalating employee health insurance costs.

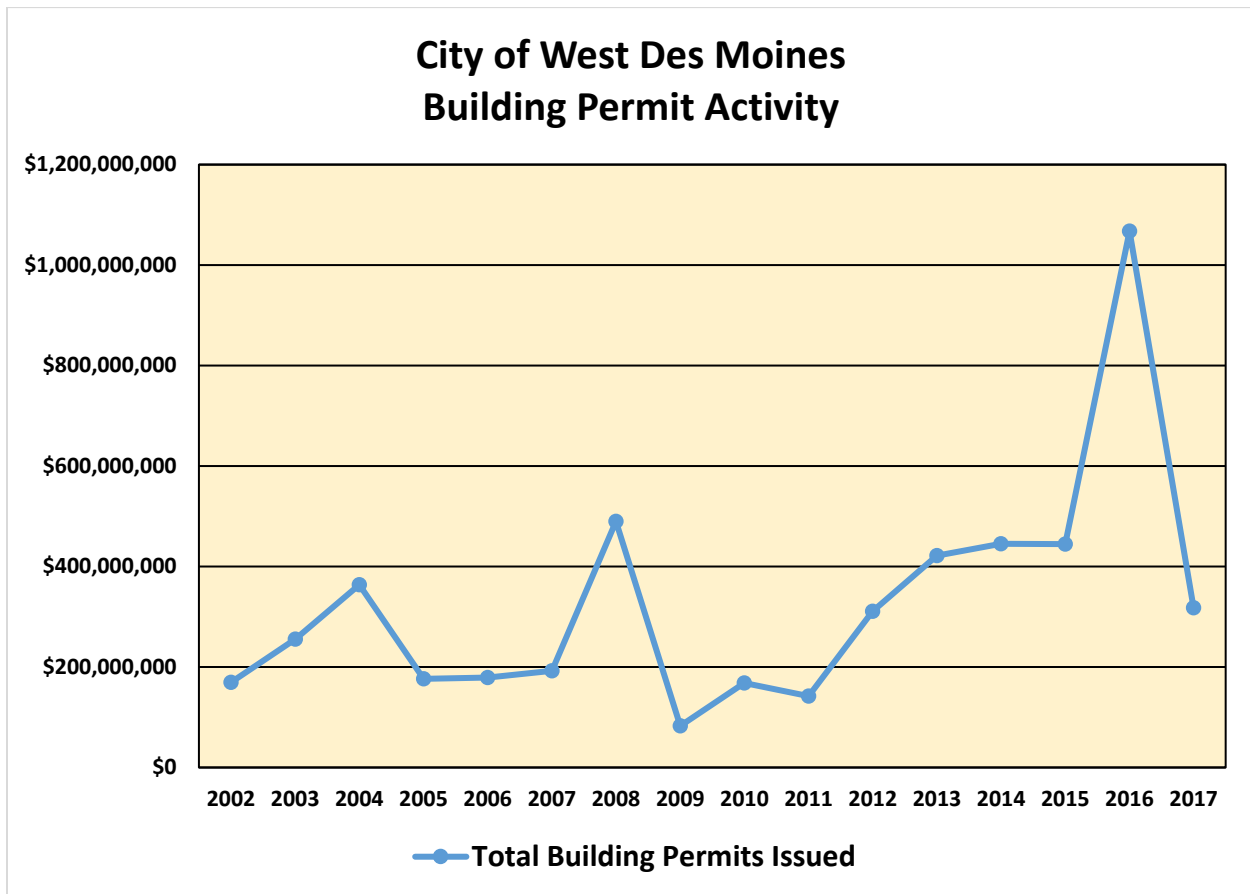
Despite these concerns, it is also important to note that other factors have recently worked in the City's favor, including: (1) the voters in Dallas County passing a Local Option Sales Tax (LOST) referendum in 2017, which will allow the City to receive roughly \$2 million in funding – the City pledged to lower its tax levy rate using 50% of the funds received and to use the other 50% to fund a variety of specific needs, (2) interest rates on investments have risen steadily in the past year and are expected to continue to climb slowly in the upcoming cycle, and (3) the City saw a healthy 9% growth in taxable valuation during the last bi-annual assessment revaluation cycle and those valuations are reflected by a budgeted increase in property tax revenue – these factors are a major reason why the City was able to recommend the addition of 16 staff.

Staff reviewed the FY 19-20 budget at a “macro level” by focusing on key assumptions and projected expenditures as part of a second year financial plan and that analysis is included in the material provided.

Local Economy/Development Activity Highlights

The City continues to be one of the fastest growing cities in the state of Iowa. A Special Census completed in December 2015 revealed a population of 63,541, which reflected growth of 12% since the last official Census in 2010. It is estimated that another 1,019 residents were added in 2016. This growth follows on the heels of population growth of 79% from 1990 to 2010. Estimates indicate the City could continue to grow by approximately 1,000-2,000 residents per year.

During calendar year 2017 the City saw high levels of building permit activity (in terms of valuation), although they were significantly down from the record set in 2016. Valuation brought by revaluation of all properties is reflective of a healthy real-estate market and regional economy of Central Iowa, and growth was also factoring new commercial, office, retail, multi-family residential, and single-family residential construction. A breakdown between the two types of growth is not easily obtainable. Calendar 2017 also constituted the 7th consecutive year of permits valuation over \$300 million. Staff will continue to monitor the economy and make budget recommendations and adjustments as necessary.



BUDGET IN BRIEF

Revenues and Taxable Growth

As discussed above, the City continues to experience significant development. Every two years the various county assessors revalue property across the state. Property valuations were adjusted on January 1, 2017. This date's valuation is used to calculate property tax revenues to be received in FY 18-19, so the growth allowed for taxable valuation to increase by 9.21% for the City of West Des Moines. All of this valuation increase will not directly assist the City's general fund, however, as revenues from Microsoft's data center projects will be used to pay for the surrounding infrastructure over the next 10-20 years, a portion of the property tax revenues generated by the Jordan Creek Town Center area and Athene office complex continue to be used similarly, and much of the anticipated future growth will be spoken for through Council-directed rebate programs and TIF-related activity. Non-TIF-related growth is approximately 5.5%.

The City has a strong tax base in commercial property, including two regional malls and extensive

office and medical clinics. Approximately 35% of the properties are taxed commercially, which is a much higher percentage than a typical metro suburb. This has worked to the City’s advantage in the past, but recent reductions to the commercial tax rate by state legislation have slowed revenue growth.

Large infrastructure projects in the areas of Mills Civic Parkway and Jordan Creek Parkway, which began over ten years ago, have now seen a significant percentage of developable areas around those corridors filled with retail centers, hotels, restaurants, office, and multi-family residential projects. Other areas are poised for future development such as the areas around Iowa Highway 5 and the Microsoft Alluvion Data Center. More recent infrastructure which could spring future development is the Grand Prairie Parkway Corridor / Interstate 80 interchange which opened for traffic in December 2015. Finally, the City is preparing for growth well into the future with the announcement of a third Microsoft Data Center in Warren and Madison Counties. This center, named Project Osmium, will facilitate the City’s expansion of roadways, including a bridge over the Raccoon River on Grand Prairie Parkway which will open up thousands of acres for development, as well as bringing sewer, water, and fiber to these areas.

For FY 18-19, General Fund operating revenues of \$61,048,067 are projected to increase by 3.26% compared to FY 17-18. Several factors contributed to the increase in property tax revenue especially the increased percentage of the residential roll back from 55.63% to 56.94%. As mentioned previously, the City saw significant residential and commercial development, and also an overall increase to existing property valuations. Statewide trends among the larger cities shows mixed results but most of the major cities saw solid growth during the bi-annual reassessment year. A summary of the ten largest cities is depicted below:

Comparison of Taxable Valuation				
FY 18-19				
Top 10 Cities in Iowa				
City	Population Per 2016 US Census Estimate	Total 2017 Taxable Valuation (\$1000's)	Change in Taxable Valuation from Prior Year	Taxable Valuation Per Capita
Des Moines	215,472	\$ 8,360,172,170	8.41%	\$ 38,799
Cedar Rapids	131,127	6,974,396,228	6.30%	53,188
Davenport	102,612	4,554,167,839	4.89%	44,382
Sioux City	82,872	3,084,286,470	6.66%	37,217
Iowa City	74,398	3,745,477,705	5.72%	50,344
Waterloo	67,934	2,546,268,170	0.39%	37,481
Ames	66,191	2,952,230,576	7.99%	44,602
West Des Moines	64,560	5,424,794,165	9.21%	84,027
Council Bluffs	62,524	2,844,204,131	5.03%	45,490
Ankeny	58,627	3,535,475,863	13.29%	60,305

Worth noting in the above table is West Des Moines’ place as the highest ranking city in terms of “Taxable Valuation Per Capita”. Having this status is a significant financial advantage, but it also requires a sizable investment in public safety to protect the relatively more valuable property.

Among communities in the Des Moines Metro area, the growth trend is even stronger. The Des Moines Metro area as a whole continued to see development and growth in recent years, consistently ranking among the top developing cities in the region and country. Within the metro, older, more established communities saw more limited growth while the outer ring of cities continued to grow the tax base at a very rapid pace as depicted in the following table:

Comparison of Taxable Valuation				
FY 18-19				
Des Metro Communities				
City	Population Per 2016 US Census Estimate	Total 2017 Taxable Valuation (\$1000's)	Change in Taxable Valuation from Prior Year	Taxable Valuation Per Capita
Des Moines	215,472	8,360,172,170	8.41%	\$ 38,799
West Des Moines	64,560	5,424,794,165	9.21%	84,027
Ankeny	58,627	3,535,475,863	13.29%	60,305
Urbandale	43,018	3,198,267,095	7.16%	74,347
Johnston	21,114	1,620,889,669	9.78%	76,768
Waukee	19,284	1,110,199,693	12.37%	57,571
Altoona	17,938	1,105,080,214	14.00%	61,606
Clive	17,546	1,505,776,834	4.98%	85,819
Grimes	11,909	804,560,277	16.03%	67,559
Norwalk	10,590	483,803,313	5.97%	45,685
Pleasant Hill	9,750	628,440,528	7.77%	64,455
Windsor Heights	4,983	273,911,783	7.62%	54,969

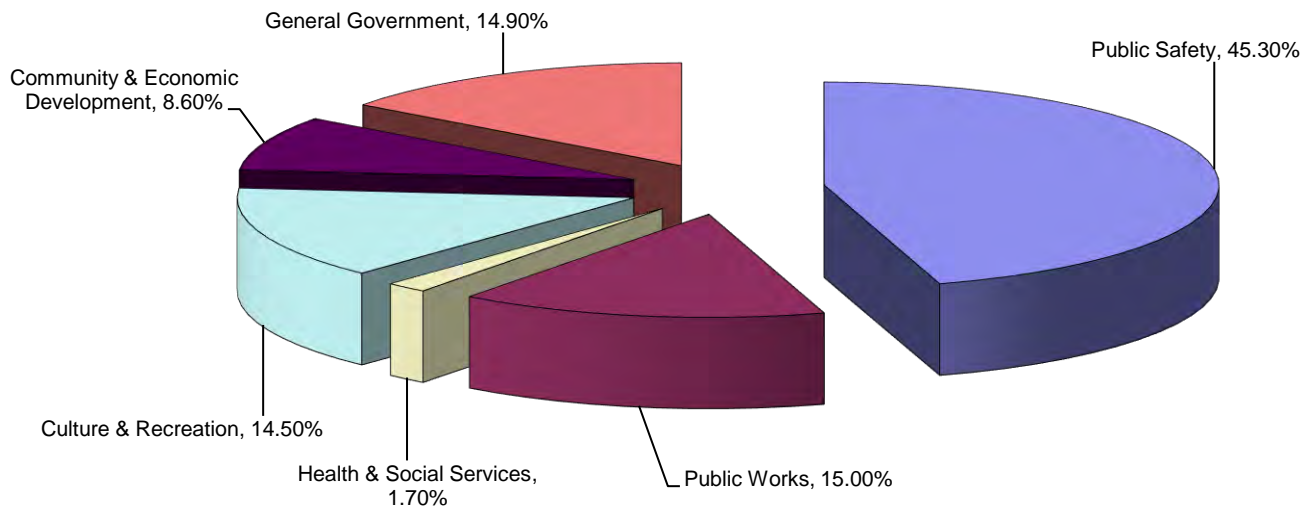
West Des Moines' taxable valuation per capita of over \$84,000 remains the highest of Iowa's ten largest cities and second among cities in the Des Moines metro area.

It is important to note that \$496 million in taxable valuation remains included in the City's Tax Increment Finance (TIF) Districts (slightly up from \$484 million from the previous year). This amount equates to approximately \$5 million in tax dollars being excluded from the City's potential general fund resources. A large percentage of TIF funds are dedicated to public infrastructure projects such as public safety facilities, bridges, roads and utility systems, with the balance being used for economic incentive payments to various businesses around the City.

Expenditures

The City's FY 18-19 General Fund budgeted operating expenditures total \$66,878,150, which represents an increase of \$1,506,389 (+2.30%) from FY 17-18. The largest percent of expenditures continues to be in the Public Safety program area, which encompassed 45.30% of the General Fund for the fiscal year.

General Fund Operating Expenditures
\$66,878,150



Police and Fire employee pension costs are accounted for outside the General Fund and utilize their own portion of the overall property tax levy for funding. Due to the increases in taxable valuations and the City’s desire to keep funding for these contributions level, the tax levy rate for the Police and Fire Pension system reflected a \$0.00061 increase. In response, other tax levies were decreased.

If the budget is approved as recommended, the City’s total number of full time equivalent (FTE) employees will be 454.75. The impact of accelerating personnel costs must be closely evaluated and monitored as there are a number of new position requests that were not included in this budget due to financial constraints. Self-insured healthcare costs are projected to increase by 10%, which is conservative based on historical values for the past few years, but also cognizant of significant claims increases within the past 10-year window.

The FY 18-19 budget reflects a proposed use of operating cash reserves for several “one-time” capital needs including continued expense for a contracted purchase of 142 acres of future parkland in Madison County, and several smaller building, software, equipment, and planning projects. When factoring in these expenditures, the strictly “operating” projected FY 17-18 General Fund shows a lower deficit, however, the recommended budget does include a spend of \$804,860 of available fund balance. Despite the operating and capital spending of fund balance planned for FY 18-19, the General Fund Ending Cash Reserve is projected to remain at a healthy 41% of operating expenses.

Capital Improvement Plan

The City’s Capital Improvement Plan is intertwined with the Operating Budget, so a discussion of the Plan is critical to provide context and background. This budget cycle staff once again developed project priorities based on previous commitments, anticipated future development, and a commitment to maintain current infrastructure and amenities. Council also provided direction with a continued recommendation to maintain a debt service levy rate of \$1.95/thousand.

The budget shows two basic approaches to funding capital projects: Pay-as-you-go and Pay-as-you-use. Pay-as-you-go means paying for the capital project out of current revenues at the time of expenditure. Pay-as-you-use means borrowing to finance the expenditure with debt service payments being made from revenues generated throughout the useful life of the project. West Des Moines uses a mix of finance approaches to finance capital projects. Capital projects are financed through bonds, reserves, grants, developer contributions, other governmental sources, and fees such as road use taxes.

In addition to infrastructure improvements to developing areas, staff will continue efforts to maintain and improve established neighborhoods. The proposed CIP budget commits substantial resources to resolve stormwater, sanitary sewer, and paving issues, as well as improve existing parks in the community. Efforts to maintain existing city buildings is critical and, while significant dollars have been spent recently at several buildings, others have suffered from deferred maintenance and/or inferior design causing maintenance issues, so continue funding at higher-than-previous levels is planned.

Major projects and the overall CIP plan will be discussed in more detail during this workshop.

Strategic Planning / Quality Improvement Process / Goal Setting

The Mayor, Council, and staff continued to pursue a number of initiatives to define the direction for the City organization and community. During 2015 the City engaged a multitude of resources to develop “West Des Moines 2036” which challenged the City to find ways to reinvent itself while building on its past successes. The result was a 20-year plan outlining strategies designed to make that result happen. Approximately 40 community and business leaders worked with the Futurist over a period of several months to create the WDM 2036 plan. This plan was discussed, refined, and finalized in 2016.

The group ultimately came up with six strategies to ensure a prosperous future for the City:

- ◆ **Create a Leadership Advisory Board** of city, school and business leaders to work toward common priorities and address challenges.
- ◆ **Explore new forms of revenue**, such as a hotel/motel tax or local option sales tax, to ensure the City's financial viability.
- ◆ **Create a Quality of Life Council** to examine West Des Moines’ experiences and amenities, and attract and retain great businesses, educational facilities, talent, and families. During 2017, a Quality of Life Council was formed and met regularly to update these goals.
- ◆ **Become a leader in sustainability.**
- ◆ **Double down on technology** and consider providing high-speed Internet as a public/private utility for all homes.
- ◆ **Diversify the City's economy** to develop, retain and attract the world’s best workforce.

Pieces of the City’s previous five-year strategic plan, which contain goals and objectives related

to service levels and growth plans, were folded into the 2036 plan. In addition, a more internal visioning process by staff resulted in a new 10-year strategic framework which should serve to guide internal growth as well as provide principles for development. Goals, directives, and visions behind these plans provide direction and thus have been woven into this budget on many levels.

Hotel/Motel Revenues

A 7% Hotel/Motel Tax, first authorized by West Des Moines voters in 1984, is expected to generate \$4,300,000 in the upcoming year. By agreement, money is allocated as follows: 2/7th of the funds are directed to the Greater Des Moines Convention and Visitors Bureau (CVB), 2/7th is directed to Bravo Greater Des Moines, 2/7th (subject to City Council approval) will be used for parks, recreation, and/or tourist activities, and the remaining 1/7th will be available for distribution to other City Council-designated entities or for other internal uses. Also, a percentage of City Council-designated discretionary revenues (in excess of total fund revenues of \$2,550,000) continue to be channeled towards the City's public arts program.

Regional Cooperation

The City continues to support programs that improve the quality of life for all residents of the metro area. Besides direct financial support, the City of West Des Moines contributes to the Des Moines metro area in many ways, including but not limited to:

- ◆ Wastewater Reclamation Authority – regional organization, facility, and systems
- ◆ WestCom Public Safety Center – West Des Moines, Clive, Urbandale, and Norwalk
- ◆ Joint Fire/EMS facility – West Des Moines and Clive
- ◆ WestPet Animal Licensing and Control – West Des Moines, Clive, and Urbandale
- ◆ Police Department remains involved with many metro-wide activities ranging from traffic task forces to narcotic trafficking
- ◆ Metro Home Improvement Program – West Des Moines, Ankeny, Altoona, Clive, Grimes, Johnston, Pleasant Hill, Polk City, Urbandale and Windsor Heights. A multi-jurisdictional housing rehabilitation entity, Metro Home Improvement, a collaborative effort to preserve affordable housing stock
- ◆ Iowa EMS Alliance – private-public partnership with Unity Point Health where the City provides administration and operation of emergency medical services which avoids duplication of services while maintaining high quality care
- ◆ The City has committed \$1,300,000 over a multi-year period to the Iowa Events Center and \$65,000 over a multi-period to the Civic Center.
- ◆ Tomorrow Planning Organization – regional visioning process
- ◆ Capitol Crossroads – regional visioning with a focus on collaboration

Conclusion

The FY 18-19 budget recommended by the City Manager and staff accomplishes the primary objectives of maintaining services, committing capital funds to maintaining infrastructure, amenities, and city facilities as well as development, while maintaining (and in this case reducing) property tax rates.

In addition, City departments have identified supplemental services and projects which are included in the proposed budget document for review by the Mayor and City Council. The eight proposed new staff positions were carefully scrutinized, vetted, and prioritized from a pool of nearly 16 departmental requests, with only the most essential positions being recommended. The Management Team will continue to assess the staffing in these departments and offer the City Council alternatives to achieve effective staffing levels across the organization.

In order to assure that the City's human and physical infrastructure keeps pace with the City's growth, additional user-fee revenue enhancements, strategic expenditure reductions, and potential restructuring will likely continue. Current service demands and limited revenue growth will necessitate a thorough and on-going review of all aspects of our financial plan.

I must express thanks to members of the City staff for their diligent efforts to develop and operate within budgets that provide continual high quality service to our residents.

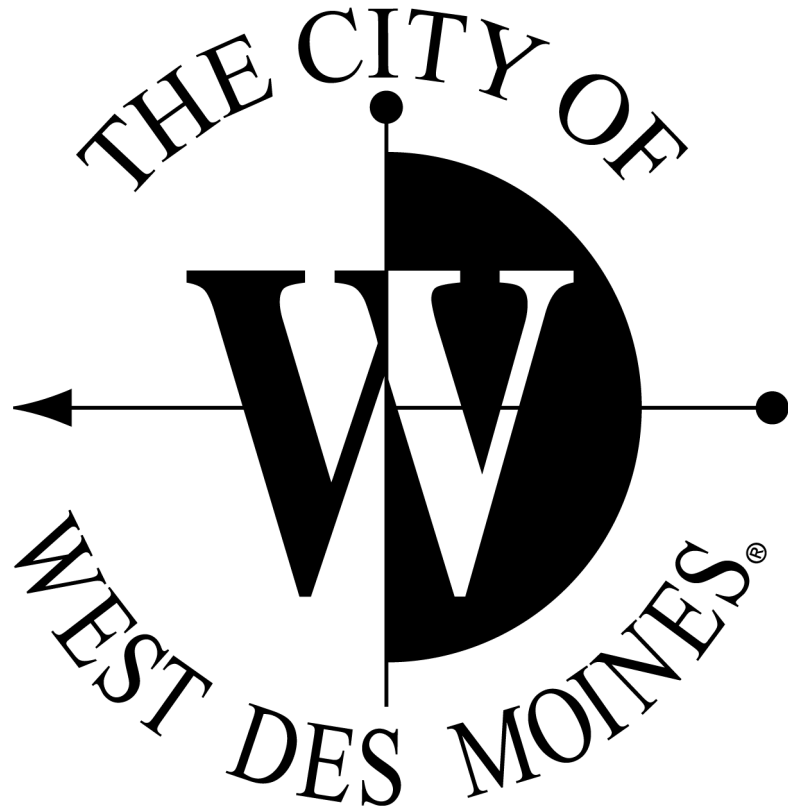
I would also like to give two specific notes of thanks. First, to the Finance Department staff for their performance in gathering, analyzing, and presenting information clearly and accurately, and second, to the City's departmental leadership for providing critical feedback, input, financial projections, and lists of priorities, all needed to formulate the budget. The budget preparation team composed of Deputy City Manager Jamie Letzring, Finance Director Tim Stiles, Budget Analyst Chris Hamlett, and me, worked collaboratively with Department Directors and many other staff members to develop the proposed budget. This would not have been completed without the effort of all those involved.

I would also like to thank the elected officials for your continued support in planning and directing the financial operations of the City in a responsible and progressive manner. The West Des Moines community has benefited greatly from your leadership and commitment.

Respectfully submitted,



Tom Hadden
City Manager





Visioning



THE VISION

**WEST DES MOINES IS THE MOST VIBRANT
SUBURBAN CITY IN NORTH AMERICA**

STRATEGY 1

WEST DES MOINES' TOP LEADERS WORK TOGETHER ON COMMUNITY PRIORITIES

In 1916, the residents of West Des Moines voted 2 to 1 in favor of building a new, \$50,000 high school (\$1.14 M in today's dollars.) As part of school board policy, only first-class, college-educated teachers were hired. By 1919, the rooms of Valley Junction high school were filled.

Throughout West Des Moines' history, the community has banded together around common values and found a way to make them come to life. The example above was accomplished during a terrible economic downturn, when 600 workers were unemployed.

As West Des Moines continues to grow, its challenges will become more complex. Without a concerted effort, silos could become rigid, and communication could breakdown. To be future ready and resilient, West Des Moines needs coordinated, cross-sectional leadership.



"I wish that West Des Moines had a formal, private-public "think tank" that is formal in nature, meets regularly, and coordinates responses to trends with our elected bodies." - Participant from strategic foresight workshop, September 2015

West Des Moines needs a government, education, and business Leadership Advisory Board that will work together on the area's most pressing challenges and most promising opportunities.

The following plan was designed by a cross section of public and private sector leaders, in part to address this strategy and ensure that West Des Moines is future ready:

Strategy 1 | West Des Moines' Top Leaders Work Together on Community Priorities

Vision: The area's top government, education and business leaders have high levels of trust in each other, and work collaboratively to address the area's most promising opportunities and most pressing challenges.

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
1.1 Create a CEO-level "Leadership Advisory Board" that includes leaders of large and small businesses, government leaders, e.g. mayor and city manager, and top education leaders	<ul style="list-style-type: none"> •Leaders are completely aware of each others' needs and limitations •Advisory Board has set a clearly defined common agenda/vision to achieve specific goals •Identify needs of employers and create curriculum/school tailored to employer's needs. 	<ul style="list-style-type: none"> •Advisory Board achieves or implements three key goals that strengthen the community and the business environment
1.2 The Leadership Advisory Board reviews <i>West Des Moines 2036</i> on an annual basis to record successes, redefine priorities, and ensure the community is vibrant and future ready.	<ul style="list-style-type: none"> •Over half of all community priorities as outlined in <i>West Des Moines 2036</i> have active workgroups and achieved significant milestones 	<ul style="list-style-type: none"> •West Des Moines 2045 is underway, to prepare the region for the next 20 years
Who's involved? West Des Moines City Council, Mayor, city manager, key city staff, chamber, business leaders from large and small companies and key WDM industries, education leaders from DMACC, WDM Schools and Waukee schools		
More information needed: Identify those who should serve		
Next action: Form these two advisory boards and get Mayor's buy-in		
Recommended Resources:		
<p>➔ Doing Well by Doing Good: A Leader's Guide by McKinsey. http://www.mckinsey.com/insights/social_sector/doing_well_by_doing_good_a_leaders_guide. This is based on the successful cross-sectional leadership in Minneapolis-St. Paul, MN</p>		

STRATEGY 2

WEST DES MOINES IS FINANCIALLY STRONG & SOLVENT

West Des Moines is currently the only city in Iowa with both a Moody's and a Standard & Poor AAA bond rating. S&P reports, "West Des Moines has a very strong economy, strong city management and financial policies, and strong budgetary performance and flexibility."¹

Financially, the City is doing well. Yet when a panel of West Des Moines leaders were asked, *"Thinking about West Des Moines 20 years from now, what do local governments need to be paying attention to right now, to secure their future?"*



Their unanimous response: **resource sustainability.**

They're right. Now is the time to lengthen West Des Moines' lead, and ensure adequate resources for current and future opportunities, including many outlined in this 20-year vision.

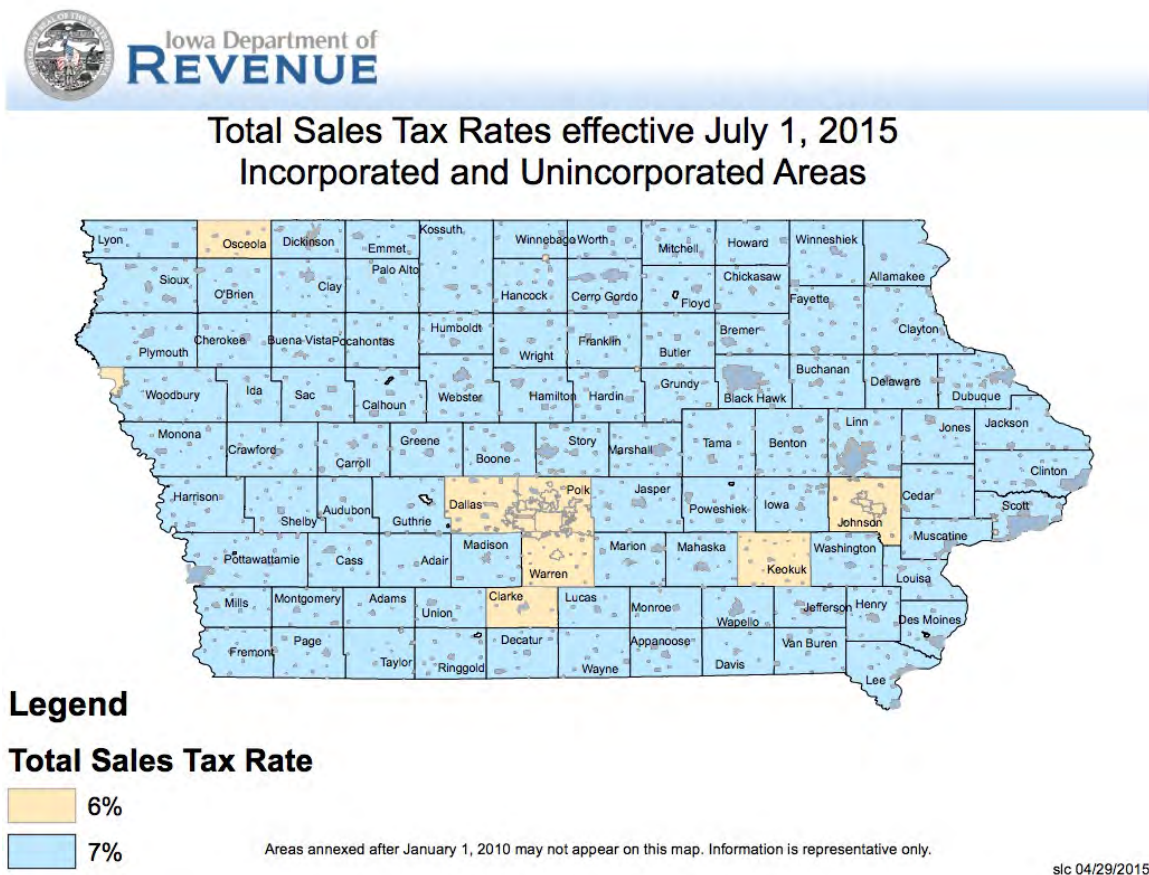
There are several resource options that West Des Moines could add, to strengthen its position:

- Continue to develop internal efficiencies, fostered by an innovative culture.
- Develop public/private partnerships and regional partnerships, modeled after WRA, MPO, MWA, West Com, West Pet and others
- A \$1-\$2.00 per night hotel tax. This tax is paid by guests (not local residents) who stay at hotels and motels in the city. These taxes could help cover costs of funding maintenance and infrastructure required to host 20 million visitors per year to the Jordan Creek Town Center.
- Work with local, regional, and state partners to find ways to work together in economic, environmental, public safety, transportation and other efforts.
- Many communities are experimenting with behavioral economics, a means of encouraging "good behavior" like paying one's taxes on time.

¹ Des Moines Business record, accessed on Nov. 15, 2015: <http://businessrecord.com/Content/Default/-All-Latest-News/Article/West-Des-Moines-credit-rating-is-tops-in-two-books/-3/248/67888#ixzz3sWFY8y>

→ The Local Option Sales Tax (LOST). Currently, 92% of Iowa jurisdictions have the option to ask voters to pay an extra penny on every dollar spent. Only West Des Moines and a handful of other Iowa jurisdictions don't have this option², as Figure 1 shows. The penny tax would add up to \$7 million a year in new revenue for the City of West Des Moines.

Figure 1: Iowa Counties and Jurisdictions that have the Local Option sales Tax (blue) versus those that don't (yellow)



Using any of these resource options could increase resources available for public safety, public works, property tax relief, and the kind of investments that will attract and keep great employers and a world class workforce.

² Emily Schettler, "Bill would help cities pass local option sales tax," *The Des Moines Register*, March 16, 2014.

The following plan was designed by a cross section of public and private sector leaders, in part to address this strategy and ensure that West Des Moines is future ready:

Strategy 2 | West Des Moines is Financially Strong & Solvent

Vision: The City is able to leverage its strengths during difficult financial times

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
2.1 Continue to strive for internal efficiencies, fostered by an innovative culture	<ul style="list-style-type: none"> •The City has a continual improvement process in place that measures efficiencies 	<ul style="list-style-type: none"> •The City has a public and private partners who help the city achieve efficiencies
2.2 Stable balance sheet	<ul style="list-style-type: none"> •Maintain *high bond rating •Pass local option sales tax •Explore and implement best practices in behavioral economics, to nudge citizens, businesses and others to behave in a financially responsible way 	<ul style="list-style-type: none"> •Reduce the property tax burden by increasing other forms of revenues, including those outlined on the previous page
2.3 Maintain property development *balance	<ul style="list-style-type: none"> •Single family v. multifamily •Commercial v. residential •Explore options to adjust the 1975 tax levy limits to more current levels 	<ul style="list-style-type: none"> •Increase sustainable development while maintaining a balance of services •Offer public programs for local small businesses, to retain them and help them grow
2.4 Explore public-private partnerships for major investments, e.g. infrastructure	<ul style="list-style-type: none"> •Continue and/or strengthen public/private and regional partnerships including WRA, MPO, MWA, West Com, West Pet and others 	
Who's involved? Local, state and federal elected officials; community leaders; and school officials		
More information needed: Define specific ranges for milestones, where *noted		
Next action: Assign this strategy to the appropriate group, which may be a cross section of municipal employees, electeds, and local business owners.		

Recommended Resources:

- Cities at Work, a guide to progressive policies to raise municipal revenues efficiently and fairly, https://www.americanprogress.org/wp-content/uploads/2014/01/COW_05RaiseNeededRevenue.pdf
- What Works Cities, an initiative by Bloomberg Philanthropies to help cities use big data to drive high quality/high result decision, including the use of behavioral economics: <http://www.bloomberg.org/program/government-innovation/what-works-cities/>
- The Next Big Things: The Next 20 Years in Local Government by the Alliance for Innovation includes best practices and case studies in public-private partnerships: http://transformgov.org/en/research/the_next_big_things

STRATEGY 3

“QUALITY OF LIFE” IS THE NORTH STAR FOR WEST DES MOINES

The North Star is famous for holding nearly still in the sky while the entire northern sky moves around it. This makes it popular as a guiding light for travelers.

“Quality of Life” is a North Star for smart communities that want to attract and retain great companies, talent, and families. Quality of Life is valued by citizens regardless of the state of the economy, the diversity of citizens, or the invasiveness of technology. “Quality of Life” has made West Des Moines popular for families and businesses and will continue to matter for the next generation. Yet, there are concerns:



I am concerned that West Des Moines doesn't have a real sense of community due to the perception of suburbs. Is there some way to develop a 'cool' downtown/metro feel in West Des Moines, a place where young people can lift in lofts, apartments, etc. [and is also] affordable as they start their careers out of college? - West Des Moines resident and parent

Quality of life can be measured. Research among America's best places to live show the following seven factors make up “quality of life.”

Vitality How healthy is West Des Moines? This index accounts for air and water quality, parks, trails and recreation areas, and the overall wellbeing of the community.

Earning Talented workers expect to have multiple jobs in their lifetimes and value a community with a breadth and depth of occupational options, plus support for entrepreneurial ventures.



Learning How smart is West Des Moines? Young knowledge workers want to live in communities where education is valued and accessible – for themselves and their children.

Social Capital Young professionals value living in diverse communities. This index evaluates West Des Moines' diversity, its racial profile, inclusion and care of minorities, and its commitment to broad-based young professionals organizations.

Cost of Lifestyle Can I afford to live in West Des Moines? Young talent are normally in the early years of their earning potential and are carrying enormous college debt loads. Affordability is key. This index includes all the variables in the national cost of living index, which includes a roof over the head, food on the table, and a ride to work, plus a few others.

After Hours There's more to life than work. This is the index that tallies all the things to do and places to go after five.

Around Town How easy is it to get around West Des Moines? Out of West Des Moines? Here we look at how much time workers spend in traffic, and how connected West Des Moines is via mass transit and air travel.

How might West Des Moines' quality of life compare to its rivals, or its peers? And what can the community focus on, to lengthen West Des Moines' lead in this area, and ensure that the next generation enjoys the same high quality of life?

Strategy 3 | Quality of Life is the North Star in West Des Moines

Vision: West Des Moines has and maintains high standards for “Quality of Life”

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
3.1 Appoint a Quality of Life “kitchen cabinet” (a cross section of generations, ethnicities, occupations - including entrepreneurs- and new- and long-time residents.) The kitchen cabinet will informally advise the Mayor and the Leadership Advisory Board on Quality of Life improvements that will have a measurable effect on the city’s reputation as the most vibrant city in N. America.	<ul style="list-style-type: none"> •West Des Moines has calculated its “Quality of Life” scores compared to five or more “Best places to live”, and has a plan to increase its scores in its highest-scoring indexes 	<ul style="list-style-type: none"> •The community has made measurable, visible progress on achieving its QOL goals. These may include: community facilities that add to the area’s quality of life, a professional sports team; increased cultural amenities; increase in youth sports programs; investments in public art, or other priorities determined by citizens. •West Des Moines improves its scores in two of the seven indexes outlined on the previous page
3.2 West Des Moines wins national awards for its commitment to quality of life	<ul style="list-style-type: none"> •The Quality of Life “kitchen cabinet” is recognized for its innovative approach by the U.S. Conference of Mayors, the Alliance for Innovation or a similar national organization 	<ul style="list-style-type: none"> •West Des Moines has completed one capital project, e.g. complete streets, that have a measurable impact on citizens’ reported quality of life •West Des Moines is an innovator in the implementation of “urban villages,” a means to retrofit suburban communities and make them feel more walkable and connected.
3.3 “Quality of life” is the number one reason citizens report staying in West Des Moines, as measured by the citizen survey	<ul style="list-style-type: none"> •The City has codified “quality of life” standards into its development and comprehensive plans 	<ul style="list-style-type: none"> •West Des Moines is listed as the #1 city in America by Money magazine, jumping 93 places from its 2008 place. The city’s commitment to “quality of life” is listed in the article, as the reason it’s on the list
Who’s involved? Mayor, residents who volunteer to serve on the QOL kitchen cabinet, key City staff (i.e. parks and rec, planning, economic development)		
More information needed: Baseline metrics of West Des Moines’ current Quality of Life scores		
Next action: Design an application for citizens to apply for the Mayor’s Quality of Life Advisory Board		

Recommended Resources:

- How to Measure Quality of Life, free tools offered by NEXT Generation Consulting: <http://www.nextgenerationconsulting.com/how-to-measure-quality-of-life/>
- Two successive Cincinnati mayors have successfully used their “Young Professionals Kitchen Cabinet” to promote the city as vibrant and thriving. Learn more: <http://www.wcpo.com/news/local-news/hamilton-county/cincinnati/mayor-john-cranley-cooks-up-young-professionals-kitchen-cabinet-to-promote-vibrant-thriving-city-fo>
- Sustainable Seattle’s Urban Villages, which seeks to build “urban villages” around hubs of activity including in suburban areas. A primer is here: <http://www.theurbanist.org/2015/02/04/measuring-success-on-the-urban-villages-strategy-part-1-what-its-all-about/>. Read more about Sustainable Seattle’s Neighborhood Assessment Project here: http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/p2233677.pdf

STRATEGY 4 | WEST DES MOINES IS A LEADER IN SUSTAINABILITY

In October, 2015 the City of West Des Moines adopted a Strategic Framework to guide the staff's work and the upcoming comprehensive planning process. The first guiding principle is:

Establish a Legacy Community: If we are to serve as one of the nation's most valued communities in which to live, work, learn and play, we must stand the test of time—meaning our work must always value healthy social, economic, and natural resources.

This last part, *valuing our natural resources in order to stand the test of time* is the rationale for why West Des Moines must become a leader in sustainability.

What is sustainability? The original definition of sustainable development comes from the 1987 Brundtland Report, developed by the World Commission on Environment and Development:



Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

With this in mind, and knowing that the predictions for the Midwest include more severe storms, which will require greater community resilience, the plan on the following page combines the ideas from a cross section of public and private sector leaders with those put forth by the West Des Moines City Staff 2026 Strategic Framework.

Strategy 4 | West Des Moines is a Leader in Sustainability

Vision: West Des Moines is a climate-resilient and sustainable community

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
4.1 Environmentally sensitive areas are protected	<ul style="list-style-type: none"> •All areas have been mapped, and appropriate policy and/or infrastructure improvements have been completed or planned 	<ul style="list-style-type: none"> •Over half of all environmentally sensitive areas are protected, and the remainder will be protected within 5 years
4.2 Infrastructure withstands severe climate events, i.e. severe storms, floods	<ul style="list-style-type: none"> •Policies for new development are in place •Plans to retrofit existing infrastructure are in place •Partnerships to meet climate needs 	<ul style="list-style-type: none"> •25% of current infrastructure meets new standards •West Des Moines has twice as many LEED (Leadership in Energy and Environmental Design) certified buildings in 2026 as 2016
4.3 West Des Moines is recognized as the region's most resilient community	<ul style="list-style-type: none"> •MidAmericanCity Hall implements a site improvement that serves as a demonstration project, e.g. a rain garden, native plantings, etc. 	<ul style="list-style-type: none"> •Property owners, e.g. residential and commercial, are encouraged or incentivized to increase property resilience, i.e. rain gardens, native, drought-resistant plantings, etc. •City Hall and its partners use over 30% of local foods at all public meetings and events, to promote food security and resilience
4.4 Public and private partners work together on greenway development/connections and watershed and water quality planning	<ul style="list-style-type: none"> •10% increase in greenway connections/development •Watershed convenes a stakeholder group to identify goals for water quality and planning 	<ul style="list-style-type: none"> •West Des Moines receives peer or national recognition for innovations in greenway and watershed partnerships and projects
4.5 West Des Moines has a Climate Action Plan, supported by key stakeholders in business, education, and the public sector	<ul style="list-style-type: none"> •City Hall has made progress on over half of the goals included in its Climate Action Plan 	<ul style="list-style-type: none"> City Hall has accomplished "80X80", 80% completion in 80% of the Climate Action Plan's goals.
Who's involved? City, Major Employers, policy makers, schools, Midamerican Energy, Citizens, Developers, Tech Companies, MWA, waste haulers, manufacturers, retailers		
More information needed: Baseline emissions data, options for counterbalance, incentives, current policies, ability of institutes to drive change, identify current standards, forecasts for more extreme climate events, I.D. critical infrastructures for public health and safety, risk assessment for community, current waste stream data, available funding options, best practices, needs assessment		
Next action: Hire a consultant to determine baseline measures and I.D. communities already enacting climate change plans or doing best practices		

Recommended Resources:

- Portland's Climate Action Plan, <https://www.portlandoregon.gov/bps/article/531994>
- Stakeholder Involvement in Sustainable Watershed Management includes best practices from the World Bank and other leaders: <http://www.intechopen.com/books/advances-in-landscape-architecture/stakeholder-involvement-in-sustainable-watershed-management>
- The STAR communities initiative outlines tools to measure sustainability in a community: <http://www.starcommunities.org/>

STRATEGY 5 | DOUBLE DOWN ON TECHNOLOGY

Microsoft is now a member of the West Des Moines business community. Facebook is in Altoona. Google is in Council Bluffs.

These companies are in Iowa in part because of the state's inexpensive energy costs and proximity to high speed broadband. These assets can be leveraged for even more economic development, and can also improve the quality of life for residents in West Des Moines.

One of the participants in West Des Moines 2036 asked,



What if West Des Moines provided high speed internet like a public utility, through a public-private partnership?

How could a robust public-private partnership in West Des Moines leverage a commitment to the internet to improve services and quality of life for all residents, businesses, students, and families?

Many cities are already embarking on plans to bring high speed internet to all citizens. High speed internet is being seen as an essential public utility, like water and electricity.

Eastern Tennessee is approaching high speed internet like a public utility, seeing it as an accelerator for economic development:



You had railroads, you had interstates, and this is the new infrastructure cities need to have," said Jody Wigington, CEO of Morristown Utility Systems (MUS), which is providing the internet service. "To us, this really is as essential to economic development as having electricity or water."³

Doubling down on technology will help West Des Moines lengthen its lead as a robust economic and education engine.

³ Jim Metheny, "Need for Speed: City Utilities Fight to Offer Internet", WBIR, May 6, 2015.

The following plan was designed by a cross section of public and private sector leaders, in part to address this strategy and ensure that West Des Moines is future ready:

Strategy 5 | Double Down on Technology

Vision: West Des Moines will be the city that continues to embrace secure technology to empower and improve the quality of life for its citizens.

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
5.1 Everyone in the City has fast, affordable internet service in their homes	<ul style="list-style-type: none"> •A public-domain, all-city fiber network is in development with 20% of the population having access 	<ul style="list-style-type: none"> •80% of WDM has access to 1000 mobs download speeds
5.2 Increase in the number of online businesses in the 50265/66 zip codes	<ul style="list-style-type: none"> •Small business usage of the City's public network generates \$250K in revenue, in excess of the costs of maintenance •This surplus is reinvested for expanded services and better quality 	<ul style="list-style-type: none"> •Revenue from small business usage increases to \$2.5M •Target market is tech businesses and entrepreneurs
5.3 Every West Des Moines resident has the "WIN" (West Des Moines Integrated Network) app, which feeds a constant stream of local information	<ul style="list-style-type: none"> •All existing city and government apps are integrated into a single, user friendly app •A roster of private sector partners are identified and working in collaboration with the City 	<ul style="list-style-type: none"> •Local government, businesses and citizens are interacting use the WIN app. •The app expands to include charity information, care fair updates, polls, notifications, etc.
Who's involved? Lawyers - is competition with the private sector a legal issue for a municipality? Network architects, political/public opinion pollsters, contractors to lay fiber, and app developers for the WIN app.		
More information needed: Feasibility studies, cost/benefit studies		
Recommended Resources:		
<ul style="list-style-type: none"> → Institute for Local Self-Reliance, which advocates for community broadband initiatives, tracks more than 60 municipal governments that have built or are building successful fiber networks: http://muninetworks.org/ 		

STRATEGY 6 | DEVELOP, RETAIN, AND ATTRACT THE WORLD'S BEST WORKFORCE

West Des Moines has always had a reputation for high quality schools. But many of our students leave to attend college — or just to get away — and don't come back.

Participants in the foresight lab admitted that West Des Moines needs to diversify its economy. As one participant noted:



In twenty years, we'll say we prospered because we diversified our workforce and had strategic thought leaders who stayed ahead of the job transformation curve.

The future is coming. And we know some of the trends.

-
- We know that future jobs will require more STEAM education (science, technology, engineering, art, and math).
 - We know that many workers can live anywhere in the world, and work remotely.
 - We know that many cities around the world are trying to attract the brightest and best as part of their economic development strategy.
-

To compete in a world where work is what you do, not a place you go, West Des Moines has the potential to lead with its quality of life and award winning schools, and be home to the most talented workforce on the planet.

This strategy builds on one of West Des Moines' strengths, our education system, and sets ambitious targets for achievements in innovation and economic diversity.

Strategy 6 | Develop, Retain, and Attract the World's Best Workforce

Vision: West Des Moines is buzzing with global talent, innovation, and really ambitious kids.

Success Metrics	5-Year Milestones (2021)	10-Year Milestones (2026)
6.1 High schools have more National Merit Scholars than Palo Alto, CA	<ul style="list-style-type: none"> Public-private partnership to leverage best practices in STEAM (science, technology, engineering, arts, and math) 	<ul style="list-style-type: none"> 65% of all STEAM teachers have been trained through Project Lead The Way
6.2 West Des Moines has more patents per capita than Boston	<ul style="list-style-type: none"> A STEAM incubator is launched in West Des Moines, attracting national attention 	<ul style="list-style-type: none"> High schoolers begin applying for patents as part of upper level coursework in engineering and science
6.3 West Des Moines's economy is virtually recession proof because of its diversity and the large percentage of workers in high growth industries	<ul style="list-style-type: none"> West Des Moines has a targeted economic development plan that focuses on the retention and attraction of high growth businesses 	<ul style="list-style-type: none"> West Des Moines 5-year unemployment average is lower than the national average West Des Moines' employment base grows by 15%
Who's involved? Master teachers serving West Des Moines schools, business leaders who employ STEAM workers, high tech community, Chamber of Commerce, parents of high performing children		
More information needed: Project Lead the Way status in Iowa, identify master teachers serving in West Des Moines STEAM curriculum		

CONCLUSION

These six strategies form a base for prosperity for the next generation. They come from analyzing hundreds of trends, designing six possible scenarios (see the next section), and identifying the issues that West Des Moines must address, whatever the future brings.



The first two strategies—**adding a source of revenue to the city’s tax base and coordinating our region’s leaders**—are table stakes, a minimum level of investment we have to make, simply to stay in the game and maintain our current advantages.



The next two strategies, **focusing on quality of life and taking sustainability seriously**, will lengthen your lead. They’re areas that most suburban cities aren’t addressing. But if West Des Moines intends to be a great city, it will.



The final two strategies which **drastically increase what I call West Des Moines hardware (internet connectivity) and software (people power)** are where it starts to get interesting. This is where the “leapfrog” moments will happen. This is where West Des Moines makes the jump from being a good Midwestern city to being a great North American city.

The choice is now largely up to us.

Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency. Remember that our sons and our grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty.

- *Daniel Burnham, American Architect and Urban Planner*

West Des Moines Action Plan Supporting *WDM 2036*

September 2016

Preamble

In December of 2015, in partnership with Next Consulting, the West Des Moines City Council published its 20-year future course for the city: **WDM 2036**.

Consisting of a visionary direction coupled with six key strategies, success measures and milestones, this document should prove a powerful tool for guiding city staff, residents and policy-makers. But as with any thoughtful plan, action steps must be taken to support the strategy.

This document briefly reinforces the strategic framework of WDM 2036. It then proceeds to capture short-term goals and/or action steps for city staff and leaders to pursue over the next 1–3 years with the intent of supporting the 20-year vision.

Vision: A Community Coveted for Its Business Climate, Natural Resources and Overall Community Sense of Well-Being

- West Des Moines connects natural, social and economic resources for the city's ongoing vitality and the public's health and well-being
- Future growth will embrace redevelopment, infill and Greenfield opportunities, capitalizing on existing infrastructure
- Overall quality of life/livability features (e.g., stormwater management and natural systems, technology, connectivity, walkability, entrepreneurial nodes, neighborhood revitalization) will play a priority role in growth and development
- All populations will be embraced and encouraged to provide input
 - Upcoming Opportunity: Developing a specific approach for public engagement through the update of the city's comprehensive plan
- Communications with the public and partners will be ongoing, transparent and meaningful and employ all means possible to make connections
- The overall health and well-being of West Des Moines' economy, natural resources and people will be balanced in recommendations and decision-making in support of the 2036 Vision

Mission: To deliver healthy social, economic and natural resources through effective partnerships and efficient systems

- The public and partners will find city services easy to access
- We will maximize effectiveness through flexibility and efficiency
- All communications will be ongoing and productive in improving quality service delivery to our many residents and other stakeholders

Action Plan

The actions highlighted below lead directly to the 2036 vision by improving the balance of social, economic and environmental resources in West Des Moines—both physically and philosophically—while enhancing the city’s capacity to deliver exceptional service in a growth environment.

PART A. Promote livability with West Des Moines’ top leaders working together on community priorities (2036 Strategy #1)

Measures: Launch of Leadership Advisory Board; substantial progress in updating West Des Moines’ comprehensive plan for protection; and enhancement of unique natural features and the environment, balanced land uses and fiscal sustainability

1. Launch a Leadership Advisory Board (LAB)
2. Update West Des Moines’ Comprehensive Plan to reflect fiscal sustainability (i.e., analyze infrastructure and support costs vs. tax income for given land uses) and balance of land uses to achieve walkability, cultural vitality and overall healthy community goals
 - a. Determine the meaning of “quality of life” from the perspective of current and future West Des Moines residents and other stakeholders
 - i. Launch focus groups, on-line mechanisms, survey, outreach methods to a rich mix of audiences for input; include demographic mix
 - b. Prepare to codify standards to achieve that “quality of life.” For potential elements to include, see the rest of this section, particularly no. 3
3. Enhance walkability, cycling options, public transit, mixed-use developments
 - a. Gain developer input on implementing developments, particularly mixed-use (i.e., developments that incorporate commercial, residential, multi-modal, etc.); gain input from developers who work in single family, multi-family, commercial/office, etc.
 - b. Identify connectivity gaps in all modes of transportation; prioritize connections for inclusion in Capital Improvements Program (CIP)
 - c. Review current zoning/ordinances/policies/guidelines and identify options for encouraging walkable, mixed-use developments (Complete Streets) appropriate to suburban-style community
 - d. Identify areas with greatest potential to develop mixed-uses and associated walkability and housing options; share with developers (See Part B)
 - e. Expand redevelopment options (including police/fire in creating guidelines/standards)
4. Provide for a mix of housing options to serve a broad range of household incomes
5. Enhance recreation and education options to meet identified needs of all residents and stakeholders
 - a. Expand community recreation options (e.g., all areas within a five-minute walk of trail, trail loops, water trails, greenbelt/riverfront enhancements)
 - i. Launch a Western Reaches Raccoon River Greenbelt Plan
6. Apply public health data to planning, development and design
 - a. Partner with Polk County Public Health, Healthiest State Initiative, Blue Zones and others (see LAB reference above, and sidebar)

About a Leadership Advisory Board (LAB)

Launch a LAB to provide an opportunity for a group of leaders who represent many different points of view to get together and give city leadership their thoughts on challenges and opportunities that come to the city. This group could meet routinely or function more as a task force on a particular issue. At a minimum, the LAB should include leaders/representatives from government, social services, education, business, development, conservation, public safety and public health. The goal here is to provide background and perspectives of value to the staff, public and council. Potential topics for LAB consideration include:

- Updated Comprehensive Plan
- Updated Economic Development Strategic Plan
- Local Business Growth
- Regional Water Utility Options
- Infill and Redevelopment Approaches

PROMOTE LIVABILITY

Priority Steps 2016/17

1. *Recruit/convene/launch and sustain the Leadership Advisory Board (CMO)*
2. *Launch update of the city’s comprehensive plan employing balanced land uses, fiscal sustainability and intensity of uses; also see Part D (DS)*
 - i. *Evaluate Complete Streets Policy for use in meeting development and walkability goals*
 - ii. *Implement community/stakeholder engagement to define “quality of life” for West Des Moines*
3. *Convene developer meetings for early input on implementing development and obstacles to mixed-use approaches (DS/CED)*
4. *Execute inclusion of civic/entertainment venue at City Hall complex site plan (Parks/CMO)*
5. *Launch a Western Reaches Raccoon River Greenbelt Plan (Parks)*

**PART B. West Des Moines is financially strong and solvent (2036 Strategy #2)
 Develop, retain and attract the world's best workforce (2036 Strategy #6)**

Measure: An increase in taxable valuation within a pre-determined area; stable balance sheet

1. Complete update of the 2009 West Des Moines Economic Development Strategic Plan
Note: the balance of actions listed in this section reflect items for consideration in that update
 - a. Ensure the economic development plan targets job retention and attraction of high growth businesses
2. Explore public-private partnerships for major investments, e.g., infrastructure
 - a. Continue/strengthen effective regional and public-private partnerships including WRA, MPO, WMA, West Com, West Pet and others
3. Identify policies, processes and partners to encourage entrepreneurship and local business growth
 - a. Remove obstacles to entrepreneurship and locally grown businesses
 - i. Review regulations (e.g., stormwater, sprinkler, zoning) in partnership with business and public safety
4. Promote infill/redevelopment and neighborhood revitalization
 - a. Begin with Historic West Des Moines; implement an "early win" project emerging from the current master planning effort
 - i. Identify additional opportunities throughout West Des Moines business corridors and neighborhoods; share with developers
5. Focus on market trends for a future affordable housing strategy (see Part A/Update Comprehensive Plan)
6. Develop, retain and attract the world's best work force (WDM 2036, Strategy 6)
 - a. Partner with West Des Moines Community School District, Heartland AEA, Greater Des Moines Partnership/WDM Chamber and others to increase development of local work force
 - b. Study feasibility of launching a STEAM incubator in West Des Moines, attracting national attention
 - i. Include research on potential for public-private partnership to leverage best practices in STEAM
 - ii. Connect STEAM educators to Project Lead the Way training
7. Attract Millennials
 - a. See Update Comprehensive Plan and address first impressions/architectural standards, housing availability/affordability, technology access, walkability
 - b. Address job availability in Economic Development Update (see no. 1 and 6 above)
 - c. Identify strategies that establish West Des Moines as "unique"

FINANCIAL STRENGTH
 Priority Steps

1. Update Economic Development Strategic Plan (CED/Chamber/CMO/Finance/Legal)
2. Adopt redevelopment guidelines and implementation strategies (DS/ENG/PW/CMO)
 - i. Identify funding stream for redevelopment guidelines
3. Host developer meetings through collaboration of economic development and development services (Clyde/Lynne/Duane/CMO)



Action Plan

PART C. A sense of community drives quality of life in West Des Moines (2036 Strategy #3)

Measures: Implementation of the community outreach plan's top priorities; public involvement in upcoming initiative(s), e.g., comprehensive plan update; use of new technologies in citizen outreach; technology access improvements; set benchmarks for measurement through citizen survey

1. Enhance community outreach to all audiences, with emphasis on historically under-represented populations
 - a. Develop a comprehensive community outreach plan
 - b. Establish ongoing, two-way communication
 - c. Incorporate new technologies in the plan
 - d. Dedicate/budget staff time within each department to ensure plan implementation; convene dedicated staff as ongoing working group in support of communication specialist
2. Locate social nodes/gathering spaces and associated connections throughout the city
 - a. Incorporate outreach efforts of public safety and public works, library and human services programs, and all current/incoming recreation/trails/development/project plans and programs
 - b. Identify social gathering nodes as part of City Hall Complex Site Plan
3. Engage residents of West Des Moines in updating the comprehensive plan incorporating support and direct involvement of City Council and other community leadership
Note: the purpose here is to aid in launching an overall community outreach plan while also achieving valued engagement for the comprehensive plan update
4. Develop a plan to provide wi-fi access/high-speed broadband across the community
5. Maintain the city's commitment to resident safety



QUALITY OF LIFE

Priority Steps

1. Write the community outreach plan; gain staff, council and LAB feedback (CMO Comm)
2. Convene the public (through focus groups, technology, public gatherings or other means) to gain input for comprehensive plan update, particularly addressing "quality of life" definition(s) (CMO Comm/DS)
 - i. See Part A #1
3. As quality of life is better understood, identify citizen survey questions to use as a benchmark for measuring progress in Sense of Community/ Quality of Life over time (CMO Comm/DS)

PART D. West Des Moines is a Leader in Sustainability (2036 Strategy #4)

Measure(s): Environmentally sensitive areas mapped; policies of area watershed management plan recommendations are considered for adoption (flood plain protection); City Hall Complex implements a demonstration site improvement; Climate Action Plan underway

1. Partner for greenway development/connections, watershed and water quality planning (See Part A-#5)
 - a. Continue participation/partnership in area Watershed Management Authorities and similar collaborations
2. Outline a goal of becoming the region's most resilient community and promote rain gardens and native plantings; identify hubs for demonstration plantings and projects
 - a. Begin with City Hall Complex Site Plan Improvement to implement an "early win" project that demonstrates an aesthetically appealing, nature-based stormwater management project
3. Continue to implement and expand sustainable design
 - a. Create and fill a stormwater management position
 - b. Use conservation measures/best-management practices to maintain our quality of water, air and environment, incorporating energy-efficiency measures and other resiliency initiatives
 - c. Launch a Conservation Natural Resource Enhancement Plan, including water quality, diversity of plants and vegetation
 - d. Ensure ongoing education, currency and the capacity for innovation of technical professionals in all aspects of using natural systems to maximize stormwater management
 - e. Emphasize this topic in continuing education plans of applicable internal personnel
4. Offer public education mechanisms for appreciation of native landscape aesthetic and function; emphasize realtors and developers
5. Identify environmentally sensitive areas and improve protection mechanisms through policy, mapping and physical infrastructure

SUSTAINABILITY

Priority Steps

1. Introduce, for education and discussion, policies related to soil and water health as derived from the work of area watershed plans
 - i. Consider adoption of the Iowa Stormwater Management Manual and its Unified Sizing Criteria (CMO-led: DS/Parks/SASS Team/ENG)
2. Incorporate natural resources-based demonstration projects at City Administration Complex (Parks/SASS Team/ENG)
3. Create and fill a stormwater management position (CMO/HR)
4. Write a Conservation Plan with steps to preserve water, air and environmental quality. (CMO-led: Public Safety/Hazard Mitigation with DS/Parks/SASS Team/ENG)
5. Launch greenways planning (See Part A-#5) (Parks)

PART E. Continue the trajectory of highly effective city services but with new emphasis on the “livability” directions outlined in WDM 2036

Measures: Set benchmarks for measurement through citizen survey; Action Plan Team recruited and actively monitoring, supporting and reporting on the plan; communications audit executed and recommendations implemented; service/personnel/facility benchmarks established; department work plans set and implemented

1. Improve communication tools to enhance quality and frequency of exchange between CMO and City Council (CMO with Council)
 - a. Employ a communications audit of existing methods to identify best action steps, consider:
 - i. Council and CMO work in partnership for information exchange and to address citizen interests
 1. Avoid council-to-staff lines of communication that can upend work plans and schedules; coordinate through CMO
2. Identify and routinely convene an Action Plan Team (APT) to aid in the implementation of this plan and report to council (CMO with Department Representatives)
 - a. APT should routinely report on the progress of this plan
 - b. APT can identify challenges to efficiency and develop steps to address
 - i. Include mechanisms to root out wasteful/unnecessary practices
 - ii. Work with IT to identify ongoing technology needs and technology tools to aid in plan implementation
 - iii. Identify means to monitor measures and improve measurement methods
 - iv. Identify means to support staff/departments working to address plan goals/action items
 - v. Use participation in APT as leadership development for staff members (also, see work plans below)
3. Maintain an ongoing analysis of positions/services and routinely update City Council (HR, CMO, Finance with Department Heads)
 - a. Identify shortfalls and excesses in positions and available services due to attrition, community growth/expansion, or change in service standards
 - i. Staff needs clear direction of council/CMO on established benchmarks for service delivery and associated personnel/positions
 - b. Use gap analysis to ensure timely hiring, training and orientation to meet service demands
 - c. Use this work to set service delivery and personnel benchmark and identify council-approved mechanism for ensuring city services/expectations are maintained

Note: A quality and quantity of service benchmark often depends on a mix of population, geographic reach and other factors
4. Maintain ongoing growth projections and associated facility demands to ensure timely facility development (paralleling service delivery/personnel benchmarks identified in no. 3 above)

EFFECTIVE SERVICES

Priority Steps

1. Launch and complete an internal plus staff/council communications audit (CMO, Council, Comm Auditor)
2. Establish organizational chart (recognizing its shifting nature) at a point in time; include clarity on roles and responsibilities of departments and key personnel (HR)
3. Benchmark current service delivery, performance metrics and associated personnel to support ongoing gap analysis; current succession planning may serve as a key tool (HR, CMO, Department Heads)
4. Each department develop work plan at conclusion of this strategic/action process (Department Heads and staff)
5. Recruit and convene APT members. Establish ongoing plan implementation mechanism(s) and develop structure/method for progress reports to council. Implement with initial feedback from council for refinement. (CMO with Department Heads and APT Members)
6. Implement Succession Plan (available on “L” drive) (CMO and HR)



- a. Build from foundational tool that assesses facility/systems in terms of age and conditions for operations, maintenance, replacement schedules and budgeting (i.e., facility plan and ongoing updates)
5. Manager to introduce new Council-Staff strategic planning approach as developed through this document, sharing rationale of maintaining community vitality through attracting millennials, families and 21st Century jobs (CMO)

Note: In-progress

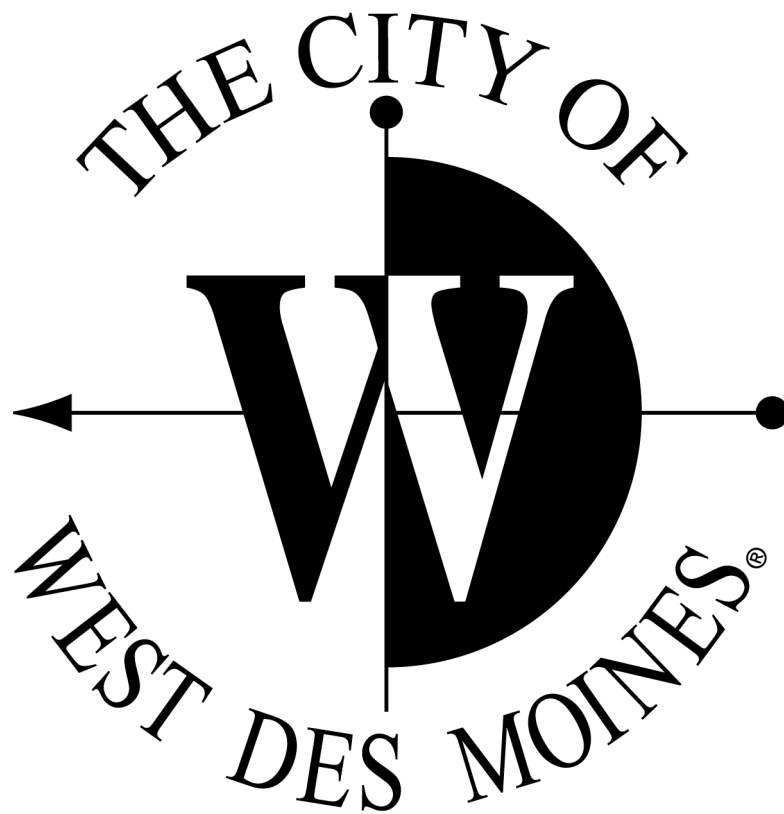
 - a. Departments create work plans using this document as a guide with regular semi-annual updates for CMO (Each Department; CMO provide deadlines)
 - i. Plans need CMO affirmation of direction/key steps
 - b. Use development of work plans as leadership development for staff members



Guiding Principles

- **Community safety.** Residents feeling safe and secure is a fundamental city function.
- **A balance of social, economic and environmental health.** Maintain this three-legged stool of community health and West Des Moines will stand the test of time as a beloved, valued community. This balance delivers high levels of service with competitive tax rates.
- **All welcome here.** Welcoming all inspires new ideas and partnerships to keep the city vibrant and strong.
- **Public health promotion.** The physical and mental well-being of city residents requires people-to-people connections, public gathering places and facilities that support healthy, active lifestyles.
- **Community identity.** An increasing understanding of West Des Moines' community history and character will serve the community's identity and brand of the future.
- **Forward-thinking.** The city must continue to anticipate and address future needs.
- **Regional collaboration.** The city leads in many regional partnerships. Successful collaborations breed more partnerships of value.
- **Efficient, effective and transparent government.** The principles above lead to a government that achieves these watchwords.







Budget Summary



The City of West Des Moines utilizes the following guidelines in developing its annual budget. These guidelines represent a number of practices utilized over the last fourteen years that have helped the City maintain its financial stability, while not jeopardizing the high level of service provided to citizens of West Des Moines.

Property Tax Rate & Other Revenues

The City's property tax rate should be comparable to cities of similar size and should provide enough revenue to pay for all City services deemed necessary by the City Council. The City will also attempt to maintain a diversified and stable revenue system that will serve as a shelter from fluctuations in any one revenue source. In addition, fees and other service charges are reviewed annually to ensure their rate keeps pace with the cost of providing the service.

General Fund Reserves

The General Fund ending balance goal should be set at a level at or above 25% of annual operating expenditures.

Debt Management

The City has established three benchmarks in regard to the issuance of debt. First, the City would like to limit the amount of general obligation debt issued to one-half of the constitutionally allowed limit. Secondly, the City would like bonded debt per capita not to exceed \$1,000. Finally, the City has stated that a non-voted debt issuance itself should not necessitate an increase in the property tax rate. All of the above benchmarks have met the test of time and have been reviewed, and endorsed, by Moody's Investors Service and Standard & Poor's, each of whom has given the City AAA ratings, the highest rating issued by those agencies.

Capital Improvement Program

Each year the City will assemble a Citizens Advisory Committee on Capital Planning, if needed. The purpose of this committee will be to develop a multi-year plan for capital improvements. To adequately finance the plan, the City will use a number of sources including fee revenue, general fund operating funds, general obligation bonds, grants, road use tax and tax increment financing. If the committee is not convened due to funding constraints, staff and council will consult and plan an appropriated capital program which meets critical needs of the city as efficiently as possible.

Capital Equipment Reserve Fund

The City will maintain a capital equipment reserve fund that will provide for the timely replacement of vehicles and heavy equipment that are no longer cost effective to maintain.

Technology Equipment Reserve Fund

The City will maintain a technology equipment reserve fund that will provide for the timely replacement of computer and network equipment that are no longer cost effective to maintain.

Utility Rates

The City will adopt utility rates that generate adequate revenues to cover operating expenses, meet the legal requirements of bond covenants, and allow for the timely replacement/upgrading of capital equipment and facilities.



The FY 2018-2019 Operating and Capital Budgets were drafted under guidelines listed on the previous page. Below are significant short-term assumptions and policies utilized in developing the FY 2018-2019 Budgets:

Revenue Assumptions

- The proposed budget decrease the current City property tax rate from \$12.00 per thousand of taxable valuation to \$11.79.
- The City of West Des Moines will receive approximately \$7.6 million dollars in Road Use Tax Funds. Approximately \$6.6 million in Road Use Tax funds are being utilized for street related expenditures (CIP and operating). The remaining funds will be used for street lighting and repayment of debt related to Iowa Highway 5 construction.
- Continuing with the City's preference to be proactive on enterprise fund revenues rather than reactive, the City Council in 2010 approved actions indexing both sanitary sewer capital charges as well as sanitary connection fee district per acre charges.

Expenditure & Fund Balance Assumptions

- Seventeen new employee positions are being recommended in the budget. The Fire Department will add 2 Firefighters. The Police Department will add a total of 7 positions - 6 Police Officers and 1 Police Sergeant. Westcom Dispatch will add a total of 3 positions - 1 Dispatcher, 1 Training Coordinator, and 1 Public Safety IT Applications Specialist. Public Services will add a total of 3 positions - Public Services Works and 1 Mechanic. The Library will add 1 Floating Paraprofessional who will be tasked with a managing a variety of the customer services desks within the Library. Parks and Recreation will add 1 Recreation Coordinator which will start January 2019.
- Employee compensation calculations will follow past practice or expected results of negotiations for bargaining unit contracts covering approximately 250 union employees. There are also approximately 204 full time employees not covered under union contracts. Pension benefits are under the purview of the State of Iowa.
- Bargaining unit employees are expected to receive cost-of-living adjustments ranging from 2.50% to 3.00% in agreement with the terms of their respective contracts. All contracts but one, AFSCME, are currently in negotiations for multi-year contracts. In addition to cost-of-living adjustments, bargaining unit employees who are not at the maximum pay of their range may be eligible to receive "step" increases dependent upon performance and classification.
- Non-union employees who have not yet reached their maximum pay level may be eligible at July 1, 2018 to receive an increase based solely upon job performance.
- The proposed budget reflects an increase in the contribution rate for the Municipal Fire and Police Retirement System of Iowa (MFPRSI). The City's contribution rate of covered wages for FY 2018-2019 will be 26.02% as compared to 25.68% for FY 2017-2018. The increased rate amounts to an increase of \$36,620 in annual pension costs. The proposed budget also reflects an increase in the contribution rate for Iowa Public Employees Retirement System (IPERS). The City's contribution rate for FY 2018-2019 will be 9.44% as compared to 8.93% in FY 2017-2018. Of the City's 455.75 full time equivalent employees, 138 employees participate in the Municipal Fire and Police Retirement System of Iowa plan, 1 employee, the City Manager has opted out of retirement plans, instead receiving deferred compensation packages, and the remaining 316.75 employees are enrolled in Iowa Public Employees Retirement System plan.
- The proposed budget reflects the carryover of cash to ensure the FY 2018-2019 budget maintains prudent general fund balances which protect the City of West Des Moines' financial integ-



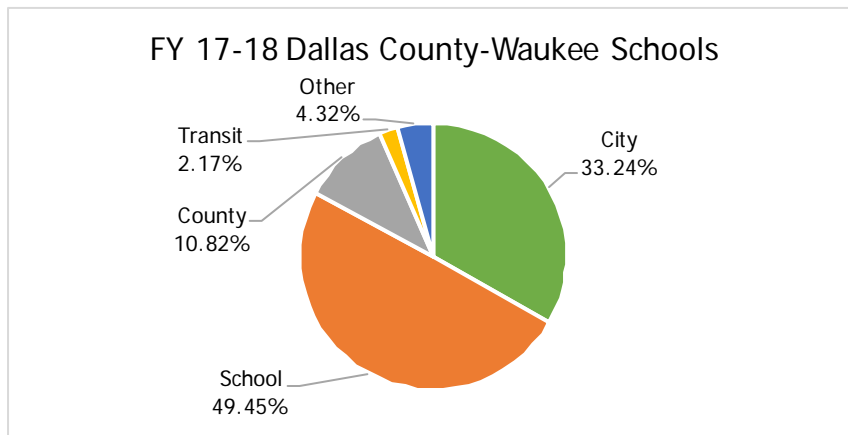
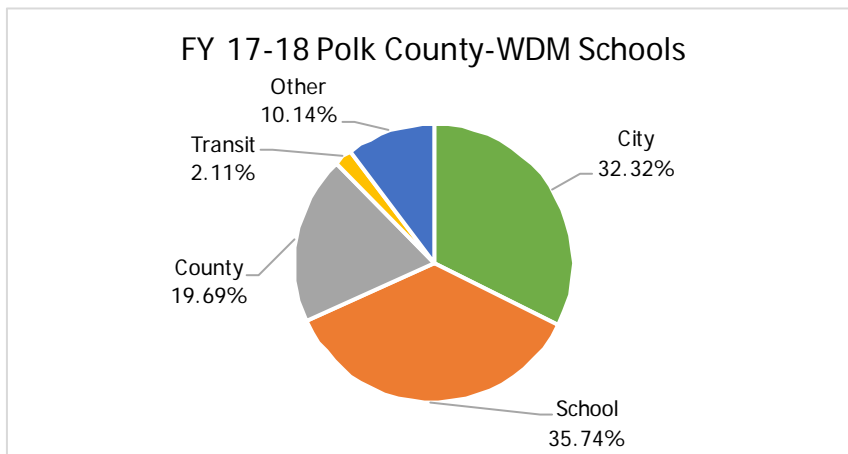
rity. The General Fund total revenues are \$71,414,519 and total expenditures are \$73,943,629. The projected General Fund composite balance on June 30, 2019, will be slightly over 44.34% (expected balance of \$29,660,141) of annual operating expenditures, which is sufficient for meeting unexpected shortfalls in revenues or demands on future fund resources. The Council has consistently stated its desire to maintain a year ending cash reserve balance over 25%.



