



**Adopted Budget  
Fiscal Year 2017-18**

**City of Independence, Missouri**

## **Independence Utilities Center**

The new Independence Utilities Center transformed a vacant building that was once part of the former Medical Center of Independence hospital campus. It now houses administrative offices for three city departments, a customer service center and a public meeting space with a large multipurpose room. The building is slated for LEED Platinum certification (the highest and most challenging to achieve), and the combined features produce enough energy to take six homes off the grid for an entire year. This achievement netted the building the 2017 Kansas City Business Journal Capstone Award for green design.

Photo provided by:

Burns & McDonnell

# City of Independence, Missouri

## ADOPTED BUDGET

For the Fiscal Year beginning July 1, 2017



Mayor Eileen N. Weir



Karen M. DeLuccie  
City Council At-Large



Chris Whiting  
City Council At-Large



John Perkins  
City Council District 1



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City Council District 2



Dr. Scott Roberson  
City Council District 3



Tom Van Camp  
City Council District 4



Zachary Walker  
City Manager

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# City of Independence

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May 2, 2017

Honorable Mayor and Members of the City Council:

I am pleased to present the proposed operating budget, in accordance with Section 8.2 of the City Charter, for the fiscal year July 1, 2017 through June 30, 2018. The proposed budget totals \$314,980,145 or a decrease of \$6,396,211, or 2%.

One year ago, the City stood at a fiscal crossroads. Due to numerous external factors, we faced a budget deficit in our General Fund of nearly \$4 million. Through determination and collaboration, our organization made the necessary decisions to close this fiscal gap. All City services were carefully evaluated, and non-essential items were suspended or eliminated. The City Council acted boldly to identify new revenue streams and shore up existing resources. City staff found creative ways to bring greater efficiencies to their daily activities and programs. Through this collective effort, we placed the City on a better path toward financial health.

Building on this improved financial foundation, and with a renewed sense of focus, the City Council developed a five-year strategic plan on behalf of our citizens. We call this plan *Independence for All*. It outlines strategies to achieve the goals that matter most to our residents, as indicated in citizen surveys and through input from civic leaders.

*Independence for All* is about creating a safe and accessible place for families to thrive and businesses to grow and prosper. To make this ambitious vision a reality, the proposed budget begins to implement the four goals identified by the City Council:

- Customer Service – Improve customer service and communication.
- Financial Sustainability – Ensure City finances are stable and sustainable.
- Growth – Increase the economic prosperity of the community.
- Quality – Achieve livability, choice, access, health and safety through a quality built environment.

### ***Focus on Customer Service***

This budget focuses on improved customer service and communication. In order to meet the City Council's objective of communicating more effectively, *Independence for All* identifies a strategy of enhancing the City's primary public information tools. As such, I recommend allocating \$21,000 for technology improvements for sound and video quality for Channel 7.

To meet the objective of improving customer service, I recommend allocating an additional \$1,080 to extend the number of days the Roger T. Sermon Community Center is open to its members. Through this recommendation, staff will be able to add five days to the schedule, allowing the Sermon Center to avoid closure for three consecutive days throughout the year.

A key consideration for customer service is maintaining sufficient staffing levels and providing continuity of services. A recent audit by the City's management analyst concluded a renewed focus on succession planning is needed as employee retirements increase. To that end, I recommend filling the long vacant, unfunded assistant director position for the Water Department.

Furthermore, as part of our continued commitment to customer service, I recommend an increase to the Independence Rate Assistance Program (IRAP) for the second consecutive year: I propose increasing this allocation from \$174,360 to \$200,000.

### ***Focus on Financial Sustainability***

This budget focuses on ensuring financial sustainability by meeting the City Council's objective of controlling long-term costs. Specifically, this budget addresses the strategy of advancing the employee wellness program to contain health insurance and workers compensation costs. Based on financial forecasts, I concur with the recommendation made by the Staywell Committee to make no changes to the health insurance premiums at this time. The Committee will review the Staywell Fund's financial position in August 2017 and make additional recommendations as needed.

I recommend providing \$150,000 to address the strategy of conducting a comprehensive market salary study. Data gathered from this market study will be used to guide future decisions and help retain an exceptional staff. In the future, employee compensation recommendations will be based on market analysis, fairness to all employee groups and long-term evaluation of the City's ability to pay.

The budget also funds the commitments made in previously negotiated work agreements with represented employees. For all other employees, this budget meets City Council's objective of controlling long-term costs by providing a fair yet sustainable one percent (1%) wage increase. Moreover, this budget funds year two of a five-year commitment of \$120,000 each year from the General Fund to implement a new modern financial and human resources management system. Our goal is to have the financial system fully implemented during Fiscal Year 2017-18 and be on target to bring the human resources system online in Fiscal Year 2018-19.

This budget focuses on financial sustainability by meeting the City Council's objective of improving long-range financial planning and decision-making. A key component of this strategy has been updating and developing the City's financial policies, including setting a new unrestricted fund balance target of 16% for the General Fund. To meet this strategy, I recommend allocating \$596,637 to the unrestricted fund balance of the General Fund, which will increase the balance from 5% to 5.64%, a significant step toward meeting our new target. Many of our sales tax and other special revenue funds already have balances which meet or exceed

targets, but it will be critical in the coming years to monitor and, as needed, build fund balances to strengthen the financial health of our organization.

The budget further meets the objective of controlling long-term costs by eliminating 11 vacant positions at Independence Power & Light (IPL), the majority of which will come from the Production Division as we recognize changes in our generation needs. IPL made a concerted effort to reduce routine operating expenses, and this budget contains \$843,656 in thoughtful budget cuts which can be made without impacting service levels in the electric utility. I will continue to work with IPL staff to address the strategy to evaluate utility costs of service and ensure appropriate customer rates.

To assure the financial sustainability of Independence Power & Light, I recommend \$300,000 to commission a generation master plan study to define costs and strategies for meeting our future electricity needs. This generation master plan study would compare the long-term economics of maintaining versus retiring and replacing all or a portion of IPL's generating assets.

Long-term financial sustainability is also being achieved in our Water Department. The department plans to pursue a rate study next year to develop recommendations to ensure adequate funding is available to complete its mission. Moreover, Standard & Poor's recently upgraded the credit rating for the Water Fund to A+ because of the strong capacity to meet the Department's financial commitments. Notably, there is a significant decrease in debt service from last fiscal year's \$4.4 million debt service obligation to \$2.5 million in Fiscal Year 2017-18.

This budget will also implement the recently adopted schedule of sanitary sewer rates for Water Pollution Control. This four-year schedule will fund many critical capital maintenance and improvement projects. Keeping up with routine maintenance and avoiding deferred costs will build the financial health of the Sanitary Sewer Fund.

### ***Focus on Growth***

This budget focuses on growth by acting upon the City Council's objective of attracting and retaining quality employers. To further all aspects of our agenda, growth will need to occur in multiple areas, including our population, our median income, and our employment sectors. Achieving this goal is heavily reliant on partnerships with multiple entities and agencies.

To meet the strategy of improving partnerships with social service agencies, I recommend facilitating workforce training with community partners by allocating \$92,000 in the City's Community Development Block Grant (CDBG) program to the Community Services League (CSL) to expand proven workforce training programs for Independence residents. Last year, the City Council allocated \$35,000 of CDBG funds to CSL, which allowed 15 residents to receive Certified Nursing Assistant (CNA) training. This budget would allow CSL to expand this job training to an additional class of CNA trainees, as well as providing job training for individuals seeking employment with both light industrial manufacturers and call centers.

Our ability to recruit new businesses and developers to Independence is dependent on the City's perception as a welcoming community with a high quality of life. According to the 2016 Citizen

Satisfaction Survey, only 39% of respondents were satisfied with the image of the City as a place to locate/expand business. To meet the strategy of developing a marketing and branding campaign to improve the regional perception of Independence, I recommend allocating \$50,000 toward a focused communications initiative.

An additional strategy to promote growth is attracting and retaining visitors to the City's historic sites, amenities, and events. An overwhelming 93% of respondents in the 2016 Citizen Satisfaction Survey agree it is important to preserve the City's historic sites. Therefore, I recommend a renewed emphasis on our historic sites as part of our overall tourism program. Accordingly, I have made several recommendations in this budget, including:

- Funding the "Find Your Independence" mobile app through the Tourism Fund at an estimated cost of \$334,000 over two years. This new tool will cyber-link our tourism sites and launch a nine-month marketing campaign. It is scalable for future partnerships with local businesses and restaurants.
- Increase funding by \$37,990 in the Tourism Fund to enhance marketing to support attraction of additional visitors to Independence.
- Increase funding by \$22,800 in the Tourism Fund to support additional maintenance at the City's historic sites.

In addition, I recommend taking the necessary steps to leverage our historic Independence Square as a tool for growth and vitality. Recently, civic leaders led by the Independence Chamber of Commerce petitioned the City for renewed investment and programming of the downtown area, including the Englewood Arts District, the Maywood and Fairmount business districts, and the Independence Square. They are not alone in expressing their desires. Nearly 90% of respondents to the 2016 Citizen Satisfaction Survey indicated that it is important to maintain the character of the Square.

I am making two recommendations in this budget to align our resources to this priority. First, I recommend allocating \$10,000 to support the Independence Square Association in pursuing grant opportunities through the Missouri Main Street Connection Program (MMS). A comprehensive Main Street program is the most effective downtown economic development tool available, and I am confident this tool will help further the City's growth goal through this strategic partnership. Second, I recommend allocating \$600,000 of CDBG funds for the design and construction of a permanent Independence Square Farmer's Market. The market has the potential to be a visually welcoming icon at the entrance to the Square and a multi-purpose space for other special events. I anticipate this landmark will be constructed on our City-owned lot at the intersection of Truman Road and Osage Street, subject to further review and action by the City Council.

I will continue to work with City staff and our community partners to refine the vision for our downtown and identify the resources necessary for full implementation of the proposed infrastructure and trails improvements. We will strive to accelerate the *Independence for All* strategies which align with the recommendations from our civic leaders, including improving street lighting and sidewalks in priority locations, developing historic programming, and

prioritizing the recommendations of corridor plans like the *Linking Independence Plan* and the *Square Revitalization Plan*.

### ***Focus on Quality***

This budget focuses on improving the visual appearance of our City. I am recommending several activities targeted at reducing blight, improving the visual appearance of major commercial corridors, stabilizing and revitalizing neighborhoods, all while increasing the perception of safety within the community.

To achieve the strategy of targeting street and sidewalk maintenance along major corridors and around historic sites, I recommend funding one additional employee in the Public Works Department. The addition of this employee will enable the Street Maintenance Division to develop a four-person crew to perform small concrete and special repair projects in a more affordable and time-efficient manner than a contractor. This crew will also address bridge maintenance that has been deferred for the past several years.

To achieve the strategies of both proactively cleaning up public right-of-way along major corridors and near historic sites, as well as beautifying major entryways into the city, I recommend two actions. First, I recommend funding six part-time positions in the Street Maintenance Division to be focused on cleaning up litter and weeds in public right-of-way. Second, I recommend transferring oversight and responsibility for the City's graffiti removal program from the Parks, Recreation, and Tourism Department to the Community Development Department. While budget-neutral, this action allows for coordination with property maintenance code enforcement and better aligns with the mission of the Community Development Department.

To achieve the strategy of streamlining the process to demolish dangerous vacant buildings, I recommend an additional \$100,000 from the General Fund and an additional \$100,000 from CDBG for demolition costs. The dollars will be combined with the amount budgeted in the current fiscal year (\$91,820) for a total of \$291,820, a 217% increase. For maximum benefit, these resources must be supported with sufficient staffing. Presently, this program is supported exclusively by a quarter-time employee. I recommend the addition of a full-time Dangerous Building Specialist position to proactively enforce the City's unsafe and dangerous building ordinances.

To achieve the strategy of conducting proactive code enforcement sweeps along key commercial corridors and entryways, I recommend an additional \$20,000 of CDBG funds be added to the current funding of \$50,000 for property maintenance abatements.

To achieve the strategy of improving the process to suspend or revoke a business license for properties with frequent violations, I am reorganizing City staff and creating a Regulated Industries Division in the Community Development Department. This new division will process business and liquor licenses and interface closely with the property maintenance staff. While budget-neutral, this action improves coordination and redirects the focus to accountability for businesses rather than simply revenue generation.

To achieve the strategy of evaluating space and maintenance needs for city buildings and determining a long-term strategy for public infrastructure, I recommend \$70,000 be allocated to fund Phases 3 and 4 of the City Hall master plan. The first two phases are anticipated to be completed by the end of the current fiscal year. The plan will determine the costs and viability to renovate the existing facility versus constructing a new facility and help us initiate public discussions about this need.

To further align with the objective of improving the condition and maintenance of public infrastructure and facilities, I recommend funding for capital maintenance and improvement projects. Though not an exhaustive list, a few key projects merit special recognition, including:

- \$75,000 to repair the retaining wall at the Police Headquarters along the intersection of Noland Road and Truman Road;
- \$357,400 for the Parks & Recreation Capital Improvements Plan, including \$75,000 to complete funding for the replacement of the windows at the Roger T. Sermon Community Center;
- \$12,150,000 for the Independence Power & Light Capital Improvements Plan, including \$7.1 million in capital needs at the Blue Valley Power Plant and \$4 million in capital needs for the transmission and distribution system;
- \$3,490,000 for the Sanitary Sewer Capital Improvements Program and \$1,450,000 for the Storm Water Sales Tax Fund Capital Improvements Program;
- \$3,780,000 for the Water Department Capital Improvements Program, including \$1,950,000 in various water main replacement projects;
- \$8,323,000 for capital improvements planned in the Streets Sales Tax Fund, including the annual asphalt overlap program.

Though this budget funds many needed capital improvements, the City's unmet needs are significant. Earlier this year, at the direction of the City Council, I reported that the City has nearly \$1 billion in deferred capital needs. I suggested the City Council not only retain and strengthen its existing capital funding sources, but consider additional funding sources. I will continue to evaluate and monitor this need and make additional recommendations to the City Council as appropriate.

### ***Other Initiatives***

In addition to the items highlighted in the proposed budget, I will work with City staff to address other strategies which do not require new funding but meet the objectives outlined in *Independence for All*. For example, developing long-range financial forecasts and capital plans for every major governmental fund will be a chief priority to achieve financial sustainability. Staff will make better use of social media to enhance communication with customers. We will train our staff to understand the core themes of *Independence for All* and each employee's role in promoting a quality image of the city to our residents and visitors. I will work with staff to monitor progress on the plan and periodically report our measures of success to the Council and public.

### ***Addressing the Future Organizational Financial Sustainability***

Although the proposed budget moves the City forward in establishing long-term financial sustainability while directly funding or otherwise implementing many of the strategies outlined in *Independence for All*, I must raise a word of caution. The means by which municipal services have long been funded continue to be eroded dramatically and rapidly. As such, there are three key factors that require responses beyond what can be accomplished in this budget:

1. Stagnant sales tax growth. While Independence continues to enjoy an economic renaissance, sales tax growth is virtually nonexistent outside of Tax Increment Financing (TIF) districts. In fact, net sales tax revenues are estimated to decline by \$99,600, or 0.5% in the General Fund from last year's adopted budget. This is not surprising, given the shift in consumer spending away from brick-and-mortar retailers in favor of online shopping. To help offset this impact, I recommend that the City Council ask voters to implement a Use Tax in order to collect sales tax for out-of-state purchases.
2. Reclassification of data and wireless phone activities by the telecommunications industry. The continued evolution of the telecommunications industry has resulted in a reclassification of what user activities are subject to the City's franchise fee. This revenue source has been declining dramatically in the last several years, and this budget anticipates an additional decline in revenues of \$488,672, a 13.4% decrease from last year's adopted budget.
3. Continued climate evolution. Our region continues to experience a sharp deviation from traditional weather patterns. This past summer, we experienced cooler temperatures and above-average rainfall totals. During the winter, we fell well below our average snowfall totals while greatly exceeding the average daily high temperatures. This shift has a profound impact on municipal revenues. For example, natural gas utility franchise fees are projected to decline \$500,000, a decrease of 12.5% over last year's adopted budget. The decline in demand for these commodities during peak usage periods has resulted in lower franchise fee revenues from the gas, electric, and water utilities.

Due to smart budgeting last year and responsible management of expenses, a \$1 million surplus is projected for the General Fund at the end of the current fiscal year. As described herein, I recommend using \$400,000 of this one-time revenue to implement *Independence for All* strategies which will not obligate ongoing resources. The remaining dollars are reserved to bolster the General Fund unrestricted balance. It would be imprudent to direct this surplus to our multiple ongoing challenges. For example, personnel costs will increase by approximately \$1,190,000 in the upcoming year due to previously negotiated employment contracts. Every available dollar of new, ongoing revenues in this budget is required to satisfy contractual obligations. In order to maintain the fiscal health we worked so hard to establish, we must work collectively to manage our finances and seek new, sustainable funding strategies.

***Final Comments***

The City Council laid out an aggressive vision in *Independence for All* to transform our community through bold and decisive actions. Together, we are building a city recognized nationally for our quality neighborhoods, 21<sup>st</sup> Century jobs, growing economy, diversity and safe, family-friendly community. We will achieve the vision by budgeting with a core principle of operating within our means – not just today, but in the years to come based on forecasts of economic growth. Though *Independence for All* represents a five-year plan, many of the strategies are immediately addressed in this budget. While this is positive, we must also acknowledge the sustained and significant downturn in municipal revenues as well as our collective desire to appropriately budget for future expenses incurred by the City.

I want to thank you, the City Council, and the City departments for the assistance provided in preparing this budget. The options presented as a part of this budget are not easy choices; my staff and I are ready to address any questions you may have regarding the information presented. Together we will continue to ensure the long-term financial sustainability of the City while providing the services that truly make us an *Independence for All*.

Respectfully,



Zachary C. Walker  
City Manager

CITY OF INDEPENDENCE, MISSOURI  
**Independence for All**  
**STRATEGIC PLAN**  
**2017 - 2021**

**Our Vision:**

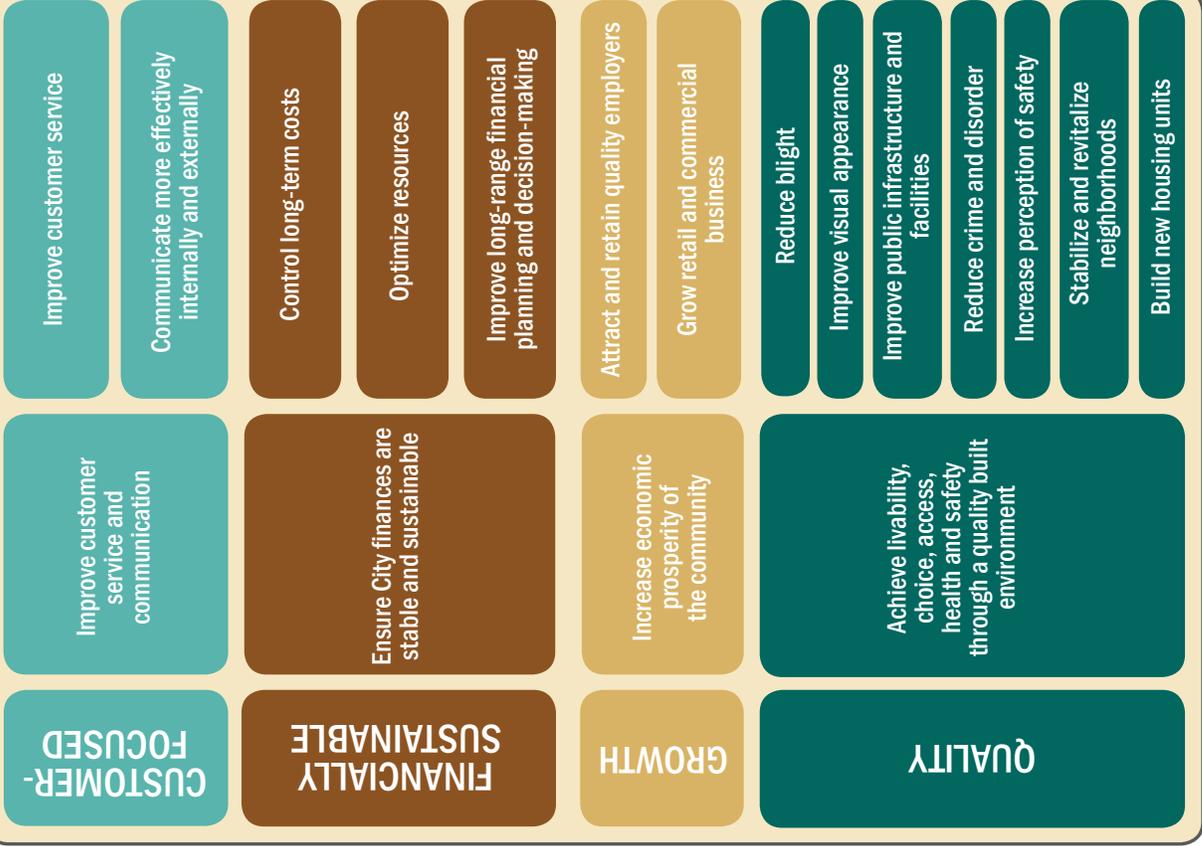
Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes Independence, Missouri a nationally recognized city with a unique history and sense of place.

**Our Mission:**

Transforming our community through engagement, innovation, and sustainable services.

**Objectives**

**Goals**



**Values**

**How we use resources:**

**Responsible** – We practice fiscal responsibility. We carefully plan for and spend our resources in appropriate, cost-effective ways.

**Sustainable** – We manage our resources wisely, using only what we need to meet the current needs of our citizens while also keeping in mind the needs of future generations.

**Services are:**

**Quality** – We provide safe, sustainable, and well-maintained public facilities and municipal services to residents and visitors.

**Reliable** – We protect public health and the environment by providing consistent, reliable, and efficient city services.

**Solutions are found through:**

**Collaboration** – We get more work done when we work across departments and partner with the community.

**Open communication** – We are clear with our ideas and decisions. We aim to build respect and trust, resolve our differences, and create a positive environment.

**Our attitude is:**

**Congenial** – We maintain a positive attitude and atmosphere because we treat everyone with respect and fairness.

**Empathetic** – We are able to step into someone else’s shoes, listen, and understand another point of view.

**Engaging** – We actively engage our citizens to ensure that community concerns and aspirations are consistently understood and considered.

**Responsive** – We always respond to citizen concerns in a timely and efficient manner.

**Trustworthy** – Our promises instill trust in our actions and decisions.

**Decision making:**

**Accountable** – We accept responsibility for our actions. Our decisions have a real impact on the community and we follow our words with actions.

**Credible** – We employ experienced and qualified staff. We use trusted sources and our decisions are based on balanced and objective information.

**Innovative** – We don’t shy away from new ideas. We think of creative ways to work together. Our open thinking helps us accomplish our goals.

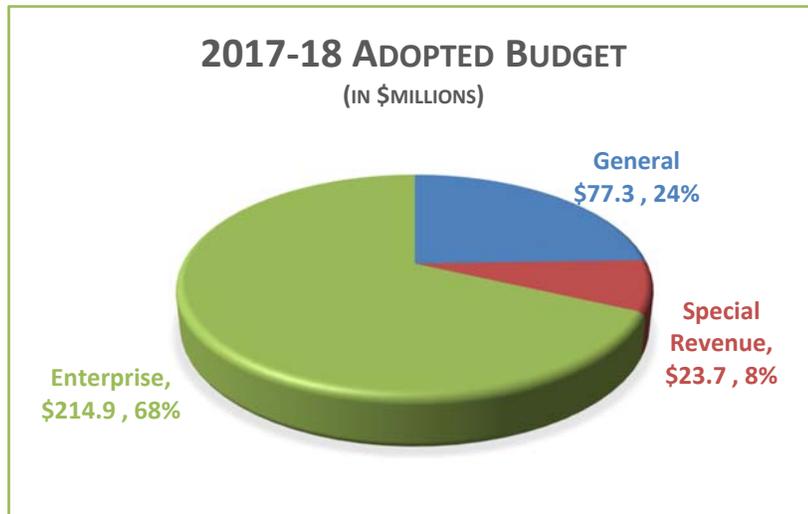
**Ethical** – We make equitable, fair and just decisions because that’s the right thing to do.

**Transparent** – We are open and honest with our decisions and supporting data.

**Visionary** – We make smart, long-term decisions that consider future needs.

# 2017-18 Adopted Budget Overview

The 2017-18 Adopted Budget totals \$315,909,224, a decrease of \$5,467,142, or 1.7% from the 2016-17 Adopted Budget. As you can see from the chart, over two thirds of the budget is comprised of the Enterprise



Fund group – Power and Light, Water Pollution Control and Water. The General Fund is one fourth of the total budget and the Special Revenue funds – primarily the sales taxes – make up the rest.

The key reason for the decrease in the budget is the Power and Light Fund, which is over \$7.5 million less than 2016-17. More details about this decrease are in the Enterprise Funds section of this overview.

The following table summarizes the expenditure changes by fund group:

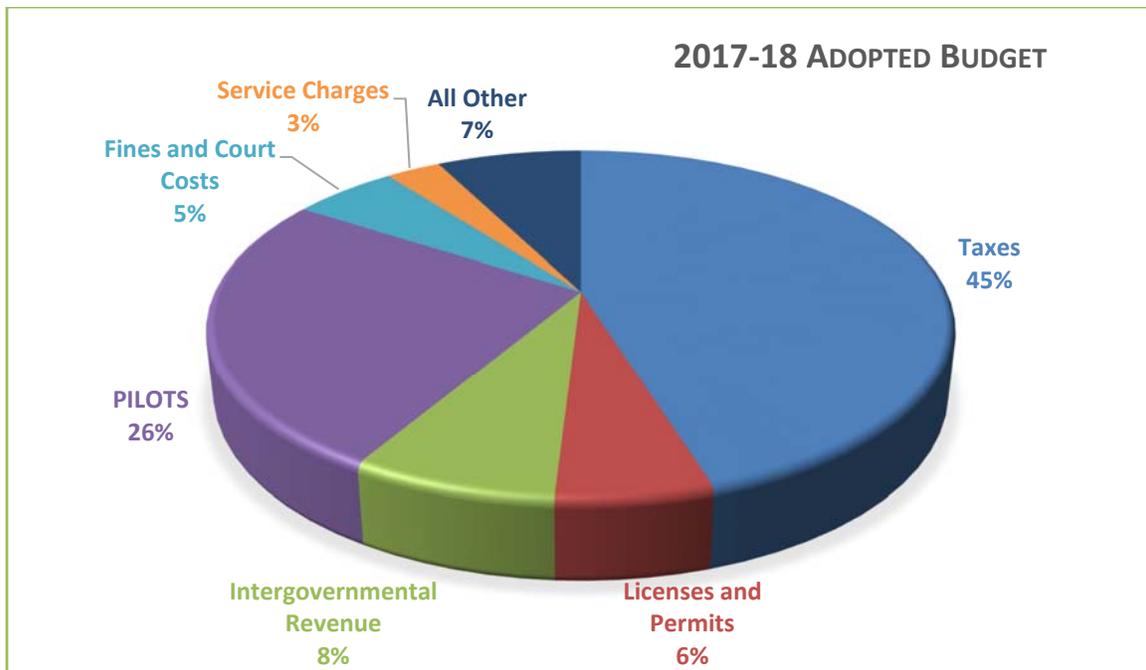
Fund Group	FY17 Adopted (000s)	FY18 Adopted (000s)	\$ Change (000s)	% Change
General	\$74,784	\$77,257	\$2,473	3.3%
Special Revenue	\$23,131	\$23,706	\$575	2.5%
Enterprise	\$223,461	\$214,946	(\$8,515)	(3.8%)
<b>TOTAL</b>	<b>\$321,376</b>	<b>\$315,909</b>	<b>(\$5,467)</b>	<b>(1.7%)</b>

## General Fund

### Revenues

General Fund Revenue estimates total \$76,711,787, an increase of \$2,073,107, or 2.8% from the 2016-17 Adopted Budget. The table below summarizes the changes by revenue category. More detail is in Schedule 6 – General Fund Revenue in the Budget Summaries section of the budget document. The graph below shows that over 70% of the revenue in the General Fund comes from Taxes and PILOTS.

# 2017-18 Adopted Budget Overview



## *Discussion of Revenues – Adopted 2017-18 compared to Adopted 2016-17*

General Fund revenue estimates increase by almost \$2.1 million, or 2.8% in FY18. However, this change is somewhat deceptive and masks a real concern. For example, Intergovernmental Revenue increases by 10.1% due to a new federal transportation grant. The increase also reflects the new fee schedule approved

by Council in FY17, the first general update to the schedule is over 20 years. Both of these revenue sources are dedicated to specific purposes though and cannot be used for general purposes.

General Fund Revenue				
Revenue Category	FY17 Adopted	FY18 Adopted	\$ Change	% Change
Taxes	\$35,021	\$34,662	(\$641)	(1.8%)
PILOTS	\$19,103	\$19,638	\$535	2.8%
Licenses and Permits	\$3,760	\$4,417	\$657	17.5%
Intergovernmental Revenue	\$5,290	\$5,823	\$533	10.1%
Fines and Court Costs	\$3,623	\$4,195	\$572	15.8%
Service Charges	\$2,003	\$2,196	\$193	9.6%
All Other	\$5,840	\$5,781	(\$59)	(1.0%)
<b>TOTAL</b>	<b>\$74,639</b>	<b>\$76,712</b>	<b>\$2,073</b>	<b>2.8%</b>

As stated above, the core of the General Fund revenues are generated by the sales, utility and property taxes paid by residents

# 2017-18 Adopted Budget Overview

of and visitors to Independence. These revenues primarily pay for the basic City services of public health, welfare and safety. This group of revenues is estimated to increase 0.3% in FY18 or less than the cost of inflation.

## **Taxes**

- Property Taxes increase \$130,000 or 1.7%. Real property values increasing slightly.
- The General Purpose Sales Tax estimate reduced by \$99,600 or 0.5%. Continue to see more internet sales as well as more spending in the TIF districts
- Natural Gas down \$500,000 or 12.5%. Cheaper energy costs and warmer winters.
- Telephone down \$488,672 or 13.4%. Continued shift in telecomm industry as land-lines decrease and voice over internet protocol increases.
- Cable television franchise fees up \$450,000 or 50%. Increase of fee from 3% to 5% last year.

## **PILOTS**

- The 2.8% aggregate growth for the property taxes and gross receipts tax of 9.08% paid by the City electric, water and sewer utilities is discussed in the Enterprise section of this Overview.

## **Licenses and Permits**

- Business Licenses up \$383,371 or 24%
- Building Permits up \$325,000 or 37.1%. Building activity is in a growth pattern.
- Construction Permits up \$116,291 or 70.5%

## **Intergovernmental Revenue**

- A new Federal Transit Authority Grant totaling \$543,317 will provide expanded public transportation services for Independence riders.

## **Fines and Court Costs**

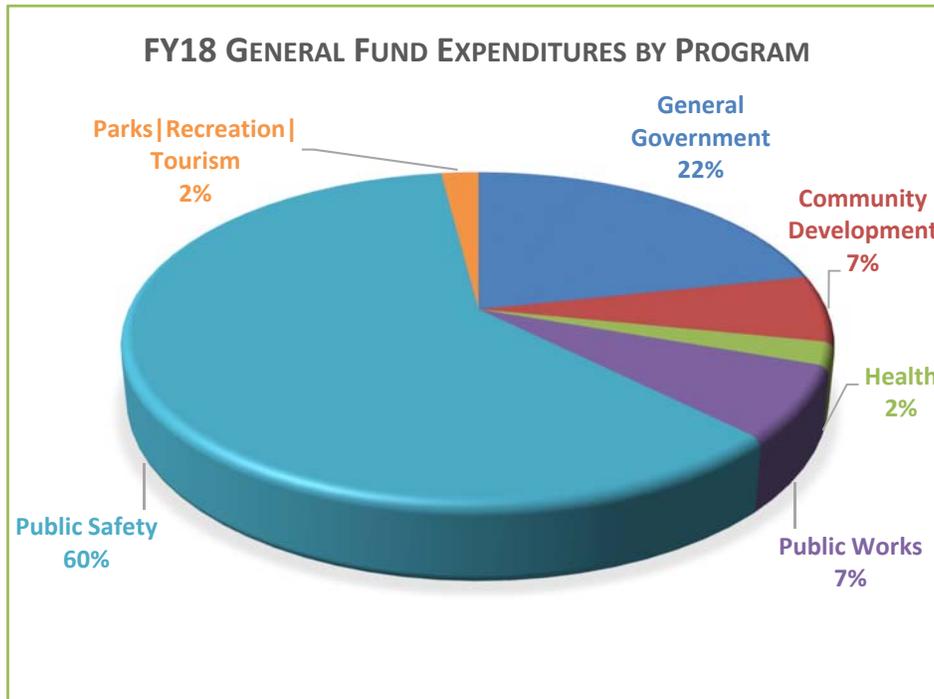
- The FY17 Budget anticipated that the State Legislature would adopt Senate Bill 572 last year. The bill would have placed further limits and controls on fines and court costs.

# 2017-18 Adopted Budget Overview

## General Fund Expenditures

General Fund Expenditures total \$77,256,526, an increase of \$2,472,150, or 3.3% from the 2016-17 Adopted Budget. As the accompanying graph details, Public Safety - Fire, Police and Municipal Court –

comprise the largest part of the General Fund with 60% of resources. The second largest program is the General Government group and includes the City Clerk, City Manager, Mayor and City Council, Technology Services, Law, Finance and Human Resources.

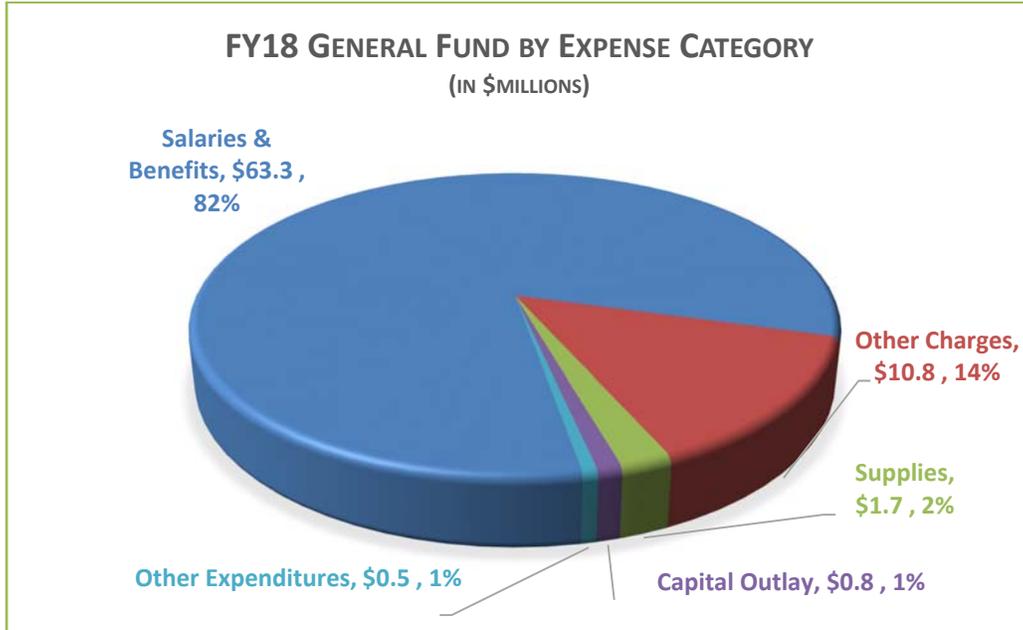


The following table reflects the change in budgeted expenditures in FY18. Some overall changes include:

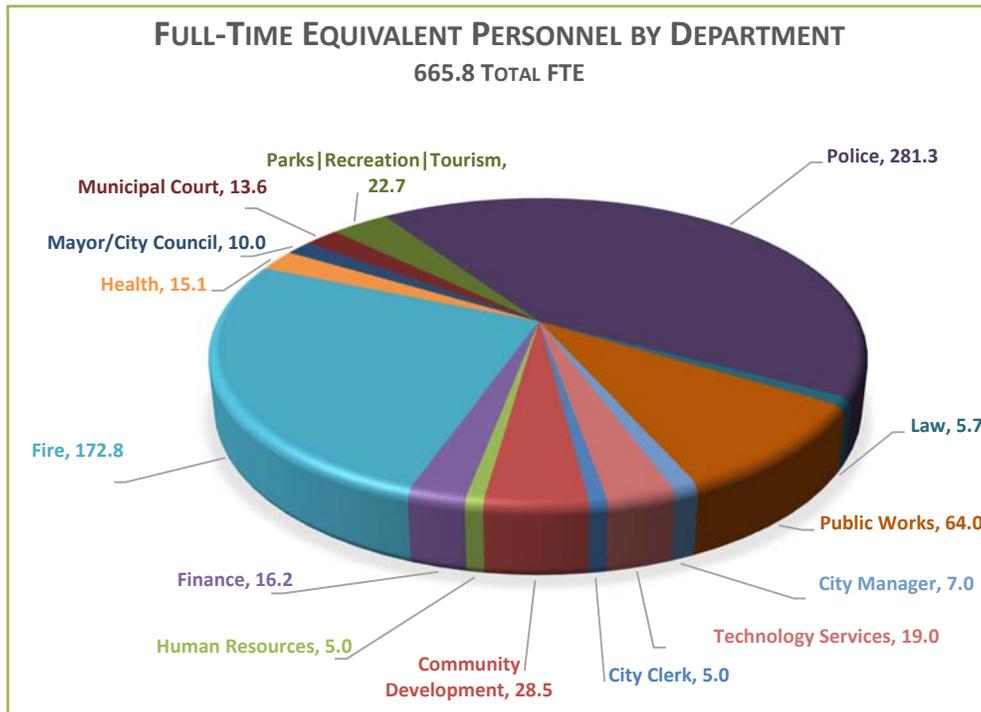
- Salary raises (COLA, steps and longevity) account for \$1.6 million of the increase;
- Community Development reflects the transfers of property maintenance functions from Health and business licensing from Finance; and
- A new Federal Transit Authority Grant of \$543,317 is included in Community Development.

General Fund Expenditures				
Program	FY17 Adopted	FY18 Adopted	\$ Change	% Change
Public Safety	\$45,702,315	\$46,699,321	\$997,006	2.2%
General Government	\$16,474,691	\$16,714,697	\$240,006	1.5%
Community Development	\$3,088,434	\$5,074,237	\$1,985,803	64.3%
Health	\$2,608,660	\$1,710,226	-\$898,434	-34.4%
Public Works	\$5,419,548	\$5,490,163	\$70,615	1.3%
Parks   Recreation   Tourism	\$1,490,728	\$1,567,882	\$65,206	5.2%
<b>Total</b>	<b>\$74,784,376</b>	<b>\$77,256,526</b>	<b>\$2,472,150</b>	<b>3.3%</b>

# 2017-18 Adopted Budget Overview



Salaries and benefits obviously are the primary cost driver in the General Fund. This is largely due to the Special Revenue sales taxes for Police, Fire, Parks and Street improvements. These sales taxes pay for the equipment and capital maintenance expenses for the specified purpose, thus relieving the General Fund from that burden.

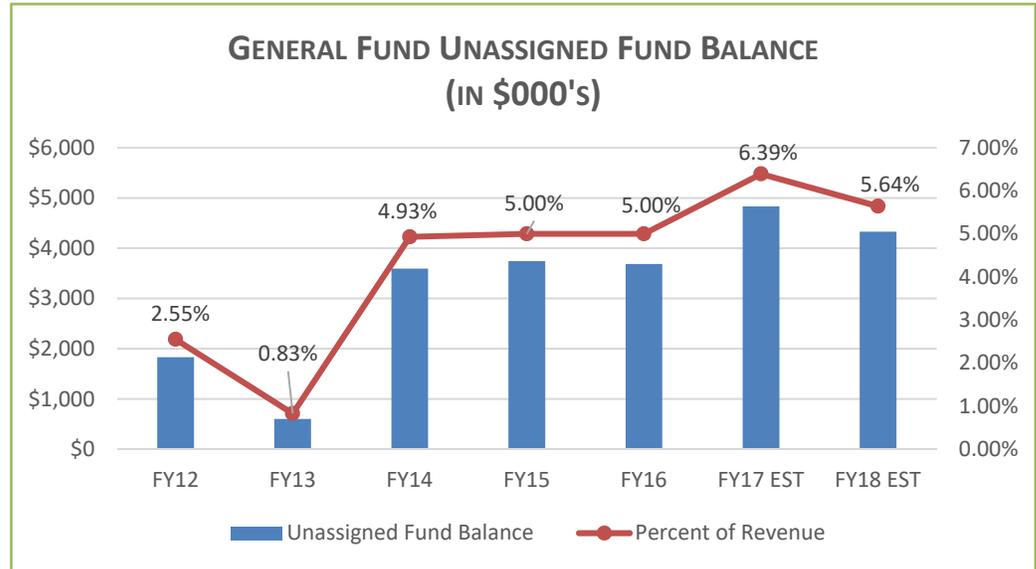


Another factor for salaries and benefits is the number of Public Safety employees. Like most municipalities, Fire and Police personnel (26% and 42% respectively) comprise the largest share of the General Fund.

# 2017-18 Adopted Budget Overview

## Discussion of Unassigned Fund Balance

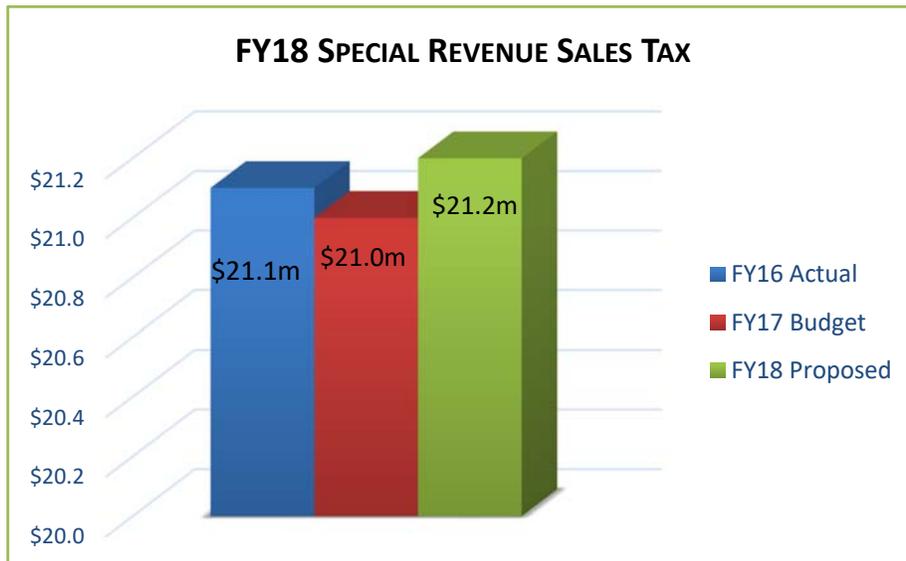
The unassigned portion of the General Fund’s Fund Balance is fund balance that has not been restricted, committed or assigned and is available for appropriation according to governing financial policy. As the chart indicates, the estimated unassigned fund balance at the end of FY18 will be \$4.3 million, or 5.64% of General Fund revenue. This is an estimated increase of \$0.6 million over the FY16 actual of \$3.7 million.



## Special Revenue Funds

The Adopted Budget for 2017-18 for Special Revenue Funds is \$23,706,399, an increase of \$575,350 or 2.5% over Adopted 2016-17.

The five sales taxes – Street Improvements, Park Improvements, Storm Water, Police Public Safety, Fire Public Safety – are estimated to generate \$21.2 million in Fiscal Year 2017-18. This is a 0.5% increase over the actual revenue generated in Fiscal Year 2015-16. The Transient Guest Tax revenue estimate is \$1.9 million in FY17-18, an



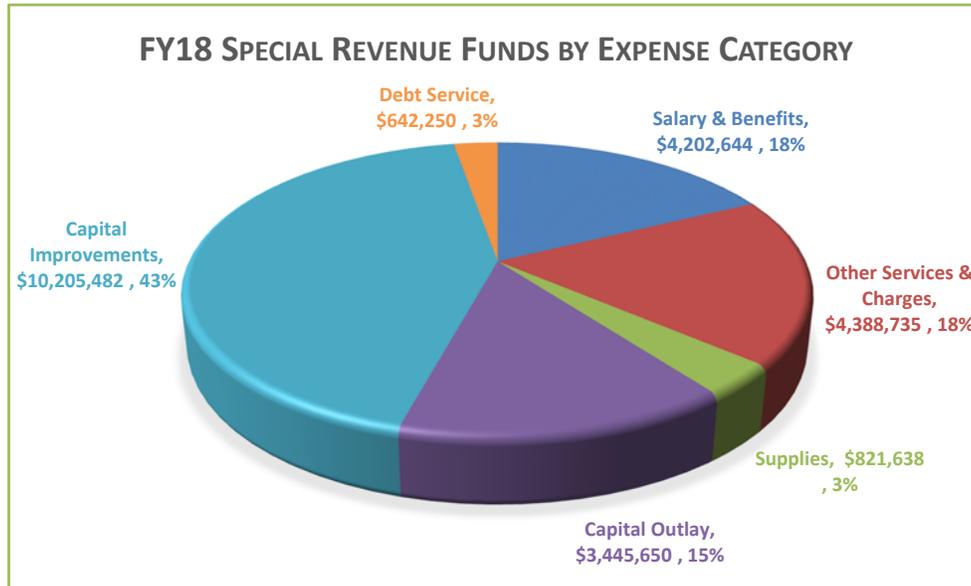
# 2017-18 Adopted Budget Overview

increase of \$90,000 or 5% over Adopted FY16-17.

As you can see in the chart below, these revenues will primarily provide funds for \$10.2 million in

Capital Improvements – mainly in Street Improvements. Additionally, \$3.4 million is allocated in the Capital Outlay category, which includes vehicle replacement for Police and Fire.

Changes to each Special Revenue fund follow:



Special Revenue Fund Expenditures				
Fund	FY17 Adopted	FY18 Adopted	\$ Change	% Change
Tourism	\$1,805,471	\$2,122,741	\$317,270	17.6%
Street Improvements Sales Tax	\$8,609,418	\$9,191,655	\$582,237	6.8%
Park Improvements Sales Tax	\$3,172,202	\$3,537,708	\$365,506	11.5%
Storm Water Sales Tax	\$5,101,625	\$4,335,720	(\$714,115)	(15.0%)
Police Public Safety Sales Tax	\$2,358,741	\$2,504,467	\$145,726	6.2%
Fire Public Safety Sales Tax	\$2,083,582	\$2,014,108	(\$69,474)	(3.3%)
<b>Total</b>	<b>\$23,131,039</b>	<b>\$23,706,399</b>	<b>\$575,360</b>	<b>2.5%</b>

## Fund Highlights

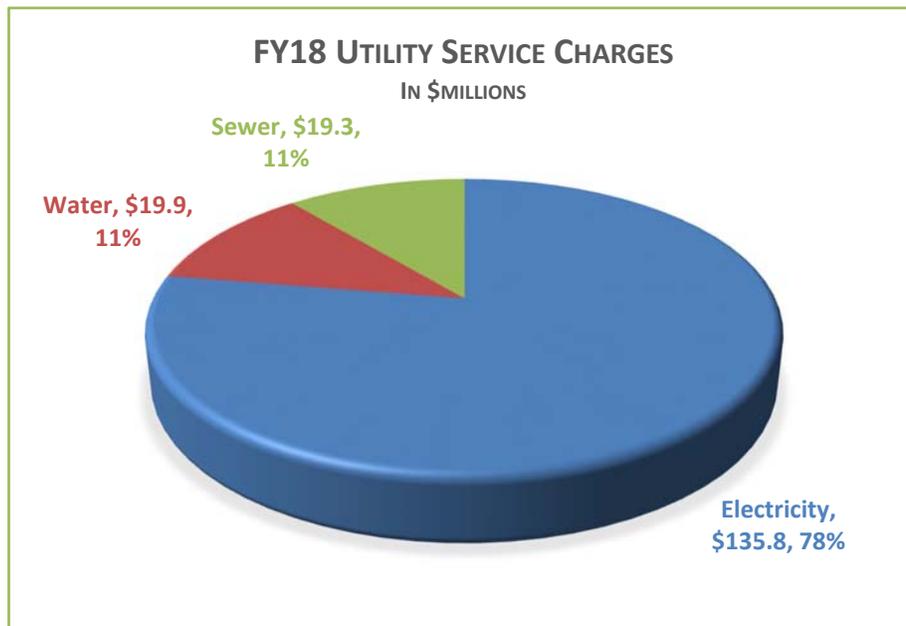
- Tourism - Transient Guest Tax revenues are estimated to increase \$90,000; funding for capital improvements in the amount of \$75,000 is budgeted;
- Street Improvements - use of fund balance allows funding for capital improvements to increase by \$800,000;
- Park Improvements - capital improvement funding increases by \$175,000;
- Storm Water - transfers out decrease by \$691,093;

# 2017-18 Adopted Budget Overview

- Police Public Safety – funding increases for portable radios, MDTs and in-car cameras to have new Data 911 equipment in new vehicles;
- Fire Public Safety - capital outlay increases \$86,000; first payment in the amount of \$73,236 on the apparatus lease purchase is budgeted

## Enterprise Funds

The Adopted Budget for 2017-18 for the Enterprise Funds is \$214,946,299, a decrease of \$8,514,642 or 3.8% under Adopted 2016-17.



The Utility Service Charges for the three City Utilities – Power and Light, Water Pollution Control and Water – are estimated to generate \$175.0 million in Fiscal Year 2017-18, an increase \$2.5 million or 1.4%.

- Electric service charges are estimated to decrease \$0.5 million or 0.4%. This decrease is attributable to a slowdown in unit sales and lower anticipated energy costs recovered through the Fuel Cost Adjustment rate.

