2014-15
Adopted
Operating Budget

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2014 through June 30, 2015

MAYOR

Eileen N. Weir

CITY COUNCIL

Karen M. DeLuccie	At-Large
Chris Whiting	At-Large
Marcie I. Gragg	District #1
Curt Dougherty	District #2
Dr. Scott Roberson	District #3
Vacant	District #4

CITY MANAGER

Robert E. Heacock

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2013

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, 2013. 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)

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

Funds

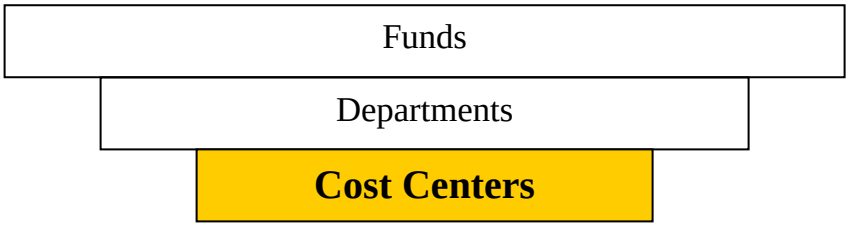
Departments

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 Fund	Grants Fund	Internal Service Fund
City Council	■				
City Clerk	■				
City Manager	■				
Tourism			■	■	
National Frontier Trails Museum	■		■		
Technology Services	■	■			
Municipal Court	■				
Law	■			■	■
Finance	■	■			
Human Resources	■				
Community Development	■			■	
Police	■		■	■	
Fire	■		■	■	
Health	■			■	
Public Works	■		■		■
Water		■			
Water Pollution Control		■	■	■	
Parks and Recreation	■		■	■	
Power and Light		■			
Non-Departmental	■	■			■

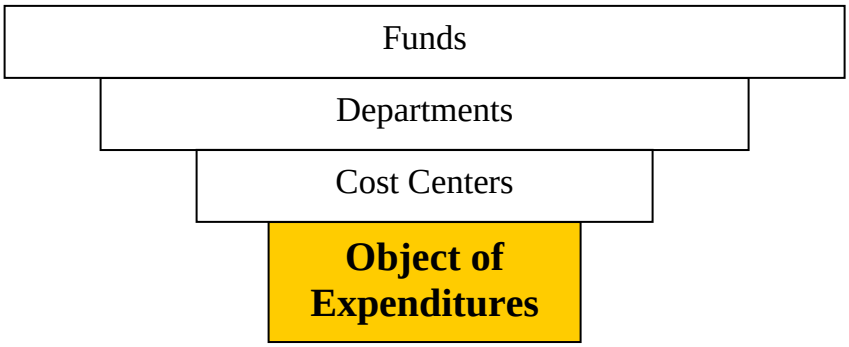
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

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.

City of Independence

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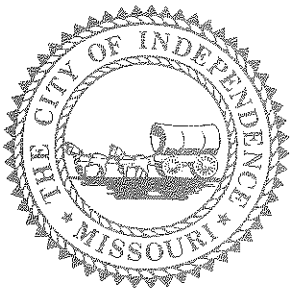

July 18, 2014

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 of 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, 2014 through June 30, 2015. A public hearing on the budget was conducted on May 19, 2014 and three 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. In keeping with our annual tradition, I again want to recognize Mr. Calvin Holst, Budget Manager, for his assistance in preparing this document. Primarily due to Mr. Holst's efforts, the City has won the GFOA Distinguished Budget Presentation Award for an amazing 28 consecutive years. There are more than 1,250 jurisdictions from the United States and Canada that enter the competition, and our continued success demonstrates the dedication of our Finance Department budget staff.

Adherence to Policy

Resolution #4948 provides that the City will maintain an Undesignated Fund Balance in the General Fund equal to 5% of annual revenues and that the Fund Balance will be used for certain specific needs. The first need is, "…the loss or substantial reduction in actual revenue collections over anticipated amounts." The slower than originally anticipated

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development of The Falls at Crackerneck Creek redevelopment project continues to cause a reduction of anticipated tax revenue, resulting in the City having to pay a portion of the project's debt service from the Unassigned Fund Balance.

Resolution #4948 also requires that, "To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment." It should be noted that, as a part of the City's adjustment to deteriorating economic conditions during the last several years, 74 positions – representing slightly more than 10% of the total authorized positions – have been left unfunded. This budget does not call for employee layoffs and no furlough days for employees are included.

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 operating and capital budget for the City, including utilities, is $303,865,615 which is an increase of $12,140,315 (4.2%) from the 2013-2014 budget. This increase is due to an increase in capital budget appropriations ($4.1 million) with the largest increase being in the Power and Light Fund. The operating portion of the total budget increased by $8,165,186 (3%) with the largest increase being in the Power and Light Department.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $75,089,550, it is 27% 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 $1,361,276 greater than was budgeted in fiscal year 2013-14. The following table provides a General Fund revenue comparison for the adopted 2013-14 budget to the revised 2013-14 budget and the 2014-15 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2013-14	Revised Estimate 2013-14	Budget 2014-15
Property Taxes	7,552,000	7,511,898	7,516,500
Sales & Use Taxes	17,235,264	17,235,264	17,487,109
Utility Franchise Fees	11,027,814	10,979,757	11,001,000
PILOTS	18,423,580	18,078,669	18,927,939
Licenses & Permits	3,259,145	3,186,441	3,284,687
Grants & Shared Revenues	5,209,832	5,174,418	5,179,046
Charges for Services	1,957,418	1,985,910	2,036,663
Fines & Court Costs	4,864,348	4,694,765	4,860,377
Interest Income	90,600	90,900	90,900
Interfund Charges	4,072,304	4,072,304	4,616,045
Other Revenue	465,685	2,868,879	519,000
Total Revenue	74,157,990	75,879,205	75,519,266

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 $252,000 or 1.5% percent compared to original projections for the current fiscal year.

General Fund Highlights

A. Undesignated Fund Balance. For fiscal year 2014-2015, the fund balance is projected to be $3,326,172. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues (approximately $3.8 million). This level of fund

balance cannot be achieved because of the projected revenue shortfalls of The Falls at Crackerneck Creek TIF.

B. Public Safety. The budget for the Police Department is $27.2 million. The budget for the Fire Department is $17 million. Approximately 59% of the General Fund is designated for these two departments.

1. The budget includes an increase for the Police Department of approximately $805,000. The costs for salary and benefits for fiscal year 2014-15 are projected to increase $694,145 over the current fiscal year. In addition, the budget reflects the addition of full funding for four police officers and two civilian positions previously partially funded by grants. The net increase for fully funding salary and benefits for these six positions is $95,505.

2. The budget also includes an increase for the Fire Department of approximately $525,000. The costs for salary and benefits for fiscal year 2014-15 are projected to increase approximately $396,132 over the current fiscal year. The increase includes salary and benefits funding for a previously unfunded Deputy Chief position in the amount of $127,796.

C. Employee Benefits. Funding has been included for an 8% increase in health care insurance costs, effective July 1, 2014. The status of the Stay Well Fund and plan utilization will need to be closely monitored until early next fall when a final determination will need to be made of the actual required increase. If the required amount is greater than 8% then a decision will need to be made regarding plan changes and/or additional funding to the plan. Funding has also been included for an 8% increase in dental insurance premiums, which will increase January 1, 2015.

D. Technology Updates. Approximately $103,000 is included to fund scheduled replacement of electronic equipment such as file servers, microcomputers and printers.

Capital Outlay

The 2014-15 budget includes $374,848 for capital outlay from the General Fund. This is the same as the current budget.

2014-15 Operating Budget
General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Department Total
Technology Services				102,848
PC, Monitor and File Server Replacement			102,848	
Health				46,000
Replace 1997 Ford Taurus – Asset 2851		23,000		
Replace 1998 Ford Taurus – Asset 2916		23,000		
Public Works				226,000
Replace Bobtail Truck and Low Boy Trailer Asset 2900		65,000		
Replace Skid Steer – Asset 8732		35,000		
Police Building Jail Toilet/Sink Replacement	10,000			
City Hall HVAC North Supply/Return Air VFD Replacement	12,500			
City Hall HVAC South Return Air VFD Replacement	6,000			
City Hall Door Installation by Conf. Rm. D	9,000			
City Hall Tuck-Pointing (North Side)	37,500			
Health Building Masonry Repair	29,000			
Municipal Court / City Council Chambers Bench Replacement (Audience Seating)	22,000			
	$ 126,000	$ 146,000	$ 102,848	$ 374,848

Storm Water Sales Tax

The budget includes revenues of $3,981,851, an increase of 1% 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 total $4,517,853 for the 2014-15 fiscal year, including the maintenance crew cost formerly funded by the General Fund. The capital budget of $1,540,000 funds several projects including:

2014-15 Operating Budget
Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9814	Neighborhood Construction Projects	Storm Water Sales Tax	100,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130510	Watershed Systems Evaluation Survey	Storm Water Sales Tax	50,000
70131301	Griffith Place – N Noland & Lynn	Storm Water Sales Tax	550,000
70131401	Wilson at Kentucky Culvert	Storm Water Sales Tax	120,000
70131001	36th & Poplar	Storm Water Sales Tax	480,000
70131402	Liberty & Stone	Storm Water Sales Tax	90,000
	Fund Total		$1,540,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current 1/2 of 1% sales tax collection began January 1, 2009 and received voter approval on 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 $7,128,000 for several projects, including the following:

City of Independence, Missouri
2014-15 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
	Overlay		
70111401	2014-15 Overlay Program	Street Improv. Sales Tax	$ 5,708,000
	Total Overlay		$ 5,708,000
	Intersections		
70110806	Concrete Intersection Program	Street Improv. Sales Tax	$ 250,000
70111307	78 Hwy and Truman Rd Intersection	Street Improv. Sales Tax	200,000
70111305	Noland and Fair	Street Improv. Sales Tax	100,000
70111104	24 Hwy and Blue Mills	Street Improv. Sales Tax	200,000
	Total Intersections		$ 750,000
	Street Improvements		
70110103	Alley Rehabilitation	Street Improv. Sales Tax	$ 100,000
70111301	Little Blue Parkway Phase 10	Street Improv. Sales Tax	130,000
	Total Street Improvements		$ 230,000
	Safety Improvements		
70110409	Operation Green Light	Street Improv. Sales Tax	$ 40,000
70110807	Sidewalks to Parks Improvements	Street Improv. Sales Tax	150,000
70110808	Sidewalks to Schools Improvements	Street Improv. Sales Tax	250,000
	Total Safety Improvements		$ 440,000
	Fund Total		$ 7,128,000

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 ¼ 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 $4,584,851.

In addition to supporting the operation of the Truman Memorial Building, the Palmer Senior Center, the Adventure Oasis Water Park and the Athletic Complex, revenues from the tax are recommended for allocation to the following uses for our Parks system:

Project Number	Project Description	Amount
9723	Walking Trails and Bicycle Paths	$ 25,000
9970	Park Revitalization	271,000
9971	Park Maintenance-Mobile Equipment	35,000
70121401	Water Park Renovation	1,000,000
	Fund Total	$ 1,331,000

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 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be $2,127,414. Expenditures of $3,402,299, which includes funds carried over from the previous year, are recommended. A majority of the expenditures, $2.9 million, will be used to fund 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 ¼ of 1% sales tax began January 1, 2005, continued through December 31, 2008, when it reduced to 1/8 of 1% through December 31, 2016. Revenues are projected to be $1,990,225.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the third lowest as compared to 12 other communities in the metropolitan area. Sanitary sewer revenues are projected to be $22,459,539, an increase of approximately 7.2%, as compared to the current year. The budget for operating expenditures from the fund total $23,538,038. The budget also includes funding of $1,085,000 for capital projects, including:

2014-15 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
Sanitary Sewer Collection System Projects			
			$
70301301	18th Street & South Evanston	Sanitary Sewer Fund	600,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
	Subtotal		$ 750,000
Treatment Plant / Pump Station Projects			
70301401	Wet Air Oxidation Grinders Replacement	Sanitary Sewer Fund	$ 70,000
70301402	Wet Air Oxidation Process Rehabilitation	Sanitary Sewer Fund	265,000
	Subtotal		$ 335,000
	Fund Total		$ 1,085,000

Power & Light Fund

Power & Light total revenues for fiscal year 2014-15 are estimated to be $145,330,441, an increase of 4.4%, as compared to the current year. The operating budget for Power and Light is $143,104,576.

2014-15 Operating Budget
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
Production System -			
70201401	Combustion Turbine Generators Exciter Upgrades	Power & Light Fund	$ 1,000,000
70201402	Substation H-5/H-6 Hot Gas Compressor Project	Power & Light Fund	750,000
Transportation and Distribution System -			
70201106	69-KV Substation Facilities Improvements	Power & Light Fund	400,000
70201400	Substation B Rebuild Project	Power & Light Fund	1,200,000
70201403	Eckles Road Substation Facility Improvements	Power & Light Fund	1,250,000
70201310	Substation J Facility Improvements	Power & Light Fund	1,000,000
Other Projects -			
70201404	Fuel and Washing System	Power & Light Fund	200,000
70201201	Office Building Project	Power & Light Fund	6,050,000
70201405	Substation Security Project	Power & Light Fund	150,000
	Fund Total		$ 12,000,000

Water Fund

Independence water rates are the second lowest, as compared to 13 other communities in the metropolitan area. It is estimated that water revenues will be $30,422,689, an increase of approximately 5.3%, as compared to the current year. The operating budget is $27,904,847 which includes operating, non-departmental, and debt service costs. The budget also includes funding of $2,371,275 for capital projects, including:

2014-15 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9749	Main Replacement	Water Fund	$ 250,000
70401302	Tie in 12" Water Main Bundschu Rd. east of Little Blue Parkway	Water Fund	75,000
70401303	Lime Slaker No. 1 Replacement	Water Fund	50,000
70401304	Sludge House Roofs Replacement	Water Fund	15,000
70400078	Treatment Plant Discharge Engineering	Water Fund	100,000
70401001	PLC Upgrades	Water Fund	821,275
70401003	Future Production Wells	Water Fund	400,000
70401401	Paint Dodgion Water Tower	Water Fund	550,000
70401402	Lagoon Cleanout	Water Fund	110,000
	Fund Total		$ 2,371,275

Conclusion

This budget conforms to Council policies, addresses the community's priorities and directs greater emphasis to the livability of our neighborhoods.

Robert E. Heacock
City Manager

/lc

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)

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.

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.

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.

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 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.

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

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

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 2014-15 Operating Budget

Budget Orientation meetings – individual meetings with each Department	Wed. Fri.	January 8 - January 17
Departments begin entering budget text data	Wed.	January 8
Department complete cost allocation forms	Fri.	January 10
Departments begin reviewing Position Management Projections	Wed.	January 29
Central Garage to complete 2014-15 budget projections.	Fri.	January 31
Departments begin entering budget financial data	Fri.	January 31
Departments complete reviewing Position Management Projections	Fri.	February 7
All Budget forms (including Departmental Summary, Detail Budget Sheets and Detail Program Sheets) due to Budget Office for review	Mon.	February 17
All completed budget forms due to the Budget Office for final review. The reviewed Department Requested budgets that are complete will be forwarded to the City Manager	Wed.	February 26
Updated 2014-15 Revenue Estimates sent to the City Manager by Finance	Fri.	February 28
Estimated Fund Balance Summary based on Department's requested budgets due to the City Manager from the Budget Office	Fri.	February 28
City Manager Budget reviews with departments (See attached list for schedule by department)	Fri. Fri	February 28- March 21
Updated 2014-15 Revenue Estimates sent to the City Manager by Finance	Fri.	March 21
City Council Review of Proposed Council Goals Allocations	Mon.	April 24
Updated Revenue Manual completed by Finance for distribution to the City Council	Mon.	May 12
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 12
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) [a]	Fri.	May 9

Budget Calendar for 2014-15 Operating Budget - Page 2

Public Hearing by the City Council on the Proposed Budget [a]	Mon.	May 19
First reading on the 2014-15 Operating Budget Appropriation Ordinance	Mon.	June 2
Council adoption of the 2014-15 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) [a]	Mon.	June 16
Preparation and public filing in the City Clerk's Office of the Adopted Budget	Mon.	July 1
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Mon.	July 1
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) [b]	Fri.	July 25
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance [b]	Mon.	August 4
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2014 and Jackson County no later than October 1, 2014) [b]	Mon.	August 18
GFOA budget review submittal	Fri.	August 22

Footnotes-

[a] City Charter Requirement
[b] Tax Levy Requirement under the "Open Window Law"

City of Independence, Missouri
2014-15 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 2014-15

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.

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 2015, Department Directors have been provided the staffing profile of their departments, effective July 1, 2014. All Departments have a copy of the City's Affirmative Action Plan and Affirmative Action hiring guideline/goals.

EEO Calendar Year 2013 Data

The following information is reporting the City's overall new hire activity for 2013. The report serves as positive evidence that the City is increasing the diversity of its workforce.

Total 2013 Full Time New Hires: 77

Males	Race: Male	Female	Race: Female
51	White – 46 Black – 2 Hispanic – 1 Ameri. Indian – 1 Asian – 0 Unknown - 1	26	White – 23 Black – 0 Hispanic – 1 Ameri. Indian – 0 Asian – 1 Unknown - 1

Total 2013 Full time new hire percentage of minorities: 8%

- Black - 3%
- Hispanic - 3%
- American Indian - 1%
- Asian – 1%
- Total percentage of females: 34%

Total 2013 Part time New Hires: 8

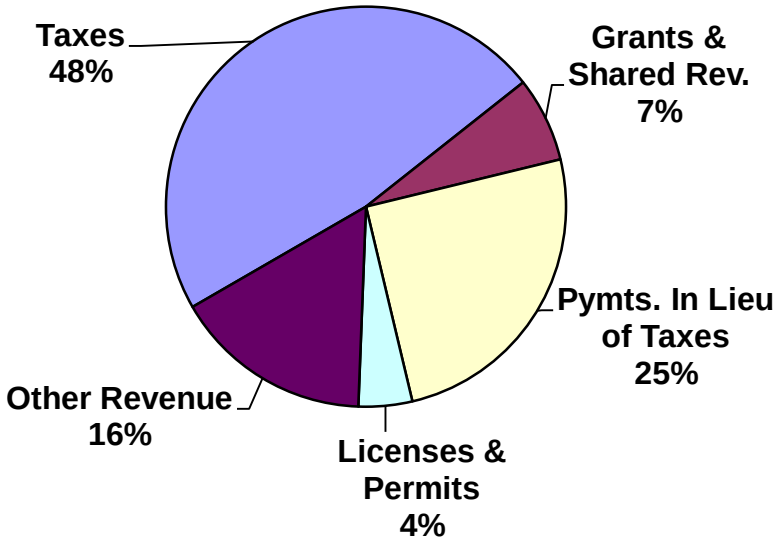
Males	Race: Male	Female	Race: Female
4	White – 4 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0	4	White – 4 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0

Total percentage of females: 50%

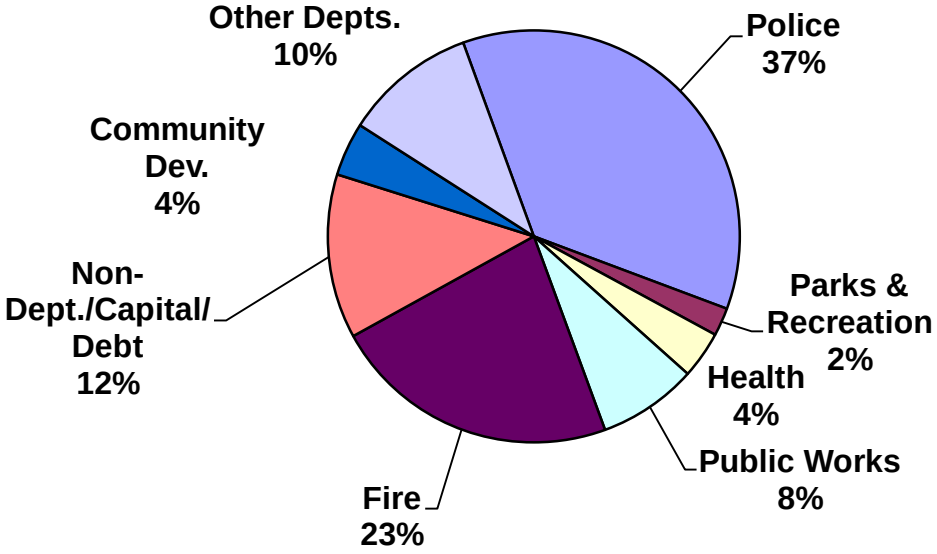
Total Workforce data for Calendar Year 2013:

- 1,165 FT/PT employees
- Black – 3%
- Hispanic – 3%
- American Indian – 1%
- Asian – 1%
- Unknown -3%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Original Budget	% of Total	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Unassigned Fund Balance	**$ 1,831,406**	**$ 600,662**		**$ 3,326,172**		**$ 2,725,510**	
Source of Budget Dollars							
Transfers from Other Funds				$ -		$ -	
Other Fund Balance Components	877,811	-		-		-	
Estimated Revenues-							
Taxes	$ 34,745,992	$ 35,815,078	48.3%	$ 36,004,609	47.7%	$ 189,531	0.5%
Payments in Lieu of Taxes	18,021,077	18,423,580	24.8%	18,927,939	25.1%	504,359	2.7%
Licenses & Permits	3,166,795	3,259,145	4.4%	3,284,687	4.3%	25,542	0.8%
State & County Shared Rev.	5,059,993	5,209,832	7.0%	5,179,046	6.9%	(30,786)	-0.6%
Charges for Current Services	2,129,762	1,957,418	2.6%	1,861,663	2.5%	(95,755)	-4.9%
Fines and Forfeitures	4,061,879	4,864,348	6.6%	4,860,377	6.4%	(3,971)	-0.1%
Interfund Charges	3,835,972	4,072,304	5.5%	4,616,045	6.1%	543,741	13.4%
Other Revenue	527,284	556,285	0.8%	784,900	1.0%	228,615	41.1%
Total Estimated Revenues	$ 71,548,754	$ 74,157,990	100.0%	$ 75,519,266	100.0%	$ 1,361,276	1.8%
Capital Lease Proceeds		$ -		$ -		$ -	
Total Sources	**$ 72,426,565**	**$ 74,157,990**		**$ 75,519,266**		**$ 1,361,276**	**1.8%**
Use of Budget Dollars							
Operating Departments-							
City Council	$ 392,093	$ 416,575	0.6%	$ 441,183	0.6%	$ 24,608	5.9%
City Clerk	385,511	410,342	0.6%	404,718	0.5%	(5,624)	-1.4%
City Manager	833,576	852,378	1.2%	934,131	1.2%	81,753	9.6%
Nat'l Frontier Trails Museum	301,139	334,312	0.5%	260,907	0.3%	(73,405)	-22.0%
Technology Services	1,542,233	1,632,191	2.3%	1,828,880	2.4%	196,689	12.1%
Municipal Court	748,027	826,997	1.2%	849,872	1.1%	22,875	2.8%
Law	613,562	669,855	0.9%	687,741	0.9%	17,886	2.7%
Finance	1,778,961	1,891,244	2.6%	1,966,982	2.6%	75,738	4.0%
Human Resources	402,913	385,091	0.5%	454,287	0.6%	69,196	18.0%
Community Development	3,017,887	2,695,888	3.8%	3,155,386	4.2%	459,498	17.0%
Police	25,839,421	26,422,081	36.8%	27,227,469	36.3%	805,388	3.0%
Fire	15,911,151	16,440,900	22.9%	16,966,162	22.6%	525,262	3.2%
Health	2,617,796	2,603,548	3.6%	2,754,318	3.7%	150,770	5.8%
Public Works	5,398,741	5,831,146	8.1%	5,870,029	7.8%	38,883	0.7%
Parks and Recreation	1,570,832	1,597,731	2.2%	1,632,342	2.2%	34,611	2.2%
Non-Departmental	7,172,577	8,228,443	11.5%	9,030,295	12.0%	801,852	9.7%
City Council Strategic Goals	282,204	250,000	0.3%	250,000	0.3%	-	0.0%
Capital Outlay	267,479	374,848	0.5%	374,848	0.5%	-	0.0%
Capital Leases	-	-	0.0%	-	0.0%	-	0.0%
Total Operating Departments	$ 69,076,103	$ 71,863,570	100.0%	$ 75,089,550	100.0%	$ 3,225,980	4.5%
Transfers							
Transfers to Other Funds	10,000	10,000		10,000		-	
Falls at Crackerneck TIF	4,571,206	710,679		419,716		(290,963)	-40.9%
Total Uses	**$ 73,657,309**	**$ 72,584,249**		**$ 75,519,266**		**$ 2,935,017**	**4.0%**
Ending Undesignated Fund Balance	**$ 600,662**	**$ 2,174,403**		**$ 3,326,172**		**$ 1,151,769**	**53.0%**

City of Independence, Missouri
2014-15 Operating Budget

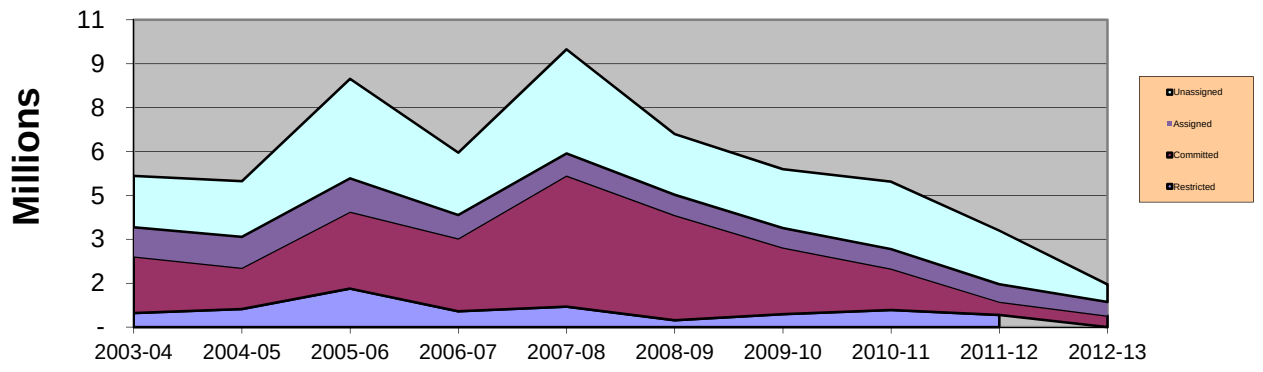
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 2009 through June 30, 2014

Description	Actual 6/30/09	Actual 6/30/10	Actual 6/30/11	Actual 6/30/12	Actual 6/30/13	Projected 6/30/14
Fund Balance Components						
Restricted:						
Protested Revenues	$ 268,153	$ 42,030	$ 24,351	$ 65,702	$ 5,608	
Police Forfeitures	209,456	180,545	418,205	519,215	411,753	
Other	223,610	13,790	-	-	-	
Total Restricted	$ 701,219	$ 236,365	$ 442,556	$ 584,917	$ 417,361	
Committed:						
Capital Projects	$ 229,322	$ 111,852	$ 120,851	$ 48,581	$ 48,581	
TIF Distributions	762,205	620,198	-	-	-	
City Council Strat. Goals	161,717	207,596	243,646	281,630	218,337	
Other	2,440,656	1,337,832	1,048,795	123,074	124,481	
Total Committed	$ 3,593,900	$ 2,277,478	$ 1,413,292	$ 453,285	$ 391,399	
Assigned:						
Encumbrances	$ 689,667	$ 662,882	$ 667,065	$ 593,561	$ 464,633	
Unassigned	2,073,982	2,012,374	2,302,039	1,831,406	600,662	3,326,172
Total Fund Balance	$ 7,058,768	$ 5,189,099	$ 4,824,952	$ 3,463,169	$ 1,874,055	$ 3,326,172
Fund Balance Target (a)	3,315,706	3,325,177	3,749,104	3,587,498	3,577,438	3,790,687
Actual over (under) Target (a)	(1,241,724)	(1,312,803)	(1,447,065)	(1,756,092)	(2,976,776)	(464,515)

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

Ten Year Fund Balance Comparison



City of Independence, Missouri
2014-15 Operating Budget

Fund Balance Summary - General Fund

Unassigned Projected Fund Balance for 2014-15

Unassigned Fund Balance at June 30, 2014 (Projected)	$ 3,326,172
Transfers from Other Fund Balance Components:	
Proposed Operating Budget (Net Sources and Uses) 2014-15	-
Falls at Crackerneck Creek TIF Debt Refinancing	- [1]
Projected Unassigned Fund Balance at June 30, 2015	$ 3,326,172
Projected Unassigned Fund Balance Target (5% of Estimated Revenues)	**$ 3,775,963**

[1] *Outstanding debt obligations of the Falls at Crackerneck Creek TIF Redevelopment Area were refinanced in March 2013. One of the terms and conditions of that debt refinancing was to add up to one half of the projected net cash flow savings from the refinancing to the General Fund Unassigned Fund Balance Account until it is fully funded at the City's Fund Balance Target amount of 5% of Annual Revenues. This Proposed Budget meets this condition of the debt refinancing.*

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund					
	Property Taxes					
2-3011	Real Estate	7,398,222	7,513,500	7,475,535	7,480,000	0.1%
2-3013	R.R. & Other Utility	37,904	38,500	36,363	36,500	0.4%
	Total Property Taxes	7,436,126	7,552,000	7,511,898	7,516,500	0.1%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	16,395,890	16,760,264	16,760,264	17,012,109	1.5%
2-3042	Cigarette Tax	499,152	475,000	475,000	475,000	
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	16,895,043	17,235,264	17,235,264	17,487,109	1.5%
	Utility Franchise Fees					
2-3052	Water	26,589	26,000	26,456	27,000	2.1%
2-3053	Gas	4,019,206	4,619,814	4,619,814	4,620,000	0.0%
2-3054	Telephone	5,072,170	5,140,000	5,046,154	5,050,000	0.1%
2-3055	Electricity	527,252	492,000	533,333	535,000	0.3%
2-3057	Cable Television	769,607	750,000	754,000	769,000	2.0%
	Total Utility Franchise Fees	10,414,823	11,027,814	10,979,757	11,001,000	0.2%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	13,392,682	13,710,075	13,291,337	13,851,343	4.2%
2-3282	Water Service In Lieu of Taxes	2,593,715	2,614,031	2,652,167	2,807,329	5.9%
2-3283	Sanitary Sewer In Lieu of Taxes	2,034,680	2,099,474	2,135,165	2,269,267	6.3%
	Total Pymt. in Lieu of Taxes	18,021,077	18,423,580	18,078,669	18,927,939	4.7%
	Total Taxes	52,767,069	54,238,658	53,805,588	54,932,548	2.1%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,422,123	1,499,000	1,432,000	1,487,000	3.8%
2-3102	Liquor Licenses	112,261	94,000	110,000	110,000	
2-3103	Bld. Trades Licenses and Exams	120,856	100,000	105,000	105,000	
2-3104	Fin-Other License/Permits	59,496	102,000	110,000	121,000	10.0%
2-3108	Building Permits, Com.Develop.	532,515	465,525	465,525	475,000	2.0%
2-3109	Construction Permits, Pub.Works	121,094	205,000	190,000	210,000	10.5%
2-3120	Nursing Home Permits	600	600	1,000	1,000	
2-3121	Day Care Permits	7,032	6,000	6,687	6,687	
2-3122	Food Handler's Permits	107,015	100,000	98,000	98,000	
2-3123	Massage Therapist Appl	3,445	2,020	3,520	1,000	-71.6%
2-3124	Other Food Permits	147,185	142,000	142,000	142,000	
2-3125	Ambulance Permits & Licenses	53,928	37,000	37,000	37,000	
2-3126	Plan Reviews - Health Dept.	5,700	6,000	6,000	6,000	
	Total Bus. Lic. & Permits	2,693,251	2,759,145	2,706,732	2,799,687	3.4%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	473,544	500,000	479,709	485,000	1.1%
	Total Licenses and Permits	3,166,795	3,259,145	3,186,441	3,284,687	3.1%

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	-25,393				
2-3219	Other					
	Total Federal Grants	-25,393				
	State Government Grants					
2-3241	Financial Institutions Tax	15,225	16,000	19,510	19,500	-0.1%
2-3242	Gasoline Tax	2,940,952	3,100,000	3,100,000	3,100,000	
2-3243	Motor Vehicle License Fees	490,014	520,000	501,456	510,000	1.7%
2-3244	Motor Vehicle Sales Tax	730,948	750,000	794,599	795,000	0.1%
	Total State Grants	4,177,139	4,386,000	4,415,565	4,424,500	0.2%
	Other Sources					
2-3272	Jackson County Drug Task Force	674,019	580,060	540,081	535,774	-0.8%
2-3274	Jackson County Dare Program	209,229	218,772	218,772	218,772	
2-3275	Mid Am Reg Council	25,000	25,000			
2-3279	Other Misc. Grants					
	Total Other Sources	908,248	823,832	758,853	754,546	-0.6%
	Total Grants	5,059,993	5,209,832	5,174,418	5,179,046	0.1%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	25,080	9,700	9,700	10,000	3.1%
2-3303	Board Of Adjustment Fees	2,160	4,500	3,750	4,050	8.0%
2-3304	Sale Of Maps, Books, Plans	3,451	7,000	5,000	5,000	
2-3305	Sale Of Police Reports	35,716	30,000	30,000	30,000	
2-3306	Sale Of Fire Reports	1,030	1,000	1,500	1,500	
2-3307	Computer Service Charges	300				
2-3309	Transit Rider Fares	143,384	144,200	144,200	145,000	0.6%
	Health					
2-3311	Animal Shelter Fees	149,242	15,000	2,000	2,000	
2-3312	Animal Shelter Services	8,021		15,400	15,000	-2.6%
2-3313	Other Health Programs	7,225	7,350	7,200	7,200	
	Public Safety					
2-3316	Reimb. For Police Services	12,120	9,350	14,592	12,250	-16.0%
2-3317	School Resource Officers	475,682	475,368	453,311	477,385	5.3%
2-3318	Alarm Charges - Police	13,150	35,000	5,000	40,000	700.0%
2-3319	Alarm Charges - Fire	2,225	1,650	1,675	1,675	
	Recreation					
2-3322	Program Fees	34,842	40,000	37,000	40,000	8.1%
2-3323	Concessions	3,929	5,000	4,900	4,000	-18.4%
2-3326	Pool Fees					
2-3327	Center Fees/Club Memberships	40,608	35,000	40,000	57,103	42.8%
2-3329	Facility Rentals	63,973	56,000	48,000	50,000	4.2%

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	42,234	52,000	44,000	46,000	4.5%
2-3332	NFTM-Gift Shop	17,988	27,000	23,000	25,000	8.7%
	Cemetery					
2-3341	Sale Of Cemetery Lots	5,250	4,000	3,000	3,000	
2-3342	Sale Of Monument Bases	5,356	3,000	3,000	3,000	
2-3343	Grave Opening Charges	51,500	47,000	40,000	40,000	
	Other Charges					
2-3392	Sale Of Street Signs	429	300	500	500	
2-3393	Special Assessments	162,277	175,000	175,000	175,000	
2-3396	Sale Of Recycled Material	11,755	14,000	14,000	14,000	
2-3397	Solid Waste Disp Fees	77,538	74,000	78,000	78,000	
2-3398	Miscellaneous Charges	733,297	685,000	782,182	750,000	-4.1%
	Total Charges for Services	2,129,762	1,957,418	1,985,910	2,036,663	2.6%
	Fines and Court Costs					
2-3401	Fines & Forfeitures	3,555,385	4,310,188	4,160,000	4,307,430	3.5%
2-3402	Court Costs	386,480	403,964	389,825	403,079	3.4%
2-3403	Police Training	52,383	61,718	59,558	61,583	3.4%
2-3404	Domestic Violence	52,856	61,718	59,558	61,583	3.4%
2-3405	Dwi/Drug	14,775	26,760	25,824	26,702	3.4%
	Total Fines & Court Costs	4,061,879	4,864,348	4,694,765	4,860,377	3.5%
	Interest Income					
2-3411	Interest	267	600	500	500	
2-3412	Special Assessments - Interest	-730		400	400	
2-3413	Interest - Other	98,612	90,000	90,000	90,000	
	Total Interest Income	98,149	90,600	90,900	90,900	
2-3421	Interfund Chgs. For Supp. Serv.	3,835,972	4,072,304	4,072,304	4,616,045	13.4%
	Other Revenue					
2-3431	Sale Of Land		2,000	1,000	1,000	
2-3432	Sale Of Fixed Assets	71,736	125,000	82,261	125,000	52.0%
2-3433	Rents	215,290	126,685	180,876	181,000	0.1%
2-3434	Damage Claims	1,064	2,000	2,204,749	2,000	-99.9%
2-3435	Contributions	3,089	10,000	7,809	10,000	28.1%
2-3439	Cash Over/Short	129				
2-3440	Discounts Taken	37		50		-100.0%
2-3449	Misc. Non-Operating Revenue	137,792	200,000	392,134	200,000	-49.0%
	Total Other Revenue	429,136	465,685	2,868,879	519,000	-81.9%
	Total General Fund Revenues	**$71,548,754**	**$74,157,990**	**$75,879,205**	**$75,519,266**	-0.5%

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 City Council Adopted Budget
General Government:				
City Council	$ 392,093	$ 416,575	$ 420,251	$ 441,183
City Clerk	385,511	410,342	416,984	404,718
City Manager	833,576	852,378	862,924	934,131
Technology Services	1,542,233	1,632,191	1,659,863	1,828,880
Municipal Court	748,027	826,997	838,711	849,872
Total General Government	3,901,440	4,138,483	4,198,733	4,458,784
National Frontier Trails Museum	301,139	334,312	340,710	260,907
Law Department	613,562	669,855	679,643	687,741
Finance Department:				
Administration	394,316	459,312	467,126	482,719
Accounting	905,857	940,049	953,408	951,489
Purchasing	296,637	266,733	271,422	291,156
Occupation Licensing	182,151	225,150	228,938	241,618
Total Finance Department	1,778,961	1,891,244	1,920,894	1,966,982
Human Resources Department	402,913	385,091	391,186	454,287
Community Development Department:				
Administration	266,336	275,709	260,852	403,222
Neighborhood Services	44,329	25,499	26,630	56,875
Comprehensive Planning	273,636	280,396	284,897	291,035
Current Planning	177,234	186,442	190,155	193,554
Transportation	1,672,605	1,254,201	1,273,201	1,466,935
Historic Preservation	57,262	50,926	52,010	75,342
Building Inspection	526,485	622,715	627,617	668,423
Total Community Development	3,017,887	2,695,888	2,715,362	3,155,386
Police Department:				
Administration	3,195,442	3,261,245	3,285,560	3,227,209
Police Operations	17,146,164	17,448,655	17,485,487	17,991,552
Police Services	5,497,815	5,712,181	5,759,615	6,008,708
Total Police Department	25,839,421	26,422,081	26,530,662	27,227,469

(continued on the next page)

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 City Council Adopted Budget
Fire Department:				
Administration	$ 382,833	$ 413,148	$ 417,971	$ 636,412
Suppression	14,556,034	14,810,684	14,821,326	15,124,832
Fire Prevention	500,810	574,144	576,846	573,040
Maintenance	324,006	380,872	382,886	327,945
Training/Emer. Preparedness	147,468	262,052	266,416	303,933
Total Fire Department	15,911,151	16,440,900	16,465,445	16,966,162
Health Department:				
Administration	216,608	222,437	225,947	231,014
Disease Prevention & Control	1,267,486	1,179,771	1,189,954	1,129,921
Com. Disease & Immunization	-	-	-	147,320
Environmental Public Health	1,133,702	1,201,340	1,219,397	1,246,063
Total Health Department	2,617,796	2,603,548	2,635,298	2,754,318
Public Works:				
Administration	$ 351,766	$ 335,483	$ 339,188	$ 343,198
Engineering	489,196	446,006	459,830	468,758
Administrative Support	277,032	253,359	258,554	258,802
Property Management	645,242	681,742	685,513	668,825
Street Maintenance	3,635,505	4,114,556	4,141,742	4,130,446
Total Public Works	5,398,741	5,831,146	5,884,827	5,870,029
Parks and Recreation:				
Administration	$ 243,241	$ 271,633	$ 275,249	$ 249,584
Park Maintenance	732,214	691,725	696,602	701,276
Recreation	381,190	412,104	419,989	504,260
Cemetery Maintenance	214,187	222,269	224,935	177,222
Total Parks and Recreation	1,570,832	1,597,731	1,616,775	1,632,342
Non-Departmental	7,172,577	8,228,443	7,858,474	9,030,295
City Council Strategic Goals	282,204	250,000	428,996	250,000
Capital Outlay - Operating	267,479	374,848	374,848	374,848
Capital Leases				
Total General Fund	$ 69,076,103	$ 71,863,570	$ 72,041,853	$ 75,089,550

City of Independence, Missouri
2014-15 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

	2012-13 Actual	2013-14 Budget	2014-15 Budget
Personal Services:			
Full Time Salaries	$ 36,621,907	$ 36,481,870	$ 37,508,400
Part Time Salaries	717,613	467,345	483,076
Overtime	1,771,570	1,216,466	1,257,795
Allowances	338,201	335,144	347,334
Benefits:			
FICA	2,902,279	2,931,189	3,014,616
LAGERS	4,629,322	5,015,160	5,445,716
Health Insurance	6,202,987	7,252,183	8,009,457
Dental Insurance	314,425	347,746	377,773
Life Insurance	92,424	85,579	69,182
Deferred Compensation	12,099	20,415	12,228
Long Term Disability	37,829	39,410	34,408
Retiree Health Insurance	3,601,977	4,003,659	4,631,905
Total Benefits	$ 17,793,342	$ 19,695,341	$ 21,595,285
Other Personal Services	255,802	1,350,969	1,213,315
Total Personal Services	$ 57,498,435	$ 59,547,135	$ 62,405,205
Other Services	8,425,883	8,544,407	9,035,636
Supplies	2,279,056	2,158,923	2,120,213
Capital Outlay - Operating Budget	478,401	869,957	857,616
City Council Strategic Goals	282,205	250,000	250,000
Other	112,123	493,148	420,880
Total Expenditures	$ 69,076,103	$ 71,863,570	$ 75,089,550

City of Independence, Missouri
2014-15 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 410,161	$ 26,252	$ 4,770		$ 441,183
City Clerk	341,263	45,575	17,880		404,718
City Manager	912,727	19,254	2,150		934,131
National Frontier Trails Center	191,677	61,568	7,662		260,907
Technology Services	1,629,460	166,220	14,310	18,890	1,828,880
Municipal Court	814,095	31,355	4,422		849,872
Law	563,941	96,900	26,900		687,741
Finance	1,798,737	154,068	14,177		1,966,982
Human Resources	435,548	13,046	5,693		454,287
Community Development	1,514,759	1,624,057	16,570		3,155,386
Police	25,206,157	1,223,681	780,399	17,232	27,227,469
Fire	15,956,574	710,073	264,183	35,332	16,966,162
Health	2,049,664	652,371	52,283		2,754,318
Public Works	3,179,884	1,433,684	790,925	465,536	5,870,029
Parks and Recreation	1,276,022	241,896	114,424		1,632,342
Non-Departmental	6,124,536	2,535,636	3,465	366,658	9,030,295
City Council Strategic Goals		250,000			250,000
Capital Outlay				374,848	374,848
General Fund Total	$ 62,405,205	$ 9,285,636	$ 2,120,213	$ 1,278,496	$ 75,089,550
Allocation by Percentage					
City Council	92.97%	5.95%	1.08%	0.00%	100.00%
City Clerk	84.32%	11.26%	4.42%	0.00%	100.00%
City Manager	97.71%	2.06%	0.23%	0.00%	100.00%
National Frontier Trails Center	73.47%	23.60%	2.94%	0.00%	100.00%
Technology Services	89.10%	9.09%	0.78%	1.03%	100.00%
Municipal Court	95.79%	3.69%	0.52%	0.00%	100.00%
Law	82.00%	14.09%	3.91%	0.00%	100.00%
Finance	91.45%	7.83%	0.72%	0.00%	100.00%
Human Resources	95.88%	2.87%	1.25%	0.00%	100.00%
Community Development	48.01%	51.47%	0.53%	0.00%	100.00%
Police	92.58%	4.49%	2.87%	0.06%	100.00%
Fire	94.05%	4.19%	1.56%	0.21%	100.00%
Health	74.42%	23.69%	1.90%	0.00%	100.00%
Public Works	54.17%	24.42%	13.47%	7.93%	100.00%
Parks and Recreation	78.17%	14.82%	7.01%	0.00%	100.00%
Non-Departmental	67.82%	28.08%	0.04%	4.06%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	83.11%	12.37%	2.82%	1.70%	100.00%

City of Independence, Missouri
2014-15 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - General Fund

For the Fiscal Years 2013-14 and 2014-15

Description	Amount
2013-14	
Operating Transfers In-	
From Other Funds	$ -
Total Operating Transfers In	$ -
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	$ (710,679)
To Amortize the Storm Water Fund accumulated deficit	(10,000)
Total Operating Transfers Out	$ (720,679)
Net Transfers	**$ (720,679)**
2014-15	
Operating Transfers In-	
From Other Funds	$ -
Total Operating Transfers In	$ -
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	$ (419,716)
To Amortize the Storm Water Fund accumulated deficit	(10,000)
Total Operating Transfers Out	$ (429,716)
Net Transfers	**$ (429,716)**

City of Independence, Missouri
2014-15 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 2008-09 through 2014-15

Description	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Budget 2014-15
City Council	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	7.00	7.00
City Manager	10.50	9.50	9.50	7.00	7.00	7.00	7.00
National Frontier Trails Museum	6.00	6.00	6.00	5.75	5.75	5.75	5.00
Technology Services	21.00	21.00	21.00	22.00	22.00	22.00	23.00
Municipal Court	14.00	14.00	14.00	14.00	14.67	14.65	14.65
Law	6.50	6.50	6.00	6.25	6.25	6.25	6.23
Finance	24.15	24.15	24.15	22.65	22.65	22.65	22.15
Human Resources	7.50	7.50	6.50	6.50	6.44	7.44	6.75
Community Development	26.05	27.55	27.05	27.30	27.30	27.30	28.68
Police	290.40	290.40	292.90	288.65	289.91	291.91	296.91
Fire	173.25	173.25	173.25	173.25	173.25	169.25	169.75
Health	35.25	35.25	36.00	35.16	40.20	29.33	28.56
Public Works	82.00	82.00	83.00	79.90	79.90	80.27	80.27
Water Pollution Control	5.00	5.00	5.00	-	-	-	
Parks and Recreation	32.65	33.46	31.71	28.71	29.15	27.85	27.10
General Fund Total - Authorized	750.25	751.56	752.06	733.12	740.47	728.65	733.05
Less: Positions not Funded	(4.50)	(18.05)	(40.55)	(60.05)	(79.27)	(73.77)	(70.27)
General Fund Total - Funded	745.75	733.51	711.51	673.07	661.20	654.88	662.78

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

Note 2: Changes by department and position between fiscal years 2013-14 and 2014-15 are shown on the following page(s).

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
General Fund				
City Clerk				
Offset Operator	(1.00)		(1.00)	position reclassified
Copy Center Aide	(1.00)		(1.00)	position reclassified
Copy/Records Center Specialist	1.00		1.00	position reclassified
Mail/Copy Center Operator	1.00		1.00	position reclassified
Department Total	-	-	-	
City Manager				
Economic Development Manager		(1.00)	(1.00)	position transferred to Community Development
Public Information Officer		1.00	1.00	new position
Department Total	-	-	-	
National Frontiers Trails Museum				
Events/Education Program Manager		(0.75)	(0.75)	position transferred to Tourism
Department Total	-	(0.75)	(0.75)	
Technology Services				
Network System Engineer		1.00	1.00	new position
Department Total	-	1.00	1.00	
Law				
Assistant City Counselor II	(0.02)		(0.02)	adjust funding level
Department Total	(0.02)	-	(0.02)	
Finance				
Accounts Payable Specialist	(1.00)		(1.00)	delete vacant position
Accountant I	0.50		0.50	adjust part time position to full time
Department Total	(0.50)	-	(0.50)	
Human Resources				
Safety & Training Officer	(1.00)		(1.00)	position transferred to Water
Human Resources Clerk	(0.69)		(0.69)	delete vacant part time position
Human Resources Assistant	1.00		1.00	add new position
Department Total	(0.69)	-	(0.69)	
Community Development				
Economic Development Manager		1.00	1.00	position transferred from City Manager's Office
Community Development Program Spec.	0.38		0.38	adjust funding level for part time position
Department Total	0.38	1.00	1.38	

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Police				
Chief of Police				
Police Sergeant	(1.00)		(1.00)	transferred to Training
Master Police Officer	(1.00)		(1.00)	transferred to
Crime Analyst Lead	1.00		1.00	position reclassified
Crime Analyst	(1.00)		(1.00)	
Crime Analyst I	1.00		1.00	transferred from Grants fund
Electronics Fleet Technician	1.00		1.00	transferred from Grants fund
Training and Equipment				
Police Sergeant	1.00		1.00	transferred from Chief of Police
Master Police Officer	2.00		2.00	transferred from Chief of Police and Tactical Operations
Police Officer	1.00		1.00	transferred from Tactical Operations
Patrol				
Police Officer	3.00		3.00	transferred from Grants fund
Investigations				
Police Captain	(1.00)		(1.00)	delete vacant position funded by Jackson County Drug Task Force
Police Officer	1.00		1.00	transferred from Grants fund
Tactical Operations				
Master Police Officer	(1.00)		(1.00)	transferred to Training
Police Officer	(1.00)		(1.00)	transferred to Training
Department Total	5.00	-	5.00	
Fire				
Fire Operations				
Assistant Fire Chief	(1.00)		(1.00)	position reclassified
Battalion Chief	1.00		1.00	
Emergency Preparedness				
Emergency Preparedness Planner	0.50		0.50	add new position
Department Total	0.50	-	0.50	
Health				
Disease Prevention and Control				
Administrative Specialist II	(0.07)		(0.07)	adjust funding for part time positions
Public Health Investigator II	(0.70)		(0.70)	adjust funding for part time positions
Department Total	(0.77)	-	(0.77)	

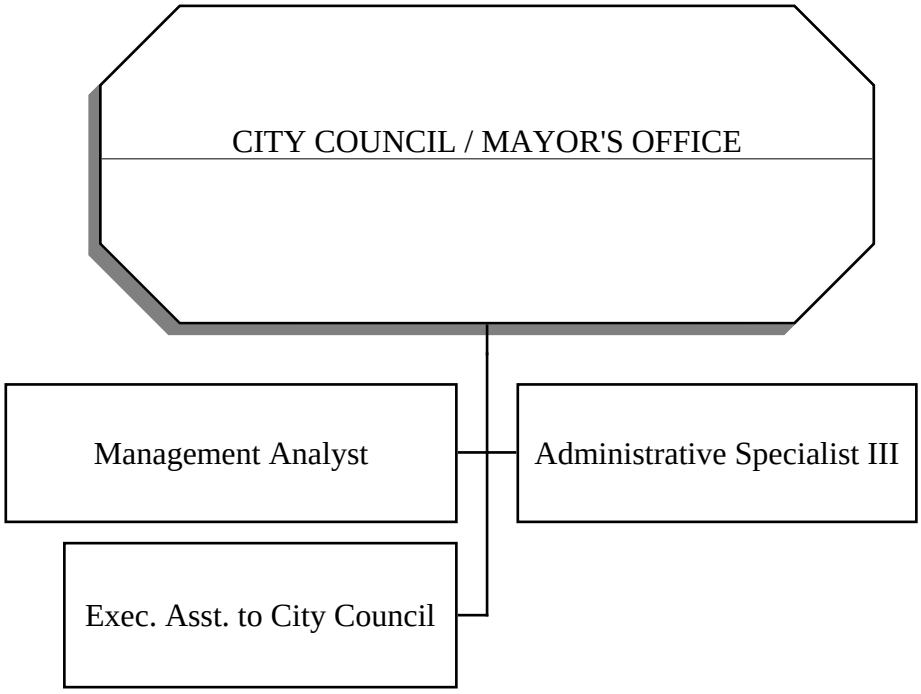
City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Public Works				
Public Works Administration				
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	
Public Works Engineering				
Contract Manager	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	
Public Works Administrative Support				
Engineering Technician III	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	
Department Total	-	-	-	
Parks and Recreation				
Park Maintenance Administration				
Parks and Grounds Manager	(0.50)		(0.50)	transferred to the Parks Sales Tax Fund
Senior Adult Services			-	
Nutrition Site Aide	(0.05)		(0.05)	adjust funding for part time position
Seasonal Recreation Worker		0.30	0.30	add new part time position
Cemetery Maintenance				
Cemetery Sexton		(0.50)	(0.50)	change position from full time to part time
Department Total	(0.55)	(0.20)	(0.75)	
General Fund Total	3.35	1.05	4.40	

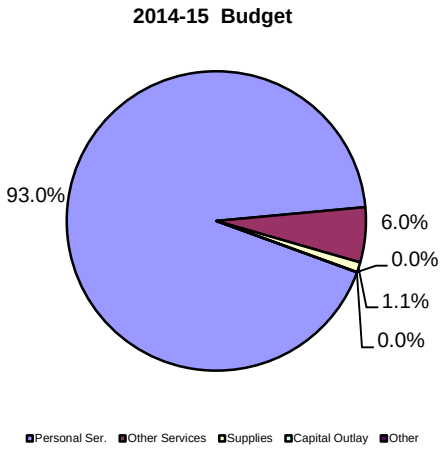
City of Independence, Missouri
City Council / Mayor's Office



City Council

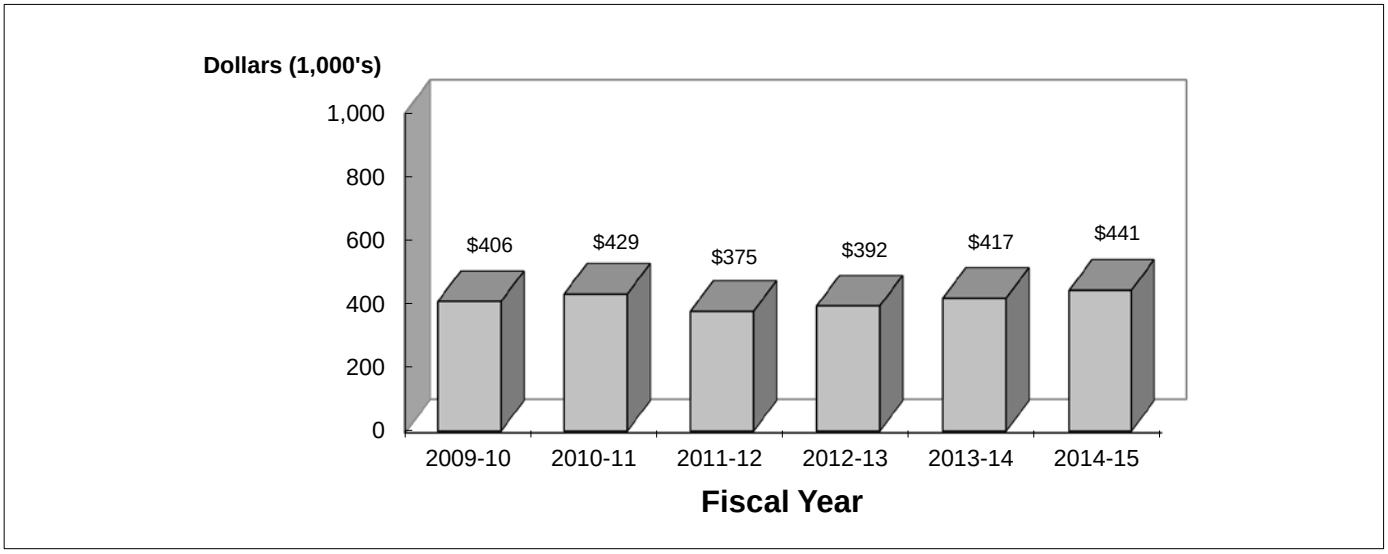
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 362,960	$ 385,553	$ 389,229	$ 410,161
Other Services	26,194	26,252	26,275	26,252
Supplies	2,939	4,770	4,747	4,770
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 392,093	$ 416,575	$ 420,251	$ 441,183



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	$ 405,888	$ 429,242	$ 374,989	$ 392,093	$ 416,575	$ 441,183
Total All Funds	$ 405,888	$ 429,242	$ 374,989	$ 392,093	$ 416,575	$ 441,183
Comparative Ratios:						
Per Capita	$ 3.56	$ 3.54	$ 3.21	$ 3.36	$ 3.55	$ 3.76
Per Household	$ 8.25	$ 7.94	$ 7.69	$ 8.30	$ 8.44	$ 8.17



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4002 City Council	184,166	195,817	197,156	211,088
4003 Management Analyst	78,512	86,536	87,794	90,404
4004 Mayor's Office	129,415	134,222	135,301	139,691
Total	392,093	416,575	420,251	441,183
Source of Funding				
General Fund	392,093	416,575	420,251	441,183
Total	392,093	416,575	420,251	441,183

City of Independence
Detail Program Summary

Department: 4000 - City Council *2014-15 Operating Budget*
Cost Center: 4002 - City Council *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	174,896	186,147	187,486	201,418
Other Services & Charges	7,696	8,460	8,460	8,460
Supplies	1,574	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	184,166	195,817	197,156	211,088

City of Independence
Detail Program Summary

Department: 4000 - City Council *2014-15 Operating Budget*
Cost Center: 4003 - Management Analyst *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	78,101	84,744	86,002	88,612
Other Services & Charges	198	1,232	1,255	1,232
Supplies	213	560	537	560
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	78,512	86,536	87,794	90,404

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2014-15 Operating Budget*
Cost Center: 4004 - Mayor's Office — *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.

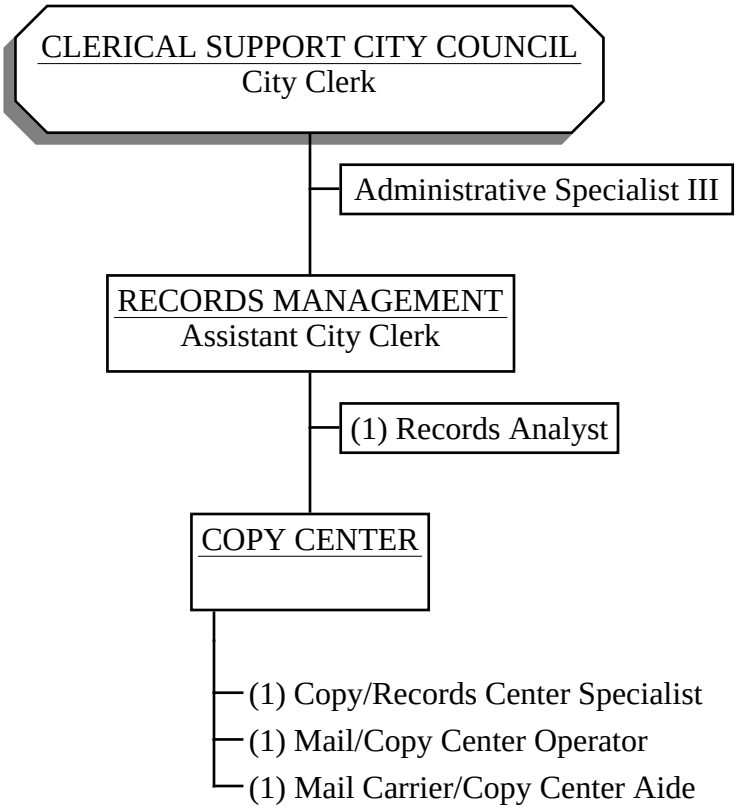
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

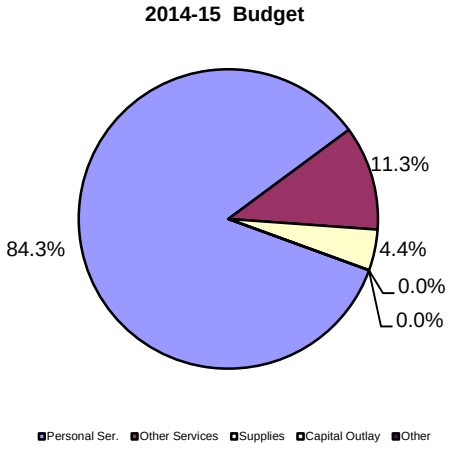
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	109,963	114,662	115,741	120,131
Other Services & Charges	18,300	16,560	16,560	16,560
Supplies	1,152	3,000	3,000	3,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	129,415	134,222	135,301	139,691

City of Independence, Missouri
City Clerk



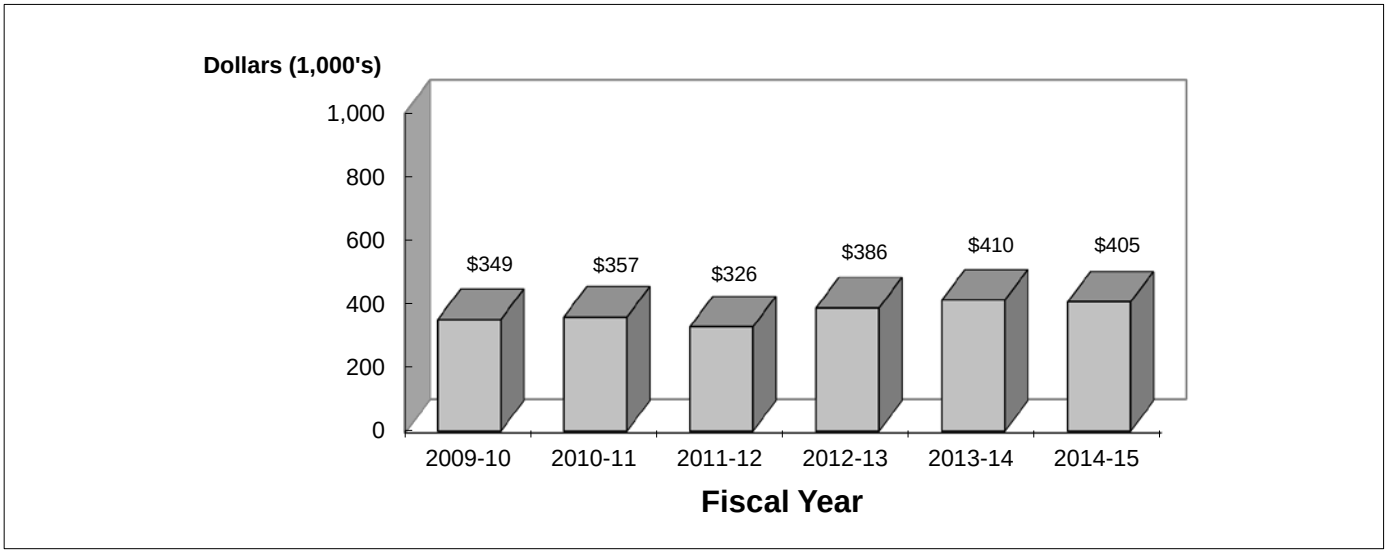
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 330,069	$ 351,588	$ 358,230	$ 341,263
Other Services	36,184	39,908	39,908	45,575
Supplies	18,439	18,846	18,846	17,880
Capital Outlay	819	-	-	-
Other	-	-	-	-
Total	$ 385,511	$ 410,342	$ 416,984	$ 404,718



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	7.00	7.00
Amount by Fund:						
General Fund	$ 349,256	$ 357,035	$ 326,377	$ 385,511	$ 410,342	$ 404,718
Total All Funds	$ 349,256	$ 357,035	$ 326,377	$ 385,511	$ 410,342	$ 404,718
Comparative Ratios:						
Per Capita	$ 3.06	$ 2.95	$ 2.79	$ 3.30	$ 3.50	$ 3.45
Per Household	$ 7.10	$ 6.60	$ 6.70	$ 8.16	$ 8.31	$ 7.50



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Part Time Positions	.00	.00	1.00	1.00
Total	6.00	6.00	7.00	7.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	169,978	175,450	178,035	173,459
4014 Records Management	61,928	62,281	63,354	64,730
4015 Copy Center	153,605	172,611	175,595	166,529
Total	385,511	410,342	416,984	404,718
Source of Funding				
General Fund	385,511	410,342	416,984	404,718
Total	385,511	410,342	416,984	404,718

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2014-15 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.

2013-14 Accomplishments	**Goal Ref**
* Added electronic tracking to improve the efficiency of the board application and appointment process.	2
* Identified electronic methods to improve staff efficiency in processing contracts after Council approval.	2
* With City Manager and Technology Services staff, upgraded electronic Council agenda and added early publication of a tentative agenda.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Resolutions Passed	68	74	75	85
City Council Meetings	29	27	25	25
Study Sessions	20	22	25	25
Ordinances Passed	163	197	185	195

2014-15 Objectives	**Goal Ref**
* Work with staff support to contact all board volunteers with process for consideration of reappointment at least six weeks before term expires.	2
* Work with City staff to reduce the average initial response to formal requests for records from three to two business days.	2
* Work with Council and City staff to update necessary policies and procedures, allowing digital authorization (signature) with agenda records.	2

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2014-15 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	152,555	158,105	160,690	156,929
Other Services & Charges	16,420	17,245	17,245	16,430
Supplies	1,003	100	100	100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	169,978	175,450	178,035	173,459

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2014-15 Operating Budget*
Cost Center: 4014 - Records Management — *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.

2013-14 Accomplishments	**Goal Ref**
* Completed reorganization of the Records Center, improving identification of and access to records with long-term retentions.	2
* Expanded use of technology for active documents and added electronic component for improved management of inactive records.	2
* Participated in City Clerk and other records training in order to provide improved service to Council, the public and City staff.	2
* Reviewed and updated City Clerk's Continuation of Operation Plan.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Records Stored- Cubic Feet	3,021	2,919	2,500	3,100

2014-15 Objectives	**Goal Ref**
* No later than the end of the first quarter, conduct final disposition review of 15 cu. ft. of records for historical value.	2
* Based on review and relocation of Clerk records, evaluate and implement additional organization within available storage space.	2
* Establish a records' team to improve communication among all departments pertaining to records management.	2
* Fully implement records management component of Council/Clerk records retained in electronic form.	2
* Provide education about records management as more departments/divisions make use of electronic document management applications.	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2014-15 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	57,826	59,301	60,374	61,606
Other Services & Charges	2,414	2,705	2,705	2,899
Supplies	869	275	275	225
Capital Outlay	819	0	0	0
Other Expenditures	0	0	0	0
Total	61,928	62,281	63,354	64,730

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2014-15 Operating Budget*
Cost Center: 4015 - Copy Center — *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.

2013-14 Accomplishments — **Goal Ref**

* Improved organization of electronic forms, and more clearly identified costs associated with copy/print/scan jobs processed for City staff. — 2
* Updated print request and mail processing procedures based on equipment and service capabilities, communicated changes to affected City departments. — 2
* Documented mail delivery procedures and expanded cross-training to Copy Center staff. — 2
* Revised titles and job descriptions for two full-time positions to address changes in technology and service needs within the Copy Center/Records Center. — 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Printing Impressions (in millions)	1.662	1.535	1.750	1.500
Items Mailed (in millions)	0.987	0.948	1.000	0.945

2014-15 Objectives — **Goal Ref**

* Review staff copy request forms and assist with options for improving their efficiency and reducing paper costs. — 2
* Identify routine maintenance schedule and develop protocols for newly acquired mail processing equipment. — 2
* Cross-train additional City Clerk Department staff to expand level of service for access to electronic records. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

City of Independence
Detail Program Summary

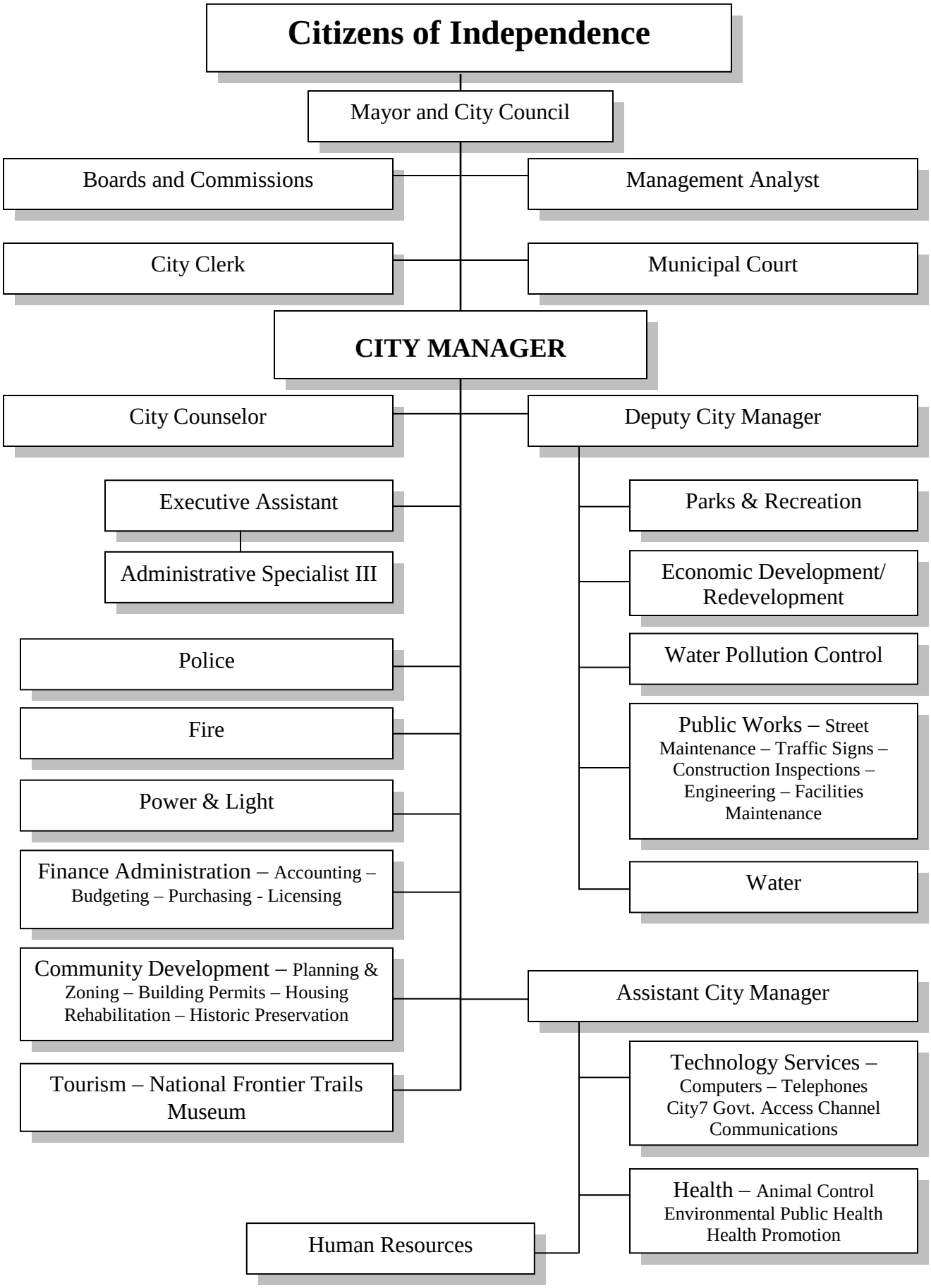
Department: 4010 - City Clerk *2014-15 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Mail Carrier/Copy Center Aide	.00	.00	1.00	1.00
Total	2.00	2.00	3.00	3.00

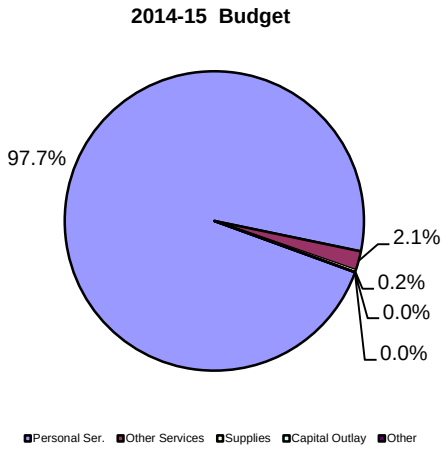
Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	119,688	134,182	137,166	122,728
Other Services & Charges	17,350	19,958	19,958	26,246
Supplies	16,567	18,471	18,471	17,555
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	153,605	172,611	175,595	166,529


Citizens of Independence
Mayor and City Council
Boards and Commissions
Management Analyst
City Clerk
Municipal Court
CITY MANAGER
City Counselor
Deputy City Manager
Executive Assistant
Administrative Specialist III
Parks & Recreation
Economic Development/ Redevelopment
Water Pollution Control
Public Works – Street Maintenance – Traffic Signs – Construction Inspections – Engineering – Facilities Maintenance
Water
Police
Fire
Power & Light
Finance Administration – Accounting – Budgeting – Purchasing - Licensing
Community Development – Planning & Zoning – Building Permits – Housing Rehabilitation – Historic Preservation
Tourism – National Frontier Trails Museum
Assistant City Manager
Technology Services – Computers – Telephones City7 Govt. Access Channel Communications
Health – Animal Control Environmental Public Health Health Promotion
Human Resources

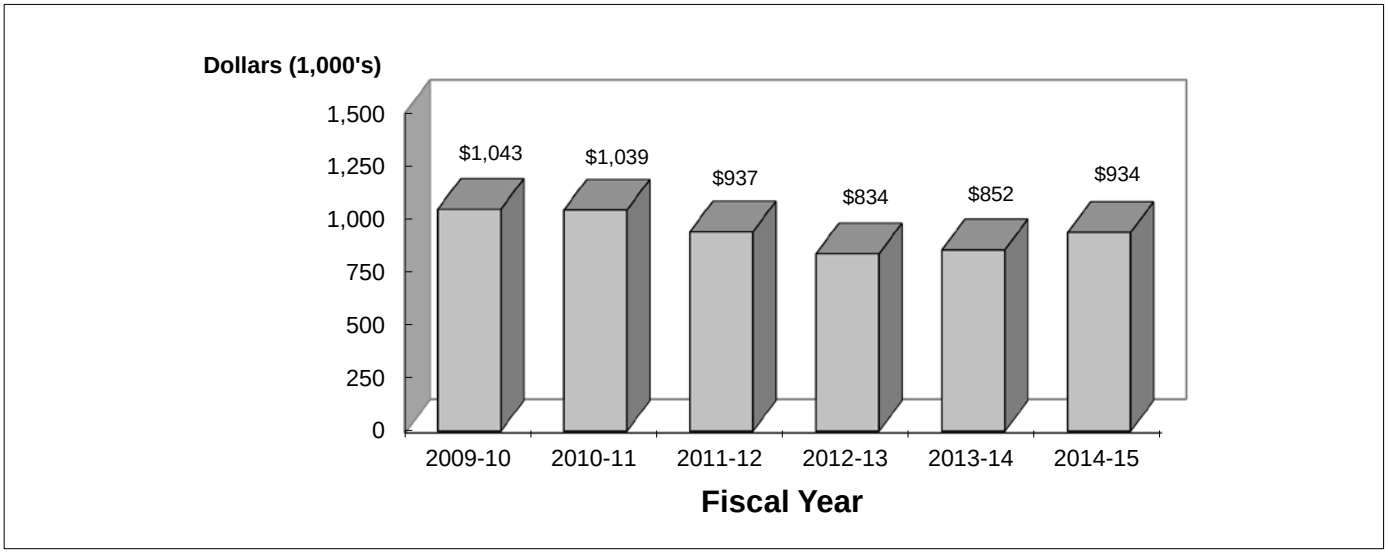
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 810,539	$ 827,874	$ 838,420	$ 912,727
Other Services	21,149	21,538	21,938	19,254
Supplies	1,888	2,966	2,566	2,150
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 833,576	$ 852,378	$ 862,924	$ 934,131



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	9.50	9.50	7.00	7.00	7.00	7.00
Amount by Fund:						
General Fund	$ 1,042,907	$ 1,039,220	$ 936,770	$ 833,576	$ 852,378	$ 934,131
Total All Funds	$ 1,042,907	$ 1,039,220	$ 936,770	$ 833,576	$ 852,378	$ 934,131
Comparative Ratios:						
Per Capita	$ 9.14	$ 8.57	$ 8.02	$ 7.13	$ 7.30	$ 7.97
Per Household	$ 21.20	$ 19.21	$ 19.22	$ 17.65	$ 17.49	$ 17.30



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4021 City Manager	776,724	791,395	799,997	934,131
4023 Economic Dev/Redevelopment	56,852	60,983	62,927	0
Total	833,576	852,378	862,924	934,131
Source of Funding				
General Fund	833,576	852,378	862,924	934,131
Total	833,576	852,378	862,924	934,131

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2014-15 Operating Budget*
Cost Center: 4021 - City Manager — *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.

