



CITY OF AMES, IOWA
PROGRAM BUDGET

2017/18



DRAFT



February 3, 2017

To the Mayor and Ames City Council Members:

As we look ahead to the beginning of FY 2017/18, I am aware of the apprehension on the part of some of our citizens as it relates to our state and federal governments. These feelings are fueled by the uncertainty of the future direction of both the Iowa statehouse and our nation's capital. Fortunately, our citizens can rely on stability at the local government level, where the Ames City Council remains dedicated to its vision and seven long-term goals to:

- Address Housing Needs
- Encourage Healthy Lifestyles
- Expand Sustainability
- Promote A Sense Of One Community
- Promote Economic Development
- Strengthen Downtown and Campustown
- Strengthen Human Services

The attached Program/Performance Budget for FY 2017/18 is designed to take us a step closer to achieving these goals and continue providing the exceptional customer service that the residents and visitors to Ames have come to expect.

While there are numerous highlights reflected in the budget document, I have attempted to identify below some of the most significant issues.

PROPERTY TAXES – Slight Rate Decrease

The FY 2017/18 budget reflects a slight decrease in the tax rate from **\$10.37327 to \$10.37168 per \$1,000 of taxable valuation**. It is estimated that this rate will result in a tax increase for the residential customer class of 2.78%, the commercial customer class of .83%, and a reduction to the industrial customer class of 0.01%.

The increase in taxable value for property within the city is 3.8%. Most properties in the city were not reassessed for the upcoming tax year, but taxable values on existing property changed due to an increase in rollback rate for residential property, changes in classification, and continued implementation of reduced taxable value for multi-residential property. The combined impact of these factors resulted in a small shift of property taxes to the residential class of property. Had all these factors been held steady, the additional \$1,081,116 needed to finance operations supported by property tax revenue would have been funded completely from property tax payments for improvements that are coming onto the tax rolls for the first time in FY 2017/18.

GENERAL FUND AVAILABLE BALANCE

Because of prolonged vacancies in various departments as well as unanticipated revenues from building inspection fees, the available balance realized in the General Fund at the close of FY 2015/16 substantially exceeded the amount that was budgeted. In keeping with past directives from the Council for one-time monies, these funds will be used for one-time capital expenditures or for capital improvement projects that otherwise might have been requested in the FY 2017/18 budget. This strategy helps to mitigate the property tax asking for this year.

Even after taking advantage of this unexpected revenue, the budget reflects a 29.3% balance in the General Fund at the end of FY 2017/18, which is 4.3% greater than the City Council's goal for this fund. The availability of these excess funds are warranted for two reasons. First, the City Council has supported an immediate review of the overland flooding that occurred in many of our neighborhoods last fall. Available funds will allow us to respond immediately with corrective projects that are identified in the FY 2016/17 analysis. Second, in response to a budget shortfall in FY 2016/17, there has been discussion within the General Assembly to consider reducing the annual backfill revenue that was promised to cities when a property tax reduction for commercial properties was granted at the state level. Currently, we rely on approximately \$1 million from the State to fund this backfill and, therefore, these additional funds will protect the City should the State Legislature decide not to live up to its promise in this year or the next.

ELECTRIC UTILITY- 4% Rate Increase

The operating expenditures for the Electric Utility are planned to increase by 4.1% in FY 2017/18 over the previous year. **In order to cover our operating expenses and capital improvement projects scheduled for the next five years, a 4% across-the-board rate increase will be introduced in FY 2017/18.** While we have “zeroed out” our Energy Cost Adjustment, introduced new demand charge modifications, and rebalanced revenue among our customer classes, we have not had an across-the-board rate increase in this utility since July 1, 2009.

We took another step in accomplishing the City Council's goal to “Expand Our Sustainability Efforts” with the completion in FY 2016/17 of the conversion from a coal-fired Power Plant to a gas-fired facility. This significant project helped reduce our carbon footprint by approximately 40%. In addition, we remain committed to turn Story County's waste into energy rather than bury all of it in a landfill. Refuse-derived fuel, combined with the 30 MWs of wind energy from our contract with Garden Wind LLC, assures that approximately 18% of the Electric Utility's energy will come from renewable resources.

A major initiative in this utility for FY 2016/17 and FY 2017/18 will be the development of a Community Solar Project. In keeping with the City Council's goal, this project will add another renewable resource to our energy portfolio. The City Council has decided to pursue the same model that recently was adopted by Cedar Fall Utilities. The facility will be built and operated by a private entity, customers will be allowed to contribute to the project, and there will be no subsidization by customers in our system who choose not to participate in the solar project.

During the coming months, a consultant will be hired to create the Request For Proposal that will be sent out to prospective owners/developers, a site will be identified, an agreement will be reached with a preferred developer, and construction will be initiated.

WATER UTILITY - No Rate Increase

Operating expenditures in the Water Utility are planned to increase by 6.3% in FY 2017/18. Much of this increase can be attributed to the anticipated completion of our new \$71 million Water Treatment Plant in May 2017. Because of the uncertainty of the actual completion date, we are planning to operate both the old and new facilities for a period of time until we have successfully transitioned to the new plant.

In addition, because the new plant is larger and more complex than our current one, the operating budget has been increased to account for higher property insurance, software support for the control system, janitorial service, and elevator maintenance costs. Fortunately, even though the new plant is much larger than the existing plant, the high efficiency design of the new LEED certified building should stabilize the expenses for electricity and gas.

In order to finance what will be the most costly capital improvement ever accomplished by the City, the City Council wisely introduced a series of small rate increases over recent years. Therefore, no water rate increase will be needed in FY 2017/18. However, a five-year financial analysis indicates that additional rate increases will be needed in three of the next five years. These increases will finance inflationary cost adjustments, capital improvement projects intended to increase the capacity and reliability of our well fields, the conversion to an automated meter reading system, and improvements to our distribution system in the Campustown Business District.

SANITARY SEWER UTILITY – No Rate Increase

The FY 2017/18 budget in this utility reflects an operating expenditure increase of 2.3%. **While no sanitary sewer rate increase is being recommended for FY 2017/18, our long-range financial analysis indicates the need for increases in two of the next five years to finance the projected operating costs and projected capital improvement projects in this utility.**

Our state operating permit for the WPC facility expired in August 2015, but continues in place until a new permit is issued by the Iowa Department of Natural Resources (IDNR). Interestingly, the draft permit that was issued in early 2016 by IDNR was pulled from public comment after City staff objected to a number of the permit provisions. When the permit is reissued, staff anticipates a requirement will be included to perform a study to determine the most effective method for the facility to achieve the goals of the Iowa Nutrient Reduction Strategy. Therefore, a significant amount of staff time will be devoted to identifying creative alternatives rather than simply constructing a \$35 million plant modification.

RESOURCE RECOVERY

4.27% increase in Tipping Fee; No Increase in Per Capita Tax Subsidy

The expenditures in FY 2017/18 for our Resource Recovery Plant will increase 2.2%. While this increase in operating expenditures is relatively small, we have experienced a significant loss in revenue for this utility. For example, the demand for scrap metal has decreased dramatically, which has resulted in an anticipated revenue loss of almost \$300,000 from the sale of metals compared to FY 2014/15. In addition, 3,410 fewer tons of materials have been transferred to our facility for processing in FY 2015/16. While this trend could indicate that residents have turned to recycling or other forms of waste reduction, it does reduce the amount of revenue produced

from tipping fees paid by the private garbage collectors. Finally, the impact of the Electric Utility's conversion to natural gas was significant as 10,422 tons of waste was sent directly to the Boone Landfill in FY 2015/16 and not realized as revenue to our facility.

As a result of this loss in revenue, this budget calls for an increase in the tipping fee charged to the garbage haulers from \$52.75 per ton to \$55.00 per ton. This fee has remained the same since 2002. It should be noted that if revenues do not return to normal levels, it is possible that an increase in the Per Capita tax subsidy to the City and to our participating partners will be needed as early as FY 2018/19.

Our efforts in this utility will continue to be directed toward encouraging the reduction of material into the waste stream rather than merely recycling. Towards this end, a grant from the Iowa Department of Natural Resources allowed us to conduct a waste audit of materials currently being processed in our facility. The next step will be to identify how to divert waste with low Btu values to alternate uses. In FY 2016/17 we also hosted the first Rummage Rampage at the Ames Intermodal Facility in Campustown that facilitated the very successful exchange of used housewares and diverted 22 tons of furniture from the waste stream. We hope to host a second Rummage Rampage in FY 2017/18.

STORM SEWER UTILITY – 5.32% Increase in Monthly Fee

Our storm sewer system is being stressed because of the following three occurrences: 1) increased development in our community has resulted in an increased amount of impervious surfaces which transports more water to our system, 2) the frequency and severity of rainfall events has increased, and 3) more rain water is being diverted to our storm water system as we make progress on repairing holes in our sanitary sewer distribution system. These challenges will require us to provide more funding in this utility in the future.

In FY 2017/18 we will introduce a new \$720,000 program in the CIP to analyze sub-area basins within our entire system to identify any deficiencies that might exist. On a smaller scale, in FY 2016/17 staff also has committed to initiate an examination of the smaller pocket areas within certain neighborhoods that experienced overland flooding in the fall of 2016. It is hoped that this analysis will yield specific fixes for these situations.

In anticipation of the need for additional funding to correct any deficiencies identified in these analyses, the FY 2017/18 budget includes an increase in the monthly storm sewer utility fee as highlighted below. **It is important to emphasize that it is highly likely that additional storm sewer utility fee increases will be warranted in future years to finance needed storm water improvements.**

	<u>FY 2016/17 Monthly Fee</u>	<u>FY 2017/18 Monthly Fee</u>
TIER 1	\$4.70	\$4.95
TIER 2	\$9.40	\$9.90
TIER 3	\$14.10	\$14.85
TIER 4	\$42.25	\$44.50

In the meantime, the City Council goal to “Expand Sustainability Efforts” is being enhanced as we continue our emphasis on public education and outreach to residents and businesses regarding storm water impacts. To assist with accomplishing this goal, the City’s website, the Smart Watershed Program, and the Storm Water Pollution Hotline have been upgraded. These resources offer measures that residents can take to reduce pollutants in the storm water, report

storm water pollution, learn about existing regulations, review current local topics, and follow links to other relevant websites.

TRANSIT – 4.9% Increase In City Tax Support

CyRide has experienced an increase in ridership in each of the past ten years to a point where we expect to provide 7 million rides in FY 2017/18. The vast majority of this increase is associated with the growth in enrollment at Iowa State University, since ridership among non-ISU students seems to have declined over the years. The increasing demand in overall ridership is posing numerous operational challenges on the transit system and our ability to maintain a high quality of service. As a result, the Transit Board has hired an outside consultant to review our current route structure.

The goals of this analysis are as follows:

- Financial – Strive to maintain local funding partner annual increases of no more than 5%.
- Rider Demographic – Increase the number of non-student riders within the community.
- Minimum Service Frequencies – Strive to maintain peak hour service (weekday 7 am to 6 pm) at 20 minutes, Non-Peak (weekday 6 pm to close and weekends) at 40 minutes.
- Geographic Coverage – 85% of Ames residents in transit supportive areas are within ¼ mile of a fixed-route.
- Travel Time Maximum – The maximum travel time a customer rides a bus would be 45 minutes (based on sample trips).
- Safety – Strive to increase safety and decrease congestion within the community.

It is hoped that the consultant will be able to suggest changes in our route structure that will enable us to meet the growing ridership demand at an affordable level for the three funding bodies.

Along with the normal increase in expenditures associated with a bus system, the FY 2017/18 budget will be impacted by approximately \$344,000 related to the increase in health insurance benefits and record keeping requirements under the Affordable Care Act. This new responsibility is particularly onerous for CyRide because of the large number of part-time drivers who frequently change their work schedules. To help finance this new obligation, the amount of funds transferred into the capital replacement fund for CyRide vehicles will be reduced from the historical annual level of \$800,000 to \$460,000 in FY 2017/18. In addition, the three funding bodies (City of Ames, ISU Student Government, and ISU Administration) will each contribute an additional 4.9% to the transit system. For the City, the total support for CyRide will be \$1,821,476.

PARKS MAINTENANCE – Transfer of Right-of-Way Maintenance & Cemeteries

In keeping with one of our organizational values of “continuous improvement”, we always are exploring ways to improve service delivery to our customers. You will recall we recently initiated an organizational change to consolidate the clerical staff from Inspections, Planning & Housing, and Public Works into one centralized support team.

For FY 2017/18, I am recommending transferring the responsibility of maintaining our public rights-of-way and cemeteries from the Public Works Department to the Parks and Recreation Department. This switch is being recommended in order to: 1) organize around the work, 2)

improve efficiency, 3) increase service levels, 4) improve effectiveness, and 5) improve utilization of resources (staff, equipment, funding, and knowledge).

This change seems logical since much of the work done at the cemeteries and along street rights-of-way involves turf/forest maintenance skills, which are a primary function of the park maintenance crews. Combining this responsibility will result in a consolidated division to respond to the greenscape maintenance needs in our expanding park and street systems.

Currently, the Public Works Department has 5 FTEs that maintain the cemeteries and rights-of-way, while the Parks and Recreation Department has 10 FTEs devoted to park maintenance. This reorganization will allow us to transfer three maintenance workers to the Parks and Recreation Department to work on greenscape maintenance, create a new Forester position in the Parks and Recreation Department to add this area of expertise to our staff, include a new clerical position in the Cemetery program to handle customer inquiries, and create an additional maintenance worker position in the Operations Division of the Public Works Department to increase our capabilities there. Because we will eliminate two higher paid supervisory positions, we are able to add one additional FTE with this reorganization for approximately the same cost.

PUBLIC SAFETY

Again this year I have included an additional firefighter and police officer position in the budget to enhance our emergency response capabilities. In Fire Services, the new position will be used as a rover to fill in for vacancies caused by injury, vacation, or sick leave in an effort to keep our apparatus adequately staffed. In Law Enforcement, the new position will be assigned to the night shift to help cover the increase in service demand during the hours of 11:00 p.m. until 7:00 a.m.

Based on recent events that have occurred throughout the country over the past few years, there have been requests for police departments to provide information regarding arrest and stop data by race. As our law enforcement representatives have been out in the community interacting with various minority groups, this same inquiry has been made to our Police Department. I believe it is time for us to consider responding to this request. However, in order to perform this task, it is imperative that we have a system in place that generates data as precisely as possible and, once collected, be appropriately interpreted so that accurate conclusions can be drawn from the data. Therefore, in keeping with the City Council's goal of "Promoting A Sense Of One Community", I have included funds in the FY 2016/17 amended budget to hire an experienced consultant to assist us in accumulating and analyzing this data for release to the community.

BUILDING SAFETY

In analyzing our inspection workload, it became apparent that our one plumbing inspector was performing twice the number of inspections performed by our other inspectors. This workload was making it difficult for us to keep up with our customers' service needs. Therefore, the FY 2016/17 amended budget includes an additional plumbing inspector in the Building Safety program. We have estimated that permit revenue related to the increased construction activity will be sufficient to cover the cost of this new position.

Our current practice is to establish the rental housing fees to property owners based on the current year's adjusted budget. Based on the proposed expenditures for FY 2016/17, these fees will be increased by 3%. However, Staff has found this procedure can lead to inconsistencies

from year to year. For example, if there is an unexpected vacancy in a given year that results in salary savings, the amended budget comes in less than the budgeted amount. Based on our past practice, the fees for that year would be decreased. However, once the position is filled in the coming year, the required fee increase to return to the previous budgeted level would be significant. Therefore, next year staff will be suggesting that we send out bills for the rental housing fees in the spring of 2017 based on the FY 2018/19 budget in order to avoid wide variation in requested fee amounts from year to year.

While some might look forward with some trepidation in regards to the future actions of our State and Federal governments, I hope our citizens can take some comfort in the stability that we offer at the local level. Much of the credit for this environment should go to our Department Heads and staff who provide professional, innovative, and responsive recommendations to the Mayor and City Council. Through their initiative, we are able to meet our organizational goal of providing exceptional service to our customers at the best price!

I also would like to recognize the Budget Team composed of Duane Pitcher, Finance Director, Nancy Masteller, Budget Officer, Emily Johnson, Finance Department Secretary, Derek Zarn, Printing Services Technician, Bob Kindred, Assistant City Manager, and Brian Phillips, Assistant City Manager, for their leadership in creating the Program/Performance Budget that is before you.

Sincerely,



Steven L. Schainker
City Manager

CITY OF AMES, IOWA

2017/18 PROGRAM BUDGET

**SUBMITTED TO THE CITY COUNCIL
FEBRUARY 3, 2017**

**MAYOR
ANN CAMPBELL**

**COUNCIL MEMBERS
BRONWYN BEATTY-HANSEN
GLORIA BETCHER
AMBER CORRIERI
TIMOTHY GARTIN
CHRIS NELSON
PETER ORAZEM**

**CITY MANAGER
STEVEN L. SCHAIKER**



Mission Statement

We are caring people, providing quality programs
with exceptional service to a
community of progress.

We Value...

- Continuous improvement in our organization and our services.
- Innovation in problem solving.
- Employee participation in decision making.
- Personal and professional development.
- Each other as we work together to serve the community.

We Are...

- Proud to provide superior services to our community.
- Professional and objective as we address public concerns and needs.
- Fair, flexible, and helpful in our actions.
- Efficient and fiscally responsible.
- Proactive in reviewing and evaluating the type and focus of our services.

Caring People, Quality Programs, Exceptional Service

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Ames

Iowa

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Emen'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Ames, Iowa for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication 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.

HOW TO USE THIS BUDGET DOCUMENT

The following notes and definitions have been prepared to assist the Mayor, Council, and citizens of Ames in more readily understanding the format and terminology which are used in this budget.

PROGRAM BUDGET PHILOSOPHY

Prior to the 1982/83 Budget, the City of Ames relied primarily upon a department-centered "line-item" or "input-oriented" budget. Expenditure decisions were made largely upon the basis of the costs associated with personnel, commodities, capital outlays, etc., within the various City departments. While recognizing the importance of cost restraints upon governmental operations, the present program budget goes one step better as it provides information for decision making on a service or program-oriented basis. Policy makers are thus given the means to make crucial budgetary decisions based upon specific and measurable service levels, as well as upon the total dollar cost of those services. At the same time, citizens should be able to see the service-level results of the elected representatives' decision. In an era of tight governmental spending, the City budgeting process will hopefully thus be more responsive to citizen and Council budgeting needs.

PROGRAM STRUCTURE

Within this budget, City services are grouped in five "programs", each of which addresses a broad category of needs within the community. These programs are as follows:

- Public Safety
- Utilities
- Transportation
- Community Enrichment
- General Government

In addition to these five operating programs, two additional programs identify other "non-operating" types of expenditures:

- Debt Service
- Internal Services/Transfers

These programs have next been divided into "sub-programs" and "activities". Each of these levels reflects the City's efforts to address community needs at a progressively more specific level. To illustrate the pyramiding nature of this program structure, a portion of the transportation program is outlined below.

<u>PROGRAM</u>	<u>SUB-PROGRAM</u>	<u>ACTIVITY</u>
Transportation	Street System	Street Surface Maintenance Street Surface Cleaning Snow and Ice Control
	Public Parking	Parking Operation & Maintenance Parking Law Enforcement Parking Violation Collection

The activity sheet (or sub-activity, when necessary) is the basic building block of the program budget. Using the performance, personnel, cost, and funding information given on these sheets, budget decisions are made for each of the activities. The summary of activities into sub-programs and of sub-programs into programs then provides us with a comprehensive program of all of those services which are provided by the City.

FUND ACCOUNTING AND MAJOR FUNDS

To meet various reporting requirements and generally accepted accounting principles, the City of Ames has established a number of financial funds to record financial activity. These funds allow the City to segregate specific financial activity and meet requirements of various financial regulations, restrictions, and limitations on use of various revenue sources. The fund summary section of this document provides

brief descriptions of the funds as well as revenues, expenses, and fund balances. The major funds represent significant activities of the City of Ames and include the following funds or fund groups:

- General Fund
- Debt Service Fund
- Capital Project Fund Group
- Water Utility Fund
- Sewer Utility Fund
- Electric Utility Fund
- Transit Fund

Combined, these major funds represent approximately 80% of total City expenses. In the Fund Summary section, see the index for funds by type and the top of each fund sheet for its definition or usage.

SERVICE OBJECTIVES

The standards for reporting performance measures in local government budgets have transitioned to reporting of service objectives and accomplishments. To meet these standards, the format of the performance measures in the budget has been changed.

The service objectives reported in the budget should:

- Support the goals of the organization and activity
- Describe what will be accomplished
- Reflect the planned benefit to customers
- Allow measurement of progress
- Define quantifiable future targets (if appropriate)

SERVICE ACCOMPLISHMENTS

Reporting of accomplishments of objectives will include the following types of service measures where appropriate:

- Input – unit of resources expended to produce services
- Output – quantity of products or units of service produced
- Efficiency – inputs used per unit of output or outputs per unit of input
- Service Quality – Measure of the extent to which customers are satisfied with a program or how timely or accurately the service is provided
- Outcome – qualitative results of service; ultimate benefit to customer

The objective of service measurement reporting is to provide more complete information about the City of Ames' performance than can be provided by financial statements and schedules. The service measures are designed to assist users in assessing the economy, efficiency, and effectiveness of services provided. The future budget year's projected measures are an estimate or target.

HIGHLIGHTS

For each operation's program activity, there is a highlight page. The top narrative portion of the page outlines highlights and significant changes for the current year and future budget year.

EXPENDITURES

The columns of financial information include:

- One historic year of actuals.
- The current year's adopted budget.
- The second amendment to the current year's budget which is prepared while budgeting for the future year. The City of Ames amends the current year's budget in October for project carryovers from the previous fiscal year and prepares a final amendment in May.
- The Manager's recommended budget after the PROBE (Productive Review of Budget Entries) and the City Manager have reviewed and approved the budget; or
- The adopted budget after the City Council approves and certifies the budget.

TYPES OF EXPENDITURES

Five types of expenditures are noted.

- Personal Services includes:
Full-time and part-time wages, overtime, various leaves, benefits for IPERS, health insurance, FICA, Medicare FICA, Utility Retirement, Police and Fire Retirement, Workers Comp, life insurance, and unemployment compensation.
- Contractual includes:
Internal service charges for legal, purchasing, finance, human resources, data, telephone, messenger, fleet, insurance, and printing; and external charges for training, conferences, dues, recruiting, utilities, repairs, maintenance, leases, and outside professional services.
- Commodities include:
Office supplies, food, minor equipment, structural materials, chemicals, equipment parts and supplies, meters and meter parts, fuel, and coal.
- Capital includes:
Library acquisitions of books and materials, furniture, computer equipment and software, equipment, vehicles, CIP improvements to land, building, utility systems, streets, and traffic systems. The City of Ames' capitalization threshold is \$5,000.
- Other Expenditures include:
Bond and interest payments, insurance claims, refunds, and transfers.

FUNDING SOURCES

Specific revenues which have been assigned to a program activity are listed. Not every revenue source can be assigned to just one program activity as explained below in Fund Support.

FUND SUPPORT

Wherever possible, efforts have been made to assign specific revenue sources to the various program activities. Both costs and revenues related to a given City service can thus be shown on the same page. Levels of "self-support" for the given activity can thus be made evident.

When specific revenues can not be assigned to a given activity, then the funding source shown will be "fund support". This indicates that the funding will come from the respective fund as a whole, and not from any specific revenue sources within that fund.

It is not always possible to assign the revenues to the appropriate program activity. All major revenue sources for each fund are shown, however, on the respective fund summary sheets.

PERCENTAGE CHANGE

The percentage change number on the financial pages indicates the percentage change between the column for the Manager Recommended or Adopted column and the Adopted column for the previous fiscal year.

FULL-TIME EQUIVALENT (F.T.E.)

When referring to the number of people employed by the City and to the number of positions authorized in any given department, this budget uses the term "full-time equivalent" or "F.T.E.". One F.T.E. is equivalent to 2,080 hours of work per year by full-time and permanent part-time employees (52 weeks times 40 hours per week equals 2,080 hours).

BEGINNING BALANCES

The beginning balances shown on the fund sheets reflect not only cash, but also other assets and liabilities. Exclusions to assets as shown in the audit are capital assets in the Enterprise and Internal Service Funds, and inventory in all of the funds. Excluded from liabilities are employee benefits which are not recorded on City books, but are shown in the audited City financial statements as a liability.

Emphasis has been placed on the beginning balances for the current year adjusted, which are then carried forward based on the estimated revenues and expenditures to estimate a beginning balance for the beginning of the next fiscal budget.

In this budget presentation, the fund sheets reflect the excess or deficit of revenues over/under expenses and then add this excess or deficit to the beginning balance to establish a new ending balance.

The ending balance is then carried forward and becomes the beginning balance for the next budget year.

BUDGET AND FISCAL POLICIES

FINANCIAL PLAN PURPOSE AND ORGANIZATION

Financial Planning Objectives

Through its financial planning process, the City will link resources with results by:

- Identifying community needs for services.
- Establishing the programs required to provide these services.
- Establishing program policies and goals which define the nature and level of program services required.
- Identifying activities performed in delivering program services.
- Proposing objectives for improving the delivery of program services.
- Identifying and appropriating the resources required to perform program activities and accomplish program objectives.
- Setting standards to measure and evaluate the output of program activities, accomplishment of program objectives, and expenditure of program appropriations.

The City will use financial modeling tools to assist in the financial planning process and assess and forecast the effect of proposed service levels on tax rates and fees.

Annual Budget

The City's annual budget emphasizes long-range planning and effective program management. The benefits expected from the annual budget include:

- Reinforcing the importance of long-range planning in managing the City's fiscal affairs.
- Concentrating on developing and budgeting for the accomplishment of significant objectives.
- Establishing realistic timeframes for achieving objectives.
- Creating a proactive budget that provides for stable operations and ensures the City's long-term fiscal health.
- Promoting orderly spending patterns.

The City will maintain Government Finance Officers Association (GFOA) standards for the "Distinguished Budget Presentation Award" and will submit the budget document annually for review under the GFOA program.

Measurable Objectives

The financial plan will establish measurable program objectives and allow reasonable time to accomplish those objectives.

Budget Amendments

The Council will formally review the City's fiscal condition, and amend the budget if necessary, in accordance with the Code of Iowa and administrative rules for local governments.

Balanced Budget

The City will maintain a balanced budget. This means that:

- Operating revenues must fully cover operating expenditures, including debt service, over the long term.
- Ending fund balance (or working capital in the enterprise funds) must meet minimum policy levels. For the General Fund, this level has been established at 25% of operating revenues.

Under this policy, it is allowable for total expenditures to exceed revenues in a given year; however, in this situation, the beginning fund balance will be used primarily to fund capital improvement plan projects, or other one-time, non-recurring expenditures. Excess balances may also be utilized as part of a program to stabilize property tax levy rates over a planned number of years.

FINANCIAL REPORTING

Annual Reporting

The City will prepare annual financial statements as follows:

- In accordance with various requirements, the City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditor's opinion.
- The City will use generally accepted accounting principles in preparing its annual financial statements, and will strive to meet the requirements of the GFOA's Award for Excellence in Financial Reporting program.
- The City will issue audited financial statements within 180 days after year-end.

GENERAL REVENUE MANAGEMENT

Diversified and Stable Base

The City will seek to maintain a diversified and stable revenue base to reduce the effects of short-term fluctuations in any one revenue source.

Current Revenues for Current Uses

The City will fund current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

Interfund Transfers and Loans

In order to achieve important public policy goals, the City has established various special revenue, capital project, debt service and enterprise funds to account for revenues whose use should be restricted to certain activities. Accordingly, each fund exists as a separate financing entity from other funds, with its own revenue sources, expenditures and fund equity.

Any transfers between funds for operating purposes are clearly set forth in the annual budget. These operating transfers, under which financial resources are transferred from one fund to another, are distinctly different from interfund borrowings, which are usually made for temporary cash flow reasons, and are not intended to result in a transfer of financial resources by the end of the fiscal year. In summary, interfund transfers result in a change in fund equity; interfund borrowings do not, as the intent is to repay the loan in the near term.

USER FEE COST RECOVERY GOALS

Ongoing Review

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the service delivery costs as well as changes in methods or levels of service delivery. In instances where State or other regulations limit the level of fees charged for City services, the user fee cost recovery principles may not apply. The budget document will identify where fee levels have been limited and clearly identify the subsidy required due to user fee limitations.

User Fee Cost Recovery Levels

In setting user fees and cost recovery levels, the following factors will be considered:

- *Community-Wide Versus Special Benefit* – The level of user fee cost recovery should consider the *community-wide* versus *special service* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.
- *Service Recipient Versus Service Driver* – After considering community-wide versus special benefit of the service, the concept of *service recipient* versus *service driver* should also be considered. For example, it could be argued that the applicant is not the beneficiary of the City's development review efforts; the community is the primary beneficiary. However, the applicant is the *driver* of development review costs, and as such, cost recovery from the applicant is appropriate.
- *Effect of Pricing on the Demand for Services* – The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly stimulated by artificially low prices.

Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced, and works against public policy, if the services are specifically targeted to low income groups.

- *Feasibility of Collection and Recovery* – Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.

Factors Favoring Low Cost Recovery Levels

Very low cost recovery levels are appropriate under the following circumstances:

- There is *no* intended relationship between the amount paid and the benefit received.
- Collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.
- There is *no* intent to cover the cost of the service. Examples may include park shelter and auditorium rental.
- The service is non-recurring, generally delivered on a “peak demand or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services fall into this category.
- Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Small-scale licenses and permits might fall into this category.

Factors Favoring High Cost Recovery Levels

The use of service charges as a major source of funding service levels is especially appropriate under the following circumstances:

- The service is similar to services provided through the private sector and private or other public sector alternatives could or do exist for the delivery of the service.
- For requested service that requires added costs, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received. An example is higher fees for utility hookup after normal working hours.
- The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.

General Concepts Regarding the Use of Service Charges

The following general concepts will be used in developing and implementing service charges:

- Revenues should not exceed the reasonable cost of providing the service.
- Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance and insurance.
- The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- Rate structures should be sensitive to the “market” for similar services as well as to smaller, infrequent users of the service.
- A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

Low Cost Recovery Services

Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general-purpose revenues, not user fees.

- Delivering public safety emergency response services such as police patrol services and fire suppression.

- Maintaining and developing public facilities that are provided on a uniform, community-wide basis such as streets, parks, and general-purpose buildings.
- Providing social service programs and economic development activities.

Recreation Programs

The following cost recovery policies apply to the City's recreation programs:

- Cost recovery for activities directed to adults should be relatively high.
- Cost recovery for activities directed to youth and seniors should be relatively low. Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community-wide benefit in encouraging high levels of participation in youth and senior recreation activities regardless of financial status.
- In those circumstances where services are similar to those provided in the private sector, cost recovery levels should be higher.

The City Parks and Recreation Department will work with the Parks and Recreation Commission to review recreation programs and establish specific cost recovery targets for broad program classifications.

Planning Programs

The following cost recovery policies apply to the Current Planning programs:

- Services provided under this category include:
 1. Planning (planned development permits, tentative tract and parcel maps, rezonings, general plan amendments, variances, use permits).
 2. Building and safety (building permits, structural plan checks, inspections, rental inspections).
 3. Engineering (public improvement plan checks, inspections, subdivision requirements, encroachments).
- Cost recovery for these services should generally be very high. In most instances, the City's cost recovery goal should be 100%. Exceptions to this standard include Long Range planning services, as this function is clearly intended to serve the broader community.

Comparability With Other Communities

In setting user fees, the City will consider fees charged by other agencies in accordance with the following criteria:

- Surveying other comparable communities provides useful information about the market for the fees being assessed.
- If prudently analyzed, they can serve as a benchmark for how cost-effectively the City provides its services.
- However, fee surveys should never be the sole or primary criteria in setting City fees as there are many factors that affect how and why other communities have set their fees at their levels. For example:
 1. What level of cost recovery is their fee intended to achieve compared with our cost recovery objectives?
 2. What costs have been considered in computing the fees?
 3. When was the last time that their fees were comprehensively evaluated?
 4. What level of service do they provide compared with our service or performance standards?
 5. Is their rate structure significantly different than ours and what is it intended to achieve?

These can be very difficult questions to address in fairly evaluating fees among different communities. As such, the comparability of our fees to other communities should be one factor among many that is considered in setting City fees.

ENTERPRISE FUND FEES AND RATES

Water, Sewer, Electric, Resource Recovery

The City will set fees and rates at levels which fully cover the total direct and indirect costs, including operations, capital outlay, capital improvements, and debt service, of the following enterprise programs: water, sewer, electric, and resource recovery. For major City utilities including water, sewer, and electric, the City will model five years of projected revenues and expenses including capital improvements. These projections will be used to identify and notify the City Council of the timing and level of possible rate changes.

Homewood Golf

Golf program fees should fully cover direct operating costs. Because of the nine-hole nature of the golf course with its focus on youth and seniors, subsidies from other City funds (Local Option Tax, General, Hotel/Motel Tax) to finance capital improvements will be presented to the City Council as part of the financial planning process.

CyRide Transit

Costs for operating the CyRide transit system will be shared based on the agreement among the City of Ames, Iowa State University, and the Iowa State University Government Student Body. The City support of CyRide will be limited to the transit property tax rate.

Ice Arena

The Ames/ISU Ice Arena fees and rates are set to fully cover direct operating costs. Major capital improvement costs will be funded by the City of Ames and Iowa State University.

Storm Sewer Utility

The storm sewer utility rates are intended to fund operating costs of the Storm Sewer Utility. Major capital improvements will be funded by other funding sources including general obligation bonds.

Payment In-Lieu of Taxes

In accordance with long-standing practices, the City will treat the Electric Utility in the same manner as if it were privately owned and operated. In addition to setting rates at levels necessary to fully cover the cost of providing electric service, this means assessing reasonable property tax in-lieu of fees.

- For the Electric Utility, property tax in-lieu fees are established under the same methodology used in assessing property tax for the City of Ames.

Enterprise Fund Debt Service – The City will set enterprise fund rates at levels needed to fully cover debt service requirements as well as operations, maintenance, administration and capital improvement costs. The ability to afford new debt for enterprise operations will be evaluated as an integral part of the City's rate review and setting process.

GRANT FUNDING POLICY

The City will actively seek grant funding to fund both operating and capital expenditures. Prior to acceptance of grant funding, an evaluation of the grant must determine the following:

- The grant purpose is compatible with City program objectives.
- The benefits provided by the grant exceed the cost of administration.
- The grant does not commit the City to long-term tax funded expenditures after the completion of the grant period. The City will evaluate the cost and funding source to determine whether to continue the service when the grant period ends. The decision to continue to fund or drop will be made prior to accepting the grant. Alternatively, the City could choose to continue the service with other funding.

REVENUE DISTRIBUTION

The Council recognizes that generally accepted accounting principles for state and local governments discourage the earmarking of General Fund revenues, and accordingly, the practice of designating General Fund revenues for specific programs should be minimized in the City's management of its fiscal

affairs. Approval of the following revenue distribution policies does not prevent the City Council from directing General Fund resources to other functions and programs as necessary.

Road Use Tax Revenue

All Road Use Tax revenues (which are restricted by the State for street-related purposes) will be recorded in the Road Use Tax fund and reports will be provided to the State of Iowa per Code of Iowa requirements. The City will utilize this fund primarily for eligible operations and maintenance activities; the available funds may be utilized for eligible capital improvement funding.

The City maintains several other special revenue funds. The policy for revenue allocation for these funds will be included in the City Fund Policy Document.

INVESTMENTS

Responsibility

Investments and cash management are the responsibility of the City Treasurer or designee.

Investment Objectives

The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default.

Accordingly, the following factors will be considered in priority order in determining individual investment placements:

- Safety
- Liquidity
- Yield

A formal investment policy has been adopted by the City Council; this policy requires regular reporting by the City Treasurer that demonstrates compliance with the policy.

FUND BALANCE DESIGNATIONS AND RESERVES

Minimum Fund Balance

The City will establish and maintain fund balances based on evaluation of each individual fund. The minimum balance will be set at a level that is considered the minimum necessary to maintain the City's creditworthiness and to adequately provide for:

- Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy.
- Contingencies for unseen operating or capital needs.
- Cash flow requirements.

Other Designations and Reserves

In addition to the designations noted above, fund balance levels will be sufficient to meet funding requirements for projects approved in prior years which are carried forward into the new year; debt service reserve requirements; reserves for encumbrance; and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

Equipment Replacement

For certain assets, the City will establish and maintain equipment replacement funds to provide for the timely replacement of computers, vehicles, and certain capital equipment. The City will maintain a balance in the Equipment Replacement Fund adequate to spread the cost of replacement evenly over the life of the asset.

The annual contribution to this fund will generally be based on the estimated life of the vehicle or equipment and its projected replacement cost. Sales of surplus equipment as well as any related damage and insurance recovered will be credited to the Equipment Replacement Fund. The City Information Technology and Fleet Services policies cover this subject in greater depth.

Future Capital Improvement Project (CIP) Designations

The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interest of the City.

CAPITAL IMPROVEMENT MANAGEMENT

CIP Projects - \$15,000 or More

Construction projects, equipment purchases, and certain studies that cost \$15,000 or more will be included within the operating program budget. CIP projects are also infrequent in nature, there will be operating and maintenance projects that exceed the \$15,000 threshold but will not qualify as CIP projects.

CIP Purpose

The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace, or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets.

CIP Review

The City Manager, Assistant City Managers, Finance Department staff, and applicable department personnel will review project proposals, determine project phasing, and review and evaluate the draft CIP budget document.

CIP Appropriation

The City's annual CIP appropriation is based on the projects designated by the City Council through adoption of the five-year capital improvements financial plan. Adoption of the CIP document does not automatically authorize funding for the entire five-year plan. The first year of the plan is included as part of the annual budget process and will be authorized by City Council with the budget authorization.

CIP Budget Carryover

Appropriations for CIP projects lapse at the end of each fiscal year. Projects that are not completed are reviewed and will be submitted to the City Council as part of a budget amendment.

CAPITAL IMPROVEMENT FINANCING AND DEBT MANAGEMENT

Capital Improvement Financing

The City will consider the use of debt financing for capital improvement projects only under the following circumstances:

- When the project's useful life will exceed the term of the financing.
- When project revenues or specific resources, including property taxes, will be sufficient to service the long-term debt.

Debt financing will not be considered appropriate for recurring purposes such as current operating and maintenance expenditures.

The additional cost of public capital improvements required to support specific developments will be financed primarily by the owners of the development and will be specified in development agreements.

Road Use Tax revenue is a major funding source in financing transportation system improvements and operations and maintenance. However, revenues from these fees are subject to fluctuation. Accordingly, the following guidelines will be followed in designing and building projects funded with Road Use Tax revenue:

- The availability of Road Use Tax for funding eligible projects will be analyzed as part of the five-year capital improvement plan.
- If adequate funds are not available, the Council will make one of two determinations:
 1. Defer the project until funds are available.

2. Based on the priority of the project, issue G.O. Bonds, or use other funding sources.

The City will use the following criteria to evaluate pay-as-you-go versus long-term financing in funding capital improvements.

Factors Favoring Pay-As-You-Go Financing

- Current revenues and adequate fund balances are available or project phasing can be accomplished.
- Existing debt levels adversely affect the City's credit rating.
- Market conditions are unstable or present difficulties in marketing.

Factors Favoring Long-Term Financing

- Revenues available for debt service are deemed sufficient and reliable so that long-term financings can be marketed with investment grade credit ratings.
- The project securing the financing is of the type that will support an investment grade credit rating.
- Market conditions present favorable interest rates and demand for City financings.
- A project is mandated by state or federal requirements, and resources are insufficient or unavailable.
- The project is immediately required to meet or relieve capacity needs and current resources are insufficient or unavailable.
- The life of the project or asset to be financed is ten years or longer.
- The cost of the project should be spread to benefitted users over the life of the capital improvement.

Debt Management

An analysis will be prepared as part of the Capital Improvement Plan process which analyzes the impact of outstanding and planned debt issuance on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.

The City will generally conduct financings on a competitive basis. However, negotiated financings may be used due to market volatility or the use of an unusual or complex financing or security structure.

The City will seek an investment grade rating on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost-effectiveness.

The City will monitor all forms of debt annually coincident with the City's annual budget preparation and review process and report concerns and remedies, if needed, to the City Council. The City will also continually monitor outstanding debt for potential savings through refinancing.

The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.

The City will maintain good, ongoing communications with bond rating agencies concerning its financial condition, follow a policy of full disclosure on every financial report and bond prospectus (Official Statement), and strive to maintain the highest bond rating that is financially feasible.

Debt Capacity

General Obligation Debt Capacity – The City will carefully monitor its levels of general obligation debt. Because the City's general obligation debt capacity is limited, it is important that general obligation debt only be used for financing projects where other financing methods cannot reasonably be used.

Abated Debt – If the City debt management analysis shows that adequate debt capacity is available and will remain available, general obligation bonds may be issued for City enterprise fund activities. The

repayment of this debt will be provided by the activity receiving funding. The City's annual budget will provide a report of all abated debt and the source of funding for repayment of the debt.

Debt Capacity Limits – The State of Iowa limits total outstanding local general obligation debt bonds to five percent of total assessed valuation for local government subdivisions. The City of Ames further limits debt capacity by reserving 25% of the State allowed maximum. The budget document is required to demonstrate compliance with this policy.

Conduit Financings

The City will consider requests for conduit financing on a case-by-case basis using the following criteria:

- The City's bond counsel will review the terms of the financing, and render an opinion that there will be no liability to the City in issuing the bonds on behalf of the applicant.
- There is a clearly articulated public purpose in providing the conduit financing.
- The applicant is capable of achieving this public purpose.
- The applicant is a strong credit risk and will provide credit enhancements.

This means that the review of requests for conduit financing will generally be a two-step process:

- Asking the City Council if they are interested in considering the request, and establishing the ground rules for evaluating it.
- Providing the City Council with the results of this evaluation and recommending approval of appropriate financing documents, if warranted.

This two-step approach ensures that the issues are clear for both the City and applicant, and that key policy questions are answered.

The work scope necessary to address these issues will vary from request to request, and will have to be determined on a case-by-case basis. Additionally, the City should generally be fully reimbursed for the cost of evaluating the request; however, this should also be determined on a case-by-case basis.

EXCELLENCE THROUGH PEOPLE (ETP)

Ensuring that quality programs are provided in an “efficient and fiscally responsible manner” is one of the key concepts embodied in the City’s Mission Statement. To this end, the City will monitor and review methods of operation to ensure that services continue to be delivered in the most cost-effective manner possible. This review process encompasses a wide range of productivity issues, including:

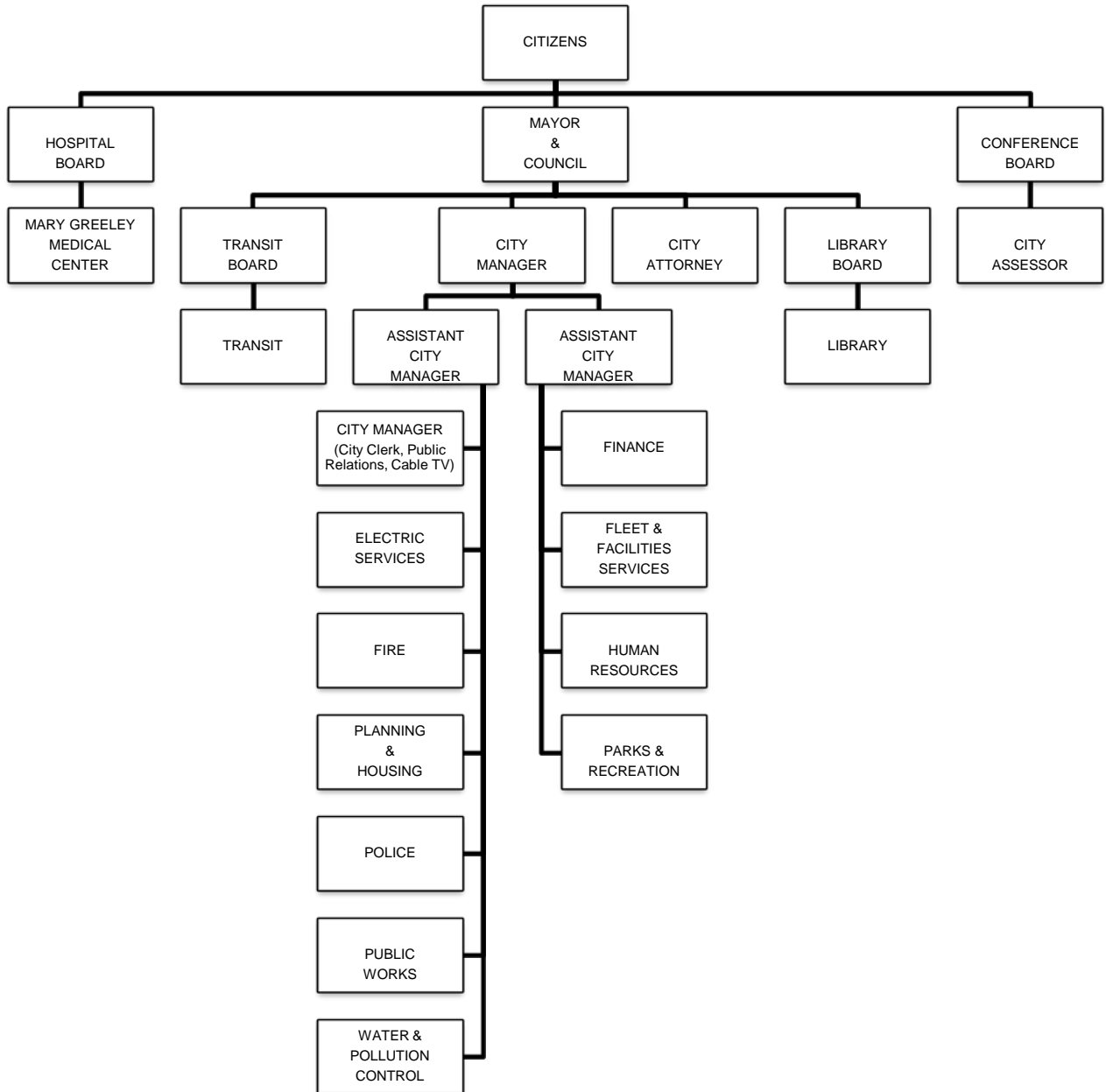
- Analyzing systems and procedures to ensure efficient delivery of services.
- Evaluating the ability of new technologies and related capital investments to improve productivity.
- Developing the skills and abilities of all City employees.
- Developing and implementing appropriate methods of recognizing and rewarding exceptional employee performance.
- Evaluating the ability of the private sector to perform the same level of service at a lower cost.

BUDGET CALENDAR

State statute requires a municipality to certify its budget by March 15. This general schedule is followed each fiscal year in order to ensure that the March 15 deadline is met. A goal during the entire process is to encourage citizen involvement in the annual budget decision making process through public hearings and informational meetings.

SPRING	Resident Satisfaction Survey administered to 1,350 residents asking funding priorities, effectiveness of services, and preferred changes in emphasis/service levels. All results are reviewed with the City Council prior to the start of the budget process.
AUGUST SEPTEMBER	Departments prepare Capital Improvement Project (CIP) information for the 5-year plan and begin preparation of amended 2015/16 and proposed 2017/18 operational budgets. Resident Satisfaction Survey results are presented to the City Council.
OCTOBER	October 4 – Public town budget meeting to receive input from residents for budget service levels and projects. The meeting is televised and the public can call in and email questions.
NOVEMBER DECEMBER	November 22 – City Council budget meeting to review issues, priorities, and preferences in service levels for the 2017/18 budget. Staff drafts 5-year CIP. PROBE meetings (Productive Review of Budget Entries) are conducted with Assistant City Managers, Finance Director, Budget Officer, and City departments. All revenues, operational program costs, and current year CIP adjustments are reviewed.
JANUARY	City Manager holds budget review meetings with departments. The City Manager's recommended draft budget document is prepared. January 17 – CIP workshop with City Council. January 24 – Public hearing for resident input on CIP.
FEBRUARY	February 7, 8, 9, 14 – City Council reviews entire program budget with department heads in five public meetings held on one afternoon and four evenings.
MARCH	March 7 – Final budget hearing and adoption of amended 2016/17 budget and 2017/18 budget. State statute requires the budget be certified with the County Auditor by March 15.
MAY	Departments review their budgeted revenues and expenses in May in order to make adjustments which will more accurately reflect the City's anticipated revenues and expenses for the fiscal year ending June 30. After City Council review and approval, the amendments are submitted to the County Auditor by the end of May as required by State statute.

CITY OF AMES, IOWA ORGANIZATIONAL CHART



AMES CITY COUNCIL APPOINTEES

Name	Title	Phone Number
Steve Schainker	City Manager	515-239-5101
Judy Parks	City Attorney	515-239-5146

CITY OF AMES, IOWA, DEPARTMENT HEADS

Name	Department	Phone Number
Donald Kom	Electric	515-239-5171
Duane Pitcher	Finance	515-239-5114
Shawn Bayouth	Fire	515-239-5414
Corey Mellies	Fleet Services/Facilities	515-239-5520
Kaila Kenjar	Human Resources	515-239-5199
Lynne Carey	Library	515-239-5630
Keith Abraham	Parks & Recreation	515-239-5350
Kelly Diekmann	Planning & Housing	515-239-5400
Chuck Cychosz	Police	515-239-5130
John Joiner	Public Works	515-239-5162
Sheri Kyras	Transportation – CyRide	515-239-5563
John Dunn	Water & Pollution Control	515-239-5150

CITY OF AMES, IOWA FY 2017/18 PROPERTY TAX LEVY

Taxable Valuation \$ 2,701,440,748

% Change From FY 2016/17 3.8%

LEVY REQUIRED	LEVY PER \$1,000 VALUATION	DOLLAR AMOUNT	RATE		DOLLAR	
			CHANGE	%	CHANGE	%
Total Requirement	7.60219	20,536,865	(0.01293)	(0.17)	714,206	3.6
Less:						
State Replacement Tax	0.19451	525,452	0.02202	(10.17)	(38,192)	(6.78)
Local Option Property Tax	1.76148	4,758,540	0.03640	(2.02)	78,540	1.68
Net General Levy	5.64620	15,252,873	0.04549	0.81	673,858	4.62
Trust and Agency Levy (Partial Police/Fire Benefits)	.72660	1,962,862	0.00752	1.05	91,042	4.86
Transit Levy	.65194	1,761,186	0.00933	1.45	88,425	5.29
Total Before Debt Service	7.02474	18,976,921	0.06234	0.90	853,325	4.71
Debt Service Levy	3.34694	9,143,634	(0.06393)	(1.87)	227,791	2.55
Grand Total Tax Levy	10.37168	28,120,555	(0.00159)	(0.02)	1,081,116	4.00

Ag Levy – Valuation: \$1,734,798 x 3.00375 = \$5,211

TIF valuation available for Debt Service - \$30,501,176

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)
Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)
Nationally for Best Places for STEM Grads (Nerdwallet, 2015) One of the Happiest Small
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2014) **One of the Best Towns for Millennials in America**
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Magazine, 2014) **One of The**

Financial Summaries

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SUMMARY OF TOTAL REVENUES AND EXPENDITURES

REVENUE SUMMARY

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Property Taxes	26,007,299	27,253,047	27,253,047	28,739,683	5.5%
Other Taxes:					
Utility Excise Tax	65,110	55,236	55,236	69,159	25.2%
State Replacement Tax	1,041,864	1,038,180	973,210	973,210	-6.3%
Local Option Sales Tax	7,831,295	7,800,000	7,711,124	7,930,900	1.7%
Hotel/Motel Tax	2,262,348	2,040,000	2,275,008	2,320,508	13.8%
	11,200,617	10,933,416	11,014,578	11,293,777	3.3%
Licenses & Permits	1,723,044	1,637,422	1,600,097	1,592,928	-2.7%
Intergovernmental Revenue:					
State Road Use Tax	7,229,314	7,134,765	7,075,800	7,046,318	-1.2%
Federal Grants	3,258,513	3,454,839	5,102,790	2,650,386	-23.3%
State Grants/SRF Funding	28,307,552	27,570,532	60,582,701	13,344,976	-51.6%
Monies & Credits	20,527	19,000	20,000	20,000	5.3%
County Contributions	128,342	128,000	144,923	140,000	9.4%
Other Intergovernmental Revenue	5,810,864	6,209,159	6,892,528	6,495,574	4.6%
	44,755,112	44,516,295	79,818,742	29,697,254	-33.3%
Charges for Services:					
Utility Charges	74,323,570	81,369,951	79,829,801	82,999,274	2.0%
Other Charges for Services	8,630,806	9,217,462	9,121,620	9,494,695	3.0%
	82,954,376	90,587,413	88,951,421	92,493,969	2.1%
Fines, Forfeit, & Penalty	768,969	786,500	1,796,522	830,400	5.6%
Use of Money & Property:					
Interest Revenue	1,355,174	727,089	850,900	801,100	10.2%
Other Uses of Money/Property	913,665	970,189	968,790	977,164	0.7%
	2,268,839	1,697,278	1,819,690	1,778,264	4.8%
Miscellaneous Revenues:					
Proceeds from Bonds	33,795,929	5,945,000	15,576,553	7,521,000	26.5%
Other Miscellaneous Revenue	1,231,167	1,611,111	3,060,424	3,237,061	100.9%
	35,027,096	7,556,111	18,636,977	10,758,061	42.4%
Internal Service Revenue	16,411,201	17,243,195	17,056,542	17,647,811	2.4%
Total Before Transfers	221,116,553	202,210,677	247,947,616	194,832,147	-3.7%
Transfers	31,652,217	19,034,642	20,219,446	22,373,627	17.5%
Total Revenues	252,768,770	221,245,319	268,167,062	217,205,774	-1.8%

EXPENDITURES BY PROGRAM

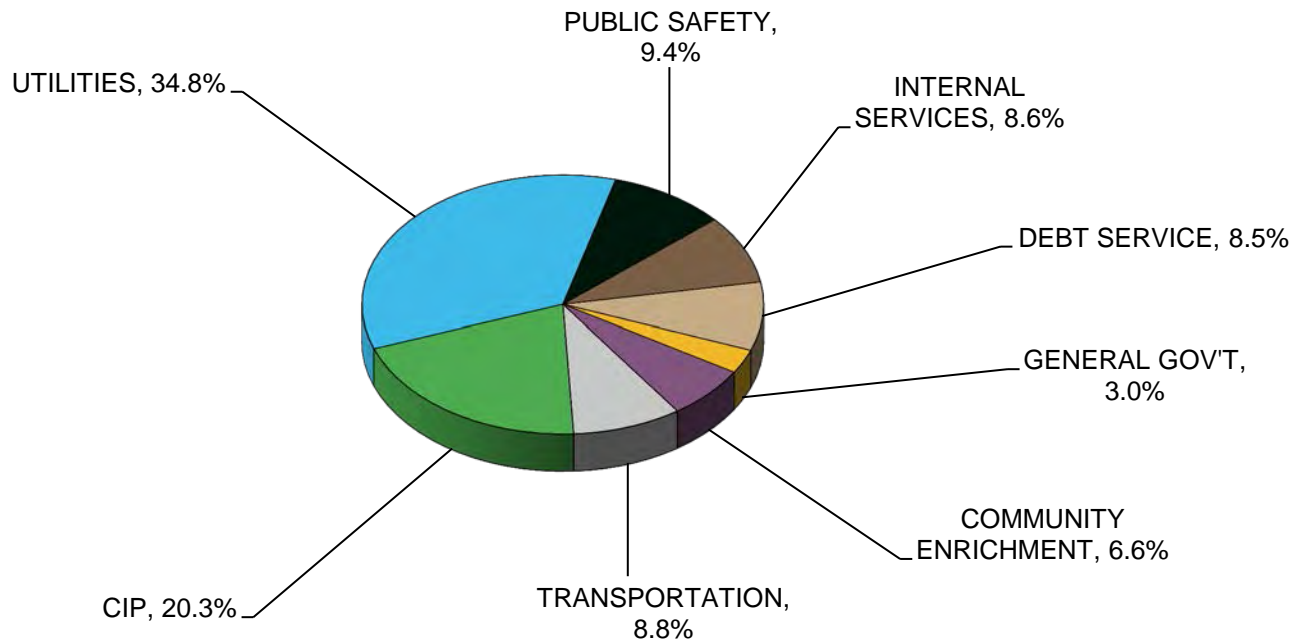
	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Operations:					
Public Safety:					
Law Enforcement	8,650,643	9,129,677	9,377,813	9,479,825	3.8%
Fire Safety	6,317,391	6,810,174	6,699,920	7,004,861	2.9%
Building Safety	1,314,273	1,475,907	1,437,949	1,543,376	4.6%
Animal Control	374,519	387,981	485,372	401,346	3.4%
Other Public Safety	722,286	844,500	829,500	877,700	3.9%
Total Public Safety	17,379,112	18,648,239	18,830,554	19,307,108	3.5%
Utilities:					
Electric Services	48,248,490	52,720,565	54,086,770	54,887,414	4.1%
Water and Pollution Control	6,720,704	7,550,450	7,687,866	7,960,030	5.4%
Public Works Admin/Eng	535,013	781,887	761,773	818,109	4.6%
Water Distribution System	1,043,926	1,030,537	1,133,546	1,104,408	7.2%
Sanitary Sewer System	433,912	588,126	508,459	525,582	-10.6%
Storm Water Management	347,952	559,244	543,519	581,712	4.0%
Resource Recovery	3,428,022	3,915,629	3,853,158	3,990,986	1.9%
Utility Customer Service	1,426,449	1,517,603	1,517,647	1,587,923	4.6%
Total Utilities	62,184,468	68,664,041	70,092,738	71,456,164	4.1%
Transportation:					
Public Works Administration	86,035	120,126	110,656	124,068	3.3%
Public Works Engineering	(5,459)	101,811	98,285	101,398	-0.4%
Traffic Engineering/Operations	989,666	1,050,390	1,085,963	1,072,171	2.1%
Street Maintenance	3,904,586	4,090,842	4,121,898	4,363,999	6.7%
Transit System	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
Parking System	850,131	876,665	896,174	917,418	4.7%
Airport Operations	187,347	146,213	143,019	150,793	3.1%
Total Transportation	15,803,957	17,005,083	17,215,519	17,975,782	5.7%
Community Enrichment:					
Parks and Recreation	4,296,443	4,306,331	4,420,838	4,429,832	2.9%
Library Services	4,087,382	4,198,078	4,518,122	4,496,776	7.1%
Human Services	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Art Services	191,235	197,170	211,693	204,979	4.0%
Cemetery	155,478	169,795	203,865	166,798	-1.8%
City-Wide Housing Programs	57,480	46,708	53,113	52,161	11.7%
CDBG Program	791,496	483,452	921,579	490,986	1.6%
Economic Development	1,839,244	1,882,857	2,050,990	2,117,788	12.5%
Cable TV Services	143,389	146,266	149,517	154,122	5.4%
Total Community Enrichment	12,725,430	12,733,135	13,905,888	13,488,658	5.9%

EXPENDITURES BY PROGRAM, continued

	2015/16	2016/17	2016/17	2017/18	% Change
	Actual	Adopted	Adjusted	Mgr Rec	From Adopted
General Government:					
City Council	287,573	345,643	391,206	355,885	3.0%
City Clerk	344,379	345,162	351,346	402,885	16.7%
City Manager	615,139	757,788	716,679	769,076	1.5%
Public Relations	229,056	192,357	345,501	200,589	4.3%
Planning Services	700,513	819,813	1,152,268	845,336	3.1%
Finance Services	1,705,261	1,769,105	1,781,764	1,864,665	5.4%
Legal Services	625,006	664,225	817,363	766,451	15.4%
Human Resources	361,789	466,950	457,905	502,025	7.5%
Facilities	376,618	434,698	557,710	444,425	2.2%
Merit Adjustment	-	187,595	-	-	-100.0%
Total General Government	5,245,334	5,983,336	6,571,742	6,151,337	2.8%
Total Operations	113,338,301	123,033,834	126,616,441	128,379,049	4.3%
CIP:					
Public Safety CIP	217,180	47,000	122,226	50,000	6.4%
Utilities CIP	51,337,383	46,135,100	82,014,442	20,079,350	-56.5%
Transportation CIP	23,470,020	14,736,040	33,561,466	20,383,720	38.3%
Community Enrichment CIP	1,520,950	962,500	2,923,701	1,170,000	21.6%
General Government CIP	309,735	50,000	2,291,384	50,000	0.0%
Internal Services CIP	79	135,000	275,442	-	-100.0%
Total CIP	76,855,347	62,065,640	121,188,661	41,733,070	-32.8%
Debt Service:					
General Obligation Bonds	15,892,243	11,366,737	14,522,272	11,798,504	3.8%
Electric Revenue Bonds	961,946	968,556	968,556	967,306	
SRF Loan Payments	633,081	1,557,303	1,019,605	4,752,158	205.2%
Bond Costs	214,127	-	17,465	-	
Total Debt Service	17,701,397	13,892,596	16,527,898	17,517,968	26.1%
Internal Services:					
Fleet Services	3,875,297	3,170,334	4,579,400	3,285,092	3.6%
Information Technology	2,392,539	2,463,338	3,381,610	2,575,855	4.6%
Risk Management	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
Health Insurance	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
Total Internal Services	16,154,813	17,022,495	18,793,623	17,624,336	3.5%
Total Expenditures Before Transfers	224,049,858	216,014,565	283,126,623	205,254,423	-5.0%
Transfers:	31,652,217	19,034,642	20,219,446	22,373,627	17.5%
Total Expenditures	255,702,075	235,049,207	303,346,069	227,628,050	-3.2%

EXPENDITURES BY PROGRAM, continued

WHERE THE MONEY IS SPENT... 2017/18 MANAGER RECOMMENDED

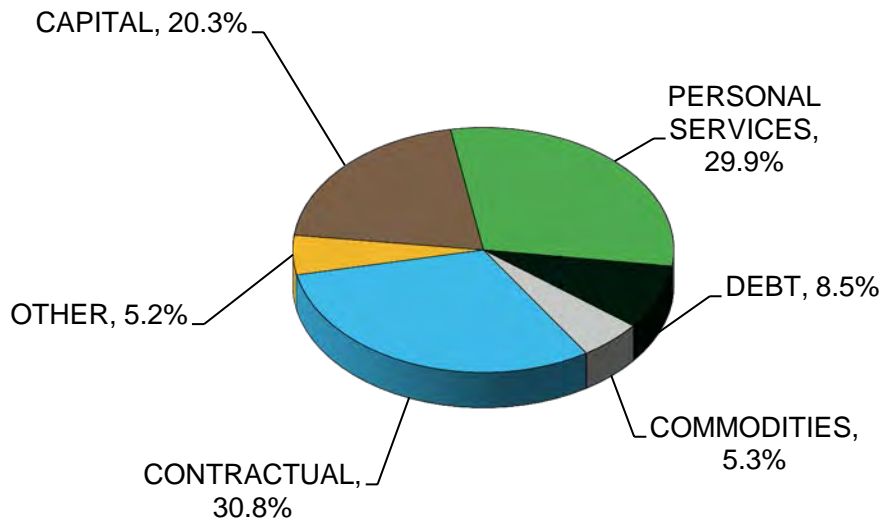


Excluding Transfers

EXPENDITURES BY CATEGORY

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Personal Services	54,603,510	59,102,631	57,323,572	61,365,005	3.8%
Contractual	55,401,618	59,819,262	63,637,552	63,185,310	5.6%
Commodities	18,444,585	10,305,675	11,723,335	10,908,436	5.9%
Capital	68,957,623	62,629,959	124,013,890	41,599,111	-33.6%
Debt	17,701,397	13,892,596	16,527,898	17,517,968	26.1%
Other (Refunds, Insurance Claims, etc)	8,941,125	10,264,442	9,900,376	10,678,593	4.0%
Total Expenditures Before Transfers	224,049,858	216,014,565	283,126,623	205,254,423	-5.0%
Transfers	31,652,217	19,034,642	20,219,446	22,373,627	17.5%
Total Expenditures	255,702,075	235,049,207	303,346,069	227,628,050	-3.2%

BREAKDOWN BY MAJOR EXPENSE CATEGORY 2017/18 MANAGER RECOMMENDED



Excluding Transfers

CITY OF AMES, IOWA
AUTHORIZED EMPLOYMENT LEVELS (F.T.E.)
(Full-Time Equivalents)

Department	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
City Manager/City Clerk	10.00	10.00	10.50	10.50
Legal Services	6.00	6.00	6.00	6.00
Human Resources	7.25	7.50	7.75	7.75
Planning & Housing	7.00	7.00	7.00	7.00
Administrative Services	6.00	6.00	6.00	6.00
Finance	40.75	40.75	40.75	40.75
Fleet Services/Facilities	9.50	9.50	9.50	9.50
Transit	84.05	84.05	84.05	85.05
Fire/Building Safety	65.00	67.00	68.00	69.00
Police/Animal Control	77.65	79.65	79.65	80.65
Library	35.50	35.50	35.75	35.75
Parks and Recreation	19.50	20.00	25.00	25.00
Water & Pollution Control	40.05	40.30	40.30	40.30
Electric Services	81.00	81.00	81.00	81.00
Public Works:				
Administration	2.00	2.00	2.00	2.00
Traffic	7.00	7.00	7.00	7.00
Streets	19.00	21.00	22.00	22.00
Engineering	14.75	14.75	14.75	14.75
Utility Maintenance	11.00	11.00	11.00	11.00
Resource Recovery	15.00	15.00	15.00	15.00
Grounds	5.00	5.00	0.00	0.00
Parking	2.00	2.00	2.00	2.00
Public Works Total	<u>75.75</u>	<u>77.75</u>	<u>73.75</u>	<u>73.75</u>
Total	<u>565.00</u>	<u>572.00</u>	<u>575.00</u>	<u>578.00</u>

CHANGES IN EMPLOYMENT LEVELS (FTE) **(Full-Time Equivalent)**

The staffing level changes for the City of Ames that are included in the 2016/17 Adjusted Budget and 2017/18 Manager Recommended Budget are as follows:

2016/17 Adjusted: 575.00 FTEs (3.00 increase)

- + 0.50 FTE A Principal Clerk position in the City Manager's Office has been increased from a .50 FTE to full-time to provide additional support for City Clerk activities.
- + 0.25 FTE A Secretary I position in Human Resources has been increased from a .75 FTE to full-time to assist with health care status tracking for CyRide.
- + 1.00 FTE An additional building inspector has been added to assist with the many inspections related to new construction activity in the City.
- + 0.25 FTE The Client Support Technician position at the Ames Public Library was increased from a .75 FTE to a full-time position.

Changes due to the reorganization of the Grounds Division from Public Works to Parks and Recreation:

- (2.00) FTE Grounds Supervisor and Grounds Foreman positions were eliminated
- + 1.00 FTE An Urban Forester position was created which will be shared by Parks Maintenance and Right of Way Maintenance activities.
- + 1.00 FTE A principal clerk position was added which will be shared by Parks and Recreation Administration and Cemetery activities.
- + 1.00 FTE An additional Maintenance Worker was added to Public Works Operations.

2017/18 Requested: 578.00 FTEs (3.00 increase)

- + 1.00 FTE Two .5 FTE receptionist positions have been added at CyRide
- + 1.00 FTE An additional full-time Firefighter position has been added to assist with short-term vacancies across all three shifts and ensure that overtime is minimized.
- + 1.00 FTE An additional Police Officer position has been added to maintain service levels in the community.

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015) One of the Happiest Small

Job in 2015 (Business Insider) Best College Town in 2014 (Livability)

Magazine of the Best-Performing Small Cities (Milken Institute, 2015) Ranked No. 8 Best Places to Live

(2014) **One of the Best Towns for Millennials in America**

(Bloomberg, 2015) U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

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Public Safety

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PUBLIC SAFETY

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PUBLIC SAFETY

Program Description:

One of the primary functions of the Ames City government is to safeguard and protect the lives, health, and property of its citizens. Such protection extends across the following major areas in Law Enforcement: crime prevention activities, Safe Neighborhoods Team, patrol and emergency response, traffic enforcement, juvenile services, and specialized criminal investigations. Fire Safety includes the Fire Department's administrative support and programs for the prevention of fires and related hazards, the education of citizens in preventing and reacting to such emergencies, and the actual suppression of those fires and responses to those emergencies which do occur. Building Safety entails the enforcement of structural, rental housing, electrical, plumbing, and mechanical codes which have been adopted for citizens' safety. Animal Control operates the City's animal shelter, which provides impoundment and shelter for domestic animals found within the City, as well as urban wildlife. Other Community Protection includes expenditures for electricity for City street lights and the maintenance of the storm warning system. Finally, Capital Improvements which affect the Community Protection Program are also presented. Taken as a whole, the Community Protection Program represents the City of Ames' commitment to provide a safe and secure community for those who live and visit here.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Use of Funds:</i>					
Law Enforcement	8,650,643	9,129,677	9,377,813	9,479,825	3.8%
Fire Safety	6,317,391	6,810,174	6,699,920	7,004,861	2.9%
Building Safety	1,314,273	1,475,907	1,437,949	1,543,376	4.6%
Animal Control	374,519	387,981	485,372	401,346	3.4%
Other Public Safety	722,286	844,500	829,500	877,700	3.9%
<i>Total Operations</i>	17,379,112	18,648,239	18,830,554	19,307,108	3.5%
Public Safety CIP	217,180	47,000	122,226	50,000	6.4%
<i>Total Expenditures</i>	17,596,292	18,695,239	18,952,780	19,357,108	3.5%
Personnel - Authorized FTE	141.15	145.15	146.15	148.15	

PUBLIC SAFETY

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	14,438,938	15,421,207	15,235,656	16,015,857	3.9%
Contractual	2,601,260	2,909,406	3,023,624	2,985,491	2.6%
Commodities	284,905	298,626	334,331	304,260	1.9%
Capital	50,995	19,000	235,443	-	-100.0%
Other	3,014	-	1,500	1,500	
Total Operations	17,379,112	18,648,239	18,830,554	19,307,108	3.5%
Public Safety CIP	217,180	47,000	122,226	50,000	6.4%
Total Expenditures	17,596,292	18,695,239	18,952,780	19,357,108	3.5%
Funding Sources:					
Program Revenues	3,577,860	3,460,003	3,519,661	3,562,245	3.0%
General Fund	13,801,252	15,188,236	15,310,893	15,744,863	3.7%
Total Operations Funding	17,379,112	18,648,239	18,830,554	19,307,108	3.5%
Public Safety CIP Funding:					
Local Option Sales Tax	217,180	47,000	122,226	50,000	6.4%
Total CIP Funding	217,180	47,000	122,226	50,000	6.4%
Total Funding Sources	17,596,292	18,695,239	18,952,780	19,357,108	3.5%

LAW ENFORCEMENT

Activity Description:

Law Enforcement Activities comprise five areas: Administration and Records includes departmental supervision, finance, and records systems. Crime Prevention and Police Services includes uniformed patrol, emergency response, Safe Neighborhoods Team, traffic enforcement, and school crossing safety. General Investigations is responsible for investigating crimes against persons and property, vice, narcotics, fraud, and the School Resource Officer and Juvenile Investigator. Emergency Communications is responsible for all emergency telephone communications, radio contact with emergency responders, implementation of the emergency medical dispatch program, and the initial documentation associated with fire, law enforcement, and emergency services. Police Forfeiture activities are the result of forfeited property and seized assets directly related to criminal activities as well as grants to the Police Department. (Animal Control reports to the Police Department, but is described in a separate Public Safety activity.)

