

**2016-17
Adopted
Operating Budget**

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2016 through June 30, 2017

MAYOR

Eileen N. Weir

CITY COUNCIL

Karen M. DeLuccie	At-Large
Chris Whiting	At-Large
John Perkins	District #1
Curt Dougherty	District #2
Dr. Scott Roberson	District #3
Tom Van Camp	District #4

CITY MANAGER

John Pinch



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Independence, Missouri for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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(Operating departments are shown in bold letters)

City of Independence

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July 1, 2016

Honorable Mayor and Members of the City Council

Introduction

This budget complies with section 3.3 (5) of the City charter, which requires that the City Manager advise the City Council on the financial condition and future needs of the City. In accordance with Section 8.2 of the City Charter, I previously submitted a proposed operating budget for the City of Independence, for fiscal year July 1, 2016 through June 30, 2017. A public hearing on the budget was conducted on May 16, 2016 and two additional budget review sessions were conducted by the City Council to review my previously submitted proposed budget. As required by the City Charter, the budget is balanced. The City has again received the GFOA Distinguished Budget Presentation Award. The award is designed to recognize jurisdictions committed to providing the highest quality budget documents, which clearly reflect full disclosure on how the city is utilizing taxpayer money. For 30 consecutive years Independence has been recognized for its budget documentation to the citizens of Independence.

Economic Constraints

The adopted budget for fiscal year 2016-17 is balanced, but economic factors continue to be a challenge. Several factors have contributed to a decrease in the City's revenues. The mild summer and winter weather resulted in a drop in utility revenues; changes in how the cable, internet and telephone industries operate have eroded the revenues received from these providers; and the continued shift to internet shopping by consumers affects the sales tax revenues to the General Fund. Good financial management is critical, as the cost of providing services increases and resources are necessary to continue to provide these services.

As The Falls at Crackerneck Creek redevelopment project continues its slow growth, the City took advantage of lower interest rates in the marketplace and re-funded some bonds, minimizing the impact of funding the debt service. This re-funding will result in decreased costs to the General Fund should the anticipated tax revenues from the project continue to perform below the required level.

Although City revenues remain fairly flat, the streets sales tax approved by voters to run to December 31, 2019 will continue to fund Public Works' plan to overlay all streets in the City throughout the life of the tax. Priorities are updated each year, and the recently-approved \$6 million 2016 Street Overlay Contract will improve 55 center-line miles of streets in the next fiscal year.

Independence voters this past fiscal year approved continuation through December 31, 2028 of the 1/8th of one cent sales tax for the Fire Department and the 1/8th of one cent sales tax for the Police Department. This funding will allow vehicles and equipment to remain up to date and capital projects to move forward. Additionally, the much-needed improvements and repairs to the Firing Range at Police Headquarters will be accomplished through the Police Sales Tax.

Energy Efficiency

When the City Council passed Resolution 5933, they declared their support for renewable electric energy and identified goals for city programs and policies. The Council set a goal to have 10% of the electric energy provided by the City's electric utility supplied from sources that are not carbon-based by the year 2018.

Renovations have begun on the former Medical Center of Independence doctor's office building as it becomes the administrative headquarters for Independence Utilities, including the Power & Light, Water and Water Pollution Control departments. The project will be Platinum LEED certified, utilizing energy efficient design, recycled building material, alternative fuels and will offer an education center with demonstration abilities. The renovated building will include a customer utility billing service center with drive-through capability.

Economic Development

Economic development efforts have been focused heavily on creating the necessary inventory required to attract and retain quality jobs in Independence. In Fiscal Year 2015-2016 the overall capital investment and job creation in the community held steady. Working with the Ennovation Center, a concept was developed to create a Graduate Center for Food Production and Manufacturing. This project is planned to assist growing food production companies with second stage development, encouraging their continued presence in Independence.

Emphasis was also put on evaluating land and market area for a new industrial park. In addition, the State of Missouri has endorsed Lake City Army Ammunition Plant as a Missouri Certified Site for Development. The Noland Road CID adopted this past fiscal year has begun planning for improvements along the corridor and innovative ways in which to assist various area businesses.

Technology

Technology continues to play an important role for operations of the City. Improvements offer new efficiencies as we join the "What Works Cities" initiative, developing and implementing advancements including the Performance Dashboard and an Open Data Portal. The in-house redesign of the City's website gained national recognition when it was awarded First Place in the Best of the Web for municipal websites. Additionally, for the thirteenth year, Independence received recognition as one of the most technology-advanced cities in America by being ranked tenth in its population category by the Center for Digital Government. The annual survey recognizes municipalities which successfully incorporate information technology into operations.

The City continues to utilize the latest in technology with implementation of the CityWorks Asset Management System and introduction of a new Utility Billing System scheduled to "go live" in the next fiscal year. Additionally, this budget includes funding to begin the upgrade of the City's financial management system software.

Employee Benefits

A major portion of the budget for employee benefits continues to be the cost of providing health care to employees and retirees. The Stay Well Health & Wellness Center opened for business on January 28, 2015. Utilization of the Health & Wellness Center by covered employees and eligible retirees, combined with a decrease in high cost claims and the stability of the Stay Well Fund balance, has resulted in reduced costs to the Stay Well Fund. The adopted budget reflects no anticipated increases in premium costs for FY 2016-2017.

As a part of the City's adjustment to economic conditions during the last several years, 76.7 FTE positions - representing approximately 6.2% of the total authorized positions - have been left unfunded in the proposed budget. Meeting the challenges caused by understaffing is a daily occurrence, but our employees remain dedicated to providing the highest quality service to our citizens.

Budget Review

The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park, street, police, fire and storm water sales taxes), service fees, grants, etc. The total adopted operating and capital budget for the City, including utilities, is \$323,256,904 which is an increase of \$10,028,370 (3.2%) from the 2015-2016 budget. The operating portion of the total budget increased by \$7,976,333 (2.8%).

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At \$74,783,776, it is 23.1% of the total budget, and pays for most of the City's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be \$1,860,628 less than the adopted budget in fiscal year 2015-16. The following table provides a General Fund revenue comparison for the adopted 2015-16 budget to the revised 2015-16 budget and the adopted 2016-17 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2015-16	Revised Estimate	Adopted Budget 2016-17
Property Taxes	\$ 7,516,500	\$ 7,556,184	\$ 7,561,000
Sales & Use Taxes	17,570,404	18,196,194	18,352,500
Utility Franchise Fees	11,369,000	8,876,109	9,107,000
PILOTS	18,868,596	18,530,344	19,103,195
Licenses & Permits	3,403,687	3,377,293	3,759,869
Grants & Shared Revenues	5,275,139	5,299,615	5,289,812
Charges for Services	2,020,770	1,954,406	2,002,725
Fines & Court Costs	4,921,960	4,023,000	3,623,000
Interest Income	95,900	96,500	101,500
Interfund Charges	4,741,289	4,741,289	5,073,016
Other Revenue	519,000	463,000	468,000
Total Revenue	\$76,302,245	\$73,113,934	\$74,441,617

Sales taxes are one of the largest components of the City’s General Fund revenue. Sales tax collections are projected to remain relatively flat, due to the economy and redistribution of retail sales due to additional commercial development throughout Eastern Jackson County, reflecting an increase of \$177,500 or one percent compared to original projections for the current fiscal year.

General Fund Highlights

A. Undesignated Fund Balance. For fiscal year 2016-2017, the fund balance is projected to be \$3,731,934. The projected fund balance meets the requirements of City Policy (Resolution #4948) to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues.

B. Public Safety. The budget for the Police Department is \$27,066,600 million. The budget for the Fire Department is \$17,782,425 million. Approximately 60% of the General Fund is designated for these two departments.

C. Employee Benefits. There are no budgeted increases to the funding for health care insurance costs and dental insurance premiums. Costs are anticipated to remain steady throughout the fiscal year.

D. Technology Updates. Approximately \$149,700 is included to fund scheduled replacement of electronic equipment such as file servers, microcomputers and printers. Additionally, \$120,000 is budgeted to begin the replacement of our Financial Management System. This represents the first (of five) year's purchase payments of the General Fund's portion of the system cost.

Capital Outlay

The adopted 2016-17 budget includes \$376,700 for capital outlay from the General Fund. This is a reduction of \$23,300 from the current budget.

<u>Department</u>	<u>Description</u>	<u>Amount</u>
Technology Services	PC, Monitor and File Server Replacement	\$149,700
Public Works	Vehicles	96,000
Public Works	Building Repairs	131,000
	Total	\$376,000

Storm Water Sales Tax

The budget includes revenues of \$4,180,000, an increase of 6.6% compared to last year, from the ¼ of 1% Storm Water Improvement Sales Tax to fund needed storm water improvements. Collections of the current tax began January 1, 2011 and received voter approval on August 3, 2010, to be continued until repealed. The operating and capital budgets propose expenditures of \$5,101,625 for the 2016-17 fiscal year. The capital budget of \$1,495,000 funds several projects, including:

Storm Water Sales Tax Fund

Capital Budget Summary

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
70131504	Drumm to Crane	\$ 350,000
70131501	Rock Creek Neighborhood Projects	700,000
NEW	19th & Norwood	195,000
NEW	Walnut Gardens, RD Mize & Gateway Dr.	170,000
NEW	Blue Lawn- E. 31st-E. 32nd- East of Arlington	80,000
	Total	\$1,495,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current ½ of 1% sales tax collection began January 1, 2009 and received voter approval in August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes \$7,515,537 for several projects, including the following:

Street Improvement Sales Tax Fund Capital Budget Summary

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
70111601	2015-16 Overlay Program	\$ 5,725,537
70111601	2016-17 Overlay Program	900,000
70111103	Alley Rehabilitation	200,000
70111501	39th & Noland	180,000
70111307	78 Highway and Truman	220,000
7011402	Crysler Complete Streets	150,000
70110409	Operation Green Light	40,000
70110807	Sidewalks to Parks Improvements	100,000
	Total	\$7,515,537

Park Improvement Sales Tax

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is of 1%. On August 3, 2010 the Independence voters approved extending the full ¼ of 1% until repealed. Estimated revenues this fiscal year will be \$4,180,000. Expenditures will include capital of \$315,000 for park revitalization projects. Other expenditures will support the operation of the Truman Memorial Building, the Palmer Senior Center, Adventure Oasis Water Park and the Athletic Complex.

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8th of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. On April 5, 2016 voters approved an extension of the sales tax through December 31, 2028. Revenues are projected to be \$2,210,000. Expenditures of \$2,358,741, which includes funds carried over from the previous year, are recommended. These funds will be used to purchase equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the 1/4 of 1% sales tax began January 1, 2005, continued through December 31, 2008, when it was reduced to 1/8th of 1% through December 31, 2016. The 1/8th of 1% tax was then extended by a vote of the people through December 31, 2028. Revenues are projected to be \$2,100,000.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the sixth lowest as compared to 12 other communities in the metropolitan area. Sanitary sewer revenues are projected to be \$25,453,425, an increase of approximately 2.3%, as compared to the current year. Adopted operating budget expenditures from the fund are \$26,817,708. The budget also includes funding of \$1,553,000 for capital projects, including:

Sanitary Sewer Fund Capital Budget Summary

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
NEW	Pacific Avenue Sanitary Main Replacement	\$ 195,000
NEW	Kentucky 1 Pump Station Demolition	60,000
NEW	RCTP Facilities Roof, Ceiling & Lighting	608,000
NEW	Primary Sludge Grinders & Flowmeter Replacement	90,000
NEW	Financial Management System Replacement	600,000
	Total	\$1,553,000

Power & Light Fund

Power & Light total revenues for fiscal year 2016-17 are estimated to be \$142,845,176, an increase of 0.4%, as compared to the current year. The adopted operating budget for Power and Light is \$145,945,081. The budget also includes funding of \$16,390,000 for capital projects, including:

Power & Light Fund Capital Budget Summary

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
NEW	BV Boiler Burner Management System Upgrade	\$ 800,000
NEW	BV Generator Hydrogen System Upgrade	450,000
NEW	BV Ash Pond Closure	6,000,000
NEW	69 kV Transmission Line Rebuild (Sub E to F)	3,042,000
70201106	Substation Facilities/Equipment Improvements	848,000
NEW	Substation I Switchgear & Transformer Replacement	3,650,000
NEW	Systems Operations / UPS Upgrade	400,000
NEW	Systems Operations Work Area Renovation	600,000
NEW	Financial Management System Replacement	600,000
Total		\$16,390,000

Water Fund

Independence water rates are the third lowest, as compared to 14 other communities in the metropolitan area. It is estimated that water revenues will be \$32,359,384, an increase of approximately 2.1%, as compared to the current year. The adopted operating budget is \$28,110,679 which includes operating, non-departmental, and debt service costs. The budget also includes funding of \$4,350,000 for capital projects, including:

**Water Fund
Capital Budget Summary**

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
9749	Main Replacement	\$ 300,000
9952	Security Upgrades	25,000
70401003	Future Production Wells	100,000
70401301	23rd St Main Replacement	500,000
70401504	Northern Blvd. (28th to 31st)	300,000
70401505	Distribution System Improvements	150,000
70401506	Truman Road Booster Station Upgrades	500,000
NEW	Filter Backwash	50,000
NEW	Plant Discharge Outfall Improvements	75,000
NEW	SB Drive Improvements	75,000
NEW	Little Blue Pkwy Transmission Main	125,000
NEW	Courtney Bend Basin Catwalk	200,000
NEW	Fiber Optic Connection to CBP	300,000
NEW	Truman Road 12" Main (Yuma to Alexander	550,000
NEW	Lime Silo	500,000
NEW	Financial Management System Replacement	600,000
Total		\$4,350,000

Conclusion

This budget conforms to Council policies, addresses the community's priorities and places emphasis on the livability of our neighborhoods. Staff looks forward to assisting the City Council with the implementation of the budget over the coming fiscal year.

John Pinch
City Manager
/lc

Guide

to Independence's Budget Document

Organization of the Budget Document

The budget document is intended as a tool for residents, elected officials, and City staff. The document contains narratives, graphics, and financial data at summary and detailed levels. It represents the culmination of the process of projecting available resources for the upcoming fiscal year and represents the financial plan as to how those resources will be spent. It is intended that this document is both understandable to the average reader and useful as a working document for managing the City's finances.

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

The budget begins with the City Manager's **Budget Message**. The message provides an overview of the budget document and provides a narrative discussion of other related issues.

The **General Fund** section represents financial, operating, and employee staffing data for the General Fund. Departmental schedules include: an organization chart, departmental budget summary, and detail appropriation data for each organizational budget level within each department.

The **Utility Funds** section represents financial, operating, and employee staffing data for the City's three Utility Funds: Power and Light, Sanitary Sewer, and Water Funds. Departmental schedules include: an organization chart, departmental budget summary, graphical and chart historical data, and detail appropriation data for each organizational budget level within each department.

The **Other Funds** section represents financial, operating, and employee staffing data for the remaining funds of the City for which an operating budget is prepared. These funds are as follows: Tourism, Community Development Block Grant Act, HOME Program, Street Improvements Sales Tax, Parks and Recreation Sales Tax, Storm Water Improvements Sales

Guide to Independence's Budget Document

Tax, Police Public Safety Sales Tax, Fire Public Safety Sales Tax, Grants Fund, Central Garage, Staywell Health Care Funds, and Worker's Compensation Fund. Departmental schedules include: an organization chart, departmental budget summary, graphical and chart historical data, and detail appropriation data for each organizational budget level within each department.

The **Combined Summary** section represents consolidated financial, operating, debt service, and employee staffing data across all fund and department lines. While this section provides a City wide perspective of the budget document, spending decisions are made at the individual fund level.

The **Appendix** section contains the following: budget calendar, demographic statistics, financial statistics, list of acronyms, and glossary of budget and finance terms.

Structure of the City's Finances

Funds

The City has thirty separate groups of accounts called funds. Each fund is separately accounted for with its own set of self-balancing accounts. Sixteen of these funds have formal budgets which are included in this budget document. Of the remaining fourteen funds, six are capital project funds and are part of the Capital Budget. The other eight funds are special purpose funds that do not require the use of formal budgets.

The sixteen Operating Budget funds are broken down into four fund classifications. The classifications are listed below along with the individual funds within that category and a description of the purpose for each fund:

General Fund – Represents the primary operating fund for general governmental services. It provides most traditional tax supported municipal services such as police and fire protection.

Special Revenue Funds – Special revenue sources that are restricted in their use. These are listed below:

Tourism Fund - Accounts for the proceeds of the transient guest tax.

Community Development Block Grant Fund – Accounts for the federally funded Community Development Block Grant Act program.

Home Program Fund - Accounts for the Federally Funded Home Program.

Guide to Independence's Budget Document

Street Improvements Sales Tax Fund - Accounts for the revenues received on the Capital Improvement Sales Tax approved by voters in August, 1998 for street improvement purposes. The tax was renewed in August, 2002 and again in August, 2007.

Parks Improvements Sales Tax Fund - Accounts for the revenues received from the Parks Improvement Sales Tax approved by voters in August, 1998 for parks and recreation improvement purposes and was renewed in August, 2002 and August, 2010. The tax will remain in effect until repealed.

Storm Water Improvements Sales Tax Fund - Accounts for the revenues received from the Storm Water Improvement Sales Tax approved by voters in August, 2000 for storm water improvement purposes. The tax was renewed in August, 2010 and will remain in effect until repealed.

Police Public Safety Sales Tax Fund - Accounts for the revenues received from the Police Public Safety Sales Tax approved by voters in August, 2004 for Police department purposes.

Fire Public Safety Sales Tax Fund - Accounts for the revenues received from the Fire Public Safety Sales Tax approved by voters in August, 2004 for Fire department purposes.

Grants Fund - Accounts for revenues received from Federal and State Grant Funds

Enterprise Funds - Government operations that are accounted for in a manner similar to private sector operations.

Power and Light Fund - Accounts for Power and Light Utility operations.

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

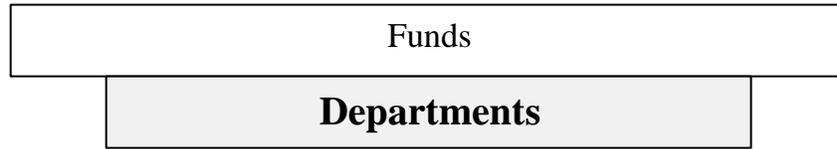
Internal Service Funds - Funds used to account for the furnishing of goods or services by one department or fund within the City to other City departments and funds.

Central Garage - Accounts for the costs of maintaining a portion of the City's fleet.

Staywell Health Care Fund - Accounts for activities related to the City's self-insured health care plan.

Worker's Compensation Fund - Accounts for the activities related to the City's self-funded worker's compensation plan.

Guide to Independence’s Budget Document

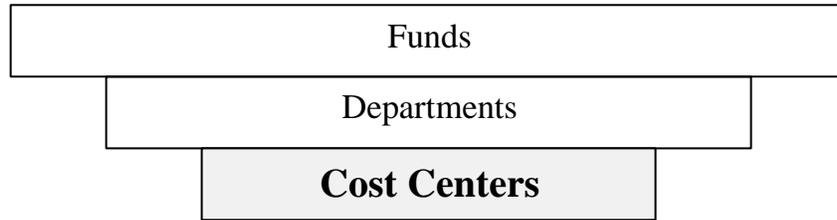


The City has nineteen operating departments that are responsible for all operations of the City. The budget establishes appropriations for each department to support their operations for the ensuing fiscal year. Each department can potentially be funded out of any one or more of the different fund categories listed earlier.

	General Fund	Enterprise Funds	Special Revenue Funds	Grants Fund	Internal Service Funds
City Council					
City Clerk					
City Manager					
Technology Services					
Municipal Court					
Law					
Finance					
Human Resources					
Community Development					
Police					
Fire					
Health					
Public Works					
Water					
Water Pollution Control					
Parks, Recreation & Tourism					
Power and Light					
Non-Departmental					

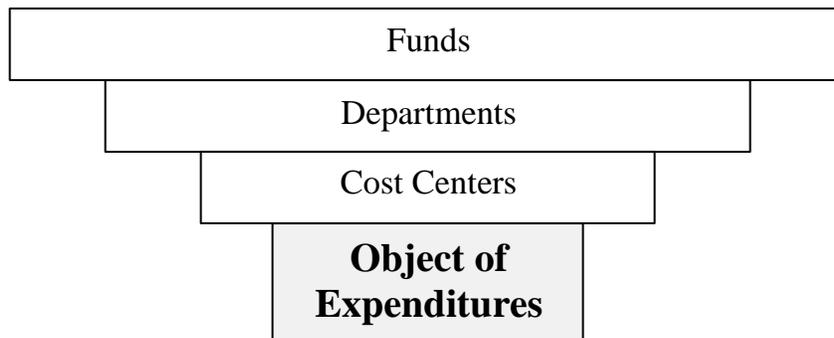
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

Guide to Independence's Budget Document



Cost Centers -

Most departments are broken down into multiple cost centers based on the types of services or groups of services provided. These cost centers form the foundation of the organizational structure of the city. As noted earlier, departments can be funded from multiple funds however at the cost center level, all of the activities within a given cost center must be funded from the same fund.



Object of Expenditures -

Departmental appropriations within a given cost center are broken down into various object of expenditure accounts based on the type of goods or services to which an expenditure relates. Object of expenditure accounts represent such items as salaries, benefits, contractual services, office supplies, etc. Object of expenditure accounts are further grouped into five major class categories: Personal Services, Other Services, Supplies, Capital Outlay, and Debt Service/Other.

Organizational Structure Recap

At the very lowest level, expenditures are recorded at the object of expenditure level within a cost center. The cost center represents the lowest level organizational unit of the city and generally represents a group of common services within a department. The funding for any one cost center is uniquely funded from a single fund. Multiple cost centers make up a Department. Finally, at the very highest level of the financial structure are funds which represent a unique and distinct group of funding sources, many of which are legally restricted for use in a limited manner. Departments can include funding from different funds; however, cost centers within a department must be funded from a specific fund.

The City of Independence



Vision Statement

The pride we feel as a community will make Independence a centerpiece for the metropolitan area.

The City of Independence will be a community that provides an exceptional quality of life for residents through a healthy economy that provides jobs and livelihoods for citizens; with well planned, safe and secure neighborhoods; and through excellence in the delivery of public services.

The City of Independence will be a community that takes pride in its history, by maintaining its unique heritage for future residents and for visitors from throughout the world.

The City of Independence will meet the needs of its citizens through fostering citizen participation and involvement in local government; through the establishment of clear policy guidelines; and through a responsive, well-trained, professional City staff.

(reaffirmed by Resolution number 5213 – September 19, 2005)

The City of Independence



Strategic Goals

Consistent with the Vision Statement, the City Council hereby establishes the following four (4) strategic goals:

1. To cultivate and preserve attractive and desirable neighborhoods by encouraging well-maintained property and architecturally-diverse housing, conducting strategic needs assessments, identifying and allocating prioritized resources, and providing focused services to meet identified needs.
2. To increase operational efficiencies and enhance citizen engagement through implementation and use of advanced technologies.
3. To meet existing and emerging health, safety and welfare needs of residents and businesses by evaluating existing standards and procedures and effectively administering property maintenance compliance, infrastructure construction and repairs, historic preservation and public safety services.
4. To promote a strong local economy with an expanding employment and tax base through focused strategies to redevelop existing business districts, aid in the establishment of new businesses, provide exceptional customer service and aggressively pursue economic development and redevelopment opportunities.

(approved by Resolution number 5879 –January 6, 2014)

City of Independence, Missouri
2016-17 Operating Budget
Financial Policies

A. Fund Balance

1. Fund Balance Target - The City shall maintain an Undesignated Fund Balance level in the General Fund equal to 5% of annual revenues. The purpose for maintaining this reserve fund will be for meeting emergencies arising from: (1) the loss or substantial reduction in actual revenue collections over anticipated amounts; 2) unexpected expenditures due to natural disasters or casualty losses; 3) non-budgeted expenditures for the satisfaction of court judgments and litigation costs; and, 4) conditions that threaten the loss of life, health or property within the community.

2. Recovery Plan when Fund Balance is below Target - Whenever the General Fund Undesignated Fund Balance account balance falls below the target level of 5% then the City will strive to restore the Undesignated Fund Balance through revenue allocations or expenditure reductions back to the target level over a five (5) year period.

3. Utilization of Funds that Exceed the Fund Balance Target - Any amounts in the General Fund Undesignated Fund Balance account that exceed the target amount may be utilized in the following year's operating budget with the same restrictions identified below for one-time revenues.

B. Revenues

1. Use of One-Time Revenues - One time revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund on-going programs and activities.

2. Grant Acceptance and Cost Recovery Analysis - The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant the City shall thoroughly consider all implications related to costs associated with complying with the terms of the grant agreement and the ongoing obligations that will be required in connection with the acceptance of the grant. Programs financed with grant monies will be budgeted in separately, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources may be substituted only after all program priorities and alternatives are considered during the budget process.

3. Revenues Diversification - The City will strive to develop and maintain a diversified and reliable revenue stream so as to avoid becoming overly dependent upon any single source of revenue. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources.

City of Independence, Missouri
2016-17 Operating Budget
Financial Policies

4. Estimation of Annual Budgeted Revenues - The Finance Department will provide an annual estimate of anticipated revenues using an objective and analytical process. When faced with assumption uncertainties, conservative projections will be utilized.
5. Support Services provided to Funds - The City shall set user fees for each fund at a rate that fully covers direct and indirect costs of providing support services to other funds.
6. Fees and Charges for Services - Fees and charges shall be periodically evaluated and, if necessary, adjusted annually to assure that they cover all direct and indirect costs, unless it is determined full cost recovery would not be in the best interest of the public.
7. Investment of City Funds - Cash and investment programs will be maintained in accordance with State Statutes and the City Charter and will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
8. Restricted Revenues - Revenues will not be dedicated for specific purposes, unless required by law, generally accepted accounting practices (GAAP), or authorized by the Council. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements.

C. Expenditures

1. Employee Staffing Levels - The addition of new positions will only be requested after service needs have been thoroughly examined and it is substantiated that the additional staffing will result in increased revenue, enhanced operating efficiencies, or the achievement of specific objectives approved by the Council. To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment.
2. Service Delivery Analysis - The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our residents at the most competitive and economical cost. Department directors, in cooperation with the City Manager's office, will identify all activities that could be provided by another source and review options/alternatives to current service delivery methods. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.

City of Independence, Missouri
2016-17 Operating Budget
Financial Policies

3. Capital Outlay (vehicles, equipment, building repairs) for Operations - The City will budget for capital items through the process used to prepare the annual operating budget.

a. The City will prepare and update annually a long-range capital plan for operating capital outlay.

b. The City will strive to fund capital outlay expenditures at a level to maximize service delivery and minimize maintenance costs with the objective of achieving the greatest useful life of the asset.

c. When planning for capital outlay expenditures of any type, each department director must estimate the impact on the City's operating budget.

D. Other Financing Sources and Uses

1. Lease Purchase Financing - The City will lease purchase high-cost items of equipment only if necessary due to lack of alternative funding options, or if lease rates are less than the rate attained from investment return. In no case shall the City lease purchase equipment items whose useful life is not greater than term of the lease.

City of Independence, Missouri
2016-17 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

The fiscal year of the City shall start on July 1 and end on June 30.

Formal annual operating budgets are used as a control device for the General, Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax, Power and Light, Sanitary Sewer, Water, Stay Well Health Care and Central Garage Funds. Expenditures may not exceed appropriations for any department within each applicable fund. Unexpended operating budget appropriations lapse at year end.

Annual operating budgets are not prepared for Capital Project Funds although budgets are prepared on a life to date project basis.

City Charter, Section 8.2 Budget: Preparation and submission. At least forty-five (45) days before the beginning of the fiscal year, the City Manager shall prepare and submit to the Council a proposed budget for the next fiscal year, which shall contain detailed estimates of anticipated revenues including any resources available from the current fiscal year, and proposed expenditures for the year, and an explanatory message. The budget shall include the general fund and at least all other regular operating funds which are deemed to require formal annual budgeting, and shall be in such form as the City Manager deems desirable or as the Council may require. The total of the proposed expenditures from any fund shall not exceed the total of the anticipated resources thereof. The budget and budget message shall be public records in the office of the City Clerk, and shall be open to public inspection. Copies of the budget; and budget message shall be made for distribution to persons on request.

Prior to June 27, the Council shall adopt the budget. If the Council fails to adopt the budget on or before that date, the budget, as submitted or amended, shall go into effect.

City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.

(1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.

(2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

City of Independence, Missouri
2016-17 Operating Budget
Budget Procedures and Policies

City Charter, Section 8.4 Budget: Public hearing. The Council shall hold a public hearing on the proposed budget at least one (1) week after a notice of the time of the hearing has been published in a newspaper of general circulation within the City; and any interested person shall have an opportunity to be heard. The Council may continue the hearing at later meetings without further notice.

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgment, the amount estimated will be revenue of the fiscal year. The Council, not later than the twenty-seventh (27th) day of the last month of the fiscal year, shall adopt the budget and make the appropriations for the next fiscal year. If the Council fails to adopt the budget and make the appropriations on or before that day, the budget as submitted or as amended, shall go into effect and be deemed to have been finally adopted by the Council; and the proposed expenditures therein shall become the appropriations for the next fiscal year. The appropriations, when made by the Council by a general appropriation ordinance separate from the budget document, need not be in as great detail as the proposed expenditures in the budget. Appropriations from a fund shall never exceed the anticipated resources thereof in the budget as adopted.

City Charter, Section 8.6 Budget: Transfer of appropriation balances, amendment. After the appropriations are made, and except as the Council by ordinance may provide otherwise, the City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a department, office, or agency to any other items of appropriation, including new items within the same department, office, or agency; and upon recommendation by the City Manager, the Council may transfer unencumbered appropriation balances or parts thereof from any item of appropriation, including an item for contingencies, in a fund to any other item of appropriation, including new items, in the fund.

Upon recommendation by the City Manager, the Council by ordinance may also amend the budget as adopted by changing the estimates of anticipated revenues or proposed expenditures of a fund and otherwise; and may increase or decrease the total appropriations from a fund when a change in revenues or conditions justify such action; but total appropriations from any fund shall never exceed the anticipated revenues thereof in the budget as adopted or as amended, as the case may be. The Council shall not increase any estimate of anticipated revenues in the budget unless the City Manager certifies that, in the City Manager's judgment, the amount estimated will be revenue of the fiscal year.

City of Independence, Missouri
2016-17 Operating Budget
Budget Procedures and Policies

Budget Policies -

Fund Types

Governmental Funds - are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types for which annual operating budgets are prepared:

The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.

Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

Proprietary Funds - are used to account for the City's on-going organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. The following are the City's proprietary fund types:

Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.

Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and recorded in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. Measurement focus determines what actually is being recorded, not when. The measurement focus for governmental funds is based upon expenditures - decreases in net financial resources. The measurement focus

City of Independence, Missouri
2016-17 Operating Budget
Budget Procedures and Policies

for proprietary funds is based upon expenses - decreases in net total assets. The principal difference between expenditures and expenses is that with expenditures, the primary concern is the flow of resources, however with expenses; the primary concern is the substance of transactions and events which may not specifically relate to the actual flow of resources.

As already indicated, the basis of accounting relates to when transactions are recorded, not what is actually being recorded. The three different types of accounting basis are 1) Cash, 2) Modified Accrual, and 3) Accrual. The latter two are recognized as Generally Accepted Accounting Principles (GAAP); the Cash basis is not.

The modified accrual basis of accounting is utilized by all governmental fund types and expendable trust funds. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Significant revenues which are considered susceptible to accrual include real estate taxes, sales taxes, utility franchise taxes, interest, and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues (i.e. grants), the legal and contractual requirements of the individual program is used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purposes or expenditures and nearly irrevocable, i.e., revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if they meet the available and measurable criteria.

Real estate taxes levied and expected to be collected within sixty days after the fiscal year-end are considered available and, therefore, are recognized as revenues.

Licenses and permits, fines and forfeitures, charges for services, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary and nonexpendable trust fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled revenue) and expenses are recorded when liabilities are incurred.

Encumbrances

The City's policy is to prepare the annual operating budget on a basis which includes encumbrances as the equivalent of expenditures in order to assure effective budgetary control and accountability and to facilitate effective cash planning and control. Encumbrance

City of Independence, Missouri
2016-17 Operating Budget
Budget Procedures and Policies

accounting is where purchase orders, contracts, and other commitments for the expenditures of funds are recorded in order to reserve that portion of the applicable appropriation.

Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts in process at year-end are completed. Encumbrances outstanding at year-end are reported in the Comprehensive Annual Financial Report (CAFR) as reservations of fund balances because they do not constitute expenditures or liabilities. Outstanding encumbrances at year-end are re-appropriated in the following fiscal year in order to provide authority to complete these transactions.

Difference between Budget Basis and Financial Reporting Basis

The City's Comprehensive Annual Financial Report (CAFR) reports on the status of the City's finances in accordance with the GAAP basis of accounting. In most cases this is also the same basis of accounting as used in preparing the budget. Exceptions to the basis of accounting used for financial reports and in preparing the budget are listed below:

Governmental Fund Types - All governmental fund types use the same basis of accounting for reporting and budgeting with the exception that the budget also recognizes encumbrance accounting. In the CAFR, the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Governmental Fund Types and Expendable Trust Funds" presents revenues and expenditures in accordance with the GAAP basis of accounting. The "Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Budget Basis)" in the CAFR presents the same information, however it also includes the recognition of encumbrances. This later statement provides a reconciliation of the presented data to the GAAP basis statement.

Proprietary Fund Types - All proprietary fund types use the same basis of accounting for reporting and budgeting with the exception of "non-cash" expenses and disbursements that affect balance sheet accounts. "Non-cash" expenses are included in the financial reports but not in the budget. An example of this type of expense would be depreciation where an expense is recorded but a cash disbursement does not take place. Balance sheet account disbursements are items that are included in the budget as expenditures, however they do not affect the "Combined Statement of Revenues, Expenses and Changes in Retained Earnings/Fund Balances - All Proprietary Fund Types and Nonexpendable Trust Funds" (i.e. the operating statement) in the CAFR. An example of these types of items would be inventory purchases, debt principal payments, and capitalized labor and material costs.

Budget Calendar for 2016-17 Operating Budget

Departments begin entering budget text data	Wed.	January 6
Departments complete cost allocation forms	Fri.	January 8
Central Garage to complete 2016-17 budget projections.	Fri.	January 29
Departments begin reviewing Position Management Projections	Mon.	February 1
Departments begin entering budget financial data	Mon.	February 1
Departments complete reviewing Position Management Projections	Wed.	February 10
All Budget forms (including Departmental Summary, Detail Budget Sheets and Detail Program Sheets) due to Budget Office for review	Tues.	February 16
All completed budget forms due to the Budget Office for final review.	Fri.	February 19
Updated 2016-17 Revenue Estimates sent to the City Manager by Finance	Fri.	February 26
Estimated Fund Balance Summary based on Department's requested budgets due to the City Manager from the Budget Office	Fri.	February 26
City Manager Budget reviews with departments	Tues. Fri	March 1- March 18
City Council Review of Proposed Council Goals Allocations	Mon.	March 28
Revenue Manual completed by Finance for distribution to the City Council	Mon.	May 2
City Manager Proposed Budget submitted to the City Council (must be at least 45 days prior to the beginning of the new fiscal year) ^a	Mon.	May 2
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) ^a	Fri.	May 6
Public Hearing by the City Council on the Proposed Budget ^a	Mon.	May 16
First reading on the 2016-17 Operating Budget Appropriation Ordinance	Mon.	June 6

Budget Calendar for 2016-17 Operating Budget - Page 2

Public Hearing by the City Council on the Proposed Budget ^a	Mon.	May 16
First reading on the 2016-17 Operating Budget Appropriation Ordinance	Mon.	June 6
Council adoption of the 2016-17 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) ^a	Mon.	June 20
Preparation and public filing in the City Clerk's Office of the Adopted Budget	Fri.	July 1
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Fri.	July 1
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) ^b	Fri.	July 22
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance ^b	Mon.	August 1
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2016 and Jackson County no later than October 1, 2016) ^b	Mon.	August 15
GFOA budget review submittal	Fri.	August 19

Footnotes-

^a City Charter Requirement

^b Tax Levy Requirement under the "Open Window Law"

**City of Independence, Missouri
2016-17 Operating Budget**

Equal Employment Opportunity Plan

The City of Independence shall take affirmative action to promote and ensure equal employment opportunity for all persons. Recruitment, hiring, promotions, personnel actions, benefits, training and all other terms, conditions and privileges of employment shall be conducted without regard to race, color, religion, sex, national origin, age, disability, or status as a disabled veteran, or veteran of the Vietnam Era. Department directors, supervisors, and City employees involved in the hiring and interviewing process shall base employment decisions on the principles of Equal Employment Opportunity (EEO) and with the intent to further the City's commitment to those principles.

Directors and supervisors shall take affirmative action to ensure that minority group individuals, females, veterans of the Vietnam Era, disabled veterans, and persons with disabilities are introduced into the work force and that these employees are considered when opportunities for promotion arise.

In addition, the City shall assert leadership in the community and put forth the maximum effort to achieve non-discriminatory, equal employment opportunities throughout the political jurisdiction of the City. Affirmative action will be taken to ensure that equal employment opportunities are available on the basis of merit of the individual and consistent with the City's goals and timetables for staffing. The City will strive for a workforce diversity in each occupation group which corresponds to the availability of minority and female persons in the appropriate recruitment areas.

Equal Employment Opportunity Goals for 2016-17

1. City Department Directors will promote and ensure equal employment opportunity for all persons without regard to race, color, sex, religion, national origin, ancestry, age, disability, or political affiliation.
2. City Department Directors assure that no discrimination will occur in recruitment, selection, training, advancement, compensation, working conditions, demotion, layoff and termination.
3. City recruitment activity will continue to utilize wide and diverse distribution sources in the metro area, including but not limited to, area colleges, community colleges, churches, Indian centers, Hispanic and black organizations, City's website which is linked to Facebook and Twitter and area newspapers (as requested).
4. City Department Directors will strive to achieve a workforce in each occupational group which corresponds to the actual availability of qualified minorities and females in the community and surrounding area.

**City of Independence, Missouri
2015-16 Operating Budget**

Equal Employment Opportunity Plan

5. The City's affirmative goals shall not discriminate against any individual or group of individuals with respect to any employment opportunity for which they are qualified for on the grounds that they are not the beneficiaries of affirmative action themselves, since the City does not sanction the discriminatory treatment of any person.

Recruitment Activity

In preparation for the recruitment activity for 2016, Department Directors have been provided the staffing profile of their departments, effective July 1, 2015. All Departments have a copy of the City's Affirmative Action Plan and Affirmative Action hiring guideline/goals

EEO Calendar Year 2015 Data

The following information is reporting the City’s overall new hire activity for 2015. The report serves as positive evidence that the City is increasing the diversity of its workforce.

Total 2015 Full Time New Hires: 78

Males	Race: Male	Female	Race: Female
58	White – 53 Black – 1 Hispanic – 1 Ameri. Indian – 0 Asian – 3 Unknown - 0	20	White – 16 Black – 3 Hispanic – 1 Ameri. Indian – 0 Asian – 0 Unknown - 0

Total 2015 Full time new hire percentage of minorities: 12%

- Black - 5%
- Hispanic - 3%
- American Indian - 0%
- Asian – 4%
- Total percentage of females: 26%

Total 2015 Part time New Hires: 4

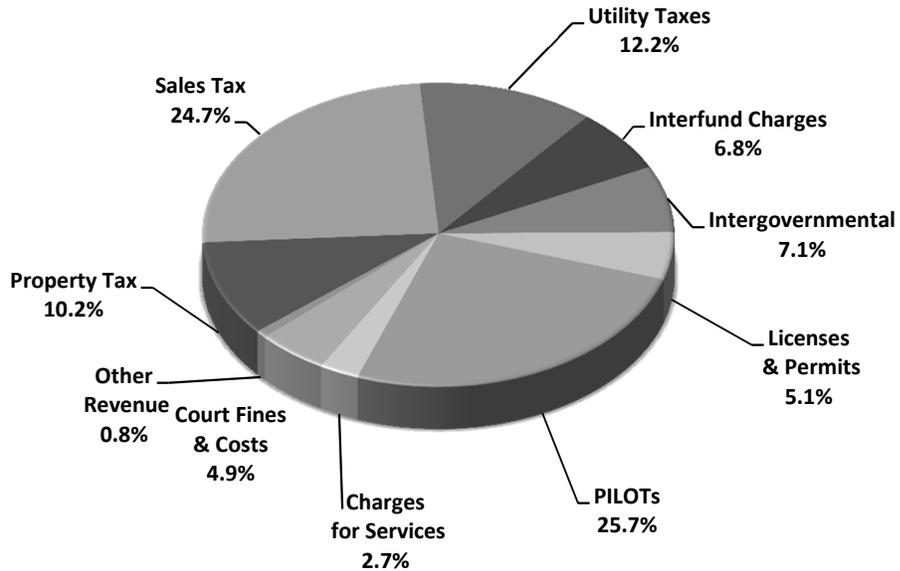
Males	Race: Male	Female	Race: Female
0	White – 0 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0	4	White – 4 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0

Total percentage of females: 100%

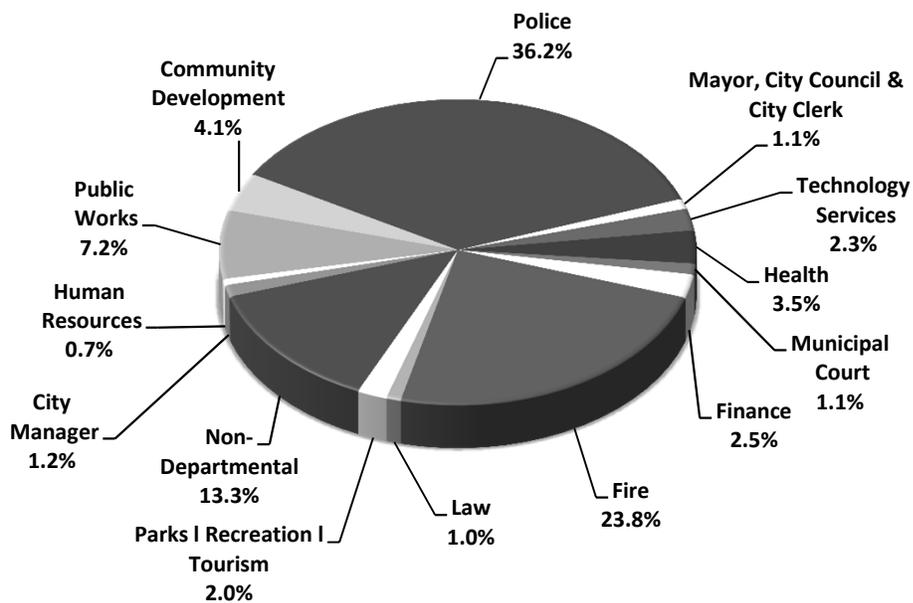
Total Workforce data for Calendar Year 2015:

- 1,095 FT/PT employees
- Black – 2%
- Hispanic – 3%
- American Indian – 1%
- Asian – 1%

Source of Budget Dollars



Allocation of Budget Dollars



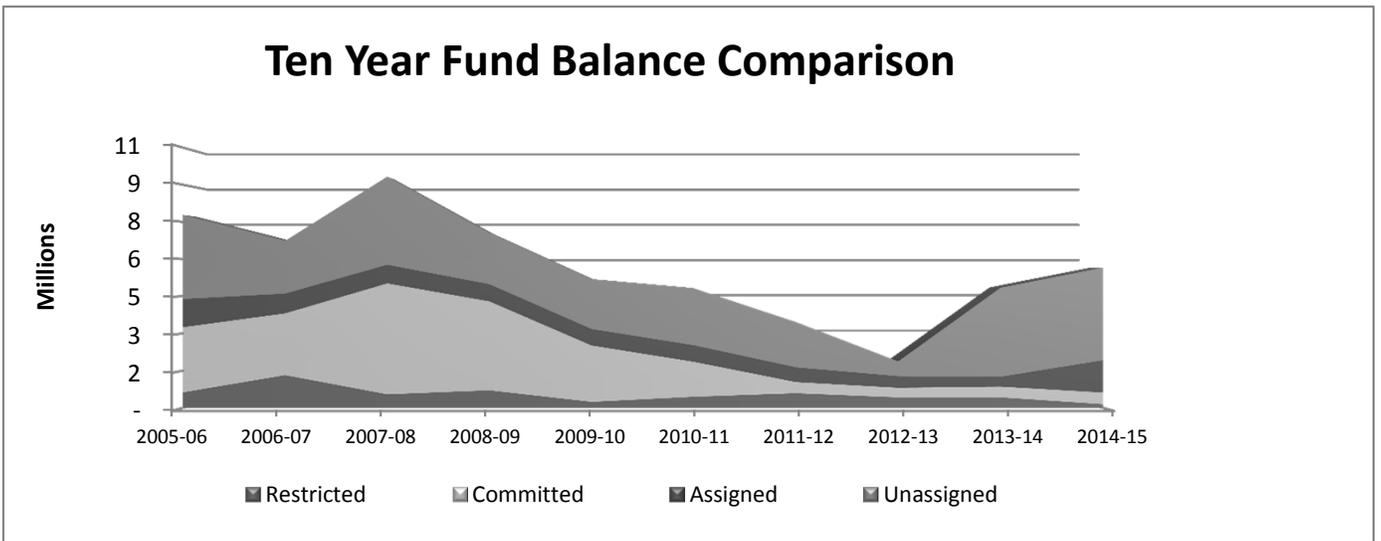
City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	% of Total	2016-17 Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Unassigned Fund Balance	\$ 3,591,990	\$ 3,741,675		\$ 3,877,030		\$ 135,355	
Source of Budget Dollars							
Transfers from Other Funds				\$ -		\$ -	
Other Fund Balance	224,642	-		-		-	
Components							
Estimated Revenues-							
Taxes	\$ 35,652,333	\$ 36,455,904	47.8%	\$ 35,020,500	47.0%	\$ (1,435,404)	-3.9%
Payments in Lieu of Taxes	18,413,389	18,868,596	24.7%	19,103,195	25.7%	234,599	1.2%
Licenses & Permits	3,682,050	3,403,687	4.5%	3,759,869	5.1%	356,182	10.5%
State & County Shared Rev.	5,323,324	5,275,139	6.9%	5,289,812	7.1%	14,673	0.3%
Charges for Current Services	1,863,880	2,020,770	2.6%	2,002,725	2.7%	(18,045)	-0.9%
Fines and Forfeitures	4,652,309	4,921,960	6.5%	3,623,000	4.9%	(1,298,960)	-26.4%
Interfund Charges	4,544,233	4,741,289	6.2%	5,073,016	6.8%	331,727	7.0%
Other Revenue	661,873	614,900	0.8%	569,500	0.8%	(45,400)	-7.4%
Total	\$ 74,793,391	\$ 76,302,245	100.0%	\$ 74,441,617	99.7%	\$ (1,860,628)	-2.4%
Transfer in	\$ -	\$ -		\$ 197,063	0.3%	\$ 197,063	---
Total Sources	\$ 75,018,033	\$ 76,302,245		\$ 74,638,680		\$ (1,663,565)	-2.2%
Use of Budget Dollars							
Operating Departments-							
City Council	\$ 455,766	\$ 453,821	0.6%	\$ 482,118	0.6%	\$ 28,297	6.2%
City Clerk	381,705	366,691	0.5%	321,384	0.4%	(45,307)	-12.4%
City Manager	886,592	984,378	1.3%	918,674	1.2%	(65,704)	-6.7%
Nat'l Frontier Trails Museum	261,914	-	0.0%	-	0.0%	-	
Technology Services	1,666,875	1,867,106	2.5%	1,748,129	2.3%	(118,977)	-6.4%
Municipal Court	827,283	836,066	1.1%	853,290	1.1%	17,224	2.1%
Law	789,297	741,884	1.0%	732,848	1.0%	(9,036)	-1.2%
Finance	1,944,054	1,968,698	2.6%	1,846,418	2.5%	(122,280)	-6.2%
Human Resources	450,776	459,444	0.6%	491,198	0.7%	31,754	6.9%
Community Development	3,039,100	3,257,399	4.4%	3,088,434	4.1%	(168,965)	-5.2%
Police	27,329,756	27,034,885	36.2%	27,066,600	36.2%	31,715	0.1%
Fire	17,214,371	17,042,758	22.8%	17,782,425	23.8%	739,667	4.3%
Health	2,697,307	2,650,711	3.5%	2,608,060	3.5%	(42,651)	-1.6%
Public Works	5,616,443	5,812,067	7.8%	5,419,548	7.2%	(392,519)	-6.8%
Parks and Recreation	1,585,448	1,634,988	2.2%	1,490,728	2.0%	(144,260)	-8.8%
Non-Departmental	8,797,138	8,916,027	11.9%	9,357,222	12.5%	441,195	4.9%
City Council Strategic Goals	105,550	250,000	0.3%	200,000	0.3%	(50,000)	-20.0%
Capital Outlay	343,177	400,000	0.5%	376,700	0.5%	(23,300)	-5.8%
Total	\$ 74,392,552	\$ 74,676,923	100.0%	\$ 74,783,776	100.0%	\$ 106,853	0.1%
Transfers							
Transfers to Other Funds	10,000	10,000		-		(10,000)	
Falls at Crackerneck TIF	465,796	1,545,149		-		(1,545,149)	-100.0%
Total Uses	\$ 74,868,348	\$ 76,232,072		\$ 74,783,776		\$ (1,448,296)	-1.9%
Ending Undesignated Fund Balance	\$ 3,741,675	\$ 3,811,848		\$ 3,731,934		\$ (79,914)	-2.1%

City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - General Fund
For the Fiscal Years Ending June 30, 2011 through June 30, 2016

Description	Actual 6/30/11	Actual 6/30/12	Actual 6/30/13	Actual 6/30/14	Actual 6/30/15	Projected 6/30/16
Fund Balance Components						
<u>Nonspendable: (Prepaid)</u>	-	-	-	\$14,141		
<u>Restricted:</u>						
Protested Revenues	\$ 24,351	\$ 65,702	\$ 5,608	\$ 29,027	\$ 17,915	
Police Forfeitures	418,205	519,215	411,753	373,872	125,051	
Other	-	-	-	-		
Total Restricted	\$ 442,556	\$ 584,917	\$ 417,361	\$ 402,899	\$ 142,966	
<u>Committed:</u>						
Capital Projects	\$ 120,851	\$ 48,581	\$ 48,581	\$ 46,080	\$ -	
City Council Strat. Goals	243,646	281,630	218,337	265,278	332,703	
Other	1,048,795	123,074	124,481	125,725	138,903	
Total Committed	\$ 1,413,292	\$ 453,285	\$ 391,399	\$ 437,083		
<u>Assigned:</u>						
Encumbrances	\$ 667,065	\$ 593,561	\$ 464,633	\$ 398,283	\$ 1,300,973	
Unassigned	2,302,039	1,831,406	600,662	3,591,990	3,741,675	3,877,030
Total Fund Balance	<u>\$ 4,824,952</u>	<u>\$ 3,463,169</u>	<u>\$ 1,874,055</u>	<u>\$ 4,844,396</u>	<u>\$ 5,185,614</u>	<u>\$ 3,877,030</u>
Fund Balance Target (a)	3,749,104	3,587,498	3,577,438	3,640,708	3,739,670	3,655,697
Actual over (under) Target (a)	(1,447,065)	(1,756,092)	(2,976,776)	(48,718)	2,005	221,333

(a) based on 5% of Annual Revenues less one-time non-reoccurring items



City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - General Fund

Unassigned Projected Fund Balance for 2016-17

Unassigned Fund Balance at June 30, 2016 (Projected)	\$ 3,877,030
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Transfers from Other Fund Balance Components:

Proposed Operating Budget (Net Sources and Uses) 2016-17	(145,096)
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Falls at Crackerneck Creek TIF Debt Refinancing

Projected Unassigned Fund Balance at June 30, 2017	<u>\$ 3,731,934</u>
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Projected Unassigned Fund Balance Target (5% of Est. Revenues)	\$ 3,731,934
--	---------------------

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Adopted Budget	% Chg. Curr Est to Adopted
Taxes					
Property Taxes					
Real Estate	\$7,519,837	\$7,480,000	\$7,515,000	\$7,520,000	0.1%
R.R. & Other Utility	39,503	36,500	41,184	41,000	-0.4%
Total Property Taxes	\$7,559,340	\$7,516,500	\$7,556,184	\$7,561,000	0.1%
Sales Taxes					
Local Option Sales Tax	\$17,695,651	\$17,095,404	\$17,750,000	\$17,927,500	1.0%
Cigarette Tax	436,414	475,000	446,194	425,000	-4.7%
Total Sales and Use Taxes	\$18,132,065	\$17,570,404	\$18,196,194	\$18,352,500	0.9%
Utility Franchise Fees					
Water	\$26,474	\$27,000	\$27,000	\$27,000	--
Gas	4,286,236	4,850,000	3,750,000	4,000,000	6.7%
Telephone	4,293,847	5,050,000	3,680,926	3,650,000	-0.8%
Electricity	527,937	585,000	529,283	530,000	0.1%
Cable Television	826,435	857,000	888,900	900,000	1.2%
Total Utility Franchise Fees	\$9,960,928	\$11,369,000	\$8,876,109	\$9,107,000	2.6%
Total Taxes	\$35,652,333	\$36,455,904	\$34,628,487	\$35,020,500	1.1%
Payments in Lieu of Taxes					
Power & Light In Lieu of Taxes	\$13,388,446	\$13,562,517	\$13,310,139	\$13,581,285	2.0%
Water Service In Lieu of Taxes	2,698,039	2,947,919	2,890,806	3,010,371	4.1%
Sanitary Sewer In Lieu of Taxes	2,326,904	2,358,160	2,329,399	2,511,539	7.8%
Total PILOTS	\$18,413,389	\$18,868,596	\$18,530,344	\$19,103,195	3.1%
Licenses and Permits					
Occupation Licenses	\$1,517,196	\$1,518,000	\$1,518,000	\$1,597,000	5.2%
Liquor Licenses	112,085	111,000	106,000	107,000	0.9%
Bld. Trades Licenses and Exams	125,066	110,000	115,000	110,000	-4.3%
Fin-Other License/Permits	108,200	121,000	108,079	108,619	0.5%
Building Permits, Com.Develop.	793,285	525,000	575,000	875,000	52.2%
Construction Permits, Pub.Works	225,391	210,000	165,000	165,000	--
Nursing Home Permits	650	1,000	650	650	--
Day Care Permits	6,664	6,687	6,600	6,600	--
Food Handler's Permits	98,425	98,000	97,000	97,000	--
Massage Therapist Appl	4,700	5,000	5,000	5,000	--
Other Food Permits	155,184	155,000	155,000	155,000	--
Ambulance Permits & Licenses	37,506	45,000	27,000	27,000	--
Plan Reviews - Health Dept.	6,875	8,000	5,400	6,000	11.1%
Motor Vehicle Licenses	490,825	490,000	493,564	500,000	1.3%
Total Licenses and Permits	\$3,682,051	\$3,403,687	\$3,377,293	\$3,759,869	11.3%
Intergovernmental					
State Taxes and Fees					
Financial Institutions Tax	\$16,523	\$19,500	\$21,269	\$25,000	17.5%
Gasoline Tax	3,096,448	3,150,000	3,150,000	3,150,000	--
Motor Vehicle License Fees	500,388	510,000	510,000	515,000	1.0%
Motor Vehicle Sales Tax	941,558	795,000	975,000	975,000	--
Total State Grants	\$4,554,917	\$4,474,500	\$4,656,269	\$4,665,000	0.2%

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Adopted Budget	% Chg. Curr Est to Adopted
Shared Revenue					
Jackson County Drug Task Force	\$528,407	\$556,867	\$391,964	\$373,430	-4.7%
Jackson County Dare Program	215,000	218,772	226,382	226,382	--
MARC Senior Services	25,000	25,000	25,000	25,000	--
Total Shared Revenue	\$768,407	\$800,639	\$643,346	\$624,812	-2.9%
Total Intergovernmental	\$5,323,324	\$5,275,139	\$5,299,615	\$5,289,812	-0.2%
Charges for Services					
General Government					
Planning & Zoning Fees	\$28,177	\$15,000	\$15,000	\$15,000	--
Board Of Adjustment Fees	2,610	4,050	3,000	3,000	--
Sale Of Maps, Books, Plans	252	5,000	100	100	--
Sale Of Police Reports	32,632	30,000	32,000	31,000	-3.1%
Sale Of Fire Reports	1,005	1,500	1,700	1,750	2.9%
Computer Service Charges	300	--	300	300	--
Transit Rider Fares	195,671	150,000	170,000	155,000	-8.8%
Total	\$260,647	\$205,550	\$222,100	\$206,150	-7.2%
Health					
Animal Shelter Fees	\$1,745	\$2,000	\$295	\$300	1.7%
Animal Shelter Services	12,357	15,000	8,300	6,000	-27.7%
Other Health Programs	9,214	7,900	10,000	9,000	-10.0%
Total	\$23,316	\$24,900	\$18,595	\$15,300	-17.7%
Public Safety					
Reimb. For Police Services	\$21,720	\$15,500	\$19,900	\$18,300	-8.0%
School Resource Officers	440,422	477,385	467,664	491,225	5.0%
Alarm Charges - Police	23,501	40,000	32,000	32,000	--
Alarm Charges - Fire	3,200	3,000	5,700	5,700	--
Total	\$488,843	\$535,885	\$525,264	\$547,225	4.2%
Recreation					
Program Fees	\$29,716	\$48,000	\$33,500	\$35,120	4.8%
Concessions	2,445	4,000	--	--	--
Center Fees/Club Memberships	\$47,561	\$80,935	\$57,819	\$58,000	0.3%
Facility Rentals	60,473	52,000	53,575	56,000	4.5%
NFTM-Admissions	\$41,972	--	--	--	--
Total	\$182,363	\$184,935	\$144,894	\$149,120	2.9%
Cemetery					
Sale Of Cemetery Lots	\$9,300	\$3,000	\$6,300	\$5,250	-16.7%
Sale Of Monument Bases	3,231	3,000	3,953	3,000	-24.1%
Grave Opening Charges	51,900	40,000	63,800	55,000	-13.8%
Total	\$64,431	\$46,000	\$74,053	\$63,250	-14.6%
Other Charges					
Sale Of Street Signs	\$134	\$500	\$500	\$500	--
Special Assessments	186,535	180,000	180,000	180,000	--
Sale Of Recycled Material	14,177	15,000	4,000	11,180	179.5%
Solid Waste Disp Fees	8,735	78,000	85,000	80,000	-5.9%
Miscellaneous Charges	634,894	750,000	700,000	750,000	7.1%
Total	\$844,475	\$1,023,500	\$969,500	\$1,021,680	5.4%
Total Charges for Services	\$1,864,075	\$2,020,770	\$1,954,406	\$2,002,725	2.5%

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Adopted Budget	% Chg. Curr Est to Adopted
<u>Court Fines and Costs</u>					
Fines & Forfeitures	\$4,075,778	\$4,307,430	\$3,500,000	\$3,150,000	-10.0%
Court Costs	417,516	403,079	370,000	334,000	-9.7%
Police Training	56,300	61,583	46,600	42,000	-9.9%
Domestic Violence	87,972	123,166	92,000	82,800	-10.0%
DWI/Drug	14,743	26,702	14,400	14,200	-1.4%
Total Fines & Court Costs	\$4,652,309	\$4,921,960	\$4,023,000	\$3,623,000	-9.9%
<u>Interest Income</u>					
Interest	\$999	\$500	\$1,500	\$1,500	--
Interest - Other	113,485	95,400	95,000	100,000	5.3%
Total Interest Income	\$114,484	\$95,900	\$96,500	\$101,500	5.2%
Interfund Charges for Support Services	\$4,544,233	\$4,741,289	\$4,741,289	\$5,073,016	7.0%
<u>Other Revenue</u>					
Sale Of Fixed Assets	\$71,050	\$125,000	\$75,000	\$75,000	--
Rents	158,426	181,000	181,000	181,000	--
Damage Claims	14,274	2,000	2,000	2,000	--
Contributions	9,822	10,000	5,000	10,000	100.0%
Misc. Non-Operating Revenue	293,816	201,000	200,000	200,000	--
Total Other Revenue	\$547,388	\$519,000	\$463,000	\$468,000	1.1%
Total General Fund Revenues	\$74,793,586	\$76,302,245	\$73,113,934	\$74,441,617	1.8%

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 City Manager Proposed Budget
<u>General Government:</u>				
City Council	\$ 455,766	\$ 453,821	\$ 455,742	\$ 482,118
City Clerk	381,705	366,691	368,534	321,384
City Manager	886,592	984,378	990,358	918,674
Technology Services	1,666,875	1,867,106	1,881,418	1,748,129
Municipal Court	827,283	836,066	840,835	853,290
Total General Government	4,218,221	4,508,062	4,536,887	4,323,595
Law Department	789,297	741,884	748,021	732,848
<u>Finance Department:</u>				
Administration	472,397	383,418	386,664	270,376
Accounting	940,554	1,009,723	1,014,045	1,011,950
Purchasing	291,469	289,106	291,562	300,240
Occupation Licensing	239,634	286,451	288,445	263,852
Total Finance Department	1,944,054	1,968,698	1,980,716	1,846,418
Human Resources Department	450,776	459,444	486,047	491,198
<u>Community Development Department:</u>				
Administration	366,463	366,022	369,177	430,016
Neighborhood Services	51,469	52,317	52,910	53,336
Comprehensive Planning	163,824	347,260	348,536	341,148
Current Planning	207,915	221,101	222,972	172,204
Transportation	1,549,420	1,548,735	1,548,735	1,595,735
Historic Preservation	73,865	75,356	75,989	43,643
Building Inspection	626,144	646,608	650,200	452,352
Total Community Development	3,039,100	3,257,399	3,268,519	3,088,434
<u>Police Department:</u>				
Administration	3,511,112	3,347,500	3,403,916	3,216,536
Police Operations	18,078,064	17,709,003	17,734,869	18,192,794
Police Services	5,740,580	5,978,382	5,995,958	5,657,270
Total Police Department	27,329,756	27,034,885	27,134,743	27,066,600

(continued on the next page)

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 City Manager Proposed Budget
<u>Fire Department:</u>				
Administration	\$ 637,262	\$ 597,236	\$ 600,953	\$ 612,458
Suppression	15,591,543	15,187,320	15,509,020	15,998,959
Fire Prevention	548,905	662,644	664,022	673,618
Maintenance	233,893	270,025	271,041	192,432
Training/Emer. Preparedness	202,768	325,533	327,263	304,958
Total Fire Department	17,214,371	17,042,758	17,372,299	17,782,425
<u>Health Department:</u>				
Administration	246,509	237,616	239,416	330,581
Disease Prevention & Control	1,106,168	1,206,816	146,659	156,235
Com. Disease & Immunization	144,876	71,707	72,281	78,710
Environmental Public Health	1,199,754	1,134,572	2,201,413	2,042,534
Total Health Department	2,697,307	2,650,711	2,659,769	2,608,060
<u>Public Works:</u>				
Administration	\$ 443,378	\$ 344,903	\$ 345,645	\$ 350,132
Engineering	459,851	391,321	396,758	204,553
Administrative Support	293,011	284,421	288,048	349,252
Property Management	745,914	728,952	733,516	723,550
Street Maintenance	3,674,289	4,062,470	4,061,958	3,792,061
Total Public Works	5,616,443	5,812,067	5,825,925	5,419,548
<u>Parks and Recreation:</u>				
Administration	\$ 261,715	\$ 269,540	\$ 271,434	\$ 164,673
Park Maintenance	734,065	718,555	721,001	744,519
Recreation	488,666	515,287	516,868	459,506
National Frontier Trails Museum	261,914	-	-	-
Cemetery Maintenance	101,102	131,606	131,606	122,030
Total Parks and Recreation	1,847,462	1,634,988	1,640,909	1,490,728
Non-Departmental	8,797,138	8,916,027	8,730,150	9,357,222
City Council Strategic Goals	105,550	250,000	557,944	200,000
Capital Outlay - Operating	343,177	400,000	400,000	376,700
Total General Fund	\$ 74,654,566	\$ 74,676,923	\$ 75,341,929	\$ 74,783,776

City of Independence, Missouri
2016-17 Operating Budget
Appropriations by Type Summary - General Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

	2014-15 Actual	2015-16 Budget	2016-17 Budget
<u>Personal Services:</u>			
Full Time Salaries	\$ 37,077,650	\$ 37,984,082	\$ 37,736,641
Part Time Salaries	488,955	437,709	465,415
Overtime	1,934,103	1,282,126	1,310,645
Allowances	352,254	362,429	365,882
<u>Benefits:</u>			
FICA	2,950,890	3,049,660	3,006,009
LAGERS	5,533,967	5,900,196	6,131,695
Health Insurance	7,163,439	6,654,268	6,822,555
Dental Insurance	333,387	362,707	349,354
Life Insurance	74,810	70,029	69,893
Deferred Compensation	15,265	12,265	-
Long Term Disability	32,832	34,848	34,927
Retiree Health Insurance	4,529,147	3,905,139	4,491,379
Total Benefits	\$ 20,633,737	\$ 19,989,112	\$ 20,905,812
Other Personal Services	903,938	1,052,337	946,110
Total Personal Services	\$ 61,390,637	\$ 61,107,795	\$ 61,730,505
Other Services	9,248,691	9,596,382	9,652,109
Supplies	1,770,138	2,236,760	1,813,635
Capital Outlay - Operating Budget	721,714	881,833	743,724
City Council Strategic Goals	105,550	250,000	200,000
Other	1,155,922	604,153	643,803
Total Expenditures	\$ 74,392,652	\$ 74,676,923	\$ 74,783,776

City of Independence, Missouri
2016-17 Operating Budget
Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	\$ 448,096	\$ 29,252	\$ 4,770	\$ -	\$ 482,118
City Clerk	275,598	28,218	17,568	-	321,384
City Manager	887,064	28,150	3,460	-	918,674
Technology Services	1,562,371	178,358	7,400	-	1,748,129
Municipal Court	813,113	32,155	8,022	-	853,290
Law	609,048	98,500	25,300	-	732,848
Finance	1,655,327	173,914	17,177	-	1,846,418
Human Resources	482,615	3,252	5,331	-	491,198
Community Development	1,275,427	1,800,755	12,252	-	3,088,434
Police	25,148,958	1,292,995	601,647	23,000	27,066,600
Fire	16,830,836	671,003	245,257	35,329	17,782,425
Health	1,865,917	699,709	42,434	-	2,608,060
Public Works	2,940,399	1,413,326	721,799	344,024	5,419,548
Parks and Recreation	1,136,198	256,777	97,753	-	1,490,728
Non-Departmental	5,799,538	2,945,745	3,465	608,474	9,357,222
City Council Strategic Goals	-	-	-	200,000	200,000
Capital Outlay	-	-	-	376,700	376,700
General Fund Total	\$ 61,730,505	\$ 9,652,109	\$ 1,813,635	\$ 1,587,527	\$ 74,783,776

Allocation by Percentage					
City Council	92.94%	6.07%	0.99%	0.00%	100.00%
City Clerk	85.75%	8.78%	5.47%	0.00%	100.00%
City Manager	96.56%	3.06%	0.38%	0.00%	100.00%
Technology Services	89.37%	10.20%	0.42%	0.00%	100.00%
Municipal Court	95.29%	3.77%	0.94%	0.00%	100.00%
Law	83.11%	13.44%	3.45%	0.00%	100.00%
Finance	89.65%	9.42%	0.93%	0.00%	100.00%
Human Resources	98.25%	0.66%	1.09%	0.00%	100.00%
Community Development	41.30%	58.31%	0.40%	0.00%	100.00%
Police	92.92%	4.78%	2.22%	0.08%	100.00%
Fire	94.65%	3.77%	1.38%	0.20%	100.00%
Health	71.54%	26.83%	1.63%	0.00%	100.00%
Public Works	54.26%	26.08%	13.32%	6.35%	100.00%
Parks and Recreation	76.22%	17.22%	6.56%	0.00%	100.00%
Non-Departmental	61.98%	31.48%	0.04%	6.50%	100.00%
City Council Strategic Goals	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	82.55%	12.91%	2.43%	2.12%	100.00%

City of Independence, Missouri
2016-17 Operating Budget
**Summary of Operating/Other Transfers
and Designations of Fund Balance - General Fund**
For the Fiscal Years 2015-16 and 2016-17

Description	Amount
2015-16	
Operating Transfers In-	
From Other Funds	\$ -
Total Operating Transfers In	<u>\$ -</u>
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	\$ (1,545,149)
To Amortize the Storm Water Fund accumulated deficit	(10,000)
Total Operating Transfers Out	<u>\$ (1,555,149)</u>
Net Transfers	<u><u>\$ (1,555,149)</u></u>
2016-17	
Operating Transfers In-	
From Storm Water Fund	\$ 197,063
Total Operating Transfers In	<u>\$ 197,063</u>
Operating Transfers Out-	
To Amortize the Storm Water Fund accumulated deficit	(10,000)
Total Operating Transfers Out	<u>\$ (10,000)</u>
Net Transfers	<u><u>\$ 187,063</u></u>

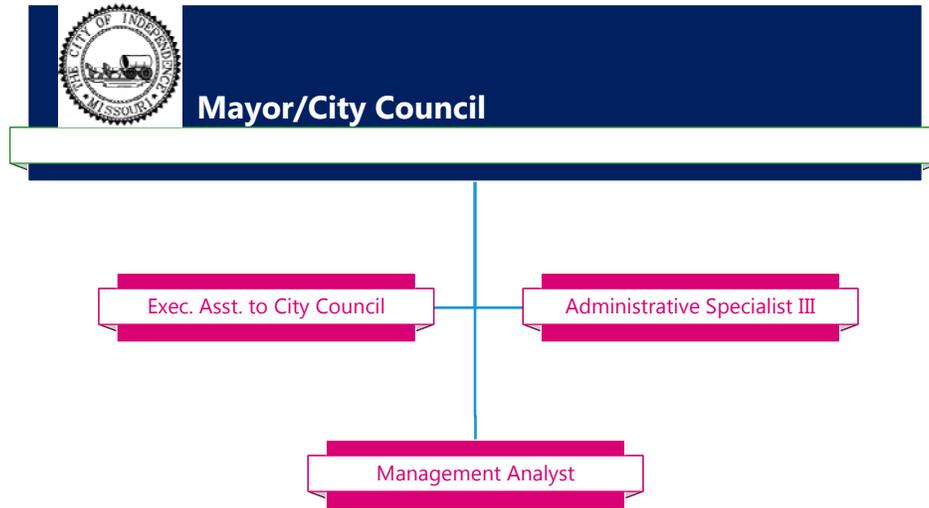
City of Independence, Missouri
2016-17 Operating Budget
Authorized Positions Summary - General Fund
For the Fiscal Years 2010-11 through 2016-17

Description	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Budget 2016-17
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	7.00	7.00	7.00	7.00
City Manager	9.50	7.00	7.00	7.00	7.00	7.00	7.00
National Frontier Trails Museum	6.00	5.75	5.75	5.75	5.00	-	-
Technology Services	21.00	22.00	22.00	22.00	23.00	24.00	24.00
Municipal Court	14.00	14.00	14.67	14.65	14.65	14.65	14.65
Law	6.00	6.25	6.25	6.25	6.23	6.23	6.23
Finance	24.15	22.65	22.65	22.65	22.15	22.15	22.15
Human Resources	6.50	6.50	6.44	7.44	6.75	6.75	6.75
Community Development	27.05	27.30	27.30	27.30	28.68	28.68	28.18
Police	292.90	288.65	289.91	291.91	296.91	296.91	295.91
Fire	173.25	173.25	173.25	169.25	169.75	173.75	173.75
Health	36.00	35.16	40.20	29.33	28.56	28.56	29.56
Public Works	83.00	79.90	79.90	80.27	80.27	80.27	80.27
Water Pollution Control	5.00	-	-	-	-	-	-
Parks and Recreation	31.71	28.71	29.15	27.85	27.10	27.10	26.52
General Fund Total - Authorized	752.06	733.12	740.47	728.65	733.05	733.05	731.97
Less: Positions not Funded	(40.55)	(60.05)	(79.27)	(73.77)	(70.27)	(69.77)	(73.11)
General Fund Total - Funded	711.51	673.07	661.20	654.88	662.78	663.28	658.86

Note 1: The above totals are based on full time equivalent positions

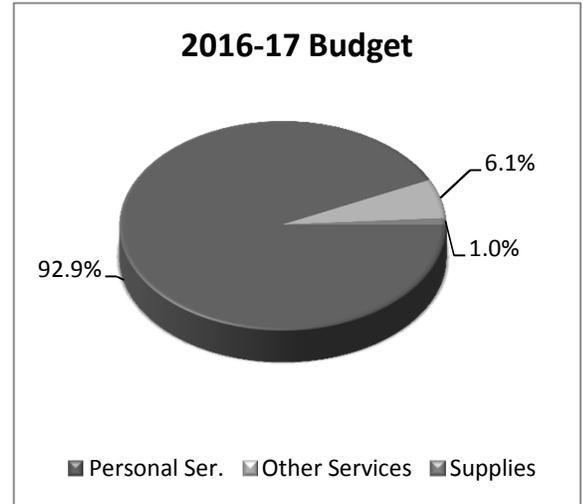
Note 2: Changes by department and position between fiscal years 2015-16 and 2016-17 are shown on the following page(s).

Mayor/City Council



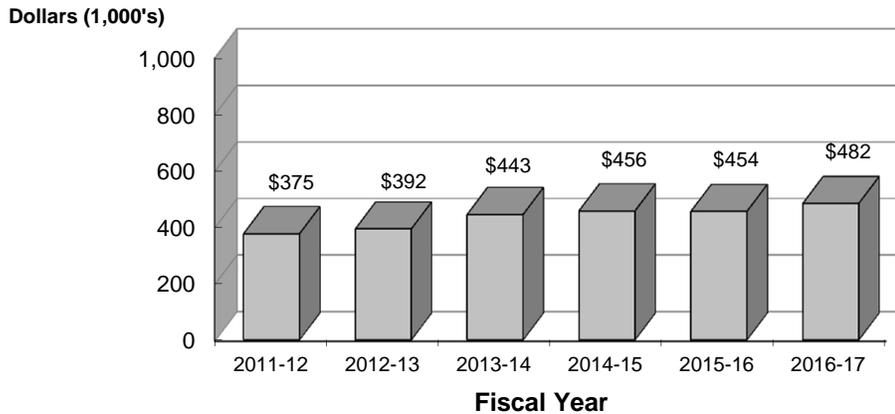
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 422,965	\$ 419,799	\$ 421,720	\$ 448,096
Other Services	26,883	29,252	29,252	29,252
Supplies	5,918	4,770	4,770	4,770
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 455,766	\$ 453,821	\$ 455,742	\$ 482,118



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	\$ 374,989	\$ 392,093	\$ 443,252	\$ 455,766	\$ 453,821	\$ 482,118
Total All Funds	\$ 374,989	\$ 392,093	\$ 443,252	\$ 455,766	\$ 453,821	\$ 482,118
Comparative Ratios:						
Per Capita	\$ 3.21	\$ 3.36	\$ 3.78	\$ 3.89	\$ 3.87	\$ 4.11
Per Household	\$ 7.69	\$ 8.30	\$ 8.98	\$ 8.44	\$ 8.32	\$ 8.84



City of Independence
Departmental Budget Summary

Department: 4000 - City Council

2016-17 Operating Budget

Department Description

The City Council is the legislative and governing body of the City, consisting of seven members, including the Mayor, who are elected by the voters within the City. The Council operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the City's residents. It also appoints the City Manager, City Management Analyst, City Clerk, and such other personnel as needed to assist the Council in performing its duties. The Council also appoints members to various advisory boards and commissions which provide them with community input and ideas.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
<u>Staffing</u>				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
4002 City Council	219,454	221,248	221,945	243,658
4003 Management Analyst	92,798	88,678	89,337	88,741
4004 Mayor's Office	143,514	143,895	144,460	149,719
Total	455,766	453,821	455,742	482,118
	=====	=====	=====	=====

<u>Source of Funding</u>				
General Fund	455,766	453,821	455,742	482,118
Total	455,766	453,821	455,742	482,118
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4000 - City Council
Cost Center: 4002 - City Council

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Council is the legislative and governing body of the City, consisting of two at-large members and four district members elected by a vote of the people. The City Council functions within the authority authorized by the City Charter. The Council appoints the City Manager, City Clerk, City Management Analyst, and such other personnel as may be needed to assist the Council in undertaking its duties. The Council enacts legislation to protect the health, peace, property, and general welfare of the citizens of the City.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Councilmember	6.00	6.00	6.00	6.00
Exec Assistant to City Council	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	211,244	211,578	212,275	233,988
Other Services & Charges	4,820	8,460	8,460	8,460
Supplies	3,390	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	219,454	221,248	221,945	243,658

City of Independence
Detail Program Summary

Department: 4000 - City Council
Cost Center: 4003 - Management Analyst

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The City Management Analyst is responsible for systematically and continuously examining all works of all departments of the City in order to identify opportunities to reduce costs, increase efficiency, improve program efficiency, improve program effectiveness, and enhance professionalism of the administration of the City through application of modern principles of management or performance auditing.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	87,793	86,886	87,545	86,949
Other Services & Charges	4,873	1,232	1,232	1,232
Supplies	132	560	560	560
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	92,798	88,678	89,337	88,741

City of Independence
Detail Program Summary

Department: 4000 - City Council
 Cost Center: 4004 - Mayor's Office

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

The Mayor is the presiding officer of the City Council, elected by the registered voters of the City. The Mayor operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the City's residents. The Mayor appoints members to various advisory boards and commissions, and with powers like other council members, appoints the City Manager, City Management Analyst, City Clerk, and such other personnel as needed to assist him/her in the duties of the office.