- Sewer service charges are estimated to increase \$1.15 million or 4.5%. Rate adjustments effective July 1, 2107 increase the base charges by \$1 per month and a 4.5% increase in the volume of the sewer bill.
- Water service charges are estimated to increase \$1.3 million or 7.0%. A rate increase is not included in FY18 but the rate adjustment that went into effect October 1, 2016 is estimated to generate the additional revenue

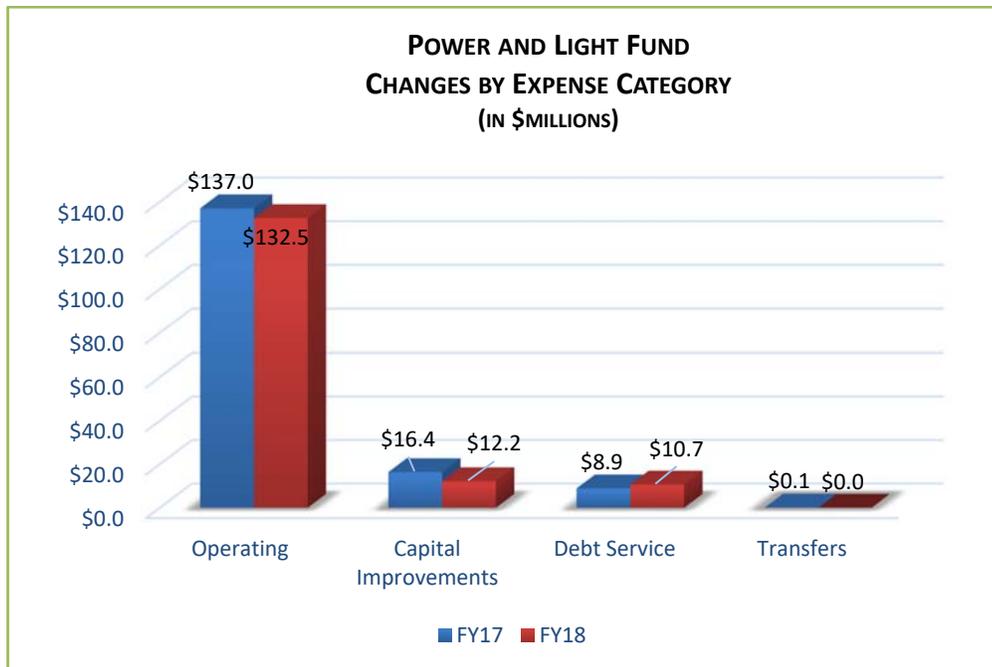
# 2017-18 Adopted Budget Overview

## Discussion of Enterprise Fund Expenditures

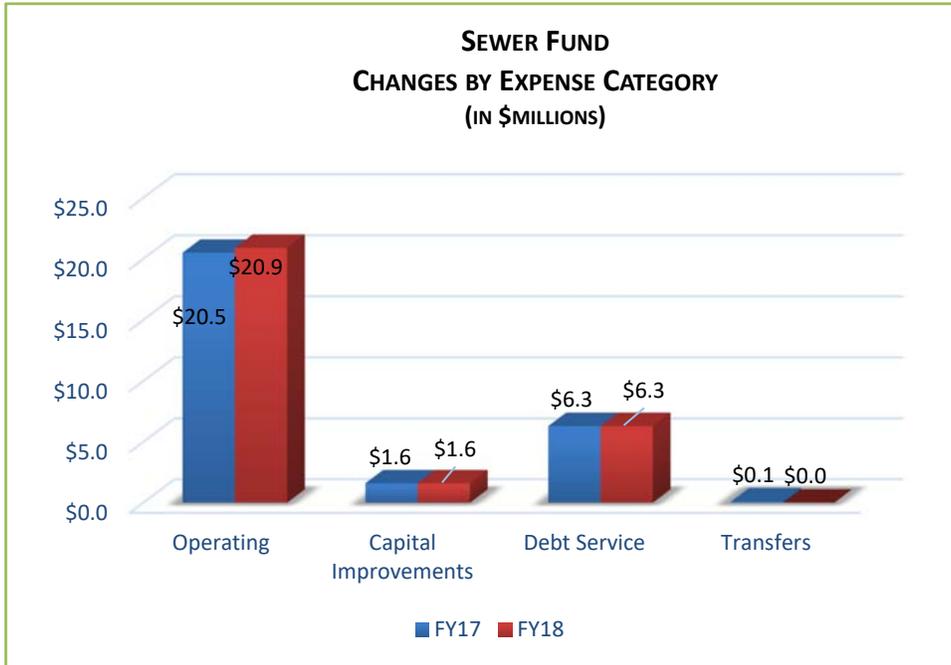
The chart below shows the changes in each fund from FY17 Adopted to FY18 Adopted:

Enterprise Fund Expenditures				
Fund	FY17 Adopted	FY18 Adopted	\$ Change	% Change
Power & Light	\$162,434,342	\$155,413,674	(\$7,020,668)	(4.3%)
Sewer	\$28,479,894	\$28,787,365	\$307,471	1.1%
Water	\$32,546,705	\$30,745,260	(\$1,801,445)	(5.5%)
<b>Total</b>	<b>\$223,460,941</b>	<b>\$214,287,583</b>	<b>(\$8,514,642)</b>	<b>(3.8%)</b>

- Power and Light Fund– no rate adjustment is included in the Adopted budget; 11 positions eliminated and over \$840,000 in routine O&M expenses were reduced; \$4.4 million - 6.8% - reduction in budget for energy costs; capital improvements reduced \$4.2 million.

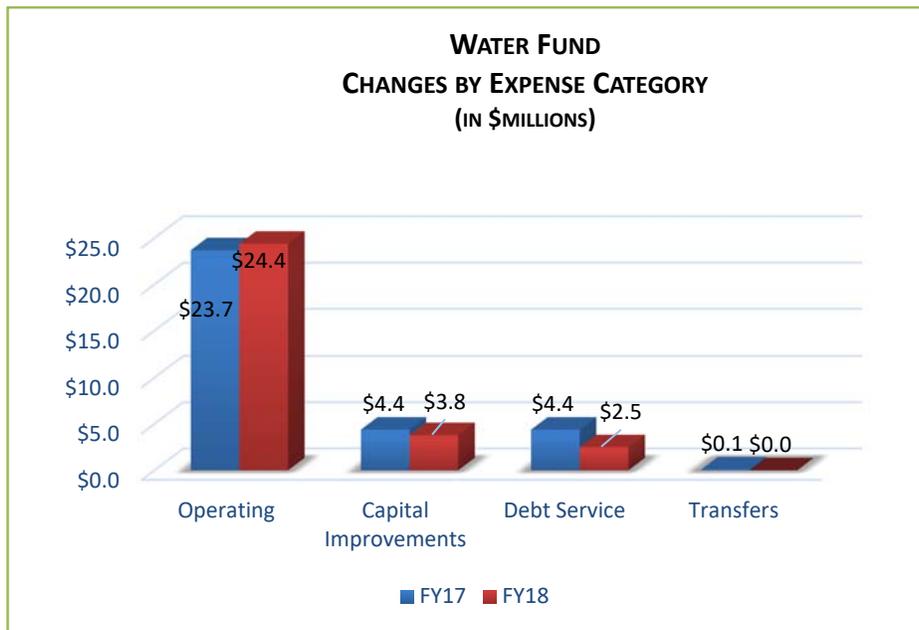


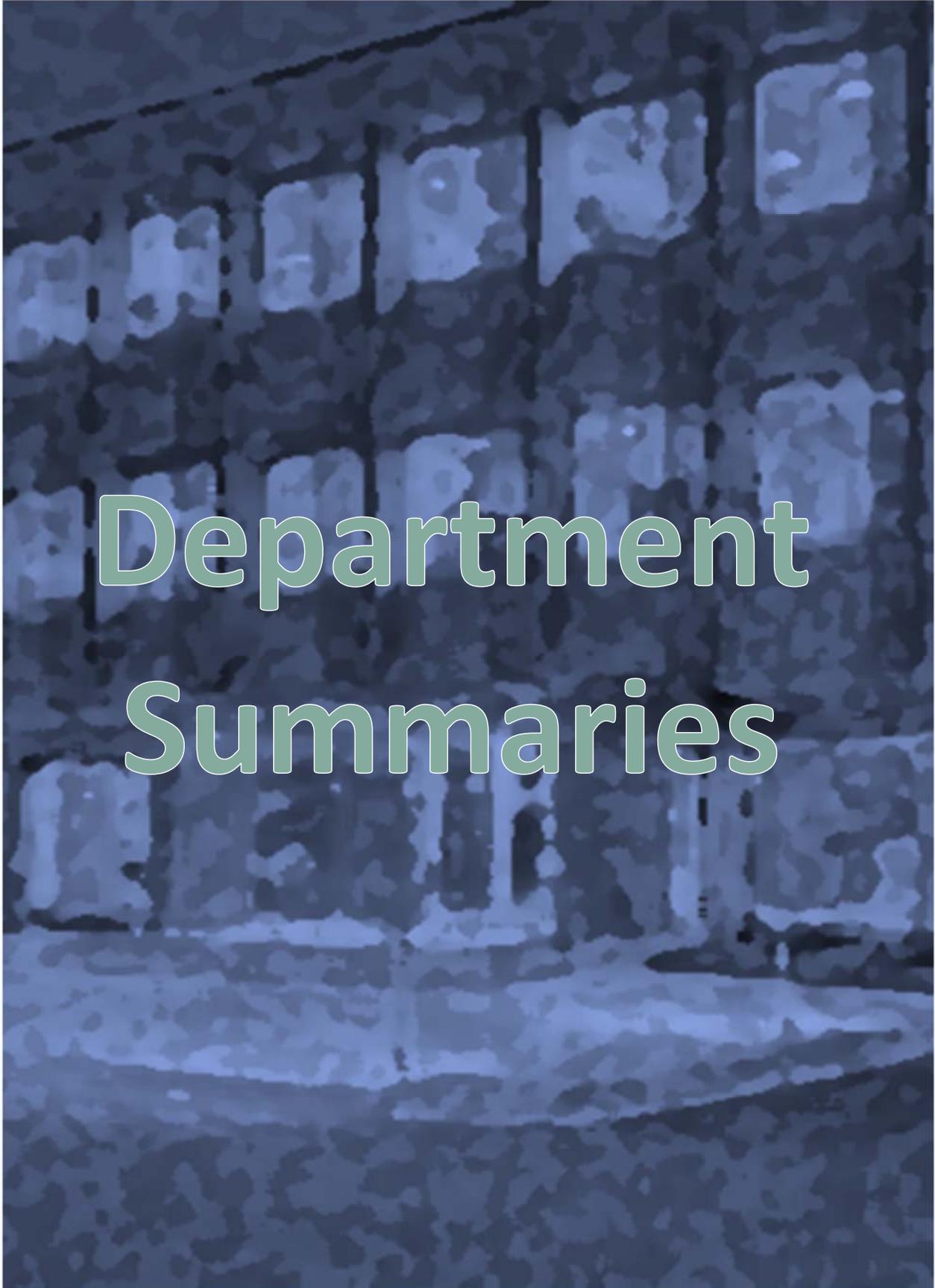
# 2017-18 Adopted Budget Overview



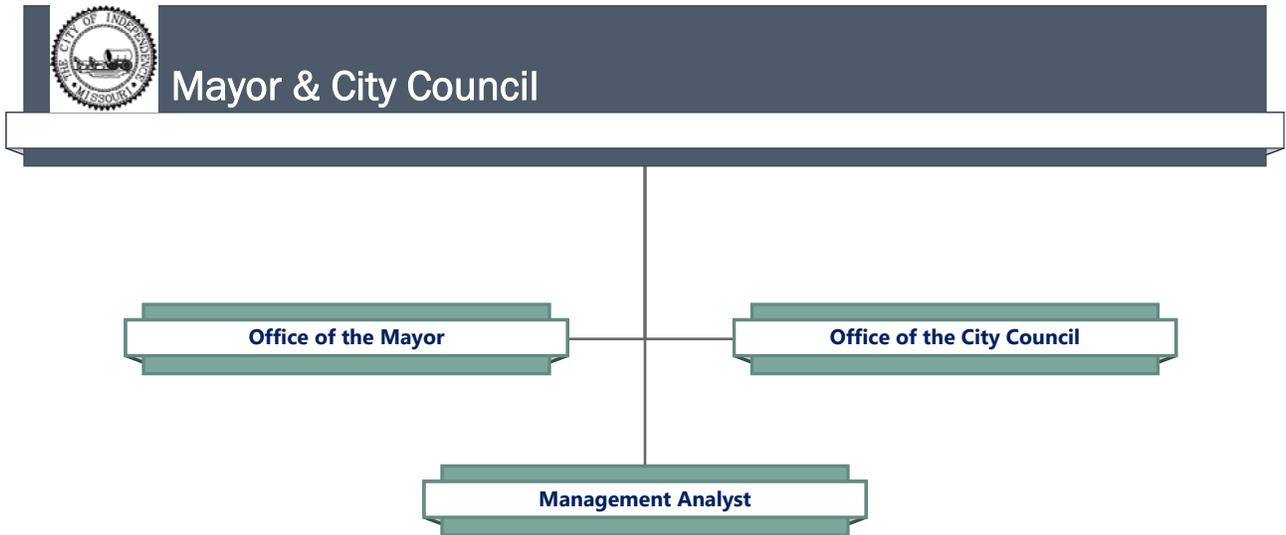
- Sewer Fund—increase of 2.1% in Adopted operating budget reflects negotiated wage increases; budget for Little Blue Valley Sewer District increases by \$530,000 but are offset by reductions in planned spending on capital outlay items

- Water Fund – Debt service for fiscal 2017-18 is \$2.5 million, a reduction of \$1.9 million from FY17; operating budget increases include new IUC rental costs, meter replacements and a contract with the USGS for monitoring well sampling





# Mayor/City Council



**City of Independence**  
**Departmental Budget Summary**

Department: 4000 - City Council

2017-18 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.

<b>Description</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00
	=====	=====	=====	=====

<b>Description</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4002 City Council	230,952	243,658	243,658	308,234
4003 Management Analyst	27,340	88,741	88,741	87,861
4004 Mayor's Office	146,218	149,719	149,719	176,590
Total	404,510	482,118	482,118	572,685
	=====	=====	=====	=====

<b>Source of Funding</b>				
General Fund	404,510	482,118	482,118	572,685
Total	404,510	482,118	482,118	572,685
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	223,692	233,988	233,988	298,564
Other Services & Charges	7,025	8,460	8,460	8,460
Supplies	235	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	230,952	243,658	243,658	308,234

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	26,333	86,949	86,949	86,069
Other Services & Charges	885	1,232	1,382	1,232
Supplies	122	560	410	560
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	27,340	88,741	88,741	87,861

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Description**

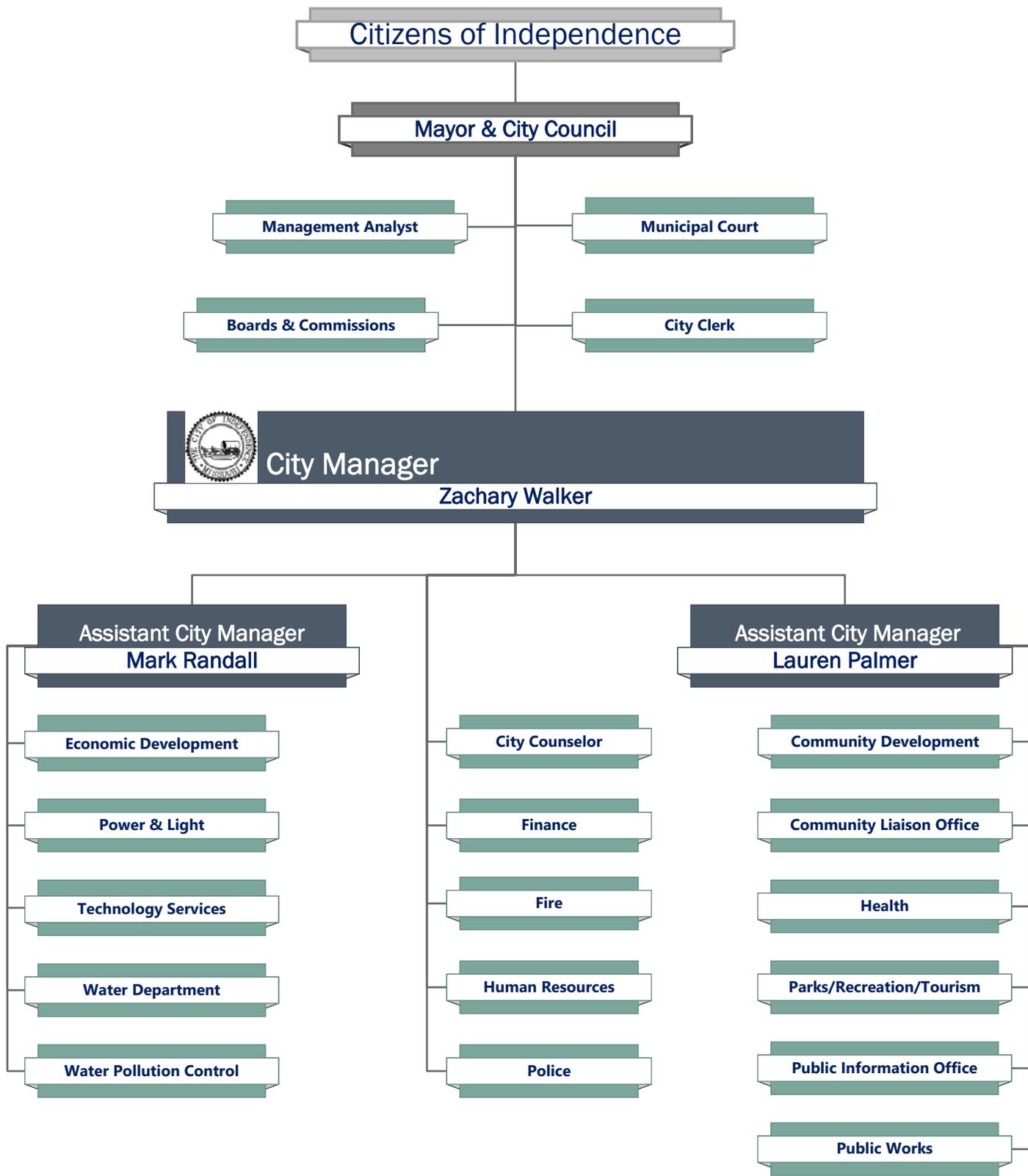
The Mayor is the presiding officer of the City Council, elected by the registered voters of the City. The Mayor operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the City's residents. The Mayor appoints members to various advisory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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	125,539	127,159	127,159	145,080
Other Services & Charges	19,086	19,560	22,015	28,510
Supplies	1,593	3,000	545	3,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,218	149,719	149,719	176,590



**City of Independence**  
**Departmental Budget Summary**

Department: 4020 - City Manager

2017-18 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.

<b>Description</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	6.00	7.00	7.00	7.00
Part Time Positions	1.00	.00	.00	.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

<b>Description</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4021 City Manager	940,382	918,674	918,674	1,009,349
4023 Economic Dev/Redevelopment	0	0	0	0
Total	940,382	918,674	918,674	1,009,349
	=====	=====	=====	=====

<b>Source of Funding</b>				
General Fund	940,382	918,674	918,674	1,009,349
Total	940,382	918,674	918,674	1,009,349
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Assistant City Manager	1.00	1.00	1.00	2.00
City Manager	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Management Intern	.00	.00	.00	1.00
Community Liaison Specialist	.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Public Management Intern II	1.00	.00	.00	.00
Total	7.00	7.00	7.00	7.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	917,847	887,064	887,064	980,969
Other Services & Charges	21,081	28,150	28,150	25,785
Supplies	1,454	3,460	3,460	2,595
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	940,382	918,674	918,674	1,009,349

# City Clerk



City Clerk

Sarah Carnes-Lemp

Office of the City Clerk

Copy Center

**City of Independence**  
**Departmental Budget Summary**

Department: 4010 - City Clerk

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b><u>Staffing</u></b>				
Full Time Positions	6.00	6.00	6.00	4.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	5.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4012 Clerical Support City Council	146,781	164,927	165,227	172,018
4014 Records Management	59,802	3,185	2,885	0
4015 Copy Center	149,049	153,272	153,272	154,908
Total	355,632	321,384	321,384	326,926
	=====	=====	=====	=====

<b><u>Source of Funding</u></b>				
General Fund	355,632	321,384	321,384	326,926
Total	355,632	321,384	321,384	326,926
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4010 - City Clerk 2017-18 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; work with the Jackson County Board of Election Commissioners in the handling of elections for the City; and maintain records management program for the City.

**2016-17 Accomplishments**

**Goal Ref**

- \* Worked with staff liaisons in providing information for Council consideration to fill expired terms and vacancies on boards and commissions. 1
- \* Averaged little over one day in providing initial responses to requests for records under the Missouri Sunshine Law. 1
- \* Added contract records to the electronic records management software for more efficient searching and duplicating. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Resolutions Passed	95	96	95	95
City Council Meetings	30	27	30	30
Study Sessions	17	25	24	24
Ordinances Passed	145	146	165	150

**2017-18 Objectives**

**Goal Ref**

- \* Provide support to Council in filling board vacancies in a timely manner. 1
- \* Work with City Manager and City Department Directors to implement new procedures requiring City boards and commissions staff liaisons to use Novus Agenda to form and publish agendas. 1
- \* Continue to add historical records and contracts to the electronic records management software for more efficient searching and duplicating. 1
- \* Review City Records Retention Policy for updates 1
- \* Apply City Records Retention Policy to current storage room and outside facilities. 1
- \* Work with departments on implementing a records retention policy on 1

**City of Independence**  
**Detail Program Summary**

Department: 4010 - City Clerk 2017-18 Operating Budget  
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

records being stored within the departments.

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	135,787	149,571	149,571	153,543
Other Services & Charges	10,727	15,256	15,256	18,150
Supplies	267	100	400	325
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,781	164,927	165,227	172,018

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Records Stored- Cubic Feet	3,232	2,878	3,150	2,800

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Records Analyst	1.00	1.00	1.00	.00
Assistant City Clerk	1.00	1.00	1.00	.00
Total	2.00	2.00	2.00	.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	58,352	0	0	0
Other Services & Charges	1,414	2,960	2,660	0
Supplies	36	225	225	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	59,802	3,185	2,885	0

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Monitored new postal regulations and distributed information to City staff regarding new package tracking guidelines. 1
- \* Continue to add archived records to Laserfiche to allow for more efficient searching and retrieval. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Printing Impressions (in millions)	1.500	1.492	1.500	1.500
Items Mailed (in millions)	0.940	0.956	0.940	0.950

**2017-18 Objectives**

**Goal Ref**

- \* Continue to monitor postal regulations that may require working with City staff for compliance. 1
- \* Increase education to City staff about in-house printing and scanning services to reduce costs for projects. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Copy/Records Center Specialist	1.00	1.00	1.00	1.00
Mail/Copy Center Operator	1.00	1.00	1.00	1.00
Mail Carrier/Copy Center Aide	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

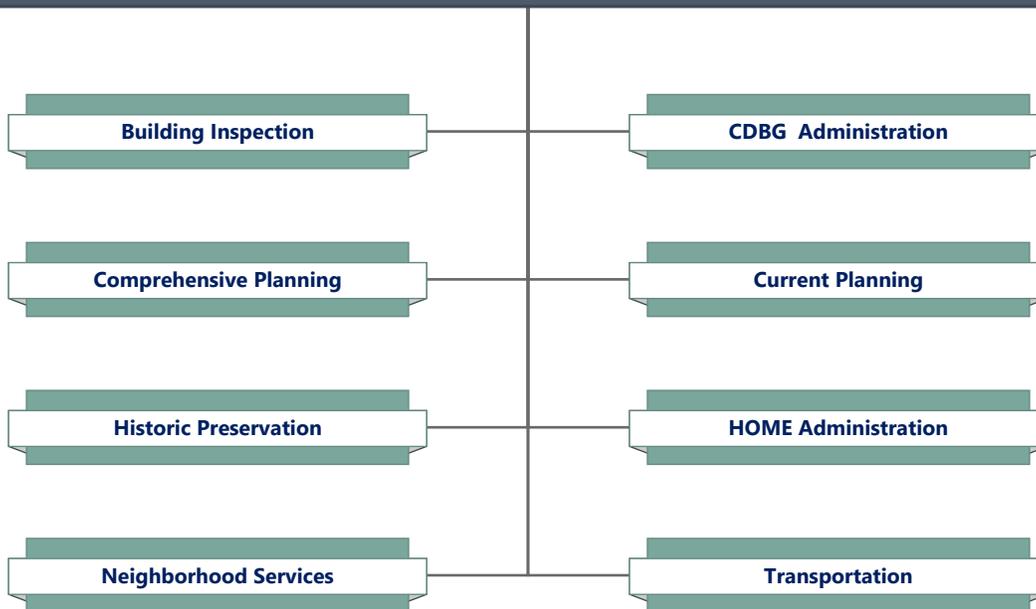
<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	125,987	126,027	126,027	126,877
Other Services & Charges	9,640	10,002	9,677	10,923
Supplies	13,422	17,243	17,568	17,108
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	149,049	153,272	153,272	154,908
	=====	=====	=====	=====

# Community Development



Community Development & Planning Director

**Tom Scannell**



**City of Independence**  
**Departmental Budget Summary**

Department: 4400 - Community Development

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	30.80	30.80	30.30	29.50
Part Time Positions	.88	.88	.88	1.38
Total	31.68	31.68	31.18	30.88

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4401 Administration	406,635	430,016	430,016	365,245
4411 Neighborhood Services	52,882	53,336	840,436	1,167,607
4412 Comprehensive Planning	288,087	341,148	341,148	309,260
4413 Current Planning	168,060	172,204	172,204	399,683
4414 Transportation	1,528,838	1,595,735	1,595,735	2,216,300
4420 Historic Preservation	54,825	43,643	43,643	47,589
4431 Building Inspection	507,360	452,352	448,752	568,553
4450 Comm Development Grants	359,113	0	365,686	0
4460 Regulated Industries	0	0	0	0
6601 CDBG Administration	151,371	0	152,393	143,640
6604 CDBG Housing	298,133	0	443,581	0
6608 Commercial Facade Program	0	0	0	0
6802 HOME Administration	26,847	0	84,728	32,578
6803 Single/Multi Family Housing	335,552	0	399,495	0
Total	4,177,703	3,088,434	5,317,817	5,250,455

**City of Independence**  
**Departmental Budget Summary**

Department: 4400 - Community Development

2017-18 Operating Budget

**Source of Funding**

General Fund	3,006,687	3,088,434	3,871,934	5,074,237
Grants	359,113	0	365,686	0
Community Dev Block Grant Fund	449,504	0	595,974	143,640
HOME Program Fund	362,399	0	484,223	32,578
Total	4,177,703	3,088,434	5,317,817	5,250,455
	4,177,703	3,088,434	5,317,817	5,250,455

**Direct/Offsetting Revenues**

Planning Exams and Licenses	114,354	110,000	113,294	110,000
Building Permits	678,991	550,000	1,200,000	950,000
Planning and Zoning Fees	20,412	15,000	26,914	27,260
Board of Adjustment Fees	3,450	3,000	2,850	3,000
Transit Rider Fares	171,587	155,000	179,171	184,373
Federal Transit Authority Grant	0	0	0	543,417
Total	988,794	833,000	1,522,229	1,818,050
	988,794	833,000	1,522,229	1,818,050

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Served as liaison between City and numerous Boards, Commissions, and various business organizations. 1
- \* Completed State TIF Report in accordance with State Statutes. 2
- \* Served as liaison between City departments and the Independence business community on various development and business recruitment and location projects. 3,4
- \* Completed the Marketplace TIF and CID. 3,4

**2017-18 Objectives**

**Goal Ref**

- \* Develop informational materials regarding planning procedures, preservation programs, development regulations, building codes, tax abatement and economic development programs. 1
- \* Facilitate customer requests and applications to Planning Commission, Board of Adjustment, Heritage Commission and other boards and commissions. 1
- \* Served as liaison between City departments and the Independence business community on various development and business recruitment and location projects. 3,4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.00	.00	.00
Administrative Spec III	1.00	.00	1.00	1.00
Economic Developmnt Proj Coord	1.00	1.00	1.00	.00
Total	4.50	3.00	4.00	3.00
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	399,738	421,466	421,466	357,895
Other Services & Charges	4,258	5,900	5,800	4,800
Supplies	2,639	2,650	2,750	2,550
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	406,635	430,016	430,016	365,245
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Neighborhood Services Division works in partnership with citizens and businesses of Independence to promote and maintain a safe, healthy and desirable living and working environment through the administration of the Property and Maintenance Code.

**2016-17 Accomplishments**

**Goal Ref**

- \* Inspected 95% of all property maintenance complaints within two weeks of receipt. 1,4
- \* Streamlined enforcement by successfully merging the property maintenance, zoning, and dangerous building units into the Neighborhood Services Division. 1,4
- \* Completed the proactive Corridor Code Enforcement initiative along US 24 Highway that addressed property maintenance, zoning, and dangerous building issues. 1,4
- \* Modified owner/tenant notification procedures for property maintenance violations to increase inspection efficiency and output. 1,4
- \* Completed rehabilitation and resell for affordable homeownership of 6 previously vacant/foreclosed/abandoned single family homes. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Reactive Cases (Complaint Generated)		5,976	5,976	6,500
Proactive Cases		1,045	1,045	1,500
Initial Inspections		7,021	7,021	8,000
Recheck Inspections		7,167	7,167	8,100
Properties Deemed Unsafe to Occupy		166	166	150
Tickets Issued		910	910	1,000

**2017-18 Objectives**

**Goal Ref**

- \* Conduct 100% of initial property maintenance complaint inspections within fourteen calendar days of receipt. 1,4
- \* Conduct the proactive Corridor Code Enforcement initiative along US 40 Highway to address property maintenance, zoning, dangerous building and other code issues. 1,4
- \* Increase the number of dangerous buildings demolished/repared, as compared to FY16-17. 1,4
- \* Cross-train all property maintenance officers in zoning regulations to increase efficiency of overall code enforcement. 1,4
- \* Integrate the Engineering Tech II position into the Division to 1,4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

- effectively enforce right-of-way obstructions, dangerous trees and failing septic systems.
- \* Work with Technology Services to transition the Code Enforcement software to the CityWorks System. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Asst Dept Director	.00	.00	.00	1.00
Neighborhood Services Manager	.00	.00	.00	1.00
Engineering Tech II	.00	.00	.00	1.00
Comm Develop Prog Spec	.88	.88	.88	.88
Neighborhood Services Coord	1.00	1.00	1.00	.00
Neighborhood Services Manager	.80	.80	.80	.00
Dangerous Building Specialist	.00	.00	.00	1.00
Administrative Spec III	.00	.00	.00	1.00
Property Maint Officer	.00	.00	.00	7.00
Total	2.68	2.68	2.68	12.88

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	52,882	53,336	712,079	985,556
Other Services & Charges	0	0	114,194	170,496
Supplies	0	0	14,163	11,555
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	52,882	53,336	840,436	1,167,607

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Completed 2017-2023 Capital Improvements Program per City Charter. 2,3,4
- \* Managed and updated geographic information system and maps for use by public and city staff. 1
- \* Selected the consultant for the public engagement services as part of the Comprehensive Plan update. 3,4
- \* Completed the Truman and Winner Road Commercial Node Planning Sustainable Places Plan. 3,4
- \* Started work with consultant on the Fairmount Planning Sustainable Places plan. 3,4
- \* Worked to implement the Rental Ready program. 4
- \* Assisted in making improvements to CityWorks PLL to improve customer service and user efficiency. 1

**2017-18 Objectives**

**Goal Ref**

- \* Complete the 2018-2024 Capital Improvements Program. 2,3,4
- \* Complete update of Comprehensive Plan. 3,4
- \* Work on implementation of Truman and Winner Road Commercial Node Planning Sustainable Places Plan. 3,4
- \* Complete the Fairmount Planning Sustainable Places plan. 3,4
- \* Provide online access to geographic city data for the public. 1
- \* Continue to assist in making enhancements to CityWorks PLL. 1

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Asst Dept Director	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	.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	3.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	249,826	262,070	262,070	274,350
Other Services & Charges	37,597	78,298	78,298	34,325
Supplies	664	780	780	585
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	288,087	341,148	341,148	309,260
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Current Planning Division develops, administers and enforces the Unified Development Ordinance to maintain an attractive, safe and functional built environment by maintaining quality neighborhoods, ensuring that development meets the standards set, and educating and enforcing the UDO. The division is also responsible for the processing, issuance and monitoring of licenses and permits authorized in Chapters 2, 5 and 19 of the City Code.

**2016-17 Accomplishments**

**Goal Ref**

- \* Assisted code enforcement along major city corridors to improve visual aesthetics. 4
- \* Completed 6 proposed amendment to the Unified Development Ordinance (UDO) to reflect city policies and goals. 1,3,4
- \* Hosted Planning Commissioner training on stormwater management in association with the cities of Blue Springs and Lee's Summit. 3,4
- \* Reviewed/revised deadline schedules for Planning Commission and Board of Adjustment to match actual time needed to review applications. 1
- \* Completed the 2015/2016 License Surcharge annual report. 2,3,4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Development Related Plans Reviewed	57	85	65	70
Ordinance Text Amendment Cases	2	3	2	5
Board of Adjustment Cases	17	23	15	15
Building and Demolition Permits Reviewed	367	384	360	380
Sign Permits Issued	276	309	280	295
Code Violations Inspections	1660	1629	1600	
Number of business licenses issued				8,500

**2017-18 Objectives**

**Goal Ref**

- \* Amend the Unified Development Ordinance (UDO) to reflect city policies and goals. 1,3,4
- \* Work with Noland Road Community Improvement District on adoption and implementation of the CID plan. 3,4
- \* Assist in the implementation of the Comprehensive Plan update, once adopted. 3,4
- \* Continue assistance in zoning enforcement along major city corridors to improve visual aesthetics. 4
- \* Complete the 2016/2017 License Surcharge annual report. 2,3,4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

- \* Successfully integrate business licensing functions into the division.
- \* Conduct field investigations to ensure business establishments within the city are abiding by Chapters 2, 5 and 19 of the City Code.

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Planner	2.00	2.00	2.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	.00	.00	.00	2.00
Zoning Technician	1.00	1.00	1.00	.00
Permits and Zoning Technician	.00	.00	.00	1.00
Administrative Spec II	.50	1.00	1.00	.00
Administrative Spec III	.00	1.00	.00	.00
Total	4.50	6.00	5.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	161,570	165,654	165,654	394,258
Other Services & Charges	4,566	5,750	5,750	4,825
Supplies	1,924	800	800	600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	168,060	172,204	172,204	399,683

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Issued RFP for the operation and management of the intra-city bus service known as IndeBus.
- \* Coordinated with regional transit operators on transit for reciprocity to improve reciprocity regarding fares and fare media between transit operators.

1,4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Ridership/Inter-City Routes	146,339	136,595	150,000	145,000
Ridership/Intra-City Routes	292,824	274,243	285,000	285,000
Average Daily Ridership - Intra-City Buses (calendar year)	953	896	928	930

**2017-18 Objectives**

**Goal Ref**

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

4

4

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Other Services & Charges	1,528,838	1,595,735	1,595,735	2,216,300
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,528,838	1,595,735	1,595,735	2,216,300

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Continued and expanded Preservation Month activities (May 2017) including preservation awards, local tours, special events and lectures. 3
- \* Managed restoration efforts at all city-owned historic sites. 3
- \* Updated "Rediscover Independence" webpages highlighting the benefits of relocation and reinvestment within the city's traditional neighborhoods. 1,3
- \* Participated in state-sponsored Certified Local Government training for staff and Heritage Commission. 1
- \* Updated programmatic agreement with State Historic Preservation Office for HUD-funded projects. 4
- \* Successfully secured and administered Certified Local Government grant from the State Historic Preservation Office to conduct conditions assessments at the Vaile Mansion and Bingham-Waggoner Estate. 3
- \* Maintained social media contacts including the City's website, Facebook and Twitter and held year-round public outreach/education sessions. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Heritage Commission Cases/Reviews	14	14	12	15
Demolition Permits	46	53	45	60
Dangerous Buildings	42	45	40	50
Locally Designated Historic Properties	0	0	1	5

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

<b>2017-18 Objectives</b>	<b>Goal Ref</b>
* Continue to promote cross-training with regional governments and organizations.	1
* Assist and educate historic property owners about the benefits of owning historic buildings.	1,3
* Oversee restoration projects at all city-owned sites.	3
* Actively promote the synergy between preservation and sustainability in all public outreach efforts.	3
* Continue to foster a progressively greater public presence creating positive support and interest in preservation efforts throughout the community utilizing outreach tools such as social events and social media.	1
* Actively promote designation of individually listed properties with historic or architectural significance.	1,3
* Continue to attend more public functions in order to better and more actively engage the public.	1,3
* Update lease agreements with city-owned historic sites.	3
* Build upon and expand annual Preservation Month activities.	1
* Continue year-round preservation training for staff and Heritage Commissioners and partner with area communities to diffuse costs.	1
* Seek funding sources to bring workshops and guest speakers to educate historic property owners on best practices.	1,3
* Secure Certified Local Government grant from the State Historic Preservation Office to update Historic Preservation Master Plan.	3
* Continue to seek out viable funding sources for community-wide historic preservation efforts.	3

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Historic Pres Specialist	1.00	1.00	1.00	.00
Historic Pres Manager	.00	.00	.00	.00
Historic Pres Manager	1.00	1.00	.50	.50
Total	2.00	2.00	1.50	.50
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	48,590	38,033	38,033	40,564
Other Services & Charges	5,953	5,360	4,776	7,025

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Supplies	282	250	834	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	54,825	43,643	43,643	47,589

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Implemented CityWorks PLL for building and construction permits. 1
- \* Implemented electronic plan review in CityWorks PLL for construction permits to improve customer service/efficiency. 1
- \* Streamlined the monthly dangerous building report to deliver concise information. 1
- \* Implemented real time electronic inspection via tablets. 1
- \* Updated Building Permit Inspection website for contractors and citizens to be user friendly. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
No. of Building Inspections	6,389	6,340	6,100	6,600
Number of Bldg. Permits Issued	3,322	3,397	3,300	3,450
Question Survey to Builders on Service	210	154	200	150

**2017-18 Objectives**

**Goal Ref**

- \* Continue to make enhancements to CityWorks PLL to improve customer service/efficiency. 1
- \* Create information packets for contractors & other customers on the types of permits and the requirements to improve customer service/efficiency. 1
- \* Create a streamlined building permit application process to improve customer service/efficiency. 1

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Plans Examiner	2.00	2.00	2.00	1.00
Permits and Zoning Technician	3.00	3.00	3.00	2.00
Building Inspector	4.00	4.00	4.00	2.00
Dangerous Building Specialist	1.00	1.00	1.00	.00
Building Inspections Mgr	1.00	1.00	1.00	.00
Total	11.00	11.00	11.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	404,146	334,868	334,868	350,884
Other Services & Charges	94,864	109,712	105,912	211,044
Supplies	8,350	7,772	7,972	6,625
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	507,360	452,352	448,752	568,553

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 08 - Community Dev Block

**Description**

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

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	1.00
Community Dev Programs Supvr	1.00	1.00	1.00	.00
Total	2.00	2.00	2.00	1.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	166,591	0	135,756	86,835
Other Services	15,745-	0	14,137	51,500
Supplies	525	0	1,500	2,805
Capital Outlay	0	0	1,000	2,500
Other	0	0	0	0
Total	151,371	0	152,393	143,640

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 08 - Community Dev Block

**Description**

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

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services	298,133	0	443,581	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	298,133	0	443,581	0

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 09 - HOME Program Fund

**Description**

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

**Staffing:**

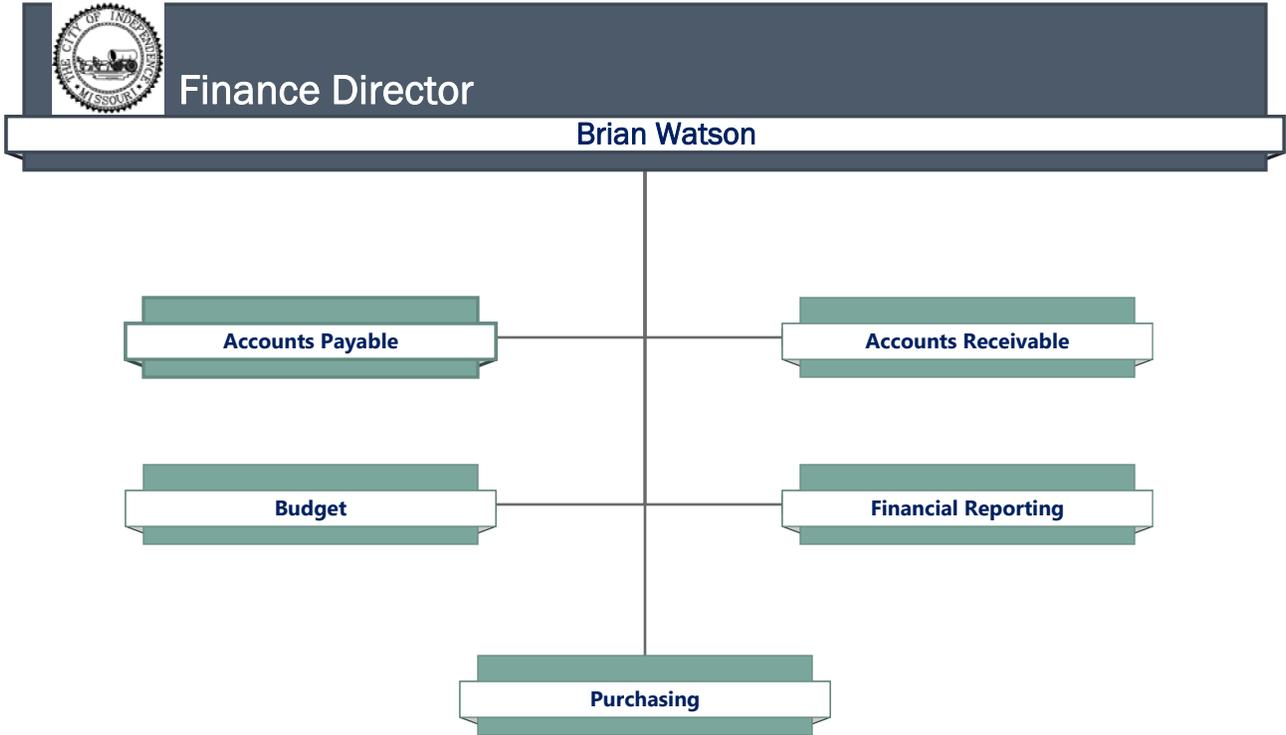
Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Comm Develop Prog Spec	.00	.00	.00	.50
Comm. Development Prog. Coord.	1.00	1.00	1.00	.00
Total	1.00	1.00	1.00	.50

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	14,001-	0	28,757	21,556
Other Services	40,848	0	54,971	10,000
Supplies	0	0	500	1,022
Capital Outlay	0	0	500	0
Other	0	0	0	0
Total	26,847	0	84,728	32,578



# Finance



**City of Independence**  
**Departmental Budget Summary**

Department: 4200 - Finance

2017-18 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.

Description	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	22.00	22.00	23.00	17.00
Total	22.00	22.00	23.00	17.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4201 Finance Administration	376,466	270,376	270,376	448,145
4210 Accounting	972,836	1,011,950	1,011,950	900,723
4217 City Hall Cashiering	52,522	53,005	53,005	53,499
4240 Procurement	297,286	300,240	300,240	307,372
4260 Business Licensing	260,130	263,852	263,852	0
Total	1,959,240	1,899,423	1,899,423	1,709,739
	=====	=====	=====	=====

Source of Funding	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
General Fund	1,906,718	1,846,418	1,846,418	1,656,240
Water Fund	52,522	53,005	53,005	53,499
Total	1,959,240	1,899,423	1,899,423	1,709,739
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Finance Director	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	.00
Risk & Bus Lic Mgr	.00	.00	.00	1.00
Budget Analyst	1.00	1.00	1.00	.00
Deputy Finance Director	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Total	4.00	4.00	4.00	3.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	363,433	255,579	255,579	438,405
Other Services & Charges	3,233	3,677	3,677	2,234
Supplies	8,300	11,120	11,120	7,506
Capital Outlay	1,500	0	0	0
Other Expenditures	0	0	0	0
Total	376,466	270,376	270,376	448,145

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4210 - Accounting

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Received the 'Certificate of Achievement for Excellence in Financial Reporting Award' from the Government Finance Officer's Association for the 32nd consecutive year for the 2015-16 CAFR. 2
- \* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 74, Financial Reporting for Post-Employment Benefit Plans Other Than Pension Plans, effective for the fiscal year beginning July 1, 2016. 2
- \* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 77, Tax Abatement Disclosures, effective for the fiscal year beginning July 1, 2016. 2
- \* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 78, Pensions Provided Through Certain Multiple-Employer Defined Benefit Pension Plans, effective for the fiscal year beginning July 1, 2016. 2
- \* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 80, Blending Requirements for Certain Component Units - an Amendment of GASB Statement No. 14, effective for the fiscal year beginning July 1, 2016. 2
- \* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 82, Pension Issues - an Amendment of GASB Statements No. 67, 68 & 73, effective for the fiscal year beginning July 1, 2016. 2

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Payroll Direct Deposits Processed	28,904	28,716	28,800	28,300
Number of Payroll Supplemental Checks Processed	100	346	110	100

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4210 - Accounting

2017-18 Operating Budget  
Fund: 02 - General Fund

Disbursement Checks Processed	11,085	10,034	11,337	10,915
Department Local Checks Processed	341	295	337	368
Electronic Payments	876	849	844	858
Percent of Request for Payments Paid Within 14 Days	98.98%	99.58%	96.81%	97.26%
Percent of Invoices Paid Within 30 Days of Invoice Date	84.15%	84.17%	82.89%	83.20%
Misc. Invoices Issued	\$4,099,987	\$2,774,898	\$4,000,000	\$3,000,000
Average Rate of Return Earned on Investments and Money Market	.023%	.164%	.052%	.371%
Average Number of Days to Issue Monthly Financial Report	35	41	25	25

**2017-18 Objectives**

**Goal Ref**

- |   |   |
|---|---|
| * Review Governmental Accounting Standards Board (GASB) Statement No. 75, Accounting and Financial Reporting for Post-Employment Benefits Other Than Pensions, effective with the fiscal year beginning July 1, 2017. | 2 |
| * Review Governmental Accounting Standards Board (GASB) Statement No. 83, Certain Asset Retirement Obligations, effective with the fiscal year beginning July 1, 2018.  | 2 |
| * Begin implementation of the new computer ERP system.  | 2 |

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Accounts Payable Spec	1.00	1.00	1.00	1.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	1.00	1.00	1.00	1.15
Accountant I	2.00	2.00	2.00	2.00
Senior Accountant	1.00	.00	.00	.00
Accounting Supervisor	2.00	3.00	3.00	3.00
Deputy Finance Director	.00	.00	1.00	.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total	9.00	9.00	10.00	9.15

*City of Independence*  
*Detail Program Summary*

Department: 4200 - Finance  
Cost Center: 4210 - Accounting

2017-18 Operating Budget  
Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	820,787	858,536	858,536	737,524
Other Services & Charges	150,149	149,999	149,999	160,249
Supplies	1,900	3,415	3,415	2,950
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	972,836	1,011,950	1,011,950	900,723
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Description**

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

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Total Transactions Processed	20,250	22,750	20,000	22,000
Total Dollars Processed (Millions)	\$15.5	\$18.0	\$15.3	\$17.0
Utility bills as percentage of total transactions	26.39%	27.25%	26.25%	26.75%
Utility payments as a percentage of dollars processed	8.06%	8.50%	2.00%	8.25%
MGE payments as a percentage of transactions processed	11.62%	11.85%	4.00%	11.75%
MGE payments as a percentage of dollars processed	2.59%	2.30%	1.00%	2.45%
Bus Passes as a percentage of total transactions processed	2.50%	2.45%	0.75%	2.45%

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Accounts Specialist	.85	.85	.85	.85
Total	.85	.85	.85	.85

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	52,519	53,005	53,005	53,499
Other Services & Charges	3	0	0	0

*City of Independence*  
*Detail Program Summary*

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

2017-18 Operating Budget  
 Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	52,522	53,005	53,005	53,499

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4240 - Procurement

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Purchase Orders Issued	5,453	5,648	5,500	5,000
Price Agreements Maintained	307	291	310	300
Request for Proposals processed and administered	21	17	24	20
No. of Days to issue Purch. Orders for Req. not requiring bids.	.5	.5	.5	.5
No. of Days to issue Purch. Order for Req. requiring informal bids.	14	14	14	14
No. of Days to issue Purch. Order for Req. requiring formal bids.	34	34	35	37
Percentage of minor purchases using P cards vs. dept. local checks	97.7%	98.9%	98.0%	99.2%

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	.00
Asst Procurement Specialist	1.00	1.00	1.00	1.00
Procurement Specialist	2.00	2.00	2.00	2.00
Total	5.00	5.00	5.00	4.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
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*City of Independence*  
*Detail Program Summary*

Department: 4200 - Finance  
 Cost Center: 4240 - Procurement

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	291,886	295,089	295,089	302,713
Other Services & Charges	4,700	3,509	3,509	3,232
Supplies	700	1,642	1,642	1,427
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	297,286	300,240	300,240	307,372
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of business licenses issued	8,224	8,125	8,650	
Percentage of new business license applications processed	12.29%	12.25%	13.00%	
Renewed business license account as percent of licenses issued	87.81%	87.75%	87.00%	
Percent of businesses renewing their account by due date	67.35%	71.56%	70.00%	
Business license accounts closed	1,198	1,400	1,350	
New liquor license applications processed	17	18	19	

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Accounts Specialist	.15	.15	.15	.00
Risk & Bus Lic Mgr	1.00	1.00	1.00	.00
Bus Lic Comp Officer	2.00	2.00	2.00	.00
Total	3.15	3.15	3.15	.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	243,014	246,123	246,123	0
Other Services & Charges	15,099	16,729	16,729	0

*City of Independence*  
*Detail Program Summary*

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Supplies	2,017	1,000	1,000	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	260,130	263,852	263,852	0
	=====	=====	=====	=====

# Fire



**Fire Chief**

**John Greene**

**Emergency Medical Services**

**Emergency Preparedness**

**Fire Operations**

**Fire Prevention**

**Training/Professional Development**

**City of Independence**  
**Departmental Budget Summary**

Department: 4600 - Fire

2017-18 Operating Budget

**Department Description**

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

Description	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b><u>Staffing</u></b>				
Full Time Positions	175.00	175.00	175.00	174.00
Total	175.00	175.00	175.00	174.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4611 Fire Administration	526,137	612,458	612,458	588,876
4621 Fire Operations	16,460,138	15,768,192	15,768,192	16,092,829
4622 Emergency Medical Services	171,796	230,767	230,767	224,532
4631 Fire Prevention	547,490	673,618	673,618	702,335
4641 Maintenance	132,648	192,432	192,432	228,424
4650 Fire Dept. Grants	147,310	0	127,021	91,358
4651 Training/Professional Dev.	138,447	160,589	160,589	172,784
4661 Emergency Preparedness	69,539	144,369	144,369	150,003
4671 Fire Sales Tax Program	2,828,187	2,079,582	2,079,582	2,014,108
Total	21,021,692	19,862,007	19,989,028	20,265,249
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4600 - Fire

2017-18 Operating Budget

**Source of Funding**

General Fund	18,046,195	17,782,425	17,782,425	18,159,783
Grants	147,310	0	127,021	91,358
Fire Public Safety Sales Tax	2,828,187	2,079,582	2,079,582	2,014,108
Total	21,021,692	19,862,007	19,989,028	20,265,249
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Continued Labor Management committee to examine response issues and develop options to improve incident responses. 1
- \* Provided information and support to Public Safety Oversight committee for the Fire Safety Sales Tax on quarterly basis to allow for review and evaluation of the Fire Departments compliance with the stated goals to the voters. 2
- \* Continued ongoing Labor/Management committee meeting to discuss department issues and solutions. 4

**2017-18 Objectives**

**Goal Ref**

- \* Coordinate the support and integration of recommendation made by the Committee for Review of Public Safety Services and the report on deployment/standard of coverage for the 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. 2
- \* 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. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	430,169	465,459	465,459	442,654
Other Services & Charges	83,358	122,227	122,227	127,811
Supplies	12,610	24,772	24,772	18,411
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	526,137	612,458	612,458	588,876
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* The collection and correlation of pre-incident target hazard information continues, along with integration of Operations MDT capabilities with the Department records system, to more seamlessly capture pre-incident target hazard information for use during emergency responses. 4
- \* Established an Automatic Aid agreement with Fort Osage Fire Protection District for the northeastern parts of the city. 4
- \* Analysis of quarterly response data shows a slight improvement towards meeting response time goals according national recommendations. 4
- \* Established a new Department record in the number of incident responses for the 2016 Calendar year. At 20,726 total responses, this represents a 3% increase from the previous year. 4
- \* Through the Labor/Management Cancer committee efforts, the department agreed to eleven steps to be taken to address cancer in the Fire Service. This step represents positive and concrete actions to increase health and safety of our operations personnel, including all department employees. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Total Alarms	18,736	20,184	20,000	21,744
Residential Fires	152	158	160	164
Commercial Fires	24	22	25	20
Vehicle Fires	72	79	80	87
Grass/Trash	160	194	180	235
Open Burning	202	355	200	507
Bomb Threat	7	6	5	5

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

Hazardous Materials	400	372	350	346
Alarm Systems	906	890	900	874
Medical Alarms	11,545	12,539	11,750	13,619
Service Calls, Odors, Carbon Monoxide, Other Service	5,268	5569	5,500	5887

**2017-18 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 Datat Terminal (MDT) technology. 1
- \* Collet data on a quarterly basis and provide corrective actions to ensure response (from time of dispatch until firefighters are on scene) meets national recommendation for fire and EMS response 90% of the time (fire 380 seconds and EMS 360 seconds). 1
- \* Coordinate with Training/Professional Development Division to conduct two table-top exercises with 100% of Command Staff and 50% of captains to practice model procedures for Incident Command System (ICS). 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Fire Captain	42.00	42.00	42.00	42.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	65.00	69.00	69.00	69.00
Battalion Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	153.00	157.00	157.00	157.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	16,070,980	15,215,915	15,215,915	15,559,266
Other Services & Charges	257,156	398,526	398,526	377,798
Supplies	96,673	118,422	118,422	120,436
Capital Outlay	0	0	0	0
Other Expenditures	35,329	35,329	35,329	35,329

*City of Independence*  
*Detail Program Summary*

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Total	16,460,138	15,768,192	15,768,192	16,092,829

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2017-18 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* 110 or approximately 73% of eligible personnel participated in the voluntary Wellness Physicals which included blood work, eye exams, hearing exams cardiac stress test and a physical exam by a physician. 4
- \* In fiscal year 16-17 the fire department personnel had 15 clinical saves while responding on cardiac and traumatic arrest incidents. 4
- \* Coordinated the replacement of three (3) ECG monitors with new LifePak 15 monitors, and provided in-service training for personnel to ensure competency on older monitors and replacement monitors. 4
- \* Replaced aging medical bags and modules with new and more functional line. Researched and later purchased new patient lifting straps for all apparatus, to help reduce firefighter injuries. Provided in-house training on new straps and proper lifting techniques. 4
- \* Implemented yearly refresher program for ACLS and CPR recertifications for all fire department personnel. 4
- \* Restructured and combined wellness physicals through joint efforts of HealthStat and City Clinic. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Total Emergency Medical Services (EMS) Calls	11,549	12,539	12,932	12,972
Total Basic Life Support (BLS) Calls	7,520	2,426	8,404	2,550
Total Advanced Life Support (ALS) Calls	4,273	1,055	5,003	1,126
Clinical Saves	20	15	30	20
Emergency Medical Technician (EMT) Training Hours	5,800	4,226	6,600	6,000



**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Began utilization of City Works to track and expedite a paperless plan review process. 1
- \* Continued education through one Inspector achieving Investigator certification status and others through continuing education on home fire sprinklers class and fire sprinkler plan review. 4
- \* Identified businesses that regularly have commercial inspection violations in order to implement an advanced notification system of up coming inspections. 4
- \* Viewed and evaluated several demonstrations by various mobile data terminal vendors for future update of existing terminals. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Commercial Inspections and Reinspections	2,586	1,041	2,650	1,200
Plan Reviews & Final Construction Inspections	525	498	575	525
Occupational License Inspections & Reinspections	839	779	875	800
Santa-Cali-Gon Inspections	442	404	450	400
Public Education Audience	12,712	6,692	25,000	12,000
Citizen Request	244	311	300	300
Zoning Projects	20	50	50	47

**2017-18 Objectives**

**Goal Ref**

- \* Coordinate replacement and installation of new mobile data terminals for fire suppression apparatus. 4
- \* Coordinate a Public Education program with Independence Elementary Schools to visit each school once a month and participate with a class to increase fire department awareness and education. 1
- \* Coordinate and develop a new Juvenile Fire Setter program. 4
- \* Coordinate a program for educating businesses that continually fail 1

*City of Independence*  
*Detail Program Summary*

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

their annual fire inspection.