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration/Records	876,662	893,260	1,001,913	932,505	4.4%
Crime Prevention/Police Svcs	5,477,030	5,838,707	5,907,521	6,017,517	3.1%
General Investigation	1,050,521	1,181,803	1,179,695	1,208,544	2.3%
Emergency Communications	1,179,470	1,215,907	1,221,311	1,266,259	4.1%
Police Forfeiture/Grants	66,960	-	67,373	55,000	
Total Expenditures	8,650,643	9,129,677	9,377,813	9,479,825	3.8%
Personnel - Authorized FTE	72.25	74.25	74.25	75.25	

LAW ENFORCEMENT

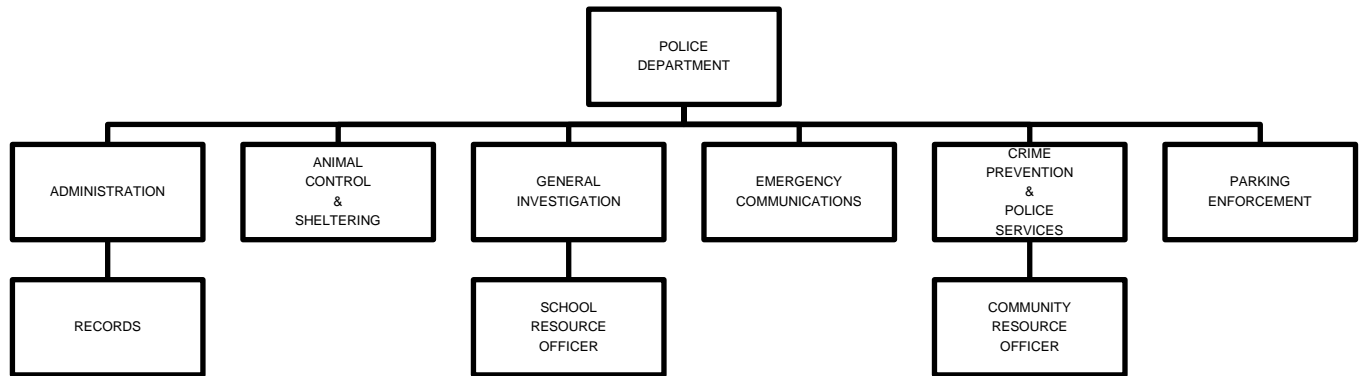
	2015/16	2016/17	2016/17	2017/18	% Change
<i>Expenditures by Category:</i>	Actual	Adopted	Adjusted	Mgr Rec	From Adopted
Personal Services	7,500,550	7,935,432	7,932,012	8,220,217	3.6%
Contractual	940,784	1,032,192	1,119,743	1,087,971	5.4%
Commodities	169,228	143,053	171,808	170,137	18.9%
Capital	37,067	19,000	152,750	-	-100.0%
Other	3,014	-	1,500	1,500	
Total Expenditures	8,650,643	9,129,677	9,377,813	9,479,825	3.8%

Funding Sources:

Police Revenues:

Ames Community Schools	42,855	43,819	43,819	44,805	2.3%
Municipal Fines/Fees	74,799	120,000	100,000	100,000	-16.7%
Charges for Services	140,813	129,909	124,909	124,942	-3.8%
Police Forfeiture	10,670	-	21,000	7,000	
Police Grants	56,045	-	46,373	48,000	
Donations	245	-	-	-	
Total Revenues	325,427	293,728	336,101	324,747	10.6%

General Fund Support	8,325,216	8,835,949	9,041,712	9,155,078	3.6%
Total Funding Sources	8,650,643	9,129,677	9,377,813	9,479,825	3.8%



POLICE ADMINISTRATION AND RECORDS

Police Administration provides leadership and direction for the department as a whole through strategic planning, crime analysis, prioritization and strategic budgeting. This activity serves as the supervisory and administrative backbone of the department. The Police Administration activity also coordinates departmental improvement through policy development and review, leadership and supervisory development, employee professional development and education, and community relations activities.

Police Records is responsible for developing and maintaining records of criminal and civil activities including investigative reports, recordings, accident reports, and crime statistics. In addition to meeting the needs of internal staff, these records are used by the public, insurance companies, the court system, and other law enforcement agencies.

Service Objectives:

- ✓ Provide a professional, community-focused, efficient and effective police force
- ✓ Assist the public in understanding police services and decision-making
- ✓ Provide timely, accurate reports and public information
- ✓ Enhance communications with citizens
- ✓ **Implement creative, energetic and engaging ideas to address crime in support of City Council's goal to promote a sense of one community**
- ✓ Build trust within the community

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	729,717	757,262	773,396	784,200	3.6%
Contractual	142,322	124,653	163,547	140,335	12.6%
Commodities	4,623	11,345	11,370	7,970	-29.8%
Capital	-	-	53,600	-	
Total Expenditures	876,662	893,260	1,001,913	932,505	4.4%

Funding Sources:					
General Fund	876,662	893,260	1,001,913	932,505	4.4%
Total Funding Sources	876,662	893,260	1,001,913	932,505	4.4%

Personnel - Authorized FTE	7.00	7.25	7.25	7.25
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POLICE ADMINISTRATION AND RECORDS

Highlights:

The past year has been one of both change and challenge within the police department. Changes have involved the wrap-up of a very successful remodeling effort, selection and hiring of new officers, and the advancement of several technology initiatives. Challenges have emerged as police actions in other parts of the country have led citizens to raise questions about the law and explore the mechanics of traffic stops and arrests. While these conversations demand time and energy, the overall result of this type of engagement is ultimately a stronger connection between citizens and police, a greater awareness of the role of police in modern society, and a thoughtful reexamination of police practices. To enhance the process, a program utilizing external expertise that will more thoroughly review traffic stop and arrest data collection and analysis will be established.

Across the nation, police departments and their communities are working to redefine and strengthen relationships. In Ames, we have a history of vigorous outreach and a commitment to the local community. At the same time, the amount of turnover in our community means that many of our citizens are new each year. Thus, the task of developing and maintaining community relationships begins anew each year. To support that effort, we have added specialized training programs such as Fair and Impartial Policing (FIP) that will reach every officer to help them develop interpersonal communication and activity skills. Community outreach and problem-solving training lets supervisors explore successful strategies from other departments across the country. Public outreach programming like National Night Out will continue as it connects officers and the public in very positive ways.

The final phases of the remodel of the police department were completed providing improved space use efficiency and customer access. The front lobby of the department has been redesigned, including new paint and signs, to enhance wayfinding and improve the customer experience. The Police Records staff, who provide exceptional customer service as the face-to-face point of contact for citizens, implemented staffing and technology changes (improved cash register functionality and public access to video records) to better serve the community. A card controlled electronic access control system will be implemented to supplement traditional door keys. The new system will allow access tracking and enhance security.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Attorney requests for information	2,039	1,874	1,939	1,900
Accident reports processed	725	881	915	900
Verification of loss reports processed	61	52	47	50
Record checks processed	1,354	1,280	1,435	1,450
Total # of incidents handled	6,071	6,277	6,313	6,350
Public records requests	212	364	369	700
Efficiency and Effectiveness:				
% of citizens somewhat or very satisfied with Police services	89%	93%		

CRIME PREVENTION AND POLICE SERVICES

The Crime Prevention and Police Services activity is the core of the Law Enforcement Program. This activity encompasses the Patrol Division, which is the largest area of operations within the Police Department. Of the department's 54 sworn officers, 43 are assigned to the Patrol Division. Officers respond to calls for both routine and emergency services, assist neighborhood residents and provide preventive patrol. The initial response and preliminary investigation of all incidents related to law enforcement, motor vehicle accident investigation, school crossing safety, preventive patrol, and home and business security are sub-activities of the Crime Prevention and Police Services activity. A regular contingent of up to ten patrol cars serves the four patrol areas. This unit also includes a Mental Health Advocate, and the Safe Neighborhoods Team that emphasizes problem-solving and relationship building in high call volume areas.

Service Objectives:

- ✓ Provide public education and crime prevention service
- ✓ Expand data-driven decision making, deployment, and problem-solving
- ✓ Enhance community involvement in day-to-day community policing
- ✓ Provide a highly competent on-street presence
- ✓ Provide rapid response to developing emergencies within the City
- ✓ Ensure a supervisor is always on duty
- ✓ Strengthen partnerships within the community, particularly in high call volume areas
- ✓ Enhance trust with the community by building relationships and communicating effectively

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	4,783,083	5,054,926	5,000,178	5,212,053	3.1%
Contractual	556,589	656,483	683,429	681,347	3.8%
Commodities	116,333	110,798	124,764	124,117	12.0%
Capital	21,025	16,500	99,150	-	-100.0%
Other	-	-	-	-	
Total Expenditures	5,477,030	5,838,707	5,907,521	6,017,517	3.1%
Funding Sources:					
General Fund	5,477,030	5,838,707	5,907,521	6,017,517	3.1%
Total Funding Sources	5,477,030	5,838,707	5,907,521	6,017,517	3.1%
Personnel - Authorized FTE	43.25	45.00	45.00	46.00	

CRIME PREVENTION AND POLICE SERVICES

Highlights:

The Crime Prevention and Police Services program includes traditional police patrol services and a specialty shift for the Safe Neighborhoods Team (SNT). SNT includes four patrol officers, the Community Resource Officer (CRO), and a supervising sergeant. The officers assigned to SNT and CRO share the complementary roles of relationship building and community problem solving, setting a standard which all department personnel follow. The SNT has continued to work with SNT mentors who are helping the team expand connections to the local community. Team members have worked with apartment managers and owners to reduce repeat calls and solve quality of life problems. The team also has direct interaction with a wide array of neighborhood organizations and student groups including the NAACP, Black Lives Matter, African Students Association and others. In addition to solving some of the problems affecting these areas, the communication has assisted in neighborhood information sharing and in resolving several crimes. The team has fostered stronger working relationships with neighborhoods and students, and furthered the Council's goal to promote a sense of one community.

Problem solving and building relationships are core goals of the department. A significant amount of patrol time is invested in responding to citizen concerns, particularly with quality of life problems such as noise complaints, vandalism, and illegal parking. Patrol members collaborate with other City departments and community stakeholders to address these issues in a timely and effective manner. The department is also using analytical strategies to address property crimes such as thefts and burglaries. Crime data is mapped and officers are directed to specific locations based on data driven projections. This allows officers to recognize patterns of crime and to intervene earlier to reduce crime and increase public safety.

As in years past, alcohol continues to be a significant factor in the crimes that occur within our community. Officers are very proactive in their efforts to limit underage and excessive drinking within our community. A number of strategies are directed towards this problem. Some of these include:

- Routine and random bar patrols in an effort to identify underage bar patrons and fake IDs.
- Special compliance checks of retail alcohol vendors. This effort utilizes the services of an underage, cooperating individual to see if a bar or retail alcohol vendor will sell or serve alcohol illegally.
- Undercover investigations directed at identifying individuals of legal age who buy alcohol for those under the legal age.
- Training for employees of retail liquor licensed vendors. This training provides information regarding both state and local laws governing alcohol sales and teaches ways of identifying fake IDs.
- Large and loud neighborhood parties are identified and checked by officers for underage and excessive alcohol consumption, along with other quality of life issues such as littering, public urination, vandalism, noise violations, and illegal parking.
- Development of a close working relationship with the ISU Dean of Students to identify those students engaged in illegal activities and risky behaviors.
- Alcohol safety presentations to student groups in conjunction with ISU Prevention Services.

Officers have continued working on testing Body Worn Cameras (BWC). The technology has changed significantly in the past few months. In addition to reviewing the actual cameras and related systems, the review team is also evaluating the policy and privacy implications of BWC. Understanding and addressing the privacy concerns with the collection and dissemination of video, not only from BWC but also from in-car cameras and other sources of police-held video, may be the

CRIME PREVENTION AND POLICE SERVICES

Highlights, continued:

most complicated part of the process. The review team is also exploring the opportunities to share technology and licensing costs with other area agencies including Iowa State University.

The continued increase in the number of mental health related calls has had an impact on operations of this program. A significant amount of patrol officer time is committed to helping de-escalate crises, obtain psychiatric attention, and other needed support services. Officers actively work with the mental health advocate to increase the chances of positive outcomes on these difficult calls. The Mental Health Advocate will also be heavily involved in the provision of ongoing training to the department to comply with the new state mental health training mandate. The Mental Health Advocate works to help educate, and provides services and support for those struggling with a variety of mental health or emotional issues and their families. In FY2017 the Mental Health Advocate was moved to $\frac{3}{4}$ time, and a counterpart at Eyerly Ball has started to utilize some office time within the department to increase communication and effectiveness.

Approximately 1655 mental health-related calls for service were reported in 2016. This compares to 1,600 mental health-related calls for service in 2015. In 2014, there were 1,100 mental health-related calls. There has been an increase in high risk calls including suicide and consumers who have a high risk diagnosis. These high risk calls result in more of a time commitment and a need for more support.

Patrol officers continue to be responsive to citizen concerns related to traffic accidents or compliance occurring in neighborhoods throughout the community. Mapping software is utilized to identify high accident areas and target enforcement to these areas. Work with the Traffic Engineer continues on engineering changes that make our streets safer for motorists. A number of initiatives were directed toward these areas in order to create a safer environment. Some of these include:

- Deployment of the radar speed trailer as a visual reminder and educational tool for motorists.
- Enhanced police patrols along with increased radar/speed enforcement efforts.
- Joint traffic enforcement operations with other area law enforcement agencies by utilizing a traffic safety grant. By working with other agencies, we are able to have a greater presence within an area to enhance public awareness of enforcement actions.
- Targeting special areas within the community for enhanced enforcement activities such as the new Edwards Elementary School and other elementary schools. These actions have provided a safer environment for our children.
- Partnering with the school district's bus service to work on the problem of motorists who do not stop for school bus stop arms or lights.
- Active involvement in the Story County Multi-Disciplinary Safety Team. This team is comprised of local law enforcement; state, county, and city engineers; federal transportation officials; and other parties interested in reducing motor vehicle accidents.

The Patrol program continues to promote the "Certified Crime Free Housing Program" along with conducting "Crime Prevention through Environmental Design" (CPTED) evaluations. These programs have helped to develop a strong rapport between the department and the many rental housing owners and managers throughout the community, as well as helped provide a safer environment for those living in the rental units. CPTED evaluations are also being completed as part of the Mary Greeley Medical Center renovation project. Officers are also working actively with the Ames School District on its new building, remodeling and emergency planning.

CRIME PREVENTION AND POLICE SERVICES

Highlights, continued:

Officers are continually working to build positive relationships with the citizens of our community through such programs as Shop with a Cop, Child Car Seat Inspections, Bicycle Safety Inspections, Tours of the Police Department, Citizen Police Academy, Safe Neighborhoods Team Outreach, National Night Out, Carving with Cops, Coffee with Cops, Social media “Tweet-Alongs” (virtual ride-alongs), and group presentations on a variety of topics. Bicycle teams are used throughout the warmer months of the year. This environmentally sensitive mode of transportation is used at the many special events hosted in Ames.

For several years the Department has driven the Ford Interceptor sedan as the standard patrol car. The Interceptor provides enhanced safety features, all-wheel drive, and increased fuel efficiency. However, it has limited space for both standard patrol equipment and larger officers. As an alternative, a Ford crossover utility vehicle was added to the fleet to test its effectiveness and fuel efficiency against the Interceptor. The crossover utility vehicle proved to have all the benefits of the Interceptor, including fuel efficiency, while solving the problem of limited space. To further the review of the crossover utility, two new vehicles were acquired and outfitted with idle management systems, which assisted in reducing idle time and improving fuel economy.

Command staff members partnered with the Ames Chapter of the NAACP to provide a series of public educational sessions to enhance communication and understanding. The first session on “Know Your Rights” was information about what happens on the traffic stop, and the second session was on Miranda Rights. A third session is planned on the topic of body worn cameras.

The job of a police officer continues to broaden. Training both leads and follows the makeup and needs of the community. Mental health issues training is now required by the state and part of the annual programming provided by the department. Ongoing training covering issues of diversity, a multi-cultural community, implicit bias, and special populations is also a critical part of the department’s programming. A specific program focusing on the needs, challenges and opportunities for new immigrants to the community was attended by all department staff.

The strategies used to improve communication with citizens, address crime, and build community relationships are time intensive. As the community grows, the need for additional patrol officer services also grows. To maintain the level of service provided on an everyday basis, the department added a patrol officer FTE in FY 2016/17. The new position is assigned to the 3:00PM to 11:00PM patrol shift and provides direct public service during periods of peak call volume. The department will also add an additional patrol officer FTE in 2017/18.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Number of assaults investigated	257	271	243	
Number of thefts investigated	745	806	889	
OWI arrests	186	209	207	
Liquor violations	127	106	92	
Noise complaints investigated	1,222	1,047	1,019	
Mental health related contacts	1,600	1,655	1,600	
Efficiency and Effectiveness:				
Community Resource Officer contacts		Position Vacant	12,415	15,942
Crime prevention presentations	111	89	100	
Incidents per sworn position	536	534	540	

GENERAL INVESTIGATION

The General Investigation activity is responsible for the development and implementation of the most current investigative techniques in an effort to increase the detention, apprehension, and successful prosecution of persons engaged in criminal activity. This area also includes the School Resource Officer, Juvenile Investigations, the Drug Task Force Officer, arson investigations, evidence management, forensic analysis and sexual assault response.

The objective of this activity is to investigate and resolve complex criminal activity.

Service Objectives:

- ✓ Build working partnerships with citizens and businesses
- ✓ Maintain effective investigations by partnering with other agencies
- ✓ Contribute to a regional drug investigations unit
- ✓ Collaborate with the Ames Community Schools
- ✓ Establish proactive crime prevention programs
- ✓ Collaborate with other youth service agencies
- ✓ Participate in the Sexual Assault Response Team (SART)
- ✓ Identify and apprehend repeat offenders and investigate major crimes

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	934,854	1,051,324	1,054,255	1,075,244	2.3%
Contractual	105,289	119,439	115,300	119,070	-0.3%
Commodities	5,133	8,540	10,140	14,230	66.6%
Capital	5,245	2,500	-	-	-100.0%
Total Expenditures	1,050,521	1,181,803	1,179,695	1,208,544	2.3%
Funding Sources:					
General Fund	1,007,666	1,137,984	1,135,876	1,163,739	2.3%
Ames Community Schools	42,855	43,819	43,819	44,805	2.3%
Total Funding Sources	1,050,521	1,181,803	1,179,695	1,208,544	2.3%
Personnel - Authorized FTE	9.00	9.00	9.00	9.00	

GENERAL INVESTIGATION

Highlights:

There are currently five Investigators, one Sergeant, two part-time Evidence Technicians, one School Resource Officer, one Drug Task Force Officer and one Commander assigned to the Criminal Investigation Division.

The officers assigned to Criminal Investigations Division work in a team-oriented environment, which has resulted in numerous successful case investigations. Examples include:

- Two armed robberies were reported at a convenience store in March. The suspect was identified and charged with robbery. The investigation linked the suspect to numerous convenience store robberies in the Des Moines metro area.
- Investigators charged a mall spa owner with two counts of sexual abuse third degree after receiving complaints from multiple spa clients in April.
- Officers investigated a robbery at a convenience store in west Ames in April. An Investigator collected evidence from the scene and a suspect was identified after his fingerprint was found on the evidence. The suspect was charged with robbery.
- In May, Investigators conducted a prostitution sting at two local massage businesses. Employees were charged with prostitution and operating without a massage license. Investigators always look for elements of human trafficking when investigating crimes of this type.
- Officers identified three individuals who passed counterfeit currency at two local businesses in May. The suspects were charged with theft and forgery.
- Officers investigated an alleged shooting that occurred in Campustown in July. An extensive follow-up investigation by members of the Investigations Division determined the shooting occurred in Des Moines. The victim and an acquaintance were charged with filing a false police report.
- Investigators solved a serial vehicle burglar and arson investigation in August. During a three week period in the fall of 2015, five vehicles were set on fire and over thirty vehicles were burglarized. The suspect was identified and charged after his fingerprints were lifted from pieces of evidence at one of the vehicle fires.
- Investigators responded to a shooting near an apartment complex in north Ames in August. A victim with multiple gunshot wounds was quickly located and then transported to the hospital. The suspect and an accomplice fled the area. After an extensive investigation, the suspect and accomplice were identified and apprehended. They were charged with attempted murder, robbery, possession of a firearm by a felon, and drug related charges.
- The division investigated an alleged accidental shooting resulting in a death at a mobile home in October. After completing numerous interviews and collecting evidence, Investigators determined the shooting was a premeditated act of murder. The victim's wife was charged with 1st degree murder.
- One of the Investigators has been increasingly utilized for the forensic analysis of electronic media. When authorized under a search warrant, this Investigator has assisted in the analysis of more than 85 devices and 4.21 TB of data.

Investigations also includes the Ames Police Department's Public Information Officer (PIO). The PIO has continued to expand the Police Department's social media program. Currently, the police department is actively using Twitter, Facebook and Instagram. Social media has become an important form of communication and information sharing and it makes sense for the police department to be a part of this discussion. The PIO continues to use social media to get information out to the public. Some examples include SCAMS, crime alerts, missing persons, traffic conditions and general information. Social media has been a positive enterprise and seems to be widely accepted and appreciated by the public.

A priority with the Criminal Investigation Division is to ensure that members receive advanced training in order to help provide high quality service to crime victims.

GENERAL INVESTIGATION

Highlights, continued:

Examples of training received during the past year include:

- Homicide Investigations/Crime Scene Management
- Crime Scene Processing and Photography
- Human Trafficking
- Computer Forensics Investigations
- Crisis Negotiator Training
- Restorative Justice
- Advanced Active Shooter Training for Schools
- Threat Assessments
- Mental Health First Aid Training
- Psychological First Aid and Trauma Informed Care
- Crisis Intervention Training
- Domestic Violence and Awareness Training
- Crimes Against Children Conference
- Sexual Assault and Identifying Sexual Offenders
- International Conference on Sexual Assault, Domestic Violence and Campus Responses

A very strong working relationship with the Ames Community School District is being maintained through the proactive work of our School Resource Officer (SRO). The SRO position divides its time between the elementary, middle and high schools. The goal of this program continues to be developing strong and positive relationships not only with students but also with their parents and school staff. The SRO program is not intended to trigger juvenile arrests. In fact, the schools and the SRO have been successful in identifying alternative approaches that use other resources and solutions.

The SRO also continues to conduct tobacco compliance checks with area retailers for the purpose of educating and reducing the use of tobacco products by underage individuals. A new trend is electronic cigarettes and some of the enforcement issues that come along with them.

The Ames Police Department continues to contribute to the success of the Central Iowa Drug Task Force. An officer is assigned to the task force on a full time basis. Marijuana continues to be a prevalent illicit drug within our community. There has been an increase in shipments of high grade marijuana, THC oils, and marijuana edibles into the state from other states where marijuana has been legalized. The majority of seized marijuana is coming from Colorado, often sent by mail or through shipping companies. This trend will likely increase as other states legalize marijuana use. Officers continue to observe a troubling increase in synthetic drugs and heroin. Investigation into the possession and sale of high grade ice methamphetamine within our community will continue. Most of the ice methamphetamine is shipped into our community from out of state.

The Investigation program continues an ongoing commitment to the Sexual Assault Response Team (S.A.R.T.) model. Over the last two years, both medical and advocacy services have gone through significant changes in how services are delivered. While there has been some evolution in the model, staff is committed to the teamwork model and our victims continue to be well served. Work continues with the other stakeholders to improve sexual assault response in our community. There was a dramatic increase in sexual assault reports in the last year. This may be due to the introduction of the Start By Believing campaign, which promotes help-seeking behaviors by sexual assault victims. Start by Believing is a public awareness campaign uniquely focused on the public response to sexual assault. Start by Believing will lead the way toward stopping this cycle, by creating a positive community response, informing the public, uniting allies and supporters, and improving our personal reactions.

GENERAL INVESTIGATION

Highlights, continued:

The Ames Police Department is an active member of the Story County Domestic Assault Response Team (D.A.R.T.). The team is comprised of victim advocates, a prosecutor, probation officers, and other Story County law enforcement officers. The purpose of the team is to ensure victims of domestic violence are offered available services, resources, support and follow-up which is beneficial to the prosecution of domestic violence offenders. This collaborative response aims to increase victim safety and end the cycle of violence.

The Ames Police Department is an active member of the F.B.I. Joint Terrorism Task Force (JTTF). An officer from Investigations assists the JTTF on a part-time basis. The purpose of the task force is to develop effective working partnerships among various federal and local law enforcement agencies and to ensure that pertinent information and sensitive intelligence is shared with all law enforcement members.

Ames typically has 43-50 individuals who live in the community that must register with the state’s Sex Offender Registry. In order to properly conduct effective, periodic compliance checks on these individuals, Investigations has assigned two investigators to perform this task.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Homicide cases (attempted)	0	1	1	
Robbery	15	17	15	
Sexual assault	43	46	68	
Other sex offenses	0	0	0	
Child abuse	3	10	13	
Burglary	347	380	308	
Drug investigations	310	244	376	
Juvenile cases	295	352	461	
Juvenile arrests	162	148	182	
Domestic calls for service	325	309	264	
Domestic related arrest	89	60	79	
Efficiency and Effectiveness:				
Community outreach contacts – juvenile	16	3	8	
Number of juveniles participating	1,706	1,030	1,000	

EMERGENCY COMMUNICATIONS

Emergency Communications is responsible for the operation of the 911 Center and the initial dispatch of emergency responders. This activity's staff also provides advance medical information through the emergency medical dispatch program, receives non-emergency calls, manages radio communications, and provides assistance to walk-in Police Department customers.

Service Objectives:

- ✓ Provide prompt and accurate emergency communications service for fire, police, and emergency medical personnel
- ✓ Provide countywide interoperability through 800 MHz radio communication system and statewide interoperability through VHF mutual aid channels
- ✓ Facilitate the resolution of the non-emergency concerns of citizens
- ✓ Provide emergency medical direction (EMD) to callers in need
- ✓ Maintain a reliable telephone and radio communications system for emergency responses
- ✓ Enhance community and regional partnerships
- ✓ Promote responder safety
- ✓ Coordinate emergency response assets
- ✓ Provide a customer-centered service on both emergency and non-emergency calls

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,032,725	1,071,920	1,072,474	1,110,720	3.6%
Contractual	126,890	131,617	135,967	142,219	8.1%
Commodities	9,058	12,370	12,870	13,320	7.7%
Capital	10,797	-	-	-	
Total Expenditures	1,179,470	1,215,907	1,221,311	1,266,259	4.1%
Funding Sources:					
General Fund	1,179,470	1,215,907	1,221,311	1,266,259	4.1%
Total Funding Sources	1,179,470	1,215,907	1,221,311	1,266,259	4.1%
Personnel - Authorized FTE	13.00	13.00	13.00	13.00	

EMERGENCY COMMUNICATIONS

Highlights:

Over the past few years the Emergency Communications Center has developed an integrated information management system with the communication centers at Iowa State University and the Story County Sheriff’s Office. The system allows the dispatchers to work in the same advanced computer software programs on coordinated hardware across a shared fiber network. The coordination has enhanced information exchange and maximized the impact of financial investments. The cooperation was extended this year as the center’s demonstrated that staff from each of the locations could work effectively at any of the three locations. In July the City replaced the backup power unit located at City Hall. The project caused the Communications Center to be without power for several hours. Ames dispatchers moved to and worked from the communications center at the Story County Sheriff’s Office without losing effectiveness. There have been similar instances where Story County and Iowa State dispatchers have worked from the Ames Communications Center.

In addition, the three communications centers worked together to provide training in advanced computer aided dispatch (CAD). CAD is the central computer software that manages and records the work of the dispatcher. All three agencies worked in joint sessions so that all dispatchers had the opportunity to receive the training.

The Emergency Communications Center continues to prepare for the introduction of text to 911. Transition to this new technology was delayed as the state took steps to standardize and fund the change. The transition is scheduled for the first quarter of 2017. Staff is working to develop policies and protocols necessary to handle text to 911. The go-live date will be coordinated with several other central Iowa counties to improve customer awareness and experiences.

Emergency Medical Dispatch (EMD) remains a critical part of the Communication Center’s program. EMD is a set of written protocols that provides a stable and consistent response for dispatchers who are responsible for dispatching fire and medical personnel to medical calls and providing instructions to callers.

Communications Center staff is also participating in the review of 800 MHz voice radio system used by police, fire and other emergency response personnel. Our current system is quite old and dispatchers and officers have begun to log problems as they arise. During the past year staff has begun to analyze the alternatives available, including through the state, our current vendor and other commercial vendors. The evaluation and change process is likely to take several years.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Non-emergency telephone inquiries	105,235	101,289	102,000	102,000
Emergency “911” calls	23,191	20,212	22,000	23,000
Emergency medical dispatch calls	3,329	2,755	2,800	3,000
Incidents created	28,407	28,847	30,016	30,000
Efficiency and Effectiveness:				
911 calls answered within 10 seconds		92%	92%	
Non-emergency calls answered within 10 seconds		95%	95%	

POLICE FORFEITURE/GRANTS

Chapter 809.12 of the Code of Iowa provides for court procedures to forfeit property and seize assets directly related to criminal activities. The use of these funds is governed by State law and includes law enforcement activities or items which are not currently budgeted. This activity also oversees grant programs and donations that support law enforcement activities.

Service Objectives:

- ✓ Provide a sound financial reporting system
- ✓ Apply seized assets to law enforcement needs
- ✓ Obtain state and federal support for local priorities
- ✓ Reduce the profitability of criminal activity
- ✓ Promote traffic safety, alcohol and tobacco compliance with grant support

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	20,171	-	31,709	38,000	
Contractual	9,694	-	21,500	5,000	
Commodities	34,081	-	12,664	10,500	
Capital	-	-	-	-	
Other	3,014	-	1,500	1,500	
Total Expenditures	66,960	-	67,373	55,000	
Funding Sources:					
Forfeiture Funds	10,670	-	21,000	7,000	
Police Grants	56,045	-	46,373	48,000	
Donations	245	-	-	-	
Total Funding Sources	66,960	-	67,373	55,000	
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

POLICE FORFEITURE/GRANTS

Highlights:

Police received funding for special projects through several state and federal grant programs during the year. Grant funds allow for the purchase of equipment and support for these projects and programs without relying exclusively on property tax. In some cases, grant funding supports projects that would not otherwise happen.

A U.S. Department of Justice Edward Byrne Memorial Justice Assistance Grant will provide funds for a project to expand county-wide access to the locally shared public safety network access. Expansion of the network will benefit all law enforcement agencies by providing coordinated dispatching and vehicle location information, improved communication between the agencies concerning response to criminal activity, and more effective county-wide criminal data accessibility. A total of \$10,862 was awarded under this grant.

Grant funding from the Governor's Traffic Safety Bureau (GTSB) continues for another year. Funding from this year's GTSB's State and Community Highway Safety grant program will address highway safety issues including impaired driving. The grant provides funds for officer overtime (with officer activity centered on traffic enforcement), educational materials, and specific equipment or hardware to aid in the enforcement process. Grant funding for this year is \$30,450.

The relationship with the Iowa Alcohol Beverages Division in the education and enforcement of tobacco regulations will also continue. This grant provides funding for officer time to test local retailers for performance on compliance regulations. Every tobacco and alternative nicotine and vapor products retailer in the city will be tested for compliance within the grant period. The amount of the grant is based on the number of compliance checks, currently estimated to be about 50 retailers.

An additional \$4,893 grant through the Department of Justice 2015 Bulletproof Vest Partnership was awarded. This grant will provide matching funds over the next two years to assist in acquiring new and replacement bulletproof vests for officers.

Funds acquired through the criminal forfeiture process have been used to promote a variety of law enforcement activities. All forfeitures are reviewed by the court and only occur following a judicial order. In the past year, forfeiture funds have been used to acquire promotional materials to support the Department's participation in the Stand Against Racism campaign, new blue uniforms for the Emergency Response Team, a new vehicle for the Drug Task Force officer and new trigger assemblies for the Emergency Response Team rifles. Funds also supported the travel expenses for a supervisor's attendance at Field Training Officers National Conference. In addition, the forfeiture account continues to fund a portion of the expenses of the Central Iowa Drug Task Force.

FIRE SAFETY

Activity Description:

The Fire Administration activity supports and directs seven activities. The Fire Safety sub-program is based upon the premise that citizens and property should be free from loss and damage due to fires and similar emergencies. In order to approach this goal, an impressive and highly effective array of services is provided to the community. Extensive efforts are made in the area of fire prevention, fire safety education, and fire inspection. These efforts are mainly recorded under the Fire Prevention and Safety Education activity. When a “preventive failure” takes place and a fire or other emergency actually occurs, the capabilities of the Fire Suppression and Emergency Action are pressed into action. These include minimizing loss of life and property from fire, controlling hazardous situations, performing rescue, and providing first-response medical assistance. Also included under this activity are various non-emergency services, such as maintaining apparatus and facilities, testing hydrants, testing water flow, and establishing pre-fire plans.

The success of the City’s Fire Safety/Admin sub-program is reflected in economic terms (e.g. insurance fire class rating), as well as in the more important areas of the safety of property, health, and life.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration/Support	983,853	1,190,648	1,121,153	1,152,518	-3.2%
Suppression/Emergency Action	5,189,927	5,467,509	5,428,099	5,696,894	4.2%
Prevention/Safety Education	143,611	152,017	150,668	155,449	2.3%
Total Expenditures	6,317,391	6,810,174	6,699,920	7,004,861	2.9%
Personnel - Authorized FTE	54.75	56.75	56.75	57.75	

FIRE SAFETY

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	5,727,971	6,193,926	6,071,414	6,380,951	3.0%
Contractual	486,332	500,670	499,928	521,427	4.2%
Commodities	89,160	115,578	118,578	102,483	-11.3%
Capital	13,928	-	10,000	-	
Total Expenditures	6,317,391	6,810,174	6,699,920	7,004,861	2.9%
Funding Sources:					
Fire Revenues:					
Iowa State University	1,644,805	1,696,503	1,669,106	1,745,132	2.9%
MGMC	28,434	24,160	23,496	24,335	0.7%
Miscellaneous	16,717	-	-	-	
Total Revenues	1,689,956	1,720,663	1,692,602	1,769,467	2.8%
General Fund Support	4,627,435	5,089,511	5,007,318	5,235,394	2.9%
Total Funding Sources	6,317,391	6,810,174	6,699,920	7,004,861	2.9%

FIRE ADMINISTRATION AND SUPPORT

The major role of this activity is to direct and reinforce the operations of all Fire Department activities (i.e. Suppression and Emergency Action, Fire Prevention, Structural Code Enforcement, etc.). This includes maintaining necessary records and documentation, and providing overall direction and oversight functions. This activity also provides for various training programs for all firefighters.

Service Objectives:

- ✓ Respond to emergencies in the city within five minutes travel time (85% of the time)
- ✓ Provide quality in-house emergency response training for firefighters
- ✓ Provide quality training opportunities for supervisors through industry sources
- ✓ Maintain equipment to a level of readiness in accordance with national standards
- ✓ Encourage the acquisition of State and/or National emergency services related certifications
- ✓ Promote safety education and awareness through community education

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	748,234	959,845	954,643	983,258	2.4%
Contractual	222,799	220,053	155,760	159,660	-27.4%
Commodities	5,225	10,750	10,750	9,600	-10.7%
Capital	7,595	-	-	-	
Total Expenditures	983,853	1,190,648	1,121,153	1,152,518	-3.2%
Funding Sources:					
General Fund	711,160	892,986	840,865	864,388	-3.2%
Iowa State University	272,693	297,662	280,288	288,130	-3.2%
Total Funding Sources	983,853	1,190,648	1,121,153	1,152,518	-3.2%
Personnel - Authorized FTE	5.75	6.75	6.75	6.75	

FIRE ADMINISTRATION AND SUPPORT

Highlights:

- The contribution rate structure for the Municipal Fire and Police Retirement System of Iowa (MFPRSI) is established by the Code of Iowa, Chapter 411. The compensation rate for the City of Ames is established each year by the Board of Trustees following the completion of the annual actuarial valuation. As a consequence of the past economic downturn and prior poor investment performance, the City’s contribution rate had been steadily increasing each year. However, measures to reduce volatility enacted by the MFPRSI have resulted in another third annual reduction in contribution rate from 25.92% in FY 2016/17 to 25.68% in FY 2017/18, resulting in very minor savings.
- Fire and Administration’s Contractual costs are down 27.4%, due in part to a shift in City Data Services costs. Information Technology costs allocated for computers for both Fire Suppression & Emergency Action and Fire Prevention & Safety Education were previously allocated to this activity. These costs have now been reallocated to the appropriate activity to best represent actual costs.
- In July 2016 the Ames Fire Department filled its new Training Officer position. One of the new Training Officer’s initial tasks included conducting the first in-house recruit academy for its four newly hired firefighters. Beginning on September 1, 2017, the training academy lasted for 9 weeks, with the recruits successfully obtaining certifications in Firefighter I / II and Emergency Medical Responder. The new Training Officer has also been a key asset in assisting with command staffing during emergency callback, and functioning as a required Safety Officer during structure fires and other emergencies.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Number of City-related supervisory leadership training hours	116	167	140	150
Number of FD-related administrative support training hours	274	390	248	400
Newly acquired State and/or National emergency services related certifications achieved	7	7	5	5
Efficiency and Effectiveness:				
Respond to emergencies (in the City) within five minutes (departmental goal of 85% within 5 minutes or less)	86.8%	85.8%	85%	85%
Maintain and certify, according to nationally recognized standards, pumps, hose, and SCBA components	100%	100%	100%	100%

FIRE SUPPRESSION AND EMERGENCY ACTION

The goal of the suppression and emergency action team is to protect people and property from loss and danger due to hostile fires or other threatening predicaments. In order to achieve this goal, extensive efforts are made in the areas of prevention and enforcement of safety regulations through public safety education which enables citizens to recognize hazards and unsafe practices. An important responsibility of this activity is the continual update and maintenance of pre-fire action plans. The suppression and emergency action teams respond to any incident according to well-defined procedures. Various non-emergency services are also provided, such as performing maintenance of apparatus, equipment, and facilities, testing hydrants, conducting water flow tests, and building inspections.

Service Objectives:

- ✓ Maintain certifications for emergency medical services
- ✓ Continue annual technical rescue training, involving other agencies when possible
- ✓ Respond to all emergency calls with a minimum of two certified EMS responders
- ✓ Maintain hazardous materials technical level training for firefighters
- ✓ Train firefighters utilizing live fire techniques and opportunities
- ✓ Annual fit test of firefighting respirators in accordance with OSHA 1910.134
- ✓ Provide a safe work environment with the goal of reducing employee injury rates and severity
- ✓ Train and support Ames Fire Investigation Team comprised of Ames firefighters and Ames police
- ✓ Support participation in local, state, and national conferences and seminars
- ✓ Maintain equipment in a state of readiness

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	4,851,354	5,101,320	4,984,053	5,261,235	3.1%
Contractual	254,222	268,536	333,393	350,651	30.6%
Commodities	78,018	97,653	100,653	85,008	-13.0%
Capital	6,333	-	10,000	-	
Total Expenditures	5,189,927	5,467,509	5,428,099	5,696,894	4.2%
Funding Sources:					
General Fund	3,810,115	4,082,512	4,053,452	4,254,419	4.2%
Iowa State University	1,334,661	1,360,837	1,351,151	1,418,140	4.2%
MGMC	28,434	24,160	23,496	24,335	0.7%
Miscellaneous	16,717	-	-	-	
Total Funding Sources	5,189,927	5,467,509	5,428,099	5,696,894	4.2%
Personnel - Authorized FTE	48.00	49.00	49.00	50.00	

FIRE SUPPRESSION AND EMERGENCY ACTION

Highlights:

- A new full-time equivalent firefighter position has been added, resulting in a 4.2% increase in the Fire Suppression and Emergency Action budget. This position will be assigned a permanent shift, but will be used as needed to fill short-term firefighter vacancies (caused by injuries, retirements, resignations, etc.) across all three shifts, similar to the new firefighter position added in 2016/17. This helps ensure overtime costs are minimized, which allows for a \$5,000 reduction to the Time & One Half line budget line item used for firefighter overtime.
- Contractual costs are up 30.6%, due in part to a shift in City Data Services costs. Information Technology costs allocated for computers for this activity were previously allocated to Fire Administration & Support. These costs have now been reallocated to best represent actual costs.
- Commodities in this activity are down 13%, due in part to conscientious cost control efforts. Fire Department administration developed a plan to reduce purchasing costs by narrowing choices and asking crews to purchase from only two locations. In addition, the products purchased become more consistent and it ultimately minimized the number of trips to the store, saving fuel as well.
- In 2013, the Fire Department received notice that Electronic Engineering will only be able to support all current radio hardware (which is nearly two decades old) through 2014. This necessitated the purchase and installation of more modern and expensive portables, mobiles, and base station radios. Portable radios were replaced in FY 2015/16, and in FY 2016/17 mobile radios were upgraded to the newer technology radio that the Police Department currently uses. As a final step in the system upgrade process, an increase of \$3,500 is included in FY 2017/18 Commodities to cover the costs of upgrades to the base stations.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Ames businesses pre-planned/hours spent	294/270	239/230	250/225	275/250
Efficiency and Effectiveness:				
Conduct training with Public Works employees, utilizing trench rescue skills at least one time per year	0	0	1	1
Maintain hazardous material technician level for firefighters	42/48	41/48	45/49	49/49
Residential fires	31	37	36	35
Structure fires (includes residential)	37	50	44	45
Arson fires	1	1	0	0
False alarms - unintentional and system malfunctions	779	822	900	850
Emergency Medical Services incidents	2,464	2,442	2,457	2,500

FIRE PREVENTION AND SAFETY EDUCATION

The function of this activity is to assist with administration and enforcement of ordinances pertaining to the prevention of fires. This includes the use and handling of explosives, flammable and toxic materials, and other hazardous material. Staff reviews all new construction and remodeling plans for code compliance and conducts inspections on the installation, maintenance, and regulation of all fire escape exits for adequacy in the event of fire to establish a reasonable level of life safety and property protection from the hazards of fire, explosion, or dangerous conditions. In cooperation with other departmental personnel, staff conducts public safety educational programs and assists in the suppression and control of fires. Staff also assists the investigation into the cause and origin of fires, and gathers evidence if a fire is of a suspicious origin.

Service Objectives:

- ✓ Ensure that fire protection systems are installed, updated, and maintained according to recognized code standards
- ✓ Ensure that inspections are performed for 100% of the City's commercial occupancies requiring State certification
- ✓ Facilitate and foster collaborative efforts with other inspectors throughout the Building Division to produce a safer environment for the citizens of Ames
- ✓ Maintain a high level of expertise and knowledge through training and lifelong education in an ever-evolving technical field

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	128,383	132,761	132,718	136,458	2.8%
Contractual	9,311	12,081	10,775	11,116	-8.0%
Commodities	5,917	7,175	7,175	7,875	9.8%
Total Expenditures	143,611	152,017	150,668	155,449	2.3%
Funding Sources:					
General Fund	106,160	114,013	113,001	116,587	2.3%
Iowa State University	37,451	38,004	37,667	38,862	2.3%
Total Funding Sources	143,611	152,017	150,668	155,449	2.3%
Personnel - Authorized FTE	1.00	1.00	1.00	1.00	

FIRE PREVENTION AND SAFETY EDUCATION

Highlights:

- This last year saw an increase in the number of solar photovoltaic system installations on both commercial as well as residential structures. By working closely with the Inspections Division and Electrical Department to make sure new buildings are code-compliant and fire safe, the Fire Inspector continues to represent departmental interests and concerns in planning for new construction. In an effort to increase efficiency and effectiveness of solar photovoltaic system installations, fire code information was added to the City's Inspection's Website for contractors and installers.
- With an increasing global concern for civilian safety at large-crowd events, the Fire Department recognized a need for program specifically for local restaurant/bar owners and managers. Thus, the Fire Inspector organized and participated in a fire safety program focused on crowd management training. Local owners and managers that participated learned the steps they can take to keep patrons safe and informed before, during, and after an emergency event.
- The Fire Department hosted its third annual open house the Saturday of Fire Prevention Week. Citizens and families had the opportunity to explore Fire Station #1 and see all the equipment that firefighters use during emergency response. Fire prevention and safety information was provided to adults, while goodies, stickers, and plastic helmets were offered to children.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Commercial inspections/re-inspections	823/221	797/250	800/200	800/200
Educational inspections/re-inspections	42/2	41/8	40/5	40/4
Residential inspections/re-inspections	267/33	288/51	200/40	240/40
Plan reviews-consultations-complaints contacts/hours committed	129/81	130/85	125/75	128/80
Inspection hours committed	506	493	500	500
Violations discovered/corrected	1,707/1,214	1,825/1,304	1,828/1,100	1,700/1,100
Fire Prevention Week Pub-Ed presentations at each Ames elementary school	7/7	7/7	7/7	7/7
Total presentations/hours spent in the public education (Pub-Ed) of fire safety topics	954/1,165	947/1,158	980/1,200	1,000/1,300
Number of civilian adults/children attending FD sponsored public education presentations	9,896/8,439	11,239/8,582	11,400/8,600	12,000/8,800
Efficiency and Effectiveness:				
Civilian fire deaths	1	0	1	0
Civilian fire injuries	2	4	0	0

BUILDING SAFETY/INSPECTIONS

Building Safety provides permits, inspections, public information and enforcement of building, electrical, mechanical, plumbing, rental housing, sign, and zoning codes. Program objectives are accomplished through review of construction plans for code compliance; issuance of permits and through the performance of on-site project inspections; issuance of rental housing Letters of Compliance (LOC) and performance of periodic dwelling inspections; and the investigation of code violations.

Service Objectives:

- ✓ Provide public information on building construction, property maintenance, and related topics
- ✓ Perform plan reviews of proposed building construction projects
- ✓ Issue permits and perform inspections of building construction projects
- ✓ Perform periodic inspections of rental dwellings and issue letters of compliance
- ✓ Promote and develop community partnerships
- ✓ Review and adopt applicable nationally recognized codes
- ✓ Provide continued proficiency through continuing education
- ✓ **Review building code approval processes in support of City Council's goal to promote economic development**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	921,047	987,938	925,262	1,099,961	11.3%
Contractual	390,550	478,174	500,942	433,945	-9.3%
Commodities	2,676	9,795	11,745	9,470	-3.3%
Capital	-	-	-	-	
Total Expenditures	1,314,273	1,475,907	1,437,949	1,543,376	4.6%
Funding Sources:					
Inspections Revenue:					
Building Permits	822,263	727,548	727,548	717,878	-1.3%
Electrical Permits	153,811	152,479	152,479	147,689	-3.1%
Mechanical Permits	74,297	73,982	73,982	73,675	-0.4%
Plumbing Permits	118,045	106,061	106,061	124,250	17.2%
Sign Permits	13,794	13,252	13,252	11,768	-11.2%
Rental Housing Fees	337,823	339,440	351,230	357,921	5.4%
Miscellaneous	590	-	556	-	
Total Revenues	1,520,623	1,412,762	1,425,108	1,433,181	1.5%
General Fund Support	(206,350)	63,145	12,841	110,195	74.5%
Total Funding Sources	1,314,273	1,475,907	1,437,949	1,543,376	4.6%
Personnel - Authorized FTE	10.25	10.25	11.25	11.25	

BUILDING SAFETY/INSPECTIONS

Highlights:

The City of Ames construction economy remains active in both the residential and commercial sectors. New single-family home construction outlook is favorable with new subdivisions to be added in north and west Ames. Commercial construction is projected to be steady based on projects such as a second Walmart Supercenter, numerous multi-unit apartment complexes, an Ames Community School District facilities building, and new restaurants. The ISU Research Park also continues to expand with the addition of a racquet and fitness club, a new restaurant, and offices buildings. Commercial projects on the horizon include Brick Towne at 3115-3413 South Duff Avenue and the commercial/hotel/residential project at 2700 Lincoln Way.

The number of plumbing and mechanical inspections completed by the Plumbing Inspector is more than three times the average number of inspections completed by each of the other individual trade inspectors. Although utilizing a contract inspection company to provide coverage for vacation/sick/training time has offered some temporary relief, the current and future workload now warrants an additional full-time equivalent Plumbing Inspector position. Higher-than-anticipated permit revenue activity will be used to offset the costs to add this new position effective on April 1, 2017. As a result, the long term need and use of a contract inspection company and the funds previously dedicated to paying for this outside help (\$24,000 in Contractual) was eliminated.

The FY 2017/18 budget includes no fee increase for Building Permit and Plan Review Fees. However, a proposed 3% increase is included for the Rental Housing Inspection and Enforcement Fees for both 2016/17 and 2017/18, to cover the costs of this program.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Single family permits issued	98	83	86	89
Building permits issued/inspections	659/2,462	654/2,236	674/2,303	650/2,300
Electrical permits issued/inspections	575/1,620	600/1,656	618/1,705	600/1,700
Mechanical permits issued/inspections	846/1,260	870/1,358	896/1,399	900/1,400
Plumbing permits issued/inspections	1,569/3,207	1,593/3,076	1,641/3,168	1,650/3,150
Sign permits issued	152	148	152	150
Rental housing units registered/inspections	13,180/1,122	13,360/846	13,761/871	14,100/900
Neighborhood concerns/inspections	245/551	288/626	297/644	300/650
Total inspections performed	10,222	9,798	10,090	10,100

ANIMAL CONTROL

The Animal Sheltering/Control activity provides impoundment and sheltering for domestic animals found within the City. Animals are also accepted from pet owners who wish to terminate their ownership without euthanasia or abandonment. An adoption service is provided for persons seeking pets. The division enforces municipal ordinances and state laws related to animals. The division also deals with urban wildlife conservation and relocation. All animals bites are logged and tracked and complete investigation of animals suspected of having rabies are conducted.

The Animal Shelter is open to the public for visitation 30 hours per week and by appointment. An animal control officer is available for response ten hours per day on weekdays and eight hours per day on weekends. Limited after hours services are also provided. Sheltered animal care is provided each day, every day.

The division continues programming in humane education, children and animal safety, training and behavioral problem-solving tips, keeping pets home and safe, volunteerism, pets for seniors, low-income spay/neuter funding, and nuisance wildlife education.

Service Objectives:

- ✓ Manage animal related conflicts within the City
- ✓ Manage emergency response where animals are involved
- ✓ Collaborate in animal related problem solving
- ✓ Assist citizens in responding to wildlife issues
- ✓ Provide public education on both domestic animal and wildlife concerns
- ✓ Enhance prevention programming and outreach
- ✓ Effectively manage donations
- ✓ Provide safe and humane animal sheltering facilities and provide adoptions and re-home services
- ✓ Promote quality of life improvements for animals throughout the community

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	287,210	296,411	303,968	311,728	5.2%
Contractual	68,395	64,370	81,511	72,448	12.6%
Commodities	18,914	27,200	27,200	17,170	-36.9%
Capital	-	-	72,693	-	
Total Expenditures	374,519	387,981	485,372	401,346	3.4%

Funding Sources:					
Charges for Services	18,992	20,000	20,000	20,000	0.0%
Animal Shelter Donations	22,862	12,850	45,850	14,850	15.6%
Total Revenues	41,854	32,850	65,850	34,850	6.1%
General Fund Support	332,665	355,131	419,522	366,496	3.2%
Total Funding Sources	374,519	387,981	485,372	401,346	3.4%

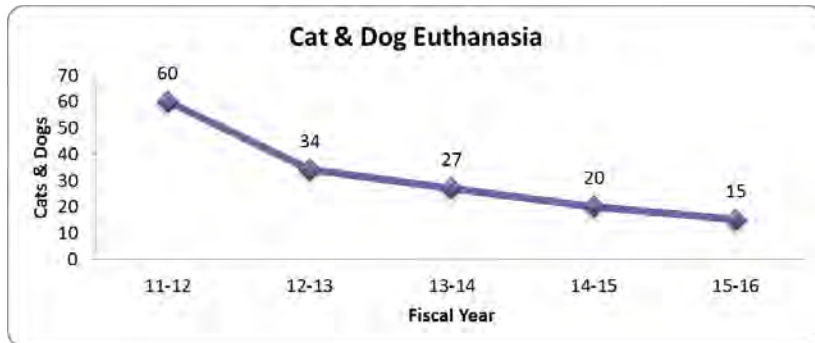
Personnel - Authorized FTE	3.90	3.90	3.90	3.90
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ANIMAL CONTROL

Highlights:

The Ames Animal Shelter and Animal Control commitment to transparency is an important part of being a contemporary municipal animal sheltering agency. In FY 2015/16, staff finalized a comprehensive review of statistical data. The division's website (AmesAnimalShelter.org) has been updated to include data and graphs on animal admissions and outcomes since July 1, 2005. The Animal Shelter is the public, "open admission" shelter for the Ames community. "Open admission" means animals are accepted regardless of their behavior, health or adoptability, and that no animal is turned away as long as there is space in the facility.

The majority of incoming animals are friendly, healthy, and highly adoptable. One of the most significant accomplishments is the live release rate of animals leaving the shelter. Over the last five years, the Shelter has achieved a steady decline in the number of cats and dogs that are ultimately euthanized for severe behavior or untreatable medical conditions. Shelter staff is committed to a simple goal to increase adoptions and owner reclaims and to reduce euthanasia. The goal is to never euthanize animals due to lack of space or for the amount of time that an animal is at the Shelter. Staff works closely with animal rescue organizations to help find homes for animals that don't thrive in the shelter environment and could benefit from a foster home situation. The Shelter also takes extraordinary measures (thanks to the support of donors) to rehabilitate and help animals with injuries or illnesses to help make them adoptable.



The budget includes a program of facility improvements needed to maintain the building and the health and safety of both animal and human occupants. The program will include a number of smaller projects including replacement of exterior doors, added insulation, replacement of damaged ceiling tiles, improvements to lighting, replacement of the dog kennels and improvements to HVAC, repair of damaged concrete, and replacement of deteriorating storage sheds. The budget also includes an increase in daily boarding fees to move closer to a cost recovery level.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Live animals through the program	898	780	750	800
Live releases (adoptions, owner reclaims, etc.)	802	710	680	720
Wildlife and others received	231	173	200	220
Requests for field services	2,304	2,377	2,500	2,600
Carcass disposals	433	492	520	550
Citations issued	59	80	50	50
Trap permits	18	20	22	25
Public talks and tours	12	12	12	12
Volunteer service hours	432	510	600	650
Efficiency and Effectiveness:				
Cat/Dog Live Release Rate as %	96%	96%	96%	96%

OTHER COMMUNITY PROTECTION

This program accounts for street light electricity, while electricity for traffic signals is accounted for in the sign and signal maintenance activity. A small budgeted amount is included in this activity for storm warning system maintenance by Electric Distribution crews.

The increase in street light expenses is due to charges for electricity and maintenance of street lights, which have gone up as additional street lights are added in new subdivisions within the city. A Capital Improvement Project began in FY 2016/17 to replace High Pressure Sodium lights with LED over the next several years.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Street Lights	714,541	830,000	815,000	863,200	4.0%
Storm Warning System	7,745	14,500	14,500	14,500	0.0%
Total Expenditures	722,286	844,500	829,500	877,700	3.9%
Expenditures by Category::					
Personal Services	2,160	7,500	3,000	3,000	-60.0%
Contractual	715,199	834,000	821,500	869,700	4.3%
Commodities	4,927	3,000	5,000	5,000	66.7%
Total Expenditures	722,286	844,500	829,500	877,700	3.9%
Funding Sources:					
General Fund	722,286	844,500	829,500	877,700	3.9%
Total Funding Sources	722,286	844,500	829,500	877,700	3.9%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	
	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Requested	
Sirens					
City	17	18	17	17	
Iowa State University	5	5	5	5	
Street Lights					
City Owned	6,513	6,619	7,781	7,900	
LED	253	1,348	1,200	2,300	
High Pressure Sodium	5,589	4,600	6,000	5,100	
Mercury Vapor	636	636	550	500	
Metal Halide	35	35	34	34	
Midland Owned	11	0*	0*	0	
Alliant Owned	23	23	83	83	

*The City is working with Midland Power Cooperative to transfer ownership of its street lights to the City. This will clear up confusion on who to call when a light is out, and allow for light standardization.

PUBLIC SAFETY CIP

Activity Description:

This is a summary of all the Public Safety related capital improvements. The major improvements are detailed in the five-year Capital Improvements Plan.

<i>Activities:</i>	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Fire:					
Fire Station Improvements	11,843	47,000	66,637	50,000	
SCBA Equipment	204,627	-	-	-	
Total Fire CIP	216,470	47,000	66,637	50,000	6.4%
Electric:					
Outdoor Storm Warning System	710	-	55,589	-	
Total Public Safety CIP	217,180	47,000	122,226	50,000	6.4%

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015)

One of the Happiest Small Job in 2015 (Business Insider)

Best College Town in 2014 (Livability)

One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

One of the Best Towns for Millennials in America (Bloomberg, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016)

Ranked No. 35 in Top 100 Best Cities for Employment Rate (Forbes, 2016)

Ranked No. 8 in Best Towns for Millennials in America (Nerdwallet, 2015)

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One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

3rd Healthiest City in the US (24/7 Wall Street, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016)

Ranked No. 35 in Top 100 Best Cities for Employment Rate (Forbes, 2016)

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Ranked No. 8 Best Places to Live in 2014)

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UTILITIES

Program Description:

The Utilities program provides the Ames community with dependable service for electricity, drinking water, sewage disposal, storm water management, and trash and garbage disposal. An effective rate structure is maintained to recover the cost of the utilities through customer charges. The utilities also work with Ames citizens and businesses to develop conservation methods and processes. Electric Services provides citizens with electric production, electric distribution, the metering of customer usage and the administration of the system. Water and Pollution Control provides the community with clean, fresh water in amounts that meet present and future needs. This activity also oversees the treatment of wastewater in compliance with federal and state regulations to ensure public health. The Water Distribution System Maintenance and Sanitary Sewer System Maintenance activities are responsible for the maintenance of water distribution and sanitary sewer collection lines throughout the community. The Storm Water Permit Program and the Storm Water Maintenance activity work to prevent infiltration of storm water into the sanitary sewer system and to resolve storm water issues throughout the community. Resource Recovery provides citizens with a safe and cost effective method for disposing of trash and garbage. Utility Customer Service is responsible for the billing and collection of utility charges to utility customers.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Use of Funds:					
Electric Services	48,248,490	52,720,565	54,086,770	54,887,414	4.1%
Water and Pollution Control	6,720,704	7,550,450	7,687,866	7,960,030	5.4%
Water Distribution System	1,043,926	1,030,537	1,133,546	1,104,408	7.2%
Sanitary Sewer System	433,912	588,126	508,459	525,582	-10.6%
Storm Sewer Management	347,952	559,244	543,519	581,712	4.0%
Resource Recovery	3,428,022	3,915,629	3,853,158	3,990,986	1.9%
Utility Customer Service	1,426,449	1,517,603	1,517,647	1,587,923	4.6%
Operations Subtotal	61,649,455	67,882,154	69,330,965	70,638,055	4.1%
Utility Allocations from Transportation Program:					
Public Works Administration	258,105	360,378	331,968	372,210	3.3%
Public Works Engineering	276,908	421,509	429,805	445,899	5.8%
Total Operations	62,184,468	68,664,041	70,092,738	71,456,164	4.1%
Utilities CIP	51,337,383	46,135,100	82,014,442	20,079,350	-56.5%
Total Expenditures	113,521,851	114,799,141	152,107,180	91,535,514	-20.3%
Personnel - Authorized FTE	161.29	161.54	161.81	161.81	

UTILITIES

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	15,522,746	17,454,420	16,419,177	17,905,460	2.6%
Contractual	32,792,705	44,583,926	46,571,660	46,869,833	5.1%
Commodities	13,418,712	6,030,986	6,340,954	6,029,589	0.0%
Capital	374,743	505,500	676,365	564,100	11.6%
Other	75,562	89,209	84,582	87,182	-2.3%
Total Operations	62,184,468	68,664,041	70,092,738	71,456,164	4.1%
Utilities CIP	51,337,383	46,135,100	82,014,442	20,079,350	-56.5%
Total Expenditures	113,521,851	114,799,141	152,107,180	91,535,514	-20.3%
Funding Sources:					
Electric Utility Fund	48,941,642	53,485,478	54,851,177	55,686,442	4.1%
Water Utility Fund	5,021,574	5,495,281	5,662,455	5,847,044	6.4%
Sewer Utility Fund	4,276,308	5,022,895	4,978,058	5,130,261	2.1%
Storm Sewer Utility Fund	413,807	608,632	619,734	660,361	8.5%
Resource Recovery Fund	3,514,057	4,035,755	3,963,814	4,115,056	2.0%
Project Share Donations	17,080	16,000	17,500	17,000	6.3%
Total Operations Funding	62,184,468	68,664,041	70,092,738	71,456,164	4.1%
Utilities CIP Funding:					
G.O. Bonds	48,121	750,000	2,511,470	-	-100.0%
State Revolving Fund	24,219,672	21,852,000	39,581,477	3,460,000	-84.2%
Road Use Tax	-	-	-	50,000	
Electric Utility Fund	22,780,915	7,255,000	13,925,852	10,350,000	42.7%
Water Utility Fund	1,323,961	6,381,500	10,535,338	2,563,000	-59.8%
Sewer Utility Fund	2,124,506	7,192,000	9,496,653	2,131,000	-70.4%
Storm Water Utility Fund	444,313	2,150,000	5,283,020	1,105,000	-48.6%
Resource Recovery Fund	395,895	554,600	680,632	420,350	-24.2%
Total CIP Funding	51,337,383	46,135,100	82,014,442	20,079,350	-56.5%
Total Funding Sources	113,521,851	114,799,141	152,107,180	91,535,514	-20.3%

ELECTRIC SERVICES

Activity Description:

The Electric Utility provides the community with sufficient electric power for current and projected needs. Electric power is provided for industrial, commercial, and residential users, according to a rate structure adopted by ordinance. Through the City Council, the community exercises control over the Utility and its policies.

Electric Administration is responsible for directing the daily operations of the Utility and for providing the Electric Utility Operations Review and Advisory Board (EUORAB) with information so it can make informed recommendations to the City Council.

Electric Production is responsible for producing electrical energy and maintaining the associated equipment. Electrical energy is produced in the power plant by burning natural gas and Refuse-Derived Fuel (RDF) in the plant's boilers, which generate steam for the steam-driven turbine generators. Peaking and emergency electric energy is produced by gas turbine generators (jet engines whose thrust drives the associated electrical generators).

Fuel and Purchased Power provides funding for purchasing natural gas and RDF burned in the boilers, fuel oil burned in the gas turbines, and electrical energy purchased from neighboring utilities through the Midcontinent Independent System Operator (MISO) energy market.

Electric Distribution is responsible for maintaining the electric transmission and distribution equipment which provides electric delivery to the community, street lighting installation/maintenance, and the emergency weather notification system maintenance.

Electric Extension and Improvements provides funding for purchasing equipment and constructing lines required to supply electricity to the Utility's customers.

Electric Technical Services is responsible for installing and maintaining the electric meters used for billing the Utility's customers, solving system power quality issues, and is responsible for all substation equipment.

Electric Engineering is responsible for engineering and planning related to and for supervision of the operation of the Utility's transmission and distribution system, substations, and street lighting.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Electric Administration	916,059	1,103,208	1,152,739	1,125,541	2.0%
Electric Production	10,964,606	11,176,050	12,176,709	12,053,019	7.9%
Fuel & Purchased Power	30,505,250	33,167,839	33,682,063	34,389,935	3.7%
Distribution/Operations	2,500,307	3,120,450	3,161,272	3,204,574	2.7%
Distribution/Improvements	1,788,020	2,216,478	2,141,994	2,187,561	-1.3%
Electric Technical Services	1,008,330	1,023,065	862,272	1,039,611	1.6%
Electric Engineering	565,918	913,475	909,721	887,173	-2.9%
Total Expenditures	48,248,490	52,720,565	54,086,770	54,887,414	4.1%
 Personnel - Authorized FTE	 81.00	 81.00	 81.00	 81.00	

ELECTRIC SERVICES

<i>Expenditures by Category:</i>	2015/16	2016/17	2016/17	2017/18	% Change
	Actual	Adopted	Adjusted	Mgr Rec	From
					Adopted
Personal Services	8,423,400	9,643,151	8,759,106	9,859,969	2.3%
Contractual	27,501,276	38,220,882	40,145,312	40,293,828	5.4%
Commodities	12,015,776	4,365,332	4,584,617	4,252,917	-2.6%
Capital	307,539	490,500	597,035	480,000	-2.1%
Other	499	700	700	700	0.0%
Total Expenditures	48,248,490	52,720,565	54,086,770	54,887,414	4.1%
Funding Sources:					
Electric Utility Fund	48,248,490	52,720,565	54,086,770	54,887,414	4.1%
Total Funding Sources	48,248,490	52,720,565	54,086,770	54,887,414	4.1%

ELECTRIC ADMINISTRATION

Electric Administration is responsible for coordinating the work of Generation Production, Energy Markets, Transmission/Distribution, Engineering, and Tech Services to ensure that the City of Ames continues to meet the needs of its electric customers under all conditions. The Director and the Assistant Director work to coordinate planning and engineering, production, distribution, and metering functions to this end. Administration also has considerable responsibility in the Utility's relationship with State and Federal agencies and in working with the Electric Utility Operations Review and Advisory Board (EUORAB) in long-range planning for the Utility.

The Director also oversees the Energy Services Program for the Ames Municipal Electric System. An Energy Services Coordinator develops, coordinates, and conducts programs promoting wise, sustainable and efficient use of electrical resources.

Service Objectives:

- ✓ Develop and implement strategic, long-range plans to serve electric needs of customers (transmission, distribution, substations, generation, energy markets)
- ✓ Monitor revenues and expenditures for the Electric Services Department
- ✓ Develop, implement, and monitor City's Demand Side Management Program
- ✓ Focus on safety and safe operation in all areas and make safety a high priority
- ✓ Continue to maintain open, positive relationships with state, regional and federal agencies
- ✓ Educate and encourage electric customers to consume energy responsibly
- ✓ Meet state and federal requirements for air emissions and environmental performance
- ✓ Coordinate with City Finance Department on budget development and any funding needs/changes
- ✓ Reduce outages to customers and increase plant and power line availability
- ✓ **Support the City Council's "Go Green" and environmental sustainability initiatives through both customer programs and improvements to the Electric Utility**
- ✓ **Develop a community solar project**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	697,097	721,087	716,223	742,102	2.9%
Contractual	212,052	362,021	368,581	372,989	3.0%
Commodities	6,910	12,600	18,900	10,450	-17.1%
Capital	-	7,500	49,035	-	-100.0%
Total Expenditures	916,059	1,103,208	1,152,739	1,125,541	2.0%
Funding Sources:					
Electric Utility Fund	916,059	1,103,208	1,152,739	1,125,541	2.0%
Total Funding Sources	916,059	1,103,208	1,152,739	1,125,541	2.0%
Personnel - Authorized FTE	5.00	5.00	5.00	5.00	

ELECTRIC ADMINISTRATION

Highlights:

In recent years, the Environmental Protection Agency has made rule changes concerning nitrogen oxides (NO_x), sulfur oxides (SO_x), mercury, and CO₂ emissions. Based on these changes, Electric staff, along with a hired consultant, presented a strategic direction to the City Council on how to best meet the energy needs of our customers over the next 25 years. On November 12, 2013, the City Council authorized the conversion of the City's two coal-fired units to be converted to operate on natural gas. Work on the conversion was completed in the summer of 2016. In addition, it was determined that a new Distributed Control System was needed to replace the outdated Emerson Ovation system installed prior to 2000. The new control system was installed as the Power Plant units were converted. To meet the increased natural gas delivery requirements, a multi-year transportation contract was signed with Interstate Power Company (a.k.a. Alliant Energy) and the pipeline has been completed. Contracts with Northern Natural Gas, Macquarie, and BP to provide gas and gas transportation services went into effect on January 1, 2016.

Electric Services' Demand Side Management programs continue to be quite effective in keeping demand growth low. All of the programs provide incentives to customers, both residential and commercial, to use energy more efficiently, especially during times of peak consumption. The programs have been well-received, particularly the air-conditioning rebate and appliance rebate programs, where participation remains above projections. As a result of these programs, it is estimated that the peak demand has been reduced by over 17 megawatts and energy usage by over 32,500 megawatt-hours. A pilot program for the City's electric industrial customers was tested to see if a greater partnership will reduce electric peak consumption. This program appeared to be quite beneficial for both the customer participating and for the utility itself. Staff will consider repeating the program for the 2017 summer season and beyond.

Since 2014, Ames has been a transmission owner in the Midcontinent Independent System Operator (MISO), a regional transmission organization. Through this organization, utilities are able to share their transmission facilities. Beginning in June 2015, the City began receiving a credit for the use of its transmission facilities by other utilities. The credit is large enough that it more than offsets the City's transmission costs. This revenue is passed along to customers through lower customer electric bills.

Electric Services, together with Water Pollution Control, Public Works, and other City offices, hosted the sixth annual Eco Fair in the spring of 2016 to showcase the City's dedication to the environment and sustainability. At the fair, citizens were exposed to new energy efficiency technologies, had their energy questions answered, saw energy and water conservation products, and met with service vendors ranging from landscapers to appliance dealers to solar panel developers, as well as many of the City departments. The seventh annual Eco Fair has already been planned for March 25, 2017 from 9 a.m. to 1 p.m.

There are standard electric utility reliability indices that Electric Services tracks each year. In 2016, two of these indices moved in the wrong direction. Both the "Customer Average Interruption Duration Index" (the average minutes interrupted per interrupted customer) and the "System Average Interruption Duration Index" (the average minutes interrupted per customer for all customers) more than doubled in 2016. This sharp increase was predominately due to three significant outages:

1. Storms – On July 10 through July 12, lightning and tree damage contributed to several widespread outages. Notable among these was a complete substation outage at Stange Substation that lasted over an hour and a half, resulting in the loss of the Ontario Substation, with some customers without power for almost six hours.

ELECTRIC ADMINISTRATION

Highlights, continued:

2. Vet Med Substation Bushing Arrester Failure - On August 29, an arrester failed on the VM6T1 transformer resulting in a large amount of customers without power for just over an hour and a half while switching was performed to reroute power. The cause for the arrester failure (arrester was only a few years old) remains unknown.

3. Tree damage on Top-O-Hollow Feeder - On August 4, tree damage resulted in the TH21feeder tripping. This left the bulk of customers on the feeder without power for two hours until the fault was isolated.

Staff is working hard to cut these indexes in half over the coming year, and to continue to reduce them further over the next five years. The current Capital Improvement Plan does include projects that will greatly improve the reliability of the electric system in the next few years and reduce long outages affecting large amounts of customers. In addition, staff is looking at these specific outages in particular to identify equipment enhancements and outage restoration improvements.

In December 2016, the City Council authorized staff to explore the development of a community solar project in the City. To take advantage of federal tax incentives, the proposed project would be owned by a third party, and the energy sold to the City. City electric customers would have an opportunity to participate and receive a percentage of the solar energy produced.



ELECTRIC ADMINISTRATION

Highlights, continued:

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
<i>“Exceptional Service”</i>				
<u>Rating of electric service dependability</u>				
Very satisfied	69%	68%		
Somewhat satisfied	28%	30%		
Total very/somewhat satisfied	97%	98%	95%	97%
ASAI (Average Service Availability Index perfect =100.000)	99.9842	99.9926	99.9813	>99.99%
CAIDI (Customer Average Interruption Duration Index in minutes/year)	54.49	45.17	98.60	45.00
SAIDI (System Average Interruption Duration Index in minutes/year)	82.99	38.85	95.07	45.00
SAIFI (System Average Interruption Frequency Index in events per year – long/short)	0.70/0.82	0.86/0.29	0.96/0.28	<1.0/<0.50
<i>“at the Best Price”</i>				
<u>% Ames rates are above (below) average of neighboring utilities</u>				
Residential – winter	(21%)	(21.6%)	(28%)	
Residential – summer	(14%)	(14.2%)	(19%)	
Commercial – winter	1%	0.8%	5%	
Commercial – summer	(11%)	(11.1%)	(15%)	
Industrial – winter	34%	34.6%	1%	
Industrial – summer	15%	15.1%	6%	
Energy/Production Cost /kWh (Dept. O & M cost divided by kWh sales)	\$0.09	\$0.087	\$0.081	\$0.084
Efficiency and Effectiveness:				
<u>Demand Side Management</u>				
Prime time power switches installed this year/total	200/9,600	200/9,800	267/10,067	200/10,267
Air-conditioner rebates	498	800	818	850
Commercial light projects	100	75	98	100
Residential weatherization/audit	10/100	15/80	20/61	20/75
Residential light bulbs – rebate/giveaway	300	425	443	450
Residential appliance rebate	1,300	1,100	1,110	1,200
Power factor rebate	2	0	0	2
kW reduced (capacity)/program total	2,500/15,121	2,600/17,721	2,368/20,089	4,000/24,089
MWh reduced (energy)/program total	6,600/25,196	5,000/30,196	2,297/32,493	5,000/37,493
Solar rebates	0	0	4/112 kW	25/500 kW

ELECTRIC PRODUCTION

Electric Production includes the operation and maintenance of the boilers, turbines, fuel handling systems (natural gas and Refuse Derived Fuel), the remotely operated combustion turbines, and SCADA (Supervisory Control and Data Acquisition) control equipment in the Power Plant and substations, protective relays, circuit breaker controls, plant wiring, pollution monitoring and pollution control.

Electrical demands are continuous and operations must be staffed 24 hours per day. This activity monitors the operating equipment at all times to ensure that customer demands are met. After normal working hours, plant operations functions as the dispatch center to respond to transmission, distribution and customer outages. When notified of an electrical outage after hours, plant personnel contact on-call Distribution and Substation crews to respond and restore power.