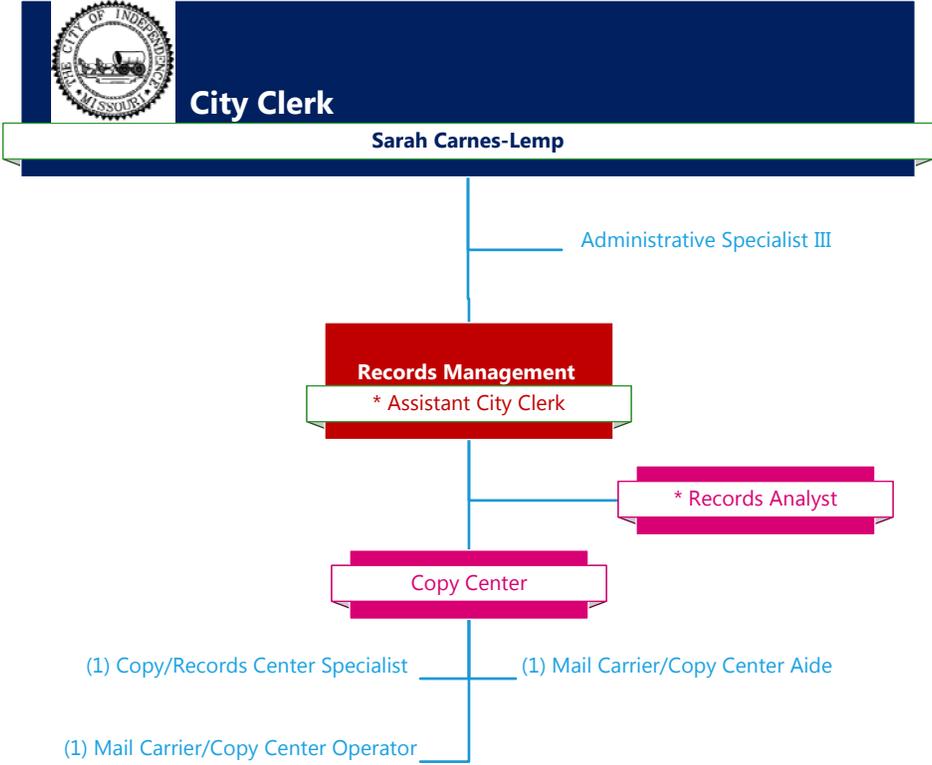
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Mayor	1.00	1.00	1.00	1.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	123,928	121,335	121,900	127,159
Other Services & Charges	17,190	19,560	19,560	19,560
Supplies	2,396	3,000	3,000	3,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	143,514	143,895	144,460	149,719

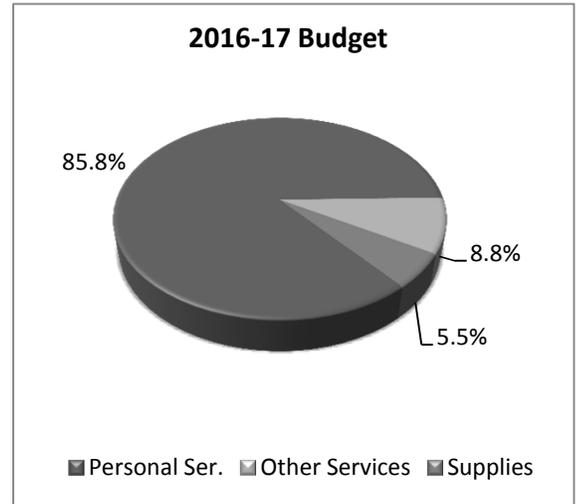
City Clerk



* Unfunded Position

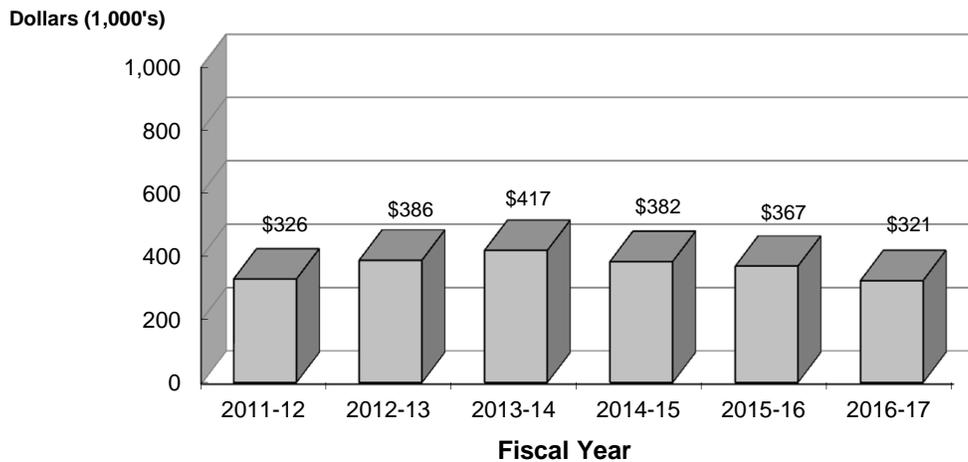
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 330,534	\$ 318,199	\$ 320,042	\$ 275,598
Other Services	35,197	30,125	30,125	28,218
Supplies	14,351	18,367	18,367	17,568
Capital Outlay	1,623	-	-	-
Other	-	-	-	-
Total	\$ 381,705	\$ 366,691	\$ 368,534	\$ 321,384



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	6.00	6.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General Fund	\$ 326,377	\$ 385,511	\$ 416,859	\$ 381,705	\$ 366,691	\$ 321,384
Total All Funds	\$ 326,377	\$ 385,511	\$ 416,859	\$ 381,705	\$ 366,691	\$ 321,384
Comparative Ratios:						
Per Capita	\$ 2.79	\$ 3.30	\$ 3.56	\$ 3.25	\$ 3.13	\$ 2.74
Per Household	\$ 6.70	\$ 8.16	\$ 8.44	\$ 7.07	\$ 6.72	\$ 5.89



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk

2016-17 Operating Budget

Department Description

Maintain journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and publish the City Code; certify the validity of city documents; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; draft ordinances and resolutions; finalize public hearing and invitation to bid notices and submit for publication; process and return bid bonds for Capital Projects; maintain a records management program for the City; operate the in-house printing/scanning/mail processing facility of the City; pick up and deliver mail to the Post Office and inter-office mail to all City facilities; and work with the Jackson County Board of Election Commissioners in the handling of elections for the City.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
<u>Staffing</u>				
Full Time Positions	6.00	6.00	6.00	6.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
4012 Clerical Support City Council	166,983	154,033	155,304	164,927
4014 Records Management	59,971	60,697	61,269	3,185
4015 Copy Center	154,751	151,961	151,961	153,272
Total	381,705	366,691	368,534	321,384
	=====	=====	=====	=====

<u>Source of Funding</u>				
General Fund	381,705	366,691	368,534	321,384
Total	381,705	366,691	368,534	321,384
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2016-17 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

Description

Maintain journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and publish the City Code; certify the validity of city documents; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; draft ordinances and resolutions; finalize public hearing and invitation to bid notices and submit for publication; process and return bid bonds for Capital Projects; and work with the Jackson County Board of Election Commissioners in the handling of elections for the City.

2015-16 Accomplishments

Goal Ref

- * Worked with staff liaisons in providing information for Council consideration to fill expired terms and vacancies on boards and commissions.
- * Developed and implemented new process for Council to review applications and recommendations in lieu of the Council Interview Committee.
- * Averaged less than one and a half days in providing initial response to requests for records under the Sunshine Law.
- * Provided support to Council for an amendment of Council Rules of Procedure.
- * With help from the Public Information Officer and Technology Services staff, developed a process and system of notifying listed individuals of upcoming meetings and agendas. 2

Service Delivery Background Data

<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Projected</u>	<u>2016-17 Projected</u>
Resolutions Passed	96	95	95	95
City Council Meetings	30	30	25	30
Study Sessions	24	17	25	24
Ordinances Passed	187	145	185	165

2016-17 Objectives

Goal Ref

- * Provide support to Council in filling board vacancies in a timely manner.
- * Work with Public Information Officer to use social media or other methods to more directly inform citizens of opportunities to serve on City boards and commissions. 2
- * Work with City Manager and Department Directors to implement new procedures requiring City boards and commissions staff liaisons to use

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2016-17 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

Novus Agenda to form and publish agendas.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	150,085	137,983	139,254	149,571
Other Services & Charges	14,887	15,950	15,950	15,256
Supplies	388	100	100	100
Capital Outlay	1,623	0	0	0
Other Expenditures	0	0	0	0
Total	166,983	154,033	155,304	164,927

City of Independence
Detail Program Summary

Department: 4010 - City Clerk
Cost Center: 4014 - Records Management

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Maintain a Records Management program for the City. Determine length of time records are to be retained, which may be transferred to another medium, such as microfilm, and secure departmental and City Council approval for the final disposition (including destruction) of any records that have met the retention period, as identified by the State of Missouri.

2015-16 Accomplishments

Goal Ref

- * With volunteer assistance, reviewed and designated distribution or retention of records determined to have historical value.
- * Worked with departments to increase storage in electronic form versus paper and assist with records management to ensure better compliance with retention guidelines.
- * Added contract records to the electronic records management software for more efficient searching and copying.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Records Stored- Cubic Feet	3,152	3,232	3,150	3,150

2016-17 Objectives

Goal Ref

- * With the assistance of Technology Services, begin implementation of electronic forms submission to the City Clerk Department.
- * Incorporate processes for electronic records in draft records management plan.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Records Analyst	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk
 Cost Center: 4014 - Records Management

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	57,595	57,512	58,084	0
Other Services & Charges	2,272	2,960	2,960	2,960
Supplies	104	225	225	225
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	59,971	60,697	61,269	3,185
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk
Cost Center: 4015 - Copy Center

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Maintain in-house copy facility for the City, affix postage to all mail items being sent out by the City, and process utility bills for mailing along with metering outgoing mail; pick up and deliver mail to the Post Office and inter-office mail to all City facilities.

2015-16 Accomplishments

Goal Ref

- * Monitored new postal regulations and distributed information to City staff regarding new package tracking guidelines.
- * Developed a Copy Center equipment/services needs assessment and began developing a five-year plan.
- * Continue to add archived records to Laserfiche to allow for more efficient searching and retrieval.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Printing Impressions (in millions)	1.570	1.500	1.550	1.500
Items Mailed (in millions)	0.960	0.940	0.940	0.940

2016-17 Objectives

Goal Ref

- * Continue to monitor new postal regulations that may require electronic mail piece tracking or price increases and work with City staff to comply.
- * Work with departments to offer more scanning of records in order to increase their storage of records in electronic form.
- * Increase education to City staff about in-house printing and scanning services to reduce costs for projects that may have otherwise been handled offsite.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Copy/Records Center Specialist	1.00	1.00	1.00	1.00
Mail/Copy Center Operator	1.00	1.00	1.00	1.00
Mail Carrier/Copy Center Aide	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

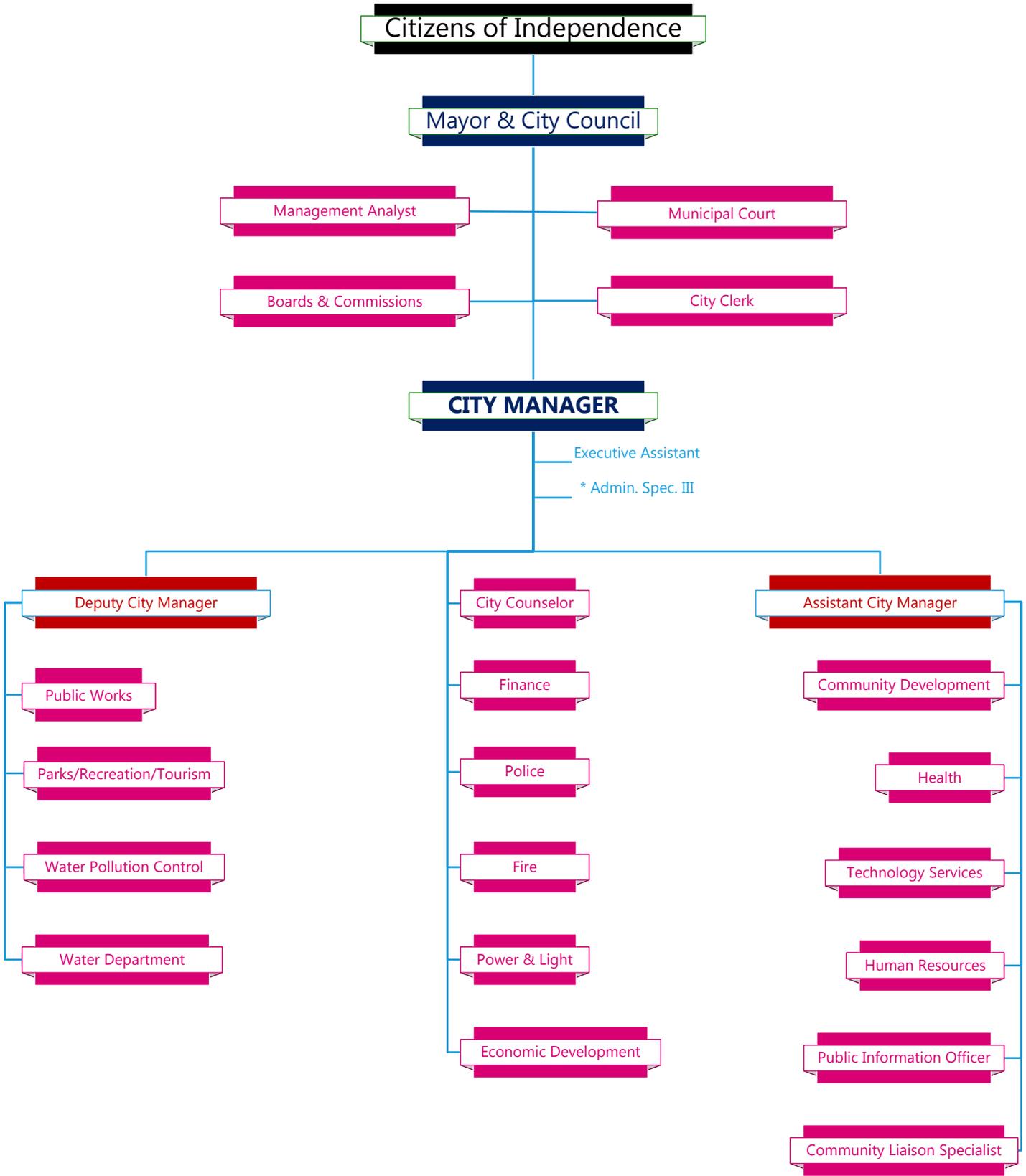
City of Independence
Detail Program Summary

Department: 4010 - City Clerk
 Cost Center: 4015 - Copy Center

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

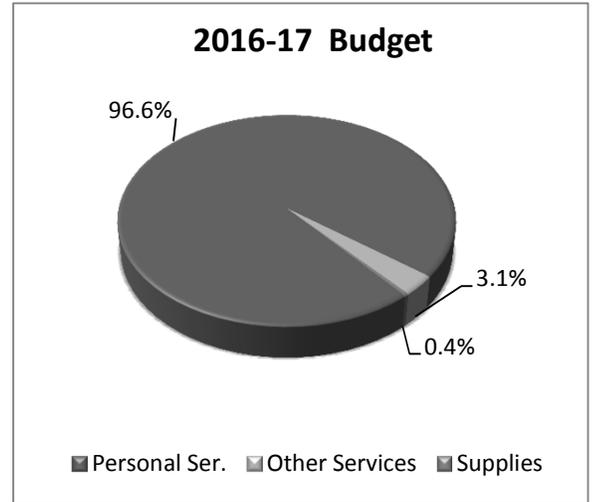
Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	122,854	122,704	122,704	126,027
Other Services & Charges	18,038	11,215	11,215	10,002
Supplies	13,859	18,042	18,042	17,243
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	154,751	151,961	151,961	153,272
	=====	=====	=====	=====



* Unfunded Position

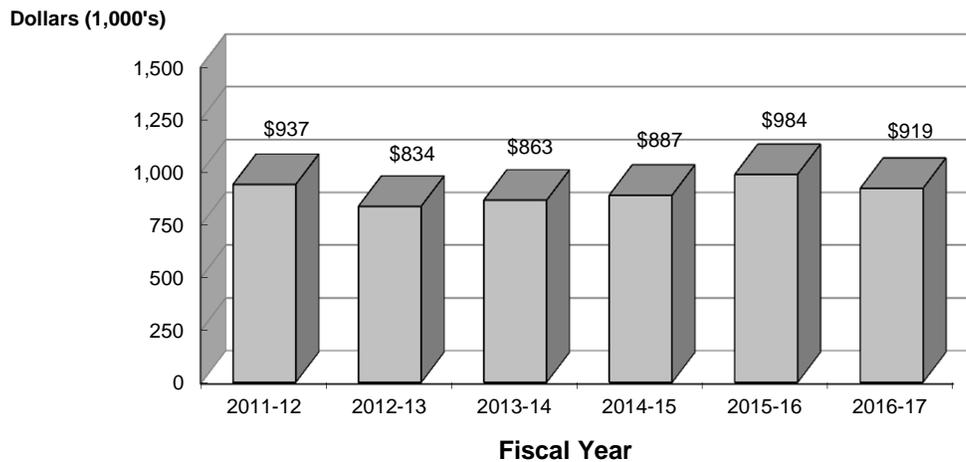
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 854,431	\$ 952,768	\$ 958,748	\$ 887,064
Other Services	26,319	28,150	28,150	28,150
Supplies	2,633	3,460	3,460	3,460
Capital Outlay	3,209	-	-	-
Other	-	-	-	-
Total	\$ 886,592	\$ 984,378	\$ 990,358	\$ 918,674



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	7.00	7.00	7.00	7.00	7.00	7.00
Amount by Fund:						
General Fund	\$ 936,770	\$ 833,576	\$ 862,627	\$ 886,592	\$ 984,378	\$ 918,674
Total All Funds	\$ 936,770	\$ 833,576	\$ 862,627	\$ 886,592	\$ 984,378	\$ 918,674
Comparative Ratios:						
Per Capita	\$ 8.02	\$ 7.13	\$ 7.36	\$ 7.56	\$ 8.40	\$ 7.84
Per Household	\$ 19.22	\$ 17.65	\$ 17.47	\$ 16.42	\$ 18.05	\$ 16.84



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager

2016-17 Operating Budget

Department Description

The City Manager is appointed by and serves at the pleasure of the City Council. The City Manager is the administrative head of the City government, executes the laws and ordinances, and administers the government of the City. The City Manager advises the Council of the financial condition and future needs of the City and takes recommendations to those officials. The City Manager prepares and submits the annual budget to the City Council for modification and adoption and is responsible for the administration of the annual budget after its adoption.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
<u>Staffing</u>				
Full Time Positions	6.00	6.00	7.00	7.00
Part Time Positions	1.00	1.00	.00	.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
4021 City Manager	886,592	984,378	990,358	918,674
4023 Economic Dev/Redevelopment	0	0	0	0
Total	886,592	984,378	990,358	918,674
	=====	=====	=====	=====

Source of Funding	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
General Fund	886,592	984,378	990,358	918,674
Total	886,592	984,378	990,358	918,674
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4020 - City Manager
Cost Center: 4021 - City Manager

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The City Manager is the Chief Administrative Officer of the City government, exercising direction over all municipal operations. The Manager is appointed by the City Council and is responsible to the Council for execution of all Council-directed policies and for the effective and efficient administration of all municipal service programs. The City Manager appoints and supervises department directors, formulates and presents to the City Council such measures or actions considered necessary or proper, presents the Council with a proposed budget each year, and performs such other activities as are prescribed in the City Charter.

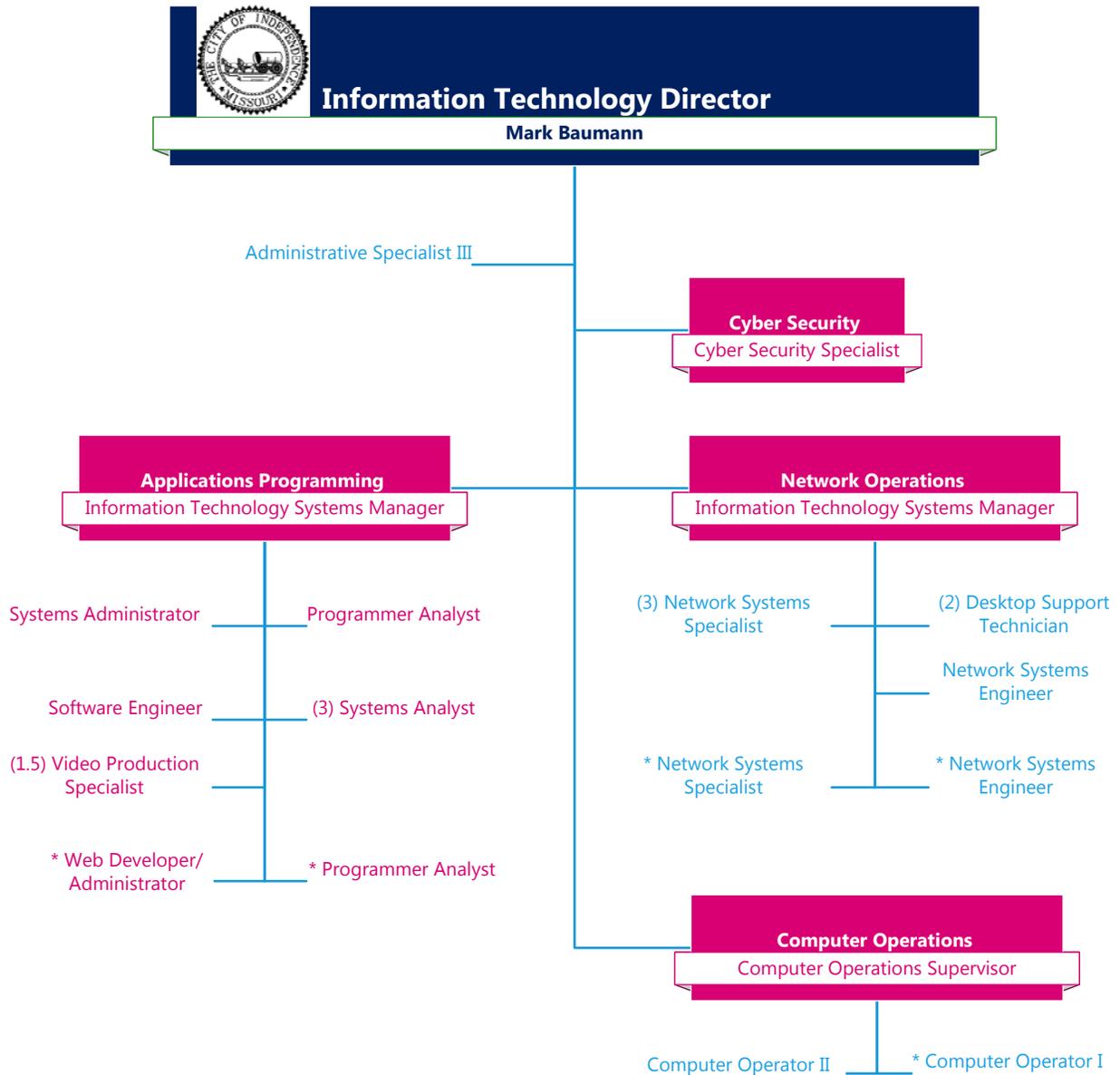
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Public Information Officer	.00	1.00	1.00	1.00
Community Liaison Specialist	.00	.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Public Management Intern II	1.00	1.00	.00	.00
Total	6.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	854,431	952,768	958,748	887,064
Other Services & Charges	26,319	28,150	28,150	28,150
Supplies	2,633	3,460	3,460	3,460
Capital Outlay	3,209	0	0	0
Other Expenditures	0	0	0	0
Total	886,592	984,378	990,358	918,674

Technology Services



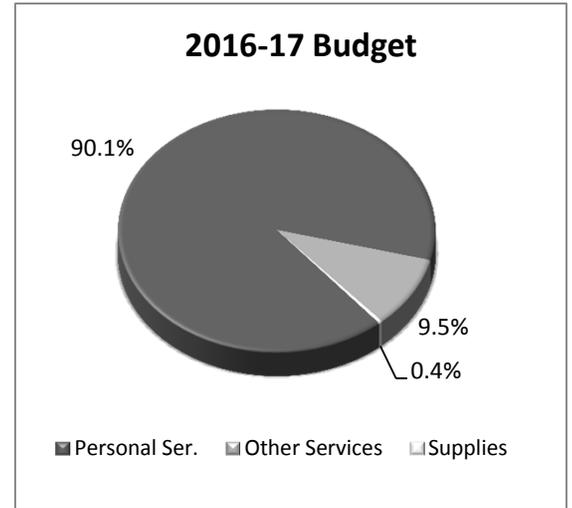
* Unfunded Position

2016-17 Operating Budget

Technology Services

Appropriations by Type:

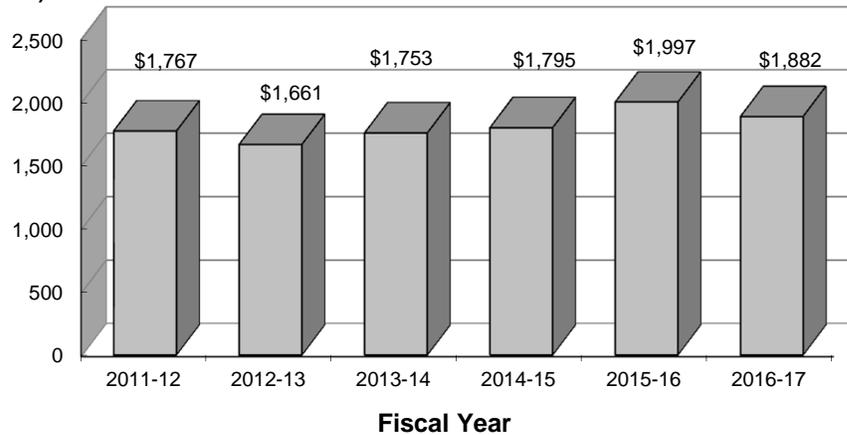
Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 1,609,029	\$ 1,771,172	\$ 1,785,484	\$ 1,696,126
Other Services	146,946	197,600	197,584	178,688
Supplies	10,126	16,810	16,570	7,400
Capital Outlay	9,584	-	256	-
Other	18,890	11,019	11,019	-
Total	\$ 1,794,575	\$ 1,996,601	\$ 2,010,913	\$ 1,882,214



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	23.50	23.50	23.50	24.50	25.50	25.50
Amount by Fund:						
General Fund	\$ 1,650,858	\$ 1,542,233	\$ 1,627,925	\$ 1,666,875	\$ 1,867,106	\$ 1,748,129
Power and Light Fund	116,431	119,161	125,472	127,700	129,495	134,085
Total All Funds	\$ 1,767,289	\$ 1,661,394	\$ 1,753,397	\$ 1,794,575	\$ 1,996,601	\$ 1,882,214
Comparative Ratios:						
Per Capita	\$ 14.58	\$ 14.22	\$ 15.01	\$ 15.31	\$ 17.03	\$ 16.05
Per Household	\$ 32.67	\$ 34.09	\$ 37.12	\$ 36.34	\$ 36.99	\$ 34.51

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services

2016-17 Operating Budget

Department Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of two midrange computers, a series of Local Area Network file servers, and a communication network of terminals which connect with user departments. Technology Services is also responsible for administering a telephone system consisting of 830 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	23.00	24.00	25.00	25.00
Part Time Positions	.50	.50	.50	.50
Total	23.50	24.50	25.50	25.50

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,579,155	1,778,102	1,791,404	1,657,340
4053 Technology Services P&L	127,700	129,495	129,495	134,085
4057 Communications	87,720	89,004	90,014	90,789
Total	1,794,575	1,996,601	2,010,913	1,882,214

Source of Funding	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
General Fund	1,666,875	1,867,106	1,881,418	1,748,129
Power and Light Fund	127,700	129,495	129,495	134,085
Total	1,794,575	1,996,601	2,010,913	1,882,214

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
Cost Center: 4052 - Technology Services

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Technology Services provides information technology support to all City departments. This includes support for all hardware and software application systems that reside on the City's IBM mid-range systems, networked file servers, personal computers and mobile devices. Technology Services is also responsible for the City government data communications network, the security of all computer systems and data, and all voice communication systems and services. Our software development staff provides custom application development including the development of the City's Internet and Intranet sites.

2015-16 Accomplishments

Goal Ref

- * Completed the replication of Cityworks Storage Area Network between the primary datacenter and Disaster Recovery site. 2
- * Replaced and expanded the City WiFi operations to numerous City buildings and facilities. 2
- * Replaced the 50 MB internet connection with a redundant 1 GB internet connection in cooperation with Power & light's fiber operations at a greatly reduced cost. 2
- * In cooperation with Community Development and Power & Light, installed a new security camera surveillance system at the Transportation Center located at Noland and Truman Roads. 2
- * In cooperation with the City Council and City Manager's Office, designed and developed the INsight Independence Performance Dashboard. 2
- * Awarded first place in the Center for Digital Government's Best of the Web awards. 2
- * Awarded 10th place in the Center for Digital Government's Digital Cities Survey. 2
- * Completed the Citizen Action Center integration with the Cityworks Asset Management System. 2
- * In cooperation with the Cities Utilities, commenced on the replacement of the City's legacy Utility Billing System with a new Customer Information and Billing System enterprise solution. 2
- * Designed and developed a system for the public to use in subscribing to Boards and Commissions Agenda notifications. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Computer Workstations	1,000	1,000	1,000	1,000

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
Cost Center: 4052 - Technology Services

2016-17 Operating Budget
Fund: 02 - General Fund

IBM iSeries On-Line Transactions (in millions)	23.437	22.009	24.000	24.000
Requests for Software Services Completed	481	329	400	250
Help Desk Service Calls	1,954	1,730	2,700	2,400
Web Site Visitors-Internet (in millions)	2.039	1.474	2.000	0
CityNet Visitors - Intranet	226,935	187,878	220,000	220,000
Web Site Users-Internet	0	0	0	515,000

2016-17 Objectives

Goal Ref

- * Continue to maintain life-cycle hardware replacement program that consists of installing replacement personal computers, file servers, storage systems and networking equipment as funded in the capital budget. 2
- * Migrate business licensing, liquor licensing and employee permits from the current in-house developed legacy system to the Cityworks Permits, Licensing & Land (PLL) system. 2
- * Complete the replacement of the in-house developed legacy Utility Billing System with an enterprise customer information and billing solution built on current industry standard hardware and software technologies which will also provide comprehensive functionality while ensuring excellent customer service to the City's utilities customers. 2
- * Continue to develop and maintain a citywide Information Technology (IT) disaster recovery platform and disaster recovery plan that will facilitate recovery of the City's business-critical systems in the event of a natural or man-made disaster. 2
- * Expand the City's open data presence on the City's website by increasing the number of data sets available to the public. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Software Engineer	1.00	1.00	1.00	1.00
Cyber Security Specialist	.50	.50	.50	.50
Network System Engineer	.00	1.00	.00	.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	1.00
Systems Administrator	.00	.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
Cost Center: 4052 - Technology Services

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Sr Network System Specialist	1.00	1.00	.00	.00
Programmer Analyst	2.00	2.00	2.00	2.00
Systems Analyst	3.00	3.00	3.00	3.00
Network Systems Engineer	.00	.00	2.00	2.00
Desktop Support Technician	2.00	2.00	2.00	2.00
Web Developer Administrator	1.00	1.00	1.00	1.00
GIS Analyst	.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	20.50	21.50	22.50	22.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,398,091	1,558,198	1,571,500	1,475,340
Other Services & Charges	145,983	194,275	194,143	176,800
Supplies	9,152	14,610	14,486	5,200
Capital Outlay	7,039	0	256	0
Other Expenditures	18,890	11,019	11,019	0
Total	1,579,155	1,778,102	1,791,404	1,657,340

City of Independence
Detail Program Summary

Department: 4050 - Technology Services

2016-17 Operating Budget

Cost Center: 4053 - Technology Services P&L

Fund: 20 - Power and Light Fund

Description

Staff serving Power & Light provide personal computer and local area network support services to Power & Light staff.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Cyber Security Specialist	.50	.50	.50	.50
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	127,510	128,835	128,835	133,755
Other Services & Charges	190	660	660	330
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	127,700	129,495	129,495	134,085

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
Cost Center: 4057 - Communications

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Communications Division is responsible for timely dissemination of information on municipal programs and services, using all methods necessary to ensure a well-informed citizenry.

2015-16 Accomplishments

Goal Ref

- * Began live and on demand streaming of the Planning Commission and TIF Commission meetings on the City's website. 2
- * In cooperation with the Public Works Department, completed the City Council Chamber equipment upgrade. 2
- * Completed phase 1 of upgrading City 7 equipment from analog to digital. 2

2016-17 Objectives

Goal Ref

- * Oversee City7 programming to keep public informed of high profile issues that impact the community. 2
- * Produce live broadcasts of City Council and Planning Commission meetings. 2
- * Produce videos to publicize City services, programs and products. 2

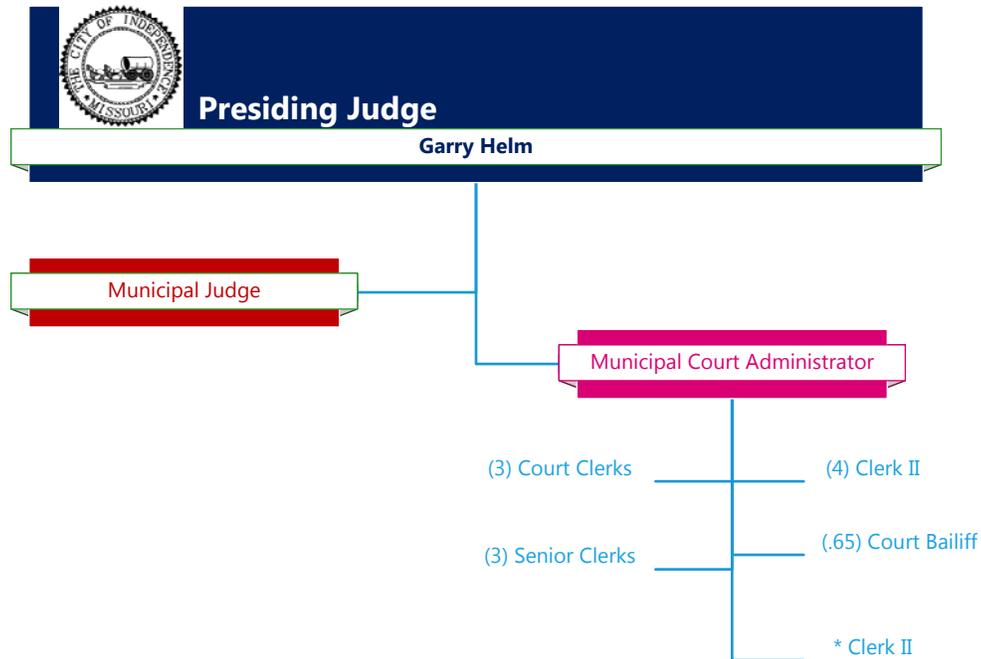
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Video Production Specialist	1.50	1.50	1.50	1.50
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	83,428	84,139	85,149	87,031
Other Services & Charges	773	2,665	2,781	1,558
Supplies	974	2,200	2,084	2,200
Capital Outlay	2,545	0	0	0
Other Expenditures	0	0	0	0
Total	87,720	89,004	90,014	90,789

Municipal Court



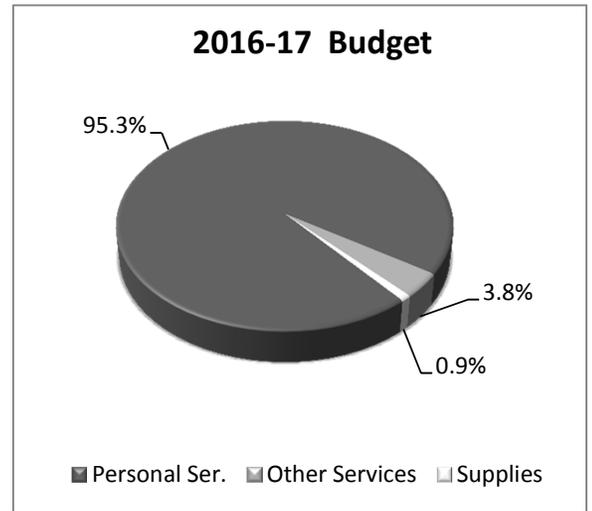
* Unfunded Position

2016-17 Operating Budget

Municipal Court

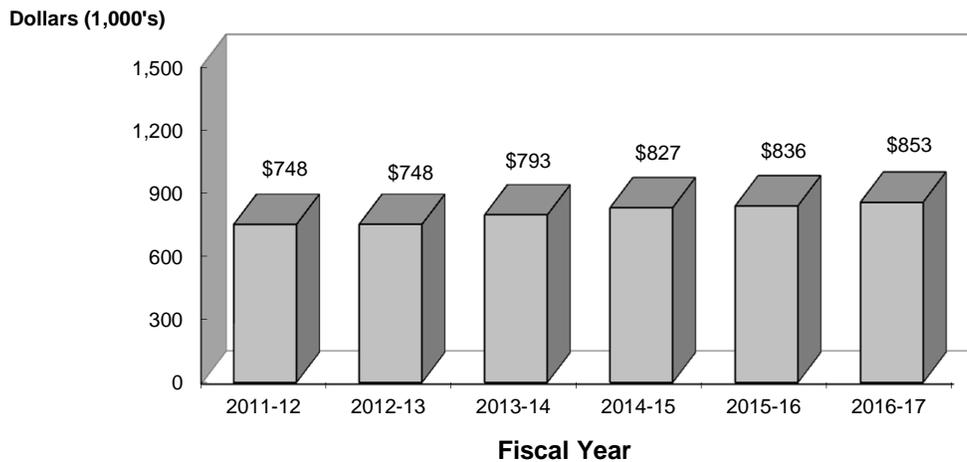
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 794,249	\$ 795,889	\$ 800,658	\$ 813,113
Other Services	28,759	32,155	32,730	32,155
Supplies	4,275	8,022	7,447	8,022
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 827,283	\$ 836,066	\$ 840,835	\$ 853,290



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	14.00	14.67	14.65	14.65	14.65	14.65
Amount by Fund:						
General Fund	\$ 747,759	\$ 748,027	\$ 793,317	\$ 827,283	\$ 836,066	\$ 853,290
Total All Funds	\$ 747,759	\$ 748,027	\$ 793,317	\$ 827,283	\$ 836,066	\$ 853,290
Comparative Ratios:						
Per Capita	\$ 6.40	\$ 6.40	\$ 6.77	\$ 7.05	\$ 7.13	\$ 7.28
Per Household	\$ 15.34	\$ 15.84	\$ 16.06	\$ 15.33	\$ 15.33	\$ 15.64



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court

2016-17 Operating Budget

Department Description

The Municipal Court has jurisdiction of cases involving violation of City ordinances; establishes and collects all fines, court costs, and bond money; issues warrants, subpoenas, and orders of commitment; and provides other services as prescribed by the Charter of the City of Independence, Missouri and applicable State Statutes.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
<u>Staffing</u>				
Full Time Positions	14.00	14.00	14.00	14.00
Part Time Positions	.65	.65	.65	.65
Total	14.65	14.65	14.65	14.65
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
4090 Municipal Court	827,283	836,066	840,835	853,290
Total	827,283	836,066	840,835	853,290
	=====	=====	=====	=====

Source of Funding	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
General Fund	827,283	836,066	840,835	853,290
Total	827,283	836,066	840,835	853,290
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court
Cost Center: 4090 - Municipal Court

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Municipal Court has jurisdiction of cases involving violation of City ordinances; establishes and collects all fines, court costs and bond money; issues warrants, subpoenas, orders of commitment; and provides other services as prescribed by the Charter of the City of Independence, Missouri and applicable State Statutes.

2015-16 Accomplishments

Goal Ref

- * Purchased a Amrotec X-1 Currency Discriminator machine for incoming cash the court receives. 2
- * Senate Bill 5 procedures were created and put into operation in order to stay in compliance. 2
- * Supreme Court Rule 37.65 procedures were created and put into operations in order to stay in compliance. 2
- * Created a new Show Cause docket for Supreme Court Rule 37.65 2
- * Created new policies for Attorneys regarding Senate Bill 5. 2
- * Envelope study concluded ordering plain black Ink on them proved to be a substantial savings to the court and City. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
No. of Cases Disposed by Court	32,880	32,375	31,760	27,764
No. of Cases Disposed at the Traffic Violations Bureau	12,333	11,197	10,886	10,370
No. of Warrants Issued	28,082	27,149	28,966	23,628
No. of Cases Docketed	103,539	105,309	106,128	105,634
No. of Night Court Cases Docketed	642	630	650	634
State Report Compliance	75%	79%	97%	54%
Domestic Violence Subpoena Appearance	43%	38%	55%	52%

2016-17 Objectives

Goal Ref

- * Store and Maintain court records off-site at Iron Mountain. 2
- * Initiate, process and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01. 2
- * Continue to abide by all State rulings pertaining to Senate Bill 5. 2
- * Continue to abide by all State rulings pertaining to Supreme Court Rule 37.65. 2

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court
Cost Center: 4090 - Municipal Court

2016-17 Operating Budget
Fund: 02 - General Fund

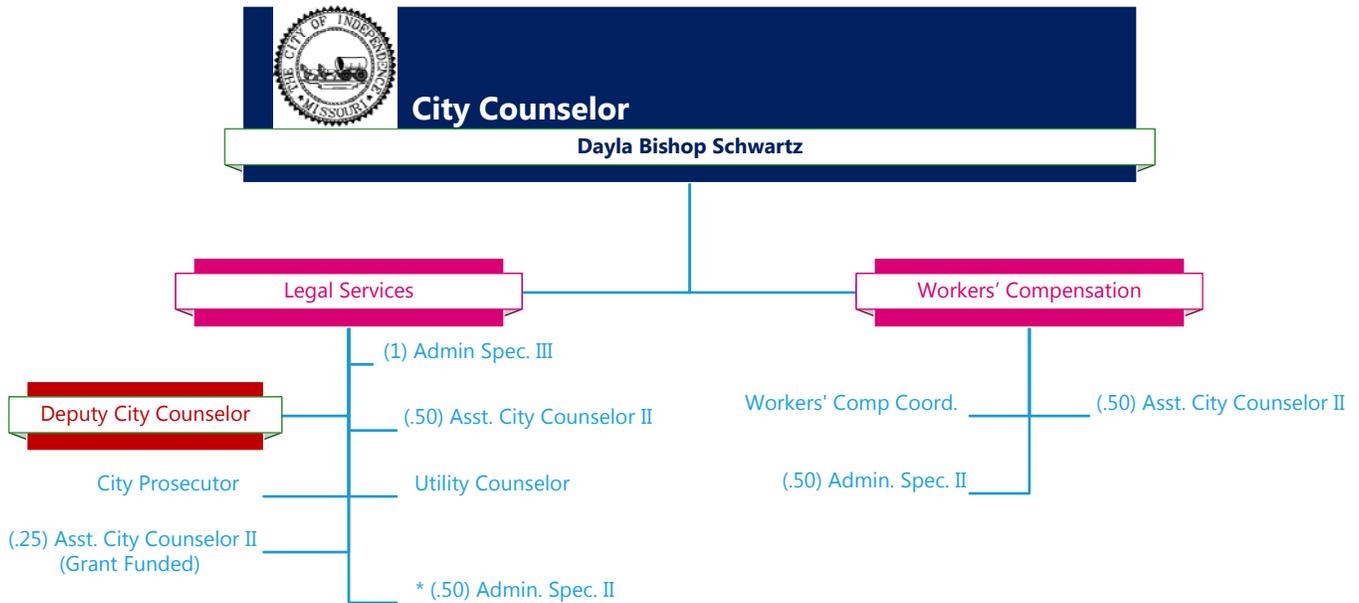
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Court Clerk	3.00	3.00	3.00	3.00
Senior Court Clerk	3.00	3.00	3.00	3.00
Court Bailiff	.65	.65	.65	.65
Total	14.65	14.65	14.65	14.65

Program Costs

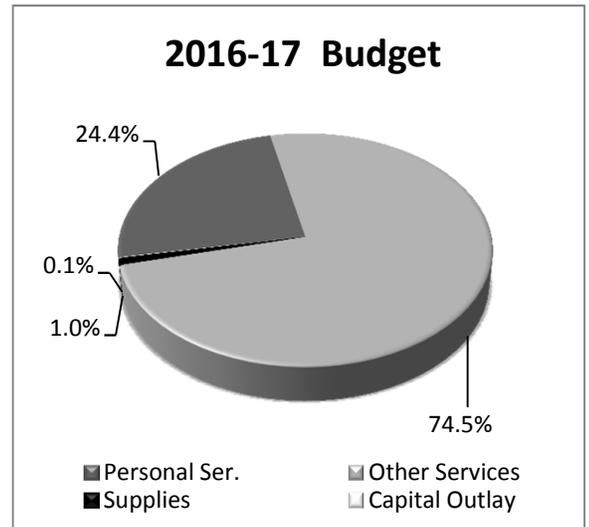
Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	794,249	795,889	800,658	813,113
Other Services & Charges	28,759	32,155	32,730	32,155
Supplies	4,275	8,022	7,447	8,022
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	827,283	836,066	840,835	853,290

Law



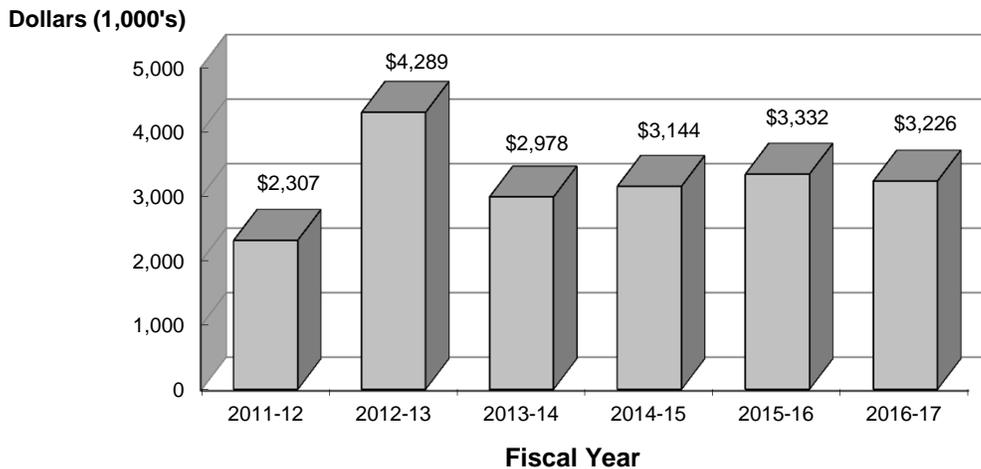
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 765,630	\$ 803,962	\$ 810,864	\$ 787,417
Other Services	2,354,216	2,494,050	2,498,853	2,404,350
Supplies	23,262	31,800	31,747	31,800
Capital Outlay	1,007	2,500	2,500	2,500
Other	-	-	-	-
Total	\$ 3,144,115	\$ 3,332,312	\$ 3,343,964	\$ 3,226,067



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	8.50	8.50	8.50	8.51	8.51	8.37
Amount by Fund:						
General Fund	\$ 727,684	\$ 613,562	\$ 677,186	\$ 789,297	\$ 741,884	\$ 732,848
Grants	29,913	29,900	16,190	12,352	31,944	18,189
Work Comp Fund	1,549,131	3,645,782	2,284,510	2,342,466	2,558,484	2,475,030
Total All Funds	\$ 2,306,728	\$ 4,289,244	\$ 2,977,886	\$ 3,144,115	\$ 3,332,312	\$ 3,226,067
Comparative Ratios:						
Per Capita	\$ 19.03	\$ 36.71	\$ 25.49	\$ 26.82	\$ 28.42	\$ 27.52
Per Household	\$ 42.65	\$ 88.00	\$ 63.04	\$ 63.67	\$ 61.73	\$ 59.15



City of Independence
Departmental Budget Summary

Department: 4110 - Law

2016-17 Operating Budget

Department Description

Conduct and carry on all civil suits, actions and proceedings; represent the City on all legal matters in which the City is a party or interested; advise the Council, City Manager and all departments, boards, and commissions concerning any legal issues affecting the City's interest; draft or review proposed City ordinances and amendments; prepare or officially approve as to form all contracts, deeds, bonds, and other documents; direct and supervise the future codifications of ordinances; and perform such other legal duties as required.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	8.00	8.00	8.00	8.00
Part Time Positions	.50	.51	.51	.37
Total	8.50	8.51	8.51	8.37

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4100 Law	789,297	741,884	748,021	732,848
4150 Law Dept. Grants	12,352	31,944	37,459	18,189
6592 Worker's Compensation	2,342,466	2,558,484	2,558,484	2,475,030
Total	3,144,115	3,332,312	3,343,964	3,226,067

Source of Funding	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
General Fund	789,297	741,884	748,021	732,848
Grants	12,352	31,944	37,459	18,189
Worker's Compensation Fund	2,342,466	2,558,484	2,558,484	2,475,030
Total	3,144,115	3,332,312	3,343,964	3,226,067

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2016-17 Operating Budget
Fund: 92 - Worker's Compensation

Description

The Workers Compensation Program functions as an internal service provider for City employees. The program ensures that City employees who sustain valid work-related injuries will receive all benefits provided under state statute and City policies. The program will maintain self-funded status as defined by the State of Missouri Department of Insurance and Division of Workers Compensation. The program will provide injured worker benefits through the Workers Compensation Fund, which will be funded by premiums paid by each City department.

2015-16 Accomplishments

Goal Ref

- * Pharmacy Benefit Card created a 41% cost savings for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy. 3
- * Updated Early Intervention program nurse phone number, reducing response time to provide proper care for injured workers. 3
- * Updated Citynet page, employee injury forms to reflect new phone number, and distributed cards containing updated instructions to all employees. 3
- * Provided value added service of job task analyses for job classifications with a history or potential of injury. 3
- * Closed 98% of medical-only claims within six months of final medical care. 3
- * 79% of closed non-litigated indemnity claims were closed within 12 months of reaching maximum medical improvement (MMI) including 80% involving permanent partial disability, representing 61% of all non-litigated claims at MMI. 3
- * 100% of closed non-denied litigated claims were closed within 24 months of reaching maximum medical improvement (MMI), representing 32% of all litigated claims at MMI. 3
- * Accommodated 95% of doctor restrictions for returning injured workers to temporary modified duty, including utilizing placement in alternate work areas when home department was unable to accommodate work restrictions. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Closure of Medical-Only claims within 6 months of MMI				

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2016-17 Operating Budget
Fund: 92 - Worker's Compensation

2016-17 Objectives	Goal Ref
* Timely closure of all workers compensation claims:	3
- Close 95% of all Medical-only claims within six months of final medical care.	
- Close 90% of all Non-litigated claims involving permanent partial disability within twelve months of reaching maximum medical improvement (MMI).	
- Close 80% of all Litigated claims within twenty-four months of MMI.	
* Accommodate 95% of Returns to work when treating doctor places injured worker on modified duty.	3
* Develop job analyses to assist in returning injured workers to regular job duties.	3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst City Counselor II	.50	.50	.50	.50
Worker's Compensation Coord	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.50	.50
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	153,479	153,934	153,934	160,180
Other Services & Charges	2,185,138	2,395,550	2,395,550	2,305,850
Supplies	2,842	6,500	6,500	6,500
Capital Outlay	1,007	2,500	2,500	2,500
Other Expenditures	0	0	0	0
Total	2,342,466	2,558,484	2,558,484	2,475,030
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 4100 - Law

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Conduct and carry on all civil suits, actions, and proceedings; represent the City on all legal matters in which the City is a party or interested; advise the Council, City Manager, and all departments, boards, and commissions concerning any legal issues affecting the City's interest; draft or review proposed City ordinances and amendments; prepare or officially approve as to form all contracts, deeds, bonds, and other documents; direct and supervise the future codifications of ordinances; and perform such other legal duties as required.

2015-16 Accomplishments

Goal Ref

- * Furnished all required legal services to the City Council, the City Manager and all City Departments by prosecuting all cases in Municipal Court; defending and prosecuting civil lawsuits; drafting and reviewing contracts, ordinances and opinions; attending meetings of the Council, the Planning Commission, the Board of Adjustment and all other required meeting; and providing timely advice when requested. 3
- * Continued monthly litigation and damage claim reports to the City Council, the City Manager and City Departments. 3
- * Continued development of City-wide communications covering the employee's role in the damage claim process, litigation and Worker's Compensation by employing existing communication channels. 3

2016-17 Objectives

Goal Ref

- * To ensure appropriate legal counsel and representation is provided in a timely manner to enable the City government to meet its goals and objectives. 3
- * To protect the City's financial interests through development and review of policies and to participate in decision-making for the purpose of minimizing liabilities. 3
- * To review contracts and other documents, as requested, to ensure compliance with local, state, and federal laws. 3
- * Attend City Council, Planning Commission and Board of Adjustment meetings as well as other meetings as required by the City. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	1.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 4100 - Law

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Utility Counselor	.00	.00	1.00	1.00
Asst City Counselor II	.75	.73	.73	.71
Administrative Spec II	.50	.50	.50	.50
Administrative Spec III	1.00	1.00	1.00	1.00
Deputy City Counselor	1.00	1.00	1.00	1.00
Total	6.25	6.23	6.23	6.21

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	599,799	618,084	624,221	609,048
Other Services & Charges	169,078	98,500	98,553	98,500
Supplies	20,420	25,300	25,247	25,300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	789,297	741,884	748,021	732,848

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 4150 - Law Dept. Grants

2016-17 Operating Budget
 Fund: 15 - Grants

Description

This cost center represents Federal and State grant programs that support the operations of the City's Law Department. See the Law Department cost center (4100) for applicable Accomplishments, Objectives, and Service Delivery Background Data.

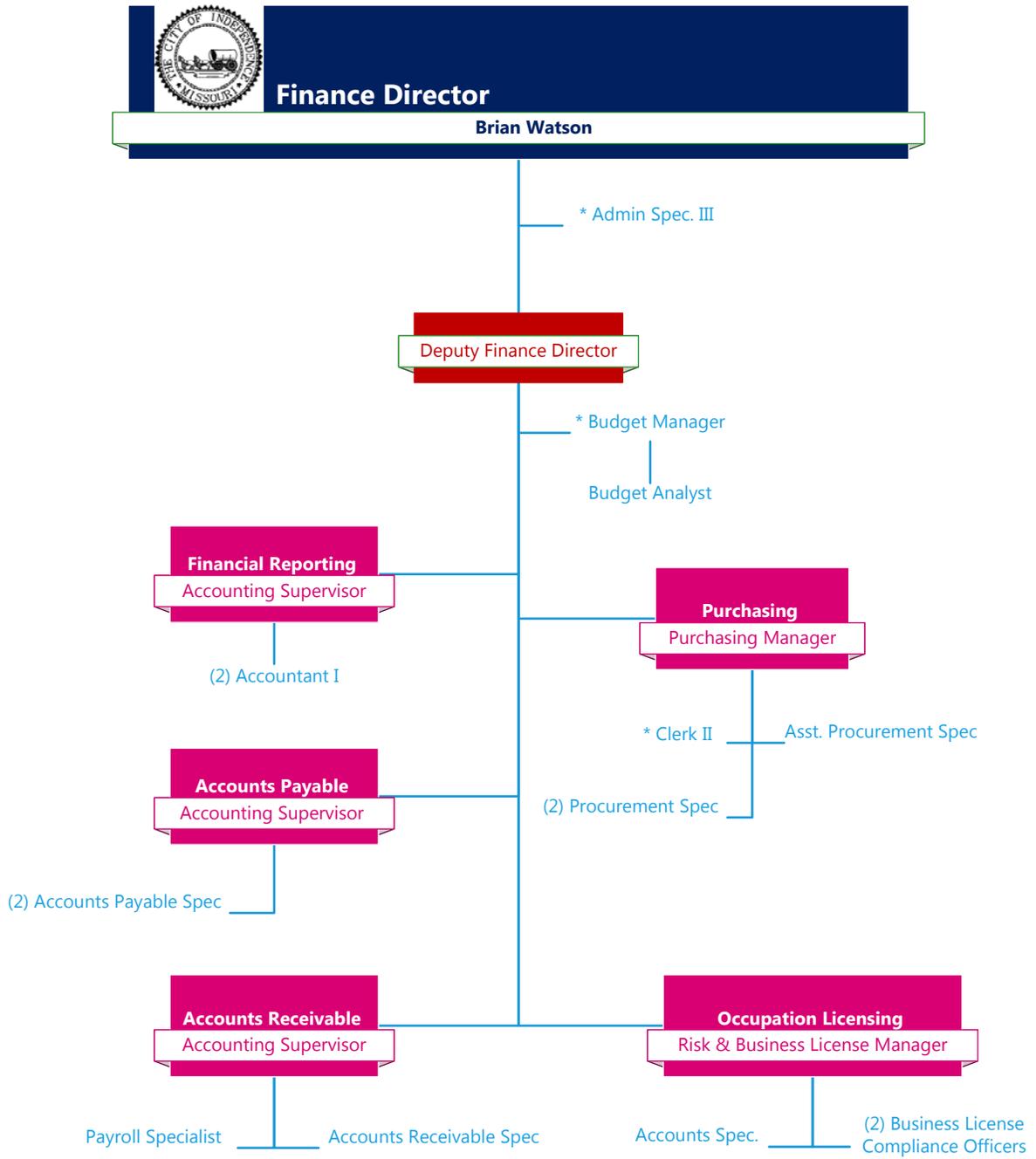
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst City Counselor II	.25	.28	.28	.16
Total	.25	.28	.28	.16

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	12,352	31,944	32,709	18,189
Other Services & Charges	0	0	4,750	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	12,352	31,944	37,459	18,189

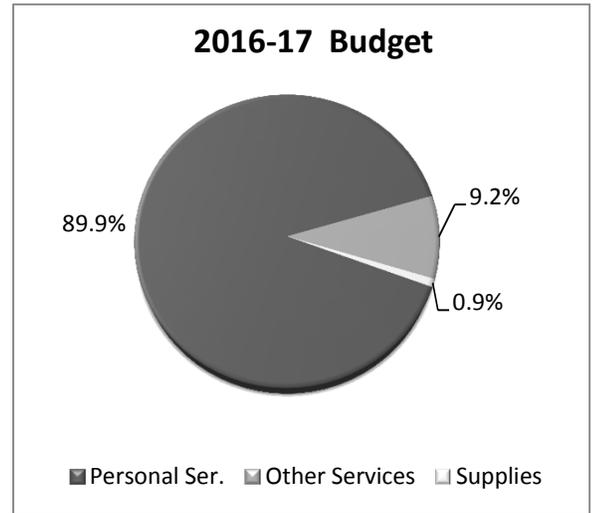
Finance



* Unfunded Position

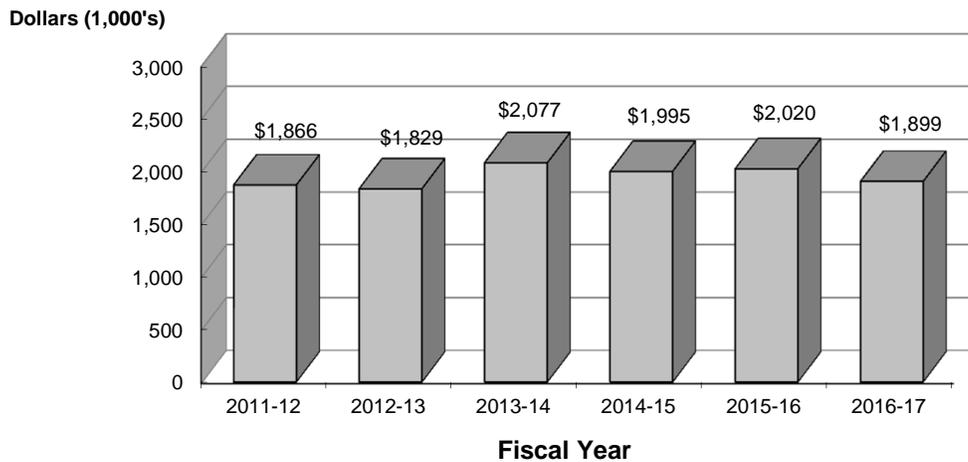
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 1,827,942	\$ 1,799,309	\$ 1,811,327	\$ 1,708,332
Other Services	157,608	203,713	204,479	173,914
Supplies	9,834	17,177	16,411	17,177
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 1,995,384	\$ 2,020,199	\$ 2,032,217	\$ 1,899,423



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	23.50	23.50	23.50	23.00	23.00	23.00
Amount by Fund:						
General Fund	\$ 1,819,555	\$ 1,778,961	\$ 2,026,664	\$ 1,944,054	\$ 1,968,698	\$ 1,846,418
Water Fund	46,210	50,369	50,369	51,330	51,501	53,005
Total All Funds	\$ 1,865,765	\$ 1,829,330	\$ 2,077,033	\$ 1,995,384	\$ 2,020,199	\$ 1,899,423
Comparative Ratios:						
Per Capita	\$ 15.97	\$ 15.66	\$ 17.72	\$ 17.02	\$ 17.23	\$ 16.20
Per Household	\$ 38.28	\$ 38.73	\$ 42.06	\$ 36.96	\$ 37.04	\$ 34.82



City of Independence
Departmental Budget Summary

Department: 4200 - Finance

2016-17 Operating Budget

Department Description

The Finance Department is responsible for the administration of all financial affairs of the City. We maintain accounting systems, approve all disbursements, prepare payrolls, and pre-audit all claims and demands for the City. Finance bills for established revenue sources due to the City, as well as collects and invests all such City funds. Finance prepares the annual financial statements and other financial reports that may be required. Finance, through its Purchasing division, supervises and controls the acquisition of all City goods and services within approved procurement procedures. In addition, Finance processes occupation and liquor licenses through its Business Licensing division.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	23.00	23.00	23.00	23.00
Part Time Positions	.50	.00	.00	.00
Total	23.50	23.00	23.00	23.00

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4201 Finance Administration	472,397	383,418	386,664	270,376
4210 Accounting	940,554	1,009,723	1,014,045	1,011,950
4217 City Hall Cashiering	51,330	51,501	51,501	53,005
4240 Purchasing	291,469	289,106	291,562	300,240
4260 Business Licensing	239,634	286,451	288,445	263,852
Total	1,995,384	2,020,199	2,032,217	1,899,423

Source of Funding

General Fund	1,944,054	1,968,698	1,980,716	1,846,418
Water Fund	51,330	51,501	51,501	53,005
Total	1,995,384	2,020,199	2,032,217	1,899,423

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4201 - Finance Administration

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Provides administrative support to the Finance Department. The Finance Department's overall responsibility is for the collection of all amounts due to the City, procurement of goods and services for all City operations, and payment of amounts due to vendors and agents. The department maintains an internal control system for safeguarding all assets, auditing, financial reporting, risk management, and budgeting. The Administration division is directly responsible for budget preparation and monitoring budget results.

2015-16 Accomplishments

Goal Ref

- * Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 30th consecutive year. 4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
General Fund Revenues	75,017,589	74,793,391	72,721,597	74,455,530
Year End Unassigned Fund Balance	\$3,591,990	\$3,741,675	\$2,426,758	
Number of budget hold items	1,801	1,969	1,900	1,950
Average number of days per item on budget hold	2.28	1.32	1.50	1.50
Percentage of budget hold items released within 2 calendar days	88.7%	91.5%	92.0%	92.0%

2016-17 Objectives

Goal Ref

- * Review all financial service agreements for potential savings. 2
- * Review the City's outstanding debt for potential interest savings. 2
- * Continue planning for new accounting, payroll and budgeting system.
- * Audit existing utility franchise fee revenues.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Finance Director	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4201 - Finance Administration

2016-17 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	460,564	368,480	371,726	255,579
Other Services & Charges	6,033	3,818	4,584	3,677
Supplies	5,800	11,120	10,354	11,120
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	472,397	383,418	386,664	270,376

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Responsible for maintaining the accounting records for all of the City's operations and the City's Component Units: Tax Increment Financing (TIF), Crackerneck Creek Transportation Development District (TDD), and the Events Center Community Improvement District (CID). The functions encompass the following: development of the Comprehensive Annual Financial report and monthly financial reports; accounts receivable; processing and payment of financial obligations of the City; maintaining records for all City-owned fixed assets; record keeping of grants; investing City funds; payroll and working with the independent auditors.

2015-16 Accomplishments

Goal Ref

- * Reviewed Governmental Accounting Standards Board (GASB) Statement No. 72, Fair Value Measurement and Application, effective for the fiscal year beginning July 1, 2015. 2
- * Reviewed Governmental Accounting Standards Board (GASB) Statement No. 73, Accounting and Financial Reporting for Pensions That Are Not Within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68, effective for the fiscal year beginning July 1, 2015. 2
- * Reviewed Governmental Accounting Standards Board (GASB) Statement No. 76, The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments, effective for the fiscal year beginning July 1, 2015. 2
- * Reviewed Governmental Accounting Standards Board (GASB) Statement No. 79, Certain External Investment Pools and Pool Participants, effective for the fiscal year beginning July 1, 2015. 2
- * Received the 'Certificate of Achievement for Excellence in Financial Reporting Award' from the Government Finance Officers Association for the 31st consecutive year.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Payroll Direct Deposits Processed	29,071	28,904	29,500	28,800
Number of Payroll Supplemental Checks Processed	86	100	100	110
Disbursement Checks Processed	11,815	11,085	11,489	11,337
Department Local Checks Processed	404	341	424	337

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2016-17 Operating Budget
Fund: 02 - General Fund

Electronic Payments	833	876	837	844
Percent of Request for Payments Paid Within 14 Days	98.98%	98.98%	96.63%	96.81%
Percent of Invoices Paid Within 30 Days of Invoice Date	86.14%	84.15%	82.74%	82.89%
Misc. Invoices Issued	\$4,126,097	\$4,099,987	\$4,000,000	\$4,000,000
Average Rate of Return Earned on Investments and Money Market	.048%	.023%	.037%	.052%
Average Number of Days to Issue Monthly Financial Report	17	35	20	25

2016-17 Objectives

Goal Ref

- * Review Governmental Accounting Standards Board (GASB) Statement No. 74, Financial Reporting for Post-Employment Benefit Plans Other Than Pension Plans, effective with the fiscal year beginning July 1, 2016. 2
- * Review Governmental Accounting Standards Board (GASB) Statement No. 77, Tax Abatement Disclosures, effective with the fiscal year beginning July 1, 2016. 2
- * Review Governmental Accounting Standards Board (GASB) Statement No. 78, Pensions Provided Through Certain Multiple-Employer Defined Benefit Pension Plans, effective with the fiscal year beginning July 1, 2016. 2
- * Review new features and enhancements in the Financial Management System that will improve our current processes. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Accounts Payable Spec	2.00	1.00	1.00	1.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	1.00	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00	.00
Accountant I	1.50	2.00	2.00	2.00
Senior Accountant	1.00	1.00	.00	.00
Accounting Supervisor	2.00	2.00	3.00	3.00
Deputy Finance Director	.00	.00	.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total	10.50	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4210 - Accounting

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	791,790	856,238	860,560	858,536
Other Services & Charges	145,447	150,070	150,070	149,999
Supplies	3,317	3,415	3,415	3,415
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	940,554	1,009,723	1,014,045	1,011,950
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4217 - City Hall Cashiering

2016-17 Operating Budget
Fund: 40 - Water Fund

Description

Cashiering processes utility payments, sells bus passes, and collects payment for other licenses and permits obtained on the second floor of City Hall. This function also balances all City Hall cash receipts and prepares bank deposits for these receipts and all other General Fund receipts collected at other locations. Provides information to walk-in customers and support to other Finance Department divisions.

2015-16 Accomplishments

Goal Ref

- * Assisted accounts payable function in processing P-Card transactions. 4
- * Learned to merge, print and mail business license and landlord renewal forms. 4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Total Transactions Processed	22,563	20,250	22,750	20,000
Total Dollars Processed (Millions)	\$18.0	\$15.5	\$18.0	\$15.3
Utility bills as percentage of total transactions	27.03%	26.39%	27.25%	26.25%
Utility payments as a percentage of dollars processed	8.73%	8.06%	8.50%	2.00%
MGE payments as a percentage of transactions processed	11.76%	11.62%	11.85%	4.00%
MGE payments as a percentage of dollars processed	2.34%	2.59%	2.30%	1.00%
Bus Passes as a percentage of total transactions processed	2.43%	2.50%	2.45%	0.75%
Average cash out of balance amount	(\$9.10)	(\$8.00)	\$1.00	\$2.50
Percentage of days when cash closing is out of balance	1.66%	0.80%	1.50%	1.25%

2016-17 Objectives

Goal Ref

- * Learn to process and post business license payments in CityWorks and iNovah cash receipts system. 4
- * Work with Technology Services to implement an electronic transfer of payment information between CityWorks business licensing system and iNovah, the City's Cash Receipts software. 4
- * Assist in the implementation and testing of the CityWorks business licensing system. 4

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4217 - City Hall Cashiering

2016-17 Operating Budget
 Fund: 40 - Water Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Accounts Specialist	.85	.85	.85	.85
Total	.85	.85	.85	.85

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	51,330	51,501	51,501	53,005
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	51,330	51,501	51,501	53,005

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4240 - Purchasing

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Purchasing Division strives to provide quality service through effective communication and a cooperative working relationship with all departments and vendors, to fulfill the needs of the City for goods and services in a professional, responsive, timely, and cost effective manner, and in accordance with all legal requirements and ethical standards.

2015-16 Accomplishments

Goal Ref

- * The freight savings program generated a 62% savings over the cost without the program, or \$41,418.09. The program is used for incoming and outgoing freight. 2
- * Generated \$115,275.75 in revenue from the sale of surplus property. 2
- * Contracted with a new provider for P-card Program services, with a projected rebate increase over the previous provider for the coming year. 2
- * A cost avoidance of 26.6% was realized by using competitive purchasing, e.g. bids, RFP's, quotes. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Purchase Orders Issued	2,145	5,453	2,100	5,500
Price Agreements Maintained	357	307	360	310
Request for Proposals processed and administered	18	21	18	24
No. of Days to issue Purch. Orders for Req. not requiring bids.	.5	.5	.5	.5
No. of Days to issue Purch. Order for Req. requiring informal bids.	13.46	14.00	14.75	14.00
No. of Days to issue Purch. Order for Req. requiring formal bids.	34.26	34.00	35.00	35.00
Percentage of minor purchases using P cards vs. dept. local checks	96.6%	97.7%	97.0%	98.0%

2016-17 Objectives

Goal Ref

- * Complete final implementation of new P-card Program, training, and online statement reconciliation and entry in accounting system. 2
- * Update P-card limits, strategies, policy, and procedures to increase use of P-cards, reduce the number of low dollar purchase orders and increase P-card rebate. 2
- * Increase bid thresholds to enable staff to focus on higher dollar 2

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4240 - Purchasing

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- procurements that require more focused staff involvement.
- * Reach out to vendors through training, surveys, etc. to increase competition and participation of vendors. 2
- * Provide ongoing training to staff for Purchasing and P-card policies. 2
- * Attain professional certification of all Purchasing staff in fiscal year 2016-2017. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Asst Procurement Specialist	1.00	1.00	1.00	1.00
Procurement Specialist	2.00	2.00	2.00	2.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	286,288	285,339	287,795	295,089
Other Services & Charges	4,795	2,125	2,125	3,509
Supplies	386	1,642	1,642	1,642
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	291,469	289,106	291,562	300,240

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4260 - Business Licensing

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Business Licensing division is responsible for the processing, issuance, and monitoring of business and liquor licenses, certificates of public convenience and necessity, and other licenses and permits authorized in Chapters 2, 5, and 19 of the City Code. This division also evaluates insurance programs that safeguard the City's financial, human resource, and capital assets by transferring the financial impact of actual or potential losses to a third party.

2015-16 Accomplishments

Goal Ref

- * Worked with Technology Services to develop workflow for each license and permit for inclusion in the CityWorks Business License System. 4
- * Worked with Technology Services to develop work flow for Rental Ready Program. 4
- * Reviewed Jackson County Property Ownership files to identify potential rental property owners. 4
- * Reviewed list of commercial utility accounts to determine if account is licensed or needs to apply for business license or landlord license. 4
- * Reviewed 4 quarters of Missouri Department of Revenue Sales Tax Payment Accounts reports to verify if each account is licensed, needs a business or is exempt from the City's business license requirements. 4
- * Review and update agreement relating to the Police Tow Rotation List. 4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of business licenses issued	8,059	8,224	8,125	8,650
Percentage of new business license applications processed	11.68%	12.29%	12.25%	13.00%
Renewed business license account as percent of licenses issued	88.32%	87.81%	87.75%	87.00%
Percent of businesses renewing their account by due date	71.75%	67.35%	71.56%	70.00%
Business license accounts closed	1,347	1,198	1,400	1,350
New liquor license applications processed	20	17	18	19
Council concurs with staff on liquor license recommendation	100.00%	100.00%	100.00%	100.00%

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4260 - Business Licensing

2016-17 Operating Budget
Fund: 02 - General Fund

Property & Liability insurance cost as a percent of operating budget	0.60%	0.58%	0.75%	0.65%
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2016-17 Objectives

Goal Ref

- | | |
|---|---|
| * Work with Technology Service to implement the CityWorks software as the business license system for the City | 4 |
| * Work with Technology Services and Community Development to develop and implement the Rental Ready Program as part of the CityWorks landlord license system. | 4 |
| * Prepare update to Chapter 5, Article 1 of the City Code. | 4 |
| * Work with Technology Services to implement electronic features in CityWorks to automatically print licenses, renewal forms, delinquent renewal forms and associated form letters. | 4 |

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Accounts Specialist	.15	.15	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	2.00	2.00	2.00	2.00
Total	3.15	3.15	3.15	3.15
	3.15	3.15	3.15	3.15

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	237,970	237,751	239,745	246,123
Other Services & Charges	1,333	47,700	47,700	16,729
Supplies	331	1,000	1,000	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	239,634	286,451	288,445	263,852
	239,634	286,451	288,445	263,852

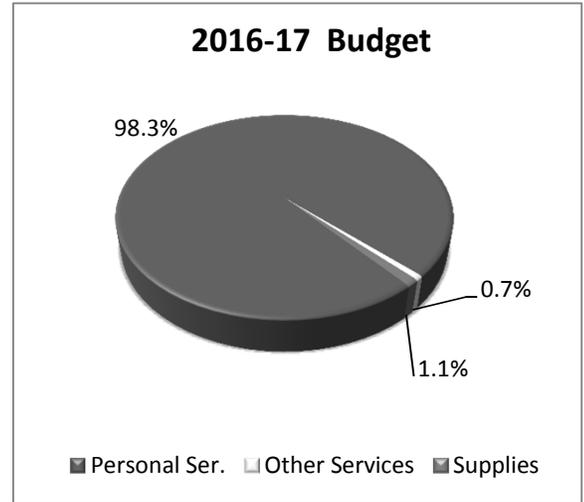
Human Resources



* Unfunded Position

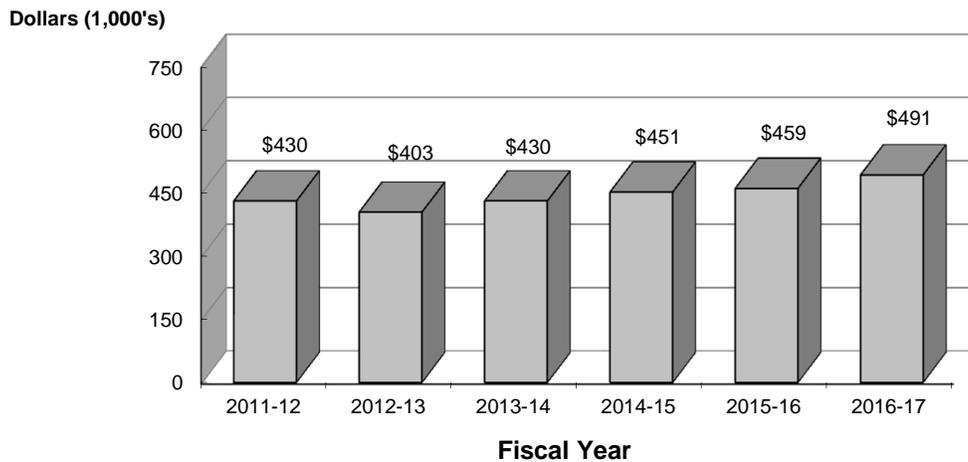
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 438,115	\$ 440,705	\$ 467,308	\$ 482,615
Other Services	8,829	13,046	13,056	3,252
Supplies	3,832	5,693	5,683	5,331
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 450,776	\$ 459,444	\$ 486,047	\$ 491,198



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	6.50	6.50	7.44	6.75	6.75	6.75
Amount by Fund:						
General Fund	\$ 429,515	\$ 402,913	\$ 429,740	\$ 450,776	\$ 459,444	\$ 491,198
Total All Funds	\$ 429,515	\$ 402,913	\$ 429,740	\$ 450,776	\$ 459,444	\$ 491,198
Comparative Ratios:						
Per Capita	\$ 3.68	\$ 3.45	\$ 3.67	\$ 3.84	\$ 3.92	\$ 4.19
Per Household	\$ 8.81	\$ 8.53	\$ 8.70	\$ 8.35	\$ 8.42	\$ 9.01



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources

2016-17 Operating Budget

Department Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1,062 employees as well as assistance with questions or concerns of 864 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, Medicare Part D recovery, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Oversees administration of onsite health clinic. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Part Time Positions	1.44	.75	.75	.75
Total	7.44	6.75	6.75	6.75
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	450,776	459,444	486,047	491,198
Total	450,776	459,444	486,047	491,198
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4300 - Human Resources

2016-17 Operating Budget

Source of Funding

General Fund	450,776	459,444	486,047	491,198
Total	450,776	459,444	486,047	491,198
	450,776	459,444	486,047	491,198

Key Budget Changes

- * Approximately 42% of City staff are currently at regular retirement age, early retirement age, or eligible for retirement within the next five years. The following departments have 50% or more of their employees eligible for early or regular retirement or early or regular retirement within the next five years: Finance, Fire Administration, Human Resources, Law, Power & Light, Tourism and Water.
- * Recruiting of qualified personnel with needed skills for public service.
- * Retaining staff needed for core services.

