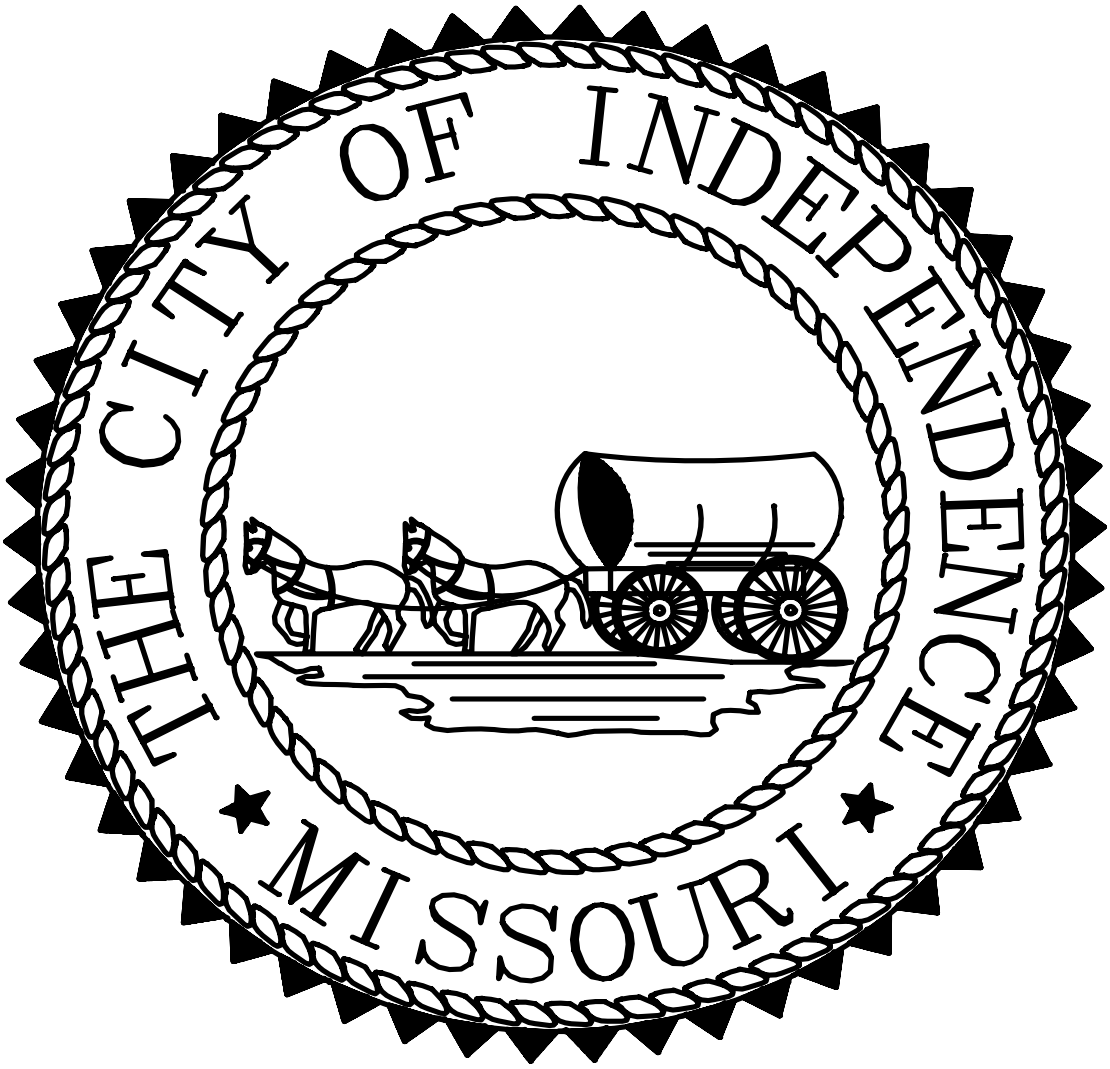

2012-13
Adopted
Operating Budget

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2012 through June 30, 2013

MAYOR

Don B. Reimal

CITY COUNCIL

James (Jim) G. Schultz	At-Large
[vacant]	At-Large
Marcie I. Gragg	District #1
Curt Dougherty	District #2
Myron L. Paris	District #3
Eileen N. Weir	District #4

CITY MANAGER

Robert E. Heacock

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2011

President 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, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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(Operating departments are shown in bold letters)

Guide to Independence's Budget Document

Organization of the Budget Document

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

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

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

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

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

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

Guide to Independence's Budget Document

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

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

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

Structure of the City's Finances

Funds

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

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

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

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

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

Funds

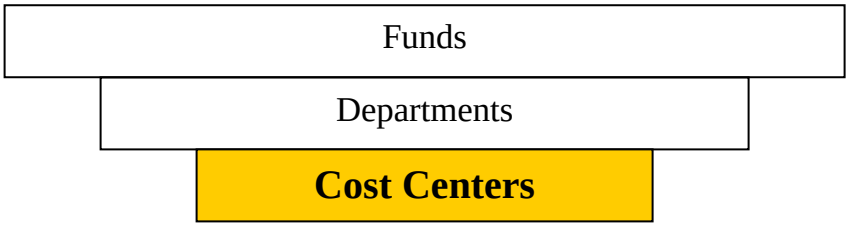
Departments

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

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

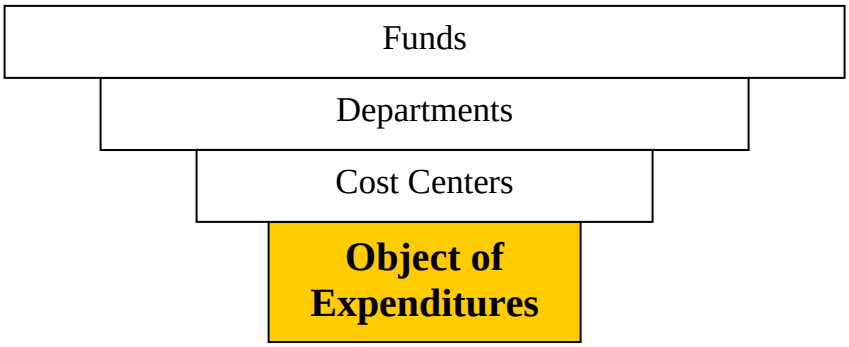
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

Guide to Independence's Budget Document



Cost Centers -

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



Object of Expenditures -

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

Organizational Structure Recap

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

City of Independence

111 EAST MAPLE • P.O. BOX 1019 • INDEPENDENCE, MISSOURI 64051-0519

www.ci.independence.mo.us • (816) 325-7000

July 1, 2012

Honorable Mayor and Members of the City Council

Introduction

This budget complies with Section 3.3 (5) of the City Charter, which requires that the City Manager advise the City Council of the financial condition and future needs of the City. In accordance with Section 8.2 of the City Charter, I previously submitted a proposed operating budget for the City of Independence for fiscal year July 1, 2012 through June 30, 2013. A public hearing on the budget was conducted on May 21, 2012 and three additional budget review sessions were conducted by the City Council to review my previously submitted proposed budget. As required by the City Charter, the budget is balanced. In keeping with our annual tradition, I want to recognize Mr. Calvin Holst, Budget Manager, for his assistance in preparing this document. Primarily due to Mr. Holst's efforts, the City has now won the GFOA Distinguished Budget Presentation Award for 26 consecutive years. There are more than 1,250 jurisdictions from the United States and Canada that enter the competition, and our continued success demonstrates the dedication of our Finance Department budget staff.

As the City of Independence begins the new fiscal year, it is appropriate to highlight a few of the successes and accomplishments of the 2011-12 fiscal year:

- Following a decade of work by the City, the National Parks Service and local residents, the Secretary of the Interior approved an expansion of the District's boundaries to better reflect President Truman's daily interaction with his community. The Historic Independence Square is now included and District residents will now be eligible for various tax credits for their continuing investment in the neighborhood.

AN EQUAL OPPORTUNITY EMPLOYER • A COMMUNITY IN EASTERN JACKSON COUNTY

- The Norledge Place Redevelopment area was selected for recognition and a visit by HUD Secretary Shaun Donovan to tour the rehabilitated homes on North Hardy. This Neighborhood Stabilization Program was the first neighborhood selected by Independence for revitalization. The 12 Blocks West Program is working to create and promote innovative partnerships to assist in the revitalization of the west side of Independence.

- The Palmer Center spent a year working toward national accreditation by the National Institute of Senior Centers, a unit of the National Council on Aging. In January, The Palmer Center became one of only two senior centers in Missouri to achieve this recognition, which is the highest national achievement level for senior centers. Out of 11,000 senior centers nationwide, only 126 meet the nine standards required for accreditation.

- In 2011, Englewood received an ARTS Zoning designation, making it the region's only designated arts district. This type of recognition has resulted in increased interest in the area. A local group has responded to a Request for Proposals for housing renovations in surrounding neighborhoods to be used for artist housing.

- For the tenth year in a row, Independence was recognized by the Center for Digital Government as one of the top ten technology-advanced cities in America. The City launched a totally redesigned website this year along with an abbreviated version of the website for mobile users.

- Technology advances also resulted in Independence receiving the Kansas City Business Journal's 2011 Impact Award for Efficiency, for the implementation of mobile data terminals in the Police Department's patrol vehicles. Instead of waiting for a dispatcher to relay instructions or directions, the computer provides real-time information to officers. Officers can now write their reports in the field, eliminating the wait for a dictated report to be transcribed.

- The Water Department received the bronze medal at the 22nd annual Berkeley Springs International Water Tasting contest. The drinking water for about 250,000 residents of

Independence and Eastern Jackson County was rated the third-best tap water in the world. More than 53% of water now treated at our plant goes to our wholesale customers, including Blue Springs, Grain Valley and Lee's Summit.

Overview

As in previous fiscal years, the budget places an emphasis on maintaining existing services, minimizes negative impacts to our citizens and supports the City Council's strategic goals, which are:

- To develop and support vibrant neighborhoods and a high quality of life across Independence through regular communication and diverse public involvement, cooperative partnerships, and the provision of targeted services designed to meet the specific needs of the community.

- To foster a viable local economy with an expanding employment and tax base through focused efforts to support and redevelop existing business areas, and the aggressive pursuit of economic development opportunities consistent with the Comprehensive Plan.

- To ensure long-term financial stability for the City of Independence, through the development and use of systems to project long-range financial trends based on local operating decisions and economic conditions, sound fiscal policies and practices, and budget decisions that balance community service needs with available resources.

- To meet existing and emerging transportation needs through the timely maintenance of City infrastructure, the development and support of local and regional transportation systems, and the promotion of public transportation.

The City's financial policies that were formally approved by the City Council in November 2002 by adoption of Resolution #4948 have also guided the development of this budget, particularly with regard to recommendations concerning the City's unassigned fund balance in the General Fund and personnel cost reductions.

Significant Budget Issues

While we are beginning to see some improvement in the economy, recovery is slow. The small steps forward are not keeping pace with the increases in the cost of operations. While we can be optimistic about an economic rebound, there are other factors with a negative impact on governmental revenues which will not change even when the economy improves.

Technology is changing the world. Traditional funding methods cities use to provide services to their citizens are becoming less reliable. Independence funds police and fire protection, storm water management, street maintenance and the parks and recreation system primarily through sales taxes, property taxes and utility franchise taxes.

Projected General Fund revenues for fiscal year 2012-13 are $74,417,441. Sales, property and utility franchise taxes make up 72.6% of the projected income for the next fiscal year. If the projected income from our share of the gasoline tax from the State of Missouri is included, the percentage of total income from taxes increases to 76.8%.

Consider some of the factors which may keep City revenue from increasing.

Increasing use of technology makes it easier for purchases to be made through the internet. When consumers purchase clothes, books or music electronically rather than visit a local retail store, the City does not receive sales tax revenue.

Dial-up service through home telephone service used to be the norm. Now DSL lines and high-speed internet connections are being dropped in favor of wireless networks and satellite broadcasts. We can watch our favorite movies and shows on our television – or phone – without plugging in a land line. But questions are beginning to be raised as to whether wireless telephone and television service should be taxed like traditional telephone or cable television service. If not, revenues to the City will decrease.

Energy conservation is the new norm. Home appliances are more efficient, including washers and dryers, televisions, dishwashers, water heaters and refrigerators. Consumers use less electricity and water – but the capital investment and infrastructure costs of providing electricity and water do not decrease. New methods of extracting natural gas results in higher supplies and decreasing prices. When conservation results in lower consumption, franchise tax revenues to the City fall.

Rising gasoline prices result in the sale of more fuel-efficient vehicles. As consumers use less gas, the City's share of gasoline taxes goes down.

The budget for fiscal year 2012-13 is balanced, but is not without a number of challenges. Public safety is a critical element of quality of life for our citizens. Maintaining street and infrastructure improvements, meeting Environmental Protection Agency requirements for storm water and landfill management, maintaining our utilities' ability to provide reliable electric and water service, keeping City-owned buildings, parks and public property in good order are all necessary for quality of life.

New Animal Shelter

Per an agreement between the City and Jackson County approved in June 2009, the County is nearing completion of constructing a new animal shelter in Independence. The Shelter is being built on property the County is leasing from the City to serve Independence, specific other communities in Jackson County and the unincorporated area of Jackson County. In accordance with the Agreement, the City is planning to take responsibility for operation of the new facility as of August 1, 2012. There are options for operating the shelter, and a final decision has not been made. This budget includes funding to operate the new shelter with City staff, including a full-time veterinarian and a shelter manager distinct from the field supervisor.

The new shelter, located adjacent to the Fire Department's training facility on 78 Highway, is 27,000 square feet compared to the City's existing 7,100 square foot shelter. Capacity for cats will increase from 86 to 148 cages, while the capacity for dogs will increase from 73 to 122 cages. The agreement with Jackson County requires that all animals that are adopted must be

spayed or neutered. The City and County also have a mutual goal of eventually making the facility a no-kill shelter. The included funding for a licensed veterinarian at the shelter will support the health of the animals and provide on-site spay/neuter services.

In addition to funding for the operation of the new shelter, the budget includes funding for an additional field officer to provide animal control services to unincorporated Eastern Jackson County and the small communities in Eastern Jackson County.

New Transit System

In 2011, the City Council formed a Transit Committee to study and analyze service options and financial obligations for the current transit system. Throughout the eight-month process, the Committee worked with Community Development staff to incorporate significant amounts of public input. The new integrated transit system will utilize both the KCATA and First Transit to provide a 40% increase in service area with coverage of 32 additional miles. Hours of operation will also increase by 30%.

Open House public meetings will provide an opportunity for riders to obtain schedules and route maps, and staff will be available to answer questions. First Transit has purchased a fleet of new buses for Independence, with bicycle racks and additional space for wheelchairs. New bus stops and signage will be added in anticipation of the changeover to the new provider beginning Monday, July 2. There will be a free “Try a Ride” day on Saturday, June 23 for riders to become familiar with the new routes. Additional information will be broadcast on City 7 and available through the City’s website as the changeover occurs.

Street Lights

The City’s streetlight system is composed of three different types of streetlights: mercury vapor, high pressure sodium and LEDs (light emitting diodes). Mercury vapor, which gives off a “greenish” glow, are the oldest style of light fixture. High pressure sodium lights, which provide an orange glow, represented an advance in lighting technology, but are, by today’s standards, energy inefficient. LED lights, the newest technology, give off a light that is most closely related to sunlight and consume the least amount of electricity.

There are approximately 4,690 mercury vapor streetlights and 7,200 high pressure sodium streetlights in Independence. Approximately 100 LED streetlights have been installed by Power & Light to determine LED streetlight effectiveness and efficiency. LED streetlights consume less energy, last longer than other conventional streetlights, provide a more pleasing illumination of nighttime surfaces and provide better directional control to eliminate nighttime light pollution. After initial trials, the Power & Light staff believes that LED technology has improved to the point that it would be in the community's best interest to move forward with a complete conversion to LED streetlights. As a result, the Power and Light department has issued a Request for Proposals for a total conversion of the streetlight system to LEDs. Proposals from potential vendors were due in late May. After review by staff, the proposals will be presented to the Public Utilities Advisory Board for review and comment. If the Board and staff concur, I anticipate bringing a proposal for conversion to the City Council during the first quarter of the new fiscal year.

During its research, Power & Light staff identified a number of elements that should be reviewed and evaluated with regard to streetlight electric rate schedules. These will be presented in significant detail to the PUAB and the City Council during the review of the LED streetlight proposals. One element incorporated in this year's budget is a change in electric rates for streetlights. Current rate schedules are based on the cost of providing electricity during peak hours (times of greatest electric consumption) when energy costs more to produce and purchase. Streetlights, however, use electricity during the nighttime non-peak hours.

This budget incorporates correcting the high peak energy charge currently included in the street light rates. Power & Light staff have already projected the impact of converting to LED streetlights, with regard to energy costs. Projected expenditures from the General Fund have been reduced to reflect the phase-in of the conversion program, since the conversion will require several months to complete. Because current rates, as adopted by the City Council, will require modification, the staff will be submitting proposed changes to the streetlight rate schedules for Council ratification.

Fiscal Policy

The City must be sensitive to several fiscal issues that affect financial stability. Because of the poor economy's impact on the City's unassigned fund balance in the General Fund and publicity regarding The Falls at Crackerneck development, national credit rating agencies have raised concerns regarding the City's fiscal position. As the Council is aware, the City will seek to sell additional bonds in the future for expansion of the electric utility and to pay for federally imposed sanitary sewer improvements. A lack of funding in the unassigned fund balance, or failure to pay existing debt for The Falls at Crackerneck development could result in a downgrade of the City's credit rating. Such a downgrade would trigger higher financing costs for the electric utility and sanitary sewer bonds. In an attempt to avoid this downgrade I recommended specific actions for both the fund balance and The Falls project.

Fund Balance

Per policy outlined in Resolution #4948, the City attempts to maintain the unassigned fund balance in the General Fund equal to 5% of revenues. This year that amount should be $3,720,872. However, because of continuing fiscal constraints we are beginning the fiscal year with a fund balance of $1,831,405, which is equal to 2.46% of revenues. I do not recommend going below this level. If in fact a future credit rating for the utilities is based on the unassigned fund balance in the General Fund, the City Council may need to consider supplementing the fund balance through specific allocations from the utilities.

The Falls at Crackerneck

Following the signing of a lease with Bass Pro Shops in June 2004, The Falls at Crackerneck Creek Development Agreement was executed in February 2005. The subsequent collapse of the housing and retail market in 2006 has resulted in the longest recession in history, and our area is still suffering the economic impact. Restructuring of bank and mortgage institution lending has made borrowing for commercial and retail projects increasingly difficult. Because development in The Falls project continues to lag behind expectations, revenues from the project are not sufficient to meet debt service requirements.

As the bonds for this project were issued with a pledge of an annual appropriation to cover shortfalls in bond payments, the City will need to pay a portion of the debt service from other revenues. The budget includes $4,571,206 from the General Fund and $221,272 from utility funds to support these payments in Fiscal Year 2012-13.

Failure to fund the debt service would have significant negative impact on the City and the credit ratings of its utilities. This would result in costly increases in future bond issuances which will be necessary to comply with Federal regulations, court-mandated improvements and other operational issues.

Staffing

City departments have continued to restructure and reassign employees to cut costs. This budget will hold 89 authorized positions unfunded in Fiscal Year 2012-13. This is an increase from 70 unfunded positions in the 2011-12 budget. Our employees are to be commended for their continued efforts to fill in the gaps in staffing and maintain the highest quality service to our citizens. For the third year in a row, there will be no across-the-board cost of living pay increases for general City employees. However, this budget does not call for employee layoffs and no furlough days for employees are included.

Employee Benefits

A major portion of the budget for employee benefits continues to be the cost of providing health care to employees and retirees. For example, in Fiscal Year 2001-02, the total cost for health care was $5,898,822. For the 2012-13 fiscal year, costs are projected to be $10,053,609, an increase of 70.43% over the past ten years. As a percentage of the General Fund, ten years ago health care costs were 9.11% of the total General Fund expense, compared to 14.4% for 2012-13.

Due to the diligent efforts of the Stay Well Committee, which provides policy recommendations to the City Manager, the self-funded health insurance program (Stay Well) for employees and

retirees has not experienced the same cost increases as the amount of inflation in the health care industry. To effectively manage these funds, in late 2008 a two-month moratorium on premiums was implemented. As shown in the following chart, the unrestricted net assets of the Stay Well Fund have continued to grow and are nearing amounts prior to when the 2008 moratorium was approved.

Unrestricted Net Assets

Month	2008	2009	2010	2011	2012
January	5,288,262	3,569,510	3,170,753	2,903,023	4,786,679
February	5,603,955	3,559,449	3,487,047	2,955,826	5,093,196
March	5,889,224	3,752,331	3,528,388	3,092,959	5,133,177
April	5,537,959	3,708,833	3,683,316	3,247,764	4,859,202
May	5,668,653	3,675,626	3,884,426	3,725,874	4,466,468
June	5,943,612	3,683,316	2,690,207	3,393,607	3,897,890
July	5,446,308	3,305,872	2,259,083	3,846,611	
August	5,719,185	2,896,662	2,333,418	3,810,121	
September	5,497,826	2,884,991	2,166,262	4,286,730	
October	5,475,266	3,106,915	2,163,708	4,763,995	
November	4,520,501	3,044,144	2,545,427	4,575,717	
December	3,494,324	3,001,460	2,287,772	4,585,648	

The Stay Well Committee has recommended changes which will not only save the members money but also help to contain costs.

The Committee has recommended a temporary lowering of premiums from July through December of 2012. This will reduce unrestricted net assets without adversely impacting the financial condition of the Stay Well Fund, while providing some cost relief to employees, retirees and the City. A 3% increase in premiums beginning January 1, 2013 will keep our rate structure in line with growth in the cost of health care. I want to thank the Stay Well Committee for their continued work and recommendations for improving the Stay Well Health Plan.

Funding has also been included for a 3% increase in dental insurance premiums, which will also increase January 1, 2013.

Budget Review

The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park, street, police, fire and storm water sales taxes), service fees, grants, etc. The total operating and capital budget for the City, including utilities, is $337,913,215 which is an increase of $55,880,578 (19.8%) from the 2011-2012 budget.

Most of this increase is due to an increase of $47,233,180 in the capital budget appropriations for utilities. The largest increase in the Capital Budget is in the Sanitary Sewer Fund where $55,835,530 is included for projects that will be funded from debt financing. The majority of the Sanitary Sewer projects are required as a result of an Environmental Protection Agency regulatory compliance consent decree.

The operating portion of the total budget increased by $8,177,730 (3.2%). The largest component increases in the operating budget was $3 million in the Power and Light department reflecting increased fuel and purchase power costs, $3 million in increased debt service costs for the Power and Light fund and $1.3 million in the Community Development department reflecting a change in the financing structure of the public transit program where grant funding and the related expenditures that previously were received directly by the outside service provider will now be reflected in the City's Grants fund.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $74,417,441, it is 27% of the total budget, and pays for most of the City's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be $596,787 greater than was budgeted in fiscal year 2011-12. The following table provides a General Fund revenue comparison for the original 2011-12 budget, the revised 2011-12 budget and the 2012-13 budget.

General Fund Revenue Comparison

Source	Original Budget 2011-12	Revised Estimate 2011-12	Budget 2012-13
Property Taxes	$ 7,436,984	$ 7,374,528	$ 7,434,000
Sales & Use Taxes	16,758,536	16,737,663	16,967,564
Utility Franchise Fees	12,048,000	10,752,643	11,272,000
PILOTS	17,620,123	17,318,459	18,343,016
Licenses & Permits	3,353,927	3,200,545	3,303,594
Grants & Shared Revenues	5,424,684	5,147,930	5,193,957
Charges for Services	1,959,993	2,015,181	2,690,043
Fines & Court Costs	4,716,854	4,731,635	4,716,854
Interest Income	89,700	92,743	90,900
Interfund Charges	3,943,428	3,963,157	3,938,088
Other Revenue	468,425	1,121,712	467,425
Total Revenue	$73,820,654	$72,456,196	$74,417,441

Sales taxes are one of the largest components of the City's General Fund revenue. Sales tax collections are projected to remain relatively flat, due to the economy and redistribution of retail sales due to additional commercial development throughout Eastern Jackson County, reflecting a slight increase of $244,028 or 1.5 % compared to original projections for the 2011-12 fiscal year.

General Fund Highlights

A. Public Safety. The budget for the Police Department is $25.6 million. The budget for the Fire Department is $16 million. Approximately 60% of the General Fund is designated for these two departments, which is an increase from 58% in FY 2011-12.

The budget includes an increase to the Police Department budget of approximately $726,190. The costs for salary and benefit increases for Fiscal Year 2012-13 are projected to increase $664,421 over the 2011-12 fiscal year.

The budget also includes an increase to the budget for the Fire Department in the amount of $220,955. Funding for three positions previously unfunded have been included in the Fire Department budget for Fiscal Year 2012-13. Salaries and benefits are projected to increase approximately $200,859.

Capital Outlay

The City operations funded by the General Fund continue to be faced with significant capital outlay needs with limited funding available. As in the past few years, the budget only includes funding for the most critical capital outlay requests.

The 2012-13 budget includes $375,000 for various capital outlay items throughout all General Fund operations, and an additional $198,000 for street maintenance vehicles and equipment in the Public Works Department. This is the same amount as the 2011-12 adopted budget; however, only half as much as was allocated for capital outlay needs just five years ago.

For computer equipment the budget provides $163,000 for the City's microcomputer replacement program and to replace file servers, network systems and related support software. The City has approximately 1,000 computer work stations, of which 645 are for General Fund operations and maintained by this fund. This level of funding provides for a replacement cycle of approximately 6 years for the existing equipment. A preferred replacement cycle would be four years.

During the past year the Public Works Department conducted a comprehensive survey of major maintenance needs for City facilities supported by the General Fund. They identified more than 100 different items with a combined estimated total cost for required maintenance needs of between $2.5 to $3 million. These items were further evaluated by individual departments and those classified as high priority items totaled $1.5 million. Public Works then narrowed that list down to $261,000 of the most critical needs. The budget only provides funding for $78,500 of that amount.

Public Works also evaluated the top eight most critical rolling stock equipment needs for the Street Maintenance Division. For those top eight vehicle needs, the average age of the equipment is 24 years old and the combined estimated replacement cost is $605,000. Three of those vehicles are foreman’s trucks which are used daily. These vehicles have an average mileage of 169,000 miles and an average life-to-date maintenance cost of $85,000 per vehicle.

2012-13 Operating Budget
General Fund Capital Outlay

Description	Buildings	Mobile Equipment	Other	Total
Technology Services				$163,523
Replacement program for Microcomputers, File Servers and Network Systems			153,523	
Disaster Recovery Plan Improvements			10,000	
City Clerk				10,400
Document Management System Computer File Server and Software			10,400	
Health				122,425
Replace 1999 Pickup (Animal Services)		31,000		
Replace 1999 pickup (Animal Services		31,000		
Replace Animal Cage			15,000	
Furniture for New Animal Shelter			8,425	
Replace 1999 (Environmental Public Health)		18,500		
Replace 1999 Vehicle (Environmental Public Health)		18,500		
Public Works				78,500
City Hall HVAC Unit for Computer Room	9,500			
Police Building HVAC System Repair	7,000			
City Hall Second Floor Restroom Repair	12,000			
Sermon Center Exterior Painting Preservation	50,000			
Total General Fund – Capital Outlay	**$78,500**	**$99,000**	**$197,348**	**$374,848**

Description	Buildings	Mobile Equipment	Other	Total
Public Works Department – Capital Outlay				198,036
Dump Truck Equipped for Snow Removal		93,884		
Sign Shop Van		26,152		
One Ton Truck		18,000		
Low Boy Trailer			26,000	
Walk Behind Paint Striper			12,000	
Mower			7,000	
Snow Plow Blades			10,000	
Barricades			5,000	
Total Public Works Department		**$138,036**	**$60,000**	**$198,036**

Storm Water Sales Tax

The budget includes revenues of $3,867,593, an increase of 1% compared to last year, from the ¼ of 1% Storm Water Improvement Sales Tax to fund needed storm water improvements. Collections of the current tax began January 1, 2011 and received voter approval on August 3, 2010, to be continued until repealed. The operating and capital budgets total $4,117,157 for the 2012-13 fiscal year. The capital budget of $1,957,000 funds several projects including:

2012-13 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9814	Neighborhood Construction Projects	Storm Water Sales Tax	100,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	50,000
70130902	Lakeview Farms, 31st & Linwood Phase I	Storm Water Sales Tax	907,000
70131201	Drumm at Manor – Design	Storm Water Sales Tax	50,000
70131102	Sherwood Estates Streambank Stabilization	Storm Water Sales Tax	150,000
70131105	2012 Neighborhood Projects	Storm Water Sales Tax	550,000
	Fund Total		$1,957,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current 1/2 of 1% sales tax collection began January 1, 2009 and received voter approval on August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes $7,646,000 for several projects, including the following:

2011-12 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
	Overlay		
70111201	2013 Overlay Program	Street Improv. Sales Tax	$4,300,000

	Total Overlay		$4,300,000
	Bridges		
70110802	Bly Road Bridge	Street Improv. Sales Tax	$420,000
	Total Bridges		$420,000
	Intersections		
70110806	Concrete Intersection Program	Street Improv. Sales Tax	$216,000
	Total Intersections		$216,000
	Street Improvements		
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	2,100,000
70111103	Alley Rehabilitation	Street Improv. Sales Tax	100,000
70111104	24 Highway & Blue Mills	Street Improv. Sales Tax	200,000
	Total Street Improvements		$2,400,000
	Safety Improvements		
70110409	Operation Green Light	Street Improv. Sales Tax	$30,000
70110807	Sidewalks to City Parks Improv.	Street Improv. Sales Tax	200,000
70111202	24 Hwy. Sidewalks – Brookside to Overton	Street Improv. Sales Tax	80,000
	Total Safety Improvements		$310,000
	Fund Total		$7,646,000

Park Improvement Sales Tax

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is ¼ of 1% with one half of that amount (1/8 of 1%) expiring on January 1, 2013. On August 3, 2010 the Independence voters approved extending the full ¼ of 1% until repealed. Estimated revenues this fiscal year will be $4,441,493.

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

Project Number	Project Description	Amount
9719	Athletic Fields and Court Renovations	$ 300,000
9970	Park Revitalization	150,000
9971	Park Maintenance-Mobile Equipment	100,000
	Fund Total	$ 550,000

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be $2,064,271. Expenditures of $2,498,071, which includes funds carried over from the previous year, are included in the budget. A majority of the budgeted expenditures, $2 million, will be used to fund equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the ¼ of 1% sales tax began January 1, 2005, continued through December 31, 2008, when it reduced to 1/8 of 1% through December 31, 2016. Revenues are projected to be $1,933,346.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the third lowest as compared to 11 other communities in the metropolitan area. Sanitary sewer revenues are projected to be $20,250,974, an increase of approximately 5.1%, as compared to the 2011-12 fiscal year. The budget for operating expenditures from the fund total $17,301,407. The budget also includes funding of $55,835,530 for capital projects, including:

2012-13 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
Sanitary Sewer Collection System Projects			
70300801	Neighborhood Projects	Sanitary Sewer Fund	$150,000
70301104	10th Street to Northern Neighborhood	Sanitary Sewer Fund	400,000
70301102	North Liberty Force Main, Kentucky 2	Sanitary Sewer Fund	800,000
70301201	Burr Oak East	Sanitary Sewer Fund	125,000
70301202	Crackerneck-Van Hook Sewer Design	Sanitary Sewer Fund	100,000
70301004	Collection System Capacity Improvements	Sanitary Sewer Fund	8,836,100
	Subtotal		$10,411,100
Treatment Plant / Pump Station Projects			
70301203	Incinerator Rehabilitation	Sanitary Sewer Fund	$125,000
70301204	Ash Lagoon Repaving	Sanitary Sewer Fund	30,000
70301107	Treatment Plant Modifications and Improv.	Sanitary Sewer Fund	17,979,665
70301108	Holding Basins and Pump Station Improv.	Sanitary Sewer Fund	27,289,765
	Subtotal		$45,424,430
	Fund Total		$55,835,530

Power & Light Fund

Power & Light total revenues for fiscal year 2012-13 are estimated to be $147,492,500, an increase of 7.1%, as compared to the 2011-12 fiscal year. The operating budget for Power and Light is $140,221,487.

Project Number	Project Description	Amount
	Production System	
70210811	Substation F Improvements	$3,150,000
80210824	Production Plant Miscellaneous Projects	400,000
70211101	Blue Valley Sootblowing Air Compressor	790,000
70211103	Production Facilities Maintenance	500,000
	Transportation and Distribution System	
70200301	Turnkey Underground Program	200,000
	Other Projects	
70211006	Centralized Database/Outage Management System	350,000
	Power and Light Fund Total	$5,390,000

Water Fund

When compared to 12 other communities in the metropolitan area, Independence water rates are the lowest. It is estimated that water revenues will be $25,669,566, a decrease of approximately 2.7%, as compared to the 2011-12 fiscal year. The operating budget is $24,313,581 which includes operating, non-departmental, and debt service costs. There are no capital improvement projects recommended for the Water Fund at this time.

Conclusion

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

Robert E. Heacock
City Manager

The City of Independence

Vision Statement

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

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

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

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

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

The City of Independence

Strategic Goals

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

1. To develop and support vibrant neighborhoods and a high quality of life across Independence through regular communication and diverse public involvement, cooperative partnerships, and the provision of targeted services designed to meet the specific needs of the community.

2. To foster a viable local economy with an expanding employment and tax base through focused efforts to support and redevelop existing business areas, and the aggressive pursuit of economic development opportunities consistent with the comprehensive plan.

3. To ensure long-term financial stability for the City of Independence, through the development and use of systems to project long-range financial trends based on local operating decisions and economic conditions, sound fiscal policies and practices, and budget decisions that balance community service needs with available resources.

4. To meet existing and emerging transportation needs through the timely maintenance of City infrastructure, the development and support of local and regional transportation systems, and the promotion of public transportation.

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

Financial Policies

A. Fund Balance

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

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

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

B. Revenues

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

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

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

4. Estimation of Annual Budgeted Revenues - The Finance Department will provide an annual estimate of anticipated revenues using an objective and analytical process. When faced with assumption uncertainties, conservative projections will be utilized.

5. Support Services provided to Funds - The City shall set user fees for each fund at a rate that fully covers direct and indirect costs of providing support services to other funds.

6. Fees and Charges for Services - Fees and charges shall be periodically evaluated and, if necessary, adjusted annually to assure that they cover all direct and indirect costs, unless it is determined full cost recovery would not be in the best interest of the public.

7. Investment of City Funds - Cash and investment programs will be maintained in accordance with State Statutes and the City Charter and will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

8. Restricted Revenues - Revenues will not be dedicated for specific purposes, unless required by law, generally accepted accounting practices (GAAP), or authorized by the Council. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements.

C. Expenditures

1. Employee Staffing Levels - The addition of new positions will only be requested after service needs have been thoroughly examined and it is substantiated that the additional staffing will result in increased revenue, enhanced operating efficiencies, or the achievement of specific objectives approved by the Council. To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment.

2. Service Delivery Analysis - The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our residents at the most competitive and economical cost. Department directors, in cooperation with the City Manager's office, will identify all activities that could be provided by another source and review options/alternatives to current service delivery methods. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.

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

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

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

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

D. Other Financing Sources and Uses

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

Budget Preparation/Control -

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

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

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

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

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

> City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
>
> (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.
>
> (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

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

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

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

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

Budget Policies -

Fund Types

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

> The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
>
> Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

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

> Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
>
> Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

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

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

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

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

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

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

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

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

Encumbrances

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

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

Budget Calendar for 2012-13 Operating Budget

Department complete cost allocation forms	Tue. Fri.	January 3 – January 13
Departments begin reviewing Position Management Projections	Wed.	January 4
Central Garage to complete 2012-13 budget projections.	Wed.	January 11
Departments complete reviewing Position Management Projections	Wed.	January 25
Budget Orientation meetings – individual meetings with each Department	Fri.. Fri.	January 27 - February 3
Departments begin entering budget data	Mon.	January 30
All Budget forms (including Departmental Summary, Detail Budget Sheets and Detail Program Sheets) due to Budget Office for review	Fri.	February 17
All completed budget forms due to the Budget Office for final review. The reviewed Department Requested budgets that are complete will be forwarded to the City Manager	Mon.	February 27
Updated 2012-13 Revenue Estimates sent to the City Manager by Finance	Mon.	February 27
Estimated Fund Balance Summary based on Department's requested budgets due to the City Manager from the Budget Office	Tue.	February 28
City Manager Budget reviews with departments (See attached list for schedule by department)	Tue. Fri	February 28- March 16
Updated 2012-13 Revenue Estimates sent to the City Manager by Finance	Fri.	March 16
Updated Revenue Manual completed by Finance for distribution to the City Council	Thur.	May 3
City Manager Proposed Budget submitted to the City Council (must be at least 45 days prior to the beginning of the new fiscal year) [a]	Thur.	May 3
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) [a]	Fri.	May 11

Budget Calendar for 2012-13 Operating Budget - Page 2

Public Hearing by the City Council on the Proposed Budget [a]	Mon.	May 21
First reading on the 2012-13 Operating Budget Appropriation Ordinance	Mon.	June 4
Council adoption of the 2012-13 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) [a]	Mon.	June 18
Preparation and public filing in the City Clerk's Office of the Adopted Budget	Mon.	July 2
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Mon.	July 2
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) [b]	Fri.	July 27
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance [b]	Mon.	August 6
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2012 and Jackson County no later than October 1, 2012) [b]	Mon.	August 20
GFOA budget review submittal	Fri.	August 24

Footnotes-

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

City of Independence, Missouri
2012-13 Operating Budget

Equal Employment Opportunity Plan

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

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

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

Equal Employment Opportunity Goals for 2012-13

1. City Department Directors will promote and ensure equal employment opportunity for all persons without regard to race, color, sex, religion, national origin, ancestry, age, disability, or political affiliation.

2. City Department Directors assure that no discrimination will occur in recruitment, selection, training, advancement, compensation, working conditions, demotion, layoff and termination.

3. City recruitment activity will continue to utilize wide and diverse distribution sources in the metro area, including but not limited to, area colleges, community colleges, churches, Indian centers, Hispanic and black organizations, City's website which is linked to Facebook and Twitter and area newspapers (as requested).

4. City Department Directors will strive to achieve a workforce in each occupational group which corresponds to the actual availability of qualified minorities and females in the community and surrounding area.

Equal Employment Opportunity Plan

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

Recruitment Activity

In preparation for the recruitment activity for 2013, Department Directors have been provided the staffing profile of their departments, effective July 1, 2012. All Departments have a copy of the City's Affirmative Action Plan and Affirmative Action hiring guideline/goals.

EEO 2012 Data

The following information is reporting the City's overall new hire activity for 2012. The report serves as positive evidence that the City is increasing the diversity of its workforce.