Consolidated Tax Rate

The City of West Des Moines corporate limits cover four counties, Polk, Dallas, Warren, and Madison, and within the corporate limits are six different community school districts; West Des Moines, Waukee, Des Moines, Norwalk, Van Meter, and Winterset. Each county and community school district has its own tax levy, resulting in the City of West Des Moines having eight different consolidated tax rates within the City. The two largest taxing areas are Polk County/West Des Moines Community Schools and Dallas County/Waukee Community Schools. The tax levy for the other category includes levies for community college, county hospital, county assessor, ag extension, State of Iowa, and watershed areas. Below are the FY 2017-2018 tax levies currently in place.

City of West Des Moines - Consolidated Tax Rates FY 2017-2018 Levy						
County/School District	City	School	County	Transit	Other	Total
Polk County/West Des Moines Schools	\$12.00	\$13.27	\$7.31	\$0.78	\$3.76	\$37.12
Polk County/Des Moines Schools	\$12.00	\$18.57	\$7.31	\$0.78	\$3.76	\$42.42
Dallas County/Waukee Schools	\$12.00	\$17.86	\$3.91	\$0.78	\$1.56	\$36.11
Dallas County/West Des Moines Schools	\$12.00	\$13.27	\$3.91	\$0.78	\$1.56	\$31.52
Dallas County/Van Meter Schools	\$12.00	\$15.98	\$3.91	\$0.78	\$1.56	\$34.23
Madison County/Van Meter Schools	\$12.00	\$15.98	\$5.86	\$0.78	\$4.05	\$38.67
Madison County/Winterset Schools	\$12.00	\$17.24	\$5.86	\$0.78	\$5.13	\$41.01
Warren County/Norwalk Schools	\$12.00	\$20.16	\$5.66	\$0.78	\$1.23	\$39.83



Distribution of Property Tax Dollars for a \$1,000,000
West Des Moines Commercial Property



Polk County - WDM Schools	
School	\$13.27
County	7.31
Regional Transit Authority	0.78
Other	3.76
City	12.00
FY 17-18 Levy	\$37.12

Dallas County - Waukee Schools	
School	\$17.86
County	3.91
Regional Transit Authority	0.78
Other	1.56
City	12.00
FY 17-18 Levy	\$36.11

	Actual FY 2016-17	Actual FY 2017-18	Budget FY 2018-19
Property Tax Calculation			
Assessed Valuation	\$1,000,000	\$1,000,000	\$1,000,000
Rollback Percentage	90.00%	90.00%	90.00%
Taxable Value	\$900,000	\$900,000	\$900,000
City Tax Rate per \$1,000	\$12.00	\$12.00	\$11.79
Total City Property Tax	\$10,800	\$10,800	\$10,611

Net Change **\$0** **(\$189)**



Calculation of City Property Tax Dollars for a West Des Moines Residence

	Actual FY 2017-18	Budget FY 2018-19	Actual FY 2017-18	Budget FY 2018-19
Assessed Valuation	\$100,000	\$100,000	\$150,000	\$150,000
Rollback %	56.94%	55.62%	56.94%	55.62%
Taxable Value	\$56,940	\$55,620	\$85,410	\$83,430
City Tax Rate per \$1,000	\$12.00	\$11.79	\$12.00	\$11.79
Cross City Tax	\$683	\$656	\$1,025	\$984
Less: City Share of Homestead Tax Credit	(\$58)	(\$58)	(\$58)	(\$58)
Total City Property Tax	\$625	\$598	\$967	\$926
Assessed Valuation	\$200,000	\$200,000	\$250,000	\$250,000
Rollback %	56.94%	55.62%	56.94%	55.62%
Taxable Value	\$113,880	\$111,240	\$142,350	\$139,050
City Tax Rate per \$1,000	\$12.00	\$11.79	\$12.00	\$11.79
Cross City Tax	\$1,367	\$1,312	\$1,708	\$1,639
Less: City Share of Homestead Tax Credit	(\$58)	(\$58)	(\$58)	(\$58)
Total City Property Tax	\$1,309	\$1,254	\$1,650	\$1,581
Assessed Valuation	\$300,000	\$300,000	\$350,000	\$350,000
Rollback %	56.94%	55.62%	56.94%	55.62%
Taxable Value	\$170,820	\$166,860	\$199,290	\$194,670
City Tax Rate per \$1,000	\$12.00	\$11.79	\$12.00	\$11.79
Cross City Tax	\$2,050	\$1,967	\$2,391	\$2,295
Less: City Share of Homestead Tax Credit	(\$58)	(\$58)	(\$58)	(\$58)
Total City Property Tax	\$1,992	\$1,909	\$2,333	\$2,237
Assessed Valuation	\$400,000	\$400,000	\$450,000	\$450,000
Rollback %	56.94%	55.62%	56.94%	55.62%
Taxable Value	\$227,760	\$222,480	\$256,230	\$250,290
City Tax Rate per \$1,000	\$12.00	\$11.79	\$12.00	\$11.79
Cross City Tax	\$2,733	\$2,623	\$3,075	\$2,951
Less: City Share of Homestead Tax Credit	(\$58)	(\$58)	(\$58)	(\$58)
Total City Property Tax	\$2,675	\$2,565	\$3,017	\$2,893



BUDGET SUMMARY

FY 2018-19 BUDGET BY FUND

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Project Funds	Enterprise Funds	FY 2018-19 Budget
REVENUES						
Operating Revenues						
Property Taxes	\$39,430,144	\$7,172,993	\$10,463,274			\$57,066,411
TIF Revenues		17,822,026				17,822,026
Other City Taxes	4,996,176	2,104,239	101,469			7,201,884
Licenses and Permits	1,700,800					1,700,800
Use of Money and Property	581,000	2,450			323,000	906,450
Intergovernmental	7,982,147	10,897,063	484,603		13,000	19,376,813
Charges for Services	5,558,200	30,000			15,677,270	21,265,470
Special Assessments				100,000		100,000
Miscellaneous	799,600	247,100		1,487,000	10,333,100	12,866,800
Sub-total Operating Revenues	\$61,048,067	\$38,275,871	\$11,049,346	\$1,587,000	\$26,346,370	\$138,306,654
Other Financing Sources						
Proceeds of Long Term Debt				\$22,280,000		\$22,280,000
Proceeds of Capital Assets Sales	25,000					25,000
Transfers In	10,341,452	755,733	\$14,605,281	34,477,250	10,715,000	70,894,716
Sub-total Other Financing Sources	\$10,366,452	\$755,733	\$14,605,281	\$56,757,250	\$10,715,000	\$93,199,716
TOTAL REVENUES & OTHER SOURCES	\$71,414,519	\$39,031,604	\$25,654,627	\$58,344,250	\$37,061,370	\$231,506,370
EXPENDITURES						
Operating Expenditures						
Personal Services	\$44,859,982	\$2,909,109			\$1,582,197	\$49,351,288
Supplies and Services	18,085,123	3,318,007	10,000		18,056,585	39,469,715
Universal Commodities	2,034,550	810,000			283,450	3,128,000
Capital	1,898,495	805,600			6,219,300	8,923,395
Sub-total Operating Expenditures	\$66,878,150	\$7,842,716	\$10,000		\$26,141,532	\$100,872,398
Lease/Purchase or Installment Contract Expenditures		\$301,645				\$301,645
Total Operating Expenditures	\$66,878,150	\$8,144,361	\$10,000		\$26,141,532	\$101,174,043
Debt Service Expenditures			\$24,360,024			\$24,360,024
Capital Improvement Expenditures				\$35,964,250	\$10,440,000	\$46,404,250
Total Expenditures	\$66,878,150	\$8,144,361	\$24,370,024	\$35,964,250	\$36,581,532	\$171,938,317
Transfers Out	\$7,065,479	\$31,155,587	\$740,650	\$21,293,000	\$10,640,000	\$70,894,716
TOTAL EXPENDITURES/TRANSFERS OUT	\$73,943,629	\$39,299,948	\$25,110,674	\$57,257,250	\$47,221,532	\$242,833,033
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$2,529,110)	(\$268,344)	\$543,953	\$1,087,000	(\$10,160,162)	(\$11,326,663)
BEGINNING FUND BALANCE	\$32,189,251	\$18,079,370	\$2,599,259	(\$15,147,441)	\$165,442,810	\$203,163,249
ENDING FUND BALANCE	\$29,660,141	\$17,811,026	\$3,143,212	(\$14,060,441)	\$155,282,648	\$191,836,586
FUND BALANCE% OF EXPENDITURES	44.35%	218.69%	12.90%	(39.10%)	391.82%	111.57%



Revenues & Expenditures by Category

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$48,654,033	\$52,118,904	\$54,096,896	\$57,066,411	\$2,969,515	5.49%
TIF Revenues	9,323,812	12,183,281	13,498,069	17,822,026	4,323,957	32.03%
Other City Taxes	4,803,092	5,070,012	4,901,803	7,201,884	2,300,081	46.92%
Licenses and Permits	4,400,512	1,980,884	1,700,782	1,700,800	18	0.00%
Use of Money and Property	2,308,941	934,848	1,084,500	906,450	(178,050)	(16.42%)
Intergovernmental	24,589,839	24,435,945	26,032,817	19,376,813	(6,656,004)	(25.57%)
Charges for Services	22,116,807	21,091,341	20,387,125	21,265,470	878,345	4.31%
Special Assessments	159,895	200,558	150,000	100,000	(50,000)	(33.33%)
Miscellaneous	8,195,203	14,450,458	14,787,341	12,866,800	(1,920,541)	(12.99%)
Sub-total Operating Revenues	\$124,552,134	\$132,466,231	\$136,639,333	\$138,306,654	\$1,667,321	1.22%
Other Financing Sources						
Proceeds of Long Term Debt	\$25,577,042	\$19,605,297	\$101,857,100	\$22,280,000	(\$79,577,100)	(78.13%)
Proceeds of Capital Assets Sales/Contributions	54,572	10,525,352	157,390	25,000	(132,390)	(84.12%)
Transfers In	73,992,029	57,102,091	150,757,174	70,894,716	(79,862,458)	(52.97%)
Sub-total Other Financing Sources	\$99,623,643	\$87,232,740	\$252,771,664	\$93,199,716	(\$159,571,948)	(63.13%)
TOTAL REVENUES & OTHER SOURCES	\$224,175,777	\$219,698,971	\$389,410,997	\$231,506,370	(\$157,904,627)	(40.55%)
EXPENDITURES						
Operating Expenditures						
Personal Services	\$40,939,298	\$41,992,868	\$46,807,485	\$49,351,288	\$2,543,803	5.43%
Supplies and Services	31,457,556	32,956,123	44,425,783	39,469,715	(4,956,068)	(11.16%)
Universal Commodities	2,376,319	2,482,832	2,198,355	3,128,000	929,645	42.29%
Capital	5,307,632	6,639,287	9,088,614	8,923,395	(165,219)	(1.82%)
Sub-total Operating Expenditures	\$80,080,805	\$84,071,110	\$102,520,237	\$100,872,398	(\$1,647,839)	(1.61%)
Lease/Purchase or Installment Contract Expenditures	\$275,360	\$255,973	\$301,640	\$301,645	\$5	0.00%
Total Operating Expenditures	\$80,356,165	\$84,327,083	\$102,821,877	\$101,174,043	(\$1,647,834)	(1.60%)
Debt Service Expenditures	\$22,208,229	\$22,331,964	\$27,575,812	\$24,360,024	(\$3,215,788)	(11.66%)
Capital Improvement Expenditures	\$53,936,680	\$41,393,581	\$165,918,711	\$46,404,250	(\$119,514,461)	(72.03%)
Total Expenditures	\$156,501,074	\$148,052,628	\$296,316,400	\$171,938,317	(\$124,378,083)	(41.97%)
Transfers Out	\$73,992,029	\$57,102,091	\$150,757,174	\$70,894,716	(\$79,862,458)	(52.97%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$230,493,103	\$205,154,719	\$447,073,574	\$242,833,033	(\$204,240,541)	(45.68%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$6,317,326)	\$14,544,252	(\$57,662,577)	(\$11,326,663)	(\$44,309,738)	n/a
BEGINNING FUND BALANCE	\$252,598,900	\$246,281,574	\$260,825,826	\$203,163,249	(\$57,662,577)	n/a
ENDING FUND BALANCE	\$246,281,574	\$260,825,826	\$203,163,249	\$191,836,586	(\$11,326,663)	n/a
FUND BALANCE % OF EXPENDITURES	158.29%	176.17%	68.56%	111.57%		



Revenues & Expenditures by Fund

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Fund Revenues						
General Funds	\$70,246,863	\$66,182,580	\$69,495,506	\$71,414,519	\$1,919,013	2.76%
Special Revenue Funds	26,783,554	30,536,461	35,707,963	39,031,604	3,323,641	9.31%
Debt Service Funds	18,631,613	20,936,327	28,854,917	25,654,627	(3,200,290)	(11.09%)
Capital Project Funds	76,659,417	57,682,388	216,046,896	58,344,250	(157,702,646)	(72.99%)
Enterprise Funds	31,854,329	44,361,215	39,305,715	37,061,370	(2,244,345)	(5.71%)
Total Fund Revenues	\$224,175,777	\$219,698,971	\$389,410,997	\$231,506,370	(\$157,904,627)	(40.55%)
EXPENDITURES						
Fund Expenditures						
General Funds	\$65,436,725	\$61,025,175	\$74,019,121	\$73,943,629	(\$75,492)	(0.10%)
Special Revenue Funds	23,380,440	30,943,992	41,361,185	39,299,948	(2,061,237)	(4.98%)
Debt Service Funds	21,964,825	21,908,786	28,246,972	25,110,674	(3,136,298)	(11.10%)
Capital Project Funds	91,905,142	61,605,214	249,858,877	57,257,250	(192,601,627)	(77.08%)
Enterprise Funds	27,805,971	29,671,552	53,587,419	47,221,532	(6,365,887)	(11.88%)
Total Fund Expenditures	\$230,493,103	\$205,154,719	\$447,073,574	\$242,833,033	(\$204,240,541)	(45.68%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$6,317,326)	\$14,544,252	(\$57,662,577)	(\$11,326,663)	(\$44,309,738)	n/a
BEGINNING FUND BALANCE	\$252,598,900	\$246,281,574	\$260,825,826	\$203,163,249	(\$57,662,577)	n/a
ENDING FUND BALANCE	\$246,281,574	\$260,825,826	\$203,163,249	\$191,836,586	(\$11,326,663)	
FUND BALANCE% OF EXPENDITURES	158.29%	177.15%	45.44%	112.79%		



Comparison of Amended Budget to Actual

	Amended Budget FY 2015-16	Actual FY 2015-16	Variance Favorable (Unfavorable)	Amended Budget FY 2016-17	Actual FY 2016-17	Variance Favorable (Unfavorable)
REVENUES						
Revenues						
Property Taxes	\$48,749,698	\$48,654,033	(\$95,665)	\$52,096,862	\$52,118,904	\$22,042
TIF Revenues	9,320,759	9,323,812	3,053	11,999,963	12,183,281	183,318
Other City Taxes	4,506,325	4,803,092	296,767	4,652,139	5,070,012	417,873
Licenses and Permits	3,138,550	4,400,512	1,261,962	1,643,830	1,980,884	337,054
Use of Money and Property	2,106,925	2,308,941	202,016	486,800	934,848	448,048
Intergovernmental	18,066,948	24,589,839	6,522,891	22,783,059	24,435,945	1,652,886
Charges for Services	20,575,300	22,116,807	1,541,507	19,658,575	21,091,341	1,432,766
Special Assessments	225,000	159,895	(65,105)	215,000	200,558	(14,442)
Miscellaneous	8,840,426	8,195,203	(645,223)	11,734,446	14,450,458	2,716,012
Total Revenues	\$115,529,931	\$124,552,134	\$9,022,203	\$125,270,674	\$132,466,231	\$7,195,557
EXPENDITURES						
Expenditures						
Public Safety	\$30,216,601	\$27,404,991	\$2,811,610	\$32,748,497	\$29,522,770	\$3,225,727
Public Works	9,492,980	8,536,611	956,369	10,268,789	9,527,673	741,116
Health and Social Services	1,245,911	1,152,348	93,563	1,218,431	1,104,051	114,380
Culture and Recreation	8,898,309	8,172,199	726,110	8,979,408	7,955,071	1,024,337
Community and Economic Development	8,484,893	6,821,845	1,663,048	9,512,252	7,405,208	2,107,044
General Government	8,095,222	7,572,489	522,733	8,985,925	7,744,564	1,241,361
Debt Service	22,242,916	22,490,839	(247,923)	22,392,418	21,908,786	483,632
Capital Outlay	83,709,937	54,195,617	29,514,320	74,947,870	39,621,706	35,326,164
Business Type	35,273,138	20,154,135	15,119,003	46,518,284	23,262,799	23,255,485
Total Expenditures	\$207,659,907	\$156,501,074	\$51,158,833	\$215,571,874	\$148,052,628	\$67,519,246
Excess (Deficiency) of Revenues Over Expenditures	(\$92,129,976)	(\$31,948,940)	\$60,181,035	(\$90,301,200)	(\$15,586,397)	\$74,714,803
Other Financing Sources, Net	\$28,999,625	\$25,631,614	(\$3,368,011)	\$29,301,300	\$30,130,649	\$829,349
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	(\$63,130,351)	(\$6,317,326)	\$56,813,024	(\$60,999,900)	\$14,544,252	\$75,544,152



FY 2018-19 Expenditures Stated on a Program Basis

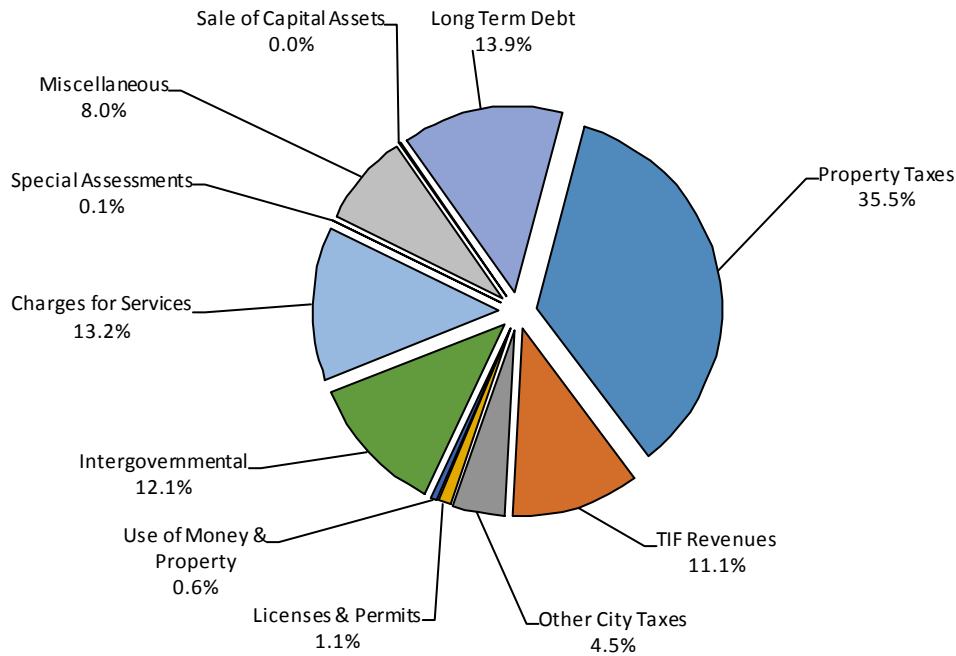
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Project Funds	Enterprise Funds	FY 2018-19 Budget
Expenditures and Other Financing Uses						
Public Safety	\$30,250,551	\$4,144,637				\$34,395,188
Public Works	10,104,333	810,000				10,614,333
Health and Social Services	1,126,961	192,580				1,319,541
Culture and Recreation	9,684,766	247,100				9,931,866
Community and Economic Development	5,763,202	2,448,399				8,211,601
General Government	9,948,337					9,948,337
Debt Service Funds		301,645	24,370,024			24,671,669
Capital Project Funds				35,964,250		35,964,250
Total Government Activities	\$66,878,150	\$8,144,361	\$24,370,024	\$35,964,250		\$135,356,785
Business-type/Enterprise Funds					36,581,532	36,581,532
Total Business-type/Enterprise					\$36,581,532	\$36,581,532
Total Expenditures	\$66,878,150	\$8,144,361	\$24,370,024	\$35,964,250	\$36,581,532	\$171,938,317



Revenue Highlights

The City of West Des Moines continues to build on its reputation as a growing city suburb adjacent to Des Moines, Iowa. A strong commercial base, coupled with a growing residential market, makes West Des Moines a desirable place to both live and work. In FY 2018-19 total operating revenues are projected to increase by approximately 1.22% as compared to budget FY 2017-18. Property tax revenues, which account for approximately 37.6% of the City's total operating revenues, are projected to increase by approximately 5.49%.

Where the Money Comes From



Property Taxes

The City proposes to decrease the property tax rate of \$12.00/\$1,000 of taxable valuation in Fiscal Year 2017-18 to \$11.79/\$1,000 in Fiscal Year 2018-19. The proposed ad valorem taxes levied against real and personal property in FY 2018-19 should generate approximately \$57,066,411, which accounts for approximately 41.26% of the total operating revenue budgeted for the City. This projection is based on actual taxable valuations on January 1, 2017, as supplied by the Polk, Dallas, Warren, and Madison County Auditors. As in past years, property taxes continue to be not only the main revenue source for the City, but also one of the most stable. However, this stability is continually challenged by the erosion of the City's tax base due to state mandated rollbacks on commercial property, residential property, and multi-residential property.

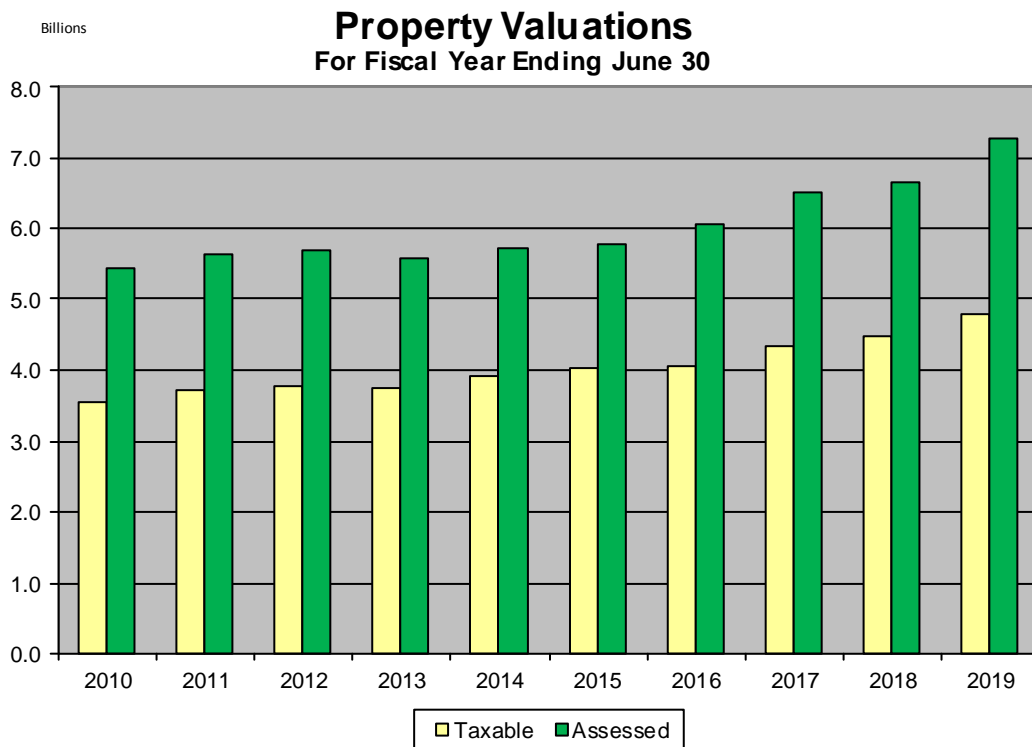


Property Taxes (Continued)

Residential Rollbacks

Taxable property in Iowa is categorized into distinct classes such as residential, multi-residential, commercial, industrial, or agricultural with each category having different procedures for assessing value for taxing purposes. To reduce the opportunity for dramatic tax shifts between classes from year to year, a statutory limit of 3% a year has been imposed, (commonly called the growth limitation). For example if statewide growth in any one class of property in any year exceeds 3%, the taxable value is reduced by a percentage so that growth of taxable valuation is at the 3% ceiling. This percentage is called the “rollback.” Furthermore, residential property is subject to an additional restriction in which the state-wide growth in residential property cannot exceed the growth in agricultural property. In other words, the taxable growth of residential property is either 3% or equal to the growth in agricultural property, whichever is lower. Since the growth in agricultural property has been stagnant for several years (less than 1% a year), taxable residential property valuations have been artificially suppressed. This has brought to light one of the major limitations of the rollback formula in that it does not recognize the unique valuation characteristics present in different regions of the state. Because of this fact, economic development in some communities has been stifled and in all communities a shifting of tax burdens from residential properties to other classes of property has occurred.

In spite of the budgetary constraints posed by the state rollbacks, West Des Moines, through a combination of favorable economic conditions and judicious management over the past ten years, has experienced sustained increases of three to fifteen percent per year in the City’s tax base. These increases have been invaluable in defraying the effects of the rollback. While it can be clearly seen from the chart below actual property valuation in FY 2018-2019 have increased over thirty-three percent since FY 2009-2010, the effects of the state mandated rollbacks can also be seen. Due to decline in the economy, numerous properties have received reductions from the county assessors, or in some cases county or state review board over the past few years.



Property Taxes (Continued)

In FY 2018-2019, the taxable value of residential properties will decrease from 56.94% to 55.62%, the taxable value for multi-residential property will decrease from 82.50% to 78.75% and the taxable value of commercial property will remain at 90%. Multi-residential was a new property class for FY 2016-17, in prior years multi-residential property was considered commercial property. The table below is a ten-year history of the commercial, residential, and multi-residential rollbacks in Iowa. It is important to note that in just ten years the taxable percentage of residential properties has increased from 45.59% in FY 2009-2010, to 55.62% in FY 2018-2019. In other words, the City has gained the ability to generate taxes on a portion of its residential property in just ten years. West Des Moines has experienced significant increases in its property tax base over the last ten years. The City's population has increased by over 14% and the size of the city in square miles has significantly increased. As a result of the mandated rollback, it becomes a question as to whether the additional revenues from an artificially suppressed tax base are enough to meet the service level expectations of the citizens of West Des Moines.

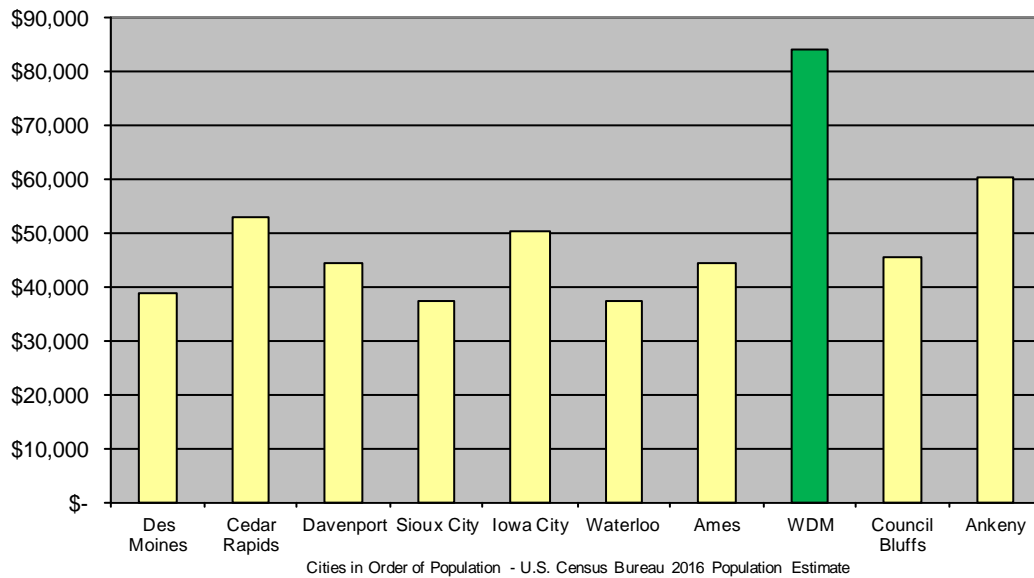
Fiscal Year	Residential	Multi-Residential	Commercial
2009-10	45.59%		100.00%
2010-11	46.91%		100.00%
2011-12	48.53%		100.00%
2012-13	50.75%		100.00%
2013-14	52.82%		100.00%
2014-15	54.40%		95.00%
2015-16	55.73%		90.00%
2016-17	55.63%	86.25%	90.00%
2017-18	56.94%	82.50%	90.00%
2018-19	55.62%	78.75%	90.00%

Rollback Effect in Comparable Cities

While the rollbacks have had a significant budgetary impact on the City, they have not been as devastating as in other cities that rely heavily on the residential tax base to support City services. The precipitous decline of residential tax bases has forced most Iowa cities to increase rates just to support existing services. Approximately 84% of Iowa's cities are at the maximum levy rates for the general fund. The maximum general fund levy rate of \$8.10 has not changed since 1975. Even at maximum rates, nearly 300 Iowa cities are facing declining revenues since actual residential growth cannot make up for rollback losses. West Des Moines is fortunate in having a strong commercial tax base, and is not subject to erratic swings in property tax revenues as some communities. In fact, West Des Moines is one of the few communities in the state where Commercial/Industrial property generates more tax revenues than residential property. This is further evidenced when you compare taxable property valuations per capita of Iowa's ten largest cities. West Des Moines' taxable valuation per capita not only is the highest of any of Iowa's ten largest cities, in some cases is more than double the per capita valuation of some cities with a greater population.



**Comparison of Taxable Property Valuations
per capita for Iowa's Ten Largest Cities**
Based on January 1, 2017 Valuations For FY 2018-2019



Long Term Forecast

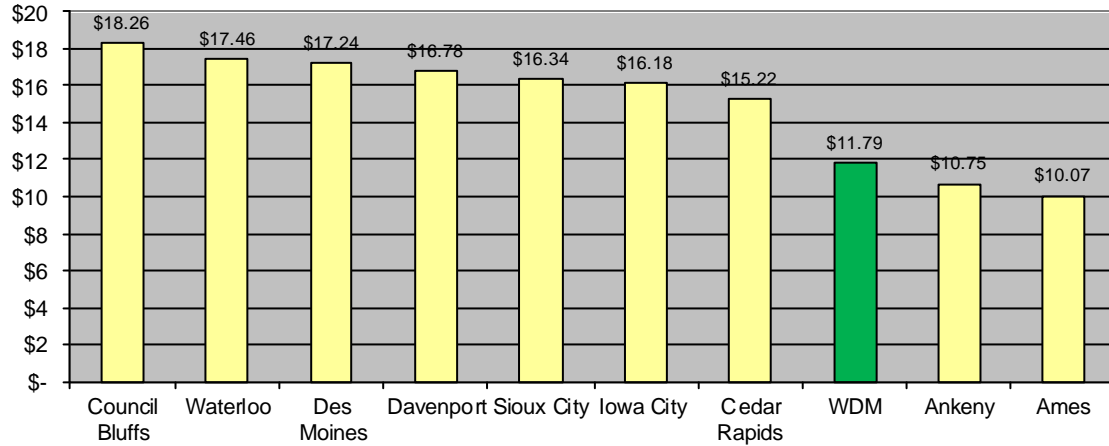
Presently the City's economic base could be classified as strong and diversified with no major employer or type of business in a dominating role. However, the City must be cautious and realize there are many factors that could directly and indirectly influence its tax base. International issues such as the consumption of oil, consumer demands for products, regional entertainment patterns, increased competition from neighboring communities, changes in federal policies, and foremost, unfunded state mandates, can restrict tax collections in any given year.

Changes in the Iowa Legislature will continue to have a dramatic effect on revenues. Particularly impactful will be the rollback program for commercial and also, due to a high concentration of apartment property in West Des Moines, the change in classification from commercial to multi-residential property will negatively impact revenues. The City has been very successful over the past 10-20 years in building adequate cash reserves and would be in a position to absorb a certain amount of change for the immediate term, but the results of a long-term structural deficit may result in increased fees/taxes or the reduction of certain services and programs.

Rollback Projections					
	2019-20	2020-21	2021-22	2022-23	2023-24
Residential Rollback	55.81%	54.62%	55.81%	54.23%	55.30%
Multi-Residential Rollback	75.00%	71.25%	67.50%	63.75%	55.30%
Commercial Rollback	90.00%	90.00%	90.00%	90.00%	90.00%



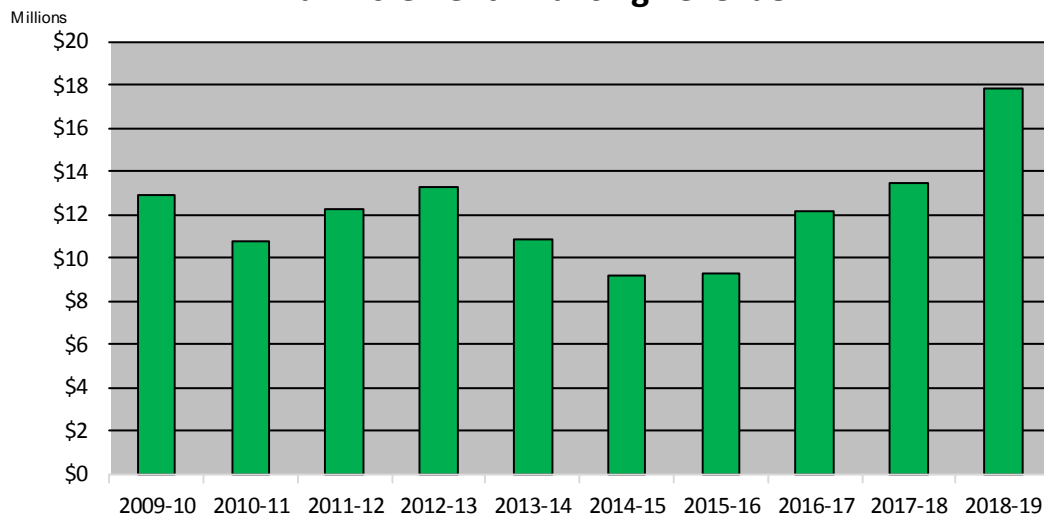
Property Tax Rates of Iowa's Ten Largest Cities
 City Portion Only
 FY 2018-19



Tax Increment Financing

Tax increment financing revenue is property tax levied on the incremental valuation in an urban renewal area created by the City Council for economic development purposes. These revenues finance public improvement projects or economic development incentives for companies located within the urban renewal area. By December 1st of each year the City certifies its tax increment revenue requirements with each county. Of the total taxable increment valuation within the urban renewal areas, the percentage of tax increment valuation being released to the respective taxing bodies is approximately 54%. The increase in FY 2018-19 is primarily due to the debt requirements associated with the Microsoft Alluvion Urban Renewal Area.

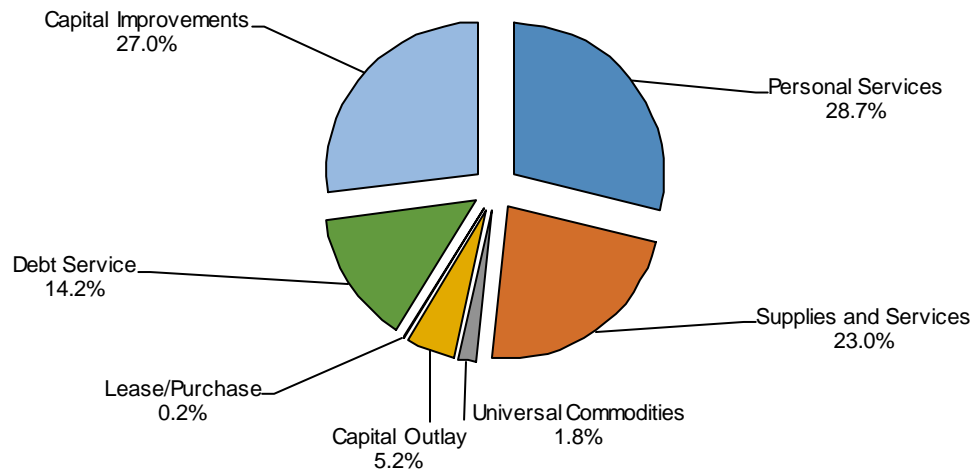
Tax Increment Financing Revenue



Expenditure Highlights

Total expenditures for FY 2018-2019 are projected to decrease by 41.97% when compared to the revised budget for FY 2017-2018. The decrease is due to carry over of supplies and services from FY 2016-2017 to FY 2017-2018 for one time projects and a decrease in the capital improvement program expenses. The decreases in the capital improvement program are related to the infrastructure projects for the Microsoft Osmium data center. The City's operating budget denotes a decrease of 1.61% in operating expenses over the revised budget of the previous year FY 2017-2018, which is primarily due one time costs in FY 2017-2018

Where the Money Goes



Personnel

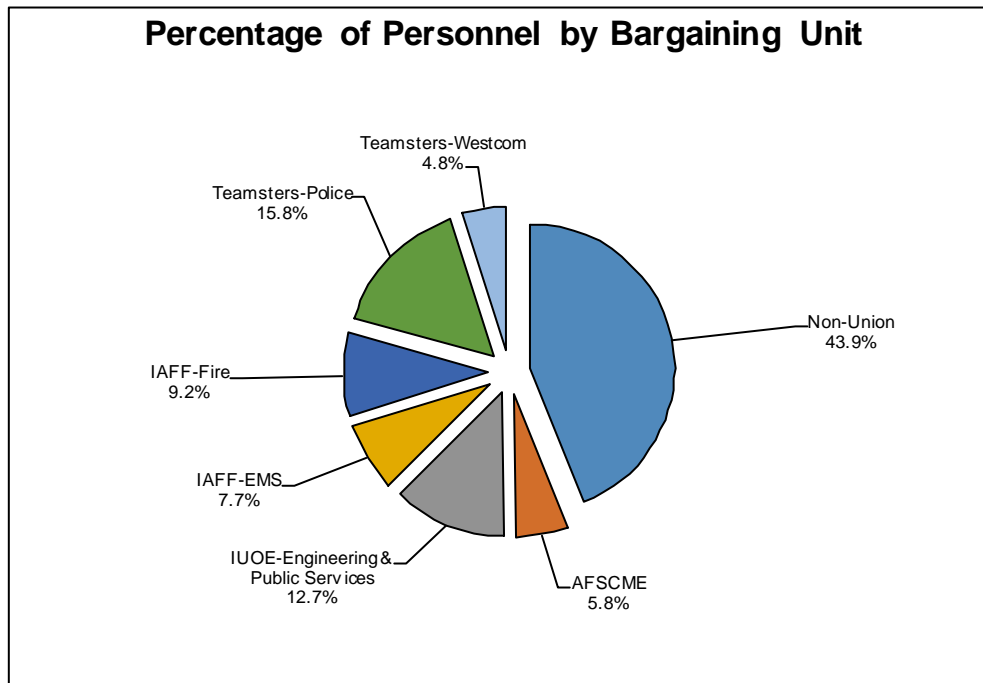
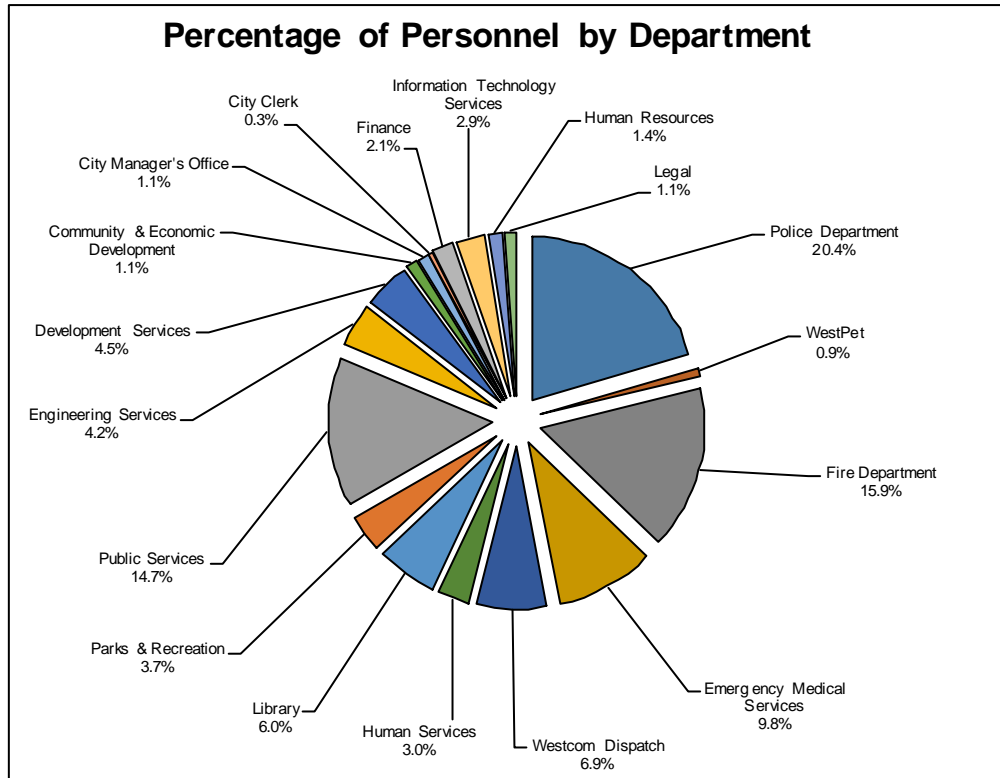
The City measures both full and regular part-time positions based on full-time equivalents (FTE), which is the total estimated annual person hours required to fill a position for all or a portion of a year, divided by 2,080 hours. It should be noted that, due to the seasonal nature of employment, temporary and volunteer workers are not included in this calculation. In FY 2018-2019, FTE(s) are proposed to increase by 17.00 positions bring the City's total to 455.75 full-time equivalent positions. This represent roughly a 25% increase in FTE(s) since FY 2008-2009.



City of West Des Moines Personnel by Affinity Group and Department

POSITIONS STATED IN FULL-TIME EQUIVALENTS (FTE)	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Authorized Personnel by Department					
Community Enrichment					
Human Services	13.25	13.75	13.75	13.75	0.00
Library	25.25	26.50	26.50	27.50	1.00
Parks & Recreation	26.00	16.00	16.00	17.00	1.00
Sub-total Community Enrichment	64.50	56.25	56.25	58.25	2.00
Public Safety					
Emergency Medical Services	40.75	41.50	44.70	44.70	0.00
Fire Department	66.00	68.50	70.50	72.50	2.00
Police Department	86.50	86.00	86.00	93.00	7.00
Westcom Dispatch	26.00	28.75	28.55	31.55	3.00
WestPet-Animal Control	4.33	4.33	4.00	4.00	0.00
Sub-total Public Safety	223.58	229.08	233.75	245.75	12.00
Public Services					
Community & Economic Development	4.50	4.50	5.00	5.00	0.00
Development Services	20.50	20.50	20.50	20.50	0.00
Engineering Services	9.00	19.00	19.00	19.00	0.00
Public Services	62.00	65.00	64.00	67.00	3.00
Sub-total Public Services	96.00	109.00	108.50	111.50	3.00
Support Services					
City Manager's Office	4.00	4.00	5.00	5.00	0.00
City Clerk	1.33	1.33	1.33	1.33	0.00
Finance	9.09	9.09	9.42	9.42	0.00
Human Resources	4.50	5.50	6.50	6.50	0.00
Information Technologies Services	11.00	12.00	13.00	13.00	0.00
Legal	4.00	4.00	5.00	5.00	0.00
Sub-total Support Services	33.92	35.92	40.25	40.25	0.00
Total Authorized Personnel	418.00	430.25	438.75	455.75	17.00
Authorized Personnel by Fund					
Enterprise Funds	15.40	13.90	15.90	15.90	0.00
Special Revenue Funds	1.19	1.25	1.44	1.44	0.00
General Funds	401.41	415.10	421.41	438.41	17.00
Total Authorized Personnel	418.00	430.25	438.75	455.75	17.00





Key Assumptions for FY 2018-2019

Salary Increases

Employee compensation will follow past practice in that the city has bargaining unit contracts for approximately 251.50 employees, while 204.25 employees are not represented by unions. New employees continue to be enrolled in the City's tiered health plans, if allowed by bargaining agreements, and pension benefits are under the purview of the State.

Bargaining unit employees will receive 2.50% to 3.00% cost-of-living adjustments in agreement with the terms of their respective contracts on July 1st. All contracts but one, AFSCME, are currently in negotiations for multi-year contracts. In addition to cost of living increases, bargaining unit employees are eligible to receive step increases if not at the maximum of the pay scale.

Non-represented employees who have not reached the maximum pay level may be eligible to receive an increase based upon job performance.

Medical Insurance Rates

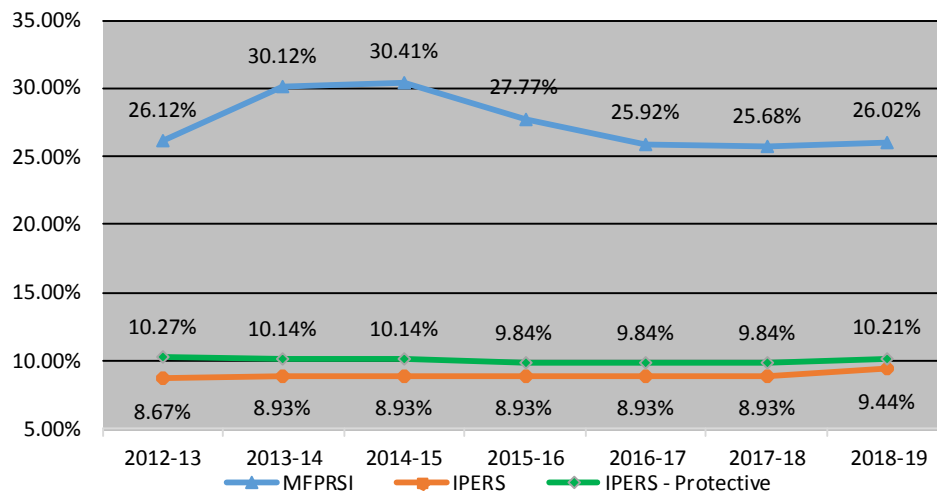
Medical insurance rates are projected to increase by 10.00% from FY 2017-2018 actual rates.

Pension and Retirement Benefits

The City contribution rates for FY 2018-2019 are as follows:

- 26.02% for sworn police officers and fire personnel (MFPRSI).
- 9.44% for full and regular part-time personnel (IPERS).
- 10.21% for part-time firefighters and emergency medical services staff (IPERS-Protective).

City Pension Contribution Rate History



Other Pay

This category includes the City's deferred compensation plan, longevity pay, and other miscellaneous pay categories.



Description of Long Term Debt Obligations

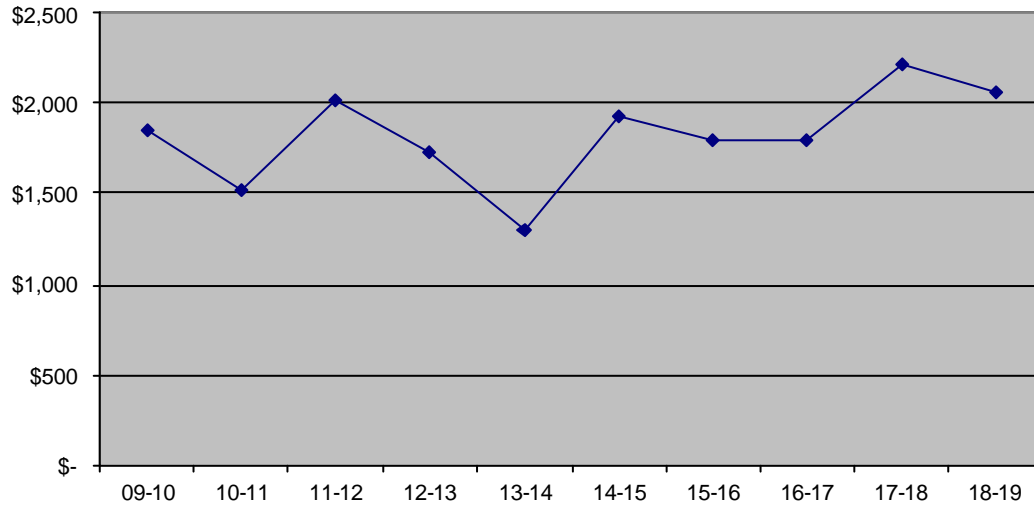
The City of West Des Moines has experienced tremendous amount of growth in recent years. Since 1990, the population of West Des Moines has increased by 103.65%, and the area of the City has more than doubled, both of which created an unprecedented demand in West Des Moines for infrastructure and capital projects. As a city expands, its citizens will need more parks, roads, bridges, and public safety facilities, just to name a few examples. This demand for public sector investment has made the issuance of debt an increasingly important component in City programs. The City utilizes one basic form of long-term debt; general obligation bonds. General obligation bonds are backed by the full faith and credit (i.e. taxes) of the City.

Debt Management

The planning, development, and implementation of debt management is an important component in a local government's overall capital program. A decision to borrow money can bind a city to a stream of debt service payments that can last twenty years or more. Therefore, it is imperative that cities develop and abide by a debt management policy. The City Council agreed that debt issuance should not require the City's overall property tax rate to exceed \$11.79/\$1,000 of valuation. Before the issuance of debt, the City Council listens to the recommendation of staff and a citizens committee which annually reviews and prioritizes the capital needs of the City, if necessary. The Council then determines, as a part of the annual budget, the amount of debt to be issued. Moody's Investors Services and Standard & Poor's rating agencies have issued ratings of AAA highest issued by the agencies. These high ratings result in a more attractive bidding environment and, therefore, a more favorable interest rate for the City when bonds are sold. Sales of general obligation bonds are usually prepared on a level debt formula which means that the total amount of principal and interest due each year is roughly the same.



General Obligation Bond Debt Per Capita



Long Term Debt Schedule

	Estimated Balance June 30, 2018	FY 2018-19 Additions	FY 2018-19 Reductions	Estimated Balance June 30, 2019
<u>Debt Subject to Constitutional Limitation</u>				
General Obligation Bonds	\$40,025,000	\$8,600,000	\$6,900,000	\$41,725,000
General Obligation Tax Increment Financing Bonds	101,965,000		10,480,000	91,485,000
RISE Loans/IDOT	1,152,476		164,639	987,837
Lease Purchase/Other Debt	442,986		113,010	329,976
Sub-total Debt Subject to Limitation	\$143,585,462	\$8,600,000	\$17,657,649	\$134,527,813
Total Long-Term Debt	\$143,585,462	\$8,600,000	\$17,657,649	\$134,527,813

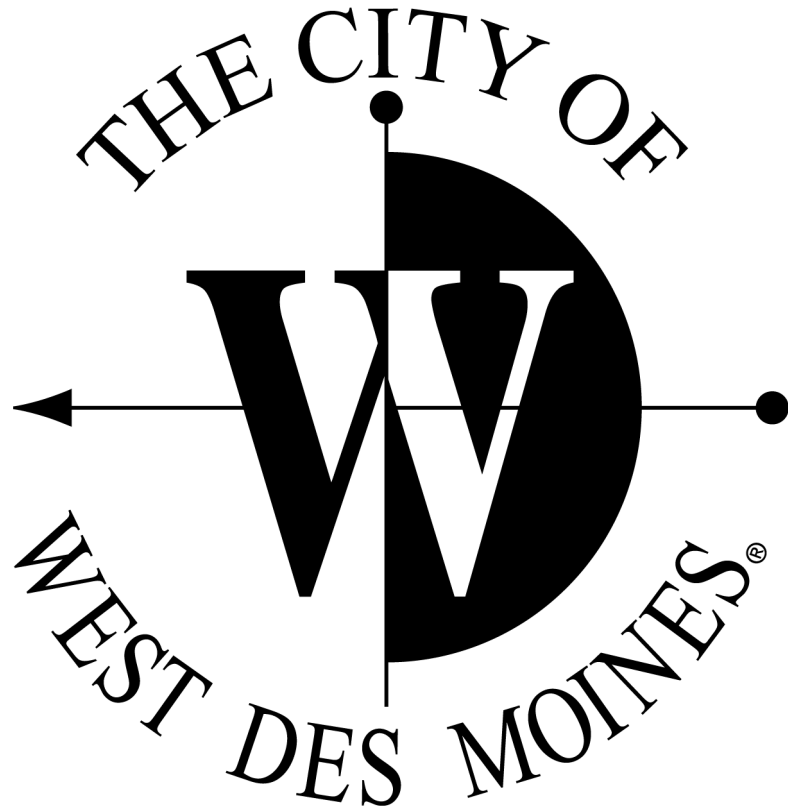


Municipal Debt Capacity

Article IX, Section 3 of the Iowa Constitution limits the indebtedness of any governmental entity to not more than five percent (5%) of the valuation of the property located within the jurisdiction. The restriction applies to general obligation bonds, lease purchases, certain long-term borrowing, and T.I.F. debt. With the valuation of all property in West Des Moines just under 8 billion dollars, the City's constitutional debt limit is \$396,559,236. The City estimates its direct debt or debt that is subject to the limitation will be \$134,527,813 at June 30, 2019. This leaves an available margin of \$262,031,423 with approximately 33.92% of the available statutory debt limit being obligated.

Actual Property Valuation	
January 1, 2017	\$7,931,184,722
Statutory Percentage	5.00%
Statutory Debt Limit	\$396,559,236
Estimated Direct Debt at June 30, 2019	
General Obligation Bonds	\$41,725,000
Tax Increment Financing Bonds	91,485,000
Rise Loans/IDOT	987,837
Lease Purchase/Other Debt	329,976
Total Outstanding Direct Debt	\$134,527,813
Available Debt Margin	\$262,031,423
Percentage Obligated	33.92%







General Fund



	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$33,776,558	\$36,360,406	\$37,771,463	\$39,430,144	\$1,658,681	4.39%
Other City Taxes	4,636,249	4,878,795	4,720,981	4,996,176	275,195	5.83%
Licenses and Permits	4,308,784	1,980,884	1,700,782	1,700,800	18	0.00%
Use of Money and Property	372,505	283,574	321,500	581,000	259,500	80.72%
Intergovernmental	6,246,816	7,114,087	7,782,061	7,982,147	200,086	2.57%
Charges for Services	7,408,298	5,850,765	5,556,975	5,558,200	1,225	0.02%
Miscellaneous	1,033,423	882,639	1,269,766	799,600	(470,166)	(37.03%)
Sub-total Operating Revenues	\$57,782,633	\$57,351,150	\$59,123,528	\$61,048,067	\$1,924,539	3.26%
Other Financing Sources						
Sale of Surplus Assets & Equipment	\$58,767	\$71,011	\$53,000	\$25,000	(\$28,000)	(52.83%)
Transfer In (Local Option Sales Tax)				1,012,682	1,012,682	
Transfers In	12,405,463	8,760,419	10,318,978	9,328,770	(990,208)	(9.60%)
Sub-total Other Financing Sources	\$12,464,230	\$8,831,430	\$10,371,978	\$10,366,452	(\$5,526)	(0.05%)
TOTAL REVENUES & OTHER SOURCES	\$70,246,863	\$66,182,580	\$69,495,506	\$71,414,519	\$1,919,013	2.76%
EXPENDITURES						
Operating Expenditures						
Personal Services	\$37,263,804	\$38,271,203	\$42,681,442	\$44,859,982	\$2,178,540	5.10%
Supplies and Services	14,059,920	14,977,438	19,139,467	18,085,123	(1,054,344)	(5.51%)
Universal Commodities	1,358,938	1,468,157	1,950,205	2,034,550	84,345	4.32%
Capital	1,531,745	1,437,589	1,600,647	1,898,495	297,848	18.61%
Sub-total Operating Expenditures	\$54,214,407	\$56,154,387	\$65,371,761	\$66,878,150	\$1,506,389	2.30%
Lease/Purchase or Installment Contract Expenditures	80,828					
Total Expenditures	\$54,295,235	\$56,154,387	\$65,371,761	\$66,878,150	\$1,506,389	2.30%
Transfers Out	\$9,628,523	\$4,870,788	\$5,628,299	\$5,341,229	(\$287,070)	(5.10%)
Transfers Out (Major Capital)	1,505,650		3,019,061	1,724,250	(1,294,811)	(42.89%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$65,429,408	\$61,025,175	\$74,019,121	\$73,943,629	(\$75,492)	(0.10%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$4,817,455	\$5,157,405	(\$4,523,615)	(\$2,529,110)	(\$1,994,505)	N/A
BEGINNING FUND BALANCE	\$26,738,006	\$31,555,461	\$36,712,866	\$32,189,251	(\$4,523,615)	
ENDING FUND BALANCE	\$31,555,461	\$36,712,866	\$32,189,251	\$29,660,141	(\$2,529,110)	
IPERS COMMITTED	\$600,000	\$600,000	\$600,000	\$600,000		
TAX STABILIZATION	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000		
UNCOMMITTED FUND BALANCE	\$29,455,461	\$34,612,866	\$30,089,251	\$27,560,141		n/a
Uncommitted Fund Balance as % of Exp	54.25%	61.64%	46.03%	41.21%		



The General Fund functions as the chief operating fund for the City. All financial transactions of the City which pertain to general operations and the provision of services to the citizens are recorded in this fund, except those specifically required to be accounted for elsewhere (i.e., legal restrictions). Services within the general fund include police, fire, ambulance, building/grounds and street maintenance, parks and recreation, human services programs, library, and general administration of the City.

Major Revenue Sources

The FY 18-19 operating budget projects property tax revenue to increase by 4.39% from the amount budgeted in the previous year. Valuations of property increased from the previous year due to the county's reassessments and also due to new construction, this is despite a decrease in the residential "rollback" percentage from 56.94% to 55.62%, and a decrease in the multi-residential property class decreasing from the "rollback" from 82.50% to 78.75% taxable valuation.

Since 1978, residential and agricultural property in Iowa has been subject to an assessment limitation order, or "rollback", that limits annual growth in property values (all other classes of property were eventually added). Prior to an overhaul of the property tax system stemming from action taken during the 2013 legislative session, property value growth was limited to 4% per year. If property values grew by more than 4%, the taxable value was rolled back to comply with the assessment limitation system. In addition, the rollback includes a formula that ties the growth of residential property to that of agricultural property. This connection is commonly referred to as "coupling" and limits the growth of residential property to 4% or the amount of growth in agricultural value, whichever is less. Since the law's inception, residential property has always been subject to significant rollbacks.

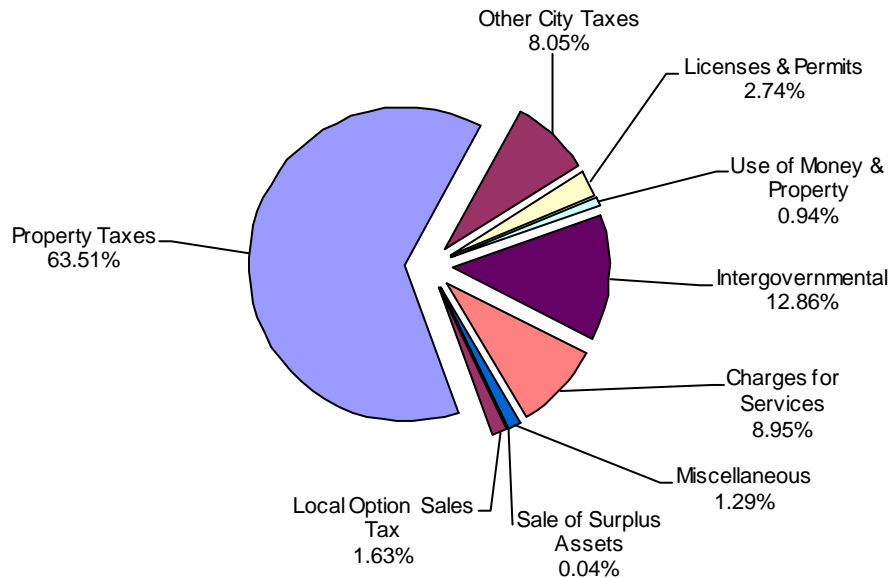
While the property tax rollback system remains in place, several major changes were made during the 2013 legislative session. For each assessment year beginning in 2013, residential and agricultural property value growth will now be capped at 3%, or whichever is lowest between the two classes. Commercial, industrial and railroad property will now have their own rollback, which will be 95% for valuations established during the 2013 assessment year. For valuations established during or after the assessment year beginning January 1, 2014, commercial, industrial and railway property is rolled back to 90%. Thereafter, these classes will be taxed at 90%.

The legislature created a standing appropriation, beginning in FY 2015, to reimburse local governments for the property tax reductions resulting from the new rollback for commercial and industrial property (not for railroad reductions). Prior to FY 2018, the appropriation is capped at the actual FY 2017 appropriation amount. As a result of the FY 2017 appropriation cap, most cities will not see an increasing rollback for commercial and industrial properties.

A new property class was established for multi-residential property, which includes mobile home parks, manufactured home communities, land leased communities, assisted living facilities and property primarily used or intended for human habitation containing three or more separate living quarters. Additionally, for buildings that are not otherwise classified as residential property, that portion of a building that is used or intend for human habitation can be classified as multi-residential property, and regardless of the number of dwelling units located in the building. This new class will be subjected to an eight year graduated rollback from commercial to residential rates beginning in the assessment year 2015 (there is no backfill provision for this class).



General Fund Revenues



Property Taxes

Of the City's 455.75 full time equivalent positions, 96% of the City's personnel are funded by the general fund. Therefore, the general fund directly finances nearly all of the City's day-to-day operations. Property tax revenue constitutes 63.51% of all general fund revenue. Therefore, property taxes have a major influence on City operations. The components of the general fund property tax levy are described below.

General Fund Levies

The City of West Des Moines currently has three operational levies that are levied within the general fund. These are the General Levy, Tort Liability Levy, and Emergency Levy. The General Levy is the City's primary levy and is limited by state law to \$8.10 per \$1,000 of assessed valuation. The City is also allowed to levy for tort liability costs, independent of the \$8.10 limitation. There is no limitation on the Tort Liability Levy. State statutes allow cities in Iowa to levy an "emergency tax" of up to \$0.27 per \$1,000 of valuation if the General Fund tax levy of a city is at its limit. For FY 18-19 the emergency levy will be \$0.06, this is a decrease of \$0.21 from FY 17-18, due to the passing of the Local Option Sales Tax in Dallas County. Half of that revenue is to be used to reduce property taxes. The City's combined rate for the General, Tort Liability, and Emergency levies is projected to be \$8.32478 per \$1,000 of taxable property valuation for FY 18-19. Below is a brief description of the services these levies finance:

General Fund levies finance the following City services:

- Public Safety - which includes police and fire protection, ambulance services, and dispatch
- Community Enrichment - which includes park operations, library services, and human services
- Public Services - which includes public works, and community development services
- Support Services - which includes the administrative and support services functions of the City



Other City Levies

Debt Service - Taxes levied for the Debt Service Fund in the amount necessary to pay:

- Judgements against the city, except those authorised by state law to be paid from other funds.
- Interest as it becomes due and the amount necessary to pay, or to create a sinking fund, pay the principal at maturity of all general obligation bonds issued by the city or to pay or to create a sinking fund to pay, amounts as due on loans received through the Iowa community development loan program.
- Payments required to be made from the debt service fund under a lease or lease-purchase agreement.
- Payments required to be made from the debt service fund under a loan agreement.
- Payments authorized to be made from the debt service fund to a flood project under section 418.14, subsection 4

The Fiscal Year 2018-19 Debt Service levy is \$1.95 per \$1,000 of taxable property valuation

Other Employee Benefits - Cities are allowed to levy in a Special Revenue Fund for contributions under the Federal Insurance Contributions Act (FICA), the Iowa Public Employees Retirement System (IPERS), and certain other employee benefits.

The Fiscal Year 2018-19 Other Employee Benefits levy is \$1.00117 per \$1,000 of taxable property valuation.

Police & Fire Retirement - Cities are allowed to levy in a Special Revenue Fund for contributions under the Municipal Fire and Police Retirement System of Iowa (MFPRSI).

The Fiscal Year 2018-19 Police & Fire Retirement levy is \$0.51405 per \$1,000 of taxable property valuation



Analysis of Property Tax Levy

Property tax revenue is projected to increase by 4.39% in FY 18-19 as a result of the following factors:

- In FY 18-19 the taxable valuations subject to operating levies increases by 6.85%
- In FY 18-19 the Tort Liability Levy was increased \$0.00728 per \$1,000 of taxable property valuation.
- In FY 18-19 the Emergency Tax Levy was decreased \$0.21 per \$1,000 of taxable property valuation.
- In FY 18-19 the multi-residential rollback percentage decreased the amount of multi-residential property valuations that are taxable in comparison to the FY 17-18 state rollback percentage. In previous years this property was considered commercial and subject to a higher rollback percentage. The multi-residential rollback percentage will continue to decrease by 3.75% in future years until the rollback percentage is equal to the residential rollback percentage.
- In FY 18-19 the residential rollback percentage decreased the amount of residential property valuations that are taxable in comparison to the FY 17-18 state rollback percentage. Below is a historical chart of state rollback percentages (i.e. the percentage of a property's value that is taxable).

Fiscal Year	Residential	Multi-Residential	Commercial
2008-09	44.08%		99.73%
2009-10	45.59%		100.00%
2010-11	46.91%		100.00%
2011-12	48.53%		100.00%
2012-13	50.75%		100.00%
2013-14	52.82%		100.00%
2014-15	54.40%		95.00%
2015-16	55.73%		90.00%
2016-17	55.63%	86.25%	90.00%
2017-18	56.94%	82.50%	90.00%
2018-19	55.62%	78.75%	90.00%

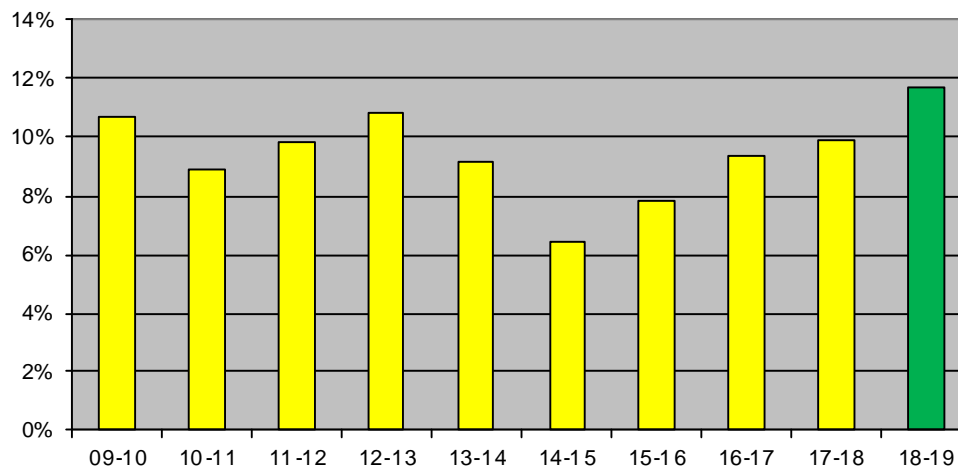


• In FY 18-19 the percentage of the property tax levy that is allocated to the general fund levy remains steady. The chart below is a ten-year comparison of the distribution of the property tax levy for City operations and debt service.

	Property Tax Rate	General Funds	% of Levy	Special Revenue Funds	% of Levy	Debt Service Fund	% of Levy	Total Levy
FY 09-10	\$12.05	\$29,917,286	68.52%	\$5,787,770	13.26%	\$7,955,388	18.22%	\$43,660,445
FY 10-11	\$12.05	\$31,347,416	68.80%	\$6,054,200	13.29%	\$8,162,218	17.91%	\$45,563,834
FY 11-12	\$12.05	\$32,663,578	70.27%	\$5,416,580	11.65%	\$8,403,530	18.08%	\$46,483,688
FY 12-13	\$12.05	\$31,763,509	68.69%	\$6,045,375	13.07%	\$8,433,881	18.24%	\$46,242,765
FY 13-14	\$12.05	\$33,292,422	69.24%	\$6,156,906	12.80%	\$8,635,980	17.96%	\$48,085,308
FY 14-15	\$12.05	\$33,907,707	69.06%	\$6,440,150	13.12%	\$8,747,169	17.82%	\$49,095,026
FY 15-16	\$12.00	\$34,266,995	69.47%	\$6,473,845	13.12%	\$8,587,488	17.41%	\$49,328,328
FY 16-17	\$12.00	\$36,821,048	69.77%	\$6,654,282	12.61%	\$9,297,771	17.62%	\$52,773,101
FY 17-18	\$12.00	\$38,215,544	69.84%	\$6,819,605	12.46%	\$9,686,650	17.70%	\$54,721,799
FY 18-19	\$11.79	\$39,863,320	69.11%	\$7,251,868	12.57%	\$10,564,743	18.32%	\$57,679,931

• The percentage of the overall City property base included in Tax Increment Financing (TIF) districts increased from the previous year, to 11.64% of the total taxable valuation. This percentage increased primarily due to valuation in the Alluvion, Ashworth Road, and Westtown V TIF Districts. The percentage of TIF valuations for West Des Moines remains fairly low compared to comparable cities. Below is a ten-year history of TIF valuations as a percentage of taxable property.

TIF Valuations as a Percentage of Taxable Property



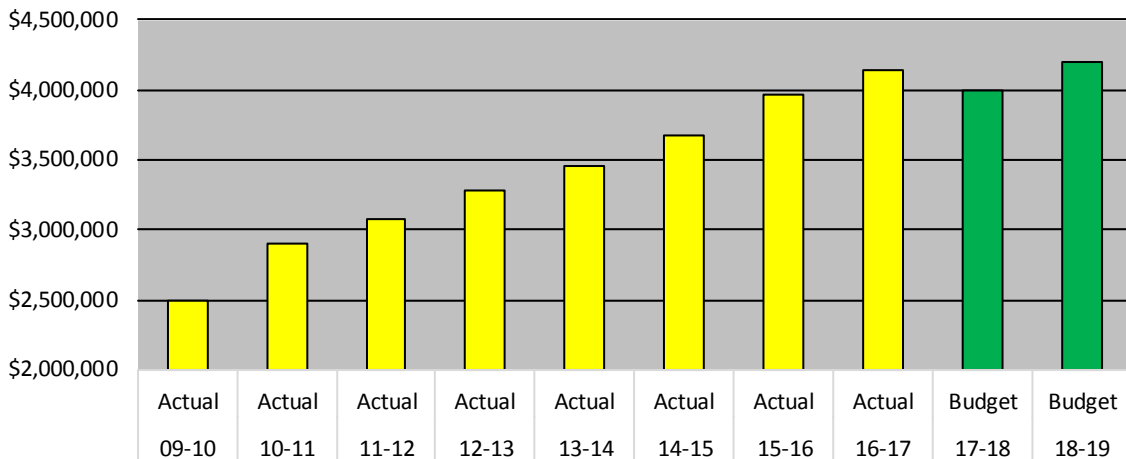
Other City Taxes

In 1984 West Des Moines voters approved the imposition of a hotel/motel tax of 7% on the rental of hotel rooms in our community. For a number of years, until the University Park Holiday Inn (now Sheraton) opened in 1987, annual revenue from this source was minimal. Thereafter, annual hotel/motel tax revenue held at the \$500,000 to \$600,000 range until the development of hotels in the vicinity of Jordan Creek Town Center. FY 18-19 hotel/motel revenue is expected to be approximately \$4,300,000. City Council action designated discretionary revenues in excess of \$2,550,000, up to \$120,000, are to be channeled towards a public arts program. However, West Des Moines has a contractual agreement that 2/7ths of revenue generated will be forwarded to the Greater Des Moines Convention and Visitors Bureau (CVB). Similarly, the City Council has agreed that an additional 2/7ths of hotel/motel tax revenue will be dedicated to BRAVO (metropolitan cultural and entertainment facilities/organizations), and the Iowa Events Center. In the proposed budget, 2/7ths is allocated to City programs. The end result is that ultimately 1/7th of the hotel/motel taxes received annually by the City will be available for distribution and/or expenditure to other entities.

All gas and electric utilities providing service in the state pay an excise tax based on profits, instead of paying property taxes. This tax went into effect in FY 00-01 and is reflected in the revenue line item Utility Tax Replacement in the Other City Taxes revenue category.

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Other City Taxes						
Utility Tax Replacement	\$397,089	\$466,471	\$444,081	\$433,176	(\$10,905)	(2.46%)
Cable Television Commission	275,273	266,724	273,000	263,000	(10,000)	(3.66%)
Local Options Sales Tax (Warren County)		3,416	3,900		(3,900)	(100.00%)
Hotel/Motel Taxes	3,963,886	4,142,183	4,000,000	4,300,000	300,000	7.50%
Total Other City Taxes	\$4,636,249	\$4,878,795	\$4,720,981	\$4,996,176	\$275,195	5.83%

Hotel / Motel Tax Revenue



Licenses and Permits

As a rule, revenue received for the issuance of licenses and permits does not fluctuate significantly, with the exception of building and construction related permits.

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2017-18 OVER FY 2017-18	% INC (DEC)
<u>Licenses and Permits</u>						
Beer/Liquor/Cigarette Licenses	\$100,395	\$118,599	\$105,000	\$115,000	\$10,000	9.52%
Animal Licenses-WDM	102,830	101,218	107,972	105,000	(2,972)	(2.75%)
Animal Licenses-Clive	33,283	27,123	231		(231)	(100.00%)
Animal Licenses-Urbandale	82,811	67,204	1,029		(1,029)	(100.00%)
Fire Permits & Licenses	24,853	31,951	24,000	32,000	8,000	33.33%
Building Permits	1,991,937	1,532,194	1,335,000	1,350,000	15,000	1.12%
Occupancy Permits	23,191	22,392	25,000	25,000		
Utilities Permits	5,500	11,500	13,000	7,000	(6,000)	(46.15%)
Miscellaneous License & Permits	1,897,426	23,215	40,550	17,800	(22,750)	(56.10%)
Archery Facility Permit	10,273	9,270	12,000	10,000	(2,000)	(16.67%)
Dog Park Permit	26,170	29,590	27,000	29,000	2,000	7.41%
Special Event Permits	7,575	5,203	8,000	8,000		
Alarm License & Permit	2,540	1,425	2,000	2,000		
Total Licenses and Permits	\$4,308,784	\$1,980,884	\$1,700,782	\$1,700,800	\$18	0.00%

Use of Money and Property

Interest income is generated by interest earned on public funds. Two factors that affect interest income are interest rates and cash balances available for investment. With the constant fluctuations in interest rates, staff regularly makes investments with the primary goal being safety of the investments followed by maximizing the return on our asset base.