2014-15 Objectives	**Goal Ref**
* Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing.	3
* Facilitate communications and cooperation with other political entities by attending joint management meetings including Eastern Jackson County Betterment Council, the Missouri Municipal League and the Mayor's Communications Committee.	1
* Monitor, assist and facilitate management of the Independence Events Center to maintain fiscal responsibility and encourage high-quality entertainment programming.	2
* Monitor, assist and facilitate City departments in accomplishing stated objectives for the 2014-15 Fiscal Year by requiring and reviewing quarterly progress reports. Evaluate and compare progress reports and assist staff in developing strategies for implementation, including future budget consideration.	3
* Maintain a highly-trained, highly-motivated, customer-oriented staff based on performance assessments conducted on a regular basis.	1
* Continue to represent the City by staffing and supporting the Independence Events Center Community Improvement District and the Crackerneck Creek Community Improvement District.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.00	.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	1.00	1.00
Total	6.00	6.00	6.00	7.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2014-15 Operating Budget*
Cost Center: 4021 - City Manager *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	756,451	771,591	780,193	912,727
Other Services & Charges	18,952	18,488	18,488	19,254
Supplies	1,321	1,316	1,316	2,150
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	776,724	791,395	799,997	934,131

Description

The Economic Development and Redevelopment Division is responsible for planning, organizing, and providing oversight for activities that enhance economic development and revitalization of established commercial and industrial areas of the City, and to provide coordination with related state, regional, and local agencies. The division is also responsible for conducting reviews and analysis of plans and proposals for economic redevelopment projects and for monitoring economic development projects for compliance with project goals and objectives.

2013-14 Accomplishments **Goal Ref**

* Served as City point of contact with Noland Road LLC and offered support with the development of Community Improvement District for the Noland Road Corridor by coordinating meetings with property owners, providing direction on petition language and coordinating internal communication and response on issues related to the ongoing implementation.
* Worked with Independence Square Association and various City departments to develop Tax Increment Financing plan to further the redevelopment of the Independence Square.
* Facilitated conversations with Square property owners, City staff and legal counsel for the creation of a Community Improvement District to fund ongoing maintenance, redevelopment and marketing initiatives called for in the Independence Square Redevelopment Plan.
* Managed MARC Planning Sustainable Places grant for Truman Green Gateway Plan. Served as liaison between planning and engineering consultants and Truman Gateway organization.
* Managed MARC Planning Sustainable Places grant for Englewood Circulation Plan. Served as liaison between planning and engineering consultants and Englewood Business Association.
* Worked to attract private investment in the development or redevelopment of prime commercial corridors and nodes in Independence, including GEHA, Viva Fashions, Kansas City Hospice, Wal-Mart Market Grocer, Half-Priced Books, Pizza Ranch, Stoney Creek Inn, Culvers, Corner Grocer, Subway, Twin Peaks and others
* Educated property owners and real estate brokers about incentive programs in eligible commercial districts.
* Assisted with the implementation of Independence Square Streetscape Phase 2.
* Partnered with Independence Police Department and Independence Economic Development Council to create business crime water program.
* Worked with consulting firm to create and implement new wayfinding signage program for tourism sites.
* Worked with various City departments and Independence EDC to further the development potential of a speculative industrial building at Independence Business Park.
* Maintained active communication and networking with retail, office

2013-14 Accomplishments **Goal Ref**

and industrial real estate brokers.

* Served as main point of contact for persons interested in starting a business in Independence.
* Finalized recommendations from Drury University School of Architecture students for the plan surrounding the area between the Independence Square and the National Frontier Trails Museum.
* Provided staff support for the Independence Square Association.
* Participated in Independence Economic Development Council Business Expansion and Support Team.
* Assisted with the launch of new Independence brand.
* Served as liaison between City departments and the Independence business community on various development and business recruitment and location projects.

2014-15 Objectives **Goal Ref**

* Pursue economic development initiatives as identified by the City Manager and City Council.
* Create survey tool, which will be utilized to evaluate City processes related to opening a business in Independence.
* Support implementation of Business Crime Watch program in partnership with Independence Police Department and Independence Economic Development Council.
* Work with Noland Road Redevelopment, LLC to finalize Noland Road CID.
* Advance implementation of the Noland Road Concept Plan by working in tandem with Noland Road Redevelopment, LLC.
* Assist with the development of the Independence Business Park, through coordination of utility and city development process and local developer.
* Work with Truman Gateway committee to implement plan recommendations outlined in the Truman Road Green Gateway Plan.
* Work with Englewood Business Association to implement plan recommendations outlines in the Englewood Circulation Plan.
* Work with the Independence Square Association and the Tax Benefit District to further implement the recommendations in the plans developed to further the redevelopment of the Square, including the Independence Square Revitalization Plan, Streetscape Master Plan and the Link Independence; Envisioning Connections developed by Drury University.
* Encourage redevelopment of commercial real estate located in Independence through personal contact with property owners and brokers and promoted the use of incentive programs in eligible commercial districts.
* Contact national or local retailers/restaurants/brokers in order to promote Independence as a desireable place to locate a business.
* Meet regularly with the Independence businesses, including participating in Business Expansion and Support team.
* Conduct retail market analysis.

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2014-15 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

2014-15 Objectives **Goal Ref**

* Work with various city departments and Independence EDC to further the development potential of a speculative industrial building at Independence Business Park.
* Work with various city departments and Independence EDC to further the development of New Town Harmony.
* Maintain active communication and networking with retail, office and industrial real estate brokers.
* Serve as main point of contact for persons interested in starting a business in Independence.
* Serve as liaison between City departments and the Independence business community on various development and business recruitment and location projects.

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Economic Development Manager	1.00	1.00	1.00	.00
Total	1.00	1.00	1.00	.00

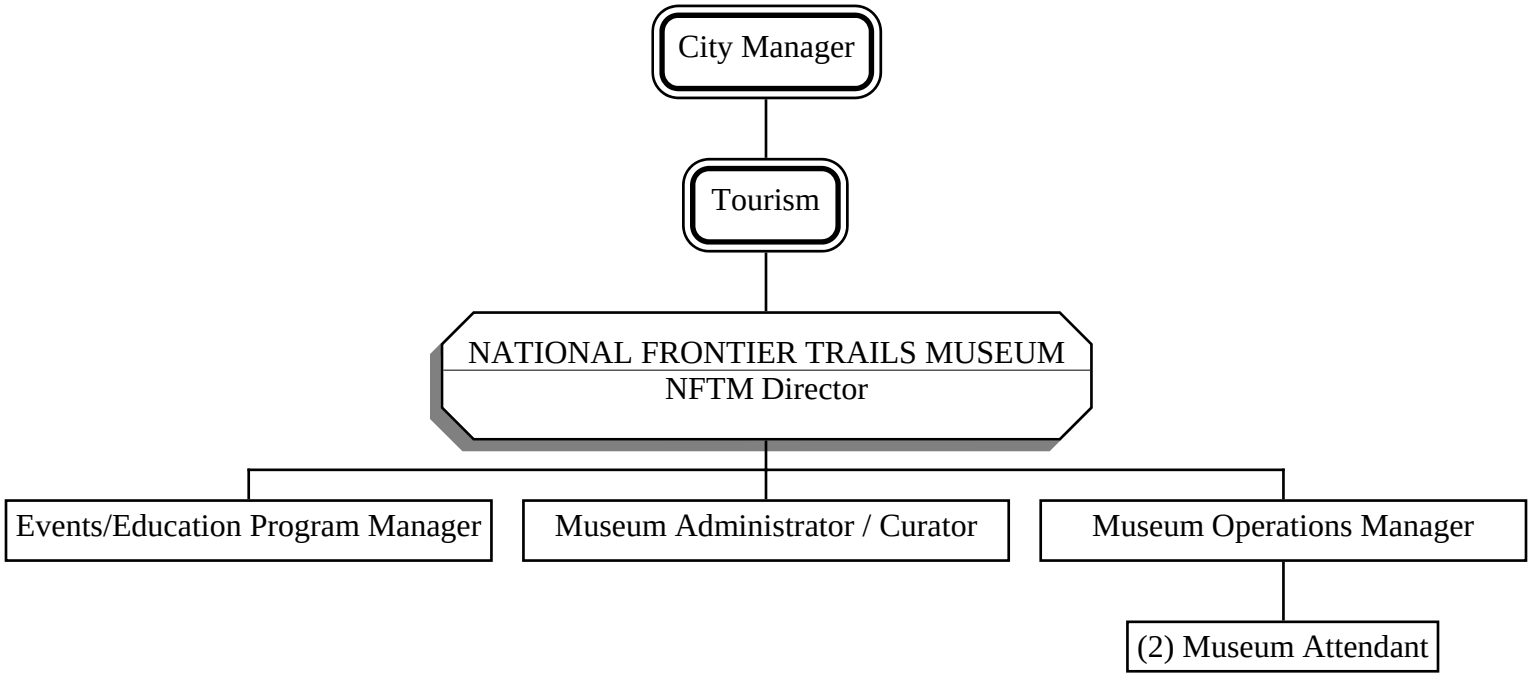
Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	54,088	56,283	58,227	0
Other Services & Charges	2,197	3,050	3,450	0
Supplies	567	1,650	1,250	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	56,852	60,983	62,927	0

Significant Issues

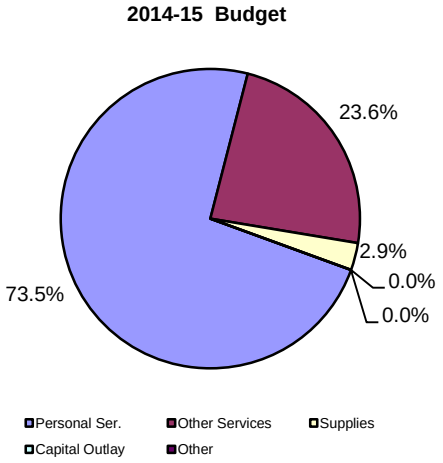
* This cost center has been moved to the Community Development Department for the 2014-15 fiscal year.

City of Independence, Missouri
National Frontier Trails Museum



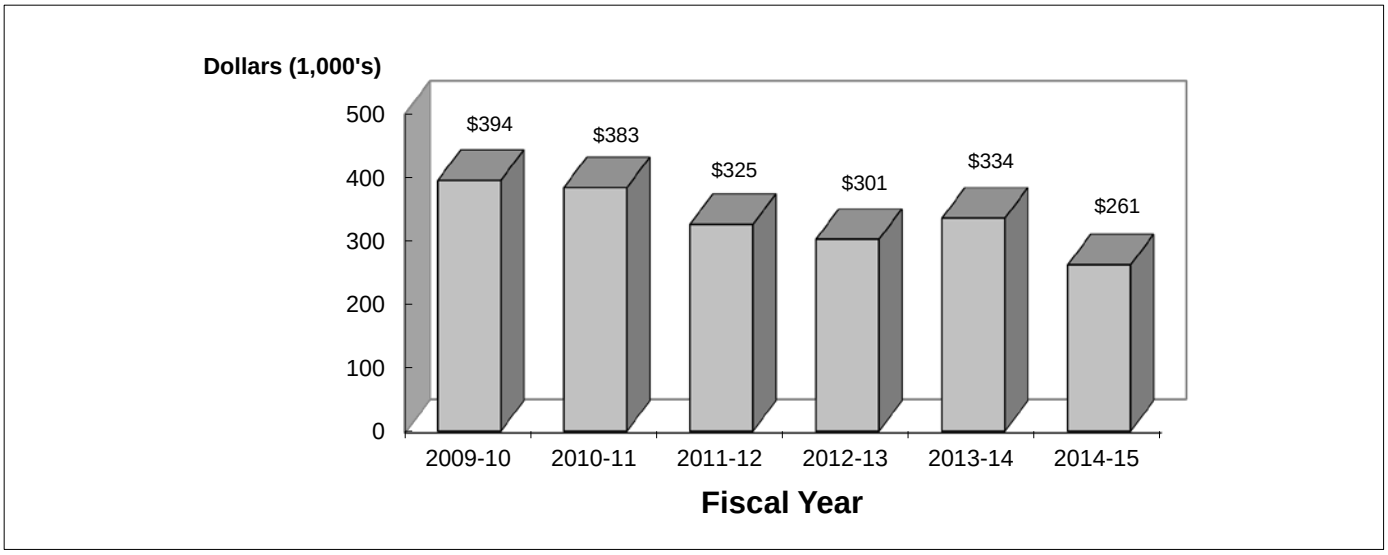
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 215,477	$ 245,082	$ 251,480	$ 191,677
Other Services	56,181	63,930	64,210	61,568
Supplies	17,893	25,300	25,020	7,662
Capital Outlay	11,588	-	-	-
Other	-	-	-	-
Total	$ 301,139	$ 334,312	$ 340,710	$ 260,907



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	6.00	6.00	5.75	5.75	5.75	5.00
Amount by Fund:						
General Fund	$ 393,776	$ 382,528	$ 324,548	$ 301,139	$ 334,312	$ 260,907
Total All Funds	$ 393,776	$ 382,528	$ 324,548	$ 301,139	$ 334,312	$ 260,907
Comparative Ratios:						
Per Capita	$ 3.45	$ 3.16	$ 2.78	$ 2.58	$ 2.85	$ 2.22
Per Household	$ 8.00	$ 7.07	$ 6.66	$ 6.38	$ 6.77	$ 4.83



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2014-15 Operating Budget

Department Description

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum about the westward expansion of the United States and the role Independence played in that development. The museum annually receives 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 throughout the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and research library on the topic of westward 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.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	4.75	4.75	4.75	4.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	5.75	5.75	5.75	5.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	301,139	334,312	340,710	260,907
Total	301,139	334,312	340,710	260,907
Source of Funding				
General Fund	301,139	334,312	340,710	260,907
Total	301,139	334,312	340,710	260,907

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2014-15 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	42,234	52,000	44,000	46,000
Gift Shop Sales	17,988	27,000	23,000	25,000
Total	60,222	79,000	67,000	71,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2014-15 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Description

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum about the westward expansion of the United States and the role Independence played in that development. The museum annually receives visitors 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 schoolchildren meet curriculum requirements. The museum has also become a well-known resource to help schoolteachers throughout the region earn credits toward their recertification. In addition, the museum houses the largest public archives and research library on the topic of westward 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.

2013-14 Accomplishments	**Goal Ref**
* Improved museum and visitor experience by evaluating and implementing recommendations from feasibility study for planned capital campaign.	1
* Supported fund raising efforts for museum redevelopment.	4
* Enhanced educational programming for Independence School District students to remain in conformity with the district's changing curriculum.	3
* Collaborated with other school districts to create new partnerships and implement existing successful programs for additional area school children.	3
* Assisted K-12 teachers to achieve recertification through a graduate seminar.	3
* Developed new exhibit plan for redevelopment using new technologies and more hands-on experiences.	1
* Improved site interpretations of all City historical sites through quarterly training sessions for tourism volunteers.	4
* Completed an initial level of certification in Standards and Excellence Program with American Association for State and Local History (AASLH).	4
* Installed and using Rec-Trac program to improve the visitor's admission, sales, and ticketing experience. The system greatly improves inventory management and financial reporting.	2
* Initiated a plan for a visitor experiential program.	4

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2014-15 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of visitors to museum	14,123	12,924	15,300	15,000
Students in scheduled tours	4,727	4,536	5,200	5,000
Attendance at Special Events & Programs	633	487	650	600
Attendance at meetings hosted	462	303	350	400
Number of foreign visitors	365	366	350	375

2014-15 Objectives — **Goal Ref**

* Implement the needs assessment to cultivate an attractive and well maintained property within our neighborhood. — 1
* Develop new website that will increase operational efficiencies, enhance citizen engagement, and aggressively pursue economic opportunities. — 2
* Introduce new customer service training program for staff and volunteers. — 4
* Achieve 3 certifications in Standards and Excellence Program with American Association for State and Local History (AASLH). — 4
* Collaborate with school district to create a mandated in-service training session. — 4
* Upgrade interior security system and add exterior security on property for enhanced public safety. — 3
* Partner with the Oregon California Trails Association (OCTA) to digitize map collection to increase public access. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	.00	.00	.00
Museum Administrator Curator	.00	1.00	1.00	1.00
Special Events/Education Coord	.75	.00	.00	.00
Events/Education Prg Mgr	.00	.75	.75	.00
NFTM Coordinator	1.00	.00	.00	.00
Museum Operations Mgr	.00	1.00	1.00	1.00
Museum Service Assistant	2.00	2.00	2.00	2.00
Total	5.75	5.75	5.75	5.00

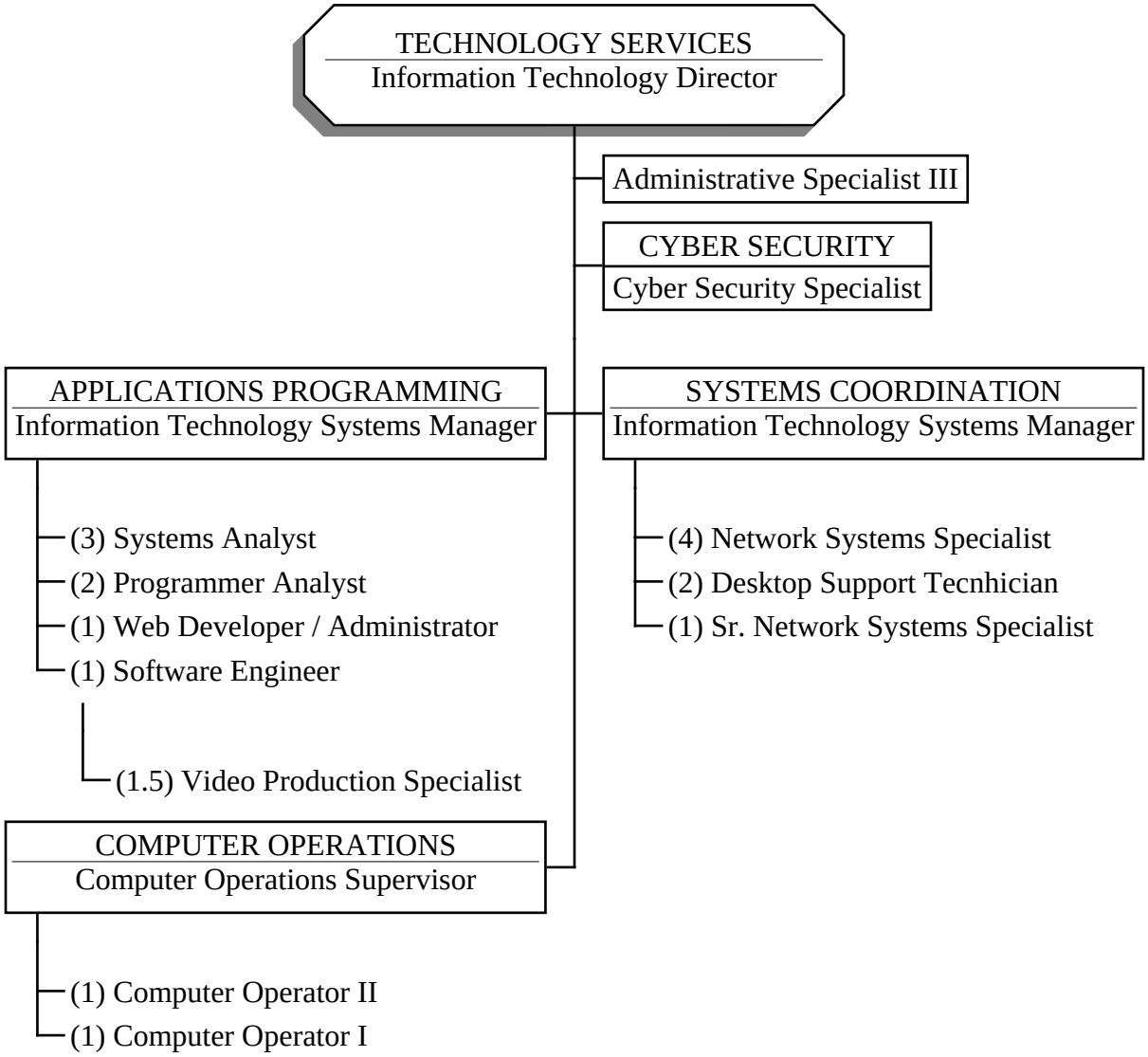
City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2014-15 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Program Costs

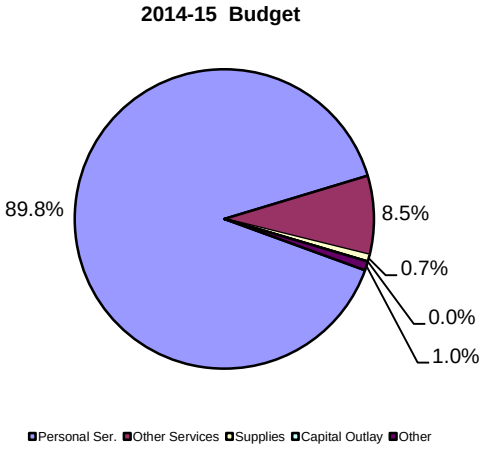
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	215,477	245,082	251,480	191,677
Other Services & Charges	56,181	63,930	64,210	61,568
Supplies	17,893	25,300	25,020	7,662
Capital Outlay	11,588	0	0	0
Other Expenditures	0	0	0	0
Total	301,139	334,312	340,710	260,907

City of Independence, Missouri
Technology Services



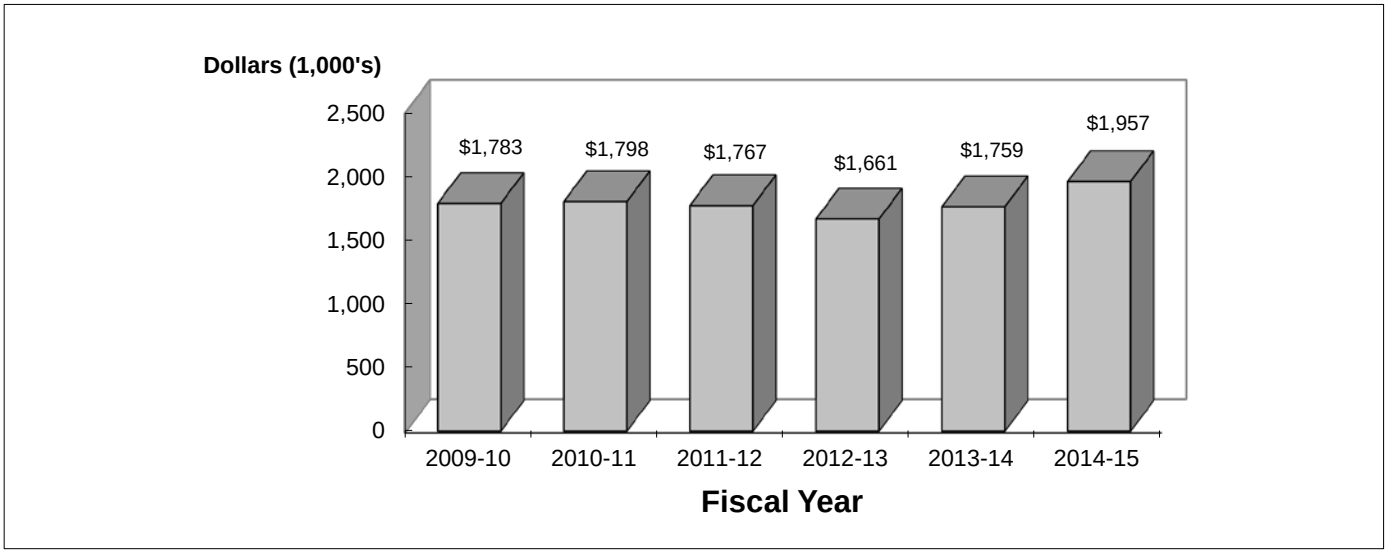
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 1,507,367	$ 1,588,879	$ 1,616,551	$ 1,756,580
Other Services	117,031	134,515	134,515	166,800
Supplies	18,105	16,270	16,270	14,310
Capital Outlay	-	-	-	-
Other	18,891	18,890	18,890	18,890
Total	$ 1,661,394	$ 1,758,554	$ 1,786,226	$ 1,956,580



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	22.00	22.00	23.50	23.50	23.50	24.50
Amount by Fund:						
General Fund	$ 1,720,323	$ 1,683,058	$ 1,650,858	$ 1,542,233	$ 1,632,191	$ 1,828,880
Power and Light Fund	63,148	115,064	116,431	119,161	126,363	127,700
Total All Funds	$ 1,783,471	$ 1,798,122	$ 1,767,289	$ 1,661,394	$ 1,758,554	$ 1,956,580
Comparative Ratios:						
Per Capita	$ 15.63	$ 14.83	$ 15.13	$ 14.22	$ 15.00	$ 16.68
Per Household	$ 36.25	$ 33.24	$ 36.26	$ 35.17	$ 35.61	$ 36.25



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	23.00	23.00	23.00	24.00
Part Time Positions	.50	.50	.50	.50
Total	23.50	23.50	23.50	24.50

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,458,149	1,542,105	1,568,637	1,740,207
4053 Technology Services P&L	119,161	126,363	126,363	127,700
4057 Communications	84,084	90,086	91,226	88,673
Total	1,661,394	1,758,554	1,786,226	1,956,580
Source of Funding				
General Fund	1,542,233	1,632,191	1,659,863	1,828,880
Power and Light Fund	119,161	126,363	126,363	127,700
Total	1,661,394	1,758,554	1,786,226	1,956,580

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2014-15 Operating Budget*
Cost Center: 4052 - Technology Services *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.

2013-14 Accomplishments	**Goal Ref**
* Successfully migrated from Novell Groupwise to Microsoft Office 365.	2
* Completed expansion of hardware infrastructure to provide processing power and storage capacity for citywide implementation of the Cityworks Asset Management System.	2
* Completed installation and implementation of a new computer inventory, work order and purchase tracking system.	2
* Completed the installation of voice over IP (VoIP) telephone system at the Truman Memorial Building, Palmer Senior Center and Fire Station #2.	2
* Completed work on a new Position Management system for the Finance Department.	2
* Designed and developed a code enforcement mobile app for use by inspectors in taking photos associated with the inspection.	1
* Implemented changes to the online job application process that will speed up the application process for the applicant and save staff time for the HR Department.	2
* In cooperation with the Community Development Department, converted over 20 static maps to interactive maps using ArcGIS Online.	2
* Completed the upgrade to the latest version of JD Edwards, the City's financial system.	2
* Successfully installed a new operating system on the City's core business systems computer.	2
* Implemented improvements to the City of Independence overall network posture including security improvements for industry compliance, implementation of forensic log retention for network devices and upgrade of several major network security appliances.	2
* Completed the upgrade to the latest version of the HTE-Sungard Community Development Services system used by the Community Development and Health Departments.	2
* Awarded 7th place in the Digital Cities Survey conducted by the Center for Digital Government for cities in the population range of 75,000 to 124,999.	2
* In cooperation with the Police and Fire Departments, completed the upgrade of the New World Systems MSP Public Safety system used by Police, Fire and Emergency Dispatch to a new software release.	3

2013-14 Accomplishments **Goal Ref**

* Completed the migration of the Water Department Frame Relay lines to Multi-Protocol Label Switching (MPLS) — 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Computer Workstations	1,010	1,000	1,025	950
IBM iSeries On-Line Transactions (in millions)	22.758	24.319	21.000	24.000
Requests for Software Services Completed	323	430	280	300
Help Desk Service Calls	3,303	3,206	3,300	2,700
Web Site Visitors -Internet (in millions)	1.776	1.838	1.780	1.900
CityNet Visitors - Intranet	199,430	211,397	195,000	210,000

2014-15 Objectives **Goal Ref**

* Continue to develop a citywide IT disaster recovery platform that will facilitate recovery of the City's business-critical systems in the event of a natural or man-made disaster. — 2
* Install replacement personal computers, file servers, storage systems and networking equipment as funded in the capital budget. — 2
* Redesign and develop the City's main website to make use of responsive design and other new technologies that will deliver an exceptional user experience to website visitors. — 2
* Implement Phase 1 of Cityworks Server PLL to replace the existing Building Permits, Contractor Licensing, Business Licensing, Liquor Licensing and Employee Permits legacy systems. — 2
* Evaluate basic phone lines that cannot be put under contract for alternative options for cost savings. — 2
* Implement an enterprise GIS system to increase the ability to share data and processes among City departments which will improve efficiency and inter-departmental understanding. — 2
* Replace the Public Safety SAN to increase storage capacity for future system growth needs. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2014-15 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Information Tech Prog Supv	.00	1.00	.00	.00
Software Engineer	.00	.00	1.00	1.00
Cyber Security Specialist	.50	.50	.50	.50
Network System Engineer	.00	.00	.00	1.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	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
Sr Network System Specialist	1.00	1.00	1.00	1.00
Programmer/Analyst	2.00	2.00	2.00	2.00
Systems Analyst	4.00	3.00	3.00	3.00
Desktop Support Technician	2.00	2.00	2.00	2.00
Web Developer/Administrator	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	20.50	20.50	20.50	21.50

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,308,803	1,377,875	1,404,407	1,545,652
Other Services & Charges	115,458	131,270	131,270	163,555
Supplies	14,997	14,070	14,070	12,110
Capital Outlay	0	0	0	0
Other Expenditures	18,891	18,890	18,890	18,890
Total	1,458,149	1,542,105	1,568,637	1,740,207

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	118,814	125,783	125,783	127,120
Other Services & Charges	347	580	580	580
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	119,161	126,363	126,363	127,700

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2014-15 Operating Budget*
Cost Center: 4057 - Communications *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.

2013-14 Accomplishments	**Goal Ref**
* Produced 10 episodes of Inside Independence for airing at City Council Study Sessions, on City7 and online.	2
* Produced monthly episodes of CityView for City and online viewing.	2
* Produced live broadcasts of City Council and Planning Commission meetings.	2
* Produced podcast of City Council meetings as an additional way for citizens to listen to City Council meetings.	2
* Increased the use of social media tools as an additional way of disseminating information to the public and promoting activities.	2
* Began using a new technology for streaming City Council meetings online that will allow for a better quality broadcast as well as greater compatibility with different types of devices.	2
* Upgraded the video editing computer and software to provide higher quality videos.	2
* Began producing many of our online videos in high definition.	2

2014-15 Objectives	**Goal Ref**
* Oversee City7 programming to keep the 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
* Produce 12 episodes of CityView for City7.	2
* Produce Inside Independence episodes to be aired at Study Session meetings, on City7 and online.	2

Staffing:

Position Title	**2011-12 Budget**	**2012-13 Budget**	**2013-14 Budget**	**2014-15 Budget**
Video Production Specialist	1.50	1.50	1.50	1.50
Total	1.50	1.50	1.50	1.50

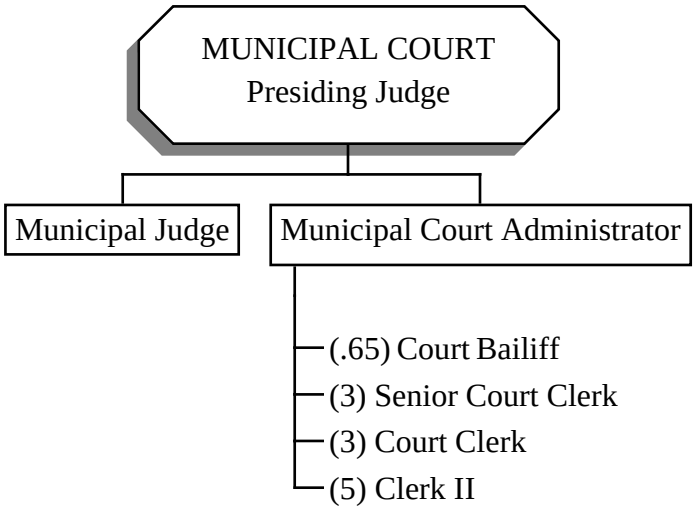
City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2014-15 Operating Budget*
Cost Center: 4057 - Communications *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	79,750	85,221	86,361	83,808
Other Services & Charges	1,226	2,665	2,665	2,665
Supplies	3,108	2,200	2,200	2,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	84,084	90,086	91,226	88,673

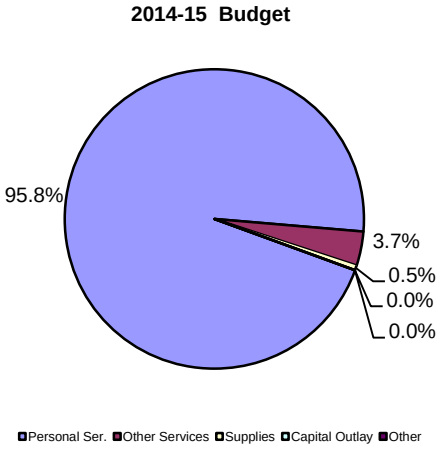
City of Independence, Missouri
Municipal Court



Municipal Court

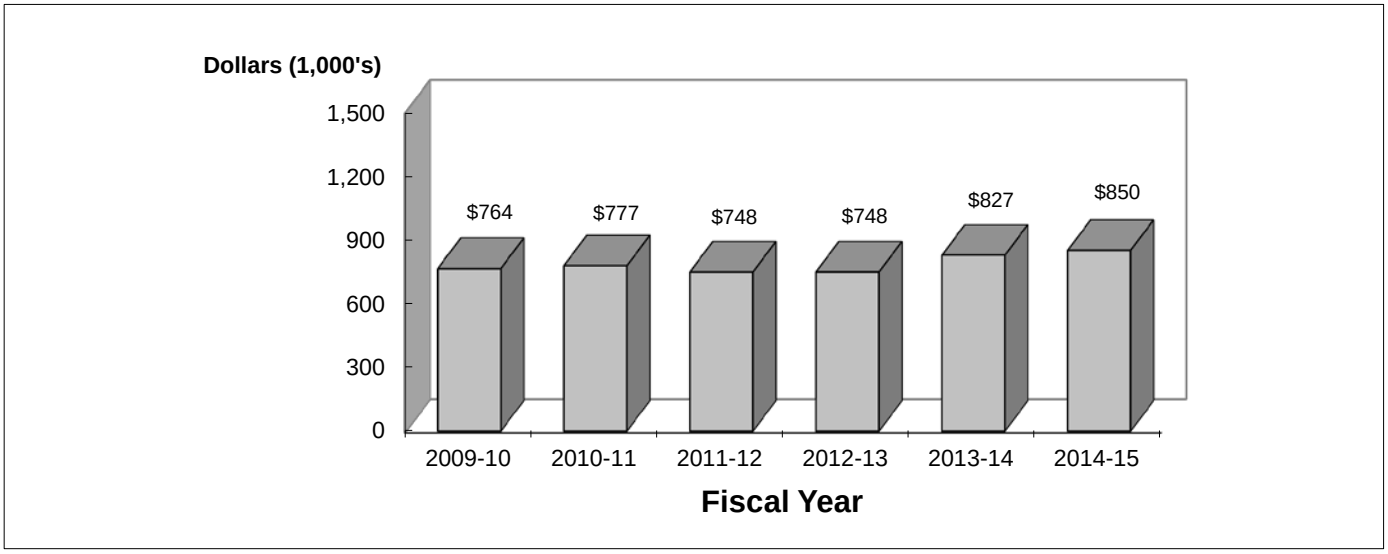
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 720,214	$ 798,650	$ 810,364	$ 814,095
Other Services	22,777	23,925	24,225	31,355
Supplies	5,036	4,422	4,122	4,422
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 748,027	$ 826,997	$ 838,711	$ 849,872



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	14.00	14.00	14.00	14.67	14.65	14.65
Amount by Fund:						
General Fund	$ 763,593	$ 776,786	$ 747,759	$ 748,027	$ 826,997	$ 849,872
Total All Funds	$ 763,593	$ 776,786	$ 747,759	$ 748,027	$ 826,997	$ 849,872
Comparative Ratios:						
Per Capita	$ 6.69	$ 6.41	$ 6.40	$ 6.40	$ 7.06	$ 7.25
Per Household	$ 15.52	$ 14.36	$ 15.34	$ 15.84	$ 16.75	$ 15.74



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	14.00	14.00	14.00	14.00
Part Time Positions	.00	.67	.65	.65
Total	14.00	14.67	14.65	14.65

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	748,027	826,997	838,711	849,872
Total	748,027	826,997	838,711	849,872
Source of Funding				
General Fund	748,027	826,997	838,711	849,872
Total	748,027	826,997	838,711	849,872

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court *2014-15 Operating Budget*
Cost Center: 4090 - Municipal Court *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.

2013-14 Accomplishments **Goal Ref**

* Processed 106 Cubic feet of court records and documents for off site storage at Iron Mountain. 2
* Provided paperless monthly report to the Finance Dept. 2
* Provided OSCA report to the Clerk's office as a PDF file through DocView for paperless tracking purposes. 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
No. of Cases Disposed by Court	30,373	27,149	40,000	40,000
No. of Cases Disposed at the Traffic Violations Bureau	10,931	8,885	14,500	14,500
No. of Warrants Issued	23,346	21,959	26,000	28,000
No. of Cases Docketed	100,114	90,039	110,000	110,000
No. of Night Court Cases Docketed	934	821	1,100	950
State Report Compliance	95%	93%	96%	97%
Domestic Violence Subpoena Appearance	51%	48%	55%	55%

2014-15 Objectives **Goal Ref**

* Initiate, process and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01 Consisting of 105 cubic feet of records. 2
* Store and maintain court records and documents off-site at Iron Mountain. This service provides the court the ability to update, maintain and view all stored records via the internet. 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2014-15 Operating Budget*
Cost Center: 4090 - Municipal Court — *Fund: 02 - General Fund*

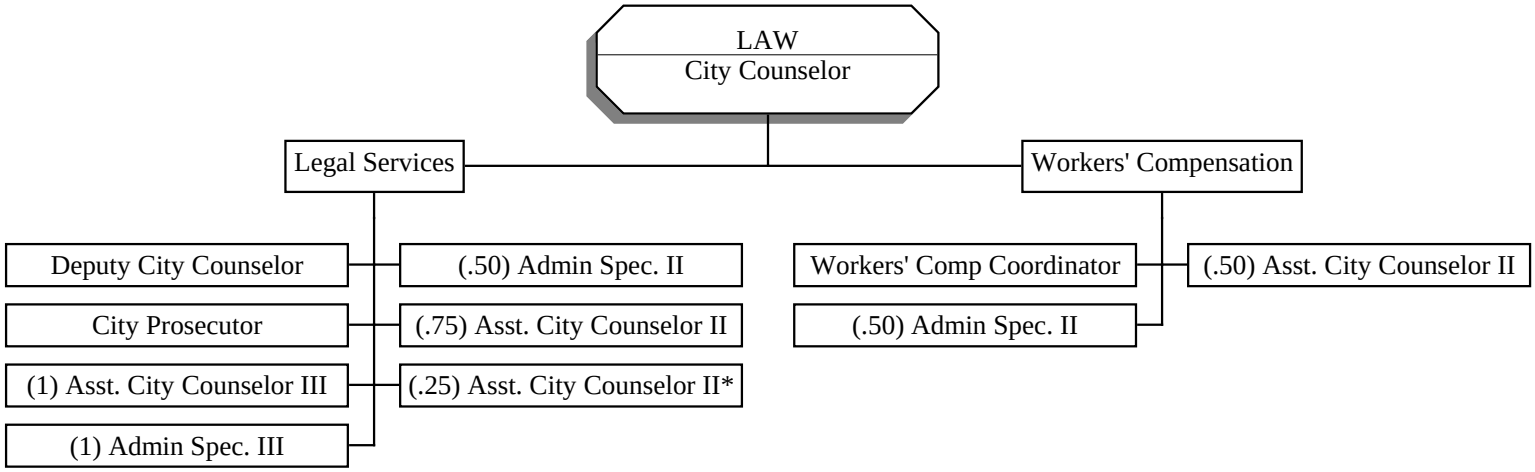
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.00	.67	.65	.65
Total	14.00	14.67	14.65	14.65

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	720,214	798,650	810,364	814,095
Other Services & Charges	22,777	23,925	24,225	31,355
Supplies	5,036	4,422	4,122	4,422
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	748,027	826,997	838,711	849,872

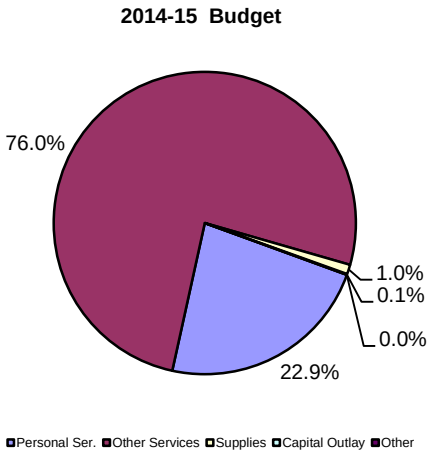
City of Independence, Missouri
Law



*Grant Funded

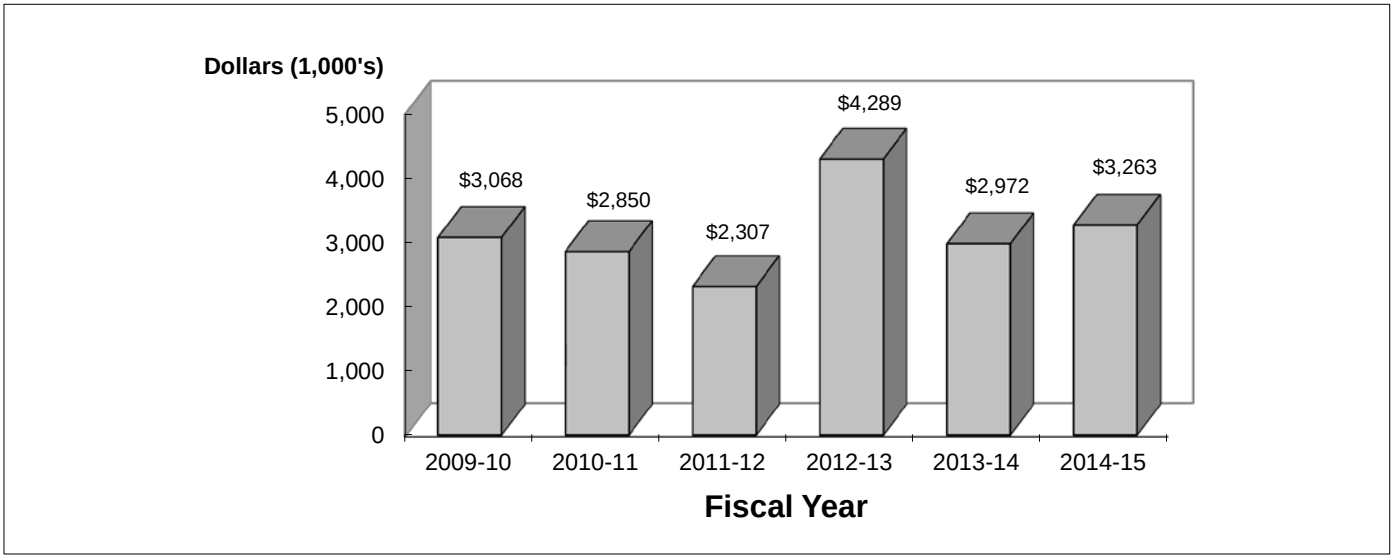
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 682,509	$ 722,951	$ 767,582	$ 746,960
Other Services	3,581,013	2,212,575	2,217,325	2,479,950
Supplies	25,722	33,800	33,800	33,400
Capital Outlay	-	2,500	2,500	2,500
Other	-	-	-	-
Total	$ 4,289,244	$ 2,971,826	$ 3,021,207	$ 3,262,810



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	8.50	8.00	8.50	8.50	8.50	8.51
Amount by Fund:						
General Fund	$ 808,907	$ 781,876	$ 727,684	$ 613,562	$ 669,855	$ 687,741
Grants	24,349	29,981	29,913	29,900	26,407	31,735
ompensation Fund	2,234,248	2,037,882	1,549,131	3,645,782	2,275,564	2,543,334
Total All Funds	$ 3,067,504	$ 2,849,739	$ 2,306,728	$ 4,289,244	$ 2,971,826	$ 3,262,810
Comparative Ratios:						
Per Capita	$ 26.88	$ 23.51	$ 19.74	$ 36.71	$ 25.35	$ 27.82
Per Household	$ 62.36	$ 52.69	$ 47.33	$ 90.81	$ 60.18	$ 60.44



City of Independence
Departmental Budget Summary

Department: 4110 - Law *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	8.00	8.00	8.00	8.00
Part Time Positions	.50	.50	.50	.51
Total	8.50	8.50	8.50	8.51

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4100 Law	613,562	669,855	679,643	687,741
4150 Law Dept. Grants	29,900	26,407	66,000	31,735
6592 Worker's Compensation	3,645,782	2,275,564	2,275,564	2,543,334
Total	4,289,244	2,971,826	3,021,207	3,262,810
Source of Funding				
General Fund	613,562	669,855	679,643	687,741
Grants	29,900	26,407	66,000	31,735
Worker's Compensation Fund	3,645,782	2,275,564	2,275,564	2,543,334
Total	4,289,244	2,971,826	3,021,207	3,262,810

City of Independence
Detail Program Summary

Department: 4110 - Law | *2014-15 Operating Budget*
Cost Center: 4100 - Law | *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.

2013-14 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 meetings; and providing timely advice when requested.	3
* Continued monthly litigation and damage claim reports.	3
* Conducted supervisor training on claims processes.	3

2014-15 Objectives	**Goal Ref**
* Continue furnishing all required legal services and providing monthly reports.	3
* Develop system for better tracking vehicle damage and other claims to assist in risk management.	3
* Cross train in-house staff to insure the continued provision of timely service.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	1.00	1.00
Asst City Counselor II	.75	.75	.75	.73
Administrative Spec II	1.50	1.50	.50	.50
Administrative Spec III	.00	.00	1.00	1.00
Deputy City Counselor	1.00	1.00	1.00	1.00
Total	6.25	6.25	6.25	6.23

City of Independence
Detail Program Summary

Department: 4110 - Law | *2014-15 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	511,659	547,355	557,143	563,941
Other Services & Charges	79,578	96,200	96,200	96,900
Supplies	22,325	26,300	26,300	26,900
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	613,562	669,855	679,643	687,741

City of Independence
Detail Program Summary

Department: 4110 - Law | *2014-15 Operating Budget*
Cost Center: 4150 - Law Dept. Grants | *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Asst City Counselor II	.25	.25	.25	.28
Total	.25	.25	.25	.28

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	29,900	26,407	61,250	31,735
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	29,900	26,407	66,000	31,735

City of Independence
Detail Program Summary

Department: 4110 - Law | *2014-15 Operating Budget*
Cost Center: 6592 - Worker's Compensation | *Fund: 92 - Worker's Compensatic*

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.

2013-14 Accomplishments	**Goal Ref**
* Pharmacy Benefit Card created a 33% cost savings for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy.	3
* Early intervention program with nurse case managers expanded to include all injuries. Program is designed to insure proper care is obtained quickly and confusion is minimized.	3
* Provided value added service of job task analyses for job classifications with a history or potential of injury.	3
* Updated CityNet pages to reflect new injury treatment process.	3
* Provided wallet cards for all City employees outlining steps to take if work-related injury occurs.	3
* Closed 100% of indemnity claims within 12 months of reaching maximum medical improvement, including 81% of those involving permanent partial disability.	3
* Closed 81% of all non-denied litigated claims with 24 months of reaching maximum medical improvement.	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	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Closure of Medical-Only claims within 6 months of MMI	100.0%	100.0%	95.0%	95.0%

2014-15 Objectives	**Goal Ref**
* Timely closure of all workers compensation claims - Close 95% of all Medical-only claims within six months of final	3

2014-15 Objectives **Goal Ref**

medical care.
- Close 95% 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

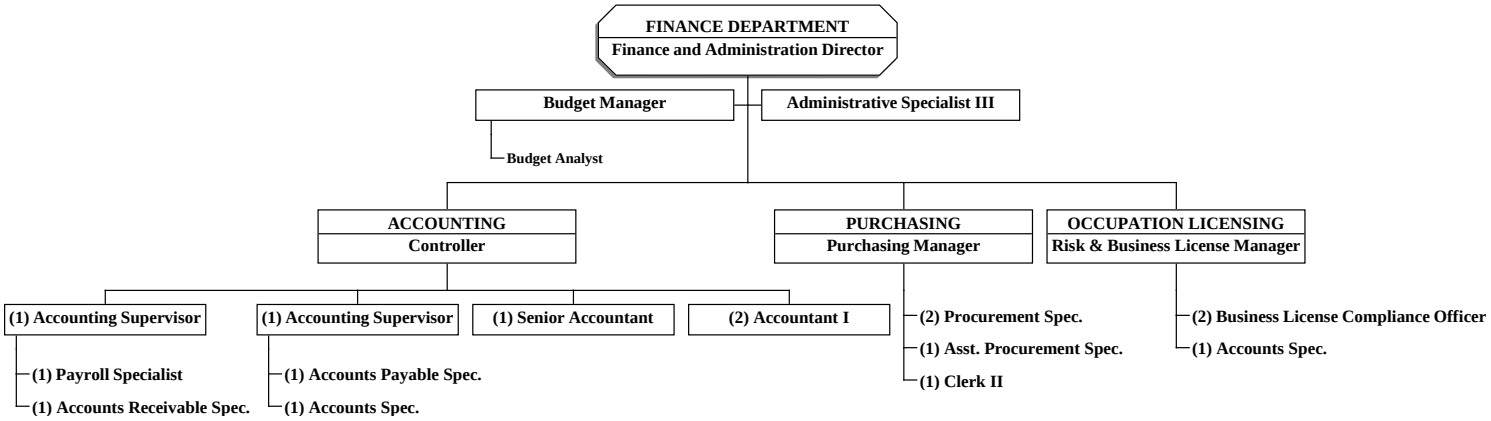
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

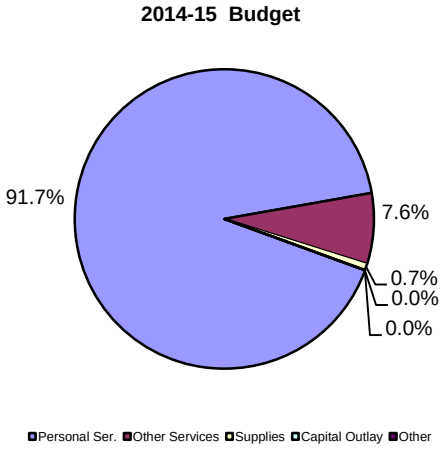
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	140,950	149,189	149,189	151,284
Other Services & Charges	3,501,435	2,116,375	2,116,375	2,383,050
Supplies	3,397	7,500	7,500	6,500
Capital Outlay	0	2,500	2,500	2,500
Other Expenditures	0	0	0	0
Total	3,645,782	2,275,564	2,275,564	2,543,334

City of Independence, Missouri
Finance



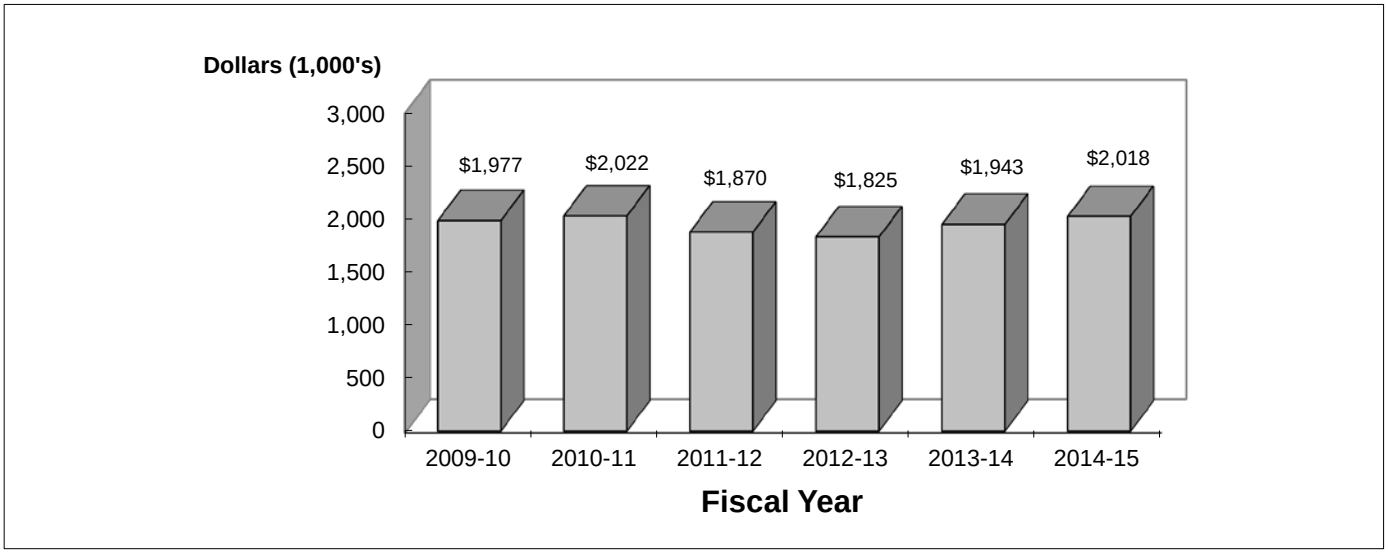
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 1,670,972	$ 1,779,944	$ 1,810,583	$ 1,850,174
Other Services	139,051	148,685	149,424	154,068
Supplies	15,148	14,132	13,393	14,177
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 1,825,171	$ 1,942,761	$ 1,973,400	$ 2,018,419



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	25.00	25.00	23.50	23.50	23.50	23.00
Amount by Fund:						
General Fund	$ 1,922,239	$ 1,963,393	$ 1,819,555	$ 1,778,961	$ 1,891,244	$ 1,966,982
Water Fund	55,204	58,992	50,535	46,210	51,517	51,437
Total All Funds	$ 1,977,443	$ 2,022,385	$ 1,870,090	$ 1,825,171	$ 1,942,761	$ 2,018,419
Comparative Ratios:						
Per Capita	$ 17.33	$ 16.68	$ 16.01	$ 15.62	$ 16.57	$ 17.21
Per Household	$ 40.20	$ 37.39	$ 38.37	$ 38.64	$ 39.34	$ 37.39



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	22.50	23.00	23.00	23.00
Part Time Positions	1.00	.50	.50	.00
Total	23.50	23.50	23.50	23.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4201 Finance Administration	394,316	459,312	467,126	482,719
4210 Accounting	905,857	940,049	953,408	951,489
4217 City Hall Cashiering	46,210	51,517	52,506	51,437
4240 Purchasing	296,637	266,733	271,422	291,156
4260 Business Licensing	182,151	225,150	228,938	241,618
Total	1,825,171	1,942,761	1,973,400	2,018,419
Source of Funding				
General Fund	1,778,961	1,891,244	1,920,894	1,966,982
Water Fund	46,210	51,517	52,506	51,437
Total	1,825,171	1,942,761	1,973,400	2,018,419

City of Independence
Detail Program Summary

Department: 4200 - Finance *2014-15 Operating Budget*
Cost Center: 4201 - Finance Administration *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.

2013-14 Accomplishments **Goal Ref**

* Assisted in the operation of the Independence Events Center Management Corporation.
* Continue to participate on the board and provide accounting services to the Crackerneck Creek TDD (Transportation Development District).
* Continue to participate on the board and provide accounting services to the Events Center CID (Community Improvement District).
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 28th consecutive year
* Assist the Technology Services department in the replacement and expansion of the functionality of the City's Position Management System which is used to project employee salary and benefit costs for the budget development process and in managing these costs during the fiscal year.

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
General Fund Revenues	71,749,170	71,548,754	72,272,232	
Year End Unassigned Fund Balance	$1,831,406	$ 600,662	$1,559,801	$3,646,507
% of General Fund Unassigned Fund Balance to Total Annual Revenues	2.55%	0.01%	3.00%	5.00%
Variance of Projected Revenues to Original Budget for All Funds	1.46%		+/12.00%	
Number of budget hold items	1,869	1,951	1,700	2,000
Average number of days per item on budget hold	3.47	5.86	1.50	1.50
Percentage of budget hold items released within 2 calendar days	83.6%	82.6	92.0%	92.0%

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2014-15 Operating Budget*
Cost Center: 4201 - Finance Administration — *Fund: 02 - General Fund*

2014-15 Objectives — **Goal Ref**

* Continue to provide financing for various Capital Projects in the City
* Evaluation of economic development programs
* Continue financial oversight of the Independence Events Center Management Corporation
* Communicate City-wide financial information to the City Management on a monthly basis

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	380,925	448,912	456,726	470,781
Other Services & Charges	3,271	2,280	2,620	3,818
Supplies	10,120	8,120	7,780	8,120
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	394,316	459,312	467,126	482,719

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2014-15 Operating Budget*
Cost Center: 4210 - Accounting — *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.

2013-14 Accomplishments	**Goal Ref**
* Received the 'Certificate of Achievement for Excellence in Financial Reporting Award' from the Government Finance Officers Association for the 29th consecutive year.	2
* Implemented Governmental Accounting Standards Board (GASB) Statement No.65 - Items Previously Reported as Assets and Liabilities, effective for the fiscal year beginning July 1, 2013.	2
* Implemented Governmental Accounting Standards Board (GASB) Statement No. 66 - Technical Corrections - 2012 - An Amendment of Statement No. 10 and No. 62, effective for the fiscal year beginning July 1, 2013.	2
* Implemented Governmental Accounting Standards Board (GASB) Statement No. 70 - Accounting and Financial Reporting for Nonexchange Financial Guarantees, effective for the fiscal year beginning July 1, 2013.	2
* Working with Technology Services, the Accounting Division implemented the latest version of the City's financial management software - JDE.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Payroll Direct Deposits Processed	29,415	29,157	31,300	29,740
Number of Payroll Retroactive Checks Processed	118	88	100	300
Disbursement Checks Processed	11,584	11,830	11,600	11,600
Department Local Checks Processed	495	433	350	400
Electronic Payments	814	847	950	950
Percent of Request for Payments Paid Within 14 Days	83.94%	97.01%	87.00%	92.00%
Percent of Invoices Paid Within 30 Days of Invoice Date	97.38	83.15%	97.50%	86.00%

Misc. Invoices Issued	$3,617,189	$3,565,638	$3,600,000	$3,600,000
Average Rate of Return Earned on Investments and Money Market	.048%	.081%	.090%	.061%
Average Number of Days to Issue Monthly Financial Report	15	17	13	13

2014-15 Objectives **Goal Ref**

* Review Governmental Accounting Standards Board (GASB) Statement No. 68, Accounting and Financial Reporting for Pensions - and Amendment of GASB Statement No. 27, effective with fiscal year beginning July 1, 2014. — 2
* Review Governmental Accounting Standards Board (GASB) Statement No. 69, Government Combinations and Disposals of Governmental Operations, effective with fiscal year beginning July 1, 2014. — 2
* Review new features and enhancements in the Financial Management System that will improve our current processes. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Accounts Payable Spec	2.00	2.00	2.00	1.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	2.00	1.50	1.50	2.00
Senior Accountant	.50	1.00	1.00	1.00
Accounting Supervisor	2.00	2.00	2.00	2.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total	10.50	10.50	10.50	10.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	770,920	792,849	806,208	801,649
Other Services & Charges	132,519	143,785	144,184	146,425
Supplies	2,418	3,415	3,016	3,415
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2014-15 Operating Budget*
Cost Center: 4210 - Accounting | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Total	905,857	940,049	953,408	951,489

City of Independence
Detail Program Summary

Department: 4200 - Finance *2014-15 Operating Budget*
Cost Center: 4217 - City Hall Cashiering *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.

2013-14 Accomplishments	**Goal Ref**
* Identified new business applicants needing to provide the City with a Certificate of No Tax Due from the Department of Revenue.	4
* Assisted processing accounts payable documents.	4
* Reviewed and updated the policies and procedures related to the cashiering function.	4
* Trained new Business Compliance Officer on cashiering function, resulting in an additional staff member to backup this essential function.	4

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Total Transactions Processed	23,068	21,942	23,477	21,000
Total Dollars Processed (Millions)	$17.9	$18.1	$18.1	$18.0
Utility bills as percentage of total transactions	30.04%	28.44%	31.25%	27.50%
Utility payments as a percentage of dollars processed	13.91%	12.82%	13.95%	12.50&
MGE payments as a percentage of transactions processed	9.23%	11.96%	9.35%	11.50%
MGE payments as a percentage of dollars processed	0.90%	2.29%	0.95%	1.50%
Bus Passes as a percentage of total transactions processed	3.53%	2.43%	3.68%	2.50%
Average cash out of balance amount	$0.50	$3.26	$1.00	$1.00
Percentage of days when cash closing is out of balance	6.22%	3.46%	0.25%	2.00%

2014-15 Objectives	**Goal Ref**
* Take on additional accounts payable duties as needed.	4
* Train staff on any changes to the iNovah cashiering software implemented during the year.	4

City of Independence
Detail Program Summary

Department: 4200 - Finance *2014-15 Operating Budget*
Cost Center: 4217 - City Hall Cashiering *Fund: 40 - Water Fund*

2014-15 Objectives **Goal Ref**

* Review and update cashiering policies and procedures as necessary. 4

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Accounts Specialist	.85	.85	.85	.85
Total	.85	.85	.85	.85

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	46,210	51,517	52,506	51,437
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	46,210	51,517	52,506	51,437

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2014-15 Operating Budget*
Cost Center: 4240 - Purchasing | *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.

2013-14 Accomplishments — **Goal Ref**

* Use of the Freight Program generated $43,616 in savings. The Freight Program placed the City in charge of incoming and outgoing freight instead of the vendor. — 2
* Tracked bid results by comparing the awarded amount with the average amount of other bids received resulting in a cost avoidance of $1,068,252 or 22.78%. — 2
* Generated $89,740 in revenue from the sale of surplus property. — 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Purchase Orders Issued	2,188	2,258	2,200	2,200
Price Agreements Maintained	321	332	320	332
Request for Proposals processed and administered	20	12	20	20
No. of Days to issue Purch. Orders for Req. not requiring bids.	1.07	.90	1.50	1.20
No. of Days to issue Purch. Order for Req. requiring informal bids.	13.25	17.50	12.00	14.75
No. of Days to issue Purch. Order for Req. requiring formal bids.	27.75	13.50	27.00	20.25
Percentage of minor purchases using P cards vs. dept. local checks	93.0%	95.0%	93.0%	96.0%

2014-15 Objectives — **Goal Ref**

* Implement paperless requisition and purchase order process to reduce paper consumption. — 2
* Improve P-card Program processes by implementing online statement reconciliation and entry into the JD Edwards accounting system. — 2
* Review and update P-card limits, strategies, policy, and procedures to increase use of P-cards, reduce the number of low dollar purchase orders and department checks, and increase P-card rebate to the City. — 2
* Study bid thresholds and consider increasing to enable staff to focus — 2

2014-15 Objectives **Goal Ref**

on higher dollar procurements that require more staff involvement.

* Reach out to vendors through training, surveys, etc. to increase competition and participation of vendors. 4
* Modify performance measure reporting to identify updated, quantifiable measures that will increase staff efficiency as well as savings to the City. 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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
Contract Compliance Coord	.00	.00	.00	.00
Purchasing Supply Clerk	1.00	1.00	.00	.00
Total	6.00	6.00	5.00	5.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	292,378	264,216	268,905	287,389
Other Services & Charges	1,723	920	920	2,125
Supplies	2,536	1,597	1,597	1,642
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	296,637	266,733	271,422	291,156

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2014-15 Operating Budget*
Cost Center: 4260 - Business Licensing | *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.

2013-14 Accomplishments	**Goal Ref**
* Issued 14 fireworks stand licenses to Independence not-for-profit organizations.	4
* Processed 35 liquor license applications.	4
* Conducted 40 administrative hearings regarding Alcoholic Beverage Code violations by licensed establishments, with zero decisions appealed to the City Council.	4
* Updated administrative hearing process related to suspension or revocation of business and liquor licenses.	4
* Trained new Business License Compliance Officer on business license responsibilities.	4
* Developed Word template for printing liquor license renewals, eliminating the need for Technology Services to print these documents on tractor-feed paper.	4
* With the assistance of Technology Services, staff eliminated the need for three tractor-feed printer to print receipts and permits.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of business licenses issued	7,867	7,848	7,926	7,825
Percentage of new business license applications processed	11.67%	9.86%	12.30%	10.25%
Renewed business license account as percent of licenses issued	88.33%	90.14%	87.96%	89.25%
Percent of businesses renewing their account by due date	69.72%	70.02%	69.96%	70.0%
Business license accounts closed	1,512	1,180	1,650	1,245
New liquor license applications processed	32	35	30	33
Council concurs with staff on liquor license recommendation	96.87%	77.14%	100.00%	100.00%

Property & Liability insurance cost as a percent of operating budget	0.73%	0.77%	0.75%	0.80%

2014-15 Objectives **Goal Ref**

* Train new Business License Compliance Officer to process liquor license applications and renewals. 4
* Develop procedural requirements with the assistance of the Law Department for the new Administrative Hearing Process. 4
* Ensure all staff are cross-trained on all business licensing responsibilities and cashiering duties to allow for continued operations of these system during times of extended staff leave. 4
* Review existing policies and procedures and update as necessary for processing business and liquor license applications, renewals, delinquent accounts and printing of licenses. 4

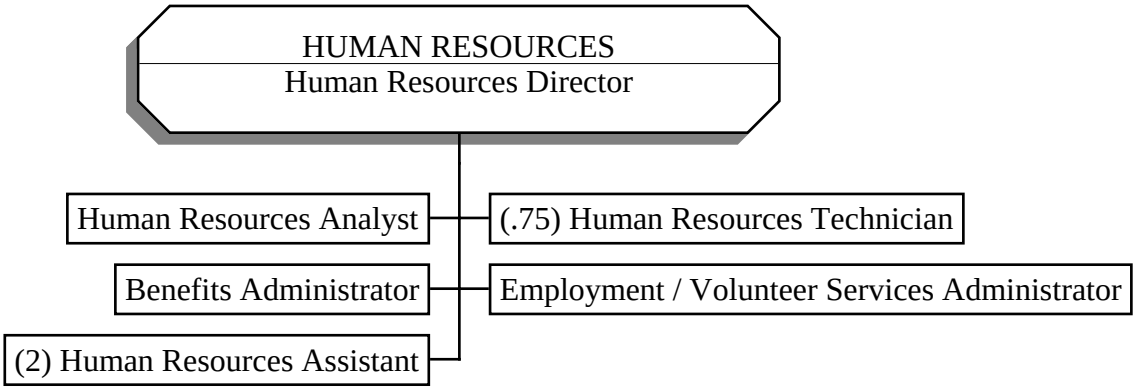
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Accounts Specialist	.15	.15	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	2.00	2.00
Total	2.15	2.15	3.15	3.15

Program Costs

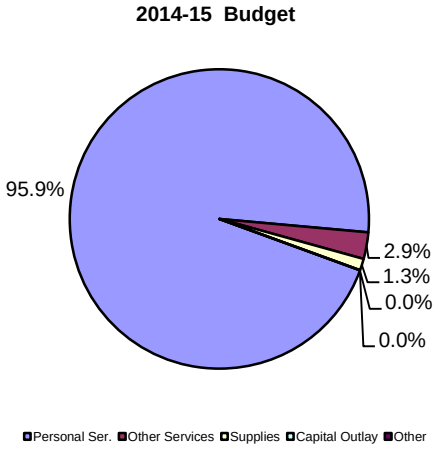
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	180,539	222,450	226,238	238,918
Other Services & Charges	1,538	1,700	1,700	1,700
Supplies	74	1,000	1,000	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	182,151	225,150	228,938	241,618

City of Independence, Missouri
Human Resources



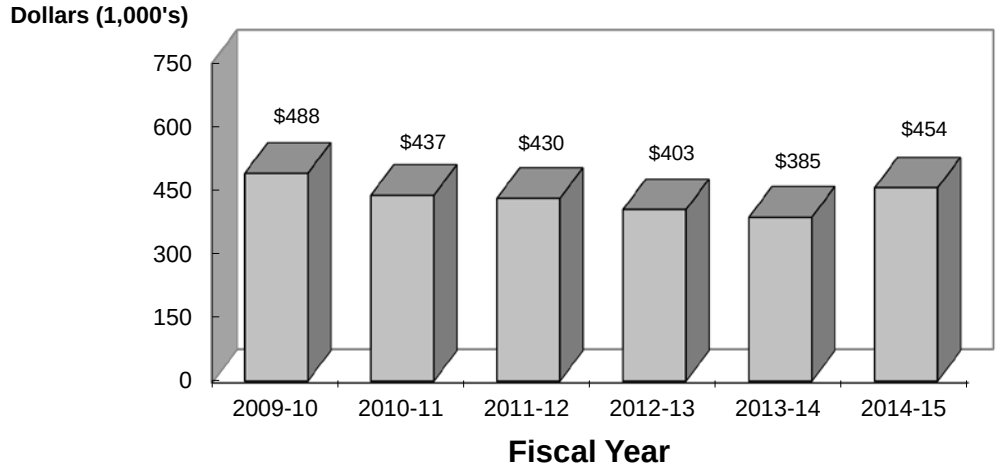
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 388,889	$ 366,697	$ 372,792	$ 435,548
Other Services	9,413	12,701	12,701	13,046
Supplies	4,611	5,693	5,693	5,693
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 402,913	$ 385,091	$ 391,186	$ 454,287



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	7.50	6.50	6.50	6.44	7.44	6.75
Amount by Fund:						
General Fund	$ 488,202	$ 436,614	$ 429,515	$ 402,913	$ 385,091	$ 454,287
Total All Funds	$ 488,202	$ 436,614	$ 429,515	$ 402,913	$ 385,091	$ 454,287
Comparative Ratios:						
Per Capita	$ 4.28	$ 3.60	$ 3.68	$ 3.45	$ 3.29	$ 3.87
Per Household	$ 9.92	$ 8.07	$ 8.81	$ 8.53	$ 7.80	$ 8.42



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2014-15 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 1,113 employees as well as assistance with questions or concerns of 711 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, 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. Provides safety and accident prevention training as needed. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	5.00	5.00	6.00	6.00
Part Time Positions	1.50	1.44	1.44	.75
Total	6.50	6.44	7.44	6.75

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	402,913	385,091	391,186	454,287
Total	402,913	385,091	391,186	454,287

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2014-15 Operating Budget*

Source of Funding				
General Fund	402,913	385,091	391,186	454,287
Total	402,913	385,091	391,186	454,287

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 1,113 employees as well as assistance with questions or concerns of 711 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, 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. Provides safety and accident prevention training as needed. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

2013-14 Accomplishments	**Goal Ref**
* Negotiated renewal with Cigna for the Stay Well Plans 2014 plan year as our network provider. Cigna offered additional value added services including no administrative fee increase for 2014, a $15,000 annual wellness fund, free Flexible Spending Account plan administration, continuation of the onsite Cigna representative, 24 hour/seven days a week customer service, around-the-clock nurse line and performance and discount guarantees.	4
* Initiated and completed the RFP process which resulted in changing to Cigna as the Stay Well Plan's pharmacy provider. The Cigna proposal provided the most cost savings through competitive ingredient cost and discounts, dispensing fees, administrative fees and rebates, resulting in an estimated 13.1% decrease over the current contract.	4
* Posted and filled 156 positions in 2013.	4
* A National Employee Benefits Day open house celebration was held on April 2nd in City Hall. The event included mini benefit fact presentations, handouts, attendance by vendors from Hartford, ING and Cigna.	4
* Initiated and completed RFP for employee life and long term disability insurance, resulting in remaining with Hartford. Annual savings $41,842.	4
* Initiated and completed RFP process for the Employee Assistance Program, which resulted in the selection of Alternatives. A video about the EAP plan and contact information was placed on CityNet.	4
* Prepared a powerpoint presentation and conducted over 35 benefit informational meetings throughout the City during the month of October.	4
* Benefits Open Enrollment was held October 28-November 8. Benefits	4

2013-14 Accomplishments	**Goal Ref**
Fair was held on October 29-31, 2013. Over 1,800 open enrollment information packets were sent to employees and retirees. Approximately 747 employee benefit enrollments and changes were processed during open enrollment.	
* Participated in two job fairs: Independence School District/Maywood Baptist Church Job Fair and the Jackson County Job Fair.	4
* Implemented Health Care Reform changes to the Stay Well Health Plans and plan changes recommended by the Stay Well Health Plan Committee.	4
* Collected $315,144.79 in Medicare D subsidy payments for 2013 and completed the 2014 Medicare D subsidy application process. Also reconciled the 2012 plan year Medicare D process, which resulted in an additional payment of $32,159.63.	4
* Facilitated three Pre-Retirement Planning Sessions, which were also attended by the LAGERS Public Relations Specialist.	4
* Assisted 26 employees with retirement process during 2013.	4
* Assisted the Human Relations Commission with meetings, annual presentation to Council, participation in the Martin Luther King, Jr. celebration and the John Olivarez scholarship award.	4
* Conducted two Missouri Certified Police Officer Testing events during 2013.	3
* Conducted 26 New Employee Orientation Meetings during 2013.	4
* Participated on committee to evaluate the viability of an On-Site Health Clinic.	4
* Initiated four Supervisory Training events.	4
* Worked with the Health Department in the elimination of ten positions in Animal Services.	4
* Updated pay plan.	4
* Proposed changes to language in the Personnel Policies and Procedures Manual, initiated Personnel Board Meeting and Agenda Item for City Council.	4
* Hired a Human Resources Assistant.	4
* Conducted quarterly random drug and/or alcohol testing for positions identified in the Personnel Policies and Procedures Manual.	3
* Completed EEO-4 survey and filed online on September 16th.	2
* Responded to 25 claims for unemployment benefits.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Applications processed	8,590	8,659	9,450	8,100
Tests administered (incl typing)	323	436	300	415

New hires	109	139	100	120
Promotions	78	59	75	70
Retirements	57	44	60	48
Training Hours	1,152	1,489	792	1,400
Surveys/internal & external	40	39	30	40
Job announcements	127	130	100	135
Exit interviews	18	21	23	25
Number of days to fill a position	82	54	61	60
Number of requests for FMLA leave	234	199	250	240

2014-15 Objectives **Goal Ref**

* Maintain the customer satisfaction level of services provided by the Human Resources Department. 4
* Work with a consultant to update the pay plan including salary ranges, job descriptions and positions in grades. 4
* Recommend needed changes to the Personnel Policies & Procedures Manual.
* Work with the City Manager's Office and Stay Well Committee to develop strategies to lower costs to the Stay Well Health Care Plan.
* Assist with negotiations on union work agreements including Fire, Communications Workers of America, Fraternal Order of Police, I.B.E.W. and new I.B.E.W. group.