Total 2012 Full Time New Hires: 43

Males	Race: Male	Female	Race: Female
30	White – 29 Black – 1 Hispanic – 0 Ameri. Indian – 0 Asian - 0	13	White – 12 Black – 0 Hispanic – 1 Ameri. Indian – 0 Asian - 0

Total 2012 Full time new hire percentage of minorities: 5%

- Black - 2%
- Hispanic - 2%
- Total percentage of females: 30%
- Total percentage of veterans: 2%

Total 2012 Part time New Hires: 11

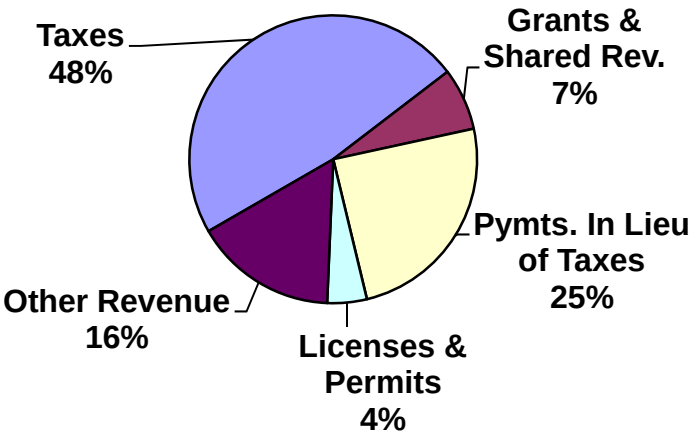
Males	Race: Male	Female	Race: Female
2	White – 2 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0	9	White – 9 Black – 0 Hispanic – 0 Ameri. Indian – 0 Asian - 0

- Total percentage of females: 82%
- Total percentage of veterans: 18%

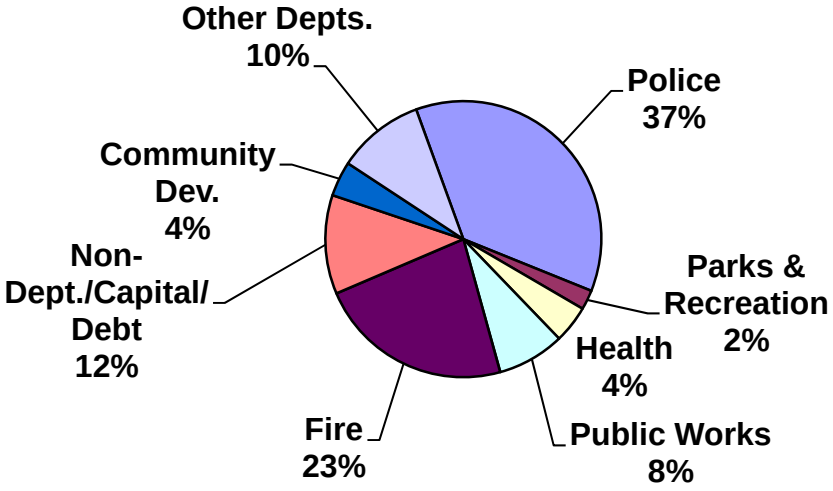
Total Workforce data for 2012:

- 1073 FT/PT employees
- Black – 3%
- Hispanic – 3%
- American Indian – 1%
- Asian – 1%
- Unknown -1%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	% of Total	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Unassigned Fund Balance		**$ 2,302,038**		**$ 1,831,405**		**$ (470,633)**	
Source of Budget Dollars							
Transfers from Other Funds				$ -		$ -	
Other Fund Balance Components		1,210,891		-		(1,210,891)	
Estimated Revenues-							
Taxes	$ 39,304,568	$ 34,998,814	48.8%	$ 35,673,564	47.9%	$ 674,750	1.9%
Payments in Lieu of Taxes	16,211,380	17,329,950	24.2%	18,343,016	24.6%	1,013,066	5.8%
Licenses & Permits	3,191,249	3,006,945	4.2%	3,303,594	4.4%	296,649	9.9%
Grants-Federal	25,393	26,178	0.0%	-	0.0%	(26,178)	-100.0%
State & County Shared Rev.	5,167,517	5,206,771	7.3%	5,193,957	7.0%	(12,814)	-0.2%
Charges for Current Services	2,266,545	2,236,653	3.1%	2,690,043	3.6%	453,390	20.3%
Fines and Forfeitures	4,398,111	4,329,537	6.0%	4,716,854	6.3%	387,317	8.9%
Interfund Charges	3,743,875	3,791,444	5.3%	3,938,088	5.3%	146,644	3.9%
Other Revenue	673,448	823,663	1.1%	558,325	0.8%	(265,338)	-32.2%
Total Estimated Revenues	$ 74,982,086	$ 71,749,955	100.0%	$ 74,417,441	100.0%	$ 2,667,486	3.7%
Capital Lease Proceeds	$ -	$ 143,533		$ -		$ (143,533)	
Total Sources	**$ 74,982,086**	**$ 73,104,379**		**$ 74,417,441**		**$ 1,313,062**	**1.8%**
Use of Budget Dollars							
Operating Departments-							
City Council	$ 429,242	$ 374,989	0.5%	$ 418,635	0.6%	$ 43,646	11.6%
City Clerk	357,035	326,377	0.5%	371,496	0.5%	45,119	13.8%
City Manager	1,039,220	936,770	1.4%	845,129	1.2%	(91,641)	-9.8%
Nat'l Frontier Trails Museum	382,528	324,548	0.5%	315,871	0.5%	(8,677)	-2.7%
Technology Services	1,683,058	1,650,858	2.4%	1,571,787	2.3%	(79,071)	-4.8%
Municipal Court	776,786	747,759	1.1%	763,901	1.1%	16,142	2.2%
Law	781,876	727,684	1.1%	661,334	0.9%	(66,350)	-9.1%
Finance	1,963,393	1,819,555	2.6%	1,835,729	2.6%	16,174	0.9%
Human Resources	436,614	429,515	0.6%	373,417	0.5%	(56,098)	-13.1%
Community Development	2,670,431	2,429,773	3.5%	2,858,751	4.1%	428,978	17.7%
Police	25,239,490	25,126,483	36.5%	25,612,039	36.7%	485,556	1.9%
Fire	16,620,726	16,237,861	23.6%	15,970,178	22.9%	(267,683)	-1.6%
Health	2,553,599	2,519,483	3.7%	3,083,584	4.4%	564,101	22.4%
Public Works	6,180,748	5,126,539	7.4%	5,487,732	7.9%	361,193	7.0%
Water Pollution Control	296,347	-	0.0%	-	0.0%	-	
Parks and Recreation	2,128,174	2,015,219	2.9%	1,593,860	2.3%	(421,359)	-20.9%
Non-Departmental	7,708,608	7,769,548	11.3%	7,447,944	10.7%	(321,604)	-4.1%
City Council Strategic Goals	249,569	236,802	0.3%	250,000	0.4%	13,198	5.6%
Capital Outlay	437,794	75,968	0.1%	374,848	0.5%	298,880	393.4%
Total Operating Departments	$ 71,935,238	$ 68,875,731	100.0%	$ 69,836,235	100.0%	$ 960,504	1.4%
Transfers							
Transfers to Other Funds	20,000	63,271		10,000		(53,271)	
Falls at Crackerneck TIF	3,566,752	4,636,010		4,571,206		(64,804)	-1.4%
Total Uses	**$ 75,521,990**	**$ 73,575,012**		**$ 74,417,441**		**$ 842,429**	**1.1%**
Ending Undesignated Fund Balance		**$ 1,831,405**		**$ 1,831,405**		**$ -**	**0.0%**

City of Independence, Missouri
2012-13 Operating Budget

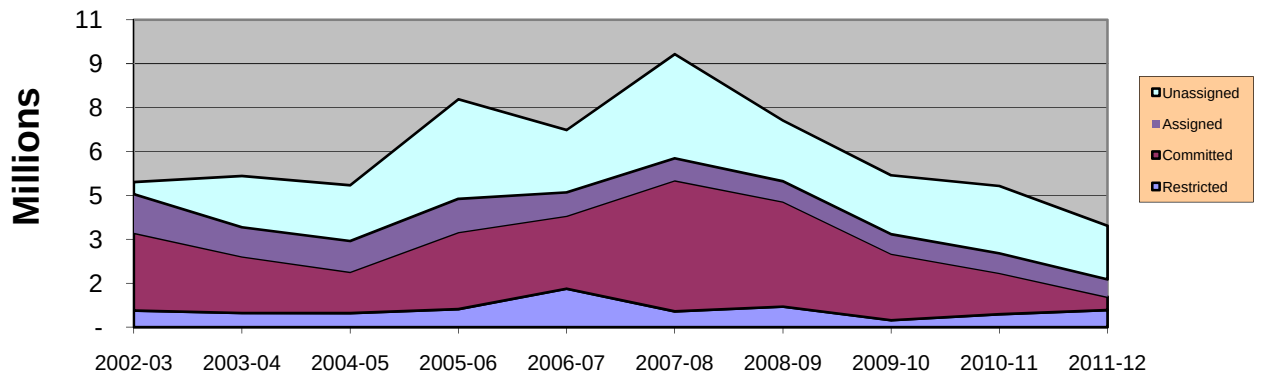
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 2007 through June 30, 2012

Description	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Actual 6/30/11	Unaudited 6/30/12
Fund Balance Components						
Restricted:						
Protested Revenues	$ 1,020,068	$ 185,212	$ 268,153	$ 42,030	$ 24,351	
Police Forfeitures	70,938	116,436	209,456	180,545	418,205	
Other	224,134	238,364	223,610	13,790	-	
Total Restricted	$ 1,315,140	$ 540,012	$ 701,219	$ 236,365	$ 442,556	$ 584,917
Committed:						
Capital Projects	$ 242,191	$ 333,316	$ 229,322	$ 111,852	$ 120,851	
TIF Distributions	710,447	763,190	762,205	620,198	-	
City Council Strat. Goals	426,138	236,820	161,717	207,596	243,646	
Other	1,115,287	3,145,297	2,440,656	1,337,832	1,048,795	
Total Committed	$ 2,494,063	$ 4,478,623	$ 3,593,900	$ 2,277,478	$ 1,413,292	$ 453,285
Assigned:						
Encumbrances	$ 795,704	$ 751,344	$ 689,667	$ 662,882	$ 667,065	$ 593,561
Unassigned	2,129,791	3,557,838	2,073,982	2,012,374	2,302,039	1,831,405
Total Fund Balance	$ 6,734,698	$ 9,327,817	$ 7,058,768	$ 5,189,099	$ 4,824,952	$ 3,463,168
Fund Balance Target (a)	3,194,712	3,360,135	3,315,706	3,325,177	3,749,104	3,587,498
Actual over (under) Target (a)	(1,064,921)	197,703	(1,241,724)	(1,312,803)	(1,447,065)	(1,756,093)

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

Ten Year Fund Balance Comparison



City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - General Fund

Unassigned Projected Fund Balance for 2012-13

Unassigned Fund Balance at June 30, 2012 (Projected)	$ 1,831,405
<u>Transfers from Other Fund Balance Components:</u>	
Fund Balance Uses for 2012-13	-
Projected Unassigned Fund Balance at June 30, 2013	$ 1,831,405
Projected Unassigned Fund Balance Target (5% of Estimated Revenues)	**$ 3,720,872**

[1] *It is the City's Policy to not use Fund Balance as a funding source to finance ongoing purposes or programs in the budget since it represents a one time only resource and the budgeted purpose is left without available funding in future fiscal years. These proposed uses are considered one time expenses and are not expected to continue in future fiscal years.*

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund					
	Property Taxes					
2-3011	Real Estate	7,434,768	7,403,484	7,302,884	7,400,000	1.3%
2-3013	R.R. & Other Utility	31,864	33,500	35,226	34,000	-3.5%
	Total Property Taxes	7,466,633	7,436,984	7,338,110	7,434,000	1.3%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	15,836,443	16,268,536	16,291,019	16,512,564	1.4%
2-3042	Cigarette Tax	468,859	490,000	454,745	455,000	0.1%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	16,305,303	16,758,536	16,745,764	16,967,564	1.3%
	Utility Franchise Fees					
2-3052	Water	24,426	22,000	24,633	24,000	-2.6%
2-3053	Gas	4,901,356	6,000,000	3,593,668	5,000,000	39.1%
2-3054	Telephone	9,500,603	5,000,000	6,096,107	5,140,000	-15.7%
2-3055	Electricity	446,935	425,000	483,528	462,000	-4.5%
2-3057	Cable Television	659,313	601,000	717,005	646,000	-9.9%
	Total Utility Franchise Fees	15,532,633	12,048,000	10,914,941	11,272,000	3.3%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	12,404,416	13,494,227	13,145,463	13,934,425	6.0%
2-3282	Water Service In Lieu of Taxes	2,135,230	2,335,896	2,328,111	2,370,072	1.8%
2-3283	Sanitary Sewer In Lieu of Taxes	1,671,734	1,790,000	1,856,375	2,038,519	9.8%
	Total Pymt. in Lieu of Taxes	16,211,381	17,620,123	17,329,949	18,343,016	5.8%
	Total Taxes	55,515,949	53,863,643	52,328,764	54,016,580	3.2%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,306,442	1,389,000	1,395,388	1,499,000	7.4%
2-3102	Liquor Licenses	103,581	107,000	103,691	101,000	-2.6%
2-3103	Bld. Trades Licenses and Exams	115,825	141,000	111,244	100,000	-10.1%
2-3104	Fin-Other License/Permits	51,899	50,000	50,659	49,000	-3.3%
2-3108	Building Permits, Com.Develop.	671,888	644,000	411,490	550,000	33.7%
2-3109	Construction Permits, Pub.Works	155,381	230,000	123,161	200,000	62.4%
2-3120	Nursing Home Permits	750	750	625	625	
2-3121	Day Care Permits	6,578	6,817	5,899	5,869	-0.5%
2-3122	Food Handler's Permits	108,285	105,000	115,635	105,000	-9.2%
2-3123	Massage Therapist Appl	4,440	3,620	3,780	3,580	-5.3%
2-3124	Other Food Permits	148,662	136,740	154,515	145,020	-6.1%
2-3125	Ambulance Permits & Licenses	31,636	37,000	43,008	37,000	-14.0%
2-3126	Plan Reviews - Health Dept.	3,000	3,000	9,300	7,500	-19.4%
	Total Bus. Lic. & Permits	2,708,367	2,853,927	2,528,395	2,803,594	10.9%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	482,882	500,000	478,550	500,000	4.5%
	Total Licenses and Permits	3,191,249	3,353,927	3,006,945	3,303,594	9.9%

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	25,393	25,393	25,393		-100.0%
2-3219	Other			785		-100.0%
	Total Federal Grants	25,393	25,393	26,178		-100.0%
	State Government Grants					
2-3241	Financial Institutions Tax	28,410	30,000	21,646	22,000	1.6%
2-3242	Gasoline Tax	3,167,831	3,245,000	3,053,163	3,100,000	1.5%
2-3243	Motor Vehicle License Fees	507,602	600,000	489,348	520,000	6.3%
2-3244	Motor Vehicle Sales Tax	680,671	750,000	709,407	750,000	5.7%
	Total State Grants	4,384,513	4,625,000	4,273,564	4,392,000	2.8%
	Other Sources					
2-3272	Jackson County Drug Task Force	579,213	570,500	612,418	572,500	-6.5%
2-3274	Jackson County Dare Program	178,791	178,791	295,789	204,457	-30.9%
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	
2-3279	Other Misc. Grants					
	Total Other Sources	783,004	774,291	933,207	801,957	-14.1%
	Total Grants	5,192,910	5,424,684	5,232,949	5,193,957	-0.7%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	14,195	9,200	11,190	9,000	-19.6%
2-3303	Board Of Adjustment Fees	3,660	3,000	4,260	3,000	-29.6%
2-3304	Sale Of Maps, Books, Plans	3,795	12,000	3,200	9,000	181.3%
2-3305	Sale Of Police Reports	38,868	29,500	33,652	30,000	-10.9%
2-3306	Sale Of Fire Reports	290	500	707	200	-71.7%
2-3307	Computer Service Charges	300		300		-100.0%
2-3309	Transit Rider Fares				379,400	
	Health					
2-3311	Animal Shelter Fees	105,227	114,990	110,814	267,500	141.4%
2-3312	Animal Shelter Services	20,646	21,000	23,991	335,500	1298.4%
2-3313	Other Health Programs	7,375	2,250	11,411	5,464	-52.1%
	Public Safety					
2-3316	Reimb. For Police Services	12,167	7,000	9,817	8,500	-13.4%
2-3317	School Resource Officers	473,869	499,679	500,904	499,679	-0.2%
2-3318	Alarm Charges - Police		25,000	37,900	30,000	-20.8%
2-3319	Alarm Charges - Fire	1,925	2,000	2,630	3,000	14.1%
	Recreation					
2-3322	Program Fees	71,014	64,000	40,174	40,000	-0.4%
2-3323	Concessions	5,425	7,000	6,484	7,000	8.0%
2-3326	Pool Fees					
2-3327	Center Fees/Club Memberships	32,564	28,000	32,748	40,000	22.1%
2-3329	Facility Rentals	100,276	56,700	74,752	56,000	-25.1%

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	49,505	54,000	46,504	54,000	16.1%
2-3332	NFTM-Gift Shop	27,501	28,000	22,110	27,000	22.1%
	Cemetery					
2-3341	Sale Of Cemetery Lots	4,200	3,250	4,200	3,500	-16.7%
2-3342	Sale Of Monument Bases	4,032	3,500	3,662	3,000	-18.1%
2-3343	Grave Opening Charges	45,800	47,000	54,595	45,000	-17.6%
	Other Charges					
2-3392	Sale Of Street Signs		300	277	300	8.3%
2-3393	Special Assessments	191,002	170,000	185,910	170,000	-8.6%
2-3396	Sale Of Recycled Material	16,201	16,000	17,608	15,000	-14.8%
2-3397	Solid Waste Disp Fees	94,553	80,000	87,817	74,000	-15.7%
2-3398	Miscellaneous Charges	942,155	676,124	909,036	575,000	-36.7%
	Total Charges for Services	2,266,545	1,959,993	2,236,653	2,690,043	20.3%
	Fines and Court Costs					
2-3401	Fines & Forfeitures	3,822,707	4,162,694	3,775,779	4,162,694	10.2%
2-3402	Court Costs	435,648	403,964	421,994	403,964	-4.3%
2-3403	Police Training	59,456	61,718	57,460	61,718	7.4%
2-3404	Domestic Violence	59,750	61,718	57,505	61,718	7.3%
2-3405	Dwi/Drug	20,550	26,760	16,799	26,760	59.3%
	Total Fines & Court Costs	4,398,111	4,716,854	4,329,537	4,716,854	8.9%
	Interest Income					
2-3411	Interest	3,844	4,200	758	600	-20.8%
2-3412	Special Assessments - Interest		500	-411	300	
2-3413	Interest - Other	100,157	85,000	90,204	90,000	-0.2%
	Total Interest Income	104,001	89,700	90,551	90,900	0.4%
2-3421	Interfund Chgs. For Supp. Serv.	3,743,875	3,943,428	3,791,444	3,938,088	3.9%
	Other Revenue					
2-3431	Sale Of Land	600	2,000		2,000	
2-3432	Sale Of Fixed Assets	138,822	124,400	25,312	125,000	393.8%
2-3433	Rents	166,381	155,000	192,081	128,400	-33.2%
2-3434	Damage Claims	2,749	2,000	66	2,000	2930.3%
2-3435	Contributions	35,601	10,000	13,845	10,000	-27.8%
2-3439	Cash Over/Short	-296		72		-100.0%
2-3440	Discounts Taken	52	25	25	25	
2-3449	Misc. Non-Operating Revenue	225,536	175,000	501,711	200,000	-60.1%
	Total Other Revenue	569,445	468,425	733,112	467,425	-36.2%
	Total General Fund Revenues	**$74,982,085**	**$73,820,654**	**$71,749,955**	**$74,417,441**	3.7%

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget
General Government:					
City Council	$ 429,242	$ 409,522	$ 409,522	$ 374,989	$ 418,635
City Clerk	357,035	366,678	366,678	326,377	371,496
City Manager	1,039,220	838,697	838,697	936,770	845,129
Technology Services	1,683,058	1,716,104	1,716,104	1,650,858	1,571,787
Municipal Court	776,786	751,614	751,614	747,759	763,901
Total General Government	4,285,341	4,082,615	4,082,615	4,036,753	3,970,948
National Frontier Trails Museum	382,528	372,833	372,833	324,548	315,871
Law Department	781,876	764,018	764,018	727,684	661,334
Finance Department:					
Administration	435,619	426,224	426,224	426,739	441,791
Accounting	950,453	928,448	928,998	920,455	919,241
Purchasing	419,010	363,553	363,003	320,531	313,845
Occupation Licensing	158,311	155,731	155,731	151,830	160,852
Total Finance Department	1,963,393	1,873,956	1,873,956	1,819,555	1,835,729
Human Resources	436,614	408,934	408,934	429,515	373,417
Community Development Department:					
Administration	271,148	255,147	255,322	259,772	267,623
Neighborhood Services	47,945	25,246	25,246	33,899	25,276
Comprehensive Planning	258,424	269,353	269,353	272,299	274,915
Current Planning	180,384	183,064	181,845	176,367	182,077
Transportation	1,045,558	1,033,021	1,033,021	1,035,033	1,444,033
Historic Preservation	90,366	57,024	57,024	37,484	45,856
Building Inspection	776,606	722,163	723,207	614,919	618,971
Total Community Development	2,670,431	2,545,018	2,545,018	2,429,773	2,858,751
Police Department:					
Administration	3,139,682	2,737,068	2,785,453	2,958,400	2,898,422
Police Operations	16,324,171	16,427,733	16,427,908	16,849,254	17,039,655
Police Services	5,775,637	5,721,048	5,721,048	5,318,829	5,673,962
Total Police Department	25,239,490	24,885,849	24,934,409	25,126,483	25,612,039

(continued on the next page)

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget
Fire Department:					
Administration	$ 393,963	$ 428,853	$ 419,699	$ 362,362	$ 407,139
Fire Operations	15,013,019	14,230,736	14,238,486	14,921,859	14,459,684
Fire Prevention	578,346	559,445	559,957	532,281	561,820
Maintenance	343,011	270,601	268,401	204,053	271,499
Training/Emer. Preparedness	292,387	259,588	331,009	217,306	270,036
Total Fire Department	16,620,726	15,749,223	15,817,552	16,237,861	15,970,178
Health Department:					
Administration	217,963	213,987	213,987	212,694	216,945
Health Services	703,111	663,104	663,104	658,277	276,345
Animal Services	706,938	813,031	815,503	792,180	1,399,715
Environmental Public Health	925,587	868,610	868,610	856,332	1,190,579
Total Health Department	2,553,599	2,558,732	2,561,204	2,519,483	3,083,584
Public Works:					
Administration	$ 259,804	$ 262,663	$ 262,663	$ 266,047	$ 273,779
Engineering	535,105	514,568	514,436	469,651	418,573
Administrative Support	360,836	248,259	248,391	335,982	286,061
Property Management	722,074	656,422	656,422	669,239	618,595
Street Maintenance	4,302,929	4,002,931	4,002,931	3,385,620	3,890,724
Total Public Works	6,180,748	5,684,843	5,684,843	5,126,539	5,487,732
Water Pollution Control-					
Storm Water Maintenance	296,347	-	-	-	-
Parks and Recreation:					
Administration	$ 266,780	$ 279,230	$ 279,230	$ 304,126	$ 259,064
Park Maintenance	863,021	883,462	883,462	892,965	729,526
Recreation	792,678	568,733	572,645	604,098	394,452
Cemetery Maintenance	205,695	208,131	208,131	214,030	210,818
Total Parks and Recreation	2,128,174	1,939,556	1,943,468	2,015,219	1,593,860
Non-Departmental	7,708,608	8,187,370	8,215,570	7,769,548	7,447,944
City Council Strategic Goals	249,569	250,000	448,027	236,802	250,000
Capital Outlay - Operating	433,682	374,848	374,848	75,968	374,848
Capital Outlay - TIF Distributions	4,112	-	-	-	-
Total General Fund	$ 71,935,238	$ 69,677,795	$ 70,027,295	$ 68,875,731	$ 69,836,235

City of Independence, Missouri
2012-13 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

	2010-11	2011-12		2012-13
	Actual	Budget	Actual	Budget
Personal Services:				
Full Time Salaries	$ 38,293,896	$ 36,850,595	$ 37,386,173	$ 36,690,434
Part Time Salaries	679,690	681,549	671,856	638,273
Overtime	1,464,638	1,180,737	1,422,821	1,195,377
Allowances	354,422	335,515	336,489	328,240
Benefits:				
FICA	3,096,896	2,963,917	2,930,714	2,956,574
LAGERS	4,176,822	4,286,638	4,321,515	4,659,477
Health Insurance	6,849,254	6,655,509	6,513,380	6,548,814
Dental Insurance	360,147	319,025	312,912	329,838
Life Insurance	97,987	87,157	93,947	86,062
Deferred Compensation	129,253	-	12,067	20,236
Long Term Disability	40,219	40,121	37,573	39,613
Retiree Health Insurance	3,156,948	3,295,319	3,204,334	3,504,795
Total Benefits	$ 17,907,526	$ 17,647,686	$ 17,426,442	$ 18,145,409
Other Personal Services	960,734	633,202	145,318	705,571
Total Personal Services	$ 59,660,906	$ 57,329,284	$ 57,389,099	$ 57,703,304
Other Services	8,864,308	8,775,443	8,725,801	8,394,805
Supplies	2,390,078	2,151,491	1,724,851	2,333,952
Capital Outlay - Operating Budget	610,713	607,219	518,217	596,359
Capital Outlay - TIF Distributions	4,112	-	-	-
City Council Strategic Goals	249,569	250,000	236,802	250,000
Other	155,552	564,358	280,961	557,815
Total Expenditures	$ 71,935,238	$ 69,677,795	$ 68,875,731	$ 69,836,235

City of Independence, Missouri
2012-13 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 387,898	$ 25,827	$ 4,910	$ -	$ 418,635
City Clerk	316,010	37,755	17,731	-	371,496
City Manager	820,625	21,538	2,966	-	845,129
National Frontier Trails Center	226,641	57,805	31,425	-	315,871
Technology Services	1,399,547	137,080	16,270	18,890	1,571,787
Municipal Court	735,554	23,925	4,422	-	763,901
Law	538,834	96,200	26,300	-	661,334
Finance	1,676,834	142,591	16,304	-	1,835,729
Human Resources	356,163	11,561	5,693	-	373,417
Community Development	1,295,944	1,546,006	16,801	-	2,858,751
Police	23,747,932	1,120,894	719,738	23,475	25,612,039
Fire	15,023,231	590,446	263,267	93,234	15,970,178
Health	2,459,026	334,940	289,618	-	3,083,584
Public Works	3,015,882	1,471,066	802,748	198,036	5,487,732
Parks and Recreation	1,241,520	240,046	112,294	-	1,593,860
Non-Departmental	4,461,663	2,537,125	3,465	445,691	7,447,944
City Council Strategic Goals	-	250,000	-	-	250,000
Capital Outlay	-	-	-	374,848	374,848
General Fund Total	$ 57,703,304	$ 8,644,805	$ 2,333,952	$ 1,154,174	$ 69,836,235
Allocation by Percentage					
City Council	92.66%	6.17%	1.17%	0.00%	100.00%
City Clerk	85.06%	10.16%	4.77%	0.00%	100.00%
City Manager	97.10%	2.55%	0.35%	0.00%	100.00%
National Frontier Trails Center	71.75%	18.30%	9.95%	0.00%	100.00%
Technology Services	89.04%	8.72%	1.04%	1.20%	100.00%
Municipal Court	96.29%	3.13%	0.58%	0.00%	100.00%
Law	81.48%	14.55%	3.98%	0.00%	100.00%
Finance	91.34%	7.77%	0.89%	0.00%	100.00%
Human Resources	95.38%	3.10%	1.52%	0.00%	100.00%
Community Development	45.33%	54.08%	0.59%	0.00%	100.00%
Police	92.72%	4.38%	2.81%	0.09%	100.00%
Fire	94.07%	3.70%	1.65%	0.58%	100.00%
Health	79.75%	10.86%	9.39%	0.00%	100.00%
Public Works	54.96%	26.81%	14.63%	3.61%	100.00%
Parks and Recreation	77.89%	15.06%	7.05%	0.00%	100.00%
Non-Departmental	59.90%	34.06%	0.05%	5.98%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	82.63%	12.38%	3.34%	1.65%	100.00%

City of Independence, Missouri
2012-13 Operating Budget

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

For the Fiscal Years 2011-12 and 2012-13

Description	Amount
2011-12	
Operating Transfers In-	
From the Central Garage Fund	$ 48,195
Total Operating Transfers In	$ 48,195
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	$ (3,586,752)
Total Operating Transfers Out	$ (3,586,752)
Net Transfers	**$ (3,538,557)**
2012-13	
Operating Transfers In-	
From Other Funds	$ -
Total Operating Transfers In	$ -
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	$ (4,571,206)
To Amortize the Storm Water Fund accumulated deficit	(10,000)
Total Operating Transfers Out	$ (4,581,206)
Net Transfers	**$ (4,581,206)**

City of Independence, Missouri
2012-13 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 2006-07 through 2012-13

Description	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Budget 2012-13
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	10.50	10.50	10.50	9.50	9.50	7.00	7.00
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	5.75	5.75
Technology Services	21.00	21.00	21.00	21.00	21.00	22.00	22.00
Municipal Court	13.00	14.00	14.00	14.00	14.00	14.00	14.67
Law	6.88	6.88	6.50	6.50	6.00	6.25	6.25
Finance	25.15	24.15	24.15	24.15	24.15	22.65	22.65
Human Resources	7.50	7.50	7.50	7.50	6.50	6.50	6.44
Community Development	25.75	26.05	26.05	27.55	27.05	27.30	27.30
Police	281.50	283.00	290.40	290.40	292.90	288.65	289.91
Fire	173.25	173.25	173.25	173.25	173.25	173.25	173.25
Health	34.25	35.25	35.25	35.25	36.00	35.16	40.20
Public Works	82.00	82.00	82.00	82.00	83.00	79.90	79.90
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	-	-
Parks and Recreation	35.53	32.65	32.65	33.46	31.71	28.71	29.15
General Fund Total - Authorized	743.31	743.23	750.25	751.56	752.06	733.12	740.47
Less: Positions not Funded	(3.50)	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)	(79.27)
General Fund Total - Funded	739.81	739.73	745.75	733.51	711.51	673.07	661.20

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

Note 2: Changes by department and position between fiscal years 2011-12 and 2012-13 are shown on the following page(s).

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2011-12 and 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
General Fund				
National Frontier Trails Center Museum				
Curator	(1.00)		(1.00)	position reclassified
Museum Administrator Curator	1.00		1.00	
NFTM Coordinator	(1.00)		(1.00)	position reclassified
Museum Operations Manager	1.00		1.00	
Special Events / Education Coord.	(1.00)		(1.00)	position reclassified
Events / Education Program Manager	1.00		1.00	
Department Total	-	-	-	
Technology Services				
Technology Services				
Systems Analyst	(1.00)		(1.00)	position reclassified
Information Technology Program Supv.	1.00		1.00	
Department Total	-	-	-	
Municipal Court				
Court Bailiff	0.67		0.67	add part time position
Department Total	0.67	-	0.67	
Finance				
Accounting				
Accountant I	(0.50)		(0.50)	position reclassified
Senior Accountant	0.50		0.50	
Department Total	-	-	-	
Human Resources				
Human Resources Generalist	(1.00)		(1.00)	position reclassified
Human Resources Analyst	1.00		1.00	
Benefits Specialist	(1.00)		(1.00)	position reclassified
Benefits Administrator	1.00		1.00	
Employee Relations & Dev. Specialist	(1.00)		(1.00)	position reclassified
Employment/Volunteer Serv. Admin.	1.00		1.00	
Human Resources Technician	(0.25)		(0.25)	change in funding level
Human Resources Assistant	0.25		0.25	change in funding level
Human Resources Clerk	(0.06)		(0.06)	change in funding level
Department Total	(0.06)	-	(0.06)	
Community Development				
Comprehensive Planning				
GIS Technician	(1.00)		(1.00)	position reclassified
Senior GIS Technician	1.00		1.00	
Department Total	-	-	-	

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2011-12 and 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
Police				
Chief of Police				
Administrative Specialist II	(1.00)		(1.00)	position transferred to Patrol
Inventory Technician	0.63		0.63	add part time position
Patrol				
Administrative Specialist II	1.00		1.00	position transferred from Chief of Police
Police Officer	1.00		1.00	position transferred from Tactical Operations
Investigations				
Police Officer	1.00		1.00	position transferred from Tactical Operations
Tactical Operations				
Police Sergeant	(1.00)		(1.00)	position transferred to Special Enforcement
Police Officer	(1.00)		(1.00)	position transferred to Patrol
Police Officer	(1.00)		(1.00)	position transferred to Investigations
Police Officer	(9.00)		(9.00)	positions transferred to Special Enforcement
Special Enforcement				
Police Officer	9.00		9.00	positions transferred from Tactical Operations
Police Officer	1.00		1.00	position was formerly grant funded
Police Sergeant	1.00		1.00	position transferred from Tactical Operations
Records				
Records Unit Clerk	0.63		0.63	position reclassified and
Police Desk Clerk	(1.00)		(1.00)	changed to part time
Communications				
Telecommunicator	(1.00)		(1.00)	position reclassified
Telecommunicator I	1.00		1.00	
Department Total	1.26	-	1.26	

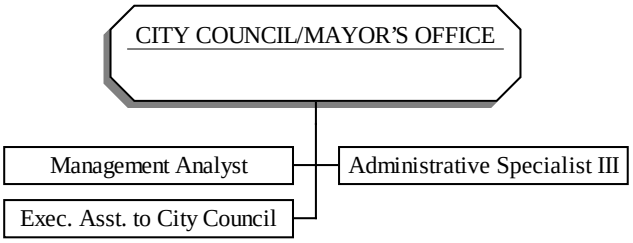
City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2011-12 and 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
Health				
Food & Institution Division				
Foods & Institution Manager	(1.00)		(1.00)	Foods & Institution division merged with Environmental Public Health division
Public Health Investigator II	(4.00)		(4.00)	
Administrative Specialist II	(1.00)		(1.00)	
Public Health Promotion Division				
Public Health Outreach & Prog. Mgr.	0.84		0.84	change in position funding level
Animal Field Services Division				
Animal Services Officer		(0.20)	(0.20)	reduce part time positions
Kennel Officer		(1.50)	(1.50)	transferred to Animal Shelter Services division
Clerk Typist II		(1.25)	(1.25)	
Volunteer Coordinator		(0.50)	(0.50)	
Animal Services Supervisor		(1.00)	(1.00)	position eliminated
Custodian		(0.25)	(0.25)	position eliminated
Animal Shelter Services Division				
Kennel Officer		1.50	1.50	transferred from Animal Field Services division
Clerk Typist II		1.25	1.25	
Volunteer Coordinator		0.50	0.50	
Clerk Typist II		1.15	1.15	increase part time funding
Volunteer Coordinator		0.50	0.50	change position to full time
Shelter Division Manager		1.00	1.00	add new positions for new shelter operations
Veterinarian		1.00	1.00	
Veterinarian Technician		1.00	1.00	
Administrative Specialist III		1.00	1.00	
Environmental Public Health Division				
Foods & Institution Manager	1.00		1.00	Foods & Institution division merged with Environmental Public Health division
Public Health Investigator II	4.00		4.00	
Administrative Specialist II	1.00		1.00	
Foods & Institution Manager	(1.00)		(1.00)	position reclassified
Environmental Public Health Supv.	1.00		1.00	
Code Compliance Manager	(1.00)		(1.00)	position reclassified
Environmental Public Health Manager	1.00		1.00	
Department Total	0.84	4.20	5.04	
Parks and Recreation				
Parks and Rec. Administration				
Staff Assistant - Volunteer Coordinator	0.30		0.30	increase part time position funding
George Owens Nature Park				
Center Attendant	0.14		0.14	increase part time position funding
Department Total	0.44	-	0.44	
General Fund Total	3.15	4.20	7.35	

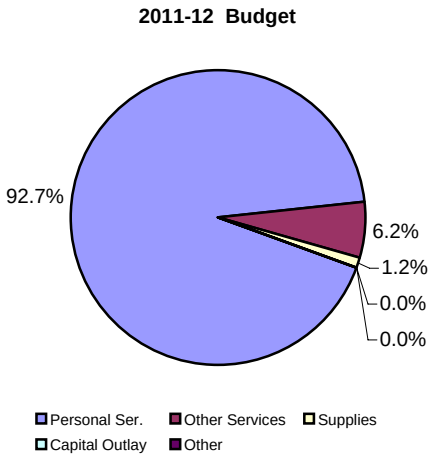
City Of Independence, Missouri
City Council/Mayor's Office



City Council

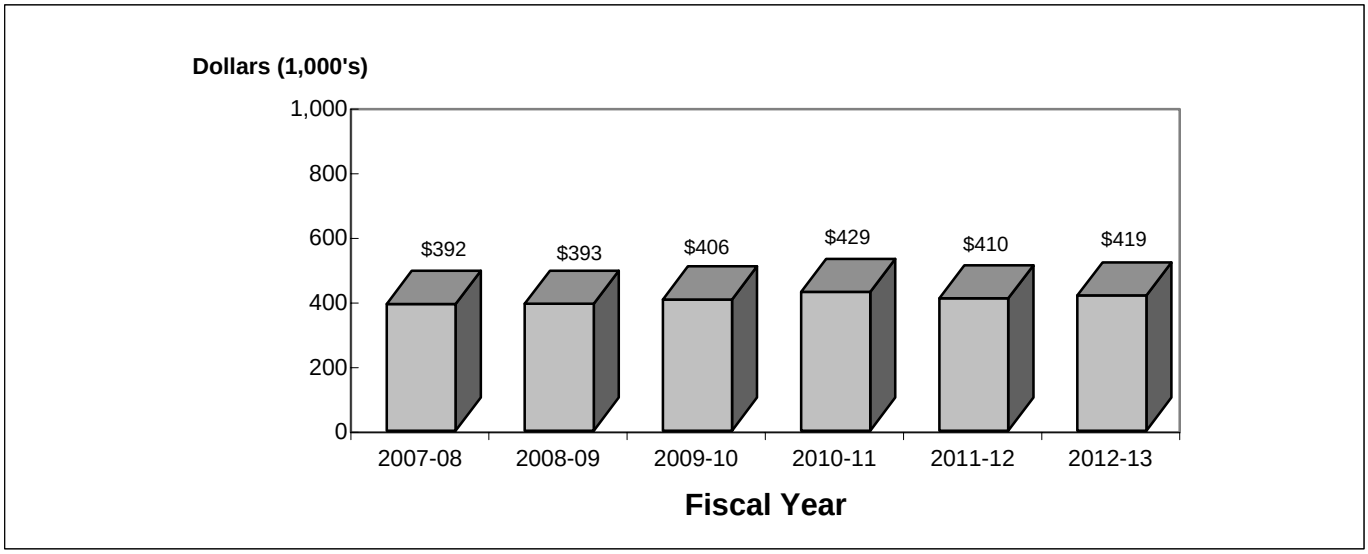
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 400,800	$ 379,175	$ 368,863	$ 387,898
Other Services	26,489	25,437	36,099	25,827
Supplies	1,953	4,910	4,560	4,910
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 429,242	$ 409,522	$ 409,522	$ 418,635



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	$ 392,116	$ 392,654	$ 405,888	$ 429,242	$ 409,522	$ 418,635
Total All Funds	$ 392,116	$ 392,654	$ 405,888	$ 429,242	$ 409,522	$ 418,635
Comparative Ratios:						
Per Capita	$ 3.37	$ 3.60	$ 3.56	$ 3.54	$ 3.51	$ 3.58
Per Household	$ 7.99	$ 8.45	$ 8.25	$ 7.94	$ 8.40	$ 8.86



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4002 City Council	213,726	187,704	187,704	208,657
4003 Management Analyst	87,572	91,017	91,017	80,187
4004 Mayor's Office	127,944	130,801	130,801	129,791
Total	429,242	409,522	409,522	418,635
Source of Funding				
General Fund	429,242	409,522	409,522	418,635
Total	429,242	409,522	409,522	418,635

City of Independence
Detail Program Summary

Department: 4000 - City Council *2012-13 Operating Budget*
Cost Center: 4002 - City Council *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Councilmember	6.00	6.00	6.00	6.00
Exec Assistant to City Council	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	205,117	178,309	178,309	198,987
Other Services & Charges	7,460	8,185	8,385	8,460
Supplies	1,149	1,210	1,010	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	213,726	187,704	187,704	208,657

City of Independence
Detail Program Summary

Department: 4000 - City Council *2012-13 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	86,732	89,225	78,913	78,395
Other Services & Charges	791	1,092	11,554	1,092
Supplies	49	700	550	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	87,572	91,017	91,017	80,187

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2012-13 Operating Budget*
Cost Center: 4004 - Mayor's Office — *Fund: 02 - General Fund*

Description

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

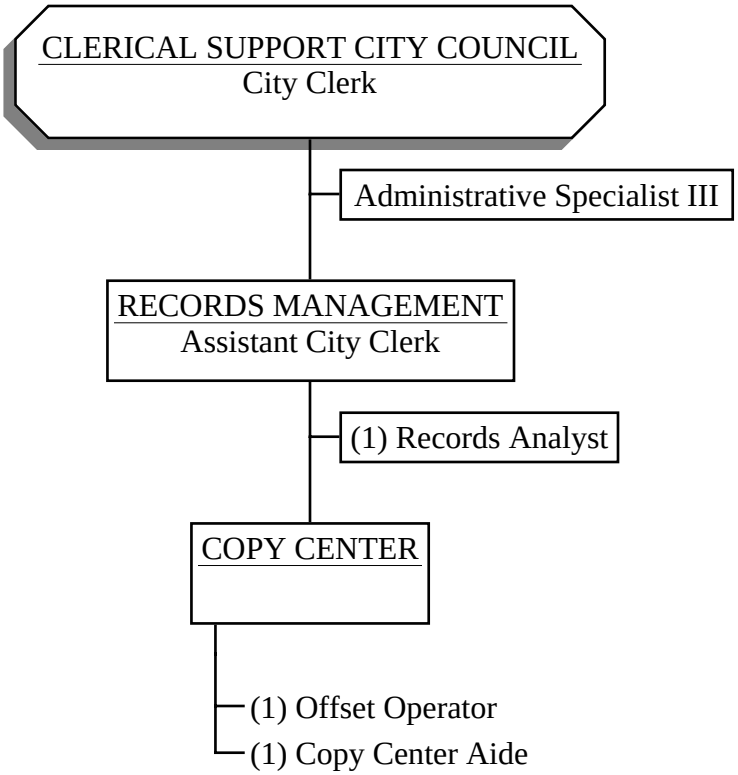
Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Mayor	1.00	1.00	1.00	1.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

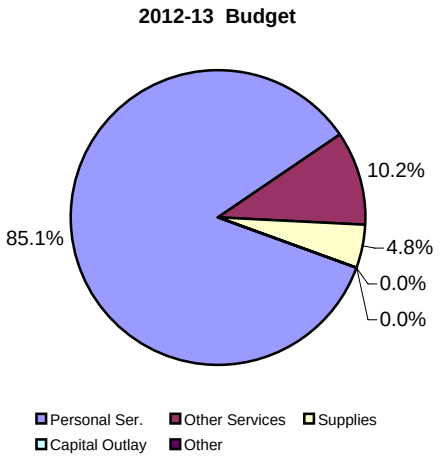
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	108,951	111,641	111,641	110,516
Other Services & Charges	18,238	16,160	16,160	16,275
Supplies	755	3,000	3,000	3,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	127,944	130,801	130,801	129,791

City of Independence, Missouri
City Clerk



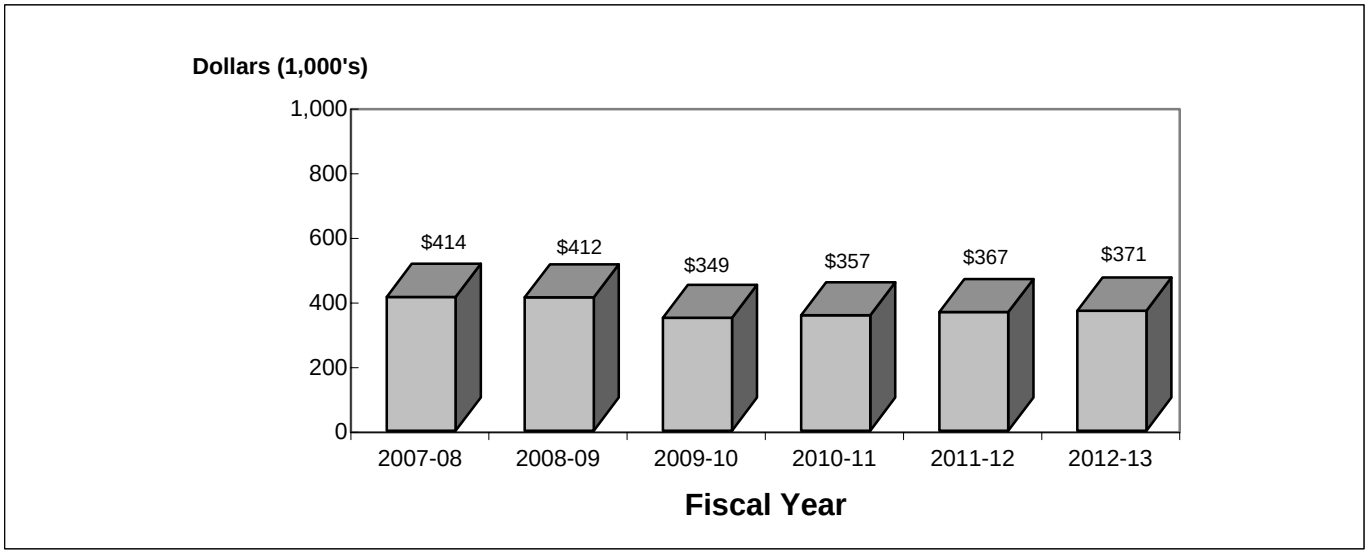
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 312,116	$ 312,191	$ 311,315	$ 316,010
Other Services	28,681	37,508	38,384	37,755
Supplies	16,238	16,979	16,979	17,731
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 357,035	$ 366,678	$ 366,678	$ 371,496



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 413,967	$ 412,251	$ 349,256	$ 357,035	$ 366,678	$ 371,496
Total All Funds	$ 413,967	$ 412,251	$ 349,256	$ 357,035	$ 366,678	$ 371,496
Comparative Ratios:						
Per Capita	$ 3.56	$ 3.78	$ 3.06	$ 2.95	$ 3.14	$ 3.18
Per Household	$ 8.43	$ 8.88	$ 7.10	$ 6.60	$ 7.52	$ 7.86



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2012-13 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; apply the City Seal when appropriate; maintain a Council record indexing management 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; operate the in-house printing/mail processing facility of the City; maintain a records management program for the City; and work with the Jackson County Board of Election Commissioners handling City elections.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	149,678	154,281	154,364	172,030
4014 Records Management	72,125	74,103	74,020	61,250
4015 Copy Center	135,232	138,294	138,294	138,216
Total	357,035	366,678	366,678	371,496
Source of Funding				
General Fund	357,035	366,678	366,678	371,496
Total	357,035	366,678	366,678	371,496

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2012-13 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; provide access to public City records; coordinate Council appointments to City boards and commissions; attest to signatures on official documents; apply the City Seal when appropriate; maintain a Council record indexing management system; administer oaths of office; draft ordinances and resolutions; finalize public hearing and invitation to bid notices and submit for publication; process and return bid bonds for capital projects; and work with the Jackson County Board of Election Commissioners handling City elections.