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Fire Inspector	5.00	5.00	5.00	5.00
Battalion Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	540,595	660,082	660,082	685,440
Other Services & Charges	3,346	7,056	7,056	6,091
Supplies	3,549	6,480	6,480	10,804
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	547,490	673,618	673,618	702,335

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire  
Cost Center: 4641 - Maintenance

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Coordinated the annual testing for fire pumps, aerial/ladder certification, SCBA flow testing, SCBA mask fit testing and Personal Protective gear inspection. 4
- \* Coordinated facility maintenance and apparatus maintenance requests for service. 4
- \* Coordinated purchase of 35+ sets of Bunker Gear and other protective clothing. 4
- \* Coordinated purchase of Breathing Air Compressor for Station 2. 4
- \* Coordinated the specifications and purchase of multiple fire apparatus. 4
- \* Coordinated the renovation of Fire Station 5 and Fire Station 1 Administration. 4
- \* Coordinated the roof repair of Fire Station 8. 4
- \* Coordinated the replacement of 14+ mobile and portable radios, as part of phase 3 of the replacement plan. 4
- \* Coordinated replacement of 3 of the extrication tools on fire apparatus. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Preventative Maintenance Completed on Fire Apparatus	87	223	80	175
Preventative Maintenance Completed on Staff Vehicles	27	38	25	40
Self-Contained Breathing Apparatus Repaired	32	36	45	50
Aerial Apparatus Recertification Completed	4	5	4	5
Pumper Apparatus Pump Tests Completed	17	17	17	17

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire  
Cost Center: 4641 - Maintenance

2017-18 Operating Budget  
Fund: 02 - General Fund

<b>2017-18 Objectives</b>	<b>Goal Ref</b>
* Continue with purchasing plan for replacement of mobile and portable radios for Operations Division.	4
* Supervise preparation of specification and purchase to replace large diameter fire attack hand nozzles.	4
* Supervise implementation and ongoing equipment inventory tracking for Fire Department utilizing fire records program.	4
* Coordinate ongoing service and maintenance of equipment, apparatus and facilities.	4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Assistant Fire Chief	.00	.00	.00	1.00
Battalion Chief	1.00	1.00	1.00	.00
Fire Apparatus Mechanic	1.00	1.00	1.00	.00
Total	2.00	2.00	2.00	1.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	59,315	107,302	107,302	135,041
Other Services & Charges	45,685	47,646	47,646	50,329
Supplies	27,648	37,484	37,484	43,054
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	132,648	192,432	192,432	228,424

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 15 - Grants

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Firefighter	4.00	.00	.00	.00
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	5.25	1.25	1.25	1.25

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	147,233	0	86,881	91,358
Other Services & Charges	77	0	0	0
Supplies	0	0	40,140	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	147,310	0	127,021	91,358

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2017-18 Operating Budget

Cost Center: 4651 - Training/Professional Dev.

Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Department wide delivery of contractual 4hrs of training on Rapid Intervention Team skills and didactic. 4
- \* Department wide delivery of Basic Pump Operations course. 4
- \* Department wide delivery of Forcible Entry techniques. 4
- \* Department wide delivery of Basic Fire Investigation. 4
- \* Department wide delivery of Fire Stream control with new nozzles. 4
- \* Department wide delivery of Solar Panel familiarization. 4
- \* Hire and trained 9 new firefighter recruits over their contractual 90 day period. 4
- \* 40 personnel attended specialized hands-on training outside the department. We utilize a variety of resources outside the department to expose our personnel to new ideas and to other organizations, in order to advance the professional development of our personnel. 4
- \* Participated in Missouri Gas Energy annual Fire School for Natural Gas Firefighting. 25 personnel attended. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Individual Class Topics	153	84	84	84
Computer-Based Topics	71	75	75	75
Total Combined Training Topics	224	159	159	159
Computer-Based Training Hours	1,980	1,842	1,500	1,500
Total Staff Hours	39,178	22,002	39,600	39,600
Average Hours Training per Person	164	135	240	240
% of 240 Hours Required by ISO	68%	56%	100%	100%

**2017-18 Objectives**

**Goal Ref**

- \* Continue coordinating, conduct and scheduled classes (Basic Fire Investigation, Fire Report Writing, Aerial Operations course, Driver 4

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2017-18 Operating Budget

Cost Center: 4651 - Training/Professional Dev.

Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

Operator course and ICS 300/400) for career development plan for Captains, Fire Equipment Operators and Firefighters to prepare for promotional exams and requirements.

- \* Coordinate activities funded through the Fire Safety Tax necessary to enhance and maintain maximum utilization of the Fire and Safety Training Center. Activities such as Live Fire Drills, Rapid Intervention Team drills, Calling a Mayday and SCBA confidence drills, providing all operations personnel 10 to 14 hours of hands-on training. 4
- \* Sponsor "Missouri Division of Fire Safety" courses such as Fire Officer 1, Fire Instructor 1 and Fire Inspector by hosting in Independence. These courses are required for the career development of Captains, Fire Equipment Operators and Firefighters to prepare for promotion. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 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	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	127,328	156,059	156,059	162,360
Other Services & Charges	9,533	169	169	5,936
Supplies	1,586	4,361	4,361	4,488
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	138,447	160,589	160,589	172,784

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Emergency Preparedness Division is responsible for supporting the Emergency Management functions for the City of Independence, Missouri. This division provides the core management and administrative functions as defined through the Local Emergency Operations Plan. The division serves as a support during times of disaster for all local, state and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention and recovery. The Emergency Preparedness Division manages and administers the Emergency Management Performance Grant (EMPG), Local Emergency Operations Plan, outdoor warning siren system, Independence/Eastern Jackson County Emergency Communications group, Community Emergency Response Team (CERT) program and Independence Citizen Corps. The division is also responsible for the support of planning exercises and training functions to facilitate multi-departmental and agency coordination for operations in response to potential and actual incidents within the City of Independence, Missouri.

**2016-17 Accomplishments**

**Goal Ref**

- \* Activated Independence/Eastern Jackson County Emergency Operations Center and Emergency Management Mobile Command Center 9 times in FY16-17 emergency incidents. 4
- \* Coordinated with American Red Cross to update shelter survey information for 10 shelter locations and continue coordinating with Red Cross, Parks and Recreation, SEMA and other organizations. 4
- \* Completed 120 training sessions, drills and meetings conducted by volunteers and paid staff of Emergency Management. 4
- \* Provided presentation to 430 citizens through the public education program and through training exercises. 4
- \* Provided three(3) 40 hour Community Emergency Response Team training courses, with 43 participants. Funds for delivery were reimbursed by MARC. 1
- \* Improvements to Emergency Operations Center were completed through installation of communications equipment, information technology and other technology improvements. 4
- \* Obtained a hazard mitigation grant from FEMA/SEMA for the City of Independence to install new voice-warning siren for the Independence Square. 2
- \* Recruited twenty-one(21) new certified volunteers. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
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**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Emergency Operations Center (EOC) Activations	8	11	10	12
Mobile Command Center Call Outs	8	2	8	0
Mitigation Projects	0	0	1	1
Total Volunteer Training Meetings/ Sessions	68	120	120	98
EOC Management Team Events	18	48	22	50
Community Emergency Response Team (CERT) Events	15	21	20	40
Disaster Animal Response Team (DART) Events	8	6	8	15
Emergency Communications (Amateur Radio) Services (ECS) Events	20	15	24	20
Public Education Program Presentations	7	10	10	18
Volunteer Coordinator Leadership Meetings	2	21	12	40

**2017-18 Objectives**

**Goal Ref**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>* Manage and provide grant program oversight for Federal Emergency Management Agency, Emergency Management Performance Grant for the 2017 grant year, ensuring adherence to budgeting guidelines, matching funds requirements, exercise participation requirements and documentation submission timelines throughout the grant year.</li> <li>* Update the City's Local Emergency Operation Plan, including updates to the Severe Weather Operating Guide, Reception and Care Annex, Public Warning Standard Operating Guide or three other annexes as required by the State of Missouri. Changes will be submitted to SEMA for approval.</li> <li>* Annual update of "Go-Books" for city departments.</li> <li>* Participate in not less than one joint inter-departmental orientation , drill, table-top, functional or fullscale exercises using scenarios involving paid staff and volunteer organizations.</li> <li>* Conduct not less than two Community Emergency Response Team courses for citizens, new volunteers and returning CERT members and conduct one advanced training per quarter, for existing CERT members using grant funds.</li> <li>* Update and enhance the Emergency Operations Center facilities and capabilities.</li> <li>* Increase the number of Disaster Survivor Shelters with signed facility agreements by 20%.</li> </ul> | <ul style="list-style-type: none"> <li>2</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> <li>4</li> <li>2</li> </ul> |
|--|---|

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Emergency Preparedness Mgr	.50	.50	.50	.50
Emergency Preparedness Planner	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	1.25	1.25	1.25	1.25

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	17,799	87,357	85,857	91,358
Other Services & Charges	44,023	44,658	44,658	47,120
Supplies	7,717	12,354	13,854	11,525
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	69,539	144,369	144,369	150,003

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 17 - Fire Public Safety S

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Purchased 35+ sets of bunker gear and other protective clothing. 2
- \* Purchased Breathing Air Compressor for Fire Station 2. 2
- \* Purchased new Pumper/s for department. 2
- \* Completed renovation of Fire Station 5. 2
- \* Completed renovation of Fire Station 1 Administration. 2
- \* Completed major repair of roof on Fire Station 8. 8
- \* Purchased 14+ mobile and portable radios. 2
- \* Purchased 3 portable extrication tools for fire apparatus. 2
- \* Purchased software upgrade for Computer Aided Dispatch center. 2
- \* Provided training for fire department personnel. 2

**2017-18 Objectives**

**Goal Ref**

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

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,915	0	0	0
Other Services & Charges	451,870	618,407	618,407	390,872
Supplies	91,270	151,000	151,000	154,000
Capital Outlay	2,283,126	1,310,175	1,310,175	1,396,000
Other Expenditures	6	0	0	73,236
Total	2,828,187	2,079,582	2,079,582	2,014,108
	=====	=====	=====	=====

# Health



**Public Health Director**

**Andrew Warlen**

**Communicable Disease and Immunization**

**Disease Prevention**

**Environmental Public Health**

**City of Independence**  
**Departmental Budget Summary**

Department: 4700 - Health

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	31.00	31.00	32.00	19.00
Part Time Positions	4.42	4.69	5.67	4.50
Total	35.42	35.69	37.67	23.50
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4711 Health Administration	359,439	330,581	330,581	247,289
4720 Disease Prevention	169,593	157,292	157,292	169,219
4730 Communicable Disease & Immun.	63,427	78,710	78,710	89,950
4740 Environmental Public Hlth Div	2,097,514	2,042,077	1,258,577	1,203,768
4752 Disease Prevention - Grant	410,866	0	547,885	275,710
4753 Comm. Disease & Immun. - Grant	130,363	0	219,727	185,792
4754 Environ. Public Hlth. - Grant	45,860	0	120,655	17,528
Total	3,277,062	2,608,660	2,713,427	2,189,256
	=====	=====	=====	=====

**Source of Funding**

General Fund	2,689,973	2,608,660	1,825,160	1,710,226
Grants	587,089	0	888,267	479,030

*City of Independence  
Departmental Budget Summary*

Department: 4700 - Health

2017-18 Operating Budget

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Source of Funding</b>				
Total	3,277,062	2,608,660	2,713,427	2,189,256

**Direct/Offsetting Revenues**

Food Handler's Permits	87,717	97,000	92,278	92,213
Food Establishment Permits	161,630	155,000	215,132	175,000
Other Health Fees and Permits	49,268	45,250	59,262	60,034
Animal Shelter Services	8,845	6,300	6,660	6,630
Other Health Programs	11,726	9,000	16,135	16,235
Total	319,186	312,550	389,467	350,112

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Administered the Health Department's operational budget and kept the City Manager informed of the department's financial standing. 2
- \* Maintained a highly-trained, highly-motivated, customer-oriented staff to meet the health needs of the community. 1
- \* The Health Director is currently the Chair of the Missouri Department of Health and Senior Services' Director's Advisory Council, the President-Elect of Missouri Public Health Association, and the Vice-Chair of the Metropolitan Official Health Agencies of the Kansas City Area. Facilitated communication and cooperation in the public health field at the state and national level by maintaining active membership in the Missouri Association of Local Public Health Agencies (MoALPHA), Missouri Public Health Association's Board of Directors, and National Association of County and City Health Officials' (NACCHO). 4
- \* Monitored and assisted the Health Department divisions in accomplishing their stated objectives for FY2016-17 through weekly one-on-one meetings with the individual division managers. 4

**2017-18 Objectives**

**Goal Ref**

- \* Administer the Health Department's operational budget and keep the City Manager informed of the department's financial standing. 2
- \* Maintain a highly-trained, highly-motivated, customer-oriented staff to meet the health needs of the community. 1
- \* Be recognized as a public health leader locally, regionally, and nationally by actively participating in public health initiatives and organizations. 4
- \* Monitor and assist the Health Department divisions in accomplishing their stated objectives for FY2017-18 through weekly one-on-one meetings with the individual division managers. 4
- \* Evaluate and improve processes, programs, and interventions necessary to achieve accreditation for the Health Department. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Public Health Director	1.00	1.00	1.00	1.00
Public Health Manager	.00	.00	1.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	3.00	2.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	349,046	320,860	320,860	237,613
Other Services & Charges	7,864	7,534	7,734	7,531
Supplies	2,529	2,187	1,987	2,145
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	359,439	330,581	330,581	247,289

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health  
Cost Center: 4720 - Disease Prevention

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* On May 6, 2017, approximately 2,000 runners and walkers attended the 6th Annual Independence Park Trot 5k Run/Walk. Several community volunteers and organizations were vital to making the event a great success. 4
- \* On July 30, 2016, the Independence Health Department partnered with the Independence School District to host a free Health and Wellness Expo for Independence residents. The event took place at William Chrisman High School where services such as free sports physicals, immunizations and hearing screenings were offered. 4
- \* The Independence Health Department provided leadership and support to the Social Service Summit Planning Committee for the third annual social service summit. 4
- \* On January 25-26, 2017, Cindy Friend, Public Health Nurse and Independence Hungry and Homeless Co-chair, along with representatives from Community Service League and a variety of regional social services agencies worked together to conduct the Point-In-Time homeless survey. A total of 44 individuals were identified and surveyed in various locations within Independence. The Point-In-Time survey is conducted concurrently by multiple agencies in the Kansas City Metropolitan area to match the homeless with housing and collect difficult-to-find data, such as resource access and health issues. The data is also used to improve the type and location of services 3

**2017-18 Objectives**

**Goal Ref**

- \* Collaborate with local businesses and other City Departments to conduct the 7th Annual Independence Park Trot 5k Run/Walk. 4
- \* Partner with Independence School District to host a health and wellness expo to provide free health resources and services to members of the community. 4
- \* Engage the community via social media platforms and print media at least once per week to inform and educate citizens about public 4
- \* Collaborate with the Parks and Recreation Department to promote healthy living activities and events in the community. 4

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health  
Cost Center: 4720 - Disease Prevention

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Animal Services Officer	4.00	4.00	.00	.00
Animal Field Services Manager	1.00	1.00	.00	.00
Public Health Manager	.00	.00	1.00	1.00
Asst Hlth Dir, Disease Prevent	1.00	1.00	1.00	.00
Chronic Dis & Epidemiology Spv	.00	1.00	.00	.00
Administrative Spec II	1.06	1.06	.00	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Public Hlth Prgm Coordinator	.00	1.00	1.00	.00
Total	8.06	10.06	4.00	2.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	150,668	151,113	151,113	152,408
Other Services & Charges	12,618	3,530	3,530	9,099
Supplies	6,307	2,649	2,649	7,712
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	169,593	157,292	157,292	169,219

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2017-18 Operating Budget  
 Cost Center: 4730 - Communicable Disease & Immun. Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Conducted bi-annual onsite immunization audits at 51 childcare centers and home daycares licensed in Independence. Records were reviewed on more than 4,900 children to assure age-appropriate immunizations were received. After review and education, all records are 100% compliant 4
- \* Initiated and maintained partnerships between public health and the University of Missouri (Kansas City and Columbia), Graceland University, University of Central Missouri, and Research College of Nursing and supported experiences, including internships, for more than 10 nursing and public health students. 3
- \* Follow up of reportable diseases exceeded the benchmark at least 95% of the time. Follow up includes investigation, patient interviews, and reporting, and may also include collaboration with schools/daycares, healthcare facilities, and restaurants to prevent disease spread. 4
- \* Onsite visits were made to six local healthcare providers to improve disease reporting and provide education on treatment and public health impact. Contact was made to each healthcare provider through health alerts/advisories (13) and newsletters (2) to provide current communicable disease information. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Communicable Disease Investigations	429	580	400	600
Immunization Record Reviews	4,706	4,654	4,800	4,800

**2017-18 Objectives**

**Goal Ref**

- \* Partner with area universities to support and expand current activities, while promoting public health careers. Host at least five (5) students. 3
- \* Conduct two (2) immunization audits at all licensed childcare facilities and home daycares. 4
- \* Follow up of reportable diseases is completed within the required timeframe 95% of the time. 4
- \* Strengthen relationships with local healthcare providers and 4

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2017-18 Operating Budget  
 Cost Center: 4730 - Communicable Disease & Immun. Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

improve reporting by contacting each provider at least two (2) times per year and making onsite visits to at least five (5) provider offices.

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Public Health Nurse	1.00	1.00	1.00	1.00
Com Dis & Epidemiology Supv	1.00	.00	.00	.00
Public Hlth Prgm Coordinator	1.00	.00	.00	.00
Total	3.00	1.00	1.00	1.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	58,143	75,570	75,570	87,513
Other Services & Charges	584	1,125	1,358	597
Supplies	3,618	2,015	1,782	1,840
Capital Outlay	1,082	0	0	0
Other Expenditures	0	0	0	0
Total	63,427	78,710	78,710	89,950

**Significant Issues**

- \* Emerging infectious diseases, such as Ebola and Zika, as well as diseases that are re-emerging due to a decrease in vaccine coverage, such as pertussis, mumps, and measles are impacting public health response across the country.
- \* Some healthcare providers under-report communicable diseases or misinterpret case classifications and recommendations to prevent spread of disease.

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2017-18 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 Health Department's portion of the City Code sets the minimum standards to which facilities and individuals must conform. The Environmental Public Health Division works in partnership with the citizens and businesses of Independence to promote and maintain a safe, healthy, and desirable living and working environment.

**2016-17 Accomplishments**

**Goal Ref**

- \* Scanned over 3,300 records allowing paper records to be destroyed while meeting record retention requirements with the electronic copy and increasing efficiency when responding to record requests 2
- \* Investigated 100% of all foodborne illness complaints within one business day and all permitted facility complaints within two business days of receipt. 4
- \* Provided training to over 60 students in Independence high schools on safe food handling techniques. 3
- \* Collaborated with other City departments to reduce crime and disorder by addressing disorderly houses and businesses through a multi-departmental approach. 4
- \* Increased the perception of safety and provided quality customer service by responding to all reported animal bites within 24 hours. 1
- \* Hosted one off-site clinic that provided low-cost rabies vaccinations and microchipping. 3
- \* Inspected all lodging facilities in accordance with the frequency determined by City Code and the public health priority assessment to promote best practices and ensure quality facilities. 3

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Day Care Facilities Inspections	108	106	110	100
Food Service Inspection	1,645	1,229	1,683	1,500
Lodging Inspections	49	54	49	50
Commercial Swimming Pool Inspections	75	53	75	50
Tattoo/Body Piercing Parlor Inspections	9	4	9	5
Soft-serve Inspections/Sample	74	75	74	75

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2017-18 Operating Budget  
 Cost Center: 4740 - Environmental Public Hlth Div Fund: 02 - General Fund

Follow-up Inspections	187	215	202	230
Inspections initiated by Complaints	217	215	220	220
Food Handlers Trained	5,088	4,492	5,960	4,100
Food Managers Trained	624	472	704	500
Animal Services Calls	5,452	5,154	6,000	5,000
Animal Services Summons Issued	843	1,074	700	1,200
Reported Animal Bites	233	245	230	250
Animals Picked Up in the Field by Animal Services Officers	1,387	1,270	1,400	1,300

**2017-18 Objectives**

**Goal Ref**

- \* Inspect all permitted establishments in accordance with the frequency determined by City Code and the public health priority assessment to promote best practices and ensure quality facilities. 3
- \* Respond to all foodborne illness complaints within one business day and all other complaints regarding permitted facilities within two business days. 4
- \* Collaborate with other City departments to reduce crime and disorder by addressing disorderly houses and businesses through a multi-department approach. 4
- \* Increase the perception of safety and provide quality customer service by responding to all reported animal bites within 24 hours. 1

**Staffing:**

<u>Position Title</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>
Animal Services Officer	.00	.00	4.00	3.00
Animal Field Services Manager	.00	.00	1.00	1.00
Environ Public Health Supv	2.00	2.00	2.00	.00
Clerk Typist II	.50	.50	.50	.00
Assist Hlth Dir, Environmental	1.00	1.00	1.00	1.00
Public Health Inv II	3.00	3.00	3.00	3.00
Administrative Spec II	1.00	1.00	3.02	2.10
Administrative Spec III	1.00	1.00	.00	.00
Property Maint Officer	7.00	7.00	7.00	.00
Total	15.50	15.50	21.52	10.10

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2017-18 Operating Budget  
 Cost Center: 4740 - Environmental Public Hlth Div Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,401,872	1,318,374	659,631	606,105
Other Services & Charges	654,094	688,120	579,567	579,284
Supplies	36,696	35,583	19,379	18,379
Capital Outlay	4,852	0	0	0
Other Expenditures	0	0	0	0
Total	2,097,514	2,042,077	1,258,577	1,203,768
	=====	=====	=====	=====

**Significant Issues**

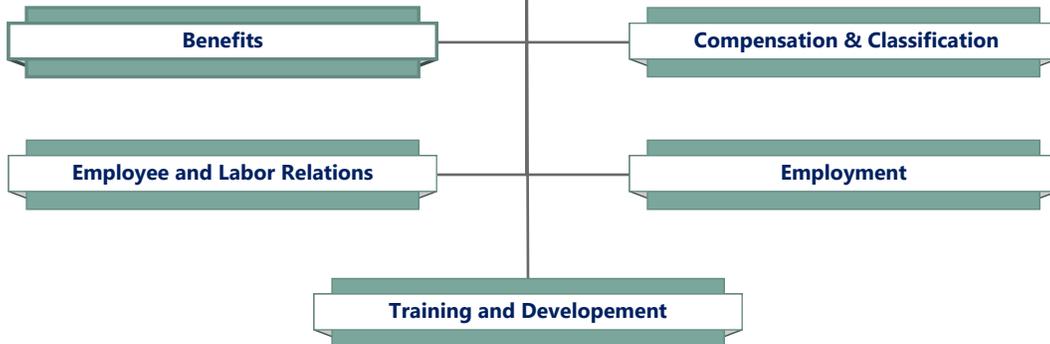
- \* An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Nine vehicles are more than 10 years old and are expected to need repairs that will exceed their value.
- \* Staffing levels for the number of animal services officers are below national and regional levels for jurisdictions with similar workloads.
- \* Staffing levels for public health investigators are below recommended U.S. Food and Drug Administration guidelines.

# Human Resources



Human Resources Director

Debra Craig



**City of Independence**  
**Departmental Budget Summary**

Department: 4300 - Human Resources

2017-18 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 1,030 employees as well as assistance with questions or concerns of 893 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment as well as establishing and administering personnel policies and procedures. Oversees administration of onsite health clinic and acts as liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

Description	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	6.00	6.00	6.00	5.00
Part Time Positions	.75	.75	.75	.00
Total	6.75	6.75	6.75	5.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4300 Human Resources	490,419	491,198	491,198	537,673
Total	490,419	491,198	491,198	537,673
	=====	=====	=====	=====

Source of Funding	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
General Fund	490,419	491,198	491,198	537,673
Total	490,419	491,198	491,198	537,673
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1,030 employees as well as assistance with questions or concerns of 893 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment as well as establishing and administering personnel policies and procedures. Oversees administration of onsite health clinic and acts as liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

**2016-17 Accomplishments**

**Goal Ref**

- |   |   |
|---|---|
| * Assisted 58 employees with retirement process during 2016 which represents almost 6% of City staff.   | 1 |
| * Administered three police officer testing events during 2016.   | 4 |
| * Conducted three Police and two Fire promotional testing events during 2016.   | 4 |
| * Updated Non-Represented and Represented Pay Plans 13 times.   | 2 |
| * Participated on the review committee for the Enterprise Resource Planning (ERP) system provider.  | 2 |
| * Reviewed, updated and/or created 33 job descriptions.   | 2 |
| * Implemented new online benefit enrollment system through CIGNA.   | 1 |
| * Added Active Release Techniques (ART) therapy at the Stay Well Health and Wellness Center. Held 23 ART presentations in different City departments.                             | 2 |
| * Added two additional benefit options: Aflac hospital plan and the 529 College Savings plan through payroll direct deposit   | 2 |
| * Implemented 90 Day prescription fill at retail option and EPIC Hearing Services Plan which provides hearing aid discounts.  | 1 |
| * Implemented CIGNA WellnessPlus Progressive Maximum plan for the dental insurance which increases the annual dollar maximum if the member receives dental preventative services. | 2 |
| * Conducted Benefits open enrollment October 24 - November 4, 2016 and the Benefits Fair.   |   |
| * Collected \$305,241.69 in Medicare D Subsidy so far for calendar year 2016 (will be more after the 2016 reconciliation process is completed).                                   | 2 |
| * Received Flag of Freedom Award for hiring Veterans at the City.   | 1 |
| * Conducted 26 New Employee Orientations.   | 1 |
| * Assisted the Human Relations Commission with planning, organizing and participating in the annual Heritage Festival in September, 2016.   | 1 |

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Applications processed	5,478	4,871	6,000	4,900
Tests administered (incl typing)	139	165	150	170
New hires	115	126	110	130
Promotions	87	84	100	90
Retirements	36	59	50	60
Training Hours	692	592	700	600
Surveys/internal & external	42	36	55	64
Job announcements	144	200	150	202
Exit interviews	26	59	25	50
Number of requests for FMLA leave	165	161	200	175

**2017-18 Objectives**

**Goal Ref**

- |   |   |
|---|---|
| * Work with the Stay Well Committee and Wellness Committee to develop a wellness strategy which will engage plan membership and improve employee health and well being which should, in turn, lower long term cost.   | 2 |
| * Develop a request for proposal to identify a consultant to conduct a comprehensive market salary study which may be used to align staff compensation programs with relevant markets to help attract and retain talent, moving to a more strategic approach to compensation. | 1 |
| * Increase utilization of social media for talent acquisition, Human Resources management and benefits administration.  | 1 |
| * Combine information currently stored in multiple locations to one standard location reducing administrative costs and storage.  | 1 |
| * Prepare existing systems and processes for transition to the new Financial and HR management software.  | 1 |
| * Collaborate with the Independence School District in their academy's initiative.  | 1 |
| * Identify comprehensive customer service training programs for all employees.  | 1 |

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Benefits Administrator	1.00	1.00	1.00	1.00
Employment/Volunteer Svcs Admn	1.00	1.00	1.00	.00
Human Resources Assistant	2.00	2.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Human Resources Generalist	.00	.00	1.00	1.00
Human Resources Tech	.75	.75	.75	.00
Total	6.75	6.75	6.75	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	477,594	482,615	482,615	529,098
Other Services & Charges	6,123	3,252	3,742	3,175
Supplies	6,702	5,331	4,841	5,400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	490,419	491,198	491,198	537,673

**Significant Issues**

- \* The City has not had a comprehensive salary study performed by an outside consultant for approximately twenty years. This is critical in attracting and retaining qualified staff.
- \* Social Hiring is a rapidly emerging recruitment strategy. The City has approximately 41% of staff that are eligible for regular or early retirement or will be eligible within five years.
- \* Due to the update to the Financial/Human Resources System an individual needs to be identified to become the subject matter expert on the new system in order to assist other departments.

# Law



**City Counselor**

**Dayla Bishop Schwartz**

**Legal Counsel**

**Workers' Compensation**

**Domestic Violence Prosecutor**

**City Prosecutor**

**City of Independence**  
**Departmental Budget Summary**

Department: 4110 - Law

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	8.00	8.00	8.00	7.00
Part Time Positions	.51	.51	.37	.42
Total	8.51	8.51	8.37	7.42

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4100 Law	850,314	732,848	732,848	741,716
4150 Law Dept. Grants	19,636	0	114,475	23,495
6592 Worker's Compensation	1,953,736	2,475,030	2,475,030	2,655,998
Total	2,823,686	3,207,878	3,322,353	3,421,209

**Source of Funding**

General Fund	850,314	732,848	732,848	741,716
Grants	19,636	0	114,475	23,495
Worker's Compensation Fund	1,953,736	2,475,030	2,475,030	2,655,998
Total	2,823,686	3,207,878	3,322,353	3,421,209

**City of Independence**  
**Detail Program Summary**

Department: 4110 - Law  
Cost Center: 4100 - Law

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2017-18 Objectives**

**Goal Ref**

- \* Provide legal counsel and representation in a timely manner to enable the City government to effectively meet its goals and objectives, including attendance at City Council, Planning Commission, Board of Adjustment and any other meetings as required by the City. 1
- \* Protect the City's financial interests through development and review of policies and participation in decision-making for the purpose of minimizing liabilities. 2
- \* Support development through utilization of economic development programs and the drafting and review of contracts, policies and procedures. 3
- \* Insure staff has ordinances and procedures consistent with state law to address blight and reduce crime and disorder. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 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	.00	.00	.00
Utility Counselor	.00	1.00	1.00	1.00
Asst City Counselor II	.73	.73	.71	.71
Administrative Spec II	.50	.50	.50	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Deputy City Counselor	1.00	1.00	1.00	1.00
Total	6.23	6.23	6.21	5.71

*City of Independence*  
*Detail Program Summary*

Department: 4110 - Law  
Cost Center: 4100 - Law

2017-18 Operating Budget  
Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	626,596	609,048	609,048	618,666
Other Services & Charges	203,158	98,500	98,500	98,375
Supplies	20,560	25,300	25,300	24,675
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	850,314	732,848	732,848	741,716
	=====	=====	=====	=====

# Municipal Court



Presiding Judge

Garry Helm

Municipal Judge

Municipal Court Administrator

**City of Independence**  
**Departmental Budget Summary**

Department: 4090 - Municipal Court

2017-18 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. We are in accordance to Supreme Court Laws, Senate Bill 5 and Senate Bill 572 court operating rules.

<b>Description</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	14.00	14.00	14.00	13.00
Part Time Positions	.65	.65	.65	.64
Total	14.65	14.65	14.65	13.64
	=====	=====	=====	=====

<b>Description</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4090 Municipal Court	818,741	853,290	853,290	846,357
Total	818,741	853,290	853,290	846,357
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
General Fund	818,741	853,290	853,290	846,357
Total	818,741	853,290	853,290	846,357
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Senate Bill 572 procedures were created and put into operation in order to stay in compliance. 1
- \* Completed a Record Destruction Order Ordinance in accordance with Court Operating Rule 8.01. 1
- \* Completed a storage inventory for Iron Mountain consisting of 80.4 Cubic Feet of court records. 1
- \* Implemented a procedure to store Commitments and Holds papers on a shared drive within Municipal Court. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
No. of Cases Disposed by Court	32,375	30,525	27,764	33,577
No. of Cases Disposed at the Traffic Violations Bureau	11,197	11,102	10,370	12,212
No. of Warrants Issued	27,149	26,827	23,628	29,509
No. of Cases Docketed	105,309	113,439	105,634	124,782
No. of Night Court Cases Docketed	630	573	634	630
State Report Compliance	79%	63%	54%	75%
Domestic Violence Subpoena Appearance	38%	18%	52%	18%

**2017-18 Objectives**

**Goal Ref**

- \* Store and Maintain court records off-site at Iron Mountain. 1
- \* Initiate, process and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01. 1
- \* Continue to abide by all Supreme Court Rulings pertaining to Senate Bill 5, Supreme Court Rule 37.65 and Senate Bill 572. 1

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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	4.00
Court Clerk	3.00	3.00	3.00	3.00
Senior Court Clerk	3.00	3.00	3.00	3.00
Court Bailiff	.65	.65	.65	.64
Total	14.65	14.65	14.65	13.64

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	780,717	813,113	813,113	804,598
Other Services & Charges	31,612	32,155	32,455	36,599
Supplies	6,412	8,022	7,722	5,160
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	818,741	853,290	853,290	846,357

**City of Independence**  
**Departmental Budget Summary**

Department: 6500 - Non-Departmental

2017-18 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	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
6502 Non-Departmental	9,225,811	9,338,757	9,672,257	9,403,563
6503 Capital Outlay	229,950	376,700	376,700	350,000
6504 City Council Strategic Goal	246,206	200,000	200,000	100,000
6505 Central Services	9,287	18,465	18,465	18,465
6511 Non-Departmental	13,513	0	0	0
6512 Non-Departmental	6,756	0	0	0
6520 Non-Departmental	22,420,086	22,806,332	22,806,652	23,452,919
6530 Non-Departmental	4,760,779	4,890,428	4,890,428	5,044,348
6540 Non Departmental	6,443,716	7,062,907	7,062,907	6,999,863
6591 Staywell PPO Plan	20,720,344	23,395,229	23,395,229	23,395,229
6595 Staywell Health Center	1,085,283	1,130,371	1,130,371	1,375,032
Total	65,161,731	69,219,189	69,553,009	70,139,419

**Source of Funding**

General Fund	9,711,254	9,933,922	10,267,422	9,872,028
Street Improv. Sales Tax Fund	13,513	0	0	0
Parks Improv. Sales Tax Fund	6,756	0	0	0
Power and Light Fund	22,420,086	22,806,332	22,806,652	23,452,919
Sanitary Sewer Fund	4,760,779	4,890,428	4,890,428	5,044,348
Water Fund	6,443,716	7,062,907	7,062,907	6,999,863
Staywell Health Care Fund	21,805,627	24,525,600	24,525,600	24,770,261
Total	65,161,731	69,219,189	69,553,009	70,139,419

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6502 - Non-Departmental

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	6,192,058	5,799,538	6,133,038	5,873,563
Other Services & Charges	3,033,296	2,930,745	2,930,745	2,921,526
Supplies	456	0	0	0
Capital Outlay	0	120,000	120,000	120,000
Other Expenditures	1	488,474	488,474	488,474
Total	9,225,811	9,338,757	9,672,257	9,403,563

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6503 - Capital Outlay

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Description**

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	0	0	0	210,000
Supplies	0	0	0	0
Capital Outlay	229,950	376,700	376,700	140,000
Other Expenditures	0	0	0	0
Total	229,950	376,700	376,700	350,000
	=====	=====	=====	=====



**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6505 - Central Services

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Description**

Provides funds and accountability of certain common goods purchased for distribution to all City departments. This acts as a revolving fund for the most part. Also used for lease of, maintenance, and supplies for all copy machines which are located in the City Hall building and are in Purchasing's charge.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	9,287	15,000	15,000	15,000
Supplies	0	3,465	3,465	3,465
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	9,287	18,465	18,465	18,465

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6511 - Non-Departmental

2017-18 Operating Budget  
 Fund: 11 - Street Improv. Sales

**Description**

This cost center accounts for the amount paid out of the Street Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	13,513	0	0	0
Total	13,513	0	0	0
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6512 - Non-Departmental

2017-18 Operating Budget  
 Fund: 12 - Parks Improv. Sales

**Description**

This cost center accounts for the amount paid out of the Park Improvements Sales Tax Fund for the Santa Fe TIF. This is the portion of the automotive sales tax reported by dealerships within the Santa Fe TIF district that are transferred to the Santa Fe TIF project as authorized by the Santa Fe TIF agreement.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	6,756	0	0	0
Total	6,756	0	0	0
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
Cost Center: 6520 - Non-Departmental

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	2,764,155	2,770,197	2,770,197	2,901,039
Other Services & Charges	6,344,318	6,169,850	6,170,170	6,501,880
Supplies	341	0	0	0
Capital Outlay	8,114	10,000	10,000	10,000
Other Expenditures	13,303,158	13,856,285	13,856,285	14,040,000
Total	22,420,086	22,806,332	22,806,652	23,452,919

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
Cost Center: 6530 - Non-Departmental

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	487,906	514,712	514,712	560,552
Other Services & Charges	1,920,942	1,788,677	1,788,677	1,733,296
Supplies	8,711	45,500	45,500	45,500
Capital Outlay	0	0	0	0
Other Expenditures	2,343,220	2,541,539	2,541,539	2,705,000
Total	4,760,779	4,890,428	4,890,428	5,044,348
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6540 - Non Departmental

2017-18 Operating Budget  
 Fund: 40 - Water Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

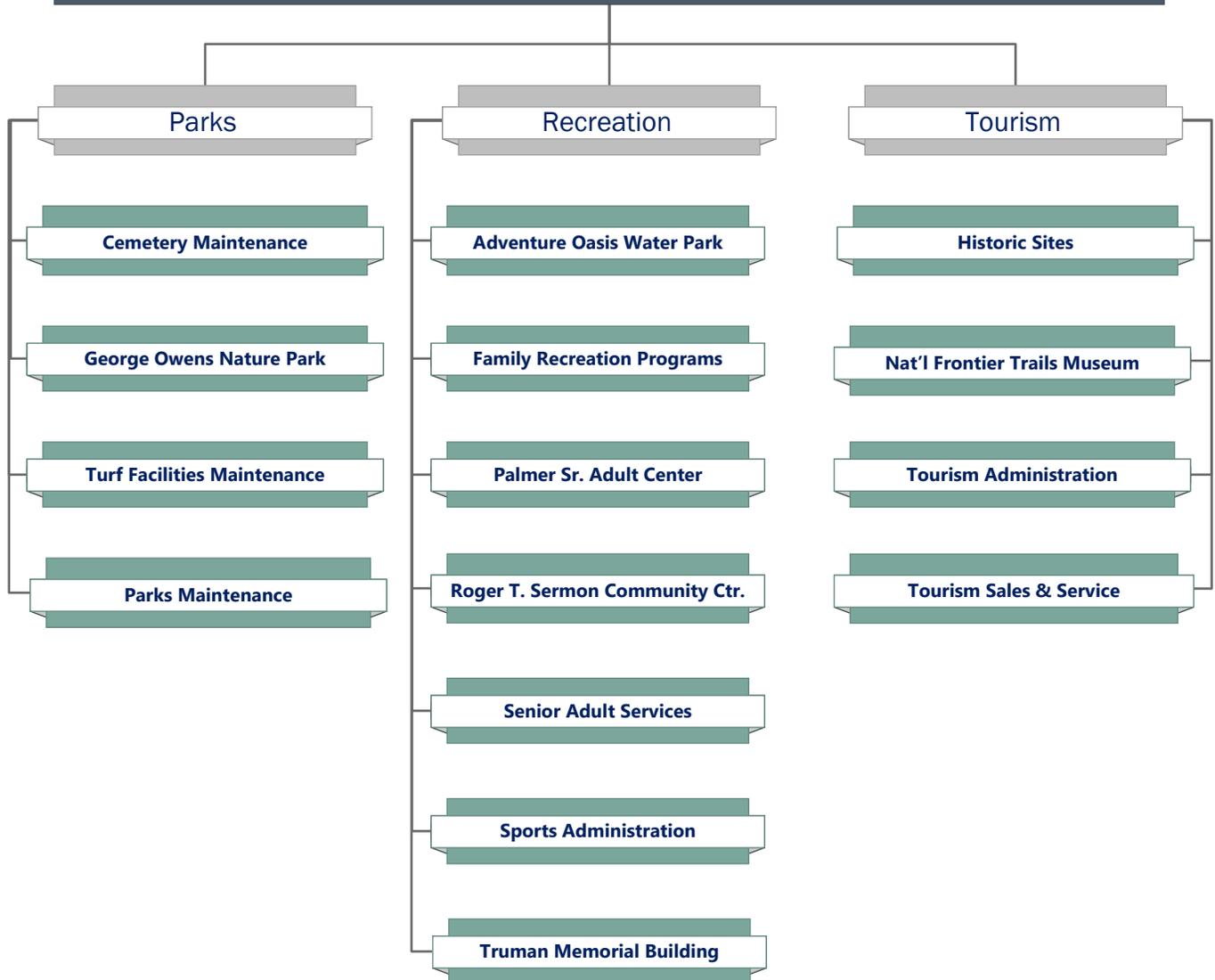
<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	721,540	729,152	729,152	796,437
Other Services & Charges	2,754,110	3,188,384	3,188,384	2,870,654
Supplies	341	0	0	0
Capital Outlay	8,114	10,000	10,000	10,000
Other Expenditures	2,959,611	3,135,371	3,135,371	3,322,772
Total	6,443,716	7,062,907	7,062,907	6,999,863

# Parks | Recreation | Tourism



**Parks | Recreation | Tourism Director**

**Eric Urfer**



**City of Independence**  
**Departmental Budget Summary**

Department: 6000 - Parks/Recreation/Tourism

2017-18 Operating Budget

**Department Description**

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

Description	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	34.00	34.00	45.50	47.50
Part Time Positions	19.71	19.71	22.24	20.72
Total	53.71	53.71	67.74	68.22

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
6001 Parks & Rec. Administration	195,065	164,673	164,673	172,225
6011 Park Maintenance Admin.	112,335	57,205	57,205	59,267
6012 Turf Facilities Maintenance	665,906	687,314	687,314	703,780
6022 Senior Adult Services	140,180	115,733	115,733	124,598
6028 Roger T. Sermon Community Ctr.	252,671	258,794	258,794	282,653
6029 George Owens Nature Park	108,488	84,979	84,979	87,392
6031 Cemetery Maintenance	71,196	122,030	122,030	137,967
6041 Park Maint. - Security & Insp.	675,973	868,160	868,160	1,053,232
6042 Rec. Fac.-Truman Memorial Bldg	334,566	337,550	337,550	370,367
6043 Rec. Fac.-Palmer Sr. Adult Ctr	207,745	218,383	218,383	248,476
6044 Family Recreation Programs	151,440	215,375	215,375	227,519
6045 Adventure Oasis Water Park	551,830	576,706	573,206	588,491
6046 Sports Administration	539,251	641,028	644,528	692,223
6061 Tourism Administration	1,038	848,412	847,204	1,040,710
6062 Nat'l Frontier Trails Museum	0	529,062	529,062	472,692
6063 Historic Sites	0	161,825	174,220	174,902

**City of Independence**  
**Departmental Budget Summary**

Department: 6000 - Parks/Recreation/Tourism

2017-18 Operating Budget

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
6064 Tourism Sales & Services	0	266,172	254,985	359,437
Total	4,007,684	6,153,401	6,153,401	6,795,931
	=====	=====	=====	=====

**Source of Funding**

General Fund	1,545,841	1,490,728	1,490,728	1,567,882
Parks Improv. Sales Tax Fund	2,460,805	2,857,202	2,857,202	3,180,308
Tourism Fund	1,038	1,805,471	1,805,471	2,047,741
Total	4,007,684	6,153,401	6,153,401	6,795,931
	=====	=====	=====	=====

**Direct/Offsetting Revenues**

Program Fees	33,404	35,120	33,049	32,791
Center Fees/Club Memberships	60,091	58,000	63,353	61,408
Facility Rentals	67,634	56,000	56,604	59,079
Cemetery Charges	58,134	63,250	47,130	51,337
Program Fees - Sales Tax Fund	40,558	40,400	40,000	41,800
Concessions - Sales Tax Fund	19,262	20,000	20,000	20,000
Park Fees/Memberships - Sales Tax Fund	417,957	321,451	405,000	413,100
Center Fees/Club Memberships - Sales Tax Fund	18,443	5,800	21,508	21,500
Facility Rentals - Sales Tax Fund	31,960	30,500	29,200	28,200
NFTM Center Admissions	40,813	40,000	43,000	45,000
Miscellaneous Charges - Tourism Fund	86,393	75,000	114,344	39,600
Total	874,649	745,521	873,188	813,815
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6011 - Park Maintenance Admin.

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

Park Maintenance Division is responsible for daily park maintenance operations. This division schedules work projects, purchases materials, implements repairs, and responds to inquiries from the public and other City-affiliated departments.

**2016-17 Accomplishments**

**Goal Ref**

- \* Coordinated the installation of outdoor fitness equipment at Clothier Park. 3
- \* Coordinated the final phase of development of Overton Park. 3
- \* Coordinated surplus of green space property to US Army. 4
- \* Coordinated the third phase of the outdoor sport court repair project. 3
- \* Revised and implemented new employee and work safety program. 3
- \* Implemented first year of new IBEW contract for Parks staff. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 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

**2017-18 Objectives**

**Goal Ref**

- \* Implement process to better track and respond to citizen calls for service. 1
- \* Assist with the development of fund balance policies. 2
- \* Assist with the development of long range capital plan. 2
- \* Help advance the Linking Independence Plan and the Square Revitalization Plan. 4
- \* Work with Public Works to include trail segments along with road improvements. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Parks & Grounds Manager	.50	.50	.50	.50

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6011 - Park Maintenance Admin.