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Safety & Training Officer	.00	.00	1.00	.00
Human Resources Analyst	.00	1.00	1.00	1.00
Benefits Specialist	1.00	.00	.00	.00
Benefits Administrator	.00	1.00	1.00	1.00
Employee Relations & Dev Spec	1.00	.00	.00	.00
Employment/Volunteer Svcs Admn	.00	1.00	1.00	1.00
Human Resources Assistant	.75	1.00	1.00	2.00
Human Resources Generalist	1.00	.00	.00	.00
Human Resources Tech	1.00	.75	.75	.75
Human Resources Clerk	.75	.69	.69	.00
Total	6.50	6.44	7.44	6.75

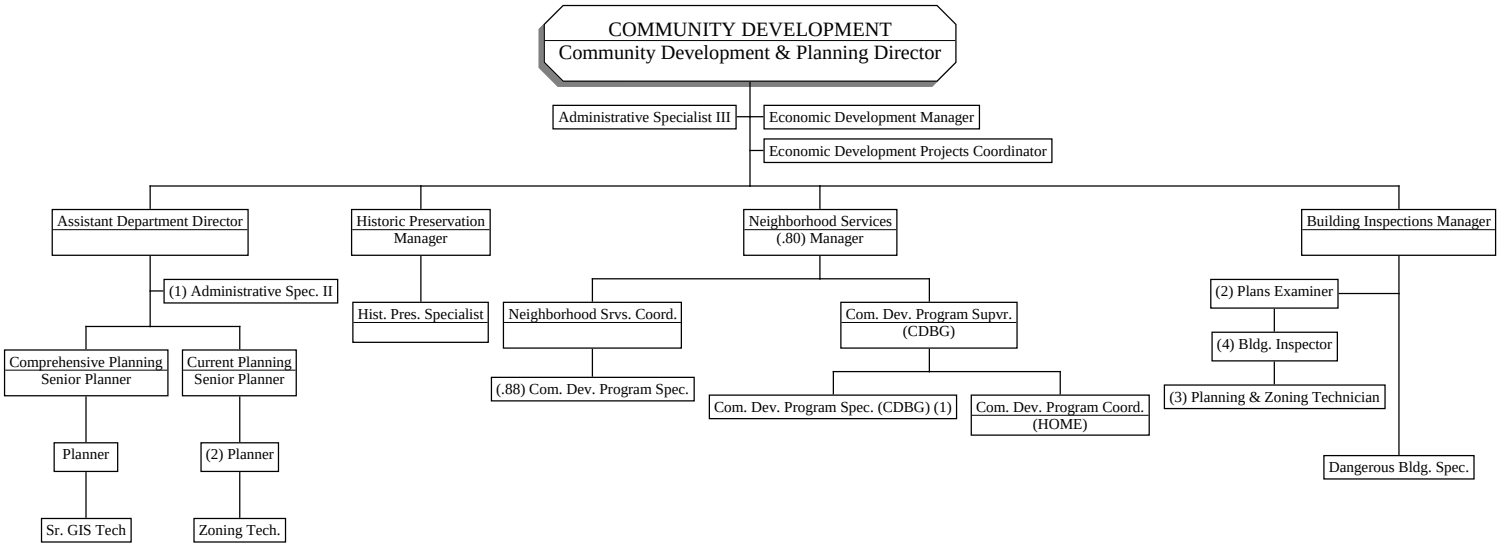
City of Independence
Detail Program Summary

Department: 4300 - Human Resources *2014-15 Operating Budget*
Cost Center: 4300 - Human Resources *Fund: 02 - General Fund*

Program Costs

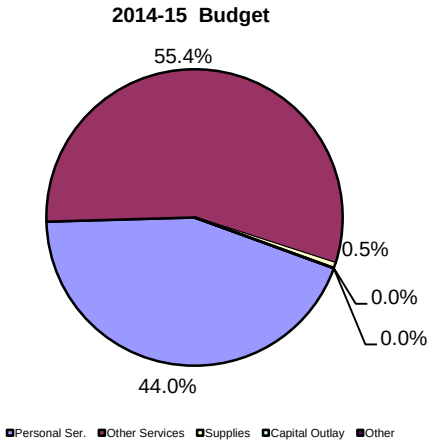
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	388,889	366,697	372,792	435,548
Other Services & Charges	9,413	12,701	12,701	13,046
Supplies	4,611	5,693	5,693	5,693
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	402,913	385,091	391,186	454,287

City of Independence, Missouri
Community Development



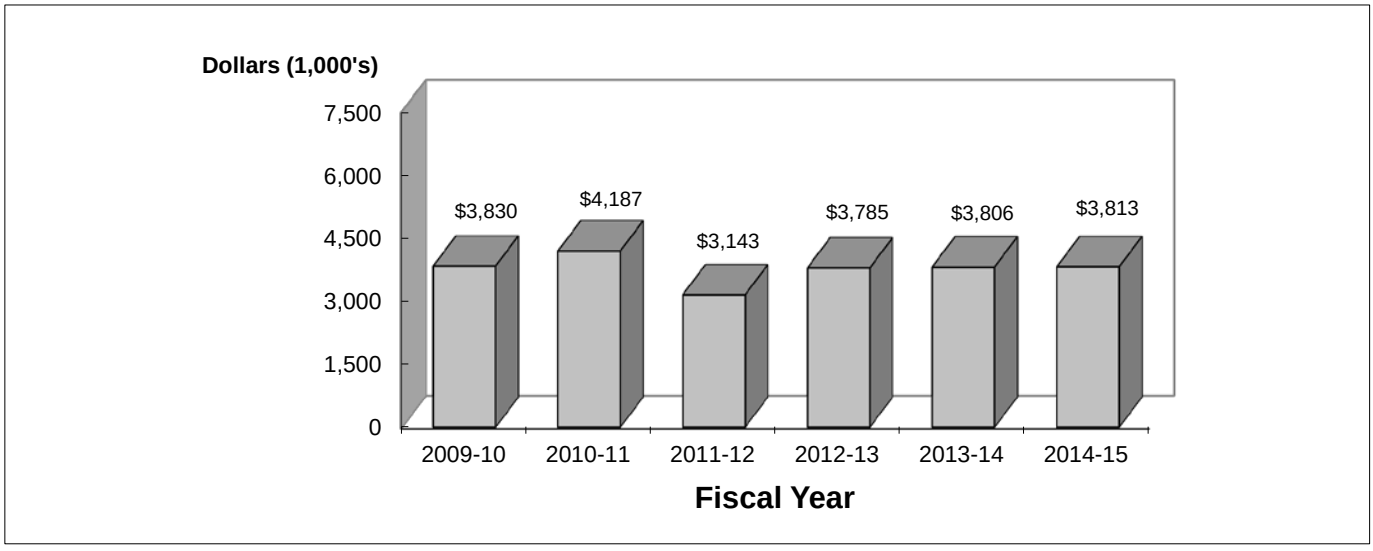
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 1,252,177	$ 1,440,148	$ 1,449,688	$ 1,677,135
Other Services	2,451,324	2,342,143	2,430,856	2,113,878
Supplies	13,744	22,096	21,924	20,713
Capital Outlay	67,587	1,500	746,693	1,500
Other	-	-	2,000	-
Total	$ 3,784,832	$ 3,805,887	$ 4,651,161	$ 3,813,226



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	30.55	30.05	30.30	30.30	30.30	31.68
Amount by Fund:						
General Fund	$ 2,648,968	$ 2,670,431	$ 2,429,773	$ 3,017,887	$ 2,695,888	$ 3,155,386
Grants Fund	-	-	30,741	417,705	911,782	467,000
Community Dev Block	601,002	602,053	485,433	281,500	157,633	155,416
HOME Fund	579,752	914,112	197,127	67,740	40,584	35,424
Total All Funds	$ 3,829,722	$ 4,186,596	$ 3,143,074	$ 3,784,832	$ 3,805,887	$ 3,813,226
Comparative Ratios:						
Per Capita	$ 33.56	$ 34.54	$ 26.90	$ 32.40	$ 32.47	$ 32.52
Per Household	$ 77.85	$ 77.40	$ 64.48	$ 80.13	$ 77.07	$ 70.64



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	29.80	29.80	29.80	30.80
Part Time Positions	.50	.50	.50	.88
Total	30.30	30.30	30.30	31.68

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4401 Administration	266,336	275,709	260,852	403,222
4411 Neighborhood Services	44,329	25,499	26,630	56,875
4412 Comprehensive Planning	273,636	280,396	284,897	291,035
4413 Current Planning	177,234	186,442	190,155	193,554
4414 Transportation	1,672,605	1,254,201	1,273,201	1,466,935
4420 Historic Preservation	57,262	50,926	52,010	75,342
4431 Building Inspection	526,485	622,715	627,617	668,423
4450 Comm Development Grants	417,705	911,782	352,367	467,000
6601 CDBG Administration	15,536	157,633	157,768	155,416
6604 CDBG Housing	265,964	0	649,082	0
6608 Commercial Facade Program	0	0	75,165	0
6802 HOME Administration	153	40,584	32,240	35,424
6803 Single/Multi Family Housing	67,587	0	669,177	0
Total	3,784,832	3,805,887	4,651,161	3,813,226

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2014-15 Operating Budget*

Source of Funding				
General Fund	3,017,887	2,695,888	2,715,362	3,155,386
Grants	417,705	911,782	352,367	467,000
Community Dev Block Grant Fund	281,500	157,633	882,015	155,416
HOME Program Fund	67,740	40,584	701,417	35,424
Total	3,784,832	3,805,887	4,651,161	3,813,226

Direct/Offsetting Revenues				
Planning Exams and Licenses	120,856	100,000	105,000	105,000
Building Permits	532,515	465,525	465,525	475,000
Planning and Zoning Fees	25,080	9,700	9,700	10,000
Board of Adjustment Fees	2,160	4,500	3,750	4,050
Transit Rider Fares	143,384	144,200	144,200	145,000
CDBG Federal Grant	463,850	578,000	788,000	750,000
HOME Program Grant	126,877	300,000	322,803	300,000
Total	1,414,722	1,601,925	1,838,978	1,789,050

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4401 - Administration *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.

2013-14 Accomplishments	**Goal Ref**
* Developed new monthly reports on Building Permit Activity and Dangerous Buildings for City Council, School Districts and citizens	2
* Completed Square TIF. Facilitated and provided guidance on Community Improvement District (CID) to the Square property owners.	1,3,4
* Developed regular reports and updates to the Planning Commission and Heritage Commission.	2

2014-15 Objectives	**Goal Ref**
* Develop video and other media initiatives to educate local businesses, developers and citizens on business licensing.	2,4
* Create project summaries for all 353 and TIF redevelopment projects.	2,4
* Develop tools to assist businesses, developers and citizens in navigating the City's licensing, permitting and approval processes.	2,4

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Economic Development Manager	.00	.00	.00	1.00
Administrative Spec II	.50	.50	.50	.50
Administrative Spec III	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	1.00	1.00	1.00	1.00
Total	3.50	3.50	3.50	4.50

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	262,906	270,259	255,402	394,672
Other Services & Charges	2,656	3,250	3,250	5,900

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Supplies	774	2,200	2,200	2,650
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	266,336	275,709	260,852	403,222

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4411 - Neighborhood Services *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.

2013-14 Accomplishments	**Goal Ref**
* Initiated the Mt. Washington Neighborhood Stabilization Program project, a concentrated neighborhood investment that includes adaptive reuse of the Mt. Washington School for 45 senior apartments (completed April 2014), scattered site acquisition and rehabilitation of vacant single family homes for sale, funding the Truman Heritage Habitat for Humanity Brush with Kindness Home Repair Program, and development of a public park green space for neighborhood use.	1,4
* Completed substantial rehabilitation and market rate resale, for homeownership, of three previously foreclosed single family homes located in western Independence neighborhoods through the Neighborhood Stabilization Program.	1
* Completed (Spring 2014) historic rehabilitation of three foreclosed and deteriorated single family homes located in the Harry S Truman National Historic Landmark District, utilizing Neighborhood Stabilization Program funds and the Missouri Neighborhood Preservation Act Tax Credit Program, providing homeownership opportunities to middle income families.	1,3,4
* Acquired 8 abandoned properties, including 4 Dangerous Buildings, for redevelopment as homeownership opportunities or neighborhood improvement projects in conjunction with planned targeted neighborhood investment in northwest Independence.	1,4
* Assisted non-profit housing partnerships in utilizing the Missouri Abandoned Properties Act to initiate action against the owners of 4 vacant nuisance properties located within targeted neighborhood investment areas.	1,3,4
* Assisted with the completion of a residential rental property conditions and market analysis conducted in conjunction with the City's five year HUD Consolidated Plan update.	1
* Contracted for, and provided regulatory oversight of, more than $1,800,000 in affordable housing improvement and development projects located in targeted areas of western Independence.	1,4
* Provided 12 public information meetings, and one mass mailing, to increase awareness of Neighborhood Services program including	1

2013-14 Accomplishments **Goal Ref**

residential tax abatement, home repair and lead hazard abatement programs, and other homeowner and investment tax credit programs.

* Two division staff members increased capacity to provide public service by completing intensive-level neighborhood revitalization coursework provided through the NeighborWorks Training Institute held in Kansas City. Division staff also completed intensive-level training in HUD regulatory Environmental Review requirements for federally funded housing and community development initiatives. 1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Tax Abatement Applications in Process				190
Tax Abatement Awards Issued				150
Five Year inspections satisfied				50
Federal Housing Funds Contracted				$600,000
Federal Community Development Funds Contracted				$400,000
Percent of Contracted Funds Expended				100%
Private Investment Supported				$500,000
Underutilized Properties returned to use				10

2014-15 Objectives **Goal Ref**

* 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
* Determine ways to increase efficiency in the administration of CDBG, HOME and tax abatement programs by utilizing service contracts to carry out regulatory compliance and technical responsibilities, thereby allowing professional staff to focus on development and delivery of neighborhood programs and services. 1,2
* 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
* Complete the 2015/2019 Consolidated Plan update utilizing innovative community needs assessment models and citizen engagement processes to 1,2,3

2014-15 Objectives **Goal Ref**

identify housing and community development priorities that will align and focus the City's CDBG and HOME Program funds over the next 5 years.

* Complete application and obtain approval for a HUD Section 108 Loan Guarantee Program that would provide federally guaranteed loans for physical and economic revitalization projects that will renew neighborhoods and inspire private economic activity in target redevelopment areas. 1,4
* Formalize the Abandoned Properties Act initiative piloted in 2013 by working with local non-profit community development partners and the City's Dangerous Building program to establish policy and procedure, prioritize properties for redevelopment, and identify an ongoing funding mechanism. 1,3,4
* Strengthen the capacity of the Fairmoun-Carlisle 353 Redevelopment Plan Advisory Board to support the cultivation of attractive neighborhoods and promote economic redevelopment in north-west Independence by implementing revisions to the tax abatement progam guidelines determined necessary to improve operational efficiencies and ensure achievement of targeted Redevlopment Plan outcomes. 1,4

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Comm Develop Prog Spec	.50	.50	.50	.88
Neighborhood Services Coord	1.00	1.00	1.00	1.00
Neighborhood Services Manager	.80	.80	.80	.80
Total	2.30	2.30	2.30	2.68

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	44,329	25,499	26,630	56,875
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	44,329	25,499	26,630	56,875

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *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.

2013-14 Accomplishments	**Goal Ref**
* Implement GIS technology on mobile devices and expanded its presence on the City's website to improve citizens' access to information.	2
* Completed the 2014-2020 Recommended Public Improvements per the City Charter.	1,3,4
* Collaborated with other departments to create GIS databases for their information.	2
* Converted all static pdf maps on the Community Development website to interactive GIS maps.	2

2014-15 Objectives	**Goal Ref**
* Collect development-related data to be mapped in GIS for use by citizens and city employees.	2
* Research and identify public engagement tools that can be utilized for gathering public input for the Comprehensive Plan.	1,2
* Develop Community Development Annual Report.	1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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 *2014-15 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	254,769	261,203	265,704	271,842
Other Services & Charges	18,466	18,393	18,393	18,413
Supplies	401	800	800	780
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	273,636	280,396	284,897	291,035

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4413 - Current Planning *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.

2013-14 Accomplishments	**Goal Ref**
* Completed 4 amendments to the Unified Development Ordinance (UDO) to reflect city policies and goals.	1,3,4
* Reduced the time an application takes to be heard by the Planning Commission by 2 weeks.	3
* Operated the illegal sign removal program for signs in the right-of-way and on utility poles.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Rezoning Cases	8	10	10	10
Special Use Permit Cases	2	3	2	3
Preliminary Plat Cases	0	0	0	1
Final Plat Cases	2	6	6	7
Home Occupation Cases	4	2	4	3
Preliminary and Final Development Plan Cases	0	5	4	3
Site Plan Cases	11	14	10	11
Ordinance Text Amendment Cases	4	4	3	4
Board of Adjustment Cases	32	16	30	30
Building and Demolition Permits Reviewed	346	362	330	350
Sign Permits Issued	299	235	275	275
Code Violations Inspections	1439	1594	1550	1600
Minor Plat Cases	20	24	20	24

2014-15 Objectives	**Goal Ref**
* Amend the Unified Development Ordinance (UDO) to reflect city policies and goals.	1,3,4
* Collaborate with other departments and divisions to develop and implement a customer service satisfaction survey.	2,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

2014-15 Objectives **Goal Ref**

* Develop educational initiatives on enforcement of the UDO for citizens and businesses. 1,3,4
* Implement an abandoned signs removal program. 1,3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.50	.50
Total	4.50	4.50	4.50	4.50

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	175,136	179,892	183,605	187,004
Other Services & Charges	1,299	5,350	5,350	5,350
Supplies	799	1,200	1,200	1,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	177,234	186,442	190,155	193,554

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4414 - Transportation *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.

2013-14 Accomplishments	**Goal Ref**
* Improved on-time coordination at the Transit Center between IndeBus and the inter-city routes operated by KCATA.	1
* Received New Freedom Grant funding for IndeAccess service and JARC funding for inter-city routes.	1
* Implemented changes to intra-city routes to increase cost efficiencies and increase ridership.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Ridership/Inter-City Routes	126,746	150,216	154,000	155,000
Ridership/Intra-City Routes	277,457	180,431	231,400	240,000
Average Daily Ridership - Intra-City Buses (calendar year)	912	589	765	792

2014-15 Objectives	**Goal Ref**
* Monitor the system for cost efficiencies and recommend performance and service changes to the City Council Transit Committee.	1
* Participate in the MARC Regional Transit Coordinating Council to address regional transit issues with IndeBus.	1

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	1,672,523	1,254,201	1,273,201	1,466,935
Supplies	82	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,672,605	1,254,201	1,273,201	1,466,935

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4420 - Historic Preservation *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.

2013-14 Accomplishments	**Goal Ref**
* Completed a survey of 165 properties within the North Main Neighborhood utilizing a Certified Local Government, Historic Preservation Fund Grant in the amount of $15,000.	1,3
* Continued Preservation Month activities including preservation awards, local tours, workshops, and lectures.	3
* Assisted with the creation of the Independence African-American Heritage Guide brochure.	1,3
* Completed preservation web upgrades and held year-round public outreach/education sessions.	3
* Maintained social media contacts including the City's website, Facebook, and Twitter.	2,3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Heritage Commission Cases/Reviews	14	18	18	15
Demolition Permits	38	65	31	45
Dangerous Buildings	62	70	46	60
Locally Designated Historic Properties	0	0	1	1

2014-15 Objectives	**Goal Ref**
* Research methods to streamline the historic designation process for individual properties or a district.	1,3,4
* Research methods to promote local designation as a tool to encourage reinvestment in traditional neighborhoods, foster civic pride, and boost heritage tourism.	1,3,4
* Develop a progressively greater public presence creating positive support and interest in preservation efforts throughout the community.	1234

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

2014-15 Objectives	**Goal Ref**
* Update Chapter 11 of the City's Comprehensive Plan and submit to the State Historic Preservation Office for comments.	1,3,4
* Update preservation and building permit applications to streamline the process and simplify requirements by adding common language and clearly outlining the review process.	3
* Research methods for funding city-wide preservation efforts.	1,3,4
* Research and create interactive house tours with oral history and individual story components utilizing smart phone-style applications.	1234

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	.00	.00	.00	.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	49,952	45,776	46,860	70,192
Other Services & Charges	6,949	4,650	4,650	4,650
Supplies	361	500	500	500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	57,262	50,926	52,010	75,342

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4431 - Building Inspection *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 riskublic 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.

2013-14 Accomplishments **Goal Ref**

* Created and implemented an expedited review process using internal and exterior reviewers. 3,4
* Created a new sign permit application that resulted in an increase in sign permits being approved on the initial review. 1,3,4
* Established monthly plan reviewers meetings to improve communication between departments. 3,4
* Collaborated with IPL in developing an Electrical Systems Inspection process. 1,3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
No. of Building Inspections	5,800	5,187	6,000	6,500
Number of Bldg. Permits Issued	3,181	3,104	3,300	3,600
Question Survey to Builders on Service	100	200	200	200

2014-15 Objectives **Goal Ref**

* Cross train all employees on other jobs in the division. 4
* Create additional instructional handouts for contractors, residents and businesses that explain the permitting process and code requirements. 1,3,4
* Create new permit applications for Residential, Commercial and miscellaneous projects that will help improve approvals on the initial review. 3,4
* Create and implement Smart phone app to apply for a permit and another app to be able to schedule inspections on a valid permit. 2

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	454,700	488,738	496,349	534,174
Other Services & Charges	60,828	121,657	119,018	122,809
Supplies	10,957	12,320	12,250	11,440
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	526,485	622,715	627,617	668,423

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 4450 - Comm Development Grants *Fund: 15 - Grants*

Description

Grant portion of the Transportation function. These are the funds received for appropriations of the transit system.

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	12,000	0	13,001	0
Other Services & Charges	405,705	911,782	339,366	467,000
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	417,705	911,782	352,367	467,000

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 6601 - CDBG Administration *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	153	135,647	135,782	134,402
Other Services	15,013	16,410	14,410	16,371
Supplies	370	4,576	4,576	3,643
Capital Outlay	0	1,000	1,000	1,000
Other	0	0	2,000	0
Total	15,536	157,633	157,768	155,416

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 6604 - CDBG Housing *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services	265,964	0	648,129	0
Supplies	0	0	0	0
Capital Outlay	0	0	953	0
Other	0	0	0	0
Total	265,964	0	649,082	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *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 Commercial Facade Improvements Program (CFIP) when directed by the City's Consolidated Plan. The CFIP provides dollar-for-dollar matching grants for exterior rehabilitation of commercial and mixed-use structures located within targeted redevelopment areas of the City.

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	75,165	0
Other	0	0	0	0
Total	0	0	75,165	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 6802 - HOME Administration *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,768-	33,134	26,355	27,974
Other Services	1,921	6,450	5,089	6,450
Supplies	0	500	398	500
Capital Outlay	0	500	398	500
Other	0	0	0	0
Total	153	40,584	32,240	35,424

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2014-15 Operating Budget*
Cost Center: 6803 - Single/Multi Family Housing *Fund: 09 - HOME Program Fund*

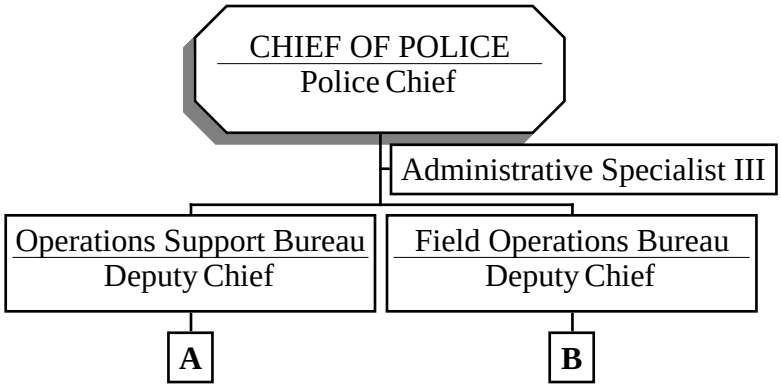
Description

The purpose of this cost center is to track appropriations of U.S. Department of Housing and Urban Development HOME Investment Partnerships Act (HOME) Program funds for eligible single family and multi-family affordable housing development projects when directed by the City's Consolidated Plan. Eligible housing development activities may include single family infill construction for homebuyers or rental, single family substantial rehabilitation for homeowners/buyers or rental, multi-family construction and multi-family renovation.

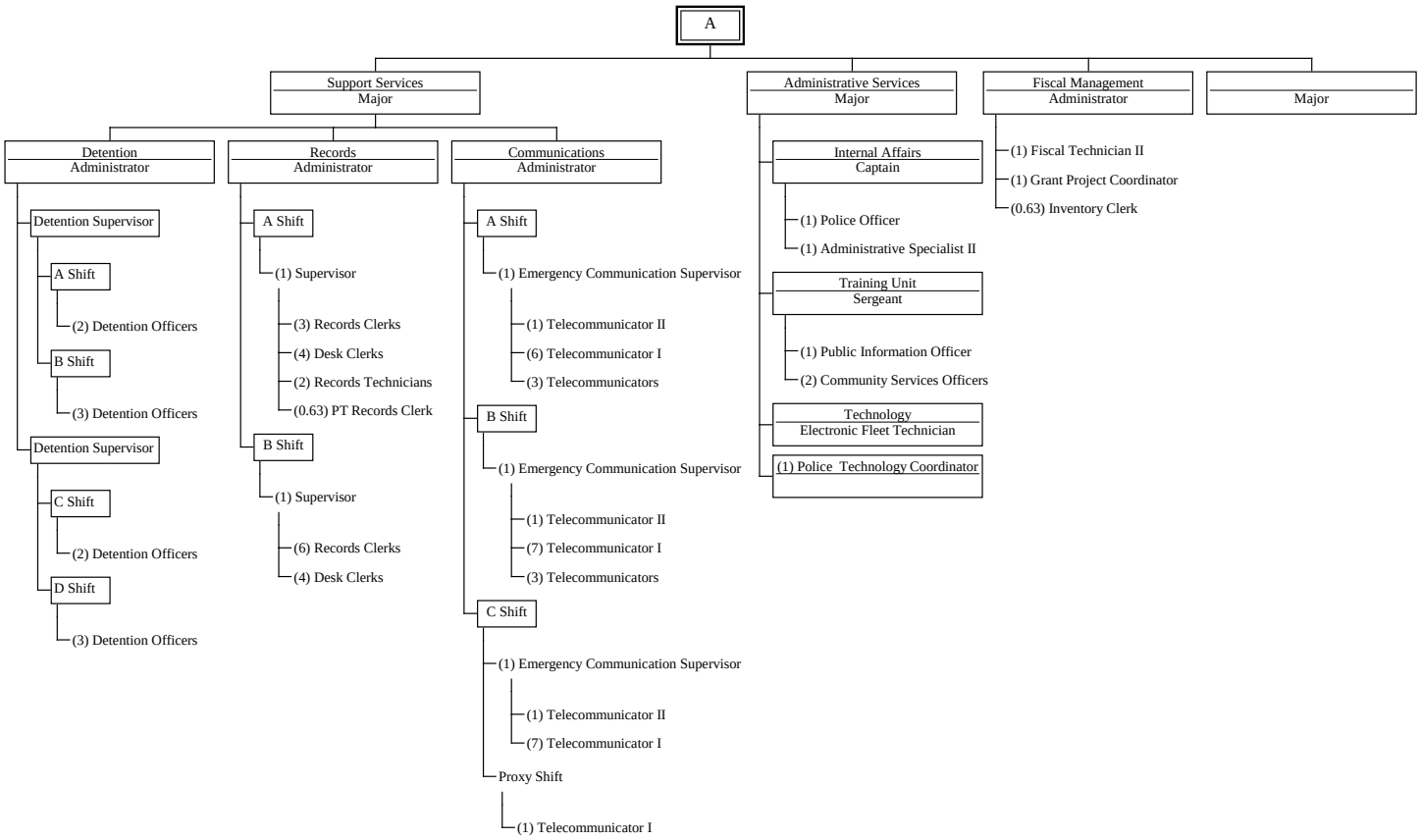
Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	67,587	0	669,177	0
Total	67,587	0	669,177	0

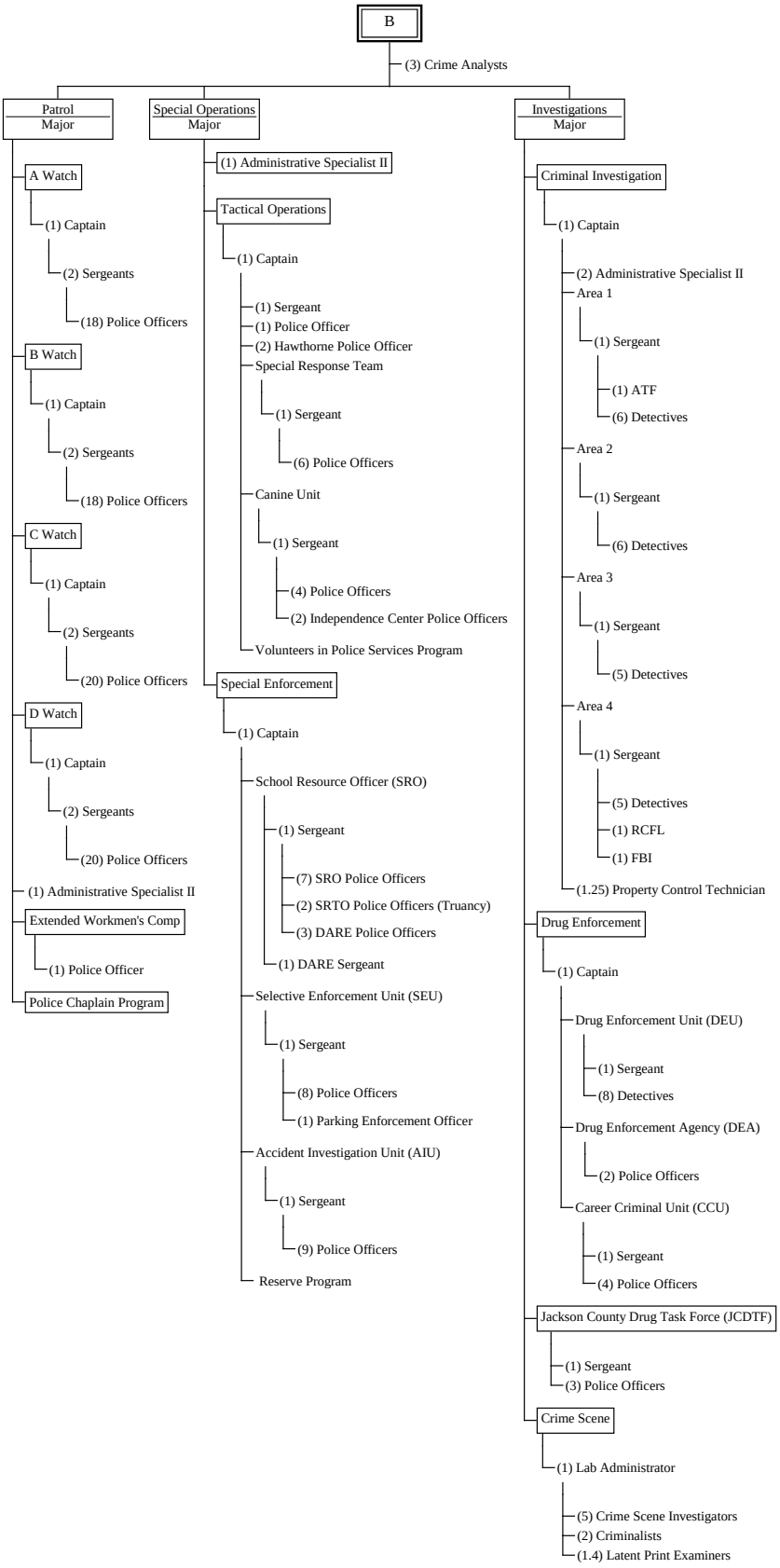
City of Independence, Missouri
Police Department



City of Independence, Missouri
Police Department (Cont'd.)



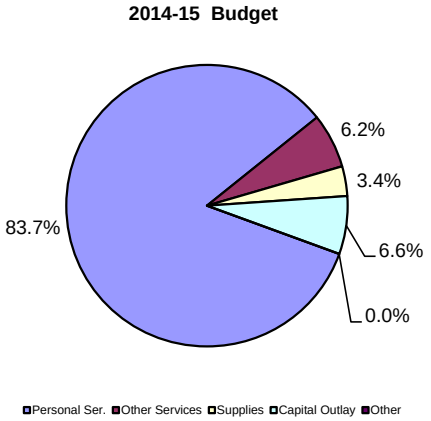
City of Independence, Missouri
Police Department (Cont'd.)



Police

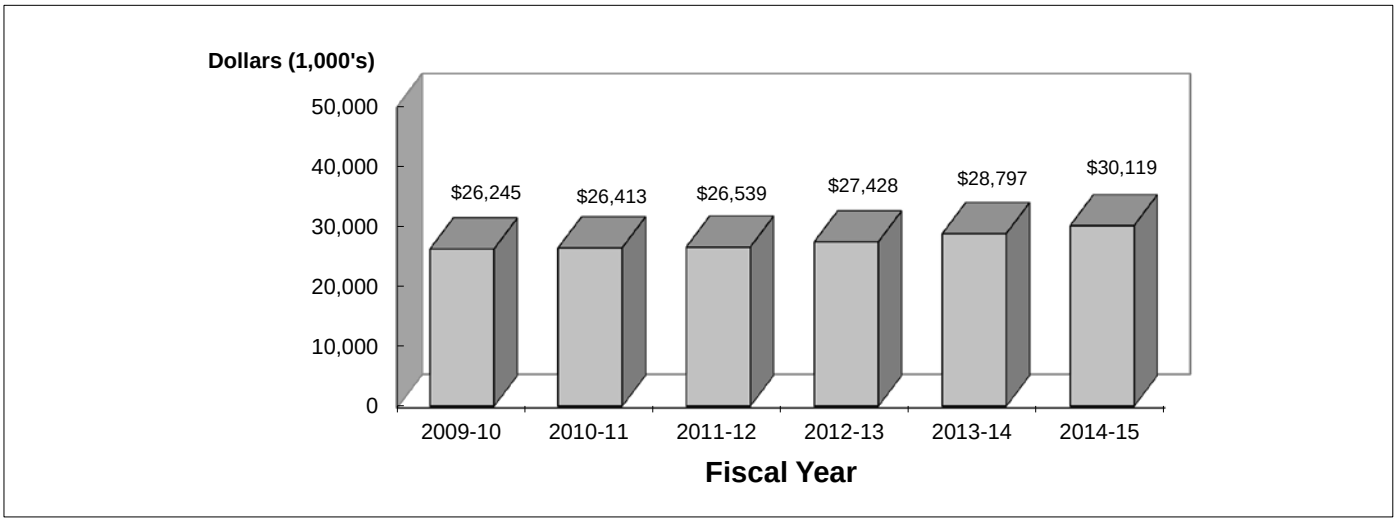
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 23,785,070	$ 24,416,507	$ 24,525,088	$ 25,206,157
Other Services	1,562,710	1,779,340	1,785,230	1,881,367
Supplies	1,043,027	1,030,100	1,029,210	1,031,599
Capital Outlay	998,637	1,570,573	1,565,573	2,000,082
Other	38,272	-	-	-
Total	$ 27,427,716	$ 28,796,520	$ 28,905,101	$ 30,119,205



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	290.40	292.90	288.65	289.91	291.91	296.91
Amount by Fund:						
General Fund	$ 24,247,244	$ 25,239,490	$ 25,126,483	$ 25,839,421	$ 26,422,081	$ 27,227,469
Police Public Safety	1,997,634	1,173,094	1,412,354	1,588,295	2,374,439	2,891,736
Total All Funds	$ 26,244,878	$ 26,412,584	$ 26,538,837	$ 27,427,716	$ 28,796,520	$ 30,119,205
Comparative Ratios:						
Per Capita	$ 229.96	$ 217.90	$ 227.16	$ 234.77	$ 245.68	$ 256.84
Per Household	$ 533.51	$ 488.32	$ 544.48	$ 580.67	$ 583.13	$ 557.95



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	288.00	288.00	290.63	295.00
Part Time Positions	.65	1.91	1.28	1.91
Total	288.65	289.91	291.91	296.91

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,512,935	1,536,586	1,560,651	1,561,447
4512 Police Grant Expenditures	353,493	659,022	659,022	251,650
4513 Training and Equipment	1,187,151	1,065,637	1,065,887	1,414,112
4514 Police Forfeiture Expenditures	141,863	0	0	0
4532 Patrol	7,668,855	7,598,084	7,612,329	7,952,648
4534 Investigations	4,834,008	4,950,579	4,962,896	5,128,089
4535 Tactical Operations	1,814,688	1,852,118	1,856,742	1,771,813
4536 Special Enforcement	2,652,421	2,857,353	2,862,999	2,930,754
4538 Drug Abuse Resistance Educ.	176,192	190,521	190,521	208,248
4542 Crime Scene	807,044	850,079	851,481	866,204
4543 Detention	1,384,613	1,527,965	1,529,357	1,546,814
4544 Records	1,193,915	1,288,927	1,306,106	1,310,483
4545 Communications	2,112,243	2,045,210	2,072,671	2,285,207
4562 Communications (Sales Tax)	253,553	295,951	295,951	340,542
4563 Facilities (Sales Tax)	173,490	868,000	868,000	1,299,850
4564 Equipment (Sales Tax)	1,161,252	1,210,488	1,210,488	1,251,344
Total	27,427,716	28,796,520	28,905,101	30,119,205

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2014-15 Operating Budget*

Source of Funding				
General Fund	25,839,421	26,422,081	26,530,662	27,227,469
Police Public Safety Sales Tax	1,588,295	2,374,439	2,374,439	2,891,736
Total	27,427,716	28,796,520	28,905,101	30,119,205

Direct/Offsetting Revenues				
Jackson County Drug Task Force	674,019	580,060	540,081	535,774
Jackson County DARE Program	209,229	218,772	218,772	218,772
Police Services Reimbursement	12,120	9,350	14,592	12,250
Sale of Police Reports	35,716	30,000	30,000	30,000
School Resource Officers	475,682	475,368	453,311	477,385
Alarm Charges	13,150	35,000	5,000	40,000
Total	1,419,916	1,348,550	1,261,756	1,314,181

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4511 - Chief of Police | *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.

2013-14 Accomplishments	**Goal Ref**
* Formed long-range planning committee comprised of representatives from throughout the Department charged with making recommendations on departmental improvements including facilities, equipment, strategies, departmental priorities and morale.	3
* Hired an administrative assistant who is now responsible for working with the Internal Affairs Captain on recruitment, selection and hiring of new personnel. The administrative assistant will also be responsible for the Department's self-accreditation process.	3
* The recruitment video is still being worked on. The project has been transferred from Fort Osage to William Chrisman High School due to a change in school personnel. The project is slated for completion by the end of the 2014 school year.	3
* Implemented in-car mapping and routing for the mobile data application. The software program assists officers by showing call locations on a map on the mobile data screen and provides a recommended route to the location. The program also shows the location of other officers on the map.	3
* Upgraded all computers in the Police Department that access Criminal Justice Information Systems to a Windows 7 application. Per CJIS requirements, Windows XP computers had to be upgraded or replaced due to Microsoft dropping support of the XP platform.	3
* Completed the upgrade of the City's 700/800 MHz radio system which joined with the Kansas City and Johnson County Kansas radio systems to form an interoperable metro-wide radio network. Other metropolitan public safety agencies continue to join the system expanding the regional ability to communicate during critical incidents.	3
* Promoted the Department's Grant Coordinator to the position of Fiscal Administrator and filled two other vacancies in the Fiscal Unit.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Police Officer Applicants	199	559	300	550
Police Officers Hired	11	13	10	10
Civilian Applicants	1,412	1,413	1,700	1,200
Number of Block Watch Meetings (Previously listed in 4535)		80		90
Number of Volunteer Hours (Previously listed in 4535)		5,308		5,300
Number of Parolee Compliance Checks (Previously listed in 4535)		746		780

2014-15 Objectives — **Goal Ref**

* Work with the City's Human Resources Department to develop a more efficient, streamlined hiring process. — 3
* Work with the newly formed Public Safety Committee to identify short and long-term departmental priorities. — 3
* Identify and implement technology upgrades and new technologies including records management, computer aided dispatch and corrections software upgrades, in-car camera upgrades, expanded computer storage needs and license plate readers. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.00	.00	.00
Deputy Chief of Police	.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 Accreditation Admin	1.00	1.00	.00	.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Master Police Officer	2.00	1.00	1.00	.00
Police Officer	.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	.00
Crime Analyst Lead	.00	.00	.00	1.00
Crime Analyst	1.00	1.00	1.00	.00
Crime Analyst I	.00	.00	.00	1.00
Staff Assistant	1.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Police Grant Project Coord	.00	.00	1.00	1.00
Administrative Spec II	1.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Inventory Technician	.00	.63	.63	.63
Electronics Fleet Technician	.00	.00	.00	1.00
Total	18.00	17.63	17.63	17.63

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,435,036	1,434,600	1,458,665	1,461,036
Other Services & Charges	66,903	75,843	75,843	76,589
Supplies	2,435	6,570	6,570	6,590
Capital Outlay	8,561	19,573	19,573	17,232
Other Expenditures	0	0	0	0
Total	1,512,935	1,536,586	1,560,651	1,561,447

Significant Issues

* The Training Sergeant is now responsible for supervising the Public Information Officer and the two Community Services Officers. These officers have now been moved to the 4513 cost center along with the duties for training and public information.
* The continued increase in departmental technologies has resulted in increased workload on the department's Fleet Electronics Technician and the department's contract employee. The ability to maintain the existing technologies has prevented the department from moving on to newer, more advanced technologies. Additionally, the reoccuring cost of maintaining these technologies has directly impacted the department's budget.

City of Independence
Detail Program Summary

Department: 4500 - Police *2014-15 Operating Budget*
Cost Center: 4512 - Police Grant Expenditures *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	353,493	659,022	659,022	251,650
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	353,493	659,022	659,022	251,650

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4513 - Training and Equipment | *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 will now be assigned to the Training Unit of this division. The Training Sergeant and Public Information Officer are also being moved under this cost center.

2013-14 Accomplishments	**Goal Ref**
* Completed block training for the entire department which provided 16 hours of POST approved courses for all sworn personnel.	3
* Selected a new supervisor to oversee the Training Unit. The Training Sergeant now supervises the Crime Prevention / Community Policing Officers and the Public Information Officer.	3
* Reassigned the Crime Prevention/Community Policing Officers from the Special Operations Division to the Administrative Services Division. They now work with the Public Information Officer to expand the social media and public information role as well as expand the department's involvement in crime prevention.	3
* Reorganized the department web page to expand social media to include Facebook and Twitter. The web sites are utilized to disseminate crime information, special alerts and statistics to the community. This has expanded the department's interaction with the community.	3
* Developed a one-week orientation class for civilian employees. Now all newly hired department personnel attend this one-week standardized department orientation class.	3
* Consolidated the department's General Order management system with the department's Training acknowledgement database. This database centralizes information pertaining to personnel acknowledgements for both training and policy / procedures.	3
* Identified primary instructors for specific disciplines who will coordinate department-wide training in their subject matter. The Training Sergeant will delegate duties and responsibilities to each of the primary instructors who will oversee the course material.	3
* Expanded the department's firearm program to increase range availability, communications and consistent training.	3
* Provided the CHOICE training program to department members to enhance leadership skills to both sworn and civilian personnel. Over 50% of the department has attended the training. The training has now been offered to other city departments.	3

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4513 - Training and Equipment — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
In-service Training Hours	6,236	6,020	6,400	6,500
Supervisory Training Hours	766	750	800	800

2014-15 Objectives — **Goal Ref**

* Update federal NIMS requirements. All department personnel will complete the necessary NIMS courses for their respective duties within the department. — 3
* Begin a department-wide self-accreditation process. This will include the review and update of department General Orders, identification of standards to be met, and verification of compliance with the standards. — 3
* Ensure that all sworn personnel are in compliance with their P.O.S.T. requirements. This is the third and final year of this P.O.S.T. cycle and sworn personnel are required to meet specific standards. — 3
* Develop and expand on the crime prevention role of the department in the community. This will include the development of a business academy. This will include site surveys of local businesses and follow-up with victims of commercial crime. — 3
* Incorporate the two Community Services Officers with the Public Information Officer to work together to disseminate crime information to the community. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Master Police Officer	.00	.00	.00	2.00
Police Officer	.00	.00	.00	1.00
Police Sergeant	.00	.00	.00	1.00
Total	.00	.00	.00	4.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4513 - Training and Equipment — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	85,953	0	0	331,512
Other Services & Charges	330,844	391,322	391,572	413,500
Supplies	770,354	674,315	674,315	669,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,187,151	1,065,637	1,065,887	1,414,112

Significant Issues

* The P.O.S.T. 3-year cycle ends in December 2014. All sworn law enforcement personnel must complete their required P.O.S.T. training to maintain their certification. The Training Unit will be reviewing each officer's training certificates to ensure compliance with P.O.S.T.
* The department has begun the self-accreditation process which will require the review and updating of all departmental General Orders and Procedures.

City of Independence
Detail Program Summary

Department: 4500 - Police *2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	359	0	0	0
Supplies	4,686	0	0	0
Capital Outlay	136,818	0	0	0
Other Expenditures	0	0	0	0
Total	141,863	0	0	0

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.

2013-14 Accomplishments	**Goal Ref**
* During the 2013-14 fiscal year, the department experienced 9 sworn retirements or resignations and the tragic death of Officer James Lockard. Many of the retirements and resignations were from experienced officers working in specialized units or amongst the supervisory staff. As these officers are replaced by existing department members, positions from the Patrol division ultimately have to be back-filled, which resulted in 11 new officers being hired and trained in the field training program (a 14-week program). The hiring of 11 new officers occurred during the first half of the fiscal year. This was a heavy undertaking for the officers who serve as field training officers.	3
* Two problem-solving officers for each patrol shift, who focus on problem oriented policing issues, have been identified and are charged with identifying problems, developing strategies and reporting results each week at the department-wide intelligence meetings.	3
* CORE initiative 13-03 was implemented with the goal to reduce thefts from motor vehicles and motor vehicle accessories in the 39th Street corridor during the Christmas holiday season. In previous years, the initiatives were commenced after a trend had been identified. In 2013, the department implemented the initiative on 11/20/13 as a preventative measure before the holiday shopping season got into full swing. The strategy was to increase police presence as well as signage, reminding shoppers to lock their vehicles and keep their possessions out of view. The initiative went from 11/20/13 to 1/3/14 and experienced the following results: * 50% decrease in theft of motor vehicle parts and accessories from 2012. * 73% decrease in the theft from motor vehicles compared to 2012. * 20% increase in motor vehicle theft (this was due to vehicles left running in the parking lot of Quick Trip at 39th and M-291)	3
* Two new police chaplains joined the police chaplaincy program in December 2013. Both are involved in ministries within the city of Independence.	3

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4532 - Patrol | *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	3	5	5	10
Chaplain Training Hours	30	77.5	40	80
Chaplain Call-Outs	39	19	40	40
Chaplain Civilian Contacts	1,194	1,025	1,200	1,200

2014-15 Objectives — **Goal Ref**

* The patrol division, along with the department's training division, will explore possible changes to the department's field training officer program. — 3
* An emphasis will be placed on increasing standardized shift level training for the patrol division with an emphasis on use of force, vehicle operations, and communication. — 3
* The patrol division will place an emphasis on increasing the number of CIT (Crisis Intervention Team) officers within the division. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	28.00	32.00	35.00	33.00
Police Officer	45.00	42.00	39.00	44.00
Police Sergeant	8.00	8.00	8.00	8.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	86.00	88.00	88.00	91.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	7,666,702	7,587,934	7,602,179	7,942,498
Other Services & Charges	487	1,650	1,650	1,650
Supplies	1,666	8,500	8,500	8,500

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4532 - Patrol | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	7,668,855	7,598,084	7,612,329	7,952,648

Description

The Investigations Division is comprised of three units within the cost center: Criminal Investigations Unit (CIU), Drug Enforcement Unit (DEU), and Career Criminal Unit (CCU). The division contains detectives who conduct follow-up investigations on major crimes, which may include some of the following: homicides, sex offenses, burglaries, robberies, cyber crimes, frauds/forgeries, auto thefts, and arsons. Detectives assigned specifically to investigate narcotics violations are also assigned to this division. The Career Criminal Unit detectives focus on repeat offenders and proactive assignments. Several detectives within the division 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.

2013-14 Accomplishments	**Goal Ref**
* The Criminal Investigations Unit (CIU) created policies and procedures to investigate officer involved shootings. This included the selection of team members, who all attended training that our department hosted.	3
* The Criminal Investigations Unit attended all CORE related meetings. This included having Sergeants and Investigators attend the pre-operational meetings to discuss current crime trends and assist with developing plans to address such trends.	3
* CCU re-implemented a Red File Target system where CCU specifically targeted Independence suspects that have long caused crime and disorder. With input from various units in the department, CCU would conduct surveillance of suspects, pull historical report information and communicate with pre-designated prosecutors to get suspects charged.	3
* CCU continued organizing the cooperative efforts of the project, AIMPOINT. The program has continued to develop and attack community issues by focusing manpower to those areas where trends have been identified. To date, it has proved to be a viable department program for combating social and nuisance community disorder and should see continued improvement in the coming year.	3
* The Drug Enforcement Unit (DEU) conducted two significant investigations that will continue into 2014: 1) Synthetic Marijuana and Bath Salts (Operation Snake Oil). This 10+ month coordinated investigation into convenience stores selling synthetic marijuana and bath salts culminated on 10/22/13 with a metro-wide search warrant sweep. Approximately 45 search warrants were served in the metro area during the investigation. The investigation is still ongoing. 2) Fraud Prescription Case. This investigation commenced in March 2013 and is still ongoing into 2014. Approximately 27 suspects have been identified in the case and at least 33 victims of identity theft have been uncovered. The fraud prescriptions for OxyContin have	3

2013-14 Accomplishments **Goal Ref**

impacted 12 metro jurisdictions and they have recently started showing up in Columbia, MO and in Iowa.

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Criminal Cases Assigned	2,159	1,975	2,300	2,100
Drug Arrests	1,373	1,569	1,475	1,500
Drug Cases Assigned	617	542	642	585
DEU Search Warrants	50	52	55	55

2014-15 Objectives **Goal Ref**

* The Criminal Investigations Unit will improve the use and collection of electronic evidence through training, equipment and computer software. 3
* The Criminal Investigations Unit will develop specific in-house training as it relates to enhancing the proficiencies of our investigators. 3
* The Drug Enforcement Unit will continue its investigative operation aimed at the sales of synthetic controlled substances and work with the City's licensing officer to suspend/revoke business licenses of those businesses selling controlled substances. 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	3.00	3.00	3.00	2.00
Property Control Technician	1.25	1.25	1.25	1.25
Master Police Officer	31.00	31.00	26.00	32.00
Police Officer	5.00	6.00	11.00	6.00
Police Sergeant	7.00	7.00	7.00	7.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	50.25	51.25	51.25	51.25

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4534 - Investigations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	4,809,933	4,921,269	4,933,586	5,098,779
Other Services & Charges	18,789	19,310	20,200	19,310
Supplies	5,266	10,000	9,110	10,000
Capital Outlay	20	0	0	0
Other Expenditures	0	0	0	0
Total	4,834,008	4,950,579	4,962,896	5,128,089

Significant Issues

* CCU and DEU's biggest obstacle is filling open positions. There is one opening in the Career Criminal Unit that has been vacant since the last fiscal year, and two positions in the Gang Unit have become unfunded positions. This loss of manpower does affect the ability to be proactive in the fighting of career criminals and the up and coming street gang issues.
* The Criminal Investigations Unit was just advised that our current Cellebrite system, which is used for recovering evidence from cell phones, is going to be obsolete within the next year. This is a very important piece of equipment that we will need to update with a new model.

Description

The Tactical Operations Division is comprised of four units. The units are Community Services, Canine, Special Response Team, and Explosive Ordnance Disposal. 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 Service 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 Response Team Unit focuses on high-crime areas; as well as, assisting other divisions in the resolution of difficult police situations outside the standard patrol response using critically developed skills, tactics, and specialized equipment. 4) The Explosive Ordnance Unit responds to suspicious or confirming packages and devices that could potentially be hazardous. The Special Response Team and Explosive Ordnance Unit 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.

2013-14 Accomplishments	**Goal Ref**
* Maintained relationship with Hawthorne Apartments, who funds 50 percent of two officers assigned there. This objective was fulfilled even with both full-time Hawthorne officers being reassigned to other units, and rotating officers into the Hawthorne positions to make sure we provided the necessary coverage. Two new full-time Hawthorne officers have since been transferred to this unit.	3
* Maintained equipment and training as mandated for the Special Response Team as part of the Kansas City Metro Disaster Tactical Response Team.	3
* Community Services Officers assigned to the Englewood Substation have been moved to the 4513 - Training Unit cost center during this fiscal year. However, before this move took place, the Substation moved locations within the Englewood Shopping District. The space is rent free, and will enable the officers to continue their proactive policing in the area. They have continued working closely with Missouri Probation and Parole, and oversee the VIPS (volunteer) operations. They will be focusing more on crime prevention now that they are assigned to the Training Unit within the Administrative Services Division.	3

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4535 - Tactical Operations — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Canine Public Demonstrations	25	10	20	15
Number of Parolee Compliance Checks (moved to 4513)	180		1,000	
Number of Block Watch Meetings (moved to 4513)	90		100	
Number of Volunteer Hours (moved to 4513)	5,000		5,000	

2014-15 Objectives — **Goal Ref**

* A reorganization of the Police Reserve Unit was made at the end of 2013. The objective for next fiscal year will be to hold the Reserve Unit members accountable for required volunteer hours for the year. This will assist the operation of the police department and free up full time officers to handle calls for service and other responsibilities. — 3
* Maintain relationships with Hawthorn Apartments and Independence Center and continue to conduct proactive sweeps at both locations. — 3
* Maintain equipment and training as mandated for the Special Response Team as part of the Kansas City Metro Disaster Tactical Response Team. — 3
* Fulfill needed manpower shortages in our Special Response Teams. — 3
* Gain replacements for needed equipment due to age and expiration. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	20.00	10.00	11.00	10.00
Police Officer	6.00	5.00	4.00	3.00
Police Sergeant	4.00	3.00	3.00	3.00
Total	32.00	20.00	20.00	18.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4535 - Tactical Operations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,770,581	1,808,933	1,813,557	1,728,628
Other Services & Charges	13,118	17,510	17,510	17,510
Supplies	30,989	25,675	25,675	25,675
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,814,688	1,852,118	1,856,742	1,771,813

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4536 - Special Enforcement | *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) SEU Unit focuses on response to traffic complaints and enforcing traffic laws. 3) AIU Unit focuses primarily on radar/laser operations, accident reconstruction, photography, and D.W.I. enforcement. In addition, the SEU and AIU Units 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.

2013-14 Accomplishments — **Goal Ref**

* The Unit's speed enforcement trailer was utilized to evaluate complaint areas prior to the assignment of officers to these areas. By doing so, it was determined that some of these areas did not require the assignment of an officer for extended periods of time but were assigned for brief periods of observation. The division has increased summons issued during this period and expect the trend to continue. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Targeted Selective Enforcement Assignments	10	8	10	9
Vehicular Accidents Reported	2,329	2,157	2,500	2,200
Traffic Summons Issued by Division	19,988	19,397	21,000	24,000
Driving While Intoxicated Arrests	396	312	450	250
Hit and Run Accidents Investigated	470	427	600	400
Alcohol Related Accidents	138	107	175	150

2014-15 Objectives — **Goal Ref**

* Continue reducing the man hours the division currently expends on citizen complaint areas by utilizing speed enforcement trailer(s). The Traffic Safety Unit is authorized to add two officers who will be assigned as Highway Safety Officers. It is anticipated that this — 3

2014-15 Objectives **Goal Ref**

will significantly increase the number of summons issued by the unit.

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	8.00	19.00	19.00	18.00
Police Officer	6.00	5.00	7.00	8.00
Police Sergeant	2.00	3.00	3.00	3.00
Parking Enforcement Off	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	19.00	30.00	32.00	32.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	2,643,692	2,845,513	2,851,159	2,918,914
Other Services & Charges	1,165	4,590	4,590	4,170
Supplies	7,564	7,250	7,250	7,670
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,652,421	2,857,353	2,862,999	2,930,754

City of Independence
Detail Program Summary

Department: 4500 - Police *2014-15 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 Tactical Operation Division, provides the D.A.R.E. 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.

2013-14 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 2013-14 school year. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
D.A.R.E. Classes	98	80	85	85
D.A.R.E. Graduates	2,494	2,114	2,400	2,400
D.A.R.E. Schools	27	28	28	28

2014-15 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. 3
* Teach the DARE programs to all students in the fifth and seventh grades in the Independence School District. 3
* The DARE Unit's budget is limited and purchasing the needed material for teaching DARE has been difficult. The department will look at acquiring other funds outside the department's budget to purchase class materials and awards for the DARE students. 3

City of Independence
Detail Program Summary

Department: 4500 - Police *2014-15 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	164,429	179,021	179,021	196,748
Other Services & Charges	0	0	0	0
Supplies	11,763	11,500	11,500	11,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	176,192	190,521	190,521	208,248

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Description

This unit is responsible for processing major crime scenes to gather evidence and other data to support criminal charges. Members of this unit 1) conduct forensic examinations to develop information relative to investigations; 2) provide drug analysis on all substances; and 3) compare all latent prints in order to identify criminal defendants. By processing crime scenes, this unit assists in the collection and identification of all evidence to be utilized in the prosecution of criminal defendants, which ultimately reduces crime within the community.

2013-14 Accomplishments	**Goal Ref**
* ASCLD-LAB Accreditation completed. The accreditation is required by state law in order to conduct forensic analysis.	3
* The garage facility at the new K9 location was acquired for a CSI vehicle processing bay.	3
* The Controlled Substance discipline of the Lab reorganized and upgraded the gas chromatograph instrumentation. A GC/FID (Gas Chromatograph/Flame Ionization Detector) that was not currently in use was made operational in order to further conduct methamphetamine quantization analysis.	3
* The RUVIS (Reflective UltraViolet Imaging System) equipment was utilized with much success in locating latent prints at several burglary scenes and on in-house processing items.	3
* One Criminalist acquired an international certification for analysis of controlled substances.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Crime Scenes Analyzed and Items Processed	950	903	1,000	1,000
Drug Items Analyzed	1,120	861	1,200	1,000
Latent Print Items Analyzed	1,863	1,051	1,900	1,000
Digital & Evidence Items	2,542	2,985	3,000	3,000

2014-15 Objectives	**Goal Ref**
* Maintain state required accreditation.	3
* Create defined scientific working areas within crime scene and laboratory spaces.	3
* Further equip the vehicle processing bay with forensic investigative equipment and supplies.	3

2014-15 Objectives **Goal Ref**

* Obtain digital enhancing software for print comparisons. 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Crime Lab Administrator	1.00	1.00	1.00	1.00
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	9.40

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	751,012	794,314	795,966	810,439
Other Services & Charges	33,089	38,510	38,260	40,055
Supplies	20,426	17,255	17,255	15,710
Capital Outlay	2,517	0	0	0
Other Expenditures	0	0	0	0
Total	807,044	850,079	851,481	866,204

Significant Issues

* Additional lab personnel is needed to achieve the next phase of required accreditation.
* Additional crime scene and lab space is needed in order to provide adequate scientific and office work areas.
* Additional funding is needed to acquire large ticket items that will advance crime scene investigative capabilities, as well as forensic analyses conducted within the laboratory disciplines.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4543 - Detention | *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.

2013-14 Accomplishments	**Goal Ref**
* Developed a permanent long-term prisoner housing plan which allows for the maximum confinement that the prisoner housing budget will accommodate.	3
* Filled existing vacancies within the Detention Unit.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Prisoners Booked and Secured	11,538	12,475	13,500	13,500

2014-15 Objectives	**Goal Ref**
* Install additional lights in the back holding area.	3
* Complete installation of Detention camera system.	3
* Continue capital improvement project of installing new toilets and sinks in all holding cells.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Detention Officer	10.00	10.00	10.00	10.00
Detention Technician	1.00	1.00	.00	.00
Lead Detention Officer	1.00	1.00	.00	.00
Detention Administrator	1.00	1.00	1.00	1.00
Detention Supervisor	.00	.00	2.00	2.00
Total	13.00	13.00	13.00	13.00

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	812,474	872,844	874,236	891,693
Other Services & Charges	564,310	646,121	646,121	647,027
Supplies	7,829	9,000	9,000	8,094
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,384,613	1,527,965	1,529,357	1,546,814

Significant Issues

* The Detention Unit has not had any significant improvements since 1999. It is in need of new flooring throughout, paint, a new booking counter, the replacement of existing cages in the lobby, and additional beds for the cells in the back to increase holding capacity.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Description

The Records Unit maintains the front desk area in the main lobby at the 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.

2013-14 Accomplishments — **Goal Ref**

* Developed an employee recognition program for the Records Unit. — 3
* Eligibility lists were implemented. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of Citizen Phone Calls	112,565	101,800	111,000	110,000

2014-15 Objectives — **Goal Ref**

* Continue to complete renovation of the Records Unit and Lobby. — 3
* Maintain eligibility lists for Desk and Records Clerks to eliminate the long hiring process. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Records Unit Clerk	9.00	9.63	9.63	9.63
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	9.00	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	23.00	22.63	22.63	22.63

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,184,935	1,278,677	1,295,856	1,299,883
Other Services & Charges	755	750	750	1,100
Supplies	8,225	9,500	9,500	9,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,193,915	1,288,927	1,306,106	1,310,483

Significant Issues

* The Records Unit is being renovated.
* Vacancies within the Records Unit continue to have an effect on overtime expenses. Records Unit work has increased tremendously due to the increase of front desk reports, tickets, and other responsibilities placed on the staff.
* Implementations of mobile traffic stop reporting and data collecting.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2014-15 Operating Budget*
Cost Center: 4545 - Communications | *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.

2013-14 Accomplishments	**Goal Ref**
* Vacant TCII position will be filled by end of this fiscal year.	3
* A total of six TCI positions have been filled.	3
* A total of two TC positions have been filled.	3
* A new hire applicant test (CritiCall) has been implemented and is in service.	3
* An eligibility list for the positions of TC and TCI will be created.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Emergency 9-1-1 Calls	219,829	253,380	225,000	265,000
Computer Aided Dispatching (C.A.D.) Calls for Service	116,046	150,201	118,000	165,000

2014-15 Objectives	**Goal Ref**
* Reduce the amount of overtime through continuous staffing efforts to fill positions left open through attrition.	3
* Identify training issues for monthly classroom training once fully staffed in order to minimize overtime.	3
* Obtain and implement APCO Expectations, a computer based DOR system for the Communication Training Officers to utilize.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Telecommunicator	7.00	6.00	6.00	6.00
Telecommunicator I	20.00	21.00	21.00	21.00
Telecommunicator II	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	2,106,830	2,034,380	2,061,841	2,274,377
Other Services & Charges	555	2,770	2,770	2,770
Supplies	4,858	8,060	8,060	8,060
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,112,243	2,045,210	2,072,671	2,285,207

City of Independence
Detail Program Summary

Department: 4500 - Police *2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	206,209	280,951	280,951	320,542
Supplies	9,072	15,000	15,000	20,000
Capital Outlay	0	0	0	0
Other Expenditures	38,272	0	0	0
Total	253,553	295,951	295,951	340,542

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	85,389	63,000	68,000	63,000
Supplies	0	0	0	0
Capital Outlay	88,101	805,000	800,000	1,236,850
Other Expenditures	0	0	0	0
Total	173,490	868,000	868,000	1,299,850

City of Independence
Detail Program Summary

Department: 4500 - Police — *2014-15 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	240,738	237,013	237,013	274,144
Supplies	157,894	227,475	227,475	231,200
Capital Outlay	762,620	746,000	746,000	746,000
Other Expenditures	0	0	0	0
Total	1,161,252	1,210,488	1,210,488	1,251,344

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2014-15 Operating Budget*

Department 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.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	14.00	13.00	13.00	7.00
Total	14.00	13.00	13.00	7.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4550 Police Dept. Grants	1,567,799	438,445	1,253,074	391,353
Total	1,567,799	438,445	1,253,074	391,353
Source of Funding				
Grants	1,567,799	438,445	1,253,074	391,353
Total	1,567,799	438,445	1,253,074	391,353

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2014-15 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *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.

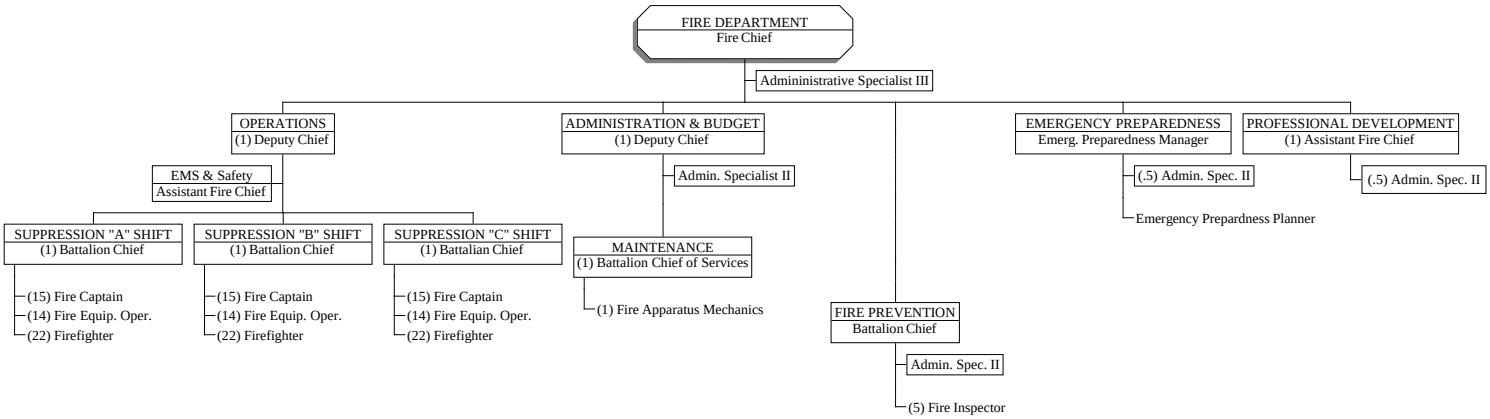
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Master Police Officer	6.00	6.00	7.00	5.00
Police Officer	5.00	4.00	3.00	1.00
Crime Analyst I	1.00	2.00	2.00	1.00
Administrative Spec II	1.00	.00	.00	.00
Electronics Fleet Technician	1.00	1.00	1.00	.00
Total	14.00	13.00	13.00	7.00

Program Costs

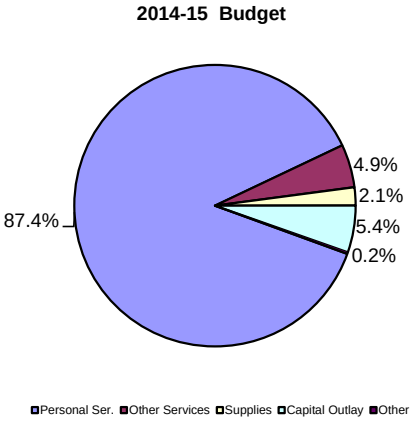
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,258,561	438,445	990,893	391,353
Other Services & Charges	143,400	0	218,855	0
Supplies	32,040	0	37,556	0
Capital Outlay	133,798	0	5,770	0
Other Expenditures	0	0	0	0
Total	1,567,799	438,445	1,253,074	391,353

City of Independence, Missouri
Fire Department



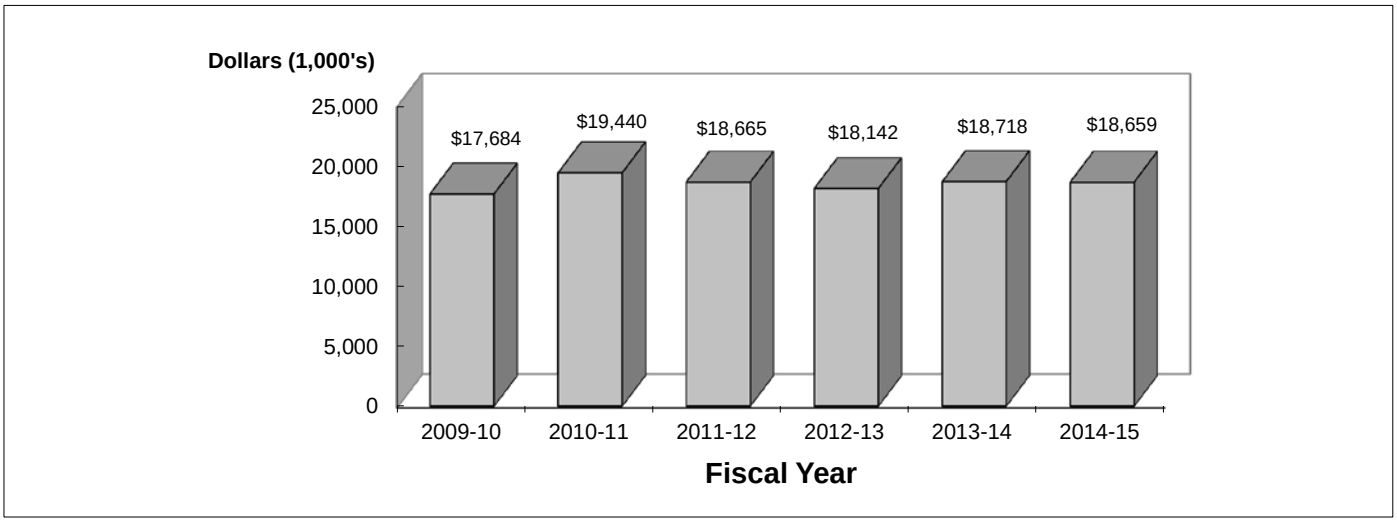
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 15,243,123	$ 15,758,617	$ 16,116,534	$ 16,308,635
Other Services	667,293	824,879	846,729	922,373
Supplies	386,569	349,608	447,243	388,783
Capital Outlay	1,164,642	1,100,000	1,050,320	1,003,625
Other	679,876	684,530	684,530	35,332
Total	$ 18,141,503	$ 18,717,634	$ 19,145,356	$ 18,658,748



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	175.00
Amount by Fund:						
General Fund	$ 15,523,446	$ 16,620,726	$ 16,237,861	$ 15,911,151	$ 16,440,900	$ 16,966,162
Grants	108,966	908,631	326,997	331,843	325,971	352,061
Public Safety Sales Tax	2,051,173	1,910,872	2,099,702	1,898,509	1,950,763	1,340,525
Total All Funds	$ 17,683,585	$ 19,440,229	$ 18,664,560	$ 18,141,503	$ 18,717,634	$ 18,658,748
Comparative Ratios:						
Per Capita	$ 154.95	$ 160.38	$ 159.76	$ 155.28	$ 159.69	$ 159.11
Per Household	$ 359.47	$ 359.41	$ 382.93	$ 384.07	$ 379.03	$ 345.65



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2014-15 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 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	173.25	173.00	173.00	175.00
Part Time Positions	.75	1.00	1.00	.00
Total	174.00	174.00	174.00	175.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	382,833	413,148	417,971	636,412
4621 Fire Operations	14,362,734	14,596,115	14,604,603	14,903,021
4622 Emergency Medical Services	193,300	214,569	216,723	221,811
4631 Fire Prevention	500,810	574,144	576,846	573,040
4641 Maintenance	324,006	380,872	382,886	327,945
4650 Fire Dept. Grants	331,843	325,971	729,148	352,061
4651 Professional Development	141,291	168,841	171,691	175,776
4661 Emergency Preparedness	6,177	93,211	94,725	128,157
4671 Fire Sales Tax Program	1,898,509	1,950,763	1,950,763	1,340,525
Total	18,141,503	18,717,634	19,145,356	18,658,748

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2014-15 Operating Budget*

Source of Funding				
General Fund	15,911,151	16,440,900	16,465,445	16,966,162
Grants	331,843	325,971	729,148	352,061
Fire Public Safety Sales Tax	1,898,509	1,950,763	1,950,763	1,340,525
Total	18,141,503	18,717,634	19,145,356	18,658,748

Key Budget Changes

* The Fire Department will continue to focus on the four priority areas identified in Fiscal Year 2013-14: 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.
* To better reflect the Fire Department's focus on professional development, the Fire Department's "Training Division" (cost center 4651) was renamed "Professional Development Division".
* It is anticipated that the reports from the Citizens' Committee reviewing Public Safety and a consultant's report on deployment/standard of coverage will provide additional guidance for future budget and service goals.

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2014-15 Operating Budget*
Cost Center: 4611 - Fire Administration | *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.

2013-14 Accomplishments — **Goal Ref**

* The integration of mobile data terminals was started with the purchase of twenty five tablets. Six were purchased using grant funds. Dispatch information and push button enroute technology is improving accuracy of information transfer. Fire code compliance and pre-incident plan access will begin to be implemented at the end of this fiscal year. — 2
* Data correlated and mapped from analytic software was used to identify: three major causes of fires and develop public education programs; an area where emergency response times could be improved and; sections of the City with response delays that future planning can alleviate. — 2
* Provided information and support to the Public Safety Oversight Committee for the Fire Safety Tax on a quarterly basis to allow for review and evaluation of the Fire Department's compliance with the stated goals to voters. — 3

2014-15 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. — 1
* 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	304,345	311,425	316,248	451,909
Other Services & Charges	65,691	80,529	81,029	167,745
Supplies	12,797	21,194	20,694	16,758
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	382,833	413,148	417,971	636,412

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4621 - Fire Operations — *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.

2013-14 Accomplishments	**Goal Ref**
* Completed 42 pre-incident target hazard plans formulated by Operations personnel for entry into Mobile Data Terminals (MDTs).	2
* Continued professional development opportunities with three captains completing a three-month training program to function as shift commanders (command and control multi-unit responses, shift supervision and administrative duties).	3
* Participated in a Kansas City Metro area project with members of the Hazardous Materials response team performing inventory of all Independence hazardous materials equipment purchased through regional funding sources (3,180 items were counted, serial numbers cross-referenced and expiration dates reviewed).	3
* Improved response time of Fire Department resources to fire and emergency medical incidents, based on all metrics recorded. Quicker response times equate to potentially better outcomes for citizens.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Total Alarms	16,906	17,122	17,356	17,635
Residential Fires	128	140	156	144
Commercial Fires	32	25	23	26
Vehicle Fires	81	72	82	75
Grass/Trash	131	230	193	236
Open Burning	133	206	179	216
Bomb Threat	5	6	6	6
Hazardous Materials	413	362	385	372
Alarm Systems	873	833	907	858
Medical Alarms	9,508	10,436	10,815	10,749
Service Calls, Odors, Carbon Monoxide, Other Service	5,602	4,812	4,609	4,956

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

2014-15 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. — 1
* Collect data on a quarterly basis and provide corrective actions to ensure turnout time (from time of dispatch until firefighters are en-route) meets national recommendations for fire and EMS response 90% of the time (fire 80 seconds and EMS 60 seconds). — 4
* Coordinate with 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). — 3
* Coordinate with the Labor-Management Safety Committee on reviewing and updating of seven Standard Operating Procedures (SOPs) that reflect recent research findings on changes to fire attack tactics. — 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Fire Captain	45.00	45.00	42.00	42.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	65.00	65.00
Assistant Fire Chief	3.00	3.00	1.00	.00
Battalion Chief	.00	.00	2.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	153.00	153.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	13,872,780	14,036,163	14,044,651	14,402,948
Other Services & Charges	240,654	272,446	272,446	314,366
Supplies	156,066	158,939	158,939	150,375
Capital Outlay	0	0	0	0
Other Expenditures	93,234	128,567	128,567	35,332
Total	14,362,734	14,596,115	14,604,603	14,903,021

City of Independence
Detail Program Summary

Department: 4600 - Fire *2014-15 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *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.