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
<u>Use of Money and Property</u>						
Interest Income	\$235,042	\$163,942	\$200,000	\$460,000	\$260,000	130.00%
ATM Fees Collected	347					
Payment Processing Rebate	90,562	75,912	80,000	75,000	(5,000)	(6.25%)
Other Land Rental	39,649	40,760	35,500	40,000	4,500	12.68%
Building/Land Lease Charge	6,905	2,960	6,000	6,000		
Total Use of Money and Property	\$372,505	\$283,574	\$321,500	\$581,000	\$259,500	80.72%



Intergovernmental

State/Federal Grants and Reimbursements - Each City department is encouraged to apply for state and/or federal grants to supplement City revenue. Historically, West Des Moines has been successful in receiving a number of grants.

Local Grants and Reimbursements - West Des Moines has a number of grants and reimbursement agreements with surrounding cities and counties.

	ACTUAL FY 2015-16	ACTUAL FY 16-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Intergovernmental						
Federal						
Police - COPS Grant	\$48,519	\$34,799	\$50,000		(\$50,000)	(100.00%)
Police - Misc. Cost Share	285	101,243				
Police - Misc. Grants	63,262	58,473				
EMS - Misc. Grants	7,910	19,212	5,000	5,000		
Human Services - Red Rock	12,000	12,000	12,000	12,000		
State						
Commercial & Industrial Replacement	2,023,165	1,919,899	1,807,587	1,858,658	51,071	2.83%
Police - Misc. Grants	5,000					
Westcom - Misc. Grants	4,130	735				
Counties						
Dallas County - Jordan Creek	662,587	923,511	1,591,993	1,590,234	(1,759)	(0.11%)
Dallas County - Mills Civic Parkway	440,000	440,000	440,000	440,000		
Polk County - Police MINE Task Force		877				
Polk County - Human Services Grants	41,621	41,292	62,000	42,938	(19,062)	(30.75%)
Cities						
Fire - Regional Fire Training	1,925		4,400	2,500	(1,900)	(43.18%)
Fire - Westside Station -Clive	749,293	736,046	784,594	807,779	23,185	2.96%
EMS - Billing Service - Clive	38,128	36,534	38,000	30,000	(8,000)	(21.05%)
Housing - Metro Home Improvement	53,960	243,126	180,000	220,686	40,686	22.60%
Public Services - Salt Storage Facility	24,242	24,405	25,490	25,000	(490)	(1.92%)
Public Services - Traffic Signals	1,678	38,158	5,100	3,000	(2,100)	(41.18%)
WestPet - Clive	21,852	20,251	35,008	51,772	16,764	47.89%
WestPet - Urbandale	61,628	38,837	95,944	126,957	31,013	32.32%
Westcom Dispatch - Clive	298,971	406,751	412,759	419,195	6,436	1.56%
Westcom Dispatch - Norwalk	209,183	230,715	239,079	252,924	13,845	5.79%
Westcom Dispatch - Urbandale	760,486	1,028,894	1,000,629	1,027,991	27,362	2.73%
Westcom Dispatch - Waukee	354,185	442,308	423,123	460,670	37,547	8.87%
Westcom Dispatch - Admin Fee			230,000	260,000	30,000	13.04%



GENERAL FUND

FY 2018-2019 BUDGET

	ACTUAL FY 2015-16	ACTUAL FY 16-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
<u>Intergovernmental Continued</u>						
<u>Schools</u>						
Parks & Recreation - Teen Center	9,500					
Police - Crossing Guards	64,733	16,797	52,730	52,730		
Police - Liaison Officers	178,148	188,921	170,000	180,000	10,000	5.88%
Police - Youth Justice Initiative	77,778	77,778	77,750	80,113	2,363	3.04%
Westcom - Radio Network Usage	20,647	20,525	20,000	20,000		
<u>Water Works</u>						
ITS Services	12,000	12,000	12,000	12,000		
Parks & Recreation -			6,875		(6,875)	(100.00%)
Total Intergovernmental	\$6,246,816	\$7,114,087	\$7,782,061	\$7,982,147	\$200,086	2.57%



Charges for Services

Several city departments charge fees for services/programs that are offered such as ambulance fees, recreation program fees, library fines and fees, and fees for housing inspection. It is important that the City continue to monitor the fees charged as a way to recoup, from the actual user(s) of a service, revenues to offset the expenses incurred by the City. Development-related revenues drive the fluctuations from year to year.

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Charges for Services						
Alarm Monitoring	\$57,992	\$38,254	\$50,000	\$40,000	(\$10,000)	(20.00%)
Ambulance Charges	3,312,721	3,457,965	3,100,000	3,250,000	150,000	4.84%
Administration Fee - EMS Alliance	120,000	120,000	120,000	120,000		
Animal Impoundment	6,450	3,990				
Cemetery Charges	16,925	4,000	18,450	12,000	(6,450)	(34.96%)
Construction Inspection - Engineering	147,200	100,417	151,000	90,000	(61,000)	(40.40%)
CPR Class Charges	35,734	36,161	50,000	50,000		
EMS Charges	10,587	3,301	8,000	3,000	(5,000)	(62.50%)
False Alarm Charges - Fire	5,800	2,200	3,500	3,000		
False Alarm Charges - Police	12,600	11,000	14,000	14,000		
Fire Charges	4,265	5,715	5,650	5,150	(500)	(8.85%)
Holiday Park Baseball	90,722	99,616	84,000	84,000		
Housing Inspections	113,990	151,627	125,000	125,000		
Legal Fees		1,123				
Library - Copy, Fax, Printing	12,481	13,656	12,400	14,000	1,600	12.90%
Miscellaneous Development Charges	81,842	67,643	49,500	40,000	(9,500)	(19.19%)
Nuisance Abatement Charges	23,992	27,579	35,000	28,000	(7,000)	(20.00%)
Park Athletic & Misc Building Rentals	2,614					
Parks Future Unearned Programs		133,800				
Plan Review Fee - Dev Services	1,986,583	402,216	325,000	350,000	25,000	7.69%
Plan Review Fees - Fire	62,495	61,118	53,000	54,000	1,000	1.89%
Police Charges	31,977	27,754	38,800	25,000	(13,800)	(35.57%)
Pool Admission	593,183	444,540	485,000	485,000		
Recreation Fees	319,228	208,789	368,000	355,000	(13,000)	(3.53%)
RRP Nature Lodge	102,392	124,871	109,000	109,000		
RRP Softball	154,958	154,255	173,000	170,000	(3,000)	(1.73%)
Salt Brine Solution	7,094	4,040	11,000	5,000	(6,000)	(54.55%)
Seminar Registrations	185	300				
Shelter Rentals	37,500	25,528	40,800	40,800		
Special Events	12,134	29,385	64,875	24,250	(40,625)	(62.62%)
Traffic Studies & Street Light Analysis	24,180	53,894	40,000	40,000		
Teen Center Fees	2,025					
Valley Junction Activity Center Rental	18,449	36,028	22,000	22,000		
Total Charges for Services	\$7,408,298	\$5,850,765	\$5,556,975	\$5,558,200	\$1,225	0.02%



Miscellaneous

State regulations require that revenue be placed in one of the revenue categories specified above; if there is not a perfect fit to one of the categories listed, the revenue is then placed in a miscellaneous category.

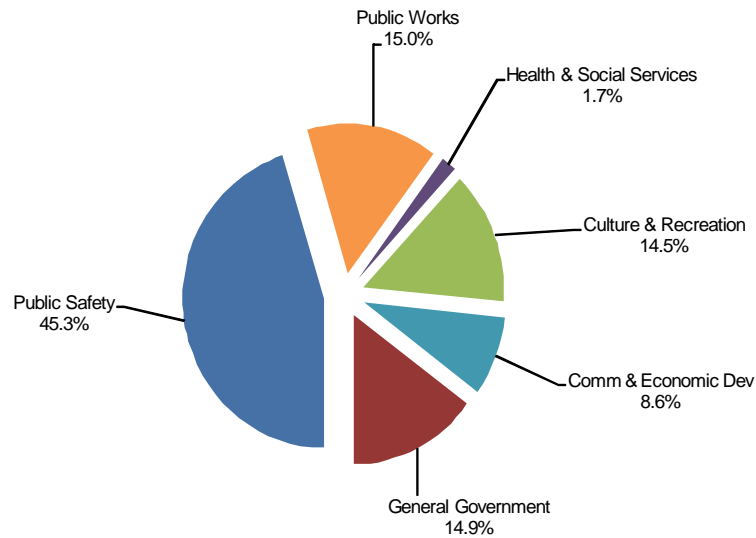
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Miscellaneous						
EMS - Iowa Health	\$370,164		\$325,000	\$250,000	(\$75,000)	(23.07%)
Fire - Signs/Inspection Tags	6,062	6,266	5,250	6,000	750	14.29%
Housing - Contributions	157,409	112,756	245,646	160,000	(85,646)	(34.87%)
Human Services - Handyman & Transportation Donations	3,251	3,210	2,600	3,700	1,100	42.31%
Insurance Reimbursements/Proceeds	34,773	154,227	40,350		(40,350)	(100.00%)
Library - Collection Agency (Net)			1,600	1,600		
Library - Fines	32,626	34,546	40,000	36,500	(3,500)	(8.75%)
Library - Lost Books	5,628	5,561	5,000	5,800	800	16.00%
Parks & Rec - Event Sponsorship	4,659		3,000	3,000		
Police - Alcohol Fine	15,000	7,500	10,000	10,000		
Police - Cigarette Fines			500	500		
Police - OWI Restitution	5,270	3,481	3,000	3,500	500	16.67%
Public Safety - Parking Violations/Fines	40,539	18,246	30,000	30,000		
Sale of Magazine Ads	22,210	13,500	30,000	20,000	(10,000)	(33.33%)
Sale of Scrap	1,291	8,849	2,500	4,000	1,500	60.00%
Sales Tax Refunds	60,514	274,967	258,750		(258,750)	(100.00%)
Traffic/Court Fines	188,443	140,459	165,000	165,000		
Unanticipated/Miscellaneous	7,543	31,427	26,570	25,000	(1,570)	(5.91%)
WestPet Donations	3,041	(7,356)				
Youth Justice Initiative Contributions	75,000	75,000	75,000	75,000		
Total Miscellaneous	\$1,033,423	\$882,639	\$1,269,766	\$799,600	(\$470,166)	(37.03%)



Expenditure Highlights

General Fund operating expenditures for FY 18-19 are projected to increase by approximately 2.30% over FY 17-18. The primary reason for this increase is the projected increase in personnel services. This budget does include pay increases for existing staff as well as minor modifications to staffing levels approved by the Mayor and City Council.

**General Fund Operating Expenditures
\$66,878,150**



Public Safety

One of the principal functions of the City of West Des Moines is to safeguard and protect the lives, health, and property of its citizens. The FY 18-19 budget continues the City's longstanding tradition of providing high quality public safety services. Public Safety represents the largest appropriations category, accounting for 45.3% of the General Fund budget. Included in this category are appropriations for Police, Fire, Emergency Medical Services, Building Inspection, Animal Control and WestCom.

The Emergency Medical Services department has been allocated \$66,000 for X-Series Cardiac Monitor Defibrillators, \$40,000 for UCAP-it medication vending machine upgrades, and \$10,000 for an AmbuMan training manikin.

The Fire department has been allocated \$24,000 for the replacement of Self-Contained Breathing Apparatus (SCBA), \$20,000 for personal protective equipment, and \$34,000 for supplemental equipment.

The Police department has been allocated a total of \$245,000 to replace five patrol vehicles and \$85,000 for supplemental requests

Public Works functions constitutes approximately 15% of the General Fund budget. The Public Services Department addresses street and sewer maintenance, street cleaning, drainage facilities, City building and equipment maintenance, snow removal, street and sewer repair, dust control and mosquito spraying. The department is also responsible for developing maintenance system schedules for pavement management and sewer management. Their mission is to provide first class



operations, maintenance, repair, and construction services for City public infrastructure and improvements. The Public Services department has been allocated \$170,000 for the replacement of half of the digital radios that will no longer be supported by the manufacturer as of December 31, 2018, \$100,000 for a rubber track excavator, \$63,000 for a wide area mower, and funding for additional equipment.

The Engineering Services Department is responsible for designing CIP projects, construction plans and the review of development proposals to ensure that adequate public infrastructure is provided and that the public improvements to be constructed are in conformance with the City's design standards.

The Engineering Services department has been allocated \$65,000 for the purchase of facility management software.

Health & Social Services

The Department of Human Services provides programs to improve the quality of life for low-income, elderly, and disabled residents of West Des Moines. Among the various services offered to eligible residents are: transportation assistance; food and personal care pantry; several free community meal programs; a free clothing closet; heating assistance program; homeless prevention/emergency rent and utility assistance; housing program for homeless families with children; handyman services, and other programs.

Culture & Recreation

The Parks and Recreation Department and Public Services Department operates and maintains 1,289 acres of parkland consisting of parks, special use facilities, a natural resource area, greenways, and 51 miles of paved multi-purpose trails. The department provides a wide variety of recreational services including operating a full service community center, softball complex, two outdoor aquatic centers, spray grounds, nature lodge, dog park, and an archery facility. Program areas include adult sports, youth introductory sports, nature programs, senior programs, aquatics, teen after school programming, travel, and special events.

The West Des Moines Public Library provides access to information of all sorts to the population of the city and also to library users from outside of West Des Moines. The library selects, maintains, and makes available a high-quality collection of books, periodicals, video media, and portable computing devices for use by the public. The library designs and offers such cultural programming as story times, craft projects, book discussion, computer and technology-use classes and special events for all ages. The library also makes gathering space and study room available to the public free of charge.

Community & Economic Development

The Development Services Department includes two divisions. The Planning and Building Inspection Divisions strive to ensure a desirable, well-planned, and safe community that exceeds citizens' expectations. This group provides the regulation of any new development, a change in the use of a property, and the subdivision of property. It also strives to provide this integrity through plan review of construction projects for compliance with the City's codes and ordinances. This department also provides on site inspections to help ensure that the actual construction is safe and secure.

The mission statement of the Community & Economic Development department is to plan and promote an economically strong and vibrant community through long-range planning, business



retention and development, housing initiatives, redevelopment, and community promotion. The Community & Economic Development Department budget includes \$200,000 for the Neighborhood Finance Corporation program.

General Government

It is the responsibility of the City Manager's Office to provide the overall direction for the City organization in accordance with policies established by the City Council. Other responsibilities are to assure that the City operations are conducted economically, efficiently, and effectively and that the Council and citizen concerns are addressed. This office also develops recommendations to the City Council for changes in programs, operations, and policies. In addition, the City Manager prepares a recommended annual budget for the Council's consideration. Other departments in the general government area are Finance, Legal, Human Resources and Information Technology Services.



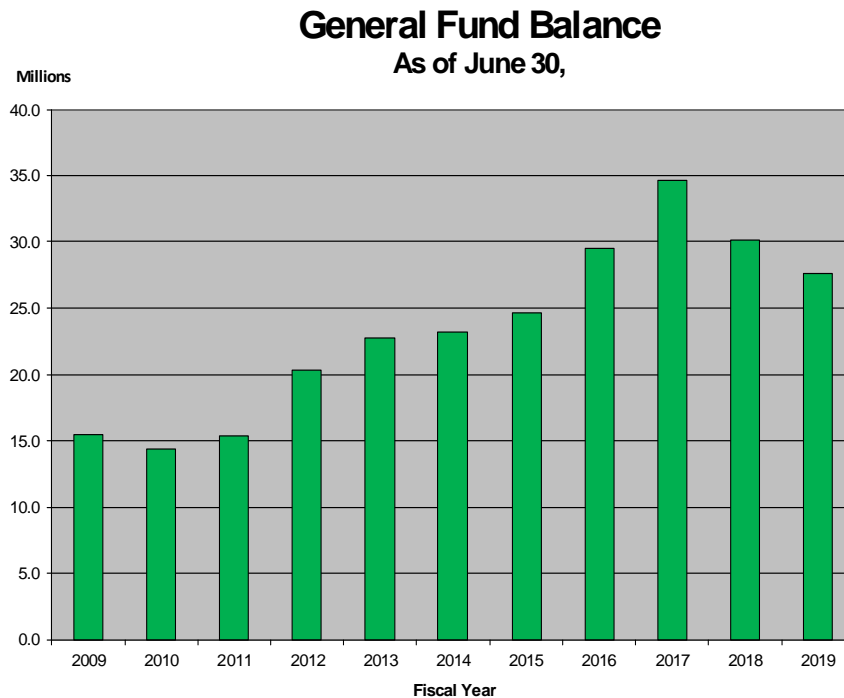
General Fund Expenditure Summary for FY 2018-2019

	Departmental Expenditures	% of Total
Police	\$10,459,183	15.64%
Fire	8,767,139	13.11%
Emergency Medical Services	5,606,281	8.38%
Westcom Dispatch	3,723,136	5.57%
WestPet Animal Control	383,995	0.57%
Parks & Recreation	4,268,400	6.38%
Library	3,118,930	4.66%
Human Services	1,108,961	1.66%
Human Rights Commission	15,000	0.02%
Public Services	9,925,529	14.84%
Engineering Services	2,490,800	3.73%
Development Services	2,434,297	3.64%
Community & Economic Development	1,119,157	1.67%
Regional Economic Development	135,150	0.20%
Sister Cities Commission	68,000	0.10%
Mayor & Council	110,625	0.17%
City Manager	1,148,130	1.72%
City Clerk	428,425	0.64%
Finance	1,242,748	1.86%
Information Technology Services	4,021,931	6.01%
Human Resources	1,532,690	2.29%
Legal	841,288	1.26%
Leased City Buildings	26,855	0.04%
Risk Management	600,000	0.90%
Hotel/Motel	3,069,500	4.59%
City Contingency	232,000	0.35%
Total	\$66,878,150	100.00%



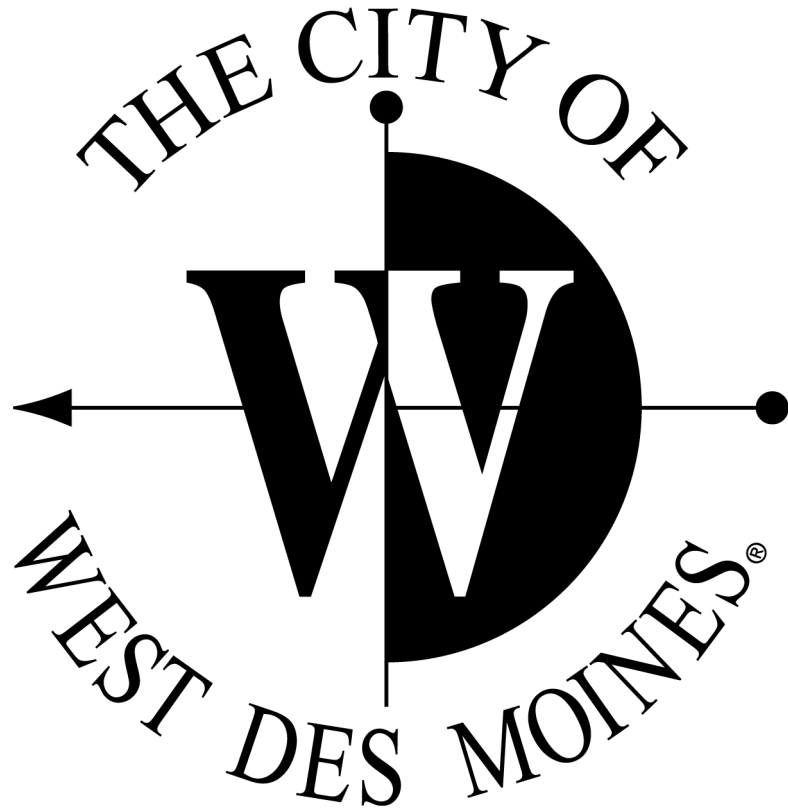
Ending Fund Balance

One measure of a City's financial strength is the level of fund balance, i.e. accumulated revenues in excess of expenditures. For the City to operate from July 1 through October 10th, when we receive our first substantial payment, a significant fund balance is necessary. The FY 18-19 budget maintains prudent general fund balances, which protect the City of West Des Moines' financial integrity. Staff estimates, when all anticipated expenditures and transfers are accounted for, the City's unrestricted cash balance or fund balance, will be \$27,560,141 at June 30, 2019, which is 41.21% of FY 18-19 operating expenditures. ¹



¹ The General Fund Balance consists of several subfunds, including the General Operating Fund, Tort and Liability, and Hotel/Motel Tax Fund.







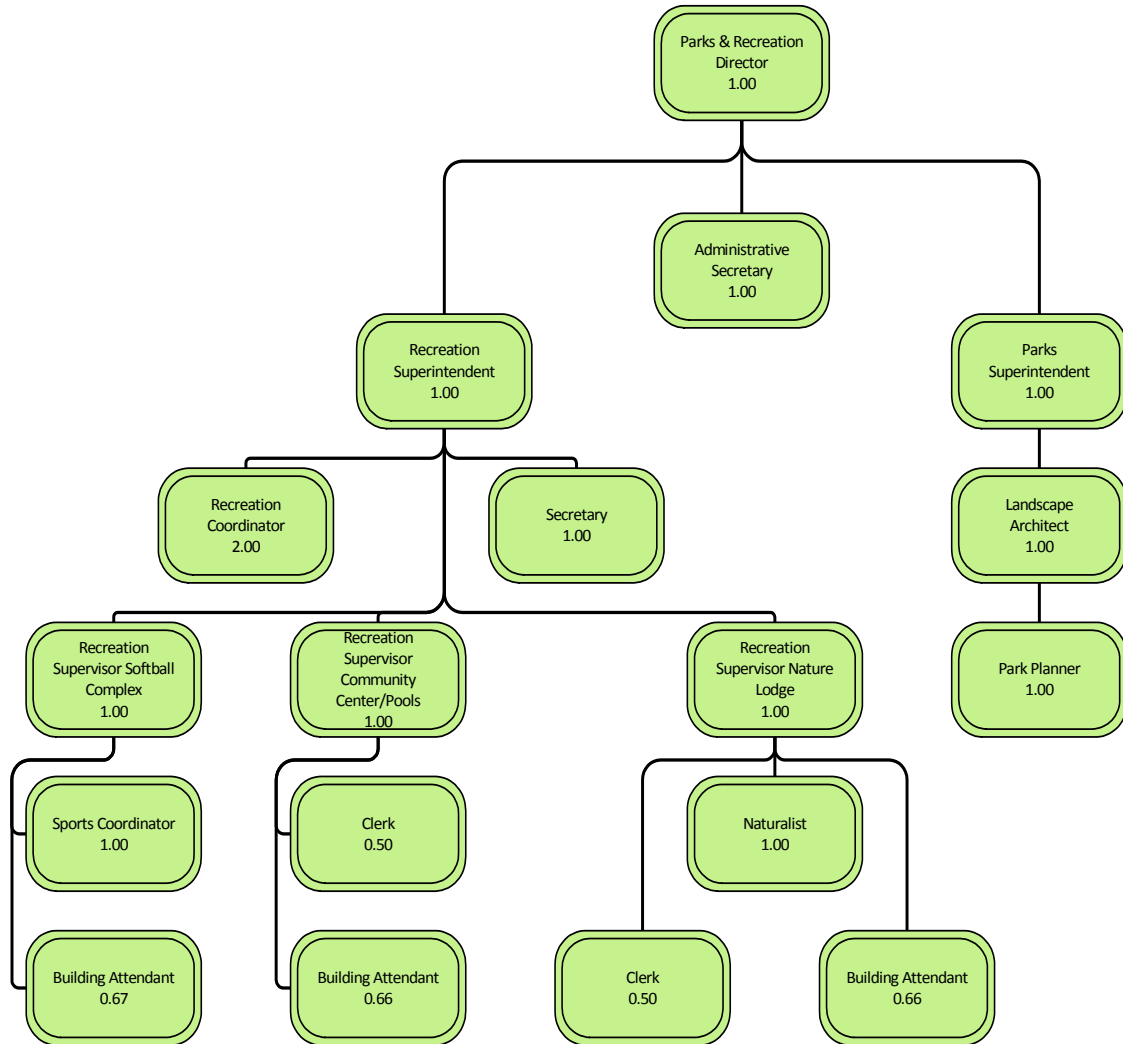
Parks & Recreation
Library
Human Services

Community
Enrichment



Parks and Recreation

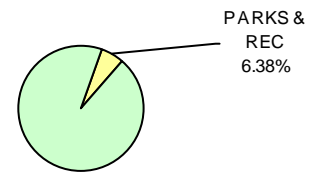
The **Parks and Recreation Department's** mission is to provide our community everyday enjoyment through people, parks, and programs. The department focuses on enhancing quality of life and supporting the health and well being of West Des Moines residents, employees, and visitors. The department is currently organized into three primary areas: Administration, Parks, and Recreation.



BUDGET INFORMATION

FY 2018-19 Budget	\$4,268,400
FY 2017-18 Budget	\$4,170,698
Percentage Change	2.34%
FY 2018-19 FTE	17.00
Change From FY 2017-18	1.00

% OF GENERAL FUND BUDGET



Administration is responsible for the overall direction and support of the department. The administrative staff consists of the Director, Superintendent of Parks, Superintendent of Recreation, Administrative Secretary, and Secretary. The area's primary functions include: processing registrations, reservations, and permit sales; administering the Department budget; conveying information; managing payroll, accounts payable, accounts receivable, and personnel records; preparing long-range plans; resolving conflict; and providing direction and support to the other areas. The Director also manages the activities of the Parks and Recreation Advisory Board, the Public Arts Advisory Commission, and the Bicycle Advisory Commission, with support provided by all Administration staff.

The **Parks** area provides services related to the land, facilities, and operations that make up the West Des Moines park system. All activities of the Parks area are directed and coordinated by the Superintendent of Parks. The area currently manages and operates 1,289 acres of parkland consisting of 4 mini-parks, 17 neighborhood parks, 2 neighborhood school-parks, 2 community parks, 1 community school-park, 3 special use facilities, one large urban park, one natural resource area, and 14 greenways. Of the total acres, approximately 360 acres are developed for active recreation. In addition to developed parkland, the Parks area is also responsible for a 232 acre lake and over 600 acres of natural areas. Parks staff manage and operate 51 miles of paved multi-purpose trails, 2.5 miles of gravel trail, and 1 mile of nature trails.

The Superintendent of Parks supervises five seasonal park attendants who perform park inspections and light maintenance, as well as provide direct customer contact with shelter renters, special event coordinators, and general park visitors. Maintenance functions, including park maintenance, forestry, and horticulture, were transferred to the Public Services Department in 2016. The Superintendent of Parks works closely with Public Services staff to coordinate maintenance activities.

Planning, design and development of recreation facilities with the park system are the responsibility of the Parks area. A full-time Landscape Architect and Park Planner coordinate these activities with the assistance of one temp/seasonal Landscape Architect Intern. Staff plans and designs certain projects in-house while also managing the work of a wide variety of consultants. Projects include preparation of park master plans, site plans, and certain construction documents, as well as bidding and construction administration. Parks staff coordinates the parks capital improvement program and has managed over \$45 million in capital improvement program projects over the last 21 years. Planning staff also manages the design and construction of streetscape projects which have included Valley Junction, Jordan Creek Town Center and Veterans Parkway.

The Parks area is also responsible for the identification and acquisition of new parkland through the Parkland Dedication Ordinance. This entails extensive involvement by the Superintendent of Parks and Landscape Architect in the development review process, determination of appropriate dedication methods, and negotiations with developers.

Parks area staff handles wildlife management programs within the City, including the controlled bow hunt on private and public property. In conjunction with Administration, Parks staff coordinates special events run in parks by non-profit organizations and issues special event permits.



Parks staff also provides support for all of the Department's boards and commissions-Parks and Recreation Advisory Board, Public Arts Advisory Commission, and Bicycle Advisory Commission.

The **Recreation** area provides a diverse variety of programs and activities for people of all ages. Programs include adult sports, youth introductory sports, nature programs, senior citizen programs, aquatics, travel, family programs, preschool and youth programs and special events.

The facilities managed by the Recreation area are used as recreational program delivery sites and are also available for public rental. The Department's facilities are used extensively for special events and other various City sponsored activities. Both Valley View and Holiday Aquatic Centers, as well as, Raccoon River Park Softball Complex and Holiday Park Baseball Complex are seasonal facilities. The Valley Junction Activity Center, Raccoon River Park Nature Lodge, Raccoon River Parks Dog Park and the Archery Facility are open year round.

The Recreation area is managed by the Superintendent of Recreation. Three Recreation/Facility Supervisors are responsible for recreation programming, management of revenue producing facilities, and special events. Recreation staff also includes two full-time Recreation Coordinators and a full-time Naturalist. A number of seasonal and intermittent staff assist in all activities.

The **Raccoon River Park Nature Lodge** serves three primary functions to the community:

- Orientation center to Raccoon River Park
- Facility for environmental education and recreation programming facility
- Rental spaces for social occasions and business meetings.

Public hours are Monday through Friday 8:00am-5:00pm. The Nature Lodge is also open evenings and weekends by reservation. The facility is especially popular for wedding receptions due to the beautiful Lakeview Room, large outdoor patio with views of Blue Heron Lake, and natural park setting.

The **Raccoon River Park Dog Park**, opened in 2003, provides 10 acres of fenced area in Raccoon River Park where dogs can be off-leash. West Des Moines' dog park was the first public dog park in Central Iowa. The facility is open during park hours, 365 days a year. It operated on a permit-basis with both annual permits and day passes sold to dog owners at the Parks and Recreation Administrative Office in City Hall, the Nature Lodge in Raccoon River Park. Day Passes are also available on-line. Although not supervised, on-site contract security officers and mobile patrol officers do random checks for permits.

The **Raccoon River Park Archery Facility**, on of only three of its kind in the country, will complete its fourth year of operation and will continue to expand on programs and services related to the life-long skill. The facility is the first of its kind in Iowa and provides a safe place for residents and non-residents to practice the sport of archery. The Department's Naturalist conducts multiple archery programs each year at the facility. The Archery Facility is also available for use by schools and community groups.

The Archery Facility is operated on a permit-basis with annual permits and daily permits available for sale at the Parks and Recreation Administrative Office in City Hall and at the Nature Lodge in Raccoon River Park. Day passes are also available on-line. Although unsupervised, on-site contract or mobile patrol officers perform random checks for permits.

Funding for the construction of the Archery Facility was provided by the Polk County Board of Supervisors, Iowa Department of Natural Resources Shooting Sports Program, WDM Community Enrichment Foundation and the City of West Des Moines.



The **Raccoon River Softball Complex** is home to the Adult Softball League program. This program involves three seasons (Spring/Summer/Fall) with over 1,800 league games and practices projected to take place in 2018. The facility also rents and hosts field space for an additional 1,600 softball and baseball games throughout the year with total yearly attendance estimated at 175,000. Several softball leagues and drop-in programs for players in the 50+ and 60+ age brackets are also offered at the complex. In 2018, the complex will host State, Regional & National tournaments conducted by Iowa ASA, Iowa USSSA, West Des Moines Girls Softball Association, Senior Olympics and other independent tournament renters. The Softball Complex operates from April 15 to November 1 each year.

Holiday Park Baseball Complex has been home to youth baseball leagues in WDM since the 1950's. The Park has eleven fields that host league and tournament play for recreational and competitive youth players starting mid-March and ending around the end of July. A few activities are booked after July, but the fall months are generally set aside for field maintenance and to allow fields to recuperate from the heavy use.

In 2013, the City took over complete operational management of the facility that had been formerly operated by a volunteer non-profit group. At that time, Sportsplex West was contracted to provide both recreational open and competitive league programming, as well as camps, clinics, combined leagues, and other opportunities. Iowa Sports Turf Management is currently providing facility maintenance and daily field preparation. Both contractors are completing the fourth year of a five years agreement that expires in December of 2018.

The City Council agreed to begin a seven phase Capital Improvement Plan for this facility in 2013. Improvements include upgrading the playing surface and outfields and all eleven fields, adding walkways for ADA compliance, enhancing the area around the concession stand, correcting drainage issues and other items. Renovation of all fields except fields #3 and #4 is complete. Renovation of the remaining two fields along with construction of additional parking on the current parks maintenance facility are planned in future phases.

Holiday Aquatic Center offers aquatic facilities for West Des Moines residents and visitors. The facility's first season of operation was the summer of 2004 after the previous Holiday Pool was demolished and reconstructed as an aquatic center. Holiday Aquatic Center offers many amenities for swimmers including a diving area, zero depth leisure pool, drop slides, swirl bowl slide, tube slide, dumping bucket, and a flume slide. There is also a concession operation that provides food and beverage to pool patrons.

Community swimming lessons are held at the facility throughout the summer during evening hours. Lessons are offered for children as young as 16 months old through upper elementary ages. The facility also provides adult swimming lessons and private swimming lessons.

Valley View Aquatic Center offers aquatic facilities for West Des Moines residents and visitors. The facility opened in the summer of 2003 as the first phase of development of Valley View Park. Amenities offered include a lazy river, diving area, zero depth leisure pool, drop slides, speed slide, tube slide, and two flume slides. There is also a large area for water aerobics and lap swimming and a concession operation that provides food and beverages to pool patrons.

Swimming lessons are held at the facility throughout the summer for the community. Lessons are offered for children as young as 16 months old through upper elementary ages. Current walking in the lazy river and lap swimming are offered Sunday through Friday to provide aquatic opportunities for adults.

The **Valley Junction Activity Center** provides services and programs for a wide variety of people who come to the building with a diverse set of needs.



- Recreation programs and services with a focus on STEAM (Science Technology Engineering Art Math) are housed in the building. Other program offerings range from a well-established Tae-Kwon Do program to popular ballroom dancing.
- The building provides up to four hours of FREE meeting space per month for community non-profit organizations.
- Rental spaces for family events and corporate celebrations are available in the Ballroom and Dining Room.
- Seniors and preschoolers can drop in and participate in FREE activities throughout the year.
- The facility provides public rest rooms for the Valley Junction retail district during regular store hours and during special events.
- On Thursday nights during the Valley Junction Farmer's Market, space is made available for use by nursing mothers and their babies.

The facility also serves as satellite Parks and Recreation Department office with people coming in to drop of program registrations, purchase swims passes, and inquire about services seven days a week. Weekend hours vary depending on use.

Jordan Cemetery and **Huston Cemetery** are managed by the Superintendent of Parks. All tasks related to the cemetery were transferred to the Parks and Recreation Department in 2001. The Superintendent of Parks and Administrative Secretary provide information to the public regarding the cemetery, handle all lot sales, maintain cemetery records, and arrange grave openings and closing and resetting of monuments. Maintenance of the both cemeteries was transferred to the Public Services Department in 2016.

A new addition (Addition 6) to Jordan Cemetery was opened in August of 2002, and sales of new burial spaces began at the that time. There are nearly 1,500 spaces in the new addition including cremation spaces. Over the last 17 years, a total of 440 spaces have been sold or transferred and there have been 204 burials.

Huston Cemetery, located in at the intersection of Mills Civic Parkway and 88th Street, became the Departments responsibility in 2007. Maintenance was transferred from the township to the City when the cemetery site was annexed. Although Huston Cemetery is very small, it does require regular maintenance, including mowing, trimming, and fence repair. This maintenance is now being done by the Public Services Department.

Mission Statement

"We provide our community everyday enjoyment through people, parks and programs."

Goals and Objectives

The Parks and Recreation Department's overall budget goal for FY 2018-19 is to maintain existing service levels with expansion in one main area: Arts and Culture. Another goal of the department is to increase the number of qualified lifeguards applying to work at the City's aquatic centers. The activities, services, and functions that are supported by the Department's existing budget and supplemental requests are tied to both the WDM 2036 Plan and Action Plan Supporting WDM 2036.



Performance Measures

Quality of Life is the North Star for West Des Moines				
	2015	2016	2017	Change
# of games at RRP Softball Complex	2,589	2,705	3,466	+761
# of games played at Holiday Park Baseball Complex	1,255	1,366	2,149	+783
# of Holiday Aquatic Center attendees	26,093	26,706	26,275	-431
# of Valley View Aquatic Center attendees	59,863	64,056	63,891	-165
# of community outreach efforts related to park projects	0	0	7	+7
# of community garden plots	10	10	84	+74

Develop, Retain, and Attract the World’s Best Workforce				
	2015	2016	2017	Change
# of STEAM related programs	39	41	38	-3
# of Dog Park permits & passes sold	965	1,049	1,343	+294
# of annual Archery Facility permits sold	475	380	370	-10

West Des Moines is a Leader in Sustainability				
	2015	2016	2017	Change
# of hours spent on continuing education on sustainability topics	46	59	30	+13
# of burial spaces sold/transferred	38	75	57	-18

Accomplishments

- Full implementation of program registration and facility reservation through new web-based PerfectMind application
- Development of Park, Greenway, Parks Facilities, and Trails Naming Policy
- Multiple capital improvement program projects completed or nearing completion, including: Holiday Park Baseball Improvements Phase 4 & 5; Valley View Park basketball courts/tennis courts; Fairmeadows Park improvements; 39th Street parking lot, Raccoon River Parks Softball Complex irrigation modifications
- Two new neighborhood parks, Whisper Point Park and Hidden Point Park, and 20 acres of Sugar Creek Greenway acquired through parkland dedication



- Secured pedestrian/trail easement to connect Raccoon River Park/Levee Trail with Valley Junction
- Coordinated Veterans Parkway Enhancement project with extensive engagement with veterans groups
- Largest soil restoration project in the stat completed in Valley View Park
- First season with all fields open for play at Holiday Parks Baseball complex with under City's management.
- Raccoon River Park Softball Complex irrigation switched from treated water to water pumped from Blue Heron Lake.
- Community gardens expanded from 10 plots to 84 plots with 100% rented.

Significant Information

The Parks and Recreation Department has been allocated funding for the following items:

- \$12,000 for Holiday Aquatic Center security cameras
- \$5,250 for Holiday Aquatic Center lounge chair replacement
- \$15,000 for Valley View Aquatic Center security cameras
- \$7,500 for Valley View Aquatic Center lounge chair replacement
- Increased funding for lifeguard wages and lifeguard training



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$1,696,713	\$1,129,817	\$1,128,850	\$1,197,100	\$68,250	6.05%
Part-time Employees	1,019,987	730,259	863,000	882,500	19,500	2.26%
Contract Help						
Overtime	17,062	17,388	10,050	12,200	2,150	21.39%
Health, Dental, Life Insurance	291,620	200,196	225,275	215,980	(9,295)	(4.13%)
Retirement Contributions	406,021	277,390	314,330	333,259	18,929	6.02%
Other Pay	65,361	22,029	24,380	21,255	(3,125)	(12.82%)
Total Personal Services	\$3,496,764	\$2,377,079	\$2,565,885	\$2,662,294	\$96,409	3.75%
Supplies & Services						
Operating & Maintenance	\$1,034,436	\$631,342	\$741,530	\$647,030	(\$94,500)	(12.74%)
Staff Development	23,423	13,973	22,825	23,825	1,000	4.38%
Utilities	173,779	180,893	223,015	220,503	(2,512)	(1.13%)
Contractual Obligations	557,507	460,951	532,058	585,658	53,600	10.07%
Total Supplies & Services	\$1,789,145	\$1,287,159	\$1,519,428	\$1,477,016	(\$42,412)	(2.79%)
Capital Outlay						
Replacement Charges	\$131,364	\$40,661	\$29,235	\$33,190	\$3,955	13.53%
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment	189,000	16,687	56,150	95,900	39,750	70.79%
Total Capital Outlay	\$320,364	\$57,348	\$85,385	\$129,090	\$43,705	51.19%
Lease/Purchase Payments						
Total Expenditures	\$5,606,273	\$3,721,586	\$4,170,698	\$4,268,400	\$97,702	2.34%



Personnel Summary

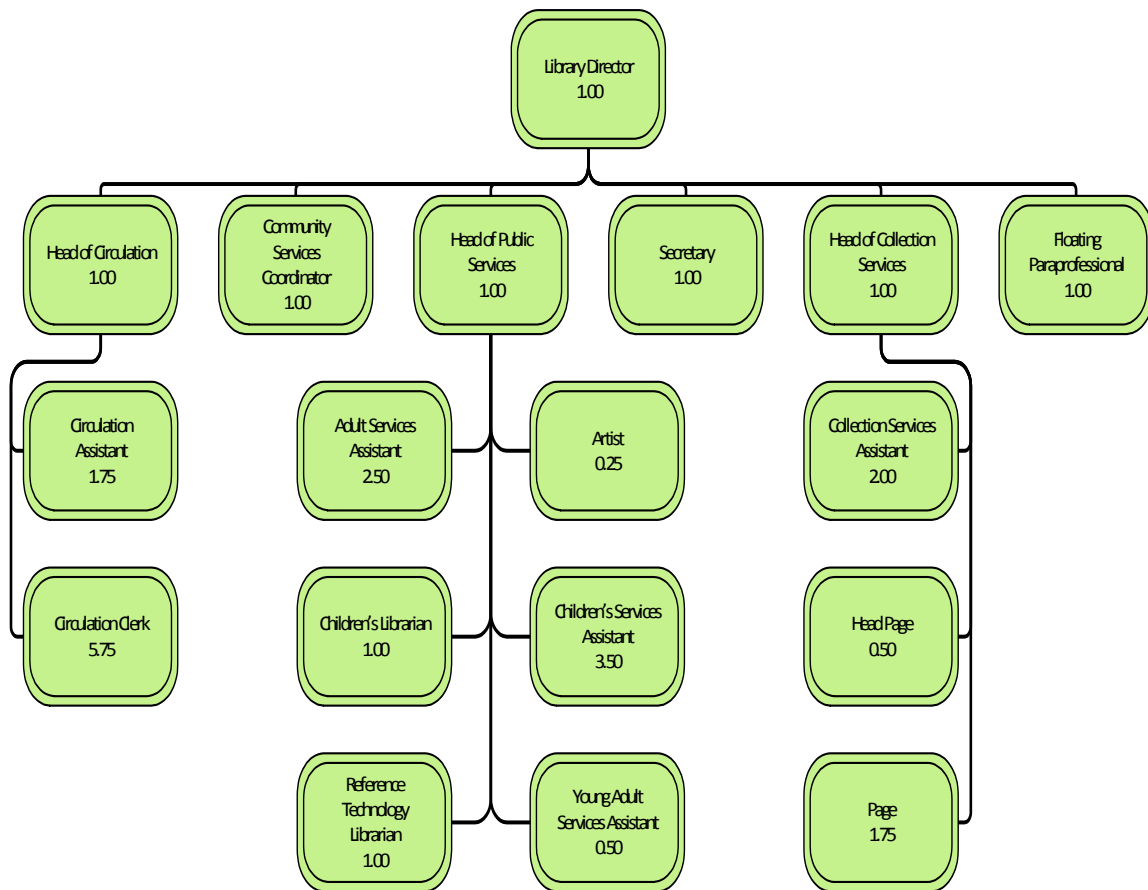
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Parks Administration					
Parks Director	1.00	1.00	1.00	1.00	0.00
Superintendent of Recreation	1.00	1.00	1.00	1.00	0.00
Superintendent of Parks	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00	0.00
Parks					
Maintenance Supervisor	1.00	0.00	0.00	0.00	0.00
Landscape Architect	1.00	1.00	1.00	1.00	0.00
Park Planner	1.00	1.00	1.00	1.00	0.00
Horticulturist	1.00	0.00	0.00	0.00	0.00
City Forester	1.00	0.00	0.00	0.00	0.00
Grounds Maintenance Specialist	7.00	0.00	0.00	0.00	0.00
Recreation					
Naturalist	1.00	1.00	1.00	1.00	0.00
Recreation/Facility Supervisor	3.00	3.00	3.00	3.00	0.00
Recreation Coordinator	2.00	2.00	2.00	3.00	1.00
Total Full-time Employees	23.00	13.00	13.00	14.00	1.00
Part-time Employees					
Recreation					
Clerk	1.00	1.00	1.00	1.00	0.00
Building Attendant	2.00	2.00	2.00	2.00	0.00
Total Part-time Employees	3.00	3.00	3.00	3.00	0.00
Total Authorized Personnel	26.00	16.00	16.00	17.00	1.00



Library

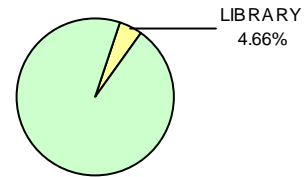
The West Des Moines Public Library is an essential community hub and cultural center that provides the following valuable services and resources to the taxpayers of West Des Moines:

- Quality materials in various formats, including carefully selected books, journal, newspapers, and reference guides as well as educational and entertaining video and audio materials
- Electronic resources such as e-books and databases, which allow patrons to use the library remotely or after hours
- Public facing technology in the forms of computers, tablets, and other devices, some of which are available to check out
- Cultural and literacy programming, especially for children and young adults/teens
- Reference, directional, and reader's advisory assistance from trained and experienced staff
- Collaborative and meeting space that allows students, tutors, education groups, non-profit groups and charitable organizations to meet in safe, public place without having to pay usage fees



BUDGET INFORMATION

FY 2018-19 Budget	\$3,118,930
FY 2017-18 Budget	\$2,920,110
Percentage Change	6.81%
FY 2018-19 FTE	27.50
Change From FY 2017-18	1.00

% OF GENERAL FUND BUDGET**Mission Statement**

"The West Des Moines Public Library is a relevant and integral part of the community. The Library enriches the lives of residents by providing convenient and timely access to information and ideas, by offering engaging activities and opportunities for personal and professional growth, by promoting a love of reading and by remaining responsive to the changing needs of its users."

Goals and Objectives

In fiscal years 2018-19, the library will try to address as many of the recommendations of the recently published strategic plan as possible as well as more long standing goals:

- Continue to explore technology that will allow patrons to be more self-sufficient and self-services oriented while in the building
- Leverage recently filled positions in youth services and the recently purchased library vehicle to increase programming and off-premises outreach to children and teens, with an eye toward more STEAM-based programming
- Begin to explore partnering with the Friends of the Library, the City and other local donors to reprogram the existing library's layout and expand spaces dedicated to the needs of young adults/teens and children as per evolving need and suggestions from consultants
- Work with the City to explore possible future locations for satellite branches in West Des Moines based on population growth and community need
- Upgrade existing staff workspaces, in non-public areas, to increase efficiency and productivity
- Refresh and contemporize the library's public-facing appearance while also addressing maintenance issues
- Work to better serve the library patron populations identified by the strategic planning consultants as being somewhat overlooked in the past: senior citizens and young adults in their teens

Performance Measures

	2013-14	2014-15	2015-16	2016-17
Visitors	305,300	311,779	311,470	316,389
Circulated Items	624,600	695,000	685,300	677,561
Circulated Children's Materials	306,000	333,000	331,000	300,000
Circulated Digital Items	25,900	35,400	47,900	55,023
Summer Reading Club Events	NA	211	221	221

Accomplishments

- Finished and published the 2017-2022 strategic plan
- Purchased a van, partially paid for by the Friends of the Library, to facilitate book delivery and outreach efforts
- Implemented an elder care outreach program, funded by the Friends of the Library, making 8 rotating collections of library materials continually available at retirement and nursing homes in the metro area
- Went fully live as part of the multi-state MOBIUS consortium, making 7 millions more items available to library patrons

Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$984,330	\$998,219	\$1,072,865	\$1,156,780	\$83,915	7.82%
Part-time Employees	378,685	369,759	443,265	468,300	25,035	5.65%
Contract Help						
Overtime	35,628	30,839	25,500	35,000	9,500	37.25%
Health, Dental, Life Insurance	186,596	191,625	231,205	249,395	18,190	7.87%
Retirement Contributions	234,115	236,433	266,575	295,805	29,230	10.97%
Other Pay	6,096	8,729	9,335	9,150	(185)	(1.98%)
Total Personal Services	\$1,825,450	\$1,835,604	\$2,048,745	\$2,214,430	\$165,685	8.09%
Supplies & Services						
Operating & Maintenance	\$522,833	\$511,130	\$545,000	\$551,800	\$6,800	1.25%
Staff Development	10,301	7,386	13,250	13,500	250	1.89%
Utilities	80,353	83,191	99,690	96,420	(3,270)	(3.28%)
Contractual Obligations	63,953	126,256	213,425	242,780	29,355	13.75%
Total Supplies & Services	\$677,440	\$727,963	\$871,365	\$904,500	\$33,135	3.80%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment		1,634				
Total Capital Outlay		\$1,634				
Lease/Purchase Payments						
Total Expenditures	\$2,502,890	\$2,565,201	\$2,920,110	\$3,118,930	\$198,820	6.81%



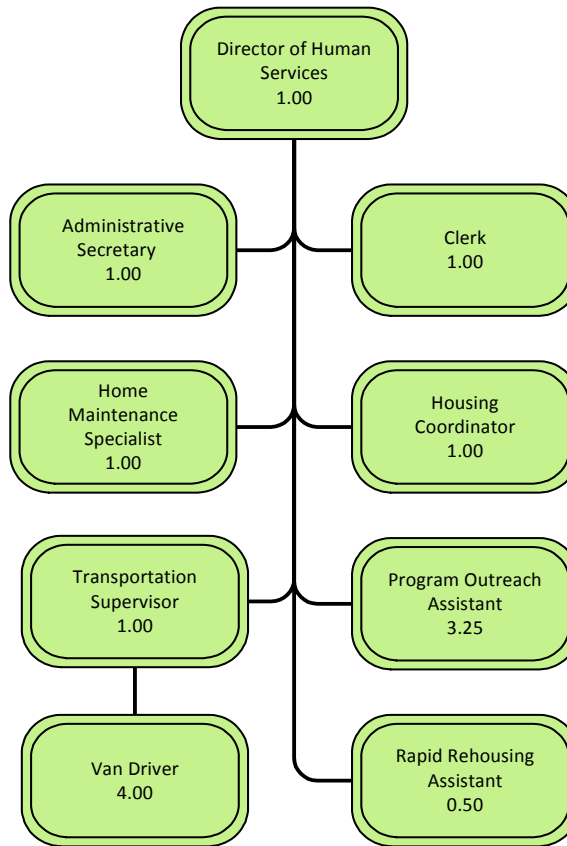
Personnel Summary

	BUDGET FY 2015-16	BUDGET 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Library Director	1.00	1.00	1.00	1.00	0.00
Head of Circulation	1.00	1.00	1.00	1.00	0.00
Head of Collection Services	1.00	1.00	1.00	1.00	0.00
Head of Public Services	1.00	1.00	1.00	1.00	0.00
Children's Librarian	1.00	1.00	1.00	1.00	0.00
Community Services Coordinator	1.00	1.00	1.00	1.00	0.00
Reference Technology Librarian	1.00	1.00	1.00	1.00	0.00
Floating Paraprofessional	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	0.00	0.00	0.00	0.00
Secretary	0.00	1.00	1.00	1.00	0.00
Adult Services Assistant	2.00	2.00	2.00	2.00	0.00
Children's Services Assistant	2.00	3.00	3.00	3.00	0.00
Collection Services Assistant	2.00	2.00	2.00	2.00	0.00
Circulation Assistant	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	15.00	16.00	16.00	17.00	1.00
Part-time Employees					
Artist	0.25	0.25	0.25	0.25	0.00
Adult Services Assistant	0.50	0.50	0.50	0.50	0.00
Children's Services Assistant	0.75	0.50	0.50	0.50	0.00
Circulation Assistant	0.75	0.75	0.75	0.75	0.00
Circulation Clerk	5.75	5.75	5.75	5.75	0.00
Head Page	0.50	0.50	0.50	0.50	0.00
Page	1.75	1.75	1.75	1.75	0.00
Young Adult Services Assistant	0.00	0.50	0.50	0.50	0.00
Total Part-time Employees	10.25	10.50	10.50	10.50	0.00
Total Authorized Personnel	25.25	26.50	26.50	27.50	1.00



Human Services

Since 1979, West Des Moines Human Services has been helping provide low-income households with their most basic living needs. It is the only human services department operated by a city in the State of Iowa. City leaders have long recognized the need to care for all citizens, including our most vulnerable; the low income, elderly, and disabled people residing in West Des Moines. The City provides employment and overhead cost for the department as well as the service cost for the transportation department. The other direct services that West Des Moines Human Services provides to households are funded through grants, fund raising events and individual contributions.



The following services are provided by West Des Moines Human Services:

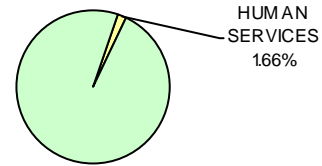
- Preventing hunger is addressed through a Des Moines Area Religious Council (DMARC) sponsored food pantry, a personal care pantry, daily bread distribution, a summer lunch program for children 18 and younger, and a garden program.
- Youth development is supported through financial assistance for low income youths' involvement in recreational activities and the provision of school supplies at the beginning of the school years and throughout the year as needed.
- Transportation is provided to necessary medical appointments, to the congregate meal site, bank, grocery store, etc.



BUDGET INFORMATION

FY 2018-19 Budget	\$1,108,961
FY 2017-18 Budget	\$1,070,226
Percentage Change	3.62%
FY 2018-19 FTE	13.75
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



- The Handyman Program offers assistance with snow removal, lawn care, and light repair work to help low income senior and disabled constituents maintain their living situation.
- Emergency financial assistance is available for residents who are facing eviction or utility disconnections.
- The federal Low Income Home Energy Assistance Program (LIHEAP) is administered for a one-time annual credit on an energy bill for eligible households.
- Housing Solutions provides housing and supportive services for families with children who are living in a homeless shelter to help them overcome the barriers that prevent them from being stably and permanently housed.
- The Clothing Closet offers donated clothing and housewares at no cost to individuals and families meeting income guidelines.
- Holiday assistance is provided in November and December to households surviving on limited income and struggling to afford their most basic necessities.
- Referrals to resources in the community and help in completing sometimes daunting forms, such as Embrace Iowa, SNAP, and Section 8, are offered to provide over arching support.
- The Skills Development Center, the newest program, currently provides educational opportunities through English as a Second Language (ESL) and HiSET (formerly known as GED) classes. Classes in budgeting and nutrition have also been offered, and additional offerings are in developmental stages.

Mission Statement

"The mission of the West Des Moines Human Services Department is to provide opportunities for individuals to improve and enhance the quality of life and sense of community through the programs and services available."

Goals and Objectives

The City of West Des Moines has an estimated population of 64,560 residents, the most recent census revealed that approximately 7% of the population of West Des Moines have incomes at or below the federal poverty guidelines. It is Human Services' goal to improve and enhance the quality of life and sense of community for West Des Moines most vulnerable citizens: the low-income, elderly, and disabled.



Performance Measures

Mission: To deliver healthy social, economic and natural resources through effective partnerships and efficient systems.				
Human Services Activities	2014-15	2015-16	2016-17	% Change
Total Un Duplicated Households Served	NA	2,104	2,624	24.71%
Food Pantry Distributions	3,707	4,350	4,035	(7.24%)
Transportation (Rides)	15,561	15,629	18,055	15.52%
Handyman Services	1,249	1,112	1,298	16.73%
School Supply Distributions (# of Children)	374	426	532	24.88%
Holiday Assistance (# of Children)	1,087	1,142	1,433	25.48%
Volunteer Hours Contributed	10,303	11,750	11,985	2.00%

Accomplishments

- The Transitional Housing Program was ended by HUD and a new program, Rapid Rehousing took its place. The first family of the new program was placed in February and the goal of serving 12 families was met within the HUD funded grant time lines.
- Through a collaboration with DMACC and United Way, Bridges to Success initiated the first HiSET (formerly known as GED) session at West Des Moines Human Services in April of 2017. It was a small class, but the subsequent session yielded more students and it is expected that future classes will keep growing. Data collection has identified that 29% of the adults served by West Des Moines Human Services have not graduated from high school.
- Des Moines Area Religious Council (DMARC) selected the West Des Moines Human Services food pantry to initiate a pilot program that is a systems change focused on pantry patrons making healthier selections at the food pantry. The City of West Des Moines Human Services was awarded United Way of Central Iowa’s OpportUNITY Leading the Way Award for the work on this pilot project. The award recognized organizations who are leading the way in our community to eliminated the barriers to self-sufficiency and reduce poverty in central Iowa.

Significant Information

The Human Services FY 2018-19 budget includes \$9,689 for contracted building services related to the HiSET sessions taking place at the Human Services building outside of regular operating hours. The budget also includes \$10,000 for annual software maintenance and licensing fees.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$506,055	\$510,015	\$525,535	\$543,200	\$17,665	3.36%
Part-time Employees	148,045	145,312	163,000	166,000	3,000	1.84%
Contract Help						
Overtime	31		1,000	1,000		
Health, Dental, Life Insurance	86,260	88,198	96,545	96,595	50	0.05%
Retirement Contributions	106,454	109,618	117,750	124,785	7,035	5.97%
Other Pay	5,295	3,819	4,170	4,616	446	10.70%
Total Personal Services	\$852,140	\$856,962	\$908,000	\$936,196	\$28,196	3.10%
Supplies & Services						
Operating & Maintenance	\$60,215	\$86,477	\$77,250	\$78,650	\$1,400	1.81%
Staff Development	394	593	1,000	950	(50)	(5.00%)
Utilities	22,850	17,355	29,700	26,300	(3,400)	(11.45%)
Contractual Obligations	3,702	3,201	9,276	24,065	14,789	159.43%
Total Supplies & Services	\$87,161	\$107,626	\$117,226	\$129,965	\$12,739	10.87%
Capital Outlay						
Replacement Charges	\$22,977	\$29,628	\$38,500	\$38,800	\$300	0.78%
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment	2,108	480	6,500	4,000	(2,500)	(38.46%)
Total Capital Outlay	\$25,085	\$30,108	\$45,000	\$42,800	(\$2,200)	(4.89%)
Lease/Purchase Payments						
Total Expenditures	\$964,386	\$994,696	\$1,070,226	\$1,108,961	\$38,735	3.62%



Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Human Services Director	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Transitional Housing Coordinator	1.00	1.00	1.00	1.00	0.00
Transportation Supervisor	1.00	1.00	1.00	1.00	0.00
Program Outreach Assistant	3.00	3.00	3.00	3.00	0.00
Home Maintenance Specialist	1.00	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	9.00	9.00	9.00	9.00	0.00
Part-time Employees					
Program Outreach Assistant	0.25	0.25	0.25	0.25	0.00
Rapid Rehousing Assistant *	0.00	0.50	0.50	0.50	0.00
Van Driver	4.00	4.00	4.00	4.00	0.00
Total Part-time Employees	4.25	4.375	4.75	4.75	0.00
Total Authorized Personnel	13.25	13.75	13.75	13.75	0.00

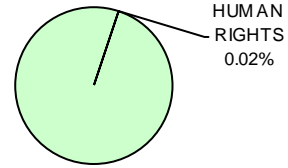
* 100% of wages and benefits for the Rapid Rehousing Assistant are funded by a HUD grant.



BUDGET INFORMATION

FY 2018-19 Budget	\$15,000
FY 2017-18 Budget	\$3,000
Percentage Change	400.00%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

A Human Rights Commission was established in December of 1998 to promote education against discriminatory actions in the areas of employment, housing, public accommodations or services, education, and credit. The Human Rights Commission consists of seven members who are appointed by the Mayor with the approval of the City Council, typically for a three year term of appointment. The member of the commission serve without salary, wages, or other compensation.

Significant Information

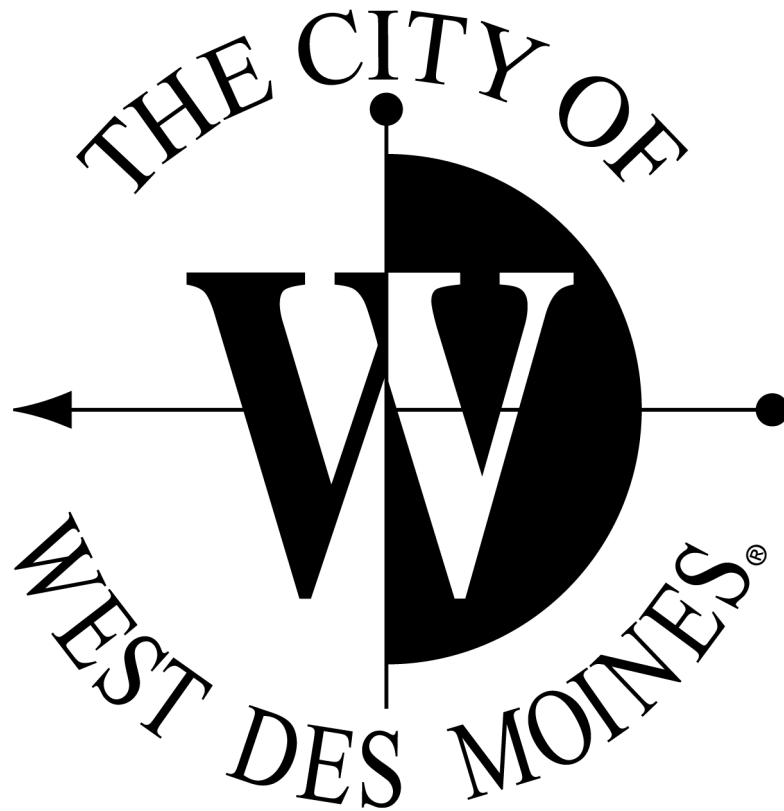
The Human Rights Commission budget has been increased to \$15,000 in FY 2018-19 to bring more awareness to the program. Some proposed expenses in the upcoming year include: production of a video, marketing materials and web page development.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance	\$43		\$50	\$9,000	\$8,950	17,900.00%
Staff Development	500	440	2,450	5,000	2,550	104.08%
Utilities						
Contractual Obligations	80		500	1,000	500	100.00%
Total Supplies & Services	\$623	\$440	\$3,000	\$15,000	\$12,000	400.00%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$623	\$440	\$3,000	\$15,000	\$12,000	400.00%







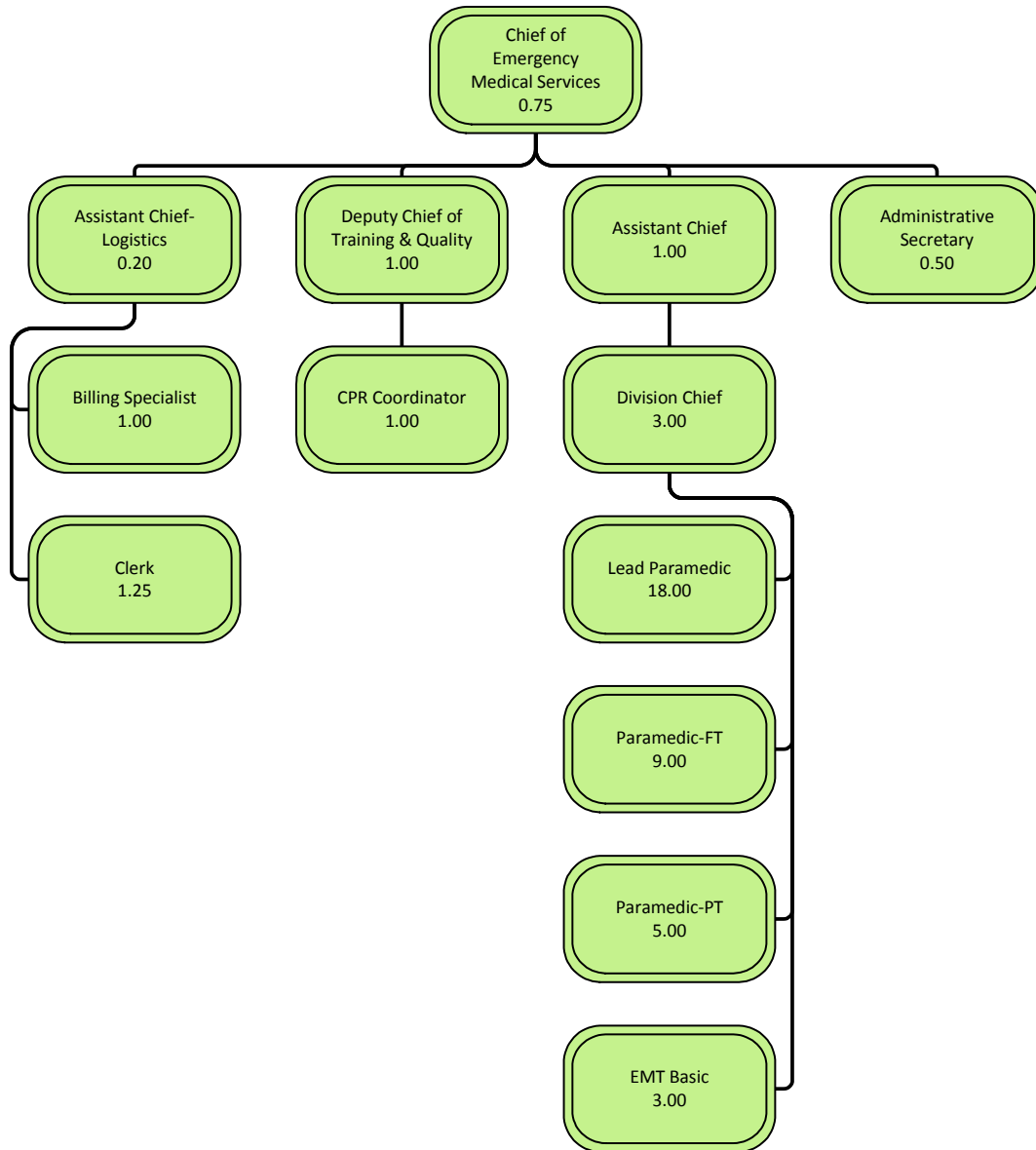
Emergency Medical Services,
Westcom, Fire Department,
Police Department, WestPet

Public
Safety



Emergency Medical Services

The Emergency Medical Services Department responds to more than 5,000 911 call annually utilizing 3 Paramedic level ambulances which are staff 24 hours per day. The department is the primary provider of the highest level of pre-hospital care available functioning at the Critical Care Paramedic Level. We provide this coverage utilizing a combination of full and part-time staff.



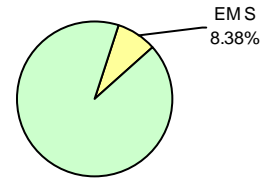
In addition to the three city ambulances staffed for 911 calls, the department staff and manages additional ambulances through a partnership with UnityPoint Health and provide them with specialty team and inter and intra-facility transports. This partnership results in reduced administrative costs and the sharing and efficient use of resources. The partnership was formed in 2009 and allows for cost sharing both operationally and administratively.



BUDGET INFORMATION

FY 2018-19 Budget	\$5,606,281
FY 2017-18 Budget	\$5,137,315
Percentage Change	9.13%
FY 2018-19 FTE	44.70
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



The Chief of the Department of Emergency Medical and Communication Services commands both West Des Moines Emergency Medical Services (EMS) and WestCom. Westcom funds 25% of the Chief's salary and benefits, 80% of the Assistant Chief of Logistics' salary and benefit, and 50% of the Administrative Secretary's salary and benefits.

EMS Alliance Revenue Sources	Actual FY 2015-16	Actual FY 2016-17	Budget FY 2017-18	Budget FY 2018-19
Ambulance Revenue	\$3,305,992	\$3,431,220	\$3,100,000	\$3,250,000
UnityPoint	370,162	0	325,000	250,000
City of Clive	38,128	23,060	38,000	30,000
Other Revenue	21,932	32,862	13,000	13,000
WDM General Fund	681,800	1,153,270	1,454,070	1,892,551
Total	\$4,418,014	\$4,640,412	\$4,930,070	\$5,435,551
WDM % of Operations	15.43%	24.85%	29.49%	34.82%

Mission Statement

Emergency Medical Services

To provide those who become sick or injured within our city with timely, professional emergency medical care, treating our patients and families with respect and compassion, maintaining an active leadership role in the advancement of EMS and maintaining an active presence in our community.

Goals and Objectives

Our goal is to provide the highest level of care to those we serve in an efficient manner through partnerships with other healthcare agencies and systems. Major changes are occurring in Health-care and those ambulance services that are positioned to handle this change will be those that are integrated with the health care system. This integration will allow us to be positioned to optimize our cost recovery in the future.



Performance Measures

EMS Activities	2015	2016	2017	Change
Total Patients	8,367	8,797	8,906	+109
911-City Responses	4,689	4,960	4,959	-1
Hospital Responses	3,822	3,837	3,947	+110
Amount Billed	\$5,613,015	\$5,903,359	\$5,994,968	+1.55%

Accomplishments

- Completed the installation of Stryker Autoload systems into our ambulances. These devices diminish the amount of manual lifting personnel are required to do and can handle up to a 750 pound patient.

Significant Information

During the Fiscal Year 2017-18, EMS added three full-time paramedics positions, this was a result of moving the 3 existing shared firefighter/paramedics positions to 100% fire. The addition of those positions will require a budget amendment in FY 2017-18, but will reduce part-time staffing expenditures. EMS Department has been allocated funding for the following items:

- \$66,000 for X-Series Cardiac Monitor Defibrillators, all ambulances will have the same equipment
- \$40,000 for UCAP-It medication vending machine, ensures compliance with Federal and State DEA guidelines
- \$15,000 for AMBU-Man training simulation manikin.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$1,625,474	\$2,261,993	\$2,416,500	\$2,722,100	\$305,600	12.65%
Part-time Employees	514,149	492,936	512,100	486,750	(25,350)	(4.95%)
Contract Help						
Overtime	713,167	186,224	195,000	197,000	2,000	1.03%
Health, Dental, Life Insurance	350,122	392,738	458,685	491,075	32,390	7.06%
Retirement Contributions	496,197	511,103	550,910	618,050	67,140	12.19%
Other Pay	15,653	15,071	17,200	17,716	516	3.00%
Total Personal Services	\$3,714,762	\$3,860,065	\$4,150,395	\$4,532,691	\$382,296	9.21%
Supplies & Services						
Operating & Maintenance	\$361,917	\$408,958	\$407,500	\$434,500	\$27,000	6.63
Staff Development	27,848	28,190	27,600	31,850	4,250	15.40%
Utilities	70	74	100	60	(40)	(40.00%)
Contractual Obligations	277,076	259,180	312,500	306,680	(5,820)	(1.86%)
Total Supplies & Services	\$666,911	\$696,402	\$747,700	\$773,090	\$25,390	3.40%
Capital Outlay						
Replacement Charges	\$149,021	\$185,316	\$197,220	\$163,500	(\$33,720)	(17.10%)
Computer Hardware & Software	3,825		6,000	6,000		
Vehicles						
Miscellaneous Equipment	9,064	66,446	36,000	131,000	95,000	263.89%
Total Capital Outlay	\$161,910	\$251,762	\$239,220	\$300,500	\$61,280	25.62%
Lease/Purchase Payments						
Total Expenditures	\$4,543,383	\$4,808,229	\$5,137,315	\$5,606,281	\$468,966	9.13%



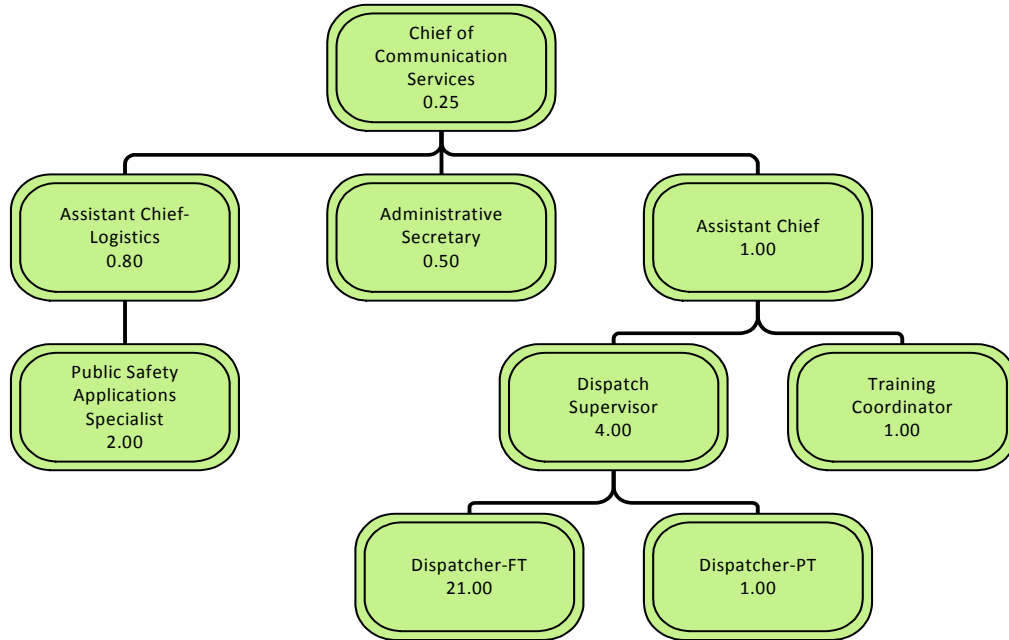
Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Chief of Emergency Medical & Communication Services	0.75	0.75	0.75	0.75	0.00
EMS Assistant Chief	1.00	1.00	1.00	1.00	0.00
EMS Assistant Chief - Logistics	0.50	0.50	0.20	0.20	0.00
Deputy Chief Training & Quality Improvement	.75	1.00	1.00	1.00	0.00
Division Chief	3.00	3.00	3.00	3.00	0.00
Lead Paramedic	18.00	18.00	18.00	18.00	0.00
Paramedic	6.00	6.00	9.00	9.00	0.00
EMT Basic	3.00	3.00	3.00	3.00	0.00
Administrative Secretary	0.00	0.00	0.50	0.50	0.00
Billing Specialist	1.00	1.00	1.00	1.00	0.00
CPR Coordinator	0.00	1.00	1.00	1.00	0.00
Total Full-time Employees	34.00	35.25	38.45	38.45	0.00
Part-Time Employees					
Billing Clerk	0.50	0.50	0.50	0.50	0.00
Clerk	0.75	0.75	0.75	0.75	0.00
CPR Coordinator	0.50	0.00	0.00	0.00	0.00
Paramedic	5.00	5.00	5.00	5.00	0.00
Total Part-Time Employees	6.75	6.25	6.25	6.25	0.00
Total Authorized Personnel	40.75	41.50	44.70	44.70	0.00



WestCom

The WestCom Dispatch Center is a consolidated Public Safety Answering Point (PSAP) that receives public safety related calls and dispatches Police, Fire, and EMS for the cities of Clive, Urbandale, West Des Moines, Norwalk, and Waukee. The name WestCom was derived from the fact that all three of original member cities are western suburbs of Des Moines.