2011-12 Accomplishments	**Goal Ref**
* Added records management module to document management application.	3
* Added 50 years of ordinances, resolutions and Council meeting minutes into the searchable indexing system.	3
* Reviewed inactive boards with staff in order to update and revise functions following Council review.	1
* Added tips and notifications to support full use of electronic agenda.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Resolutions Passed	100	75	80	80
City Council Meetings	30	28	25	25
Study Sessions	28	20	20	25
Ordinances Passed	275	182	250	200

2012-13 Objectives	**Goal Ref**
* Incorporate records module features into use of document management application, improving access to records.	3
* Work with staff and report to Council on inactive City boards, commissions, and committees.	1
* Document staff procedures to facilitate transition from manual to automated/electronic functions related to the agenda and responding to requests for public records.	3

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2012-13 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	138,874	139,168	138,292	153,591
Other Services & Charges	8,784	15,013	15,972	17,730
Supplies	2,020	100	100	709
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	149,678	154,281	154,364	172,030

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2012-13 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Added terminal for staff to research ordinances, resolutions and minutes with email and print options available.	3
* Created and updated procedures and identified areas of cross-training for internal Continuation Of Operation Plan.	3
* Updated records shelving to provide uniform spacing; improved access and safety.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Records Stored- Cubic Feet	2,400	2,170	2,200	2,947

2012-13 Objectives	**Goal Ref**
* Re-establish regular final disposition review of City records and obtain Council authorization to proceed.	3
* Organize records by retention and document type for easier retrieval.	3
* Review and revise plan for long-term retention of permanent records.	3
* Identify more efficient communication methods to advise staff about Records Center procedures as well as proper storage of records both in-house and off-site.	3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Records Analyst	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2012-13 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	70,819	70,518	70,518	58,435
Other Services & Charges	1,225	3,485	3,402	2,540
Supplies	81	100	100	275
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	72,125	74,103	74,020	61,250

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2012-13 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

Description

Maintain in-house copy facility for the City, affix postage to all mail items being sent out by the City, and insert utility bills into mailing envelopes along with the appropriate postage.

2011-12 Accomplishments — **Goal Ref**

* Updated and used electronic form library to more efficiently fill print requests. — 3
* Added processes to internal procedure manual for use in cross training. — 3
* Utilized technology to eliminate manual processes related to City Code distribution, reducing the number of print copies. — 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Printing Impressions (in millions)	2.500	1.659	2.000	1.750
Items Mailed (in millions)	1.050	1.010	1.100	1.100

2012-13 Objectives — **Goal Ref**

* Expand electronic tracking of copy and print job requests. — 3
* Update forms and instructions in library as they are revised or no longer used. — 3
* Facilitate electronic distribution of forms and documents by converting from print copies to scanning services where possible. — 3
* Continue to scan and import record images for use in document management application. — 3

Staffing:

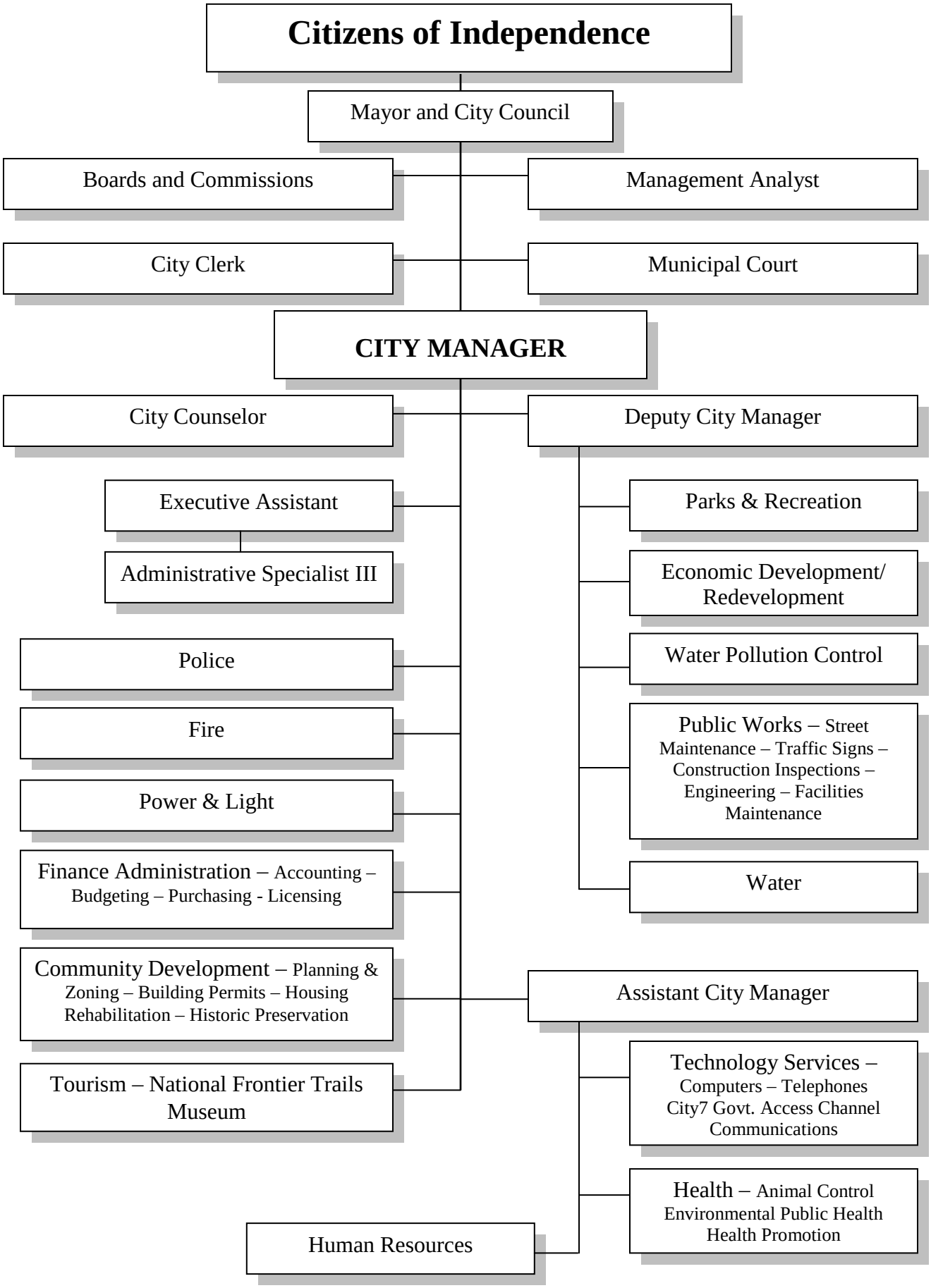
Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2012-13 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

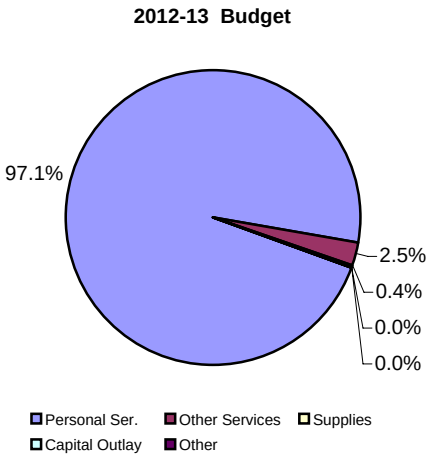
Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	102,423	102,505	102,505	103,984
Other Services & Charges	18,672	19,010	19,010	17,485
Supplies	14,137	16,779	16,779	16,747
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	135,232	138,294	138,294	138,216


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

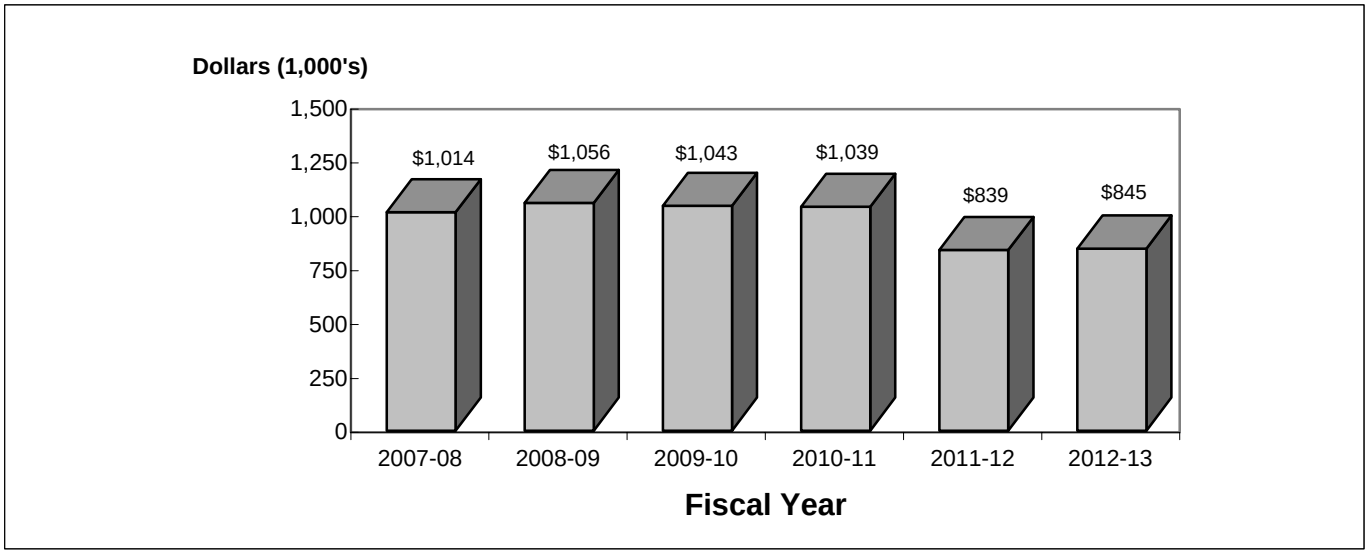
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 1,014,903	$ 814,019	$ 814,019	$ 820,625
Other Services	20,311	21,603	21,830	21,538
Supplies	4,006	3,075	2,848	2,966
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 1,039,220	$ 838,697	$ 838,697	$ 845,129



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	10.50	10.50	9.50	9.50	7.00	7.00
Amount by Fund:						
General Fund	$ 1,013,591	$ 1,056,269	$ 1,042,907	$ 1,039,220	$ 838,697	$ 845,129
Total All Funds	$ 1,013,591	$ 1,056,269	$ 1,042,907	$ 1,039,220	$ 838,697	$ 845,129
Comparative Ratios:						
Per Capita	$ 8.71	$ 9.68	$ 9.14	$ 8.57	$ 7.18	$ 7.23
Per Household	$ 20.65	$ 22.74	$ 21.20	$ 19.21	$ 17.21	$ 17.89



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	8.00	8.00	6.00	6.00
Part Time Positions	1.50	1.50	1.00	1.00
Total	9.50	9.50	7.00	7.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4021 City Manager	752,271	747,567	747,567	785,771
4022 Communications	193,322	0	0	0
4023 Economic Dev/Redevelopment	93,627	91,130	91,130	59,358
Total	1,039,220	838,697	838,697	845,129
Source of Funding				
General Fund	1,039,220	838,697	838,697	845,129
Total	1,039,220	838,697	838,697	845,129

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2012-13 Operating Budget*
Cost Center: 4021 - City Manager — *Fund: 02 - General Fund*

Description

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

2012-13 Objectives	**Goal Ref**
* Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing.	3
* Monitor, assist and facilitate City departments in accomplishing stated objectives for the 2012-13 Fiscal Year by requiring and reviewing quarterly progress reports. Evaluate and compare progress reports and assist staff in developing strategies for implementation, including future budget consideration.	3
* Maintain a highly-trained, highly-motivated, customer-oriented staff based on performance assessments conducted on a regular basis.	1
* Facilitate communications and cooperation with other political entities by attending joint management meetings including the Eastern Jackson County Betterment Council, the Missouri Municipal League and the Mayor's Communications Committee.	1
* Monitor, assist and facilitate management of the Independence Events Center to maintain fiscal responsibility and encourage high-quality entertainment programming.	2
* Continue to represent the City by staffing and supporting the Independence Events Center Community Improvement District and the Crackerneck Creek Community Improvement District.	3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Public Management Intern II	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2012-13 Operating Budget*
Cost Center: 4021 - City Manager | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	742,246	728,489	728,489	765,967
Other Services & Charges	8,642	18,003	18,204	18,488
Supplies	1,383	1,075	874	1,316
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	752,271	747,567	747,567	785,771

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2012-13 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Assisted with redevelopment strategy and funding source review for Noland Road Corridor, through creation of the Noland Road Concept Plan.	2
* Advanced implementation of the Englewood Arts District Plan by assisting in the development of new zoning district, execution of the streetscape plan and identifying a use for the Comprehensive Mental Health Building.	2
* Met regularly with developer to create redevelopment strategy for the Fairmount Business District.	2
* Assisted Independence Square Association with execution of 2011 marketing and planning goals.	2
* Created economic impact assessment program to measure the impact of tourism on the Independence community.	2
* Provided ongoing support to economic development gardening programs developed in partnership with Independence EDC.	2
* Participated in regular business retention efforts through the Business Expansion and Support Team including administering seven healthcare industry and five Englewood Business District retention surveys. Coordinated eight Mayor's Appreciation Program breakfasts.	2
* Recruited two new franchise operations to western Independence and administered local Franchise Assistance Program incentive program.	2
* Actively promoted Commercial Reinvestment Program to local property owners and developments in western Independence. Successfully completed one application for renovations on Gaslight Shopping Center on Noland Road.	2

Staffing:

Position Title	**2009-10 Budget**	**2010-11 Budget**	**2011-12 Budget**	**2012-13 Budget**
Economic Development Manager	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

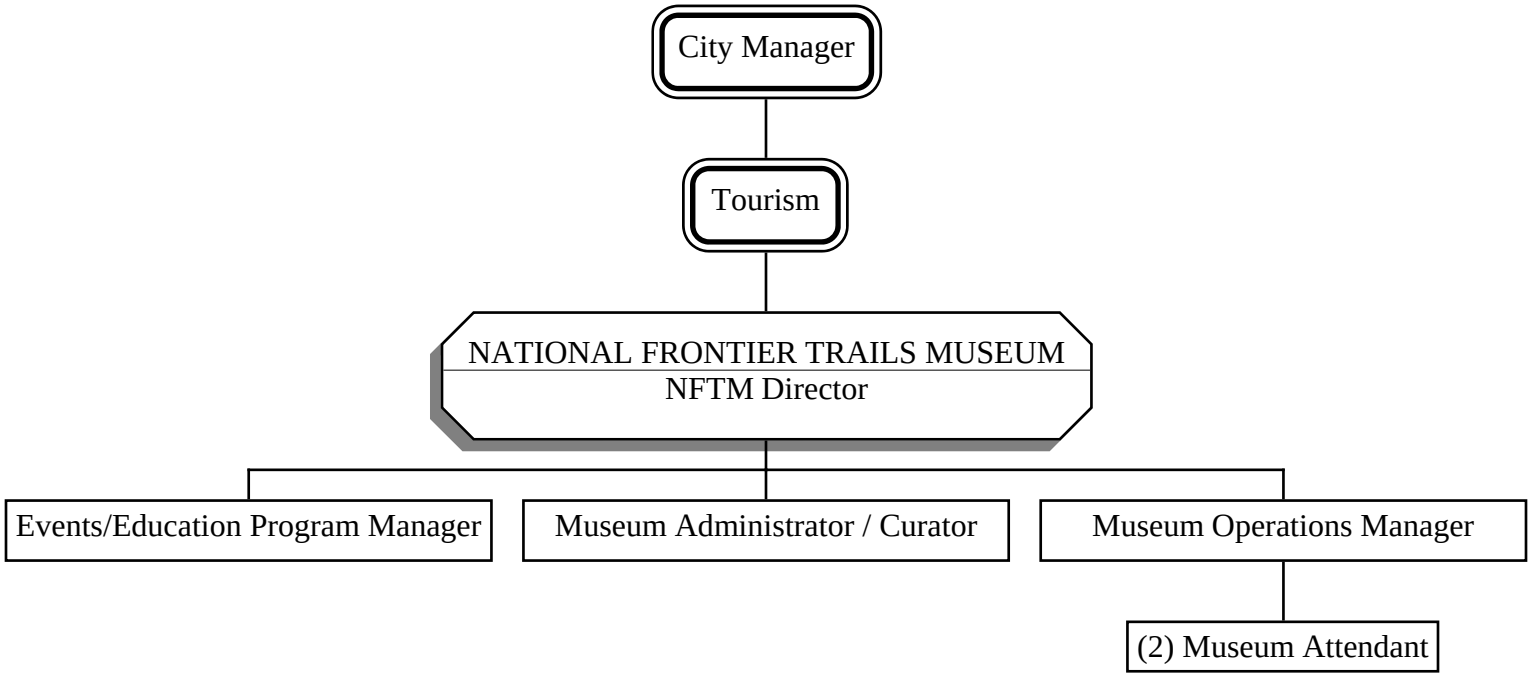
City of Independence
Detail Program Summary

Department: 4020 - City Manager *2012-13 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

Program Costs

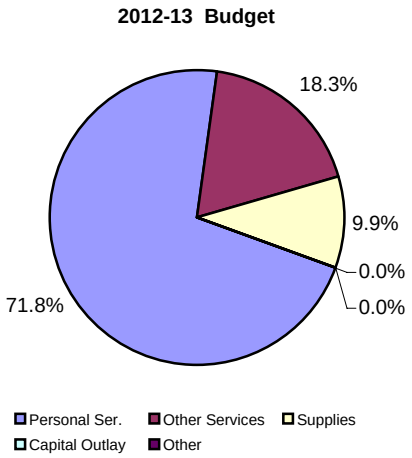
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	91,583	85,530	85,530	54,658
Other Services & Charges	1,394	3,600	3,626	3,050
Supplies	650	2,000	1,974	1,650
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	93,627	91,130	91,130	59,358

City of Independence, Missouri
National Frontier Trails Museum



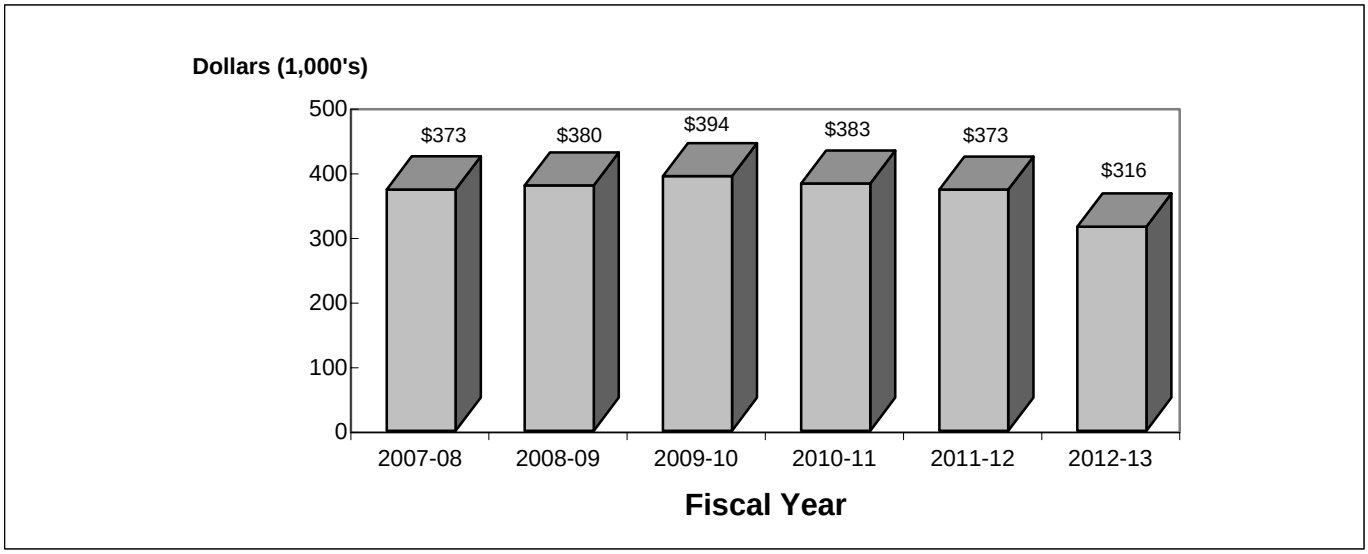
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 295,106	$ 283,753	$ 282,653	$ 226,641
Other Services	55,675	57,235	57,885	57,805
Supplies	27,247	31,845	31,086	31,425
Capital Outlay	4,500	-	1,209	-
Other	-	-	-	-
Total	$ 382,528	$ 372,833	$ 372,833	$ 315,871



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	5.75	5.75
Amount by Fund:						
General Fund	$ 373,178	$ 379,547	$ 393,776	$ 382,528	$ 372,833	$ 315,871
Total All Funds	$ 373,178	$ 379,547	$ 393,776	$ 382,528	$ 372,833	$ 315,871
Comparative Ratios:						
Per Capita	$ 3.21	$ 3.48	$ 3.45	$ 3.16	$ 3.19	$ 2.70
Per Household	$ 7.60	$ 8.17	$ 8.00	$ 7.07	$ 7.65	$ 6.69



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2012-13 Operating Budget

Department Description

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum about the westward expansion of the United States and the role Independence played in that development. The museum annually receives visitors from throughout the United States and various foreign countries. The museum hosts programs, community gatherings, meetings, and provides rental space for local organizations. In cooperation with the Independence School District, the museum provides special programming to help local schoolchildren meet curriculum requirements. The museum has also become a well-known resource to help schoolteachers throughout the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and research library on the topic of westward overland trails. The museum store provides visitors with memorabilia and creates additional revenue for the City. The NFTM is the only museum in the nation certified by the National Park Service to interpret five national historic trails.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	5.00	5.00	4.75	4.75
Part Time Positions	1.00	1.00	1.00	1.00
Total	6.00	6.00	5.75	5.75

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	382,528	372,833	372,833	315,871
Total	382,528	372,833	372,833	315,871
Source of Funding				
General Fund	382,528	372,833	372,833	315,871
Total	382,528	372,833	372,833	315,871

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2012-13 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	49,505	54,000	54,000	54,000
Gift Shop Sales	27,501	28,000	28,000	27,000
Total	77,006	82,000	82,000	81,000

Description

The National Frontier Trails Museum serves both the local community and visitors to Independence by operating a historic museum about the westward expansion of the United States and the role Independence played in that development. The museum annually receives visitors throughout the United States and various foreign countries. The museum hosts programs, community gatherings, meetings, and provides rental space for local organizations. In cooperation with the Independence School District, the museum provides special programming to help local schoolchildren meet curriculum requirements. The museum has also become a well-known resource to help schoolteachers throughout the region earn credits toward their re-certification. In addition, the museum houses the largest public archives and research library on the topic of westward overland trails. The museum store provides visitors with memorabilia and creates additional revenue for the City. The NFTM is the only museum in the nation certified by the National Park Service to interpret five national historic trails.

2011-12 Accomplishments	**Goal Ref**
* Worked with Public Works department, Parks & Rec. department, Chicago and Alton Depot organization, and Friends of the NFTM to develop master plan for museum and campus redevelopment.	1
* Completed third year of partnership with Independence School District in giving tours to 2,000 second and fourth graders.	1
* Continued implementation strategies providing in-service training for professional development for the Independence School District.	1
* Held week long Teacher's Institute in July 2012.	1
* Increased number of "Traveling Trunks" used by area schools for hands on educational purposes.	1
* Conducted quarterly interpretive sites training.	1
* Partnered with Alexander Majors House, Puppetry Arts Institute, Interpretive Sites Coalition, Missouri Town, Kansas City Museum, and George Owens Nature Center.	1
* Created exhibits on pioneer's daily trail routine, missionaries in the west, and enlarged the Mormon Pioneer Trail exhibit.	1
* Began replacement of museum gallery lighting system to improve visitor experience and artifact preservation.	1
* Increased museum volunteers by 33%.	1
* Increased exposure in social media outlets.	1
* Expanded on-line museum store selections.	1
* Assisted with coordination of regional Civil War Sesquicentennial.	1
* Pursued plan with Mid America Regional Council on a summer after school program.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of visitors to museum	15,465	15,126	15,200	15,300
Students in scheduled tours	4,307	4,945	5,106	5,100
Attendance at Special Events & Programs	539	560	600	625
Attendance at meetings hosted	429	221	325	350
Number of foreign visitors	309	273	325	325

2012-13 Objectives — **Goal Ref**

* Continue working with other City Departments and stakeholders to finalize museum redevelopment master plan. — 1
* Support fund raising efforts for museum redevelopment. — 1
* Continue with fourth year of partnership with the Independence School District. — 1
* Hold at least one Teacher's Institute by June 2013. — 1
* Continue implementation strategies providing in-service training for professional development for the Independence School District.
* Continue quarterly interpretive sites training. — 1
* Partner with Vaile Mansion, Bingham-Waggoner, Heritage Plaza, Kansas City Museum, Attractions Coalition, and Puppetry Arts Institute.
* Begin certification process with American Association for State and Local History (AASLH) Standards and Excellence Program. — 1
* Pursue increased exposure of on-line museum store. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	.00
Museum Administrator Curator	.00	.00	.00	1.00
Special Events/Education Coord	1.00	1.00	.75	.00
Events/Education Prg Mgr	.00	.00	.00	.75
NFTM Coordinator	1.00	1.00	1.00	.00
Museum Operations Mgr	.00	.00	.00	1.00
Museum Service Assistant	2.00	2.00	2.00	2.00
Total	6.00	6.00	5.75	5.75

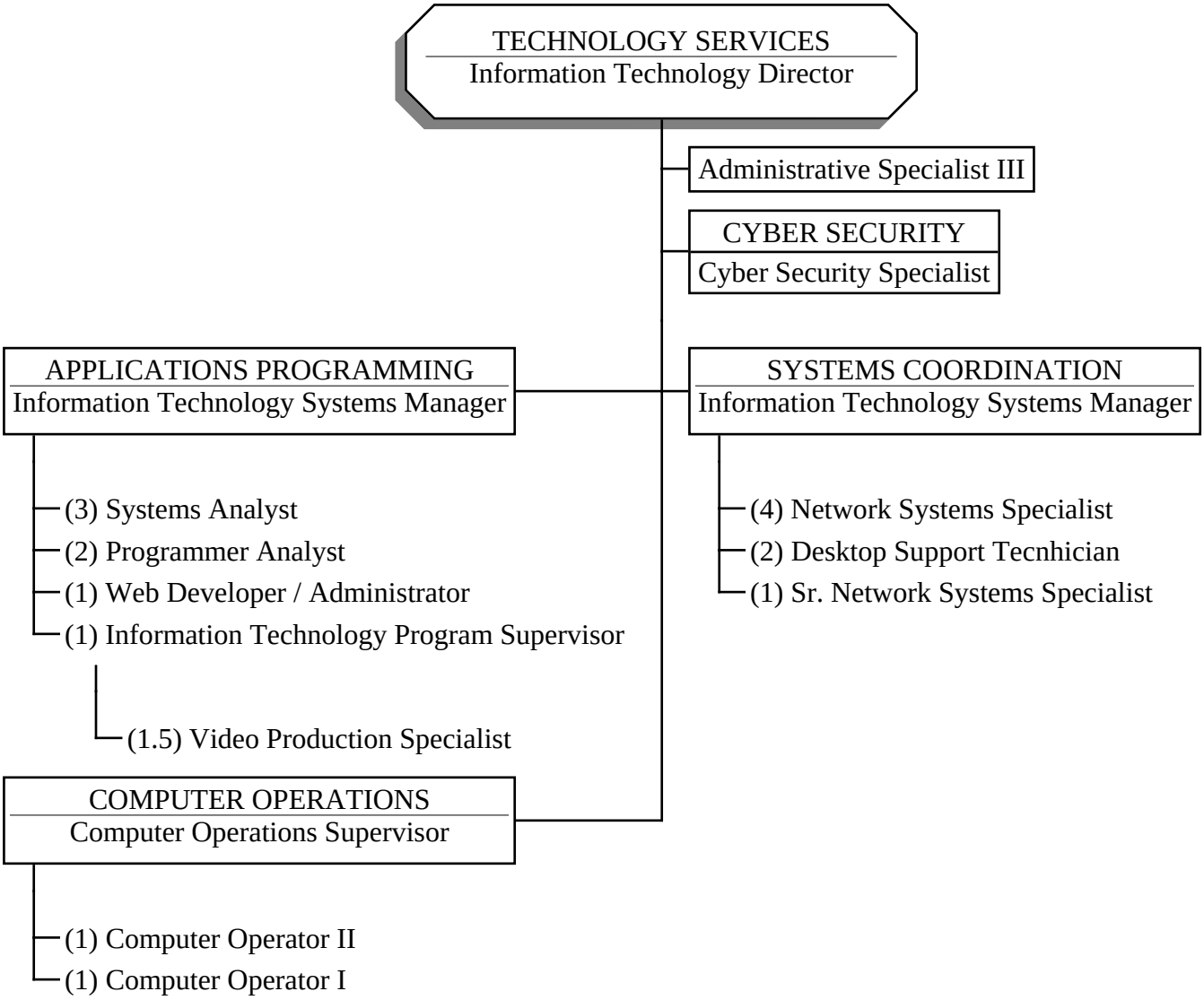
City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2012-13 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Program Costs

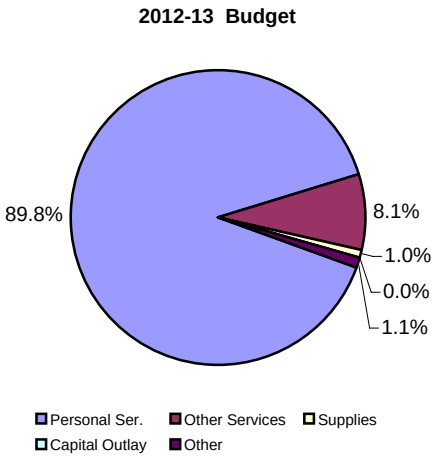
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	295,106	283,753	282,653	226,641
Other Services & Charges	55,675	57,235	57,885	57,805
Supplies	27,247	31,845	31,086	31,425
Capital Outlay	4,500	0	1,209	0
Other Expenditures	0	0	0	0
Total	382,528	372,833	372,833	315,871

City of Independence, Missouri
Technology Services



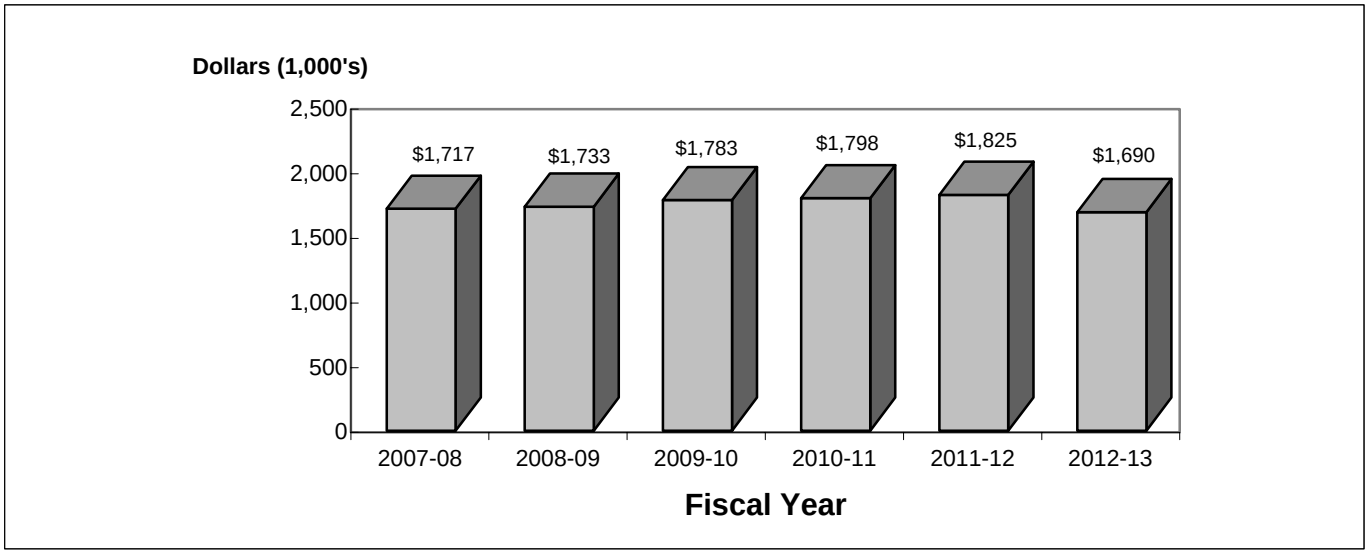
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 1,648,590	$ 1,655,277	$ 1,655,277	$ 1,518,012
Other Services	109,303	129,020	125,491	137,080
Supplies	5,763	13,355	13,305	16,270
Capital Outlay	7,614	-	7,725	-
Other	26,852	26,853	22,707	18,890
Total	$ 1,798,122	$ 1,824,505	$ 1,824,505	$ 1,690,252



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	22.00	22.00	22.00	22.00	23.50	23.50
Amount by Fund:						
General Fund	$ 1,647,047	$ 1,655,578	$ 1,720,323	$ 1,683,058	$ 1,716,104	$ 1,571,787
Power and Light Fund	69,960	77,069	63,148	115,064	108,401	118,465
Total All Funds	$ 1,717,007	$ 1,732,647	$ 1,783,471	$ 1,798,122	$ 1,824,505	$ 1,690,252
Comparative Ratios:						
Per Capita	$ 14.76	$ 15.87	$ 15.63	$ 14.83	$ 15.62	$ 14.47
Per Household	$ 34.97	$ 37.31	$ 36.25	$ 33.24	$ 37.43	$ 35.78



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2012-13 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	22.00	22.00	23.00	23.00
Part Time Positions	.00	.00	.50	.50
Total	22.00	22.00	23.50	23.50

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,683,058	1,629,263	1,629,263	1,483,843
4053 Technology Services P&L	115,064	108,401	108,401	118,465
4057 Communications	0	86,841	86,841	87,944
Total	1,798,122	1,824,505	1,824,505	1,690,252
Source of Funding				
General Fund	1,683,058	1,716,104	1,716,104	1,571,787
Power and Light Fund	115,064	108,401	108,401	118,465
Total	1,798,122	1,824,505	1,824,505	1,690,252

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2012-13 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Added seven fire stations to the City government fiber network.	1
* Added a feature to the City's web site that allows for the online renewal of Contractor Licenses.	1
* Awarded 10th place in the Digital Cities competition for cities in the population range of 75,000 to 124,999.	1
* Completed the implementation of a new storage area network (SAN) in the Operations Data Center.	1
* Partnered with Economic Development Council to design, develop and implement a business-to-business lead sharing website.	2
* Installed a replacement IBM computer system that houses the core business system applications located in the Operations Data Center.	1
* Continued the development of the disaster recovery computer facility located in the City's Emergency Operations Center through the partnership with Power & Light. A backup Storage Area network (SAN) and backup IBM computer system was installed.	1
* Assisted the Police Department in the implementation of mobile data terminals in the police vehicles.	1
* Designed, developed, and implemented a self service kiosk system for the Health Department. The kiosk system allows the public to register for health classes, obtain food handler/manager permits, make use of code enforcement services, and view restaurant inspections.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Computer Workstations	930	1000	1000	1010

IBM iSeries On-Line Transactions (in millions)	51.129	26.217	23.000	22.000
Requests for Software Services Completed	490	414	500	330
Network Service Calls	3,766	3,679	3,400	3,050
Web Site Visitors -Internet (in millions)	1.522	1.611	1.500	1.600
CityNet Visitors - Intranet	175,267	201,515	180,000	204,000

2012-13 Objectives **Goal Ref**

* Continue to develop the disaster recovery computer facility at the Emergency Operations Center. 1
* Install replacement personal computers, file servers, storage systems and networking equipment as funded in the capital budget. 1
* Expand the use of fiber communications technology by utilizing the City's fiber infrastructure to replace existing leased services. 1
* Continue to expand the use of virtualization technology in conjunction with advanced storage systems. 1
* Provide mobile-based systems for employees to access essential applications in the field. 1
* Expand government services through the web, kiosks and other alternative delivery technologies. 1
* Develop and maintain an effective disaster recovery plan. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Information Tech Prog Supv	.00	.00	.00	1.00
Cyber Security Specialist	.00	.00	.50	.50
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	3.00	3.00	3.00	3.00
Sr Network System Specialist	2.00	2.00	1.00	1.00
Programmer/Analyst	2.00	2.00	2.00	2.00
Systems Analyst	4.00	4.00	4.00	3.00
Desktop Support Technician	2.00	2.00	2.00	2.00
Web Developer/Administrator	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	21.00	20.50	20.50

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2012-13 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,533,533	1,464,900	1,464,900	1,316,468
Other Services & Charges	109,296	126,355	122,826	134,415
Supplies	5,763	11,155	11,105	14,070
Capital Outlay	7,614	0	7,725	0
Other Expenditures	26,852	26,853	22,707	18,890
Total	1,683,058	1,629,263	1,629,263	1,483,843

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2012-13 Operating Budget*
Cost Center: 4053 - Technology Services P&L *Fund: 20 - Power and Light Fund*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Cyber Security Specialist	.00	.00	.50	.50
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.50	1.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	115,057	108,401	108,401	118,465
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	115,057	108,401	108,401	118,465

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2012-13 Operating Budget*
Cost Center: 4057 - Communications *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Produced monthly episodes of Inside Independence for airing at City Council Study Sessions, on City 7 and online.	2
* Produced monthly episodes of CityView for City 7.	2
* Produced live broadcasts of all City Council and Planning Commission meetings.	2
* Created a podcast of City council meetings as an additional way for citizens to listen to City Council meetings.	1
* Increased the use of social media tools as an additional way of disseminating information to the public and promoting City activities.	1

2012-13 Objectives	**Goal Ref**
* Oversee City 7 programming to keep public informed of high-profile issues that impact the community.	1
* Produce live broadcasts of City Council and Planning Commission meetings.	1
* Produce 10 videos to publicize City services, programs and products.	2
* Produce 12 episodes of CityView for City 7.	2
* Produce 10 Inside Independence episodes to be aired at Study Session meetings.	2

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Video Production Specialist	.00	.00	1.50	1.50
Total	.00	.00	1.50	1.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget

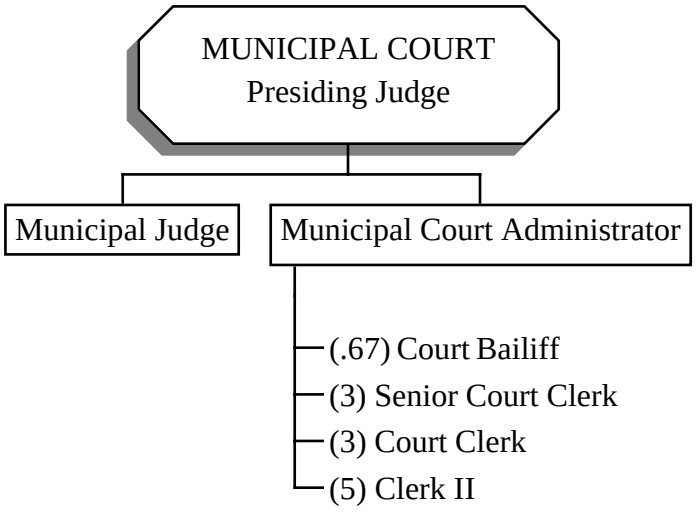
City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2012-13 Operating Budget*
Cost Center: 4057 - Communications *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	0	81,976	81,976	83,079
Other Services & Charges	0	2,665	2,665	2,665
Supplies	0	2,200	2,200	2,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	86,841	86,841	87,944

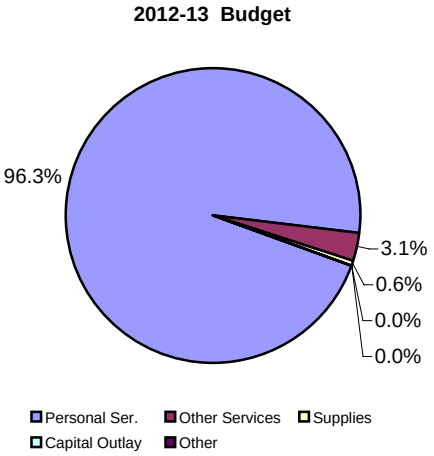
City of Independence, Missouri
Municipal Court



Municipal Court

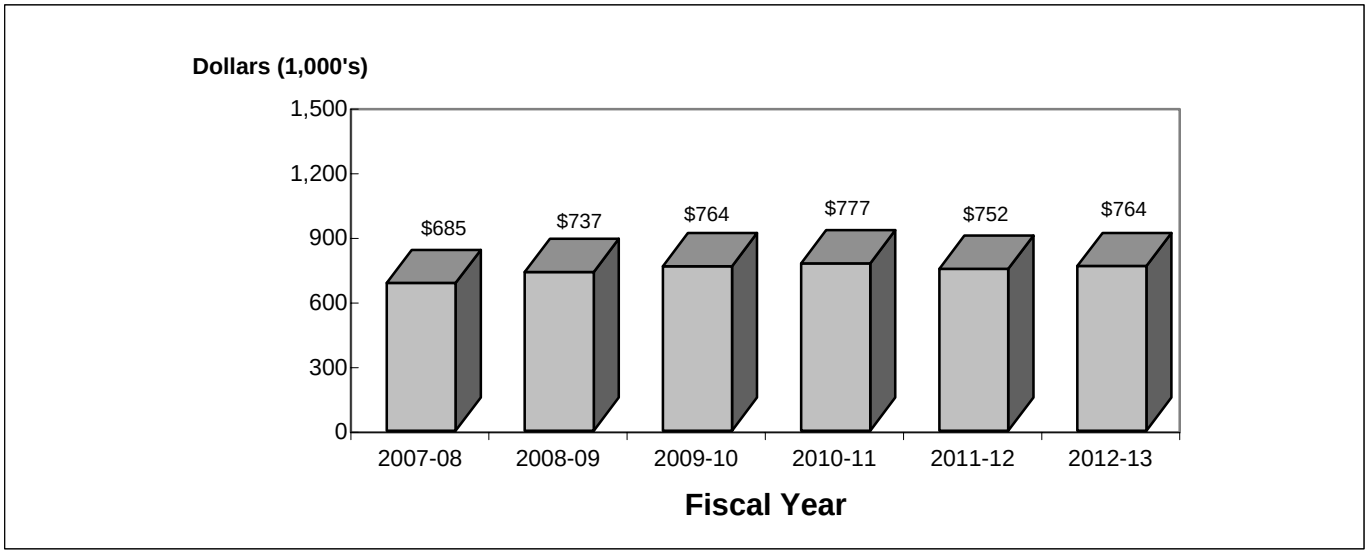
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 749,834	$ 724,021	$ 724,021	$ 735,554
Other Services	24,037	23,625	24,425	23,925
Supplies	2,915	3,968	3,168	4,422
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 776,786	$ 751,614	$ 751,614	$ 763,901



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	14.00	14.00	14.00	14.00	14.00	14.67
Amount by Fund:						
General Fund	$ 685,427	$ 736,684	$ 763,593	$ 776,786	$ 751,614	$ 763,901
Total All Funds	$ 685,427	$ 736,684	$ 763,593	$ 776,786	$ 751,614	$ 763,901
Comparative Ratios:						
Per Capita	$ 5.89	$ 6.75	$ 6.69	$ 6.41	$ 6.43	$ 6.54
Per Household	$ 13.96	$ 15.86	$ 15.52	$ 14.36	$ 15.42	$ 16.17