The generation production fleet consists of four units:

<u>Name</u>	<u>In-service</u>	<u>Fuel</u>	<u>Unit Capacity</u>
• #7 Steam Unit	1967	Natural Gas/RDF	38 megawatts (MW)
• #8 Steam Unit	1982	Natural Gas/RDF	70 MW
• Gas Turbine #1	1972	Diesel	18 MW summer/22 MW winter
• Gas Turbine #2	2005	Diesel	27 MW summer/29 MW winter

Service Objectives:

- ✓ Provide reliable low-cost energy to customers
- ✓ Reduce number of forced outages and keep availability of units high
- ✓ Serve as a means to dispose of the “burnable” portion of the county’s municipal solid waste stream
- ✓ Continue to improve the training and skill sets of employees
- ✓ Ensure compliance with emission standards
- ✓ Continue to promote the values of the City’s “Excellence Through People” program
- ✓ Stay current with MISO guidelines
- ✓ Upgrade plant systems for unit reliability and emission standards
- ✓ Provide a safe place to work that has zero lost time accidents

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	4,672,268	5,352,423	4,746,082	5,458,131	2.0%
Contractual	4,115,293	4,015,127	5,062,627	4,882,388	21.6%
Commodities	2,177,045	1,808,500	2,368,000	1,712,500	-5.3%
Capital	-	-	-	-	
Total Expenditures	10,964,606	11,176,050	12,176,709	12,053,019	7.9%

Funding Sources:					
Electric Utility Fund	10,964,606	11,176,050	12,176,709	12,053,019	7.9%
Total Funding Sources	10,964,606	11,176,050	12,176,709	12,053,019	7.9%

Personnel - Authorized FTE	45.00	45.00	45.00	45.00
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ELECTRIC PRODUCTION

Highlights:

A majority of the Power Plant staff are in new positions. Between Operations, Management, Maintenance, and Engineering (45 people), only 14 people have five years or more experience in their current position. This includes the Power Plant Manager and Operations Superintendent within the last 6 months. Because of this turnover, the plant is and will be experiencing a lot of changes in operation, format and structure.

The Plant will be focusing on safety and training in FY 2017/18. This includes restructuring training schedules so that everyone attends all safety meetings throughout the year. It also includes an online training program, bringing trainers on site, and sending employees out to conferences and training classes. The Plant will be implementing new planning and organizing techniques that will help its maintenance program move to reliability-centered maintenance practice. It will take a couple of years to transition to this technique, but it will positively impact the Plant in the long run.

Staff has spent a considerable amount of time focused on the natural gas conversion. The conversion project is nearly complete, but during FY 2017/18, a significant amount of time will be spent trying to clean up system bugs and update drawings.

The burning of Refuse-Derived Fuel (RDF) continues to be a top priority for the Plant. In turn, a significant amount of staff time is devoted to RDF bin maintenance, boiler work, and ash collection/disposal. The RDF bin is showing its age. The receiving bin walls, roof, and structure are scheduled to be replaced by the fall of FY 2017/18. The boilers require continued preventive maintenance to protect the boiler tubes from harshness of combusting RDF. To provide this continued maintenance, \$300,000 has been budgeted to repair existing tube spray coating and also add additional coating in areas where it is needed.

The system peak thus far for FY 2016/17 was 126.8 MW on July 21, 2016. The current historical peak is 130.7, which occurred on July 25, 2012. Continued growth, coupled with existing plant limitations, is causing staff to consider alternatives to reduce the demand peak or add capacity in future years.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Annual net system peak load (MW)	122.6	122.4	126.8	130.0
Annual net system load (MWh)	585,825	601,906	633,663	649,072
Annual gross generation (MWh)	278,608	272,567	359,625	373,128
Efficiency and Effectiveness:				
Number of reportable accidents	6	1	4	0
Number of lost time accidents	1	1	3	0
Unit 7 forced outages	2	3	15	4
Unit 8 forced outages	2	10	12	4
Unit 7 availability	64%	53%	80%	85%
Unit 8 availability	79.2%	54%	85%	90%
Unit 7 heat rate, operational gross (Btu/kWh)	12,000	12,000	12,000	12,000
Unit 8 heat rate, operational gross (Btu/kWh)	11,000	11,000	11,000	11,000

FUEL AND PURCHASED POWER

The Fuel and Purchased Power activity expenses vary according to the amount of electricity demanded by the customers. When fuel use and outside power purchases increase due to demand, revenues for electricity sold to customers will likewise increase.

The principal types of fuel purchased are natural gas, Refuse-Derived Fuel (RDF) from the Resource Recovery Plant, and fuel oil. Natural Gas has replaced coal as the dominate generation fuel in 2016. Power (energy) is purchased from a Nextera-owned wind farm under a 20 year Power Purchase agreement, and from the Midcontinent Independent System Operators (MISO) group when the cost of outside power is more economical than locally-produced energy. Energy from MISO is priced on an hour-by-hour basis the day before it's used in what is called the "day ahead" market. Reconciliation between the energy purchased the day ahead and the actual electrical load being served is purchased in the "real time" market; these prices change every five minutes.

Today the City can meet 100% of its capacity obligations with the installed generation in Ames. As peak demand for energy grows, capacity may need to be purchased from other sources to supplement the City of Ames' electric service generating capacity and/or new generation will be planned.

Service Objectives:

- ✓ Maintain proper level of natural gas and transportation to maintain full operation at all times
- ✓ Explore, examine, and initiate plans to increase renewable energy portfolio
- ✓ Maintain positive working relationship with neighboring utilities
- ✓ Improve communication coordination with Resource Recovery
- ✓ Minimize energy purchase costs and maximize energy sales revenue
- ✓ Economically balance emission allowance requirements with capital improvements
- ✓ Efficiently manage self-generation vs. market purchases
- ✓ Maintain a diversified generation portfolio that contains renewable sources
- ✓ **Enter into a Power Purchase Agreement from a community solar project**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	168,034	173,466	175,666	182,261	5.1%
Contractual	21,785,181	31,894,373	32,656,397	33,057,674	3.7%
Commodities	8,552,035	1,100,000	850,000	1,150,000	4.6%
Capital	-	-	-	-	
Total Expenditures	30,505,250	33,167,839	33,682,063	34,389,935	3.7%
Funding Sources:					
Electric Utility Fund	30,505,250	33,167,839	33,682,063	34,389,935	3.7%
Total Funding Sources	30,505,250	33,167,839	33,682,063	34,389,935	3.7%
Personnel - Authorized FTE	2.00	2.00	2.00	2.00	

FUEL AND PURCHASED POWER

Highlights:

Alternative energy sources continue to play an important part in Ames’ energy portfolio. Last year a new tracking matrix was added to and can be seen in the “Service Accomplishments” below. Going forward, Electric will list solar systems, total kW installed, and solar energy purchased from retail providers. It is anticipated that a community solar project will be added to the system in the coming year if a project is found to be feasible.

In support of the City Council's “Go Green” goal, the City completed its sixth year of a 20-year contract with NextEra for the purchase of 36 megawatts (MW) of wind resources. A portion, 6 MW, is being passed through to Iowa State University. The 36 MW is part of a larger wind farm built near Zearing, Iowa. In FY 2015/16, renewable energy from purchased wind power accounted for 15% of the City’s electric usage. The Power Plant continues to burn Refuse-Derived Fuel (RDF). This decreases the amount of the county’s garbage taken to the landfill. The City produces renewable energy from the burning of RDF. In FY 2015/16, renewable energy from RDF accounted for 3% of the City’s electric usage. This decreased from the previous year because the plant was down for conversion to natural gas during the year. Energy produced from RDF is expected to return to FY 2014/15 levels in FY 2017/18.

As RDF is a supplemental fuel in the City’s two steam units, its “value” has been based on the price of coal. Although the units have been converted to natural gas, it is difficult to make the same value correlation. For FY 2017/18, the RDF valuation will continue to be based on coal while staff develops a new valuation method for FY 2018/19.

Fuel and Purchased Power is the largest component of the Electric Services budget, with estimated total expenditures of \$34,389,935 for FY 2017/18. This is nearly a 4% increase from the FY 2016/17 Adopted budget and is due to increases in transmission costs, wind and sales to thirds parties. The major budget line items include, in descending expenditure: fuel, market energy purchases, wind, transmission service, and RDF payments. Fuel (natural gas) accounts for nearly 54% of the Fuel and Purchased Power budget, market energy purchases 20%, and wind 16%.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Coal consumed (in tons)	181,269	95,375	0	0
Nat. Gas. Consumed (in dekatherms)	0	1,512,475	3,663,000	3,767,000
Diesel Fuel (in gallons)		48,730	8,000	8,000
Market energy purchased (in MWh)	306,896	423,757	312,668	320,121
<u>Renewable Energy</u>				
RDF consumed (in tons)	28,390	23,519	32,000	34,000
Renewable energy credits/wind (in MWh)	61,451	61,552	67,817	69,576
Cumulative Cust. installed solar (in kW)	5 sys/18	24 / 489	140 / 900	200 /2,000
Retail solar purchased (in MWh and \$s)	0	0	TBD	TBD
 Efficiency and Effectiveness:				
Energy rate adjustment * (\$/kWh)	(\$0.0068)	(\$0.0105)	\$0.0054	\$0.0081
Fuel cost for energy production (\$/MWh)	\$43.91	\$45.89	\$73.48	\$54.48
Purchased power cost (\$/MWh)	\$26.94	\$15.91	\$20.75	\$21.27
Delivered fuel cost – coal (\$/ton)	\$62.62	\$60.50	--	
natural gas (\$/Dth)		\$7.67	\$6.13	\$4.54

ELECTRIC DISTRIBUTION OPERATION/MAINTENANCE

This division is responsible for constructing and maintaining the lines and equipment which distribute electricity to customers. The division works to maintain both overhead and underground systems, with voltages ranging from 120 volts to 161,000 volts. In addition to the distribution system, the department also is responsible for the maintenance of the transmission system that delivers reliable power to our substations. The transmission system makes up the backbone of the Ames power system and interconnects the utility with the regional power grid. It also maintains street lights and the City’s storm warning sirens. A part of this operation includes working with Technical Services to perform routine and emergency maintenance on all substations and the Downtown Central Business District underground network.

Service Objectives:

- ✓ Restore electric service during planned and unplanned system outages
- ✓ Ongoing street light upgrades from High Pressure Sodium to LED
- ✓ Upgrade and/or rebuild older overhead lines
- ✓ Maintain progressive tree trimming efforts to reduce vegetation-related outages
- ✓ Help move transformers out of network vaults to surface level
- ✓ Maintain reliable storm siren system
- ✓ Replace older underground primary cable
- ✓ Reduce outages to customers and increase power line availability
- ✓ Continue animal guarding of lines and transformers to reduce squirrel-caused outages

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,331,200	1,650,030	1,600,665	1,678,663	1.7%
Contractual	925,273	1,186,870	1,252,379	1,219,461	2.8%
Commodities	243,335	282,850	307,528	305,750	8.1%
Capital	-	-	-	-	
Other	499	700	700	700	0.0%
Total Expenditures	2,500,307	3,120,450	3,161,272	3,204,574	2.7%
Funding Sources:					
Electric Utility Fund	2,500,307	3,120,450	3,161,272	3,204,574	2.7%
Total Funding Sources	2,500,307	3,120,450	3,161,272	3,204,574	2.7%
Personnel - Authorized FTE	17.00	17.00	17.00	17.00	

ELECTRIC DISTRIBUTION OPERATION/MAINTENANCE

Highlights:

Tree trimming continues to be one of this division’s largest budget items. Electric Distribution has entered into a contract with Wright Tree Service to provide this service. This contract provides for the cutting and trimming of trees and shrubs which could grow into the City’s power lines and jeopardize the system reliability. The previous year’s contract was \$287,500 for clearing of distribution lines within the city, and an additional \$15,500 for clearing of the 161kV transmission lines. Vegetation management is an ongoing challenge, which if left unchecked, can cause major disruptions to the system. In addition, the presence of the Emerald Ash Borer will continue to keep the contracted tree service company busy for the foreseeable future.

Street light maintenance and underground locating services staff have been busy with the ever-expanding construction projects around the city. There are many new areas of development which require the addition of new street lights and/or the relocation of old ones. The changeover to LED bulbs in our street lights is continuing with 833 of the city’s lights converted and/or newly installed in 2016.

Line crews have almost finished the removal of the old underground downtown electric network equipment. This conversion creates a much safer and more reliable central business district system. There have been relatively few storms this season but some caused major outages for a large number of our customers. Line crews were dispatched and power was restored quickly and safely. In 2016, Electric Distribution responded to 291 after-hours trouble calls and performed over 300 steps of switching.

This year’s accomplishments:

- Sunset Ridge development – Lights and transformers
- Completion of overhead three-phase line north of Bloomington Road
- ISU Research Park – New transformer and switchgear
- Wilmoth Avenue development – New transformers and primary cable
- Wilder and Mortensen – New street lights and primary cable
- 13th and Crescent – Reconfigured for public improvement project
- University Roundabout – Installed LED streetlights for roadway project
- Overhead Inspection repairs – Ongoing work
- Annual Underground Inspections of one-fifth of our system
- Reliability Improvements – Animal guarding, lightning arrestor replacements, etc.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Total footage of primary cable installed/replaced:	65,577ft	53,216ft	70,310ft	70,000ft
Total number of wood poles installed/replaced:	54	71	83	85
Total number of streetlight poles installed/replaced:	38	95	116	100
Ease of reporting an outage – very to somewhat satisfied	94% ⁽¹⁾	93% ⁽²⁾	90% ⁽³⁾	>95%
Response of employees – very to somewhat satisfied	96% ⁽¹⁾	94% ⁽²⁾	93% ⁽³⁾	>95%
Time to restore service after interruption – very to somewhat satisfied	91% ⁽¹⁾	95% ⁽²⁾	93% ⁽³⁾	>95%
Being informed of progress restoring services – very to somewhat satisfied	85% ⁽¹⁾	88% ⁽²⁾	84% ⁽³⁾	>95%

⁽¹⁾ 2014 Customer Service Survey

⁽²⁾ 2015 Customer Service Survey

⁽³⁾ 2016 Customer Service Survey

ELECTRIC DISTRIBUTION EXTENSION/IMPROVEMENTS

These budget activities include line extensions, lighting and new service installations, relocation and reconstruction work on overhead and underground distribution facilities, improvements to power factor correction, minor system improvements to communication, transmission and substation facilities.

Service Objectives:

- ✓ Provide overhead and underground construction services and extensions to new and existing customers in a timely, efficient manner that ensures public and worker safety, code compliance, and customer satisfaction
- ✓ Continue to provide reliable electric service through proactive replacement of deteriorated overhead and underground facilities found from annual pole and underground inspections
- ✓ Provide efficient, coordinated construction services to facilitate Public Works' road improvement projects
- ✓ Improve system reliability by replacing obsolete, deteriorated facilities
- ✓ Enhance or improve system reliability through replacement of obsolete and overstressed distribution breakers and obsolete electromechanical relays; implement solid state relays to improve relay coordination/operation and allow for longer maintenance intervals between relay tests without calibration drift
- ✓ Reduce system losses and improve system power factor by addition of distribution capacitor banks and installation of switched controls
- ✓ Labor support for the conversion of street lights to LED fixtures

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	432,172	438,585	426,794	457,361	4.3%
Contractual	228,775	305,700	365,700	355,700	16.4%
Commodities	898,859	997,193	874,500	899,500	-9.8%
Capital	228,214	475,000	475,000	475,000	0.0%
Total Expenditures	1,788,020	2,216,478	2,141,994	2,187,561	-1.3%
Funding Sources:					
Electric Utility Fund	1,788,020	2,216,478	2,141,994	2,187,561	-1.3%
Total Funding Sources	1,788,020	2,216,478	2,141,994	2,187,561	-1.3%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

ELECTRIC DISTRIBUTION EXTENSION/IMPROVEMENTS

Highlights:

Work continues to support new services as well as routine extensions and system improvements for system capacity and reliability upgrades. While fewer single family homes are being constructed in general, there has been an increase in subdivision construction. Work has remained strong on apartments and commercial projects and is expected to continue through the 2018 fiscal year. The need for system improvements and maintenance activities remains high, as much of the Ames electric system is over 30 years old. This includes ongoing replacement of deteriorated vault lids in the downtown network, replacement of aging/deteriorated 13.8kV distribution cable, and overhead facilities. Contracted inspections will be continued as a means to proactively identify facilities in need of repair; corresponding maintenance work will be completed by Ames' electric crews to avoid unnecessary interruptions.

Projects for FY 2016/17:

- Campustown Area – Relocation of electric facilities for new construction and redevelopment
- Green Hills – Relocation of underground cables for new construction
- Mortensen Road – Reconstruction of electric facilities
- Sunset Ridge Subdivision – New extension of facilities for future growth
- Obsolete Substation relay, switch, and breaker replacements
- State Avenue – New extension of facilities for future Breckenridge Subdivision
- ISU Research Park - Phase III feeder extensions
- Downtown Area – Replacement of old network vault lids
- 13th Street and Crescent Drive – Relocation of overhead poles and wires
- Replacement of deteriorated cable and poles, retrofit animal guarding (reliability improvement)

Projects for FY 2017/18:

- Increase system power factor with additional capacitor banks
- Obsolete Substation relay, switch, and breaker replacements
- Rose Prairie Subdivision – New extension of facilities for future growth
- S. Grand Avenue Extension – New extension of facilities to support system reliability
- Meadowlane Avenue – Replacement of aged, failing overhead poles and wires
- Replacement of deteriorated cable and poles, retrofit animal guarding (reliability improvement)
- Brookside Park – 4kV to 13kV conversion
- Replacement of Indoor Transformer at ISU Applied Science Labs with Outdoor Padmount
- Reconstruction of Vet Med Feeder north of 16th Street

ELECTRIC TECHNICAL SERVICES

Electric Meter Group is responsible for the measurement of energy consumed by electric customers. This responsibility includes specification, installation, maintenance, testing, and recordkeeping of all system meters and monitors. The group also tests the substation and plant relays.

Service Objectives:

- ✓ Test 20% of relays yearly to facilitate a 5-year cycle
- ✓ Record and monitor Power Factor on the City's largest electric user
- ✓ Randomly test 1-phase meters yearly
- ✓ Test transformer rated loads that exceed: 0.5 to 0.9 megawatts every two years; 1.0 to 1.9 megawatts yearly; 2.0+ megawatts twice yearly; 0 through .499 kilowatts every 12 years

Substation Group is responsible for all substation equipment used to distribute power throughout the utility system. The group troubleshoots, tests, maintains, and keeps data on power transformers, circuit breakers and switches from 4 kV through 161 kV class equipment.

Service Objectives:

- ✓ Rebuild tap changers to improve reliability and power quality
- ✓ Respond to customer outages 24 hours a day, 7 days a week
- ✓ Install transformers, cabling, controls, and associated equipment to serve customers' electrical needs
- ✓ Monitor oil in transformers 2,500 kV and above, and breakers with DGA testing
- ✓ Maintain and refurbish breakers at substations
- ✓ Upgrade substation battery sets and charger
- ✓ Improve animal guarding on all substation open connections
- ✓ Perform substation maintenance, as needed

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	642,631	704,741	538,498	721,774	2.4%
Contractual	150,566	151,910	155,360	148,395	-2.3%
Commodities	136,929	158,414	160,414	169,442	7.0%
Capital	78,204	8,000	8,000	-	-100.0%
Total Expenditures	1,008,330	1,023,065	862,272	1,039,611	1.6%

Funding Sources:					
Electric Utility Fund	1,008,330	1,023,065	862,272	1,039,611	1.6%
Total Funding Sources	1,008,330	1,023,065	862,272	1,039,611	1.6%

Personnel - Authorized FTE	7.00	7.00	7.00	7.00
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ELECTRIC TECHNICAL SERVICES

Highlights:

Substation Maintenance: Work was completed on the replacement of oil based breakers with SF6 gas breakers at three locations – Dayton Avenue (DA61), Stange Road (SR64) and (SR63). Gasket replacement was completed on the SR6T1 (69kv to 13.8kv) transformer to repair an oil leak. Work was completed at Ames Plant substation Unit #8 transformer to install parallel jumpers and repair a hot spot to better handle the capacity of Unit #8. A new scada cabinet was installed to the hospital switchgear to allow the power plant greater capability in maintaining power to the hospital.

Meter Service: Metering has installed almost 1,000 Automated Meter Reading meters for customers with inside meters or hard to access meters. These will continue to be installed as meter readers identify these locations. A total of 107 solar meters were programmed and installed this past year. Sixty-four additional solar meters will be installed on two remaining buildings at Stadium View apartment complex. In addition, three large apartment complexes are starting work this fall or in the spring – Bricktown on South Duff, the complexes at the old Middle School track, and the area on West Mortensen. The purchasing of up to 1,200 or more meters for these three, plus additional sites, are the reason for the increase to the meter/meter parts portion of the budget.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Service orders completed	1,331	1,629	1,088	1,986
Consumption complaints	133	67	129	111
Temporary sets/removals	100	83	144	124
Electric meter removals/exchanges	347	1,065	192	568
Electric meter sets	758	383	537	1,208
Electric service renovations	58	20	41	28
Test instrument rated services	160	181	83	202
Relay tests, calibrations and repairs	169	153	97	231
 <u>Meters in Service:</u>				
Residential	22,648	23,029	23,055	23,913
General Power	3,130	3,175	3,185	3,245
Large Power & Industrial	4	4	4	4
Solar Meters	5	24	131	195
Total	25,787	26,232	26,375	27,357
 <u>Meters Tested:</u>				
Residential	1,254	2,255	1,806	1,863
Commercial and Industrial	104	136	195	178

ELECTRIC ENGINEERING

Electric Engineering is responsible for developing plans and construction packages for electric service to residential, commercial, and industrial customer services, as well as performing planning and design of system improvements to support load growth, maintain/improve reliability and support maintenance and relocation work. Planned facilities include substations, transmission lines, overhead and underground distribution lines, capacitors and other related equipment for line and station switching, protection, security, Supervisory Control & Data Acquisition (SCADA) and related communications. Other support functions include the development of material specifications and construction standards and providing contract administration for inspection, design, construction, and testing. Electric Engineering provides Geographic Information System (GIS) services/support and maintains the Outage Management System and other electric data records for Electric Services. Administration of engineering activities must comply with Iowa Utility Board (IUB) safety requirements and North American Electric Reliability Corporation (NERC) standards in addition to good utility practices. Midwest Reliability Organization (MRO) and NERC standards have increasingly required additional engineering staff time to review and communicate NERC standards and facilitate the alignment of practices across the utility to comply with audit requirements. This division also reviews and approves interconnection agreements for renewable energy generation (photo voltaic solar, for example).

Service Objectives:

- ✓ Provide efficient, customer-responsive service to all customers (internal and external)
- ✓ Coordinate transmission and distribution facility relocations
- ✓ Monitor system loads vs. facility ratings; develop plans and budgets that maintain normal/emergency capacity margins
- ✓ Conduct annual IUB inspections and facilitate compliance across divisions and joint utilities per IUB findings
- ✓ Provide engineering support to other divisions and administer contract assistance for relay and breaker testing and construction activities
- ✓ Track reliability indices and support American Public Power Association’s Reliable Public Power Provider (RP3) goals
- ✓ Administer contracted inspections and issue maintenance job orders for repairs
- ✓ Maintain GIS data as well as other department maps, records and databases
- ✓ Provide GIS hardware/software support for Engineering, Metering, and Electric Distribution
- ✓ Conduct annual MRO/NERC review and facilitate compliance across divisions within the Electric Department
- ✓ Review and approve PV solar generation interconnections

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	479,998	602,819	555,178	619,677	2.8%
Contractual	84,136	304,881	284,268	257,221	-15.6%
Commodities	663	5,775	5,275	5,275	-8.7%
Capital	1,121	-	65,000	5,000	
	565,918	913,475	909,721	887,173	-2.9%
<i>Plus: Expenditures allocated from another program/activity:</i>					
Public Works Engineering	22,574	36,660	36,660	40,305	9.9%
Total Expenditures	588,492	950,135	946,381	927,478	-2.4%
Funding Sources:					
Electric Utility Fund	588,492	950,135	946,381	927,478	-2.4%
Total Funding Sources	588,492	950,135	946,381	927,478	-2.4%
Personnel - Authorized FTE	5.00	5.00	5.00	5.00	

ELECTRIC ENGINEERING

Highlights:

The Iowa Department of Transportation (IDOT) has two Interstate 35 relocation projects requiring a DOT-funded relocation of Ames’ 161kV transmission line between Ames and Ankeny. One phase is adjacent to the I-35/US30 interchange and the other, larger project, is north of the Skunk River.

The conversion of the 4kV downtown network is nearly complete, with the exception of the removal of a few 4kV network transformers.

Engineering continues to review and approve photo voltaic (PV) Solar Interconnection Agreements in cooperation with Planning and Zoning and Inspections. The number of applicants increased sharply in late 2015 and continues high through the end of 2016; it’s expected to remain strong, due to the lower cost of PV Panels.

Outside services continue to be used to conduct routine overhead visual and infrared inspections and perform pole testing; Ames crews perform underground visual and infrared inspections. Follow-up maintenance work is generated as a result of inspections to replace deteriorated facilities before an outage occurs to improve system reliability.

Efforts will continue to add overhead animal guarding, replace aged/deteriorated overhead equipment and replace deteriorated underground cable to improve system reliability.

Street Light Inventory has been replaced with LED fixtures, with the exception of special ornamental fixtures used in the Downtown, Somerset, and Campustown areas. Data collection efforts are being increased through temporary staffing to augment staff efforts to update/validate records for streetlights and other distribution assets.

Several CIP projects (Distribution, Substation and Transmission) will be initiated and managed by Electric Engineering Staff in FY 2017/18.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Number of new customers	690	445	143	982
Job orders prepared	163	131	130	130
Line inspections (poles)	517	601	570	703
Miles of new overhead distribution line	0.1	.3	.3	1.0
Miles of overhead distribution line replaced	0.07	0.1	0.1	0.5
Miles of new underground distribution line	2.81	2.7	2.4	2.5
Replaced underground line	2.85	0.4	0.4	0.5
Miles of new and relocated overhead transmission line	0	.5	1.5	00
Interconnection approvals (PV Solar)	0	19	132	100

WATER AND POLLUTION CONTROL

Description and Purpose of Activity:

This activity involves all operations of the water and sewer utilities, except for the collection and distribution systems and customer services/billing functions. It includes the five functional divisions of the department.

- Administration provides the overall management of the two utilities, as well as related engineering functions, the industrial pretreatment program, and the management of the flood warning system.
- Water Treatment includes the procurement of untreated groundwater water, treatment of that water to make it suitable for human consumption, pumping of the water into the distribution system, and the management of the residual solids generated by the treatment process. It also includes the Smart Water conservation program.
- WPC Operations includes the operation and maintenance of the Water Pollution Control Facility, including lift stations and the management of the residual solids generated by the treatment process. It also includes the maintenance of the flood warning program.
- Laboratory Services provides the majority of the regulatory compliance monitoring for both the drinking water and wastewater utilities.
- Metering and Cross-Connection Control serves as the cash register for both utilities, providing the basis for billing the majority of all water and sewer services provided by the City.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
W & PC Administration	708,071	741,813	775,186	835,435	12.6%
Water Plant Operations	2,398,549	2,691,768	2,751,450	2,853,271	6.0%
WPC Facility Operations	2,334,403	2,664,103	2,694,142	2,712,620	1.8%
W & PC Laboratory	495,215	552,584	566,882	604,377	9.4%
W & PC Metering Services	784,466	900,182	900,206	954,327	6.0%
Total Expenditures	6,720,704	7,550,450	7,687,866	7,960,030	5.4%
Personnel - Authorized FTE	40.05	40.30	40.30	40.30	

WATER AND POLLUTION CONTROL

	2015/16	2016/17	2016/17	2017/18	% Change
<i>Expenditures by Category:</i>	Actual	Adopted	Adjusted	Mgr Rec	From Adopted
Personal Services	3,728,583	4,057,983	4,023,753	4,177,624	3.0%
Contractual	1,975,470	2,359,294	2,420,809	2,487,439	5.4%
Commodities	971,064	1,106,764	1,180,092	1,214,585	9.7%
Capital	34,887	15,000	54,330	71,500	376.7%
Other	10,700	11,409	8,882	8,882	-22.2%
Total Expenditures	6,720,704	7,550,450	7,687,866	7,960,030	5.4%
<i>Funding Sources:</i>					
Water Utility Fund	3,414,643	3,790,337	3,871,924	4,048,168	6.8%
Sewer Utility Fund	3,306,061	3,760,113	3,815,942	3,911,862	4.0%
Total Funding Sources	6,720,704	7,550,450	7,687,866	7,960,030	5.4%

W & PC ADMINISTRATION

This activity involves overall management of the water and sewer utilities (except for the distribution and collection system and customer services/billing functions), including the development and implementation of all plans, policies, and procedures necessary for the efficient functioning of the utilities. Tasks undertaken as a part of this activity area include: budgeting and rate-setting; legislative and regulatory coordination and compliance; in-house engineering design services and project management activities; managing the industrial pretreatment and Fats, Oils, and Grease programs; and cross-departmental coordination with other City work groups.

Service Objectives:

- ✓ Provide administrative oversight for the department
- ✓ Provide engineering and technical assistance to the divisions
- ✓ Plan for and prepare the department to meet the future needs of the utility
- ✓ Proactively promote the value of water conservation in support of the City Council's goal to promote environmental sustainability
- ✓ Develop and administer the overall W&PC operations budget
- ✓ Develop and implement the Capital Improvements Plan for the Water and Sewer Utilities (excluding distribution and collection system improvements)
- ✓ Prepare the annual Consumer Confidence Report
- ✓ Implement the Industrial Pretreatment, High Strength Surcharge, and Fats, Oils, and Grease (FOG) Programs
- ✓ Manage and operate the Flood-Warning System
- ✓ Monitor legislative and regulatory changes

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	646,224	684,796	691,138	716,093	4.6%
Contractual	58,658	52,267	75,526	95,642	83.0%
Commodities	3,189	4,750	8,522	4,700	-1.1%
Capital	-	-	-	19,000	
Total Expenditures	708,071	741,813	775,186	835,435	12.6%
Funding Sources:					
Water Utility Fund	354,036	370,907	387,593	417,718	12.6%
Sewer Utility Fund	354,035	370,906	387,593	417,717	12.6%
Total Funding Sources	708,071	741,813	775,186	835,435	12.6%
Personnel - Authorized FTE	5.75	6.00	6.00	6.00	

W & PC ADMINISTRATION

Highlights:

A considerable amount of staff time continues to be devoted to the construction of the new Water Treatment Plant. City staff is making multiple visits daily to ensure that work is proceeding in accordance with the plans and specifications. It is anticipated that staff will begin to occupy space at the new facility beginning in March 2017, and will be fully moved to the new site by the end of the fiscal year. Some increased expenses are planned in the FY 2016/17 Adjusted Budget to account for approximately two months of occupancy, and the FY 2017/18 Requested Budget reflects a full year in the new facility. Examples of anticipated increases in the Administration Division's operating budget due to the transition to the new plant include: an increase for City phones (\$9,136 in FY 2017/18, up \$4,145); and an increase in custodial services (\$13,200 in FY 2017/18, up \$12,629).

Accounting changes have moved some expenses into the Administration Division that were previously expensed elsewhere in the department. These include: expenses for vehicles used by the Administration staff (\$12,629); postage (\$2,800), and software subscriptions (\$6,975). The FY 2017/18 budget includes operating capital expenses to replace a plotter (\$5,000) and to purchase new GPS-based survey equipment (\$14,000).

This program area also manages the Industrial Pretreatment Program. An industrial waste survey was conducted in 2016 that resulted in an increase in the number of facilities covered by a pretreatment permit. The Pretreatment Program was audited by the US EPA in late 2016 and was determined to be a well-run program that was fully compliant with federal requirements.

Staff continues its outreach to customers who are required to comply with the Fats, Oils, and Grease (FOG) program. The first charges for food service customers who fail to meet the requirements of the program began in January 2017. Based on the compliance level at the end of December 2016, staff expects that the Restaurant Surcharge revenue that will be received in the first six months of 2017 could total \$109,000. Staff anticipates that the compliance rate of businesses who have so far failed to take note of the new program will increase dramatically once the surcharge becomes effective. The ultimate goal of the program is to have 100% compliance with \$0 revenue being generated by the surcharge.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
CIP project load, \$ million	14.172	44.428	43.815	2.439
Number of Industrial Pretreatment Permits	15	16	14	14
Efficiency and Effectiveness:				
Typical residential ¹ water & sewer bill, \$/mo	48.84	51.03	51.03	51.03
Iowa comparables ² , \$/mo	51.34	53.82	55.85	58.11 ³
Typical commercial ¹ water & sewer bill, \$/mo	541.44	565.64	565.34	565.34
Iowa comparables ² , \$/mo	667.64	703.57	730.65	760.06 ³
“Very/Somewhat Satisfied” with Water Service	95%	95%	97%	95+%
“Very/Somewhat Satisfied” with Sewer Service	97%	96%	96%	95+%

¹ Residential=600 cubic feet per month; Commercial=10,000 cubic feet per month

² Median of Iowa Cities with population >10,000 population

³ Estimated based on recent trends (2011-2016)

WATER TREATMENT PLANT OPERATIONS

This activity involves: the pumping of untreated water from wells; treatment of well water to potable standards for human consumption; and the pumping of treated water from the plant site to the water distribution system. It also includes the management of booster pump stations and elevated water tanks, and the recycling of the softening residuals as an agricultural lime material. The Smart Water program, which uses various marketing approaches to encourage water conservation, is also included in this activity.

Service Objectives:

- ✓ Provide a developed source water supply capable of meeting peak water demands under drought conditions
- ✓ Monitor groundwater levels, allowing individual well pumping to be managed at a sustainable rate
- ✓ Rehabilitate wells on a regular schedule to maintain capacity
- ✓ Provide protection of the source water supply from contamination
- ✓ **Proactively promote the value of water conservation in support of the City Council's goal to promote environmental sustainability**
- ✓ Provide drinking water that meets all federal and state standards
- ✓ Make efficient use of treatment inputs (chemicals, energy)
- ✓ Provide water that meets the aesthetic expectations of our customers (taste, odor, appearance)
- ✓ Maintain a treatment plant capacity capable of meeting the peak three-day average demand
- ✓ Dispose of lime softening residuals in an environmentally sound, cost-effective manner
- ✓ Maintain distribution system pressures in a general range of 50 to 90 psi
- ✓ Maintain an adequate elevated storage capacity to meet peak day demands plus sustain fire flows
- ✓ Maintain adequate disinfectant residual to provide bacterially safe drinking water

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	931,736	1,004,910	997,526	1,036,602	3.2%
Contractual	944,895	1,130,835	1,125,145	1,158,500	2.5%
Commodities	519,860	553,914	627,125	656,515	18.5%
Capital	-	-	-	-	
Other	2,058	2,109	1,654	1,654	-21.6%
Total Expenditures	2,398,549	2,691,768	2,751,450	2,853,271	6.0%
Funding Sources:					
Water Utility Fund	2,398,549	2,691,768	2,751,450	2,853,271	6.0%
Total Funding Sources	2,398,549	2,691,768	2,751,450	2,853,271	6.0%

Personnel - Authorized FTE	9.00	9.00	9.00	9.00
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WATER TREATMENT PLANT OPERATIONS

Highlights:

Maintenance activities at the Water Treatment Plant continue to be scaled back due to the future move to the new facility. Only those repairs necessary to keep the existing facility operational are being performed. Routine preventative maintenance is being continued for infrastructure that will remain in operation.

Water Plant pumpage was up in calendar year 2016. Production records were matched or exceeded for the months of June and August. Through the first half of FY 2016/17, overall plant production was up approximately 10%. Much of this increase was due to higher than normal water usage by the Power Plant. Because of this increase, the Commodities budget for chemicals in FY 2016/17 was adjusted up accordingly.

The new Water Treatment Plant is scheduled to be operational in May 2017, with final completion in August. Therefore, the FY 2016/17 budget accounts for both the new and old facilities to be concurrently operational for a period of time. While this time period is hoped to be only a few weeks, this cannot be determined until start-up occurs. This presents some challenges in the budgeting process for both FY 2016/17 and FY 2017/18. As an example, both facilities may need to have a supply of chemicals into the beginning of FY 2017/18 if the start-up process doesn't proceed as scheduled.

Additional expenses related to the transition to the new treatment plant include: increased property insurance (\$40,791 increase); an increase in the annual software support for the control system (\$16,000 increase); additional janitorial expenses (\$8,400 increase); and an elevator maintenance contract (\$2,000). Energy expenses (electricity and natural gas) are expected to be similar to the much smaller existing facility due to the high efficiency design of the new LEED certified building.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Months in 100% compliance with regulatory standards				
Drinking water quality	12/12	12/12	12/12	12/12
Monitoring/reporting	12/12	12/12	12/12	12/12
Billion gallons/year pumped from wells	2.11	2.19	2.30	2.20
Average day pumpage to system, MGD*	5.54	5.77	6.00	5.70
Peak day pumpage to system, MGD*	7.34	8.72	8.25	8.64
Operating budget, \$ per MG* pumped	1,182	1,095	1,196	1,297
Number of wells rehabilitated	4/22	4/22	5/22	4/25
Overall energy efficiency, kW-hr/MG* treated	1,973	1,932	1,950	1,950
Lime residual disposal, wet tons/year				
Routine Operations	32,400	29,700	28,000	28,000
Modifications for new WTP	54,900	--	--	--

* MGD = million gallons per day; MG = million gallons; kW-hr/MG = kilowatt-hours per million gallons

WPC FACILITY OPERATIONS

This activity involves both the operation and the maintenance of the Water Pollution Control Facility. The overall goal is to provide treatment of wastewater and solids to allow their return to the environment in a sound, sustainable fashion. A closely related goal is to meet all applicable state and federal Clean Water Act standards. More than 90% of the conventional pollutants (i.e. biochemical oxygen demand, suspended solids, ammonia) are removed during treatment, and non-conventional parameters (i.e. heavy metals, other toxins) are reduced at the source or treated to levels below any adverse effect.

The WPC Plant Operations activity also includes the operation of the WPC farm. The land is owned by the City and used for application of the treated biosolids. A long-standing farm management agreement is in place with a neighboring farmer whose ground is also used for biosolids application. The activity also includes the maintenance of the flood early warning system.

Service Objectives:

- ✓ Protect the environment and public health by treating wastewater from the Ames community
- ✓ Meet the numerical discharge limitations of the facility's National Pollutant Discharge Elimination System (NPDES) permit
- ✓ Operate the farm ground in a manner that preserves the land for biosolids application and provides a reasonable return to the City
- ✓ Protect the community's investment in wastewater treatment by maintaining the existing plant infrastructure
- ✓ Maintain the flood-warning infrastructure for precipitation and stream level monitoring
- ✓ Administer the Land Application Program in an environmentally sound manner and in compliance with the facility's NPDES permit

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,304,760	1,380,131	1,361,635	1,404,375	1.8%
Contractual	821,669	1,036,272	1,048,649	1,067,267	3.0%
Commodities	168,927	223,400	222,300	222,750	-0.3%
Capital	30,405	15,000	54,330	11,000	-26.7%
Other	8,642	9,300	7,228	7,228	-22.3%
Total Expenditures	2,334,403	2,664,103	2,694,142	2,712,620	1.8%
Funding Sources:					
Sewer Utility Fund	2,334,403	2,664,103	2,694,142	2,712,620	1.8%
Total Funding Sources	2,334,403	2,664,103	2,694,142	2,712,620	1.8%
Personnel - Authorized FTE	14.00	14.00	14.00	14.00	

WPC FACILITY OPERATIONS

Highlights:

The NPDES permit for the facility expired in August of 2015, but continues in place until a new permit is issued. Iowa Department of Natural Resources (IDNR) issued a draft permit in early 2016, but later pulled it from public comment after City staff objected to a number of provisions. As of January 1, 2017, a new draft permit has not been provided to the City. When the permit is reissued, staff anticipates a requirement will be included to perform a study to determine the most effective way for the facility to achieve the goals of the Iowa Nutrient Reduction Strategy. An evaluation of creative alternatives beyond simply constructing a \$35 million plant modification will be central to the study, and is included in the first year of the CIP.

An equipment replacement for the Flood Warning System is wrapping up in FY 2016/17. The budget for this activity will return to a more typical level in FY 2017/18. The WPC Facility contracts annually for the hauling and disposal of biosolids. The contract is for up to 5,000,000 gallons; but the actual quantity depends on a number of factors. In recent years, only about two-thirds of the \$105,000 contract has actually been expended. As in recent years, maintenance costs continue to trend upwards as the facility ages and the electrical and mechanical systems require more attention. On-site electrical generation was lower last year due to maintenance being performed on the digesters, but is expected to be back to typical levels this year. Capital expenditures in the current year (FY 2016/17) include the Flood Warning equipment upgrades (\$15,000), and a replacement of the Supervisory Control and Data Acquisition (SCADA) work stations (\$39,330). The capital funds in FY 2017/18 will be used to purchase a new hydraulic pump and power unit (\$11,000).

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Number of numeric permit violations	0	0	0	0
% compliance (out of 2,600 limits)	100	100	100	100
Consecutive years with 100% permit compliance	25	26	27	28
Efficiency and Effectiveness:				
Operating budget, \$ per MG treated	\$954	\$870	\$1,083	\$1,092
Daily average flow, MGD*	6.55	7.35	6.80	6.80
% of design cap., 8.6 MGD	76%	85%	79%	79%
Annual average BOD ₅ * loading (lbs/day)	8,147	9,417	7,500	7,500
% design cap. (12,430 lbs/day)	66	76	60	60
Removal efficiency, %	95	94	98	98
Biosolids recycling				
Total quantity disposed, tons/year	983	882	600	600
Methane gas production Million cubic feet/year (estimated)	25.6	22.3	24	24
Efficiency and Effectiveness:				
Energy efficiency				
kW-hr/MG* treated	2,229	2,050	2,075	2,075
On-site production, 1,000 kW-hr/yr*	1,260	1,160	1,300	1,300
% of total plant demand	19%	17%	20%	20%

* kW-hr/MG = kilowatt hours per million gallons; kW-hr/yr = kilowatt hours per year; MGD = million gallons per day; BOD₅ = five-day biochemical oxygen demand

W & PC LABORATORY

This activity involves overall laboratory services for the Water Plant and Water Pollution Control Plant, including lime sludge recycling operations, all of the safe drinking water analysis required by state/federal regulatory agencies, industrial pretreatment program, and biosolids recycling activities. Analytical capabilities also allow for routine sampling to screen for the potential presence of unregulated constituents, developing trend information, and identifying constituents which may become regulated in the future.

Laboratory services for other departments (i.e. Public Works, Electric, and Parks and Recreation) are provided within the Laboratory's existing analytical capabilities and workload. The Laboratory expenses are split between the Water (35%) and Sewer (65%) Utility Funds; based on the proportionate workload.

Service Objectives:

- ✓ Perform regulatory compliance monitoring for drinking water permit and NPDES permit
- ✓ Maintain Environmental Laboratory certification
- ✓ Perform sampling and analysis in support of the Industrial Pretreatment and High-Strength Surcharge Programs
- ✓ Provide assistance to customers on drinking water quality issues
- ✓ Maintain knowledge of current and future regulations
- ✓ Provide bacterial testing for new water mains
- ✓ Provide bacterial testing for City of Ames pools
- ✓ Provide technical support for the plant operations and maintenance staff
- ✓ Provide monitoring of ambient water quality upstream and downstream of the plant
- ✓ Conduct the Urban Stream Monitoring Program

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	381,232	442,965	435,059	462,900	4.5%
Contractual	71,876	69,819	86,678	82,977	18.9%
Commodities	37,625	39,800	45,145	44,500	11.8%
Capital	4,482	-	-	14,000	
Total Expenditures	495,215	552,584	566,882	604,377	9.4%

Funding Sources:

Water Utility Fund	173,325	193,404	198,409	211,532	9.4%
Sewer Utility Fund	321,890	359,180	368,473	392,845	9.4%
Total Funding Sources	495,215	552,584	566,882	604,377	9.4%

Personnel - Authorized FTE	5.30	5.30	5.30	5.30
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W & PC LABORATORY

Highlights:

Personal Services have returned to historical levels in FY 2016/17 now that vacancies in the Technician and Analyst positions have been filled.

A modest increase in contractual and commodity expenses in FY 2016/17 is related to an increased frequency of lead and copper testing in drinking water. The increased frequency is triggered by a population threshold in the federal rules, and is not driven by any concern about contamination or a violation of any water quality parameter. The start-up of the new Drinking Water Treatment Plant may also extend the period of increased testing for up to another 18 months. Increased expenses for copper and cyanide testing at the Water Pollution Control Facility has been triggered by the draft NPDES permit and is also included.

During the summer of 2016, the Laboratory performed free lead testing for homes believed to contain lead service lines. Approximately 75 properties took advantage of this free testing. While this was separate from the required regulatory testing, the results show that, at 3.1 parts per billion, Ames tap water was well below the federal Action Level of 15 parts per billion. The recent increase in Ames population has triggered additional lead testing that will be performed over the next few years.

The capital expense shown in FY 2017/18 reflects the cost of a new drying oven (\$14,000).

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Consecutive years certified	18	19	20	21
Drinking Water Bacterial Analyses	1,546	1,752	1,850	1,850
River Water Quality Samples Collected	176	190	190	190
Industrial Pretreatment Samples Collected	75	91	90	90
WPC Plant Samples Collected	1,636	1,534	1,550	1,550
Efficiency and Effectiveness:				
Total Samples Received	3,526	3,710	3,500	3,500
Total analyses	12,135	12,107	12,100	12,100
% completed in-house	96%	92%	95%	95%
Average cost per analysis	\$43.04	\$40.90	\$46.85	\$49.76

W & PC METERING SERVICES

Because the water and wastewater utilities operate as self-sustaining enterprises, water usage by all customers must be metered as accurately as possible. For nearly all customers, both their water and wastewater bills are based on their water meter readings. Program activities include installing meters on new services/irrigation systems, replacing existing meters on a routine change schedule, and responding to a wide variety of service calls. Through the meter service and leak detection activities, the goal is to maintain unaccounted-for water below 10% of total delivery to the mains. Expenses for metering are shared between the Water (55%) and Sewer (45%) Utility Funds; based on the proportionate number of utility accounts.

Beginning on January 1, 1996, state and federal mandates require the City to implement a cross-connection control program (i.e. backflow prevention) to further protect the water supply from potential contamination sources. The Cross-Connection Control Coordinator also serves as the department's representative to the citywide Development Review Committee (DRC), for which the Sewer Utility Fund contributes 10% of the cross-connection control program expenses.

Service Objectives:

- ✓ Maintain fiscal accountability through accurate metering
- ✓ Assist customers in identifying in-home leaks
- ✓ Reduce the potential for contamination of drinking water from cross-connections
- ✓ Track water loss throughout the distribution system
- ✓ Participate in the citywide Development Review Committee

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	464,631	545,181	538,395	557,654	2.3%
Contractual	78,372	70,101	84,811	83,053	18.5%
Commodities	241,463	284,900	277,000	286,120	0.4%
Capital	-	-	-	27,500	
Total Expenditures	784,466	900,182	900,206	954,327	6.0%
Funding Sources:					
Water Utility Fund	488,733	534,258	534,472	565,647	5.9%
Sewer Utility Fund	295,733	365,924	365,734	388,680	6.2%
Total Funding Sources	784,466	900,182	900,206	954,327	6.0%
Personnel - Authorized FTE	6.00	6.00	6.00	6.00	

W & PC METERING SERVICES

Highlights:

Personal Services expenses for the Meter Division have returned to normal in FY 2016/17 with the filling of the principal clerk position. The Capital Expenditure in FY 2017/18 is for the replacement of a van (\$27,500).

The number of meters replaced per year was down in FY 2014/15 while the procurement of the Automatic Meter Reading (AMR) equipment was underway. The number of meters being replaced, and the corresponding commodity expense to purchase new water meters, was back to a typical level in FY 2015/16 with the completion of the AMR study and subsequent contract award to purchase radio-read meters.

The operating budget includes a projected 400 meters for new construction annually, and an additional 1,000 meters for routine replacement of older existing meters. During the conversion to the AMR system, an additional 1,600 water meter replacements per year is budgeted in the Capital Improvements Plan. The historical target for routine meter replacements is approximately 8% of the total inventory per year. During the conversion to the AMR system, that metric will be closer to 13% in order to complete the conversion within eight years. At the end of FY 2016/17, about one quarter of the conversion will be completed.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Meters in service (end of year)				
Primary meters	17,529	17,756	17,995	18,232
Yard meters	<u>1,623</u>	<u>1,569</u>	<u>1,675</u>	<u>1,710</u>
Total	19,152	19,325	19,670	19,942
Automatic Meter Reading Conversion				
Total # Radio Transmitters installed	280	2,632	5,332	8,032
As a % of total inventory	.014%	13.6%	27.1%	40.3%
Total service orders completed	1,860	3,106	2,987	2,990
Cross-connection control program				
Number of backflow devices in service	2,533	2,653	2,764	2,882
Number of irrigation systems in service	681	695	717	739
Efficiency and Effectiveness:				
Routine meter changes in operating budget	567	661	1,000	1,000
Additional meter changes in CIP budget	<u>-</u>	<u>1,000</u>	<u>1,600</u>	<u>1,600</u>
As a % of total inventory	2.9%	9.50%	13.98%	13.78%
Meter installations from new construction	306	249	237	240
Non-routine meter changes	113	175	150	150
“Water Loss”, %	9.2%	2.5%	5.0%	5.0%
Average cost per meter in service (operating expenses/total meters)	\$41.23	\$40.96	\$45.77	\$48.44

WATER DISTRIBUTION SYSTEM MAINTENANCE

The responsibilities of this activity are repairing water mains as quickly and efficiently as possible during emergency water main break situations, maintenance of fire hydrants to ensure workability when needed for emergency purposes, and construction of minor improvements to the water distribution system. An annual hydrant flushing program that is performed each spring and utility locating are also included in this activity.

Service Objectives:

- ✓ Maintain and repair the water distribution system to ensure safe and continuous flow of water to customers
- ✓ Isolate and repair major leaks in the system
- ✓ Flush, paint and repair fire hydrants annually
- ✓ Exercise existing valves
- ✓ Replace broken or malfunctioning valves
- ✓ Perform utility locates
- ✓ Respond to citizen trouble calls within two hours

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	715,061	660,719	707,595	731,717	10.8%
Contractual	230,471	258,518	294,601	261,341	1.1%
Commodities	98,394	111,300	121,350	111,350	0.0%
Capital	-	-	10,000	-	
	1,043,926	1,030,537	1,133,546	1,104,408	7.2%
<i>Plus: Expenditures allocated from another program/activity:</i>					
Public Works Administration	86,035	120,126	110,656	124,070	3.3%
Public Works Engineering	95,187	152,531	147,429	152,098	-0.3%
<i>Total Allocation</i>	181,222	272,657	258,085	276,168	1.3%
Total Expenditures	1,225,148	1,303,194	1,391,631	1,380,576	5.9%
Funding Sources:					
Water Utility Fund	1,225,148	1,303,194	1,391,631	1,380,576	5.9%
Total Funding Sources	1,225,148	1,303,194	1,391,631	1,380,576	5.9%
Personnel - Authorized FTE	6.53	6.53	7.49	7.49	

WATER DISTRIBUTION SYSTEM MAINTENANCE

Highlights:

A large water main break in early FY 2016/17 (Lincoln Way and Lynn Ave) and maintenance of large water mains has stretched financial resources that typically last through a winter. As such, there is a budget increase of \$48,000 in FY 2016/17 to cover future potential water main breaks for the remainder of fiscal year. Once the new Water Plant is operational and producing water, it may result in an increase in water main breaks due to the internal stresses that are introduced into the distribution system any time a change is made on the operating side. Staff believes that water main breaks should return to normal historical levels in FY 2017/18.

Staff has been proactively replacing defective and damaged valves in advance of total failure as a preventative maintenance measure to ensure adequate control of the distribution system during water main breaks or scheduled shut downs.

Rusty water complaints peaked in FY 2014/15 and decreased in FY 2015/16. The decrease is believed to be a result of better coordination between maintenance at the Water Plant and an increase in summer water usage versus FY 2014/15, keeping the distribution system flowing at a more normal rate. Staff has also installed additional filters in selected locations to help minimize any rusty water impact. Staff believes rusty water calls will remain at a normal level in FY 2017/18.

Utility locating has been at a high level since FY 2014/15 and increased again in FY 2015/16. The increased pace of development, in addition to the expansion by private utility companies (fiber optics and natural gas), has caused an increase in the scope and number of utility locates.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Miles of water main in system	246	248	250	252
Water main breaks	19	19	30	30
Rusty water complaints	56	25	20	20
Water main abandonments	2	0	0	0
Fire hydrants in system	2,771	2,862	2,885	2,905
# of valves in system	4,000	3,570	3,600	3,600
Fire flow tests	5	15	10	10
Bacteriological tests (mains, fire lines)	656	680	650	650
Utility locates performed	6,615	8,121	8,000	8,000
# of fire hydrants repaired	15	10	10	10
# of fire hydrants painted	155	270	200	200
# of valves exercised	534	1,330	600	600
Efficiency and Effectiveness:				
Cost per locate	\$18.93	\$15.67	\$15.56	\$16.13

SANITARY SEWER SYSTEM MAINTENANCE

This activity is responsible for cleaning and maintenance of the City's system of 198 miles of sanitary sewer lines by flushing the lines on a regular basis, as well as the repair of manholes and damaged lines, as needed. Manhole covers are changed to prevent infiltration of storm water during heavy rains.

Service Objectives:

- ✓ Perform utility locates
- ✓ Flush 250,000 feet of sanitary sewer lines annually
- ✓ Repair manholes
- ✓ Televising sanitary sewer lines
- ✓ Control roots in sanitary sewer lines
- ✓ Repair sanitary sewer lines
- ✓ Respond to citizen trouble calls within two hours

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	266,763	377,852	286,010	312,998	-17.2%
Contractual	146,735	166,864	185,039	185,234	11.0%
Commodities	20,414	43,410	27,410	27,350	-37.0%
Capital	-	-	10,000	-	
	<hr/> 433,912	588,126	508,459	525,582	-10.6%
<i>Plus: Expenditures allocated from another program/activity:</i>					
Public Works Administration	86,035	120,126	110,656	124,070	3.3%
Public Works Engineering	95,187	185,030	172,001	177,447	-4.1%
<i>Total Allocation</i>	<hr/> 181,222	305,156	282,657	301,517	-1.2%
Total Expenditures	<hr/> <hr/> 615,134	893,282	791,116	827,099	-7.4%
Funding Sources:					
Sewer Utility Fund	615,134	893,282	791,116	827,099	-7.4%
Total Funding Sources	<hr/> <hr/> 615,134	893,282	791,116	827,099	-7.4%
 Personnel - Authorized FTE	 4.24	4.24	3.28	3.28	

SANITARY SEWER SYSTEM MAINTENANCE

Highlights:

With the end of the evaluation phase of the multi-year Sanitary Sewer System Evaluation (SSSE), City staff has returned to the routine cleaning of sanitary sewer system. Information from the SSSE is still being processed and will lead to changing maintenance priorities in the sanitary system in the future.

Utility locating has been at a high level since FY 2014/15 and increased again in FY 2015/16. The increased pace of development, in addition to the expansion by private utility companies (fiber optics and natural gas), has caused an increase in the scope and number of utility locates.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Utility locates performed	6,615	8,121	7,000	7,000
Miles of sanitary sewer in the system	203	204	205	205
Number of manholes in system	4,078	4,100	4,125	4150
Lineal feet of sanitary sewer cleaned by City crews	253,004	414,445	300,000	300,000
Lineal feet of sanitary sewer cleaned by Contractor	0	0	0	0
Lineal feet of sanitary sewer televised	4,000	6,000	8,000	8,000
House connection sewer trouble calls	8	16	10	10
System blockages cleared	1	5	5	5
Sanitary sewer main repairs	21	3	20	10
Manholes raised	21	15	10	2
Efficiency and Effectiveness:				
Cost per locate	\$18.93	\$15.67	\$15.56	\$16.13
% of sanitary sewer system cleaned	25%	38%	25%	25%

STORM WATER PERMIT PROGRAM

Storm Water Permit (MS4) activities continue to be a priority for Public Works Engineering staff. Responsibility of storm water permit activities include public education and outreach on storm water impacts, public involvement and participation, illicit discharge detection and elimination, construction site storm water runoff control, post construction storm water management, and pollution prevention/good housekeeping for storm water related operations and maintenance facilities.

Flooding and Drainage issues continue around the community and the storm sewer funded projects within the Capital Improvements Plan and Operating Budget have increased to meet the demand. Subsequently, the Storm Water Utility rate will have a \$0.25 per ERU increase effective for the 2017/2018 fiscal year or July 1, 2017.

Service Objectives:

- ✓ **Review and enforce stormwater management plans and ordinances including Illicit Discharge, Construction Site Erosion and Sediment Control and Post-Construction Stormwater Management**
- ✓ Manage the City of Ames National Pollutant Discharge Elimination System (NPDES)/Municipal Separate Storm Sewer System (MS4) permit

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	131,128	206,379	186,835	226,161	9.6%
Contractual	38,841	73,735	93,522	75,594	2.5%
Commodities	4,620	16,000	21,600	17,050	6.6%
Capital	-	-	-	-	
	174,589	296,114	301,957	318,805	7.7%
<i>Less: Expenditures allocated to other programs/activities:</i>					
CIP Projects	(19,132)	-	(20,000)	(20,000)	
Total Expenditures	155,457	296,114	281,957	298,805	0.9%
Funding Sources:					
Storm Sewer Utility Fund	155,457	296,114	281,957	298,805	0.9%
Total Funding Sources	155,457	296,114	281,957	298,805	0.9%
Personnel - Authorized FTE	2.00	2.00	2.00	2.00	

STORM WATER PERMIT PROGRAM

Highlights:

Public education and outreach on storm water impacts involves development and distribution of educational resources to residents, businesses, and other target audiences served by the MS4. The City's website is required to provide contact information regarding storm water impacts on water quality, measures residents can implement to reduce pollutants in storm water, regulations, current local topics, and links to other relevant websites.



The City of Ames Smart Watershed program continues to allow staff to reach out to citizens and provide valuable storm water related information on such topics as phosphorus-free fertilizers, picking up pet waste, nutrient reduction, and properly disposing of trash (in partnership with the Smart Trash program). To further improve storm water, the City offers Cost Share

Programs for Rain Barrels, Rain Gardens, Soil Quality Restoration, Native Landscaping, and Tree Plantings.

Public involvement and participation requires the City to maintain a Storm Water Pollution Hotline where the public can report storm water pollution, have educational storm water displays at the annual EcoFair, participate in an annual stream cleanup event, hold meetings with a storm water advisory committee, and comply with all state and local public notice requirements.



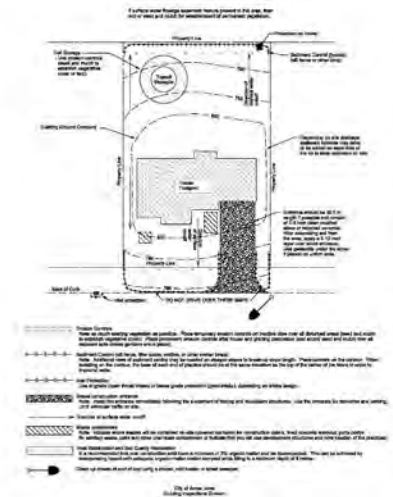
In partnership with other departments and organizations, the annual EcoFair occurred on April 2, 2016. The EcoFair is an open house where citizens learn how to make a difference on their property and community-wide. This event is a great opportunity for Public Works Engineering staff to interface with citizens and provide information on current watershed runoff initiatives and upcoming construction projects.

STORM WATER PERMIT PROGRAM

Highlights, continued:

Illicit discharge detection and elimination continues through the detection and elimination of illegal discharges into the MS4 storm water system. An ordinance was adopted by City Council in 2005 as part of the Municipal Code that prohibits anything other than storm water from entering the MS4. Annual dry weather flow inspections of all outfalls are part of this detection process. Operation of the Resource Recovery Plant, where residents can properly dispose of common household pollutants, is also a requirement of the MS4 permit.

As a requirement of the construction site storm water runoff control portion of the City's MS4, the City Council adopted Chapter 5A of the Municipal Code in 2006. This ordinance addresses waste at construction sites that may cause adverse impacts to water quality. In addition to proper soil erosion and sediment control, this ordinance also addresses building materials, concrete truck washout, chemicals, solid waste, and sanitary waste. Pollution prevention plans are reviewed concurrently with subdivision/site plan submittals, and a local permit is issued once all requirements are met. On-site inspections are completed by City staff during construction and through complaint investigations.



Post construction storm water management involves both water quality and quantity controls as part of building activities (subdivision and site plans). A new ordinance was adopted by City Council in 2014 and incorporated into the Municipal Code as Chapter 5B. Through the Development Review Committee (DRC) review process, post-construction storm water management plans and calculations are reviewed. During construction, these devices are inspected, and as-built conditions are required to provide ordinance compliance. Public storm water facilities are inspected annually by City staff for maintenance purposes. Maintenance staff completes smaller types of needed work; if larger fixes are needed, it is incorporated into a future CIP project to be completed.

In April 2014, a new Post-Construction Stormwater Management Ordinance was adopted by City Council. In addition to specifying water quantity (flood) control as part of land development, the new ordinance requires runoff to be treated for water quality using practices such as vegetated swales, bioretention areas, rain gardens, native landscape, and riparian buffers. Preservation of natural resources is also included in the new ordinance. Through staff involvement in the DRC, stormwater management plans are reviewed along with roadway and public utility impacts.



STORM WATER PERMIT PROGRAM

Highlights, continued:

The pollution prevention/good housekeeping portion of the MS4 permit requires all components of the MS4 to be visually inspected at least once every ten years and maintenance performed as appropriate. Street sweeping shall also be conducted in the months between April and November. Street sweeping is conducted as part of special events such as parades and on a regular schedule on public streets.

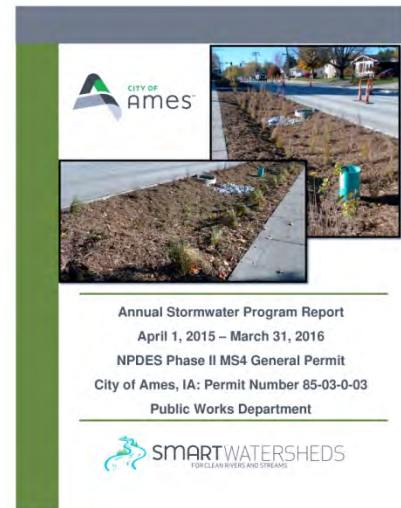
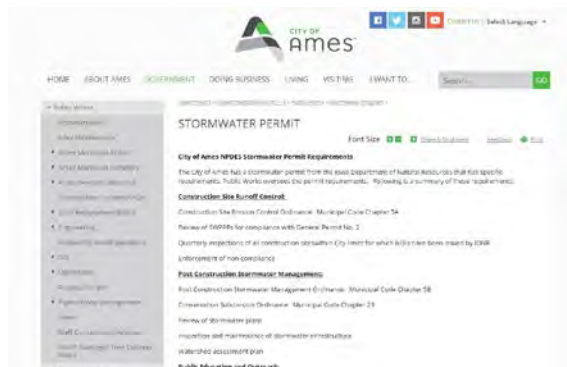


A Pesticide and Fertilizer Management Program is required to be developed and implemented by the City to reduce pollutant discharge associated with storage, application, and disposal of pesticides and fertilizers for municipal operations. Application of these chemicals shall be applied by properly trained individuals. Applications are reported in each annual report for City facilities. The permit also requires that a

program is implemented for training municipal employees regarding practices to be implemented in City operations to reduce pollutants in storm water. This training is held annually.

An annual report is completed and submitted to the Iowa Department of Natural Resources no later than March 31 of each calendar year.

Additional information about the storm water program can be found on the City's website.



STORM WATER SYSTEM MAINTENANCE

The Environmental Protection Agency (EPA) Phase II Storm Water Regulations, which became effective in FY 2003/04, require the City to become more active in education, public relations, and regulation of storm water quality. The Storm Sewer Maintenance activity provides resources to comply with the maintenance and inspection requirements of these unfunded mandates.

Service Objectives:

- ✓ Provide uninterrupted storm water drainage service
- ✓ Inspect and repair storm sewer outlets, manholes, and outfalls
- ✓ Construct minor improvements

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	92,473	148,260	155,141	179,941	21.4%
Contractual	73,029	86,770	72,621	74,166	-14.5%
Commodities	26,993	28,100	28,800	28,800	2.5%
Capital	-	-	5,000	-	
	192,495	263,130	261,562	282,907	7.5%
<i>Plus: Expenditures allocated from another program/activity:</i>					
Public Works Engineering	63,960	47,288	73,715	76,049	60.8%
Total Expenditures	256,455	310,418	335,277	358,956	15.6%
Funding Sources:					
Storm Sewer Utility Fund	256,455	310,418	335,277	358,956	15.6%
Total Funding Sources	256,455	310,418	335,277	358,956	15.6%
Personnel - Authorized FTE	1.82	1.82	2.09	2.09	

STORM WATER SYSTEM MAINTENANCE

Highlights:

Salary savings created by the FY 2016/17 reorganization of the Grounds division from Public Works to Parks and Recreation created the opportunity to add an additional Maintenance Worker position. This position is reflected in the Street Maintenance, Street Cleaning, Snow and Ice Control, and Storm Water System Maintenance activities. In Storm Water System Maintenance, the reorganization has resulted in a .27 FTE increase and in increase in personal services of \$7,228 for FY 2017/18.

A budget increase of \$1,520 is included for fleet costs in FY 2017/18, as the fleet equipment inventory was updated to more accurately reflect lifecycles, replacement values, and current and projected fuel prices.

A budget of \$15,000 is included in FY 2016/17 and FY 2017/18 to address contractual repairs to the storm sewer system that are outside of the scope of work that City maintenance staff can perform. These repairs are necessary to keep the storm sewer system functioning properly.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Miles of storm sewer in system (totals do not include footings and subdrains)	266	267	268	269
Percentage of miles televised	2	2	3	4
System blockages cleaned	36	31	35	35
Lineal footage cleaned and/or televised	57,176	54,317	65,000	65,000
Intakes/manholes repaired by City crews	35	33	35	35
Intakes inspected and cleaned	752	420	500	500
Storm water detention/retention facilities inspected	100	100	100	100

RESOURCE RECOVERY

The City of Ames and surrounding communities are served by the Arnold O. Chantland Resource Recovery Center. Communities sharing in this endeavor are **Cambridge, Gilbert, Huxley, Kelley, Maxwell, McCallsburg, Nevada, Roland, Slater, Story City, Zearing, and unincorporated Story County.**

Costs to these communities are figured on a per capita basis using 2010 census figures. Operations include separating combustible material and processing it into refuse-derived fuel (RDF). The RDF is sold as a supplemental fuel to the Electric Utility. Ferrous and non-ferrous metals are also separated and sold on the scrap market for recycling. The remaining material has been contract-hauled to the Boone County Landfill since July 1992 (the City of Ames closed its landfill on June 20, 1992). Plant maintenance is generally conducted during an annual two-week downtime to perform major repairs in addition to the daily routine maintenance and repairs. Yard waste activities involve the source separation and contracted composting/land application of "yard waste" (leaves, grass, tree limbs, etc.). In 2006, glass recycling was added to the recycling options provided by the plant. Household hazardous materials (HHM) collection began in 1998 with local events, and has progressed to Wednesday afternoon appointments for residents to dispose of their waste. Tires are accepted for a fee and recycled through a national tire recycling company. Compact fluorescent and incandescent light bulbs are accepted at no charge for recycling. A new bin has been placed on the tipping floor for used American flag collection, as well as a locked container specifically for sharps (needles, lancets, etc.) collection. Waste oil and batteries are also accepted for recycling.

Service Objectives:

- ✓ **Provide a responsible, sustainable, local solution for solid waste disposal in support of City Council's goal to expand sustainability efforts**
- ✓ Continue to accept any fluorescent or incandescent light bulbs for proper disposal
- ✓ Continue researching possible bio-energy connections with the Power Plant
- ✓ Maintain the Household Hazardous Materials (HHM) program, including sharps drop-off
- ✓ Provide used American flag collection for proper disposal
- ✓ Provide refuse derived fuel to the Power Plant as an alternative fuel source to natural gas
- ✓ Continue to provide proper recycling for waste oil, batteries, fluorescent bulbs, and tires
- ✓ Maintain positive relationships with member agencies
- ✓ Provide yard waste disposal for Story County residents
- ✓ Continue to expand glass recycling
- ✓ Maintain the closed landfill
- ✓ Continue community connections through school science fairs, service club presentations, & facility tours
- ✓ Maximize recycle/re-use of municipal solid waste

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,311,347	1,460,213	1,408,533	1,484,740	1.7%
Contractual	1,810,708	2,109,761	2,082,470	2,143,609	1.6%
Commodities	273,650	345,655	362,155	362,637	4.9%
Capital	32,317	-	-	-	
Other	-	-	-	-	
	3,428,022	3,915,629	3,853,158	3,990,986	1.9%
<i>Plus: Expenditures allocated from another program/activity:</i>					
Public Works Administration	86,035	120,126	110,656	124,070	3.3%
Total Expenditures	3,514,057	4,035,755	3,963,814	4,115,056	2.0%
Funding Sources:					
Resource Recovery Fund	3,514,057	4,035,755	3,963,814	4,115,056	2.0%
Total Funding Sources	3,514,057	4,035,755	3,963,814	4,115,056	2.0%
Personnel - Authorized FTE	15.00	15.00	15.00	15.00	

RESOURCE RECOVERY

Highlights:

The revenues that have been received for recovered metals have dropped dramatically over the past several years, primarily due to a reduction in the overall demand for scrap metal worldwide. The ferrous metals recycling market is still in flux, reflecting low pricing globally in 2016 and projected for 2017. This has led to a loss in revenue of nearly \$200,000 per year, as compared to the 2014/15 budget. Due to this reduction in revenue, a change to the tipping fee is requested in FY 2017/18. Tipping fees for municipal solid waste have been \$52.75/ton since 2002. Since 2004, the statewide average for tipping fees has increased by \$17.00/ton. A new tipping fee rate of \$55.00 is proposed in FY 2017/18.

The county produced 3,410 tons less material (7%) in FY 2015/16 than the previous year, an indication that residents are recycling and producing less waste. However, as a direct result of the power plant's conversion to natural gas, 10,422 tons were sent directly to the Boone County Landfill for disposal due to power plant downtime during the conversion. The drop in tonnage processed resulted in decreased revenues, not only from commercial customers, but also loss in sales of metal and RDF.

Resource Recovery secured a Solid Waste Alternatives Program (SWAP) grant from the Department of Natural Resources for "Waste Diversion and Public Opinion Study". A waste sort was performed in June 2016, and a consultant will be contracted in early 2017 to help develop and implement a two-part study, leading to enhanced waste diversion, increased efficiency of the Resource Recovery System, and increased awareness and understanding of citizen value and interest in additional waste management related services.



RESOURCE RECOVERY

Highlights, continued:

The John Deere Hybrid loader was put in service September 2015, with the expectation of reduced carbon footprint and improved tire usage. Service records on this equipment show a reduction in fuel usage of over 3,000 hours, while increasing horsepower by 23%. Tire wear has been more even and reduced the frequency of needed tire rotation, saving 20 man hours per year.



Refuse Derived Fuel (RDF) is being sold to the Power Plant based on the equivalent value of coal. With the conversion of the City of Ames Power Plant to natural gas being completed in 2016, staff is evaluating new methods of charging for the RDF which are reflective of the new system.

After Halloween, Resource Recovery partnered with a local farmer for the disposal of an estimated 100,000 pumpkins to remove the undesirable material from the waste stream. This was a successful and cost saving partnership.



RESOURCE RECOVERY

Highlights, continued:

Measures were taken to improve RDF quality and Btu value. Undesirable loads from grocery stores (high in moisture and organics) are now diverted directly to the Boone County Landfill to prevent contamination of waste material with liquids, rendering much of it unusable. The result is actually less material to the landfill as a whole, and the RDF for the power plant is of better quality and higher Btu value.

The replacement of the control room, break room, locker room, and office area HVAC system was completed in May. This new system replaced all components, some of which were original to the building in 1975.

The City of Ames, in partnership with the ISU Office of Sustainability, hosted “Rummage RAMPage,” a new event planned to keep reusable items out of the landfill during move out and lease changeovers. Students and community members are often faced with the dilemma of moving residences and discarding personal property; usable items are thrown in the trash or randomly discarded through dumping, and items end up abandoned, damaged, or deposited in the landfill. Rummage RAMPage was held at the Ames Intermodal Facility parking ramp, promoting sustainability in our community. Volunteers assisted with the collection of donations of still-usable items, and helped run the rummage sale in the parking ramp. Proceeds from the sale (about \$5,000) were divided among the non-profit volunteer groups that assisted. Items were offered for sale, “priced to move,” at \$1, \$5, \$10, and \$20. About 44,645 pounds of material (furniture and other household goods) were diverted from landfilling, and only 310 pounds were not able to be reused or recycled.

