



CITY OF LEAVENWORTH
100 N. 5th Street
Leavenworth, Kansas 66048
www.lvks.org

CITY COMMISSION STUDY SESSION
COMMISSION CHAMBERS
TUESDAY, MARCH 19, 2019 7:00 P.M.

Welcome - Please turn off or silence all cell phones during the Study Session.

Meetings are televised everyday on Channel 2 at 7 p.m. and midnight

Study Session:

1. Quarterly Report from Leavenworth Unified School District No. 453 (pg. 2)
2. Presentation of Wastewater Rate Study (pg. 3)
3. Downtown Parking Discussion (pg. 48)
4. 10th Avenue Road Repair Project (pg. 51)
5. Police Department 2018 Annual Report (pg. 55)

STUDY SESSION POLICY REPORT
PRESENTATION BY
LEAVENWORTH UNIFIED SCHOOL DISTRICT NO. 453

MARCH 19, 2019

Prepared by:



Carla K. Williamson, CMC
City Clerk

Reviewed by:



Paul Kramer
City Manager

ISSUE:

Superintendent Mike Roth with Leavenworth Unified School District No. 453 will provide a quarterly update to the City Commission.

Policy Report
Presentation of Wastewater Rate Study
March 19, 2019

Prepared by:



Paul Kramer
City Manager

Subject:

The City contracted with Black in Veatch in 2017 to complete a Wastewater Rate Study. This type of study has been done for more than 25 years. The report addresses the wastewater operations in a comprehensive manner, and focuses on the following:

- Creating a five-year financial plan designed to allow the City to appropriately fund operating and capital needs.
- Reviewing and recommending changes to the wastewater rate structure, including a review of customer affordability considerations.
- Providing a full analysis of the wastewater program, from revenue, expenses, activities, reserves, future requirements, etc.

The report was finalized in May 2018 and will be presented by representatives from Black and Veatch.

ATTACHMENTS: 1) Draft of the Wastewater Rate Study; 2) Further options on rate change structures.

DRAFT

WASTEWATER RATE STUDY

B&V PROJECT NO. 197238

PREPARED FOR

City of Leavenworth, Kansas

11 MAY 2018

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Executive Summary

The City of Leavenworth (City) requested a comprehensive rate study for its wastewater utility to enhance and sustain the financial viability of the utility. This report presents the results of the study, including projected revenue requirements and proposed rates for retail wastewater service.

FINANCIAL PLAN

A five-year financial plan was developed for the fiscal years 2018 through 2022 (forecast period) based on an analysis of the City's existing rates for wastewater service. The financial plan evaluates the adequacy of projected revenues under existing rates in meeting the projected annual revenue requirements of the wastewater system and identified the magnitude of adjustments which may be necessary to the existing revenue levels during the study period. The financial planning process involves the projection of revenues under the existing wastewater rates, the projection of annual revenue requirements including reserves, the determination of annual revenue increases over the forecast period, and the preparation of a wastewater system financial plan that outlines the City's ability to appropriately fund operating and capital needs over the forecast period.

Directional, strategic, and policy guidelines related to the development of the proposed financial plan was obtained from City staff.

Projection of Revenue Under Existing Rates

- The City currently provides wastewater collection and treatment services to approximately 10,770 customers both inside and outside the City. The City has not experienced significant retail customer growth since 2014, and as a result, the number of wastewater customers is projected to increase approximately 0.5 percent annually based on projected growth in the Residential class. Based on this assumption, it is projected that the City will serve approximately 11,021 wastewater customers by 2022.
- The City's wastewater volumes are projected to increase from about 1,463,100 hundred cubic feet (Ccf) in 2018 to about 1,475,100 Ccf by 2022. This reflects an average growth rate of about 0.2 percent, primarily as a result of projected growth in the number of residential customers served.
- The City's current wastewater rates became effective December 1, 2017. These rates include a minimum charge and volume charges for use in excess of the minimum allowance. Outside City customers currently pay higher rates than inside City customers. Based on an analysis of residential water usage for the month of February, the average residential customer uses approximately 4.4 Ccf per month during the winter quarter. Black & Veatch recommends that the City lower the minimum wastewater service charge for residential customers without an established three-month winter average of water usage from 7 Ccf to 5 Ccf to reflect the average winter usage for residential customers.
- Revenue is currently derived principally from charges for wastewater service, with some revenue also obtains from fuel tax, anticipated sale of equipment or vehicles if applicable, and other miscellaneous revenue. Revenue from wastewater service, under present rates, is projected to decrease from \$4,220,400 in 2018 to \$4,145,300 in 2019 due to reducing the

minimum monthly charge for new residential customers and then increase to \$4,180,300 by 2022 based on projected growth in the customer base. Miscellaneous wastewater revenues are estimated to remain constant at \$1,300 throughout the study period.

Projection of Revenue Requirements

- Costs of service to be recovered from wastewater service charges includes system operation and maintenance expense, debt service on existing and proposed bonds, and expenditures for routine and major capital improvements met from annual revenues.
- Operation and maintenance expense include the annual expenses associated with wastewater treatment services, sewer pumping, sewer collection and transmission, billing, collection and accounting; and storm sewers. Total O&M expenses are projected to increase from \$3,551,700 in 2018 to \$3,875,100 in 2022. Included in O&M's Contractual Services is the wastewater's share of Leavenworth Waterworks billing charge. Based on the joint resolution between the City and Waterworks, which is an independent department and separate from the City of Leavenworth government, the projected costs related to billing customers are allocated to water, wastewater and refuse by the amount of revenue generated by each system. Based on industry trends, this methodology of allocating costs based on revenue generated by each system is not necessarily a reasonable basis of allocation, therefore, Black & Veatch recommends that the City work with Waterworks to revise the joint resolution to reflect a more equitable methodology for allocating the costs associated with billing wastewater and refuse customers.
- Existing outstanding debt service is anticipated to decrease slightly from \$893,600 in 2018 to \$773,100 in 2022.
- Major capital improvement expenditures for the five-year study period are estimated to total \$4,366,400 when adjusted for inflation. In addition to the projects identified in the CIP, the City would like to expand the inflow and infiltration (I/I) reduction program to reduce the amount of I/I that enters the system. Projected general obligation (GO) bond proceeds of \$5,000,000 are proposed for financing the expanded I/I reduction program.
- It is anticipated that the City will need to begin planning and design of a nutrient removal system by 2026 to meet more stringent nutrient removal guidelines. Based on a 2010 study, the project costs were estimated at \$56,000,000 to \$68,000,000. The next Nutrient Pollutant Discharge Elimination System (NPDES) permit that will be issued in 2023 will indicate whether this new facility will be required to be in operation by 2028.
- Based on the City's Budgetary Reserve Policy, the wastewater utility should maintain the equivalent of two months of O&M expenses in an Emergency Reserve Fund. Black & Veatch estimates that the utility will have about 3 days of O&M expenses in reserve at the end of 2018 but will reach the 60 days policy requirement by 2021 if the City adopts the recommended annual revenue increases.

Projection of Revenue Increases

- As illustrated in Table 8 on page 17 of this report, it is anticipated that the projected capital program requirements (excluding the expanded I/I reduction program) and estimates of future operating expense of the wastewater utility during the 2018-2022 study period examined can be financed with a revenue increase of 50 percent effective December 1, 2018. It is proposed that the City consider implementing a separate fee to fund the debt service associated with the wastewater utility's I/I reduction program.

PROPOSED WASTEWATER RATES

- In developing an equitable rate structure, a comprehensive cost of service study is typically conducted to allocate the costs of service to the functional cost components and determine the unit costs for each functional cost component by dividing the allocated costs by the units of service. Customer data is necessary for each rate component and customer type to perform this analysis. Leavenworth Waterworks was not able to provide the level of detailed customer data necessary for this comprehensive analysis, however, we have developed suggestions to help support future rate updates, as discussed on page 19 of this report.
- Table 1 provides a summary of the existing and proposed wastewater rates for both customers inside and outside the City to be effective December 1, 2018. The proposed Sewer User Charges will recover the revenue necessary to fund the proposed revenue requirements summarized in Table 9 on page 18 of this report. The proposed I/I Program Charge will fund the debt service associated with the wastewater utility's I/I reduction program.

Table 1 Wastewater Rates (Existing and Proposed)

Meter Size	Existing			Cost of Service Increase Effective December 1, 2018		
	User Charge Portion	Capital Charge Portion	Total User Charge	Sewer User Charges (a)	I/I Program Charge	Total User Charge
User Charge - \$/Month						
All Meter Sizes	6.11	4.43	10.54	10.79	3.04	13.83
New Residential Users:						
Minimum Monthly Charge (incl. 7 units)	16.82	11.64	28.46			
Minimum Monthly Charge (incl. 5 units)				29.48	4.24	33.72
Volume Charge - \$/Ccf						
0-2 CCF	0.00	0.00	0.00	0.00	0.00	0.00
3-15 CCF	2.14	1.44	3.58	6.23	0.40	6.63
16-300 CCF	1.70	0.83	2.53	4.40	0.28	4.68
300+ CCF	1.50	0.54	2.04	3.55	0.23	3.78
User Charge - \$/Month						
All Meter Sizes	6.11	5.56	11.67	11.95	3.37	15.32
Volume Charge - \$/Ccf						
0-2 CCF	0.00	0.00	0.00	0.00	0.00	0.00
3-15 CCF	2.14	1.63	3.77	6.56	0.42	6.98
16-300 CCF	1.70	0.95	2.65	4.61	0.29	4.90
300+ CCF	1.50	0.61	2.11	3.67	0.24	3.91

(a) Reflects 50 percent increase over existing Total User Charge.

- Although the summary of proposed revenue adjustments in Table 1 reflects no anticipated revenue increases after 2020, it is recommended that the City review and update the projected summary of financial operations every two to three years. This will provide the City with an update of customer growth trends, projected O&M expenses, and the timing and costs of proposed capital projects, including the construction of a nutrient removal system at the wastewater treatment plant. In addition, when Waterworks can provide more detailed customer billing data, the existing rate structure can be evaluated for cost recovery equitability.

CUSTOMER AFFORDABILITY

Based on our review, we have identified the following recommendations in addressing affordability concerns for customers who pay a wastewater bill for the City's consideration:

- Once the utility is on sound financial footing by implementing the indicated necessary rate increase for 2019, the City should update the financial plan on a regular basis and implement small, annual rate increases, as required, to minimize impact on customers and allow customers to adjust budgets to avoid the potential for increased delinquencies.
- The City's elderly population is growing, and could reasonably be expected to continue to increase in the foreseeable future. Assuming no change in the income distribution of senior households, the cost of the current Senior Rebate program will continue to increase, which will in turn, increase the burden on all other customers. It is reasonable to expect that all customers should pay at least a small portion of their total cost of service, and as such, the City may wish to consider changing the Senior Rebate program to perhaps provide a 100% rebate on the minimum charge, but require participants to pay volume charges (the City could consider rebating a portion of the volume charge depending on policy considerations, or phase in to having customers pay the full volume charge over a period of 3-5 years).
- Currently, the City does not offer assistance to low income customers who are not senior citizens. The City may wish to consider a program that would provide some type of assistance; however, we do not recommend that the current Senior Rebate program be expanded to all low-income customers at this time, due to the cost (revenue loss) that would impact the utility's financial condition. Rather than implement an on-going "rebate" type program, the City could consider a "Hardship" or "Temporary Assistance" program. This type of program provides one-time assistance to a customer with demonstrated circumstances, such as a health emergency, change in employment or income, change in family or marital status, or other unforeseen documented expenses. Utilities normally partner with another agency to administer the program and normally, the utility will have a fixed budget and provide assistance (through a third-party administrator such as the Salvation Army) on a first come, first served basis while budget is available. Customers can utilize the program once every rolling 12-month period, and meet other criteria, such as having not more than one late or missed payment in the past 12-month period. Utilities in Kansas with such a program include Johnson County Wastewater, Water One, Topeka, Wichita, Kansas City Board of Public Utilities as well as Kansas City, Missouri.

- The City currently includes a 2 Ccf volume allowance in the minimum monthly charge. The City may consider eliminating the minimum allowance to provide relief for very low wastewater volume customers which could also help affordability issues for elderly customers who don't participate in the Senior Rebate Program, particularly those who are on a fixed income but just outside of the eligibility criteria.

Introduction

The City owns and operates a wastewater system that serves customers within the City limits as well as outside the City. The City is also charged with the responsibility of financing, developing and operating the wastewater activities for the City.

The costs of proposed wastewater systems' capital improvements, anticipated increases in operation and maintenance expenses, and other financial obligations are anticipated to exceed the utility's current financial capabilities under existing rates. To provide a plan to meet the anticipated financial obligations of the wastewater utility on a sound and equitable customer basis, the City authorized this comprehensive study of revenue requirements and rates for the utility.

OBJECTIVES

The purpose of this report is: (1) project and examine the future operating and capital financing requirements of the utility, (2) determine the adequacy of existing rates to recover the requirements; and (3) recommend revenue adjustments for rates and charges of the wastewater utility to enable revenue sufficiency and financial viability. In addition, the City requested evaluations of the senior rebate program for effectiveness and the service charge for new customer accounts. Finally, the City wished to examine the impacts of the proposed rate increases on low-income residential customers on an affordability basis.

SCOPE

This study addresses the City's above-stated objectives by designing a funding plan for the wastewater utility and proposes adequate rate increases to meet the revenue requirements of the system.

Revenue and revenue requirements are projected for the five fiscal years 2018 through 2022. The study of revenue requirements recognizes projected operation and maintenance expenses; capital improvement requirements met from revenues; principal, interest and any reserve fund payments on outstanding and proposed bond issues; expenditures for routine capital additions; and major capital improvements met from annual revenues.

Within the rate-making arena, two manuals provide industry-accepted approaches for developing cost allocations that serve as the basis for fair and equitable utility rates. For the water industry, the manual is the American Water Works Association (AWWA) *'Manual M-1: Principles of Water Rates, Fees, and Charges'* and for the wastewater industry, it is the Water Environment Federation (WEF) *'Financing and Charges for Wastewater Systems'*. The analyses summarized in this report reflect Black & Veatch's application of these principles.

GENERAL ASSUMPTIONS

The general assumptions used in the analyses of revenues, revenue requirements and rate recommendations are summarized below.

Revenue Assumptions

- Revenue projections use an annual growth rate of approximate 0.5 percent in the number of customers based on historical annual growth in the number of Residential customers.
- Projected billable wastewater flow uses historical annual average billable wastewater flow per customer by customer class. Use per account is expected to remain at current levels over the forecast period.
- Other non-operating revenues for the forecasted period are projected to remain constant.

Revenue Requirements Assumptions

Operation and Maintenance Expenses

- Projected Operation and Maintenance (O&M) expenses associated with the operation of the wastewater system use the escalation factors summarized in Table 2. Projected O&M expenses are escalated each year beginning in 2019.

Table 2 Escalation Factors

FACTOR	FORECAST PERIOD 2019 - 2022
Salary & Wages	3%
Employee Benefits	7%
Power	2%
Chemicals & Lab Supplies	1%
Fuel	2%
All Other	2%
Inflation factors based on historical increases in Producer Price Index for commodities and the Consumer Price Index as well as actual historical increases in the City's costs.	

Major Capital Improvements

- The proposed capital improvement program is based on the improvements identified in the 2017-2021 Capital Improvements Program (CIP) submitted to the Mayor and City Commission in November 2016.
- The projected costs are escalated 3 percent per year beginning in 2018.

Capital Improvement Financing Plan

- The wastewater system improvements will be funded through revenue recovered from wastewater user fees and a G.O. bond issue for the expanded I/I reduction program.

Operating Cash Flow

- At the beginning of 2018, based on information provided by the City, the wastewater system had a beginning balance of \$851,000 in unrestricted funds.
- Based on discussion with the City, the financial plan is designed to maintain an Emergency Reserve Fund balance of 60 days of annual O&M expenditures. The City anticipates achieving this goal by 2021.

In conducting our analysis and forming an opinion of the projection of future operations summarized in this report, Black & Veatch has made certain assumptions concerning conditions, events, and circumstances that may occur in the future. The methodology utilized by Black & Veatch in performing the analysis follows generally accepted practices for such projections. Such assumptions and methodologies are summarized in this report and are reasonable and appropriate for the purpose for which they are used. While Black & Veatch believes the assumptions are reasonable and the projection methodology valid, actual results may differ materially from those projected, as influenced by the conditions, events, and circumstances that actually occur.

Utility System Revenue

REVENUE FROM RATES

General

The City’s wastewater system generates revenue primarily from charges for sewer service. Other sources of revenue include revenue from the fuel tax and other miscellaneous charges.

Customers and Growth

The forecast of wastewater customer growth assumes approximately 0.5 percent growth annually beginning in 2017. The city currently provides wastewater service to approximately 10,000 residential accounts, which includes a minimal number of customers outside the City boundary, about 732 non-residential accounts and three wholesale customers. The wholesale customers include Fort Leavenworth, the VA Hospital, and the U.S. Penitentiary. Figure 1 summarizes historical and projected customer accounts. The total number of accounts is anticipated to grow from 10,820 in 2018 to approximately 11,021 in 2022.

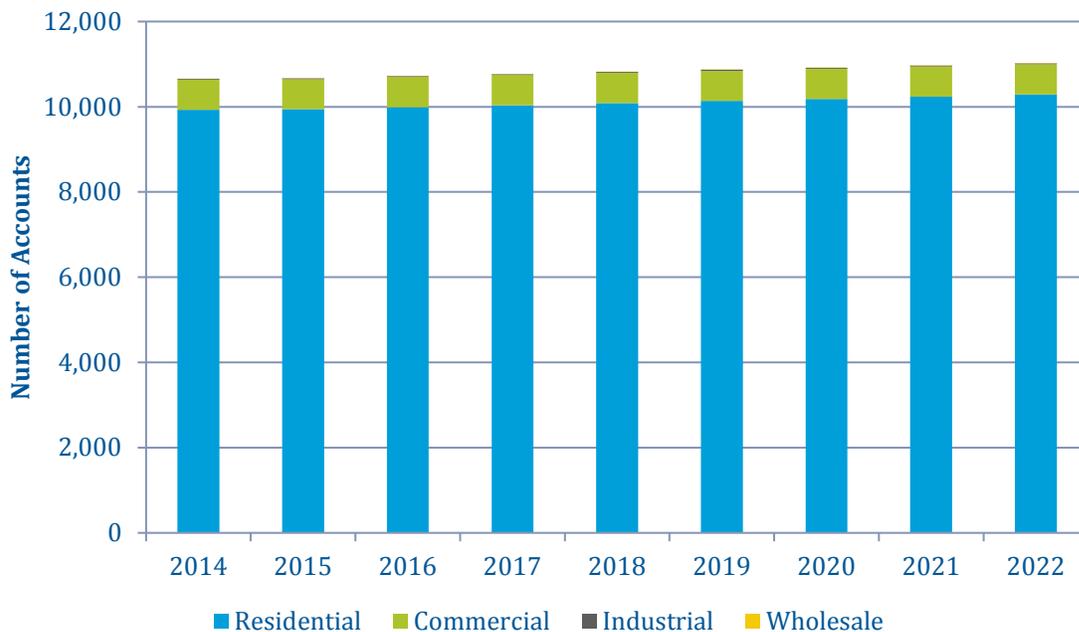


Figure 1 Historical and Projected Customer Accounts

Wastewater Volume

The average monthly consumption of water during the previous three-month period of January, February, and March serves as the basis for Residential wastewater service charges for the following 12 months beginning on July 1. Residential customers that do not have an established three-month winter average are charged based on 7 Ccf (hundred cubic feet) of wastewater billable flow until they establish a three-month average.