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	14.00	14.00	14.00	14.00
Part Time Positions	.00	.00	.00	.67
Total	14.00	14.00	14.00	14.67

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	776,786	751,614	751,614	763,901
Total	776,786	751,614	751,614	763,901
Source of Funding				
General Fund	776,786	751,614	751,614	763,901
Total	776,786	751,614	751,614	763,901
Direct/Offsetting Revenues				
Failure to Appear in Court Fees	705,457	600,000	600,000	650,000
Total	705,457	600,000	600,000	650,000

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court | *2012-13 Operating Budget*
Cost Center: 4090 - Municipal Court | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Worked with Technology Services and completed our Municipal Appeal process now being computer generated. — 3
* Sent another 114 cubic feet of court documents and records to Iron Mountain for off site storage — 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
No. of Cases Disposed by Court	33,810	38,430	60,000	60,000
No. of Cases Disposed at the Traffic Violations Bureau	12,669	10,929	14,000	14,500
No. of Warrants Issued	25,721	23,720	28,000	26,000
No. of Cases Docketed	110,269	100,784	110,000	110,000
No. of Night Court Cases Docketed	807	1,083	1,000	1,100
State Report Compliance	92%	91%	98%	95%
Domestic Violence Subpoena Appearance	27%	52%	50%	55%

2012-13 Objectives — **Goal Ref**

* To initiate, process, and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01 — 3
* Process our State Reports for the Department of Revenue at a rate of 98% within seven days of disposition, which will enable us to be in compliance with the Federal Motor Carriers Safety Improvement Act. — 3
* Update the courts web page with assistance from Technology Services. — 3
* Store and maintain court records and documents off site with Iron Mountain. This service provides the court ability to update, maintain and view all stored records via the internet. — 3

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2012-13 Operating Budget*
Cost Center: 4090 - Municipal Court — *Fund: 02 - General Fund*

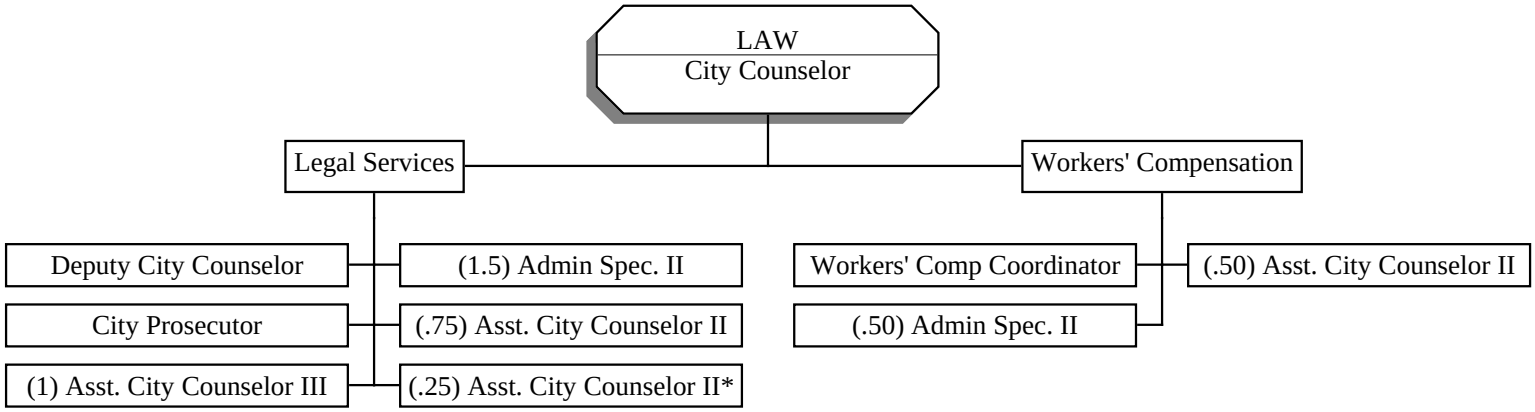
Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Court Clerk	3.00	3.00	3.00	3.00
Senior Court Clerk	3.00	3.00	3.00	3.00
Court Baliff	.00	.00	.00	.67
Total	14.00	14.00	14.00	14.67

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	749,834	724,021	724,021	735,554
Other Services & Charges	24,037	23,625	24,425	23,925
Supplies	2,915	3,968	3,168	4,422
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	776,786	751,614	751,614	763,901

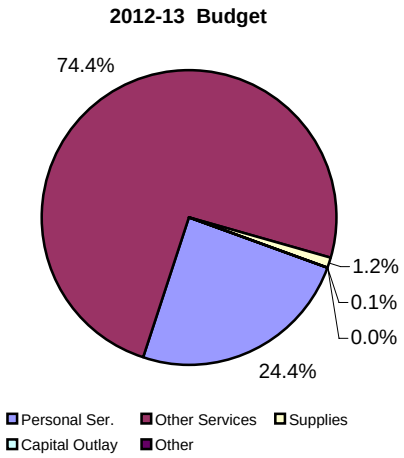
City of Independence, Missouri
Law



*Grant Funded

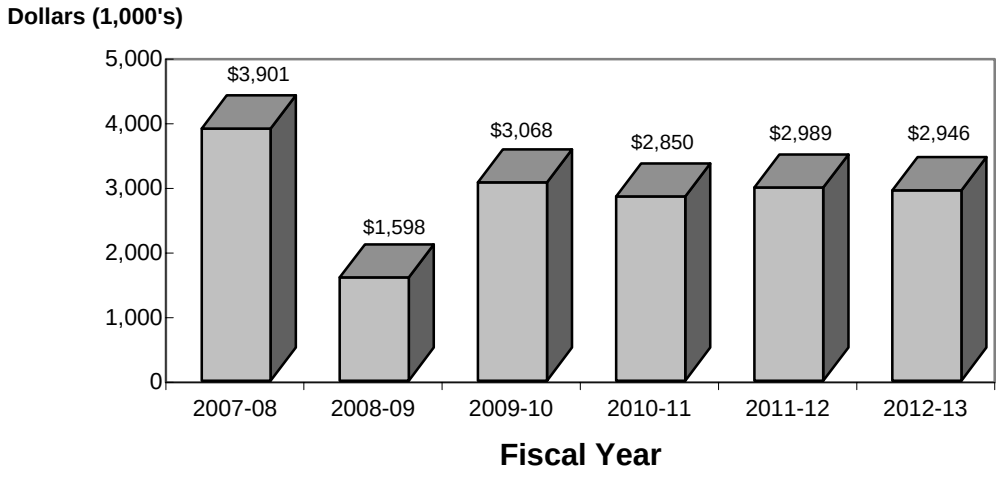
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 778,478	$ 817,679	$ 862,884	$ 717,644
Other Services	2,027,980	2,133,625	2,138,625	2,191,075
Supplies	32,086	34,300	34,300	34,300
Capital Outlay	11,195	3,000	3,000	2,500
Other	-	-	-	-
Total	$ 2,849,739	$ 2,988,604	$ 3,038,809	$ 2,945,519



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	7.25	8.50	8.50	8.00	8.50	8.50
Amount by Fund:						
General Fund	$ 648,510	$ 780,379	$ 808,907	$ 781,876	$ 764,018	$ 661,334
Grants Fund	39,363	13,110	24,349	29,981	26,407	26,318
Worker's Comp Fund	3,212,812	804,195	2,234,248	2,037,882	2,198,179	2,257,867
Total All Funds	$ 3,900,685	$ 1,597,684	$ 3,067,504	$ 2,849,739	$ 2,988,604	$ 2,945,519
Comparative Ratios:						
Per Capita	$ 33.52	$ 14.64	$ 26.88	$ 23.51	$ 25.58	$ 25.21
Per Household	$ 79.45	$ 34.40	$ 62.36	$ 52.69	$ 61.31	$ 62.36



City of Independence
Departmental Budget Summary

Department: 4110 - Law *2012-13 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	8.00	7.50	8.00	8.00
Part Time Positions	.50	.50	.50	.50
Total	8.50	8.00	8.50	8.50

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4100 Law	781,876	764,018	764,018	661,334
4150 Law Dept. Grants	29,981	26,407	76,612	26,318
6592 Worker's Compensation	2,037,882	2,198,179	2,198,179	2,257,867
Total	2,849,739	2,988,604	3,038,809	2,945,519
Source of Funding				
General Fund	781,876	764,018	764,018	661,334
Grants	29,981	26,407	76,612	26,318
Worker's Compensation Fund	2,037,882	2,198,179	2,198,179	2,257,867
Total	2,849,739	2,988,604	3,038,809	2,945,519

City of Independence
Detail Program Summary

Department: 4110 - Law | *2012-13 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Began quarterly reporting to Council on pending lawsuits and claims.	3
* Completed property acquisition for the final phases of the Little Blue Parkway.	3
* Assisted departments with Service Employers International Union (SEIU) negotiations, Personnel Policy and Procedure revisions, Power and Light North American Electric Reliability Corporation (NERC) audit, Dogwood Power Plant acquisition, wholesale water contract renewals, Neighborhood Stabilization Program (NSP) property acquisitions, interoperable radio system agreements, and bus service agreements among other projects.	3

2012-13 Objectives	**Goal Ref**
* Analyze outside legal counsel invoices from year to year and find ways to cut costs.	
* Justify the cost of outside legal counsel by analyzing pre-trial settlement amounts versus projected litigation expenses.	3
* Maintain a high level of service despite being a small department by tracking incoming requests to ensure issues requiring legal counsel, opinions and document review are handled in a timely manner and assigned appropriately until completion has been achieved.	3
* Evaluate damage claims system to ensure claims are processed within 4-6 weeks by tracking the average time a claim is open and making changes as needed in order to keep citizens and departments satisfied with the claims process.	3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4110 - Law | *2012-13 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst City Counselor III	1.00	1.00	1.00	1.00
Asst City Counselor II	.75	.75	.75	.75
Administrative Spec II	.00	1.25	1.50	1.50
Administrative Spec III	.75	.00	.00	.00
Legal Assistant	1.00	.00	.00	.00
Deputy City Counselor	1.00	1.00	1.00	1.00
Total	6.50	6.00	6.25	6.25

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	609,690	641,518	641,518	538,834
Other Services & Charges	140,912	97,200	97,200	96,200
Supplies	27,079	25,300	25,300	26,300
Capital Outlay	4,195	0	0	0
Other Expenditures	0	0	0	0
Total	781,876	764,018	764,018	661,334

City of Independence
Detail Program Summary

Department: 4110 - Law | *2012-13 Operating Budget*
Cost Center: 4150 - Law Dept. Grants | *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst City Counselor II	.25	.25	.25	.25
Total	.25	.25	.25	.25

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	29,981	26,407	71,612	26,318
Other Services & Charges	0	0	5,000	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	29,981	26,407	76,612	26,318

City of Independence
Detail Program Summary

Department: 4110 - Law *2012-13 Operating Budget*
Cost Center: 6592 - Worker's Compensation *Fund: 92 - Worker's Compensatio*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Developed and implemented blood-borne pathogens training for self-study on City Net. Use of training designed to reduce unprotected exposures, and increase correct approach after exposure.	3
* Met with orthopedic group to educate on new rating report format to increase validity for treating doctors' reports with the division of workers compensation.	3
* Pharmacy Benefit Card originally implemented in February 2008 created a 42% cost savings in 2011 for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy.	3
* Early intervention program with nurse case managers for injured workers who require referrals to specialists, or who require emergency care assisted with achieving objectives outlined below. This service places a liaison between the injured worker, the supervisor, and multiple care providers to insure proper care is obtained quickly and confusion is minimized.	3
* Use of urgent care center for weekend medical claims not needing emergency room care to reduce use of emergency room, reducing cost to fund and time away from work.	3
* Page on City Net devoted to workers compensation provides information and forms for workers and supervisors 24/7 was updated with new information as needed. Updates include fillable form for communicable disease exposures and link to blood-borne pathogens training.	3
* Provided value added service of safety training and resources to departments through the City's excess insurance carrier.	3
* Provided value added service of job task analyses for job classifications with a history or potential of injury.	3
* Worked with other City departments to provide training designed to reduce injuries.	3

City of Independence
Detail Program Summary

Department: 4110 - Law *2012-13 Operating Budget*
Cost Center: 6592 - Worker's Compensation *Fund: 92 - Worker's Compensatic*

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Closure of Medical-Only claims within 6 months of MMI	99.3%	100.0%	95.0%	95.0%

2012-13 Objectives **Goal Ref**

* Timely closure of all workers compensation claims. 3
* Close 95% of all Medical-only claims within six months of final medical care. 3
* Close 95% of all Claims involving permanent partial disability within twelve months of reaching maximum medical improvement (MMI). 3
* Close 80% of all Litigated claims within twenty-four months of MMI. 3
* Accomadate 85% of Returns to work when treating doctor places injured worker on modified duty. 3

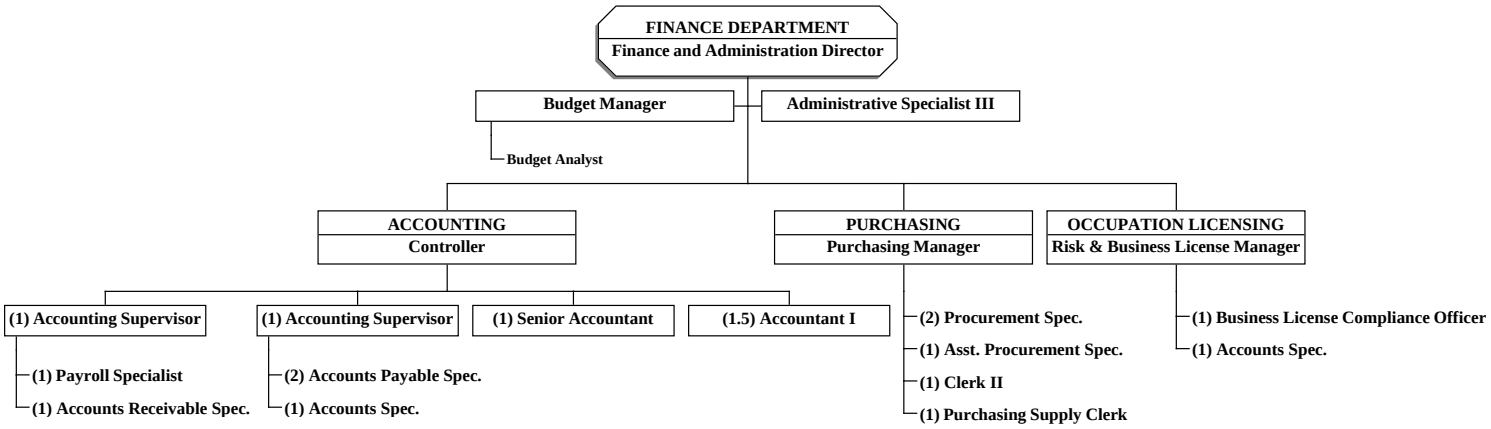
Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst City Counselor II	.50	.50	.50	.50
Worker's Compensation Coord	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.25	.50	.50
Administrative Spec III	.25	.00	.00	.00
Total	1.75	1.75	2.00	2.00

Program Costs

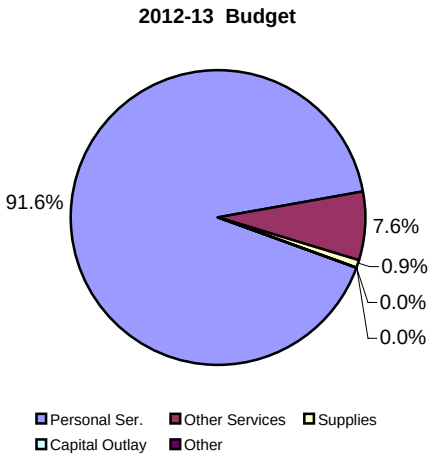
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	138,807	149,754	149,754	152,492
Other Services & Charges	1,887,068	2,036,425	2,036,425	2,094,875
Supplies	5,007	9,000	9,000	8,000
Capital Outlay	7,000	3,000	3,000	2,500
Other Expenditures	0	0	0	0
Total	2,037,882	2,198,179	2,198,179	2,257,867

City of Independence, Missouri
Finance



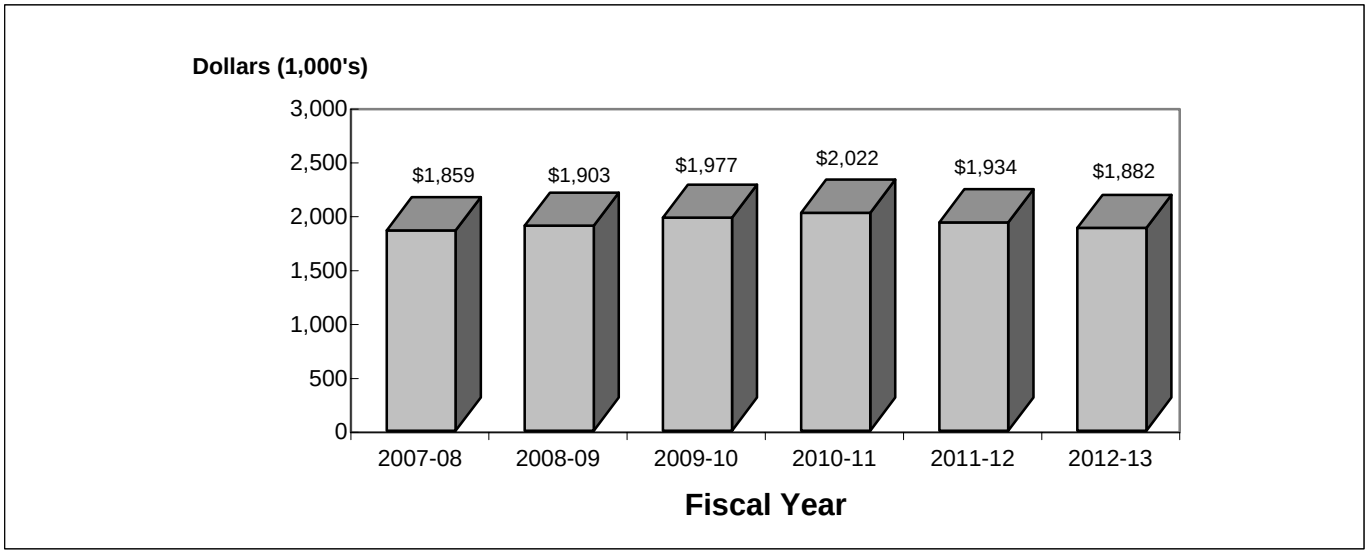
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 1,846,818	$ 1,754,463	$ 1,753,913	$ 1,723,038
Other Services	158,798	165,370	166,915	142,591
Supplies	16,769	14,124	13,129	16,304
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 2,022,385	$ 1,933,957	$ 1,933,957	$ 1,881,933



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	25.00	25.00	25.00	25.00	23.50	23.50
Amount by Fund:						
General Fund	$ 1,815,658	$ 1,857,094	$ 1,922,239	$ 1,963,393	$ 1,873,956	$ 1,835,729
Water Fund	43,729	45,630	55,204	58,992	60,001	46,204
Total All Funds	$ 1,859,387	$ 1,902,724	$ 1,977,443	$ 2,022,385	$ 1,933,957	$ 1,881,933
Comparative Ratios:						
Per Capita	$ 15.98	$ 17.43	$ 17.33	$ 16.68	$ 16.55	$ 16.11
Per Household	$ 37.87	$ 40.97	$ 40.20	$ 37.39	$ 39.68	$ 39.84



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	24.00	24.00	22.50	23.00
Part Time Positions	1.00	1.00	1.00	.50
Total	25.00	25.00	23.50	23.50

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4201 Finance Administration	435,619	426,224	426,224	441,791
4210 Accounting	950,453	928,448	928,998	919,241
4217 City Hall Cashiering	58,992	60,001	60,001	46,204
4240 Purchasing	419,010	363,553	363,003	313,845
4260 Business Licensing	158,311	155,731	155,731	160,852
Total	2,022,385	1,933,957	1,933,957	1,881,933
Source of Funding				
General Fund	1,963,393	1,873,956	1,873,956	1,835,729
Water Fund	58,992	60,001	60,001	46,204
Total	2,022,385	1,933,957	1,933,957	1,881,933

City of Independence
Detail Program Summary

Department: 4200 - Finance *2012-13 Operating Budget*
Cost Center: 4201 - Finance Administration *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 26th consecutive year	3
* Participated in the negotiation of the work agreement with the SEIU employee bargaining unit	3
* Assist the Technology Services department in the replacement and expansion of the functionality of the City's Position Management System which is used to project employee salary and benefit costs for the budget development process and in managing these costs during the budget year	3
* Assisted in the conversion of the management company for the Independence Events Center from the Independence Events Center LLC to the Independence Events Center Management Corporation	3
* Continue to participate on the board and provide accounting services to the Events Center CID (Community Improvement District)	3
* Continue to participate on the board and provide accounting services to the Crackerneck Creek TDD (Transportation Development District)	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
General Fund Revenues	68,972,557	74,982,085	73,820,654	74,664,452
Year End Unassigned Fund Balance	$2,012,374	$2,302,039	$2,318,638	$654,891
% of General Fund Unassigned Fund Balance to Total Annual Revenues	2.92%	3.07%	3.12%	
Variance of Projected Revenues to Original Budget for All Funds	(9.99%)	4.81%	+/-2.00%	+/-2.00%
Number of budget hold items	2,501	2,023	2,750	2,250
Average number of days per item on budget hold	5.26	1.26	2.00	2.00

Percentage of budget hold items released within 2 calendar days	83%	88%	90%	90%

2012-13 Objectives **Goal Ref**

* Continue to provide financing for various Capital Projects in the City — 3
* Evaluation of economic development programs — 3
* Continue financial oversight of the Independence Events Center Management Corporation — 3
* Communicate City-wide financial information to the City Management on a monthly basis — 3
* Participate in the negotiation of the work agreements with the SEIU and IAFF employee bargaining units — 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	420,105	417,864	417,864	431,391
Other Services & Charges	6,301	1,980	2,575	2,280
Supplies	9,213	6,380	5,785	8,120
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	435,619	426,224	426,224	441,791

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2012-13 Operating Budget*
Cost Center: 4210 - Accounting | *Fund: 02 - General Fund*

Description

Responsible for maintaining the accounting records for all of the City's operations including the utility funds and the City's Component Units: Tax Increment Financing (TIF), Crackerneck Creek Transportation Development District (TDD), and the Events Center Community Improvement District (CID). Also responsible for providing monthly and annual financial reporting for City activities. Major areas of responsibility within accounting are: payroll, accounts payable, utility accounting, investment management, independent audit, financial reporting, general ledger, accounts receivable, grants/contract accounting and property accounting.

2011-12 Accomplishments — **Goal Ref**

* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. — 3
* Implemented new procedures for the year end encumbrance rollover process.
* Reviewed Governmental Accounting Standards Board (GASB) Statement No. 60- Accounting and Financial Reporting for Service Concessions Arrangements, effective for the fiscal year beginning July 1, 2012.
* Reviewed Governmental Accounting Standards Board (GASB)Statement No. 61- The Financial Reporting Entity: Omnibus an amendment of GASB Statement No. 14 and No. 34, effective for the fiscal year beginning July 1, 2012.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Payroll Direct Deposits Processed	31,693	30,223	31,300	29,926
Number of Payroll Retroactive Checks Processed	413	101	100	101
Disbursement Checks Processed	12,631	11,387	12,500	12,000
Department Local Checks Processed	737	509	600	500
Electronic Payments	663	776	900	800
Percent of Request for Payments Paid Within 14 Days	96.22%	97.92%	97.00%	96.21%
Percent of Invoices Paid Within 30 Days of Invoice Date	83.50%	77.77%	92.00%	82.18%
Misc. Invoices Issued	$4,685,460	$4,699,612	$4,000,000	$4,500,000
Average Rate of Return Earned on Investments and Money Market	.73%	.145%	.20%	.069%

Total Dollars Invested (Millions)	$18	$18	$20	$0
Average Number of Days to Issue Monthly Financial Report	15	18	13	13

2012-13 Objectives **Goal Ref**

* Provide Electronic W-2's on CityNet for City employees 3
* Review Governmental Accounting Standards Board (GASB) Statement No. 62 - Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements, effective for the fiscal year beginning July 1, 2012.
* Review Governmental Accounting Standards Board (GASB)Statement No. 63 - Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Positions, effective for the fiscal year beginning July 1, 2012.

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Accounts Payable Spec	2.00	2.00	2.00	2.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	2.50	2.00	1.50
Senior Accountant	.00	.50	.50	1.00
Accountant II	2.00	.00	.00	.00
Accounting Supervisor	.00	2.00	2.00	2.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total	11.00	11.00	10.50	10.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	799,912	765,068	765,068	779,211
Other Services & Charges	146,448	159,520	160,570	136,615
Supplies	4,093	3,860	3,360	3,415
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	950,453	928,448	928,998	919,241

City of Independence
Detail Program Summary

Department: 4200 - Finance *2012-13 Operating Budget*
Cost Center: 4217 - City Hall Cashiering *Fund: 40 - Water Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Implemented backup coverage plan for cashiering function during leave usage.	3
* Interviewed and hired a new individual to handle cashiering and business licensing function duties.	3
* Trained new Accounts Specialist on job duties and responsibilities for cashiering and business licensing function.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Total Transactions Processed	23,498	22,645	21,996	22,177
Total Dollars Processed (Millions)	$16.7	$16.9	$17.2	$17.0
Utility bills as percentage of total transactions	31.68%	30.66%	32.65%	31.10%
Utility payments as a percentage of dollars processed	13.69%	14.15%	14.84%	14.05%
MGE payments as a percentage of transactions processed	8.90%	9.57%	9.87%	9.67%
MGE payments as a percentage of dollars processed	1.09%	1.11%	0.90%	1.10%
Bus Passes as a percentage of total transactions processed	3.81%	3.88%	4.10%	3.97%
Average cash out of balance amount	$15.50	-$15.33	$1.00	$1.00
Percentage of days when cash closing is out of balance	0.01%	0.26%	0.50%	0.25%

2012-13 Objectives	**Goal Ref**
* Continue cross training in business licensing, accounts payable and accounts payable functions and utilize as needed.	3
* Review and update cashiering training as necessary.	3

City of Independence
Detail Program Summary

Department: 4200 - Finance *2012-13 Operating Budget*
Cost Center: 4217 - City Hall Cashiering *Fund: 40 - Water Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Accounts Specialist	.85	.85	.85	.85
Total	.85	.85	.85	.85

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	58,992	60,001	60,001	46,204
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	58,992	60,001	60,001	46,204

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2012-13 Operating Budget*
Cost Center: 4240 - Purchasing | *Fund: 02 - General Fund*

Description

The Purchasing Division strives to provide quality service through effective communication and a cooperative working relationship with all departments and vendors, in order 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.

2011-12 Accomplishments — **Goal Ref**

* Began scanning and saving purchase orders and back-up documents electronically, as well as e-mailing purchase orders to vendors. This resulted in savings in paper, postage and staff time. — 3
* Use of the Freight Program generated $27,600.54 in savings. The Freight Program places the City in charge of incoming and outgoing freight, instead of the vendor controlling it. — 3
* Tracked bid results by comparing the awarded amount with the average amount of other bids received. Savings were $785,551.00. — 3
* Generated $108,329.68 in revenue from the sale of surplus property. — 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Purchase Orders Issued	2,541	2,234	2,300	2,200
Price Agreements Maintained	301	313	300	315
Request for Proposals processed and administered	19	20	20	20
No. of Days to issue Purch. Orders for Req. not requiring bids.	1.10	1.20	1.50	1.50
No. of Days to issue Purch. Order for Req. requiring informal bids.	17.50	12.50	17.00	15.00
No. of Days to issue Purch. Order for Req. requiring formal bids.	25.00	27.50	25.00	28.00
Percentage of minor purchases using P cards vs. dept. local checks	91%	93%	92%	93%

2012-13 Objectives — **Goal Ref**

* Continue to look for opportunities to streamline and improve workflow by moving to more electronic processes, as budget restraints allow. — 3
* Identify opportunities in existing agreements to increase cost savings through the Freight Program. — 3
* Identify price agreements dealing with provided services and work with departments to manage vendor performance through education, — 3

2012-13 Objectives **Goal Ref**

quality reviews and contract compliance.

* Continue tracking cost savings as a result of the bid process. 3
* Continue to look for opportunities where reverse auctions would be an appropriate purchasing tool. 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Asst Procurement Specialist	1.00	1.00	1.00	1.00
Procurement Specialist	2.00	2.00	2.00	2.00
Contract Compliance Coord	1.00	1.00	.00	.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	7.00	7.00	6.00	6.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	414,158	358,349	357,799	308,080
Other Services & Charges	1,772	1,620	1,620	1,996
Supplies	3,080	3,584	3,584	3,769
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	419,010	363,553	363,003	313,845

Significant Issues

* Since Purchasing staff has been reduced from seven to five positions (six funded positions with one position being held vacant) the most pressing issue is obtaining document management software to enable streamlining processes.
* Finding the most efficient and cost effective way to handle mail delivery with pending staff changes.

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2012-13 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Utilized State sales tax reports to license business operating in the City without a license.	3
* Utilized County property ownership reports to license rental property owners within the City.	3
* Utilized data from the Secretary of State's office to license businesses located in the City and operating without a license.	3
* Processed 32 new liquor license applications.	3
* Held 31 administrative hearing regarding Alcoholic Beverage Code violations by licensed establishments.	3
* Started printing business license renewal forms and business licenses using a Word template instead of purchasing pre-printed tractor-feed forms.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of business licenses issued	7,498	7,768	7,610	7,825
Percentage of new business license applications processed	10.60%	13.13%	15.00%	14.25%
Renewed business license account as percent of licenses issued	89.40%	86.87%	85.00%	85.75%
Percent of businesses renewing their account by due date	67.97%	70.00%	68.00%	69.47%
Business license accounts closed	1,517	1,224	1,475	1,365
New liquor license applications processed	30	28	33	31
Council concurs with staff on liquor license recommendation	90.00%	92.86%	100.00%	100.00%
Property & Liability insurance cost as a percent of operating budget	0.67%	0.60%	0.60%	0.65%

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2012-13 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

2012-13 Objectives	**Goal Ref**
* To ensure all rental property owners are licensed, we will continue to review Jackson County property tax and utility billing records to identify unlicensed rental property owners and ensure they obtain a business license.	3
* Request business information from the Secretary of State's Office regarding new corporations, LLC, LC and fictitious names domiciled in Independence to identify businesses needing to obtain a business license.	3
* Update the procedures for processing alleged violations of the City's Alcoholic Beverage Code.	3
* Start printing renewal forms for rental business license accounts using templates instead of purchasing pre-printed tractor-feed forms.	3
* Start printing device licenses using Word template instead of purchasing pre-printed device licenses on tractor-feed paper.	3

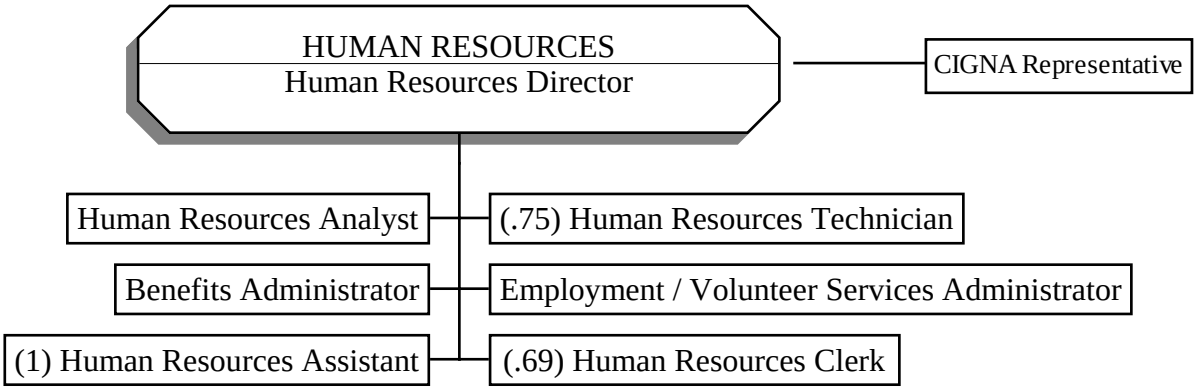
Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Accounts Specialist	.15	.15	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	1.00	1.00
Total	2.15	2.15	2.15	2.15

Program Costs

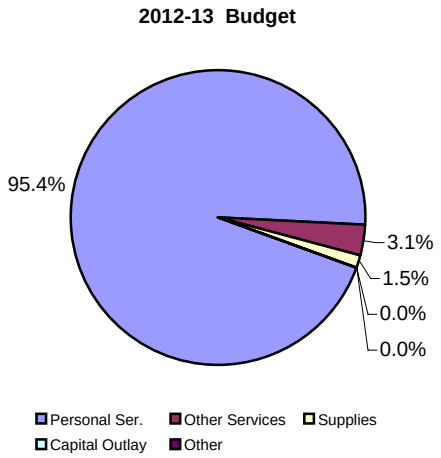
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	153,651	153,181	153,181	158,152
Other Services & Charges	4,277	2,250	2,150	1,700
Supplies	383	300	400	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	158,311	155,731	155,731	160,852

City of Independence, Missouri
Human Resources



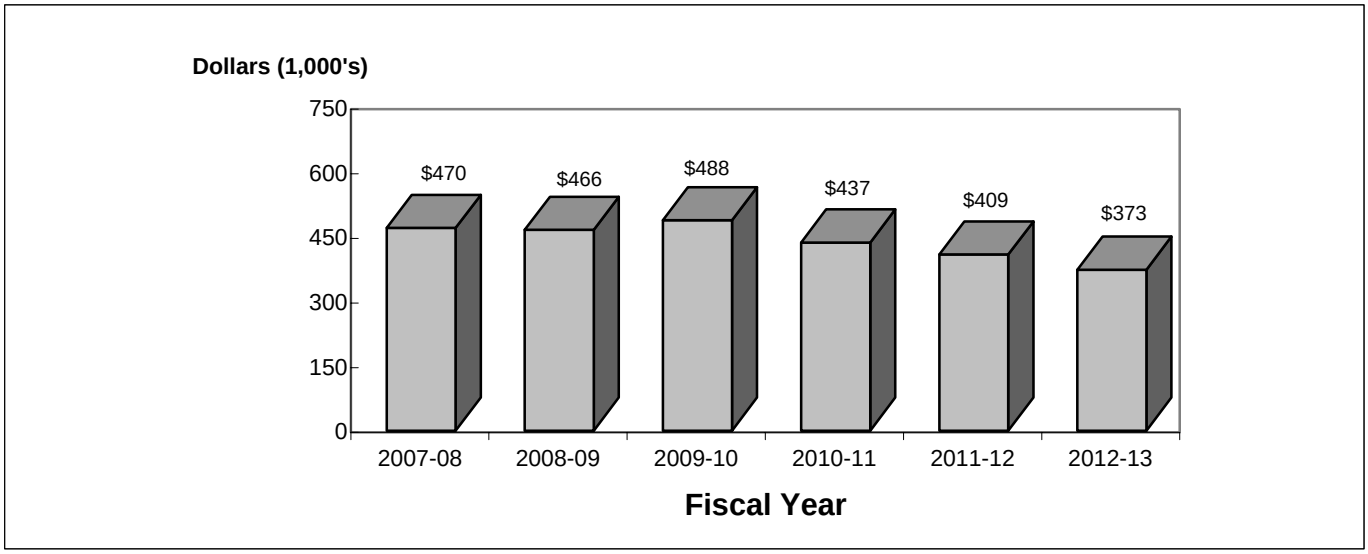
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 423,570	$ 392,323	$ 392,323	$ 356,163
Other Services	7,489	11,411	11,896	11,561
Supplies	3,760	5,200	4,715	5,693
Capital Outlay	1,795	-	-	-
Other	-	-	-	-
Total	$ 436,614	$ 408,934	$ 408,934	$ 373,417



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	7.50	7.50	7.50	6.50	6.50	6.44
Amount by Fund:						
General Fund	$ 470,308	$ 465,850	$ 488,202	$ 436,614	$ 408,934	$ 373,417
Total All Funds	$ 470,308	$ 465,850	$ 488,202	$ 436,614	$ 408,934	$ 373,417
Comparative Ratios:						
Per Capita	$ 4.04	$ 4.27	$ 4.28	$ 3.60	$ 3.50	$ 3.20
Per Household	$ 9.58	$ 10.03	$ 9.92	$ 8.07	$ 8.39	$ 7.91



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 1123 employees as well as questions or concerns of 679 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Provides safety training and accident prevention as needed. Oversees the City-wide volunteer services program. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	6.00	5.00	5.00	5.00
Part Time Positions	1.50	1.50	1.50	1.44
Total	7.50	6.50	6.50	6.44

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	436,614	408,934	408,934	373,417
Total	436,614	408,934	408,934	373,417

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2012-13 Operating Budget*

Source of Funding				
General Fund	436,614	408,934	408,934	373,417
Total	436,614	408,934	408,934	373,417

Key Budget Changes

* The need for elimination or restructuring of core services as a result of the decrease in staff size.
* Elimination of the Volunteer Administrator responsibilities.
* Significant reduction in City-wide training and development initiatives.
* Project a 25% increase in the number of requests for FMLA based on previous 12 months activity.
* Foresee continual increases in number of requests for retirement processing (based on 2011-12 activity and projected statistics).

City of Independence
Detail Program Summary

Department: 4300 - Human Resources *2012-13 Operating Budget*
Cost Center: 4300 - Human Resources *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 1123 employees as well as assistance with questions or concerns of 679 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Provides safety and accident prevention training as needed. Oversees the City-wide volunteer services program. Liaison to the Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

2011-12 Accomplishments	**Goal Ref**
* The In-Network (HMO) Stay Well Health Plan was eliminated, and the Open Access Plan 2 was added effective January 1, 2012.	3
* An RFP was completed for the dental plans, and CIGNA was selected as the dental provider. A three-part dental plan was implemented consisting of the current PPO dental plan design, a buy-up PPO dental plan with a higher annual maximum of $1,500 and the DHMO plan.	3
* Benefit Open Enrollment was held October 3-18, 2011, and the Benefits Fair was held October 12, 13 and 14. Over 1650 open enrollment benefit packets were compiled and distributed to all active employees and retirees prior to open enrollment. Four hundred sixteen benefit changes were made by employees during open enrollment.	3
* Thirty-one benefit informational meetings were conducted by Human Resources in different employee locations during the month of September to announce open enrollment and benefit changes for 2012.	3
* Aflac became the Flex Plan administrator for the 2012 and 2013 calendar years, resulting in a projected savings of $22,000 per year.	3
* An RFP was completed for stop loss services, and Humana was selected.	3
* The supplemental life guarantee issue amount was changed to a flat $200,000. The supplemental spouse life maximum amount was increased to $100,000. One hundred thirty-three employees requested additional supplemental life insurance.	3
* Created Retirement Information Page on the CityNet site for employees to easily acquire LAGERS updates and links to relevant websites.	3
* Coordinated the annual Volunteer Breakfast.	3
* Developed an online Application Form for prospective volunteers.	3
* Facilitated approximately 60 individual retirement sessions which	3

2011-12 Accomplishments **Goal Ref**

represents a 28% increase over the preceding year.