Prior to January of 2001, each of the three original member cities (Clive, Urbandale, and West Des Moines) had separate and independent public safety dispatch centers staffed by the respective city employees 24 hours per day. The consolidation of separate dispatch centers into one has allowed for vastly improved communications between the public safety agencies. This merger allows the agencies direct communication with one another during large-scale incidents and/or accidents rather than the indirect communication via the three separate radio systems which had previously been utilized.

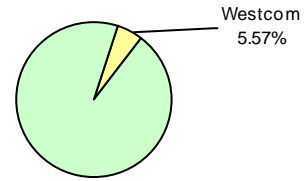
The Chief of the Department of Emergency Medical and Communication Services commands both West Des Moines Emergency Medical Services (EMS) and WestCom. Westcom funds 25% of the chief’s salary and benefits, 80% of the Assistant Chief of Logistics salary and benefits and 50% of the Administrative Secretary salary and benefits.



BUDGET INFORMATION

FY 2018-19 Budget	\$3,723,136
FY 2017-18 Budget	\$3,598,675
Percentage Change	3.46%
FY 2018-19 FTE	31.55
Change From FY 2017-18	3.00

% OF GENERAL FUND BUDGET



City	Population Estimate 2016	Percentage of Population
Clive	17,456	11.32%
Norwalk	10,590	6.83%
Urbandale	43,018	27.76%
Waukee	19,284	12.44%
West Des Moines	64,560	41.65%
Total	154,998	100.00%

Source: United States Census Bureau

Westcom FY 2018-19 Share of Operating Expenses		
Total Operating Expenses:	\$3,723,136	
Less: Operating Revenue:		
WDM Schools	(20,000)	
Net Operating Expenses	\$3,703,136	
Westcom Agencies		
Clive	\$419,195	11.32%
Norwalk	252,924	6.83%
Urbandale	1,027,991	27.76%
Waukee	460,670	12.44%
West Des Moines	1,542,356	41.65%
Total	\$3,703,136	100.00%



Mission Statement**Westcom**

Through dedication and excellence, Westcom Emergency Communications strives to provide the highest quality of services to our partners and communities as the "first" first responders."

Goals and Objectives

- To provide timely critical communication for our citizens assuring a rapid public safety response to emergencies.
- Answer 911 calls in ten seconds or less 90% of the time.
- Continue to strive for accreditation standards

Significant Information

The Westcom FY 2018-19 budget includes funding for 3 additional full-time employees, a public safety applications specialist, a dispatcher and a training coordinator. The Westcom Management Committee has requested more information on staffing and at a later point in Fiscal Year 2017-18 will review the information and decide if they would like to proceed with filling the new positions that have budgeted in FY 2018-19.

Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$1,370,288	\$1,494,957	\$1,772,810	\$1,947,900	\$175,090	9.88%
Part-time Employees	51,243	97,162	75,000	40,000	(35,000)	(46.67%)
Contract Help						
Overtime	170,069	217,403	85,000	108,500	23,500	27.65%
Health, Dental, Life Insurance	249,133	286,705	343,850	410,819	66,969	19.48%
Retirement Contributions	263,242	298,699	342,675	367,795	25,120	7.33%
Other Pay	18,606	29,901	30,795	32,502	1,707	5.54%
Total Personal Services	\$2,122,581	\$2,424,827	\$2,650,130	\$2,907,516	\$257,386	9.71%
Supplies & Services						
Operating & Maintenance	\$482,647	\$30,829	\$532,700	\$342,650	(\$190,050)	(35.68%)
Staff Development	21,259	9,453	28,100	50,900	22,800	81.14%
Utilities	30,097	34,668	42,250	43,750	1,500	3.55%
Contractual Obligations	94,707	105,322	336,590	366,420	29,830	8.86%
Total Supplies & Services	\$628,710	\$180,272	\$939,640	\$803,720	(\$135,920)	(14.47%)
Capital Outlay						
Replacement Charges	\$9,444	\$8,304	\$6,905	\$6,400	(\$505)	(7.31%)
Computer Hardware & Software	4,300	1,616		1,200	1,200	100.00%
Vehicles						
Miscellaneous Equipment	2,000		2,000	4,300	2,300	115.00%
Total Capital Outlay	\$15,744	\$9,920	\$8,905	\$11,900	\$2,995	33.63%
Lease/Purchase Payments						
Total Expenditures	\$2,767,035	\$2,615,019	\$3,598,675	\$3,723,136	\$124,461	3.46%



Personnel Summary

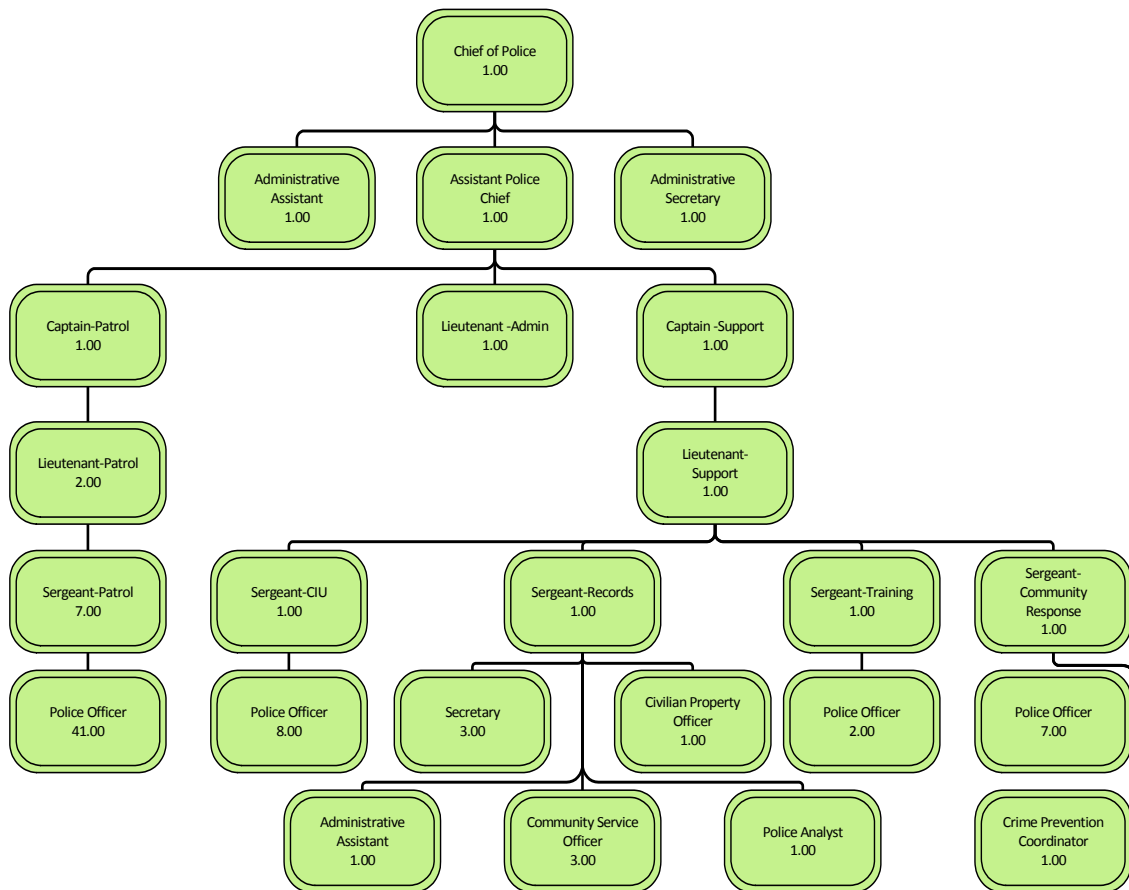
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Westcom					
Chief of Emergency Medical & Communication Services	0.25	0.25	0.25	0.25	0.00
Westcom Deputy Chief	1.00	1.00	1.00	1.00	0.00
EMS Assistant Chief - Logistics	0.50	0.50	0.80	0.80	0.00
EMS Deputy Chief - Quality Management and Training	0.25	0.00	0.00	0.00	0.00
Dispatch Shift Supervisor	4.00	4.00	4.00	4.00	0.00
Dispatcher	18.00	20.00	20.00	21.00	1.00
Applications Specialist	0.00	1.00	1.00	2.00	1.00
Training Coordinator	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	.50	.50	
Total Full-time Employees	25.00	27.75	27.55	30.55	3.00
Part-Time Employees					
Westcom					
Dispatcher	1.00	1.00	1.00	1.00	0.00
Total Part-Time Employees	1.00	1.00	1.00	1.00	0.00
Total Authorized Personnel	26.00	28.75	28.55	31.55	3.00



Police Department

The primary function of the Police department is that of providing a preventative high profile patrol presence within the City, responding to calls for service in a timely manner, enhancing traffic safety, keeping the peace, enforcing city and state laws, and pro actively preventing crime. Further, the department maintains the highest standards of selection, education, and training to ensure that personnel are proficient and professional, performing their duties in a business-like, yet sensitive manner. The department is fully committed to adopting the six pillars detailed in the President’s Task Force on 21st Century Policing.

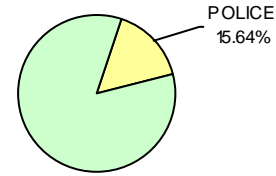
The department is a full-service accredited police agency by the Commission for Accreditation of Law Enforcement Agencies (CALEA). WMDPD is one of ten agencies within the State of Iowa that is accredited by CALEA. The department successfully completed seven accreditation audits for twenty-three continuous years of departmental accreditation receiving multiple accolades for accreditation excellence. The department recently achieved our eighth accreditation in July, 2017.



BUDGET INFORMATION

FY 2018-19 Budget	\$10,459,183
FY 2017-18 Budget	\$9,753,470
Percentage Change	7.24%
FY 2018-19 FTE	93.00
Change From FY 2017-18	7.00

% OF GENERAL FUND BUDGET



The department consists of three sub-units; the Chief’s Office, Support Services, and Patrol Operations. These are further divided into multiple cost centers for budget management purposes.

The primary function of the **Law Enforcement Center** cost center is the maintenance of the Law Enforcement Center and its various supplies and systems. The 25 year old facility has going through a phased renovation of the few years. With Phases I and II of the renovation completed and the planning for Phase III to be completed in FY 2017-18, all the remains on the project is the updating and enlarging of the Patrol Roll Call room, renovation of rest rooms and offices, completion of new rest rooms, and installing lower level hallway flooring. With the completion of Phase III, most every functional area of the Law Enforcement Center, with the exception of the detention facility will have been updated and will result in improved efficiencies for the police personnel to help meet the needs of the citizens we serve.

The **Police Administration** cost center primary function is the oversight, support, and administration of the entire police department. The five employees in this cost center are responsible for payroll, budgeting, accounts payable/receivable, professional standards, department accreditation standards and compliance (CALEA), and for research and development. Additionally the department’s ITS Department liaison specialist reports to the Executive Office in support of the entire department’s technology efforts as well as digital investigations in support of the criminal investigations unit.

The **Support Services Division** consists of three separate units; the Criminal Investigation Unit, the Training and Emergency Management Unit, and the Administrative Services Unit. The Support Services Division provides support and assistance to Patrol Division in the departments mission to reduce crime and fear in the community by increasing community visibility and education as well as allocation resources more effectively and efficiently to address crime trends and issues with the community.

The **Criminal Investigation Unit’s** mission is to support patrol by solving open cases and stopping crime trends. The unit also has three School Resource Officers that provide a liaison with school districts in order to more proactive and collaborative with school administrators, faculty, staff, and students. Detectives also provide support to the department’s recruiting /hiring effort by conduction background investigations for new applicants.

The **Training and Emergency Management Unit’s** mission is to support the department in conduction or facilitating training to department personnel on a continual basis utilizing multiple training platforms. Ensure all department personnel maintain proficiency and/or certification in required specialty areas. Develop and implement community based training (public and private sector) in the area of emergency management and homeland security. Review, update, and create department emergency response plans to better align with an “all hazards” approach. Strengthen the capacity of the department to prevent, prepare for, respond to, and recover from natural and man-made disasters through public-private collaboration.



The **Administrative Services Unit's** mission is to support patrol by processing and maintaining the department's criminal case files, incident reports, accident reports, and arrest records. The unit relays the city's crime statistics to appropriate state and federal agencies. The unit reviews interprets and reports crime trends through analysis. Provides fingerprinting services to the public. Provides consistent, accurate, scheduled reporting relating to department performance in specific sectors, as requested, to commanders to ensure timely, accurate information for formulation of proactive strategies to accomplish department goals and objectives. Maintains the department's temporary holding facility, and assigned personnel, to meet all the standards established by the department policy, the State of Iowa, and CALEA.

The **Patrol Division's** goal is to reduce crime and fear in the community by increasing community visibility and education as well as allocating resources more efficiently and effectively to address crime trends and issues with the community. Uniformed officers provide 24/7 patrol coverage for the City of West Des Moines. The division includes 2 patrol lieutenants, 7 sergeants, and 41 patrol officers which is divided into an 'A' and 'B' platoon personnel allocation model. The patrol division also includes the K-9 Unit, Community Service Officers and a Specialized Emergency Response Team (SERT). The division will continue to concentrate on the department's community policing initiative this coming year, the priority of the division continues to focus on proactive and preventative aspects of law enforcement in an attempt to identify the activity in the community before it happens. This effort consists of more visibility in the form of marked vehicles on the street, officers on foot patrol in malls, officers around schools, neighborhoods and entertainment districts, and increasing communications with the retail establishments in the city through personal contacts and crime reducing initiatives.

The **Suburban Emergency Response Team (SERT)** is an eight agency member tactical team. The police departments from Altoona, Ankeny, Clive, Johnston, Urbandale, Waukee, West Des Moines, and the Dallas County Sheriff's Office collaborate to share personnel, equipment, and training to maintain this critical incident response asset for mutual assistance and support. The team is committed to protect and save lives by maintaining and enhancing the member agency's ability to respond to and neutralize special threat/response situations through ability and superiority in team training and cohesiveness, specialised tactics, superior marksmanship skills, and specialized equipment.

The **Community Response Unit's** mission is to support the Patrol Division, the Criminal Investigations Unit, and the Training and Emergency Management Unit by providing community outreach programming, crime prevention services, and immediate response to unique or specific issues with the city. Manage, communicate, and pro actively respond to actionable criminal intelligence information. Provide a liaison with apartment managers, business owners and managers, community groups and school districts to better serve the community through community policing partnerships allowing the department to be more proactive and collaborative with the community we serve. Release and conduct media interviews for newsworthy issues. Utilize the city's website, social media, and other media platforms to increase the communities knowledge and awareness of police department activities and initiatives.

The **School Crossing Guards** provide crossing assistance for young school children at those intersection which are justified and designated by a committee made up parents, school officials, police, and traffic engineers. Currently 9 intersection are staffed through the city. The City is reimbursed for 50% of these costs by the West Des Moines Community School District.



Mission Statement

"The West Des Moines Police Department will STRIVE with the community to preserve peace, DIFFERENTIATE its education and enforcement of law through exemplary performance and LEAD with equitable professionalism to reflect the high expectations of the citizens we serve."

Goals and Objectives

The objective of the West Des Moines Police Department is to continue to provide quality service to the citizens of West Des Moines and to position itself to meet the anticipated demands of a rapidly growing community, especially in the areas of large businesses as well as multi-family housing facilities, and a dramatic increase in hotel facilities and entertainment spaces. The department will seek to enhance staffing levels in sworn positions in order to create a sixth territory, continuing to minimize overtime within work schedules and training.

Accomplishments

- Hired new Chief of Police in late 2017
- Began outfitting officers with body worn cameras

Significant Information

The proposed operating budget of the Police Department includes:

- \$245,000 for the replacement of five (5) patrol vehicles
- \$83,000 for participation in the regional public safety Metro Advisory Council (MAC)
- \$32,000 for the replacement of patrol rifles
- \$18,000 for Suburban Emergency Response Team (SERT) body armor
- \$20,000 for Suburban Emergency Response Team (SERT) rifles
- \$15,000 for a radar trailer to gage and document vehicle speed on public roads



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$5,241,783	\$5,218,117	\$5,839,330	\$6,292,440	\$453,110	7.76%
Part-time Employees	106,719	72,423	90,000	90,000		
Contract Help						
Overtime	394,833	497,165	582,500	521,700	(60,800)	(10.44%)
Health, Dental, Life Insurance	953,078	969,386	1,163,450	1,318,410	154,960	13.32%
Retirement Contributions	223,751	204,586	257,360	239,125	(18,235)	(7.09%)
Other Pay	118,440	301,592	163,980	147,528	(16,452)	(10.03%)
Total Personal Services	\$7,038,604	\$7,263,269	\$8,096,620	\$8,609,203	\$512,583	6.33%
Supplies & Services						
Operating & Maintenance	\$566,389	\$636,245	\$770,750	\$756,050	(\$14,700)	(1.91%)
Staff Development	128,365	168,545	163,525	188,525	25,000	15.29%
Utilities	64,952	67,173	75,060	78,740	3,680	4.90%
Contractual Obligations	261,041	241,428	286,615	366,115	79,500	27.74%
Total Supplies & Services	\$1,020,747	\$1,113,391	\$1,295,950	\$1,389,430	\$93,480	7.21%
Capital Outlay						
Replacement Charges	\$73,400	\$68,740	\$68,400	\$51,250	(\$17,150)	(25.07%)
Computer Hardware & Software						
Vehicles	433,330	253,764	245,000	245,000		
Miscellaneous Equipment	69,826	158,051	47,500	164,300	116,800	245.89%
Total Capital Outlay	\$576,556	\$480,555	\$360,900	\$460,550	\$99,650	27.61%
Lease/Purchase Payments						
Total Expenditures	\$8,635,907	\$8,857,215	\$9,753,470	\$10,459,183	\$705,713	7.24%



Personnel Summary

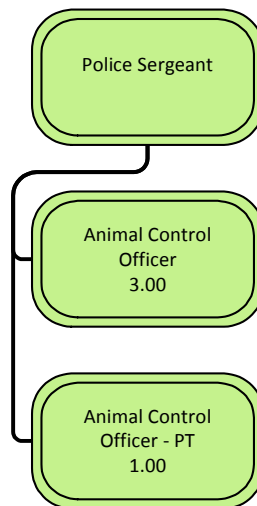
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	0.00
Assistant Police Chief	0.00	0.00	1.00	1.00	0.00
Police Captain	1.00	1.00	0.00	0.00	0.00
Police Lieutenant	0.00	1.00	1.00	1.00	0.00
Police Sergeant	1.00	1.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00	0.00
Police Support Services					
Police Captain	0.00	0.00	1.00	1.00	0.00
Police Lieutenant	1.00	1.00	1.00	1.00	0.00
Police Sergeant	3.00	3.00	4.00	4.00	0.00
Police Detective (CIU)	6.00	5.00	5.00	5.00	0.00
Police Officer	9.00	9.00	9.00	9.00	0.00
School Resource Officer	3.00	3.00	3.00	3.00	0.00
Admin Asst Info Coordinator	1.00	1.00	1.00	1.00	0.00
Civilian Property Officer	1.00	1.00	1.00	1.00	0.00
Community Service Officer	2.00	2.00	3.00	3.00	0.00
Crime Prevention Coordinator	1.00	1.00	1.00	1.00	0.00
Police Analyst	1.00	1.00	1.00	1.00	0.00
Records Supervisor	1.00	1.00	0.00	0.00	0.00
Secretary	3.00	3.00	3.00	3.00	0.00
Police Patrol Operations					
Police Captain	0.00	0.00	1.00	1.00	0.00
Police Lieutenant	2.00	2.00	2.00	2.00	0.00
Police Sergeant	7.00	7.00	6.00	7.00	1.00
Police Officer	34.00	35.00	35.00	41.00	6.00
Community Service Officer	2.00	1.00	0.00	0.00	0.00
Total Full-time Employees	82.00	82.00	82.00	89.00	7.00
Part-time Employees					
Code Enforcement Officer	0.50	0.00	0.00	0.00	0.00
School Crossing Guards	4.00	4.00	4.00	4.00	0.00
Total Part-time Employees	4.50	4.00	4.00	4.00	0.00
Total Authorized Personnel	86.50	86.00	86.00	93.00	7.00



WestPet

The Animal Control Services Unit is positioned within the Police department under the direction of the police chief. A 28E Agreement between the cities of West Des Moines, Clive, and Urbandale outlines a cost sharing agreement between the three cities with West Des Moines currently serving as the coordinating and lead agency. This operating agreement, named WestPet, formalizes this cost sharing initiative through an oversight committee, shared financial burdens, and consolidated shelter, and staffing. On March 1, 2017 WestPet entered into an agreement with Furry Friends Refuge, an Iowa private non-profit organization located in West Des Moines, to provide animal control sheltering services, these services include providing daily care for animals and reunification of animals with their owners.

Under the direction of the West Des Moines Police Department, the Animal Control Services Unit is supervised by a sworn first-line Police Sergeant who oversees three full-time animal control officers, and four part-time animal control officers. The Animal Control Services Unit on average receives more than 2,000 calls for service per year.



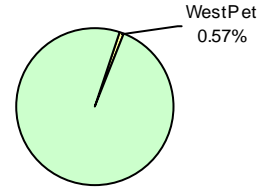
	West Des Moines	Urbandale	Clive
Percentage of Expenses	51.60%	34.38%	14.02%
Animal Control Expense (Shared)	\$190,546	\$126,957	\$51,772
Shelter Services (100% WDM)	14,720		
Total Expense Per City	\$205,266	\$126,957	\$51,772
Animal Licensing Revenue	\$105,000		
Net WestPet Expense	\$100,266	\$126,957	\$51,772



BUDGET INFORMATION

FY 2018-19 Budget	\$383,995
FY 2017-18 Budget	\$415,245
Percentage Change	(7.53%)
FY 2018-19 FTE	4.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Mission Statement

“To provide Animal Control services to the citizens of the WestPet communities through education, and enforcement of all animal control ordinances and state codes that pertain to domestic animals and the public’s health, safety, and welfare”

Goals and Objectives

Fulfill staffing requirements to provide services from the hours of 8:00 a.m. to 8:00 p.m during weekdays and 8:00 a.m to 4:40 p.m. during the weekends

Performance Measures

Calendar Year	2014	2015	2016	2017	Change
Animals Licensed	4,518	4,857	5,548	4,650	(898)

Significant Information

Starting with the 2018 animal licenses renewals, each city will be responsible for processing their own residents animal licenses. West Des Moines had been handling animal license renewal for a three cities, for a service fee the past few years. This change will result in less revenue and expenses for West Des Moines.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$164,125	\$134,404	\$161,800	\$168,000	\$6,200	3.83%
Part-time Employees	45,380	8,803	47,500	42,000	(5,500)	(11.58%)
Contract Help	1,248	11,204				
Overtime	2,469	12,742	4,200	9,000	4,800	114.29%
Health, Dental, Life Insurance	42,609	41,545	60,275	45,945	(14,330)	(23.77%)
Retirement Contributions	33,200	26,139	35,695	37,660	1,965	5.50%
Other Pay	2,310	7,915	2,350	2,350		
Total Personal Services	\$291,341	\$242,752	\$311,820	\$304,955	(\$6,865)	(2.20%)
Supplies & Services						
Operating & Maintenance	\$25,507	\$18,873	\$41,900	36,900	(\$5,000)	(11.93%)
Staff Development	912	4,241	8,500	8,500		
Utilities	3,131	2,598	3,755	3,760	5	0.13%
Contractual Services	8,913	10,725	37,310	17,920	(19,390)	(51.97%)
Total Supplies & Services	\$38,463	\$36,437	\$91,465	\$67,080	(\$24,385)	(26.66%)
Capital Outlay						
Replacement Charges	\$10,956	\$10,956	\$10,960	\$10,960		
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment			1,000	1,000		
Total Capital Outlay	\$10,956	\$10,956	\$11,960	\$11,960		
Lease/Purchase Payments						
Total Expenditures	\$340,760	\$290,145	\$415,245	\$383,995	(\$31,250)	(7.53%)



Personnel Summary

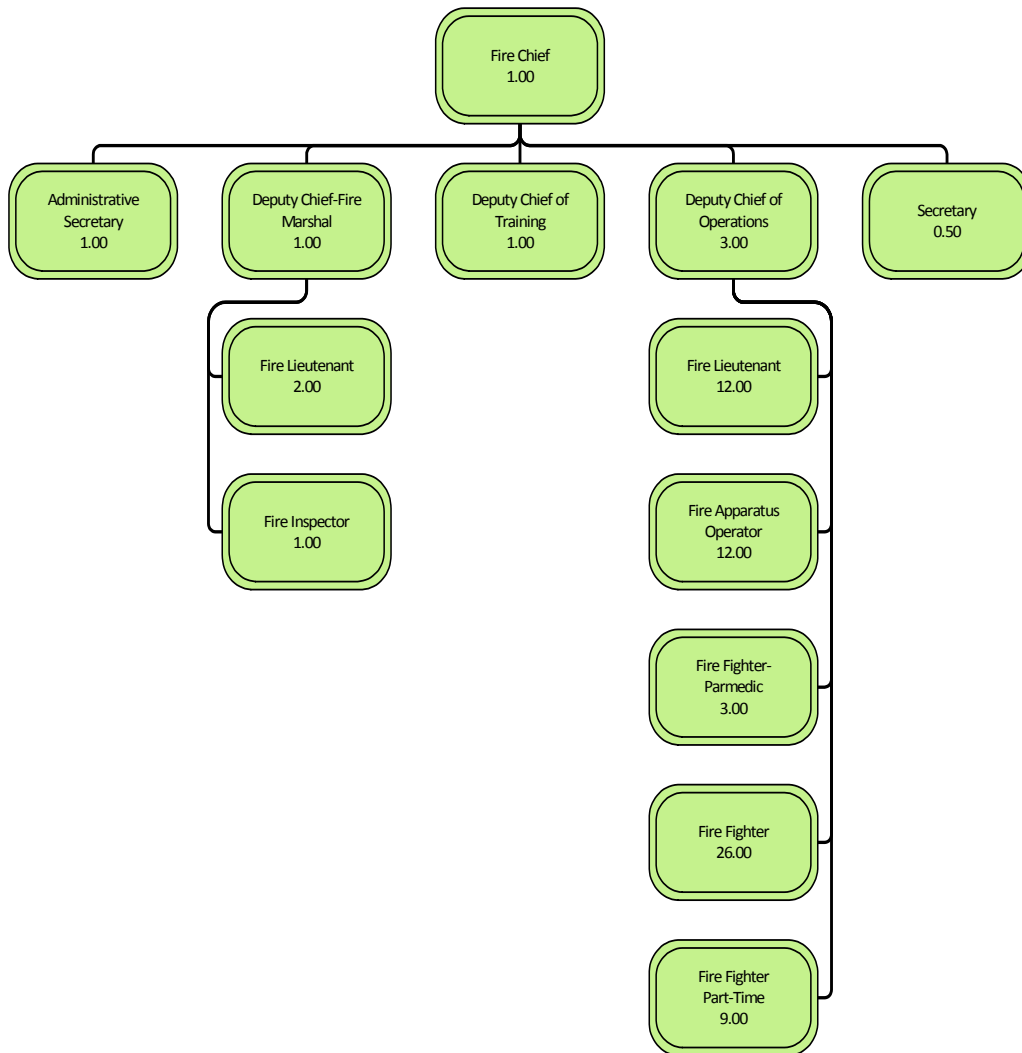
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Animal Control Officer	3.00	3.00	3.00	3.00	0.00
Secretary	0.33	0.33	0.00	0.00	0.00
Total Full-time Employees	3.33	3.33	3.00	3.00	0.00
Part-time Employees					
Animal Control Officer	1.00	1.00	1.00	1.00	0.00
Total Part-time Employees	1.00	1.00	1.00	1.00	0.00
Total Authorized Personnel	4.33	4.33	4.00	4.00	0.00



Fire Department

The West Des Moines Fire Department is comprised of full-time and part-time personnel with full-time fire fighters staffing four of the five public safety facilities. The five public safety facilities are: Station #17 at 1401 Railroad Avenue, Station #18 at 5025 Grand Avenue, Station #21 at 3421 Ashworth Road, Station #19 at 8055 Mills Civic Parkway and Westside Station #22 at 1801 68th Street. The Westside facility also protects portions of the City of Clive. These facility numbers coincide with a regional teamwork concept with the Fire/EMS departments in Clive and Urbandale.

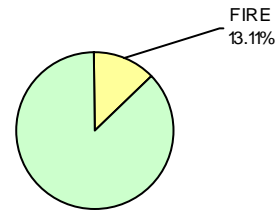
The department is dedicated to saving life and property and takes pride in the service it provides to the citizens and visitors of our city. Our employees perform duties which involve fires suppression, Emergency Medical Services, hazardous materials response, rescue and extrication, water rescue/recovery, trench collapse specialized rescue, disaster management, fire inspections, building plan reviews and a variety of fire preventions activities for school children.



BUDGET INFORMATION

FY 2018-19 Budget	\$8,767,139
FY 2017-18 Budget	\$8,603,627
Percentage Change	1.90%
FY 2018-19 FTE	72.50
Change From FY 2017-18	2.00

% OF GENERAL FUND BUDGET



The department's primary responsibility is saving life and property through prevention efforts. The department also has numerous other responsibilities, which are divided among ten divisions, or cost centers, as follows:

Fire Administration is responsible for ensuring efficient and effective delivery of department services by providing leadership, accurate record keeping, employee development, coordination, and support services for approximately ninety full-time and paid-on-call personnel. The administrative staff works very closely with other city department managers to ensure quality and cooperative approaches to community challenges.

The **Fire Prevention Bureau** performs plan reviews and inspections on new and remodeled occupancies for life safety and oversees the fire fighters who perform annual inspections on existing occupancies. The Bureau is staffed with four full-time equivalents who also perform administrative tasks, work with Development Review teams, manage Fire Department press releases and social media information, manage three Fire Investigators, conduct public education programs, and supervise part-time fire fighters that conduct re-inspections. The inspectors also monitor the business engaged in fire sprinklers, fire alarms and monitoring of these systems in the City.

The **Training** division provides on-going training, education, and certification to fire service personnel necessary to insure a competent, efficient emergency response organization. It is the further mission of this division to provide necessary research, evaluation and recommendations for new products and procedures necessary to maintain a state-of-the-art emergency response organization.

The **Fire Suppression** division includes expenditures related to staffing and equipping four of the five public safety stations. Staff and equipping of Westside Station #22 is reflected in its own cost center as those costs are shared with the City of Clive, including apparatus.

The **Emergency Management** division is responsible for coordinating emergency planning for weather-related and other disasters, assists with maintaining an emergency operations center, conducts emergency preparedness training and operates a citywide storm/tornado warning siren system. The primary focus of this division is to provide the best possible emergency services for those who visit, reside, or work in the City of West Des Moines.

The **EMS/Fire Facilities** cost centers account for the operations of Stations #17, #18, #19, #21 and #22. The primary components of this budget program include the day-to-day operations of the facilities (utilities and building/grounds maintenance).

Station #17, located at 1401 Railroad Avenue, was dedicated in November of 1991. The facility houses the fire department's Deputy Chief of Training and also the part-time work force that staffs the station approximately 40% of the year. A 24/7 ambulance that is staffed with two EMS full-time equivalents is also housed at this facility. This station also serves as a local and regional training facility that is comprised of a smoke tower and training grounds equipped for extrication, res-



cue, and ventilation exercises. The facility also houses an underground water reservoir that provides for pumping facilities for fire truck to perform their annual pump testing.

Station #18, located at 5025 Grand Avenue, was completed in February of 2002. Station #18 is served by four full-time equivalents housed in the facility on a 24/7 schedule, staffing an engine and several other units. These full time equivalents also comprise the West Des Moines Fire Specialized Rescue Team.

Station #19, located at 8055 Mills Civic Parkway, opened in the spring of 2007. This public safety facility houses Fire, EMS, and WestCom personnel. EMS administrative offices are also housed in this facility as well as the Westcom dispatch center located in the basement. This station is staffed with four fire full-time equivalents.

Station #21, located at 3421 Ashworth Road, was originally dedicated in October of 1972, remodeled in 1994 and houses the fire administrative offices and the fire prevention bureau. Response staff stationed at this facility are seven full-time equivalents staffing one ladder unit, a fire department shift supervisor, and an ambulance staffed by two EMS full-time equivalents.

Westside Station #22, located at 1801 68th street, is operated jointly with the City of Clive and provides fire and EMS protection for both communities. The station was dedicated in October of 1993 and is served by a combination of career and part-time fire fighters. Staff at this station respond to fire and medical emergencies and both communities and also conduct fire inspections and public education events.

Mission Statement

“Dedicated to saving life and property.”

Goals and Objectives

The West Des Moines Fire Department is an accredited agency through the Center for Public Safety Excellence (CPSE). The fire department’s goals are related to the metrics used for accreditation that are based on 244 performance indicators and reported back on a yearly basis to the CPSE in the form of an Annual Compliance Report. The metrics are based on 90th percentiles and include measured items such as: call processing turnout times, travel time, emergency response force mobilization and arrival time, and total response time.

A future goal of the Fire Department and the City Council is to acquire land south of the Raccoon River for a strategically located public safety facility.

Performance Measures

	2014	2015	2016	2017	Change
# of Calls of Service	2,890	3,231	3,487	3,462	-25
# of Unit Responses	4,355	4,486	4,982	5,010	+28
# of Inspections Managed by the Fire Prevention Bureau	2,935	2,992	3,052	2,344	-708



Accomplishments

- The implementation of the Locution station alerting system was recently completed. Although the system has a small sampling, the results of the installation of the system are a decrease in turnout time of around 23 seconds on average, the turnout time standard is 120 seconds or less. There are additional health benefits to staff from the system that can not be quantified.

Significant Information

The Fire Department has been allocated funding for the following items:

- \$24,000 for the replacement of Self Contained Breathing Apparatus (SCBA)
- \$20,000 for personal protective equipment
- \$17,900 for a vehicle stabilization kit
- \$6,900 for HydraFusion Struts, a rescue tool that offers ends users the ability to lift up to 10 U.S. tons and to stabilize up to 20,000 lbs.
- \$5,000 for fitness certifications and equipment
- \$5,000 for fire investigation equipment

Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$4,235,197	\$4,410,856	\$4,893,905	\$5,126,850	\$232,945	4.76%
Part-time Employees	300,283	331,423	531,200	518,000	(13,200)	(2.48%)
Contract Help						
Overtime	294,187	211,502	235,000	239,100	4,100	1.74%
Health, Dental, Life Insurance	720,540	789,817	914,035	942,220	28,185	3.08%
Retirement Contributions	150,572	162,574	217,213	220,130	2,917	1.34%
Other Pay	79,022	101,885	97,560	110,959	13,399	13.73%
Total Personal Services	\$5,779,801	\$6,008,057	\$6,888,913	\$7,157,259	\$268,346	3.90%
Supplies & Services						
Operating & Maintenance	\$503,613	\$920,938	\$585,910	\$620,710	\$34,800	5.94%
Staff Development	41,658	48,594	69,365	66,925	(2,440)	(3.52%)
Utilities	124,267	128,634	163,395	160,175	(3,220)	(1.97%)
Contractual Obligations	260,191	231,549	334,902	263,750	(71,152)	(21.25%)
Total Supplies & Services	\$929,729	\$1,329,714	\$1,153,572	\$1,111,560	(\$42,012)	(3.64%)
Capital Outlay						
Replacement Charges	\$372,024	\$388,954	\$433,845	\$414,520	(\$19,325)	(4.45%)
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment	43,243	92,247	127,297	83,800	(43,497)	(34.17%)
Total Capital Outlay	\$415,267	\$481,201	\$561,142	\$498,320	(\$62,822)	(11.20%)
Lease/Purchase Payments						
Total Expenditures	\$7,124,797	\$7,818,972	\$8,603,627	\$8,767,139	\$163,512	1.90%

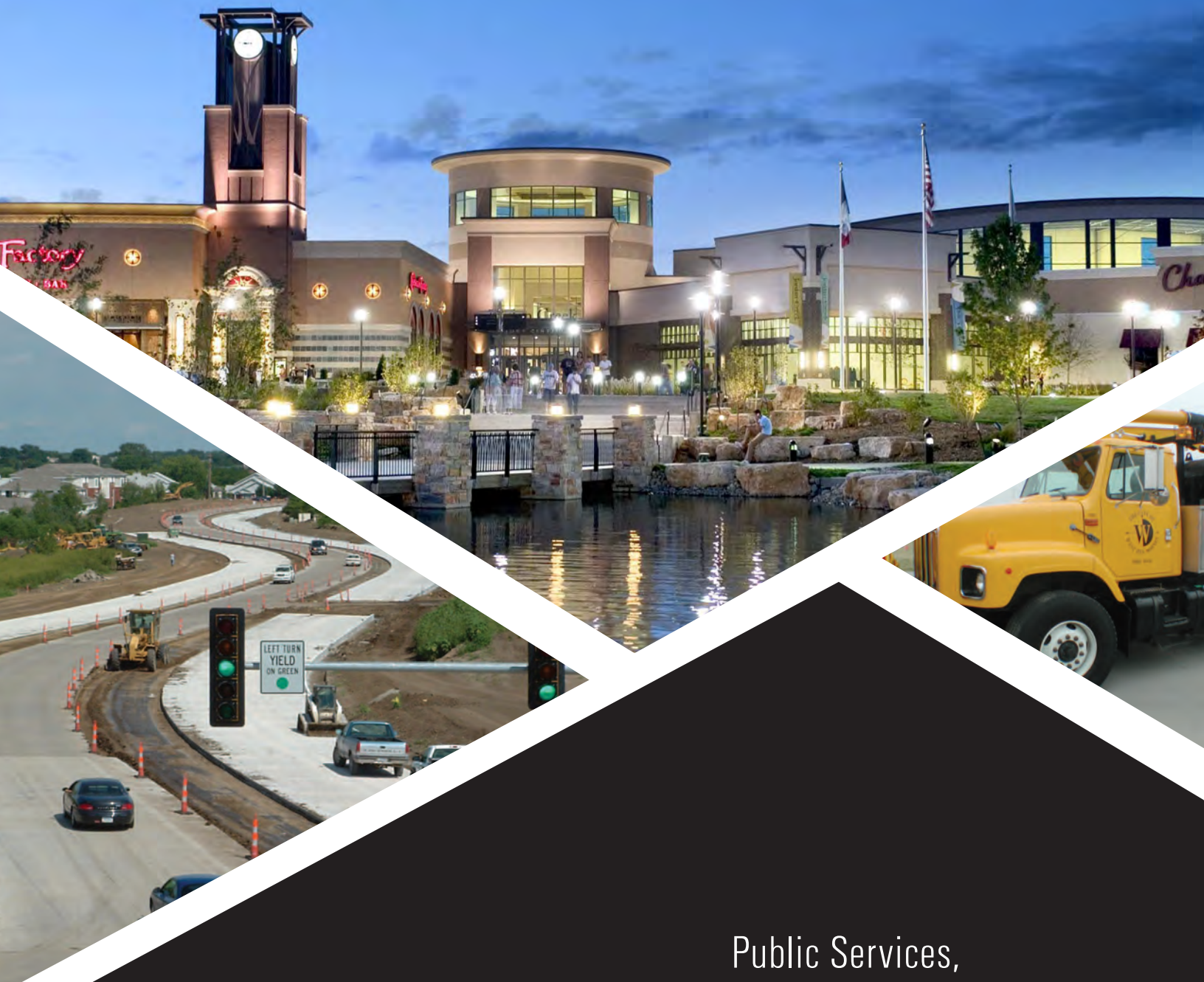


Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Fire Administration					
Fire Chief	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Training Officer - Deputy Chief	1.00	1.00	1.00	1.00	0.00
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	0.00
Lieutenant	1.00	1.00	2.00	2.00	0.00
Fire Inspector	1.00	1.00	1.00	1.00	0.00
Fire Suppression					
Operations - Deputy Chief	3.00	3.00	3.00	3.00	0.00
Lieutenant	9.00	12.00	12.00	12.00	0.00
Fire Apparatus Driver-Operator	9.00	12.00	12.00	12.00	0.00
Fire Fighter - Paramedic	3.00	3.00	3.00	3.00	0.00
Fire Fighter	27.00	23.00	24.00	26.00	2.00
Total Full-time Employees	57.00	59.00	61.00	63.00	2.00
Part-Time Employees					
Fire Fighter *	0.00	9.00	9.00	9.00	0.00
Secretary	0.00	0.50	0.50	0.50	0.00
Total Part-Time Employees	0.00	9.50	9.50	9.50	0.00
Total Authorized Personnel	57.00	68.50	70.50	72.50	0.00

* Part-Time Fire Fighter is 0.25 Full Time Equivalent (FTE), 9.00 FTE's = 36 Part-Time Fire Fighters





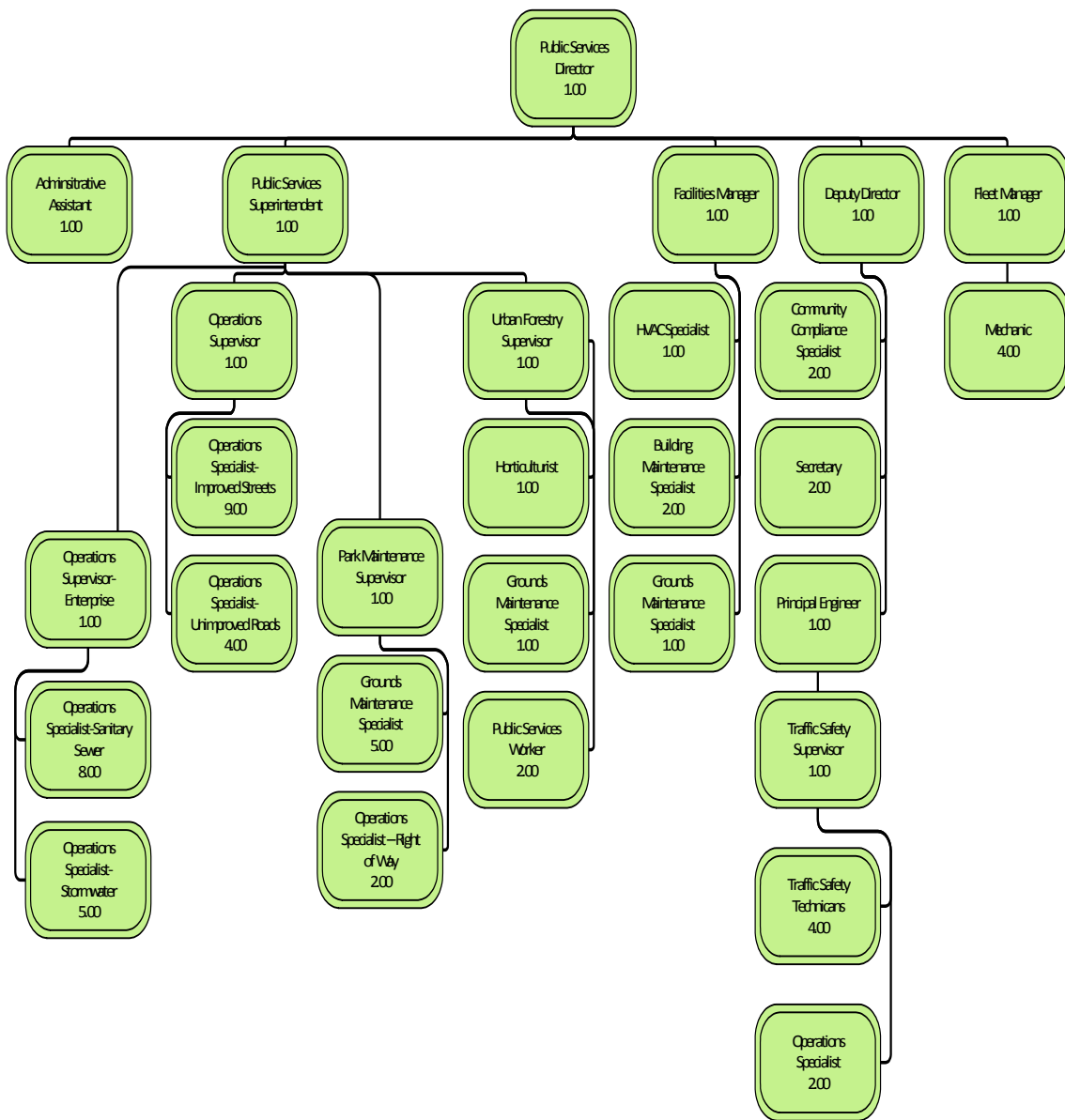
Public Services,
Engineering Services,
Community & Economic
Development,
Development Services

Public
Services



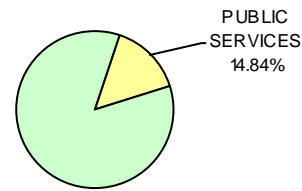
Public Services

The Public Services Department provides essential services to the citizens of West Des Moines. The department is tasked with the maintenance and management of the City's infrastructure and assets such as: roadways, storm sewer system, sanitary sewer system, parks, green ways, trees, City buildings, Community Compliance, fleet of vehicles, and equipment. This includes activities such as short and long term planning, budgeting, implementation of maintenance programs and record keeping of the City's infrastructure. The Department is also responsible for the operation of the City's traffic control system and food alert system.



BUDGET INFORMATION	
FY 2018-19 Budget	\$9,925,529
FY 2017-18 Budget	\$9,601,960
Percentage Change	3.37%
FY 2018-19 FTE	67.00
Change From FY 2017-18	3.00

% OF GENERAL FUND BUDGET



Public Services **Administration** provides administrative support to the Director and entire department. This includes providing policy and procedural direction as well as addressing personnel, payroll, budget, and support issues.

Community Compliance is responsible for the enforcement of certain nuisance codes and reports outs to the Community Compliance Council Committee for direct feedback and direction from the City Council. Common compliance requests include: junk cars, auto parts stored outside on private property, vehicles parked on unpaved surfaces, junk and debris in yards, weed and/or grass growing to a height of 10" or more, snow and ice removal from sidewalks, and sidewalk defects.

Traffic Control & Safety is responsible for traffic signals operations and maintenance, street/parking lot painting, sign maintenance, fiber network maintenance, and One-Call locates for signal/fiber network cables.

Flood Control is responsible for the maintenance of the City's flood control system and other flood fighting activities including participation in the Des Moines Metro Flood Alert System.

Street Maintenance Improved or Street Maintenance Unimproved, depending on the roadway classification, the basic activities and responsibilities may include repairing concrete and asphalt potholes, joint sealing, curb repair, snow and ice control, grading, treating, and application of material. The division is also responsible for the construction of bus stop pads.

The **Sewers & Drainage** cost center is responsible for the routine maintenance and inspection of pump station, sanitary sewers, and storm sewer, including cleaning and televising sewers.

Street Cleaning is responsible for cleaning all of the paved roadways and catch basins within the city limits of West Des Moines.

Right of Way Maintenance is responsible for mowing, trimming of trees and brush, treating unimproved roads to reduce dust, mosquito control, and other nuisances.

Building and Facilities core responsibility is to maintain the health and well-being of the City facilities and the safety of the occupants and visitors that use these facilities on a daily basis.

Fleet coordinates the maintenance, repair, purchase, and disposal of equipment and vehicles.

Parks maintenance responsibilities were shifted to the Public Services Department in September of 2016. The Parks division works closely with the Parks and Recreation Department and their programming to promote healthy and vibrant recreation opportunities in West Des Moines. Mainly done through mowing/vegetation management, grounds patrol/pick up, safety inspections, equipment upkeep and repair. These areas maintained include; open spaces, greenbelts, trails pond/lake, playgrounds, aquatic centers, shelters, sports courts/fields, special events, trails, and natural resource areas.



The **Urban Forestry** division is responsible for the periodic assessment and maintenance of all public trees including those on public right-of-way and median, within maintained areas of parks, in Jordan Creek Cemetery, and along city bikeways and trails. In addition, the division oversees all right-of-way tree planting and removal permits. In 2015 the Emerald Ash Borer was confirmed in West Des Moines, with its inevitable devastating impacts on a valuable resource, the division monitors the condition of all public ash trees and treats trees meeting criteria established by the city. All horticulture and landscape established and maintenance activities, including those at designated sights in Valley Junction, in parks, and city facilities are completed through the Urban Forestry division.

Mission Statement

“To provide the citizens of West Des Moines with efficient and high quality levels of service in a cost-effective manner while maintaining the City’s infrastructure.”

Goals and Objectives

A major goal of Public Services is to provide the citizens of West Des Moines with efficient and high quality levels of service in a cost-effective manner while maintaining the City’s infrastructure. The services the Public Services Department provides impact the daily lives of our residents and are critical to the on-going success of our City. The services the department provides impact the daily lives of our residents and are critical to the on-going success of our City. The Department endorses the City goals of promoting walkability, cycling, public transit, and well maintained traffic signal systems. This promotes quality of life to the residents and stakeholders in the community. Having well maintained city buildings and infrastructure fosters a culture of future in fill/redevelopment and neighborhood revitalization.

Operational efficiency has been a longtime goal of the Public Services Department, constantly looking for ways to improve, utilizing the quality process to involve all stakeholders that complete the work.

Performance Measures

Mission: To efficiently and effectively maintain infrastructure.					
	2014	2015	2016	2017	Change
Improved Street Lane Miles	724	729	733	756	+23
Unimproved Road Lane Miles	55	53	54	57	+3
Sanitary Sewer Linear Miles	238	240	248	245	-3
Storm Water Sewer Linear Miles	200	207	210	212	+2



Accomplishments

- Instituted YourGOV, a web based and mobile device solution reporting tool that allows citizens to report non-emergency related issues to City.
- Continued development of the traffic adaptive network
- Began using new technology that provides data driven decisions in snow and ice control

Significant Information

Personnel cost for Public Services have not increased as much in prior years due to three positions that were budgeted in FY 2017-18 that were eliminated after the employees in those positions retired; 1 secretary and 2 Building Maintenance Workers. The Building Maintenance Worker duties were contracted out and those costs are allocated the facilities where the work is being performed. The Public Services department has been allocated dollars for the following items:

- \$170,000 for the purchase of digital radios to replace the remaining analog radios that will no longer be supported after 12/31/2018
- \$100,000 for a rubber track excavator
- \$63,000 for a wide area mower for parks maintenance
- \$35,000 for an anti-icing trailer
- \$30,000 for replacement of trash containers in parks
- \$25,000 for a traffic sign printer
- \$24,000 for a half-ton pick up truck
- \$20,000 for a GPS guided chemical applicator



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$3,277,192	\$3,431,360	\$3,656,725	\$3,665,960	\$9,235	0.25%
Part-time Employees	80,114	159,440	243,700	199,000	(44,700)	(18.34%)
Contract Help						
Overtime	178,524	109,509	122,700	150,850	28,150	22.94%
Health, Dental, Life Insurance	623,403	674,373	801,625	763,565	(38,060)	(4.75%)
Retirement Contributions	583,393	607,635	702,610	709,165	6,555	0.93%
Other Pay	62,593	104,427	67,159	60,464	(6,695)	(9.97%)
Total Personal Services	\$4,805,219	\$5,086,744	\$5,594,519	\$5,549,004	(\$45,515)	(0.81%)
Supplies & Services						
Operating & Maintenance	\$1,322,071	\$1,345,553	\$1,943,240	\$1,870,955	(\$72,285)	(3.72%)
Staff Development	59,100	48,294	74,950	116,800	41,850	55.84%
Utilities	91,071	93,894	135,520	134,365	(1,155)	(0.85%)
Contractual Obligations	366,507	444,827	779,751	814,780	35,029	4.49%
Total Supplies & Services	\$1,838,749	\$1,932,568	\$2,933,461	\$2,936,900	\$3,439	0.12%
Capital Outlay						
Replacement Charges	\$571,584	\$691,614	\$812,680	\$972,225	\$159,545	19.63%
Computer Hardware & Software	11,600	3,142				
Vehicles						
Miscellaneous Equipment	49,102	7,339	261,300	467,400	206,100	78.87%
Total Capital Outlay	\$632,286	\$702,095	\$1,073,980	\$1,439,625	\$365,645	34.05%
Lease/Purchase Payments						
Total Expenditures	\$7,276,254	\$7,721,407	\$9,601,960	\$9,925,529	\$323,569	3.37%



Personnel Summary

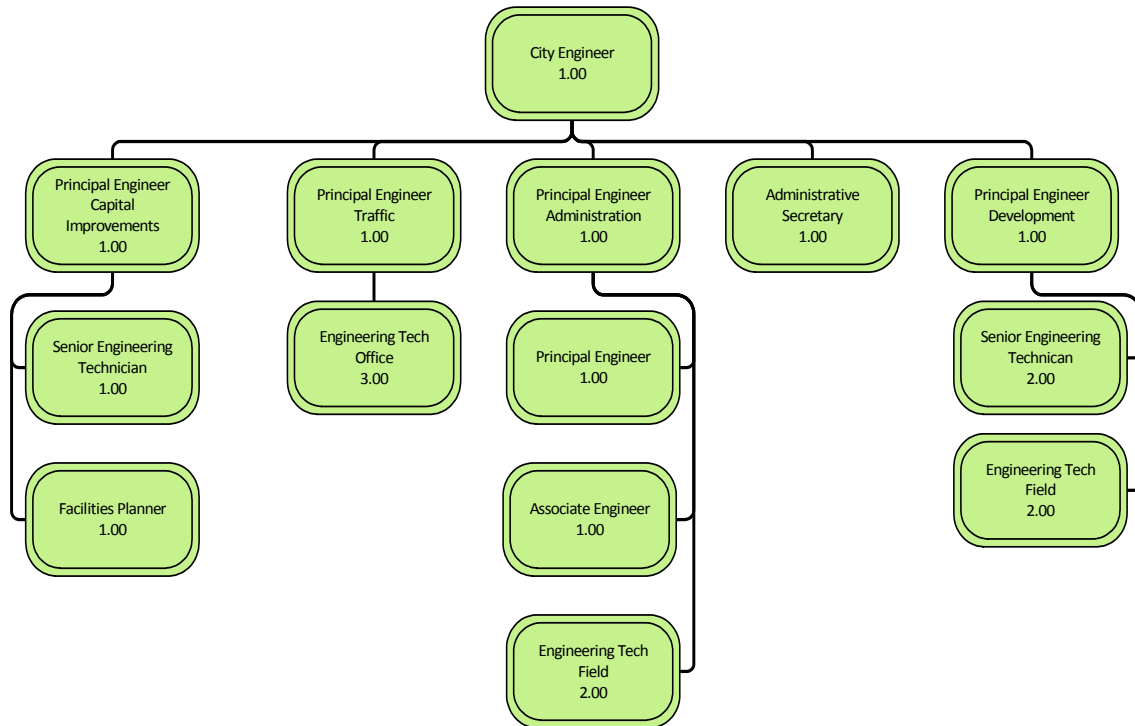
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Administration					
Public Services Director	1.00	1.00	1.00	1.00	0.00
Deputy Public Services Director	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Secretary	2.00	3.00	2.00	2.00	0.00
Buildings & Facilities					
Buildings & Facilities Manager	1.00	1.00	1.00	1.00	0.00
Building Maintenance Specialist	0.00	2.00	2.00	2.00	0.00
Building Maintenance Worker	4.00	2.00	0.00	0.00	0.00
HVAC Specialist	1.00	1.00	1.00	1.00	0.00
Grounds Maintenance Specialist	0.00	1.00	1.00	1.00	0.00
Community Compliance					
Community Compliance Specialists	0.00	2.00	2.00	2.00	0.00
Engineering					
Construction Supervisor	1.00	0.00	0.00	0.00	0.00
Engineering Technician	7.00	0.00	0.00	0.00	0.00
Principal Engineer	1.00	0.00	0.00	0.00	0.00
Secretary	1.00	0.00	0.00	0.00	0.00
Fleet					
Fleet Manager	1.00	1.00	1.00	1.00	0.00
Mechanic	3.00	3.00	3.00	4.00	1.00
Operations					
Public Services Superintendent*	0.00	1.00	1.00	1.00	0.00
Operations Supervisor*	2.00	2.00	2.00	2.00	0.00
Stormwater Supervisor	1.00	0.00	0.00	0.00	0.00
Parks Maintenance Supervisor	0.00	1.00	1.00	1.00	0.00
Urban Forestry Supervisor	0.00	1.00	1.00	1.00	0.00
Operations Specialist*	26.00	26.00	28.00	28.00	0.00
Grounds Maintenance Specialist	0.00	6.00	6.00	6.00	0.00
Horticulturist	0.00	1.00	1.00	1.00	0.00
Public Services Worker	0.00	0.00	0.00	2.00	2.00
Traffic					
Principal Engineer	1.00	1.00	1.00	1.00	0.00
Operations Specialist	2.00	2.00	2.00	2.00	0.00
Traffic Safety Supervisor	1.00	1.00	1.00	1.00	0.00
Traffic Safety Technician	4.00	4.00	4.00	4.00	0.00
Total Full-time Employees	62.00	65.00	64.00	67.00	3.00
Total Authorized Personnel	62.00	65.00	64.00	67.00	3.00

* A portion of cost related to this position are paid out Sanitary Sewer Funds or Stormwater Funds.



Engineering Services

The **Engineering Services** department is responsible for providing professional engineering and architectural services to the City Council, municipal boards and commissions, and other City Departments. These services generally include review of development applications for consistency with design standards, specifications, and City Code and the administration of public improvements associated with the Capital Improvement Program and private development.



Under the direction of the City Engineer, the Engineering Services Department consists of four divisions: Capital Improvements, Engineering Administration, Traffic, and Development.

The **Capital Improvements Division** provides and/or administers planning, design, acquisition, and construction quality assurance services for City projects involving wastewater, transportation, and stormwater systems. The Division also provides systematic construction, reconstruction, and repair programs for City facilities. The division administers the City's energy savings program and oversees all capital improvements for all City owned buildings.

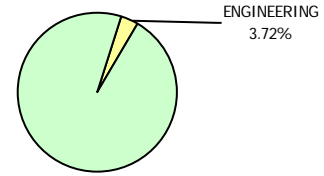
The **Engineering Administration Division** provides systematic construction, reconstruction, and repair programs for sanitary and storm sewer infrastructure as well as process and records management of those infrastructure systems. The Division also manages the municipal sanitary sewer and stormwater utilities, including the flood levee system.



BUDGET INFORMATION

FY 2018-19 Budget	\$2,490,800
FY 2017-18 Budget	\$2,421,375
Percentage Change	2.87%
FY 2018-19 FTE	19.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



The **Traffic Division** provides long range transportation planning to support capital improvement planning and design. The Division completes traffic studies and analysis for public and private improvements, administers parking codes, and provides day-to-day support for operation of traffic signal facilities. The Division also maintains and provides City departments and the public quarter section, planimetric and topographic maps, sewer maps, data, aerial photography, and construction records on all public improvements and provides City agencies with maps, plans, charts, overlays, displays, and exhibits.

The **Development Division** works with the City’s Development Services Department to review private development plans and associated public infrastructure plans for conformance with design standards and specifications. The Division provides construction field services such as inspection, testing, and quality assurance for public and subdivision projects.

Mission Statement

“The mission of the Engineering Services Department is to provide high levels of customer service in design and construction of public improvements.”

Goals and Objectives

The Engineering Services Department goal is to provide high levels of customer service in design and construction of public improvements. All goals revolve around the demand for timely response to internal and external customer requests and ensuring the interests of the City and its citizens are adequately protected. Specific goals include:

- Work together with the Development Services Department to update the Comprehensive Plan
- Review every project as it relates to the City’s adopted Complete Streets Policy
- Work with the area’s transit authority to help find ways to enhance ridership
- Work with private entities to solve infrastructure issues
- Identify ways West Des Moines can be a leader in sustainable stormwater solutions
- Identify areas of the City and planning areas that may be environmentally sensitive and work to determine a mechanism to enhance or maintain those areas without stymieing development



Accomplishments

- Jordan Creek Parkway and University Avenue Intersection Improvements - Project of the Year - Iowa Chapter of American Public Works Association (APWA) Transportation Project Under \$500,000
- Collaborated with ISU on concrete mix design to withstand deicing agents for Microsoft Alluvion Pavement Research project
- Conducted 54 traffic studies for private development
- Awarded \$1,000,000 Surface Transportation Block Grant from Des Moines Metropolitan Planning Organization towards reconstruction of Grand Avenue west of 1st Street

Significant Information

The Engineering Services department has been allocated \$65,000 for the purchase of facility management software. This software is expected to document the City's facility assets, track work completed at each facility, track maintenance expenses for each facility, and forecast/prioritize work needed at each facility.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$640,949	\$1,452,954	\$1,451,830	\$1,515,910	\$64,080	4.41%
Part-time Employees	5,858	15,705	25,000	42,000	17,000	68.00%
Contract Help		16,248				
Overtime	7,049	48,867	66,000	55,000	(11,000)	(16.67%)
Health, Dental, Life Insurance	95,130	257,069	288,130	285,595	(2,535)	(0.88%)
Retirement Contributions	111,475	256,824	271,225	289,780	18,555	6.84%
Other Pay	5,995	16,525	19,830	17,090	(2,740)	(13.82%)
Total Personal Services	\$866,456	\$2,064,192	\$2,122,015	\$2,205,375	\$83,360	3.93%
Supplies & Services						
Operating & Maintenance	\$10,643	29,857	\$59,445	\$55,185	(\$4,260)	(7.17%)
Staff Development	10,179	21,694	32,570	34,295	1,725	5.30%
Utilities		433	900	800	(100)	(11.11%)
Contractual Obligations	4,900	81,995	131,930	105,380	(26,550)	(20.12%)
Total Supplies & Services	\$25,722	\$133,979	\$224,845	\$195,660	(\$29,185)	(12.98%)
Capital Outlay						
Replacement Charges		\$30,877	\$22,115	\$17,265	(\$4,850)	(21.93%)
Computer Hardware & Software			17,900	65,000	47,100	263.13%
Vehicles		29,385				
Miscellaneous Equipment		17,862	34,500	7,500	(27,000)	(78.26%)
Total Capital Outlay		\$78,124	\$74,515	\$89,765	\$15,250	20.47%
Lease/Purchase Payments						
Total Expenditures	\$892,178	\$2,276,295	\$2,421,375	\$2,490,800	\$69,425	2.87%



Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Administrative					
City Engineer	1.00	1.00	1.00	1.00	0.00
Principal Engineer*	4.00	4.00	4.00	4.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Secretary	0.00	1.00	0.00	0.00	0.00
Capital Improvements					
Senior Engineering Technician	0.00	1.00	1.00	1.00	0.00
Facilities Planner	0.00	0.00	1.00	1.00	0.00
Development					
Senior Engineering Technician	2.00	2.00	2.00	2.00	0.00
Support Services					
Principal Engineer	0.00	1.00	1.00	1.00	0.00
Associate Engineer- MS4 **	1.00	1.00	1.00	1.00	0.00
Field Technician - Development	0.00	2.00	2.00	2.00	0.00
Field Technician - MS4 **	0.00	1.00	1.00	1.00	0.00
Field Technician - ROW/Utilities	0.00	1.00	1.00	1.00	0.00
Traffic					
Office Technician	0.00	3.00	3.00	3.00	0.00
Total Full-time Employees	9.00	19.00	19.00	19.00	0.00
Total Authorized Personnel	9.00	19.00	19.00	19.00	0.00

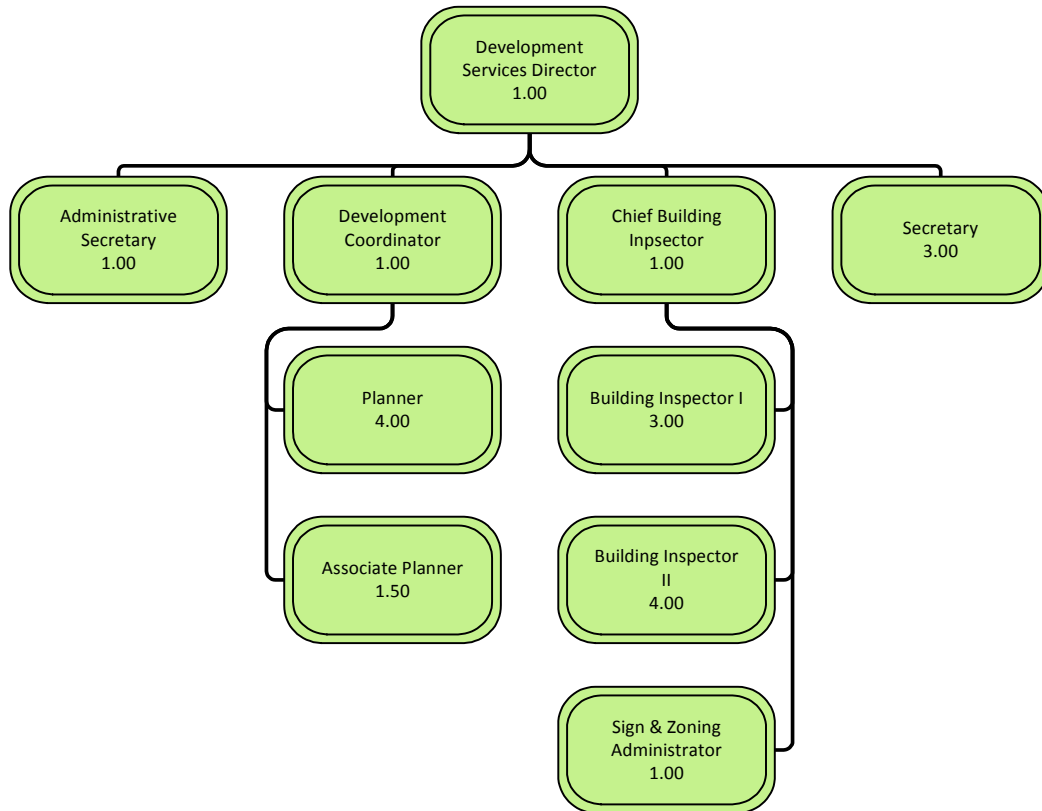
* 50% of wages and benefits for one Principal Engineer are funded by the Stormwater Enterprise Fund.

** 100% of wages and benefits are funded by the Stormwater Enterprise Fund.



Development Services

The Development Services department works closely with developers, consultants, residents, and builders to address development and construction needs within the community. Staff manages projects from inception at the pre-application stage, through project submittal, presentation to the approval bodies, construction, inspection, and completion with the issuance of the final occupancy permit.



The department is comprised of the following divisions:

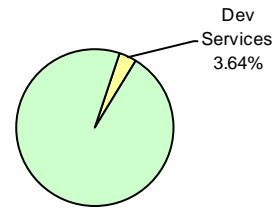
The **Building Division's** primary role is to enforce the City's adopted building construction codes, including rental housing provisions and signage. These requirements provide minimum standards to safeguard life, health, property, and public welfare by regulating the design, construction, quality of materials, use and occupancy, location, and maintenance of all buildings and structures within the City. The Building Division staff currently performs and processes approximately 14,600 new construction inspections and 5,400 rental housing inspections annually. These inspections include life/safety provisions, footing and foundation, site plan, structural framing, electrical, plumbing, mechanical, rehabilitation, floodplain, accessibility, energy conservation, and construction site erosion. The City's requirements are based on the adoption of the International Building Codes. The Building Division issues all building mechanical, plumbing, electrical, and sign permits. Before new building permits are issued, the Division also confirms that approval of the National Pollutant Discharge Elimination System (NPDES) has been granted by the Iowa Department of Natural Resources.



BUDGET INFORMATION

FY 2018-19 Budget	\$2,434,297
FY 2017-18 Budget	\$2,503,082
Percentage Change	(2.75%)
FY 2018-19 FTE	20.50
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



The **Planning Division** is involved in a variety of activities associated with land development in the City of West Des Moines. One of the primary functions is to oversee the development review process. This process involves meeting with developers, realtors, consultants, and citizens interested in development around the City and guiding them through the preparation and processing of applications for comprehensive plan amendments, re-zoning, platting or subdivision of property, site plans, and permitted conditional use permits. The Planning division staff serves as the hub for the processing of development applications, coordination of the review by the various City departments and outside agencies, conveying review comments and concern to the applicants, resolution of issues raised with development proposals, and the preparation of staff reports and presentation to the Plan and Zoning Commission, the Board of Adjustment, and the City Council. Another key role of the Planning Division plays is the maintenance and update of the Comprehensive Plan and the Zoning Code, which provide the long-range plan for the development of the city and the details for the physical development of the City, respectively.

Goals and Objectives

The Development Services Department has goals of high customer service in reviewing and processing development, building permit, and inspection requests. All goals revolve around the demand for timely review of customer request and ensuring the interests of the City and its citizens are adequately protected.

The Building Division has a goal of reviewing permit applications for single family residential within three days, commercial and large multi-family within three weeks. Commercial tenant improvements (remodels) are reviewed and issued within one to two weeks or receiving the application depending on the extent of the remodel. The Building Division also has the goal of performing inspections within 24 hours of receiving a request for an inspection, regardless of whether residential or commercial.

The Planning Division coordinates weekly pre-application meetings to provide direction to applicants to help make the development process as smooth as possible. Once a formal development application is submitted for processing, the Planning Division strives to provide reviews and comments to applicants within 7 calendar days or receipt of the application. Once all review comment are appropriately addressed, the project is presented to the Plan and Zoning Commission on a Monday and to the City Council on the following Monday allowing applicants to have all the necessary approvals within a 7 day period.



Performance Measures

Residential Construction Permits Issued	Calendar Year 2014	Calendar Year 2015	Calendar Year 2016	Calendar Year 2017	Change from 2016 to 2017
Single Family	120	153	182	195	+13
Town House	83 166 units	69 206 units	43 84 units	71 132units	+28 +48 units
Apartments	11 14 units	6 212 units	6 296 units	5 180 units	-1 -116 units
Additions, Remodels, etc.	150	163	177	188	+11

Significant Information

In FY 2017-18 \$100,000 was budgeted to work on updating the City's comprehensive plan.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$1,320,222	\$1,393,667	\$1,579,350	\$1,614,500	\$35,150	2.23%
Part-time Employees	368,732	2,241	30,000	31,000	1,000	3.33%
Contract Help						
Overtime	7,876	3,599	6,000	6,000		
Health, Dental, Life Insurance	221,476	250,097	327,415	336,590	9,175	2.80%
Retirement Contributions	250,722	235,591	282,130	296,450	14,320	5.08%
Other Pay	14,403	13,879	15,130	14,320	(810)	(5.35%)
Total Personal Services	\$2,183,431	\$1,899,074	\$2,240,025	\$2,298,860	\$58,835	2.63%
Supplies & Services						
Operating & Maintenance	\$94,653	\$37,478	\$45,552	\$51,202	\$5,650	12.40%
Staff Development	14,420	19,032	39,595	36,155	(3,440)	(8.69%)
Utilities	207	217	300	300		
Contractual Obligations	71,374	25,881	153,500	25,400	(128,100)	(83.45%)
Total Supplies & Services	\$180,654	\$82,608	\$238,947	\$113,057	(\$125,890)	(52.69%)
Capital Outlay						
Replacement Charges	\$12,756	\$10,241	\$24,110	\$19,785	(\$4,325)	(17.94%)
Computer Hardware & Software		14,021		2,595	2,595	
Vehicles						
Miscellaneous Equipment		225				
Total Capital Outlay	\$12,756	\$24,487	\$24,110	\$22,380	(\$1,730)	(7.18%)
Lease/Purchase Payments						
Total Expenditures	\$2,376,841	\$2,006,169	\$2,503,082	\$2,434,297	(\$68,785)	(2.75%)



Personnel Summary

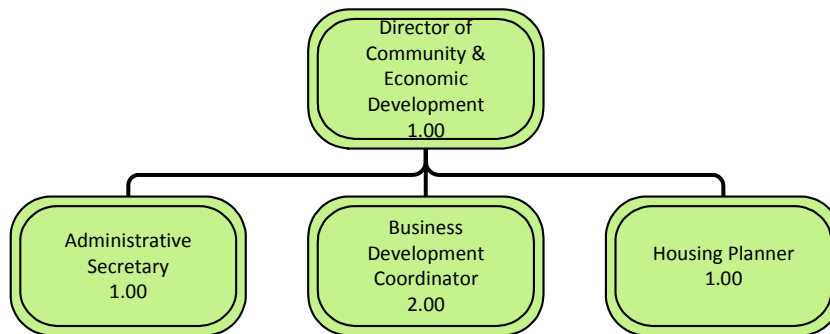
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Development Services Director	1.00	1.00	1.00	1.00	0.00
Building Inspection					
Chief Building Inspector	1.00	1.00	1.00	1.00	0.00
Building Inspector II	4.00	4.00	4.00	4.00	0.00
Building Inspector	3.00	3.00	3.00	3.00	0.00
Secretary	2.00	2.00	2.00	2.00	0.00
Sign and Zoning Administrator	1.00	1.00	1.00	1.00	0.00
Planning					
Development Coordinator	1.00	1.00	1.00	1.00	0.00
Planner	4.00	4.00	4.00	4.00	0.00
Associate Planner	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	20.00	20.00	20.00	20.00	0.00
Part-time Employees					
Associate Planner	0.50	0.50	0.50	0.50	0.00
Total Part-time Employees	0.50	0.50	0.50	0.50	0.00
Total Authorized Personnel	20.50	20.50	20.50	20.50	0.00



Community & Economic Development

The Community & Economic Development department plans and promotes an economically strong and vibrant community through business retention and development, housing initiatives, neighborhood redevelopment, and community promotion.

A summary of the functions of the department are as follows:



Housing: The City works with two housing programs in an administrative capacity: the Dallas County Local Housing Trust Fund and the Metro Home Improvement Program. The department works with the boards of directors or management committees for these programs to set policy and oversee their operations. The department also serves as the administrator of the Community Development Program Block Grant (CDBG) program funds the City receives through the United States Department of Housing and Urban Development. Several programs are funded with CDGB funds, including Transit Pass, Homeless Prevention, and Rapid Rehousing.