The previous 12 months of water usage ending on June 30 of the current year serves as the basis for Non-Residential billable wastewater flow. The average monthly consumption during this period serves as the basis for wastewater service charges for the following 12 months beginning on July 1. Non-Residential customers that do not have an established 12-month average are charged based on actual water consumption until they establish a 12-month average. In addition, non-residential customers have the option of requesting that their wastewater charge is based on their actual water usage, rather than the 12-month average.

In households across the United States, water usage is declining slowly but steadily due to numerous reasons such as new water-conserving appliances, changing demographics, changes in weather patterns, rate fatigue and an increased interest in sustainability and water conservation. Numerous studies conducted over the last 10 years indicate that there is a decline in household consumption at both the national and regional levels. A review of historical water for the retail customers indicates that billable wastewater flow has decreased approximately 1.4 percent from 2014 to 2017 and 0.3 percent from 2016 to 2017. Therefore, based on national trends and a review of historical water usage for the City’s wastewater customers, billable wastewater flow per customer is projected to remain constant.

Figure 2 summarizes the historical and projected billable wastewater flow over the forecast period. The projected volume of billable wastewater flow increases from about 1,463,100 Ccf in 2018 to about 1,475,100 Ccf in 2022 based on projected growth in the customer base.

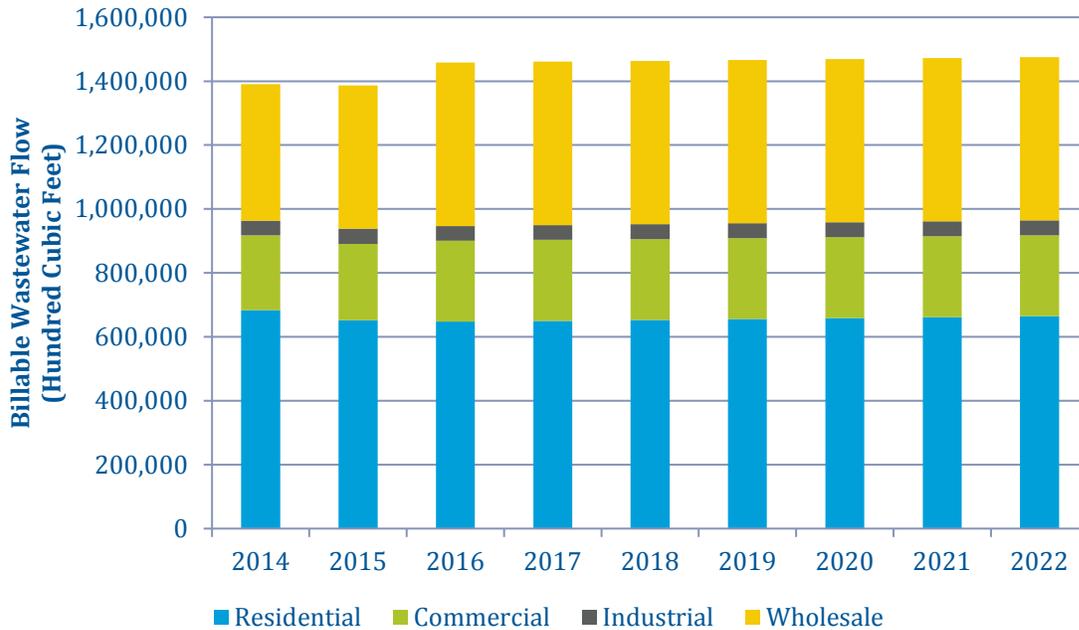


Figure 2 Historical and Projected Billable Wastewater Flow

As previously mentioned, Residential customers that do not have an established three-month winter average are charged based on 7Ccf (hundred cubic feet) of wastewater billable flow until

they establish a three-month average. As part of the study, the minimum charge for new residential customers was evaluated based on historical water usage patterns for the City’s residential customers. Table 3 presents a summary of the number of residential customers with usage less than or equal to 7 Ccf for the month of February in 2014 and 2017. This analysis indicates that not only was the average monthly usage below 5 Ccf in both 2014 and 2017, but also that the average monthly usage for February decreased slightly from 4.42 Ccf in 2017 compared to 4.67 Ccf 2014. In addition, the percentage of residential customers with usage equal to 5 Ccf or less increased from 67.8 percent in February of 2014 to 71.5 percent in February of 2017.

Table 3 Monthly Water Usage for Residential Customers

CCF	FEBRUARY 2014		FEBRUARY 2017	
	Number of Customer	Cumulative Count (a)	Number of Customers	Cumulative Count (a)
0	543	5.5%	529	5.3%
1	753	13.1%	868	14.1%
2	1,268	25.8%	1,383	28.0%
3	1,452	40.4%	1,579	43.9%
4	1,439	54.9%	1,497	59%
5	1,276	67.8%	1,237	71.5%
6	953	77.4%	887	80.4%
7	725	84.7%	619	86.6%
Average Monthly Usage (a)		4.67		4.42

(a) Reflects customers with usage less than 24 Ccf per month.

Based on this analysis, Black & Veatch recommends that the City lower the minimum wastewater service charge for residential customers without an established three-month winter average of water usage from 7 Ccf to 5 Ccf to reflect the average winter usage of residential customers.

Wastewater Revenue

The wastewater system derives revenues from a minimum monthly charge and a three-step declining volume block for retail customers. For these customers, the historical number of accounts and billable wastewater volume for all customer classes and the application of the existing rate schedules provide the principal basis for estimating future revenue. The three wholesale customers have entered into individual contracts with the City that specify how the calculation of their wastewater charges.

Based on data from the 2012 – 2016 American Community Survey (ACS), approximately 9.3 percent of households in Leavenworth have a tenure of about 1 year or less. Assuming that at any given time, 10 percent of residential accounts do not have an established three-month winter average,

lowering the usage for minimum monthly charge for new residential customers to 5 Ccf would result in a decrease in revenue of approximately \$87,500 per year.

Wastewater billings derived from existing rate schedules and contract provisions are projected to decrease from \$4,220,400 in 2018 to \$4,145,300 in 2019 due to reducing the minimum monthly charge for new residential customers and then increase to \$4,180,300 by 2022 based on projected growth in the customer base .

OTHER REVENUE

General

In addition to wastewater billings, other revenue sources to be considered consist of revenue from the fuel tax which is related to reimbursement for off-road diesel, anticipated sale of equipment or vehicles if applicable, and other miscellaneous revenue. Vehicles are generally trades in with new vehicles purchases, therefore, revenue from this source is negligible.

Other Revenue

Black & Veatch projects that other revenue will remain stable at \$1,300 from 2018 through 2022.

Table 4 presents a summary of revenue from existing rates and other revenues over the forecast period.

Table 4 Projected Revenue from Rates and Other Revenue

YEAR	REVENUE UNDER EXISTING RATES	OTHER REVENUE
2018	\$4,220,400	\$1,300
2019	4,145,300	1,300
2020	4,156,900	1,300
2021	4,168,600	1,300
2022	4,180,300	1,300

Revenue Requirements

OPERATIONS AND MAINTENANCE

General

The O&M expenses for the wastewater utility include the annual expenses associated with wastewater treatment services, sewer pumping, sewer collection and transmission, billing, collection and accounting; and storm sewers. These expenses include personnel costs (salaries and benefits), contractual services, and commodities.

Operating and Maintenance Expenses

The 2018 budget information provided by the City and an analysis of the current and anticipated operating conditions and trends serve as the basis for future O&M projections. Historically, O&M expenses have increased due to the combined effects of inflation and rising fuel, chemical, and energy prices. The projected wastewater utility's O&M expenses use the escalation factors presented in Table 2 of the Introduction. Total O&M expenses are projected to increase from \$3,551,700 in 2018 to \$3,875,100 in 2022.

Waterworks Billing Charge

Included in O&M's Contractual Services is the wastewater's share of Leavenworth Waterworks billing charge. Based on the joint resolution between the City and Waterworks, which is an independent department and separate from the City of Leavenworth government, the projected costs related to billing customers are allocated to water, wastewater and refuse based on the amount of revenue generated by each system. As a result, approved rate increases will increase wastewater's share of the billing charge and result in a larger allocation of the Waterworks costs. While the projection of operating and maintenance expense in this report includes the anticipated impact of proposed rate increases on wastewater's share of the billing charge, Black & Veatch notes that this methodology of allocating costs based on revenue generated by each system is not necessarily a reasonable basis of allocation. Within the industry, underlying cost drivers provide the basis for cost allocations, as explained in the Office of Management and Budget's (OMB) Circular A-87. The premise in OMB Circular A-87 is to identify the nexus between the cost driver and the resulting expense. For example, when allocating human resources (HR) administration and payroll costs, an appropriate unit measure would be the number of employees serviced. Therefore, an agency would allocate HR costs to each department based on their number of employees. Similarly, the cost driver behind utility billing costs is the number of bills generated each month; therefore, using the number of bills as the basis for cost allocation is reasonable and appropriate. Below are examples of how other utilities are allocating billing costs.

- Charleston Water System in South Carolina (CWS) provides water and wastewater service to the City of Charleston. The cost associated with billing expenses is allocated based on the number of water and wastewater bills. Each wastewater customer is also a water customer. Therefore, CWS allocates 50 percent of the wastewater bills to water and 50 percent to wastewater. The remaining water only customers are allocated 100 percent to water. The

net result of this methodology is that water customers receive 77 percent of the billing costs and wastewater customers receive 23 percent.

- Billing costs are split between Cincinnati Water Works (CWW) and the Metropolitan Sewer District (MSD) similarly to Charleston Water System. CWW's share of billing costs is 50 percent of the number of bills for water and sewer customers plus 100 percent of the bills for water only customers. The MSD's share is 50 percent of the number of bills for water and sewer customers plus 100 percent of the bills for sewer-only customers. As a result, CWW's cost allocation is approximately 57 percent of billing costs and MSD's portion is approximately 43 percent.
- In Wilmington, DE, the City allocates costs associated with Finance, Billing and Auditing on the proportion of water and sewer accounts. Using this approach, water customers pay 61 percent of total billing costs and sewer customers pay 39 percent.

Black & Veatch recommends that the City work with Waterworks to revise the joint resolution to reflect a more equitable methodology for allocating the costs associated with billing wastewater and refuse customers.

Routine Capital Outlay

Expenditures for routine capital additions include those costs that tend to be routinely incurred each year for normal replacement, extensions, and minor improvements. Since the costs of these improvements are a continuing expense to be met each year, the utility should finance these expenditures from current utility revenues. Capital outlay, based on the 2018 budget information, is projected to remain constant at approximately \$500,000 per year.

Table 5 summarizes total O&M expenses, including capital outlay, for the forecast period.

Table 5 Projected Operations and Maintenance Expense

YEAR	2018	2019	2020	2021	2022
Personal Services	\$1,157,300	\$1,208,000	\$1,261,000	\$1,317,100	\$1,376,000
Contractual Services	1,580,100	1,632,300	1,660,800	1,689,800	1,719,400
Commodities	261,500	266,000	270,500	275,100	279,700
Capital Outlay	552,800	500,000	500,000	500,000	500,000
Total O&M	\$3,551,700	\$3,606,300	\$3,692,300	\$3,782,000	\$3,875,100

DEBT SERVICE

Debt Service Requirements

The debt service costs for the wastewater utility consist of principal and interest payments related to the three outstanding revenue bond issues and one outstanding general obligation (GO) bond

issue. Table 6 summarizes the debt service obligations on outstanding debt over the forecast period.

Table 6 Existing Debt Service Obligations

YEAR	2018	2019	2020	2021	2022
Series 2011B	\$142,500				
Series 2012A	264,300	\$260,500	\$261,700	\$262,800	\$263,800
Series 2012B	167,800	176,200	174,100	171,700	174,000
Series 2014A	319,000	328,400	327,500	331,500	335,300q
Total Debt Service	\$893,600	\$765,100	\$763,300	\$766,000	\$773,100

CAPITAL IMPROVEMENT PROGRAM

General

The capital improvement program consists of repair, replacement and rehabilitation projects related to the wastewater system and is based on the improvements identified in the 2017-2022 Capital Improvement Program submitted to the City Commission in November 2016. The program consists of the following projects:

- Sewer Vector Truck Replacement – purchase of a second vector truck for \$397,903. The City anticipates purchasing this item using a three-year capital lease beginning in 2018.
- Sewer Dump Truck Replacement – purchase of the replacement of two dump trucks, one in 2018 and one in 2019 costing \$120,000 each.
- Software Maintenance – payments on the purchase of finance software and equipment of \$4,500 in 2018, \$6,000 in 2019 and \$2,300 in 2020.
- Sewer Line Rehabilitation – reconstruction of sewer lines throughout the City at a project cost of \$500,000 per year escalated at 1.5 percent per year beginning in 2019.
- Sewer Repairs – reconstruction of sewer lines throughout the City at a project cost of \$200,000 per year beginning in 2019.

The City currently spends approximately \$200,000 per year on sewer repairs related to the reduction of inflow and infiltration of ground water and wet weather runoff; however, the City would like to expand the I/I reduction program to \$1,000,000 per year by 2022. The financial impacts of implementing an expanded I/I reduction program is discussed in the Utility Revenue Adjustments and Proposed Rates section.

The City's wastewater system operates under a Nutrient Pollutant Discharge Elimination System (NPDES) permit which allows the system to discharge a specified amount of a pollutant into the Missouri River under certain conditions. The Kansas Department of Health and Environment

(KDHE) has previously indicated that major improvements to the wastewater treatment plant may be necessary to meet more stringent nutrient removal guidelines in the next 5-10 years. In the current permit, which will be up for renewal in 2023, KDHE does not mention a schedule to upgrade to nutrient removal, however, KDHE may push for the City to upgrade the existing plant for nutrient removal. In the 2010 Master Plan Update and Collection System Inflow and Infiltration (I&I) Assessment, nutrient removal treatment approaches were evaluated and a conceptual design of wastewater treatment facility was developed for the current site at a projected cost of \$56,000,000 to \$68,000,000. In 2023, when the new permit is issued, it is likely that KDHE will require the City to begin design of a nutrient removal system and have that facility in operation by the end of that permit cycle (2028). It is anticipated that planning and design of the facility would begin in 2025 or 2026, therefore, the projected costs associated with the nutrient removal system are not included in this study.

Capital Improvement Program Financing

Table 7 presents a summary of the capital improvement program financing plan. The total capital expenditures are \$4,366,400, excluding the expanded I/I reduction program, and the City anticipates fully funding the program from user fee revenues.

Table 7 Capital Improvement Program Financing Plan

DESCRIPTION	2018	2019	2020	2021	2022	TOTAL
Major Capital Improvements (a)	\$656,300	\$1,025,000	\$1,060,000	\$813,600	\$811,500	\$4,366,400
Cash Financing	-725,000	-1,000,000	-1,100,000	-800,000	-800,000	-4,425,000
Connection Fees	-5,000	-5,000	-5,000	-5,000	-5,000	-25,000
Interest Income	-200	-300	-400	-500	-400	-1,800
Balance	\$77,900	-\$19,700	\$45,400	\$92,100	\$194,900	\$386,600

(a) Includes 3 percent annual inflation beginning in 2018.

OTHER EXPENDITURES AND TRANSFERS

General

Other expenditures and transfers include costs incurred by the wastewater system in addition to the fulfillment of O&M expense and debt service obligations and includes funding of reserves and cash-funded capital. The City funds these costs from cash from operations and any other unrestricted sources of funds available to the utility.

Other Expenditures and Transfers

Based on the City's Budgetary Reserve Policy, the wastewater utility should maintain the equivalent of two months of O&M expenses in an Emergency Reserve Fund. Black & Veatch estimates that the utility will have about 3 days of O&M expenses in reserve at the end of 2018 but will reach the 60 days policy requirement by 2021 if the City adopts the recommended annual revenue increases.

Utility Revenue Adjustments and Proposed Rates

GENERAL

The analysis of revenue under existing rates and revenue requirements determined in the preceding sections of this report provide a basis for indicated revenue adjustments necessary to recover the costs of operating the wastewater utility. The proposed rate adjustments take into consideration the City’s stated objectives for the study, existing conditions, and the results of the analyses presented herein.

As previously identified, the objectives of the analysis performed in this study entail:

- (1) project and examine the future operating and capital financing requirements of the utility,
- (2) determine the adequacy of existing rates to recover the requirements and
- (3) recommend revenue adjustments for rates and charges of the sewer utility to enable revenue sufficiency and financial viability.

The wastewater user charges recommended herein, if approved, will be effective December 1, 2018.

OPERATING RESULTS UNDER PROPOSED RATES

Based on the projection of revenue under existing rates and revenue requirements, revenue increases are indicated during the study period. Table 8 shows the projection of revenues over the forecast period under the existing rates and under the proposed rates based on the proposed revenue adjustments. The proposed revenue increases will allow the City to fund projected O&M expense, debt service obligations, and the capital improvement program as shown in Tables 5, 6 and 7, respectively.

Table 8 Summary of Proposed Revenue Adjustments and Projected Revenue Under Proposed Rates

YEAR	REVENUE UNDER EXISTING RATES	PROPOSED REVENUE ADJUSTMENT	REVENUE UNDER PROPOSED RATES ^(a)
2018	\$4,220,400		\$4,220,400
2019	4,145,300	50%	5,614,000
2020	4,156,900	0%	5,631,000
2021	4,168,600	0%	5,648,200
2022	4,180,300	0%	5,665,200

(a) Proposed revenue adjustments are not applicable to wholesale customers with contracts with the City.

Table 9 presents the summary of financial operations for the wastewater utility and shows the projected revenues under the proposed revenue adjustments. The proposed revenue increases will enable to the utility to maintain 60 days of O&M expenses in the Emergency Reserve Fund by 2021 and fully fund the forecasted O&M expenses, existing debt service, and the capital improvement program, excluding the expanded I/I reduction program.