* Responded to three requests for personnel board hearings. 3
* Collected $256,356.16 in Medicare D subsidies year to date this fiscal year. 3
* Completed 28 position classification reviews. 3
* Conducted six Pre-retirement information sessions. 3
* Developed a training calendar and facilitated seven supervisory/employee training sessions. 3
* Offered two new voluntary benefits including a Roth 457 and an Aflac critical illness plan. 3
* Coordinated quarterly reviews of driving records of employees required to have a Commercial Drivers License. 3
* Participated in Service Employees International Union and Fraternal Order of Police negotiations. 3
* Involved in coordinating wellness committee initiatives including the wellness fair, Municipal Challenge and lunch and learns. 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Applications processed	4,212	4,783	6,400	4,800
Tests administered (incl typing)	663	263	275	250
New hires	106	89	70	70
Promotions	66	59	50	55
Retirements	31	47	45	60
Training Hours	1,242	1,082	1,500	500
Surveys/internal & external	50	40	40	40
Job announcements	69	67	65	65
Exit interviews	8	17	10	20
Number of days to fill a position	40.5	70	55	60
Number of requests for FMLA leave	195	227	218	245

2012-13 Objectives **Goal Ref**

* Comply with changing Federal laws as they relate to employment within 60 days, and educate employees on changes 3
* Maintain the customer satisfaction level of services provided by the Human Resources Department 3

City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2012-13 Operating Budget*
Cost Center: 4300 - Human Resources — *Fund: 02 - General Fund*

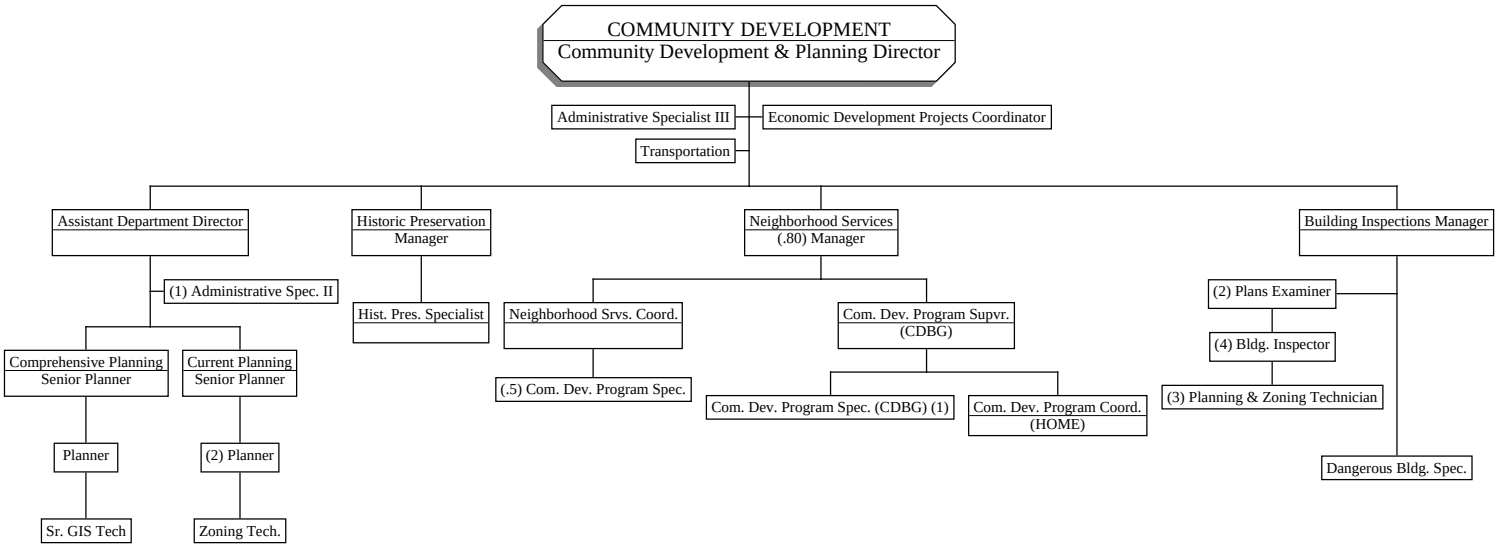
Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	.00	.00	.00	1.00
Benefits Specialist	1.00	1.00	1.00	.00
Benefits Administrator	.00	.00	.00	1.00
Employee Relations & Dev Spec	1.00	1.00	1.00	.00
Employment/Volunteer Svcs Admn	.00	.00	.00	1.00
Human Resources Assistant	1.75	.75	.75	1.00
Human Resources Generalist	1.00	1.00	1.00	.00
Human Resources Tech	1.00	1.00	1.00	.75
Human Resources Clerk	.75	.75	.75	.69
Total	7.50	6.50	6.50	6.44

Program Costs

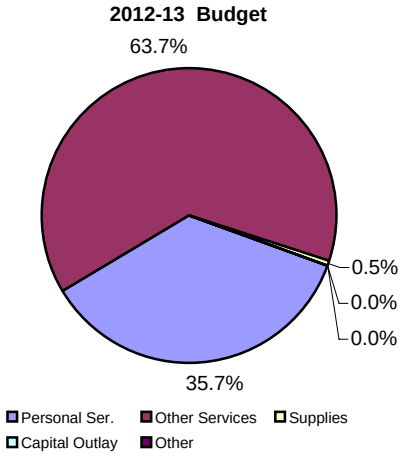
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	423,570	392,323	392,323	356,163
Other Services & Charges	7,489	11,411	11,896	11,561
Supplies	3,760	5,200	4,715	5,693
Capital Outlay	1,795	0	0	0
Other Expenditures	0	0	0	0
Total	436,614	408,934	408,934	373,417

City of Independence, Missouri
Community Development



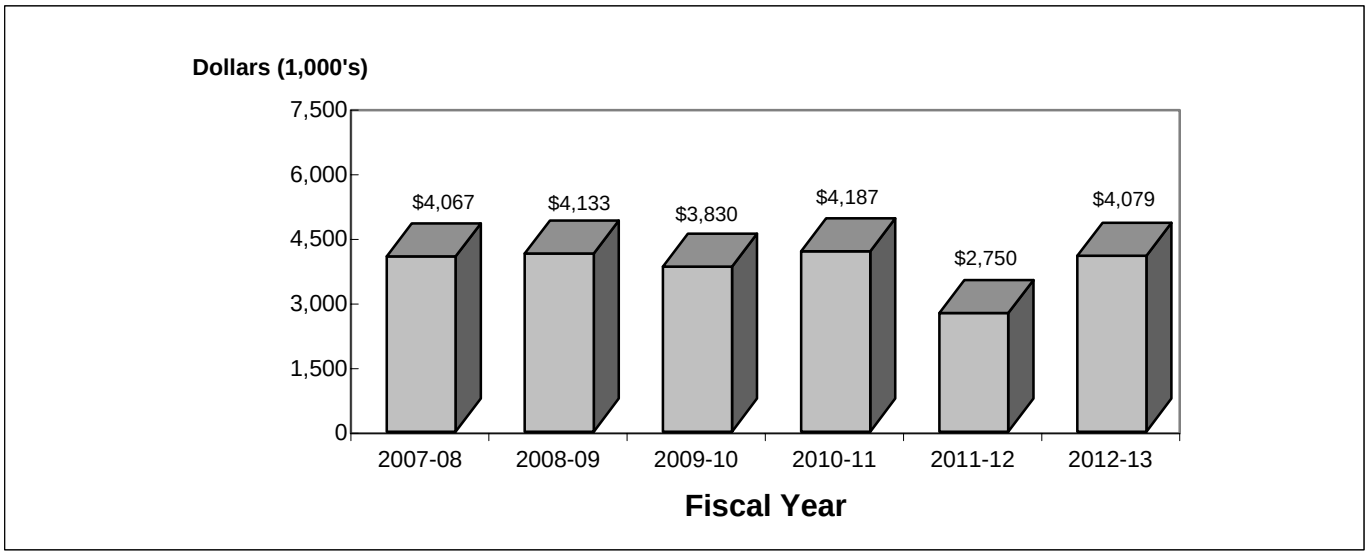
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 1,661,270	$ 1,591,307	$ 1,531,631	$ 1,456,207
Other Services	1,456,178	1,138,918	1,572,593	2,598,643
Supplies	25,649	19,523	21,544	22,418
Capital Outlay	1,043,499	-	499,505	1,500
Other	-	-	-	-
Total	$ 4,186,596	$ 2,749,748	$ 3,625,273	$ 4,078,768



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	29.75	29.75	30.55	30.05	30.30	30.30
Amount by Fund:						
General Fund	$ 2,783,134	$ 2,557,963	$ 2,648,968	$ 2,670,431	$ 2,545,018	$ 2,858,751
Grants Fund	-	-	-	-	-	1,027,758
CDBG Fund	865,195	789,233	601,002	602,053	155,586	153,902
Home Fund	418,693	785,357	579,752	914,112	49,144	38,357
Total All Funds	$ 4,067,022	$ 4,132,553	$ 3,829,722	$ 4,186,596	$ 2,749,748	$ 4,078,768
Comparative Ratios:						
Per Capita	$ 34.95	$ 37.86	$ 33.56	$ 34.54	$ 23.54	$ 34.91
Per Household	$ 82.84	$ 88.99	$ 77.85	$ 77.40	$ 56.41	$ 86.35



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2012-13 Operating Budget*

Department Description

The purpose of the Community Development Department is to update and implement the Comprehensive Plan to provide for the orderly growth and development of the community and strengthen its economic base; to preserve and enhance the historic resources of the community; to administer zoning and subdivision regulations; to assure minimum standards for building construction; to promote safe housing conditions; to provide housing opportunities for low and moderate income residents; to plan for the preservation of the natural and built environment as well as the enhancement of the visual image of the community; to implement the goals of Community Development Block Grant and HOME Programs and to provide neighborhood liaison, planning services and incentive programs; and to provide for the public transit needs of local residents.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	29.80	29.30	29.80	29.80
Part Time Positions	.75	.75	.50	.50
Total	30.55	30.05	30.30	30.30

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4401 Administration	271,147	255,147	256,306	267,623
4411 Neighborhood Services	47,945	25,246	25,246	25,276
4412 Comprehensive Planning	258,424	269,353	273,538	274,915
4413 Current Planning	180,384	183,064	181,676	182,077
4414 Transportation	1,045,558	1,033,021	1,028,521	1,444,033
4420 Historic Preservation	90,366	57,024	56,924	45,856
4431 Building Inspection	776,607	722,163	722,807	618,971
4450 Comm Development Grants	0	0	0	1,027,758
6601 CDBG Administration	164,164	155,586	132,113	153,902
6604 CDBG Housing	278,899	0	410,358	0
6608 Commercial Facade Program	158,990	0	136,650	0
6802 HOME Administration	29,603	49,144	38,714	38,357
6803 Single/Multi Family Housing	691,579	0	219,828	0
6804 First Time Home Buyers	192,930	0	142,592	0

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2012-13 Operating Budget*

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
Total	4,186,596	2,749,748	3,625,273	4,078,768
Source of Funding				
General Fund	2,670,431	2,545,018	2,545,018	2,858,751
Grants	0	0	0	1,027,758
Community Dev Block Grant Fund	602,053	155,586	679,121	153,902
HOME Program Fund	914,112	49,144	401,134	38,357
Total	4,186,596	2,749,748	3,625,273	4,078,768
Direct/Offsetting Revenues				
Planning Exams and Licenses	115,825	141,000	100,000	100,000
Building Permits	671,888	644,000	470,000	550,000
Planning and Zoning Fees	14,195	9,200	10,953	9,000
Board of Adjustment Fees	3,660	3,000	4,072	3,000
Transit Rider Fares	0	0	0	379,400
CDBG Federal Grant	796,017	775,000	825,000	740,796
HOME Program Grant	1,008,572	464,717	425,190	296,499
Total	2,610,157	2,036,917	1,835,215	2,078,695

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Description

The Community Development Department Administration provides overall direction for programs within the department including: Building Permits and Inspections; Zoning and Subdivisions; Comprehensive Planning and Transportation; Historic Preservation; Housing and Community Services, including CDBG and HOME Programs.

2011-12 Accomplishments	**Goal Ref**
* Identified interdepartmental opportunities to cross-train employees.	1,3
* Implemented interdepartmental projects to improve quality of community.	1
* Established City Wide Safety Fest during Building Safety Month	1
* Recommended an Integrated Transit Service Plan for public bus system	4

2012-13 Objectives	**Goal Ref**
* Commence operations of Integrated Transit Service Plan	
* Continue TIF oversight and reporting	3
* Monitor reporting for Redevelopment Area Plans and Corporations as provided in RS MO Chapter 353	3
* Continue coordination of cross departmental projects including targeted Neighborhood Investments and Safety Fest.	1,2

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.50	.50
Administrative Spec III	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.50	3.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	267,455	250,557	248,037	263,089
Other Services & Charges	2,666	2,465	5,399	2,270

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Supplies	1,026	2,125	2,870	2,264
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	271,147	255,147	256,306	267,623

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Description

Neighborhood Services provides a single point of contact to coordinate, define, and address neighborhood issues; to facilitate the formation of neighborhood groups; to plan and develop neighborhood action plans; to establish incentive programs for housing and neighborhood revitalization; to develop a City-wide neighborhood sustainability strategy; and to provide for the overall management of housing and neighborhood revitalization programs.

2011-12 Accomplishments **Goal Ref**

* Continued administration contract with Mid Town Truman Road Corridor for tax abatement reporting and administration. 1,2
* Began administration of St. Clair Park Tax Abatement Program 1,2
* Continued administration of Fairmount-Carlisle Tax Abatement Program. 1,2

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Dev. of Goals & Object. and Annual Action Plan/Fairmount-Carlisle	1	1	1	1
Processing of Tax Abatement Appl. in Fairmount-Carlisle Area	40	60	30	30
Completion of Tax Abatement in the Fairmount-Carlisle Area.	20	33	30	30
Processing of Tax Abatement Appl. in St. Clair Park Area	N/A	3	25	25
5/10/15 Year Inspections for MTRC	N/A	63	70	70
Completion of Tax Abatement in St. Clair Park Area	N/A	1	5	5

2012-13 Objectives **Goal Ref**

* Continue to administer contract with Midtown Truman Road Corridor for tax abatement reporting and administration. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Comm Develop Prog Spec	.50	.50	.50	.50

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Neighborhood Services Coord	1.00	1.00	1.00	1.00
Neighborhood Services Manager	.80	.80	.80	.80
Total	2.30	2.30	2.30	2.30

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	47,945	25,246	25,246	25,276
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	47,945	25,246	25,246	25,276

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Description

The Comprehensive Planning Division prepares, maintains and upgrades the Comprehensive Plan to guide the future development of the City; reviews applications for new development to assure compliance with various elements of the Comprehensive Plan; provides support to the Planning Commission, License Surcharge Committee, and Tax Increment Financing Commission; primary responsibility for development of the Geographic Information System (GIS).

2011-12 Accomplishments	**Goal Ref**
* Completed the 2012-2018 Capital Improvement Program	3
* Assisted 12 departments/divisions within the City with GIS service to produce specialized maps	3
* Created new Geographic Information System (GIS) data layers	1
* Upgraded the zoning map functionality on the website to provide better customer service	1
* Prepared electronic and paper citizen surveys on the Sustainability chapter of the Comprehensive Plan. Received 286 completed survey responses	1,2,3

2012-13 Objectives	**Goal Ref**
* Complete drafts of the Land Use, Transportation, Housing, Economic Development and Sustainability chapters of the Comprehensive Plan	1,2,4
* Continue to develop the GIS by continuing data collection for creating new data layers and developing new maps	1
* Partner with Mid-America Regional Council (MARC) in the regional aerial photography project in obtaining the aerials for 2012	1,3

Staffing:

Position Title	**2009-10 Budget**	**2010-11 Budget**	**2011-12 Budget**	**2012-13 Budget**
Asst Dept Director	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	.00	.00
Sr GIS Technician	.00	.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	250,530	249,855	247,260	255,722
Other Services & Charges	7,050	18,498	25,361	18,393
Supplies	844	1,000	917	800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	258,424	269,353	273,538	274,915

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Description

The Current Planning Division of the Community Development Department provides the direct support to the Planning Commission and the Board of Zoning Adjustment; develops, administers, and enforces the zoning ordinance, subdivision regulations, and other development related codes; and provides assistance to the Comprehensive Planning Division for special and long range planning projects.

2011-12 Accomplishments	**Goal Ref**
* Completed 4 amendments to the Unified Development Ordinance (UDO) to clarify language and to address issues to further the goals and objectives of the UDO.	1,2
* Collaborated with representatives from the cities of Blue Springs and Lee's Summit on developing 3 trainings for Planning Commission members.	1,2
* Worked with property owners on voluntarily removing the abandoned pole signs on their property or converting them to monument signs.	1,2
* Upgraded brochures on residential accessory structures, residential fences, residential swimming pools and residential additions to inform citizens of the requirements	1
* Collaborated with representatives from the Health and Police departments in amending codes to remove conflicting regulations.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Rezoning Cases	13	7	5	5
Special Use Permit Cases	1	1	1	1
Preliminary Plat Cases	1	0	0	0
Final Plat Cases	1	4	2	3
Home Occupation Cases	5	4	3	4
Preliminary and Final Development Plan Cases	1	1	1	0
Site Plan Cases	12	6	10	9
Ordinance Text Amendment Cases	3	4	3	4
Historic Designations	1	0	0	0
Board of Adjustment Cases	15	31	20	30
Building and Demolition Permits Reviewed	366	431	350	350
Sign Permits Issued	207	207	250	190

Code Violations Inspections	866	351	750	350
Minor Plat Cases	18	16	20	15

2012-13 Objectives **Goal Ref**

* Review the Unified Development Ordinance (UDO) on a quarterly basis for proposed amendments that further the goals and objectives of the UDO. Continue to identify and monitor planning and development related issues for potential amendments to the UDO. 1,2
* Continue the removal of abandoned and illegal signs in the City. 1,2
* Develop an annual review schedule to perform on-site inspection of home occupations to ensure compliance with ordinance requirements. 1
* In order to stabilize neighborhoods and encourage redevelopment, initiate corrective rezonings in areas that are mis-zoned. 1,2

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Planner	2.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	.50	.50	.50
Total	5.00	4.50	4.50	4.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	172,177	172,712	172,672	175,527
Other Services & Charges	4,192	7,714	6,766	5,350
Supplies	4,015	2,638	2,238	1,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	180,384	183,064	181,676	182,077

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Description

The Transportation function is administered by one planner in the Comprehensive Planning Division. Staff member provides monthly reviews of the service provided, performs yearly contract reviews, and completes federal grant applications and audit reports related to federal grants for the Kansas City Area Transportation Authority (KCATA). These services include the inter-city and intra-city bus service. Maintenance of the transit center at Noland and Truman Roads is provided by the Public Works Department and Police Department.

2011-12 Accomplishments	**Goal Ref**
* Secured $281,682 grant for transit operations through the Federal Job Access Reverse Commute funding source.	1,3,4
* Provided staff support to the Council Transit Committee in evaluating the local bus system, reviewing options and consulting with service providers and residents.	1,3,4
* Issued a Request for Proposal (RFP)to transit providers interested in submitting a proposal for transit service in Independence.	3,4
* Installed heaters at the Transit Center as part of the Kansas City region's federal TIGER (Transportation Investment Generating Economic Recovery) grant	1,3,4

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Ridership/Inter-City Routes	108,459	122,231	108,500	122,231
Ridership/Intra-City Routes	237,460	232,966	238,000	304,211
Average Daily Ridership - Intra-City Buses (calendar year)	781	920	783	1,193

2012-13 Objectives	**Goal Ref**
* Continue to seek funding sources to enhance the transit system in serving the citizens of Independence.	3,4

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	1,042,018	1,033,021	1,038,521	1,444,033
Supplies	3,540	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,045,558	1,033,021	1,028,521	1,444,033

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Description

The Historic Preservation Division administers the development and operation of City owned and operated historic properties; provides administrative support to the Heritage Commission; administers the Certified Local Government Program; processes state-required preservation assessments for city-wide projects; monitors the properties within the Harry S Truman Heritage District; administers grant activities for Historic Preservation, and provides services for public outreach and educational preservation activities.

2011-12 Accomplishments	**Goal Ref**
* Historically-designate individually listed, city-wide properties.	1
* Assisted the National Park Service with the designation of the Harry S. Truman National Historic Landmark District expansion - Aug.2011.	1
* Coordinate with other City departments and heritage partners to address long-term preservation funding shortfalls and develop cost-effective solutions.	1,3
* Held a celebration for Truman NHL designation anniversary.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Heritage Commission Cases/Reviews	6	3	10	9
Demolition Permits	54	50	65	60
Dangerous Buildings	72	65	80	60
Locally Designated Historic Properties	1	0	1	1

2012-13 Objectives	**Goal Ref**
* Complete a marketing strategy for Historic Preservation activities.	1
* Recruit members for the Heritage Commission and other volunteer positions.	1,3
* Identify revenue sources for demonstration projects in the local district.	3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	68,272	53,114	51,344	42,006
Other Services & Charges	21,442	3,660	5,430	3,600
Supplies	652	250	150	250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	90,366	57,024	56,924	45,856

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Description

The Building Inspection Division reviews plans and inspects all types of building construction for the purpose of safeguarding public safety, health and welfare by regulating and controlling the design, construction, wiring, plumbing, and heating/cooling quality of all structures to meet the current adopted codes. This division also regulates the testing, licensing, and renewals of craftsman trades such as electrical, plumbing, and heating contractors.

2011-12 Accomplishments	**Goal Ref**
* Created the ability for Contractor's to pay for their Contractor's license over the phone.	2
* Created a timeline for the adoption of the 2012 codes that will allow us to start enforcement January 2nd 2013.	1,2
* Started the code review process to review the 2012 building codes to look at local modifications to the proposed new codes.	1,2
* Formed an informal Code Advisory panel to review the proposed building codes to increase the stakeholder buy in of the new codes.	1,2
* Created a contractor's newsletter with pertinent information to all contractors with the contractor license renewals that were sent out.	1,2
* Created a program whereby contractors can renew their contractor's license and pay for it on the city website.	1,2,3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
No. of Building Inspections	7,932	7,440	7,240	7,120
Number of Bldg. Permits Issued	4,776	3,510	3,990	3,410
Question Survey to Builders on Service	100	100	200	200

2012-13 Objectives	**Goal Ref**
* Take the 2012 Building Codes to Council for adoption. With enforcement January 2013.	1,2
* Become a more efficient department by extensive cross training for all employees in other positions.	3
* Review and correct Chapter 4 of the city code as needed to work better with the zoning and fire department sections and to fix any inconsistencies between sections.	
* Create and institute a more customized permit form for sign, deck and shed permits.	1,2
* Create permit informational brochures for Decks, Fences, Sheds,	1,2

2012-13 Objectives **Goal Ref**

Swimming pools, etc.

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Plans Examiner	2.00	2.00	2.00	2.00
Permits Technician	3.00	3.00	.00	.00
Permits and Zoning Technician	.00	.00	3.00	3.00
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	1.00	1.00	1.00	1.00
Building Inspections Mgr	1.00	1.00	1.00	1.00
Property Maint Officer	.25	.25	.00	.00
Total	11.25	11.25	11.00	11.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	674,800	635,093	631,863	534,324
Other Services & Charges	88,233	73,560	77,662	72,360
Supplies	13,574	13,510	13,282	12,287
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	776,607	722,163	722,807	618,971

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 4450 - Comm Development Grants *Fund: 15 - Grants*

Description

Grant portion of the Transportation function. These services include the inter-city and intra-city bus service. This cost center also includes the Dial-A-Ride services previously administered by the Parks and Recreation Department.

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	0	0	0	1,027,758
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	1,027,758

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Description

Administration of City and sub-recipient programs and Community Development Projects funded through the City's Community Development Block Grant (CDBG) Program and Neighborhood Stabilization Program (NSP). CDBG and NSP funds may be used to carry out a wide range of community development activities directed toward affordable housing production, economic development, and improved community facilities and services. Current programs include: housing rehabilitation, Code Compliance, public service projects, and targeted neighborhood improvements in public facilities, vacant property redevelopment, commercial facade improvements, and infrastructure.

2011-12 Accomplishments	**Goal Ref**
* Submitted application for federal Neighborhood Stabilization Program3 (NSP3) and secured $1.4 million dollars to support abandoned and foreclosed properties redevelopment in areas of greatest need.	1,2,3
* Completed two Commercial Facade Improvement projects within eligible revitalization areas.	1,2
* Completed minor home repair projects for 20 low and moderate income homeowners through the NorthWest Communities Development Corporation Home Repair Program.	1
* Provided CDBG subrecipient training for local non-profits to increase capacity.	1
* Implemented four NSP Redevelopment Agreements resulting in substantial rehabilitation of 8 single family homes, 7 multi-family apartment units, and construction of 12 new single family homes in Western Independence.	1
* Completed Community Development Block Grant (CDBG) Public Facility improvements at the Fairmount Community Center, Hope House, the City of Independence-CSL Community Garden, and MyArts East.	1
* Received recognition from National League of Cities and HUD Headquarters for success of One-Block-At-A-Time approach to Neighborhood Stabilization.	1
* Completed update of Housing and Urban Development (HUD) Analysis of Impediments to Fair Housing as part of the consolidated Planning Process.	3
* Completed Weatherization of 60 units of very low income housing in cooperation with the Energize Missouri Housing Initiative.	1
* Completed resale of 3 single family residential units through Neighborhood Stabilization Program.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Citizen Participation Hearings	7	5	6	4
Federal Grants Administered	6	5	7	5
Subaward/Subrecipient Programs Monitored	28	30	29	20
Leveraged Funding	$5.0MIL	$4.0MIL	$5.0MIL	$3.0MIL

2012-13 Objectives **Goal Ref**

* Complete a targeted Neighborhood Investment Block Makeover Pilot Project in the Overton Redevelopment area using Community Development Block Grant (CDBG), HOME, and Neighborhood Stabilization Program (NSP) — 1,2
* Complete two Commercial Facade Improvement Projects. — 1
* Complete substantial rehabilitation and resale of 6 foreclosed or vacant single family homes, and 2 new constructions. — 1
* Apply for and secure project funding for Independence Farmer's Market expansion project. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	1.00
Community Dev Programs Supvr	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	151,393	155,586	129,129	129,356
Other Services	10,773	0	1,332	18,429
Supplies	1,998	0	1,652	5,117
Capital Outlay	0	0	0	1,000
Other	0	0	0	0
Total	164,164	155,586	132,113	153,902

Significant Issues

* National threat to eliminate Community Development Block Grant (CDBG) funding from the Federal Budget.
* Leveraging private market investment in the Revitalization/Redevelopment strategy for NorthWest Independence/24 Highway corridor and Fairmount-Carlisle 353 Redevelopment.
* Issues related to lead based paint and other environmental hazards with all Community Development Block Grant Rehabilitation programs. This will include the NorthWest Communities Development Corporation Independence Minor and Emergency Program, and the Commercial Facade Improvement Program.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

Description

Funds will be utilized to provide additional rehabilitation funds for owner occupied properties within the boundary of the Fairmount-Carlisle 353 Redevelopment project area. Funds will be utilized to eliminate slum and blighted conditions within the project area and to bring properties into conformance with City code. Property owners must spend $3,500 of private funds to qualify for the subsidy program.

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1	0	0	0
Other Services	278,898	0	410,358	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	278,899	0	410,358	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Description

Enhance older commercial areas by improving physical appearance of commercial buildings. The program makes available dollar-for-dollar matching grants for exterior rehabilitation of commercial and mixed use structures within the areas of Englewood, Fairmount, Maywood and the Independence Square.

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	158,990	0	136,650	0
Other	0	0	0	0
Total	158,990	0	136,650	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2012-13 will be the 18th year the City will receive funds from the Department of Housing and Urban Development (HUD) as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include: tenant based rental assistance, assistance to first time home buyers and existing homeowners, property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, and relocation. Programs for FY 2012-2013 include: Construction and rehabilitation of single-family housing that will be made available for low to moderate families; homeowner rehabilitation activities; and Community Housing Development Organization (CHDO) activities in support of City Neighborhood Stabilization initiatives.

2011-12 Accomplishments **Goal Ref**

* Managed the HOME Program as a participating jurisdiction for the 17th year. 1
* Completed construction of 6 single family infill homes with NorthWest Communities Development Corporation (NWCDC) and sale of 2 to moderate income families. 1
* Undertook the City's first HOME funded homeowner rehabilitation project in partnership with 12 Blocks West. 1
* Completed construction of 4 transitional housing units at Drumm Farm. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Multi-Family Units Developed	12	0	0	0
First Time Home Buyers Assisted	45	45	35	0
Single-Family Units Sold	2	2	6	6
Homeowner Rehabilitations Completed	N/A	N/A	2	0

2012-13 Objectives **Goal Ref**

* To expand the supply of quality affordable housing, HOME funds will be utilized in the construction and rehab of single-family homes and development of multi-family units, with priority given to senior housing or mixed use projects. 1
* To utilize HOME funding to support One-Block-At-A-Time concentrated neighborhood investment projects. 1
* Development of a HOME Lease/Purchase program needed to supplement 1

2012-13 Objectives **Goal Ref**

single family housing development projects with unsold units.

* Revision of HOME Program written agreements for Community Housing Development Organizations (CHDO) and subrecipient activities. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	28,697	49,144	36,080	30,907
Other Services	906	0	1,764	6,450
Supplies	0	0	435	500
Capital Outlay	0	0	435	500
Other	0	0	0	0
Total	29,603	49,144	38,714	38,357

Significant Issues

* Single-family housing development in NorthWest Independence continues to be an area of focus. Stabilization of the Norledge Area, 24 Highway and Overton, and the Mount Washington Neighborhood are all projects that we look for additional partners to play a role in their re-development. The challenge will be to develop housing products that will upgrade the area and at the same time not gentrify the neighborhood to a point that the current residents are unable to live there. The City continues to look for private partners willing to develop housing and support services that meet the needs of a wide range of income levels and ages.
* Implementation of the new HOME Final Rule beginning in Fall 2012 which anticipates significant administrative changes and increased regulatory burden.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6803 - Single/Multi Family Housing *Fund: 09 - HOME Program Fund*

Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2012-2013 will be the 18th year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities of this program include: property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, demolition relocation, and other reasonable and necessary expenses for development of non-luxury housing. Programs for FY 2012-2013 include construction and rehab of rental property with priority given to senior housing or mixed use projects, single family housing development for home ownership that is or will be occupied by very low or low to moderate income families, and/or the rehabilitation of owner-occupied housing when the housing is next to or in close proximity to a larger project and it is determined that by improving the property there will be an overall positive affect on the project as a whole.

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	691,579	0	219,828	0
Total	691,579	0	219,828	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2012-13 Operating Budget*
Cost Center: 6804 - First Time Home Buyers *Fund: 09 - HOME Program Fund*

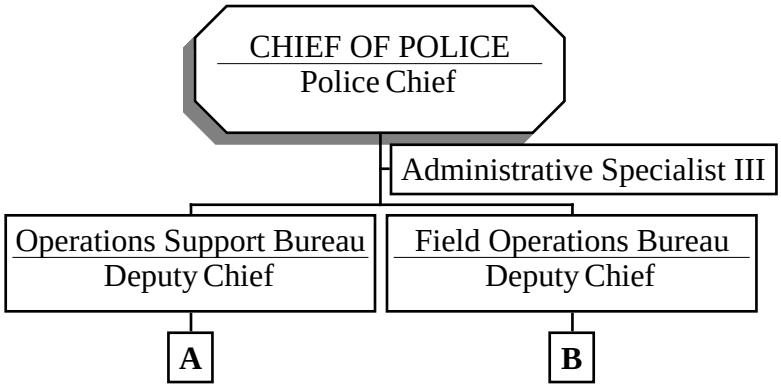
Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2012-2013 will be the 18th year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include assistance to first time home buyers. Programs for FY 2012-2013 will not include the First Time Home Buyers Program.

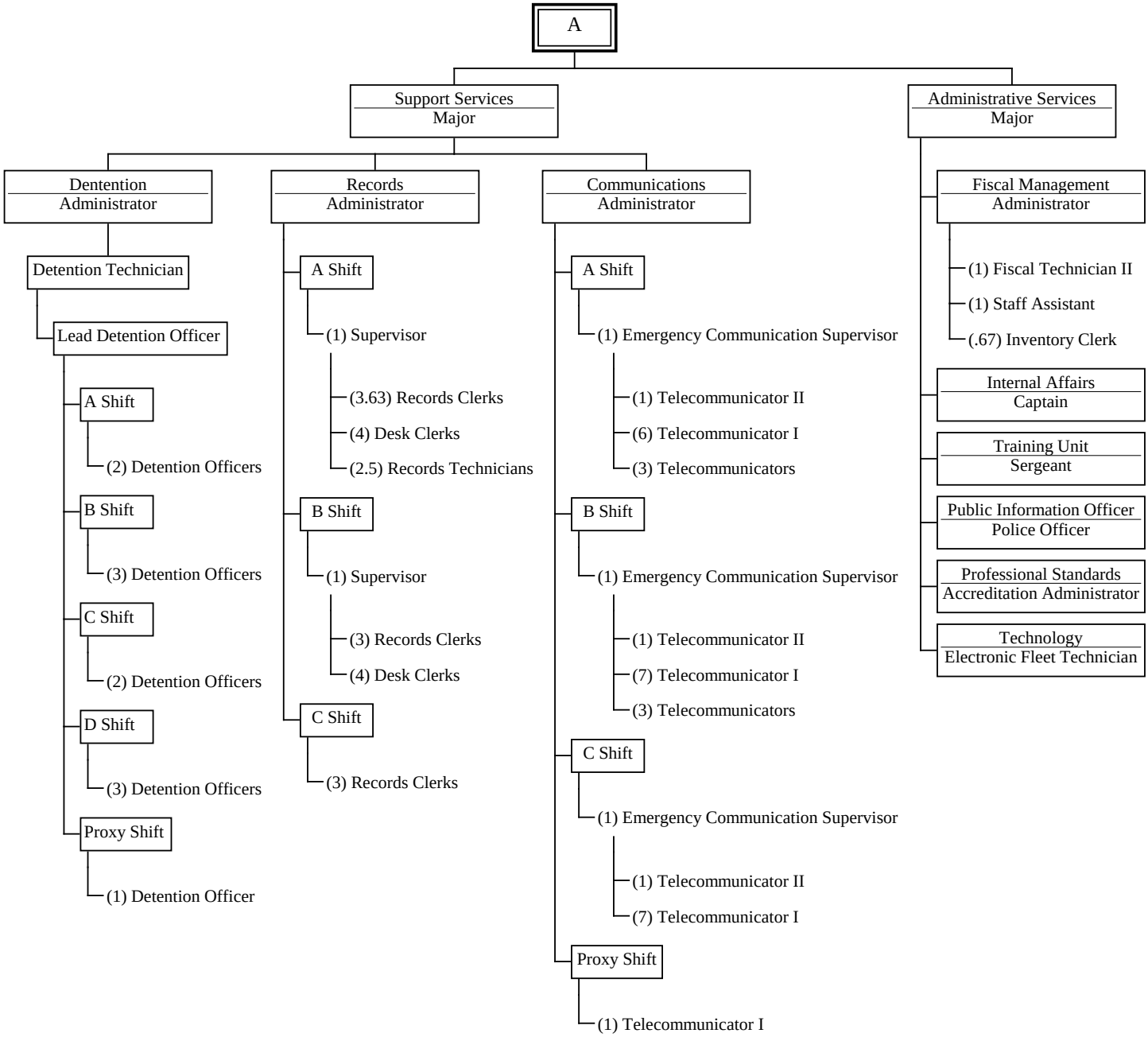
Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	192,930	0	142,592	0
Total	192,930	0	142,592	0

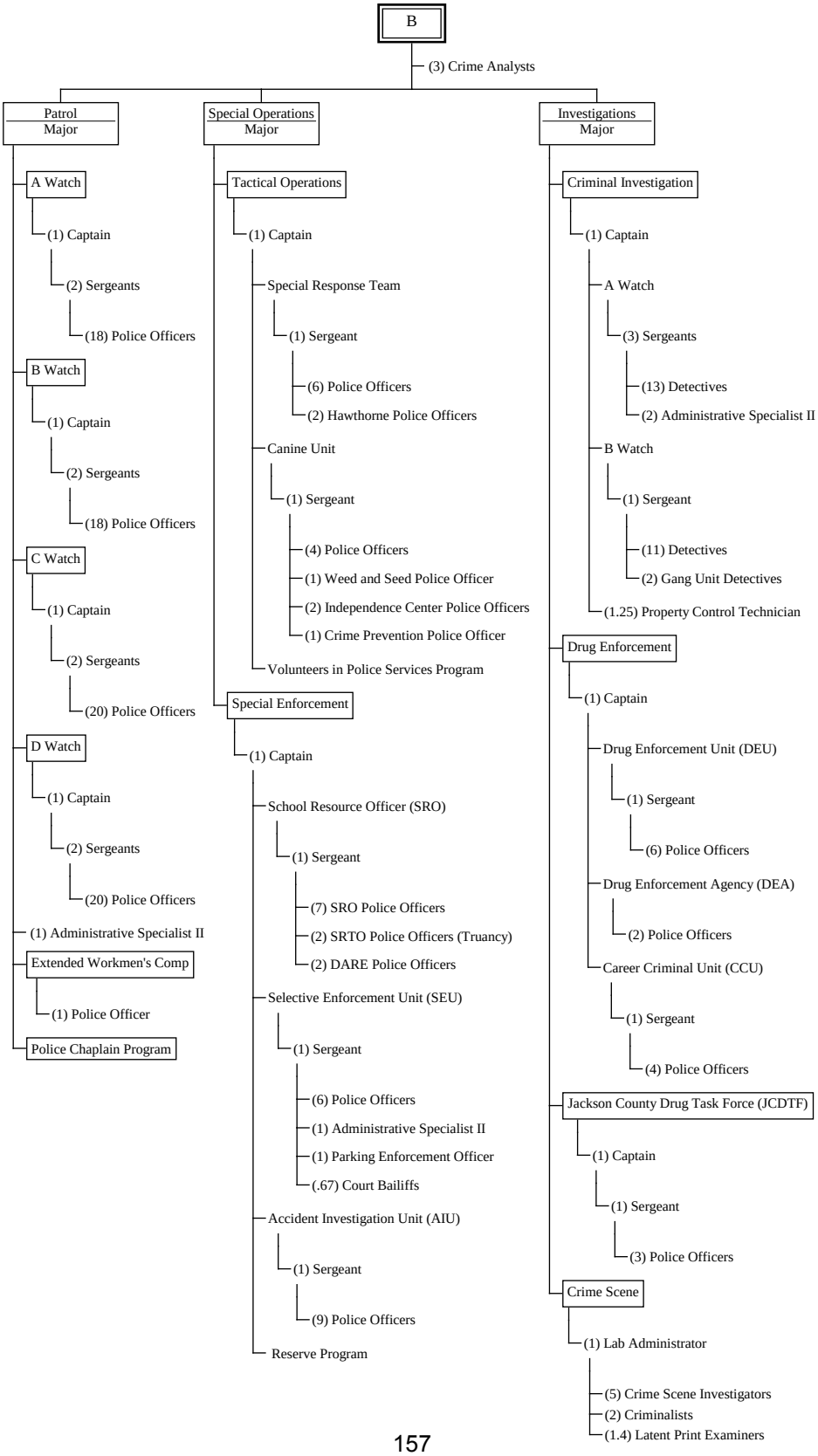
City of Independence, Missouri
Police Department



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

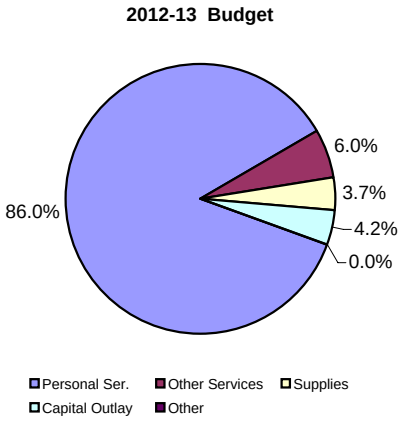


City of Independence, Missouri
Police Department (Cont'd.)



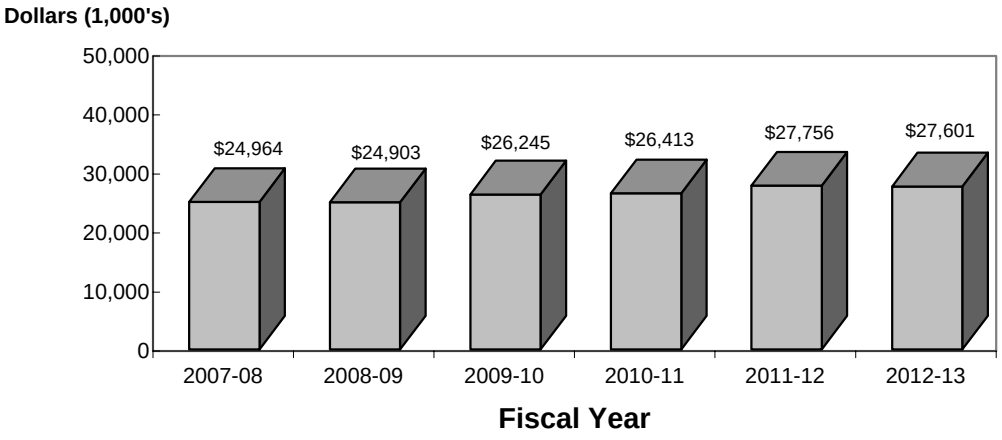
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 23,115,278	$ 23,083,511	$ 23,083,511	$ 23,747,932
Other Services	1,553,115	1,696,301	1,716,351	1,649,106
Supplies	994,529	954,336	1,102,749	1,032,599
Capital Outlay	749,662	2,022,047	1,902,144	1,171,160
Other	-	-	-	-
Total	$ 26,412,584	$ 27,756,195	$ 27,804,755	$ 27,600,797



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	283.00	290.40	290.40	292.90	288.65	289.91
Amount by Fund:						
General Fund	$ 22,314,906	$ 22,851,533	$ 24,247,244	$ 25,239,490	$ 24,885,849	$ 25,612,039
Police Sales Tax	2,649,194	2,051,383	1,997,634	1,173,094	2,870,346	1,988,758
Total All Funds	$ 24,964,100	$ 24,902,916	$ 26,244,878	$ 26,412,584	$ 27,756,195	$ 27,600,797
Comparative Ratios:						
Per Capita	$ 214.54	$ 228.13	$ 229.96	$ 217.90	$ 237.58	$ 236.25
Per Household	$ 508.48	$ 536.23	$ 533.51	$ 488.32	$ 569.45	$ 584.33



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2012-13 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	288.00	291.00	288.00	288.00
Part Time Positions	2.40	1.90	.65	1.91
Total	290.40	292.90	288.65	289.91

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,687,966	1,474,314	1,474,139	1,496,391
4512 Police Grant Expenditures	234,797	323,288	323,288	403,427
4513 Training and Equipment	1,074,709	939,466	939,466	998,604
4514 Police Forfeiture Expenditures	142,210	0	48,560	0
4532 Patrol	6,839,771	6,932,743	6,932,743	7,317,825
4534 Investigations	4,665,489	4,801,206	4,801,381	5,098,196
4535 Tactical Operations	3,203,905	3,002,016	3,002,144	1,793,190
4536 Special Enforcement	1,450,869	1,510,530	1,510,402	2,644,418
4538 Drug Abuse Resistance Educ.	164,137	181,238	181,238	186,026
4542 Crime Scene	744,407	797,244	797,244	823,881
4543 Detention	1,486,584	1,410,744	1,410,744	1,425,202
4544 Records	1,417,257	1,272,331	1,272,331	1,153,474
4545 Communications	2,127,389	2,240,729	2,240,729	2,271,405
4562 Communications (Sales Tax)	158,537	276,308	250,790	256,363
4563 Facilities (Sales Tax)	77,841	1,296,712	1,173,877	489,685
4564 Equipment (Sales Tax)	936,716	1,297,326	1,445,679	1,242,710
Total	26,412,584	27,756,195	27,804,755	27,600,797

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2012-13 Operating Budget*

Source of Funding				
General Fund	25,239,490	24,885,849	24,934,409	25,612,039
Police Public Safety Sales Tax	1,173,094	2,870,346	2,870,346	1,988,758
Total	26,412,584	27,756,195	27,804,755	27,600,797

Direct/Offsetting Revenues				
Jackson County Drug Task Force	579,213	570,500	572,500	572,500
Jackson County DARE Program	178,791	178,791	193,560	204,457
Police Services Reimbursement	12,167	7,000	9,155	8,500
Sale of Police Reports	38,868	29,500	33,088	30,000
School Resource Officers	473,869	499,679	499,679	499,679
Alarm Charges	0	25,000	34,802	30,000
Total	1,282,908	1,310,470	1,342,784	1,345,136

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Description

The Chief of Police Office is responsible for the overall administrative control of operations and leadership of the department. The office promulgates policies and procedures, performance management, annual budget preparation, fiscal management, fleet coordination, inventory and asset tracking, city-wide radio system coordination, internal affairs, recruitment and employment processing, dissemination of public information, and training functions of the department.

2011-12 Accomplishments — **Goal Ref**

* The hiring processes were reviewed and updated. Procedures have been outlined in the Unit Manual. — 1
* Two recruitment events have been attended, and additional recruitment events / job fairs will be attended in the Spring 2012. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Police Officer Applicants	359	199	400	300
Police Officers Hired	5	1	10	5
Civilian Applicants	501	950	700	700

2012-13 Objectives — **Goal Ref**

* Evaluate the hiring process for sworn personnel to identify potential steps to streamline and make the process more efficient. — 1
* Update the department's recruitment video to attract qualified sworn and civilian employees. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	2.00	1.00	2.00	2.00
Executive Officer-Police	1.00	.00	.00	.00
Police Major Executive Officer	.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	2.00	2.00	.00
Deputy Chief of Police	.00	.00	.00	2.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Captain	2.00	2.00	1.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Police Accreditation Admin	1.00	1.00	1.00	1.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Master Police Officer	1.00	2.00	2.00	1.00
Police Officer	1.00	.00	.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Crime Analyst	.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.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	1.00	1.00	.00	.63
Total	18.00	19.00	18.00	17.63

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,614,601	1,355,106	1,355,106	1,388,218
Other Services & Charges	51,859	78,253	84,078	78,128
Supplies	10,238	6,620	6,620	6,570
Capital Outlay	11,268	34,335	28,335	23,475
Other Expenditures	0	0	0	0
Total	1,687,966	1,474,314	1,474,139	1,496,391

Significant Issues

* There was a significant decline in Police Officer applicants during the last application process. The department only had about half the number of applicants that typically apply. One contributing factor appeared to be due to several police agencies testing on the same day. Those agencies had several vacancies they were going to fill immediately.

City of Independence
Detail Program Summary

Department: 4500 - Police *2012-13 Operating Budget*
Cost Center: 4512 - Police Grant Expenditures *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	234,797	323,288	323,288	403,427
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	234,797	323,288	323,288	403,427

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4513 - Training and Equipment | *Fund: 02 - General Fund*

Description

This unit coordinates all department training, including mandated Police Officers Standards and Training (P.O.S.T.) certification, federal, state, and city requirements; and coordinates the review and approval of all external training activities. In addition, the unit coordinates the department's upkeep of the General Order Standards.