The housing programs assist low-income homeowners whose primary residence is in need of repair or required code violation corrections. Funding to eligible homeowners is made in the form of a five-year forgivable loan.

Economic Development: The department has the leading responsibility for economic development in the City. Major directives for the department include activities which encourage and assist small through large business expansion and growth, enabling the creation of a diverse economy and employment base for the City, encouraging and promoting skill development with the workforce, as well as enabling the expansion and diversification of the City's tax base.

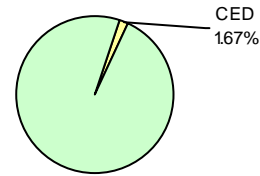
Activities which the City has previously participated in, or currently participating in, are the continued focus of the department's economic development role. These activities may include exhibiting at trade shows, preparing targeted economic development promotional materials, remaining proactive in business recruitment and retention, and workforce recruitment and development.



BUDGET INFORMATION

FY 2018-19 Budget	\$1,119,157
FY 2017-18 Budget	\$2,017,601
Percentage Change	(44.53%)
FY 2018-19 FTE	5.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Mission Statement

“The mission of the Community & Economic Development Department is to plan and promote an economically strong and vibrant community through business retention and development, housing initiatives, neighborhood redevelopment, and community promotion.”

Goals and Objectives

The Community & Economic Development department has many goals related to growing and retaining business in the City of West Des Moines, some of those goals are:

- Implement a new marketing program, that includes developing an online presence aimed at site selectors and marking successes of the City
- Increase business retention and expansion efforts
- Work with the private sector and educational institutions, to encourage skill development and address skills gaps in tech-related sectors
- Provide support for the Historic West Des Moines Plan implementation
- Ensure the availability of affordable housing

Performance Measures

A balance of social, economic and environmental health.					
	2014	2015	2016	2017	Change
Transit Passes Distributed	269	269	290	300	+10
Executive Call Program	60	58	65	71	+6



Accomplishments

- Completed the Historic West Des Moines Plan
- Assisted the Historic Valley Junction Foundation in the implementation of the “Cosign” signage program
- Assisted the Valley Junction Commercial Historic District in their efforts to be designated and included on the National Register of Historic Places
- Developed funding program to assist commercial property owners in redevelopment of properties (Regulatory Compliance Fund and Property Improvement Fund)

Significant Information

\$200,000 has been added to the budget again in FY 2018-19 for a contribution to the Neighborhood Finance Corporation for to fund a lending program in West Des Moines. The large decrease in the Community & Economic Development budget from Fiscal Year 2017-18 is due to the one-time funding of the pilot Valley Junction Property Improvement Fund and the Regulatory Compliance Fund, \$1,000,000 was allocated in spring of 2017 for this program.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$307,795	\$277,374	\$332,450	\$358,700	\$26,250	7.90%
Part-time Employees	30,354	30,544	28,000	14,000	(14,000)	(50.00%)
Contract Help						
Overtime	7,526	4,127	5,000	5,000		
Health, Dental, Life Insurance	42,358	36,505	55,835	67,780	11,945	21.39%
Retirement Contributions	57,021	56,365	64,275	72,000	7,725	12.02%
Other Pay	3,186	38,335	2,465	2,682	217	8.80%
Total Personal Services	\$448,240	\$443,250	\$488,025	\$520,162	\$32,137	6.59%
Supplies & Services						
Operating & Maintenance	\$339,848	\$840,995	\$372,160	\$334,650	(\$37,510)	(10.08%)
Staff Development	8,002	6,034	11,150	19,140	7,990	71.66%
Utilities	112	290	125	300	175	140.00%
Contractual Obligations	3,139	332,223	1,142,561	240,905	(901,656)	(78.92%)
Total Supplies & Services	\$351,101	\$1,179,542	\$1,525,996	\$594,995	(\$931,001)	(61.01%)
Capital Outlay						
Replacement Charges	\$2,760	\$214	\$3,580	\$4,000	\$420	11.73%
Computer Hardware & Software						
Vehicles						
Miscellaneous Capital						
Total Capital Outlay	\$2,760	\$214	\$3,580	\$4,000	\$420	11.73%
Lease/Purchase Payments						
Total Expenditures	\$802,101	\$1,623,006	\$2,017,601	\$1,119,157	(\$898,444)	(44.53%)



Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Comm & Economic Dev Director	1.00	1.00	1.00	1.00	0.00
Business Development Coordinator	0.00	1.00	2.00	2.00	0.00
Planner	1.00	0.00	0.00	0.00	0.00
Housing Planner *	1.00	1.00	1.00	1.00	0.00
Administrative Secretary *	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	4.00	4.00	5.00	5.00	0.00
Part-Time Employees					
Secretary *	0.50	0.50	0.00	0.00	0.00
Total Part-Time Employees	0.50	0.50	0.00	0.00	0.00
Total Authorized Personnel	4.50	4.50	5.00	5.00	0.00

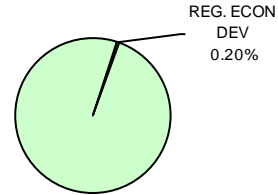
*Approximately 80% of wages and benefits are funded by HUD Grant and contributions from other municipalities for housing program services provided to those communities.



BUDGET INFORMATION

FY 2018-19 Budget	\$135,150
FY 2017-18 Budget	\$128,115
Percentage Change	5.49%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

The goal of this activity is to promote economic development for the City by establishing partnerships with regional economic development groups such as the Des Moines Area Metropolitan Planning Organization, Greater Des Moines Partnership, Greater Dallas County Development Alliance, Warren County Economic Development Corporation, and the Madison County Development Group.

Significant Information

The FY 2018-19 budget includes an annual pledge to the Greater Des Moines Partnership for \$30,000. This is a five year pledge that will start in FY 2018-19, the previous pledge of \$25,000 annually expires in FY 2017-18. This the first increase since this funding campaign started in 1999.



Financial Summary

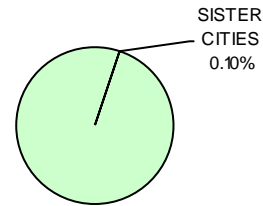
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance						
Staff Development						
Utilities						
Contractual Obligations	110,247	124,191	128,115	135,150	7,035	5.49%
Total Supplies & Services	\$110,247	\$124,191	\$128,115	\$135,150	\$7,035	5.49%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$110,247	\$124,191	\$128,115	\$135,150	\$7,035	5.49%



BUDGET INFORMATION

FY 2018-19 Budget	\$68,000
FY 2017-18 Budget	\$41,000
Percentage Change	65.85%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

A Sister Cities Commission was established in March of 2013 for the purpose of establishing sister city partnerships between West Des Moines and similar municipalities around the world, intended to further economic cooperation and cultural and educational exchanges. In 2014 Mateh Asher, Israel, a region along the Mediterranean Sea in western Galilee became West Des Moines' first sister city. Hotel/Motel tax dollars will be used to fund the Sister Cities Commission activities.

Significant Information

Staff Development costs have increased by \$22,000 in FY 2018-19 for a potential trip to China to establish additional Sister Cities relationships.



Financial Summary

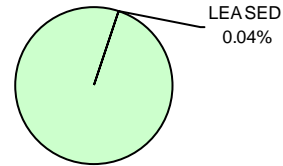
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance	\$3,726	\$14,931	\$2,000	\$7,000	\$5,000	250.00%
Staff Development	5,367	10,722	3,000	25,000	22,000	733.33%
Utilities						
Contractual Obligations			36,000	36,000		
Total Supplies & Services	\$9,093	\$25,653	\$41,000	\$68,000	\$27,000	65.85%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$9,093	\$25,653	\$41,000	\$68,000	\$27,000	65.85%



BUDGET INFORMATION

FY 2018-19 Budget	\$26,855
FY 2017-18 Budget	\$21,005
Percentage Change	27.85%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

Historic City Hall, located at 137 5th Street, was a demonstration project incorporating several sustainable building techniques. The building which was originally built in 1905 was restored with both historic and green elements and will serve to demonstrate how sustainable improvements can be made in a historic facility. The building received geothermal wells, photovoltaic panels, added insulation, new doors and windows, new mechanical and electrical systems, LED lamps, a green roof, and water efficient plumbing fixtures. The project was submitted for Leadership in Energy and Environmental Design (LEED) certification and received the LEED Platinum rating, the highest LEED rating. On a daily basis a portion of the building is leased to the Historic Valley Junction Foundation for their office and as a Welcome Center for Valley Junction, while the rest of the building is used for meeting room space and a training center.



318 5th Street, opened in 1954 as the new West Des Moines City Hall and served as City Hall for almost 40 years until the floods of 1993 caused the City to relocate its offices. The site then became the home of the West Des Moines Human Services Department until the department outgrew the building and moved to a larger facility. The building has recently been renovated and leased to the West Des Moines Business Incubator, a non-profit organization where start-up and small businesses can grow and prosper. Per the lease agreement the City of West Des Moines is responsible for snow removal, lawn care, and general exterior maintenance.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance	\$9,292	\$10,220	\$12,850	\$13,700	\$850	6.61%
Staff Development						
Utilities	2,490	2,127	3,155	3,155		
Contractual Obligations		6,990	5,000	10,000	5,000	50.00%
Total Supplies & Services	\$11,782	\$19,337	\$21,005	\$26,855	\$5,850	27.85%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$11,782	\$19,337	\$21,005	\$26,855	\$5,850	27.85%





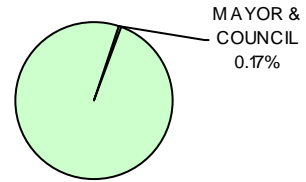
Mayor & Council,
City Manager, City Clerk,
Human Resources,
Information Technology
Services, Legal, Finance

Support
Services



BUDGET INFORMATION	
FY 2018-19 Budget	\$110,625
FY 2017-18 Budget	\$117,225
Percentage Change	(6.19%)
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Mayor & Council

The City Council is the legislative and policy-making body for the City of West Des Moines. As elected representatives of the citizens, the City Council provides the policy direction and program guidance necessary to direct the community's economic, social, and physical development. The Mayor and two council members are elected at large, while the other three are elected by ward. The Mayor, with approval of the Council, appoints members of policy-making boards and commissions of the City. The major responsibilities of the City Council include enacting ordinances, setting property tax rates, approving City service levels, authorizing the budget, and participating in community economic development efforts.

City Official	Name	Term Expires
Mayor	Steven K. Gaer	December 31, 2021
Council Member First Ward	Kevin L. Trevillyan	December 31, 2021
Council Member Second Ward	John Mickelson	December 31, 2019
Council Member Third Ward	Russ Trimble	December 31, 2021
Council Member At Large	Renee Hardman	December 31, 2021
Council Member At Large	Jim Sandager	December 31, 2019

Significant Information

The FY 2018-2019 proposed budget for the council directive line item is \$25,000. Per City Code the Mayor's annual compensation is \$14,000, and members of the City Council annual compensation is \$9,000.



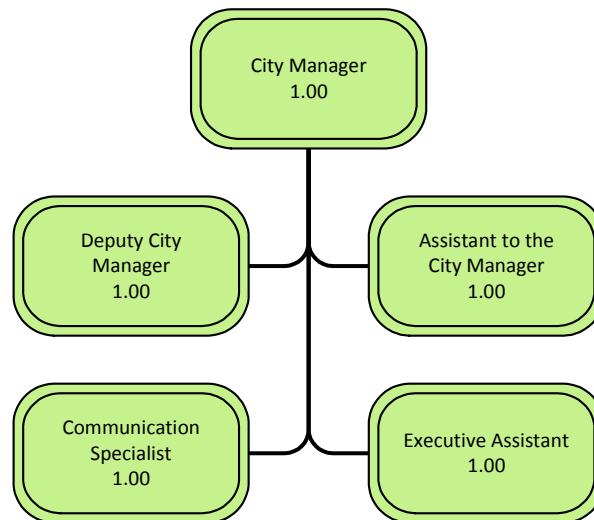
Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Elected Officials	\$59,340	\$59,340	\$59,300	\$59,350	\$50	0.08%
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions	5,775	5,775	5,875	6,025	150	2.55%
Other Pay						
Total Personal Services	\$65,115	\$65,115	\$65,175	\$65,375	\$200	0.31%
Supplies & Services						
Operating & Maintenance	\$7,326	\$22,889	\$38,500	\$31,000	\$7,500	(19.48%)
Staff Development	6,532	7,600	14,250	14,250		
Utilities						
Contractual Obligations						
Total Supplies & Services	\$13,858	\$30,489	\$52,750	\$45,250	(\$7,500)	(14.22%)
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$78,973	\$95,604	\$117,925	\$110,625	(\$7,300)	(6.19%)



City Manager

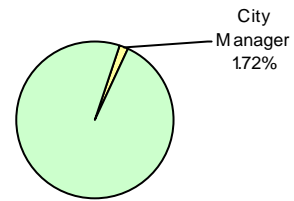
It is the responsibility of the **City Manager's Office** to provide the overall direction for the City organization in accordance with policies established by the City Council. Other responsibilities are to assure that the City operations are conducted economically, efficiently, and effectively and that the Council and citizens' concerns are addressed. This office also develops recommendations to the City Council for changes in programs, operations, and policies. In addition, the City Manager's office presents, reviews, and monitors the annual operating budget for the City. Personnel also staff a number of City boards and commissions ranging from external public advisory bodies to internal employee committees and represent the City as a member of the union contract negotiating team. The personnel also work with the City Council on community development issues and with metro area entities and agencies on joint concerns.



BUDGET INFORMATION

FY 2018-19 Budget	\$1,148,130
FY 2017-18 Budget	\$1,110,705
Percentage Change	3.37%
FY 2018-19 FTE	5.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Goals and Objectives

- Develop a regional initiative to encourage alternate revenue streams
- Integrated Strategic Plan Implementation, involving aspects of the 2036 Plan
- Incorporate regional initiatives into department operations including Capital Crossroads
- Complete recruitment of senior staff level positions

Accomplishments

- Recruitment of several key senior staff members
- Implementation of several aspects of the 2036 Plan



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$372,692	\$473,871	\$513,220	\$572,000	\$58,780	11.45%
Part-time Employees	49,707	7,325	15,000	15,000		
Contract Help						
Overtime	1,556	675	500	1,000	500	100.00%
Health, Dental, Life Insurance	33,541	44,817	52,065	56,515	4,450	8.55%
Retirement Contributions	77,388	92,854	110,110	129,630	19,520	17.73%
Other Pay	6,830	7,084	8,010	8,430	420	5.24%
Total Personal Services	\$541,714	\$626,626	\$698,905	\$782,575	\$83,670	11.97%
Supplies & Services						
Operating & Maintenance	\$12,645	\$14,476	\$32,500	\$18,750	(\$13,750)	(42.31%)
Staff Development	65,978	88,098	75,400	82,475	7,075	9.38%
Utilities	13	13	50	50		
Contractual Obligations	230,226	220,971	296,850	258,280	(38,570)	(12.99%)
Total Supplies & Services	\$308,862	\$323,558	\$404,800	\$359,555	(\$45,245)	(11.18%)
Capital Outlay						
Replacement Charges						
Computer Hardware & Software				6,000	6,000	100.00%
Vehicles						
Miscellaneous Equipment		31,100	7,000		(7,000)	(100.00%)
Total Capital Outlay		\$31,100	\$7,000	\$6,000	(\$1,000)	(14.29%)
Lease/Purchase Payments						
Total Expenditures	\$850,576	\$981,284	\$1,110,705	\$1,148,130	(\$37,425)	3.37%



Personnel Summary

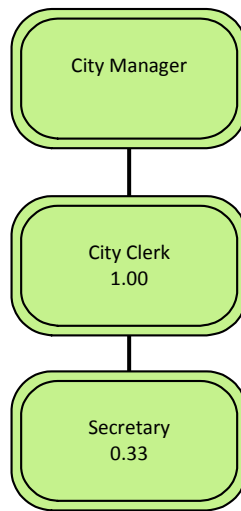
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
City Manager	1.00	1.00	1.00	1.00	0.00
Deputy City Manager	1.00	1.00	1.00	1.00	0.00
Assistant to the City Manager	0.00	0.00	1.00	1.00	0.00
Communication Specialist	1.00	1.00	1.00	1.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	4.00	4.00	5.00	5.00	0.00
Total Authorized Personnel	4.00	4.00	5.00	5.00	0.00



City Clerk

The role of the **City Clerk’s Office** is to provide the City Council with efficient and effective administrative assistance, coordinating the legislative process to allow the City Council to meet and support the needs of the citizens of West Des Moines. To that end, the Clerk’s Office prepares meeting agendas, records minutes, publishes proceedings, prepares legal notices, has custody of bonds and contracts, and certifies special assessments. Staff also issues licenses and permits, serves as the liaison with the county commissioner during municipal elections, provides public information and notifications on a variety of topics.

The City Clerk also oversees the budget and the operating expenses for City Hall and municipal elections.



Mission Statement

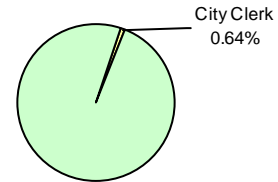
“The mission of the City Clerk’s Office is to provide quality support and assistance to the Mayor and City Council, other city departments, and citizens of West Des Moines.”



BUDGET INFORMATION

FY 2018-19 Budget	\$428,425
FY 2017-18 Budget	\$597,635
Percentage Change	(28.31%)
FY 2018-19 FTE	1.33
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Goals and Objectives

- Continue to provide valuable administrative support to all other City departments
- Fulfill all responsibilities in a timely fashion
- Ensure all legal requirements are met

Performance Measures

Permits Issued	2013-14	2014-15	2015-16	2016-17	Change
Alcohol permits	234	243	237	236	-1
Tobacco permits	60	52	56	51	-5
Block Party permits	12	10	12	8	-4
Sound permits	NA	114	116	98	-8
Special Event permits	45	41	36	45	+9
Mobile Vendor permits	NA	NA	NA	17	+17
Multi-Vendor permits	NA	NA	NA	4	+4

Accomplishments

- Implemented and established process for new permits (mobile vendors, multi-vendors, and sidewalk encroachment permits)
- Worked with ITS on developing and implementing a records center for City Clerk records in SharePoint

Significant Information

There are no Municipal elections are scheduled for Fiscal Year 2018-19.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$65,414	\$76,256	\$82,800	\$86,225	\$3,425	4.14%
Part-time Employees						
Contract Help						
Overtime	3,601	4,838	5,500	5,700	200	3.64%
Health, Dental, Life Insurance	18,873	20,162	20,290	22,105	1,815	8.95%
Retirement Contributions	11,269	13,280	14,705	15,875	1,170	7.96%
Other Pay		117	350	350		
Total Personal Services	\$99,157	\$114,653	\$123,645	\$130,255	\$6,610	5.35%
Supplies & Services						
Operating & Maintenance	\$274,412	\$246,989	\$246,550	\$232,100	(\$14,450)	(5.86%)
Staff Development	2,101	697	2,150	2,050	(100)	(4.65%)
Utilities	54,202	53,600	57,790	59,020	1,230	2.13%
Contractual Obligations	21,410	(452)	162,500	5,000	(157,500)	(96.92%)
Total Supplies & Services	\$352,125	\$300,834	\$468,990	\$298,170	(\$170,820)	(36.42%)
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment		3,498	5,000		(5,000)	(100.00%)
Total Capital Outlay		\$3,498	\$5,000		(\$5,000)	(100.00%)
Lease/Purchase Payments						
Total Expenditures	\$451,282	\$418,985	\$597,635	\$428,425	(\$169,210)	(28.31%)



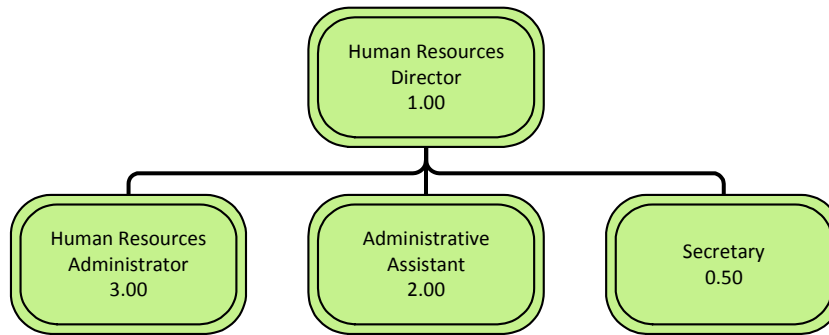
Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
City Clerk	1.00	1.00	1.00	1.00	0.00
Secretary	0.33	0.33	0.33	0.33	0.00
Total Full-time Employees	1.33	1.33	1.33	1.33	0.00
Total Authorized Personnel	1.33	1.33	1.33	1.33	0.00



Human Resources

Human Resources provides a wide range of services to promote the City departments' workforce and work environment. These services include: recruiting, selecting, testing and hiring the City's workforce; implementing the city's compensation and benefit systems (which includes position descriptions, job evaluation structure, performance management systems, salary/benefit surveys, benefit enrollment, award programs, etc.); implementing the City's Safety and Wellness Programs, including the management of workers' compensation; oversight of employee/labor relations (which includes support of equal opportunity initiatives, union negotiations, appeals process, development of Human Resources policies and procedures, etc.); and planning and directing City-wide training and development programs.



Mission Statement

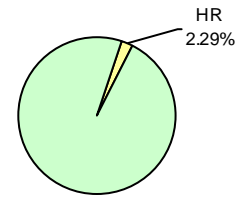
“The Human Resources Team, with respect, concern and an advocate of fair and equitable treatment, is committed to providing the highest quality service to the applicants, employees and managers we serve, by developing and implementing policies, programs and services to attract, retain and motivate a high qualified, diverse and competent work force.”



BUDGET INFORMATION

FY 2018-19 Budget	\$1,532,690
FY 2017-18 Budget	\$1,435,962
Percentage Change	6.74%
FY 2018-19 FTE	6.50
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Goals and Objectives

- Establish an organizational chart (recognizing its shifting nature) at a point in time that includes clarity on roles and responsibilities of departments and key personnel
- Benchmark current service delivery, performance metrics and associated personnel to support ongoing gap analysis
- Implement Succession Plan

Accomplishments

- Recruitment of new Chief of Police
- Created and filled a storm water management position
- Completed needs assessment with consultant, first step in identifying new HRIS software

Significant Information

\$35,100 has been included in the Human Resources budget for the Hepatitis B vaccination for Police Department reserve officers and swimming pool staff. \$325,00 has also been allocated towards the remaining projected expense for the new HRIS software project. Software will be selected in early 2018.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$322,129	\$381,181	\$478,585	\$502,000	\$23,415	4.89%
Part-time Employees	33,365	27,560	50,000	40,000	(10,000)	(20.00%)
Contract Help						
Overtime	249		1,500	1,500		
Health, Dental, Life Insurance	51,838	65,220	78,165	92,195	14,030	17.95%
Retirement Contributions	58,775	67,272	93,465	98,550	5,085	5.44%
Other Pay	4,427	2,119	2,270	2,587	317	13.96%
Total Personal Services	\$470,783	\$543,352	\$703,985	\$736,832	\$32,847	4.67%
Supplies & Services						
Operating & Maintenance	\$73,964	\$70,696	\$116,300	\$151,400	\$35,100	30.18%
Staff Development	104,888	89,042	154,569	159,800	5,231	3.38%
Utilities	221	232	600	500	(100)	(16.67%)
Contractual Obligations	147,991	154,264	229,008	154,658	(74,350)	(32.47%)
Total Supplies & Services	\$327,064	\$314,234	\$500,477	\$466,358	(\$34,119)	(6.82%)
Capital Outlay						
Replacement Charges						
Computer Hardware & Software			226,000	325,000	99,000	43.81%
Vehicles						
Miscellaneous Equipment		8,1112	5,500	4,500	(1,000)	(18.18%)
Total Capital Outlay		\$8,112	\$231,500	\$329,500	\$98,000	42.95%
Lease/Purchase Payments						
Total Expenditures	\$797,847	\$865,698	\$1,435,962	\$1,532,690	\$96,728	6.74%



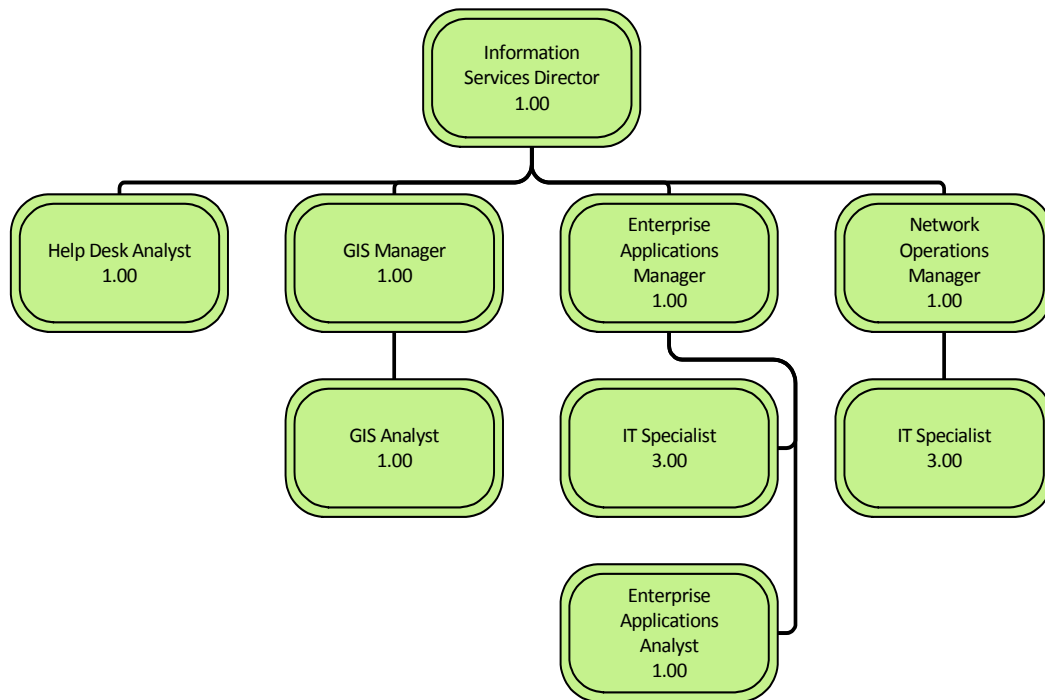
Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Human Resources Director	1.00	1.00	1.00	1.00	0.00
Human Resources Administrator	2.00	2.00	3.00	3.00	0.00
Administrative Assistant	1.00	2.00	2.00	2.00	0.00
Total Full-time Employees	4.00	5.00	6.00	6.00	0.00
Part-time Employees					
Secretary	0.50	0.50	0.50	0.50	0.00
Total Part-time Employees	0.50	0.50	0.50	0.50	0.00
Total Authorized Personnel	4.50	5.50	6.50	6.50	0.00



Information Technology Services

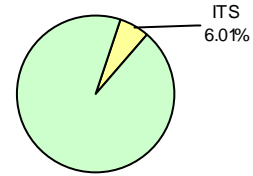
Information Technology Services department is responsible to develop, implement, manage and maintain all information technology services for the City. This includes computer systems used by all City staff, infrastructure and application servers, storage devices, network systems, security systems, and general communications systems. Desktop telephones and computer based systems such as Office 365, SharePoint, land managements, HRIS, financial software, electronic document and records management as well as all GIS systems and data are also the responsibility of the department.



BUDGET INFORMATION

FY 2018-19 Budget	\$4,021,931
FY 2017-18 Budget	\$3,972,569
Percentage Change	1.24%
FY 2018-19 FTE	13.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Goals and Objectives

- Partner with the departments of the City to research, design, build and maintain information technology solutions that support their business processes and customers
- Providing the highest quality of service with honesty, integrity and transparency to the departments we serve.
- Reducing overall IT costs to the City while mitigating risks and improving reliability, this includes exploring cloud based services and applications when it is fiscally responsible, and as long as those systems meet the security requirements placed on the City's information and data.

Accomplishments

- Created five year IT and GIS initiative budget plan

Significant Information

Supplemental Requests include \$225,000 for computer equipment replacement throughout the City. \$59,000 is included in the FY 2018-19 for the true-up of software licenses with Microsoft.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$983,034	\$942,690	\$1,018,400	\$1,235,100	\$216,700	21.28%
Part-time Employees						
Contract Help			58,100		(58,100)	(100.00%)
Overtime						
Health, Dental, Life Insurance	138,305	136,010	186,145	199,655	13,510	7.26%
Retirement Contributions	171,121	161,117	195,730	228,770	33,040	16.88%
Other Pay	10,609	11,895	12,320	12,160	(160)	(1.29%)
Total Personal Services	\$1,303,069	\$1,251,712	\$1,470,695	\$1,675,685	\$204,990	13.94%
Supplies & Services						
Operating & Maintenance	\$28,150	\$10,374	\$26,800	\$12,900	(\$13,900)	(51.87%)
Staff Development	64,757	52,576	58,100	54,000	(4,100)	(7.06%)
Utilities	44,267	37,620	71,500	69,200	(2,300)	(3.22%)
Contractual Obligations	1,081,251	963,576	1,531,474	1,626,146	94,672	6.18%
Total Supplies & Services	\$1,218,425	\$1,064,146	\$1,687,874	\$1,762,246	\$74,372	4.41%
Capital Outlay						
Replacement Charges			\$300,000	\$300,000		
Computer Hardware & Software	359,663	444,855	512,000	284,000	(228,000)	(44.53%)
Vehicles						
Miscellaneous Equipment	827	147,339	2,000		(2,000)	(100.00%)
Total Capital Outlay	\$360,490	\$592,194	\$814,000	\$584,000	(\$230,000)	(28.26%)
Lease/Purchase Payments	\$80,831					
Total Expenditures	\$2,962,815	\$2,908,052	\$3,972,569	\$4,021,931	\$49,362	1.24%



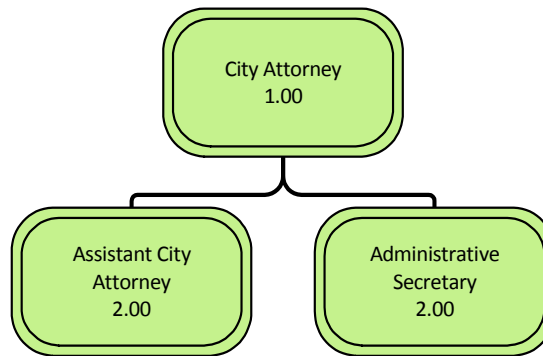
Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
IT Services Director/CIO	1.00	1.00	1.00	1.00	0.00
Help Desk Analyst	0.00	0.00	1.00	1.00	0.00
Enterprise Applications Manager	1.00	1.00	1.00	1.00	0.00
IT Specialist - Desktop Management	1.00	1.00	1.00	1.00	0.00
IT Specialist - Public Safety	2.00	2.00	2.00	2.00	0.00
IT Specialist - Public Safety Desktop & Mobile Devices	1.00	1.00	1.00	1.00	0.00
IT Specialist - Server Management	1.00	1.00	1.00	1.00	0.00
IT Specialist - Applications	1.00	1.00	1.00	1.00	0.00
Enterprise Applications Analyst	0.00	1.00	1.00	1.00	0.00
Network Operations Manager	1.00	1.00	1.00	1.00	0.00
GIS Coordinator	1.00	1.00	1.00	1.00	0.00
GIS Analyst	1.00	1.00	1.00	1.00	0.00
Total Full-time Employees	11.00	12.00	13.00	13.00	0.00
Total Authorized Personnel	11.00	12.00	13.00	13.00	0.00



Legal Department

The Legal Department attempts to provide quality legal services, recognizing the need for limited use of outside counsel for, among other things, bonding, collective bargaining negotiations and complex litigation. The City Attorney is responsible for all aspects of legal services to the Mayor, City Council, administrative staff, and appointed boards and commissions. This includes the drafting of opinion letters, contracts, and the review of ordinances, resolutions and agreements. The City Attorney represents the City in judicial and administrative proceedings and attends City Council and other meetings as necessary to address legal issues which arise.



The Legal Department staff maintains an open-door policy to all our clients and customers and meets with them as necessary. Many of the Legal Departments assignments come with deadlines designated by other bodies, which help staff prioritize and meet goals. Additionally many assignments are conducted in accordance with an existing policy or process established by the City Council, the courts, etc.

Mission Statement

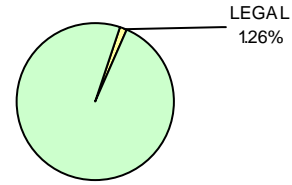
“The mission of the Legal Department is to provide quality legal services to the City of West Des Moines.”



BUDGET INFORMATION

FY 2018-19 Budget	\$841,288
FY 2017-18 Budget	\$739,028
Percentage Change	13.84%
FY 2018-19 FTE	5.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Goals and Objectives

The primary budget objective of the Legal Department for the FY 2018-19 fiscal year continues to be the provision of legal services to the City without substantially increasing expenditures from outside counsel. Although the expenditure for outside legal services in the Performance Measures below has show a downward trend over the last several years an increase in development activity related to City initiated incentive programs, Microsoft Project Osmium and the related 28E agreements, and the use of outside counsel in order to avoid actual or perceived conflicts resulted in and increase in expenditures for outside legal services.

Performance Measures

Outside Legal Fees	2012-13	2013-14	2014-15	2015-16	2016-17
City General	\$42,059	\$48,192	\$17,547	\$11,965	\$156,380
Litigation	395	540	23,848	102,563	21,043
Negotiation	15,672	35,846	30,416	13,721	22,257
Prosecution	0	0	0	0	0

Training	2012-13	2013-14	2014-15	2015-16	2016-17
Continuing Legal Education Hours	130.50	81.00	146.00	123.25	205.75

Accomplishments

- 28E - IDOT and delinquent parking ticket collection program
- Exaction policy

Significant Information

The Legal Department FY 2018-19 budget includes an additional \$75,000 for contracted legal services related to employment matters.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$419,371	\$428,138	\$482,320	\$514,000	\$31,680	6.57%
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance	36,928	39,501	63,040	52,240	(10,800)	(17.13%)
Retirement Contributions	71,288	72,446	84,295	92,250	7,955	9.44%
Other Pay	2,303	2,702	2,770	2,770		
Total Personal Services	\$529,890	\$542,787	\$632,425	\$661,260	\$28,835	4.56%
Supplies & Services						
Operating & Maintenance	\$3,144	\$4,063	\$4,425	\$4,850	\$425	9.60%
Staff Development	9,719	9,254	14,395	14,395		
Utilities	16	16	25	25		
Contractual Obligations	129,449	201,355	85,758	160,758	75,000	87.46%
Total Supplies & Services	\$142,328	\$214,688	\$104,603	\$180,028	\$75,425	72.11%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment		5,820	2,000		(2,000)	(100.00%)
Total Capital Outlay		\$5,820	\$2,000		(\$2,000)	(100.00%)
Lease/Purchase Payments						
Total Expenditures	\$672,218	\$763,295	\$739,028	\$841,288	\$102,260	13.84%



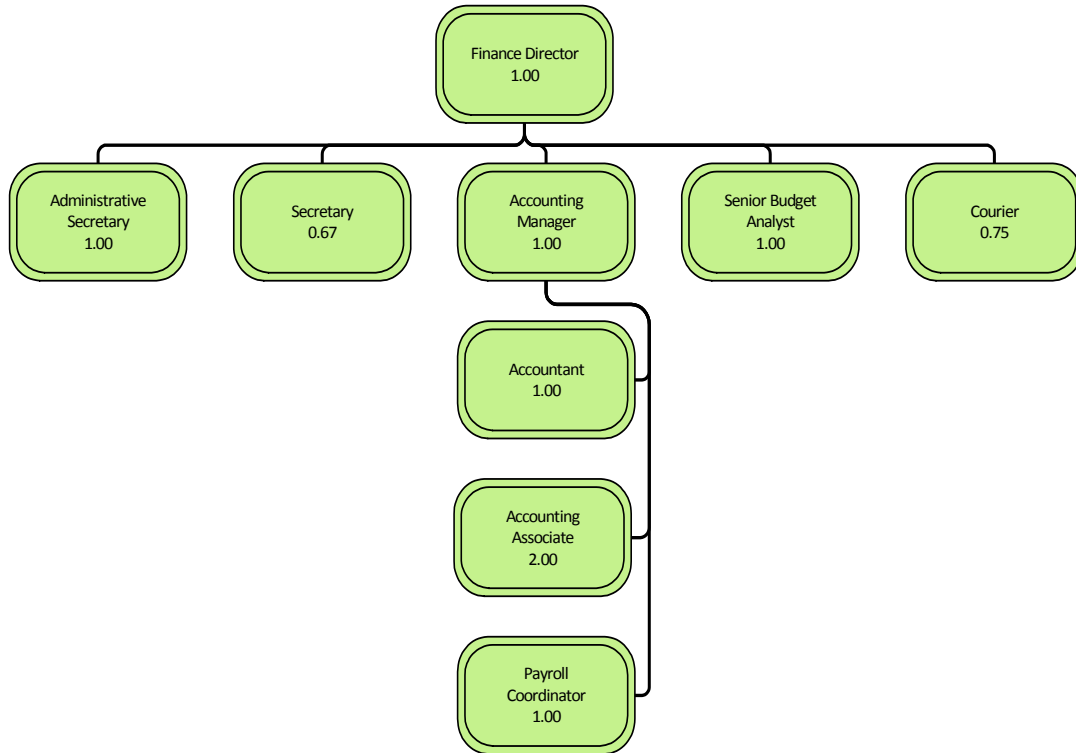
Personnel Summary

	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
City Attorney	1.00	1.00	1.00	1.00	0.00
Assistant City Attorney	2.00	2.00	2.00	2.00	0.00
Administrative Secretary	1.00	1.00	2.00	2.00	0.00
Total Full-time Employees	4.00	4.00	5.00	5.00	0.00
Total Authorized Personnel	4.00	4.00	5.00	5.00	0.00



Finance Department

The Finance Department provides both internal and external services for the City of West Des Moines. Major functions of the department included administration, account and payroll, risk management, research and budget, reporting, and treasury services. The Finance Department also assumes responsibility for city-wide courier and procurement of printing supplies and services, as well as providing the primary customer service point for City Hall.



Accounting responsibilities include timely receipt, payment, recording, and reporting of the City's financial transactions, maintenance of the City's financial records, and providing assurance that adequate supporting documentation of all financial transactions is maintained. Each year staff prepares the City's Comprehensive Annual Financial Report which provides information and supporting documentation to facilitate an audit of financial activities.

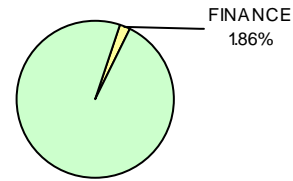
Specific accounting duties included processing of accounts payable, payroll, property tax and special assessment receipts, grant receipts, bond proceeds, payment of principal and interest on debt, maintaining detailed records of the City's capital assets, and other transactions. Reports generated by the Finance Department enable the City to make educated decisions regarding cash and debt management, and monitor the City's budget and financial position.



BUDGET INFORMATION

FY 2018-19 Budget	\$1,242,748
FY 2017-18 Budget	\$1,243,713
Percentage Change	(0.08%)
FY 2018-19 FTE	9.42
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of West Des Moines for its Comprehensive Annual Financial Report for the year ended June 30, 2016. This was the 24th consecutive year that the City has achieved this prestigious award. In order to be awarded the Certificate of Achievement, a government must publish an easily readable and efficiently organized Comprehensive Annual Financial Report.

Research and Budget staff prepares and compiles, and reports on the City's Operating Budget and Capital Improvements Program, performs fiscal analyses of City Operations, and provides research and analysis support on issues that impact the City.

The City received a Distinguished Budget Presentation Award from GFOA for its Budget Summary document for the fiscal year beginning July 1, 2017, the 19th consecutive year that the City has achieved this award.

Risk Management seeks to protect the City against adverse impacts to its financial and tangible assets. Risks that the City cannot financially assume are transferred through the purchase of adequate property, liability, workman's compensation and automobile insurance or similar coverage(s). The department analyzes, evaluates, and enacts policies and procedures to protect the City against accidental loss which may significantly affect personnel, property, the budget, or the ability of City Departments to fulfill their responsibilities.

Treasury manages the City's cash and investments with the policy guidelines established by City Council and state law, providing safety liquidity, and yield - in that order of priority.

Mission Statement

"The Finance Department strives to be exceptional stewards of community resources and is working to achieve that by initiating and adapting new revenue sources, implementing multi-year forecasting, advocating for responsible tax reform and working to maintain a steady property tax rate."

Goals and Objectives

The Finance Department is tasked with maintaining the top bond rating from Standard and Poor's and Moody's as well as achieving excellence in budget preparation and financial reporting as acknowledged by the Government Finance Officers Association.



Performance Measures

West Des Moines is Financially Strong & Solvent						
	July 2013	July 2014	March 2015	May 2016	October 2016	July 2017
Ratings Agency	S & P	Moody's	S & P	Moody's	Moody's	S & P
Bond Rating	AAA	Aaa	AAA	Aaa	Aaa	AAA

Accomplishments

- Received AAA bond rating from Standard & Poor's in July of 2017
- Awarded Certificate of Achievement for Excellence in Financial Reporting from GFOA for the year ended June 30, 2016 Comprehensive Annual Financial Report
- Received a Distinguished Budget Presentation Award from GFOA for the fiscal year beginning July 1, 2017

Significant Information

The secretary position was originally allocated 34% to Finance, 33% to City Clerk and 33% to WestPet in the FY 2017-18 budget, due to changes in the WestPet animal licensing agreement the position's share of wages and benefits are no longer being allocated to WestPet and are now being allocated to Finance. A budget amendment was made in FY 2017-18 to reflect this change.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees	\$576,351	\$528,291	\$599,430	\$615,500	\$16,070	2.68%
Part-time Employees	22,533	20,975	30,000	38,500	8,500	28.33%
Contract Help				5,000	5,000	
Overtime	26,301	30,795	37,000	36,350	(650)	(1.76%)
Health, Dental, Life Insurance	94,102	83,083	117,440	87,650	(29,790)	(25.37%)
Retirement Contributions	105,156	97,521	112,970	122,725	9,755	8.64%
Other Pay	4,842	4,415	4,680	4,330	(350)	(7.48%)
Total Personal Services	\$829,285	\$765,080	\$901,520	\$910,055	\$8,535	0.95%
Supplies & Services						
Operating & Maintenance	\$68,075	\$52,654	\$67,050	\$70,300	\$3,250	4.85%
Staff Development	8,588	7,557	16,556	14,550	(2,006)	(12.12%)
Utilities						
Non-Recurring/Non-Capital	179,697	286,632	255,932	245,188	(10,744)	(4.20%)
Total Supplies & Services	\$256,360	\$346,843	\$339,538	\$330,038	(\$9,500)	(2.80%)
Capital Outlay						
Replacement Charges	\$2,652	\$2,652	\$2,655	\$2,655		
Computer Hardware & Software	343,773	97,110				
Vehicles						
Miscellaneous Equipment	10,085					
Total Capital Outlay	\$356,510	\$99,762	\$2,655	\$2,655		
Lease/Purchase Payments						
Total Expenditures	\$1,442,155	\$1,211,685	\$1,243,713	\$1,242,748	(\$965)	(0.08%)



Personnel Summary

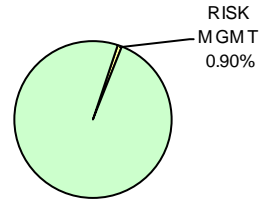
	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	CHANGE FROM FY 2017-18
Full-time Employees					
Finance Director	1.00	1.00	1.00	1.00	0.00
Accounting Manager	1.00	1.00	1.00	1.00	0.00
Budget Analyst	1.00	1.00	1.00	1.00	0.00
Accountant	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00
Payroll Coordinator	0.00	1.00	1.00	1.00	0.00
Payroll Specialist	1.00	0.00	0.00	0.00	0.00
Accounting Associate	2.00	2.00	2.00	2.00	0.00
Secretary	0.34	0.34	0.67	0.67	0.00
Total Full-time Employees	8.34	8.34	8.67	8.67	0.00
Part-time Employees					
Courier	0.75	0.75	0.75	0.75	0.00
Total Part-time Employees	0.75	0.75	0.75	0.75	0.00
Total Authorized Personnel	9.09	9.09	9.42	9.42	0.00



BUDGET INFORMATION

FY 2018-19 Budget	\$600,000
FY 2017-18 Budget	\$570,000
Percentage Change	5.26%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

Risk management seeks to protect the City against adverse impacts to its financial and tangible assets. Risks that the City cannot financially assume are transferred through the purchase of adequate property, liability, workman's compensation, and automobile insurance or similar coverage(s).

Significant Information

An increase is projected for insurance premiums in FY 2018-19 due to several factors. Premiums are expected to increase due to recent claims and settlements and the addition of newly acquired property, vehicles and equipment. This increase was originally scheduled to take place in FY 2017-18, but the insurance provider did delay the premium increase by a year.



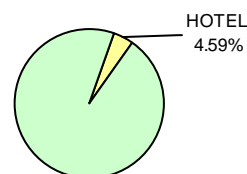
Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance	\$39,717	\$92,220	\$70,000	\$100,000	\$30,000	42.86%
Staff Development						
Utilities						
Contractual Obligations	341,449	395,244	500,000	500,000		
Total Supplies & Services	\$381,166	\$487,464	\$570,000	\$600,000	\$30,000	5.26%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous Equipment						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$381,166	\$487,464	\$570,000	\$600,000	\$30,000	5.26%



BUDGET INFORMATION

FY 2018-19 Budget	\$3,072,000
FY 2017-18 Budget	\$2,868,000
Percentage Change	7.11%
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET**Activity Description**

The goal of this activity is to enhance the physical and cultural ambience of the City and metropolitan area by marketing the City and providing an appealing environment for visitors and the citizens of West Des Moines. This activity is financed entirely by 7% tax imposed on the gross receipts from the renting of hotel/motel rooms.

Significant Information

West Des Moines continues to be a metropolitan leader in the distribution of Hotel/Motel Tax Revenues. In FY 18-19, the City plans to distribute 2/7ths of hotel/motel tax collections to the Convention and Visitors Bureau, 2/7ths to BRAVO Greater Des Moines, and 2/7ths will be transferred to City programs, leaving 1/7th for distribution to West Des Moines and metropolitan based activities. Specific allocations will be made by the City Council in early 2018. City Council action designated discretionary fund revenues in excess of total funds revenue of \$2,550,000 are to be channeled towards a public arts program, up to \$120,000.

Distribution of Hotel/Motel Tax Dollars per 28E Agreements				
	2013-14	2014-15	2015-16	2016-17
BRAVO Greater Des Moines	\$932,887	\$963,579	\$1,033,317	\$1,118,481
Greater Des Moines Convention & Visitors Bureau	997,887	1,028,579	1,098,517	1,183,481
Iowa Events Center	65,000	65,000	65,000	65,000

Financial Summary

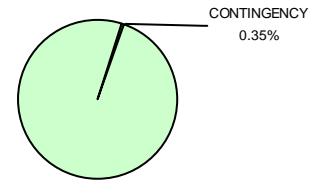
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees						
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services						
Supplies & Services						
Operating & Maintenance	\$93	\$2,757	\$43,000	\$50,000	\$7,000	16.28%
Staff Development						
Utilities						
Contractual Obligations	2,612,615	2,800,995	2,825,000	3,022,000	197,000	6.97%
Donations to Agencies						
Non-Recurring/Non-Capital						
Total Supplies & Services	\$2,612,708	\$2,803,752	\$2,868,000	\$3,072,000	\$204,000	7.11%
Capital Outlay						
Replacement Charges						
Computer Hardware & Software		13,784				
Vehicles		23,074				
Miscellaneous Equipment						
Total Capital Outlay		\$36,858				
Lease/Purchase Payments						
Total Expenditures	\$2,612,708	\$2,840,610	\$2,868,000	\$3,072,000	\$204,000	7.11%



BUDGET INFORMATION

FY 2018-19 Budget	\$232,000
FY 2017-18 Budget	\$309,720
Percentage Change	(25.09%)
FY 2018-19 FTE	0.00
Change From FY 2017-18	0.00

% OF GENERAL FUND BUDGET



Activity Description

The City Contingency is comprised of the following elements: funds designated by the City Council for unforeseen circumstances special issues and, funds designated for recognition payments for the City's volunteer personnel.

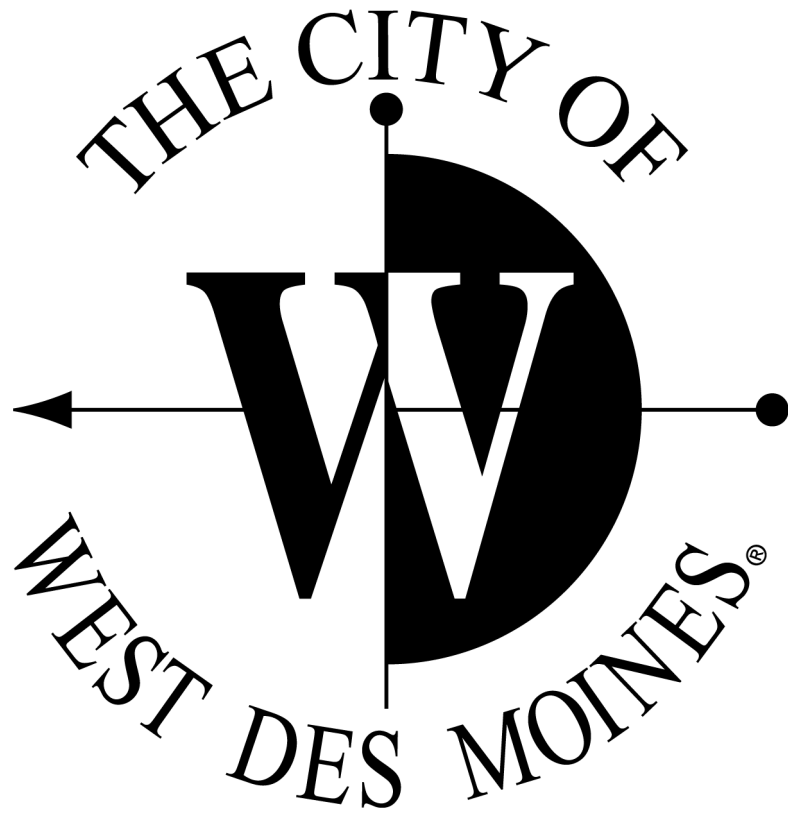
Through the careful use of Contingency funds the City Council is able to respond to needs and opportunities which were not foreseen at the time the budget was prepared. At the end of each fiscal year, the unused portion of the City Contingency reverts back to the General Fund balance.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
Expenditures by Object						
Personal Services						
Full-time Employees						
Part-time Employees			20,000		(20,000)	(100.00%)
Contract Help						
Overtime						
Health, Dental, Life Insurance						
Retirement Contributions						
Other Pay						
Total Personal Services			\$20,000		(\$20,000)	(100.00%)
Supplies & Services						
Operating & Maintenance	\$87,742	\$66,536	\$260,000	\$232,000	(\$28,000)	(10.77%)
Staff Development						
Utilities						
Contractual Obligations		47,610				
Non-Recurring/Non-Capital			29,720		(29,720)	(100.00%)
Total Supplies & Services	\$87,742	\$114,146	\$289,720	\$232,000	(\$57,720)	(19.92%)
Capital Outlay						
Replacement Charges						
Computer Hardware & Software						
Vehicles						
Miscellaneous						
Total Capital Outlay						
Lease/Purchase Payments						
Total Expenditures	\$87,742	\$114,146	\$309,720	\$232,000	(\$77,720)	(25.09%)







Special Revenue Funds



Special Revenue Funds

Special Revenue Funds are used to account for revenues derived from specific sources that are usually required by law or regulation to be accounted for separate from the city's general fund.

The City accounts and budgets for the following Special Revenue Funds:

Road Use Tax Fund

This fund accounts for all revenues received from the State of Iowa from motor vehicle fuel taxes, license fees, and vehicle weight taxes. These funds are distributed to the cities in Iowa on a per capita formula basis.

Local Options Sales Tax Funds

This fund accounts for all revenues received from the 1% local option sales tax that is applied to all goods and services delivered within the Dallas and Warren County portions of the City of West Des Moines.

Rehabilitation and Economic Development Funds

These funds account for revenue received from the Iowa Economic Development Authority and the U.S. Department of Housing and Urban Development. These funds also include funding from other local communities participating in the Metro Home Improvement Program and Dallas County Local Housing Trust Fund, which are housing programs managed by the City of West Des Moines.

Employee Benefits Fund

This fund accounts for benefits paid to those City employees who are compensated through government fund types. Revenue in this fund is from the city's property tax levy.

Tax Increment Financing (TIF) Funds

These funds account for revenues generated by the City's TIF districts, which are used for urban renewal and development. A separate fund is used for each district. TIF is a means of financing public improvement projects or economic development incentives for cities, counties and community colleges. Cities may utilize TIF for commercial, industrial, and residential development. How does TIF work? A base year for the purposes of assessing taxable valuation is established in the year prior to incurring any debt associated with the district. Any taxes imposed on this base valuation remain directed to all the local taxing jurisdictions. In other words, if the property prior to development is assessed at \$10,000, the local jurisdictions may continue to collect taxes based on the \$10,000 assessment. In this example, if improvements to the property add another \$10,000 in value, taxes are still collected on the added value but those taxes are retained by the City and directed towards the project, until the underlying debt is paid in full, rather than being spread to all jurisdictions.

Police and Fire Retirement Funds

These funds account for the pension of disabled and retired firefighter and police officers, as provided by Code of Iowa, Chapter 411 and for the City's contribution into the statewide retirement system for sworn police officers and fire personnel.

Park Funds

These funds account for revenues received from cemetery plot sales, park donations, community center trust donations, softball trust donations, and contributions towards the public art program.



Public Art Fund

This fund accounts for revenues received from hotel/motel tax allocations, donations, and grants towards the promotion of the public art program.

Library Funds

These funds account for gift trust donations and fund raising efforts by The Friends of the West Des Moines Public Library Foundation, a non-profit organization created for this purpose.

Police Funds
These funds account for the Police Department's share of Federal and State forfeited/seized assets; as well as direct donations to the West Des Moines Police Department.

E911 Funds

These funds account for revenues generated from a monthly surcharge on each telephone access line terminating within Polk, Dallas, and Warren counties. These funds are used to advance the ability of public safety agencies to achieve inter-operability among Police, Fire and Emergency Medical Service providers, as well as improve the effectiveness and efficiency of public safety.

Human Service Funds

These funds account for donations and grants directed for the West Des Moines Human Services Department.

Emergency Medical Services Funds

These funds account for donations to be used towards the purchase of defibrillators; which are placed in businesses with large numbers of employees, golf courses, and city owned facilities.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$6,380,501	\$6,568,934	\$6,740,330	\$7,172,993	\$432,663	6.42%
TIF Revenues	9,323,812	12,183,281	13,498,069	17,822,026	4,323,957	32.03%
Other City Taxes	75,071	84,343	79,275	2,104,239	2,024,964	2,554.35%
Licenses and Permits						
Use of Money and Property	2,078	34,117	500	2,450	1,950	390.00%
Intergovernmental	8,932,580	9,946,664	13,567,354	10,897,063	(2,670,291)	(19.68%)
Charges for Services		113,959	97,700	30,000	(67,700)	(69.29%)
Special Assessments						
Miscellaneous	509,993	306,967	327,200	247,100	(80,100)	(24.48%)
Sub-total Operating Revenues	\$25,224,035	\$29,238,265	\$34,310,428	\$38,275,871	\$3,965,443	11.56%
Other Financing Sources						
Sale of Surplus Assets & Equipment						
Proceeds of Long Term Debt		643,214	625,000		(625,000)	(100.00%)
Transfers In	1,559,519	654,981	772,535	755,733	(16,802)	(2.17%)
Sub-total Other Financing Sources	\$1,559,519	\$1,298,195	\$1,397,535	\$755,733	(\$641,802)	(45.92%)
TOTAL REVENUES & OTHER SOURCES	\$26,783,554	\$30,536,460	\$35,707,963	\$39,031,604	\$3,323,641	9.31%
EXPENDITURES						
Operating Expenditures						
Personal Services	\$2,493,068	\$2,417,388	\$2,601,745	\$2,909,109	\$307,364	11.81%
Supplies and Services	1,911,736	2,170,384	6,934,466	3,318,007	(3,616,459)	(52.15%)
Universal Commodities	778,240	771,982	820,000	810,000	(10,000)	(1.22%)
Capital	255,718	1,200,783	1,270,334	805,600	(464,734)	(36.58%)
Sub-total Operating Expenditures	\$5,438,762	\$6,560,536	\$11,626,545	\$7,842,716	(\$3,783,829)	(32.54%)
Debt Service Expenditures	\$194,529	\$255,973	\$301,640	\$301,645	\$5	0.00%
Capital Improvement Expenditures						
Total Expenditures	\$5,633,291	\$6,816,509	\$11,928,185	\$8,144,361	(\$3,783,824)	(31.72%)
Transfers Out	\$17,747,149	\$24,127,483	\$29,433,000	\$31,155,587	\$1,722,587	5.80%
TOTAL EXPENDITURES/TRANSFERS OUT	\$23,380,440	\$30,943,993	\$41,361,185	\$39,299,948	\$2,061,237	(4.98%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$3,403,114	(\$407,533)	(\$5,653,222)	(\$268,344)	(\$5,384,878)	n/a
BEGINNING FUND BALANCE	\$20,737,011	\$24,140,125	\$23,732,592	\$18,079,370	(\$5,653,222)	n/a
ENDING FUND BALANCE	\$24,140,125	\$23,732,592	\$18,079,370	\$17,811,026	(\$268,344)	n/a
FUND BALANCE% OF EXPENDITURES	428.53%	348.16%	151.57%	218.69%		



SPECIAL REVENUE FUNDS

FY 2018-19 BUDGET BY FUND

	Road Use Tax Fund	Local Option Sales Tax Funds	Rehab/Economic Development Funds	Employee Benefits Fund	Tax Increment Financing Funds	Police & Fire Retirement Funds	Park Funds
REVENUES							
Operating Revenues							
Property Taxes				\$4,739,500		\$2,433,493	
TIF Revenues					17,822,026		
Other City Taxes		2,025,364		52,112		26,763	
Licenses and Permits							
Use of Money and Property							1,450
Intergovernmental	7,624,920		685,944	223,529	527,192	114,771	
Charges for Services							30,000
Special Assessments							
Miscellaneous							75,100
Sub-total Operating Revenues	\$7,624,920	\$2,025,364	\$685,944	\$5,015,141	\$18,349,218	\$2,575,027	\$106,550
Other Financing Sources							
Proceeds of Long Term Debt							
Transfers In			50,000		585,733		
Sub-total Other Financing Sources			\$50,000		\$585,733		
TOTAL REVENUES & OTHER SOURCES	\$7,624,920	\$2,025,364	\$735,944	\$5,015,141	\$18,934,951	\$2,575,027	\$106,550
EXPENDITURES							
Operating Expenditures							
Personal Services			\$126,324			\$2,782,785	
Supplies and Services			717,036		1,605,039		15,000
Universal Commodities	810,000						
Non-Recurring/Non-Capital Capital							5,100
Sub-total Operating Expenditures	\$810,000		\$843,360		\$1,605,039	\$2,782,785	\$20,100
Debt Service Expenditures	\$164,640						
Capital Improvement Expenditures							
Total Expenditures	\$974,640		\$843,360		\$1,605,039	\$2,782,785	\$20,100
Transfers Out	\$8,260,000	\$2,037,682		\$5,015,141	\$15,625,364		
TOTAL EXPENDITURES/TRANSFERS OUT	\$9,234,640	\$2,037,682	\$843,360		\$17,230,403	\$2,782,785	\$20,100
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$1,609,720)	(\$12,318)	(\$107,416)		\$1,704,548	(\$207,758)	\$86,450
BEGINNING FUND BALANCE	\$8,605,002		\$464,851	\$8,803	\$4,332,219	\$2,491,901	\$794,601
ENDING FUND BALANCE	\$6,995,282	(\$12,318)	\$357,435	\$8,803	\$6,036,767	\$2,284,143	\$881,451
FUND BALANCE% OF EXPENDITURES	717.73%		42.38%		376.11%	82.08%	4,383.34%



SPECIAL REVENUE FUNDS

FY 2018-19 BUDGET BY FUND

	Public Art Fund	Library Funds	Police Funds	E911 Funds	Human Services Funds	EMS Funds	BUDGET FY 2018-19
REVENUES							
Operating Revenues							
Property Taxes							\$7,172,993
TIF Revenues							17,822,026
Other City Taxes							2,104,239
Licenses and Permits							
Use of Money and Property					1,000		2,450
Intergovernmental		45,000		1,656,257	19,450		10,897,063
Charges for Services							30,000
Special Assessments							
Miscellaneous		27,000	20,000		125,000		247,100
Sub-total Operating Revenues		\$72,000	\$20,000	\$1,656,257	\$145,450		\$38,275,871
Other Financing Sources							
Proceeds of Long Term Debt							
Transfers In	120,000						755,733
Sub-total Other Financing Sources	\$120,000						\$755,733
TOTAL REVENUES & OTHER SOURCES	\$120,000	\$72,000	\$20,000	\$1,656,257	\$145,450		\$39,031,604
EXPENDITURES							
Operating Expenditures							
Personal Services							\$2,909,109
Supplies and Services	40,000	12,000	15,000	722,352	191,580		3,318,007
Universal Commodities							810,000
Non-Recurring/Non-Capital							
Capital	110,000	65,000	45,000	579,500	1,000		805,600
Sub-total Operating Expenditures	\$150,000	\$77,000	\$60,000	\$1,301,852	\$192,580		\$7,842,716
Debt Service Expenditures				\$137,005			\$301,645
Capital Improvement Expenditures							
Total Expenditures	\$150,000	\$77,000	\$60,000	\$1,438,857	\$192,580		\$8,144,361
Transfers Out				\$217,400			\$31,155,587
TOTAL EXPENDITURES/TRANSFERS OUT	\$150,000	\$77,000	\$60,000	\$1,656,257	\$192,580		\$39,299,948
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$30,000)	(\$5,000)	(\$40,000)		(\$47,130)		(\$268,344)
BEGINNING FUND BALANCE	\$233,442	\$232,092	\$202,818	\$54,350	\$652,469	\$6,822	\$18,079,370
ENDING FUND BALANCE	\$203,442	\$227,092	\$162,818	\$54,350	\$605,339	\$6,822	\$17,811,026
FUND BALANCE % OF EXPENDITURES	135.63%	294.92%	271.36%	3.78%	314.33%		218.69%



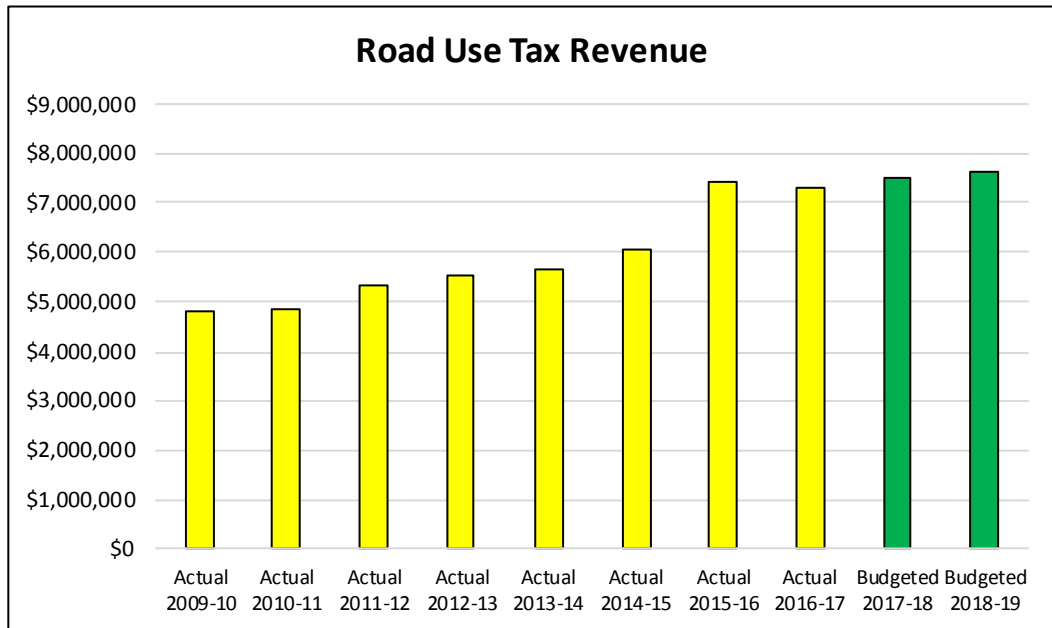
Description of the Road Use Tax Fund

This fund accounts for all revenues received from the State of Iowa from motor vehicle fuel taxes, license fees, and vehicle weight taxes. These funds are distributed to the cities in Iowa on a per capita formula basis. Road Use Tax funds are available to finance street maintenance and construction, as well as providing funding for street capital improvements.

Financial Summary

The City estimates it will receive \$7,624,920 in Road Use Taxes in FY 2018-2019. This estimate is based on the City's 2015 special census population of 63,541 and a per capita estimate of \$120.00, which is slightly less than the Iowa Department of Transportation (IDOT) estimate, as past history show the IDOT estimates tend to be higher than actual. The Iowa Department of Transportation (IDOT) projects the per capita rate will increase to approximately \$122.00 by FY 2020-2021. The increasing Road Use Tax receipts are generally a result of higher vehicle registration fees the state legislature passed into law during 2008 and the addition of TIME-21 funding. The Transportation Investment Moves the Economy in the 21st Century (TIME-21) Fund is established in Chapter 312A, Code of Iowa. In 2015 the state legislature approved a 10 cents per gallon increase in the motor vehicle fuel tax, which has significantly increased the per capita distribution the city receives. The Fund consists of moneys appropriated by the General Assembly and any revenues credited by law to the Fund. The fund allocated revenues to the State, cities and counties based on the following formulas; 60% for primary roads, 20% to secondary roads, and 20% to city streets. IDOT has indicated that the estimates may likely be lowered significantly based upon actual collections.

Fiscal Year	Actual/Current IDOT per capita estimates
2009-10	\$89.50
2010-11	\$89.50
2011-12	\$91.25
2012-13	\$94.00
2013-14	\$96.00
2014-15	\$98.50
2015-16	\$120.50
2016-17	\$120.00
2017-18	\$120.50
2018-19	\$121.50

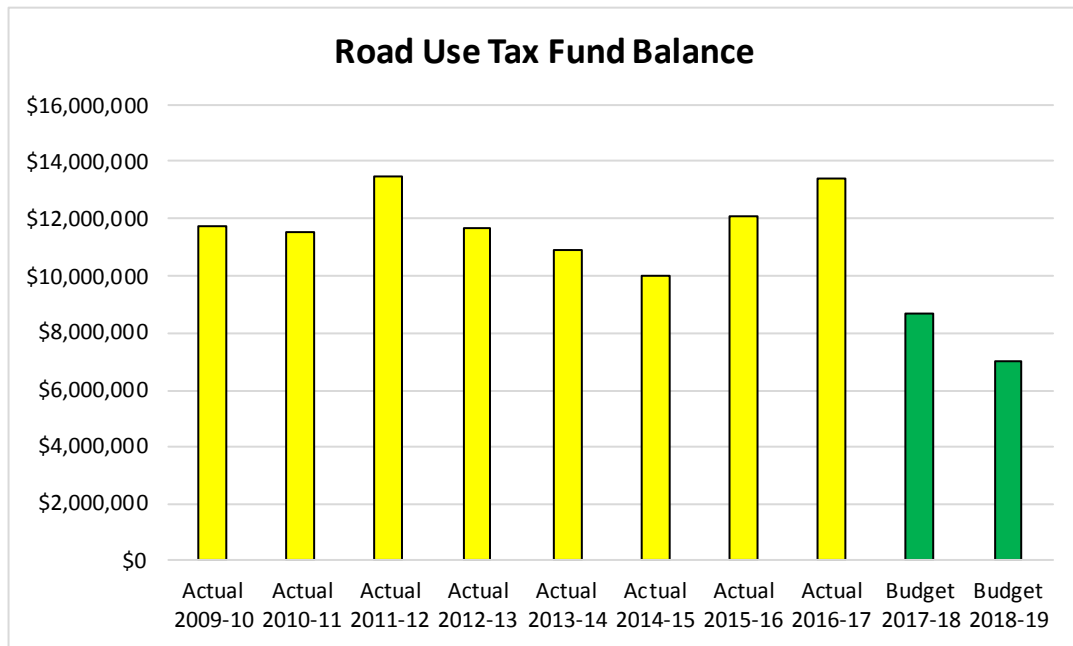


Expenditures

Approximately \$11.47 million in Road Use Tax funds are being utilized for street related expenditures (CIP and operating). The remaining \$810,000 will be used for street lighting. This will effectively use all of the current year Road Use Tax funds received from the State of Iowa and some of the reserves.

Estimated Ending Fund Balance

The City estimates that the ending fund balance of the Road Use Tax Fund will be roughly \$6,995,000 million. Most of this balance is obligated to complete capital projects which initiated in fiscal years prior to FY 2018-2019. A small portion of this balance, approximately 10%, is set aside as a contingency for other road repair projects.



SPECIAL REVENUE FUNDS

DESCRIPTION OF FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental	7,401,561	8,120,086	7,497,838	7,624,920	127,082	1.67%
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$7,401,561	\$8,120,086	\$7,497,838	\$7,624,920	\$127,082	1.67%
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In	528,877	24,057				
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$7,930,438	\$8,144,143	\$7,497,838	\$7,624,920	\$127,082	1.67%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services						
Universal Commodities	778,240	771,982	820,000	810,000	(10,000)	(1.22%)
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$778,240	\$771,982	\$820,000	\$810,000	(\$10,000)	(1.22%)
Debt Service Expenditures	\$164,639	\$164,639	\$164,640	\$164,640		
Capital Improvement Expenditures						
Total Expenditures	\$942,879	\$936,621	\$984,640	\$974,640	(\$10,000)	(1.02%)
Transfers Out	\$4,888,479	\$5,847,345	\$11,307,000	\$8,260,000	(\$3,047,000)	(26.95%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$5,831,358	\$6,783,966	\$12,291,640	\$9,234,640	(\$3,057,000)	(24.87%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$2,099,080	\$1,360,177	(\$4,793,802)	(\$1,609,720)	(\$3,184,082)	n/a
BEGINNING FUND BALANCE	\$9,939,547	\$12,038,627	\$13,398,804	\$8,605,002	(\$4,793,802)	n/a
ENDING FUND BALANCE	\$12,038,627	\$13,398,804	\$8,605,002	\$6,995,282	(\$1,609,720)	n/a
FUND BALANCE% OF EXPENDITURES	1,276.79%	1,430.55%	873.92%	717.73%		



Description of the Local Option Sales Tax Funds

Beginning in July 2018, an additional 1% local option sales tax will be applied to all goods and services delivered within the Dallas County portion of the City of West Des Moines, to which the State of Iowa sales tax already applies. The additional tax was approved by the voters of Dallas County in November of 2017. 50% of the revenues from the 1% sales and services tax will be applied directly to city property tax reduction for all property tax payers in West Des Moines, the remaining 50% will be applied to legal uses authorized by the state of Iowa, including construction of public parks, recreational facilities and trails; public infrastructure construction; and public safety expenditures.

A 1% local option sales tax has been in place for Warren County since July 1, 2016, but since there are no retail establishments and very few residents in this portion of West Des Moines the revenue received has been minimal.

The State of Iowa collects all sales tax and makes monthly remittances of Local Options Sales Tax to the City based on 95% of the State of Iowa estimate of monthly receipts. In November of each year, the State of Iowa performs a reconciliation of Local Option Sales Tax for the prior fiscal year and makes an adjusting payment to the City to reflect the actual sales tax receipts.

Financial Summary

Of the local option sales tax projected to be collected, 50% or \$1,012,682 will be transferred to the General Fund in order to reduce the property tax levy by \$0.21 per thousand of valuation. The projected remaining Local Options Sales Tax funds will be transferred to the Capital Projects Funds for parks projects. In Fiscal Year 2018-19 the following parks projects will be funded:

- \$525,000 - Sugar Creek Trail Phase 1
- \$200,000 - Raccoon River Park Boathouse Design
- \$300,000 - Raccoon River Park Pedestrian Bridge Design

Estimated Ending Fund Balance

The projected ending Local Options Sales Tax funds balance is (\$12,682) at June 30, 2019.



SPECIAL REVENUE FUNDS

LOST FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes				\$2,025,364	\$2,025,364	
Licenses and Permits						
Use of Money and Property						
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues				\$2,025,364	\$2,025,364	
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES						
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services						
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures						
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures						
Transfers Out				\$2,037,682	\$2,037,682	
TOTAL EXPENDITURES/TRANSFERS OUT				\$2,037,682	\$2,037,682	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES				(\$12,318)		n/a
BEGINNING FUND BALANCE						n/a
ENDING FUND BALANCE				(\$12,318)		n/a
FUND BALANCE% OF EXPENDITURES						



Description of Rehabilitation/Economic Development Funds

Rehabilitation/Economic Development Funds consist of six special revenue funds; Dallas County Local Housing Trust Fund, Community Development Block Grant State Program, Housing Solutions, Housing and Urban Development (HUD) Entitlement Program, Economic Development-Discretionary, and Economic Development.

Dallas County Local Housing Trust Fund

The Dallas County Local Housing Trust Fund (DCLHTF) was established in 2004 with the mission “To provide and expand safe and affordable housing to low income residents of Dallas County.” The trust fund is governed by a 15 person Board of Directors, who act on behalf of the member communities and residents of Dallas County. The City of West Des Moines has been hired to perform administrative duties for the Trust Fund. The Owner-Occupied Rehabilitation Program assists low income homeowners within Dallas County with housing repairs and correcting code violations. The awards are in the form of a five-years forgivable loan to eligible households with incomes of less than 80% of the are Area Median Income. Eligible property types included single family homes, but do not include mobile homes, home being purchased on contract, duplexes, or rental units. The house assisted must be the primary residence of the applicant.

Housing Solutions

The rapid re-housing program, administered by West Des Moines Human Services, connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. A fundamental goal of rapid re-housing is to reduce the amount of time a person is homeless. Grant funding will be determined at a later date.