City of Independence
Detail Program Summary

Department: 4300 - Human Resources
Cost Center: 4300 - Human Resources

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1,062 employees as well as assistance with questions or concerns of 864 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, Medicare Part D recovery, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Oversees administration of onsite health clinic. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

2015-16 Accomplishments

Goal Ref

- * Administer HealthStat agreement, overseeing the Stay Well Health & Wellness Center, including paying invoices, ordering supplies, attending weekly meetings with Lockton and bi-weekly meetings with HealthStat to discuss administrative issues.
- * Conducted benefits open enrollment October 26 - November 6, 2015.
- * Twenty-eight department benefit meetings were held for employees and retirees from September 28 through October 9, 2015 with a power point presentation to compliment open enrollment.
- * Coordinated the implementation of the vision plan changes effective January 1, 2016 due to the vision coverage being included as part of the health plan.
- * Collected \$262,970.98 in Medicare D subsidy payments for 2015. An additional amount of \$56,333.81 has not yet been collected for 2015 at Cigna's direction, but is being held to account for the Retiree Drug Subsidy 2% mandatory reduction which may cause overpayment at reconciliation time.
- * Completed the 2014 Medicare D subsidy reconciliation process resulting in an additional payment of \$16,850.54 from the 2014 plan year.
- * Coordinated the HealthStat Health Risk Assessment Event for the employees and retirees in 21 different departments during the week of January 25-30, 2016 and distributed communication regarding the Stay Well Health & Wellness Center to all active employees and pre-Medicare retirees including information regarding the Center, health risk assessment scheduling and open house plans.
- * A total of 25 New Employee Orientation classes were held in 2015. A

City of Independence
Detail Program Summary

Department: 4300 - Human Resources
Cost Center: 4300 - Human Resources

2016-17 Operating Budget
Fund: 02 - General Fund

2015-16 Accomplishments

Goal Ref

- new Welcome video was created for New Employee Orientation.
- * Produced the Affordable Healthcare Act benefit reporting forms 1095-C and distributed to all full-time employees by the March 31, 2016 deadline.
 - * Helped coordinate and participated in the fifth annual Eastern Jackson County Municipal Challenge events which included a trivia contest, bowling, 5K, fishing, darts/billiards, one mile kick-off walk, Mayor basketball shootout challenge, football toss, softball throw, hotshot basketball, table tennis, horseshoes, 3-on-3 basketball, disc golf, sand volleyball, kick ball, dodgeball and flag football.
 - * Assisted 40 employees with the retirement process during 2015.
 - * Conducted seven Police Officer testing events and four Fire promotional testing events during 2015.
 - * Updated the Non-Represented and Represented Pay Plans 13 times during 2015.
 - * Responded to eight claims for unemployment benefits.
 - * Assisted in coordination of a successful Heritage Festival with the Human Relations Commission.
 - * Along with committee members, coordinated the annual Take Your Child to Work Day.
 - * Participated in multiple networking events including the Independence School District Academy Career Expos, Independence School District Academy Teacher Externship, University of Central Missouri Mock Interviews and the University of Central Missouri Spring Career Fair.
 - * Coordinated Volunteer Breakfast.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Applications processed	7,105	5,478	7,500	6,000
Tests administered (incl typing)	257	139	350	150
New hires	141	115	175	110
Promotions	79	87	100	100
Retirements	47	36	52	50
Training Hours	1,023	692	1,100	700
Surveys/internal & external	25	42	55	55
Job announcements	184	144	200	150
Exit interviews	18	26	20	25
Number of days to fill a position	70	77	75	75
Number of requests for FMLA leave	166	165	200	200

City of Independence
Detail Program Summary

Department: 4300 - Human Resources
Cost Center: 4300 - Human Resources

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- * Assist with negotiations of union work agreements as needed. 4
- * Serve as liaison between Health Stat and the Stay Well Health Plan for administration of the Stay Well Health & Wellness Clinic. 4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	.00	.00	.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Benefits Administrator	1.00	1.00	1.00	1.00
Employment/Volunteer Svcs Admn	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	2.00	2.00	1.00
Human Resources Generalist	.00	.00	.00	1.00
Human Resources Tech	.75	.75	.75	.75
Human Resources Clerk	.69	.00	.00	.00
Total	7.44	6.75	6.75	6.75

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	438,115	440,705	467,308	482,615
Other Services & Charges	8,829	13,046	13,056	3,252
Supplies	3,832	5,693	5,683	5,331
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	450,776	459,444	486,047	491,198

Significant Issues

- * Approximately 42% of City staff are currently at regular retirement age, early retirement age, or eligible for retirement within the next five years. The following departments have 50% or more of their employees eligible for early or regular retirement, or early or regular retirement within the next five years: Finance, Fire Administration, Human Resources, Law, Power & Light, Tourism and

*City of Independence
Detail Program Summary*

*Department: 4300 - Human Resources
Cost Center: 4300 - Human Resources*

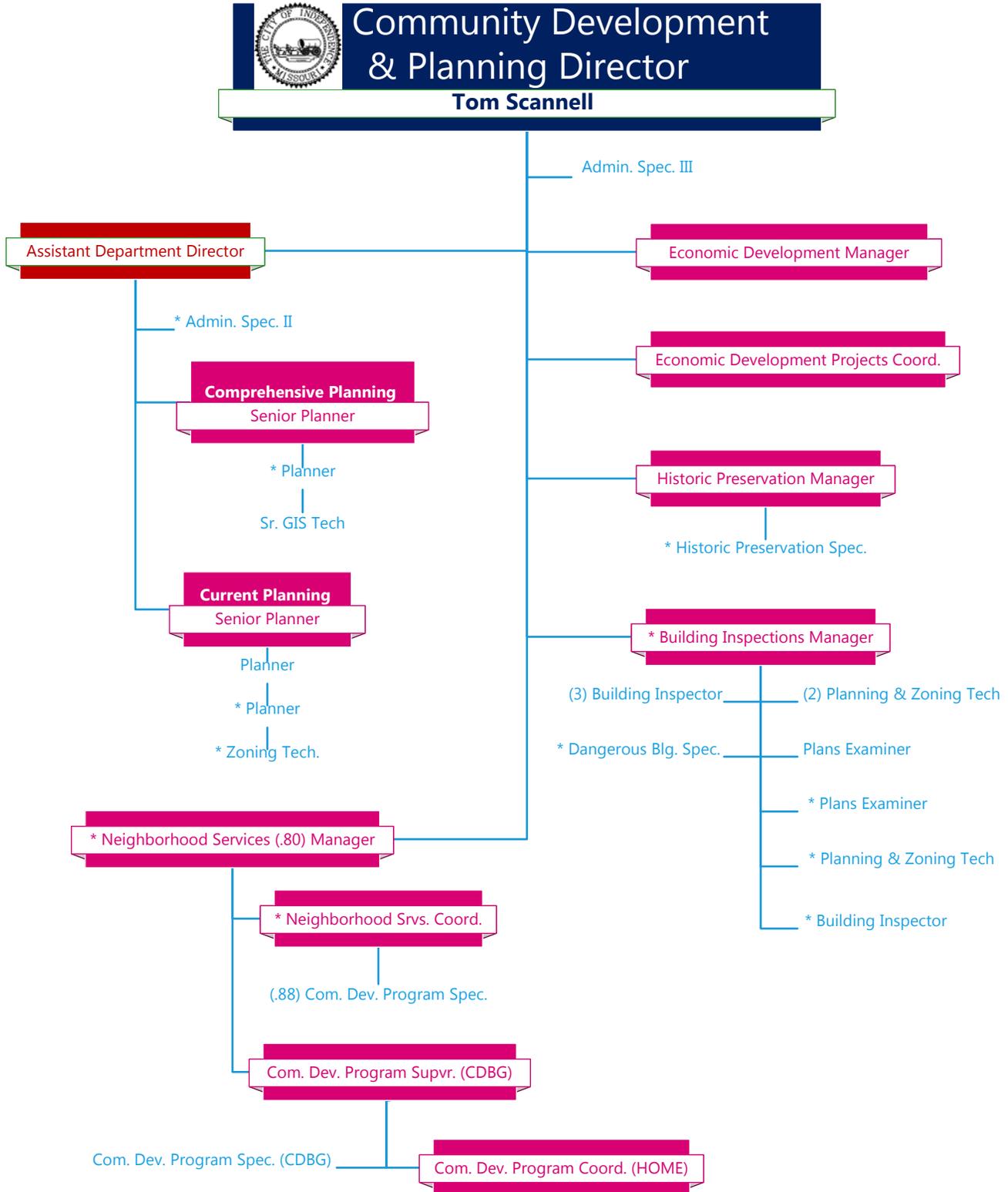
*2016-17 Operating Budget
Fund: 02 - General Fund*

Significant Issues

Water.

- * Recruiting of qualified personnel with needed skills for public service.
 - * Retaining staff needed for core services.
-

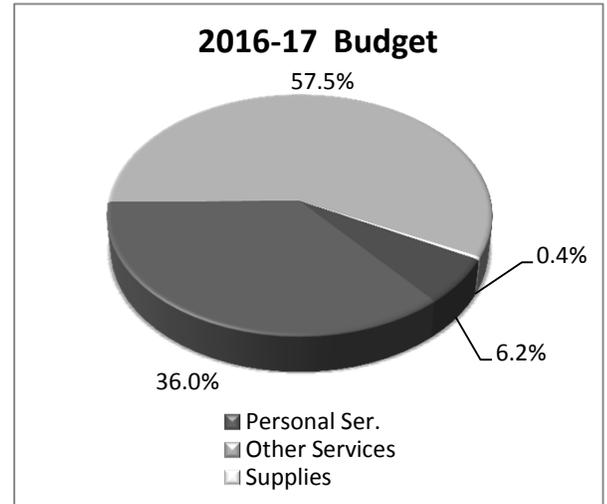
Community Development



* Unfunded Position

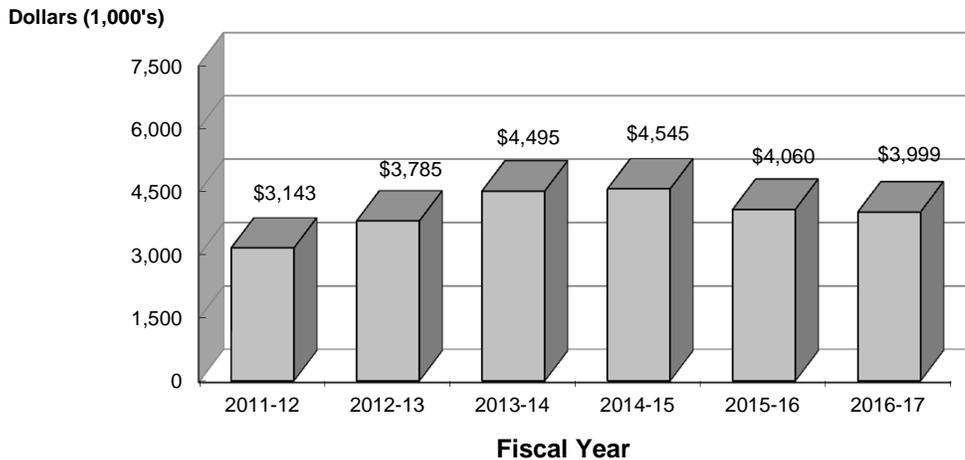
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 1,477,915	\$ 1,656,955	\$ 1,687,793	\$ 1,439,940
Other Services	2,895,733	2,168,819	2,320,599	2,298,451
Supplies	18,506	17,302	17,802	14,252
Capital Outlay	152,650	216,686	440,416	246,414
Other	-	-	-	-
Total	\$ 4,544,804	\$ 4,059,762	\$ 4,466,610	\$ 3,999,057



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	30.30	30.30	30.30	30.30	31.68	31.18
Amount by Fund:						
General Fund	\$ 2,429,773	\$ 3,017,887	\$ 3,086,604	\$ 3,039,100	\$ 3,257,399	\$ 3,088,434
Grants Fund	30,741	417,705	319,536	729,733	209,000	209,000
Community Dev Block	485,433	281,500	392,847	619,301	346,865	421,902
HOME Fund	197,127	67,740	695,891	156,670	246,498	279,721
Total All Funds	\$ 3,143,074	\$ 3,784,832	\$ 4,494,878	\$ 4,544,804	\$ 4,059,762	\$ 3,999,057
Comparative Ratios:						
Per Capita	\$ 26.90	\$ 32.40	\$ 38.35	\$ 38.76	\$ 34.63	\$ 34.11
Per Household	\$ 64.48	\$ 80.13	\$ 91.02	\$ 84.19	\$ 74.43	\$ 73.32



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2016-17 Operating Budget

Department Description

The purpose of the Community Development Department is to enhance the quality of life in Independence by encouraging public involvement in the planning and creation of quality places in which to live, work and play. Through cooperative efforts of its various divisions, the department strives to support the development of safe, livable and sustainable environments by providing great customer service, a business friendly atmosphere and an open minded and knowledgeable staff.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	29.80	30.80	30.80	30.30
Part Time Positions	.50	.88	.88	.88
Total	30.30	31.68	31.68	31.18

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4401 Administration	366,463	366,022	369,177	430,016
4411 Neighborhood Services	51,469	52,317	52,910	53,336
4412 Comprehensive Planning	163,824	347,260	348,536	341,148
4413 Current Planning	207,915	221,101	222,972	172,204
4414 Transportation	1,549,420	1,548,735	1,548,735	1,595,735
4420 Historic Preservation	73,865	75,356	75,989	43,643
4431 Building Inspection	626,144	646,608	650,200	452,352
4450 Comm Development Grants	729,733	209,000	143,993	209,000
6601 CDBG Administration	163,013	151,865	151,865	151,902
6604 CDBG Housing	456,288	195,000	406,737	270,000
6608 Commercial Facade Program	0	0	75,165	0
6802 HOME Administration	9,656	30,812	56,580	34,807
6803 Single/Multi Family Housing	147,014	215,686	363,751	244,914
Total	4,544,804	4,059,762	4,466,610	3,999,057

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2016-17 Operating Budget

Source of Funding

General Fund	3,039,100	3,257,399	3,268,519	3,088,434
Grants	729,733	209,000	143,993	209,000
Community Dev Block Grant Fund	619,301	346,865	633,767	421,902
HOME Program Fund	156,670	246,498	420,331	279,721
Total	4,544,804	4,059,762	4,466,610	3,999,057
	4,544,804	4,059,762	4,466,610	3,999,057

Direct/Offsetting Revenues

Planning Exams and Licenses	125,066	110,000	110,000	0
Building Permits	793,285	525,000	550,000	0
Planning and Zoning Fees	28,177	15,000	15,000	0
Board of Adjustment Fees	2,610	3,000	3,000	0
Transit Rider Fares	195,671	150,000	155,000	0
CDBG Federal Grant	798,319	759,326	759,326	0
HOME Program Grant	256,435	308,121	308,121	0
Total	2,199,563	1,870,447	1,900,447	0
	2,199,563	1,870,447	1,900,447	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4401 - Administration

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Community Development Administration provides support to the department divisions to ensure that residents and customers receive clear concise information and efficient services.

2015-16 Accomplishments

Goal Ref

- * Completed state TIF Report in accordance with State Statutes. 4
- * Completed amendment of Centerpoint Medical Center TIF. 4
- * Assisted Independence EDC with development of Graduate Center for Food Production and Manufacturing. 4
- * Created Commercial Vacant Property data base and contacted individual property owners to offer assistance from the City where appropriate. 3,4
- * Served as liaison between City departments and the Independence business community on various development and business recruitment and location projects. 4
- * Collaborated in the City's What Works Cities initiative. 2
- * Served as liaison between City and various business organizations such as Independence Square Association, Truman Gateway, Englewood Business Association and 40 Hwy Business Corridor. 1,3,4

2016-17 Objectives

Goal Ref

- * Continue participation in the City's What Works Cities program. 2
- * Facilitate customer requests and applications to Planning Commission, Board of Adjustment, Heritage Commission and other boards and commissions. 1,3,4
- * Produce easy to understand informational materials regarding planning procedures, preservation programs, development regulations and building codes. 1,3,4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Economic Development Manager	.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.00	.00
Administrative Spec III	1.00	1.00	.00	1.00
Economic Developmnt Proj Coord	1.00	1.00	1.00	1.00
Total	3.50	4.50	3.00	4.00
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 4400 - Community Development
Cost Center: 4401 - Administration

2016-17 Operating Budget
Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	343,961	357,472	360,627	421,466
Other Services & Charges	11,307	5,900	5,900	5,900
Supplies	5,559	2,650	2,650	2,650
Capital Outlay	5,636	0	0	0
Other Expenditures	0	0	0	0
Total	366,463	366,022	369,177	430,016
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4411 - Neighborhood Services

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Neighborhood Services Division works to improve the quality of life for Independence residents where they live by supporting initiatives that generate reinvestment in the built and social fabric of our neighborhoods. This Division serves as the primary point of contact for residents and community partners seeking City involvement with housing and neighborhood interests. Neighborhood Services has administrative responsibility for the City's federally funded Community Development Block (CDBG), HOME Investment Partnerships Act (HOME) and Neighborhood Stabilization (NSP) Programs; and provides oversight services for State authorized 353 Redevelopment Corporations (Tax Abatement) Plans, and state and federally funded EPA Brownfields redevelopment initiatives.

2015-16 Accomplishments

Goal Ref

- | | |
|--|-------|
| * Completed substantial rehabilitation and marketed for homeownership six previously foreclosed/abandoned single family homes located in western Independence neighborhoods through the HOME program. | 1 |
| * Acquired two abandoned properties, for redevelopment as homeownership opportunities or neighborhood improvement projects in conjunction with planned targeted neighborhood investment in northwest Independence. Completed the sale of 7 NSP/HOME-assisted affordable homeownership opportunities to low and middle income homebuyers. | 1,4 |
| * Contracted for, and provided regulatory oversight of, \$385,000 in affordable housing improvements and development projects located in targeted areas of western Independence, and \$113,898 in city-wide public service project contracts. | 1,4 |
| * Participated in more than 28 public meetings, to increase awareness of Neighborhood Services programs including residential tax abatement, home repair and other homeowner and investment tax credit programs; and to identify community needs and conduct funding allocation processes. | 1,4 |
| * Division staff members increased understanding of regulatory changes by completing HUD internet-based and regional office training to insure the city's compliance with federal rules pertaining to NEPA Environmental Review, Federal Labor Standards, and Fair and Housing Assessment Requirements. | 1 |
| * Completed the 2016-2017 Annual Action Plan funding allocation and citizen participation process. | 1,2,3 |
| * Completed the Overton Ave. Redevelopment Area Streetscape Enhancement Project in partnership with 12 Blocks West. | 4 |
| * Completed the sale of seven NSP/HOME-assisted affordable homeownership to low and middle income homebuyers. | 1,4 |

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4411 - Neighborhood Services

2016-17 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Tax Abatement Applications in Process	-	170	175	173
Tax Abatement Awards Issued	-	17	20	20
Five Year inspections satisfied	-	38	20	65
Federal Housing Funds Contracted	-	\$243,000	\$600,000	\$270,000
Federal Community Development Funds Contracted	-	\$721,913	\$400,000	\$870,000
Percent of Contracted Funds Expended	-	100%	100%	100%
Private Investment Supported	-	\$410,000	\$600,000	\$290,000
Underutilized Properties returned to use	-	12	10	10

2016-17 Objectives

Goal Ref

- * Create 25 full time equivalent permanent job opportunities for low and moderate income residents of Independence through CDBG funded economic development initiatives. 4
- * Provide skilled job training and job placement services to 15 low income residents of Independence in partnership with a Community Based Development Organization and other CDBG program partners. 4
- * Complete rehabilitation and resell for affordable homeownership opportunities of 6 previously vacant/foreclosed/abandoned single family homes located in Independence neighborhoods through the HOME program. 1
- * In partnership with nonprofit affordable housing providers, acquire four abandoned properties through Land Trust or the Missouri Abandoned Properties Act Program for redevelopment as homeownership opportunities or neighborhood improvement. 1
- * Complete minor home repairs, including weatherization improvements, for at least 30 low income homeowners in partnership with CDBG-funded nonprofit partners. 1
- * Host and/or participate in at least 15 community building and neighborhood investment projects, including public outreach events, that support the goals and objectives of the City's 2015-2019 Consolidated Plan related to homeless, housing, and community development needs. 1,4
- * Strengthen the competency of each Neighborhood Services Division staff member to deliver exceptional customer service through the completion of one professional certificate program, three or more continuing education courses, or three or more technical training opportunities. 1,4
- * Increase efficiency in the administration of CDBG, HOME and tax abatement programs by utilizing service contracts to carry out 1,2

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4411 - Neighborhood Services

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

regulatory compliance and technical responsibilities, thereby allowing professional staff to focus on development and delivery of neighborhood programs and services.

- * Identify, complete and promote updates, including employment of social media, to Neighborhood Services' Web media in order to improve customer service, enhance citizen engagement and increase operational efficiencies within the tax abatement, housing and community development programs. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Comm Develop Prog Spec	.50	.88	.88	.88
Neighborhood Services Coord	1.00	1.00	1.00	1.00
Neighborhood Services Manager	.80	.80	.80	.80
Total	2.30	2.68	2.68	2.68

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	51,469	52,317	52,910	53,336
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	51,469	52,317	52,910	53,336

Significant Issues

- * Continue lobbying activity to ensure the continued funding of CDBG and HOME grants.

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4412 - Comprehensive Planning

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Comprehensive Planning Division prepares, maintains and upgrades the Comprehensive Plan to guide future development and redevelopment by articulating the community's vision, values and priorities by creating policies related to land use, transportation, economic development and the sustainability of the community. Essential to this division is the city-wide collaboration and data sharing related to mapping and geographical information to improve information access for citizens and city employees.

2015-16 Accomplishments

Goal Ref

- * Assisted in implementing Cityworks PLL. 2
- * Completed 2016-2022 Capital Improvements Program per City Charter. 1,3,4
- * Managed and updated geographic information and maps for use by public and city staff. 2
- * Worked with consultant on the Truman and Winner Road Commercial Node Planning Sustainable Places project. 1,3,4
- * Started the Comprehensive Plan update. 1,3,4

2016-17 Objectives

Goal Ref

- * Continued implementation of Cityworks PLL. 2
- * Complete the 2017-2023 Capital Improvements Program. 1,3,4
- * Provide online access to geographic city data for the public. 2
- * Work on implementation of the Truman and Winner Road Commercial Node Planning Sustainable Places Plan. 1,3,4
- * Complete the Comprehensive Plan update. 1,3,4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Sr GIS Technician	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4412 - Comprehensive Planning

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	146,776	268,817	270,093	262,070
Other Services & Charges	16,956	77,663	77,663	78,298
Supplies	92	780	780	780
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	163,824	347,260	348,536	341,148
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4413 - Current Planning

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Current Planning Division develops, administers and enforces the Unified Development Ordinance to maintain an attractive, safe and functional built environment by maintaining quality neighborhoods, ensuring that development meets the standards set, and educating and enforcing the UDO. The division strives to ensure that all resources of the community are developed and managed consistently in accordance with city policies to promote the highest quality of life for present and future citizens.

2015-16 Accomplishments

Goal Ref

- * Assisted WPC with compiling development related data for MS4 Annual Report. 3
- * Focused zoning enforcement along major city corridors to improve visual aesthetics. 1,3
- * Modified staff response to parking in grass complaints to improve efficiency. 1,3
- * Completed one proposed amendment to the Unified Development Ordinance (UDO) to reflect city policies and goal. 1,3,4
- * Completed five City initiated rezoning's. 1,3,4
- * Hosted Planning Commissioner training on sustainability in associated with the cities of Blue Springs and Lee's Summit. 1,3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Development Related Plans Reviewed	57	57	68	65
Ordinance Text Amendment Cases	2	2	3	2
Board of Adjustment Cases	17	17	20	15
Building and Demolition Permits Reviewed	347	367	350	360
Sign Permits Issued	328	276	300	280
Code Violations Inspections	1643	1660	1900	1600

2016-17 Objectives

Goal Ref

- * Amend the Unified Development Ordinance (UDO) to reflect city policies and goals. 1,3,4
- * Develop and implement a customer service satisfaction survey on development process. 2,4
- * Develop educational initiatives in enforcement of the UDO for citizens and businesses. 1,3,4
- * Continue zoning enforcement along major city corridors to improve 1,3

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4413 - Current Planning

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

visual aesthetics.
* Continue identifying areas for City initiated rezoning's. 1,3,4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Planner	2.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	1.00	1.00
Administrative Spec III	.00	.00	1.00	.00
Total	4.50	4.50	6.00	5.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	205,405	214,551	216,422	165,654
Other Services & Charges	2,486	5,750	5,750	5,750
Supplies	24	800	800	800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	207,915	221,101	222,972	172,204

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4414 - Transportation

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The purpose of the Transportation function is to provide a rider-focused transit system that provides access to employment, health, educational and social destinations through a fixed route system and paratransit program. The system evolves to meet the needs of the riders and citizens of Independence as well as changes in the regional public transportation system.

2015-16 Accomplishments

Goal Ref

- * Coordinated with regional transit operators to charge the same base fare for local bus service. 3,4
- * Completed the 1st Amendment to the First Transit Contract to improve operation efficiencies. 3
- * Coordinated with regional transit operators on transit for reciprocity to improve reciprocity regarding fares and fare media between transit operators. 3,4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Ridership/Inter-City Routes	147,823	146,339	155,000	150,000
Ridership/Intra-City Routes	248,359	292,824	300,000	285,000
Average Daily Ridership - Intra-City Buses (calendar year)	809	953	977	928

2016-17 Objectives

Goal Ref

- * Monitor the system for cost efficiencies and recommend performance and service changes to the City Council Transit Committee. 3
- * Participate in the MARC Regional Transit Coordinating Council to address regional transit issues with IndeBus. 3

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	1,549,420	1,548,735	1,548,735	1,595,735
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

*City of Independence
Detail Program Summary*

Department: 4400 - Community Development
 Cost Center: 4414 - Transportation

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Total	1,549,420	1,548,735	1,548,735	1,595,735

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 4420 - Historic Preservation

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

The Historic Preservation Division assists in cultivating diverse and sustainable places by encouraging community-wide preservation of our irreplaceable, historic built and natural environments. The division accomplishes this by conducting proactive preservation planning, fostering a positive public presence through active public engagement, promoting recognition of and reinvestment in traditional building stock, and highlighting the city's unique and distinguished legacy by creating and implementing educational tools and heritage tourism materials.

2015-16 Accomplishments

Goal Ref

- | | |
|--|--|
| <ul style="list-style-type: none"> * Continued and expanded Preservation Month activities (May 2016) including preservation awards, local tours, workshops, and lectures. W.Z. Hickman Preservation Awards are presented at the first City Council meeting in May. Eight workshops, tours and lectures were held highlighting local heritage and historic preservation. * Coordinated and hosted an Independence-based field session for the International Association for Preservation Technology conference hosted in Kansas City, Missouri * Managed the restoration efforts at all city-owned historic sites. * Created "Rediscover Independence" webpages highlighting the benefits of relocation and reinvestment within the city's traditional neighborhoods. * Assisted the Parks, Recreation and Tourism Department during its recent restructuring and transition. * Developed online flowcharts showing the Certificate of Appropriateness and historic designation processes. * Fostered partnerships with other city boards and commissions resulting in improved communication and citizen participation. * Participated as a member of the Mid-America Regional Council Active Transportation Programming Committee. * Developed and participated in cross-training with the Independence Heritage Commission and the Liberty Historic District Review Commission. * Updated the historic preservation web site. * Created a smartphone application highlighting historic properties throughout Independence using oral history-style video accounts. * Maintained social media contacts including the City's website, Facebook and Twitter and held year-round public outreach/educational sessions. | <ul style="list-style-type: none"> 1 1 3 2 1 2 1 1 1 2 2 2 |
|--|--|

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4420 - Historic Preservation

2016-17 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Heritage Commission Cases/Reviews	10	14	16	12
Demolition Permits	59	46	56	45
Dangerous Buildings	47	42	59	40
Locally Designated Historic Properties	0	0	1	1

2016-17 Objectives

Goal Ref

- * Continue to promote cross-training with regional governments and organizations. 1
- * Assist and educate historic property owners about the benefits of owning historic buildings. 1
- * Oversee restoration projects at all city-owned sites. 3
- * Actively promote the synergy between preservation and sustainability in all public outreach efforts. 1
- * Continue to foster a progressively greater public presence creating positive support and interest in preservation efforts throughout the community utilizing outreach tools such as social events and social media. 1,2
- * Coordinate the assessment of improvements needed at each city-owned historic site. 3
- * Continue to attend more public functions in order to better and more actively engage the public. 1
- * Assist with the renewal process of historic site lease agreements. 3
- * Build upon and expand annual Preservation Month activities. 1
- * Encourage year-round preservation training for staff and Heritage Commissioners and partner with area communities to diffuse costs. 1
- * Seek funding sources to bring workshops and guest speakers to educate historic property owners on best practices. 1
- * Update Chapter 11 of the City's Comprehensive Plan and submit to the State Historic Preservation Office for comments. 3
- * Introduce and encourage sustainability practices for the city's cultural landscapes in all associated planning documents. 1
- * Continue to seek out viable funding sources for community-wide historic preservation efforts. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4420 - Historic Preservation

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Historic Pres Manager	.00	.00	.00	.00
Historic Pres Manager	1.00	1.00	1.00	.50
Total	2.00	2.00	2.00	1.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	68,717	69,056	69,689	38,033
Other Services & Charges	3,935	6,050	6,050	5,360
Supplies	1,213	250	250	250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	73,865	75,356	75,989	43,643

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4431 - Building Inspection

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Building Inspection Division enhances the quality of life in Independence by ensuring that buildings, structures and properties are constructed, utilized and maintained in a manner that reduces the risk to public health, safety, welfare and trust relating to all aspects of the built environment within the City of Independence. The division accomplishes this role through the administration and enforcement of the adopted building codes, ordinances and construction standards.

2015-16 Accomplishments

Goal Ref

- * Continued to promote Pre-Review and Pre-Construction meetings to provide better customer service and a greater understanding of the permitting process. 3,4
- * Communicated with the public monthly and weekly building permit activity reports. 2,4
- * Collaborated with Planning, Engineering, Fire, Health, Water and developers to ensure permit processing in a timely fashion. 1,3,4
- * Administered the Contractor Licensing program, issuing 1007 renewals and 238 new licenses. 3,4
- * Assisted citizens with their construction projects and building code questions. 3,4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
No. of Building Inspections	5,888	6,389	7,150	6,100
Number of Bldg. Permits Issued	3,018	3,322	3,600	3,300
Question Survey to Builders on Service	200	210	200	200

2016-17 Objectives

Goal Ref

- * Assist in the implementation of the CityWorks PLL. 2,4
- * Facilitate cross-training between disciplines to increase consistency and knowledge base amongst staff for all functions provided by the division. 2,3
- * Communicate and assist applicants in navigating the development process from pre-application to occupancy. 1,3,4
- * Administer the Contractor Licensing program to ensure that contractors are properly licensed to perform work within the community. 3,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 4431 - Building Inspection

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Plans Examiner	2.00	2.00	2.00	2.00
Permits and Zoning Technician	3.00	3.00	3.00	3.00
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	1.00	1.00	1.00	1.00
Building Inspections Mgr	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	497,031	528,075	531,667	334,868
Other Services & Charges	117,830	107,211	107,211	109,712
Supplies	11,283	11,322	11,322	7,772
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	626,144	646,608	650,200	452,352

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6601 - CDBG Administration

2016-17 Operating Budget
Fund: 08 - Community Dev Block

Description

The purpose of the Community Development Block Grant (CDBG) Program is to improve the quality of life of very low, low and moderate income residents living in Independence by providing for the availability, the affordability and the sustainability of suitable living environments, decent housing and economic opportunities. In administering CDBG funding awarded by the U.S. Department of Housing and Urban Development the City works directly with the citizen body to identify and address unmet community needs in the areas of housing, public services, public facility improvements, and economic development. The CDBG program is under the management of the Neighborhood Services Division.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	1.00
Community Dev Programs Supvr	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	164,556	135,855	135,855	135,756
Other Services	1,878	13,510	13,510	13,646
Supplies	335	1,500	1,500	1,500
Capital Outlay	0	1,000	1,000	1,000
Other	0	0	0	0
Total	163,013	151,865	151,865	151,902

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6604 - CDBG Housing

2016-17 Operating Budget
 Fund: 08 - Community Dev Block

Description

The purpose of this cost center is to track appropriations of the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) funding for housing related programs and projects when directed by the City's Consolidated Plan. Funded activities may include emergency home repair, owner-occupied housing rehabilitation programs, blight removal in residential areas, and neighborhood code compliance initiatives.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services	456,288	195,000	406,737	270,000
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	456,288	195,000	406,737	270,000

City of Independence
Detail Program Summary

Department: 4400 - Community Development
Cost Center: 6802 - HOME Administration

2016-17 Operating Budget
Fund: 09 - HOME Program Fund

Description

The purpose of the HOME Investment Partnerships Program is to improve quality of life in Independence by addressing the unmet housing needs of very low, low and moderate income persons. In administering HOME funding awarded by the U.S. Department of Housing and Urban Development the City works directly with nonprofit and for-profit partners to increase the availability, the affordability and the sustainability of suitable and decent permanent housing options through the creation and implementation of affordable housing development programs. The HOME Program is under the management of the Neighborhood Services Division.

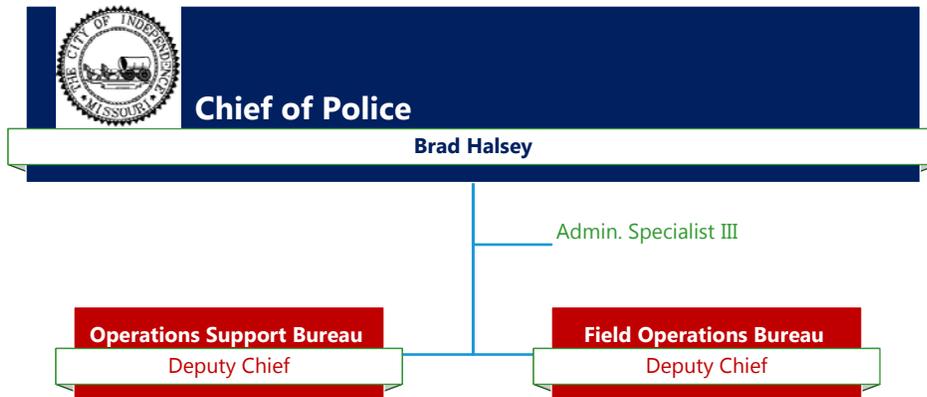
Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

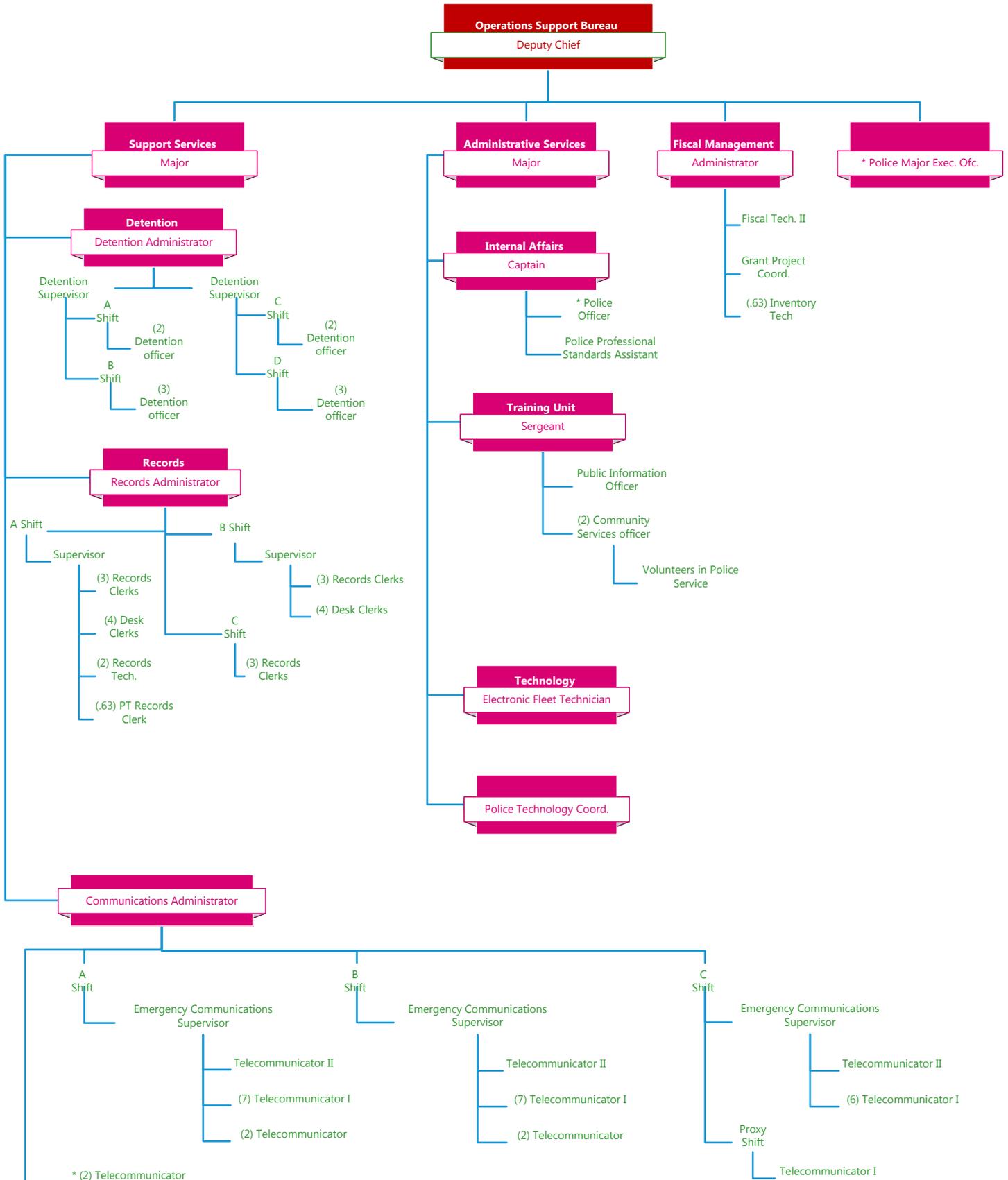
Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	0	30,812	50,530	28,757
Other Services	9,656	0	5,050	5,050
Supplies	0	0	500	500
Capital Outlay	0	0	500	500
Other	0	0	0	0
Total	9,656	30,812	56,580	34,807

Police

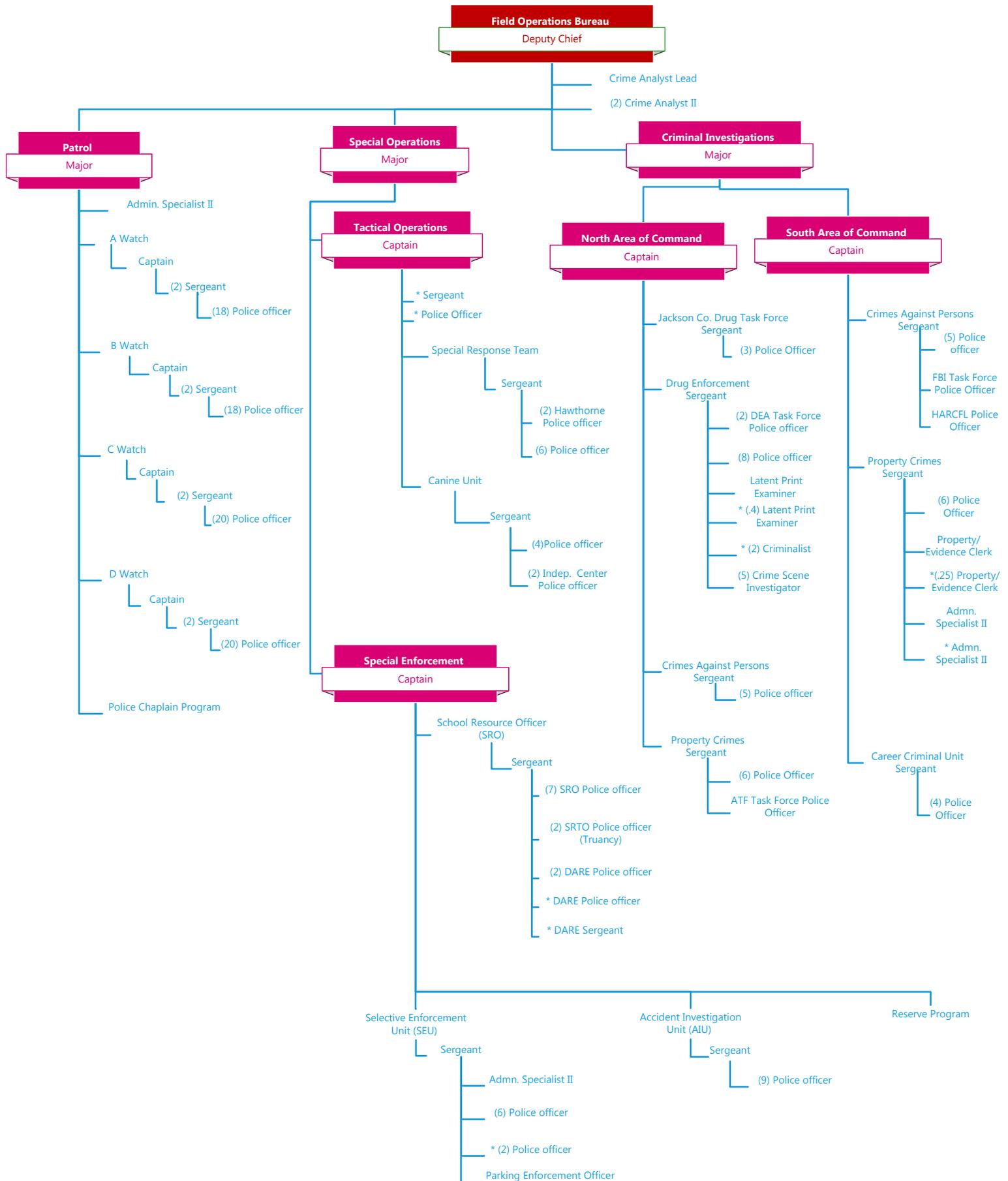


Police continued



* Unfunded Position

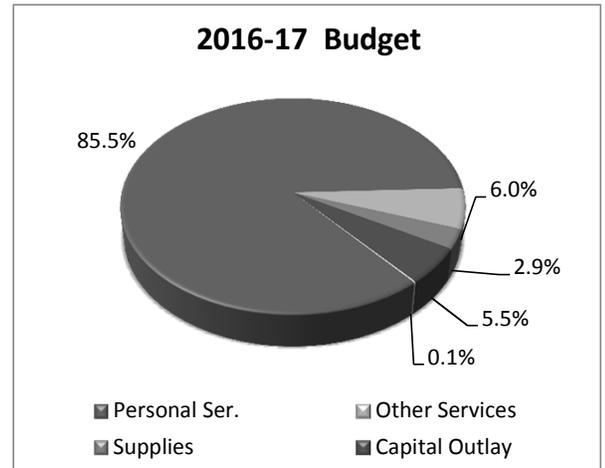
Police continued



* Unfunded Position

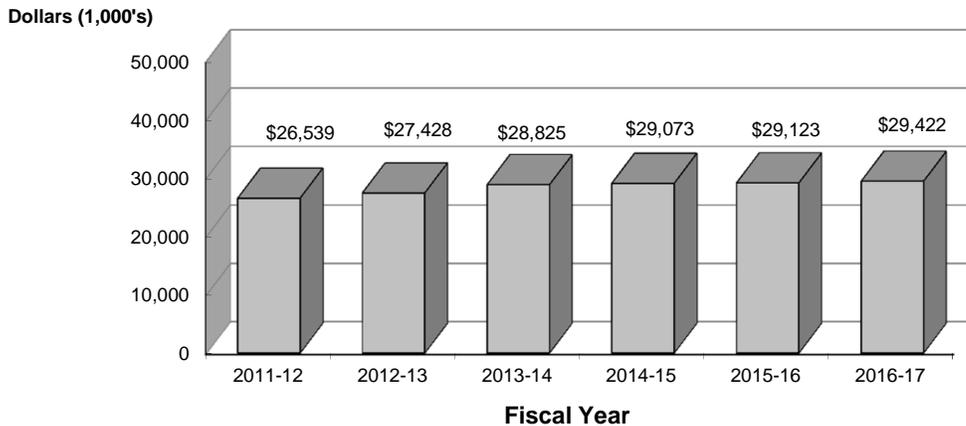
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 25,095,046	\$ 24,944,270	\$ 24,987,066	\$ 25,148,958
Other Services	1,756,503	1,785,179	1,785,629	1,762,051
Supplies	903,358	1,066,220	1,074,269	861,759
Capital Outlay	1,279,977	1,288,675	1,337,238	1,611,000
Other	38,273	38,274	38,274	38,273
Total	\$ 29,073,157	\$ 29,122,618	\$ 29,222,476	\$ 29,422,041



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	288.65	289.91	291.91	296.91	296.91	295.91
Amount by Fund:						
General Fund	\$ 25,126,483	\$ 25,839,421	\$ 26,407,530	\$ 27,329,756	\$ 27,034,885	\$ 27,066,600
Police Public Safety	1,412,354	1,588,295	2,417,666	1,743,401	2,087,733	2,355,441
Total All Funds	\$ 26,538,837	\$ 27,427,716	\$ 28,825,196	\$ 29,073,157	\$ 29,122,618	\$ 29,422,041
Comparative Ratios:						
Per Capita	\$ 227.16	\$ 234.77	\$ 245.92	\$ 247.92	\$ 248.40	\$ 250.96
Per Household	\$ 544.48	\$ 580.67	\$ 583.71	\$ 538.57	\$ 533.95	\$ 539.44



City of Independence
Departmental Budget Summary

Department: 4500 - Police

2016-17 Operating Budget

Department Description

The Police Department is responsible for providing a wide variety of community oriented services; including the preservation of peace and order, enforcement of the law and ordinances, prevention and suppression of crime, detection and apprehension of violators of all laws and ordinances, incarceration of those sentenced to detention for municipal ordinance convictions or those awaiting formal charges from the state or federal level, and to perform other duties relating to public peace, order, and safety.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	290.63	295.00	295.00	294.00
Part Time Positions	1.28	1.91	1.91	1.91
Total	291.91	296.91	296.91	295.91

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,812,383	1,653,704	1,667,300	1,698,657
4512 Police Grant Expenditures	240,773	225,597	225,597	205,512
4513 Training and Equipment	1,106,929	1,468,199	1,468,357	1,312,367
4514 Police Forfeiture Expenditures	351,027	0	42,662	0
4532 Patrol	8,314,254	7,860,021	7,880,485	7,995,638
4534 Investigations	4,726,357	5,139,827	5,143,643	5,352,185
4535 Tactical Operations	2,059,130	1,726,333	1,725,983	1,851,710
4536 Special Enforcement	2,781,848	2,770,760	2,772,696	2,776,955
4538 Drug Abuse Resistance Educ.	196,475	212,062	212,062	216,306
4542 Crime Scene	752,575	848,823	849,688	563,094
4543 Detention	1,581,016	1,559,636	1,560,385	1,534,058
4544 Records	1,305,990	1,299,648	1,301,250	1,321,933
4545 Communications	2,100,999	2,270,275	2,284,635	2,238,185
4562 Communications (Sales Tax)	299,995	351,944	351,944	313,819
4563 Facilities (Sales Tax)	276,296	569,000	569,000	569,500
4564 Equipment (Sales Tax)	1,167,110	1,166,789	1,166,789	1,472,122
Total	29,073,157	29,122,618	29,222,476	29,422,041

City of Independence
Departmental Budget Summary

Department: 4500 - Police

2016-17 Operating Budget

Source of Funding

General Fund	27,329,756	27,034,885	27,134,743	27,066,600
Police Public Safety Sales Tax	1,743,401	2,087,733	2,087,733	2,355,441
Total	29,073,157	29,122,618	29,222,476	29,422,041
	29,073,157	29,122,618	29,222,476	29,422,041

Direct/Offsetting Revenues

Jackson County Drug Task Force	528,407	556,867	391,964	0
Jackson County DARE Program	215,000	218,772	226,382	0
Police Services Reimbursement	21,720	15,500	19,900	0
Sale of Police Reports	32,632	30,000	32,000	0
School Resource Officers	440,422	477,385	467,664	0
Alarm Charges	23,501	40,000	32,000	0
Total	1,261,682	1,338,524	1,169,910	0
	1,261,682	1,338,524	1,169,910	0

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4511 - Chief of Police

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Office of the Chief of Police is responsible for the overall administrative control of the operations and leadership of the department. Personnel assigned to this cost center develop and administer policies, procedures, priorities, mission and other key management of the Police Department. This includes budget processes, fleet management, all inventory control, technology management, internal affairs, public information, training, and the recruitment, selection and hiring of new personnel.

2015-16 Accomplishments

Goal Ref

- * The New World Mobile reporting system was implemented department-wide so that police reports are completed consistently throughout the department. 3
- * Department-wide New World training was conducted by New World personnel. The training consisted of mobile reporting, property, corrections and records modules. 3
- * The license plate reader vehicle and equipment were received and arrangements were made with factory representatives for implementation. It is anticipated that the license plate reader program will be operational during FY 2016/17. 3
- * Assessment study was completed with an architectural firm for the police headquarters building and other police department properties. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Police Officer Applicants	259	202	300	200
Police Officers Hired	22	13	10	6
Civilian Applicants	245	236	350	200
Number of Block Watch Meetings	72	74	85	85
Number of Volunteer Hours	4,282	3,568	4,500	3,600
Number of Parolee Compliance Checks (discontinued Oct. 2014)	920	327	0	0

2016-17 Objectives

Goal Ref

- * Complete the renovation of the police department indoor firing range. 3
- * Implement the StarChase pursuit management technology in two police vehicles. The StarChase system is a less-lethal technology that provides a significant tactical advantage to law enforcement officers in failure-to-yield or high-risk flight situations. Once a vehicle is tagged it enables a dispatcher to track the suspect in real time 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4511 - Chief of Police

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

using a web-based mapping program. The officer remains on the street, a potentially dangerous pursuit is avoided, and the offender can then be safely apprehended.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	2.00	2.00	2.00	2.00
Police Major Executive Officer	1.00	1.00	1.00	1.00
Deputy Chief of Police	2.00	2.00	2.00	2.00
Police Captain	1.00	1.00	1.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Police Professional Std Assist	.00	.00	1.00	1.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Master Police Officer	1.00	.00	.00	.00
Police Officer	1.00	1.00	1.00	1.00
Police Sergeant	1.00	.00	.00	.00
Crime Analyst Lead	.00	1.00	1.00	1.00
Crime Analyst I	1.00	.00	1.00	.00
Crime Analyst I	.00	1.00	.00	1.00
Police Grant Project Coord	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Inventory Technician	.63	.63	.63	.63
Electronics Fleet Technician	.00	1.00	1.00	1.00
Total	17.63	17.63	17.63	17.63

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,678,588	1,549,165	1,562,761	1,592,274
Other Services & Charges	63,559	85,809	85,809	77,634
Supplies	5,828	6,230	6,230	5,749
Capital Outlay	64,408	12,500	12,500	23,000
Other Expenditures	0	0	0	0
Total	1,812,383	1,653,704	1,667,300	1,698,657

*City of Independence
Detail Program Summary*

*Department: 4500 - Police
Cost Center: 4511 - Chief of Police*

*2016-17 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * The renovation of the existing police department firing range is a significant issue. The existing range was constructed in 1973 and has undergone several repairs since then. The system is antiquated and has proven to be a safety hazard during this current FY, when an officer was injured from a ricochet. An assessment of the range by a range consultant was performed in 2014 and a stop gap method was implemented at that time. However, the consultant advised that the risk of injury from ricochet may become an issue if a permanent solution for the existing backstop was not sought within a two year time period.
-

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4512 - Police Grant Expenditures

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Police Department grants are recorded in the Grant Fund under a department description of Police Grants (cost center 4550). Some Police Department grants do not cover the full cost of direct program costs either due to local match requirements or to limitations in the availability of grant funds. This cost center represents the funding gap between the actual cost of the grant programs and the portion of the funding that is available from the granting agency.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	240,773	225,597	225,597	205,512
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	240,773	225,597	225,597	205,512

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4513 - Training and Equipment

2016-17 Operating Budget
Fund: 02 - General Fund

Description

This unit coordinates all department training, including mandated Police Officers Standards and Training (P.O.S.T.) certification, federal, state, and city requirements; and coordinates the review and approval of all external training activities. The unit coordinates the department's upkeep of the General Order Standards, as well as manages and supervises the FTO (Field Training Officer) program in the department. A component of the Community Services Unit has been moved to the Administrative Services Division. Two crime prevention / community policing officers are now assigned to the Training Unit of this division, along with a Training Sergeant and Public Information Officer.

2015-16 Accomplishments

Goal Ref

- * Five new Field Training Officers were added to the training program. Several FTO's attended the one week Kaminsky course which will be the standardized program the police department utilizes. This will provide for more consistency as the Field Training Officers are training new officers. 3
- * The department training records were converted into an electronic format. This will provide more efficiency for both officers and supervisors to check individual and subordinate training files and records. 3
- * A standardized department-wide in-service schedule was once again instituted to provide officers with critical training needs as part of their continuing education credits. 3
- * The Below One Hundred program was implemented department-wide. This is a program designed to provide awareness to factors that contribute to duty related injuries and fatalities such as seat belt use and driving speed. 3
- * The Professional Standards Commander and Professional Standards Assistant attended the Missouri Police Chief's State Accreditation training. The process for state accreditation was implemented. 3
- * A new training/meeting room as well as a computer lab were completed in the old records unit. The department has utilized the training room for in-service training and has hosted several training events in which outside agencies have attended. The computer lab was utilized to complete the department-wide New World computer training. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
In-service Training Hours	6,059	6,720	6,100	6,800

*City of Independence
Detail Program Summary*

Department: 4500 - Police

2016-17 Operating Budget

Cost Center: 4513 - Training and Equipment

Fund: 02 - General Fund

Significant Issues

- * The completed renovation of the firing range will be significant, as it will allow for regular firearms training to occur on-site rather than having officers commute to Lee's Summit to complete training.
-

City of Independence
Detail Program Summary

Department: 4500 - Police 2016-17 Operating Budget
 Cost Center: 4514 - Police Forfeiture Expenditures Fund: 02 - General Fund

Description

This cost center serves to provide oversight and management of funds that have been seized or includes net proceeds from the sale of seized assets that were used in the commission of a crime. Periodically, a federal judge will award part of the seized assets back to the law enforcement agencies that participated in the apprehension and investigation of the criminal activity.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	65,910	0	0	0
Supplies	103,814	0	0	0
Capital Outlay	181,303	0	42,662	0
Other Expenditures	0	0	0	0
Total	351,027	0	42,662	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4532 - Patrol

2016-17 Operating Budget
Fund: 02 - General Fund

Description

This division is the initial responder for all calls from citizens, and operates 24-hours a day, 365-days per year. The allocation of officers throughout the City in this division is contingent upon workloads and geographical coverage. The patrol division continuously balances the need to respond to calls for service with the need to conduct proactive patrol tactics in an effort to reduce crime and disorder.

2015-16 Accomplishments

Goal Ref

- * The police department has advanced the CORE initiative by focusing attention on known criminal offenders. The CORE process uses information from the Intelligence Unit to identify individuals in recent crimes. Officers work with the Detention Unit, Prosecutors and Judges to improve law enforcement's response to known offenders for the purpose of reducing crime and disorder. 3
- * Patrol watches have consistently provided shift-level training to train and educate officers. One of the greatest enhancements was the addition of tactical medic kits. Officers received training to apply tourniquets and use other lifesaving equipment. The tourniquets have saved one life so far when a citizen was hit by a train. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	3	5	5	5
Chaplain Training Hours	21.5	76	32	40
Chaplain Call-Outs	16	27	20	20
Chaplain Civilian Contacts	940	736	1,000	900

2016-17 Objectives

Goal Ref

- * Reduce crime and disorder through intelligence-led policing, target-oriented strategies and advanced communication. 3
- * Use CORE (Crime Overview Response and Evaluation) as a conduit to funnel information to the appropriate division, unit and officer. Officers will be prompted to take ownership of known problems in the community. 3
- * Enhance officers' knowledge, skills and abilities through department and shift-level training. 3
- * Develop a greater understanding and response to emotionally disturbed people. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4532 - Patrol

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	35.00	33.00	34.00	36.00
Police Officer	39.00	44.00	43.00	40.00
Police Sergeant	8.00	8.00	8.00	8.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	88.00	91.00	91.00	90.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	8,307,851	7,849,871	7,855,935	7,985,488
Other Services & Charges	771	650	650	650
Supplies	5,632	9,500	17,999	9,500
Capital Outlay	0	0	5,901	0
Other Expenditures	0	0	0	0
Total	8,314,254	7,860,021	7,880,485	7,995,638

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Investigations Division is made up of the Criminal Investigations Unit, Drug Enforcement Unit and Career Criminal Unit. The Division focuses on investigations stemming from homicides, sex offenses, burglaries, robberies, cyber crimes, frauds/forgeries, auto thefts, arsons and narcotic violations. Several detectives are assigned to task forces, including the ATF Task Force, DEA Task Force, Jackson County Drug Task Force, FBI Cyber Crimes Task Force, and the FBI Regional Computer Forensics Lab Task Force.

2015-16 Accomplishments

Goal Ref

- * The Criminal Investigations Unit set up and began conducting video arraignments with the Jackson County Courts. The video link saves detectives and judges time in the courtroom as well as the time necessary to load and transport suspects to the court for traditional arraignments. 3
- * The Criminal Investigations Unit began obtaining search warrants of all types electronically, as well as communicating and transmitting the necessary paperwork electronically to Prosecutors and Judges. 3
- * The Criminal Investigations Unit reorganized the structure of the unit and the way cases are assigned and distributed to the detectives within geographic areas and by types of crimes. This new structure enables supervisors to better assign cases and recognize crime trends to which they are assigned. 3
- * The Drug Enforcement Unit continued to effectively address drug complaints and target CORE offenders. Detectives are working cooperatively with prosecutors and judges towards effective strategies for repeat drug offenders. 3
- * The Career Criminal Unit continued its cooperative relationship between the department and the United States Marshal Service. The unit saw dramatic increases in statistical categories as they effectively participated in the apprehension of numerous homicide suspects, serial armed robbery suspects, home invasion, and aggravated assault suspects. Many of the suspects located and arrested by CCU were federally indicted resulting in substantial sentencing. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Criminal Cases Assigned	2,235	2,480	2,300	2,550

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2016-17 Operating Budget
Fund: 02 - General Fund

Drug Arrests	1,720	1,564	1,650	1,600
Drug Cases Assigned	588	605	600	620
DEU Search Warrants	48	41	55	50

2016-17 Objectives

Goal Ref

- * The Criminal Investigations Unit will continue work with the Jackson County Prosecutor's Office to streamline and improve the video arraignment system from Police Headquarters. 3
- * The Criminal Investigations Unit will continue to improve and expand the system for search warrant procurement and execution. 3
- * The Drug Enforcement Unit will continue to develop cooperative investigative strategies with the Criminal Investigations Unit to target CORE offenders. 3
- * The Drug Enforcement Unit will implement the use of "TruNarc." This equipment can test certain drugs with nearly instantaneous results and will greatly reduce the time between arrest and cases being filed by the Prosecutor's office. 3
- * The Career Criminal Unit will continue to work closely with their partnered local and federal agencies to target career and high risk offenders that live or operate within the City of Independence. 3
- * The Career Criminal Unit will develop and implement investigative strategies to target Independence chronic CORE offenders. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	3.00	2.00	2.00	2.00
Property Control Technician	1.25	1.25	1.25	1.25
Master Police Officer	26.00	32.00	31.00	31.00
Police Officer	11.00	6.00	7.00	8.00
Police Sergeant	7.00	7.00	7.00	7.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	51.25	51.25	51.25	52.25

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
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City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4534 - Investigations

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	4,715,294	5,113,127	5,116,939	5,325,485
Other Services & Charges	3,983	16,700	16,704	16,700
Supplies	7,080	10,000	10,000	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	4,726,357	5,139,827	5,143,643	5,352,185
	=====	=====	=====	=====

Significant Issues

- * The Criminal Investigations Unit has been operating without two detective positions due to retirements. Also, the Investigations Unit is short one Sergeant due to another extended military deployment. This Sergeant should be returning sometime within the 2016-17 fiscal year.
- * The Drug Enforcement Unit has had to develop new procedures for lab analysis due to the loss of our local lab. New technological advances for testing narcotics, called "TruNarc" has been identified and vetted through the Prosecutor's office. Funding sources are being sought to purchase this new technology, which will expedite the analysis process and lessen the time between apprehension and prosecution.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4535 - Tactical Operations

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Tactical Operations Division is comprised of four units. The units are Community Services, Canine, Special Weapons and Tactics Team (SWAT), and the Explosive Ordnance Disposal (EOD) Team. This division provides support, coordination, and proactive patrol and enforcement in high-crime and/or violation areas. Officers assigned to this division receive specialized training, which depends on the assigned duties and unit. An explanation of each unit is necessary to understand the scope of responsibilities within this division.

1) The Community Services Unit partners with divisions throughout the department, city, and outside agencies in collaboration to avert and combat crime and abate quality of life issues. 2) The Canine Unit primarily assists the Patrol Division and provides specialized assistance with building, field and narcotic searches. 3) The Special Weapons and Tactics Team focuses on high-crime areas; as well as, assisting other divisions in resolution of difficult police situations outside the standard patrol response using critically developed skills, tactics, and specialized equipment. 4) The Explosive Ordnance Disposal Unit responds to suspicious or confirming packages and devices that could potentially be hazardous. The SWAT and EOD units both received regional designation as participants of the Kansas City Metro Disaster Tactical Response Team. This is an added responsibility of Homeland Security for Weapons of Mass Destruction incidences in Kansas and Missouri. All of these components collaborate to create a safer environment and a better quality of life for the residents and visitors of the city.

2015-16 Accomplishments

Goal Ref

- * In cooperation with the Independence School District, the K9 Unit conducted two different searches of classrooms during this school year. Class rooms in all high schools and middle schools were searched. 3
- * The Jackson County Drug Task Force and the Independence Police Department coordinated a sweep of the Budget Inn and Sports Stadium Inn motels on August 28, 2015. SWAT, Investigations, K9, JCDTF, Patrol, Health Department, Codes Enforcement, DART and Sugar Creek Police Department all participated in the sweep. Two narcotics search warrants were served by SWAT on two rooms in the motels and then knock-and-talks were conducted on all other rooms. Numerous arrests were made from both motels. The Budget Inn was shut down for a few days after the event due to code violations. 3
- * SWAT and Patrol dedicated substantial directed patrol efforts at numerous local hotels in efforts to prevent crime during the Royals World Series games. No significant issues arose during this time. The department continues to look at crime trends at hotels and will continue to focus efforts on identified issues. 3
- * The K9 Unit acquired two new police canines to replace two aging canines. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4535 - Tactical Operations

2016-17 Operating Budget
Fund: 02 - General Fund

2015-16 Accomplishments

Goal Ref

- * Conducted Field Force training for entire police department to improve response to civil disorder incidents. Worked on a regional civil disorder response plan to standardize response plans in the MARC region. 3
- * Conducted Active Shooter training for the Fire Department and Police Department. Worked on a regional active shooter response plan to standardize response plans in the MARC region. 3

Service Delivery Background Data

<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Projected</u>	<u>2016-17 Projected</u>
Canine Public Demonstrations	11	11	15	12

2016-17 Objectives

Goal Ref

- * SWAT will conduct Active Shooter training for the entire Police Department to improve response to active shooter incidents. SWAT will coordinate/conduct active shooter training with the Independence Center staff to include conducting an active shooter exercise. 3
- * The Independence School District has requested the Canine Unit to conduct classroom article searches at least twice a school year. The goal will be to coordinate with the School District to outline a procedure for safely searching classrooms after the students have been escorted to another classroom. The searches will be of students' backpacks, coats, and other items left in the classroom by the students. 3

Staffing:

<u>Position Title</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	11.00	10.00	10.00	10.00
Police Officer	4.00	3.00	3.00	3.00
Police Sergeant	3.00	3.00	3.00	3.00
Total	20.00	18.00	18.00	18.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4535 - Tactical Operations

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,996,898	1,683,148	1,683,148	1,808,525
Other Services & Charges	27,448	17,510	17,510	17,510
Supplies	23,784	25,675	25,325	25,675
Capital Outlay	11,000	0	0	0
Other Expenditures	0	0	0	0
Total	2,059,130	1,726,333	1,725,983	1,851,710

Significant Issues

- * Two of the three Explosive Ordnance Disposal Unit Technicians resigned. New technicians have been selected and the very lengthy certification process will be ongoing during the 2016-17 fiscal year.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4536 - Special Enforcement

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Special Enforcement Division provides a variety of services to the City and is comprised of three units. The units are School Resource Officers (SRO), Selective Enforcement (SEU), and Accident Investigation (AIU). An explanation of each unit is necessary to understand the scope of responsibilities within this division. 1) The SRO Unit partners with the local school districts with the utilization of the School Resources Officers and addressing truancy issues. 2) The SEU focuses on response to traffic complaints and enforcing traffic laws. 3) The AIU focuses primarily on radar/laser operations, accident reconstruction, photography, and D.W.I. enforcement. In addition, the SEU and AIU help support special events such as, Santa-Cali-Gon and the Halloween Parade. All of the above-styled components and more, collaborate to create and build a safer environment, and a better quality of life for the residents and visitors of the City.

2015-16 Accomplishments

Goal Ref

- * The Special Enforcement Unit's speed enforcement trailer was replaced this year due to the other one being inoperable. 3
- * The Special Enforcement Unit began utilizing AMR for blood draws and Children's Mercy Hospital for analysis. This new model afforded the Unit the opportunity to expedite the blood draw process and resulted in more total DWI's and a more efficient and timely prosecution with these cases. 3
- * The accident rate in the area from 35th Street to 42nd Street on Noland Road was successfully reduced to the point where it no longer was listed in the top 6 accident locations. The area was not declared an Accident Reduction Zone, but targeted enforcement activities helped in reducing the number of accidents. 3
- * On September 23, 2015, officers assigned to the Special Operations Division, with the assistance of City of Independence Public Works, completed a massive clean-up project at the Special Operations building located at 14609 E. Truman Road. The project consisted of cleaning the parking lot of trash and debris, removing weeds along the fence line, re-aligning and parking crashed vehicles being held for evidence in a designated area, and re-painting parking spaces along the front and rear of the building. Also, with the assistance of an outside vendor, an electrical junction box was moved out into the parking lot, which allowed the move of all trailers utilized by the Division to a central location. The moving of the trailers was also instrumental in aiding with download issues experienced with the L3 video recording system utilized by the department. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4536 - Special Enforcement

2016-17 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Targeted Selective Enforcement Assignments	8	8	8	8
Vehicular Accidents Reported	2,212	2,185	2,200	2,150
Traffic Summons Issued by Division	20,122	20,844	24,000	22,000
Driving While Intoxicated Arrests	131	277	300	300
Hit and Run Accidents Investigated	412	376	400	350
Alcohol Related Accidents	124	138	150	150

2016-17 Objectives

Goal Ref

- * The Accident Investigation Unit has the responsibility to investigate fatality accidents when they occur. The goal for the 2016/17 fiscal year will be for all the Accident Investigators to seek and obtain membership in the Midwest Association of Technical Accident Investigators (MATAI). This would provide the Accident Investigators an opportunity to establish farther reaching networking resources than are currently available in the KC Metro area, and assistance with techniques for more technical or complicated crash investigations. 3
- * The Selective Enforcement Unit will track citizen traffic complaints and document the resources utilized to address them. The SEU Sergeant will contact complainants that leave contact information and will ensure that only the necessary manpower needed will be utilized. The new speed enforcement trailer will also be utilized to assist in addressing certain traffic complaints. 3
- * Train officer(s) to be an instructor for high speed motorcycle maneuvers via outside funding through the Heartland Police Motorcycle Association (HPMA). This would allow us to enhance current training and the instructor(s) would train both internally and externally throughout the metro area in accordance with current training practices. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	19.00	18.00	18.00	17.00
Police Officer	7.00	8.00	8.00	9.00
Police Sergeant	3.00	3.00	3.00	3.00
Parking Enforcement Off	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4536 - Special Enforcement

2016-17 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Administrative Spec II	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	32.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	2,772,486	2,758,920	2,760,506	2,765,115
Other Services & Charges	4,132	4,020	4,350	4,370
Supplies	5,230	7,820	7,840	7,470
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,781,848	2,770,760	2,772,696	2,776,955

City of Independence
Detail Program Summary

Department: 4500 - Police

2016-17 Operating Budget

Cost Center: 4538 - Drug Abuse Resistance Educ.

Fund: 02 - General Fund

Description

The Drug Abuse Resistance Education (D.A.R.E.) Unit, within the Special Enforcement Division, provides the DARE Program to elementary and middle school students. The mission and curriculum of the D.A.R.E. Program is to prevent or curtail drug, alcohol, and tobacco usage amongst students. In addition, the D.A.R.E. Program provides positive measures to aid students in decision-making life skills with the emphasis on averting drug usage, and gang and violent activities. The Unit proactively networks, with internal and external agencies, to track registered sex offenders within the City boundaries, and to monitor their proximity to schools and daycares.

2015-16 Accomplishments

Goal Ref

- * COMBAT requirements for DARE Officers have been met in order to continue instructing children in the elementary and middle schools regarding the dangers of drugs and decision-making life skills. 3
- * Two full-time DARE officers instructed all fifth grade students, and the School Resource Officers instructed all seventh grade students in the Independence School District during the 2015/16 school year. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
D.A.R.E. Classes	102	85	100	100
D.A.R.E. Graduates	2,243	2,114	2,400	2,274
D.A.R.E. Schools	28	28	28	28

2016-17 Objectives

Goal Ref

- * Meet COMBAT requirements for DARE officers in order to continue instructing children in the elementary and middle schools regarding the dangers of drugs and decision-making life skills. The DARE Unit is financially supported by Jackson County COMBAT. 3
- * The Independence School District has adopted the ALICE program related to active shooters and intruders in the school. All SROs and DARE officers have been trained in this program. The program was implemented in the fall of 2014. The goal for the 2016/17 fiscal year will be to continue training all the School District employees in this program as well as city employees/departments as requested. A portion of the training includes active shoot actor scenarios. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4538 - Drug Abuse Resistance Educ.

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	187,248	200,562	200,562	204,806
Other Services & Charges	0	0	0	0
Supplies	9,227	11,500	11,500	11,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	196,475	212,062	212,062	216,306

Significant Issues

- * In 2015, all SROs and DARE Officers changed their membership from the National School Resource Officers Association, which was an annual membership fee of \$40 per officer, to a membership in the Missouri School Resource Officers Association, with an annual membership fee of \$25 per officer.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4542 - Crime Scene

2016-17 Operating Budget
Fund: 02 - General Fund

Description

This unit is responsible for processing crime scenes to gather evidence and other data to support criminal charges. Technicians conduct forensic examinations to develop information relative to criminal investigations, and latent prints in order to identify criminal defendants. Processing crime scenes assists in the collection and identification of evidence utilized in the prosecution of criminal defendants, which ultimately reduces crime within the community.

2015-16 Accomplishments

Goal Ref

- * The Independence Crime Lab fulfilled all obligations of the current ASCLD-LAB Legacy accreditation requirements. 3
- * Work areas were designated and equipment segregated for each discipline. Additional crime scene collection areas were constructed at the off-site vehicle processing bay enabling Crime Scene personnel to conduct thorough investigations. 3
- * Equipment was purchased and installed at the vehicle processing bay, which included a vehicle scissor lift, air compressor, storage cabinets, and miscellaneous vehicle tools. The bay has been utilized over the past year for various cases and has proven successful in the immediate gathering of potential evidence. 3
- * Crime Lab personnel (Chemist) certifications were maintained until their respective resignations. Crime Scene and Fingerprint personnel have continued to maintain all required certifications based on the previous ASCLD requirements. Although the department is not pursuing future ASCLD accreditation, the Crime Scene Unit and Fingerprint Unit will continue with current requirements until such time a new accreditation body is identified. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Crime Scenes Analyzed and Items Processed	783	674	900	800
Drug Items Analyzed	916	954	600	0
Latent Print Items Analyzed	752	1793	700	1500
Digital & Evidence Items	1,396	1016	2,000	1100

2016-17 Objectives

Goal Ref

- * In the absence of an accrediting body certifying the Crime Scene Unit, it will document in the unit manual all personnel 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4542 - Crime Scene

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- certifications necessary to remain a viable unit in the Criminal Justice and Judicial systems.
- * Crime Scene and Fingerprint personnel will maintain all identified certifications and pass an annual proficiency exam provided through an outside vendor. 3
 - * Develop and provide written unit manual documentation of policies and protocols towards efficient methods of transferring evidence to the Missouri State Highway Patrol Crime Lab for evidence processing. 3
 - * Identify and provide written unit manual documentation of all equipment that requires periodic calibration through an outside vendor. Once identified, conduct the calibrations as directed per industry standards. 3
 - * The Fingerprint Discipline will upgrade the AFIS fingerprint computer system and maintain all protocols for a cohesive union with Missouri State Highway Patrol. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Crime Lab Administrator	1.00	1.00	1.00	.00
Criminalist	2.00	2.00	2.00	2.00
Crime Scene Investigator	5.00	5.00	5.00	5.00
Latent Print Examiner	1.40	1.40	1.40	1.40
Total	9.40	9.40	9.40	8.40

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	728,218	793,058	793,923	526,354
Other Services & Charges	18,554	40,510	40,510	28,755
Supplies	5,803	15,255	15,255	7,985
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	752,575	848,823	849,688	563,094

*City of Independence
Detail Program Summary*

*Department: 4500 - Police
Cost Center: 4542 - Crime Scene*

*2016-17 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * The Missouri Highway Patrol had initially agreed to fund and staff a satellite lab at IPD. Based upon the agreement the Department planned for the transfer of all lab duties to the Highway Patrol. The Department has now learned that the Highway Patrol will not be moving forward with the satellite lab but will be using the funding to staff and equip additional personnel at other Highway Patrol Lab Facilities. The Highway Patrol has agreed to establish a kiosk at Troop A Headquarters to accept and transfer lab evidence. IPD crime scene personnel will transport evidence to Troop A and will be responsible for logging the evidence. MO Highway Patrol will then transfer the evidence to the various lab locations across the State. The Highway Patrol has committed that the procedure will reduce evidence processing time as well as the travel time for IPD crime scene personnel.
-

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4543 - Detention

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Detention Unit is responsible for processing individuals arrested for violations of City Ordinances, State Statutes, and Federal Laws. This unit houses prisoners on a short-term basis who are held either for investigation of an alleged violation, awaiting arraignment, or held until their bond is posted. Long-term prisoners are transferred and incarcerated at an outside facility that meets the City's specifications. This unit operates 24 hours per day, 7 days per week and 365 days per year.