2013-14 Accomplishments	**Goal Ref**
* Completed 65 referrals to the Citizen Assist Program (CAP). CAP provides individual assessment and referrals from a registered nurse based on a citizen's specific needs.	1
* Completed 6,800 hours of emergency medical training by Fire Department staff to ensure competency and enhance emergency medical technician and paramedic level knowledge and skills.	4
* Implemented a "Hands-Only" Cardio Pulmonary Resuscitation (CPR) awareness program providing lifesaving information to nearly 1,000 citizens (as of February 10, 2014) that will allow them to initiate CPR on a cardiac arrest prior to arrival of emergency medical services personnel.	2
* Added two emergency medical instructors, seven Cardio Pulmonary Resuscitation (CPR) instructors and four Advanced Cardiac Life Support (ACLS) instructors which eliminates the need to hire outside resources for training.	3
* Identified and implemented changes in the incident reporting system to correct identified discrepancies in reporting emergency medical response data.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Total Emergency Medical Services (EMS) Calls	9,498	9,360	10,200	10,330
Total Basic Life Support (BLS) Calls	4,027	3,945	5,500	4,000
Total Advanced Life Support (ALS) Calls	954	1,211	1,200	2,300

Clinical Saves	28	31	30	35
Emergency Medical Technician (EMT) Training Hours	5,720	5,613	6,500	7,045
Medic Training Hours	4,828	*5,725	6,000	7,650
Avg Training Hours per Person	70	76	83	97

*Hours decreased as fewer personnel attending paramedic school

2014-15 Objectives **Goal Ref**

* Should the Fire Department be awarded an Assistance to Firefighters Grant (AFG), oversee the replacement of 10 and purchase of six additional Electro Cardio Gram (ECG) monitors to include the development of bid specifications, purchase of monitors and in-service training of personnel to ensure competency on the replacement monitors. 2
* Should the Fire Department not receive the AFG award, 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. 2
* Oversee the bid specifications and purchase of 16 Intra-osseous needle insertion tools to meet current standard of care and Emergency Medical Services (EMS) protocols and provide training of personnel to assure competency on equipment. 2
* Provide a program that will establish EMS continuing education training accreditation for department provided training using Fire Department Missouri-Certified EMS instructors. 3
* Through focused quality assurance review, determine the need for Advanced Life Support (ALS) and Basic Life Support (BLS) training targeted to specific critical skills. 1
* Collect and analyze high probability medical response data by location and type for each fire district. Review for improving equipment placement and call reduction strategies. 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4600 - Fire *2014-15 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	119,077	130,620	132,774	135,709
Other Services & Charges	44,924	50,370	50,370	51,452
Supplies	29,299	33,579	33,579	34,650
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	193,300	214,569	216,723	221,811

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4631 - Fire Prevention — *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.

2013-14 Accomplishments — **Goal Ref**

* Coordinated establishment of data fields, compilation of data for those fields and data entry into the mobile data software program leading to the successful integration of mobile technology into incident response and record keeping. — 2
* Formulated a procedure to be implemented next school year to evaluate 50% of all formal pre-kindergarten education presentations, assessing the effectiveness of retention of life safety messages by the children. — 1
* Correlated data identifying geographic areas of the City having higher than average fire loss. Produced an educational campaign to reduce fire loss by 10% in identified areas over 24 months. — 1
* Successfully submitted 100% of incident reports to the National Fire Incident Reporting System (NFIRS) within 10 days of calendar year close. Submission of incident reports is required to be eligible for federal fire grant programs. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Commercial Inspections and Reinspections	3,278	3,849	3,770	3,964
Plan Reviews & Final Construction Inspections	523	425	352	437
Occupational License Inspections & Reinspections	858	669	808	689
Santa-Cali-Gon Inspections	559	485	500	500
Public Education Audience	23,365	26,139	24,182	26,923
Citizen Request	201	353	301	363
Zoning Projects	25	64	62	66

2014-15 Objectives — **Goal Ref**

* Implement use of Mobile Data Terminals (MDTs) for inspections conducted by Prevention Division inspectors. — 2

2014-15 Objectives	**Goal Ref**
* Collect and input data from inspections conducted by Prevention Division into New World Reporting System.	2
* Create a process for fire inspectors to pursue personal professional development through completion of continuing education credits that will also ensure minimum state and national training recommendations are being met.	3
* Review and make one recommendation quarterly to Professional Development Division of computer-based classes targeting code compliance inspection issues that can be assigned as training to Operations Division personnel conducting initial commercial code inspections.	3
* Complete evaluations to assess the retention of Fire Prevention Education in 50% of all formal pre-kindergarten education presentations. Compile and review data to identify and address areas in presentation that reflect poorer levels of retention.	1
* Develop and implement a procedure for identifying and conducting post-incident neighborhood canvass programs that will maximize smoke detector installation and education in homes located in areas adjacent to a fire.	1
* Supervise entry of information on pre-incident planning of target hazards acquired by Operations Division personnel into New World Reporting System to provide immediate access on Mobile Data Terminals (MDTs) for reference in emergency and non-emergency situations.	2
* Coordinate replacement of copier utilized by Fire Prevention and Emergency Preparedness Divisions.	3
* Identify and coordinate purchase of replacement Public Education instructional materials and tools to address areas of high risk to life safety and property conservation that has been identified through review of incident reporting data.	1

Staffing:

Position Title	**2011-12 Budget**	**2012-13 Budget**	**2013-14 Budget**	**2014-15 Budget**
Fire Inspector	5.00	5.00	5.00	5.00
Battalion Chief	.00	.00	1.00	1.00
Chief Fire Inspector	1.00	1.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	488,395	556,268	558,970	556,915
Other Services & Charges	2,412	9,624	9,624	7,735
Supplies	10,003	8,252	8,252	8,390
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	500,810	574,144	576,846	573,040

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2014-15 Operating Budget*
Cost Center: 4641 - Maintenance | *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.

2013-14 Accomplishments	**Goal Ref**
* Coordinated annual testing and certification for vehicle-mounted aerial ladders and fire pumps and all ground ladders with 100% pass rating for safety.	3
* Coordinated with Fire Department and Purchasing personnel to establish specification and purchase of one new Command vehicle that was placed in service as the on-duty shift commander's emergency response vehicle.	3
* Coordinated with Fire Department and Purchasing personnel to establish specification and purchase of one new Quint vehicle that was placed in service at Fire Station 4 (202 W. 23rd St.).	3
* Coordinated with Fire Department and Purchasing personnel to establish specification and purchase of one new Pumper vehicle that was placed in service at Fire Station 9 (1411 N. M-78 Highway).	3
* Coordinated with Fire Department and Purchasing personnel to establish specification and purchase of two new Rescue vehicles (replacement for Rescue vehicle at Fire Station 1 (950 N. Spring St.) and replacement reserve Rescue vehicle to be placed in service when frontline Rescue vehicles are out of service for maintenance).	3
* Coordinated with Fire Department and Purchasing personnel to establish specification and purchase of two re-mounted Pumper vehicles that will be placed in service when frontline Pumper vehicles are out of service for maintenance or repairs.	3
* Coordinated with Fire Department, Public Works personnel and general contractors to oversee renovation of Fire Station 2 (14510 E. 39th St.).	3
* Maintained coordination with City Garage and City Wide Fire Extinguisher Services, LLC on preventative maintenance and unscheduled repairs on all emergency response, support and staff vehicles.	3
* Coordinated with Fire Department, Purchasing and Technology Services personnel to establish specification and purchase of 25 computer tablets and mobile gateways to be used as Mobile Data Terminals (MDTs).	2

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2014-15 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Preventative maintenance completed on fire apparatus	32	65	53	60
Preventative maintenance completed on staff vehicles	22	42	30	40
Mechanic call outs	13	15	15	*0
Self-Contained Breathing Apparatus repaired	30	15	30	30
Aerial apparatus recertification completed	4	4	4	4
Pumper apparatus pump tests completed	17	17	17	17

* No Mechanic to call out

2014-15 Objectives — **Goal Ref**

* Research, evaluate and develop process for use of Mobile Data Terminals (MDTs) for collection of vehicle data information and equipment tracking. — 2
* Supervise development of specifications and purchase of one replacement Pumper vehicle. — 3
* Supervise preparation of specifications and development of a purchasing plan for replacement of mobile and portable radios for Operations Division. — 3
* Supervise preparation of specifications and purchase to replace one third of fire attack hand nozzles (replace 20 of 60 hand nozzles). — 3
* Supervise implementation and ongoing equipment inventory tracking for Fire Department utilizing new software purchased for this purpose. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2014-15 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	164,323	217,436	219,450	183,574
Other Services & Charges	119,668	123,336	123,336	106,026
Supplies	37,465	40,100	40,100	38,345
Capital Outlay	2,550	0	0	0
Other Expenditures	0	0	0	0
Total	324,006	380,872	382,886	327,945

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Firefighter	.00	.00	4.00	4.00
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.00	.00	.00	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	4.75	5.25

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	195,620	325,971	659,343	352,061
Other Services & Charges	10	0	0	0
Supplies	13,088	0	57,485	0
Capital Outlay	123,125	0	12,320	0
Other Expenditures	0	0	0	0
Total	331,843	325,971	729,148	352,061

City of Independence
Detail Program Summary

Department: 4600 - Fire *2014-15 Operating Budget*
Cost Center: 4651 - Professional Development *Fund: 02 - General Fund*

Description

The 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.

2013-14 Accomplishments	**Goal Ref**
* Focused on accuracy of documentation resulting in a 61% increase in reported training hours in the first two quarters of Fiscal Year 2013-14 over the same period in the previous fiscal year.	3
* Trained one firefighter recruit class totaling four personnel, logging 2,671 hours of recruit training as of January 1, 2014.	3
* Provided Train-the-Trainer instruction for twenty-six personnel to conduct Mobile Data Terminal (MDT) training with an additional 117 personnel completing the training.	3
* Participated in Missouri Department of Transportation Traffic Incident Management program with 124 personnel completing the program.	3
* Provided hazardous materials operational level refresher training with 120 personnel completing the training.	3
* Continued implementation of professional development program with nine additional personnel receiving State certification for Fire Instructor I or II and nine more personnel scheduled to complete certification requirements by June 30, 2014.	3
* Provided opportunities for professional development outside the department with 48 personnel attending such training as of January 1, 2014.	3
* Participated in Missouri Gas Energy Annual Fire School specializing in natural gas firefighting with 30 personnel attending.	3
* Continued the Department's professional development internship program for shift commander with three more personnel projected to complete the program by June 30, 2014.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Individual Class Topics	225	153	153	153

Computer-Based Topics	64	53	132	71
Total Combined Training Topics	289	206	285	224
Computer-Based Training Hours	1,263	1,751	1,800	1,980
Total Staff Hours	29,420	39,515	33,500	41,500
Average Hours Training per Person	178	239	203	252
% of 240 Hours Required by ISO	74%	99.6%	85%	105%

2014-15 Objectives **Goal Ref**

* Sponsor the first course (two-day course) in the three-course series, "Leadership Strategies" two times during the budget year as part of the professional development program. 3
* Sponsor "Fire Instructor I" course (pre-requisite for Officer I Certification). This is a foundational course of the professional development program. 3
* Conduct two classes addressing results of job competency needs analysis done in Fiscal Year 2013-14 targeting fire ground tactics and leadership principles. 3
* Coordinate activities funded through Fire Safety Tax necessary to enhance and maintain maximum utilization of Fire and Safety Training Center (21011 E. M-78 Highway). 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	129,743	135,308	138,158	145,238
Other Services & Charges	6,696	25,373	25,373	22,823
Supplies	4,852	8,160	8,160	7,715
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	141,291	168,841	171,691	175,776

Significant Issues

* A review of training topics based on national recommendations for tracking resulted in a reduction in the number of topics available for reporting on individual training areas in the Fire Department Professional Development service indicators from 225 to 153.
* This cost center previously titled "Training Division" has been renamed to "Professional Development" to better reflect its purpose.

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.

2013-14 Accomplishments	**Goal Ref**
* Activated Independence/Eastern Jackson County Emergency Operations Center and Emergency Management Mobile Command Center 53 times in calendar year 2013 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 26 shelter locations (commercial and Faith-Based Organizations) and continue American Red Cross shelter management training for over 1,000 volunteers to establish and manage disaster victim shelter sites throughout the Independence and Eastern Jackson County area. These organizations can shelter approximately 20,000 people displaced by any disaster or emergency as well as provide three meals per day for over 45,000 people. This has been an ongoing, multi-year initiative spanning the entire metropolitan region.	2
* Completed a total of 143 training sessions, drills and meetings during calendar year 2013 conducted by volunteers associated with Emergency Preparedness Division.	2
* Provided 16 presentations to 706 citizens through public education program (comprised of volunteer instructors, presenters and subject matter experts) during calendar year 2013. 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 36 participants from Independence, Blue Springs, and Oak Grove sponsored by the Independence CERT. To date, over 1,000 citizens from the Independence area have taken this training, many of whom	2

2013-14 Accomplishments **Goal Ref**

continue to participate in CERT meetings, advanced training sessions and exercises.

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Emergency Operations Center (EOC) Activations	-	21	18	45
Mobile Command Center Call Outs	-	15	6	25
Mitigation Projects	-	2	2	1
Total Volunteer Training Meetings/ Sessions	-	156	156	150
EOC Management Team Events	-	36	13	45
Community Emergency Response Team (CERT) Events	-	28	18	40
Disaster Animal Response Team (DART) Events	-	19	9	20
Emergency Communications (Amateur Radio) Services (ECS) Events	-	28	18	40
Public Education Program Presentations	-	10	10	16
Volunteer Coordinator Leadership Meetings	-	7	7	9

2014-15 Objectives **Goal Ref**

* Manage and provide grant program oversight for Federal Emergency Management Agency (FEMA) Emergency Management Performance Grant (EMPG) Grant (Grant Year 2014) ensuring adherence to budgeting guidelines, matching funds requirements, exercise participation requirements and documentation submission timelines throughout the Grant Year. — 3
* Update the City's Local Emergency Operations Plan (LEOP), including development and publication of the Active Shooter Annex, Unaccompanied Children in Disasters Annex and other annexes/updates as required by the State of Missouri or local situation and submit updated LEOP to State Emergency Management Agency (SEMA) for approval. — 1
* Provide all-hazards Critical Incident Planning assistance to not less than two City buildings, incorporating all City Departments housed therein. — 1
* 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. — 1

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2014-15 Operating Budget*
Cost Center: 4661 - Emergency Preparedness — *Fund: 02 - General Fund*

2014-15 Objectives	**Goal Ref**
* Participate in the activities of the Mid-America Regional Council (MARC) Metropolitan Emergency Managers Committee (MEMC) and various sub-committees (on-going).	3
* Complete Phase II of the Emergency Operations Center (EOC) construction plan including integration of technology in new work spaces of EOC upstairs and Fire Prevention Conference Room, as well as sound suppression/deadening in EOC.	2
* Conduct not less than two Community Emergency Response Team (CERT) 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.	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.00	.00	.00	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	1.25

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	39,505-	45,426	46,940	80,281
Other Services & Charges	40,459	39,901	39,901	39,926
Supplies	4,970	7,884	7,884	7,950
Capital Outlay	253	0	0	0
Other Expenditures	0	0	0	0
Total	6,177	93,211	94,725	128,157

City of Independence
Detail Program Summary

Department: 4600 - Fire *2014-15 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *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.

2013-14 Accomplishments	**Goal Ref**
* Provided funds to purchase one new/replacement Pumper vehicle.	3
* Provided funds to purchase one new/replacement Quint vehicle.	3
* Provided funds to purchase one new/replacement Command vehicle.	3
* Provided funds to purchase two new/replacement Rescue vehicles.	3
* Provided funds to purchase re-mounting of two existing Pumper vehicles on new chassis.	3
* Provided funds to renovate kitchen, living, office, bathroom, exercise and sleeping areas of Fire Station 2 (14510 E. 39th St.).	3
* Provided funds to purchase 25 computer tablets and mobile gateways that function as Mobile Data Terminals (MDTs) in emergency response and staff vehicles.	2

2014-15 Objectives	**Goal Ref**
* Provide funds to support one professional development course on fire ground tactics.	3
* Provide funds to support one professional development course on leadership principles.	3
* Provide funds to expand area secured by fencing at Fire and Safety Training Center (21011 E. M-78 Highway) to include property currently owned by the City for purposes of future development of the facility.	3
* Provide funds to install video security system at Fire and Safety Training Center.	3
* Provide funds to expand the Professional Development Division resource library to include updating and purchase of additional books, periodicals and computer-based programs. Year one of a two-year process.	3
* Provide funds to conduct a Fire and Safety Training Center Train-the-Trainer course to provide additional instructors and safety personnel to maximize use and continuation of operation of the live fire component of the facility.	3
* Provide funds to purchase one new/replacement Pumper vehicle.	3
* Provide funds to purchase replacement of mobile and portable radios in accordance with multi-year replacement plan.	3

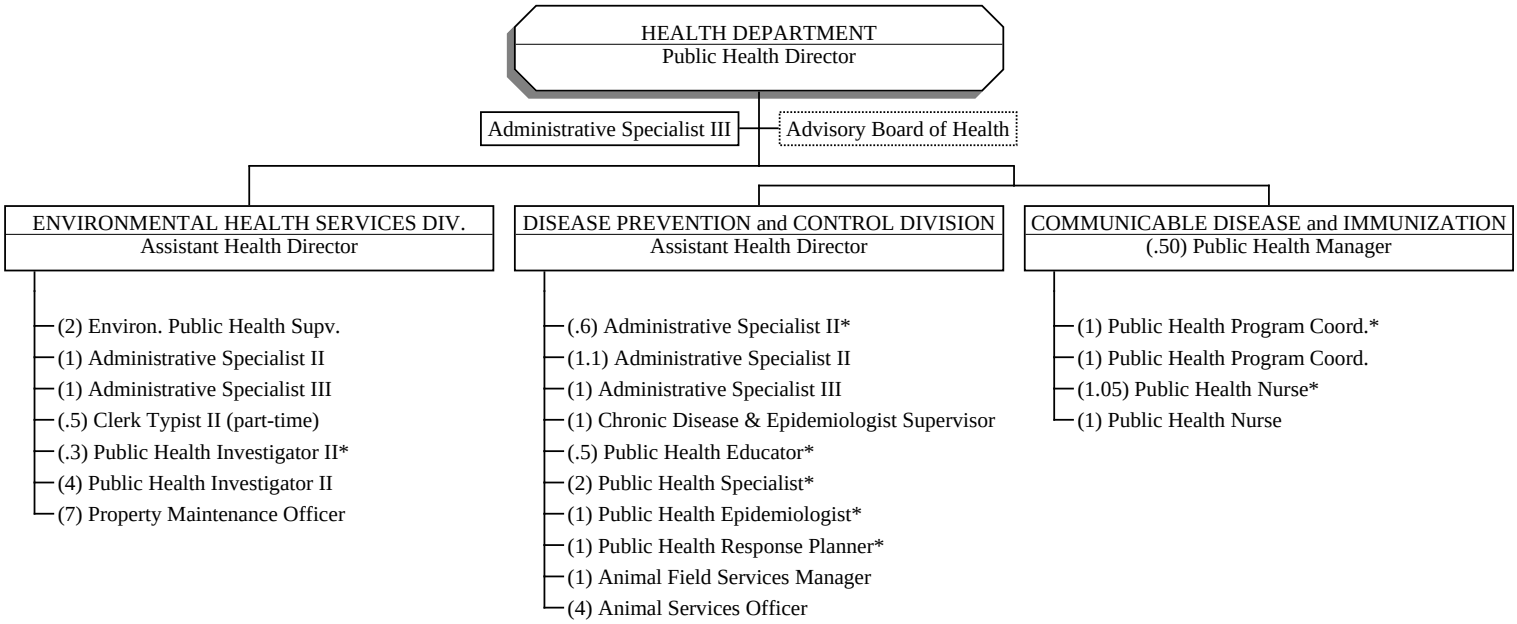
City of Independence
Detail Program Summary

Department: 4600 - Fire *2014-15 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	8,345	0	0	0
Other Services & Charges	146,779	223,300	244,650	212,300
Supplies	118,029	71,500	112,150	124,600
Capital Outlay	1,038,714	1,100,000	1,038,000	1,003,625
Other Expenditures	586,642	555,963	555,963	0
Total	1,898,509	1,950,763	1,950,763	1,340,525

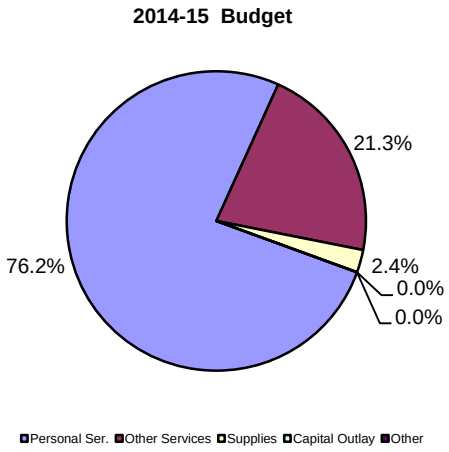
City of Independence, Missouri
Health Department



*Indicates Grant Funded Position

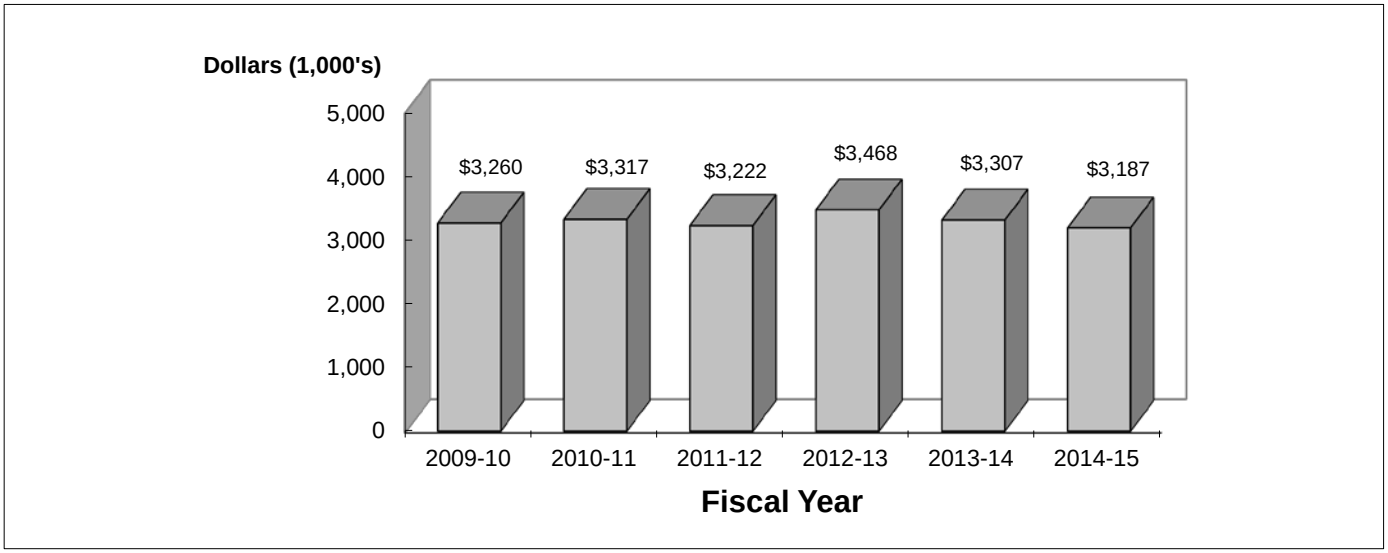
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 2,391,447	$ 2,447,184	$ 2,640,803	$ 2,429,443
Other Services	754,722	682,131	746,111	679,702
Supplies	209,039	178,065	140,460	77,726
Capital Outlay	112,515	-	84,270	-
Other	-	-	-	-
Total	$ 3,467,723	$ 3,307,380	$ 3,611,644	$ 3,186,871



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	40.60	40.95	43.81	47.85	38.39	35.42
Amount by Fund:						
General Fund	$ 2,758,315	$ 2,553,599	$ 2,519,483	$ 2,617,796	$ 2,603,548	$ 2,754,318
Grants	502,027	763,693	702,364	849,927	703,832	432,553
Total All Funds	$ 3,260,342	$ 3,317,292	$ 3,221,847	$ 3,467,723	$ 3,307,380	$ 3,186,871
Comparative Ratios:						
Per Capita	$ 28.57	$ 27.37	$ 27.58	$ 29.68	$ 28.22	$ 27.18
Per Household	$ 66.28	$ 61.33	$ 66.10	$ 73.41	$ 66.97	$ 59.04



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	34.16	38.00	32.00	31.00
Part Time Positions	9.65	9.85	6.39	4.42
Total	43.81	47.85	38.39	35.42

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	216,608	222,437	225,947	231,014
4720 Disease Prevention & Control	1,267,486	1,179,771	1,189,954	1,129,921
4730 Communicable Disease & Immun.	0	0	0	147,320
4740 Environmental Public Hlth Div	1,133,702	1,201,340	1,219,397	1,246,063
4752 Disease Prev. & Cntrl. - Grant	843,180	694,472	952,601	315,598
4753 Comm. Disease & Immum. - Grant	0	0	0	88,869
4754 Environ. Public Hlth. - Grant	6,747	9,360	23,745	28,086
Total	3,467,723	3,307,380	3,611,644	3,186,871
Source of Funding				
General Fund	2,617,796	2,603,548	2,635,298	2,754,318
Grants	849,927	703,832	976,346	432,553

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2014-15 Operating Budget*

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Source of Funding				
Total	3,467,723	3,307,380	3,611,644	3,186,871
Direct/Offsetting Revenues				
Food Handler's Permits	107,015	100,000	98,000	98,000
Animal Shelter Fees	149,242	15,000	2,000	2,000
Food Establishment Permits	147,185	142,000	142,000	142,000
Other Health Fees and Permits	70,705	51,620	54,207	51,687
Animal Shelter Services	8,021	0	15,400	15,000
Other Health Programs	7,225	7,350	7,220	7,200
Total	489,393	315,970	318,827	315,887

City of Independence
Detail Program Summary

Department: 4700 - Health — *2014-15 Operating Budget*
Cost Center: 4711 - Health Administration — *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.

2013-14 Accomplishments	**Goal Ref**
* Obtained community input for the Community Health Assessment.	3
* Represented the City's interests by serving on the Board of Directors of the National Association of County and City Health Officials (NACCHO).	3
* Maintained a highly-trained, highly-motivated, customer-oriented staff to meet the health needs of the community.	3

2014-15 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 based on use of the City's Report Card with feedback from the public.	4
* Facilitate communication and cooperation in the Public Health field at the state and national level by maintaining active membership on the Missouri Association of Local Public Health Agencies' (MoALPHA) Board of Directors, membership on the National Association of County and City Health Officials' (NACCHO) Board of Directors, as well as participating in numerous conference calls at both the state and national level.	3
* Monitor and assist the Health Department division in accomplishing their stated objectives for FY 2014/15 through weekly one-on-one meetings with the individual division managers.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Health Director	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

City of Independence
Detail Program Summary

Department: 4700 - Health — *2014-15 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	205,247	210,976	214,486	219,553
Other Services & Charges	9,272	9,274	9,274	9,274
Supplies	2,089	2,187	2,187	2,187
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	216,608	222,437	225,947	231,014

Significant Issues

* Decreased funding by granters and the Missouri Department of Health and Senior Services impact our ability to maintain the high level of services in our Disease Prevention and Control Division.
* Lack of competitive salaries with other health agencies has made it harder to keep experienced staff.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2014-15 Operating Budget*
Cost Center: 4720 - Disease Prevention & Control — *Fund: 02 - General Fund*

Description

The Disease Prevention & Control Division informs, motivates and helps individuals and groups to assume responsibility for improving the health of themselves, their families and their community; promotes voluntary adoption and maintenance of health practices and lifestyles which will lead to the highest level of individual and community health and advocates social and environmental changes as needed to facilitate these goals; provides population-based education; provides services to ensure public health and safety; investigates animal bite situations; and protects both human and animal safety by responding to stray animal reports.

2013-14 Accomplishments	Goal Ref
* Represented the Health Department on the Advisory Board of the Kansas City Regional Terrorist Early Warning (TEW) group.	3
* Formed partnerships with Spay Neuter Kansas City and Great Plains SPCA to promote spay and neuter services for low income residents.	3
* Received National Animal Control Association (NACA) Level 1 certification for two Animal Services Officers.	3
* Received National Animal Control Association (NACA) Level IV certification for Animal Field Services Manager and one Animal Services Officer.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Animal Services Calls	5,238	6,345	6,000	6,500
Animal Services Summons Issued	446	494	600	650
Reported Animal Bites	188	148	160	140
Animals Picked Up in the Field by Animal Services Officers	1,064	1,359	1,400	2,100

2014-15 Objectives	Goal Ref
* Partner with the Independence School District to host a series of three wellness health expos to provide free health resources and services to members of the community.	3
* Collaborate with other City departments and local businesses to conduct the 4th Annual Independence Park Trot 5K Walk/Run.	3
* Provide low-cost animal spay and neuter services through a voucher program.	3
* Obtain National Animal Control Association (NACA) Level I certification for one Animal Services Officer.	3

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4720 - Disease Prevention & Control *Fund: 02 - General Fund*

2014-15 Objectives **Goal Ref**

* Update and revise Chapter 3 of Independence City Code. 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Animal Services Officer	.00	.00	.00	4.00
Animal Field Services Manager	.00	.00	.00	1.00
Asst Hlth Dir, Disease Prevent	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.06
Administrative Spec III	.00	.00	.00	1.00
Total	.00	.00	.00	8.06

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	763,389	654,322	665,218	553,711
Other Services & Charges	407,241	494,976	496,750	552,146
Supplies	87,371	30,473	27,986	24,064
Capital Outlay	9,485	0	0	0
Other Expenditures	0	0	0	0
Total	1,267,486	1,179,771	1,189,954	1,129,921

Description

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

2013-14 Accomplishments **Goal Ref**

* Established the Teen Pregnancy Prevention Coalition of Independence to bring more than 20 partners together with the common goal of reducing teen pregnancies by educating teens, parents, and the community. 3
* Collaborated with the Public Health Foundation to raise awareness and educate the community, healthcare providers, and childcare providers on antibiotic overuse and misuse thus combating disease resistance. Published an article titled, "Local Antibiotic Stewardship Program: At the Nexus of Public Health and Health Care" describing progress on the goals established for this program. 3
* Conducted bi-annual onsite immunization audits at 54 childcare centers and home daycares licensed in Independence. Records were reviewed on more than 4,750 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, Graceland University, and Research College of Nursing and supported experiences, including internships, for more than ten nursing and public health students. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Communicable Disease Investigations	229	223	250	250
Immunization Record Reviews	4,726	4,763	5,000	4,800

2014-15 Objectives **Goal Ref**

* Partner with area universities to support and expand current activities, while promoting public health careers. 3
* Participate in at least five community health fairs/events or educational opportunities related to teen pregnancy prevention in order to educate our teens, parents, and community, as well as Teen Pregnancy Prevention Coalition members. 3
* Provide antibiotic resistance education and patient materials to at least five physicians' offices and present on antibiotic resistance and our interventions to at least two community groups. 3

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4730 - Communicable Disease & Immun. *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Health Nurse	.00	.00	.00	1.00
Com Dis & Epidemiology Supv	.00	.00	.00	1.00
Public Hlth Prgm Coordinator	.00	.00	.00	1.00
Total	.00	.00	.00	3.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	0	0	140,953
Other Services & Charges	0	0	0	3,527
Supplies	0	0	0	2,840
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	147,320

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 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 staff works in partnership with the citizens and businesses of Independence to promote and maintain a safe, healthy and desirable living and working environment.

2013-14 Accomplishments	**Goal Ref**
* Conducted the Neighborhood Code Compliance Program (NCCP) in four areas using a team approach for inspections utilizing all environmental public health staff.	3
* Collaborated with Technology Services to expand the online food handler training interface. In 2013, over 27% (1,657) of all food handler cards issued were renewed online.	2
* Scanned over 15,153 records which originated from FY2011-2014, allowing for the hard-copy of records to be destroyed while meeting retention requirements with the electronic copy.	2
* Collaborated with Technology Services to create and implement a new app which replaced the property maintenance officers' digital cameras for documenting inspections. Pictures taken using the app are automatically uploaded to the City's server from the field, thus reducing staff time required to process photos, paper usage, freeing space on computer hard drives, and streamlining the inspection process.	2
* Created a "Just-In-Time" food safety video with the MARC Environmental Health Work Group for mass training volunteers who will be distributing/handling food in an emergency situation. The video was filmed at the Ennovation Center.	3
* Assisted in the development of the Food Handler Reciprocity Agreement, which allows for the acceptance of food handler training cards without a transfer fee between six local public health agencies, including Independence, Cass County, Clay County, Platte County, Jackson County and Kansas City, Missouri.	4
* Investigated 100% of all permitted facility complaints within two business days of receipt and 100% of property maintenance complaints within two weeks.	3
* Staff provided training to students in Independence high schools on safe food handling techniques.	4

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Reactive Cases (complaint generated)	5,694	5,136	5,200	5,200
Proactive Cases	2,733	1,144	1,235	1,235
Initial Inspections	8,369	5,740	6,265	6,000
Recheck Inspections	8,447	5,907	6,245	6,120
Properties Deemed Unsafe to Occupy	143	165	140	140
Tickets Issued	948	735	1,500	750
Neighborhood Code Compliance Program	8	2	2	4
Day Care Facilities Inspections	115	120	109	112
Food Service Inspection	1,082	1,394	1,559	1,580
Lodging Inspections	44	33	47	48
Commercial Swimming Pool Inspections	70	84	75	78
Tattoo/Body Piercing Parlor Inspections	9	8	8	8
Soft-serve Inspections/Sample	71	78	74	63
Follow-up Inspections	235	264	200	200
Inspections initiated by Complaints	151	179	180	180
Food Handlers Trained	6,582	6,512	5,737	5,667
Food Managers Trained	709	570	505	583

2014-15 Objectives	Goal Ref
* Successfully utilize Division staff to conduct the NCCP in four neighborhoods with areas between 300-350 addresses in size.	3
* Conduct initial property maintenance complaint inspections within ten business days of receipt.	3
* Inspect all permitted food 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 food handler training program, inspection process and permitting process.	2
* Respond to all foodborne illness complaints within 24 hours and all other complaints regarding permitted facilities within 48 hours.	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

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4740 - Environmental Public Hlth Div *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Environ Public Health Supv	1.00	2.00	2.00	2.00
Clerk Typist II	.50	.50	.50	.50
Code Compliance Manager	1.00	.00	.00	.00
Environmental Health Mgr	.00	1.00	.00	.00
Assist Hlth Dir, Environmental	.00	.00	1.00	1.00
Public Health Inv II	.00	4.00	3.70	3.00
Administrative Spec II	.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	7.00	7.00	7.00	7.00
Total	10.50	16.50	16.20	15.50

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,015,373	1,091,257	1,109,314	1,135,447
Other Services & Charges	92,269	84,910	84,910	87,424
Supplies	25,954	25,173	25,173	23,192
Capital Outlay	106	0	0	0
Other Expenditures	0	0	0	0
Total	1,133,702	1,201,340	1,219,397	1,246,063

Significant Issues

* An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Seven vehicles are more than 10 years old and are expected to need repairs that will exceed their value.
* Staff reductions have required that proactive programs be reduced in scope, including the reduction of the Neighborhood Code Compliance Program from eight areas to four.
* Staffing levels for the number of property maintenance officers are below national and regional levels for jurisdictions with similar workloads, and staffing levels for public health investigators are below recommended Food and Drug Administration guidelines. Additionally, administrative/clerical staffing is inadequate for the workload.

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, maternal and child health improvement, and communicable disease surveillance.

2013-14 Accomplishments	**Goal Ref**
* Launched the White Oak Community Garden in February 2014. Twenty-five garden plots were available to the public to lease in order to increase access to healthy food in the community.	1
* Recruited seven local businesses/organizations to serve as closed point-of-dispensing sites during an emergency. With assistance from the Health Department, these sites will provide medical countermeasures to staff and family members of staff during a public health emergency.	3
* Purchased four new pieces of exercise equipment for the Fairmount Community Center to increase opportunities for physical activity among community members in northwest Independence.	3
* Purchased and installed six benches in northwest Independence to improve streetscaping and provide opportunities for physical activity in this area.	1
* Hosted 12 Association of Pedestrian and Bicycle Professionals webinars to educate the Public Works, Health and Community Development Departments along with other community organizations on cycling and pedestrian opportunities in Independence.	3
* Coordinated the installation of three water bottle refilling stations in the Health and Truman Memorial Buildings to increase access to a healthy drinking source among City employees and members of the community.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Nutrition, Physical Activity and Tobacco Cessation Outreach (peopl	78,809	110,500	100,495	65,000
Community Garden Meetings and Classes (participants)	390	317	400	400

2014-15 Objectives	**Goal Ref**
* Conduct three emergency response drills to exercise public health emergency response capabilities.	3

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4752 - Disease Prev. & Cntrl. - Grant *Fund: 15 - Grants*

2014-15 Objectives	**Goal Ref**
* Conduct inventory and asset tracking of Health Department equipment and supplies in order to quickly locate and identify resources available to assist during a public health emergency or event.	3
* Recruit two additional groups/organizations to adopt a community garden to improve access to healthy and affordable food.	1
* Recruit an additional convenience store to participate in the Healthy Corner Store Initiative and continue to work with surrounding neighborhood networks and community groups to support the availability of healthy eating options among convenience store locations in Independence.	3
* Educate local multi-unit housing complex owners and managers on the dangers of secondhand smoke.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Health Educator PT	.00	.00	.00	.50
Public Hlth Epidemiologist	.00	.00	.00	1.00
Public Hlth Response Planner	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	.56
Public Hlth Prgm Coordinator	.00	.00	.00	.00
Public Health Specialist	.00	.00	.00	2.00
Total	.00	.00	.00	5.06

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
	407,438	490,629	651,785	280,542
Other Services & Charges	242,994	92,971	152,687	23,411
Supplies	89,824	110,872	71,917	11,645
Capital Outlay	102,924	0	76,212	0
Other Expenditures	0	0	0	0
Total	843,180	694,472	952,601	315,598

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4753 - Comm. Disease & Immum. - 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.

2013-14 Accomplishments **Goal Ref**

* Expanded the Open Airways asthma education program for 3rd through 5th graders in all 18 Independence elementary schools, as well as education for the school nurses, coaches, before- and after-school childcare providers and bus drivers. 3
* Provided more than 440 doses of influenza vaccine to City employees. 3
* Expanded the "Start Right" childcare recognition program to promote the health and safety of children enrolled in childcare settings in areas of emergency preparedness, indoor and outdoor safety, safe sleep, communicable disease, physical activity, nutrition, and general facility safety. A component of this program was the development of appropriate back-to-school policies following illness. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Flu Shots Given	422	0	0	1,000
Asthma Education (students and adults)	148	75	150	202

2014-15 Objectives **Goal Ref**

* Implement a vaccine program focusing on adolescents and adults in order to expand vaccine coverage and reduce infectious diseases. 3
* Ensure proper workforce education for nursing staff to include vaccine administration techniques, communicable disease, disease prevention, and other related training. 3
* Educate at least 200 students on the Open Airways asthma education program for 3rd through 5th graders. 3
* Expand Childcare Health Consultation classes to parents and families, therefore increasing overall enrollment and education. 3

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 Operating Budget*
Cost Center: 4753 - Comm. Disease & Immum. - Grant *Fund: 15 - Grants*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Health Nurse	.00	.00	.00	1.00
Public Health Manager	.00	.00	.00	.50
Total	.00	.00	.00	1.50

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	0	0	81,671
Other Services & Charges	0	0	0	3,920
Supplies	0	0	0	3,278
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	88,869

City of Independence
Detail Program Summary

Department: 4700 - Health *2014-15 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	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
State Licensed Daycare Inspections	52	67	55	65
State Summer Food Service Program Inspections	18	15	31	20

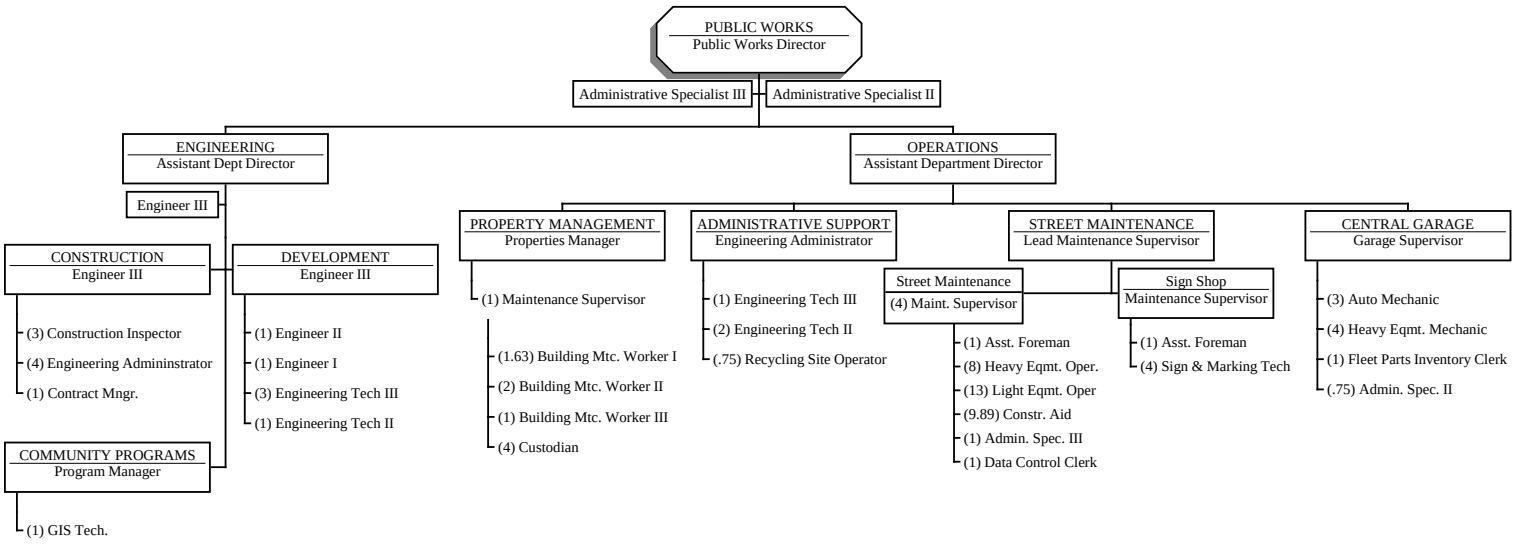
Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Health Inv II	.00	.00	.00	.30
Total	.00	.00	.00	.30

Program Costs

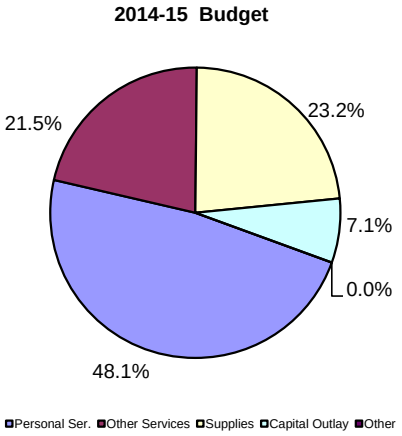
Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	0	0	17,566
Other Services & Charges	2,946	0	2,490	0
Supplies	3,801	9,360	13,197	10,520
Capital Outlay	0	0	8,058	0
Other Expenditures	0	0	0	0
Total	6,747	9,360	23,745	28,086

City of Independence, Missouri
Public Works



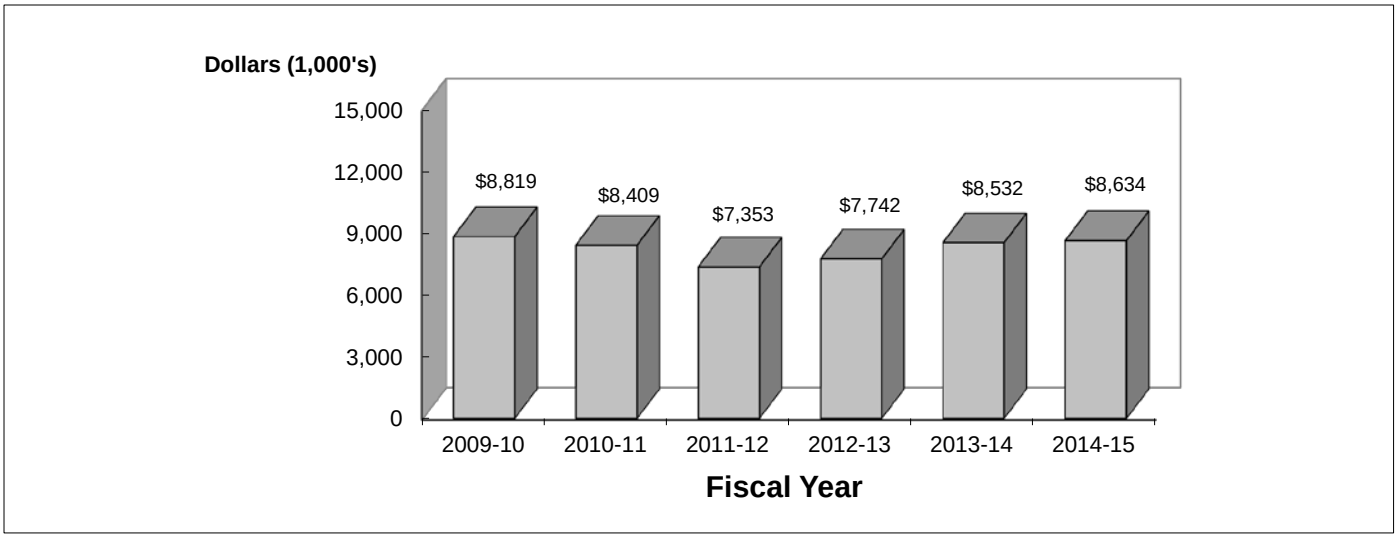
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 4,100,878	$ 4,051,011	$ 4,106,161	$ 4,150,723
Other Services	1,449,008	1,805,828	1,800,564	1,859,764
Supplies	2,012,022	1,998,242	2,003,506	2,007,244
Capital Outlay	179,848	676,536	676,536	616,596
Other	-	-	-	-
Total	$ 7,741,756	$ 8,531,617	$ 8,586,767	$ 8,634,327



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	92.75	93.75	90.65	93.65	94.02	94.02
Amount by Fund:						
General Fund	$ 6,654,072	$ 6,180,748	$ 5,126,539	$ 5,398,741	$ 5,831,146	$ 5,870,029
Central Garage Fund	2,090,429	2,153,712	2,151,050	2,096,696	2,307,725	2,394,478
Street Improv. Sales	-	-	-	192,166	300,428	278,972
Sewer Fund	74,193	75,008	75,518	54,153	92,318	90,848
Total All Funds	$ 8,818,694	$ 8,409,468	$ 7,353,107	$ 7,741,756	$ 8,531,617	$ 8,634,327
Comparative Ratios:						
Per Capita	$ 77.27	$ 69.38	$ 62.94	$ 66.27	$ 72.79	$ 73.63
Per Household	$ 179.27	$ 155.47	$ 150.86	$ 163.90	$ 172.76	$ 159.95



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	86.75	89.00	90.75	89.00
Part Time Positions	3.90	4.65	3.27	5.02
Total	90.65	93.65	94.02	94.02

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
5001 Public Works Administration	351,766	335,483	339,188	348,120
5011 Public Works Engineering	489,196	446,006	459,830	463,836
5013 Public Works - Admin. Support	277,032	253,359	258,554	258,802
5015 Property Management	645,242	681,742	685,513	668,825
5030 Public Works Engineering-Sewer	54,153	92,318	93,787	90,848
5111 Street Maintenance	3,635,505	4,114,556	4,141,742	4,130,446
5112 Street Maint.-Sales Tax Funds	192,166	300,428	300,428	278,972
5121 Central Garage	2,096,696	2,307,725	2,307,725	2,394,478
Total	7,741,756	8,531,617	8,586,767	8,634,327

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2014-15 Operating Budget*

Source of Funding				
General Fund	5,398,741	5,831,146	5,884,827	5,870,029
Sanitary Sewer Fund	54,153	92,318	93,787	90,848
Street Improv. Sales Tax Fund	192,166	300,428	300,428	278,972
Central Garage Fund	2,096,696	2,307,725	2,307,725	2,394,478
Total	7,741,756	8,531,617	8,586,767	8,634,327

Direct/Offsetting Revenues				
Construction Permits - Public Works	121,094	205,000	190,000	210,000
Total	121,094	205,000	190,000	210,000

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5001 - Public Works Administration *Fund: 02 - General Fund*

Description

This program provides Public Works services through the supervision and administration of the Public Works Department. This includes support and response to the City Manager and City Council in all areas of Public Works. These areas include real estate, design, construction, inspection, street maintenance, rights-of-way, traffic, fleet maintenance and facility maintenance.

2013-14 Accomplishments	**Goal Ref**
* Completed the construction of the Little Blue Parkway project from 39th Street to 24 Highway.	1
* Completed construction of the 35th Street improvements from Crysler to Noland Road.	1
* Completed construction of the new Bly Road bridge over Bundschu Creek.	1
* Implemented complete street improvements on Crysler Avenue and on 35th Street.	1
* Worked with MoDOT on improving 23rd Street.	1
* Improved the Roadside Maintenance Program by mapping locations that are mowed by the City.	1
* Started the use of Cityworks computer software that will be an asset management and work order tracking system for operations.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of employee accidents	10	6	7	7
Project schedules met (%)	90	90	95	95

2014-15 Objectives	**Goal Ref**
* Manage the easement acquisition and construction contract management for Stormwater Sales Tax-funded projects and the Sanitary Sewer Collection System projects.	1
* Manage the Street Sales Tax Program and the funded projects.	1
* Implement the mapping system capabilities for the Cityworks computer software system. Improve the work order and reporting systems used by the Central Garage.	1
* Represent the City and Public Works Department with other agencies such as MoDOT, Jackson County and the Mid-America Regional Council.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5001 - Public Works Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Public Works Director	1.00	1.00	1.00	1.00
Clerk Typist II	.00	.00	1.00	.00
Administrative Spec II	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	3.00	3.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	255,655	292,127	296,806	296,960
Other Services & Charges	46,232	32,622	31,660	30,699
Supplies	49,879	10,734	10,722	20,461
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	351,766	335,483	339,188	348,120

Significant Issues

* Managing staffing changes, training and technology needs.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Description

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

2013-14 Accomplishments	**Goal Ref**
* Completed the Little Blue Parkway project from 39th Street to 24 Highway.	1
* Completed the Street Sales Tax-funded projects for street overlay, alley overlay and concrete intersection improvements.	1
* Completed the construction management for the Sanitary Sewer Collection System Program projects 1,2,3 and 7. Worked on the engineering and easement acquisitions for the other program projects.	1
* Managed the construction contracts for the 35th Street Improvements project, the Bly Road Bridge project and the 39th Street Bridge project.	1
* Managed the engineering services contract for the 24 Highway Sidewalks project, Blue Mills and 24 Highway Intersection project, the Truman Road Streetscape Phase 2 project and the Schools to Sidewalks project.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
New Street Sales Tax Program Completion (%)	25.0	34.0	43.0	55.0
In-House Design Project Completion % of Total Project Value Complete	50.0	5.0	10.0	10.0

2014-15 Objectives	**Goal Ref**
* Complete the construction management for the remaining Sanitary Sewer Collection projects and Stormwater Sales Tax-funded projects.	1
* Manage the engineering services and construction contracts for the yearly Street Sales Tax-funded projects on street overlay, concrete intersections, alley overlay and sidewalks.	1
* Work with MoDOT, the Police Department, Mid-America Regional Council and citizens on traffic safety issues and improvements.	1
* Review plans and inspect construction for public improvements being built as part of private developments.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	4.00	4.00	5.00
Engineer III	3.00	3.00	3.00	3.00
Contract Manager	1.00	1.00	1.00	.00
Construction Inspector	3.00	3.00	3.00	3.00
Engineering Tech II	1.00	1.00	1.00	1.00
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	19.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	388,651	309,463	322,969	333,641
Other Services & Charges	49,647	108,636	109,117	104,815
Supplies	32,817	27,907	27,744	25,380
Capital Outlay	18,081	0	0	0
Other Expenditures	0	0	0	0
Total	489,196	446,006	459,830	463,836

Significant Issues

* Managing staffing turnover, reduced staffing levels and shifting work assignments.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division is responsible for land acquisition for public improvements, enforcement of Public Works rights-of-way and code provisions, tracking legislative issues, tracking project reimbursements on construction projects, recycling center operations and coordinating solid waste and recycling initiatives for the Department.

2013-14 Accomplishments **Goal Ref**

* Successfully completed acquisition on over 150 parcels representing 16 separate capital projects. 1
* Continued promotion of recycling and reuse activities through the regional Solid Waste District and Citizen Action Committee. 1
* Recycling: Our partnership with Midwest Recycling Centers helped collect more than 1,000 tons of recyclable materials at the recycling sites, including more than 120 tons of electronics. 1
* Oversaw work in the streets and right-of-way on nearly 250 permits, and more than 1,000 inspections. 1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Acquisition Within Schedule (%)	99.0	99.0	95.0	95.0
Quarterly Haulers Report on Recycling and Solid Waste	4	4	4	4
Monthly Project Reimbursements Within Schedule (%)	100	100	95	95

2014-15 Objectives **Goal Ref**

* Continue acquisition for all public improvement projects while working to streamline and standardize the process for outside vendors and consultants. 1
* Continue coordinating projects reimbursements for TIF and federal reimbursement projects within a four-week timeframe once reports are generated. 1
* Work toward increased cooperation between the City and area waste haulers in regard to the 80% diversion rate by 2023 to increase recycling and diversion through continued education and promotion. 1
* Conversion from Cartegraph to Cityworks for records and reporting purposes. 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Public Works Administrator	.00	.00	.00	.00
Engineering Administrator	.00	.00	.00	1.00
Clerk Typist II	1.00	1.00	.00	.00
Engineering Tech II	2.00	2.00	2.00	2.00
Engineering Tech III	2.00	2.00	2.00	1.00
Recycling Site Operator	.75	.75	.75	.75
Total	6.75	6.75	5.75	5.75

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	276,467	252,154	257,174	257,572
Other Services & Charges	357	1,205	1,346	1,205
Supplies	208	0	34	25
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	277,032	253,359	258,554	258,802

Significant Issues

* Managing changes in resources, reduced number of employees and shifting work assignments.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5015 - Property Management *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.

2013-14 Accomplishments	**Goal Ref**
* Managed design contract for Police Department remodel project.	3
* Managed City Hall remodel project.	3
* Updated floor plans for various City buildings.	2
* Implemented Cityworks for service request and work order management.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Response to Work Orders Within Planned Timeframe (%)	70.0	70.0	70.0	70.0
Construction Projects Managed	3	2	4	2

2014-15 Objectives	**Goal Ref**
* Continue installing new card reader security system as funds are available.	2
* Continue the implementation of the Cityworks software program with maintenance information for City buildings.	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	2.00	2.00	2.00	2.00
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 *2014-15 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Custodian	4.00	4.00	4.00	4.00
Building Maintenance Wk I	1.26	1.26	1.63	1.63
Total	10.26	10.26	10.63	10.63

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	272,063	313,889	317,179	300,084
Other Services & Charges	297,338	286,472	286,508	286,713
Supplies	75,841	81,381	81,826	82,028
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	645,242	681,742	685,513	668,825

Significant Issues

* Managing changes in resources, reduced number of employees and shifting work requirements.
* Due to staff vacancies, the majority of HVAC maintenance and repair, plumbing, electrical and carpentry jobs are being performed by contractors.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 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 the Public Works Engineering cost center (5011) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	54,153	92,318	93,787	90,848
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	54,153	92,318	93,787	90,848

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, replacement of damaged or undersized crossroad culverts, 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, placement of driveway pipes, 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 Driver's Licenses (CDL).

2013-14 Accomplishments	**Goal Ref**
* Street Sweeping: 2,859 curb miles and 171 intersections were swept, with 1,419 cubic yards of debris picked up.	1
* Drop-Off Depot: Nine successful Drop-Off Depot events were held with 6,041 vehicles served.	1
* Community Service Workers: The community service workers provided 2,244 hours of work throughout the year.	1
* Snow Removal: Provided snow removal response for 6 events.	1
* Traffic Signs: Assembled 1,719 traffic signs, installed 216 new traffic signs and posts, serviced 1,356 signs from federal upgrade program, serviced 1,737 signs from citizen notifications, and assembled and installed 218 non-traffic signs.	1
* Traffic Painting: Painted 79 miles of center and edge lines and 255 crosswalks; repainted 385 stop bars, 221 transverse markers and 157 directional arrows.	
* Traffic Barricades: 117 events - placed and recovered 2,497 barricades and 685 cones for special events.	1
* Potholes: Responded to 58 pothole hotline tickets and 733 patch tickets, resulting in 7,718 holes being patched. Also made 11 large street repairs.	1
* Roadside Mowing: Approximately 44 curb miles are mowed and maintained every 10 days; 5 City facility grounds and City-owned islands and medians are mowed and maintained weekly. Additionally, 77 City-owned lots and green spaces are mowed every 10 days.	1
* Dangerous Trees: Removed 19 dangerous trees.	1
* Sight Obstructions: Removed 11 sight obstructions.	1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Street Condition (PCI Average)	80	80	75	80
Right-of-Way Maintenance (Service Requests)	100	100	100	100
Sweeping and Median Cleaning (Service Requests)	69	60	10	80
Drainage (Service Requests)	16	10	8	6
Snow Removal (Service Requests)	96	125	115	125
Street Signs Maintained (Percentage)	10.0	10.0	10.0	10.0

2014-15 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.	1
* Sweeping: The goal is to provide two shifts for sweeping; sweeping programs are divided into four districts which accounts for 566 miles of streets. Each district will be swept at least once per year, 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.	1
* Snow Removal: Provide a safe, effective Snow and Ice Control Program for City streets which will enable public use during inclement weather conditions. Snow route maps and priorities will be reviewed.	1
* 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.	1
* 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.	1
* 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.	1
* Roadside Mowing: Mowing street medians, islands and City-owned properties in a timely manner in order to maintain areas.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	2,159,680	2,008,752	2,035,938	1,996,549
Other Services & Charges	833,828	974,273	974,273	1,005,330
Supplies	617,170	655,995	655,995	663,031
Capital Outlay	24,827	475,536	475,536	465,536
Other Expenditures	0	0	0	0
Total	3,635,505	4,114,556	4,141,742	4,130,446

Significant Issues

* Replace aging equipment and finish new salt storage building.
* Managing changes in resources, reduced number of employees and shifting work assignments.
* Compliance with upcoming Federal Highway Administration requirements for roadway signs.
* Hiring and training for staff turnover.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2014-15 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	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Construction Aide	.00	3.00	3.00	3.00
Total	.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	55,148	99,428	99,428	158,972
Other Services & Charges	78	0	0	0
Supplies	0	0	0	0
Capital Outlay	136,940	201,000	201,000	120,000
Other Expenditures	0	0	0	0
Total	192,166	300,428	300,428	278,972

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2014-15 Operating Budget*
Cost Center: 5121 - Central Garage | *Fund: 90 - Central Garage Fund*

Description

Central Garage is responsible for maintaining the City's fleet comprised of 733 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 prevention, health, social services, 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 which includes 1,894 types of various parts. It also maintains two fuel sites within the City.

2013-14 Accomplishments	**Goal Ref**
* Aided in the purchase and set up of Fire truck and snow plows.	3
* Preventative maintenance on Police and Fire vehicles, light trucks and cars included 535 lube and oil changes, servicing of 133 transmission, 180 brake jobs, 204 tire replacements and 379 shuttles.	3
* Kept inventory parts to a minimum to keep inventory costs down.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Mechanic Hours Billed (%)	90.0	90.0	90.0	90.0
Preventative Maintenance Work Orders Completed (%)	90.0	90.0	90.0	90.0
Road Service Calls (Each)	25	20	35	20

2014-15 Objectives	**Goal Ref**
* Maintain billable mechanic rates of 90%.	3
* Perform 90% of preventative maintenance on equipment before being overdue for service.	3
* Quarterly meetings will be held with employees to discuss customer service, operations, schedules, budgets and work order costs.	3
* Add shop computers to aid in diagnosis and repair of City equipment.	3
* Provide cost of repairs versus asset value to customers.	3
* Provide Emergency Vehicle Training (EVT) for mechanics.	3

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2014-15 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

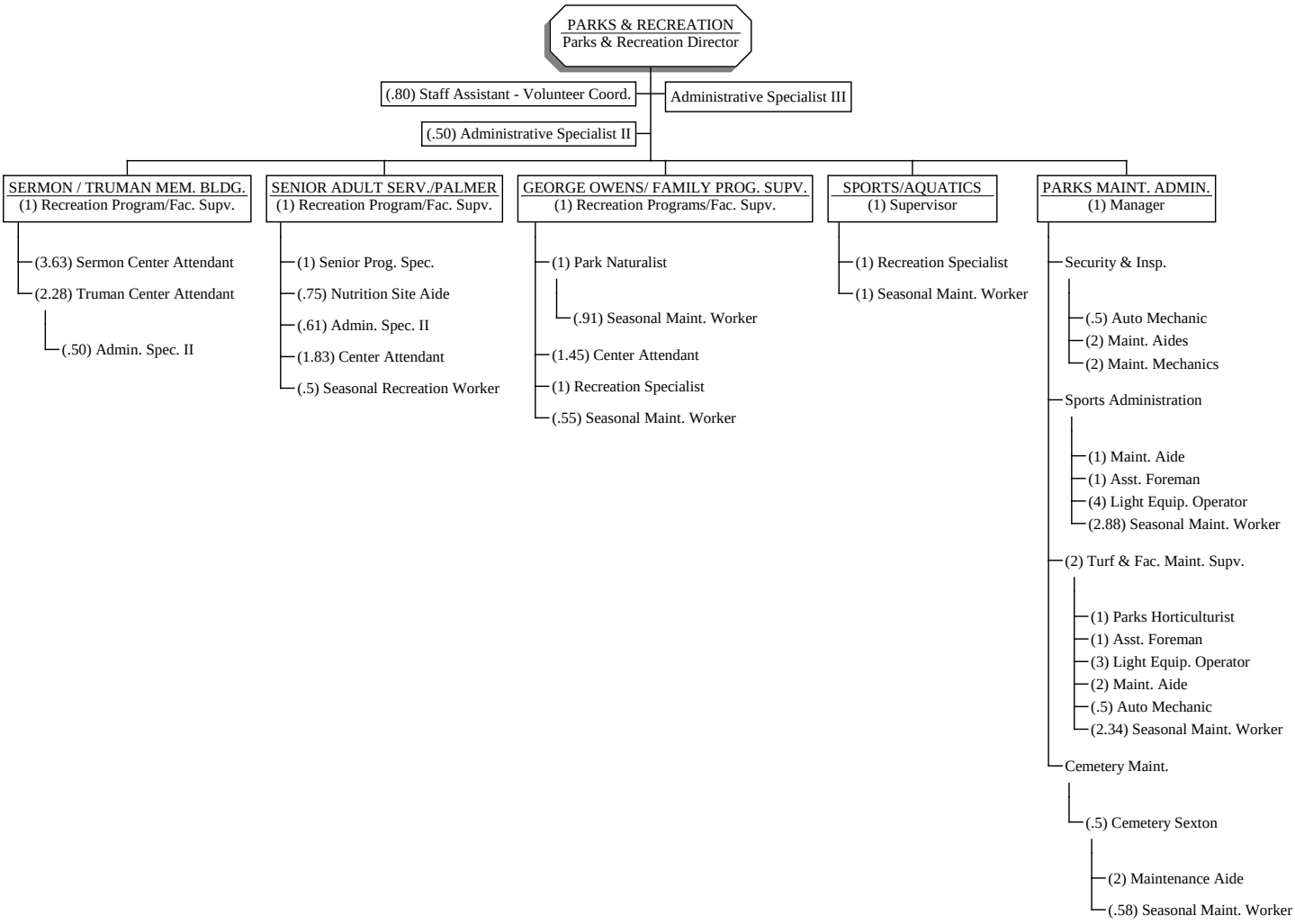
Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	639,061	682,880	682,880	716,097
Other Services & Charges	221,528	402,620	397,660	431,002
Supplies	1,236,107	1,222,225	1,227,185	1,216,319
Capital Outlay	0	0	0	31,060
Other Expenditures	0	0	0	0
Total	2,096,696	2,307,725	2,307,725	2,394,478

Significant Issues

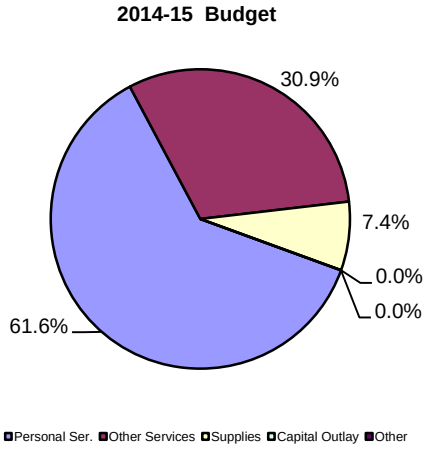
* Maintaining repairs of an aging fleet.
* Upgrade fuel system and sites.
* Reorganize shop, parts area and office.
* Purge inventory of out-dated parts.

City of Independence, Missouri
Parks and Recreation



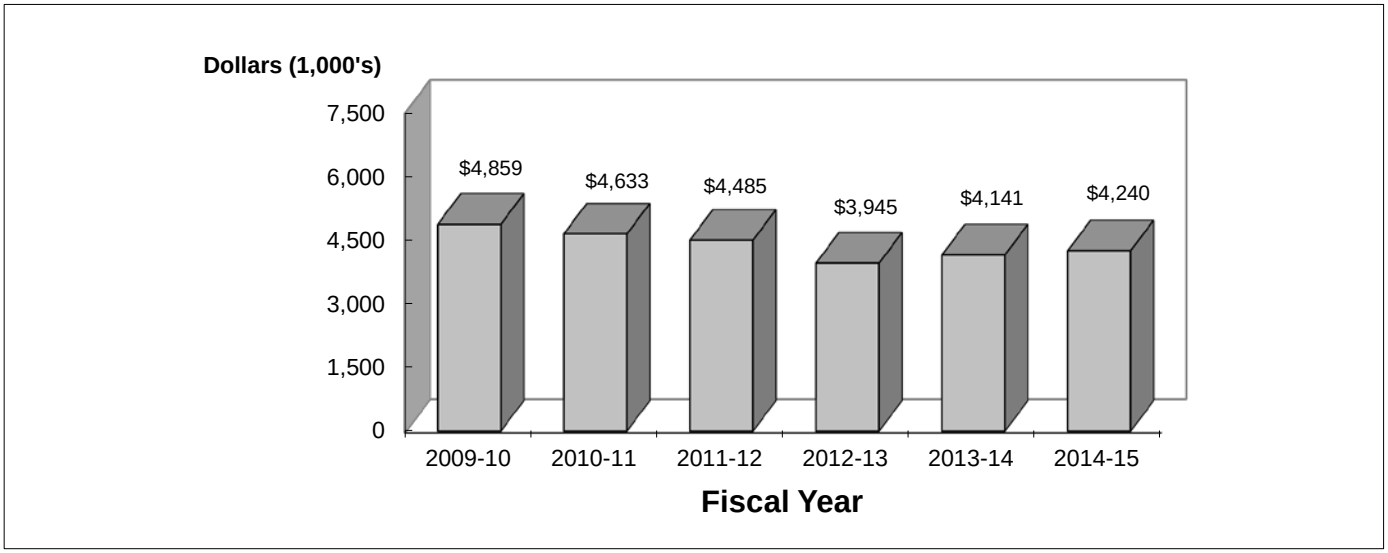
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 2,411,343	$ 2,508,257	$ 2,527,301	$ 2,613,754
Other Services	1,188,162	1,311,995	1,314,934	1,311,744
Supplies	277,736	320,672	315,072	314,421
Capital Outlay	68,192	-	2,661	-
Other	-	-	-	-
Total	$ 3,945,433	$ 4,140,924	$ 4,159,968	$ 4,239,919



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	57.44	54.19	50.46	50.90	52.55	53.71
Amount by Fund:						
General Fund	$ 2,202,798	$ 2,128,174	$ 2,015,219	$ 1,570,832	$ 1,597,731	$ 1,632,342
Parks Improv. Sales	2,656,687	2,504,369	2,469,920	2,374,601	2,543,193	2,607,577
Total All Funds	$ 4,859,485	$ 4,632,543	$ 4,485,139	$ 3,945,433	$ 4,140,924	$ 4,239,919
Comparative Ratios:						
Per Capita	$ 42.58	$ 38.22	$ 38.39	$ 33.77	$ 35.33	$ 36.16
Per Household	$ 98.78	$ 85.65	$ 92.02	$ 83.53	$ 83.85	$ 78.54



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing quality park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998 when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance, and renovation for a number of City park sites. In 2002, voters approved and expanded the Parks and Recreation sales tax which allowed for renovation of the Palmer School Facility into a senior adult recreation and nutrition center, construction of a new family aquatics center, installation of water playgrounds at two neighborhood parks, trail development, and construction of a new multi-field athletic complex. The tax also provides funding for small revitalization projects in existing parks, park maintenance and security, operation of recreation facilities, and supports family oriented recreation programming. In 2010, residents voted to continue the tax in perpetuity with an understanding that the funds will be used to maintain and enhance current park sites and facilities and, when appropriate, develop additional park sites and amenities as called for in the 2010 Parks and Recreation Master Plan. The Parks and Recreation Department also works with a number of affiliated boards, commissions, athletic associations, community organizations and other volunteer groups to provide a well rounded parks and recreation program.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	33.50	33.00	34.00	34.00
Part Time Positions	16.96	17.90	18.55	19.71
Total	50.46	50.90	52.55	53.71

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	243,241	271,633	275,249	249,584
6011 Park Maintenance Admin.	76,521	148,512	148,512	113,288
6012 Turf Facilities Maintenance	655,693	543,213	548,090	587,988
6022 Senior Adult Services	128,718	131,640	134,165	138,246

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
6028 Roger T. Sermon Community Ctr.	202,239	189,117	194,477	204,498
6029 George Owens Nature Park	50,233	91,347	91,347	161,516
6031 Cemetery Maintenance	214,187	222,269	224,935	177,222
6041 Park Maint. - Security & Insp.	620,625	631,493	631,493	689,887
6042 Rec. Fac.-Truman Memorial Bldg	257,024	238,794	238,794	247,751
6043 Rec. Fac.-Palmer Sr. Adult Ctr	154,482	162,195	162,195	160,413
6044 Family Recreation Programs	172,249	236,789	236,789	234,768
6045 Adventure Oasis Water Park	563,879	629,272	629,272	626,640
6046 Sports Administration	606,342	644,650	644,650	648,118
Total	3,945,433	4,140,924	4,159,968	4,239,919
Source of Funding				
General Fund	1,570,832	1,597,731	1,616,775	1,632,342
Parks Improv. Sales Tax Fund	2,374,601	2,543,193	2,543,193	2,607,577
Total	3,945,433	4,140,924	4,159,968	4,239,919
Direct/Offsetting Revenues				
Program Fees	34,842	40,000	37,000	40,000
Park Concessions	3,929	5,000	4,900	4,000
Center Fees/Club Memberships	40,608	35,000	40,000	57,103
Facility Rentals	63,973	56,000	48,000	50,000
Cemetery Charges	62,106	54,000	46,000	46,000
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	0	0
Athletic Fees - Sales Tax Fund	2,984	0	0	0
Program Fees - Sales Tax Fund	43,438	34,000	43,500	50,000
Concessions - Sales Tax Fund	32,062	33,000	32,011	32,000
Water Park Fees/Memberships - Sales Tax Fund	332,709	480,000	459,000	480,000
Center Fees/Club Memberships - Sales Tax Fund	10,487	9,000	9,000	9,000
Facility Rentals - Sales Tax Fund	71,805	30,000	35,000	35,000
Total	723,943	801,000	754,411	803,103

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Description

Parks and Recreation Administration oversees the various divisions within the Parks and Recreation Department to provide residents with parks, recreation facilities, and programs. The Parks and Recreation Administrative Division actively works with various boards, commissions and community organizations to further improve the City's Parks and Recreation system.

2013-14 Accomplishments **Goal Ref**

* Raised 2/3 of the funding needed for the McCoy Park Inclusive Play Project.
* Received 25% staff reimbursements through FEMA for the position of Parks and Recreation Director / Citywide Shelter Coordinator.
* Led the efforts to begin the re-organization process of the Parks Division by recruiting and filling key positions, partnering with other departments to bring CityWorks to Parks, encouraging the restructuring of the current mowing system and placing a high priority on fleet maintenance and management.
* Led efforts to respond to the YMCA closure of the Independence Branch by developing a partnership with the Independence School District and re-prioritizing the capital improvements plan to allow staff to re-purpose and renovate several existing spaces.
* Presented to more than 40 civic groups, local businesses and associations.

2014-15 Objectives **Goal Ref**

* Coordinate a targeted community survey specific to recreation programming. 3
* Complete the fundraising for the McCoy Park Inclusive Play Project. 3
* Develop and implement three new program and facility marketing strategies. 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Staff Asst.-Volunteer Coord.	.50	.80	.80	.80
Administrative Spec II	.50	.50	.50	.50
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.30	3.30	3.30

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	226,452	255,290	258,906	235,327
Other Services & Charges	14,315	11,215	11,215	10,315
Supplies	2,474	5,128	5,128	3,942
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	243,241	271,633	275,249	249,584

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *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.

2013-14 Accomplishments **Goal Ref**

* Initiated Phase III of the Mill Creek Ballfield Renovation Project
* Completed Santa Fe Tennis Court Lighting Repair Project
* Initiated the Locker Room Renovation Project at the Roger T. Sermon Center
* Implemented the new CityWorks work order program
* Completed the construction of FEMA shelter at McCoy Park and George Owens Nature Center
* Renovated interior of the Park Maintenance facility to maximize storage and shelter equipment
* Received Tree City USA recognition

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 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	21	21	21

2014-15 Objectives **Goal Ref**

* Re-organize the park mowing rotation to improve park appearance 1
* Re-organize park administrative structure to enhance work flow 1
* Consolidate equipment inventory to reduce maintenance costs and improve operating efficiency 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Parks & Grounds Manager	1.00	1.00	1.00	.50
Total	1.00	1.00	1.00	.50

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	79,234	79,234	43,923
Other Services & Charges	66,082	58,635	58,635	58,475
Supplies	10,439	10,643	10,643	10,890
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	76,521	148,512	148,512	113,288

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 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 picnic shelters, athletic fields, landscape beds, snow removal, and mowing and trimming all City parks, properties and related facilities.