Housing and Urban Development Entitlement Program

In October 2004, HUD identified the City of West Des Moines as a grantee for the Entitlement Community Development Block Grant (CDBG) Program. As an entitlement community, West Des Moines is eligible for HUD funds to address defined needs within the community. The program provides annual grants on a formula basis to entitled cities and counties (those over 50,000 in population) to develop viable urban communities, by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for low- and moderate-income persons.

Economic Development Funds

Since 1999 the City has participated in multiple economic development financial programs currently managed by the Iowa Economic Development Authority. Over that time, the City has provided match contributions in the form of forgivable or low interest loans totaling \$667,000 and involving 12 area businesses. The current High Quality Jobs Program (HQJP) provides qualifying businesses tax credits and direct financial assistance to off-set some of the costs incurred to



SPECIAL REVENUE FUNDS REHAB/ECONOMIC DEVELOPMENT FUNDS

locate, expand, or modernize an Iowa facility. To qualify for this very flexible assistance package, eligible businesses must meet certain wage threshold requirements. Actual award amounts will be based on the business's level of need; the quality of the jobs; the percentage of created or retained jobs defined as high-quality; and the economic impact of the project. Funds are provided in the form of loans and forgivable loans.

Estimated Ending Fund Balance

The projected ending Rehabilitation/Economic Development Funds balance is \$357,435 at June 30, 2019.



SPECIAL REVENUE FUNDS REHAB/ECONOMIC DEVELOPMENT FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental	397,270	322,093	3,699,741	685,944	(3,013,797)	(81.46%)
Charges for Services						
Special Assessments						
Miscellaneous	79,224	46,554	19,100		(19,100)	(100.00%)
Sub-total Operating Revenues	\$476,494	\$368,647	\$3,718,841	\$685,944	(\$3,032,897)	(81.55%)
Other Financing Sources						
Proceeds of Long Term Debt			625,000		(625,000)	(100.00%)
Transfers In	53,239	50,000	50,000	50,000		
Sub-total Other Financing Sources	\$53,239	\$50,000	\$675,000	\$50,000	(\$625,000)	(92.59%)
TOTAL REVENUES & OTHER SOURCES	\$529,733	\$418,647	\$4,393,841	\$735,944	(\$3,657,897)	(83.25%)
EXPENDITURES						
Operating Expenditures						
Personal Services	\$78,138	\$86,395	\$97,295	\$126,324	\$29,029	29.84%
Supplies and Services	456,206	323,104	4,394,716	717,036	(3,677,680)	(83.68%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$534,344	\$408,499	\$4,492,011	\$843,360	(\$3,648,651)	(81.23%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$534,344	\$408,499	\$4,492,011	\$843,360	(\$3,648,651)	(81.23%)
Transfers Out	\$106,124					
TOTAL EXPENDITURES/TRANSFERS OUT	\$640,468	\$408,499	\$4,492,011	\$843,360	(\$3,648,651)	81.23%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$110,735)	\$10,148	(\$98,170)	(\$107,416)	(\$9,246)	n/a
BEGINNING FUND BALANCE	\$663,608	\$552,873	\$563,021	\$464,851	(\$98,170)	n/a
ENDING FUND BALANCE	\$552,873	\$563,021	\$464,851	\$357,435	(\$107,416)	n/a
FUND BALANCE% OF EXPENDITURES	103.47%	137.83%	10.35%	42.38%		



Description of the Employee Benefits Fund

This fund accounts for benefits paid to City employees who are compensated through government fund types. Cities are allowed to levy in a Special Revenue Fund for contributions under the Federal Insurance Contributions Act (FICA), the Iowa Public Employees Retirement System (IPERS), the Municipal Fire and Police Retirement System of Iowa (MFPRS), and certain other employee benefits.

Financial Summary

In FY 2018-2019, the levy for employee benefits will be approximately \$4,791,612 and the commercial property tax replacement funding is projected to be \$223,529. These amounts will then be transferred to the General Fund as the employee benefits are actually paid.

Estimated Ending Fund Balance

The projected ending Employee Benefits Fund balance is \$8,803 at June 30, 2019.



SPECIAL REVENUE FUNDS

EMPLOYEE BENEFITS FUND

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$4,206,721	\$4,362,409	\$4,467,256	\$4,739,500	\$272,244	6.09%
TIF Revenues						
Other City Taxes	49,494	56,012	52,531	52,112	(419)	(0.46%)
Licenses and Permits						
Use of Money and Property						
Intergovernmental	252,172	230,535	213,892	223,529	9,637	4.51%
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$4,508,387	\$4,648,956	\$4,733,679	\$5,015,141	\$281,462	5.95%
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$4,508,387	\$4,648,956	\$4,733,679	\$5,015,141	\$281,462	5.95%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services						
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures						
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures						
Transfers Out	\$4,493,291	\$4,655,249	\$4,733,679	\$5,015,141	\$281,462	5.95%
TOTAL EXPENDITURES/TRANSFERS OUT	\$4,493,291	\$4,655,249	\$4,733,679	\$5,015,141	\$281,462	5.95%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$15,096	(\$6,293)				
BEGINNING FUND BALANCE		\$15,096	\$8,803	\$8,803		
ENDING FUND BALANCE	\$15,096	\$8,803	\$8,803	\$8,803		
FUND BALANCE% OF EXPENDITURES	n/a	n/a	n/a	n/a		



Description of the Tax Increment Financing (TIF) Funds

These funds have been established for the receipt of tax revenues from the City's TIF districts. A brief description of each of the active districts is as follows:

Fuller Road TIF District

This district was created in 2010 and the expiration date is to be determined. The district has a 20 year life, but based off the urban renewal plan, this will not exceed 15 years. The purpose of the district is to create an incentive fund that the City Council can choose to make grants, including tax rebates, attributable to new construction within the renewal area. No TIF receipts are projected to be collected for FY 2018-2019 in the Fuller Road Urban Renewal District.

4125 Westown TIF District

This district was created in 2013 and the expiration date is to be determined. The district has a 20 year life, but based off the urban renewal plan, this will not exceed 15 years. The purpose of the district is to create an incentive fund that the City Council can choose to make grants, including tax rebates, attributable to the purchase and remodeling of a vacant building in the area. TIF receipts are projected to be \$118,930 for FY 2018-2019 in the 4125 Westown Urban Renewal District.

Val Gate TIF District

An urban renewal area was created in 2015 but debt has yet to be certified within the district. The purpose of the district is to finance infrastructure improvements, which will include storm sewer improvements, Grand Avenue road improvements, and the burying of overhead utilities. No TIF receipts are projected to be collected for FY 2018-2019 in the Val Gate Urban Renewal District.

Historic West Des Moines TIF District

This district was created in 2017 and the expiration date is to be determined. The district has a 20 year life. The purpose of the district is to create an incentive fund that the City Council can choose to make grants, including tax rebates, attributable to the purchase and remodeling of buildings in the area. No TIF receipts are projected to be collected for FY 2018-2019 in the Historic West Des Moines Urban Renewal District.

Midtown TIF District

This district was created in 2017 and the expiration date is to be determined. The district has a 20 year life. The purpose of the district is to create an incentive fund that the City Council can choose to make grants, including tax rebates, attributable to the redevelopment of a building in the area. TIF receipts are projected to be \$49,542 for FY 2018-2019 in the Midtown Urban Renewal District.



Alluvion TIF District

This district was created in 2014, the district has a 20 year life. The purpose of the district is to finance the construction of infrastructure (streets, water line, sanitary sewer improvements, and power line relocation) for the Microsoft data center complex, and constructing and equipping a public safety facility within the district. TIF receipts are projected to be \$5,365,331 for FY 2018-2019.

Westown V TIF District

This district was created in 2009 and is set to expire in fiscal year 2024-2025. The purpose of the district is to finance roadway improvements necessary to handle increased traffic generated by the hospitals within the Westown Parkway V Urban Renewal District, amendments to the plan have created a incentive fund that the City Council can choose to make grants, including tax rebates, attributable to the creation of jobs and the construction and redevelopment of buildings in the area. TIF receipts are projected to be \$938,632 for FY 2018-2019.

Mills Parkway TIF District

This district was created in 1999 and has been amended several times to create multiple subdistricts. The original area expired in FY 2013-2014 and the subdistricts will fully expire in fiscal year 2025-2026. The original purpose of the district was to help defray costs associated with the construction of a new municipal fire station, and an interstate interchange at the intersection of Mills Civic Parkway and Interstate Highway 35. The first amendment facilitated construction of the infrastructure (street, sanitary sewer and water lines) necessary for the Wells Fargo Mortgage Company complex while later amendments allowed financing for construction of infrastructure, connecting roadways, and utility work to serve the Athene USA and Microsoft campuses, TIF receipts are projected to be \$3,801,837 for FY 2018-2019. The most recent amendment allows for improvements to S. 60th St.

Jordan Creek TIF District

This district was created in 2000 and is set to expire in fiscal year 2018-2019. The purpose of this district is to help defray the costs associated with the construction of a new municipal fire station and numerous infrastructure improvements in the Jordan Creek Towncenter area. TIF receipts for FY 2018-2019 are projected to be \$4,981,486.

Woodland Hills TIF District

This district was created in 2011 and is set to expire fiscal year 2024-2025. The district has a 10 year life. The objectives of this district are to facilitate the development that had been previously aborted within the project area by encouraging new residential and commercial development opportunities through the installation and repair of necessary public improvements; and to provide the opportunity for generating funds to benefit low and moderate income households and families in West Des Moines. Specific improvements include paving a portion of South 88th Street from Mills Civic Parkway to Booneville Road as well as constructing South 93rd Street north of Woodland Hills Elementary School. TIF receipts are projected to be \$1,541,402 for FY 2018-2019.



Ashworth Road TIF District

This district was created in 2010 and the expiration date is to be determined. The purpose of the district is to finance the construction of infrastructure (street, water line, and sanitary sewer improvements) for Ashworth Road west of Jordan Creek Parkway to the city limits. TIF receipts are projected to be \$1,024,866 for FY 2018-2019.

Osmium TIF District

The district was created in 2016 and the expiration date is to be determined. The purpose of the district is to finance the construction of infrastructure (streets, water lines, and sanitary sewer for the Microsoft data center complex. No TIF receipts are projected to be collected in FY 2018-2019.

Coachlight Drive TIF District

The district was created in 2017 and the expiration date is to be determined. The purpose of the district is to finance the construction of infrastructure (streets and sidewalks) for Coachlight Drive and Mills Civic Parkway. No TIF receipts are projected to be collected in FY 2018-2019 in the Coachlight Drive Urban Renewal District.

E.P. True Parkway TIF District

The district was created in 2017 and the expiration date is to be determined. The purpose of the district is to create an incentive fund that the City Council can choose to make grants, including tax rebates, attributable to the redevelopment of the former Dahl's grocery building into three retail spaces. No TIF receipts are projected to be collected in FY 2018-2019 in the E.P. True Parkway Urban Renewal District.

SPECIAL REVENUE FUNDS

TIF FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues	9,323,812	12,183,281	13,498,069	\$17,822,026	\$4,323,957	32.03%
Other City Taxes						
Licenses and Permits						
Use of Money and Property		20,139				
Intergovernmental	115,300	230,635	287,495	527,192	239,697	83.37%
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$9,323,812	\$12,434,055	\$13,785,564	\$18,349,218	\$4,563,654	33.10%
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In	856,693	460,924	602,535	585,733	(16,802)	(2.79%)
Sub-total Other Financing Sources	\$856,693	\$460,924	\$602,535	\$585,733	(\$16,802)	(2.79%)
TOTAL REVENUES & OTHER SOURCES	\$10,180,505	\$12,894,979	\$14,388,099	\$18,934,951	\$4,546,852	31.60%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	1,004,473	1,347,385	1,690,280	1,605,039	(85,241)	(5.04%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital			70,000		(70,000)	100.00
Sub-total Operating Expenditures	\$1,004,473	\$1,347,385	\$1,760,280	\$1,605,039	(\$155,241)	(8.82%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$1,004,473	\$1,347,385	\$1,760,280	\$1,605,039	(\$155,241)	(8.82%)
Transfers Out	\$8,089,266	\$13,407,690	\$13,101,321	\$15,625,364	\$2,524,043	19.27%
TOTAL EXPENDITURES/TRANSFERS OUT	\$9,093,729	\$14,755,075	\$14,861,601	\$17,230,403	\$2,368,802	15.94%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$1,086,776	(\$1,860,096)	(\$473,502)	\$1,704,548	\$2,178,050	n/a
BEGINNING FUND BALANCE	\$5,579,041	\$6,665,817	\$4,805,721	\$4,332,219	(\$473,502)	n/a
ENDING FUND BALANCE	\$6,665,817	\$4,805,721	\$4,332,219	\$6,036,767	\$1,704,548	n/a
FUND BALANCE% OF EXPENDITURES	663.61%	356.67%	246.11%	376.11%		



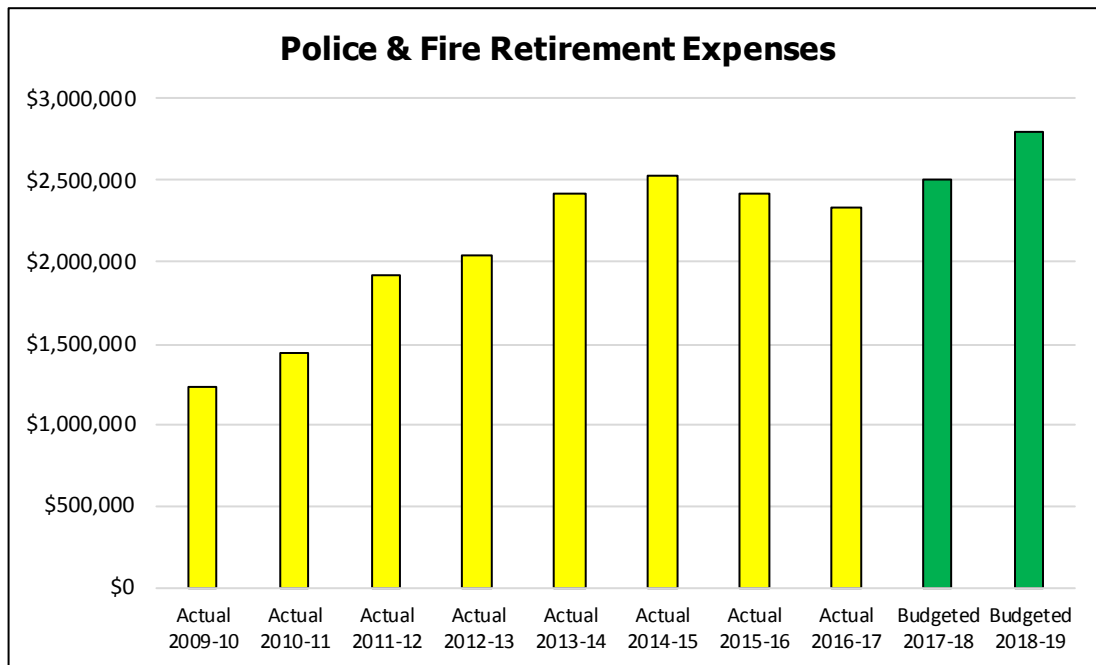
Description of the Police and Fire Retirement Funds

These funds account for the pension of disabled and retired Police Officers and Firefighters as provided by Code of Iowa Chapter 410, and for the City's contribution into the statewide retirement system for sworn police officers and fire personnel.

Financial Summary

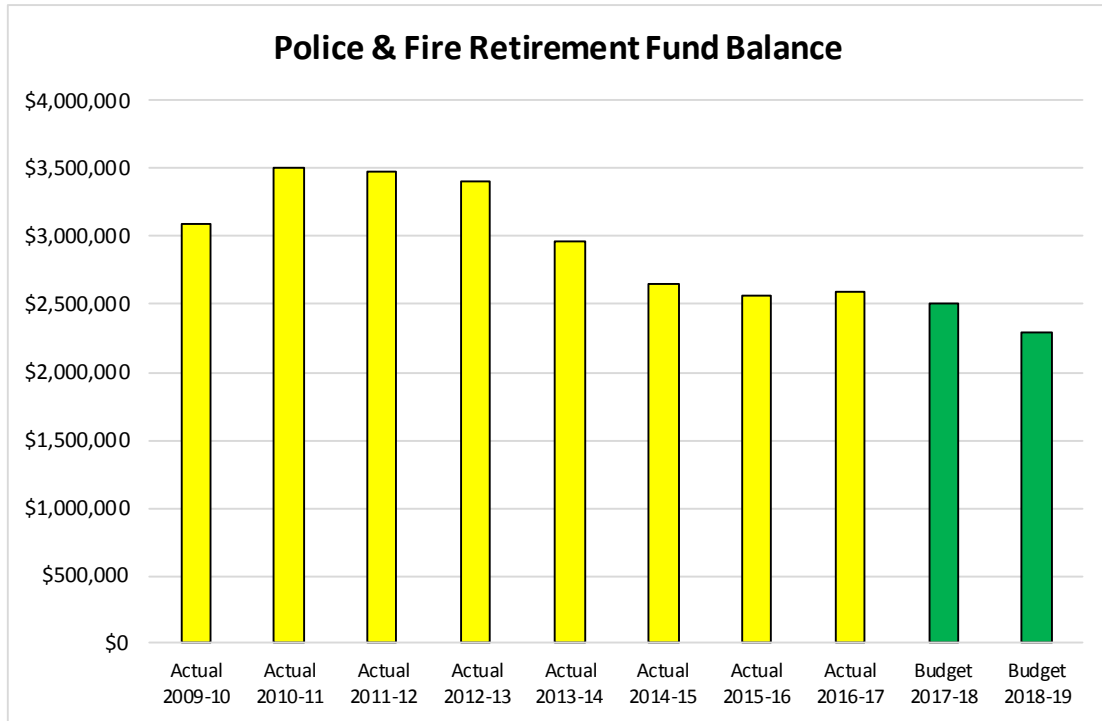
Cities are allowed to levy in a Special Revenue Fund for contributions under the Municipal Fire and Police Retirement System of Iowa (MFPRSI). In FY 2017-2018 the levy for these pension contributions will be approximately \$2,299,818, and the commercial property tax replacement funding is projected to be \$108,834. The MFPRSI City contribution rate increased from 25.92% in FY 2017-2018 to 26.02% in FY 2018-2019. As the MFPRSI continues to remain above the 25.00% City contribution rate, it is foreseeable the City will continue to maintain this levy and incur a deficiency of revenues over expenditures to cover the underlying pension obligation.

Fiscal Year	City Required Contribution Rate
2009-10	17.00%
2010-11	19.90%
2011-12	24.76%
2012-13	26.12%
2013-14	30.12%
2014-15	30.41%
2015-16	27.77%
2016-17	25.92%
2017-18	25.68%
2018-19	26.02%



Estimated Ending Fund Balance

The projected ending Police & Fire Retirement Fund balance is \$2,284,143 at June 30, 2019, a decrease of \$207,758 or 8.34%



SPECIAL REVENUE FUNDS

POLICE & FIRE RETIREMENT FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$2,173,780	\$2,206,524	\$2,273,074	\$2,433,493	\$160,419	7.05%
TIF Revenues						
Other City Taxes	25,577	28,331	26,744	26,763	19	0.07%
Licenses and Permits						
Use of Money and Property		9,426				
Intergovernmental	130,312	116,604	108,834	114,771	5,937	5.46%
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$2,329,699	\$2,360,885	\$2,408,652	\$2,575,027	\$166,375	6.91%
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$2,329,699	\$2,360,885	\$2,408,652	\$2,575,027	\$166,375	6.91%
EXPENDITURES						
Operating Expenditures						
Personal Services	\$2,414,930	\$2,331,991	\$2,504,450	\$2,782,785	\$278,335	11.11%
Supplies and Services						
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$2,414,930	\$2,331,991	\$2,504,450	\$2,782,785	\$278,335	11.11%
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$2,414,930	\$2,331,991	\$2,504,450	\$2,782,785	\$278,335	11.11%
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$2,414,930	\$2,331,991	\$2,504,450	\$2,782,785	\$278,335	11.11%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$85,261)	\$28,894	(\$95,798)	(\$207,758)	(\$111,960)	n/a
BEGINNING FUND BALANCE	\$2,644,066	\$2,558,805	\$2,587,699	\$2,491,901	(\$95,798)	n/a
ENDING FUND BALANCE	\$2,558,805	\$2,587,699	\$2,491,901	\$2,284,143	(\$207,758)	n/a
FUND BALANCE% OF EXPENDITURES	105.96%	110.97%	99.50%	80.94%		



Description of the Park Funds

Park Funds consist of four special revenue funds; Park Trust, Adult Softball Trust, Jordan Cemetery Reserve, and Raccoon River Quarry Conservation. These funds account for revenue from park donations, softball trust donations, cemetery plot sales, and tonnage fees for mining and are obligated for future parks development and to support operations at the facilities.

Raccoon River Quarry Conservation - In May of 2010 two aggregate mining operations located along the Raccoon River were annexed into the City of West Des Moines. The City has begun planning for the future use of the area subsequent to the end of mining operations, that planning includes a reclamation fund. The operators of the quarries shall pay annually into the reclamation fund an amount equal to ten cents per ton of all aggregate sold from the mining site. The monies collected shall be used solely for the implementation and development of the identified post mining land use for this area.

Financial Summary

Park Funds are projected to receive \$106,550 in revenue during fiscal year 2018-2019 from donations, sale of cemetery plots, tonnage fees, and interest. Revenue has been budgeted conservatively due to the unpredictability of the revenue streams. Expenditures for fiscal year 2018-2019 are \$20,100. Of this amount \$5,100 is budgeted for the purchase of benches using dollars donated for this purpose and the remaining \$15,000 is for supplies at the Raccoon River Park Softball Complex.

Estimated Ending Fund Balance

The projected ending Park Funds balance is \$881,051 at June 30, 2019, an increase of \$86,451 or 10.88%.



SPECIAL REVENUE FUNDS

PARK FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property		1,586		1,450	1,450	100.00%
Intergovernmental						
Charges for Services	87,639	113,959	97,700	30,000	(67,700)	(69.29%)
Special Assessments						
Miscellaneous	95,429	82,918	60,600	75,100	14,500	23.93%
Sub-total Operating Revenues	\$183,068	\$198,463	\$158,300	\$106,550	(\$51,750)	(32.69%)
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$183,068	\$198,463	\$158,300	\$106,550	(\$51,750)	(32.69%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	10,249	36,202	20,000	15,000	(5,000)	(25.00%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital	4,992	5,087	9,200	5,100	(4,100)	(44.57%)
Sub-total Operating Expenditures	\$15,241	\$41,289	\$29,200	\$20,100	(\$9,100)	(31.16%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$15,241	\$41,289	\$29,200	\$20,100	(\$9,100)	(31.16%)
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$15,241	\$41,289	\$29,200	\$20,100	(\$9,100)	(31.16%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$167,827	\$157,174	\$129,100	\$86,450	(\$42,650)	n/a
BEGINNING FUND BALANCE	\$340,500	\$508,327	\$665,501	\$794,601	\$129,100	n/a
ENDING FUND BALANCE	\$508,327	\$665,501	\$794,601	\$881,051	\$86,450	n/a
FUND BALANCE% OF EXPENDITURES	3,235.26%	1,511.81%	2,721.235	4383.34%		



Description of the Public Art Funds

In 2011, the City of West Des Moines established a Public Arts Advisory Commission to advise and assist the City Council in the promotion of public art with the city's physical environment and public spaces. The activities of the Public Art Advisory Commission are funded through an annual appropriation of hotel/motel tax revenues and managed by the Parks & Recreation Department.

The **vision** of the Public Art Program is to create a diverse collection of public works of art of high aesthetic and intellectual quality and excellence, and a program that promotes cultural expression and artistic appreciation. At the heart of the aspiration for public art in West Des Moines is the wish for an authentic, rich and diverse arts culture that is seen and understood as uniquely arising from the community - an arts culture that benefits and enriches all those who are fortunate enough to live, work in, and visit West Des Moines.

The **mission** of the Public Arts Program is to create a city with successful public spaces incorporating public works of art that offer moments of serendipity and opportunities for reflection - a city with public art woven into the fine grain detail of the public infrastructure.



The Commission sponsors an annual Art on the Campus temporary exhibit of sculptures on the City Campus each year. The exhibit will be celebrating its sixth year in 2018 and attracted thirty-one submission from fourteen different artists. Three permanent works of art have been purchased from past Art on the Campus exhibits and are part of the City's collection.

In 2016, the first commissioned work of public art was installed - Art on the Trail "Surrounds". This work consists of five sculptures in different locations along Jordan Creek Trail. In the fall of 2016, the Commission began work on its next major project, the Water Quality Community Art Project. An artist was selected in 2017, and the project will involve a community event, temporary works of art, and a permanent commission work of art all focused on the topic of water quality awareness. A public art project was also commission for the Valley Junction district in 2017. The work of art will include three sculptures installed in the Spring of 2018. In addition, Art Route, a collaboration with the Greater Des Moines Public Art Foundation, was installed on the City Campus in fall of 2017.

Financial Summary

The Public Art Fund is projected to receive \$120,000 in revenue, a transfer in from the Hotel/Motel Tax Fund. Expenditures for fiscal year 2018-2019 are \$150,000, with \$110,00 for the purchase and installation of new art.

Estimated Ending Fund Balance

The projected ending Public Art Fund balance is \$203,442 at June 30, 2019 a decrease of \$30,000 or 12.85%.



SPECIAL REVENUE FUNDS

PUBLIC ART FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	5,819		19,300		(19,300)	(100.00%)
Sub-total Operating Revenues	\$5,819		\$19,300		(\$19,300)	(100.00%)
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In	120,000	120,000	120,000	120,000		
Sub-total Other Financing Sources	\$120,000	\$120,000	\$120,000	\$120,000		
TOTAL REVENUES & OTHER SOURCES	\$125,819	\$120,000	\$139,300	\$120,000	(\$19,300)	(13.85%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	34,997	27,105	41,000	40,000	(1,000)	(2.44%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital	32,000	131,474	259,000	110,000	(149,000)	(57.53%)
Sub-total Operating Expenditures	\$66,997	\$158,579	\$300,000	\$150,000	(\$150,000)	(50.00%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$66,997	\$158,579	\$300,000	\$150,000	(\$150,000)	(50.00%)
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$66,997	\$158,579	\$300,000	\$150,000	(\$150,000)	(50.00%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$58,822	(\$38,579)	(\$160,700)	(\$30,000)	\$130,700	
BEGINNING FUND BALANCE	\$373,899	\$432,721	\$394,142	\$233,442	(\$160,700)	n/a
ENDING FUND BALANCE	\$432,721	\$394,142	\$233,442	\$203,442	(\$30,000)	n/a
FUND BALANCE% OF EXPENDITURES	645.88%	248.55%	77.81%	135.63%		



Description of the Library Funds

Library Funds consist of two special revenue funds; the Library Trust and the Library Friends Trust. These funds account for revenue from miscellaneous donations, State of Iowa open access contributions, and fund raising efforts by the West Des Moines Library Friends Foundation, a separate legal entity created to raise funds specifically for library purposes.

Financial Summary

Library Funds are projected to receive \$72,000 in revenue during fiscal years 2018-2019, of that amount \$27,000 is expected in donations and the remaining \$45,000 will be from the State of Iowa for open access. Expenditures of \$77,000 are budgeted for library materials and equipment.

Estimated Ending Fund Balance

The projected ending Library Funds balance is \$227,092 at June 30, 2019, a decrease of \$5,000 or 2.15%.



SPECIAL REVENUE FUNDS

LIBRARY FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property		797				
Intergovernmental		53,909	50,000	45,000	(5,000)	(10.00%)
Charges for Services						
Special Assessments						
Miscellaneous	64,353	39,358	35,950	27,000	(8,950)	(24.90%)
Sub-total Operating Revenues	\$64,353	\$94,064	\$85,950	\$72,000	(\$13,950)	(16.23%)
Other Financing Sources						
Sale of Surplus Assets & Equipment						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$64,353	\$94,064	\$85,950	\$72,000	(\$13,950)	(16.23%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services		16,080		12,000	12,000	100.00%
Universal Commodities						
Non-Recurring/Non-Capital						
Capital	30,324	91,153	70,500	65,000	(5,500)	(7.80%)
Sub-total Operating Expenditures	\$30,324	\$107,233	\$70,500	\$77,000	\$6,500	9.22%
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$30,324	\$107,233	\$70,500	\$77,000	\$6,500	9.22%
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$30,324	\$107,233	\$70,500	\$77,000	\$6,500	9.22%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$34,029	(\$13,169)	\$15,450	(\$5,000)	(\$20,450)	n/a
BEGINNING FUND BALANCE	\$195,782	\$229,811	\$216,642	\$232,092	\$15,450	n/a
ENDING FUND BALANCE	\$229,811	\$216,642	\$232,092	\$227,092	(\$5,000)	n/a
FUND BALANCE% OF EXPENDITURES	757.85%	202.03%	329.21%	294.92%		



Description of Police Funds

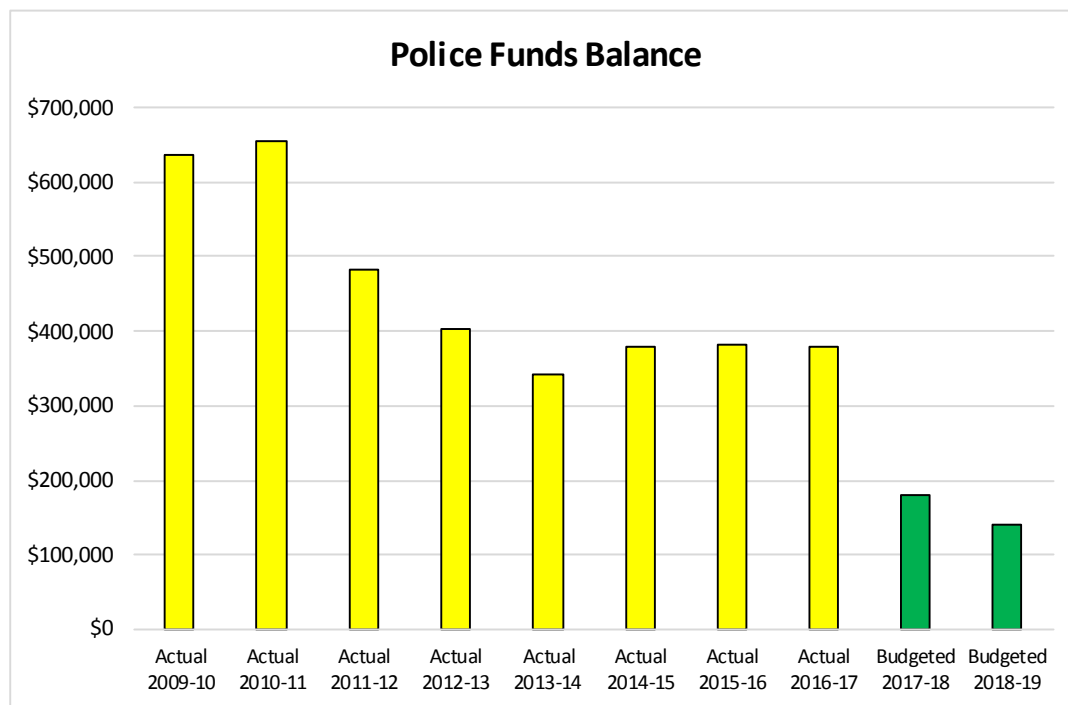
Police Funds consist of three special revenue funds; Police Forfeited Funds-State, Police Forfeited Funds-Federal, and Police Gift Trust. These funds account for revenue from direct donations to the Police Department, the Youth Justice Initiative Program and the West Des Moines Police Department's share of the Federal and State forfeiture programs. The primary purpose of the Federal and State forfeiture program is to deter crime by depriving criminals of the profits and proceeds of their illegal activities and to weaken criminal enterprises by removing the mechanisms of crime. An ancillary purpose is to enhance cooperation among Federal, State, and local law enforcement agencies through the equitable sharing of forfeiture proceeds.

Financial Summary

Due to the unpredictable nature of the forfeiture program and donations, revenues are conservatively estimated. In FY 2018-2019, Police Funds are projected to receive \$20,000 in revenue. The forfeiture programs are budgeted to receive \$10,000, with \$10,000 budgeted for donations. These funds will be used to augment police services, particularly in the areas of computer hardware, ammunition, and tactical team operations.

Estimated Ending Fund Balance

The projected ending Police Funds balance is \$140,818 at June 30, 2019, a decrease of \$40,000 from the prior year's balance.



SPECIAL REVENUE FUNDS

POLICE FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	14	775				
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	22,518	36,884	20,000	20,000		
Sub-total Operating Revenues	\$22,532	\$37,659	\$20,000	\$20,000		
Other Financing Sources						
Sale of Surplus Assets & Equipment						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$22,532	\$37,659	\$20,000	\$20,000		
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	19,641	38,362	34,000	15,000	(19,000)	(55.88%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital		999	112,000	45,000	(67,000)	(59.82%)
Sub-total Operating Expenditures	\$19,641	\$39,361	\$146,000	\$60,000	(\$86,000)	(58.90%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$19,641	\$39,361	\$146,000	\$60,000	(\$86,000)	(58.90%)
Transfers Out			\$71,000		(\$71,000)	(100.00%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$19,641	\$39,361	\$217,000	\$60,000	(\$157,000)	(72.35%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$2,891	(\$1,702)	(\$197,000)	(\$40,000)	\$157,000	
BEGINNING FUND BALANCE	\$376,629	\$379,520	\$377,818	\$180,818	(\$197,000)	n/a
ENDING FUND BALANCE	\$379,520	\$377,818	\$180,818	\$140,818	(\$40,000)	n/a
FUND BALANCE% OF EXPENDITURES	1,932.29%	959.87%	123.85%	234.70%		



Description of E911 Funds

These funds account for revenues generated from a monthly surcharge on each land and wireless phone access line terminating within Polk, Dallas, Madison, and Warren counties that is served by Westcom Dispatch. These funds are used to advance the ability of public safety agencies to achieve inter operability among Police, Fire and EMS providers, as well as improve the effectiveness and efficiency of public safety.

The revenue generated from the E911 surcharge is collected by the State of Iowa who then distributes the funds to the Polk County 911 service board. The Polk County 911 service board then holds the Westcom Dispatch share of the funds. Westcom receives their funding on a reimbursement basis after submitting an expenses summary.

Financial Summary

For fiscal year 2018-2019, revenue from the E911 monthly surcharge is projected to total \$1,656,257. Budgeted expenditures total \$1,656,257, with \$137,005 allocated to the repayment of a note issued in FY 2016-2017, the funds borrowed were used for the purchase of mobile data computers.

Estimated Ending Fund Balance

The projected ending E911 Funds balance is \$54,350 at June 30, 2019.



SPECIAL REVENUE FUNDS

E911 FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental	746,266	852,802	1,697,054	1,656,257	(40,797)	(2.40%)
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$746,266	\$852,802	\$1,697,054	\$1,656,257	(\$40,797)	(2.40%)
Other Financing Sources						
Proceeds of Long Term Debt		\$643,214				
Transfers In						
Sub-total Other Financing Sources		\$643,214				
TOTAL REVENUES & OTHER SOURCES	\$746,266	\$1,496,016	\$1,697,054	\$1,656,257	(\$40,797)	(2.40%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	252,843	273,232	545,620	722,352	176,732	32.39%
Universal Commodities						
Non-Recurring/Non-Capital						
Capital	188,402	972,069	794,434	579,500	(214,934)	(27.05%)
Sub-total Operating Expenditures	\$441,245	\$1,245,301	\$1,340,054	\$1,301,852	(\$38,202)	(2.85%)
Debt Service Expenditures	\$29,890	91,334	\$137,000	\$137,005	5	
Capital Improvement Expenditures						
Total Expenditures	\$471,135	\$1,336,635	\$1,477,054	\$1,438,857	(\$38,197)	(2.59%)
Transfers Out	\$170,000	\$217,200	\$220,000	\$217,400	(\$2,600)	(1.18%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$641,135	\$1,553,835	\$1,697,054	\$1,656,257	(\$40,797)	(2.40%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$105,131	(\$57,819)				n/a
BEGINNING FUND BALANCE	\$7,040	\$112,169	\$54,350	\$54,350		n/a
ENDING FUND BALANCE	\$112,169	\$54,350	\$54,350	\$54,350		
FUND BALANCE% OF EXPENDITURES	23.81%	4.07%	3.68%	3.78%		



Description of the Human Services Funds

Human Services Funds consist of three special revenue funds; Human Services Trust, Goodman Bequest, and the Alice Fuhrmann Bequest. These funds account for donations and grants for various Human Services programs that target the elderly, disabled, and low-income families of West Des Moines. These dollars fund program that include rental assistance, holiday programs, personal pantry programs, utility programs, and other client based programs.

Financial Summary

Human Services expects to receive approximately \$145,450 in donations and grants and expend approximately \$192,580 on programs for FY 2018-2019. These donations are above and beyond City allocations to the Human Services Department, as those allocations are accounted for through the General Fund.

Estimated Ending Fund Balance

The projected ending fund balance is \$605,339 at June 30, 2019, a decrease of \$47,130 or 7.22%.



SPECIAL REVENUE FUNDS

HUMAN SERVICES FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	2,064	1,394	500	1,000	500	100.00%
Intergovernmental	5,000	20,000	12,500	19,450	6,950	55.60%
Charges for Services						
Special Assessments						
Miscellaneous	153,091	101,251	160,000	125,000	(35,000)	(21.88%)
Sub-total Operating Revenues	\$160,155	\$122,645	\$173,000	\$145,450	(\$27,550)	(15.92%)
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In	710					
Sub-total Other Financing Sources	\$710					
TOTAL REVENUES & OTHER SOURCES	\$160,865	\$122,645	\$173,000	\$145,450	(\$27,550)	(15.92%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	133,328	108,914	158,100	191,580	33,480	21.18%
Universal Commodities						
Non-Recurring/Non-Capital						
Capital			16,200	1,000	(15,200)	(93.83%)
Sub-total Operating Expenditures	\$133,328	\$108,914	\$174,300	\$192,580	\$18,280	10.49%
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$133,328	\$108,914	\$174,300	\$192,580	\$18,280	10.49%
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$133,328	\$108,914	\$174,300	\$192,580	\$18,280	10.49%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$27,537	\$13,732	(\$1,300)	(\$47,130)	(\$45,830)	n/a
BEGINNING FUND BALANCE	\$612,500	\$640,037	\$653,769	\$652,469	(\$1,300)	n/a
ENDING FUND BALANCE	\$640,037	\$653,769	\$652,469	\$605,339	(\$47,130)	
FUND BALANCE% OF EXPENDITURES	480.05%	600.26%	374.43%	314.33%		



Description of the EMS Trust Funds

This fund accounts for donations to the EMS department and to the Public Access Defibrillation Program, sponsored by the EMS Department. The Public Access Defibrillation Program is a joint venture between the City of West Des Moines EMS and various businesses within our community. The goal of the program is to have defibrillators available to cardiac arrest patients as quickly as possible following their collapse. Due to the size of our City, West Des Moines offers some unique challenges for EMS crews responding to cardiac arrest patients. Key locations were chosen for the placement of the defibrillators such as businesses with large numbers of employees, golf courses, and city owned facilities. This fund was established to account for public and business donations for the purchase of the defibrillators and associated supplies. Each unit costs approximately \$3,000.

Financial Summary

Due to the unpredictable nature of donations, no revenue or expenditures are budgeted at this time. In the event of donations and related expenses a budget amendment will be prepared.

Estimated Ending Fund Balance

The projected ending EMS Trust Funds balance is \$6,822 at June 30, 2019, no change from the prior year.



SPECIAL REVENUE FUNDS

EMS FUNDS

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	1,920		1,250		(1,250)	(100.00%)
Sub-total Operating Revenues	\$1,920		\$1,250		(\$1,250)	(100.00%)
Other Financing Sources						
Proceeds of Long Term Debt						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$1,920		\$1,250		(\$1,250)	(100.00%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services			750		(750)	(100.00%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures			\$750		(\$750)	(100.00%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures			\$750		(\$750)	(100.00%)
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT			\$750		(\$750)	(100.00%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$1,920		\$500		(\$500)	(100.00%)
BEGINNING FUND BALANCE	\$4,402	\$6,322	\$6,322	\$6,822	\$500	n/a
ENDING FUND BALANCE	\$6,322	\$6,322	\$6,822	\$6,822		n/a
FUND BALANCE% OF EXPENDITURES	n/a	n/a	909.60%	n/a		



CITY HALL



Debt
Service
Funds



Debt Service Fund

This fund is used to account for the accumulation of resources for, and the payment of, general obligation bonds. General obligation bonds are the most common type of bond issued by a city. They are often called “full faith and credit bonds” because the taxable valuation of all real property located in the city is pledged to pay them.

The advantage of general obligation bonds over other bonds is that the interest rate is usually lower than other types of bonds. The main disadvantage of general obligation bonds is that they are subject to debt limitation, while other types of bonds are not.

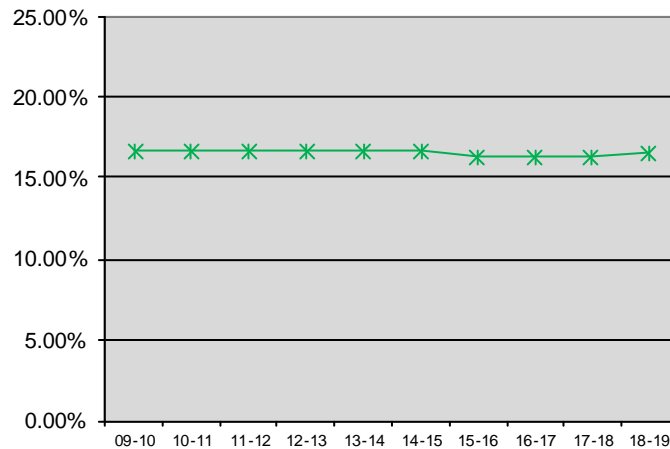
There are two types of general obligation bonds: essential corporate purpose and general corporate purpose. **Bonds issued for a general corporate purpose require a public election with a 60 percent majority vote. Some examples of general corporate purpose bonds include bonds issued for swimming pools, libraries, city halls, fire stations, and police stations.** Bonds issued for an essential corporate purpose need only the approval of a resolution by a majority of the total city council at an official meeting, following a published notice and hearing. Examples of essential corporate purpose bonds include bonds issued for street and bridge construction; refinancing of debt; park improvements; and flood control.

Financial Summary

In FY 2018-2019 the Debt Service levy rate is projected to be \$1.95 per \$1,000 of taxable valuation. This rate is 16.54% of the City’s total property tax rate. This is a higher percentage than FY 2017-2018, when the debt service rate was 16.25% of the total. This higher percentage means the City is able to dedicate less of the property tax levy to general operations. The higher percentage is due to the decrease of the overall tax levy from \$12.00 to \$11.79.

In FY 2018-2019, interest income is projected to be minimal. This projection is based on estimated cash reserves during the year and historical interest rates. Any interest earned will be used to increase the ending fund balance, which is projected to be \$3,143,212 at June 30, 2019. Currently, the Debt Service fund balance is approximately 13% of operating expenditures; ideally, the City would like to see this percentage be in the range of 7% to 10%. The Debt Service fund balance is reserved for future debt service requirements.

Debt Service Levy as a % of Total Levy



DEBT SERVICE FUNDS

FY 2018-19 BUDGET

Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes	\$8,496,974	\$9,189,564	\$9,585,103	\$10,463,274	\$878,171	9.16%
TIF Revenues						
Other City Taxes	91,772	106,874	101,547	101,469	(78)	(0.74%)
Licenses and Permits						
Use of Money and Property	64,223	357,262	506,500		(506,500)	(100.00%)
Intergovernmental	467,577	454,090	451,267	484,603	33,336	7.39%
Charges for Services						
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$9,120,546	\$10,107,790	\$10,644,417	\$11,049,346	\$404,929	3.80%
Other Financing Sources						
Proceeds of Long Term Debt						
Capitalized Interest						
Transfers In	9,511,068	10,828,537	18,210,500	14,605,281	(\$3,605,219)	(19.80%)
Sub-total Other Financing Sources	\$9,511,068	\$10,828,537	\$18,210,500	\$14,605,281	(\$3,605,219)	(19.80%)
TOTAL REVENUES & OTHER SOURCES	\$18,631,614	\$20,936,327	\$28,854,917	\$25,654,627	(\$3,200,290)	(11.09%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	7,250	8,500	30,000	10,000	(20,000)	(66.67%)
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$7,250	\$8,500	\$30,000	\$10,000	(\$20,000)	(66.67%)
Debt Service Expenditures	\$21,957,575	\$21,900,286	\$27,545,812	\$24,360,024	(\$3,185,788)	(11.57%)
Capital Improvement Expenditures						
Total Expenditures	\$21,964,825	\$21,908,786	\$27,575,812	\$24,370,024	(\$3,205,788)	(11.63%)
Transfers Out			\$671,160	\$740,650	\$69,490	10.35%
TOTAL EXPENDITURES/TRANSFERS OUT	\$21,964,825	\$21,908,786	\$28,246,972	\$25,110,674	(\$3,136,298)	(11.10%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$3,333,211)	(\$972,459)	\$607,945	\$543,953	(\$63,992)	n/a
BEGINNING FUND BALANCE	\$6,296,984	\$2,963,773	\$1,991,314	\$2,599,259	\$607,945	n/a
ENDING FUND BALANCE	\$2,963,773	\$1,991,314	\$2,599,259	\$3,143,212	\$543,953	n/a
FUND BALANCE% OF EXPENDITURES	13.49%	9.09%	9.43%	12.90%		



Composition of Debt Service Levy

	Principal Payable in FY 2018-19	Interest Payable in FY 2018-19	Total FY 2018-19 Obligation	Amount Paid by Other Funds & Debt Service Fund Balance	Amount Paid by Current Year Debt Service Taxes
FY 2018-19 Commercial/Industrial Replacement				\$484,603	(\$484,603)
2010A - ECP Advance Refunding	750,000	65,025	815,025		815,025
2010A - ECP Jordan Creek Abated	3,390,000	144,075	3,534,075	3,049,472	484,603
2010C - ECP	815,000	49,800	864,800		864,800
2011A - ECP	415,000	102,369	517,369		517,369
2012B - ECP Advance Refunding	1,445,000	143,750	1,588,750		1,588,750
2012D - ECP	535,000	141,750	676,750		676,750
2013A - ECP	270,000	52,360	322,360		322,360
2014A - ECP	805,000	246,638	1,051,638		1,051,638
2014A - ECP Jordan Creek Abated	250,000	5,000	255,000	255,000	
2015A - ECP Alluvion Abated	1,680,000	583,613	2,263,613	2,263,613	
2015B - ECP Alluvion	1,445,000	257,948	1,702,948	1,702,948	
2015C - ECP Advance Refunding	955,000	31,400	986,400	986,400	
2016A - ECP	675,000	145,200	820,200		820,200
2016B - ECP Mills/Microsoft Abated	1,170,000	502,975	1,672,975	1,672,975	
2016C - ECP	755,000	174,350	929,350		929,350
2016D - ECP Alluvion	735,000	321,850	1,056,850	1,056,850	
2017A - ECP	435,000	118,738	553,738		553,738
2017B - ECP Mills	615,000	140,700	755,700	755,700	
2017C - ECP Alluvion		337,844	337,844	337,844	
2017D - ECP Osmium		866,013	866,013	866,013	
2017E - ECP Advance Refunding	240,000	133,863	373,863	373,863	
2018 - ECP (Pre-Levy)		2,414,763	2,414,763	2,414,763	
Registration Costs			10,000		10,000
Total General Obligation Bonds	\$17,380,000	\$7,464,627	\$24,370,024	\$13,805,281	\$10,564,743



FY 2018-19 General Obligation Bonds Outstanding

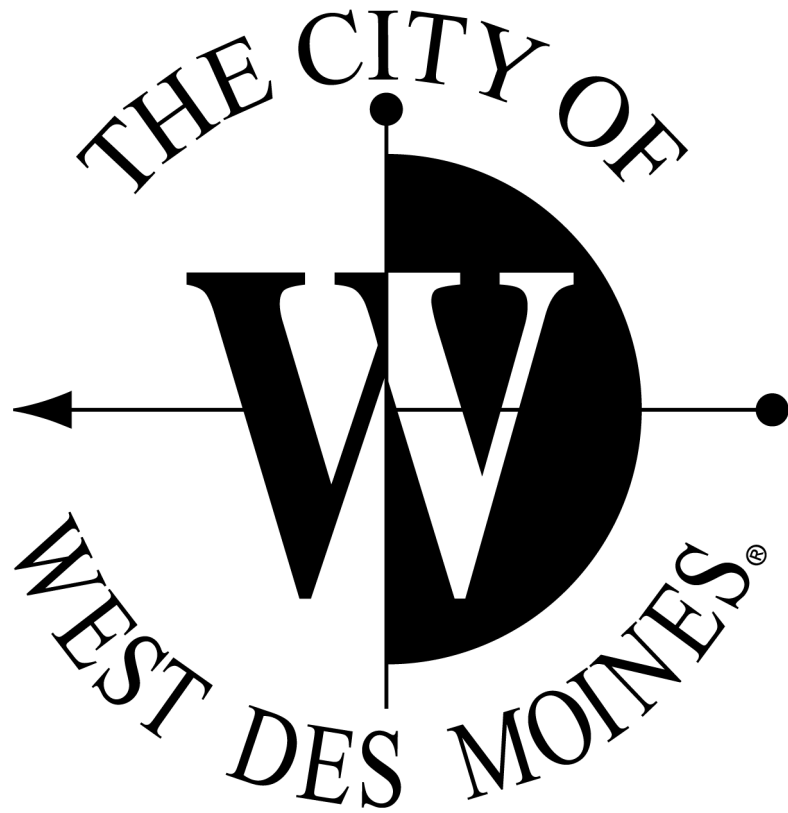
	Original Issue	Estimated Balance June 30, 2018	FY 2019-19 Additions	FY 2018-19 Reductions	Estimated Balance June 30, 2019
2010A - ECP Advance Refunding	\$6,050,000	\$1,530,000		\$750,000	\$780,000
2010A - ECP Jordan Creek Abated	25,400,000	3,390,000		3,390,000	
2010C - ECP	7,000,000	1,660,000		815,000	845,000
2011A - ECP	6,900,000	3,190,000		415,000	2,775,000
2012B - ECP Advance Refunding	11,355,000	2,875,000		1,445,000	1,430,000
2012D - ECP	7,520,000	4,725,000		535,000	4,190,000
2013A - ECP	4,385,000	1,735,000		270,000	1,465,000
2014A - ECP	12,250,000	7,335,000		805,000	6,530,000
2014A - ECP Jordan Creek Abated	1,125,000	250,000		250,000	
2015A - ECP Alluvion Abated	21,755,000	21,080,000		1,680,000	19,400,000
2015B - ECP Alluvion	12,715,000	10,815,000		1,445,000	9,370,000
2015C - ECP Advance Refunding	3,410,000	1,570,000		955,000	615,000
2016A - ECP	9,225,000	5,295,000		675,000	4,620,000
2016B - ECP Mills/Microsoft Abated	13,855,000	12,185,000		1,170,000	11,015,000
2016C - ECP	7,200,000	6,350,000		755,000	5,595,000
2016D - ECP Alluvion	10,700,000	10,500,000		735,000	9,765,000
2017A - ECP	7,650,000	5,330,000		435,000	4,895,000
2017B - ECP Mills	4,665,000	4,020,000		615,000	3,405,000
2017C - ECP Alluvion	9,130,000	9,130,000			9,130,000
2017D - ECP Osmium	25,555,000	25,555,000			25,555,000
2017E - ECP Advance Refunding	3,470,000	3,470,000		240,000	3,230,000
2018 - ECP (Pre-Levy)			8,600,000		8,600,000
Total General Obligation Bonds	\$211,315,000	\$141,990,000	\$8,600,000	\$17,380,000	\$133,210,000



Future Debt Service Payments based on Existing Debt

Fiscal Years	Principal Payable	Interest Payable	Total Obligation	Amount Paid by Other Funds & Debt Service Fund Balance	Amount Paid by Current Year Debt Service Taxes
FY 2019-20	\$13,875,000	\$3,974,758	\$17,849,758	\$10,395,204	\$7,454,554
FY 2020-21	11,500,000	3,495,172	14,995,172	9,670,304	5,324,868
FY 2021-22	12,370,000	3,111,423	15,481,423	10,760,519	4,720,904
FY 2022-23	12,965,000	2,669,814	15,634,814	10,928,579	4,706,235
FY 2023-24	13,355,000	2,211,489	15,566,489	10,881,829	4,684,660
FY 2024-25	11,685,000	1,746,312	13,431,312	9,079,224	4,352,088
FY 2025-26	9,800,000	1,369,832	11,169,832	7,328,794	3,841,038
FY 2026-27	6,785,000	1,102,182	7,887,182	7,328,044	559,138
FY 2027-28	6,975,000	930,300	7,905,300	7,337,750	567,550
FY 2028-29	7,180,000	736,538	7,916,538	7,350,038	566,500
FY 2029-30	4,165,000	534,075	4,699,075	4,699,075	
FY 2030-31	3,235,000	413,850	3,648,850	3,648,850	
FY 2031-32	2,680,000	321,600	3,001,600	3,001,600	
FY 2032-33	1,900,000	241,200	2,141,200	2,141,200	
FY 2033-34	1,970,000	184,200	2,154,200	2,154,200	
FY 2034-35	2,045,000	125,100	2,170,100	2,170,100	
FY 2035-36	2,125,000	63,750	2,188,750	2,188,750	
	\$124,610,000	\$23,231,595	\$147,841,595	\$111,064,060	\$36,777,535







Capital Projects Funds



Highlights of FY 2018-2019 Projects

The FY 2018-2019 Capital Project Budget is an integral part of the City’s overall financial program. In FY 2018-2019, capital project expenditures are projected to be \$46,404,250, which is approximately 27% of the City’s total budgeted expenditures. Capital projects within Enterprise funds make up \$10,440,000, while general fund-related capital projects total \$35,964,250. Projects in FY 2018-2019 are designated for improvements of streets and traffic control, sanitary sewers, storm water, parks, and city facilities.

The Capital Improvement Program budget includes several infrastructure improvements to developing areas of West Des Moines. Staff will continue efforts to maintain and improve established neighborhoods and this budget commits substantial resources to resolve stormwater, sanitary sewer, and paving issues as well as improve existing parks in the community. Efforts to maintain existing buildings have been renewed and clarified by using forecasting tools and analyzing long-term viability of building systems.

FY 18-19 Capital Improvements Program		
Community Enrichment	\$5,996,250	12.92%
Public Safety	1,728,000	3.73%
Public Services	28,090,000	60.53%
Support Services	150,000	0.32%
Sanitary Sewer	2,290,000	4.94%
Stormwater Sewer	8,150,000	17.56%
Total	\$46,404,250	100.00%

A complete listing of capital projects budgeted in FY 2018-2019 begins on page 219, with supplemental detail provided for major projects. Major projects consist of projects estimated to be \$200,000 and up in FY 2018-2019.

Community Enrichment

Parks & Recreation projects total \$5,401,250, which is approximately 11.64% of the FY 2018-2019 Capital Projects Budget. Of this amount \$4,966,250 is for capital improvement projects and \$435,000 is for ongoing maintenance projects. Major projects include:

- Construction of City Campus Amphitheater - \$1,432,000
- Design and Construction of Sugar Creek Greenway Trail (Phase 1) - \$525,000
- Construction of Valley Junction Trail Connection - \$400,000
- Land Acquisition Installment Payment for Community Park in Madison County - \$356,250
- Design of Raccoon River Pedestrian Bridge - \$300,000
- Grading of Central Site and Design of Utilities and Roadway at Valley View Park - \$300,000
- Park Improvements at Hidden Point Park - \$292,000
- Trail Renovations - \$250,000
- Design of Raccoon River Park Boathouse - \$200,000



Public Safety

Fire Department projects total \$1,228,000, which is approximately 2.64% of the FY 2018-2019 Capital Projects Budget. Major projects include:

- Preemption Software/Hardware Update - \$850,000
- Generator Replacement & Electric Service Upgrade at Station #21 - \$270,000

Police Department projects total \$500,000, which is approximately 1.08% of the FY 2018-2019 Capital Projects Budget. Projects include:

- Lower Level Remodel (Phase 3) at the Law Enforcement Center - \$450,000
- Generator Replacement at Law Enforcement Center remaining costs - \$50,000

Public Services

Public Services projects total \$28,090,000, which is approximately 60.53% of the FY 2018-2019 Capital Projects Budget. Public Service projects include **Street** projects, **Neighborhood Redevelopment** projects, **Facility** projects and **Ongoing Maintenance** projects.

Street projects total \$9,610,000, which is approximately 20.71% of the FY 2018-2019 Capital Projects Budget. Major projects include:

- Ashworth Road Reconstruction - 88th St. (North) to 98th St. - \$2,370,000
- EP True Parkway Widening - 81st St. to Jordan Creek Parkway - \$1,940,000
- Booneville Rd. Design & Right of Way - S. 88th St. to West of S. 100th St. - \$900,000
- Veterans Parkway Enhancements (Phases 1-3) - \$735,000
- Overhead Utility to Underground Conversion - University Ave. from 68th St. to JCP - \$560,000
- Grand Ave. Reconstruction Design - 1st St. to 6th St. - \$500,000
- Traffic Signal Installation - Grand Ave & Raccoon River Park Entrance - \$400,000
- S. 33rd St & Fuller Rd. Retaining Wall Repair - \$365,000
- Jordan Creek Parkway & Ashworth Rd. Intersection Improvements - \$305,000
- S. Jordan Creek Parkway - Grand Ave. to Raccoon River Dr. Design & Right of Way- \$270,000

Neighborhood Redevelopment projects total \$600,000, which is approximately 1.29% of the FY 2018-2019 Capital Project Budget. Projects include:

- Valley Junction Alleys- \$500,000
- Valley Junction Master Planning - \$100,000

Facilities -Public Services projects total \$11,780,000, which is approximately 25.39% of the FY 2018-2019 Capital Projects Budget. Major projects include:



- Public Services Facility (West) Building - \$9,810,000
- Public Services Facility (West) Salt/Sand Storage & Brine Tank- \$1,595,000

Ongoing Maintenance-Public Services projects total \$6,090,000, which is approximately 13.12% of the FY 2018-2019 Capital Projects Budget. Major projects include:

- Pavement Rehabilitation Program - \$4,400,000
- ADA Accessible Sidewalks - \$405,000
- Pavement, Curb, & Yard Supplemental Repair - \$220,000
- Traffic Signal Vehicle Detection Units - \$200,000

Sanitary Sewer

Sanitary Sewer projects, which are financed by user charges and expensed to the Enterprise Sanitary Sewer Fund will total \$2,290,000, approximately 4.94% of the FY 2018-2019 Capital Projects Budget. Of this amount \$1,630,000 is for capital improvement projects and \$660,000 is for ongoing maintenance projects. Major projects include:

- Grand Ave. West Segment 4 Sewer Construction & Inspection - \$645,000
- Grand Ave. West Segment 3 Sewer Construction & Inspection - \$485,000
- Sanitary Sewer Rehabilitation - \$475,000
- South Service Area Sewer Right of Way - \$400,000

Stormwater Sewer

Stormwater projects, which are entirely financed by user charges and expensed to the Enterprise Stormwater Sewer Fund, will total \$8,150,000, or 17.56% of the FY 2018-19 Capital Projects Budget. Of this amount \$7,570,000 is for capital improvement projects and \$580,000 is for ongoing maintenance projects. Major projects include:

- Sugar Creek Booneville Rd. Bridge Replacement Construction - \$2,495,000
- Sugar Creek Conveyance Improvements (Phase 2 - Downstream) - \$1,870,000
- NE Basin Walnut Creek Outfall Pump Station Construction - \$1,700,000
- NE Basin Connection to 4th St. & Ashworth Rd. Creek Construction - \$520,000
- Blue Creek -Valley West & Westown Storm Sewer Improvement Construction - \$490,000
- Grand Ave. Stormwater Pump Pad & Piping Construction - \$385,000
- Storm Sewer Intake Replacement - \$250,000
- Water Channel Management - \$250,000



FY 2018-2019 Revenue Summary

In FY 2018-2019 proceeds from long-term debt account for approximately 47% of the funding sources for the non-enterprise capital project budget. It is the City’s goal to finance approximately 50% of its capital projects with long-term debt.

FY 18-19 Funding Source Summary	
General Operating Funds	\$1,724,250
Local Option Sales Tax	1,025,000
Private Contributions	1,487,000
Road Use Tax Fund	8,260,000
Tax Increment Financing Funds	6,250,000
General Obligation Bonds	17,018,000
Sanitary Sewer Funds	100,000
Stormwater Sewer Funds	100,000
Total Capital Projects Funding	\$35,964,250

Transfers from City funds to the Capital Project Funds account for approximately 96% of the funding sources. The detail of these transfers is shown in the table above.

Project Categories	Capital Project FY 2018-19 Expenditure Budget	Governmental Funds	Intergovernmental Grants	Assessments, Contributions, & Fee Revenue
Streets & Traffic Control	\$9,610,000	\$9,610,000		
Neighborhood Redevelopment	600,000	400,000		200,000
Ongoing Maintenance	7,765,000	6,525,000		1,240,000
City Facilities	14,518,000	14,468,000		50,000
Sanitary Sewers	1,630,000			1,630,000
Stormwater	7,570,000			7,570,000
Parks	4,711,250	3,274,250		1,437,000
Total FY 18-19 Capital Projects	\$46,404,250	\$34,277,250		\$12,127,000



Annual Operations & Maintenance

Future Annual Operations & Maintenance (O&M) costs cover miscellaneous expenses associated with completed projects, such as maintenance, upkeep, and utility charges. Funding for these costs come from a variety of sources, depending on the project. Annual O&M costs are incorporated into the annual operating budget as projects are completed. A summary of the Future Annual O&M costs associated with the projects in the FY 2018-2019 Capital Improvement Program are shown in the table below.

Future Annual Operations & Maintenance Costs	
City Facilities	\$49,250
Ongoing Maintenance	10,000
Parks	61,750
Sanitary Sewers	38,250
Stormwater	186,500
Streets	165,375
Total Future Annual O&M Costs	\$511,125

Several of the projects included in the FY 2018-2019 Capital Improvement Program are expected to reduce current O&M costs. The City plans on upgrading HVAC units and generators in various buildings, where the equipment has exceeded the useful life. The new units will be energy efficient and should require less repair for the early years of the equipment's life. The City's aggressive sanitary sewer rehab program and sewer televising program also results in future savings as potential problems are identified early and are resolved before the problems become larger and more costly.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
TIF Revenues						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental	8,320,261	6,049,116	4,109,135		(4,109,135)	(100.00%)
Charges for Services	33,153					
Special Assessments	159,895	200,558	150,000	100,000	(50,000)	(33.33%)
Miscellaneous	236,502	1,465,501	2,104,000	1,487,000	(617,000)	(29.33%)
Sub-total Operating Revenues	\$8,749,811	\$7,715,175	\$6,363,135	\$1,587,000	(\$4,776,135)	
Other Financing Sources						
Proceeds of Capital Assets Sales	1,526		\$500		(500)	(100.00%)
Proceeds of Long Term Debt	25,577,042	18,962,083	101,232,100	22,280,000	(78,952,100)	(77.99%)
Transfers In	42,331,038	31,005,130	108,451,161	34,477,250	(73,973,911)	(68.21%)
Sub-total Other Financing Sources	\$67,909,606	\$49,967,213	\$209,683,761	\$56,757,250	(\$152,926,511)	(72.93%)
TOTAL REVENUES & OTHER SOURCES	\$76,659,417	\$57,682,388	\$216,046,896	\$58,344,250	(\$157,702,646)	(72.99%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services						
Universal Commodities						
Capital						
Sub-total Operating Expenditures						
Debt Service Expenditures	\$250,654	\$431,678	\$603,700		(\$603,700)	(100.00%)
Capital Improvement Expenditures	\$54,187,612	\$39,190,028	\$144,567,523	\$35,964,250	(\$108,603,273)	(75.12%)
Total Expenditures	\$54,438,266	\$39,621,706	\$145,171,223	\$35,964,250	(\$109,206,973)	(75.23%)
Transfers Out	\$38,920,087	\$21,983,508	\$104,687,654	\$21,293,000	(\$83,394,654)	(79.66%)
TOTAL EXPENDITURES/TRANSFERS OUT	\$93,358,353	\$61,605,214	\$249,858,877	\$57,257,250	(\$192,601,627)	(77.08%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$16,698,936)	(\$3,922,826)	(\$33,811,981)	\$1,087,000	\$34,898,981	n/a
BEGINNING FUND BALANCE	\$39,286,302	\$22,587,366	\$18,664,540	(\$15,147,441)	(\$33,811,981)	n/a
ENDING FUND BALANCE	\$22,587,366	\$18,664,540	(\$15,147,441)	(\$14,060,441)	\$1,087,000	n/a
FUND BALANCE % OF EXPENDITURES						



City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Neighborhood Redevelopment					
Valley Junction Alleys	500,000	500,000	500,000	1,500,000	3,000,000
Valley Junction Master Planning	0	100,000	0	0	100,000
	<u>500,000</u>	<u>600,000</u>	<u>500,000</u>	<u>1,500,000</u>	<u>3,100,000</u>

Neighborhood Redevelopment Various Projects



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
1 Valley Junction Alleys	500,000	500,000	500,000	1,500,000
2 Valley Junction Master Planning	0	100,000	0	0
3				
4				
5				
6				
7				
8				
9				
10				
11				
Total	500,000	600,000	500,000	1,500,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
City Facilities					
Public Services Facility (West) - Fuel Island	543,000	0	0	0	543,000
Public Services Facility (West) - Salt/Sand Storage & Brine Tank	173,000	1,595,000	0	0	1,768,000
Public Services Facility (West) - Fencing/Security & Cold Storage	0	0	1,960,000	0	1,960,000
Public Services Facility (West) - Building	2,173,000	9,810,000	9,810,000	0	21,793,000
Public Services Facility (Existing) - Garage Door Replacement	0	15,000	0	0	15,000
Public Services Facility (Existing) - Salt Storage Maintenance	0	120,000	0	0	120,000
Public Services Facility (Existing) - Service Bay Sprinkler Replacement	0	25,000	0	0	25,000
Public Services Facility (Existing) - Fueling Facility Modifications	0	215,000	0	0	215,000
Fire/EMS Station #17 - Garage Door Replacement	83,000	0	0	0	83,000
Fire/EMS Station #17 - Generator Replacement	0	0	210,000	0	210,000
Fire/EMS Station #17 - Exhaust Hood Fire Suppression	0	0	0	40,000	40,000
Fire/EMS Station #18 - Exterior Improvements	10,000	0	0	0	10,000
Fire/EMS Station #18 - Exterior Lighting	2,500	0	0	0	2,500
Fire/EMS Station #18 - Flat Roof Replacement	107,000	0	0	0	107,000
Fire/EMS Station #18 - Garage Door Replacement	42,000	0	0	0	42,000
Fire/EMS Station #18 - Generator Replacement	208,000	0	0	0	208,000
Fire/EMS Station #18 - Carpet Replacement	0	40,000	0	0	40,000
Fire/EMS Station #19 - Air Handler Replacement	0	0	0	50,000	50,000
Fire/EMS Station #19 - Boiler Replacement	0	0	0	50,000	50,000
Fire/EMS Station #19 - HVAC Study (Atrium)	10,000	0	0	600,000	610,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
City Facilities - Continued					
Fire/EMS Station #19 - Garage Door Replacement	42,000	0	0	0	42,000
Fire/EMS Station #21 - Generator Replacement & Electric Service Update	0	270,000	0	0	270,000
Fire/EMS Station #21 - Roof Replacement	0	0	435,000	0	435,000
Fire/EMS Station #22 - ERU Replacement	62,000	0	55,000	0	117,000
Fire/EMS Station #22 - Roof Replacement	0	0	330,000	0	330,000
Fire/EMS Station #22 - Sewer Rehabilitation	17,000	33,000	0	0	50,000
Fire/EMS Station #22 - Exhaust Hood Fire Suppression	0	0	0	40,000	40,000
Fire/EMS Station #22 - Generator Replacement	0	0	210,000	0	210,000
Fire Department - Administration/Headquarters	0	0	0	5,270,000	5,270,000
Fire Department - Preemption Software/Hardware Update	0	850,000	0	0	850,000
Fire Department - Exhaust Hood Fire Suppression Study	0	5,000	0	0	5,000
Westcom Dispatch Backup Facility - 50th St Water Tower	25,000	0	0	0	25,000
LEC - Air Balance / HVAC Improvements	63,000	0	0	0	63,000
LEC - VFD Replacement	19,000	0	0	0	19,000
LEC - Fire Alarm Annunciator Panel & Upgrades	18,500	0	0	0	18,500
LEC - Generator Replacement	208,000	50,000	0	0	258,000
LEC - Lower Level Remodel Phase 3	47,000	450,000	0	0	497,000
LEC - Metal Roof Maintenance	70,000	0	0	0	70,000
LEC - Garages/Storage Structure	0	0	0	500,000	500,000
Library - Boiler Replacement	238,000	0	0	0	238,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
City Facilities - Continued					
Library - Air Handler Replacements	0	185,000	0	0	185,000
Library - HVAC Control System	143,000	150,000	0	0	293,000
Library - Water Valve Replacements	17,000	0	0	0	17,000
Library - VFD Replacement	12,000	0	0	0	12,000
Library - Interior Renovation Study	0	50,000	0	0	50,000
Library - Carpet Replacement	0	0	350,000	0	350,000
Library - Wall Repair & Painting	0	0	100,000	0	100,000
Library - Repurposing Café	0	0	60,000	0	60,000
Library - Flat Roof & Gutter Replacement	105,000	0	0	0	105,000
Library - Duct Encapsulation	0	0	0	60,000	60,000
Library - Generator Replacement	0	210,000	0	0	210,000
City Hall - Exterior Renovation	200,000	0	0	0	200,000
City Hall - Heat Pump Replacement	210,000	TBD	0	0	210,000
City Hall - Carpet Replacement, Ceiling Replacement & Painting	0	TBD	0	0	0
City Hall - West Windows Replacement	0	TBD	0	0	0
City Hall - Office/Cubicle Reorganization & Security Upgrades	0	TBD	0	0	0
City Hall - Suite 1E Remodel without Furnishings	178,500	0	0	0	178,500
Historic Valley Junction City Hall - Water Service	60,000	0	0	0	60,000
Historic Valley Junction City Hall - Water Infiltration Study	5,000	0	45,000	0	50,000
Human Services Improvements - Phase 2 Improvements	35,000	0	0	0	35,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

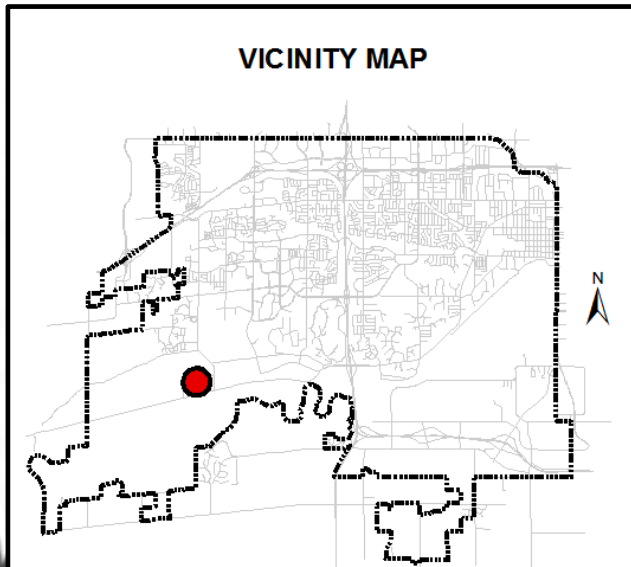
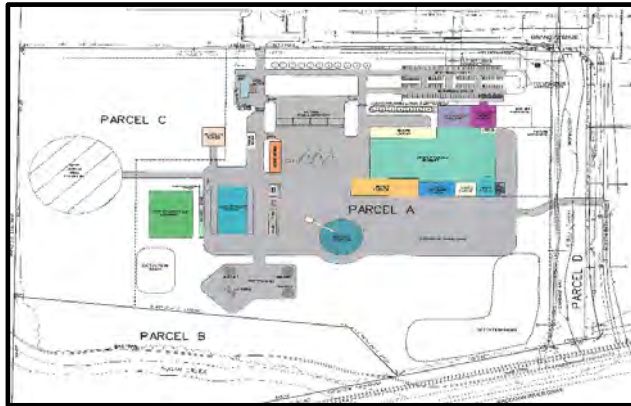
Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
City Facilities - Continued					
Human Services Improvements - ITS Remodel	341,000	0	0	0	341,000
Valley Junction Activity Center - Fire Escape Stairs	2,500	15,000	0	0	17,500
Valley Junction Activity Center - Tunnel Ventilation	10,000	0	0	0	10,000
Valley Junction Activity Center - First Floor Remodel Phase 2 Study	0	10,000	0	0	10,000
Nature Lodge - Water Infiltration Study	5,000	0	35,000	0	40,000
Nature Lodge - HVAC Replacement	0	20,000	145,000	0	165,000
Nature Lodge - Flat Roof Replacement	0	0	70,000	0	70,000
Nature Lodge - Lakeview Room Lighting	30,000	10,000	0	0	40,000
Raccoon River Park Concessions - HVAC Improvements	0	5,000	45,000	0	50,000
Raccoon River Park Concessions - Remodel Incl. Maintenance Building	0	15,000	60,000	0	75,000
Raccoon River Park Concessions - Exhaust Hood Fire Suppression	0	0	15,000	0	15,000
Valley View Aquatic Center - Partial Roof Replacement	149,000	55,000	0	0	204,000
Valley View Aquatic Center - AC Replacements	0	5,000	45,000	0	50,000
Valley View Aquatic Center - Facility Assessment	0	10,000	0	0	10,000
Holiday Park Aquatic Center - Facility Assessment	0	10,000	0	0	10,000
Parks Maintenance Facility - Sewer Service	0	0	75,000	0	75,000
Park Restrooms - Access Control	60,000	0	0	0	60,000
Park Restrooms/Shelters - Misc. Repairs	119,000	100,000	0	0	219,000
Weather Alert Sirens - New or Upgrades	25,000	30,000	30,000	90,000	175,000
Various City Facilities - Parking Lot Repairs	325,000	0	0	0	325,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
City Facilities - Continued					
City-Wide Facility Space Planning	0	150,000	0	0	150,000
City-Wide Facility Elevator Assessments	0	10,000	0	0	10,000
City-Wide Facility Energy Saving Measures	0	0	120,000	0	120,000
City Facilities Total	6,193,000	14,518,000	14,205,000	6,700,000	41,616,000