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Total	.50	.50	.50	.50

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	43,024	43,761	43,761	44,908
Other Services & Charges	60,816	3,150	3,450	3,848
Supplies	8,495	10,294	9,994	10,511
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	112,335	57,205	57,205	59,267

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
 Cost Center: 6012 - Turf Facilities Maintenance      Fund: 02 - General Fund

**Description**

The Turf and Facilities Division is responsible for daily park maintenance operations, including: the care and cleaning of picnic shelters and park restroom facilities, athletic fields and landscape beds, snow removal, and mowing and trimming all City parks and related facilities.

**2016-17 Accomplishments**

**Goal Ref**

- \* Explored the potential of surplusing and/or alternative uses of various greenspaces and underutilized lands.      4
- \* Enhanced park and facility appearance by removing unattended landscaping and obsolete infrastructure.      1
- \* Implemented the first year of historic site in-house maintenance program.      3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 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

**2017-18 Objectives**

**Goal Ref**

- \* Target sidewalk areas near historic sites.      4
- \* Utilize contract mowing for areas that require handwork.      4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Maintenance Aide	2.00	2.00	2.00	1.00
Light Equipment Operator	2.00	3.00	3.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Auto Mechanic	.50	.50	.00	.00
Parks Horticulturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	10.84	11.84	11.34	10.34

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 Operating Budget  
 Cost Center: 6012 - Turf Facilities Maintenance                      Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	554,339	541,037	541,037	571,048
Other Services & Charges	60,072	101,788	101,788	94,255
Supplies	40,345	44,489	44,489	38,477
Capital Outlay	11,150	0	0	0
Other Expenditures	0	0	0	0
Total	665,906	687,314	687,314	703,780
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6022 - Senior Adult Services

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

This cost center provides ongoing programs for resident senior adults and individuals with disabilities. These programs focus on, but are not limited to, nutritious lunches, nutrition and consumer education, health programs, social integration and assistance with support services.

**2016-17 Accomplishments**

**Goal Ref**

- \* Eliminated meal waste percentages in the Nutrition Site Program by researching and presenting innovative ways to Mid-America Regional Council Aging Services to reach this objective. 3
- \* Continued to enhance Nutrition Site participant experience by adjusting/improving supplemental offerings in response to customer feedback. 3
- \* Managed the implementation of the first year of the IBEW contract for represented Recreation staff. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of senior trips offered	27	30	35	35
Number of on-site meals served	20,068	20,800	22,000	22,000
Number of home bound meals	19,879	20,300	22,000	22,000
Number of nutrition site programs	60	60	70	70
Number of outreach programs	3	5	8	8

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Conduct follow-up program surveys in response to last ETC. 3
- \* Develop program plan in response to follow-up survey results. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Nutrition Site Aide	.70	.70	.70	.70
Recreation Prog/Fac Supv	1.00	1.00	.50	.50
Senior's Program Spec	1.00	1.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6022 - Senior Adult Services

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Seasonal Recreation Wkr	.30	.00	.00	.00
Kitchen Aide	.00	.30	.30	.00
Total	3.00	3.00	2.50	2.20

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	134,110	104,643	104,643	106,358
Other Services & Charges	996	4,090	4,090	10,680
Supplies	5,074	7,000	7,000	7,560
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	140,180	115,733	115,733	124,598

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
Cost Center: 6028 - Roger T. Sermon Community Ctr. Fund: 02 - General Fund

**Description**

The Roger T. Sermon Community Center, through recent renovations has become an affordable and modern option for a variety of services. The center provides: health and physical fitness opportunities; rental options for weddings, birthday parties and business meetings; as well as cultural arts through theatre performances.

**2016-17 Accomplishments**

**Goal Ref**

- \* Explored fitness, cultural, wellness opportunities for new class offerings with special emphasis on identifying possibilities for youth programming/companion classes.      3
- \* Developed plan to increase fitness equipment based on demand.      3
- \* Provided dual-fitness memberships to the Palmer Center and the Roger T. Sermon Community center along with consistent pricing structure to enhance user experience.      3

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Facility hours of availability to the public/week	62	78	81	81
Number of memberships sold	1,464	1,950	1,850	1,850
Facility programs/events	27	27	23	23
Partner organizations	15	15	15	15
Theatre performances	69	69	69	69
Rentals - Park shelters, Sermon Center craft show booths	3,365	1,700	4,000	4,000
Number of member/guests visits	38,052	35,000	39,500	39,500

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff.      1
- \* Use social media to provide responses to customers/citizens.      1
- \* Improve employee wellness program to help contain health insurance costs.      1
- \* Conduct follow-up program surveys in response to last ETC      3
- \* Develop program plan in response to follow-up survey results.      3

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
 Cost Center: 6028 - Roger T. Sermon Community Ctr. Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Recreation Prog/Fac Supv	.50	.50	.50	.50
Center Attendant	.00	.00	3.89	3.92
Center Attendant	2.97	2.97	.00	.23
Total	3.47	3.47	4.39	4.65

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	140,881	146,247	146,247	156,636
Other Services & Charges	84,779	96,875	96,875	103,130
Supplies	14,607	15,672	15,672	22,887
Capital Outlay	12,404	0	0	0
Other Expenditures	0	0	0	0
Total	252,671	258,794	258,794	282,653

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6029 - George Owens Nature Park

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

George Owens Nature Park is an 85 acre park site that features natural areas, restored grasslands, two lakes, an extensive hiking trail system, a nature center with hands-on children activities and exhibits, picnic opportunities and an organized group camp area. Facility staff coordinates the maintenance of the park grounds and provides interpretive activities and programs to the general public, school groups, scouting organizations and other outdoor enthusiasts.

**2016-17 Accomplishments**

**Goal Ref**

- \* DeWitt Center native fish aquarium exhibit installed and operational. 3
- \* Completed service road to rail conversion project for improved park functionality and ADA accessibility. 3
- \* Implemented the first year of the new IBEW contract. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Nature Center hours of availability	54	54	54	54
Total number of visitors	27,532	29,000	29,000	29,000
On-site group presentations	38	50	48	48
Community programs	47	52	50	50
Park Special Events	23	31	31	31
Hours of service by volunteers	773	800	900	900

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Conduct follow-up program surveys in response to last ETC. 3
- \* Develop program plan in response to follow-up survey results. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Parks Naturalist	1.00	1.00	.50	.50
Light Equipment Operator	1.00	.00	.00	.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	1.91	1.41	1.41

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
 Cost Center: 6029 - George Owens Nature Park

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	75,941	51,161	51,161	50,251
Other Services & Charges	23,529	27,913	27,913	31,235
Supplies	9,018	5,905	5,905	5,906
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	108,488	84,979	84,979	87,392
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6031 - Cemetery Maintenance

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Performed a tree condition audit. 1
- \* Completed the next phase of the base repair and stone realignment project. 1
- \* Work with Tourism staff to create regular historic cemetery tours. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	75	75	85	85

**2017-18 Objectives**

**Goal Ref**

- \* Utilize contract mowing to trim cemetery grounds. 4
- \* Increase historic programming to benefit historic areas of the City. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	.50	.50	.50	.00
Seasonal Maintenance Wkr	.58	.58	.58	.58
Total	3.08	3.08	3.08	2.58

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
 Cost Center: 6031 - Cemetery Maintenance

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	51,258	96,430	96,430	107,886
Other Services & Charges	10,753	15,149	15,149	19,838
Supplies	9,185	10,451	10,451	10,243
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	71,196	122,030	122,030	137,967
	=====	=====	=====	=====



**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 Operating Budget  
 Cost Center: 6041 - Park Maint. - Security & Insp.      Fund: 12 - Parks Improv. Sales

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	476,107	562,126	562,126	682,374
Other Services & Charges	135,397	228,402	228,402	288,945
Supplies	64,469	77,632	77,632	81,913
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	675,973	868,160	868,160	1,053,232
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 Operating Budget  
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg Fund: 12 - Parks Improv. Sales

**Description**

This cost center serves to provide ongoing operation of the City's historic Truman Memorial Building. Truman Memorial Building serves as a community asset capable of hosting a variety of different functions including special events, recreation and fitness programs, and private rental groups. The facility is also home to Veteran's Hall; a museum and interactive video program honoring local veterans.

**2016-17 Accomplishments**

**Goal Ref**

- \* Developed plan to enhance and promote the attractiveness of the facility for various rental opportunities: banquets, weddings, corporate trainings, team building clinics, small business and seminars. 3
- \* Identified additional special events to be hosted at the facility by Parks and Recreation and possible partnering groups. 1
- \* Worked with Tourism staff to include the Truman Memorial Building as a part of the Historical Truman Tour package. 4
- \* Managed the implementation of the first year of the new IBEW contract for represented recreation staff. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of facility rentals	1,536	1,400	2,150	2,150
Number of hours available each week	56	56	51	51
Number of programs/events	27	27	23	23
Partner organizations	4	4	4	4

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Conduct follow-up program surveys in response to last ETC. 3
- \* Develop program plan in response to follow-up survey results. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 Operating Budget  
 Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg Fund: 12 - Parks Improv. Sales

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Recreation Specialist	.00	1.00	1.00	1.00
Recreation Prog/Fac Supv	.50	.50	.50	.50
Parks & Recreation Technician	.00	.50	.50	.50
Administrative Spec II	.50	.00	.00	.00
Center Attendant	.00	.00	2.29	2.29
Center Attendant-SUB	2.29	2.29	.00	.18
Total	3.29	4.29	4.29	4.47

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	186,995	188,402	188,402	197,781
Other Services & Charges	137,792	138,873	138,873	160,711
Supplies	9,779	10,275	10,275	11,875
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	334,566	337,550	337,550	370,367

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 Operating Budget  
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr Fund: 12 - Parks Improv. Sales

**Description**

This cost center provides ongoing operation of the Palmer Senior Adult and Nutrition Center. This includes costs associated with, but not limited to, facility staff, contract services, maintenance, utilities, and program development. The Palmer Center provides diverse adult programs and services including a daily meal program, fitness opportunities, education classes, recreational programs, and a wide variety of social needs.

**2016-17 Accomplishments**

**Goal Ref**

- \* Implemented new minimum age of 60 to provide consistency for the senior age across the department and to prepare for increased need for programs and services by older adults (largest growing segment of our population due to the baby boomer generation). 1
- \* Provided dual-fitness memberships to the Palmer Center and the Roger T. Sermon Community Center along with the consistent pricing structure to enhance user experience. 3
- \* Developed intergenerational programs to support growth of youth focused programs for the department. 3
- \* Worked with Tourism Division staff to help increase number of senior bus tours coming to Independence. 3
- \* Managed the implementation of the first year of the IBEW contract for represented Recreation staff. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of recreation programs	78	75	95	95
Number of facility reservations	2,235	1,825	2,350	2,350
Number of events by community agencies	4	7	7	7
Number of center visits	64,950	60,425	68,000	68,000
Number of hours available to public	57	57	57	57
Number of fitness center memberships	328	290	340	340
Number of partnerships	52		65	
Number of facility rentals	26	28	30	30

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Improve employee wellness program to help contain health insurance 2

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
 Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr Fund: 12 - Parks Improv. Sales

<u>2017-18 Objectives</u>	<u>Goal Ref</u>
costs.	
* Conduct follow-up program surveys in response to last ETC.	3
* Develop program plan in response to follow-up survey results.	3

**Staffing:**

<u>Position Title</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>
Recreation Prog/Fac Supv	.00	.00	.50	.50
Administrative Spec II	.61	.61	.61	.61
Center Attendant	.00	.00	1.83	1.83
Center Attendant	1.83	1.83	.00	.19
Total	2.44	2.44	2.94	3.13
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Budget</u>	<u>2017-18 Adopted Budget</u>
Personal Services	68,207	91,110	91,110	99,028
Other Services & Charges	112,778	109,773	109,773	126,815
Supplies	24,220	17,500	17,500	22,633
Capital Outlay	2,540	0	0	0
Other Expenditures	0	0	0	0
Total	207,745	218,383	218,383	248,476
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism                      2017-18 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Developed and implemented 3 boxed nature programs to offer at a variety of community settings. 2
- \* Partnered with the National Frontier Trails Museum staff to develop a native landscape plan to depict what early pioneers would have encountered as they embarked on their journey west. 1
- \* Assisted with the development of the 1st year DeWitt Center program base to focus on family oriented outdoor recreation. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of programs initiated	48	54	54	54
Program attendance	14,897	14,900	15,000	15,000
Number of park sites used	35	34	34	34
Number of public presentations	11	15	15	15
Program partnerships developed	30	35	35	35
Hours of service by volunteers	613	656	700	700

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Increase historic programming to benefit historic areas of the City. 3
- \* Conduct follow-up program surveys in response to last ETC. 3
- \* Develop program plan in response to follow-up survey results. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6044 - Family Recreation Programs

2017-18 Operating Budget  
Fund: 12 - Parks Improv. Sales

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Recreation Specialist	1.00	.00	.00	.00
Parks Naturalist	.00	.00	.50	.50
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Center Attendant	1.45	1.45	1.45	1.51
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	4.00	3.00	3.50	3.56

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	109,289	150,539	150,539	155,799
Other Services & Charges	22,426	49,436	49,436	53,320
Supplies	18,266	15,400	15,400	18,400
Capital Outlay	1,459	0	0	0
Other Expenditures	0	0	0	0
Total	151,440	215,375	215,375	227,519





**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6046 - Sports Administration

2017-18 Operating Budget  
Fund: 12 - Parks Improv. Sales

**Description**

Sports Administration supports and funds year-round sports program for Independence residents of all ages and abilities at multiple indoor and outdoor facilities. Additionally, this cost center supports all operational needs associated with the athletic fields located at the Independence Athletic Complex as well as existing athletic fields located at various City park sites. Responsibilities also include maintenance of all non-athletic field open space, facilities, structures and grounds located in the Independence Athletic Complex.

**2016-17 Accomplishments**

**Goal Ref**

- \* Completed the inclusive recreation plan for the Parks and Recreation department. 3
- \* Implemented 2 additional adaptive sports programs. 3
- \* Oversaw the implementation of the inaugural season of the Independence Veterans Collegiate Baseball Team. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of leagues	17	15	16	16
Number of tournaments	18	22	20	20
Number of camps	8	8	8	8
Number of schools/associations supported	14	14	14	14

**2017-18 Objectives**

**Goal Ref**

- \* Use social media to provide responses to customers/citizens. 1
- \* Conduct follow-up program surveys in response to last ETC. 3
- \* Develop program plan in response to follow-up survey results. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 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

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6046 - Sports Administration

2017-18 Operating Budget  
Fund: 12 - Parks Improv. Sales

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Total	9.88	9.88	9.88	9.88

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	359,840	435,946	435,946	441,968
Other Services & Charges	132,220	144,148	147,648	191,383
Supplies	47,191	60,934	60,934	58,872
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	539,251	641,028	644,528	692,223

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6061 - Tourism Administration

2017-18 Operating Budget  
Fund: 04 - Tourism Fund

**Description**

Tourism Administration oversees administrative, marketing and historic preservation activities associated with the Tourism Division of the Parks, Recreation & Tourism Department. The Division actively works with various Boards, Commissions and organizations, associations and private sector to further enhance the City's Tourism and historical assets.

**2016-17 Accomplishments**

**Goal Ref**

- \* Assisted with the implementation of the Parks, Recreation and Tourism consolidation plan. 2
- \* Developed a capital improvements plan for the historic sites. 3
- \* Facilitated the implementation of the tourism marketing and promotions program. 4
- \* Updated the lease agreements for historic sites. 3

**2017-18 Objectives**

**Goal Ref**

- \* Implement process to better track and respond to citizen calls for service. 1
- \* Assist with the development of fund balance policies. 1
- \* Assist with the development of long range capital plan. 1
- \* Help advance the Linking Independence Plan and the Square Revitalization Plan. 1
- \* Develop funding plan for Tourism connector trails. 4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Parks/Recreation/Tourism Dir	.00	.00	.00	.25
Historic Pres Manager	.00	.00	.50	.50
Tourism Manager	.00	.00	1.00	1.00
Tourism Specialist	.00	.00	1.00	1.00
Total	.00	.00	2.50	2.75

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
 Cost Center: 6061 - Tourism Administration

2017-18 Operating Budget  
 Fund: 04 - Tourism Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	995	260,736	260,736	265,521
Other Services & Charges	43	585,676	584,468	772,489
Supplies	0	2,000	2,000	2,700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,038	848,412	847,204	1,040,710
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
 Cost Center: 6062 - Nat'l Frontier Trails Museum      Fund: 04 - Tourism Fund

**Description**

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum featuring the westward expansion of the United States and the role Independence played in that development. The museum annually 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 through the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and library on the topic of the overland trails. The museum store provides visitors with memorabilia and creates additional revenue for the City. The NFTM is the only museum in the nation certified by the National Park Service to interpret five national historic trails.

**2016-17 Accomplishments**

**Goal Ref**

- \* Assisted with the implementation of the Parks, Recreation and Tourism consolidation plan.      2
- \* Assisted with updating the lease agreement for the NFTM facility and surrounding property.      3
- \* Implemented the second experiential history storyline, "Path to Progress".      3
- \* Replaced the "Westward Fever" exhibit.      3
- \* Upgraded the fire protection system.      3
- \* Developed and implemented a phased plan to digitize the City's holdings in the Mattes Library.      2
- \* Increased the landscaping of the museum's grounds in order to promote attractive and desirable neighborhoods.      1

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff.      1
- \* Use social media to provide responses to customers/citizens.      1
- \* Increase historic programming to benefit historic areas of the City.      3
- \* Develop plan to implement NFTM Master Plan.      4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Museum Administrator Curator	.00	.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism      2017-18 Operating Budget  
 Cost Center: 6062 - Nat'l Frontier Trails Museum      Fund: 04 - Tourism Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Events/Education Prg Mgr	.00	.00	1.00	1.00
Museum Operations Mgr	.00	.00	1.00	1.00
Museum Coordinator	.00	.00	1.00	1.00
Museum Service Assistant	.00	.00	1.00	1.00
Total	.00	.00	5.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	0	342,270	342,270	274,477
Other Services & Charges	0	160,387	160,437	169,015
Supplies	0	25,405	25,355	28,200
Capital Outlay	0	1,000	1,000	1,000
Other Expenditures	0	0	0	0
Total	0	529,062	529,062	472,692

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6063 - Historic Sites

2017-18 Operating Budget  
Fund: 04 - Tourism Fund

**Description**

The Historic Sites Maintenance cost center is responsible for daily historic site maintenance operations, including mowing and trimming, landscape bed care, snow removal, litter and debris removal and basic repairs and painting for all City-owned historic properties under the direction of the Parks, Recreation and Tourism Department.

**2017-18 Objectives**

**Goal Ref**

- \* Proactively clean up right of ways near historic sites. 4
- \* Target sidewalk areas near historic sites. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Maintenance Aide	.00	.00	2.00	2.00
Maintenance Mechanic	.00	.00	.50	.50
Total	.00	.00	2.50	2.50

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	0	119,565	119,565	117,405
Other Services & Charges	0	41,760	54,405	55,997
Supplies	0	500	250	1,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	161,825	174,220	174,902

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
Cost Center: 6064 - Tourism Sales & Services

2017-18 Operating Budget  
Fund: 04 - Tourism Fund

**Description**

The Tourism Sales and Services cost center is responsible for the daily operations of the Visitor Experience Center, directly and indirectly soliciting, securing and supporting group tours, events, conferences, etc., and training of tourism related volunteers.

**2016-17 Accomplishments**

**Goal Ref**

- \* Assisted with the implementation of the Parks, Recreation and Tourism consolidation plan. 2
- \* Developed and implemented a revitalized group tour program. 4
- \* Developed and implemented an event bid vetting system. 4

**2017-18 Objectives**

**Goal Ref**

- \* Implement customer service training for front line staff. 1
- \* Use social media to provide responses to customers/citizens. 1
- \* Promote lodging industry best practices. 3
- \* Attract and retain visitors to historic sites, amenities, and events. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Tourism Sales and Services Ass	.00	.00	.00	1.00
Convention Services Manager	.00	.00	1.00	.00
Tourism Sales & Service Rep	.00	.00	.00	1.00
Visitor Center Attendant	.00	.00	2.00	.00
Visitor Experience Specialist	.00	.00	.00	2.00
Total	.00	.00	3.00	4.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	0	146,672	146,672	207,045
Other Services & Charges	0	109,000	97,313	133,492
Supplies	0	10,500	11,000	18,900
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks/Recreation/Tourism  
 Cost Center: 6064 - Tourism Sales & Services

2017-18 Operating Budget  
 Fund: 04 - Tourism Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Total	0	266,172	254,985	359,437

# Police



Chief of Police

Brad Halsey



**City of Independence**  
**Departmental Budget Summary**

Department: 4500 - Police

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	295.00	295.00	294.00	280.00
Part Time Positions	1.91	1.91	1.91	1.26
Total	296.91	296.91	295.91	281.26

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4511 Chief of Police	1,567,459	1,698,657	1,693,657	1,869,923
4512 Police Grant Expenditures	191,153	205,512	205,512	205,512
4513 Training and Equipment	1,228,521	1,312,367	1,317,367	1,232,526
4514 Police Forfeiture Expenditures	65,055	0	0	0
4532 Patrol	8,178,489	7,995,638	7,995,638	8,215,457
4534 Investigations	4,892,045	5,352,185	5,352,185	5,434,340
4535 Tactical Operations	2,044,937	1,851,710	1,851,710	1,881,570
4536 Special Enforcement	2,698,126	2,776,955	2,776,955	2,899,026
4538 Drug Abuse Resistance Educ.	202,022	216,306	216,306	221,701
4542 Crime Scene	556,903	563,094	563,094	565,862
4543 Detention	1,600,843	1,534,058	1,534,058	1,625,320
4544 Records	1,251,959	1,321,933	1,321,933	1,333,284
4545 Communications	2,173,171	2,238,185	2,238,185	2,208,660
4562 Communications (Sales Tax)	298,101	313,819	383,819	430,764
4563 Facilities (Sales Tax)	739,688	569,500	569,650	575,500
4564 Equipment (Sales Tax)	1,013,176	1,472,122	1,401,972	1,498,203
Total	28,701,648	29,422,041	29,422,041	30,197,648

**City of Independence**  
**Departmental Budget Summary**

Department: 4500 - Police

2017-18 Operating Budget

**Source of Funding**

General Fund	26,650,683	27,066,600	27,066,600	27,693,181
Police Public Safety Sales Tax	2,050,965	2,355,441	2,355,441	2,504,467
Total	28,701,648	29,422,041	29,422,041	30,197,648
	28,701,648	29,422,041	29,422,041	30,197,648

**Direct/Offsetting Revenues**

Jackson County Drug Task Force	445,762	373,430	373,430	373,430
Jackson County DARE Program	226,382	226,832	234,264	235,764
Police Services Reimbursement	21,113	18,300	30,193	29,517
Sale of Police Reports	32,404	31,000	34,694	34,528
School Resource Officers	472,651	491,225	491,225	527,853
Alarm Charges	20,750	32,000	1,700	32,000
Total	1,219,062	1,172,787	1,165,506	1,233,092
	1,219,062	1,172,787	1,165,506	1,233,092

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Two StarChase pursuit management systems were purchased and installed in two police vehicles. The immediate success of the two units has led us to purchase ten additional units. The additional 10 units will be implemented in May - June 2017. 4
- \* The renovation of the Police Department indoor firing range was completed in November 2016. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Police Officer Applicants	202	313	200	200
Police Officers Hired	13	7	6	15
Civilian Applicants	236	1041	200	500
Number of Block Watch Meetings (Moved to Community Services Unit	74	23	85	0
Number of Volunteer Hours (Moved to Community Services Unit	3,568	2,878	3,600	0

**2017-18 Objectives**

**Goal Ref**

- \* Construct a new Emergency Communications Center. Initial planning commenced in February 2017, and construction is anticipated to start in August 2017. Projected completion is May 2018. 4
- \* Upgrade the New World/MSP standard software to Enterprise. The ECAD upgrade is anticipated to occur in late 2017. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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	.00
Deputy Chief of Police	2.00	2.00	2.00	2.00
Police Captain	1.00	1.00	1.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Police Professional Std Assist	.00	1.00	1.00	1.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Police Officer	1.00	1.00	1.00	.00
Crime Analyst Lead	1.00	1.00	1.00	1.00
Crime Analyst I	.00	1.00	.00	.00
Crime Analyst I	1.00	.00	1.00	1.00
Police Grant Project Coord	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Inventory Technician	.63	.63	.63	.63
Electronics Fleet Technician	1.00	1.00	1.00	1.00
Total	17.63	17.63	17.63	15.63

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,491,494	1,592,274	1,592,274	1,645,961
Other Services & Charges	57,785	77,634	77,634	212,522
Supplies	5,778	5,749	5,749	5,440
Capital Outlay	12,402	23,000	18,000	6,000
Other Expenditures	0	0	0	0
Total	1,567,459	1,698,657	1,693,657	1,869,923

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2017-18 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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	191,153	205,512	205,512	205,512
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	191,153	205,512	205,512	205,512

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

This unit coordinates all department training, including mandated Police Officers Standards and Training (P.O.S.T.) certification, federal, state, and city requirements; and coordinates the review and approval of all external training activities. The unit coordinates the department's upkeep of the General Order Standards, as well as manages and supervises the FTO (Field Training Officer) program in the department.

**2016-17 Accomplishments**

**Goal Ref**

- \* Selected Virtual Academy (V-Academy) software platform as a provider for online training. Software will also serve as a training record management system. Additionally, within this system, there is a database to maintain all of our Department General Orders. Began initial roll-out of product this fiscal year, completing Phase 1 of 3. 4
- \* The in-house firing range renovation was completed and is working very well. The department has benefitted greatly from this state-of-the-art facility. We are looking at innovative ways to utilize the new equipment. 4
- \* Completed a department-wide transition of our duty-issued firearms. We transitioned all commissioned personnel from the Sig Sauer handgun to the Glock 17, 9mm handgun. Every commissioned officer completed an eight (8) hour transition course with the new handgun. 4
- \* Re-organized our Department Firearms Program to require the NRA Basic Handgun/Shotgun Instructor Certification as a benchmark for the Department. All instructors are now required to complete this course upon selection to the program. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
In-service Training Hours	6,720	6,550	6,800	6,500
Supervisory Training Hours	35	420	100	100

**2017-18 Objectives**

**Goal Ref**

- \* Implement an annual field reporting training session into the annual in-service training cycle. 4
- \* Complete Phase 2 of the Virtual Academy Software Implementation. Phase 2 will be the creation of a fully paperless and electronically-routed Field Training and Evaluation Program (FTO). This will also include a document management component that will 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

- create a fully paperless and electronically-routed training request system, to replace the paper system currently in place.
- \* Complete Phase 3 of the Virtual Academy Software Implementation. 4  
Phase 3 will be the creation of the Internal Affairs and Professional Standards database. This will maintain all of our Internal Affairs files and annual reporting statistics for Use of Force. This will replace the outdated system currently in place.
- \* Navigate the successful reporting of all POST Continuing Education hours (new requirements) for all commissioned personnel, utilizing the new internal system (Virtual Academy) and the new database created by POST. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Master Police Officer	2.00	2.00	1.00	1.00
Police Officer	1.00	1.00	2.00	2.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	340,996	316,774	316,774	341,416
Other Services & Charges	451,085	494,783	499,843	430,381
Supplies	436,440	500,810	500,750	460,729
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,228,521	1,312,367	1,317,367	1,232,526

**Significant Issues**

- \* To date, POST has not completed their database to check Continuing Education hours provided to commissioned personnel by anyone other than the department. If this is not completed in a timely manner, it will make reporting extremely cumbersome.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2017-18 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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	0	0	0	0
Supplies	413	0	0	0
Capital Outlay	64,642	0	0	0
Other Expenditures	0	0	0	0
Total	65,055	0	0	0

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4532 - Patrol

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* The Police Department continues to use CORE as the primary mode of communicating crime and disorder concerns. Focus has been placed on individuals in the community who have shown a pattern of criminal activity (CORE Offenders). Officers remained familiar with CORE offenders, addresses and associates. Officers inform the Police Department about contacts with CORE offenders through daily activity reports. 4
- \* Officers were given legal and technical training at shift meetings. Some officers were provided training with handling mentally disturbed (CIT) individuals. In addition, tactical medical training has continued, along with training on less lethal deployment. 4
- \* Officers received complaints within their areas of responsibility. Follow-up was reported to supervisors and online complaints received disposition reports. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	5	6	5	4
Chaplain Training Hours	76	76	40	76
Chaplain Call-Outs	27	27	20	27
Chaplain Civilian Contacts	736	863	900	850

**2017-18 Objectives**

**Goal Ref**

- \* Reduce crime and disorder through intelligence-led policing, target-oriented strategies and advanced communication. 4
- \* Use CORE (Crime Overview Response and Evaluation) as a conduit to funnel information to the appropriate division, unit and officer. Officers will be prompted to take ownership of known problems in the community. 4
- \* Enhance officers' knowledge, skills and abilities through department 4

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4532 - Patrol

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

and shift-level training.

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	33.00	34.00	36.00	36.00
Police Officer	44.00	43.00	40.00	40.00
Police Sergeant	8.00	8.00	8.00	8.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	91.00	91.00	90.00	90.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	8,159,138	7,985,488	7,985,488	8,205,307
Other Services & Charges	586	650	650	850
Supplies	12,864	9,500	9,500	9,300
Capital Outlay	5,901	0	0	0
Other Expenditures	0	0	0	0
Total	8,178,489	7,995,638	7,995,638	8,215,457

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4534 - Investigations

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* The Criminal Investigations Unit reorganized the structure of the unit and the way cases are assigned and distributed to the detectives within geographic areas and by types of crimes. The restructure has seen a significant improvement in caseload distribution between investigators. 4
- \* The Criminal Investigations Unit temporarily suspended the Investigations night shift due to lack of manpower, adequate supervision and potential cost savings due to the reduction of 5% shift differential. After six months of documentation, the unit has seen a significant cost savings and improvement in caseload distribution as the night shift detectives were reallocated to day shift. 4
- \* The Investigations Division has seen a dramatic increase in violent crimes during the last six months. To date, all 2016 homicides have a 100% clearance rate, with the last five years having a 97% clearance rate. 4
- \* New moveable shelving for guns and evidence was installed in the Property Room. This enabled room to have approximately twice the linear footage of available shelving, dedicated shelving for specific items, and improved organization. 4
- \* The Drug Enforcement Unit researched and evaluated a TruNarc drug identification machine after the department discontinued their independent laboratory. Jackson County Prosecutor's Office now accepts drug cases with TruNarc results. This has resulted in expedited case filings, decreased detective caseloads, and reduced man hours transporting evidence to the Missouri State Highway Patrol Crime Lab in Jefferson City. 4
- \* The Career Criminal Unit saw dramatic increases in statistical categories as they effectively participated in the apprehension of numerous felons in possession of firearms and suspects in homicides, serial armed robberies, home invasions and aggravated assaults. Many of the suspects located and arrested by CCU were federally indicted resulting in substantial sentencing. 4

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4534 - Investigations

2017-18 Operating Budget  
Fund: 02 - General Fund

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Criminal Cases Assigned	2,480	2,538	2,550	2,650
Drug Arrests	1,564	1,697	1,600	1,750
Drug Cases Assigned	605	662	620	700
DEU Search Warrants	41	30	50	45

**2017-18 Objectives**

**Goal Ref**

- |   |   |
|---|---|
| * The Drug Enforcement Unit will continue to develop cooperative investigative strategies with the Criminal Investigations Unit to target CORE offenders.           | 4 |
| * The Career Criminal Unit will develop and implement investigative strategies to target Independence CORE offenders and/or serial offenders of high profile cases. | 4 |
| * The Investigations Unit will continue to develop proactive investigative methods to combat increased property crimes within specified CORE "hotspot" areas.       | 4 |

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Police Major	1.00	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00	2.00
Property Control Technician	1.25	1.25	1.25	1.00
Master Police Officer	32.00	31.00	31.00	31.00
Police Officer	6.00	7.00	8.00	8.00
Police Sergeant	7.00	7.00	7.00	7.00
Administrative Spec II	2.00	2.00	2.00	1.00
Total	51.25	51.25	52.25	51.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	4,877,638	5,325,485	5,325,485	5,403,667
Other Services & Charges	10,408	16,700	16,700	23,173

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
 Cost Center: 4534 - Investigations

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Supplies	3,999	10,000	10,000	7,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	4,892,045	5,352,185	5,352,185	5,434,340

**Significant Issues**

- \* The Criminal Investigations Unit, Drug Enforcement Unit, and miscellaneous Task Forces have been operating with several unfilled positions due to retirements.
- \* The Criminal Investigations Division will have to research other options for cell phone retrieval technology as the manufacturer will no longer support our current equipment.

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Tactical Operations Division is comprised of three units. The units are Canine, Special Weapons and Tactics team (SWAT), and the Explosive Ordnance Disposal (EOD) Team. This division provides support, coordination, and proactive patrol and enforcement in high-crime and/or violation areas. Officers assigned to this division receive specialized training, which depends on the assigned duties and unit. The SWAT and EOD teams are also part of the Kansas City Metro Disaster Tactical Response Team, which responds to any Homeland Security Weapons of Mass Destruction incidences in Kansas and Missouri. All components of this division collaborate to create a safer environment and better quality of life for the residents and visitors of the City.

**2016-17 Accomplishments**

**Goal Ref**

- \* The Canine Building received significant updating as a result of being selected by Lowe's Home Improvement Stores, who sponsor a program that selects first responders that serve the community. Upgrades were made to the interior and exterior of the building, to include paint, flooring, fencing and appliances. 4
- \* The Canine Unit assisted the Independence School District with two classroom article searches in all three high schools. 4
- \* SWAT was an active partner with Patrol, Investigations and the Career Criminal Unit in targeting career offenders active in the city. Proactive efforts continued based on geographic trends and specific offenders to reduce crime and disorder. 4
- \* SWAT conducted Active Shooter Training for the entire Police Department during required block training throughout the year. 4
- \* Two new EOD members were previously selected to fill vacancies in the part-time unit. Officers began attending regular training and are scheduled to complete required training for certification in the coming year. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Canine Public Demonstrations	11	8	12	10

**2017-18 Objectives**

**Goal Ref**

- \* The Independence School District has requested the Canine Unit to conduct classroom article searches at least twice per school year. The goal will be to coordinate with the School District to outline a 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

procedure for safely searching classrooms after the students have been escorted to another classroom. The searches will be of students' backpacks, coats, and other items left in the classroom by students.

- \* The Canine Unit will participate in providing instruction in department-wide block training. Content will include canine capabilities, how to deploy dogs successfully, and patrol officers' responsibilities during dog use. 4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	10.00	10.00	10.00	11.00
Police Officer	3.00	3.00	3.00	1.00
Police Sergeant	3.00	3.00	3.00	2.00
Total	18.00	18.00	18.00	16.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	2,004,498	1,808,525	1,808,525	1,838,385
Other Services & Charges	14,752	17,510	17,510	17,510
Supplies	25,687	25,675	25,675	25,675
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,044,937	1,851,710	1,851,710	1,881,570

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Special Enforcement Division includes the Selective Enforcement and Accident Investigation Units. Selective Enforcement focuses on response to traffic complaints and enforcing traffic laws. Accident Investigation focuses primarily on radar/laser operations, accident reconstruction, photography, and D.W.I. enforcement. In addition, both units help support special events such as Santa-Cali-Gon and the Halloween Parade. The units collaborate to create a safer environment and a better quality of life for the residents and visitors of the City.

**2016-17 Accomplishments**

**Goal Ref**

- \* The Selective Enforcement Unit cooperated with Parks & Recreation and Public Works to create policies and procedures for groups and individuals obtaining permits for 5K, 10K, marathons and parades in the city. Procedures included designated routes for events with pre-planned staffing levels. 4
- \* The Accident Investigation Unit completed a hazardous driving grant application to the State of Missouri seeking a replacement designated enforcement vehicle and new mapping equipment for serious crashes and crime scenes. Determination on award is forthcoming. 4
- \* The process for obtaining search warrants for suspected alcohol related offenders has been streamlined allowing for faster and more efficient administrative results. This improved process contributed to an increase in alcohol related prosecution. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Targeted Selective Enforcement Assignments	8	8	8	8
Vehicular Accidents Reported	2,185	2,128	2,150	2,125
Traffic Summons Issued by Division	20,844	18,648	22,000	20,000
Driving While Intoxicated Arrests	277	372	300	350
Hit and Run Accidents Investigated	376	327	350	325
Alcohol Related Accidents	138	114	150	125

**2017-18 Objectives**

**Goal Ref**

- \* The civilian Parking Enforcement position has been vacant due to retirement. The unit will seek replacement of this position in the form of a sworn officer to assist with previous duties and code violations. In the mean time, the Selective Enforcement Unit will 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

- manage and respond to complaints and assist City Codes with these duties.
- \* The Selective Enforcement Unit will utilize Volunteers in Police Services (VIPS) to deploy the speed trailer in response to speed complaints to effectively plan resource deployment. 4
- \* Both the Selective Enforcement and Accident Investigation Units have current vacancies. Pursuit of filling these critical positions will continue with the department's first priority being to fill the patrol division. 4
- \* Two Selective Enforcement motorcycles are in need of replacement with the goal to order and receive these vehicles and complete specialized equipment installation required for operations and enforcement. 4
- \* The Selective Enforcement Unit will track citizen traffic complaints and document the resources utilized to address them. The SEU Sergeant will contact complainants that leave contact information and will ensure that only the necessary manpower needed will be utilized. 4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	18.00	18.00	17.00	19.00
Police Officer	8.00	8.00	9.00	6.00
Police Sergeant	3.00	3.00	3.00	3.00
Parking Enforcement Off	1.00	1.00	1.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	32.00	32.00	32.00	30.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	2,673,171	2,765,115	2,755,115	2,870,186
Other Services & Charges	22,480	4,370	14,395	21,370
Supplies	2,475	7,470	7,445	7,470
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,698,126	2,776,955	2,776,955	2,899,026

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2017-18 Operating Budget  
 Cost Center: 4538 - Drug Abuse Resistance Educ. Fund: 02 - General Fund

**Description**

The Drug Abuse Resistance Education (D.A.R.E.) Unit is part of the newly recreated Community Services Division. The Unit provides the DARE program to elementary and middle school students. The mission and curriculum of the D.A.R.E. program is to prevent or curtail drug, alcohol, and tobacco use amongst students. In addition, the DARE program provides positive measures to aid students in decision-making life skills with the emphasis on averting drug use, 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.

**2016-17 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. 4
- \* 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 2016-17 school year. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
D.A.R.E. Classes	85	70	100	85
D.A.R.E. Graduates	2,114	1,544	2,274	1,925
D.A.R.E. Schools	28	22	28	24

**2017-18 Objectives**

**Goal Ref**

- \* Meet COMBAT requirements for DARE Officers to continue instructing children in the elementary and middle schools regarding the dangers of drugs and decision-making life skills. The DARE Unit is financially supported by Jackson County COMBAT. 4
- \* The Independence School District has adopted the ALICE program related to active shooters and intruders in the school. All SRO and DARE Officers have been trained in this program. The program was first implemented in the fall of 2014. The goal for the 2017/18 fiscal year will be to continue training all the new school district employees in this program as well as city employees/departments as requested. A portion of the training includes active shoot actor scenarios. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	1.00	1.00	1.00	.00
Police Sergeant	1.00	1.00	1.00	.00
Total	4.00	4.00	4.00	2.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	191,232	204,806	204,806	210,701
Other Services & Charges	0	0	0	0
Supplies	10,790	11,500	11,500	11,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	202,022	216,306	216,306	221,701

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* The Crime Scene and Fingerprint disciplines completed a change in command structure as the unit was transferred under the Drug Enforcement Unit chain of command. 4
- \* Completed defined scientific working areas within crime scene for development of latent prints, a contamination-free DNA collection area, and a designated packaging area. 4
- \* Crime Scene and Fingerprint personnel have continued to maintain all required certifications based on the previous ASCLD requirements. IAI (International Association of Identification) has been identified as a certification body, and Crime Scene personnel are going forth with becoming certified. 4
- \* The Fingerprint discipline upgraded the AFIS fingerprint computer system, which maintained all requirements to continue a cohesive union with the Missouri State Highway Patrol. 4
- \* The Fingerprint Technician successfully completed the Crime Scene Technician field training program to enhance her skill set and become cross trained in two technical disciplines. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Crime Scenes Analyzed and Items Processed	674	750	800	800
Drug Items Analyzed	954	LAB CLOSED	0	LAB CLOSED
Latent Print Items Analyzed	1793	99	1500	100

**2017-18 Objectives**

**Goal Ref**

- \* Since IAI has been identified as the accrediting body for the Crime Scene Unit, documentation will be placed in the unit manual as well as all other personal certifications necessary to remain a viable unit in the criminal justice and judicial systems. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

<u>2017-18 Objectives</u>	<u>Goal Ref</u>
* Crime Scene and Fingerprint personnel will maintain all identified certifications and pass an annual proficiency exam provided through an outside vendor.	4
* Create and implement a better system to track and document daily activities and assignments of Crime Scene and Fingerprint personnel.	4

**Staffing:**

<u>Position Title</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>
Crime Lab Administrator	1.00	1.00	.00	.00
Criminalist	2.00	2.00	2.00	.00
Crime Scene Investigator	5.00	5.00	5.00	5.00
Latent Print Examiner	1.40	1.40	1.40	1.00
Total	9.40	9.40	8.40	6.00
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Budget</u>	<u>2017-18 Adopted Budget</u>
Personal Services	546,502	526,354	526,354	532,462
Other Services & Charges	5,559	28,755	28,755	18,400
Supplies	4,842	7,985	7,985	15,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	556,903	563,094	563,094	565,862
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4543 - Detention

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* An updated contract for long-term housing was agreed upon with the Johnson County and Andrew County facilities. Discussions are ongoing with Andrew County to expand their facility to house more of the department's detainees. 4
- \* Municipal Court arraignments started being held seven days a week, which has lowered the ROR (Release on own Recognizance, or Signature) bonds. 4
- \* A new Detention Supervisor and three new Detention Officers were selected and appointed. Work hours were changed throughout the year to help lower overtime costs. 4
- \* Completed some improvements to the Detention area, to include painting, new mattresses for some of the cells, adding fans for airflow and white noise, and purchasing some additional clothing for detainees. The Detention Unit manual was also updated. 4
- \* Modifications were made to the camera system in the jail, making a switch to Milestone. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Prisoners Booked and Secured	11,080	10,931	13,500	13,500

**2017-18 Objectives**

**Goal Ref**

- \* Continue working with Andrew County to increase the number of Independence detainees they can house. 4
- \* Complete additional upgrades to the Detention area, to include the installation of two additional beds and additional mattress replacements, add a computer in the supervisor's office to monitor all detention cameras, and purchase a complete first aid kit for the jail. 4
- \* Implement a new policy for CIT (Crisis Intervention) situations with 4

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4543 - Detention

2017-18 Operating Budget  
Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

- the department's CIT Officer.  
\* Have all detention staff attend training provided by the department. 4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Detention Officer	10.00	10.00	10.00	10.00
Detention Administrator	1.00	1.00	1.00	1.00
Detention Supervisor	2.00	2.00	2.00	2.00
Total	13.00	13.00	13.00	13.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	862,934	877,937	877,937	896,820
Other Services & Charges	730,046	649,026	649,026	719,500
Supplies	7,863	7,095	7,095	9,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,600,843	1,534,058	1,534,058	1,625,320

**Significant Issues**

- \* Current housing practices could change depending on any additional changes to the state statutes, Senate Bill 5, or Missouri Senate Bill 575.0180.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4544 - Records

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* The Records Unit updated all the old Missouri state statute numbers in their database. 4
- \* Two employees attended Administrative Training from the Records Management vendor, and four employees attended the Criminal Justice Information System conference. 4
- \* The Records Unit recalled two years worth of boxes through the offsite storage vendor and scanned all the reports into the Records Management System. The Records Unit continues to go through offsite storage reports to maintain the necessary record retention schedule. 4
- \* Traffic Stop reporting was implemented electronically into the patrol vehicles for entry. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of Citizen Phone Calls	99,803	103,658	100,500	101,000

**2017-18 Objectives**

**Goal Ref**

- \* The Records Unit will start the consolidation of jackets from the Records Management System. 4
- \* The Records Unit will help implement the new E-CAD upgrade with the Records Management vendor. 4
- \* The Records Unit will continue to go through offsite storage reports to maintain the necessary record retention schedule. 4
- \* The Records Unit will maintain training standards and certifications for MULES and REJIS end users for required personnel. Every user in the department that accesses criminal justice information has to have a certification from the state database. 4
- \* The Records Unit will update the current Records Unit Manual. 4

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4544 - Records

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Records Unit Clerk	9.63	9.63	9.63	9.63
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	8.00	8.00	8.00	8.00
Police Records Supervisor	2.00	2.00	2.00	2.00
Police Records Technician	2.00	2.00	2.00	2.00
Total	22.63	22.63	22.63	22.63

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,245,370	1,313,333	1,313,333	1,324,684
Other Services & Charges	1,120	1,100	1,100	1,100
Supplies	5,469	7,500	6,659	7,500
Capital Outlay	0	0	841	0
Other Expenditures	0	0	0	0
Total	1,251,959	1,321,933	1,321,933	1,333,284

**Significant Issues**

- \* The FBI will be working toward police departments using the MO Incident Based Reporting System (MIBRS) instead of Uniform Crime Reporting (UCR). When this occurs, it will be a large project due to every incident needing to be counted and all the current tables in the Records Management System needing to be added. It will also require the Records Unit to report to both UCR and MIBRS at the same time for six months.
- \* Due to changes made to Senate Bill 5, warrant entry increased tremendously in 2016. The two Warrant Entry Clerks have been unable to keep up with the entering of warrants, and they are currently eight months behind.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4545 - Communications

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Eligibility lists have been created and some Telecommunicator positions have been filled throughout the year. Continuing efforts will be made to fill the remaining vacancies in the Communications Unit. 4
- \* Schedule adjustments, seasonal employees, and call-takers awaiting training have all been utilized to reduce the impact of vacancies on the department's overtime budget. 4
- \* Additional in-house training has been conducted in areas such as call taking, policies and procedures, and responder safety. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Emergency 9-1-1 Calls	208,499	246,207	265,000	265,000
Computer Aided Dispatching (C.A.D.) Calls for Service	179,193	135,228	168,000	160,000

**2017-18 Objectives**

**Goal Ref**

- \* The Emergency Communications Center will continue seeking qualified applicants in pursuit of reaching full staff. Recruitment and training will be utilized to identify personnel best suited to fill existing vacancies. 4
- \* The Communications Administrator, Supervisors, and staff will assist in the research and planning for the new communications center. 4
- \* The Communications Administrator will identify and incorporate in-service training for unit personnel to enhance skill and performance. 4

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4545 - Communications

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Telecommunicator	6.00	6.00	6.00	1.00
Telecommunicator I	21.00	21.00	21.00	23.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Total	34.00	34.00	34.00	31.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	2,163,865	2,227,355	2,227,355	2,197,830
Other Services & Charges	1,149	2,467	2,467	2,467
Supplies	4,969	8,363	1,987	8,363
Capital Outlay	3,188	0	6,376	0
Other Expenditures	0	0	0	0
Total	2,173,171	2,238,185	2,238,185	2,208,660

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 15 - Grants

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Master Police Officer	5.00	5.00	4.00	5.00
Police Officer	1.00	1.00	1.00	1.00
Crime Analyst I	1.00	1.00	.00	.00
Crime Analyst I	.00	.00	1.00	1.00
Total	7.00	7.00	6.00	7.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,056,077	0	1,137,638	438,454
Other Services & Charges	103,679	0	180,451	0
Supplies	69,611	0	13,331	0
Capital Outlay	45,824	0	3,643	0
Other Expenditures	0	0	0	0
Total	1,275,191	0	1,335,063	438,454

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2017-18 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 adoption of a one-eighth cent sales tax.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	244,130	255,546	325,546	242,491
Supplies	15,698	20,000	20,000	0
Capital Outlay	0	0	0	150,000
Other Expenditures	38,273	38,273	38,273	38,273
Total	298,101	313,819	383,819	430,764

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police

2017-18 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 adoption of a one-eighth cent sales tax.