Table 9 Projected Operating Results under Proposed Rates

Line No.	Description	Fiscal Year Ending December 31,				
		2018	2019	2020	2021	2022
		\$	\$	\$	\$	\$
1	Total Revenue from Rates	4,220,400	5,614,000	5,631,000	5,648,200	5,665,200
2	Other Revenue	1,300	1,300	1,300	1,300	1,300
3	Interest Income	1,900	0	0	0	0
4	Total Revenue	4,223,600	5,615,300	5,632,300	5,649,500	5,666,500
5	Operation & Maintenance Expense	2,998,900	3,106,300	3,192,300	3,282,000	3,375,100
	Debt Service Requirements					
6	Existing Revenue/GO Bonds	893,600	765,100	763,300	766,000	773,100
7	Proposed Revenue/GO Bonds	0	0	0	0	0
8	Total Revenue/GO Bond Debt Service	893,600	765,100	763,300	766,000	773,100
9	Capital Outlay	552,800	500,000	500,000	500,000	500,000
10	Cash Financing of Capital Projects	725,000	1,000,000	1,100,000	900,000	1,000,000
11	Transfer to Operating Reserve	4,400	134,700	142,200	150,200	17,700
12	Total Revenue Requirements	5,174,700	5,506,100	5,697,800	5,598,200	5,665,900
13	Net Balance	(951,100)	109,200	(65,500)	51,300	600
14	Beginning Fund Balance (a)	851,000	(100,100)	9,100	(56,400)	(5,100)
15	End of Year Balance	(100,100)	9,100	(56,400)	(5,100)	(4,500)
	Emergency Reserve Fund					
16	Number of Days - Actual (b)	3	32	40	61	61
17	Number of Days - Target	15	30	45	60	60

(a) Beginning balance consists of the cash balance in Sewer Utility Fund less Accounts Payable, Accrued Interest, and Accrued Wages.

(b) Reflects cash balance shown on Line 15 and the balance in the Operating Reserve.

Expanded I/I Reduction Program Funding

As previously mentioned, the City would like to expand the I/I reduction program to \$1,000,000 per year by 2022. Reducing the amount of I/I in the system benefits all customers by reducing the amount of flooding that occurs in the City's streets and neighborhoods, and by reducing the amount of non-revenue water that flows to the wastewater treatment plant. To fund such a program, it is proposed that the City implement a separate I/I fee that would fund the capital costs associated with the wastewater utility's I/I reduction program. It is anticipated that the revenue generated from the separate fee would fund the debt service on a \$5,000,000 GO bond, based on a 10-year term at 3.5 percent annual interest. It is intended that the GO bond would be issued for the sole purpose of financing I/I reduction projects.

PROPOSED RATES

As indicated in Table 8, projected wastewater billings for 2019 that reflect an adjusted rate schedule should recover general sales revenues that exceed revenues recoverable under existing rates by 50 percent and allows the City to meet its 2019 operating, capital, and debt requirements. The proposed wastewater rates maintain the existing rate structure which includes minimum monthly charge and a volume charge per Ccf. The minimum monthly charge includes 2 Ccf of water consumption. The City bills all usage over 2 Ccf based on a three-step declining block rate. To fund

the expanded I/I reduction program, the proposed rate schedule includes a separate minimum monthly charge and volume charge to specifically fund the debt service associated with the I/I program.

In developing an equitable rate structure, a comprehensive cost of service study is typically conducted to allocate the costs of service to the functional cost components and determine the unit costs for each functional cost component by dividing the allocated costs by the units of service. Customer data is necessary for each rate component and customer type to perform this analysis. Leavenworth Waterworks was not able to provide the level of detailed customer data necessary for this comprehensive analysis, however, we have developed suggestions to help support future rate updates, as discussed in the box below.

Black & Veatch recommends that the City work with Waterworks to develop annual reports that will provide the City with the data necessary to update the rates on a routine basis. Data that should be readily available to the City should include the following components:

- *The number of customers, monthly water usage, and wastewater billed amount by customer class (residential, commercial, and industrial) and location (inside and outside the City) with the following details:*
 - *Separate data for residential customers with an established three-month history of water usage and new residential customers with no established history of water usage*
 - *Separate data for non-residential customers (commercial and industrial) with an established 12-month history of water usage and non-residential customers billed based on actual water usage*
- *Water consumption for each customer type (residential, commercial and industrial) by tiered rate block*

The minimum monthly charge is designed to recover costs associated with wastewater's share of customer billing, collection and accounting expenses which should vary in proportion to the number of customers served. Based on the wastewater utility's 2019 projected share of costs associated with billing and collection, the minimum monthly charge should increase from \$10.23 for all meter sizes inside the City, to \$10.79, which reflects an increase of approximately 2.4 percent. Revenue collected via the volume charge provides funds to address the wastewater utility's remaining revenue requirements. In order to fully recover the remaining revenue requirements, the volume charges are proposed to increase approximately 74 percent.

Table 10 provides a summary of the existing and proposed wastewater rates for both customers inside and outside the City to be effective December 1, 2018. The proposed Sewer User Charges will recover the revenue necessary to fund the proposed revenue requirements summarized in Table 8. The proposed I/I Program Charge will fund the debt service associated with the wastewater utility's I/I reduction program. The proposed charges are based on a \$5,000,000 GO bond based on a 10-year term at 3.5 percent annual interest.

Table 10 Wastewater Rates (Existing and Proposed)

Meter Size	Existing			Cost of Service Increase Effective December 1, 2018		
	User Charge Portion	Capital Charge Portion	Total User Charge	Sewer User Charges (a)	I/I Program Charge	Total User Charge
User Charge - \$/Month						
All Meter Sizes	6.11	4.43	10.54	10.79	3.04	13.83
New Residential Users:						
Minimum Monthly Charge (incl. 7 units)	16.82	11.64	28.46			
Minimum Monthly Charge (incl. 5 units)				29.48	4.24	33.72
Volume Charge - \$/Ccf						
0-2 CCF	0.00	0.00	0.00	0.00	0.00	0.00
3-15 CCF	2.14	1.44	3.58	6.23	0.40	6.63
16-300 CCF	1.70	0.83	2.53	4.40	0.28	4.68
300+ CCF	1.50	0.54	2.04	3.55	0.23	3.78
User Charge - \$/Month						
All Meter Sizes	6.11	5.56	11.67	11.95	3.37	15.32
Volume Charge - \$/Ccf						
0-2 CCF	0.00	0.00	0.00	0.00	0.00	0.00
3-15 CCF	2.14	1.63	3.77	6.56	0.42	6.98
16-300 CCF	1.70	0.95	2.65	4.61	0.29	4.90
300+ CCF	1.50	0.61	2.11	3.67	0.24	3.91

(a) Reflects 50 percent increase over existing Total User Charge.

TYPICAL MONTHLY BILL IMPACTS UNDER PROPOSED RATES

In proposing any rate adjustments, it is important to understand the impact on a typical customer's bill. Table 11 provides the typical monthly bill impact of the proposed rates for 2019 for customers inside the City at various levels of billable wastewater flow.

Table 11 Monthly Bill Impact for Residential Customers

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Billable Wastewater Ccf	Existing Rates \$	Proposed User Charge			Proposed User Charge PLUS I/I Program Charge		
		Amount \$	Increase \$	Increase %	Amount \$	Increase \$	Increase %
Residential							
0	10.54	10.79	0.25	2.4%	13.83	3.29	31.2%
3	14.12	17.02	2.90	20.5%	20.46	6.34	44.9%
5	21.28	29.48	8.20	38.5%	33.72	12.44	58.5%
7	28.44	41.94	13.50	47.5%	46.98	18.54	65.2%
10	39.18	60.63	21.45	54.7%	66.87	27.69	70.7%
15	57.08	91.78	34.70	60.8%	100.02	42.94	75.2%
New Residential (a)							
7	28.46	29.48	1.02	3.6%	33.72	5.26	18.5%
Commercial							
20	69.73	113.78	44.05	63.2%	123.42	53.69	77.0%
30	95.03	157.78	62.75	66.0%	170.22	75.19	79.1%
45	132.98	223.78	90.80	68.3%	240.42	107.44	80.8%
50	145.63	245.78	100.15	68.8%	263.82	118.19	81.2%
75	208.88	355.78	146.90	70.3%	380.82	171.94	82.3%
100	272.13	465.78	193.65	71.2%	497.82	225.69	82.9%
150	398.63	685.78	287.15	72.0%	731.82	333.19	83.6%
Industrial							
100	272.13	465.78	193.65	71.2%	497.82	225.69	82.9%
150	398.63	685.78	287.15	72.0%	731.82	333.19	83.6%
200	525.13	905.78	380.65	72.5%	965.82	440.69	83.9%
250	651.63	1,125.78	474.15	72.8%	1,199.82	548.19	84.1%
400	982.13	1,700.78	718.65	73.2%	1,811.82	829.69	84.5%
500	1,186.13	2,055.78	869.65	73.3%	2,189.82	1,003.69	84.6%

(a) Assumes 5 Ccf under Proposed User Charge and Proposed User Charge PLUS I/I Program Charge.

Future Rate Adjustments

Although the summary of proposed revenue adjustments in Table 8 reflects no anticipated revenue increases after 2020, Black & Veatch recommends that the City review and update the projected summary of financial operations every two to three years. This will provide the City with an update of customer growth trends, projected O&M expenses, and the timing and costs of proposed capital projects, including the addition of a nutrient removal system at the wastewater treatment plant. In addition, when Waterworks can provide more detailed customer billing data, the existing rate structure can be evaluated for cost recovery equitability.

Senior Rebate Program

The City of Leavenworth offers a Senior Rebate Program for primary occupants of households located in the City of Leavenworth who are 62 years old or older. Eligible applicants must have a gross household income less than the Senior Rebate Program income limits shown in Table 12. As shown in the graphic to the right, approximately 200 households qualify for the Senior Rebate Program and receive free monthly sewer and refuse service. The approximate value of free service provided through this program is \$73,000, allocated approximately 50/50 between sewer and refuse.

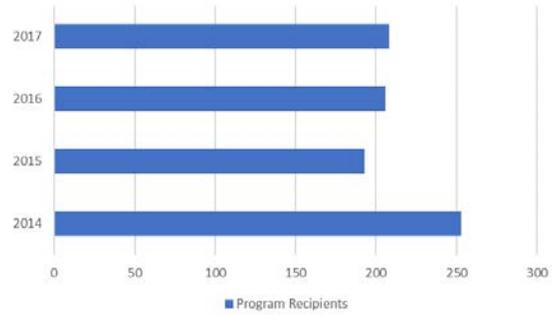


Table 12 Federal Poverty Guidelines and Leavenworth Senior Rebate Program Income Limits

PERSONS IN HOUSEHOLD	2018 FEDERAL POVERTY GUIDELINES	SENIOR REBATE PROGRAM	PERCENT OF 2018 FEDERAL GUIDELINES
1 Person	\$12,140	\$26,200	215%
2 Persons	\$16,460	\$29,950	182%
3 Persons	\$20,780	\$33,700	162%
4 Persons	\$25,100	\$37,400	149%

While the City’s assistance program for elderly customers is consistent in overall structure with programs offered by other utilities in the area, it is more generous than other programs by providing a 100 percent rebate to qualified residents. Each of the programs mentioned below provides aid for citizens with household income below 150 to 250 percent of the federal poverty guidelines. The City’s program falls within these ranges, and therefore, appears to be appropriate when compared to these other utilities.

The Metropolitan St. Louis Sewer District offers a customer assistance program for customers who qualify as low-income, elderly, and disabled. Low-Income customers are those with income limits less than **200 percent of the federal poverty guidelines**. Customers over 62 and/or disabled must earn less than **250 percent of the federal poverty guidelines**. Qualified customers receive a 50 percent rate reduction.

Kansas City Missouri Water Services Department provides a customer assistance program to low income customers. Customer’s with a total household income at or below **185 percent of the federal poverty guidelines** can qualify for the program. Qualified recipients receive a maximum of \$500 to use for water and sewer bills. Customers can only apply for the program and receive assistance once within a rolling 12-month period.

The City of Independence Missouri provides a rate assistance program for low income elderly or disabled residents. To qualify as low income, customers must have a maximum household income of no greater than **150 percent of the federal poverty guidelines**. Qualify recipients receive a 50 percent discount on their utility charges.

Customer Affordability

GENERAL

The cost of wastewater services provided by utilities, as reflected in wastewater bills to customers, can impose significant financial hardships on households, businesses, and the broader communities they serve. This burden is especially true where there are large-scale investments that wastewater utilities need to make that require significant rate increases. As part of this study, Black & Veatch examined the financial burden of the proposed revenue increases imposed on the community of Leavenworth. This section presents the results of the analysis. For this analysis, we used the 2012-2016 American Community Survey (ACS) as the primary source of socioeconomic data. Depending on the ACS table used, elderly are defined as either 60 years or older or 65 years or older.

MEDIAN HOUSEHOLD INCOME

The current weighted-average median household income (MHI) for the City of Leavenworth is estimated at \$55,702 (2016 USD). The City's MHI is slightly higher than an average MHI of \$53,571 for the State of Kansas and \$55,332 for the United States as a whole. Table 13 shows MHI for different household types for Leavenworth, the State of Kansas and the United States as a whole. As shown, elderly and renter-occupied households have lower income levels compared to owner-occupied households. However, Leavenworth's MHI is comparable to each category within the state and the United States, with elderly and renter-occupied MHI higher than both the state MHI and United States MHI. MHI for owner-occupied households in Leavenworth, however, is slightly lower than the state and 6.3 percent lower than for the United States as a whole.

Table 13 MHI by Household Type

HOUSEHOLD TYPE	LEAVENWORTH	STATE OF KANSAS	UNITED STATES
All households	\$55,702	\$53,571	\$55,322
Elderly households	42,304	39,678	40,135
Renter-occupied	47,585	32,780	35,192
Owner-occupied	66,139	67,823	70,586

Approximately 50.3 percent of households within Leavenworth are renter-occupied, compared to 33.7 percent for the State and 36.4 percent for the United States. While Leavenworth has significantly more renter-occupied households, it is uncertain what the extent of the impact of rate increases will have on this group, as some renters do not pay a water/wastewater bill directly, but instead, pay indirectly through their rent.

Approximately 26 percent of total households in Leavenworth include at least one elderly resident (age 60 and above), and the elderly population is growing. From 2010 to 2016, the number of Leavenworth residents age 60 years and older increased by approximately 15.6 percent, compared to an increase in the general population of 2.2 percent. While a larger percentage of elderly households own their own homes free and clear (almost 57 percent compared to 24 percent of non-elderly households in Leavenworth), this demographic group most often is living on fixed incomes,

and therefore, is of concern as utility rates increase. As such, the City’s existing Senior Rate Program will benefit the elderly that qualify based on their household income levels, but if participation in the Senior Rebate Program grows due to the increasing elderly population, this will be an expense to the City that will have to be borne by other customers.

In recent years, MHI within Leavenworth has been increasing. As shown in Figure 3, when adjusted to 2016 values, MHI increased from \$49,960 in 2009 to \$55,702 in 2016. Figure 3 also shows that MHI within the City has consistently been 2 to 4 percent lower than the MHI for the United States as a whole, except 2016, and has been between 1 percent lower and 4 percent higher than the MHI for the State of Kansas.

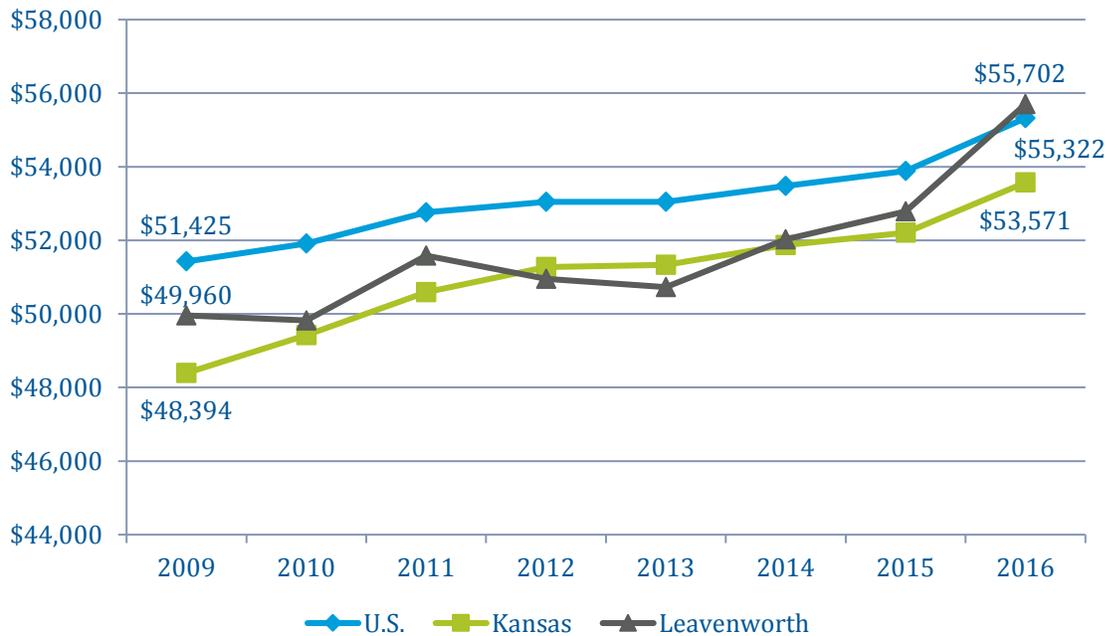


Figure 3 City of Leavenworth MHI, 2009-2016 (Adjusted to 2016 Dollars Using CPI)

In addition, as shown in Figure 4, before 2016, real household income within the City of Leavenworth has increased at a much slower rate than general inflation. For example, from 2009 to 2015, the Consumer Price Index (CPI) for the Midwest region of the United States increased by approximately 9.9 percent. Over this same period, real MHI within the City of Leavenworth increased by only approximately 5.7 percent. This reduction in purchasing power intensifies affordability issues for households in economic need.