2015-16 Accomplishments

Goal Ref

- * A one year contract was agreed upon with the Johnson County Missouri Sheriff for off-site prisoner housing. 3
- * A contract for additional off-site prisoner housing was agreed upon with the Andrew County Missouri Sheriff. 3
- * The video monitoring system in Detention was completed, providing monitoring of the unit from the booking area. 3
- * Progress continues with the updating of plumbing fixtures in Detention to complete the capital improvement project. 3
- * A new Detention Unit Administrator was selected and appointed. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Prisoners Booked and Secured	12,098	11,080	13,500	13,500

2016-17 Objectives

Goal Ref

- * Fill existing Shift Supervisor vacancy from existing eligibility list. 3
- * Secure long-term contract for off-site prisoner housing. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Detention Officer	10.00	10.00	10.00	10.00
Detention Administrator	1.00	1.00	1.00	1.00
Detention Supervisor	2.00	2.00	2.00	2.00
Total	13.00	13.00	13.00	13.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4543 - Detention

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	900,070	903,515	904,264	877,937
Other Services & Charges	674,509	648,027	648,027	649,026
Supplies	6,437	8,094	8,094	7,095
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,581,016	1,559,636	1,560,385	1,534,058
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4544 - Records

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Records Unit provides customer service at the main lobby information desk at Police Headquarters. They provide customer service to the general public by completing police reports and answering questions. The Records Unit as a whole receives, indexes, disseminates and archives various police reports for the general public. The unit participates in internal and external databases concerning criminal records and warrant information. The unit provides control over receiving and returning warrants, subpoenas, and other pertinent court and jail papers.

2015-16 Accomplishments

Goal Ref

- * The Records Unit maintained an eligibility list for records and desk personnel. 3
- * The Records Unit continues to go through offsite storage reports to maintain the necessary record retention schedule. 3
- * The Records Unit attended refresher training provided by our Records Management vendor. New policies and procedures were put into place. The front desk personnel were trained on the mobile module within the New World system. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of Citizen Phone Calls	100,699	99,803	100,000	100,500

2016-17 Objectives

Goal Ref

- * The Records Unit will continue to go through reports stored off-site in order to maintain the retention schedule. 3
- * The Records Unit will maintain training standards and certifications for MULES and REJIS end users for required personnel. Every user in the department that accesses criminal justice information has to have a certification from the state database. 3
- * The Records Unit will review the approval and merge process for all reports within the department to streamline the process. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4544 - Records

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Records Unit Clerk	9.63	9.63	9.63	9.63
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	8.00	8.00	8.00	8.00
Police Records Supervisor	2.00	2.00	2.00	2.00
Police Records Technician	2.00	2.00	2.00	2.00
Total	22.63	22.63	22.63	22.63

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,298,087	1,291,048	1,292,812	1,313,333
Other Services & Charges	1,323	1,100	1,100	1,100
Supplies	6,580	7,500	7,338	7,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,305,990	1,299,648	1,301,250	1,321,933

Significant Issues

- * Training will be implemented by the Records Unit pertaining to traffic stop reporting. Officers will be able to electronically submit the form instead of writing it.
- * The FBI will be working toward police departments using the MO Incident Based Reporting System (MIBRS) instead of Uniform Crime Reporting (UCR). When this occurs, it will be large project due to every incident needing to be counted and all the current tables in the Records Management System will need to be added. It will also require the Records Unit to report to both UCR and MIBRS at the same time for six months.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Communications Unit receives emergency and non-emergency telephone calls from the public and routes them to the appropriate responder; Fire, Police, AMR, or Animal Control. The unit also responds to various informational requests from the radio traffic received from the Police and Fire Departments. In addition, the unit is responsible for the proper support of various operational needs for all department entities.

2015-16 Accomplishments

Goal Ref

- * Eligibility lists have been created and filled throughout the year as we continued our effort to increase staffing levels. 3
- * Schedule adjustments have been made to reduce overtime from the previous fiscal year. 3
- * Additional training was conducted in Law Enforcement, Public Safety Telecommunicator One, Communications Training Officer, and additional Continuing Education Articles. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Emergency 9-1-1 Calls	196,757	208,499	265,000	265,000
Computer Aided Dispatching (C.A.D.) Calls for Service	151,537	179,193	168,000	168,000

2016-17 Objectives

Goal Ref

- * The Emergency Communications Center will continue seeking qualified applicants in pursuit of reaching full staff. Recruitment and Training will be utilized to identify personnel best suited to fill existing vacancies. 3
- * Seek out and pursue outside contracting for alarm billing purposes in accordance with city ordinance requirements regarding alarms. 3
- * The Communications Administrator will identify and incorporate further in-service training for unit personnel to enhance skill and performance. 3

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Telecommunicator	6.00	6.00	6.00	6.00
Telecommunicator I	21.00	21.00	21.00	21.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Total	34.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	2,090,148	2,259,445	2,273,805	2,227,355
Other Services & Charges	2,562	2,330	2,330	2,467
Supplies	8,289	8,500	8,500	8,363
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,100,999	2,270,275	2,284,635	2,238,185

Significant Issues

- * Budget restraints from past years have prohibited the procurement of quality lasting 24/7 chairs. The Communications Unit will need to purchase quality chairs during this next budget year.

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants
Cost Center: 4550 - Police Dept. Grants

2016-17 Operating Budget
Fund: 15 - Grants

Description

This cost center represents Federal and State grant programs that support the operations of the City's Police Department. See the Police Department's cost centers (4511-4545) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Master Police Officer	7.00	5.00	5.00	4.00
Police Officer	3.00	1.00	1.00	1.00
Crime Analyst I	2.00	1.00	1.00	.00
Crime Analyst I	.00	.00	.00	1.00
Electronics Fleet Technician	1.00	.00	.00	.00
Total	13.00	7.00	7.00	6.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,042,507	404,663	874,359	341,491
Other Services & Charges	146,387	0	100,878	0
Supplies	48,187	0	84,576	0
Capital Outlay	27,278	0	20,255	0
Other Expenditures	0	0	0	0
Total	1,264,359	404,663	1,080,068	341,491

City of Independence
Detail Program Summary

Department: 4500 - Police 2016-17 Operating Budget
 Cost Center: 4562 - Communications (Sales Tax) Fund: 16 - Police Public Safety

Description

This cost center serves to provide oversight and management of the revitalization and capital improvement projects planned for the City's Police Department made possible through the August 2004 adoption of a one-eighth cent sales tax increase.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	245,702	268,495	268,495	255,546
Supplies	16,020	20,000	20,000	20,000
Capital Outlay	0	25,175	25,175	0
Other Expenditures	38,273	38,274	38,274	38,273
Total	299,995	351,944	351,944	313,819
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police

2016-17 Operating Budget

Cost Center: 4563 - Facilities (Sales Tax)

Fund: 16 - Police Public Safety

Description

This cost center serves to provide oversight and management of the relocations, renovations and capital improvement projects planned for the City's Police Department made possible through the August 2004 adoption of a one-eighth cent sales tax increase.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	77,059	64,000	64,000	64,500
Supplies	7,040	0	0	0
Capital Outlay	192,197	505,000	505,000	505,000
Other Expenditures	0	0	0	0
Total	276,296	569,000	569,000	569,500

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4564 - Equipment (Sales Tax)

2016-17 Operating Budget
 Fund: 16 - Police Public Safety

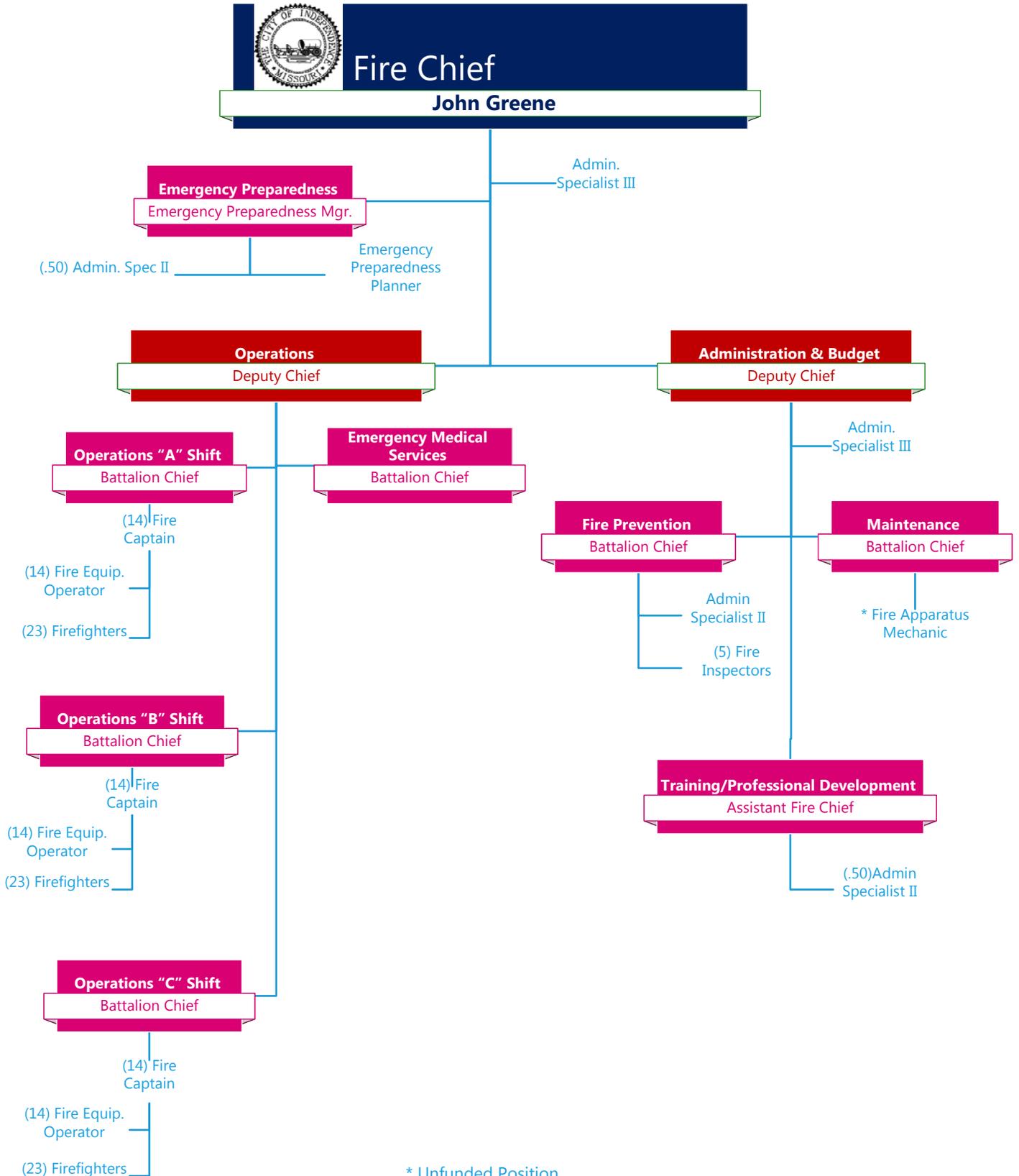
Description

This cost center serves to provide oversight and management of the replacement and capital improvement projects planned for the City's Police Department made possible through the August 2004 adoption of a one-eighth cent sales tax increase.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	143,517	182,698	182,698	149,010
Supplies	192,524	238,091	238,091	240,112
Capital Outlay	831,069	746,000	746,000	1,083,000
Other Expenditures	0	0	0	0
Total	1,167,110	1,166,789	1,166,789	1,472,122

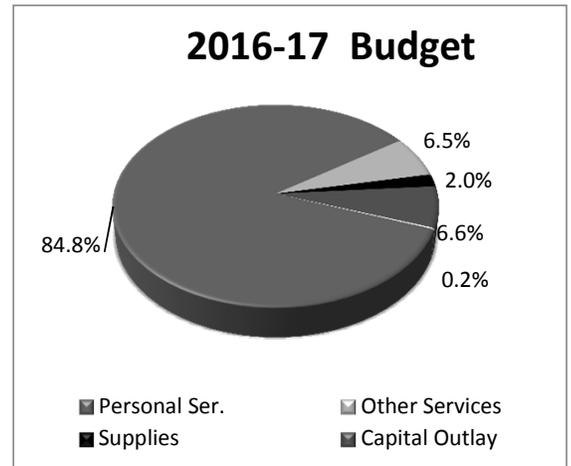
Fire



* Unfunded Position

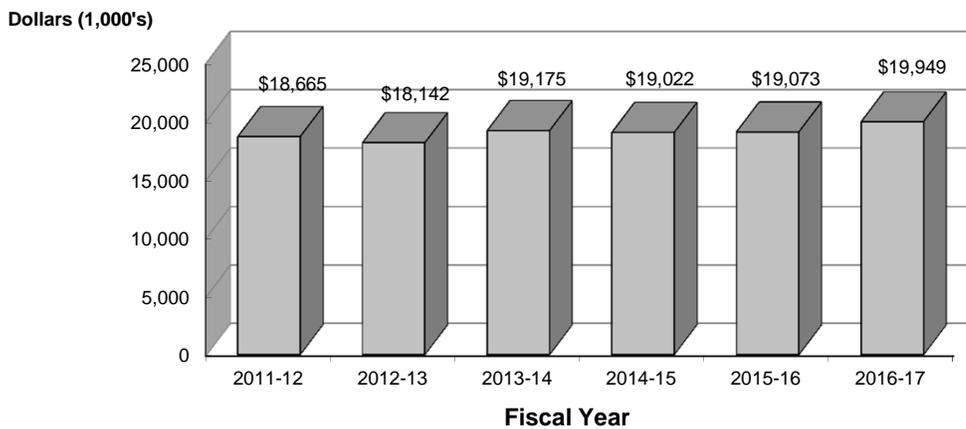
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 16,689,834	\$ 16,090,642	\$ 16,461,168	\$ 16,917,896
Other Services	801,642	921,289	945,683	1,289,410
Supplies	304,788	430,406	459,630	396,257
Capital Outlay	637,805	1,595,175	1,570,175	1,310,175
Other	587,892	35,329	35,329	35,329
Total	\$ 19,021,961	\$ 19,072,841	\$ 19,471,985	\$ 19,949,067



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	174.00	174.00	174.00	175.00	175.00	175.00
Amount by Fund:						
General Fund	\$ 16,237,861	\$ 15,911,151	\$ 16,643,899	\$ 17,214,371	\$ 17,042,758	\$ 17,782,425
Grants	326,997	331,843	441,030	412,039	82,808	87,060
Fire Sales Tax	2,099,702	1,898,509	2,090,503	1,395,551	1,947,275	2,079,582
Total All Funds	\$ 18,664,560	\$ 18,141,503	\$ 19,175,432	\$ 19,021,961	\$ 19,072,841	\$ 19,949,067
Comparative Ratios:						
Per Capita	\$ 159.76	\$ 155.28	\$ 163.59	\$ 162.21	\$ 162.68	\$ 170.16
Per Household	\$ 382.93	\$ 384.07	\$ 388.30	\$ 352.38	\$ 349.69	\$ 365.76



City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2016-17 Operating Budget

Department Description

The primary goal of the Fire Department is to prevent and extinguish fires for the purpose of saving life and property. In addition, the Department serves as a first responder for basic and advanced life support in medical emergencies and as a lead agency in preparation, response, mitigation and recovery from hazardous material releases. The Fire Prevention Division provides construction plan review, public fire education, and fire and life safety code enforcement in commercial occupancies to address the primary Department goal. The Fire Maintenance Division provides support through fleet, facilities, equipment and supply maintenance. The Training/Professional Development Division oversees the training, certification and skill advancement for all Department personnel. The Emergency Preparedness Division coordinates disaster planning, preparedness, response, mitigation and recovery efforts for the City.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
<u>Staffing</u>				
Full Time Positions	173.00	175.00	175.00	175.00
Part Time Positions	1.00	.00	.00	.00
Total	174.00	175.00	175.00	175.00
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
4611 Fire Administration	637,262	597,236	600,953	612,458
4621 Fire Operations	15,385,355	14,968,953	15,289,526	15,768,192
4622 Emergency Medical Services	206,188	218,367	219,494	230,767
4631 Fire Prevention	548,905	662,644	664,022	673,618
4641 Maintenance	233,893	270,025	271,041	192,432
4650 Fire Dept. Grants	412,039	82,808	152,411	87,060
4651 Training/Professional Dev.	123,549	188,857	189,220	160,589
4661 Emergency Preparedness	79,219	136,676	138,043	144,369
4671 Fire Sales Tax Program	1,395,551	1,947,275	1,947,275	2,079,582
Total	19,021,961	19,072,841	19,471,985	19,949,067
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2016-17 Operating Budget

Source of Funding

General Fund	17,214,371	17,042,758	17,372,299	17,782,425
Grants	412,039	82,808	152,411	87,060
Fire Public Safety Sales Tax	1,395,551	1,947,275	1,947,275	2,079,582
Total	19,021,961	19,072,841	19,471,985	19,949,067
	19,021,961	19,072,841	19,471,985	19,949,067

Key Budget Changes

- * The Fire Department will continue to focus on the four priority areas identified in the FY 2014-15 Strategic Planning: professional development of personnel; integration of new technology; maintenance, repair and replacement/upgrading of equipment and facilities; and strategies for improving deployment of resources to improve outcomes.

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4611 - Fire Administration

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Administration Division is responsible for the overall management of the Fire Department. The division establishes policy, processes payroll, administers the budget and serves the personnel needs of the Fire Department. This division also ensures that strategic goals and objectives meet the vision and mission of the department.

2015-16 Accomplishments

Goal Ref

- * Convened Labor/Management committee to examine response issues and to develop options to improve incident responses. 2
- * Provided information and support to the Public Safety Oversight committee for the Fire Safety Sales Tax on a quarterly basis to allow for review and evaluation of the Fire Department Compliance with the stated goals to the voters. 3
- * Convened Labor/Management committee to examine cancer prevention activities that could be instituted by the department. 3

2016-17 Objectives

Goal Ref

- * Coordinate the support and integration of recommendations made by the Committee for Review of Public Safety Services and the report on deployment/standard of coverage for Fire Department resources based on City Council approval/comment. 2
- * Provide quarterly or as requested information and support to the Public Safety Oversight Committee for the Fire Safety Tax. 3
- * Coordinate the integration of any City Council adopted changes to the contract between the City of Independence, MO and the International Association of Firefighters Local No. 781 throughout all divisions of the Fire Department. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4611 - Fire Administration

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	524,787	452,858	456,575	465,459
Other Services & Charges	100,236	121,216	121,216	122,227
Supplies	12,239	23,162	23,162	24,772
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	637,262	597,236	600,953	612,458
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4621 - Fire Operations

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Fire Operations Division serves the emergent needs of the community with response to emergency medical calls, fires, explosions, bomb threats, vehicle accidents, homeland security terrorism, hazardous chemical spills and other emergency calls. The Fire Operations Division assists the community with non-emergent needs by ensuring compliance with fire codes, assisting the Fire Prevention Division in public education and responding to citizen requests for non-emergency services.

2015-16 Accomplishments

Goal Ref

- * Began reporting response information for public viewing through the City's Insight Dashboard. 3
- * Responded to record number of Incident Responses in calendar year 2015. The 20,173 responses were an increase from 17,517 in calendar year 2014; this was a 15% increase in one year's time. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Total Alarms	16,928	18,736	17,500	20,000
Residential Fires	153	152	150	160
Commercial Fires	13	24	20	25
Vehicle Fires	78	72	80	80
Grass/Trash	160	160	220	180
Open Burning	248	202	200	200
Bomb Threat	4	7	5	5
Hazardous Materials	346	400	375	350
Alarm Systems	788	906	850	900
Medical Alarms	10,612	11,545	11,000	11,750
Service Calls, Odors, Carbon Monoxide, Other Service	4,526	5,268	5,000	5,500

2016-17 Objectives

Goal Ref

- * Collect and correlate pre-incident planning information on 10 target hazards within each fire district and enter into computer-aided dispatch system to allow retrieval during emergency response by personnel through Mobile Data Terminal (MDT) technology. 2
- * Collect data on a quarterly basis and provide corrective actions to ensure response (from time of dispatch until firefighters are on scene) meets national recommendations for fire and EMS response 90% of the time (fire 380 seconds and EMS 360 seconds). 2

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4621 - Fire Operations

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- * Coordinate with Training/Professional Development Division to conduct two table-top exercises with 100% of Command Staff and 50% of captains to practice model procedures for Incident Command System (ICS). 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Fire Captain	42.00	42.00	42.00	42.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	65.00	65.00	69.00	69.00
Assistant Fire Chief	1.00	.00	.00	.00
Battalion Chief	2.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	153.00	153.00	157.00	157.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	14,838,003	14,434,903	14,755,476	15,215,915
Other Services & Charges	385,621	335,730	335,730	398,526
Supplies	126,402	162,991	162,991	118,422
Capital Outlay	0	0	0	0
Other Expenditures	35,329	35,329	35,329	35,329
Total	15,385,355	14,968,953	15,289,526	15,768,192

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4622 - Emergency Medical Services

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Emergency Medical Services (EMS) and Wellness Division is responsible for the training and operation of emergency medical services and overseeing the Fire Department's Wellness Program. The EMS Program goal is to facilitate the response of firefighters trained to the appropriate level of Emergency Medical Services, providing basic and advanced life support measures to the citizens and visitors of Independence. The Wellness Program goal is to oversee the overall health and wellness of Fire Department personnel.

2015-16 Accomplishments

Goal Ref

- * Recorded as completed 100% of internet-based Continuing Education Units (CEUs) required by personnel for relicensure as a Paramedic or Emergency Medical Technician (EMT) by the end of FY 2015-16 with 25 personnel renewing their EMT or Paramedic license. 3
- * Provided voluntary Wellness Physicals which included blood work, eye exam, hearing exam, cardiac stress test and a physical examination by a physician with 85 or approximately 50% of eligible personnel participating. 3
- * Reviewed 100% of 14,000 incidents requiring emergency medical assistance for completeness for FY 2015-16. Performed quality control review for 20% of these calls with assistance of the department's Medical Director to identify training, equipment and response needs and to assure compliance with current protocols. 2
- * Fire Department personnel saved the lives of 20 civilians while responding on cardiac and trauma related incidents in calendar year 2015. 2
- * Coordinated purchase of six new Physio Control LifePak 15 cardiac monitors with 12-lead Electrocardiogram (ECG) capabilities. 2
- * Coordinated purchase of six wireless gateways to allow for the transmission of 12-lead ECGs from the scene of a cardiac event to Centerpoint Medical Center Emergency Department prior to transport of the patient. This allows early recognition of time critical cardiac events and allows the hospital to prepare prior to the patient's arrival. 2
- * Provided 12 hours of skill-based training for continuing education hours that personnel can apply toward their re-licensing. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Total Emergency Medical Services (EMS) Calls	10,612	11,549	11,000	12,932

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4622 - Emergency Medical Services

2016-17 Operating Budget
 Fund: 02 - General Fund

Total Basic Life Support (BLS) Calls	6,683	7,520	6,950	8,404
Total Advanced Life Support (ALS) Calls	3,929	4,273	5,000	5,003
Clinical Saves	28	20	32	30
Emergency Medical Technician (EMT) Training Hours	5,451	5,800	5,670	6,600
Avg Training Hours per Person	76	74	78	80

2016-17 Objectives

Goal Ref

- * Oversee the replacement of five ECG monitors to include development of bid specifications, purchase of monitors and in-service training of personnel to ensure competency on older monitors as well as replacement monitors. 3
- * With newly established EMS Training Entity Accreditation, the EMS Division will offer up to 12 hours of EMS skill training per person. These educational hours will be recognized towards re-licensure requirements. 3
- * Collect and analyze high probability medical response data by location and type for each City Council district. Review quarterly for improving equipment placement, Health Department requirement and call reduction strategies. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	126,256	127,049	128,176	138,662
Other Services & Charges	45,369	48,836	48,836	50,721
Supplies	34,563	42,482	42,482	41,384
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	206,188	218,367	219,494	230,767

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4631 - Fire Prevention

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Fire Prevention Division provides for the inspection of new businesses within the City, fire code enforcement, plan reviews, fire safety education, fire investigation and the re-inspection of all violations found during company inspections. The division maintains alarm records and reports and develops statistical data for the annual report.

2015-16 Accomplishments

Goal Ref

- * Compiled statistical data and completed the Annual Report for 2014. 2
- * Completed evaluations for the formal pre-kindergarten education presentations and reviewed the data to identify and address areas of low retention. 3
- * Implemented a process for fire inspectors to scan company inspection data into New World inspection records. 2
- * Coordinated the purchase of replacement Public Education instructional materials and tools to address areas of high risk to life safety and property conservation. 2
- * Completed entry of the pre-incident planning of target hazard data in the New World Reporting System to provide access on Mobile Data Terminals (MDTs) in emergency and non-emergency situations. 2
- * Reorganized the Santa-Cali-Gon inspection process with the Building Inspection Division for staff efficiency and vendor satisfaction. 2
- * Completed fireworks training for all fire inspectors and reorganized the process of fireworks tent inspections. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Commercial Inspections and Reinspections	4,375	2,586	4,156	2,650
Plan Reviews & Final Construction Inspections	566	525	552	575
Occupational License Inspections & Reinspections	818	839	858	875
Santa-Cali-Gon Inspections	454	442	500	450
Public Education Audience	26,552	12,712	27,000	25,000
Citizen Request	519	244	493	300
Zoning Projects	43	20	50	50

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4631 - Fire Prevention

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives	Goal Ref
* Coordinate replacement and installation of new Mobile Data Terminals for Fire Suppression apparatus.	3
* Coordinate a Public Education program with the Independence Elementary Schools to visit each school once a month and participate with a class to increase fire department awareness and education.	2
* Coordinate and develop a new Juvenile Fire Setter program.	3
* Coordinate a program for educating businesses that continually fail their annual fire inspection.	2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Fire Inspector	5.00	5.00	5.00	5.00
Battalion Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	537,916	643,641	645,019	660,082
Other Services & Charges	4,031	6,323	6,323	7,056
Supplies	6,958	12,680	12,680	6,480
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	548,905	662,644	664,022	673,618

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Maintenance Division manages the service, preventative maintenance and replacement programs for all staff vehicles, fire apparatus and equipment. The division manages the maintenance, updating and replacement programs for all fire facilities. The division assumes an active role in training Operations Division personnel in the use, care and maintenance of all new apparatus and equipment.

2015-16 Accomplishments

Goal Ref

- * Coordinated replacement of two Pumpers for the Operations Division. 2
- * Coordinated purchase of 25+ sets of Personal Protective gear. 2
- * Coordinated purchase of 14 portable radios as part of the second phase of portable radio replacement. 2
- * Coordinated purchase of two Gear Washers for Station 3 (10219 E. Winner Rd.) and Station 4 (202 W. 23rd St.). 2
- * Coordinated replacement of one Aerial apparatus for the Operations Division. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Preventative Maintenance Completed on Fire Apparatus	85	87	80	80
Preventative Maintenance Completed on Staff Vehicles	35	27	40	25
Self-Contained Breathing Apparatus Repaired	30	32	30	45
Aerial Apparatus Recertification Completed	4	4	4	4
Pumper Apparatus Pump Tests Completed	17	17	17	17

2016-17 Objectives

Goal Ref

- * Supervise development of specifications and Pumper replacement program. 2
- * Continue with purchasing plan for replacement of mobile and portable radios for Operations Division. 2
- * Supervise preparation of specifications and purchase to replace one third of fire attack hand nozzles (replace 20 of 60 hand nozzles). 2
- * Supervise implementation and ongoing equipment inventory tracking for Fire Department utilizing new software purchased for this purpose. 3

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Battalion Chief	1.00	1.00	1.00	1.00
Fire Apparatus Mechanic	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	107,126	120,628	121,644	107,302
Other Services & Charges	98,100	106,763	106,763	47,646
Supplies	28,667	42,634	42,634	37,484
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	233,893	270,025	271,041	192,432

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4650 - Fire Dept. Grants

2016-17 Operating Budget
Fund: 15 - Grants

Description

The purpose of this cost center is to track the expenditures from grants received by the Fire Department. Management of this cost center is divided among the administrative personnel in the divisions utilizing the funds made available from various grants and grant programs.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Firefighter	4.00	4.00	.00	.00
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.00	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	4.75	5.25	1.25	1.25

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	410,401	82,808	123,793	87,060
Other Services & Charges	639	0	606-	0
Supplies	999	0	29,224	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	412,039	82,808	152,411	87,060

City of Independence
Detail Program Summary

Department: 4600 - Fire

2016-17 Operating Budget

Cost Center: 4651 - Training/Professional Dev.

Fund: 02 - General Fund

Description

The Training/Professional Development Division provides training to Fire Department, City employees and citizens, including firefighting procedures, emergency medical procedures, hazardous materials procedures, Cardio Pulmonary Resuscitation (CPR), emergency response to terrorism and Incident Command. The Safety Program, in cooperation with International Association of Firefighters (IAFF) Local 781, is responsible for accident and injury prevention. The main goal of the division is to provide training which promotes safe, effective and efficient emergency response service to the community.

2015-16 Accomplishments

Goal Ref

- * Provided opportunity for personnel to attend a total of 3,207 hours of specialized training including ACLS and CPR Recertification, Skills Assessment, Pit Crew Concept for Cardiac Resuscitation, Response Reporting, Summer/Winter Fire School and Hands-On-Training. 3
- * Provided opportunity for 39 personnel to attend specialized firefighter Hands-On Training outside the department. 3
- * Offered classes to enhance personal safety and wellness. 3
- * Conducted skills assessment to identify and focus on specific training areas with 105 personnel participating. 3
- * Offered Cancer Prevention training to operations personnel utilizing instructor from the Firefighter Cancer Support Network. 3
- * Hired and trained eight new recruits to the new contract standards. 3
- * Participated in Missouri Gas Energy Annual Fire School specializing in natural gas firefighting with 27 personnel attending. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Individual Class Topics	153	153	153	84
Computer-Based Topics	132	71	46	75
Total Combined Training Topics	285	224	199	159
Computer-Based Training Hours	1,147	1,980	1,500	1,500
Total Staff Hours	41,426	39,178	39,600	39,600
Average Hours Training per Person	251	164	240	240
% of 240 Hours Required by ISO	105%	68%	100%	100%

2016-17 Objectives

Goal Ref

- * Coordinate and conduct four scheduled classes (Basic Fire Investigation, Fire Report Training, Aerial Operations Course, and Driver Operator course) for career development plan for Fire Equipment 3

City of Independence
Detail Program Summary

Department: 4600 - Fire

2016-17 Operating Budget

Cost Center: 4651 - Training/Professional Dev.

Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- Operators and Firefighters to prepare for promotional exams.
- * Coordinate activities necessary to enhance and maintain maximum utilization of the Fire and Safety Training Center (21011 E. M-78 Hwy). Activities include those such as Live Fire Drills, R.I.T. Drills, Calling a Mayday, and SCBA Confidence Drills, providing all operations personnel a minimum of 10 to 14 hours of hands on training at the facility. 3
 - * Provide opportunities for "Missouri Division of Fire Safety" courses such as Fire Officer I, Fire Instructor I and Fire Inspector, by hosting at our training facility or working with the Metro Community College to hold at their Blue River Campus. These courses are required for career development to prepare for promotional opportunities. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.50	.50
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	111,343	145,357	145,720	156,059
Other Services & Charges	8,215	37,621	37,621	169
Supplies	3,991	5,879	5,879	4,361
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	123,549	188,857	189,220	160,589

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4661 - Emergency Preparedness

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Emergency Preparedness Division is responsible for supporting the Emergency Management functions for the City of Independence, Missouri. This division provides the core management and administrative functions as defined through the Local Emergency Operations Plan. The division serves as a support during times of disaster for all local, state and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention and recovery.

The Emergency Preparedness Division manages and administers the Emergency Management Performance Grant (EMPG), Local Emergency Operations Plan, outdoor warning siren system, Independence/Eastern Jackson County Emergency Communications group, Community Emergency Response Team (CERT) program and Independence Citizen Corps. The division is also responsible for the support of planning exercises and training functions to facilitate multi-departmental and agency coordination for operations in response to potential and actual incidents within the City of Independence, Missouri.

2015-16 Accomplishments

Goal Ref

- * Activated Independence/Eastern Jackson County Emergency Operations Center and Emergency Management Mobile Command Center ten times in FY 2015-16 for severe weather, large events and gatherings throughout the community, residential and commercial fires, hazardous materials incidents, support to Independence Police Department and exercises. 1
- * Coordinated with Jackson County Department of Emergency Preparedness to confirm 10 shelter locations (commercial and faith based organizations) and continue coordinating with American Red Cross, Independence Parks and Recreation Department, SEMA and other organizations to provide shelter management training for over 70 volunteers to establish and manage disaster victim shelter sites throughout the Independence and Eastern Jackson County area. These organizations can shelter up to approximately 7,000 people displaced by any disaster or emergency as well as provide two meals per day for over 18,000 people. This has been an on-going, multi-year initiative spanning the entire metropolitan region. 2
- * Completed a total of 81 training sessions, drills and meetings during FY 2015-16 conducted by volunteers and paid staff associated with Emergency Preparedness Division. 2
- * Provided presentations to 230 citizens through the public education program (comprised of volunteer instructors, presenters and subject matter experts) during FY 2015-16. These presentations were given to civic organizations, government departments and agencies, neighborhood organizations and public events at local, regional, state and federal levels. 2
- * Provided two 40-hour Community Emergency Response Team (CERT) training courses to 30 participants from Independence sponsored by the Independence CERT. To date, over 1,120 citizens from the Independence 2

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4661 - Emergency Preparedness

2016-17 Operating Budget
Fund: 02 - General Fund

2015-16 Accomplishments

Goal Ref

- area have taken this training, many of whom continue to participate in CERT meetings, advanced training sessions and exercises.
- * Further developed the Emergency Operations Center operations capability through the installation of additional communications equipment, information/visual display technology and other technological improvements. 2
 - * Recovered \$2.42 million for the City of Independence from Federal Public Assistance, for the storm damages in July 2015. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Emergency Operations Center (EOC) Activations	9	8	10	10
Mobile Command Center Call Outs	10	8	10	8
Mitigation Projects	2	0	1	1
Total Volunteer Training Meetings/Sessions	126	68	140	120
EOC Management Team Events	23	18	25	22
Community Emergency Response Team (CERT) Events	26	15	30	20
Disaster Animal Response Team (DART) Events	7	8	10	8
Emergency Communications (Amateur Radio) Services (ECS) Events	66	20	30	24
Public Education Program Presentations	3	7	15	10
Volunteer Coordinator Leadership Meetings	4	2	15	12

2016-17 Objectives

Goal Ref

- * Manage and provide grant program oversight for Federal Emergency Management Agency (FEMA) Emergency Management Performance Grant (EMPG) Grant (Grant Year 2016) ensuring adherence to budgeting guidelines, matching funds requirements, exercise participation requirements and documentation submission timelines throughout the Grant Year. 2
- * Provide all-hazards Critical Incident Planning assistance to not less than two City buildings, incorporating all City Departments housed therein. 2
- * Participate in not less than two joint inter-departmental drills or full-scale exercises using select target hazard scenarios involving paid staff and volunteer organizations. 2
- * Conduct not less than two Community Emergency Response Team (CERT) 2

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4661 - Emergency Preparedness

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

courses for citizens and returning CERT members per fiscal year and conduct not less than one advanced training for CERT members per fiscal year quarter using grant funds.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.00	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	1.25	1.25	1.25

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	27,928	83,398	84,765	87,357
Other Services & Charges	40,488	43,200	43,200	44,658
Supplies	8,428	10,078	10,078	12,354
Capital Outlay	2,375	0	0	0
Other Expenditures	0	0	0	0
Total	79,219	136,676	138,043	144,369

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4671 - Fire Sales Tax Program

2016-17 Operating Budget
Fund: 17 - Fire Public Safety S

Description

The purpose of this cost center is to budget and track expenditures of Fire Safety Tax funds to ensure compliance with the stated goals of this initiative when passed by voters.

2015-16 Accomplishments

Goal Ref

- * Purchased six new Physio Control LifePak 15 cardiac monitors with 12-lead Electrocardiogram (ECG) capabilities. 2
- * Purchased six wireless gateways to allow for the transmission of 12-lead ECGs from the scene of a cardiac event to Centerpoint Medical Center Emergency Department prior to transport of the patient. This allows early recognition of time critical cardiac events and allows the hospital to prepare prior to the patient's arrival. 2
- * Purchased two Pumpers for the Operations Division. 2
- * Purchased 25+ sets of Personal Protective gear. 2
- * Purchased 14 portable radios as part of the second phase of portable radio replacement. 2
- * Purchased two Gear Washers for Station 3 (10219 E. Winner Rd.) and Station 4 (202 W. 23rd St.). 2
- * Purchased one Aerial apparatus for the Operations Division. 2

2016-17 Objectives

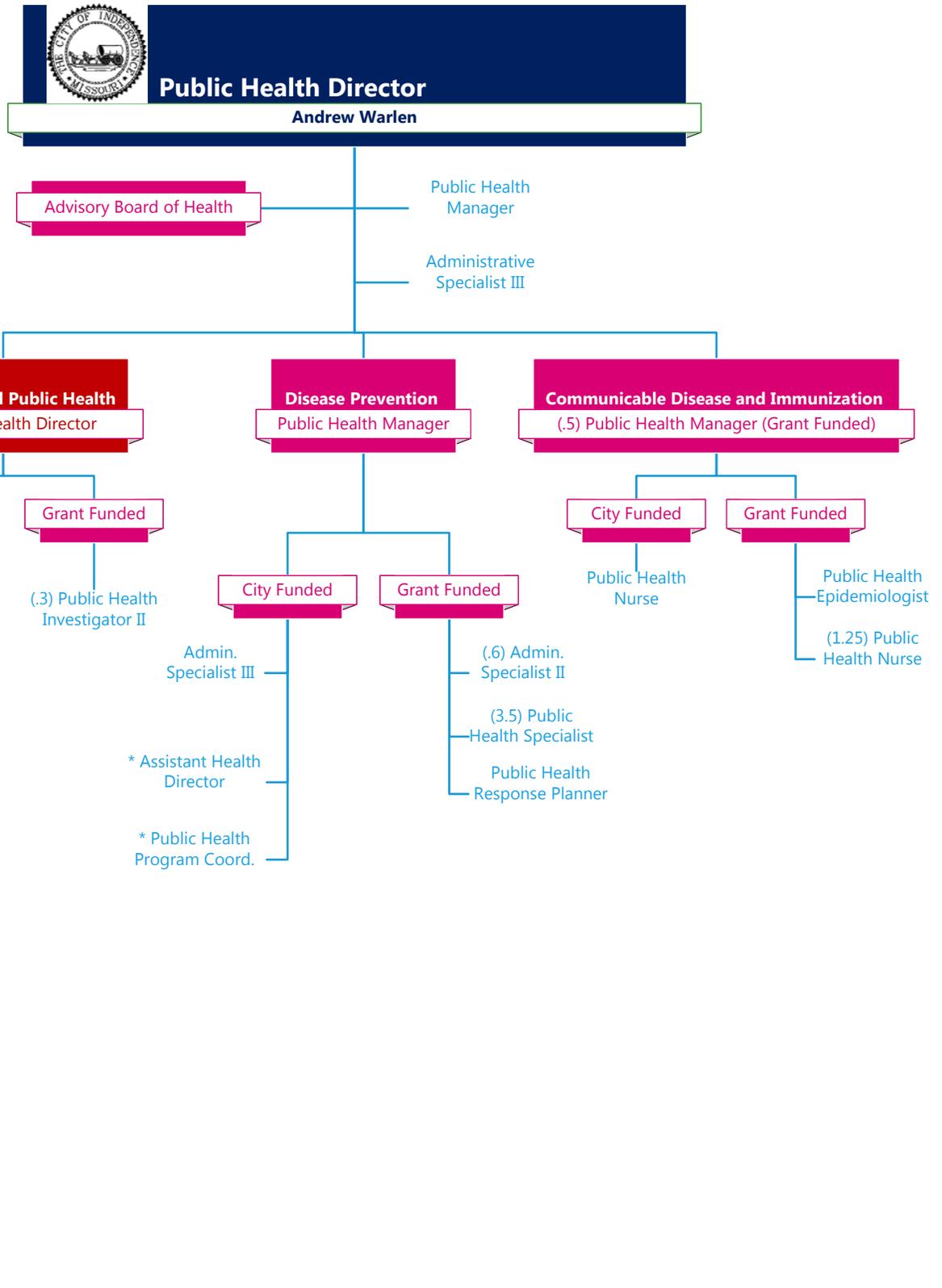
Goal Ref

- * Provide for the purchase, construction, repair, maintenance and renovation of facilities/equipment and training within the operation of the Fire Department. 2

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	6,074	0	0	0
Other Services & Charges	118,943	221,600	246,600	618,407
Supplies	82,541	130,500	130,500	151,000
Capital Outlay	635,430	1,595,175	1,570,175	1,310,175
Other Expenditures	552,563	0	0	0
Total	1,395,551	1,947,275	1,947,275	2,079,582
	=====	=====	=====	=====

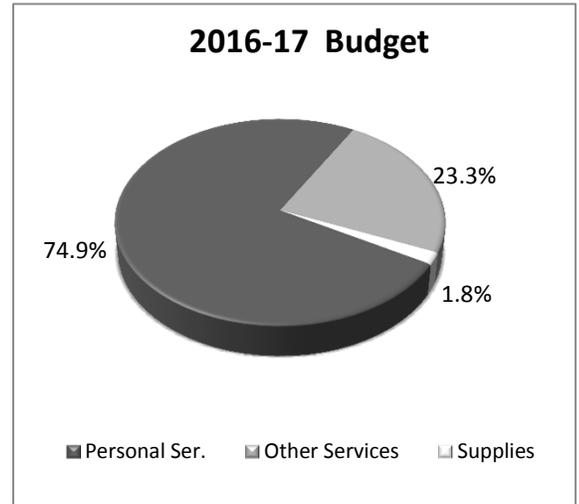
Health



* = Unfunded Positions

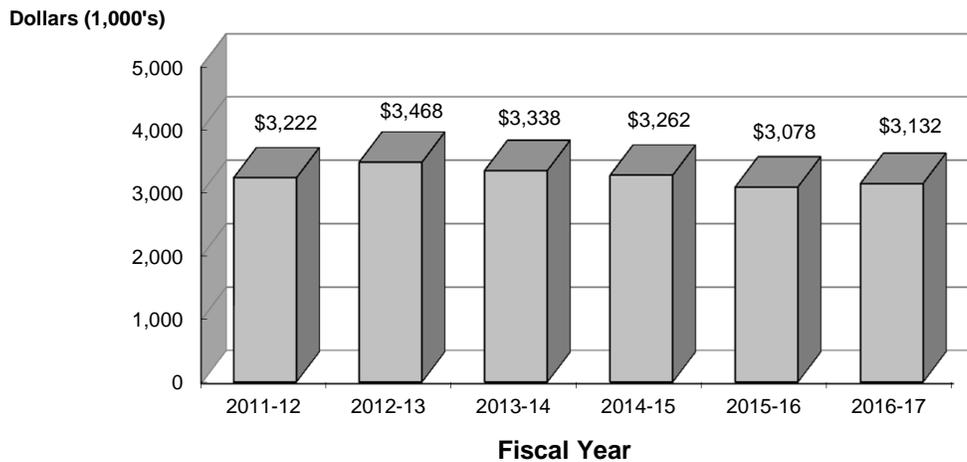
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 2,363,951	\$ 2,318,120	\$ 2,574,273	\$ 2,344,883
Other Services	765,118	688,758	849,143	729,890
Supplies	97,437	71,254	144,161	57,672
Capital Outlay	35,990	-	15,301	-
Other	-	-	-	-
Total	\$ 3,262,496	\$ 3,078,132	\$ 3,582,878	\$ 3,132,445



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	43.81	47.85	38.39	35.42	35.69	37.67
Amount by Fund:						
General Fund	\$ 2,519,483	\$ 2,617,796	\$ 2,554,644	\$ 2,697,307	\$ 2,650,711	\$ 2,608,660
Grants	702,364	849,927	783,543	565,189	427,421	523,785
Total All Funds	\$ 3,221,847	\$ 3,467,723	\$ 3,338,187	\$ 3,262,496	\$ 3,078,132	\$ 3,132,445
Comparative Ratios:						
Per Capita	\$ 27.58	\$ 29.68	\$ 28.48	\$ 27.82	\$ 26.25	\$ 26.72
Per Household	\$ 66.10	\$ 73.41	\$ 67.60	\$ 60.44	\$ 56.44	\$ 57.43



City of Independence
Departmental Budget Summary

Department: 4700 - Health

2016-17 Operating Budget

Department Description

The Health Department is charged by the City Charter to enforce and administer the laws of the State, the provisions of the Charter and Ordinances relating to public health, and environmental health and safety. The department ensures the public's health through activities that protect the public from environmental hazards, prevent injury and disease, and promote healthy behaviors and lifestyles. These goals are accomplished through enforcement of ordinances, health promotion, planning, and surveillance activities. The department also assesses community health needs, mobilizes community resources to meet identified needs, and measures outcome of programs and services.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	32.00	31.00	31.00	32.00
Part Time Positions	6.39	4.42	4.69	5.67
Total	38.39	35.42	35.69	37.67
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	246,509	237,616	239,416	330,581
4720 Disease Prevention & Control	1,106,168	1,206,816	146,659	157,292
4730 Communicable Disease & Immun.	144,876	71,707	72,281	78,710
4740 Environmental Public Hlth Div	1,199,754	1,134,572	2,201,413	2,042,077
4752 Disease Prev. & Cntrl. - Grant	409,694	292,778	597,927	306,166
4753 Comm. Disease & Immun. - Grant	124,886	106,329	220,118	184,799
4754 Environ. Public Hlth. - Grant	30,609	28,314	105,064	32,820
Total	3,262,496	3,078,132	3,582,878	3,132,445
	=====	=====	=====	=====

Source of Funding

General Fund	2,697,307	2,650,711	2,659,769	2,608,660
Grants	565,189	427,421	923,109	523,785

*City of Independence
Departmental Budget Summary*

Department: 4700 - Health

2016-17 Operating Budget

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Source of Funding				
Total	3,262,496	3,078,132	3,582,878	3,132,445

Direct/Offsetting Revenues

Food Handler's Permits	98,425	98,000	97,000	0
Animal Shelter Fees	1,745	2,000	295	0
Food Establishment Permits	155,184	155,000	155,000	0
Other Health Fees and Permits	44,170	51,687	33,600	0
Animal Shelter Services	12,357	15,000	8,300	0
Other Health Programs	9,214	7,900	10,000	0
Total	321,095	329,587	304,195	0

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4711 - Health Administration

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Health Administration is responsible for coordinating agency and community efforts to protect the public's health, prevent disease and injury, and promote healthcare services in order that all Independence residents and visitors may achieve their fullest health potential. The administration of the Health Department provides support to the department's three direct service divisions in their efforts to accomplish the department's mission and oversees the accreditation process.

2015-16 Accomplishments

Goal Ref

- * Administered the Health Department's operational budget and kept the City Manager informed of the department's financial standing. 3
- * Maintained a highly-trained, highly-motivated, customer-oriented staff to meet the health needs of the community. 4
- * Facilitated communication and cooperation in the public health field at the state and national level by maintaining active membership in the Missouri Association of Local Public Health Agencies (MoALPHA), Missouri Public Health Association's Board of Directors, National Association of County and City Health Officials' (NACCHO), and the Human Impact Partner's Public Health and Equity Cohort, served as Assistant Chair on the Director's Advisory Council for the Missouri Department of Health and Senior Services, and participated in numerous conference calls at both the state and national level. 3
- * Monitored and assisted the Health Department divisions in accomplishing their stated objectives for FY2015-16 through weekly one-on-one meetings with the individual division managers. 3

2016-17 Objectives

Goal Ref

- * Administer the Health Department's operational budget and keep the City Manager informed of the department's financial standing. 3
- * Maintain a highly-trained, highly-motivated, customer-oriented staff to meet the health needs of the community 4
- * Facilitate communication and cooperation in the public health field at the state and national level by maintaining active membership in the Missouri Association of Local Public Health Agencies (MoALPHA), Missouri Public Health Association's Board of Directors, National Association of County and City Health Officials' (NACCHO), and the Human Impact Partner's Public Health and Equity Cohort, serving as Assistant Chair on the Director's Advisory Council for the Missouri Department of Health and Senior Services, and participating in numerous conference calls at both the state and national level. 3
- * Monitor and assist the Health Department divisions in accomplishing their stated objectives for FY2015-16 through weekly one-on-one meetings with the individual division managers. 3
- * Evaluate and improve processes, programs, and interventions 3

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4711 - Health Administration

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

necessary to achieve accreditation for the Health Department.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Public Health Director	1.00	1.00	1.00	1.00
Public Health Manager	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	3.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	235,058	226,155	227,955	320,860
Other Services & Charges	9,049	9,274	9,274	7,534
Supplies	2,402	2,187	2,187	2,187
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	246,509	237,616	239,416	330,581

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4720 - Disease Prevention & Control Fund: 02 - General Fund

Description

The Disease Prevention & Control Division staff aims to prevent chronic illnesses by promoting healthy lifestyles. This is achieved by educating and informing the community about various health risks and benefits of making healthy choices.

2015-16 Accomplishments

Goal Ref

- * On April 30, 2016, approximately 2,000 runners and walkers attended the 5th Annual Independence Park Trot 5K Run/Walk. Several community volunteers and organizations were vital to making the event a great success. 3
- * On July 30, 2015, the Independence Health Department partnered with the Independence School District to host a free Health and Wellness Expo for Independence residents. The event took place at William Chrisman High School where services such as free sports physicals, immunizations and hearing screenings were offered. 3
- * The City of Independence successfully completed the Let's Move! Cities, Towns and Counties (LMCTC) national initiative. As part of this initiative, LMCTC calls upon local elected officials to adopt long-term, sustainable and holistic approaches to supporting healthier kids and families. On September 16, 2015, First Lady Michelle Obama hosted a celebratory event at the White House to honor 52 municipalities across the country, including Independence, that obtained gold medal status in all five goal areas of the LMCTC initiative. The City of Independence received national and local media recognition for its LMCTC achievements. 3
- * The Independence Health Department provided leadership and support to the Social Service Summit Planning Committee for the second annual social service summit. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Animal Services Calls	5,946		6,000	
Animal Services Summons Issued	907		700	
Reported Animal Bites	171		150	
Animals Picked Up in the Field by Animal Services Officers	2,102		1,600	

2016-17 Objectives

Goal Ref

- * Collaborate with other City Departments and local businesses to conduct the 6th Annual Independence Park Trot 5K Run/Walk. 3

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4720 - Disease Prevention & Control Fund: 02 - General Fund

2016-17 Objectives	Goal Ref
* Partner with the Independence School District to host a health and wellness expo to provide free health resources and services to members of the community.	3
* Engage the community via social media platforms and print media at least once per week to inform and educate citizens about public health issues.	2
* Collaborate with the Parks and Recreation Department to promote healthy living activities and events in the community.	3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Animal Services Officer	.00	4.00	4.00	.00
Animal Field Services Manager	.00	1.00	1.00	.00
Public Health Manager	.00	.00	.00	1.00
Asst Hlth Dir, Disease Prevent	.00	1.00	1.00	1.00
Chronic Dis & Epidemiology Spv	.00	.00	1.00	.00
Administrative Spec II	.00	1.06	1.06	.00
Administrative Spec III	.00	1.00	1.00	1.00
Public Hlth Prgm Coordinator	.00	.00	1.00	1.00
Total	.00	8.06	10.06	4.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	528,461	610,777	136,623	151,113
Other Services & Charges	539,204	570,603	5,992	3,530
Supplies	24,243	25,436	4,044	2,649
Capital Outlay	14,260	0	0	0
Other Expenditures	0	0	0	0
Total	1,106,168	1,206,816	146,659	157,292

Significant Issues

- * Primary leadership for the Social Service Summit has been transferred to two Co-chairs elected by the Social Service Summit

*City of Independence
Detail Program Summary*

*Department: 4700 - Health 2016-17 Operating Budget
Cost Center: 4720 - Disease Prevention & Control Fund: 02 - General Fund*

Significant Issues

Planning Committee participants. The Co-chairs will provide future leadership and ownership of the annual event. Health Department staff will continue to serve on the planning committee.

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4730 - Communicable Disease & Immun. Fund: 02 - General Fund

Description

The Communicable Disease and Immunization staff works to reduce communicable disease rates in our community through patient follow up, education, community collaboration, and vaccination.

2015-16 Accomplishments

Goal Ref

- * Conducted bi-annual onsite immunization audits at 52 childcare centers and home daycares licensed in Independence. Records were reviewed on more than 4,717 children to assure age-appropriate immunizations were received. After review and education, all records are 100% compliant. 3
- * Initiated and maintained partnerships between public health and the University of Missouri (Kansas City and Columbia), Graceland University, and Research College of Nursing and supported experiences, including internships, for more than 10 nursing and public health students. 3
- * Cases requiring investigation increased 42% compared to the previous year. Specifically, gastrointestinal illnesses significantly increased among children under 18. Despite these increases, follow up of reportable diseases was completed within the required timeframe at least 95% of the time. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Communicable Disease Investigations	314	429	350	400
Immunization Record Reviews	4,759	4,706	4,800	4,800

2016-17 Objectives

Goal Ref

- * Partner with area universities to support and expand current activities, while promoting public health careers. Host at least five (5) students. 3
- * Conduct two (2) immunization audits at all licensed childcare facilities and home daycares. 3
- * Follow up of reportable diseases is completed within the required timeframe 95% of the time. 3
- * Strengthen relationships with local healthcare providers and improve reporting by contacting each provider at least two (2) times per year and making onsite visits to at least five (5) provider offices. 3

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4730 - Communicable Disease & Immun. Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Public Health Nurse	.00	1.00	1.00	1.00
Com Dis & Epidemiology Supv	.00	1.00	.00	.00
Public Hlth Prgm Coordinator	.00	1.00	.00	.00
Total	.00	3.00	1.00	1.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	139,058	66,875	67,449	75,570
Other Services & Charges	2,078	2,817	2,827	1,125
Supplies	3,740	2,015	2,005	2,015
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	144,876	71,707	72,281	78,710

Significant Issues

- * Emerging infectious diseases, such as Ebola, Zika, and avian influenza, as well as diseases that are re-emerging due to a decrease in vaccine coverage, such as Pertussis and measles are impacting public health response across the country.

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4740 - Environmental Public Hlth Div Fund: 02 - General Fund

Description

The City of Independence has developed municipal codes to protect the life, health, safety and welfare of its residents. The Property Maintenance Code and the Health and Safety Code set the minimum standards to which properties, facilities and individuals must conform. The Environmental Public Health Division works in partnership with the citizens and businesses of Independence to promote and maintain a safe, healthy and desirable living and working environment.

2015-16 Accomplishments

Goal Ref

- * Conducted the Neighborhood Code Compliance Program (NCCP) in two areas using a division-wide team approach. 3
- * Scanned over 27,000 records allowing paper records to be destroyed while meeting record retention requirements with the electronic copy. 2
- * Investigated 100% of all permitted facility complaints within two business days of receipt. 3
- * Inspected 100% of all property maintenance complaints within two weeks of receipt. 3
- * Provided training to students in Independence high schools on safe food handling techniques. 4
- * All staff certifications have been maintained or renewed. 3
- * Responded to all reported animal bites within 24 hours. 3
- * Hosted two off site clinics that provided low-cost rabies vaccinations and microchipping. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Reactive Cases (complaint generated)	5,433	5,674	5,400	5,600
Proactive Cases	1,732	1,449	1,500	1,500
Initial Inspections	6,645	7,123	6,600	7,100
Recheck Inspections	7,088	7,304	7,000	7,300
Properties Deemed Unsafe to Occupy	172	158	150	160
Tickets Issued	938	995	850	900
Neighborhood Code Compliance Program	4	4	4	0
Day Care Facilities Inspections	119	108	110	110
Food Service Inspection	1,553	1,645	1,556	1,683

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4740 - Environmental Public Hlth Div Fund: 02 - General Fund

Lodging Inspections	49	49	50	49
Commercial Swimming Pool Inspections	86	75	78	75
Tattoo/Body Piercing Parlor Inspections	8	9	8	9
Soft-serve Inspections/Sample	110	74	71	74
Follow-up Inspections	275	187	275	202
Inspections initiated by Complaints	201	217	200	220
Food Handlers Trained	5,431	5,088	5,400	5,960
Food Managers Trained	637	624	600	704
Animal Services Calls	5,946	5,452	6,000	6,000
Animal Services Summons Issued	907	843	700	700
Reported Animal Bites	171	233	150	230
Animals Picked Up in the Field by Animal Services Officers	2,102	1,387	1,600	1,400

2016-17 Objectives

Goal Ref

- | | |
|---|---|
| * Conduct initial property maintenance complaint inspections within fourteen calendar days of receipt. | 3 |
| * Inspect all permitted establishments in accordance with the frequency determined by City Code and the public health priority assessment. | 3 |
| * Expand the use of technology in the Division through enhancements to the inspection process and permitting process. | 2 |
| * Respond to all foodborne illness complaints within one business day and all other complaints regarding permitted facilities within two business days. | 3 |
| * Maintain staff certifications by providing opportunities to obtain Continuing Education Unit (CEUs). | 3 |
| * Work with Technology Services to transition to the new CityWorks System. | 2 |
| * Update and revise Chapter 3 of Independence City Code. | 3 |
| * Obtain Level II Certification for one Animal Services Officer through the National Animal Control Association (NACA). | 3 |
| * Provide low cost animal rabies vaccinations to the public by conducting an on-site rabies vaccination clinic. | 3 |
| * Respond to all reported animal bites within 24 hours. | 3 |

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Animal Services Officer	.00	.00	.00	4.00
Animal Field Services Manager	.00	.00	.00	1.00
Environ Public Health Supv	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4740 - Environmental Public Hlth Div Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Clerk Typist II	.50	.50	.50	.50
Environmental Health Mgr	.00	.00	.00	.00
Assist Hlth Dir, Environmental	1.00	1.00	1.00	1.00
Public Health Inv II	3.70	3.00	3.00	3.00
Administrative Spec II	1.00	1.00	1.00	3.02
Administrative Spec III	1.00	1.00	1.00	.00
Property Maint Officer	7.00	7.00	7.00	7.00
Total	16.20	15.50	15.50	21.52

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,068,742	1,017,082	1,497,920	1,318,374
Other Services & Charges	107,985	89,162	653,778	688,120
Supplies	23,027	28,328	49,715	35,583
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,199,754	1,134,572	2,201,413	2,042,077

Significant Issues

- * An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Eight vehicles are more than 10 years old and are expected to need repairs that will exceed their value.
- * Staffing levels for the number of property maintenance officers and animal services officers are below national and regional levels for jurisdictions with similar workloads.
- * Staffing levels for public health investigators are below recommended U.S. Food and Drug Administration guidelines.
- * Insufficient administrative support staffing has resulted in a significant reduction in efficiency and required field staff to spend additional time in the office delaying field activities.

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4752 - Disease Prev. & Cntrl. - Grant Fund: 15 - Grants

Description

Federal, state and local grants allow the City to accomplish its overall Health Department mission. Grants especially expand our efforts in emergency preparedness, chronic disease intervention and prevention, and maternal and child health improvement.

2015-16 Accomplishments

Goal Ref

- * The Health Department was awarded \$28,100 for the Public Health Emergency Preparedness Ebola Grant from the Missouri Department of Health and Senior Services. Health departments from Cass County, Clay County, Jackson County, Kansas City, Platte County and Independence all participated in the application and worked together on several capabilities necessary during Ebola and other emerging disease responses. 3
- * A new community garden was constructed at Village Heights Community of Christ. Four raised beds were built to serve the surrounding neighborhood and offer greater access to healthy foods. 3
- * The Independence Health Department was awarded \$5,000 dollars from the Missouri Department of Health and Senior Services to work with two local schools to improve their wellness policies and programs. Once the project deliverables are met, each school will receive a stipend of \$1500 to continue work toward the improvement of the program. 3
- * The City of Independence Health Department was awarded \$145,000 from the United States Department of Agriculture to increase food stamp purchases at the local farmers' market. 3
- * The City of Independence Health Department partnered with the Missouri Mavericks to promote the free "Get Healthy Independence" app used to locate parks, trails, farmers' markets and community gardens in Independence. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Nutrition, Physical Activity and Tobacco Cessation Outreach (peopl	130,000	91,100	150,000	101,700
Community Garden Meetings and Classes (participants)	490	580	550	640

2016-17 Objectives

Goal Ref

- * Conduct three emergency response drills to exercise public health emergency response capabilities. 3
- * Host a minimum of two plant and seed distributions to provide low or 3

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4752 - Disease Prev. & Cntrl. - Grant Fund: 15 - Grants

<u>2016-17 Objectives</u>	<u>Goal Ref</u>
no cost plant and seeds to community gardeners.	
* Educate local multi-unit housing complex owners and managers on tobacco prevention and the dangers of secondhand smoke.	3
* Provide education and support to local childcare facilities on childhood obesity prevention.	3
* Utilize three methods of advertising to promote utilization of food stamps at the Independence Farmers' Market.	3

Staffing:

<u>Position Title</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>
Public Health Educator	.00	.00	.00	.00
Public Health Educator PT	.00	.50	.50	.50
Public Hlth Epidemiologist	.00	1.00	1.00	.00
Public Hlth Response Planner	.00	1.00	1.00	1.00
Administrative Spec II	.00	.56	.56	.60
Public Hlth Prgm Coordinator	.00	.00	.00	.00
Public Health Specialist	.00	2.00	2.00	3.00
Total	.00	5.06	5.06	5.10
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2014-15 Actual</u>	<u>2015-16 Original Budget</u>	<u>2015-16 Revised Budget</u>	<u>2016-17 Adopted Budget</u>
	278,972	274,680	403,607	276,585
Other Services & Charges	97,235	5,350	148,069	29,581
Supplies	20,533	12,748	33,016	0
Capital Outlay	12,954	0	13,235	0
Other Expenditures	0	0	0	0
Total	409,694	292,778	597,927	306,166
	=====	=====	=====	=====

Significant Issues

- * On September 11, 2015, one of the two full-time public health specialists resigned resulting in a vacant position to carry out grant deliverables. Additionally, the second public health specialist requested to work part-time to accommodate her schedule to pursue a

*City of Independence
Detail Program Summary*

Department: 4700 - Health 2016-17 Operating Budget
Cost Center: 4752 - Disease Prev. & Cntrl. - Grant Fund: 15 - Grants

Significant Issues

physical therapy degree. With the reduction in force and adequate grant funds, health department staff requested an increase in the table of organization (TO) to accommodate three public health specialists to carry out required grant deliverables. With the approval of the TO increase from two to three, two new public health specialists were hired to carry out various grant deliverables related to healthy eating, active living and tobacco reduction.

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4753 - Comm. Disease & Immun. - Grant Fund: 15 - Grants

Description

Federal, state, and local grants allow the City to accomplish its overall Health Department mission. Grants especially expand our efforts in communicable disease management, asthma education, and childcare education.

2015-16 Accomplishments

Goal Ref

- * Provided school based influenza vaccination clinics in the Independence and Fort Osage School District, with an average flu vaccination rate for students of 10% (1,843 immunizations); some schools had a rate as high as 26%. Influenza vaccinations were provided to more than 400 City employees and at multiple off-site clinics throughout the community. 3
- * Through a grant awarded from the Healthcare Foundation of Greater Kansas City, the Health Department provided the Open Airways asthma education program for third through fifth graders in the ISD's elementary schools. The grant also seeks to assure tobacco-free campuses at childcare centers and provide school staff, parent, and community education. Education was provided to more than 200 students; nurse visits and absences related to asthma decreased and knowledge increased among students and adults. 3
- * Awarded funding from the Missouri Department of Health and Senior Services to ensure preparedness during an Ebola and emerging disease response. Along with five surrounding health departments, this funding will assist in improving disease surveillance and response and in creating consistent public health messages. 3
- * Staff has participated in various training including the Missouri Immunization Conference, Bi-State Infectious Disease Conference, Association of Professionals in Infection Control and Epidemiology Annual Conference, and Mid America Immunization Coalition Symposium. Ongoing training promotes competence in job responsibilities and assures that staff is current on recommendations. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Flu Shots Given	343	3,300	2,000	3,000
Childcare Consultation Svc Provided (Children & Childcare Providers)	0	135.5	136	140

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4753 - Comm. Disease & Immun. - Grant Fund: 15 - Grants

<u>2016-17 Objectives</u>	<u>Goal Ref</u>
* Continue a school based and community based vaccine program in order to expand vaccine coverage and reduce infectious diseases. Nurses will provide at least 2,000 immunizations at a minimum of twenty (20) community or school based clinic sites.	3
* Ensure proper workforce education for staff to include vaccine administration techniques, communicable disease, disease prevention, and other related training. Staff will attend at least five (5) trainings per year.	3
* Provide at least ten (10) clock hours to childcare providers in areas of CPR/First Aid, immunizations, safe sleep and the health and safety topics and provide at least twenty (20) health promotion classes to children to promote healthy behaviors.	3

Staffing:

<u>Position Title</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>
Public Health Nurse	.00	1.00	1.27	1.25
Public Health Manager	.00	.50	.50	.50
Public Hlth Epidemiologist	.00	.00	.00	1.00
Total	.00	1.50	1.77	2.75
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2014-15 Actual</u>	<u>2015-16 Original Budget</u>	<u>2015-16 Revised Budget</u>	<u>2016-17 Adopted Budget</u>
Personal Services	97,867	104,969	196,934	184,799
Other Services & Charges	4,687	820	9,792	0
Supplies	22,332	540	13,392	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	124,886	106,329	220,118	184,799
	=====	=====	=====	=====

Significant Issues

- * Open Airways has been a beneficial program for the children in Independence and a successful partnership with the schools for approximately 19 years. However, funding for this program was

*City of Independence
Detail Program Summary*

*Department: 4700 - Health 2016-17 Operating Budget
Cost Center: 4753 - Comm. Disease & Immun. - Grant Fund: 15 - Grants*

Significant Issues

primarily from grant funds and that grant has expired. Staff will consider alternate means of funding and will be working with the Independence School District to adapt the program.

- * Some of the communicable disease staff is relatively new and continued training is needed to ensure the understanding of state and local regulations and procedures. Additionally, current staff has minimal experience in dealing with communicable disease outbreaks and public health emergencies.
-

City of Independence
Detail Program Summary

Department: 4700 - Health 2016-17 Operating Budget
 Cost Center: 4754 - Environ. Public Hlth. - Grant Fund: 15 - Grants

Description

Federal, state and local grants allow the City to accomplish its overall Health Department mission. Grants especially expand our efforts in environmental issues and child/school health endeavors.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
State Licensed Daycare Inspections	66	57	66	60
State Summer Food Service Program Inspections	15	22	22	22

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Public Health Inv II	.00	.30	.30	.30
Total	.00	.30	.30	.30

Program Costs

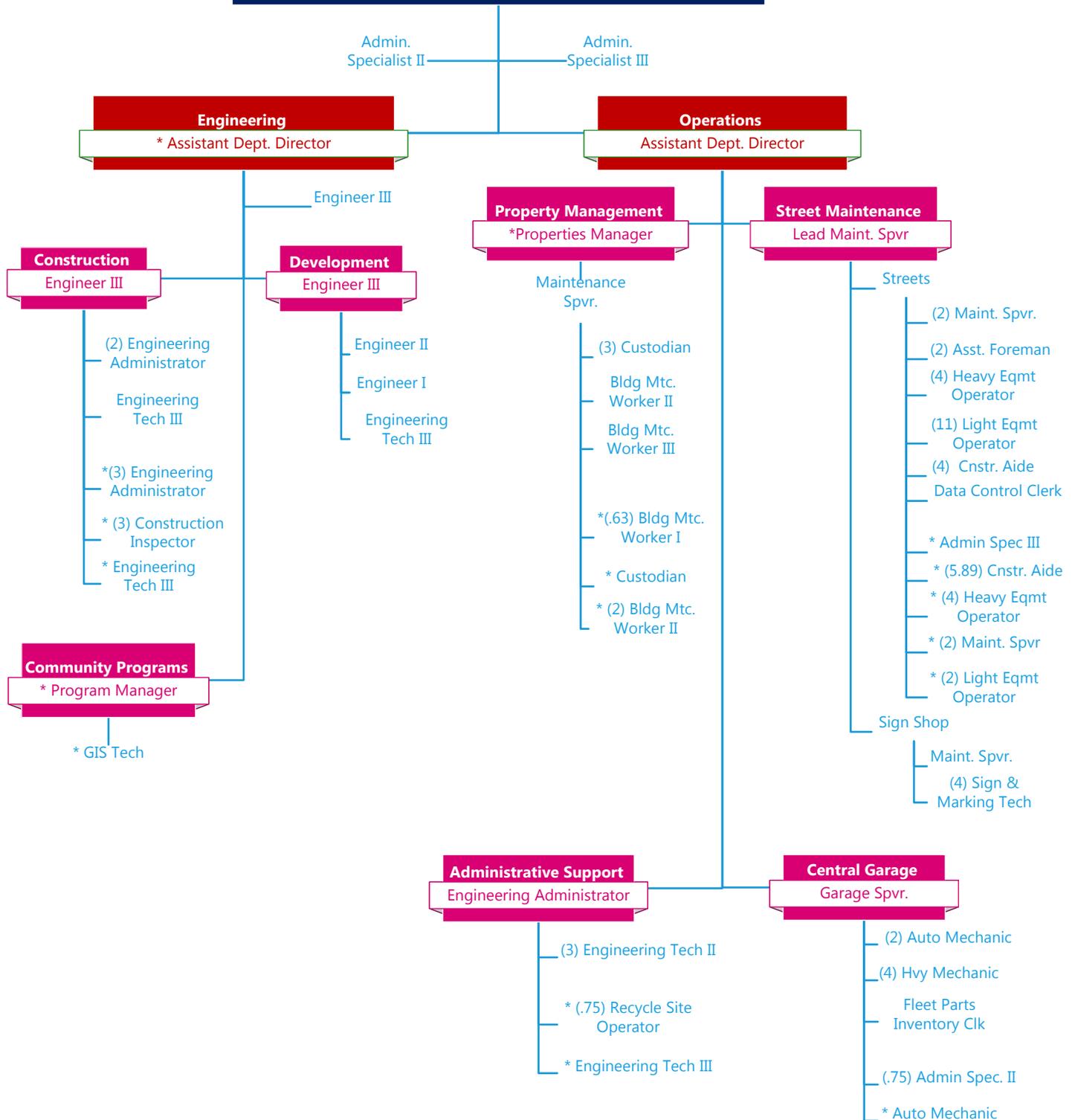
Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	15,793	17,582	43,785	17,582
Other Services & Charges	4,880	10,732	19,411	0
Supplies	1,160	0	39,802	15,238
Capital Outlay	8,776	0	2,066	0
Other Expenditures	0	0	0	0
Total	30,609	28,314	105,064	32,820

Public Works



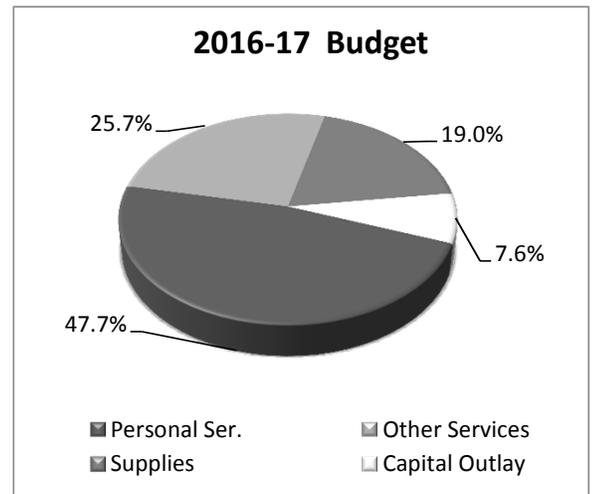
Public Works Director

Tim Gramling



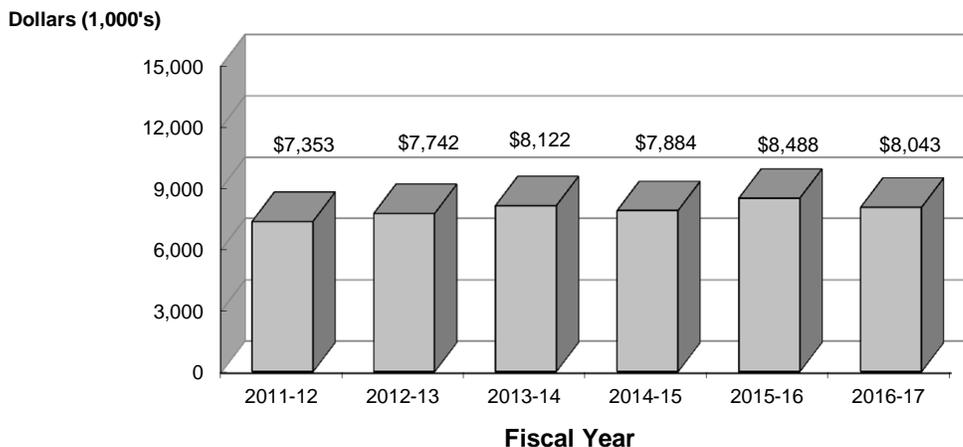
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Proposed 2016-17
Personal Ser.	\$ 3,946,027	\$ 3,995,922	\$ 4,009,780	\$ 3,832,753
Other Services	1,791,341	1,869,153	1,867,223	2,070,023
Supplies	1,595,852	2,017,578	2,017,165	1,526,848
Capital Outlay	550,502	605,522	607,865	613,024
Other	-	-	-	-
Total	\$ 7,883,722	\$ 8,488,175	\$ 8,502,033	\$ 8,042,648



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	90.65	93.65	94.02	94.02	94.02	94.02
Amount by Fund:						
General Fund	\$ 5,126,539	\$ 5,398,741	\$ 5,550,244	\$ 5,616,443	\$ 5,812,067	\$ 5,419,548
Central Garage Fund	2,151,050	2,096,696	2,183,317	1,971,061	2,316,090	1,970,467
Street Improv. Sales	-	192,166	300,416	205,370	265,323	563,727
Sewer Fund	75,518	54,153	88,314	90,848	94,695	88,906
Total All Funds	\$ 7,353,107	\$ 7,741,756	\$ 8,122,291	\$ 7,883,722	\$ 8,488,175	\$ 8,042,648
Comparative Ratios:						
Per Capita	\$ 62.94	\$ 66.27	\$ 69.30	\$ 67.23	\$ 72.40	\$ 68.60
Per Household	\$ 150.86	\$ 163.90	\$ 164.48	\$ 146.04	\$ 155.63	\$ 147.46



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2016-17 Operating Budget

Department Description

Provide professional services for public safety and convenience; design, acquire rights-of-way, administer contracts, review building applications, issue development, construction, blasting, erosion control permits and flood plain management. Maintain records of City-owned property, investigate and review citizen requests, provide inspections for construction of private development, and provide building maintenance and custodial services for most City-owned buildings, as well as manage right-of-way and erosion control of building sites. Maintain approximately 566 miles of streets through patching, surfacing, shoulder operations, snow removal, signs and roadside maintenance. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles. Manage two recycling centers and operate the Drop-Off Depot program.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	90.75	89.00	89.00	89.63
Part Time Positions	3.27	5.02	5.02	4.39
Total	94.02	94.02	94.02	94.02
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
5001 Public Works Administration	443,378	344,903	345,645	350,132
5011 Public Works Engineering	459,851	391,321	396,758	204,553
5013 Public Works - Admin. Support	293,011	284,421	288,048	349,252
5015 Property Management	745,914	728,952	733,516	723,550
5030 Public Works Engineering-Sewer	90,848	94,695	94,695	88,906
5111 Street Maintenance	3,674,289	4,062,470	4,061,958	3,792,061
5112 Street Maint.-Sales Tax Funds	205,370	265,323	265,323	563,727
5121 Central Garage	1,971,061	2,316,090	2,316,090	1,970,467
Total	7,883,722	8,488,175	8,502,033	8,042,648
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2016-17 Operating Budget

Source of Funding

General Fund	5,616,443	5,812,067	5,825,925	5,419,548
Sanitary Sewer Fund	90,848	94,695	94,695	88,906
Street Improv. Sales Tax Fund	205,370	265,323	265,323	563,727
Central Garage Fund	1,971,061	2,316,090	2,316,090	1,970,467
Total	7,883,722	8,488,175	8,502,033	8,042,648
	=====	=====	=====	=====

Direct/Offsetting Revenues

Construction Permits - Public Works	225,391	210,000	165,000	0
Total	225,391	210,000	165,000	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2016-17 Operating Budget
 Cost Center: 5001 - Public Works Administration Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Public Works Director	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	.00	.00	.00
Administrative Spec II	.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	399,930	292,905	295,358	306,183
Other Services & Charges	15,781	30,964	29,253	27,862
Supplies	9,635	21,034	21,034	16,087
Capital Outlay	18,032	0	0	0
Other Expenditures	0	0	0	0
Total	443,378	344,903	345,645	350,132

Significant Issues

* Continuing to provide quality services to the public with reduced resources.