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	63,542	64,500	64,500	64,500
Supplies	0	0	0	6,000
Capital Outlay	676,146	505,000	505,150	505,000
Other Expenditures	0	0	0	0
Total	739,688	569,500	569,650	575,500

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 16 - Police Public Safety

**Description**

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

**Program Costs**

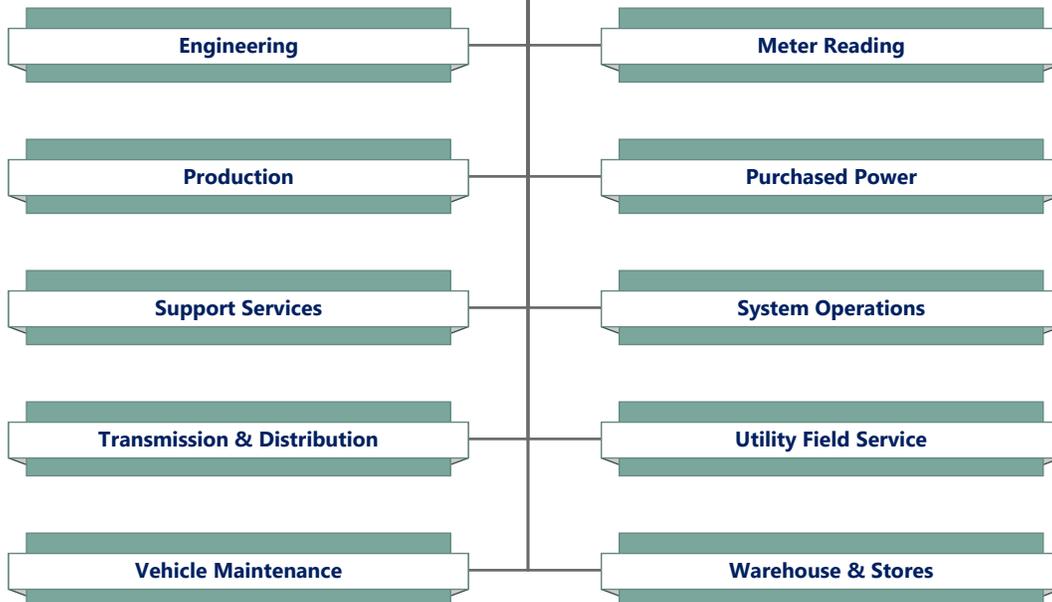
<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	127,855	149,010	149,010	163,680
Supplies	185,242	240,112	239,962	202,873
Capital Outlay	700,079	1,083,000	1,013,000	1,131,650
Other Expenditures	0	0	0	0
Total	1,013,176	1,472,122	1,401,972	1,498,203

# Power and Light



**Power and Light Director**

**Leon Daggett**



*City of Independence*  
*Departmental Budget Summary*

Department: 6100 - Power & Light

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b><u>Staffing</u></b>				
Full Time Positions	239.00	239.00	239.00	228.00
Total	239.00	239.00	239.00	228.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
6110 Administration	3,569,978	3,365,300	3,362,980	3,405,757
6121 Support Services	972,973	1,338,217	1,338,217	1,325,431
6122 Warehouse and Stores	3,513,412	4,499,368	4,499,368	4,538,630
6123 Vehicle Maintenance	2,344,144	2,430,600	2,430,600	2,378,445
6125 Utility Field Service	960,047	1,071,105	1,071,105	1,068,677
6126 Meter Reading	1,726,265	2,007,597	2,007,597	1,830,767
6140 Production	14,120,676	14,024,474	14,024,474	12,868,047
6145 Purchased Power	54,321,341	64,218,923	64,218,923	59,854,000
6150 Transmission & Distribution	12,451,799	12,664,122	12,656,412	12,974,058
6160 Engineering	4,172,558	4,785,889	3,375,786	3,511,819
6170 System Operations	2,865,381	3,652,912	3,652,912	3,621,649
6175 Communications	0	0	1,419,813	1,565,302
Total	101,018,574	114,058,507	114,058,187	108,942,582
	=====	=====	=====	=====

**Source of Funding**

Power and Light Fund	101,018,574	114,058,507	114,058,187	108,942,582
Total	101,018,574	114,058,507	114,058,187	108,942,582
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6110 - Administration

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Completed Advanced Metering Infrastructure (AMI) Budget. 2
- \* Issued RFP for AMI System. 2
- \* Completed the renovation project on the new office building and effectively managed the transfer of staff to the new building. 3
- \* Issued a RFP for a Generation Master Plan Study to determine long-term options for reliable generation performance at minimal cost. 3
- \* Construction started on the cap and closure of the Blue Valley ash ponds. 3
- \* Construction completed on the Independence Community Solar Farm; 100% of the output has been committed. 2
- \* Successfully supported the implementation of the new Utility Billing Enterprise Replacement system. 2
- \* Successfully revamped the IPL budgeting process to increase efficiencies and accuracy. 2
- \* Completed the Blue Valley water permit renewal process. 3
- \* Issued an RFP for the Missouri City power plant divestiture services project. 3
- \* Received the Reliable Public Power Provider (RP3) award for 2017 to 2020 from the American Public Power Association. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Average Number of Retail Customers	56,709	56,908	56,929	57,250
Total Retail Energy Sales (Mwh)	995,485	987,083	1,080,661	1,007,570
Average Retail Sales per Customer (Kwh/customer)	17,554	17,345	18,983	17,838
Total Wholesale Energy Sales (Mwh)	86,075	162,068	94,051	23,479
Total Operating Revenues (in 000's)	139,078	134,747	146,960	142,094
Average Operating Revenue per Customer (\$/customer)	2,452	2,482	2,581	2,368
Total System (customer) Peak Load (Kw)	276,100	276,900	296,900	306,900

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6110 - Administration

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

Annual System Load Factor (%)	42.56	42.70	43.00	39.70
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**2017-18 Objectives**

**Goal Ref**

- |   |   |
|---|---|
| * Award contract and begin pilot phase of Advanced Metering Infrastructure (AMI) deployment if approved by Council.                         | 2 |
| * Oversee the process of decommissioning and dismantlement of the Missouri City Generating Plant if approved by Council.                    | 3 |
| * Update the cost of service and rate study performed in 2015 and seek City Council approval of new electric rates.                         | 4 |
| * Provide support for the implementation of the new enterprise-wide finance and human resource software package.                            | 2 |
| * Develop strategies for IPL generation fleet replacement based on findings and recommendations from the 2016 Generation Master Plan Study. | 4 |
| * Maintain a Fixed Cost Coverage ratio of 1.2X or better.   | 4 |

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Utility Property Accountant	.00	.00	1.00	1.00
Utility Support Specialist	.00	.00	1.00	1.00
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Utility Account Admin - P&L	.00	.00	1.00	1.00
Planning & Rates Analyst	.00	1.00	1.00	1.00
Engineer III - PL	1.00	.00	.00	.00
Utility Proj Development Mgr	.00	.00	.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	.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	12.00	12.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
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**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
 Cost Center: 6110 - Administration

2017-18 Operating Budget  
 Fund: 20 - Power and Light Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,390,141	1,737,030	1,737,030	1,956,462
Other Services & Charges	2,166,355	1,612,270	1,579,750	1,431,795
Supplies	9,603	11,500	11,500	13,000
Capital Outlay	3,879	4,500	34,700	4,500
Other Expenditures	0	0	0	0
Total	3,569,978	3,365,300	3,362,980	3,405,757
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6121 - Support Services

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Increased marketing for Home Energy Loan Program. 1,2
- \* Expanded Facebook outreach and increased followers from 400 to 1200+. 1,2
- \* Entered into a co-delivery Weatherization Program with Missouri Gas Energy and completed ten projects. 1,3
- \* Exceeded Energy Rebate Goal by 17%. 1,2
- \* Actively participated with the Chamber and School District with the Ford Next Generation Learning Program. 1,4
- \* Helped to secure a grant for Habitat from Heartland Utilities for Energy Efficiency (HUEE) of \$5,000 to be used for weatherization education. 1,3
- \* IPL was one of four utilities to receive the American Public Power Association's Innovator Award for the Home Energy Loan Program, honoring innovation and creativity in serving our customers. 1,2,3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Energy Efficiency Rebates Processed	119	143	125	150
Customers on Surge Protection Program	440	409	475	475
Energy Star Rebates	4	3	6	6
Commercial Rebates	11	11	12	12
Energy Efficiency Loans	13	9	25	30
Weatherization Program	0	10	10	10

**2017-18 Objectives**

**Goal Ref**

- \* Continue the Weatherization Program with Missouri Gas Energy and Truman Heritage Habitat for Humanity. 1,3
- \* Expand social media activities to increase number of followers and to better engage our customers. 1,2
- \* Expand our outreach efforts through the Independence School District focusing on energy efficiency and IPL programs. 1,2,4
- \* Continue on-going training and coordination with call center personnel to keep them informed about IPL programs. 1,2

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6121 - Support Services

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Utility Property Accountant	1.00	1.00	.00	.00
Utility Support Clerk	1.00	1.00	.00	.00
Utility Support Specialist	1.00	1.00	.00	.00
Utility Account Admin - P&L	1.00	1.00	.00	.00
Energy Applications Spec	2.00	2.00	2.00	2.00
Safety & Training Specialist	.00	.00	.00	.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Security Administrator	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	.00	.00	.00
Contract & Bid Administrator	.00	1.00	1.00	1.00
Total	10.00	10.00	6.00	6.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	630,705	625,217	625,217	681,731
Other Services & Charges	312,259	622,000	622,000	565,700
Supplies	11,378	18,500	18,500	18,500
Capital Outlay	18,631	72,500	72,500	59,500
Other Expenditures	0	0	0	0
Total	972,973	1,338,217	1,338,217	1,325,431

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6122 - Warehouse and Stores

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

**2016-17 Accomplishments**

**Goal Ref**

- \* Mailing and shipping charges were down by using free shipping options from suppliers. 1,3
- \* Funds for overnight travel/meetings plus training and education budget were not used. 1,3
- \* Small tools and equipment expenses were less this year for the warehouse. 1,3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Purchase Requisitions Issued	521	532	540	560
Inventory Purchases(\$)				
Transformers(\$)	287,243	385,467	600,000	595,000
Wood Poles(\$)	137,214	156,538	250,000	250,000
Street Light Poles(\$)	56,900	62,492	50,000	65,000
Wire(\$)	244,840	426,214	800,000	700,000
Other(\$)	1,288,533	1,163,250	1,400,000	1,397,500
Totals(\$)	2,024,730	2,193,000	3,100,000	3,007,500

**2017-18 Objectives**

**Goal Ref**

- \* Surplus all obsolete parts and equipment no longer used by T&D. 1,3
- \* Attend the APPA Supply Management meeting in 2018. 1,2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Warehouse Clerk 3rd Yr	1.00	1.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 1st 6 Mo	.00	.00	.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	1.00

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6122 - Warehouse and Stores

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	686,450	687,768	687,768	787,430
Other Services & Charges	211,690	362,100	362,100	363,700
Supplies	2,586,926	3,369,500	3,369,500	3,307,500
Capital Outlay	28,346	80,000	80,000	80,000
Other Expenditures	0	0	0	0
Total	3,513,412	4,499,368	4,499,368	4,538,630

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6123 - Vehicle Maintenance

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

**2016-17 Accomplishments**

**Goal Ref**

- \* Procured and implemented an additional 20 vehicles to Fuel Master Aims 2 ring technology. 2
- \* Conducted a study on existing assets of IPL fleet. Outdated/Not-in-use set for disposal. 2
- \* Procured and implemented tire purchasing and repair to be done in-house, State bid. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Fleet Miles Driven	657,266	783,256	710,000	800,000
Fleet Use in Gallons	81,774	91,819	75,000	95,000
Fleet Miles Per Gallon	8.8	9.7	11.0	11.0
Fleet Fuel Cost	214,265	139,850	170,000	160,000
Fleet Maintenance Cost	812,571	537,343	700,000	600,000
Fleet Preventive Maintenance Cost	36,195	22,039	60,000	25,000
Fleet Tire Cost	13,064	6,957	20,000	8,000
Fleet Cost Per Mile	1.15	1.12	1.15	1.15

**2017-18 Objectives**

**Goal Ref**

- \* More data entry in Dossier Fleet Maintenance for reporting purposes and import of any outside billing to vehicle documents, better tracking. 2
- \* Train new and existing employees on the On-Line Repair Software, diagnose and repair. 2
- \* Implement a plan for vehicle recalls to be done once a month. 2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
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**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6123 - Vehicle Maintenance

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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	1.00	.00	.00	2.00
Heavy Equipment Mech 2nd-Year	.00	1.00	.00	.00
Heavy Equipment Mech 3rd-Year	3.00	3.00	4.00	2.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	915,571	858,100	858,100	833,945
Other Services & Charges	347,803	326,000	326,000	326,000
Supplies	195,606	371,500	371,500	371,500
Capital Outlay	885,164	875,000	875,000	847,000
Other Expenditures	0	0	0	0
Total	2,344,144	2,430,600	2,430,600	2,378,445

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6125 - Utility Field Service

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts and reading meters for customer transfers.

**2016-17 Accomplishments**

**Goal Ref**

- \* The department averaged 7.53 stops per hour, per employee, for the first six months of the fiscal year. A slight increase from last year. 2
- \* The department averaged 81% work order completion for the first six months of the fiscal year. Lower numbers were the result of reduced staffing levels. 2
- \* The Field Service Workers group communicated daily with IPL and Water Meter Shops along with Customer Service personnel to discuss and resolve any work order issues. 3
- \* Conducted quarterly safety training. 2
- \* Reduced overall overtime expenditures. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Average number of customer contacts (visits) completed monthly	5,001	4,338	4,800	4,800
Average number of stops at customer locations per hour per worker	6.6	7.2	6.8	6.9

**2017-18 Objectives**

**Goal Ref**

- \* Maintain an average of 6.7 or more stops at customer locations per hour per worker for every month of the year. 2
- \* Increase to an average of 85% work order completion per month. 2
- \* Work jointly with Customer Service IPL and Water Meter Shops to develop a better dispatch process to minimize work order backtracking while traveling between customer locations. 3
- \* Conduct quarterly training to reduce risk of employee injury. 2
- \* Maintain reduced overtime expenditures by planning and scheduling to cover alternate shift. 2

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6125 - Utility Field Service

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Util Field Service Wkr	3.00	3.00	3.00	4.00
Utility Field Serv Wkr	4.00	4.00	4.00	3.00
Customer Operations Supervisor	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	8.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	953,034	1,050,005	1,050,005	1,047,577
Other Services & Charges	1,074	12,600	12,600	12,600
Supplies	5,939	8,500	8,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	960,047	1,071,105	1,071,105	1,068,677

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6126 - Meter Reading

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Reduced overall overtime expenditures in the division. 2
- \* More than 99% of all meter routes for the first six months of the fiscal year were read within the allocated time parameter enabling timely issuance of customer bills. 2
- \* Averaged 582 meters per month of customer accounts with consecutive estimated meter readings for the first six months of the fiscal year, which did not meet objectives. 2
- \* The division maintained an average read rate of 96.6% for the first six months of the fiscal year. 2
- \* Conducted quarterly safety training. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Meter Reads	1,295,462	1,297,889	1,297,715	1,298,055
Rechecks	3,043	3,062	2,781	3,050
Can't Reads	32,009	38,701	33,543	36,512
Service Work Orders Generated	3,686	2,516	2,195	2,708
Actual Read (% of Meters)	97.6%	97.1%	97.0%	97.0%

**2017-18 Objectives**

**Goal Ref**

- \* Maintain reduced overtime expenditures. 2
- \* Increase employee productivity so all meter routes are read within the allotted time parameters. 2
- \* Maintain an average of 400 or less meters per month having consecutive monthly estimates. The new billing system may change the way this information is reported. 2
- \* Maintain an average read rate of 96.5% or better. 2
- \* Conduct quarterly training to reduce risk of employee injury. 2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
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**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6126 - Meter Reading

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Meter Records Clerk 1st Yr	.00	1.00	.00	.00
Meter Records Clerk 2nd Yr	.00	.00	1.00	.00
Meter Records Clerk 3rd Yr	1.00	.00	.00	1.00
Utility Meter Reader I	9.00	9.00	9.00	9.00
Utility Meter Reader I	5.00	5.00	4.00	4.00
Assistant Meter Reader Supv	1.00	1.00	1.00	.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	17.00	17.00	16.00	15.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,680,427	1,857,997	1,857,997	1,698,167
Other Services & Charges	35,270	45,100	80,100	45,100
Supplies	10,568	14,500	14,500	14,500
Capital Outlay	0	90,000	55,000	73,000
Other Expenditures	0	0	0	0
Total	1,726,265	2,007,597	2,007,597	1,830,767

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6140 - Production

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the safe and efficient maintenance and operation of all power production equipment (Eleven generating units at five locations).

**2016-17 Accomplishments**

**Goal Ref**

- \* Revised and implemented Operator shift manpower and standby rules to reduce overtime. 3
- \* Transferred nearly 17,000 gallons of fuel oil from Missouri City Power Plant to Sub I combustion turbine units. 3
- \* Able to implement impairment of fire protection systems through reduction of flammable materials in October 2016 with insurance company concurrence. Cut electric power consumption in half. 3
- \* Started construction of Blue Valley Ash Pond closure. To be completed in 2018. 3
- \* Secured Missouri City plant buildings to allow for unmanned status. All personnel returned to duties at Blue Valley Power Plant. 3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Starting Reliability	N/A	92%	80%	85%
Equivalent Availability	N/A	71%	85%	80%
Forced Outage Rate	N/A	33%	<10%	<15%

**2017-18 Objectives**

**Goal Ref**

- \* Continue construction of Blue Valley ash pond closure for completion in 2018. 3
- \* Replace obsolete Blue Valley generator hydrogen systems for enhanced safety and operation. 3
- \* Replace obsolete Blue Valley burner management system for enhanced safety and operation. 3
- \* Finalize Production procedure for System Black Out Restoration/Black Start Unit startup. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6140 - Production

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Utility Data Specialist-P&L	1.00	1.00	1.00	1.00
Division Admin Specialist	.00	.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
Machinist/Mechanic	1.00	1.00	1.00	1.00
Journeyman PowerPlant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	4.00	4.00	4.00	2.00
Journeyman Pwr Plant Mech	13.00	12.00	12.00	8.00
Power Plant Operator I	12.00	12.00	10.00	7.00
Power Plant Operator II	6.00	6.00	5.00	5.00
Power Plant Operator III	6.00	5.00	4.00	5.00
Util Maint Wkr 2nd 6 Mo	3.00	3.00	3.00	2.00
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	1.00	.00	.00	.00
Safety & Training Specialist	1.00	1.00	1.00	1.00
Engineer III - PL	1.00	2.00	2.00	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	.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	.00	.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	77.00	75.00	71.00	60.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	9,774,400	9,593,099	9,593,099	8,874,572
Other Services & Charges	4,006,792	3,982,675	3,982,675	3,593,475
Supplies	335,081	432,700	432,700	384,000
Capital Outlay	4,403	16,000	16,000	16,000
Other Expenditures	0	0	0	0
Total	14,120,676	14,024,474	14,024,474	12,868,047

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6145 - Purchased Power

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

This function is used to accumulate costs of power production fuels, purchase power agreements with other utilities and the Southwest Power Pool (SPP) organized markets, including the cost of energy, demand and transmission charges.

**2016-17 Accomplishments**

**Goal Ref**

- \* Monitored energy price trends which led to changing offer price at Smoky Hills, resulting in increased revenues. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Off-System Energy Costs	(\$) 26,832,232	23,016,666	23,829,342	24,865,000
Off-System Fixed Costs	(\$) 23,645,388	23,780,567	28,594,112	24,600,000
Transmission Services	(\$) 6,828,701	6,759,850	7,934,976	7,387,000
On-System Production Fuels	(\$) 3,253,919	4,298,698	3,500,493	2,618,000
Wholesale Power Marketing	(\$) 565,792	360,000	360,000	360,000
On-System Generation	(MWh) 53,763	65,856	63,194	33,423
Off-System Energy	(MWh) 1,058,453	1,129,634	1,111,519	1,056,266
Total Energy Supplied	(MWh) 1,112,216	1,195,490	1,174,713	1,089,689
Total Cost Per MWh of Supply	\$/MWh 54.96	48.70	54.60	54.91
Total Cost (\$)	61,126,032	58,215,781	64,218,923	59,830,000
Net Generation at P&L Plants	(MWh) 53,762	65,856	63,194	33,423
Total Coal Burned (tons)	34,075	31,365	0	0
Total Gas Burned (MCF)	153,070	289,623	1,161,243	630,730
Total Oil Burned (gallons)	31,263	55,692	55,692	42,476

**2017-18 Objectives**

**Goal Ref**

- \* Continue to monitor energy price trends to identify opportunities to reduce costs and increase revenues. 2

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Other Services & Charges	6,516,967	7,941,041	7,941,041	7,076,000
Supplies	47,804,374	56,277,882	56,277,882	52,778,000
Capital Outlay	0	0	0	0

*City of Independence  
Detail Program Summary*

Department: 6100 - Power & Light  
 Cost Center: 6145 - Purchased Power

2017-18 Operating Budget  
 Fund: 20 - Power and Light Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Expenditures	0	0	0	0
Total	54,321,341	64,218,923	64,218,923	59,854,000

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light 2017-18 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Replaced breakers and panels at Substation A. 3
- \* Substation P distribution feeder additions completed. 3
- \* Replaced switchgear at Substation L to maintain reliability of distribution system. 3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Completed Construction Jobs	475	382	250	250
Services Installed	205	134	95	184
Rotation of Meters	1,044	943	1,100	990
Total Number of Trees Trimmed	6,240	5,100	6,300	6,500
Quadrants Trimmed	39	31	20	36

**2017-18 Objectives**

**Goal Ref**

- \* Complete Substation I transformer and switchgear replacement. 3
- \* Install bushing CT's on transformer A-T10 to mitigate bus differential issues. 3
- \* Install control equipment in substations to provide LTC control and indication through SCADA. 3
- \* Install alternate AC power source at Eckles Road Substation. 3
- \* Complete Substation M breaker replacement and line relay upgrade project. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Apprentice Lineman-1st yr	.00	.00	.00	4.00
Apprentice Lineman-2nd Yr	2.00	2.00	4.00	.00
Inspector/Locator 3rd Yr	1.00	1.00	1.00	1.00
Meter Records Clerk 2nd Yr	1.00	.00	.00	.00

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light

2017-18 Operating Budget

Cost Center: 6150 - Transmission & Distribution

Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Meter Records Clerk 3rd Yr	.00	1.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Arborist-P&L	1.00	1.00	1.00	1.00
Utility Support Clerk	.00	.00	1.00	1.00
Utility Data Specialist-P&L	1.00	1.00	.00	.00
Journeyman Lineman	25.00	25.00	23.00	23.00
Relay Technician	2.00	2.00	2.00	2.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Lineman	2.00	2.00	2.00	2.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Dispatcher	5.00	5.00	5.00	5.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	1.00	1.00	1.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
System Protection Engineer	1.00	1.00	1.00	.00
Revenue Protection/ElectInspec	.00	.00	1.00	1.00
Total	68.00	68.00	69.00	68.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	8,848,755	9,488,322	9,488,322	9,738,258
Other Services & Charges	3,145,798	2,857,350	2,849,640	2,917,350
Supplies	455,453	289,950	289,950	289,950
Capital Outlay	1,793	28,500	28,500	28,500
Other Expenditures	0	0	0	0
Total	12,451,799	12,664,122	12,656,412	12,974,058

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6160 - Engineering

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the overall engineering of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation and distribution design, and construction job order and contract development, estimating and administration.

**2016-17 Accomplishments**

**Goal Ref**

- \* Completed switchgear, transformer and breaker drawings for Substation J. 3
- \* Increased efficiency and accuracy of geographic information system (GIS) data. 2
- \* Updated all rate codes and street lights in GIS. 3
- \* Completed 80% of distribution pole identification entries and 100% of transmission poles were verified and updated in GIS. 3
- \* Exported consumer locations for Automated Metering Infrastructure (AMI) design. 2
- \* Updated all switchgear to reflect accurate settings. 3
- \* Continual cleanup/revising/updating Telco overlash attachments. 1
- \* Started the process of loading the Fiber Module into the GIS. 2
- \* Coordinated with System Programs group concerning CityWorks potential profile views of GIS data/maps and circuit and flow for the connectivity of the Outage Management System (OMS). 2
- \* Routine job orders, transformer records and turnkey jobs have been completed. 1
- \* Inspected and tagged 12,664 poles. 3
- \* Significant progress made with Distribution Capacitor Bank Program. 2
- \* Completed utility billing system replacement. 2
- \* Completed CityWorks AUD/implementation. 2
- \* Completed distribution standard redesign for implementation of new design software. 2
- \* Completed Substation K distribution feeder reroute for future ease of access and reliability. 4
- \* Completed construction of the Substation L Switchgear Replacement. 3
- \* Initiated design for Substation I Transformer and Switchgear Replacement. 3

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Services Placed Underground Federal Grant Program	0	0	0	0

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6160 - Engineering

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

Services Placed Underground	63	90	75	105
Turnkey Services				
System Average Outage Time (Minutes)	18.29	27.02	61.10	59.00
System Average Outage Frequency	.46	.42	.88	.88

**2017-18 Objectives**

**Goal Ref**

- \* Complete CityWorks implementation for the Blue Valley Power Plant. 2
- \* Complete upgrade of Service Center Warehouse barcode system. 2
- \* Extend mobile technology footprint by utilizing electronic field inspections and electrical grid mapping files. 2
- \* Complete installation of Fiber module in the GIS system. 2
- \* Move all GIS info/data onto electronic mobile devices versus paper/primary books. 2
- \* Coordinate with System Programs concerning circuit and flow for the connectivity of the OMS - ongoing. 2
- \* Develop GIS system further by modeling switchgear and junction boxes accurately track settings, fusing. 2
- \* Continue to enter numerous Job Orders, xfmr records and turnkey jobs into our GIS. 3
- \* Complete Substation I Transformer and Switchgear Replacement. 3
- \* Install bushing CT's on A-T10 transformer to mitigate bus differential issues. 3
- \* Install control equipment in Substations to provide LTC control and indication through SCADA. 2
- \* Install Alternate AC Power Source at Eckles Road Substation. 3
- \* Complete Substation P distribution feeder additions. 4
- \* Complete Substation M Breaker Replacement and Line Relay Upgrade Project. 3
- \* Complete Telco overlash attachment agreements. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
District Planner II	1.00	1.00	1.00	.00
District Planner III	.00	.00	.00	2.00
Senior District Planner	3.00	3.00	3.00	2.00
Engineering Tech III-P&L	1.00	1.00	1.00	1.00
Division Admin Specialist	.00	.00	1.00	1.00
Senior Electronics Tech	1.00	1.00	1.00	.00
Electronics Technician	2.00	2.00	3.00	.00
GIS/CAD Technician	3.00	3.00	4.00	4.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6160 - Engineering

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Engineer II - P&L	1.00	1.00	1.00	.00
Engineer III - PL	3.00	3.00	3.00	4.00
Engineering Supervisor	1.00	1.00	1.00	1.00
GIS Supervisor -P & L	1.00	1.00	1.00	1.00
System Protection Engineer	.00	.00	.00	1.00
Sr Engineer - PL	.00	1.00	1.00	1.00
Telecommunications Coordinator	.00	.00	1.00	.00
Telecommunications Supervisor	1.00	1.00	1.00	.00
Administrative Spec III	1.00	1.00	.00	.00
System Programs Coordinator	1.00	1.00	1.00	1.00
System Programs Supervisor	.00	.00	1.00	1.00
Total	22.00	23.00	27.00	22.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	3,089,597	3,330,265	2,532,451	2,705,969
Other Services & Charges	921,831	1,178,674	684,598	731,850
Supplies	125,355	147,450	29,237	34,000
Capital Outlay	35,775	129,500	129,500	40,000
Other Expenditures	0	0	0	0
Total	4,172,558	4,785,889	3,375,786	3,511,819

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6170 - System Operations

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the 24/7 operations of the City's electrical system. Major areas of responsibility include the dispatching of the generation resources, operation of the transmission system, wholesale power purchases and sales, and management of the Departments regulatory reliability compliance efforts in an efficient, cost effective and reliable manner.

**2016-17 Accomplishments**

**Goal Ref**

- \* Functions performed, market agent fees, economic analysis and implementation plan to transition duties to internal staff. 3
- \* Hardware replaced for NERC (North American Electric Reliability Corporation) cyber security systems. 2
- \* Completed audit mitigation from Spring 2016 NERC Operations and Planning Audit. 3
- \* Prepared for Critical Infrastructure Protection Audit in Spring 2018. 3
- \* Performed Cyber Security Vulnerability assessment and mitigated identified vulnerabilities to enhance security of SCADA/EMS and Support System environment. 3
- \* Performed configuration energy market software in order to report accurate settlement data for IPL generation and load assets. 2
- \* Developed automated reports for operating personnel and management to monitor operational performance in the SPP energy market. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Energy Mgmt System Availability (%)	99.99	99.84	100.00	100.00
Wholesale Power Sales Mwh	79,670	159,037	94,051	64,947
Wholesale Power Revenues (\$)	2,168,850	3,084,478	1,575,000	1,623,675
Wholesale Power Rate (\$/Mwh)	26.17	21.10	16.75	25.00
System Operator Training CEHs (Hrs)	320	317	320	320
Load Forecasting Error (%)	4.80	4.07	3.00	3.50

**2017-18 Objectives**

**Goal Ref**

- \* Determine direction for IPL SPP Energy Market functions. 2
- \* Remodel Primary Operation Center. 3
- \* Upgrade SCADA, PDS and HIS servers along with workstation hardware. Perform SCADA/EMS software upgrade to latest vendor release. 2
- \* Continue to prepare for NERC Critical Infrastructure Protection (CIP) Audit first quarter 2018 and begin audit mitigation. 3
- \* Perform Cyber Security Vulnerability assessment and mitigate 3

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6170 - System Operations

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**2017-18 Objectives**

**Goal Ref**

- identified vulnerabilities to enhance security of SCADA/EMS and Support System environment.
- \* Substation I SCADA Checkout - SCADA Point changes associated with the Transformers and Switchgear replacement. 3

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
System Operator III	1.00	1.00	.00	.00
Senior System Operator	4.00	4.00	5.00	6.00
System Operations Manager	1.00	1.00	1.00	1.00
Cyber Security Coordinator	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Electric Sys Ops Engineer	1.00	1.00	1.00	1.00
Energy Mgmt Sys Coord	1.00	1.00	1.00	1.00
NERC Compliance Supervisor	1.00	1.00	1.00	1.00
CIP/Cyber Security Coord	1.00	1.00	1.00	1.00
Reliability Compliance Coord	1.00	1.00	1.00	1.00
Energy Mgmt Sys Coord II	1.00	2.00	2.00	2.00
Energy Markets Coordinator	1.00	1.00	1.00	1.00
NERC Compliance Analyst	.00	.00	1.00	1.00
Total	15.00	16.00	17.00	18.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	2,300,852	2,568,487	2,568,487	2,674,304
Other Services & Charges	394,554	719,925	719,925	769,620
Supplies	71,638	206,500	206,500	62,225
Capital Outlay	98,337	158,000	158,000	115,500
Other Expenditures	0	0	0	0
Total	2,865,381	3,652,912	3,652,912	3,621,649

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6175 - Communications

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for planning, engineering, administration, installation and maintenance of IPL's internal communications, security and fiber optic facilities. Areas of responsibility include but are not limited to: fiber optic systems, telephony systems, CCTV systems, traffic signals, mobile radio, wireless, microwave, SCADA/EMS and Relay Protection communication links.

**2016-17 Accomplishments**

**Goal Ref**

- \* Fiber System Network Management System Upgrade. 2
- \* Replaced S2 Workstation at IPL's Primary Operating Center (POC) located at the Service Center. 3
- \* Extended fiber service to the Independence School District's new food service location. 1
- \* IUC Security Camera Deployment & Removals. 3
- \* SCADA/EMS Water Cooling Tower data link. 2
- \* Completed Courtney Bend Water Plant Fiber Project. 3
- \* Security Substations H, I, F Camera Deployment. 3
- \* Voice over Internet Protocol (VOIP) Phone Deployment for Dispatch. 1
- \* Ocularis/Milestone System Upgrade. 3
- \* SCADA/EMS Blue Ridge & Hawthorne Machine to Machine (M2M) Deployment. 2
- \* Machine to Machine (M2M) Deployment for Bundschu Reclosers. 2
- \* Autodesk Fiber Module/GIS CAD System Addition. 3

**2017-18 Objectives**

**Goal Ref**

- \* Expand the fiber optic system to new city facilities. 2
- \* Renew the contract fiber transport with the Independence School District. 1
- \* Complete school crossing signals communication system end of life conversion. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Senior Electronics Tech	.00	.00	.00	1.00
Electronics Technician	.00	.00	.00	3.00
Telecommunications Coordinator	.00	.00	.00	1.00
Telecommunications Supervisor	.00	.00	.00	1.00
Total	.00	.00	.00	6.00
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

Department: 6100 - Power & Light  
Cost Center: 6175 - Communications

2017-18 Operating Budget  
Fund: 20 - Power and Light Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	0	0	797,814	906,586
Other Services & Charges	0	0	501,249	487,816
Supplies	0	0	111,250	168,400
Capital Outlay	0	0	9,500	2,500
Other Expenditures	0	0	0	0
Total	0	0	1,419,813	1,565,302
	=====	=====	=====	=====

# Public Works



**Public Works Director**

**Tim Gramling**

**Central Garage**

**Engineering**

**Facilities Management**

**Street Maintenance**

**City of Independence**  
**Departmental Budget Summary**

Department: 5000 - Public Works

2017-18 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 floodplain 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 575 miles of streets through patching, surfacing, shoulder operations, snow removal, signs and roadside maintenance. Make repairs to bridges. Maintain a large portion of City vehicles. Operate the Drop-Off Depot program.

Description	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	89.00	89.00	89.63	69.00
Part Time Positions	5.02	5.02	4.39	6.00
Total	94.02	94.02	94.02	75.00
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
5001 Public Works Administration	366,424	350,132	339,960	544,708
5011 Public Works Engineering	83,905	204,553	224,752	293,726
5013 Public Works - Admin. Support	385,715	349,252	350,354	0
5015 Facilities Management	680,265	723,550	730,307	993,293
5030 Public Works Engineering-Sewer	96,876	88,906	88,906	0
5111 Street Maintenance	3,116,254	3,792,061	3,789,775	3,658,436
5112 Street Maint.-Sales Tax Funds	151,338	563,727	563,727	337,832
5121 Fleet Management	1,858,029	1,970,467	1,970,467	2,033,238
Total	6,570,996	8,042,648	8,058,248	7,861,233
	=====	=====	=====	=====

**City of Independence**  
**Departmental Budget Summary**

Department: 5000 - Public Works

2017-18 Operating Budget

**Source of Funding**

General Fund	4,464,753	5,419,548	5,435,148	5,490,163
Sanitary Sewer Fund	96,876	88,906	88,906	0
Street Improv. Sales Tax Fund	151,338	563,727	563,727	337,832
Central Garage Fund	1,858,029	1,970,467	1,970,467	2,033,238
Total	6,570,996	8,042,648	8,058,248	7,861,233
	6,570,996	8,042,648	8,058,248	7,861,233

**Direct/Offsetting Revenues**

Construction Permits - Public Works	146,572	165,000	281,291	250,000
Drop-Off Event Fees	82,254	80,000	101,881	197,000
Total	228,826	245,000	383,172	447,000
	228,826	245,000	383,172	447,000



**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works 2017-18 Operating Budget  
 Cost Center: 5001 - Public Works Administration Fund: 02 - General Fund

**2017-18 Objectives**

**Goal Ref**

construction activities of the Department funded through the various revenue sources.

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Asst Dept Director	.00	.00	.00	1.00
Public Works Director	1.00	1.00	1.00	1.00
Clerk Typist II	.00	.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	2.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	305,500	306,183	306,183	514,665
Other Services & Charges	16,456	27,862	23,089	21,537
Supplies	12,363	16,087	10,688	8,506
Capital Outlay	32,105	0	0	0
Other Expenditures	0	0	0	0
Total	366,424	350,132	339,960	544,708

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Engineering Division provides public works services through the following work elements: plan review, design, investigations, studies, contract specifications, inspections, permits and traffic engineering, land acquisition for public improvements and tracking project reimbursements on construction projects.

**2016-17 Accomplishments**

**Goal Ref**

- \* Construction management of the 2016 Street Sales Tax Asphalt Overlay Program. 4
- \* Construction management of several transportation, storm drainage and sanitary sewer projects including Sidewalks to Schools Nativity School, 39th & Noland Intersection Improvements, M-78 & Truman Road Intersection Improvements, Crackerneck Creek Crossing, 36th & Poplar Storm Drainage Improvements, Drumm & Crane Storm Drainage Improvements and Burr Oak East Sanitary Sewer Improvements. 4
- \* Engineering design for several transportation, storm drainage and sanitary sewer projects including Noland & Fair Intersection Improvements, Englewood Phase 3 Sidewalk Improvements, Drumm & Crane Storm Drainage Improvements and the 2016 Neighborhood Sanitary Sewer Improvements. 4
- \* Worked with Police Department, MoDOT, MARC and citizens of Independence on traffic safety issues and improvements. 4
- \* Provided engineering review and construction management services for land development, building permit applications and developer built improvements. 4
- \* Successfully completed acquisition on over 66 parcels representing 11 separate Capital Improvement Projects. 4
- \* Continued promotion of recycling and reuse activities through the regional Solid Waste District and Citizen Action Committee. 4
- \* Oversaw the work on streets and right-of-way on over 650 permits and 3,000 inspections. 4
- \* Managed the inspections and reporting for more than 200 erosion control and grading permits. 4
- \* Developed additional tracking and reporting methods within the Cityworks PLL system to provide for more interaction between City Departments for review of permit systems. 4
- \* Completed a review and revision of Department policy and code to provide more control of City-owned and maintained property. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
New Street Sales Tax Program	10.0	10.0	75.0	75.0

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Completion (%)				
In-House Design Project Completion % of Total Project Value Complete	10.0	10.0	10.0	10.0

**2017-18 Objectives**

**Goal Ref**

* Continue to utilize and expand the use of Cityworks to manage citizen requests for service and for reporting on all Department	1
* Continue to expand and improve asset management through the use of GIS.	1
* Support implementation of Cityworks PLL in the Public Works Department for permit processes.	1
* Coordinate project reimbursements for TIF and federal reimbursement projects to meet a four-week timeframe once reports are generated.	2
* Develop 5-year CIP for street improvement projects.	2
* Manage and utilize Pavement Management Program to develop sustainable street maintenance and improvement projects.	4
* Continue to update codes and standard plan details and specifications, including applying the City's Complete Streets	4
* Provide project management for the City's Capital Improvement Projects to include design, land acquisition, contract administration	4
* Review plans and inspect construction for public improvements being built as part of private developments.	4

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Asst Dept Director	1.00	1.00	1.00	.00
City Engineer	.00	.00	.00	1.00
Right-of-Way Manager	.00	.00	.00	1.00
Program Manager	1.00	1.00	1.00	.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	.00	.00	.00	1.00
Engineering Administrator	5.00	5.00	5.00	3.00
Engineer III	3.00	3.00	3.00	2.60
Construction Inspector	3.00	3.00	3.00	1.00
Engineering Tech II	1.00	1.00	.00	2.00
Engineering Tech III	3.00	3.00	3.00	2.75
GIS Technician	1.00	1.00	1.00	1.00
Engineering Intern	.00	.00	.00	.25

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Total	19.00	19.00	18.00	16.60

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	154,297-	104,821	104,821	186,500
Other Services & Charges	52,454	82,230	99,437	84,221
Supplies	15,055	17,502	18,027	23,005
Capital Outlay	2,883	0	2,467	0
Other Expenditures	0	0	0	0
Total	83,905-	204,553	224,752	293,726

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works 2017-18 Operating Budget  
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

**Description**

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Acquisition Within Schedule (%)	95.0	95.0	95.0	
Quarterly Haulers Report on Recycling and Solid Waste	4	4	4	
Monthly Project Reimbursements Within Schedule (%)	95	95	95	

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Asst Dept Director	1.00	1.00	1.00	.00
Engineering Administrator	1.00	1.00	1.00	.00
Engineering Tech II	2.00	2.00	3.00	.00
Engineering Tech III	1.00	1.00	1.00	.00
Recycling Site Operator	.75	.75	.75	.00
Total	5.75	5.75	6.75	.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	383,849	347,727	347,727	0
Other Services & Charges	1,639	1,200	1,570	0
Supplies	227	325	1,057	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	385,715	349,252	350,354	0

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

The Facilities 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Started facility maintenance for the IUC Building. 1
- \* Completed Sermon Community Center Window Restoration Project design. 1
- \* Started PD/FD Communications Center design. 1
- \* Completed City Hall Programming and Master Plan Study, Phase 1 and 2. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Response to Work Orders Within Planned Timeframe (%)	70.0	75.0	75.0	75.0
Construction Projects Managed	2	3	3	3

**2017-18 Objectives**

**Goal Ref**

- \* Continue to utilize and expand the use of Cityworks to manage citizen requests for service and for reporting on all Department 1
- \* Develop 5-year Capital Improvement Project for facility projects. 2
- \* Support monthly meetings with Parks/Recreation/Tourism to coordinate maintenance needs and projects for historic facilities. 3
- \* Track activities on historic sites in Cityworks. 4
- \* Manage facility Capital Improvement Projects in approved budget. 3
- \* Develop a strategy to provide for maintenance and custodial services that meet at least 60% of the International Facility Management Association standards. 4
- \* Continue the expansion of the Cityworks software program with maintenance information for City buildings. 4
- \* Continue installation of S2 card access system as funds are available. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Building Maint Worker III	1.00	1.00	1.00	2.00
Building Maintenance Worker II	2.00	3.00	3.00	2.00
Properties Manager	1.00	1.00	1.00	.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	4.00	4.00	4.00	4.00
Building Maint Wk I	1.63	.63	.63	.00
Total	10.63	10.63	10.63	9.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	288,144	335,177	335,177	337,324
Other Services & Charges	335,845	306,906	305,376	349,824
Supplies	56,276	81,467	85,185	96,145
Capital Outlay	0	0	4,569	210,000
Other Expenditures	0	0	0	0
Total	680,265	723,550	730,307	993,293

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works 2017-18 Operating Budget  
 Cost Center: 5030 - Public Works Engineering-Sewer Fund: 30 - Sanitary Sewer Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Engineer II	1.00	1.00	1.00	.00
Total	1.00	1.00	1.00	.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	96,776	88,906	88,906	0
Other Services & Charges	100	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	96,876	88,906	88,906	0

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

Street Maintenance is responsible for maintaining 575 miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, large street repairs, road base repairs, sweeping, trash and brush clean up, placement of barricades, roadside mowing (includes contract mowing), removal of dead trees in the right-of-way and on City properties, maintenance of equipment, removal of snow and ice, and the maintenance of salt stockpiles. Signs and markings maintenance includes painting of center and edge lines, crosswalks, school crossing stop bars and turn-lanes, City parking lots, installation and maintenance of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails. Street Maintenance also coordinates nine Drop-Off Depot events per year and assists with the training for Commercial Drivers' Licenses (CDL).

**2016-17 Accomplishments**

**Goal Ref**

* Street Sweeping: 723 miles, 813 cubic yards of debris, 136 intersections.	4
* Drop-Off Depot: Nine events, 6,501 vehicles.	4
* Community Service Workers: 2,343 hours	4
* Snow Removal: Nine snow events, 6.5 inches of snow.	4
* Traffic Sign Maintenance: 1,715	4
* Traffic Signs and Posts Installed: 166	4
* Non-Traffic Signs Assembled and Installed: 46	4
* Changeable Message Boards Installed: 11	4
* Center and Edge Lines Painted: 62 miles	4
* Crosswalks, Stop Bars and Other Transverse Markings Painted: 725	4
* Parking Stalls Painted: 147	4
* Barricade Events: 120	4
* Barricades Placed and Recovered: 2,350	4
* Cones for Special Events: 100	4
* Potholes Repairs: 588 Pothole Hotline requests, 5,362 service requests and 40 large street repairs total 6,067.	4
* Mowing: 44 curb miles mowed every 10 days; 5 facility grounds mowed every 7 days; 77 City-owned lots and green spaces, and 88 lane-miles of roadside mowed three times per year.	4
* Dangerous Trees: Total 113 removed	4
* Sight Obstructions: 39 cleared	4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Street Condition	75	75	75	75

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
(PCI Average)				
Right-of-Way Maintenance (Service Requests)	82	377	91	373
Sweeping and Median Cleaning (Service Requests)	65	136	38	136
Drainage (Service Requests)	13	24	23	24
Snow Removal (Service Requests)	80	205	60	205
Street Signs Maintained (Percentage)	11.5	10.0	10.0	10.0

**2017-18 Objectives**

**Goal Ref**

- \* Continue to utilize and expand the use of Cityworks to manage citizen requests for service and for reporting on all Department 1
- \* Continue to implement snow equipment improvements to add anti-icing capabilities, pre-treatment capabilities, including the salt brine program, and ground speed control. 2
- \* Create special repair crew to address repairs at targeted locations. 4
- \* Implement a right-of-way clean-up program using part-time employees that targets major streets throughout the City to run from May through August. 4
- \* Pothole patching: Provide a safe and smooth driving surface by patching within 24 working hours of notifications. 4
- \* Sweeping: Provide two shifts for sweeping 575 miles of streets divided into four districts. A 2-week continuous rotating basis schedule will be used, beginning with requests received, then moving into residential arterial streets. Areas to be swept weekly when weather permits and temperatures are above 35 degrees. 4
- \* Snow Removal: Provide a safe, effective and efficient snow and ice control program for City streets. 4
- \* Signage: Provide quality directional signage through inspection and replacement. 4
- \* Striping: Paint center and edge lines. 4
- \* Barricades: Place and recover barricades as needed for special events 24 hours prior to an event and remove within 36 hours of completion of the event. 4
- \* Roadside mowing: Mow street medians, islands and City-owned properties in a timely manner in order to maintain areas. 4
- \* Bridge Maintenance: Manage a bridge maintenance program for 38 bridge structures in the City utilizing Cityworks. 4

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Sign & Marking Technician	4.00	4.00	4.00	4.00
Data Control Clerk	1.00	1.00	1.00	.00
Heavy Equipment Operator	8.00	8.00	8.00	5.00
Light Equipment Operator	13.00	13.00	13.00	11.00
Lead Maintenance Supervisor	1.00	1.00	1.00	1.00
Assistant Foreman	2.00	2.00	2.00	3.00
Maintenance Supervisor	5.00	5.00	5.00	3.00
Construction Aide	6.89	6.89	6.89	1.00
Administrative Spec III	1.00	1.00	1.00	.00
Seasonal Maintenance Worker	.00	.00	.00	4.40
Total	41.89	41.89	41.89	32.40

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,692,902	1,846,491	1,846,491	1,988,404
Other Services & Charges	887,291	995,128	995,128	929,572
Supplies	521,212	606,418	602,700	551,460
Capital Outlay	14,849	344,024	345,456	189,000
Other Expenditures	0	0	0	0
Total	3,116,254	3,792,061	3,789,775	3,658,436

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works 2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Construction Aide	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	84,969	113,727	113,727	141,832
Other Services & Charges	0	200,000	200,000	0
Supplies	0	0	0	0
Capital Outlay	66,369	250,000	250,000	196,000
Other Expenditures	0	0	0	0
Total	151,338	563,727	563,727	337,832

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works  
Cost Center: 5121 - Fleet Management

2017-18 Operating Budget  
Fund: 90 - Central Garage Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Aided in the purchase and set up of one box van. 4
- \* Maintenance performed on City equipment, vehicles and fire trucks. 4
- \* Kept inventory parts to a minimum to keep inventory costs down. 4
- \* Performed 90% of preventative maintenance on equipment before being overdue for service. 4
- \* Weekly meetings held with employees to discuss customer service, operations, schedules, budgets and work order costs. 4
- \* One Parts Clerk, one Auto Mechanic and two Heavy Equipment Mechanics attended air conditioning certification training courses. 4
- \* Purchased and organized roadside service/shop truck. 4
- \* Integrated fire apparatus repair with Fleet Management. 4
- \* Continued to provide Emergency Vehicle Technician training. 4
- \* Completed fuel system upgrade. 4
- \* Upgraded fleet management software. 4
- \* Purged inventory of out-dated parts. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Mechanic Hours Billed (%)	85.0	85.0	85.0	75.0
Preventative Maintenance Work Performed	90.0	1266.0	90.0	1200.0
Service Calls, Shuttle, Parts Pick Up	190	1767	190	1600

**2017-18 Objectives**

**Goal Ref**

- \* Continue to utilize and expand the use of Cityworks to manage citizen requests for service and for reporting on all Department activities. 1
- \* Develop plan to implement a centralized fleet management operation for all City departments. 2

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works  
Cost Center: 5121 - Fleet Management

2017-18 Operating Budget  
Fund: 90 - Central Garage Fund

**2017-18 Objectives**

**Goal Ref**

\* Begin development of an equipment and vehicle replacement plan. 2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Fleet Manager	.00	.00	.00	1.00
Auto Mechanic	3.00	3.00	3.00	2.00
Fleet Parts Inventory Clerk	1.00	1.00	1.00	1.00
Administrative Spec II	.75	.75	.75	.00
Fleet Supervisor	1.00	1.00	1.00	1.00
Total	9.75	9.75	9.75	9.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	671,132	689,721	689,721	765,255
Other Services & Charges	327,323	456,697	456,697	463,715
Supplies	833,930	805,049	805,049	782,808
Capital Outlay	25,644	19,000	19,000	21,460
Other Expenditures	0	0	0	0
Total	1,858,029	1,970,467	1,970,467	2,033,238

**Significant Issues**

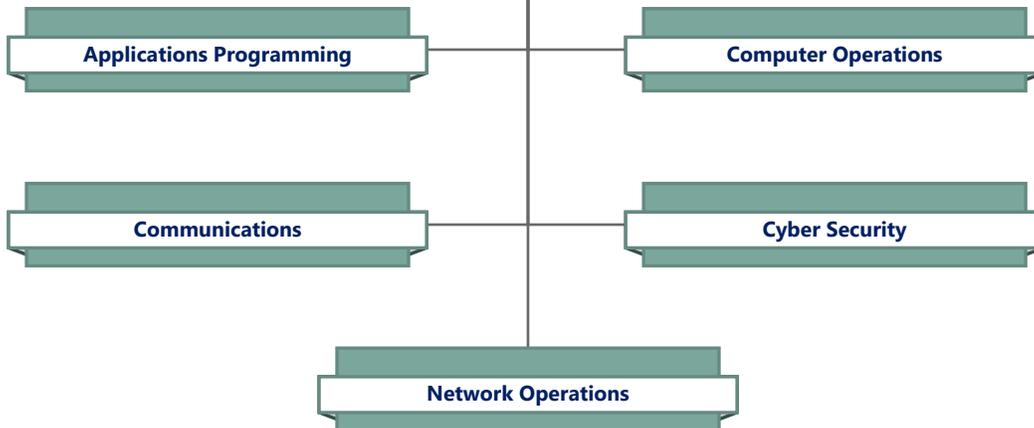
- \* Maintaining repairs of an aging fleet.
- \* Staffing in order to maintain high customer satisfaction.
- \* Continuing to provide quality services to the public with reduced resources.
- \* Replacing aging fleet as major repairs are needed.
- \* Available space to perform increased number of repairs on City fleet.