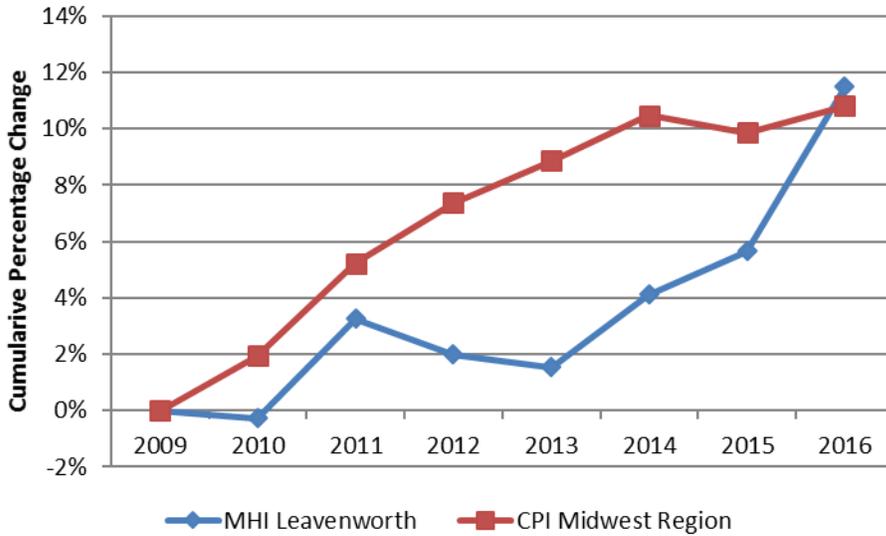


Figure 4 Comparison of Actual Growth in MHI versus CPI

INCOME DISTRIBUTION

In addition to focusing on the median household, it is important to evaluate potential effects on low-income households that may experience affordability issues. Such an analysis is particularly true for communities in which household incomes are more concentrated toward the lower end of the income spectrum. In these communities, a higher percentage of households will have difficulties paying for wastewater-related services compared to communities with a more equal and centrally clustered income distribution.

Table 14 confirms that there is a greater concentration of households in Leavenworth at the lowest income levels compared to the national average. As shown, the upper limit for the lowest quintile in the United States is \$22,558, meaning that the lowest 20 percent of households earn less than this amount. In the City of Leavenworth, the lowest 20 percent of households earn less than \$20,638 per year.

Table 14 Income Quintile Upper Limits

QUINTILE	LEAVENWORTH	STATE OF KANSAS	UNITED STATES
Lowest	\$20,638	\$23,557	\$22,558
Second	44,179	42,505	43,263
Third	69,795	66,236	69,767
Fourth	104,404	103,095	111,894
Top 5%	166,152	182,112	209,404

Figure 5 graphically shows that there is a slightly more concentrated grouping of income levels within the City of Leavenworth toward the lower end of the spectrum, compared to the State of

Kansas and the United States as a whole. For example, approximately 6.7 percent of households within the City of Leavenworth earn less than \$10,000 per year, while 24.1 percent earn less than \$25,000. These values compare to 6.3 percent and 21.4 percent, respectively, for the State of Kansas, and 7 percent and 22.3 percent, respectively, for all households in the United States.

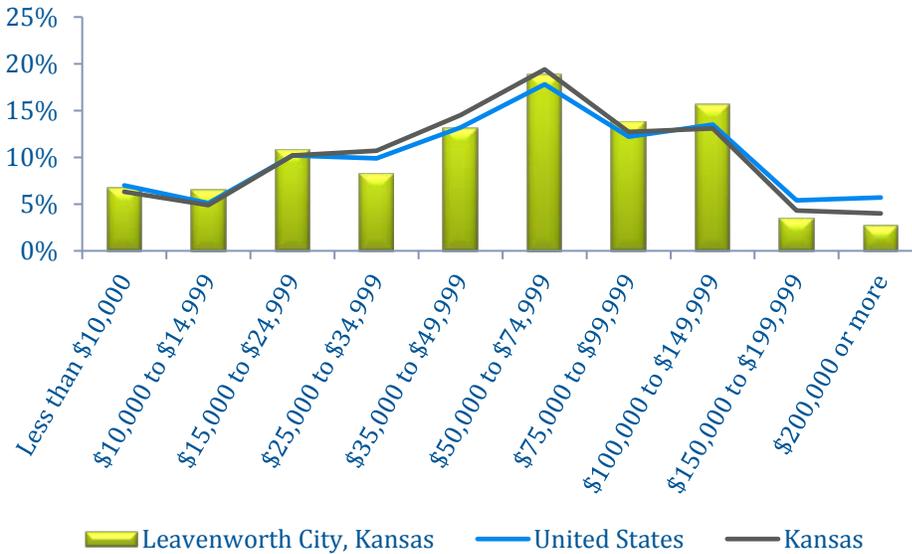


Figure 5 Income Distribution in the City of Columbus, the State of Kansas and the United States.

Evaluating income distribution across different household types can also help to identify vulnerable populations with the City of Leavenworth. For example, Figure 6 shows the income distribution for elderly households (i.e., the head of the household is 65 years or older) within the City of Leavenworth, compared to the income distribution for all households within the City. As shown, approximately 31 percent of elderly households in the City have a reported income of less than \$25,000, compared to 24 percent for all households within the City.

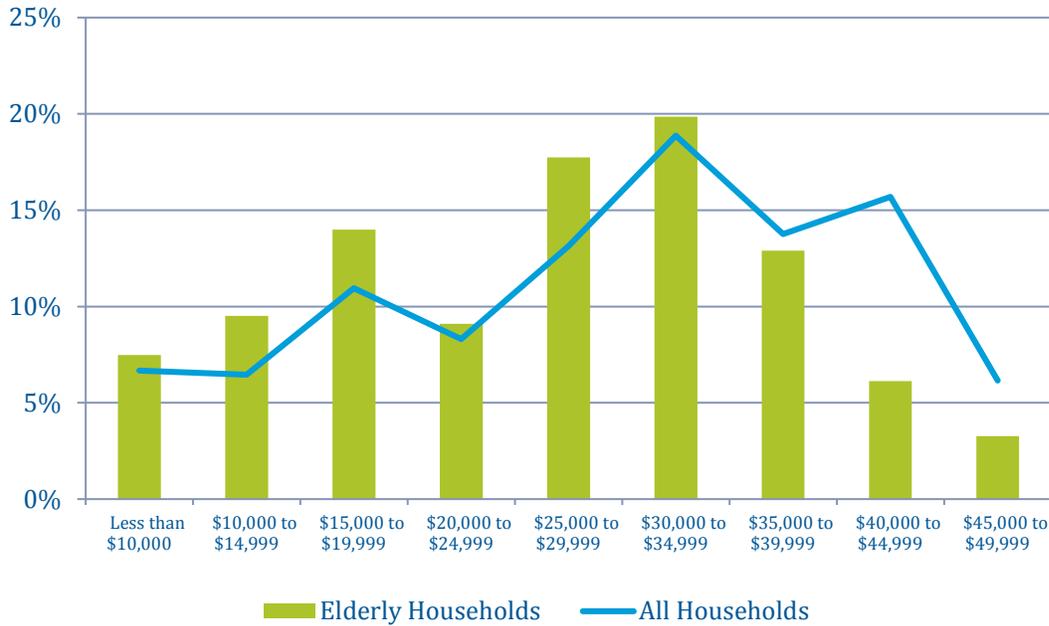


Figure 6 Income Distribution, Elderly Households in Leavenworth, All Households in Leavenworth

Another population of potentially vulnerable households includes renter-occupied households, which represent 50.3 percent of all households within the City of Leavenworth. Compared to owner-occupied households, renter-occupied households have much lower income levels. Figure 7 shows the income distribution for renter- and owner-occupied households with the City of Leavenworth, graphically demonstrating that there is a much higher percentage of renter-occupied households in the lower-income categories.

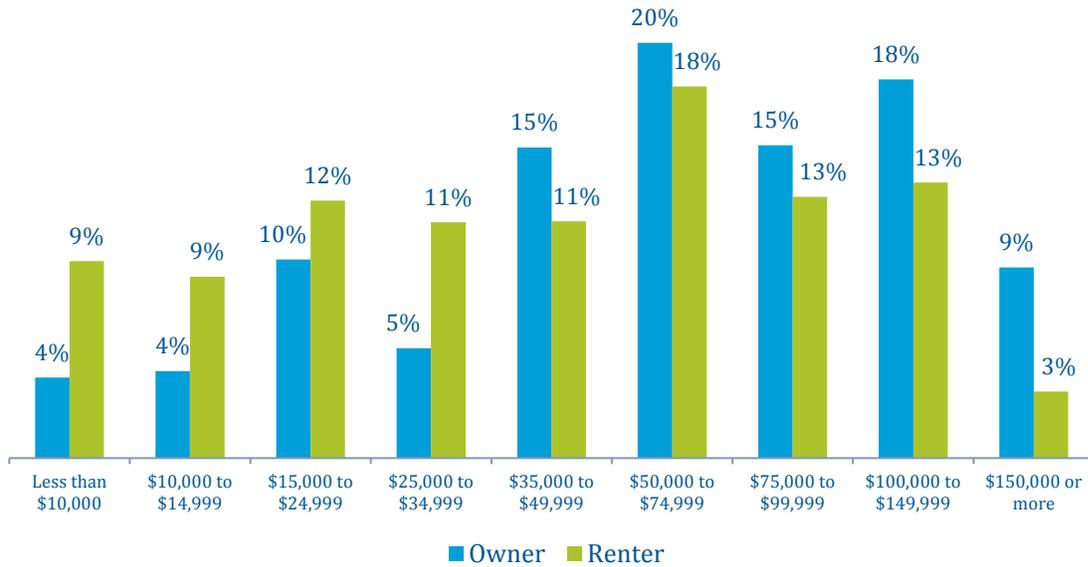


Figure 7 Income Distribution, Renter-Occupied Households and Owner-Occupied Households with the City of Leavenworth

POVERTY RATES

In 2016, 14.9 percent of the City’s residents – more than 4,870 people – were living below the federal poverty level, compared to a national poverty rate of 15.1 percent, and 13.3 percent for the State of Kansas. Figure 8 shows that poverty rates have been on the rise with the City of Leavenworth since 2012. In addition, the poverty rate within the City has been growing more rapidly than poverty at the national and state levels. Since 2012, the number of residents living below the federal poverty level increased 19 percent in the City of Leavenworth, compared to 2 percent in the State of Kansas and 4.6 percent in the United States.

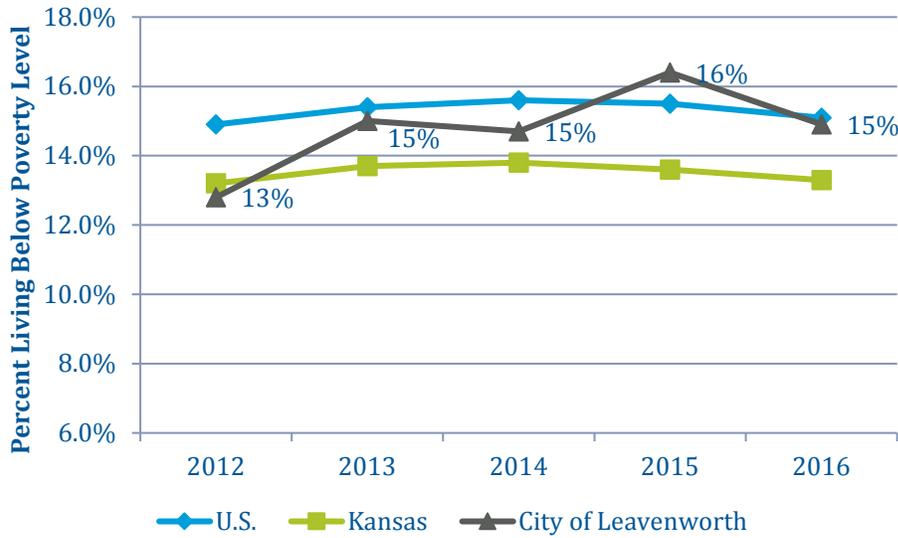


Figure 8 2012 - 2016 Poverty Rates, City of Leavenworth, Kansas, and the United States

In addition to overall poverty rates, it is important to evaluate populations that may be especially vulnerable, including the City’s elderly residents. Figure 9 shows the percentage of residents living below the federal poverty level in the United States, the State of Kansas, and the City of Leavenworth. As shown, the percentage of elderly residents (65 years or older) living in poverty is less than the overall average within the City. Although elderly households tend to have lower incomes compared to households City-wide, the percentage of elderly residents living below the federal poverty level is likely lower than the average for all residents because they typically have fewer people per household, and thus, the poverty income threshold is quite low for these households.

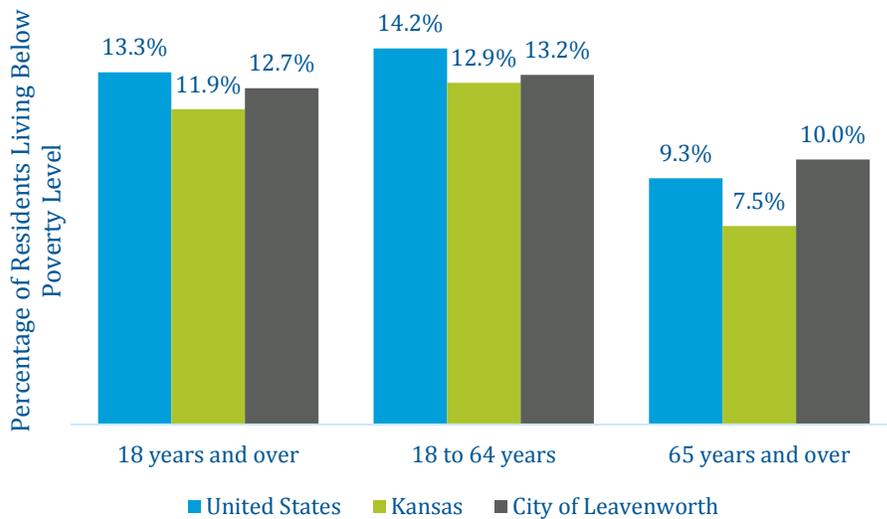


Figure 9 Percentage of Residents Living Below the Federal Poverty Level, United States, City of Leavenworth, and State of Kansas

FOOD STAMPS AND PUBLIC ASSISTANCE INCOME

The percentage of residents receiving public assistance income and food stamps provides an additional measure of households in economic need. From 2012 to 2016, approximately 2.5 percent of household in the City of Leavenworth received public assistance income while 11 percent received food stamps/SNAP (Supplemental Nutrition Assistance Program).

Table 15 Percentage of Households Receiving Public Assistance or Food Stamps

LOCATION	PERCENTAGE OF HOUSEHOLDS RECEIVING:	
	Public Assistance Income (%)	Food Stamps / SNAP (%)
United States	2.7%	13.0%
Kansas	1.9%	9.1%
City of Leavenworth	2.5%	11.4%

Table 15 shows the percentage of households receiving public assistance or food stamps within the City of Leavenworth. As a benchmark, the table also shows this information for the United States and the State of Kansas.

UNEMPLOYMENT

Based on data from the Bureau of Labor Statistics (BLS), in 2017, the annual average unemployment rate for the City of Leavenworth was 4.5 percent, compared to 3.6 percent for the State of Kansas and 4.4 percent for the United States as a whole. Because of the economic downturn, unemployment rates increased significantly between 2008 and 2010. However, in recent years unemployment rates have declined in the City of Leavenworth and are currently lower than pre-recession levels. They remain slightly higher than the State of Kansas. Figure 10 shows BLS unemployment rates for the City of Leavenworth, the State of Kansas and the United States as a whole from 2004 to 2017.

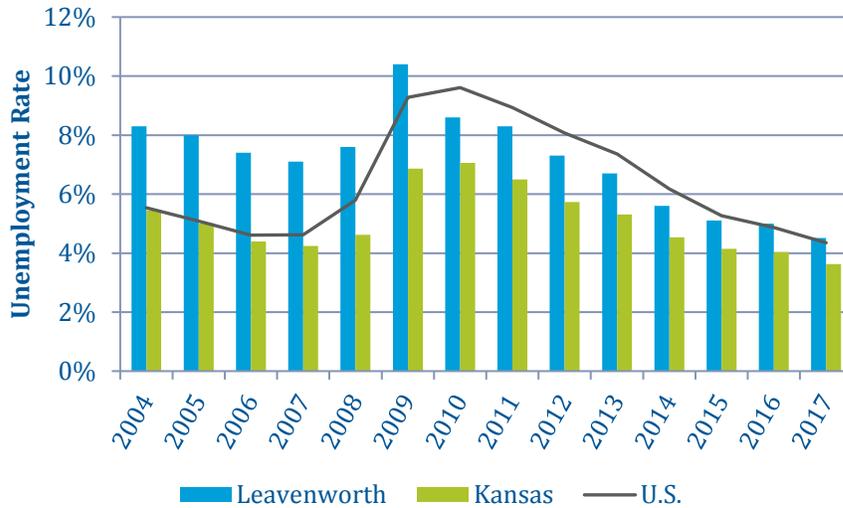


Figure 10 Historical Unemployment Rates, United States, State of Kansas, and City of Leavenworth

HOUSING BURDEN

The percentage of gross income that individuals spend on housing is known as the housing burden. Households with a high housing burden face greater affordability challenges because they have less money to spend on other non-discretionary items. Most government agencies consider housing costs of between 30 percent and 50 percent of household income to be a moderate burden when looking at affordability; costs greater than 50 percent of household income are a severe burden.

Table 16 shows that the majority of owner and renter households that earn less than \$35,000 per year pay at least 30 percent of their income for housing.

Table 16 Percent of Households in Leavenworth with Greater than 30 Percent Housing Burden

INCOME	OWNER-OCCUPIED	RENTER-OCCUPIED
Less than \$20,000	76.8%	92.2%
\$20,000 to \$34,999	37.2%	66.4%
\$35,000 to \$49,999	22.7%	7.9%
\$50,000 - \$74,999	15.4%	19.6%
\$75,000 or more	2.1%	0%

CONCLUSIONS AND RECOMMENDATIONS

The understanding of the socioeconomic characteristics of the City of Leavenworth is an important element of evaluating the affordability of current and projected rates, and helps inform the City to the potential impact of operating plans and long-term capital programs anticipated in future years. The City can use this information to determine the need for, and extent of, changes to the existing

Senior Rebate Program and/or potential new customer assistance programs that could help mitigate the impact of utility rates on vulnerable populations.

As discussed in this report, while the City of Leavenworth does have a diverse population as it relates to income, the City compares similarly to the State of Kansas and the United States as a whole in most categories. However, as discussed within this report, there are many households who are currently considered “housing burdened” due to more than 30 percent of income used for housing costs. As wastewater rates increase as required to fund necessary capital improvements and provide the level of service required, the increasing costs can be expected to place a higher burden on these customers. Therefore, it will be important for the City to update the wastewater utility financial plan on a regular basis to plan for, and implement, necessary rate increases in order to keep such increases lower, allowing customers to better adjust family budgets to pay the higher costs.