RUMMAGE RAMPAGE 2016 **RUMMAGE RAMPAGE 2016** **RUMMAGE RAMPAGE 2016**



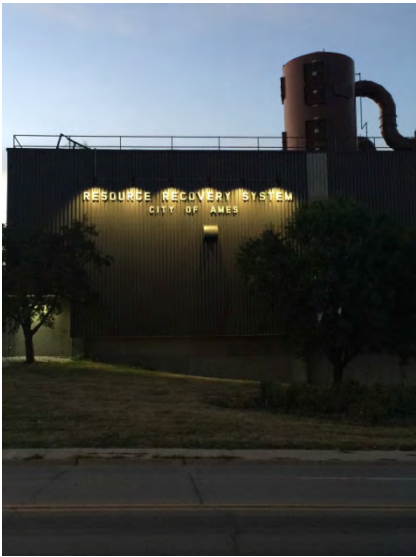
RESOURCE RECOVERY

Highlights, continued:

The first floor break room and storage area were remodeled by staff. New flooring was installed, providing a cleaner, updated look. The new break area is large enough to enable training sessions/tours to be held on the first floor if desired.



A new sign was put in place, tying this facility with the rest of the City's properties. New LED lighting was also installed over the sign on the south wall. These changes make RRP more visible!



Resource Recovery has an exciting new video to show to visitors to the plant, and can be found at <https://www.youtube.com/watch?v=zMyCFgsj2g4>

RESOURCE RECOVERY

Highlights, continued:

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Tons of refuse available	55,592	52,182	55,000	55,000
Tons of refuse diverted to Boone landfill	5,557	10,422	5,000	5,000
Tons of refuse processed	50,035	41,646	50,000	50,000
Tons of RDF to Electric Utility	28,425	23,483	28,000	28,000
Tons of glass recycled	173	180	180	180
Tons of metal recycled	2,270	1,182	2,300	2,300
Pounds of HHM* collected	21,235	24,132	25,000	25,000
ISU tons into plant	4,065	3,809	3,750	3,750
Average # of vehicles/free yard waste day	1,168	484	897	1,000
Efficiency and Effectiveness:				
% of available materials processed	90%	80%	85%	85%
Tons processed/operation hour	22.00	22.80	22.00	22.00
Processing costs/processed tons (including ISU)	\$72.52	\$78.92	\$74.44	\$77.78
Reject disposal rate/ton (Boone County)	\$45.50	\$46.50	\$47.50	\$47.50
% of processed materials that are sent to the landfill as rejects	35%	38%	35%	35%
Reject transportation rate/ton	\$14.19	\$13.30	\$15.00	\$17.00
Average cost/user free yard waste day	\$4.11	\$5.36	\$4.76	\$5.43

* Household Hazardous Materials

UTILITY CUSTOMER SERVICE

The purpose of the Customer Services activity is to provide customer assistance, meter reading, billing and collection services for the Electric, Water, Sewer and Storm Water Drainage utilities. Additional responsibilities include the administration of the Electric Services Project Share program; the maintenance of customer account, billing, and usage records; and selling CyRide passes.

Service Objectives:

- ✓ Generate and mail accurate cycle and final bills
- ✓ Accurately record customer payments on the date the payments are received
- ✓ Accurately read and record cycle and special meter readings
- ✓ Offer customers convenient options for paying their utility bill
- ✓ Accurately maintain customer account, billing, and usage records
- ✓ Maintain effective procedures for collecting delinquent balances
- ✓ Respond promptly and courteously to customer requests, inquiries and complaints
- ✓ Maximize the amount of Project Share funds available to assist low-income customers
- ✓ Offer customers convenient options for establishing or terminating utility service
- ✓ Routinely review meter routes to maintain or improve reading efficiency

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	853,991	899,863	892,204	932,310	3.6%
Contractual	500,294	526,215	535,513	550,513	4.6%
Commodities	7,801	14,425	14,930	14,900	3.3%
Capital	-	-	-	12,600	
Other Expenditures	64,363	77,100	75,000	77,600	0.7%
Total Expenditures	1,426,449	1,517,603	1,517,647	1,587,923	4.6%
Funding Sources:					
Electric Utility Fund	670,578	728,253	727,747	758,723	4.2%
Water Utility Fund	381,783	401,750	398,900	418,300	4.1%
Sewer Utility Fund	355,113	369,500	371,000	391,300	5.9%
Storm Sewer Utility Fund	1,895	2,100	2,500	2,600	23.8%
Project Share Donations	17,080	16,000	17,500	17,000	6.3%
Total Funding Sources	1,426,449	1,517,603	1,517,647	1,587,923	4.6%
Personnel - Authorized FTE	10.65	10.65	10.65	10.65	

UTILITY CUSTOMER SERVICE

Highlights:

The remote reading register used by the Water Department was discontinued by the manufacturer. To address this issue, the City began implementing an Automated Meter Reading (AMR) system which allows meter readings to be obtained via radio signal. The Water Department currently has over 3,600 AMR meters installed. The Electric Department committed to install an AMR meter at every location where a meter was located inside a customer's home. Currently there are 1,109 electric AMR meters installed, which represents over 99% of all locations that had inside meters.

In July 2016, the City installed a custom interface between the utility billing system and the meter reading route management system. The interface allowed automation of the service order process and utilization of the AMR system. The automated process is more efficient with significant time savings occurring during the July/August tenant turnover period. During July/August 2016, staff spent over 25 fewer hours printing and collating service orders and over 35 fewer hours entering readings and closing service orders. The total cost of the custom interface was \$16,000 with \$8,000 being expensed in FY 2016/17 under outside professional services.

The City uses ITRON's MV-RS meter reading route management system. ITRON is ending the sales of the MV-RS system and has announced December 31, 2021 as the end of support date. There is \$12,600 requested under Computer Equipment/Software in FY 2017/18 for the on-site upgrade of the MV-RS system to ITRON's Field Collection System.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Maintain an accuracy rate of no more than 5 misread per 1,000 meter readings	Yes	Yes	Yes	Yes
Maintain an accuracy rate of no more than 1 billing error per 1,000 bills generated	Yes	Yes	Yes	Yes
Maintain an accuracy rate of no more than 1 misapplied payment per 1,000 payments processed	Yes	Yes	Yes	Yes
Maintain average time to answer telephone of less than 15 seconds	10.7	11.0	12.0	12.0
Maintain a net write-off amount of less than 0.25% of sales	.07	.07	.08	.08
Maintain the number of day's sales in accounts receivable to less than 21 days	16.6	16.3	16.8	17.0
Provide at least \$0.90 of assistance for every \$1.00 donated to Project Share	\$0.97	\$1.00	\$1.00	1.00
Efficiency and Effectiveness:				
% of accounts with billing periods equal to or less than 34 days	99.5	99.6	99.0	99.5
% of final bills mailed within 14 calendar days of the termination date	99.0	96.6	97.5	97.5
% of customer service requests received over the Internet	33.7	33.7	34.0	34.0
% of utility payments received electronically	46.7	48.5	49.0	49.5
Avg # of payments processed per day	1,218	1,247	1,250	1250
Avg # of telephone calls answered/day	131	133	135	135
Avg # of work orders generated/day	191	192	195	195
Avg # of meter readings/day	2,307	2,365	2,370	2375
Avg cost per meter reading	\$0.54	\$0.57	\$0.61	\$0.62
Avg cost per bill generated	\$4.09	\$4.16	\$4.35	\$4.45

UTILITIES CIP

Activity Description:

This is a summary of all of the utility related capital improvements which are detailed in the five-year Capital Improvements Plan.

<i>Activities:</i>	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Electric Services:</i>					
Demand Side Management	1,055,238	1,000,000	1,000,000	1,200,000	
Mid-American Interconnection	90,343	-	-	-	
Haber Road Substation	25,000	-	-	-	
Top-O-Hollow Substation	8,920	125,000	366,080	1,950,000	
161 kV Line Relocation	48,120	-	1,110,747	-	
69kV Transmission Reconstruction	-	520,000	870,000	-	
Mortensen Road Underground	-	610,000	660,000	-	
Ontario Substation	-	-	-	200,000	
Electric Svcs Storage Building	59,394	-	65,606	-	
Electric Distribution Roof	12,600	-	337,400	-	
Street Light LED Retrofits	-	400,000	400,000	300,000	
Electric Distribution Parking Lot	-	-	-	185,000	
Units #7 #8 Fuel Conversion	13,928,084	-	1,071,916	-	
Natural Gas Transport Pipe	2,113,651	-	-	-	
Feedwater Heater Tube	79,683	-	-	-	
Unit #8 Precipitator Control	124,326	-	-	-	
Power Plant Fire Protection	206,568	250,000	782,005	-	
69kV Switchyard Relay/Control	53,616	-	352,969	-	
Unit #7 Crane Repair	102,260	-	102,259	-	
GT #1 Inspection/Overhaul	1,818,219	-	773,711	-	
Cooling Tower Repairs	3,042,810	-	693,902	-	
Plant Substation Switchgear	6,933	-	39,407	-	
CEMS Monitoring System	-	-	550,000	-	
Power Plant Roof Replacement	-	-	230,000	-	
Unit #7 Boiler Tube Repair	5,150	3,850,000	3,844,850	1,800,000	
Power Plant Relay/Control System	-	250,000	425,000	-	
Unit #7 Generator/Turbine Overhaul	-	250,000	250,000	500,000	
RDF Bin Work	-	-	-	2,800,000	
Ash Pond	-	-	-	1,000,000	
Power Plant Building Modifications	-	-	-	350,000	
<i>Total Electric Services</i>	22,780,915	7,255,000	13,925,852	10,285,000	41.8%
<i>Water Production/Treatment:</i>					
New Water Treatment Plant	21,940,376	18,448,000	30,423,686	-	
Water Supply Expansion	53,907	2,818,000	5,508,728	-	
River Valley Low Head Dam	-	-	-	745,000	
N Dakota Decommissioning	54,770	-	-	-	
AMR/AMI Meter Conversion	295,444	277,000	277,000	191,000	
Water Plant Facility Improvements	52,411	291,500	279,589	352,000	
Source Water Protection Plan	-	-	200,000	-	
Ada Hayden Water Quality Study	-	20,000	20,000	40,000	
<i>Total Water Production/Treatment</i>	22,396,908	21,854,500	36,709,003	1,328,000	-93.9%

UTILITIES CIP

Activities:	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Water Pollution Control:					
Plant Facility Improvements	318,578	389,000	573,118	350,000	
WPC Plant Disinfection	(60,003)	-	-	-	
Electrical System Improvements	40,559	103,000	233,375	-	
Residuals Handling Improvements	113,555	625,000	638,068	-	
Cogeneration System	-	290,000	60,000	525,000	
Lift Station Improvements	445,261	-	744,907	-	
Digester Improvements	740,775	883,000	1,263,571	696,000	
Mechanical/HVAC Systems	326,936	-	528,251	-	
Clarifier Maintenance	66	744,000	847,447	-	
Bar Screen Improvements	40,265	-	848,380	-	
Plant Structural Rehabilitation	-	308,000	1,094,000	-	
Nutrient Reduction Modifications	-	-	-	285,000	
Total Water Pollution Control	1,965,992	3,342,000	6,831,117	1,856,000	-44.5%
Water Distribution:					
Water System Improvements	848,458	1,300,000	2,394,019	1,300,000	
North Ames Utility Extension	6,973	-	-	-	
East Industrial Utility Extension	-	1,100,000	1,100,000	-	
Campustown Public Improvements	-	-	-	50,000	
Total Water Distribution	855,431	2,400,000	3,494,019	1,350,000	-43.8%
Sanitary Sewer System:					
Sanitary Sewer Improvements	2,382,194	3,604,000	8,253,067	3,710,000	
Clear Water Diversion	3,229	25,000	118,703	25,000	
Sanitary Sewer System Evaluation	64,328	-	7,616	-	
East Industrial Utility Extension	57	4,200,000	4,199,943	-	
Total Sanitary Sewer System	2,449,808	7,829,000	12,579,329	3,735,000	-52.3%
Storm Water Management:					
Flood Response/Mitigation	14,785	-	1,043,281	-	
River Flooding Mitigation	48,121	1,500,000	2,528,379	-	
Teagarden Area Improvements	4,500	-	1,331,943	-	
Low Point Drainage Improvements	5,560	200,000	494,440	200,000	
Storm Water Improvements	224,302	250,000	621,710	250,000	
Storm Water Erosion Control	57	750,000	783,371	475,000	
Storm Water Facility Rehabilitation	62,332	100,000	216,178	-	
Gateway Hills Storm Sewer	-	-	125,165	-	
Squaw Creek Water Main Protection	132,777	-	650,023	-	
Storm Water Quality Improvements	-	100,000	-	-	
Storm Water System Analysis	-	-	-	180,000	
Total Storm Water Management	492,434	2,900,000	7,794,490	1,105,000	-61.9%
Resource Recovery:					
System Improvements	388,060	329,600	606,467	390,350	
Exterior Enhancements	7,835	-	74,165	-	
Material Handling System	-	225,000	-	-	
Waste Diversion Enhancements	-	-	-	30,000	
Total Resource Recovery	395,895	554,600	680,632	420,350	-24.2%
Total Utilities CIP	51,337,383	46,135,100	82,014,442	20,079,350	-56.5%

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015) One of the Happiest Small Job in 2015 (Business Insider) Best College Town in 2014 (Livability)

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Transportation

TRANSPORTATION

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TRANSPORTATION

Program Description:

The Transportation Program serves the community by providing facilities to enhance the movement of people within the City. The system aids residential, commercial, and industrial users through the orderly flow of vehicles and passengers for both business and leisure activities. The Street System activity includes Public Works Administration, Public Works Engineering, Traffic Engineering and Maintenance, and Street Maintenance. This activity is responsible for all street, shared use path, and traffic system maintenance throughout the community, including snow and ice control, street cleaning, and maintenance of the right-of-way. The Transit System provides efficient and economical transportation to the community. A fixed route service is available on a daily basis, and Dial-a-Ride service is available as a contracted service for elderly or disabled residents. Transit system operations are overseen by a joint City of Ames/Iowa State University student board. The Public Parking activity maintains City parking lots and enforces parking regulations for both parking lots and on-street parking throughout the community. Meter revenue and fines are used to maintain and operate the parking system. Airport Operations provides general aviation services at the Ames Municipal Airport, which includes two hard surface runways. Transportation CIP includes capital improvement projects related to the Transportation Program.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Use of Funds:					
Public Works Administration	86,035	120,126	110,656	124,068	3.3%
Public Works Engineering	(5,459)	101,811	98,285	101,398	-0.4%
Traffic Engineering/Operations	989,666	1,050,390	1,085,963	1,072,171	2.1%
Street Maintenance	3,904,586	4,090,842	4,121,898	4,363,999	6.7%
Transit System	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
Parking System	850,131	876,665	896,174	917,418	4.7%
Airport Operations	187,347	146,213	143,019	150,793	3.1%
Total Operations	15,803,957	17,005,083	17,215,519	17,975,782	5.7%
Transportation CIP	23,470,020	14,736,040	33,561,466	20,383,720	38.3%
Total Expenditures	39,273,977	31,741,123	50,776,985	38,359,502	20.9%
Personnel - Authorized FTE	131.49	133.49	133.69	134.69	

TRANSPORTATION

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	11,747,100	12,545,966	12,393,415	13,265,788	5.7%
Contractual	2,336,214	2,118,332	2,228,643	2,476,024	16.9%
Commodities	1,715,875	2,320,685	2,401,361	2,207,370	-4.9%
Capital	3,965	19,500	191,500	26,000	33.3%
Other	803	600	600	600	0.0%
Total Operations	15,803,957	17,005,083	17,215,519	17,975,782	5.7%
Transportation CIP	23,470,020	14,736,040	33,561,466	20,383,720	38.3%
Total Expenditures	39,273,977	31,741,123	50,776,985	38,359,502	20.9%
Funding Sources:					
General Fund	268,170	249,168	248,481	260,434	4.5%
Road Use Tax Fund	4,888,731	5,253,674	5,311,340	5,551,995	5.7%
Transit Fund	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
Parking Fund	855,405	883,205	896,174	917,418	3.9%
Total Operations Funding	15,803,957	17,005,083	17,215,519	17,975,782	5.7%
Transportation CIP Funding:					
G.O. Bonds	12,677,067	5,195,000	15,304,648	7,821,000	50.6%
General Fund	-	-	60,000	-	-
Local Option Sales Tax	484,984	905,000	1,813,827	755,000	-16.6%
Hotel/Motel Tax	-	-	250,000	-	-
Road Use Tax	1,772,879	2,578,000	4,725,457	1,991,000	-22.8%
Bike License Fund	-	-	17,054	-	-
Developer Funds	-	-	55,911	-	-
Street Construction Fund	6,940,878	3,298,000	5,705,829	6,345,000	92.4%
Airport Construction Fund	1,014,332	-	396,972	166,000	0.0%
Electric Utility Fund	130,354	100,000	272,096	100,000	0.0%
Water Utility Fund	11,371	50,000	126,636	75,000	50.0%
Sewer Utility Fund	-	-	-	75,000	-
Storm Water Utility Fund	11,012	50,000	126,941	50,000	0.0%
Transit Capital Reserve	427,143	2,560,040	4,706,095	3,005,720	17.4%
Total CIP Funding	23,470,020	14,736,040	33,561,466	20,383,720	38.3%
Total Funding Sources	39,273,977	31,741,123	50,776,985	38,359,502	20.9%

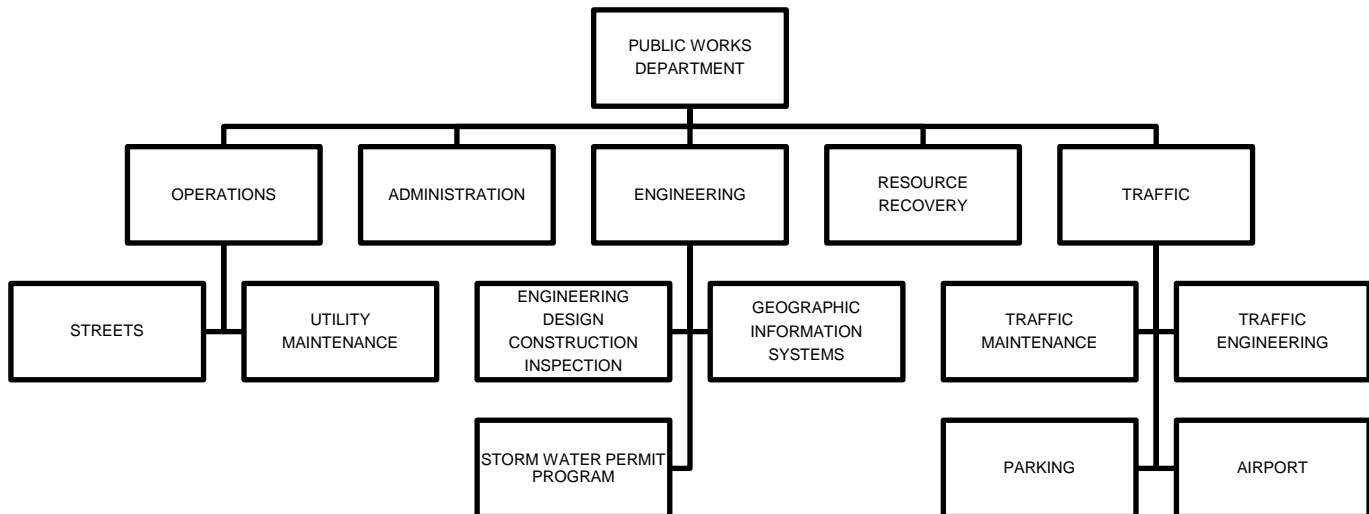
PUBLIC WORKS ADMINISTRATION

This activity is responsible for the overall coordination and support of all Public Works' operational activities and capital projects.

Service Objectives:

- ✓ Oversee and coordinate the activities of five Public Works divisions (Engineering, Traffic, Operations, Resource Recovery, and Administration)
- ✓ Provide management direction and administrative support to Public Works employees
- ✓ Provide oversight and guidance for the Public Works portion of the Capital Improvements Plan
- ✓ Administer funding for Capital Improvements including progress payments, private billings, various grant reimbursements, and Road Use Tax funding
- ✓ Coordinate outreach efforts and centralize point of contact for customer service

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	178,501	272,365	255,727	282,961	3.9%
Contractual	165,445	204,839	182,797	210,017	2.5%
Commodities	194	3,300	4,100	3,300	0.0%
Capital	-	-	-	-	
Total Expenditures	344,140	480,504	442,624	496,278	3.3%
<i>Less: Expenditures allocated to Utilities Program:</i>					
Water Distribution System	(86,035)	(120,126)	(110,656)	(124,070)	3.3%
Sanitary Sewer System	(86,035)	(120,126)	(110,656)	(124,070)	3.3%
Resource Recovery	(86,035)	(120,126)	(110,656)	(124,070)	3.3%
Total Allocation	(258,105)	(360,378)	(331,968)	(372,210)	3.3%
Total Transportation Program Expenditures	86,035	120,126	110,656	124,068	3.3%
Funding Sources:					
Road Use Tax	86,035	120,126	110,656	124,068	3.3%
Total Funding Sources	86,035	120,126	110,656	124,068	3.3%



PUBLIC WORKS ADMINISTRATION

Highlights:

Traditionally, the primary responsibility of maintaining the greenscape on City property has been shared by two departments. The Public Works Department maintains the Cemetery grounds and public street rights-of-way, while the Parks & Recreation Department focuses on maintaining the park system and recreational facility grounds. With two separate departments handling greenscape maintenance, it is sometimes difficult to assure a consistent level of service for all City property. The recent retirement of the two supervisors in the Public Works Department provided the opportunity to determine if there is a better way to provide greenscape maintenance to our customers. Guided by the objectives to 1) organize around the work, 2) improve efficiency, 3) increase service levels, 4) improve effectiveness, and 5) improve utilization of resources (staff, equipment, funding, and knowledge); it was decided that Parks and Recreation would assume the total responsibility of maintaining our public rights-of-way and manage the City cemeteries, along with our park system. This change meets the goals because most of the work done at the cemeteries and along street rights-of-way involves turf/forest maintenance skills, which are the primary function of the Park Maintenance crews. Combining this responsibility will result in a consolidated division to respond to the maintenance needs of a continually expanding park and street system. While the total number of FTEs will increase by one, the impact on the overall budget is minimal.

Public Works Administration continues to financially support opportunities including the Eco Fair and various Science Nights for public education on important issues in the Public Works field. The Public Works Department will continually grow these efforts to provide education and input opportunities.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Number of projects with reimbursements from grants and other outside sources	13	4	6	10
Dollars received as reimbursements for project costs	\$4,319,784	\$4,519,000	\$6,120,000	\$9,971,000
# of departmental FTEs	73.5	75.75	73.75	73.75
Efficiency and Effectiveness:				
Administrative cost per employee	\$5,174	\$4,543	\$56,002	\$6,729
Administrative costs as a percent of operations	2.86%	3.88%	3.57%	3.98%

PUBLIC WORKS ENGINEERING

Public Works Engineering improves Ames neighborhoods by building today, engineering for tomorrow, and learning from yesterday. Engineering staff has primary responsibility for design and construction of roadway, shared use path, watermain, sanitary sewer, flood mitigation, and storm water capital improvement projects (CIP). The utility programs are allocated the respective share of expenditures with the remainder charged to transportation engineering. Public Works Engineering (Engineering) provides technical designs and construction inspection to ensure reliability and quality control for capital improvement projects. Engineering also provides design review/acceptance and inspection services on subdivision public infrastructure construction. Engineering is also involved in the long-range planning of projects to ensure development of streets, water distribution, sanitary sewer and storm sewer systems to meet current and future needs of the community. Another function of Engineering is to maintain records for public infrastructure, including an electronic Geographic Information System (GIS) of this infrastructure.

Service Objectives:

- ✓ Plan, design, and implement public infrastructure projects including water main, sanitary sewers, storm water system, drainage improvements, flood mitigation, pedestrian/bicycle facilities, and streets pavement improvements
- ✓ Provide a high level of communication to the public throughout all stages of projects; coordinate meetings and citizen advisory committee as necessary
- ✓ Prepare certified engineering plans and specifications and administer bid process for capital improvement plan construction projects
- ✓ Develop and maintain city-wide GIS, coordinate with Mapping & Policy Support (MAPS) for base map information, and provide GIS support and training to user departments
- ✓ Supervise construction of all authorized public improvement projects
- ✓ Review plans and plats for consideration of public and private improvements
- ✓ Employ interns and co-ops for design, inspection, storm water, and GIS projects
- ✓ Provide technical support to the Ames Area Metropolitan Planning Organization
- ✓ Maintain as-built drawings and archive records of public infrastructure construction

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,189,400	1,389,195	1,380,521	1,433,730	3.2%
Contractual	182,495	230,787	242,761	238,078	3.2%
Commodities	18,544	16,500	28,760	21,875	32.6%
Capital	-	-	43,500	-	
Total Expenditures	1,390,439	1,636,482	1,695,542	1,693,683	3.5%
<i>Less: Expenditures allocated to Utilities Program and CIP:</i>					
CIP Projects	(1,118,990)	(1,113,162)	(1,167,452)	(1,146,386)	3.0%
Water Distribution System	(95,187)	(152,531)	(147,429)	(152,098)	-0.3%
Sanitary Sewer System	(95,187)	(185,030)	(172,001)	(177,447)	-4.1%
Storm Water System	(63,960)	(47,288)	(73,715)	(76,049)	60.8%
Electric Services	(22,574)	(36,660)	(36,660)	(40,305)	9.9%
Total Allocation	(1,395,898)	(1,534,671)	(1,597,257)	(1,592,285)	3.8%
Total Transportation Program Expenditures	(5,459)	101,811	98,285	101,398	-0.4%
Funding Sources:					
General Fund	(5,459)	17,500	23,000	23,000	31.4%
Road Use Tax	-	84,311	75,285	78,398	-7.0%
Total Funding Sources	(5,459)	101,811	98,285	101,398	-0.4%

PUBLIC WORKS ENGINEERING

Highlights:

In FY 2016/2017, PW Engineering staff began drainage analysis for several locations that were impacted by the September 22, 2016 localized flooding. Flood locations have been incorporated into the Low Point Drainage Improvements Program of the CIP for potential construction projects if the analysis shows an effective solution. As part of the CIP in years 2017-2021, a Storm Water System Analysis Program kicks off to analyze storm water system capacity at various locations around Ames and will include hydraulic modeling of the network.

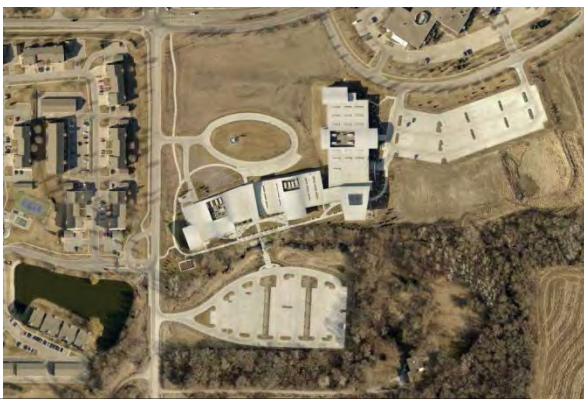
New survey equipment has been added to the adjusted budget in the amount of \$38,000. Current surveying equipment was lacking reliability; replacement parts were either difficult to locate, expensive to replace, or no longer available, and compatibility with current computer aided drafting software was limited or no longer supported.



Oblique Imagery

In the past, the City of Ames has sought to share the acquisition of aerial imagery with Story County. These flights were typically done on a 5 year basis. Recently the Ames City Assessor's office has acquisitioned more frequent flights for its own purposes and freely shared the imagery with the organization. However, the Assessor's existing contract has expired and the new contract cost has increased substantially. Included in the Engineering Division's Geographic Information Systems (GIS) Workgroup budget is funding to split the cost of these flights.

The amount included is \$11,300 per year to cover 50% of the contract price. The Contract term is for 6 years and will begin July 2017, which will provide aerial imagery every 2 years for the life of the contract. Numerous departments including Planning & Housing and Public Works use these aerials as part of their day-to-day work activities.



Orthogonal Imagery (traditional aerial photography adjusted to ground)



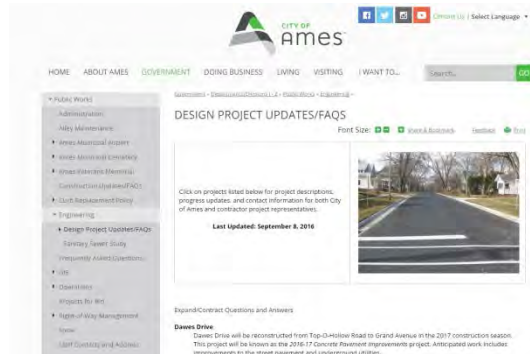
Oblique Imagery

PUBLIC WORKS ENGINEERING

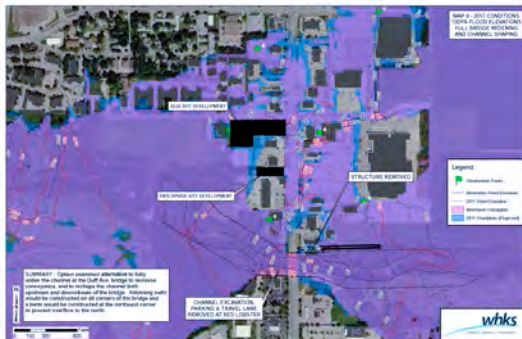
Highlights, continued:

Funding associated with the increasing number of CIP public infrastructure design and construction projects through Public Works Engineering has more than doubled in the past eight years due to aging infrastructure and community growth. Engineering's work associated with development-related public improvements has also grown substantially as the community continues to grow.

To enhance the public's knowledge and gather information related to project areas, the Engineering Division holds project specific informational meetings about the CIP projects. For some larger projects, virtual project meetings are hosted. In these meetings, citizens can view the meeting at any time and provide feedback before design completion. This feedback ranges from special access needs to desired changes to pavement alignment or drainage. Additional information about upcoming CIP projects can be found on the City's website under Public Works Engineering Design Project Updates/FAQs.

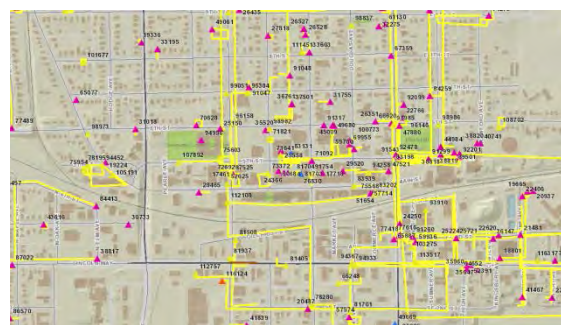


Once construction commences, construction notices are delivered to all residents or businesses in the project area. Notices include information about upcoming activities, schedules, and contact information for when residents have questions.



Among other important CIP projects, staff is focusing on the Grand Avenue Extension, Water System Improvements, Sanitary Sewer System Rehabilitation, and Flood Mitigation – River Flooding and Flash Flooding area projects.

Public Works Engineering staff members are also responsible for oversight of work in the City's rights-of-way. Anyone, including contractors and homeowners, can obtain a permit through the Division's online ROWay permitting system. Reflective of community growth, the amount of permit activity within the rights-of-way have continued to significantly increase. Several private utility companies have been working on large projects within Ames. These projects will add reliability and increase safety of their systems within the area.



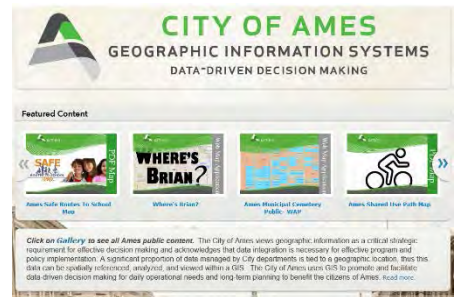
PUBLIC WORKS ENGINEERING

Highlights, continued:

The GIS Workgroup provides GIS tools and services to help City staff and customers support decisions. These include GIS data, analysis, technical services, database development, and mobile and web applications. Additionally, the workgroup maintains a small inventory of iPads and GPS units for City staff to complete specific field inventories or projects.

GIS use within the City is quite heavy, with most users accessing information via web or mobile GIS applications. There are approximately 200 City staff with login credentials to our online GIS. GIS training continues to be coordinated with Human Resources, with six training sessions covering three different aspects of City GIS.

Many applications are available to the public via the Ames GIS Portal (<http://cityofamesgis.maps.arcgis.com/home/index.html>).



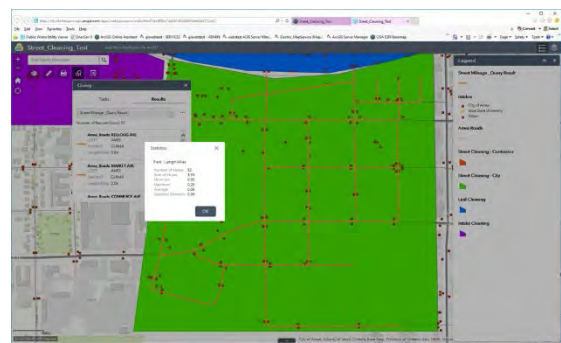
Public availability of GIS data and applications is a priority for the GIS workgroup. Over the next year, staff will be working to create an “Open Data” portal, which will allow customers to easily search for and download GIS data based on topic or geographic area. The page will provide a repository to aggregate data from many different sources and increase the transparency and accessibility of the data the organization uses to make decisions. An example of an “Open Data” page developed by the Iowa DOT can be seen at:



Open Data Portal

Ongoing and Upcoming Projects of Note:

- **Landfill:** Staff will be working with Resource Recovery staff to create a GIS inventory and application to help manage the City landfill. This will include digitizing existing drawings, mapping wells, landfill boundaries and maintenance areas.
- **NPDES Reporting:** Operations staff is required to track street cleaning and intake cleaning activities to comply with NPDES regulations. GIS staff is working to create an application to map and report these activities. This will greatly speed the year end reporting and help managers ensure the City is in compliance.

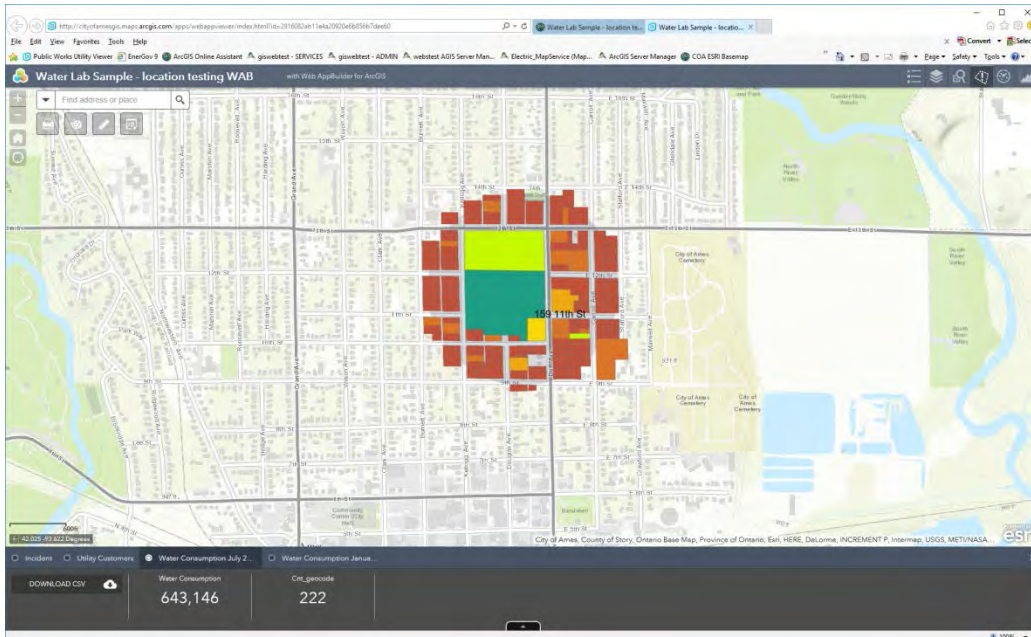


Street cleaning information displayed by GIS

PUBLIC WORKS ENGINEERING

Highlights, continued:

- Water Sampling:** GIS staff is working with personnel in WPC's Water Lab to help streamline water sampling. The use of GIS allows staff to more easily select possible water sampling locations based on water consumption and other data. Sampling locations can then be tracked over the longterm and analyzed against other data.



Water sampling application showing parcels by water consumption rates for the selected area.

- Project Punch List:** When a construction project is completed, Engineering and Operations staff perform a final inspection to ensure all aspects are finished per City requirements. Moving this process away from paper and into GIS enables all parties involved to look at the same list and monitor each item's progress. It also allows reports to be easily generated and shared with the contractors responsible for each item.

City of Ames IA: Construction Projects:
Punch List Report

UID	Type	Is Status	Is Comments	Open Date	Open Staff	Close Date	Close Staff	Close Comments
2014/15 Concrete Pave Improvements #2 (1)								
2001	Pavement	Open	Test	11/02/2014	Scott Shepherd			
8602	Water	Open	Test	11/09/2014	Scott Shepherd			
2015/16 Asphalt Street Pavement Improvements (14)								
2015/16 Concrete Pavement Improvements (20)								
2015/16 Downtown Street Pavement Improvements (6)								
401	Water	Open	Testing app	10/10/2016	Luc Cowles/Jan			
801	Pavement	Open	Joint finish walking	05/07/2016	Rudy Koster			
1001	Signposting	Close	Testing app	10/09/2016	Jim Gammon	10/10/2016	Jim Gammon	Looks good
1005	Signposting	Open	Signposting	10/21/2016	Jim Gammon			
1001	Water	Open	Signposting	10/10/2016				
1001	Pavement	Open	crack to be sealed	11/14/2016	Pat Combs/Jan			Janis Campa
Four Seasons (8)								
Query Estates list (3)								
Sunset Ridge 6th (11)								

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Page 1 of 1

PUBLIC WORKS ENGINEERING

Highlights, continued:

- Cemetery:** Operations staff members at the Ames Cemetery are now using GIS to manage cemetery records and track maintenance. The new system stores scanned obituary records, maintenance items, and sale-related information. Staff is easily able to visualize and track which lots are available for sale. This information is then automatically placed in reports and emailed to City staff on a weekly basis to help them better inform prospective purchasers as to what is available.

Ames Cemetery: Maintenance Report



Location	Staff	Sale Type	Sale Status	Reserve Name	Reserve Date	Reserve Period	# of days	Comments	Email	Phone #
AMES MUNICIPAL-GW-0-91-5	Joe Newman	Reserved	Open	Greg Spurgeon	09/02/2016	1 Year	274			509-6917
AMES MUNICIPAL-SV-0-23-5	Joe Newman	Reserved	Open	Paula J. Curran	11/02/2016	1 Year	335	5461 Frost Drive, Ames, IA 50014-6904	pjcurran@iastate.edu	441-3080
AMES MUNICIPAL-OW-5-223-5	Joe Newman	Reserved	Open	Dennis Anderson	11/14/2016	1 Year	347			291-4347
AMES MUNICIPAL-OW-5-223-6	Joe Newman	Reserved	Open	Dennis Anderson	11/14/2016	1 Year	347			291-4347

The GIS staff serves as the Public Works utility information providers for internal and external customers. To improve customer service and reduce staff time, a secure online Utility Viewer application has been developed. The secure application has made available to customers whose commercial needs require frequent access to up-to-date City utility information.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
# of CIP projects inspected/administered	19	26	24	27
# of subdivision public infrastructure projects inspected	7	10	14	10
# of construction site erosion and sediment control site inspections	371	400	410	400
# of plans and specifications prepared for capital improvements plan projects	24	26	24	25
Efficiency and Effectiveness:				
Projects bid under engineer's estimate	58%	75%	56%	75%
Projects bid over 10% of engineer's estimate	24%	25%	19%	20%
Projects completed within 10% of original bid	53%	90%	88%	90%
Projects completed on time	90%	95%	94%	95%
% of as-builts records completed	95%	100%	96%	100%

TRAFFIC ENGINEERING

The purpose of the Traffic Engineering program is to provide a safe and efficient transportation system within the City of Ames for all users. This activity provides traffic engineering analysis for the development of the City's multi-modal transportation system. Administrative duties as well as short and long-range transportation planning, facility planning and operations, and design of computerized signal coordination programs are included within this activity. Students from Iowa State University are utilized as temporary, part-time employees to collect and maintain databases dealing with traffic analysis.

Service Objectives:

- ✓ Enhance multi-modal integration of the transportation network for pedestrians, bicyclists, and transit users
- ✓ Update/maintain traffic engineering software
- ✓ Procure grant funding for Capital Improvement Plan projects
- ✓ Design and implement traffic signal coordination plans
- ✓ Design traffic signal replacement program
- ✓ Review site development plans & plats
- ✓ Maintain Shared Use Path maps
- ✓ Review Traffic Impact Studies (TIS) for new developments
- ✓ Administer the Ames Area Metropolitan Planning Organization (AAMPO)
- ✓ Maintain the pavement management system
- ✓ Approve parking waivers and block parties
- ✓ **Build energy efficiency strategy into transportation planning**
- ✓ **Develop a greenbelt trail plan**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	130,381	136,026	137,588	141,076	3.7%
Contractual	50,536	44,943	41,629	46,919	4.4%
Commodities	4,610	1,200	1,200	1,300	8.3%
Capital	-	-	-	-	
	185,527	182,169	180,417	189,295	3.9%
Less: Expenditures reflected directly in another activity or CIP project	(25,545)	(30,000)	(30,000)	(30,000)	0.0%
Total Expenditures	159,982	152,169	150,417	159,295	4.7%
Funding Sources:					
MPO Reimbursement	65,094	57,718	58,270	62,449	8.2%
Road Use Tax Fund	94,888	94,451	92,147	96,846	2.5%
Total Funding Sources	159,982	152,169	150,417	159,295	4.7%
Personnel - Authorized FTE	1.45	1.45	1.45	1.45	

TRAFFIC ENGINEERING

Highlights:

In FY 2014/15, staff finalized the installation of 26 permanent count stations, which provide hourly traffic data for inputs into the regional traffic model, traffic safety estimation and forecasting, as well as use in the citywide pavement management system. City Council approved a project to install the remaining 13 count stations in FY 2016/17, which will complete the second and final phase of this project. Data from this effort has already yielded noticeable benefit to several traffic impact studies and other traffic engineering studies conducted by staff.

Traffic Engineering staff continues to work with other members of the Public Works Engineering Division on the design of major intersections, shared use paths, and roadway improvements throughout the City of Ames. Transportation projects include roadway rehabilitation and reconstruction, intersection improvements, pedestrian/shared use path improvements, traffic calming measures, as well as roadway improvements required by new commercial, industrial, and residential developments within the city. The completed Traffic Calming Toolkit is used by staff to ensure that measures are used in accordance with engineering standards.

FY 2016/17 was the first full year that the position of Transportation Planner changed from 100% Ames Area Metropolitan Planning Organization activities to an 80/20% split. This allows 0.2 FTE of the position to focus on Ames (local) projects. Therefore, the Federal funding participation for the position changed from 80% to 64%, which in turn requires an increase in Road Use Tax (RUT) fund by 16% (total RUT funds of 36%). This additional time assists the City's Traffic Engineer in response to the increase in citizen requests and referrals for studies.

The FY 2016/17 budget included a Traffic Network Master Plan that will provide a detailed inventory and evaluation of the communication network used along the city's signalized corridors. This plan will then identify both hardware and software upgrades necessary to support the modern technologies used to manage Intelligent Transportation Systems. Because this project is funded using Federal dollars, work on this plan is expected to continue through FY 2017/18.

The City has implemented a GIS-based pavement management system. To develop the system, automated data collection of information on cracking, rutting, roughness, potholes and rideability is performed on an annual basis. Additionally, high-resolution video of the road right-of-way is captured periodically.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of parking waivers processed	43	42	50	50
# of block party requests reviewed	42	58	65	70
# of oversized load permits reviewed	128	133	135	140
# of traffic engineering studies	20	30	35	40
Efficiency and Effectiveness:				
Average time to respond to citizens (days)	4.0	4.5	5.0	6.0

TRAFFIC MAINTENANCE

This activity provides for the construction, maintenance, and repair of traffic signals, regulatory, warning, and informational signs in the City. Also maintained are the pavement markings along streets that carry more than 3,000 vehicles per day. Each crosswalk with a supplemental control is painted, as well as other intersection markings that promote the safe and efficient movement of vehicles and pedestrians. Temporary, part-time employees supplement City crews in this activity.

Service Objectives:

- ✓ Provide safe and efficient transportation consistent with community goals and nationally accepted operating standards
- ✓ Install and maintain preemption equipment to enhance emergency services
- ✓ Focus on maintaining traffic signal operations of aging infrastructure
- ✓ Install and maintain required regulatory, warning, guide and street name signs
- ✓ Paint parking stalls including 715 on-street and 917 parking lot stalls
- ✓ Maintain the parking meter database
- ✓ Paint crosswalks along school routes
- ✓ Enhance roadway markings on pavement
- ✓ Paint medians for public safety purposes
- ✓ Maintain the traffic sign Geographic Information System (GIS) database
- ✓ Paint curbs as needed to delineate fire zones, tow-away zones, parking prohibitions

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	532,722	590,454	567,974	585,771	-0.8%
Contractual	174,637	192,917	243,292	218,405	13.2%
Commodities	122,325	95,350	124,280	108,700	14.0%
Capital	-	19,500	-	-	-100.0%
Total Expenditures	829,684	898,221	935,546	912,876	1.6%
Funding Sources:					
General Fund	12,065	15,003	24,192	24,192	61.3%
Road Use Tax Fund	817,619	883,218	911,354	888,684	0.6%
Total Funding Sources	829,684	898,221	935,546	912,876	1.6%
Personnel - Authorized FTE	5.15	5.15	5.15	5.15	

TRAFFIC MAINTENANCE

Highlights:

Staff continues to focus on operational service to improve efficient use of traffic signal systems. The component of a traffic signal system that fails most frequently is the in-street loop detection system for vehicles, which is primarily due to the deterioration of roadway pavement. Radar Vehicle Detection Systems, a non-intrusive detection method capable of identifying bicyclists, have now been installed at 28 intersections as part of pavement rehabilitation or traffic signal system improvement projects. By the end of FY 2017/18, radar detection systems will be placed at four more intersections. There are 67 signalized intersections; therefore 48% of the system will have been retrofitted.

During FY 2016/17, one new traffic signal system was installed at US Highway 30 (westbound off-ramp) and University Boulevard. A portion of S. Duff Avenue and Airport Road signal equipment was replaced due to tornado damage. By request of citizens with disabilities, staff has also conducted ADA improvements at the intersections of South 6th Street and Clark Avenue and 9th Street/Grand Avenue by installing vibrotactile-audible pedestrian push-button systems. These intersections also received an upgrade with radar based bike detection at the same time of the ADA improvements. Additionally, the light towers along Highway 30 have experienced significant failures requiring maintenance above the regular cleaning and repair activities. Therefore, \$30,000 has been added to the 2016/2017 budget to hire an outside vendor to return the towers to full functionality.

Staff continues to work on development of the Traffic Sign Database and Mobile GIS Application. As part of this project, labels that include a bar code are placed on each regulatory and warning sign. This aids in having a more accurate inventory of each sign and provides the ability to more quickly replace signs that are damaged or found stolen. As each sign is inventoried, the sign is also shot with a retroreflectometer to verify that they meet minimum Federal retro reflectivity requirements.

Temporary workers continue to provide vital assistance to full-time traffic maintenance staff during the spring, summer, and fall months each year by conducting much of the pavement parking and sign maintenance activities in our residential areas. This allows the full-time staff to focus on the higher volume roadways which require more time to work on. Temporary staff can also work directly with full-time staff on specific projects that include traffic signal and parking meter maintenance, which results in significant increases in efficiency and productivity. In 2016/17, staff began a program to enhance the service level of painting in residential neighborhoods. This program involved a two-step process to first clean and prep the streets and curb-line by removing loose dirt and debris, or any vegetative overgrowth. It has shown significant improvement to the quality of the markings and should yield longer lasting results. Temporary salaries from the initial retroreflectivity collection have been prioritized to this new annual effort.

Staff time for working special events such as home Iowa State University football games is reimbursed into the general fund as actual costs are incurred.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of signalized intersections in City	66	66	67	68
LED bulbs installed	33	47	50	100
Utility locates	382	381	390	400
# of signs in City	9,485	9,489	9,600	9,600
# of lane miles painted	64	68	80	80
# of crosswalks painted	725	735	735	750
Gallons of traffic paint used	2,560	2,250	2,560	2,700
Pounds of reflective beads used	15,000	15,000	16,000	16,000
Efficiency and Effectiveness:				
Average # of sign repairs/week	60	50	45	45
Average # of service calls/signalized intersection	5.06	4.8	4.8	4
Signs serviced	3,120	2,500	2,500	2,500

STREET SYSTEM MAINTENANCE

The streets in Ames are constructed of several different materials and require different techniques to repair the cracked, broken, or distorted surfaces or bases. Street maintenance activities provide smooth and safe streets which are stable and which drain precipitation to the storm sewer system without allowing the moisture to penetrate the surface and saturate the street base. This maintenance includes patching, resurfacing, seal coating, slurry seal, and grading of gravel streets as needed. In addition to regular maintenance, shared use paths are repaired as needed. A CIP program, introduced in FY 2008/09, provides for pavement improvements to enhance the safety and usability of the shared use paths. Storm damage pickup of branches is the responsibility of this activity.

Service Objectives:

- ✓ Maintain the City's network of streets, alleys, and shared use paths in a safe and usable condition
- ✓ Provide barricades for block parties and other community events (road races, etc.)
- ✓ Provide emergency repairs to roads and streets as necessary
- ✓ Remove trash from public receptacles
- ✓ Offer curb and gutter replacement program to eligible citizens

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	882,982	985,743	957,179	1,110,845	12.7%
Contractual	571,103	601,213	674,353	666,327	10.8%
Commodities	310,545	299,100	331,250	321,750	7.6%
Capital	417	-	75,000	16,000	
Total Expenditures	1,765,047	1,886,056	2,037,782	2,114,922	12.1%
Funding Sources:					
General Fund	812	10,756	-	-	-100.0%
Road Use Tax Fund	1,764,235	1,875,300	2,037,782	2,114,922	12.8%
Total Funding Sources	1,765,047	1,886,056	2,037,782	2,114,922	12.1%
 Personnel - Authorized FTE	 11.00	 12.50	 12.90	 12.90	

STREET SYSTEM MAINTENANCE

Highlights:

Salary savings created by the FY 2016/17 reorganization of the Grounds division from Public Works to Parks and Recreation created the opportunity to add an additional Maintenance Worker position. This position is reflected in the Street Maintenance, Street Cleaning, Snow and Ice Control, and Storm Water System Maintenance activities. Additionally, the transfer of the Grounds division to Parks and Recreation resulted in a larger percentage of the Public Works Operations Manager’s salary being allocated to Street Maintenance and Snow and Ice Control activities. In Street Maintenance, the reorganization has resulted in a .40 FTE increase and an increase in personal services of \$61,390 for FY 2017/18.

A budget increase of \$12,352 is included for fleet costs for FY 2017/18, as the fleet equipment inventory was updated to more accurately show lifecycles and replacement values and to reflect current and projected fuel prices.

With a new fixed base operator (FBO) at the Municipal Airport, an existing single axle dump truck is being sold to Fleet Services for use at the Municipal Airport by the FBO so that it can self-perform snow and ice control duties. In addition, another matching single axle dump truck will be sold at the same time. An upgrade (\$100,000) of these two single axle trucks to tandem axle trucks with wing plows is included in FY 2016/17. This upgrade will help maintain the level of service as the city continues to grow. This upgrade is split between this activity (60%) and Snow and Ice Control (40%).

Also included in the FY 2016/17 and FY 2017/18 budget is an activity to reseal and restain colored concrete in the Downtown Business District. After many years, the color is beginning to fade. This work activity will allow for targeted areas to be restored first and continue throughout the corridor to rejuvenate the aesthetic appeal of Main Street.

Included in FY 2017/18 are two automated High Water signs at a cost of \$16,000. These signs will automatically detect standing water on the road and flash a warning sign to alert drivers to the presence of water. These signs are being proposed to be placed along Grand Avenue for both northbound and southbound traffic at the Union Pacific Railroad underpass. This underpass floods under heavy rain events and can cause issues with cars stalling prior to the intersection being closed.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Miles of streets maintained	277	278	280	282
Blocks of streets crack sealed	54	66	75	75
Blocks of streets slurry sealed	22	73	75	75
Miles of off-street bike paths maintained	52	52	53	54
# of events for which barricades were provided	61	56	60	60
Efficiency and Effectiveness:				
Cost per mile for street maintenance	\$6,089	\$6,346	\$7,337	\$7,079
Citizen satisfaction* with bike path maintenance	77%	85%	80%	80%
Citizen satisfaction* with condition of streets in neighborhoods	78%	76%	80%	80%
Citizen satisfaction* with surface condition of major streets	77%	78%	80%	80%

* % rating “good” or “very good” in Resident Satisfaction Survey

STREET SURFACE CLEANING

This activity provides street sweeping of all residential, arterial, and business district streets to enhance the cleanliness of the community.

Service Objectives:

- ✓ Sweep arterial and collector streets 16 times/year (1,347 miles) (City crews)
- ✓ Sweep residential streets an average of 11 time/year (5,145 miles) (City crews and contractor)
- ✓ Sweep Business District 32 times/year (512 miles) (City crews)

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	128,864	125,735	136,140	160,243	27.5%
Contractual	122,046	137,581	129,303	132,071	-4.0%
Commodities	70	200	200	200	0.0%
Capital	-	-	-	-	
Total Expenditures	250,980	263,516	265,643	292,514	11.0%
Funding Sources:					
Road Use Tax Fund	250,980	263,516	265,643	292,514	11.0%
Total Funding Sources	250,980	263,516	265,643	292,514	11.0%
Personnel - Authorized FTE	1.64	1.64	1.91	1.91	

STREET SURFACE CLEANING

Highlights:

Salary savings created by the FY 2016/17 reorganization of the Grounds division from Public Works to Parks and Recreation created the opportunity to add an additional Maintenance Worker position. This position is reflected in the Street Maintenance, Street Cleaning, Snow and Ice Control, and Storm Water System Maintenance activities. In Street Cleaning, the reorganization has resulted in a .27 FTE increase and in increase in personal services of \$7,228 for FY 2017/18.

A budget increase of \$2,768 is planned for the fleet in FY 2017/18, as the equipment inventory was updated to more accurately show lifecycles and replacement values and to reflect current and projected fuel prices.

Streets in the business districts, arterial and collector streets, and some residential streets are regularly cleaned by City crews. In addition, City crews respond to clean-up activities that arise from emergency incidents (accidents, spills, floods, etc.) and clean-up of mud and debris that is tracked onto the streets at City construction sites. They also clean the streets affected by maintenance sites of City crews. Timely response is essential to these types of incidents.

Contracted services continue to be used to supplement City crews in sweeping residential streets (\$30,000).

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Curb miles cleaned – arterial and collector Streets	1,532	1,620	1,550	1,600
Curb miles cleaned – residential streets (City crews)	4,075	4,235	4,150	4,200
Curb miles cleaned – residential streets (Contractor)	1,430	1,515	1,550	1,550
Curb miles cleaned – Business District	539	549	550	550
Efficiency and Effectiveness:				
Cost/mile of streets cleaned (City crews)	\$36.30	\$35.55	\$37.70	\$40.20
Cost/mile of streets cleaned (Contractor)	\$18.44	\$15.37	\$19.35	\$19.35
Citizen satisfaction* with street sweeping in business areas	93%	95%	95%	95%
Citizen satisfaction* with street sweeping in neighborhoods	82%	84%	85%	85%
% of street sweeping needs provided by City crews	81%	80%	80%	80%
% of street sweeping needs provided by Contractor	19%	19%	20%	20%

* % rating "good" or "very good" in Resident Satisfaction Survey

SNOW AND ICE CONTROL

On a priority system, this activity provides passable streets for moving vehicles during and after snowstorms. Under slippery road conditions, sand and/or de-icing materials are spread on curves, hills, and intersections of highways and thoroughfares. The snow ordinance usually becomes effective after 2" of snow has fallen; and arterial and several collector streets are plowed. Residential streets are plowed after 3" of snow. Following typical snowstorms, all routes are cleared within sixteen hours. Ice control is performed on hills, curves, and controlled intersections to break or prevent the bond of ice to the pavement which aids in safety and vehicular traction. Ice control chemicals are useful and necessary, however, the use of these chemicals become ineffective as temperatures decrease below 15 degrees.

Snow and ice storm events are citywide emergencies that require the cooperation of many City departments to provide the quality of service desired for citizens. Therefore, when a snow and/or ice emergency is declared, efforts to deal with the emergency are seen citywide. Parks and Recreation maintenance workers clear designated winter bike paths; employees from departments throughout the City are added to snow and ice operations activities; and a quiet place for rest (for snowplow operators, etc.) is provided at the Electric Distribution building.

Service Objectives:

- ✓ Provide ice control as necessary to streets and intersections
- ✓ Remove sand from streets at the end of the snow/ice season
- ✓ Remove snow from streets according to standards established by City Council
- ✓ Install snow fence as necessary

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	368,929	420,362	395,500	481,843	14.6%
Contractual	481,412	497,218	482,528	493,498	-0.8%
Commodities	125,928	212,500	212,500	212,500	0.0%
Capital	-	-	65,000	10,000	
Total Expenditures	976,269	1,130,080	1,155,528	1,197,841	6.0%
Funding Sources:					
Road Use Tax Fund	976,269	1,130,080	1,155,528	1,197,841	6.0%
Total Funding Sources	976,269	1,130,080	1,155,528	1,197,841	6.0%
Personnel - Authorized FTE	4.22	4.72	5.08	5.08	

SNOW AND ICE CONTROL

Highlights:

Salary savings created by the FY 2016/17 reorganization of the Grounds division from Public Works to Parks and Recreation created the opportunity to add an additional Maintenance Worker position. This position is reflected in the Street Maintenance, Street Cleaning, Snow and Ice Control, and Storm Water System Maintenance activities. Additionally, the transfer of the Grounds division to Parks and Recreation resulted in a larger percentage of the Public Works Operations Manager’s salary being allocated to Street Maintenance and Snow and Ice Control activities. In Snow and Ice Control, the reorganization has resulted in a .36 FTE increase and an increase in personal services of \$44,077 for FY 2017/18.

Staff continues to work through the refinement of Automated Vehicle Location (AVL) system that was purchased and installed late in FY 2015/16. This system allows operators and managers to see snow and ice control equipment in near-real time and provides feedback on plow functions, deicing spreading rates, current location, and history. This data is used to increase efficiency of snow and ice control operations as well as provide great service to the community.

Included in FY 2017/18 is an automated Icy Road Warning sign at a cost of \$10,000. This sign will automatically detect icy road conditions and flash a warning sign to alert drivers to the presence of ice. This sign is being proposed to be placed at the Union Pacific Railroad underpass along the 13th Street Extension. This is one of the first locations in the City that experiences icing and the curves in the alignment of the road lead to difficult driving conditions.

In FY 2016/17 and FY 2017/18, City crews will utilize 30 units (pickups, trucks, road grader, skid steers, backhoes, etc.) for snow and ice control activities. In addition, 10 units (mostly tractors with plows) with contracted drivers (\$94,825) will be available to supplement City crews in these activities. Rates for contracted drivers supplying their own tractors are \$150/hour in FY 2016/17 in an effort to retain and attract additional contracted drivers.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Annual snowfall (inches) (43" 5-year historical average; 41" 10-year historical average)	31	37	40	40
Miles of street maintained	277	278	280	285
# of snow/ice control operations	10	15	20	20
Sodium chloride applied (tons)	1,657	2,021	2,500	2,500
Calcium chloride applied (gallons)	1,650	2,150	2,000	2,000
Salt brine used (gallons)	39,540	15,150	40,000	40,000
Snow fence installed (miles)	1.75	1.75	2.50	2.50
Efficiency and Effectiveness:				
Cost of snow plowing/ice removal per inch of accumulation per mile of street	\$108.38	\$94.91	\$100.37	\$102.96
Citizen satisfaction* with snow plowing on major City streets	82%	86%	90%	90%
Citizen satisfaction* with snow plowing in neighborhoods	71%	69%	75%	75%
Citizen satisfaction* with ice control at intersections	70%	74%	80%	80%

* % rating "good" or "very good" in Resident Satisfaction Survey

RIGHT-OF-WAY MAINTENANCE

This activity includes turf maintenance on City-owned land and rights-of-way and private property (after citizen non-compliance). Staff maintains sidewalks adjacent to City-owned land and buildings as a responsibility of this activity, as well as communication with owners concerning sidewalk adjacent to private property. All forestry related functions including removal, trimming, planting, and disease diagnosis are also included in this activity. Sidewalks reported by citizens to be in need of repair are evaluated by City personnel as to safety. Any required repairs are the responsibility of the homeowner and are inspected by City personnel after repairs are done. Trash removal from public receptacles is the responsibility of this activity.

Service Objectives:

- ✓ Provide attractive rights-of-way, especially at City entryways and along major transportation corridors, throughout the City
- ✓ Provide landscape maintenance and related services on City rights-of-way
- ✓ Provide oversight, scheduling, and contract administration of the right-of-way tree trimming contractor
- ✓ Evaluate deficient sidewalks on private property, notify property owner of maintenance/repair responsibilities, and inspect new/repared sidewalks
- ✓ Sweep sidewalks in Campustown and Downtown three times per week for six months of the year
- ✓ Maintain sidewalks adjacent to City-owned land and buildings
- ✓ Trim, remove and maintain trees at City facilities and on City rights-of-way
- ✓ Continue enhanced efforts on cleanliness of public rights-of-way in Campustown

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	387,503	442,876	290,421	293,839	-33.7%
Contractual	504,217	348,414	346,274	446,033	28.0%
Commodities	20,570	19,900	18,250	18,850	-5.3%
Capital	-	-	8,000	-	
Total Expenditures	912,290	811,190	662,945	758,722	-6.5%
Funding Sources:					
General Fund	8,311	1,978	-	-	
Road Use Tax Fund	898,705	802,672	662,945	758,722	-5.5%
Parking Fund	5,274	6,540	-	-	-100.0%
Total Funding Sources	912,290	811,190	662,945	758,722	-6.5%
 Personnel - Authorized FTE	 3.73	 3.73	 2.99	 2.99	

RIGHT-OF-WAY MAINTENANCE

Highlights:

During FY 2016/17, the process began for transferring the responsibility for the Grounds division, which oversees maintenance of street rights-of way and City cemeteries, from the Public Works Department to Parks and Recreation. In the Right-of-Way Maintenance activity, the reorganization of positions resulted in a .74 FTE decrease and a savings of \$103,057 in personal services for this activity in FY 2017/18. The responsibility for Sidewalk Maintenance, a sub-activity of Right-of-Way Maintenance, has been transferred to Street Maintenance during this re-organization.

The Emerald Ash Borer (EAB) Response and Urban Forest Diversification and Reforestation Plan continues, with the third year of ash tree removal in FY 2016/17 at a cost of \$100,000. City crews will again remove the majority of the smaller trees and contract crews will remove larger trees, grind stumps, and replant trees. In FY 2017/18, tree removal and replacement will continue, as will the second round of treatment. The triannual treatment adds costs, bringing the FY 2017/18 budget to \$200,000. Tree replanting in the EAB program is planned only for the fall months.

The Ames Foundation again partnered with the City of Ames in FY 2015/16 to plant 206 trees in a proactive manner across selected neighborhoods. The Ames Foundation planted 74 trees in the fall of 2016, and plans to continue to do so in the future to eventually canvass the entire city. Community volunteers help plant the trees, and the City splits the cost of the tree with The Ames Foundation. This program has promoted the importance of the city’s urban canopy and has allowed the City to save Road Use Tax funding in the replanting of trees.

The Urban Forester intern has been removed from the FY 2016/17 budget, as a full time urban forester is planned to be brought onto the staff assist with the continued operation of the Emerald Ash Borer program as well as the long term health and maintenance of the city’s urban forest.

Also included in the budget in FY 2016/17 at a cost of \$6,000 is the installation of a steel fence along 217 Welch Avenue to protect pedestrians from a tripping hazard due to the elevation of the building foundation in respect to the street elevation.

A portion of the Cemetery water infiltration repair (\$4,000) is included in the Right of Way Maintenance budget as those two work activities share the Cemetery office.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Rights-of-way mowed (acres)	770	775	780	780
Complaint notices issued – snow/ice on sidewalk	136	421	200	200
Actual # of billings for snow/ice removal from sidewalks	38	67	30	30
Sidewalk repair letters sent	30	29	50	30
Trees and shrubs planted	375	100	100	100
EAB trees removed	221	242	231	236
EAB trees replanted	37	665	100	400
Efficiency and Effectiveness:				
Citizen satisfaction with appearance of medians and parkways	89%	89%	95%	95%

TRANSIT SYSTEM

Activity Description:

The Ames Transit system provides those who live in and visit the City with a safe, economical, and energy saving mass transit system.

Transit Administration oversees the operations of the total transit system. Statistical data and record keeping functions are also performed. Transit system administration reports to federal, state, university, and local authorities, and derives its funds from the same.

The system operates Fixed Route Service (CyRide) every day of the year except Thanksgiving, Christmas, and New Year's Day.

The Transit System further serves the community by contracting for Dial-A-Ride service. This service benefits the community by making transit service available to the disabled and other citizens with special needs.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration/Support	1,835,544	1,911,265	1,954,063	2,039,978	6.7%
Fixed Route Service	7,755,576	8,504,235	8,601,973	8,998,499	5.8%
Dial-a-Ride Service	200,531	203,536	203,488	207,458	1.9%
Transit Operations	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
Personnel - Authorized FTE	84.05	84.05	84.05	85.05	

TRANSIT SYSTEM

<i>Expenditures by Category:</i>	2015/16	2016/17	2016/17	2017/18	% Change
	Actual	Adopted	Adjusted	Mgr Rec	From
					Adopted
Personal Services	7,307,182	7,510,407	7,604,623	8,074,877	7.5%
Contractual	1,409,625	1,478,224	1,516,696	1,693,968	14.6%
Commodities	1,070,493	1,629,805	1,637,605	1,476,490	-9.4%
Capital	3,548	-	-	-	
Other	803	600	600	600	0.0%
<i>Total Expenditures</i>	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
<i>Funding Sources:</i>					
Transit Fund	9,791,651	10,619,036	10,759,524	11,245,935	5.9%
<i>Total Funding Sources</i>	9,791,651	10,619,036	10,759,524	11,245,935	5.9%

TRANSIT ADMINISTRATION AND SUPPORT

This activity involves the orderly and efficient management of the public transit system. Associated activities are the marketing of the system, transit facilities maintenance, and the training and development of employees who will operate vehicles in a safe, responsible, and courteous manner.

Service Objectives:

- ✓ Achieve at least 6.7 million rides within the community
- ✓ Maintain an operating budget balance of no less than 10%
- ✓ Administer all state and federal grants to maximize funding from non-local sources
- ✓ Ensure compliance with all federal, state and local regulations
- ✓ Maintain an average large bus fleet age of 12 years or less
- ✓ Implement a coordinated plan to improve bus stop locations
- ✓ Educate the business, student, and general resident population about services

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	1,176,998	1,246,182	1,262,790	1,292,538	3.7%
Contractual	579,065	608,383	634,573	686,015	12.8%
Commodities	75,933	56,700	56,700	61,425	8.3%
Capital	3,548	-	-	-	
Total Expenditures	1,835,544	1,911,265	1,954,063	2,039,978	6.7%
Funding Sources:					
Transit Fund	1,835,544	1,911,265	1,954,063	2,039,978	6.7%
Total Funding Sources	1,835,544	1,911,265	1,954,063	2,039,978	6.7%
Personnel - Authorized FTE	10.80	10.80	10.80	11.80	

TRANSIT ADMINISTRATION AND SUPPORT

Highlights:

CyRide has experienced increased ridership each year for the last ten years, representing a 57% increase from the FY 2006/07 to FY 2015/16 budget. Ridership for the first three months of 2016/17 is 2.4% higher than the previous year and is anticipated to be at least 6.8 million rides for the fiscal year. With higher ISU enrollment predicted for the 2017/18 budget year, CyRide expects to provide nearly 7 million rides in the next year. These year-after-year increases are placing operational and infrastructure challenges on the system to maintain a high quality of service.

Student fees are anticipated to increase by \$2.25 in 2017/18, raising the full-time student cost per semester to \$75.35, with a 2016/17 year-end Student Government Trust Fund balance projected to exceed the target balance of \$500,000.

The increased percentage share for the City of Ames will be 4.9%. Fuel expenses, which are a major expense in the budget, are budgeted to be lower, but additional miles travelled. The FY 2016/17 budgeted price per gallon of fuel was \$3.00 and will be lowered to \$2.50 per gallon for the 2017/18 budget year.

State and federal dollars are anticipated to remain relatively stable, with state dollars decreasing \$20,000 to \$780,000 and federal dollars slightly increasing to \$2,000,000.

The FY 2017/18 budget increases the full-time equivalent staffing level by 1.0, as two part-time office clerks would be added to provide receptionist duties.

CyRide has increased its fleet size by 54 buses over the past ten years.

This budget also includes a \$344,168 increase in health insurance, unemployment, and Affordable Care Act administrative expenses to address upward trends with more employees to meet current service demands and to meet the new health care law.

The budget also reflects additional operational expenses of \$83,000 in vehicle tracking software and \$86,000 in additional maintenance wages as approved by the Transit board of Trustees in 2014/15.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Ridership	6,711,665	6,785,479	7,000,000	7,000,000
Grant funds received	\$4,903,703	\$2,795,630	\$6,575,905	\$4,829,460
Average fleet age in years	11.1	11.1	11.5	10.6
Efficiency and Effectiveness:				
Passenger trips/capita	108.2	109.4	108.0	105.0
Passenger trips/revenue hour	53.0	51.9	52.0	50.0
Revenue hours/capita	2.0	2.1	2.1	2.0
Grant funds/expenses	39.0%	26.1%	42.3%	35.0%

FIXED ROUTE SERVICE

The fixed route bus service provides regularly scheduled public transit service to the City of Ames, including Iowa State University (ISU). There are nine color-coded bus routes which connect the various parts of the City, and three circulator routes that serve the ISU Campus and neighborhoods adjacent to campus.

Service Objectives:

- ✓ Maintain a safe transit system by reducing the total number of accidents by 2%
- ✓ Achieve at least 30,000 rides per customer comment
- ✓ Maintain the bus fleet in a manner that allows for the smooth and efficient operation of service on a daily basis
- ✓ Coordinate public transit service with other types of transportation (bikes, intercity/regional buses, etc.)
- ✓ Hire adequate staff to ensure that 85% or more of the drivers' work is assigned each week, reducing overtime expense
- ✓ Maintain service quality with at least 88% of the scheduled bus trips on time at a single timepoint on the schedule

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	6,119,770	6,253,689	6,331,345	6,771,841	8.3%
Contractual	640,443	676,841	689,123	810,993	19.8%
Commodities	994,560	1,573,105	1,580,905	1,415,065	-10.1%
Other	803	600	600	600	0.0%
Total Expenditures	7,755,576	8,504,235	8,601,973	8,998,499	5.8%
Funding Sources:					
Transit Fund	7,755,576	8,504,235	8,601,973	8,998,499	5.8%
Total Funding Sources	7,755,576	8,504,235	8,601,973	8,998,499	5.8%
Personnel - Authorized FTE	73.15	73.15	73.15	73.15	

FIXED ROUTE SERVICE

Highlights:

Fixed route ridership is anticipated to increase to approximately 7 million riders during FY 2017/18. This service will be provided with a bus fleet of 105 buses after a 2016/17 purchase of four additional articulated buses.

The busiest times for the fixed route service are just prior to and after class times, which require adequate buses and staffing to meet the demand at bus stops along CyRide’s routes. As a result of this “peaking” effect, CyRide has placed as many as nine buses for one scheduled trip on a route from west Ames to provide enough capacity to pick up all customers at the bus stop.

During FY 2015/16 and FY 2016/17, CyRide has contracted with a private bus operator with transit-style buses, to operate a portion of one circulator route. This service arrangement will be re-evaluated in the spring of 2017 for consideration of a new contract for the FY 2017/18 budget year.

CyRide will continue its bus shelter improvement plan in FY 2017/18 to enhance CyRide’s customer experience.

The FY 2017/18 budget includes the following additional services to provide adequate capacity for ISU’s anticipated enrollment increase and to reflect a system carrying 7 million riders:

- Five additional hours of weekday service per day to provide adequate capacity for ISU’s enrollment increase
- Two additional bus trips in the evening on a portion of CyRide's Brown Route

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Ridership	6,711,668	6,785,479	7,000,000	7,000,000
Average percent work assigned	92.0%	85.0%	83.6%	90.0%
Passenger compliments	12	21	20	20
Efficiency and Effectiveness:				
Passengers/revenue hour	54.8	53.6	55.0	52.0
Cost/revenue mile	\$5.94	\$5.76	\$6.00	\$6.00
Cost/passenger	\$1.11	\$1.11	\$1.15	\$1.15
Cost/revenue hour	\$60.86	\$60.86	\$61.00	\$61.00
Miles between preventable accidents	31,363	22,113	35,000	35,000

DIAL-A-RIDE

This activity addresses the public transportation needs of the disabled residents of Ames. Service hours and areas served exceed the requirements of the Americans with Disabilities Act. Heart of Iowa Regional Transit Agency (HIRTA) operates the Dial-A-Ride service as a subcontractor to CyRide.