# Technology Services



**Information Technology Director**

**Mark Baumann**



**City of Independence**  
**Departmental Budget Summary**

Department: 4050 - Technology Services

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	24.00	25.00	25.00	20.00
Part Time Positions	.50	.50	.50	.50
Total	24.50	25.50	25.50	20.50
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
4052 Technology Services	1,709,907	1,657,340	1,657,340	1,895,637
4053 Technology Services P&L	132,736	134,085	134,085	137,472
4057 Communications	87,300	90,789	90,789	92,443
Total	1,929,943	1,882,214	1,882,214	2,125,552
	=====	=====	=====	=====

Source of Funding				
General Fund	1,797,207	1,748,129	1,748,129	1,988,080
Power and Light Fund	132,736	134,085	134,085	137,472
Total	1,929,943	1,882,214	1,882,214	2,125,552
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Completed virtualization of the Water and WPC departments file and print servers. 1
- \* Provided network access and telephone services for opening the new Independence Utilities Center. 1
- \* Continuation of the life-cycle hardware replacement program. 1
- \* Completed Blue Bird Internet Service Provider migration. 1
- \* Communicated Security Awareness within the organization. 1
- \* Developed action plan for meeting PCI compliance requirements. 1
- \* Completed VPN remote access platform migration. 1
- \* Awarded 3rd place in the Center for Digital Government's Digital Cities Survey. 1
- \* Completed Building Permits migration from the legacy system into Cityworks. 2
- \* Completed DocView version upgrade. 1
- \* Completed iNovah version upgrade. 1
- \* Complete Cityworks version upgrade. 1
- \* Converted Public Works Street Maintenance to VoIP. 1
- \* Completed major web content enhancements to the Health and Community Development webpages. 1
- \* Expanded Open Data portal by adding new outstanding warrants data set. 1
- \* Helped facilitate Code Enforcement staff move from the Health Department. 1
- \* Designed and developed new City Employee webpage. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Computer Workstations	1,000	1,000	1,000	1,000

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

Requests for Software Services Completed	329	242	250	190
Help Desk Service Calls	1,730	2,091	2,400	2,540
CityNet Visits - Intranet	187,878	192,898	220,000	250,000
Web Site Users-Internet	0	697,034	515,000	690,000

**2017-18 Objectives**

**Goal Ref**

- \* Continue to maintain life-cycle hardware replacement program that consists of installing replacement personal computers, file servers, storage systems and networking equipment as funded in the capital budget. 2
- \* Complete the migration of business licensing, liquor licensing and employee permits from the current in-house developed legacy system to the Cityworks Permits, Licensing & Land (PLL) system. 1
- \* Achieve Payment Card Industry (PCI) compliance by completing the PCI action plan that replaces our existing credit card processing method with a hosted payment solution. 1
- \* Continue to develop and maintain a citywide information Technology (IT) disaster recovery platform and disaster recovery plan that will facilitate recovery of the City's business-critical systems in the event of a natural or man-made disaster. 1
- \* Expand the City's open data presence on the City's website by increasing the number of data sets available to the public. 1
- \* In cooperation with other City Departments, implement the first phase of a new Enterprise Resource Planning (ERP) system to replace the legacy JD Edwards Financial Management System. 1
- \* In cooperation with the City Utilities departments, complete the implementation of a new Customer Information and Billing System for city Electric, Water and Sewer services. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Software Engineer	1.00	1.00	1.00	1.00
Cyber Security Specialist	.50	.50	.50	.50
Network System Engineer	1.00	.00	.00	.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	.00
Systems Administrator	.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	2.00
Sr Network System Specialist	1.00	.00	.00	.00

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Programmer/Analyst	2.00	2.00	2.00	1.00
Systems Analyst	3.00	3.00	3.00	.00
Senior Programmer Analyst	.00	.00	.00	3.00
Network Systems Engineer	.00	2.00	2.00	1.00
Desktop Support Technician	2.00	2.00	2.00	2.00
Web Developer Administrator	1.00	1.00	1.00	.00
GIS Analyst	.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.50	22.50	22.50	17.50

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,537,923	1,475,340	1,475,340	1,552,779
Other Services & Charges	159,135	176,800	176,800	188,845
Supplies	3,148	5,200	5,200	4,013
Capital Outlay	256	0	0	150,000
Other Expenditures	9,445	0	0	0
Total	1,709,907	1,657,340	1,657,340	1,895,637

**City of Independence**  
**Detail Program Summary**

Department: 4050 - Technology Services

2017-18 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:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
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**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	132,562	133,755	133,755	137,142
Other Services & Charges	174	330	330	330
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	132,736	134,085	134,085	137,472

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2016-17 Accomplishments**

**Goal Ref**

- \* Produced new City employee orientation video. 1
- \* Completed phase 2 of upgrading City 7 equipment from analog to digital. 1
- \* 128 videos were posted online. 1
- \* Online videos were watched 11,776 times. 1
- \* Citizens watched 1,514 hours of video online (63 days worth). 1
- \* Streamed the Mayor's State of the City presentation on Facebook Live. 1

**2017-18 Objectives**

**Goal Ref**

- \* Oversee City7 programming to keep public informed of high profile issues that impact the community. 2
- \* Produce live broadcasts of City Council and Planning Commission meetings. 2
- \* Produce videos to publicize City services, programs and products to be aired on City7 and online. 2
- \* Complete the final phase of the analog to digital upgrade for the City7 studio. 2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Video Production Specialist	1.50	1.50	1.50	1.50
Total	1.50	1.50	1.50	1.50

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	86,226	87,031	87,031	89,293
Other Services & Charges	837	1,558	1,558	1,500
Supplies	237	2,200	2,200	1,650

**City of Independence**  
**Detail Program Summary**

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

2017-18 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

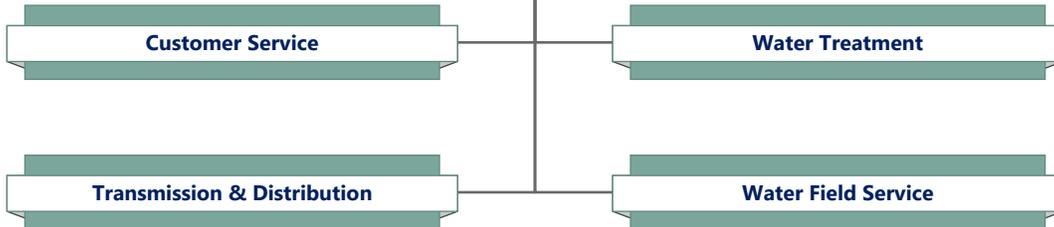
<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	87,300	90,789	90,789	92,443
	=====	=====	=====	=====

# Water



**Water Systems Director**

**Dan Montgomery**



**City of Independence  
Departmental Budget Summary**

Department: 4800 - Water

2017-18 Operating Budget

**Department Description**

The Water Department produces and supplies drinking water to about 250,000 people including residents of Independence and 12 wholesale customers. The department operates, maintains and manages, 761 miles of main, more than 4,964 fire hydrants, 42 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b><u>Staffing</u></b>				
Full Time Positions	92.00	92.00	91.00	90.00
Part Time Positions	1.42	1.42	2.42	3.40
Total	93.42	93.42	93.42	93.40
	=====	=====	=====	=====

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4810 Administration & General	1,168,749	1,417,150	1,421,150	1,708,557
4821 Water Field Service	855,903	1,074,309	1,074,309	1,129,177
4822 Customer Service	2,181,639	2,428,358	2,428,358	2,338,389
4830 Production	6,436,718	7,096,743	7,096,743	7,539,078
4840 Transmission & Distribution	3,679,434	4,580,594	4,576,594	4,665,409
Total	14,322,443	16,597,154	16,597,154	17,380,610
	=====	=====	=====	=====

<b><u>Source of Funding</u></b>				
Water Fund	14,322,443	16,597,154	16,597,154	17,380,610
Total	14,322,443	16,597,154	16,597,154	17,380,610
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4810 - Administration & General

2017-18 Operating Budget  
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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Designed and inspected the replacement of 2855 feet of 16 inch transmission main on Northern Blvd from 28th to 31st St. 4
- \* Monitored and documented the inspection of the City's 4345 backflow devices. 4
- \* Advanced the implementation of Cityworks to a test environment. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Number of customers	48,384	48,615	48,477	48,785
Revenue (Avg. Residential)	\$24.30	\$26.27	\$27.25	\$28.00
Gallons of water sold (Avg. Res.)	4,970	5,290	5,290	5,500
Percentage of water pumped that was sold to customers	87%	88%	89%	90%

**2017-18 Objectives**

**Goal Ref**

- \* Implement and continue to expand the use of Cityworks. 1
- \* Continue to monitor the inspection and testing of all backflow devices in the City. 4
- \* Complete the design for the replacement of the existing 12 inch transmission main along Hardy from Westport to 28th St. 4
- \* Coordinate the collection of Global Positioning (GPS) data for the distribution system infrastructure. 4
- \* Complete the design and inspect for the replacement of 12 inch transmission main on 23rd St. from Hub Dr. to Trail Ridge. 4
- \* Complete the inspection of 12 inch transmission main project on Truman Road from Yuma to Alexander. 4

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4810 - Administration & General

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	.00
Water Systems Director	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Eng Tech I	.00	.00	.00	.25
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech II	.17	.17	.17	.00
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
Deputy Director - WPC	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00
Total	10.17	10.17	10.17	10.25

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	733,968	828,162	828,162	1,027,145
Other Services & Charges	398,391	438,718	448,718	646,992
Supplies	25,832	23,670	23,670	27,420
Capital Outlay	10,558	126,600	120,600	7,000
Other Expenditures	0	0	0	0
Total	1,168,749	1,417,150	1,421,150	1,708,557

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4821 - Water Field Service

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Description**

The Water Field Service Division is responsible for installing and maintaining meters for over 48,517 customers, inspecting new service installations and the disconnection of existing services, and investigating the high bill complaints.

**2016-17 Accomplishments**

**Goal Ref**

\* Responded to over 1700 internal and external service calls per month. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Water taps installed	79	109	90	100
Number of meters replaced	1,694	1,222	1,800	1,200

**2017-18 Objectives**

**Goal Ref**

\* Field Service personnel will complete all departmental and City service requests by the end of the next business day. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 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 Field Supv I	1.00	1.00	1.00	1.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	735,742	916,209	916,209	919,077

*City of Independence  
Detail Program Summary*

Department: 4800 - Water  
Cost Center: 4821 - Water Field Service

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	4,074	10,500	10,500	7,500
Supplies	16,117	16,600	16,600	16,600
Capital Outlay	99,970	131,000	131,000	186,000
Other Expenditures	0	0	0	0
Total	855,903	1,074,309	1,074,309	1,129,177
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4822 - Customer Service

2017-18 Operating Budget  
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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Utilities customer service moved to the new Independence Utilities Center greatly improving access for customers and allowing enhanced privacy for account consultation and bill payment. 1
- \* Progressed on the testing and implementation of the new Customer Information and Billing System. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Average time to answer calls	257 SECS	160 SECS	225 SECS	225 SECS
Average percentage of abandoned calls	11.9%	13.0%	18.0%	18.0%

**2017-18 Objectives**

**Goal Ref**

- \* Initiate the implementation of the new Customer Information and Billing System. 1
- \* Improve the customer's telephone experience by lessening the average wait time when calling customer service for City information and utility services. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Account Information Rep	22.00	22.00	22.00	21.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr	2.00	2.00	2.00	3.00
Total	25.00	25.00	25.00	25.00

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
 Cost Center: 4822 - Customer Service

2017-18 Operating Budget  
 Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	1,311,502	1,393,806	1,393,806	1,405,987
Other Services & Charges	846,821	1,002,082	1,002,082	908,732
Supplies	23,316	28,470	28,470	23,670
Capital Outlay	0	4,000	4,000	0
Other Expenditures	0	0	0	0
Total	2,181,639	2,428,358	2,428,358	2,338,389
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4830 - Production

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Description**

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The department is obligated to meet the requirements of the Safe Drinking Water Act and all standards of the Missouri Department of Natural Resources. Test results show that the water quality meets or exceeds all federal and state regulations.

**2016-17 Accomplishments**

**Goal Ref**

- \* Analyzed 1387 bacteriological samples from various locations within the distribution system. 100% of the samples tested negative for coliform bacteria. 4
- \* Hosted a program on the importance of keeping the groundwater safe and provided tours of the water treatment facility to Independence School District 5th grade students and their teachers. All nineteen Independence Grade Schools attended the event, with 1175 students participating. 4
- \* 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. 4

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Millions of gallons pumped	9,652	9,901	10,000	10,000
Average number of distribution samples taken each month	122	115	115	115
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

**2017-18 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. 4
- \* Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe. 4
- \* Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different 4

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4830 - Production

2017-18 Operating Budget  
Fund: 40 - Water Fund

**2017-18 Objectives**

**Goal Ref**

parameters of water, from clarity to allowable limits of certain chemicals in water. Our goal is to meet and/or exceed water quality regulations.

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Plant Operator "A"	2.00	2.00	2.00	2.00
Plant Operator "D"	.00	.00	.00	1.00
Plant Operator "D"	2.00	2.00	2.00	1.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	8.00	7.00	7.00	7.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer II	.00	1.00	1.00	1.00
Engineer III	1.00	.00	.00	.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.50	2.50	2.50	1.90
Water Operations Supvr	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Production Maint Supvr	1.00	1.00	1.00	1.00
Total	21.75	21.75	21.75	21.15

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	1,804,374	1,926,993	1,926,993	1,917,003
Other Services & Charges	3,031,284	3,476,750	3,481,650	3,918,075
Supplies	1,544,285	1,611,000	1,611,000	1,614,500
Capital Outlay	56,775	82,000	77,100	89,500
Other Expenditures	0	0	0	0
Total	6,436,718	7,096,743	7,096,743	7,539,078

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water

2017-18 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 761 miles of main and more than 4,964 fire hydrants.

**2016-17 Accomplishments**

**Goal Ref**

- \* Flushed, inspected, and tested over 4000 public fire hydrants. 4
- \* Painted over 1250 public fire hydrants. 4
- \* Completed the repair of all reported main breaks and service line leaks in the right of way. 4
- \* Replaced/installed over 33 fire hydrants. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Main breaks	227	184	247	210
Service lines repaired	63	77	75	80
Fire hydrants tested/inspected	5,159	4,665	4,900	4,700
Fire hydrants painted	2,346	1,266	2,500	2,450
Main breaks per mile of main per year	.30	.24	.42	.42
Annual operation/maintenance cost per mile of main	\$4,238.82	\$4,091.13	\$4,500.00	\$4,047.00
Operations and maintenance cost per customer account per year	\$66.62	\$63.99	\$70.00	\$70.00
Average response time to reported water main break		37 MIN	60 MIN	60 MIN

**2017-18 Objectives**

**Goal Ref**

- \* Flush and inspect all public fire hydrants in the distribution system. 4
- \* Paint 25% of all the public fire hydrants in the distribution system. 4
- \* Implement a valve inspection and maintenance program and collect global position system (GPS) data on valves inspected. 4
- \* Respond quickly and repair all reported main breaks and service leaks. 4

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4840 - Transmission & Distribution

2017-18 Operating Budget  
Fund: 40 - Water Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Maintenance & Utility Worker	1.00	.00	.00	.00
Maintenance & Utility Wkr	1.00	2.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	2.00	2.00	2.00	2.00
Pipe Worker	.00	.00	.00	2.00
Pipe Worker	6.00	6.00	6.00	4.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	.00	2.00	1.00	1.00
Laborer	5.00	3.00	4.00	4.00
Laborer - temp	.50	.50	.50	1.00
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	27.00

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	2,032,285	2,444,694	2,444,694	2,450,309
Other Services & Charges	1,042,221	1,266,400	1,268,400	1,292,400
Supplies	509,271	641,500	641,500	654,000
Capital Outlay	95,657	228,000	222,000	268,700
Other Expenditures	0	0	0	0
Total	3,679,434	4,580,594	4,576,594	4,665,409

# Water Pollution Control



**Water Pollution Control Director**

**Dick Champion**



**City of Independence**  
**Departmental Budget Summary**

Department: 5200 - Water Pollution Control

2017-18 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	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Staffing</b>				
Full Time Positions	82.00	84.00	84.00	84.00
Part Time Positions	1.00	2.20	2.20	2.90
Total	83.00	86.20	86.20	86.90

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Budget by Major Program Category</b>				
5201 Administration	877,333	1,012,988	1,012,988	1,117,479
5210 Inter-Jurisdictional Agencies	5,612,220	6,366,000	6,366,000	6,896,000
5220 Treatment Facilities	4,078,862	4,143,759	4,143,759	4,156,147
5230 Collection System Maintenance	2,633,791	3,767,107	3,767,107	3,432,003
5240 Laboratory Services	212,148	260,763	260,763	269,081
5261 Storm Water Administration	142,715	443,834	443,834	604,856
5262 Storm Water Maintenance	1,311,975	2,103,483	2,103,483	1,919,439
5263 Storm Water Permit Compl.	358,050	361,425	361,425	361,425
Total	15,227,094	18,459,359	18,459,359	18,756,430

**Source of Funding**

Sanitary Sewer Fund	13,414,354	15,550,617	15,550,617	15,870,710
Storm Water Sales Tax Fund	1,812,740	2,908,742	2,908,742	2,885,720

*City of Independence  
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2017-18 Operating Budget

Description	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
<b>Source of Funding</b>				
Total	15,227,094	18,459,359	18,459,359	18,756,430

**Key Budget Changes**

- \* The Department must complete negotiations with the Missouri Department of Natural Resources and finalize the issuance of a new National Pollutant Discharge Elimination System (NPDES) permit for the Rock Creek Wastewater Treatment Plant.

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5201 - Administration

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

**2016-17 Accomplishments**

**Goal Ref**

- \* Sponsored the 10th annual EcoFest (It's All About Water) to educate the public about the Environment. 1
- \* Sponsored the 20th annual Household Hazardous Waste Collection Event. 1
- \* Continued participation in the F.O.G (Fats, Oils, and Grease) Program and Committee in collaboration with other City Departments. This program is used to educate the public on the proper disposal of fats, oils and grease to protect public health and the environment. 1
- \* Received notification of the 2016 Peak Performance Silver Award From the National Association of Clean Water Agencies. 1
- \* The Department terminated a seven year consent decree by successfully satisfying all obligations to include completing all remedial measures and maintaining compliance with the National Pollutant Discharge Elimination System permit for twelve months. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Sanitary Sewer Customers (Residential)	40,882	41,148	41,000	41,333
Sanitary Sewer Customers (Commercial)	3,460	3,436	3,440	3,434

**2017-18 Objectives**

**Goal Ref**

- \* Administer the Storm Water MS4 and Rock Creek Plant NPDES permits. 1
- \* Provide administrative support of the City's wastewater treatment facility, 13 pump stations, over 600 miles of sanitary sewers and 232 miles of storm water sewer systems. 1
- \* Manage the annual Household Hazardous Waste Mobile Collection Event. 1
- \* Coordinate the annual EcoFest Event. 1
- \* Provide administrative support for the Storm Water Sales Tax Oversight Committee. 1
- \* Monitor and participate in the State and Federal rulemaking process. 1

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5201 - Administration

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	.70
Utility Account Admin	1.00	1.00	1.00	.50
Environmental Compl Mgr	1.00	1.70	1.70	1.60
Environmental Comp Supv	1.00	1.00	1.00	.00
Deputy Director - WPC	.00	1.00	1.00	.60
Staff Assistant-Contract	1.00	1.00	1.00	1.00
Pollution Prevention Spec.	1.00	1.00	1.00	2.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	9.00	10.70	10.70	9.40

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	775,752	866,283	866,283	942,813
Other Services & Charges	93,170	122,605	122,605	150,566
Supplies	8,411	17,000	15,012	17,000
Capital Outlay	0	7,100	9,088	7,100
Other Expenditures	0	0	0	0
Total	877,333	1,012,988	1,012,988	1,117,479

*City of Independence  
Detail Program Summary*

Department: 5200 - Water Pollution Control                      2017-18 Operating Budget  
 Cost Center: 5210 - Inter-Jurisdictional Agencies              Fund: 30 - Sanitary Sewer Fund

**Description**

Provides administration and funding for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District. Provides administration, public information and funding for the City's participation in the regional Household Hazardous Waste Program.

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Treatment Cost per Million Gallons Treated	\$1,562	\$1,440	\$1,778	\$1,772

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	5,612,220	6,366,000	6,366,000	6,896,000
Other Expenditures	0	0	0	0
Total	5,612,220	6,366,000	6,366,000	6,896,000

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5220 - Treatment Facilities

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and thirteen 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Staff at the Rock Creek Treatment Plant received the 2016 Peak Performance Gold Award. The National Association of Clean Water Agencies (NACWA) presents the Gold Award to member agency facilities that consistently meet all National Pollutant Discharge Elimination System (NPDES) permit limits during a calendar year. 4
- \* Completed major rehabilitation of the dewatering process by replacing press rollers and wash boxes of the #1 sludge belt press. Completed installation of new polymer mixer and new polymer pumps for the sludge belt presses. 2
- \* Completed rehabilitation and upgrade of Bison Park Pump Station pumping and instrument control equipment to eliminate an incompatible communication system and provide cellular communications with the SCADA System at the Rock Creek Treatment Plant. 4
- \* Continued additional cross training for Operator II positions to provide for succession planning of the operations workforce. Cross training included training on the advanced solids processes of belt press operation and wet air oxidation operation. 4
- \* Completed replacement of the flow meter in the Rock Creek Treatment Facilities secondary building for accurately measuring return activated sludge flow to the aeration basins. 4

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Wastewater Treated (Million Gallons)	2558	3229	2341	2894
Solids Removal Efficiency (%) (85% Required)	96.38	95.78	96.96	96.08
Oxygen Demand Removal (%) (85 % Required)	95.29	93.91	96.52	94.6

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5220 - Treatment Facilities

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

Solids Incinerated (Dry Tons)	1485	863	2056	0
Treatment Costs per Million Gallons Treated	\$1,550	\$1,368	\$1,915	\$1,526
Solids Disposed (Dry Tons)		619		1483

**2017-18 Objectives**

**Goal Ref**

- \* Continue additional cross training for Operator II positions to provide for succession planning of the operations workforce. Cross training will include training on the advanced solids processes of the belt presses and wet air oxidation operation. 4
- \* Complete replacement of the primary thickening basin gear box. This project continues the program of replacing large, maintenance intensive gear drive equipment with improved energy and maintenance efficient hydraulic driven gear mechanisms. 2
- \* Provide upgrades to equipment and controls for the Saddle Ridge Villas Pump Station and provide installation of a covered structure for protection from the elements. 4
- \* Replace utility lines of approximately 7,000 linear feet of potable and non-potable water lines throughout the 45 year old Rock Creek Treatment Plant Facility. 2
- \* Initiate a study to determine the most effective means to upgrade existing Supervisory Control and Data Acquisition (SCADA) software for the operation of the Rock Creek Treatment facilities and pump stations. 4

**Staffing:**

<b>Position Title</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>	<b>2016-17 Budget</b>	<b>2017-18 Budget</b>
Treatment Plant Elec II	1.00	1.00	1.00	1.00
Treatment Plnt Incinerator Op	1.00	1.00	1.00	1.00
Treatment Plant Maint Mech	3.00	3.00	3.00	3.00
Treatment Plant Oper I	9.00	10.00	10.00	10.00
Treatment Plant Oper II	5.00	4.00	4.00	4.00
WPC Plant Superintendent	1.00	1.00	1.00	.00
Treatment Plant Manager	.00	.00	.00	1.00
Assistant WPC Plant Superintd	1.00	1.00	1.00	1.00
Scada Analyst	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	2.00	2.00	2.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	25.00	25.00	25.00

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
 Cost Center: 5220 - Treatment Facilities

2017-18 Operating Budget  
 Fund: 30 - Sanitary Sewer Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Personal Services	2,094,155	2,097,319	2,097,319	2,245,207
Other Services & Charges	1,634,720	1,396,190	1,446,190	1,507,190
Supplies	289,904	514,750	464,750	403,750
Capital Outlay	60,083	135,500	135,500	0
Other Expenditures	0	0	0	0
Total	4,078,862	4,143,759	4,143,759	4,156,147
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2017-18 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.

**2016-17 Accomplishments**

**Goal Ref**

- \* Provided an initial response to our customer inquiries within 24 hours of receipt. 1
- \* Rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. 4
- \* Performed engineering evaluations and designs on select sanitary sewer projects. 4
- \* Followed up Sewer System Evaluation Survey (SSES) Study on various sub-watershed to identify sewer inflow and infiltration. 2
- \* Continued capturing data for sanitary infrastructures using Global Computerized Maintenance management Software (CMMS). 4
- \* Entered the final stages of the Cityworks Data Migration. 1

**Service Delivery Background Data**

<b>Description</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Projected</b>
Customer Service Request Responses	499	536	600	550
Dry weather overflows per million feet of pipe	~4.09	~0.61	0	0
Dry weather basement back-ups per 1,000 customers	~0.38	~1.79	0	0
Sanitary Sewer footage Pressure Cleaned	628,109	1,172,618	1,100,000	1,100,000
Sanitary Sewer Televised footage	73,965	58,716	110,000	120,000

**2017-18 Objectives**

**Goal Ref**

- \* Continue the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. 4
- \* Continue to provide an initial response to our customers inquiries 1

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2017-18 Operating Budget  
 Cost Center: 5230 - Collection System Maintenance            Fund: 30 - Sanitary Sewer Fund

<u>2017-18 Objectives</u>	<u>Goal Ref</u>
within 24 hours of receipt.	
* Perform engineering evaluations and designs on select sanitary sewer projects.	4
* Perform Sewer System Evaluation Survey (SSES) Study on various sub-watersheds to identify sewer inflow and infiltration.	2
* Continue to work with other agencies and departments to monitor the health of our local environment.	3
* Research and deploy new inspection and point repair technologies to help reduce sanitary sewer repair and maintenance costs.	3

**Staffing:**

<u>Position Title</u>	<u>2014-15 Budget</u>	<u>2015-16 Budget</u>	<u>2016-17 Budget</u>	<u>2017-18 Budget</u>
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	2.50	2.50	2.25
WPC Collection System Manager	1.00	1.00	1.00	.50
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	4.00	4.00	4.00
Collection System Tech II	1.00	.00	.00	.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	4.00
Administrative Spec II	3.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	.00
Total	34.00	34.50	34.50	33.75
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Budget</u>	<u>2017-18 Adopted Budget</u>
Personal Services	1,995,527	2,392,992	2,392,992	2,495,992
Other Services & Charges	420,801	555,615	575,615	559,511
Supplies	204,530	370,000	350,000	367,000
Capital Outlay	12,933	448,500	448,500	9,500
Other Expenditures	0	0	0	0
Total	2,633,791	3,767,107	3,767,107	3,432,003
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5240 - Laboratory Services

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

**2016-17 Accomplishments**

**Goal Ref**

- \* 100% accuracy was achieved in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples. 1
- \* Participated in the on-going stormwater monitoring project with USGS to monitor area creeks and rivers to determine specific pollutant concentrations in the municipal storm water system. 1
- \* Participated in the Missouri Stream Team Program to investigate the health of area streams. Created a Stream Team, Three Trails Stream Team, comprised of several Department employees. Completed the first level of training by the Missouri Department of Natural Resources. 1
- \* Developed in-house testing for total nitrogen, total kjeldahl nitrogen, nitrate and nitrite in wastewater and natural waters. 1
- \* Participated in the City's annual EcoFest, a public outreach event focusing on water quality. 1

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Samples Received	3,385	3,487	3,600	3,600
Treatment Operations Analyses	18,823	19,999	18,000	18,500
Industrial Discharge Analyses	1,390	1,389	1,500	1,500
Quality Assurance Analyses	3,878	4,819	3,800	3,800

**2017-18 Objectives**

**Goal Ref**

- \* Participate in the USGS stormwater monitoring of the City's creeks and rivers to determine specific pollutant concentrations in the municipal stormwater system. The laboratory will provide analytical services for selected constituents and assist in future planning. 1
- \* Participate in the Environmental Protection Agency's National Quality 1

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5240 - Laboratory Services

2017-18 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**2017-18 Objectives**

**Goal Ref**

- Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples.
- \* Conduct ammonia distillation study to compare distillation analyses versus straight non-distilled analyses of wastewater (to include Influent and Effluent) and environmental samples to comply with current methodology. 1
  - \* Conduct a reweigh study of total suspended solids testing to comply with current methodology. 1
  - \* Complete 2nd level of training for the Missouri Stream Team Program and continue development of public outreach for environmental and water quality awareness. 1
  - \* Obtain outside technical training for the use and operation of the OP10 data management program currently in use at the Rock Creek Treatment Facility. 1

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 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	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	183,171	200,303	200,303	208,621
Other Services & Charges	13,784	30,600	30,600	30,600
Supplies	15,193	20,360	20,360	20,360
Capital Outlay	0	9,500	9,500	9,500
Other Expenditures	0	0	0	0
Total	212,148	260,763	260,763	269,081



**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2017-18 Operating Budget  
 Cost Center: 5261 - Storm Water Administration              Fund: 13 - Storm Water Sales Tax

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	115,460	129,300	129,300	129,300
Supplies	3,887	7,000	7,000	7,000
Capital Outlay	0	3,000	3,000	3,000
Other Expenditures	0	0	0	0
Total	142,715	443,834	443,834	604,856
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5262 - Storm Water Maintenance

2017-18 Operating Budget  
Fund: 13 - Storm Water Sales Tax

**Description**

The Storm Water Maintenance function is responsible for performing preventative and corrective maintenance to the City's storm water sewer system. The system has approximately 230 miles (1.22 million feet) of storm sewer and approximately 13,700 structures. Maintenance of the system involves the use of construction and repair equipment, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them. This function is made possible by the August 2000 adoption and August 2010 renewal of the 1/4 cent Storm Water Sales Tax.

**2016-17 Accomplishments**

**Goal Ref**

- \* Investigated residents storm water concerns and performed planning and engineering evaluations as needed. 1
- \* Provided preemptive routine structure maintenance to city infrastructure prior to weather events. 4
- \* Continued to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS). 4
- \* Administered program to rehabilitate targeted neighborhoods' storm sewers to extend the life of the system. 4
- \* Employed trenchless technologies to reduce maintenance costs and extend pipe life. 2

**Service Delivery Background Data**

Description	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Projected
Storm Water Structures Cleaned	4,618	4,853	6,000	4,400
Storm Water Structures Inspected	8,891	14,961	12,000	14,430
Repair & Maintenance Team Uptime	~95%	~95%	~95%	~95%

**2017-18 Objectives**

**Goal Ref**

- \* Continue to investigate residents' storm water concerns and perform planning and engineering evaluations as needed. 1
- \* Continue to implement and refine the integrated Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS). 4
- \* Continue to inspect, clean and repair storm water infrastructure at a rate consistent with industry standards 1
- \* Continue to work with other agencies and departments to monitor the 3

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5262 - Storm Water Maintenance

2017-18 Operating Budget  
Fund: 13 - Storm Water Sales Tax

**2017-18 Objectives**

**Goal Ref**

- health of our local environment.
- \* Identify troubled CMP and develop a map layer in Cityworks to track data. 4
  - \* Indentify suitable technologies for lining large diameter pipe to increase competition among vendors to help reduce pipe lining costs. 2

**Staffing:**

Position Title	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Equipment Operator II	4.00	4.00	5.00	4.00
Equipment Operator III	4.00	4.00	3.00	4.00
WPC Collection Sys Supt	.00	.00	.00	.25
WPC Collection System Manager	.00	.00	.00	.50
Maintenance Supervisor	2.00	2.00	2.00	2.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Intern	.00	.00	.00	.70
Total	11.00	11.00	11.00	12.45

**Program Costs**

Expenditure Category	2015-16 Actual	2016-17 Original Budget	2016-17 Revised Budget	2017-18 Adopted Budget
Personal Services	798,957	988,579	988,579	1,087,073
Other Services & Charges	417,743	571,207	571,207	584,369
Supplies	95,275	184,997	184,997	184,997
Capital Outlay	0	353,000	353,000	63,000
Other Expenditures	0	5,700	5,700	0
Total	1,311,975	2,103,483	2,103,483	1,919,439

**City of Independence**  
**Detail Program Summary**

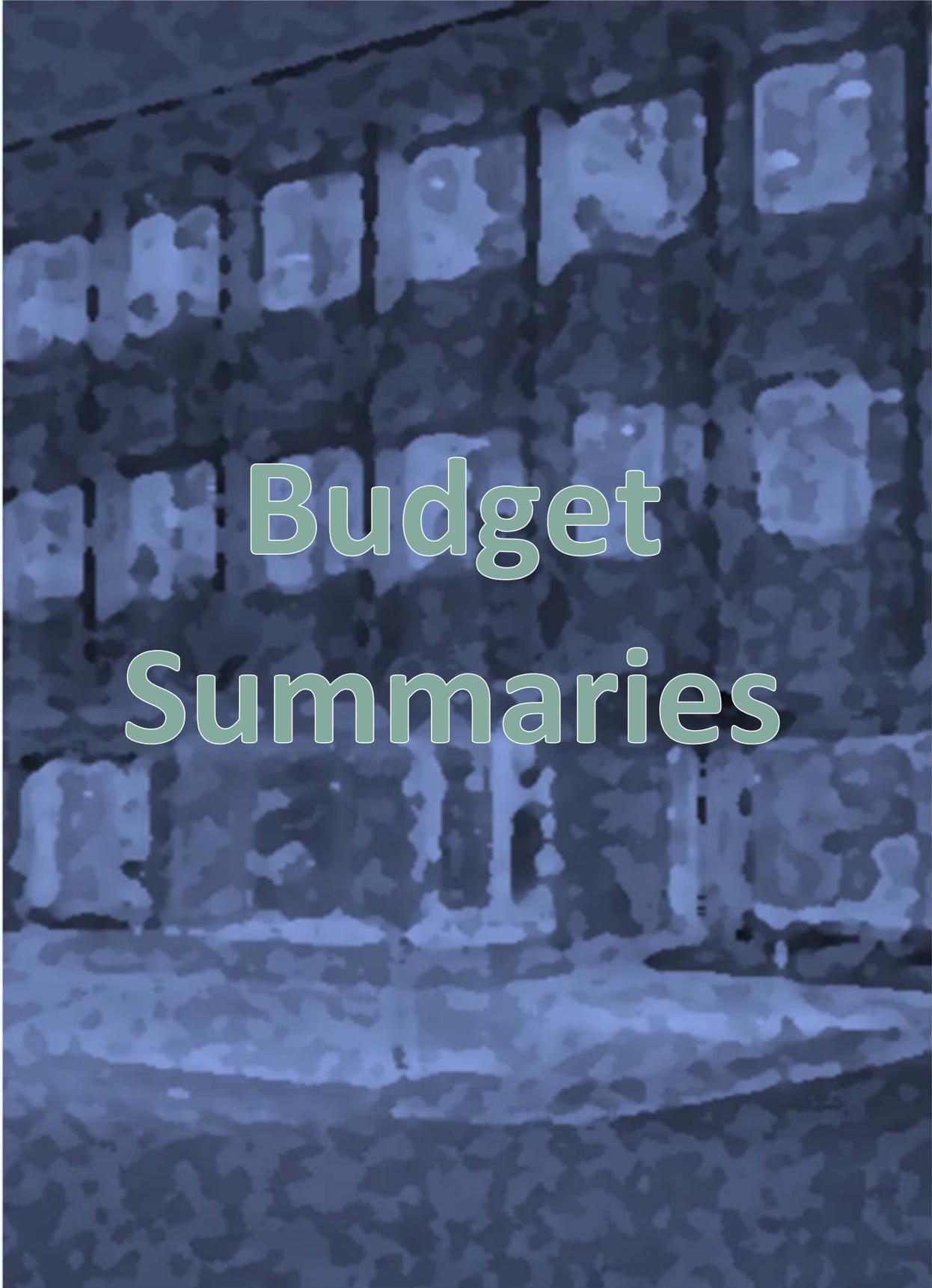
Department: 5200 - Water Pollution Control                      2017-18 Operating Budget  
 Cost Center: 5263 - Storm Water Permit Compl.                      Fund: 13 - Storm Water Sales Tax

**Description**

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

**Program Costs**

<b>Expenditure Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2016-17 Revised Budget</b>	<b>2017-18 Adopted Budget</b>
Other Services & Charges	358,050	358,150	358,150	358,150
Supplies	0	3,275	3,275	3,275
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	358,050	361,425	361,425	361,425



# Budget Summaries

**Schedule 1**  
**All Funds by Expense Category Group**

<b>All Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Operating	\$ 247,486,957	\$ 268,572,309	\$ 268,782,818	\$ 267,987,196
Capital Improvements	35,015,166	31,618,537	31,693,537	27,720,482
Debt Service	20,915,655	20,199,954	20,199,954	20,191,546
Transfers Out	1,881,996	985,566	995,556	10,000
<b>Total</b>	<b>\$ 305,299,774</b>	<b>\$ 321,376,366</b>	<b>\$ 321,671,865</b>	<b>\$ 315,909,224</b>

<b>General Fund</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Operating	\$ 73,681,339	\$ 74,784,376	\$ 75,009,045	\$ 77,246,526
Capital Improvements	--	--	--	--
Debt Service	--	--	--	--
Transfers Out	550,152	--	10,000	10,000
<b>Total</b>	<b>\$ 74,231,491</b>	<b>\$ 74,784,376</b>	<b>\$ 75,019,045</b>	<b>\$ 77,256,526</b>

<b>Special Revenue Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Operating	\$ 11,143,532	\$ 12,545,992	\$ 12,531,532	\$ 12,858,667
Capital Improvements	12,619,083	9,325,537	9,400,537	10,205,482
Debt Service	570,478	568,427	568,427	642,250
Transfers Out	1,083,696	691,093	691,083	--
<b>Total</b>	<b>\$ 25,416,789</b>	<b>\$ 23,131,049</b>	<b>\$ 23,191,579</b>	<b>\$ 23,706,399</b>

<b>Enterprise Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Operating	\$ 162,662,086	\$ 181,241,941	\$ 181,242,241	\$ 177,882,003
Capital Improvements	22,396,083	22,293,000	22,293,000	17,515,000
Debt Service	20,345,177	19,631,527	19,631,527	19,549,296
Transfers Out	248,148	294,473	294,473	--
<b>Total</b>	<b>\$ 205,651,494</b>	<b>\$ 223,460,941</b>	<b>\$ 223,461,241</b>	<b>\$ 214,946,299</b>

**Schedule 2**  
**All Funds by Expense Category**

<b>All Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Salaries	\$ 111,190,432	\$ 114,656,167	\$ 115,340,210	\$ 117,499,623
Other Charges	55,452,462	59,753,248	59,932,629	60,581,374
Supplies	56,397,790	67,090,797	66,998,921	63,190,174
Capital Outlay	5,840,284	7,015,099	6,942,534	6,124,450
Other Expenditures	18,605,989	20,056,998	19,568,524	20,591,575
<b>Total - Operating</b>	<b>\$ 247,486,957</b>	<b>\$ 268,572,309</b>	<b>\$ 268,782,818</b>	<b>\$ 267,987,196</b>
Capital Improvements	35,015,166	31,618,537	31,693,537	27,720,482
Debt Service	20,915,655	20,199,954	20,199,954	20,191,546
Transfers Out	1,881,996	985,566	995,556	10,000
<b>Total</b>	<b>\$ 305,299,774</b>	<b>\$ 321,376,366</b>	<b>\$ 321,671,865</b>	<b>\$ 315,909,224</b>

<b>General Fund</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Salaries	\$ 62,178,845	\$ 61,730,505	\$ 62,418,048	\$ 63,331,155
Other Charges	9,447,787	9,852,709	9,884,087	10,847,907
Supplies	1,537,594	1,813,635	1,800,360	1,728,661
Capital Outlay	517,113	863,724	871,221	815,000
Other Expenditures	0	523,803	35,329	523,803
<b>Total - Operating</b>	<b>\$ 73,681,339</b>	<b>\$ 74,784,376</b>	<b>\$ 75,009,045</b>	<b>\$ 77,246,526</b>
Capital Improvements	--	--	--	--
Debt Service	--	--	--	--
Transfers Out	550,152	--	10,000	10,000
<b>Total</b>	<b>\$ 74,231,491</b>	<b>\$ 74,784,376</b>	<b>\$ 75,019,045</b>	<b>\$ 77,256,526</b>

<b>Special Revenue Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Salaries	\$ 2,819,721	\$ 3,772,884	\$ 3,769,384	\$ 4,202,644
Other Charges	3,827,149	4,428,103	4,486,943	4,388,735
Supplies	602,023	839,830	839,880	821,638
Capital Outlay	3,894,639	3,505,175	3,435,325	3,445,650
Other Expenditures	--	--	--	--
<b>Total - Operating</b>	<b>\$ 11,143,532</b>	<b>\$ 12,545,992</b>	<b>\$ 12,531,532</b>	<b>\$ 12,858,667</b>
Capital Improvements	12,619,083	9,325,537	9,400,537	10,205,482
Debt Service	570,478	568,427	568,427	642,250
Transfers Out	1,083,696	691,093	691,083	--
<b>Total</b>	<b>\$ 25,416,789</b>	<b>\$ 23,131,049</b>	<b>\$ 23,191,579</b>	<b>\$ 23,706,399</b>

<b>Enterprise Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Salaries	\$ 46,191,866	\$ 49,152,778	\$ 49,152,778	\$ 49,965,824
Other Charges	42,177,526	45,472,436	45,561,599	45,344,732
Supplies	54,258,173	64,437,332	64,358,681	60,639,875
Capital Outlay	1,428,532	2,646,200	2,635,988	1,863,800
Other Expenditures	18,605,989	19,533,195	19,533,195	20,067,772
<b>Total - Operating</b>	<b>\$ 162,662,086</b>	<b>\$ 181,241,941</b>	<b>\$ 181,242,241</b>	<b>\$ 177,882,003</b>
Capital Improvements	22,396,083	22,293,000	22,293,000	17,515,000
Debt Service	20,345,177	19,631,527	19,631,527	19,549,296
Transfers Out	248,148	294,473	294,473	--
<b>Total</b>	<b>\$ 205,651,494</b>	<b>\$ 223,460,941</b>	<b>\$ 223,461,241</b>	<b>\$ 214,946,299</b>

**Schedule 3**  
**Expenditures by Department**

<b>All Funds</b>				
<b>Department</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
City Clerk	\$ 355,632	\$ 321,384	\$ 321,384	\$ 326,926
City Manager	940,382	918,674	918,674	1,009,349
Community Development	3,006,687	3,088,434	3,871,934	5,074,237
Finance	1,959,240	1,899,423	1,899,423	1,709,739
Fire	20,874,382	19,866,007	19,861,647	20,173,891
Health	2,689,973	2,608,660	1,825,160	1,710,226
Human Resources	490,419	491,198	491,198	537,673
Law	850,314	732,848	732,848	741,716
Mayor & City Council	404,510	482,118	482,118	572,685
Municipal Court	818,741	853,290	853,290	846,357
Non-Departmental	43,335,835	44,693,589	44,902,978	45,369,158
Parks Recreation Tourism	6,353,083	6,468,401	6,543,401	7,228,331
Police	28,703,692	29,425,341	29,422,041	30,197,648
Power and Light	126,861,538	139,394,664	139,394,344	131,823,283
Public Works	15,307,805	14,117,872	14,133,472	14,681,818
Technology Services	1,929,943	1,882,214	1,882,214	2,125,552
Water	21,506,245	25,344,767	25,345,067	23,691,898
Water Pollution Control	27,029,367	27,801,916	27,795,116	28,078,737
Transfers Out	1,881,996	985,556	995,556	10,000
<b>Total</b>	<b>\$ 305,299,784</b>	<b>\$ 321,376,356</b>	<b>\$ 321,671,865</b>	<b>\$ 315,909,224</b>

<b>General Fund</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
City Clerk	\$ 355,632	\$ 321,384	\$ 321,384	\$ 326,926
City Manager	940,382	918,674	918,674	1,009,349
Community Development	3,006,687	3,088,434	3,871,934	5,074,237
Finance	1,906,718	1,846,418	1,846,418	1,656,240
Fire	18,046,195	17,782,425	17,782,425	18,159,783
Health	2,689,973	2,608,660	1,825,160	1,710,226
Human Resources	490,419	491,198	491,198	537,673
Law	850,314	732,848	732,848	741,716
Mayor & City Council	404,510	482,118	482,118	572,685
Municipal Court	818,741	853,290	853,290	846,357
Non-Departmental	9,711,254	9,933,922	10,142,991	9,872,028
Parks Recreation Tourism	1,545,841	1,490,728	1,490,728	1,567,882
Police	26,652,723	27,066,600	27,066,600	27,693,181
Public Works	4,464,753	5,419,548	5,435,148	5,490,163
Technology Services	1,797,207	1,748,129	1,748,129	1,988,080
Transfers Out	550,152	--	10,000	10,000
<b>Total</b>	<b>\$ 74,231,501</b>	<b>\$ 74,784,376</b>	<b>\$ 75,019,045</b>	<b>\$ 77,256,526</b>

<b>Special Revenue Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Fire	\$ 2,828,187	\$ 2,083,582	\$ 2,079,222	\$ 2,014,108
Parks	4,807,242	4,977,673	5,052,673	5,660,449
Police	2,050,969	2,358,741	2,355,441	2,504,467
Public Works	10,746,176	8,609,418	8,609,418	9,191,655
Water Pollution Control	3,900,519	4,410,542	4,403,742	4,335,720
Transfers Out	1,083,696	691,083	691,083	--
<b>Total</b>	<b>\$ 25,416,789</b>	<b>\$ 23,131,039</b>	<b>\$ 23,191,579</b>	<b>\$ 23,706,399</b>

**Schedule 3**  
**Expenditures by Department**

<b>Enterprise Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Finance	\$ 52,522	\$ 53,005	\$ 53,005	\$ 53,499
Non-Departmental	33,624,581	34,759,667	34,759,987	35,497,130
Power & Light	126,861,538	139,394,664	139,394,344	131,823,283
Public Works	96,876	88,906	88,906	--
Technology Services	132,736	134,085	134,085	137,472
Water	21,506,245	25,344,767	25,345,067	23,691,898
Water Pollution Control	23,128,848	23,391,374	23,391,374	23,743,017
Transfers Out	248,148	294,473	294,473	--
<b>Total</b>	<b>\$ 205,651,494</b>	<b>\$ 223,460,941</b>	<b>\$ 223,461,241</b>	<b>\$ 214,946,299</b>

**Schedule 4**  
**Expenditures by Fund and Fund Type**

<b>All Funds</b>				
<b>Fund</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2016-17</b>	<b>2017-18</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Estimate</b>	<b>Adopted</b>
General	\$ 72,947,760	\$ 74,794,376	\$ 75,019,045	\$ 77,256,526
Tourism	1,857,508	1,805,471	1,880,471	2,122,741
Street Improvements Sales Tax	11,072,778	8,609,418	8,609,418	9,191,655
Park Improvements Sales Tax	3,015,745	3,172,202	3,172,202	3,537,708
Storm Water Sales Tax	4,591,602	5,101,625	5,094,825	4,335,720
Police Public Safety Sales Tax	2,050,969	2,358,741	2,355,441	2,504,467
Fire Public Safety Sales Tax	2,828,187	2,083,582	2,079,222	2,014,108
Independence Power and Light	149,498,012	162,434,342	162,434,342	155,413,674
Sanitary Sewer	28,078,509	28,479,894	28,479,894	28,787,365
Water	28,074,973	32,546,705	32,547,005	30,745,260
<b>Total</b>	<b>\$ 304,016,043</b>	<b>\$ 321,386,356</b>	<b>\$ 321,671,865</b>	<b>\$ 315,909,224</b>

<b>Governmental Funds</b>				
<b>Fund</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2016-17</b>	<b>2017-18</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Estimate</b>	<b>Adopted</b>
General	\$ 72,947,760	\$ 74,794,376	\$ 75,019,045	\$ 77,256,526
Tourism	1,857,508	1,805,471	1,880,471	2,122,741
Street Improvements Sales Tax	11,072,778	8,609,418	8,609,418	9,191,655
Park Improvements Sales Tax	3,015,745	3,172,202	3,172,202	3,537,708
Storm Water Sales Tax	4,591,602	5,101,625	5,094,825	4,335,720
Police Public Safety Sales Tax	2,050,969	2,358,741	2,355,441	2,504,467
Fire Public Safety Sales Tax	2,828,187	2,083,582	2,079,222	2,014,108
<b>Total</b>	<b>\$ 98,364,549</b>	<b>\$ 97,925,415</b>	<b>\$ 98,210,624</b>	<b>\$ 100,962,925</b>

<b>Enterprise Funds</b>				
<b>Fund</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2016-17</b>	<b>2017-18</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Estimate</b>	<b>Adopted</b>
Independence Power and Light	\$ 149,498,012	\$ 162,434,342	\$ 162,434,342	\$ 155,413,674
Sanitary Sewer	28,078,509	28,479,894	28,479,894	28,787,365
Water	28,074,973	32,546,705	32,547,005	30,745,260
<b>Total</b>	<b>\$ 205,651,494</b>	<b>\$ 223,460,941</b>	<b>\$ 223,461,241</b>	<b>\$ 214,946,299</b>

**Schedule 5**  
**All Funds by Revenue Category Group**

<b>All Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Taxes	\$ 57,387,829	\$ 57,850,500	\$ 57,462,475	\$ 57,756,732
PILOTS	18,515,336	19,103,195	19,043,456	19,637,772
Licenses and Permits	3,588,466	3,759,869	4,693,777	4,417,247
Intergovernmental Revenue	5,303,538	5,289,812	5,320,059	5,823,250
Charges for Services	2,604,138	2,364,176	2,519,219	2,720,456
Fines and Forfeitures	4,214,064	3,623,000	4,067,033	4,195,000
Utility Service Charges	186,888,267	195,070,425	195,770,120	199,697,117
Other Revenue	3,763,532	3,273,900	3,135,222	3,239,815
<b>Sub-Total</b>	<b>\$ 282,265,171</b>	<b>\$ 290,334,877</b>	<b>\$ 292,011,361</b>	<b>\$ 297,487,389</b>
Interfund Charges	8,516,973	8,096,267	8,096,267	7,911,233
Capital Lease Proceeds	624,897	--	--	--
Transfers In	--	197,063	197,063	100,000
<b>Total</b>	<b>\$ 291,407,042</b>	<b>\$ 298,628,207</b>	<b>\$ 300,304,691</b>	<b>\$ 305,498,622</b>

<b>General Fund</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Taxes	\$ 34,310,898	\$ 35,020,500	\$ 34,612,475	\$ 34,661,732
PILOTS	18,515,336	19,103,195	19,043,456	19,637,772
Licenses and Permits	3,588,466	3,759,869	4,693,777	4,417,247
Intergovernmental Revenue	5,303,538	5,289,812	5,320,059	5,823,250
Charges for Services	2,075,958	2,002,725	2,015,019	2,195,856
Fines and Forfeitures	4,214,064	3,623,000	4,067,033	4,195,000
Other Revenue	757,691	569,500	575,024	600,500
<b>Sub-Total</b>	<b>\$ 68,765,952</b>	<b>\$ 69,368,601</b>	<b>\$ 70,326,843</b>	<b>\$ 71,531,356</b>
Interfund Charges	4,913,709	5,073,016	5,073,016	5,080,432
Transfers In	--	197,063	197,063	100,000
<b>Total</b>	<b>\$ 73,679,661</b>	<b>\$ 74,638,680</b>	<b>\$ 75,596,922</b>	<b>\$ 76,711,788</b>

<b>Special Revenue Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Taxes	\$ 23,076,931	\$ 22,830,000	\$ 22,850,000	\$ 23,095,000
Charges for Services	528,180	361,451	504,200	524,600
Other Revenue	535,172	188,400	138,200	93,900
<b>Sub-Total</b>	<b>\$ 24,140,283</b>	<b>\$ 23,379,851</b>	<b>\$ 23,492,400</b>	<b>\$ 23,713,500</b>
Interfund Charges	460,045	--	--	--
Capital Lease Proceeds	624,897	--	--	--
<b>Total</b>	<b>\$ 25,225,225</b>	<b>\$ 23,379,851</b>	<b>\$ 23,492,400</b>	<b>\$ 23,713,500</b>

<b>Enterprise Funds</b>				
<b>Category</b>	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
Utility Service Charges	\$ 186,888,267	\$ 195,070,425	\$ 195,770,120	\$ 199,697,117
Other Revenue	2,470,670	2,516,000	2,421,998	2,545,415
<b>Sub-Total</b>	<b>\$ 189,358,936</b>	<b>\$ 197,586,425</b>	<b>\$ 198,192,118</b>	<b>\$ 202,242,532</b>
Interfund Charges	3,143,219	3,023,251	3,023,251	2,830,801
<b>Total</b>	<b>\$ 192,502,155</b>	<b>\$ 200,609,676</b>	<b>\$ 201,215,369</b>	<b>\$ 205,073,333</b>