Not all low-income customers pay a wastewater bill directly. Low income households living in an apartment with a master meter likely pay for wastewater services indirectly through rent. These customers are very hard to reach through traditional assistance programs. Based on our review, Black & Veatch has identified the following recommendations in addressing affordability concerns for customers who pay a wastewater bill for the City’s consideration:

- Once the utility is on sound financial footing by implementing the indicated necessary rate increase for 2019, the City should update the financial plan on a regular basis and implement small, annual rate increases, as required, to minimize impact on customers and allow customers to adjust budgets to avoid the potential for increased delinquencies.
- The City’s elderly population is growing, and could reasonably be expected to continue to increase in the foreseeable future. Assuming no change in the income distribution of senior households, the cost of the current Senior Rebate program will continue to increase, which will in turn, increase the burden on all other customers. It is reasonable to expect that all customers should pay at least a small portion of their total cost of service, and as such, the City may wish to consider changing the Senior Rebate program to perhaps provide a 100% rebate on the minimum charge, but require participants to pay volume charges (the City could consider rebating a portion of the volume charge depending on policy considerations, or phase in to having customers pay the full volume charge over a period of 3-5 years).
- Currently, the City does not offer assistance to low income customers who are not senior citizens. The City may wish to consider a program that would provide some type of assistance; however, we do not recommend that the current Senior Rebate program be expanded to all low-income customers at this time, due to the cost (revenue loss) that would impact the utility’s financial condition. Rather than implement an on-going “rebate” type program, the City could consider a “Hardship” or “Temporary Assistance” program. This type of program provides one-time assistance to a customer with demonstrated circumstances, such as a health emergency, change in employment or income, change in family or marital status, or other unforeseen documented expenses. Utilities normally partner with another agency to administer the program and normally, the utility will have a fixed budget and provide assistance (through a third-party administrator such as the

Salvation Army) on a first come, first served basis while budget is available. Customers can utilize the program once every rolling 12-month period, and meet other criteria, such as having not more than one late or missed payment in the past 12-month period. Utilities in Kansas with such a program include Johnson County Wastewater, Water One, Topeka, Wichita, Kansas City Board of Public Utilities as well as Kansas City, Missouri.

- The City currently includes a 2 Ccf volume allowance in the minimum monthly charge. The City may consider eliminating the minimum allowance to provide relief for very low wastewater volume customers which could also help affordability issues for elderly customers who don't participate in the Senior Rebate Program, particularly those who are on a fixed income but just outside of the eligibility criteria.

Option 1 – Achieve 30 day reserve by 2022 and fully fund CIP

Description	2019	2020	2021	2022	2023	2024	2025	Total
Revenue Increase	40%	5%	0%	0%	0%	0%	0%	47%
Emergency Reserve (Days)	2	5	27	34	33	32	30	30
Funded CIP	\$1,025,000	\$1,060,000	\$813,600	\$811,500	\$835,800	\$860,900	\$1,013,400	\$6,420,200
Unfunded CIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Benefits:

- 30 day emergency reserve is achieved by 2022
- Capital Improvement Program is fully funded each year

Consequences:

- Significant revenue increase necessary in 2019

Option 2 – Limit Revenue Increases to 10%

Description	2019	2020	2021	2022	2023	2024	2025	Total
Revenue Increase	10%	10%	10%	10%	10%	10%	0%	77%
Emergency Reserve (Days)	8	15	20	31	32	30	31	31
Funded CIP	\$75,000	\$230,000	\$533,600	\$779,500	\$1,455,800	\$2,205,900	\$1,140,400	\$6,420,200
Unfunded CIP	\$950,000	\$830,000	\$280,000	\$32,000	-\$620,000	-\$1,345,000	-\$127,000	\$0

Benefits:

- 30 day emergency reserve is achieved by 2022
- Moderate revenue increases

Consequences:

- Very limited Capital Improvement Program funding in 2019
- Capital Improvement Program will not be fully funded until 2025

Option 3 – Limit Revenue Increases to 15%

Description	2019	2020	2021	2022	2023	2024	2025	Total
Revenue Increase	15%	15%	10%	5%	0%	0%	0%	53%
Emergency Reserve (Days)	11	14	24	31	32	31	35	31
Funded CIP	\$200,000	\$605,000	\$858,600	\$1,001,500	\$1,205,800	\$1,455,900	\$1,093,400	\$6,420,200
Unfunded CIP	\$825,000	\$455,000	-\$45,000	-\$190,000	-\$370,000	-\$595,000	-\$80,000	\$0

Benefits:

- 30 day emergency reserve is achieved by 2022
- Moderate revenue increases

Consequences:

- Limited Capital Improvement Program funding in 2019, but higher than Option 2
- Capital Improvement Program will not be fully funded until 2025

Option 4 – No Revenue Increase in 2019

Description	2019	2020	2021	2022	2023	2024	2025	Total
Revenue Increase	0%	20%	12%	10%	10%	0%	0%	63%
Emergency Reserve (Days)	-28	3	14	21	31	36	33	33
Funded CIP	\$0	\$80,000	\$508,600	\$851,500	\$1,405,800	\$1,655,900	\$1,608,400	\$6,110,200
Unfunded CIP	\$1,025,000	\$980,000	\$305,000	-\$40,000	-\$570,000	-\$795,500	-\$595,000	\$310.000

Benefits:

- 30 day emergency reserve is achieved by 2023

Consequences:

- Negative emergency reserve in 2019, possible O&M cuts necessary to eliminate deficit
- Significant revenue increase needed in 2020 to recover from deficit reserve balance in 2019
- No Capital Improvement Program funding in 2019
- Capital Improvement Program will not be fully funded until 2026

Emergency Reserve (Cash Reserve)

- Maintaining adequate emergency reserve enhances with City's ability to manage potential risks and provides the ability to manage fluctuations in revenue. Reserves are necessary when facing fiscal emergencies that can result from emergency repairs, natural disasters, and unforeseen economic influences.
- Industry Recommendations:
 - Water Environment Federation (WEF) – 1-3 months of operating costs
 - Government Finance Officers Association (GFOA) – No less than 45 days
 - AWWA's Benchmarking Performance Indicators for Water and Wastewater: 2016 Edition – Range for participants was between 2 to 12 months
- Factors to consider:
 - Each of the major rating agencies evaluate reserves as part of the revenue bond process, however, the City issues General Obligation bonds when necessary. As such, there is not as much focus on the utility's reserve balance.
 - Wastewater bills are based on average winter quarter for residential customers, which is less volatile than year around water usage
- Recommendation:
 - Set a minimum reserve requirement of 30 days and phase in over 4-5 years

Policy Report
Downtown Parking Discussion
March 19, 2019

Prepared by:



Paul Kramer
City Manager

Issue:

A discussion of parking in the downtown, including an overview of options, a brief history of regulation and enforcement and areas of current conflict.

Parking options in the downtown:

There are approximately 25 municipal parking lots from Three-Mile Creek north to Seneca Street and from the River west to Seventh Street. An exact count is difficult as some parking lots could be considered to be two separate lots. There are also City owned lots that are restricted, such as Planters II.



In this areas, there are:

- Roughly 725 parking spots, not including on-street parking spots, Planters II or the lot along Three-Mile Creek that is a City lot, but is used by the Stove Factory Lofts
- Approximately 11.5 acres of municipal parking lots

Regarding the specific area of concern, within one block of Delaware Street, there are:

- Approximately 11 parking lots

- In those 11 lots there are approximately 500 spaces

It seems an uncontested issue that there are more than sufficient parking lots and parking spaces in the downtown, overall.

Parking enforcement:

Up until the end of 2013, the Police Department employed a uniformed parking enforcement officer for the downtown area. As the City faced tough budget choices, the City Commission elected to end this function. In the final year of the dedicated downtown parking function, the City received approximately \$5,000 in revenue and incurred more than \$50,000 in expenses. There is currently no timed parking enforcement in the downtown. The Police Department, of course, replies to issues related to handicapped parking violations, as well as violations of loading zone parking.

Loading zone process

A business maybe request a loading zone permit that comes to the Police Department for review. The traffic sergeant goes out and reviews the need and ability to place a loading zone sign per the request. If approved, there is a \$100 permit fee per year and the service center installs a loading zone only sign at the designated spot. The parking spot becomes a loading zone only spot 24/7, which removes a parking space from the street.

The 400 and 500 Block of Delaware

Although the discussion is often labeled "Downtown Parking" it would seem that the area of primary concern for Main Street and businesses in this case is the on-street parking on the 400 and 500 block of Delaware.

Further, it would seem, as was stated at the Commission meeting, and as is indicated in the memo attached to this policy report, that the issue is really just a few business owners and employees that use the Delaware on-street parking, thereby blocking those most desirable spaces from, presumably, patrons.

There have been suggestions of signs to the effect of "Parking for Patrons Only," which staff would strongly recommend against, as on-street parking cannot be limited in such a way.

An interesting note is that although Delaware is a one-way street, it is a two lane street. In the past, the idea of diagonal parking on both sides has been reviewed, but it was determined not to be a prudent option due to safety of both drivers and pedestrians.

Discussion

The topic is before the Commission for discussion.

ATTACHMENTS: 1) A memo from Marty Pope, long-time downtown business owner.

To: Leavenworth City Commissioners

From: Marty Pope, Downtown Building/Business Owner

Date: March 10, 2019

Re: Street Parking Information in the 400 Block of Delaware and Other Street Parking Considerations

- Available Street Parking in the 400 Block of Delaware
 - 30 Non-Handicapped Parking Spaces
 - 3 Handicapped Parking Spaces

- Current Storefront/Living Spaces in the 400 Block of Delaware
 - 23 Storefronts
 - 1 Upstairs Organization (Masonic Lodge)
 - 1 Upstairs Business
 - 4 Upstairs Lofts
 - 1 Main Level Apartment in Rear of one Storefront
 - 11 Unfinished Upstairs Areas

- Daily Parking Issues in the 400 Block of Delaware
 - 6 Street Parking Spaces taken up by Business Owners or their Employees on a Daily Basis, with as many as 13 spaces taken up by these Business Owners or their Employees on Some Days

Other Considerations:

- Examine Loading Zone Policy which eliminates street parking.
- Examine possibility of Overnight Emergency Snow Routes to enable Snow Removal Crews to better service downtown.

Policy Report
10th Avenue Road Repair Project
March 19, 2019

Prepared by:



Paul Kramer
City Manager

Issue:

To consider the process of determining the best course of action to provide a long-term solution to the deteriorating roadway on 10th Avenue from Vilas Street north to Michigan Street.

Background:

The roadway was originally constructed as a concrete street in 1995/1996 as a City/KDOT cost share project. Concrete projects completed statewide by KDOT during that period have failed, causing the surface condition to deteriorate due to the failure of the underlying concrete. The failed concrete also has caused failure in the mill/overlay work previously done, as the asphalt overlay has not interacted well with that particular concrete. In a particularly wet and cold winter season, the faults in the road have been exacerbated and the road deterioration has accelerated.

Next steps:

At the February 26 City Commission meeting, staff proposed a funding mechanism using potential excess bond capacity in the Thornton Street bond issuance to complete repairs on 10th Avenue from Vilas Street north to Michigan Street. While the roadway has rapidly deteriorated, the curbing, stormwater and sidewalks might not require full replacement.

Subsequent to the meeting, City staff has issued a Request for Qualifications (RFQ) for a design firm to perform:

- Concrete pavement condition analysis,
- Curb condition analysis,
- Rehab and/or replacement recommendations,
- Cost estimates for rehab and replacement,
- Cost benefit analysis for rehab and/or replacement.

Responses to the RFQ are due by March 29, after which staff will interview and select a firm. It is anticipated that work will take up to 60 days, at which time, the City would select a course of action and enter into a design contract.

ATTACHMENT: 10th Avenue Rehabilitation Project Request for Qualifications (RFQ)

**Request for Qualifications
City of Leavenworth
10th Avenue Rehabilitation Project
Project No. 2019-907**

The City of Leavenworth will receive Statements of Qualifications at the Office of the City Engineer, 100 N. 5th St., in Leavenworth, Kansas until 5:00 p.m. on March 29, 2019, from all firms desiring to be considered to perform the project design and associated work as outlined below.

The project will involve;

- Concrete pavement condition analysis,
- Curb condition analysis,
- Rehab and/or replacement recommendations,
- Cost estimates for rehab and replacement,
- Cost benefit analysis for rehab and/or replacement,

for the curb and roadway of 10th Ave. from Michigan St. to Vilas St. Utility locates are necessary to identify potential conflicts at surface level. The contractor shall be prepared to create detailed plans should a major street rebuild be identified/recommended as part of the analysis. Project construction will take place in the 2020 construction season.

The roadway was originally constructed as a concrete street in 1995/1996 as a City/KDOT cost share project (City Project No. 1993-153) (KDOT Project No. 52 U 1517-01). Plans and specs are available for review. In 2013, the City initiated a project to mill the deteriorated areas of the concrete pavement and fill the resulting areas with Crafcoc Mastic One, a hot applied polymer modified asphalt pavement repair mastic, then covered the entire roadway with a 5/8 " Nova Chip surface. In 2015, the roadway started experiencing areas of concrete roadway failure next to the locations of the Crafcoc Mastic One install. The roadway has continued to see failure of the concrete roadway and Nova Chip surface.

City will provide all available resources at no direct cost to the engineer including the following:

- * 1993-153 Construction Plans by JBM Engineers
- * Plans and specifications for the 2013 Pavement Mgmt. Project 2012-728
- * Aerial photography images from various times between 1965 and the present
- * Any other available information the engineering firm may deem necessary for the analysis and evaluation of the roadway.

General Information

During the evaluation process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarifications from proposers. At the discretion of the City, firms submitting proposals may be requested to make oral presentations as part of the evaluation process.

Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the firm selected.

It is anticipated the selection of a firm will be completed by April 30, 2019. Following notification of the selected firm, a contract will be negotiated between both parties by May 24, 2019.

The Qualifications based selection process will evaluate the following;

1. Completion of similar work within the last three years
 - a. Provide brief description with photos
 - b. Construction cost of the project
 - c. Contact information for the Owner
2. Qualifications and experience of personnel who will be working on the project
3. Availability to complete the work in a timely manner

The City will conduct brief interviews with at least the two most qualified firms. The final scope of work will be developed between the City and the most qualified firm and a fee proposal prepared for consideration by the City Commission.

To be considered, a proposal (5 copies) must be received in the Office of the City Engineer/Public Works Director, 2nd Floor of City Hall, 100 N. 5th Street, Leavenworth, Kansas, by 5:00 p.m. on March 29, 2019. The City reserves the right to reject any or all proposals submitted. All submittals shall contain the following information;

License to Practice in Kansas

An affirmative statement should be included indicating that the firm and all assigned key professional staff are properly licensed to practice in the State of Kansas.

A signed notarized copy of the Certification by Prospected participants as to current history regarding debarment, eligibility, indictments, convictions, or civil judgments. (KDOT Form No.1050)

Firm Qualifications and Experience

The proposal should state the size of the firm, the location of the office from which the work on this project is to be performed and the number and nature of the professional staff to be employed in this project on a full-time basis and the number and nature of the staff to be so employed on a part-time basis.

If the proposer is a joint venture or consortium, the qualifications of each firm comprising the joint venture or consortium should be separately identified and the firm that is to serve as the principal should be noted, if applicable.

Partner, Supervisory and Staff Qualifications and Experience

The firm should identify the principal supervisory and management staff (including partners), managers, other supervisors and specialists, and staff, who would be assigned to the project. The firm also should provide information on the government project experience of each person, including relevant continuing professional education for the past three (3) years, and all professional certifications for project personnel. The firm should indicate how the quality of staff over the term of the agreement will be assured.

Similar Projects with Other Governmental Entities

For the firm's office that will be assigned responsibility for the project, list the most significant projects (maximum of 10) performed in the last three (3) years that are similar in scope as described in this request for proposals.

For each project listed, indicate the scope of work, date, project partners, total hours, and the name and telephone number of the principal client contact.

The chosen firm will be required to submit a "Certificate of Insurance" in accordance with the City's insurance requirements, naming the City of Leavenworth as a co-insured, a signed/notarized "Non-Collusion Affidavit", and their "Affirmative Action Plan to the Office of the City Manager for approval prior to start of the work.

All questions regarding "Affirmative Action" should be addressed to Linda New at 913-680-2604 or by e-mail at cfrey@firstcity.org .

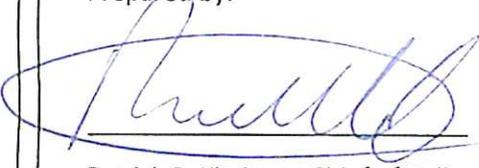
All questions regarding this RFQ should be directed to Mike Hooper, Deputy Director of Public Works, at 913-684-0396 or by e-mail at mhooper@firstcity.org.

Thank You

Mike Hooper
Deputy Director of Public Works

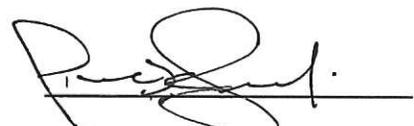
Policy Report No. 2-2019
Police Department Annual
Report March 19, 2019

Prepared by:



Patrick R. Kitchens, Chief of Police

Approved by:



Paul Kramer, City Manager

ISSUE:

The 2018 Annual Report

STAFF RECOMMENDATION:

No staff recommendation.

BACKGROUND:

The Police Department prepares an Annual Report that identifies crime trends, traffic trends, and other relevant areas that impact public safety.

BUDGET IMPACT:

No direct budget impact although budget recommendations can be made from the findings.

COMMISSION ACTION:

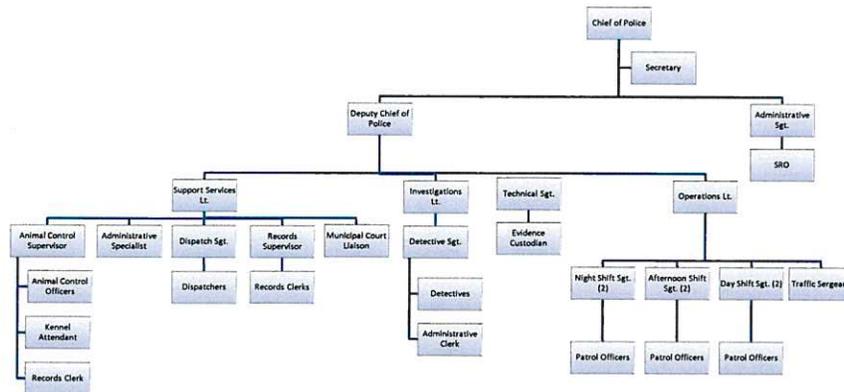
Review and discuss the 2018 Annual Report.



Leavenworth Police Department 2018 Annual Report



Leavenworth Police Department Organizational Chart





Message from Chief Kitchens

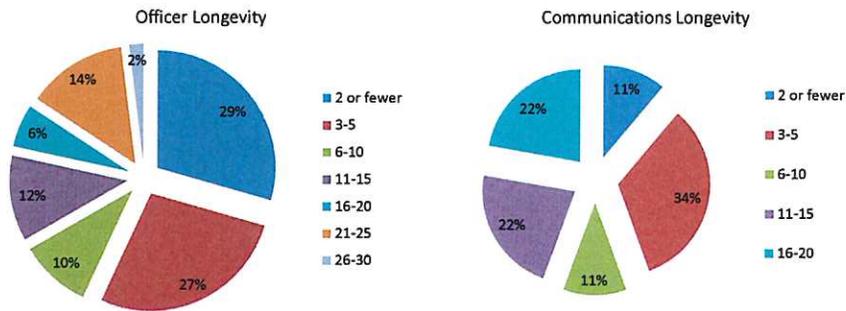
The men and women of the Leavenworth Police Department are proud to present the 2018 Annual Report.