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2016-17 Operating Budget
Fund: 02 - General Fund

Description

This division provides Public Works services through the following work elements: plan review, design, investigations, studies, contract specifications, inspections, permits and traffic engineering.

2015-16 Accomplishments

Goal Ref

- * Completed construction management for federally-funded STP transportation projects including 24 Highway Sidewalk Improvements and Truman Road Streetscape Phase II. 3
- * Completed construction management for the Street Sales Tax-funded Asphalt Overlay Program, Concrete Overlay Program, and the 24 Highway and Blue Mills Road Intersection Improvements project. 3
- * Completed construction management for several Storm Water Sales Tax-funded storm draining projects including Lakeview Farm and 14th & Arlington. 3
- * Completed construction management for several Sanitary Sewer Fund projects including Burr Oak West and 33rd Terrace Sanitary Sewer Improvements. 3
- * Managed engineering design of several federally-funded transportation projects including Truman and M-78 Intersection Realignment, 39th & Noland Intersection Improvements, Blue Ridge Sidewalks to Nativity School and Crysler Complete Streets Improvements. 3
- * Managed engineering design of several storm drainage and sanitary sewer projects including Crackerneck Creek Crossing, 36th & Poplar Storm Drainage, 18th & Evanston Storm Drainage and Burr Oak East Sanitary Sewer. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
New Street Sales Tax Program Completion (%)	43.0	10.0	65.0	75.0
In-House Design Project Completion % of Total Project Value Complete	10.0	10.0	10.0	10.0

2016-17 Objectives

Goal Ref

- * Construction management of the 2016 Street Sales Tax Asphalt Overlay Program. 3
- * Construction management of several transportation, storm drainage and sanitary sewer projects including Blue Ridge Sidewalks to Nativity School, 39th & Noland Intersection Improvements, Truman & M-78 Intersection Realignment, Crackerneck Creek Crossing, 36th & Poplar

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- Storm Drainage Improvements, Drumm & Crane Storm Drainage Improvements and Burr Oak East Sanitary Sewer Improvements.
- * Engineering design for several transportation, storm drainage and sanitary sewer projects including Noland & Fair Intersection Improvements, Englewood Phase 3 Sidewalk Improvements, Drumm & Crane Storm Drainage Improvements and the 2016 Neighborhood Sanitary Sewer Improvements. 3
 - * Continue to work with Police Department, MoDOT, MARC and citizens of Independence on traffic safety issues and improvements. 3
 - * Continue to provide engineering review and construction management services for land development, building permit applications and developer built improvements. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineering Administrator	4.00	5.00	5.00	5.00
Engineer III	3.00	3.00	3.00	3.00
Contract Manager	1.00	.00	.00	.00
Construction Inspector	3.00	3.00	3.00	3.00
Engineering Tech II	1.00	1.00	1.00	.00
Engineering Tech III	3.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	19.00	19.00	19.00	18.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	369,183	284,240	290,008	104,821
Other Services & Charges	52,552	82,014	80,029	82,230
Supplies	22,518	25,067	24,654	17,502
Capital Outlay	15,598	0	2,067	0
Other Expenditures	0	0	0	0
Total	459,851	391,321	396,758	204,553

*City of Independence
Detail Program Summary*

Department: 5000 - Public Works

2016-17 Operating Budget

Cost Center: 5011 - Public Works Engineering

Fund: 02 - General Fund

Significant Issues

- * Continuing to provide quality services to the public with reduced resources.
-

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Property Management Division is responsible for maintenance and repair of existing City facilities as well as the design and construction management of new construction projects and remodeling projects. It maintains and upgrades the various facilities of the City in such a manner as to provide the citizens, as well as the employees, a safe, functional, accessible and comfortable environment. These services are provided through the integration of the principles of project management, along with the skilled trades of carpentry, electrical, plumbing, HVAC maintenance and custodial services.

2015-16 Accomplishments

Goal Ref

- * Completed S2 card access system in City Hall. 1
- * Completed remodel of Police locker room and restroom facility. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Response to Work Orders Within Planned Timeframe (%)	70.0	70.0	75.0	75.0
Construction Projects Managed	4	2	3	3

2016-17 Objectives

Goal Ref

- * Continue installation of S2 card access system as funds are available. 1
- * Continue the expansion of the Cityworks software program with maintenance information for City buildings. 2
- * Establish and maintain HVAC, electrical, plumbing and structural systems. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	2.00	2.00	3.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Custodian	4.00	4.00	4.00	4.00
Building Maint Wk I	1.63	1.63	.63	.63
Total	10.63	10.63	10.63	10.63

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	227,434	341,040	341,757	335,177
Other Services & Charges	446,395	305,622	309,469	306,906
Supplies	72,085	82,290	82,290	81,467
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	745,914	728,952	733,516	723,550

Significant Issues

- * Continuing to provide quality services to the public with reduced resources.
- * Due to staffing vacancies, the majority of plumbing, electrical and carpentry jobs are being performed by contractors.

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2016-17 Operating Budget
 Cost Center: 5030 - Public Works Engineering-Sewer Fund: 30 - Sanitary Sewer Fund

Description

This cost center accounts for Public Works Engineering costs that are funded out of the Sanitary Sewer Fund. See Public Works Engineering Cost Center 5011 for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	90,848	94,695	94,695	88,906
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	90,848	94,695	94,695	88,906

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5111 - Street Maintenance

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Street Maintenance is responsible for maintaining 566 miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, large street repairs, road base repairs, sweeping, trash and brush clean up, placement of barricades, roadside mowing (includes contract mowing), removal of dead trees in the right-of-way and on City properties, maintenance of equipment, removal of snow and ice, and the maintenance of sand and salt stockpiles. Signs and markings maintenance includes painting of center and edge lines, crosswalks, school crossing stop bars and turn lanes, City parking lots, installation and maintenance of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails. Street Maintenance also coordinates nine Drop-Off Depot events per year and assists with the training for Commercial Drivers' Licenses (CDL).

2015-16 Accomplishments

Goal Ref

- | | |
|--|---|
| * Street Sweeping: 1,649.5 miles were swept and 1,669 cubic yards of debris were picked up. In addition, 27 intersections were swept with a Bobcat sweeper. | 3 |
| * Drop-Off Depot: Nine successful events were held, serving 6,006 vehicles. | 3 |
| * Community Service Workers: The community service workers provided 1,454 hours of work throughout the year. | 3 |
| * Snow Removal: Provided snow removal response for 7 snow events with 6.75 inches of snow. | 3 |
| * Traffic Signs: Assembled 1,012 traffic signs, installed 121 new traffic signs and posts; serviced 701 signs from federal upgrade program; serviced 390 signs from citizen notifications, assembled and installed 226 non-traffic signs and installed 12 changeable message boards. | 3 |
| * Traffic Painting: Painted 47.9 miles of center and edge lines and 660 crosswalks and stop bars; 238 transverse markings and 102 parking stalls. | 3 |
| * Traffic Barricades: 106 events - placed and recovered 2,402 barricades and 155 cones for special events. | 3 |
| * Potholes: Responded to 109 pothole hotline requests, 302 service requests and 57 large street repairs, resulting in 3,280 potholes being patched. | 3 |
| * Mowing: 44 curb miles mowed every 10 days; 5 facility grounds mowed every 7 days; 77 City-owned lots and green spaces, and 88 lane-miles of roadside are mowed three times per year. | 3 |
| * Dangerous Trees: Removed 106 dangerous trees. | 3 |
| * Sight Obstructions: Cleared out 74 sight problems. | 3 |
| * Created Salt Brine Pre-treatment Program and applied salt brine two times during winter weather events. | 3 |

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5111 - Street Maintenance

2016-17 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Street Condition (PCI Average)	80	75	80	75
Right-of-Way Maintenance (Service Requests)	100	82	100	91
Sweeping and Median Cleaning (Service Requests)	10	65	100	38
Drainage (Service Requests)	8	13	5	23
Snow Removal (Service Requests)	115	80	110	60
Street Signs Maintained (Percentage)	10.0	11.5	10.0	10.0

2016-17 Objectives

Goal Ref

- * Pothole Patching: Provide a safe and smooth driving surface to reduce the possibility of property damage and personal injury by patching within 24 working hours of notification. 3
- * Sweeping: The goal is to provide two shifts for sweeping; sweeping programs are divided into four districts which accounts for 566 miles of streets. As many miles as possible will be swept every year on a 2-week continuous rotating basis from district to district, beginning with requests received, then moving into residential neighborhoods, plus a set schedule that sweeps The Square and major arterial streets. These areas are swept weekly when weather permits and temperatures are above 35 degrees. 3
- * Snow Removal: Provide a safe, effective snow and ice control program for City streets which will enable public use during inclement weather conditions. 3
- * Signage: Provide legible directional signage that allows the public to travel to their destination in a safe manner. The program allows for inspection and replacement of 5,000 signs per year. 3
- * Striping: Road markings of all types are very important in controlling the position of moving traffic. The objective is to paint 50 miles of center and edge lines, 150 crosswalks and 300 stop bars. 3
- * Barricades: To place and recover barricades as needed for such activities as block parties, 5K races, Fourth of July, Halloween Parade, Mayor's Christmas Tree Lighting, Santa-Cali-Gon and other Square and Chamber events. The goal is placement of barricades 24 hours prior to an event and removal within 36 hours of completion of the event. 3
- * Roadside Mowing: Mowing street medians, islands and City-owned properties in a timely manner in order to maintain areas. 3
- * Bridge Maintenance Program: Manage a Bridge Maintenance program for 3

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5111 - Street Maintenance

2016-17 Operating Budget
Fund: 02 - General Fund

2016-17 Objectives

Goal Ref

- the 38 bridge structures in the City utilizing the Cityworks program.
- * Salt Brine Program: Continue implementation of Salt Brine program during winter weather months. 3
- * Massman Property: Rework property to better fit use needs. 3
- * Increase efforts to address weeds and trash in street right-of-way. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Sign & Marking Technician	4.00	4.00	4.00	4.00
Data Control Clerk	1.00	1.00	1.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Light Equipment Operator	13.00	13.00	13.00	13.00
Lead Maintenance Supervisor	1.00	1.00	1.00	1.00
Assistant Foreman	2.00	2.00	2.00	2.00
Maintenance Supervisor	5.00	5.00	5.00	5.00
Construction Aide	6.89	6.89	6.89	6.89
Administrative Spec III	1.00	1.00	1.00	1.00
Total	41.89	41.89	41.89	41.89

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,808,928	1,885,928	1,888,131	1,846,491
Other Services & Charges	892,699	1,010,915	1,007,924	995,128
Supplies	594,125	700,091	700,091	606,418
Capital Outlay	378,537	465,536	465,812	344,024
Other Expenditures	0	0	0	0
Total	3,674,289	4,062,470	4,061,958	3,792,061

Significant Issues

- * Replacing aging equipment.
- * Continuing to provide quality services to the public with reduced resources.

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2016-17 Operating Budget
 Cost Center: 5112 - Street Maint.-Sales Tax Funds Fund: 11 - Street Improv. Sales

Description

This cost center is funded out of the Street Sales Tax. It provides for staffing, equipment and materials for maintenance operations on the expanded street system. With the construction of Jackson Drive and Little Blue Parkway the lane miles and right-of-way requiring City maintenance have increased. Maintenance will include pavement maintenance, right-of-way mowing and snow plowing. See the Public Works Street Maintenance cost center (5111) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Construction Aide	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	87,680	145,323	145,323	113,727
Other Services & Charges	0	0	0	200,000
Supplies	0	0	0	0
Capital Outlay	117,690	120,000	120,000	250,000
Other Expenditures	0	0	0	0
Total	205,370	265,323	265,323	563,727

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5121 - Central Garage

2016-17 Operating Budget
Fund: 90 - Central Garage Fund

Description

Central Garage is responsible for maintaining the City's fleet comprised of 593 units of rolling stock. It is also responsible for vehicle and equipment acquisition, repair, preventative maintenance, and fuel management for vehicles used in law enforcement, fire suppression and prevention, health, parks, public works, and other government activities. It is also responsible for fabrication and welding requests by all City departments. Central Garage maintains a wide range of automotive parts. It also maintains two fuel sites within the City.

2015-16 Accomplishments

Goal Ref

- * Aided in the purchase and set up of one box van and one snow plow. 3
- * Preventative maintenance on Police and Fire vehicles, light trucks and cars included 437 lube and oil changes, servicing of 146 transmissions, 135 brake jobs, 315 tire replacements and 91 shuttles. 3
- * Kept inventory parts to a minimum to keep inventory costs down. 1
- * Utilized customer satisfaction survey. 1
- * Performed 90% of preventative maintenance on equipment before being overdue for service. 1
- * Weekly meetings held with employees to discuss customer service, operations, schedules, budgets and work order costs. 1
- * One auto and two heavy equipment mechanics attended air brake class. 1
- * One mechanic and one supervisor re-certified as ASE Master Technicians. 1
- * Added shop computers to aid in diagnosis and repair of City equipment. 1
- * Continued to provide Emergency Vehicle Technician training. 1
- * Upgraded fuel system and sites. 2
- * Reorganized shop, parts area and office. 3
- * Purged inventory of outdated parts. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Mechanic Hours Billed (%)	90.0	85.0	90.0	85.0
Preventative Maintenance Work Orders Completed Within 500 Miles	90.0	90.0	90.0	90.0
Road Service Calls (Each)	180	190	180	190

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5121 - Central Garage

2016-17 Operating Budget
Fund: 90 - Central Garage Fund

2016-17 Objectives

Goal Ref

- * Maintain billable mechanic rates of 80%. 1
- * Continue to provide Emergency Vehicle Technician training. 1
- * Upgrade equipment. 1
- * Upgrade fleet management software. 2
- * Upgrade service vehicle to meet on-site service needs. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Auto Mechanic	3.00	3.00	3.00	3.00
Fleet Parts Inventory Clerk	1.00	1.00	1.00	1.00
Administrative Spec II	.75	.75	.75	.75
Garage Supervisor	1.00	1.00	1.00	1.00
Total	9.75	9.75	9.75	9.75

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	673,636	668,895	668,895	689,721
Other Services & Charges	381,714	438,438	438,438	456,697
Supplies	897,029	1,188,771	1,188,771	805,049
Capital Outlay	18,682	19,986	19,986	19,000
Other Expenditures	0	0	0	0
Total	1,971,061	2,316,090	2,316,090	1,970,467

Significant Issues

- * Maintaining repairs of an aging fleet.
- * Integrating Fire Department fleet repair with Central Garage.
- * Continuing to provide quality services to the public with reduced resources.

Parks|Recreation|Tourism



Parks|Recreation|Tourism Director

Eric Urfer

(.50) Parks and Recreation Technician

* Staff Asst. – Volunteer Coord.

(.5) Admin. Specialist III

(.5) Historic Preservation Manager

Sermon/Truman Mem. Bldg

Recreation Program/Fcilty. Supervisor

- Recreation Specialist
- .50 Parks and Recreation Tech.
- (3.89) Sermon Center Attendant
- (2.29) Truman Mem. Attendant

Parks Maint. Admin.

Manager

- Security & Insp.
 - (.5) Admin. Specialist III
 - (2) Maint. Aide
 - Light Equip Operator
 - (.61) Admin. Specialist II
 - (2.5) Maint. Mechanics

Tourism Administration

Manager

Tourism Specialist

Natnl Frontr Trails Museum

Museum Admnr/Curator

- Events/Education Program Manager
- Museum Operations Manager
- Museum Attendant
- Museum Coord.

George Owens/Family Prog. Supv.

Recreation Program/Fcilty. Supervisor

- Park Naturalist
 - (.91) Seasonal Maint. Worker
- (1.45) Center Attendant
- (.55) Seasonal Maint. Worker

Sports Admin

- Asst. Foreman
- (4) Light Equip. Operator
- (2.88) Seasonal Maint. Worker

Turf & Fac. Maint

- (2) Maint Supv.
- Parks Horticulturist
- Asst. Foreman
- (3) Light Equip. Operator
- Maint. Aide
- (2.34) Seasonal Maint. Worker
- * Maint. Aide

Historic Sites

- (2) Maint. Aide
- (.5) Maint. Mechanic

Sports/Aquatics/Inclusion

Recreation Program/Fcilty. Supervisor

- Recreation Specialist
- Seasonal Maint. Worker

Cemetery Maint.

- * (.5) Cemetery Sexton
- (2) Maintenance Aide
- (.58) Seasonal Maint. Aide

Tourism Sales and Services

Tourism Sales/Services Rep.

- (2) Visitor Exp. Specialist

Senior Adult Srv./ Palmer

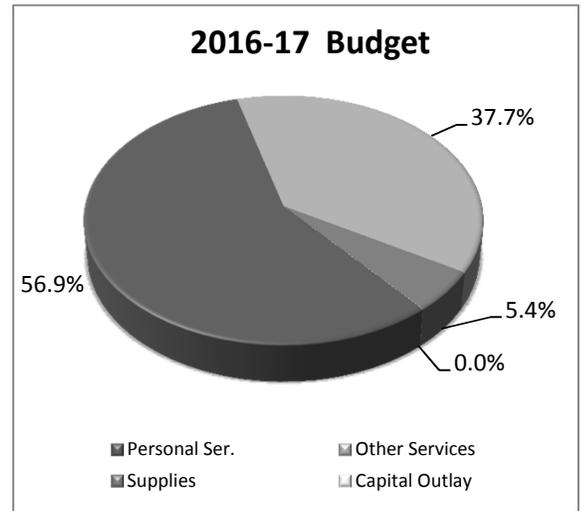
Recreation Program/Fcilty. Supervisor

- Senior Prgm. Spec.
- (.7) Nutrition Site Aide
- (.61) Admin. Spec II
- (1.83) Center Attendant
- * (.3) Kitchen Aide

* Unfunded Position

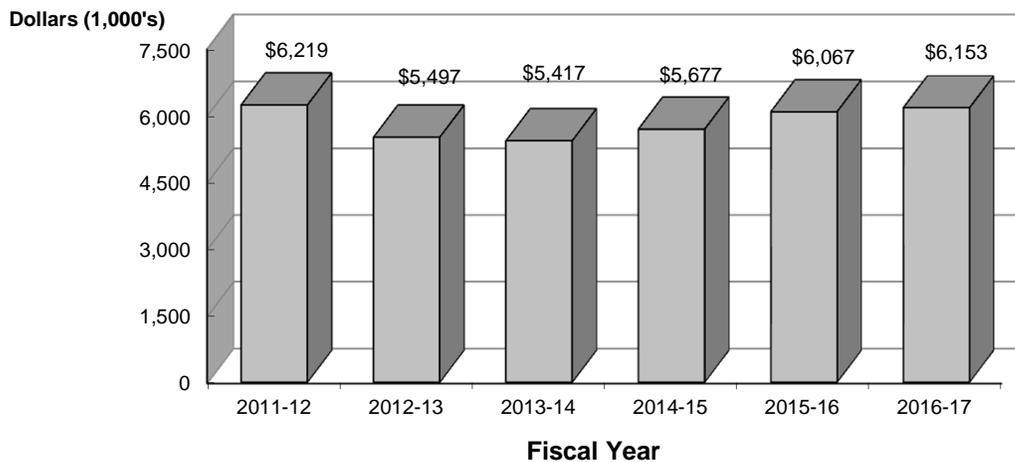
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 2,958,795	\$ 3,313,670	\$ 3,319,591	\$ 3,502,242
Other Services	2,422,815	2,240,873	2,235,977	2,318,960
Supplies	270,993	358,204	357,354	331,199
Capital Outlay	24,600	153,797	161,297	1,000
Other	-	-	-	-
Total	\$ 5,677,203	\$ 6,066,544	\$ 6,074,219	\$ 6,153,401



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	55.12	55.56	58.21	61.89	67.89	67.74
Amount by Fund:						
General Fund	\$ 2,015,219	\$ 1,570,832	\$ 1,494,014	\$ 1,585,448	\$ 1,634,988	\$ 1,490,728
Tourism	1,734,251	1,551,913	1,482,763	1,620,110	1,851,593	1,805,471
Parks Improv. Sales	2,469,920	2,374,601	2,440,528	2,471,645	2,579,963	2,857,202
Total All Funds	\$ 6,219,390	\$ 5,497,346	\$ 5,417,305	\$ 5,677,203	\$ 6,066,544	\$ 6,153,401
Comparative Ratios:						
Per Capita	\$ 53.23	\$ 47.05	\$ 46.22	\$ 48.41	\$ 51.74	\$ 52.49
Per Household	\$ 127.60	\$ 116.38	\$ 109.70	\$ 105.17	\$ 111.23	\$ 112.82



City of Independence
Departmental Budget Summary

Department: 6000 - Parks/Recreation/Tourism

2016-17 Operating Budget

Department Description

The Independence Parks, Recreation and Tourism Department strives to provide quality leisure, recreational and educational opportunities for visitors to and residents of Independence by providing quality historic sites; parks; recreation facilities; recreational, historical and educational programs; special events; tour packages; meeting opportunities; and, related services. The Department also works with a number of affiliated Boards, Commissions, associations, organizations, and volunteer groups to promote the City of Independence as an attractive place to visit and reside, attract new and repeat visitors, increase community awareness and bolster participation.

Description	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Staffing				
Full Time Positions	34.00	34.00	34.00	45.50
Part Time Positions	18.55	19.71	19.71	22.24
Total	52.55	53.71	53.71	67.74
	=====	=====	=====	=====

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	261,715	269,540	271,434	164,673
6011 Park Maintenance Admin.	122,409	58,751	59,493	57,205
6012 Turf Facilities Maintenance	611,556	659,804	661,508	687,314
6022 Senior Adult Services	140,306	143,779	144,760	115,733
6028 Roger T. Sermon Community Ctr.	212,816	259,341	259,941	258,794
6029 George Owens Nature Park	135,544	112,167	112,167	84,979
6031 Cemetery Maintenance	101,102	131,606	131,606	122,030
6041 Park Maint. - Security & Insp.	701,433	687,249	687,249	868,160
6042 Rec. Fac.-Truman Memorial Bldg	269,622	314,945	314,945	337,550
6043 Rec. Fac.-Palmer Sr. Adult Ctr	187,397	214,334	216,088	218,383
6044 Family Recreation Programs	199,416	164,853	164,853	215,375
6045 Adventure Oasis Water Park	568,649	558,602	558,602	576,706
6046 Sports Administration	545,128	639,980	639,980	641,028
6061 Tourism Administration	1,025,633	902,005	902,005	848,412
6062 Nat'l Frontier Trails Museum	77,806	495,194	495,194	529,062
6063 Historic Sites	195,872	172,263	172,263	161,825

City of Independence
Departmental Budget Summary

Department: 6000 - Parks/Recreation/Tourism

2016-17 Operating Budget

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
<u>Budget by Major Program Category</u>				
6064 Tourism Sales & Services	320,799	282,131	282,131	266,172
Total	5,677,203	6,066,544	6,074,219	6,153,401
	=====	=====	=====	=====

Source of Funding

General Fund	1,585,448	1,634,988	1,640,909	1,490,728
Parks Improv. Sales Tax Fund	2,471,645	2,579,963	2,581,717	2,857,202
Tourism Fund	1,620,110	1,851,593	1,851,593	1,805,471
Total	5,677,203	6,066,544	6,074,219	6,153,401
	=====	=====	=====	=====

Direct/Offsetting Revenues

Program Fees	29,716	48,000	30,576	35,120
Park Concessions	2,445	4,000	0	0
Center Fees/Club Memberships	47,561	80,935	57,819	58,000
Facility Rentals	60,473	52,000	53,575	56,000
Cemetery Charges	64,431	46,000	74,053	63,250
Program Fees - Sales Tax Fund	38,200	50,000	38,480	40,400
Concessions - Sales Tax Fund	47,388	32,000	19,300	20,000
Water Park Fees/Memberships - Sales Tax Fund	308,969	440,000	315,148	321,451
Center Fees/Club Memberships - Sales Tax Fund	8,012	6,000	6,725	5,800
Facility Rentals - Sales Tax Fund	40,480	48,000	26,550	30,500
Transient Guest Taxes	1,618,246	1,800,000	1,831,402	1,810,000
NFTM Center Admissions	41,777	40,000	40,000	40,000
Total	2,307,698	2,646,935	2,493,628	2,480,521
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6001 - Parks & Rec. Administration Fund: 02 - General Fund

Description

Parks, Recreation & Tourism Administration oversees the various divisions within the Parks, Recreation & Tourism Department to promote the City of Independence as a quality place to visit and reside by providing quality historic sites, parks, recreation facilities, tour packages and various types of programs. The Department actively works with various Boards, Commissions and organizations, associations, non-profits and the private sector to further enhance the City's Tourism, Parks, and Recreation systems.

2015-16 Accomplishments

Goal Ref

- * Coordinated the response to several citywide surveys by directing program expansion, facility enhancements and adjusted hours of operation. 2
- * Oversaw the expansion of citizen driven technology enhancements by making wifi available in two recreation centers, implementing the reach marketing and mobile application, and reintroducing on-line registration for programs and services. 2
- * Directed the completion of several key capital projects for parks and recreation. 3
- * Created and administered the Interim Management Plan for the Tourism Department. 2
- * Successfully administered the first full year of the Arena Spectra Venue Management contract. 4

2016-17 Objectives

Goal Ref

- * Coordinate the consolidation of the Parks, Recreation and Tourism Departments 2
- * Complete the fundraising for the McCoy Park Inclusive Play Project 3
- * Facilitate the management of the first year of the new IBEW contract for Parks and Recreation 4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Parks & Recreation Technician	.00	.00	.50	.50
Staff Asst.-Volunteer Coord.	.80	.80	.80	.80
Administrative Spec II	.50	.50	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.30	3.30	3.30	3.30

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6001 - Parks & Rec. Administration Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	255,191	255,536	257,430	152,919
Other Services & Charges	3,880	10,062	10,062	7,812
Supplies	2,086	3,942	3,942	3,942
Capital Outlay	558	0	0	0
Other Expenditures	0	0	0	0
Total	261,715	269,540	271,434	164,673
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6011 - Park Maintenance Admin.

2016-17 Operating Budget
Fund: 02 - General Fund

Description

Park Maintenance Division is responsible for daily park maintenance operations. This division schedules work projects, purchases materials, implements repairs, and responds to inquiries from the public and other City-affiliated departments.

2015-16 Accomplishments

Goal Ref

- * Coordinated the Santa Fe Restroom Renovation Project. 3
- * Adjusted the first year of the mowing rotation plan as needed. 1
- * Reorganized Park administrative structure. 2
- * Consolidated equipment inventory. 2
- * Received Tree City USA recognition. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Numbers of park sites maintained	46	46	46	46
Number of park acres maintained	843	843	843	843
Number of full-time staff supervised	21.5	21	21	21

2016-17 Objectives

Goal Ref

- * Coordinate the installation of outdoor fitness equipment at Clothier Park. 3
- * Coordinate the final phase of development of Overton Park. 3
- * Coordinate surplus of green space property to US Army. 4
- * Coordinate the third phase of the outdoor sport court repair project. 3
- * Revise and implement new employee and work safety program. 3
- * Implement first year of new IBEW contract for Parks staff. 4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Parks & Grounds Manager	1.00	.50	.50	.50
Total	1.00	.50	.50	.50

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6011 - Park Maintenance Admin.

2016-17 Operating Budget
Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	42,361	42,376	43,118	43,761
Other Services & Charges	70,702	5,482	5,982	3,150
Supplies	9,346	10,893	10,393	10,294
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	122,409	58,751	59,493	57,205
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6012 - Turf Facilities Maintenance Fund: 02 - General Fund

Description

The Turf and Facilities Division is responsible for daily park maintenance operations, including: the care and cleaning of picnic shelters and park restroom facilities, athletic fields and landscape beds, snow removal, and mowing and trimming all City parks and related facilities.

2015-16 Accomplishments

Goal Ref

- * Completed Davis Park Ballfield renovation project. 3
- * Completed landscape enhancements at Polly's Pop Greenspace. 3
- * Initiated infield revitalization project for Crysler, Mill Creek, and Santa Fe. 3
- * Completed the landscape boulder installation project at various park sites. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of park sites maintained	46	46	46	46
Number of park acres maintained	843	843	843	843
Number of picnic shelters maintained	17	17	17	17

2016-17 Objectives

Goal Ref

- * Explore the potential of surplus and/or alternative uses of various greenspaces and underutilized lands. 4
- * Enhance park and facility appearance by removing unattended landscaping and obsolete infrastructure. 1
- * Implement the first year of historic site in-house maintenance program. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Light Equipment Operator	2.00	2.00	3.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6012 - Turf Facilities Maintenance Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Auto Mechanic	.50	.50	.50	.00
Parks Horticulturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	10.84	10.84	11.84	11.34

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	500,133	533,194	534,898	541,037
Other Services & Charges	58,422	62,618	62,618	101,788
Supplies	46,901	63,992	63,992	44,489
Capital Outlay	6,100	0	0	0
Other Expenditures	0	0	0	0
Total	611,556	659,804	661,508	687,314

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6022 - Senior Adult Services

2016-17 Operating Budget
Fund: 02 - General Fund

Description

This cost center provides ongoing programs for resident senior adults and individuals with disabilities. These programs focus on, but are not limited to, nutritious lunches, nutrition and consumer education, health programs, social integration and assistance with support services.

2015-16 Accomplishments

Goal Ref

- * Awarded contract to Ottawa Bus Company to secure travel planning and escorting services for the Senior Travel Program, freeing up staff resources to maintain and develop other new programs. 3
- * Added several new programs based on the interest of the participants. New programs included: Pre-lunch Stretching, Coloring is Not Just for Kids, Home I.D. and Personal Security. 3
- * Older Americans Act funding allowed for an increase of meal service to homebound residents. Approximately 50 new clients were added. 3
- * Managed the transition period between retiring Senior Program Specialist and new staff member. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of senior trips offered	26	27	30	35
Number of on-site meals served	19,161	20,068	20,800	22,000
Number of home bound meals	19,469	19,879	20,300	22,000
Number of nutrition site programs	52	60	60	70
Number of outreach programs	7	3	5	8

2016-17 Objectives

Goal Ref

- * Eliminate meal waste percentages in the Nutrition Site Program by researching and presenting innovative ways to Mid-America Regional Council Aging Services to reach this objective. 3
- * Continue to enhance Nutrition Site participant experience by adjusting/improving supplemental offerings in response to customer feedback. 3
- * Manage the implementation of the first year of the IBEW contract for represented Recreation staff. 4

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6022 - Senior Adult Services

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Nutrition Site Aide	.75	.70	.70	.70
Recreation Prog/Fac Supv	1.00	1.00	1.00	.50
Senior's Program Spec	1.00	1.00	1.00	1.00
Seasonal Recreation Wkr	.00	.30	.00	.00
Kitchen Aide	.00	.00	.30	.30
Total	2.75	3.00	3.00	2.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	132,926	132,239	133,220	104,643
Other Services & Charges	2,118	4,540	4,540	4,090
Supplies	5,262	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	140,306	143,779	144,760	115,733

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6028 - Roger T. Sermon Community Ctr. Fund: 02 - General Fund

Description

The Roger T. Sermon Community Center, through recent renovations has become an affordable and modern option for a variety of services. The center provides: health and physical fitness opportunities; rental options for weddings, birthday parties and business meetings; as well as cultural arts through theatre performances.

2015-16 Accomplishments

Goal Ref

- * Completed third phase of Sermon Renovation. 3
- * Extended facility hours and added early morning programs. 3
- * Updated user group agreements. 2
- * Added additional custodial hours to meet facility needs. 3
- * Installed security cameras in common areas and workout rooms to improve facility management and monitoring. 3
- * Installed three television monitors through the Reach Marketing System to promote programs and provide important facility information to visitors to the Sermon Center. 2
- * Working with Park Maintenance, Public Works, a contractor and Technology Services, installation of wifi for use by facility members, staff and rental groups was completed. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Facility hours of availability to the public/week	62	62	78	81
Number of memberships sold	1,760	1,464	1,950	1,850
Facility programs/events	27	27	27	23
Partner organizations	15	15	15	15
Theatre performances	69	69	69	69
Rentals - Park shelters, Sermon Center craft show booths	1,023	3,365	1,700	4,000
Number of member/guests visits	29,946	38,052	35,000	39,500

2016-17 Objectives

Goal Ref

- * Explore fitness, cultural, wellness opportunities for new class offerings with special emphasis on identifying possibilities for youth programming/companion classes. 3
- * Develop plan to increase fitness equipment based on demand. 3
- * Provide dual-fitness memberships to the Palmer Center and the Roger T. Sermon Community Center along with consistent pricing structure to enhance user experience. 3

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6028 - Roger T. Sermon Community Ctr. Fund: 02 - General Fund

2016-17 Objectives	Goal Ref
* Prepare current members for scheduled membership fee increase.	3
* Manage the implementation of the first year of the new IBEW contract for represented Recreation staff.	4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Prog/Fac Supv	.50	.50	.50	.50
Center Attendant	.00	.00	.00	3.89
Center Attendant-SUB	2.97	2.97	2.97	.00
Total	3.47	3.47	3.47	4.39
	=====	=====	=====	=====

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	125,741	142,474	143,074	146,247
Other Services & Charges	70,099	97,353	97,353	96,875
Supplies	14,976	15,717	15,717	15,672
Capital Outlay	2,000	3,797	3,797	0
Other Expenditures	0	0	0	0
Total	212,816	259,341	259,941	258,794
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6029 - George Owens Nature Park

2016-17 Operating Budget
Fund: 02 - General Fund

Description

George Owens Nature Park is an 85 acre park site that features natural areas, restored grasslands, two lakes, an extensive hiking trail system, a nature center with hands-on children activities and exhibits, picnic opportunities and an organized group camp area. Facility staff coordinates the maintenance of the park grounds and provides interpretive activities and programs to the general public, school groups, scouting organizations and other outdoor enthusiasts.

2015-16 Accomplishments

Goal Ref

- * DeWitt Center native fish aquarium exhibit installed and operational. 3
- * Process in place for ongoing fish collection for public display. 3
- * First rotating exhibit identified and scheduled for public opening (Kansas City 300 Million Years Ago by Dr. Richard Gentile of UMKC). 3
- * Established introductory severe weather training program with EOC and George Owens Park Staff. 3
- * Increased the scope of outdoor and nature based educational program offerings available to the public and offered these programs at varied times to better meet participant schedules. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Nature Center hours of availability	54	54	54	54
Total number of visitors	27,251	27,532	29,000	29,000
On-site group presentations	34	38	50	48
Community programs	42	47	52	50
Park Special Events	30	23	31	31
Hours of service by volunteers	822	773	1,000	900

2016-17 Objectives

Goal Ref

- * Create and implement a storm water / water quality program and pollinator program for family engagement in the bio-swales and landscaping surrounding the DeWitt Center. 3
- * Complete service road to trail conversion project for improved park functionality and ADA accessibility. 3
- * Implement the first year of the new IBEW contract. 4

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6029 - George Owens Nature Park

2016-17 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Parks Naturalist	1.00	1.00	1.00	.50
Light Equipment Operator	1.00	1.00	.00	.00
Center Attendant	.00	.00	.00	.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	2.91	1.91	1.41

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	104,305	75,717	75,717	51,161
Other Services & Charges	24,646	29,697	29,697	27,913
Supplies	6,593	6,753	6,753	5,905
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	135,544	112,167	112,167	84,979

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6031 - Cemetery Maintenance

2016-17 Operating Budget
Fund: 02 - General Fund

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including: routine turf and landscape maintenance, coordinating final arrangement needs and internments, and providing accurate facility records for public viewing.

2015-16 Accomplishments

Goal Ref

- * Adopted more of a leadership role in the Memorial Day weekend remembrance event. 2
- * Completed the current phase of the base repair and stone realignment project. 1
- * Participated in the organization and implementation of (4) historical cemetery tours. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	60	75	75	85

2016-17 Objectives

Goal Ref

- * Perform a tree condition audit. 1
- * Complete the next phase of the base repair and stone realignment project. 1
- * Work with tourism staff to create regular historic cemetery tours. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	1.00	.50	.50	.50
Seasonal Maintenance Wkr	.58	.58	.58	.58
Total	3.58	3.08	3.08	3.08

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
 Cost Center: 6031 - Cemetery Maintenance

2016-17 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	70,540	104,263	104,263	96,430
Other Services & Charges	23,330	12,554	12,554	15,149
Supplies	7,232	14,789	14,789	10,451
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	101,102	131,606	131,606	122,030
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6041 - Park Maint. - Security & Insp. Fund: 12 - Parks Improv. Sales

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	474,973	461,327	461,327	562,126
Other Services & Charges	159,402	148,857	148,857	228,402
Supplies	57,992	77,065	77,065	77,632
Capital Outlay	9,066	0	0	0
Other Expenditures	0	0	0	0
Total	701,433	687,249	687,249	868,160
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg Fund: 12 - Parks Improv. Sales

Description

This cost center serves to provide ongoing operation of the City's historic Truman Memorial Building. Truman Memorial Building serves as a community asset capable of hosting a variety of different functions including special events, recreation and fitness programs, and private rental groups. The facility is also home to Veteran's Hall; a museum and interactive video program honoring local veterans.

2015-16 Accomplishments

Goal Ref

- * Hallways and meeting rooms painted. 3
- * VCT floors throughout the facility reconditioned 3
- * Installed a television monitor through the Reach Marketing System to promote programs and provide important facility information to visitors to the Truman Memorial Building. 2
- * Working with Park Maintenance, Public Works, a contractor and Technology Services, installation of WiFi for use by staff and rental groups was completed. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of facility rentals	1,360	1,536	1,400	2,150
Number of hours available each week	56	56	56	51
Number of programs/events	27	27	27	23
Partner organizations	4	4	5	4

2016-17 Objectives

Goal Ref

- * Develop plan to enhance and promote the attractiveness of the facility for various rental opportunities: banquets, weddings, corporate trainings, team building clinics, small business and seminars. 1
- * Identify additional special events to be hosted at the facility by Parks and Recreation and possible partnering groups. 1
- * Work with Tourism staff to include the Truman Memorial Building as a part of the Historical Truman Tour package. 4
- * Manage the implementation of the first year of the new IBEW contract for represented recreation staff. 4

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Specialist	.00	.00	1.00	1.00
Recreation Prog/Fac Supv	.50	.50	.50	.50
Parks & Recreation Technician	.00	.00	.50	.50
Administrative Spec II	.50	.50	.00	.00
Center Attendant	.00	.00	.00	2.29
Center Attendant-SUB	1.88	2.29	2.29	.00
Total	2.88	3.29	4.29	4.29

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	129,568	183,045	183,045	188,402
Other Services & Charges	135,049	121,896	121,896	138,873
Supplies	5,005	10,004	10,004	10,275
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	269,622	314,945	314,945	337,550

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr Fund: 12 - Parks Improv. Sales

Description

This cost center provides ongoing operation of the Palmer Senior Adult and Nutrition Center. This includes costs associated with, but not limited to, facility staff, contract services, maintenance, utilities, and program development. The Palmer Center provides diverse adult programs and services including a daily meal program, fitness opportunities, education classes, recreational programs, and a wide variety of social needs.

2015-16 Accomplishments

Goal Ref

- * The Palmer Center Fitness Room was re-configured to add additional cardiovascular equipment (two water rowers), update (two flat screen televisions and new fans), and enhance user experience (sign in table, cubbies, coat rack, trainer's desk). 3
- * Installed two television monitors through the Reach Marketing System to promote programs and provide important facility information to visitors to the Palmer Center. 3
- * Received a \$76,000 gift from the George Henry Collings Memorial Fund to maintain and enhance the Center's Information and Referral service program. 3
- * Several new programs were added based on the interest of the participants. Programs included: Breathe in Yoga, SilverSneakers Healthy Holiday Gathering, and a Seven Dimensions of Wellness Fair. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of recreation programs	91	78	75	95
Number of facility reservations	1,819	2,235	1,825	2,350
Number of events by community agencies	5	4	7	7
Number of center visits	45,215	64,950	56,000	68,000
Number of hours available to public	57	57	57	57
Number of fitness center memberships	358	328	250	340
Number of partnerships	43	52	48	65
Number of facility rentals	60	26	80	30

2016-17 Objectives

Goal Ref

- * Implement new minimum age of 60 to provide consistency for the senior age across the department and to prepare for increased need for programs and services by older adults (largest growing segment of our

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr Fund: 12 - Parks Improv. Sales

2016-17 Objectives	Goal Ref
population due to the baby boomer generation).	
* Provide dual-fitness memberships to the Palmer Center and the Roger T. Sermon Community Center along with consistent pricing structure to enhance user experience.	3
* Prepare for 5 year renewal of National Senior Center Accreditation.	3
* Develop intergenerational programs to support growth of youth focused programs for the department.	3
* Work with tourism staff to help increase number of senior bus tours coming to Independence.	3
* Manage the implementation of the first year of the IBEW contract for represented Recreation staff.	4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Prog/Fac Supv	.00	.00	.00	.50
Administrative Spec II	.61	.61	.61	.61
Center Attendant	.00	.00	.00	1.83
Center Attendant-SUB	1.83	1.83	1.83	.00
Total	2.44	2.44	2.44	2.94
	=====	=====	=====	=====

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	69,191	59,339	59,339	91,110
Other Services & Charges	104,747	137,495	139,249	109,773
Supplies	13,459	17,500	17,500	17,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	187,397	214,334	216,088	218,383
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6044 - Family Recreation Programs Fund: 12 - Parks Improv. Sales

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with the recommendation from the Independence Parks & Recreation and Open Space Master Plan. Funding is provided through the Parks & Recreation Sales Tax Program. Special attention is given to the development of youth and family programs, outdoor programs, festivals and special events.

2015-16 Accomplishments

Goal Ref

- * Provided support to community partners to offer annual community based programs including: Dia De Nino, EcoFest and Heritage Festival. 3
- * Developed a set of family based programs to coincide with the early summer opening of the George Owens DeWitt Center to promote outdoor education features, indoor exhibits and first rotating exhibit. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of programs initiated	49	48	54	54
Program attendance	13,225	14,897	14,000	15,000
Number of park sites used	34	35	34	34
number of public presentations	12	11	15	15
Program partnerships developed	34	30	35	35
Hours of service by volunteers	677	613	700	700

2016-17 Objectives

Goal Ref

- * Develop and implement 3 boxed nature programs to offer at a variety of community settings. 2
- * Partner with the National Frontier Trails Museum staff to develop a native landscape plan to depict what early pioneers would have encountered as they embarked on their journey west. 1
- * Assist with the development of the 1st year DeWitt Center program base to focus on family oriented outdoor education. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
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City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6044 - Family Recreation Programs

2016-17 Operating Budget
Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Specialist	1.00	1.00	.00	.00
Parks Naturalist	.00	.00	.00	.50
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Center Attendant	1.45	1.45	1.45	1.45
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	4.00	4.00	3.00	3.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	159,015	116,283	116,283	150,539
Other Services & Charges	24,964	33,170	33,170	49,436
Supplies	14,837	15,400	15,400	15,400
Capital Outlay	600	0	0	0
Other Expenditures	0	0	0	0
Total	199,416	164,853	164,853	215,375

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6045 - Adventure Oasis Water Park Fund: 12 - Parks Improv. Sales

Description

This cost center serves to provide ongoing management, support and supervision of the Adventure Oasis Water Park, spray grounds, and development of aquatics-oriented recreation programs, activities and events.

2015-16 Accomplishments

Goal Ref

- * Modified program offerings based on city wide survey results 2
- * Received over a 60% growth in party packages by implementing new marketing strategies focused on groups and families. 4
- * Offered inclusive water play days at the McCoy Park Sprayground. 3
- * Completed Adventure Oasis revitalization and repair project. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of organized groups	39	41	45	60
Number of birthday packages sold	178	158	180	200
Number of passes sold	145	177	150	175
Number of punch cards sold	499	492	360	500
Number of scholarships granted	35	37	35	35
Number of programs	51	56	58	60
Number of park visitors	40,712	41,295	55,000	50,000

2016-17 Objectives

Goal Ref

- * Continue to adjust targeted marketing strategies to increase water park visits. 4
- * Implement adaptive swimming lessons programs at Adventure Oasis 3
- * Implement restructured fee program. 4
- * Work with Tourism staff to include the water park in the overall visitor package information. 4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6045 - Adventure Oasis Water Park Fund: 12 - Parks Improv. Sales

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	67,375	75,650	75,650	68,678
Other Services & Charges	482,906	469,652	469,652	494,728
Supplies	18,368	13,300	13,300	13,300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	568,649	558,602	558,602	576,706
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6046 - Sports Administration

2016-17 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

Sports Administration supports and funds year-round sports program for Independence residents of all ages and abilities at multiple indoor and outdoor facilities. Additionally, this cost center supports all operational needs associated with the athletic fields located at the Independence Athletic Complex as well as existing athletic fields located at various City park sites. Responsibilities also include maintenance of all non-athletic field open space, facilities, structures and grounds located in the Independence Athletic Complex.

2015-16 Accomplishments

Goal Ref

- * Completed ballfield repairs at Mill Creek Park, the Independence Athletic Complex, and Crysler Stadium. 3
- * Initiated the development of an inclusive recreation plan that encompasses our entire department. 3
- * Completed Crysler Wall Replacement Project. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Number of leagues	14	17	15	16
Number of tournaments	20	18	22	20
Number of camps	7	8	8	8
Number of schools/associations supported	13	14	14	14

2016-17 Objectives

Goal Ref

- * Complete the inclusive recreation plan for the Parks and Recreation department. 3
- * Implement 2 additional adaptive sports programs. 3
- * Oversee the implementation of the inaugural season of the Independence Veterans Collegiate Baseball Team. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	4.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6046 - Sports Administration

2016-17 Operating Budget
Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Assistant Foreman	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	3.88	3.88	3.88	3.88
Total	9.88	9.88	9.88	9.88

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	380,529	439,848	439,848	435,946
Other Services & Charges	120,089	139,787	139,787	144,148
Supplies	44,510	60,345	60,345	60,934
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	545,128	639,980	639,980	641,028

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6061 - Tourism Administration

2016-17 Operating Budget
Fund: 04 - Tourism Fund

Description

Tourism Administration oversees administrative, marketing and historic preservation activities associated with the Tourism Division of the Parks, Recreation & Tourism Department. The Division actively works with various Boards, Commissions and organizations, associations and private sector to further enhance the City's Tourism and historical assets.

2015-16 Accomplishments

Goal Ref

- * Assisted with the replacement of the Pioneer Woman Statue 1
- * Assisted with the development and implementation of the Parks, Recreation and Tourism interim management plan 2
- * Incorporated Tourism into the Cityworks program to assist with the care of the historic sites office management. 2

2016-17 Objectives

Goal Ref

- * Assist with the implementation of the Parks, Recreation and Tourism consolidation plan 2
- * Develop a capital improvements plan for the historic sites 3
- * Facilitate the implementation of the tourism marketing and promotions program 4
- * Update the lease agreements for historic sites 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Historic Pres Manager	.00	.00	.00	.50
Tourism Manager	.00	.00	.00	1.00
Tourism Specialist	.00	.00	.00	1.00
Total	.00	.00	.00	2.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,025,633	902,005	902,005	260,736
Other Services & Charges	0	0	0	585,676

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
 Cost Center: 6061 - Tourism Administration

2016-17 Operating Budget
 Fund: 04 - Tourism Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Supplies	0	0	0	2,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,025,633	902,005	902,005	848,412
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
Cost Center: 6062 - Nat'l Frontier Trails Museum Fund: 04 - Tourism Fund

Description

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum featuring the westward expansion of the United States and the role Independence played in that development. The museum annually received visitors from throughout the United States and various foreign countries. The museum hosts programs, community gatherings, meetings, and provides rental space for local organizations. In cooperation with the Independence School District, the museum provides special programming to help local school children meet curriculum requirements. The museum has also become a well-known resource to help school teachers through the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and library on the topic of the overland trails. The museum store provides visitors with memorabilia and creates additional revenue for the City. The NFTM is the only museum in the nation certified by the National Park Service to interpret five national historic trails.

2015-16 Accomplishments

Goal Ref

- * Assisted with the development and implementation of the Parks, Recreation, and Tourism interim management plan. 2
- * Coordinated the replacement of the Pioneer Woman Statue. 3
- * Partnered with the Oregon-California Trails Association (OCTA) to digitize Mattes collection to increase public access. 2
- * Conducted a Teacher Institute for local school teachers to obtain continuing education credits. 4
- * Produced the inaugural run of the outdoor play "Frontiers". 4
- * Enlarged the number of volunteers by 27% and increased volunteer hours. 4
- * Upgraded security system for enhanced public safety. 3
- * Created and implemented a new curriculum-based 8th grade program in collaboration with the Independence School District. 2
- * Debuted the Experiential History Program throughout the City to increase tourist attractions and promote longer stays. 4
- * Partnered with the Missouri Humanities Council and Friends of NFTM to provide 3 Family Fun Days for the community. 4
- * Increased use of technology to improve efficiencies and enhance public service by adding wi-fi capability to the theater and library. 2
- * Cultivated a more attractive and well maintained property by repairing, expanding, and adding landscaping to the front patio area. 1

2016-17 Objectives

Goal Ref

- * Assist with the implementation of the Parks, Recreation, and Tourism consolidation plan. 2
- * Assist with updating the lease agreement for the NFTM facility and surrounding property. 3

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism 2016-17 Operating Budget
 Cost Center: 6062 - Nat'l Frontier Trails Museum Fund: 04 - Tourism Fund

2016-17 Objectives	Goal Ref
* Implement the second experiential history storyline, "Path to Progress".	3
* Replace the "Westward Fever" exhibit.	3
* Work with the Friends of the NFTM to conduct a membership drive.	2
* Upgrade the fire protection system.	3
* Develop and implement a phased plan to digitize the City's holdings in the Mattes Library.	2
* In order to promote attractive and desirable neighborhoods, the NFTM will increase the landscaping of the museum's grounds.	1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Museum Administrator Curator	.00	.00	.00	1.00
Events/Education Prg Mgr	.00	.00	.00	1.00
Museum Operations Mgr	.00	.00	.00	1.00
Museum Coordinator	.00	.00	.00	1.00
Museum Service Assistant	.00	.00	.00	1.00
Total	.00	.00	.00	5.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	77,806	495,194	495,194	342,270
Other Services & Charges	0	0	0	160,387
Supplies	0	0	0	25,405
Capital Outlay	0	0	0	1,000
Other Expenditures	0	0	0	0
Total	77,806	495,194	495,194	529,062
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6063 - Historic Sites

2016-17 Operating Budget
Fund: 04 - Tourism Fund

Description

The Historic Sites Maintenance cost center is responsible for daily historic site maintenance operations, including mowing and trimming, landscape bed care, snow removal, litter and debris removal and basic repairs and painting for all City-owned historic properties under the direction of the Parks, Recreation and Tourism Department.

2016-17 Objectives

Goal Ref

- * Assist with the implementation of the Parks, Recreation and Tourism consolidation plan 2
- * Develop and implement a routine care and maintenance plan for the historic sites 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Maintenance Aide	.00	.00	.00	2.00
Maintenance Mechanic	.00	.00	.00	.50
Total	.00	.00	.00	2.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	195,872	172,263	172,263	119,565
Other Services & Charges	0	0	0	41,760
Supplies	0	0	0	500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	195,872	172,263	172,263	161,825

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
Cost Center: 6064 - Tourism Sales & Services

2016-17 Operating Budget
Fund: 04 - Tourism Fund

Description

The Tourism Sales and Services cost center is responsible for the daily operations of the Visitor Experience Center, directly and indirectly soliciting, securing and supporting group tours, events, conferences, etc., and training of tourism related volunteers.

2015-16 Accomplishments

Goal Ref

- * Assisted with the development and implementation of the Parks, Recreation and Tourism interim management plan 2
- * Further integrated and refined the Visitor Experience Center to create stop shop" concept for visitors 4
- * Partnered with Spectra Entertainment Venue Management, hotels, restaurants, attractions, etc. in an effort to attract various events, conferences and groups to Independence 4

2016-17 Objectives

Goal Ref

- * Assist with the implementation of the Parks, Recreation and Tourism consolidation plan 2
- * Develop and implement a revitalized group tour program 4
- * Develop and implement an event bid vetting system 4

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Convention Services Manager	.00	.00	.00	1.00
Visitor Center Attendant	.00	.00	.00	2.00
Total	.00	.00	.00	3.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	320,799	282,131	282,131	146,672
Other Services & Charges	0	0	0	109,000
Supplies	0	0	0	10,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks/Recreation/Tourism
 Cost Center: 6064 - Tourism Sales & Services

2016-17 Operating Budget
 Fund: 04 - Tourism Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Total	320,799	282,131	282,131	266,172

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental

2016-17 Operating Budget

Department Description

To account for those charges that are not directly chargeable to a specific department or function within each fund. This section includes worker's compensation claims, contingencies, charges for insurance, utilities, postage, telephone, etc.

Description	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	8,779,104	8,896,562	8,710,685	9,338,757
6503 Capital Outlay	343,177	400,000	400,000	376,700
6504 City Council Strategic Goal	105,550	250,000	557,944	200,000
6505 Central Services	18,034	19,465	19,465	18,465
6511 Non-Departmental	13,985	13,200	13,200	0
6512 Non-Departmental	6,992	7,000	7,000	0
6520 Non-Departmental	22,387,277	22,501,886	22,512,186	22,806,332
6530 Non-Departmental	4,656,521	4,758,641	4,758,641	4,890,428
6540 Non Departmental	6,193,309	6,602,387	6,602,387	7,062,907
6591 Staywell PPO Plan	22,833,111	21,184,035	21,184,035	23,395,229
6595 Staywell Health Center	813,306	1,325,541	1,325,541	1,130,371
Total	66,150,366	65,958,717	66,091,084	69,219,189

Source of Funding

General Fund	9,245,865	9,566,027	9,688,094	9,933,922
Street Improv. Sales Tax Fund	13,985	13,200	13,200	0
Parks Improv. Sales Tax Fund	6,992	7,000	7,000	0
Power and Light Fund	22,387,277	22,501,886	22,512,186	22,806,332
Sanitary Sewer Fund	4,656,521	4,758,641	4,758,641	4,890,428
Water Fund	6,193,309	6,602,387	6,602,387	7,062,907
Staywell Health Care Fund	23,646,417	22,509,576	22,509,576	24,525,600
Total	66,150,366	65,958,717	66,091,084	69,219,189

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6502 - Non-Departmental

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	5,797,305	5,436,117	5,250,240	5,799,538
Other Services & Charges	2,981,799	2,902,640	2,902,640	2,930,745
Supplies	0	0	0	0
Capital Outlay	0	0	0	120,000
Other Expenditures	0	557,805	557,805	488,474
Total	8,779,104	8,896,562	8,710,685	9,338,757

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6503 - Capital Outlay

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	9,074	0	0	0
Supplies	0	0	0	0
Capital Outlay	334,103	400,000	400,000	376,700
Other Expenditures	0	0	0	0
Total	343,177	400,000	400,000	376,700
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6505 - Central Services

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Provides funds and accountability of certain common goods purchased for distribution to all City departments. This acts as a revolving fund for the most part. Also used for lease of, maintenance, and supplies for all copy machines which are located in the City Hall building and are in Purchasing's charge.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	18,034	16,000	16,000	15,000
Supplies	0	3,465	3,465	3,465
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	18,034	19,465	19,465	18,465

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6511 - Non-Departmental

2016-17 Operating Budget
 Fund: 11 - Street Improv. Sales

Description

This cost center accounts for the amount paid out of the Street Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	13,985	13,200	13,200	0
Total	13,985	13,200	13,200	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6512 - Non-Departmental

2016-17 Operating Budget
 Fund: 12 - Parks Improv. Sales

Description

This cost center accounts for the amount paid out of the Park Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	6,992	7,000	7,000	0
Total	6,992	7,000	7,000	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6520 - Non-Departmental

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	2,757,981	2,523,102	2,523,102	2,770,197
Other Services & Charges	6,178,267	6,129,442	6,129,442	6,169,850
Supplies	0	0	0	0
Capital Outlay	59,186	11,825	11,825	10,000
Other Expenditures	13,391,843	13,837,517	13,847,817	13,856,285
Total	22,387,277	22,501,886	22,512,186	22,806,332

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
Cost Center: 6530 - Non-Departmental

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	497,368	458,607	458,607	514,712
Other Services & Charges	1,823,219	1,899,374	1,899,374	1,788,677
Supplies	0	12,500	12,500	45,500
Capital Outlay	9,030	0	0	0
Other Expenditures	2,326,904	2,388,160	2,388,160	2,541,539
Total	4,656,521	4,758,641	4,758,641	4,890,428

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6540 - Non Departmental

2016-17 Operating Budget
 Fund: 40 - Water Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	712,771	663,510	663,510	729,152
Other Services & Charges	2,773,261	2,855,958	2,855,958	3,188,384
Supplies	0	0	0	0
Capital Outlay	9,238	10,000	10,000	10,000
Other Expenditures	2,698,039	3,072,919	3,072,919	3,135,371
Total	6,193,309	6,602,387	6,602,387	7,062,907

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6591 - Staywell PPO Plan

2016-17 Operating Budget
 Fund: 91 - Staywell Health Care

Description

This program is used to account for the costs of the city's self funded health care plan.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	22,833,111	21,184,035	21,184,035	23,395,229
Total	22,833,111	21,184,035	21,184,035	23,395,229
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6595 - Staywell Health Center

2016-17 Operating Budget
 Fund: 91 - Staywell Health Care

Description

This cost center is used to account for the costs of the city's Stay Well Health and Wellness Center.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	644,199	1,325,541	1,325,541	1,117,871
Capital Outlay	35,336	0	0	0
Total	679,535	1,325,541	1,325,541	1,117,871
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6502 - Non-Departmental

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	5,797,305	5,436,117	5,250,240	5,799,538
Other Services & Charges	2,981,799	2,902,640	2,902,640	2,930,745
Supplies	0	0	0	0
Capital Outlay	0	0	0	120,000
Other Expenditures	0	557,805	557,805	488,474
Total	8,779,104	8,896,562	8,710,685	9,338,757

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6503 - Capital Outlay

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	9,074	0	0	0
Supplies	0	0	0	0
Capital Outlay	334,103	400,000	400,000	376,700
Other Expenditures	0	0	0	0
Total	343,177	400,000	400,000	376,700
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6505 - Central Services

2016-17 Operating Budget
 Fund: 02 - General Fund

Description

Provides funds and accountability of certain common goods purchased for distribution to all City departments. This acts as a revolving fund for the most part. Also used for lease of, maintenance, and supplies for all copy machines which are located in the City Hall building and are in Purchasing's charge.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	18,034	16,000	16,000	15,000
Supplies	0	3,465	3,465	3,465
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	18,034	19,465	19,465	18,465

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6511 - Non-Departmental

2016-17 Operating Budget
 Fund: 11 - Street Improv. Sales

Description

This cost center accounts for the amount paid out of the Street Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	13,985	13,200	13,200	0
Total	13,985	13,200	13,200	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6512 - Non-Departmental

2016-17 Operating Budget
 Fund: 12 - Parks Improv. Sales

Description

This cost center accounts for the amount paid out of the Park Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	6,992	7,000	7,000	0
Total	6,992	7,000	7,000	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
Cost Center: 6520 - Non-Departmental

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	2,757,981	2,523,102	2,523,102	2,770,197
Other Services & Charges	6,178,267	6,129,442	6,129,442	6,169,850
Supplies	0	0	0	0
Capital Outlay	59,186	11,825	11,825	10,000
Other Expenditures	13,391,843	13,837,517	13,847,817	13,856,285
Total	22,387,277	22,501,886	22,512,186	22,806,332

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
Cost Center: 6530 - Non-Departmental

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	497,368	458,607	458,607	514,712
Other Services & Charges	1,823,219	1,899,374	1,899,374	1,788,677
Supplies	0	12,500	12,500	45,500
Capital Outlay	9,030	0	0	0
Other Expenditures	2,326,904	2,388,160	2,388,160	2,541,539
Total	4,656,521	4,758,641	4,758,641	4,890,428

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6540 - Non Departmental

2016-17 Operating Budget
 Fund: 40 - Water Fund

Description

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	712,771	663,510	663,510	729,152
Other Services & Charges	2,773,261	2,855,958	2,855,958	3,188,384
Supplies	0	0	0	0
Capital Outlay	9,238	10,000	10,000	10,000
Other Expenditures	2,698,039	3,072,919	3,072,919	3,135,371
Total	6,193,309	6,602,387	6,602,387	7,062,907

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6591 - Staywell PPO Plan

2016-17 Operating Budget
 Fund: 91 - Staywell Health Care

Description

This program is used to account for the costs of the city's self funded health care plan.

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	22,833,111	21,184,035	21,184,035	23,395,229
Total	22,833,111	21,184,035	21,184,035	23,395,229
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2016-17 Operating Budget
Fund: 92 - Worker's Compensation

Description

The Workers Compensation Program functions as an internal service provider for City employees. The program ensures that City employees who sustain valid work-related injuries will receive all benefits provided under state statute and City policies. The program will maintain self-funded status as defined by the State of Missouri Department of Insurance and Division of Workers Compensation. The program will provide injured worker benefits through the Workers Compensation Fund, which will be funded by premiums paid by each City department.

2015-16 Accomplishments

Goal Ref

- * Pharmacy Benefit Card created a 41% cost savings for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy. 3
- * Updated Early Intervention program nurse phone number, reducing response time to provide proper care for injured workers. 3
- * Updated Citynet page, employee injury forms to reflect new phone number, and distributed cards containing updated instructions to all employees. 3
- * Provided value added service of job task analyses for job classifications with a history or potential of injury. 3
- * Closed 98% of medical-only claims within six months of final medical care. 3
- * 79% of closed non-litigated indemnity claims were closed within 12 months of reaching maximum medical improvement (MMI) including 80% involving permanent partial disability, representing 61% of all non-litigated claims at MMI. 3
- * 100% of closed non-denied litigated claims were closed within 24 months of reaching maximum medical improvement (MMI), representing 32% of all litigated claims at MMI. 3
- * Accommodated 95% of doctor restrictions for returning injured workers to temporary modified duty, including utilizing placement in alternate work areas when home department was unable to accommodate work restrictions. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Closure of Medical-Only claims within 6 months of MMI				

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2016-17 Operating Budget
Fund: 92 - Worker's Compensation

2016-17 Objectives	Goal Ref
* Timely closure of all workers compensation claims:	3
- Close 95% of all Medical-only claims within six months of final medical care.	
- Close 90% of all Non-litigated claims involving permanent partial disability within twelve months of reaching maximum medical improvement (MMI).	
- Close 80% of all Litigated claims within twenty-four months of MMI.	
* Accommodate 95% of Returns to work when treating doctor places injured worker on modified duty.	3
* Develop job analyses to assist in returning injured workers to regular job duties.	3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst City Counselor II	.50	.50	.50	.50
Worker's Compensation Coord	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.50	.50
Total	2.00	2.00	2.00	2.00
	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	153,479	153,934	153,934	160,180
Other Services & Charges	2,185,138	2,395,550	2,395,550	2,305,850
Supplies	2,842	6,500	6,500	6,500
Capital Outlay	1,007	2,500	2,500	2,500
Other Expenditures	0	0	0	0
Total	2,342,466	2,558,484	2,558,484	2,475,030
	2,342,466	2,558,484	2,558,484	2,475,030

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental 2016-17 Operating Budget
 Cost Center: 6595 - Staywell Health Center Fund: 91 - Staywell Health Care

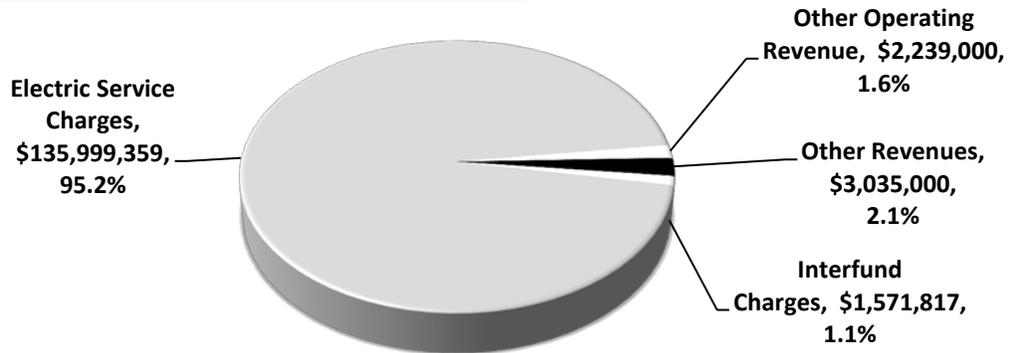
Description

This cost center is used to account for the costs of the city's Stay Well Health and Wellness Center.

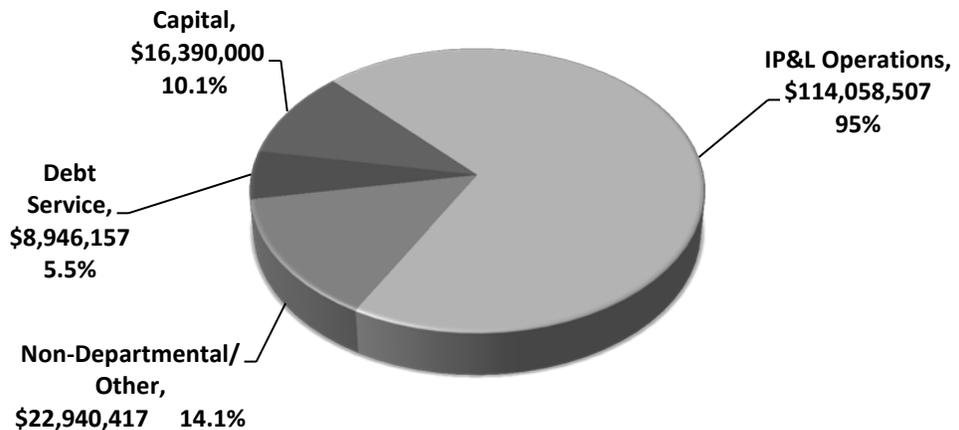
Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	644,199	1,325,541	1,325,541	1,117,871
Capital Outlay	35,336	0	0	0
Total	679,535	1,325,541	1,325,541	1,117,871
	=====	=====	=====	=====

Source of Budget Dollars \$142,845,176



Allocation of Budget Dollars \$162,335,081



City of Independence, Missouri
2016-17 Operating Budget
Budget Summary Power and Light Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 138,186,898	\$ 131,819,453	\$ 138,238,359	96.8%	\$ 6,418,906	4.9%
Interest Income	15,586	36,000	35,000	0.0%	(1,000)	-2.8%
Interfund Charges	1,467,239	1,484,545	1,571,817	1.1%	87,272	5.9%
Other Revenues	286,200	3,000,000	3,000,000		-	0.0%
Total Estimated Revenues	\$ 139,955,923	\$ 136,339,998	\$ 142,845,176	100.0%	\$ 6,505,178	4.8%
Total Sources	\$ 139,955,923	\$ 136,339,998	\$ 142,845,176		\$ 6,505,178	4.8%
Use of Budget Dollars						
Operating Budget:						
Technology Services	\$ 127,700	\$ 129,495	\$ 134,085	0.1%	\$ 4,590	3.5%
Power and Light Dept.	104,186,379	109,902,547	114,058,507	70.2%	4,155,960	3.8%
Non-Departmental	22,387,277	22,512,186	22,806,332	14.0%	294,146	1.3%
Debt Service	8,944,557	8,946,957	8,946,157	5.5%	(800)	0.0%
Total Operating Budget	\$ 135,645,913	\$ 141,491,185	\$ 145,945,081	89.8%	\$ 4,453,896	3.1%
Capital Budget:						
Capital Projects	\$ 3,306,351	13,923,295	16,390,000	10.1%	2,466,705	17.7%
Transfers:						
Falls at Crackerneck Creek TIF	\$ 93,433	83,642	99,261	0.1%	15,619	18.7%
Total Uses	\$ 139,045,697	\$ 155,498,122	\$ 162,434,342		\$ 6,936,220	4.5%
Change in Available Resources	\$ 910,226	\$ (19,158,124)	\$ (19,589,166)		\$ (431,042)	2.25%

City of Independence, Missouri
2016-17 Operating Budget
Historical Data - Power and Light Fund
For the Fiscal Years 2010-11 through 2014-15

Description	2010-11	2011-12	2012-13	2013-14	2014-15
Net Income (Loss)					
Net Income (Loss)	\$ (616,514)	\$ 1,807,024	\$ (2,821,422)	\$ 339,291	\$ (11,439,723)
Capital Contributions	1,905,706	154,564	585,916	438,026	518,197
Change in Net Assets	<u>\$ 1,289,192</u>	<u>\$ 1,961,588</u>	<u>\$ (2,235,506)</u>	<u>\$ 777,317</u>	<u>\$ (10,921,526)</u>

Net Available Resources					
Net Available Resources-					
Total Current Assets	\$46,415,386	\$60,588,681	\$72,227,861	\$84,667,685	\$ 87,410,690
Less:					
Inventories	(12,939,459)	(12,759,050)	(12,505,713)	(11,442,057)	(10,041,133)
Prepaid Items	(140,101)	(281,935)	(234,783)	(263,869)	(252,737)
Current Liabilities	(12,139,397)	(13,849,277)	(16,249,323)	(14,839,384)	(14,950,930)
Capital Budget Appropriations	(1,715,415)	(2,368,086)	(3,270,885)	(648,131)	(13,923,295)
Carryover Outstanding Encumbrances	(2,715,447)	(4,835,350)	(3,900,873)	(4,944,912)	(3,554,647)
Net Available Resources	<u>\$16,765,567</u>	<u>\$26,494,983</u>	<u>\$36,066,284</u>	<u>\$52,529,332</u>	<u>\$ 44,687,948</u>
Target Working Capital	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000	\$ 21,000,000
Source: 2010-11 through 2014-15 - Comprehensive Annual Financial Report					

Employee Staffing (in Full Time Equivalents)					
Department:					
Technology Services	1.50	1.50	1.50	1.50	1.50
Power and Light	222.00	233.00	236.00	238.00	239.00
Total	<u>223.50</u>	<u>234.50</u>	<u>237.50</u>	<u>239.50</u>	<u>240.50</u>

Utility Statistics					
No. of Residential Customers	51,277	51,124	51,150	51,432	51,662
No. of Other Customers	5,181	5,168	5,142	5,117	5,101
Generated Power (MWH)	120,588	271,460	286,682	170,118	219,911
Purchased Power (MWH)	1,129,598	928,803	880,110	968,562	893,552

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Proposed Budget	%Chg. Curr Est to Prop
Power and Light Fund						
<u>Operating Revenue</u>						
20-4010	Electric Service Charges	135,915,878	138,580,000	129,567,939	135,999,359	5.0%
20-4600	Other Operating Revenue	1,816,949	1,884,000	1,929,514	1,917,000	-0.6%
20-4700	Change in Unbilled Revenue	454,072	322,000	322,000	322,000	0.0%
	Total Operating Revenue	138,186,898	140,786,000	131,819,453	138,238,359	4.9%
20-3421	Interfund Charges	1,467,239	1,484,545	1,484,545	1,571,817	5.9%
20-3411	Interest Income	15,586	12,000	36,000	35,000	-2.8%
20-4900	Other Revenues, Net	286,200	0	3,000,000	3,000,000	0.0%
	Total Revenues	\$139,955,923	\$142,282,545	\$136,339,998	\$142,845,176	4.8%

**Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus**

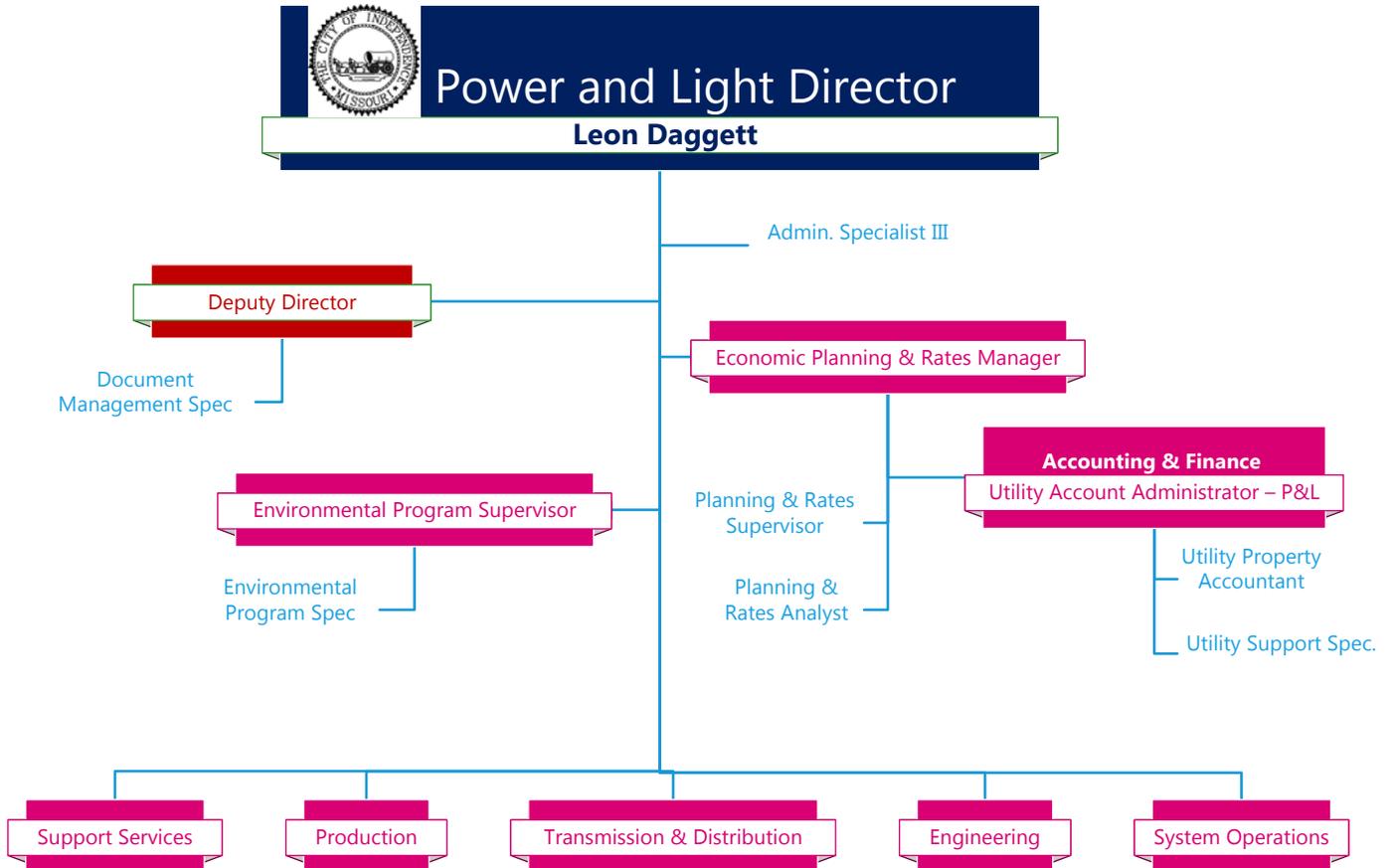
Kansas City Power & Light Company, Kansas City Power & Light Company - Greater Missouri Operations, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Kansas City Power & Light Co. (KCPL)			Kansas City Power & Light Co. - GMO (KCPL-GMO)			Board of Public Utilities-Kansas City (BPU-KC)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer Usage (Jan 15 - Dec 15) Average Monthly KWH = 759	RS-3	111.53	R	116.19	4.18%	M0860	110.80	-0.65%	100	102.89	-7.75%
Low User Average Monthly KWH = 400	RS-3	61.09	R	68.55	12.21%	M0860	63.98	4.73%	100	62.28	1.95%
High User Average Monthly KWH = 1,000	RS-3	144.90	R	143.87	-0.71%	M0860	139.43	-3.78%	100	131.15	-9.49%
Small General Service (Commercial)											
Average Customer Usage (Jan 15 - Dec 15) Average Monthly KWH = 761 (6 KW Demand)	GS-1	132.51	SGS	141.16	6.53%	M0710	117.22	-11.54%	200 ND	147.46	11.28%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	74.26	SGS	83.76	12.79%	M0710	70.57	-4.97%	200 ND	93.14	25.42%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	170.24	SGS	179.09	5.20%	M0710	148.07	-13.02%	200 ND	183.37	7.71%
Large General Service (Commercial and Industrial)											
Average Customer Usage (Jan 15 - Dec 15) Ave. Monthly KWH = 15,960 (50% Load Factor)	LGS-1	2,085.76	MGS	1,828.39	-12.34%	M0711	1,760.18	-15.61%	200	1,953.92	-6.32%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	702.19	SGS	663.28	-5.54%	M0711	593.58	-15.47%	200 ND	786.45	12.00%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	7,423.22	MGS	6,541.73	-11.87%	M0720	5,539.37	-25.38%	200	6,554.65	-11.70%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	17,593.20	MGS	16,777.98	-4.63%	M0735	12,656.19	-28.06%	250	18,828.22	7.02%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	26,204.50	LGS	22,089.32	-15.70%	M0735	17,971.05	-31.42%	250	23,971.21	-8.52%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	41,294.68	MGS	40,100.74	-2.89%	M0735	30,099.22	-27.11%	300	44,655.40	8.14%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	61,961.80	LGS	52,838.26	-14.72%	M0735	44,854.87	-27.61%	300	56,787.39	-8.35%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	128,478.60	MGS	134,287.82	4.52%	M0735	99,871.32	-22.27%	400	132,675.98	3.27%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	193,651.00	LGS	176,782.23	-8.71%	M0735	142,390.17	-26.47%	400	170,256.27	-12.08%

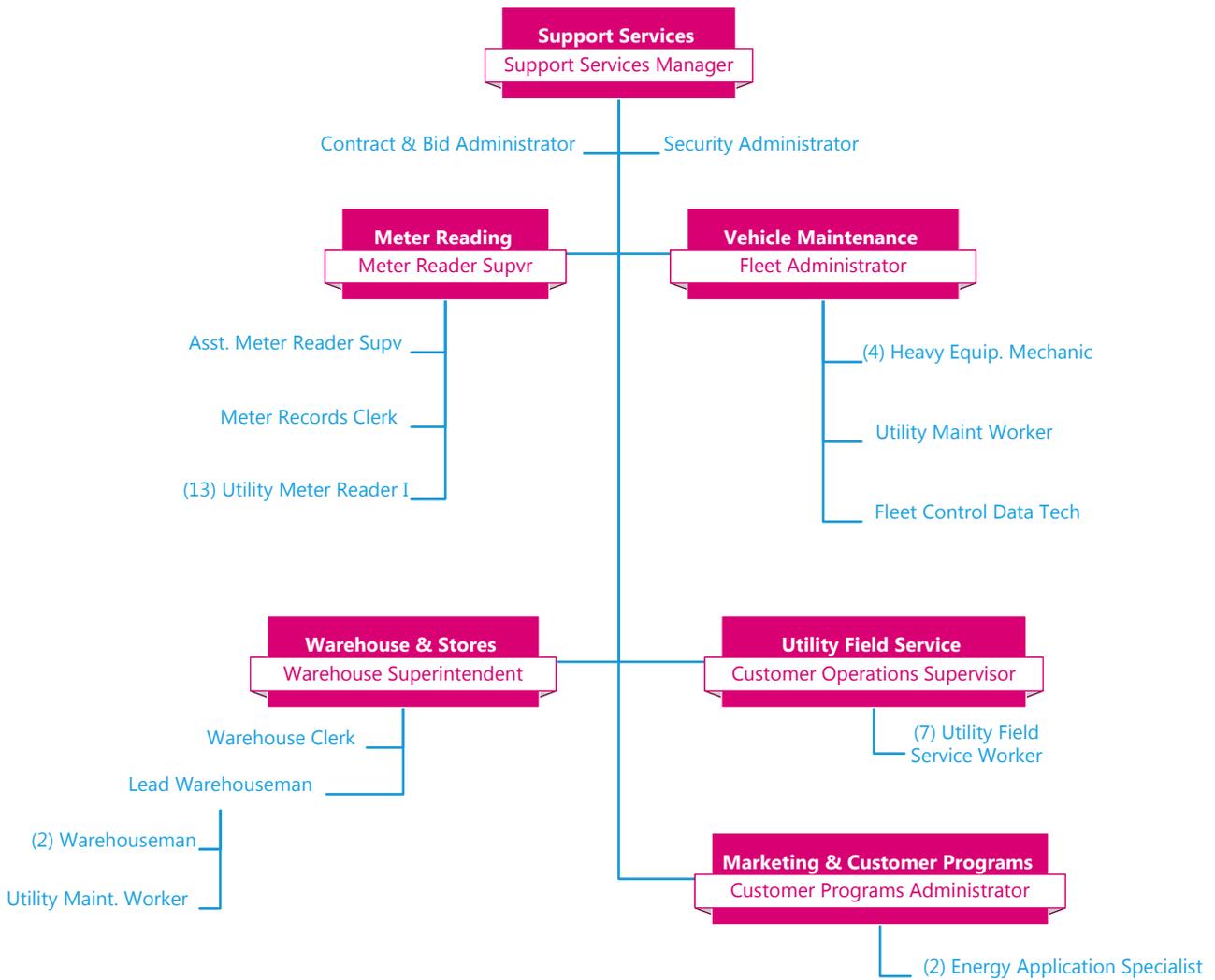
NOTES:

- (a) IPL rates include Fuel Cost Adjustment of \$0.023738 per KWH as based on the weighted average of the actual monthly Fuel Cost Adjustment rates through December 2015.
- (b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, KCPL-GMO, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
- (c) KCPL costs include applicable DSIM charges of \$0.00022/kWh for Residential and \$0.00358/kWh for Non-Residential as of February 2016.
- (d) KCPL-GMO costs include applicable FAC (\$0.00375/kWh Secondary & \$0.00368/kWh Primary), DSIM (\$0.00311/kWh - Res & \$0.00202 - Non-Res), and RESRAM (\$0.00094/kWh) charges as of September 2015.
- (e) BPU-KC costs include applicable ERC and ESC charges of January 2016.
- (f) No sales tax is included in the above bill amounts.
- (g) Average customer usages are based on IPL's average customer usage for RS-3, GS-1, & LGS-1 service type for each month from January 2015 through December 2015.