2013-14 Accomplishments **Goal Ref**

* Formalized and implemented a native plant re-cultivation program utilizing the greenhouse
* Reduced operating cost and improved timeliness of Waterfall Lake clean-up by employing contract vendor to perform this service instead
* Assisted 6 community and neighborhood groups with park clean-up efforts at various locations

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 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

2014-15 Objectives **Goal Ref**

* Assist community and neighborhood groups with four (4) park clean-up efforts — 1
* Implement a new park mowing rotation concept to improve park appearance — 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Light Equipment Operator	2.00	2.00	2.00	2.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Auto Mechanic	1.00	1.00	.50	.50
Parks Horticulturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Total	11.34	11.34	10.84	10.84

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	507,619	415,380	420,257	464,969
Other Services & Charges	58,643	63,841	63,841	64,209
Supplies	53,981	63,992	63,992	58,810
Capital Outlay	35,450	0	0	0
Other Expenditures	0	0	0	0
Total	655,693	543,213	548,090	587,988

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6022 - Senior Adult Services *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.

2013-14 Accomplishments **Goal Ref**

* Formed new partnership with KU to become a clinical site for nursing students
* Implemented a new meal plan process that includes many more senior participants
* Received a perfect score on a facility audit conducted by MARC

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of senior trips offered	45	37	36	30
Number of on-site meals served	20,545	21,224	21,000	22,134
Number of home bound meals	19,792	19,226	21,000	23,235
Number of nutrition site programs	95	77	130	80
Number of outreach programs	10	49	5	45

2014-15 Objectives **Goal Ref**

* To employ a part time dishwasher to enhance kitchen safety and to provide a consistent presence to ensure that all volunteers follow safety procedures while running the dishwashing machine and doing tasks associated with washing dishes — N/A
* To advocate for the maximum units allowable to serve homebound older adults meals in spite of a continual fluctuation of federal dollars available through the Older Americans Act — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Nutrition Site Aide	.75	.75	.75	.70
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Seasonal Recreation Wkr	.00	.00	.00	.30
Total	2.75	2.75	2.75	3.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	120,152	119,788	122,313	126,394
Other Services & Charges	2,938	4,753	4,753	4,753
Supplies	5,628	7,099	7,099	7,099
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	128,718	131,640	134,165	138,246

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

The Roger T. Sermon Community Center provides Independence residents with a wide and diverse curriculum of cultural, recreational and physical fitness opportunities. The Center offers local organizations and families affordable meeting and event space while serving as a popular gathering place for local clubs and interest groups.

2013-14 Accomplishments **Goal Ref**

* Developed a new facility use plan to re-purpose portions of the Sermon Center to accommodate the changing needs of the community
* Successfully completed phase 1 of the Sermon Center Renovation Project
* Cross-trained Center Attendants to work at multiple sites thereby improving efficiency of overall facility operations
* Finalized partnership with Healthways to become a contracted Silver Sneakers location

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Facility hours of availability to the public/week	62	62	62	62
Number of memberships sold	1,162	1,730	2,000	1,800
Facility programs/events	27	27	29	27
Partner organizations	15	15	11	15
Theatre performances	67	69	69	69
Rentals-Park shelters, Sermon Center craft show booths	1,583	1,279	2,000	1,050
Number of member/guests visits	33,034	28,016	35,500	32,500

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Complete the second phase of the Sermon Center Renovation Project — 3
* Update user agreements with groups utilizing the Power House Theatre housed in the Sermon Center — N/A

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Recreation Prog/Fac Supv	.50	.50	.50	.50
Center Attendant-SUB	2.97	2.97	2.97	2.97
Total	3.47	3.47	3.47	3.47

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	123,261	105,176	110,536	117,872
Other Services & Charges	70,375	72,189	71,689	72,991
Supplies	8,603	11,752	12,252	13,635
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	202,239	189,117	194,477	204,498

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *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, a picnic pavilion 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.

2013-14 Accomplishments **Goal Ref**

* Completed the storm water landscape plan for the DeWitt Center with an emphasis on water quality education and green demonstration design
* Completed the construction of the safe room facility while minimizing any negative impact to patron experience, natural areas and wildlife
* Secured large number of landscape boulders for functional and aesthetic uses throughout the park system at no cost to the City

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Nature Center hours of availability	56	54	54	54
Total number of visitors	26,232	28,045	30,000	30,500
On-site group presentations	39	31	40	35
Community programs	22	15	18	20
Park Special Events	42	30	35	42
Hours of service by volunteers	900	650	1,000	1,200

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Complete the interior and exterior of the DeWitt Center to the satisfaction of the Dewitt Trust — 1
* Complete an exhibit plan with emphasis on outdoor education — N/A
* Develop a renovation plan for the lodge to enhance rental opportunities for the public — N/A

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *Fund: 02 - General Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	1.00	1.00	1.00	1.00
Center Attendant	.83	.97	.00	.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	3.74	3.88	2.91	2.91

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	39,332	66,384	66,384	135,861
Other Services & Charges	6,031	18,210	17,810	19,265
Supplies	4,870	6,753	7,153	6,390
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	50,233	91,347	91,347	161,516

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility records for public viewing.

2013-14 Accomplishments **Goal Ref**

* Continued data entry into cemetery management software program
* Coordinated 2 volunteer-based cemetery clean-up programs
* Assisted with 2 historical cemetery tour programs

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	92		90	85

2014-15 Objectives **Goal Ref**

* Assist community and volunteer groups with two (2) historical preservation, program implementation and/or facility improvement efforts — 1
* Improve the mowing of the cemetery by including the grounds in the new mowing rotation — 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	1.00	1.00	1.00	.50
Seasonal Maintenance Wkr	.41	.41	.58	.58
Total	3.41	3.41	3.58	3.08

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	188,632	194,926	197,592	151,676
Other Services & Charges	13,527	12,554	13,354	11,888
Supplies	12,028	14,789	13,989	13,658
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	214,187	222,269	224,935	177,222

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Description

This work group oversees and manages park revitalization, maintenance and capital improvement projects planned for the City's park system made possible through the Parks and Recreation Sales Tax Program. This cost center also houses funds necessary to implement the Department's Park Patrol Program.

2013-14 Accomplishments **Goal Ref**

* Certified two new playground safety inspectors
* Successfully implemented the park revitalization program by including constructing and installing dugout covers, installing Ag-Lime infield materials on all practice and game fields, rebuilding the infield at Crysler Stadium and replacing site amenities and damaged playground equipment throughout the system
* Provided in-kind services for several capital improvement projects

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of formal reports to Park Sales Tax Oversight Committee	6		6	6
Number of Oversight Committee formal reports to City Council	2		2	2

2014-15 Objectives **Goal Ref**

* Re-organize the work group associated with this cost center — 1
* Implement a re-structured Park Patrol program — N/A

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Maintenance Aide	.00	.00	2.00	3.00
Maintenance Mechanic	3.00	3.00	2.00	2.00
Parks & Grounds Manager	.00	.00	.00	.50
Marketing and Promotions Spec	.00	.00	.00	.00
Maintenance Supervisor	.00	.00	.00	.00
Auto Mechanic	.00	.00	.50	.50
Total	3.00	3.00	4.50	6.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	381,876	400,217	400,217	457,765
Other Services & Charges	142,924	148,932	151,932	151,057
Supplies	80,618	82,344	79,344	81,065
Capital Outlay	15,207	0	0	0
Other Expenditures	0	0	0	0
Total	620,625	631,493	631,493	689,887

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 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, which reopened to the public in 2003. The TMB serves as a community asset capable of hosting a variety of different functions, including special events, recreation and fitness programs, athletic contests, and private rental groups.

2013-14 Accomplishments **Goal Ref**

* Developed a new facility use plan to repurpose portions of the TMB to accommodate the changing needs of the community
* Successfully completed the renovation of the stage to serve as a multipurpose space
* Cross-trained Center Attendants to work at multiple sites thereby improving efficiency of overall facility operations
* Partnered with the Sermon Center and the Palmer Center to accommodate new programs in the TMB
* Added parking bumpers, speed bump and signage to help delineate Church parking from TMB Parking and arranged for staff and overflow parking at another neighboring church

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of facility rentals	1,067	1,108	1,200	2,000
Number of hours available each week	50.0	56	57.5	56
Number of programs/events	27	27	50	27
Partner organizations	6	6	7	4

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Advance the technical capabilities of the facility (Wi-Fi, A/V, etc.) — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Recreation Prog/Fac Supv	.50	.50	.50	.50
Administrative Spec II	.50	.50	.50	.50
Center Attendant-SUB	1.88	1.88	1.88	2.29
Total	2.88	2.88	2.88	3.29

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	123,896	103,090	103,090	114,532
Other Services & Charges	121,937	125,700	124,539	122,332
Supplies	11,191	10,004	8,504	10,887
Capital Outlay	0	0	2,661	0
Other Expenditures	0	0	0	0
Total	257,024	238,794	238,794	247,751

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 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 Recreation and Nutrition Center. This includes, but is not limited to, facility staff, contract services, maintenance, utilities, and program development. The Palmer Center provides diverse senior adult programs and services including a daily meal program, fitness opportunities, education classes, recreational programs, and a wide variety of social events.

2013-14 Accomplishments **Goal Ref**

* Formed partnership with Truman Library to produce larger Veterans Day program
* Developed new long term lease agreement with the new Landlord, Old Towne Partners to continue using the south side of the Old Palmer School for a senior center
* Cross-trained Center Attendants to work at multiple sites thereby improving efficiency of overall facility operations
* Finalized partnership with Healthways to become a contracted Silver Sneakers location

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of recreation programs	85	80	100	90
Number of facility reservations	1,846	1,984	1,800	2,100
Number of events by community agencies	4	4	2	4
Number of center visits	56,764	92,546	40,000	63,000
Number of hours available to public	57	57	57	57
Number of fitness center memberships	245	228	225	400
Number of partnerships	50	42	50	50
Number of facility rentals	138	58	75	65

2014-15 Objectives **Goal Ref**

* Edit policies and procedures, use agreements, pricing structures and leases to reflect changes due to Palmer Place Apartment Project — N/A
* Coordinate Palmer Center schedule to ensure cohesive operations during the construction of the Palmer Place Apartments — N/A

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Administrative Spec II	.61	.61	.61	.61
Center Attendant-SUB	1.83	1.83	1.83	1.83
Total	2.44	2.44	2.44	2.44

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	64,550	60,315	60,315	59,271
Other Services & Charges	68,916	84,380	84,380	83,642
Supplies	18,516	17,500	17,500	17,500
Capital Outlay	2,500	0	0	0
Other Expenditures	0	0	0	0
Total	154,482	162,195	162,195	160,413

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 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.

2013-14 Accomplishments **Goal Ref**

* Reorganized the PT staffing structure assigned to Family Programs and the Nature Park to further enhance events and activities produced through this cost center
* Participated in the Urban Biodiversity Project in partnership with the University of Missouri & the University of Missouri Extension Office to monitor species diversity and abundance of birds, bees and butterflies in the reconstructed grassland area of the parking median
* Completed phase 2 of the Little Blue Trace Trail emergency phone program, involving location identification, 911 testing and coordination with Jackson County Parks & Recreation. A total of 5 emergency phones have been installed within Independence Little Blue Trace Trail boundaries

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of programs initiated	75	76	52	82
Program attendance	13,928	12,721	12,900	14,500
Number of park sites used	33	34	38	34
Number of public presentations	15	11	18	15
Program partnerships developed	37	33	35	35
Hours of service by volunteers	713	652	1,000	600

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Utilize new Park Naturalist to develop new nature based family programs specific to the new Dewitt Center — N/A

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Center Attendant	.00	.00	1.45	1.45
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	2.55	2.55	4.00	4.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	140,595	184,763	184,763	181,302
Other Services & Charges	20,842	36,626	36,626	38,066
Supplies	10,812	15,400	15,400	15,400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	172,249	236,789	236,789	234,768

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 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 consistent with recommendations from the Independence Parks and Recreation Master Plan.

2013-14 Accomplishments **Goal Ref**

* Streamlined the group reservation process for party packages, day care and day camps
* Implemented a healthy concession policy
* Found economical solution to resurface the pool bathhouse floors and sprayground surfaces

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of organized groups	28	32	30	32
Number of after-hour rentals	3	0	2	0
Number of birthday packages sold	115	167	160	170
Number of passes sold	184	159	170	175
Number of punch cards sold	281	270	275	300
Number of scholarships granted	75	57	30	35
Number of programs	49	51	55	55
Number of park visitors	72,375	49,143	63,000	65,000

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Solicit qualified vendors to submit proposals for pool management services and secure pool management firm to manage the water park — N/A
* Assist with the designs, bidding and scheduling of the Adventure Oasis Revitalization project — N/A

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	70,338	73,095	73,095	77,168
Other Services & Charges	482,888	541,377	542,577	534,672
Supplies	10,653	14,800	13,600	14,800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	563,879	629,272	629,272	626,640

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

Description

Sports Administration supports and funds year-round sports programming for Independence residents of all ages 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 in 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.

2013-14 Accomplishments **Goal Ref**

* Implemented a healthy concession policy
* Constructed the Cal Ripken Ability field
* Established partnership with the Cal Ripken Sr., Foundation to develop Badges to Baseball Program in Independence
* Re-organized the ballfield preparation tasks to better serve local associations and high schools

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Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of leagues	15	12	13	13
Number of tournaments	19	13	14	17
Number of camps	14	10	15	15
Number of schools/associations supported	17	14	18	18

2014-15 Objectives **Goal Ref**

* Participate in community wide survey with emphasis on determining program interest — 3
* Establish program base, use policies and procedures for the new Ability Field — 3
* Fully Implement the Badges to Baseball Program — 3
* Streamline the background check process to improve customer service — 2
* Improve field conditions and playability assigning outfield and immediate surrounding grounds mowing into standard field prep tasks — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2014-15 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	4.00	4.00	4.00	4.00
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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	424,640	450,599	450,599	447,694
Other Services & Charges	118,744	133,583	133,583	140,079
Supplies	47,923	60,468	60,468	60,345
Capital Outlay	15,035	0	0	0
Other Expenditures	0	0	0	0
Total	606,342	644,650	644,650	648,118

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	7,161,299	8,205,978	7,836,009	9,007,830
6503 Capital Outlay	267,479	374,848	374,848	374,848
6504 City Council Strategic Goal	282,204	250,000	428,996	250,000
6505 Central Services	11,278	22,465	22,465	22,465
6511 Non-Departmental	13,354	13,200	13,200	13,200
6512 Non-Departmental	6,677	6,800	6,800	6,800
6520 Non-Departmental	20,644,686	22,064,224	21,937,681	22,980,015
6530 Non-Departmental	4,088,860	4,404,559	4,376,783	4,650,311
6540 Non Departmental	5,789,907	6,340,266	6,288,527	6,794,159
6591 Staywell PPO Plan	24,249,420	24,464,056	24,464,056	26,578,174
Total	62,515,164	66,146,396	65,749,365	70,677,802
Source of Funding				
General Fund	7,722,260	8,853,291	8,662,318	9,655,143
Street Improv. Sales Tax Fund	13,354	13,200	13,200	13,200
Parks Improv. Sales Tax Fund	6,677	6,800	6,800	6,800
Power and Light Fund	20,644,686	22,064,224	21,937,681	22,980,015
Sanitary Sewer Fund	4,088,860	4,404,559	4,376,783	4,650,311
Water Fund	5,789,907	6,340,266	6,288,527	6,794,159
Staywell Health Care Fund	24,249,420	24,464,056	24,464,056	26,578,174
Total	62,515,164	66,146,396	65,749,365	70,677,802

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6502 - Non-Departmental *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	4,536,935	5,343,175	4,973,206	6,124,536
Other Services & Charges	2,624,363	2,517,112	2,517,112	2,516,636
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	1	345,691	345,691	366,658
Total	7,161,299	8,205,978	7,836,009	9,007,830

CITY OF INDEPENDENCE, MISSOURI
2014-15 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Department Total
Technology Services:				$ 102,848
PC, Monitor and File Server Replacement			$ 102,848	
Health:				46,000
Replace 1997 Ford Taurus - Asset 2851		23,000		
Replace 1998 Ford Taurus - Asset 2916		23,000		
Public Works				226,000
Replace Bobtail Truck and Low Boy Trailer - Asset 2900		65,000		
Replace Skid Steer - Asset 8732		35,000		
Police Building Jail Toilet/Sink Replacement	10,000			
City Hall HVAC North Supply/Return Air VFD Replacement	12,500			
City Hall HVAC South Return Air VFD Replacement	6,000			
City Hall Door Installation by Conference Room D	9,000			
City Hall tuck-pointing (North side)	37,500			
Health Building Masonry Repair	29,000			
Municipal Court / City Council Chambers Bench Replacement (Audience Seating)	22,000			
Total	**$ 126,000**	**$ 146,000**	**$ 102,848**	**$ 374,848**

CITY OF INDEPENDENCE, MISSOURI
2014-15 Operating Budget

City Council Goals Account Summary

Description	Appropriations	Allocation Amount
Projected Beginning Balance of Available Funds	$ 63,096	
2014-15 Appropriations	250,000	
Total Available Funds	**$ 313,096**	
2014-15 Allocations:		
Northwest Communities Development Corporation		$ 20,000
Public Information Assistant		45,000
Neighborhood Cleanup Program		60,000
Crime Prevention		40,000
Hungry & Homeless		20,000
Stay Well Employee Health Plan		100,000
Beautification Commission		400
Greater Kansas City Chamber of Commerce Membership		2,500
Total Allocations		$ 287,900
2014-15 Ending Balance of Available Funds	**$ 25,196**	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6505 - Central Services *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	12,631	19,000	19,000	19,000
Supplies	1,353-	3,465	3,465	3,465
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	11,278	22,465	22,465	22,465

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6511 - Non-Departmental *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	13,354	13,200	13,200	13,200
Total	13,354	13,200	13,200	13,200

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6512 - Non-Departmental *Fund: 12 - Parks Improv. Sales*

Description

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	6,677	6,800	6,800	6,800
Total	6,677	6,800	6,800	6,800

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6520 - Non-Departmental *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	2,246,992	2,575,479	2,448,936	2,784,943
Other Services & Charges	4,991,686	5,450,027	5,450,027	6,031,686
Supplies	0	0	0	0
Capital Outlay	10,000	53,643	53,643	37,043
Other Expenditures	13,396,008	13,985,075	13,985,075	14,126,343
Total	20,644,686	22,064,224	21,937,681	22,980,015

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6530 - Non-Departmental *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	417,242	483,872	456,096	515,667
Other Services & Charges	1,622,833	1,768,830	1,768,830	1,825,377
Supplies	4,105	183	183	0
Capital Outlay	10,000	22,200	22,200	10,000
Other Expenditures	2,034,680	2,129,474	2,129,474	2,299,267
Total	4,088,860	4,404,559	4,376,783	4,650,311

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6540 - Non Departmental *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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	618,428	720,840	669,101	730,094
Other Services & Charges	2,567,764	2,843,255	2,843,255	3,121,736
Supplies	0	0	0	0
Capital Outlay	10,000	37,140	37,140	10,000
Other Expenditures	2,593,715	2,739,031	2,739,031	2,932,329
Total	5,789,907	6,340,266	6,288,527	6,794,159

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2014-15 Operating Budget*
Cost Center: 6591 - Staywell PPO Plan *Fund: 91 - Staywell Health Care*

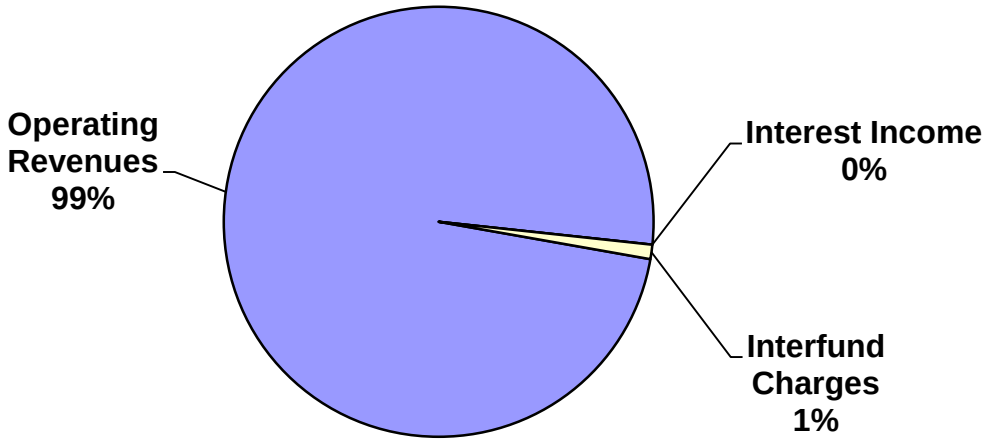
Description

This program is used to account for the costs of the city's self funded health care plan.

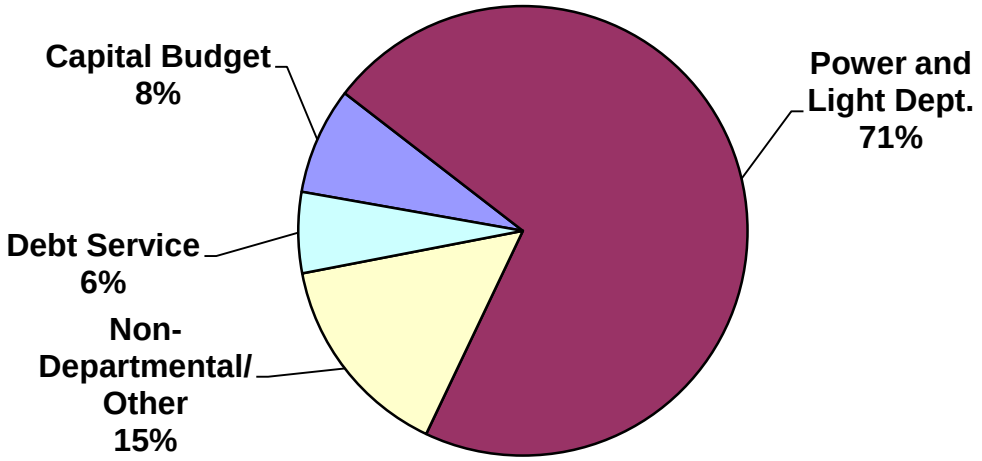
Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	24,249,420	24,464,056	24,464,056	26,578,174
Total	24,249,420	24,464,056	24,464,056	26,578,174

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 26,494,983**	**$ 36,066,284**	**$ 44,200,000**			
Change in non-budgetary Net Available Resources	(12,754,618)	16,360,761	-			
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 137,562,643	$ 137,707,000	$ 143,749,000	98.9%	$ 6,042,000	4.4%
Interest Income	40,324	21,000	21,000	0.0%	-	0.0%
Interfund Charges	1,168,842	1,415,590	1,560,441	1.1%	144,851	10.2%
Other Revenues		-	-		-	n/a
Total Estimated Revenues	$ 138,771,809	$ 139,143,590	$ 145,330,441	100.0%	$ 6,186,851	4.4%
Transfers from Other Funds-						
	-	-	-		-	n/a
Debt Proceeds	20,471,877	19,249,028	-		(19,249,028)	-100.0%
Total Sources	**$ 159,243,686**	**$ 158,392,618**	**$ 145,330,441**		**$ (13,062,177)**	**-8.2%**
Use of Budget Dollars						
Operating Budget:						
Technology Services	$ 119,161	$ 126,363	$ 127,700	0.1%	$ 1,337	1.1%
Power and Light Dept.	99,672,439	108,988,129	111,052,304	71.6%	2,064,175	1.9%
Non-Departmental	20,644,686	21,937,681	22,980,015	14.8%	1,042,334	4.8%
Debt Service	6,982,099	10,877,307	8,944,557	5.8%	(1,932,750)	-17.8%
Total Operating Budget	$ 127,418,385	$ 141,929,480	$ 143,104,576	92.2%	$ 1,175,096	0.8%
Capital Budget:						
Capital Projects	$ 9,424,796	24,464,131	12,000,000	7.7%	(12,464,131)	-50.9%
Transfers:						
Falls at Crackerneck Creek TIF	$ 74,586	226,052	83,642	0.1%	(142,410)	-63.0%
Total Uses	**$ 136,917,767**	**$ 166,619,663**	**$ 155,188,218**		**$ (11,431,445)**	**-6.9%**
Ending Net Available Resources	**$ 36,066,284**	**$ 44,200,000**	**$ 34,342,223**		**$ (9,857,777)**	**-22.30%**

City of Independence, Missouri
2014-15 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 2008-09 through 2013-14

Description	2008-09	2009-10	2010-11	2011-12	2012-13	Projected 2013-14
Net Income (Loss)						
Net Income (Loss)	$ (6,076,082)	$ (1,700,900)	$ (616,514)	$ 1,807,024	$ (2,821,422)	
Capital Contributions	1,323,998	1,413,624	1,905,706	154,564	585,916	
Change in Net Assets	$ (4,752,084)	$ (287,276)	$ 1,289,192	$ 1,961,588	$ (2,235,506)	$ 3,083,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$35,995,866	$41,310,513	$46,415,386	$60,588,681	$72,227,861	
Less:						
Inventories	(11,534,291)	(10,306,056)	(12,939,459)	(12,759,050)	(12,505,713)	
Prepaid Items	(62,699)	(91,666)	(140,101)	(281,935)	(234,783)	
Current Liabilities	(10,655,920)	(14,278,809)	(12,139,397)	(13,849,277)	(16,249,323)	
Capital Budget Appropriations	(3,316,108)	(1,996,521)	(1,715,415)	(2,368,086)	(3,270,885)	
Carryover Outstanding Encumbrances	(3,191,849)	(4,727,993)	(2,715,447)	(4,835,350)	(3,900,873)	
Net Available Resources	$ 7,234,999	$ 9,909,468	$16,765,567	$26,494,983	$36,066,284	$44,200,000
Target Working Capital	$21,000,000	$21,000,000	$21,000,000	$21,000,000	$21,000,000	$21,000,000

Source: 2008-09 through 2012-13 - Comprehensive Annual Financial Report
2013-14 - Operating Staff projections

Employee Staffing (in Full Time Equivalents)

Department:						
Technology Services	1.00	1.00	1.50	1.50	1.50	1.50
Power and Light	217.00	222.00	233.00	236.00	238.00	239.00
Total	218.00	223.00	234.50	237.50	239.50	240.50

Utility Statistics

No. of Residential Customers	51,593	51,458	51,277	51,124	51,155	51,300
No. of Other Customers	5,141	5,128	5,181	5,168	5,142	5,125
Generated Power (MWH)	296,367	134,843	120,588	271,460	286,682	118,647
Purchased Power (MWH)	873,591	1,088,887	1,129,598	928,803	880,110	991,256

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

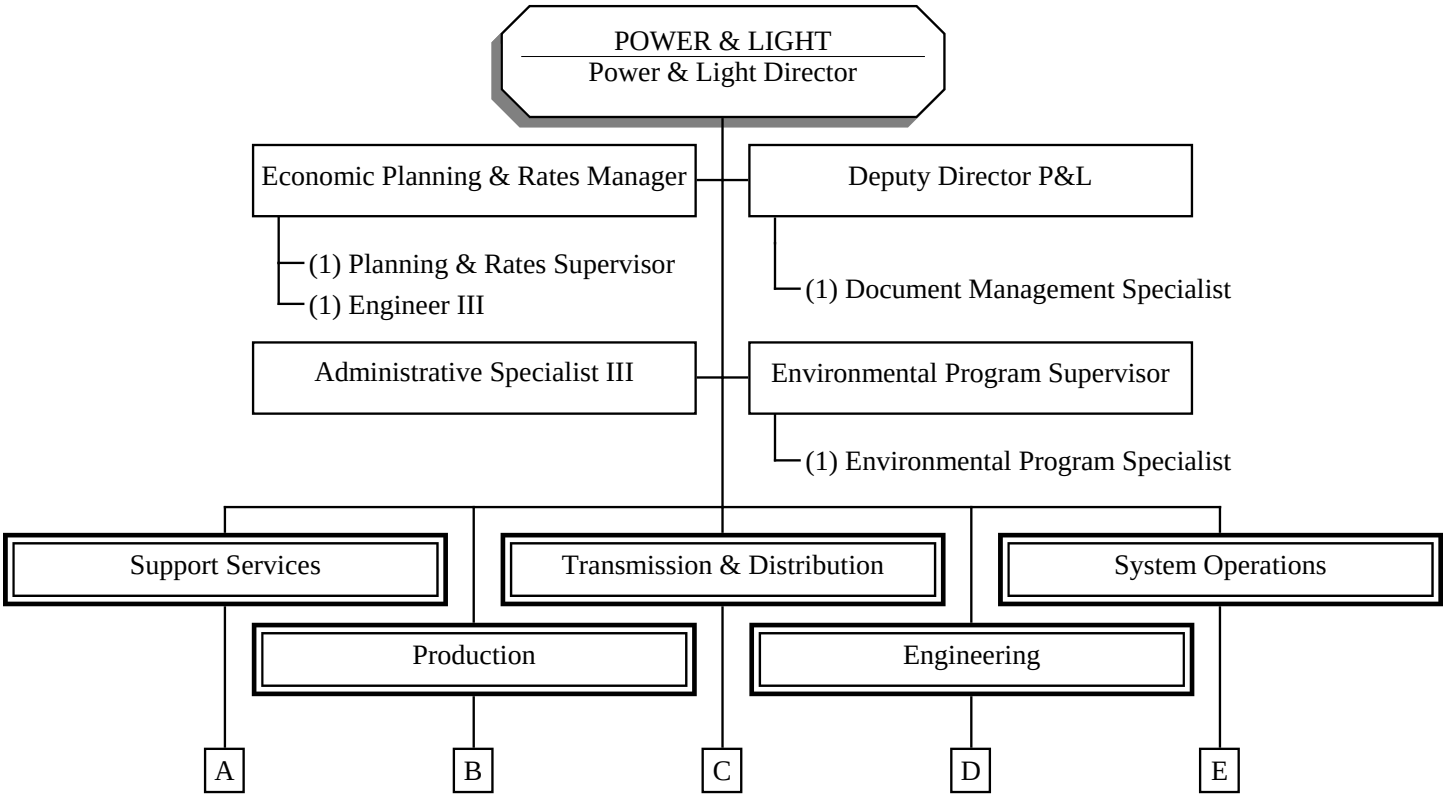
Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	136,991,215	140,552,000	136,348,000	141,836,000	4.0%
20-4600	Other Operating Revenue	2,106,906	2,063,000	1,900,000	2,022,000	6.4%
20-4700	Change in Unbilled Revenue	-1,535,478	281,000	-541,000	-109,000	
	Total Operating Revenue	137,562,643	142,896,000	137,707,000	143,749,000	4.4%
20-3421	Interfund Charges	1,168,842	1,415,590	1,415,590	1,560,441	10.2%
20-3411	Interest Income	40,324	30,000	21,000	21,000	
20-4900	Other Revenues, Net					
	Total Revenues	**$138,771,809**	**$144,341,590**	**$139,143,590**	**$145,330,441**	4.4%

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

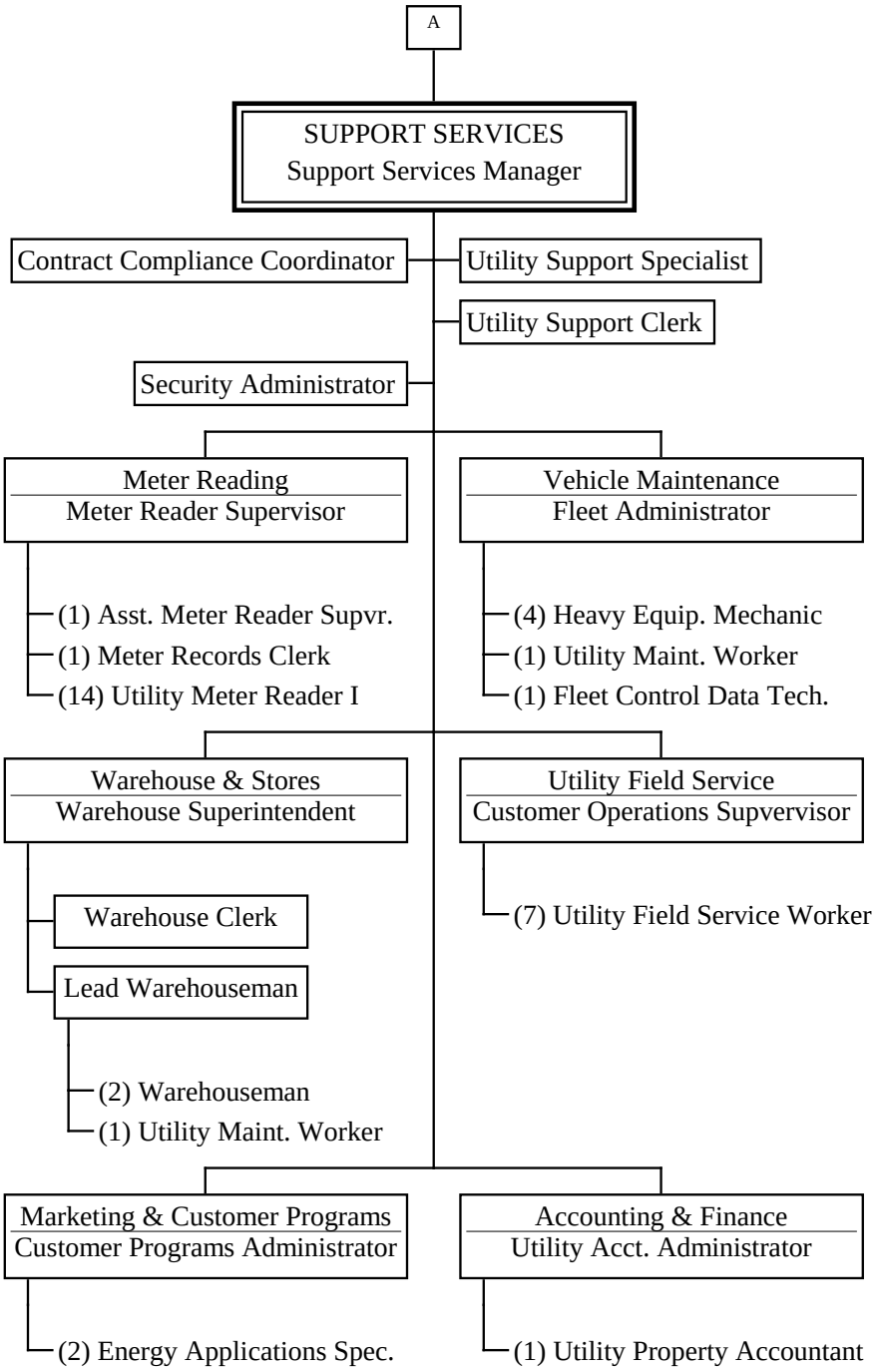
Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Kansas City Power & Light Co. (KCPL)			Kansas City Power & Light Co. - GMO (KCPL-GMO)			Board of Public Utilities-Kansas City (BPU-KC)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher 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 (Feb 13 - Jan 14) Average Monthly KWH = 785	RS-3	113.55	R	106.21	-6.46%	M0860	112.06	-1.31%	100	104.69	-7.80%
Low User Average Monthly KWH = 400	RS-3	60.30	R	60.33	0.05%	M0860	63.34	5.04%	100	61.78	2.45%
High User Average Monthly KWH = 1,000	RS-3	142.75	R	127.97	-10.35%	M0860	136.63	-4.29%	100	129.53	-9.26%
Small General Service (Commercial)											
Average Customer Usage (Feb 13 - Jan 14) Average Monthly KWH = 695 (6 KW Demand)	GS-1	120.66	SGS	114.03	-5.49%	M0710	103.38	-14.32%	200 ND	135.58	12.37%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	73.50	SGS	73.28	-0.30%	M0710	67.51	-8.15%	200 ND	92.00	25.17%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	168.35	SGS	156.05	-7.31%	M0710	140.40	-16.60%	200 ND	180.51	7.22%
Large General Service (Commercial and Industrial)											
Average Customer Usage (Feb 13 - Jan 14) Ave. Monthly KWH = 16,014 (50% Load Factor)	LGS-1	2,041.01	MGS	1,577.23	-22.72%	M0711	1,705.59	-16.43%	200	1,905.57	-6.64%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	685.15	SGS	577.62	-15.69%	M0711	581.69	-15.10%	200 ND	772.58	12.76%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	7,249.22	MGS	5,611.52	-22.59%	M0720	5,365.32	-25.99%	200	6,353.08	-12.36%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	17,309.85	MGS	14,502.22	-16.22%	M0735	12,435.12	-28.16%	250	18,537.32	7.09%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	25,732.25	LGS	19,179.59	-25.46%	M0735	17,602.59	-31.59%	250	23,938.77	-6.97%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	40,614.64	LGS	35,856.13	-11.72%	M0735	29,568.64	-27.20%	300	43,957.22	8.23%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	60,828.40	LGS	46,713.85	-23.20%	M0735	41,970.58	-31.00%	300	56,709.53	-6.77%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	126,211.80	LGS	117,304.14	-7.06%	M0735	98,102.74	-22.27%	400	129,298.77	2.45%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	189,873.00	LGS	153,496.54	-19.16%	M0735	139,442.52	-26.56%	400	168,946.81	-11.02%

NOTES:
(a) IPL rates include Fuel Cost Adjustment of $0.021849 per KWH as based on the weighted average of the actual monthly Fuel Cost Adjustment rates through January 2014.
(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) Fuel Cost Adjustment rate provision is not applicable for KCPL. KCPL-GMO current FAC of $0.0033 and DSIM rate as of Feb 2014. BPU-KC current ERC of $0.033710 and ESC schedule as of Jan 2014.
(d) No sales tax is included in the above bill amounts.
(e) Average customer usages are based on IPL's average customer usage for each month from February 2013 through January 2014.

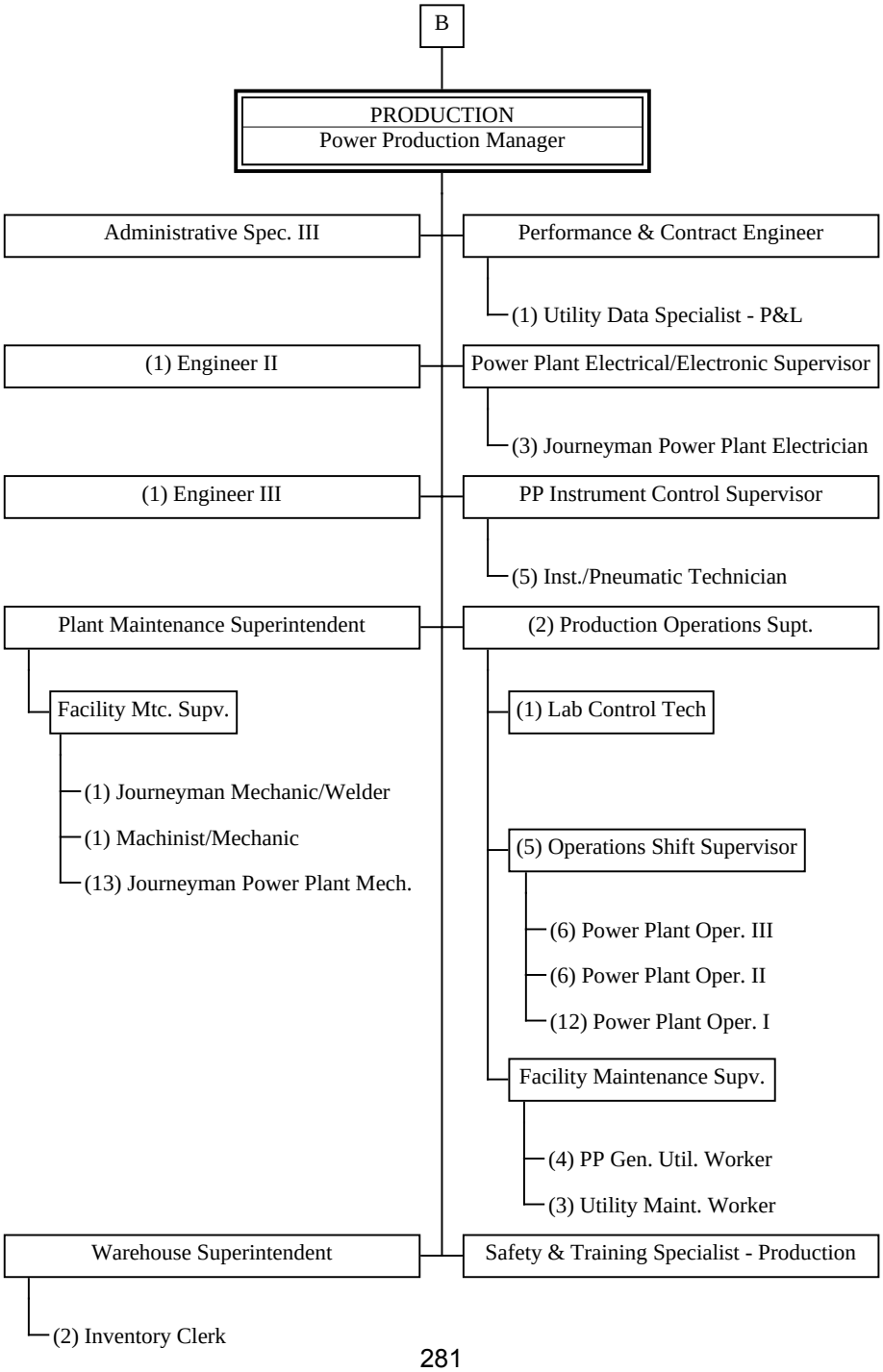
City of Independence, Missouri
Power & Light Department



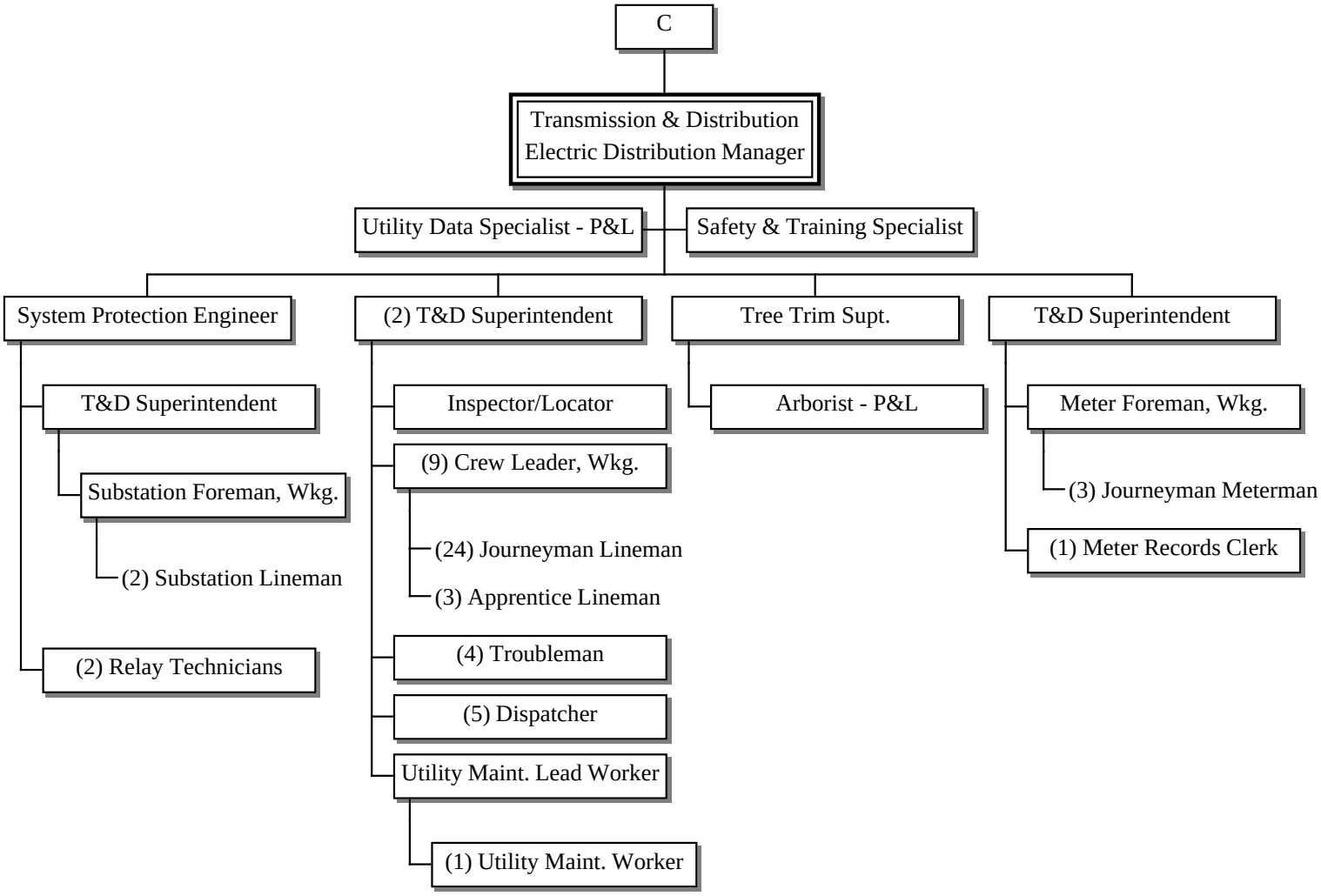
City of Independence, Missouri
Power & Light (Cont'd.)



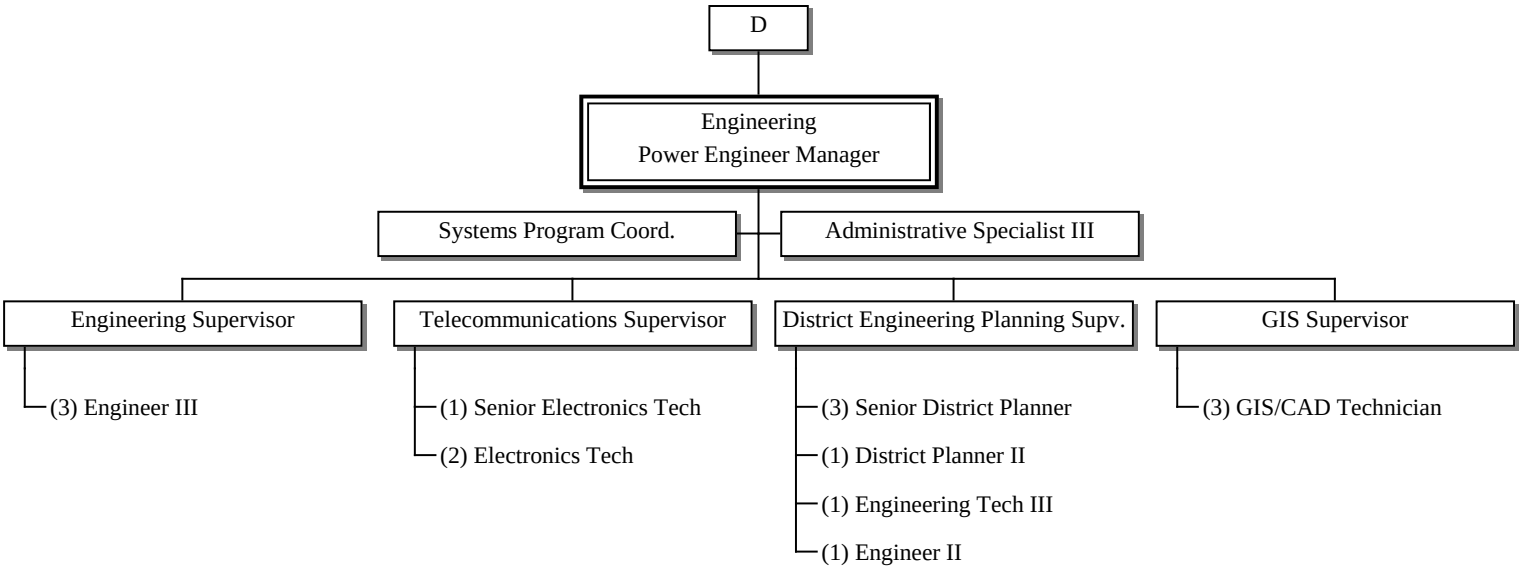
City of Independence, Missouri
Power & Light (Cont'd.)



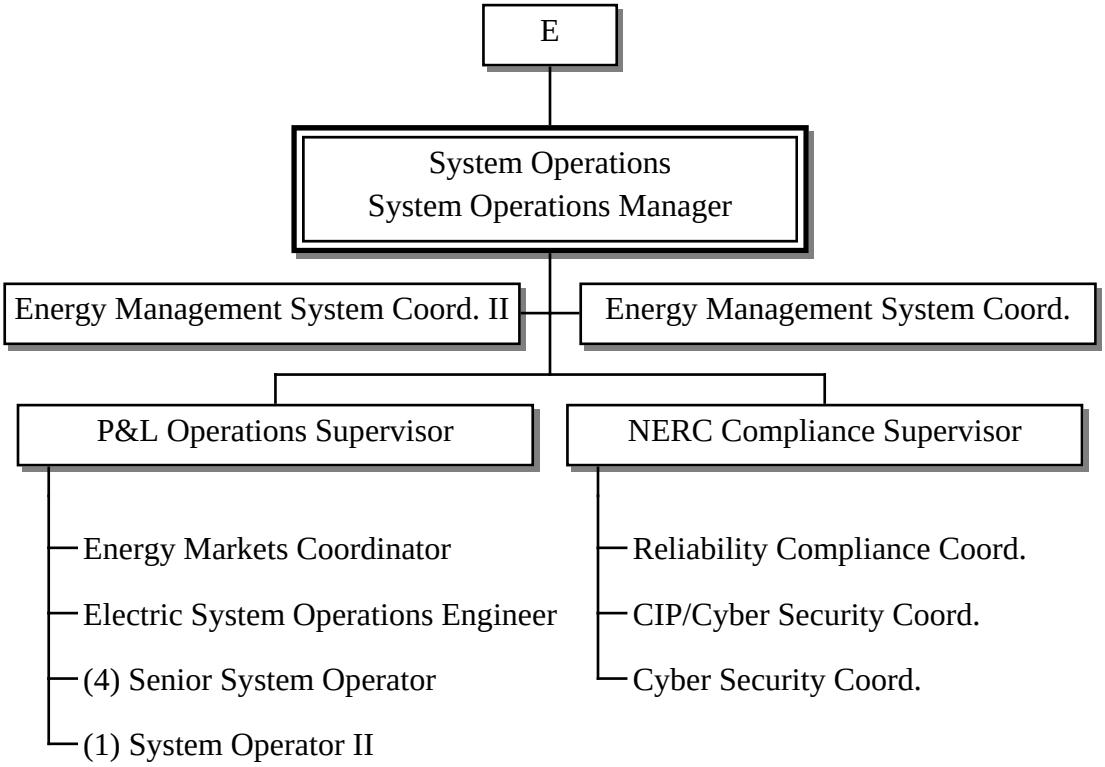
City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence, Missouri
Power & Light (Cont'd.)



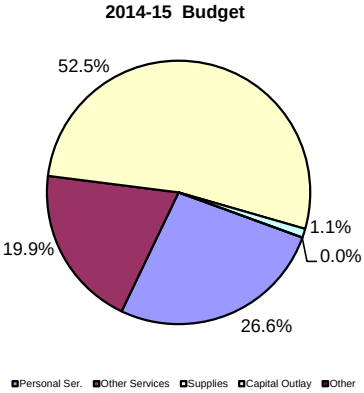
City of Independence, Missouri
Power & Light (Cont'd.)



Power & Light

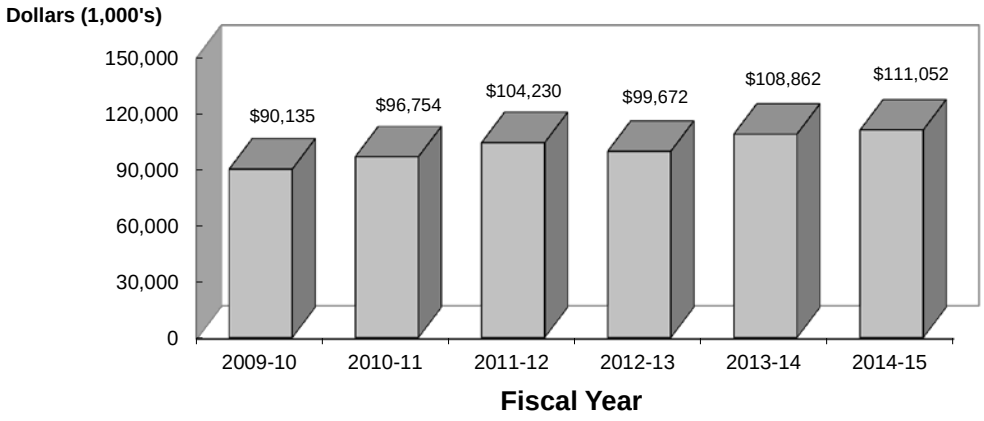
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 26,776,307	$ 27,996,401	$ 28,122,944	$ 29,491,935
Other Services	18,174,131	13,294,477	21,914,477	22,095,277
Supplies	53,368,653	66,359,758	57,739,758	58,249,992
Capital Outlay	1,353,348	1,210,950	1,210,950	1,215,100
Other	-	-	-	-
Total	$ 99,672,439	$ 108,861,586	$ 108,988,129	$ 111,052,304



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	218.00	222.00	233.00	236.00	238.00	239.00
Amount by Fund:						
Power and Light Fund	$ 90,134,520	$ 96,753,984	$ 104,229,826	$ 99,672,439	$ 108,861,586	$ 111,052,304
Total All Funds	$ 90,134,520	$ 96,753,984	$ 104,229,826	$ 99,672,439	$ 108,861,586	$ 111,052,304
Comparative Ratios:						
Per Capita	$ 789.77	$ 798.22	$ 892.15	$ 853.14	$ 928.75	$ 946.98
Per Household	$ 1,832.26	$ 1,788.79	$ 2,138.40	$ 2,110.14	$ 2,204.43	$ 2,057.21



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*

Department Description

To provide reliable and affordable electric energy services in a customer-oriented and environmentally-responsible manner, while participating organizationally and individually in the growth and enhancement of the community we serve.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	233.00	236.00	238.00	239.00
Total	233.00	236.00	238.00	239.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
6110 Administration	2,454,458	2,552,708	2,571,286	2,730,617
6121 Support Services	1,511,052	1,735,232	1,716,139	1,653,469
6122 Warehouse and Stores	3,730,502	4,320,957	4,322,936	4,307,738
6123 Vehicle Maintenance	2,268,849	2,144,205	2,172,379	2,304,172
6125 Utility Field Service	925,990	983,476	985,485	1,027,157
6126 Meter Reading	1,479,862	1,784,777	1,786,581	1,965,761
6140 Production	14,831,544	17,029,481	17,069,416	16,219,217
6145 Purchased Power	55,924,273	61,334,458	61,184,458	62,661,070
6150 Transmission & Distribution	10,770,115	10,676,715	10,694,964	11,307,130
6160 Engineering	5,775,794	4,107,770	4,132,280	4,058,574
6170 System Operations	0	2,191,807	2,352,205	2,817,399
Total	99,672,439	108,861,586	108,988,129	111,052,304

Source of Funding				
Power and Light Fund	99,672,439	108,861,586	108,988,129	111,052,304
Total	99,672,439	108,861,586	108,988,129	111,052,304

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

2013-14 Accomplishments	**Goal Ref**
* Completed Light Emitting Diode (LED) street light conversion program providing economic and environmental benefits for the City.	2
* Obtained the American Public Power Association's Reliable Public Power Provider (RP3) Platinum award.	3
* Completed preparation and implementation of the new Southwest Power Pool Integrated Marketplace within the operations of the Department.	2
* Completed the resolution of the 2006 failure of the RCT generating unit.	3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Average Number of Retail Customers	56,292	56,297	56,302	56,400
Total Retail Energy Sales (Mwh)	1,069,052	1,044,043	1,052,240	1,056,720
Average Retail Sales per Customer (Kwh/customer)	18,991	18,545	18,690	18,736
Total Wholesale Energy Sales (Mwh)	80,596	83,514	80,000	80,000
Total Operating Revenues (in 000's)	139,878	137,749	142,804	143,731
Average Operating Revenue per Customer ($/customer)	2,485	2,447	2,536	2,548
Total System (customer) Peak Load (Kw)	310,400	304,600	307,200	305,000
Annual System Load Factor (%)	41.30	40.70	41.20	41.50

2014-15 Objectives	**Goal Ref**
* Develop and initiate a rate stabilization strategy for the Department to insure stable, competitive retail rates for the future.	4
* Complete a resource needs study for the Department to identify existing and future gaps and a plan to meet the needs.	2
* Initiate permit activities with the Department of Natural Resources to renew the Blue Valley and Missouri City power plant air operating permits.	2

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Engineer II - P&L	1.00	.00	.00	.00
Engineer III - PL	.00	1.00	1.00	1.00
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	9.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,025,352	1,117,558	1,136,136	1,154,784
Other Services & Charges	1,420,748	1,419,150	1,419,150	1,558,833
Supplies	7,131	14,000	14,000	14,000
Capital Outlay	1,227	2,000	2,000	3,000
Other Expenditures	0	0	0	0
Total	2,454,458	2,552,708	2,571,286	2,730,617

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6121 - Support Services *Fund: 20 - Power and Light Fund*

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2013-14 Accomplishments **Goal Ref**

* Continuing communications with Department of Energy to gain approval to redistribute the EECBG funds. 1
* Successfully utilized 100% of commercial rebate funds. The program is a popular program because many businesses are embracing energy efficiency measures. Commercial rebates for the year total $44,605. 4
* Exceeded the OSHA goal by only having 2 recordable accidents within the department for the calendar year. 2
* Identified another location to fulfill the spacing needs of our administrative staff, eliminating the need for a space utilization study. Currently awaiting closing on the facility. 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Energy Efficiency Rebates Processed	89	97	100	110
Customers on Surge Protection Program	417	408	410	420
OSHA Recordable Accidents	13	2	13	13
Energy Star Rebates	11	18	10	28
Commercial Rebates	11	13	10	15
Energy Efficiency Loans	13	19	20	21

2014-15 Objectives **Goal Ref**

* Revise the surge protection program by the end of 2014 to include changes to terms and conditions. 2
* Strive to maintain utility safety by having no more than 13 OSHA recordable accidents. 2
* Promote the Home Energy Loan Program to increase number of loans by 10%. 1
* Complete close-out of Energy Efficiency and Conservation Block Grant. 1

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6121 - Support Services — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Utility Property Accountant	1.00	1.00	1.00	1.00
Utility Support Clerk	1.00	1.00	1.00	1.00
Utility Support Specialist	1.00	1.00	1.00	1.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Energy Applications Spec	2.00	2.00	2.00	2.00
Safety & Training Specialist	1.00	1.00	1.00	.00
Support Services Manager	1.00	1.00	1.00	.00
Support Services Manager	.00	.00	.00	1.00
Customer Programs Admin	1.00	.00	.00	.00
Customer Programs Admin	.00	1.00	1.00	1.00
Security Administrator	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	10.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	833,235	997,532	1,008,439	915,769
Other Services & Charges	627,454	640,700	610,700	640,700
Supplies	29,585	39,500	39,500	39,500
Capital Outlay	20,778	57,500	57,500	57,500
Other Expenditures	0	0	0	0
Total	1,511,052	1,735,232	1,716,139	1,653,469

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *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.

2013-14 Accomplishments **Goal Ref**

* The warehouse staff successfully worked with the LED street light contractor to assure they had all material needed to complete the street light change out. 2
* The gravel roads were maintained in the pole yard by applying new gravel to the roads that required maintenance. This is an ongoing objective to assure Power & Light's property remains in good condition and maintain a good appearance. 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Purchase Requisitions Issued	641	645	650	640
Inventory Purchases:				
Transformers	468,663	527,276	500,000	600,000
Wood Poles	129,055	188,052	150,000	250,000
Street Light Poles	9,936	55,190	50,000	50,000
Wire	382,409	844,473	600,000	800,000
Other	1,007,587	806,499	900,000	1,200,000
Totals	1,997,650	2,421,491	2,200,000	2,900,000

2014-15 Objectives **Goal Ref**

* Maintain gravel roads in the pole yard. 2
* Replace the T12 florescent lighting in the warehouse area with more efficient LED High Bay lighting fixtures. 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
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

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	597,986	620,157	622,136	645,438
Other Services & Charges	186,922	233,100	233,100	244,600
Supplies	2,945,594	3,467,700	3,467,700	3,387,700
Capital Outlay	0	0	0	30,000
Other Expenditures	0	0	0	0
Total	3,730,502	4,320,957	4,322,936	4,307,738

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *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.

2013-14 Accomplishments	**Goal Ref**
* An engineering feasibility study to upgrade the fleet fueling system was completed.	3
* An engineering feasibility study to install a vehicle wash station at the garage was complete.	3
* An engineering contract for bidding and construction drawings for fleet fueling system upgrades was completed.	3
* An engineering contract for bidding and construction drawings for a new vehicle wash station at the garage was completed.	3
* An interior lighting project in the garage low-bays to convert outdated T-12 fluorescent fixtures to more efficient high output T-8 fluorescent fixtures was completed.	2
* Established improved workflow procedures for processing new and surplus assets to ensure accuracy of fleet inventory data.	3
* Assisted Engineering in fact finding and prep work of the City Works software program at IPL.	2
* New fabrication machines for metal shearing, punching, braking and pressing operations were procured.	3
* The first electric hybrid bucket truck for the utility was placed in service for testing and evaluation.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Fleet Miles Driven	739,304	723,471	740,000	730,000
Fleet Use in Gallons	96,737	93,774	100,000	95,000
Fleet Miles Per Gallon	7.6	8.8	7.0	9.0
Fleet Fuel Cost	316,875	263,414	350,000	258,000
Fleet Maintenance Cost	621,049	773,001	750,000	820,000
Fleet Preventive Maintenance Cost	86,863	68,620	80,000	50,000
Fleet Tire Cost	34,338	18,117	45,000	30,000
Total Fleet Operations Cost	1,059,125	859,738	1,225,000	900,000
Fleet Cost Per Mile	1.38	1.17	1.50	1.20

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

2014-15 Objectives	**Goal Ref**
* Oversee upgrade to the fleet fueling system infrastructure and components.	2
* Oversee installation of a vehicle washing facility for the fleet maintenance garage.	2
* Evaluate the fleet management computer program for improved capabilities and cross-department applications.	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.00	.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	3.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	700,676	741,805	743,979	751,772
Other Services & Charges	253,848	314,600	314,600	314,600
Supplies	329,713	370,800	370,800	370,800
Capital Outlay	984,612	717,000	743,000	867,000
Other Expenditures	0	0	0	0
Total	2,268,849	2,144,205	2,172,379	2,304,172

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6125 - Utility Field Service *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.

2013-14 Accomplishments	**Goal Ref**
* The department averaged 5.52 stops per hour for the fiscal year. This is an increase of 16.5% from last year.	2
* The department averaged 1,186 delinquent turn-offs per month for the fiscal year, which is an increase of 7% over last year.	2
* The Field Service Worker group meets monthly with IPL and Water meter shop personnel to discuss and resolve any metering issues.	3
* Conducted quarterly safety training.	2
* No lost time accidents have occurred for the first six months of the fiscal year.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Average number of delinquent accounts completed monthly	1,212	1,211	1,100	1,125
Average number of stops at customer locations per hour per worker	4.8	5.2	4.8	5.5

2014-15 Objectives	**Goal Ref**
* Maintain an average of 5.1 or more stops at customer locations per hour per worker for every month of the year.	2
* Average over 1,050 delinquent turn-offs 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.	2
* Continue to work with Customer Service to ensure work requests from representatives are consistent with in-field practices.	3
* Conduct quarterly training to reduce risk of employee injury.	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6125 - Utility Field Service *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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
Customer Service Supvr I	.00	1.00	1.00	.00
Customer Operations Supervisor	.00	.00	.00	1.00
Total	8.00	8.00	8.00	8.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	919,164	962,376	964,385	1,006,057
Other Services & Charges	830	12,600	12,600	12,600
Supplies	5,996	8,500	8,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	925,990	983,476	985,485	1,027,157

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2013-14 Accomplishments — **Goal Ref**

* More than 99% of all meter routes have been read within the allotted time parameter enabling timely issuance of customer bills. — 2
* Averaged 218 meters per month of customer accounts with consecutive estimated meter readings. — 2
* The division has maintained a read rate of 96.72 for eleven months. In February, the read rate was 94.16 due to extreme weather conditions of estimating approximately 7.5 cycles. — 2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Meter Reads	1,291,789	1,291,480	1,293,000	1,292,750
Rechecks	4,863	4,158	5,150	4,700
Can't Reads	29,323	70,524	40,000	38,782
Service Work Orders Generated	3,256	2,549	4,000	2,592
Actual Read (% of Meters)	97.7%	94.7%	97.0%	97.0%

2014-15 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
* Average less than 240 meters per month having consecutive monthly estimates out of 105,000 meters read per month. — 2
* Maintain an average read rate of 96.5% or better. — 2
* Conduct quarterly training to reduce risk of employee injury. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Meter Records Clerk 3rd Yr	1.00	1.00	1.00	1.00
Utility Meter Reader I	9.00	9.00	9.00	9.00
Utility Meter Reader I	5.00	5.00	5.00	5.00
Meter Reader Specialist	1.00	1.00	1.00	.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Assistant Meter Reader Supv	.00	.00	.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	17.00	17.00	17.00	17.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,375,900	1,631,177	1,632,981	1,812,161
Other Services & Charges	25,987	45,100	45,100	45,100
Supplies	8,125	14,500	14,500	14,500
Capital Outlay	69,850	94,000	94,000	94,000
Other Expenditures	0	0	0	0
Total	1,479,862	1,784,777	1,786,581	1,965,761

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2013-14 Accomplishments — **Goal Ref**

* Completed the upgrade of two of six combustion turbine generator unit exciters. — 3
* Completed the Blue Valley Plant arch flash reduction program for electrical switchgear. — 3
* Completed the Blue Valley 3 generator protection system. — 3
* Completed the Blue Valley circulating water pump overhaul project. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Net Generation at IP&L Plants (MWh)	191,957	127,953	144,562	60,661
Total Coal Burned (tons)	136,009	99,239	89,345	33,054
Total Gas Burned (MCF)	73,945	39,648	64,224	58,685
Total Oil Burned (gallons)	106,554	90,842	72,503	3,138

2014-15 Objectives — **Goal Ref**

* Develop and implement program for improvement of combustion turbine unit dependability, reliability and availability. — 2
* Investigate options and feasibility for justifiable changes to operating processes and equipment of the Blue Valley steam units to improve flexibility and controllability while maintaining availability and durability. — 2
* Review and optimize Blue Valley 3 operation on natural gas due to planned cessation of coal use on the unit. — 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Utility Data Specialist-P&L	1.00	1.00	1.00	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

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
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	3.00	4.00	4.00	4.00
Journeyman Pwr Plant Mech	13.00	13.00	13.00	13.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Util Maint Wkr 1st 6 Mo	.00	3.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	4.00	1.00	2.00	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
Engineer II - P&L	3.00	2.00	2.00	1.00
Safety & Training Specialist	.00	.00	.00	1.00
Engineer III - PL	.00	1.00	1.00	1.00
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	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	77.00	78.00	77.00	77.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	9,056,164	9,454,331	9,494,266	9,769,567
Other Services & Charges	5,198,881	6,609,450	6,609,450	5,792,950
Supplies	567,018	931,700	931,700	640,700
Capital Outlay	9,481	34,000	34,000	16,000
Other Expenditures	0	0	0	0
Total	14,831,544	17,029,481	17,069,416	16,219,217

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil and environmental allowances such as nitric oxides and sulfur dioxide) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission services and load regulation fees.

2013-14 Accomplishments **Goal Ref**

* Effectively integrated the IPL system into Southwest Power Pool's new Integrated Marketplace. 2
* Provided necessary unit cost data to system operations to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. 2

Service Delivery Background Data

Description		2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Off-System Energy Costs	($)	21,760,720	23,098,651	22,283,328	26,769,517
Off-System Fixed Costs	($)	21,793,559	20,042,954	24,480,910	25,923,960
Transmission Services	($)	3,673,682	5 291 148	5,650,830	6 974 360
On-System Production Fuels	($)	11,306,266	7 518 905	8,160,510	2 813 233
Load Regulation	($)	385,000	219,000	578,880	0
Wholesale Power Marketing	($)	180,000	180,000	180,000	180,000
On-System Generation	(MWh)	191,957	127,953	159,562	60,661
Off-System Energy	(MWh)	1,008,306	1,038,234	1,028,060	1,135,145
Total Energy Supplied	(MWh)	1,200,263	1,166,187	1,187,622	1,195,806
Total Cost Per MWh of Supply	$/MWh	49.24	48.32	51.64	52.40
Wholesale Power Sales	($)	1,908,554	2,380,464	2,000,000	2,158,000

2014-15 Objectives **Goal Ref**

* Increase wholesale sales activities to capture economic value for the System. 2
* Supply necessary cost information to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. 2

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	6,827,430	180,000	8,680,000	9,285,678
Supplies	49,096,843	61,154,458	52,504,458	53,375,392
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	55,924,273	61,334,458	61,184,458	62,661,070

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Description

Responsible for the maintenance, repair, and construction of the City's electrical transmission and distribution systems. Division's major responsibilities are electric service, line clearance, electric metering, and substation maintenance and operations.

2013-14 Accomplishments **Goal Ref**

* Completed the changeout of five 69kv breakers in Substation A. 3
* Completed the last remaining 4kv overhead circuit voltage conversion in the southwest part of the city to 13kv to improve reliability and bring this area into continuity with the rest of IPL's system. 3
* Completed construction improvement projects in the northwest part of the city to increase reliability and coincide with the rebuild of Substation F. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Completed Construction Jobs	175	210	200	200
4-KV Conversion Miles Complete	1.0	1.0	0.5	0
Services Installed	125	160	180	150
Rotation of Meters	1,805	1,443	2,000	2,500
Total Number of Trees Trimmed	4,846	4,500	6,500	5,000
Properties Trimmed	4,230	3,500	4,500	4,000
Street Lights Added	0	10	25	0
Yearly Continuity Percentage	95.00	96.00	98.00	95.00
Damage Claim Costs	10,000	5,739	8,500	8,000

2014-15 Objectives **Goal Ref**

* Replace Battery Bank at Substation N to increase reliability of backup power at substation. 3
* Install new breaker at Substation A for T-10 auxiliary transformer for improved plant reliability. 3
* Install protection relays on remaining transmission lines to improve reliability on the transmission system. 3
* Initiate NERC compliance testing and complete for two substations. 2
* Complete the rebuild of the transmission line in the Substation F area to improve reliability. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Apprentice Lineman-2nd Yr	.00	.00	3.00	2.00
Apprentice Lineman-4th Yr	3.00	3.00	.00	.00
Inspector/Locator 1st Yr	1.00	.00	.00	.00
Inspector/Locator 2nd Yr	.00	1.00	.00	.00
Inspector/Locator 3rd Yr	.00	.00	1.00	1.00
Meter Records Clerk 1st Yr	.00	.00	1.00	.00
Meter Records Clerk 2nd Yr	.00	.00	.00	1.00
Meter Records Clerk 3rd Yr	1.00	1.00	.00	.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Arborist-P&L	1.00	1.00	1.00	1.00
Utility Data Specialist-P&L	1.00	1.00	1.00	1.00
Senior Electronics Tech	1.00	1.00	1.00	.00
Electronics Technician	2.00	2.00	2.00	.00
Journeyman Lineman	24.00	24.00	24.00	25.00
Relay Technician	1.00	.00	.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	3.00	3.00	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	4.00	4.00	5.00	5.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	.00	.00	.00	1.00
Tree Trimming Supt	1.00	.00	.00	.00
Tree Trimming Supt	.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
System Protection Engineer	.00	.00	.00	1.00
Total	68.00	67.00	67.00	68.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	8,166,489	8,119,415	8,133,664	8,749,830
Other Services & Charges	2,261,935	2,296,400	2,296,400	2,328,350
Supplies	286,153	200,450	230,450	200,450
Capital Outlay	55,538	60,450	34,450	28,500
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Total	10,770,115	10,676,715	10,694,964	11,307,130

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2014-15 Operating Budget*
Cost Center: 6160 - Engineering — *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 operations, and construction job order and contract development, estimating and administration.

2013-14 Accomplishments	**Goal Ref**
* Completed rebuild of Substation F.	3
* Completed installation of 11,500 LED street lights.	2
* Completed transmission line improvements associated with the Substation F rebuild.	3
* Initiated contract for the Substation B Breaker Replacement and Line Relay Upgrades Project.	3
* Completed the pilot phase of the substation asset management and inspection program.	2
* Completed the replacement of the Outage Management System/Interactive Voice Response.	2
* Completed 69 kV Capacitor Bank Additions at Substation C and K.	3
* Completed fiber optic extension to new West Elementary School.	4
* Completed upgrade of GIS System to MAP3D.	2

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Services Placed Underground Federal Grant Program	400	593	700	0
Services Placed Underground Turnkey Services	0	75	69	75
System Average Outage Time (Minutes)	71.10	71.30	90.00	85.00
System Average Outage Frequency	.92	.76	.90	.88

2014-15 Objectives	**Goal Ref**
* Complete the Breaker Replacement and upgrade work at Substation B.	2
* Complete reconductor of 161 kV Eckles-Sibley line to increase capacity.	2
* Coordinate with System Operations to provide information for 2014 CIP Audit (NERC).	2
* Complete reroute of Substation K Distribution feeders for future ease of access and reliability.	2
* Develop phase two of the Fiber Business Plan to provide future	4

2014-15 Objectives **Goal Ref**

service to businesses.

* Update 10 year plan for Transmission and Distribution system. 2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
District Planner I	.00	.00	1.00	.00
District Planner II	.00	.00	.00	1.00
Senior District Planner	4.00	4.00	3.00	3.00
System Operator II	1.00	1.00	.00	.00
System Operator III	2.00	1.00	.00	.00
Senior System Operator	2.00	3.00	.00	.00
Engineering Tech III-P&L	1.00	1.00	1.00	1.00
Senior Electronics Tech	.00	.00	.00	1.00
Electronics Technician	.00	.00	.00	2.00
Relay Technician	.00	1.00	2.00	.00
CAD Operator	3.00	3.00	3.00	.00
GIS/CAD Technician	.00	.00	.00	3.00
District Engr Planning Supvr	1.00	.00	.00	.00
District Engr Planning Supvr	.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
Engineer I - PL	1.00	1.00	1.00	.00
Engineer I - PL	3.00	2.00	1.00	1.00
Engineer III - PL	2.00	2.00	2.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Eng Tech Supv - P & L	1.00	1.00	1.00	.00
GIS Supervisor -P & L	.00	.00	.00	1.00
P&L Operations Supvr	1.00	1.00	.00	.00
System Protection Engineer	.00	1.00	1.00	.00
Sr Engineer - PL	.00	1.00	.00	.00
Telecommunications Coordinator	1.00	1.00	.00	.00
Telecommunications Supervisor	.00	.00	1.00	1.00
Electric Sys Ops Engineer	1.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	2.00	2.00	.00	.00
Compliance Training Coord	1.00	1.00	.00	.00
CIP/Cyber Security Coord	.00	1.00	.00	.00
System Programs Coordinator	.00	.00	1.00	1.00
Total	30.00	33.00	22.00	22.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6160 - Engineering *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	4,101,341	2,772,668	2,797,178	2,725,583
Other Services & Charges	1,370,096	1,090,452	1,090,452	1,133,741
Supplies	92,495	154,150	154,150	185,650
Capital Outlay	211,862	90,500	90,500	13,600
Other Expenditures	0	0	0	0
Total	5,775,794	4,107,770	4,132,280	4,058,574

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6170 - System Operations *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.