**Schedule 6**  
**Governmental Funds**  
**General Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<b>2015-16 Actual</b>	<b>2016-17 Adopted</b>	<b>2016-17 Estimate</b>	<b>2017-18 Adopted</b>
<b>Unassigned Fund Balance</b>	<b>3,741,675</b>	<b>3,877,030</b>	<b>3,684,710</b>	<b>4,832,245</b>
<b>Revenues</b>				
<b>Taxes</b>				
Property	\$ 7,561,479	\$ 7,561,000	\$ 7,666,000	\$ 7,691,000
Sales	17,758,714	17,927,500	17,783,441	17,827,900
Cigarette	461,964	425,000	465,000	450,000
<b>Total Taxes</b>	<b>\$ 25,782,157</b>	<b>\$ 25,913,500</b>	<b>\$ 25,914,441</b>	<b>\$ 25,968,900</b>
<b>Utility Franchise Fees</b>				
Water	\$ 28,022	\$ 27,000	\$ 33,008	\$ 30,000
Gas	3,241,053	4,000,000	3,235,125	3,500,000
Telephone	3,801,634	3,650,000	3,417,328	3,161,028
Electricity	591,033	530,000	712,574	651,803
Cable	867,000	900,000	1,300,000	1,350,000
<b>Total Franchise Fees</b>	<b>\$ 8,528,741</b>	<b>\$ 9,107,000</b>	<b>\$ 8,698,034</b>	<b>\$ 8,692,831</b>
<b>PILOTS</b>				
Power & Light	\$ 13,212,505	\$ 13,581,285	\$ 13,387,850	\$ 13,765,000
Water Service	2,959,611	3,010,371	3,113,868	3,197,772
Sanitary Sewer	2,343,220	2,511,539	2,541,738	2,675,000
<b>Total PILOTS</b>	<b>\$ 18,515,336</b>	<b>\$ 19,103,195</b>	<b>\$ 19,043,456</b>	<b>\$ 19,637,772</b>
<b>All Other</b>				
Licenses & Permits	\$ 3,588,466	\$ 3,759,869	\$ 4,693,777	\$ 4,417,247
Intergovernmental Revenue	5,303,538	5,289,812	5,320,059	5,823,250
Service Charges	2,075,958	2,002,725	2,015,019	2,195,856
Fines & Court Costs	4,214,064	3,623,000	4,067,033	4,195,000
Interfund Chgs Supp Svcs	4,913,709	5,073,016	5,073,016	5,080,432
Other	757,691	569,500	575,024	600,500
<b>Total All Other</b>	<b>\$ 20,853,427</b>	<b>\$ 20,317,922</b>	<b>\$ 21,743,929</b>	<b>\$ 22,312,285</b>
Transfers In from Other Funds	0	197,063	197,063	100,000
<b>Total Revenues</b>	<b>\$ 73,679,661</b>	<b>\$ 74,638,680</b>	<b>\$ 75,596,922</b>	<b>\$ 76,711,788</b>
<b>Expenditures</b>				
Personnel Services	\$ 61,842,372	\$ 61,730,505	\$ 62,418,048	\$ 63,331,155
Other Services & Charges	8,812,736	9,652,709	9,884,087	10,847,907
Supplies	1,414,130	1,813,635	1,800,360	1,728,661
Capital Outlay	283,596	840,724	871,221	815,000
Other Expenditures	44,774	746,803	35,329	523,803
<b>Sub-Total Expenditures</b>	<b>\$ 72,397,608</b>	<b>\$ 74,784,376</b>	<b>\$ 75,009,045</b>	<b>\$ 77,246,526</b>
Transfers Out	550,152	10,000	10,000	10,000
<b>Total Expenditures</b>	<b>\$ 72,947,760</b>	<b>\$ 74,794,376</b>	<b>\$ 75,019,045</b>	<b>\$ 77,256,526</b>
Change in Fund Balance Components	(788,866)	-	569,657	-
<b>Ending Fund Balance</b>	<b>\$ 3,684,710</b>	<b>\$ 3,721,334</b>	<b>\$ 4,832,245</b>	<b>\$ 4,287,507</b>

**Schedule 7  
General Fund  
Revenue Summary**

<u>Description</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Estimate</u>	<u>2017-18 Adopted Budget</u>
<b>Taxes</b>				
<b><u>Property Taxes</u></b>				
Real Estate	\$ 7,520,295	\$ 7,520,000	\$ 7,625,000	\$ 7,650,000
R.R. & Other Utility	41,184	41,000	41,000	41,000
<b>Total Property Taxes</b>	<b>\$ 7,561,479</b>	<b>\$ 7,561,000</b>	<b>\$ 7,666,000</b>	<b>\$ 7,691,000</b>
<b><u>Sales Taxes</u></b>				
Local Option Sales Tax	\$ 17,758,714	\$ 17,927,500	\$ 17,783,441	\$ 17,827,899
Cigarette Tax	461,964	425,000	465,000	450,000
<b>Total Sales and Use Taxes</b>	<b>\$ 18,220,677</b>	<b>\$ 18,352,500</b>	<b>\$ 18,248,441</b>	<b>\$ 18,277,899</b>
<b><u>Utility Franchise Fees</u></b>				
Water	\$ 28,022	\$ 27,000	\$ 33,008	\$ 30,000
Gas	3,241,053	4,000,000	3,235,125	3,500,000
Telephone	3,801,634	3,650,000	3,417,328	3,161,028
Electricity	591,033	530,000	712,574	651,803
Cable Television	867,000	900,000	1,300,000	1,350,000
<b>Total Utility Franchise Fees</b>	<b>\$ 8,528,741</b>	<b>\$ 9,107,000</b>	<b>\$ 8,698,034</b>	<b>\$ 8,692,831</b>
<b>Total Taxes</b>	<b>\$ 34,310,898</b>	<b>\$ 35,020,500</b>	<b>\$ 34,612,475</b>	<b>\$ 34,661,731</b>
<b><u>Payments in Lieu of Taxes</u></b>				
Power & Light In Lieu of Taxes	\$ 13,212,505	\$ 13,581,285	\$ 13,387,850	\$ 13,765,000
Water Service In Lieu of Taxes	2,959,611	3,010,371	3,113,868	3,197,772
Sanitary Sewer In Lieu of Taxes	2,343,220	2,511,539	2,541,738	2,675,000
<b>Total PILOTs</b>	<b>\$ 18,515,336</b>	<b>\$ 19,103,195</b>	<b>\$ 19,043,456</b>	<b>\$ 19,637,772</b>
<b><u>Licenses and Permits</u></b>				
Occupation Licenses	\$ 1,622,938	\$ 1,597,000	\$ 1,980,371	\$ 2,055,000
Liquor Licenses	110,563	107,000	115,967	110,000
Bld. Trades Licenses and Exams	114,354	110,000	113,294	110,000
Fin-Other License/Permits	115,597	108,619	136,183	115,000
Building Permits, Com.Develop.	678,991	875,000	1,200,000	950,000
Construction Permits, Pub.Works	146,752	165,000	281,291	250,000
Nursing Home Permits	650	650	1,300	1,300
Day Care Permits	6,363	6,600	7,234	7,234
Food Handler's Permits	87,717	97,000	92,278	92,213
Massage Therapist Appl	5,220	5,000	6,445	5,500
Other Food Permits	161,630	155,000	215,132	175,000
Ambulance Permits & Licenses	31,335	27,000	37,308	40,000
Plan Reviews - Health Dept.	5,700	6,000	6,975	6,000
Motor Vehicle Licenses	500,658	500,000	500,000	500,000
<b>Total Licenses and Permits</b>	<b>\$ 3,588,466</b>	<b>\$ 3,759,869</b>	<b>\$ 4,693,777</b>	<b>\$ 4,417,247</b>
<b><u>Intergovernmental Revenue</u></b>				
<b><u>State Taxes and Fees</u></b>				
Financial Institutions Tax	\$ 21,116	\$ 25,000	\$ 34,130	\$ 34,130
Gasoline Tax	3,084,967	3,150,000	3,114,215	3,100,000
Motor Vehicle License Fees	516,313	515,000	500,000	500,000
Motor Vehicle Sales Tax	983,997	975,000	1,039,020	1,011,509
<b>Total State Grants</b>	<b>\$ 4,606,394</b>	<b>\$ 4,665,000</b>	<b>\$ 4,687,365</b>	<b>\$ 4,645,639</b>

**Schedule 7  
General Fund  
Revenue Summary**

<u>Description</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Estimate</u>	<u>2017-18 Adopted Budget</u>
<b>Shared Revenue</b>				
Jackson County Drug Task Force	\$ 445,762	\$ 373,430	\$ 373,430	\$ 373,430
Jackson County Dare Program	226,382	226,382	234,264	235,764
MARC Senior Services	25,000	25,000	25,000	25,000
Federal Transportation Grant	-	-	-	543,417
<b>Total Shared Revenue</b>	<b>\$ 697,144</b>	<b>\$ 624,812</b>	<b>\$ 632,694</b>	<b>\$ 1,177,611</b>
<b>Total Intergovernmental</b>	<b>\$ 5,303,537</b>	<b>\$ 5,289,812</b>	<b>\$ 5,320,059</b>	<b>\$ 5,823,250</b>
<b>Charges for Services</b>				
<b>General Government</b>				
Planning & Zoning Fees	\$ 20,412	\$ 15,000	\$ 26,914	\$ 27,260
Board Of Adjustment Fees	3,450	3,000	2,850	3,000
Sale Of Maps, Books, Plans	18	100	-	-
Sale Of Police Reports	32,404	31,000	34,694	34,528
Sale Of Fire Reports	1,848	1,750	1,917	1,921
Computer Service Charges	150	300	-	-
Transit Rider Fares	171,587	155,000	179,171	184,373
<b>Total</b>	<b>\$ 229,869</b>	<b>\$ 206,150</b>	<b>\$ 245,546</b>	<b>\$ 251,082</b>
<b>Health</b>				
Animal Shelter Fees	\$ 455	\$ 300	\$ 510	\$ 500
Animal Shelter Services	8,390	6,000	6,150	6,130
Other Health Programs	11,726	9,000	16,135	16,235
<b>Total</b>	<b>\$ 20,571</b>	<b>\$ 15,300</b>	<b>\$ 22,795</b>	<b>\$ 22,865</b>
<b>Public Safety</b>				
Reimb. For Police Services	\$ 21,113	\$ 18,300	\$ 30,193	\$ 29,517
School Resource Officers	472,651	491,225	491,225	527,853
Alarm Charges - Police	20,750	32,000	-	32,000
Alarm Charges - Fire	4,100	5,700	5,700	5,700
<b>Total</b>	<b>\$ 518,613</b>	<b>\$ 547,225</b>	<b>\$ 527,118</b>	<b>\$ 595,070</b>
<b>Recreation</b>				
Program Fees	\$ 33,404	\$ 35,120	\$ 33,049	\$ 32,791
Center Fees/Club Memberships	60,091	58,000	63,353	61,408
Facility Rentals	67,634	56,000	56,604	59,079
<b>Total</b>	<b>\$ 161,129</b>	<b>\$ 149,120</b>	<b>\$ 153,006</b>	<b>\$ 153,278</b>
<b>Cemetery</b>				
Sale Of Cemetery Lots	\$ 5,650	\$ 5,250	\$ 5,350	\$ 6,075
Sale Of Monument Bases	4,859	3,000	1,880	1,762
Grave Opening Charges	47,625	55,000	39,900	43,500
<b>Total</b>	<b>\$ 58,134</b>	<b>\$ 63,250</b>	<b>\$ 47,130</b>	<b>\$ 51,337</b>
<b>Other Charges</b>				
Sale Of Street Signs	\$ 379	\$ 500	\$ 105	\$ 105
Special Assessments	177,936	180,000	162,319	170,000
Sale Of Recycled Material	3,554	11,180	5,120	5,120
Solid Waste Disp Fees	82,254	80,000	101,881	197,000
Miscellaneous Charges	823,520	750,000	750,000	750,000
<b>Total</b>	<b>\$ 1,087,642</b>	<b>\$ 1,021,680</b>	<b>\$ 1,019,424</b>	<b>\$ 1,122,225</b>
<b>Total Charges for Services</b>	<b>\$ 2,075,958</b>	<b>\$ 2,002,725</b>	<b>\$ 2,015,019</b>	<b>\$ 2,195,857</b>

**Schedule 7  
General Fund  
Revenue Summary**

<u>Description</u>	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2016-17 Revised Estimate</u>	<u>2017-18 Adopted Budget</u>
<b>Court Fines and Costs</b>				
Fines & Forfeitures	\$ 3,657,819	\$ 3,150,000	\$ 3,550,000	\$ 3,650,000
Court Costs	383,893	334,000	354,685	375,000
Police Training	51,670	42,000	47,627	50,000
Domestic Violence	102,172	82,800	94,524	100,000
DWI/Drug	18,511	14,200	20,197	20,000
<b>Total Fines &amp; Court Costs</b>	<b>\$ 4,214,064</b>	<b>\$ 3,623,000</b>	<b>\$ 4,067,033</b>	<b>\$ 4,195,000</b>
<b>Interfund Charges for Support Services</b>	<b>\$ 4,913,709</b>	<b>\$ 5,073,016</b>	<b>\$ 5,073,016</b>	<b>\$ 5,080,432</b>
<b>Other</b>				
<b>Interest Income</b>				
Interest	\$ 7,267	\$ 1,500	\$ 1,500	\$ -
Special Assessments Interest	569	-	-	-
Interest - Other	100,627	100,000	100,000	110,000
<b>Total Interest Income</b>	<b>\$ 108,463</b>	<b>\$ 101,500</b>	<b>\$ 101,500</b>	<b>\$ 110,000</b>
<b>Other Revenue</b>				
Sale Of Fixed Assets	\$ 104,267	\$ 75,000	\$ 75,000	\$ 75,000
Rents	183,388	181,000	186,524	181,000
Damage Claims	2,637	2,000	2,000	2,000
Contributions	10,220	10,000	10,000	10,000
Misc. Non-Operating Revenue	341,523	200,000	200,000	222,500
<b>Total Other Revenue</b>	<b>\$ 649,228</b>	<b>\$ 468,000</b>	<b>\$ 473,524</b>	<b>\$ 490,500</b>
<b>Total General Fund Revenues</b>	<b>\$ 73,679,661</b>	<b>\$ 74,441,617</b>	<b>\$ 75,399,859</b>	<b>\$ 76,611,788</b>

**Schedule 8**  
**Governmental Funds**  
**Street Improvements Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>FY16 Actual</u>	<u>FY17 Adopted</u>	<u>FY17 Amended</u>	<u>FY18 Preliminary</u>
<b>Unassigned Fund Balance</b>	<b>4,552,577</b>	<b>1,648,967</b>	<b>2,231,747</b>	<b>1,973,229</b>
<b>Revenues</b>				
Sales Tax	\$ 8,399,825	\$ 8,350,000	\$ 8,350,000	\$ 8,450,000
Interest	3,416	900	900	3,300
Other	109,000	-	-	-
<b>Total All Other</b>	<b>\$ 8,512,241</b>	<b>\$ 8,350,900</b>	<b>\$ 8,350,900</b>	<b>\$ 8,453,300</b>
Transfers In from Other Funds	239,707	-	-	-
<b>Total Revenues</b>	<b>\$ 8,751,948</b>	<b>\$ 8,350,900</b>	<b>\$ 8,350,900</b>	<b>\$ 8,453,300</b>
<b>Expenditures</b>				
Personnel Services	\$ 84,969	\$ 113,727	\$ 113,727	\$ 141,832
Other Services & Charges	13,513	200,000	200,000	-
Supplies	-	-	-	-
Capital Outlay	66,369	250,000	250,000	196,000
Other Expenditures	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 164,851</b>	<b>\$ 563,727</b>	<b>\$ 563,727</b>	<b>\$ 337,832</b>
Capital Improvements	10,049,131	7,515,537	7,515,537	8,323,082
Debt Service	532,194	530,154	530,154	530,741
Transfers Out	326,602	-	-	-
	<b>\$ 11,072,778</b>	<b>\$ 8,609,418</b>	<b>\$ 8,609,418</b>	<b>\$ 9,191,655</b>
<b>Ending Fund Balance</b>	<b>\$ 2,231,747</b>	<b>\$ 1,390,449</b>	<b>\$ 1,973,229</b>	<b>\$ 1,234,874</b>

**Schedule 8**  
**Governmental Funds**  
**Stormwater Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<b>FY16 Actual</b>	<b>FY17 Adopted</b>	<b>FY17 Amended</b>	<b>FY18 Preliminary</b>
<b>Unassigned Fund Balance</b>	<b>7,385,985</b>	<b>2,270,836</b>	<b>7,444,586</b>	<b>8,048,751</b>
<b>Revenues</b>				
Sales Tax	\$ 4,200,147	\$ 4,180,000	\$ 4,180,000	\$ 4,200,000
Interest	10,699	4,000	4,000	4,000
Other	176,121	-	-	-
<b>Total All Other</b>	<b>\$ 4,386,967</b>	<b>\$ 4,184,000</b>	<b>\$ 4,184,000</b>	<b>\$ 4,204,000</b>
Transfers In from Other Funds	220,338	-	-	-
<b>Total Revenues</b>	<b>\$ 4,607,305</b>	<b>\$ 4,184,000</b>	<b>\$ 4,184,000</b>	<b>\$ 4,204,000</b>
<b>Expenditures</b>				
Personnel Services	\$ 822,325	\$ 1,293,113	\$ 1,293,113	\$ 1,552,629
Other Services & Charges	891,253	1,071,157	1,064,357	1,071,819
Supplies	99,162	195,272	195,272	195,272
Capital Outlay	-	356,000	356,000	66,000
Other Expenditures	-	-	-	-
<b>Operating Expenditures</b>	<b>\$ 1,812,740</b>	<b>\$ 2,915,542</b>	<b>\$ 2,908,742</b>	<b>\$ 2,885,720</b>
Capital Improvements	2,087,779	1,495,000	1,495,000	1,450,000
Debt Service	-	-	-	-
Transfers Out	691,083	691,083	691,083	-
<b>Total Expenditures</b>	<b>\$ 4,591,602</b>	<b>\$ 5,101,625</b>	<b>\$ 5,094,825</b>	<b>\$ 4,335,720</b>
<b>Ending Fund Balance</b>	<b>\$ 7,444,586</b>	<b>\$ 1,353,211</b>	<b>\$ 6,533,761</b>	<b>\$ 7,917,031</b>

**Schedule 8**  
**Governmental Funds**  
**Police Public Safety Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Adopted</u>	<u>FY17</u> <u>Amended</u>	<u>FY18</u> <u>Preliminary</u>
<b>Unassigned Fund Balance</b>	<b>1,557,817</b>	<b>1,721,447</b>	<b>1,840,023</b>	<b>1,695,182</b>
<b>Revenues</b>				
Sales Tax	\$ 2,221,976	\$ 2,210,000	\$ 2,210,000	\$ 2,220,000
Interest	2,345	600	600	2,000
Other	66,810	-	-	-
<b>Total All Other</b>	<b>\$ 2,291,131</b>	<b>\$ 2,210,600</b>	<b>\$ 2,210,600</b>	<b>\$ 2,222,000</b>
Transfers In from Other Funds	-	-	-	-
<b>Total Revenues</b>	<b>\$ 2,291,131</b>	<b>\$ 2,210,600</b>	<b>\$ 2,210,600</b>	<b>\$ 2,222,000</b>
<b>Expenditures</b>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Other Services & Charges	435,526	472,356	539,056	470,671
Supplies	200,940	260,112	259,962	208,873
Capital Outlay	1,376,225	1,588,000	1,518,150	1,786,650
Other Expenditures	-	-	-	-
<b>Operating Expenditures</b>	<b>\$ 2,012,691</b>	<b>\$ 2,320,468</b>	<b>\$ 2,317,168</b>	<b>\$ 2,466,194</b>
Capital Improvements	-	-	-	-
Debt Service	38,278	38,273	38,273	38,273
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,050,969</b>	<b>\$ 2,358,741</b>	<b>\$ 2,355,441</b>	<b>\$ 2,504,467</b>
<b>Ending Fund Balance</b>	<b>\$ 1,840,023</b>	<b>\$ 1,573,306</b>	<b>\$ 1,695,182</b>	<b>\$ 1,412,715</b>

**Schedule 8**  
**Governmental Funds**  
**Park Improvements Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>FY16 Actual</u>	<u>FY17 Adopted</u>	<u>FY17 Amended</u>	<u>FY18 Preliminary</u>
<b>Unassigned Fund Balance</b>	<b>(4,458,708)</b>	<b>(3,092,351)</b>	<b>(2,697,859)</b>	<b>(1,149,361)</b>
<b>Revenues</b>				
Sales Tax	\$ 4,200,126	\$ 4,180,000	\$ 4,200,000	\$ 4,225,000
Service Charges	528,180	321,451	504,200	524,600
Other	16,699	106,700	16,500	9,033
<b>Total All Other</b>	<b>\$ 4,745,005</b>	<b>\$ 4,608,151</b>	<b>\$ 4,720,700</b>	<b>\$ 4,758,633</b>
Transfers In from Other Funds	-	-	-	-
<b>Total Revenues</b>	<b>\$ 4,745,005</b>	<b>\$ 4,608,151</b>	<b>\$ 4,720,700</b>	<b>\$ 4,758,633</b>
<b>Expenditures</b>				
Personnel Services	\$ 1,255,302	\$ 1,496,801	\$ 1,493,301	\$ 1,643,735
Other Services & Charges	1,023,038	1,165,360	1,168,860	1,324,380
Supplies	180,066	195,041	195,041	212,193
Capital Outlay	9,155	-	-	-
Other Expenditures	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,467,561</b>	<b>\$ 2,857,202</b>	<b>\$ 2,857,202</b>	<b>\$ 3,180,308</b>
Capital Improvements	482,173	315,000	315,000	357,400
Debt Service	-	-	-	-
Transfers Out	66,011	-	-	-
	<b>\$ 3,015,745</b>	<b>\$ 3,172,202</b>	<b>\$ 3,172,202</b>	<b>\$ 3,537,708</b>
<b>Ending Fund Balance</b>	<b>\$ (2,697,859)</b>	<b>\$ (1,656,402)</b>	<b>\$ (1,149,361)</b>	<b>\$ 71,564</b>

**Schedule 8**  
**Governmental Funds**  
**Fire Public Safety Sales Tax Fund**  
**Comparison of Revenues, Expenditures and Change in Fund Balance**

	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Adopted</u>	<u>FY17</u> <u>Amended</u>	<u>FY18</u> <u>Preliminary</u>
<b>Unassigned Fund Balance</b>	<b>1,505,114</b>	<b>1,625,452</b>	<b>1,855,783</b>	<b>1,877,361</b>
<b>Revenues</b>				
Sales Tax	\$ 2,100,451	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000
Interest	2,877	800	800	2,000
Other	18,960	-	-	-
<b>Total All Other</b>	<b>\$ 2,122,288</b>	<b>\$ 2,100,800</b>	<b>\$ 2,100,800</b>	<b>\$ 2,102,000</b>
Capital Lease Proceeds	624,897	-	-	-
<b>Total Revenues</b>	<b>\$ 2,747,185</b>	<b>\$ 2,100,800</b>	<b>\$ 2,100,800</b>	<b>\$ 2,102,000</b>
<b>Expenditures</b>				
Personnel Services	\$ 1,915	\$ -	\$ -	\$ -
Other Services & Charges	451,870	622,407	618,047	390,872
Supplies	91,270	151,000	151,000	154,000
Capital Outlay	2,283,126	1,310,175	1,310,175	1,396,000
Other Expenditures	-	-	-	-
<b>Operating Expenditures</b>	<b>\$ 2,828,181</b>	<b>\$ 2,083,582</b>	<b>\$ 2,079,222</b>	<b>\$ 1,940,872</b>
Capital Improvements	-	-	-	-
Debt Service	6	-	-	73,236
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,828,187</b>	<b>\$ 2,083,582</b>	<b>\$ 2,079,222</b>	<b>\$ 2,014,108</b>
<b>Ending Fund Balance</b>	<b>\$ 1,855,783</b>	<b>\$ 1,642,670</b>	<b>\$ 1,877,361</b>	<b>\$ 1,965,253</b>

**Schedule 9**  
**Enterprise Funds**  
**Water Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<u>FY16 Actual</u>	<u>FY17 Adopted</u>	<u>FY17 Amended</u>	<u>FY18 Preliminary</u>
<b>Beginning Available Resources</b>	<b>12,985,103</b>	<b>11,822,603</b>	<b>16,726,514</b>	<b>21,706,736</b>
<b>Revenues</b>				
Residential Utility Charges	\$ 14,272,445	\$ 14,700,000	\$ 15,000,929	\$ 15,600,000
Commercial Utility Charges	3,759,332	3,900,000	4,000,000	4,300,000
Industrial Sales	694,902	690,000	650,000	650,000
Public Authority Sales	281,902	340,000	350,000	360,000
Fire Protection	1,680,028	1,700,000	1,814,000	1,865,000
Sales for Resale	9,461,694	9,200,000	10,000,000	10,000,000
Other Operating Revenue	301,029	370,000	300,000	300,000
Interfund Service Charges	1,807,794	1,451,434	1,451,434	1,258,984
Interest and Misc Revenue	78,600	7,950	87,115	109,300
<b>Total All Other</b>	<b>\$ 32,337,726</b>	<b>\$ 32,359,384</b>	<b>\$ 33,653,478</b>	<b>\$ 34,443,284</b>
Transfers In	-	-	-	-
<b>Total Revenues</b>	<b>\$ 32,337,726</b>	<b>\$ 32,359,384</b>	<b>\$ 33,653,478</b>	<b>\$ 34,443,284</b>
<b>Expenditures</b>				
Personnel Services	\$ 7,391,930	\$ 8,292,021	\$ 7,592,021	\$ 8,569,457
Other Services & Charges	8,076,904	9,382,834	8,479,734	9,644,353
Supplies	2,119,162	2,321,240	2,101,540	2,336,190
Capital Outlay	271,074	581,600	504,700	561,200
Other Expenditures	2,959,611	3,135,371	3,135,371	3,322,772
<b>Operating Expenditures</b>	<b>\$ 20,818,681</b>	<b>\$ 23,713,066</b>	<b>\$ 21,813,366</b>	<b>\$ 24,433,972</b>
Capital Improvements	2,230,806	4,350,000	2,376,251	3,780,000
Debt Service	5,474,338	4,397,613	4,397,613	2,531,288
Transfers Out	72,490	86,026	86,026	-
<b>Total Expenditures</b>	<b>\$ 28,596,315</b>	<b>\$ 32,546,705</b>	<b>\$ 28,673,256</b>	<b>\$ 30,745,260</b>
<b>Ending Available Resources</b>	<b>\$ 16,726,514</b>	<b>11,635,282</b>	<b>21,706,736</b>	<b>25,404,760</b>

**Schedule 9**  
**Enterprise Funds**  
**Sanitary Sewer Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<u>FY16 Actual</u>	<u>FY17 Adopted</u>	<u>FY17 Amended</u>	<u>FY18 Preliminary</u>
<b>Beginning Available Resources</b>	<b>13,505,179</b>	<b>10,374,260</b>	<b>9,738,483</b>	<b>9,285,314</b>
<b>Revenues</b>				
Residential Utility Charges	\$ 12,121,229	\$ 12,396,814	\$ 12,312,333	\$ 13,105,676
Commercial Utility Charges	5,402,688	5,512,513	5,853,514	6,165,708
Regulatory Compliance Charges	4,812,381	6,410,098	6,443,733	6,443,733
Contract Sales	346,699	250,000	250,000	296,000
Intermunicipal Agreements	738,330	650,000	580,000	580,000
Other Operating Revenue	260,383	229,000	250,000	250,000
Interest and Misc Revenue	620,103	5,000	296,969	109,300
<b>Total All Other</b>	<b>\$ 24,301,813</b>	<b>\$ 25,453,425</b>	<b>\$ 25,986,549</b>	<b>\$ 26,950,417</b>
Transfers In	10,000	10,000	10,000	10,000
<b>Total Revenues</b>	<b>\$ 24,311,813</b>	<b>\$ 25,463,425</b>	<b>\$ 25,996,549</b>	<b>\$ 26,960,417</b>
<b>Expenditures</b>				
Personnel Services	\$ 5,633,287	\$ 6,160,515	\$ 6,160,515	\$ 6,453,185
Other Services & Charges	9,695,737	10,259,687	10,329,687	10,877,163
Supplies	526,749	967,610	895,622	853,610
Capital Outlay	73,016	600,600	602,588	26,100
Other Expenditures	2,343,220	2,541,539	2,541,539	2,705,000
<b>Operating Expenditures</b>	<b>\$ 18,272,009</b>	<b>\$ 20,529,951</b>	<b>\$ 20,529,951</b>	<b>\$ 20,915,058</b>
Capital Improvements	3,790,612	953,000	953,000	1,585,000
Debt Service	5,923,882	6,287,757	6,287,757	6,287,307
Transfers Out	92,006	109,186	109,186	-
<b>Total Expenditures</b>	<b>\$ 28,078,509</b>	<b>\$ 27,879,894</b>	<b>\$ 27,879,894</b>	<b>\$ 28,787,365</b>
<b>Ending Available Resources</b>	<b>\$ 9,738,483</b>	<b>\$ 7,957,791</b>	<b>\$ 7,855,138</b>	<b>\$ 7,458,366</b>

**Schedule 9**  
**Enterprise Funds**  
**Power and Light Fund**  
**Comparison of Revenues, Expenditures and Change in Available Resources**

	<u>FY16 Actual</u>	<u>FY17 Adopted</u>	<u>FY17 Amended</u>	<u>FY18 Adopted</u>
<b>Beginning Available Resources</b>	<b>38,201,589</b>	<b>24,824,800</b>	<b>18,824,800</b>	<b>27,691,211</b>
<b>Revenues</b>				
Electric Service Charges	\$ 131,771,004	\$ 135,999,359	\$ 135,297,805	\$ 135,801,000
Other Operating Revenue	1,909,258	1,917,000	1,871,998	1,995,415
Change in Unbilled Revenue	(1,695,059)	322,000	(23,000)	155,000
SPP Transmission Revenues	2,762,273	3,000,000	3,241,735	4,375,000
Interfund Charges	1,335,425	1,571,817	1,571,817	1,435,225
Interest and Misc Revenue	732,195	35,000	65,000	599,100
<b>Total All Other</b>	<b>\$ 136,815,096</b>	<b>\$ 142,845,176</b>	<b>\$ 142,025,355</b>	<b>\$ 144,360,740</b>
Proceeds from Bond Issuance	-	-	15,810,441	-
Resources from closed projects	-	-	3,764,957	13,099,729
<b>Total Revenues</b>	<b>\$ 136,815,096</b>	<b>\$ 142,845,176</b>	<b>\$ 161,600,753</b>	<b>\$ 157,460,469</b>
<b>Expenditures</b>				
Personnel Services	\$ 33,166,649	\$ 34,700,242	\$ 34,700,242	\$ 34,943,182
Other Services & Charges	24,404,885	25,829,915	25,832,178	24,823,216
Supplies	51,612,262	61,148,482	61,141,519	57,450,075
Capital Outlay	1,084,442	1,464,000	1,468,700	1,276,500
Other Expenditures	13,303,158	13,856,285	13,856,285	14,040,000
<b>Operating Expenditures</b>	<b>\$ 123,571,396</b>	<b>\$ 136,998,924</b>	<b>\$ 136,998,924</b>	<b>\$ 132,532,973</b>
Capital Improvements	23,589,880	16,390,000	6,690,000	12,150,000
Debt Service	8,946,957	8,946,157	8,946,157	10,730,701
Transfers Out	83,652	99,261	99,261	-
<b>Total Expenditures</b>	<b>\$ 156,191,885</b>	<b>\$ 162,434,342</b>	<b>\$ 152,734,342</b>	<b>\$ 155,413,674</b>
<b>Ending Available Resources</b>	<b>\$ 18,824,800</b>	<b>\$ 5,235,634</b>	<b>\$ 27,691,211</b>	<b>\$ 29,738,006</b>

**Schedule 10**  
**Capital Budget Summary - All Funds**

<u>Fund</u>	<u>2015-16</u> <u>Actual</u>	<u>2016-17</u> <u>Original</u>	<u>2016-17</u> <u>Amended</u>	<u>2017-18</u> <u>Adopted</u>
<b><u>Special Revenue Funds</u></b>				
Park Improvements Sales Tax	\$ 482,177	\$ 315,000	651,129	\$ 357,400
Storm Water Sales Tax	2,087,779	1,495,000	1,495,000	1,450,000
Street Improvements Sales Tax	10,068,181	7,515,537	10,340,201	8,323,082
<b>Total - Special Revenue</b>	<b>\$ 12,638,137</b>	<b>\$ 9,325,537</b>	<b>12,486,330</b>	<b>\$ 10,130,482</b>
<b><u>Enterprise Funds</u></b>				
Power & Light	\$ 16,896,007	\$ 16,390,000	13,923,295	\$ 12,150,000
Sanitary Sewer	3,790,612	1,553,000	14,374,903	1,585,000
Water	1,709,464	4,350,000	4,350,000	3,780,000
<b>Total - Enterprise</b>	<b>\$ 22,396,083</b>	<b>\$ 22,293,000</b>	<b>32,648,198</b>	<b>\$ 17,515,000</b>
<b>Total All Funds</b>	<b>\$ 35,034,220</b>	<b>\$ 31,618,537</b>	<b>45,134,528</b>	<b>\$ 27,645,482</b>

**Schedule 10**  
**2017-18 Adopted Budget**  
**Capital Budget Project Summary**

<b>Fund</b>	<b>Project Description</b>	<b>Amount</b>
<b>Street Improvements Sales Tax Fund</b>		
70111601	2017 Overlay	\$ 4,943,582
70111703	2018 Overlay	950,000
70111702	35th & Phelps	65,000
70111501	39th & Noland	200,000
70111103	Alley Rehabilitation	111,000
70111402	Crysler Complete Streets	50,000
70511503	Englewood Streetscape Phase 3	215,000
70111603	Intersection Improvements	1,228,500
70110807	Sidewalks to Parks	60,000
70110808	Sidewalks to Schools	500,000
	<b>Total Street Improvements</b>	<b>\$ 8,323,082</b>
<b>Park Improvements Sales Tax Fund</b>		
9719	Athletic Fields and Courts Renovations	\$ 109,000
70591001	George Owens Improvements	20,000
9970	Park Revitalization	228,400
	<b>Total Park Improvements</b>	<b>\$ 357,400</b>
<b>Stormwater Sales Tax Fund</b>		
70131603	Blue Lawn-East 31st-East 32nd, East of Arlington	\$ 600,000
70131701	Crescent Meadows, 25th Arlington & Crescent	50,000
9814	Neighborhood Construction Projects	100,000
70131503	Sugar Creek Projects-15th & Sterling, Waldo & Harris, 15th Street South	700,000
	<b>Total Stormwater</b>	<b>\$ 1,450,000</b>
<b>Water Fund</b>		
704013001	23rd St Main Replacement	\$ 1,000,000
70401605	Courtney Bend Basin Catwalk Improvements	100,000
70401505	Distribution System Improvements	50,000
70401606	Fiber Optic Connection to Courtney Bend	150,000
70401601	Filter Backwash	50,000
70401610	Hardy 12" Main Replacement (Westport to 28th)	750,000
70401701	Lighting Improvements at Courtney Bend	90,000
70401702	Lime Slaker No. 3 Replacement	300,000
9749	Main Replacement	200,000
70401703	Maintenance Building at Courtney Bend	200,000
70401507	Operations Building Improvements at Courtney Bend Plant	60,000
70401602	Plant Discharge Outfall Improvements	400,000
9952	Security Upgrades	25,000
70401603	Settling Basin Drive Improvements	75,000
70401304	Sludge House Roofs	30,000
70401704	Van Horn Reservoir Improvements	300,000
	<b>Total Water</b>	<b>\$ 3,780,000</b>
<b>Sanitary Sewer Fund</b>		
70301702	Saddle Ridge Villas Pump Station Improvement	\$ 85,000
70301701	SCADA Upgrade	1,500,000
	<b>Total Sanitary Sewer</b>	<b>\$ 1,585,000</b>

**Schedule 10**  
**2017-18 Adopted Budget**  
**Capital Budget Project Summary**

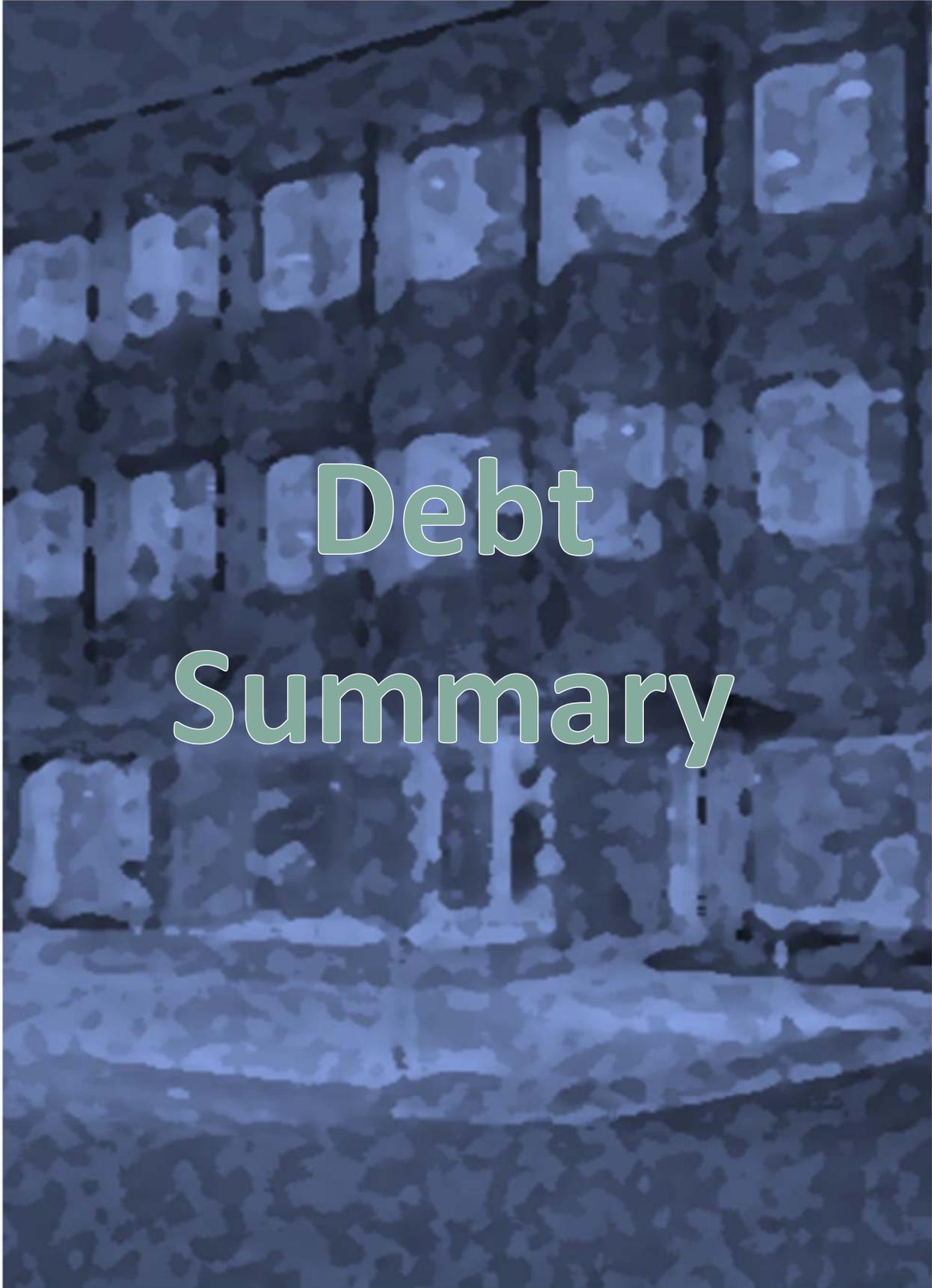
<b>Fund</b>	<b>Project Description</b>	<b>Amount</b>
<b>Power and Light Fund</b>		
<b>Production System</b>		
70200824	Plant Miscellaneous Projects	\$ 750,000
70201502	Blue Valley 1 & 2 Turbines & Generators Major Inspections	2,400,000
70201701	Blue Valley 3 Turbine and Generators Major Inspection	1,500,000
70201702	Production Facilities Improvements	250,000
70201703	Blue Valley Ground Water Sample Wells and Monitoring	150,000
70201704	Blue Valley Coal Pile Cleanup	50,000
70201705	H5 Major Internal Inspection & Maintenance	2,000,000
	<b>Sub-Total Production System</b>	<b>\$ 7,100,000</b>
<b>Transportation and Distribution System</b>		
70201510	CityWorks	\$ 250,000
70201405	Substation Security	100,000
70201706	Substation K Switchgear & Transformer Replacement	3,300,000
9669	Misc Service Center Improvements	150,000
70200815	Misc T&D Improvements	200,000
	<b>Sub-Total T&amp;D System</b>	<b>\$ 4,000,000</b>
<b>Other Projects</b>		
70200828	Fiber Optic Network	\$ 100,000
70201606	New Financial Management System	200,000
70201707	Master Plan - Future Generation Study	300,000
70201708	Rate Study	300,000
70201709	Depreciation Study	150,000
	<b>Sub-Total Other Projects</b>	<b>\$ 1,050,000</b>
	<b>Total Power &amp; Light Fund</b>	<b>\$ 12,150,000</b>

**Schedule 11**  
**Personnel Summary**  
**2017-18 Proposed Budget**  
**All Funds**

<b>Fund/Department</b>	<b>Actual 2014-15</b>	<b>Actual 2015-16</b>	<b>Budget 2016-17</b>	<b>Budget 2017-18</b>
<b>General Fund</b>				
City Clerk	7.00	7.00	7.00	5.00
City Manager	7.00	7.00	7.00	7.00
Community Development	28.68	28.68	28.18	28.50
Finance	22.15	22.15	22.15	16.15
Fire	169.75	173.75	173.75	172.75
Health	28.56	28.56	29.52	15.10
Human Resources	6.75	6.75	6.75	5.00
Law	6.23	6.23	6.21	5.71
Mayor/City Council	10.00	10.00	10.00	10.00
Municipal Court	14.65	14.65	14.65	13.64
National Frontier Trails Museum	5.00	0.00	0.00	0.00
Parks Recreation Tourism	27.10	27.10	26.52	22.69
Police	296.91	296.91	295.91	281.26
Public Works	80.27	80.27	80.27	64.00
Technology Services	23.00	24.00	24.00	19.00
<b>Total Authorized General Fund</b>	<b>733.05</b>	<b>733.05</b>	<b>731.91</b>	<b>665.80</b>
Less: Positions not Funded	(70.27)	(69.77)	(73.11)	0.00
<b>Total Funded General Fund</b>	<b>662.78</b>	<b>663.28</b>	<b>658.80</b>	<b>665.80</b>
<b>Tourism Fund</b>				
Parks Recreation Tourism	0.00	0.00	13.00	14.25
Tourism	8.18	14.18	0.00	0.00
<b>Total Authorized Tourism Fund</b>	<b>8.18</b>	<b>14.18</b>	<b>13.00</b>	<b>14.25</b>
Less: Positions not Funded	0.00	(3.18)	0.00	0.00
<b>Total Funded Tourism Fund</b>	<b>8.18</b>	<b>11.00</b>	<b>13.00</b>	<b>14.25</b>
<b>Community Dev. Block Grant Fund</b>				
Community Development	2.00	2.00	2.00	2.00
<b>Total CDBG Fund</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>HOME Program Fund</b>				
Community Development	1.00	1.00	1.00	1.00
<b>Total HOME Fund</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Street Maintenance Sales Tax Fund</b>				
Public Works	3.00	3.00	3.00	3.00
<b>Total Street Maintenance Fund</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Park Improvements Sales Tax Fund</b>				
Parks Recreation Tourism	26.61	26.61	28.22	29.06
Less: Positions not Funded	(0.50)	(0.50)	(0.50)	0.00
<b>Total Funded Parks Sales Tax</b>	<b>26.11</b>	<b>26.11</b>	<b>27.72</b>	<b>29.06</b>
<b>Storm Water Sales Tax Fund</b>				
Water Pollution Control	13.00	13.00	13.00	13.00
Less: Positions not Funded	(0.50)	(0.50)	(0.50)	(0.50)
<b>Total Funded Parks Sales Tax</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

**Schedule 11**  
**Personnel Summary**  
**2017-18 Proposed Budget**  
**All Funds**

<b>Fund/Department</b>	<b>Actual 2014-15</b>	<b>Actual 2015-16</b>	<b>Budget 2016-17</b>	<b>Budget 2017-18</b>
<b>Power and Light Fund</b>				
Technology Services	1.50	1.50	1.50	1.50
Power and Light	239.00	239.00	239.00	228.00
<b>Total Power and Light Fund</b>	<b>240.50</b>	<b>240.50</b>	<b>240.50</b>	<b>229.50</b>
Less: Positions Not Funded	0.00	0.00	0.00	0.00
<b>Total Funded Power and Light Fund</b>	<b>240.50</b>	<b>240.50</b>	<b>240.50</b>	<b>229.50</b>
<b>Sanitary Sewer Fund</b>				
Public Works	1.00	1.00	1.00	0.00
Water Pollution Control	70.00	73.20	73.20	73.90
<b>Total Sanitary Sewer Fund</b>	<b>71.00</b>	<b>74.20</b>	<b>74.20</b>	<b>73.90</b>
<b>Water Fund</b>				
Finance	0.85	0.85	0.85	0.85
Water	93.42	93.42	93.42	93.40
<b>Total Authorized Water Fund</b>	<b>94.27</b>	<b>94.27</b>	<b>94.27</b>	<b>94.25</b>
Less: Positions Not Funded	(2.42)	(2.42)	(2.42)	0.00
<b>Total Funded Water Fund</b>	<b>91.85</b>	<b>91.85</b>	<b>91.85</b>	<b>94.25</b>
<b>Grants Fund</b>				
Law Department	0.28	0.28	0.16	0.16
Police	7.00	7.00	6.00	7.00
Fire	5.25	1.25	1.25	1.25
Health	6.86	7.13	8.15	8.40
<b>Total Funded Grants Fund</b>	<b>19.39</b>	<b>15.66</b>	<b>15.56</b>	<b>16.81</b>
<b>Central Garage Fund</b>				
Total Authorized Central Garage Fund	9.75	9.75	9.75	8.00
Less: Positions Not Funded	(1.00)	(1.00)	(1.00)	0.00
<b>Total Funded Central Garage Fund</b>	<b>8.75</b>	<b>8.75</b>	<b>8.75</b>	<b>8.00</b>
<b>Workers' Compensation Fund</b>				
	2.00	2.00	2.00	2.00
<b>Grand Total Authorized - All Funds</b>	<b>1,223.75</b>	<b>1,229.22</b>	<b>1,228.41</b>	<b>1,152.57</b>
Less: Positions not Funded	(74.19)	(73.69)	(77.03)	0.00
<b>Grand Total Funded - All Funds</b>	<b>1,149.56</b>	<b>1,155.53</b>	<b>1,151.38</b>	<b>1,152.57</b>



# Debt Summary

# City of Independence, Missouri

## Debt Service

### I. Debt Policy

The Financial Policies, adopted by Council in Resolution 17-729, sets forth the following as the Debt Policy for the City of Independence:

1. Evaluation Criteria: The following criteria will be used to evaluate pay-as-you-go versus debt financing in funding capital improvements and equipment:
  - a. Factors which favor pay-as-you-go financing include the following:
    - (1) Current revenues and fund balances are available;
    - (2) Phasing-in of projects is feasible;
    - (3) Additional debt levels would adversely affect the City's credit rating;
    - (4) Market conditions are unfavorable or suggest difficulties in marketing new debt.
  - b. Factors which favor debt financing include the following:
    - (1) Revenues available for debt issues are considered sufficient and reliable so that long-term financing can be marketed with an appropriate credit rating, which can be maintained;
    - (2) Market conditions present favorable interest rates and demand for City debt financing;
    - (3) A project is mandated by state or federal government and current revenues or fund balances are insufficient to pay project costs;
    - (4) A project is immediately required to meet or relieve capacity needs;
    - (5) The life of the project or asset financed is five years or longer;
    - (6) The life of the project or asset is less than five years, but short-term financing that does not exceed the useful life of the project or asset is feasible;
    - (7) Cost savings can be achieved by completing improvements as a single large project rather than as a multi-year series of pay-as-you-go smaller projects.
2. Neighborhood Improvement District (NID) Debt: NID Debt may be issued provided assessment payments are adequate to cover 100% of debt service and financing costs. The City will simultaneously apply any related economic development policies to evaluate the feasibility of the development project before issuing debt.
3. Early Debt Retirement: The City will endeavor when possible to retire bonds and other similar instruments early when sufficient revenues are accumulated, and to refinance debt when a Net Present Value Savings of at least 3% exists.
4. Debt Term to Match Useful Life: Debt shall only be issued when the term of financing does not exceed the useful life of the asset for which the debt was issued.
5. City Debt Schedule: To ensure that long term debt obligations are sufficiently funded and accounted for, it is the City's policy to develop a comprehensive Debt Schedule which matches specific revenues to specific debt obligations for each year of the entire term of each source of debt.

## **City of Independence, Missouri Debt Service**

6. Debt Coverage & Solvency: To demonstrate solvency, ensure sufficient revenues exist to retire debt issued, and maintain favorable bond ratings, the City will endeavor to maintain a Debt Service Coverage Ratio (net operating income (revenue minus operating expenses excluding transfers) divided by total debt service payment) of at least 1.2.
7. Lease Purchase Financing: The City will lease-purchase items only if lease rates are less than the rate attained from investment return. In no event shall the City lease-purchase items with a useful life less than the term of the lease.
8. Financial Advisor: To provide advice on the issuance of debt and related matters, the City will employ the services of an outside financial advisor. The financial advisor will assist the City in evaluating when debt should be sold through a competitive versus negotiated sale. Such factors in determining the form of sale include, but are not limited to, the complexity of the issue; the need for specialized expertise; maximizing savings in time or money; or circumstances in which market conditions or City credit are unusually volatile or uncertain. It is the City's policy that said financial advisor cannot also serve as the underwriter of municipal securities.
9. Statutory Limitations: The Missouri Constitution permits a city, by vote of two-thirds of the voting electorate, to incur general obligation indebtedness for city purposes not to exceed 10% of the assessed value of taxable tangible property. The City may issue additional debt not to exceed 10% of assessed valuation (20% total) for street and sewer improvements, or purchasing or constructing water or electric utility plants.

## **II. Debt Obligations**

As of June 30, 2016, the City had no outstanding General Obligation Bonds and \$344,168,539 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was \$124,408,231 for Power and Light Operations, \$99,576,730 for Sanitary Sewer Operations and 30,465,920 for Water Utility Operations. The Events Center fund has outstanding debt of \$89,717,658. The City had a legal debt limit of \$263,032,572 as of June 30, 2016 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.