Public Services Facility (West)

8850 Grand Avenue

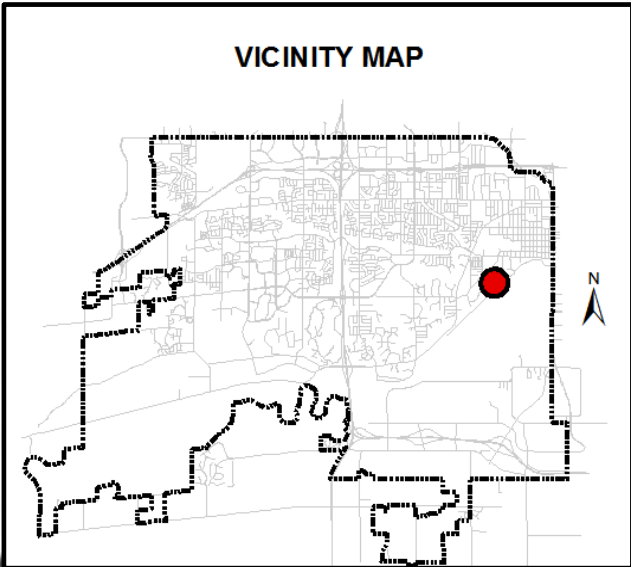


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Fuel Island	543,000	0	0	0
Salt/Sand Storage & Brine Tank	173,000	1,595,000	0	0
Fencing/Security & Cold Storage	0	0	1,960,000	0
Building	2,173,000	9,810,000	9,810,000	0
Total	2,889,000	11,405,000	11,770,000	0

Public Services Facility (Existing)

560 South 16th Street



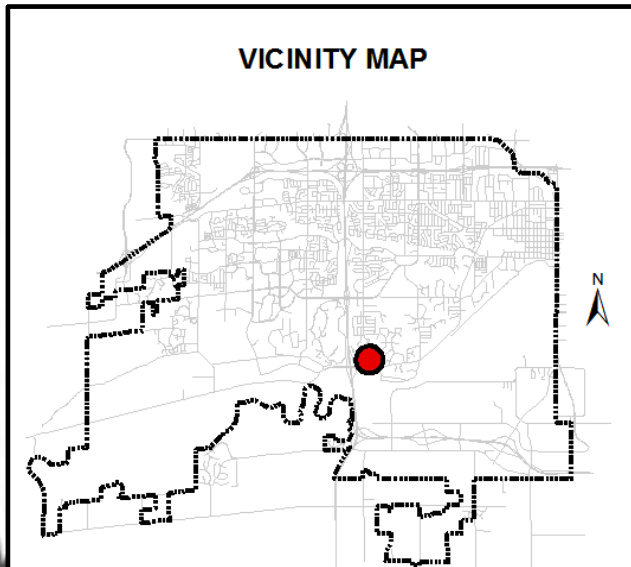
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Garage Door Replacement	0	15,000	0	0
Salt Storage Maintenance	0	120,000	0	0
Service Bay Sprinkler Replacement	0	25,000	0	0
Fueling Facility Modifications	0	215,000	0	0
Total	0	375,000	0	0



Fire/EMS Station #18

5025 Grand Avenue



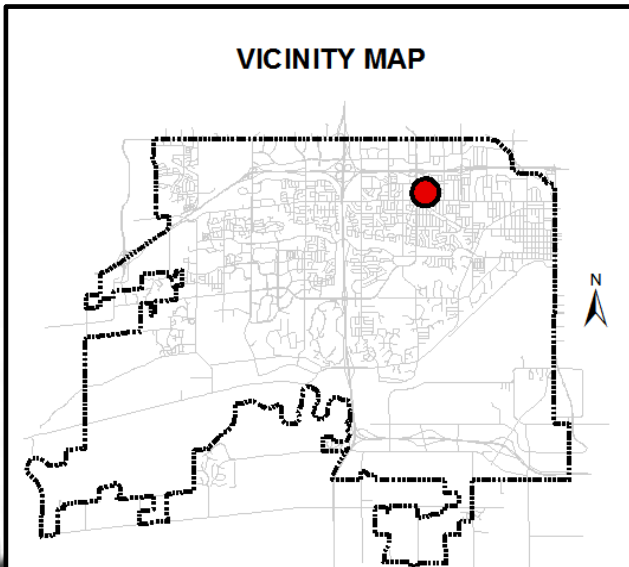
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Exterior Improvements	10,000	0	0	0
Exterior Lighting	2,500	0	0	0
Flat Roof Replacement	107,000	0	0	0
Garage Door Replacement	42,000	0	0	0
Generator Replacement	208,000	0	0	0
Carpet Replacement	0	40,000	0	0
Total	369,500	40,000	0	0



Fire/EMS Station #21

3421 Ashworth Road



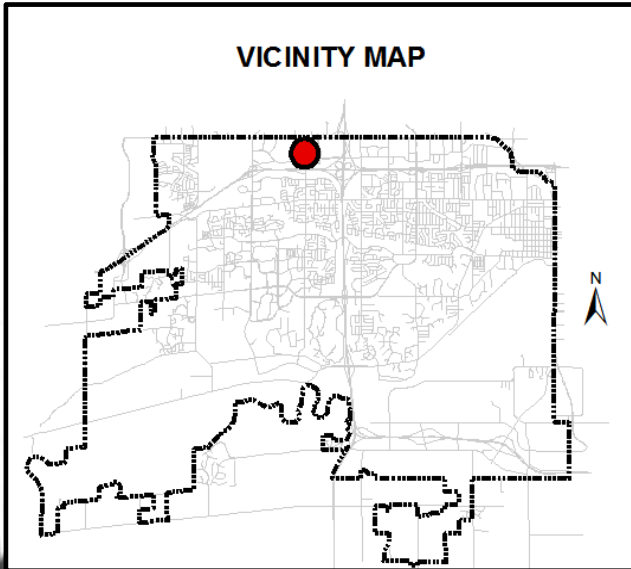
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Generator Replacement & Electric Service Update	0	270,000	0	0
Roof Replacement	0	0	435,000	0
Total	0	270,000	435,000	0



Fire/EMS Station #22

1801 68th Street

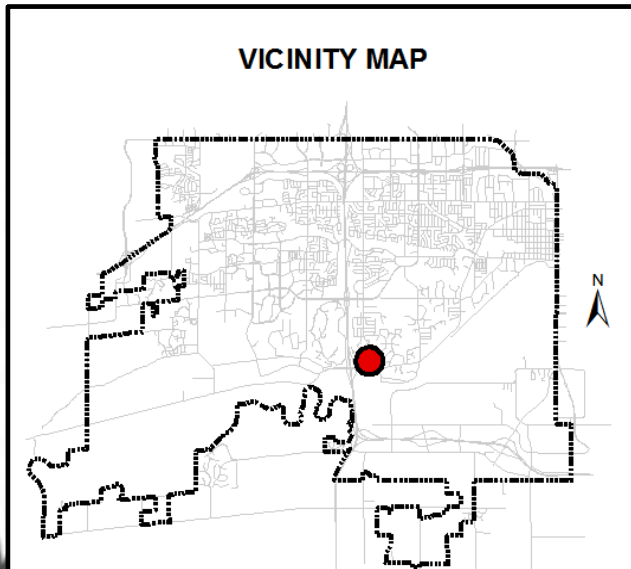


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Energy Recovery Unit Replacement	62,000	0	55,000	0
Roof Replacement	0	0	330,000	0
Sewer Rehabilitation	17,000	33,000	0	0
Exhaust Hood Fire Suppression	0	0	0	40,000
Generator Replacement	0	0	210,000	0
Total	79,000	33,000	595,000	40,000

Fire Department - General

5085 Grand Avenue



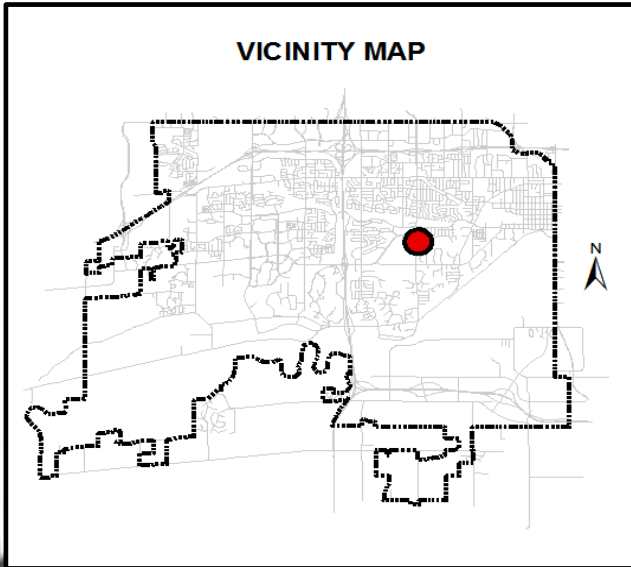
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Administration/Headquarters	0	0	0	5,270,000
Preemption Software/Hardware Update	0	850,000	0	0
Exhaust Hood Fire Suppression Study	0	5,000	0	0
Total	0	855,000	0	5,270,000



Law Enforcement Center

250 Mills Civic Parkway

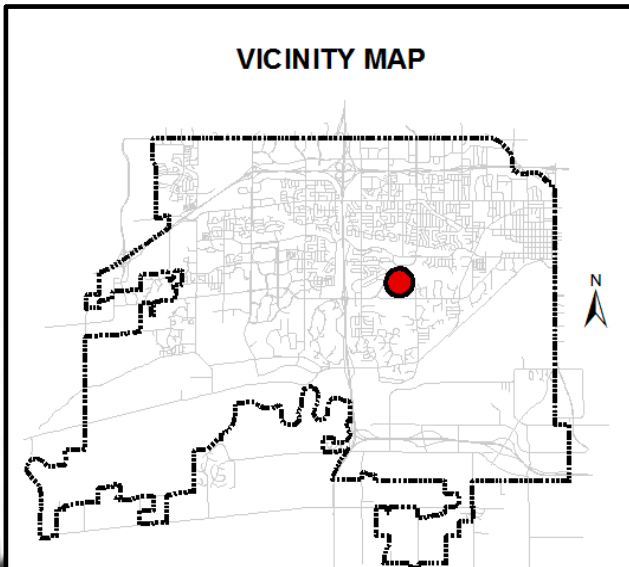


Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Air Balance / HVAC Improvements	63,000	0	0	0
Variable Frequency Drive Replacement	19,000	0	0	0
Fire Alarm Annunciator Panel & Upgrades	18,500	0	0	0
Generator Replacement	208,000	50,000	0	0
Lower Level Remodel Phase 3	47,000	450,000	0	0
Metal Roof Maintenance	70,000	0	0	0
Garage / Storage Structure	0	0	0	500,000
Total	425,500	500,000	0	500,000



Library

4000 Mills Civic Parkway



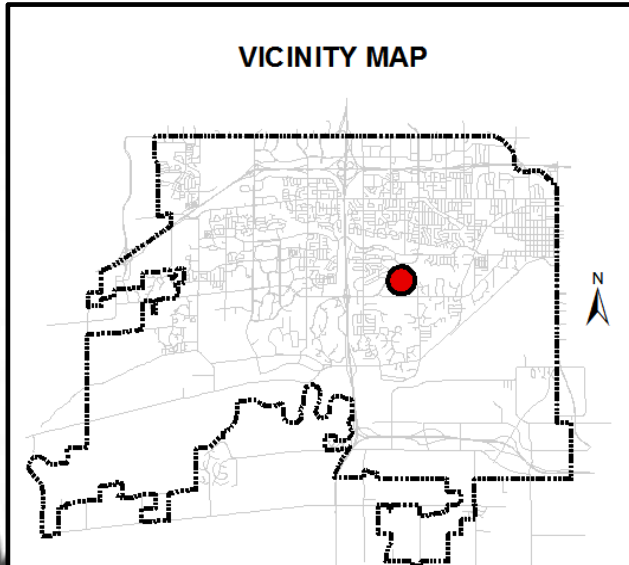
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Boiler Replacement	238,000	0	0	0
Air Handler Replacement	0	185,000	0	0
HVAC Control System	143,000	150,000	0	0
Water Valve Replacements	17,000	0	0	0
VFD Replacement	12,000	0	0	0
Carpet Replacement	0	0	350,000	0
Wall Repair & Painting	0	0	100,000	0
Interior Renovation Study & Repurposing Café	0	50,000	60,000	0
Flat Roof & Gutter Replacement	105,000	0	0	0
Duct Encapsulation	0	0	0	60,000
Generator Replacement	0	210,000	0	0
Total	515,000	595,000	510,000	60,000



City Hall

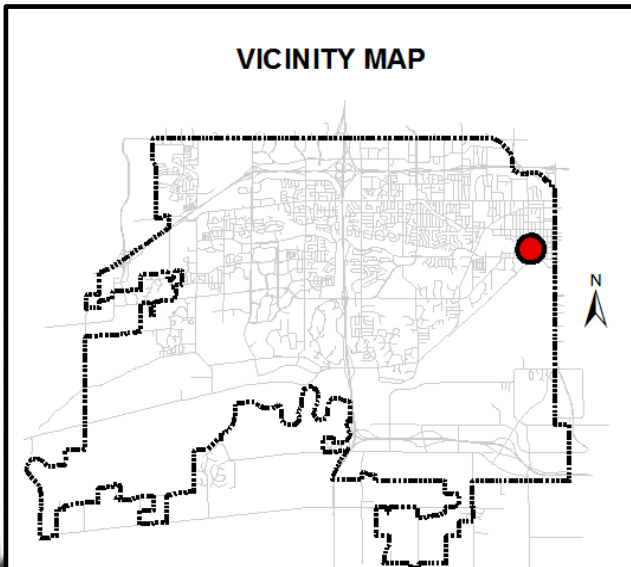
4200 Mills Civic Parkway



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Exterior Renovation	200,000	0	0	0
Heat Pump Replacement	210,000	TBD	0	0
Carpet Replacement, Ceiling Replacement & Painting	0	TBD	0	0
West Windows Replacement	0	TBD	0	0
Office/Cubicle Reorganization & Security Upgrades	0	TBD	0	0
Suite 1E Remodel without Furnishings	178,500	0	0	0
Total	588,500	TBD	0	0

Valley Junction Activity Center

217 5th Street



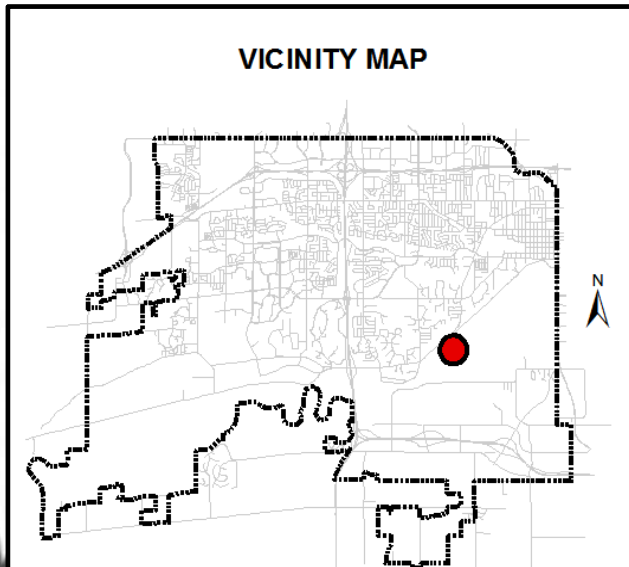
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Fire Escape Stairs	2,500	15,000	0	0
Tunnel Ventilation	10,000	0	0	0
First Floor Remodel Phase 2 Study	0	10,000	0	0
Total	12,500	25,000	0	0



Nature Lodge

2500 Lincoln Street

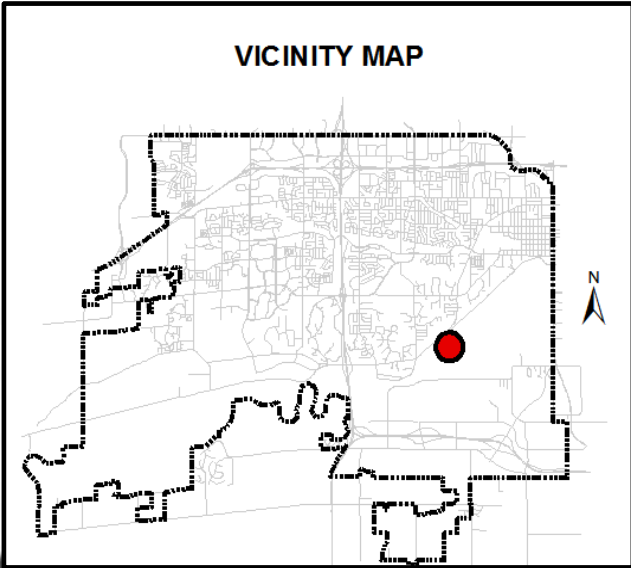


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Water Infiltration Study	5,000	0	35,000	0
HVAC Replacement	0	20,000	145,000	0
Flat Roof Replacement	0	0	70,000	0
Lakeview Room Lighting	30,000	10,000	0	0
Total	35,000	30,000	250,000	0

Raccoon River Park Concessions

2500 Lincoln Street



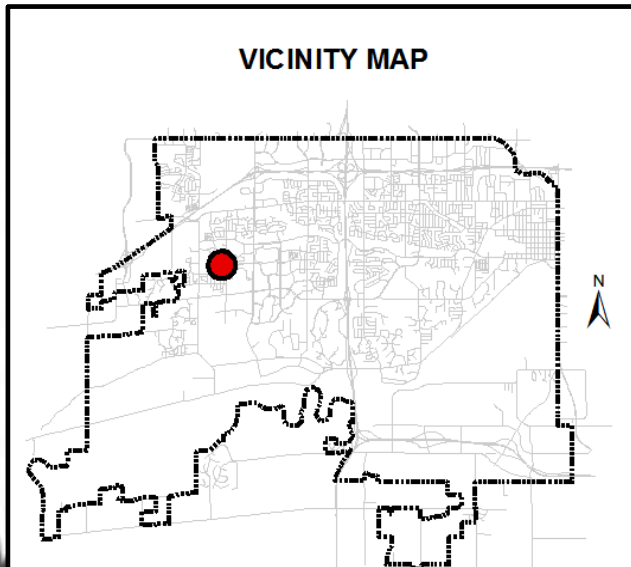
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
HVAC Improvements	0	5,000	45,000	0
Remodel w/ Maintenance Building	0	15,000	60,000	0
Exhaust Hood Fire Suppression	0	0	15,000	0
Total	0	20,000	120,000	0



Valley View Aquatic Center

255 81st Street

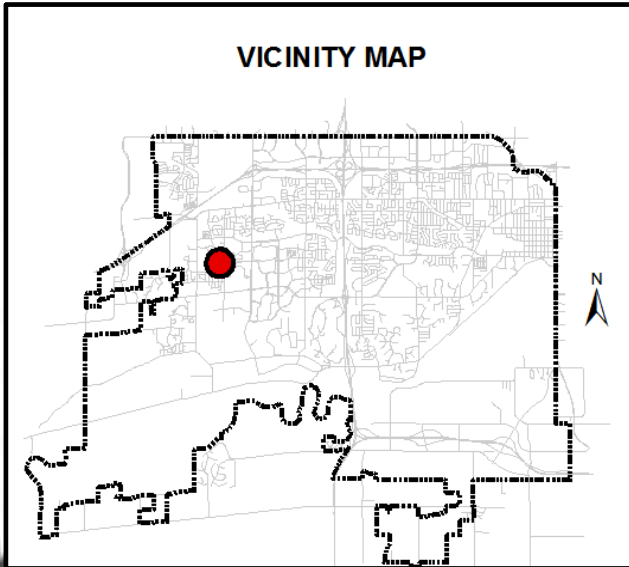


Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Partial Roof Replacement	149,000	55,000	0	0
AC Replacements	0	5,000	45,000	0
Facility Assessment	0	10,000	0	0
Total	149,000	70,000	45,000	0



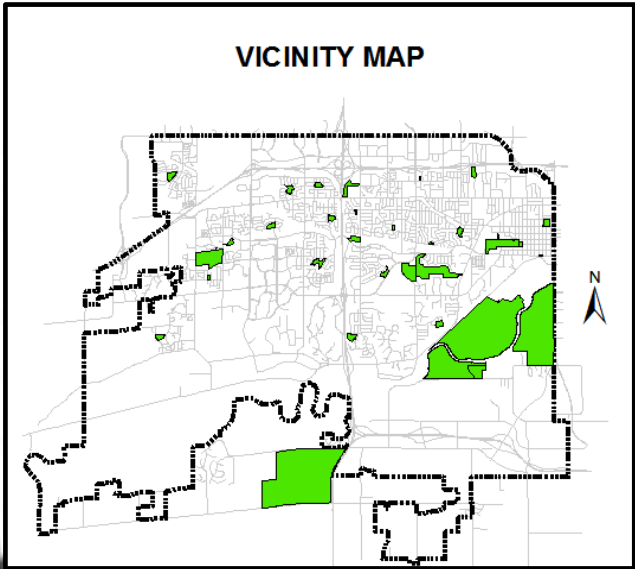
Holiday Park Aquatic Center

1701 Railroad Avenue



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Facility Assessment	0	10,000	0	0
Total	0	10,000	0	0

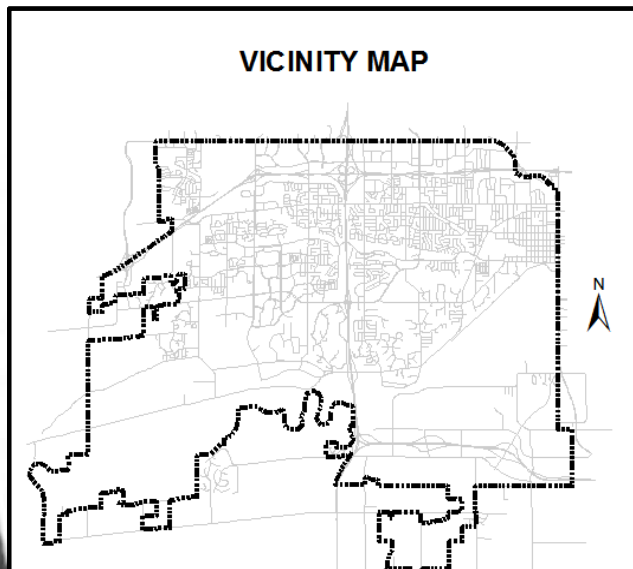
Parks Projects (Facilities)



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Park Restrooms Access Control	60,000	0	0	0
Park Restrooms / Shelters Miscellaneous Repairs	119,000	100,000	0	0
Total	179,000	100,000	0	0



City Wide Projects



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Weather Alert Sirens New or Upgrades	25,000	30,000	30,000	90,000
Various City Facilities Parking Lot Repairs	325,000	0	0	0
City-Wide Facility Space Planning	0	150,000	0	0
City-Wide Facility Elevator Assessments	0	10,000	0	0
City-Wide Facility Energy Saving Measures	0	0	120,000	0
Total	350,000	190,000	150,000	90,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Ongoing Maintenance					
Pavement Rehabilitation Program	4,100,000	4,400,000	4,700,000	15,900,000	29,100,000
Durable Pavement Markings	125,000	125,000	150,000	450,000	850,000
Pavement, Curb, and Yard Supplemental Repair	210,000	220,000	230,000	720,000	1,380,000
Median Renovations	10,000	10,000	10,000	30,000	60,000
Guardrails - Emergency Repairs	0	0	25,000	75,000	100,000
Guardrails - Long Term Maintenance	100,000	125,000	125,000	375,000	725,000
Sidewalk Placement and Repair Program	50,000	50,000	50,000	150,000	300,000
ADA Accessible Sidewalks	390,000	405,000	420,000	1,350,000	2,565,000
Traffic Adaptive Signal System	75,000	75,000	75,000	225,000	450,000
Traffic Signal Vehicle Detection Units	200,000	200,000	200,000	600,000	1,200,000
Battery Backup Units - Battery Replacements	20,000	100,000	100,000	300,000	520,000
Pan/Tilt/Zoom Camera Replacements	30,000	60,000	60,000	180,000	330,000
Traffic Signal System Modifications & Updates	50,000	135,000	135,000	405,000	725,000
Fiber Optic Cable Installation	75,000	75,000	75,000	225,000	450,000
Traffic Safety Improvement Program Funding	0	80,000	80,000	240,000	400,000
Storm Sewer Intake Replacement	250,000	250,000	250,000	750,000	1,500,000
Water Channel Management	300,000	250,000	250,000	750,000	1,550,000
Drainage Structure & Pipe Repair Operations	80,000	80,000	80,000	240,000	480,000
Sanitary Rehabilitation	450,000	475,000	500,000	1,500,000	2,925,000
Sewer TV Program	175,000	175,000	175,000	525,000	1,050,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Ongoing Maintenance - Continued					
Sewer Facility Design Study	10,000	10,000	10,000	30,000	60,000
Trail Renovation	275,000	250,000	250,000	750,000	1,525,000
Court Renovations	220,000	125,000	125,000	375,000	845,000
Concrete Renovations in Parks	50,000	60,000	70,000	240,000	420,000
Tree Removal/Forestation	30,000	30,000	30,000	90,000	180,000
	<u>7,275,000</u>	<u>7,765,000</u>	<u>8,175,000</u>	<u>26,475,000</u>	<u>49,690,000</u>

Streets

Various Projects



Summary of Funding by Fiscal Year					
Projects		17-18	18-19	19-20	21,22,23
1	Pavement Rehabilitation Program	4,100,000	4,400,000	4,700,000	15,900,000
2	Durable Pavement Markings	125,000	125,000	150,000	450,000
3	Pavement, Curb & Yard Supplemental Repair	210,000	220,000	230,000	720,000
4	Median Renovations	10,000	10,000	10,000	30,000
5	Guardrails – Emergency Repairs	0	0	25,000	75,000
6	Guardrails – Long Term Maintenance	100,000	125,000	125,000	375,000
7	Sidewalk Placement & Repair Program	50,000	50,000	50,000	150,000
8	ADA Accessible Sidewalks	390,000	405,000	420,000	1,350,000
9					
10					
11					
Total		4,985,000	5,335,000	5,710,000	19,050,000

Traffic & Fiber Various Projects



Summary of Funding by Fiscal Year					
Projects		17-18	18-19	19-20	21,22,23
1	Traffic Adaptive Signal System	75,000	75,000	75,000	225,000
2	Traffic Signal Vehicle Detection Units	200,000	200,000	200,000	600,000
3	Battery Backup Units – Battery Replacements	20,000	100,000	100,000	300,000
4	Pan/Tilt/Zoom Camera Replacements	30,000	60,000	60,000	180,000
5	Traffic Signal System Modifications & Updates	50,000	135,000	135,000	405,000
6	Fiber Optic Cable Installation	75,000	75,000	75,000	225,000
7	Traffic Safety Improvement Program Funding	0	80,000	80,000	240,000
8					
9					
10					
Total		450,000	725,000	725,000	2,175,000

Stormwater Various Projects



Summary of Funding by Fiscal Year					
Projects		17-18	18-19	19-20	21,22,23
1	Storm Sewer Intake Replacement	250,000	250,000	250,000	750,000
2	Water Channel Management	300,000	250,000	250,000	750,000
3	Drainage Structure & Pipe Repair Operations	80,000	80,000	80,000	240,000
4					
5					
6					
7					
8					
9					
10					
Total		630,000	580,000	580,000	1,740,000

Sanitary Sewer Various Projects



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
1 Sanitary Rehabilitation	450,000	475,000	500,000	1,500,000
2 Sewer TV Program	175,000	175,000	175,000	525,000
3 Sewer Facility Design Study	10,000	10,000	10,000	30,000
4				
5				
6				
7				
8				
9				
10				
11				
Total	635,000	660,000	685,000	2,055,000

Parks & Recreation Various Projects



Summary of Funding by Fiscal Year					
Projects		17-18	18-19	19-20	21,22,23
1	Trail Renovation	275,000	250,000	250,000	750,000
2	Court Renovations	220,000	125,000	125,000	375,000
3	Concrete Renovations in Parks	50,000	60,000	70,000	240,000
4	Tree Removal/Forestation	30,000	30,000	30,000	90,000
5					
6					
7					
8					
9					
10					
11					
Total		575,000	465,000	475,000	1,455,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18	18-19	19-20	21,22,23	Total
	Current	Budget	Potential	Future Years	
Park Projects					
AMERICAN LEGION PARK					
Tennis Court Lighting Upgrade (LED)	0	100,000	0	0	100,000
Skate Facility Replacement	0	0	0	150,000	150,000
CROSSROADS PARK					
Parking Lot Reconstruction	0	0	0	350,000	350,000
Tennis Court Reconstruction	0	0	0	500,000	500,000
Tennis Court Lighting	0	0	0	300,000	300,000
FAIRMEADOWS PARK					
Bocce ball court and sidewalks	0	0	50,000	0	50,000
FIVE WATERS PROJECT					
Plan Refinement & Cost Estimating/Fundraising Plan	250,000	0	0	0	250,000
Amphitheater Design/Construction	868,000	1,432,000	0	0	2,300,000
Raccoon River Ped Bridge Design/Construction	0	300,000	0	3,000,000	3,300,000
Sugar Creek Trail - Phase 1	300,000	525,000	0	0	825,000
Sugar Creek Trail - Phase 2	0	0	0	825,000	825,000
Sugar Creek Trail - Phases 3 & 4	0	0	0	1,800,000	1,800,000
Boathouse/Parking Design/Construction	0	200,000	2,200,000	0	2,400,000
Raccoon River Greenway Development	0	0	0	2,000,000	2,000,000
Great Western Trail Connection	0	0	0	1,000,000	1,000,000
FLOREER PARK					
Shelter Replacement & Horseshoe Court Lighting & Fence Upgrades	115,000	0	0	0	115,000
HIDDEN POINT PARK					
Site Plan, Design, & Grading	350,000	0	0	0	350,000
Park Improvements - Playground, Sidewalks, and Parking Lot	0	292,000	292,000	0	584,000
Park Improvements - Shelter, Restroom, BB Court, Trails	0	0	0	350,000	350,000
HOLIDAY PARK - BASEBALL					
Phase 5 - Fields 9 & 10 Construction	962,000	0	0	0	962,000
Phase 6 - Fields 3 & 4 Design / Construction	0	0	758,000	0	758,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18	18-19	19-20	21,22,23	Total
	Current	Budget	Potential	Future Years	
Park Projects - Continued					
HOLIDAY PARK - BASEBALL					
Baseball Phase 7 - Parking Improvements	0	0	0	533,000	533,000
HOLIDAY PARK - GIRLS SOFTBALL					
Field Improvements	0	50,000	100,000	100,000	250,000
Dumpster Enclosure	0	0	50,000	0	50,000
JORDAN CREEK GREENWAY					
Water Quality Improvements Plan & Initial Project/Grant Match	100,000	0	0	0	100,000
KIWANIS PARK					
Shelter Replacement	0	80,000	0	0	80,000
PINEDALE PARK					
Park Improvements - Shelter, Playground, Bball Court	344,000	0	0	0	344,000
RACCOON RIVER PARK					
Canoe / Kayak Lockers + Access Improvements	70,000	0	0	0	70,000
Sprayground / Ship Structure Demo	0	0	0	50,000	50,000
Play Equipment Replacement	0	0	0	500,000	500,000
Softball Complex Play Equipment Replacement	0	0	0	200,000	200,000
Lighting Upgrade	0	60,000	350,000	0	410,000
Softball Complex Drainage, Electrical Improvements, Dugout Repairs	0	150,000	0	0	150,000
East Entrance Trail Renovation	0	70,000	0	0	70,000
SCENIC VALLEY PARK					
Tennis Court	0	0	160,000	0	160,000
SOUTHWOODS PARK					
Single Track Trails	0	0	50,000	0	50,000
VALLEY VIEW PARK					
Shelter / Restrooms / Trail Connection	770,000	0	0	0	770,000
Lighted Sand Volleyball Courts (2)	138,000	0	0	0	138,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

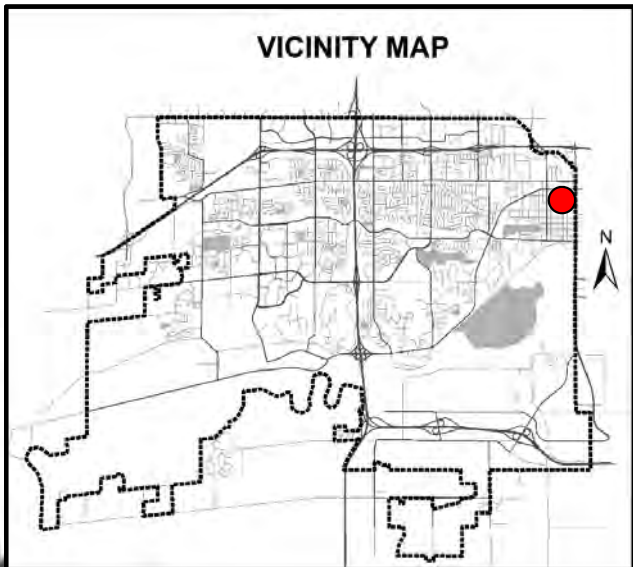
Project Name	17-18	18-19	19-20	21,22,23	Total
	Current	Budget	Potential	Future Years	
Park Projects - Continued					
VALLEY VIEW PARK					
Central Site Grading, Utilities & North Roadway	0	300,000	1,300,000	1,300,000	2,900,000
South Roadway & Trail	0	0	0	1,900,000	1,900,000
WHISPER POINT PARK					
Site Plan, Design, & Grading	180,000	0	0	0	180,000
Park Improvements - Playground and Sidewalks	0	196,000	194,000	0	390,000
Park Improvements - Shelter, Restroom, BB Court	0	0	0	450,000	450,000
WILD ROSE PARK					
Tennis Court	0	0	160,000	0	160,000
WOODLAND HILLS PARK & GREENWAY					
Park Improvements - Basketball & Tennis Courts, Loop Trail,	450,000	0	0	0	450,000
Trail Construction	15,000	0	0	0	15,000
AQUATIC CENTERS					
Valley View Aquatic Center - Leisure Pool Play Structure Replacement	270,000	0	0	0	270,000
PLAY EQUIPMENT REPLACEMENT					
Peony, Scenic Valley, Willow Springs Parks	0	0	600,000	0	600,000
Ashawa, Crossroads, Jaycee, Kiwanis, Wild Rose Parks	0	0	0	1,010,000	1,010,000
Trail Projects					
JORDAN CREEK TRAIL					
Info hub drinking fountain/bottle filler	0	20,000	0	0	20,000
VALLEY JUNCTION TRAIL CONNECTION					
Design/Construction	50,000	400,000	0	0	450,000
WINDSOR HEIGHTS TRAIL CONNECTION					
Feasibility Study	30,000	0	0	0	30,000
Trail Connection Construction	0	0	0	400,000	400,000
GREENWAY WAYFINDING SIGNAGE					
Wayfinding signage along non-CIT greenway trails	15,000	0	0	0	15,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18	18-19	19-20	21,22,23	Total
	Current	Budget	Potential	Future Years	
Park Projects - Continued					
City Wide Projects (Parks)					
PARK SIGNAGE UPGRADE					
Signage Plan/Construction/Installation	80,000	150,000	150,000	150,000	530,000
SITE FURNITURE					
Miscellaneous Park Furniture	0	20,000	30,000	0	50,000
Bike Racks	10,000	10,000	0	0	20,000
LANDSCAPING					
Landscaping	0	0	0	50,000	50,000
COMMUNITY PARK - LAND ACQUISITION (MADISON CO.)					
Contract Payments	349,061	356,250	346,708	664,788	1,716,807
	5,716,061	4,711,250	6,790,708	17,582,788	34,800,807

American Legion Park

301 Vine Street

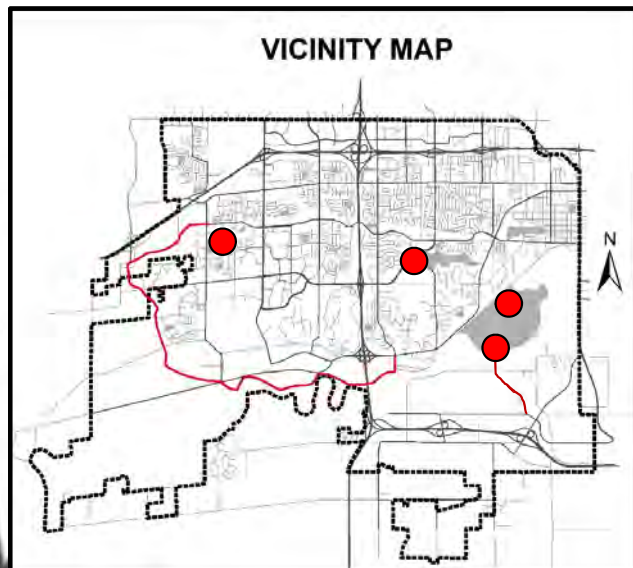


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Tennis Court Lighting Upgrade	0	100,000	0	0
Skate Ramp Replacement	0	0	0	150,000
Total	0	\$100,000	0	\$150,000



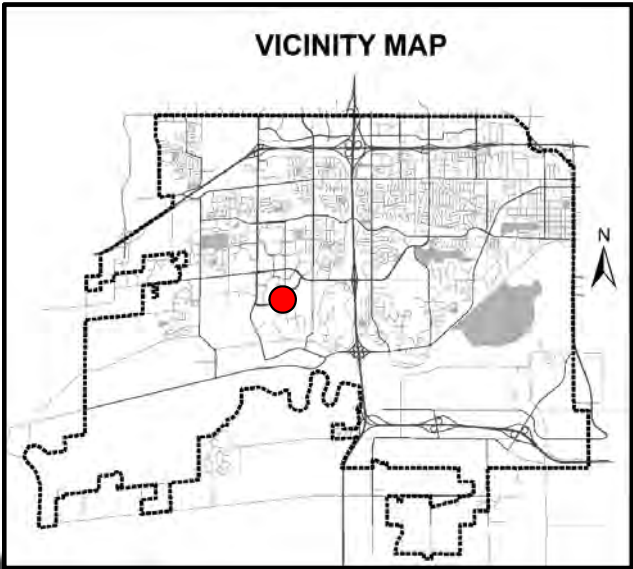
Five Waters Project Planning & Construction



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Five Waters Project Refinement & Cost Estimating / Fundraising Plan	250,000	0	0	0
City Campus Amphitheater - Construction Costs (Anticipated to be Privately Funded)	868,000	1,432,000	0	0
Raccoon River Pedestrian Bridge (Design 18-19; Construction 19-20, 20-21)	0	300,000	0	3,000,000
Sugar Creek Greenway Trail – Design & Construction (Phase 1 19-20; Phase 2, 3, & 4 -21,22,23)	300,000	525,000		2,625,000
Raccoon River Park – Boathouse & Parking Lot Expansion (Design 18-19; Construction 19-20)	0	200,000	2,200,000	0
Raccoon River Greenway – Land Acquisition & Development	0	0	0	2,000,000
Great Western Trail Connection	0	0	0	1,000,000
Total	\$1,418,000	\$2,457,000	\$2,200,000	\$8,625,000

Hidden Point Park

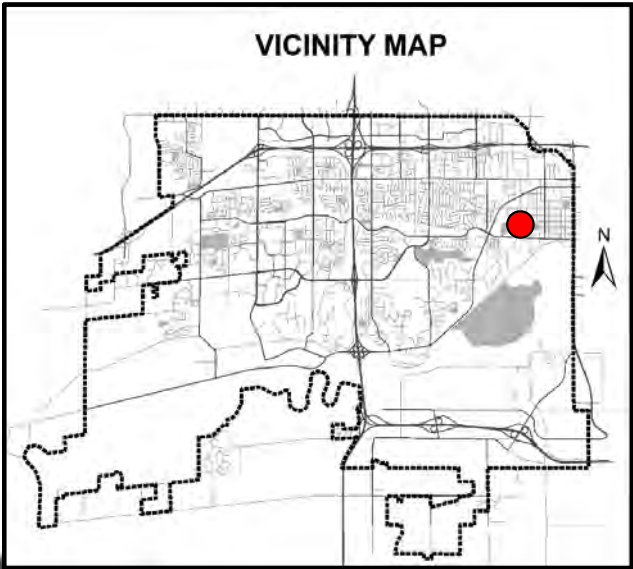
Hidden Point Court



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Site Plan, Design, Grading & Utilities	350,000	0	0	0
Park Improvements – Playground, Sidewalks and Parking Lot	0	292,000	292,000	0
Park Improvements – Shelter, Restroom, BB Court, Trails	0	0	0	350,000
Total	\$350,000	\$292,000	\$292,000	\$350,000

Holiday Park–Girls Softball

1701 Railroad Avenue



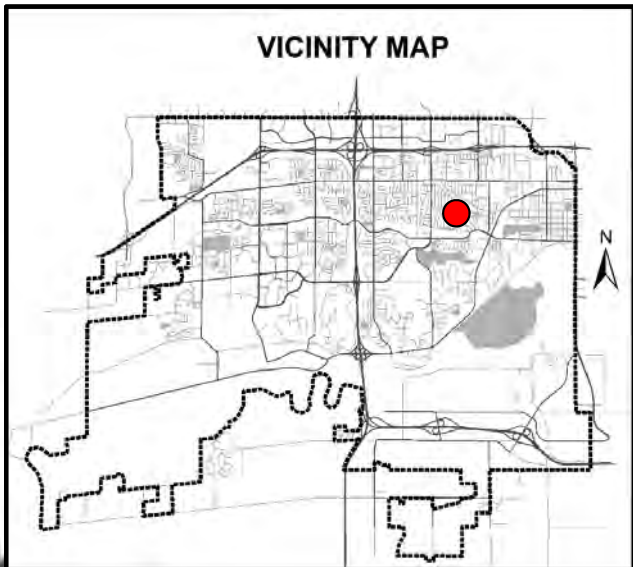
Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Infield Improvements (matching Girls Softball Funding in FY 18-19)	0	50,000	100,000	100,000
Dumpster Enclosure	0	0	50,000	0
Total	0	\$50,000	\$150,000	\$100,000



Kiwanis Park

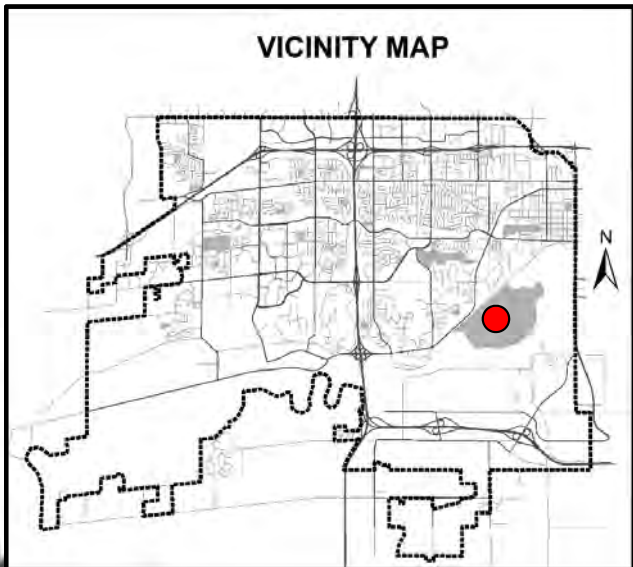
3101 Maple Street



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Shelter Replacement	0	80,000	0	0
Total	0	\$80,000	0	0

Raccoon River Park

2500 Grand Avenue

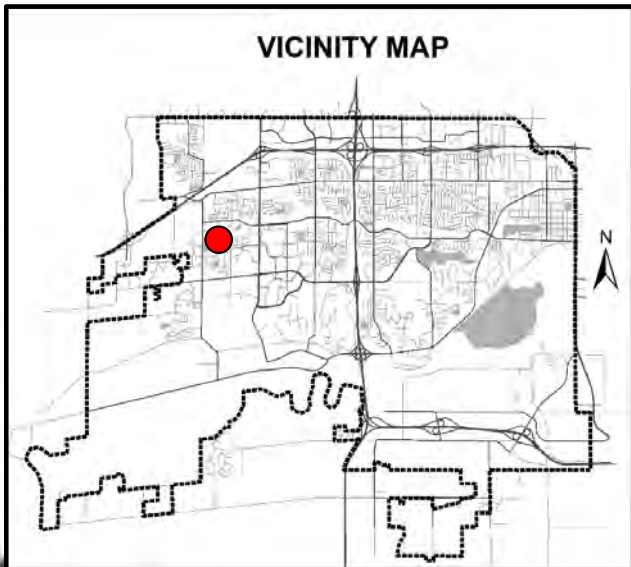


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Canoe / Kayak Lockers + Access Improvements @ Boat Ramp	70,000	0	0	0
Sprayground / Ship Structure Demo	0	0	0	50,000
Play Equipment Replacement	0	0	0	500,000
Softball Complex Play Equipment Replacement	0	0	0	200,000
Lighting Upgrade	0	60,000	350,000	0
Softball Complex Drainage, Electrical Improvements, Dugout Repairs	0	150,000	0	0
East Entrance Trail Renovation	0	70,000	0	0
Total	\$70,000	\$280,000	\$350,000	\$750,000

Valley View Park

255 81st Street

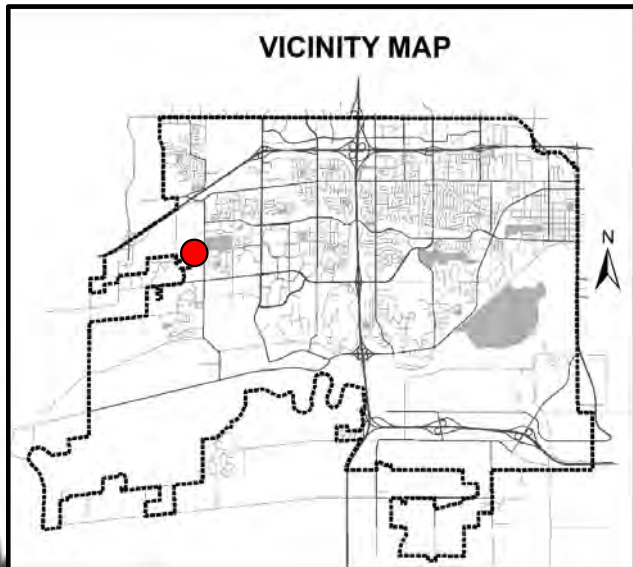


Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Shelter/Restroom Facility - Sports Court Area	770,000	0	0	0
Lighted Sand Volleyball Courts (2)	138,000	0	0	0
Central Site Grading, Utilities & Roadway - Design/Construction (Design 18-19; Construction 19-20, 21,22,23)	0	300,000	1,300,000	1,300,000
South Roadway & Trail	0	0	0	1,900,000
Total	\$908,000	\$300,000	\$1,300,000	\$3,200,000

Whisper Point Park

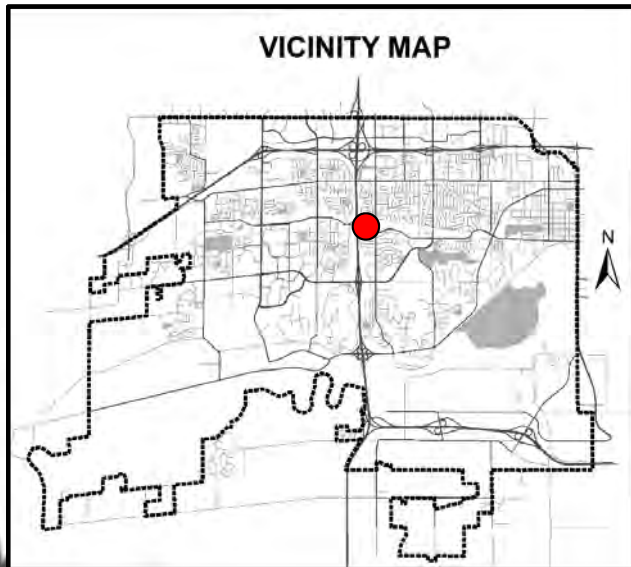
Bridgewood Boulevard & 91st Street



Summary of Funding by Fiscal Year

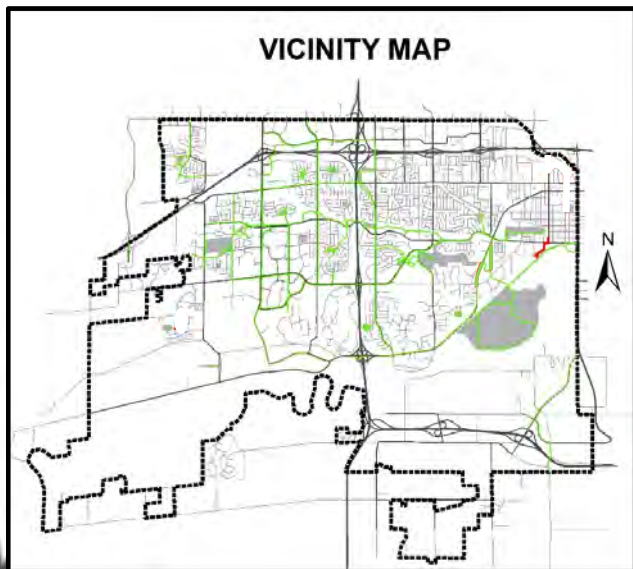
Projects	17-18	18-19	19-20	21,22,23
Site Plan, Design, Grading & Utilities	180,000	0	0	0
Park Improvements (Playground and Sidewalks)	0	196,000	194,000	0
Park Improvements (Shelter, Restroom, BB Court, Parking Lot)	0	0	0	450,000
Total	\$180,000	\$196,000	\$194,000	\$450,000

Jordan Creek Trail



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
50 th Street Info Hub - drinking fountain / bottle filler installation	0	20,000	0	0
Total	0	\$20,000	0	0

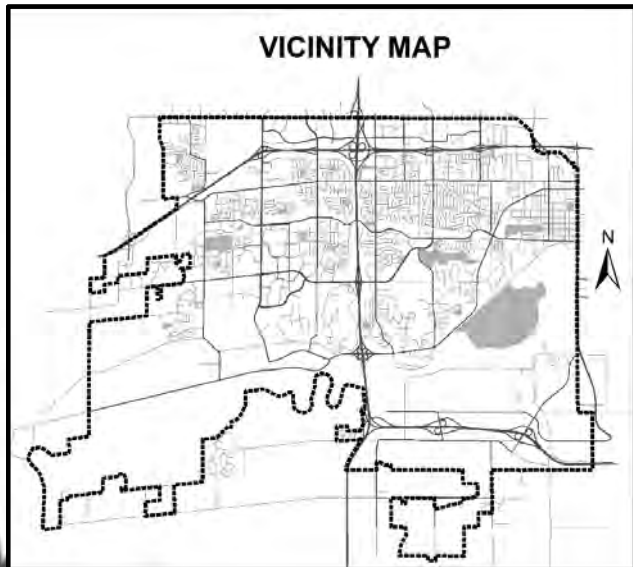
Valley Junction Trail Connection



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Design	50,000	0	0	0
Construction	0	400,000	0	0
Total	\$50,000	\$400,000	0	0



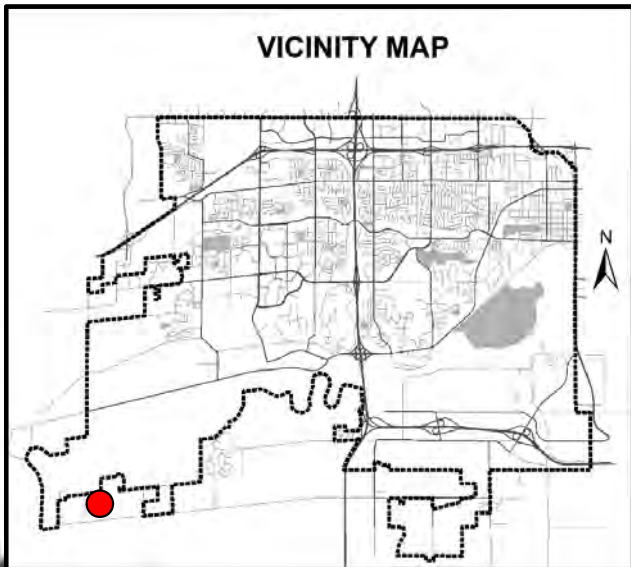
City Wide Projects



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21,22,23
Park Signage Upgrade (Design 17-18; Construction 18-19,20,21,22)	80,000	150,000	150,000	150,000
Site Furniture	0	20,000	30,000	0
Bike Racks	10,000	10,000	0	0
Total	\$90,000	\$180,000	\$180,000	\$150,000

Community Park - Land Acquisition

Madison County



Summary of Funding by Fiscal Year

Projects	17-18	18-19	19-20	21,22,23
Land Acquisition	349,061	356,250	346,708	664,788
Total	\$349,061	\$356,250	\$346,708	\$664,788

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Streets					
5th Street - Locust to Vine	0	0	0	700,000	700,000
S. 35th Street - Grand Avenue to Plumwood Drive	0	0	0	2,100,000	2,100,000
S. 50th Street Widening - Mills Civic Parkway to EP True Parkway	200,000	0	0	0	200,000
S. 50th Street Widening - Park Drive to Mills Civic Parkway	0	0	0	1,145,000	1,145,000
S. Jordan Creek Parkway - Grand Avenue to Raccoon River Drive	0	270,000	1,120,000	0	1,390,000
S. 88th Street Reconstruction - Cascade Avenue to Mills Civic Parkway	0	0	0	2,280,000	2,280,000
S. 88th Street - Mills Civic Parkway to Coachlight Drive	0	0	0	1,335,000	1,335,000
92nd Street - Ashworth Road to Westown Parkway	0	0	0	1,880,000	1,880,000
S. Grand Prairie Parkway - Stagecoach to Mills Civic Parkway	0	0	5,700,000	0	5,700,000
Ashworth Road Reconstruction - Jordan Creek Parkway to 81st St	225,000	0	0	0	225,000
Ashworth Road Reconstruction - 81st St to 88th St	4,005,000	0	0	0	4,005,000
Ashworth Road Reconstruction - 88th St (N) to 98th St	410,000	2,370,000	0	0	2,780,000
Ashworth Road Reconstruction - 88th St (S) to 88th St (N) w/ Bridge	0	0	675,000	4,550,000	5,225,000
Ashworth Road & I-80 Interchange Justification Report	100,000	0	1,025,000	0	1,125,000
EP True Parkway Widening - 81st St to Jordan Creek Parkway	310,000	1,940,000	0	0	2,250,000
EP True Parkway Extension - West of 88th	225,000	0	0	0	225,000
Mills Civic Parkway - S. 81st to S. 88th	0	0	0	3,485,000	3,485,000
Mills Civic Parkway - S. 88th to S. 91st	0	0	0	1,795,000	1,795,000
Mills Civic Parkway - S. 91st to S. Tiburon Cove	0	0	0	3,670,000	3,670,000
Mills Civic Parkway - S. Tiburon Cove to S. Grand Prairie Parkway	0	0	0	3,600,000	3,600,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

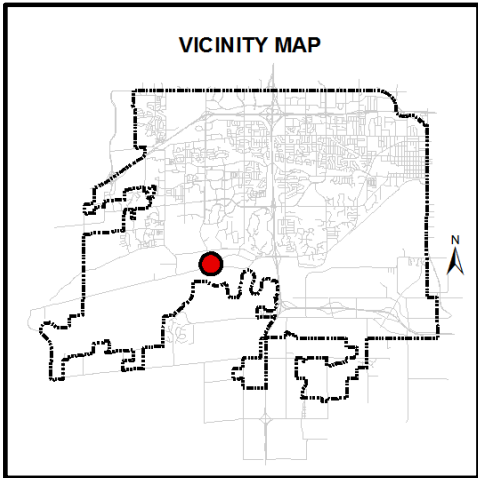
Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Streets - Continued					
Booneville Road Reconstruction - S. 88th St to West of S. 100th St	0	900,000	6,460,000	0	7,360,000
Grand Avenue Reconstruction - 1st to 6th	0	500,000	5,680,000	0	6,180,000
Grand Avenue - Reconstruction East of I-35 & Trail West of I-35	0	115,000	845,000	0	960,000
Grand Avenue - S. Jordan Creek Parkway to S. 88th	0	0	0	5,865,000	5,865,000
S. 33rd & Fuller Retaining Wall Repair	40,000	365,000	0	0	405,000
Fuller Road Concept Study - S. 16th to S. 19th	0	50,000	0	0	50,000
City Entrance Enhancements (Level 1) - 5 Locations	100,000	60,000	500,000	0	660,000
City Entrance Enhancements (Level 2) - 10 Locations	0	0	75,000	700,000	775,000
Veterans Parkway Enhancements - Phases 1-3	0	735,000	675,000	1,050,000	2,460,000
Veterans Parkway - SE Maffitt Lake to SE Adams (Alluvion)	9,835,000	0	0	0	9,835,000
Veterans Parkway - SE Adams to SE 50th St (Osmium)	8,075,000	0	0	0	8,075,000
Veterans Parkway - SE 50th St to SW 60th St (Osmium)	11,570,000	0	0	0	11,570,000
Veterans Parkway - SW 60th St to SW 88th St (Osmium)	9,370,000	0	0	0	9,370,000
Veterans Parkway - SW 88th St to South Grand Prairie (Osmium)	6,800,000	0	0	0	6,800,000
S. Grand Prairie Parkway - Veterans to SW Madison (Osmium)	4,800,000	0	0	0	4,800,000
S. Grand Prairie Parkway - SW Madison to Raccoon River Dr (Osmium)	4,665,000	0	0	0	4,665,000
S. Grand Prairie Parkway River Bridge (Osmium)	0	0	0	0	0
SW 60th Street - South of SW Adams (Osmium)	5,100,000	0	0	0	5,100,000
SE 50th Street - County Line to Veterans (Osmium)	2,400,000	0	0	0	2,400,000
SE Adams Street - SW 60th to SE 50th (Osmium)	1,900,000	0	0	0	1,900,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Streets - Continued					
Water Main - Grand Ave to S 60th St - West Loop (Osmium)	7,620,000	0	0	0	7,620,000
Water Main - Grand Ave to S 60th St - East Loop (Osmium)	5,370,000	0	0	0	5,370,000
Osmium Water Project - Other Costs (ASR)	6,510,000	0	0	0	6,510,000
Coachlight Drive & S. 77th St (Coachlight URA)	4,230,000	0	0	0	4,230,000
Mills Civic Parkway - S. Jordan Creek Parkway to S. 81st St (Coachlight URA)	4,240,000	0	0	0	4,240,000
Mills Civic Parkway & S. Jordan Creek Parkway Intersection Improvements	75,000	200,000	0	0	275,000
S. Jordan Creek Parkway & Coachlight Drive Intersection Improvements	35,000	100,000	0	0	135,000
Mills Civic Parkway & S. 51st Intersection Improvements	40,000	115,000	0	0	155,000
Mills Civic Parkway & South Mall Entrance Intersection Improvements	60,000	175,000	0	0	235,000
Jordan Creek Parkway & University Avenue Intersection Improvements	0	0	0	1,090,000	1,090,000
Jordan Creek Parkway & Westtown Parkway Intersection Improvements	0	0	0	550,000	550,000
Jordan Creek Parkway & I-80 North Ramp Improvements	0	0	0	520,000	520,000
Jordan Creek Parkway & Ashworth Road Intersection Improvements	0	305,000	0	0	305,000
1st & Ashworth Intersection Improvements	20,000	125,000	0	0	145,000
1st & Railroad Intersection Improvements - Bicycle Advisory Commission	20,000	125,000	0	0	145,000
Traffic Signal Installation - New Signals (S. 35th & Mills Civic)	0	0	0	400,000	400,000
Traffic Signal Installation - New Signals (S. 50th & Hawthorne)	0	0	400,000	0	400,000
Traffic Signal Installation - New Signals (S. 81st & Bridgewood)	0	0	0	400,000	400,000
Traffic Signal Installation - New Signals (Grand & Raccoon River Park)	0	400,000	0	0	400,000
New Streetlights	200,000	200,000	200,000	600,000	1,200,000

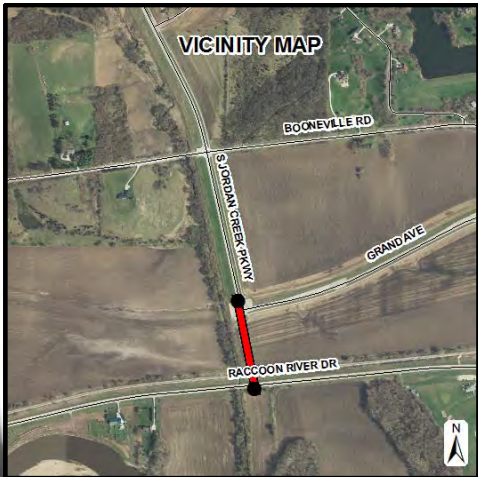
City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Streets - Continued					
Overhead to Underground Electric Conversion - 68th St to JCP	0	560,000	0	0	560,000
	<u>98,550,000</u>	<u>9,610,000</u>	<u>23,355,000</u>	<u>37,715,000</u>	<u>169,230,000</u>

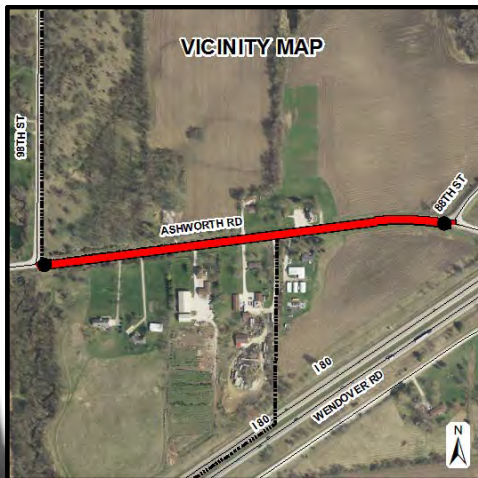
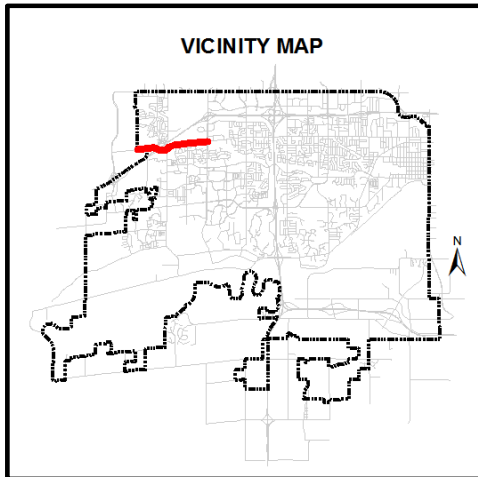


S. Jordan Creek Parkway Grand Avenue to Raccoon River Drive

Ultimate grading for a six lane divided roadway with landscaped median. Initial paving will be one lane in each direction. Includes railroad crossing and signals north of Raccoon River Drive.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	120,000	0	0
ROW	0	150,000	0	0
Inspection	0	0	75,000	0
Construction	0	0	1,010,000	0
Streetlights	0	0	35,000	0
Total	0	270,000	1,120,000	0

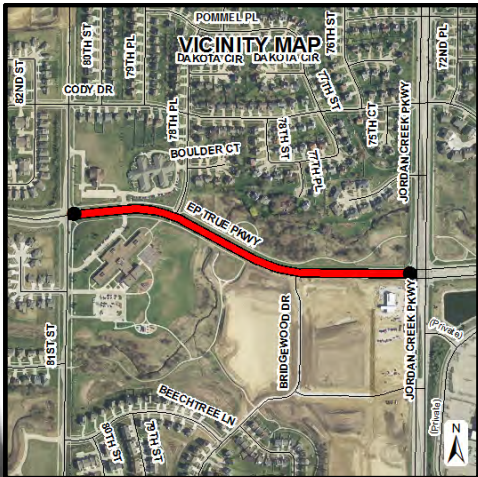
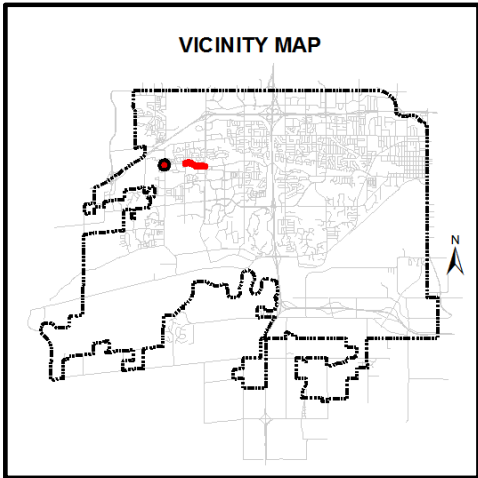


Ashworth Road

88th Street (N) to 98th Street

Reconstruction as an urban 4 lane undivided roadway with two way left turn lanes & trail. Roadway will accommodate future medians when dictated by traffic.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	325,000	0	0	0
ROW	85,000	0	0	0
Inspection	0	200,000	0	0
Construction	0	2,095,000	0	0
Streetlights	0	75,000	0	0
Total	410,000	2,370,000	0	0

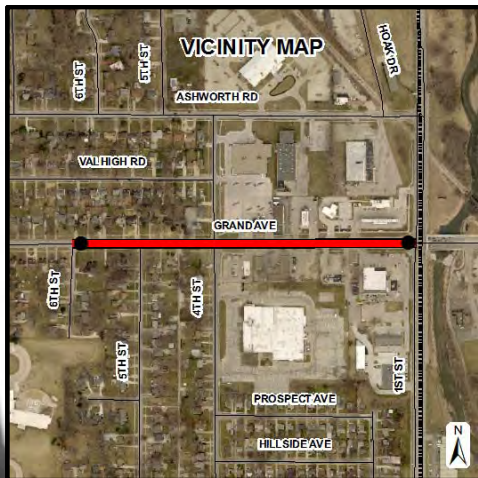
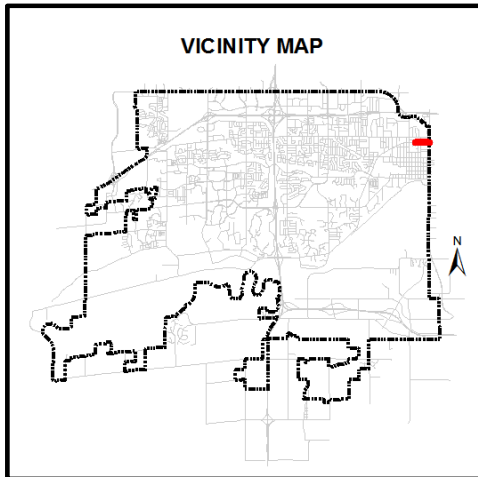


EP True Parkway

81st Street to Jordan Creek Parkway

Widening from two lanes to four lane roadway. A portion of widening was completed by developer in 2016. City obligation along greenway and school frontage.

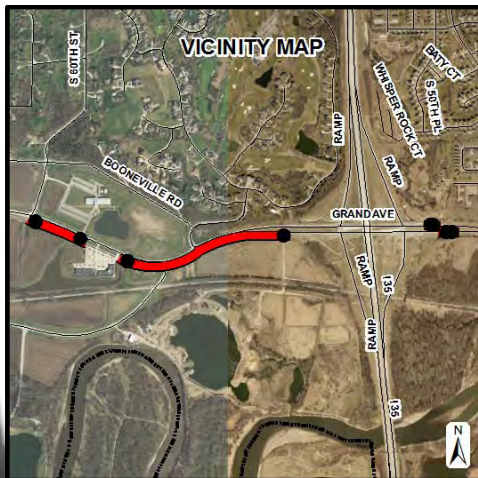
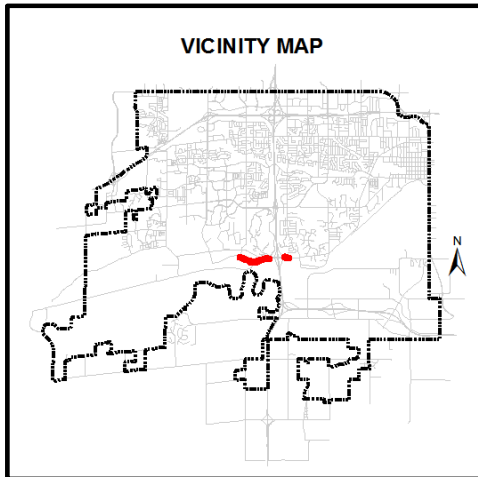
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	310,000	0	0	0
ROW	0	25,000	0	0
Inspection	0	100,000	0	0
Construction	0	1,815,000	0	0
Streetlights	0	0	0	0
Total	310,000	1,940,000	0	0



Grand Avenue 1st Street to 6th Street

Total reconstruction as divided roadway with two lanes in each direction, raised median, and turn lanes at intersections. Potential STBG funding. \$650,000 budgeted in FY 16-17.

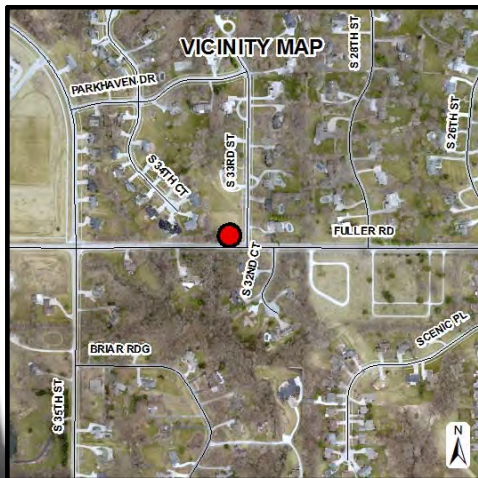
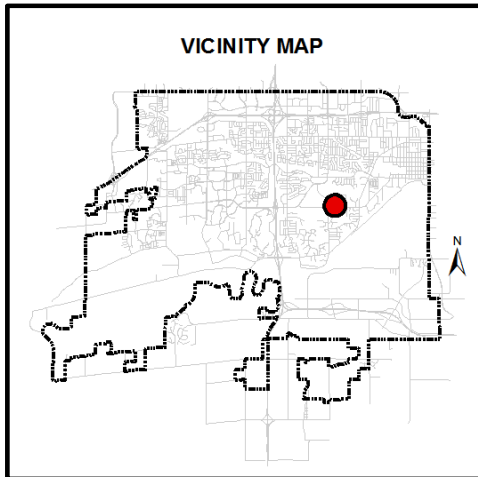
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	500,000	0	0
Inspection	0	0	330,000	0
Construction	0	0	5,230,000	0
Streetlights	0	0	120,000	0
Total	0	500,000	5,680,000	0



Grand Avenue Reconstruction East of I-35 & Trail West of I-35

Reconstruction of remaining rural road following Iowa DOT reconstruction of the I-35 interchange to a PCC urban street. Includes segments of missing trail on the east and west side of I-35.

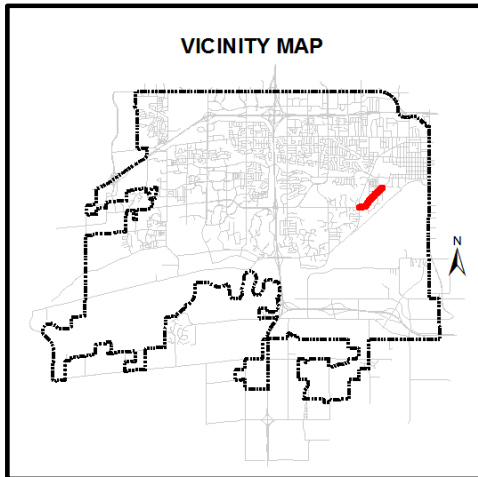
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	115,000	0	0
ROW	0	0	0	0
Inspection	0	0	55,000	0
Construction	0	0	775,000	0
Streetlights	0	0	15,000	0
Total	0	115,000	845,000	0



S. 33rd Street & Fuller Road Retaining Wall Repair

Repair of existing wooden retaining wall within public right-of-way constructed by the City as part of Fuller Road paving. Existing wall shows signs of deterioration.

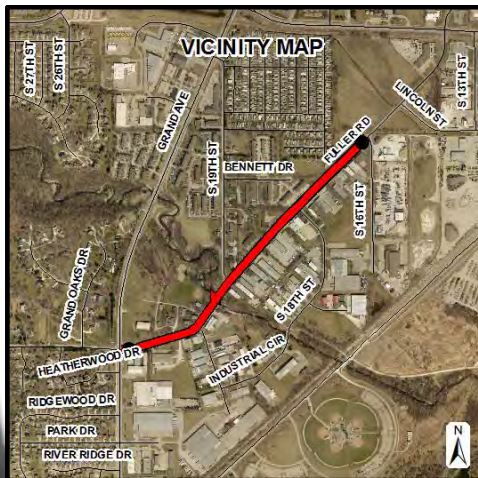
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	35,000	0	0	0
ROW	5,000	80,000	0	0
Inspection	0	35,000	0	0
Construction	0	250,000	0	0
Streetlights	0	0	0	0
Total	40,000	365,000	0	0



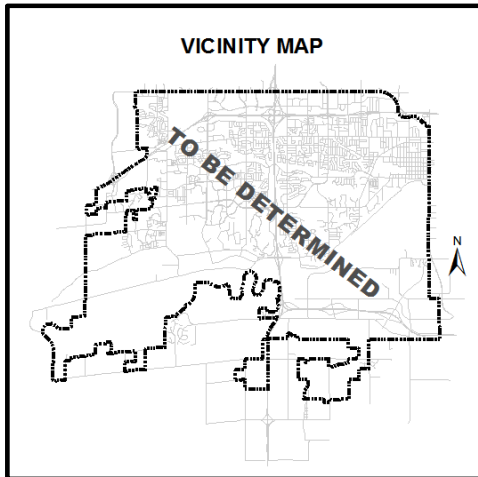
Fuller Road Concept Study

S. 16th St. to S. 19th St.

Identify alternatives to address insufficient drainage and issues occurring due to no curb and graveled shoulder on south side of Fuller Road.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	50,000	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	0	0	0
Construction	0	0	0	0
Streetlights	0	0	0	0
Total	0	50,000	0	0

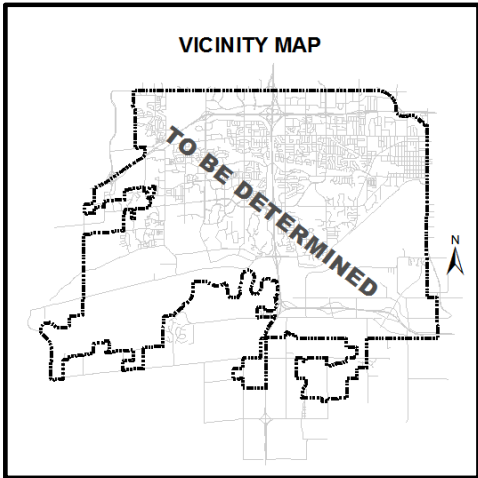


City Entrance Enhancements Various Locations - Level 1

New monument signs at primary entrances to the City along I-235, I-80, I-35, and Iowa 5. Possibly 5 Locations.