Service Objectives:

- ✓ Process transportation applications for persons with disabilities within 21 days per ADA regulations
- ✓ Ensure customer satisfaction with service delivery
- ✓ Ensure subcontractor compliance with all federal and state regulations

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	10,414	10,536	10,488	10,498	-0.4%
Contractual	190,117	193,000	193,000	196,960	2.1%
Commodities	-	-	-	-	
Capital	-	-	-	-	
Total Expenditures	200,531	203,536	203,488	207,458	1.9%
Funding Sources:					
Transit Fund	200,531	203,536	203,488	207,458	1.9%
Total Funding Sources	200,531	203,536	203,488	207,458	1.9%
Personnel - Authorized FTE	0.10	0.10	0.10	0.10	

DIAL-A-RIDE

Highlights:

CyRide is required under the Americans with Disabilities Act (ADA) to provide complementary paratransit service for persons unable to use fixed route services. If this service is contracted to another agency, Federal Section 5310 funding is available through a grant with the State of Iowa to fund up to 80% of its operational expenses. This funding is not available if CyRide directly operates the service. As a result, CyRide has contracted with another agency for the past twelve years for the provision of this service called Dial-A-Ride. CyRide's current contract is with the Heart of Iowa Regional Transit Agency (HIRTA) for this service.

In FY 2017/18, Dial-A-Ride ridership is anticipated to provide 12,000 rides, reflecting a slightly decreasing ridership level. The Dial-A-Ride expenses are expected to be \$207,458 for the 2017/18 budget year, with \$165,966 funded through a federal grant.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Ridership	11,566	11,800	12,000	12,000
# of complaints	5	2	3	3
% of applications processed in 21 days	98%	98%	98%	98%
Efficiency and Effectiveness:				
Passengers/revenue hour	2.9	3.0	3.0	3.0
Farebox revenue/expense	2.7%	3.8%	3.5%	3.5%
Cost/passenger	\$16.63	\$12.82	\$15.00	\$15.00
Cost/revenue mile	\$4.83	\$3.83	\$4.00	\$4.00

PARKING OPERATIONS AND MAINTENANCE

This activity provides safe, available, and well-maintained parking opportunities for the public in metered spaces and parking lots. The system includes parking activities in Campustown, Downtown, and residential neighborhoods. These components include both metered and non-metered spaces. Staff utilizes an expansive database to manage the parking meter locations, equipment, and associated review for parking lots located both in the Downtown and Campustown areas. Secure daily money collection from meters is provided as part of this activity.

Service Objectives:

- ✓ Provide safe, available, and well maintained parking opportunities for the public
- ✓ Secure daily money collection from meters
- ✓ Repair/replace defective parking meters within 24 hours
- ✓ Perform preventive maintenance on parking meters

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	214,066	209,804	221,669	228,229	8.8%
Contractual	81,334	70,733	75,245	74,964	6.0%
Commodities	27,418	33,300	33,550	33,550	0.8%
Capital	-	-	-	-	
Total Expenditures	322,818	313,837	330,464	336,743	7.3%
Funding Sources:					
Parking Fund	322,818	313,837	330,464	336,743	7.3%
Total Funding Sources	322,818	313,837	330,464	336,743	7.3%
Personnel - Authorized FTE	2.40	2.40	2.40	2.40	

PARKING OPERATIONS AND MAINTENANCE

Highlights:

Parking staff continues to add SmartCard meters to the Ames parking system following the combination of the City's Smartcard system with Iowa State University (ISU). By combining the SmartCard systems, the City and ISU alike have already seen improved customer service to those people who frequently use metered parking.

In FY 2017/18, staff continues to expand a GIS based Mobile Parking application that includes maps. Current work is to beta-test a web-based feature for citizens to see what rentable parking spaces are available.

Improved operation of parking meters has been recognized through the reduced number of maintenance reports for jammed coins or failures to receive time on the meter after coins were deposited. This has been achieved through ongoing tests using specialized coin sets to minimize misread coins, and has led to better reliability of the City's parking meter system.

An increase in Personal Services was the result of more accurately accounting for work activities of Traffic Maintenance and Parking personnel. There continues to be several significant City and private projects occurring in Downtown and Campustown that have caused an increase in the amount of staff time to remove, adjust, and replace various parking meter stalls. This includes an increase in the number of parking meter mechanisms needed annually.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of parking stalls	2,929	2,929	2,929	2,929
# of parking stalls painted	2,929	2,929	2,929	2,929
Electronic parking meters in use	945	939	939	939
SmartCard parking meters in use	529	601	640	680
# of meter complaints	398	323	350	350
# of preventive maintenance checks done on meters	548	939	939	939
Efficiency and Effectiveness:				
Reserved parking space rented (%)	88%	90%	90%	90%

PARKING LAW ENFORCEMENT

This activity has the responsibility of enforcing parking regulations in the Downtown and Campustown business areas as well as other locations around the city. Citations are issued for both overtime and illegal parking, with a goal of supporting compliance with all parking system regulations. Community Safety Officers enforce parking regulations during the evening hours as well as assist police officers and citizens in traffic movement and document reports of minor incidents. Parking law enforcement is also conducted by police officers and is included in the Crime Prevention and Patrol activity.

Service Objectives:

- ✓ Promote compliance with parking regulations
- ✓ Address parking issues proactively
- ✓ Increase efficiency through the use of part-time and civilian employees
- ✓ Provide funeral escorts and assist in traffic control at special events
- ✓ Resolve neighborhood complaints
- ✓ Assist in response to snow emergencies and other natural disasters

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	277,501	313,461	313,550	331,024	5.6%
Contractual	65,710	62,129	63,730	68,096	9.6%
Commodities	8,505	2,780	2,780	2,910	4.7%
Capital	-	-	-	-	
Total Expenditures	351,716	378,370	380,060	402,030	6.3%
Funding Sources:					
Parking Fund	351,716	378,370	380,060	402,030	6.3%
Total Funding Sources	351,716	378,370	380,060	402,030	6.3%
 Personnel - Authorized FTE	 1.50	 1.50	 1.50	 1.50	

PARKING VIOLATION COLLECTION

The purpose of the parking Violation Collection activity is to accept and record monies received in the payment of parking ticket fines. Responsibilities include collecting and recording payments received electronically, through the mail, over-the-counter, and in the drop-box; maintaining payment records; responding to citizens' questions; mailing reminder notices on unpaid tickets; and working with other collection processes, including collection agencies and the City of Ames Legal Department. Additional responsibilities include assisting with the processing of utility payments made over-the-counter and selling CyRide passes.

Service Objectives:

- ✓ Accurately record citizens' payments on the date the payments are received
- ✓ Accurately maintain payment records
- ✓ Accurately record payments made to the collection agency within two working days of receipt of the collection report
- ✓ Mail reminder notices to citizens with unpaid parking tickets on the same day as the notices are generated
- ✓ Report payments received on tickets at collection on a weekly basis
- ✓ Respond promptly and courteously to citizens' inquiries and requests
- ✓ Offer citizens convenient options for paying their parking ticket fines
- ✓ Process overpayments on a weekly basis
- ✓ Promptly refer to collection agency all tickets outstanding for at least 40 days

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	86,926	90,500	90,158	94,024	3.9%
Contractual	86,487	91,308	92,706	81,676	-10.6%
Commodities	2,184	2,650	2,786	2,945	11.1%
Capital	-	-	-	-	
Total Expenditures	175,597	184,458	185,650	178,645	-3.2%
Funding Sources:					
Parking Fund	175,597	184,458	185,650	178,645	-3.2%
Total Funding Sources	175,597	184,458	185,650	178,645	-3.2%
Personnel - Authorized FTE	1.10	1.10	1.10	1.10	

PARKING VIOLATION COLLECTION

Highlights:

One of the objectives of this program is to offer citizens easy and convenient methods to pay their parking tickets. The City began to offering citizens the ability to pay parking tickets online with a debit or credit card in FY 2004/05. The percentage of tickets being paid using this option has grown from 9.20% in FY 2004/05 to 55.9% in FY 2015/16. It is projected that at least 57.0% of tickets will be paid online by FY 2017/18. The merchant fee associated with processing debit and credit card payments is estimated to be \$10,100 in FY 2016/17 and \$10,400 in FY 2017/18.

This program's share of Data Services has decreased in relation to other programs. Data Service charges for FY 2017/18 are projected to be \$17,239 which is a decrease of \$12,026 from the adjusted amount for FY 2016/17.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Maintained an accuracy rate of no more than 1 misapplied payment per 1,000 payments processed	Yes	Yes	Yes	Yes
% of payments made by credit card	50.0	55.9	56.5	57.0
% of tickets outstanding for 40 to 60 days referred to Collection Agency	100.0	100.0	100.0	100.0
% of payments reported to collection agency within a week of receipt	100.0	100.0	100.0	100.0
% of reminder notices mailed on date generated	100.0	100.0	100.0	100.0
% of customer inquiries or requests responded to within one working day	100.0	100.0	100.0	100.0
Efficiency and Effectiveness:				
Number of payments processed	42,901	41,154	41,000	41,000
Number of overpayments processed	338	402	350	350
Number of reminder notices mailed	19,182	19,955	19,150	19,150
Number of tickets referred to collection	8,485	9,507	8,600	8,600
Average cost for payment processed	\$3.96	\$4.27	\$4.53	\$4.36

AIRPORT

The Ames Municipal Airport currently has the second busiest non-controlled airport in the state, with over 25,000 operations occurring annually. Approximately 90 aircraft are housed in private and public hangars, and an additional 54 aircraft can be temporarily located in designated tie-down areas. A fixed base operator (FBO) is under contract to provide for daily airport operations. The FBO is not responsible for maintenance services at the Airport; therefore, maintenance is administered by Public Works through outside contracts or with City staff for snow removal and mowing. City-owned land next to the airport is utilized for agricultural purposes. The revenue is used to pay for capital projects

Service Objectives:

- ✓ Create a positive aviation environment for all users and the aviation community
- ✓ Maintain airport buildings and grounds
- ✓ Provide quality services to airport users
- ✓ Provide an essential gateway to the community
- ✓ Provide general aviation services to the city and immediate surrounding area

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	62,143	59,038	42,365	47,326	-19.8%
Contractual	120,715	83,075	96,554	100,467	20.9%
Commodities	4,489	4,100	4,100	3,000	-26.8%
Capital	-	-	-	-	
Total Expenditures	187,347	146,213	143,019	150,793	3.1%
Funding Sources:					
<i>Airport Revenues:</i>					
Charges for Services	126,002	133,410	129,790	143,186	7.3%
Airport Farm	76,622	75,044	75,094	72,031	-4.0%
Total Revenues	202,624	208,454	204,884	215,217	3.2%
General Fund Support	(15,277)	(62,241)	(61,865)	(64,424)	3.5%
Total Funding Sources	187,347	146,213	143,019	150,793	3.1%
Personnel - Authorized FTE	0.50	0.50	0.41	0.41	

AIRPORT

Highlights:

During FY 2016/17, the process began for transferring the responsibility for the Grounds division, which oversees maintenance of street rights-of way and City cemeteries, from the Public Works Department to Parks and Recreation. A small portion of the former Grounds supervisor position was also allocated to Airport Operations. As a result, the reorganization of positions resulted in a .09 FTE decrease and a savings of \$10,660 in personal services for Airport Operations in FY 2017/18.

Several changes and improvements are underway at the Ames Airport. Construction has begun for a new terminal building, while the itinerant hangar has been completed. The overall project will be completed by July 1 of 2017. Implementing these will impact the financial model for the airport operations and budgeting. The adjusted budget for FY 2016/17 and the budget for FY 2017/18 are based upon transitioning from the current operational model to the new operational agreement with North Iowa Air Service as the new FBO for Ames beginning on April 1, 2017.

In June of 2013, the Fixed Base Operator (FBO) service contract with Hap's Air Service was extended by Council until such time that the new Ames Terminal Building is constructed, or upon 30 days written notice of a newly established termination date of their service contract. At the October 11, 2016 meeting, City Council set the end of the current FBO contract to be March 31, 2017 in response to selecting North Iowa Air Service as the new FBO.

In FY 2016/17, staff made several presentations to City Council regarding the Airport Terminal to outline the spaces and services that will be updated in the new building. The next step for the Airport will be to update the master plan, which is anticipated to establish the future goals for the Airport, including but not limited to, a runway extension and identification of areas on the property for hangar expansion.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Gallons of fuel dispensed (AVGAS)	25,968	25,243	22,300	16,400
Gallons of fuel sold (FBO) jet	93,745	87,014	89,500	90,100
Gallons of fuel dispensed for ISU jet	16,299	17,081	14,600	14,900
Gallons of private fuel dispensed	4,698	3,196	3,600	5,100
Total General Aviation Operations (annual)	39,101	39,296	39,300	39,493
# of based single engine aircraft	64	64	65	65
# of based multi-engine aircraft	7	7	9	9
# of based ultra-light aircraft	3	3	3	3
# of based gliders	13	13	13	13
# of based jets	2	3	4	4
Efficiency and Effectiveness:				
% of General Fund support needed to operate and maintain airport	0%	0%	0%	0%

TRANSPORTATION CIP

Activity Description:

This is a summary of all capital improvements in the Transportation Program. Details in each area are presented in the Five-Year Capital Improvements Plan for the City of Ames.

<i>Activities:</i>	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Street Engineering:</i>					
Grand Avenue Extension	190,638	2,000,000	2,249,562	7,725,000	
Arterial Street Improvements	952,626	345,000	1,472,713	1,680,000	
Collector Street Improvements	972,024	-	-	1,000,000	
CyRide Route Improvements	1,959,217	2,422,000	2,558,752	-	
Downtown Street Improvements	883,512	375,000	1,322,135	300,000	
Asphalt Street Improvements	2,003,048	1,250,000	3,694,580	850,000	
Concrete Pavement Improvements	1,845,675	1,150,000	2,234,072	-	
Seal Coat Improvements	760,133	500,000	1,068,470	500,000	
Grant Avenue Paving	2,767,965	-	383,100	-	
Mortensen Road Improvements	370,312	-	-	-	
ISU Research Park	5,035,502	-	849,773	-	
South Duff Avenue Improvements	-	-	-	1,976,000	
Other Street Improvement Projects	-	-	863,080	-	
Right-of-Way Restoration	85,218	325,000	711,527	325,000	
<i>Total Street Engineering</i>	17,825,870	8,367,000	17,407,764	14,356,000	71.6%
<i>Shared Use Path System:</i>					
Skunk River Trail	770,490	835,000	1,583,415	-	
Shared Use Path Expansion	1,633	110,000	179,141	715,000	
Oakwood Road Shared Use Path	5,083	-	232,826	-	
S Duff Trail/S 5th to Squaw Creek	3,049	-	26,951	-	
Shared Use Path Lighting/Signage	-	-	17,054	-	
Multi-Modal Improvements	70,380	29,000	146,799	190,000	
Welch Avenue Improvements	-	-	32,000	-	
Shared Use Path Maintenance	115	125,000	284,883	125,000	
<i>Total Shared Use Path System</i>	850,750	1,099,000	2,503,069	1,030,000	-6.3%
<i>Traffic Engineering:</i>					
Traffic Engineering Studies	134,585	80,000	168,410	25,000	
Traffic Signal Program	530,319	325,000	645,569	375,000	
Franklin/L'Way Intersection	37,121	-	1,308,397	450,000	
Regional Transportation Counts	26,934	50,000	198,066	50,000	
Traffic Calming Program	-	-	94,652	60,000	
Accessibility Enhancements	26,794	150,000	273,206	275,000	
US 69 Improvements	-	1,180,000	1,253,467	-	
Intelligent Transportation System	-	220,000	220,000	-	
<i>Total Traffic Engineering</i>	755,753	2,005,000	4,161,767	1,235,000	-38.4%

TRANSPORTATION CIP

Activities:	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Street Maintenance:					
6th Street/Squaw Creek Bridge	2,262,392	-	764,163	-	
East Lincoln Way Bridge	-	-	375,000	-	
Dayton Avenue Bridge	-	350,000	350,000	-	
Right-of-Way Enhancements	67,287	30,000	256,881	95,000	
Neighborhood Curb Program	24,500	75,000	340,229	75,000	
Pavement Restoration	371	250,000	309,473	250,000	
Sidewalk Safety Program	105,600	-	75,630	-	
Main Street Paver Replacement	-	-	-	171,000	
Total Street Maintenance	2,460,150	705,000	2,471,376	591,000	-16.2%
Transit System:					
Vehicle Replacement	230,910	1,531,040	3,179,000	1,794,720	
Facility Improvements	56,588	525,000	1,084,095	880,000	
Bus Stop Improvements	45,759	50,000	50,000	50,000	
Technology Improvements	1,982	310,000	225,000	175,000	
Shop & Office Equipment	81,790	144,000	168,000	106,000	
Needs Analysis	10,114	-	-	-	
Total Transit System	427,143	2,560,040	4,706,095	3,005,720	17.4%
Airport:					
West Apron Rehabilitation	2,615	-	6,747	-	
Terminal Building Replacement	934,276	-	2,296,111	-	
Runway 01/19 Rehabilitation	213,463	-	8,537	-	
Airport Master Plan Update	-	-	-	166,000	
Total Airport	1,150,354	-	2,311,395	166,000	
Total Transportation CIP	23,470,020	14,736,040	33,561,466	20,383,720	38.3%

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015)

One of the Happiest Small Job in 2015 (Business Insider)

Best College Town in 2014 (Livability)

One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

One of the Best Towns for Millennials in America (Bloomberg, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016)

Ranked No. 35 in Top 100 Best Places for Employment Rate (Forbes, 2016)

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Community Enrichment

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COMMUNITY ENRICHMENT

Program Description:

The City of Ames provides an array of services which enrich the lives of citizens. These leisure time and informational services are intended to give citizens opportunities to expand their interests, to increase their knowledge, to participate in a wide variety of physical pursuits, and to enjoy the quiet repose of the world around us.

The City of Ames also provides services which relate to public health and welfare. These programs provide assistance to the members of the community in housing, human services, arts, and economic development. Additional activities include the operation of the City's government access and public access cable TV channels and administration and maintenance of the City's cemeteries.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Use of Funds:					
Parks & Recreation	4,296,443	4,306,331	4,420,838	4,429,832	2.9%
Library Services	4,087,382	4,198,078	4,518,122	4,496,776	7.1%
Human Services	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Art Services	191,235	197,170	211,693	204,979	4.0%
Cemetery	155,478	169,795	203,865	166,798	-1.8%
City-Wide Housing Programs	57,480	46,708	53,113	52,161	11.7%
CDBG Program	791,496	483,452	921,579	490,986	1.6%
Economic Development	1,839,244	1,882,857	2,050,990	2,117,788	12.5%
Cable TV Services	143,389	146,266	149,517	154,122	5.4%
Total Operations	12,725,430	12,733,135	13,905,888	13,488,658	5.9%
Community Enrichment CIP	1,520,950	962,500	2,923,701	1,170,000	21.6%
Total Expenditures	14,246,380	13,695,635	16,829,589	14,658,658	7.0%
Personnel - Authorized FTE	58.85	59.35	60.13	60.13	

COMMUNITY ENRICHMENT

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	5,794,724	6,093,925	6,150,407	6,439,995	5.7%
Contractual	3,723,278	4,037,873	4,006,853	4,132,410	2.3%
Commodities	952,271	874,677	1,201,771	978,399	11.9%
Capital	639,187	68,800	716,701	47,200	-31.4%
Other	1,615,970	1,657,860	1,830,156	1,890,654	14.0%
Total Operations	12,725,430	12,733,135	13,905,888	13,488,658	5.9%
Community Enrichment CIP	1,520,950	962,500	2,923,701	1,170,000	21.6%
Total Expenditures	14,246,380	13,695,635	16,829,589	14,658,658	7.0%
Funding Sources:					
Program Revenue	1,842,160	1,925,504	1,931,786	1,969,091	2.3%
General Fund Support	5,509,403	5,602,287	5,723,830	5,854,080	4.5%
Local Option Sales Tax	1,381,945	1,526,818	1,615,034	1,607,230	5.3%
Hotel/Motel Tax	1,775,259	1,617,043	1,784,906	1,817,506	12.4%
Cable Franchise Fee	428,778	440,000	425,000	425,000	-3.4%
Homewood Golf Course	242,525	261,344	262,599	269,295	3.0%
Ames/ISU Ice Arena	550,499	564,779	574,216	566,024	0.2%
City-Wide Housing Fund	57,480	46,708	48,313	52,161	11.7%
CDBG Fund	791,496	483,452	921,579	490,986	1.6%
Economic Development Fund	-	-	-	-	
TIF Funds	-	200,017	200,017	232,148	
Donations/Grants	145,885	65,183	418,608	205,137	214.7%
Total Operations Funding	12,725,430	12,733,135	13,905,888	13,488,658	5.9%
CIP Funding:					
G.O. Bonds	257,825	-	40,930	-	
General Fund	-	-	360,000	-	
Local Option Sales Tax	642,113	962,500	2,343,096	990,000	2.9%
Park Development Fund	271,250	-	109,643	120,000	
Ice Arena Capital Reserve	270,618	-	49,120	60,000	
Parks & Rec Donations/Grants	49,282	-	16,172	-	
Library Donations/Grants	29,862	-	4,740	-	
Total CIP Funding	1,520,950	962,500	2,923,701	1,170,000	21.6%
Total Funding Sources	14,246,380	13,695,635	16,829,589	14,658,658	7.0%

PARKS AND RECREATION

Activity Description:

This activity provides a wide array of recreational opportunities to the community. The recreational preferences of many segments of the populace are provided for through both City-sponsored activities and activities sponsored in conjunction with other community groups. Many of these recreational activities are either partially or wholly self-supporting through user fees.

Several categories of recreational opportunities are provided to the community. The Recreational Programs include instructional activities designed to teach new skills, athletic activities which offer organized sporting competition, wellness programs for the overall health, education and welfare of citizens, social programs, and Community Center/Auditorium activities. The Aquatics Activity provides swimming opportunities at three City pools. The Homewood Golf Course Activity provides a highly used 9-hole golf course for citizens. The Ames/ISU Ice Arena provides an assortment of ice rink activities.

As in all Parks and Recreation activities, the challenge is to balance affordability and the necessary amount of tax support needed to offer a well-rounded program. The department is placing a high premium upon program marketability and the idea that direct costs should be recovered through non-tax revenues to the fullest extent possible.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration	295,654	316,728	348,134	360,285	13.8%
Instructional Programs	203,898	216,116	204,828	222,226	2.8%
Athletic Programs	148,098	153,412	152,156	163,185	6.4%
Aquatics Programs	830,832	773,379	788,604	795,683	2.9%
Community Ctr/Auditorium	261,276	362,038	327,881	343,513	-5.1%
Wellness Programs	270,405	295,710	286,660	294,806	-0.3%
Homewood Golf Course	242,525	261,344	262,599	269,295	3.0%
Ames/ISU Ice Arena	550,499	564,779	574,216	566,024	0.2%
Park Maintenance	1,461,885	1,362,825	1,470,660	1,409,715	3.4%
Donations/Grants	31,371	-	5,100	5,100	
Total Expenditures	4,296,443	4,306,331	4,420,838	4,429,832	2.9%
Personnel - Authorized FTE	19.50	20.00	20.56	20.56	

PARKS AND RECREATION

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Expenditures by Category:</i>					
Personal Services	2,495,356	2,657,785	2,642,176	2,789,568	5.0%
Contractual	1,364,460	1,299,150	1,282,053	1,292,383	-0.5%
Commodities	375,650	321,596	436,679	341,681	6.3%
Capital	60,977	27,800	59,930	6,200	-77.7%
Other	-	-	-	-	
<i>Total Expenditures</i>	4,296,443	4,306,331	4,420,838	4,429,832	2.9%
<i>Funding Sources:</i>					
Program Revenue	1,429,741	1,509,982	1,489,323	1,534,569	1.6%
Local Option Sales Tax	27,427	27,170	27,170	27,035	-0.5%
Homewood Golf Course	242,525	261,344	262,599	269,295	3.0%
Ames/ISU Ice Arena	550,499	564,779	574,216	566,024	0.2%
Donations/Grants	31,371	-	5,100	5,100	
<i>Total Revenues</i>	2,281,563	2,363,275	2,358,408	2,402,023	1.6%
General Fund Support	2,014,880	1,943,056	2,062,430	2,027,809	4.4%
<i>Total Funding Sources</i>	4,296,443	4,306,331	4,420,838	4,429,832	2.9%

PARKS AND RECREATION ADMINISTRATION

This program provides leadership to the Department. The primary areas of responsibility include ensuring a values-driven department (Excellence Through People), visioning and strategic planning, implementation of the operating budget, and administration of the Capital Improvements Plan (CIP). This program also provides administration support to the Parks and Recreation Commission.

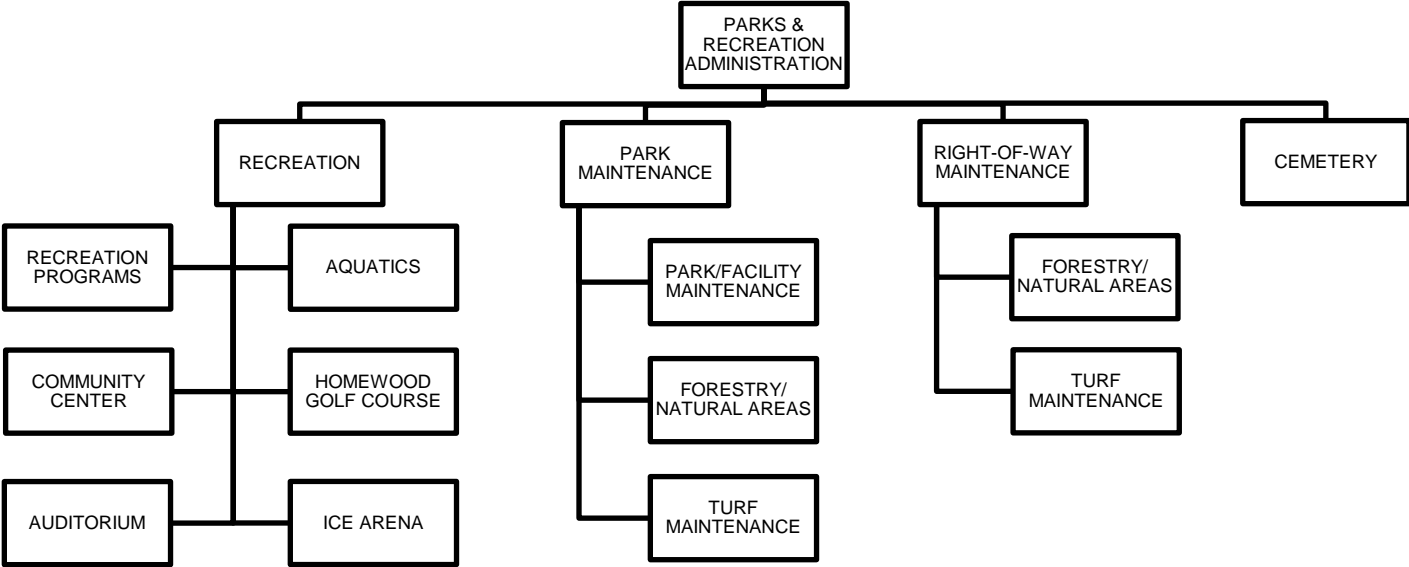
Service Objectives:

- ✓ Develop and lead department to ensure all full-time and approximately 400 temporary staff members are values-driven
- ✓ Provide departmental budget fiscal responsibility
- ✓ Complete 100% of authorized CIP projects within designated fiscal year
- ✓ Pursue partnerships with other governmental and private sector entities to ensure best and most economical delivery of recreational services to residents
- ✓ Offer scholarships to enable most youth an opportunity to participate in recreation programs
- ✓ Ensure program surveys are completed and multiple focus groups (park system, facilities, recreational/wellness programs) are held to gain resident and participant insight/desires on current and future services
- ✓ Maintain a tax subsidy of less than 60% for the Department
- ✓ Increase number of online registrations to greater than 40%
- ✓ Maintain 95% or greater of “very good” and “good” regarding satisfaction with Parks and Recreation services

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	200,694	210,164	214,422	248,417	18.2%
Contractual	92,999	103,364	127,112	108,768	5.2%
Commodities	1,961	3,200	6,600	3,100	-3.1%
Capital	-	-	-	-	
Other	-	-	-	-	
Total Expenditures	295,654	316,728	348,134	360,285	13.8%
Funding Sources:					
Miscellaneous	4,730	8,000	6,000	6,000	-25.0%
Total Revenues	4,730	8,000	6,000	6,000	-25.0%
General Fund Support	290,924	308,728	342,134	354,285	14.8%
Total Funding Sources	295,654	316,728	348,134	360,285	13.8%
Personnel - Authorized FTE	1.60	1.60	2.00	2.00	

PARKS AND RECREATION ADMINISTRATION

Highlights:



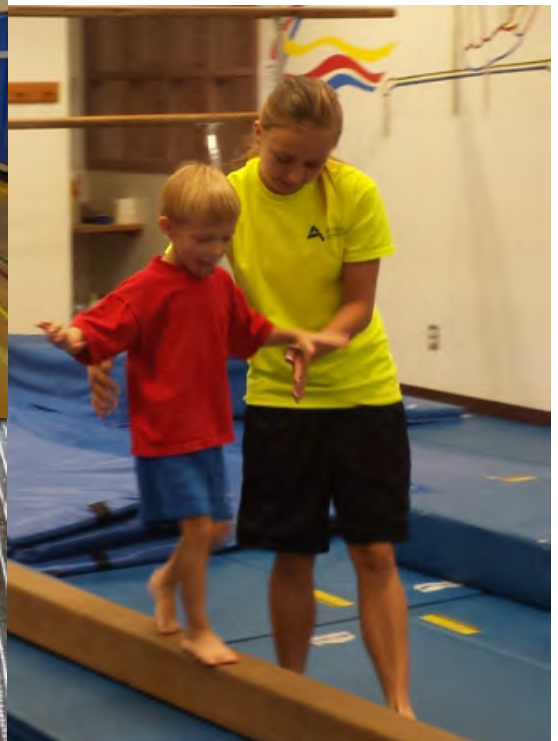
Traditionally, the primary responsibility of maintaining the greenscape on City property has been shared by two departments. The Public Works Department maintains the Cemetery grounds and public street rights-of-way, while the Parks & Recreation Department focuses on maintaining the park system and recreational facility grounds. With two separate departments handling greenscape maintenance, it is sometimes difficult to assure a consistent level of service for all City property. The recent retirement of the two supervisors in the Public Works Department provided the opportunity to determine if there is a better way to provide greenscape maintenance to our customers. Guided by the objectives to 1) organize around the work, 2) improve efficiency, 3) increase service levels, 4) improve effectiveness, and 5) improve utilization of resources (staff, equipment, funding, and knowledge); it was decided that Parks and Recreation would assume the total responsibility of maintaining our public rights-of-way and manage the City cemeteries, along with our park system. This change meets the goals because most of the work done at the cemeteries and along street rights-of-way involves turf/forest maintenance skills, which are the primary function of the Park Maintenance crews. Combining this responsibility will result in a consolidated division to respond to the maintenance needs of a continually expanding park and street system. While the total number of FTEs will increase by one, the impact on the overall budget is minimal.

PARKS AND RECREATION ADMINISTRATION

Highlights, continued:

Salary savings from the reorganization of the Grounds division created the opportunity to add an additional Principal Clerk position. This position will be shared by the Parks and Recreation Administration and Cemetery activities, resulting in a .40 FTE increase and an increase in personal services of \$27,903 for Parks and Recreation Administration in FY 2017/18.

Staff is continually challenged with reviewing current program offerings and developing new programs to meet community needs. To aid in this challenge, staff will be surveying the community in FY 2016/17 to determine programs and activities that should be offered through Parks and Recreation. This input will be reviewed to determine what the City offers, what is offered through other organizations, and what partnership opportunities exist.



Scholarships are currently offered to residents who meet requirements set by Mid Iowa Community Action (MICA). Individuals meeting MICA's criteria receive a 50% discount on selected classes or pool passes. The Friends of Ames Swimming reimburse the City for the pool pass scholarships, and the other scholarships are absorbed into the budget. To offset this expense, staff is seeking ways to raise funds for scholarships. For the second year, the Ames Jaycees donated \$1,500 for this purpose.

PARKS AND RECREATION ADMINISTRATION

Highlights, continued:

Bringing Park amenities and facilities into compliance with the Americans with Disabilities Act is a focus for the upcoming years. Improvements required may include door access, playground surfacing, type of fixtures, accessible picnic tables and grills, and more. To get started, \$26,000 was included in the FY 2015/16 Adjusted Budget to conduct an inventory of the Department's parks and facilities and then develop a transition plan to address any non-compliant items. These funds were carried over to FY 2016/17 to do the inventory.



Staff has been devoting time to the potential addition of an All Inclusive Playground and Miracle League Field at Inis Grove Park. This included multiple public meetings to determine location and working with a Steering Committee committed to raising approximately \$1.5 million for construction. In addition, staff is involved with exploring the possibility of adding a Healthy Life Center in Ames which could include partnering with Mary Greeley Medical Center, Heartland Senior Services, Story County, and Iowa State University.

Securing facility space for program needs on a consistent basis continues to be a priority. Currently, the City pays the Ames Community School District \$1.25 per program participant for facility use. Space at St. Cecilia School and Cornerstone Church is being utilized at no cost to the City.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Maintain a tax subsidy level of <60%	55%	58%	57%	56%
# of scholarship (low-income) registrations	37	39	40	40
Scholarship funding provided	\$2,007	\$1,653	\$2,000	\$2,000
# of recreation programs	175	183	185	187
# of individual class registrations	12,511	12,316	12,500	12,750
% of online individual class registrations	39%	37%	38%	40%
% of CIP projects done in year designated	45%	45%	85%	100%
Efficiency and Effectiveness:				
Maintain 95%+ user satisfaction with:				
Parks and Recreation services	95%	96%	96%	96%

INSTRUCTIONAL PROGRAMS

The purpose of this program is to provide residents of Ames with high quality instruction in various leisure time experiences. This includes sports and athletics, arts and crafts, and nature appreciation, all for the purpose of being better physically, socially, and emotionally fit individuals.

Service Objectives:

- ✓ Secure qualified staff and volunteers and provide appropriate training for staff and volunteers
- ✓ Provide a safe environment for staff and participants
- ✓ 100% of programs adhere to established instructor-to-participant ratios
- ✓ Evaluate all programs at the end of each season and implement improvement recommendations
- ✓ Seek youth sport team sponsors to keep participant costs reasonable
- ✓ Maintain a tax subsidy of <20%
- ✓ >95% of classes receive an average rating of 4 or higher out of a scale of 5

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	142,960	145,140	143,687	161,782	11.5%
Contractual	46,071	52,036	44,928	47,414	-8.9%
Commodities	14,867	18,940	16,213	13,030	-31.2%
Capital	-	-	-	-	
Total Expenditures	203,898	216,116	204,828	222,226	2.8%
Funding Sources:					
Program Revenue	173,150	202,069	185,117	193,390	-4.3%
Miscellaneous	102	-	-	-	
Total Revenues	173,252	202,069	185,117	193,390	-4.3%
General Fund Support	30,646	14,047	19,711	28,836	105.3%
Total Funding Sources	203,898	216,116	204,828	222,226	2.8%
Personnel - Authorized FTE	0.95	0.95	0.95	0.95	

INSTRUCTIONAL PROGRAMS

Highlights:

In 2016, the Parks and Recreation Department partnered with Ames Racquet and Fitness Club (ARFC) to provide Parks and Recreation tennis lessons for the 11th consecutive year. In late summer of 2017, this partnership will end as ARFC will no longer include indoor tennis. This partnership has increased program quality and participants have been pleased with the increased service level. Staff is looking for ways to continue to offer tennis lessons to the Ames community once this partnership ends.

Elementary school gymnasiums continue to be utilized for youth programming, which in turn provides more open gym time at the Community Center. Programs were also started later in the evening which was received well by parents. In addition to School District facilities, Cornerstone Church allowed utilization of its gym for youth basketball practices in FY 2015/16 and will again for FY 2016/17. The Saint Cecilia gym is utilized as well; these both have been good partnerships and offer great facilities for practices.

The Fall Youth Volleyball program participates in the Central Iowa Recreation League (CIRL), which includes matches against surrounding communities. In fall 2016, the program hosted its first home matches at Meeker Elementary School. In the past, Ames Parks and Recreation teams had to travel to other communities participating in the Central Iowa Recreation League.

A continued focus is to add new programming. Adult/Child Golf Lessons and Introductory Lacrosse Camps were offered again in the summer of 2016. A partnership with Sylvan Learning Center has continued in order to offer coding and robotics classes. Other engineering classes were added to program offerings in the spring of 2016.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of programs	71	76	76	77
# of new programs	8	6	4	4
# of registrations	3,039	2,616	2,665	2,754
# of youth sport sponsors	8	0	10	25
# of youth sport teams sponsored	13	0	12	35
Youth sport sponsor revenue	\$0	\$0	\$1,500	\$4,375
% of programs instructor/participant ratios adhered to	100%	100%	100%	100%
Classes rated 4 or higher out of a scale of 5	95%	94%	95%	95%
Efficiency and Effectiveness:				
Instructional operational subsidy	14%	15%	10%	7%
Total cost per registration	\$66.98	\$66.79	\$68.64	\$73.51
Subsidy per registration	\$9.34	\$10.04	\$6.61	\$9.54

ATHLETIC PROGRAMS

This program is designed to offer adults the opportunity to participate in team and/or individual competitive sport activities so individuals benefit physically, emotionally, and socially. Examples include softball, basketball, volleyball, and soccer.

Service Objectives:

- ✓ Operate adult athletic programs so there is a 0% subsidy
- ✓ Continue to implement all safety standards as recommended by the sport governing body
- ✓ Secure qualified staff for programs and provide appropriate training
- ✓ Provide high quality and safe facilities for games and activities

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	116,477	122,344	120,549	131,579	7.6%
Contractual	12,814	13,613	13,325	13,386	-1.7%
Commodities	18,807	17,455	18,282	18,220	4.4%
Capital	-	-	-	-	
Other	-	-	-	-	
Total Expenditures	148,098	153,412	152,156	163,185	6.4%
Funding Sources:					
Program Revenue	131,488	144,020	136,450	141,960	-1.4%
Concessions	7,940	10,500	10,500	10,500	0.0%
Total Revenues	139,428	154,520	146,950	152,460	-1.3%
Support from (contribution to) General Fund	8,670	(1,108)	5,206	10,725	-1068.0%
Total Funding Sources	148,098	153,412	152,156	163,185	6.4%
Personnel - Authorized FTE	0.60	0.60	0.60	0.60	

ATHLETIC PROGRAMS

Highlights:

Four new lighted sand volleyball courts were completed at Inis Grove Park in the fall of 2016. These courts were utilized for fall leagues and staff has received positive feedback. A majority of the work on these courts was completed in house by park maintenance staff. These additional courts will accommodate both current demand and future expansion of leagues along with new programming opportunities.

Adult Basketball participation has rebounded in the FY 2016/17 season. The league increased from 21 teams with 210 players in FY 2015/16 to 25 teams with 250 players in FY 2016/17.

In spring of 2016, the Live Healthy Iowa Kids Track Championships added an age level for 7-8 year olds. This helped increase participation to 125 children ages 7 – 14 compared to 100 in 2015.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of programs	13	13	13	13
# of teams	355	412	431	433
# of participants	4,017	4,678	4,871	4,886
Efficiency and Effectiveness:				
Athletic tax subsidy	0%	6%	3%	2%
% of direct program costs covered	100%	100%	100%	100%
Total cost per participant	\$31.39	\$31.66	\$31.24	\$33.40
Subsidy per participant	\$0	\$1.85	\$1.07	\$2.20

AQUATICS

This program is responsible for maintaining a safe, sanitary, and fun environment for swimming activities. Public swimming, instructional, and special events are offered through this activity. Activities are offered year-round at the Municipal Pool, in cooperation with the Ames School District, while warm weather swimming is available at the Donald and Ruth Furman Aquatic Center and the Brookside Wading Pool.

Service Objectives:

- ✓ Provide safe and sanitary facilities for all users
- ✓ Provide training for staff, focusing on user safety and being customer driven
- ✓ Offer programs for all ages based on community needs
- ✓ Adhere to established instructor and lifeguard/participant ratios
- ✓ Maintain a per participant tax subsidy of <\$0.50 per visit at Furman Aquatic Center
- ✓ >95% of swim lesson classes receive an average rating of 4 or higher out of a scale of 5

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	513,861	499,270	504,583	523,051	4.8%
Contractual	224,941	204,184	198,884	202,507	-0.8%
Commodities	85,587	69,925	85,137	70,125	0.3%
Capital	6,443	-	-	-	
Total Expenditures	830,832	773,379	788,604	795,683	2.9%
Funding Sources:					
Municipal Pool	34,773	37,000	37,300	40,070	8.3%
Lesson Program	112,921	116,000	116,000	120,000	3.5%
Brookside Wading Pool	2,190	2,075	1,950	2,050	-1.2%
Furman Aquatic Center	532,755	517,956	523,156	536,319	3.6%
Total Revenues	682,639	673,031	678,406	698,439	3.8%
General Fund Support	148,193	100,348	110,198	97,244	-3.1%
Total Funding Sources	830,832	773,379	788,604	795,683	2.9%
Personnel - Authorized FTE	1.80	1.80	1.80	1.80	

AQUATICS

Highlights:

It has traditionally been difficult to retain end-of-season aquatics staffing at Furman Aquatic Center once students return to school. Summer 2016 was the third consecutive season where staff was able to retain adequate lifeguards to keep all basins and features open through the end of season. The exception to this was the two days Iowa State University classes were in session before changing to in-school hours when Ames Community School District classes began. On these two days, there were feature or basin closures from 1:00-4:00 pm.

After several years of not having staff certified to teach Lifeguard Instructor (LGI) courses, one staff member successfully completed the Lifeguard Instructor Training (LGIT) certification and thus held two LGI classes. Ten participants obtained LGI certification; of which seven were Ames Parks and Recreation shift leaders. This course provides the knowledge and skills for instructors certify lifeguards.

The FY 2016/17 adjusted budget includes a three percent increase to season pass rates and a fifty cent increase to daily admission rates for Furman Aquatic Center and Municipal Pool.

The Municipal Pool facility use agreement between the City and the Ames Community School District is set to expire on June 30, 2017. Discussions have begun regarding extending this agreement.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of visits to Municipal Pool	40,742	53,729	54,500	54,500
# of visits to the Brookside Wading Pool	1,097	1,967	1,550	1,550
# of visits to the Furman Aquatic Center	84,326	97,838	97,000	97,000
Total aquatic user visits	126,165	156,194	155,700	155,700
Swim lesson registrations	1,824	1,917	2,000	2,050
Private swim lessons	588	743	750	750
Efficiency and Effectiveness:				
Subsidy per visit for Municipal Pool	\$1.96	\$1.51	\$1.47	\$1.51
Subsidy per visit for Brookside Wading Pool	\$4.19	\$2.52	\$4.43	\$4.54
Subsidy per visit for Furman Aquatic Center	\$0.86	\$0.67	\$0.39	\$0.21
# of focus groups held each season	1	1	2	2
Percent of tax support	20%	18%	14%	12%

COMMUNITY CENTER, AUDITORIUM, AND BANDSHELL

This program is comprised of events and activities that utilize a full-sized gymnasium, locker rooms, cardio-room, weight room, gymnastic/multipurpose area, auditorium, office space, and Bandshell. Instructional, wellness, and athletic activity programs utilize these facilities.

The City Auditorium and Bandshell are utilized for community arts performances, civic meetings, touring troupes, etc.

Service Objectives:

Community Center

- ✓ Provide a safe and clean facility
- ✓ Maintain a per participant tax subsidy of <\$1.40 per visit
- ✓ Provide activities to maximize 100% of the usable space

Auditorium

- ✓ >95% of facility survey responses of good or excellent
- ✓ >98% of staff customer service survey responses of good or excellent
- ✓ Maintain tax subsidy of <\$30,000 in the Auditorium

Bandshell

- ✓ >95% of facility survey responses of good or excellent
- ✓ >98% of staff customer service survey responses of good or excellent

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	168,423	255,702	221,977	236,670	-7.4%
Contractual	84,212	98,760	89,494	95,613	-3.2%
Commodities	8,641	7,576	11,410	11,230	48.2%
Capital	-	-	5,000	-	
Total Expenditures	261,276	362,038	327,881	343,513	-5.1%
Funding Sources:					
Gymnasium	30,721	24,700	28,500	30,500	23.5%
Auditorium	50,597	74,000	76,900	75,030	1.4%
Bandshell	2,715	4,500	4,500	7,500	66.7%
Miscellaneous	11	-	-	-	
Total Revenues	84,044	103,200	109,900	113,030	9.5%
General Fund Support	149,805	231,668	190,811	203,448	-12.2%
Local Option/Municipal Band	27,427	27,170	27,170	27,035	-0.5%
Total Funding Sources	261,276	362,038	327,881	343,513	-5.1%
Personnel - Authorized FTE	1.40	1.90	1.90	1.90	

COMMUNITY CENTER, AUDITORIUM, AND BANDSHELL

Highlights:

Community Center

Late afternoon and weekend demand for open gym time in continues to increase. In FY 2016/17, Youth Volleyball and Little Dunkers continued to be scheduled at the elementary schools, which resulted in more open gym time at the Community Center during the week. However, Adult Volleyball leagues utilize the gymnasium Monday through Friday evenings and all day Sunday from September to April. In FY 2016/17, the City continues to seek an arrangement to move some of these adult leagues to School District facilities, allowing more opportunities at the Community Center.

Auditorium

A major focus of the Auditorium, Bandshell, and Community Center Manager’s time is to bring in revenue producing shows, maximize use of the Auditorium, lower the subsidy, and maintain, develop, and/or enhance relationships with existing and/or new users. The first of many events the Auditorium produced was the Nada Silent Night Concert in December 2016.

Bandshell

The Ames Jaycees successfully hosted “Ames on the Half Shell” on five Friday evenings during the summer of 2016 and plan to continue the event in 2017. This event is attended by all ages and includes families. In 2016, the Ames Jaycees donated \$1,500 of the profits from “Ames on the Halfshell” to the Parks and Recreation Department to be used for youth scholarships.

Municipal Band concerts continue to be a popular community event. An average of approximately 500 people attend each Thursday evening concert in June and July. This program is financed with Local Option Sales Tax funding.

	2014/15	2015/16	2016/17	2017/18
Service Accomplishments:	Actual	Actual	Adjusted	Projected
Drop-in visits (gym, weight room)	30,429	29,603	30,500	30,500
Total CC user visits (programs included)	103,114	102,161	116,500	116,500
# of Auditorium events	53	60	59	59
# of Auditorium hours used	994	714	900	1,100
# of days Auditorium used	213	153	200	225
# of Auditorium visits	30,170	28,309	30,000	32,500
# of Bandshell rentals	39	46	46	48
Efficiency and Effectiveness:				
Subsidy per user visit – Community Center	\$1.38	\$1.43	\$1.43	\$1.43
<i>Tax subsidy – Community Center:</i>				
Dollar amount	\$142,579	\$146,346	\$167,638	\$166,885
Percent	79%	83%	85%	84%
Subsidy per user visit – Auditorium	\$0.99	\$0.16	\$0.89	\$1.32
<i>Tax subsidy – Auditorium:</i>				
Dollar amount	\$29,727	\$4,522	\$26,082	\$42,229
Percent	34%	8%	25%	36%

WELLNESS PROGRAM

This program provides a full range of services in the area of wellness. This includes fitness classes, social/educational workshops, management of the weight room, and related training/programs for the residents of Ames.

Service Objectives:

- ✓ Stay with industry trends by creating or revising three programs or activities annually
- ✓ Follow a replacement schedule for cardio room equipment that meets or exceeds customer expectations
- ✓ Expand senior fitness programming
- ✓ Offer >60 wellness classes weekly
- ✓ Maintain a tax subsidy of <\$0.00

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	217,981	232,483	228,328	239,024	2.8%
Contractual	39,656	44,677	40,702	42,682	-4.5%
Commodities	5,766	6,750	6,700	6,900	2.2%
Capital	7,002	11,800	10,930	6,200	-47.5%
Total Expenditures	270,405	295,710	286,660	294,806	-0.3%
Funding Sources:					
Fitness Classes	203,085	219,762	211,350	219,150	-0.3%
Personal Training	39,097	41,000	45,000	47,000	14.6%
Weight Room	26,978	35,300	27,700	27,700	-21.5%
Merchandise Sales	1,048	1,200	1,000	1,000	-16.7%
Total Revenues	270,208	297,262	285,050	294,850	-0.8%
Support from (contribution to) General Fund	197	(1,552)	1,610	(44)	-97.2%
Total Funding Sources	270,405	295,710	286,660	294,806	-0.3%
Personnel - Authorized FTE	1.35	1.35	1.35	1.35	

WELLNESS PROGRAM

Highlights:

A public/private partnership between Parks and Recreation and the Green Hills Retirement Community continues to be very successful. Aqua classes had 871 registrations for the 2015/16 fiscal year, up by 165 registrations from 2014/15.

For seven years, Parks and Recreation was the beneficiary of Wellmark's 3-Point Play Program totaling over \$100,000. However, Wellmark has changed the structure of the program and all municipalities throughout Iowa can now submit their project for funding. The revenue received from FY 2013/14 and FY 2014/15 was combined to purchase a Peak Pilates Reformer and Tower, a Nustep with a wide seat, which is ADA compliant, and 11 indoor cycles.

Forker Pool on the Iowa State University Campus has been utilized for conducting aqua programs for a number of years. When Parks and Recreation took over this program, a per participant fee was instituted. One of the goals was to ensure that program revenues exceeded the program's direct expenses. This goal continues to be met as shown below in the service accomplishments.

To stay current and on top of fitness industry trends, new fitness classes were offered including Indoor Cycle, Cardio Barre, TRX Fusion, Aqua Bootcamp and Total Aqua Conditioning.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Total # of group fitness classes offered weekly	61	61	61	61
Total # of wellness registrations	7,497	7,742	7,800	7,800
Total # of annual weight room visits	14,840	13,112	13,200	13,200
Total # of new programs created	5	5	3	3
% of ISU Forker Aqua Program revenues exceeding direct expenses	44%	41%	41%	41%
Efficiency and Effectiveness:				
Total cost per registration	\$12.32	\$13.40	\$13.71	\$14.10
Net gain per registration	\$0.31	\$0.01	-\$0.08	\$0.00

HOMWOOD GOLF COURSE

Homewood Golf Course provides outdoor recreational enjoyment for all ages. This 9-hole course includes a clubhouse/concession facility.

Service Objectives:

- ✓ User generated revenue (excluding cell tower funding) exceeds expenses
- ✓ Maintain a 95% or greater course survey response of good or excellent
- ✓ Maintain an operational fund balance of 25% of expenses
- ✓ Maintain a 95% or greater satisfaction of facility staff customer service response of good or excellent
- ✓ Maintain a minimum of 19,000 rounds of golf annually
- ✓ Encourage residents of all ages and skill levels to participate in the sport of golf

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	121,124	140,585	140,949	147,482	4.9%
Contractual	86,030	88,159	89,432	88,848	0.8%
Commodities	35,371	32,600	32,218	32,965	1.1%
Capital	-	-	-	-	
Total Expenditures	242,525	261,344	262,599	269,295	3.0%
Funding Sources:					
Fees/Season Passes	162,028	170,245	171,245	174,700	2.6%
Equipment Rental	45,456	44,000	44,000	45,000	2.3%
Merchandise Sales	2,135	2,650	2,200	2,200	-17.0%
Concessions	30,412	30,170	32,100	31,000	2.8%
Cell Tower Lease	27,262	29,012	29,012	29,012	0.0%
Interest Revenue	1,939	1,200	1,200	1,400	16.7%
Miscellaneous	1,146	2,500	2,500	2,500	0.0%
Total Program Revenues	270,378	279,777	282,257	285,812	2.2%
Support from (contribution to) Homewood Fund balance	(27,853)	(18,433)	(19,658)	(16,517)	-10.4%
Total Funding Sources	242,525	261,344	262,599	269,295	3.0%
Personnel - Authorized FTE	1.15	1.15	1.14	1.14	

HOMEWOOD GOLF COURSE

Highlights:

The two financial goals for this operation are to: 1) offset operational expenses with user-generated revenues; and 2) maintain a fund balance of 25% of operational expenses.

The Cell Tower Lease revenue will total \$29,012 in FY 2017/18. This lease has been in place since 1996 and continues to generate funds to offset user fees. Without this funding, Homewood would operate at a small net loss in FY 2017/18. The goal is to have user-generated revenues cover operational expenses, so the cell tower lease payment can be used for course improvements.

In order to meet goal number one as stated above, the FY 2016/17 adjusted budget includes an approximately 5% increase for season passes and greens fees. Currently, there are 11 different price breaks for season passes. We are in year two of a six-year plan to reduce the number of individual senior passes from five to two (62+ years of age and 90+ years of age).

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of rounds	18,511	19,398	19,000	19,000
# of leagues	5	5	5	5
Efficiency and Effectiveness:				
% of respondents rating course conditions "very good" or "good"	N/A	N/A	96%	96%
% of respondents rating courtesy of clubhouse staff "very good" or "good"	N/A	N/A	100%	100%
# of user group meetings held	5	4	8	9

AMES/ISU ICE ARENA

The Ames/ISU Ice Arena provides ice activities for the community. The major ice activity comes from user groups through hourly ice rentals – Iowa State University Hockey clubs and intramurals, Ames Minor Hockey, Adult Hockey, and the Ames Figure Skating Club.

Service Objectives:

- ✓ Provide a safe and clean facility and a high quality ice surface
- ✓ Maintain an operational fund balance of 15% of expenses
- ✓ User-generated revenues exceeds expenses
- ✓ Maximize revenues by renting 80% of available 'prime-time' ice during the school year and 60% of ice time in the summer

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	251,751	276,825	271,715	296,617	7.2%
Contractual	237,861	237,204	209,182	214,807	-9.4%
Commodities	60,887	50,750	68,319	54,600	7.6%
Capital	-	-	25,000	-	
Total Expenditures	550,499	564,779	574,216	566,024	0.2%
Funding Sources:					
Admissions	69,861	70,040	71,540	78,086	11.5%
Facility Rentals	378,508	390,751	390,351	406,367	4.0%
Equipment Rental/Fees	37,037	34,850	37,800	37,400	7.3%
Merchandise Sales	3,339	3,200	3,200	3,500	9.4%
Concessions	48,074	53,820	49,800	49,700	-7.7%
Dasher Board Advertising	6,942	7,263	7,000	7,400	1.9%
Interest Revenue	6,369	4,200	4,200	4,200	0.0%
Miscellaneous	540	700	775	600	-14.3%
Total Revenues	550,670	564,824	564,666	587,253	4.0%
Support from (contribution to) Ice Arena Fund balance	(171)	(45)	9,550	(21,229)	
Total Funding Sources	550,499	564,779	574,216	566,024	0.2%
Personnel - Authorized FTE	2.30	2.30	2.30	2.30	

AMES/ISU ICE ARENA

Highlights:

The two financial goals for this facility are to: 1) offset operational expenses with user-generated revenues; and 2) maintain an operational fund balance of approximately 15% of operational expenses. To assist in meeting these goals, each year the interest earned from the Capital Reserve Fund is transferred to the Operational Fund (approximately \$5,000 annually).

The Ames/ISU Ice Arena is 15 years old and customers continue to provide positive feedback regarding the condition and appearance of the facility. This is due to a well-executed maintenance plan. However, the facility will require increased funding over the next 10 years to address equipment and building maintenance.

Lighting over the ice was changed to LED fixtures in September 2016. As a result of the more efficient lighting, electric service has been reduced by approximately \$23,000 in the FY 2016/17 adjusted budget and \$20,000 in FY 2017/18.

The Ice Arena continues to host both the State High School Varsity and Jr. Varsity Hockey Tournaments. In 2017, the Midwest High School Hockey League will consolidate the tournaments to one 4-day tournament in March. In turn, this will allow for additional public skating sessions in February. A five-year agreement was signed in 2013 with the Midwest High School Hockey League to keep the tournaments at the Ames/ISU Ice Arena.

The FY 2017/18 budget reflects a four percent increase in ice rental rates and is included to continue to build the operational fund balance for unexpected repairs.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
User visits: winter public skate sessions	12,790	11,193	12,000	12,000
User visits: summer public skate sessions	1,937	1,934	1,950	1,950
Rented prime-time ice hours – in-season	1,173	1,170	1,190	1,190
Used prime-time ice hours – in-season (public sessions)	234	259	260	260
Percent of utilized prime-time ice in-season	70%	71%	72%	72%
Rented non-prime-time ice hrs in-season	270	290	290	290
Rented ice hours – summer	380	288	325	325
Used ice hours - summer (public sessions)	292	324	319	319
Percent of utilized hrs/summer (12 hrs/day)	60%	56%	59%	59%
Efficiency and Effectiveness:				
# of user group meetings held	1	1	1	1
Public skate hours available: October – March	11.5/wk	11.5/wk	11.5/wk	11.5/wk

PARKS MAINTENANCE

The City of Ames maintains 37 parks and woodland/open spaces. These areas cover 1,224 acres of land and include facilities and areas where residents may participate in a variety of active and passive pursuits in a safe, clean environment. These include using playground equipment, picnicking, bicycling, walking, fishing, wildlife viewing, sports activities, and a variety of other leisure time activities.

Service Objectives:

- ✓ Team with all City departments to ensure that the goals of the City Council and organization are achieved
- ✓ Clean shelters, park grounds and seasonal restrooms in accordance with an established time schedule
- ✓ Conduct snow removal on all street and recreational shared use paths per policy
- ✓ Prepare and maintain athletic fields and facilities in a safe and professional manner to prevent injury and for the enjoyment of participants
- ✓ Complete a health and safety assessment of all Park trees in maintained areas every five years and complete required tree maintenance practices.
- ✓ Mow all manicured parkland on a seven to ten day rotation. Athletic fields will be mowed in accordance with the individual sport standards
- ✓ Conduct safety inspections on all park play equipment two times per year
- ✓ Conduct safety inspections on the Skate Park daily
- ✓ Secure and supervise volunteers and/or service groups to perform maintenance and/or construction activities within the park system
- ✓ Dog Park revenues should equal or exceed expenditures
- ✓ By 2025 eliminate all hand trimming of turf around fountains, trees, benches, etc.
- ✓ Maintain a rating of 3.0 or higher on a 4.0 scale for seasonal restrooms as determined yearly by the Residential Satisfaction Survey
- ✓ Offer a diversified complement of amenities within the park system

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	762,085	775,272	795,966	804,946	3.8%
Contractual	538,913	457,153	468,994	478,358	4.6%
Commodities	125,185	114,400	186,700	126,411	10.5%
Capital	35,702	16,000	19,000	-	-100.0%
Total Expenditures	1,461,885	1,362,825	1,470,660	1,409,715	3.4%
Funding Sources:					
Shelter Reservations	37,006	41,700	41,700	44,200	6.0%
Athletic Rentals	1,897	2,000	2,000	2,000	0.0%
Dog Park Fees	25,895	24,400	26,400	26,400	8.2%
Concessions	1,299	1,800	1,300	1,800	0.0%
Donations	7,555	1,000	5,500	1,000	0.0%
Miscellaneous	1,788	1,000	1,000	1,000	0.0%
Total Revenues	75,440	71,900	77,900	76,400	6.3%
General Fund Support	1,386,445	1,290,925	1,392,760	1,333,315	3.3%
Total Funding Sources	1,461,885	1,362,825	1,470,660	1,409,715	3.4%
Personnel - Authorized FTE	8.35	8.35	8.52	8.52	

PARKS MAINTENANCE

Highlights:

During FY 2016/17, the process began for transferring the responsibility for the Grounds division, which oversees maintenance of street rights-of way and City cemeteries, from the Public Works Department to Parks and Recreation. Salary savings realized from the reorganization created the opportunity to create an Urban Forester position and to reclassify a Turf Specialist position to a Turf Supervisor. These two positions will oversee tree and turf maintenance activities in both City parks and along City streets. A percentage of the salaries of several Parks Maintenance supervisory positions will also now be allocated to the Right-of-Way Maintenance, Airport Operations, and Cemetery activities. In Park Maintenance, the reorganization has resulted in a .17 FTE decrease and an increase in personal services of \$982 for FY 2017/18.

Staff continues to implement the Emerald Ash Borer (EAB) Response Plan in the park system. Many of the remaining trees will require a contractor. To support this effort, as well as planting new trees, \$43,207 from FY 2015/16 has been carried over to FY 2016/17.

Since full time park staff members were completing several CIP projects in FY 2016/17, additional temporary employees were hired to accomplish day-to-day activities. This resulted in an additional \$27,000 above FY 2016/17 Adopted for temporary salaries. In FY 2017/18, an additional \$14,000 above FY 2016/17 Adopted is being budgeted.

Staff continues to seek assistance from volunteer groups in completing maintenance tasks (raking, removing invasive plants, planting trees, landscaping, and painting) throughout the park system. Utilizing volunteer groups allows community members the opportunity to take ownership in the community and enables staff to spend their time on more specialized tasks.

The FY 2017/18 Parks Structural budget includes funds to purchase surface mounted benches and grills which will continue to further the Department’s initiative to make the parks trim free by 2025.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
# of parks	37	37	36	37
# of park acres	1,224	1,224	1,209	1,211
Acres developed	285	285	285	287
Acres undeveloped	939	939	924	924
Park acres per 1000/population	20.4	20.4	20.2	20.2
Seasonal restroom rating 3.0 or higher	2.9	2.9	3.0	3.0
Cost to maintain per acre	\$1,023	\$1,194	\$1,203	\$1,181
Estimated number of shelter patrons	38,410	35,156	37,000	37,000
# hours shelters rented	2,769	2,736	2,780	2,780
Total paid rentals	\$37,440	\$37,006	\$41,700	\$44,200
Dog Park revenues exceed expenditures	\$4,248	\$ -14,558	\$3,344	\$8,490
Efficiency and Effectiveness:				
% of residents giving “very good” or “good” ratings in:				
Park Appearance	96%	97%	98%	98%
Wooded Areas	93%	87%	88%	88%
Playground Equipment	91%	92%	93%	93%
Hard Surface/Crushed Rock Trails	92%	93%	94%	94%
Tennis Courts	88%	93%	94%	94%
Shelter Houses	93%	91%	93%	93%
Picnic Areas	89%	89%	90%	90%

PARKS & RECREATION DONATIONS AND GRANTS

The program is used to account for revenues and expenditures from private and governmental grants, bequests, gifts, and other contributions from individuals, agencies, and civic organizations. Expenditures from this program are funded by non-General Fund sources.

Service Objectives:

- ✓ Maintain Friends of Ames Swimming scholarships
- ✓ Enhance and expand Youth Scholarship Program
- ✓ Enhance park system projects
- ✓ Acquire Wellness program equipment through Wellmark's 3-Point Play program
- ✓ Acquire equipment for programs, parks and facilities

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	-	-	-	-	
Contractual	963	-	-	-	
Commodities	18,578	-	5,100	5,100	
Capital	11,830	-	-	-	
Total Expenditures	31,371	-	5,100	5,100	
Funding Sources:					
Donations	1,393	-	5,100	5,100	
Wellmark 3-Point Play Program	29,978	-	-	-	
Total Funding Sources	31,371	-	5,100	5,100	
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

PARKS & RECREATION DONATIONS AND GRANTS

Highlights:

Currently, Parks and Recreation offers 50% discounts to youth who meet guidelines set by Mid-Iowa Community Action (MICA). This discount is absorbed into the general fund budget. A Youth Scholarship fund has been created to accept donations in order to offset the scholarships given annually. The goal is to transfer money from this fund to the general fund each year to cover the expense of the scholarships. In FY 2016/17, Ames Jaycees made a \$1,500 donation to this fund for the second straight year. Staff will continue to develop ways to build this fund with the intent to offer 100% discounts in the future.

The Friends of Ames Swimming reimbursed Parks and Recreation \$6,562 for individual and family summer season swim passes purchased for the 2016 summer aquatic season. These monies provided 57 families, 8 adults, 8 youth, and 1 toddler the ability to purchase passes at a discount. The Friends group is unsure how long it will continue offering these scholarships, so staff is looking for ways to replace this funding source.

Miscellaneous donations are received periodically and used to purchase equipment for the parks, facilities, and programs. Notable purchases this year include sand volleyball standards, a tennis backboard, memorial benches, and memorial trees.

LIBRARY SERVICES

Activity Description:

Ames Public Library’s mission statement is: We connect you to the world of ideas. The Library strives to provide facilities, technology, collections, and programs to meet the educational and recreational needs of all people of our community. The library serves the needs of the community through divisions that work directly with the public, such as Youth Services, Adult Services, and Customer Account Services, as well as back-of-house divisions, including Resource Services and Operations Services, which provide support and ensure that library operations run smoothly. Library Administration provides direction and oversight to all library operations. The library operates out of the main library building at 515 Douglas and offers mobile services through the Bookmobile.

The seven primary goals are as follows:

- ✓ Provide collections, technology, programming and services that allow customers of all ages to satisfy curiosity, stimulate imagination, and engage in a life-long love of reading and learning
- ✓ Provide a safe, comfortable and welcoming facility conducive to individual pursuits, group meetings, civic engagement and respectful discourse
- ✓ Provide inviting and user-friendly virtual services
- ✓ Offer robust outreach programs via the Bookmobile and other off-site services
- ✓ Establish practices that promote the successful use of resources, services and programs
- ✓ Encourage literacy skill development and promote school readiness for young children
- ✓ Encourage reading and help customers acquire skills in finding information and using technology

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration	1,216,766	1,264,011	1,225,439	1,293,123	2.3%
Operations Services	252,697	264,554	264,884	269,761	2.0%
Resource Services	821,094	836,131	849,884	877,127	4.9%
Youth Services	550,817	587,242	600,243	631,189	7.5%
Adult Services	553,694	575,205	563,026	593,289	3.1%
Customer Account Services	577,800	605,752	601,138	632,250	4.4%
Library Donations/Grants	114,514	65,183	413,508	200,037	206.9%
Total Expenditures	4,087,382	4,198,078	4,518,122	4,496,776	7.1%
Personnel - Authorized FTE	35.50	35.50	35.75	35.75	

LIBRARY SERVICES

	2015/16	2016/17	2016/17	2017/18	% Change
<i>Expenditures by Category:</i>	Actual	Adopted	Adjusted	Mgr Rec	From Adopted
Personal Services	2,899,558	3,013,653	3,085,400	3,224,590	7.0%
Contractual	616,283	639,794	672,592	645,768	0.9%
Commodities	109,157	87,010	250,709	130,767	50.3%
Collection Materials	455,861	456,921	499,483	494,651	8.3%
Capital	5,869	-	8,938	-	
Other	654	700	1,000	1,000	42.9%
<i>Total Expenditures</i>	4,087,382	4,198,078	4,518,122	4,496,776	7.1%
<i>Funding Sources:</i>					
Charges for Services	111,503	101,000	103,429	104,000	3.0%
State of Iowa	59,113	56,000	63,589	60,000	7.1%
Story County	128,342	128,000	144,923	140,000	9.4%
Library Friends Foundation	49,710	27,150	257,470	160,037	489.5%
Donations/Grants	64,804	38,033	156,038	40,000	5.2%
<i>Total Revenues</i>	413,472	350,183	725,449	504,037	43.9%
General Fund Support	3,673,910	3,847,895	3,792,673	3,992,739	3.8%
<i>Total Funding Sources</i>	4,087,382	4,198,078	4,518,122	4,496,776	7.1%

LIBRARY ADMINISTRATION

Administration provides leadership to the Department and ensures a coordinated plan for service. The role of Administration is planning and supervising all library functions, including managing finances, physical plant, community relations, meeting rooms, personnel, volunteers, computer operations, all automated functions of library services, and the data lines required for network access. Administration carries out the policies and directives of the Ames Public Library Board of Trustees and serves as liaison to the Library's auxiliary organization, Ames Public Library Friends Foundation.

Service Objectives:

- ✓ Maintain citizens' investment in renovated building and technology through fiscal responsibility, innovation, and continuous improvement
- ✓ Develop service objectives with ongoing community input
- ✓ Adopt new models of service based on library innovations and community needs
- ✓ Maintain user satisfaction level at least 96%
- ✓ Analyze staffing levels, succession plans, core competencies, and performance measures
- ✓ Foster volunteer and internship opportunities to fulfill mission
- ✓ Maintain appropriate technology for customers' increasing technological needs through regular replacement and additions based on reasonable schedule
- ✓ Study and implement new automation solutions for efficiency and economy based on changing technologies
- ✓ Pursue partnerships with other governmental, community, and educational organizations to ensure best delivery of service to customers
- ✓ Develop and lead department to ensure all staff and volunteers are values driven and customer service focused
- ✓ Work with Ames Public Library Friends Foundation to increase capacity to fund service and program enhancements

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	662,892	693,804	677,406	731,254	5.4%
Contractual	495,437	534,517	503,338	517,034	-3.3%
Commodities	52,568	35,690	44,695	44,835	25.6%
Capital	5,869	-	-	-	
Total Expenditures	1,216,766	1,264,011	1,225,439	1,293,123	2.3%
Funding Sources:					
General Fund	1,216,766	1,264,011	1,225,439	1,293,123	2.3%
Total Funding Sources	1,216,766	1,264,011	1,225,439	1,293,123	2.3%
Personnel - Authorized FTE	6.50	6.50	6.75	6.75	

LIBRARY – ADMINISTRATION

Highlights:

- All staff cooperated to develop comprehensive multi-year library-wide strategic plan.
 - Created and distributed strategic planning survey to library users and received over 3,000 responses.
 - Engaged a library consultant to lead staff and Board input session.
 - Evaluated building use and survey responses to identify improvements and changes to implement.
- Library staff implemented sound mitigation solution in storytime room incorporating an engaging design.
- Library Facilities Manager collaborated with the Volunteer Services Coordinator to partner with Mainstream Living on a job training program for participants.
- Meeting space usage has seen a significant increase with the library often experiencing full room bookings.
- The Library surpassed expectations through achievement of a gold level Leadership in Energy and Environmental Design (LEED) certification.
- Library Board Art Committee completed full evaluation of existing artwork and purchased new pieces for temporary and permanent display in the library.
- Person-in-Charge (PIC) Team continued the successful partnership with Ames Police Department and participated in additional high level training to ensure proactive knowledgeable responses to safety and security issues.
- Volunteer Services Coordinator worked with Programming Team to further develop scope, training, and guidelines for program partners and program volunteers.
- Pilot program for interns was established. Eighteen interns were hired in youth, teen, and adult services, IT, HR, and PR/design, adding significant value.
- Client Support Technician position was increased from three-quarter time to full time in the second half of fiscal year 2016/17.

	2014/15	2015/16	2016/17	2017/18
Service Accomplishments:	Actual	Actual	Adjusted	Projected
Total circulation (physical + downloadable items)	1,255,953	1,304,434	1,340,000	1,378,000
Total visits (Library + Bookmobile)	436,929	506,034	510,000	515,000
Total public computing devices*	67	67	67	67
Total program attendance	28,363	51,006	45,160	45,160
Total items available for check-out	275,192	279,606	282,410	284,780
Total volunteers	434	506	500	500
Total volunteer hours	11,155	15,269	15,000	15,000
Computer user sessions	55,202	68,044	68,000	68,000
Meeting room uses**	3,627	9,188	10,000	10,000
People using meeting rooms	40,629	60,068	60,000	60,000
 Efficiency and Effectiveness:				
Circulation per capita***	21.3	22.1	22.7	23.4
Visits (to both facilities) per capita	7.4	8.6	8.6	8.7
Cost per circulation	\$2.95	\$3.05	\$3.07	\$3.12
Volunteers as FTE	5.4	7.3	7.2	7.2

* Computing devices include AWE and desktop computers, laptops, and iPads available for public use.

** In 2014/15, meeting and study rooms were available only after September 14.

*** Per capita is based on Ames' population of 58,965 (US Census: 2010).

LIBRARY – OPERATIONS SERVICES

The role of Operations Services is to oversee shelf maintenance, provide a cohesive welcoming environment throughout the library, and ensure that library customers are able to easily find the materials they need. The Operations Services Manager develops, coordinates and manages library-wide staff training and establishes core competencies for all staff. The Operations Services Manager is also in charge of library-wide logistics, celebrations, and internal communications.