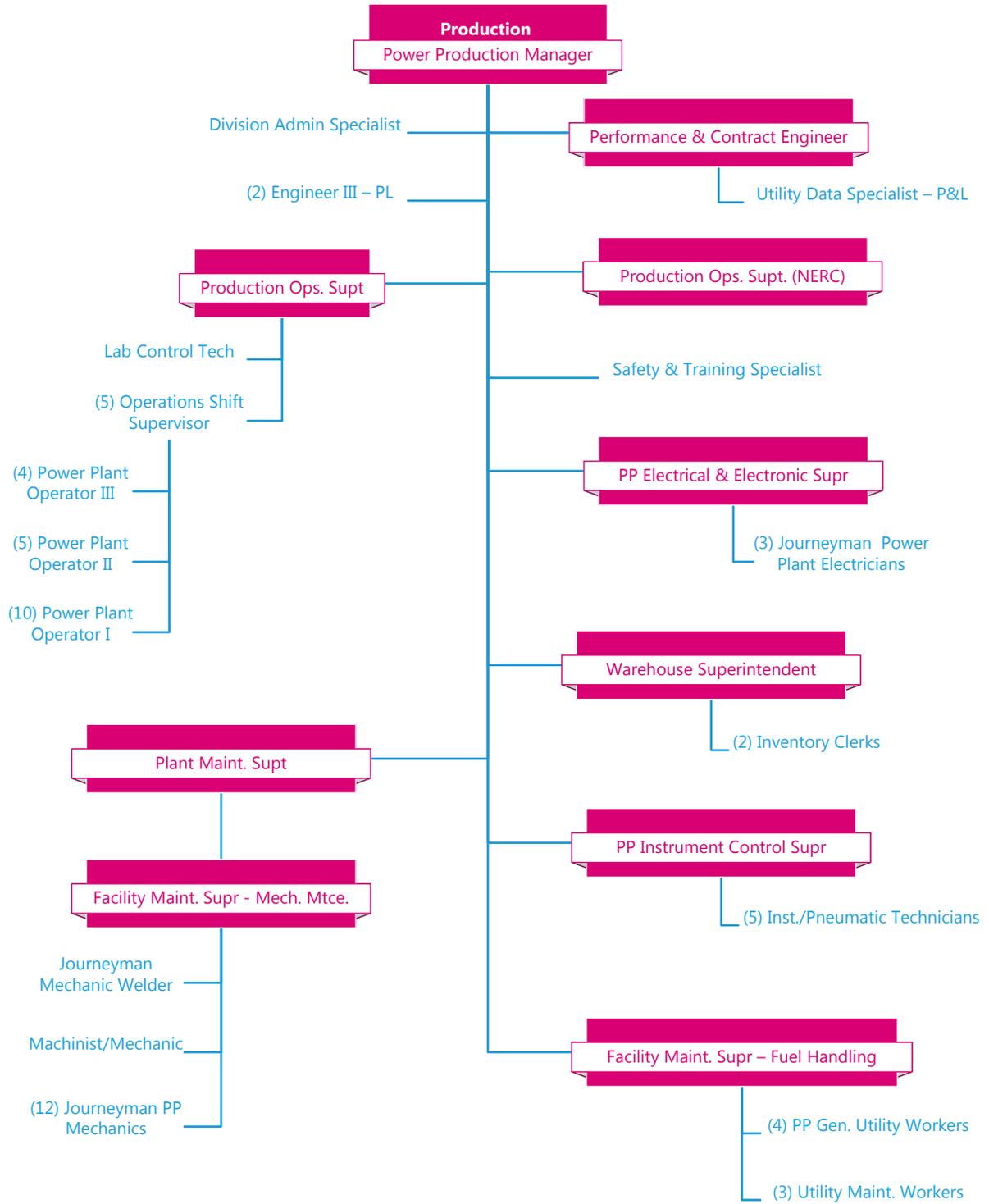
Power and Light



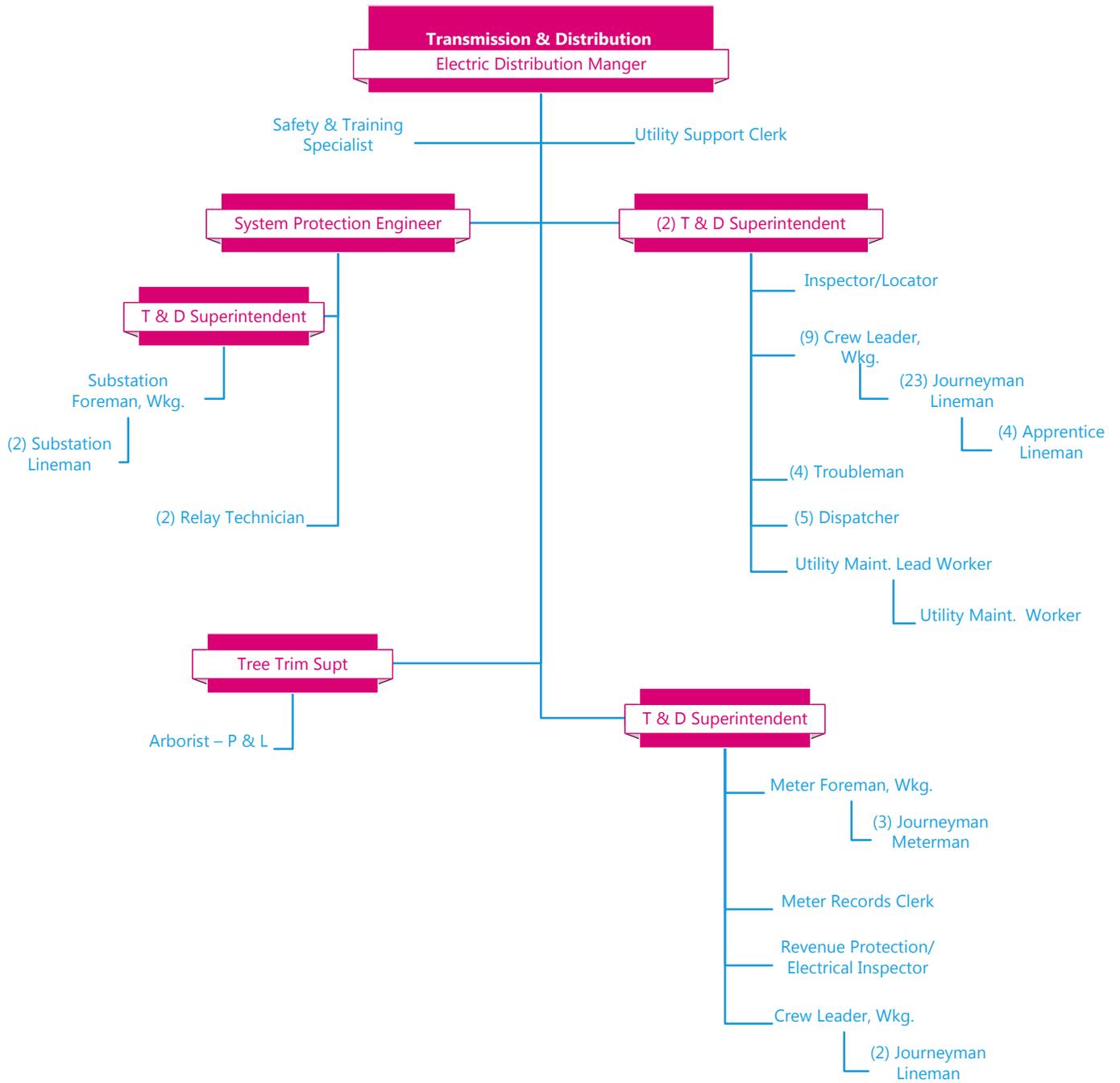
Power and Light continued



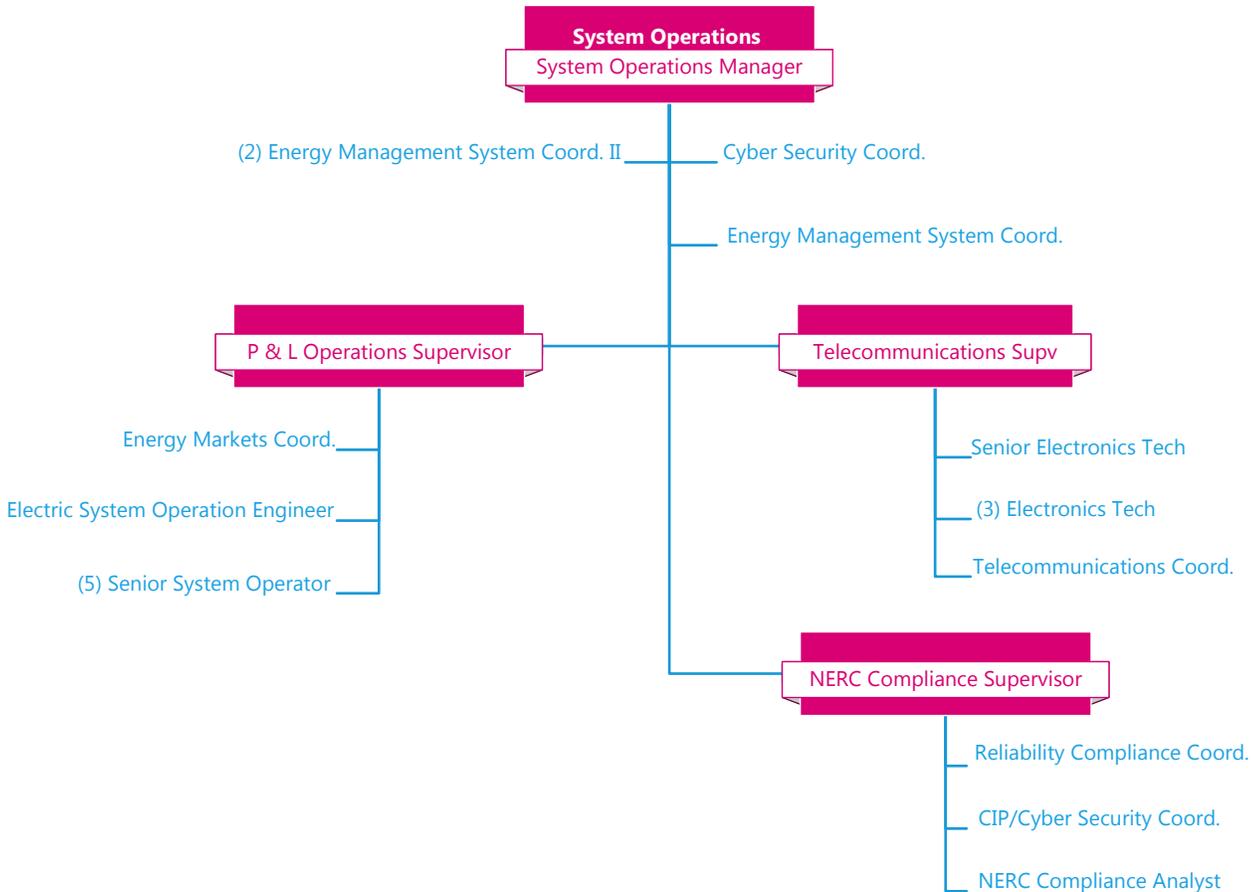
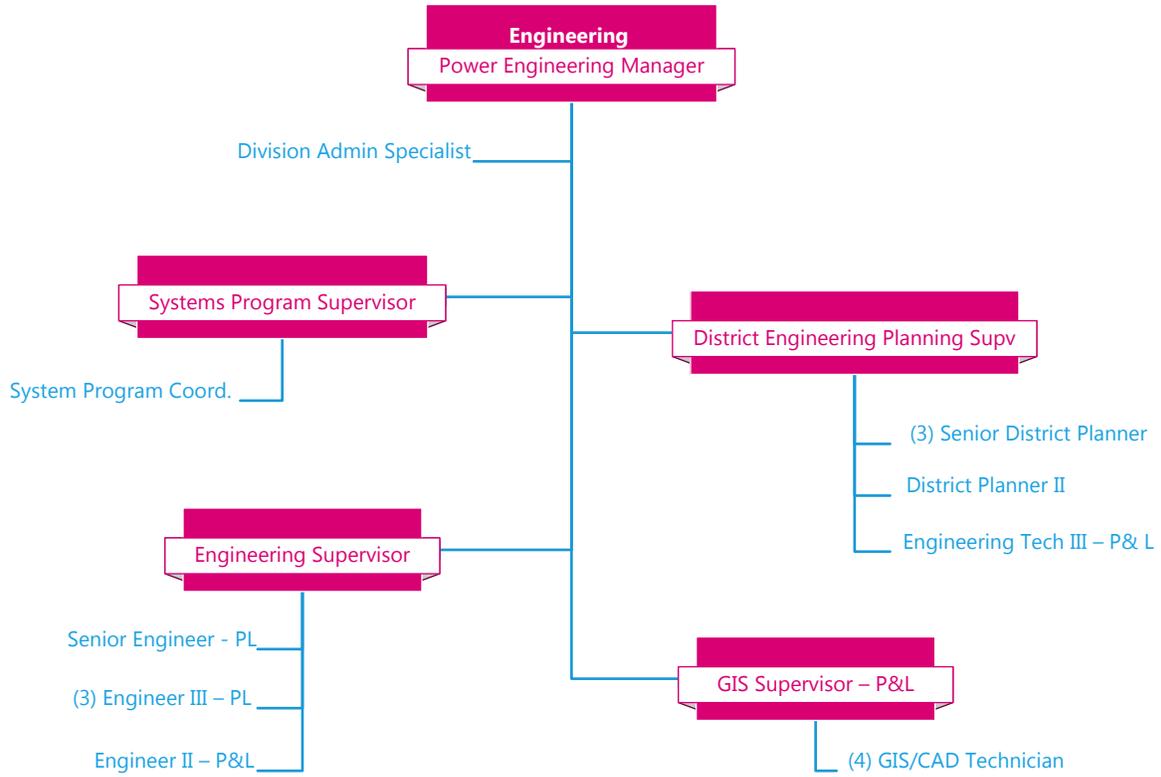
Power and Light continued



Power and Light continued

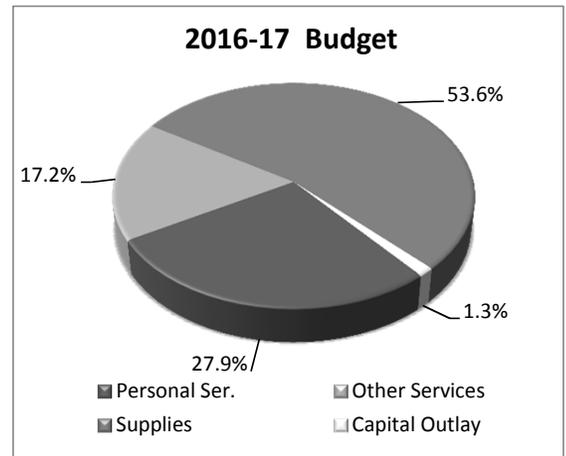


Power and Light continued



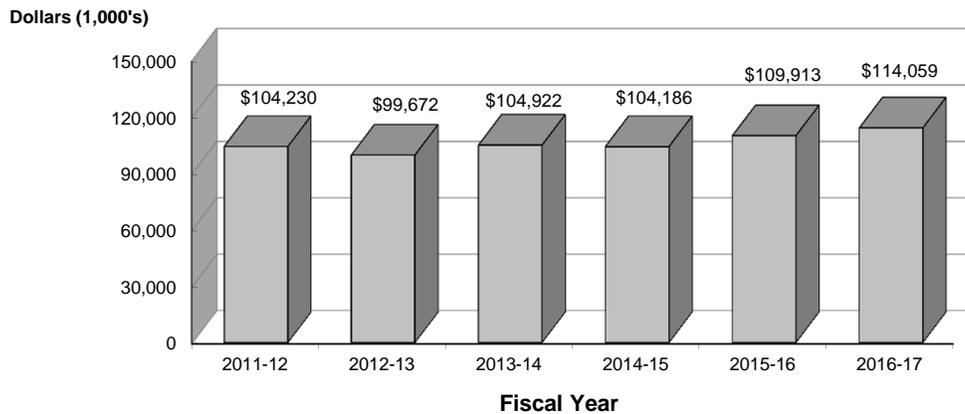
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 28,246,129	\$ 29,651,723	\$ 29,651,723	\$ 31,796,290
Other Services	18,500,124	20,465,648	20,944,698	19,659,735
Supplies	56,456,000	58,534,326	58,042,626	61,148,482
Capital Outlay	984,126	1,261,150	1,263,500	1,454,000
Other	-	-	-	-
Total	\$ 104,186,379	\$ 109,912,847	\$ 109,902,547	\$ 114,058,507



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	233.00	236.00	238.00	239.00	239.00	239.00
Amount by Fund:						
Power and Light Fund	\$ 104,229,826	\$ 99,672,439	\$ 104,921,884	\$ 104,186,379	\$ 109,912,847	\$ 114,058,507
Total All Funds	\$ 104,229,826	\$ 99,672,439	\$ 104,921,884	\$ 104,186,379	\$ 109,912,847	\$ 114,058,507
Comparative Ratios:						
Per Capita	\$ 892.15	\$ 853.14	\$ 895.14	\$ 888.43	\$ 937.50	\$ 972.86
Per Household	\$ 2,138.40	\$ 2,110.14	\$ 2,124.66	\$ 1,930.02	\$ 2,015.20	\$ 2,091.21



City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable and environmentally friendly electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

2015-16 Accomplishments

Goal Ref

- * Finalized design features for the new office building to obtain Platinum LEED certification and contracted Burns & McDonnell as the General Contractor for the overall project. 3
- * Effectively managed the fuel transition from coal to natural gas at the Blue Valley power plant. 2
- * Completed the rate stabilization study. 4
- * Completed the permit activities with the Department of Natural Resources to renew the Blue Valley power plant air operating permit, DNR issuance of renewed permit is pending. 3
- * Completed tasks as defined in City Council Resolution 5933 regarding renewable energy and certain aspects with the Department's coal-fired generating units. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Average Number of Retail Customers	56,474	56,709	56,736	56,929
Total Retail Energy Sales (Mwh)	1,030,251	995,485	1,055,098	1,080,661
Average Retail Sales per Customer (Kwh/customer)	18,243	17,554	18,597	18,983
Total Wholesale Energy Sales (Mwh)	59,754	86,075	63,300	94,051
Total Operating Revenues (in 000's)	138,814	139,078	140,786	146,960
Average Operating Revenue per Customer (\$/customer)	2,458	2,452	2,481	2,581
Total System (customer) Peak Load (Kw)	272,400	276,100	295,600	296,900
Annual System Load Factor (%)	45.40	42.56	42.80	43.00

2016-17 Objectives

Goal Ref

- * Complete the renovation project on the office building and effectively manage the transfer of staff to such location. 3
- * Begin development of a maintenance plan to preserve the reliable operation and remaining life of the IPL generating assets and minimize costs for operation. 3
- * Begin construction of the cap and closure for the Blue Valley ash 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

2016-17 Objectives

Goal Ref

- ponds.
- * Explore the funding, work load and rate impacts of the proposed Advanced Metering Infrastructure (AMI) and, pending City Council approval to proceed, complete development of the Blue Print to define the detailed requirements, processes and projected funding needed to complete the build out of such a system. 2
- * Implement the Community Solar Program to maximize customer participation. 2
- * Provide support and expertise to help successfully implement the new Utility Billing Enterprise Replacement (UBER) billing system. 2
- * Revamp IPL budgeting process to increase efficiencies and accuracy of the process. 2
- * Complete Blue Valley water permit renewal process. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Utility Property Accountant	.00	.00	.00	1.00
Utility Support Specialist	.00	.00	.00	1.00
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Utility Account Admin - P&L	.00	.00	.00	1.00
Planning & Rates Analyst	.00	.00	1.00	1.00
Engineer III - PL	1.00	1.00	.00	.00
Deputy Director Power & Light	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	1.00	1.00	1.00	1.00
Document Mgmt Specialist	1.00	1.00	1.00	1.00
Environmental Prog Supv, IPL	1.00	1.00	1.00	1.00
Environmental Prog Spec, IPL	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.00	12.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,081,748	1,345,831	1,345,831	1,737,030
Other Services & Charges	1,712,424	1,612,270	2,066,970	1,612,270
Supplies	7,843	11,500	11,500	11,500
Capital Outlay	27,252	4,500	4,500	4,500

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6110 - Administration

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Expenditures	0	0	0	0
Total	2,829,267	2,974,101	3,428,801	3,365,300

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning and construction contracts oversight.

2015-16 Accomplishments

Goal Ref

- * Successfully utilized 100% of commercial rebate funds. 1
- * Completed close-out of Energy Efficiency and Conservation Block Grant. 1
- * Implemented a social media website that will provide energy savings tips and practices. 1
- * Implemented an outreach campaign that promotes IPL, Home Energy Loan Program (HELP) and Energy Efficiency Programs. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Energy Efficiency Rebates Processed	128	119	120	125
Customers on Surge Protection Program	423	440	440	475
Energy Star Rebates	14	4	15	6
Commercial Rebates	9	11	12	12
Energy Efficiency Loans	6	13	25	25
Weatherization Program	0	0	0	10

2016-17 Objectives

Goal Ref

- * Improve the surge protection program by clarifying terms and conditions. 2
- * Promote the Home Energy Loan Program to increase number of loans by 10%. 1
- * Expand the social media website and increase the number of followers to 500. 1
- * Promote the low/moderate income weatherization program through social media program and website. 1
- * Expand the participation of the web based home audit tool to 500 registered participants. 1

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Utility Property Accountant	1.00	1.00	1.00	.00
Utility Support Clerk	1.00	1.00	1.00	.00
Utility Support Specialist	1.00	1.00	1.00	.00
Utility Account Admin - P&L	1.00	1.00	1.00	.00
Energy Applications Spec	2.00	2.00	2.00	2.00
Safety & Training Specialist	1.00	.00	.00	.00
Support Services Manager	1.00	.00	.00	.00
Support Services Manager	.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Security Administrator	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	.00	.00
Contract & Bid Administrator	.00	.00	1.00	1.00
Total	11.00	10.00	10.00	6.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	586,189	875,157	875,157	625,217
Other Services & Charges	319,029	601,700	600,700	622,000
Supplies	19,755	13,500	13,500	18,500
Capital Outlay	26,040	57,500	58,500	72,500
Other Expenditures	0	0	0	0
Total	951,013	1,547,857	1,547,857	1,338,217

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6122 - Warehouse and Stores

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2015-16 Accomplishments

Goal Ref

* Gravel roads were continuously maintained in the pole yard. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Purchase Requisitions Issued	641	521	640	540
Inventory Purchases:				
Transformers	550 546	287,243	600,000	600,000
Wood Poles	193,199	137,214	250,000	250,000
Street Light Poles	59,197	56,900	50,000	50,000
Wire	390,791	244,840	800,000	800,000
Other	732 662	1,288,533	1,367,500	1,400,000
Totals	1 926 395	2,024,730	3,067,500	3,100,000

2016-17 Objectives

Goal Ref

* Maintain gravel roads in the pole yard. 2
 * Replace the T12 fluorescent lighting in the warehouse area with more efficient LED High Bay lighting fixtures. 2
 * Warehouse upgrade to Inventory Management System. Purchase (5) five new scanners, label printer and supplies. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Warehouse Clerk 3rd Yr	1.00	1.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6122 - Warehouse and Stores

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	651,177	631,143	631,143	687,768
Other Services & Charges	197,172	269,800	269,800	362,100
Supplies	2,325,063	3,362,500	2,832,500	3,369,500
Capital Outlay	0	30,000	30,000	80,000
Other Expenditures	0	0	0	0
Total	3,173,412	4,293,443	3,763,443	4,499,368
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2015-16 Accomplishments

Goal Ref

- * Procured and implemented new fleet management software program. 2
- * Procured and implemented new vehicle diagnostic programs, including technician training. 2
- * Updated shop overhead oil service lines to include synthetic motor oil and antifreeze. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Fleet Miles Driven	692,358	657,266	700,000	710,000
Fleet Use in Gallons	85,927	81,774	90,000	75,000
Fleet Miles Per Gallon	8.6	8.8	9.0	11.0
Fleet Fuel Cost	275,206	214,265	200,000	170,000
Fleet Maintenance Cost	703,204	812,571	800,000	700,000
Fleet Preventive Maintenance Cost	43,109	36,195	50,000	60,000
Fleet Tire Cost	16,141	13,064	20,000	20,000
Total Fleet Operations Cost	804,541	757,280	900,000	900,000
Fleet Cost Per Mile	1.17	1.15	1.20	1.15

2016-17 Objectives

Goal Ref

- * Procure and implement an additional 20 vehicles to Fuel Master Aims 2 Ring technology. 2
- * Conduct a study on existing assets of IPL fleet. Outdated/not in use set for disposal. 3
- * Procure and implement tire purchasing and repair to be done in-house, State Bid. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
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City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Fleet Control Data Technician	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 1st-Year	.00	1.00	.00	.00
Heavy Equipment Mech 2nd-Year	.00	.00	1.00	.00
Heavy Equipment Mech 3rd-Year	4.00	3.00	3.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	826,685	769,432	769,432	858,100
Other Services & Charges	309,191	318,600	339,600	326,000
Supplies	258,706	370,800	349,800	371,500
Capital Outlay	862,908	864,500	864,500	875,000
Other Expenditures	0	0	0	0
Total	2,257,490	2,323,332	2,323,332	2,430,600

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6125 - Utility Field Service

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts and reading meters for customer transfers.

2015-16 Accomplishments

Goal Ref

- * The department averaged 7.47 stops per hour for the first six months of the fiscal year. This is an increase of 11.3% from last year. 2
- * The department averaged 93.1% work order completion for the first six months of the fiscal year. 2
- * The Field Service Worker group communicates daily with IPL and Water Meter Shops along with Customer Service personnel to discuss and resolve any work order issues. 3
- * Conducted quarterly safety training. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Average number of customer contacts (visits) completed monthly	4,839	5,001	4,400	4,800
Average number of stops at customer locations per hour per worker	6.1	6.6	5.8	6.8

2016-17 Objectives

Goal Ref

- * Maintain an average of 6.5 or more stops at customer locations per hour per worker for every month of the year. 2
- * Maintain an average of 90% work order completion per month. 2
- * Work jointly with Customer Service, IPL and Water Meter Shops to develop a better dispatch process to minimize worker backtracking while traveling between customer locations. 3
- * Conduct quarterly training to reduce risk of employee injury. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Util Field Service Wkr	3.00	3.00	3.00	3.00
Utility Field Serv Wkr	4.00	4.00	4.00	4.00
Customer Service Supvr I	1.00	.00	.00	.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6125 - Utility Field Service

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Customer Operations Supervisor	.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,032,855	1,012,627	1,012,627	1,050,005
Other Services & Charges	1,652	12,600	12,600	12,600
Supplies	7,896	8,500	8,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,042,403	1,033,727	1,033,727	1,071,105

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6126 - Meter Reading

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2015-16 Accomplishments

Goal Ref

- * More than 99% of all meter routes for the first six months of the fiscal year were read within the allocated time parameter enabling timely issuance of customer bills. 2
- * Averaged 298 meters per month of customer accounts with consecutive estimated meter readings for the first six months of the fiscal year, which did not meet objectives. 2
- * The division has maintained a read rate of 97.3% for the first six months of the fiscal year. 2
- * Conducted quarterly safety training. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Meter Reads	1,293,976	1,295,462	1,297,626	1,297,715
Rechecks	2,594	3,043	2,919	2,781
Can't Reads	33,825	32,009	33,481	33,543
Service Work Orders Generated	2,280	3,686	2,337	2,195
Actual Read (% of Meters)	97.7%	97.6%	97.6%	97.0%

2016-17 Objectives

Goal Ref

- * Maintain or increase employee productivity so that all meter routes are read within the allotted time parameters to enable the timely issuance of customer bills. 2
- * Maintain an average of 320 or less meters per month having consecutive monthly estimates. Currently IPL is responsible for reading in excess of 108,000 meters per month. 2
- * Maintain an average read rate of 96.5% or better. 2
- * Conduct quarterly training to reduce risk of employee injury. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Meter Records Clerk 1st Yr	.00	.00	1.00	.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6126 - Meter Reading

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Meter Records Clerk 2nd Yr	.00	.00	.00	1.00
Meter Records Clerk 3rd Yr	1.00	1.00	.00	.00
Utility Meter Reader I	9.00	9.00	9.00	9.00
Utility Meter Reader I	5.00	5.00	5.00	4.00
Meter Reader Specialist	1.00	.00	.00	.00
Assistant Meter Reader Supv	.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	17.00	17.00	17.00	16.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,642,932	1,815,753	1,815,753	1,857,997
Other Services & Charges	37,412	45,100	45,100	45,100
Supplies	8,552	14,500	14,500	14,500
Capital Outlay	0	90,000	90,000	90,000
Other Expenditures	0	0	0	0
Total	1,688,896	1,965,353	1,965,353	2,007,597

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Eleven generating units at five locations).

2015-16 Accomplishments

Goal Ref

- * Installed data historian for Blue Valley and combustion turbine generator units in November 2015. 2
- * Upgraded industrial control systems from Windows XP to Windows 7 operating system in March 2016. 2
- * Developing production division blackout response plan. Ongoing. 2
- * Establishing integrated market best practices program to monitor and implement recommendations as needed and justified. Ongoing, including retesting Blue Valley units with natural gas as fuel. 2
- * Upgraded combustion turbine generator exciter controls in March 2016. 2
- * Developing in-house plant retirement activities plan for Missouri City to a safe and secure status. Implemented "mothballing" activities at Missouri City Power Plant. Working on Security Plan. 3
- * Developed production winterization plan to assure unit dependability with updates and upgrades for 2015-16 winter season. 2
- * Completed burndown of all coal at Missouri City and Blue Valley Power Plants for compliance with Industrial Boiler MACT regulations and Resolution 5933. 3
- * Started construction of closure of Missouri City Ash Pond to be complete by July 2016. 3
- * Completed processing/deposit of coal combustion residuals at the Blue Valley Power Plant to change ash pond designation to INACTIVE for reduced closure requirements and future costs. 3
- * Completed Combustion Inspection cycle for the H-5 and H-6 Combustion Gas Turbine units. 3
- * Completed total dismantle overhaul (1st since installation in 1970s) of both Sub H Natural Gas compressors including foundation replacement on H-6 gas compressor. 3

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Net Generation at IP&L Plants (MWh)	91,894	53,762	54,526	63,194
Total Coal Burned (tons)	67,625	34,075	31,788	N/A
Total Gas Burned (MCF)	37,021	153,070	33,145	1,161,243

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Total Oil Burned (gallons)	60,400	31,263	14,482	55,692
Starting Reliability	N/A	N/A	80%	80%
Equivalent Availability	N/A	N/A	85%	85%
Forced Outage Rate	N/A	N/A	<10%	<10%

2016-17 Objectives

Goal Ref

- * Developing production division blackout response plan. Ongoing with procedure and upgrades implemented in early 2017. 3
- * Establishing integrated market best practices program to monitor and implement recommendations as needed and justified. Ongoing, including retesting Blue Valley units with natural gas as fuel. Analysis of testing results and submittal of new unit market operating criteria by August 2016. 2
- * Developing in-house plant retirement activities plan for Missouri City to a safe and secure status. Implemented "mothballing" activities at Missouri City Power Plan. Security plan to be finalized and implemented by November 2016. 3
- * Install replacement of obsolete Hydrogen Systems for Blue Valley unit generators. 3
- * Install replacement of obsolete Burner Management systems for Blue Valley unit boilers. 3
- * Complete Blue Valley Ash Pond Closure Activities. 3

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Utility Data Specialist-P&L	1.00	1.00	1.00	1.00
Division Admin Specialist	.00	.00	.00	1.00
Instrument/Pneumatic Tech	5.00	5.00	5.00	5.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	1.00	1.00	1.00	1.00
Journeyman PowerPlant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	4.00	4.00	4.00	4.00
Journeyman Pwr Plant Mech	13.00	13.00	12.00	12.00
Power Plant Operator I	12.00	12.00	12.00	10.00
Power Plant Operator II	6.00	6.00	6.00	5.00
Power Plant Operator III	6.00	6.00	5.00	4.00
Util Maint Wkr 1st 6 Mo	1.00	.00	.00	.00
Util Maint Wkr 2nd 6 Mo	2.00	3.00	3.00	3.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Engineer II - P&L	2.00	1.00	.00	.00
Safety & Training Specialist	.00	1.00	1.00	1.00
Engineer III - PL	1.00	1.00	2.00	2.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
PP Instrument Control Supv	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	77.00	77.00	75.00	71.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	8,838,498	9,530,760	9,530,760	9,593,099
Other Services & Charges	3,621,470	4,727,050	4,352,050	3,982,675
Supplies	329,804	550,700	550,700	432,700
Capital Outlay	0	16,000	16,000	16,000
Other Expenditures	0	0	0	0
Total	12,789,772	14,824,510	14,449,510	14,024,474

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6145 - Purchased Power

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

This function is used to accumulate costs of power production fuels, purchase power agreements with other utilities and the Southwest Power Pool (SPP) organized markets, including the cost of energy, demand and transmission charges.

2015-16 Accomplishments

Goal Ref

- * Pursued available wholesale sales activities to capture the economic value of the system. 2
- * Provided the unit cost data to allow the most economical dispatch of IPL's power supply resources on an hourly and daily basis. 2
- * Managed the final disposition of coal supplies at Missouri City and the Blue Valley plants to obtain the maximum value from remaining stockpiles and to minimize the cost of coal pile clean up. 3

Service Delivery Background Data

Description		2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Off-System Energy Costs	(\$)	22,873,567	26,832,232	24,575,951	23,829,342
Off-System Fixed Costs	(\$)	25,148,667	23,645,388	26,022,460	28,594,112
Transmission Services	(\$)	6,175,999	6,828,701	8,252,588	7,934,976
On-System Production Fuels	(\$)	5,527,924	3,253,919	2,591,880	3,500,493
Wholesale Power Marketing	(\$)	180,000	565,792	180,000	360,000
On-System Generation	(MWh)	91,894	53,763	54,526	63,194
Off-System Energy	(MWh)	1,046,786	1,058,453	1,145,479	1,111,519
Total Energy Supplied	(MWh)	1,138,680	1,112,216	1,200,005	1,174,713
Total Cost Per MWh of Supply	\$/MWh	52.75	54.96	51.35	54.60
Total Cost (\$)		60,068,077	61,126,032	61,622,879	64,218,923

2016-17 Objectives

Goal Ref

- * Continue to update and refine unit cost information to allow the most economical dispatch of IPL's power supply resources on an hourly and daily basis. 2
- * Explore the feasibility of conducting SPP market activities and other energy-market activities with in-house personnel to replace an existing services contract with a market consultant. This is a shared goal with System Operations. 2

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6145 - Purchased Power

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	7,230,402	8,019,253	8,019,253	7,941,041
Supplies	53,080,299	53,603,626	53,603,626	56,277,882
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	60,310,701	61,622,879	61,622,879	64,218,923
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light

2016-17 Operating Budget

Cost Center: 6150 - Transmission & Distribution

Fund: 20 - Power and Light Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Apprentice Lineman-2nd Yr	3.00	2.00	2.00	4.00
Inspector/Locator 3rd Yr	1.00	1.00	1.00	1.00
Meter Records Clerk 1st Yr	1.00	.00	.00	.00
Meter Records Clerk 2nd Yr	.00	1.00	.00	.00
Meter Records Clerk 3rd Yr	.00	.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Arborist-P&L	1.00	1.00	1.00	1.00
Utility Support Clerk	.00	.00	.00	1.00
Utility Data Specialist-P&L	1.00	1.00	1.00	.00
Senior Electronics Tech	1.00	.00	.00	.00
Electronics Technician	2.00	.00	.00	.00
Journeyman Lineman	24.00	25.00	25.00	23.00
Relay Technician	.00	2.00	2.00	2.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Lineman	2.00	2.00	2.00	2.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Dispatcher	5.00	5.00	5.00	5.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	.00	1.00	1.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
System Protection Engineer	.00	1.00	1.00	1.00
Revenue Protection/ElectInspec	.00	.00	.00	1.00
Total	67.00	68.00	68.00	69.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	8,636,672	8,679,169	8,679,169	9,488,322
Other Services & Charges	3,246,661	2,857,350	3,237,350	2,857,350
Supplies	271,879	281,950	341,250	289,950
Capital Outlay	24,211	28,500	29,200	28,500
Other Expenditures	0	0	0	0
Total	12,179,423	11,846,969	12,286,969	12,664,122

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the overall engineering of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation and distribution design, and construction job order and contract development, estimating and administration.

2015-16 Accomplishments

Goal Ref

- * Initiated discussions for the purchase of property for a future Substation in eastern Independence. 4
- * Initiated Sub K distribution feeder reroute for future ease of access and reliability. 4
- * Initiated Sub P distribution feeder additions. 2
- * Completed Sub H distribution feeder upgrades. 3
- * Continued capacitor bank automation for power factor improvement. 2
- * Completed Substation J Rebuild Project. 3
- * Initiated design for the Substation L Switchgear Replacement Project. 3
- * Initiated design for the Substation M Breaker Replacement and Line Relay Upgrade Project. 3
- * Initiated CityWorks/AUD implementation. 2
- * Continued fiber expansion for strategic interconnects. 4

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Services Placed Underground Federal Grant Program	833	0	0	0
Services Placed Underground Turnkey Services	69	63	75	75
System Average Outage Time (Minutes)	89.00	18.29	71.20	61.10
System Average Outage Frequency	.88	.46	.85	.88

2016-17 Objectives

Goal Ref

- * Complete the purchase of property for a future Substation in eastern Independence. 4
- * Complete Sub K distribution feeder reroute for future ease of access and reliability. 4
- * Complete Sub P distribution feeder additions. 2
- * Complete distribution standard redesign for implementation of new design software. 2
- * Continue capacitor bank automation for power factor improvement. 2
- * Complete construction of the Substation L Switchgear Replacement 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

<u>2016-17 Objectives</u>	<u>Goal Ref</u>
Project.	
* Complete the Substation M Breaker Replacement and Line Relay Upgrade Project.	3
* Initiate design for 69 kV Transmission Line Rebuild from Substation E to Substation F.	2
* Initiate design for Substation I Transformer and Switchgear Replacement.	3
* Complete generator step-up transformer replacements at Substation A.	3
* Complete CityWorks/AUD implementation.	2
* Complete Utility Billing System Replacement.	2
* Continue fiber expansion for strategic interconnects.	4

Staffing:

<u>Position Title</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>
District Planner I	1.00	.00	.00	.00
District Planner II	.00	1.00	1.00	1.00
Senior District Planner	3.00	3.00	3.00	3.00
Engineering Tech III-P&L	1.00	1.00	1.00	1.00
Division Admin Specialist	.00	.00	.00	1.00
Senior Electronics Tech	.00	1.00	1.00	1.00
Electronics Technician	.00	2.00	2.00	3.00
Relay Technician	2.00	.00	.00	.00
CAD Operator	3.00	.00	.00	.00
GIS/CAD Technician	.00	3.00	3.00	4.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
Engineer I - PL	1.00	.00	.00	.00
Engineer II - P&L	1.00	1.00	1.00	1.00
Engineer III - PL	2.00	3.00	3.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Eng Tech Supv - P & L	1.00	.00	.00	.00
GIS Supervisor -P & L	.00	1.00	1.00	1.00
System Protection Engineer	1.00	.00	.00	.00
Sr Engineer - PL	.00	.00	1.00	1.00
Telecommunications Coordinator	.00	.00	.00	1.00
Telecommunications Supervisor	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
System Programs Coordinator	1.00	1.00	1.00	1.00
System Programs Supervisor	.00	.00	.00	1.00
Total	22.00	22.00	23.00	27.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6160 - Engineering

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	2,950,192	2,803,721	2,803,721	3,330,265
Other Services & Charges	1,039,515	1,238,450	1,237,800	1,178,674
Supplies	143,799	148,950	148,950	147,450
Capital Outlay	8,190	15,000	15,650	129,500
Other Expenditures	0	0	0	0
Total	4,141,696	4,206,121	4,206,121	4,785,889
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6170 - System Operations

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the 24/7 operations of the City's electrical system. Major areas of responsibility include the dispatching of the generation resources, operation of the transmission system, wholesale power purchases and sales, and management of the Departments regulatory reliability compliance efforts in an efficient, cost effective and reliable manner.

2015-16 Accomplishments

Goal Ref

- * Develop plan for implementation of SCADA/EMS software upgrade to vendors' current release. Implement software upgrade plan maintaining compliance with change management and security procedures. 2
- * Evaluate network security software (log collection), purchase and deploy software to help ensure compliance with North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) requirements. 3
- * Enhance System Operations training program including training for Operations Support Personnel. 3
- * Develop automated reports for operating personnel and management to track operational performance in the Southwest Power Pool (SPP) energy market. 3
- * Complete audit mitigation from fall 2014 NERC Critical Infrastructure Protection Audit. 3
- * Transition NERC audit documentation to Power and Light's Sharepoint site and prepare for next NERC audit, summer of 2016. 2
- * Successfully and consistently submit energy offers, until parameters and demand bids using IPL market software to SPP in integrated test environment. 2

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Energy Mgmt System Availability (%)	99.99	99.99	100.00	100.00
Wholesale Power Sales Mwh	56,378	79,670	63,300	94,051
Wholesale Power Revenues (\$)	2,254,198	2,168,850	1,649,000	1,575,000
Wholesale Power Rate (\$/Mwh)	39.98	26.17	26.05	16.75
System Operator Training CEHs (Hrs)	292	320	320	320
Load Forecasting Error (%)	6.50	4.80	3.25	3.00

2016-17 Objectives

Goal Ref

- * Perform analysis of current relationship with market agent to include: functions performed, market agent fees, economic analysis 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6170 - System Operations

2016-17 Operating Budget
Fund: 20 - Power and Light Fund

2016-17 Objectives

Goal Ref

- and implementation plan to transition duties to internal staff.
(Settlements, Offer Submissions, Market Reports, etc.)
- * Hardware replacements for NERC Cyber Security Systems (Virus Protection, Log Collection, Change Management, Patch Management). 2
- * Complete audit mitigation from Spring 2016 NERC Operations and Planning Audit. 3
- * Prepare for Cyber Infrastructure Protection Audit in Spring 2017. 3
- * Perform Cyber Security Vulnerability assessment and mitigate identified vulnerabilities to enhance security of SCADA/EMS and Support System environment. 3
- * Perform configuration of energy market software in order to report accurate settlement data for IPL generation and load assets. 2
- * Develop automated reports for operating personnel and management to monitor operational performance in the SPP energy market, which would include all Power & Light assets (Dogwood, Iatan 2, NC2, Smoky Hills, IPL operated, etc.) 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
System Operator II	1.00	.00	.00	.00
System Operator III	.00	1.00	1.00	.00
Senior System Operator	4.00	4.00	4.00	5.00
System Operations Manager	.00	1.00	1.00	1.00
Cyber Security Coordinator	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Electric Sys Ops Engineer	1.00	1.00	1.00	1.00
Electric Sys Oper Manager	1.00	.00	.00	.00
Energy Mgmt Sys Coord	1.00	1.00	1.00	1.00
NERC Compliance Supervisor	1.00	1.00	1.00	1.00
CIP/Cyber Security Coord	1.00	1.00	1.00	1.00
Reliability Compliance Coord	1.00	1.00	1.00	1.00
Energy Mgmt Sys Coord II	1.00	1.00	2.00	2.00
Energy Markets Coordinator	.00	1.00	1.00	1.00
NERC Compliance Analyst	.00	.00	.00	1.00
Total	14.00	15.00	16.00	17.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6170 - System Operations

2016-17 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,999,181	2,188,130	2,188,130	2,568,487
Other Services & Charges	785,196	763,475	763,475	719,925
Supplies	2,404	167,800	167,800	206,500
Capital Outlay	35,525	155,150	155,150	158,000
Other Expenditures	0	0	0	0
Total	2,822,306	3,274,555	3,274,555	3,652,912
	=====	=====	=====	=====

City of Independence, Missouri
 2016-17 Operating Budget
 Capital Lease/Debt Service Requirements

Power and Light Fund

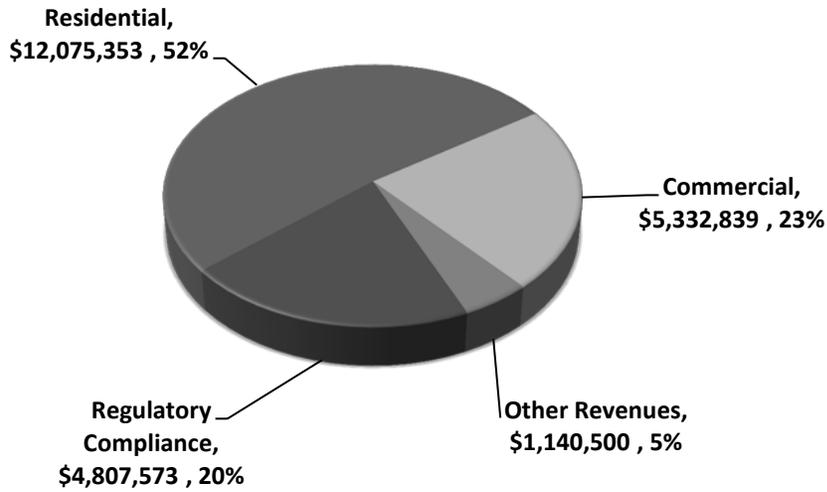
<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds (Refunding):</u>				
<u>Revenue Bonds:</u>				
2010 Series B (6238)	\$ 1,625,000	\$ 888,188	\$ 4,000	\$ 2,517,188
<u>Revenue Bonds:</u>				
2012 Series A (6239)	-	2,631,219	4,000	2,635,219
<u>Revenue Bonds:</u>				
2012 Series F (6241)	1,905,000	1,884,750	4,000	3,793,750
Total Power and Light Fund	<u><u>\$ 3,530,000</u></u>	<u><u>\$ 5,404,157</u></u>	<u><u>\$ 12,000</u></u>	<u><u>\$ 8,946,157</u></u>

**City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Summary**

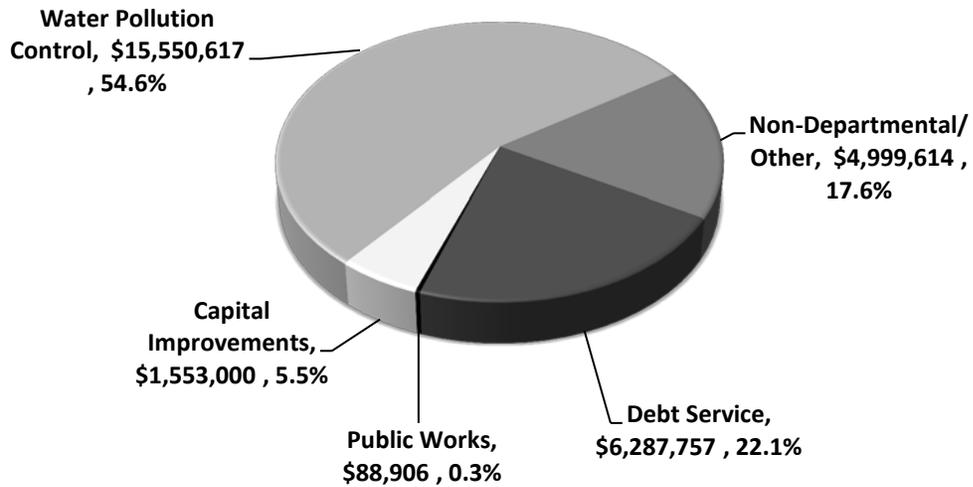
Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
<u>Production System</u>			
new	BV Boiler Burner Management System Upgrade	Power and Light Fund	\$ 800,000
new	BV Generator Hydrogen System Upgrade	Power and Light Fund	450,000
new	BV Ash Pond Closure	Power and Light Fund	6,000,000
<u>Transportation and Distribution System</u>			
new	69 kV Transmission Line Rebuild (Sub E to F)	Power and Light Fund	3,042,000
70201106	Substation Facilities/Equipment Improvements	Power and Light Fund	848,000
new	Substation I Switchgear & Transformer Replacement	Power and Light Fund	3,650,000
new	System Operations/UPS Upgrade	Power and Light Fund	400,000
<u>Other Projects</u>			
new	System Operations Work Area Renovation	Power and Light Fund	600,000
new	New Financial Management System	Power and Light Fund	600,000
Total			<u><u>\$ 16,390,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2016-17 Operating Budget
Budget Summary Sanitary Sewer Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 21,471,299	\$ 23,094,824	\$ 25,448,425	100.0%	\$ 2,353,601	10.2%
Interest Income	6,861	5,900	5,000	0.0%	(900)	-15.3%
Other Revenues				0.0%	-	n/a
Total Estimated Revenues	\$ 21,478,160	\$ 23,100,724	\$ 25,453,425	100.0%	\$ 2,352,701	10.2%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit	10,000	10,000	10,000		-	0.0%
Debt Proceeds		1,400,000	-		(1,400,000)	
Total Sources	\$ 21,488,160	\$ 24,510,724	\$ 25,463,425		\$ 952,701	3.9%
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	\$ 12,422,957	\$ 14,865,574	\$ 15,550,617	54.6%	\$ 685,043	4.6%
Public Works	90,848	94,695	88,906	0.3%	(5,789)	-6.1%
Non-Departmental	4,656,521	4,758,641	4,890,428	17.2%	131,787	2.8%
Debt Service	4,999,598	5,923,882	6,287,757	22.1%	363,875	6.1%
Total Operating Budget	\$ 22,169,924	\$ 25,642,792	\$ 26,817,708	94.2%	\$ 1,174,916	4.6%
Capital Budget:						
Capital Projects	\$ 12,254,930	\$ 14,374,903	\$ 1,553,000	5.5%	\$ (12,821,903)	
Transfers:						
Falls at Crackerneck Creek TIF	\$ 96,902	\$ 92,006	\$ 109,186	0.4%	\$ 17,180	n/a
Total Uses	\$ 34,521,756	\$ 40,109,701	\$ 28,479,894	100.0%	\$ (11,629,807)	-29.0%
Change In Available Resources	\$ (13,033,596)	\$ (15,598,977)	\$ (3,016,469)		\$ 12,582,508	-80.66%

City of Independence, Missouri
2016-17 Operating Budget
Historical Data - Sanitary Sewer Fund
For the Fiscal Years 2010-11 through 2014-15

Description	2010-11	2011-12	2012-13	2013-14	2014-15
Net Income (Loss)					
Net Income (Loss)	\$ (742,269)	\$ 764,972	\$ (940,921)	\$ (287,255)	\$ (1,347,214)
Capital Contributions	1,941,161	36,249	32,033	-	-
Change in Net Assets	\$ 1,198,892	\$ 801,221	\$ (908,888)	\$ (287,255)	\$ (1,347,214)

Net Available Resources					
Net Available Resources-					
Total Current Assets	\$ 9,387,357	\$ 7,217,768	\$ 9,883,146	\$ 16,632,063	\$ 16,448,686
Less:					
Inventories	(48,898)	(55,221)	(57,238)	(69,290)	(40,851)
Restricted Cash and Investments	(387,711)	(453,786)	(471,674)	(500,847)	(566,732)
Current Liabilities	(785,452)	(2,633,873)	(6,049,894)	(9,679,748)	(4,808,022)
Carryover Capital Budget Appropriations	(1,968,000)	(265,704)		(21,042,497)	(13,797,568)
Carryover Outstanding Encumbrances	(147,073)	(148,836)	(193,557)	(303,715)	(188,588)
Net Available Resources	\$ 6,050,223	\$ 3,660,348	\$ 3,110,783	\$ (14,964,034)	\$ (2,953,075)
Target Working Capital	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
Source: 2010-11 through 2014-15 - Comprehensive Annual Financial Report					

Employee Staffing (in Full Time Equivalents)					
Department:					
Public Works	1.00	1.00	1.00	1.00	1.00
Water Pollution Control					
Sanitary Sewer Fund	70.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	13.00	13.00	13.00	13.00	13.00
Total	84.00	84.00	84.00	84.00	84.00

Utility Statistics					
No. of Residential Customers	40,579	40,572	40,588	40,927	41,312
No. of Commercial Cust.	3,483	3,481	3,463	3,418	3,470
Wastewater Treated (million gallons)	2,515	2,261	2,361	2,124	2,558

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Proposed Budget	%Chg. Curr Est to Prop
Sanitary Sewer Fund						
<u>Operating Revenue</u>						
30-4010	Residential	11,545,538	12,308,166	12,075,353	12,396,814	2.7%
30-4110	Commercial Base	4,587,613	4,743,125	4,752,377	4,924,513	3.6%
30-4120	Commercial Surcharge	1,287,983	491,550	580,462	588,000	1.3%
30-4130	Regulatory Compliance Base	4,793,814	4,792,315	4,807,573	6,410,098	33.3%
30-4430	Contract Services	319,756	250,000	250,000	250,000	0.0%
30-4570	Intermunicipal Agreements	708,441	650,000	650,000	650,000	0.0%
30-4600	Other Operating Revenue	261,084	229,000	229,000	229,000	0.0%
30-4700	Change in Unbilled Revenue	50,513	0	0	0	
	Total Operating Revenue	\$ 23,554,743	\$ 23,464,156	\$ 23,344,765	\$ 25,448,425	9.0%
<u>Non-Operating Revenue</u>						
30-3411	Interest Income	7,019	5,000	11,500	5,000	-56.5%
	Total Revenues	\$23,561,762	\$23,469,156	\$23,356,265	\$25,453,425	9.0%

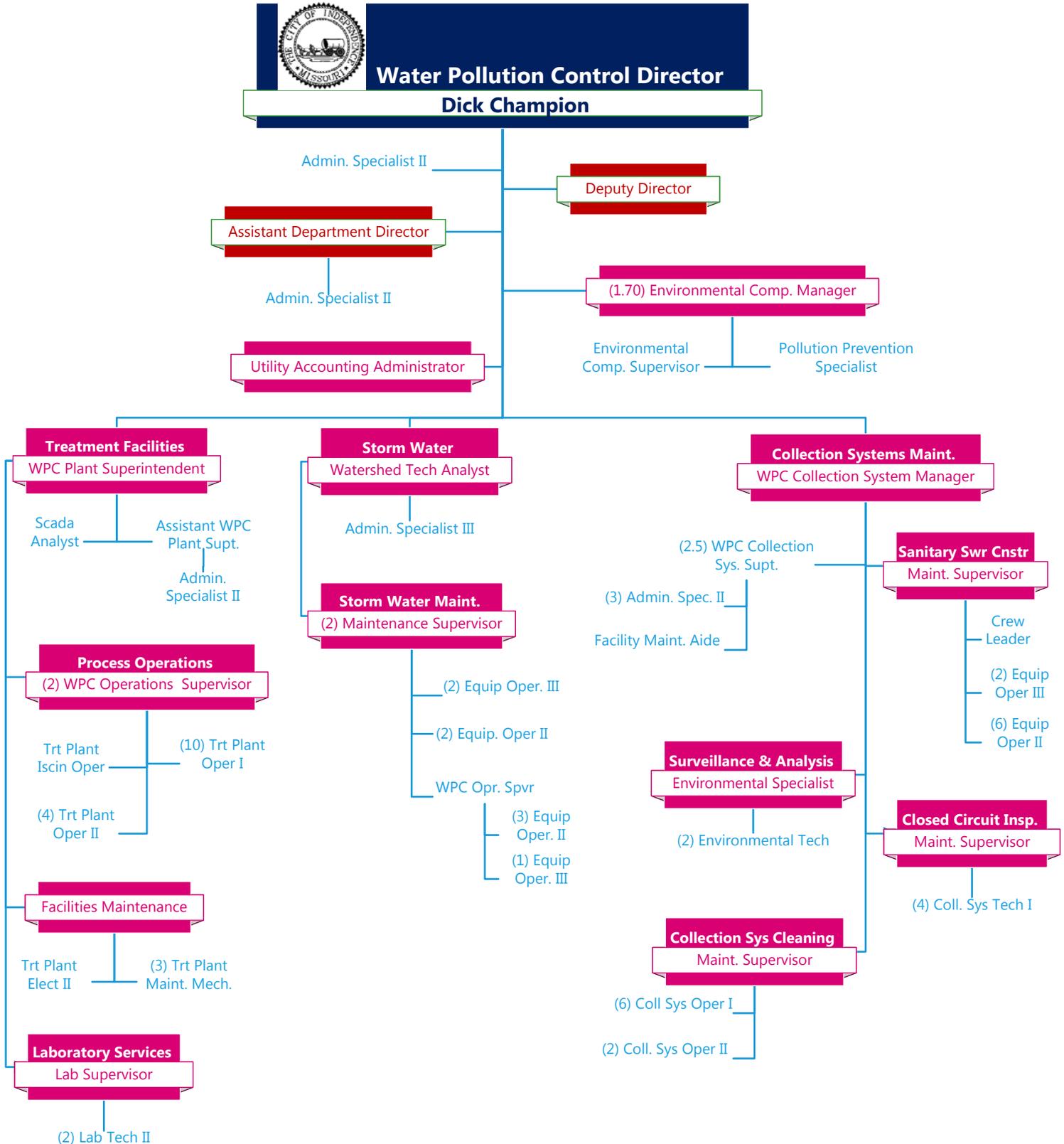
CITY OF INDEPENDENCE, MISSOURI
2016-17 Operating Budget
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	\$55.87	\$10.25 + \$15.33	\$1.1219/100 gallons > 1500 rounded winter avg.)
Liberty, Mo.	\$51.73	12.33 + \$1	\$12.33/1,000 gallons > 1,000
Kansas City, Mo.	\$50.33	\$17.05	\$6.05/100 cubic feet
Sugar Creek, Mo	\$38.41	\$15.92 + \$9	\$3.28/1,000 gallons
Olathe, Ks.	\$37.09	\$14.76	\$4.06/100 cubic feet
Kansas City, Ks.	\$36.36	\$16.23	\$3.66/100 cubic feet
Raytown, Mo.	\$35.20	\$12.78	\$7.2/1000 gallons > 1000
Independence, Mo.	\$35.01	\$12.60 + \$9	\$2.4383/100 cubic feet
Lee's Summit, Mo.	\$33.74	\$13.09	\$5.02/1,000 gallons
Raymore, Mo.	\$29.00	none	\$7.05/1,000 gallons
Blue Springs, Mo.	\$22.80	\$7.00	\$0.384/100 gallons
Grandview, Mo.	\$22.15	\$12.47	\$3.11/1,000 gallons > 1,000

** The average bill is calculated using average water consumption of 550 cubic feet per month.*

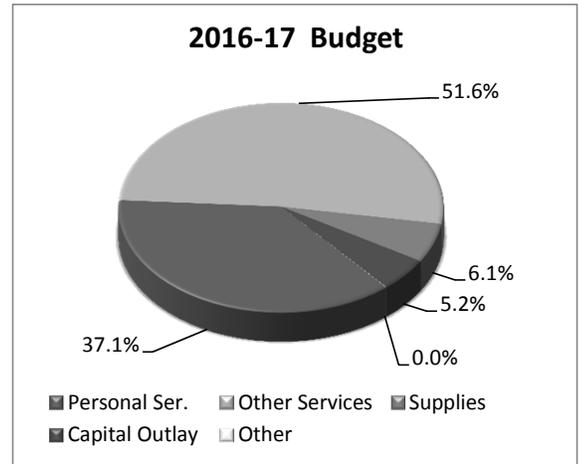
Survey conducted in February, 2016

Water Pollution Control



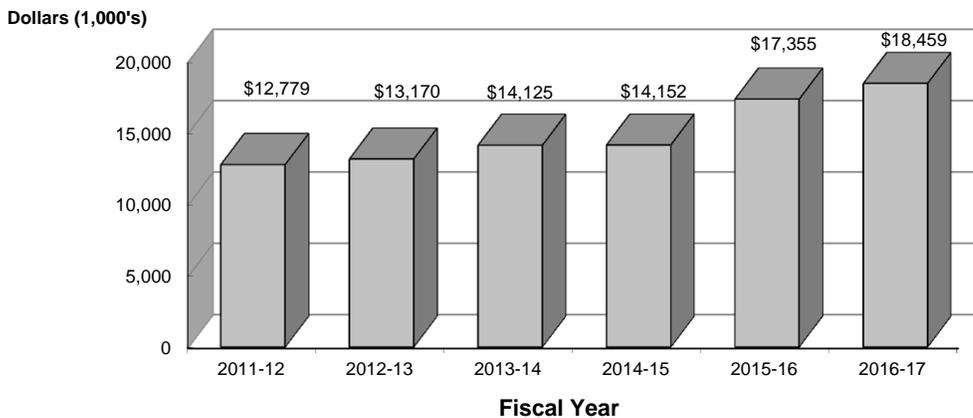
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 5,346,717	\$ 6,717,600	\$ 6,717,600	\$ 6,850,010
Other Services	7,797,951	8,805,189	8,808,261	9,529,667
Supplies	814,463	1,354,014	1,354,744	1,117,382
Capital Outlay	193,164	468,185	468,185	956,600
Other	-	10,000	10,000	5,700
Total	\$ 14,152,295	\$ 17,354,988	\$ 17,358,790	\$ 18,459,359



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	86.20	86.20
Amount by Fund:						
Storm Water Sales Tax	\$ 1,561,808	\$ 1,651,509	\$ 1,631,411	\$ 1,729,338	\$ 2,493,216	\$ 2,908,742
Sanitary Sewer Fund	11,216,817	11,518,320	12,493,186	12,422,957	14,861,772	15,550,617
Total All Funds	\$ 12,778,625	\$ 13,169,829	\$ 14,124,597	\$ 14,152,295	\$ 17,354,988	\$ 18,459,359
Comparative Ratios:						
Per Capita	\$ 109.38	\$ 112.73	\$ 120.50	\$ 120.68	\$ 148.03	\$ 157.45
Per Household	\$ 262.17	\$ 278.82	\$ 286.02	\$ 262.17	\$ 318.19	\$ 338.44



City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2015-16 Accomplishments

Goal Ref

- * Sponsored the 9th annual EcoFest (It's all About Water) to educate the public about the environment. 1
- * Sponsored the 19th annual Household Hazardous Waste Collection Event. 1
- * Introduced a F.O.G. (Fats, Oils, and Grease) Program and Committee in collaboration with other City Departments. This program is used to educate the public on the proper disposal of fats, oil and grease to protect public health and the environment. 1
- * Received notification of the 2015 Peak Performance Gold Award from National Association of Clean Water Agencies. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Sanitary Sewer Customers (Residential)	40,696	40,882	40,775	41,000
Sanitary Sewer Customers (Commercial)	3,459	3,460	3,460	3,440

2016-17 Objectives

Goal Ref

- * Administer the Storm Water MS4 and Rock Creek Plant NPDES permits. 1
- * Provide administrative support of the City's wastewater treatment facility, 13 pump stations, over 600 miles of sanitary sewers and 232 miles of storm water sewer systems. 1
- * Manage the annual Household Hazardous Waste Mobile Collection Event. 1
- * Coordinate the annual EcoFest Event. 1
- * Provide administrative support for the Storm Water Sales Tax Oversight Committee. 1
- * Monitor and participate in the State and Federal rulemaking process. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00
Environmental Compl Mgr	1.00	1.00	1.70	1.70
Environmental Comp Supv	1.00	1.00	1.00	1.00
Deputy Director - WPC	.00	.00	1.00	1.00
Staff Assistant	1.00	.00	.00	.00
Staff Assistant-Contract	.00	1.00	1.00	1.00
Pollution Prevention Spec.	1.00	1.00	1.00	1.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	9.00	9.00	10.70	10.70

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	655,225	977,387	977,387	866,283
Other Services & Charges	63,794	122,605	122,605	122,605
Supplies	10,963	17,000	17,000	17,000
Capital Outlay	1,094	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	731,076	1,124,092	1,124,092	1,012,988

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2016-17 Operating Budget
 Cost Center: 5210 - Inter-Jurisdictional Agencies Fund: 30 - Sanitary Sewer Fund

Description

Provides administration and funding for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District. Provides administration, public information and funding for the City's participation in the regional Household Hazardous Waste Program.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Treatment Cost per Million Gallons Treated	\$1,921	\$1,562	\$1,832	\$1,778

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	5,235,194	5,615,000	5,615,000	6,366,000
Other Expenditures	0	0	0	0
Total	5,235,194	5,615,000	5,615,000	6,366,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5220 - Treatment Facilities

2016-17 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2015-16 Accomplishments

Goal Ref

- * Staff at the Rock Creek Treatment Plant received the 2015 Peak Performance Gold Award. The National Association of Clean Water Agencies (NACWA) presents the Gold Award to member agency facilities that consistently meet all National Pollutant Discharge Elimination System (NPDES) permit limits during a calendar year. Gold Awards are only presented to facilities with no permit violations for the entire calendar year. 1
- * Completed emissions testing on the treatment plant incinerator mandated by new regulations designed to reduce particulate, metal, acidic and organic gas emissions. Completed modifications to the incinerator stack for final emissions testing. Initiated consultant assisted study of options for future solids disposal. 1
- * Improved security for department facilities by upgrading equipment that will implement restricted access, intrusion detection and property surveillance for the responsible safekeeping of personnel and assets. 1
- * Completed sludge basins cover replacement project. This project includes the installation of a load bearing, corrosion resistant aluminum cover system to provide for personnel safety and assist the odor control process. 1
- * Initiated cross training for Operator II positions to provide for succession planning of the operations workforce. Cross training included training on the advanced solids processes of belt press operation, wet air oxidation operation and the incinerator operation. 1
- * Completed rehabilitation of the #2 sludge dewatering belt press by replacing press rolls and wash boxes. Also, completed redesign and equipment installation to the dewatering process auger system to accommodate solids disposal of dried sludge. 1
- * Completed successful operation of a sophisticated process of holding basins and excess flow pumping stations operation during one of the wettest periods in a 25 year history. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Wastewater Treated (Million Gallons)	2124	2558	2243	2341
Solids Removal Efficiency (%) (85% Required)	97.55	96.38	95.20	96.96
Oxygen Demand Removal (%) (85 % Required)	97.75	95.29	96.14	96.52
Solids Incinerated (Dry Tons)	2628	1485	2199	2056
Treatment Costs per Million Gallons Treated	\$1,598	\$1,550	\$2,089	\$1,915

2016-17 Objectives

Goal Ref

- * Continue additional rehabilitation of the dewatering process by replacing press rolls and wash boxes of the #1 sludge dewatering belt press. Install new polymer mixer and new polymer pumps for the #1 and #2 sludge dewatering belt presses. 1
- * Complete replacement of the Primary Thickening Basin Gear Box. This project continues the program of replacing large, maintenance intensive gear drive equipment with improved energy and maintenance efficient hydraulic driven gear mechanisms. 1
- * Complete rehabilitation of Bison Park Pump Station pumping and instrument control equipment to eliminate an incompatible communication system and provide cellular communications with the SCADA System at the Rock Creek Treatment Plant. 1
- * Continue additional cross training for Operator II positions to provide for succession planning of the operations workforce. Cross training includes continued training on the advanced solids processes of belt press operation, wet air oxidation operation, and the incinerator operation as well as any new processes that may be implemented. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Treatment Plant Elec II	2.00	1.00	1.00	1.00
Treatment Plnt Incinerator Op	1.00	1.00	1.00	1.00
Treatment Plant Maint Mech	2.00	3.00	3.00	3.00
Treatment Plant Oper I	9.00	9.00	10.00	10.00
Treatment Plant Oper II	5.00	5.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
WPC Plant Superintendent	1.00	1.00	1.00	1.00
Assistant WPC Plant Superintd	1.00	1.00	1.00	1.00
Scada Analyst	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	2.00	2.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	25.00	25.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,926,856	2,103,609	2,103,609	2,097,319
Other Services & Charges	1,301,330	1,339,490	1,342,112	1,396,190
Supplies	510,866	728,150	729,330	514,750
Capital Outlay	40,936	200,000	200,000	135,500
Other Expenditures	0	0	0	0
Total	3,779,988	4,371,249	4,375,051	4,143,759

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2016-17 Operating Budget
Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Description

The Sewer Maintenance Division is responsible for maintaining over 614 miles (3+ million feet) of sanitary sewer pipe and over 14,720 manholes. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment and sawing. The division's sanitary sewer systems repair crew corrects faulty sewer lines, manholes and also services laterals in easements and right-of-way areas. Surveillance and analysis of the sewer system is accomplished through the use of flow metering and sampling technology, and additional inspection is accomplished with closed circuit TV equipment, tracer dyes and smoke testing.

2015-16 Accomplishments

Goal Ref

- * The Rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe.
- * Provided an initial response to our customer inquiries within 24 hours of receipt.
- * Performed engineering evaluations and designs on select sanitary sewer projects.
- * Followed up Sewer System Evaluation Survey (SSES) Study on various sub-watershed to identify sewer inflow and infiltration.
- * Continued capturing data for sanitary infrastructures using Computerized Maintenance Management Software (CMMS).

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Customer Service Request Responses	564	499	600	600
Dry weather overflows per million feet of pipe	0	~4.09	0	0
Dry weather basement back-ups per 1,000 customers	~1.22	~0.38	0	0
Sanitary Sewer footage Pressure Cleaned	1,160,171	628,109	1,100,000	1,100,000
Sanitary Sewer Televised footage	39,279	73,965	110,000	110,000

2016-17 Objectives

Goal Ref

- * Continue the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe.
- * Continue to provide an initial response to our customer's inquiries within 24 hours of receipt.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2016-17 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

2016-17 Objectives

Goal Ref

- * Perform engineering evaluations and designs on select sanitary sewer projects.
- * Perform Sewer System Evaluation Survey (SSES) Study on various sub-watersheds to identify sewer inflow and infiltration.
- * Continue to work with other agencies and departments to monitor the health of our local environment.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	2.00	2.00	2.50	2.50
WPC Collection System Manager	1.00	1.00	1.00	1.00
Environmental Technician	2.00	2.00	2.00	2.00
Collection Sys Operator I	6.00	6.00	6.00	6.00
Collection Sys Operator II	2.00	2.00	2.00	2.00
Collection System Tech I	3.00	3.00	4.00	4.00
Collection System Tech II	1.00	1.00	.00	.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	3.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	34.00	34.00	34.50	34.50

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,872,185	2,404,474	2,404,474	2,392,992
Other Services & Charges	432,407	684,077	684,077	555,615
Supplies	179,394	382,782	382,782	370,000
Capital Outlay	6,788	17,585	17,585	448,500
Other Expenditures	0	0	0	0
Total	2,490,774	3,488,918	3,488,918	3,767,107

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5240 - Laboratory Services

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2015-16 Accomplishments

Goal Ref

- * 100% accuracy was achieved in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples. 1
- * Participated in the on-going stormwater monitoring project with USGS to monitor area creeks and rivers to determine specific pollutant concentrations in the municipal storm water system. 1
- * Developed SOPs for operations during disinfection season to include: proper dosing, basic operation of chlorine analyzers, use of a hand held chlorine meter for daily measurements and proper safety precautions for the chemical building. 1

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Samples Received	3,471	3,385	3,600	3,600
Treatment Operations Analyses	17,527	18,823	17,500	18,000
Industrial Discharge Analyses	1,702	1,390	1,500	1,500
Quality Assurance Analyses	3,459	3,878	3,500	3,800

2016-17 Objectives

Goal Ref

- * Participate in the USGS stormwater monitoring of the City's creeks and rivers to determine specific pollutant concentrations in the municipal stormwater system. The laboratory will provide analytical services for selected constituents and assist in future planning. 1
- * Participate in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples. 1
- * Develop in-house testing and sampling SOPs for the determination of nitrate, nitrite, and total Kjeldahl nitrogen in wastewater and 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5240 - Laboratory Services

2016-17 Operating Budget
Fund: 30 - Sanitary Sewer Fund

2016-17 Objectives

Goal Ref

- natural waters.
- * Participate in the Missouri Stream Team Program to investigate the health of area streams and as a public outreach for water quality education in the community. 1

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Laboratory Tech II	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	145,905	202,053	202,053	200,303
Other Services & Charges	12,423	30,600	30,600	30,600
Supplies	12,754	20,360	20,360	20,360
Capital Outlay	14,843	9,500	9,500	9,500
Other Expenditures	0	0	0	0
Total	185,925	262,513	262,513	260,763

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2016-17 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August 2000 adoption, and August 2010 renewal, of a 1/4-cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2015-16 Accomplishments

Goal Ref

- * Administered, coordinated and evaluated engineering consultants design progress on storm drainage improvement (CIP) projects.
- * Provided staff, information, and data to the Storm Water Oversight Committee.
- * Storm Water Program planned and participated in the 9th annual EcoFest. 1

2016-17 Objectives

Goal Ref

- * Administer, coordinate and evaluate engineering consultants design progress on storm drainage improvements (CIP) projects.
- * Provide staff, information and data to the Storm Water Oversight Committee.
- * Plan and participate in the Annual EcoFest Event.