The overall crime rate in the City of Leavenworth went down in 2018 by 1%. The more serious Part 1 Crimes were down 4.1%. We continue to struggle with Mental Illness as a primary public safety concern. In 2018 the Leavenworth Police Department responded to 218 calls for service and with a lack of proper infrastructure and support it will continue to be difficult to make progress. We did see a reduction in Domestic Violence calls in 2018 with a total of 690 calls. That number is down significantly from the previous year of 827.

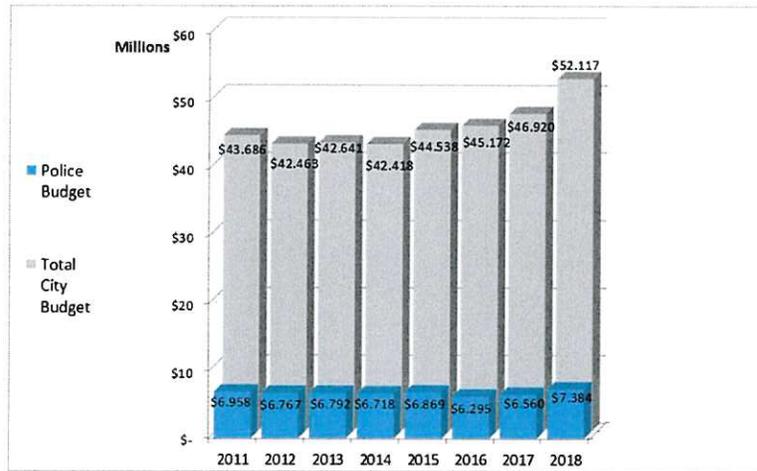
The law enforcement profession overall continues to focus on hiring and retention. Locally we have seen some signs of improvement in that area and we will continue to work hard in that area.

The men and women of the Leavenworth Police Department will continue to work hard every day to provide for our community's public safety.

Police Department Employee Longevity (in years)

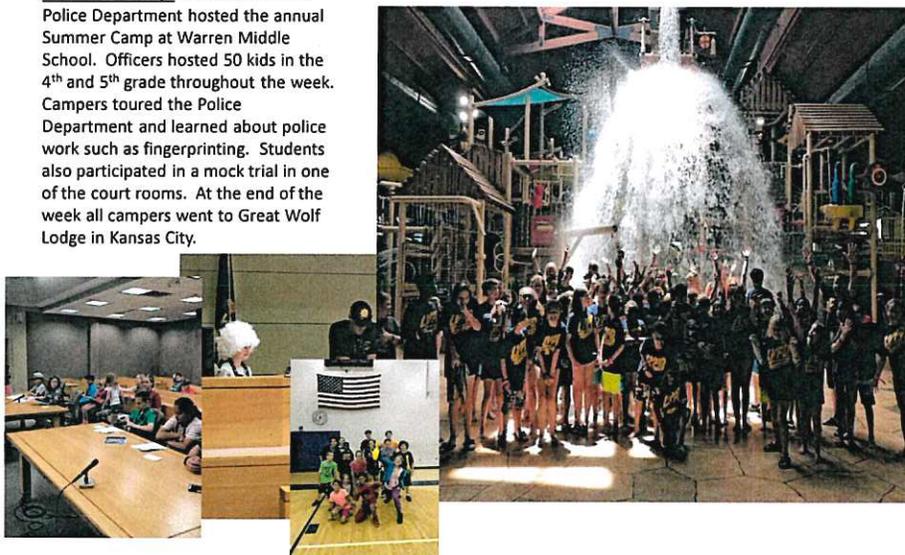


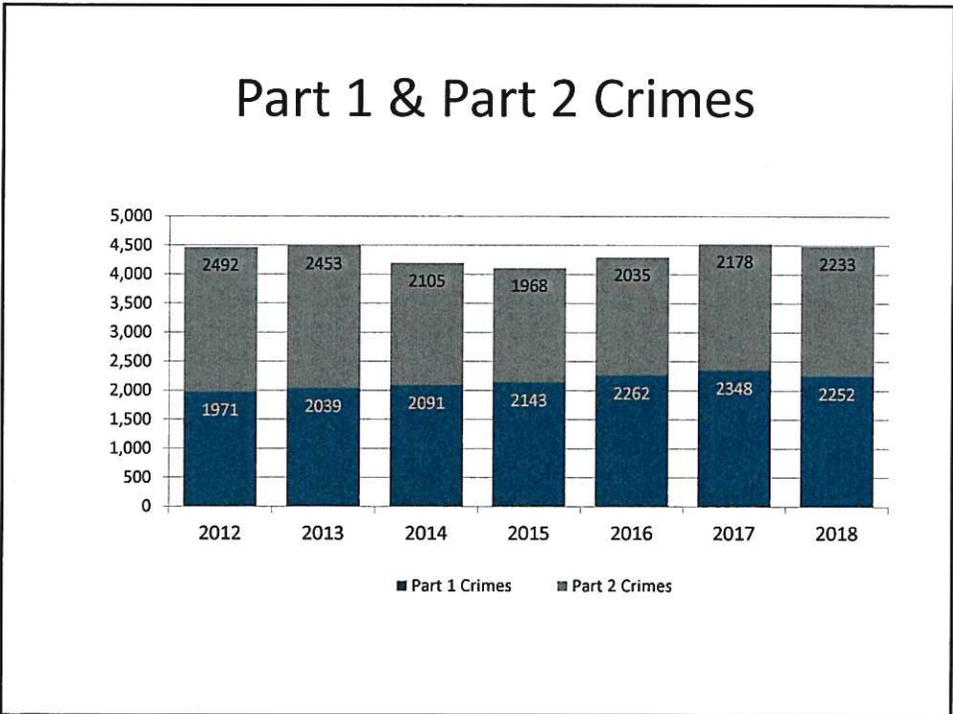
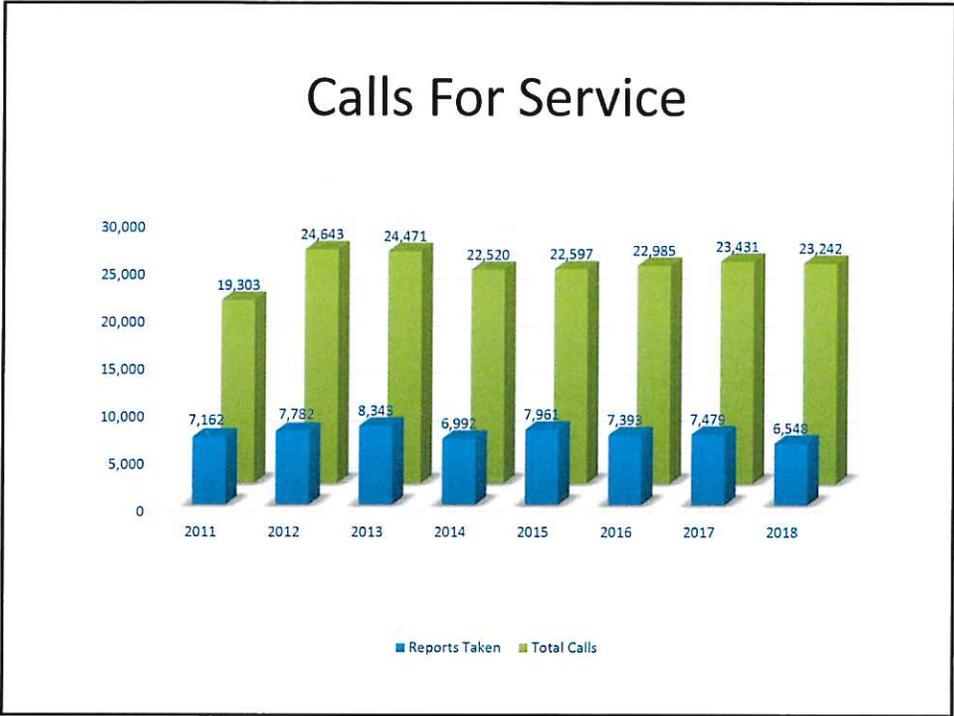
Annual City Budget Dollar Comparison



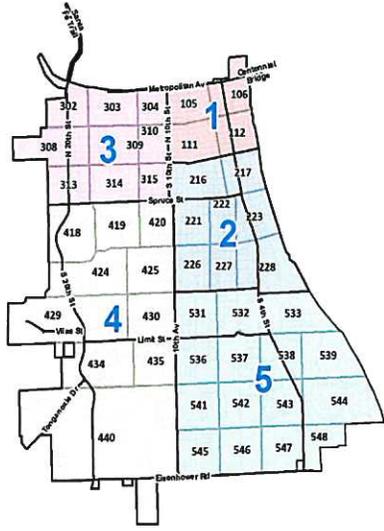
Community Engagement

Summer Camp - The Leavenworth Police Department hosted the annual Summer Camp at Warren Middle School. Officers hosted 50 kids in the 4th and 5th grade throughout the week. Campers toured the Police Department and learned about police work such as fingerprinting. Students also participated in a mock trial in one of the court rooms. At the end of the week all campers went to Great Wolf Lodge in Kansas City.



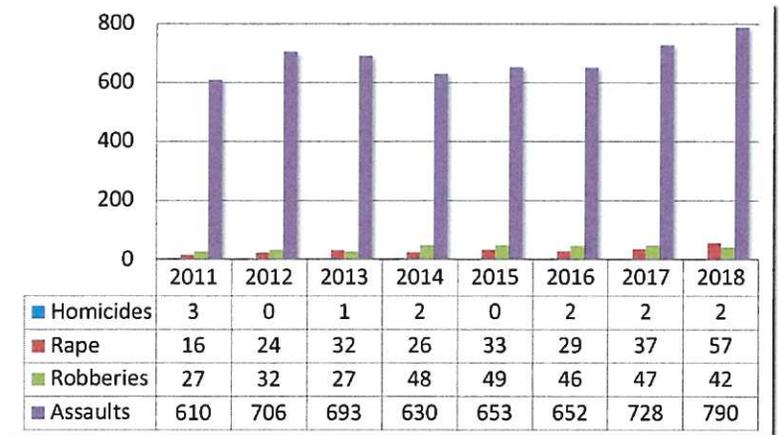


Criminal Activity – Persons 2018

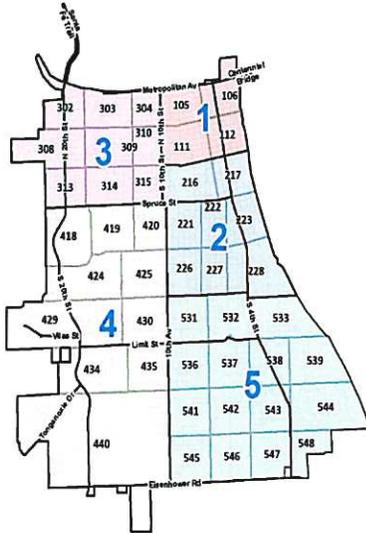


Area	Homicides	Rape	Robberies	Assaults
1	1	15	25	206
2	1	17	5	208
3	0	5	3	113
4	0	3	2	74
5	0	17	7	189

Criminal Activity Persons – 8 Year Trend

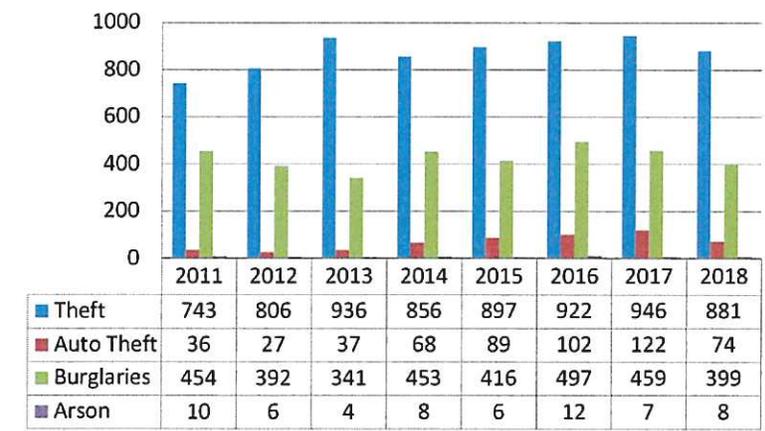


Criminal Activity – Property 2018

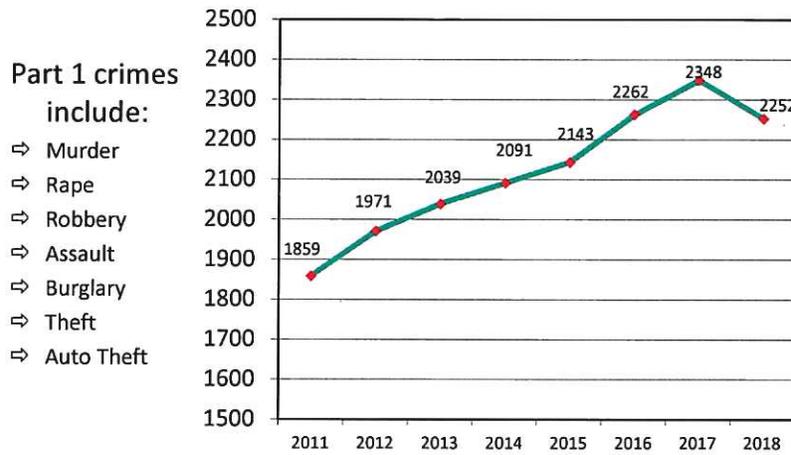


Area	Theft	Auto Theft	Burglaries	Arson
1	194	15	80	2
2	274	20	147	0
3	77	9	57	3
4	165	5	41	1
5	171	25	74	2

Criminal Activity Property– 8 Year Trend

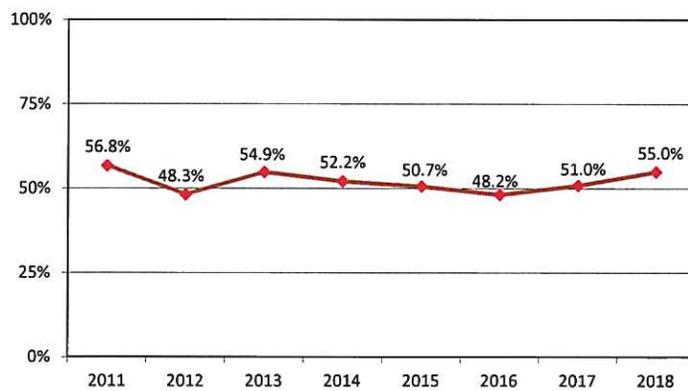


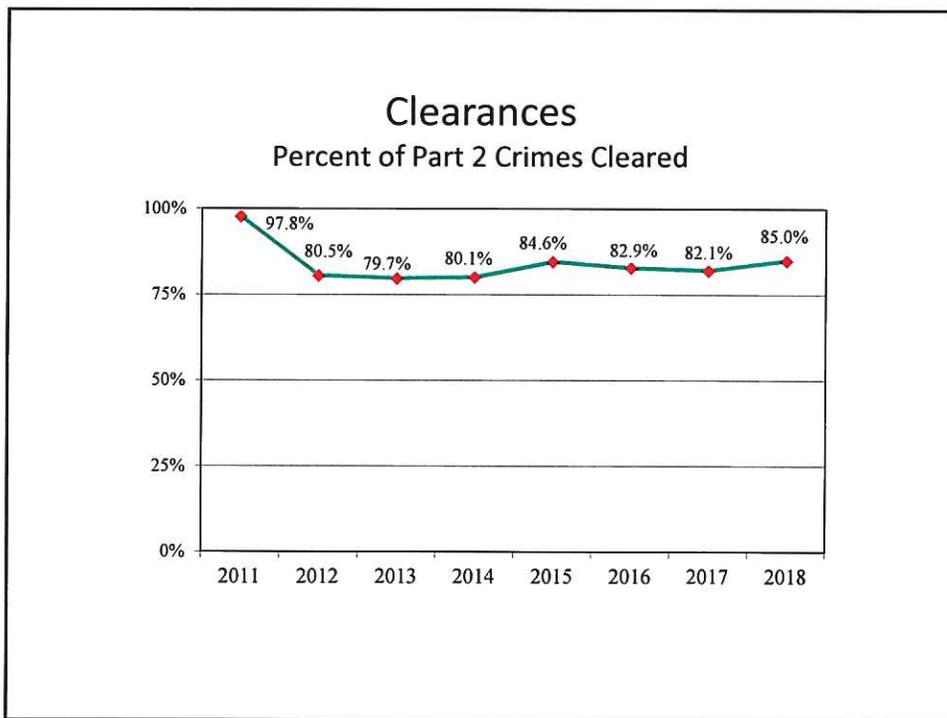
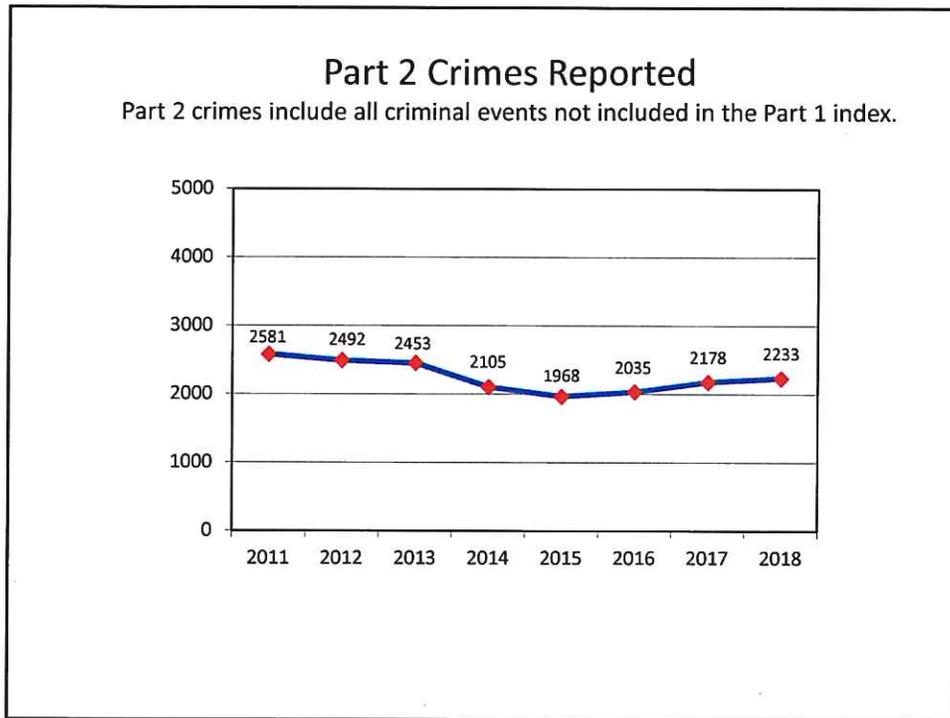
Part 1 Crimes Reported