2013-14 Accomplishments	**Goal Ref**
* Commissioned Backup Operations Center providing the capability to operate from backup center without the reliance on the primary operations center.	2
* Modifications completed to the SCADA/EMS (Energy Management System) to prepare for the new SPP Integrated Market.	2
* Completed cyber security vulnerability assessment to determine areas that are susceptible to cyber security risks.	3

Service Delivery Background Data

Description		2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Energy Mgmt System Availability	(%)	100.00	100.00	100.00	100.00
Wholesale Power Sales	Mwh	77,238	80,305	80,000	80,000
Wholesale Power Revenues	($)	1,908,554	2,380,464	2,000,000	2,158,000
Wholesale Power Rate	($/Mwh)	24.71	29.64	25.00	26.98

2014-15 Objectives	**Goal Ref**
* Conduct annual cyber security vulnerability assessment to improve security of cyber assets.	3
* Schedule and complete necessary CIP and cyber security training for NERC compliance staff.	3
* Operate from Backup Operations Center (BOC) test site functionality, train personnel and ensure each System Operator operates from the BOC.	2
* Develop operational reports to help evaluate IPL market operations and make adjustments to maximize energy savings.	2

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2014-15 Operating Budget*
Cost Center: 6170 - System Operations *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
System Operator II	.00	.00	1.00	.00
System Operator III	.00	.00	.00	1.00
Senior System Operator	.00	.00	4.00	4.00
System Operations Manager	.00	.00	.00	1.00
Cyber Security Coordinator	.00	.00	1.00	1.00
P&L Operations Supvr	.00	.00	1.00	1.00
Electric Sys Ops Engineer	.00	.00	1.00	1.00
Electric Sys Oper Manager	.00	.00	1.00	.00
Energy Mgmt Sys Coord	.00	.00	1.00	1.00
NERC Compliance Supervisor	.00	.00	1.00	1.00
CIP/Cyber Security Coord	.00	.00	1.00	1.00
Reliability Compliance Coord	.00	.00	1.00	1.00
Energy Mgmt Sys Coord II	.00	.00	1.00	1.00
Energy Markets Coordinator	.00	.00	.00	1.00
Total	.00	.00	14.00	15.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	1,579,382	1,589,780	1,960,974
Other Services & Charges	0	452,925	602,925	738,125
Supplies	0	4,000	4,000	12,800
Capital Outlay	0	155,500	155,500	105,500
Other Expenditures	0	0	0	0
Total	0	2,191,807	2,352,205	2,817,399

City of Independence, Missouri
2014-15 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

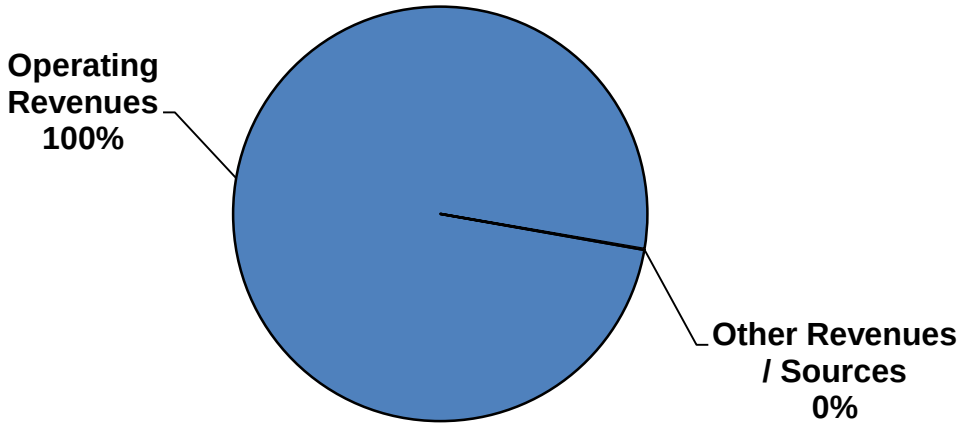
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
Revenue Bonds:				
2010 Series B (6238)	$ 1,500,000	$ 1,010,588	$ 3,000	$ 2,513,588
Revenue Bonds:				
2012 Series A (6239)	-	2,631,219	3,000	2,634,219
Revenue Bonds:				
2012 Series F (6241)	1,765,000	2,028,750	3,000	3,796,750
Total Power and Light Fund	$ 3,265,000	$ 5,670,557	$ 9,000	$ 8,944,557

City of Independence, Missouri
2014-15 Operating Budget

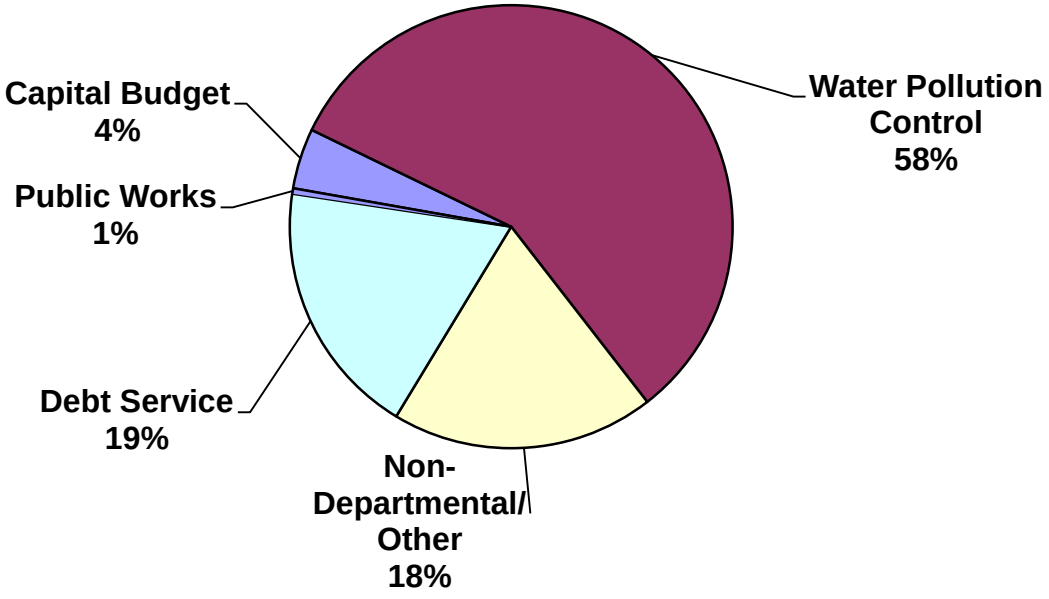
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
	Production System-		
70201401	Combustion Turbine Generators Exciter Upgrades	Power and Light Fund	$ 1,000,000
70201402	Substation H-5/H-6 Hot Gas Compressor Project	Power and Light Fund	750,000
	Transportation and Distribution System-		
70201106	69-KV Substation Facilities Improvements	Power and Light Fund	400,000
70201400	Substation B Rebuild Project	Power and Light Fund	1,200,000
70201403	Eckles Road Substation Facility Improvements	Power and Light Fund	1,250,000
70201310	Substation J Facility Improvements	Power and Light Fund	1,000,000
	Other Projects-		
70201404	Fuel and Washing System	Power and Light Fund	200,000
70201201	Office Building Project	Power and Light Fund	6,050,000
70201405	Substation Security Project	Power and Light Fund	150,000
			$ 12,000,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 3,660,348**	**$ 3,110,783**	**$ 6,403,793**		**$ 3,293,010**	**105.86%**
Change in non-budgetary Net Available Resources	(743,458)	3,310,809	-		(3,310,809)	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 20,227,568	$ 20,946,514	$ 22,453,539	100.0%	$ 1,507,025	7.2%
Interest Income	8,378	6,000	6,000	0.0%	-	0.0%
Other Revenues				0.0%	-	n/a
Total Estimated Revenues	$ 20,235,946	$ 20,952,514	$ 22,459,539	100.0%	$ 1,507,025	7.2%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit	10,000	10,000	10,000		-	0.0%
Debt Proceeds	10,078,352	7,941,409			(7,941,409)	-100.0%
Total Sources	**$ 30,324,298**	**$ 28,903,923**	**$ 22,469,539**		**$ (6,434,384)**	**-22.3%**
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	$ 11,518,320	$ 13,979,003	$ 14,170,572	57.3%	$ 191,569	1.4%
Public Works	54,153	93,787	90,848	0.4%	(2,939)	-3.1%
Non-Departmental	4,088,860	4,376,783	4,650,311	18.8%	273,528	6.2%
Debt Service	1,288,469	2,282,082	4,626,307	18.7%	2,344,225	102.7%
Total Operating Budget	$ 16,949,802	$ 20,731,655	$ 23,538,038	95.2%	$ 2,806,383	13.5%
Capital Budget:						
Capital Projects	$ 13,098,558	$ 7,941,409	$ 1,085,000	4.4%	$ (6,856,409)	
Transfers:						
Falls at Crackerneck Creek TIF	$ 82,045	$ 248,658	$ 92,006	0.4%	$ (156,652)	n/a
Total Uses	**$ 30,130,405**	**$ 28,921,722**	**$ 24,715,044**	**100.0%**	**$ (4,206,678)**	**-14.5%**
Ending Net Available Resources	**$ 3,110,783**	**$ 6,403,793**	**$ 4,158,288**		**$ (2,245,505)**	**-35.07%**

Change in Net Available Resources greater than 10% due to the timing of Capital Expenditures

City of Independence, Missouri
2014-15 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 2008-09 through 2013-14

Description	2008-09	2009-10	2010-11	2011-12	2012-13	Projected 2013-14
Net Income (Loss)						
Net Income (Loss)	$ (1,480,796)	$ (1,847,364)	$ (742,269)	$ 764,972	$ (940,921)	
Capital Contributions	1,735,142	392,710	1,941,161	36,249	32,033	
Change in Net Assets	$ 254,346	$ (1,454,654)	$ 1,198,892	$ 801,221	$ (908,888)	$ 789,344
Net Available Resources						
Net Available Resources-						
Total Current Assets	$10,835,066	$ 9,006,699	$ 9,387,357	$ 7,217,768	$ 9,883,146	
Less:						
Inventories	(77,607)	(59,587)	(48,898)	(55,221)	(57,238)	
Restriced Cash and Investments	(304,772)	(339,349)	(387,711)	(453,786)	(471,674)	
Current Liabilities	(1,686,179)	(573,259)	(785,452)	(2,633,873)	(6,049,894)	
Carryover Capital Budget Appropriations	(1,865,675)	(1,791,608)	(1,968,000)	(265,704)		
Carryover Outstanding Encumbrances	(206,738)	(177,271)	(147,073)	(148,836)	(193,557)	
Net Available Resources	$ 6,694,095	$ 6,065,625	$ 6,050,223	$ 3,660,348	$ 3,110,783	$ 6,403,793
Target Working Capital	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000

Source: 2008-09 through 2012-13 - Comprehensive Annual Financial Report
2013-14 - Operating Staff projections

Employee Staffing (in Full Time Equivalents)

Department:						
Public Works	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control						
General Fund	5.00	5.00	0.00	0.00	0.00	0.00
Sanitary Sewer Fund	70.00	70.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	8.00	8.00	13.00	13.00	13.00	13.00
Total	84.00	84.00	84.00	84.00	84.00	84.00

Utility Statistics

No. of Residential Customers	40,635	40,676	40,579	40,572	40,588	40,750
No. of Commercial Cust.	3,493	3,494	3,483	3,481	3,463	3,465
Wastewater Treated (million gallons)	3,079	3,326	2,515	2,261	2,361	2,436

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works					
30-4010	Residential	10,601,887	11,490,161	11,307,943	11,626,328	2.8%
30-4110	Commercial Base	4,199,879	4,395,884	4,350,124	4,507,086	3.6%
30-4120	Commercial Surcharge	1,076,228	947,795	1,111,000	547,100	-50.8%
30-4130	Regulatory Compliance Base	3,188,268	3,188,408	3,190,683	4,786,025	50.0%
30-4430	Contract Services	250,393	189,500	196,764	197,000	0.1%
30-4570	Intermunicipal Agreements	695,140	600,000	600,000	600,000	
30-4600	Other Operating Revenue	215,182	180,000	190,000	190,000	
30-4700	Change in Unbilled Revenue	591				
	Total Operating Revenue	20,227,568	20,991,748	20,946,514	22,453,539	7.2%
	Non-Operating Revenue					
30-3411	Interest Income	8,378	6,000	6,000	6,000	
30-4900	Other Revenues, Net					
	Total Revenues	**$20,235,946**	**$20,997,748**	**$20,952,514**	**$22,459,539**	7.2%

CITY OF INDEPENDENCE, MISSOURI

2014-15 Operating Budget

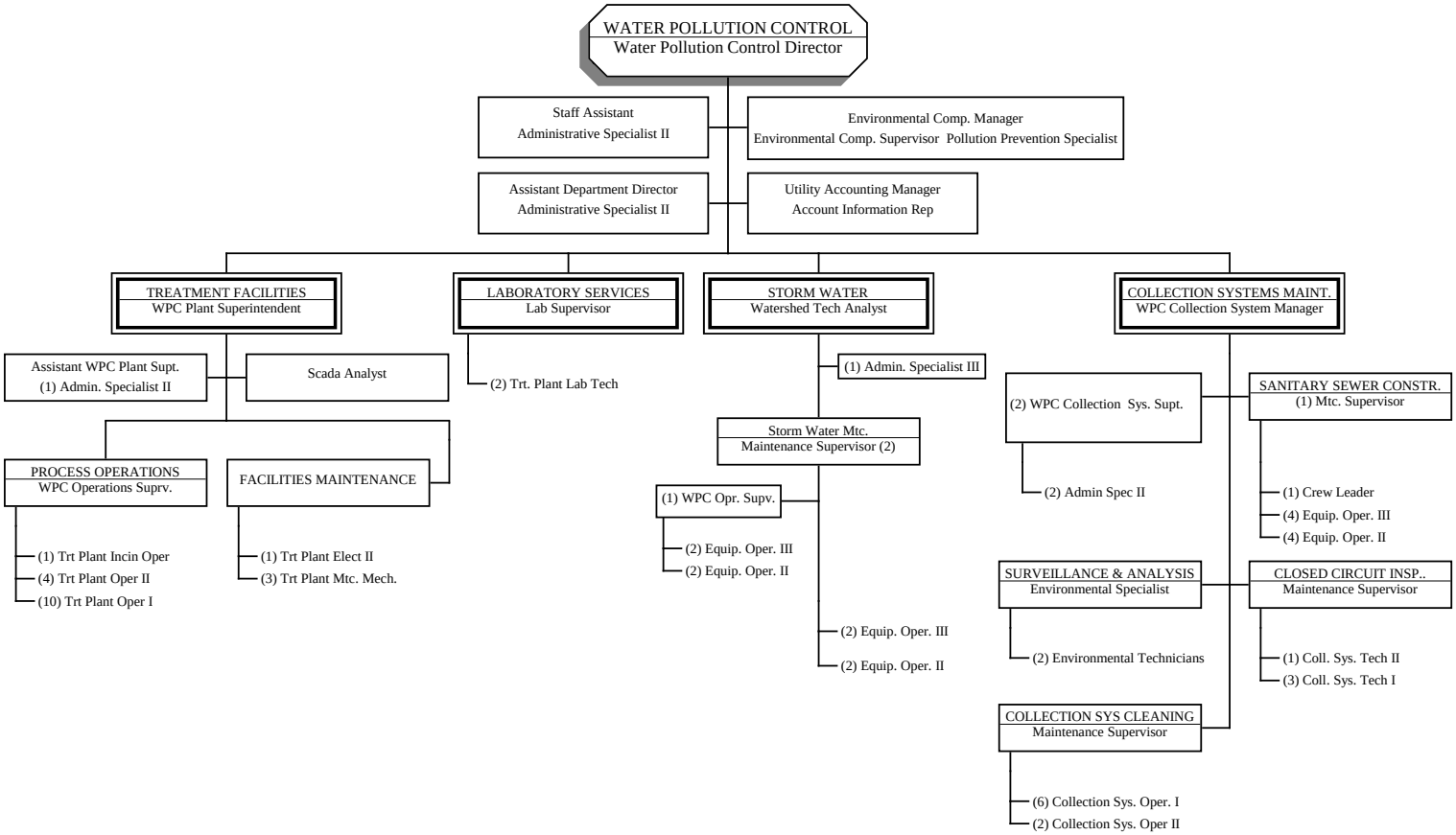
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	$57.85	$7.50	$1.1219/100 gallons (winter average method)
Liberty, Mo.	$51.32	$2.00	$10.99/1,000 gallons
Kansas City, Mo.	$39.44	$12.20	$4.54/100 cubic feet
Sugar Creek, Mo	$39.00	$15.86 + $9	$3.15/1000 gallons
Raytown, Mo.	$36.42	$12.28	$6.92/1000 gallons > 1000
Olathe, Ks.	$33.92	$12.80	$3.52/100 cubic feet
Kansas City, Ks.	$33.38	$14.18	$3.20/100 cubic feet
Raymore, Mo.	$32.31	none	$7.20/1,000 gallons
Lee's Summit, Mo.	$31.71	$11.65	$4.47/1,000 gallons
Independence, Mo.	**$31.00**	**$11.60 + $6**	**$2.2328/100 cubic feet**
Blue Springs, Mo.	$23.20	$6.50	$0.372/100 gallons
Grandview, Mo.	$19.10	$9.90	$2.05/1000 gallons

** The average bill is calculated using average water consumption of 600 cubic feet per month.*

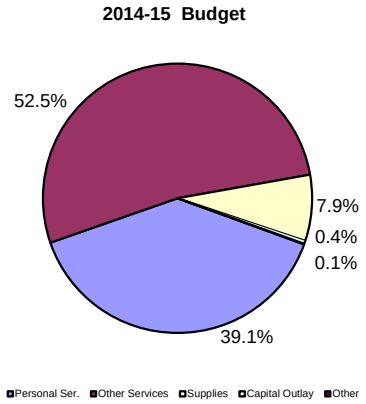
Survey conducted in February, 2014

City of Independence, Missouri
Water Pollution Control



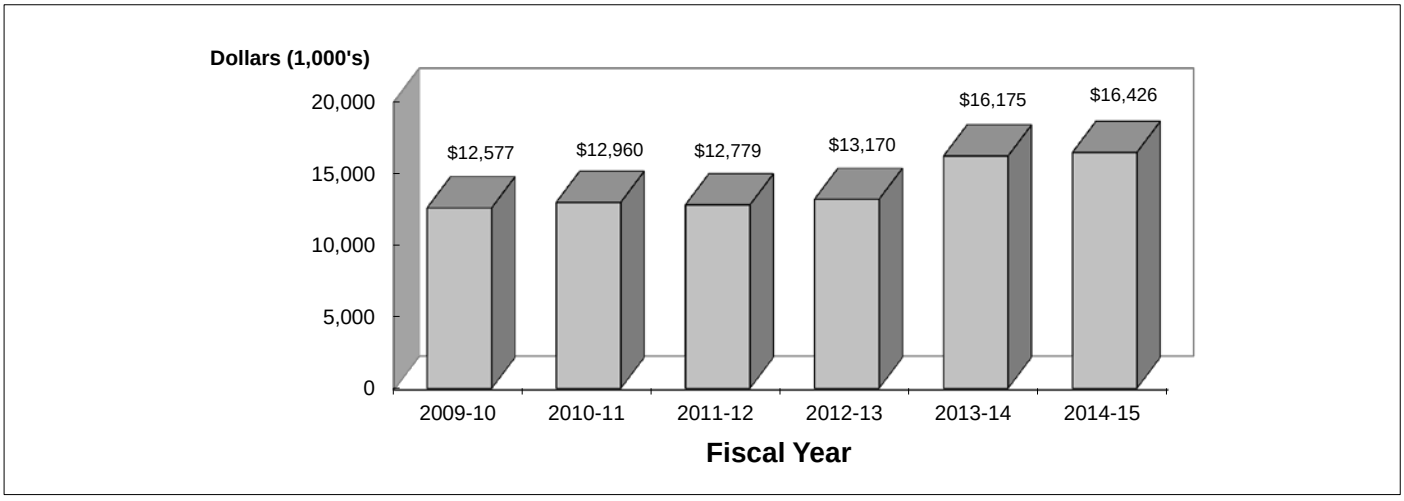
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 5,096,131	$ 6,204,071	$ 6,230,378	$ 6,421,822
Other Services	6,893,702	8,445,021	8,445,021	8,629,521
Supplies	993,821	1,164,717	1,161,717	1,303,617
Capital Outlay	186,175	351,000	354,000	60,900
Other	-	10,000	10,000	10,000
Total	$ 13,169,829	$ 16,174,809	$ 16,201,116	$ 16,425,860



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
Storm Water Sales Ta	$ 1,373,062	$ 1,502,073	$ 1,561,808	$ 1,651,509	$ 2,222,113	$ 2,255,288
Sanitary Sewer Fund	10,908,594	11,161,107	11,216,817	11,518,320	13,952,696	14,170,572
General Fund	295,086	296,347	-	-	-	-
Total All Funds	$ 12,576,742	$ 12,959,527	$ 12,778,625	$ 13,169,829	$ 16,174,809	$ 16,425,860
Comparative Ratios:						
Per Capita	$ 110.20	$ 106.92	$ 109.38	$ 112.73	$ 138.00	$ 140.07
Per Household	$ 255.66	$ 239.60	$ 262.17	$ 278.82	$ 327.54	$ 304.28



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*

Department Description

The purpose of the Water Pollution Control Department is to protect public health from the spread of waterborne disease and to reduce and abate pollution for the protection of the aquatic environment. The Department operates and maintains the City's wastewater treatment facility, eleven pumping stations, 614 miles of sanitary sewer and approximately 232 miles of storm water sewer systems. The Department administers sewer service agreements with area jurisdictions, enforces the city, state and federal water pollution control regulations, and manages the billing for sewer use throughout the City's service area.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
5201 Administration	717,372	974,974	986,464	969,304
5210 Inter-Jurisdictional Agencies	4,803,505	5,277,000	5,277,000	5,450,000
5220 Treatment Facilities	3,291,319	3,859,011	3,864,060	4,059,027
5230 Collection System Maintenance	2,507,924	3,606,225	3,612,888	3,455,554
5240 Laboratory Services	198,200	235,486	238,591	236,687
5261 Storm Water Administration	161,215	319,677	319,677	323,785
5262 Storm Water Maintenance	1,216,444	1,553,261	1,553,261	1,582,328
5263 Storm Water Permit Compl.	273,850	349,175	349,175	349,175
Total	13,169,829	16,174,809	16,201,116	16,425,860
Source of Funding				
Sanitary Sewer Fund	11,518,320	13,952,696	13,979,003	14,170,572
Storm Water Sales Tax Fund	1,651,509	2,222,113	2,222,113	2,255,288

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Source of Funding				
Total	13,169,829	16,174,809	16,201,116	16,425,860

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5201 - Administration *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.

2013-14 Accomplishments **Goal Ref**

* The administration completed contracts and administered the construction of major improvements to the wastewater treatment plant, two new excess flow pumping stations and system capacity improvements to the sanitary sewers at ten critical locations in the City (approximately 40,000 feet of improved sewers). 1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Sanitary Sewer Customers (Residential)	40,572	40,588	40,700	40,750
Sanitary Sewer Customers (Commercial)	3,481	3,463	3,463	3,465
Compliance Inspections	330	98	100	72
Plan Reviews	50	54	50	*

*Conducted by PW 2014-15

2014-15 Objectives **Goal Ref**

* Administer the Storm Water MS4 and Rock Creek NPDES Permits. 1
* Complete construction of the Rock Creek Plant effluent disinfection/dechlorination facilities and four aeration basins to provide for enhanced ammonia removal. 1
* Oversee construction of the 20 million gallon excess flow holding and pumping facilities at two wastewater pumping stations. 1
* Provide for the operations and maintenance of the City's wastewater treatment facility, 11 pumping stations, over 600 miles of sanitary sewers and 232 miles of storm water sewer system. 1
* Manage the annual Household Hazardous Waste Collection Event. 1
* Coordinate the annual EcoFest Event. 1
* Monitor and participate in the State and Federal rulemaking process. 1
* Provide administrative support for the Storm Water Sales Tax Oversight Committee. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	1.00	1.00
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	.00
Staff Assistant-Contract	.00	.00	.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	9.00	9.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	663,076	828,269	839,759	822,599
Other Services & Charges	47,874	122,605	122,605	122,605
Supplies	6,422	17,000	17,000	17,000
Capital Outlay	0	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	717,372	974,974	986,464	969,304

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 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.

2013-14 Accomplishments **Goal Ref**

* Provided disposal of household hazardous wastes for 488 residents (53,098 pounds or 26.55 tons) during the annual collection event. 1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Treatment Cost per Million Gallons Treated	$1,261	$1,556	$1,573	$1,607

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	4,803,505	5,277,000	5,277,000	5,450,000
Other Expenditures	0	0	0	0
Total	4,803,505	5,277,000	5,277,000	5,450,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5220 - Treatment Facilities *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.

2013-14 Accomplishments **Goal Ref**

* Staff completed the installation and operational training required for the successful demonstration start-up of disinfection/de-chlorination processes as mandated by state regulation. 1
* Staff completed the replacement of the treatment plant incinerator's scrubber expansion joint. 1
* Staff completed the upgrade of the treatment plant primary thickening basin pumps, motors and variable frequency controls. 1
* Staff completed the upgrade and life extension of the treatment plant fire tube building boiler. 1

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Wastewater Treated (Million Gallons)	2,261	2,361	2,511	2,436
Solids Removal Efficiency (%) (85% Required)	93.18	92.84	94.28	93.56
Oxygen Demand Removal (%) (85 % Required)	93.53	94.53	92.44	93.51
Solids Incinerated (Dry Tons)	1,195	1,944	1,303	1,624
Treatment Costs per Million Gallons Treated	$1,733	$1,703	$1,609	$1,798

2014-15 Objectives **Goal Ref**

* Staff must complete training and start-up to begin the operation of the new 32 million gallon a day treatment plant utilizing the sophisticated nitrification/ammonia removal processes and disinfection facilities to comply with more stringent permitting limits. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

2014-15 Objectives	**Goal Ref**
* Staff will finalize training and initiate operating protocols through the use of new excess flow pumping and holding facilities to eliminate all sanitary sewer overflows throughout the City.	1
* Staff must complete the rehabilitation of the treatment plant wet air oxidation process.	1
* Staff must continue rehabilitation of the treatment plant incinerator as mandated by new regulations designed to reduce particulate, metal, acidic and organic gas emissions.	1
* Staff must complete restoration of the treatment plant primary thickening basin, mixing basin and decant basins.	1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Treatment Plant Elec II	2.00	2.00	2.00	1.00
Treatment Plnt Incinerator Op	1.00	1.00	1.00	1.00
Treatment Plant Maint Mech	2.00	2.00	2.00	3.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	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	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,656,579	1,913,371	1,918,420	2,009,987
Other Services & Charges	1,004,482	1,317,590	1,317,590	1,329,090
Supplies	608,380	558,050	558,050	684,950
Capital Outlay	21,878	70,000	70,000	35,000
Other Expenditures	0	0	0	0
Total	3,291,319	3,859,011	3,864,060	4,059,027

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 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.

2013-14 Accomplishments **Goal Ref**

* Continued data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology. 2
* Held weekly safety meetings, trained on confined space equipment, attended Hazwoper refresher classes. (420 contact hours for 28 employees) 3
* Repaired 75 right-of-way/easement customer service laterals. 3
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Customer Service Request Responses	608	607	456	413
Dry weather overflows per million feet of pipe	~3.7	~2.8	~1.9	0
Dry weather basement back-ups per 1,000 customers	~0.23	~1.86	~0.26	0
Sanitary Sewer footage Pressure Cleaned	1,309,707	1,080,309	925,444	141,590
Sanitary Sewer Televised footage	108,746	116,607	111,500	30,107

2014-15 Objectives **Goal Ref**

* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software. 2
* Administer program to rehabilitate targeted neighborhoods' sanitary sewers, to extend the life of the sewer system and reduce infiltration. 3

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2014-15 Objectives	**Goal Ref**
* Provide an initial response to our customers' inquiries within 24 hours of receipt.	3
* Administer a program to seal sanitary sewer manholes in targeted neighborhoods to extend the asset life and reduce inflow and infiltration of ground water and surface water.	3
* Perform and study flow velocity measures during dry and wet weather flows, utilizing continuous wave Doppler technology.	2
* Perform Sewer System Evaluation Survey (SSES) Study on various sub-watersheds to identify sewer inflow and infiltration.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2.00	2.00
WPC Collection Sys 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	3.00	3.00
Collection System Tech II	1.00	1.00	1.00	1.00
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	34.00	34.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,787,528	2,289,781	2,296,444	2,371,110
Other Services & Charges	364,032	691,862	691,862	691,862
Supplies	255,066	374,782	371,782	382,782
Capital Outlay	101,298	249,800	252,800	9,800
Other Expenditures	0	0	0	0
Total	2,507,924	3,606,225	3,612,888	3,455,554

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5240 - Laboratory Services *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.

2013-14 Accomplishments	**Goal Ref**
* Achieved 100% accuracy in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples.	1
* Developed customized sampling devices for bacteriological field sampling to provide uncontaminated samples for confirmation of proper disinfection/dechlorination system.	1
* Developed residual chlorine testing for disinfection/dechlorination system to ensure in-line chlorine analyzers were analyzing correctly and provided technical assistance in the use and maintenance of the disinfection trials.	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
* Successfully relocated laboratory within the plant facilities to allow for improvements to existing laboratory and provide future support of new permitting requirements. Relocation was performed without any loss of testing or reporting support.	1
* Provided water quality education to Korte Elementary students at George Owens Park as part of a joint project with Parks and Recreation.	1
* Served on steering committee for planning EcoFest for the City of Independence as well as sponsoring two separate booths for this public outreach event.	1
* Partial completion of Laboratory Procedures Manual by updating SOP's for all current testing required for permit compliance. Final revision will not be available until the laboratory remodel is complete.	1
* Prepared the first ever electronic Discharge Monitoring Report for Missouri DNR. Also assisted the State by serving in the pilot program prior to the launch of electronic DNR.	1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Samples Received	6,696	5,065	5,000	6,000
Treatment Operations Analyses	24,935	24,414	24,000	25,000
Industrial Discharge Analyses	1,413	1,415	1,300	1,300
Quality Assurance Analyses	3,948	3,940	4,000	4,000

2014-15 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
* Develop a Quality Assurance/Control plan for on-going assessment of solids/oxygen sensing instrumentation located at the RCTP aeration basins. This will be a joint project with Operations once regular access to all testing areas is available. — 1
* Review and update Laboratory Procedure Manual complete with updated and new testing methods. — 1
* Investigate possibility of conducting Chromium VI testing in-house in lieu of using a contract laboratory. — 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	168,906	181,426	184,531	188,727
Other Services & Charges	14,411	30,600	30,600	30,600
Supplies	14,883	17,360	17,360	17,360
Capital Outlay	0	6,100	6,100	0

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Expenditures	0	0	0	0
Total	198,200	235,486	238,591	236,687

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

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.

2013-14 Accomplishments	**Goal Ref**
* Investigated residents' storm water concerns and performed planning and engineering evaluations as needed.	2
* Administered, coordinated, and evaluated engineering consultants design progress on storm drainage improvement (CIP) projects.	3
* Continued to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS) that is utilized daily by office staff and field personnel for infrastructure maintenance and management planning.	2

2014-15 Objectives	**Goal Ref**
* Investigate residents' storm water concerns and perform planning and engineering evaluations as needed.	2
* Administer, coordinate, and evaluate engineering consultants' design progress on storm drainage improvement (CIP) projects.	3
* Continue to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS).	2

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.00
Administrative Spec III	.00	.00	.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	65,983	144,477	144,477	148,585
Other Services & Charges	94,350	156,900	156,900	156,900
Supplies	882	8,000	8,000	8,000
Capital Outlay	0	6,000	6,000	6,000
Other Expenditures	0	4,300	4,300	4,300
Total	161,215	319,677	319,677	323,785

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.

2013-14 Accomplishments	**Goal Ref**
* Continued the evaluation, design, and construction of selected storm drainage systems. Project that the following will be accomplished this Fiscal Year: >300 linear feet of storm sewer will be constructed	3
* Continued efforts to repair and maintain storm water systems. Project that the following will be accomplished this Fiscal Year: Respond to >150 customer service requests Complete >140 repair projects Reset >60 storm structure lids	3
* Continued preventative maintenance and inspection activities on storm water structures and drainage basins. Project that the following will be accomplished this Fiscal Year: Inspect >15,600 storm structures Clean >3,100 storm structures Clean >3,000 linear feet of storm sewer pipe	3
* Performed engineering evaluations on selected storm drainage systems.	3
* Completed two large repair projects on the storm drainage system to prevent storm water from entering homes and to improve public safety.	3
* Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology.	2
* Installed 1,241 feet of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety.	3
* Continued to fulfill the promise made to voters of the 1/4-cent sales tax issue, to double maintenance and repair activities.	3
* Achieved over 126 man hours of employee training and development in job related matters of: maintenance, use of personal protective gas monitors, hazardous materials, and confined space entry procedures.	3

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Storm Water Structures Cleaned	3,893	7,102	6,000	6,000
Storm Water Structures Inspected	11,063	16,241	12,000	12,000
Repair & Maintenance Team Uptime	~99%	~97%	~95%	~95%

2014-15 Objectives	Goal Ref
* Continue to evaluate, design, and construct selected storm water drainage systems.	3
* Continue escalated efforts to repair and maintain storm water systems.	3
* Continue the data capture of storm water infrastructure using Global Positioning System (GPS) technology.	3
* Continue installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety.	3
* Continue to fulfill the promise made to the voters of the 1/4-cent Storm Water Sales Tax, to double storm water maintenance and repair activities.	3
* To provide an initial response to our customers' inquiries within 24 hours of receipt.	3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Equipment Operator II	4.00	4.00	4.00	4.00
Equipment Operator II	4.00	4.00	4.00	4.00
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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	754,059	846,747	846,747	880,814
Other Services & Charges	291,198	503,014	503,014	503,014

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Supplies	108,188	185,800	185,800	189,800
Capital Outlay	62,999	12,000	12,000	3,000
Other Expenditures	0	5,700	5,700	5,700
Total	1,216,444	1,553,261	1,553,261	1,582,328

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2014-15 Operating Budget*
Cost Center: 5263 - Storm Water Permit Compl. *Fund: 13 - Storm Water Sales Ta*

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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Services & Charges	273,850	345,450	345,450	345,450
Supplies	0	3,725	3,725	3,725
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	273,850	349,175	349,175	349,175

City of Independence, Missouri
2014-15 Operating Budget

Capital Lease / Debt Service Service Requirements - Sanitary Sewer Fund

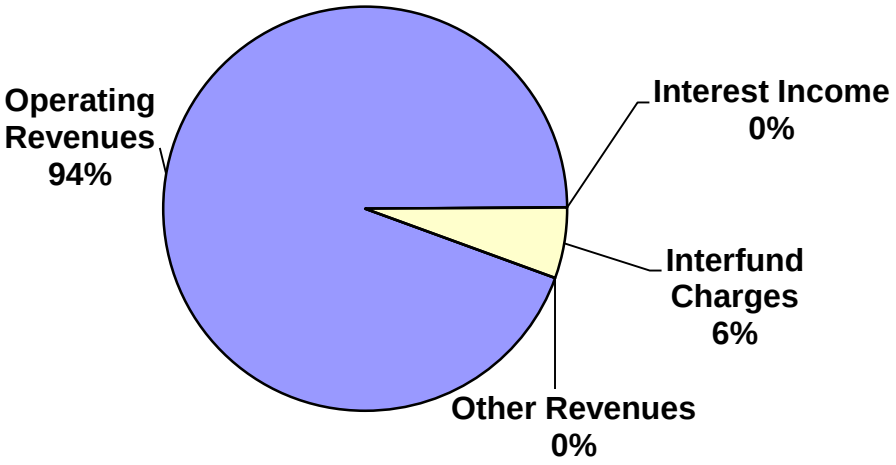
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
Revenue Bonds:				
2012 Series B (6240)	$ 765,000	$ 1,513,157	$ 5,000	$ 2,283,157
2013 Series C (6240)	250,000	2,088,150	5,000	2,343,150
Total Sanitary Sewer Fund	$ 1,015,000	$ 3,601,307	$ 10,000	$ 4,626,307

City of Independence, Missouri
2014-15 Operating Budget

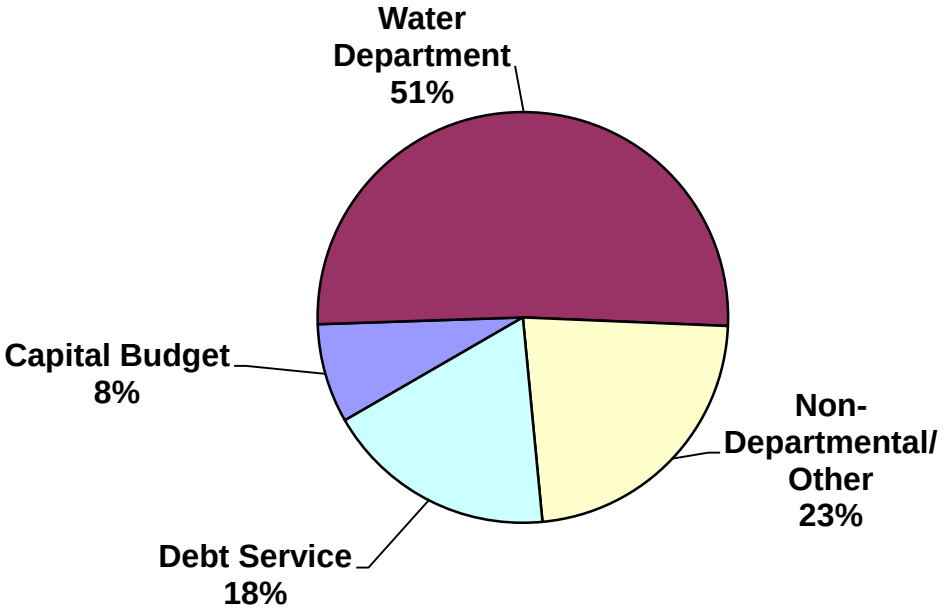
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
70300801	Neighborhood Projects	Sanitary Sewer Fund	$ 150,000
70301301	18th Street & South Evanston	Sanitary Sewer Fund	600,000
	Subtotal		$ 750,000
	Treatment Plant / Pump Station Projects-		
70301401	Wet Air Oxidation Grinders Replacement	Sanitary Sewer Fund	$ 70,000
70301402	Wet Air Oxidation Process Rehabilitation	Sanitary Sewer Fund	265,000
	Subtotal		$ 335,000
	Fund Total		$ 1,085,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 1,556,648**	**$ 3,178,328**	**$ 7,011,667**		**$ 3,833,339**	**-120.61%**
Change in non-budgetary Net Available Resources	(1,091,511)	2,951,548			(2,951,548)	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 26,642,646	$ 27,420,000	$ 28,700,000	94.3%	$ 1,280,000	4.7%
Interest Income	6,453	3,500	3,500	0.0%	-	0.0%
Interfund Charges	1,408,778	1,472,355	1,719,189	5.7%	246,834	16.8%
Other Revenues	65,502	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 28,123,379	$ 28,895,855	$ 30,422,689	100.0%	$ 1,526,834	5.3%
Bond Issuance Proceeds			-		-	
Total Sources	**$ 28,123,379**	**$ 28,895,855**	**$ 30,422,689**		**$ 1,526,834**	**5.3%**
Use of Budget Dollars						
Operating Budget:						
Finance	$ 46,210	$ 52,506	$ 51,437	0.2%	$ (1,069)	-2.0%
Water Department	13,704,564	14,460,684	15,531,913	51.2%	1,071,229	7.4%
Non-Departmental	5,789,907	6,288,527	6,794,159	22.4%	505,632	8.0%
Debt Service	5,175,478	5,288,458	5,527,338	18.2%	238,880	4.5%
Total Operating Budget	$ 24,716,159	$ 26,090,175	$ 27,904,847	91.9%	$ 1,814,672	7.0%
Capital Budget:						
Capital Projects	$ 629,388	$ 1,727,977	$ 2,371,275	7.8%	$ 643,298	37.2%
Transfers Out:						
Falls at Crackerneck Creek TIF	$ 64,641	$ 195,912	$ 72,490		$ (123,422)	-63.0%
Total Uses	**$ 25,410,188**	**$ 28,014,064**	**$ 30,348,612**	**100.0%**	**$ 2,334,548**	**8.3%**
Ending Net Available Resources	**$ 3,178,328**	**$ 7,011,667**	**$ 7,085,744** [1]		**$ 74,077**	**-1.06%**

1) In addition to the Capital Budget expenditures shown above, the Water Fund has an additional $5,232,937 in Capital Budget authorized appropriations that are not reflected in the above amounts.

Change in fund balance greater than 10% due to the timing of capital expenditures.

City of Independence, Missouri
2014-15 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 2008-09 through 2013-14

Description	2008-09	2009-10	2010-11	2011-12	2012-13	Projected 2013-14
Net Income (Loss)						
Net Income (Loss)	$ (2,048,580)	$ (790,043)	$ 1,094,610	$ 2,400,675	$ 3,024,455	$ 3,916,239
Capital Contributions	337,859	977,339	165,315	931,206	145,178	475,064
Change in Net Assets	$ (1,710,721)	$ 187,296	$ 1,259,925	$ 3,331,881	$ 3,169,633	$ 4,391,303
Net Available Resources						
Net Available Resources-						
Net Adj. Current Assets	$ 3,530,685	$ 3,417,638	$ 4,906,916	$ 6,864,697	$ 9,843,103	$13,368,814
Net Adj. Current Liab.	(1,350,744)	(1,003,984)	(1,151,768)	(683,874)	(844,354)	(735,673)
Outstanding Operating Enc.	(549,831)	(320,207)	(340,653)	(305,073)	(293,593)	(133,721)
Unexpended Capital Appn	(8,265,100)	(10,736,283)	(8,152,553)	(5,899,576)	(5,187,855)	(6,921,235)
Capital Amounts to be expended past 12 months	6,516,475	7,559,303	4,991,257	3,080,474	1,161,027	4,833,482
Less Target Reserve Balance	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(3,400,000)
Net Available Resources	$ (1,618,515)	$ (2,583,533)	$ (1,246,801)	$ 1,556,648	$ 3,178,328	$ 7,011,667

Source: 2008-09 through 2012-13 - Comprehensive Annual Financial Report
2013-14 - Operating Staff projections

Employee Staffing (in Full Time Equivalents)

Department:						
Finance	0.85	0.85	0.85	0.85	0.85	0.85
Water	101.65	101.65	93.65	93.42	92.42	93.42
Total	102.50	102.50	94.50	94.27	93.27	94.27

Utility Statistics

No. of Residential Customers	44,779	44,732	44,619	44,520	44,501	44,639
No. of Commercial Cust.	3,096	3,111	3,102	3,097	3,092	3,081
No. of Other Customers	475	475	472	528	528	528
Water Pumped (million gallons)	10,825	10,117	10,465	10,604	10,715	10,525
Water Sold (million gallons)	9,401	8,609	8,997	9,110	9,375	9,037

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.	%Chg. Orig. to Prop.
	Water Fund						
	Operating Revenue						
40-4010	Residential Sales	13,080,814	13,000,000	12,900,000	13,500,000	4.7%	3.8%
40-4110	Commercial Sales	3,847,161	3,700,000	4,100,000	4,290,000	4.6%	15.9%
40-4130	Industrial Sales	547,930	500,000	600,000	630,000	5.0%	26.0%
40-4400	Public Authority Sales	270,391	350,000	260,000	280,000	7.7%	-20.0%
40-4410	Private Fire Protection	143,551	150,000	160,000	170,000	6.3%	13.3%
40-4420	Public Fire Protection	1,017,256	900,000	1,130,000	1,200,000	6.2%	33.3%
40-4550	Sales for Resale	7,714,290	8,000,000	7,900,000	8,250,000	4.4%	3.1%
40-4600	Other Operating Revenue	370,511	400,000	370,000	380,000	2.7%	-5.0%
40-4700	Change in Unbilled Revenue	-349,258					
	Total Operating Revenue	26,642,646	27,000,000	27,420,000	28,700,000	4.7%	6.3%
40-3421	Interfund Charges	1,408,778	1,472,355	1,472,355	1,719,189	16.8%	16.8%
40-3411	Interest Income	6,453	3,500	3,500	3,500		
40-3440	Other Revenues, Net	65,502					
	Total Revenues	**$28,123,379**	**$28,475,855**	**$28,895,855**	**$30,422,689**	5.3%	6.8%

City of Independence, Missouri
2014-15 Operating Budget

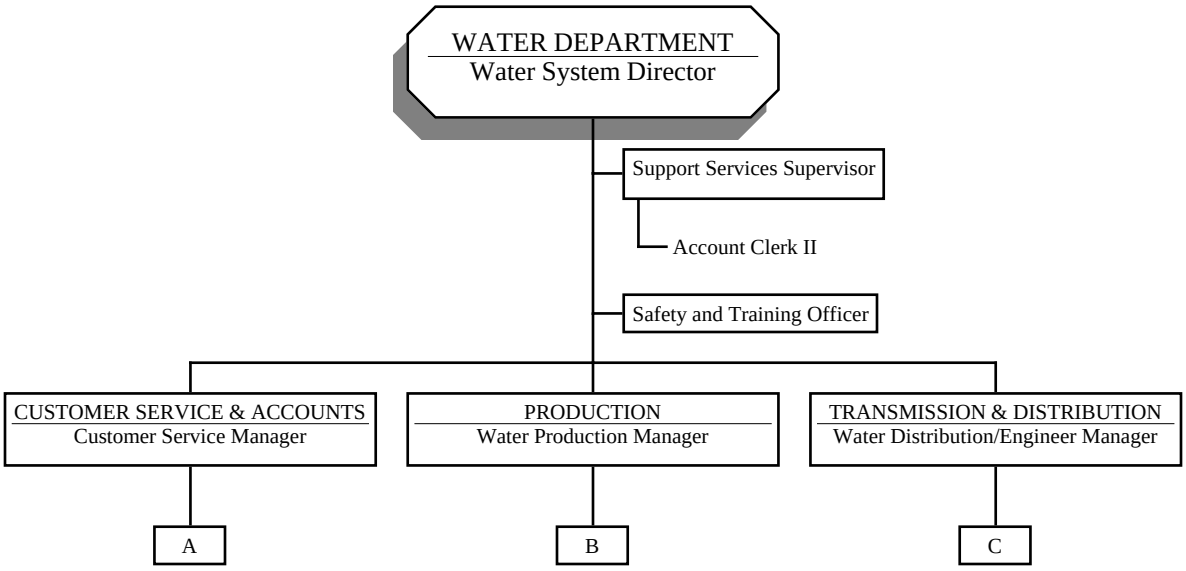
Typical Home Water Consumption Rate Comparison - Water Fund

City	Typical Bill*
Kansas City, KS	$52.12
Raytown, MO	$47.49
Belton, MO	$46.66
Harrisonville, MO	$41.23
Kansas City, MO	$40.52
Grandview, MO	$39.48
Overland Park, KS	$30.59
Raymore, MO	$29.48
Liberty, MO	$29.33
Lee's Summit, MO	$28.25
Sugar Creek, MO	$26.74
Olathe, KS	$26.46
Independence, MO	**$26.27**
Blue Springs, MO	$25.45

* The typical bill is calculated using an average water consumption amount of 5,236 gallons per month (7 ccf)

Note: Survey conducted in March 2014

City of Independence, Missouri
Water Department



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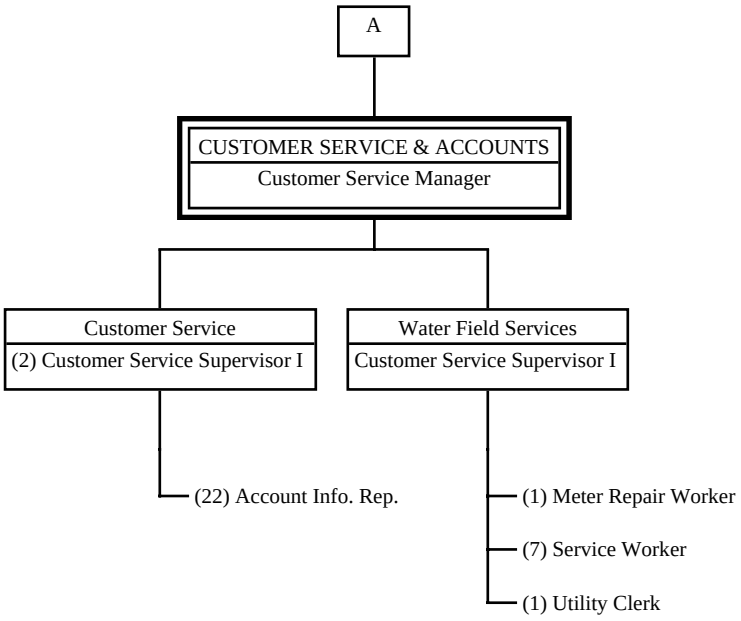
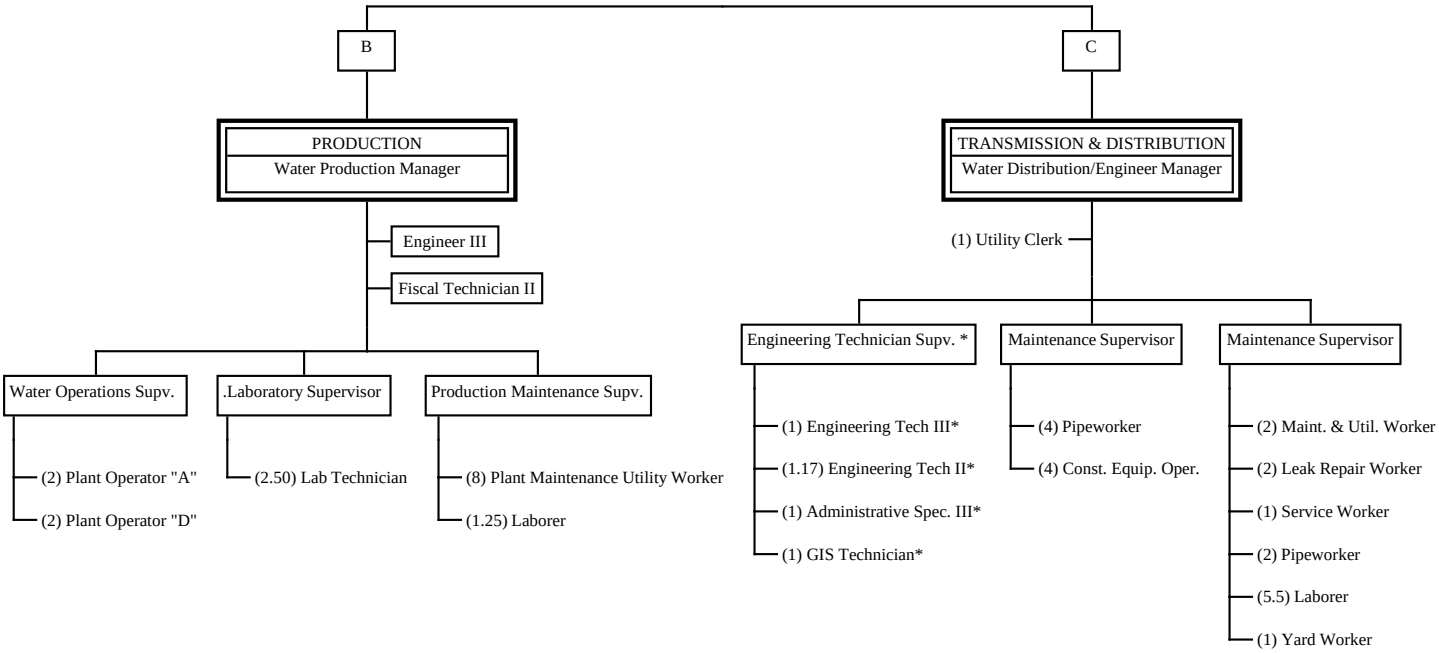
City of Independence, Missouri
Water Department



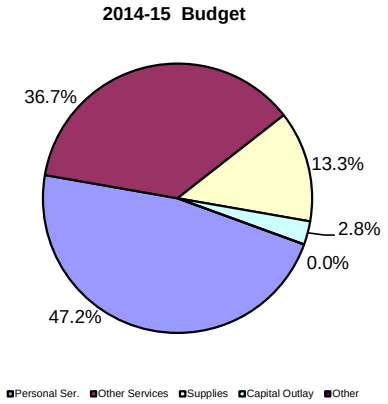
City of Independence, Missouri
Water Department



* These Employees are funded 4810 - Administration

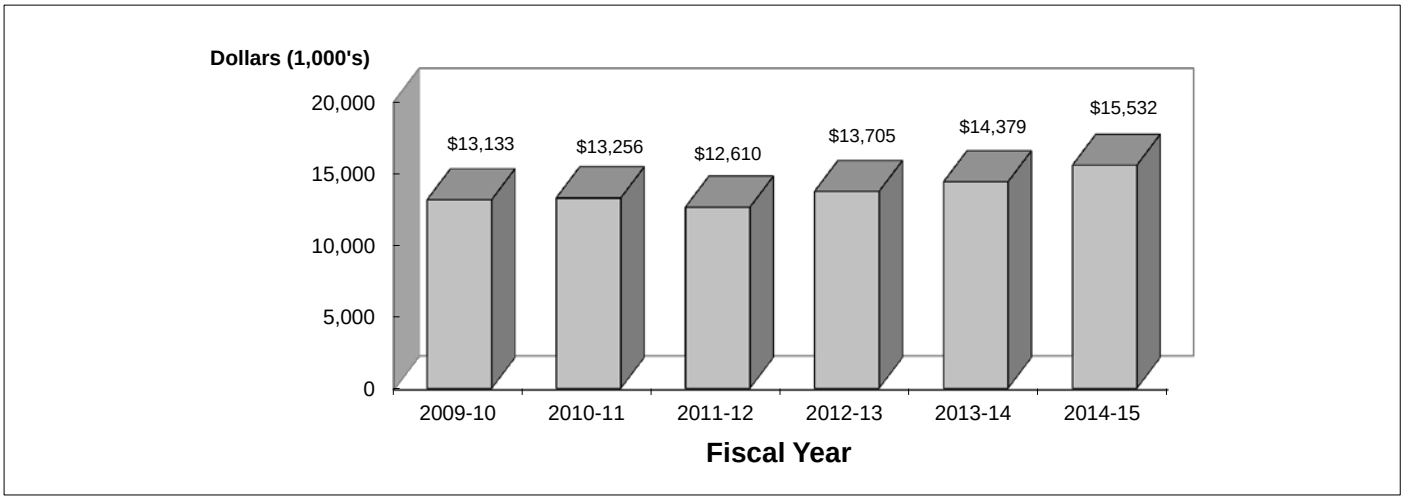
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 6,077,363	$ 6,794,218	$ 6,844,968	$ 7,333,110
Other Services	5,225,839	4,898,876	4,894,376	5,696,963
Supplies	2,073,596	2,096,375	2,095,775	2,065,540
Capital Outlay	327,766	589,478	594,578	436,300
Other	-	-	-	-
Total	$ 13,704,564	$ 14,378,947	$ 14,429,697	$ 15,531,913



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	101.65	101.65	93.65	93.42	92.42	93.42
Amount by Fund:						
Water Fund	$ 13,132,759	$ 13,256,387	$ 12,610,259	$ 13,704,564	$ 14,378,947	$ 15,531,913
Total All Funds	$ 13,132,759	$ 13,256,387	$ 12,610,259	$ 13,704,564	$ 14,378,947	$ 15,531,913
Comparative Ratios:						
Per Capita	$ 115.07	$ 109.37	$ 107.94	$ 117.30	$ 122.67	$ 132.45
Per Household	$ 266.96	$ 245.08	$ 258.71	$ 290.14	$ 291.17	$ 287.72



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2014-15 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 48,236 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 758 miles of main, more than 4,895 fire hydrants, 41 wells, and the Courtney Bend Water Treatment Plant. The department has four general functions: Administration, charged with the overall operation and reporting of the department; Customer Service, responsible for meter service, billing, collection, and customer inquiry; Production, for water treatment, water quality, and pumping; and Transmission and Distribution, for construction and maintenance of the distribution system which conveys the water to the customers. The department is obligated to meet the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	92.00	92.00	91.00	92.00
Part Time Positions	1.65	1.42	1.42	1.42
Total	93.65	93.42	92.42	93.42

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	983,246	1,208,198	1,220,016	1,128,438
4821 Water Field Service	924,864	1,021,073	1,023,498	1,006,432
4822 Customer Service	2,123,669	2,247,792	2,269,894	2,357,059
4830 Production	5,981,062	6,262,946	6,272,516	6,770,161
4840 Transmission & Distribution	3,691,723	3,638,938	3,643,773	4,269,823
Total	13,704,564	14,378,947	14,429,697	15,531,913
Source of Funding				
Water Fund	13,704,564	14,378,947	14,429,697	15,531,913
Total	13,704,564	14,378,947	14,429,697	15,531,913

Key Budget Changes

* Managing changes in the number of employees and shifting of work assignments.

City of Independence
Detail Program Summary

Department: 4800 - Water *2014-15 Operating Budget*
Cost Center: 4810 - Administration & General *Fund: 40 - 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.

2013-14 Accomplishments **Goal Ref**

* Provided inspection services to assure the water main constructed to serve the Stoney Creek Inn at the Falls of Crackerneck Creek was constructed to City specifications. 3
* Monitored the City's Backflow Prevention Program to assure the 3300 backflow devices were inspected and working to meet compliance with the Missouri Department of Natural Resources. 3
* Prepared plans and specifications and bid the replacement of the 12 inch diameter water main along 23rd Street from James Downey Road to Hub Drive. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Number of customers	48,145	48,121	48,140	48,200
Revenue (Avg. Residential)	$21.67	$24.24	$23.80	$26.83
Gallons of water sold (Avg. Res.)	5,540	5,850	5,600	5,900
Percentage of water pumped that was sold to customers	83%	88%	86%	87%

2014-15 Objectives **Goal Ref**

* Monitor the City's Backflow Prevention Program to assure the 3,300 backflow devices are inspected and working to meet compliance with the Missouri Department of Natural Resources. 3
* Provide inspection services to assure that the water main being constructed along 23rd Street from James Downey Road to Hub Drive is installed per the City's specifications. 3
* Implement Cityworks software program. 2

City of Independence
Detail Program Summary

Department: 4800 - Water *2014-15 Operating Budget*
Cost Center: 4810 - Administration & General *Fund: 40 - Water Fund*

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Account Clerk II	1.00	1.00	1.00	1.00
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	1.00	1.00	.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 II	1.00	1.00	.00	.00
Administrative Spec III	.00	.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00
Total	10.17	10.17	9.17	10.17

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	649,818	725,591	736,409	780,345
Other Services & Charges	305,900	421,144	405,944	280,223
Supplies	23,423	44,885	48,485	31,670
Capital Outlay	4,105	16,578	29,178	36,200
Other Expenditures	0	0	0	0
Total	983,246	1,208,198	1,220,016	1,128,438

City of Independence
Detail Program Summary

Department: 4800 - Water | *2014-15 Operating Budget*
Cost Center: 4821 - Water Field Service | *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meters for over 48,236 customers, inspecting new service installations and the disconnection of existing services, and investigating the high bill complaints.

2013-14 Accomplishments — **Goal Ref**

* Field Service Workers flushed and inspected over 2,800 public fire hydrants. — 3
* Field Service Workers responded to over 6,200 service requests. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Water taps installed	93	80	100	90
Number of meters replaced	3,070	735	3,500	1,800

2014-15 Objectives — **Goal Ref**

* Field Service Workers will replace 1,800 water meters. — 3
* Field Service personnel will inspect and flush every public fire hydrant in the distribution system. — 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
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	1.00	1.00	.00
Customer Service Field Supv I	.00	.00	.00	1.00
Customer Service Supvr II	.00	.00	.00	.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: 4800 - Water — *2014-15 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	812,691	823,223	825,648	869,832
Other Services & Charges	28,051	19,750	19,750	30,200
Supplies	13,704	14,200	14,200	13,100
Capital Outlay	70,418	163,900	163,900	93,300
Other Expenditures	0	0	0	0
Total	924,864	1,021,073	1,023,498	1,006,432

City of Independence
Detail Program Summary

Department: 4800 - Water | *2014-15 Operating Budget*
Cost Center: 4822 - Customer Service | *Fund: 40 - 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. These duties are carried out with understanding and respect to the citizens while maintaining a professional attitude.

2013-14 Accomplishments — **Goal Ref**

* Customer Service implemented an improved call recording system. — 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Average time to answer calls	165 SECS	304 SECS	120 SECS	180 SECS
Average percentage of abandoned calls	15.6%	22.0%	12.0%	16.0%

2014-15 Objectives — **Goal Ref**

* Achieve the projected answer time and abandonment rate for phone call inquiries that are received by customer service. — 4

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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
Detail Program Summary

Department: 4800 - Water — *2014-15 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,315,848	1,501,820	1,523,922	1,494,659
Other Services & Charges	735,739	718,632	718,632	814,030
Supplies	17,739	25,340	25,340	35,570
Capital Outlay	54,343	2,000	2,000	12,800
Other Expenditures	0	0	0	0
Total	2,123,669	2,247,792	2,269,894	2,357,059

Significant Issues

* Explore the possibility of a new banking contract to control the cost of bank card fees.

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.

2013-14 Accomplishments **Goal Ref**

* Analyzed 1,515 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 eighteen Independence Schools attended the event, with 1,150 students. 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	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Millions of gallons pumped	10,604	10,715	10,800	10,800
Average number of distribution samples taken each month	128	126	126	126
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

2014-15 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. By teaching the students about the hazards of pollution, they will share their experience with others 3

2014-15 Objectives **Goal Ref**

and remember some basic concepts.

* 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. 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 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	.00	.00	1.00	.00
Plant Maintenance Utility Wkr	8.00	8.00	7.00	8.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer III	1.00	1.00	1.00	1.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.73	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	21.98	21.75	21.75	21.75

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,595,920	1,725,196	1,734,766	1,814,651
Other Services & Charges	2,880,756	2,938,800	2,942,000	3,411,210
Supplies	1,484,962	1,396,950	1,398,750	1,397,300
Capital Outlay	19,424	202,000	197,000	147,000
Other Expenditures	0	0	0	0
Total	5,981,062	6,262,946	6,272,516	6,770,161

City of Independence
Detail Program Summary

Department: 4800 - Water *2014-15 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Description

The Transmission and Distribution Division is responsible for engineering, construction, and maintenance of the transmission and distribution system that conveys water to the customers. Pipeline construction is performed to water department engineering standards that exceed the Missouri Department of Natural Resources requirements. Maintenance is performed on 758 miles of main and more than 4,895 fire hydrants.

2013-14 Accomplishments **Goal Ref**

* Painted 25% of all public fire hydrants in the distribution system. This included making sure the hydrant was clear of any visual obstructions. 3
* Completed the installation of a 8" diameter water main that provides for a loop feed to the Falls of Crackerneck Creek. 3
* Fire hydrants in the distribution system were inspected to assure that each hydrant was in proper working order. Inspections included a pressure check, removing all hydrant caps and lubricating the threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. 3

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
Main breaks	249	402	260	300
Service lines repaired	64	72	75	80
Fire hydrants tested/inspected	4,098	2,689	4,800	4.800
Fire hydrants painted	492	608	1,200	1,200
Main breaks per mile of main per year	.33	.53	.34	.36
Annual operation/maintenance cost per mile of main	$4,258.27	$4,651.92	$4,700.00	$4,595.00
Operations and maintenance cost per customer account per year	$66.96	$73.25	$72.00	$71.00

2014-15 Objectives **Goal Ref**

* Paint 25% of all public fire hydrants, based on a four year maintenance cycle, in accordance with the American Water Works Association's recommended practices. Any loose paint will be removed from each hydrant prior to painting and then will be painted black and orange to indicate it is a public hydrant and owned by the City. Obstructions will be removed from around the hydrant to assure Fire 3

2014-15 Objectives **Goal Ref**

Department personnel have easy visual view of the fire hydrant.

* Physically inspect every public fire hydrant in the distribution system. Inspections will include pressure checks, removing all hydrant caps, lubricating hydrant cap threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. The hydrant valve will also be checked to assure accessibility. 6
* Provide labor, equipment, and materials to incorporate the new 12" diameter water main that is being installed along 23rd Street from James Downey Road to Hub Drive into the City's existing Distribution System. 3

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Maintenance & Utility Worker	.00	.00	.00	1.00
Maintenance & Utility Wkr	2.00	2.00	2.00	1.00
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	1.00	1.00	.00	.00
Pipe Worker	5.00	5.00	6.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	.00	.00	2.00	.00
Laborer	5.00	5.00	3.00	5.00
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	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	1,703,086	2,018,388	2,024,223	2,373,623
Other Services & Charges	1,275,393	800,550	808,050	1,161,300
Supplies	533,768	615,000	609,000	587,900
Capital Outlay	179,476	205,000	202,500	147,000

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Other Expenditures	0	0	0	0
Total	3,691,723	3,638,938	3,643,773	4,269,823

Significant Issues

* A cost for contractors repairing water main breaks is included in this cost center.

City of Independence, Missouri
2014-15 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

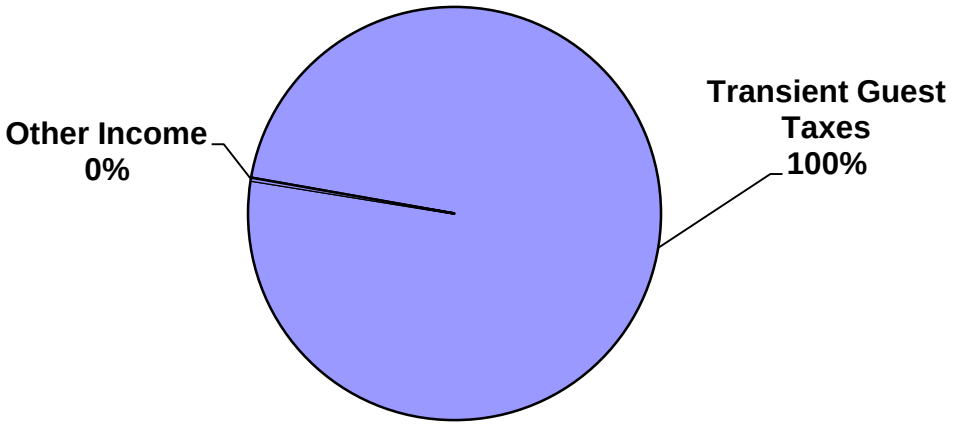
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
2013 Series D (6352)	2,250,000	1,271,438	8,000	3,529,438
2013 Series E (6352)	1,980,000	9,900	8,000	1,997,900
Fund Total	$ 4,230,000	$ 1,281,338	$ 16,000	$ 5,527,338

City of Independence, Missouri
2014-15 Operating Budget

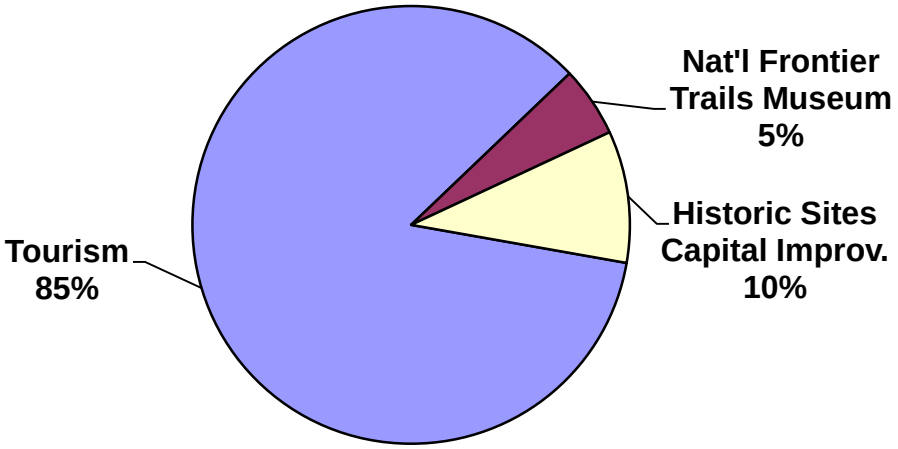
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9749	Main Replacement	Water Fund	$ 250,000
70401302	Tie in 12" Water Main Bundschu Road East of Little Blue Parkway	Water Fund	75,000
70401303	Lime Slaker No. 2 Replacement	Water Fund	50,000
70401304	Sludge House Roofs Replacement	Water Fund	15,000
70400708	Treatment Plant Discharge Engineering	Water Fund	100,000
70401001	PLC Upgrades	Water Fund	821,275
70401003	Future Production Wells	Water Fund	400,000
70401401	Paint Dodgion Water Tower	Water Fund	550,000
70401402	Lagoon Cleanout	Water Fund	110,000
	Fund Total		$ 2,371,275

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Restricted Fund Balance	**$ 909,805**	**$ 794,799**	**$ 429,504**		**$ (365,295)**	**-45.96%**
Transfer from Fund Balance Designations		(119,446)			119,446	n/a
Estimated Revenues-						
Transient Guest Taxes	$ 1,356,592	$ 1,250,000	$ 1,400,000	99.8%	$ 150,000	12.0%
Interest	626	200	200	0.0%	-	0.0%
Federal & State Grants	73,160	100,000	-	0.0%	(100,000)	-100.0%
Misc. Non-Operating Revenue	-	2,000	3,000	0.2%	1,000	50.0%
Other Income	10,810	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 1,441,188	$ 1,352,200	$ 1,403,200	100.0%	$ 51,000	3.8%
Total Sources	**$ 2,350,993**	**$ 2,027,553**	**$ 1,832,704**		**$ (194,849)**	
Use of Budget Dollars						
Operating Budget:						
Tourism	$ 1,448,632	$ 1,598,049	$ 1,319,353	85.1%	$ (278,696)	-17.4%
Nat'l Frontier Trails Museum			80,775	5.2%	80,775	n/a
Historic Sites Capital Improv.			150,000	9.7%	150,000	n/a
Total Operating Budget	$ 1,448,632	$ 1,598,049	$ 1,550,128	100.0%	$ (47,921)	-3.0%
Total Uses	**$ 1,448,632**	**$ 1,598,049**	**$ 1,550,128**		**$ (47,921)**	
Changes in Fund Balance						
Operating Transfer Out	(107,562)					
Ending Restricted Fund Balance	**$ 794,799**	**$ 429,504**	**$ 282,576**		**$ (146,928)**	**-34.21%**

City of Independence, Missouri
2014-15 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Reserved for:						
Encumbrances						
Restricted for:						
Encumbrances	$ 153,388	$ 59,485	$ 38,535	$ -	$ -	$ -
Visitor Orientation Center	753,987	753,987	753,987	503,987	118,037	35,056
NFTM Complex Development	-	-	-	168,560	81,060	44,595
Unprogrammed Tourism Fund Purposes	695,966	735,512	550,918	237,258	595,702	349,853
Total Fund Balance	$ 1,603,341	$ 1,548,984	$ 1,343,440	$ 909,805	$ 794,799	$ 429,504
Fund Balance Target *	300,811	311,310	306,867	331,910	360,297	338,050
Actual over (under) Target	395,156	424,202	244,051	219,008	(123,039)	257,652

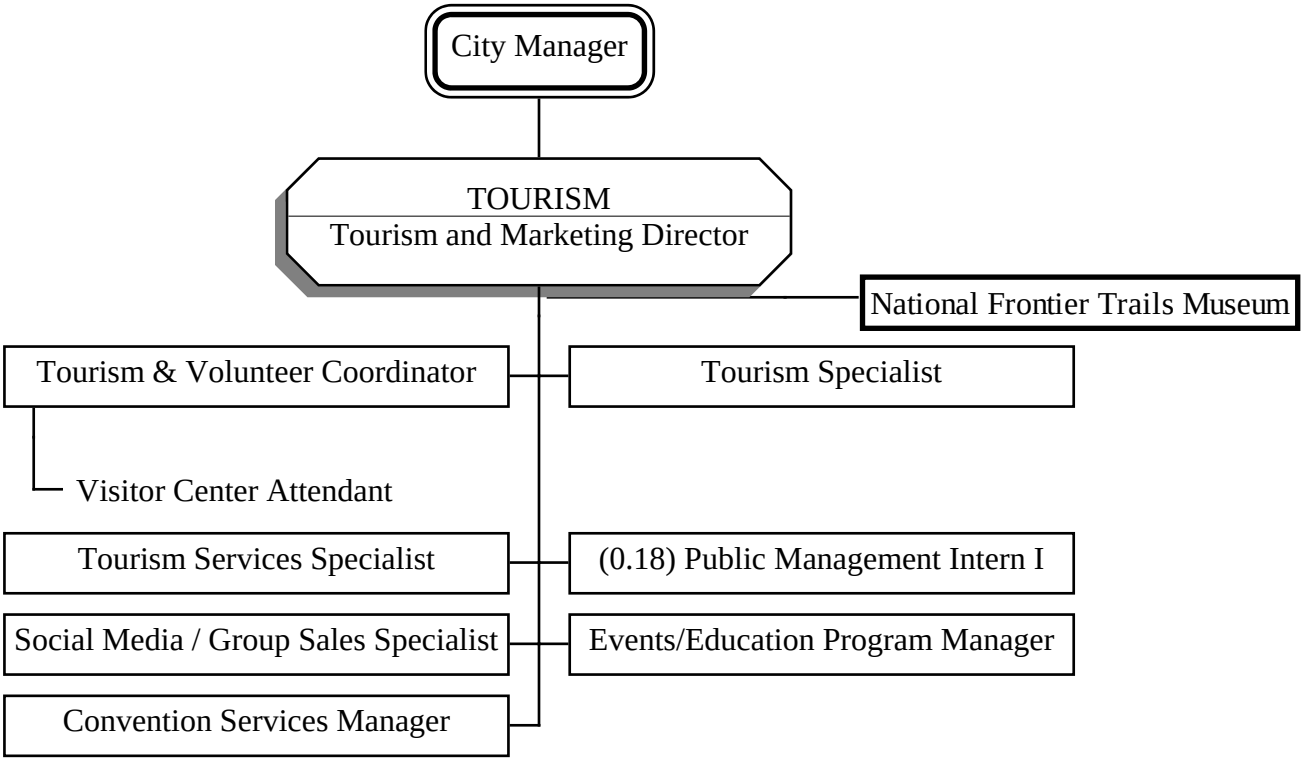
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)

Source: Audited Annual Financial Statement for actual amounts
Estimated based on current year projections

Restricted Projected Fund Balance for 2014-15

Unprogrammed Tourism Fund Balance at June 30, 2014 (Projected)	$ 349,853
Transfers from Other Fund Balance Components:	
Fund Balance Uses for 2014-15	(146,928)
** **Projected Unprogrammed Tourism Fund Balance at June 30, 2015**	$ 202,925
Plus Restricted Fund Balance Components:	
Visitor Orientation Center	35,056
NFTM Complex Development	44,595
Projected Restricted Tourism Fund Balance at June 30, 2013	$ 282,576
** **Projected Unprogrammed Tourism Fund Balance Target**	$ 350,800

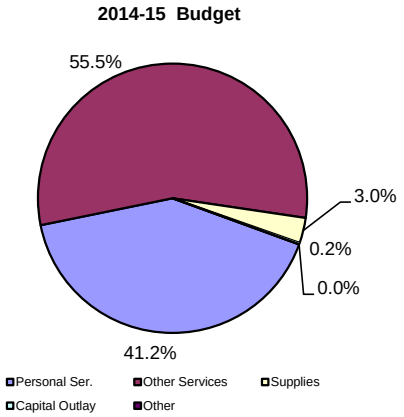
City of Independence, Missouri
Tourism



Tourism

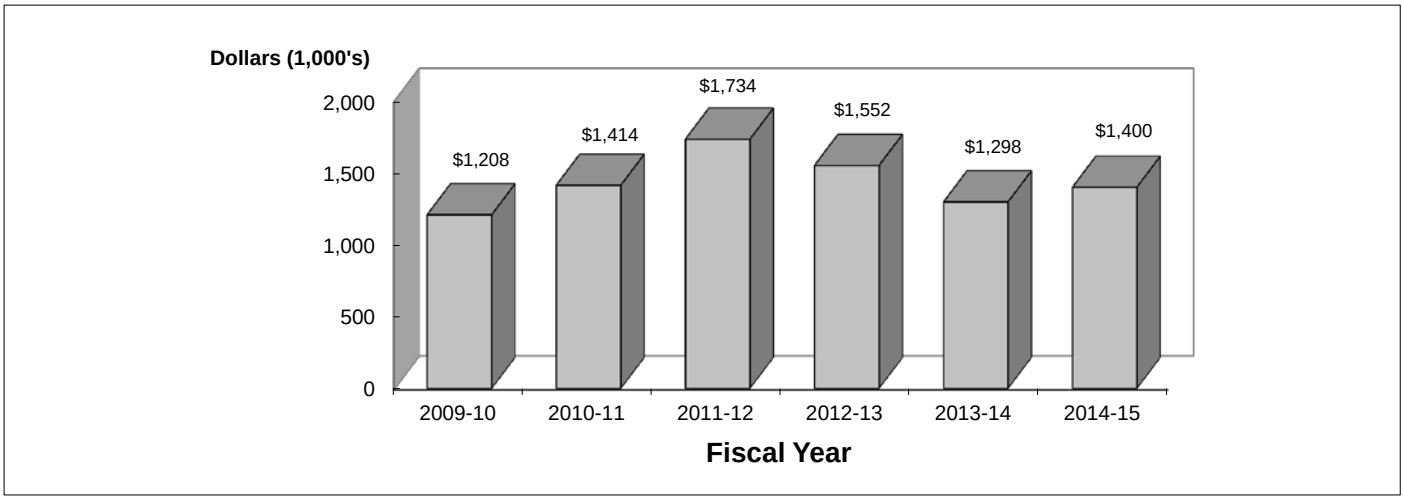
Appropriations by Type:

Expenditure Type	Actual 2012-13	Original 2013-14	Revised 2013-14	Adopted 2014-15
Personal Ser.	$ 470,395	$ 487,770	$ 487,770	$ 577,426
Other Services	986,263	806,889	806,889	777,702
Supplies	5,505	2,500	164,828	42,500
Capital Outlay	89,750	1,000	1,000	2,500
Other	-	-	-	-
Total	$ 1,551,913	$ 1,298,159	$ 1,460,487	$ 1,400,128



Historical Comparison:

	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Budget 2013-14	Budget 2014-15
Employees:						
Full Time Equiv.	4.41	4.41	4.66	4.66	5.66	8.18
Amount by Fund:						
Tourism Fund	$ 1,208,327	$ 1,413,604	$ 1,734,251	$ 1,551,913	$ 1,298,159	$ 1,400,128
Total All Funds	$ 1,208,327	$ 1,413,604	$ 1,734,251	$ 1,551,913	$ 1,298,159	$ 1,400,128
Comparative Ratios:						
Per Capita	$ 10.59	$ 11.66	$ 14.84	$ 13.28	$ 11.08	$ 11.94
Per Household	$ 24.56	$ 26.13	$ 35.58	$ 32.86	$ 26.29	$ 25.94



City of Independence
Departmental Budget Summary

Department: 4030 - Tourism *2014-15 Operating Budget*

Department Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

Description	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Staffing				
Full Time Positions	4.25	4.25	5.25	7.00
Part Time Positions	.41	.41	.41	1.18
Total	4.66	4.66	5.66	8.18

Description	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Proposed Budget
Budget by Major Program Category				
4024 Tourism	1,551,913	1,298,159	1,460,487	1,319,353
4035 Nat'l. Frontier Trails Museum	0	0	0	80,775
Total	1,551,913	1,298,159	1,460,487	1,400,128

City of Independence
Departmental Budget Summary

Department: 4030 - Tourism *2014-15 Operating Budget*

Source of Funding				
Tourism Fund	1,551,913	1,298,159	1,460,487	1,400,128
Total	1,551,913	1,298,159	1,460,487	1,400,128

Direct/Offsetting Revenues				
Transient Guest Taxes	1,356,592	1,200,000	1,250,000	1,400,000
Total	1,356,592	1,200,000	1,250,000	1,400,000

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

2013-14 Accomplishments	**Goal Ref**
* The Tourism Department was able to secure $5,000 in cooperative marketing funds from the Missouri Division of Tourism for research. These funds were used to complete a visitor profile study that provided information that was vital in developing the direct marketing program that will target the leisure visitor.	4
* The Tourism Department was able to secure $80,000 in cooperative marketing funds from the Missouri Division of Tourism for sports, leisure, convention and research. These funds were used to support the new direction that will be presented in the strategic plan for group sales and leisure sales. These funds will not be available in FY14-15 as the Missouri Division of Tourism has restructured the program and Independence is no longer able to apply for grant funds.	
* Using the new city-wide symbol and brand, we have begun to develop a direct marketing program designed to sell Independence experiences directly to prospective visitors. This is largely supported by the visitor profile study results combined with the research that was completed during the brand initiative. We are able to use this information to develop a system of reaching our potential visitors based on the demographics and interests of those with the highest propensity to visit Independence.	4
* Our sales team has taken a new approach with both groups and sports that will allow us to support the new conference center that will open in early 2015. Our goal for the sales department is to attract groups that will require 500 or more rooms per night. This will attract groups that require more than one hotel to accommodate their sleeping room needs. Focusing on large groups will maximize our efforts to avoid any drop in occupancy with the addition of the new	4

2013-14 Accomplishments **Goal Ref**

hotel and conference center. The total bookings for the sales team for the year of 2013 is 8,905. This is the highest number of room nights that the Tourism Department has ever recorded. The total amount of economic impact from these bookings is estimated at $4,000,000.