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	.00	.00	.00
Administrative Spec III	.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	7,678	133,837	133,837	304,534
Other Services & Charges	115,599	156,900	156,900	129,300

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5262 - Storm Water Maintenance

2016-17 Operating Budget
Fund: 13 - Storm Water Sales Tax

Description

The Storm Water Maintenance function is responsible for performing preventative and corrective maintenance to the City's storm water sewer system. The system has approximately 230 miles (1.22 million feet) of storm sewer and approximately 13,700 structures. Maintenance of the system involves the use of construction and repair equipment, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them. This function is made possible by the August 2000 adoption and August 2010 renewal of the 1/4 cent Storm Water Sales Tax.

2015-16 Accomplishments

Goal Ref

- * Investigated residents storm water concerns and performed planning and engineering evaluations as needed.
- * Provided preemptive routine structure maintenance to city infrastructure prior to weather events.
- * Continued to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS)
- * Administered program to rehabilitate targeted neighborhoods' storm sewers to extend the life of the system.

Service Delivery Background Data

Description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Storm Water Structures Cleaned	4,433	4,618	6,000	6,000
Storm Water Structures Inspected	15,925	8,891	12,000	12,000
Repair & Maintenance Team Uptime	~98%	~95%	~95%	~95%

2016-17 Objectives

Goal Ref

- * Continue to investigate residents' storm water concerns and perform planning and engineering evaluations as needed.
- * Continue to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS)
- * Continue to inspect, clean and repair storm water infrastructure at a rate consistent with industry standards.
- * Continue to work with other agencies and departments to monitor the health of our local environment.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5262 - Storm Water Maintenance

2016-17 Operating Budget
Fund: 13 - Storm Water Sales Tax

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Equipment Operator II	4.00	4.00	4.00	5.00
Equipment Operator III	4.00	4.00	4.00	3.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	738,868	896,240	896,240	988,579
Other Services & Charges	291,854	498,817	498,817	571,207
Supplies	97,681	193,997	193,997	184,997
Capital Outlay	129,503	228,000	228,000	353,000
Other Expenditures	0	5,700	5,700	5,700
Total	1,257,906	1,822,754	1,822,754	2,103,483

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2016-17 Operating Budget
 Cost Center: 5263 - Storm Water Permit Compl. Fund: 13 - Storm Water Sales Tax

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Other Services & Charges	345,350	357,700	358,150	358,150
Supplies	1,541	3,725	3,275	3,275
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	346,891	361,425	361,425	361,425

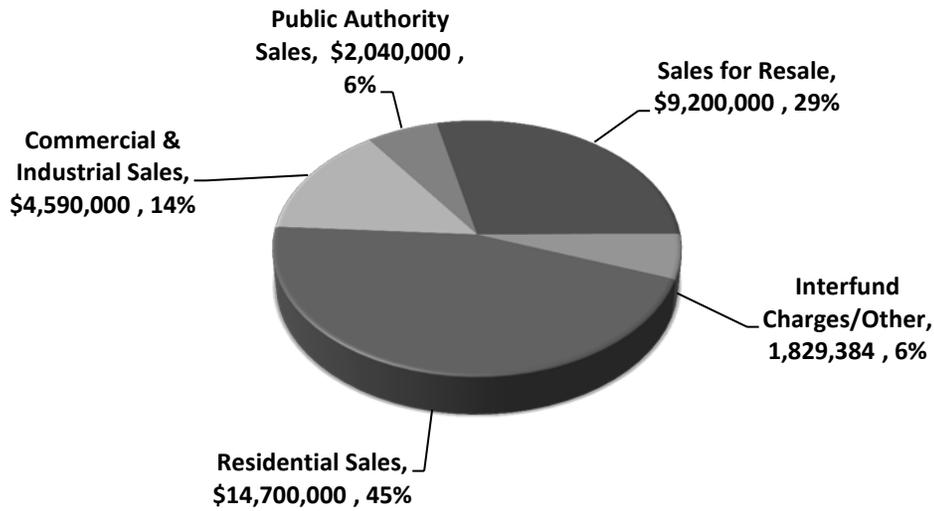
City of Independence, Missouri
2016-17 Operating Budget
Debt Service Requirements - Sanitary Sewer Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds:</u>				
2012 Series B (6240)	\$ 810,000	\$ 1,465,982	\$ 5,000	\$ 2,280,982
2013 Series C (6240)	670,000	2,065,600	5,000	2,740,600
2014 Series C (6240)	465,000	796,175	5,000	1,266,175
Total Sanitary Sewer Fund	<u>\$ 1,945,000</u>	<u>\$ 4,327,757</u>	<u>\$ 15,000</u>	<u>\$ 6,287,757</u>

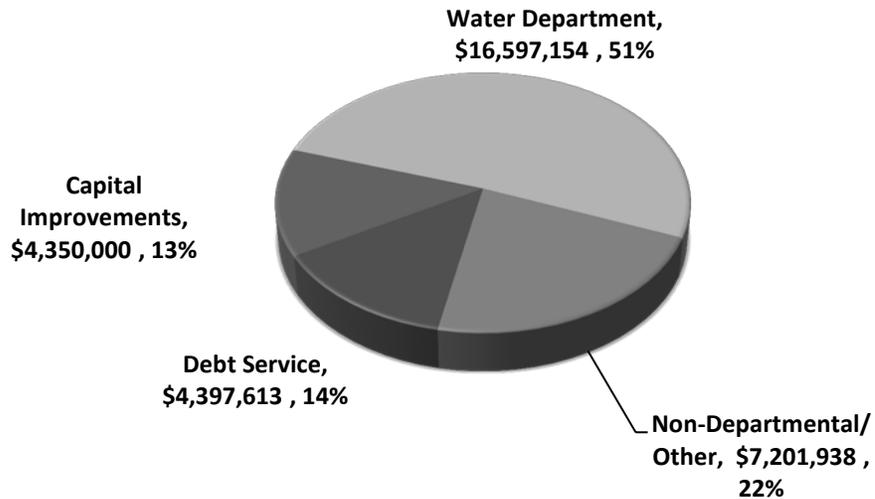
City of Independence, Missouri
 2016-17 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<u>Sanitary Sewer Collection System Projects-</u>			
new	Pacific Avenue Sanitary Main Replacement	Sanitary Sewer Fund	\$ 195,000
	Subtotal		\$ 195,000
<u>Treatment Plant / Pump Station Projects-</u>			
new	Kentucky 1 Pump Station Demolition	Sanitary Sewer Fund	60,000
new	RCTP Facilities Roof, Ceiling & Lighting	Sanitary Sewer Fund	608,000
new	Primary Sludge Grinders & Flowmeter Replacement	Sanitary Sewer Fund	90,000
	Subtotal		\$ 758,000
<u>Other -</u>			
new	Financial Management System	Sanitary Sewer Fund	600,000
	Subtotal		\$ 600,000
	Fund Total		\$ 1,553,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2016-17 Operating Budget
Budget Summary Water Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 27,838,244	\$ 29,571,000	\$ 30,900,000	95.5%	\$ 1,329,000	4.5%
Interest Income	3,192	8,200	7,950	0.0%	(250)	-3.0%
Interfund Charges	1,808,536	1,476,226	1,451,434	4.5%	(24,792)	-1.7%
Other Revenues	34,963	-	-	0.0%	-	n/a
Total Estimated Revenues	<u>\$ 29,684,935</u>	<u>\$ 31,055,426</u>	<u>\$ 32,359,384</u>	100.0%	<u>\$ 1,303,958</u>	4.2%
Total Sources	\$ 29,684,935	\$ 31,055,426	\$ 32,359,384		\$ 1,303,958	4.2%
Use of Budget Dollars						
Operating Budget:						
Finance	\$ 51,330	\$ 51,501	\$ 53,005	0.2%	\$ 1,504	2.9%
Water Department	13,972,117	15,624,836	16,597,154	51.0%	972,318	6.2%
Non-Departmental	6,193,309	6,602,387	7,062,907	21.7%	460,520	7.0%
Debt Service	5,527,338	5,474,338	4,397,613	13.5%	(1,076,725)	-19.7%
Total Operating Budget	<u>\$ 25,744,094</u>	<u>\$ 27,753,062</u>	<u>\$ 28,110,679</u>	86.4%	<u>\$ 357,617</u>	1.3%
Capital Budget:						
Capital Projects	\$ 2,177,841	\$ 4,253,383	\$ 4,350,000	13.4%	\$ 96,617	2.3%
Transfers Out:						
Falls at Crackerneck Creek TIF	\$ 82,281	\$ 72,490	\$ 86,026		\$ 13,536	18.7%
Total Uses	\$ 28,004,216	\$ 32,078,935	\$ 32,546,705	100.0%	\$ 467,770	1.5%
Change in Available Resources	\$ 1,680,719	\$ (1,023,509)	\$ (187,321)		\$ 836,188	81.70%

City of Independence, Missouri
2016-17 Operating Budget
Historical Data - Water Fund
For the Fiscal Years 2010-11 through 2015-16

Description	2010-11	2011-12	2012-13	2013-14	2014-15
Net Income (Loss)					
Net Income (Loss)	\$ 1,094,610	\$ 2,400,675	\$ 3,024,455	\$ 3,397,977	\$ 4,538,291
Capital Contributions	165,315	931,206	145,178	1,948,485	1,095,209
Change in Net Assets	\$ 1,259,925	\$ 3,331,881	\$ 3,169,633	\$ 5,346,462	\$ 5,633,500

Net Available Resources					
Net Available Resources-					
Net Adj. Current Assets	\$ 4,906,916	\$ 6,864,697	\$ 9,843,103	\$14,390,473	\$16,370,092
Net Adj. Current Liab.	(1,151,768)	(683,874)	(844,354)	(1,060,833)	(1,102,174)
Outstanding Operating Enc.	(340,653)	(305,073)	(293,593)	(483,685)	(806,277)
Unexpended Capital Appn	(8,152,553)	(5,899,576)	(5,187,855)	(6,077,000)	(4,577,843)
Capital Amounts to be expended past 12 months	4,991,257	3,080,474	1,161,027	4,833,482	2,177,841
Less Target Reserve Balance	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Net Available Resources	\$ (1,246,801)	\$ 1,556,648	\$ 3,178,328	\$10,102,437	\$10,561,639
Source: 2010-11 through 2014-15 - Comprehensive Annual Financial Report					

Employee Staffing (in Full Time Equivalents)					
Department:					
Finance	0.85	0.85	0.85	0.85	0.85
Water	101.65	93.65	93.42	92.42	93.42
Total	102.50	94.50	94.27	93.27	94.27

Utility Statistics					
No. of Residential Customers	44,619	44,520	44,501	44,617	44,760
No. of Commercial Cust.	3,102	3,097	3,092	3,099	3,086
No. of Other Customers	472	528	528	537	538
Water Pumped (million gallons)	10,465	10,604	10,715	10,460	9,652
Water Sold (million gallons)	8,997	9,110	9,375	8,959	8,397

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary - Water Fund
For the Fiscal Years 2014-15 through 2016-17

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Water Fund							
<u>Operating Revenue</u>							
40-4010	Residential Sales	\$13,147,584	\$14,400,000	\$14,000,000	\$14,700,000	5.0%	2.1%
40-4110	Commercial Sales	3,491,458	4,000,000	3,700,000	3,900,000	5.4%	-2.5%
40-4130	Industrial Sales	605,223	800,000	650,000	690,000	6.2%	-13.8%
40-4400	Public Authority Sales	318,503	300,000	320,000	340,000	6.3%	13.3%
40-4410	Private Fire Protection	179,049	170,000	191,000	200,000	4.7%	17.6%
40-4420	Public Fire Protection	1,373,671	1,250,000	1,500,000	1,500,000	0.0%	20.0%
40-4550	Sales for Resale	8,322,743	8,900,000	8,900,000	9,200,000	3.4%	3.4%
40-4600	Other Operating Revenue	292,705	380,000	310,000	370,000	19.4%	-2.6%
40-4700	Change in Unbilled Revenue	107,307	-	-	-	n/a	n/a
	Total Operating Revenue	\$ 27,838,244	\$ 30,200,000	\$ 29,571,000	\$ 30,900,000	4.5%	2.3%
40-3421	Interfund Charges	1,808,536	1,476,226	1,476,226	1,451,434	-1.7%	-1.7%
40-3411	Interest Income	3,192	3,500	8,200	7,950	-3.0%	127.1%
40-3440	Other Revenues, Net	34,963	-	-	-		
	Total Revenues	\$ 29,684,935	\$ 31,679,726	\$ 31,055,426	\$ 32,359,384	4.2%	2.1%

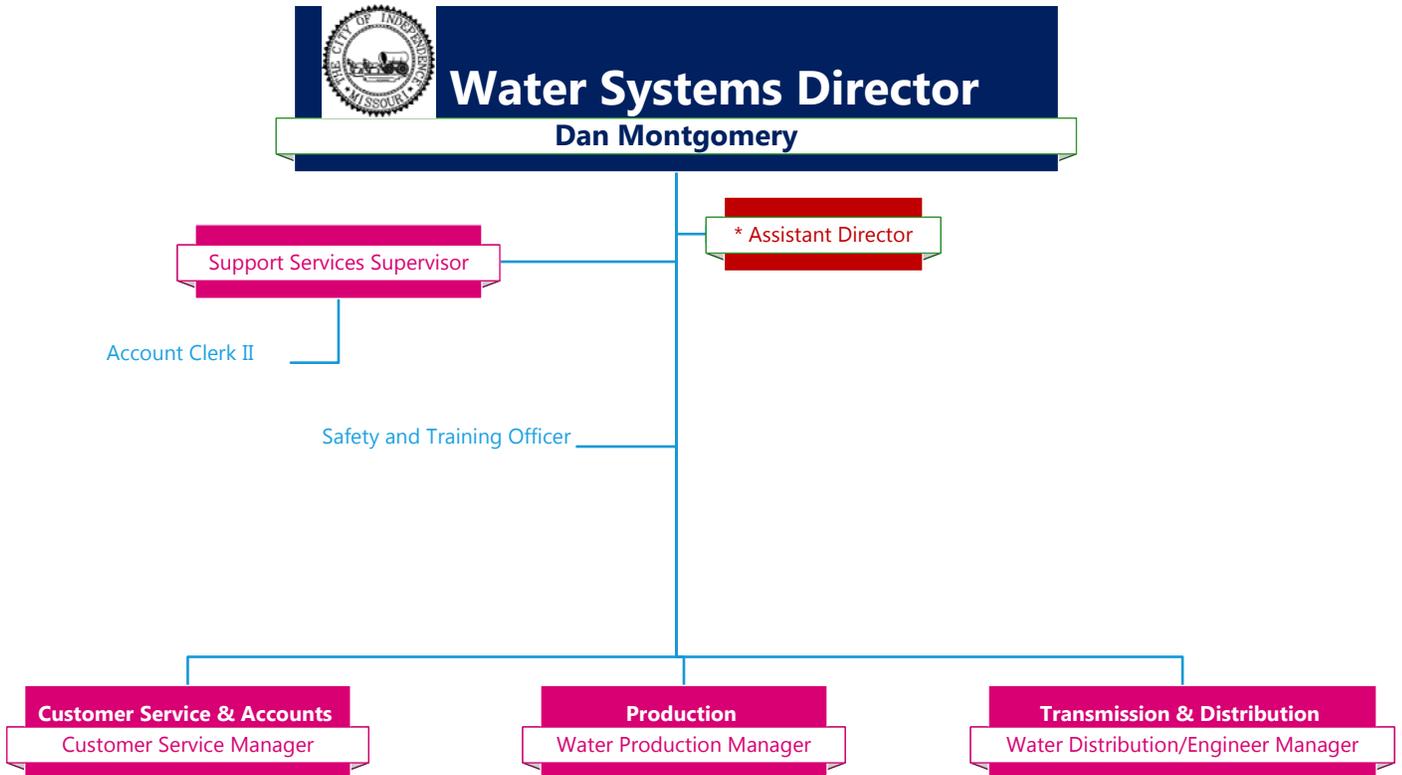
City of Independence, Missouri
2016-17 Operating Budget
Typical Home Water Consumption Rate Comparison - Water Fund

City	Typical Bill*
Raytown, MO	\$53.93
Kansas City, KS	\$52.12
Harrisonville, MO	\$49.62
Belton, MO	\$48.71
Grandview, MO	\$46.02
Kansas City, MO	\$45.95
Raymore, MO	\$35.78
Liberty, MO	\$32.65
Overland Park, KS	\$32.52
Lee's Summit, MO	\$31.75
Blue Springs, MO	\$30.67
Independence, MO	\$30.12
Olathe, KS	\$29.43
Sugar Creek, MO	\$28.43

* The typical bill is calculated using an average water consumption amount of 5,236 gallons per month (7 ccf)

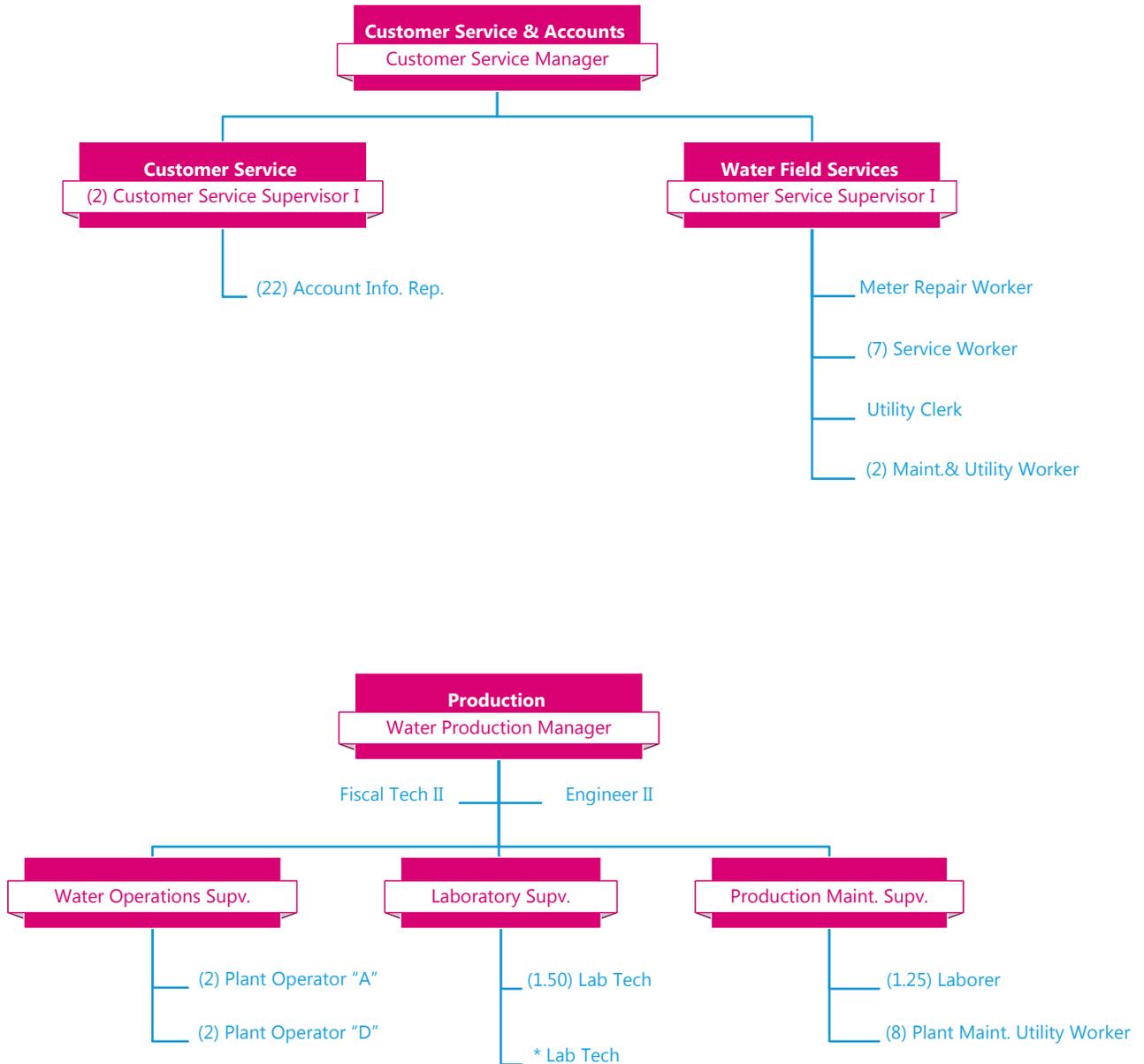
Note: Survey conducted in February 2016

Water



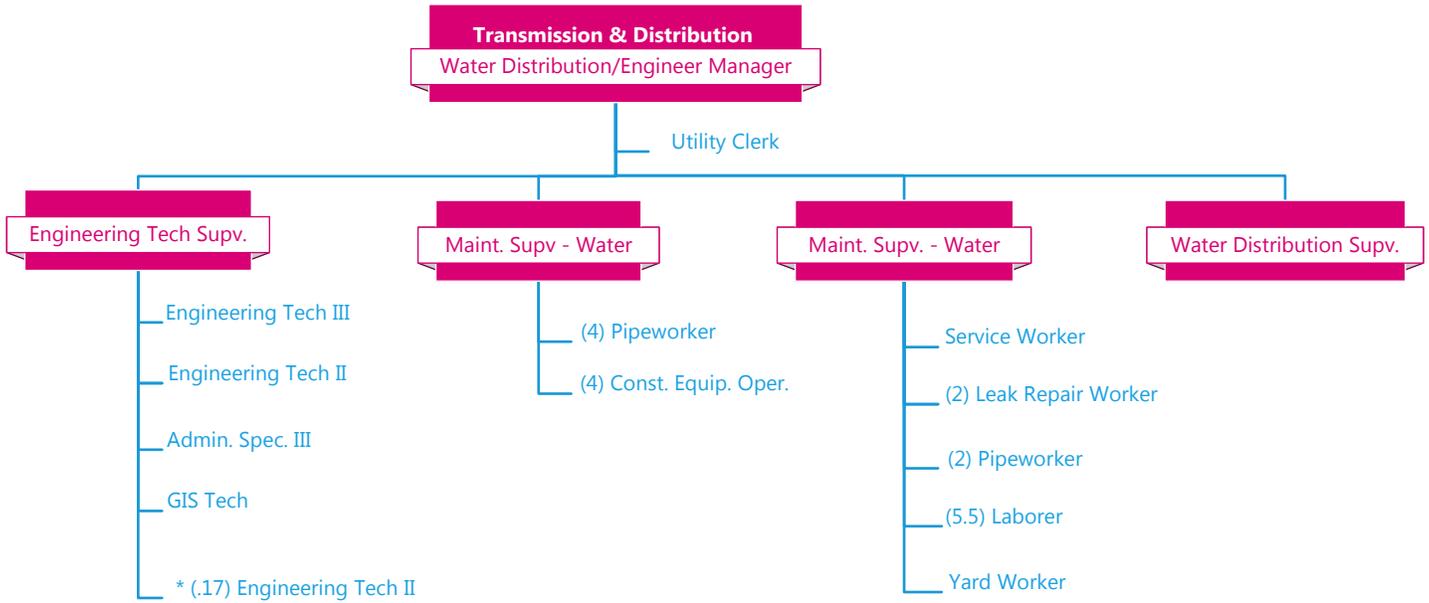
* Unfunded Position

Water continued



* Unfunded Position

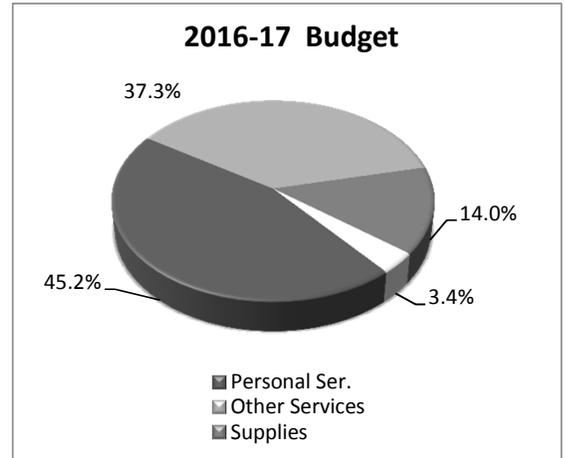
Water continued



* Unfunded Position

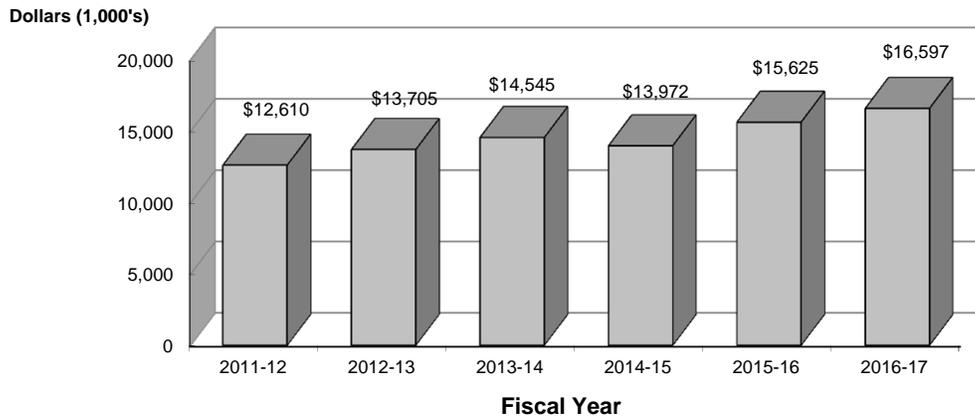
Appropriations by Type:

Expenditure Type	Actual 2014-15	Original 2015-16	Revised 2015-16	Adopted 2016-17
Personal Ser.	\$ 6,476,315	\$ 7,347,490	\$ 7,347,490	\$ 7,509,864
Other Services	5,167,962	5,769,251	5,771,051	6,194,450
Supplies	1,825,768	2,125,235	2,125,235	2,321,240
Capital Outlay	502,072	382,860	381,060	571,600
Other	-	-	-	-
Total	\$ 13,972,117	\$ 15,624,836	\$ 15,624,836	\$ 16,597,154



Historical Comparison:

	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17
Employees:						
Full Time Equiv.	93.65	93.42	92.42	93.42	93.42	93.42
Amount by Fund:						
Water Fund	\$ 12,610,259	\$ 13,704,564	\$ 14,545,488	\$ 13,972,117	\$ 15,624,836	\$ 16,597,154
Total All Funds	\$ 12,610,259	\$ 13,704,564	\$ 14,545,488	\$ 13,972,117	\$ 15,624,836	\$ 16,597,154
Comparative Ratios:						
Per Capita	\$ 107.94	\$ 117.30	\$ 124.09	\$ 119.14	\$ 133.27	\$ 141.57
Per Household	\$ 258.71	\$ 290.14	\$ 294.54	\$ 258.83	\$ 286.47	\$ 304.30



*City of Independence
Retail Program Summary*

Department: 48 - Water
 Cost Center: 481 - Administration & General

2 16-17 Operating Budget
 Fund: 4 - Water Fund

description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within Administration are: Fiscal Management, Special Projects, Safety, and Management of the Customer Service, Production, and Transmission and Distribution areas.

2 15-16 Accomplishments

Goal Ref

- * Monitored the City's Backflow Prevention Program to assure the 3,300 backflow devices were inspected and working to meet the requirements of the Missouri Department of Natural Resources. 3
- * Provided inspection services to assure the water main replaced on 23rd Street from Dodgion Avenue to Emery Street was in compliance with all applicable standards and regulations. 3
- * Completed the plans and specifications for the main replacement project along Northern Blvd. from 28th Street to 31st Street. 3

Service Delivery Background Data

description	2 13-14 Actual	2 14-15 Actual	2 15-16 Projected	2 16-17 Projected
Number of customers	48,253	48,384	48,323	48,477
Revenue (Avg. Residential)	\$24.17	\$24.30	\$25.24	\$27.25
Gallons of water sold (Avg. Res.)	5,380	4,970	5,710	5,290
Percentage of water pumped that was sold to customers	86%	87%	88%	89%

2 16-17 Objectives

Goal Ref

- * Monitor The City's Backflow Prevention Program. 3
- * Prepare specifications and provide inspections for water main replacement on Truman Road. (Yuma to Alexander) 3
- * Implement CityWorks software program. 2
- * Provide inspections for water main replacement on Northern Blvd. (28th Street to Sheley Road). 3

Staffing:

Position Title	2 13-14 Budget	2 14-15 Budget	2 15-16 Budget	2 16-17 Budget
Account Clerk II	1.00	1.00	1.00	1.00

*City of Independence
Retail Program Summary*

Department: 48 - Water
Cost Center: 481 - Administration & General

2016-17 Operating Budget
Fund: 4 - Water Fund

Staffing:

Position Title	201 -14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00
Safety & Training Officer	.00	1.00	1.00	1.00
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech II	.17	.17	.17	.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00
Total	9.17	10.17	10.17	10.17

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	712,835	813,568	813,568	828,162
Other Services & Charges	407,594	506,474	506,474	438,718
Supplies	23,485	25,670	25,670	23,670
Capital Outlay	33,952	72,000	70,200	126,600
Other Expenditures	0	0	0	0
Total	1,177,866	1,417,712	1,415,912	1,417,150

Significant Issues

* Relocation to the Utility Service Center.

*City of Independence
Retail Program Summary*

Department: 48 - Water
Cost Center: 4821 - Water Field Service

2016-17 Operating Budget
Fund: 4 - Water Fund

Description

The Water Field Service Division is responsible for installing and maintaining meters for over 48,517 customers, inspecting new service installations and the disconnection of existing services, and investigating the high bill complaints.

2015-16 Accomplishments

Goal Ref

* Field service workers responded to over 1800 internal and external service calls per month. 3

Service Delivery Background Data

<u>Description</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Projected</u>	<u>2016-17 Projected</u>
Water taps installed	88	79	90	90
Number of meters replaced	980	1,694	1,800	1,800

2016-17 Objectives

Goal Ref

* Maintain optimum water meter inventory and meter change outs in response to status of the conditional proposal of the Advanced Metering Infrastructure initiative. 3

Staffing:

<u>Position Title</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>
Meter Repair Worker - Water	1.00	1.00	1.00	1.00
Service Worker	7.00	7.00	7.00	7.00
Customer Service Supvr I	1.00	.00	.00	.00
Customer Service Field Supv I	.00	1.00	1.00	1.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

*City of Independence
Detail Program Summary*

Department: 48 - Water
Cost Center: 4821 - Water Field Service

2016-17 Operating Budget
Fund: 4 - Water Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	632,124	872,751	872,751	916,209
Other Services & Charges	1,509	15,300	15,300	10,500
Supplies	9,210	13,100	13,100	16,600
Capital Outlay	91,750	104,000	104,000	131,000
Other Expenditures	0	0	0	0
Total	734,593	1,005,151	1,005,151	1,074,309
	=====	=====	=====	=====

*City of Independence
Retail Program Summary*

Department: 48 - Water
Cost Center: 4822 - Customer Service

2016-17 Operating Budget
Fund: 4 - Water Fund

description

The Customer Service Division's core functions are initializing utility services and processing payments for sewer, water, electrical services, miscellaneous other City payments, and Missouri Gas and Energy bills. Customer Service handles all phone calls regarding utility questions and all general calls requesting information regarding the City.

2015-16 Accomplishments

Goal Ref

- * A new Utility Customer Information System (CIS) has been purchased with an implementation date of February 2017. 2

Service Delivery Background Data

description	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Projected
Average time to answer calls	250 SECS	257 SECS	225 SECS	225 SECS
Average percentage of abandoned calls	23.0%	11.9%	18.0%	18.0%

2016-17 Objectives

Goal Ref

- * Improve the customer's telephone experience by lessening the average wait time when calling Customer Service for City and Utility inquiries. 3
- * Implement the new Customer Information and Billing System. 2

Staffing:

Position Title	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget
Account Information Rep	22.00	22.00	22.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr	2.00	2.00	2.00	2.00
Total	25.00	25.00	25.00	25.00

*City of Independence
Retail Program Summary*

Department: 48 - Water
Cost Center: 4822 - Customer Service

2016-17 Operating Budget
Fund: 4 - Water Fund

Program Costs

Expenditure Category	2014-15 Actual	2015-16 Original Budget	2015-16 Revised Budget	2016-17 Adopted Budget
Personal Services	1,340,773	1,447,967	1,447,967	1,393,806
Other Services & Charges	900,201	676,977	678,777	1,002,082
Supplies	26,388	33,470	33,470	28,470
Capital Outlay	15,049	13,400	13,400	4,000
Other Expenditures	0	0	0	0
Total	2,282,411	2,171,814	2,173,614	2,428,358
	=====	=====	=====	=====

Significant Issues

* Conversion to new customer service information system.

*City of Independence
Retail Program Summary*

Department: 48 - Water
Cost Center: 483 - Production

2016-17 Operating Budget
Fund: 4 - Water Fund

description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The department is obligated to meet the requirements of the Safe Drinking Water Act and all standards of the Missouri Department of Natural Resources. Test results show that the water quality meets or exceeds all federal and state regulations.

2 15-16 Accomplishments

Goal Ref

- * Analyzed 1,445 bacteriological samples from various locations within the distribution system. 100% of the samples tested negative for coliform bacteria. 3
- * Hosted a program on the importance of keeping the groundwater safe and provided tours of the water treatment facility to Independence School District 5th grade students and their teachers. All nineteen Independence Schools attended the event, with 1,150 students participating. 3
- * In accordance with Federal and State drinking water regulations monitoring was conducted on various aspects of the drinking water. Monitoring and testing of the water is conducted for numerous parameters, some of which are monitored continuously. Water samples confirmed the water quality met or exceeded regulations. 3

Service Delivery Background Data

description	2 13-14 Actual	2 14-15 Actual	2 15-16 Projected	2 16-17 Projected
Millions of gallons pumped	10,460	9,652	10,600	10,000
Average number of distribution samples taken each month	125	122	126	115
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

2 16-17 Objectives

Goal Ref

- * Collect and analyze 100 distribution system samples per month to determine bacteriological quality. The presence of coliform bacteria in water samples indicates that contamination may have occurred. The Missouri Department of Natural Resources requires that 95% of samples test negative for coliform bacteria. 3
- * Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe. 3

*ity of Inde endence
etail Progra Su ary*

Department: 48 - Water
Cost Center: 483 - Production

2 16-17 Operating Budget
Fund: 4 - Water Fund

016-17 Objectives

Goal Ref

* Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different parameters of water, from clarity to allowable limits of certain chemicals in water. Our goal is to meet and/or exceed water quality regulations.

Staffing:

Position Title	013-14 Budget	014-15 Budget	015-16 Budget	016-17 Budget
Plant Operator "A"	2.00	2.00	2.00	2.00
Plant Operator "D"	2.00	2.00	2.00	2.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	1.00	.00	1.00	1.00
Plant Maintenance Utility Wkr	7.00	8.00	7.00	7.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer II	.00	.00	1.00	1.00
Engineer III	1.00	1.00	.00	.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.50	2.50	2.50	2.50
Water Operations Supvr	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Production Maint Supvr	1.00	1.00	1.00	1.00
Total	21.75	21.75	21.75	21.75

Program Costs

Expenditure Category	014-15 Actual	015-16 Original Budget	015-16 Revised Budget	016-17 Adopted Budget
Personal Services	1,700,092	1,855,637	1,855,637	1,926,993
Other Services & Charges	2,909,518	3,331,500	3,331,500	3,476,750
Supplies	1,310,149	1,417,995	1,417,995	1,611,000
Capital Outlay	116,518	44,660	44,660	82,000
Other Expenditures	0	0	0	0
Total	6,036,277	6,649,792	6,649,792	7,096,743

*City of Independence
Retail Program Summary*

Department: 48 - Water
 Cost Center: 484 - Transmission & Distribution

2016-17 Operating Budget
 Fund: 4 - Water Fund

016-17 Objectives

Goal Ref

system.

Staffing:

Position Title	013-14 Budget	014-15 Budget	015-16 Budget	016-17 Budget
Maintenance & Utility Worker	.00	1.00	.00	.00
Maintenance & Utility Wkr	2.00	1.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	2.00	2.00	2.00	2.00
Pipe Worker	6.00	6.00	6.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	2.00	.00	2.00	1.00
Laborer	3.00	5.00	3.00	4.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor-Water	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

Program Costs

Expenditure Category	014-15 Actual	015-16 Original Budget	015-16 Revised Budget	016-17 Adopted Budget
Personal Services	2,090,491	2,357,567	2,357,567	2,444,694
Other Services & Charges	949,140	1,239,000	1,239,000	1,266,400
Supplies	456,536	635,000	635,000	641,500
Capital Outlay	244,803	148,800	148,800	228,000
Other Expenditures	0	0	0	0
Total	3,740,970	4,380,367	4,380,367	4,580,594

City of Independence, Missouri
2016-17 Operating Budget
Capital Lease/Debt Service Requirements - Water Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds:</u>				
2013 Series D (6352)	4,260,000	1,206,338	8,000	5,474,338
Fund Total	<u>\$ 4,260,000</u>	<u>\$ 1,206,338</u>	<u>\$ 8,000</u>	<u>\$ 5,474,338</u>

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9749	Main Replacement	Water Fund	300,000
9952	Security Upgrades	Water Fund	25,000
70401003	Future Production Wells	Water Fund	100,000
70401301	23rd St Main Replacement	Water Fund	500,000
70401504	Northern Blvd. (28th to 31st)	Water Fund	300,000
70401505	Distribution System Improvements	Water Fund	150,000
70401506	Truman Road Booster Station Upgrades	Water Fund	500,000
NEW	Filter Backwash		50,000
NEW	Plant Discharge Outfall Improvements	Water Fund	75,000
NEW	SB Drive Improvements	Water Fund	75,000
NEW	Little Blue Pkwy Transmission Main Improvements	Water Fund	125,000
NEW	Courtney Bend Basin Catwalk Improvements	Water Fund	200,000
NEW	Fiber Optic Connection to CBP	Water Fund	300,000
NEW	Truman Road 12" Main (Yuma to Alexander)	Water Fund	550,000
NEW	Lime Silo	Water Fund	500,000
NEW	Financial Management System	Water Fund	600,000
		Fund Total	<u><u>\$ 4,350,000</u></u>

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Tourism Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Restricted Fund Balance	\$ 585,689	\$ 571,591	\$ 614,453		\$ 42,862	7.50%
Other Fund Balance Components	\$ 12,978					
Estimated Revenues-						
Transient Guest Taxes	\$ 1,616,667	\$ 1,831,402	\$ 1,810,000	94.0%	\$ (21,402)	-1.2%
Interest	94	400	400	0.0%	-	0.0%
Federal & State Grants	-	-	-	0.0%	-	n/a
Misc. Non-Operating Revenue	-	22,653	75,000	3.9%	52,347	231.1%
NFTM - Admissions	-	40,000	40,000	2.1%	-	0.0%
Total Estimated Revenues	<u>\$ 1,616,761</u>	<u>\$ 1,894,455</u>	<u>\$ 1,925,400</u>	100.0%	<u>\$ 30,945</u>	1.6%
Total Sources	\$ 2,215,428	\$ 2,466,046	\$ 2,539,853		\$ 73,807	
Use of Budget Dollars						
Operating Budget:						
Tourism	\$ 1,025,633	\$ 902,005	\$ 848,412	47.0%	\$ (53,593)	-5.9%
Nat'l Frontier Trails Museum	77,806	495,194	529,062	29.3%	33,868	6.8%
Historic Sites Capital Improv.	195,872	172,263	161,825	9.0%	(10,438)	-6.1%
Tourism Sales & Services	320,799	282,131	266,172	14.7%	(15,959)	-5.7%
Total Operating Budget	<u>\$ 1,620,110</u>	<u>\$ 1,851,593</u>	<u>\$ 1,805,471</u>	100.0%	<u>\$ (46,122)</u>	-2.5%
Total Uses	\$ 1,620,110	\$ 1,851,593	\$ 1,805,471		\$ (46,122)	
Changes in Fund Balance						
Operating Transfer Out	23,727		-			
Ending Restricted Fund Balance	\$ 571,591	\$ 614,453	\$ 734,382		\$ 119,929	19.52%

City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - Tourism Fund
For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2016
Fund Balance Components						
Reserved for:						
Encumbrances						
Restricted for:						
Encumbrances	\$ 38,535	\$ 38,715	\$ 137,562	\$ 153,470	\$ 121,043	\$ -
Visitor Orientation Center	753,987	503,987	118,037	111,887	-	-
NFTM Complex Development	-	168,560	81,060	44,597	-	-
Unprogrammed Tourism						
Fund Purposes	550,918	198,543	458,140	275,735	450,548	614,453
Total Fund Balance	\$ 1,343,440	\$ 909,805	\$ 794,799	\$ 585,689	\$ 571,591	\$ 614,453
Fund Balance Target *	306,867	331,910	360,297	367,190	404,190	481,350
Actual over (under) Target	244,051	(133,367)	97,843	(91,455)	46,358	133,103
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)						
Source: Audited Annual Financial Statement for actual amounts Estimated based on current year projections						

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Street Improvements Sales Tax Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 3,716,655	\$ 4,640,110	\$ 1,648,967		\$ (2,991,143)	64.46%
Other Fund Balance Components	\$ -					
Estimated Revenues-						
Sales Taxes	\$ 8,357,101	\$ 8,350,000	\$ 8,350,000	100.0%	\$ -	0.0%
Interest Income and Other	98,631	83,200	900	0.0%	(82,300)	-98.9%
Total Estimated Revenues	\$ 8,455,732	\$ 8,433,200	\$ 8,350,900	100.0%	\$ (82,300)	-1.0%
Transfers in	\$ 66,087	\$ 1,667	\$ -		\$ (1,667)	
Total Sources	\$ 12,238,474	\$ 13,074,977	\$ 9,999,867		\$ (3,075,110)	
Use of Budget Dollars						
Operating Budget						
Public Works	\$ 205,369	\$ 265,323	\$ 563,727	6.5%	\$ 298,404	
Debt Service	529,841	532,694	530,154	6.2%	(2,540)	-0.5%
Total Operating Budget	\$ 735,210	\$ 798,017	\$ 1,093,881	12.7%	\$ 295,864	
Capital Budget:						
Overlay Program	\$ 5,932,687	\$ 5,927,985	\$ 6,625,537	77.0%	\$ 697,552	11.8%
Bridge Improvements	210,170	29,662	-	0.0%	(29,662)	0.0%
Street Improvements	493,214	2,871,884	750,000	8.7%	(2,121,884)	
Safety Improvements	185,250	1,510,670	140,000	1.6%	(1,370,670)	0.0%
Total Capital Budget	\$ 6,821,321	\$ 10,340,201	\$ 7,515,537	87.3%	\$ (2,824,664)	
Other Financing Sources:						
Santa Fe TIF	\$ 14,485	\$ 13,200	\$ -	0.0%	\$ (13,200)	-100.0%
Capital Project Transfers	\$ 27,347	\$ 274,592	\$ -			
Total Uses	\$ 7,598,363	\$ 11,426,010	\$ 8,609,418		\$ (2,816,592)	
Ending Fund Balance	\$ 4,640,110	\$ 1,648,967	1,390,449		\$ (258,518)	-15.68%
<p>Note 1) The Street Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax was renewed in August 2007 for the time period January 1, 2009 to December 31, 2019 at a rate of 1/2 of one percent of the local option sales tax.</p> <p>Note 2) The Santa Fe TIF Transfer will, beginning in FY 2016-17, be netted against revenue in the same manner as other TIFs.</p>						

City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - Street Improvements Sales Tax Fund
For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2016
Fund Balance Components						
<u>Restricted for:</u>						
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Purposes	-	-	-	-	-	-
Unprogrammed Street Improv.						
Sales Tax Fund Purposes	2,491,735	4,567,570	2,846,198	3,716,655	4,640,110	1,648,967
Total Fund Balance	<u>\$ 2,491,735</u>	<u>\$ 4,567,570</u>	<u>\$ 2,846,198</u>	<u>\$ 3,716,655</u>	<u>\$ 4,640,110</u>	<u>\$ 1,648,967</u>
Source: Audited Annual Financial Statement for actual amounts March 31, 2015 monthly Financial and Operating Report for projected amounts						

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<u>Street Improvements:</u>			
<u>Overlay</u>			
70111601	2016 Overlay Program	Street Improv. Sales Tax	\$ 5,725,537
new	2017 Overlay Program	Street Improv. Sales Tax	900,000
	Total Overlay		<u>\$ 6,625,537</u>
<u>Street Improvements</u>			
70111103	Alley Rehabilitation	Street Improv. Sales Tax	200,000
70111501	39th & Noland	Street Improv. Sales Tax	180,000
70111307	78 Highway and Truman	Street Improv. Sales Tax	220,000
70111402	Crysler Complete Streets	Street Improv. Sales Tax	150,000
	Total Street Improvements		<u>\$ 750,000</u>
<u>Safety Improvements</u>			
70110409	Operation Green Light	Street Improv. Sales Tax	\$ 40,000
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	100,000
	Total Safety Improvements		<u>\$ 140,000</u>
		Fund Total	<u>\$ 7,515,537</u>

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Park Improvements Sales Tax Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ (4,984,064)	\$ (4,458,708)	\$ (3,092,351)		\$ 1,366,357	30.64%
Other Fund Balance Components	\$ 33,729					
Estimated Revenues-						
Sales Taxes	\$ 4,178,652	\$ 4,180,000	\$ 4,180,000	90.7%	\$ -	0.0%
Adventure Oasis Water Park	308,969	315,148	321,451	7.0%	6,303	2.0%
Interest Income and Other	151,740	111,055	106,700	2.3%	(4,355)	-3.9%
Total Estimated Revenues	<u>\$ 4,639,361</u>	<u>\$ 4,606,203</u>	<u>\$ 4,608,151</u>		<u>\$ 1,948</u>	<u>0.0%</u>
Proceeds from Debt Issuance	-	\$ -	\$ -			
Capital Project Transfers	45,859	-	-		\$ -	
Total Sources	\$ (265,115)	\$ 147,495	\$ 1,515,800		\$ 1,368,305	
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	\$ 701,433	\$ 687,249	\$ 868,160	27.4%	\$ 180,911	26.3%
6042-Truman Memorial Bldg.	269,622	314,945	337,550	10.6%	22,605	7.2%
6043-Palmer Senior Adult Center	187,397	216,088	218,383	6.9%	2,295	1.1%
6044-Family Recreation Programs	199,416	164,853	215,375	6.8%	50,522	30.6%
6045-Adventure Oasis Water Park	568,649	558,602	576,706	18.2%	18,104	3.2%
6046 - Sports Complex	545,128	639,980	641,028	20.2%	1,048	0.2%
Total Operating Budget	<u>2,471,645</u>	<u>2,581,717</u>	<u>2,857,202</u>		<u>275,485</u>	
Debt Service	33,330	-	-	0.0%	-	n/a
Total Operating Budget	<u>\$ 2,504,975</u>	<u>\$ 2,581,717</u>	<u>\$ 2,857,202</u>	90.1%	<u>\$ 275,485</u>	10.7%
Capital Budget:						
Capital Projects	\$ 1,662,611	\$ 651,129	315,000	9.9%	(336,129)	-51.6%
Total Capital Budget	<u>\$ 1,662,611</u>	<u>\$ 651,129</u>	<u>\$ 315,000</u>			
Operating Transfers:						
Transfers out	26,007	7,000	-	0.0%	(7,000)	
Total Uses	\$ 4,193,593	\$ 3,239,846	\$ 3,172,202	100.0%	\$ (67,644)	-2.1%
Ending Fund Balance	\$ (4,458,708)	\$ (3,092,351)	\$ (1,656,402)		\$ 1,435,949	46.44%

Note 1) The Park Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax rate of 1/4 of one percent of local option sales was renewed August 2010 and will be in effect until repealed.

Note 2) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur.

City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund
For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2011	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2016
Fund Balance Components						
Restricted for:						
Encumbrances	\$ -	\$ -	\$ -	\$ -		\$ -
Other Purposes	-	-	-	-		-
Unprogrammed Parks Improv. Sales Tax Fund Purposes	(5,006,608)	(5,793,401)	(6,382,130)	(4,984,064)	(4,458,708)	(3,092,351)
Total Fund Balance	\$(5,006,608)	\$(5,793,401)	\$(6,382,130)	\$(4,984,064)	\$(4,458,708)	\$(3,092,351)
<p>Source: Audited Annual Financial Statement for actual amounts March 31, 2016 monthly Financial and Operating Report for projected amounts</p>						

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Summary - Park Improv. Sales Tax Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
9970	Park Revitalization	Park Improv. Sales Tax	\$ 315,000
	Fund Total		<u>\$ 315,000</u>

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Storm Water Sales Tax Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 8,358,432	\$ 7,385,985	\$ 2,270,836		\$ (5,115,149)	-69.25%
Other Fund Balance Components	\$ 99,496					
Estimated Revenues-						
Sales Taxes	\$ 4,178,663	\$ 4,180,000	\$ 4,180,000	99.9%	\$ -	0.0%
Interest Income and Other	1,674	4,000	4,000	0.1%	-	0.0%
Total Estimated Revenues	<u>\$ 4,180,337</u>	<u>\$ 4,184,000</u>	<u>\$ 4,184,000</u>	100.0%	<u>\$ -</u>	0.0%
Other Sources						
Transfers In	-	220,338	-			
Total Sources	\$ 12,638,265	\$ 11,790,323	\$ 6,454,836		\$ (5,335,487)	
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	\$ 117,548	\$ 309,037	\$ 450,634	7.0%	\$ 141,597	45.8%
Storm Water Maintenance	1,257,907	1,822,754	2,103,483	32.6%	280,729	15.4%
Storm Water Permit Compliance	346,891	361,425	361,425	5.6%	-	0.0%
Total Operating Budget	<u>\$ 1,722,346</u>	<u>\$ 2,493,216</u>	<u>\$ 2,915,542</u>	45.2%	<u>\$ 422,326</u>	16.9%
Capital Budget:						
Capital Projects	\$ 2,795,481	\$ 6,335,188	\$ 1,495,000	23.2%	\$ (4,840,188)	-76.4%
Total Capital Budget	<u>\$ 2,795,481</u>	<u>\$ 6,335,188</u>	<u>\$ 1,495,000</u>		<u>\$ (4,840,188)</u>	
Operating Transfers:						
Santa Fe TIF Transfer	\$ 6,992	\$ 6,800	\$ -	0.0%	(6,800)	
Falls at Crackerneck Creek	727,461	684,283	494,020	7.7%	(190,263)	
General Fund	-	-	197,063	3.1%	197,063	
Total Transfers	<u>\$ 734,453</u>	<u>\$ 691,083</u>	<u>\$ 691,083</u>		<u>\$ -</u>	
Total Uses	\$ 5,252,280	\$ 9,519,487	\$ 5,101,625	100.0%	\$ (4,417,862)	
Ending Fund Balance	\$ 7,385,985	\$ 2,270,836	\$ 1,353,211		\$ (917,625)	40.41%

Note 1) The Storm Water Improvements Sales Tax was approved by Independence voters on August 3, 2010 and went into effect on January 1, 2011. The tax rate of 1/4 of one percent of local option sales tax and will be in effect until repealed.

Note 2) The Santa Fe TIF Transfer will, beginning in FY 2016-17, be netted against revenue in the same manner as other TIFs.

City of Independence, Missouri
 2016-17 Operating Budget
Fund Balance Summary - Stormwater Improvements Sales Tax Fund
 For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2016
Fund Balance Components						
Restricted for:						
Encumbrances	\$ -	\$ -				\$ -
Emergency Response						
Detention Basin Const.						
Detention Basin Maint.						
Unprogrammed Stormwater Improv.						
Sales Tax Fund Purposes	7,257,027	6,568,453	7,405,051	8,358,432	7,385,985	2,270,836
Total Fund Balance	\$ 7,257,027	\$ 6,568,453	\$ 7,405,051	\$ 8,358,432		\$ 2,270,836
Source: Audited Annual Financial Statement for actual amounts March 31, 2016 monthly Financial and Operating Report for projected amounts						

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70131504	Drumm to Crane	Storm Water Sales Tax	\$ 350,000
70131501	Rock Creek Neighborhood Projects	Storm Water Sales Tax	700,000
NEW	19th & Norwood	Storm Water Sales Tax	195,000
NEW	Walnut Gardens, RD Mize & Gateway Drive	Storm Water Sales Tax	170,000
NEW	Blue Lawn - E. 31st-E. 32nd - East of Arlington	Storm Water Sales Tax	80,000
Fund Total			<u><u>\$ 1,495,000</u></u>

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Police Public Safety Sales Tax Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 2,356,260	\$ 1,557,817	\$ 1,721,447		\$ 163,630	10.50%
Other Fund Balance Components	\$ (817,736)					
Estimated Revenues-						
Sales Taxes	\$ 2,211,890	\$ 2,210,000	\$ 2,210,000	100.0%	\$ -	0.0%
Interest Income and Other	67,298	44,663	600	0.0%	(44,063)	-98.7%
Total Estimated Revenues	<u>\$ 2,279,188</u>	<u>\$ 2,254,663</u>	<u>\$ 2,210,600</u>	100.0%	<u>\$ (44,063)</u>	-2.0%
Proceeds from Debt Issue	-	-	-			
Total Sources	\$ 3,817,712	\$ 3,812,480	\$ 3,932,047		\$ 119,567	
Use of Budget Dollars						
Operating Budget:						
<u>Police Department:</u>						
Communications	\$ 299,995	\$ 351,944	\$ 313,819	13.3%	\$ (38,125)	-10.8%
Facilities	276,294	569,000	569,500	24.1%	500	0.1%
Equipment	1,167,112	1,166,789	1,475,422	62.6%	308,633	26.5%
Total Police Department	<u>\$ 1,743,401</u>	<u>\$ 2,087,733</u>	<u>\$ 2,358,741</u>	100.0%	<u>\$ 271,008</u>	
Debt Service	511,794	-	-	0.0%	-	n/a
Total Operating Budget	<u>\$ 2,255,195</u>	<u>\$ 2,087,733</u>	<u>\$ 2,358,741</u>	100.0%	<u>\$ 271,008</u>	13.0%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	\$ -	\$ 3,300	\$ -	0.0%	(3,300)	
Capital Project Transfers	4,700	-	-	0.0%	-	
Total Uses	\$ 2,259,895	\$ 2,091,033	\$ 2,358,741	100.0%	\$ 267,708	
Ending Fund Balance	\$ 1,557,817	\$ 1,721,447	\$ 1,573,306		\$ (148,141)	-8.61%

Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/8 of one percent of local option sales tax will expire on December 31, 2016.

Note 2) The Santa Fe TIF Transfer will, beginning in FY 2016-17, be netted against revenue in the same manner as other TIFs.

City of Independence, Missouri
 2016-17 Operating Budget
Fund Balance Summary - Police Public Safety Sales Tax Fund
 For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2016
Fund Balance Components						
Restricted for:						
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service						
Unprogrammed Police						
Sales Tax Fund Purposes	1,967,871	2,161,900	2,317,625	2,356,260	1,557,817	1,721,447
Total Fund Balance	\$ 1,967,871	\$ 2,161,900	\$ 2,317,625	\$ 2,356,260	\$ 1,557,817	\$ 1,721,447
Source: Audited Annual Financial Statement for actual amounts March 31, 2016 monthly Financial and Operating Report for projected amounts						

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 896,496	\$ 1,505,114	\$ 1,625,452		\$ 120,338	8.00%
Estimated Revenues-						
Sales Taxes	\$ 2,089,554	\$ 2,100,000	\$ 2,100,000	100.0%	\$ -	0.0%
Interest Income and Other	220	200	800	0.0%	600	300.0%
Total Estimated Revenues	\$ 2,089,774	\$ 2,100,200	\$ 2,100,800	100.0%	\$ 600	0.0%
Proceeds from Debt Issuance	-					
Total Sources	\$ 2,986,270	\$ 3,605,314	\$ 3,726,252		\$ (3,605,314)	
Use of Budget Dollars						
Operating Budget:						
<u>Fire Department:</u>						
Operations	\$ 437,147	\$ 656,905	\$ 962,582	46.2%	\$ 305,677	46.5%
Vehicles	388,125	1,049,049	670,000	32.2%	(379,049)	-36.1%
Repair Fire Stations	15,764	134,408	300,000	14.4%	165,592	123.2%
Tools and Equipment	77,540	135,500	151,000	7.2%	15,500	11.4%
Total Fire Department	\$ 918,576	\$ 1,975,862	\$ 2,083,582	100.0%	\$ 107,720	
Debt Service	552,563	-	-	0.0%	-	n/a
Total Operating Budget	\$ 1,471,139	\$ 1,975,862	\$ 2,083,582	100.0%	\$ 107,720	5.5%
Capital Budget:						
Capital Projects	\$ -	\$ -	\$ -	0.0%	\$ -	n/a
Total Capital Budget	\$ -	\$ -	\$ -		\$ -	
Operating Transfers:						
Santa Fe TIF	4,925	4,000	-	0.0%	(4,000)	-100.0%
Capital Project Transfers	5,092	-	-			
Total Uses	\$ 1,481,156	\$ 1,979,862	\$ 2,083,582	100.0%	\$ 103,720	
Ending Fund Balance	\$ 1,505,114	\$ 1,625,452	\$ 1,642,670		\$ 17,218	1.06%

Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/4 of one percent of local option sales tax dropped to 1/8 of one percent on January 1, 2009 and will expire on December 31, 2016.

Note 2) The Santa Fe TIF Transfer will, beginning in FY 2016-17, be netted against revenue in the same manner as other TIFs.

City of Independence, Missouri
2016-17 Operating Budget
Fund Balance Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2010-11 through 2015-16

Description	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Projected 6/30/2015
Fund Balance Components						
Restricted for:						
Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service						
Unprogrammed Fire Sales						
Tax Fund Purposes	810,193	1,846,225	2,323,101	896,496	1,505,114	1,625,452
Total Fund Balance	<u>\$ 810,193</u>	<u>\$ 1,846,225</u>	<u>\$ 2,323,101</u>	<u>\$ 896,496</u>	<u>\$ 1,505,114</u>	<u>\$ 1,625,452</u>
<p>Source: Audited Annual Financial Statement for actual amounts March 31, 2016 monthly Financial and Operating Report for projected amounts</p>						

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Grants Fund
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Current Estimate	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Other Fund Balance Components	\$ 241,198					
Estimated Revenues-						
Grants and Shared Revenue	\$ 2,172,478	\$ 1,872,231	\$ 870,985	73.8%	\$ (1,001,246)	-53.5%
Charges for Current Services	470,551	448,529	308,540	26.2%	(139,989)	-31.2%
Interest Income and Other	280,540	16,280	-	0.0%	(16,280)	n/a
Total Estimated Revenues	\$ 2,923,569	\$ 2,337,040	\$ 1,179,525	100.0%	\$ (1,157,515)	-49.5%
Total Sources	\$ 3,164,767	\$ 2,337,040	\$ 1,179,525		\$ (1,157,515)	-49.5%
Use of Budget Dollars						
Operating Budget:						
Law Department	\$ 12,352	\$ 37,459	\$ 18,189	1.5%	\$ (19,270)	-51.4%
Human Resources	\$ 387					
Community Development	729,733	143,993	209,000	17.7%	65,007	
Police Department	1,264,359	1,080,068	341,491	29.0%	(738,577)	-68.4%
Fire Department	440,690	152,411	87,060	7.4%	(65,351)	-42.9%
Health Department	536,537	923,109	523,785	44.4%	(399,324)	-43.3%
Parks and Recreation	180,709					
Total Operating Budget	\$ 3,164,767	\$ 2,337,040	\$ 1,179,525	100.0%	\$ (1,157,515)	-49.5%
Total Uses	\$ 3,164,767	\$ 2,337,040	\$ 1,179,525	100.0%	\$ (1,157,515)	-49.5%
Balance Available	\$ -	\$ -	\$ -		\$ -	

Note: The listed appropriations are for planning purposes only. Due to varying time frames and the uncertainty of renewal, actual appropriations will be approved by City Council action as each grant is renewed.

City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - Other Funds
For the Fiscal Year 2016-17

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
<u>Estimated Revenues-</u>			
Federal Grant - CDBG	\$ 421,902		
HOME Program Grant		\$ 279,721	
Worker's Compensation Premiums			\$ 2,478,700
Total Estimated Revenues	<u>\$ 421,902</u>	<u>\$ 279,721</u>	<u>\$ 2,478,700</u>
Proceeds from Debt Service	\$ -	\$ -	\$ -
Total Sources	\$ 421,902	\$ 279,721	\$ 2,478,700
Allocation of Budget Dollars			
<u>Operating Departments-</u>			
Law			\$ 2,478,700
Community Development	\$ 151,902	\$ 34,807	
Total Operating Departments	<u>\$ 151,902</u>	<u>\$ 34,807</u>	<u>\$ 2,478,700</u>
<u>Grant Authorized Programming</u>			
Community Dev. Block Grant	270,000		
Home Program		244,914	
Total Allocations	\$ 421,902	\$ 279,721	\$ 2,478,700
Balance Available	\$ (see Note 1) -	\$ (see Note 1) -	\$ (see Note 1) -
Note 1)	Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.		

City of Independence, Missouri
 2016-17 Operating Budget
Budget Summary - Internal Service Funds
 For the Fiscal Year 2016-17

Description	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars		
<u>Estimated Revenues-</u>		
Central Garage Charges	\$ 1,970,467	
Staywell Healthcare Premiums		\$ 24,533,600
Pharmacy Benefit Premiums		
Total Estimated Revenues	\$ 1,970,467	\$ 24,533,600
Total Sources	\$ 1,970,467	\$ 24,533,600
Allocation of Budget Dollars		
<u>Operating Departments-</u>		
Public Works	\$ 1,970,467	
Non-Departmental		24,533,600
Total Operating Departments	\$ 1,970,467	\$ 24,533,600
Total Allocations	\$ 1,970,467	\$ 24,533,600
Balance Available	\$ - <small>(see Note 1)</small>	\$ - <small>(see Notes 1 & 2)</small>
Note 1)	Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal	
Note 2)	This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes.	

**City of Independence, Missouri
2016-17 Operating Budget**

**Revenue Summary
For the Fiscal Years 2014-15, 2015-16 and 2016-17**

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Proposed Budget	%Chg. Curr Est to Prop
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Tourism Fund

4-3043	Transient Guest Tax	1,618,246	1,800,000	1,831,402	1,810,000	-1.2%
4-3250	State Grant - Other	-37,914	0	0	0	
4-3331	NFTM-Admissions	0	40,000	40,000	40,000	
4-3411	Interest Income	87	200	400	400	0.0%
4-3449	Misc. Non-Operating Revenue	36,342	28,000	22,653	75,000	231.1%
	Total Revenues	\$1,616,761	\$1,868,200	\$1,894,455	\$1,925,400	1.6%

Street Improvements Sales Tax Fund

11-3041	Sales Tax	8,357,101	7,996,718	8,350,000	8,350,000	0.0%
11-3411	Interest	631	900	900	900	
11-3449	Misc. Non-Operating Revenue	98,000	0	0	0	
	Total Revenues	\$8,455,732	\$7,997,618	\$8,350,900	\$8,350,900	0.0%

Parks Improvements Sales Tax Fund

12-3041	Sales Tax	4,178,652	3,998,359	4,180,000	4,180,000	0.0%
12-3321	Athletic Fees	3,854	0	0	0	
12-3322	Program Fees	38,200	50,000	38,480	40,400	5.0%
12-3323	Concessions	47,388	32,000	19,300	20,000	3.6%
12-3326	Water Park Fees/Memberships	308,969	440,000	315,148	321,451	2.0%
12-3327	Center Fees/Club Memberships	8,012	6,000	6,725	5,800	-13.8%
12-3329	Facility Rentals	40,480	48,000	26,550	30,500	14.9%
12-3449	Misc. Non-Operating Revenue	11,651	0	20,000	10,000	-50.0%
	Total Revenues	\$4,637,207	\$4,574,359	\$4,606,203	\$4,608,151	0.0%

Storm Water Improvements Sales Tax Fund

13-3041	Sales Tax	4,178,663	3,998,359	4,180,000	4,180,000	0.0%
13-3411	Interest	1,673	3,000	4,000	4,000	0.0%
	Total Revenues	\$4,180,336	\$4,001,359	\$4,184,000	\$4,184,000	0.0%

Police Sales Tax Fund

16-3041	Sales Tax	2,211,890	2,136,926	2,210,000	2,210,000	0.0%
16-3411	Interest	379	900	600	600	0.0%
16-3449	Misc. Non-Operating Revenue	27,001	0	44,063	0	-100.0%
	Total Revenues	\$2,239,269	\$2,137,826	\$2,254,663	\$2,210,600	-2.0%

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Proposed Budget	%Chg. Curr Est to Prop
Fire Sales Tax Fund						
17-3041	Sales Tax	2,089,554	2,002,902	2,100,000	2,100,000	0.0%
17-3411	Interest	220	800	800	800	0.0%
	Total Revenues	\$2,089,774	\$2,003,702	\$2,100,800	\$2,100,800	0.0%
License Surcharge (Excise Tax) Fund						
14-3108	License Tax	103,481	175,000	160,000	100,000	-37.5%
14-3411	Interest	180	300	500	0	-100.0%
	Total Revenues	\$103,662	\$175,300	\$160,500	\$100,000	-37.7%
Community Development Block Grant Fund						
8-3204	Federal Grant - CDBG	798,319	346,865	759,326	421,902	-44.4%
	Total Revenues	\$798,319	\$346,865	\$759,326	\$421,902	-44.4%
HOME Program Fund						
9-3209	HOME Program Grant	256,435	246,498	308,121	279,721	-9.2%
	Total Revenues	\$256,435	\$246,498	\$308,121	\$279,721	-9.2%
Grants Fund						
15-3210	Emergency Mgmt. Assist.	107,290	82,808	113,632	87,060	-23.4%
15-3211	Public Health Nursing	158,418	215,479	540,321	210,659	-61.0%
15-3219	Other Federal Grants	1,708,394	462,494	2,059,393	573,266	-72.2%
15-3250	Other State Grants	127,648	80,323	63,442	0	-100.0%
15-3279	Other Misc. Grants	70,727	6,000	118,302	0	-100.0%
15-3316	Reimb. For Police Services	141,152	99,540	93,594	99,540	6.4%
15-3398	Miscellaneous Charges	329,398	209,000	313,084	209,000	-33.2%
15-3435	Contributions	206,106	0	23,422	0	-100.0%
	Total Revenues	\$2,849,135	\$1,155,644	\$3,325,190	\$1,179,525	-64.5%

City of Independence, Missouri
2016-17 Operating Budget
Revenue Summary
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Acct. No.	Description	2014-15 Actual	2015-16 Original Budget	2015-16 Current Estimate	2016-17 Proposed Budget	%Chg. Curr Est to Prop
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Central Garage Fund

90-3380	Central Garage Charges	1,966,724	2,310,840	2,087,640	1,968,117	-5.7%
90-3411	Interest Income	148	250	350	350	0.0%
90-3449	Misc. Non-Operating Revenue	14,293	5,000	2,000	2,000	0.0%
	Total Revenues	\$1,981,165	\$2,316,090	\$2,089,990	\$1,970,467	-5.7%

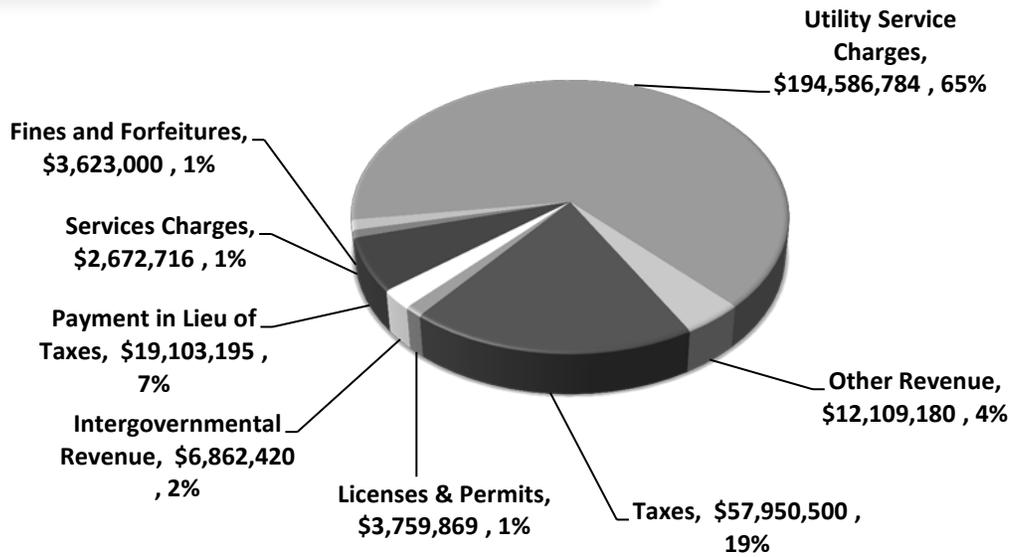
Staywell Healthcare Fund

91-3461	Premiums	24,185,700	21,803,576	22,513,723	23,625,600	4.9%
91-3413	Interest - Other	4,155	6,000	8,000	8,000	0.0%
91-3449	Misc. Non-Operating Revenue	1,402,328	700,000	900,000	900,000	0.0%
	Total Revenues	\$25,592,182	\$22,509,576	\$23,421,723	\$24,533,600	4.7%

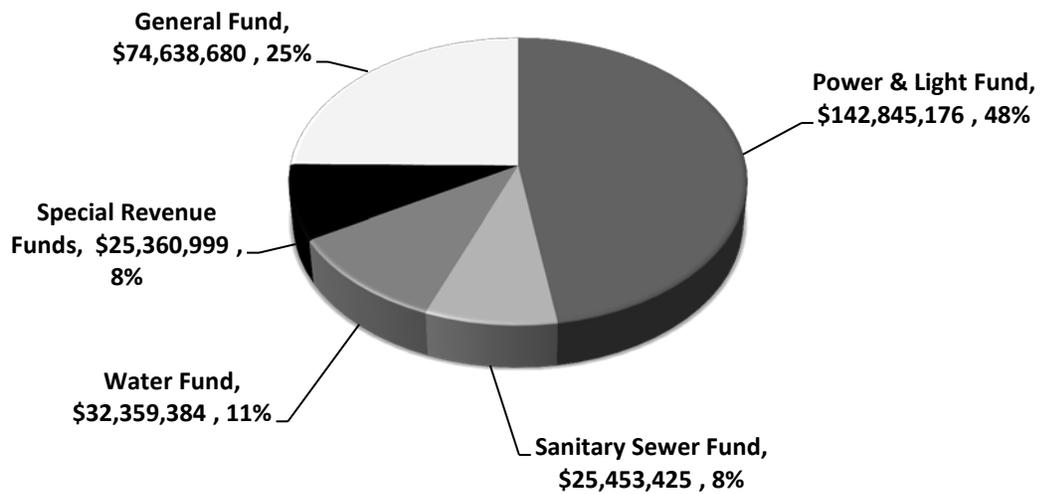
Workers' Compensation Fund

92-3411	Interest Income	1,090	2,000	2,700	2,700	0.0%
92-3471	Workers Comp Premiums	2,551,500	2,561,000	2,561,000	2,476,000	-3.3%
92-3472	Reinsurance Reimbursements	76,722	72,000	198,886	0	-100.0%
	Total Revenues	\$2,629,313	\$2,635,000	\$2,762,586	\$2,478,700	-10.3%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2016-17 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2014-15, 2015-16 and 2016-17

Description	2014-15 Actual	2015-16 Original Budget	2016-17 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Taxes, excluding PILOTS	\$ 58,388,341	\$ 58,564,168	\$ 57,950,500	19.3%	\$ (613,668)	-1.0%
Payment in Lieu of Taxes	\$ 18,413,389	\$ 18,868,596	\$ 19,103,195	6.4%	234,599	1.2%
Licenses & Permits	\$ 3,682,050	\$ 3,403,687	\$ 3,759,869	1.3%	356,182	10.5%
Grants & Shared Revenue	\$ 8,550,557	\$ 7,189,690	\$ 6,862,420	2.3%	(327,270)	-4.6%
Charges for Current Ser.	\$ 2,643,400	\$ 2,809,310	\$ 2,672,716	0.9%	(136,594)	-4.9%
Fines and Forfeitures	\$ 4,652,309	\$ 4,921,960	\$ 3,623,000	1.2%	(1,298,960)	-26.4%
Utility Service Charges	\$ 187,496,441	\$ 194,450,156	\$ 194,586,784	64.8%	136,628	0.1%
Interfund Charges	\$ 7,820,008	\$ 7,702,060	\$ 8,096,267	2.7%	394,207	5.1%
Other Revenue	\$ 1,609,052	\$ 805,500	\$ 3,805,850	1.3%	3,000,350	372.5%
Total Est. Revenues	\$ 293,255,546	\$ 300,115,127	\$ 300,460,601	100.0%	\$ 1,745,474	0.6%
Net Transfers In		\$ 10,000	\$ 207,063		\$ 197,063	
Total Sources		\$ 301,525,127	\$ 300,667,664		\$ 542,537	0.2%
Use of Budget Dollars						
Operating Departments-						
City Council	\$ 455,766	\$ 453,821	\$ 482,118	0.2%	\$ 28,297	6.2%
City Clerk	\$ 381,705	\$ 366,691	\$ 321,384	0.1%	(45,307)	-12.4%
Nat'l Front. Trails Museum	\$ 261,914	\$ -	\$ -	0.0%	-	-
Technology Services	\$ 1,794,575	\$ 1,996,601	\$ 1,882,214	0.6%	(114,387)	-5.7%
Municipal Court	\$ 827,283	\$ 836,066	\$ 853,290	0.3%	17,224	2.1%
Law	\$ 801,649	\$ 773,828	\$ 751,037	0.3%	(22,791)	-2.9%
City Manager	\$ 886,592	\$ 984,378	\$ 918,674	0.3%	(65,704)	-6.7%
Tourism	\$ 1,620,110	\$ 1,851,593	\$ -	0.0%	(1,851,593)	-100.0%
Finance	\$ 15,916,171	\$ 17,593,534	\$ 1,899,423	0.7%	(15,694,111)	-89.2%
Human Resources	\$ 451,163	\$ 459,444	\$ 491,198	0.2%	31,754	6.9%
Community Dev.	\$ 4,696,706	\$ 3,649,076	\$ 3,999,057	1.4%	349,981	9.6%
Police	\$ 30,337,516	\$ 29,527,281	\$ 29,766,832	10.2%	239,551	0.8%
Fire	\$ 18,573,637	\$ 19,072,841	\$ 19,953,067	6.9%	880,226	4.6%
Health	\$ 3,233,844	\$ 3,077,940	\$ 3,131,845	1.1%	53,905	1.8%
Water	\$ 6,193,309	\$ 6,602,387	\$ 16,597,154	5.7%	9,994,767	151.4%
Public Works	\$ 5,912,660	\$ 6,172,085	\$ 6,072,181	2.1%	(99,904)	-1.6%
Water Pollution Contr.	\$ 14,145,303	\$ 17,354,988	\$ 18,466,159	6.4%	1,111,171	6.4%
Parks and Recreation	\$ 1,766,157	\$ 4,214,951	\$ 6,153,401	2.1%	1,938,450	46.0%
Power and Light	\$ 104,186,379	\$ 109,912,847	\$ 114,058,507	39.2%	4,145,660	3.8%
Non-Departmental	\$ 41,493,855	\$ 43,049,141	\$ 44,316,889	15.2%	1,267,748	2.9%
Debt Service	\$ 16,083,481	\$ 20,877,871	\$ 20,161,681	6.9%	(716,190)	-3.4%
Capital Outlay	\$ 343,177	\$ 400,000	\$ 376,700	0.1%	(23,300)	-5.8%
Total Departments	\$ 270,362,952	\$ 289,227,364	\$ 290,652,811	100.0%	\$ 1,425,447	0.5%
Utility/Sales Tax Funds-Cap. Budget		27,172,916	31,618,537		4,445,621	16.4%
Net Transfers Out/Designations		3,379,140	985,556		(2,393,584)	-70.8%
Total Uses		\$ 319,779,420	\$ 323,256,904		\$ 3,477,484	1.1%

**City of Independence, Missouri
2016-17 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds**

Description / Funds	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Sources:							
Estimated Revenues	74,441,617	25,360,999	142,845,176	25,453,425	32,359,384	28,982,767	329,443,368
Proceeds from Debt Issuance		-					-
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(114,461)	(3,792,530)	(1,475,570)	(2,713,706)		(8,096,267)
Internal Service Fund Chgs						(28,982,767)	(28,982,767)
Transfers In-							
From Other Funds / Sources	197,063			10,000			207,063
Total Sources	\$ 74,638,680	\$ 25,246,538	\$ 139,052,646	\$ 23,987,855	\$ 29,645,678	\$ -	\$ 292,571,397
Uses:							
Operating Budgets-							
City Council	\$ 482,118						\$ 482,118
City Clerk	321,384						321,384
City Manager	918,674						918,674
Technology Services	1,748,129		134,085				1,882,214
Municipal Court	853,290						853,290
Law	732,848	18,189				2,478,700	3,229,737
Finance	1,846,418				53,005		1,899,423
Human Resources	491,198						491,198
Community Development	3,088,434	910,623					3,999,057
Police	27,066,600	2,700,232					29,766,832
Fire	17,782,425	2,170,642					19,953,067
Health	2,608,060	523,785					3,131,845
Water					16,597,154		16,597,154
Public Works	5,419,548	563,727		88,906		1,970,467	8,042,648
Water Pollution Control		2,915,542		15,550,617			18,466,159
Parks and Recreation	1,490,728	4,662,673					6,153,401

(continued on the next page)

City of Independence, Missouri
2016-17 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Funds	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Operating Budgets (continued)-							
Power and Light			114,058,507				114,058,507
Non-Departmental	9,557,222	-	22,806,332	4,890,428	7,062,907	24,533,600	68,850,489
Debt Service/Lease Purch.		530,154	8,946,157	6,287,757	4,397,613		20,161,681
Capital Outlay	376,700						376,700
Operating Budget Total	\$ 74,783,776	\$ 14,995,567	\$ 145,945,081	\$ 26,817,708	\$ 28,110,679	\$ 28,982,767	\$ 319,635,578
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(114,461)	(3,792,530)	(1,475,570)	(2,713,706)		(8,096,267)
Internal Service Fund Chgs						(28,982,767)	(28,982,767)
Consolidated Operating Budg.	74,783,776	14,881,106	142,152,551	25,342,138	25,396,973	-	282,556,544
Capital Budget		9,325,537	16,390,000	1,553,000	4,350,000		31,618,537
Total Operating/Capital Budg.	\$ 74,783,776	\$ 24,206,643	\$ 158,542,551	\$ 26,895,138	\$ 29,746,973	\$ -	\$ 314,175,081
Transfers Out-							
Desig. for Capital & Grants		-					-
To Other Funds	-	691,083	99,261	109,186	86,026		985,556
Total Uses	\$ 74,783,776	\$ 24,897,726	\$ 158,641,812	\$ 27,004,324	\$ 29,832,999	\$ -	\$ 315,160,637

City of Independence, Missouri
2016-17 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund	Combined Sales Tax Funds	Grants Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total Special Revenue Funds
Sources:							
Estimated Revenues	21,454,451	1,179,525	1,925,400	100,000	421,902	279,721	25,360,999
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(44,067)		(70,394)				(114,461)
Transfers In-							
From Other Funds							-
Total Sources	\$ 21,410,384	\$ 1,179,525	\$ 1,855,006	\$ 100,000	\$ 421,902	\$ 279,721	\$ 25,246,538
Uses:							
Operating Budgets-							
Law		\$ 18,189					\$ 18,189
Community Development		209,000			421,902	279,721	910,623
Police	2,358,741	341,491					2,700,232
Fire	2,083,582	87,060					2,170,642
Health		523,785					523,785
Public Works	563,727						563,727
Water Pollution Control	2,915,542						2,915,542
Parks and Recreation	2,857,202		1,805,471				4,662,673
Non-Departmental	-						-
Debt Service	530,154						530,154
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(44,067)		(70,394)				(114,461)
Consolidated Operating Budget	\$ 11,264,881	\$ 1,179,525	\$ 1,735,077	\$ -	\$ 421,902	\$ 279,721	\$ 14,881,106
Capital Budget	9,325,537						9,325,537
Total Operating & Capital Budget	\$ 20,590,418	\$ 1,179,525	\$ 1,735,077	\$ -	\$ 421,902	\$ 279,721	\$ 24,206,643
To Other Funds	691,083						691,083
Total Uses	\$ 21,281,501	\$ 1,179,525	\$ 1,735,077	\$ -	\$ 421,902	\$ 279,721	\$ 24,897,726
Transfers Out-							

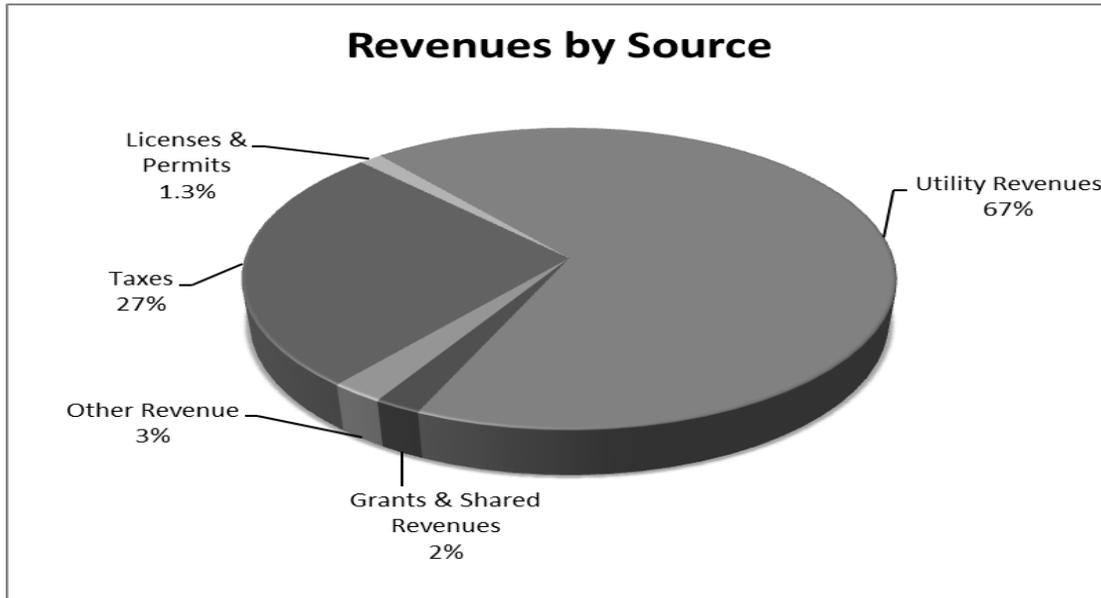
Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

City of Independence, Missouri
2016-17 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

Description / Fund	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Beginning Fund Balance	\$ 1,648,967	\$ (3,092,351)	\$ 2,270,836	\$ 1,721,447	\$ 1,625,452	\$ 4,174,351
Estimated Revenues	8,350,900	4,608,151	4,184,000	2,210,600	2,100,800	21,454,451
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(31,329)		(12,738)			(44,067)
Transfers In-						
From Other Funds						-
Total Sources	\$ 9,968,538	\$ 1,515,800	\$ 6,442,098	\$ 3,932,047	\$ 3,726,252	\$ 25,584,735
Uses:						
Operating Budgets-						
Police				\$ 2,358,741		\$ 2,358,741
Fire					2,083,582	2,083,582
Public Works	563,727					563,727
Water Pollution Control			2,915,542			2,915,542
Parks and Recreation		2,857,202				2,857,202
Debt Service	530,154	-	-	-	-	530,154
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(31,329)		(12,738)			(44,067)
Consolidated Operating Budget	\$ 1,062,552	\$ 2,857,202	\$ 2,902,804	\$ 2,358,741	\$ 2,083,582	\$ 11,264,881
Capital Budget	7,515,537	315,000	1,495,000			9,325,537
Total Operating & Capital Budget	\$ 8,578,089	\$ 3,172,202	\$ 4,397,804	\$ 2,358,741	\$ 2,083,582	\$ 20,590,418
Transfers Out-						
Desig. for Capital & Grant Proj.						\$ -
To Other Funds			691,083			691,083
Ending Fund Balance / Net Assets	\$ 1,390,449	\$ (1,656,402)	\$ 1,353,211	\$ 1,573,306	\$ 1,642,670	\$ 4,303,234
Total Uses	\$ 8,578,089	\$ 3,172,202	\$ 5,088,887	\$ 2,358,741	\$ 2,083,582	\$ 21,281,501

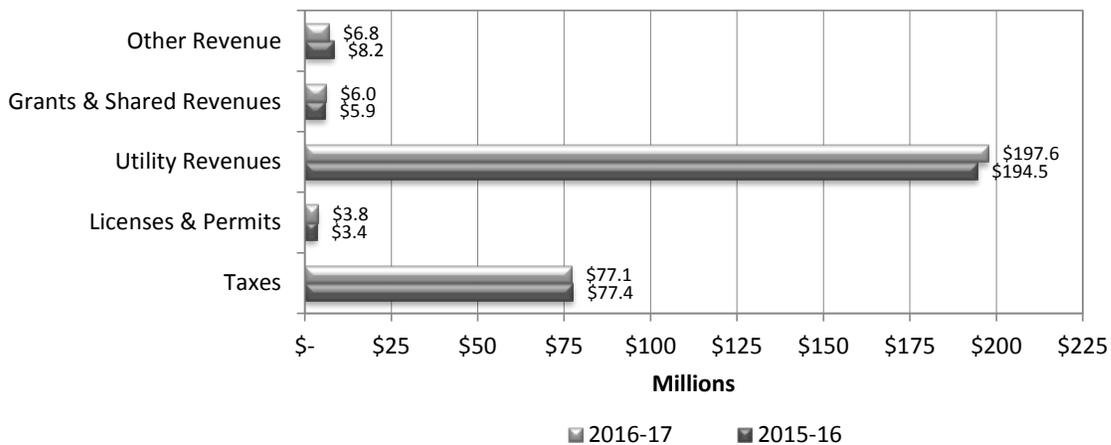
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Estimated Revenues



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising two thirds of total revenues. Taxes (Property, Sales and Utility) represent the second largest category, making up twenty-seven percent of total revenue.