2011-12 Accomplishments — **Goal Ref**

* Several attempts were made; however, the department was unable to attract a nationally recognized supervisor/leadership course. The inability to attract a nationally recognized course is due to Kansas City Police Department and Blue River Academy's close proximity. As an alternative, the department sent 20 personnel to the CHOICE - World Class Leadership Course hosted by the Kansas City Police Department's Regional Police Academy. The course focused on workplace issues like improving relationships, enhancing communication, decreasing conflict, curbing stress, and lessening cynicism. Input from those that attended will be reviewed for future training needs and scheduling. — 1
* Two additional officers were certified as driver instructors. The basic driver's training course was completed in December for required police department personnel. An advanced driver's training curriculum is being scheduled for 2012, and it will be mandatory training for all officers. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
In-Service Training Hours	4,438	8,000	4,400	4,500
Supervisory Training Hours	672	601	600	600

2012-13 Objectives — **Goal Ref**

* Streamline the department's in-service training process and apply a more job-specific approach to satisfying state training requirements. — 1
* Condense the department's annual report, providing appropriate information to end-users in a easily readable format. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police *2012-13 Operating Budget*
Cost Center: 4513 - Training and Equipment *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	102	0	0	0
Other Services & Charges	334,053	389,537	389,537	396,736
Supplies	740,554	549,929	549,929	601,868
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,074,709	939,466	939,466	998,604

Significant Issues

* Initial in-service training hour projections for the 2011-12 period is 4,400 hours. It is projected that the 2011-12 period will be substantially higher than originally projected. The substantial increase in actual hours in 2010-11, and also expected in 2011-12 is due to the Missouri Police Officer Standards and Training Certification (P.O.S.T.) 3-year cycle ending on December 31, 2011, and numerous officers required additional hours of training to meet P.O.S.T. requirements. Officers are required to meet P.O.S.T. requirements in order to maintain their certification as sworn officers.

City of Independence
Detail Program Summary

Department: 4500 - Police *2012-13 Operating Budget*
Cost Center: 4514 - Police Forfeiture Expenditures *Fund: 02 - General Fund*

Description

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	28,754	0	1,800	0
Supplies	50,701	0	1,060	0
Capital Outlay	62,755	0	45,700	0
Other Expenditures	0	0	0	0
Total	142,210	0	48,560	0

Description

This division is the initial responder for all calls from citizens, and operates 24-hours a day, 365-days per a year. The allocation of officers throughout the City in this division is contingent upon workloads and geographical coverage.

2011-12 Accomplishments **Goal Ref**

* Concentrated patrol efforts successfully addressed several issues; which included, 1) reduction of burglaries around the Square, Noland Road and strip malls; 2) several key arrests for copper thefts; 3) reduction of thefts from vehicles in the area of 40 Highway and Sterling to Blue Ridge Boulevard; 4) key arrests of suspects in numerous storage unit burglaries on 24 Highway; and 5) the Unit proactively deployed on a robbery detail, which resulted in the arrest of 3 suspects. One of the suspects was shot by police during the armed robbery at 7-11 on 23rd Street. These suspects were responsible for a rash of 17 robberies throughout the metropolitan area. 1
* The Police Chaplains assigned to the Patrol Division have logged and/or responded to 18 police callouts; 1,926 officer contacts; 1,209 citizen contacts; and conducted 3 cookouts for officers. Also, the Chaplains hosted a nationally recognized critical incident response training attended by 20 regional police departments. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	6	5	8	5
Chaplain Training Hours	75	136	90	100
Chaplain Call-Outs	40	18	45	25
Chaplain Civilian Contacts	1,139	1,209	1,200	1,200

2012-13 Objectives **Goal Ref**

* Utilizing new strategic policing deployment processes combined with Crime Overview Response and Evaluation (C.O.R.E.), and Community Problem-Solving, Patrol Sergeants and Officers will be involved in semi-annual in-service training in these strategies in conjunction with block watch programs. Patrol Officers will continue to attend a minimum of 20 block watches or community events to encourage crime and disorder strategies, and continue building community partnerships. 1

2012-13 Objectives **Goal Ref**

* Continue Chaplains ride alongs with police officers to encourage their availability for callout. Police Chaplains seek to accomplish 20 ride alongs during this fiscal year. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	25.00	24.00	28.00	32.00
Police Officer	50.00	50.00	45.00	42.00
Police Sergeant	8.00	8.00	8.00	8.00
Administrative Spec II	.00	.00	.00	1.00
Total	88.00	87.00	86.00	88.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	6,830,296	6,922,593	6,922,593	7,307,675
Other Services & Charges	1,477	1,650	1,650	1,650
Supplies	7,998	8,500	8,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	6,839,771	6,932,743	6,932,743	7,317,825

Significant Issues

* The Patrol Division has modified work schedules to reduce overtime for Special Response Team training. Significant overtime reductions were achieved; however, this resulted in a corresponding reduction in requested training, which includes, Crisis Intervention Team certifications.
* Intelligence-led policing now drives the proactive policing strategies. These proactive efforts have been proven successful; however, displacement of the crime problem has occurred. The division struggles to address this issue with the current manpower and

Significant Issues

resource constraints. Patrol supervisors will continue to push for creative approaches to address these issues.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4534 - Investigations | *Fund: 02 - General Fund*

Description

The Investigations Division encompasses detectives who conduct follow-up investigations on major crimes, which includes the following: homicides, sex offenses, burglaries, robberies, cyber crimes, frauds / forgeries, auto thefts, and arsons. Detectives assigned specifically to investigate narcotics violations are also assigned to this division. There are detectives assigned to proactive assignments, including the special projects unit and the career criminal unit. Detectives assigned to these units are utilized in many different ways and their work hours constantly change based on the particular assignment. Several detectives within the division are assigned to task forces; including, ATF Task Force, DEA Task Force, Jackson County Drug Task Force, FBI Cyber Crimes Task Force, and Regional Computer Forensics Lab Task Force.

2011-12 Accomplishments	**Goal Ref**
* The Drug Enforcement Unit executed fifty drug related state search warrants. The Unit is working with the U.S. Postal Service to intercept drug packages in conjunction with other parcel delivery companies. The Unit has taken steps to streamline callouts for in-custody arrests. Changes include improved communication with the Detention Unit and a stricter vetting process to determine which cases will receive more attention based on the circumstances.	1
* The Career Criminal Unit has enhanced its relations with the United States Marshals Service. The United States Marshals Service is providing more assistance with locating and arresting individuals identified by Independence Police Department state warrants. In addition, the United States Marshals Service continues to provide financial support to assist with Independence Police personnel's overtime costs for career criminal apprehensions.	1
* The Criminal Investigations Unit has been supported by the FBI and Homeland Security branch of the federal government. The Criminal Investigations Unit receives financial support for collecting forensic evidence, cyber crime, and gang investigations.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Criminal Cases Assigned	2,200	2,124	2,400	2,300
Drug Arrests	617	880	650	750

Drug Cases Assigned	771	518	800	650

2012-13 Objectives **Goal Ref**

* Enhance internal-departmental communications. This will be accomplished by attending shift meetings, in-service training, and intelligence led policing response to crime and disorder. 1
* Upgrade and modify equipment and/or technology to improve and streamline processes, and responses to crime. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	2.00	3.00	3.00
Property Control Technician	.00	1.25	1.25	1.25
Master Police Officer	16.00	27.00	31.00	31.00
Police Officer	3.00	6.00	5.00	6.00
Police Sergeant	4.00	7.00	7.00	7.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	27.00	46.25	50.25	51.25

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	4,641,491	4,774,796	4,774,796	5,068,886
Other Services & Charges	14,792	16,410	16,585	19,310
Supplies	9,206	10,000	10,000	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	4,665,489	4,801,206	4,801,381	5,098,196

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4535 - Tactical Operations | *Fund: 02 - General Fund*

Description

The Tactical Operations Division is comprised of four units. The units are Community Services, Canine, Special Response Team, and Explosive Ordinance Disposal. This division provides support, coordination, and proactive patrol and enforcement in high-crime and/or violation areas. Officers assigned to this division receive specialized training, which depends on the assigned duties and unit. An explanation of each unit is necessary to understand the scope of responsibilities within this division; 1) The Community Service Unit partners with multi-jurisdictional agencies in collaboration to avert and combat crime in designated areas. 2) The Canine Unit primarily assists the Patrol Division and provides specialized assistance with building, field, and narcotic searches. 3) The Special Response Team Unit focuses on high-crime areas; as well as, assisting other divisions in the resolution of difficult police situations outside the standard patrol response using critically developed skills, tactics, and specialized equipment. 4) The Explosive Ordinance Unit responds to suspicious or confirming packages and devices that could potentially be hazardous. The Special Response Team Unit and the Explosive Ordinance Unit both received regional designation as participants of the Kansas City Metro Disaster Tactical Response Team. This is an added responsibility of Homeland Security for Weapons of Mass Destruction incidences in Kansas and Missouri. All of the above-styled components and more, collaborate to create and build a safer environment, and a better quality of life for the residents and visitors of the City.

2011-12 Accomplishments	**Goal Ref**
* Due to budget cuts last fiscal year, this division lost its funding for a Sergeant position. A reorganization of personnel and duties was implemented to ensure the division continued to operate as before, while expanding the roles and duties of personnel. This division continues to proactively work together with other divisions and agencies conducting numerous sweeps, while increasing enforcement of disorder and quality of life issues city-wide. This was accomplished without the budget cuts negatively impacting the operations of this division.	1
* Special Response Team and Explosive Ordinance Disposal Units completed training to maintain their required certifications within their various areas of expertise.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4535 - Tactical Operations — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Canine Public Demonstrations	23	26	25	20
Number of Parolee Compliance Checks	198	879	180	900
Number of Block Watch Meetings	92	99	90	100
Number of Volunteer Hours	5,200	4,295	5,000	4,100

2012-13 Objectives — **Goal Ref**

* Maintain relationship with the Hawthorne Apartments, which funds fifty percent of two officers' salaries who are assigned to this location. — 1
* Maintain equipment and training as mandated for the Special Response Team as part of the Kansas City Metro Disaster Tactical Response Team. — 1
* The Department of Justice has eliminated the Weed and Seed Grant Program effected May of 2012. The Unit needs to investigate possible options to continue the proactive policing in that target area. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Major	.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	5.00	17.00	20.00	10.00
Police Officer	5.00	9.00	6.00	5.00
Police Sergeant	2.00	4.00	4.00	3.00
Parking Enforcement Off	.00	1.00	.00	.00
Administrative Spec II	.00	1.00	.00	.00
School Cross Guard	.00	1.25	.00	.00
Total	13.00	35.25	32.00	20.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	3,171,206	2,955,631	2,955,631	1,750,005

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4535 - Tactical Operations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	6,871	22,285	23,749	16,585
Supplies	25,828	24,100	22,764	26,600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	3,203,905	3,002,016	3,002,144	1,793,190

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4536 - Special Enforcement | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* An agreement with the Independence School District to pay seventy percent of salary and benefits for the School Resource Officers and Truancy Officers, and fifty percent of salary and benefits of a sergeant was approved and finalized by both the school district and the City. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Targeted Selective Enforcement Assignments	12	10	12	10
Vehicular Accidents Reported	3,127	2,464	3,000	2,800
Traffic Summons Issued by Division	24,187	18,512	22,000	20,000
Driving While Intoxicated Arrests	598	413	550	450
Hit and Run Accidents Investigated	863	599	800	700
Alcohol Related Accidents	186	124	190	175

2012-13 Objectives — **Goal Ref**

* To increase self-initiated enforcement productivity to exceed 2010 levels. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4536 - Special Enforcement — *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Police Major	1.00	1.00	.00	.00
Police Captain	.00	.00	1.00	1.00
Master Police Officer	8.00	11.00	8.00	19.00
Police Officer	7.00	4.00	6.00	5.00
Police Sergeant	2.00	2.00	2.00	3.00
Parking Enforcement Off	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	1.00	1.00
Total	18.00	18.00	19.00	30.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,445,124	1,502,310	1,502,310	2,632,578
Other Services & Charges	4,869	970	890	4,590
Supplies	876	7,250	7,202	7,250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,450,869	1,510,530	1,510,402	2,644,418

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* COMBAT requirements for D.A.R.E. officers have been met in order to continue instructing children in elementary and middle schools regarding the dangers of drugs, and decision-making life skills. — 1
* Two full-time D.A.R.E. officers instructed all fifth grade students, and the School Resource Officers instructed all seventh grade students in the Independence School District during the 2011-12 school year. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
D.A.R.E. Classes	63	95	65	75
D.A.R.E. Graduates	1,581	2,490	1,550	2,000
D.A.R.E. Schools	25	27	25	27

2012-13 Objectives — **Goal Ref**

* Meet COMBAT requirements for D.A.R.E. officers in order to continue instructing children in elementary and middle schools regarding the dangers of drugs, and decision-making life skills. — 1
* Teach the D.A.R.E. programs to all students in the fifth and seventh grade in the Independence School District. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

City of Independence
Detail Program Summary

Department: 4500 - Police *2012-13 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	2.00	2.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	5.00	5.00	4.00	4.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	153,031	169,738	169,738	174,526
Other Services & Charges	0	0	0	0
Supplies	11,106	11,500	11,500	11,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	164,137	181,238	181,238	186,026

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Successfully reduced narcotic drug case backlog. Implemented six sigma and streamlining processes that assisted in decreasing the backlog from 1.5 years to 6 months or less. Six sigma is a business management strategy to improve processes using five steps: 1) identifying the problem; 2) analyze the problem and produce a solution; 3) analyze the solution to determine if it works; 4) develop further suggestions for improvement; and 5) management reviews the new processes to ensure the problem is resolved. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Crime Scenes Analyzed and Items Processed	953	817	1,100	900
Drug Items Analyzed	1,229	860	1,600	1,000
Latent Print Items Analyzed	1,390	1,015	1,300	1,100

2012-13 Objectives — **Goal Ref**

* The latent print forensic discipline is experiencing a large backlog in case requests. The backlog has occurred because of three reasons: 1) increase in case submission; 2) specific accreditation analysis criteria; and 3) the loss of a second qualified examiner to conduct verifications and technical review. An objective this fiscal year is to decrease latent print case backlog by thirty percent using the six sigma business management strategy. — 71
* External agencies, and divisions within the Police Department submit evidence to the crime lab to be analyzed. Each evidence item must be logged, tracked, and chain of custody maintained. Crime lab personnel spend a significant amount of time entering in the associated data — 1

2012-13 Objectives **Goal Ref**

into an internal laboratory information management system. An objective this fiscal year is to streamline evidence submission procedures by using the six sigma business management strategy.

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Crime Lab Administrator	.00	.00	1.00	1.00
Assistant Lab Director	1.00	1.00	.00	.00
Criminalist	2.00	2.00	2.00	2.00
Crime Scene Investigator	5.00	5.00	5.00	5.00
Latent Print Examiner	1.40	1.40	1.40	1.40
Property Control Technician	1.25	.00	.00	.00
Total	10.65	9.40	9.40	9.40

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	702,937	748,979	748,979	768,116
Other Services & Charges	24,173	32,265	32,265	36,015
Supplies	17,297	16,000	16,000	19,750
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	744,407	797,244	797,244	823,881

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Description

The Detention Unit is responsible for processing individuals arrested for violations of City Ordinances, State Statutes, and Federal Laws. This unit houses prisoners on a short-term basis who are held either for investigation of an alleged violation, awaiting arraignment, or held for bail until their court date. Long-term prisoners are transferred and incarcerated at an outside, qualified, and approved facility. Detention personnel monitor the status of all prisoners, including the transferred prisoners. Once a prisoner is granted release, the detention personnel process the release of the prisoner. This unit operates 24-hours per a day, 7-days a week, 365-days per a year.

2011-12 Accomplishments — **Goal Ref**

* Successfully updated the unit procedure manual to include recent technology improvements and processes. — 1
* Successfully developed prisoner housing cost monitoring procedures, in an attempt, to stay within the allotted outside prisoner housing budget. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Prisoners Booked and Secured	13,820	11,759	14,500	13,500

2012-13 Objectives — **Goal Ref**

* Obtain CPR/AED re-certification for detention personnel. — 1
* Complete lighting and surveillance camera project in detention, which will enhance security. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Detention Officer	10.50	10.00	10.00	10.00
Detention Technician	1.00	1.00	1.00	1.00
Lead Detention Officer	1.00	1.00	1.00	1.00
Detention Administrator	1.00	1.00	1.00	1.00
Total	13.50	13.00	13.00	13.00

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	796,903	839,090	839,090	850,702
Other Services & Charges	682,097	563,654	563,654	565,500
Supplies	7,584	8,000	8,000	9,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,486,584	1,410,744	1,410,744	1,425,202

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Description

The Records Unit provides customer service at the main lobby information desk at Police Headquarters. The unit receives, indexes, disseminates, and archives police reports for the general public. The unit participates in internal and external informational databases concerning criminal record and warrant information.

2011-12 Accomplishments — **Goal Ref**

* Successfully prepared for the implementation of the Mobile Data Terminals program, which impacted the workflow and operations of the Unit. — 1
* Successfully updated the Records Unit policy and procedure manual. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of Citizen Phone Calls	132,502	141,064	139,000	139,500

2012-13 Objectives — **Goal Ref**

* Prepare for the implementation of a citizen on-line reporting program. The citizen on-line reporting will involve a completely different operation in the Unit than what is currently the norm. — 1
* Prepare for the implementation of DOC-VIEW program. The DOC-VIEW program allows citizens and insurance companies with on-line access to purchase accident reports. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Records Unit Clerk	9.00	9.00	9.00	9.63
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	12.00	12.00	9.00	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	26.00	26.00	23.00	22.63

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,407,503	1,262,081	1,262,081	1,143,224
Other Services & Charges	700	750	750	750
Supplies	9,054	9,500	9,500	9,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,417,257	1,272,331	1,272,331	1,153,474

Significant Issues

* Due to budget cuts last fiscal year, this Unit lost 3.5 positions. A reorganization of personnel, duties, and reduction in operational hours were implemented. The reduction of staff and the expansion of roles, responsibilities, and duties of all Unit personnel was accomplished. The reorganization has had a negative impact on workloads resulting in a backlog. The Unit continues to evaluate processes and implement new technology in order to find ways to streamline and enhance operations. For example, the Unit is preparing to implement two on-line services, which might assist with a decrease in face-to-face contacts at the front desk.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2012-13 Operating Budget*
Cost Center: 4545 - Communications | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Successfully prepared for the implementation of the Mobile Data Terminal and REJIS (Regional Justice Information Services) program within the Unit. REJIS program exist to serve the public interest through delivering quality, cost-effective technology services to the justice community and to government and quasi-government agencies. REJIS primary focus is to provide record management services to law enforcement, courts, and corrections agencies at the local, state, and federal levels. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Emergency 9-1-1 Calls	130,037	130,105	156,000	130,000
Computer Aided Dispatching (C.A.D.) Calls for Service	146,617	120,314	178,000	120,000

2012-13 Objectives — **Goal Ref**

* Maintain staffing levels to ensure operations run smoothly by attempting to keep positions filled and provide training as needed. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Telecommunicator	7.00	7.00	7.00	6.00
Telecommunicator I	20.00	20.00	20.00	21.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Total	34.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	2,117,287	2,229,899	2,229,899	2,260,575
Other Services & Charges	1,080	1,630	1,630	1,630
Supplies	9,022	9,200	9,200	9,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,127,389	2,240,729	2,240,729	2,271,405

City of Independence
Detail Program Summary

Department: 4500 - Police *2012-13 Operating Budget*
Cost Center: 4562 - Communications (Sales Tax) *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	152,904	261,308	235,790	241,363
Supplies	5,633	15,000	15,000	15,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	158,537	276,308	250,790	256,363

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4563 - Facilities (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	37,956	30,000	66,384	63,000
Supplies	0	0	0	0
Capital Outlay	39,885	1,266,712	1,107,493	426,685
Other Expenditures	0	0	0	0
Total	77,841	1,296,712	1,173,877	489,685

City of Independence
Detail Program Summary

Department: 4500 - Police — *2012-13 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	211,530	297,589	297,589	223,849
Supplies	89,432	278,737	427,474	297,861
Capital Outlay	635,754	721,000	720,616	721,000
Other Expenditures	0	0	0	0
Total	936,716	1,297,326	1,445,679	1,242,710

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	15.00	13.00	14.00	13.00
Total	15.00	13.00	14.00	13.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4550 Police Dept. Grants	2,035,541	713,211	2,988,527	627,091
Total	2,035,541	713,211	2,988,527	627,091
Source of Funding				
Grants	2,035,541	713,211	2,988,527	627,091
Total	2,035,541	713,211	2,988,527	627,091

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2012-13 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants*

Description

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

2011-12 Accomplishments **Goal Ref**

* Recovery Act funding is coming to an end for several grant programs this fiscal year. Additional funding will need to be pursued to continue positions; such as, the Fleet Electronics Technician (currently funded by the 2009 Recovery Act JAG), three police officer positions (currently funded by the COPS Hiring Recovery Program), and one detective assigned to the FBI's Regional Computer Forensics Lab (currently funded by the State's Multi-Jurisdictional Cyber Crime program). — 3
* The Police Department and High Intensity Drug Trafficking Area (HIDTA) Agency reached an agreement and signed a Memorandum of Understanding to hire a third Police Criminal Analyst position funded completely by HIDTA. — 3
* The Grant to Encourage Arrest Policies program was renewed during the 2011-12 fiscal year; therefore, the full-time detective assigned to this program will continue to be fully funded for the 2012-13 fiscal year. — 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Master Police Officer	10.00	9.00	6.00	6.00
Police Officer	2.00	2.00	5.00	4.00
Crime Analyst	2.00	.00	.00	.00
Crime Analyst	.00	1.00	1.00	2.00
Administrative Spec II	.00	1.00	1.00	.00
Electronics Fleet Technician	.00	.00	1.00	1.00
Victim Advocate	1.00	.00	.00	.00
Total	15.00	13.00	14.00	13.00

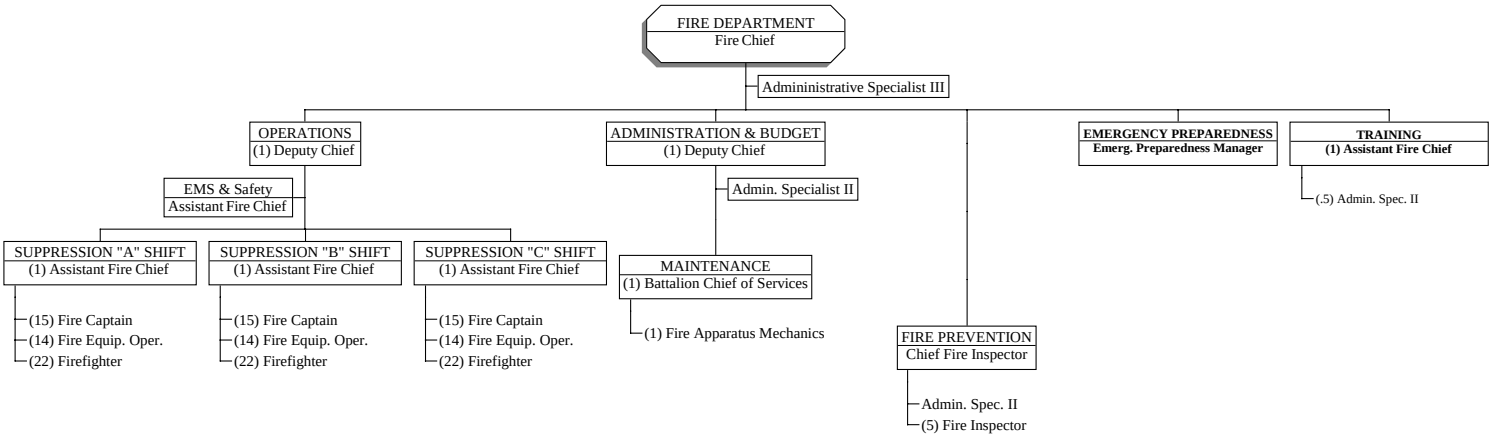
City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2012-13 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants*

Program Costs

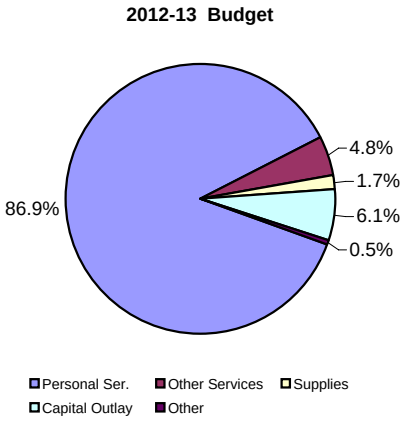
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,699,993	713,211	2,460,957	627,091
Other Services & Charges	200,546	0	318,465	0
Supplies	52,748	0	33,901	0
Capital Outlay	82,254	0	175,204	0
Other Expenditures	0	0	0	0
Total	2,035,541	713,211	2,988,527	627,091

City of Independence, Missouri
Fire Department



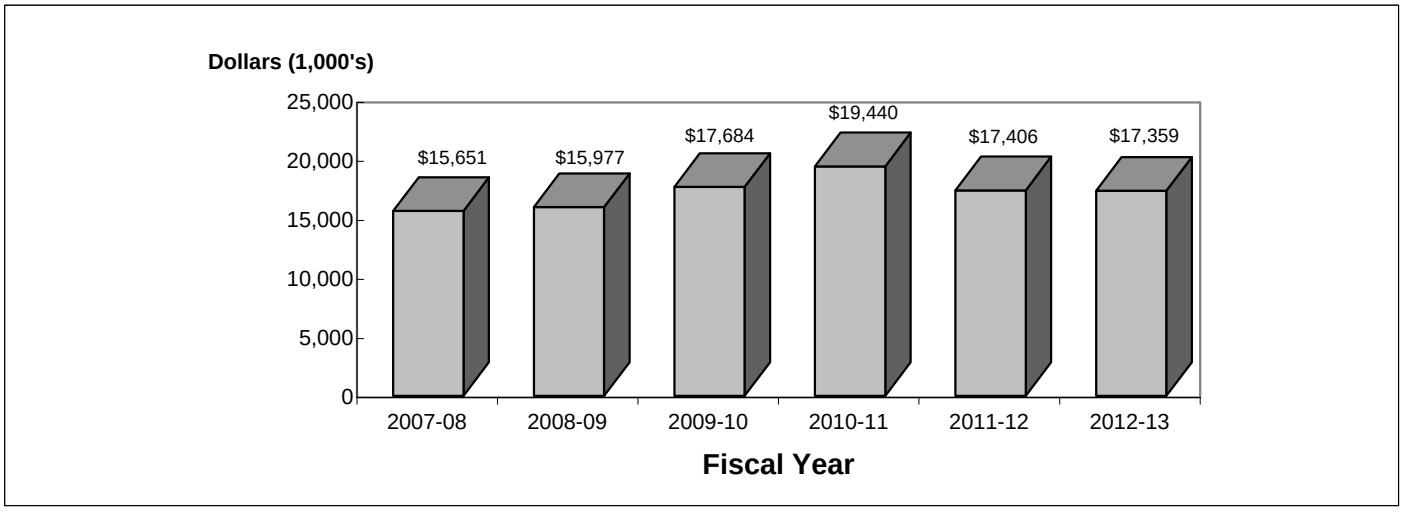
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 16,005,412	$ 14,873,362	$ 15,181,645	$ 15,076,571
Other Services	605,982	778,956	771,764	827,046
Supplies	527,714	322,661	366,823	297,767
Capital Outlay	2,207,887	1,337,500	1,368,859	1,064,500
Other	93,234	93,234	93,234	93,234
Total	$ 19,440,229	$ 17,405,713	$ 17,782,325	$ 17,359,118



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	$ 14,427,974	$ 15,008,255	$ 15,523,446	$ 16,620,726	$ 15,749,223	$ 15,970,178
Grants Fund	55,583	136,601	108,966	908,631	50,990	53,340
Fire Sales Tax	1,167,678	831,820	2,051,173	1,910,872	1,605,500	1,335,600
Total All Funds	$ 15,651,235	$ 15,976,676	$ 17,683,585	$ 19,440,229	$ 17,405,713	$ 17,359,118
Comparative Ratios:						
Per Capita	$ 134.51	$ 146.36	$ 154.95	$ 160.38	$ 148.98	$ 148.58
Per Household	$ 318.79	$ 344.02	$ 359.47	$ 359.41	$ 357.10	$ 367.51



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2012-13 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 Fire Training Division provides training for all Department personnel. The Emergency Preparedness Division coordinates emergency preparedness for the City of Independence.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	173.00	173.00	173.25	173.00
Part Time Positions	1.00	1.00	.75	1.00
Total	174.00	174.00	174.00	174.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	393,963	428,853	419,699	407,139
4621 Fire Operations	14,838,655	14,029,615	14,033,265	14,253,876
4622 Emergency Medical Services	174,364	201,121	205,221	205,808
4631 Fire Prevention	578,346	559,445	559,957	561,820
4641 Maintenance	343,011	270,601	268,401	271,499
4650 Fire Dept. Grants	908,631	50,990	359,273	53,340
4651 Training	200,637	165,920	160,820	169,732
4661 Emergency Preparedness	91,750	93,668	170,189	100,304
4671 Fire Sales Tax Program	1,910,872	1,605,500	1,605,500	1,335,600
Total	19,440,229	17,405,713	17,782,325	17,359,118

Source of Funding

General Fund	16,620,726	15,749,223	15,817,552	15,970,178
Grants	908,631	50,990	359,273	53,340
Fire Public Safety Sales Tax	1,910,872	1,605,500	1,605,500	1,335,600
Total	19,440,229	17,405,713	17,782,325	17,359,118

Key Budget Changes

* The Fire Department had seven firefighters, one fire inspector, the Deputy Chief of Administration and the Battalion Chief of Maintenance positions unfunded in FY 2011-12.
* Due to retirement two Assistant Chief and the Emergency Preparedness Manager's positions were vacant for over nine months.
* The percentage of time that the Fire Department was able to place the National Fire Protection Association recommended number of 15 firefighters on a fire scene in 8 minutes or less declined from 65.28% to 45.12% after the number of companies in service was reduced due to unfunded firefighter positions.
* Initial arriving company response times changed from 90.39% in six minutes or less to 91.22% in six minutes or less after the alternate staffing configurations were implemented to compensate for the seven unfunded firefighter positions.

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4611 - Fire Administration | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Provided continuity for the maintenance of Fire Department operations support services, training and emergency preparedness while experiencing administrative vacancies for over 50% of the fiscal year.	3
* Provided information and support to the Public Safety Oversight Committee for the Fire Safety Tax on a quarterly basis to allow review and evaluation of the Fire Department's compliance with stated goals to voters.	3
* Provided oversight for the development, revision or reformatting of ten Standard Operating Procedures (SOPs).	3
* Submitted a three year strategic plan for staffing and fire station locations to maintain emergency response operations at current service levels and response times and to provide adequate/safe span of control of emergency response personnel on a daily basis.	3
* Coordinated and provided oversight to data entry and development of quarterly and annual reports that will provide continuous feedback and benchmarking standards for monitoring and improving emergency response, prevention and training activities.	3

2012-13 Objectives	**Goal Ref**
* Provide quarterly or as requested information and support to the Public Safety Oversight Committee for the Fire Safety Tax.	3
* Monitor and adjust ongoing and planned future Fire Safety Tax expenditures quarterly to remain within revenues and complete voter promised projects and programs.	3
* Provide oversight for the revision of a minimum of 15 Standard Operating Procedures (SOPs).	3
* Meet and confer with representatives of the International Association of Firefighters Local 781 to negotiate a new contract.	3
* Coordinate the review and development of action plans to address operational issues identified in the benchmarking reports being provided through the fire and training recordkeeping software system.	3

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	298,343	297,636	297,636	304,220
Other Services & Charges	81,221	81,035	84,996	80,688
Supplies	14,399	50,182	35,917	22,231
Capital Outlay	0	0	1,150	0
Other Expenditures	0	0	0	0
Total	393,963	428,853	419,699	407,139

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Revised five Standard Operating Procedures (SOPs) addressing Fire Operations issues.	3
* Coordinated with the Independence School District on "pre-incident plans" for four schools within the district.	3
* Coordinated maintenance of apparatus, equipment and fire stations with Public Works Department staff and outside vendors.	3
* Operations personnel were responsible for seven clinical saves in the first six months of the 2011-2012 budget year.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Total Alarms	16,077	16,926	17,533	17,099
Residential Fires	130	154	144	144
Commercial Fires	24	40	25	25
Vehicle Fires	87	70	90	80
Grass/Trash	180	149	168	184
Open Burning	134	161	156	176
Bomb Threat	9	1	7	4
Hazardous Materials	325	220	360	488
Alarm Systems	748	739	720	740
Medical Alarms	10,315	9,768	10,022	9,628
Service Calls, Odors, Carbon Monoxide, Other Service	4,125	5,624	5,841	5,630

2012-13 Objectives	**Goal Ref**
* Revise five Standard Operating Procedures (SOPs) addressing Fire Operations issues.	3
* Develop a comprehensive program to address number and severity of accidents to include training classes on completing detailed accident/injury reports and analysis of accident/injury reports to	3

2012-13 Objectives **Goal Ref**

identify and implement actions to reduce the top three risk factors.

* Each quarter of the fiscal year analyze one-fourth of the City utilizing the Fire Department mapping system to pinpoint types of calls and response times to specific geographical areas in order to develop strategic plans to change district boundaries or type of fire apparatus to improve service. 3
* Develop a strategic plan to reduce current "span of control" from 14 to 1, to maximum of 7 to 1 in the Operations Division to more closely emulate the National Study for Supervision (5 to 1). 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	157.00	157.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	14,426,820	13,589,720	13,589,720	13,761,946
Other Services & Charges	182,350	196,878	197,378	249,970
Supplies	136,251	149,783	152,933	148,726
Capital Outlay	0	0	0	0
Other Expenditures	93,234	93,234	93,234	93,234
Total	14,838,655	14,029,615	14,033,265	14,253,876

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 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.

2011-12 Accomplishments	**Goal Ref**
* 100% of internet-based Continuing Education Units (CEUs) required for relicensing of Firefighters as Paramedic or Emergency Medical Technician (EMT) were recorded as completed by the end of FY 11-12. 36 personnel renewed EMT or Paramedic licenses.	3
* Completed CPR recertification in August of 2011.	3
* 72 of 166 eligible personnel participated in the voluntary Wellness Physicals which included blood work, eye exams, hearing exam, cardiac stress test and a physical examination by a physician.	3
* 100% of 10,800 incidents requiring emergency medical assistance were reviewed for completeness for FY 11-12. 20% of these calls were quality control reviewed to identify training, equipment and response needs. The Department Medical Director assisted with review of these calls to assure compliance with current protocols.	3
* In FY 11-12, three personnel completed paramedic school and three new Firefighter/Paramedics were hired, bringing the total number of paramedics in the field to 48. 26 fill the Firefighter/Paramedic job description. 14 are Fire Equipment Operator (FEO)/Paramedics and eight are Captain/Paramedics.	3
* During FY 11-12, the fractal response times for emergency medical calls improved from arriving on scene in less than six minutes 92% of the time to 95% of the time, a three per cent improvement. The goal is to arrive on the scene in less than six minutes 90% of the time.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Total EMS Calls	10,315	10,500	10,022	11,300
Total Basic Life Support Calls	9,793	9,924	9,420	10,300

Total Advanced Life Support Calls	522	576	602	1,000
Clinical Saves	14	17	20	20
EMT Training Hours	4,956	5,100	5,500	6,000
Medic Training Hours	8,019	8,460	9,200	9,000
Avg Training Hours per Person	78	81	88	93

2012-13 Objectives **Goal Ref**

* Support and track the provision of Emergency Medical Services (EMS) Continuing Education Units (CEUs) for 166 personnel through an internet-based provider. 20 CEUs per year are required for each Emergency Medical Technician (EMT) and 30 CEUs per year are required for each Paramedic in order to maintain a state license. — 3
* Coordinate training for 100% of Fire Department EMS personnel (159 positions) in Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) following American Heart Association Guidelines in January of 2013. — 1
* Manage a quality assurance program to review 20% of all incidents requiring emergency medical assistance and make recommendations regarding response protocols, equipment and training. — 1
* Maintain the fractal response times for EMS calls by meeting the national standard of arriving on scene in six minutes or less 90% of the time. The Fire Department's current fractal response time is six minutes or less 95% of the time (from dispatch to arriving on scene). — 1
* Develop a Wellness Program, including annual physicals and lab work that will make Fire Department personnel aware of health and fitness and encourage participation from 30% to 50%. A 20% increase in participation will provide a more in-depth analysis of current firefighter health trends. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4600 - Fire *2012-13 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	115,574	123,535	123,535	127,572
Other Services & Charges	33,849	53,586	57,686	53,736
Supplies	24,941	24,000	24,000	24,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	174,364	201,121	205,221	205,808

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Purchased materials and updated public education curriculum in the areas of preventing business fire hazards, enhancing assisted living fire safety, hazardous materials safety, evacuation planning for facilities, and youth and young adult life safety. — 3
* Expanded Fire Department Annual Report to include comparisons of property loss estimates to property saved on structure fires and local per capita dollar loss and structural dollar loss to available data recorded for the Midwest. — 1
* Developed summary reports from the Fire Department's records management system to evaluate trends in response times, type of fire loss, fire cause, plan review growth, and public education presentations. Analyzed these reports and developed recommendations to improve Fire Department services. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Commercial Inspections and Reinspections	6,759	6,324	6,000	6,000
Plan Reviews & Final Construction Inspections	493	682	550	700
Occupational License Inspections & Reinspections	818	857	900	900
Santa-Cali-Gon Inspections	540	521	520	600
Public Education Audience	17,397	19,996	28,000	22,000
* Position Vacant 5 Months				
Citizen Request	100	112	125	200
Zoning Projects	72	81	60	60

2012-13 Objectives — **Goal Ref**

* Evaluate effectiveness of fire prevention field delivery programs by conducting pre and post presentation testing in 50% (eight of the 16) anticipated programs. — 3

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4631 - Fire Prevention | *Fund: 02 - General Fund*

2012-13 Objectives — **Goal Ref**

* Identify geographic areas of the community which have higher than average fire loss rate correlating to deficiencies in property maintenance (electrical hazards, use of extension cords, furnace maintenance, combustible storage, etc.). Implement an educational door-to-door campaign by selected Fire Department personnel and volunteers with the goal of reducing structure fire loss from these hazards by 20% (from 42 to 34) in this category. — 3
* Identify areas containing multiple vacant residential structures and perform neighborhood campaigns to heighten community arson prevention awareness with the goal of reducing vacant property fires by 50% (from 18 to nine events). — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Fire Inspector	5.00	5.00	5.00	5.00
Chief Fire Inspector	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	562,311	530,666	530,666	540,231
Other Services & Charges	9,314	12,130	12,842	11,545
Supplies	6,721	16,649	16,449	10,044
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	578,346	559,445	559,957	561,820

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Completed the required annual testing of all pumps (17) and aerial equipment (four) on emergency response vehicles.	3
* Provided regular and routine maintenance of buildings, hydraulic rescue tools, radios, etc.	3
* Provided janitorial and repair and maintenance supplies.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Preventative maintenance completed on fire apparatus	14	27	54	65
Preventative maintenance completed on staff vehicles	26	24	35	42
Mechanic call outs	43	14	40	15
Self-Contained Breathing Apparatus repaired	52	12	30	15
Aerial apparatus recertification completed	4	4	4	4
Pumper apparatus pump tests completed	17	17	17	17

2012-13 Objectives	**Goal Ref**
* Purchase supplies and complete required regular maintenance and repairs to buildings and equipment.	3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Battalion Chief of Services	1.00	1.00	1.00	1.00
Fire Apparatus Mechanic	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	197,541	96,935	96,935	98,068
Other Services & Charges	109,560	127,641	125,441	128,673
Supplies	35,910	46,025	43,745	44,758
Capital Outlay	0	0	2,280	0
Other Expenditures	0	0	0	0
Total	343,011	270,601	268,401	271,499

Significant Issues

* In FY 2011-12 the Battalion Chief of Maintenance was not funded, leaving the responsibilities funded under this cost center without divisional oversight. While no single major accomplishment can be attributed to this division all duties and responsibilities funded by line items in this cost center were completed.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	340,788	50,990	66,014	53,340
Other Services & Charges	1,436	0	12,741	0
Supplies	136,034	0	47,213	0
Capital Outlay	430,373	0	233,305	0
Other Expenditures	0	0	0	0
Total	908,631	50,990	359,273	53,340

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4651 - Training | *Fund: 02 - General Fund*

Description

The Training and Safety Division provides training to Fire Department, City employees, and citizens, including firefighting procedures, emergency medical procedures, hazardous materials procedures, CPR, emergency response to terrorism, and Incident Command. The Safety Program, in cooperation with 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.

2011-12 Accomplishments	**Goal Ref**
* Using Independence Fire Department instructors trained in FY 10-11, provided Positive Pressure Attack (PPA) tactical training to 130 of 149 (87%) of shift personnel.	1
* Using outside instructors from the providers of annual health and wellness screenings, provided classes dealing with the prevention of musculoskeletal injuries to 117 of 149 (78%) of shift personnel.	1
* A four-hour class on conflict management is scheduled for the second half of FY 11-12 to reach 80% of shift personnel.	1
* By the end of the FY 11-12 budget cycle, scheduled and held a Strategy/Tactics class taught by upper level outside instructor. This one-day class will be offered to all three shifts, reaching at least 80% of Company Officers and out-of-position Company Officers.	1
* Coordinated the attendance of an additional instructor to the train-the-trainer course for Positive Pressure Attack to ensure continuation of instructor availability in light of pending retirements.	1
* Completed data entry and updates to bring all training records to current status in the newly installed records keeping system.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Individual Class Topics	222	222	225	153
Computer Based Topics	47	54	64	39
Total Combined Training Topics	269	276	289	192
Computer Based Training Hours	1,686	1,369	1,800	1,320
Total Instructional Hours *	7,168	6,206	N/A	7,757
Total Staff Hours	22,812	25,242	25,000	32,300
Average Hours Training per Person	**137	***153	***152	***196

% of 240 Hours Required by ISO	57%	64%	63%	82%

* Includes Computer Based Training
** Based on 167 Personnel
*** Based on 165 Personnel

2012-13 Objectives **Goal Ref**

* Provide for the delivery of a class using experienced and qualified instructors on stress management and mental wellness to at least 75% of uniformed personnel. — 1
* Provide two officer development classes with a target attendance goal of 75% of all shift personnel. — 1
* Provide the opportunity for a minimum of nine personnel, three per shift, to attend a Fire Service Instructor I course. — 1
* Provide the opportunity for a minimum of 15 personnel to attend specialized training classes to include Fire Officer I, Hazardous Materials training, Rescue, etc. — 1
* Increase total recorded training hours by 25% in calendar year 2012 over recorded hours in 2011 (from 27,911 to 34,888). — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 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	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	177,961	133,325	133,325	137,854
Other Services & Charges	17,008	26,096	20,996	25,426
Supplies	5,668	6,499	6,499	6,452
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	200,637	165,920	160,820	169,732

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2012-13 Operating Budget*
Cost Center: 4661 - Emergency Preparedness | *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 Planning 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's 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.