* We were able to exceed our goal of increasing guest tax by 3.5% this fiscal year. We currently have a 9% increase for the fiscal year, however this is only for the first six months of the year. 4
* The Tourism Department has implemented the use of the Destination Marketing Association International's Economic Impact Calculator. This calculator has become an industry model that provides accurate calculations based on the specifications of each individual conference or event. The calculator provides figures for direct spending, economic impact, job creation and other significant figures that will be useful in determining whether or not a piece of business is beneficial for Independence. In addition, these figures will provide figures that haven't been available in the past. The work that the Tourism Department does has been very difficult to break down into accurate numbers. This tool will allow now allow us to provide those figures to key stakeholders.
* The Visitor Experience Center (VEC) was opened in August 2013 as part of the Historic Truman Courthouse Renovation. The mission of the VEC is to build experiences for visitors to Independence. Visitors have the ability purchase tickets to sites and events, book hotel rooms and get information about places to eat and shop while they are in our community. Our goal is to provide excellent customer service and everything the visitor needs to have an experience that is tailored to their interests. We have an incredible staff of volunteer ambassadors with an immense amount of knowledge about Independence as well how to serve the visitors that come into the VEC.
* Also part of the Truman Courthouse renovation, the Tourism Department relocated its offices within the building. Relocating to the courthouse has made our department more accessible to the visitors allowing our team to provide a much higher level of customer service. Both the Tourism Department and relocation and the development of the Visitor Experience Center are completing the goal that was set forth approximately 15 years ago by the Pillars Council. 4
* The five year strategic plan will be completed in 2014. This plan will be a working document that will allow the department to move in a strategic and focused direction while being able to adjust the methodology of achieving our goals as needed. Much of the strategic plan has been implemented as we have moved through the development allowing us to get used to the direction and adjust our approach as needed. By completion, the Tourism team will have a comfort level with the plan that wouldn't exist with a traditional approach. We believe this is the best way to insure that we will be successful in implementing the plan and keep with the direction that will be and has been set forth.
* The new Tourism Department website will be launched in June 2014. 2

2013-14 Accomplishments **Goal Ref**

Using the new city symbol and brand initiative has given the website an approach that will be unique and cause those visiting the site to want to know more about our community and what we have to offer. Our goal for the website is to not only serve the visitor, but also those within Independence. The website is to be the central place for visitors and citizens to get information about events and happenings around Independence. A complete calendar of events doesn't currently exist and we will remedy that with the development of the website.

Service Delivery Background Data

Description	2011-12 Actual	2012-13 Actual	2013-14 Projected	2014-15 Projected
City Guest Tax Report	$1,116,947		$1,250,000	$1,450,000
Hotel Report for Occupancy	53.20%		55.00%	55.00%
Volunteer Hours	19,267		22,000	23,000
Hotel Business Traveler Expenditure	$1,839,073		$1,875,855	$1,900,000
Hotel Sports Travel Expenditures	$334,123		$340,053	$700,000
Site Attendance	333,371		340,038	340,000
Leisure Visitor Inquiries	34,300		40,000	40,000
Web Sessions	96,991		110,000	125,000
Free Media Coverage Attained	$1,237,921		$1,275,059	$1,275,000

2014-15 Objectives **Goal Ref**

* Development of visitor experiences within in Independence will be the main focus of the Tourism Department in FY14-15. This program is the cornerstone of our five year strategic plan. Developing the Independence product will allow us to showcase the history that lives within Independence in a new and unique way. Making our history relevant and bringing it to life for the visitor is crucial to making sure they leave feeling they've had an experience instead of just having visited our historic sites. We believe that this is crucial to the future of tourism in Independence. We also believe that with proper development of these experiences Independence will be a strong competitor within the leisure tourist market. This focus will allow us to use the information that we know about our potential visitors and directly market these experiences to them. 4
* Full implementation of the website will be a large piece of marketing to the leisure traveler. Given how travelers are finding information about the destinations that they visit, we know that offering an up-to-date website that provides them with accurate information is crucial for any destination. The largest part of this is engaging our partners by having them submit their events and happenings and then making sure those get updated on the website. This 2

2014-15 Objectives **Goal Ref**

responsibility will fall to the Tourism Coordinator and will continue to be refined and developed as we get more comfortable with the new website.

* Effective use of the new Customer Relationship Management software will also be an important part of FY14-15. This system will provide an incredible amount of support for leisure traveler information as well as a state-of-the-art database for the sales team. Complete immersion and implementation of this software will be a requirement for all members of the Tourism team. All members of the team will be required to learn the system and use it for every possible aspect of their job. This system will allow the team to have a centralized place to go to find any information that they need from our complete customer and leisure databases to information regarding all of the volunteers. It will be the go to for the team and all of our partners within the City when it is fully developed and implemented. 2
* Another major goal of the Tourism Department will be continuing to develop the direction of the sales team to reach a larger number of sporting events as well as conferences. We will be focusing on youth and amateur sports, state association and religious conferences as our markets. We were very successful in FY13-14 with implementing the new direction for the sales team which can be seen in the large number of groups that were booked for FY14-15. Continuing to focus on groups that require 500 or more rooms per night and are a good fit for Independence based on past destinations, number of sleeping rooms, type of facility they prefer, etc. has proven to be a very successful model and we will continue to refine this as we move forward. We will remain staffed with two sales managers with one focusing on conferences and conventions and one focusing on sports. We are currently projecting to book 10,000 room nights for FY14-15. 4
* As the sales efforts begin to materialize and we are recognizing the fruits of our labor, we are finding it more difficult for one of our sales managers to effectively do their job as well manage our social media. Therefore, we plan to use one of our Public Relations firms that is on price agreement to oversee and manage the social media for the department. We believe that this will not only allow someone to focus on driving the brand message to the community and our visitors, but it will also allow more time to be focused on developing creative ways to use social media. We plan to continue increasing our followers on Facebook and Twitter, but also start a blog and become more visible on other social media sites such as Instagram and Pinterest. 4
* With the success of the sales team, particularly the sports market, we plan to develop an organized approach to convention services by creating a position within the Tourism Department to manage these needs. We believe that developing a convention services program that can be tailored to each group that defines what is most beneficial to them will set Independence apart from other communities. Standard service packages that are offered by other destinations work for some groups, but are often not as beneficial as they could be for the 4

2014-15 Objectives **Goal Ref**

group. Offering planners the opportunity to work with us to develop these packages has been very well received with the groups that we have worked with thus and, in some cases, has been the deciding factor for choosing Independence to host their event. To do this effectively we believe we need to have a staff member that is fully dedicated to supporting the sales team and working directly with the client to develop these customized packages.

* Replacement of the wayfinding signage within the community will also be a goal for the Tourism Department this fiscal year. The current signage is not representative of the new symbol that was revealed in June 2013 and is also in a great state of disrepair and needs to be addressed to improve the appearance of the community. The design of the signs has been completed and the construction RFP was released in March 2014. We will begin construction in Summer 2014. 1

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Convention Services Manager	.00	.00	.00	1.00
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Special Events/Education Coord	.25	.00	.00	.00
Events/Education Prg Mgr	.00	.25	.25	.00
Tourism Coordinator	1.00	1.00	1.00	.00
Tourism & Vol Svcs Coordinator	.00	1.00	1.00	1.00
Tourism Specialist	.00	.00	.00	1.00
Volunteer Coordinator	1.00	.00	.00	.00
Tourism Services Specialist	1.00	1.00	1.00	1.00
Social Media/Group Sales Spec	.00	.00	1.00	1.00
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.00
Visitor Center Attendant	.00	.00	.00	1.00
Total	4.66	4.66	5.66	7.18

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	470,395	487,770	487,770	516,651
Other Services & Charges	986,263	806,889	806,889	773,702

City of Independence
Detail Program Summary

Department: 4030 - Tourism | *2014-15 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Supplies	5,505	2,500	164,828	26,500
Capital Outlay	89,750	1,000	1,000	2,500
Other Expenditures	0	0	0	0
Total	1,551,913	1,298,159	1,460,487	1,319,353

City of Independence
Detail Program Summary

Department: 4030 - Tourism *2014-15 Operating Budget*
Cost Center: 4035 - 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 about the westward expansion of the United States and the role Independence played in that development. The museum annually receives 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 throughout the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and research library on the topic of westward 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.

Staffing:

Position Title	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget
Events/Education Prg Mgr	.00	.00	.00	1.00
Total	.00	.00	.00	1.00

Program Costs

Expenditure Category	2012-13 Actual	2013-14 Original Budget	2013-14 Revised Budget	2014-15 Adopted Budget
Personal Services	0	0	0	60,775
Other Services & Charges	0	0	0	4,000
Supplies	0	0	0	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	80,775

Significant Issues

* See the National Frontier Trails Museum cost center in department 4025 (General Fund) for Accomplishments, Objectives and Service Delivery Background Data related to this cost center.

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 4,567,570**	**$ 2,846,198**	**$ 264,635**		**$ (2,581,563)**	**90.70%**
Estimated Revenues-						
Sales Taxes	$ 7,730,491	$ 7,839,896	$ 7,957,701	100.0%	$ 117,805	1.5%
Interest Income and Other	71,391	50,800	900	0.0%	(49,900)	-98.2%
Total Estimated Revenues	$ 7,801,882	$ 7,890,696	$ 7,958,601	100.0%	$ 67,905	0.9%
Proceeds from Debt Issuance	$ -	$ -	$ -		$ -	
Total Sources	**$ 12,369,452**	**$ 10,736,894**	**$ 8,223,236**		**$ (2,513,658)**	
Use of Budget Dollars						
Operating Budget						
Public Works	$ 192,165	$ 300,428	$ 278,972	3.5%	$ (21,456)	
Debt Service	535,269	531,069	529,831	6.7%	(1,238)	-0.2%
Total Operating Budget	$ 727,434	$ 831,497	$ 808,803	10.2%	$ (22,694)	
Capital Budget:						
Overlay Program	$ 3,799,297	$ 4,565,506	$ 5,708,000	71.8%	$ 1,142,494	25.0%
Bridge Improvements	190,271	1,144,038	-	0.0%	(1,144,038)	0.0%
Street Improvements	4,290,263	2,277,402	230,000	2.9%	(2,047,402)	
Intersection Improvements	47,738	715,675	750,000	9.4%	34,325	0.0%
Safety Improvements	454,897	626,169	440,000	5.5%	(186,169)	0.0%
Other Programs	-	298,772	-	0.0%	(298,772)	
Total Capital Budget	$ 8,782,466	$ 9,627,562	$ 7,128,000	89.7%	$ (2,499,562)	
Operating Transfer						
Santa Fe TIF	$ 13,354	$ 13,200	$ 13,200	0.2%	$ -	0.0%
Total Uses	**$ 9,523,254**	**$ 10,472,259**	**$ 7,950,003**		**$ (2,522,256)**	
Ending Fund Balance	**$ 2,846,198**	**$ 264,635**	**$ 273,233**		**$ 8,598**	**3.25%**

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.

City of Independence, Missouri
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Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Restricted for:						
Encumbrances	$ 3,690,400	$ 1,134,962	$ -	$ -	$ -	$ -
Other Purposes	19	10,417	-		-	-
Unprogrammed Street Improv. Sales Tax Fund Purposes	(5,778,696)	(610,063)	2,491,735	4,567,570	2,846,198	264,635
Total Fund Balance	$ (2,088,277)	$ 535,316	$ 2,491,735	$ 4,567,570	$ 2,846,198	$ 264,635

Source: Audited Annual Financial Statement for actual amounts
March 31, 2014 monthly Financial and Operating Report for projected amounts

City of Independence, Missouri
2014-15 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements:			
	Overlay		
70111401	2014-15 Overlay Program	Street Improv. Sales Tax	$ 5,708,000
	Total Overlay		$ 5,708,000
	Intersections		
70110806	Concrete Intersection Program	Street Improv. Sales Tax	$ 250,000
70111307	78 Highway and Truman Road Intersection	Street Improv. Sales Tax	200,000
70111305	Noland and Fair	Street Improv. Sales Tax	100,000
70111104	24 Highway and Blue Mills	Street Improv. Sales Tax	200,000
	Total Intersections		$ 750,000
	Street Improvements		
70111103	Alley Rehabilitation	Street Improv. Sales Tax	$ 100,000
70111301	Truman Gateway	Street Improv. Sales Tax	130,000
	Total Street Improvements		$ 230,000
	Safety Improvements		
70110409	Operation Green Light	Street Improv. Sales Tax	$ 40,000
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	150,000
70110808	Sidewalks to Schools Improvements	Street Improv. Sales Tax	250,000
	Total Safety Improvements		$ 440,000
	Fund Total		$ 7,128,000

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ (5,793,401)**	**$ (6,382,130)**	**$ (5,730,242)**		**$ 651,888**	**10.21%**
Estimated Revenues-						
Sales Taxes	$ 3,854,506	$ 3,919,948	$ 3,978,851	86.8%	$ 58,903	1.5%
Adventure Oasis Water Park	332,710	400,000	480,000	10.5%	80,000	20.0%
Interest Income and Other	237,660	65,000	126,000	2.7%	61,000	93.8%
Total Estimated Revenues	$ 4,424,876	$ 4,384,948	$ 4,584,851		$ 199,903	4.6%
Proceeds from Debt Issuance	-	$ -	$ -			
Capital Project Transfers	-	-	-		$ -	
Total Sources	**$ (1,368,525)**	**$ (1,997,182)**	**$ (1,145,391)**		**$ 851,791**	
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	$ 616,081	$ 651,072	$ 689,887	17.5%	$ 38,815	6.0%
6042-Truman Memorial Bldg.	251,109	245,171	247,751	6.3%	2,580	1.1%
6043-Palmer Senior Adult Center	152,425	165,942	160,413	4.1%	(5,529)	-3.3%
6044-Family Recreation Programs	170,850	239,719	234,768	6.0%	(4,951)	-2.1%
		-		0.0%		
6045-Adventure Oasis Water Park	592,441	739,606	626,640	15.9%	(112,966)	-15.3%
		-				
6046 - Sports Complex	603,118	641,539	648,118	16.4%	6,579	1.0%
Total Operating Budget	2,386,024	2,683,049	2,607,577		(75,472)	
Debt Service	2,161,783	-	-	0.0%	-	n/a
Total Operating Budget	$ 4,547,806	$ 2,683,049	$ 2,607,577	66.1%	$ (75,472)	-2.8%
Capital Budget:						
Capital Projects	$ 459,122	$ 1,043,211	1,331,000	33.7%	287,789	27.6%
Total Capital Budget	$ 459,122	$ 1,043,211	$ 1,331,000			
Operating Transfers:						
Santa Fe TIF	6,677	6,800	6,800		-	
Total Uses	**$ 5,013,605**	**$ 3,733,060**	**$ 3,945,377**	**100.0%**	**$ 212,317**	**5.7%**
Ending Fund Balance	**$ (6,382,130)**	**$ (5,730,242)**	**$ (5,090,768)**		**$ 639,474**	**11.16%**

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
2014-15 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2011	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Restricted for:						
Encumbrances	$ 533,083	$ 317,770	$ -	$ -	$ -	$ -
Other Purposes	3	-	-	-	-	-
Unprogrammed Parks Improv. Sales Tax Fund Purposes	(3,752,353)	(5,062,228)	(5,006,608)	(5,793,401)	(6,382,130)	(5,730,242)
Total Fund Balance	$ (3,219,267)	$ (4,744,458)	$ (5,006,608)	$ (5,793,401)	$ (6,382,130)	$ (5,730,242)

Source: Audited Annual Financial Statement for actual amounts
March 31, 2014 monthly Financial and Operating Report for projected amounts

City of Independence, Missouri
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Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	$ 25,000
9970	Park Revitalization	Park Improv. Sales Tax	271,000
9971	Park Maintenance- Mobile Equipment	Park Improv. Sales Tax	35,000
70121401	Water Park Renovation	Park Improv. Sales Tax	1,000,000
	Fund Total		$ 1,331,000

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 6,568,453**	**$ 7,405,051**	**$ 2,233,147**		**$ (5,171,904)**	**-69.84%**
Estimated Revenues-						
Sales Taxes	$ 3,852,030	$ 3,919,948	$ 3,978,851	99.9%	$ 58,903	1.5%
Grants and Shared Revenue	-	3,000	-	0.0%	(3,000)	
Interest Income and Other	6,108	28,582	3,000	0.1%	(25,582)	-89.5%
Total Estimated Revenues	$ 3,858,138	$ 3,951,530	$ 3,981,851	100.0%	$ 30,321	0.8%
Other Sources						
	-	-	-			
Total Sources	**$ 10,426,591**	**$ 11,356,581**	**$ 6,214,998**		**$ (5,141,583)**	
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	$ 144,626	$ 330,075	$ 316,985	5.1%	$ (13,090)	-4.0%
Storm Water Maintenance	1,111,900	1,668,622	1,582,328	25.5%	(86,294)	-5.2%
Storm Water Permit Compliance	268,982	432,868	349,175	5.6%	(83,693)	-19.3%
Total Operating Budget	$ 1,525,508	$ 2,431,565	$ 2,248,488	36.2%	$ (183,077)	-7.5%
Capital Budget:						
Capital Projects	$ 1,489,355	$ 6,333,986	$ 1,540,000	24.8%	$ (4,793,986)	-75.7%
Total Capital Budget	$ 1,489,355	$ 6,333,986	$ 1,540,000		$ (4,793,986)	
Operating Transfers:						
Santa Fe TIF Transfer	$ 6,677	$ 6,800	$ 6,800	0.1%	$ -	
Falls at Crackerneck Creek TIF	-	351,083	722,565	11.6%	371,482	
Total Transfers	$ 6,677	$ 357,883	$ 729,365		$ 371,482	
Total Uses	**$ 3,021,540**	**$ 9,123,434**	**$ 4,517,853**	**100.0%**	**$ (4,605,581)**	
Ending Fund Balance	**$ 7,405,051**	**$ 2,233,147**	**$ 1,697,145**		**$ (536,002)**	**24.00%**

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.

City of Independence, Missouri
2014-15 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Restricted for:						
Encumbrances	$ 1,516,261	$ 1,924,019	$ -	$ -		$ -
Emergency Response	-	-	-			
Detention Basin Const.	-	-	-			
Detention Basin Maint.	-	-	-			
Unprogrammed Stormwater Improv.	-	-	-			
Sales Tax Fund Purposes	8,621,288	7,014,972	7,257,027	6,568,453	7,405,051	2,233,147
Total Fund Balance	$ 10,137,549	$ 8,938,991	$ 7,257,027	$ 6,568,453	$ 7,405,051	$ 2,233,147

Source: Audited Annual Financial Statement for actual amounts
March 31, 2014 monthly Financial and Operating Report for projected amounts

City of Independence, Missouri
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Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70131301	Griffith Place - N Noland & Lynn	Storm Water Sales Tax	$ 550,000
70131401	Wilson at Kentucky Culvert	Storm Water Sales Tax	120,000
70131001	36th & Poplar	Storm Water Sales Tax	480,000
70131402	Liberty & Stone	Storm Water Sales Tax	90,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	100,000
70130510	Watershed Systems Evaluation Survey	Storm Water Sales Tax	50,000
	Fund Total		$ 1,540,000

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 2,161,900**	**$ 2,317,625**	**$ 1,334,904**		**$ (982,721)**	**-42.40%**
Estimated Revenues-						
Sales Taxes	$ 2,056,547	$ 2,095,033	$ 2,126,514	100.0%	$ 31,481	1.5%
Interest Income and Other	89,712	52,797	900	0.0%	(51,897)	-98.3%
Total Estimated Revenues	$ 2,146,259	$ 2,147,830	$ 2,127,414	100.0%	$ (20,416)	-1.0%
Proceeds from Debt Issue	-	-	-			
Total Sources	**$ 4,308,159**	**$ 4,465,455**	**$ 3,462,318**		**$ (1,003,137)**	
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	$ 212,735	$ 302,844	$ 340,542	10.0%	$ 37,698	12.4%
Facilities	107,380	939,339	1,299,850	38.2%	360,511	38.4%
Equipment	1,118,097	1,367,955	1,248,044	36.6%	(119,911)	-8.8%
Total Police Department	$ 1,438,211	$ 2,610,138	$ 2,888,436	84.8%	$ 278,298	
Debt Service	548,985	517,113	513,863	15.1%	(3,250)	-0.6%
Total Operating Budget	$ 1,987,196	$ 3,127,251	$ 3,402,299	99.9%	$ 275,048	8.8%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	3,338	3,300	3,300	0.1%	-	
Total Uses	**$ 1,990,534**	**$ 3,130,551**	**$ 3,405,599**	**100.0%**	**$ 275,048**	
Ending Fund Balance	**$ 2,317,625**	**$ 1,334,904**	**$ 56,719**		**$ (1,278,185)**	**-95.75%**

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.

City of Independence, Missouri
2014-15 Operating Budget

Fund Balance Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Restricted for:						
Encumbrances	$ 1,347,216	$ 558,215	$ -	$ -	$ -	$ -
Debt Service						
Unprogrammed Police Sales Tax Fund Purposes	1,078,963	1,341,871	1,967,871	2,161,900	2,317,625	1,334,904
Total Fund Balance	$ 2,426,179	$ 1,900,086	$ 1,967,871	$ 2,161,900	$ 2,317,625	$ 1,334,904

Source: Audited Annual Financial Statement for actual amounts
March 31, 2014 monthly Financial and Operating Report for projected amounts

City of Independence, Missouri
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Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 1,846,225**	**$ 2,323,101**	**$ 802,398**		**$ (1,520,703)**	**-65.46%**
Estimated Revenues-						
Sales Taxes	$ 1,928,889	$ 1,959,974	$ 1,989,425	100.0%	$ 29,451	1.5%
Interest Income and Other	136,559	15,662	800	0.0%	(14,862)	-94.9%
Total Estimated Revenues	$ 2,065,448	$ 1,975,636	$ 1,990,225	100.0%	$ 14,589	0.7%
Proceeds from Debt Issuance	-					
Total Sources	**$ 3,911,673**	**$ 4,298,737**	**$ 2,792,623**		**$ (4,298,737)**	
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	$ 244,658	$ 248,635	$ 209,000	11.0%	$ (39,635)	-15.9%
Vehicles	471,932	1,880,661	530,000	27.9%	(1,350,661)	-71.8%
Repair Fire Stations	72,203	432,900	172,000	9.1%	(260,900)	-60.3%
Tools and Equipment	208,376	374,880	426,225	22.5%	51,345	13.7%
Total Fire Department	$ 997,168	$ 2,937,076	$ 1,337,225	70.5%	$ (1,599,851)	
Debt Service	586,641	555,963	555,963	29.3%	-	0.0%
Total Operating Budget	$ 1,583,809	$ 3,493,039	$ 1,893,188	99.8%	$ (1,599,851)	-45.8%
Capital Budget:						
Capital Projects	$ -	$ -	$ -	0.0%	$ -	n/a
Total Capital Budget	$ -	$ -	$ -		$ -	
Operating Transfers:						
Santa Fe TIF	4,763	3,300	3,300	0.2%	-	0.0%
Total Uses	**$ 1,588,572**	**$ 3,496,339**	**$ 1,896,488**	**100.0%**	**$ (1,599,851)**	
Ending Fund Balance	**$ 2,323,101**	**$ 802,398**	**$ 896,135**		**$ 93,737**	**11.68%**

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.

City of Independence, Missouri
2014-15 Operating Budget

Fund Balance Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2008-09 through 2013-14

Description	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Actual 6/30/2012	Actual 6/30/2013	Projected 6/30/2014
Fund Balance Components						
Restricted for:						
Encumbrances	$ 643,924	$ 181,454	$ -	$ -	$ -	$ -
Debt Service						
Unprogrammed Fire Sales Tax Fund Purposes	1,869,449	1,250,669	810,193	1,846,225	2,323,101	802,398
Total Fund Balance	$ 2,513,373	$ 1,432,123	$ 810,193	$ 1,846,225	$ 2,323,101	$ 802,398

Source: Audited Annual Financial Statement for actual amounts
March 31, 2014 monthly Financial and Operating Report for projected amounts

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Current Estimate	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	$ 3,739,144	$ 5,328,704	$ 1,128,069	67.4%	$ (4,200,635)	-78.8%
Charges for Current Services	230,977	-	546,633	32.6%	546,633	n/a
Interest Income and Other	536,972	169,559	-	0.0%	(169,559)	n/a
Total Estimated Revenues	$ 4,507,094	$ 5,498,263	$ 1,674,702	100.0%	$ (3,823,561)	-69.5%
Total Sources	**$ 4,507,094**	**$ 5,498,263**	**$ 1,674,702**		**$ (3,823,561)**	**-69.5%**
Use of Budget Dollars						
Operating Budget:						
Law Department	$ 29,900	$ 66,001	$ 31,735	1.9%	$ (34,266)	-51.9%
Community Development	1,516,975	2,273,928	467,000	27.9%	(1,806,928)	
Police Department	1,513,967	1,401,026	391,353	23.4%	(1,009,673)	-72.1%
Fire Department	323,234	729,148	352,061	21.0%	(377,087)	-51.7%
Health Department	714,408	1,023,381	432,553	25.8%	(590,828)	-57.7%
Public Works	118,197	-	-	0.0%	-	
Parks & Recreation	290,414	4,778	-	0.0%	(4,778)	
Total Operating Budget	$ 4,507,094	$ 5,498,263	$ 1,674,702	100.0%	$ (3,823,561)	-69.5%
Total Uses	**$ 4,507,094**	**$ 5,498,263**	**$ 1,674,702**	**100.0%**	**$ (3,823,561)**	**-69.5%**
Balance Available	**$ -**	**$ 0**	**$ -**		**$ 0**	

Note 1) This fund was created during the 2003-04 fiscal year.

Note 2) The above 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
2014-15 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2014-15

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
Estimated Revenues-			
Federal Grant - CDBG	$ 750,000		
HOME Program Grant		$ 300,000	
Worker's Compensation Premiums			$ 2,625,500
Total Estimated Revenues	$ 750,000	$ 300,000	$ 2,625,500
Proceeds from Debt Service	$ -	$ -	$ -
Total Sources	**$ 750,000**	**$ 300,000**	**$ 2,625,500**
Allocation of Budget Dollars			
Operating Departments-			
Law			$ 2,543,334
Community Development	$ 155,416	$ 35,424	
Total Operating Departments	$ 155,416	$ 35,424	$ 2,543,334
Grant Authorized Programming			
Community Dev. Block Grant	594,584	264,576	
Home Program			
Total Allocations	**$ 750,000**	**$ 300,000**	**$ 2,543,334**
Balance Available	$ - (see Note 1)	$ - (see Note 1)	$ 82,166 (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
2014-15 Operating Budget

Budget Summary - Internal Service Funds

For the Fiscal Year 2014-15

Description	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars		
Estimated Revenues-		
Central Garage Charges	$ 2,394,478	
Staywell Healthcare Premiums		$ 26,578,174
Pharmacy Benefit Premiums		
Total Estimated Revenues	$ 2,394,478	$ 26,578,174
Total Sources	**$ 2,394,478**	**$ 26,578,174**
Allocation of Budget Dollars		
Operating Departments-		
Public Works	$ 2,394,478	
Non-Departmental		26,578,174
Total Operating Departments	$ 2,394,478	$ 26,578,174
Total Allocations	**$ 2,394,478**	**$ 26,578,174**
Balance Available	$ - (see Note 1)	$ - (see Notes 1 & 2)

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
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Tourism Fund					
4-3043	Transient Guest Tax	1,356,592	1,200,000	1,250,000	1,400,000	12.0%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	73,160	100,000	100,000		-100.0%
4-3398	Miscellaneous Charges	12	500			
4-3411	Interest Income	626	700	200	200	
4-3449	Misc. Non-Operating Revenue	10,798		2,000	3,000	50.0%
	Total Revenues	**$1,441,189**	**$1,301,200**	**$1,352,200**	**$1,403,200**	3.8%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	7,730,491	7,839,896	7,840,100	7,957,701	1.5%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges					
11-3411	Interest	1,341	1,000	900	900	
11-3435	Contributions					
	Total Revenues	**$7,731,832**	**$7,840,896**	**$7,841,000**	**$7,958,601**	1.5%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	3,854,506	3,919,948	3,920,050	3,978,851	1.5%
12-3321	Atheletic Fees	2,984				
12-3322	Program Fees	43,438	34,000	43,500	50,000	14.9%
12-3323	Concessions	32,062	33,000	32,011	32,000	0.0%
12-3326	Water Park Fees/Memberships	332,709	480,000	459,000	480,000	4.6%
12-3327	Center Fees/Club Memberships	10,487	9,000	9,000	9,000	
12-3329	Facility Rentals	71,805	30,000	35,000	35,000	
12-3411	Interest	0				
12-3449	Misc. Non-Operating Revenue	19,572				
	Total Revenues	**$4,367,564**	**$4,505,948**	**$4,498,561**	**$4,584,851**	1.9%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,852,030	3,919,948	3,920,050	3,978,851	1.5%
13-3250	Other State Grants					
13-3411	Interest	4,854	5,000	3,000	3,000	
13-3435	Contributions					
13-3449	Misc. Non-Operating Revenue	1,247				
	Total Revenues	**$3,858,131**	**$3,924,948**	**$3,923,050**	**$3,981,851**	1.5%
	Police Sales Tax Fund					
16-3041	Sales Tax	2,056,547	2,095,033	2,095,087	2,126,514	1.5%
16-3411	Interest	1,594	1,650	900	900	
16-3449	Misc. Non-Operating Revenue	2,932				
	Total Revenues	**$2,061,073**	**$2,096,683**	**$2,095,987**	**$2,127,414**	1.5%

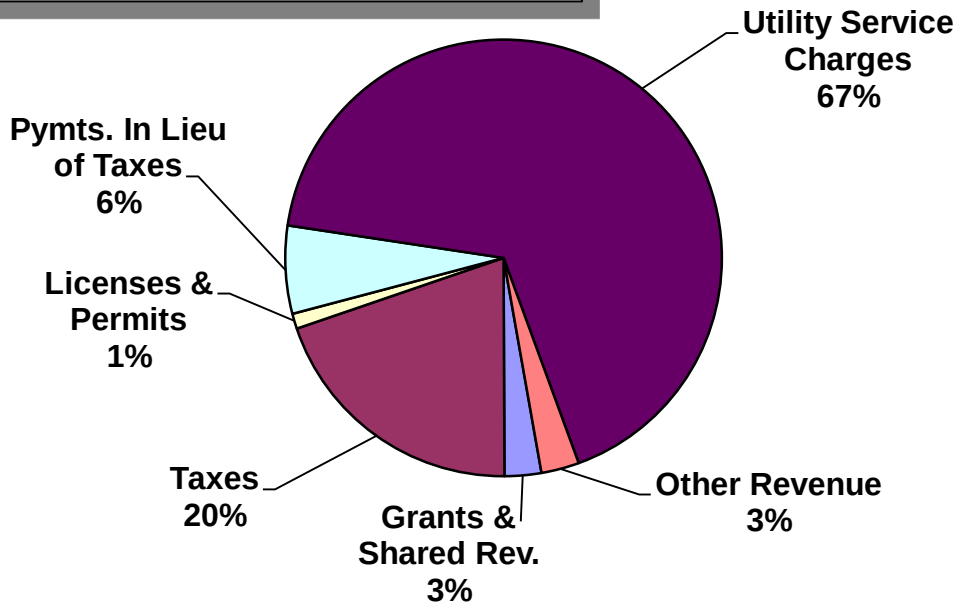
City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Fire Sales Tax Fund					
17-3041	Sales Tax	1,928,889	1,959,974	1,960,025	1,989,425	1.5%
17-3411	Interest	1,497	1,600	800	800	
	Total Revenues	**$1,930,386**	**$1,961,574**	**$1,960,825**	**$1,990,225**	1.5%
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	89,082	42,420	77,000	150,000	94.8%
14-3411	Interest	1,062	1,200	300	300	
	Total Revenues	**$90,144**	**$43,620**	**$77,300**	**$150,300**	94.4%
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	463,850	578,000	788,000	750,000	-4.8%
8-3449	Misc. Non-Operating Revenue					
	Total Revenues	**$463,850**	**$578,000**	**$788,000**	**$750,000**	-4.8%
	HOME Program Fund					
9-3209	HOME Program Grant	126,877	300,000	322,803	300,000	-7.1%
9-3411	Interest Income					
	Total Revenues	**$126,877**	**$300,000**	**$322,803**	**$300,000**	-7.1%
	Grants Fund					
15-3210	Emergency Mgmt. Assist.	169,466	45,239	143,381	79,668	-44.4%
15-3211	Public Health Nursing	102,693	155,060	410,670	192,686	-53.1%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	3,417,514	2,026,505	4,596,959	749,742	-83.7%
15-3250	Other State Grants	42,501		167,256	77,602	-53.6%
15-3279	Other Misc. Grants	6,971		10,437	28,371	171.8%
15-3316	Reimb. For Police Services	121,977	79,633		79,633	
15-3317	School Resource Officers					
15-3398	Miscellaneous Charges	109,000	100,000		467,000	
15-3411	Interest					
15-3432	Sale of Property - NSP			135,695		
15-3435	Contributions	133,197		33,864		-100.0%
	Total Revenues	**$4,103,318**	**$2,406,437**	**$5,498,263**	**$1,674,702**	-69.5%
	Central Garage Fund					
90-3380	Central Garage Charges	2,281,262	2,302,375	2,307,705	2,389,228	3.5%
90-3411	Interest Income	432	350	250	250	
90-3449	Misc. Non-Operating Revenue	11,469	5,000	5,000	5,000	
	Total Revenues	**$2,293,163**	**$2,307,725**	**$2,312,955**	**$2,394,478**	3.5%

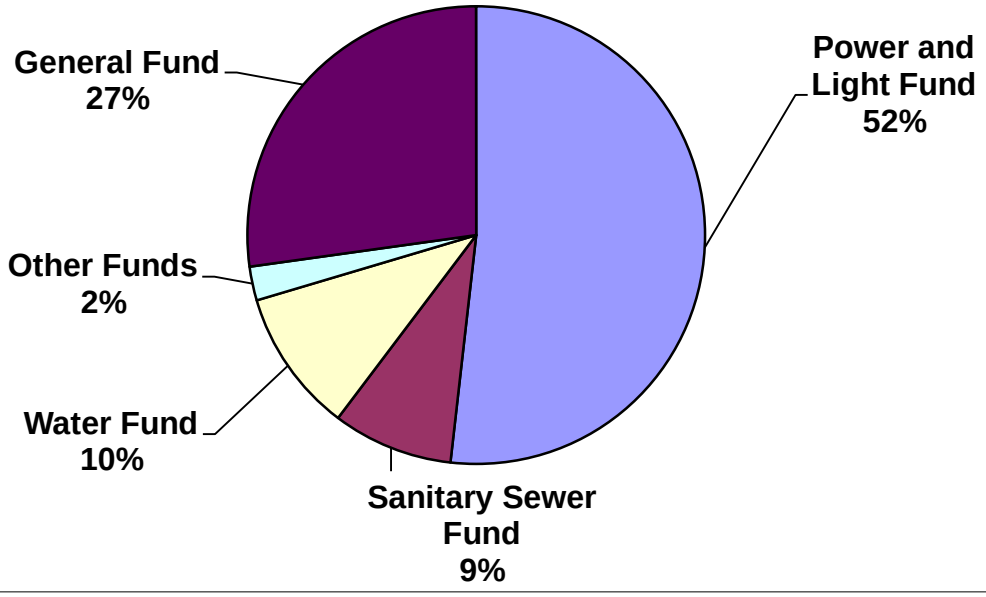
City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Acct. No.	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Curr Est to Prop.
	Staywell Healthcare Fund					
91-3461	Premiums	19,957,516	23,751,056	23,751,056	25,872,174	8.9%
91-3413	Interest - Other	11,773	13,000	6,000	6,000	
91-3449	Misc. Non-Operating Revenue	947,106	700,000	700,000	700,000	
	Total Revenues	**$20,916,395**	**$24,464,056**	**$24,457,056**	**$26,578,174**	8.7%
	Workers' Compensation Fund					
92-3411	Interest	2,573	2,800	2,000	2,000	
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue	7,152	7,000			
92-3471	Workers' Comp. Premiums	2,375,118	2,270,347	2,270,347	2,551,500	12.4%
92-3472	Reinsurance Reimbursements	70,199	65,000	78,343	72,000	-8.1%
	Total Revenues	**$2,455,043**	**$2,345,147**	**$2,350,690**	**$2,625,500**	11.7%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Description	2012-13 Actual	2013-14 Original Budget	2014-15 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Fund Balance						
Unassigned Fund Balance		$ 51,193,057	$ 60,682,162		$ 9,489,105	
Proceeds from Debt		5,482,558	-		(5,482,558)	
Estimated Revenues-						
Taxes, excluding PILOTS	$ 55,614,129	$ 57,670,297	$ 57,585,951	19.8%	$ (84,346)	-0.1%
Payment in Lieu of Taxes	18,021,077	18,423,580	18,927,939	6.5%	504,359	2.7%
Licenses & Permits	3,166,795	3,259,145	3,284,687	1.1%	25,542	0.8%
Grants & Shared Revenue	9,694,001	7,536,636	7,903,748	2.7%	367,112	4.9%
Charges for Current Ser.	2,623,247	2,623,051	2,642,663	0.9%	19,612	0.7%
Fines and Forfeitures	4,061,879	4,864,348	4,860,377	1.7%	(3,971)	-0.1%
Utility Service Charges	184,432,857	190,887,748	194,902,539	67.0%	4,014,791	2.1%
Other Revenue	826,675	707,435	649,500	0.2%	(57,935)	-8.2%
Total Est. Revenues	$ 278,440,660	$ 285,972,240	$ 290,757,404	100.0%	$ 4,785,164	1.7%
Net Transfers In		$ 10,000	$ 10,000		$ -	
Total Sources		**$ 342,657,855**	**$ 351,449,566**		**$ 8,791,711**	**2.6%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 392,093	$ 416,575	$ 441,183	0.2%	$ 24,608	5.9%
City Clerk	385,511	410,342	404,718	0.1%	(5,624)	-1.4%
City Manager	833,576	852,378	934,131	0.3%	81,753	9.6%
Tourism	1,551,913	1,298,159	1,550,128	0.6%	251,969	19.4%
Nat'l Front. Trails Museum	301,139	334,312	260,907	0.1%	(73,405)	-22.0%
Technology Services	1,661,394	1,758,554	1,956,580	0.7%	198,026	11.3%
Municipal Court	748,027	826,997	849,872	0.3%	22,875	2.8%
Law	643,462	696,262	719,476	0.3%	23,214	3.3%
Finance	1,825,171	1,942,761	2,018,419	0.7%	75,658	3.9%
Human Resources	402,913	385,091	454,287	0.2%	69,196	18.0%
Community Dev.	3,784,832	3,805,887	3,813,226	1.4%	7,339	0.2%
Police	28,995,515	29,234,965	30,510,558	11.0%	1,275,593	4.4%
Fire	18,141,503	18,161,671	18,658,748	6.8%	497,077	2.7%
Health	3,467,723	3,307,380	3,186,871	1.2%	(120,509)	-3.6%
Water	13,704,564	14,378,947	15,531,913	5.6%	1,152,966	8.0%
Public Works	5,645,060	6,223,892	6,239,849	2.3%	15,957	0.3%
Water Pollution Contr.	13,169,829	16,174,809	16,425,860	5.9%	251,051	1.6%
Parks and Recreation	3,945,433	4,140,924	4,239,919	1.5%	98,995	2.4%
Power and Light	99,672,439	108,861,586	111,052,304	40.2%	2,190,718	2.0%
Non-Departmental	31,584,673	34,347,243	35,829,105	13.0%	1,481,862	4.3%
Debt Service	14,483,627	20,051,992	20,697,859	7.5%	645,867	3.2%
Capital Outlay	267,479	374,848	374,848	0.1%	-	0.0%
Total Departments	$ 245,607,876	$ 267,985,575	$ 276,150,761	100.0%	$ 8,165,186	3.0%
Utility/Sales Tax Funds-Cap. Budget		21,317,558	25,455,275		4,137,717	19.4%
Net Transfers Out/Designations		2,422,167	2,259,579		(162,588)	-6.7%
Total Uses		**$ 291,725,300**	**$ 303,865,615**		**$ 12,140,315**	**4.2%**
Balance Available		**$ 50,932,555**	**$ 47,583,951**		**$ (3,348,604)**	

City of Independence, Missouri
2014-15 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Beginning Fund Balance	$ 3,326,172	$ (259,470)	$ 44,200,000	$ 6,403,793	$ 7,011,667		$ 60,682,162
Estimated Revenues	75,519,266	24,921,144	145,330,441	22,459,539	30,422,689	31,598,152	330,251,231
Proceeds from Debt Issuance		-					-
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(125,601)	(3,732,206)	(1,392,623)	(2,645,245)		(7,895,675)
Internal Service Fund Chgs						(31,598,152)	(31,598,152)
Transfers In-							
From Other Funds / Sources	-			10,000			10,000
Total Sources	$ 78,845,438	$ 24,536,073	$ 185,798,235	$ 27,480,709	$ 34,789,111	$ -	$ 351,449,566
Uses:							
Operating Budgets-							
City Council	$ 441,183						$ 441,183
City Clerk	404,718						404,718
City Manager	934,131						934,131
Tourism		1,550,128					1,550,128
Nat'l Front. Trails Museum	260,907						260,907
Technology Services	1,828,880		127,700				1,956,580
Municipal Court	849,872						849,872
Law	687,741	31,735				2,543,334	3,262,810
Finance	1,966,982				51,437		2,018,419
Human Resources	454,287						454,287
Community Development	3,155,386	657,840					3,813,226
Police	27,227,469	3,283,089					30,510,558
Fire	16,966,162	1,692,586					18,658,748
Health	2,754,318	432,553					3,186,871
Water					15,531,913		15,531,913

(continued on the next page)

City of Independence, Missouri
2014-15 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	5,870,029	278,972		90,848		2,394,478	8,634,327
Water Pollution Control		2,255,288		14,170,572			16,425,860
Parks and Recreation	1,632,342	2,607,577					4,239,919
Power and Light			111,052,304				111,052,304
Non-Departmental	9,280,295	20,000	22,980,015	4,650,311	6,794,159	26,578,174	70,302,954
Debt Service/Lease Purch.		1,599,657	8,944,557	4,626,307	5,527,338		20,697,859
Capital Outlay	374,848						374,848
Operating Budget Total	$ 75,089,550	$ 14,409,425	$ 143,104,576	$ 23,538,038	$ 27,904,847	$ 31,515,986	$ 315,562,422
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(125,601)	(3,732,206)	(1,392,623)	(2,645,245)		(7,895,675)
Internal Service Fund Chgs						(31,515,986)	(31,515,986)
Consolidated Operating Budg.	75,089,550	14,283,824	139,372,370	22,145,415	25,259,602	-	276,150,761
Capital Budget		9,999,000	12,000,000	1,085,000	2,371,275		25,455,275
Total Operating/Capital Budg.	$ 75,089,550	$ 24,282,824	$ 151,372,370	$ 23,230,415	$ 27,630,877	$ -	$ 301,606,036
Transfers Out-							
Desig. for Capital & Grants		859,160					859,160
To Other Funds	429,716	722,565	83,642	92,006	72,490		1,400,419
Total Uses	$ 75,519,266	$ 25,864,549	$ 151,456,012	$ 23,322,421	$ 27,703,367	$ -	$ 303,865,615
Ending Fund Balance / Net Assets	$ 3,326,172	$ (1,328,476)	$ 34,342,223	$ 4,158,288	$ 7,085,744	$ -	$ 47,583,951

City of Independence, Missouri
2014-15 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:							
Beginning Fund Balance	$ (1,095,158)		$ 429,504	$ 406,184	$ -	$ -	$ (259,470)
Estimated Revenues	20,642,942	1,674,702	1,403,200	150,300	750,000	300,000	24,921,144
Proceeds from Debt Issuance	-						-
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(55,207)		(70,394)				(125,601)
Transfers In-							
From Other Funds							-
Total Sources	$ 19,492,577	$ 1,674,702	$ 1,762,310	$ 556,484	$ 750,000	$ 300,000	$ 24,536,073
Uses:							
Operating Budgets-							
Tourism			$ 1,550,128				$ 1,550,128
Law		$ 31,735					31,735
Community Development		467,000			155,416	35,424	657,840
Police	2,891,736	391,353					3,283,089
Fire	1,340,525	352,061					1,692,586
Health		432,553					432,553
Public Works	278,972						278,972
Water Pollution Control	2,255,288						2,255,288
Parks and Recreation	2,607,577						2,607,577
Non-Departmental	20,000						20,000
Debt Service	1,599,657						1,599,657
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(55,207)		(70,394)				(125,601)
Consolidated Operating Budget	$ 10,938,548	$ 1,674,702	$ 1,479,734	$ -	$ 155,416	$ 35,424	$ 14,283,824
Capital Budget	9,999,000						9,999,000
Total Operating & Capital Budget	$ 20,937,548	$ 1,674,702	$ 1,479,734	$ -	$ 155,416	$ 35,424	$ 24,282,824
Transfers Out-							
Desig. for Capital & Grant Proj.					$ 594,584	$ 264,576	$ 859,160
To Other Funds	722,565						722,565
Total Uses	$ 21,660,113	$ 1,674,702	$ 1,479,734	$ -	$ 750,000	$ 300,000	$ 25,864,549
Ending Fund Balance / Net Assets	$ (2,167,536)	$ -	$ 282,576	$ 556,484	$ -	$ -	$ (1,328,476)

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
2014-15 Operating Budget

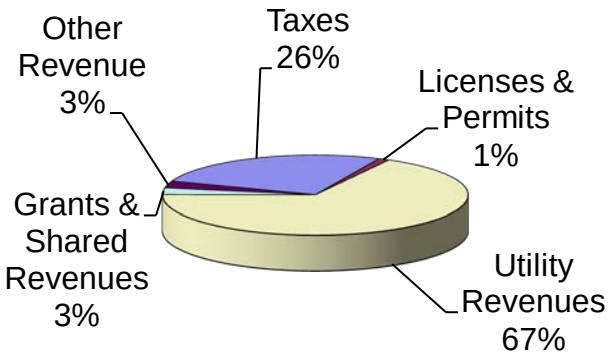
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

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	$ 264,635	$ (5,730,242)	$ 2,233,147	$ 1,334,904	$ 802,398	$ (1,095,158)
Estimated Revenues	7,958,601	4,584,851	3,981,851	2,127,414	1,990,225	20,642,942
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(47,202)		(8,005)			(55,207)
Transfers In-						
From Other Funds						-
Total Sources	$ 8,176,034	$ (1,145,391)	$ 6,206,993	$ 3,462,318	$ 2,792,623	$ 19,492,577
Uses:						
Operating Budgets-						
Police				$ 2,891,736		$ 2,891,736
Fire					1,340,525	1,340,525
Public Works	278,972					278,972
Water Pollution Control			2,255,288			2,255,288
Parks and Recreation		2,607,577				2,607,577
Non-Departmental	13,200	6,800				20,000
Debt Service	529,831	-	-	513,863	555,963	1,599,657
Consolidation Adjustments-						-
Interfund Charges for Support Ser.	(47,202)		(8,005)			(55,207)
Consolidated Operating Budget	$ 774,801	$ 2,614,377	$ 2,247,283	$ 3,405,599	$ 1,896,488	$ 10,938,548
Capital Budget	7,128,000	1,331,000	1,540,000			9,999,000
Total Operating & Capital Budget	$ 7,902,801	$ 3,945,377	$ 3,787,283	$ 3,405,599	$ 1,896,488	$ 20,937,548
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds			722,565			722,565
Total Uses	$ 7,902,801	$ 3,945,377	$ 4,509,848	$ 3,405,599	$ 1,896,488	$ 21,660,113
Ending Fund Balance / Net Assets	$ 273,233	$ (5,090,768)	$ 1,697,145	$ 56,719	$ 896,135	$ (2,167,536)

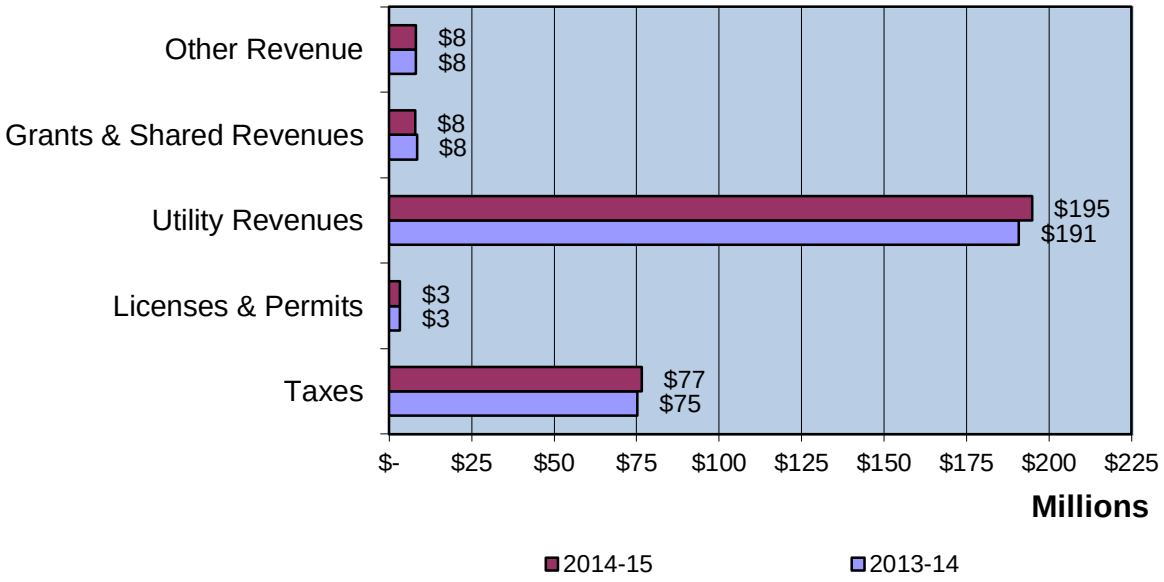
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Estimated Revenues

Revenues by Source



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 represent the second largest category making up twenty-six percent of the total. For the General Fund alone, taxes represent seventy-three percent of total revenues.



Total revenues are projected to increase in the 2014-15 fiscal year by more than 1.7 percent from the 2013-14 fiscal year. The largest single increase in terms of dollar amount is the Utility Revenues category which is projected to increase by $4 million dollars and represents a 2.1 percent increase. Also, taxes are projected to increase by $1.3 million dollars representing a 1.7 percent increase.

City of Independence, Missouri
2014-15

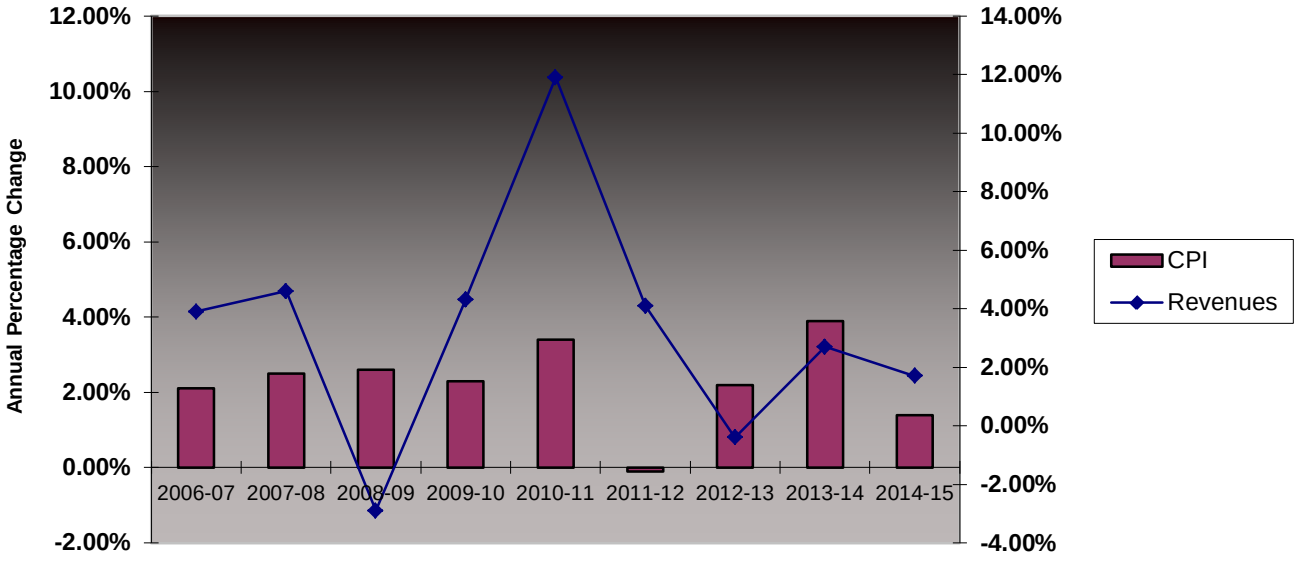
Revenue Overview/Projections

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.

Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index

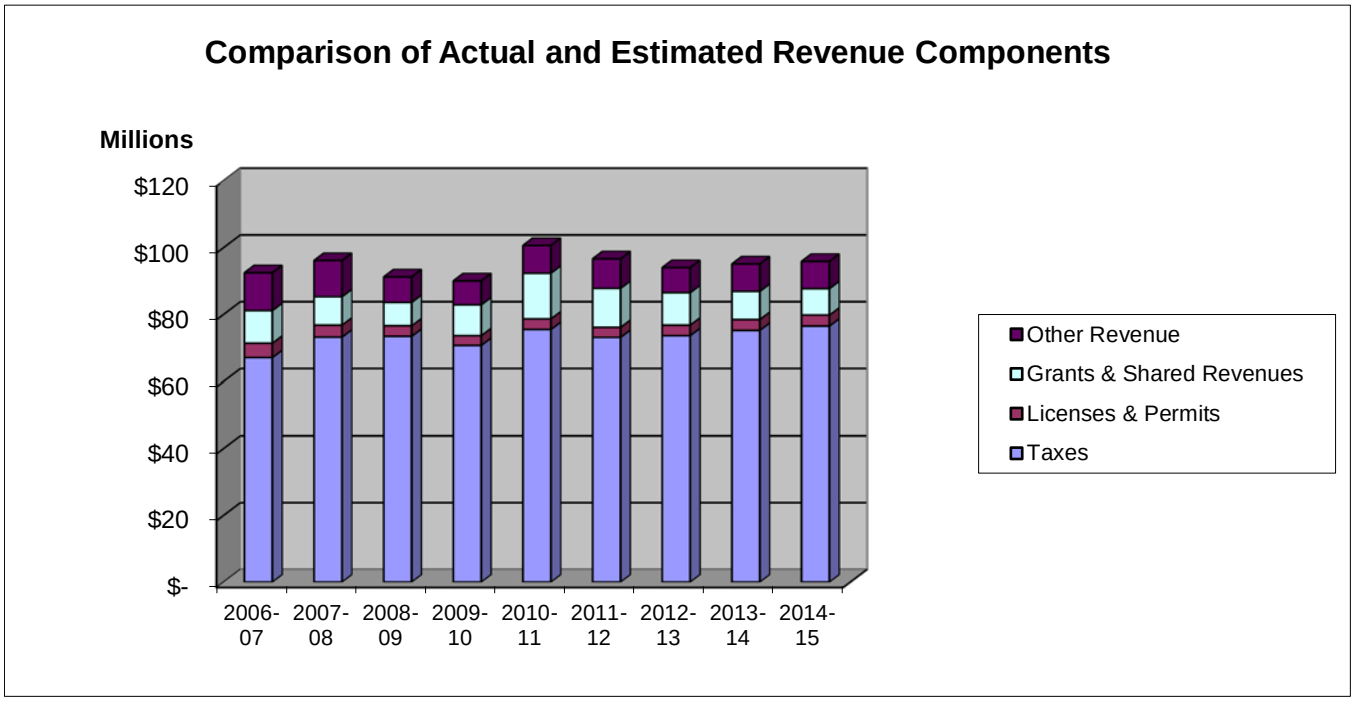


During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2014-15 are estimated to increase from total revenues for 2013-14 at a rate of 1.7 percent compared to a projected consumer price index increase for this area of 1.4 percent.

City of Independence, Missouri
2014-15

Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2006-07 fiscal year through the 2012-13 fiscal year. Also listed are budgeted amounts for the 2013-14 and 2014-15 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 3.3 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy-three percent 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. This revenue source, particularly at the Federal level, continues to decline from year to year. 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.

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.

City of Independence, Missouri
2014-15

Revenue Overview/Projections

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.

City of Independence, Missouri
2014-15 Operating Budget

Revenue Summary

For the Fiscal Years 2012-13 through 2014-15

Fund Number Reference

2 - General Fund	16 - Police Public Safety Sales Tax Fund
4 - Tourism Fund	17 - Fire Public Safety Sales Tax Fund
8 - Community Development Block Grant Fund	20 - Power and Light Fund
9 - HOME Fund	30 - Sanitary Sewer Fund
11 - Street Improvements Sales Tax Fund	40 - Water Fund
12 - Park Improvements Sales Tax Fund	90 - Central Garage Fund
13 - Storm Water Sales Tax Fund	91 - Staywell Healthcare Fund
14 - License Surcharge Fund	92 - Worker's Compensation Fund
15 - Grants Fund	

Fund	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Adopt. to Est.	2014-15 % to Total Budget
	Property Taxes						
2-3011	Real Estate	7,398,222	7,513,500	7,475,535	7,480,000	0.1%	2.3%
2-3013	R.R. & Other Utility	37,904	38,500	36,363	36,500	0.4%	0.0%
	Total Property Taxes	7,436,126	7,552,000	7,511,898	7,516,500	0.1%	2.3%
	Local Option Sales Tax						
2-3041	Local Option Sales Tax	16,395,890	16,760,264	16,760,264	17,012,109	1.5%	5.2%
11-3041	Local Option Sales Tax	7,730,491	7,839,896	7,840,100	7,957,701	1.5%	2.4%
12-3041	Local Option Sales Tax	3,854,506	3,919,948	3,920,050	3,978,851	1.5%	1.2%
13-3041	Local Option Sales Tax	3,852,030	3,919,948	3,920,050	3,978,851	1.5%	1.2%
16-3041	Local Option Sales Tax	2,056,547	2,095,033	2,095,087	2,126,514	1.5%	0.6%
17-3041	Local Option Sales Tax	1,928,889	1,959,974	1,960,025	1,989,425	1.5%	0.6%
	Total Sales Tax	35,818,353	36,495,063	36,495,576	37,043,451	1.5%	11.2%
	Other Taxes						
2-3042	Cigarette Tax	499,152	475,000	475,000	475,000	0.0%	0.1%
4-3043	Transient Guest Tax	1,356,592	1,200,000	1,250,000	1,400,000	12.0%	0.4%
14-3108	License Tax	89,082	42,420	77,000	150,000	94.8%	0.0%
	Total Other Taxes	1,944,827	1,717,420	1,802,000	2,025,000	12.4%	0.6%
	Utility Franchise Fees						
2-3052	Water	26,589	26,000	26,456	27,000	2.1%	0.0%
2-3053	Gas	4,019,206	4,619,814	4,619,814	4,620,000	0.0%	1.4%
2-3054	Telephone	5,072,170	5,140,000	5,046,154	5,050,000	0.1%	1.5%
2-3055	Electricity	527,252	492,000	533,333	535,000	0.3%	0.2%
2-3057	Cable Television	769,607	750,000	754,000	769,000	2.0%	0.2%
	Total Utility Franchise Fees	10,414,823	11,027,814	10,979,757	11,001,000	0.2%	3.3%
	Payments in Lieu of Taxes						
2-3281	Power & Light In Lieu of Taxes	13,392,682	13,710,075	13,291,337	13,851,343	4.2%	4.2%
2-3282	Water Service In Lieu of Taxes	2,593,715	2,614,031	2,652,167	2,807,329	5.9%	0.9%
2-3283	Sanitary Sewer In Lieu of Taxes	2,034,680	2,099,474	2,135,165	2,269,267	6.3%	0.7%
	Total Pymt. in Lieu of Taxes	18,021,077	18,423,580	18,078,669	18,927,939	4.7%	5.7%
	Total Taxes	73,635,205	75,215,877	74,867,900	76,513,890	2.2%	23.2%

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Fund	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Adopt. to Est.	2014-15 % to Total Budget
	Business Licenses and Permits						
2-3101	Occupation Licenses	1,422,123	1,499,000	1,432,000	1,487,000	3.8%	0.5%
2-3102	Liquor Licenses	112,261	94,000	110,000	110,000	0.0%	0.0%
2-3103	Bld. Trades Licenses and Exams	120,856	100,000	105,000	105,000	0.0%	0.0%
2-3104	Fin-Other License/Permits	59,496	102,000	110,000	121,000	10.0%	0.0%
2-3108	Building Permits, Com.Develop.	532,515	465,525	465,525	475,000	2.0%	0.1%
2-3109	Construction Permits, Pub.Works	121,094	205,000	190,000	210,000	10.5%	0.1%
2-3120	Nursing Home Permits	600	600	1,000	1,000	0.0%	0.0%
2-3121	Day Care Permits	7,032	6,000	6,687	6,687	0.0%	0.0%
2-3122	Food Handler's Permits	107,015	100,000	98,000	98,000	0.0%	0.0%
2-3123	Massage Therapist Appl	3,445	2,020	3,520	1,000	-71.6%	0.0%
2-3124	Other Food Permits	147,185	142,000	142,000	142,000	0.0%	0.0%
2-3125	Ambulance Permits & Licenses	53,928	37,000	37,000	37,000	0.0%	0.0%
2-3126	Plan Reviews - Health Dept.	5,700	6,000	6,000	6,000	0.0%	0.0%
	Total Bus. Lic. & Permits	2,693,251	2,759,145	2,706,732	2,799,687	3.4%	0.8%
	Non-Business Licenses and Permits						
2-3151	Motor Vehicle Licenses	473,544	500,000	479,709	485,000	1.1%	0.1%
	Total Licenses and Permits	3,166,795	3,259,145	3,186,441	3,284,687	3.1%	1.0%
	Grants-						
	Federal Government Grants						
8-3204	Federal Grant - CDBG	463,850	578,000	788,000	750,000	-4.8%	0.2%
9-3209	HOME Program Grant	126,877	300,000	322,803	300,000	-7.1%	0.1%
15-3210	Emergency Mgmt. Assist.	169,466	45,239	143,381	79,668	-44.4%	0.0%
15-3211	Public Health Nursing	102,693	155,060	410,670	192,686	-53.1%	0.1%
2-3218	Dial-A-Ride	(25,393)	-	-	-		0.0%
15-3218	Dial-A-Ride	-	-	-	-		0.0%
2-3219	Other	-	-	-	-		0.0%
15-3219	Federal Grants - Other	3,417,514	2,026,505	4,596,959	749,742	-83.7%	0.2%
4-3219	Federal Grants - Other	-	-	-	-		0.0%
	Total Federal Grants	4,255,007	3,104,804	6,261,814	2,072,096	-66.9%	0.6%
	State Government Grants						
2-3241	Financial Institutions Tax	15,225	16,000	19,510	19,500	-0.1%	0.0%
2-3242	Gasoline Tax	2,940,952	3,100,000	3,100,000	3,100,000	0.0%	0.9%
2-3243	Motor Vehicle License Fees	490,014	520,000	501,456	510,000	1.7%	0.2%
2-3244	Motor Vehicle Sales Tax	730,948	750,000	794,599	795,000	0.1%	0.2%
4-3250	State Grants - Other	73,160	100,000	100,000	-	-100.0%	0.0%
15-3250	State Grants - Other	42,501	-	167,256	77,602	-53.6%	0.0%
	Total State Grants	4,292,799	4,486,000	4,682,821	4,502,102	-3.9%	1.4%
	Other Sources						
2-3272	Jackson County Drug Task Force	674,019	580,060	540,081	535,774	-0.8%	0.2%
2-3274	Jackson County Dare Program	209,229	218,772	218,772	218,772	0.0%	0.1%
2-3275	Mid Am Reg Council	25,000	25,000	-	-		0.0%
15-3279	Misc. Grants - Other	6,971	-	10,437	28,371	171.8%	0.0%
	Total Other Sources	915,219	823,832	769,290	782,917	1.8%	0.2%
	Total Grants	9,463,025	8,414,636	11,713,925	7,357,115	-37.2%	2.2%

City of Independence, Missouri
2014-15 Operating Budget
Revenue Summary
For the Fiscal Years 2012-13 through 2014-15

Fund	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Adopt. to Est.	2014-15 % to Total Budget
	Charges for Services						
	General Government						
2-3302	Planning & Zoning Fees	25,080	9,700	9,700	10,000	3.1%	0.0%
2-3303	Board Of Adjustment Fees	2,160	4,500	3,750	4,050	8.0%	0.0%
2-3304	Sale Of Maps, Books, Plans	3,451	7,000	5,000	5,000	0.0%	0.0%
2-3305	Sale Of Police Reports	35,716	30,000	30,000	30,000	0.0%	0.0%
2-3306	Sale Of Fire Reports	1,030	1,000	1,500	1,500	0.0%	0.0%
2-3307	Computer Service Charges	300	-	-	-		0.0%
2-3309	Transit Rider Fares	143,384	144,200	144,200	145,000	0.6%	0.0%
	Health						
2-3311	Animal Shelter Fees	149,242	15,000	2,000	2,000	0.0%	0.0%
2-3312	Animal Id Tags	8,021	-	15,400	15,000	-2.6%	0.0%
2-3313	Health Training Programs	7,225	7,350	7,200	7,200	0.0%	0.0%
	Public Safety						
2-3316	Reimb. For Police Services	12,120	9,350	14,592	12,250	-16.0%	0.0%
15-3316	Reimb. For Police Services	121,977	79,633	-	79,633		0.0%
2-3317	School Resource Officers	475,682	475,368	453,311	477,385	5.3%	0.1%
2-3318	Alarm Charges - Police	13,150	35,000	5,000	40,000	700.0%	0.0%
2-3319	Alarm Charges - Fire	2,225	1,650	1,675	1,675	0.0%	0.0%
	Recreation						
12-3321	Atheletic Fees	2,984	-	-	-		0.0%
2-3322	Program Fees	34,842	40,000	37,000	40,000	8.1%	0.0%
12-3322	Program Fees	43,438	34,000	43,500	50,000	14.9%	0.0%
2-3323	Concessions	3,929	5,000	4,900	4,000	-18.4%	0.0%
12-3323	Concessions	32,062	33,000	32,011	32,000	0.0%	0.0%
12-3326	Water Park Fees/Memberships	332,709	480,000	459,000	480,000	4.6%	0.1%
2-3327	Center Fees/Club Memberships	40,608	35,000	40,000	57,103	42.8%	0.0%
12-3327	Center Fees/Club Memberships	10,487	9,000	9,000	9,000	0.0%	0.0%
2-3329	Facility Rentals	63,973	56,000	48,000	50,000	4.2%	0.0%
12-3329	Facility Rentals	71,805	30,000	35,000	35,000	0.0%	0.0%
	National Frontier Trails Museum						
2-3331	NFTM-Admissions	42,234	52,000	44,000	46,000	4.5%	0.0%
2-3332	NFTM-Gift Shop	17,988	27,000	23,000	25,000	8.7%	0.0%
	Cemetery						
2-3341	Sale Of Cemetery Lots	5,250	4,000	3,000	3,000	0.0%	0.0%
2-3342	Sale Of Monument Bases	5,356	3,000	3,000	3,000	0.0%	0.0%
2-3343	Grave Opening Charges	51,500	47,000	40,000	40,000	0.0%	0.0%
	Central Garage Charges						
90-3380	Central Garage Charges	2,281,262	2,302,375	2,307,705	2,389,228	3.5%	0.7%
	Other Charges						
2-3392	Sale Of Street Signs	429	300	500	500	0.0%	0.0%
2-3393	Special Assessments	162,277	175,000	175,000	175,000	0.0%	0.1%
2-3396	Sale Of Recycled Material	11,755	14,000	14,000	14,000	0.0%	0.0%
2-3397	Solid Waste Disp Fees	77,538	74,000	78,000	78,000	0.0%	0.0%
2-3398	Miscellaneous Charges	733,297	685,000	782,182	750,000	-4.1%	0.2%
4-3398	Miscellaneous Charges	12	500	-	-		0.0%
11-3398	Miscellaneous Charges	-	-	-	-		0.0%
15-3398	Miscellaneous Charges	109,000	100,000	-	467,000		0.1%
	Total Charges for Services	5,135,498	5,025,926	4,872,126	5,578,524	14.5%	1.7%
	Fines and Court Costs						
2-3401	Fines & Forfeitures	3,555,385	4,310,188	4,160,000	4,307,430	3.5%	1.3%
2-3402	Court Costs	386,480	403,964	389,825	403,079	3.4%	0.1%
2-3403	Police Training	52,383	61,718	59,558	61,583	3.4%	0.0%
2-3404	Domestic Violence	52,856	61,718	59,558	61,583	3.4%	0.0%
2-3405	Dwi/Drug	14,775	26,760	25,824	26,702	3.4%	0.0%
	Total Fines & Court Costs	4,061,879	4,864,348	4,694,765	4,860,377	3.5%	1.5%

City of Independence, Missouri
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Fund	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Adopt. to Est.	2014-15 % to Total Budget
	Interest Income						
2-3411	Interest	267	600	500	500	0.0%	0.0%
4-3411	Interest	626	700	200	200	0.0%	0.0%
11-3411	Interest	1,341	1,000	900	900	0.0%	0.0%
12-3411	Interest	0	-	-	-		0.0%
13-3411	Interest	4,854	5,000	3,000	3,000	0.0%	0.0%
14-3411	Interest	1,062	1,200	300	300	0.0%	0.0%
15-3411	Interest	-	-	-	-		0.0%
16-3411	Interest	1,594	1,650	900	900	0.0%	0.0%
17-3411	Interest	1,497	1,600	800	800	0.0%	0.0%
20-3411	Interest	40,324	30,000	21,000	21,000	0.0%	0.0%
30-3411	Interest	8,378	6,000	6,000	6,000	0.0%	0.0%
40-3411	Interest	6,453	3,500	3,500	3,500	0.0%	0.0%
90-3411	Interest	432	350	250	250	0.0%	0.0%
92-3411	Interest	2,573	2,800	2,000	2,000	0.0%	0.0%
2-3412	Special Assessments - Interest	(730)	-	400	400	0.0%	0.0%
2-3413	Interest - Other	98,612	90,000	90,000	90,000	0.0%	0.0%
91-3413	Interest - Other	11,773	13,000	6,000	6,000	0.0%	0.0%
	Total Interest Income	179,058	157,400	135,750	135,750	0.0%	0.0%
	Interfund Charges						
2-3421	Interfund Chgs. For Supp. Serv.	3,835,972	4,072,304	4,072,304	4,616,045	13.4%	1.4%
20-3421	Interfund Chgs. For Supp. Serv.	1,168,842	1,415,590	1,415,590	1,560,441	10.2%	0.5%
40-3421	Interfund Chgs. For Supp. Serv.	1,408,778	1,472,355	1,472,355	1,719,189	16.8%	0.5%
	Total Interfund Charges	6,413,592	6,960,249	6,960,249	7,895,675	13.4%	2.4%
	Other Revenue						
2-3431	Sale Of Land	-	2,000	1,000	1,000	0.0%	0.0%
2-3432	Sale Of Fixed Assets	71,736	125,000	82,261	125,000	52.0%	0.0%
2-3433	Rents	215,290	126,685	180,876	181,000	0.1%	0.1%
2-3434	Damage Claims	1,064	2,000	2,204,749	2,000	-99.9%	0.0%
2-3435	Contributions	3,089	10,000	7,809	10,000	28.1%	0.0%
13-3435	Contributions	-	-	-	-		0.0%
15-3432	Sale of Property - NSP	-	-	135,695	-	-100.0%	0.0%
15-3435	Contributions	133,197	-	33,864	-	-100.0%	0.0%
2-3439	Cash Over/Short	129	-	-	-		0.0%
2-3440	Discounts Taken	37	-	50	-	-100.0%	0.0%
2-3449	Misc. Non-Operating Revenue	137,792	200,000	392,134	200,000	-49.0%	0.1%
4-3449	Misc. Non-Operating Revenue	10,798	-	2,000	3,000	50.0%	0.0%
12-3449	Misc. Non-Operating Revenue	19,572	-	-	-		0.0%
13-3449	Misc. Non-Operating Revenue	1,247	-	-	-		0.0%
16-3449	Misc. Non-Operating Revenue	2,932	-	-	-		0.0%
90-3449	Misc. Non-Operating Revenue	11,469	5,000	5,000	5,000	0.0%	0.0%
91-3449	Misc. Non-Operating Revenue	947,106	700,000	700,000	700,000	0.0%	0.2%
92-3449	Misc. Non-Operating Revenue	7,152	7,000	-	-		0.0%
	Total Other Revenue	1,562,608	1,177,685	3,745,438	1,227,000	-67.2%	0.4%

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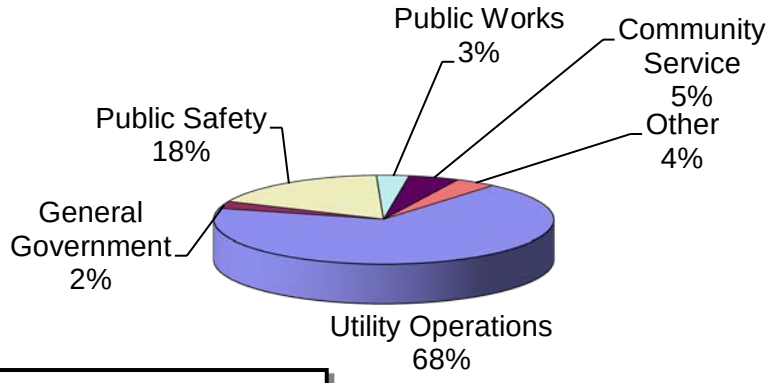
Fund	Description	2012-13 Actual	2013-14 Original Budget	2013-14 Current Estimate	2014-15 Adopted Budget	%Chg. Adopt. to Est.	2014-15 % to Total Budget
	Employee Benefit Premiums						
91-3461	Premiums	19,957,516	23,751,056	23,751,056	25,872,174	8.9%	7.8%
92-3471	Workers' Comp. Premiums	2,375,118	2,270,347	2,270,347	2,551,500	12.4%	0.8%
92-3472	Reinsurance Reimbursements	70,199	65,000	78,343	72,000	-8.1%	0.0%
	Total Premiums	22,402,834	26,086,403	26,099,746	28,495,674	9.2%	8.6%
	Utility Operating Revenues						
30-3109	Construction Permits, Pub.Works	-	-	-	-		0.0%
20-4010	Electric Service Charges	136,991,215	140,552,000	136,348,000	141,836,000	4.0%	42.9%
30-4010	Residential Sewer Charges	10,601,887	11,490,161	11,307,943	11,626,328	2.8%	3.5%
40-4010	Residential Water Charges	13,080,814	13,000,000	12,900,000	13,500,000	4.7%	4.1%
30-4110	Commercial Base Sewer	4,199,879	4,395,884	4,350,124	4,507,086	3.6%	1.4%
40-4110	Commercial Water Charges	3,847,161	3,700,000	4,100,000	4,290,000	4.6%	1.3%
30-4120	Commercial Surcharge	1,076,228	947,795	1,111,000	547,100	-50.8%	0.2%
30-4130	Regulatory Compliance Base	3,188,268	3,188,408	3,190,683	4,786,025	50.0%	1.4%
40-4130	Industrial Sales	547,930	500,000	600,000	630,000	5.0%	0.2%
30-4430	Contract Services	250,393	189,500	196,764	197,000	0.1%	0.1%
40-4400	Public Authority Sales	270,391	350,000	260,000	280,000	7.7%	0.1%
40-4410	Private Fire Protection	143,551	150,000	160,000	170,000	6.3%	0.1%
40-4420	Public Fire Protection	1,017,256	900,000	1,130,000	1,200,000	6.2%	0.4%
40-4550	Sales for Resale	7,714,290	8,000,000	7,900,000	8,250,000	4.4%	2.5%
30-4570	Intermunicipal Agreements	695,140	600,000	600,000	600,000	0.0%	0.2%
20-4600	Other Operating Revenue	2,106,906	2,063,000	1,900,000	2,022,000	6.4%	0.6%
30-4600	Other Operating Revenue	215,182	180,000	190,000	190,000	0.0%	0.1%
40-4600	Other Operating Revenue	370,511	400,000	370,000	380,000	2.7%	0.1%
20-4700	Change in Unbilled Revenue	(1,535,478)	281,000	(541,000)	(109,000)	-79.9%	0.0%
30-4700	Change in Unbilled Revenue	591	-	-	-		0.0%
40-4700	Change in Unbilled Revenue	(349,258)	-	-	-		0.0%
	Total Operating Revenue	184,432,857	190,887,748	186,073,514	194,902,539	4.7%	59.0%
	Utility Other Revenues						
20-4900	Other Revenues, Net	-	-	-	-		0.0%
30-4900	Other Revenues, Net	-	-	-	-		0.0%
40-3440	Other Revenues, Net	65,502	-	-	-		0.0%
	Total Other Revenues	65,502	-	-	-		0.0%
	Total Revenues	**$ 310,518,853**	**$ 322,049,417**	**$ 322,349,854**	**$ 330,251,231**	2.5%	100.0%

Summary:				
Grand Total Revenues	**$ 310,518,853**	**$ 322,049,417**	**$ 322,349,854**	**$ 330,251,231**
Less:				
Central Garage Fund	**(2,293,163)**	**(2,307,725)**	**(2,312,955)**	**(2,394,478)**
Staywell Health Care Fund	**(20,916,395)**	**(24,464,056)**	**(24,457,056)**	**(26,578,174)**
Workers' Compensation Fund	**(2,455,043)**	**(2,345,147)**	**(2,350,690)**	**(2,625,500)**
Interfund Charges	**(6,413,592)**	**(6,960,249)**	**(6,960,249)**	**(7,895,675)**
Net Total Revenues	**$ 278,440,660**	**$ 285,972,240**	**$ 286,268,904**	**$ 290,757,404**

Appropriations

Appropriations

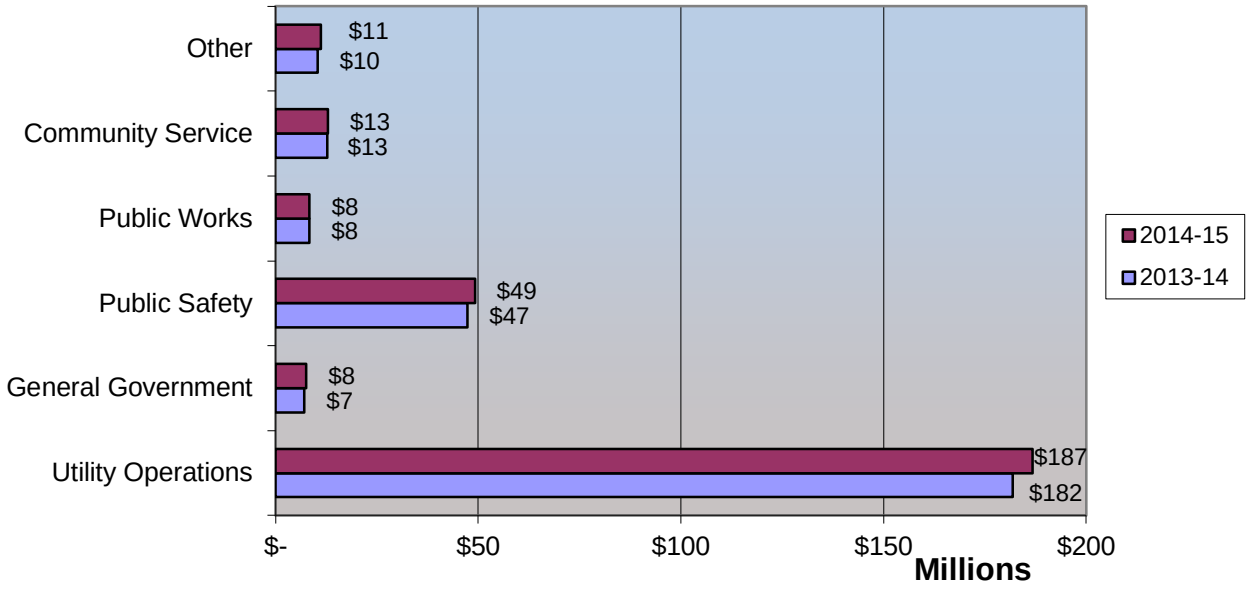


Total Appropriations - $276,150,761

Utility Operations represent sixty eight percent of the City's total budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for fifty-nine percent of that fund's budget. Public Safety includes Police services ($27.2 million) and Fire services ($17.0 million).