FY 2016-17 Change by Revenue Source



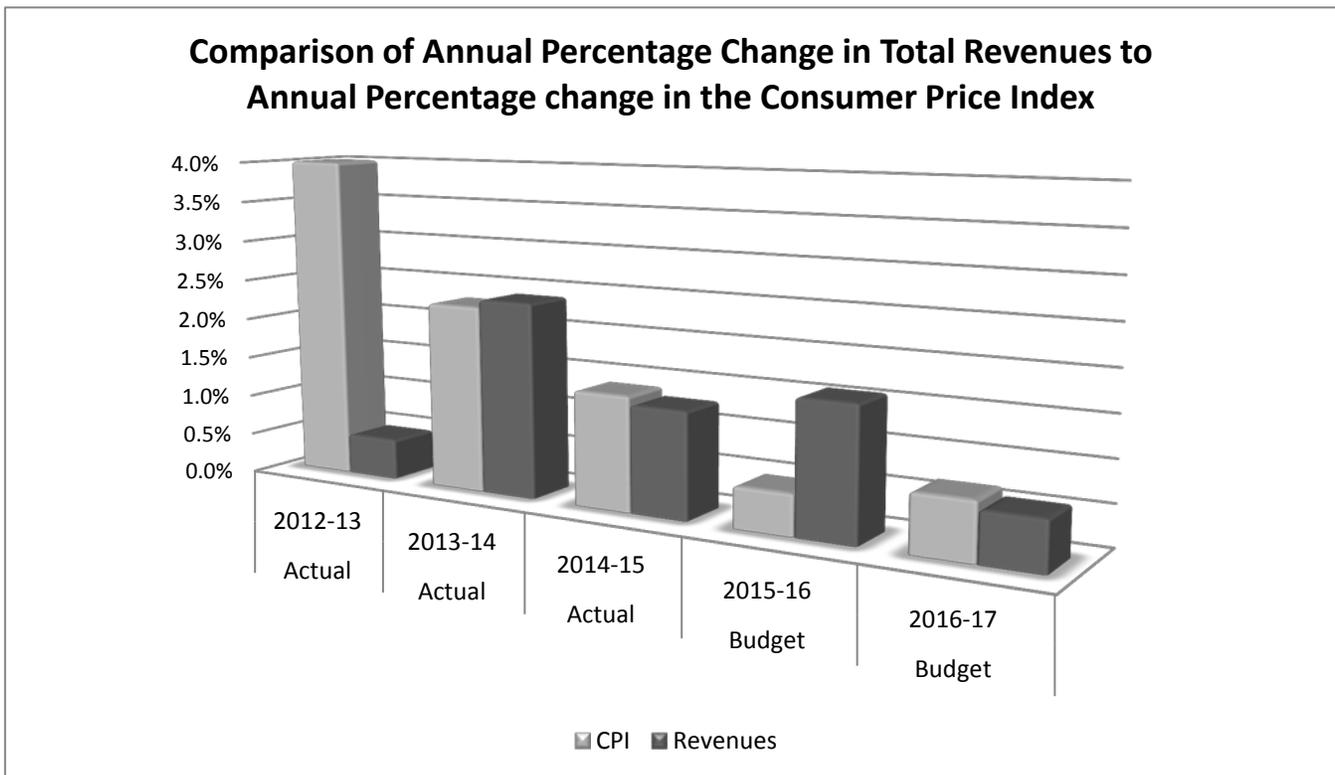
Total revenues are projected to increase in the 2015-16 fiscal year by 0.6% from the 2015-16 Adopted budget. The largest single increase in terms of dollar amount is Utility Revenues, estimated to increase by \$3.1 million or 1.6%.

City of Independence, Missouri
2016-17
Revenue Overview/Projections

This section provides an overview of the various revenue sources in the City and a discussion of the basis upon which the revenue estimates were made. A separate Revenue Manual is available to provide additional revenue details and a more detailed discussion of the projection basis for all revenue sources within the City.

One of the key components of the City's annual budget process is the estimation of revenues for the ensuing fiscal year. These revenue estimates form the basis upon which appropriations are established which in turn dictate the level of public services that can be provided to the community. The economic environment locally, as well as nationally, creates conditions that affect the receipt of these revenues. Therefore, the City's budget is based on the latest economic forecast available, however it must also be flexible to reflect changes that occur through the year. A continuation of the level of services provided by the City depends on how quickly management recognizes these changes and reacts to adjust for them.

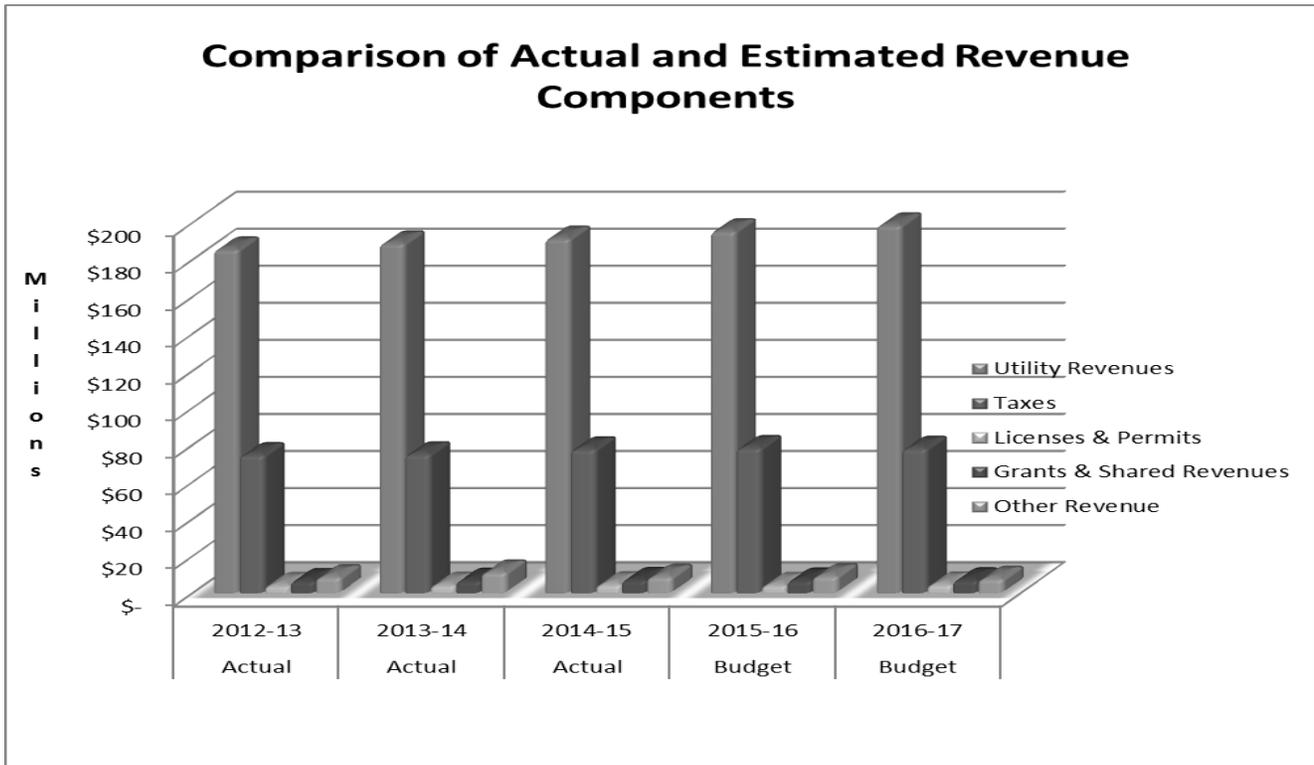
The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation to inflation based changes than revenues. Therefore, this comparison helps to identify the ability of revenues to adjust to inflation driven demands on the expenditure side.



Inflation steadily decreased from 4% in 2012-13 to 1.4% in 2014-15. The average annual growth rate for revenues was 1.4% for the period of 2012-13 to 2014-15. Total Revenues for 2016-17 are estimated to increase by 0.6% compared to a projected consumer price index increase for this area of 0.7%.

City of Independence, Missouri
2016-17
Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2012-13 fiscal year through the 2014-15 fiscal year. Also listed are budgeted amounts for the 2015-16 and 2016-17 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time.



Revenue Estimates by Fund

General Fund

Taxes - taxes comprise 72.7% of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utility companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 7 percent of the total revenues in the General Fund. These revenues are largely comprised of the State gasoline and vehicle taxes remunerated back to the City. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

City of Independence, Missouri
2016-17
Revenue Overview/Projections

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

Community Development Block Grant Act Fund

Federal Grant (CDBG) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

HOME Program Fund

Federal Grant (HOME Program) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

Enterprise Funds

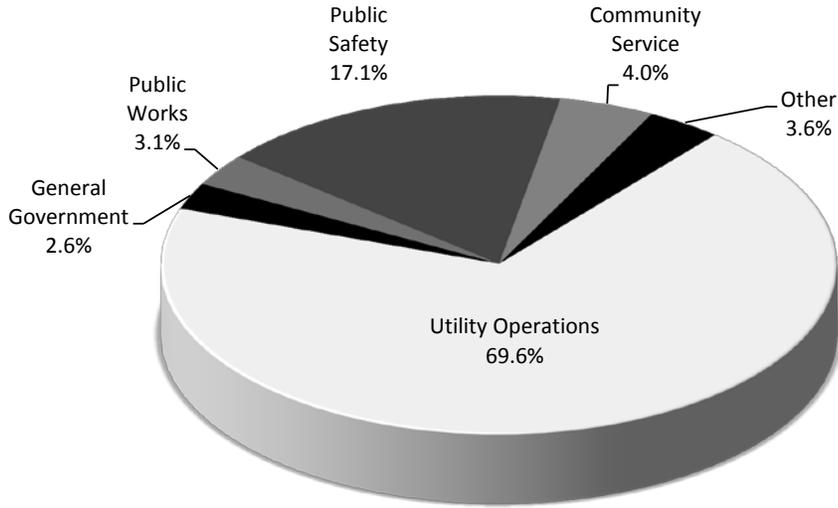
The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source in the City including authorization, projection parameters, historical data, etc.

Appropriations

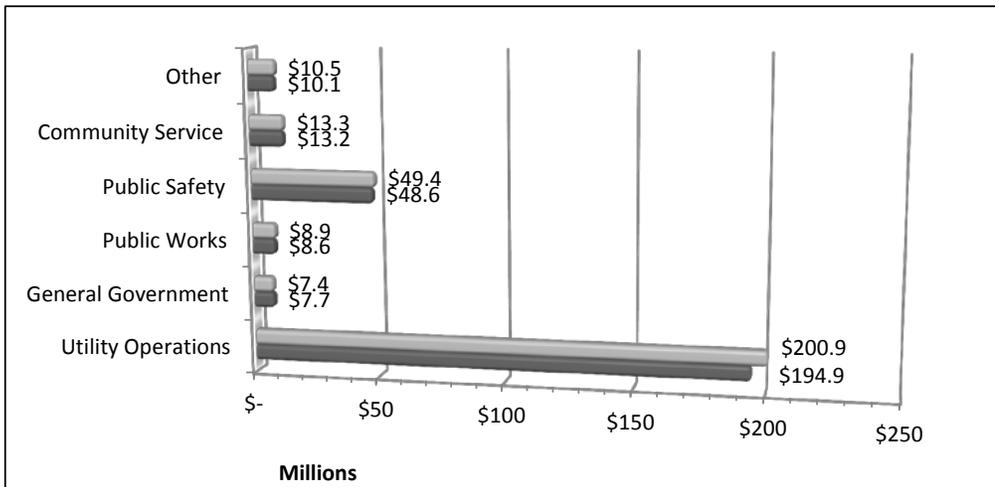


Total Appropriations \$288,498,549

Utility Operations represent nearly 70% of the City's total operating budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. Public Safety, or Fire and Police services, represents the largest category of general municipal fund expenditures.

Total operating budget appropriations increased \$7.2 million, or 2.5%, from FY 2015-16 to FY 2016-17. Utility Operations increased by \$6 million, primarily due to a \$4.1 million increase in Power and Light operations. Public Safety increased \$0.8 million, or 1.6%; Public Works increased \$0.3 million, or 3.5%; and, General Government decreased by \$0.3 million, or 4%.

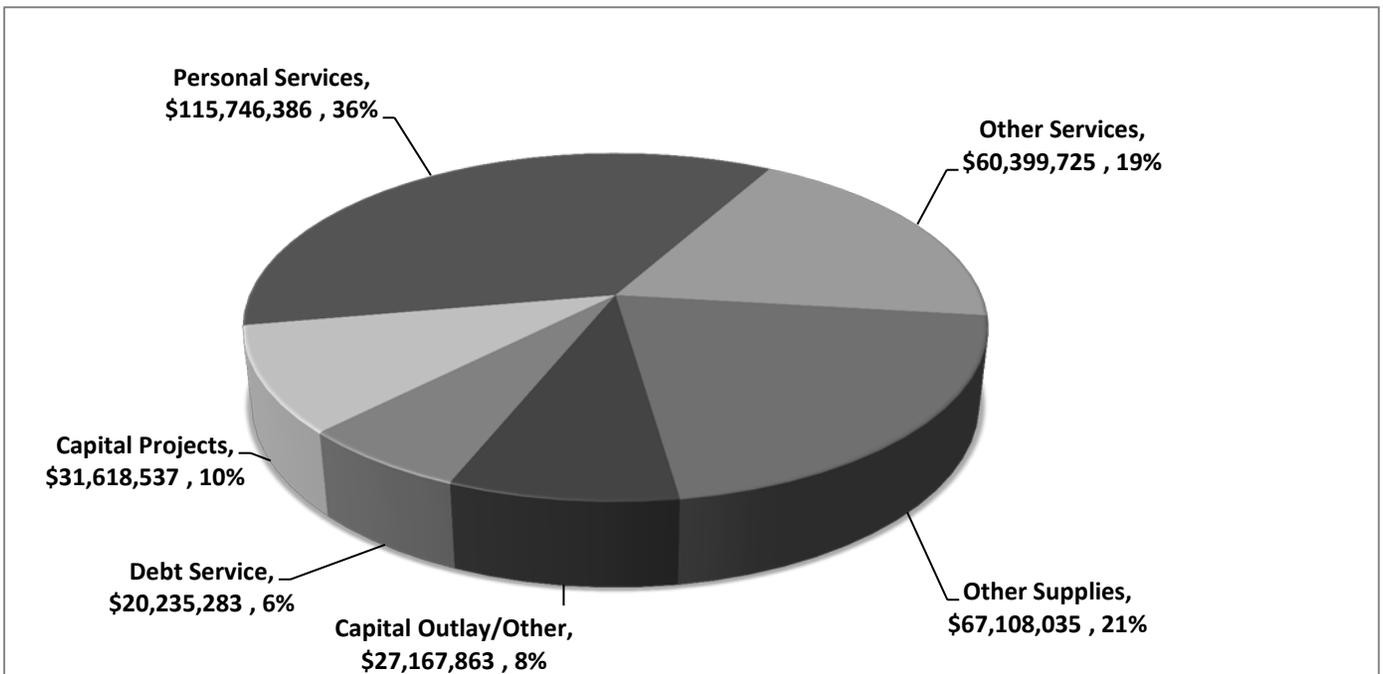
**Comparison of Appropriations
FY 2015-16 to FY 2016-17**



■ 2016-17 ■ 2015-16

**City of Independence, Missouri
2016-17 Budget
Appropriations by Type Summary - All Funds**

Department	Personal Services	Other Services	Supplies	Capital Outlay/Other	Debt Service	Capital Projects	Total
City Council	\$ 448,096	\$ 29,252	\$ 4,770	\$ -	\$ -	\$ -	\$ 482,118
City Clerk	275,598	28,218	17,568	-	-	-	\$ 321,384
City Manager	887,064	28,150	3,460	-	-	-	\$ 918,674
Technology Services	1,696,126	178,688	7,400	-	-	-	\$ 1,882,214
Municipal Court	813,113	32,155	8,022	-	-	-	\$ 853,290
Law	627,237	98,500	25,300	-	-	-	\$ 751,037
Finance	1,708,332	173,914	17,177	-	-	-	\$ 1,899,423
Human Resources	482,615	3,252	5,331	-	-	-	\$ 491,198
Community Dev.	1,439,940	2,298,451	14,252	246,414	-	-	\$ 3,999,057
Police	25,490,449	1,762,051	861,759	1,611,000	38,273	-	\$ 29,763,532
Fire	16,917,896	1,289,410	396,257	1,310,175	35,329	-	\$ 19,949,067
Health	2,344,883	729,890	57,672	-	-	-	\$ 3,132,445
Water	7,509,864	6,194,450	2,321,240	571,600	4,397,613	4,350,000	\$ 25,344,767
Public Works	3,143,032	1,613,326	721,799	613,005	530,154	7,515,537	\$ 14,136,853
Water Pollution Control	6,850,010	9,529,667	1,117,382	962,300	6,287,757	3,048,000	\$ 27,795,116
Parks and Recreation	3,502,242	2,318,960	331,199	1,000	-	315,000	\$ 6,468,401
Power and Light	31,796,290	19,659,735	61,148,482	1,454,000	8,946,157	16,390,000	\$ 139,394,664
Non-Departmental	9,813,599	14,431,656	48,965	20,398,369	-	-	\$ 44,692,589
Totals	\$ 115,746,386	\$ 60,399,725	\$ 67,108,035	\$ 27,167,863	\$ 20,235,283	\$ 31,618,537	\$ 322,275,829



Debt Service

City of Independence, Missouri
2016-17 Operating Budget
Capital Lease/Debt Service Requirements - All Funds

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Street Improvements Sales Tax Fund:</u>				
Streets and Bridges 2009 Series G (6371)	\$ 475,000	\$ 52,154	\$ 3,000	\$ 530,154
<u>Power and Light Fund-</u>				
Revenue Bonds 2010 Series B (6238)	\$ 1,625,000	\$ 888,188	\$ 4,000	\$ 2,517,188
Revenue Bonds 2012 Series A (6239)	-	2,631,219	4,000	2,635,219
Revenue Bonds 2012 Series F (6241)	1,905,000	1,884,750	4,000	3,793,750
Total Power and Light Fund	<u>\$ 3,530,000</u>	<u>\$ 5,404,157</u>	<u>\$ 12,000</u>	<u>\$ 8,946,157</u>
<u>Sanitary Sewer Fund-</u>				
Revenue Bonds 2012 Series B (6240)	\$ 810,000	\$ 1,465,982	\$ 5,000	\$ 2,280,982
Revenue Bonds 2013 Series B (6240)	\$ 670,000	\$ 2,065,600	\$ 5,000	\$ 2,740,600
Revenue Bonds 2014 Series C (6240)	\$ 465,000	\$ 796,175	\$ 5,000	\$ 1,266,175
Total Sanitary Sewer Fund	<u>\$ 1,945,000</u>	<u>\$ 4,327,757</u>	<u>\$ 15,000</u>	<u>\$ 6,287,757</u>
<u>Water Fund-</u>				
Revenue Bonds: 2013 Series D (6352)	\$ 1,114,613	-	\$ 8,000	\$ 1,122,613
Grand Total All Funds - Operating Budget	<u><u>\$ 7,064,613</u></u>	<u><u>\$ 9,784,068</u></u>	<u><u>\$ 38,000</u></u>	<u><u>\$ 16,886,681</u></u>

**City of Independence, Missouri
2016-17 Operating Budget**

Debt Service Requirements - Related Debt Associated with the City of Independence

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Neighborhood Improvement District Debt Service-</u>				
<u>Noland Road NID</u>				
2004 Series (6311)	\$ 75,000	\$ 12,600	\$ 1,000	\$ 88,600
<u>Fall Drive NID</u>				
2004 Series (6312)	6,000	3,399	1,000	10,399
Total NID Debt Service	<u>\$ 81,000</u>	<u>\$ 15,999</u>	<u>\$ 2,000</u>	<u>\$ 98,999</u>
<u>Events Center-</u>				
2008 D Series (6250)	\$ 260,000	\$ 600,975	\$ 5,000	\$ 865,975
2011 A Series (6250)	110,000	605,057	5,000	720,057
2012 C Series (6250)	460,000	2,888,063	5,000	3,353,063
Total Events Center	<u>\$ 830,000</u>	<u>\$ 4,094,095</u>	<u>\$ 15,000</u>	<u>\$ 4,939,095</u>
<u>Tax Increment Financing Funds-</u>				
<u>Drumm Farm</u>				
2005 B Series (6711)	\$ 80,000	\$ 15,300	\$ 1,500	\$ 96,800
2006 Series (6711)	140,000	28,443	1,500	169,943
2007 D Series (6711)	75,000	13,988	1,500	90,488
2008 E Series (6711)	40,000	47,399	1,500	88,899
Total Drumm Farm	<u>\$ 335,000</u>	<u>\$ 105,130</u>	<u>\$ 6,000</u>	<u>\$ 446,130</u>
<u>Eastland Center</u>				
2007 A Series (6712)	\$ 1,195,000	\$ 439,175	\$ 1,500	\$ 1,635,675
2008 C Series (6712)	535,000	258,612	1,500	795,112
2012 E Series (6712)	345,000	79,800	1,500	426,300
2014 A Series (6712)	520,000	115,350	1,500	636,850
Total Eastland Center	<u>\$ 2,595,000</u>	<u>\$ 892,937</u>	<u>\$ 6,000</u>	<u>\$ 3,493,937</u>
<u>Falls at Crackerneck Creek</u>				
2006 B Series (6718)	\$ -	\$ 812,337	\$ 5,000	\$ 817,337
2013 A Series (6718)	-	681,026	5,000	686,026
2013 B Series (6718)	-	446,944	5,000	451,944
2015 C Series (6718)	-	1,770,863	5,000	1,775,863
2015 D Series (6718)	-	68,750	5,000	73,750
Total Falls at Crackerneck Creek	<u>\$ -</u>	<u>\$ 3,779,920</u>	<u>\$ 25,000</u>	<u>\$ 3,804,920</u>
<u>Hartman Heritage Center</u>				
2007 B Series (6710)	\$ 935,000	\$ 196,487	\$ 3,000	\$ 1,134,487
2011 B Series (6710)	440,000	186,682	3,000	629,682
Total Hartman Center	<u>\$ 1,375,000</u>	<u>\$ 383,169</u>	<u>\$ 6,000</u>	<u>\$ 1,764,169</u>
<u>Centerpoint Medical Center (HCA)</u>				
2006 F Series (6722)	\$ 210,000	\$ 151,925	\$ 3,000	\$ 364,925
2007 E Series (6722)	760,000	765,418	3,000	1,528,418
2011 C Series (6722)	55,000	1,650	3,000	59,650
2012 D Series (6722)	635,000	360,100	3,000	998,100
2014 E Series (6722)	105,000	64,350	3,000	172,350
Total Centerpoint Medical Center	<u>\$ 1,765,000</u>	<u>\$ 1,343,443</u>	<u>\$ 15,000</u>	<u>\$ 3,123,443</u>
<u>Santa Fe</u>				
2015 A Series (6708)	\$ 110,000	\$ 188,075	\$ 2,000	\$ 300,075
2015 B Series (6708)	\$ 60,000	\$ 168,063	\$ 2,000	\$ 230,063
Grand Total All Categories	<u><u>\$ 7,041,000</u></u>	<u><u>\$ 10,782,756</u></u>	<u><u>\$ 77,000</u></u>	<u><u>\$ 17,900,756</u></u>

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2016-17 FISCAL YEAR

Long Term Debt Policies

All long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The City's general long-term debt is secured by the general credit and taxing powers of the City.

The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.

Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 2015, the City had no outstanding General Obligation Bonds and \$354,386,824 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was \$128,017,832 for Power and Light Operations, \$101,145,156 for Sanitary Sewer Operations and \$34,781,113 for Water Utility Operations. The Events Center fund has outstanding debt of \$90,442,723. The City had a legal debt limit of \$252,710,989 as of June 30, 2015 which represents twenty percent of the taxable assessed valuation of the City.

Included in this section are:

- 1) Debt Service appropriations including amounts for City-wide capital lease obligations.
- 2) Debt to Maturity Schedules for outstanding debt obligations.
- 3) Computation of Legal Debt Margin (as of June 30, 2015).

City of Independence, Missouri
2016-17 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Sanitary Sewer Fund			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2017	1,945,000	4,342,757	6,287,757	3,530,000	5,416,157	8,946,157
2018	2,000,000	4,287,307	6,287,307	3,685,000	5,258,707	8,943,707
2019	2,060,000	4,227,807	6,287,807	3,850,000	5,094,257	8,944,257
2020	2,130,000	4,160,257	6,290,257	4,945,000	4,922,357	9,867,357
2021	2,205,000	4,085,632	6,290,632	4,045,000	4,712,056	8,757,056
2022	2,280,000	4,008,332	6,288,332	4,210,000	4,540,206	8,750,206
2023	2,365,000	3,921,910	6,286,910	4,395,000	4,361,257	8,756,257
2024	2,470,000	3,820,007	6,290,007	4,625,000	4,174,357	8,799,357
2025	2,575,000	3,711,667	6,286,667	4,720,000	3,989,357	8,709,357
2026-37	78,680,000	40,782,422	119,462,422	81,975,000	28,613,642	110,588,642
Total	\$ 98,710,000	\$ 77,348,098	\$ 176,058,098	\$ 119,980,000	\$ 71,082,353	\$ 191,062,353

Year	Street Improvements			Water Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2017	475,000	55,154	530,154	3,275,000	1,122,613	4,397,613
2018	495,000	35,741	530,741	1,480,000	1,051,288	2,531,288
2019	515,000	14,266	529,266	1,530,000	1,006,138	2,536,138
2020	-	-	-	1,575,000	959,563	2,534,563
2021	-	-	-	1,630,000	903,338	2,533,338
2022	-	-	-	1,695,000	828,363	2,523,363
2023	-	-	-	1,785,000	741,363	2,526,363
2024	-	-	-	1,880,000	660,938	2,540,938
2025	-	-	-	1,950,000	586,138	2,536,138
2026-44	-	-	-	12,930,000	1,600,308	14,530,308
Total	\$ 1,485,000	\$ 105,161	\$ 1,590,161	\$ 29,730,000	\$ 9,460,050	\$ 39,190,050

City of Independence, Missouri
2015-16 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Events Center Fund			Fall Drive NID		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2017	830,000	4,109,095	4,939,095	6,000	4,399	10,399
2018	965,000	4,078,933	5,043,933	6,000	4,069	10,069
2019	1,055,000	4,037,982	5,092,982	6,000	3,739	9,739
2020	1,210,000	3,991,708	5,201,708	7,000	3,409	10,409
2021	1,370,000	3,938,907	5,308,907	7,000	2,998	9,998
2022	1,540,000	3,878,431	5,418,431	7,000	2,586	9,586
2023	1,705,000	3,810,820	5,515,820	8,000	2,175	10,175
2024	1,870,000	3,742,545	5,612,545	12,000	1,704	13,704
2025	2,065,000	3,668,121	5,733,121			
2026-38	77,215,000	31,670,353	108,885,353			
Total	\$ 89,825,000	\$ 66,926,895	\$ 156,751,895	\$ 59,000	\$ 25,079	\$ 84,079

Year	Noland Road NID		
	Principal	Fees and Interest	Total
2017	75,000	13,600	88,600
2018	80,000	9,663	89,663
2019	85,000	5,463	90,463
2020			-
2021			-
2022			-
2023			
2024			-
Total	\$ 240,000	\$ 28,725	\$ 268,725

City of Independence, Missouri
2015-16 Operating Budget
Capital Lease Payment Requirements to Maturity
For the fiscal Years ending June 30,

Year	Eastland	Hartman Heritage	Santa Fe	Drumm Farm	Crackerneck Creek	Centerpoint HCA	Total
2017	3,487,937	1,758,169	526,138	440,130	3,779,920	3,108,443	13,100,737
2018	3,490,839	1,775,232	530,963	440,168	3,779,920	3,122,895	13,140,017
2019	3,487,237	1,814,506	530,563	439,138	3,779,920	3,136,343	13,187,707
2020	3,498,350	2,883,068	529,938	437,412	3,829,920	3,200,644	14,379,332
2021	4,834,544	1,889,868	524,238	440,000	3,827,574	3,193,141	14,709,365
2022	5,452,569		532,938	441,000	3,825,226	3,271,745	13,523,478
2023			530,938		5,602,880	3,275,556	9,409,374
2024			528,838		10,459,926	3,342,130	14,330,894
2025			531,513		11,299,250	3,350,532	15,181,295
2026-45	-	-	7,775,815		93,511,509	11,335,602	112,622,926
Total	\$ 24,251,476	\$ 10,120,843	\$ 12,541,882	\$ 2,637,848	\$ 143,696,041	\$ 40,337,031	\$ 233,585,121

Year	Motorola Radio (2430-026)
2017	159,794
2018	159,794
2019	159,794
2020	159,794
2021	159,794
2022	159,794
2023	
2024-37	
Total	\$ 958,764

City of Independence, Missouri
2016-17 Operating Budget
Computation of Legal Debt Margin
June 30, 2015

Assessed Value at January 1, 2014: *		
Jackson County	\$ 1,264,971,963	1,280,793,365
Clay County	34,514	34,514
Total Assessed Value	<u>\$ 1,265,006,477</u>	
Constitutional Debt Limit ** (20% of Assessed Value)		\$ 253,001,295
Total Bonded Debt		
Revenue Bonds	354,386,824	
Subtotal	<u>\$ 354,386,824</u>	
Less:		
Events Center Bonds	(90,442,723)	
Water Utility Bonds	(34,781,113)	
Electric Utility Bonds	(128,017,832)	
Sewer Utility Bonds	(101,145,156)	
Less:		
Debt Service Fund Balance	<u>(88,225)</u>	
Total Net Debt Applicable to Limit		290,306
Legal Debt Margin		\$ 252,710,989

* All Tangible and Taxable Property.

** Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property therein as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, construction, extending and improving streets and avenues and/or sanitary or storm sewer systems and an additional 10 percent for purchasing or constructing waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

Capital Projects

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Process

Purpose

The Capital Improvements Program (CIP) is one of the primary documents used to implement the comprehensive plan for the development of the City by providing for the extension and maintenance of infrastructure and major capital projects. The CIP sets forth proposed expenditures for systematically constructing, maintaining, upgrading, and replacing the City's physical assets. This ongoing maintenance is critical to the continued operation and provision of City services.

The CIP serves as a guide to the new and ongoing capital improvements to public facilities and infrastructure. The CIP outlines a financing schedule of capital improvement projects for a six-year period. In the process of formulating the CIP, needs are assessed, public improvements are prioritized and costs are projected, thereby allowing the City to take maximum advantage of federal, state, and county funds. The CIP is reviewed annually. Each review re-prioritizes projects and evaluates the financial capacity of the City. The process affords flexibility in maintaining and promoting an effective level of service for present and future citizens.

Goals

The goals of the CIP establish a system of procedures and priorities by which to evaluate public improvement projects in terms of public safety, public need, the City's Comprehensive Plan, project continuity, financial resources, the City Council vision statement, and the strategic goals for the City. The following CIP goals were developed to guide the CIP process.

1. Focus attention on and assist in the implementation of established community goals as outlined in the adopted Comprehensive Plan.
2. Focus attention on and assist in the implementation of the strategic goals established by the City Council.
3. Forecast public facilities and improvements that will be needed in the near future.
4. Anticipate and project financing needs in order to maximize federal, state, and county funds.
5. Balance the needs of future land development areas in the City with the needs of existing developed areas.
6. Promote and enhance the economic development of the City of Independence in a timely manner.
7. Balance the need of public improvements and the present financial capability of the City to provide these improvements.
8. Provide improvements in a timely and systematic manner.
9. Allow City departments to establish a methodology and priority system to continue providing efficient and effective services.
10. Provide an opportunity for citizens and interested parties to voice their requests for capital improvement projects.

City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Process

Categories of Capital Projects

Capital projects are categorized into three areas: Department Capital Expenditures (operating budget), Capital Outlay (operating budget), and Capital Improvement Program (capital budget).

Capital Expenditures

These are items funded within the various operating departments' budgets and may include purchases for office equipment, small tools and equipment, computer equipment, and mobile equipment over \$1,000. This also may include maintenance to existing building and facilities under \$25,000 and vehicles for the Police and Fire departments which are funded from the Public Safety Sales Tax operating budget.

Capital Outlay

These items are determined during the budget review process and are funded out of the non-departmental operating budget. This includes all vehicles and rolling stock except for the Police and Fire department vehicles. This also may include major maintenance of buildings and facilities that are greater than \$25,000 but less than \$50,000.

Capital Improvement Program

These items include improvements to infrastructure assets greater than \$50,000 and the purchase of land and land improvements.

Inclusion in CIP

The process of evaluating projects is designed to identify which projects that demonstrate the greatest benefit to the City and its citizens. Each project submitted for the Annual CIP is carefully evaluated. There are several types of projects that are included in the CIP every year and the evaluation process for these project types often is as different as the projects themselves. Projects that are directly related to the function of a utility are based on long range major maintenance and replacement schedules for capital assets. Enterprise Funds such as the Water, Sewer, and Power & Light Funds are the direct source of funding for these projects. Three funding sources are directly related to projects funded from prior sales tax elections. The priority of these projects generally is based on commitments made as part of the ballot issue and are carefully monitored by resident oversight committees.

Projects were evaluated based on their ability to:

- Support and improve health, safety and quality of life
- Demonstrate sustainability or long-term worth
- Have an economic benefit
- Improve the quality of the environment
- Improve the City's image
- Improve the quality of transportation systems
- Foster community character, identity, and pride
- Maintain and preserve previous investments

**City of Independence, Missouri
2016-17 Operating Budget
Capital Budget Process**

Based on these objectives, projects are carefully reviewed and awarded a rating. Some projects benefit many criteria while others only benefit one.

Major Project Presentation

Projects included in this budget document are limited to a list of major projects. This includes all projects that are over \$1,000,000 in funding for the current fiscal year, projects that are new to the current fiscal year, and/or the top five projects in project category. A full list and description of all capital projects can be found in the separate CIP document.

For Fiscal Year 2016-17, the City proposes projects totaling \$31,618,537. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	\$7,375,537	23.3%
Community & Public Safety Improvements	455,000	1.5%
Power & Light System	16,390,000	51.8%
Water & Sewer Systems	7,398,000	23.4%
Total	\$31,618,537	100%

Funding for the Fiscal Year 2016-17 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	\$16,390,000	51.8%
Sanitary Sewer Fund	1,553,000	4.9%
Street Improvements Sales Tax Fund	7,515,537	23.8%
Park Improvements Sales Tax Fund	315,000	1.0%
Storm Water Sales Tax Fund	1,495,000	4.7%
Water Fund	4,350,000	13.8%
Total	\$31,618,537	100%

Impact of Capital Spending on the Operating Budget

The City is allocating approximately \$31.6 million on capital projects for Fiscal Year 2016-17. The majority of the capital projects are for infrastructure improvements for various neighborhoods and thoroughfares across the City. Virtually all of the capital expenditures planned for Fiscal Year 2016-17 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

**City of Independence, Missouri
2016-17 Budget
Major Capital Project Descriptions**

Street & Bridge Improvements

2015-16 Overlay Program		
Project Number: 70111501		Pavement cold milling, asphaltic concrete overlay, wedging and patching, portland cement concrete handicap ramps and thermoplastic pavement striping. Mandated by the citizen vote for sales tax on August 7, 2007. This is a yearly program to overlay streets on a city wide basis.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 6,625,537	
Total Project Funding	\$ 6,625,537	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

39th & Noland		
Project Number: 70111501		This project will add a northbound rightturn lane from Noland Road onto 39th Street, improve turning radii at all quadrants of the intersection, add sidewalks and curb ramps, and upgrade traffic signal equipment.
Prior Funding	\$ 123,878	
FY 2016-17 Funding	\$ 180,000	
Total Project Funding	\$ 303,878	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Crysler Complete Streets		
Project Number: 70111402		This project will add pedestrian push buttons, countdown signal heads and ADA sidewalk/ramps at 13 intersections along Chrysler Ave from 40 Highway to River Blvd.
Prior Funding	\$ 200,000	
FY 2016-17 Funding	\$ 150,000	
Total Project Funding	\$ 350,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Alley Rehabilitation		
Project Number: 70111103		This is an ongoing program funded through the Street Sales Tax program. 10 alley locations were selected for this construction season.
Prior Funding	\$ 600,000	
FY 2016-17 Funding	\$ 200,000	
Total Project Funding	\$ 800,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Sidewalks to City Parks Improvements		
Project Number: 70110807		This is an ongoing program to construct new sidewalks near parks. It is part of the street sales tax program and several project locations were selected prior to the sales tax renewal in 2007.
Prior Funding	\$ 942,700	
FY 2016-17 Funding	\$ 100,000	
Total Project Funding	\$ 1,042,700	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Other Street & Bridge Improvements Projects not listed above	\$ 260,000
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**City of Independence, Missouri
2016-17 Budget
Major Capital Project Descriptions**

Community and Public Safety Improvements

Blue Lawn - E 31st to E 32nd - East of Arlington

Project Number: 70131603		This project will address neighborhood wide drainage problems in the vicinity of East 31st to East 32nd streets east of Arlington in the Rock Creek Watershed.
Prior Funding		
FY 2016-17 Funding	\$ 80,000	
Total Project Funding		
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Drumm to Crane

Project Number: 70131504		This project will fund construction of the design initiated in 2015 to address the lack of storm drainage facilities along Drumm Avenue to Crane in the Adair Creek Watershed. The project will intercept and convey runoff and discharge flows into the existing 39th & Phelps regional storm water detention basin.
Prior Funding	\$ 60,000	
FY 2016-17 Funding	\$ 350,000	
Total Project Funding	\$ 410,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Norwood & 19th

Project Number: 70131601		Located in the Rock Creek Watershed this project will provide storm water collection to intercept runoff and convey it to the existing system a block away.
Prior Funding		
FY 2016-17 Funding	\$ 195,000	
Total Project Funding		
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Rock Creek Neighborhood Projects

Project Number: 70131501		This project, located in the Rock Creek Watershed will improve residential drainage problems. Locations include 33rd St. & Hardy Ave., Englewood Heights at 24th St., and Linwood Ct. & 31st.
Prior Funding	\$ 450,000	
FY 2016-17 Funding	\$ 700,000	
Total Project Funding	\$ 1,150,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Walnut Gardens - RD Mize & Gateway Drive

Project Number: 70131602		Located in the Crackerneck Creek Watershed this project will reroute an existing deteriorating storm system located under homes and provide both enduring and maintainable infrastructure.
Prior Funding		
FY 2016-17 Funding	\$ 170,000	
Total Project Funding		
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Athletic Fields and Court Renovations

Project Number: 9719		This project replaces the restroom facility at the Santa Fe Tennis Complex and fills cracks, color coats and repaints lines at Beckett park basketball courts, Blackburn Park tennis courts and Santa Fe Park tennis courts.
Prior Funding	\$ 10,758,770	
FY 2016-17 Funding	\$ 175,000	
Total Project Funding	\$ 10,933,770	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

Park Revitalization

Project Number: 9970		This funding will provide for general facility and park repairs.
Prior Funding	\$ 4,793,625	
FY 2016-17 Funding	\$ 315,000	
Total Project Funding	\$ 5,108,625	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

Other Community & Public Safety Improvements Projects not listed above	\$ 705,000
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**City of Independence, Missouri
2016-17 Budget
Major Capital Project Descriptions**

Power and Light System

Blue Valley Power Plant Ash Pond Closure		
Project Number: 70201513		This project includes engineering and construction necessary for closure of the BV ash ponds in compliance with the Coal Combustion Residual rule that became effective in April, 2015. Ponds are no longer required since coal is no longer used as fuel at this site.
Prior Funding	\$ 1,500,000	
FY 2016-17 Funding	\$ 6,000,000	
Total Project Funding	\$ 7,500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

Substation I Switchgear and Transformer Replacement		
Project Number: 70201507		This project includes replacement of the existing 69 kV transformers and distribution switchgear including the associated relay equipment in order to improve reliability of the distribution system.
Prior Funding	\$ 1,615,000	
FY 2016-17 Funding	\$ 3,650,000	
Total Project Funding	\$ 5,265,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

69 kV Transmission Line Rebuild (Substations E to F)		
Project Number: 70201603		This project includes design and construction rebuild of an existing 69 kV Transmission line. With the rebuild of the line, reliability of the transmission system will be improved.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 3,042,000	
Total Project Funding	\$ 3,042,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

Miscellaneous Substation and Transmission Upgrades		
Project Number: 70201106		Several upgrades were combined into this single project: transformer and breaker replacements at Substations A and M and a relaying upgrade from Substation A to J.
Prior Funding	\$ 2,374,658	
FY 2016-17 Funding	\$ 848,000	
Total Project Funding	\$ 3,222,658	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

Blue Valley Boiler Burner Management System Upgrade		
Project Number: 70201601		Includes engineering, purchase, installation and commissioning of new Burner Management Systems to replace current obsolete and unsupported Flame Safety Supervisory Systems as required for State certification.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 800,000	
Total Project Funding	\$ 800,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

Other Power and Light Improvements Projects not listed above	\$ 2,050,000
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City of Independence, Missouri
2016-17 Budget
Major Capital Project Descriptions

Sanitary Sewer System

Pacific Avenue Sanitary Main Replacement		
Project Number: 70301601		This project will replace a section of sanitary sewer main that has heavy buildup severely restricting flow that could result in blockage.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 195,000	
Total Project Funding	\$ 195,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Kentucky 1 Pump Station Demolition		
Project Number: 70301602		The old building is below grade and poses a potential liability.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 60,000	
Total Project Funding	\$ 60,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Rock Creek Facilities Roof, Ceiling & Lighting		
Project Number: 70301603		This project provides roofs for the 40 year old treatment plant, clarifier pumping buildings, garage and main pumping stations. They are tar and gravel construction that must be restored to provide protection of personnel and equipment.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 608,000	
Total Project Funding	\$ 608,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Primary Sludge Grinders & Flowmeter Replacemen		
Project Number: 70301604		This project will install a new grinder for shredding debris in the primary sludge line. It will improve handling of removed sludge and flow monitoring necessary to properly account and mix the sludge for efficient dewatering and eventual disposal. Additionally, it will reduce plugging of downstream processes that require significant man hours for dismantling and unplugging piping.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 90,000	
Total Project Funding	\$ 90,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Other Sanitary Sewer Projects not listed above	\$ 600,000
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**City of Independence, Missouri
2016-17 Budget
Major Capital Project Descriptions**

Water System

Little Blue Parkway Transmission Main Improvements		
Project Number: 70401604		A section of ditch line along Little Blue Parkway has erosion occurring over top of where the water main is intalled. This project will provide for erosion control in the affected areas to protect the transmission main.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 125,000	
Total Project Funding	\$ 125,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Fiber Optic Connection to Courtney Bend Plant		
Project Number: 70401606		This project will connect the Courtney Bend Plant with IPL's fiber optic network. This will provide a more reliable and faster network connection.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 300,000	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Truman Road 12' main replacement		
Project Number: 70401607		This stretch of main on Truman Road between Yuma and Alexander has had several breaks in recent years. The main is located within the roadway and will be relocated outside of paved roadway.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 550,000	
Total Project Funding	\$ 550,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

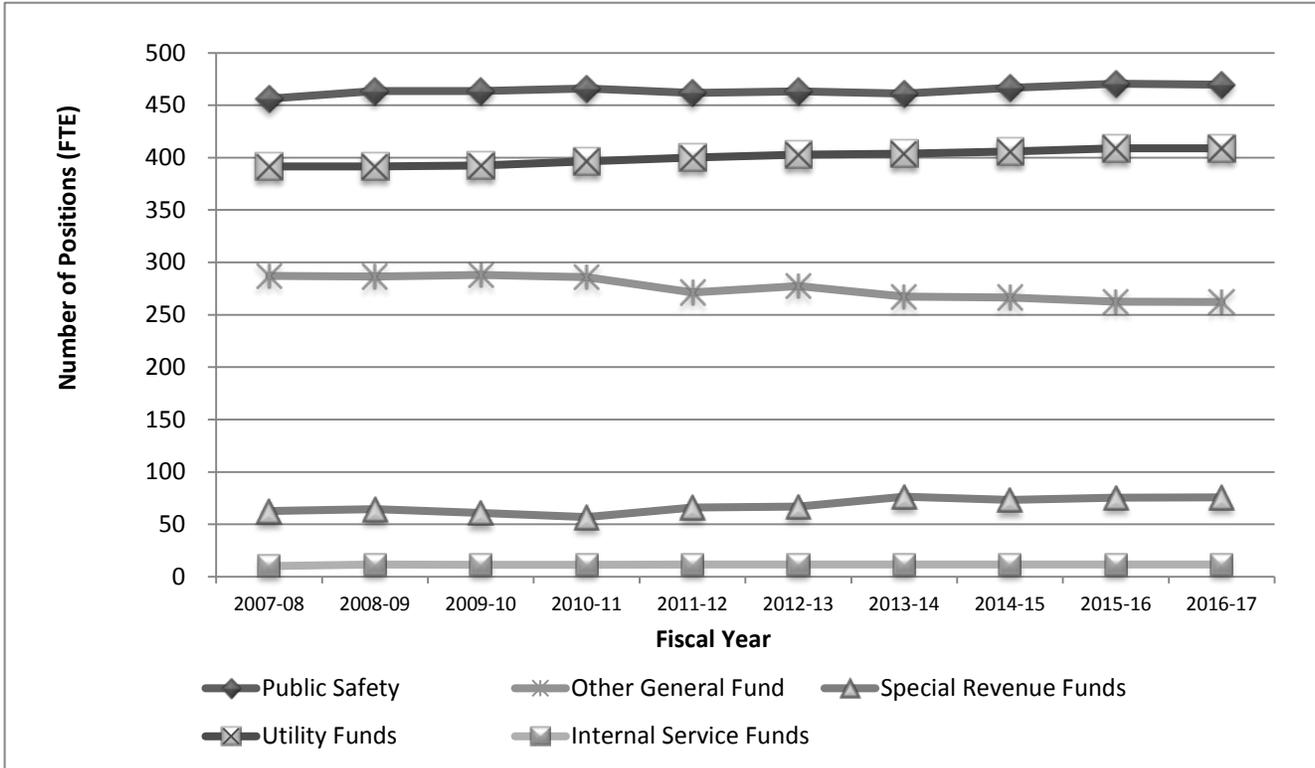
Distribution System Improvements		
Project Number: 70401505		This project is ongoing and funds the installation of additional mains, hydrants, valves and other appurtenances which will in turn provide better fire protection, improve water quality and lessen the impacts from unexpected main breaks and other service interruptions throughout the system.
Prior Funding	\$ 150,000	
FY 2016-17 Funding	\$ 150,000	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Lime Silo Additions		
Project Number: 70401608		This project will complete the the installation of the second lime slaker and provide a more reliable unit through redundancy by reducing or preventing down times during required maintenance procedures and equipment failures.
Prior Funding	\$ -	
FY 2016-17 Funding	\$ 500,000	
Total Project Funding	\$ 500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Other Water Projects not listed above	\$ 2,725,000
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Authorized Positions

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 20.91 FTE positions since 2007-08 . FTEs in the General Fund decreased by 11.32 positions; non-public safety employees decreased by 24.73 FTEs while Public Safety increased by 13.41 FTE positions. Since 2007-08 the Utility Funds have increased by 17.47 FTEs and Special Revenue Funds have grown by 13.01 FTEs. Finally, the number of positions in the Internal Service Funds have gone up 1.75 FTEs.

City of Independence, Missouri
2016-17 Operating Budget
Authorized Position Summary - by Department
For the Fiscal Years 2010-11 through 2016-17

Department	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Budget 2016-17
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	7.00	7.00	7.00	7.00
City Manager	9.50	7.00	7.00	7.00	7.00	7.00	7.00
Tourism*	4.41	4.66	4.66	5.66	8.18	14.18	0.00
National Frontier Trails Museum*	6.00	5.75	5.75	5.75	5.00	0.00	0.00
Technology Services	22.00	23.50	23.50	23.50	24.50	25.50	25.50
Municipal Court	14.00	14.00	14.67	14.65	14.65	14.65	14.65
Law	8.00	8.50	8.50	8.50	8.51	8.51	8.37
Finance	25.00	23.50	23.50	23.50	23.00	23.00	23.00
Human Resources	6.50	6.50	6.44	7.44	6.75	6.75	6.75
Community Development	30.05	30.30	30.30	30.30	31.68	31.68	31.18
Police	305.90	302.65	302.91	304.91	303.91	303.91	301.91
Fire	174.00	174.00	174.00	174.00	175.00	175.00	175.00
Health	40.95	43.81	47.85	38.39	35.42	35.69	37.67
Water	101.65	93.65	93.42	92.42	93.42	93.42	93.42
Public Works	93.75	90.65	93.65	94.02	94.02	94.02	94.02
Water Pollution Control	83.00	83.00	83.00	83.00	83.00	86.20	86.20
Parks, Recreation & Tourism	54.19	50.46	50.90	52.55	53.71	53.71	67.74
Power and Light	222.00	233.00	236.00	238.00	239.00	239.00	239.00
Total Authorized Positions	1,216.90	1,210.93	1,222.05	1,220.59	1,223.75	1,229.22	1,228.41
Less: Positions not Funded	(43.30)	(69.82)	(89.31)	(83.31)	(74.19)	(76.87)	(76.72)
Total Funded Positions	1,173.60	1,141.11	1,132.74	1,137.28	1,149.56	1,152.35	1,151.69

* Transferred to Parks/Recreation/Tourism

City of Independence, Missouri
2016-17 Operating Budget
Authorized/Funded Positions Summary - All Funds
For the Fiscal Years 2007-08 through 2016-17

Description	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Budget 2016-17
General Fund-										
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00	7.00	7.00	7.00	7.00
City Manager	10.50	10.50	9.50	9.50	7.00	7.00	7.00	7.00	7.00	7.00
Nat'l Frontier Trails Museum	6.00	6.00	6.00	6.00	5.25	5.75	5.75	5.00	-	-
Technology Services	21.00	21.00	21.00	21.00	22.50	22.00	22.00	23.00	24.00	24.00
Municipal Court	14.00	14.00	14.00	14.00	14.00	14.67	14.65	14.65	14.65	14.65
Law	6.88	6.50	6.50	6.00	6.25	6.25	6.25	6.23	6.23	6.21
Finance	24.15	24.15	24.15	24.15	22.65	22.65	22.65	22.15	22.15	22.15
Human Resources	7.50	7.50	7.50	6.50	6.50	6.44	7.44	6.75	6.75	6.75
Community Development	26.05	26.05	27.55	27.05	27.30	27.30	27.30	28.68	28.68	28.18
Police	283.00	290.40	290.40	292.90	288.65	289.91	291.91	296.91	296.91	295.91
Fire	173.25	173.25	173.25	173.25	173.25	173.25	169.25	169.75	173.75	173.75
Health	35.25	35.25	35.25	36.00	35.16	40.20	29.33	28.56	28.56	29.52
Public Works	82.00	82.00	82.00	83.00	79.90	79.90	80.27	80.27	80.27	80.27
Water Pollution Control	5.00	5.00	5.00	5.00	-	-	-	-	-	-
Parks and Recreation	32.65	32.65	33.46	31.71	28.71	29.15	27.85	27.10	27.10	26.52
Total Authorized General Fund	743.23	750.25	751.56	752.06	733.12	740.47	728.65	733.05	733.05	731.91
Less: Positions not Funded	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)	(79.27)	(73.77)	(70.27)	(69.77)	(82.77)
Total Funded General Fund	739.73	745.75	733.51	711.51	673.07	661.20	654.88	662.78	663.28	649.14
Tourism Fund										
	4.41	4.41	4.41	4.41	4.66	4.66	5.66	8.18	14.18	13.00
Less: Positions not Funded	-	-	-	-	-	-	-	-	(3.18)	(3.18)
Total Funded Tourism Fund	4.41	4.41	4.41	4.41	4.66	4.66	5.66	8.18	11.00	9.82
Community Dev. Block Grant Act Fund-										
Community Development	2.70	2.70	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total CDBG Fund	2.70	2.70	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HOME Program Fund										
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Street Maintenance Sales Tax Fund										
	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00
Park Improv. Sales Tax Fund										
	25.29	25.29	23.98	22.48	21.75	21.75	24.70	26.61	26.61	28.22
Less: Positions not Funded				(1.00)				(0.50)	(0.50)	(0.50)
Total Funded Parks Sales Tax	25.29	25.29	23.98	21.48	21.75	21.75	24.70	26.11	26.11	27.72
Storm Water Sales Tax Fund										
	8.00	8.00	8.00	8.00	13.00	13.00	13.00	13.00	13.00	13.00

City of Independence, Missouri
2016-17 Operating Budget
Authorized/Funded Positions Summary - All Funds
For the Fiscal Years 2007-08 through 2016-17

Description	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	Budget 2016-17
Grants Fund										
Law Department	0.37	0.25	0.25	0.25	0.25	0.25	0.25	0.28	0.28	0.16
Police	14.00	15.00	15.00	13.00	14.00	13.00	13.00	7.00	7.00	6.00
Fire	0.75	0.75	0.75	0.75	0.75	0.75	4.75	5.25	1.25	1.25
Health	6.25	7.10	5.35	4.95	8.65	7.65	9.06	6.86	7.13	8.15
Total Grants Fund	21.37	23.10	21.35	18.95	23.65	21.65	27.06	19.39	15.66	15.56
Power and Light Fund-										
Technology Services	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50	1.50	1.50
Power and Light	220.00	217.00	218.00	222.00	233.00	236.00	238.00	239.00	239.00	239.00
Total Power and Light Fund	221.00	218.00	219.00	223.00	234.50	237.50	239.50	240.50	240.50	240.50
Less: Positions Not Funded							(3.00)			
Total Funded Power and Light Fund	221.00	218.00	219.00	223.00	234.50	237.50	236.50	240.50	240.50	240.50
Sanitary Sewer Fund-										
Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	73.20	73.20
Total Sanitary Sewer Fund	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	74.20	74.20
Water Fund-										
Finance	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Water	98.65	101.65	101.65	101.65	93.65	93.42	92.42	93.42	93.42	93.42
Total Authorized Water Fund	99.50	102.50	102.50	102.50	94.50	94.27	93.27	94.27	94.27	94.27
Less: Positions Not Funded		(1.00)	(1.00)	(1.00)	(8.65)	(8.92)	(5.42)	(2.42)	(2.42)	(2.42)
Total Funded Water Fund	99.50	101.50	101.50	101.50	85.85	85.35	87.85	91.85	91.85	91.85
Central Garage Fund										
Total Authorized Central Garage Fund	10.00	10.00	9.75	9.75	9.75	9.75	9.75	9.75	9.75	9.75
Less: Positions Not Funded				(0.75)	(1.12)	(1.12)	(1.12)	(1.00)	(1.00)	(1.00)
Total Funded Central Garage Fund	10.00	10.00	9.75	9.00	8.63	8.63	8.63	8.75	8.75	8.75
Workers' Compensation Fund										
	0.00	1.75	1.75	1.75	2.00	2.00	2.00	2.00	2.00	2.00
Grand Total Authorized - All Funds										
	1,207.50	1,218.00	1,216.30	1,216.90	1,210.93	1,222.05	1,220.59	1,223.75	1,229.22	1,228.41
Less: Positions not Funded	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)	(89.31)	(83.31)	(74.19)	(73.69)	(89.87)
Grand Total Funded - All Funds										
	1,204.00	1,212.50	1,197.25	1,173.60	1,141.11	1,132.74	1,137.28	1,149.56	1,155.53	1,138.54

**City of Independence, Missouri
2016-17 Operating Budget
Demographic Statistics**

Date of Organization: 1827
Date of Incorporation: 1849
Date Charter Adopted: December 5, 1961
Form of Government: City Council/City Manager
Area: 78 square miles

Population:	2006 - 115,953	2011 - 116,830
	2007 - 116,359	2012 - 117,213
	2008 - 109,159	2013 - 117,270
	2009 - 114,128	2014 - 117,240
	2010 - 121,212	2015 - 117,255

**Projected Retail Sales
for FY 2016-17** \$1,810,858,586
Number of Households: 48,170

Registered Voters: 64,019
Number of Employees: 1,087

Fire Protection:

Number of Stations	10
No. of Authorized Employees	172
Number of Vehicles	45

Communications (served by):

Newspapers (daily)	1
Radio Stations	1
TV Stations	0
(cable TV service available)	

Police Protection:

Number of Stations	4
No. of Authorized Employees	299.91
Number of Vehicles	191

Recreation:

Park Acreage	843
Number of Parks	46
Community Centers	3
Fitness Centers	2
Athletic Fields	44
Water Parks	1

Education:

Elementary and High School enrollment	25,076
Elementary Schools	27
Junior High Schools	6
Senior High Schools	7
Parochial & Private	5
Pre-School & Kingergartens	3
Teachers	1,649
Administrators	135
Colleges	2

Transportation:

Bus Systems (operated by KCATA & First Transit)	2
Taxi Services	3

Community Facilities:

Hospitals	1
Beds	221
Motels/Hotels	18
No. of Rooms	1,797
Bank/Credit Union Fac.	30

City Infrastructure

Paved Streets (miles)	560
Electric Circuits (miles)	888
Electric Consumption (daily avg in Mwh)	2,832

Water Mains (miles)	760
Water Consumption (daily avg.) (in millions of gallons)	23.82
Sanitary Sewers (miles)	614

**City of Independence, Missouri
2016-17 Operating Budget
Financial Statistics**

Property Taxes

**Real Estate Tax Rate
(Per \$100 assessed valuation)**

City Levy Purpose	Approved 2015 Rate
General Purposes	\$ 0.4871
Public Health & Recreation	0.2294
Total	\$ 0.7165

Real Estate Revenue by Levy Type

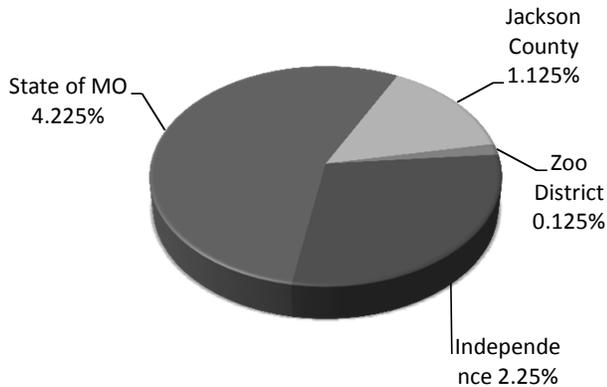
City Levy Purpose	Current Est. 2015-16
General Purposes	\$ 5,108,941
Public Health & Recreation	2,406,059
Total	\$ 7,515,000

Overlapping Jurisdictions

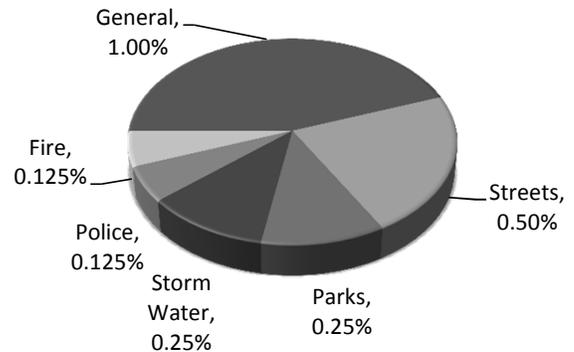
Indep. School District	5.9130
Fort Osage School District	5.7000
Blue Springs School District	5.7286
Kansas City School District	4.9599
Jackson Co./State of Mo.	1.0338
Metro. Jr. College	0.2343
Independence Square Special Benefit District	0.5638

Sales Taxes

**Base* Sales Tax Rate by Source
Total 7.775%**



**City of Independence Sales Tax
Total 2.25%**



*excludes TDD & CID taxes

Special Taxing Districts:

39th Street Transportation Development District	0.125%
Crackerneck Transportation Development District	0.100%
Mt. Washington Transportation Development District	0.100%
Events Center Community Improvement District	0.075%
Noland Road Community Improvement District	0.075%

**City of Independence, Missouri
2016-17 Operating Budget
Financial Statistics**

Fee Structure*

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	\$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (5% for Cable TV)
Business License Fee	\$25.00 Annual Gross Revenue under \$25,000; \$25.00 plus \$0.29 per thousand Annual Gross Revenue over \$25,000 (maximum fee \$30,000)
Motor Vehicle License	\$ 4.50 Motorcycles & Motortricycles \$ 5.00 Passenger Cars \$ 6.00 Commercial & Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of June 30, 2015

General Obligation Bonds	\$ -
Revenue Bonds	
Power and Light	\$ 128,017,832
Water	\$ 34,781,113
Sanitary Sewer	\$ 101,145,156
Events Center	\$ 90,442,723
Total	\$ 354,386,824

Principal Property Taxpayers and Employers

<u>Principal Taxpayers</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Simon Property Group LP	\$ 26,030,210	2.06%
Cole EDD Mt. Independence LLC	8,963,343	0.71%
Space Center of Kansas City	6,730,787	0.53%
Southern Union Company	5,953,893	0.47%
AT&T	5,105,329	0.40%
Sprint	4,758,915	0.38%
Mansion Apartment	4,530,213	0.36%
Comcast Cablevision	4,251,687	0.34%
Walmart	3,869,194	0.31%
Centerpoint Medical Center	3,278,403	0.26%
<u>Principal Employers</u>	<u>Number of Employees</u>	<u>% of Total Employment</u>
Independence School District	2,200	3.72%
Alliant Tech Systems	1,600	2.70%
Centerpoint Medical Center	1,400	2.36%
City of Independence	1,120	1.89%
Government Employee Hospital Association	650	1.10%
Rosewood Health Center at the Groves	444	0.75%
Burd & Fletcher	274	0.46%
Jackson County Circuit Court	274	0.46%
Cable Dahmer Automotive	271	0.46%
Unilever Bestfoods NA	260	0.44%

ACRONYMS

ADA -	Americans with Disabilities Act
AED -	Automatic External Defibrillator
ALS -	Advance Life Support
APWA -	American Public Works Association
BLR -	Business and Legal Resources
BLS -	Basic Life Support
CAFR -	Comprehensive Annual Financial Report
CDBG -	Community Development Block Grant
CERT -	Community Emergency Response Team
CEU -	Continued Education Unit
COAD -	Community Organizations Active in Disasters
DARE -	Drug Abatement Resistance Education
DBA -	Doing Business As
DEA -	Drug Enforcement Administration
DEU -	Drug Enforcement Unit
DWI -	Driving While Intoxicated
EEOP -	Equal Employment Opportunity Plan
EMPG -	Emergency Management Planning Grant
EMS -	Emergency Medical Services
EMT -	Emergency Medical Technician
EOC -	Emergency Operations Center

ACRONYMS

EOD -	Explosive Ordinance Disposal Team
EOP -	Emergency Operations Plan
FACT -	Failure to Appear in Court
FM/HR -	Financial Management/Human Resources
FTE -	Full time Equivalent
GASB -	Governmental Accounting Standards Board
GFOA -	Government Finance Officers Association
GIS -	Geographic Information Systems
GPS -	Global Positioning System
H.I.D.T.A -	High Intensity Drug Trafficking Area
HMO -	Health Maintenance Organization
HRMA -	Human Resources Management Association
ICED -	Independence Council for Economic Development
I.D.E.A. -	Individual Development and Elevated Action
IPMA-HR -	International Public Management Association for Human Resources
JDE -	JD Edwards System
KCATA -	Kansas City Area Transportation Authority
LCG -	Local Coordination Guide
LLC -	Limited Liability Corporation
LP -	Limited Partnership
MARC -	Mid-America Regional Council

ACRONYMS

MHz -	Megahertz
NFTM -	National Frontier Trails Museum
NIMS -	National Incident Management System
NRP -	National Response Plan
NWCDC -	Northwest Community Development Corporation
OPEB -	Other Post-Employment Benefits
PLC -	Programmable Logic Controllers
P.O.S.T. -	Police Officers Standards and Training
PPE -	Personal Protective Equipment
PPO -	Preferred Provider Organization
RACES -	Radio Amateurs Response Team
RFP -	Request For Proposal
SCBA -	Self Contained Breathing Apparatus
SEMA -	State Emergency Management Agency
SRT -	Special Response Team
TDD -	Transportation Development District
TIF -	Tax Increment Financing
USGS -	United States Geological Survey
WPC -	Water Pollution Control

GLOSSARY OF BUDGET AND FINANCE TERMS

- Account -** A sub-unit of the accounting system used to record the financial activity of similar transactions.
- Accounting System -** The total set of records and procedures that are to record, classify, and report information on financial status and operations.
- Accrual Accounting -** A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.
- Adopted Budget -** Revenues and appropriations approved by the City Council in June for the following fiscal year.
- Ad Valorem Tax -** A tax levied on the assessed valuation of real property.
- Appropriation -** An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.
- Assessed Valuation -** A value that is established for real or personal property for use as a basis for levying property taxes.
- Assets -** Resources owned or held by the City which have a monetary value.
- Balanced Budget -** An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.
- Beginning/Ending Fund Balance -** Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.
- Bonds -** Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Budget (Capital Improvement) -** A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).
- Budget (Operating) -** A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.
- Capital Improvement -** Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.
- Capital Improvement Program (CIP) -** A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.
- Capital Outlay -** Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.
- City Council -** The Mayor and six Council members collectively acting as the legislative and policy making body of the City.
- Contingency -** A budgetary appropriation set aside for emergencies and expenditures not planned for otherwise.
- Debt Service -** Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Department -** A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.
- Depreciation -** (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.
- Designated Fund Balance-** An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.
- Encumbrances -** Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.
- Enterprise Fund -** Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.
- Estimated Revenue -** The amount of projected revenue to be collected during the fiscal year.
- Expenditure -** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.
- Fiscal Year -** The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.
- Fixed Assets -** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.
- Full Time Equivalent (FTE) -** The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Fund -** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.
- Fund Balance -** The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.
- General Fund -** The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.
- Goal -** A statement of broad direction, purpose, or intent based on the needs of the community.
- Governmental Fund -** funds generally used to account for tax-supported activities. There are five different types of governmental funds. The City of Independence's governmental funds include the general fund, other general purpose funds, special revenue funds, debt service funds, and capital projects funds.
- Grant -** A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
- Interfund Transfer -** Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.
- Internal Service Funds -** Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.
- Line Item -** An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)

GLOSSARY OF BUDGET AND FINANCE TERMS

- Major Fund -** A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund.
- Modified Accrual Accounting -** Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.
- Non-Departmental -** Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.
- Object of Expenditure -** Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)
- Objective -** A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as “increase,” “reduce,” or “maintain.”
- Ordinance -** A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

GLOSSARY OF BUDGET AND FINANCE TERMS

Payment-In-Lieu-Of-Taxes -	An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were “for profit” companies.
Performance Indicators -	Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.
Performance Measures -	Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
Proposed Budget -	Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager’s recommended budget, which will be considered by the City Council for approval.
Proprietary Fund -	In governmental accounting, one having profit and loss aspects; therefore it uses the accrual rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.
Reserved Fund Balance -	An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Resolution -	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources -	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings -	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue -	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Sources -** That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.
- Special Assessments -** Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.
- Special Revenue Fund -** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.
- Undesignated Fund Balance -** That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
- User Fees -** Fees charged to users of a particular service provided by the City.
- Uses -** The appropriations and transfer authorizations that create the budget for each Fund.
- Working Capital (Designated) -** An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.