Service Objectives:

- ✓ Maintain all library shelves in a neat and orderly fashion
- ✓ Coordinate shelving maintenance to ensure ease of access and usability
- ✓ Improve accuracy and turn-around time for shelving of returned materials
- ✓ Coordinate staff orientation, routine training, refreshers and skill development
- ✓ Coordinate library-wide logistics planning and solutions
- ✓ Coordinate staff morale/celebration activities
- ✓ Develop core competency lists for all staff and implement a method to track individual progress and success

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	249,047	257,811	258,210	262,683	1.9%
Contractual	2,680	4,657	4,723	5,152	10.6%
Commodities	970	2,086	1,951	1,926	-7.7%
Capital	-	-	-	-	
Total Expenditures	252,697	264,554	264,884	269,761	2.0%
Funding Sources:					
General Fund	252,697	264,554	264,884	269,761	2.0%
Total Funding Sources	252,697	264,554	264,884	269,761	2.0%
Personnel - Authorized FTE	1.00	1.00	1.00	1.00	

LIBRARY – OPERATIONS SERVICES

Highlights:

- Rearranged more than 72,000 books in adult fiction, young adult, and juvenile non-fiction collections.
- Increased ability to provide quick response to other library staff for urgent assistance needs through use of a Library Aide cell phone.
- The Operations Services Manager:
 - Provided internal communication and celebration via internal newsletter.
 - Created year-long staff training form to increase staff knowledge and familiarity with online resources.
 - Developed staff orientation process.
 - Researched and created a structure for core competency standards within the library.
 - Coordinated with HR interns from Iowa State on development of core competency standards.
 - Extended staffing by accepting an Experience Works Senior Community Service placement.
 - Attended PLA conference with a focus on technology options and internal communication.
 - Performed a security camera audit resulting in recommendations for adding and moving cameras, renaming cameras for ease of use, and mapping all camera coverage of the building.
 - Created entry and exit checklists for hourly and salaried staff.
 - Identified training needs for workgroups and special teams and coordinated scheduling of training opportunities.
 - Coordinated schedule and training for annual Staff Day.
 - Coordinated use of and updates to staff scheduling software.
 - Parsed strategic planning survey responses and created categories to help use survey information and interpret results.

	2014/15	2015/16	2016/17	2017/18
Service Accomplishments:	Actual	Actual	Adjusted	Projected
Total # items checked in or reshelved	878,071	916,085	940,000	970,000
Hours of in-house staff training sessions offered	133	94	80	100
Hours of external training attended by staff	947	1,209	800	600
 Efficiency and Effectiveness:				
% of returned items reshelved within 24 hrs.	90%	93%	99%	99%
Physical items reshelved per hour open	269	258	265	274

Note: FTE equivalent of Library Aides is approximately 6.5

LIBRARY – RESOURCE SERVICES

The role of Resource Services is to acquire, catalog, process, and manage all items, physical or virtual, in the library’s collection. This includes administration of the Integrated Library System (ILS). Other responsibilities include management of all electronic resources, online library presence, internal signage, displays, external communication and promotional items. Related functions include the repair or removal of outdated, damaged, or infrequently used materials, and inventory management.

Service Objectives:

- ✓ Provide customers with user-friendly, relevant material and communication in physical and virtual formats
- ✓ Process high-demand items within 24 hours of receipt
- ✓ Process new materials within one week of receipt
- ✓ Maintain materials acquisition budget to achieve at least “B” level standard specified by the Iowa Commission of Libraries
- ✓ Acquire library materials at best price
- ✓ Investigate potential efficiencies in acquisitions, cataloging, processing and external communication methods
- ✓ Maintain consistent library branding and messaging
- ✓ Minimize media box downtime to allow a more positive, consistent user experience
- ✓ Upgrade ILS software to utilize latest design improvements
- ✓ Coordinate internal information sharing to maximize improvements and usage of ILS features

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	318,937	326,895	334,813	349,594	6.9%
Contractual	35,924	36,658	38,567	36,649	0.0%
Commodities	30,970	27,557	31,183	32,233	17.0%
Collection Materials	434,609	444,321	444,321	457,651	3.0%
Other	654	700	1,000	1,000	42.9%
Total Expenditures	821,094	836,131	849,884	877,127	4.9%
Funding Sources:					
General Fund	821,094	836,131	849,884	877,127	4.9%
Total Funding Sources	821,094	836,131	849,884	877,127	4.9%
Personnel - Authorized FTE	4.75	4.75	4.75	4.75	

LIBRARY – RESOURCE SERVICES

Highlights:

- Produced promotional and marketing material and press releases for library events, services, and new resources.
- Responded to customer and staff suggestions to update signage to improve customer experience.
- Coordinated implementation of new labels to increase appropriate customer use of materials.
- Coordinated updating of Integrated Library System to improve customer and staff experience.
- Researched, identified, and implemented new online resources including Mango Languages and Consumer Reports.
- Supervised and coordinated with PR and Digital Media interns from Iowa State on promotions and marketing.
- Coordinated increased social media push to promote resources and engage the community.
- Coordinated with Customer Account Services Manager to develop new Annual Report format to represent the scope of library services.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Total physical items available at year end*	228,330	235,060	237,410	239,780
Downloadable items available at year end	46,862	44,546	45,000	45,000
Online catalog searches	299,955	326,632	342,960	360,100
Items repaired	8,396	11,064	9,000	9,000
Efficiency and Effectiveness:				
% of high-demand items processed within 24 hrs.			95%	96%
% of all new items processed within 24 hours	37%	39%	38%	38%
% of all new items processed within one week	97%	98%	98%	98%
Items processed per FTE	7,100	5,861	5,800	5,800

* Excluding newspapers, magazines, and uncatalogued paperbacks.

LIBRARY – YOUTH SERVICES

The role of Youth Services is to provide youth and their caregivers collections, programs, and a safe environment designed to develop early literacy skills which enable children to enter school ready to read, write, and listen; to be encouraged to read for personal enrichment; and to develop a life-long habit of using the library for the pursuit of learning.

Service Objectives:

- ✓ Design collaborative community programs and events for all ages of youth and their caregivers
- ✓ Partner with Ames Community Schools, Raising Readers, United Way of Story County, and other community organizations to reinforce Ames' Campaign for Grade Level Reading, which includes kindergarten readiness and prevention of summer slide
- ✓ Provide print and non-print collections focusing on early literacy skills, learning and reading for enjoyment
- ✓ Continue evaluation of library spaces to enhance age-appropriate areas and safety for youth
- ✓ Provide dynamic programs, technology, opportunities and services for all ages of youth
- ✓ Offer web-based activities for all youth through educational databases and social media
- ✓ Serve as media mentors for youth and their caregivers in the use of new technology and apps
- ✓ Coordinate sustainable cost effective outreach to daycares through Project Smyles
- ✓ Provide opportunities to engage and educate parents and caregivers
- ✓ Provide space where teens feel welcome and included and find opportunities to engage in volunteer activities

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	533,817	565,566	577,993	603,085	6.6%
Contractual	12,767	17,120	16,274	22,114	29.2%
Commodities	4,233	4,556	5,976	5,990	31.5%
Capital	-	-	-	-	
Total Expenditures	550,817	587,242	600,243	631,189	7.5%
Funding Sources:					
General Fund	550,817	587,242	600,243	631,189	7.5%
Total Funding Sources	550,817	587,242	600,243	631,189	7.5%
Personnel - Authorized FTE	7.50	7.50	7.50	7.50	

LIBRARY – YOUTH SERVICES

Highlights:

- Collaborated with United Way and Youth and Shelter Services during summer programming to encourage library attendance and access to free lunch through the Hunger Program. Offered meals three times each week, served 1622 meals, and created special programs to occur before and after meal times.
- Teen Services Librarian mentored the Teen Advisory Group in the large-scale planning and execution of the successful 2nd annual 5K Run Fundraiser with over 156 participants and total donations of \$3,100.
- Evaluated and restructured the Project Syles program. Daycare visits and storytime presentations are now funded solely by grants and donations, while program administration is managed by a full-time member of staff.
- Partnered with Ames High School to support the Big Bluestem program.
- Youth Services Manager continued leadership role in Ames Reads as program transitions to Story County Reads and promotes literacy throughout Story County.
- Celebrated 10th anniversary of Project Syles, Storytimes at the Fire Station, and IPTV's Dan Wardell's Reading Road Trip programs.
- Partnered with Raising Readers and Rotary to host and plan Step Into Storybook program, bringing in 2,171 attendees.
- Partnered with Iowa State to create new technology programs for elementary age youth.
- Partnered with an award-winning ISU Department of Education Learning Community to offer interactive programs for families.
- Partnership with ISU Extension resulted in creation of a state-wide library internship program.
- Partnered with City of Ames Fire, Police, Channel 12, Parks and Recreation, Public Works and Human Resources Departments for safety, promotion of services, and programming.
- Enhanced program offerings with assistance from interns and AmeriCorps VISTA members while providing them with robust learning opportunities.
- Supervised program staff funded by grants and donations.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Youth & family in-library programs offered	406	743	720	720
Youth & family in library program attendance	12,007	23,693	18,000	18,000
Youth & family outreach programs offered	669	1,000	1,000	1,000
Youth & family outreach program attendance	11,328	16,612	15,000	15,000
Teen in-library programs offered	48	98	84	84
Teen in-library program attendance	853	1,803	1,320	1,320
Teen outreach programs offered	2	2	41	41
Teen outreach program attendance	39	168	700	700
Summer reading program participation	2,575	2,055	2,500	3,000
Circulation of physical youth collection items	583,443	629,461	650,000	670,000
# of items borrowed from other libraries for youth	158	221	230	230
Efficiency and Effectiveness:				
Circulation per capita (youth population)*	73.9	79.7	82	85
Programs presented per FTE	150	246	246	246

* Youth population based on US Census 2010: 7,900

LIBRARY – ADULT SERVICES

The role of Library Adult Services is to select and manage all print, media and electronic collections for adults. Adult Services staff provides reference and reader advisory services and coordinates, plans and implements library programs of interest to a general audience. The division coordinates outreach services for adults and delivers collections to senior living and group residential centers.

Service Objectives:

- ✓ Develop proficiency in use of all new meeting room and study room technology for facilitation of library programs as well as to assist customers in their use
- ✓ Evaluate use of all collections and continuously improve public access to materials through innovative marketing techniques in the library, reader’s advisory, programming, and social media
- ✓ Increase technology services through creation of a digital media lab
- ✓ Develop best practices for planning, facilitating and evaluating programs library-wide to more fully engage with the community and make efficient use of staffing resources
- ✓ Identify community partners with shared missions or audiences who can help meet service objectives as identified through strategic planning process
- ✓ Develop best practices and processes for registering new home delivery customers and senior living residences. Explore possibilities for additional service to centers and housing areas where there are under-served populations
- ✓ Collaborate with Volunteer Services Coordinator to more fully integrate volunteers into home delivery and library programs for adults

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	543,647	563,186	545,352	575,277	2.2%
Contractual	8,746	10,966	14,066	15,959	45.5%
Commodities	1,301	1,053	3,608	2,053	95.0%
Capital	-	-	-	-	
Total Expenditures	553,694	575,205	563,026	593,289	3.1%
Funding Sources:					
General Fund	553,694	575,205	563,026	593,289	3.1%
Total Funding Sources	553,694	575,205	563,026	593,289	3.1%
Personnel - Authorized FTE	7.00	7.00	7.00	7.00	

LIBRARY – ADULT SERVICES

Highlights:

- Entered into new expanded partnership with Ames Historical Society resulting in a spring lecture series that brought in over 1000 attendees.
- Sent staff to Computers in Libraries Conference with a focus on user experience, in preparation for a library website redesign.
- Coordinated a reorganization of library materials to better promote popular genre fiction and special programming, including a major shift of the adult fiction section.
- Partnered with Story County Genealogical Society to host the Genealogy Plus programs connecting community members with knowledgeable experts and the many library resources.
- Expanded Conversations classes to five different languages in response to public feedback provided in the survey and to increase community engagement.
- Continued successful partnerships to provide technology training and improve workforce readiness.
- Supervised and coordinated activities of new adult services intern.
- Increased staff expertise and provided greater assistance to community groups using new technology in meeting rooms.
- Featured community partners in long running regular Channel 12 show, At Your Library.
- Evaluated program offerings based on strategic planning and survey responses, and increased community partnerships while also putting Bookends at the Bandshell, an outreach program, on hiatus.

	2014/15	2015/16	2016/17	2017/18
Service Accomplishments:	Actual	Actual	Adjusted	Projected
Adult in-library programs offered	159	400	504	504
Adult in-library program attendance	2,913	7,260	9,660	9,660
Adult outreach programs offered	17	21	20	24
Adult outreach program attendance	1,223	1,463	480	480
Circulation of physical items in adult collections	603,331	612,806	620,000	630,000
Virtual circulation (downloadable materials)	54,614	62,167	70,000	78,000
Use (searches) of e-database resources**	66,410	103,878	115,000	150,000
“Ask a Librarian” web reference activity	1,991	2,388	2,250	2,250
Number of outreach deliveries	481	755	775	775
Items borrowed from other libraries for adults	969	1,742	1,800	1,800
Efficiency and Effectiveness:				
% change in circulation of physical materials	-3.6%	1.6%	1.2%	1.6%
% change in virtual circulation	24.8%	13.8%	12.6%	11.4%
Total circulation of physical items from adult collections per capita*	11.8	12.0	12.1	12.3

* Adult population based on 2010 census = 51,065

** Does not include searches of the Library catalog

LIBRARY – CUSTOMER ACCOUNT SERVICES

The role of Customer Account Services is the management of library accounts (borrower, computer use, debt borrower, and staff) and related technology. Management of library materials associated with patron accounts includes check-in, check-out, charges (fines and fees), and reservations. The division also manages the related technology: seven self-check-out and fine payment machines; the automated materials handling system; patron payment software; and the library account portion of the Integrated Library System. Staff members serving at the Welcome Desk are the first points of contact for customers using the media dispenser, document scanning and printing station, and library meeting rooms. The division also coordinates Bookmobile and inter-library loan services.

Service Objectives:

- ✓ Master technology to improve efficiency, use of space, and customer access
- ✓ Increase customer familiarity with self-service options, optimize usage of self-check units
- ✓ Increase public knowledge of fine payment options
- ✓ Proactively work to encourage responsible library use and keep customers in good standing
- ✓ Restore customer access to library services by partnering with debt collection agency to facilitate the return of overdue materials and collect unpaid fines and fees
- ✓ Increase awareness of and use of Bookmobile stops
- ✓ Evaluate Bookmobile schedule and sites
- ✓ Maintain high level of interlibrary loan service
- ✓ Work closely with Volunteer Services Coordinator to identify dynamic volunteer opportunities
- ✓ Evaluate processes and procedures to ensure consistent, proactive, positive customer service

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	546,209	576,408	565,988	596,610	3.5%
Contractual	29,503	26,496	31,593	32,410	22.3%
Commodities	2,088	2,848	3,557	3,230	13.4%
Capital	-	-	-	-	
Total Expenditures	577,800	605,752	601,138	632,250	4.4%
Funding Sources:					
General Fund	577,800	605,752	601,138	632,250	4.4%
Total Funding Sources	577,800	605,752	601,138	632,250	4.4%
Personnel - Authorized FTE	8.75	8.75	8.75	8.75	

LIBRARY – CUSTOMER ACCOUNT SERVICES

Highlights:

- Assisted in creation and mailing of strategic planning and service evaluation survey to library users, resulting in over 3,000 responses.
- Coordinated labeling project for teen summer volunteers with Volunteer Coordinator, Operations Manager, and Resource Services Manager.
- Continued successful partnership with collection agency working to recover outstanding debt and update customer contact information.
- Promoted new account types for educators through Project Smyles, Bookmobile planning meetings, and at the service desks resulting in increased sign up and usage.
- Attended PLA conference with a focus on makerspaces, non-traditional circulation, and tools to measure service impacts.
- Created plan for new Bookmobile stops based on GIS mapping and community feedback, met with all stakeholders to determine needs of the location as well as the Bookmobile, and implemented changed schedule increasing Bookmobile presence in the community.
- Coordinated with Resource Services staff to develop new Annual Report format to represent the scope of library services.
- Worked with Operations Services Manager to create tools and documentation for use in training new employees and maintaining strong knowledge base throughout division.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Total Registered Borrowers *	41,870	42,164	42,500	42,750
New Borrowers Added	4,897	4,561	4,500	5,000
Total Computer Use Accounts	619	551	550	550
Bookmobile Circulation	46,525	46,481	48,000	52,000
Bookmobile visitor count	10,321	10,195	12,500	14,000
Holds processed	128,058	137,766	139,000	140,000
Fines/fees collected	\$90,179	102,165	103,000	104,000
Referrals to collection agency	342	361	350	340
Money collected through collection agency	\$8,904	11,363	10,000	9,000
Value of materials recovered via collection	\$10,270	10,101	10,000	10,000
Interlibrary loans to other libraries	2,798	3,612	3,700	3,800
Efficiency and Effectiveness:				
Physical items checked out per hour open**	261	299	323	333
Ames Borrowers as % of Ames population		52%	54%	54%

* Family accounts average 3 borrowers per account.

** Hours open 2014/15 = 3,266; 2015/16 = 3,551; 2016/17 estimated at 3,548; 2017/18 estimated at 3,540.

LIBRARY – DONATIONS AND GRANTS

The role of this program is to manage revenues and expenditures from private and governmental grants, bequests, gifts, and other contributions from individuals, agencies, and civic organizations. Expenditures from this program are funded by non-general fund sources.

Service Objectives:

- ✓ Maintain Project Smyles outreach to daycare programs
- ✓ Enhance print and non-print collections
- ✓ Maintain “Books for Babies” program at Mary Greeley Medical Center
- ✓ Develop programs based on community interests
- ✓ Complete Library Renovation and Expansion project
- ✓ Acquire equipment for library projects and programs

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	45,009	29,983	125,638	106,087	253.8%
Contractual	31,226	9,380	64,031	16,450	75.4%
Commodities	17,027	13,220	159,739	40,500	206.4%
Collection Materials	21,252	12,600	55,162	37,000	193.7%
Capital	-	-	8,938	-	
Total Expenditures	114,514	65,183	413,508	200,037	206.9%
Funding Sources:					
Library Friends Foundation	49,710	27,150	257,470	160,037	489.5%
Donations/Grants	64,804	38,033	156,038	40,000	5.2%
Total Funding Sources	114,514	65,183	413,508	200,037	206.9%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

LIBRARY – DONATIONS AND GRANTS

Highlights:

- **Enhanced Library Services with Works of Art, Music, Videography, and Programming**
 - Contracted for the design, construction and installation of an interactive play wall in Youth Services. (Roy J. Carver Charitable Trust, Kinney-Lindstrom Foundation, APLFF)



- Commissioned and installed a 90-foot-long mural for the Youth Department from local author and artist Tim Read. (Kinney-Lindstrom Foundation)
- Purchased wireless and gooseneck microphones to facilitate videography in the Farwell T. Brown Auditorium. (APLFF)
- Acquired a video editing computer with efficient rendering time that allows videography interns to work at the Library. (APLFF)
- Engaged Des Moines Metro Opera to present *Cinderella – The Opera*. (Ames Convention & Visitors Bureau and private donations)
- Purchased wall hangings by Modern Quilt Relish, the oil painting “Invocation” by Barbara Walton, and will acquire additional works. (APLFF)



LIBRARY – DONATIONS AND GRANTS

Highlights, continued:

- Supported Play with Words, a student-written and -produced drama in collaboration with Ames Children’s Theater and Iowa State Center (Ames Convention & Visitors Bureau)



- Sponsored presentations by Matt de la Peña and George Guidall. (APLFF)
- Purchased prize books for youth reading program participants and medallions for Battle of the Books winners. (APLFF)

- **Enriched Resources and Collections**

- Acquired new materials consistent with donor intent (donations, memorial gifts, APLFF)
- Added innovative electronic databases for brain training, language learning, on-demand streaming media, and consumer research. (APLFF)
- Bought popular DVDs and video games for the media box collection. (APLFF, general donations)
- Provided additional books and audiobooks to promote local events and help the public get the most out of local presentations by such notable authors and artists as Cheryl Strayed, Gloria Steinem, Margaret Atwood, and Ta-Nehesi Coates. (APLFF)



LIBRARY – DONATIONS AND GRANTS

Highlights, continued:

Promoted Literacy for All Ages throughout the Community

- Books For Babies provides board books and packets of information to parents of each baby born at Mary Greeley Medical Center to encourage reading from infancy. (Direct State Aid)
- Small Talk teaches parents the importance of engaging in parent-child talk and reading aloud to their children during the first three years of life, when 80% of brain development occurs. (LENA Research Foundation, United Way of Story County, BooSt, and APLFF)



- Project Smyles continues to provide storytimes for children at their daycares, transportation for visits to the Library, and instruction in early literacy skill development for area daycare providers. (APLFF, Direct State Aid, Target, Thiesen's, United Way, Worldly Goods)

- DMACC's new Adult Literacy Program is provided with supplementary materials and Library volunteers who tutor adults in need of assistance with reading, writing and math. (APLFF)
- **Improved the Facility in conjunction with the Library Renovation and Expansion Project**
 - Purchased bookstands for outward facing displays to make browsing easier and quicker (APLFF)



- Added meeting room technology and digital display monitors that show daily Library activities and upcoming events (APLFF)
- Installed Uninterruptible Power Supplies that protect Library computers from unexpected power disruptions that could cause injury, serious disturbances, or data loss. (APLFF)

HUMAN SERVICE AGENCIES

This program accounts for the allocations which are made by the City Council to Human Service providers in the Ames community. These human service agencies also receive funding from Story County, Central Iowa Community Services, the Iowa State University Student Government (SG), and United Way of Story County, along with other public and private sources. The agencies provide human services in several broad categories: Education, Income, and Health. Recommendations on this funding are made to the City Council by the Analysis of Social Service Evaluation Team (ASSET) committee. A portion of the salary of one Assistant City Manager is allocated here for work with ASSET.

Service Objectives:

- ✓ Promote coordination of human services planning and funding among sponsoring organizations
- ✓ Assess needs for human services programs in Story County and evaluate capabilities of agencies to provide needed programs
- ✓ Monitor trends in human services provision in other parts of state/country for possible consideration in Story County
- ✓ Provide funding recommendations and research upon request to sponsoring organizations
- ✓ Hold agencies accountable for responsible, efficient, and effective use of the dollars allocated through the ASSET process
- ✓ **Develop an outcomes measurement system to assist in determining funding allocations in support of City Council’s goal to strengthen human services**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Activities:					
Administration	9,918	23,505	18,926	19,505	-17.0%
Human Services Funding	1,153,365	1,278,973	1,357,245	1,355,711	6.0%
Total Expenditures	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Expenditures by Category:					
Personal Services	5,735	18,905	14,326	14,905	-21.2%
Contractual	1,157,548	1,283,573	1,361,845	1,360,311	6.0%
Commodities	-	-	-	-	
Total Expenditures	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Funding Sources:					
Local Option Sales Tax	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Total Funding Sources	1,163,283	1,302,478	1,376,171	1,375,216	5.6%
Personnel - Authorized FTE	0.12	0.12	0.12	0.12	

HUMAN SERVICE AGENCIES

Highlights:

- For FY 2016/17, the City Council allocated \$1,278,973 for ASSET services, based on the recommendations from the volunteers. This was an increase of 5.5% compared to the previous year's allocations.
- For FY 2017/18, \$1,355,711 was authorized by the City Council, which is a 6% increase over FY 2016/17 contracted services.

The following priorities were adopted by the City Council in July 2016 for FY 2017/18:

- **#1 Meet basic needs, with emphasis on low-to-moderate income:**
 - Housing cost offset programs, including utility assistance
 - Sheltering
 - Quality childcare cost offset programs, including daycare and State of Iowa licensed in-home facilities
 - Food cost offset programs, to assist in providing nutritious perishables and staples
 - Transportation cost offset programs for the elderly and families
 - Legal assistance
 - Disaster response
- **#2 Meet mental health and chemical dependency needs**
 - Provide outpatient emergency access to services
 - Provide crisis intervention services
 - Provide access to non-emergency services
 - Ensure substance abuse prevention and treatment is available in the community
- **#3 Youth development services and activities**
 - Provide services for social development

The City funds approximately 30 agencies through this process. The portion of an Assistant City Manager's salary allocated to this program remains at 12% for FY 2017/18 in recognition of time spent on the ASSET process and on various human services projects.

**HUMAN SERVICE AGENCIES RECEIVING CITY LOCAL OPTION
TAX FUNDING THROUGH THE ASSET PROCESS**

Agency:	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
ACCESS	89,164	91,039	91,039	-
American Red Cross	9,000	9,000	9,000	-
Ames Community Preschool	84,157	87,471	87,471	-
ARC of Story County	6,112	6,700	6,700	-
Boys & Girls Club	98,700	102,800	102,800	-
Campfire USA	6,640	6,953	6,953	-
Center for Creative Justice	54,007	55,250	55,250	-
Childserve	19,790	20,700	20,700	-
Emergency Residence Project	44,728	76,500	104,772	-
Eyerly Ball	-	10,000	10,000	-
Good Neighbor	16,605	16,830	16,830	-
Heartland Senior Services	153,749	159,642	159,642	-
HIRTA	45,156	40,133	40,133	-
Legal Aid Society	85,000	94,040	94,040	-
Lutheran Services in Iowa	607	5,461	5,461	-
MGMC Home Health Services	40,025	42,500	42,500	-
Mid-Iowa Community Action	54,047	64,214	114,214	-
National Alliance for Mentally Ill	5,500	6,000	6,000	-
Raising Readers	14,000	16,207	16,207	-
RSVP	28,500	29,099	29,099	-
Salvation Army	26,121	43,604	43,604	-
University Community Childcare	52,745	57,226	57,226	-
Visiting Nurses	5,386	5,386	5,386	-
Volunteer Center of Story County	7,475	8,500	8,500	-
Youth & Shelter Services	206,151	223,718	223,718	-
Total Allocations	1,153,365	1,278,973	1,357,245	1,355,711

ART SERVICES/AGENCIES

The allocations recommended by the Commission on the Arts (COTA) for various community arts operations are budgeted in this activity. These community arts programs are non-profit in nature and primarily involve the performing arts. Since 1991, the Public Art Commission (PAC) has administered the acquisition and maintenance of art installations on public properties. PAC maintains an active inventory of hundreds of works, including sculptures, paintings, photographs, collages, quilting, and glasswork.

Service Objectives:

- ✓ Commission on the Arts
 - ✓ Review requests for funding from community arts organizations based on criteria provided by City Council
 - ✓ Make semi-annual recommendations to the City Council for funding of special grants and annual operating funding recommendations
 - ✓ Monitor performance under the awarded grants by reviewing final reports on all annual grants and mini-grants
 - ✓ Report Commission opinions on the needs of arts organizations in Ames, as appropriate

- ✓ Public Art Commission
 - ✓ Enhance the lives of Ames residents with a variety of educational and promotional projects for public arts
 - ✓ Continue the successful Art in the Parks, Ames Annual Outdoor Sculpture Exhibition, and Neighborhood Art programs
 - ✓ Continue to develop a proactive art maintenance program to preserve and distribute artwork throughout City facilities and the community

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Activity:					
Public Art Program	43,915	41,000	55,523	41,000	0.0%
Art Agency Funding	147,320	156,170	156,170	163,979	5.0%
Total Expenditures	191,235	197,170	211,693	204,979	4.0%
Expenditures by Category:					
Personal Services	196	-	-	-	
Contractual	154,782	156,170	156,170	163,979	5.0%
Commodities	1,675	-	-	-	
Capital	34,582	41,000	55,523	41,000	0.0%
Total Expenditures	191,235	197,170	211,693	204,979	4.0%
Funding Sources:					
Local Option Sales Tax	191,235	197,170	211,693	204,979	4.0%
Public Art Donations	-	-	-	-	
Total Funding Sources	191,235	197,170	211,693	204,979	4.0%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

ARTS SERVICES/AGENCIES

Highlights:

Public Art Commission (PAC)

The Public Art Commission's Public Relations and Marketing committee promoted and publicized the PAC's efforts by staffing booths at Art Walk in June, Reiman Gardens Art Fair in July, Main Street Farmers Market in August, and Octagon Art Festival in September.

Ames Annual Outdoor Sculpture Exhibition – Six sculptures were selected in 2016: Day Blind Stars by Kristin Garnant of Comanche; The Other Extreme by Tim Adams of Webster City; Meditation by Steven Olszewski of Pinckney, MI; Wide Open Mind by Kimber Fiebiger of Minneapolis, MN; A Peculiar Family by Steve Reddell of Peculiar, MO; and Timeswept by Tim Jorgensen of Cedar Falls. Each received a \$1000 honorarium, A Peculiar Family won the “Best in Show” prize of \$500, and the six sculptures are on display around downtown Ames. Placement and dedications for 2017 are scheduled for late spring.

The Neighborhood Sculpture program collaborates with Ames neighborhoods interested in acquiring a sculpture from the Ames Annual Outdoor Sculpture Exhibition. FY 2016 was another active year for public interest. Four sculptures were acquired and placed at a total cost of \$12,000. PAC hopes to keep extending both Neighborhood Sculpture and AAOSE to other new neighborhoods and overlooked public spaces in Ames including Campus town, the North Grand area, and South and West Ames.

Art in the Parks – Having accumulated funding from several budget cycles, Art in the Parks achieved its third major project in FY 2016 with the installation of “Resonance” by Tim Adams in Tom Evans Plaza downtown. This highly interactive sculpture will be displayed for at least three years in this location.

Collections and Information Management – PAC is working to map the collection and develop a GIS system with a web integrated platform. In 2017 PAC will re-site the two dragon sculptures at City Hall, explore major maintenance and/or deaccession of the David Dahlquist sculptures downtown, and carry out maintenance on the existing indoor artwork collection.

Commission On The Arts (COTA)

For FY 2016/17, the Commission On The Arts was allocated a total of \$156,170, which funded 16 different organizations. This was an increase of 5% over the FY 2015/16 allocation.

For FY 2017/18, COTA recommended funding in the amount of \$163,979 (an increase of 5% over FY 2016/17). The Commission anticipates annual grants to be awarded in the amount of \$159,979 and up to \$4,000 in mini-grants for the spring and fall application periods.

ARTS SERVICES/AGENCIES

Highlights, continued:

PUBLIC ARTS AGENCIES RECEIVING CITY LOCAL OPTION RECOMMENDATIONS FROM COTA – COMMISSION ON THE ARTS

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Agency:				
ACTORS	15,790	17,340	17,340	-
AIOFA	8,140	8,370	8,370	-
Ames Chamber Artists	2,700	2,830	2,830	-
Ames Children's Choirs	10,300	10,920	10,920	-
Ames Choral Society	2,870	3,040	3,040	-
Ames Community Arts Council	8,610	9,000	9,000	-
Ames Town & Gown	14,860	15,340	15,340	-
Central Iowa Symphony	8,140	8,570	8,570	-
Co'Motion Dance Theater	5,390	5,620	5,620	-
Dancercenter Dancer Co Foundation	1,380	1,710	1,710	-
Friends of Ames Strings	1,620	1,750	1,750	-
Good Company	1,350	1,490	1,490	-
India Cultural Association	5,370	6,580	6,580	-
Kids Co'Motion	2,840	2,960	2,960	-
Story Theater Company	8,860	9,500	9,500	-
The Octagon	45,400	47,020	47,020	-
Total Agency Allocations	143,620	152,040	152,040	-
 Mini-Grants	 3,700	 4,130	 4,130	 -
Total Allocations	147,320	156,170	156,170	163,979

CEMETERY

This activity provides efficient interment services and maintains quiet, attractive grounds and facilities at the 9th Street Cemetery (53 acres) and Ontario Cemetery (4 acres). Maintenance is provided by contractual services for mowing and trimming of all the cemetery grounds. City personnel coordinate funerals, lot sales, and setting monuments as well as minor maintenance of the grounds. Limited maintenance is also provided for the small "Sunday Cemetery" located next to the old Water Pollution Control Plant.

Service Objectives:

- ✓ Maintain two City cemeteries in a neat and orderly fashion
- ✓ Coordinate funerals, cemetery lot sales, and sale of columbarium spaces
- ✓ Respond in a timely fashion to all grave opening and closing requests
- ✓ Set markers and monuments
- ✓ Administer the mowing contract

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	98,340	107,428	108,794	101,057	-5.9%
Contractual	54,662	59,567	59,971	62,891	5.6%
Commodities	2,476	2,800	3,100	2,850	1.8%
Capital	-	-	32,000	-	
Total Expenditures	155,478	169,795	203,865	166,798	-1.8%
Funding Sources:					
Charges for Services	104,519	123,522	123,522	123,522	0.0%
Interest Revenue	8,771	7,000	7,000	7,000	0.0%
Total Revenues	113,290	130,522	130,522	130,522	0.0%
General Fund Support	42,188	39,273	73,343	36,276	-7.6%
Total Funding Sources	155,478	169,795	203,865	166,798	-1.8%
Personnel - Authorized FTE	1.32	1.32	1.29	1.29	

CEMETERY

Highlights:

During FY 2016/17, the process began for transferring the responsibility for the Grounds division, which oversees maintenance of street rights-of way and City cemeteries, from the Public Works Department to Parks and Recreation. In the Cemetery activity, the reorganization of positions resulted in a .03 FTE decrease and a savings of \$7,701 in personal services for this activity in FY 2017/18.

Cemetery rates are proposed to remain steady for FY 2017/18 as the increase in FY 2016/17 has allowed the City to remain comparable with surrounding communities.

Mowing and trimming services for the cemetery continue to be contracted out. It is estimated that the cemetery will be mowed 15 times. The total cost of mowing is estimated at \$25,000 for both FY 2016/17 and FY 2017/18.

Large tree trimming continues throughout the cemetery at an annual cost of \$2,500. Also included in FY 2016/17 and 2017/18 is \$2,500 for monument repairs.

Included in the FY 2016/17 budget is an item to repair water infiltration in the existing Cemetery office. The basement of the Cemetery office has water infiltration problems that are a concern for air quality for employees and for retention of important cemetery records.

The FY 2016/17 budget also includes the purchase of a new mini backhoe (\$70,000) and trailer (\$10,000). This backhoe will be utilized to prepare grave sites within the cemetery and will be utilized by other City departments as a shared unit. As the cemetery fills up, it is becoming more common to have to move and reset monuments in order to gain access to open and close grave. This versatile machine would help reduce the risk of damaging existing monuments and provide greater service in the Cemetery. The Cemetery's share of the new mini backhoe is \$32,000 (40%). The backhoe will be shared by the Street Work Group (25%), the Utility Maintenance Work Group (25%), and the Parks and Recreation Grounds Work Group (10%).

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Regular interments	60	54	60	60
Cremains interments	54	63	50	50
Columbarium spaces sold	4	5	2	2
Lots sold	123	95	100	100
Markers/monuments set	65	48	50	50
 Efficiency and Effectiveness:				
Revenues as a % of expenses	93%	90%	98%	62%

CITYWIDE HOUSING PROGRAMS

This activity administers city-wide affordable housing programs that will assist various housing related activities including, but not limited to: emergency and disaster related assistance, housing fairs, demolitions, public educational workshops, etc. The overall goal of this program is to promote better housing, educational and economic conditions and/or opportunities the citizens of Ames and for low and moderate income citizens residing in Ames. This program includes the various miscellaneous affordable housing programs of the City of Ames.

Service Objectives:

- ✓ Implement activities in a manner consistent with applicable regulations and City's overall affordable housing initiatives
- ✓ Continue to provide reliable, high quality service to both external and internal customers
- ✓ Investigate ways to increase the availability of affordable housing in Ames
- ✓ Increase and/or maintain partnership with state, federal, cities, county, lenders, realtors, developers, and non-profit organizations to increase affordable housing opportunities
- ✓ Educate the public regarding various federal, state and local housing policies, practices, and application.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	39,397	33,691	33,688	34,540	2.5%
Contractual	17,886	13,017	14,475	17,471	34.2%
Commodities	197	-	4,950	150	
Capital	-	-	-	-	
Total Expenditures	57,480	46,708	53,113	52,161	11.7%
Funding Sources:					
General Fund	-	-	4,800	-	
City-Wide Housing Fund	57,480	46,708	48,313	52,161	
Total Funding Sources	57,480	46,708	53,113	52,161	11.7%
Personnel - Authorized FTE	0.20	0.20	0.20	0.20	

CITYWIDE HOUSING PROGRAMS

Highlights:

This program continues to account for expenses incurred by the City’s Housing Division that are not eligible for reimbursement under the Federal government’s Community Development Block Grant program to assist low and moderate-income households. This includes assistance provided to other City departments, non-profit organizations, administration of non-CDBG Federal, State or Local programs.

In FY 2016/17 and FY 2017/18, staff will continue to host community forums and events to train, educate and engage the public regarding various housing topics/awareness such as: hunger, homelessness, fair housing, housing data, feedback surveys, etc. Staff will also partner with other City Departments and organizations to promote and educated the public through events, seminars and other promotional items regarding various housing and concerns.

Service Accomplishments:	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
# of community forums/events to educate public on various housing topics/awareness, program policies/procedures, etc.	5	5	4	4

COMMUNITY DEVELOPMENT BLOCK GRANT

This activity administers the federally funded Community Development Block Grant (CDBG) program activities. The activities implemented under this program will include a wide variety of community and economic development activities directed toward neighborhood revitalization, economic development, and the provision of improved community facilities and services. The overall goal of the program is to ensure that at least one of the following three national objectives is met: 1) benefit persons of low and moderate income; 2) aid in the prevention or elimination of slums or blight; or 3) meet other community development needs of particular urgency.

Service Objectives:

- ✓ Administer the CDBG program in compliance with federal regulations
- ✓ Operate the CDBG programs in full compliance with all Fair Housing and Equal Opportunity laws and regulations
- ✓ Continue to provide reliable, high quality service to both external and internal customers
- ✓ Preserve existing housing and promote revitalization of neighborhoods by offering housing options to very low, low, and moderate-income persons
- ✓ Encourage citizen participation by conducting community-wide meetings and/or public forums for input regarding processes, programs, and ongoing community development projects
- ✓ Improve the Division's website to efficiently communicate with the public
- ✓ **Investigate ways to increase the availability of affordable housing in support of City Council's goal to address housing needs in the community**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	91,899	94,767	94,712	98,163	3.6%
Contractual	161,542	388,685	261,924	392,573	1.0%
Commodities	296	-	500	250	
Capital	537,759	-	560,310	-	
Other	-	-	4,133	-	
Total Expenditures	791,496	483,452	921,579	490,986	1.6%
Funding Sources:					
CDBG Fund	791,496	483,452	921,579	490,986	
Total Funding Sources	791,496	483,452	921,579	490,986	1.6%
Personnel - Authorized FTE	0.80	0.80	0.80	0.80	

COMMUNITY DEVELOPMENT BLOCK GRANT

Highlights:

FY 2016/17

The City of Ames received its 12th allocation of Community Development Block Grant (CDBG) funding in the amount of \$490,986. Additionally, \$385,072 was rolled over from FY 2015/16 and \$45,721 is anticipated to come from program income in FY 2016/17, bringing the total available allocation to approximately \$921,000. CDBG funds are utilized to support the City Council's goal of addressing various community development needs in the community.

Annually, the City Council authorizes the maximum 20% of the CDBG allocation for administrative expenses with the remaining balance to be utilized for programming. For FY 2016/17, the programs to be administered under the "regular" allocation are as follows:

- Neighborhood Sustainability programs (home improvement, acquisition/demolition/clearance/rehabilitation, rental deposit, transportation assistance, and rental property repair program);
- Public Facilities Improvement program (assist to non-profit organizations to make improvements and/or repairs to their facilities).

In FY 2016/17, the City requested and received approval from HUD to create a State Avenue Neighborhood Revitalization Strategy area (NRSA). This designation will allow the re-development of 321 State Avenue (former Ames Middle School Site) to be developed as mixed-income housing. Staff will began working with the City Council, the adjacent neighborhood association, and the public to finalize the maximum best use of the property for various housing types and the installation of public infrastructure improvements. Additionally, the following programs will be implemented in the "NRSA area":

- Neighborhood Sustainability programs (rental deposit, and transportation assistance);
- Acquisition of Land for Public Facilities

FY 2017/18

The CDBG allocation for the City of Ames for FY 2017/18 has not yet been announced. However, for budgeting purposes, the FY 2016/17 CDBG allocation of \$490,986 is being projected for FY 2017/18.

The City will be submitting its fourth Annual Action Plan as part of the 2014-2018 5-Year Consolidated Plan. The Action Plan will incorporate the program goals and priority projects outlined in the Consolidated Plan.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Annually maintain 70% expenditure rate of funds on activities that serve LMI* households and/or neighborhoods	100%	100%	100%	100%
# of LMI* census tracts or in a NRSA** where public infrastructure improvement (streets, sidewalks, etc.) were completed	0	0	1	1
# of first-time homebuyers provided down payment assistance	2	2	6	5
# of LMI owner-occupied units rehabilitated	0	5	3	5
# of LMI rental-occupied units rehabilitated		2	1	2
# of properties or land purchased for LMI Housing	2	1	0	2
# of properties or land purchased for Public Facilities (Parks or Open Spaces)	N/A	N/A	1	0
# of LMI* households receiving Renter Affordability Assistance (deposit, 1 st month's rent, transportation, and/or child care)	55	71	65	60
# of Organizations assisted under the Public Improvements for Non-Profits	0	0	2	0
Efficiency and Effectiveness:				
Demonstrated compliance with HUD's monitoring of program reports, files, etc.	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Bi-annual program audit meets federal compliance standards	Yes	Yes	Yes	Yes

*Low and Moderate Income

** Neighborhood Revitalization Strategy Area

ECONOMIC DEVELOPMENT

The Economic Development activity supports both existing and new businesses in their efforts to provide opportunities for quality employment in the City of Ames. This activity provides local support for state and federal sponsored economic development programs and administration and oversight of all economic development programs.

Service Objectives:

- ✓ Create quality jobs
- ✓ Increase tax base
- ✓ Use local economic development programs to leverage state, federal, and private economic development investment
- ✓ **Promote Economic Development by implementing economic development related City Council objectives**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	62,359	64,137	64,345	66,326	3.4%
Contractual	161,569	161,560	161,622	161,808	0.2%
Commodities	-	-	-	-	
Other	1,615,316	1,657,160	1,825,023	1,889,654	14.0%
Total Expenditures	1,839,244	1,882,857	2,050,990	2,117,788	12.5%
Funding Sources:					
Hotel/Motel Tax	1,775,259	1,617,043	1,784,906	1,817,506	12.4%
General Fund	63,985	65,797	66,067	68,134	3.6%
Economic Development Fund	-	-	-	-	
TIF/Kingland Systems	-	200,017	200,017	232,148	16.1%
Total Funding Sources	1,839,244	1,882,857	2,050,990	2,117,788	12.5%
Personnel - Authorized FTE	0.31	0.31	0.31	0.31	

ECONOMIC DEVELOPMENT

Highlights:

The economic development activity for FY 2016/17 included the support of growth of existing companies in Ames and future growth opportunities, with the infrastructure improvements for the expansion of the Iowa State University Research Park.

Economic development projects approved by City Council included:

- Plans were approved for development of an industrial area east of Interstate 35 and additional General Obligation bonds were issued to fund the extension of City utilities to serve the industrial area.
- City infrastructure to serve the expansion of the Iowa State University Research Park was completed and the Park opened the Iowa State University Development Core Facility to support and serve economic development growth in the area.
- Iowa State University Research Park received approximately \$3 million in general obligation bonds to fund the infrastructure improvements to support the expansion of the research park.
- Accepted the donation of a newly constructed hanger facility at the Ames Municipal Airport and approved contract to begin construction on a new airport terminal facility.

The projects above were in support of the Council’s goal to promote economic development.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
State Programs Sponsored	2	3	1	2
Other:				
City revolving loans originated				
Community Investment Fund			1	1

CABLE TV SERVICES

The mission of Channel 12 is to provide live coverage of City Council and select boards and commission meetings alongside original programming that promotes Ames City Government in an enlightening and engaging manner. The full-time Coordinator also provides playback support for the Public Access Channel (16). All Channel 16 programming is produced independently and submitted for broadcast. Programming consists of local church services and local/non-local, professionally produced series. Cable TV is staffed by one full-time Cable TV Coordinator who is primarily devoted to the government access channel (TV12), and part-time interns/assistants. The budget also includes a portion of support staff salary.

Activities also include providing direction and support for video/digital imaging, computer capture, picture printing, and facilitating presentations. These presentations may or may not be broadcast.

Service Objectives:

- ✓ Create educational programs showcasing City programs and services
- ✓ Provide live cablecasting of City Council, and Boards and Commission meetings
- ✓ Work with City staff to develop programs for internal trainings
- ✓ Program Channel 12 for ongoing and continuous coverage
- ✓ Provide recording of meetings for City employee training
- ✓ Serve as an emergency notification system
- ✓ Coordinate Channel 16 playbacks
- ✓ Coordinate videostreaming of Channel 12

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	101,884	103,559	106,966	110,846	7.0%
Contractual	34,546	36,357	36,201	35,226	-3.1%
Commodities	6,959	6,350	6,350	8,050	26.8%
Capital	-	-	-	-	
Total Expenditures	143,389	146,266	149,517	154,122	5.4%
Funding Sources:					
Cable TV Franchise Fee	428,778	440,000	425,000	425,000	-3.4%
Miscellaneous	171	-	-	-	
Total Revenues	428,949	440,000	425,000	425,000	-3.4%
General Fund Support	(285,560)	(293,734)	(275,483)	(270,878)	-7.8%
Total Funding Sources	143,389	146,266	149,517	154,122	5.4%
Personnel - Authorized FTE	1.10	1.10	1.10	1.10	

CABLE TV SERVICES

Highlights:

In December of 2016, the new streaming encoder for the Channel 12 live stream was installed and improved the 24 hour webcast quality and the archived meeting videos quality from 320p to 720p. Other improvements include indexed agendas for Council meetings, which enables the viewer to click on the specific agenda item they wish to view and the archived video content will begin playing from that part of the meeting. This completes the HD-SDI transition for Channel 12 and is the culmination of 7 years of financial planning and equipment replacement.

In the early fall of 2016, an updated Resource Recovery Plant video was completed. This video is used by the plant for daily tours and general public education. The video was well-received and is even featured on the Energy Recovery Council's website.

Government Access Channel 12:

- Won an Excellence Award for the *Snow Ordinance* Public Service Announcement “Best of the Midwest Mediafest.”
- Won an Achievement Award for a series: *Where's Brian?* in the “Best of the Midwest Mediafest.”
- Won an Achievement Award for Performing Arts: *Ames Municipal Band | July 9, 2015* in the “Best of the Midwest Videofest.”
- Continuing documentary on new Water Treatment Plant

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Live meetings broadcast	Not	92	**46	90
Original video programs, Channel 12	tracked	201	**111	220
	215			
Hours of live meeting coverage, Channel 12	266	198	**85	180
Live/archive meeting online views	*26,860	*16,590	**17,861	34,000
Original programs YouTube views	*29,332	*25,110	**11,498	23,000
Video Views on Facebook	Not	*27.036	**16,867	32,000
	Tracked			

*July 1 - June 30 of noted fiscal year

**July 1, 2016 - December 29, 2016

Efficiency and Effectiveness:

Of those who use them, usefulness of Channel 12 (3=very useful; 2=somewhat useful; 1=not useful) *	2.1	1.9	2.0	2.0
% citizens who view Channel 12 *	31%	34%	34%	26%
% citizens who use Twitter *	35%	33%	34%	
% citizens who use YouTube *	63%	63%	64%	**50%
% citizens who use Facebook *	73%	74%	75%	

* Numbers according to the Resident Satisfaction Survey

**no longer asking for % of citizens who use independent social media sites, instead asked a combined question that included Twitter, YouTube, & Facebook

COMMUNITY ENRICHMENT CIP

Activity Description:

This is a summary of all the Community Enrichment related capital improvements which are detailed in the five-year Capital Improvements Plan.

<i>Activities:</i>	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Parks & Recreation:</i>					
Park/Facility Improvements	314,910	492,500	1,237,066	430,000	
Municipal Pool Improvements	18,917	25,000	163,930	25,000	
Playground/Park Equipment	57,105	60,000	130,395	-	
Furman Aquatic Center	63,970	50,000	133,545	50,000	
Ada Hayden Improvements	203,235	75,000	82,999	60,000	
Ice Arena Improvements	270,618	-	49,120	-	
Sand Volleyball Complex	101,605	-	64,554	-	
Roosevelt Park Development	105,847	-	11,222	-	
Homewood Golf Course	18,039	40,000	46,000	50,000	
Miracle Playground/Field Design	-	-	50,000	-	
Healthy Life Center Study	-	-	100,000	-	
ADA Transition Plan Improvements	-	-	-	25,000	
North River Valley Low Head Dam	-	-	-	100,000	
Sunset Ridge Park Development	-	-	-	80,000	
<i>Total Parks and Receptions</i>	1,154,246	742,500	2,068,831	820,000	10.4%
<i>Library:</i>					
Library Renovation Project	287,687	-	45,670	-	
<i>Total Library</i>	287,687	-	45,670	-	
<i>Cemetery:</i>					
Cemetery Lane Improvements	-	-	187,005	-	
Cemetery Water Line	-	70,000	70,000	-	
Columbarium Expansion	-	-	60,000	-	
<i>Total Cemetery</i>	-	70,000	317,005	-	-100.0%
<i>Economic Development:</i>					
Downtown Façade Program	22,000	50,000	138,423	50,000	
Campustown Façade Program	33,400	50,000	100,600	50,000	
<i>Total Economic Development</i>	55,400	100,000	239,023	100,000	0.0%
<i>City Manager:</i>					
Neighborhood Improvement	14,001	50,000	50,000	50,000	
Neighborhood Tree Planting	9,616	-	3,172	-	
Human Svc Agency Grant Program	-	-	200,000	200,000	
<i>Total City Manager</i>	23,617	50,000	253,172	250,000	400.0%
<i>Total Community Enrichment CIP</i>	1,520,950	962,500	2,923,701	1,170,000	21.6%

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015)

One of the Happiest Small Job in 2015 (Business Insider)

Best College Town in 2014 (Livability)

One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

One of the Best Towns for Millennials in America (Bloomberg, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016)

Ranked No. 35 in Top 100 Best Cities for Employment Rate (Forbes, 2016)

Ranked No. 8 in Best Towns for Millennials in America (Nerdwallet, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015)

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General Government

GENERAL GOVERNMENT

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GENERAL GOVERNMENT

Program Description:

The General Government program is comprised of leadership, management, and support activities. These activities give direction and needed background assistance to the City’s “frontline” services.

The General Government program includes the following activities: City Council, which includes the legislative and policy-making leadership provided by the Mayor and City Council as well as special allocations made by Council and the oversight of a Council Contingency Fund, City Clerk who records and maintains the records of the City Council and various appointed commissions and committees; and City Manager who provides day-to-day administration and coordination of all the City’s service programs. The remainder of this program includes the wide array of staff services, such as Financial Services, Administrative Services, Facilities, and the Merit Adjustment.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Use of Funds:					
City Council	287,573	345,643	391,206	355,885	3.0%
City Clerk	344,379	345,162	351,346	402,885	16.7%
City Manager	615,139	757,788	716,679	769,076	1.5%
Public Relations	229,056	192,357	345,501	200,589	4.3%
Planning Services	700,513	819,813	1,152,268	845,336	3.1%
Financial Services	1,705,261	1,769,105	1,781,764	1,864,665	5.4%
Legal Services	625,006	664,225	817,363	766,451	15.4%
Human Resources	361,789	466,950	457,905	502,025	7.5%
Facilities	376,618	434,698	557,710	444,425	2.2%
Merit Adjustment	-	187,595	-	-	-100.0%
Total Operations	5,245,334	5,983,336	6,571,742	6,151,337	2.8%
General Government CIP	309,735	50,000	2,291,384	50,000	0.0%
Total Expenditures	5,555,069	6,033,336	8,863,126	6,201,337	2.8%
Personnel - Authorized FTE	51.32	51.32	52.07	52.07	

GENERAL GOVERNMENT

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	4,180,046	4,900,150	4,596,342	5,016,304	2.4%
Contractual	972,759	978,303	1,703,146	1,024,021	4.7%
Commodities	89,889	104,883	115,911	111,012	5.8%
Capital	2,640	-	156,343	-	
Other Expenditures	-	-	-	-	
Total Operations	5,245,334	5,983,336	6,571,742	6,151,337	2.8%
General Government CIP	309,735	50,000	2,291,384	50,000	0.0%
Total Expenditures	5,555,069	6,033,336	8,863,126	6,201,337	2.8%
Funding Sources:					
Fees/Outside Charges	177,250	185,900	170,550	174,548	-6.1%
General Fund	2,687,245	3,036,880	3,782,285	3,246,821	6.9%
Local Option Sales Tax	132,881	141,400	140,900	149,114	5.5%
Road Use Tax	115,365	127,789	126,328	133,878	4.8%
G.O. Bond Funds	6,038	6,182	6,358	6,595	6.7%
Water Utility Fund	373,425	407,012	421,104	435,611	7.0%
Sewer Utility Fund	324,632	354,875	368,882	380,432	7.2%
Electric Utility Fund	1,126,817	1,216,341	1,235,563	1,290,791	6.1%
Parking Fund	69,219	73,846	67,676	70,841	-4.1%
Storm Water Utility Fund	8,542	9,760	9,558	10,292	5.5%
Resource Recovery	223,920	235,756	242,538	252,414	7.1%
Other Merit Funds	-	187,595	-	-	-100.0%
Total Operations Funding	5,245,334	5,983,336	6,571,742	6,151,337	2.8%
CIP Funding:					
General Fund	182,783	-	1,318,851	-	
Local Option Sales Tax	126,952	50,000	243,657	50,000	
Storm Water Utility Fund	-	-	728,876	-	
Total CIP Funding	309,735	50,000	2,291,384	50,000	0.0%
Total Funding Sources	5,555,069	6,033,336	8,863,126	6,201,337	2.8%

CITY COUNCIL

The City Council is the legislative and policy making body in the Ames municipal government. The Mayor and two Council Members are elected at-large, while the other four Council Members are elected on a ward basis. The Mayor, with the approval of the Council, appoints members of major policy making boards and commissions of the City. City Council meetings are scheduled on the second and fourth Tuesdays of the month, with special meetings and work sessions conducted as needed. Major responsibilities of the City Council include enacting ordinances, setting property tax levels, approving city service levels and the related budgets, and participating in community development efforts.

Service Objectives:

- ✓ Provide long-term vision for community and short-term goals to support that vision
- ✓ Channel input from public and other community institutions into City-provided service programs
- ✓ Act as Board of Directors for various city utilities, (electric, water, wastewater, solid waste)
- ✓ Oversee financial commitments of the City and prioritize spending
- ✓ Set policy, approve ordinances and contracts, provide direction to City Manager and City Attorney, represent City in joint ventures, provide forum for community interaction
- ✓ **Strengthen Downtown and Campustown**
- ✓ **Promote economic development**
- ✓ **Expand sustainability efforts**
- ✓ **Address housing needs**
- ✓ **Promote a sense of one community**
- ✓ **Strengthen human services**
- ✓ **Encourage healthy lifestyles**

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	54,369	54,279	54,279	54,279	0.0%
Contractual	48,881	54,624	53,973	56,817	4.0%
Commodities	22,832	20,340	20,665	20,675	1.7%
Capital	-	-	-	-	
Total Expenditures	126,082	129,243	128,917	131,771	2.0%
Funding Sources:					
General Fund	126,082	129,243	128,917	131,771	2.0%
Total Funding Sources	126,082	129,243	128,917	131,771	2.0%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

CITY COUNCIL

Highlights:

Progress has been made towards the City Council goals that were to be accomplished by December 2016. The City Council met in January 2017 to evaluate and establish new goals moving forward. The 2017 goals fall into the following categories:

- Strengthen Downtown and Campustown
- Promote Economic Development
- Expand Sustainability Efforts
- Address Housing Needs
- Promote a Sense of One Community
- Strengthen Human Services
- Encourage Healthy Lifestyles

Strengthen Downtown and Campustown – The City Council has committed to developing a sub-area plan for a core portion of Downtown. In Campustown, the Council will study public parking and public gathering space opportunities for the Welch/Chamberlain/Hayward interior space. Another study will evaluate the pedestrian safety in Campustown along Lincoln Way. A workshop will be held to review the parking fees and regulation in the Campustown business district and surrounding neighborhoods.

Promote Economic Development – A master plan for the east industrial area utilities will be completed after the design for the utilities extension is complete. The Ames Economic Development Commission is undertaking a survey regarding impediments to development in the building and zoning codes and enforcement, which will be reported back to the City Council.

Expand Sustainability Efforts – The City Council has initiated planning for a community solar project. In addition, the City will apply for SolSmart designation in winter 2017. The Council has also committed to investigating ways to re-purpose buildings in the downtown area to promote downtown revitalization. Into the future, the City Council will continue to receive updates regarding the work of the Squaw Creek Watershed Management Authority. An effort will be made to evaluate the ways in which the public is educated regarding waste diversion from the Resource Recovery System.

Address Housing Needs – An RFP for the Sixth Street and Old Middle School properties to be developed into affordable housing will be initiated in 2017. In addition, the City Council will receive a background report regarding affordable housing programs and policies that may be addressed by the City Council.

Promote a Sense of One Community – The City Council has initiated the formation of a Campus Community Commission, which will address issues affecting the City and University communities. A charge and membership have been proposed, and will be presented to the City Council for adoption in early 2017.

Strengthen Human Services – The City Council will be asked to provide direction regarding whether it has interest in participating in an outcomes measurement system. In the summer, the City Council will meet with the City's ASSET volunteers to discuss the City's ASSET priorities.

Encourage Healthy Lifestyles – Steps have been taken to explore the concept of a Healthy Life Center facility. The City Council will also review a report from Healthiest Ames regarding Complete Streets.

CITY COUNCIL

Highlights, continued:

The figures below represent the comparison of the levies among the 11 largest cities in Iowa:

		2014/15	2015/16	2016/17	2017/18
		Actual	Actual	Adjusted	Projected
Service Accomplishments:					
Total Levy/1,000 Ames		\$10.86	\$10.63	\$10.37	
High		\$17.95	\$17.76	\$17.61	
Low		\$10.86	\$10.63	\$10.37	
Average		\$14.86	\$14.79	\$14.75	
	Ames' rank	11 of 11	11 of 11	11 of 11	
Taxable Valuation/Capita Ames		\$39,911	\$41,465	\$44,358	
High		\$70,891	\$71,590	\$84,337	
Low		\$27,481	\$27,508	\$34,559	
Average		\$42,038	\$42,728	\$48,462	
	Ames' rank	6 of 11	5 of 11	6 of 11	
Total Levy/Capita Ames		\$433.43	\$440.74	\$457.94	
High		\$854.24	\$859.08	\$916.62	
Low		\$430.60	\$431.49	\$456.88	
Average		\$610.62	\$616.61	\$645.35	
	Ames' rank	10 of 11	10 of 11	10 of 11	

CITY COUNCIL CONTINGENCY

The City Council Contingency Fund accounts for those funds designated by the City Council to be considered as contingency and are allocated within the General Fund. Through the careful use of the contingency funds, the City Council has been able to respond to needs and opportunities which were not foreseen at the time of budget preparation.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	-	-	-	-	
Contractual	3,305	50,000	96,389	50,000	0.0%
Commodities	305	-	-	-	
Capital	-	-	-	-	
Total Expenditures	3,610	50,000	96,389	50,000	0.0%
Funding Sources:					
General Fund	3,610	50,000	96,389	50,000	0.0%
Total Funding Sources	3,610	50,000	96,389	50,000	0.0%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

CITY COUNCIL SPECIAL ALLOCATIONS

This program summarizes the miscellaneous requests from outside groups for City funding.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Activity:					
Sustainability Coordinator	25,000	25,000	25,000	25,000	0.0%
AHRC Special Events	610	4,500	4,000	4,000	-11.1%
Council Grant Program:					
Ames Partner City Association	4,991	5,000	5,000	-	-100.0%
Ames Historical Society	35,000	37,000	37,000	-	-100.0%
Main Street Cultural District	36,000	39,600	39,600	-	-100.0%
Hunziker Youth Sports Complex	26,680	28,300	28,300	-	-100.0%
Campustown Action Association	27,000	27,000	27,000	-	-100.0%
Historic Preservation Comm	2,600	-	-	145,114	
Council Grant Program Total	132,271	136,900	136,900	145,114	6.0%
Total Expenditures	157,881	166,400	165,900	174,114	4.6%
Expenditures by Category:					
Personal Services	-	-	-	-	
Contractual	157,881	162,700	162,550	170,764	5.0%
Commodities	-	3,700	3,350	3,350	-9.5%
Capital	-	-	-	-	
Total Expenditures	157,881	166,400	165,900	174,114	4.6%
Funding Sources:					
Local Option Sales Tax	132,881	141,400	140,900	149,114	5.5%
Water Utility Fund	6,250	6,250	6,250	6,250	0.0%
Sewer Utility Fund	6,250	6,250	6,250	6,250	0.0%
Electric Utility Fund	6,250	6,250	6,250	6,250	0.0%
Resource Recovery	6,250	6,250	6,250	6,250	0.0%
Total Funding Sources	157,881	166,400	165,900	174,114	4.6%

CITY CLERK

This activity records and maintains proceedings of the City Council, Zoning Board of Adjustment, and Civil Service Commission. This activity also prepares agendas, takes minutes, publishes proceedings and claims, certifies legal assessments, issues cemetery deeds and various licenses, maintains the City's official documents, and provides public information and notification on various items.

Service Objectives:

- ✓ Coordinates the preparation of City Council, Civil Service, and Zoning Board of Adjustment agenda packets and ensures compliance with Open Meetings Law
- ✓ Supervises the City's Records Management Program and assists other departments in implementing system
- ✓ Provides administrative support to the Mayor and City Council, attends all official meetings, and ensures minutes and adopted measures are available within three working days of the meeting
- ✓ Provides admin support, training, and pertinent materials to 116 citizens serving on 18 City boards and commissions, including facilitation of the Mayor and Council's appointment process
- ✓ Ensures the proper posting, filing, publication, and processing of official City notices and documents
- ✓ Serves as Deputy Commissioner of Elections and provides Notary Public services
- ✓ Provides courteous and proficient retrieval of requested documents and information for internal and external customers
- ✓ Provides City Council agendas, minutes, and packet materials to the public in an electronic format
- ✓ Processes permit and license applications within 24 hours of receipt
- ✓ Researches new technologies to improve the storing and retrieving of City records
- ✓ Maintains a central filing system for official City records

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	266,709	276,872	274,663	314,659	13.7%
Contractual	75,740	66,240	68,833	86,176	30.1%
Commodities	1,930	2,050	2,550	2,050	0.0%
Capital	-	-	5,300	-	
Total Expenditures	344,379	345,162	351,346	402,885	16.7%
Funding Sources:					
Licenses and Permits	92,958	89,000	78,500	78,500	-11.8%
General Fund	182,956	187,130	202,577	243,808	30.3%
Water Utility Fund	17,116	17,258	17,567	20,144	16.7%
Sewer Utility Fund	17,116	17,258	17,567	20,144	16.7%
Electric Utility Fund	34,233	34,516	35,135	40,289	16.7%
Total Funding Sources	344,379	345,162	351,346	402,885	16.7%
Personnel - Authorized FTE	3.00	3.00	3.50	3.50	

CITY CLERK

Highlights:

A total of 559 permits/licenses were issued in 15 categories during FY 2015/16. Liquor Licenses and/or Beer Permits accounted for 142. There were 40 new licenses and 51 temporary (5-day or transfers). Revenue from alcohol licensing at this time is trending lower; however, with several months remaining in the fiscal year, the amount might have to be amended.

Temporary Obstruction Permits (TOPs) equated to 116, which is a slight decrease from 132 in FY 2014/15. No fee is charged for TOPs, but the applicant is required to provide proof of liability coverage and name the City as an additional insured. Other free-of-charge services provided during FY 2015/16 included 24 Banner Permits and 205 notarizations and/or certifications.

Staff tracks a yearly average of 230 insurance certificates and 75 Letters of Credit to ensure that the City is protected against claims. In addition, each month, a Files Management System query is run on documents with an expiration in the next 90 days, and over 40 reminders are sent to staff members.

The City Clerk/Records Manager is responsible for responding to City-wide public records requests that are not of a routine nature. In calendar year 2016, 288 "Freedom of Information" requests were received; 42 requests were determined to be of a non-routine basis. Under Chapter 22, Code of Iowa, the City is allowed to charge the requesting party for the employees' time (based on salary without benefits) and materials necessary to fulfill the request. Oftentimes the requestor does not want to pay the fee after the research has been done. In 2016, expenses incurred totaled \$1,110.58, with less than half (\$507.64) being collected.

The usage rate of the Files Management System (FMS) reveals that files were accessed an average of 1,600 times per month. Phase IV of the System is 85% complete, which is the conversion of the City's official records to electronic format. It is estimated that there were nearly 73,800 official documents in 11,206 files to be scanned, indexed, and linked. The multi-step conversion work is being done in-house by staff. During the past year, 38 staff members from multiple departments were authorized to electronically access all City records housed in the City Clerk's records vault.

In December 2016, the City Council authorized an additional .5 FTE to help with the increasing workload handled by this Division.

The estimated cost of the November 2017 Election is included in the 2017/18 Projected. The Mayor's and three Council members' terms will expire on December 31, 2017.

Staff created and distributed agenda materials and recorded minutes for 50 City Council meetings, 13 Civil Service meetings, and 13 Zoning Board of Adjustment meetings during FY 2015/16.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
% of City Council minutes published within time frame prescribed by <u>Code of Iowa</u>	100%	100%	100%	100%
Efficiency and Effectiveness:				
# of meetings reported	74	76	75	75
# of legal notices processed	226	256	225	225
# of resolutions finalized	722	746	730	730
# of documents recorded	116	142	125	125
# of licenses/permits processed	524	559	550	550
# of cemetery deeds issued	55	70	60	60
# of election petitions accepted	0	0	0	0

CITY MANAGER

It is the responsibility of the City Manager’s Office to provide the overall administrative direction for the City organization in accordance with policies established by the City Council. Other responsibilities are to ensure that City operations are conducted economically, efficiently, and effectively, and that City Council and citizen concerns are addressed. The City Manager champions *Excellence Through People*, the mindset and values that guide employee service throughout the organization. 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 and Capital Improvements Plan program for the City. The office 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 teams. The office personnel also work with the City Council on community development issues and with Iowa State University on joint concerns.

Service Objectives:

- ✓ Provide comprehensive vision and leadership for the City organization so that desires and needs of the community and City Council goals are met
- ✓ Prepare and provide to the City Council a fiscally responsible budget to finance City operations in support of community desires and City Council goals
- ✓ Oversee and support City departments as they provide the best possible services to the community at the lowest possible cost
- ✓ Represent the City in relationships with other state federal, and local organizations
- ✓ Provide complete and objective information and recommendations to City Council
- ✓ Implement policies as directed by the City Council
- ✓ Respond to public requests and inquiries in a courteous and timely manner

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	554,714	695,497	656,863	706,024	1.5%
Contractual	48,092	50,291	48,116	51,452	2.3%
Commodities	12,333	12,000	11,700	11,600	-3.3%
Capital	-	-	-	-	
Total Expenditures	615,139	757,788	716,679	769,076	1.5%
Funding Sources:					
General Fund	352,373	433,455	409,940	439,911	1.5%
Water Utility Fund	63,839	78,810	74,535	79,984	1.5%
Sewer Utility Fund	63,839	78,810	74,535	79,984	1.5%
Electric Utility Fund	135,088	166,713	157,669	169,197	1.5%
Total Funding Sources	615,139	757,788	716,679	769,076	1.5%
Personnel - Authorized FTE	4.53	4.53	4.53	4.53	

CITY MANAGER

Highlights:

For FY 2016/17, the portion of the salaries charged to the Electric Utility was maintained at 22% for the City Manager’s office, based on time spent on various projects. These projects included completion of the Power Plant natural gas conversion project and the community solar project. This level of support will continue for FY 2017/18.

The City Manager’s Office is also involved in several major projects for water and wastewater. Due to this involvement, the Executive Management Program is supported 10.4% by the Water Fund and 10.4% by the Wastewater Fund. These projects include the construction of the new water plant and significant capital infrastructure improvements to the WPC Facility as a result of the FY 2012/13 facility evaluation study.

As always, a major emphasis of this office is the facilitation of the accomplishment of Council goals and staffing various Council-appointed boards and commissions. For FY 2017/18, 10% of the City Manager’s salary will continue to be charged to the Economic Development program to reflect work spent on development proposals and possible prospects. Work has included annexation and development of industrial land east of I-35 and redevelopment of properties in the Campustown area.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
# of Council referrals to staff	107	78	94	95
% Referred to:				
City Manager’s Office	17%	22%	27%	25%
Planning and Housing	26%	36%	25%	27%
Public Works	33%	20%	23%	23%
All other City departments	23%	22%	25%	25%
# Union contracts negotiated	0	5	2	0
 Efficiency and Effectiveness:				
Survey rating for quality of City services:				
Good	58%	61%	58%	56%
Very good	40%	36%	40%	43%

PUBLIC RELATIONS

The goal of this program is to promote a positive identity for the City of Ames, to provide information about local government, and to promote City programs and services for citizen and media use. Information is channeled directly through Cable TV 12, City Side (the utility bill insert), the City of Ames website, social media, and through press releases to commercial radio, television, and newspaper. In addition, publications, flyers, signs, events, and presentations are used to educate the public.

Within the City organization, the Public Relations Officer serves as a liaison for departments with a monthly newsletter and by assisting both with Mayor/Council events and special City-wide and departmental events.

Service Objectives:

- ✓ Produce monthly newsletters for internal and external audiences
- ✓ Serve as primary media contact and source of information for media inquiries
- ✓ Work with departments/divisions to produce custom publications
- ✓ Monitor and update City of Ames website, and multiple social media pages
- ✓ Produce press releases
- ✓ Coordinate advertising purchase and placement for several City departments
- ✓ Oversee government access television programming
- ✓ Produce annual Resident Satisfaction Survey with assistance from Iowa State University
- ✓ Work with Campustown Action Association (CAA) to promote use of the Ames Intermodal Facility
- ✓ **Support Utilities in marketing and promoting programs in support of the City Council's Sustainability efforts**

- ✓ **Manage and coordinate the "millennial marketing campaign" aimed at encouraging young adults transitioning to families to consider relocating to Ames.**
- ✓ Facilitate the quarterly Brag Team meeting with local communications leaders and work toward City Council's goal of developing a "brand communications plan."
- ✓ Coordinate events such as Fourth of July, Boards and Commission Luncheon, Council Night at the Bandshell, WelcomeFest, Eco Fair, and the new Rummage RAMPage

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	140,588	142,962	145,203	154,151	7.8%
Contractual	87,614	48,545	199,448	45,588	-6.1%
Commodities	854	850	850	850	0.0%
Capital	-	-	-	-	
Total Expenditures	229,056	192,357	345,501	200,589	4.3%

Funding Sources:					
General Fund	137,881	96,178	249,397	100,295	4.3%
Water Utility Fund	18,235	19,236	19,221	20,059	4.3%
Sewer Utility Fund	18,235	19,236	19,221	20,059	4.3%
Electric Utility Fund	36,470	38,471	38,441	40,117	4.3%
Resource Recovery	18,235	19,236	19,221	20,059	4.3%
Total Funding Sources	229,056	192,357	345,501	200,589	4.3%

Personnel - Authorized FTE	1.15	1.15	1.15	1.15
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PUBLIC RELATIONS

Highlights:

The Public Relations Office held its third annual organization-wide Public Relations Team meeting, with a focus on improving brand consistency, including appropriate logo and tagline usage. Working in conjunction with the Print Shop, the Public Relations Office maintains an updated Visual Standards Guide, which is being expanded to include a Website Style Guide and City of Ames facility signage standards. The Public Relations Team includes sub-committees such as Branding, Website, GIS/Public Notification, Channel 12, and Social Media. Working together, these sub-teams ensure the City of Ames is recognized as a premier provider of municipal services in a vibrant, innovative, progressive university community.

Under the goal of “Promote Economic Development” is the sub-goal to develop a brand communications plan. Beginning with the community visioning process of 2011, the plan focuses on attracting young adults transitioning to families to relocate to Ames. A remaining \$145,000 has been carried over to the Public Relations Adjusted 2016/17 budget in support of this branding effort. Now called the "Millennial Marketing Campaign," this initiative begins with Internet and billboard advertising with an #AlwaysAmes focus.