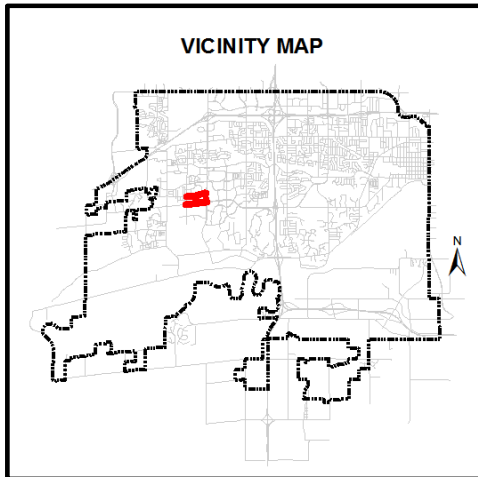
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	100,000	0	0	0
Design	0	60,000	0	0
ROW	0	0	0	0
Inspection	0	0	25,000	0
Construction	0	0	475,000	0
Streetlights	0	0	0	0
Total	100,000	60,000	500,000	0



City Entrance Enhancements Veterans Parkway Enhancements Phases 1-3

New signs along Veterans Parkway from Highway 28 to SGPP.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	70,000	60,000	105,000
ROW	0	0	0	0
Inspection	0	45,000	40,000	60,000
Construction	0	620,000	565,000	885,000
Streetlights	0	0	0	0
Total	0	735,000	675,000	1,050,000

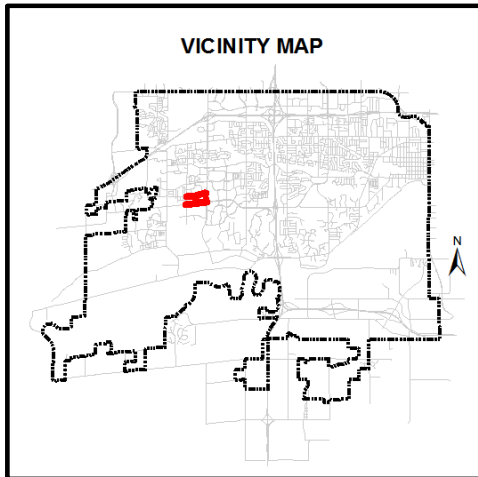


Mills Civic Parkway & S. Jordan Creek Parkway Intersection Improvements

Addition of westbound right-turn lane.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	20,000	0	0	0
ROW	0	0	0	0
Inspection	10,000	0	0	0
Construction	45,000	200,000	0	0
Streetlights	0	0	0	0
Total	75,000	200,000	0	0

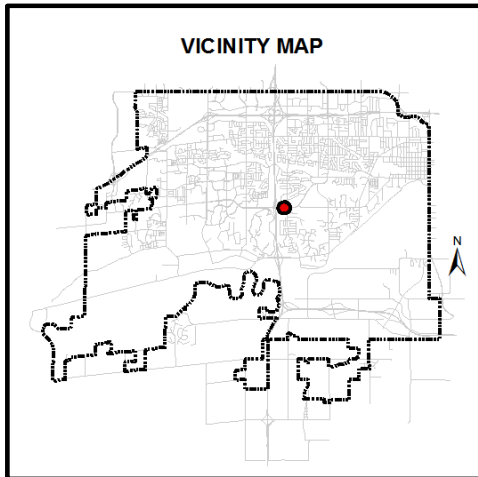


S. Jordan Creek Parkway & Coachlight Drive Intersection Improvements

Addition of southbound right-turn lane.

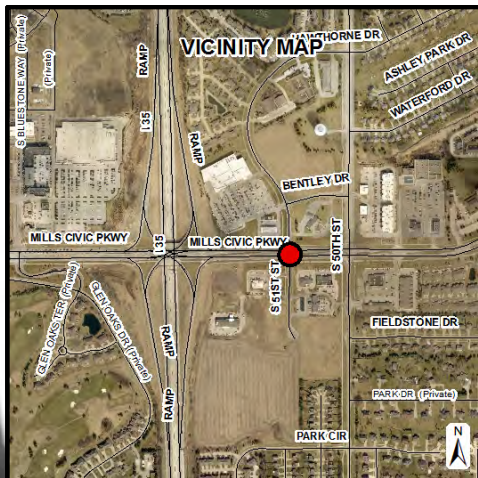


Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	10,000	0	0	0
ROW	0	0	0	0
Inspection	5,000	0	0	0
Construction	20,000	100,000	0	0
Streetlights	0	0	0	0
Total	35,000	100,000	0	0

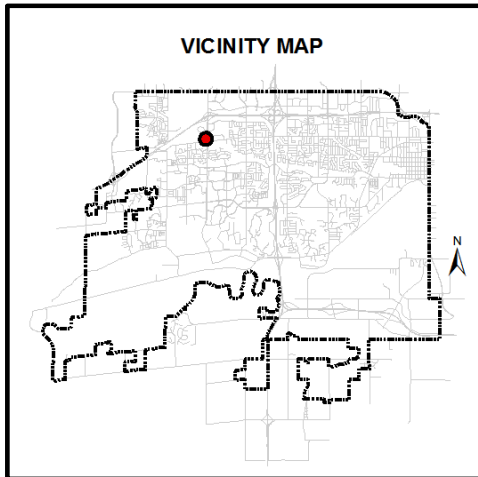


Intersection Improvements Mills Civic Pkwy & South 51st Street

Geometric improvements consisting of southbound right-turn lane to improve traffic congestion.

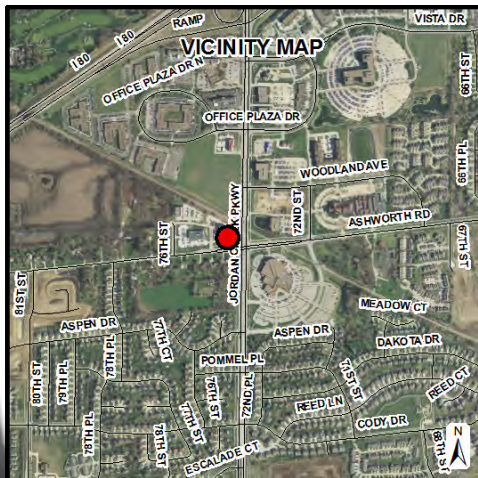


Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	10,000	0	0	0
ROW	0	0	0	0
Inspection	5,000	0	0	0
Construction	25,000	115,000	0	0
Streetlights	0	0	0	0
Total	40,000	115,000	0	0

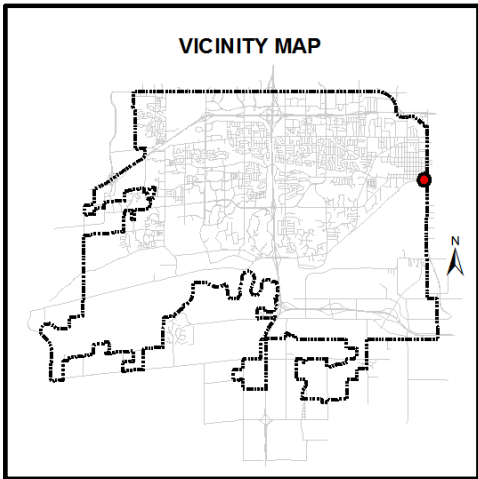


Intersection Improvements Jordan Creek Pkwy & Ashworth Rd

Geometric improvements consisting of southbound right-turn lane to improve traffic congestion.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	35,000	0	0
ROW	0	0	0	0
Inspection	0	20,000	0	0
Construction	0	250,000	0	0
Streetlights	0	0	0	0
Total	0	305,000	0	0



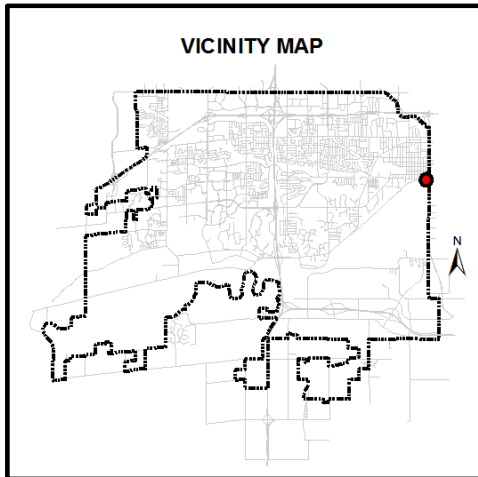
Intersection Improvements

1st Street & Ashworth Road

Geometric improvements to northwest corner of intersection to improve turning movements for trucks.



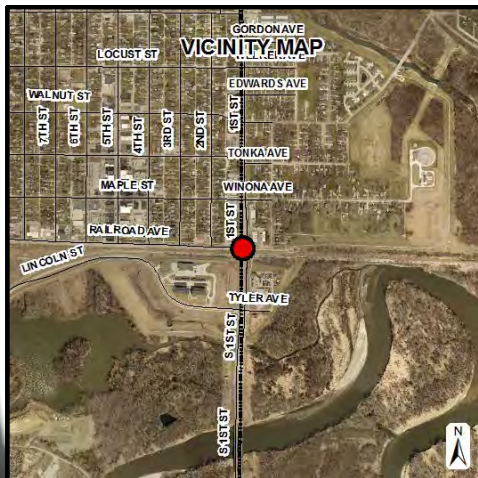
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	20,000	15,000	0	0
ROW	0	10,000	0	0
Inspection	0	10,000	0	0
Construction	0	90,000	0	0
Streetlights	0	0	0	0
Total	20,000	125,000	0	0



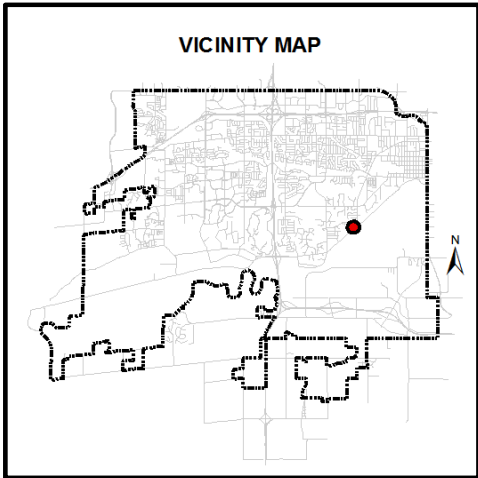
Intersection Improvements

1st Street & Railroad Avenue

Modifications to improve trail access and continuity with City of Des Moines trail. Recommendation from Bicycle Advisory Commission.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	20,000	15,000	0	0
ROW	0	10,000	0	0
Inspection	0	10,000	0	0
Construction	0	90,000	0	0
Streetlights	0	0	0	0
Total	20,000	125,000	0	0

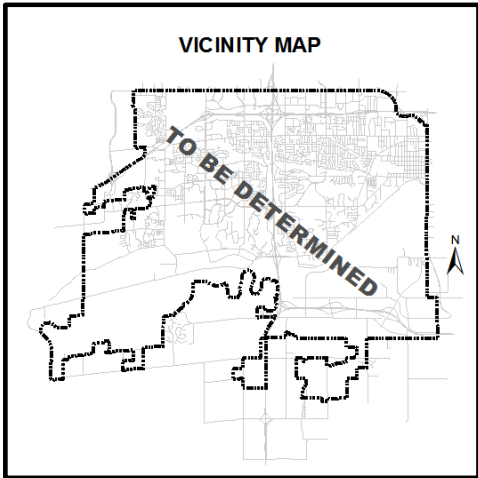


Traffic Signals – New Grand Ave. & Raccoon River Park Entrance

New traffic signal. Meets warrants.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21, 22, 23
Planning	0	0	0	0
Design	0	50,000	0	0
ROW	0	0	0	0
Inspection	0	25,000	0	0
Construction	0	325,000	0	0
Streetlights	0	0	0	0
Total	0	400,000	0	0

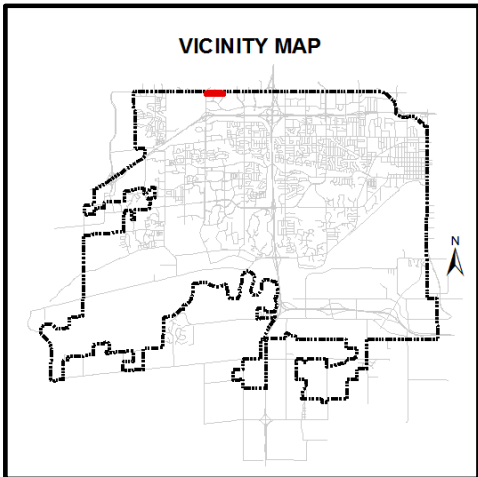


New Streetlights

Various Locations



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21, 22, 23
1 Various Locations	200,000	200,000	200,000	600,000
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
Total	200,000	200,000	200,000	600,000



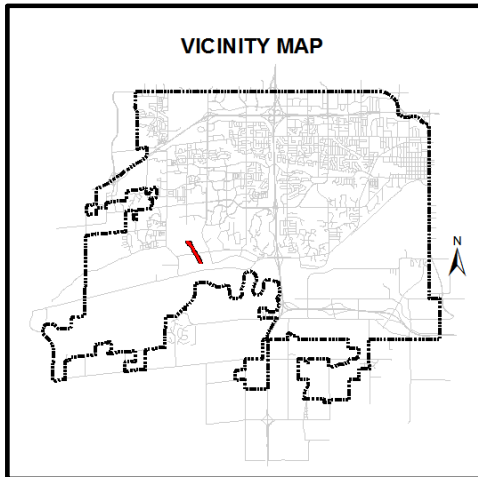
Overhead to Underground Electric Conversion – University Avenue, 68th Street to Jordan Creek Parkway



Summary of Funding by Fiscal Year				
Projects	17-18	18-19	19-20	21, 22, 23
1 University Avenue – 68 th Street to Jordan Creek Parkway	0	560,000	0	0
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
Total	0	560,000	0	0

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

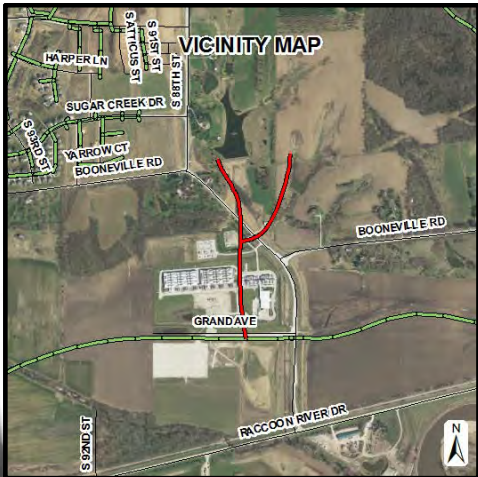
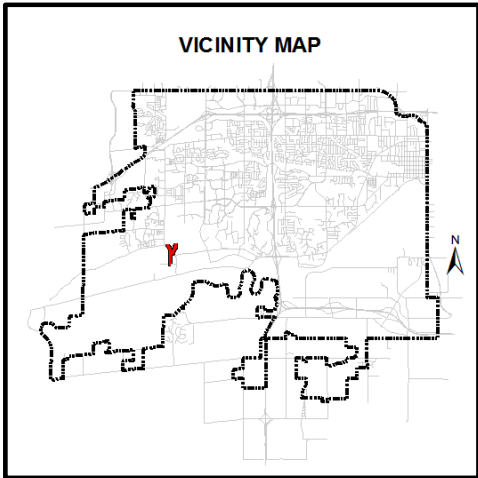
Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Sanitary Sewer					
Grand Avenue West - Segment 3 Sewer	0	485,000	0	0	485,000
Grand Avenue West - Segment 4 Sewer	0	645,000	0	0	645,000
Grand Avenue West - Segment 6F Sewer	100,000	0	0	0	100,000
Raccoon River Basin - Segment 6 Sewer	0	0	865,000	3,360,000	4,225,000
Raccoon River Basin - Expanded Service Area Evaluation	0	50,000	0	0	50,000
South Service Area - Segment 3	0	400,000	4,170,000	0	4,570,000
South Service Area - Segment 4-5 Sewer	0	0	0	530,000	530,000
Middle Creek - Trunk Sewer Extension (Osmium)	2,898,000	0	0	0	2,898,000
South Area - Lift Station Improvements (Alluvion)	519,000	0	0	0	519,000
South Area - Trunk Sewer Relief Sewer (Alluvion)	829,000	0	0	0	829,000
South Jordan Creek Parkway Parallel Trunk Sewer	0	0	34,000	214,000	248,000
Grand Avenue Siphon Conversion	85,000	0	0	0	85,000
North Slope Lift Station (68th & University) Diversion Plan	0	50,000	0	300,000	350,000
Sanitary Sewer System Hydraulic Modeling	0	0	250,000	0	250,000
	4,431,000	1,630,000	5,319,000	4,404,000	15,784,000



Grand Avenue West Segment 3 Sewer

Construction of trunk sewer to service an area north of Grand Avenue between South Jordan Creek Parkway and South 88th Street. \$120,000 budgeted in FY 16-17.

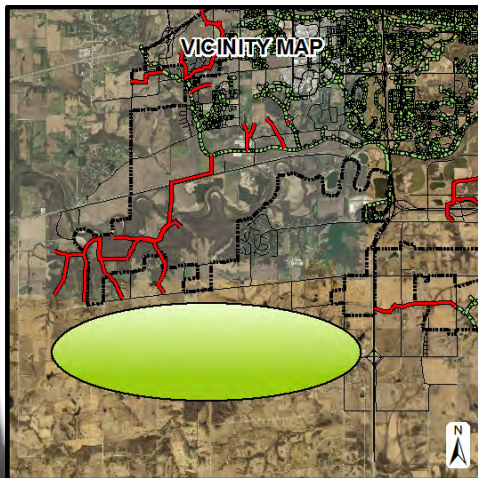
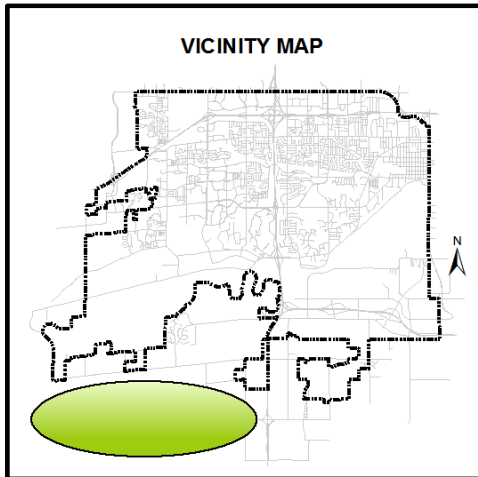
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	35,000	0	0
Construction	0	450,000	0	0
Total	0	485,000	0	0



Grand Avenue West Segment 4 Sewer

Construction of trunk sewer to service an area north of Grand Avenue adjacent to South 88th Street. \$162,000 budgeted in FY 16-17.

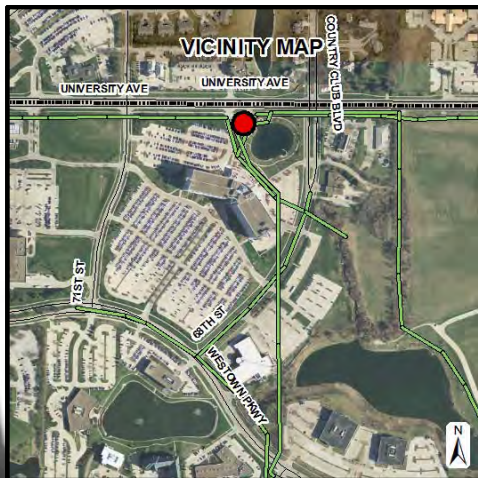
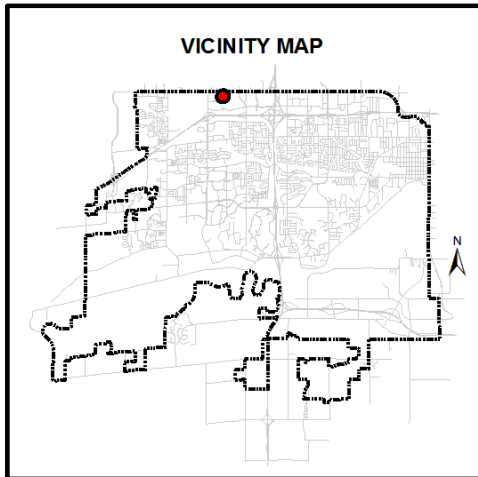
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	45,000	0	0
Construction	0	600,000	0	0
Total	0	645,000	0	0



Raccoon River Basin Expanded Service Area Evaluation

Further evaluation of sanitary sewer service area south of future Veterans Parkway.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	50,000	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	0	0	0
Construction	0	0	0	0
Total	0	50,000	0	0



Miscellaneous

North Slope Lift Station Diversion Plan

Evaluate alternatives for emergency diversion of sanitary sewer from the North Slope Lift Station should the forcemain become compromised.

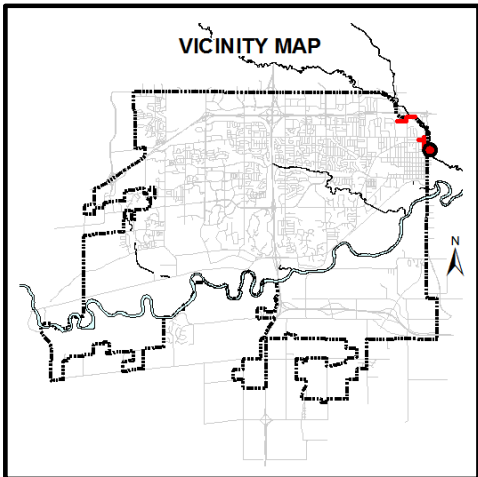
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	50,000	0	0
Design	0	0	0	30,000
ROW	0	0	0	0
Inspection	0	0	0	20,000
Construction	0	0	0	250,000
Total	0	50,000	0	300,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Stormwater					
NE Basin - Connection to 4th & Ashworth Road	100,000	520,000	0	0	620,000
NE Basin - Walnut Creek Outfall Pump Station - Phase 1 RCB & PS Structure	2,500,000	0	0	0	2,500,000
NE Basin - Walnut Creek Outfall Pump Station - Phase 2 RCB	0	1,700,000	0	0	1,700,000
NE Basin - Walnut Creek Outfall Pump Station - Pumps & Electrical	0	0	2,500,000	0	2,500,000
NE Basin - Office Parks Road North	0	0	0	820,000	820,000
Walnut Creek - Grand Avenue Flood Gate Repairs	100,000	0	0	0	100,000
Walnut Creek Watershed Management Authority Misc. Projects	25,000	25,000	25,000	75,000	150,000
SE Basin - 7th Street, Hillside to Walnut	0	0	0	700,000	700,000
SE Basin - 6th Street, Hillside to Locust	0	0	0	640,000	640,000
SE Basin - Vine Street, Grand to 9th St	0	0	0	8,500,000	8,500,000
Blue Creek - Valley West & Westown Storm Sewer Improvements	66,000	490,000	0	0	556,000
Fairmeadows Creek - Drainage Study	250,000	0	0	0	250,000
Fairmeadows Creek - EP True Parkway Culvert	85,000	0	535,000	0	620,000
Fairmeadows Creek - 27th & Vine Culvert	0	85,000	535,000	0	620,000
Western Hills Creek - Drainage Study	0	0	250,000	0	250,000
Jordan Creek - Pedestrian Underpasses Review	75,000	0	150,000	875,000	1,100,000
Jordan Creek - Meadowview Park Drainage Improvements	0	0	0	250,000	250,000
Sugar Creek - Conveyance Phase 1B (Raccoon River Drive)	1,280,000	0	0	0	1,280,000
Sugar Creek - Conveyance Phase 2 (Downstream)	0	1,870,000	0	0	1,870,000
Sugar Creek - Conveyance Phase 3 (Upstream)	0	0	0	2,700,000	2,700,000

City of West Des Moines
Capital Improvement Program
FY 18-19 through FY 22-23

Project Name	17-18 Current	18-19 Budget	19-20 Potential	21, 22, 23 Future Years	Total
Stormwater - Continued					
Sugar Creek Tributary - Culverts on Stagecoach Drive	958,000	0	0	0	958,000
Sugar Creek - Booneville Road Bridge Replacement	137,000	2,495,000	0	0	2,632,000
Johnson Creek - Conveyance Phase 1A (Railroad)	135,000	0	790,000	0	925,000
Johnson Creek - Conveyance Phase 1B (Raccoon River Drive)	315,000	0	2,255,000	0	2,570,000
Johnson Creek - Conveyance Phase 2 (Upstream)	0	0	0	1,540,000	1,540,000
Raccoon River - Bank Stabilization	0	0	1,310,000	0	1,310,000
Raccoon River Drive - Culvert (Unnamed Creek near JCP)	910,000	0	0	0	910,000
Grand Avenue Stormwater Pumps	72,000	385,000	0	0	457,000
Iowa Interstate Railroad Bridge near Raccoon River Park Entrance	0	0	0	550,000	550,000
Raccoon River Park Soccer Complex Culvert	0	0	0	680,000	680,000
Badger Creek Watershed (Lake of the Meadows) Study	100,000	0	0	0	100,000
	7,108,000	7,570,000	8,350,000	17,330,000	40,358,000



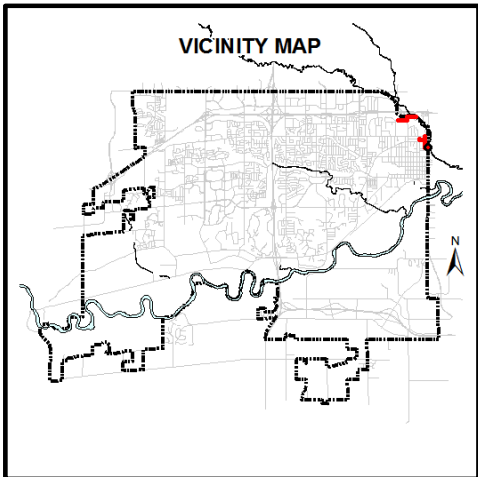
NE Basin

Connection to 4th & Ashworth Road

Storm sewer improvements to improve capacity at 4th & Valhigh/Ashworth. Storm sewer near Fareway already complete. Walnut Creek Outfall & Pump Station to be completed first. \$70,000 Budgeted in FY 15-16.



Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	100,000	0	0	0
Inspection	0	50,000	0	0
Construction	0	470,000	0	0
Total	100,000	520,000	0	0



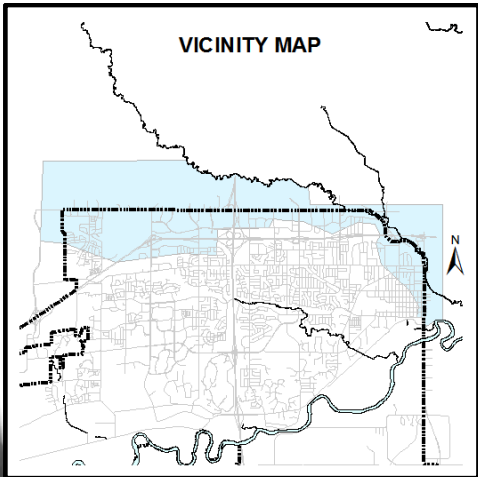
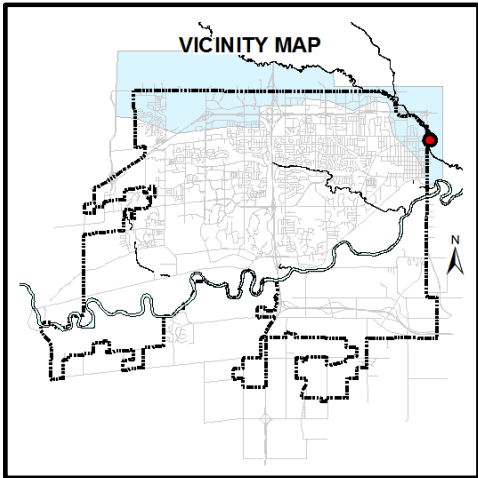
NE Basin

Walnut Creek Outfall Pump Station

Storm sewer improvements to help reduce flooding near 1st & Grand. Includes structure and installation of pumps & appurtenances in coordination with Walnut Creek Outfall. \$3.97M previously funded.



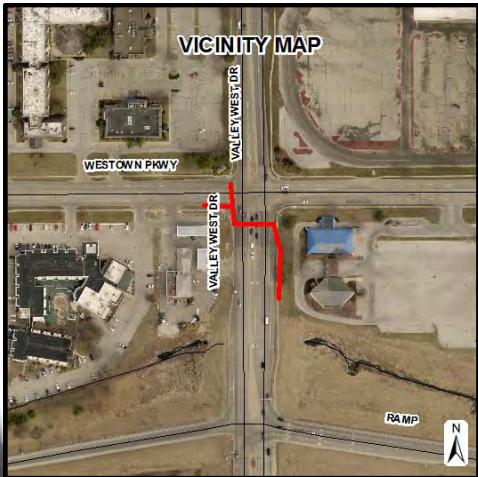
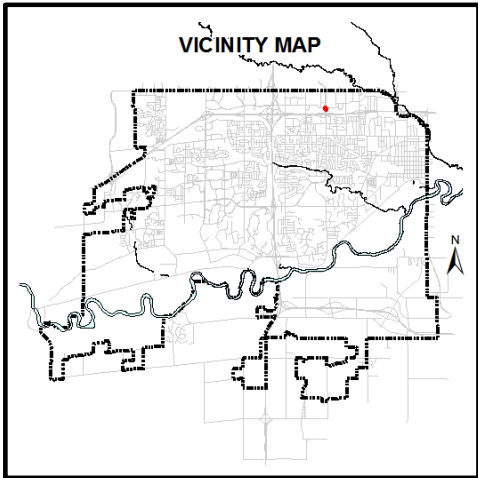
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	150,000	150,000	0
Construction	2,500,000	1,550,000	2,350,000	0
Total	2,500,000	1,700,000	2,500,000	0



Walnut Creek WMA Miscellaneous Projects

The Walnut Creek Watershed Management Authority is represented by Cities of WDM, Clive, Urbandale, Windsor Heights, and Des Moines. Financial participation in identified projects is anticipated.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	0	0	0
Inspection	0	0	0	0
Construction	25,000	25,000	25,000	75,000
Total	25,000	25,000	25,000	75,000

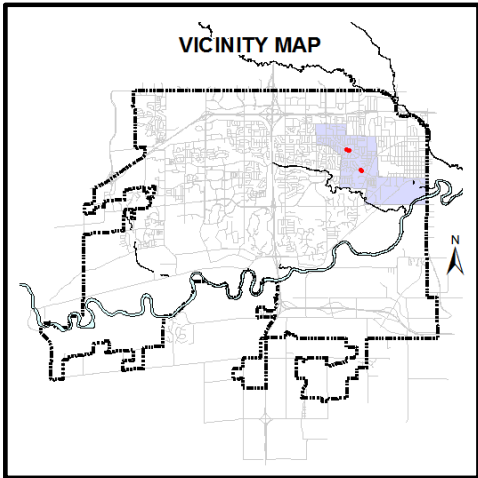


Blue Creek

Valley West & Westown Storm Sewer

Storm sewer improvements to alleviate localized flooding near intersection of Valley West Drive & Westown Parkway. Coordination with WDM Water Works project is being considered.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	46,000	0	0	0
ROW	20,000	0	0	0
Inspection	0	30,000	0	0
Construction	0	460,000	0	0
Total	66,000	490,000	0	0



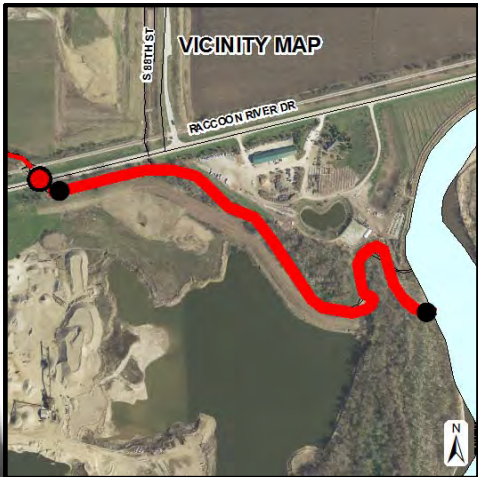
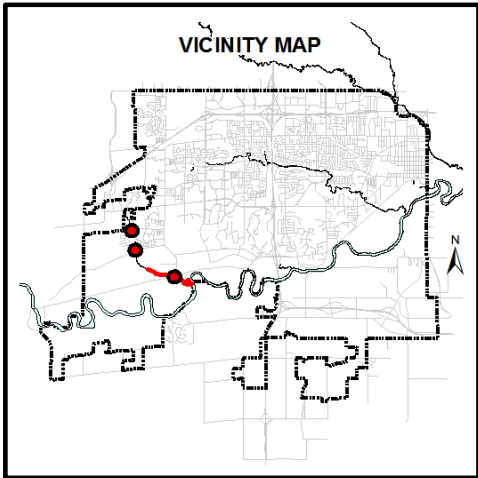
Fairmeadows Creek

27th Street & Vine Street Culvert

Reconstruction of failing 27th & Vine Street culvert along Fairmeadows Creek to improve capacity.



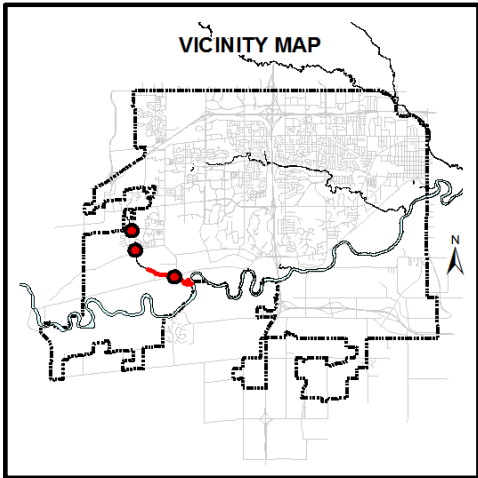
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	60,000	0	0
ROW	0	25,000	0	0
Inspection	0	0	35,000	0
Construction	0	0	500,000	0
Total	0	85,000	535,000	0



Sugar Creek Conveyance Phase 2 (Downstream)

Channel excavation and conveyance improvement along Sugar Creek downstream of Raccoon River Drive.

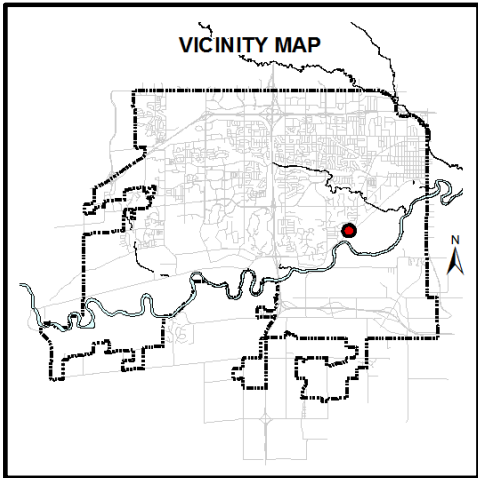
Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	0	0	0	0
ROW	0	800,000	0	0
Inspection	0	70,000	0	0
Construction	0	1,000,000	0	0
Total	0	1,870,000	0	0



Sugar Creek Booneville Road Bridge Replacement

Replacement of existing culvert on Booneville Road with a bridge over Sugar Creek. Bridge construction planned prior to Booneville Road improvements from Sugar Creek to South 88th Street.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	122,000	0	0	0
ROW	15,000	0	0	0
Inspection	0	75,000	0	0
Construction	0	2,420,000	0	0
Total	137,000	2,495,000	0	0



Raccoon River Park

Grand Avenue Stormwater Pumps

Construction of pump pad and piping north of Raccoon River Park entrance to accommodate recent reconstruction of Grand Avenue and The Preserve on Grand development.

Summary of Funding by Fiscal Year				
Function	17-18	18-19	19-20	21,22,23
Planning	0	0	0	0
Design	72,000	0	0	0
ROW	0	0	0	0
Inspection	0	10,000	0	0
Construction	0	375,000	0	0
Total	72,000	385,000	0	0



Enterprise Funds



Enterprise Funds

The Enterprise Funds are utilized to account for operations and activities that are financed and operated in a manner similar to a private business, and where the costs of providing the services are expected to be recovered through user charges.

The funds in this category are as follows:

Sanitary Sewer Fund

This fund accounts for the operation and maintenance of the City's sanitary sewer system.

Solid Waste Fund

This fund accounts for the operation and maintenance of the City's solid waste collection system.

Storm Water Utility Fund

A Storm Water Utility provides a method to spread storm sewer costs amongst users based upon the amount a particular property contributes to, or uses, the storm sewer system.

Technology Replacement Fund

This fund accounts for the future replacement of the City's computer and networking systems. Replacement costs are allocated to the individual cost centers over the life of the equipment.

Vehicle Maintenance Fund

This fund accounts for the maintenance of City vehicles. Charges are then allocated to the individual cost centers on a reimbursement basis.

Vehicle Replacement Fund

This fund accounts for the replacement of a majority of City vehicles and heavy construction equipment. Replacement costs are then allocated to individual cost centers over the life of the asset.

Health Insurance Fund

This fund accounts for the City's self-insured health care plan. Individual cost centers are charged based on the number of participating employees.

Worker's Compensation Fund

This fund accounts for worker's compensation premiums and claims.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	1,869,562	259,895	256,000	323,000	67,000	26.17%
Intergovernmental	125,348	583,547	123,000	13,000	(110,000)	(89.43%)
Charges for Services	14,932,833	15,126,617	14,732,450	15,677,270	944,820	6.41%
Special Assessments						
Miscellaneous	6,747,366	11,795,350	11,086,375	10,333,100	(753,275)	(6.79%)
Sub-total Operating Revenues	\$23,675,109	\$27,765,409	\$26,197,825	\$26,346,370	\$148,545	0.57%
Other Financing Sources						
Proceeds of Capital Assets Sales	(\$5,721)	(\$170,720)	\$103,890		(\$103,890)	(100.00%)
Contributed Capital Assets		10,625,061				
Transfers In	8,184,941	6,141,465	13,004,000	10,715,000	(2,289,000)	(17.60%)
Sub-total Other Financing Sources	\$8,179,220	\$16,595,806	\$13,107,890	\$10,715,000	(\$2,392,890)	(18.26%)
TOTAL REVENUES & OTHER SOURCES	\$31,854,329	\$44,361,215	\$39,305,715	\$37,061,370	(\$2,244,345)	(5.71%)
EXPENDITURES						
Operating Expenditures						
Personal Services	\$1,182,426	\$1,304,279	\$1,524,298	\$1,582,197	\$57,899	3.80%
Supplies and Services	15,471,336	15,511,359	16,978,150	18,056,585	1,078,435	6.35%
Universal Commodities	239,141	242,693	248,150	283,450	35,300	14.23%
Capital	3,520,169	4,000,915	6,167,633	6,219,300	51,667	0.84%
Sub-total Operating Expenditures	\$20,413,072	\$21,059,246	\$24,918,231	\$26,141,532	\$1,223,301	4.91%
Debt Service Expenditures						
Capital Improvement Expenditures	(\$258,937)	2,203,553	\$21,351,188	\$10,440,000	(\$10,911,188)	(51.10%)
Total Expenditures	\$20,154,135	\$23,262,799	\$46,269,419	\$36,581,532	(\$9,687,887)	(20.94%)
Transfers Out	\$7,651,836	\$6,408,753	\$7,318,000	\$10,640,000	\$3,322,000	45.39%
TOTAL EXPENDITURES/TRANSFERS OUT	\$27,805,971	\$29,671,552	\$53,587,419	\$47,221,532	(\$6,365,887)	(11.88%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$4,048,358	\$14,689,663	(\$14,281,704)	(\$10,160,162)	\$4,121,542	28.86%
BEGINNING FUND BALANCE	\$160,986,494	\$165,034,852	\$179,724,515	\$165,442,811	(\$14,281,704)	
ENDING FUND BALANCE	\$165,034,852	\$179,724,515	\$165,442,811	\$155,282,649	(\$10,160,162)	
CASH AND CASH EQUIVALENTS	\$68,991,539	\$67,481,161	\$55,335,515	\$45,175,353		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	342.32%	290.08%	119.59%	123.49%		



Description of the Sanitary Sewer Fund

This fund accounts for the operation and maintenance of the City's sanitary sewer system. The City is a member of the Wastewater Reclamation Authority ("WRA"). The WRA is a partnership that was established for the purpose of planning, constructing, operating, and managing sewer-related facilities in order to solve member's wastewater treatment and disposal. In 2004, the City approved the amended and restated 28E agreement for the WRA. This agreement created a separate legal entity, which is governed by a board of appointed representatives. The WRA is operated on a cost reimbursement basis, whereby each WRA member participates at varying percentages based on the member's respective benefit.

Major Expenditures

A majority of operating expenditures consist of payments to the WRA. The City also rents a small section of sewer lines from the City of Clive. The City budgets operating expenditures at 110% over current year estimates, because the WRA traditionally submits its proposed budget to member communities after the communities have already approved and submitted budgets. If there are changes in the allocation formula, or any new initiatives, West Des Moines' share of the WRA operating budget could increase anywhere from 3% to 10%.

WRA Member Communities	Net Budget FY 2019	% of Total
Altoona	\$2,425,124	5.26%
Ankeny	7,350,592	15.95%
Bondurant	695,097	1.51%
Clive	1,837,576	3.99%
Cumming	31,425	0.07%
Des Moines	17,280,798	37.51%
Greenfield Plaza	170,439	0.37%
Johnston	885,210	1.92%
Norwalk	1,256,795	2.73%
Pleasant Hill	608,424	1.32%
Polk City	305,813	0.66%
Polk County	347,347	0.75%
Urbandale Sanitary Sewer District	4,101,862	8.90%
Urbandale-Windsor Heights Sanitary Sewer District	551,345	1.20%
Waukee	1,842,733	4.00%
West Des Moines	6,384,721	13.86%
Total	\$46,075,301	100.00%



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	217,237	151,080	203,000	220,000	17,000	8.37%
Intergovernmental		420,603	60,000		(60,000)	(100.00%)
Charges for Services	10,443,664	10,889,405	10,584,500	11,236,820	652,320	6.16%
Special Assessments						
Miscellaneous		1,442,342	563,350		(563,350)	(100.00%)
Sub-total Operating Revenues	\$10,660,901	\$12,903,430	\$11,410,850	\$11,456,820	\$45,970	0.40%
Other Financing Sources						
Proceeds of Capital Asset Sales						
Contributed Capital Assets	1,434,102					
Transfers In	5,858,877	3,684,495	5,066,000	2,290,000	(\$2,776,000)	(54.80%)
Sub-total Other Finance Sources	\$7,292,979	\$3,684,495	\$5,066,000	\$2,290,000	(\$2,776,000)	(54.80%)
TOTAL REVENUES & OTHER SOURCES	\$17,953,880	\$16,587,925	\$16,476,850	\$13,746,820	(\$2,730,030)	(16.57%)
EXPENDITURES						
Operating Expenditures						
Personal Services	\$677,648	\$659,295	\$803,315	\$862,356	\$59,041	7.35%
Supplies and Services	6,420,101	6,695,223	6,952,745	7,222,630	269,885	3.88%
Universal Commodities	113,232	124,525	117,950	159,150	41,200	35.93%
Capital	1,731,913	1,752,696	2,057,013	1,774,000	(283,013)	(13.76%)
	\$8,955,308	\$9,231,739	\$9,931,023	\$10,018,136	\$87,113	0.88%
Debt Service Expenditures						
Capital Improvement Expenditures	\$329,293	\$622,972	\$7,895,790	\$2,290,000	(\$5,605,790)	(71.00%)
Total Expenditures	\$9,284,601	\$9,854,711	\$17,826,813	\$12,308,136	(\$5,518,677)	(30.96%)
Transfers Out	\$4,397,661	\$3,668,729	\$2,168,000	\$2,390,000	\$222,000	10.24%
TOTAL EXPENDITURES/TRANSFERS OUT	\$13,682,262	\$13,523,440	\$19,994,813	\$14,698,136	(\$5,296,677)	(26.49%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$4,271,618	\$3,064,485	(\$3,517,963)	(\$951,316)	(\$2,566,647)	n/a
BEGINNING FUND BALANCE	\$91,654,221	\$95,925,839	\$98,990,324	\$95,472,361	(\$3,517,963)	n/a
ENDING FUND BALANCE	\$95,925,839	\$98,990,324	\$95,472,361	\$94,521,045	(\$951,316)	n/a
CASH AND CASH EQUIVALENTS	\$38,983,740	\$39,247,929	\$35,729,966	\$34,778,650		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	419.88%	398.67%	200.43%	282.57%		



Solid Waste Fund

This fund is managed by the Public Services Department and accounts for the operation and maintenance of the City's solid waste collection system. Metro Waste Authority, a regional waste collection agency, administers the City's residential solid waste disposal, while Waste Connections is the current contract hauler for the City. Solid waste collection services is available to West Des Moines residents living in single family homes up to and including 4-plex units. In addition to collection, a variety of other special services are provided, including the following:

Curb It! Recycling is a service that provides residents with the convenience of a wheeled container for the collection of approved recyclable materials. Collection of these materials occurs every other week.

Hazardous Waste Pick-Up offers house-side collection for items such as lead and oil-based paints (not latex), chemicals (insecticides, poison, and solvents), lawn care products, compact fluorescent light bulbs, sharps and cleaners. Residents can sign up on an as-needed basis, and there is a \$25 per use fee. Collection of the materials takes place on the second Friday of each month.

Spring Clean Up is an annual event that provides the opportunity to dispose of items that do not fit in the garbage carts, and is available to all West Des Moines residents who are eligible for City provided solid waste collection.

Solid Waste Events allows citizens to dispose of appliances, tires, metal, and hazardous materials. These special events occur periodically throughout the year and are collected at a designated location, such as the West Des Moines Public Works Facility or City Hall and then are taken to regional collection centers.

Winter Yard Waste and Christmas Tree Collection allows citizens to dispose of yard waste and Christmas trees during the two weeks following Christmas Day.

Premium Yard Waste Collection is an optional service that provides residents with the convenience of a wheeled container for the weekly collection of yard waste during the yard waste season. Residents must purchase the wheeled container and an annual sticker in order participated in this collection service.

Budget objectives for FY 2018-2019 are to maintain a high level, cost effective solid waste service to the citizens of West Des Moines.

Financial Summary

Revenue in FY 2018-2019 from solid waste charges is expected to be approximately \$1,860,000.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property		1,428		1,000	1,000	
Intergovernmental						
Charges for Services	1,847,149	1,877,166	1,859,950	1,900,300	40,350	2.175
Special Assessments						
Miscellaneous						
Sub-total Operating Revenues	\$1,847,149	\$1,878,594	\$1,859,950	\$1,901,300	\$41,350	2.22%
Other Financing Sources						
Proceeds of Capital Assets Sales						
Contributed Capital Assets						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$1,847,149	\$1,878,594	\$1,859,950	\$1,901,300	\$41,350	2.22%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	1,783,951	1,804,263	2,001,500	2,001,500		
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$1,783,951	\$1,804,263	\$2,001,500	\$2,001,500		
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$1,783,951	\$1,804,263	\$2,001,500	\$2,001,500		
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$1,783,951	\$1,804,263	\$2,001,500	\$2,001,500		
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$63,198	\$74,331	(\$141,550)	(\$100,200)	\$41,350	n/a
BEGINNING FUND BALANCE	\$658,037	\$721,235	\$795,566	\$654,016	(\$141,550)	n/a
ENDING FUND BALANCE	\$721,235	\$795,566	\$654,016	\$553,816	(\$100,200)	n/a
CASH AND CASH EQUIVALENTS	\$426,257	\$375,717	\$234,167	\$133,967		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	23.89%	20.82%	11.70%	6.69%		



Description of the Storm Water Utility Fund

The FY 2017-2018 budget reflects the twelfth full year of operations for the Storm Water Utility. The City created the utility by passing an ordinance for the management, construction and operation of a storm water drainage system. The creation of a Storm Water Utility provides a method to spread storm sewer costs amongst users based upon the amount a given property contributes to, or uses, the storm sewer system. Revenues are expected to be approximately \$2,317,000.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	19,579	23,356	16,000	35,000	19,000	18.75%
Intergovernmental	125,348	37,444	63,000	13,000	(50,000)	(79.37%)
Charges for Services	2,333,519	2,360,047	2,288,000	2,540,150	252,150	11.02%
Miscellaneous			413,225		(413,225)	(100.00%)
Sub-total Operating Revenues	\$2,478,446	\$2,420,846	\$2,780,225	\$2,588,150	(\$192,075)	(6.91%)
Other Financing Sources						
Proceeds of Capital Asset Sales						
Contributed Capital Assets	1,849,006	12,135,227				
Transfers In	1,650,931	2,446,870	7,738,000	8,150,000	412,000	5.32%
Sub-total Other Financing Sources	\$3,499,937	\$14,582,097	\$7,738,000	\$8,150,000	\$412,000	5.32%
TOTAL REVENUES & OTHER SOURCES	\$5,978,383	\$17,002,943	\$10,518,225	\$10,738,150	\$219,925	2.09%
EXPENDITURES						
Operating Expenditures						
Personal Services	\$504,778	\$644,985	\$720,983	\$719,841	(\$1,142)	(0.16%)
Supplies and Services	401,592	332,484	312,705	362,455	49,750	15.91%
Universal Commodities	114,240	118,168	130,200	124,300	(5,900)	(4.53%)
Capital	888,108	1,015,110	756,500	834,000	77,500	10.24%
Sub-total Operating Expenditures	\$1,908,718	\$2,110,747	\$1,920,388	\$2,040,596	\$120,208	6.26%
Debt Service Expenditures						
Capital Improvement Expenditures	\$355,863	\$1,580,581	\$13,455,398	\$8,150,000	(\$5,305,398)	(39.43%)
Total Expenditures	\$2,264,580	\$3,691,328	\$15,375,786	\$10,190,596	(\$5,185,190)	(33.72%)
Transfers Out	\$1,787,233	\$2,403,137	\$5,150,000	\$8,250,000	\$3,100,000	60.19%
TOTAL EXPENDITURES/TRANSFERS OUT	\$4,051,813	\$6,094,465	\$20,525,786	\$18,440,596	(\$2,085,190)	(10.16%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$1,926,570	\$10,908,478	(\$10,007,561)	(\$7,702,446)	(\$2,305,115)	(23.03%)
BEGINNING FUND BALANCE	\$38,505,096	\$40,431,666	\$51,340,144	\$41,332,583	(\$9,523,601)	n/a
ENDING FUND BALANCE	\$40,431,666	\$51,340,144	\$41,332,583	\$33,630,137	(\$7,702,446)	n/a
CASH AND CASH EQUIVALENTS	\$7,197,367	\$4,439,532	(\$3,431,971)	(\$11,134,417)		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	334.06%	120.27%	(22.32%)	(109.26%)		



Description of the Technology Replacement Fund

The Technology Replacement Fund was established to finance the replacement of computer and network systems. The Technology Replacement Fund is not intended to finance the purchase and replacement of personal computing workstations, printers, copiers, cabling, or personal devices such as tablets and smart phones.

Once an asset is replaced or purchased from this fund, replacement costs are allocated back to the Information Technology Services cost centers over the useful life of the underlying asset. When the equipment is fully depreciated, the depreciation component of the rate is eliminated until the equipment is replaced. The first year of this fund, \$1,000,000 was transferred to establish the fund, and it is expected that \$100,000 will be allocated to the fund annually to build up the replacement fund balance as necessary.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property		3,568				
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous			300,000	300,000		
Sub-total Operating Revenues		\$3,568	\$300,000	\$300,000		
Other Financing Sources						
Proceeds of Capital Asset Sales						
Contributed Capital Assets						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES			\$300,000	\$300,000		
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services						
Universal Commodities						
Non-Recurring/Non-Capital						
Capital		30,116		375,000	375,000	
Sub-total Operating Expenditures		\$30,116		\$375,000	\$375,000	
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures		\$30,116		\$375,000	\$375,000	
Transfers Out		\$326,786				
TOTAL EXPENDITURES/TRANSFERS OUT		\$356,902		\$375,000	\$375,000	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES		(\$353,334)	\$300,000	(\$75,000)	(\$375,000)	n/a
BEGINNING FUND BALANCE	\$1,000,000	\$1,000,000	\$646,666	\$946,666	\$300,00	n/a
ENDING FUND BALANCE	\$1,000,000	\$646,666	\$946,666	\$871,666	(\$75,000)	n/a
CASH AND CASH EQUIVALENTS	\$1,000,000	\$646,666	\$946,666	\$871,666		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	n/a	2,147.25%	n/a	232.44%		



Description of the Vehicle Maintenance Fund

This fund accounts for the maintenance and fuel charges for City vehicles. Once maintenance expenditures are incurred within this fund, charges are allocated back to the department and division on a reimbursement basis.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property						
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	914,601	886,102	1,300,000	1,300,000		
Sub-total Operating Revenues	\$914,601	\$886,102	\$1,300,000	\$1,300,000		
Other Financing Sources						
Proceeds of Capital Asset Sales						
Contributed Capital Assets						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$914,601	\$886,102	\$1,300,000	\$1,300,000		
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	932,789	920,139	1,300,000	1,300,000		
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$932,789	\$920,139	\$1,300,000	\$1,300,000		
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$932,798	\$920,139	\$1,300,000	\$1,300,000		
TOTAL EXPENDITURES/TRANSFERS OUT	\$922,798	\$920,139	\$1,300,000	\$1,300,000		
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$18,187)	(\$34,037)				n/a
BEGINNING FUND BALANCE	\$58,199	\$40,012	\$5,975	\$5,975		n/a
ENDING FUND BALANCE	\$40,012	\$5,975	\$5,975	\$5,975		
CASH AND CASH EQUIVALENTS	\$106,460	\$33,268	\$33,268	\$33,268		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	11.41%	3.62%	2.56%	2.56%		



Description of the Vehicle Replacement Fund

The Vehicle Replacement Fund finances the replacement of all vehicles and heavy equipment with the exception of patrol vehicles, which are funded through the General Fund. Once the asset is replaced or purchased from this fund, replacement costs are allocated back to departments and divisions over the useful life of the asset. When the vehicle/equipment is fully depreciated, the depreciation component of the rate is eliminated until the equipment is replaced.

Expenditures

Projected replacements in FY 2018-2019 are expected to be \$1,642,300, which is a 20.05% decrease from FY 2017-18. The Vehicle Replacement Fund uses an age-based approach to determine when different types of units should be replaced. The adjacent table lists the useful life for the fund’s assets. It should be noted that replacement is not automatic when an asset has reached a certain age. Before an asset is replaced, it is inspected by Public Services Fleet staff and if the asset is in good condition, it continues in service. Depreciation expense for vehicles and equipment in this fund is projected to be \$1,594,000 for FY 2018-2019.

Class	Age
Sedans	6 years
Light Trucks & Vans	7 years
Heavy Trucks	8 years
Heavy Equipment	10 to 15 years
Fire Apparatus	15 to 18 years
Ambulances	5 years

Estimated Ending Fund Balance

The City estimates the ending fund balance for the Vehicle Replacement Fund will be approximately \$13,381,868 at June 30, 2019. This fund balance is reserved for future vehicle and equipment replacements.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	27,971	38,767	21,000	41,000	20,000	95.24%
Intergovernmental		125,500				
Charges for Services						
Special Assessments						
Miscellaneous	1,586,410	1,699,557	1,910,710	2,018,000	107,290	5.62%
Sub-total Operating Revenues	\$1,614,381	\$1,863,824	\$1,931,710	\$2,059,000	\$127,290	6.59%
Other Financing Sources						
Proceeds of Capital Assets Sales	(\$5,721)	(\$170,720)	\$103,890		(\$103,890)	(100.00%)
Contributed Capital Assets						
Transfers In		10,100				
Sub-total Other Financing Sources	(\$5,721)	(\$160,620)	\$103,890		(\$103,890)	(100.00%)
TOTAL REVENUES & OTHER SOURCES	\$1,608,660	\$1,703,204	\$2,035,600	\$2,059,000	\$23,400	1.15%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services		5,250	10,000	10,000		
Universal Commodities						
Non-Recurring/Non-Capital						
Capital	999,571	1,202,992	3,354,120	3,236,300	(117,820)	(3.51%)
Sub-total Operating Expenditures	\$999,571	\$1,208,242	\$3,364,120	\$3,246,300	(\$117,820)	(3.50%)
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$999,571	\$1,208,242	\$3,364,120	\$3,246,300	(\$117,820)	(3.50%)
Transfers Out	\$5,726	\$10,100				
TOTAL EXPENDITURES/TRANSFERS OUT	\$1,005,297	\$1,218,342	\$3,364,120	\$3,246,300	(\$117,820)	(3.50%)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$603,363	\$484,861	(\$1,328,520)	(\$1,187,300)	(\$141,220)	n/a
BEGINNING FUND BALANCE	\$14,809,463	\$15,412,826	\$15,897,688	\$14,569,168	(\$1,328,520)	n/a
ENDING FUND BALANCE	\$15,412,826	\$15,897,688	\$14,569,168	\$13,381,868	(\$1,187,300)	n/a
CASH AND CASH EQUIVALENTS	\$9,166,035	\$10,094,867	\$8,766,347	\$7,579,047		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	911.77%	835.50%	261.36%	233.47%		



Description of the Health Insurance Fund

The City has established a self-insured health care plan which provides medical benefits to its employees and to employees of affiliated entities. The plan provides each covered person with an annual maximum of \$1,250,000 coverage for health care needs. The plan is funded by both employee and City contributions and is administered through a service agreement with Wellmark of Iowa. The uninsured risk retention per person is \$100,000. The City has purchased commercial stop-loss insurance to provide for claims in excess of \$100,000 to reduce its exposure to large losses.

Financial Summary

The City's contribution to the Health Insurance Fund in FY 2018-2019 is projected to be \$5,306,000. Employee and retiree contributions to the fund is projected to be \$834,100 in FY 2018-2019. The City offers three different medical plans depending upon employee classification: standard, wellness and saver plans. Medical claims and premiums for co-insurance are expected to be \$6,260,000 for FY 2018-2019.

Estimated Fund Balance

The City estimates the ending fund balance for the Health Insurance Fund will be approximately \$8,191,121 at June 30, 2019. This balance is reserved for future claims that will not be funded by coinsurance.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC(DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property	18,365	25,939	16,000	26,000	10,000	62.50%
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	5,574,462	6,016,124	6,324,090	6,140,100	(183,990)	(2.91%)
Sub-total Operating Revenues	\$5,592,827	\$6,042,063	\$6,340,090	\$6,166,100	(\$173,990)	(2.74%)
Other Financing Sources						
Proceeds of Capital Asset Sales						
Contributed Capital Assets						
Transfers In						
Sub-total Other Financing Sources						
TOTAL REVENUES & OTHER SOURCES	\$5,592,827	\$6,042,063	\$6,340,090	\$6,166,100	(\$173,990)	(2.74%)
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	5,569,961	5,246,642	5,931,200	6,260,000	328,800	5.54%
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$5,569,961	\$5,246,642	\$5,931,200	\$6,260,000	\$328,800	5.54%
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$5,569,961	\$5,246,642	\$5,931,200	\$6,260,000	\$328,800	5.54%
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$5,569,961	\$5,246,642	\$5,931,200	\$6,260,000	\$328,800	5.54%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$22,865	\$795,421	\$408,890	(\$93,900)	(\$502,790)	n/a
BEGINNING FUND BALANCE	\$7,057,845	\$7,080,710	\$7,876,131	\$8,285,021	\$408,890	n/a
ENDING FUND BALANCE	\$7,080,710	\$7,876,131	\$8,285,021	\$8,191,121	(\$93,900)	n/a
CASH AND CASH EQUIVALENTS	\$7,563,161	\$8,146,250	\$8,555,140	\$8,461,240		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	135.78%	155.27%	144.24%	135.16%		



Description of the Worker's Compensation Fund

Effective July 1, 2005, the City established a self-insured plan for its worker's compensation plan. The fund was created to account for premiums and claims paid. The uninsured risk retention is \$400,000 per occurrence. The aggregate retention is 85.5% of the manual premium amount or approximately \$5,495,000.

Estimated Fund Balance

The City estimates the ending fund balance for the Worker's Compensation Fund will be approximately \$4,127,023 at June 30, 2019. This balance is reserved for future claims.



Financial Summary

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	REVISED BUDGET FY 2017-18	BUDGET FY 2018-19	INC (DEC) FY 2018-19 OVER FY 2017-18	% INC (DEC)
REVENUES						
Operating Revenues						
Property Taxes						
Other City Taxes						
Licenses and Permits						
Use of Money and Property		15,757				
Intergovernmental						
Charges for Services						
Special Assessments						
Miscellaneous	258,303	241,059	275,000	275,000		
Sub-total Operating Revenues	\$258,303	\$256,816	\$275,000	\$275,000		
Other Financing Sources						
Proceeds of Capital Assets Sales						
Contributed Capital Assets						
Transfers In	675,133		200,000	275,000	75,000	37.50%
Sub-total Other Financing Sources	\$675,133	\$256,816	\$200,000	\$275,000	\$75,000	37.50%
TOTAL REVENUES & OTHER SOURCES	\$933,436	\$256,816	\$475,000	\$550,000	\$75,000	15.79%
EXPENDITURES						
Operating Expenditures						
Personal Services						
Supplies and Services	374,612	507,356	470,000	600,000	130,000	27.66%
Universal Commodities						
Non-Recurring/Non-Capital						
Capital						
Sub-total Operating Expenditures	\$374,612	\$507,356	\$470,000	\$600,000	\$130,000	27.66%
Debt Service Expenditures						
Capital Improvement Expenditures						
Total Expenditures	\$374,612	\$507,356	\$470,000	\$600,000	\$130,000	27.66%
Transfers Out						
TOTAL EXPENDITURES/TRANSFERS OUT	\$374,612	\$507,356	\$470,000	\$600,000	\$130,000	27.66%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$558,824	(\$250,540)	\$5,000	(\$50,000)	(\$55,000)	n/a
BEGINNING FUND BALANCE	\$3,863,739	\$4,442,563	\$4,172,023	\$4,177,023	\$5,000	n/a
ENDING FUND BALANCE	\$4,442,563	\$4,172,023	\$4,177,023	\$4,127,023	(\$55,000)	n/a
CASH AND CASH EQUIVALENTS	\$4,594,371	\$4,496,932	\$4,501,932	\$4,451,932		
CASH AND CASH EQUIVALENTS % OF EXPENDITURES	1,226.43%	886.35%	957.86%	741.99%		





Other
Information



Government Data:

Date of Incorporation	1893
Form of Government	Mayor - Council
Population (U.S. Census Bureau, 2016 Population Estimate)	64,560
Area (square miles)	48.14
Population/square mile	1,341
Counties (Polk, Dallas, Warren & Madison)	4

Lane Miles of Streets:

Paved	761.5
Unpaved	54.34

Linear Miles of Sewers:

Storm	217.21
Sanitary	247.72

General Election 2016:

	Age 18-24	Age 25-34	Age 35-49	Age 50-64	Age 65 & Over	Total
Registered Voters	4,912	11,244	11,858	11,075	8,166	47,255
Number of Votes Cast	2,973	7,079	8,820	9,223	7,091	35,186
Percent of Registered Voting	60.53%	62.96%	74.38%	83.28%	86.84%	74.46%

Source: Iowa Secretary of State - Statistical Reports by Precinct

Public Education Facilities:

Elementary	10
Middle School	2
Ninth Grade School	1
High School	1

Higher Education Facilities:

Community College	1
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Medical Facilities:

Hospitals	2
Number of Beds	241



Leisure Services:

Parks and Greenways	42
Number of Park Acres	1,289
Number of Picnic Shelters	27
Number of Dog Parks	1
Number of Playgrounds	39
Number of Outdoor Aquatic Centers	2
Number of Splash Pads/Spray Grounds	2
Number of Tennis Courts	15
Number of Softball/Baseball Fields	25
Number of Soccer Fields	21
Number of Horseshoe Courts	18
Number of Sand Volleyball Courts	2
Number of Basketball Courts	17
Number of Outdoor Ice Skating Rinks	1
Number of Archery Shooting Lanes	12
Miles of Paved Trails	58

Libraries:

Number of Physical and Downloadable Volumes	164,131
Annual Circulation	677,561
Annual Visitors	316,389

Cemeteries:

Number of Facilities	2
Number of Acres	9

Income Statistics:

	Median Family Income	Median Household Income	Per Capita Income
State of Iowa	\$69,419	\$54,570	\$28,872
Madison County	70,280	60,326	29,430
Polk County	75,427	61,684	32,232
Warren County	80,457	67,090	31,525
Dallas County	99,151	78,918	40,468
West Des Moines	95,335	70,906	42,632

Source: U.S. Census Bureau; 2012-2016 American Community Survey 5-Year Estimates



Principal Property Taxpayers:

Taxpayer	Taxable Value	Percentage of Total City Taxable Value
Microsoft Corporation	\$624,812,823	11.52%
Wells Fargo Home Mortgage Inc.	208,468,683	3.84%
GGP Jordan Creek, LLC	197,920,314	3.65%
Valley West Mall, LLC	54,909,000	1.01%
Aviva Real Property Holdings, LLC	51,126,754	0.94%
Regency West Office Partners, LLC	42,273,900	0.78%
IFBF Property Management	39,265,920	0.72%
MRES West Glen Holdings LP	38,920,049	0.72%
1776 Westlakes Parkway LC	28,723,158	0.53%
Dallas County Partners II	26,961,939	0.50%

Source: 2017 Valuations Polk, Dallas, Warren, & Madison County Assessor's Office

Principal Employers:

Employer	Type of Business	Employees
Wells Fargo & Company	Financial Services	10,612
West Des Moines Community Schools	Education	1,187
Hy-Vee Inc.	Grocery Store Chain	1,121
FBL Financial Group Inc.	Insurance/Financial Services	1,024
Athene USA Corporation	Insurance/Financial Services	911
Sammons Financial Group	Financial Services	510
American Equity Investment Life Holding Company	Insurance/Financial Services	510
The Iowa Clinic	Medical	505
GuideOne Insurance	Insurance	475
ITA Group Inc.	Travel/Event Management	475
Mediacom	Telecommunications	439
Businessolver Inc.	Benefits Administration	416

Source: West Des Moines Community & Economic Development Department



Demographic Statistics:

Year	West Des Moines Population	% Change	Polk County	% Change	State of Iowa	% Change
1960	11,949	112.80%	225,880	0.43%	2,737,537	4.40%
1970	16,441	37.59%	286,130	26.67%	2,824,376	3.17%
1980	21,894	33.17%	303,170	5.95%	2,914,017	3.17%
1985	23,456	7.13%				
1990	31,702	35.15%	328,140	8.24%	2,776,755	(4.71%)
1995	39,562	24.79%				
2000	46,403	17.29%	374,601	14.16%	2,926,324	5.39%
2005	51,744	11.51%				
2010	56,609	9.40%	430,640	14.96%	3,046,355	4.10%
2015	63,541	12.25%				

Source: U.S. Census Bureau, Special Census 1985, 1995 , 2005 , & 2015

Retail Taxable Sales:

Fiscal Year	Retail Taxable Sales	Percentage of Total State Sales Tax Generated
2008	1,397,818,852	4.22%
2009	1,596,897,731	4.77%
2010	1,483,724,771	4.64%
2011	1,541,230,798	4.67%
2012	1,700,406,372	4.91%
2013	1,636,714,660	4.69%
2014	1,647,831,070	4.59%
2015	1,723,946,833	4.59%
2016	1,768,926,175	4.60%
2017	1,796,720,183	4.61%

Source: Iowa Department of Revenue - Iowa Retail Sales & Use Tax Report





Glossary



28E Agreement-Chapter 28, Section E of the Iowa Code which establishes intergovernmental agreements for two or more governmental agencies to cooperate on an issue/activity.

Accrual Basis-A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity-Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Ad Valorem Taxes-Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Allot-To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

Annualize-Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation- A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation-The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Assessment Ratio-The ratio at which the tax rate is applied to the tax base.

Asset-Resource owned or held by a government which has monetary value.

Attrition-A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions-Employee positions, which are authorized in the adopted budget, to be filled during the year.

AVL-Automated Vehicle Location

Balanced Budget-A budget where total revenues are equal to or greater than total expenses.

Base Budget-Cost of continuing the existing levels of service in the current budget year.

Bond-A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date.) Bonds are primarily used to finance capital projects.

General Obligation (G.O.) Bond-This type of bond is backed by the full faith, credit and taxing power of the government.

Revenue Bond-This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

Bond Refinancing-The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget-A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

Budgetary Basis-This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.



Budget Calendar-the schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control-The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

CAFR-Comprehensive Annual Financial Report

CALEA-Commission on Accreditation for Law Enforcement Agencies, www.calea.org

COPS-Community Oriented Policing Services sponsored by the U.S. Department of Justice.

Capital Asset-Asset of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Improvements-Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP)-A Plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay-Fixed assets which have a value of \$5,000 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project-Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve-An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Cash Basis-A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Collective Bargaining Agreement-A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities-Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Community Development Block Grant- (CDBG): a grant that is funded by the federal government through the Housing and Urban Development agency to the State of Iowa that then administers it through the Iowa Department of Economic Development.

Comprehensive Annual Financial Report-(CAFR)

Constant or Real Dollars-the presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.



Consumer Price Index (CPI)-A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency-Budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services-Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreement, and professional consulting services.

Cost-of-living Adjustment (COLA)-An increase in salaries to offset the adverse effect of inflation on compensation.

DART-Des Moines Area Regional Transit Authority, www.ridedart.com

Debt Service-the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Dedicated Tax-A tax levied to support a specific government program or purpose.

Deferred Compensation-Income deferred until retirement age.

Deficit-The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department-The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation-Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees-Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Disbursement-The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program-A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee (or Fringe) Benefits-Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

EMS-Emergency Medical Services

Encumbrance-the commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements-Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Expenditure-The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.



Expense-Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

FEMA-Federal Emergency Management Agency, www.fema.gov

Fiscal Policy- A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year-A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

Fixed Assets-Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit-A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent Position (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to a .5 full time position.

Function- A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund-A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Fund balance-the excess of the assets of a fund over its liabilities, reserves, and carryover.

GAAP-Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GIS-Geographic Information System

GPS-Global Positioning System

Goal-A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grant-A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

HVAC-Heating, Ventilation, and Air Conditioning

Hourly- An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

ICMA-International City/County Management Association, www.icma.org

IDNR-Iowa Department of Natural Resources, www.iowadnr.gov

IDOT-Iowa Department of Transportation, www.iowadot.gov

IEDA-Iowa Economic Development Authority, www.iowaeconomicdevelopment.com



IMFOA-Iowa Municipal Finance Officers Association, www.imfoa.org

Indirect Cost- A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure-The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers-the movement of monies between funds of the same governmental entity.

Intergovernmental Revenue-Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges-the charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

Iowa Communities Assurance Pool-(ICAP): the organization the City holds membership to cover its liability insurance. www.icapiowa.com

Lapsing Appropriation-An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, and unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

League-Iowa League of Cities, www.iowaleague.org

LEED-Leadership In Energy and Environmental Design Green Building Rating System is an independent certification program that provides voluntary guidelines for developing high-performance, sustainable buildings. The program awards varying levels of certification to buildings that meet LEED rating standards in five major categories: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. www.usgbc.org/LEED

Levy-To impose taxes for the support of government activities.

LIHEAP-Low-Income Home Energy Assistance Program

Line-item Budget-A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt-Debt with maturity of more than one year after the date of issuance.

Major Fund-Those funds whose revenue, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

Mill-The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Municipal Fire and Police Retirement System of Iowa-(MFPRSI), www.mfprsi.org

Metropolitan Planning Organization-(MPO), www.dmampo.org

Net Budget-The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars-The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.



Object of Expenditure-An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective-Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations-Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Revenue-Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day -to-day services.

Operating Expenses-the cost for personnel, materials and equipment required for a department to function.

Output Indicator-A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Pay-as-you- go Basis-A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Pay Plan-Classifications and corresponding salary ranges of positions within the City government.

Performance Budget-A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators-Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure-Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Services-Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-Year Encumbrances-Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program-A Group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget-A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Program Performance Budget-A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a work group. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income)-Revenues earned by a program, including fees for services, license and permit fees, and fines.



Purpose-A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve-An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution-A special or temporary order of a legislative body; and order of a legislative body requiring less legal formality than an ordinance or statute.

Resources-Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue-Sources of income financing the operation of government.

Revitalize Iowa's Sound Economy-(RISE) grant that is funded by the Iowa Department of Transportation for the purpose of providing infrastructure for economic development projects.

Service Lease-A lease under which the lessor maintains and services the asset.

Service Level-Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue-Revenues are classified according to their source or point of origin.

Supplies and Services-expendable materials and operating supplies necessary to conduct departmental operations.

Target Budget-Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy-The resultant product when the tax rate per hundred dollars is multiplied by the tax base.

Taxes-Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TIME-21 Fund-The Transportation Investment Moves the Economy in the 21st Century Fund consists of moneys appropriated by the State of Iowa to fund construction and maintenance of Iowa's public roadway system.

Transfers In/Out-Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unencumbered Balance-The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance-The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriations.

User Charges-The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost-A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.



Wastewater Reclamation Agency-(WRA), www.dmmwra.org

Working Cash-Excess of readily available assets over current liabilities or cash on hand equivalents which may be used to satisfy cash flow needs.

Workload Indicator-A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Work Years-The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