2011-12 Accomplishments	**Goal Ref**
* Maintained participation in the Emergency Management Performance Grant (EMPG) program with all reports submitted quarterly along with all performance milestones completed as required by Federal and State Agencies by the end of the grant period.	3
* Coordinated the Insurance Services Office, Inc (ISO) Community Rating System (CRS) flood program cycle verification process. This includes sending out all required outreach information to realtors, lenders and insurance agents within the city. This also includes tracking outreach projects to the City's Repetitive Loss Areas/Properties and updating the City's Floodplain Management Plan and Outreach Strategies Plan.	3
* Coordinated the City's compliance regarding the National Incident Management System (NIMS) as mandated by the Department of Homeland Security. This includes completion of all required NIMS classes by departmental personnel to be documented properly, City resources to be classified/typed appropriately and the mandated NIMS-CAST tracking forms to be completed by September 30, 2011.	3
* Emergency Management Performance Grant (EMPG) quarterly reports were submitted with all milestones completed resulting in $47,468.74 being reimbursed to the City through the State's second quarter period. On January 31, 2012 the 2012 EMPG Grant application was submitted to SEMA.	3
* Conducted monthly mini-workshops introducing community members to emergency preparedness and Community Emergency Response Team (CERT) concepts.	3
* One full-scale exercise was successfully conducted with Independence/ Eastern Jackson County Emergency Communications Group (EJCECG)	3

2011-12 Accomplishments **Goal Ref**

members confirming that trained amateur radio operators could receive just-in-time training and establish a communication network between the City Emergency Communications Center (911 call center) and emergency response fire trucks in the event a disaster disabled 800 MHz radio system.

2012-13 Objectives **Goal Ref**

* Continue participation in and administration of the Emergency Management Performance Grant (EMPG) program with all reports submitted quarterly along with all performance milestones completed as required by Federal and State Emergency Management Agencies by the end of the grant period. 3
* Continue coordination of the Insurance Services Office, Inc (ISO) Community Rating System (CRS) flood program cycle verification process. This includes sending out all required outreach information to realtors, lenders and insurance agents within the city. This also includes tracking outreach projects to the City's Repetitive Loss Areas/Properties and updating the City's Floodplain Management Plan and Outreach Strategies Plan. 3
* Deliver 12 preparedness presentations throughout the City of Independence to civic groups, schools, businesses and neighborhood associations. 3
* Continue coordination of the City's compliance regarding the National Incident Management System (NIMS) as mandated by the Department of Homeland Security. This includes all required NIMS classes completed by departmental personnel will be documented properly, City resources will be classified/typed appropriately and the mandated NIMS-CAST tracking forms will be completed by September 30, 2012. 3
* Continue supporting the faith-based partnership program by coordinating shelter and Community Emergency Response Team (CERT) opportunities and inviting Faith-Based Organizations (FBOs) to participate in workshops, tabletop and functional exercises. 3
* Integrate City representatives in regional, state and national level exercises to provide opportunities to practice emergency preparedness, response and recovery skills. 3
* Maintain and support additional training opportunities for 60 Independence/Eastern Jackson County Emergency Communications Group (EJCECG) members and 14 Emergency Operations Center (EOC) Management Team members. 3
* Conduct or sponsor three Community Emergency Response Team (CERT) classes and participate with local CERT volunteers in the regional CERT skills rodeo. 3

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2012-13 Operating Budget*
Cost Center: 4661 - Emergency Preparedness — *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	415	50,555	50,555	53,340
Other Services & Charges	40,867	36,090	42,132	40,408
Supplies	44,937	7,023	9,423	6,556
Capital Outlay	5,531	0	68,079	0
Other Expenditures	0	0	0	0
Total	91,750	93,668	170,189	100,304

City of Independence
Detail Program Summary

Department: 4600 - Fire *2012-13 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

Description

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

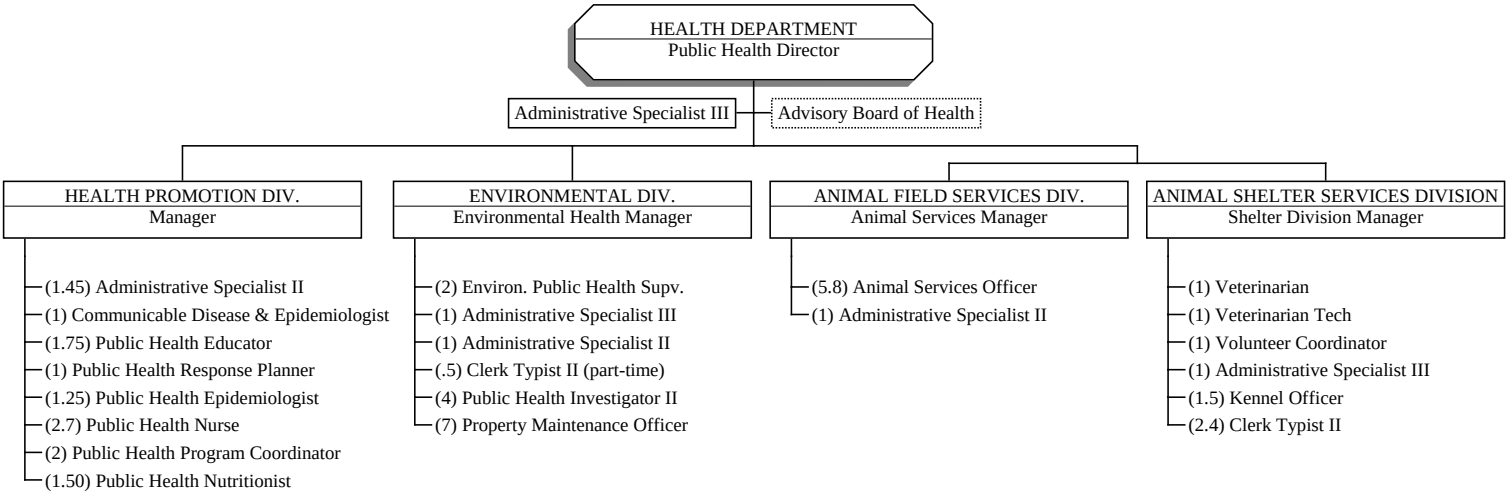
2011-12 Accomplishments	**Goal Ref**
* Purchased one staff vehicle to replace a 2006 Chevy Tahoe serving as the Deputy Chief of Operations emergency response vehicle.	3
* Provided personnel voluntary wellness/fitness physicals.	1
* Purchased approximately 36 sets of Personal Protective Equipment (PPE) for firefighting personnel.	1
* Issued a purchase order for a rescue truck and equipment to be placed in service at Fire Station 1 (950 N. Spring St.).	1
* Conducted classes in Positive Pressure Attack (PPA) tactics, firefighting tactics, injury prevention and conflict management.	1
* Remodeled projects at Fire Station 2 (14510 E. 39th St.) and Fire Fire Station 5 (11301 E. 35th St.).	3

2012-13 Objectives	**Goal Ref**
* Purchase one pumper to continue vehicle replacement program. The pumper to be replaced to be determined based on staffing configurations, run volume and vehicle age/mileage and repair record.	1
* Purchase a minimum of 36 sets of Personal Protective Equipment (PPE) as part of an ongoing program to ensure that all firefighters have two sets of PPE with the back-up set being newer than 10 years old.	1
* Provide wellness/fitness physicals and fitness programs or equipment in order to reduce the number and severity of duty-related firefighter injuries.	3
* Provide a Company Officer I and a Fire Service Instructor I course, two officer development classes and one stress management/mental wellness class.	1
* Continue remodeling projects at Fire Station 2 (14510 E. 39th St.) and Fire Station 5 (11301 E. 35 St.).	3

Program Costs

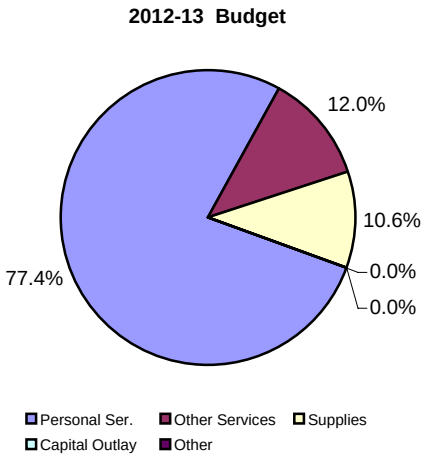
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	130,377	245,500	230,293	236,600
Supplies	122,853	22,500	77,857	34,500
Capital Outlay	1,771,983	1,337,500	1,297,350	1,064,500
Other Expenditures	0	0	0	0
Total	1,910,872	1,605,500	1,605,500	1,335,600

City of Independence, Missouri
Health Department



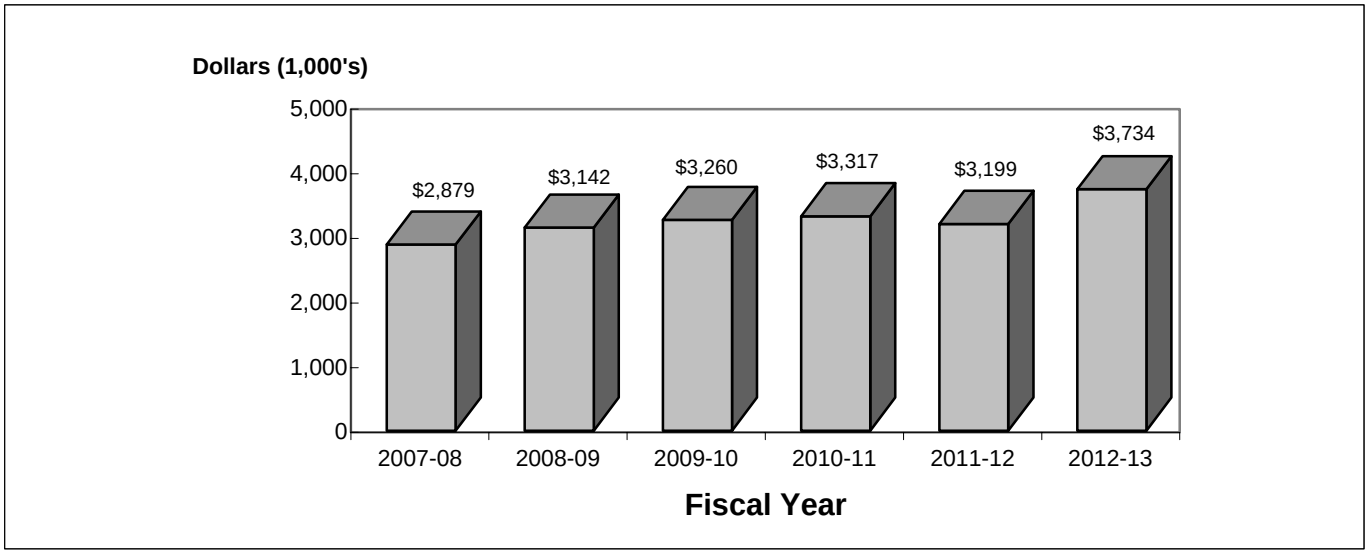
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 2,790,791	$ 2,841,610	$ 2,833,167	$ 2,888,813
Other Services	259,471	250,449	524,858	447,487
Supplies	197,116	106,684	281,160	397,529
Capital Outlay	69,914	-	77,676	-
Other	-	-	-	-
Total	$ 3,317,292	$ 3,198,743	$ 3,716,861	$ 3,733,829



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	41.50	42.35	40.60	40.95	43.81	47.85
Amount by Fund:						
General Fund	$ 2,425,484	$ 2,741,268	$ 2,758,315	$ 2,553,599	$ 2,558,732	$ 3,083,584
Grants Fund	453,144	400,553	502,027	763,693	640,011	650,245
Total All Funds	$ 2,878,628	$ 3,141,821	$ 3,260,342	$ 3,317,292	$ 3,198,743	$ 3,733,829
Comparative Ratios:						
Per Capita	$ 24.74	$ 28.78	$ 28.57	$ 27.37	$ 27.38	$ 31.96
Per Household	$ 58.63	$ 67.65	$ 66.28	$ 61.33	$ 65.63	$ 79.05



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2012-13 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	36.00	36.00	34.16	38.00
Part Time Positions	4.60	4.95	9.65	9.85
Total	40.60	40.95	43.81	47.85

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	217,963	213,987	213,987	216,945
4713 Food and Institution	354,257	371,214	371,214	0
4715 Health Promotion Division	348,854	291,890	291,890	276,345
4721 Animal Field Services Division	706,938	813,031	815,503	489,189
4722 Animal Shelter Services Div.	0	0	0	910,526
4740 Environmental Public Hlth Div	925,587	868,610	868,610	1,190,579
4750 Health Promotion Grants	758,209	632,991	1,134,995	640,885
4751 Animal Shelter Grants	0	0	0	0
4752 Environmental Grants	5,484	7,020	20,662	9,360
Total	3,317,292	3,198,743	3,716,861	3,733,829

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2012-13 Operating Budget*

Source of Funding				
General Fund	2,553,599	2,558,732	2,561,204	3,083,584
Grants	763,693	640,011	1,155,657	650,245
Total	3,317,292	3,198,743	3,716,861	3,733,829

Direct/Offsetting Revenues				
Food Handler's Permits	108,285	105,000	112,281	105,000
Animal Shelter Fees	105,227	114,990	114,990	267,500
Food Establishment Permits	148,662	136,740	179,488	145,020
Other Health Fees and Permits	46,404	51,187	60,951	54,574
Animal Shelter Services	20,646	21,000	22,819	335,500
Other Health Programs	7,375	2,250	6,613	5,464
Total	436,599	431,167	497,142	913,058

City of Independence
Detail Program Summary

Department: 4700 - Health — *2012-13 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Worked with Jackson County to build a new joint animal shelter.
* Created the Environmental Public Health Division, combining the previous Food and Institution Division with the Code Enforcement Division, strengthening our efforts in environmental protection.
* Utilized the Youth Council to assist the Hungry and Homeless Coalition in obtaining blankets for the homeless during the William Chrisman vs. Truman High Schools' football game.
* Through the 2nd Annual Civic Club Challenge, sponsored by the Hungry and Homeless Coalition, doubled the amount of food collected from the previous year for the food pantries in Independence.

2012-13 Objectives	**Goal Ref**
* Administer the Health Department's operational budget and keep the City Manager informed of the department's financial standing.	3
* Maintain a highly-trained, highly-motivated, customer-oriented staff based on use of the City's Report Card with feedback from the public.	1
* Facilitate communication and cooperation in the Public Health field at the state and national level by attending and participating in the Director's Advisory Committee meetings for the State of Missouri, maintaining active membership on the Missouri Association of Local Public Health Agencies'(MoALPHA) Board of Directors, and membership on the National Association of County and City Health Officials' (NACCHO) Board of Directors, as well as participating in numerous conference calls at both the state and national level.	1
* Monitor and assist the Health Department divisions in accomplishing their stated objectives for FY 2012-13 through weekly one-on-one meetings with the individual division managers.	3
* Move from the old Animal Shelter to the new joint Independence/Jackson County Animal Shelter and increase volunteerism and adoption rates.	1

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4711 - Health Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Public Health Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	204,979	202,676	202,676	205,484
Other Services & Charges	9,353	8,791	9,088	9,201
Supplies	3,631	2,520	2,223	2,260
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	217,963	213,987	213,987	216,945

Significant Issues

* Decreased funding by granters and the Missouri Department of Health and Senior Services impact our ability to maintain the high level of services in our Health Promotion Division.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2012-13 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

Description

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Foods & Institution Manager	1.00	1.00	1.00	.00
Public Health Inv II	4.00	4.00	4.00	.00
Administrative Spec II	1.00	1.00	1.00	.00
Total	6.00	6.00	6.00	.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	331,359	349,458	349,458	0
Other Services & Charges	14,235	14,110	13,332	0
Supplies	8,663	7,646	8,424	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	354,257	371,214	371,214	0

Significant Issues

* This cost center was merged with the Environmental Public Health Division.

Description

The Health Promotion Division staff inform, motivate, and help individuals and groups to assume responsibility for improving the health of themselves, their families, and their community; promote voluntary adoption and maintenance of health practices and lifestyles which will lead to the highest level of individual and community health, and advocates social and environmental changes as needed to facilitate these goals; monitors disease occurrence rates in the community; and provides population-based education.

2011-12 Accomplishments	**Goal Ref**
* Created a bloodborne disease prevention basics online training for all City employees that describes bloodborne diseases, transmission, prevention and steps employees should take if they are exposed.	1
* Conducted onsite immunization record audits at 100% of childcare centers and home daycares in Independence (52 locations). Records were reviewed twice per year on more than 4,784 children to assure age-appropriate immunizations were received.	1
* Developed an influenza prevention commercial and shared with community partners to improve childhood and adult influenza immunization rates. The commercial is available on the City's website and City 7.	1
* Initiated and maintained a partnership between the Mid America Immunization Coalition (MAIC) and the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA) to improve childhood immunization rates through increased education and collaboration between health departments. Through this partnership, health departments have increased opportunities for sharing best practices.	1
* Processed 973 reported disease cases. Staff investigated two outbreaks involving 104 ill individuals impacting our long term care facilities.	1
* Organized and sponsored the first Eastern Jackson County Municipal Challenge with seven municipalities participating. Over 1,000 employees participated in one or more wellness activities during the year which included lunch and learns, exercise programs, a weight loss competition with participants losing over 820 total pounds and a wellness screening event.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Communicable Disease Investigations	283	293	250	350

Flu Shots Given	6,489	557	500	500
Immunization Record Reviews	4,780	4,879	5,000	5,000

2012-13 Objectives **Goal Ref**

* Develop relationships with nursing and public health universities in order to educate students on the role of public health and to provide them with experiences that promote new programs or evaluate existing programs. Support at least 4 students per year. 1
* Increase participation in smoking cessation classes by 30% through community outreach and partnerships. 1
* Implement a Child Safe recognition program for childcare facilities in order to assure the health and safety of children. Standards would include safe sleep, indoor/outdoor safety, immunizations, emergency preparedness and participation in a Childcare Association. At least 5 childcare facilities will participate. 1
* Promote communicable disease prevention strategies through the use of media, written communication and onsite education. At least two strategies will be implemented per quarter. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Public Health Nurse	2.00	1.00	1.00	1.00
Public Hlth Outreach & Prg.Mg.	1.00	1.00	.16	1.00
Com Dis & Epidemiology Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Public Hlth Prgm Coordinator	.00	1.00	1.00	1.00
Total	5.00	5.00	4.16	5.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	334,127	266,942	266,942	254,340
Other Services & Charges	3,503	6,095	9,839	9,044
Supplies	11,224	18,853	15,109	12,961
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	348,854	291,890	291,890	276,345

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4721 - Animal Field Services Division *Fund: 02 - General Fund*

Description

The mission of the Animal Field Services Division is to provide services that will ensure public health and safety, investigate animal abuse and neglect, respond to animal bite situations and protect both human and animal safety by responding to stray animal reports.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Service Calls	10,023	6,975	11,000	8,000
Summons Issued	747	616	800	600
Reported Animal Bites	173	134	170	140
Animals picked up by Animal Control Officers in the field	1,957	1,268	1,400	1,500

2012-13 Objectives

	Goal Ref
* To have an animal response time of requests by citizens to less than one hour 90 percent of the time.	1
* To report all animal bites to the communicable disease units, and to follow up with both the animal owner and bite victim.	1
* To provide the court system with accurate reports and General Ordinance Summons to ensure appropriate justice in all animal welfare cases.	1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Animal Services Officer	5.00	5.00	6.00	5.80
Kennel Officer	1.00	1.00	1.50	.00
Animal Services Manager	1.00	1.00	1.00	1.00
Clerk Typist II	.75	.75	1.25	.00
AnimalControlInvestigator Spec	1.00	1.00	.00	.00
Animal Services Supvr	1.00	1.00	1.00	.00
Custodian	.25	.25	.25	.00
Volunteer Coordinator	.50	.50	.50	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	11.50	11.50	12.50	7.80

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4721 - Animal Field Services Division *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	562,302	598,217	569,735	449,407
Other Services & Charges	57,103	150,657	173,007	19,954
Supplies	87,533	64,157	72,761	19,828
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	706,938	813,031	815,503	489,189

Significant Issues

* Continue to pursue options for the ever growing stray and feral cat population.

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4722 - Animal Shelter Services Div. *Fund: 02 - General Fund*

Description

The purpose of the Animal Shelter Services Division is to provide a temporary shelter for domesticated animals located in the City of Independence and unincorporated Jackson County. It is the mission of the Shelter to actively pursue the return to owner, where possible, and other wise the adoption of these animals while providing them with a humane environment.

2011-12 Accomplishments **Goal Ref**

* Joined the ASPCA Challenge and won the regional prize of $20,000 and the Fast Start prize of $5,000. — 1
* Met and exceeded the objective of 100 free spay/neuters in the community through the application and acceptance of the Missouri Department of Agriculture grant in the amount of $2,000 and the generous donations of citizens. — 1
* Obtained an ASPCA grant in the amount of $5,000 for free vaccination clinics to the owners of pets in our community. The grant is targeted towards those who could not afford those vaccinations on their own. — 1
* Saved the lives of 370 more animals in the shelter's care during a three month period this year compared to a similar period last year. The Shelter has been working towards no euthanasia of adoptable pets within our shelter. With the assistance of our citizens and our partner rescue groups we have reduced our euthanasia rate from 47% last year to 24% this year. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Animals taken into the shelter	4,527	2,695	4,500	3,500
Animals placed in new homes	1,811	1,888	1,900	2,250
Animals returned to owners	572	579	600	700

2012-13 Objectives **Goal Ref**

* The shelter will have at least an 80 percent return to owner, adoption and rescue rate. — 1
* The transition from the old to new shelter will be smooth with as little interruption in services as possible. — 1
* That a volunteer workforce of at least 100 will be recruited and trained during the fiscal year. — 1
* Control the spread of canine and feline communicable diseases within the Shelter. — 1

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4722 - Animal Shelter Services Div. *Fund: 02 - General Fund*

2012-13 Objectives **Goal Ref**

* Coordinate with area non-profit organizations to find adoptive families for homeless pets.
* Educate the public about animal safety and the services provided by the new Shelter. 1
* To develop a plan to move the shelter to a no kill shelter, if possible. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Shelter Division Manager	.00	.00	.00	1.00
Veterinarian	.00	.00	.00	1.00
Veterinarian Technician	.00	.00	.00	1.00
Kennel Officer	.00	.00	.00	1.50
Clerk Typist II	.00	.00	.00	2.40
Volunteer Coordinator	.00	.00	.00	1.00
Administrative Spec III	.00	.00	.00	1.00
Total	.00	.00	.00	8.90

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	0	0	0	468,698
Other Services & Charges	0	0	0	211,133
Supplies	0	0	0	230,695
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	910,526

Significant Issues

* Will need to make sure that all significant positions for the new shelter are hired and in place prior to the move in date.
* Will need to plan for the increase in animals and volunteers as we move into the new facility.

Description

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

2011-12 Accomplishments **Goal Ref**

* In the six years since its inception, the Neighborhood Code Compliance Program (NCCP) has removed over 3.5 million pounds of trash and brush from 48 specific areas of town (17,314 addresses); voluntary compliance increased from 56% to 98.5%; and assistance has now been provided to over 788 residents who were disabled, elderly or otherwise unable to move their own items.
* Continued providing training to the Independence Police Department (IPD) staff in the procedures for declaring properties "Unsafe to Occupy". This has allowed IPD to provide after-hours response for these properties resulting in significant overtime savings.
* Hosted a training class for the Missouri Association of Code Enforcement (MACE). The class focused on proactive code enforcement approaches, specifically, Neighborhood Code Compliance Program (NCCP). Attendees were from various jurisdictions throughout northwest Missouri.
* Successful completion of the International Code Council's Code Enforcement Officer Certification requirements by the Environmental Public Health Supervisor.
* Successfully implemented City ordinance changing inspection frequency and fee amounts from being seating based to being based on public health priority. Except for two seasonal concession stands, which were inaccessible, all inspection deadlines were met.
* Amended the Farmer's Market Price Agreement to allow the sale of additional items (baked goods, jams/jellies and farm-fresh eggs). Items must be grown/produced under applicable health permits or exemptions and, like all market items, come from within a 75 mile radius of Independence. Offering a wider array of products has increased the number of vendors and customers utilizing the Market. This change supports a goal of the Building a Healthier Independence initiative to encourage healthy food choices.
* Investigated 100% of all complaints within 48 hours of receiving notice.
* Worked closely with the Independence Regional Ennovation Center to conduct plan reviews and issue permits for the successful opening of this business incubator. Currently, there are approximately 30 active permit holders routinely utilizing the Ennovation Center.
* During 2011, the first full year of the online Food Handler Permit renewal system, 1,624 people utilized the system. This represents a

2011-12 Accomplishments **Goal Ref**

quarter of all food handler permits issued for the year.

* Trained students in the Independence high schools on safe food handling techniques.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Reactive Cases (complaint generated)	5,537	4,518	5,156	5,413
Proactive Cases	4,125	4,972	3,699	3,883
Initial Inspections	9,391	9,270	9,301	9,766
Recheck Inspections	9,755	9,426	11 052	11,604
Properties Deemed Unsafe to Occupy	152	178	217	227
Tickets Issued	894	975	1,157	1,214
Neighborhood Code Compliance Program	8	8	8	2
Day Care Facilities Inspections	120	109	120	110
Commercial Swimming Pool Inspections	45	73	45	73
Food Handlers Trained	10,386	7,035	5,840	7,040
Food Service Inspection	1,584	1,404	1,548	1,404
Follow-up Inspections	165	192	200	200
Soft-serve Inspections/Sample	-	75	64	64
Food Managers Trained	622	533	580	535
Lodging Inspections	15	45	44	44
Tattoo/Body Piercing Parlor Inspections	10	16	18	16
Inspections initiated by Complaints	101	93	110	100

2012-13 Objectives **Goal Ref**

* Successfully utilize Division staff to conduct the NCCP in two neighborhoods with areas between 300-350 addresses in size. 1
* Conduct all property maintenance complaint inspections within no more than 10 business days of receipt. 1
* Maintain staff certifications by providing opportunities to obtain Continuing Education Unit (CEUs). 1
* Inspect all food establishments in accordance with the frequency determined by the public health priority assessment. 1
* Conduct inspections in non-food establishments in accordance with applicable City ordinances and State statutes. 1
* Expand the use of technology in the Division. This includes enhancements to the food handler training program, inspection process and permitting process. 1

2012-13 Objectives **Goal Ref**

* Respond to all foodborne illness complaints within 24 hours and all other complaints within 48 hours of receiving notice. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Environ Public Health Supv	.00	1.00	1.00	2.00
Clerk Typist II	.50	.50	.50	.50
Code Compliance Manager	1.00	1.00	1.00	.00
Environmental Health Mgr	.00	.00	.00	1.00
Public Health Inv II	.00	.00	.00	4.00
Administrative Spec II	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	8.25	8.00	7.00	7.00
Total	10.75	11.50	10.50	16.50

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	833,563	784,306	754,804	1,081,097
Other Services & Charges	76,165	70,796	100,159	85,608
Supplies	15,859	13,508	13,647	23,874
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	925,587	868,610	868,610	1,190,579

Significant Issues

* An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Six vehicles are considerably past the Public Works guidelines for replacement.
* In order to increase inspection response times without additional staffing, technology enhancements are needed. These enhancements include modifying the field inspection software to capture and store case photos and the electronic processing of court summons.
* Budget reductions have required that proactive programs be reduced in

Significant Issues

scope, including the reduction of the Neighborhood Code Compliance Program from eight areas to two.

* Inspection frequency of many food establishments has increased. Current staffing levels must be continuously monitored to assure they are adequate for the workload.
* Jackson County is now offering online food handler training instead of relying on the City of Independence to provide its training. The City of Kansas City is preparing legislation which will eliminate the food handler permit requirement for their food establishments. These changes may significantly decrease class enrollment and associated revenues.
* Staff is working with Technology Services to provide many new services online including a complete food handler training course. This course would be less expensive than the one offered by Jackson County and revenue generated would be collected by the City.

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4750 - Health Promotion Grants *Fund: 15 - Grants*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Received a 96% on the Technical Assistance Review of the Emergency Response Guide from the Centers for Disease Control and the Missouri Department of Health and Senior Services. This review was specifically testing the Health Department's ability to provide medical countermeasures to 100% of the population within 48 hours.	1
* Exercised the City's mass prophylaxis capabilities utilizing a drive-thru seasonal influenza clinic for City of Independence employees and community members. Administered 418 seasonal influenza vaccinations.	1
* Recruited six skilled-nursing facilities in Independence, Missouri as closed point of dispensing sites to reduce the demand on public dispensing sites and to accommodate vulnerable populations during a public health emergency.	1
* Formed the Independence Community Garden Association where organizations, agencies and individuals can network and share resources, ideas and expertise. Sponsored eight garden locations with 73 raised beds. The gardens serve approximately 100 low-income families and before and after school facilities. The estimated cost savings per family ranged from $61.85 to $136.89.	1
* The Building a Healthier Independence initiative has made it easier and safer for citizens to be physically active, make healthy food choices and reduce tobacco consumption. A Complete Street Policy was established in June and three new sidewalks were constructed. Sermon Center memberships increased by 26% and new cardio equipment was purchased and installed. Trail guides were printed to distribute throughout the community. Farmer's markets promotions increased food stamp use at the markets by 92%. The Independence Park Trot 5K promoted physical activity to our residents.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Asthma Education (students and adults)	631	97	630	150

Nutrition, Physical Activity and Tobacco Cessation Outreach	155	100	100	200
Community Garden Meetings & Classes	20	20	40	60

2012-13 Objectives **Goal Ref**

* Work with community groups to form 2 new community gardens, preferably in areas defined as food deserts and low income areas. 1
* Partner with area schools and neighborhoods to implement 2 walk-to-school day activities and/or trainings. 1
* Place 3 additional 'blue' emergency phones in parks and trails to enhance personal safety. 1
* Increase Sermon Center memberships by 10% to improve physical activity among citizens. 1
* Increase the amount of counter-tobacco advertising by 50%. 1
* Double the number of healthy items available in City vending machines. 1
* Place 100 "Tobacco-free Park" signs in City parks. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Public Health Educator	2.00	1.00	1.75	.50
Public Health Nurse	.90	1.50	1.70	1.70
Public Health Nutritionist	.00	.00	1.50	.00
Public Hlth Epidemiologist	1.00	1.00	1.25	1.00
Public Hlth Response Planner	1.00	1.00	1.00	1.00
Administrative Spec II	.45	.45	.45	.45
Public Hlth Prgm Coordinator	.00	.00	1.00	1.00
Public Health Specialist	.00	.00	.00	2.00
Total	5.35	4.95	8.65	7.65

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	524,461	632,991	689,552	429,787
Other Services & Charges	97,557	0	217,871	112,547
Supplies	68,504	0	149,896	98,551
Capital Outlay	67,687	0	77,676	0

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4750 - Health Promotion Grants *Fund: 15 - Grants*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Expenditures	0	0	0	0
Total	758,209	632,991	1,134,995	640,885

City of Independence
Detail Program Summary

Department: 4700 - Health *2012-13 Operating Budget*
Cost Center: 4752 - Environmental Grants *Fund: 15 - Grants*

Description

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

2011-12 Accomplishments **Goal Ref**

* Inspected all state licensed daycares to ensure proper food handling and sanitation procedures were being followed.
* Inspected all summer food service programs to ensure proper food handling and sanitation procedures were being followed.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
State Licensed Daycare Inspection Sites	58	45	55	45
State Summer Food Service Program Sites	5	17	8	10

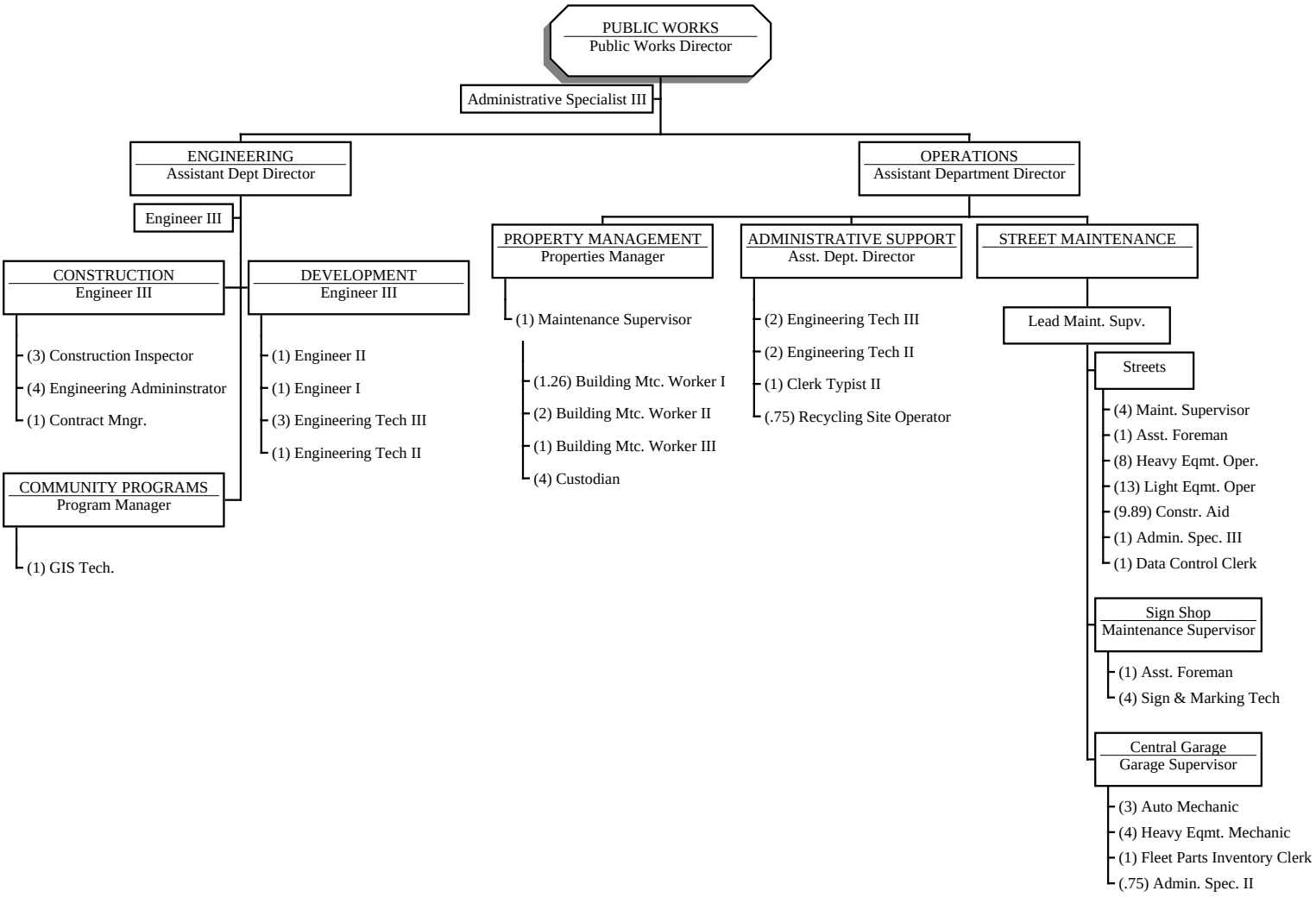
2012-13 Objectives **Goal Ref**

* Ensure proper food handling and sanitation procedures are being followed in state approved daycares.
* Ensure proper food handling and sanitation procedures are being followed in all summer food service programs.

Program Costs

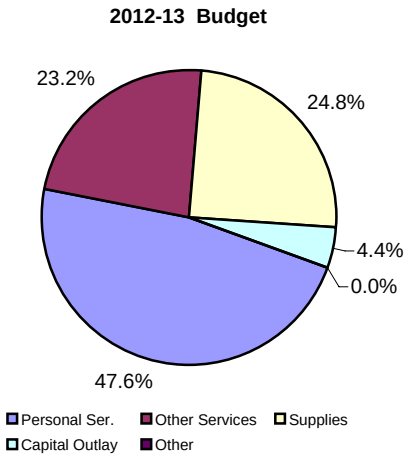
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
	0	7,020	0	0
Other Services & Charges	1,555	0	1,562	0
Supplies	1,702	0	19,100	9,360
Capital Outlay	2,227	0	0	0
Other Expenditures	0	0	0	0
Total	5,484	7,020	20,662	9,360

City of Independence, Missouri
Public Works



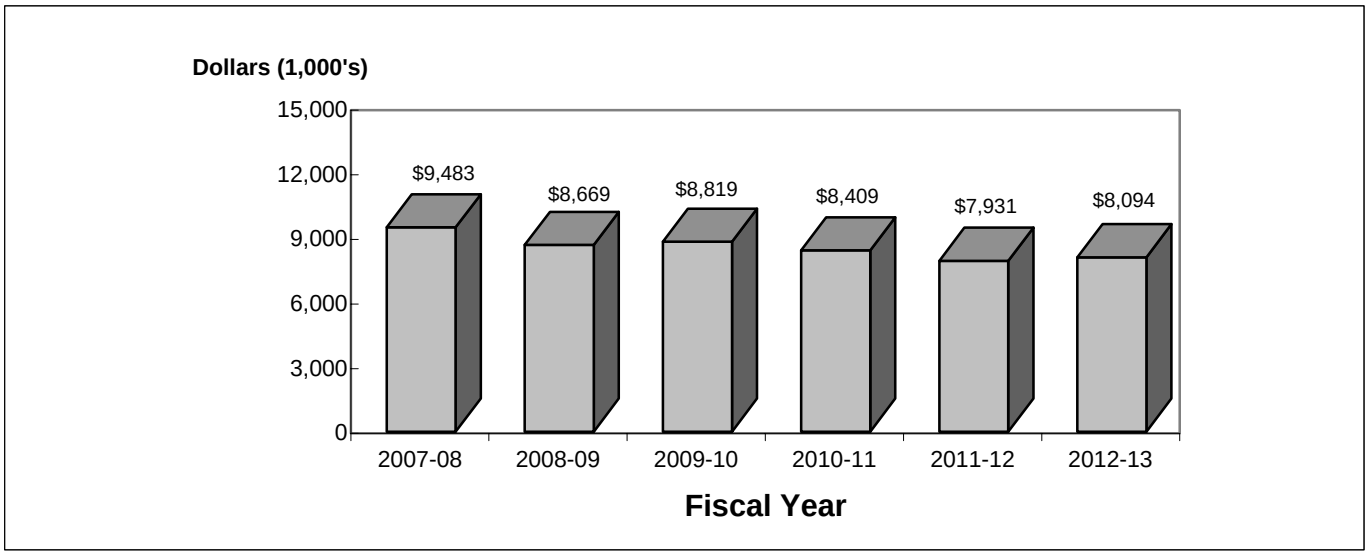
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 4,621,901	$ 4,031,461	$ 4,031,461	$ 3,854,246
Other Services	1,718,631	1,737,666	1,740,495	1,875,036
Supplies	1,990,847	1,950,073	1,952,753	2,008,595
Capital Outlay	78,089	211,536	206,027	356,598
Other	-	-	-	-
Total	$ 8,409,468	$ 7,930,736	$ 7,930,736	$ 8,094,475



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	93.00	93.00	92.75	93.75	90.65	93.65
Amount by Fund:						
General Fund	$ 7,187,216	$ 6,701,866	$ 6,654,072	$ 6,180,748	$ 5,684,843	$ 5,487,732
Central Garage Fund	2,224,135	1,895,482	2,090,429	2,153,712	2,169,893	2,280,367
Street Improv. Sales	-	-	-	-	-	250,000
Sanitary Sewer Fund	71,512	71,505	74,193	75,008	76,000	76,376
Total All Funds	$ 9,482,863	$ 8,668,853	$ 8,818,694	$ 8,409,468	$ 7,930,736	$ 8,094,475
Comparative Ratios:						
Per Capita	$ 81.50	$ 79.41	$ 77.27	$ 69.38	$ 67.88	$ 69.28
Per Household	$ 193.15	$ 186.66	$ 179.27	$ 155.47	$ 162.71	$ 171.37



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2012-13 Operating Budget*

Department Description

Provide professional engineering services for the public safety and convenience; design, acquire rights of way, administer contracts, capital budget preparation, City Code enforcement, review building applications, issue development, construction, blasting, erosion control, and flood plain management. Maintain records of City owned property, investigate and review citizen complaints, provide inspection for Public Works by private development, and provide building maintenance and custodial services for most City owned buildings, as well as, manage right of way and erosion control of building sites. Maintain approximately 566 miles of streets through sealing, patching, surfacing, shoulder operations, snow removal, and roadside mowing. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	92.00	93.00	86.75	89.00
Part Time Positions	.75	.75	3.90	4.65
Total	92.75	93.75	90.65	93.65

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
5001 Public Works Administration	259,804	262,663	262,663	273,779
5011 Public Works Engineering	535,105	514,568	514,436	418,573
5013 Public Works - Admin. Support	360,836	248,259	248,391	286,061
5015 Property Management	722,074	656,422	659,022	618,595
5030 Public Works Engineering-Sewer	75,008	76,000	76,000	76,376
5111 Street Maintenance	4,302,929	4,002,931	4,000,331	3,890,724
5112 Street Maint.-Sales Tax Funds	0	0	0	250,000
5121 Central Garage	2,153,712	2,169,893	2,169,893	2,280,367
Total	8,409,468	7,930,736	7,930,736	8,094,475

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2012-13 Operating Budget*

Source of Funding				
General Fund	6,180,748	5,684,843	5,684,843	5,487,732
Sanitary Sewer Fund	75,008	76,000	76,000	76,376
Street Improv. Sales Tax Fund	0	0	0	250,000
Central Garage Fund	2,153,712	2,169,893	2,169,893	2,280,367
Total	8,409,468	7,930,736	7,930,736	8,094,475

Direct/Offsetting Revenues				
Construction Permits - Public Works	155,381	230,000	160,000	200,000
Total	155,381	230,000	160,000	200,000

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5001 - Public Works Administration *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Completed construction on the Little Blue Parkway between R.D. Mize Road and 78 Highway.	1
* Completed construction of the 39th Street Improvements project, Overlay Contract, Salisbury Sidewalks and several storm water improvement projects.	1
* Completed a City owned parking lot inventory and assessment.	1
* Completed a City owned alleys assessment report to identify needs, priorities, and costs.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of employee accidents	8	7	6	7
Project schedules met (%)	90	85	90	90

2012-13 Objectives	**Goal Ref**
* Complete construction of the Little Blue Parkway project, 35th Street project and Sales Tax Program projects.	1
* Review and adjust the snow removal street priority maps and vehicle tracking systems.	1
* Manage the Street Sales Tax Program and available funding. Complete the engineering design on the 39th Street Bridge Improvements project and Bly Road Bridge project. Complete a Street Overlay contract, Whitetopping contract and sidewalk projects.	1
* Maintain the pavement condition index rating system and field inspect at least 221 miles of streets within the system.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5001 - Public Works Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Public Works Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	229,005	227,979	227,979	231,558
Other Services & Charges	22,843	26,767	26,767	32,739
Supplies	7,956	7,917	7,917	9,482
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	259,804	262,663	262,663	273,779

Significant Issues

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

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Completed the construction of the Little Blue Parkway from R. D. Mize Road to 78 Highway.	1
* Completed the design of the Bly Road Bridge, the Crackerneck Sidewalk improvements, the Fairmount Park Sidewalk project, the 35th Street improvement project and the 39th Street Bridge project.	1
* Constructed the 39th Street Improvements, Salisbury Sidewalks, Intersection Whitetopping and Overlay Contract.	1
* Completed construction of Storm Water Sales Tax projects: 25th Terrace and Viking, 19th and Cedar, 35th and Northern, Westport and Northern, Neighborhood Projects, 39th and Main and Willis Street Improvements.	1
* Completed traffic flow improvements through coordination with the Missouri Department of Transportation, Mid-America Regional Council, other City departments and contractors.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
New Street Sales Tax Program Completion (%)	8.0	16.0	25.0	34.0
Little Blue Parkway Construction Completion (%)	25.0	91.0	100.0	100.0
In-House design Project Completion % of total project value complete	4.0	10.0	50.0	5.0

2012-13 Objectives	**Goal Ref**
* Complete construction of the 35th Street Improvements project, Overlay Contract, Whitetopping Contract, Delaware Streetscape, Englewood Streetscape and stormwater projects.	1
* Complete project design for 39th Street Bridge, 24 Highway Sidewalks and Blue Mills and 24 Highway intersection projects.	1
* Meet with residents on all Capital Improvement projects being designed. Ask for comments and respond to them.	1
* Develop and implement accident reduction and traffic flow improvements.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineering Administrator	4.00	4.00	4.00	4.00
Engineer III	3.00	3.00	3.00	3.00
Contract Manager	.00	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00	3.00
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech III	3.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	18.00	19.00	19.00	19.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	395,948	393,001	393,001	282,612
Other Services & Charges	105,288	98,319	98,319	110,688
Supplies	33,869	23,248	23,116	25,273
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	535,105	514,568	514,436	418,573

Significant Issues

* Managing changes in resources, numbers of employees, and shifting work requirements.
* Succession planning and staff training.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, enforcement of Public Works right of way and code provisions, staffing the department front counter, tracking project reimbursements on construction projects, recycling center operations and coordinating solid waste and recycling initiatives for the Department. In addition, the Public Works Administrator coordinates the State Legislative Program.