The Public Relations Office:

- Leads the citywide Public Relations team
- Facilitates meetings of the cross-departmental sub-teams
- Enforces brand standards in conjunction with Print Shop/graphics for overall organization brand consistency
- Continues working Print Shop/graphics for newsletter/publications/advertising redesign work
- Continues working with Information Technology to monitor City of Ames website

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
# of media releases distributed	135	165	223	180
# of City-assisted public events	5	5	6	6
# of marketing campaigns developed	4	5	5	5
# of City ribbon-cutting/recognition events	n/a	n/a	9	8

Efficiency and Effectiveness:

**Of those who use them, usefulness of news sources for learning about the City of Ames (3 = very useful; 2 = somewhat useful; 1 = not useful)

ISU Daily	2.1	2.0	2.1	2.0
Ames Tribune	2.3	2.2	2.3	2.2
KASI/KCCQ Radio	2.2	2.2	2.2	2.2
Des Moines Register	2.0	2.1	2.1	2.1
City Side	2.3	2.4	2.4	2.3
Channel 12	2.1	1.9	2.0	2.0
City of Ames website	2.4	2.4	2.4	2.4
The Sun	2.0	1.9	2.0	2.0
KHOI	2.1	1.9	2.1	2.1

** Data provided from the 2016 Resident Satisfaction Survey.

ADMINISTRATIVE SUPPORT SERVICES

The Administrative Services division provides administrative support to the Planning & Housing, Public Works and Fire departments. By combining the support staff for three departments we are able to provide our citizens with exceptional service at the best price.

Service Objectives:

- ✓ Provide administrative support to the Planning & Housing, Public Works and Fire departments
- ✓ Provide reliable high quality service and external and internal customer support for the Planning & Housing, Public Works and Fire departments
- ✓ Provide support for associated Boards, Commissions, and the AAMPO Technical Committee (generating agendas, minutes and packet materials and updates on website)
- ✓ Schedule building, electrical, mechanical, plumbing and rental housing inspections
- ✓ Process permits for building construction projects
- ✓ Process letters of compliance for rental dwellings
- ✓ Distribute DRC and other planning applications for review and processing
- ✓ Distribute plans and specifications (and track plan holders) for Public Works Capital Improvements Plan construction projects
- ✓ Process requisitions for Public Work Capital Improvement construction projects
- ✓ Manage block party reservations and Block Party barricade requests
- ✓ Assist with meter hood rentals, parking waivers, veteran's memorial brick purchases
- ✓ Manage contracts for 198 reserved parking spaces within municipal parking lots
- ✓ Issue sidewalk repair notices

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	370,821	462,229	395,189	469,281	1.5%
Contractual	17,627	20,700	21,244	21,623	4.5%
Commodities	2,117	1,150	2,663	2,533	120.3%
Capital	-	-	-	-	
	390,565	484,079	419,096	493,437	1.9%
<i>Less: Expenditures reflected directly in another activity:</i>					
Fire Administration	(39,057)	(40,178)	(34,785)	(40,955)	1.9%
Building Safety	(130,058)	(169,428)	(146,684)	(172,703)	1.9%
City-Wide Housing	(7,811)	(9,682)	(8,382)	(9,869)	1.9%
Planning Services	(70,302)	(87,134)	(75,437)	(88,819)	1.9%
Public Works Administration	(143,337)	(177,657)	(153,808)	(181,091)	1.9%
Total Expenditures	-	-	-	-	
Personnel - Authorized FTE	6.00	6.00	6.00	6.00	

ADMINISTRATIVE SUPPORT SERVICES

Highlights:

In July of 2014, the support staffs for the Fire, Public Works, and Planning and Housing Departments were combined into a new Administrative Services Program to provide administrative support to all three departments. Personnel services and other shared costs are charged to this new program, and then allocated back to the supported programs through an internal charge.

Administrative Services received high ratings from external customers on its welcoming attitude at the front counter (97.1% inspection customers and 100% planning customers reported being greeted with a welcoming attitude). Additionally, several process improvements were implemented throughout the year, such as online forms, electronic distribution of plans and specifications for projects for bid, as well as numerous website improvements to assist customers with navigation and ease of locating information.

Beginning in FY 2016/17, the implementation of a new software program called EnerGov has been in progress. EnerGov will consolidate many processes into one centralized system. EnerGov is a Permitting & Land Management software system designed to automate and centrally connect critical processes, including land use planning and project review, regulatory management, inspections, code enforcement, and more. Since EnerGov will offer flexible point-of-sale payment processing, the Administrative Services team will have the opportunity to streamline processes and improve efficiencies.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Average number of telephone calls answered/day	90	100	100	100
Board and Commissions and AAMPO Technical Committee meetings staffed	33	37	62	60
Building and trade inspections scheduled	8,549	8,326	8,575	8,550
Building and trade permits processed	3,801	3,865	3,981	3950
Rental housing inspections scheduled	1,122	846	871	900
Rental housing Letters of Compliance processed	1,111	867	875	910
Development Review Committee (DRC) cases distributed	126	175	120	125
Planning additional cases (Final plats, Flood Plain Development Permits, Permitted Home Occupations, ZBA, etc.) distributed	97	140	82	87
Plans and specifications for capital improvements plan construction projects distributed	26	20	26	27
Sidewalk repair notices issued	8	29	25	25
Block Party Trailer reservations processed	25	23	25	25
Meter hood rentals processed	27	41	30	35
Parking waivers processed	25	26	35	40
Driveway/Curb Cut Applications & Letters	59	67	55	60

PLANNING SERVICES

Planning Services consists of two major land use related activities of current planning and long range planning. Current planning encompasses review and analysis of development project site development plans, subdivisions, flood plain permits, certificates of appropriateness for historic review, and variances and special use permits. Current planning also includes the coordination of City review services through the multi-disciplinary Development Review Committee (DRC) for project approvals prior to issuance of building permits. Staff conducts public noticing and acts as a neighborhood liaison as part of its current planning role. Staff administers two façade grant programs, Downtown & Campustown, which are part of the Capital Improvements Program Budget.

Long range planning assists in creation of policies related to the development, use, and conservation of land within the City. Long range planning includes preparation, coordination, and presentation of advanced planning studies and reports for activities that may extend beyond one year, Land Use Policy Plan Amendments, or substantial text amendments to the Municipal Code.

The Planning Services provides staffing to the Zoning Board of Adjustment, Historic Preservation Commission, Planning and Zoning Commission and the City Council. Staff commonly engages in preliminary development inquiries, citizen questions on use of property, citizen questions on zoning standards, neighborhood inquiries on City activities or plans.

Service Objectives:

- ✓ Provide reliable, high quality service to both internal and external customers
- ✓ Promote Ames as a welcoming place to do business by embracing a “can do” attitude.
- ✓ Coordinate development review with other City departments and outside agencies
- ✓ Implement adopted development regulations efficiently
- ✓ Encourage meaningful and timely community input
- ✓ Provide timely and accurate responses to public inquiries
- ✓ Provide data and insight for informed long-range policy planning decisions
- ✓ Provide resources for neighborhoods associations and networking in support of strong neighborhoods
- ✓ Assess and update adopted policies and plans against projected need as directed by City Council
- ✓ Keep neighborhoods and citizens informed on planning activities
- ✓ Explore new trends and innovative means of achieving planning objectives

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	519,803	661,770	646,231	683,154	3.2%
Contractual	179,262	154,943	482,893	156,882	1.3%
Commodities	1,448	3,100	5,144	5,300	71.0%
Capital	-	-	18,000	-	
Total Expenditures	700,513	819,813	1,152,268	845,336	3.1%
Funding Sources:					
Charges for Services	24,859	23,000	24,765	24,765	7.7%
General Fund	675,654	796,813	1,127,503	820,571	3.0%
Total Funding Sources	700,513	819,813	1,152,268	845,336	3.1%
Personnel - Authorized FTE	6.00	6.00	6.00	6.00	

PLANNING SERVICES

Highlights:

FY 2016/17

Development has continued at high levels within the city for a broad range of uses, including single family, apartments, and commercial development. The same levels of activity are expected to continue through this year. This includes large scale and complex development projects, such as Rose Prairie, Campustown development, and large multi-family apartment developments. Major development areas will continue to be residential development along Hyde Avenue, with Quarry Estates, Hayden's Crossing, and Rose Prairie. West Ames will have new development along the extension of Mortenson Road for residential development. South Ames will include the development of a number of multi-family residential projects. Commercial development will continue along the Duff Avenue. Industrial development will likely continue with the ISU Research Park and in the vicinity of Dayton Avenue and South Bell Avenue.

City Council's long range planning priorities for 2016/17 include completion of the landscape ordinance overhaul, the Lincoln Way Corridor Plan, the 2700 Block Lincoln Way entitlements, and annexation of the East Industrial Expansion Area. Priorities also include initiation of a Southwest Master Plan and investigation of potential for north growth expansion. City Council goals also include assessing partnership opportunities for public lands in Campustown and Downtown. Planning staff will continue to administer façade grants for Campustown and Downtown as shown within the CIP.

The 2016/17 adjusted budget includes \$317,313 in carryover funding to be used for outside consulting and assistance on Council priorities. These carryover funds include set asides for completing the Lincoln Corridor Study and landscaping ordinance. The budget has \$200,000 set aside for the start of the comprehensive plan update. There is approximately \$60,000 remaining for consulting assistance on long range planning activities.

As part of the City's effort to improve customer service and administrative services, Planning expects to complete the integration of the new Ener-Gov project routing and tracking software along with the Inspections Division. This new software will become part of the Development Review Committee (DRC) process. Minor adjustments to fees are proposed to address increased postage and publication costs.

The Planning Division hired its fifth full time planner in July 2016 and is fully staffed.



PLANNING SERVICES

Highlights, continued:

Campustown - The Edge



Campustown-2700 Block Lincoln Way

FY 2017/18

Based on growth trends and developer interest, staff projects development applications will be consistent with the past two years. Development types will be broad based with single-family homes, apartment homes, mixed-use buildings, commercial buildings, and industrial buildings. Platting of single-family subdivisions will be at a high level in 2017 with up to 8 subdivisions in various phases of development. Development of affordable housing associated with the City owned property at 321 State Avenue is priority for the City.

Council priorities include the full update of the Comprehensive Plan. The Comprehensive Plan update will be a multi-year project that involves substantial community outreach to develop a new plan. There will also be additional follow up for implementation of the growth area planning and for East Industrial, Lincoln Way Corridor, and Campustown and Downtown.

ISU Research Park



ISU Research Park

PLANNING SERVICES

Highlights, continued:

Long Range Planning Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
LUPP amendments completed (both map and text amendments)	4	3	4	2
Rezoning (except PRD) completed	5	16	9	6
Zoning text amendments completed	9	12	12	8
Annexations completed	3	3	3	2
City Council Referrals*	27	16	15	15
City Council Referrals Completed	17	10	12	10
City Council Priorities**	5	11	7	5

Efficiency and Effectiveness:

The following statistics indicate the average number of calendar days to review/process the complete applications that were approved in the stated year, excludes days waiting for the applicant's response.

	Average Number of City Days to Process			
Citizen-initiated rezonings	90	45	-	65
Citizen-initiated minor LUPP map and/or text changes	42	110	-	75
Citizen-initiated zoning text changes	53	70	-	70

*Referrals are Council directives and may include memorandums, staff reports, text amendments, workshops, and LUPP changes, most referrals are not itemized as Council Priorities. **Council Priorities reflect the Department Work Plan priorities as established by the City Council.

Current Planning

Service Accomplishments (process completions, cont.):	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Preliminary plat	3	9	6	4
Final plat (Includes Minor Subdivisions)	12	17	15	12
Plat of survey	15	15	18	16
Certificate of Appropriateness	7	12	8	8
Major site development plan	4	5	8	8
Minor site development plan	44	40	44	40
Permitted home occupation	9	11	9	8
Zoning Board of Adjustment cases	23	19	24	20
Flood plain permits	29	37	30	30
Façade grants completed	3	5	7	4
Total	149	170	169	150

Kick Off/Sketch Plan/ Preliminary Mtgs:	50	57	60	55
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Efficiency and Effectiveness:

The following statistics indicate the average number of calendar days to review/process the complete applications that were approved in the stated year, excludes days waiting for the applicant's response.

	Number of City Days to Process			
Preliminary plat	none	52	-	55
Final plat (Includes Minor Subdivisions)	35	25	-	20
Plat of survey	28	26	-	30
Certificate of Appropriateness	12	16	-	15
Major site development plan	44	49	-	60
Minor site development plan	21	22	-	25
Permitted home occupation	5	5	-	3
Zoning Board of Adjustment cases	32	34	-	25
Flood plain permits	8	9	-	8

FINANCE ADMINISTRATION AND BUDGET

The purpose of the Finance Administration and Budget activity is to provide overall financial management and analysis for the City of Ames. The activity provides direct supervision of Accounting and Reporting, Utility Customer Service, Information Services, Communications Services, Purchasing Services, and Debt Service activities and provides financial advice and direction to all City departments.

Service Objectives:

- ✓ Coordinate the preparation of the City's Annual Operating and Capital Budgets
- ✓ Provide accurate financial information on a timely basis
- ✓ Maintain the City's excellent credit rating (Moody's – Aa1)
- ✓ Coordinate the issuance of City debt and monitor debt capacity
- ✓ Maintain the City's Program Performance Budget as a decision making tool
- ✓ Maintain fund accountability for all City funds
- ✓ Submit and receive the GFOA Distinguished Budget Presentation Award and continually improve the Budget document
- ✓ Audit and monitor all Purchase Card transactions for compliance with procedures and policies
- ✓ Monitor revenues and expenditures as approved by the City Council

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	329,409	333,764	342,999	355,462	6.5%
Contractual	32,996	35,286	36,150	34,502	-2.2%
Commodities	448	1,473	1,473	1,325	-10.1%
Capital	-	-	-	-	
	362,853	370,523	380,622	391,289	5.6%
Less: Expenditures reflected directly in another activity	(7,256)	(7,381)	(7,612)	(7,826)	6.0%
Total Expenditures	355,597	363,142	373,010	383,463	5.6%
Funding Sources:					
General Fund	72,571	75,279	76,126	78,258	4.0%
G.O. Bond Funds	3,629	3,691	3,806	3,913	6.0%
Water Utility Fund	54,428	55,358	57,093	58,693	6.0%
Sewer Utility Fund	54,428	55,358	57,093	58,693	6.0%
Electric Utility Fund	152,398	155,003	159,861	164,341	6.0%
Parking Fund	3,629	3,691	3,806	3,913	6.0%
Resource Recovery	14,514	14,762	15,225	15,652	6.0%
Total Funding Sources	355,597	363,142	373,010	383,463	5.6%
Personnel - Authorized FTE	2.84	2.84	2.84	2.84	

FINANCE ADMINISTRATION AND BUDGET

Highlights:

- The City received the Government Finance Officers Association (GFOA) certificate of excellence for both financial reporting and the budget document.
- The Aa1 bond rating from Moody's Investor Services for general obligation bond issues was maintained.
- The small decrease in FY 2016/17 General Obligation Bonds is related to the issuance of bonds at a premium and the ability to reduce bonds sold.
- Staff continued the process to improve efficiency and effectiveness of the budget process

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Bonded Indebtedness:				
General Obligation Bonds	\$64,110,000	\$68,825,000	\$68,230,000	\$66,740,000
Revenue Bonds		\$8,700,000	\$8,075,000	\$7,420,000
 Years Received GFOA Distinguished Budget Presentation Award	 28	 29	 30	 31
Efficiency and Effectiveness:				
Maintain or improve General Obligation Bond rating which contributes to lower cost of debt	Moody's Aa1	Moody's Aa1	Moody's Aa1	Moody's Aa1
 Budget book rating of "proficient or outstanding" by GFOA reviewers in the categories for distinguished budget presentation	 31/31	 31/31	 31/31	 31/31
 General Fund unreserved FY ending fund balance met Council approved minimum fund balance target	 Yes	 Yes	 Yes	 Yes
Financial documents posted on website within one day of completion	6/6	6/6	6/6	6/6

ACCOUNTING AND REPORTING

The purpose of the Accounting and Reporting activity is to provide processing and reporting of all financial transactions for the City of Ames. The activity also provides financial controls and treasury management for departments to help ensure proper stewardship of public funds. The activity provides services that support management decisions through timely and accurate processing and reporting of payroll, accounts payable, accounts receivable, and cash transactions. Treasury management function provides investment and cash management services within the parameters set by the City of Ames Investment Policy and the Code of Iowa. The goals of this activity are to provide timely and accurate financial processing and reporting and to maintain proper controls over financial assets in an efficient manner.

Service Objectives:

- ✓ Process payments for goods and services, and pay all vendors timely and accurately, taking advantage of any discounts offered
- ✓ Process and distribute payroll for all City employees timely and accurately; file quarterly and annual payroll tax returns and W-2 forms timely and accurately
- ✓ Collect, protect, and manage the City's cash assets in accordance with applicable policies; provide for a reasonable rate of return
- ✓ Process invoices to bill outside customers for parking spaces, building permits, rental housing, and other services
- ✓ Monitor the City's debt and ensure that all principal and interest payments are paid timely and accurately
- ✓ Receive unmodified opinions on the City's annual audited financial statements and on compliance with requirements described in the Uniform Guidance relating to the spending of Federal funds
- ✓ Prepare a Comprehensive Annual Financial Report in conformance with GAAP that meets the requirements of the Government Finance Officers Association excellence in financial reporting program

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	738,414	762,393	781,126	810,489	6.3%
Contractual	278,029	285,408	286,079	308,295	8.0%
Commodities	2,807	4,850	4,750	4,100	-15.5%
Capital	-	-	-	-	
	1,019,250	1,052,651	1,071,955	1,122,884	6.7%
Less: Expenditures reflected directly in another activity	(120,377)	(124,086)	(126,651)	(132,518)	6.8%
Total Expenditures	898,873	928,565	945,304	990,366	6.7%
Funding Sources:					
General Fund	318,595	332,537	336,830	352,982	6.2%
Road Use Tax	18,432	18,748	19,062	19,921	6.3%
G.O. Bond Funds	2,409	2,491	2,552	2,682	7.7%
Water Utility Fund	75,820	77,864	79,466	83,216	6.9%
Sewer Utility Fund	53,468	54,555	55,497	57,980	6.3%
Electric Utility Fund	285,753	293,115	299,037	313,101	6.8%
Parking Fund	20,385	20,990	21,438	22,457	7.0%
Resource Recovery	124,011	128,265	131,422	138,027	7.6%
Total Funding Sources	898,873	928,565	945,304	990,366	6.7%
Personnel - Authorized FTE	9.00	9.00	9.00	9.00	

ACCOUNTING AND REPORTING

Highlights:

The City received the Government Finance Officers Association (GFOA) certificate of excellence for financial reporting.

During FY 2015/16, the Accounting division implemented a new accounting standard for investments and the new Uniform Guidance for expenditure of Federal funds.

Payroll continues to recruit more employees to elect electronic forms of both pay checks and Form W-2s.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Percent of payments to vendors within seven days of appropriate internal approval	100%	100%	100%	100%
Percent of accurate payroll reports filed on a timely basis	100%	100%	100%	100%
Unmodified audit opinion received	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report submitted to GFOA on a timely basis	Yes	Yes	Yes	Yes
Percentage of bond payments paid accurately and timely	100%	100%	100%	100%
Quarterly investment reports provided to City Council	4	4	4	4
Efficiency and Effectiveness:				
Average monthly accounts payable checks issued to vendors	1,303	1,302	1,275	1,250
Average monthly electronic payments to vendors	46	46	50	55
Average monthly payroll checks issued	144	125	120	115
Percent of employees using direct deposit	92%	93%	94%	95%
Number of W-2 forms issued	1,322	1,322	1,325	1,325
Audit findings noted	1	1	0	0
Number of years GFOA Certificate of Achievement for Excellence in Financial Reporting received	37	38	39	40
Average value of investment portfolio	\$113,653,181	\$111,000,000	\$110,000,000	\$110,000,000
Average rate of return on investments	0.75%	0.95%	1.10%	1.25%
Annual bond rating	Aa1	Aa1	Aa1	Aa1

PURCHASING SERVICES

The services provided by the Purchasing activity include purchase and contract processing and administration assistance, purchase card program administration, office supply management, centralized design and printing services, decentralized copier administration, and mail processing and messenger services.

Service Objectives:

- ✓ Provide timely and cost-effective procurement of goods and services meeting the needs of various City programs in compliance with applicable laws, regulations, policies, and professional standards
- ✓ Recommend policies and procedures that comply with applicable laws and regulations, protect the interests of the City, and enable City programs to provide cost-effective services to the public
- ✓ Maintain standardized bidding documents complying with applicable laws, regulations, and policies and protecting the interests of the City
- ✓ Provide reliable, timely, and cost-effective distribution and pickup of interoffice mail and parcels
- ✓ Provide an environment of fair and open competition in which to conduct business with the City
- ✓ Provide efficient and accountable program for travel expenses and small purchases
- ✓ Provide frequent training and distribution of information to City customers, vendors, and other stakeholders regarding applicable laws, regulations, and policies
- ✓ Provide quality, timely, and economical design, printing and copy services to City programs and to agencies eligible for City funding
- ✓ Provide timely and cost-effective management of incoming and outgoing US mail

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	587,655	610,809	597,210	636,019	4.1%
Contractual	83,415	96,298	96,283	95,080	-1.3%
Commodities	21,020	24,210	24,790	24,640	1.8%
Capital	-	-	-	-	
	692,090	731,317	718,283	755,739	3.3%
Less: Expenditures reflected directly in another activity	(241,299)	(253,919)	(254,833)	(264,903)	4.3%
Total Expenditures	450,791	477,398	463,450	490,836	2.8%

Funding Sources:

Outside Printing Services	3,156	2,700	3,000	3,000	11.1%
Outside Messenger Service	2,003	2,136	2,140	2,211	3.5%
General Fund	32,184	36,382	33,100	35,071	-3.6%
Road Use Tax	51,495	54,327	52,960	56,117	3.3%
Water Utility Fund	37,136	39,178	38,193	40,469	3.3%
Sewer Utility Fund	17,330	18,283	17,823	18,885	3.3%
Electric Utility Fund	272,332	287,304	280,079	296,772	3.3%
Parking Fund	495	522	509	540	3.5%
Storm Water Utility Fund	4,951	5,224	5,092	5,396	3.3%
Resource Recovery	29,709	31,342	30,554	32,375	3.3%
Total Funding Sources	450,791	477,398	463,450	490,836	2.8%

Personnel - Authorized FTE	7.00	7.00	7.00	7.00
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PURCHASING SERVICES

Highlights:

Purchasing services:

- Large volume of bid projects and contracts were successfully concluded in FY 2015/16.
- Four new term contracts were added in FY 2015/16 to provide more economic and efficient means of procuring goods and services.
- Sixteen training sessions were developed and presented by Purchasing Division staff in FY 2015/16 to improve administration of the City Council approved purchasing policies.
- The division obtained the fully certified agency accreditation from Universal Public Purchasing Certification Council (UPPCC) for fifth consecutive year.

Printing services:

- Expanded design services which is now 16% of the orders, producing award winning high quality products.
- Color printing is approximately 22% of print shop sales.
- The Print Shop increased services with the addition of an ID badge printer.
- The Print Shop offers a variety of printing services. The number of orders requesting services has increased 7% from previous year.

Messenger services:

- A contract was negotiated with the presort mail services provider resulting in \$.0055/piece savings from the previous contract.
- The average cost of an outgoing U.S. Mail piece in FY 2015/16 was \$.635.

FY 2016/17 goals that are in progress include:

- As part of the City web site, posting of bids and proposals will be enhanced to include bid documents, planholder lists, bid results, and automated bidder registration.
- Revise purchasing policies as needed.
- Update the postage machine in the mailroom.

FY 2017/18 goals include:

- Implement a document management system for Purchasing Services.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Print Shop number of impressions	923,950	850,249	850,000	850,000
Volume of bids	\$85,397,515	\$95,231,367	\$20,000,000	\$20,000,000
Volume of p-card transactions	\$993,305	\$1,079,016	\$950,000	\$950,000
Volume of purchase orders	\$111,578,151	\$52,740,202	\$40,000,000	\$40,000,000
Pieces of outgoing U.S. Mail	158,005	135,427	135,000	135,000
Efficiency and Effectiveness:				
Printing orders that include assembly and/or bindery services	87%	86%	70%	70%
Average cost/impression-black (includes costs of assembly, bindery and materials)	\$.08	\$.085	\$.085	\$.088
Cost/impression – color	\$.25	\$.25	\$.25	\$.25
Savings on bids	20%	12%	20%	20%
Annual/term contracts	130	124	128	128
Outgoing U.S. mail sent via discount	91%	88%	86%	86%
Savings realized by discounted mailing Programs	\$8,893	\$7,365	\$7,000	\$7,000

LEGAL SERVICES

The mission of the City Attorney's Office is to provide the highest quality legal services to the City at the lowest possible cost to the taxpayers; to provide sound and objective legal advice and representation to City officials and staff, Mary Greeley Medical Center and all other City departments; to earn and keep the respect and trust of those for whom and with whom the office works; and to act in accordance with the highest ethical and professional standards.

Service Objectives:

- ✓ Advise Council, staff, boards and commissions on legal and policy matters
- ✓ Supervise, assist with and monitor all legal work performed by outside counsel
- ✓ Incorporate advances in technology to enhance legal services in a timely and efficient manner
- ✓ Provide legal advice and support at all meetings of City Council and at meetings of boards and commissions as needed
- ✓ Draft ordinances and amendments, and publish Municipal Code
- ✓ Draft and review contracts, real estate, and other legal documents
- ✓ Litigate in District and Appellate Courts claims by and against the City
- ✓ Respond to public inquiries regarding City Code and regulatory matters
- ✓ Collect unpaid bills and fines through negotiation and settlement or litigation as needed
- ✓ Advise and represent Mary Greeley Medical Center in contract, employment, collection, and regulatory matters
- ✓ Represent the City in all administrative and arbitration claims, including labor and employment, inspections, housing, licensing, animal control, and other administrative matters
- ✓ Prosecute all criminal complaints, traffic tickets, code enforcement violations, parking appeals, and other municipal infractions in courts of law as necessary
- ✓ Provide legal advice, support and representation to the City Assessor in assessment matters before regulatory boards and in courts of law

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	538,439	604,560	566,460	693,103	14.7%
Contractual	90,927	70,766	251,253	82,208	16.2%
Commodities	1,927	2,410	5,739	2,272	-5.7%
Capital	2,640	-	5,840	-	
	633,933	677,736	829,292	777,583	14.7%
Less: Expenditures reflected directly in another activity	(8,927)	(13,511)	(11,929)	(11,132)	-17.6%
Total Expenditures	625,006	664,225	817,363	766,451	15.4%
Funding Sources:					
Charges for Services	41,019	53,950	47,000	50,500	-6.4%
General Fund	317,253	326,155	430,968	395,541	21.3%
Water Utility Fund	59,523	63,405	79,529	74,216	17.1%
Sewer Utility Fund	59,523	63,405	79,529	74,216	17.1%
Electric Utility Fund	94,046	100,180	125,655	117,262	17.1%
Parking Fund	38,166	40,645	34,005	35,420	-12.9%
Resource Recovery	15,476	16,485	20,677	19,296	17.1%
Total Funding Sources	625,006	664,225	817,363	766,451	15.4%
Personnel - Authorized FTE	5.95	5.95	5.95	5.95	

LEGAL SERVICES

Highlights:

During FY 2016/17, two positions in Legal Services were reclassified. One of the Assistant City Attorney positions was reclassified as an Assistant City Attorney II, which is two pay grades higher than the previous classification. A vacant Legal Secretary position was also reclassified to a Paralegal position, a one pay grade increase. The effect of these upgrades on the budget is reflected in the 14.7% personal services increase in the FY 2017/18 budget.

Due to a lengthy vacancy in one of the Assistant City Attorney positions, outside legal services were retained to help provide service to the City Council and City departments. In the FY 2016/17 Adjusted budget for contractual services, \$150,000 has been earmarked for this purpose.

Also included in the FY 2016/17 adjusted budget is a 2-year law book subscription to *American Jurisprudence* for \$28,000. In FY 2017/18, increased book subscription costs (\$7,752) and an increase from \$14,769 to \$19,608 in the contract cost of on-line services contribute to the 16.2% increase in contractual services.

During FY 2016/17, Legal Services represented the City in civil litigation matters and supervised outside counsel in the following matters: Breckenridge, Comstock, NDA Farms/Veasman, Doss/Huffer v. multiparty defendants, and ZBA cases (4 court appeals ongoing: Doss & Huffer, Olson, Continue Care, and Ames 2304 LLC), as well as litigation analysis and advice related to employee activities at CyRide.

Legal Services also reviewed 49 ordinances, 29 zoning amendments, and 14 map amendments. Fourteen property assessment appeals were also filed during FY 2016/17.

Major City departmental projects requiring Legal Services support during FY 2016/17 include:

- Planning Services: Ames Caddis, The Irons (AGCC), Campus Plaza, Reyes Property, North WalMart, Crane Farm, South Fork, Rose Prairie and Ringgenberg Park, and more than 30 others
- Electric Service: Power Plant conversion to natural gas
- W & PC: New Water Treatment Plant easement acquisitions and contractual issues
- Electric Services and W & PC: US 30 and I-35 interchange issues with IDOT
- Public Works: Cost sharing agreements and easements related to South Duff traffic median project near south WalMart; Skunk River trail easement, and Airport related agreements
- Parks and Recreation: Park leases and all-inclusive playground project

Legal Services also continues to provide legal support to Mary Greeley Medical Center. During FY 2016/17, support was provided for a bond refinancing.

	2014/15	2015/16	2016/17	2017/18
	Actual	Actual	Adjusted	Projected
Service Accomplishments:				
Legal matters opened	946	880	694	694
Documents created/reviewed	19,486	16,995	16,670	16,670
Other events and legal services requiring review	8,004	6,729	6,216	6,216
 Efficiency and Effectiveness:				
# of matters closed	1402	797	902	902

HUMAN RESOURCES

The Human Resources Department provides a full range of services in support of all City departments and the Civil Service Commission. These services include recruitment and selection, classification, wage and salary administration, affirmative action, employee training and development, and research and development of policy issues. The Department's goal is to provide a comprehensive program which will further the contribution made by employees to assist the City in attaining its objectives.

Service Objectives:

- ✓ Assume the leadership role for sustaining a values oriented organization and maximizing the potential of our greatest asset – our employees
- ✓ Monitor compliance with state and federal laws and City policy with regard to human resources related issues
- ✓ Maintain a database of current labor market information and perform classification and compensation studies to maintain pay equity and external competitiveness
- ✓ Provide employees and managers with training tools and resources to enhance individual and team performance as a means of achieving our Excellence Through People organizational culture
- ✓ Attract and retain qualified employees through the use of progressive recruitment techniques and competitive compensation and benefit systems
- ✓ Strive to maintain strong relations through collaborative negotiations, contract interpretation and resolution of grievances at the lowest possible level

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	326,470	438,249	399,453	472,855	7.9%
Contractual	120,564	129,092	155,163	159,251	23.4%
Commodities	1,124	8,700	10,700	7,850	-9.8%
Capital	-	-	-	-	
	448,158	576,041	565,316	639,956	11.1%
Less: Expenditures reflected directly in another activity	(86,369)	(109,091)	(107,411)	(137,931)	26.4%
Total Expenditures	361,789	466,950	457,905	502,025	7.5%
Funding Sources:					
General Fund	201,369	264,328	258,406	283,303	7.2%
Road Use Tax	23,638	29,856	29,396	32,229	8.0%
Water Utility Fund	22,911	28,938	28,492	31,237	7.9%
Sewer Utility Fund	19,910	25,148	24,761	27,147	8.0%
Electric Utility Fund	73,914	93,359	91,920	100,777	8.0%
Parking Fund	4,364	5,512	5,427	5,950	8.0%
Storm Sewer Utility Fund	3,591	4,536	4,466	4,896	7.9%
Resource Recovery	12,092	15,273	15,037	16,486	7.9%
Total Funding Sources	361,789	466,950	457,905	502,025	7.5%
Personnel - Authorized FTE	4.60	4.60	4.85	4.85	

HUMAN RESOURCES

Highlights:

FY 2016/17 brought significant staffing changes within the Human Resources Department. By the spring of 2017, new individuals will have filled a previously vacant Human Resource Officer position, the Human Resources Analyst position, the Risk Manager position, and both administrative support positions. Despite this turnover, the Department has maintained quality recruiting and customer service standards. Due to both staffing challenges and an unprecedented number of recruiting needs, individuals from many other City departments have pitched in to help carry out recruitments and other functions typically performed by Human Resources. In addition to utilizing internal resources to maintain services, Human Resources has also contracted for several outside services.

The adjusted and requested budgets show a .25 FTE increase in one administrative support position to better support HR's professional staff and handle increases in the benefits administration workload to support CyRide's compliance with the ACA. The Transit Fund will help offset this added cost.

Notable accomplishments for FY 2016/17 included successfully recruiting for and filling several key positions, as well as the adoption of hiring process improvement initiatives. Those included plus/delta follow-ups, new approaches to advertising, a project to improve Civil Service procedures, and the introduction of Predictive Index (PI), a new hiring assessment tool. By the end of FY 2017/18 HR will begin a phased implementation of PI with a goal of helping us find the best quality applicants for the City. The \$12,000 annual contractual cost for this assessment tool in 2017/18 will be reflected in the HR budget activity, rather than in departmental budgets as was done in the past.

Although it will take time for the new HR staff to get fully up to speed, the department has worked together to improve the overall function of the team and its ability to support the organization.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
# of hours of leadership and management development training offered	29	24	24	24
Attendance at training offered through Employee Development Center	50%	60%	65%	65%
# of recruitments (open and promotional)	47	60	60	60
# of applications (open and promotional)	2,062	1862	2,000	2,000
# of external hires (full and part-time)	43	48	50	50
# of internal promotions	19	17	18	18
Efficiency and Effectiveness:				
% of City employees that rated training programs as above average or better	89.75%	90%	90%	90%
% of diverse (protected class) applicants based on total applications received (excluding women)	12.8%	15%	12%	15%
% including women	38%	40%	40%	40%

FACILITIES

The purpose of this activity is to establish and provide facility maintenance services for City Hall and the Veteran's Memorial adjacent to City Hall. Maintenance or facility consultation services and project support are also provided for other City facilities. This program is intended to maintain each facility to appropriate regulations, to provide City employees with a productive work environment, and to create and maintain an attractive City Hall that represents our community.

Service Objectives:

- ✓ Maintain an attractive City Hall facility (grounds and exterior of City Hall)
- ✓ Provide support for maintenance activities at other City buildings
- ✓ Maintain efficient equipment (motors, pumps, generators, boiler, etc.) at City Hall
- ✓ Maintain the Ames Veterans' Memorial
- ✓ Provide quality janitorial services
- ✓ Coordinate and manage special projects

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	123,476	131,400	131,855	136,109	3.6%
Contractual	243,536	297,212	289,597	296,888	-0.1%
Commodities	22,861	21,200	24,200	27,000	27.4%
Capital	-	-	127,203	-	
	389,873	449,812	572,855	459,997	2.3%
Less: Expenditures reflected directly in another activity	(13,255)	(15,114)	(15,145)	(15,572)	3.0%
Total Expenditures	376,618	434,698	557,710	444,425	2.2%
Funding Sources:					
City Assessor	13,255	15,114	15,145	15,572	3.0%
General Fund	266,717	309,380	432,132	315,310	1.9%
Road Use Tax	21,800	24,858	24,910	25,611	3.0%
Water Utility Fund	18,167	20,715	20,758	21,343	3.0%
Sewer Utility Fund	14,533	16,572	16,606	17,074	3.0%
Electric Utility Fund	36,333	41,430	41,516	42,685	3.0%
Parking Fund	2,180	2,486	2,491	2,561	3.0%
Resource Recovery	3,633	4,143	4,152	4,269	3.0%
Total Funding Sources	376,618	434,698	557,710	444,425	2.2%
Personnel - Authorized FTE	1.25	1.25	1.25	1.25	

FACILITIES

Highlights:

This budget mainly provides for the routine operating and maintenance expenses of City Hall (including parking, grounds and the Veterans Memorial). Managerial and maintenance staff for these facilities also provide assistance and support for other areas including the airport terminal, hangars, runway lighting, parks maintenance buildings, fire stations, library, animal shelter, and the Public Art program.

City Hall and the Veterans Memorial (76,000 sq. ft. without gym and auditorium) - 515 Clark Avenue

- City Hall is the administrative center for City operations and for the community. It is used daily, including evenings and weekends by City staff, City Council, and numerous local civic organizations.
- In FY 2016/17 and FY 2017/18, an ongoing effort is underway to improve the appearance inside and out by updating wall finishes and repairing worn and damaged surfaces.
- By moving books to other areas in City Hall staff was able to remodel the old Law Library to create additional work space for City staff. As part of the remodeling effort, a new conference room was created for the Court to allow for mediations to take place in Ames.
- The replacement of the roof is complete. Major projects in that will begin in 2017 will be the replacement of the west parking lot and new HVAC for the gym.
- Money has been placed in FY 2016/17 and FY 2017/18 for purchasing LED replacement bulbs for City Hall.
- The utilities budget for electric and gas is expected to stay flat in FY 2017/18. With the roof replacement and HVAC upgrades in City Hall, we may begin to see these costs decrease in the future.
- Money has been placed in the budget for replacing and upgrading the landscaping at the Veteran’s Memorial.

Service Accomplishments:	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Maintenance Cost Per Square Foot:				
City Hall – Excluding Community Center	\$5.31	\$5.82	\$5.86	\$6.03

MERIT PAYROLL ADJUSTMENT

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	-	187,595	-	-	-100.0%
Total Expenditures	-	187,595	-	-	-100.0%
Funding Sources:					
General Fund	-	109,802	-	-	-100.0%
Local Option Sales Tax	-	158	-	-	-100.0%
Road Use Tax	-	7,438	-	-	-100.0%
Comm Dev Block Grant	-	845	-	-	-100.0%
Water Utility Fund	-	10,396	-	-	-100.0%
Sewer Utility Fund	-	10,303	-	-	-100.0%
Electric Utility Fund	-	26,868	-	-	-100.0%
Parking Fund	-	1,857	-	-	-100.0%
Storm Sewer Utility Fund	-	1,827	-	-	-100.0%
Ames/ISU Ice Arena	-	1,261	-	-	-100.0%
Homewood Golf Course	-	709	-	-	-100.0%
Resource Recovery	-	2,588	-	-	-100.0%
Fleet Services	-	2,922	-	-	-100.0%
Information Technology	-	8,247	-	-	-100.0%
Risk Insurance	-	1,177	-	-	-100.0%
Health Insurance	-	1,197	-	-	-100.0%
Total Funding Sources	-	187,595	-	-	-100.0%
Personnel - Authorized FTE	0.00	0.00	0.00	0.00	

GENERAL GOVERNMENT CIP

Activity Description:

This is a summary of all capital improvements in the General Government division. Details are presented in the Five-Year Capital Improvements Plan for the City of Ames.

Activities:	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Facilities:					
City Hall Improvements	126,952	50,000	243,657	50,000	
City Hall Space Re-Use	114,294	-	5,340	-	
City Hall Roof Replacement	20,459	-	468,119	-	
City Hall Parking Lot	48,030	-	1,392,268	-	
Community Center HVAC System	-	-	182,000	-	
<i>Total Facilities</i>	<u>309,735</u>	<u>50,000</u>	<u>2,291,384</u>	<u>50,000</u>	
Total General Government CIP	<u>309,735</u>	<u>50,000</u>	<u>2,291,384</u>	<u>50,000</u>	<u>0.0%</u>

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015) One of the Happiest Small Job in 2015 (Business Insider) Best College Town in 2014 (Livability)

Magazine of the Best-Performing Small Cities (Milken Institute, 2015) Ranked No. 8 Best Places to Live in 2014)

One of the Best Towns for Millennials in America (Nerdwallet, 2015) U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

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Debt Service

DEBT SERVICE

This program accounts for the payment of principal and interest on bonds issued by the City of Ames. There are two types of bonds that this covers: 1) General Obligation Bonds which are accounted for in the Debt Service Fund and which are full face and an obligation of the City; and 2) Revenue Bonds which are accounted for from the earnings of the enterprise funds.

The City of Ames' debt is managed in accordance with the Capital Improvement Financing and Debt Management policies adopted by the City Council. The City expects to remain well under debt limits set by the Code of Iowa and further limited by City Council reserves. The City's General Obligation bonds currently have the Aa1 from Moody's Investor Services.

All outstanding debt is fully amortized with approximately equal principal and interest payments each year during the term of the bonds.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Use of Funds:</i>					
General Obligation Bonds	15,892,243	11,366,737	14,522,272	11,798,504	3.8%
Electric Revenue Bonds	961,946	968,556	968,556	967,306	-0.1%
SRF Loan Payments	633,081	1,557,303	1,019,605	4,752,158	205.2%
Bond Costs	214,127	-	17,465	-	
Total Expenditures	17,701,397	13,892,596	16,527,898	17,517,968	26.1%
<i>Funding Sources:</i>					
Debt Service Fund	15,904,543	11,366,737	14,539,737	11,798,504	3.8%
G.O. Bond Funds	117,601	-	-	-	
Electric Sinking Fund	1,046,172	968,556	968,556	967,306	-0.1%
Water Sinking Fund	454,561	1,063,222	842,000	4,382,353	312.2%
Sewer Sinking Fund	178,520	494,081	177,605	369,805	-25.2%
Total Funding Sources	17,701,397	13,892,596	16,527,898	17,517,968	26.1%
<i>Debt Service Principal and Interest Breakdown:</i>					
<u>G.O. Bonds</u>					
Principal	13,730,000	9,012,834	12,245,000	9,464,945	5.0%
Interest	2,162,243	2,353,903	2,277,272	2,333,559	-0.9%
Issuance Costs	129,901	-	17,465	-	
Total G.O. Bonds	16,022,144	11,366,737	14,539,737	11,798,504	3.8%
<u>Electric Revenue Bonds</u>					
Principal	800,000	625,000	625,000	655,000	4.8%
Interest	161,946	343,556	343,556	312,306	-9.1%
Issuance Costs	84,226	-	-	-	
Total G.O. Bonds	1,046,172	968,556	968,556	967,306	-0.1%
<u>State Revolving Fund Loans</u>					
Principal	134,000	344,346	-	3,271,000	849.9%
Interest	499,081	1,212,957	1,019,605	1,481,158	22.1%
Total SRF Loans	633,081	1,557,303	1,019,605	4,752,158	205.2%
Total Debt Service	17,701,397	13,892,596	16,527,898	17,517,968	26.1%

DEBT SERVICE COST ALLOCATION FOR 2017/18 BUDGET
 Taxable Valuation for Debt Service: \$2,731,941,924

Use of Bond Proceeds	Allocated Debt Service	Debt Service Abatements	Property Tax Support	Rate Per \$1,000 Valuation
Airport	70,979	70,979	-	0.00000
Fire Department Apparatus	52,302	13,076	39,226	0.01436
Library	1,211,300	-	1,211,300	0.44338
Ada Hayden Heritage Park	259,425	-	259,425	0.09496
City Hall Improvements	14,472	-	14,472	0.00530
Aquatic Center	967,687	-	967,687	0.35421
Water Projects	437,179	437,179	-	
Sewer Projects	386,249	386,249	-	
Resource Recovery	163,688	163,688	-	
Urban Renewal - TIF	424,360	424,360	-	
Storm Sewer	240,203	-	240,203	0.08792
Streets	6,325,750	-	6,325,750	2.31548
Special Assessments	489,335	489,335	-	
2017/2018 CIP G. O.	755,575	-	755,575	0.27657
TOTAL G. O. DEBT	11,798,504	1,984,866	9,813,638	3.59218
Less: State Replacement Tax			320,004	0.11713
Use of Fund Balance		-	350,000	0.12811
TOTAL DEBT SERVICE COST	\$11,798,504	\$ 1,984,866	\$ 9,143,634	3.34694
FY 2017/2018 Debt Service Levy			\$ 9,143,634	3.34694
2017/2018 CIP G.O. ISSUE				
Grand Avenue Extension	\$ 4,000,000			
South Duff Avenue Improvements	276,000			
Arterial Street Pavement Improvements	620,000			
Collector Street Pavement Improvements	950,000			
Asphalt Street Improvements	850,000			
Downtown Street Improvements	250,000			
Accessibility Enhancement Program	125,000			
W Lincoln Way Intersection Improvements	450,000			
Tax Supported Bonds	\$ 7,521,000			

CITY OF AMES, IOWA PROJECTION OF DEBT CAPACITY

	2017/18 PROJECTED	2018/19 PROJECTED	2019/20 PROJECTED	2020/21 PROJECTED	2021/22 PROJECTED
1. Total Actual Valuation	4,180,898,134	4,306,325,078	4,435,514,830	4,568,580,275	4,705,637,683
2. State Mandated Debt Limit	209,044,907	215,316,254	221,775,742	228,429,014	235,281,884
3. City Reserve (25% of Limit)	52,261,227	53,829,064	55,443,936	57,107,254	58,820,471
Un-Reserved Debt Capacity	156,783,680	161,487,190	166,331,806	171,321,760	176,461,413
4. Outstanding Debt	59,925,000	50,580,000	42,590,000	35,185,000	28,950,000
5. Proposed Issues	7,521,000	7,804,000	8,495,000	9,835,000	12,225,000
6. Balance of Proposed Issues	-	6,991,055	13,699,326	20,467,149	27,830,163
Total Debt Subject to Limit	67,446,000	65,375,055	64,784,326	65,487,149	69,005,163
7. Available Un-Reserved Debt Capacity (\$)	89,337,680	96,112,135	101,547,480	105,834,611	107,456,250
8. Available Un-Reserved Debt Capacity (%)	56.98%	59.52%	61.05%	61.78%	60.90%
9. Total Debt Capacity (\$)	141,598,907	149,941,199	156,991,416	162,941,865	166,276,721
10. Total Debt Capacity (%)	67.74%	69.64%	70.79%	71.33%	70.67%

Notes:

1. Total assessed valuation plus utility valuation growth assumption is 3.0% per year.
2. State of Iowa statutory debt limit is 5% of total actual valuation.
3. City Policy reserves 25% percent of available debt capacity.
4. Current outstanding debt subject to limit at Fiscal Year End includes all debt in which property taxes are pledged.
5. Debt issues subject to limit proposed are part of Capital Improvement Plan.
6. Debt Balance on Issues in Capital Improvement Plan.
7. Debt capacity available after deducting the reserved capacity.
8. Percentage of debt capacity available after deducting the reserved capacity.
9. Debt capacity available prior to deducting the reserved capacity.
10. Percentage of Debt capacity available prior to deducting the reserved capacity.

SUMMARY OF ALL BONDS PAYABLE AT JUNE 30, 2016 FOR THE CITY OF AMES

Bond Type	Date of Issue	Interest Rates	Maturity Date	Amount Originally Issued	Outstanding June 30, 2016
General Obligation Bonds – Governmental Activities:					
Corporate purpose	2008	3.75-4.150	2020	\$ 5,855,000	\$ 2,295,000
Corporate purpose	2009	2.00-3.500	2021	11,165,000	5,265,000
Corporate purpose	2010	2.00-2.500	2022	6,690,000	3,655,000
Refunding	2011	2.00-3.350	2021	5,980,000	1,190,000
Corporate purpose	2011	1.00-2.400	2023	6,675,000	4,045,000
Corporate purpose	2012	1.50-3.000	2032	11,325,000	8,530,000
Corporate purpose/refunding	2013	2.00-3.125	2032	21,220,000	16,440,000
Corporate purpose	2014	2.00-2.500	2026	9,395,000	7,870,000
Corporate purpose/refunding	2015	3.00-5.000	2035	16,585,000	14,405,404
				\$ 94,890,000	\$ 63,695,404
General Obligation Bonds – Business-Type Activities:					
Corporate purpose	2008	1.00-2.40	2023	\$ 2,500,000	\$ 995,000
Corporate purpose	2012	1.50-3.00	2024	1,335,000	935,000
Corporate purpose	2013	2.00-3.00	2025	1,320,000	1,020,000
Corporate purpose	2014	2.00-2.50	2024	300,000	250,000
Corporate purpose/refunding	2015	3.00-5.00	2027	2,061,714	1,929,596
				\$ 7,516,714	\$ 5,129,596
TOTAL ALL BONDS				\$ 102,406,714	\$ 68,825,000

SUMMARY OF BONDS PAYABLE – PRINCIPAL & INTEREST AT JUNE 30, 2016 FOR THE CITY OF AMES

As of June 30, 2016, annual debt service requirements of **governmental activities** to maturity are as follows:

Year Ending June 30	General Obligation Bonds	
	Principal	Interest
2017	\$ 7,805,935	\$ 1,920,666
2018	7,723,598	1,681,919
2019	7,440,871	1,433,533
2020	6,715,000	1,195,801
2021	6,290,000	993,586
2022-2026	19,615,000	2,758,751
2027-2031	6,695,000	768,069
2032-2036	1,410,000	55,469
Total	\$ 63,695,404	\$ 10,807,794

Long-term debt amounts above and below are shown without reference to applicable premiums and unamortized costs.

As of June 30, 2016, annual debt service requirements of **enterprise fund activities** to maturity are as follows:

Year Ending June 30,	General Obligation Bonds		Revenue Bonds	
	Principal	Interest	Principal	Interest
2017	\$ 654,065	\$ 172,388	\$ 3,695,000	\$ 3,516,490
2018	671,402	148,612	3,805,000	3,402,353
2019	704,129	124,236	3,920,000	3,284,327
2020	670,000	100,610	4,050,000	3,162,018
2021	415,000	75,863	4,180,000	3,034,524
2022-2026	1,825,000	179,587	23,310,000	12,740,113
2027-2031	190,000	5,700	22,380,000	7,794,503
2032-2036	-	-	25,725,000	2,972,844
Total	\$ 5,129,596	\$ 806,996	\$ 91,065,000	\$ 39,907,172

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Nationally for Best Places for STEM Grads (Nerdwallet, 2015) One of the Happiest Small

Job in 2015 (Business Insider) Best College Town in 2014 (Livability

Magazine, 2014) One of the Best-Performing Small Cities (Milken Institute, 2015) Ranked No. 8 Best Places to Live

(2014) **One of the Best Towns for Millennials in America**

(Bloomberg, 2015) U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016) Ranked No. 35 in Top 100 Best

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(2014) One of **Internal Service & Transfers**

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INTERNAL SERVICES AND TRANSFERS

Fleet Services	264
Information Technology	266
Risk Management	268
Health Insurance	270
Internal Services CIP	272
Transfers	273

INTERNAL SERVICES

Program Description:

Internal support services are operations which support other City programs. In contrast to the support services in the General Government Program, these operations are entirely funded by charges made to other City programs. These activities thus represent money which has already been budgeted once within the operating programs and are grouped together to identify “twice budgeted” amounts. The City chooses to budget these amounts as an internal accountability tool, and they are not reported to the State. Fleet Services involves the maintenance and operating costs for City vehicles and other pieces of equipment as well as the acquisition and disposal of that equipment. Information Technology provides support to other City programs for both data processing and communications. Risk Management involves the application of safety-related work practices, along with securing the most economical insurance package for the City. Health Insurance Management includes the coordination of purchased health insurance and other self-insured plans.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Use of Funds:</i>					
Fleet Services	3,875,297	3,170,334	4,579,400	3,285,092	3.6%
Information Technology	2,392,539	2,463,338	3,381,610	2,575,855	4.6%
Risk Management	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
Health Insurance	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
<i>Total Operations</i>	16,154,813	17,022,495	18,793,623	17,624,336	3.5%
Internal Services CIP	79	135,000	275,442	-	-100.0%
<i>Total Expenditures</i>	16,154,892	17,157,495	19,069,065	17,624,336	2.7%
Personnel - Authorized FTE	20.90	21.15	21.15	21.15	

INTERNAL SERVICES

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures by Category:					
Personal Services	2,000,818	2,212,734	2,120,636	2,239,570	1.2%
Contractual	3,717,387	3,975,554	4,057,624	4,231,095	6.4%
Commodities	861,388	1,126,589	1,276,572	1,250,673	11.0%
Capital	2,115,317	1,190,845	3,337,788	1,204,341	1.1%
Other Expenditures	7,459,903	8,516,773	8,001,003	8,698,657	2.1%
Total Operations	16,154,813	17,022,495	18,793,623	17,624,336	3.5%
Internal Services CIP	79	135,000	275,442	-	-100.0%
Total Expenditures	16,154,892	17,157,495	19,069,065	17,624,336	2.7%
Funding Sources:					
Fleet Services Fund	1,910,002	2,183,034	2,150,805	2,246,492	2.9%
Fleet Reserve Funds	1,965,295	987,300	2,420,595	1,038,600	5.2%
Information Technology Fund	1,745,521	1,789,027	1,779,853	1,814,517	1.4%
Technology Reserve Funds	470,486	471,688	1,385,973	535,568	13.5%
Shared Communications Fund	176,532	202,623	215,784	225,770	11.4%
Risk Insurance Fund	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
Health Insurance Fund	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
Total Operations Funding	16,154,813	17,022,495	18,785,623	17,624,336	3.5%
CIP Funding:					
Fleet Services Fund	20	33,750	68,861	-	-100.0%
Road Use Tax	20	33,750	68,861	-	-100.0%
Water Utility	20	33,750	68,860	-	-100.0%
Sewer Utility	19	33,750	68,860	-	-100.0%
Total CIP Funding	79	135,000	275,442	-	-100.0%
Total Funding Sources	16,154,892	17,157,495	19,061,065	17,624,336	2.7%

FLEET SERVICES

The Fleet Services activity provides centralized management and maintenance of the City's fleet. Vehicles and equipment are purchased to match adopted public service tasks and programs. Each unit is replaced as economically as possible without sacrificing quality and reliability. Utilization of equipment between operating departments is considered to maximize the value received from each unit. "Green" vehicles and equipment are purchased whenever feasible.

Fleet maintenance and repairs are planned, scheduled, and completed using the most efficient and cost effective methods available to maintain a high quality and reliable fleet.

Service Objectives:

- ✓ Maintain an overall service satisfaction level of = > 95%
- ✓ Maintain all equipment to OEM Standards
- ✓ Manage expenses to maintain a shop rate = < private sector
- ✓ Monitor work efficiency to maintain billable hours at 7,000 hours
- ✓ Replace 100% of equipment scheduled for each fiscal year
- ✓ Purchase equipment at = < 90% of Manufacturer's Statement of Retail Prices
- ✓ **Maintain a fleet with 20% of vehicles considered to be "green" in support of City Council's goal to expand sustainability efforts**
- ✓ Dispose of vehicles at = > book value

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	794,584	824,647	819,214	851,499	3.3%
Contractual	553,357	542,087	545,791	556,293	2.6%
Commodities	647,796	856,800	874,300	869,200	1.5%
Capital	1,845,941	946,800	2,340,095	1,008,100	6.5%
Other Expenditures	33,619	-	-	-	
Total Expenditures	3,875,297	3,170,334	4,579,400	3,285,092	3.6%
Funding Sources:					
Fleet Services Fund	1,910,002	2,183,034	2,150,805	2,246,492	2.9%
Fleet Reserve Funds	1,965,295	987,300	2,420,595	1,038,600	5.2%
Total Funding Sources	3,875,297	3,170,334	4,571,400	3,285,092	3.6%
Personnel - Authorized FTE	8.25	8.25	8.25	8.25	

FLEET SERVICES

Highlights:

Federal emissions regulations will begin affecting smaller construction equipment in the fleet. Previous years saw the regulations lead to increased costs for diesel trucks.

In a constant effort to turn the fleet “green,” when available, vehicles purchased by the City are flex-fueled units that run on E85 or gasohol, a hybrid, an electric unit that runs on rechargeable batteries, LP fueled, or a unit with the most fuel efficient engine. The City is also leasing an all-electric vehicle for motor pool use.

The City’s shop rate will be increased from \$66.36/hour to \$68.83/hour (+3.72%) and it is designed to recover the total cost of all technicians’ salaries and benefits. Parts installed by the City staff are assessed at cost. The average shop rate for 2016 in the private sector is \$111.41/hour plus a 25% - 40% markup on parts.

Administrative fees charged to equipment to assist in overhead and administration costs will increase 1.3%.

Fleet Services continues to focus on implementing each manufacturer’s service guidelines. These guidelines are becoming more unique by make and model due to changes in technology and warranty requirements.

Average fuel costs are decreasing to \$2.15 (-7%) per gallon for FY 2016/17, and are projected to increase to \$2.35/gallon for FY 2017/18. Fuel continues to be the largest line item in this budget, at \$496,000 for FY 2017/18.

	2014/15	2015/16	2016/17	2017/18
Service Accomplishments:	Actual	Actual	Adjusted	Projected
City shop rate vs. average private sector shop rate	59%	58%	58%	57%
Billable hours vs. adopted goal	100%	100%	100%	100%
% of replacements completed	96%	98%	100%	100%
Avg % of MSRP* paid	74-80%	74-80%	74-80%	75%
Avg % of book value received for retired units sold	91%	96%	95%	99%
% of fleet considered to be “green”	16%	16%	17%	20%

* Manufacturer’s Suggested Retail Prices

INFORMATION TECHNOLOGY

The purpose of the Information Technology activity is to provide electronic information and communication systems for internal City of Ames activities to assist in delivery of programs and services to citizens of Ames.

The services provided by the Information Technology activity include network infrastructure support, desktop computer support; and planning, analysis, and implementation of information systems. This activity also includes voice network infrastructure support; Wi-Fi infrastructure support; and phone system planning, analysis, and maintenance.

The shared communication system used by the Ames, Iowa State University, and Story County law enforcement agencies is also reflected in this activity.

Service Objectives:

- ✓ Provide integration, standardization, and security for City data systems
- ✓ Support and maintain a network with at least 99.9% availability
- ✓ Provide 24/7 access to the City's website to ensure access to City government
- ✓ Provide support for users of City information and communication systems
- ✓ Support and enhance four major e-government services including recreation registration, parking ticket payment, utility service inquiries, and streaming video
- ✓ Establish and maintain network and communication systems to allow efficient flow of information
- ✓ Upgrade, maintain, and support over 80 business applications such as financial systems, public safety systems, GIS, permitting systems, IBM SmartCloud Notes, IBM Connections, and Web based applications
- ✓ Coordinate future systems development

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	981,115	1,069,920	1,042,113	1,063,637	-0.6%
Contractual	933,152	889,534	950,032	944,504	6.2%
Commodities	208,896	259,839	391,772	371,473	43.0%
Capital	269,376	244,045	997,693	196,241	-19.6%
Total Expenditures	2,392,539	2,463,338	3,381,610	2,575,855	4.6%
Funding Sources:					
Information Technology Fund	1,745,521	1,789,027	1,779,853	1,814,517	1.4%
Technology Reserve Funds	470,486	471,688	1,385,973	535,568	13.5%
City of Ames Police	35,156	53,922	57,974	61,304	13.7%
City of Ames Fire	2,700	2,835	2,781	2,781	-1.9%
Iowa State University	58,897	53,923	57,974	61,302	13.7%
Story County	51,028	53,923	57,974	61,302	13.7%
E-911 System	28,751	38,020	39,081	39,081	2.8%
Total Funding Sources	2,392,539	2,463,338	3,381,610	2,575,855	4.6%
Personnel - Authorized FTE	10.00	10.00	10.00	10.00	

INFORMATION TECHNOLOGY

Highlights:

Staff continues to focus on the implementation of the collaboration tools for email, instant messaging, online document editing, web conferencing, and file sharing to improve electronic communications.

The City’s financial application hardware will be replaced, high availability software added, user interface updated, and document management capabilities added that integrate with the financial applications, thus improving records retention, website availability, and staff efficiencies.

Security will be enhanced by upgrading the firewall, providing enhanced intrusion detection, and Internet filtering that will discover and protect against malware and threats. The enterprise backup and recovery will be improved by implementing a backup appliance that has the potential to replicate data offsite to the cloud for recovery protection.

Three virtual host servers will be replaced and network storage capacity increased in order to accommodate the increased server and storage requirements as the City becomes more digital.

In March 2013, a study of the total network infrastructure to determine the readiness for voice, video and data was completed. This study provided a total network assessment and a plan for network infrastructure improvements. In the coming year, two more City locations will be connected to the fiber optic network as part of that plan.

In FY 2016/17, the City’s digital phone system was replaced with a network phone system to give the City state of the art phone technology, provide City staff with new telephone sets, and give the remote City locations use of the City fiber optic network for voice and data services. Staff’s strategic telephony plan is to keep the existing voice platform, fully implement and support current messaging technologies, and incrementally improve the present telephone system with priority to users with specific service needs or remodeling/new construction.

As part of the goal to provide cost-effective telephony services, a financial analysis is conducted each year to determine if more cost-effective alternatives are available for cloud-based phone systems. The City network and phone switch continue to be the lowest cost methods to maintain the current service level.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Email/Social Collaboration users	550/550	550/630	550/630	550/630
PCs/printers supported	435/187	442/169	442/169	442/169
Tablet computers supported	63	64	64	64
Physical/virtual servers supported	29/38	26/34	29/41	29/41
Service requests logged	2,057	1,866	1,866	1,866
Extensions charged to departments	400	403	411	411
Other telephone extensions	232	232	263	263
CenturyLink communication lines	96	98	98	90
Efficiency and Effectiveness:				
Clients who said our services met their needs	91.4%	85.5%	91.4%	91.4%
Clients who said our support met or exceeded their expectations	94.6%	92.8%	95.0%	94.6%
Personal computer turnover	51/11.7%	46/10.4%	109/24.7%	70/15.8%
Extension charge to departments	\$555	\$555	\$555	\$571
Equivalent outside vendor cost	\$631	\$636	\$660	\$660
Long-distance rate per minute	4.3¢	4.3¢	4.3¢	4.3¢

RISK MANAGEMENT

Risk Management uses a well-developed analytical process to reduce exposures to risk of injury or damage to people or property. Areas of responsibility include workers' compensation, general and professional liability, vehicle and property claims, occupational safety and training, insurance and self-insurance programs, exposure analysis and risk financing.

Service Objectives:

- ✓ Renew the City's property and liability insurance on a cost effective basis and coordinate insurance company loss control efforts with department directors and staff.
- ✓ Manage the City's self-insured workers' compensation claims and post-accident light duty, return-to-work programs efficiently and effectively.
- ✓ Coordinate claims settlements with the City's liability insurance carrier.
- ✓ Direct the City's Safety Program and associated training and compliance activities to reduce the impact of workers compensation claims on the City and its employees.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
<i>Expenditures:</i>					
Personal Services	115,063	139,289	96,917	139,481	0.1%
Contractual	1,467,968	1,670,806	1,655,677	1,780,492	6.6%
Commodities	277	200	250	250	25.0%
Capital	-	-	-	-	
Other Expenditures	635,587	592,000	667,000	667,000	12.7%
<i>Total Expenditures</i>	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
<i>Funding Sources:</i>					
Risk Insurance Fund	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
<i>Total Funding Sources</i>	2,218,895	2,402,295	2,419,844	2,587,223	7.7%
 Personnel - Authorized FTE	 1.25	 1.25	 1.25	 1.25	

RISK MANAGEMENT

Highlights:

The largest items in the Risk Management budget are property and liability insurance premiums and self-insured workers compensation claim expenses.

Property insurance premiums for FY 2017/18 are budgeted to renew for \$726,909, based on insured values of \$661 million. This compares to the FY 2016/17 premium of \$649,482 on values of \$584 million. Insured values are up due to the addition of the new water plant and airport hangar.

Liability premiums for FY 2017/18 (ICAP General Liability, Auto and Transit Liability, Police and Public Officials Liability) are budgeted to renew for \$636,443 (\$15 million limit for general liability) versus FY 2016/17 at \$600,418 for the same limits.

Self-Insured Workers' Compensation Claims affect claim expenses as medical provider payments are made and lost time indemnity wage estimates are recorded. The actual and budgeted amounts shown are a blend of payments from prior fiscal year claims and payments for claims in the current fiscal year.

Workers' Compensation Claims Expenses

POLICE & FIRE: ACTIVE AND DISABILITY RETIREE MEDICAL

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Police & Fire Active & Retirees	\$297,931	\$305,000	\$305,000	\$305,000
Number of claims	6	8	9	10

ACTIVE EMPLOYEES: NON-POLICE & NON-FIRE

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Active Employees	\$148,637	\$212,000	\$212,000	\$212,000
Number of claims	84	68	68	68

One activity included in the FY 2017/18 Risk Management budget that will have a positive impact on future claims costs is the continued implementation of the pre-placement, post-offer Functional Job Assessment program. This program is designed to ensure the hiring of individuals who are physically able to perform the essential functions of positions and to assist employees in achieving successful post-injury return to work transitions. This will resume once the Risk Manager position has been filled and there is a resource dedicated to this initiative.

HEALTH INSURANCE MANAGEMENT

The Health Insurance Management activity accounts for the management of City sponsored employee health programs. This activity includes accumulation of revenue from City, employee, and retiree contributions and payment of medical, dental, and prescription drug claims, excess insurance, claims administration and health and wellness programming.

This activity includes the administration of the City’s health insurance plans, including selection of third party administrators for the payment of benefits, setting appropriate contribution rates, and financial and regulatory reporting. It also includes the City’s Health Promotion programs and services offered to employees and their family members on our City insurance plan. This involves developing, implementing and evaluating all health promotion programs and services, facilitating the Health Insurance Advisory Committee, coordinating services with our health plan partners, and collaboratively reviewing health data and future trends.

Service Objectives:

- ✓ Improve the health status of City employees as measured through biannual health screenings
- ✓ Keep yearly premium rate increases below 10%
- ✓ Educate and empower the City’s workforce to effectively manage and utilize the healthcare system by exploring options to continue offering affordable, sustainable health care over the long term.
- ✓ Sustain a culture of excellence through actively engaged employees fostering an enjoyable, stimulating and highly productive work environment

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Personal Services	110,056	178,878	162,392	184,953	3.4%
Contractual	762,910	873,127	906,124	949,806	8.8%
Commodities	4,419	9,750	10,250	9,750	0.0%
Capital	-	-	-	-	
Other Expenditures	6,790,697	7,924,773	7,334,003	8,031,657	1.4%
Total Expenditures	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
Funding Sources:					
Health Insurance Fund	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
Total Funding Sources	7,668,082	8,986,528	8,412,769	9,176,166	2.1%
 Personnel - Authorized FTE	 1.40	 1.65	 1.65	 1.65	

HEALTH INSURANCE MANAGEMENT

Highlights:

Health Insurance

For FY 2016/17, health insurance contributions increased 7%, and are projected to increase 4% for FY 2017/18. The City continues to implement a host of programs and services that strengthen its ability to moderate and absorb expected fluctuations. These programs include:

1. Outcomes Medication Therapy Management Services

- These services help our members get the best results possible from their medications through enhanced consumer understanding of medications, increased adherence to medication directions and prevention of drug complications, conflicts and interactions. Outcome pharmacist interventions result in cost savings directly by eliminating unnecessary medications and switching to reduced cost medications. Estimated cost savings in 2015/16 are \$37,291.10 with a return of \$2.83 for each \$1.00 invested.

2. Health Insurance Advisory Committee (HIAC)

- HIAC is a highly effective labor-management committee that continues to play a vital role in the communication and understanding of health benefits and employee health for the City.
- Highlights of 2015/16 were the continuation of the Accountable Care Organization program pilot with Wellmark, promotion of the Employee Assistance Program benefits, and prescription drug education.

3. Health Promotion

- The Health Promotion program utilizes multiple strategies to improve health and lower healthcare costs include services such as: individualized programming, disease prevention, behavior change programming, health screening, flu vaccination, organizational and community events, leadership in community initiatives and organizational service.
- The Healthy4Life (H4L) program is in its 10th year. The goal of H4L is to promote healthy lifestyle behavior change that results in improved health risk status of the participants.
 - From 2014/15 to 2015/16 28% of program participants starting as moderate risk improved to low risk and 33% of participants who started as high risk improved to low risk. Much of this success is attributed to one on one coaching and increased accountability provided by the coaching relationship.
 - In 2015/16 146 employees participated in this program with a 93% completion rate.

Cost Trends

A major driver of rising healthcare costs is the rate of increase in the price of prescription drugs which are the highest component of medical inflation. In 2015, City of Ames prescription drug costs accounted for 24% of claims paid, up 3% from 2014 and 3% above other local governments in Iowa. Costs for all drug classes are increasing, most significantly for specialty and brand name medications. In the 2015/16 year, the City of Ames has worked to reduce costs in this area by providing education and outreach through HIAC and employee groups. In 2016/17, changes in plan design better balance the expense of these high cost medications with increased prescription co-pays for specialty and brand name medications. While we have been fortunate to maintain affordable rates, incremental plan changes are important to make, since current cost increase trends are not sustainable. The City also partners with Wellmark, Outcomes, and other community collaborators to continue to evaluate additional opportunities to reduce costs while accessing medically necessary and effective treatments.

	2014/15 Actual	2015/16 Actual	2016/17 Adjusted	2017/18 Projected
Service Accomplishments:				
Flu vaccinations	427	456	509	520
Healthy4life Program Completion	102	146	152	160
Efficiency and Effectiveness:				
Health insurance rate increases <i>(calculated based on total City contributions for each fiscal year)</i>	6%	9%	7%	4%
Healthy4Life Successful Completion rate	94.5%	93.0%	93.5%	93.5%
Healthy4Life Program Retention	93.5%	97.9%	95.7%	95.7%

INTERNAL SERVICES CIP

Activity Description:

This is a summary of all capital improvements in the Internal Services division. Details are presented in the Five-Year Capital Improvements Plan for the City of Ames.

Activities:	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Fleet Services:					
Maintenance Facility Improvements	79	135,000	275,442	-	
<i>Total Fleet Services</i>	79	135,000	275,442	-	
Total Internal Services CIP	79	135,000	275,442	-	-100.0%

TRANSFERS

This program accounts for the transfer of money between the various City funds. Transfers are shown both as an expense and as a revenue in the respective funds.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec	% Change From Adopted
Expenditures:					
Transfers	31,652,217	19,034,642	20,219,446	22,373,627	17.5%
Total Expenditures	31,652,217	19,034,642	20,219,446	22,373,627	17.5%
Funding Sources:					
General Fund	4,482,341	4,357,665	4,530,857	4,727,856	8.5%
Local Option Sales Tax	5,669,798	4,800,000	4,746,674	4,878,540	1.6%
Hotel/Motel Tax	323,515	291,428	325,000	331,500	13.8%
Road Use Tax	20	33,750	68,861	-	-100.0%
Employee Benefit Property Tax	1,812,735	1,941,324	1,939,284	2,030,326	4.6%
Police/Fire Retirement	174,840	70,000	70,000	40,000	-42.9%
Public Safety	-	-	166	-	
Donations/Grants					
P&R Donations/Grants	1,818,438	-	-	-	
Library Bequest Fund	137,283	-	-	-	
Library Friends Foundation	22,000	22,000	10,000	25,000	13.6%
TIF - South Bell	117,960	118,076	118,076	119,160	0.9%
TIF - ISU Research Park	72,763	305,200	305,200	305,200	0.0%
Special Assessments	451,495	457,082	457,082	489,335	7.1%
G.O. Bond Funds	812,772	-	518,321	-	
Water Utility Fund	912,725	1,562,488	1,961,823	4,859,562	211.0%
Sewer Utility Fund	393,420	933,865	665,338	756,249	-19.0%
Electric Utility Fund	3,242,399	3,175,377	3,175,377	3,187,211	0.4%
Electric Construction Fund	10,234,348	-	-	-	
Transit Operations	801,106	800,000	800,000	460,000	-42.5%
Resource Recovery	163,987	166,387	166,387	163,688	
Fleet Reserve Fund	8,272	-	361,000	-	
Total Funding Sources	31,652,217	19,034,642	20,219,446	22,373,627	17.5%

7 Top Tech Hubs Among America's Small College Towns (The SpareFoot Blog)

Overall out of 421 MSAs for Best Cities for Job Growth (NewGeography, 2015)

Named one of the 15 Cities nationally for Best Places for STEM Grads (Nerdwallet, 2015)

One of the Happiest Small Job in 2015 (Business Insider)

Best College Town in 2014 (Livability)

One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

One of the Best Towns for Millennials in America (Bloomberg, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

Ranked No. 4 Best Small City to Make a Living (MoneyGeek, 2016)

Ranked No. 35 in Top 100 Best Cities for Employment Rate (Forbes, 2016)

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Ranked No. 8 Best Places to Live in 2014)

3rd Healthiest City in the US (24/7 Wall Street, 2015)

U.S. City with the Lowest Unemployment Rate (Forbes, 2016)

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Best College Town in 2014 (Livability)

One of the Best-Performing Small Cities (Milken Institute, 2015)

Ranked No. 8 Best Places to Live in 2014)

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The General Fund is the primary governmental fund and is used to account for all financial resources except those required to be accounted for in another fund.

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Permanent Funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for government programs.

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Enterprise Funds

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises where the cost of providing goods and services is financed or recovered through user charges.

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The Debt Service fund accounts for the accumulation of resources for and the payment of general long-term debt principal and interest.

Internal Service Funds

Internal Service funds account for the financing of goods or services provided by one department to another in the government unit on a cost reimbursement basis.

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All the funds for the City are listed above and all are appropriated.

A fund balance reserve for minimum fund balances is established for certain funds, based on an evaluation of each fund using the Budget and Fiscal Policies adopted by the City Council. Enterprise Fund balances, and other funds used for capital projects, may significantly exceed the unreserved fund balance due to the balances for future pay-as-you-go capital projects.