Total operating budget appropriations increased 3.0 percent between the two fiscal years representing an increase of $8.2 million. The largest portion of this increase occurred in the Utility funds due to increases in production and transmission costs.

Comparison of Appropriations



City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
General Fund:						
General Government:						
City Council	$ 392,093	$ 416,575	$ 322,209	98,042	$ 420,251	$ 441,183
City Clerk	385,511	410,342	322,667	94,317	416,984	404,718
City Manager	833,576	852,378	650,685	212,239	862,924	934,131
Technology Services	1,542,233	1,632,191	1,263,754	396,109	1,659,863	1,828,880
Municipal Court	748,027	826,997	594,947	243,764	838,711	849,872
Total General Government	$ 3,901,440	$ 4,138,483	$ 3,154,261	$ 1,044,472	$ 4,198,733	$ 4,458,784
National Frontier Trails Museum	$ 301,139	$ 334,312	$ 222,004	$ 118,706	$ 340,710	$ 260,907
Law Department	613,562	669,855	486,376	193,267	679,643	687,741
Finance Department:						
Administration	$ 394,316	$ 459,312	$ 465,309	$ 1,817	$ 467,126	$ 482,719
Accounting	905,857	940,049	727,166	226,242	953,408	951,489
Purchasing	296,637	266,733	205,620	65,802	271,422	291,156
Occupation Licensing	182,151	225,150	174,365	54,573	228,938	241,618
Total Finance Department	$ 1,778,961	$ 1,891,244	$ 1,572,459	$ 348,435	$ 1,920,894	$ 1,966,982
Human Resources Department	$ 402,913	$ 385,091	$ 319,041	$ 72,145	$ 391,186	$ 454,287
Community Development Department:						
Administration	$ 266,336	$ 275,709	$ 217,080	$ 43,772	$ 260,852	$ 403,222
Neighborhood Services	44,329	25,499	47,398	(20,768)	26,630	56,875
Comprehensive Planning	273,636	280,396	115,185	169,712	284,897	291,035
Current Planning	177,234	186,442	140,787	49,368	190,155	193,554
Transportation	1,672,605	1,254,201	1,216,656	56,545	1,273,201	1,466,935
Historic Preservation	57,262	50,926	29,308	22,702	52,010	75,342
Building Inspection	526,485	622,715	455,194	172,423	627,617	668,423
Total Planning and Permits	$ 3,017,887	$ 2,695,888	$ 2,221,608	$ 493,754	$ 2,715,362	$ 3,155,386

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
General Fund (continued):						
Police Department:						
Administration	$ 3,195,442	$ 3,261,245	$ 2,404,539	$ 881,021	$ 3,285,560	$ 3,227,209
Police Operations	17,146,164	17,448,655	13,375,845	4,109,642	17,485,487	17,991,552
Police Services	5,497,815	5,712,181	4,483,847	1,275,768	5,759,615	6,008,708
Total Police Department	$ 25,839,421	$ 26,422,081	$ 20,264,231	$ 6,266,431	$ 26,530,662	$ 27,227,469
Fire Department:						
Administration	$ 382,833	$ 413,148	$ 280,167	$ 137,804	$ 417,971	$ 636,412
Suppression	14,556,034	14,810,684	11,357,166	3,464,160	14,821,326	15,124,832
Fire Prevention	500,810	574,144	354,899	221,947	576,846	573,040
Maintenance	324,006	380,872	217,640	165,246	382,886	327,945
Training/Emer. Preparedness	147,468	262,052	129,554	136,862	266,416	303,933
Total Fire Department	$ 15,911,151	$ 16,440,900	$ 12,339,426	$ 4,126,019	$ 16,465,445	$ 16,966,162
Health Department:						
Administration	$ 216,608	$ 222,437	$ 170,496	$ 55,451	$ 225,947	$ 231,014
Disease Prevention & Control	1,267,486	1,179,771	948,776	241,178	1,189,954	1,129,921
Communicable Disease & Imm.	-	-	-	-	-	147,320
Environmental Public Health	1,133,702	1,201,340	895,605	323,792	1,219,397	1,246,063
Total Health Department	$ 2,617,796	$ 2,603,548	$ 2,014,877	$ 620,421	$ 2,635,298	$ 2,754,318
Public Works:						
Administration	$ 351,766	$ 335,483	$ 238,709	$ 100,479	$ 339,188	$ 343,198
Engineering	489,196	446,006	376,718	83,112	459,830	468,758
Administrative Support	277,032	253,359	226,789	31,765	258,554	258,802
Property Management	645,242	681,742	552,778	132,735	685,513	668,825
Street Maintenance	3,635,505	4,114,556	3,197,432	944,310	4,141,742	4,130,446
Total Public Works	$ 5,398,741	$ 5,831,146	$ 4,592,425	$ 1,292,402	$ 5,884,827	$ 5,870,029

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
General Fund (continued):						
Parks and Recreation:						
Administration	$ 243,241	$ 271,633	$ 197,960	$ 77,289	$ 275,249	$ 249,584
Park Maintenance	732,214	691,725	488,283	208,319	696,602	701,276
Recreation	381,190	412,104	287,102	132,887	419,989	504,260
Cemetery Maintenance	214,187	222,269	148,674	76,261	224,935	177,222
Total Parks and Recreation	$ 1,570,832	$ 1,597,731	$ 1,122,021	$ 494,754	$ 1,616,775	$ 1,632,342
Non-Departmental	$ 7,172,577	$ 8,228,443	$ 5,921,776	$ 1,936,698	$ 7,858,474	$ 9,030,295
City Council Strategic Goals	282,204	250,000	191,000	237,996	428,996	250,000
Capital Outlay	267,479	374,848	204,297	170,551	374,848	374,848
Total General Fund	$ 69,076,103	$ 71,863,570	$ 54,625,803	$ 17,416,050	$ 72,041,853	$ 75,089,550
Tourism Fund:						
Tourism	$ 1,551,913	$ 1,298,159	$ 1,265,402	$ 195,085	$ 1,460,487	$ 1,319,353
National Frontier Trails Museum	-	-	-	-	-	80,775
Historic Sties Capital Improv.	-	-	-	-	-	150,000
Total Tourism Fund	$ 1,551,913	$ 1,298,159	$ 1,265,402	$ 195,085	$ 1,460,487	$ 1,550,128
Community Development Block Grant Fund:						
Community Development	$ 281,500	$ 157,633	$ 482,130	$ 399,885	$ 882,015	$ 155,416
HOME Program Fund:						
Community Development	$ 67,740	$ 40,584	$ 660,725	$ 40,692	$ 701,417	$ 35,424
Central Garage Fund:						
Public Works	$ 2,096,696	$ 2,307,725	$ 2,041,511	$ 266,214	$ 2,307,725	$ 2,394,478
Staywell Health Care Fund						
Non-Departmental	$ 24,249,420	$ 24,464,056	$ 18,481,662	$ 5,982,394	$ 24,464,056	$ 26,578,174

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
Street Improvements Sales Tax Fund:						
Non-Departmental	$ 13,354	$ 13,200	$ 8,695	$ 4,505	$ 13,200	$ 13,200
Public Works	192,166	300,428	278,395	22,033	300,428	278,972
Debt Service	535,269	531,069	529,319	1,750	531,069	529,831
Total Street Improv. Sales Tax Fund	$ 740,789	$ 844,697	$ 816,408	$ 28,289	$ 844,697	$ 822,003
Park Improvements Sales Tax Fund:						
Non-Departmental	$ 6,677	$ 6,800	$ 4,347	$ 2,453	$ 6,800	$ 6,800
Parks and Recreation	2,374,601	2,543,193	1,947,971	595,222	2,543,193	2,607,577
Debt Service	2,161,783	-	-	115,726	115,726	-
Total Park Improv. Sales Tax Fund	$ 4,543,061	$ 2,549,993	$ 1,952,318	$ 713,401	$ 2,665,719	$ 2,614,377
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 1,651,509	2,222,113	$ 1,406,946	$ 815,167	$ 2,222,113	$ 2,255,288
Police Public Safety Sales Tax Fund:						
Police	$ 1,588,295	$ 2,374,439	$ 1,267,085	1,107,354	$ 2,374,439	$ 2,891,736
Debt Service	512,038	517,113	514,375	2,738	517,113	513,863
Total Police Sales Tax Fund	$ 2,100,333	$ 2,891,552	$ 1,781,460	$ 1,110,092	$ 2,891,552	$ 3,405,599
Fire Public Safety Sales Tax Fund:						
Fire	$ 1,898,509	$ 1,394,800	$ 1,842,002	$ 108,761	$ 1,950,763	$ 1,340,525
Debt Service	586,641	555,963	552,563	3,400	555,963	555,963
Total Fire Sales Tax Fund	$ 2,485,150	$ 1,950,763	$ 2,394,565	$ 112,161	$ 2,506,726	$ 1,896,488
Grants Fund:						
Law	$ 29,900	$ 26,407	$ 13,117	$ 52,883	$ 66,000	$ 31,735
Community Development	417,705	911,782	327,086	25,281	352,367	467,000
Police	1,567,799	438,445	892,214	508,813	1,401,026	391,353
Fire	331,843	325,971	365,262	363,886	729,148	352,061
Health	849,927	703,832	616,140	383,497	999,637	432,553

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
Total Grants Fund	$ 3,197,174	$ 2,406,437	$ 2,213,818	$ 1,334,360	$ 3,548,178	$ 1,674,702
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 119,161	$ 126,363	$ 94,429	$ 31,935	$ 126,363	$ 127,700
Power and Light Department:						
Administration	2,454,458	2,552,708	1,907,555	663,731	2,571,286	2,730,617
Support Services	9,916,255	10,968,647	4,127,781	6,757,739	10,885,520	11,258,297
Production	70,755,817	78,363,939	57,157,329	21,096,545	78,253,874	78,880,287
Distribution	10,770,115	10,676,715	9,494,841	1,260,123	10,754,964	11,307,130
Engineering	5,775,794	4,107,770	2,691,806	1,413,474	4,105,280	4,058,574
System Operations	-	2,191,807	1,943,167	474,038	2,417,205	2,817,399
Total Power and Light Department	$ 99,672,439	$ 108,861,586	$ 77,322,479	$ 31,665,650	$ 108,988,129	$ 111,052,304
Non-Departmental	20,644,686	22,064,224	37,179,870	(15,242,189)	21,937,681	22,980,015
Debt Service	4,223,949	10,877,307	3,735,205	7,142,102	10,877,307	8,944,557
Total Power and Light Fund	$ 124,660,235	$ 141,929,480	$ 118,331,982	$ 23,597,498	$ 141,929,480	$ 143,104,576
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ 54,153	$ 92,318	$ 79,155	$ 14,632	$ 93,787	$ 90,848
Water Pollution Control Department:						
Administration	$ 717,372	$ 974,974	$ 594,530	$ 391,934	$ 986,464	$ 969,304
Treatment Facilities	8,094,824	9,136,011	6,586,324	2,554,736	9,141,060	9,509,027
Collection System Maintenance	2,507,924	3,606,225	2,215,776	1,397,112	3,612,888	3,455,554
Laboratory Services	198,200	235,486	198,407	40,184	238,591	236,687
Total Water Pollution Control Dept.	$ 11,518,320	$ 13,952,696	$ 9,595,037	$ 4,383,966	$ 13,979,003	$ 14,170,572
Non-Departmental	4,088,860	4,404,559	5,065,581	(688,798)	4,376,783	4,650,311
Debt Service	1,288,469	2,282,082	1,894,690	387,392	2,282,082	4,626,307
Total Sanitary Sewer Fund	$ 16,949,802	$ 20,731,655	$ 16,634,463	$ 4,097,192	$ 20,731,655	$ 23,538,038

City of Independence, Missouri
2014-15 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2012-13, 2013-14 and 2014-15

Fund/Department	Actual Expenditures 2012-13	Original Budget 2013-14	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2013-14	City Council Adopted 2014-15
Workers' Compensation Fund						
Law Department	$ 3,645,782	$ 2,275,564	$ 1,676,387	$ 599,177	$ 2,275,564	$ 2,543,334
Water Fund:						
Finance						
Accounting	$ 46,210	$ 51,517	$ 37,787	$ 14,719	$ 52,506	$ 51,437
Water Department:						
Administration	983,246	1,208,198	2,977,239	(1,757,223)	1,220,016	1,128,438
Customer Service and Accounts	3,048,533	3,268,865	2,505,302	783,090	3,288,392	3,363,491
Production	5,981,062	6,262,946	5,260,445	1,043,058	6,303,503	6,770,161
Transmission and Distribution	3,691,723	3,638,938	2,624,376	1,024,397	3,648,773	4,269,823
Total Water Department	$ 13,704,564	$ 14,378,947	$ 13,367,362	$ 1,093,322	$ 14,460,684	$ 15,531,913
Non-Departmental	5,789,907	6,340,266	4,558,276	1,730,251	6,288,527	6,794,159
Debt Service	5,175,478	5,288,458	1,742,478	3,545,980	5,288,458	5,527,338
Total Water Fund	$ 24,716,159	$ 26,059,188	$ 19,705,904	$ 6,384,271	$ 26,090,175	$ 27,904,847
Grand Total - All Funds	$ 282,013,366	$ 303,993,169	$ 244,471,485	$ 63,091,927	$ 307,563,412	$ 315,562,422
Less:						
Central Garage Fund	(2,096,696)	(2,307,725)	(2,041,511)	(266,214)	(2,280,367)	(2,394,478)
Staywell Health Care Fund	(24,249,420)	(24,464,056)	(18,481,662)	(5,982,394)	(24,464,056)	(26,578,174)
Worker's Compensation Fund	(3,645,782)	(2,275,564)	(1,676,387)	(599,177)	(2,275,564)	(2,543,334)
Interfund Chgs. for Support Ser.	(6,413,592)	(6,960,249)	5,147,512	(12,107,761)	(6,960,249)	(7,895,675)
Net Total Budget - All Funds	$ 245,607,876	$ 267,985,575	$ 227,419,437	$ 44,136,381	$ 271,583,176	$ 276,150,761

City of Independence, Missouri
2014-15 Operating Budget

Appropriations by Type Summary - All Funds

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay/Other	Percent of Total	Total
City Council	$ 410,161	93.0%	$ 26,252	6.0%	$ 4,770	1.1%		0.0%	$ 441,183
City Clerk	341,263	84.3%	45,575	11.3%	17,880	4.4%		0.0%	404,718
City Manager	912,727	97.7%	19,254	2.1%	2,150	0.2%		0.0%	934,131
Tourism	577,426	37.3%	777,702	50.2%	42,500	2.7%	152,500	9.8%	1,550,128
NFTM	191,677	73.5%	61,568	23.6%	7,662	2.9%		0.0%	260,907
Technology Services	1,756,580	89.8%	166,800	8.5%	14,310	0.7%	18,890	1.0%	1,956,580
Municipal Court	814,095	95.8%	31,355	3.7%	4,422	0.5%		0.0%	849,872
Law	746,960	22.9%	2,479,950	76.0%	33,400	1.0%	2,500	0.1%	3,262,810
Finance	1,850,174	91.7%	154,068	7.6%	14,177	0.7%		0.0%	2,018,419
Human Resources	435,548	95.9%	13,046	2.9%	5,693	1.3%		0.0%	454,287
Community Dev.	1,677,135	44.0%	2,113,878	55.4%	20,713	0.5%	1,500	0.0%	3,813,226
Police	25,597,510	83.9%	1,881,367	6.2%	1,031,599	3.4%	2,000,082	6.6%	30,510,558
Fire	16,308,635	87.4%	922,373	4.9%	388,783	2.1%	1,038,957	5.6%	18,658,748
Health	2,429,443	76.2%	679,702	21.3%	77,726	2.4%		0.0%	3,186,871
Water	7,333,110	47.2%	5,696,963	36.7%	2,065,540	13.3%	436,300	2.8%	15,531,913
Public Works	4,150,723	48.1%	1,859,764	21.5%	2,007,244	23.2%	616,596	7.1%	8,634,327
Water Pollution Control	6,421,822	39.1%	8,629,521	52.5%	1,303,617	7.9%	70,900	0.4%	16,425,860
Parks and Recreation	2,613,754	61.6%	1,311,744	30.9%	314,421	7.4%		0.0%	4,239,919
Power and Light	29,491,935	26.6%	22,095,277	19.9%	58,249,992	52.5%	1,215,100	1.1%	111,052,304
Non-Departmental	10,155,240	14.4%	40,362,609	57.4%	3,465	0.0%	19,781,640	28.1%	70,302,954
Debt Service		0.0%		0.0%		0.0%	20,697,859	100.0%	20,697,859
Capital Outlay		0.0%		0.0%		0.0%	374,848	100.0%	374,848
Totals	$ 114,215,918	36.2%	$ 89,328,768	28.3%	$ 65,610,064	20.8%	$ 46,407,672	14.7%	$ 315,562,422

City of Independence, Missouri
2014-15 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2013-14 and 2014-15

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
2013-14								
Designations-								
For CDBG Programming			$ (420,367)					$ (420,367)
For HOME Program Programming				(259,416)				(259,416)
Total Designations	$ -	$ -	$ (420,367)	$ (259,416)	$ -	$ -	$ -	$ (679,783)
Operating Transfers-								
From (To) Falls at Crackerneck TIF	(710,679)	(351,083)			(226,052)	(248,658)	(195,912)	(1,732,384)
From (To) Storm Water Fund	(10,000)					10,000		-
Total Operating Transfers	$ (720,679)	$ (351,083)	$ -	$ -	$ (226,052)	$ (238,658)	$ (195,912)	$ (1,732,384)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (720,679)	$ (351,083)	$ (420,367)	$ (259,416)	$ (226,052)	$ (238,658)	$ (195,912)	$ (2,412,167)
2014-15								
Designations-								
For CDBG Programming			$ (594,584)					$ (594,584)
For HOME Program Programming				(264,576)				(264,576)
Total Designations	$ -	$ -	$ (594,584)	$ (264,576)	$ -	$ -	$ -	$ (859,160)
Operating Transfers-								
From (To) Falls at Crackerneck TIF	(419,716)	(722,565)			(83,642)	(92,006)	(72,490)	(1,390,419)
From (To) Storm Water Fund	(10,000)					10,000		-
Total Operating Transfers	$ (429,716)	$ (722,565)	$ -	$ -	$ (83,642)	$ (82,006)	$ (72,490)	$ (1,390,419)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (429,716)	$ (722,565)	$ (594,584)	$ (264,576)	$ (83,642)	$ (82,006)	$ (72,490)	$ (2,249,579)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2014-15 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 March 31, 2014, the City had no outstanding General Obligation Bonds and $242,900,050 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was $129,308,929 for Power and Light Operations, $80,315,322 for Sanitary Sewer Operations and $33,275,799 for Water Utility Operations. The Events Center fund has outstanding debt of $83,857,051. The City had a legal debt limit of $255,830,677 as of June 30, 2013 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, 2013).

City of Independence, Missouri
2014-15 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
Street Improvements Sales Tax Fund:				
Streets and Bridges				
2009 Series (6371)	$ 440,000	$ 86,831	$ 3,000	$ 529,831
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 485,000	$ 25,463	$ 3,400	$ 513,863
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 525,000	$ 27,563	$ 3,400	$ 555,963
Power and Light Fund-				
Revenue Bonds				
2010 Series B (6238)	$ 1,500,000	$ 1,010,588	$ 3,000	$ 2,513,588
Revenue Bonds				
2012 Series A (6239)	-	2,631,219	3,000	2,634,219
Revenue Bonds				
2012 Series F (6241)	1,765,000	2,028,750	3,000	3,796,750
Total Power and Light Fund	$ 3,265,000	$ 5,670,557	$ 9,000	$ 8,944,557
Sanitary Sewer Fund-				
Revenue Bonds				
2012 Series B (6240)	$ 765,000	$ 1,513,157	$ 5,000	$ 2,283,157
Revenue Bonds				
2013 Series C (6240)	250,000	2,088,150	5,000	2,343,150
Total Sanitary Sewer Fund	$ 1,015,000	$ 3,601,307	$ 10,000	$ 4,626,307
Water Fund-				
Revenue Bonds				
2013 Series D (6352)	$ 2,250,000	$ 1,271,438	$ 8,000	$ 3,529,438
Revenue Bonds				
2013 Series E (6352)	1,980,000	9,900	8,000	1,997,900
Total Water Fund	$ 4,230,000	$ 1,281,338	$ 16,000	$ 5,527,338
Grand Total All Funds - Operating Budget	$ 9,960,000	$ 10,693,059	$ 44,800	$ 20,697,859

City of Independence, Missouri
2014-15 Operating Budget

Debt Service Requirements - Related Debt Associated with the City of Independence

Series	Principal	Interest	Fees	Total Debt Service Requirements
Neighborhood Improvement District Debt Service-				
Noland Road NID				
2004 Series (6311)	$ 70,000	$ 20,038	$ 1,000	$ 91,038
Fall Drive NID				
2004 Series (6312)	5,000	3,949	1,000	9,949
Total NID Debt Service	$ 75,000	$ 23,987	$ 2,000	$ 100,987
Events Center-				
2008 D Series (6250)	$ 250,000	$ 623,006	$ 4,000	$ 877,006
2011 A Series (6250)	105,000	610,169	4,000	719,169
2012 C Series (6250)	365,000	2,910,113	4,000	3,279,113
Total Events Center	$ 720,000	$ 4,143,288	$ 12,000	$ 4,875,288
Tax Increment Financing Funds-				
Drumm Farm				
2005 B Series (6711)	$ 75,000	$ 21,768	$ 1,500	$ 98,268
2006 Series (6711)	120,000	39,695	1,500	161,195
2007 D Series (6711)	75,000	20,574	1,500	97,074
2008 E Series (6711)	35,000	50,376	1,500	86,876
Total Drumm Farm	$ 305,000	$ 132,413	$ 6,000	$ 443,413
Eastland Center				
2007 A Series (6712)	$ 1,010,000	$ 537,100	$ 1,500	$ 1,548,600
2008 C Series (6712)	570,000	303,413	1,500	874,913
2009 B Series (6712)	225,000	117,400	1,500	343,900
2009 J Series (6712)	230,000	108,287	1,500	339,787
2012 E Series (6712)	330,000	93,200	1,500	424,700
Total Eastland Center	$ 2,365,000	$ 1,159,400	$ 7,500	$ 3,531,900
Falls at Crackerneck Creek				
2006 A&B Series (6718)	$ -	$ 2,222,362	$ 5,000	$ 2,227,362
2006 C Series (6718)	-	639,500	5,000	644,500
2008 A Series (6718)	-	67,760	5,000	72,760
2008 B Series (6718)	-	382,668	5,000	387,668
2013 A Series (6718)	-	681,026	5,000	686,026
2013 B Series (6718)	-	446,944	5,000	451,944
Total Falls at Crackerneck Creek	$ -	$ 4,440,260	$ 30,000	$ 4,470,260
Hartman Heritage Center				
2007 B Series (6710)	$ 825,000	$ 268,343	$ 3,000	$ 1,096,343
2011 B Series (6710)	405,000	205,670	3,000	613,670
Total Hartman Center	$ 1,230,000	$ 474,013	$ 6,000	$ 1,710,013
Centerpoint Medical Center (HCA)				
2006 F Series (6722)	$ 185,000	$ 168,500	$ 3,000	$ 356,500
2007 E Series (6722)	640,000	833,418	3,000	1,476,418
2009 I Series (6722)	85,000	91,632	3,000	179,632
2011 C Series (6722)	110,000	6,200	3,000	119,200
2012 D Series (6722)	600,000	396,700	3,000	999,700
Total Centerpoint Medical Center	$ 1,620,000	$ 1,496,450	$ 15,000	$ 3,131,450
Santa Fe				
2007 C Series (6708)	$ 530,000	$ 421,786	$ 2,000	$ 953,786
Grand Total All Categories	$ 6,845,000	$ 12,291,597	$ 80,500	$ 19,217,097

City of Independence, Missouri
2014-15 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Sanitary Sewer Fund			Power and Light Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2015	1,015,000	3,606,307	4,621,307	3,265,000	5,679,557	8,944,557
2016	1,285,000	3,575,557	4,860,557	3,395,000	5,548,957	8,943,957
2017	1,480,000	3,536,582	5,016,582	3,530,000	5,413,157	8,943,157
2018	1,720,000	3,488,582	5,208,582	3,685,000	5,255,707	8,940,707
2019	1,770,000	3,436,232	5,206,232	3,850,000	5,091,257	8,941,257
2020	1,830,000	3,377,532	5,207,532	4,945,000	4,919,357	9,864,357
2021	1,895,000	3,312,057	5,207,057	4,045,000	4,709,056	8,754,056
2022	1,965,000	3,244,132	5,209,132	4,210,000	4,537,206	8,747,206
2023	2,040,000	3,170,560	5,210,560	4,395,000	4,358,257	8,753,257
2024-37	65,090,000	36,808,108	101,898,108	91,320,000	36,735,356	128,055,356
Total	$ 80,090,000	$ 67,555,649	$ 147,645,649	$ 126,640,000	$ 82,247,867	$ 208,887,867

	Street Improvements			Water Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2015	440,000	89,831	529,831	4,230,000	1,297,338	5,527,338
2016	460,000	72,694	532,694	4,260,000	1,222,338	5,482,338
2017	475,000	55,154	530,154	3,275,000	1,130,613	4,405,613
2018	495,000	35,741	530,741	1,480,000	1,059,288	2,539,288
2019	515,000	14,266	529,266	1,530,000	1,014,138	2,544,138
2020			-	1,575,000	967,563	2,542,563
2021			-	1,630,000	911,338	2,541,338
2022			-	1,695,000	836,363	2,531,363
2023				1,785,000	749,363	2,534,363
2024-37			-	16,760,000	2,903,384	19,663,384
Total	$ 2,385,000	$ 267,686	$ 2,652,686	$ 38,220,000	$ 12,091,726	$ 50,311,726

City of Independence, Missouri
2014-15 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Fire Sales Tax Fund			Police Sales Tax Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2015	525,000	30,963	555,963	485,000	28,863	513,863
2016			-			-
2017			-			-
2018			-			-
2019			-			-
2020			-			-
2021			-			-
2022			-			-
2023						
2024-37			-			-
Total	$ 525,000	$ 30,963	$ 555,963	$ 485,000	$ 28,863	$ 513,863

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2015	70,000	21,038	91,038	5,000	4,949	9,949
2016	75,000	17,538	92,538	5,000	4,674	9,674
2017	75,000	13,600	88,600	6,000	4,399	10,399
2018	80,000	9,663	89,663	6,000	4,069	10,069
2019	85,000	5,463	90,463	6,000	3,739	9,739
2020			-	7,000	3,409	10,409
2021			-	7,000	2,998	9,998
2022			-	7,000	2,586	9,586
2023				8,000	2,175	10,175
2024-37			-	12,000	1,705	13,705
Total	$ 385,000	$ 67,302	$ 452,302	$ 69,000	$ 34,703	$ 103,703

City of Independence, Missouri
2014-15 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Events Center Fund		
Year	**Principal**	**Fees and Interest**	**Total**
2015	720,000	4,155,288	4,875,288
2016	730,000	4,131,117	4,861,117
2017	830,000	4,106,095	4,936,095
2018	965,000	4,075,933	5,040,933
2019	1,055,000	4,034,982	5,089,982
2020	1,210,000	3,988,708	5,198,708
2021	1,370,000	3,935,907	5,305,907
2022	1,540,000	3,875,431	5,415,431
2023	1,705,000	3,807,820	5,512,820
2024-37	81,150,000	39,036,019	120,186,019
Total	$ 91,275,000	$ 75,147,300	$ 166,422,300

City of Independence, Missouri
2014-15 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
2015	3,524,400	1,704,013	951,786	437,413	4,440,260	3,116,450	14,174,322
2016	3,533,876	1,715,868	951,596	439,242	5,365,260	3,116,784	15,122,626
2017	3,535,761	1,758,169	949,418	440,130	7,593,460	3,118,507	17,395,445
2018	3,538,888	1,775,232	950,222	440,168	7,310,777	3,131,139	17,146,426
2019	3,539,488	1,814,506	952,120	438,738	7,430,839	3,143,761	17,319,452
2020	3,553,099	2,883,068	951,584	437,412	7,569,427	3,207,126	18,601,716
2021	4,882,982	1,889,868	953,606	440,000	7,693,224	3,203,055	19,062,735
2022	5,703,694		952,886	441,000	7,782,276	3,279,859	18,159,715
2023			1,904,424		8,507,268	3,281,706	13,693,398
2024-37	-	-			66,294,822	18,092,872	84,387,694
Total	$ 31,812,188	$ 13,540,724	$ 9,517,642	$ 3,514,103	$129,987,613	$ 46,691,259	$ 235,063,529

Year	IBM Series Computer (2430-025)	Motorola Radio (2430-026)	John Deere Equipment (2430-027)				Total
2015	37,400	159,794	33,330				230,524
2016	18,701	159,794	33,330				211,825
2017		159,794	33,330				193,124
2018		159,794					159,794
2019		159,794					159,794
2020		159,794					159,794
2021		159,794					159,794
2022		159,794					159,794
2023							
2024-37							-
Total	$ 56,101	$ 1,278,352	$ 99,990	$ -	$ -	$ -	$ 1,434,443

City of Independence, Missouri
2014-15 Operating Budget

Computation of Legal Debt Margin

June 30, 2013

Assessed Value at January 1, 2013: *		
Jackson County	$ 1,279,120,907	
Clay County	32,477	
Total Assessed Value	$ 1,279,153,384	
Constitutional Debt Limit **		$ 255,830,677
(20% of Assessed Value)		
Total Bonded Debt		
Revenue Bonds	297,465,438	
Subtotal	$ 297,465,438	
Less:		
Events Center Bonds	(84,464,147)	
Water Utility Bonds	(40,241,925)	
Electric Utility Bonds	(134,205,460)	
Sewer Utility Bonds	(38,025,483)	
Subtotal	$ 528,423	
Less:		
Debt Service Fund Balance	(73,405)	
Total Net Debt Applicable to Limit		455,018
Legal Debt Margin		**$ 255,375,659**

** 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 Budget

CAPITAL BUDGET PROCESS

Introduction

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.

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.

Project Evaluation

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 are 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 and safety
- Demonstrate sustainability or long-term worth
- Have an economic benefit
- Provide universal access to citizens
- Improve the quality of the environment
- Improve the City's image
- Improve the quality of life
- Improve the quality of transportation systems
- Foster community character, identity, and pride
- Maintain and preserve previous investments

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 2014-15, the City proposes projects totaling $25,455,275. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	**$7**,128,000	28.0%
Community & Public Safety Improvements	2,871,000	11.3%
Power & Light System	12,000,000	47.1%
Sanitary Sewer System	1,085,000	4.3%
Water System	2,371,275	9.3%
Total	**$25,455,275**	**100%**

Funding for the Fiscal Year 2014-15 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	$12,000,000	47.1%
Sanitary Sewer Fund	1,085,000	4.3%
Street Improvements Sales Tax Fund	7,128,000	28.0%
Park Improvements Sales Tax Fund	1,331,000	5.2%
Storm Water Sales Tax Fund	1,540,000	6.1%
Water Fund	2,371,275	9.3%
Total	**$25,455,275**	**100%**

Impact of Capital Spending on the Operating Budget

The City is allocating approximately $25.5 million on capital projects for the Fiscal Year 2014-15. 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 2014-15 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.

Major Capital Project Descriptions

For Fiscal Year 2014-15

Street & Bridge Improvements

2014-15 Overlay Program		
Project Number: 70111401		Yearly projects are done to resurface streets throughout the City. This provides smoother streets for travel and reduces City maintenance costs.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 5,708,000**	
Total Project Funding	$ 5,708,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

78 Highway and Truman Road Intersection		
Project Number: 70111307		This project provides for the demolish of existing and installation of a realigned intersection with a rural minor arterial three lane design with bike lanes and a sidewalk.
Prior Funding	$ 245,000	
FY 2014-15 Funding	**$ 200,000**	
Total Project Funding	$ 445,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Concrete Intersection Program		
Project Number: 70110806		This is a city wide program to install thin concrete overlay on selected intersections. Fiscal year 2014-15 projects include 35th St. & Sterling Ave. and 24 Hwy. & River Blvd. intersections.
Prior Funding	$ 1,006,000	
FY 2014-15 Funding	**$ 250,000**	
Total Project Funding	$ 1,256,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Sidewalks to Schools Improvements		
Project Number: 70110808		This project is an ongoing program to construct new sidewalks near schools.
Prior Funding	$ 847,300	
FY 2014-15 Funding	**$ 250,000**	
Total Project Funding	$ 1,097,300	
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.
Prior Funding	$ 642,700	
FY 2014-15 Funding	**$ 150,000**	
Total Project Funding	$ 792,700	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Other Street & Bridge Improvements Projects not listed above	**$ 570,000**

Community and Public Safety Improvements

Wilson Rd & Kentucky Culvert Replacement

Project Number: 70131401		This project will remove and replace a structurally deficient and undersized conduit in the Rock Creek Watershed.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 120,000**	
Total Project Funding	$ 120,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Liberty St. & Stone St. Drainage Improvements

Project Number: 70131402		This project, located in the Rock Creek Watershed, will improve drainage in the adjacent residential neighborhood. The work will also have significant impacts on the sanitary sewer capacity.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 90,000**	
Total Project Funding	$ 90,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Water Park Renovation

Project Number: 70121401		This project will replace the systems associated with the pump room operations, replace concrete on the pool deck, as needed, paint the play and slide structure, replace the mushroom feature and shade umbrellas and so on.
Prior Funding		
FY 2014-15 Funding	**$ 1,000,000**	
Total Project Funding	$ 1,000,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

Park Revitalization

Project Number: 9970		Park revitalization funding will be used at the Sermon Center to renovate the weight room and to replace the gym floor. In addition, funds will be used for general park and facility repairs as well as for marketing of Parks and Recreation events.
Prior Funding	$ 4,197,625	
FY 2014-15 Funding	**$ 271,000**	
Total Project Funding	$ 4,468,625	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

Griffith Place - N. Noland & Lynn

Project Number: 70131301		This project is located generally along Noland Rd. and Lynn St. at Elizabeth Ave. in the Mill Creek Watershed. This area lacks any stormwater facilities thus stormwater issues at homes will be mitigated by this project.
Prior Funding	$ 80,000	
FY 2014-15 Funding	**$ 550,000**	
Total Project Funding	$ 630,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Storm Water Improvements Sales Tax Fund		

Other Community & Public Safety Improvements Projects not listed above	**$**	**840,000**

Major Capital Project Descriptions

For Fiscal Year 2014-15

Power and Light System

Office Building Project

Project Number: 70201201		This project is a remodel of the former MCI Doctor's building located at 17221 E. 23rd St. South which will become the Power & Light Department's new administrative offices. The project includes interior design, construction and associated improvements to the property.
Prior Funding	$ 1,550,000	
FY 2014-15 Funding	**$ 6,050,000**	
Total Project Funding	$ 7,600,000	

Operating Impact: Minimal operating impact for 2014-15. Power and Light personnel do not anticipate moving into the building until late 2015. Therefore, it is anticipated that the 2015-16 operating budget will include additional expenses for utilities, maintenance, janitorial, security, HVAC and so on.

Funding Source: Power and Light Fund

Substation J Facility Improvements

Project Number: 70201310		A major power transformer at Substation J experienced a high degree of fault current caused by an electrical system disturbance. The transformer was damaged beyond repair. This project will include the purchase/installation of a new transformer and other improvements to return the substation to normal operation.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 1,000,000**	
Total Project Funding	$ 1,000,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Substation B Rebuild Project

Project Number: 70201400		This upgrade for Substation B will include new breakers, switches and supporting structures and foundations along with new grounding that will improve the functionality, safety and reliability at this location.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 1,200,000**	
Total Project Funding	$ 1,200,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Combustion Turbine Generators Exciter Upgrades

Project Number: 70201401		Exciters supply an electric field to the generators to improve efficiency and capability of the generators. Obsolete and unsuppor-ted software requires the upgrade of these systems to ensure reliable service of these generating units at the Blue Valley plant.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 1,000,000**	
Total Project Funding	$ 1,000,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Eckles Road Substation Facility Improvements

Project Number: 70201403		This upgrade for the Eckles Road Substation includes new breakers and a new cable trench along with new grounding that will improve functionality, safety and reliability at this location. The existing electromechanical protective relaying will also be replaced with modern microprocessor based relays which will also provide increased reliability.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 1,250,000**	
Total Project Funding	$ 1,250,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Other Power and Light Improvements Projects not listed above	**$ 1,500,000**

Major Capital Project Descriptions

For Fiscal Year 2014-15

Sanitary Sewer System

Neighborhood Projects

Project Number: 70300801		This project serves to allow for the uninterrupted construction of projects encountering unexpected conditions and provides for immediate attention to unforeseen sanitary needs.
Prior Funding	$ 1,253,000	
FY 2014-15 Funding	**$ 150,000**	
Total Project Funding	$ 1,403,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

18th Street & South Evanston

Project Number: 70301301		This project will include the replacement of approximately 1,200 linear feet of existing substandard sanitary sewers to address maintenance problems and line failure issues in the area of E. 18th St. South and S. Evanston Ave.
Prior Funding	$ 100,000	
FY 2014-15 Funding	**$ 600,000**	
Total Project Funding	$ 700,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Wet Air Oxidation Grinders Replacement

Project Number: 70301401		This project will replace critical components of the wet air oxidation process that conditions sludge for dewatering and final incineration. Replace feed pumps, piping, high pressure pumps and air compressor.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 70,000**	
Total Project Funding	$ 70,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Wet Air Oxidation Process Rehabilitation

Project Number: 70301402		This project will replace critical components of the wet air oxidation process that conditions sludge for dewatering and final incineration. Replace feed pumps, piping, high pressure pumps and air compressor.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 265,000**	
Total Project Funding	$ 265,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

Other Sanitary Sewer Projects not listed above	**$ -**

Major Capital Project Descriptions

For Fiscal Year 2014-15

Water System

Main Replacement		
Project Number: 9749		This project allows for the replacement and relocation of mains currently installed under City streets. This program will occur at various locations throughout Independence.
Prior Funding	$ 2,470,000	
FY 2014-15 Funding	**$ 250,000**	
Total Project Funding	$ 2,720,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

PLC Upgrade - Courtney Bend Water Plant		
Project Number: 70401001		The Programmable Logic Controllers (PLCs) are used to communicate between the plant's computerized control system and various field equipment located at Courtney Bend and remote reservoirs, towers and pump stations. The existing PLCs have reached the end of their design life and are becoming obsolete. Replacement of PLCs ensures that plant operations are not interrupted.
Prior Funding	$ 678,725	
FY 2014-15 Funding	**$ 821,275**	
Total Project Funding	$ 1,500,000	
Operating Impact: There are ongoing operating costs associated with the PLC project. Maintenance and support fees are paid for the software annually - $7,850. And in the future, the computer and server will need to be replaced.		
Funding Source: Water Fund		

Tie in 12" Water Main Bundschu Road		
Project Number: 70401302		This project will connect the water main currently installed along Bundschu Rd. with the transmission water main installed along Little Blue Parkway. The connection will eliminate a dead end main and improve the water flow through both water mains.
Prior Funding	$ 125,000	
FY 2014-15 Funding	**$ 75,000**	
Total Project Funding	$ 200,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

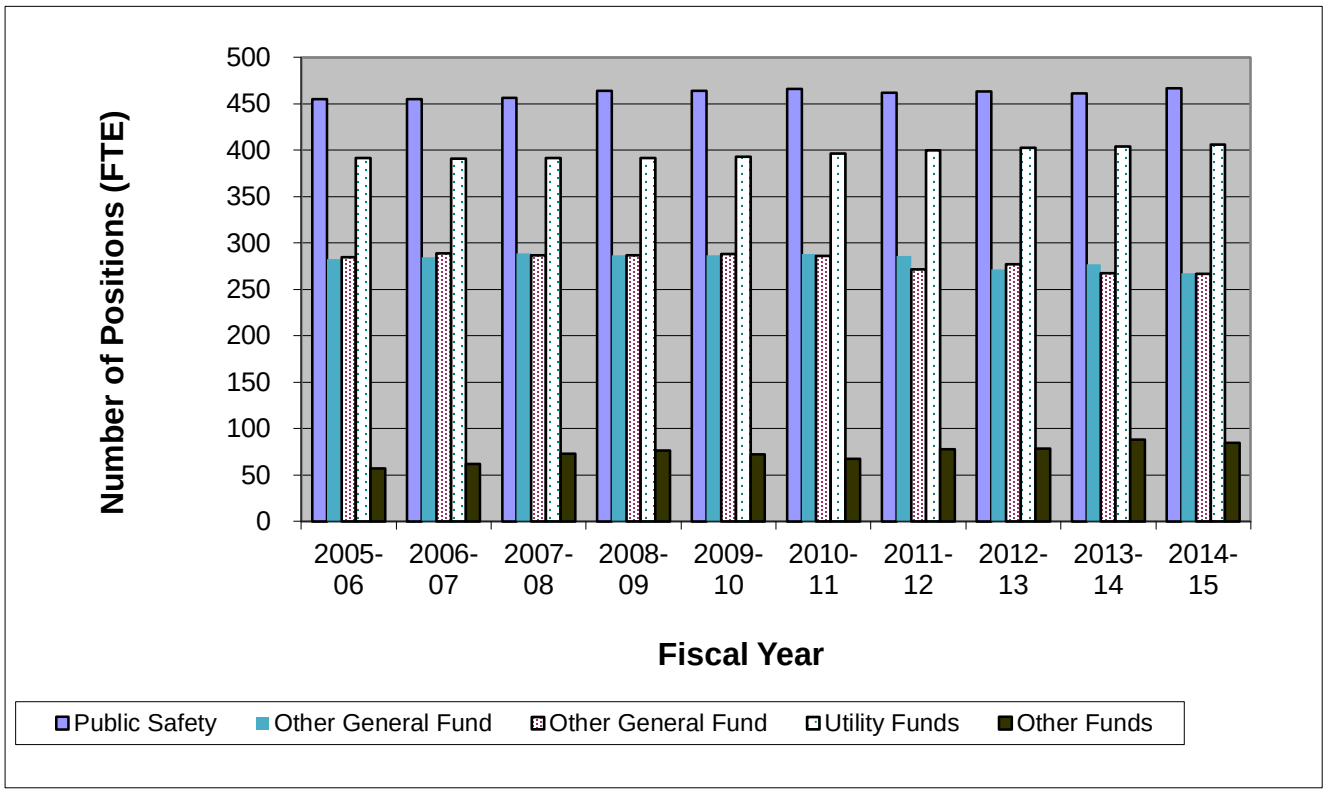
Lime Slaker No. 2 Replacement		
Project Number: 70401303		This project will provide for the purchase and installation of a new Lime Slaker No. 2. This new lime slaker will provide a more accurate and reliable supply of slaked lime for the plants softening process.
Prior Funding	$ 200,000	
FY 2014-15 Funding	**$ 50,000**	
Total Project Funding	$ 250,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Paint Dodgion Water Tower		
Project Number: 70401401		This project will involve structural improvements and painting of the Dodgion Water Tower. The existing coating system is showing signs of failure and needs to be completely removed and the tower repainted.
Prior Funding	$ -	
FY 2014-15 Funding	**$ 550,000**	
Total Project Funding	$ 550,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

Other Water Projects not listed above	**$ 625,000**

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 41.57 FTE positions since 2004-05 representing an average annual increase of approximately one half of three percent per year. For the General Fund the number of employees decreased by 16.31 FTE positions. During this same period, the number of positions within the Police Department increased by 19.91 FTE positions. Since 2004-05 the number of positions in the Utility Funds has increased by 15.29 FTE.

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Summary - by Department

For the Fiscal Years 2008-09 through 2014-15

Description	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Budget 2014-15
Department-							
City Council	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	7.00	7.00
City Manager	10.50	9.50	9.50	7.00	7.00	7.00	7.00
Tourism	4.41	4.41	4.41	4.66	4.66	5.66	8.18
National Frontier Trails Museum	6.00	6.00	6.00	5.75	5.75	5.75	5.00
Technology Services	22.00	22.00	22.00	23.50	23.50	23.50	24.50
Municipal Court	14.00	14.00	14.00	14.00	14.67	14.65	14.65
Law	8.50	8.50	8.00	8.50	8.50	8.50	8.51
Finance	25.00	25.00	25.00	23.50	23.50	23.50	23.00
Human Resources	7.50	7.50	6.50	6.50	6.44	7.44	6.75
Community Development	29.75	30.55	30.05	30.30	30.30	30.30	31.68
Police	305.40	305.40	305.90	302.65	302.91	304.91	303.91
Fire	174.00	174.00	174.00	174.00	174.00	174.00	175.00
Health	42.35	40.60	40.95	43.81	47.85	38.39	35.42
Water	101.65	101.65	101.65	93.65	93.42	92.42	93.42
Public Works	93.00	92.75	93.75	90.65	93.65	94.02	94.02
Water Pollution Control	83.00	83.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	57.94	57.44	54.19	50.46	50.90	52.55	53.71
Power and Light	217.00	218.00	222.00	233.00	236.00	238.00	239.00
Total Authorized Positions	1,218.00	1,216.30	1,216.90	1,210.93	1,222.05	1,220.59	1,223.75
Less: Positions not Funded	(5.50)	(19.05)	(43.30)	(69.82)	(89.31)	(83.31)	(74.19)
Total Funded Positions	1,212.50	1,197.25	1,173.60	1,141.11	1,132.74	1,137.28	1,149.56

City of Independence, Missouri
2014-15 Operating Budget

Authorized/Funded Positions Summary - All Funds

For the Fiscal Years 2004-05 through 2014-15

Description	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Budget 2014-15
General Fund-											
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.50	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	7.00	7.00
City Manager	7.00	7.50	10.50	10.50	10.50	9.50	9.50	7.00	7.00	7.00	7.00
Nat'l Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.25	5.75	5.75	5.00
Technology Services	20.00	20.00	21.00	21.00	21.00	21.00	21.00	22.50	22.00	22.00	23.00
Municipal Court	13.00	13.00	13.00	14.00	14.00	14.00	14.00	14.00	14.67	14.65	14.65
Law	5.50	5.75	6.88	6.88	6.50	6.50	6.00	6.25	6.25	6.25	6.23
Finance	24.00	25.00	25.15	24.15	24.15	24.15	24.15	22.65	22.65	22.65	22.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	6.50	6.50	6.44	7.44	6.75
Community Development	22.00	26.00	25.75	26.05	26.05	27.55	27.05	27.30	27.30	27.30	28.68
Police	277.00	281.50	281.50	283.00	290.40	290.40	292.90	288.65	289.91	291.91	296.91
Fire	173.25	173.25	173.25	173.25	173.25	173.25	173.25	173.25	173.25	169.25	169.75
Health	33.50	34.25	34.25	35.25	35.25	35.25	36.00	35.16	40.20	29.33	28.56
Public Works	81.00	82.00	82.00	82.00	82.00	82.00	83.00	79.90	79.90	80.27	80.27
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00
Parks and Recreation	41.70	36.70	35.53	32.65	32.65	33.46	31.71	28.71	29.15	27.85	27.10
Total Authorized General Fund	732.95	739.45	743.31	743.23	750.25	751.56	752.06	733.12	740.47	728.65	733.05
Less: Positions not Funded		(3.50)	(3.50)	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)	(79.27)	(73.77)	(70.27)
Total Funded General Fund	732.95	735.95	739.81	739.73	745.75	733.51	711.51	673.07	661.20	654.88	662.78
Tourism Fund	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.66	4.66	5.66	8.18
Community Dev. Block Grant Act Fund-											
Community Development	3.00	3.00	2.50	2.70	2.70	2.00	2.00	2.00	2.00	2.00	2.00
Total CDBG Fund	3.00	3.00	2.50	2.70	2.70	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	1.00
Street Maintenance Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00
Park Improv. Sales Tax Fund	11.59	12.59	17.12	25.29	25.29	23.98	22.48	21.75	21.75	24.70	26.61
Less: Positions not Funded							(1.00)				(0.50)
Total Funded Parks Sales Tax	11.59	12.59	17.12	25.29	25.29	23.98	21.48	21.75	21.75	24.70	26.11
Storm Water Sales Tax Fund	8.00	8.00	8.00	8.00	8.00	8.00	8.00	13.00	13.00	13.00	13.00
Grants Fund											
Law Department	0.50	0.50	0.37	0.37	0.25	0.25	0.25	0.25	0.25	0.25	0.28
Police	15.00	12.00	10.00	14.00	15.00	15.00	13.00	14.00	13.00	13.00	7.00
Fire	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	4.75	5.25

City of Independence, Missouri
2014-15 Operating Budget
Authorized/Funded Positions Summary - All Funds
For the Fiscal Years 2004-05 through 2014-15

Description	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Budget 2014-15
Health	5.50	6.00	7.70	6.25	7.10	5.35	4.95	8.65	7.65	9.06	6.86
Total Grants Fund	21.75	19.25	18.82	21.37	23.10	21.35	18.95	23.65	21.65	27.06	19.39
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50
Power and Light	220.00	220.00	220.00	220.00	217.00	218.00	222.00	233.00	236.00	238.00	239.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	218.00	219.00	223.00	234.50	237.50	239.50	240.50
Less: Positions Not Funded										(3.00)	
Total Funded Power and Light Fund	221.00	221.00	221.00	221.00	218.00	219.00	223.00	234.50	237.50	236.50	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	1.00
Water Pollution Control	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00
Water Fund-											
Finance	1.00	1.00	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Water	97.48	98.48	97.65	98.65	101.65	101.65	101.65	93.65	93.42	92.42	93.42
Total Authorized Water Fund	98.48	99.48	98.50	99.50	102.50	102.50	102.50	94.50	94.27	93.27	94.27
Less: Positions Not Funded					(1.00)	(1.00)	(1.00)	(8.65)	(8.92)	(5.42)	(2.42)
Total Funded Water Fund	98.48	99.48	98.50	99.50	101.50	101.50	101.50	85.85	85.35	87.85	91.85
Central Garage Fund											
Total Authorized Central Garage Fund	9.00	9.00	10.00	10.00	10.00	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)
Total Funded Water Fund	9.00	9.00	10.00	10.00	10.00	9.75	9.00	8.63	8.63	8.63	8.75
Workers' Compensation Fund	0.00	0.00	0.00	0.00	1.75	1.75	1.75	2.00	2.00	2.00	2.00
Grand Total Authorized - All Funds	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00	1,216.30	1,215.90	1,210.93	1,222.05	1,220.59	1,223.75
Less: Positions not Funded	0.00	(3.50)	(3.50)	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)	(89.31)	(83.31)	(74.19)
Grand Total Funded - All Funds	1,182.18	1,184.68	1,192.16	1,204.00	1,212.50	1,197.25	1,172.60	1,141.11	1,132.74	1,137.28	1,149.56

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
General Fund				
City Clerk				
Offset Operator	(1.00)		(1.00)	position reclassified
Copy Center Aide	(1.00)		(1.00)	position reclassified
Copy/Records Center Specialist	1.00		1.00	position reclassified
Mail/Copy Center Operator	1.00		1.00	position reclassified
Department Total	-	-	-	
City Manager				
Economic Development Manager		(1.00)	(1.00)	position transferred to Community Development
Public Information Officer		1.00	1.00	new position
Department Total	-	-	-	
National Frontiers Trails Museum				
Events/Education Program Manager		(0.75)	(0.75)	position transferred to Tourism
Department Total	-	(0.75)	(0.75)	
Technology Services				
Network System Engineer		1.00	1.00	new position
Department Total	-	1.00	1.00	
Law				
Assistant City Counselor II	(0.02)		(0.02)	adjust funding level
Department Total	(0.02)	-	(0.02)	
Finance				
Accounts Payable Specialist	(1.00)		(1.00)	delete vacant position
Accountant I	0.50		0.50	adjust part time position to full time
Department Total	(0.50)	-	(0.50)	
Human Resources				
Safety & Training Officer	(1.00)		(1.00)	position transferred to Water
Human Resources Clerk	(0.69)		(0.69)	delete vacant part time position
Human Resources Assistant	1.00		1.00	add new position
Department Total	(0.69)	-	(0.69)	
Community Development				
Economic Development Manager		1.00	1.00	position transferred from City Manager's Office
Community Development Program Spec.	0.38		0.38	adjust funding level for part time position
Department Total	0.38	1.00	1.38	

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Police				
Chief of Police				
Police Sergeant	(1.00)		(1.00)	transferred to Training
Master Police Officer	(1.00)		(1.00)	transferred to
Crime Analyst Lead	1.00		1.00	position reclassified
Crime Analyst	(1.00)		(1.00)	
Crime Analyst I	1.00		1.00	transferred from Grants fund
Electronics Fleet Technician	1.00		1.00	transferred from Grants fund
Training and Equipment				
Police Sergeant	1.00		1.00	transferred from Chief of Police
Master Police Officer	2.00		2.00	transferred from Chief of Police and Tactical Operations
Police Officer	1.00		1.00	transferred from Tactical Operations
Patrol				
Police Officer	3.00		3.00	transferred from Grants fund
Investigations				
Police Captain	(1.00)		(1.00)	delete vacant position funded by Jackson County Drug Task Force
Police Officer	1.00		1.00	transferred from Grants fund
Tactical Operations				
Master Police Officer	(1.00)		(1.00)	transferred to Training
Police Officer	(1.00)		(1.00)	transferred to Training
Department Total	5.00	-	5.00	
Fire				
Fire Operations				
Assistant Fire Chief	(1.00)		(1.00)	position reclassified
Battalion Chief	1.00		1.00	
Emergency Preparedness				
Emergency Preparedness Planner	0.50		0.50	add new position
Department Total	0.50	-	0.50	
Health				
Disease Prevention and Control				
Administrative Specialist II	(0.07)		(0.07)	adjust funding for part time positions
Public Health Investigator II	(0.70)		(0.70)	adjust funding for part time positions
Department Total	(0.77)	-	(0.77)	

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Public Works				
Public Works Administration				
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	
Public Works Engineering				
Contract Manager	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	
Public Works Administrative Support				
Engineering Technician III	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	
Department Total	-	-	-	
Parks and Recreation				
Park Maintenance Administration				
Parks and Grounds Manager	(0.50)		(0.50)	transferred to the Parks Sales Tax Fund
Senior Adult Services			-	
Nutrition Site Aide	(0.05)		(0.05)	adjust funding for part time position
Seasonal Recreation Worker		0.30	0.30	add new part time position
Cemetery Maintenance				
Cemetery Sexton		(0.50)	(0.50)	change position from full time to part time
Department Total	(0.55)	(0.20)	(0.75)	
General Fund Total	3.35	1.05	4.40	
Tourism Fund				
Tourism				
Events/Education Program Manager		(0.25)	(0.25)	transferred to National Frontier Trails Museum
Information Clerk	(0.23)		(0.23)	delete part time position
Visitor Center Attendant	1.00		1.00	add part time positions
Convention Services Manager	1.00		1.00	add new position
National Frontier Trails Museum				
Events/Education Program Manager		0.25	0.25	transferred from Tourism
Events/Education Program Manager		0.75	0.75	transferred from National Frontier Trails Museum - General Fund
Fund Total	1.77	0.75	2.52	
Park Improvements Sales Tax Fund				
Park Maintenance - Security and Inspection				
Parks and Grounds Manager	0.50		0.50	transferred from General Fund
Maintenance Aide		1.00	1.00	add new position
Truman Memorial Building				
Center Attendants		0.41	0.41	adjust part time funding
Fund Total	0.50	1.41	1.91	

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Storm Water Sales Tax Fund				
Water Pollution Control				
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	
Fund Total	-	-	-	
Grants Fund				
Law				
Assistant City Counselor II	0.03		0.03	adjust funding for part time position
Police				
Master Police Officer	(2.00)		(2.00)	transferred to General Fund
Police Officer	(2.00)		(2.00)	transferred to General Fund
Crime Analyst I	(1.00)		(1.00)	transferred to General Fund
Electronics Fleet Technician	(1.00)		(1.00)	transferred to General Fund
Fire				
Emergency Preparedness Planner	0.50		0.50	add new position
Health				
Public Health Manager	0.50		0.50	adjust grant funding
Public Health Nurse	(0.70)		(0.70)	adjust grant funding
Public Hlth Outreach & Prg. Mg.	(0.50)		(0.50)	adjust grant funding
Public Health Response Planner	1.00		1.00	add new position
Public Health Specialist	(0.50)		(0.50)	adjust grant funding
Public Health Educator	(1.00)		(1.00)	adjust grant funding
Public Health Program Coordinator	(1.00)		(1.00)	adjust grant funding
Fund Total	(7.67)	-	(7.67)	
Power and Light Fund				
Support Services				
Safety and Training Specialist	(1.00)		(1.00)	transferred to T&D
Meter Reading				
Meter Reader Specialist	(1.00)		(1.00)	position reclassified
Assistant Meter Reader Supervisor	1.00		1.00	
Production				
Engineer II	(1.00)		(1.00)	delete vacant position
Safety and Training Specialist	1.00		1.00	add new position
Transmission & Distribution				
Senior Electronics Technician	(1.00)		(1.00)	position reclassified
System Protection Engineer	1.00		1.00	
Electronics Technician	(2.00)		(2.00)	position reclassified
Relay Technician	2.00		2.00	
Safety and Training Specialist	1.00		1.00	transferred from Support Services

City of Independence, Missouri
2014-15 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2013-14 and 2014-15

Fund/ Department/Function/Position Title	Change During 2013-14	Change for 2014-15	Total Changes for 2014-15	Comments
Power and Light Fund (continued)-				
Engineering				
District Planner I	(1.00)		(1.00)	position reclassified
District Planner II	1.00		1.00	
Relay Technician	(2.00)		(2.00)	position reclassified
Electronics Technician	2.00		2.00	
CAD Operator	(3.00)		(3.00)	position reclassified
GIS/CAD Technician	3.00		3.00	
System Production Engineer	(1.00)		(1.00)	delete vacant position
Senior Electronics Technician	1.00		1.00	add new position
Engineer I	(1.00)		(1.00)	delete vacant position
Engineer III	1.00		1.00	add new position
Engineering Tech Supervisor	(1.00)		(1.00)	position reclassified
GIS Supervisor	1.00		1.00	
System Operations				
Energy Markets Coordinator	1.00		1.00	add new position
System Engineer II	(1.00)		(1.00)	position reclassified
System Engineer III	1.00		1.00	
Fund Total	1.00	-	1.00	
Storm Water Improvements Sales Tax Fund				
Storm Water Maintenance				
Equipment Operator II	2.00		2.00	positions reclassified
Equipment Operator III	(2.00)		(2.00)	
Fund Total	-	-	-	
Sanitary Sewer Fund				
Treatment Facilities				
Treatment Plant Electrician II	(1.00)		(1.00)	position reclassified
Treatment Plant Maintenance Mechanic	1.00		1.00	
Fund Total	-	-	-	
Water Fund				
Administration & General				
Safety & Training Officer	1.00		1.00	transferred from Human Resources
Fund Total	1.00	-	1.00	
Grand Total All Funds	(0.05)	3.21	3.16	

Appendix

City of Independence, Missouri
2014-15 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:	2005 - 115,146	2008 - 109,159	2011 - 116,830
	2006 - 115,953	2009 - 114,128	2012 - 117,213
	2007 - 116,359	2010 - 121,212	2013 - 117,270

Projected Retail Sales for FY 2013-14	$1,718,395,000	**Registered Voters:**	67,905
Number of Households:	53,982	**Number of Employees:**	1,224
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	175
Number of Vehicles	44

Communications (served by):

Newspapers (daily)	1
Radio Stations	0
TV Stations	1
(cable TV service available)	

Police Protection:

Number of Stations	5
No. of Authorized Employees	303.91
Number of Vehicles	191

Recreation:

Park Acreage	843
Number of Parks	46
Community Centers	3
Fitness Centers	2
Athletic Fields	45
Water Parks	1

Education:

Elementary and High School enrollment	25,320
Elementary Schools	27
Junior High Schools	6
Senior High Schools	7
Parochial & Private	6
Pre-School & Kinger-gartens	3
Teachers	724
Administrators	110
Colleges	2

Transportation:

Bus Systems (operated by KCATA & First Transit)	2
Taxi Services	4

Community Facilities:

Hospitals	1
Beds	221
Motels/Hotels	18
No. of Rooms	1,630
Bank/Credit Union Fac.	32

Public Works Infrastructure:

Paved Streets (miles)	560	Water Mains (miles)	758
Electric Circuits (miles)	853	Water Consumption (daily avg.) (in millions of gallons)	24.08
Electric Consumption (daily avg.) (in Mwh)	2,799	Sanitary Sewers (miles)	614

City of Independence, Missouri
2014-15 Operating Budget

Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

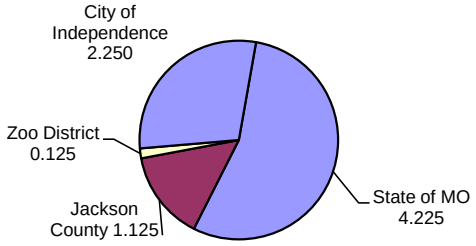
Debt Levy Purpose	Actual 2013-14	Budget 2014-15
General Purposes	$ 0.4950	$ 0.5050
Public Health & Recreation	0.2331	0.2379
Total	$ 0.7281	$ 0.7429
Indep. School District	5.7000	not avail.
Jackson Co./State of Mo.	1.0764	not avail.
Metro. Jr. College	0.2369	not avail.
Indep. Square Special Benefit District	0.5324	not avail.

Real Estate Revenue by Levy Type

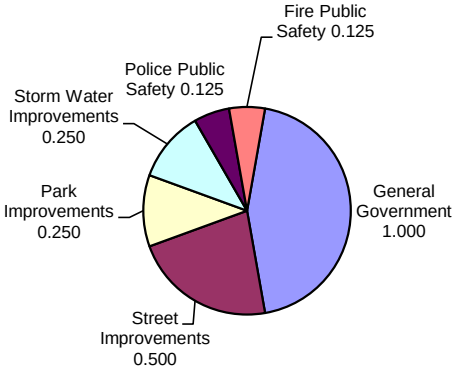
Debt Levy Purpose	Current Est. 2013-14	Budget 2014-15
General Purposes	$ 5,058,075	$ 5,107,440
Public Health & Recreation	2,381,893	2,406,060
Total	$ 7,439,968	$ 7,513,500

Local Option Sales Taxes

Total Sales Tax Collected in Independence (in percent)



City of Independence Tax (in percent)



	Current Estimate 2013-14	Budget 2014-15
Sales Tax Revenue Amounts:		
Local Option Sales Tax (General Fund)	$ 16,760,264	$ 17,012,109
Street Improvements Sales Tax	7,840,100	7,957,701
Park Improvements Sales Tax	3,920,050	3,978,851
Storm Water Improvements Sales Tax	3,920,050	3,978,851
Police Public Safety Sales Tax	2,095,087	2,126,514
Fire Public Safety Sales Tax	1,960,025	1,989,425
Other Related Sales Tax Rates:		
Zoo District Tax Rate	0.125	0.125
39th Street Transportation Development District Tax Rate	0.125	0.125
Crackerneck Transportation Development District Tax Rate	1.000	1.000
Mt. Washington Transportation Development District Tax Rate	1.000	1.000
Events Center Community Improvement District Tax Rate	0.750	0.750

City of Independence, Missouri
2014-15 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 (3% for Cable TV)	
Occupation 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 Vehicles and Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of March 31, 2014

General Obligation Bonds	$ -
Revenue Bonds	
Power and Light	129,308,929
Water	33,275,799
Sanitary Sewer	80,315,322
Events Center	83,857,051

Major Taxpayers	Assessed Valuation	% of Total Assessed Valuation
Simon Property Group LP	$ 22,094,332	1.73%
Cole EDD Mt. Independence LLC	8,963,343	0.70%
Space Center of Kansas City	6,730,787	0.53%
Southern Union Company	5,708,511	0.45%
AT&T	5,575,396	0.44%
Wal-Mart	4,973,185	0.39%
Sprint	4,475,825	0.35%
Unilever Bestfoods NA	4,237,786	0.33%
Mansion Apartment	4,032,764	0.32%
Comcast Cablevision	3,789,750	0.30%
Total Assessed Valuation	$ 70,581,679	

Major Employers	No. of Employees	% of Total Employment
Alliant Tech Systems	2,600	4.77%
Independence School District	2,043	3.75%
Centerpoint Medical Center	1,600	2.94%
City of Independence	1,137	2.08%
Government Employee Hospital Association	650	1.19%
Rosewood Health Center at the Groves	400	0.73%
Burd & Fletcher	350	0.64%
Jackson County Circuit Court	274	0.50%
Mid-Continent Library	248	0.46%
Unilever Bestfoods NA	220	0.40%

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.