**City of Independence, Missouri  
Debt Service**

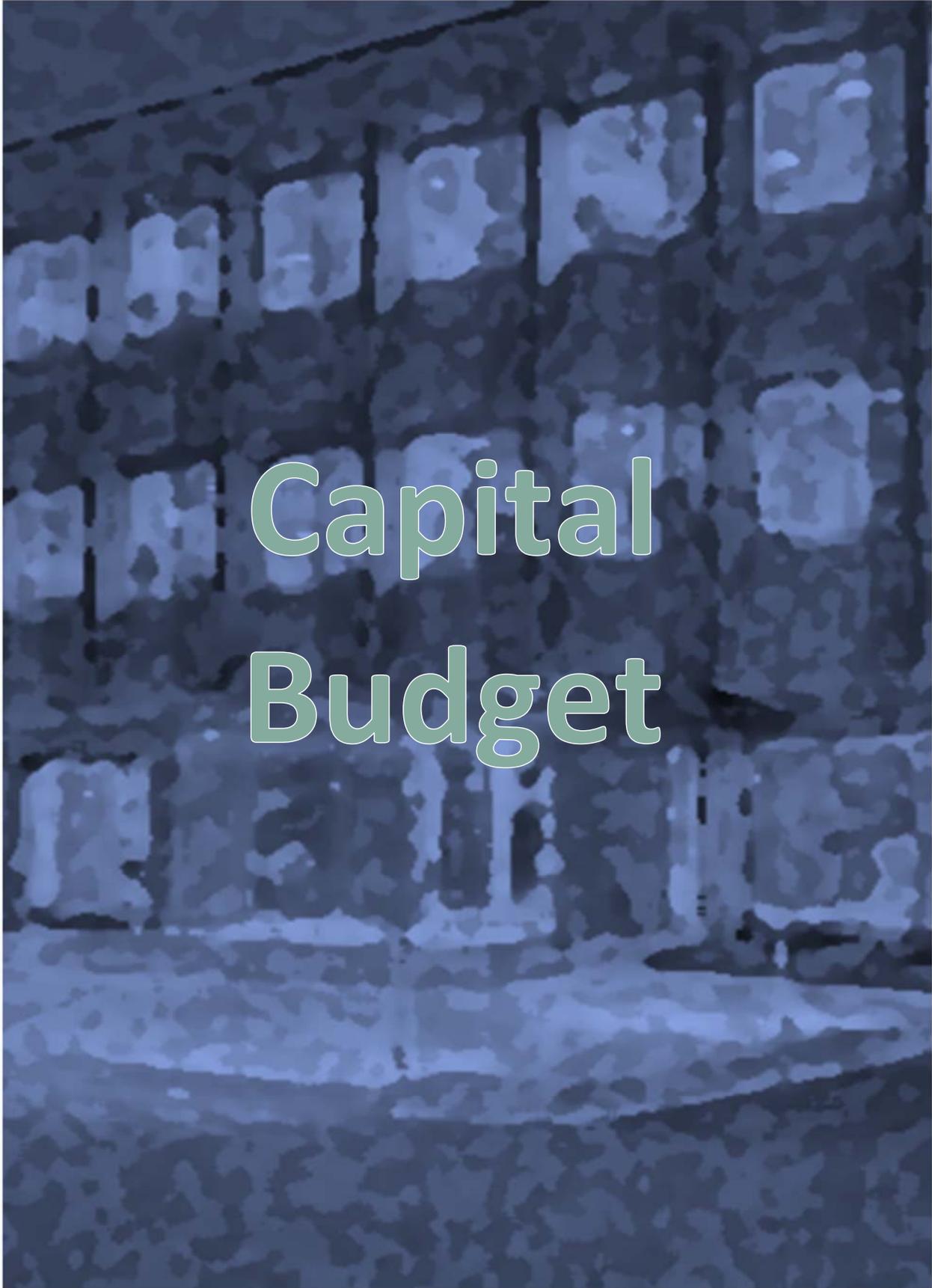
**Economic Development Debt Service Requirements**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total FY 2017-18 Requirements</u>
<b><u>Neighborhood Improvement Districts-</u></b>				
<u>Noland Road NID</u>				
2004 Series (6311)	\$ 80,000	\$ 8,663	\$ 1,000	\$ 89,663
<u>Fall Drive NID</u>				
2004 Series (6312)	6,000	3,069	1,000	10,069
Total NID Debt Service	<u>\$ 86,000</u>	<u>\$ 11,732</u>	<u>\$ 2,000</u>	<u>\$ 99,732</u>
<b><u>Events Center-</u></b>				
2011 A Series (6250)	\$ 115,000	\$ 601,757	\$ 5,000	\$ 721,757
2012 C Series (6250)	570,000	2,874,263	5,000	3,449,263
2016A Series (6250)	400,000	345,150	5,000	750,150
Total Events Center	<u>\$ 1,085,000</u>	<u>\$ 3,821,170</u>	<u>\$ 15,000</u>	<u>\$ 4,921,170</u>
<b><u>Tax Increment Financing Funds-</u></b>				
<u>Drumm Farm</u>				
2016 C Series (6711)	\$ 370,000	\$ 51,150	\$ 1,500	\$ 422,650
<u>Eastland Center</u>				
2007 A Series (6712)	\$ 1,310,000	\$ 379,426	\$ 1,500	\$ 1,690,926
2008 C Series (6712)	500,000	237,213	1,500	738,713
2012 E Series (6712)	360,000	69,450	1,500	430,950
2014 A Series (6712)	535,000	99,750	1,500	636,250
Total Eastland Center	<u>\$ 2,705,000</u>	<u>\$ 785,839</u>	<u>\$ 6,000</u>	<u>\$ 3,496,839</u>
<u>Falls at Crackerneck Creek</u>				
2006 B Series (6718)	\$ -	\$ 812,337	\$ 5,000	\$ 817,337
2013 A Series (6718)	-	681,026	5,000	686,026
2013 B Series (6718)	-	446,944	5,000	451,944
2015 C Series (6718)	-	1,770,863	5,000	1,775,863
2015 D Series (6718)	-	68,750	5,000	73,750
Total Falls at Crackerneck Creek	<u>\$ -</u>	<u>\$ 3,779,920</u>	<u>\$ 25,000</u>	<u>\$ 3,804,920</u>
<u>Hartman Heritage Center</u>				
2007 B Series (6710)	\$ 1,010,000	\$ 156,750	\$ 3,000	\$ 1,169,750
2011 B Series (6710)	435,000	173,482	3,000	611,482
Total Hartman Center	<u>\$ 1,445,000</u>	<u>\$ 330,232</u>	<u>\$ 6,000</u>	<u>\$ 1,781,232</u>
<u>Centerpoint Medical Center (HCA)</u>				
2012 D Series (6722)	\$ 670,000	\$ 334,700	\$ 3,000	\$ 1,007,700
2014 E Series (6722)	110,000	62,250	3,000	175,250
2016 B Series (6722)	970,000	767,000	3,000	1,740,000
Total Centerpoint Medical Center	<u>\$ 1,750,000</u>	<u>\$ 1,163,950</u>	<u>\$ 9,000</u>	<u>\$ 2,922,950</u>
<u>Santa Fe</u>				
2015 A Series (6708)	\$ 110,000	\$ 184,775	\$ 2,000	\$ 296,775
2015 B Series (6708)	\$ 70,000	\$ 166,188	\$ 2,000	\$ 238,188
Total Centerpoint Medical Center	<u>\$ 180,000</u>	<u>\$ 350,963</u>	<u>\$ 4,000</u>	<u>\$ 534,963</u>
<b>Grand Total All Categories</b>	<b><u><u>\$ 7,621,000</u></u></b>	<b><u><u>\$ 10,294,956</u></u></b>	<b><u><u>\$ 68,500</u></u></b>	<b><u><u>\$ 17,984,456</u></u></b>

**City of Independence, Missouri  
Debt Service**

**Operating Funds Debt Service Requirements**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total FY 2017-18 Requirements</u>
<b><u>Street Improvements Sales Tax Fund:</u></b>				
Streets and Bridges				
2009 Series G (6371)	\$ 495,000	\$ 32,741	\$ 3,000	\$ 530,741
<b><u>Power and Light Fund-</u></b>				
Revenue Bonds				
2010 Series B (6238)	\$ 1,705,000	\$ 806,938	\$ 4,000	\$ 2,515,938
2012 Series A (6239)	-	2,631,219	4,000	2,635,219
2012 Series F (6241)	1,980,000	1,808,550	4,000	3,792,550
Total Power and Light Fund	\$ 3,685,000	\$ 5,246,707	\$ 12,000	\$ 8,943,707
<b><u>Sanitary Sewer Fund-</u></b>				
Revenue Bonds				
2012 Series B (6240)	\$ 835,000	\$ 1,441,307	\$ 5,000	\$ 2,281,307
2013 Series B (6240)	\$ 885,000	\$ 2,042,275	\$ 5,000	\$ 2,932,275
2014 Series C (6240)	\$ 280,000	\$ 788,725	\$ 5,000	\$ 1,073,725
Total Sanitary Sewer Fund	\$ 2,000,000	\$ 4,272,307	\$ 15,000	\$ 6,287,307
<b><u>Water Fund-</u></b>				
Revenue Bonds:				
2013 Series D (6352)	\$ 1,480,000	\$ 1,043,288	\$ 8,000	\$ 2,531,288
<b>Grand Total All Funds - Operating Budget</b>	<b><u>\$ 7,660,000</u></b>	<b><u>\$ 10,595,043</u></b>	<b><u>\$ 38,000</u></b>	<b><u>\$ 18,293,043</u></b>



## **City of Independence, Missouri Capital Budget Process**

### ***Purpose***

The Capital Improvements Program (CIP) is one of the primary documents used to implement the comprehensive plan for the development of the City by providing for the extension and maintenance of infrastructure and major capital projects. The CIP sets forth proposed expenditures for systematically constructing, maintaining, upgrading, and replacing the City's physical assets. This ongoing maintenance is critical to the continued operation and provision of City services.

The CIP serves as a guide to the new and ongoing capital improvements to public facilities and infrastructure. The CIP outlines a financing schedule of capital improvement projects for a six-year period. In the process of formulating the CIP, needs are assessed, public improvements are prioritized and costs are projected, thereby allowing the City to take maximum advantage of federal, state, and county funds. The CIP is reviewed annually. Each review re-prioritizes projects and evaluates the financial capacity of the City. The process affords flexibility in maintaining and promoting an effective level of service for present and future citizens.

### ***Goals***

The goals of the CIP establish a system of procedures and priorities by which to evaluate public improvement projects in terms of public safety, public need, the City's Comprehensive Plan, project continuity, financial resources, the City Council vision statement, and the strategic goals for the City. The following CIP goals were developed to guide the CIP process.

1. Focus attention on and assist in the implementation of established community goals as outlined in the adopted Comprehensive Plan.
2. Focus attention on and assist in the implementation of the strategic goals established by the City Council.
3. Forecast public facilities and improvements that will be needed in the near future.
4. Anticipate and project financing needs in order to maximize federal, state, and county funds.
5. Balance the needs of future land development areas in the City with the needs of existing developed areas.
6. Promote and enhance the economic development of the City of Independence in a timely manner.
7. Balance the need of public improvements and the present financial capability of the City to provide these improvements.
8. Provide improvements in a timely and systematic manner.
9. Allow City departments to establish a methodology and priority system to continue providing efficient and effective services.
10. Provide an opportunity for citizens and interested parties to voice their requests for capital improvement projects.

## **City of Independence, Missouri Capital Budget Process**

### ***Categories of Capital Projects***

Capital projects are categorized into three areas: Department Capital Expenditures (operating budget), Capital Outlay (operating budget), and Capital Improvement Program (capital budget).

#### Capital Expenditures

These are items funded within the various operating departments' budgets and may include purchases for office equipment, small tools and equipment, computer equipment, and mobile equipment over \$1,000. This also may include maintenance to existing building and facilities under \$25,000 and vehicles for the Police and Fire departments which are funded from the Public Safety Sales Tax operating budget.

#### Capital Outlay

These items are determined during the budget review process and are funded out of the non-departmental operating budget. This includes all vehicles and rolling stock except for the Police and Fire department vehicles. This also may include major maintenance of buildings and facilities that are greater than \$25,000 but less than \$50,000.

#### Capital Improvement Program

These items include improvements to infrastructure assets greater than \$50,000 and the purchase of land and land improvements.

### ***Inclusion in CIP***

The process of evaluating projects is designed to identify which projects that demonstrate the greatest benefit to the City and its citizens. Each project submitted for the Annual CIP is carefully evaluated. There are several types of projects that are included in the CIP every year and the evaluation process for these project types often is as different as the projects themselves. Projects that are directly related to the function of a utility are based on long range major maintenance and replacement schedules for capital assets. Enterprise Funds such as the Water, Sewer, and Power & Light Funds are the direct source of funding for these projects. Three funding sources are directly related to projects funded from prior sales tax elections. The priority of these projects generally is based on commitments made as part of the ballot issue and are carefully monitored by resident oversight committees.

Projects were evaluated based on their ability to:

- Support and improve health, safety and quality of life
- Demonstrate sustainability or long-term worth
- Have an economic benefit
- Improve the quality of the environment
- Improve the City's image
- Improve the quality of transportation systems
- Foster community character, identity, and pride
- Maintain and preserve previous investments

**City of Independence, Missouri  
Capital Budget Process**

Based on these objectives, projects are carefully reviewed and awarded a rating. Some projects benefit many criteria while others only benefit one.

***Major Project Presentation***

Projects included in this budget document are limited to a list of major projects. This includes all projects that are over \$1,000,000 in funding for the current fiscal year, projects that are new to the current fiscal year, and/or the top five projects in project category. A full list and description of all capital projects can be found in the separate CIP document.

Capital Projects for Fiscal Year 2017-18 total \$27,645,482 from the following sources:

<b>Source</b>	<b>Amount</b>	<b>Percent</b>
Power and Light Fund	\$12,150,000	44.2%
Sanitary Sewer Fund	1,585,000	5.8%
Street Improvements Sales Tax Fund	8,323,082	30.1%
Park Improvements Sales Tax Fund	357,400	1.4%
Storm Water Sales Tax Fund	1,450,000	5.4%
Water Fund	3,780,000	13.7%
<b>Total</b>	<b>\$27,645,482</b>	<b>100%</b>

***Impact of Capital Spending on the Operating Budget***

The City is allocating approximately \$27.6 million on capital projects for Fiscal Year 2017-18. 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 2017-18 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

**City of Independence, Missouri**  
**2017-18 Operating Budget**  
**Major Capital Project Descriptions**  
**For Fiscal Year 2017-18**

**Street & Bridge Improvements**

<b>2017 Overlay Program</b>		
Project Number: 70111601		Pavement cold milling, asphaltic concrete overlay, wedging and patching, portland cement concrete handicap ramps and thermoplastic pavement striping. Mandated by the citizen vote for sales tax on August 7, 2007. This is a yearly program to overlay streets on a city wide basis.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 4,943,582</b>	
Total Project Funding	\$ 4,943,582	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>2018 Overlay Program</b>		
Project Number: 70111703		Pavement cold milling, asphaltic concrete overlay, wedging and patching, portland cement concrete handicap ramps and thermoplastic pavement striping. Mandated by the citizen vote for sales tax on August 7, 2007. This is a yearly program to overlay streets on a city wide basis.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 950,000</b>	
Total Project Funding	\$ 950,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>35th &amp; Phelps</b>		
Project Number: 70111702		Intersection safety improvements to be made to incorporate necessary turning facilities as well as updating traffic signals to meet current and future traffic needs. A traffic study will be performed to identify and project traffic needs prior to the design and construction of the
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 65,000</b>	
Total Project Funding	\$ 65,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>39th Street and Nolan Road Intersection Improvements</b>		
Project Number: 70111501		This project will add a northbound right turn lane from Noland Rd onto 39th St, improve turning radii at all quadrants of the intersection, add ADA sidewalks and curb ramps, and upgrade traffic signal equipment including addition of pedestrian countdown signals.
Prior Funding	\$ 303,878	
<b>FY 2017-18 Funding</b>	<b>\$ 200,000</b>	
Total Project Funding	\$ 503,878	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>Alley Rehabilitation</b>		
Project Number: 70111103		This is an ongoing program funded through the Street Sales Tax program. The alleys selected for this construction season are being evaluated at this time.
Prior Funding	\$ 800,000	
<b>FY 2017-18 Funding</b>	<b>\$ 111,000</b>	
Total Project Funding	\$ 911,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

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<b>Crysler Avenue Complete Streets</b>		
Project Number: 70111402		This project will add pedestrian push buttons, countdown signal heads and ADA sidewalk/ramps at several intersections along the Chrysler Avenue corridor.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 50,000</b>	
Total Project Funding	\$ 50,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>Englewood Streetscape Phase 3</b>		
Project Number: 70511503		The Englewood Streetscape Project Phase 3 consists of sidewalk improvements between (roughly) S Northern Blvd. and S Sterling Ave. primarily on the south side of E Winner Rd. The sidewalk will be made wider between S Appleton Ave and S Harvard Ave in front of the existing businesses and all sidewalks will incorporate a stamped, colored concrete feature in the design. Benches, bicycle racks and commercial quality planters are planned for this area also. Pedestrian safety will be enhanced with bump-outs at the existing crosswalks. Handicap ramps will be improved and parking areas adjacent will be restriped also. The project is being partially funded with Federal TAP
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 215,000</b>	
Total Project Funding	\$ 215,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>Intersection Improvements</b>		
Project Number: 70111603		Intersections with an existing concrete surface will be reconstructed and repaved with high strength asphalt at seven locations throughout the City.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 1,228,500</b>	
Total Project Funding	\$ 1,228,500	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

<b>Sidewalks to City Parks Improvements</b>		
Project Number: 70110807		This is an ongoing program to construct new sidewalks near parks. It is part of the street sales tax program and several project locations were selected prior to the sales tax renewal in 2007. The next Sidewalks to Parks locations are near Glendale Park, Rotary Park, Fairmount Park, and the Falls Park
Prior Funding	\$ 1,042,700	
<b>FY 2017-18 Funding</b>	<b>\$ 60,000</b>	
Total Project Funding	\$ 1,102,700	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

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<b>Sidewalks to Schools Improvements</b>		
Project Number: 70110808		This is an ongoing program to construct new sidewalks near schools. The next Sidewalks to Schools projects are at Korte Elementary School, Three Trails School, and a second phase for Nativity School.
Prior Funding		
<b>FY 2017-18 Funding</b>	<b>\$ 500,000</b>	
Total Project Funding	\$ 500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

**Park Improvements**

<b>Athletic Fields and Court Renovations</b>		
Project Number: 9719		This project replaces the restroom facility at the Santa Fe Tennis Complex and fills cracks, color coats and repaints lines at Beckett park basketball courts, Blackburn Park tennis courts and Santa Fe Park tennis courts.
Prior Funding	\$ 10,933,770	
<b>FY 2017-18 Funding</b>	<b>\$ 109,000</b>	
Total Project Funding	\$ 11,042,770	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

<b>George Owens Improvements</b>		
Project Number: 70591001		This project will address the failing lake overflow system at George Owens Nature Park.
Prior Funding		
<b>FY 2017-18 Funding</b>	<b>\$ 20,000</b>	
Total Project Funding	\$ 20,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

<b>Park Revitalization</b>		
Project Number: 9970		This project will provide funds for general facility and park repairs.
Prior Funding	\$ 5,108,625	
<b>FY 2017-18 Funding</b>	<b>\$ 228,400</b>	
Total Project Funding	\$ 5,337,025	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		

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**Power and Light System**

<b>Plant Miscellaneous Projects</b>		
Project Number: 70200824		To meet emergent capital project needs for replacement of obsolete control systems, end-of-life equipment replacement and upgrades.
Prior Funding		
<b>FY 2017-18 Funding</b>	<b>\$ 750,000</b>	
Total Project Funding	\$ 750,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Blue Valley 1 &amp; 2 Turbines &amp; Generators Major Inspections</b>		
Project Number: 70201502		Major internal inspection and any identified necessary repairs of the turbine and generator at Blue Valley Units 1 and 2. Specific areas of inspection and/or repair will include turbine and generator rotors, stator components, valves and removal and re-application of thermal insulation.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 2,400,000</b>	
Total Project Funding	\$ 2,400,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Blue Valley 3 Turbine and Generators Major Inspection</b>		
Project Number: 70201701		Major internal inspection and any identified necessary repairs of the turbine and generator at Blue Valley Unit 3. Specific areas of inspection and/or repair will include turbine and generator rotors, stator components, valves and removal and re-application of thermal insulation.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 1,500,000</b>	
Total Project Funding	\$ 1,500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Production Facilities Improvements</b>		
Project Number: 70201702		Emergent Capital projects for replacement of leaking roofs, crumbling masonry building walls, and major end-of-life HVAC replacements.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 250,000</b>	
Total Project Funding	\$ 250,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

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<b>Blue Valley Ground Water Sample Wells and Monitoring</b>		
Project Number: 70201703		Develop and implement Missouri Department of Natural Resources' compliance program to monitor quality of groundwater surrounding the three former ash impoundments at the Blue Valley power plant. Milestones include site characterization workplan and report, sampling and analysis plan to be followed by routine groundwater monitoring.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 150,000</b>	
Total Project Funding	\$ 150,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Blue Valley Coal Pipe Cleanup</b>		
Project Number: 70201704		Blue Valley's generating units historically combusted coal which was stored in a 5 acre outdoor, uncovered pile. Although the age of coal combustion ended at Blue Valley in January 2016 and IPL made every attempt to burn all onsite coal, residual coal fines remain. As part of IPL's continuing commitment to environmental stewardship, the former coal pile area will be cleaned up and the residual coal/soil will be disposed of properly.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 50,000</b>	
Total Project Funding	\$ 50,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>H5 Major Internal Inspection &amp; Maintenance</b>		
Project Number: 70201705		Major inspection of the Substation H5 gas turbine and associated generator, including inspection and cleaning of and any necessary repairs to the rotor, stator, compressor and valve components and thermal insulation removal/reassembly.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 2,000,000</b>	
Total Project Funding	\$ 2,000,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>CityWorks</b>		
Project Number: 70201510		IPL Cityworks development will be an evolving software solution with continuous changes over the next couple years. Scheduled for 2017-2018: Service Center revisions, Service Center Warehouse, Engineering Design software upgrade, GIS upgrade, CW ESRI upgrade, Cityworks application upgrade, and development of integrations (CIS Infinity & Outage System) along with bringing PL
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 250,000</b>	
Total Project Funding	\$ 250,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

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<b>Substation Security</b>		
Project Number: 70201405		Continued expansion of security project to install video cameras at three additional substations during the 2018 fiscal year.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 100,000</b>	
Total Project Funding	\$ 100,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Substation K Switchgear &amp; Transformer Replacement</b>		
Project Number: 70201706		Substation K is referred to as "The center of the hub of the universe" because of the large number of critical loads that are fed from this point, including Centerpoint Medical Center, Independence Center and the Event Center. After completion of the Sub I rebuild in the spring of 2018, Sub K will be the oldest equipment in the IPL System. The intent of this project is to improve reliability to these critical IPL
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 3,300,000</b>	
Total Project Funding	\$ 3,300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Miscellaneous Service Center Improvements</b>		
Project Number: 9669		Emergent Capital projects for repair and replacement of leaking roofs, resulting mold remediation, upgrade meeting spaces and HVAC upgrades.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 150,000</b>	
Total Project Funding	\$ 150,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Miscellaneous T&amp;D Improvements</b>		
Project Number: 70200815		Various emergent transmission and distribution plant capital replacements and upgrades; replacement of school signal beacon radio systems for 55 crossing signals, upgrading the communication system in the signal to cellular radio signals.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 200,000</b>	
Total Project Funding	\$ 200,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Fiber Optic Network</b>		
Project Number: 70200828		Continued expansion of fiber optic system throughout city facilities and the School District to increase the reliability, bandwidth and achieve cost savings over commercial providers.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 100,000</b>	
Total Project Funding	\$ 100,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

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<b>New Financial Management System</b>		
Project Number: 70201606		IPL Department's allocated costs related to the new Enterprise Resource Plan that will improve financial and human resources data management and reporting.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 200,000</b>	
Total Project Funding	\$ 200,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Master Plan-Future Generation Study</b>		
Project Number: 70201707		The Master Plan will determine the best alternative for IPL to serve its current and future projected customer loads. It will include evaluating the existing generating units and purchase power agreements, determine potential replacement generation and estimate the financial impacts
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 300,000</b>	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Rate Study</b>		
Project Number: 70201708		The Rate study will be conducted to determine what changes to rate structures and costs are needed to meet IPL's financial goals.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 300,000</b>	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

<b>Depreciation Study</b>		
Project Number: 70201709		Consultants will review our plant book balances for accuracy, determine whether or not our depreciable lives are reasonable, recommend changes to depreciation rates, and provide supporting documentation for future cost of service studies.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 150,000</b>	
Total Project Funding	\$ 150,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		

**Sanitary Sewer System**

<b>Saddle Ridge Villas Pump Station Improvement</b>		
Project Number: 70301702		This project provides upgrades to equipment and controls for the Saddle Ridge Villas Pump Station. It will also provide installation of a covered structure for protection from elements.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 85,000</b>	
Total Project Funding	\$ 85,000	
Operating Impact:		
Funding Source: Sanitary Sewer Fund		

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<b>SCADA Software Upgrade</b>		
Project Number: 70301701		The Rock Creek Treatment Facilities Supervisory Control & Data Acquisition (SCADA) system is an outdated system of hardware and software. In addition to increasing difficulty of maintaining due to scarcity of replacement parts, the system is one of patches and updates of the course of ten years and a new system is required to resolve these issues and provide additional features. A new SCADA system can be tailored to provide full control and access from various processes throughout the treatment plant, expand data storage capacity, improve data protection backup, enhance alarms and security measures, improve functionality, provide redundancy and
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 1,500,000</b>	
Total Project Funding	\$ 1,500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		

**Water System**

<b>23rd St. Main Replacement</b>		
Project Number: 704013001		This project will replace approximately 1,900 feet of 12" water transmission main along 23rd St. between Hub Dr. and Trail Ridge. This section of main was installed in 1952 and has experienced several large breaks causing costly repairs and traffic interruptions along 23rd St. The new main will provide a more reliable source of water for the
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 1,000,000</b>	
Total Project Funding	\$ 1,000,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Courtney Bend Basin Catwalk Improvements</b>		
Project Number: 70401605		A portion of the elevated catwalk which extends out over the treatment basins at the plant is in need of costly repairs and improvements. The portion of the catwalk involved in this project was constructed in 1955 and provides access for plant staff to inspect, monitor and collect samples from the treatment basins at the plant. This project addresses the maintenance and improvement of existing
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 100,000</b>	
Total Project Funding	\$ 100,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Distribution System Improvements</b>		
Project Number: 70401505		This project is ongoing and funds the installation of additional mains, hydrants, valves and other appurtenances which will in turn provide better fire protection, improve water quality and lessen the impacts from unexpected main breaks and other service interruptions throughout the system.
Prior Funding	\$ 300,000	
<b>FY 2017-18 Funding</b>	<b>\$ 50,000</b>	
Total Project Funding	\$ 350,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

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<b>Fiber Optic Connection to Courtney Bend</b>		
Project Number: 70401606		This project will provide a fiber optic connection with the City's fiber network to the Courtney Bend Water Plant and several remote sites including water reservoirs and elevated towers. This improvement will provide a faster network connection which will enhance security systems and connectivity to those remote sites monitored from the plant. This project addresses the improvement of existing
Prior Funding	\$ 300,000	
<b>FY 2017-18 Funding</b>	<b>\$ 150,000</b>	
Total Project Funding	\$ 450,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Filter Backwash</b>		
Project Number: 70401601		This project would provide improvements to the 30" discharge piping which receives the backwash water from the 14 sand filters at the Courtney Bend Water Plant. The existing piping was constructed in different sections beginning in 1955 and is need of several major repairs and possibly replacement. This project addresses the maintenance and improvement of existing infrastructure.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 50,000</b>	
Total Project Funding	\$ 50,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Hardy 12" Main Replacement (Westport to 28th)</b>		
Project Number: 70401610		This project will replace approximately 2,600 feet of 12" water transmission main along Hardy Ave. between Westport to 28th St. This section of main, installed in 1955, has experienced several breaks causing costly repairs and operational issues in areas of the system during these breaks. The new main will reduce the number of breaks and provide a more reliable source of water for the
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 750,000</b>	
Total Project Funding	\$ 750,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Lighting Improvements at Courtney Bend</b>		
Project Number: 70401701		This project would allow for a complete renovation of the lighting at the Courtney Bend plant to modern high efficiency LED lighting, including 24,000 watts of High Mast Lighting fixtures. LED lighting will decrease energy consumption and cost for the Water Department. In addition, Kansas City Power & Light company rebate programs are currently available that will decrease the cost
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 90,000</b>	
Total Project Funding	\$ 90,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

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<b>Lime Slaker No. 3 Replacement</b>		
Project Number: 70401702		The Courtney Bend Water Plant utilizes lime to soften the ground water in its purification process. Currently, the plant utilizes seven different lime slakers to provide an uninterrupted flow of slaked lime to treatment basins. This project will provide a new Slaker No. 3 to help ensure that this process will remain uninterrupted.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 300,000</b>	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Main Replacement</b>		
Project Number: 9749		This project will allow for the replacement and relocation of mains currently installed under City Streets. The Water Department and Public Works will be working together to make these improvements when the street improvements are being made. This program will occur at various locations throughout Independence. The relocation of the water mains to areas outside of the streets will help to reduce interruptions of traffic and costly street repairs
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 200,000</b>	
Total Project Funding	\$ 200,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Maintenance Building at Courtney Bend Plant</b>		
Project Number: 70401703		The original maintenance building at the Courtney Bend Plant, constructed in 1955, requires replacement. Plant expansion has placed treatment basins and plant utilities in close proximity to the building, elevation changes of surrounding roadways is causing drainage problems, and the building's age and use over the years has resulted in considerable wear and tear. In addition, present day maintenance operations have expanded and changed considerably from the time the building was originally
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 200,000</b>	
Total Project Funding	\$ 200,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Operations Building Improvements at Courtney Bend Plant</b>		
Project Number: 70401507		The operations building is in need of several upgrades to make the building more efficient and functional for the plant staff.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 60,000</b>	
Total Project Funding	\$ 60,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

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<b>Plant Discharge Outfall Improvements</b>		
Project Number: 70401602		The Courtney Bend Plant currently has three outfalls which receive residuals from the treatment processes at the plant. This project will address current issues with these outfalls and provide a more reliable system to manage the residuals from the plant.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 400,000</b>	
Total Project Funding	\$ 400,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Security Upgrades</b>		
Project Number: 9952		Provide for the engineering, equipment and installation of upgrades to the security system currently located throughout the water department facilities. These upgrades will help to ensure that the water utility and its employees are protected from security threats.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 25,000</b>	
Total Project Funding	\$ 25,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Settling Basin Drive Improvements</b>		
Project Number: 70401603		The Courtney Bend Plant currently has 6 Settling Basins which provide disinfectant contact time and settling for the treatment process. The residuals collector drive units on the basins are in need of inspection to determine if the units can be salvaged and rebuilt or replaced completely. This project will determine and provide the necessary
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 75,000</b>	
Total Project Funding	\$ 75,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Sludge House Roofs</b>		
Project Number: 70401304		The roofs of several of the sludge houses will need to be improved in order to provide a safe access for water department employees when servicing equipment installed on and above these roofs.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 30,000</b>	
Total Project Funding	\$ 30,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

<b>Van Horn Reservoir Improvements</b>		
Project Number: 70401704		This project provides for improvements to the Van Horn Reservoir. This Reservoir provides 2,000,000 gallons of storage capacity for the distribution system and was constructed in 1925. The reservoir is in need of several upgrades including a new roof and piping modifications
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 300,000</b>	
Total Project Funding	\$ 300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Water Fund		

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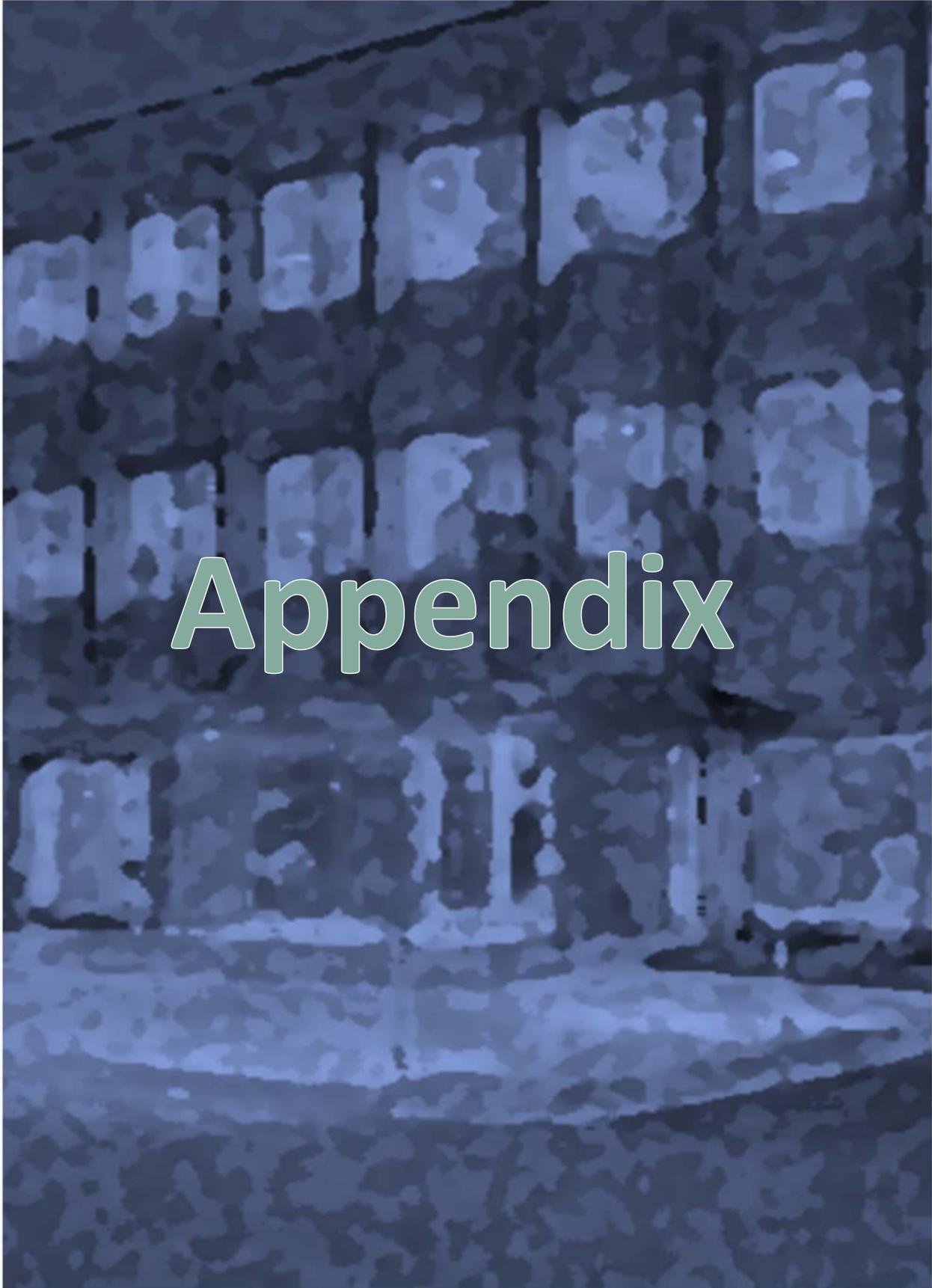
**Stormwater**

<b>Blue Lawn Stormwater Project</b>		
Project Number: 70131603		This project will address neighborhood-wide drainage issues in the vicinity of East 31st Street to East 32nd Street of Arlington Avenue in the Rock Creek Watershed. Design was completed in fiscal year 2016-2017 and construction will be completed in 2017-2018.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 600,000</b>	
Total Project Funding	\$ 600,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Stormwater sales tax fund		

<b>Crescent Meadows Stormwater Project</b>		
Project Number: 70131701		This project will address surface drainage issues in Crescent Meadows along S Crescent Avenue and S Arlington Avenue in the vicinity of E 25th St.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 50,000</b>	
Total Project Funding	\$ 50,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Stormwater sales tax fund		

<b>Neighborhood Construction Projects</b>		
Project Number: 9814		This project helps kickstart smaller neighborhood issues that surface. The project is used to get the design, and occasionally the construction, started on these issues.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 100,000</b>	
Total Project Funding	\$ 100,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Stormwater sales tax fund		

<b>Sugar Creek Neighborhood Projects</b>		
Project Number: 70131503		This project consists of four small drainage projects located in neighborhoods throughout the Sugar Creek Watershed.
Prior Funding	\$ -	
<b>FY 2017-18 Funding</b>	<b>\$ 700,000</b>	
Total Project Funding	\$ 700,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Stormwater sales tax fund		



# Appendix

**City of Independence, Missouri**  
**Financial Policies**  
**Adopted by Council Resolution 17-729**

Statement of Purpose

The City of Independence has an important responsibility to our residents to carefully account for public funds, manage municipal finances wisely, and to develop a plan to adequately fund services and facilities desired and needed by the public. The financial integrity of our city government is of utmost importance and the codification of a set of financial policies is a key element in maintaining this integrity. The formalization of a set of financial policies for the City is consistent with the Council's adopted goal of ensuring City finances are stable and sustainable through control of long-term costs, optimization of resources, long-range financial planning, and sound decision-making.

Written and adopted financial policies have many benefits, such as assisting the City Council and City Manager in providing the financial management of the City, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as City Council and staff members change. While these policies will periodically be reviewed and amended, they will provide the basic foundation and framework for many of the issues and decisions facing the City today and in the future. They will promote sound financial management and assist in the City's stability, efficiency and effectiveness.

In the past, the City of Independence has developed a variety of different types of financial policies, many of which have been maintained on a somewhat informal basis. These policies can be found in a variety of different locations, including Council Resolutions, Ordinances, Budget Documents, Capital Improvements Programs, etc. The financial policies listed below will establish consistent standards for the review of existing practices as well as the development of future financial plans

The following policies are divided into seven major categories: General, Fund Balances, Debt, Financial Sustainability, Long Range Financial Planning, Monitoring – Accountability – Control, and Investment of Funds.

**A. General**

1. Compliance with Applicable Laws: The City shall comply with all applicable federal and state laws, the City Charter, and the Code of Ordinances with respect to the interpretation and application of these policies.
2. Compliance with Governmental Standards: Policies and practices in financial reporting shall be consistent with Governmental Accounting Standards Board (GASB) standards.

**B. Fund Balances**

1. Minimum Unrestricted and Unassigned Fund Balance & Working Capital: The City of Independence has determined it a sound financial practice to maintain adequate fund balances and working capital. Accordingly, the City will endeavor to maintain a minimum Unrestricted

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**Financial Policies**  
**Adopted by Council Resolution 17-729**

and Unassigned Fund Balance in the General Fund equal to 16% of annual operating revenues less one-time funds like grants or transfers.

The City will endeavor to maintain a minimum Unrestricted Fund Balance in Enterprise Funds equal to 63 days of annual operating expenditures plus the annual debt service payment, if applicable.

For Special Revenue Funds that are primarily designated for capital purposes and support limited personnel and ongoing operations, the City will endeavor to maintain an Unassigned Fund Balance of 5% of annual revenues.

For Special Revenue Funds that support personnel and ongoing operations, as well as capital expenditures, the City will endeavor to maintain an Unassigned Fund Balance between 5% and 16% of annual revenues.

2. Use of Fund Balance: Circumstances may arise which warrant the use of Unassigned or Unrestricted Fund Balances and working capital balances. These include revenue shortfalls, unanticipated cost increases, emergencies, grant matching, early debt retirement, major projects, and unexpected expenditures beyond those created by only natural disasters. In such cases, any expenditure from the Unassigned or Unrestricted Fund Balance must be approved by the Council. The rationale for the expenditure must be documented as part of Council action. Any unrestricted and unassigned funds in excess of target minimums may be expended to fund non-recurring expenditures.
3. Recovery Plan: If, based on staff's analysis and forecasting, the target level of Unassigned Fund Balance reserve is not being met or is unlikely to be met at some point within a five-year time horizon, then during the annual budget process, a plan to replenish the Unassigned Fund Balance reserve should be established.

### **C. Debt**

1. Evaluation Criteria: The following criteria will be used to evaluate pay-as-you-go versus debt financing in funding capital improvements and equipment:
  - a. Factors which favor pay-as-you-go financing include the following:
    - (1) Current revenues and fund balances are available;
    - (2) Phasing-in of projects is feasible;
    - (3) Additional debt levels would adversely affect the City's credit rating;
    - (4) Market conditions are unfavorable or suggest difficulties in marketing new debt.
  - b. Factors which favor debt financing include the following:
    - (1) Revenues available for debt issues are considered sufficient and reliable so that long-term financing can be marketed with an appropriate credit rating, which can be maintained;
    - (2) Market conditions present favorable interest rates and demand for City debt financing;
    - (3) A project is mandated by state or federal government and current revenues or fund balances are insufficient to pay project costs;
    - (4) A project is immediately required to meet or relieve capacity needs;

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- (5) The life of the project or asset financed is five years or longer;
  - (6) The life of the project or asset is less than five years, but short-term financing that does not exceed the useful life of the project or asset is feasible;
  - (7) Cost savings can be achieved by completing improvements as a single large project rather than as a multi-year series of pay-as-you-go smaller projects.
2. Neighborhood Improvement District (NID) Debt: NID Debt may be issued provided assessment payments are adequate to cover 100% of debt service and financing costs. The City will simultaneously apply any related economic development policies to evaluate the feasibility of the development project before issuing debt.
  3. Early Debt Retirement: The City will endeavor when possible to retire bonds and other similar instruments early when sufficient revenues are accumulated, and to refinance debt when a Net Present Value Savings of at least 3% exists.
  4. Debt Term to Match Useful Life: Debt shall only be issued when the term of financing does not exceed the useful life of the asset for which the debt was issued.
  5. City Debt Schedule: To ensure that long term debt obligations are sufficiently funded and accounted for, it is the City's policy to develop a comprehensive Debt Schedule which matches specific revenues to specific debt obligations for each year of the entire term of each source of debt.
  6. Debt Coverage & Solvency: To demonstrate solvency, ensure sufficient revenues exist to retire debt issued, and maintain favorable bond ratings, the City will endeavor to maintain a Debt Service Coverage Ratio (net operating income (revenue minus operating expenses excluding transfers) divided by total debt service payment) of at least 1.2.
  7. Lease Purchase Financing: The City will lease-purchase items only if lease rates are less than the rate attained from investment return. In no event shall the City lease-purchase items with a useful life less than the term of the lease.
  8. Financial Advisor: To provide advice on the issuance of debt and related matters, the City will employ the services of an outside financial advisor. The financial advisor will assist the City in evaluating when debt should be sold through a competitive versus negotiated sale. Such factors in determining the form of sale include, but are not limited to, the complexity of the issue; the need for specialized expertise; maximizing savings in time or money; or circumstances in which market conditions or City credit are unusually volatile or uncertain. It is the City's policy that said financial advisor cannot also serve as the underwriter of municipal securities.
  9. Statutory Limitations: The Missouri Constitution permits a city, by vote of two-thirds of the voting electorate, to incur general obligation indebtedness for city purposes not to exceed 10% of the assessed value of taxable tangible property. The City may issue additional debt not to exceed 10% of assessed valuation (20% total) for street and sewer improvements, or purchasing or constructing water or electric utility plants.

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**D. Financial Sustainability**

1. Financial Sustainability: To ensure financial sustainability in City programs and operations, it shall be the City's policy to apply one-time revenues to fund non-recurring expenditures. Similarly, personnel costs and on-going programs and operations will be funded with on-going, sustainable sources of revenue.
2. Priority Funding to Maintain Assets: In preparing the annual budget, priority shall be given to providing adequate funding for maintenance, upkeep, and scheduled replacement of physical assets. The City will endeavor to establish funding levels to replace assets on a life-cycle basis. Enterprise Fund operations will endeavor to reflect, in budget appropriations, reinvestment for the depreciation of assets.

**E. Long Range Financial Planning**

1. 5-Year Capital Improvement Plan: The City will annually prepare a capital improvement plan that identifies its priorities and timeframe for undertaking capital projects and provides a financing plan for those projects. In order to ensure that proposed capital projects, their timing and their financing best meet the City's policies and plans, the capital improvement plan will:
  - a. Project at least five years into the future;
  - b. Take into account overall affordability in terms of both capital and operating costs; and
  - c. Include a process that allows opportunity for stakeholder involvement in prioritizing projects and review.
2. Long Range Planning of Financial Obligations: The City will annually prepare a financial plan to assess the long-term financial implications of current and proposed policies, programs, and assumptions in order to develop appropriate strategies to achieve its goals. The financial plan will consist of:
  - a. An analysis of financial trends;
  - b. An assessment of problems or opportunities facing the City;
  - c. A five year forecast of revenues and expenditures;
  - d. A review of cash flow requirements and appropriate fund balances to determine whether modifications are appropriate for the Fund Balance Reserve Policy; and
  - e. Any further analyses as may be appropriate.

**F. Monitoring – Accountability - Control**

1. Transfer of Funds: Department Directors, with the consent of the City Manager or his/her designee, may transfer funds between line items within the total budget appropriation of a particular budget in a fund. The City Manager may transfer unencumbered appropriation balances or parts thereof from any item of appropriation within a fund, department, office or agency to any other items of appropriation, including new items, within the same fund or department.
2. Reports: It is the City's policy to produce monthly reports as a means to verify that City

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**Financial Policies**  
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departments are operating within the amount of appropriation, to compare actual income and expenses to budget estimates, to update year-end revenues and expense projections, and to develop, as soon as possible, strategies to meet financial challenges. Monthly reports to the City Manager from the Finance Department will also be provided to illustrate overall financial position of the City. A comprehensive annual financial report, as well as an annual audit, will also be produced.

3. Spending: No expenditures may be made, or funds encumbered, unless consistent with adopted purchasing policies and expenditure procedures.
4. 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.
5. Grant Acceptance: 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. 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. The City Manager will establish supplemental administrative policies to ensure appropriate coordination of grant applications and ensure grant compliance.
6. 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.
7. Technology & Expertise: To ensure, to the greatest extent possible, accuracy in financial reporting, it is the City's policy to invest in necessary technology. It is also the City's policy to invest in training to develop staff expertise in financial reporting systems.

## **G. Investment of Funds**

1. The investment of City funds will be handled in accordance with the City's Statement of Investment Policy and Section 3.34(6) of the Charter of the City of Independence. Investments shall be undertaken in a manner that does not conflict with the Missouri Constitution Article IV, Section 5 on permitted investments or Section 30.270 of the Missouri Revised Statutes on permitted collateral.
2. Safety of Principal: It is the City's policy that the foremost consideration in the City's investment strategy should be safety of the principal invested.

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3. Liquidity: It is the City's policy that the investment portfolio remain at all times sufficiently liquid to meet all operating requirements.
4. Return: It is the City's policy that the investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety of principal and liquidity objectives described above.

# **City of Independence, Missouri Budget Procedures and Policies**

## **A. Budget Preparation and Submission**

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

1. 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.
  
2. 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.

## **B. Public Hearing**

1. 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.

## **C. Amendments, Adoption and Appropriations**

1. 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

## **City of Independence, Missouri Budget Procedures and Policies**

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.

### **D. Transfer of Appropriation Balances and Amendments**

1. 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.

### **E. Fund Types**

1. 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:
  - a. 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

## **City of Independence, Missouri Budget Procedures and Policies**

through revenues received by the General Fund.

- b. Special Revenue Funds 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.
2. 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:
  - a. Enterprise Funds 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.
3. Internal Service Funds 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.

### **F. 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

## **City of Independence, Missouri Budget Procedures and Policies**

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.

### **G. 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.

### **H. 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:

1. 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

## **City of Independence, Missouri Budget Procedures and Policies**

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.

2. 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.

## Calendar for City Council Consideration of the 2017-18 Proposed Budget

City Manager Proposed Budget submitted to the City Council (must be at least 45 days prior to the beginning of the new fiscal year) <sup>a</sup>	Mon.	May 1
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) <sup>a</sup>	Fri.	May 5
Public Hearing by the City Council on the Proposed Budget <sup>a</sup>	Mon.	May 15
First reading on the 2017-18 Proposed Budget Appropriation Ordinance	Mon.	June 5
Council adoption of the 2016-17 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) <sup>a</sup>	Mon.	June 20
Preparation and public filing of the Adopted Budget in the City Clerk’s Office	Fri.	June 30
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Fri.	June 30
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) <sup>b</sup>	Fri.	July 7
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance <sup>b</sup>	Mon.	July 17
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2017 and Jackson County no later than October 1, 2017) <sup>b</sup>	Mon.	August 7

**Footnotes-**

<sup>a</sup> City Charter Requirement

<sup>b</sup> Tax Levy Requirement under the “Open Window Law”



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation  
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**City of Independence**

**Missouri**

For the Fiscal Year Beginning

**July 1, 2016**

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, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

**City of Independence, Missouri**  
**Demographic Statistics**

Date of Organization: 1827  
 Date of Incorporation: 1849  
 Date Charter Adopted: December 5, 1961  
 Form of Government: Council Manager  
 Area: 78 square miles  
 Population (2015 est): 117,255  
 Number of Households: 48,170  
 Registered Voters: 64,019  
 Elementary & Secondary  
 School Enrollment: 25,076  
 Per Capita Personal Income: \$24,313  
 Per Capital Household Income: \$59,183  
 Median Age: 38.6 years

<u>Principal Employers:</u>	<u>No. of Employees</u>
Independence School District	2,200
Alliant Tech Systems	1,600
Centerpoint Medical Center	1,400
City of Independence	1,100
Government Employee Hospital Assoc.	650

<u>Principal Property Taxpayers:</u>	<u>Total Assessed Value</u>
Simon Property Group	\$27,649,830
Cole DDR Mt Independence	\$12,556,958
Space Center of Kansas City	\$6,283,301
Southern Union Company	\$5,953,893
Comcast Cablevision	\$5,384,210

## **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**

<b>Payment-In-Lieu-Of-Taxes -</b>	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.
<b>Performance Indicators -</b>	Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.
<b>Performance Measures -</b>	Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
<b>Proposed Budget -</b>	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.
<b>Proprietary Fund -</b>	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.
<b>Reserved Fund Balance -</b>	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.
<b>Resolution -</b>	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
<b>Resources -</b>	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
<b>Retained Earnings -</b>	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
<b>Revenue -</b>	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.