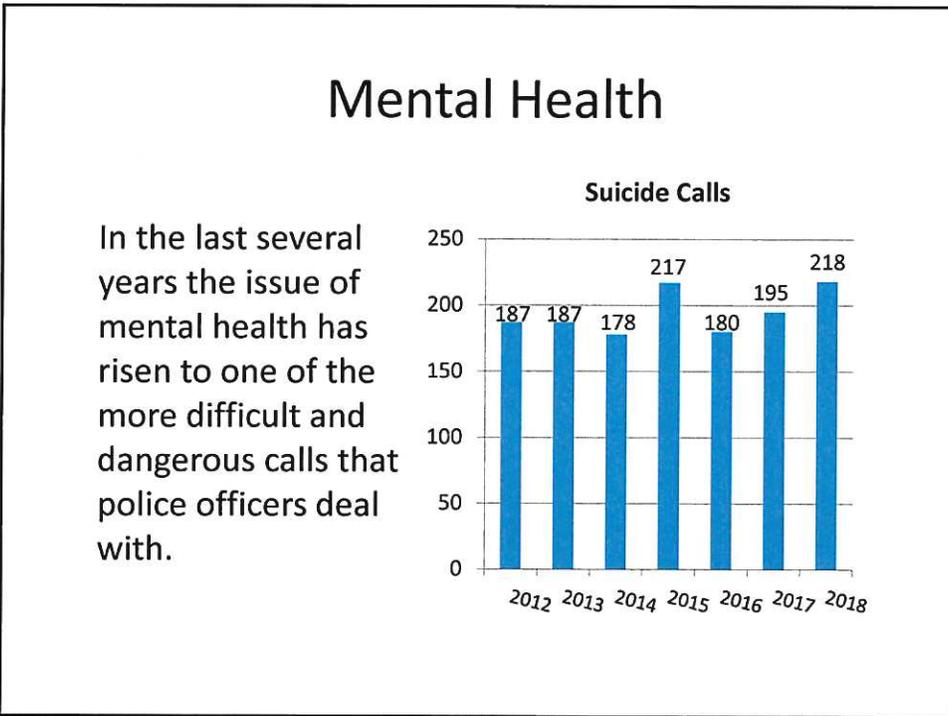
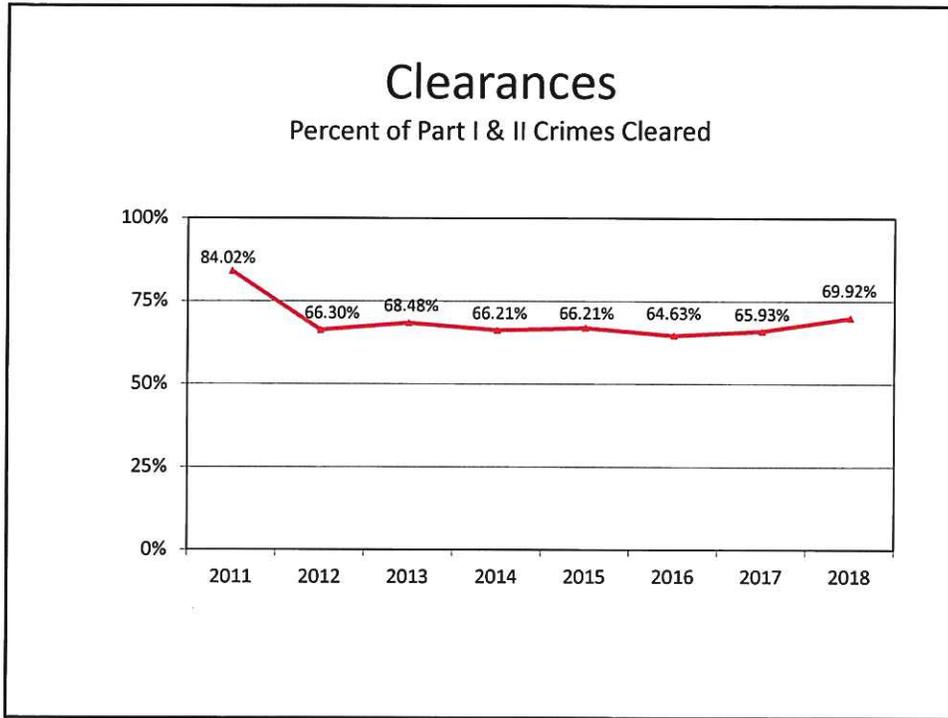


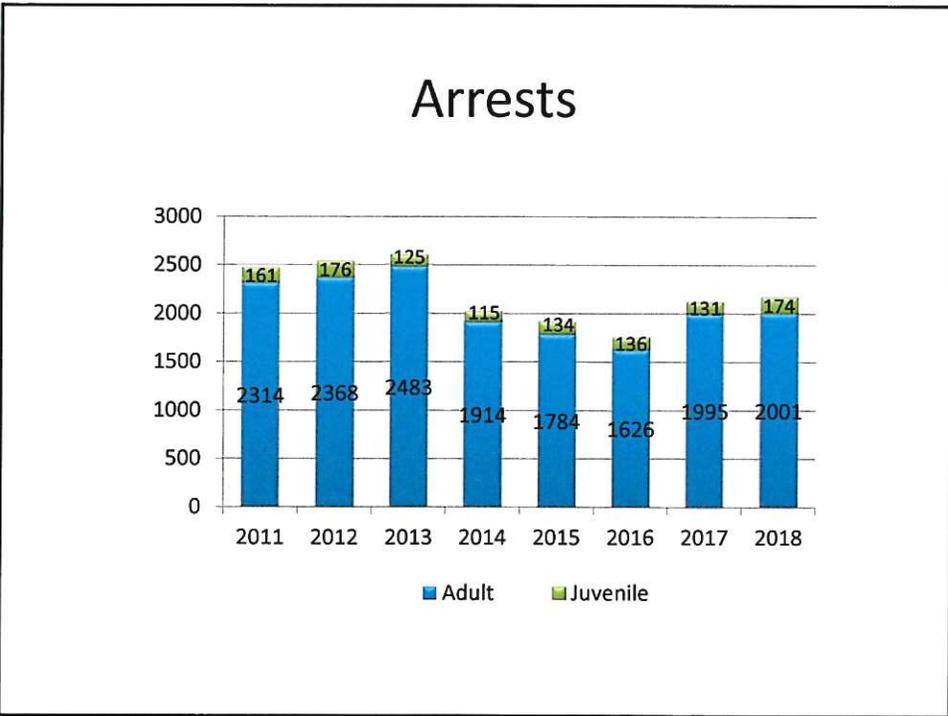
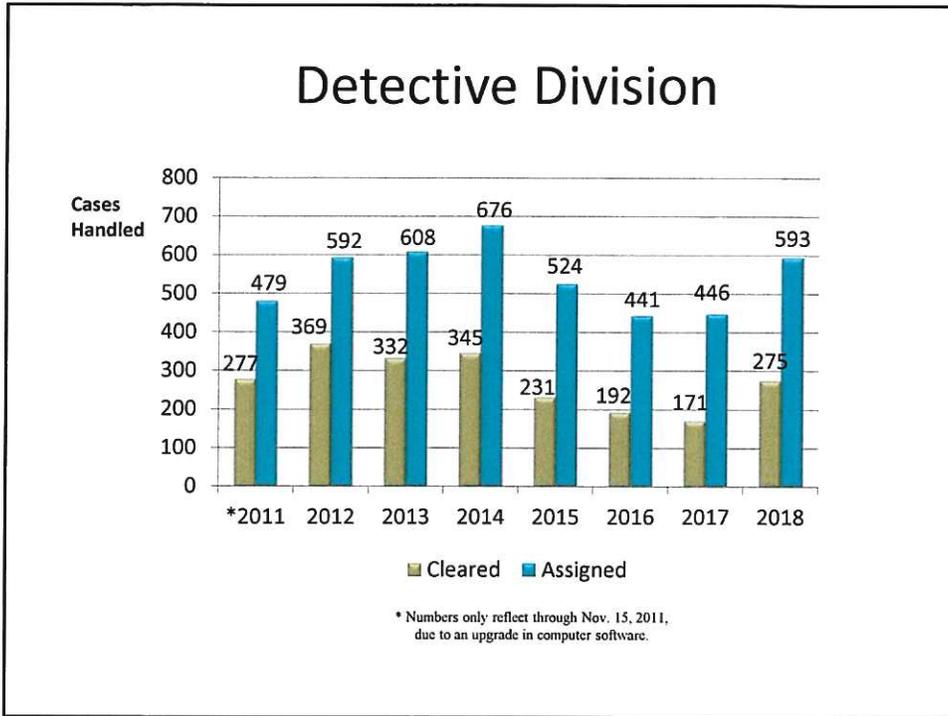
Clearances

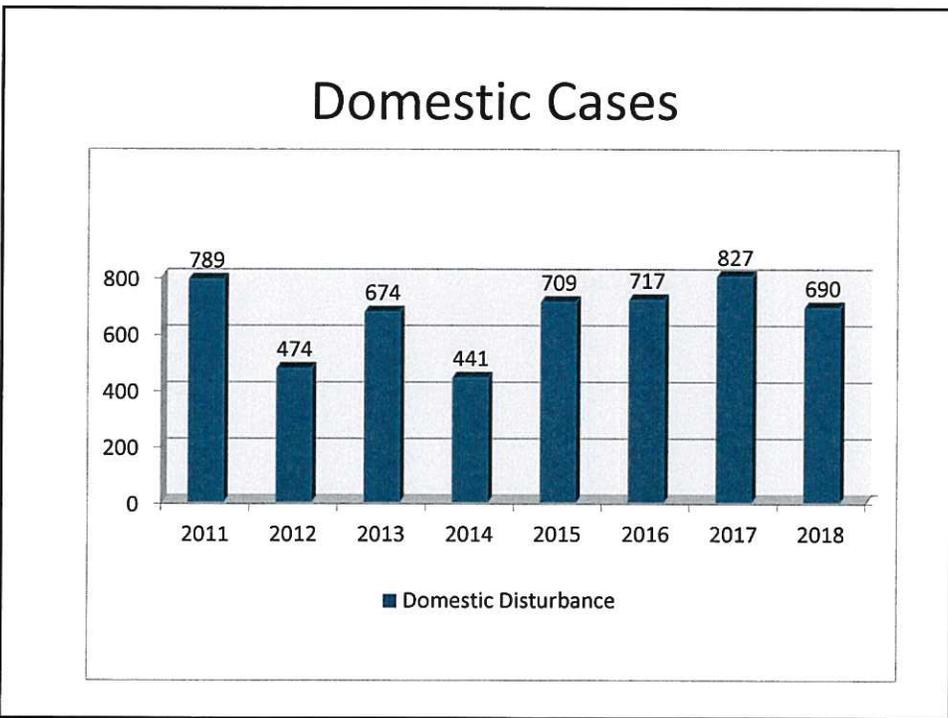
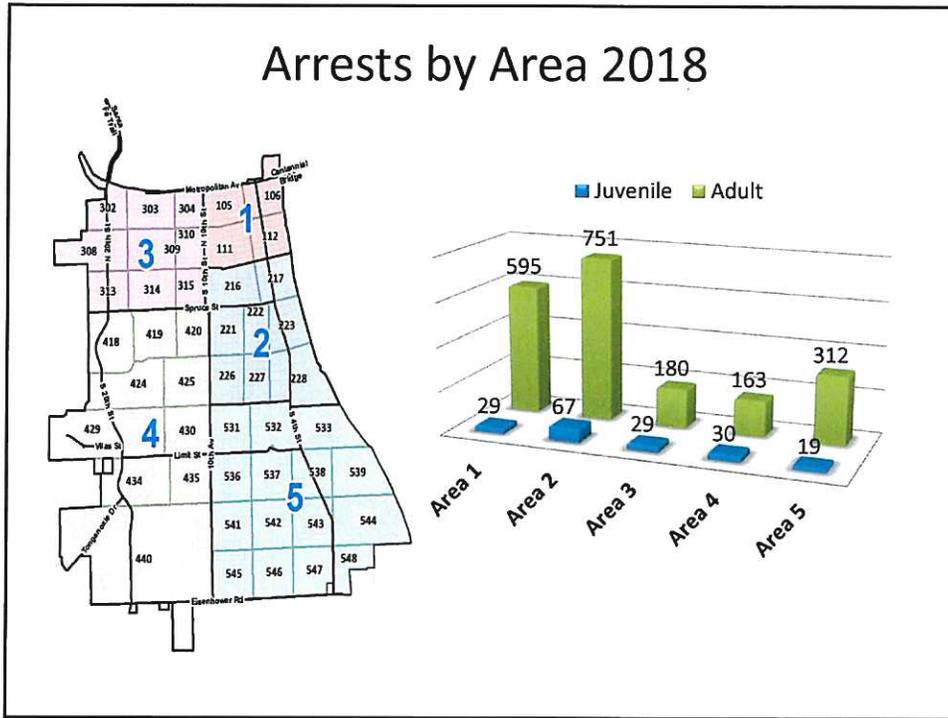
Percent of Part 1 Crimes Cleared

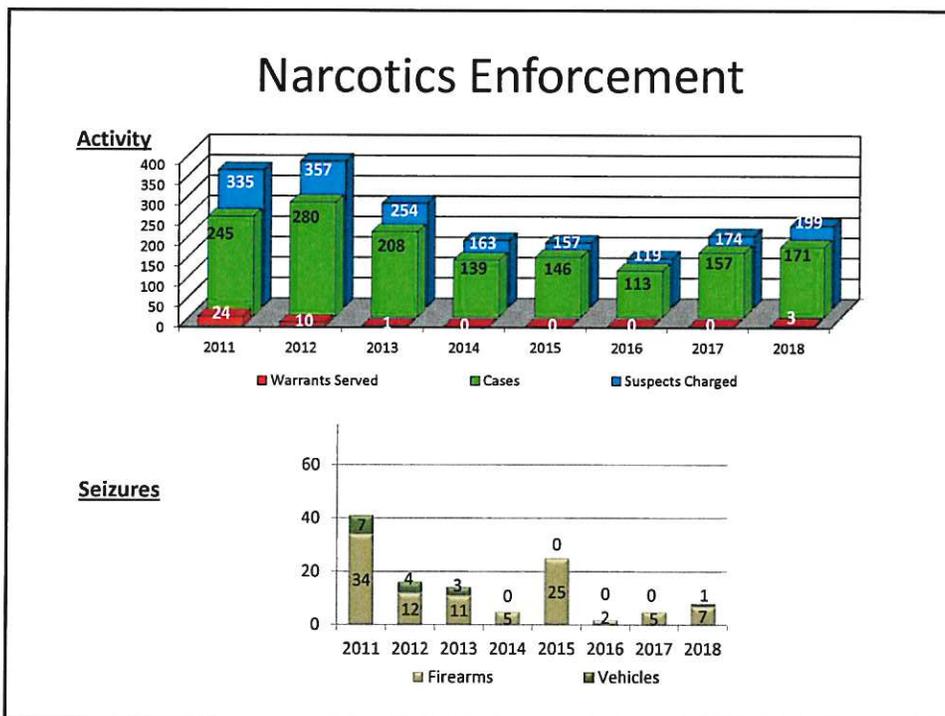
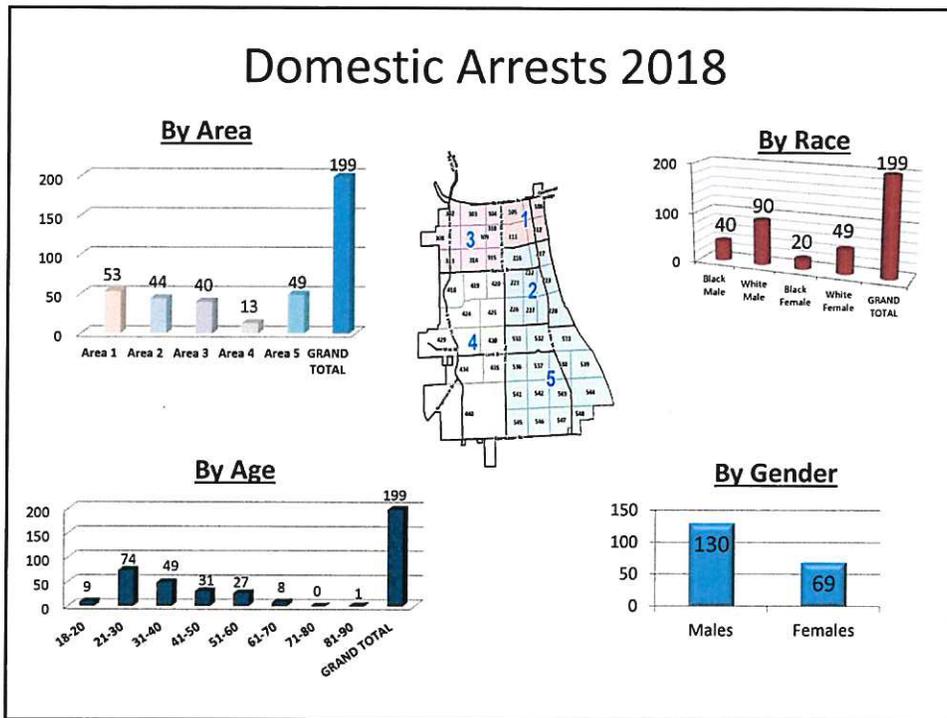