GENERAL FUND

This fund accounts for programs such as Law Enforcement, Fire Safety, Building Safety, Parks and Recreation, and Library Services, as well as many general government activities such as City Council, Financial Services, and Legal Services. The minimum fund balance reserve is based on the credit rating agency guideline for an Aaa-rated City.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Property Taxes:				
General Levy	14,081,130	14,549,201	14,549,201	15,215,220
Utility Excise Tax	35,373	29,814	29,814	37,653
Other Taxes	24,837	22,952	22,952	17,211
State Replacement Tax	563,354	563,644	525,452	525,452
Transit Levy	1,592,004	1,669,335	1,669,335	1,756,830
Transit Excise Tax	3,994	3,426	3,426	4,356
Transit State Replacement Tax	63,606	63,632	60,290	60,290
Total Property Taxes	16,364,298	16,902,004	16,860,470	17,617,012
Other Revenues:				
Hotel/Motel Tax	2,262,348	2,040,000	2,275,008	2,320,508
Other Governmental Revenue	85,903	84,700	85,200	85,200
Metropolitan Planning Organization	74,880	57,495	58,270	62,449
Cable TV Franchise	428,949	440,000	425,000	425,000
City Clerk Licenses/Permits	92,958	89,000	78,500	78,500
Planning Fees	24,859	24,000	24,765	24,765
Purchasing Services	5,305	4,836	5,140	5,211
Legal Services	41,019	53,950	47,000	50,500
Fire Services	1,619,349	1,720,663	1,692,602	1,769,467
Building Permits	1,182,800	1,073,322	1,073,878	1,066,328
Rental Housing Fees	337,823	339,440	351,230	357,921
Police Services	258,467	293,728	268,728	269,747
Animal Control	18,992	20,000	20,000	21,300
Library Services	298,958	285,000	311,941	304,000
Facilities	13,656	16,114	16,145	15,572
Parks and Recreation	1,429,741	1,509,982	1,489,323	1,534,569
Airport	202,624	274,623	204,884	286,196
Public Works	55,384	41,000	50,192	47,192
Cemetery	113,290	130,522	130,522	130,522
Interest Revenue	260,368	144,489	175,000	175,000
Miscellaneous Revenue	358	-	-	-
Total Other Revenues	8,808,031	8,642,864	8,783,328	9,029,947
Total Before Transfers	25,172,329	25,544,868	25,643,798	26,646,959
Transfers:				
Local Option Sales Tax	4,698,777	4,680,000	4,626,674	4,758,540
Hotel/Motel Tax	194,109	174,857	195,000	198,900
Electric - In Lieu of Taxes	2,119,027	2,131,381	2,131,381	2,220,363
Employee Benefit Taxes	1,812,735	1,941,324	1,939,284	2,030,326
Police/Fire Retirement	174,840	70,000	70,000	40,000
Total Transfers	8,999,488	8,997,562	8,962,339	9,248,129
Total Revenues	34,171,817	34,542,430	34,606,137	35,895,088

GENERAL FUND, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Expenses:				
Operations:				
Law Enforcement	8,583,683	9,129,677	9,310,440	9,424,825
Fire Safety	6,317,391	6,810,174	6,699,920	7,004,861
Building Safety	1,314,273	1,475,907	1,437,949	1,543,376
Animal Control	351,657	375,131	439,522	386,496
Street Lights	714,541	830,000	815,000	863,200
Storm Warning System	7,745	14,500	14,500	14,500
Public Works Engineering	(5,459)	17,500	23,000	23,000
Traffic Control	77,159	72,721	82,462	86,641
Street Maintenance	9,123	12,734	-	-
Airport Operations	187,347	146,213	143,019	150,793
Parks and Recreation	3,444,621	3,453,038	3,551,753	3,562,378
Library Services	3,972,868	4,132,895	4,104,614	4,296,739
Cemetery	155,478	169,795	203,865	166,798
Economic Development	63,985	65,797	66,067	68,134
Cable TV	143,389	146,266	149,517	154,122
City Council	126,082	129,243	128,917	131,771
City Council Contingency	3,610	50,000	96,389	50,000
City Clerk	275,914	276,130	281,077	322,308
City Manager	352,373	433,455	409,940	439,911
Public Relations	91,174	96,178	96,104	100,295
Brand Marketing	46,707	-	153,293	-
Planning Services	700,513	819,813	1,157,068	845,336
Financial Services	391,166	407,816	412,956	431,240
Purchasing Services	37,343	41,218	38,240	40,282
Legal Services	358,272	379,940	477,968	446,041
Human Resources	201,369	264,328	258,406	283,303
Facilities	279,972	324,494	447,277	330,882
Merit/Payroll Adjustment	-	109,802	-	-
Total Operations	28,202,296	30,184,765	30,999,263	31,167,232
CIP:				
Airport Terminal	-	-	60,000	-
Healthy Life Center Study	-	-	100,000	-
Cemetery Columbarium	-	-	60,000	-
Human Svc Agency Capital Grants	-	-	200,000	-
City Hall Space Re-Use	114,294	-	5,340	-
City Hall Roof Replacement	20,459	-	518,141	-
City Hall Parking Lot	48,030	-	613,370	-
Community Center HVAC System	-	-	182,000	-
Total CIP	182,783	-	1,738,851	-
Total Before Transfers	28,385,079	30,184,765	32,738,114	31,167,232

GENERAL FUND, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Transfers:				
Transit Levy	1,659,604	1,736,393	1,736,393	1,821,476
Hotel/Motel Tax	2,262,348	2,040,000	2,275,008	2,320,508
Resource Recovery	452,862	452,862	452,862	452,862
Airport Construction	15,277	62,241	66,594	62,031
Debt Service	42,250	66,169	-	70,979
Technology Replacement	50,000	-	-	-
Total Transfers	4,482,341	4,357,665	4,530,857	4,727,856
Total Expenses	32,867,420	34,542,430	37,268,971	35,895,088
Fund Balance:				
Net Change in Fund	1,304,397	-	(2,662,834)	-
Beginning Balance	10,664,538	9,030,041	11,968,935	9,306,101
Ending Balance	11,968,935	9,030,041	9,306,101	9,306,101
<i>Minimum fund balance target:</i>				
25% of revenues less pass-throughs				<u>7,938,276</u>
Unreserved fund balance				<u>1,367,825</u>

SPECIAL REVENUE – LOCAL OPTION SALES TAX

This fund accounts for the collection of 1% local option tax as approved by the voters on November 4, 1986. Revenue is allocated 60% for property tax relief and 40% for community betterment, including human service and arts agency funding. The fund balance is reserved at 25% of budgeted expenditures less the 60% tax relief transfer. Reserves are for cash flow and revenue fluctuations.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Property Tax Relief (60%)	4,698,777	4,680,000	4,626,674	4,758,540
Community Betterment (40%)	3,132,518	3,120,000	3,084,450	3,172,360
Total Before Transfers	7,831,295	7,800,000	7,711,124	7,930,900
Transfers:				
Hotel/Motel Tax	129,406	116,571	130,000	132,600
Total Revenues	7,960,701	7,916,571	7,841,124	8,063,500
Expenses:				
Operations:				
Municipal Band	27,427	27,170	27,170	27,035
Human Services Administration	9,918	23,505	18,926	19,505
Human Service Agency Funding	1,153,365	1,278,973	1,357,245	1,355,711
Public Art	43,915	41,000	55,523	41,000
Art Agency Funding	147,320	156,170	156,170	163,979
City Council Allocations	132,881	141,400	140,900	149,114
Merit/Payroll Adjustment	-	158	-	-
Total Operations	1,514,826	1,668,376	1,755,934	1,756,344
CIP:				
Fire Safety	216,470	47,000	66,637	50,000
Storm Warning System	710	-	55,589	-
Shared Use Path System	420,255	705,000	1,318,422	680,000
Traffic Engineering	4,517	75,000	145,483	75,000
Street Maintenance	60,212	125,000	349,922	-
Parks and Recreation	563,096	742,500	1,793,896	640,000
Cemetery	-	70,000	257,005	-
Downtown Façade Program	22,000	50,000	138,423	50,000
Campustown Façade Program	33,400	50,000	100,600	50,000
Neighborhood Improvement	14,001	50,000	50,000	50,000
NIP/Neighborhood Tree Planting	9,616	-	3,172	-
Human Svc Agency Capital Grants	-	-	-	200,000
Facilities	126,952	50,000	243,657	50,000
Total CIP	1,471,229	1,964,500	4,522,806	1,845,000
Total Before Transfers	2,986,055	3,632,876	6,278,740	3,601,344

SPECIAL REVENUE – LOCAL OPTION SALES TAX, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Transfers:				
General Fund	4,698,777	4,680,000	4,626,674	4,758,540
Park Development Fund	951,021	100,000	100,000	100,000
Ames/ISU Ice Arena	20,000	20,000	20,000	20,000
Total Transfers	5,669,798	4,800,000	4,746,674	4,878,540
Total Expenses	8,655,853	8,432,876	11,025,414	8,479,884
Fund Balance:				
Net Change in Fund	(695,152)	(516,305)	(3,184,290)	(416,384)
Beginning Balance	6,574,241	3,373,191	5,879,089	2,694,799
Ending Balance	5,879,089	2,856,886	2,694,799	2,278,415
<i>Minimum fund balance target:</i>				
25% of expenses less 60% pass-through				<u>930,336</u>
Unreserved fund balance				<u><u>1,348,079</u></u>

SPECIAL REVENUE – HOTEL/MOTEL TAX

Hotel/Motel tax revenues are collected in the General Fund and transferred to the Hotel/Motel Tax Fund. Of the 7¢ per dollar tax, 5¢ is provided to the Ames Convention & Visitors Bureau for community attractions, 1¢ replaces the local option tax and is split 60% for tax reduction and 40% for community betterment projects. The remaining 1¢ remains in this fund for economic development activities.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Hotel/Motel Tax	2,262,348	2,040,000	2,275,008	2,320,508
Total Revenues	2,262,348	2,040,000	2,275,008	2,320,508
Expenses:				
Operations:				
ACVB Pass Through	1,615,316	1,457,143	1,625,006	1,657,506
Economic Development	150,000	150,000	150,000	150,000
Chamber of Commerce Dues	2,443	2,400	2,400	2,500
AEDC/Buxton Retail Data	7,500	7,500	7,500	7,500
Total Operations	1,775,259	1,617,043	1,784,906	1,817,506
CIP:				
Airport Terminal Building	-	-	250,000	-
Total Before Transfers	1,775,259	1,617,043	2,034,906	1,817,506
Transfers:				
General Fund	194,109	174,857	195,000	198,900
Local Option Sales Tax	129,406	116,571	130,000	132,600
Total Transfers	323,515	291,428	325,000	331,500
Total Expenses	2,098,774	1,908,471	2,359,906	2,149,006
Fund Balance:				
Net Change in Fund	163,574	131,529	(84,898)	171,502
Beginning Balance	579,495	512,347	743,069	658,171
Ending Balance	743,069	643,876	658,171	829,673

SPECIAL REVENUE – ROAD USE TAX

This fund accounts for activity of the state allocated motor vehicle fuel tax. The fund balance policy is to retain 10% of budgeted expenses as an operating reserve.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Road Use Tax	7,229,314	7,134,765	7,075,800	7,046,318
Total Revenues	7,229,314	7,134,765	7,075,800	7,046,318
Expenses:				
Operations:				
Public Works Administration	86,035	120,126	110,656	124,068
Public Works Engineering	-	84,311	75,285	78,398
Traffic Engineering	94,888	94,451	92,147	96,846
Traffic Maintenance	817,619	883,218	911,354	888,684
Street Maintenance	1,764,235	1,875,300	2,037,782	2,114,922
Street Cleaning	250,980	263,516	265,643	292,514
Snow and Ice Control	976,269	1,130,080	1,155,528	1,197,841
Right-of-Way Maintenance	898,705	802,672	662,945	758,722
Financial Services	18,432	18,748	19,062	19,921
Purchasing Services	51,495	54,327	52,960	56,117
Human Resources	23,638	29,856	29,396	32,229
Facilities	21,800	24,858	24,910	25,611
Merit/Payroll Adjustment	-	7,438	-	-
Total Operations	5,004,096	5,388,901	5,437,668	5,685,873
CIP:				
Utilities	-	-	-	50,000
Street Engineering	1,237,397	1,330,000	2,105,114	625,000
Shared Use Path System	70,380	29,000	146,799	190,000
Traffic Engineering	327,441	864,000	1,556,370	585,000
Street Maintenance	137,661	355,000	917,174	591,000
Total CIP	1,772,879	2,578,000	4,725,457	2,041,000
Total Before Transfers	6,776,975	7,966,901	10,163,125	7,726,873
Transfers:				
Fleet Services	20	33,750	68,861	-
Total Expenses	6,776,995	8,000,651	10,231,986	7,726,873

SPECIAL REVENUE – PUBLIC SAFETY SPECIAL REVENUES

This fund accounts for the revenues and expenses associated with Public Safety funds dedicated to specific purposes such as Police forfeiture funds, Police and Fire grants and donations, and Animal Shelter donations.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Police Forfeiture	14,765	-	7,000	7,000
Police Grants	54,645	-	47,020	48,000
Animal Shelter Donations	38,485	16,200	16,200	16,200
Miscellaneous Donations	678	-	-	-
Total Revenues	108,573	16,200	70,220	71,200
Expenses:				
Operations:				
Police Forfeiture	10,670	-	21,000	7,000
Police Grants	56,045	-	46,373	48,000
Animal Shelter	22,862	12,850	45,850	14,850
Miscellaneous Public Safety	245	-	-	-
Total Before Transfers	89,822	12,850	113,223	69,850
Transfers:				
Block Party Trailer Funds	-	-	166	-
Total Expenses	89,822	12,850	113,389	69,850
Fund Balance:				
Net Change in Fund	18,751	3,350	(43,169)	1,350
Beginning Balance	266,774	261,579	285,525	242,356
Ending Balance	285,525	264,929	242,356	243,706

SPECIAL REVENUE – CITYWIDE AFFORDABLE HOUSING

This fund accounts for miscellaneous housing program activity including housing grant program repayments and proceeds from the sale of housing properties.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Loan Repayments	2,252	-	-	-
Miscellaneous Revenue	275	-	-	-
Total Revenues	2,527	-	-	-
Expenses:				
Housing Programs	57,480	46,708	48,313	52,161
Total Expenses	57,480	46,708	48,313	52,161
Fund Balance:				
Net Change in Fund	(54,953)	(46,708)	(48,313)	(52,161)
Beginning Balance	702,395	706,506	647,442	599,129
Ending Balance	647,442	659,798	599,129	546,968

SPECIAL REVENUE – COMMUNITY DEVELOPMENT BLOCK GRANT

This fund reflects the activity of the City’s Community Development Block Grant (CDBG). The fund balance reflects the balance of loans outstanding, in addition to cash and investments held by the fund.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
CDBG Funding	759,671	484,297	876,058	490,986
Program Repayments	7,533	-	15,721	-
Sale of Homes	24,651	-	30,000	-
Miscellaneous Revenue	-	-	-	-
Total Revenues	791,855	484,297	921,779	490,986
Expenses:				
Operations:				
CDBG Administration	91,731	96,014	98,197	98,197
CDBG Programs	699,765	387,438	823,382	392,789
Merit/Payroll Adjustment	-	845	-	-
Total Expenses	791,496	484,297	921,579	490,986
Fund Balance:				
Net Change in Fund	359	-	200	-
Beginning Balance	45,255	43,311	45,614	45,814
Ending Balance	45,614	43,311	45,814	45,814

SPECIAL REVENUE – EMPLOYEE BENEFIT PROPERTY TAX

This fund is used to account for tax revenues used to pay for the City’s contribution to the Police and Fire Retirement system.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Property Taxes	1,738,898	1,867,984	1,867,984	1,958,021
Utility Excise Tax	4,362	3,836	3,836	4,841
State Replacement Tax	69,475	69,504	67,464	67,464
Total Revenues	1,812,735	1,941,324	1,939,284	2,030,326
Expenses:				
Transfers:				
General Fund	1,812,735	1,941,324	1,939,284	2,030,326
Total Expenses	1,812,735	1,941,324	1,939,284	2,030,326
Fund Balance:				
Net Change in Fund	-	-	-	-
Beginning Balance	-	-	-	-
Ending Balance	-	-	-	-

SPECIAL REVENUE – FIRE/POLICE PENSION

This fund accounts for the funds remaining from the transition to the Municipal Fire and Police Retirement System of Iowa (MFPRSI). Funds may only be used to offset City contributions to MFPRSI.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Interest Revenue	6,114	4,000	4,000	4,000
Total Revenues	<u>6,114</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Expenses:				
Transfers:				
General Fund	174,840	70,000	70,000	40,000
Total Expenses	<u>174,840</u>	<u>70,000</u>	<u>70,000</u>	<u>40,000</u>
Fund Balance:				
Net Change in Fund	(168,726)	(66,000)	(66,000)	(36,000)
Beginning Balance	622,400	571,571	453,674	387,674
Ending Balance	<u>453,674</u>	<u>505,571</u>	<u>387,674</u>	<u>351,674</u>

SPECIAL REVENUE – PARKS AND RECREATION DONATIONS AND GRANTS

This fund is used to account for revenues to be used for specific park improvements or recreation programs.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Donations	69,437	1,500	12,050	6,600
ISU/Moore Park Farmland	3,050	3,050	3,050	3,050
Wellmark 3-Point Play Program	28,160	-	-	-
Interest Revenue	12,994	1,250	1,250	1,250
Total Before Transfers	113,641	5,800	16,350	10,900
Transfers:				
Block Party Trailer Balance	-	-	166	-
Total Revenues	113,641	5,800	16,516	10,900
Expenses:				
Operations:				
Park System Improvements	963	-	5,000	5,000
Recreation Programs	430	-	-	-
Wellmark 3-Point Play	29,978	-	-	-
Block Party Trailer	-	-	100	100
Total Operations	31,371	-	5,100	5,100
CIP:				
Sand Volleyball Complex	14,282	-	-	-
Roosevelt Park	35,000	-	11,222	-
Greenbriar Park	-	-	4,950	-
Total CIP	49,282	-	16,172	-
Total before Transfers	80,653	-	21,272	5,100
Transfers:				
Park Development Fund	1,818,438	-	-	-
Total Expenses	1,899,091	-	21,272	5,100
Fund Balance:				
Net Change in Fund	(1,785,450)	5,800	(4,756)	5,800
Beginning Balance	1,893,813	77,115	108,363	103,607
Ending Balance	108,363	82,915	103,607	109,407

SPECIAL REVENUE – LIBRARY FRIENDS FOUNDATION

This fund is used to account for donations received from the Library Friends Foundation in support of specific Library activities or projects.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Library Friends Foundation	87,278	75,000	140,828	125,000
Small Talk Grant	15,845	-	70,000	60,000
Interest Revenue	1,462	-	-	-
Total Revenues	104,585	75,000	210,828	185,000
Expenses:				
Operations:				
Administration	5,706	50	48,856	18,058
Resource Services	15,295	10,600	53,112	41,941
Youth Services	9,675	8,000	35,039	31,903
Adult Services	5,649	8,500	11,771	6,000
Customer Account Services	-	-	2,139	2,135
Opening Day Collection	1,569	-	-	-
Library Building Improvements	-	-	32,524	-
Small Talk Program	11,816	-	74,029	60,000
Total Operations	49,710	27,150	257,470	160,037
CIP:				
Library Renovation Project	14,327	-	2,274	-
Total Before Transfers	64,037	27,150	259,744	160,037
Transfers:				
Library Donations Fund	22,000	22,000	10,000	25,000
Total Expenses	86,037	49,150	269,744	185,037
Fund Balance:				
Net Change in Fund	18,548	25,850	(58,916)	(37)
Beginning Balance	79,195	6,854	97,743	38,827
Ending Balance	97,743	32,704	38,827	38,790

SPECIAL REVENUE – LIBRARY DONATIONS AND GRANTS

This fund accounts for general donations and grants to the Library designated for specific purposes.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Donations	54,750	2,000	7,000	2,000
Project Smyles Donations	5,757	2,500	2,000	2,000
Library Direct State Aid	13,310	13,000	13,000	13,000
Interest Revenue	3,337	-	1,000	1,000
Miscellaneous Revenue	750	-	-	-
Total Before Transfers	77,904	17,500	23,000	18,000
Transfers:				
Library Bequest Fund	137,283	-	-	-
Library Friends Foundation	22,000	22,000	10,000	25,000
Total Transfers	159,283	22,000	10,000	25,000
Total Revenues	237,187	39,500	33,000	43,000
Expenses:				
Operations:				
Donation Purchases	3,508	2,000	5,000	2,000
Books for Babies	4,730	4,600	13,000	13,000
Project Smyles	38,087	31,433	38,092	25,000
Library Grant Purchases	18,479	-	56,521	-
Library Building Improvements	-	-	43,425	-
Total Operations	64,804	38,033	156,038	40,000
CIP:				
Library Renovation Project	15,535	-	2,466	-
Total Before Transfers	80,339	38,033	158,504	40,000
Transfers:				
Library Bequests to Donations	137,283	-	-	-
Total Expenses	217,622	38,033	158,504	40,000
Fund Balance:				
Net Change in Fund	19,565	1,467	(125,504)	3,000
Beginning Balance	280,726	110,109	300,291	174,787
Ending Balance	300,291	111,576	174,787	177,787

SPECIAL REVENUE – UTILITY ASSISTANCE

This fund accounts for donations received through Utility Customer Service that are designated for utility payment assistance.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Project Share Donations	17,369	16,000	16,000	16,300
Alternative Energy Donations	596	-	-	-
Total Revenues	17,965	16,000	16,000	16,300
Expenses:				
Operations:				
Utility Assistance	17,080	16,000	17,500	17,000
Total Expenses	17,080	16,000	17,500	17,000
Fund Balance:				
Net Change in Fund	885	-	(1,500)	(700)
Beginning Balance	10,487	10,487	11,372	9,872
Ending Balance	11,372	10,487	9,872	9,172

SPECIAL REVENUE – MISCELLANEOUS DONATIONS

This fund accounts for donations and revenues received that are designated for specific projects.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Interest Revenue	2	-	-	-
Total Revenues	2	-	-	-
Expenses:				
Operations:				
Shared Use Path Improvements	-	-	17,054	-
Total Expenses	-	-	17,054	-
Fund Balance:				
Net Change in Fund	2	-	(17,054)	-
Beginning Balance	17,225	170	17,227	173
Ending Balance	17,227	170	173	173

SPECIAL REVENUE – DEVELOPER PROJECTS

This fund accounts for funds received from developers to be used for City infrastructure.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Interest Revenue	516	-	-	-
Total Revenues	516	-	-	-
Expenses:				
CIP:				
Oakwood Road Path	-	-	55,911	-
Total Expenses	-	-	55,911	-
Fund Balance:				
Net Change in Fund	516	-	(55,911)	-
Beginning Balance	149,941	144,440	150,457	94,546
Ending Balance	150,457	144,440	94,546	94,546

SPECIAL REVENUE – ECONOMIC DEVELOPMENT

This fund was expanded in 2000/01 to account for revolving loan, community investment, and pass-through State loan activity. Approved loans are shown as expenses. The fund balance reflects the balance of loans outstanding, in addition to cash and investments held by the fund.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Loan Repayments	-	-	-	-
Total Revenues	-	-	-	-
Expenses:				
Operations:				
Community Investment Fund	-	-	-	-
Total Expenses	-	-	-	-
Fund Balance:				
Net Change in Fund	-	-	-	-
Beginning Balance	541,961	633,807	541,961	541,961
Ending Balance	541,961	633,807	541,961	541,961

SPECIAL REVENUE – TAX INCREMENT FINANCING (TIF)

This fund has been established for the receipt of tax revenues from TIF districts. The TIF fund records TIF project expenditures and collects revenue for repayment of debt issued to fund TIF projects.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Property Taxes	41,286	245,892	245,892	671,076
State Replacement Tax	4,259	-	-	-
Developer Contributions	11,340	-	-	-
Interest Revenue	(7,865)	-	-	-
Total Before Transfers	49,020	245,892	245,892	671,076
Transfers:				
G.O. Bond Funds	703,736	-	-	-
Total Revenues	752,756	245,892	245,892	671,076
Expenses:				
Operations:				
Kingland Systems	-	200,017	200,017	232,148
Total Before Transfers	-	200,017	200,017	232,148
Transfers:				
Debt Service	190,723	423,276	423,276	424,360
Total Expenses	190,723	623,293	623,293	656,508
Fund Balance:				
Net Change in Fund	562,033	(377,401)	(377,401)	14,568
Beginning Balance	(969,410)	(415,051)	(407,377)	(784,778)
Ending Balance	(407,377)	(792,452)	(784,778)	(770,210)

CAPITAL PROJECTS – SPECIAL ASSESSMENTS

This fund accounts for collection of special assessments and payment of principal of abated G.O. bonds, and the construction of streets and sanitary sewers for benefited property special assessment districts.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Assessments	222,895	457,082	457,082	489,335
Total Revenues	222,895	457,082	457,082	489,335
Expenses:				
Transfers:				
Debt Service	451,495	457,082	457,082	489,335
Total Expenses	451,495	457,082	457,082	489,335
Fund Balance:				
Net Change in Fund	(228,600)	-	-	-
Beginning Balance	(36,504)	(323,043)	(265,104)	(265,104)
Ending Balance	(265,104)	(323,043)	(265,104)	(265,104)

CAPITAL PROJECTS – STREET CONSTRUCTION

This fund accounts for street construction projects including, but not limited to, bus route reconstruction, signal construction, and associated street construction projects. Projects which have multiple funding sources are budgeted in this fund.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Street MPO/Grant Funding	1,513,543	1,992,000	3,116,794	6,185,000
RISE/ISU Rsearch Park	2,740,107	-	1,270,621	-
Bike Trail MPO Funding	236,806	240,000	608,894	160,000
Traffic Safety Grants	-	946,000	1,496,000	-
MPO Planning Funds	79,901	-	-	-
IDOT City Bridge Program	808,411	-	191,589	-
Iowa State University	232,480	-	245,000	-
Developer Contributions	24,720	120,000	370,000	-
Miscellaneous Revenue	45,140	-	25,000	-
Total Revenues	5,681,108	3,298,000	7,323,898	6,345,000
Expenses:				
CIP:				
Street Engineering	5,179,087	1,992,000	3,044,390	6,185,000
Sahred Use Path System	360,000	240,000	680,000	160,000
Traffic Engineering	401,791	1,066,000	1,981,439	-
Street Maintenance	1,000,000	-	-	-
Total Expenses	6,940,878	3,298,000	5,705,829	6,345,000
Fund Balance:				
Net Change in Fund	(1,259,770)	-	1,618,069	-
Beginning Balance	(86,808)	279,357	(1,346,578)	271,491
Ending Balance	(1,346,578)	279,357	271,491	271,491

CAPITAL PROJECTS – AIRPORT CONSTRUCTION

This fund accounts for construction, purchase of land, and improvements for the municipal airport. Federal Aviation Administration (FAA) participated in 90% of costs until FY 2004/05 when FAA's contribution increased to 95%. The excess of Airport operations each year is transferred from the General Fund to finance improvements.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
FAA Funding	410,670	-	266,894	149,400
Federal and State Grants	-	-	150,000	-
Iowa State University	-	-	250,000	-
Ames Econ Dev Commission	-	-	250,000	-
Total Before Transfers	<u>410,670</u>	<u>-</u>	<u>916,894</u>	<u>149,400</u>
Transfers:				
General Fund	15,277	62,241	66,594	62,031
Total Revenues	<u>425,947</u>	<u>62,241</u>	<u>983,488</u>	<u>211,431</u>
Expenses:				
CIP:				
Airport	1,014,332	-	396,972	166,000
Total Expenses	<u>1,014,332</u>	<u>-</u>	<u>396,972</u>	<u>166,000</u>
Fund Balance:				
Net Change in Fund	(588,385)	62,241	586,516	45,431
Beginning Balance	199,835	335,279	(388,550)	197,966
Ending Balance	<u>(388,550)</u>	<u>397,520</u>	<u>197,966</u>	<u>243,397</u>

CAPITAL PROJECTS – PARK DEVELOPMENT

This fund accounts for the development of new City parks or new amenities added to existing City parks. Donations and grants for park development will be accounted for in this fund, as well as \$100,000 transferred annual from Local Option Sales Tax.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Donations	151	-	-	-
Interest Revenue	12,311	-	10,000	10,000
Total Before Transfers	12,462	-	10,000	10,000
Transfers:				
Park Reserve from LOT Fund	851,021	-	-	-
Winakor Donation	1,818,438	-	-	-
Local Option Sales Tax	100,000	100,000	100,000	100,000
Total Transfers	2,769,459	100,000	100,000	100,000
Total Revenues	2,781,921	100,000	110,000	110,000
Expenses:				
CIP:				
Parks and Recreation	271,250	-	109,643	120,000
Total Expenses	271,250	-	109,643	120,000
Fund Balance:				
Net Change in Fund	2,510,671	-	357	(10,000)
Beginning Balance	-	-	2,510,671	2,511,028
Ending Balance	2,510,671	-	2,511,028	2,501,028

CAPITAL PROJECTS – BOND PROCEEDS

This fund accounts for proceeds of general obligation bond issues. G.O. bond sales are planned each year to finance CIP projects. Any undesignated fund balances may be used for certain projects or transferred to the Debt Service fund.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Bond Proceeds	12,336,045	5,945,000	5,945,000	7,521,000
Interest Revenue	122,465	-	-	-
Total Revenues	12,458,510	5,945,000	5,945,000	7,521,000
Expenses:				
Operations:				
Bond Issuance Costs	117,601	-	-	-
Financial Services	6,038	6,182	6,358	6,595
Total Operations	123,639	6,182	6,358	6,595
CIP:				
Library	257,825	-	40,930	-
Street Engineering	11,256,649	4,845,000	12,344,917	7,246,000
Traffic Engineering	22,004	-	405,008	575,000
Street Maintenance	1,262,392	350,000	1,489,163	-
Airport	136,022	-	1,604,423	-
Storm Water	48,121	750,000	1,972,607	-
Total CIP	12,983,013	5,945,000	17,857,048	7,821,000
Total Before Transfers	13,106,652	5,951,182	17,863,406	7,827,595
Transfers:				
Debt Service Fund	109,036	-	518,321	-
TIF/ISU Research Park	703,736	-	-	-
Total Transfers	812,772	-	518,321	-
Total Expenses	13,919,424	5,951,182	18,381,727	7,827,595
Fund Balance:				
Net Change in Fund	(1,460,914)	(6,182)	(12,436,727)	(306,595)
Beginning Balance	14,287,482	598,680	12,826,568	389,841
Ending Balance	12,826,568	592,498	389,841	83,246

PERMANENT FUND – CEMETERY

This fund accounts for the 20% portion of cemetery lot sales designated for perpetual care. Interest earnings are transferred to the General Fund for cemetery operations. The fund balance will be retained to provide cemetery maintenance.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Sale of Cemetery Lots	11,965	12,255	13,500	13,500
Total Revenues	11,965	12,255	13,500	13,500
Expenses:				
Perpetual Care	-	-	-	-
Total Expenses	-	-	-	-
Fund Balance:				
Net Change in Fund	11,965	12,255	13,500	13,500
Beginning Balance	930,527	941,028	942,492	955,992
Ending Balance	942,492	953,283	955,992	969,492

PERMANENT FUND – DONALD AND RUTH FURMAN AQUATIC CENTER TRUST

This fund accounts for the one million dollar gift from Donald and Ruth Furman to establish an endowment to subsidize the City’s ongoing operational costs, to fund future repairs and enhancements, and to replace equipment at the Aquatic Center.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Interest Revenue	12,555	7,200	9,000	9,000
Total Revenues	12,555	7,200	9,000	9,000
Expenses:				
Aquatic Center	-	-	-	-
Total Expenses	-	-	-	-
Fund Balance:				
Net Change in Fund	12,555	7,200	9,000	9,000
Beginning Balance	1,107,296	1,114,495	1,119,851	1,128,851
Ending Balance	1,119,851	1,121,695	1,128,851	1,137,851

ENTERPRISE – WATER UTILITY

This fund accounts for the operation of a municipally owned water utility which provides services to residents of the City and some contiguous areas. Major capital improvements have been financed from current revenues and the Water Fund balance.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Metered Sales	8,897,314	8,896,450	9,239,900	8,989,000
Contract Sales	830,332	968,000	914,000	1,303,000
Fees/Service Charges	170,759	184,100	164,800	164,800
Cell Tower Lease	18,251	19,619	19,619	20,988
Farm Land Rental	14,973	15,171	15,171	14,248
Sprint PCS Land Rental	36,639	57,132	57,132	57,132
Low Head Dam Grant/Donations	-	-	-	380,000
Bond Proceeds			1,114,653	-
Interest Revenue	202,594	130,000	150,000	150,000
Miscellaneous Revenue	19,039	20,000	78,200	20,000
Total Revenues	10,189,901	10,290,472	11,753,475	11,099,168
Expenses:				
Operations:				
W & PC Administration	354,036	370,907	387,593	417,718
Water Plant Operations	2,398,549	2,691,768	2,751,450	2,853,271
W & PC Meter Services	469,302	534,258	534,472	565,647
W & PC Laboratory	173,325	193,404	198,409	211,532
Public Works Administration	86,035	120,126	110,656	124,070
Public Works Engineering	95,187	152,531	147,429	152,098
Distribution System Maintenance	1,043,926	1,030,537	1,133,546	1,104,408
Customer Service	381,783	401,750	398,900	418,300
City Council/Sustainability	6,250	6,250	6,250	6,250
City Clerk	17,116	17,258	17,567	20,144
City Manager	63,839	78,810	74,535	79,984
Public Relations	18,235	19,236	19,221	20,059
Financial Services	130,248	133,222	136,559	141,909
Purchasing Services	37,136	39,178	38,193	40,469
Legal Services	59,523	63,405	79,529	74,216
Human Resources	22,911	28,938	28,492	31,237
Facilities	18,167	20,715	20,758	21,343
Merit/Payroll Adjustment	-	10,396	-	-
Total Operations	5,375,568	5,912,689	6,083,559	6,282,655
CIP:				
Water Production/Treatment	468,530	3,981,500	7,041,319	1,263,000
Water Distribution System	855,431	2,400,000	3,494,019	1,300,000
Right-of-Way Restoration	11,371	50,000	126,636	75,000
Total CIP	1,335,332	6,431,500	10,661,974	2,638,000
Total Before Transfers	6,710,900	12,344,189	16,745,533	8,920,655

ENTERPRISE – WATER UTILITY, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Transfers:				
Debt Service	389,503	465,516	427,643	437,179
Water Sinking	523,202	1,063,222	1,465,320	4,422,383
Fleet Services	20	33,750	68,860	-
Total Transfers	<u>912,725</u>	<u>1,562,488</u>	<u>1,961,823</u>	<u>4,859,562</u>
Total Expenses	<u>7,623,625</u>	<u>13,906,677</u>	<u>18,707,356</u>	<u>13,780,217</u>
Fund Balance:				
Net Change in Fund	2,566,276	(3,616,205)	(6,953,881)	(2,681,049)
Beginning Balance	<u>17,914,063</u>	<u>15,765,154</u>	<u>20,480,339</u>	<u>13,526,458</u>
Ending Balance	<u>20,480,339</u>	<u>12,148,949</u>	<u>13,526,458</u>	<u>10,845,409</u>
<i>Minimum fund balance target:</i>				
10% of operating expenses				<u>628,266</u>
Unreserved fund balance				<u>10,217,144</u>

ENTERPRISE – WATER CONSTRUCTION

This fund accounts for revenue and expenditures for certain major projects of the water utility.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
State Revolving Loan Fund	21,326,756	17,873,000	36,397,449	-
Total Revenues	21,326,756	17,873,000	36,397,449	-
Expenses:				
CIP:				
New Water Treatment Plant	21,928,378	17,873,000	29,667,684	-
Total Expenses	21,928,378	17,873,000	29,667,684	-
Fund Balance:				
Net Change in Fund	(601,622)	-	6,729,765	-
Beginning Balance	(6,128,143)	-	(6,729,765)	-
Ending Balance	(6,729,765)	-	-	-

ENTERPRISE – WATER SINKING

This fund is used to account for State Revolving Fund (SRF) loan payments for water utility projects financed with SRF funding.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Transfers:				
Water Utility Fund	523,202	1,063,222	1,465,320	4,422,383
Total Revenues	523,202	1,063,222	1,465,320	4,422,383
Expenses:				
Debt Service:				
SRF Loan Payments	454,561	1,063,222	842,000	4,382,353
Total Expenses	454,561	1,063,222	842,000	4,382,353
Fund Balance:				
Net Change in Fund	68,641	-	623,320	40,030
Beginning Balance	24,903	24,903	93,544	716,864
Ending Balance	93,544	24,903	716,864	756,894

ENTERPRISE – SEWER UTILITY

This fund accounts for the operation of a municipally owned sewer utility, which provides services to residents of the City and some contiguous areas.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Metered Charges	6,956,835	7,205,000	6,931,200	6,966,200
Contract Charges	1,227,459	1,244,600	1,606,600	1,435,800
Fees/Service Charges	114,177	36,400	146,600	211,600
Flood Warning System	23,111	38,200	21,000	11,400
Farm Land Income	103,673	108,000	83,000	83,000
Bond Proceeds	1,860,000	-	2,219,774	-
Interest Revenue	90,983	40,000	60,000	60,000
Miscellaneous Revenue	156,088	-	1,200	-
Total Revenues	10,532,326	8,672,200	11,069,374	8,768,000
Expenses:				
Operations:				
W & PC Administration	354,035	370,906	387,593	417,717
WPC Plant Operations	2,334,403	2,664,103	2,694,142	2,712,620
W & PC Meter Services	315,164	365,924	365,734	388,680
W & PC Laboratory	321,890	359,180	368,473	392,845
Public Works Administration	86,035	120,126	110,656	124,070
Public Works Engineering	95,187	185,030	172,001	177,447
Collection System Maintenance	433,912	588,126	508,459	525,582
Customer Service	355,113	369,500	371,000	391,300
City Council/Sustainability	6,250	6,250	6,250	6,250
City Clerk	17,116	17,258	17,567	20,144
City Manager	63,839	78,810	74,535	79,984
Public Relations	18,235	19,236	19,221	20,059
Financial Services	107,896	109,913	112,590	116,673
Purchasing Services	17,330	18,283	17,823	18,885
Legal Services	59,523	63,405	79,529	74,216
Human Resources	19,910	25,148	24,761	27,147
Facilities	14,533	16,572	16,606	17,074
Merit/Payroll Adjustment	-	10,303	-	-
Total Operations	4,620,371	5,388,073	5,346,940	5,510,693
CIP:				
Water Pollution Control	1,527,449	2,717,000	4,824,830	1,856,000
Sanitary Sewer System	597,057	4,475,000	4,671,823	275,000
Right-of-Way Restoration	-	-	-	75,000
Total CIP	2,124,506	7,192,000	9,496,653	2,206,000
Total Before Transfers	6,744,877	12,580,073	14,843,593	7,716,693

ENTERPRISE – SEWER UTILITY, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Transfers:				
Debt Service	200,196	406,034	386,828	386,249
Sewer Sinking	193,204	494,081	209,650	370,000
Fleet Services	20	33,750	68,860	-
Total Transfers	<u>393,420</u>	<u>933,865</u>	<u>665,338</u>	<u>756,249</u>
Total Expenses	<u>7,138,297</u>	<u>13,513,938</u>	<u>15,508,931</u>	<u>8,472,942</u>
Fund Balance:				
Net Change in Fund	3,394,029	(4,841,738)	(4,439,557)	295,058
Beginning Balance	<u>6,512,995</u>	<u>6,122,068</u>	<u>9,907,024</u>	<u>5,467,467</u>
Ending Balance	<u>9,907,024</u>	<u>1,280,330</u>	<u>5,467,467</u>	<u>5,762,525</u>
<i>Minimum fund balance target:</i>				
10% of operating expenses				<u>551,069</u>
Unreserved fund balance				<u>5,211,456</u>

ENTERPRISE – SEWER IMPROVEMENTS

This fund accounts for revenue and expenditures for certain major projects of the sanitary sewer utility.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
State Revolving Loan Fund	318,750	3,979,000	12,138,805	3,460,000
Total Revenues	318,750	3,979,000	12,138,805	3,460,000
Expenses:				
CIP:				
Water Pollution Control	438,543	625,000	2,006,287	-
Sanitary Sewer System	1,852,751	3,354,000	7,907,506	3,460,000
Total Expenses	2,291,294	3,979,000	9,913,793	3,460,000
Fund Balance:				
Net Change in Fund	(1,972,544)	-	2,225,012	-
Beginning Balance	(252,468)	-	(2,225,012)	-
Ending Balance	(2,225,012)	-	-	-

ENTERPRISE – SEWER SINKING

This fund is used to account for State Revolving Fund (SRF) loan payments for sewer utility projects financed with SRF funding.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Transfers:				
Sewer Utility Fund	193,204	494,081	209,650	370,000
Total Revenues	193,204	494,081	209,650	370,000
Expenses:				
Debt Service:				
SRF Loan Payments	178,520	494,081	177,605	369,805
Total Expenses	178,520	494,081	177,605	369,805
Fund Balance:				
Net Change in Fund	14,684	-	32,045	195
Beginning Balance	14,904	14,903	29,588	61,633
Ending Balance	29,588	14,903	61,633	61,828

ENTERPRISE – ELECTRIC UTILITY

This fund accounts for the operation of a municipally-owned electric utility, which generates and distributes electrical power to customers within the city and some contiguous areas. The fund balance is available for operations and improvements. The transfer to the General Fund constitutes a payment in lieu of taxes.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Metered Sales	49,863,987	55,500,000	54,000,000	56,160,000
Iowa State University	2,315,532	2,677,150	2,857,150	3,164,500
MEC Zonal Transmission	1,938,230	2,160,000	1,500,000	2,000,000
BP Canada Gas Sales	2,753,601	-	2,500,000	1,500,000
IA Dept of Transportaion	-	-	1,158,867	-
Street Lights	712,575	830,000	815,000	863,200
Security Lighting Rental	135,296	125,000	125,000	125,000
Subdivision Construction	238,092	150,000	150,000	150,000
Fees/Service Charges	300,416	143,000	153,000	128,000
Fly Ash Sales	45,421	-	-	-
Renewable Energy Credits	22,340	40,000	20,000	15,000
Interest Revenue	291,898	200,000	225,000	175,000
Miscellaneous Revenue	244,642	175,000	1,222,622	200,000
Total Before Transfers	58,862,030	62,000,150	64,726,639	64,480,700
Transfers:				
Revenue Bond Proceeds	10,234,348	-	-	-
Fleet Reserve Fund	-	-	361,000	-
Total Transfers	10,234,348	-	361,000	-
Total Revenues	69,096,378	62,000,150	65,087,639	64,480,700
Expenses:				
Operations:				
Electric Administration	916,059	1,103,208	1,152,739	1,125,541
Electric Production	10,964,606	11,176,050	12,176,709	12,053,019
Fuel/Purchased Power	30,505,250	33,167,839	33,682,063	34,389,935
Distribution/Operations	2,500,307	3,120,450	3,161,272	3,204,574
Distribution/Improvements	1,788,020	2,216,478	2,141,994	2,187,561
Electric Technical Services	1,008,330	1,023,065	862,272	1,039,611
Electric Engineering	565,918	913,475	909,721	887,173
Customer Service	668,715	728,253	727,747	758,723
City Council/Sustainability	6,250	6,250	6,250	6,250
City Clerk	34,233	34,516	35,135	40,289
City Manager	135,088	166,713	157,669	169,197
Public Relations	36,470	38,471	38,441	40,117
Financial Services	438,151	448,118	458,898	477,442
Purchasing Services	272,332	287,304	280,079	296,772
Legal Services	94,046	100,180	125,655	117,262
Human Resources	73,914	93,359	91,920	100,777
Facilities	36,333	41,430	41,516	42,685
Public Works GIS	22,574	36,660	36,660	40,305
Utility Deposit Interest	1,863	-	-	-
Merit/Payroll Adjustment	-	26,868	-	-
Total Operations	50,068,459	54,728,687	56,086,740	56,977,233

ENTERPRISE – ELECTRIC UTILITY, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
CIP:				
Electric Services	22,780,915	7,255,000	13,925,852	10,285,000
W&PC TSC Improvements	-	-		65,000
Street Engineering/Relocates	130,354	100,000	272,096	100,000
Total CIP	<u>22,911,269</u>	<u>7,355,000</u>	<u>14,197,948</u>	<u>10,450,000</u>
Total Before Transfers	<u>72,979,728</u>	<u>62,083,687</u>	<u>70,284,688</u>	<u>67,427,233</u>
Transfers:				
General Fund (In Lieu of Taxes)	2,119,027	2,131,381	2,131,381	2,220,363
Electric Sinking Fund	1,123,372	1,043,996	1,043,996	966,848
Total Transfers	<u>3,242,399</u>	<u>3,175,377</u>	<u>3,175,377</u>	<u>3,187,211</u>
Total Expenses	<u>76,222,127</u>	<u>65,259,064</u>	<u>73,460,065</u>	<u>70,614,444</u>
Fund Balance:				
Net Change in Fund	(7,125,749)	(3,258,914)	(8,372,426)	(6,133,744)
Beginning Balance	43,580,058	25,838,893	36,454,309	28,081,883
Ending Balance	<u>36,454,309</u>	<u>22,579,979</u>	<u>28,081,883</u>	<u>21,948,139</u>
<i>Minimum fund balance target:</i>				
Based on contingency for casualty in power generation or distribution				<u>10,100,000</u>
Unreserved fund balance				<u>11,848,139</u>

ENTERPRISE – ELECTRIC CONSTRUCTION

This fund accounts for the receipt of Electric Revenue bond proceeds and transfers to the Electric Utility Fund to reimburse project expenses.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Bond Proceeds	10,318,382	-	-	-
Interest Revenue	2,332	-	-	-
Total Revenues	10,320,714	-	-	-
Expenses:				
<i>Debt Service:</i>				
Bond Issuance Costs	84,226	-	-	-
<i>Transfers:</i>				
Electric Utility Fund	10,234,348	-	-	-
Total Expenses	10,318,574	-	-	-
Fund Balance:				
Net Change in Fund	2,140	-	-	-
Beginning Balance	(625,000)	-	(622,860)	(622,860)
Ending Balance	(622,860)	-	(622,860)	(622,860)

ENTERPRISE – ELECTRIC SINKING

This fund is used to account for principal and interest payments for Electric Revenue Bonds.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Transfers:				
Electric Utility Fund	1,123,372	1,043,996	1,043,996	966,848
Total Revenues	1,123,372	1,043,996	1,043,996	966,848
Expenses:				
<i>Debt Service:</i>				
Bond Principal and Interest	961,946	968,556	968,556	967,306
Total Expenses	961,946	968,556	968,556	967,306
Fund Balance:				
Net Change in Fund	161,426	75,440	75,440	(458)
Beginning Balance	-	80,713	161,426	236,866
Ending Balance	161,426	156,153	236,866	236,408

ENTERPRISE – PARKING OPERATIONS

This fund accounts for operations of the City parking system including operation and maintenance of meters and lots, parking meter attendants, collection of meter coin, rentals, and fines.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Illegal Parking	363,089	350,000	365,000	400,000
Overtime Parking	151,811	155,000	155,000	167,000
East District - Downtown	205,400	204,550	212,150	217,150
West District - Campustown	180,877	158,950	171,100	187,250
Collection Agency Revenue	19,910	22,000	20,000	20,000
Interest Revenue	5,322	2,500	3,000	3,000
Miscellaneous Revenue	4,090	3,900	300	300
Total Revenues	930,499	896,900	926,550	994,700
Expenses:				
Operations:				
Parking Enforcement	351,716	378,370	380,060	402,030
Parking Operations	322,818	313,837	330,464	336,743
Customer Service	175,597	184,458	185,650	178,645
Right-of-Way Maintenance	5,274	6,540	-	-
Financial Services	24,014	24,681	25,244	26,370
Purchasing Services	495	522	509	540
Legal Services	38,166	40,810	34,005	35,420
Human Resources	4,364	5,512	5,427	5,950
Facilities	2,180	2,486	2,491	2,561
Merit/Payroll Adjustment	-	1,857	-	-
Total Expenses	924,624	959,073	963,850	988,259
Fund Balance:				
Net Change in Fund	5,875	(62,173)	(37,300)	6,441
Beginning Balance	411,758	336,284	417,633	380,333
Ending Balance	417,633	274,111	380,333	386,774
<i>Minimum fund balance target:</i>				
10% of operating expenses				<u>98,826</u>
Unreserved fund balance				<u><u>287,948</u></u>

ENTERPRISE – TRANSIT OPERATIONS

This fund accounts for the operation of the City's transit bus system. The Transit Board consists of representatives from Iowa State University, Government of Student Body, and City of Ames. Body, Iowa Department of Transportation, Federal Government, and a property tax levy. The Transit Board has adopted a minimum ending fund balance policy of 7.5% of total expenditures less transfers, with a goal to maintain a balance between 7.5% and 10%.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Federal/State Funding	2,950,981	2,995,542	2,999,304	3,005,000
ISU Administration	723,150	761,477	761,477	798,789
ISU Student Fees	4,467,677	4,997,703	4,997,703	5,242,591
Fees/Service Charges	1,053,043	915,795	915,795	945,227
Metro Planning Organization	31,602	45,000	45,000	30,000
Interest Revenue	25,829	12,000	15,000	15,000
Miscellaneous Revenue	37,395	7,500	7,500	26,500
Total Before Transfers	9,289,677	9,735,017	9,741,779	10,063,107
Transfers:				
General Fund (Transit Levy)	1,650,854	1,736,393	1,736,393	1,821,476
Student Government Trust	-	-	-	-
Total Transfers	1,650,854	1,736,393	1,736,393	1,821,476
Total Revenues	10,940,531	11,471,410	11,478,172	11,884,583
Expenses:				
Operations:				
Transit Administration	1,835,544	1,911,265	1,954,063	2,039,978
Fixed Route Service	7,755,576	8,504,235	8,601,973	8,998,499
Dial-A-Ride Service	200,531	203,536	203,488	207,458
Total Operations	9,791,651	10,619,036	10,759,524	11,245,935
Transfers:				
Transit Capital Reserve	800,000	800,000	800,000	460,000
Intermodal Facility	1,106	-	-	-
Total Transfers	801,106	800,000	800,000	460,000
Total Expenses	10,592,757	11,419,036	11,559,524	11,705,935
Fund Balance:				
Net Change in Fund	347,774	52,374	(81,352)	178,648
Beginning Balance	1,229,351	1,381,764	1,577,125	1,495,773
Ending Balance	1,577,125	1,434,138	1,495,773	1,674,421
<i>Minimum fund balance target:</i>				
7.5% of operating expenses				<u>843,445</u>
Unreserved fund balance				<u>830,976</u>

ENTERPRISE – TRANSIT STUDENT GOVERNMENT TRUST

This fund is used for the stabilization of the contributions from the Government Student Body (GSB) at Iowa State University (ISU) to the Transit operating budget. The fund balance fluctuates based on fee approval, enrollment, and service levels.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Interest Revenue	9,239	6,000	6,000	6,000
Transfers:				
Transit Operations	-	-	-	-
Total Revenues	<u>9,239</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
Expenses:				
Transfers:				
Transit Operations	-	-	-	-
Transit Capital Reserve	-	-	-	-
Total Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance:				
Net Change in Fund	9,239	6,000	6,000	6,000
Beginning Balance	<u>816,960</u>	<u>822,960</u>	<u>826,199</u>	<u>832,199</u>
Ending Balance	<u>826,199</u>	<u>828,960</u>	<u>832,199</u>	<u>838,199</u>

ENTERPRISE – TRANSIT CAPITAL RESERVE

This fund accounts for CyRide grant and capital activities. A fund balance has accumulated largely due to the timing of several projects where the local share was collected prior to the project completion or bus delivery.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Federal/State Funding	100,631	1,380,832	3,206,704	2,031,776
ISU Parking	17,000	17,000	17,000	17,000
Interest Revenue	11,215	7,000	7,000	7,000
Total Before Transfers	128,846	1,404,832	3,230,704	2,055,776
Transfers:				
Transit Operations	800,000	800,000	800,000	460,000
GSB Transit Trust	-	-	-	-
Total Transfers	800,000	800,000	800,000	460,000
Total Revenues	928,846	2,204,832	4,030,704	2,515,776
Expenses:				
CIP:				
Transit	427,143	2,560,040	4,706,095	3,005,720
Total Expenses	427,143	2,560,040	4,706,095	3,005,720
Fund Balance:				
Net Change in Fund	501,703	(355,208)	(675,391)	(489,944)
Beginning Balance	1,007,483	793,432	1,509,186	833,795
Ending Balance	1,509,186	438,224	833,795	343,851

ENTERPRISE – TRANSIT INTERMODAL FACILITY CONSTRUCTION

This fund shows revenues and expenses associated with the construction of the Intermodal Facility. The City is the recipient of the Federal Tiger and Earmark Fund to build the facility. This project has been completed and the fund will be closed.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Iowa State University	8,750	-	-	-
Interest Revenue	-	-	-	-
Total Before Transfers	8,750	-	-	-
Transfers:				
General Fund	8,750	-	-	-
Transit Operations	1,106	-	-	-
Total Transfers	9,856	-	-	-
Total Revenues	18,606	-	-	-
Expenses:				
CIP:				
Intermodal Facility	-	-	-	-
Total Expenses	-	-	-	-
Fund Balance:				
Net Change in Fund	18,606	-	-	-
Beginning Balance	(18,606)	-	-	-
Ending Balance	-	-	-	-

ENTERPRISE – STORM WATER UTILITY

The Storm Sewer Utility Fund accounts for receipt of storm sewer fees and grants and expenditure of funds for maintenance and capital improvements in the storm water system.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Storm Sewer Fees	1,213,544	1,601,629	1,601,629	1,702,852
Federal/State Grants	111,565	1,000,000	2,750,570	-
Developer Contributions	1,763	6,000	5,000	5,000
Permits and Plan Reviews	19,800	31,300	20,300	20,300
Fees/Service Charges	6,732	4,000	5,000	5,000
Interest Revenue	29,659	10,000	15,000	15,000
Miscellaneous Revenue	-	-	-	-
Total Revenues	1,383,063	2,652,929	4,397,499	1,748,152
Expenses:				
Operations:				
Storm Water Permit Program	219,417	343,402	355,672	374,854
Storm Sewer Maintenance	192,495	263,130	261,562	282,907
Customer Service	1,895	2,100	2,500	2,600
Purchasing Services	4,951	5,224	5,092	5,396
Human Resources	3,591	4,536	4,466	4,896
Merit/Payroll Adjustment	-	1,827	-	-
Total Operations	422,349	620,219	629,292	670,653
CIP:				
Storm Water	444,313	2,150,000	5,283,020	1,105,000
Right-of-Way Restoration	11,012	50,000	126,941	50,000
City Hall Parking Lot	-	-	728,876	-
Total CIP	455,325	2,200,000	6,138,837	1,155,000
Total Expenses	877,674	2,820,219	6,768,129	1,825,653
Fund Balance:				
Net Change in Fund	505,389	(167,290)	(2,370,630)	(77,501)
Beginning Balance	2,586,543	1,245,305	3,091,932	721,302
Ending Balance	3,091,932	1,078,015	721,302	643,801
<i>Minimum fund balance target:</i>				
10% of operating expenses				67,065
Unreserved fund balance				576,736

ENTERPRISE – AMES/ISU ICE ARENA

This fund accounts for the operation of the Ice Arena.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Admissions	69,861	70,040	71,540	78,086
Ice Rink Rental	378,508	390,751	390,351	406,367
Equipment Rental	31,603	29,750	32,700	32,300
Skate Sharpening	5,434	5,100	5,100	5,100
Dasher Board Advertising	6,942	7,263	7,000	7,400
Pro Shop Sales	3,339	3,200	3,200	3,500
Concessions	48,074	53,820	49,800	49,700
Interest Revenue	6,369	4,200	4,200	4,200
Miscellaneous Revenue	540	700	775	600
Total Revenues	550,670	564,824	564,666	587,253
Expenses:				
Operations:				
Ice Arena Operations	550,499	564,779	574,216	566,024
Merit/Payroll Adjustment	-	1,261	-	-
Total Expenses	550,499	566,040	574,216	566,024
Fund Balance:				
Net Change in Fund	171	(1,216)	(9,550)	21,229
Beginning Balance	198,530	155,504	198,701	189,151
Ending Balance	198,701	154,288	189,151	210,380
<i>Minimum fund balance target:</i>				
15% of operating expenses				84,904
Unreserved fund balance				125,476

ENTERPRISE – ICE ARENA CAPITAL RESERVE

This fund accounts for capital replacement contributions from the City of Ames and Iowa State University (ISU). Both the City of Ames and ISU contribute \$20,000 annually. Funds may only be spent on approved capital improvements at the Ice Arena. Interest earned by the reserve is credited to the Ice Arena Operations Fund to improve the fund balance and reduce rate increases required to fund operations.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Iowa State University	20,000	20,000	20,000	20,000
Transfers:				
Local Option Sales Tax	20,000	20,000	20,000	20,000
Total Revenues	40,000	40,000	40,000	40,000
Expenses:				
CIP:				
Ice Arena Improvements	270,618	-	49,120	60,000
Total Expenses	270,618	-	49,120	60,000
Fund Balance:				
Net Change in Fund	(230,618)	40,000	(9,120)	(20,000)
Beginning Balance	420,497	140,499	189,879	180,759
Ending Balance	189,879	180,499	180,759	160,759

ENTERPRISE – HOMEWOOD GOLF COURSE

This fund accounts for the operation of a 9-hole municipal golf course.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Green Fees	101,869	102,445	102,445	104,000
Season Passes/Punchcards	58,106	65,700	66,700	68,500
Entry Fees	2,053	2,100	2,100	2,200
Equipment Rental	45,456	44,000	44,000	45,000
Pro Shop Sales	2,135	2,650	2,200	2,200
Concessions	30,412	30,170	32,100	31,000
Cell Tower Lease	27,262	29,012	29,012	29,012
Interest Revenue	1,939	1,200	1,200	1,400
Miscellaneous Revenue	1,146	4,500	2,500	2,500
Total Revenues	270,378	281,777	282,257	285,812
Expenses:				
Operations:				
Administration/Concessions	98,527	111,985	115,195	121,113
Golf Course Maintenance	143,998	149,359	147,404	148,182
Merit/Payroll Adjustment	-	709	-	-
Total Expenses	242,525	262,053	262,599	269,295
Fund Balance:				
Net Change in Fund	27,853	19,724	19,658	16,517
Beginning Balance	159,439	178,524	187,292	206,950
Ending Balance	187,292	198,248	206,950	223,467
<i>Minimum fund balance target:</i>				
25% of operating expenses				<u>67,324</u>
Unreserved fund balance				<u><u>156,143</u></u>

ENTERPRISE – RESOURCE RECOVERY

This fund accounts for the operation of a municipally owned Resource Recovery Plant that provides service to 12 communities and several governmental organizations on a contractual basis. The member organizations contribute a per capita fee. The transfer from the General Fund is the Ames share of the per capita.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Commercial Accounts	1,934,706	2,300,000	2,300,000	2,450,240
Iowa State University	266,826	270,000	270,000	282,000
Other Contracts	14,141	23,040	15,621	15,040
Public Fees	65,664	63,500	61,000	63,000
Per Capita Revenue	264,355	264,355	264,355	264,355
Electric RDF Revenue	653,083	792,000	792,000	805,645
Sale of Metals	93,446	130,000	79,396	85,000
IDNR Waste Diversion Grant	-	-	20,000	-
Interest Revenue	29,100	20,000	20,000	20,000
Miscellaneous Revenue	4,131	2,000	2,000	2,000
Total Before Transfers	3,325,452	3,864,895	3,824,372	3,987,280
Transfers:				
General Fund (Ames Per Capita)	452,862	452,862	452,862	452,862
Total Revenues	3,778,314	4,317,757	4,277,234	4,440,142

Expenses:

Operations:

Public Works Administration	86,035	120,126	110,656	124,070
Resource Recovery Operations	2,414,107	2,801,535	2,709,564	2,814,742
Reject Disposal	967,639	1,061,250	1,061,250	1,122,750
Yard Waste Management	32,067	34,300	34,300	35,450
Landfill Monitoring	14,209	18,544	23,044	18,044
Waste Diversion Study	-	-	25,000	-
City Council/Sustainability	6,250	6,250	6,250	6,250
Public Relations	18,235	19,236	19,221	20,059
Financial Services	138,525	143,027	146,647	153,679
Purchasing Services	29,709	31,342	30,554	32,375
Legal Services	15,476	16,485	20,677	19,296
Human Resources	12,092	15,273	15,037	16,486
Facilities	3,633	4,143	4,152	4,269
Merit/Payroll Adjustment	-	2,588	-	-
Total Operations	3,737,977	4,274,099	4,206,352	4,367,470

ENTERPRISE – RESOURCE RECOVERY, continued

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
<i>CIP:</i>				
Resource Recovery	395,895	554,600	680,632	420,350
<i>Total Before Transfers</i>	4,133,872	4,828,699	4,886,984	4,787,820
<i>Transfers:</i>				
Debt Service	163,987	166,387	166,387	163,688
<i>Total Expenses</i>	4,297,859	4,995,086	5,053,371	4,951,508
<i>Fund Balance:</i>				
Net Change in Fund	(519,545)	(677,329)	(776,137)	(511,366)
Beginning Balance	3,208,079	2,186,344	2,688,534	1,912,397
<i>Ending Balance</i>	2,688,534	1,509,015	1,912,397	1,401,031
<i>Minimum fund balance target:</i>				
10% of operating expenses				436,747
Unreserved fund balance				964,284

DEBT SERVICE

This fund accounts for payment of principal and interest on general obligation bonds. Iowa State University participates in the repayment of bonds issued to fund Fire capital acquisitions. The available fund balance will be used to reduce future debt service.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Property Taxes	8,529,144	8,897,683	8,897,683	9,121,325
Excise Tax	21,381	18,160	18,160	22,309
State Replacement Tax	341,170	341,400	320,004	320,004
Iowa State University	14,962	15,030	15,030	13,076
Interest Revenue	43,487	30,000	30,000	30,000
Bond Proceeds	5,150,000	-	3,050,000	-
Miscellaneous Revenue	436,214	-	271,290	-
Total Before Transfers	14,536,358	9,302,273	12,602,167	9,506,714
Transfers:				
General Fund (Airport Terminal)	42,250	66,169	-	70,979
TIF/South Bell	117,960	118,076	118,076	119,160
TIF/ISU Research Park	72,763	305,200	305,200	305,200
Special Assessments	451,495	457,082	457,082	489,335
G.O. Bonds	109,036	-	518,321	-
Water Utility Fund	389,503	465,516	427,643	437,179
Sewer Utility Fund	200,196	406,034	386,828	386,249
Resource Recovery	163,987	166,387	166,387	163,688
Total Transfers	1,547,190	1,984,464	2,379,537	1,971,790
Total Revenues	16,083,548	11,286,737	14,981,704	11,478,504
Expenses:				
Debt Service:				
G.O. Bond Principal	13,730,000	9,012,834	12,245,000	9,464,945
G.O. Bond Interest	2,162,243	2,353,903	2,277,272	2,333,559
G.O. Bond Costs	12,300	-	17,465	-
Total Expenses	15,904,543	11,366,737	14,539,737	11,798,504
Fund Balance:				
Net Change in Fund	179,005	(80,000)	441,967	(320,000)
Beginning Balance	594,467	641,081	773,472	1,215,439
Ending Balance	773,472	561,081	1,215,439	895,439

INTERNAL SERVICES – FLEET SERVICES

This fund accounts for maintenance and purchase of City-owned equipment. Shop Operations provides service to City departments (excluding Transit). The fund balance represents the accumulation of interest earnings used for capital projects at the shop location.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Fleet Maintenance Charges	1,837,629	2,077,589	2,047,979	2,123,531
Maintenance Facility Charges	48,846	57,527	57,253	57,961
Motor Pool Charges	67,132	65,000	65,000	65,000
Miscellaneous Revenue	95	-	-	-
Total Revenues	1,953,702	2,200,116	2,170,232	2,246,492
Expenses:				
Internal Services:				
Fleet Administration	442,928	469,608	462,745	486,112
Fleet Maintenance	1,337,666	1,556,776	1,532,035	1,602,857
Fleet Maintenance Facility	97,695	115,129	114,504	115,923
Motor Pool Operations	31,713	41,521	41,521	41,600
Merit/Payroll Adjustment	-	2,922	-	-
Total Expenses	1,910,002	2,185,956	2,150,805	2,246,492
Fund Balance:				
Net Change in Fund	43,700	14,160	19,427	-
Beginning Balance	306,094	346,430	349,794	369,221
Ending Balance	349,794	360,590	369,221	369,221

INTERNAL SERVICES – FLEET RESERVE

This fund accounts for the accumulation of funds for use in the replacement of City of Ames fleet vehicles and related equipment. This fund allows operating departments to accumulate funds to replace vehicles and equipment over the useful life of that equipment.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Fleet Replacement Funds	1,788,590	1,670,862	1,777,761	1,724,495
Sale of Equipment	273,276	180,000	400,000	200,000
Interest Revenue	93,117	45,000	60,000	60,000
Miscellaneous Revenue	594	-	-	-
Total Before Transfers	2,155,577	1,895,862	2,237,761	1,984,495
Transfers:				
Road Use Tax	20	33,750	68,861	-
Water Utility Fund	20	33,750	68,860	-
Sewer Utility Fund	20	33,750	68,860	-
Total Transfers	60	101,250	206,581	-
Total Revenues	2,155,637	1,997,112	2,444,342	1,984,495
Expenses:				
Internal Services:				
Fleet Acquisitions	1,951,513	987,300	2,428,595	1,038,600
Fleet Disposal	13,782	-	-	-
Total Internal Services	1,965,295	987,300	2,428,595	1,038,600
CIP:				
Fleet Facility Improvements	79	135,000	275,442	-
Total Before Transfers	1,965,374	1,122,300	2,704,037	1,038,600
Transfers:				
Technology Replacement	8,272	-	-	-
Electric Utility Fund	-	-	361,000	-
Total Transfers	8,272	-	361,000	-
Total Expenses	1,973,646	1,122,300	3,065,037	1,038,600
Fund Balance:				
Net Change in Fund	181,991	874,812	(620,695)	945,895
Beginning Balance	8,215,318	6,231,684	8,397,309	7,776,614
Ending Balance	8,397,309	7,106,496	7,776,614	8,722,509

INTERNAL SERVICES – INFORMATION TECHNOLOGY

Information Technology accounts for all information technology and communication services provided to City departments.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Data Charges	1,517,599	1,555,305	1,545,834	1,573,850
Communications Charges	227,512	229,583	234,019	240,667
Miscellaneous Revenue	410	-	-	-
Total Revenues	1,745,521	1,784,888	1,779,853	1,814,517
Expenses:				
Internal Services:				
Data Processing	1,518,009	1,559,444	1,545,834	1,573,850
Phone Operations	227,512	229,583	234,019	240,667
Merit/Payroll Adjustment	-	8,247	-	-
Total Expenses	1,745,521	1,797,274	1,779,853	1,814,517
Fund Balance:				
Net Change in Fund	-	(12,386)	-	-
Beginning Balance	147,539	147,535	147,539	147,539
Ending Balance	147,539	135,149	147,539	147,539

INTERNAL SERVICES – TECHNOLOGY RESERVE

This fund accounts for the accumulation of funds for use in the replacement of City of Ames computers and related Information Technology equipment. This fund allows operating departments to accumulate funds to replace Information Technology equipment over the useful life of the equipment.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Technology Replacement Funds	435,274	324,500	347,356	360,585
Interest Revenue	29,401	18,200	20,000	20,000
Miscellaneous Revenue	-	-	-	-
Total Before Transfers	464,675	342,700	367,356	380,585
Transfers:				
General Fund	50,000	-	-	-
Fleet Reserve	8,272	-	-	-
Total Transfers	58,272	-	-	-
Total Revenues	522,947	342,700	367,356	380,585
Expenses:				
Internal Services:				
Technology Replacement	226,430	292,364	562,194	413,579
IT Technology Replacement	167,600	142,680	338,911	91,168
Phone System	76,456	36,644	484,868	30,821
Total Expenses	470,486	471,688	1,385,973	535,568
Fund Balance:				
Net Change in Fund	52,461	(128,988)	(1,018,617)	(154,983)
Beginning Balance	2,877,116	2,312,966	2,929,577	1,910,960
Ending Balance	2,929,577	2,183,978	1,910,960	1,755,977

INTERNAL SERVICES – SHARED COMMUNICATION SYSTEM

This fund accounts for the communication system that the City shares with Iowa State University, Story County, and the E911 system.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Iowa State University	43,158	53,923	57,974	61,302
Story County	51,028	53,923	57,974	61,302
E911 Board	28,750	38,020	39,081	39,081
Ames Police Department	50,896	53,922	57,974	61,304
Ames Fire Department	2,700	2,835	2,781	2,781
Total Revenues	176,532	202,623	215,784	225,770
Expenses:				
Internal Services:				
Shared Communication System	176,532	202,623	215,784	225,770
Total Expenses	176,532	202,623	215,784	225,770
Fund Balance:				
Net Change in Fund	-	-	-	-
Beginning Balance	-	-	-	-
Ending Balance	-	-	-	-

INTERNAL SERVICES – RISK MANAGEMENT

This fund accounts for payment of insurance premiums for Workers' Compensation, comprehensive liability and other insurance covered by the Risk Management Program. Loss prevention is also included in the program. The fund balance includes the required reserves plus an accrual calculation for unreported claims.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Departmental Charges	2,324,294	2,509,235	2,438,306	2,617,801
Interest Revenue	6,536	5,800	6,000	6,000
Miscellaneous Revenue	150	-	-	-
Total Revenues	2,330,980	2,515,035	2,444,306	2,623,801

Expenses:				
Internal Services:				
Risk Administration	124,207	149,250	115,229	149,917
Liability Insurance	169,938	231,435	264,037	279,879
Liability Claims	256,711	75,000	150,000	150,000
Automobile Insurance	59,143	62,100	65,637	69,575
Transit Insurance	183,466	192,639	203,779	216,006
Property Insurance	712,427	775,991	701,482	781,609
Professional Liability Insurance	31,206	32,766	33,313	35,312
Police Professional Insurance	30,799	32,339	33,652	35,671
Internal Safety Training	128,300	133,980	138,116	144,695
Workers Compensation	522,698	716,795	714,599	724,559
Merit/Payroll Adjustment	-	1,177	-	-
Total Expenses	2,218,895	2,403,472	2,419,844	2,587,223

Fund Balance:				
Net Change in Fund	112,085	111,563	24,462	36,578
Beginning Balance	1,605,180	1,579,235	1,717,265	1,741,727
Ending Balance	1,717,265	1,690,798	1,741,727	1,778,305

<i>Minimum fund balance target:</i>	
Reserved for deductibles and retained risk	<u>1,000,000</u>
Unreserved fund balance	<u>778,305</u>

INTERNAL SERVICES – HEALTH INSURANCE

This fund accounts for City and employee contributions for the City's health benefits plan. The City began self-insurance in July 2000. The reserve for post employment health care benefits reflects the City's liability for funding post employment health care benefits.

	2015/16 Actual	2016/17 Adopted	2016/17 Adjusted	2017/18 Mgr Rec
Revenues:				
Departmental Contributions	6,844,419	7,511,994	7,323,528	7,616,469
Employee Contributions	632,899	718,908	677,202	704,290
Retiree Contributions	321,161	316,641	343,642	357,388
City Assessor Contributions	86,698	89,458	92,767	96,478
COBRA Contributions	23,845	25,000	25,000	25,000
Medicare Supplement	19,129	30,000	15,000	15,000
Stop Loss Recoveries	154,087	-	-	-
Interest Revenue	40,874	20,000	20,000	20,000
Miscellaneous Revenue	34,505	-	-	-
Total Revenues	8,157,617	8,712,001	8,497,139	8,834,625
Expenses:				
Internal Services:				
Health Insurance Administration	53,973	70,323	54,205	79,886
Medical Claims	5,207,526	5,981,895	5,564,236	6,037,196
Dental Claims	366,175	358,421	361,738	363,547
Pharmacy Claims	1,201,348	1,554,457	1,393,029	1,615,914
Other Health Insurance	666,959	748,146	765,655	800,596
Health Promotion Program	172,101	273,286	273,906	279,027
Merit/Payroll Adjustment	-	1,197	-	-
Total Expenses	7,668,082	8,987,725	8,412,769	9,176,166
Fund Balance:				
Net Change in Fund	489,535	(275,724)	84,370	(341,541)
Beginning Balance	2,662,305	2,481,233	3,151,840	3,236,210
Ending Balance	3,151,840	2,205,509	3,236,210	2,894,669
Minimum fund balance target:				
Reserve for unsubmitted claims				867,957
Reserve for claims fluctuations				394,739
Reserve for post-employment health care				246,024
Unreserved fund balance				<u>1,385,949</u>

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