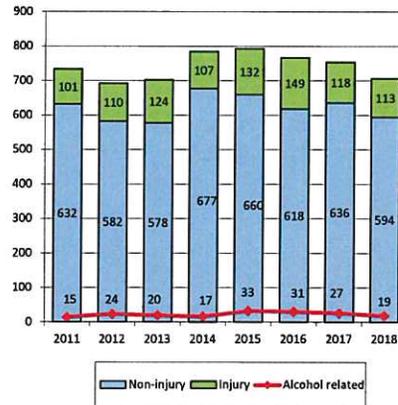




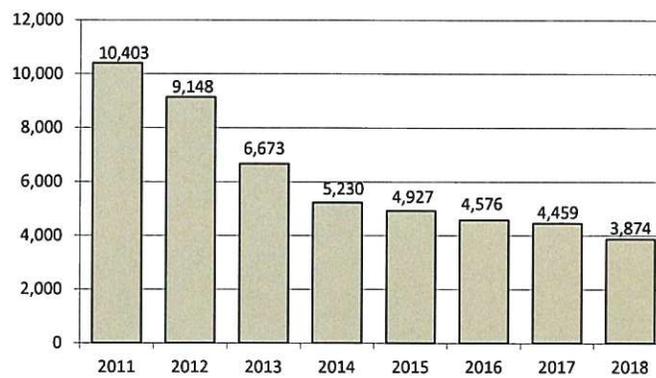




Traffic Accidents

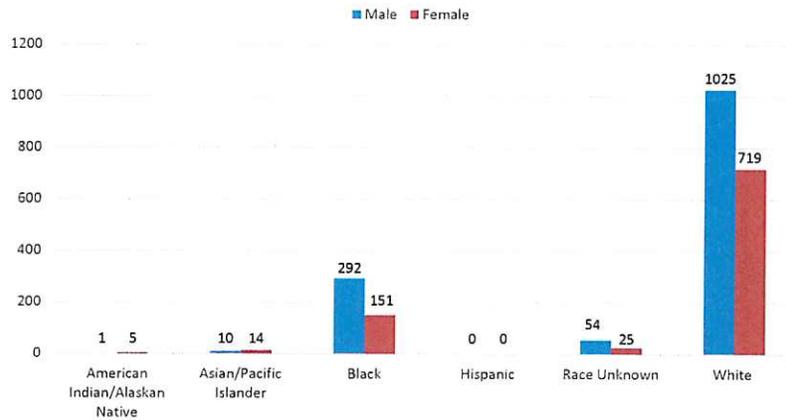


All Citations

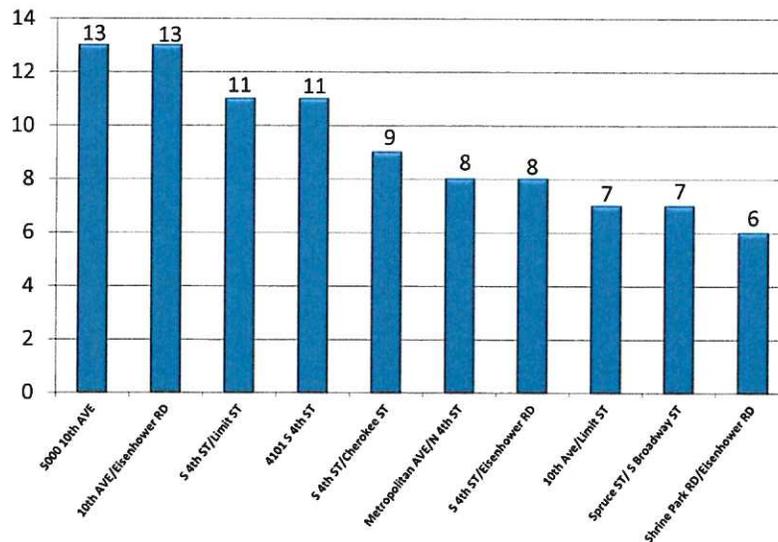


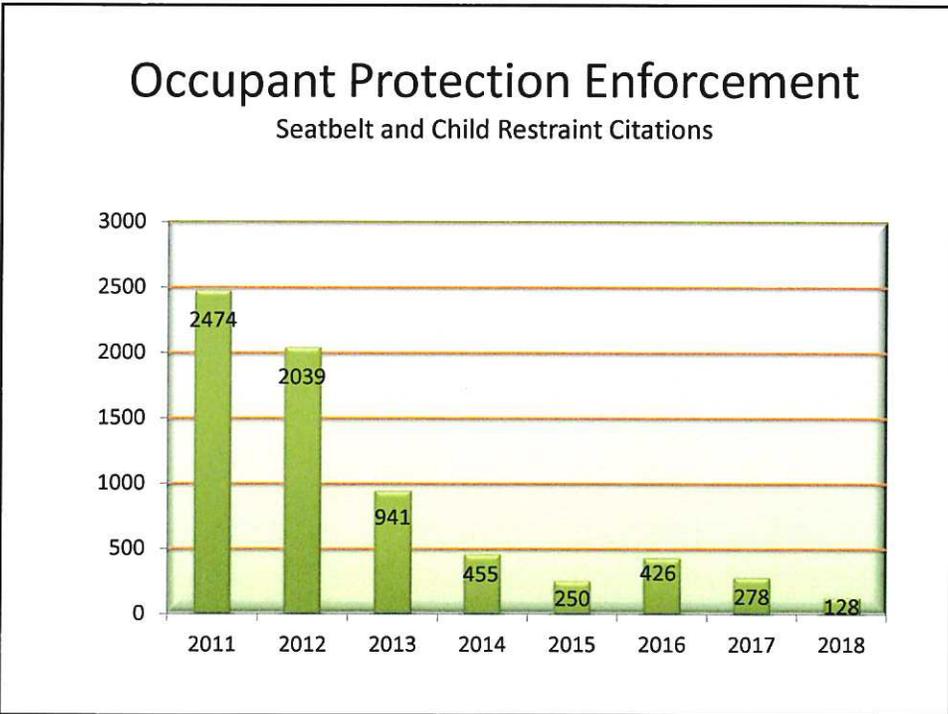
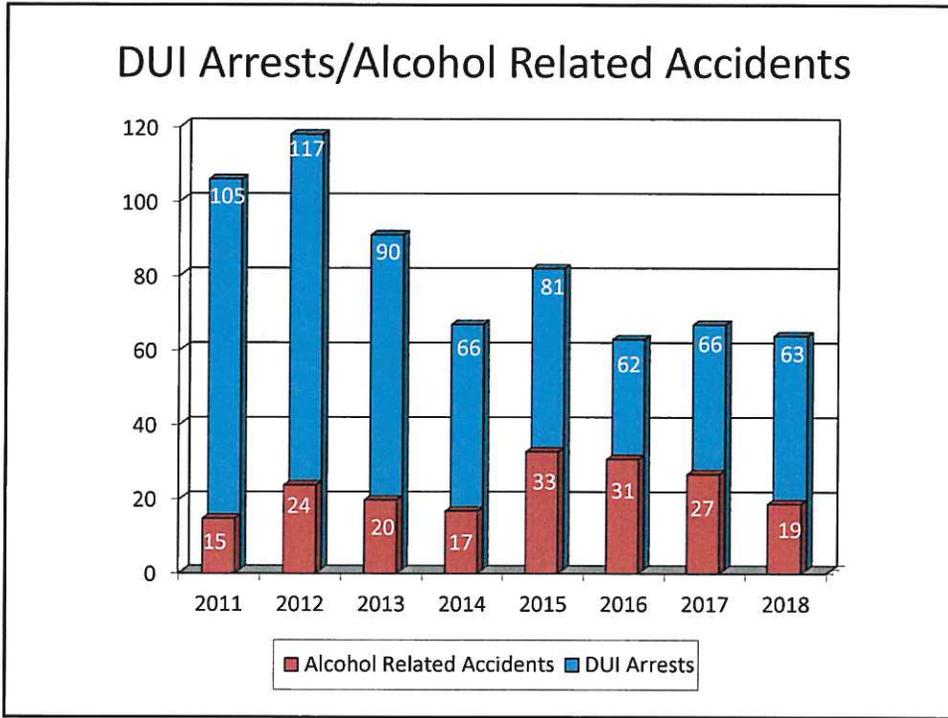
Traffic Citations – 2,296

By Race and Gender



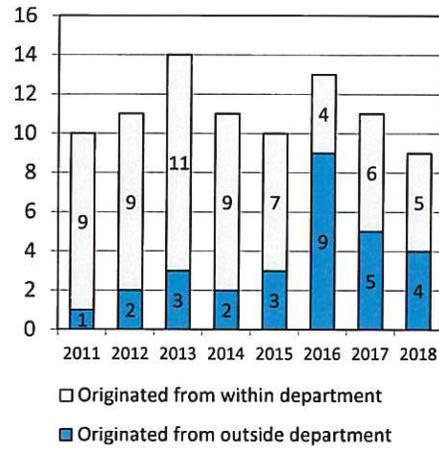
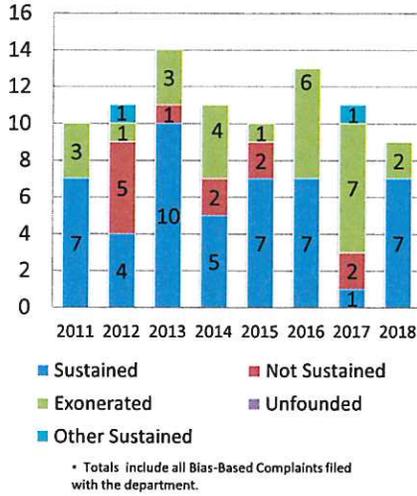
Top Traffic Accident Locations 2018





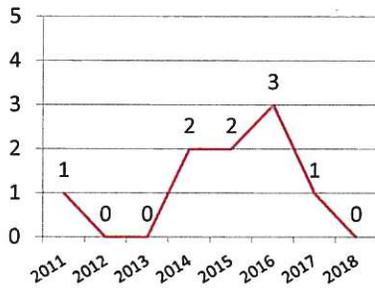
Professional Standards Investigations

A Professional Standards Investigation follows any critical event or complaint about the conduct of an officer. Other officers, supervisors, or citizens may initiate this.

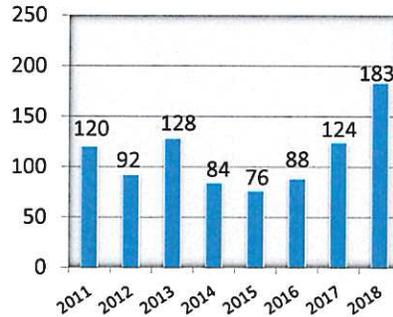


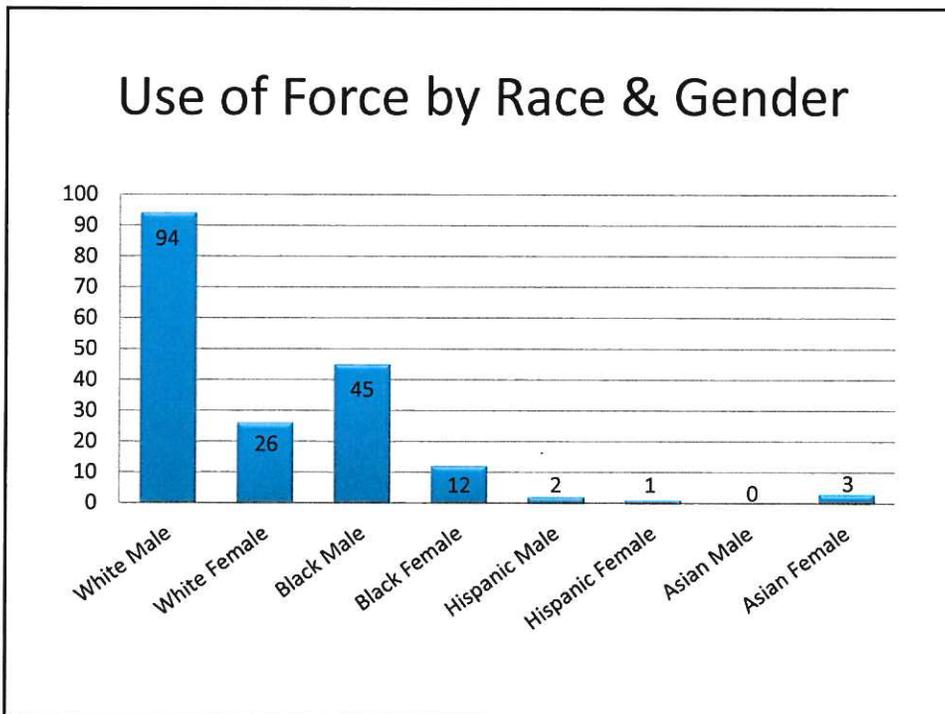
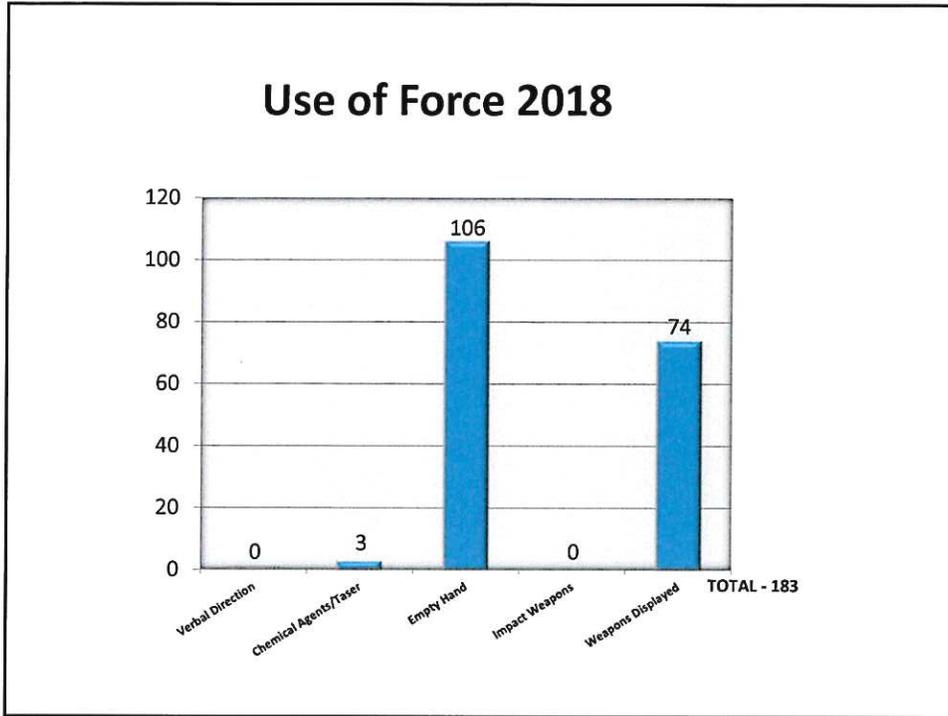
Professional Standards Investigations

Bias-Based Policing Complaints

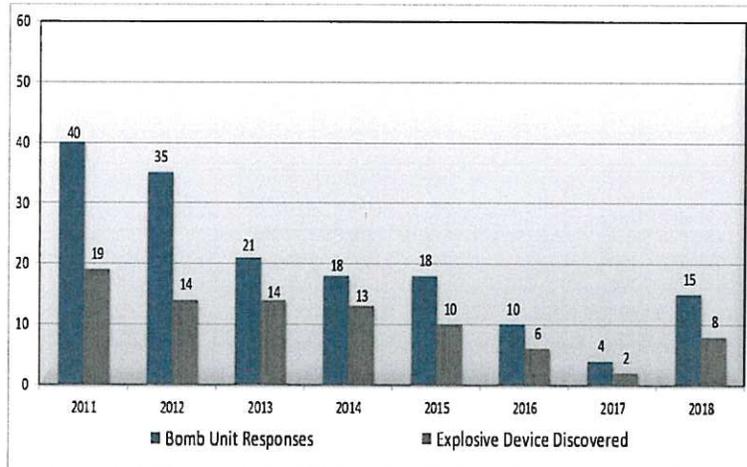


Use of Force Reports Filed by Officers

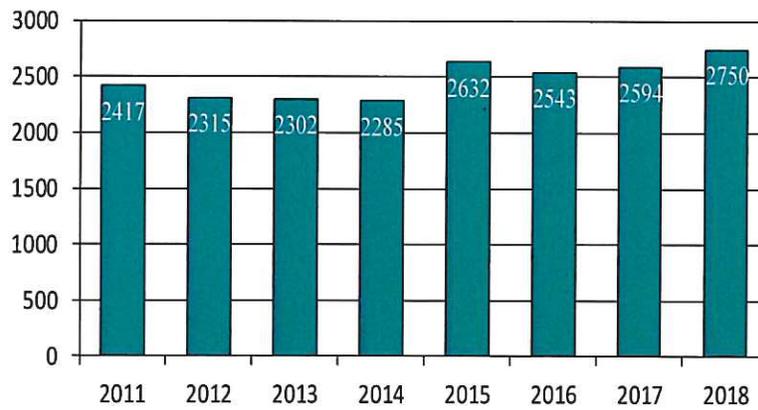




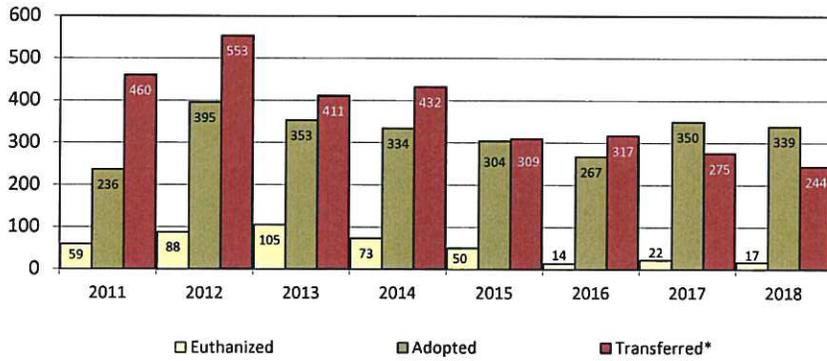
Bomb Unit



Fire Calls Processed by PD Communications

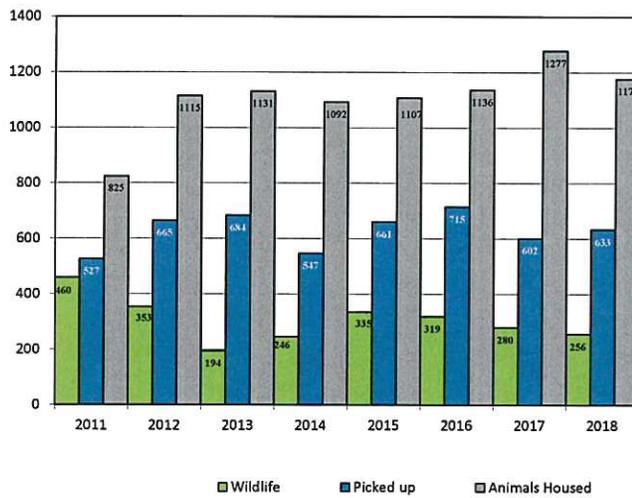


Animal Control

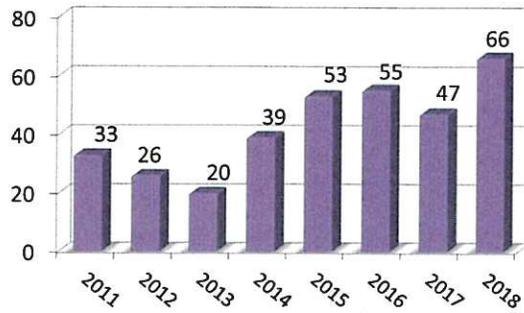


*In 2006 Animal Control began transferring animals to other organizations. These organizations include LAWS, various Humane Societies, and other State Licensed Agencies.

Animals Handled



Bite Cases



Animal Ordinance Enforcement