2011-12 Accomplishments	**Goal Ref**
* Successfully completed the acquisition for nearly 125 parcels representing ten separate capital projects.	1
* Continued promotion of recycling and reuse activities through the regional Solid Waste District and local citizen committee.	1
* Scheduled the fourth annual electronics recycling event.	1
* Recycling: A total of 33,854 vehicles used both recycling sites during the year.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Acquisition within schedule (%)	98.0	99.0	98.0	99.0
Quarterly haulers reports on recycling and solid waste	4	4	4	4
Monthly project reimbursements within schedule (%)	100	100	100	100

2012-13 Objectives	**Goal Ref**
* Continue acquisition for all public improvement projects.	4
* Continue coordinating project reimbursements on CURS, TIF and Federal reimbursement projects within a three week time frame once the reports are generated.	1
* Work towards landfill diversion goal of 80% by year 2023 by increasing recycling rates through education and promotion.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst Dept Director	.50	1.00	1.00	1.00
Public Works Administrator	1.00	1.00	.00	.00
Clerk Typist II	1.00	1.00	1.00	1.00
Engineering Tech II	2.00	2.00	2.00	2.00
Engineering Tech III	2.00	2.00	2.00	2.00
Recycling Site Operator	.00	.00	.75	.75
Total	6.50	7.00	6.75	6.75

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	359,621	247,054	247,054	284,856
Other Services & Charges	1,215	1,205	1,205	1,205
Supplies	0	0	132	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	360,836	248,259	248,391	286,061

Significant Issues

* Managing changes in resources, number of employees, and shiting work requirements.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Installed new windows at the Police Building for a portion of the building.	1
* Replaced several roof top HVAC units at the Health Building.	1
* Managed the contract to install a new slate roof and box gutters at the Bingham-Waggoner Estate.	1
* Installed a backup generator at City Hall for City 7, Conference Room D and the Telephone Room.	1
* Managed the contract for the Vaile Exterior Step Repair project.	1
* Installed new security system for card readers at the City Hall front door and north door locations.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Response to Work Orders Within planned time frame (%)	80.0	70.0	80.0	70.0
Construction projects managed	8	5	0	0

2012-13 Objectives	**Goal Ref**
* Continue installing new card reader security system as funds are available.	1
* Continue implementing the new FaciliWorks software program with maintenance information for City buildings.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	3.00	2.00	2.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	4.00	4.00	4.00	4.00
Building Maint Wk I	1.00	1.00	1.26	1.26
Total	11.00	11.00	10.26	10.26

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	367,092	285,710	285,710	252,071
Other Services & Charges	282,326	288,825	295,081	285,622
Supplies	66,751	81,887	78,231	80,902
Capital Outlay	5,905	0	0	0
Other Expenditures	0	0	0	0
Total	722,074	656,422	659,022	618,595

Significant Issues

* Managing changes in resources, number of employees, and shifting work requirements.
* Due to staff vacancies, the majority of HVAC maintenance and repair is being performed by contractors.
* Lack of cleaning for the Police building and other City buildings due to vacancies in custodial positions.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5030 - Public Works Engineering-Sewer *Fund: 30 - Sanitary Sewer Fund*

Description

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

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	75,008	76,000	76,000	76,376
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	75,008	76,000	76,000	76,376

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Description

Street Maintenance is responsible for maintaining 1,198 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditching, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, cleaning of medians and islands, roadside mowing (which includes contract mowing), removal of dead trees in the right of way, maintenance of equipment, placement of driveway pipes, recycling center operation, burning of brush, removal of snow and ice, and the maintenance of sand and salt stockpiles. Signs and markings maintenance includes painting of center and edge lines, crosswalks, school crossing stop bars and turn lanes, and parking stalls and City parking lots, installation of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails. Street Maintenance also coordinates nine City-Wide Cleanups per year and assists with training for commercial drivers license (CDL).

2011-12 Accomplishments	**Goal Ref**
* Special Projects: Wetlands were constructed at the former Adair Lagoon site.	1
* Street Sweeping: 1,728 curb miles were swept, with 1,096 cubic yards of debris picked up.	1
* City-Wide Cleanup: Nine successful City-Wide Cleanup events were held.	1
* Community Service Workers: There were 2,313 community service hours provided throughout the year.	1
* Traffic Signs: Assembled 1,925 traffic signs, installed 279 new traffic signs and posts, serviced 1,532 signs from Federal Upgrade Program, serviced 1,406 signs from citizen notifications, and assembled and installed 55 non-traffic signs.	1
* Traffic Painting: Painted 46 miles of center and edge lines and 224 crosswalks, repainted 351 stop bars, 298 transverse markers and 41 directional arrows.	1
* Traffic Barricades: Supplied a total of 1,113 barricades throughout the year for 68 special events including block parties, the Fourth of July parade, Santa-Cali-Gon Days, and other Square and Chamber events.	1
* Potholes: Responded to 102 pothole hot line tickets and 303 patch tickets, resulting in 2,876 holes being patched.	1
* Roadside Mowing: Mowed 237 miles of right of way and 152 acres of City owned property.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Street Condition (PCI Average)	80	80	75	80
Right of Way Maintenance (Service Requests)	96	100	100	100
Sweeping and Cleaning Medians (Service Requests)	69	60	80	60
Drainage (Service Requests)	66	40	20	10
Snow Removal (Service Requests)	1,231	115	80	125
Street Signs Maintained (Percentage)	10.0	10.0	10.0	10.0

2012-13 Objectives	Goal Ref
* Patch potholes during normal work hours within 24 hours after notification 95% of the time.	1,4
* Inspect 221 miles of our streets each year to measure the PCI (pavement condition index) of streets.	1,4
* Provide street sweeping and median cleanup on curb and gutter streets throughout the City once per year with arterial streets being swept more frequently as needed.	1,4
* Provide snow removal throughout the City during winter weather events.	4
* Inspect and replace (if needed) 5,000 of the 50,000 street signs per year. Comply with upcoming Manual on Uniform Traffic Control Devices (M.U.T.C.D.) requirements and implement a sign assessment management plan.	4
* Provide paint striping for 60 miles of center and edge lines and repaint 300 crosswalks.	4
* Provide roadside mowing for 300 miles of right of way and 152 acres of City owned property.	1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Sign & Marking Technician	5.00	5.00	4.00	4.00
Data Control Clerk	1.00	1.00	1.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Asst Dept Director	.50	.00	.00	.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Light Equipment Operator	13.00	13.00	13.00	13.00
Lead Maintenance Supervisor	1.00	1.00	1.00	1.00
Assistant Foreman	3.00	3.00	2.00	2.00
Maintenance Supervisor	5.00	5.00	5.00	5.00
Construction Aide	6.00	6.00	6.89	6.89
Administrative Spec III	1.00	1.00	1.00	1.00
Recycling Site Operator	1.00	1.00	.00	.00
Total	44.50	44.00	41.89	41.89

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	2,558,387	2,155,419	2,155,419	1,964,785
Other Services & Charges	920,336	937,609	936,673	1,040,812
Supplies	752,022	711,867	710,203	687,091
Capital Outlay	72,184	198,036	198,036	198,036
Other Expenditures	0	0	0	0
Total	4,302,929	4,002,931	4,000,331	3,890,724

Significant Issues

* Managing changes in resources, number of employees, and shifting work requirements.
* All regulatory, warning, and ground mounted signs must comply with the new retroflectivity standards by 2015. Also, all overhead guide signs and street name signs must comply with the new standards by January, 2018.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2012-13 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 Street Maintenance cost center (5111) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Construction Aide	.00	.00	.00	3.00
Total	.00	.00	.00	3.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
	0	0	0	99,438
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	150,562
Other Expenditures	0	0	0	0
Total	0	0	0	250,000

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2012-13 Operating Budget*
Cost Center: 5121 - Central Garage | *Fund: 90 - Central Garage Fund*

Description

Central Garage is responsible for maintaining the City's fleet comprised of 733 units of rolling stock. It is also responsible for vehicle and equipment acquisition, repair, preventative maintenance, and fuel management for vehicles used in law enforcement, fire prevention, health, social services, parks, public works, and other government activities. It is also responsible for fabrication and welding requests by all City departments. Central Garage maintains a wide range of automotive parts which includes 1,894 types of various parts. It also maintains two fuel sites within the City.

2011-12 Accomplishments	**Goal Ref**
* Installed cameras at both fuel islands.	4
* Preventative maintenance was performed on police, fire, light trucks and cars, which included 360 lube & oil changes, service on 80 transmissions, 82 brake jobs, 210 tire replacements and 390 shuttles.	4
* Maintained minimum levels of inventory parts, which kept inventory costs down.	4
* Heavy Equipment Mechanics attended training on sweeper repairs and maintenance.	4
* Met with City Departments on a quarterly basis in order to increase communications and to provide better information about Garage operations.	4

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Mechanic Hours Billed (%)	85.0	90.0	90.0	90.0
Preventative maintenance work orders completed (%)	90.0	88.0	90.0	90.0
Road Service Calls (Each)	20	23	35	25

2012-13 Objectives	**Goal Ref**
* Maintain billable mechanic rates of 90%.	4
* Perform 90% of preventative maintenance on equipment before being over due to service.	4
* Quarterly meeting will be held with garage users to discuss customer service, operations, schedules, budgets, and work order costs.	3

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2012-13 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Auto Mechanic	3.00	3.00	3.00	3.00
Fleet Parts Inventory Clerk	1.00	1.00	1.00	1.00
Administrative Spec II	.75	.75	.75	.75
Garage Supervisor	1.00	1.00	1.00	1.00
Total	9.75	9.75	9.75	9.75

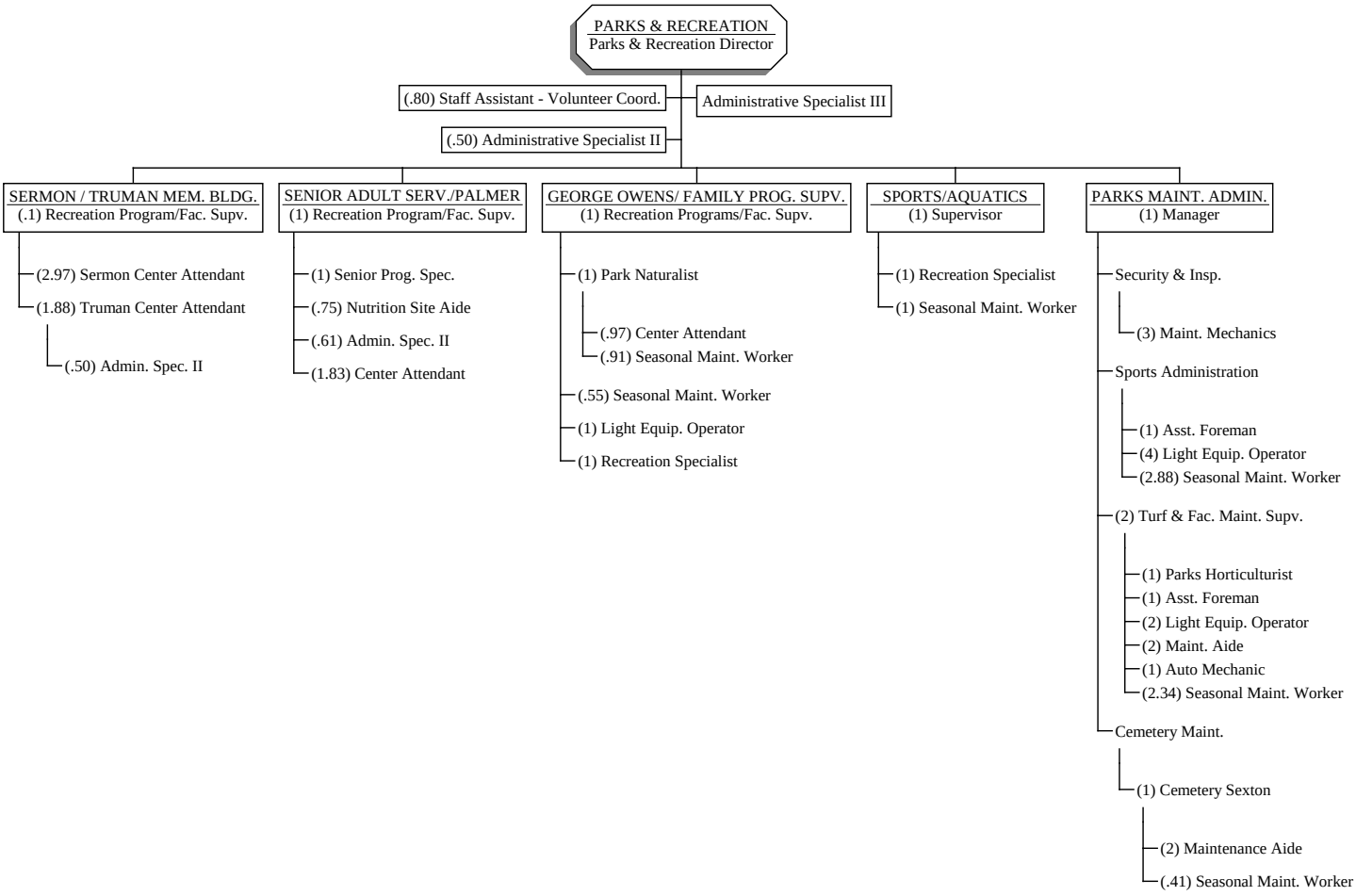
Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	636,840	646,298	646,298	662,550
Other Services & Charges	386,623	384,941	382,450	403,970
Supplies	1,130,249	1,125,154	1,133,154	1,205,847
Capital Outlay	0	13,500	7,991	8,000
Other Expenditures	0	0	0	0
Total	2,153,712	2,169,893	2,169,893	2,280,367

Significant Issues

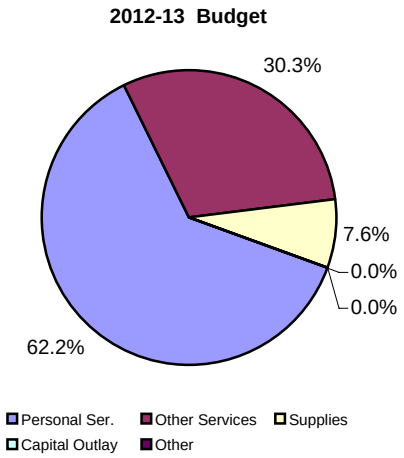
* Cost of fuel.
* Maintaining repairs of an aging fleet.

City of Independence, Missouri
Parks and Recreation



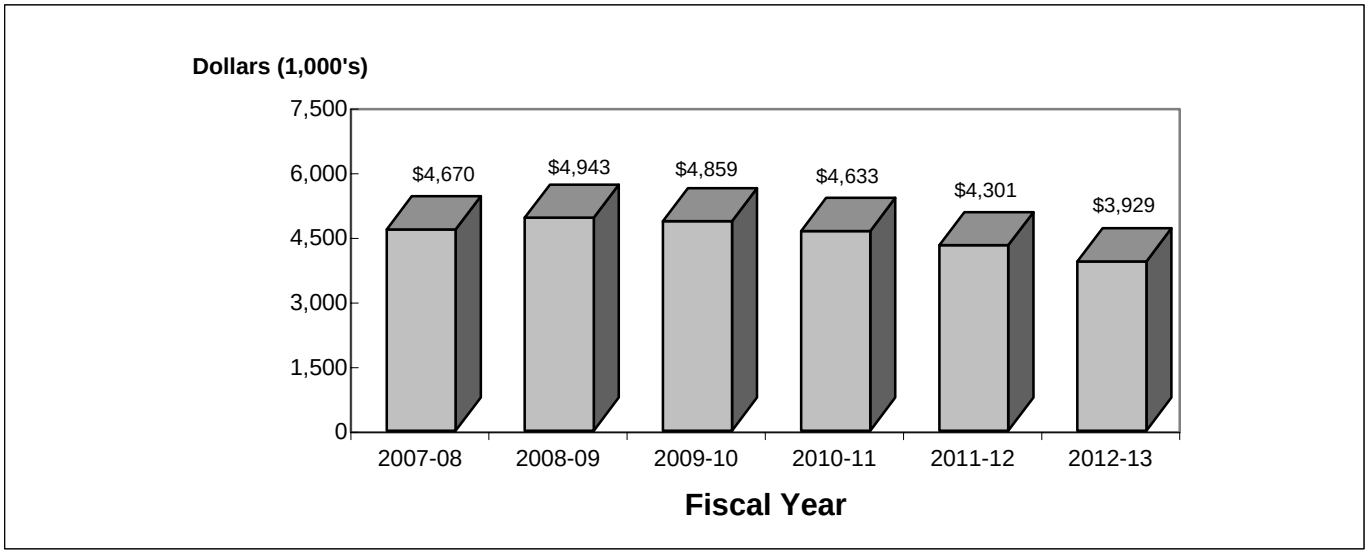
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 2,861,067	$ 2,670,023	$ 2,670,023	$ 2,442,158
Other Services	1,510,361	1,332,137	1,344,665	1,189,610
Supplies	254,441	299,144	291,063	297,344
Capital Outlay	6,674	-	-	-
Other	-	-	-	-
Total	$ 4,632,543	$ 4,301,304	$ 4,305,751	$ 3,929,112



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	57.94	57.94	57.44	54.19	50.46	50.90
Amount by Fund:						
General Fund	$ 2,116,310	$ 2,152,145	$ 2,202,798	$ 2,128,174	$ 1,939,556	$ 1,593,860
Parks Sales Tax	2,553,286	2,790,548	2,656,687	2,504,369	2,361,748	2,335,252
Total All Funds	$ 4,669,596	$ 4,942,693	$ 4,859,485	$ 4,632,543	$ 4,301,304	$ 3,929,112
Comparative Ratios:						
Per Capita	$ 40.13	$ 45.28	$ 42.58	$ 38.22	$ 36.82	$ 33.63
Per Household	$ 95.11	$ 106.43	$ 98.78	$ 85.65	$ 88.25	$ 83.18



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*

Department Description

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

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	40.00	38.00	33.50	33.00
Part Time Positions	17.44	16.19	16.96	17.90
Total	57.44	54.19	50.46	50.90

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	266,778	279,230	279,230	259,064
6011 Park Maintenance Admin.	169,798	154,795	154,795	144,164
6012 Turf Facilities Maintenance	693,225	728,667	728,667	585,362
6021 Recreation Programs Admin.	129,967	0	0	0

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
6022 Senior Adult Services	288,321	265,910	269,822	130,974
6028 Roger T. Sermon Community Ctr.	216,951	179,845	179,845	183,913
6029 George Owens Nature Park	157,439	122,978	122,978	79,565
6031 Cemetery Maintenance	205,695	208,131	208,131	210,818
6041 Park Maint. - Security & Insp.	725,554	579,005	582,005	585,551
6042 Rec. Fac.-Truman Memorial Bldg	233,157	209,585	209,585	211,940
6043 Rec. Fac.-Palmer Sr. Adult Ctr	163,339	158,608	159,143	158,738
6044 Family Recreation Programs	185,571	197,108	197,108	193,372
6045 Adventure Oasis Water Park	687,922	633,449	633,449	586,881
6046 Sports Administration	508,826	583,993	580,993	598,770
Total	4,632,543	4,301,304	4,305,751	3,929,112
Source of Funding				
General Fund	2,128,174	1,939,556	1,943,468	1,593,860
Parks Improv. Sales Tax Fund	2,504,369	2,361,748	2,362,283	2,335,252
Total	4,632,543	4,301,304	4,305,751	3,929,112
Direct/Offsetting Revenues				
Program Fees	71,014	64,000	44,899	40,000
Park Concessions	5,425	7,000	5,847	7,000
Center Fees/Club Memberships	32,564	28,000	31,470	40,000
Facility Rentals	100,276	56,700	62,182	56,000
Cemetery Charges	54,032	53,750	56,015	51,500
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	25,000	25,000
Athletic Fees - Sales Tax Fund	18,581	0	4,000	0
Program Fees - Sales Tax Fund	2,175	18,500	28,500	30,000
Concessions - Sales Tax Fund	25,916	35,000	25,000	35,000
Water Park Fees/Memberships - Sales Tax Fund	442,987	460,000	460,000	465,000
Center Fees/Club Memberships - Sales Tax Fund	25	12,400	7,400	5,000
Facility Rentals - Sales Tax Fund	15,963	50,600	40,000	40,000
Total	793,958	810,950	790,313	794,500

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Description

The Administrative Division oversees the various divisions within the Parks and Recreation Department to provide residents with quality parks, recreation facilities, and programs. The Parks and Recreation Administrative Division actively works with various Boards, Commissions and Community organizations to further improve the City's Parks and Recreation System.

2011-12 Accomplishments	**Goal Ref**
* Completed the Trails Master Plan.	1
* Completed Little Blue Trace Trail Extension and Waterfall Park Connector Trail.	1
* Established a "Friends of" donation and endowment program.	1
* Implemented staff reorganization plan.	1

2012-13 Objectives	**Goal Ref**
* Initiate the update of Chapter 13, Article 1 of the City Code.	1
* Update agreements with user groups.	1
* Update agreements with School Districts for use of school property for parks and trails.	

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Staff Asst.-Volunteer Coord.	1.00	1.00	.50	.80
Administrative Spec II	1.00	.00	.50	.50
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	3.00	3.00	3.30

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	260,454	265,316	265,316	245,440
Other Services & Charges	4,050	10,105	10,105	9,815
Supplies	2,274	3,809	3,809	3,809

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	266,778	279,230	279,230	259,064

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Coordinated initial phase of baseball field infrastructure renovations at Mill Creek Park.	1
* Coordinated purchase and installation of a storage facility at the Athletic Complex.	1
* Coordinated construction of the Young Park to Hawthorn Trail.	1
* Oversaw the conversion of the Waterfall Park restroom to an all weather facility.	1
* Successfully implement year eight (8) of the Park Revitalization Program.	1
* Continued successful weekend park maintenance initiative to improve customer service.	1
* Completed successful application for renewal of the City's Tree City USA recognition.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Numbers of park sites maintained	45	46	46	46
Number of park acres maintained	840	843	843	843
Number of full-time staff supervised	21	21	21	21

2012-13 Objectives	**Goal Ref**
* Coordinate second phase of baseball field infrastructure renovations at Mill Creek Park.	1
* Coordinate the tennis court crack sealing and color coating project.	1
* Apply for renewal of the City's Tree City USA recognition.	1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	105,737	105,932	105,932	76,415
Other Services & Charges	55,232	37,877	38,552	57,875
Supplies	8,829	10,986	10,311	9,874
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	169,798	154,795	154,795	144,164

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments **Goal Ref**

* Implemented first year of greenhouse operations. 1
* Developed divisional task reorganization plan to accommodate staff vacancies. 1
* Assist four (4) community and neighborhood groups with park clean-up efforts at various locations. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of park sites maintained	45	46	46	46
Number of park acres maintained (turf)	781	843	843	843
Number of picnic shelters maintained	18	18	18	18

2012-13 Objectives **Goal Ref**

* Implement divisional task reorganization plan. 1
* Oversee transition of turf maintenance at Tourism sites from in-house to contract service. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Light Equipment Operator	3.00	3.00	2.00	2.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Auto Mechanic	1.00	1.00	1.00	1.00
Parks Horticulturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	12.34	12.34	11.34	11.34

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	561,548	600,924	600,924	449,370
Other Services & Charges	75,092	67,141	67,141	75,637
Supplies	55,298	60,602	60,602	60,355
Capital Outlay	1,287	0	0	0
Other Expenditures	0	0	0	0
Total	693,225	728,667	728,667	585,362

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Description

This division is responsible for the management of the community recreational facilities and programs devoted to providing a comprehensive array of leisure and wellness opportunities. Facilities under the supervision of this Division include the Roger T. Sermon Community Center, the Truman Memorial Building, the Palmer Senior Center, Adventure Oasis Waterpark, George Owens Nature Park and the Independence Athletic Complex. Major programs supervision include Family Programs & Special Events, the Dial-A-Ride Program, Sports Administration, the Group Use Picnic Program, interpretive activities and the Mid-America Regional Council Senior Nutrition Program. Administrative functions direct supervision of six full-time staff and indirect supervision of 36 part time employees.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of Community Centers	3		3	
Number of Nature Centers	1		1	
Number of Water Parks	1		1	
Number of Athletic Complexes	1		1	

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Program Mgr	1.00	1.00	.00	.00
Administrative Spec II	.00	.50	.00	.00
Total	1.00	1.50	.00	.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	115,645	0	0	0
Other Services & Charges	10,221	0	0	0
Supplies	4,101	0	0	0
Capital Outlay	0	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Expenditures	0	0	0	0
Total	129,967	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments **Goal Ref**

* The Palmer Center achieved national senior center accreditation in November, 2011. 1
* Partnering Agency Agreements were established with our community partners to offer joint programs. 1
* Conducted four (4) satisfaction surveys. 1
* Three (3) applications were submitted for grant funding. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of senior recreation trips	41	39	45	35
Number of on-site meals served	21,972	18,959	21,000	19,000
Number of home bound meals served	20,982	23,531	22,000	23,000
Number of nutrition site programs	56	112	60	115
Number of outreach programs	10	7	10	10

2012-13 Objectives **Goal Ref**

* Foster a smooth transition of the Dial-A-Ride program to the new transportation provider. 1
* Develop a long range plan for the continuation of case management services beyond the current grant time line associated with Catholic Charities of Kansas City-St. Joseph. 1
* Conduct two (2) program surveys. 1
* Conduct program life cycle analysis for programs housed at the Palmer Center. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Nutrition Site Aide	.75	.75	.75	.75

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	118,142	116,159	116,159	117,773
Other Services & Charges	164,582	142,353	146,265	6,372
Supplies	5,597	7,398	7,398	6,829
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	288,321	265,910	269,822	130,974

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

The Roger T. Sermon Community Center and its programs provide Independence residents with a wide diverse curriculum of cultural, educational, and physical fitness opportunities. Local organizations, associations, special interest groups and families have access to this affordable venue for meetings and events. Major programs that this cost center supports include the Group Use Picnic Shelter Program, the Neighborhood Block Party Program, the Powerhouse Theater, a cardio fitness area, gymnasium and greenhouse.

2011-12 Accomplishments **Goal Ref**

* Secured grants to add ten (10) new pieces of fitness equipment, expanded cardio theater and various items for personal training and fitness assessments. 1
* Secured grants to renovate Parks and Recreation Administrative space into Wellness Center. 1
* Conducted life cycle analysis resulting in elimination of three classes, addition of two new classes and restructuring of a third class. 1
* Worked with Powerhouse Theatre Foundation to secure off-site storage, thereby eliminating some storage issues at the Sermon Center. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Facility hours available each week	92	62	62	62
Number of memberships sold	1,200	1,500	1,200	1,600
Number of programs/events offered	9	27	9	27
Number of partner organizations	15	15	15	15
Number of theatre performances	61	67	61	67
Number of park shelter and center rentals	1,369	1,150	1,300	1,200
Number of member/guests visits				22,000

2012-13 Objectives **Goal Ref**

* Implement first year operation of the new Wellness Center. 1
* Conduct two (2) membership/program surveys. 1
* Conduct program life cycle analysis for programs housed at the Sermon Center. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Prog/Fac Supv	1.00	1.00	.50	.50
Center Attendant-SUB	4.22	2.97	2.97	2.97
Total	5.22	3.97	3.47	3.47

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	144,798	104,476	104,476	104,909
Other Services & Charges	66,262	67,369	67,664	69,569
Supplies	5,891	8,000	7,705	9,435
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	216,951	179,845	179,845	183,913

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Worked with Public Works to coordinate the design and bidding process for the Dewitt Hall and Safe Room.	1
* Initiate interior furnishings, fixtures and equipment design, production and purchase.	1
* Conducted two (2) program surveys.	1
* Conducted life cycle analysis for nature center/park programs.	1
* Coordinated the design, plotting, procurement and installation of emergency locator signage on the Rock Creek Trail.	1
* Coordinated the design, plotting, procurement and installation of emergency blue phones on the Little Blue Trace Trail.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Facility hours available each week	67	54	56	54
Number of park visits	12,833	26,000	26,500	28,000
Number of group presentations	23	25	40	40
Number of nature park programs	12	13	22	18
Number of Special Events held at the park	22	28	40	35
Number of hours served by volunteers	384	1,150	722	1,000

2012-13 Objectives	**Goal Ref**
* Coordinate use of the Nature Park and all associated programs during construction of the Dewitt Family Hall and Nature Center/Safe Room and ensure minimal impact from the construction on the parks natural areas and wildlife.	1
* Plan and implement the ribbon cutting of the Dewitt Family Hall as well as the 35th anniversary celebration of the park itself.	1
* Conduct two (2) program surveys.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *Fund: 02 - General Fund*

2012-13 Objectives **Goal Ref**

* Conduct program life cycle analysis for programs housed at Nature Park. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	1.00	1.00	1.00	1.00
Center Attendant	.83	.00	.83	.97
Center Attendant-SUB	.00	.83	.00	.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	3.74	3.74	3.74	3.88

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	145,282	108,098	108,098	60,708
Other Services & Charges	6,399	8,835	9,035	11,257
Supplies	5,758	6,045	5,845	7,600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	157,439	122,978	122,978	79,565

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Description

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

2011-12 Accomplishments **Goal Ref**

* Continued data entry into cemetery management software program. 1
* Assisted with two (2) volunteer-based cemetery clean-up programs. 1
* Continued historical cemetery tour/event program. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	N/A	93	45	93

2012-13 Objectives **Goal Ref**

* Assist community and volunteer groups with the two (2) historical preservation, program implementation and/or facility improvement efforts. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	3.41	3.41	3.41	3.41

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	187,109	185,123	185,123	186,905
Other Services & Charges	6,927	7,794	8,105	9,521
Supplies	11,659	15,214	14,903	14,392
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	205,695	208,131	208,131	210,818

Description

This division oversees and manages park revitalization and capital improvement projects planned for the City's park system made possible through the August 2010 renewal of the 1/4 cent City sales tax for Parks and Recreation. Administrative staff will communicate ongoing progress to the Independence Park Commission with their role as the oversight committee for parks and recreation sales tax initiative.

2011-12 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement year eight (8) of the park revitalization and capital improvement program. 1
* Successfully implemented comprehensive playground safety audit and inspection program. 1
* Successfully completed various park repair projects per the park revitalization program as called for by the 2010 Parks and Recreation master plan's top priority: take care of the investments made throughout the system. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of formal reports to Sales Tax Committee	12	2	4	6
Number of Oversight Committee reports to Council	2	2	2	2

2012-13 Objectives **Goal Ref**

* Complete second year comprehensive playground safety audit program. 1
* Extend project budget by providing in-house labor for a portion of the work for two park capital projects. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Maintenance Mechanic	3.00	3.00	3.00	3.00
Marketing and Promotions Spec	1.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Parks Contract Manager	1.00	.00	.00	.00
Maintenance Supervisor	1.00	1.00	.00	.00
Total	6.00	5.00	3.00	3.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	487,131	371,669	371,669	376,663
Other Services & Charges	177,647	126,217	130,217	128,972
Supplies	60,776	81,119	80,119	79,916
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	725,554	579,005	582,005	585,551

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 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 (TMB), which reopened to the public in early 2003. The TMB and its programs provide Independence residents with a wide diverse curriculum of cultural, educational, and physical fitness opportunities. Local organizations, associations, special interest groups and families have access to this affordable venue for meetings and events. Major programs that this cost center supports includes serving as the public office for the Adventure Oasis Water Park and the George Owens Nature Park, facility rentals, fitness programs, various special events, Veterans Hall, and clergy services.

2011-12 Accomplishments	**Goal Ref**
* Increased paid facility usage by 30%.	1
* Doubled programs offered at the facility.	1
* Conducted life cycle analysis resulting in elimination of one table tennis session and decreasing length of two other sessions to make way for four (4) new fitness classes.	1
* Relocated Parks and Recreation Administrative offices from the Sermon Center to TMB.	1
* Produced new veterans videos.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of facility paid rentals	931	425	650	450
Number of facility hours available each week	28	51	50	51
Number of programs/events offered	257	12	375	20
Number of partner organizations	2	2	6	2

2012-13 Objectives	**Goal Ref**
* Increase programming in the facility by 25%.	1
* Conduct two (2) program surveys.	1
* Conduct program life cycle analysis for programs housed at the TMB.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Prog/Fac Supv	1.00	1.00	.50	.50
Administrative Spec II	1.00	.50	.50	.50
Center Attendant-SUB	1.11	1.11	1.88	1.88
Total	3.11	2.61	2.88	2.88

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	108,712	104,571	104,571	103,451
Other Services & Charges	119,627	99,127	99,232	102,402
Supplies	4,818	5,887	5,782	6,087
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	233,157	209,585	209,585	211,940

Description

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

2011-12 Accomplishments	**Goal Ref**
* The Palmer Center achieved national senior center accreditation in November, 2011.	1
* Partnering Agency Agreements were established with our community partners to offer joint programs.	1
* Conducted 30 surveys.	1
* One (1) application was submitted for grant funding.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of recreation programs	72	80	85	90
Number of facility reservations	88	1,801	125	1,900
Events facilitated for community agencies	4	4	5	5
Number of center visits	54,292	52,010	56,000	60,000
Number of hours available to public	57	57	57	57
Number of fitness memberships	180	224	150	235
Number of partnerships	37	51	50	60
Number of facility rentals	110	120	118	125

2012-13 Objectives	**Goal Ref**
* Implement new policies, procedures and reporting systems as required by the accreditation guidelines.	1
* Continue to support the needs of the center by developing connections with potential contributors to the Palmer Center Endowment and Senior Services Enhancement funds.	1
* Conduct two (2) program surveys.	1
* Conduct program life cycle analysis for programs housed at the Palmer Center.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Administrative Spec II	.61	.61	.61	.61
Center Attendant-SUB	1.83	1.83	1.83	1.83
Total	2.44	2.44	2.44	2.44

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	69,280	63,435	63,435	63,290
Other Services & Charges	79,167	79,426	80,826	79,701
Supplies	13,360	15,747	14,882	15,747
Capital Outlay	1,532	0	0	0
Other Expenditures	0	0	0	0
Total	163,339	158,608	159,143	158,738

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 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 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.

2011-12 Accomplishments **Goal Ref**

* Conducted six (6) programming surveys. 1
* Conducted program life cycle analysis for family programs resulted in several programs being adjusted to better meet the needs of our residents. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of programs	39	52	75	54
Program attendance	7,686	12,500	14,000	14,000
Number of park sites where family programs were held	20	39	40	40
Number of public presentations	45	11	95	19
Number of program partnerships	35	29	80	35
Number of hours of service by volunteers	520	790	805	1,000

2012-13 Objectives **Goal Ref**

* Coordinate the City's involvement in the 13th Annual Kansas City Storytelling Celebration in partnership with Metropolitan Community College, River and Prairie Story Weavers and other partners. 1
* Implement two (2) new programs in conjunction with the ribbon cutting for the Dewitt Hall and the 35th Anniversary of the George Owens Nature Park. 1
* Conduct two (2) program surveys. 1
* Conduct program life cycle analysis for family programs. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Center Attendant-SUB	.00	.00	.00	.00
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	2.55	2.55	2.55	2.55

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	156,865	159,212	159,212	156,073
Other Services & Charges	18,051	27,072	27,335	26,475
Supplies	10,655	10,824	10,561	10,824
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	185,571	197,108	197,108	193,372

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Description

This cost center provides support and supervision of the Adventure Oasis Water Park, spray grounds, and development of aquatics-oriented recreation programs, activities and events consistent with recommendations from the Independence Parks and Recreation Master Plan.

2011-12 Accomplishments **Goal Ref**

* Conducted three (3) surveys. 1
* Conducted program life cycle analysis for aquatic programs resulted in limiting the number of special events, eliminating after hour rentals, and the creation of several new programs. 1
* Added evening swim lessons and aquatic programming. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of organized groups	12	18	30	25
Number of after-hour rentals	5	2	5	0
Number of Party Packages sold	56	104	115	115
Number of passes sold	662	180	625	150
Number of punch cards sold	810	600	800	650
Number of scholarships awarded	64	35	75	40
Number of programs	NA	49	49	51
Number of park visits	NA	60,000	60,000	65,000

2012-13 Objectives **Goal Ref**

* Conduct two (2) program surveys. 1
* Conduct program life cycle analysis for family programs. 1
* Add two (2) new aquatic programs. 1
* Implement the following operational changes; season closing date to coincide with the beginning of the school year, alter concession options to maximize revenue, convert lockers to manual lock system and revise the party package offerings. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	69,320	68,135	68,135	70,567
Other Services & Charges	602,354	549,724	549,021	500,724
Supplies	16,248	15,590	16,293	15,590
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	687,922	633,449	633,449	586,881

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

Description

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

2011-12 Accomplishments	**Goal Ref**
* Conducted two (2) surveys.	1
* Conducted program life cycle analysis for sports programs resulted in limiting the number of outside users of the Athletic Complex and redirecting resources to our primary Independence-based user groups.	1
* Applied for two grants.	1
* Implemented a field furlough program to ensure appropriate file recovery.	1
* In cooperation with Public Works, filled the ravine running along the west side of the complex.	1
* Created the pad site and oversaw the installation of a new storage building at the complex for user groups.	1
* Installed a new irrigation system on one field.	1
* Coordinated the third annual Memorial Day Tennis Tourney.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of leagues	11	25	17	23
Number of tournaments	17	22	27	15
Number of camps	42	24	55	20
Number of athletic associations/ schools supported	14	17	25	17

2012-13 Objectives	**Goal Ref**
* Conduct two (2) program surveys.	1
* Conduct program life cycle analysis for family programs.	1
* Apply for two grants to assist in the production of sports programming or facility enhancements.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2012-13 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

2012-13 Objectives **Goal Ref**

* Implement two special events to raise money for the Independence youth scholarship fund. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	3.00	3.00	4.00	4.00
Assistant Foreman	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	3.88	3.88	3.88	3.88
Total	8.88	8.88	9.88	9.88

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	331,044	416,973	416,973	430,594
Other Services & Charges	124,750	109,097	111,167	111,290
Supplies	49,177	57,923	52,853	56,886
Capital Outlay	3,855	0	0	0
Other Expenditures	0	0	0	0
Total	508,826	583,993	580,993	598,770

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2012-13 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	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	7,680,515	8,158,870	8,187,070	7,425,479
6503 Capital Outlay	433,679	374,848	374,848	374,848
6504 City Council Strategic Goal	249,570	250,000	448,027	250,000
6505 Central Services	28,095	28,500	28,500	22,465
6507 Capital Outlay - TIF Distr.	4,112	0	0	0
6511 Non-Departmental	10,520	7,000	7,000	7,000
6512 Non-Departmental	5,260	0	0	0
6520 Non-Departmental	19,668,552	21,130,735	21,130,735	21,817,324
6530 Non-Departmental	3,886,496	3,705,170	3,705,170	4,046,204
6540 Non Departmental	4,783,971	5,646,335	5,646,335	5,709,252
6591 Staywell PPO Plan	14,746,015	21,198,529	21,198,529	22,499,532
Total	51,496,785	60,499,987	60,726,214	62,152,104
Source of Funding				
General Fund	8,395,971	8,812,218	9,038,445	8,072,792
Street Improv. Sales Tax Fund	10,520	7,000	7,000	7,000
Parks Improv. Sales Tax Fund	5,260	0	0	0
Power and Light Fund	19,668,552	21,130,735	21,130,735	21,817,324
Sanitary Sewer Fund	3,886,496	3,705,170	3,705,170	4,046,204
Water Fund	4,783,971	5,646,335	5,646,335	5,709,252
Staywell Health Care Fund	14,746,015	21,198,529	21,198,529	22,499,532
Total	51,496,785	60,499,987	60,726,214	62,152,104

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6502 - Non-Departmental *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	4,046,674	4,251,741	4,251,741	4,461,663
Other Services & Charges	3,598,113	3,462,858	3,491,058	2,518,125
Supplies	261	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	35,467	444,271	444,271	445,691
Total	7,680,515	8,158,870	8,187,070	7,425,479

CITY OF INDEPENDENCE, MISSOURI
2012-13 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Department Total
Technology Services:				$ 163,523
Replacement program for Microcomputers, File Servers, and Network Systems			$ 153,523	
Next phase of Disaster Recovery Plan			10,000	
City Clerk:				10,400
SQL Server and Support for Document Management System			10,400	
Health:				122,425
Replace 1999 Dodge Ram 1500 pickup - Asset 3031		31,000		
Replace 1999 Dodge Ram 1500 pickup - Asset 3030		31,000		
Replace Fiberglass Animal Cage on Vehicle 3661		15,000		
Furniture for the new Animal Shelter			8,425	
Replace 1999 Ford Ranger - Asset 3025		18,500		
Replace 1998 Ford Taurus - Asset 2916		18,500		
Public Works				78,500
City Hall HVAC unit for Network Room	9,500			
Police Building HVAC Drain Pan Repair	7,000			
City Hall 2nd Floor Restroom Sewer Gas Repair	12,000			
Sermon Center Exterior Painting	50,000			
Total	**$ 78,500**	**$ 114,000**	**$ 182,348**	**$ 374,848**

CITY OF INDEPENDENCE, MISSOURI
2012-13 Operating Budget

City Council Goals Account Summary

Description	Authorized Funds	Allocations
Cary-over Balance from Prior Year	$ 211,201	
2012-13 Appropriation	250,000	
Total Available Funds	**$ 461,201**	
Allocations:		
Neighborhood Park Matching Grant		$ 5,000
Neighborhood Block Celebrations		10,050
Demo. Of Dangerous Bld. & Property Clean-up		75,000
Neighborhood Cleanup Program		17,751
Graffiti Abatement Program		7,500
Graffiti Reward Program		1,000
Foreclosed and Neglected Properties		10,000
Mowing and Refuse Cleanup on Private Property		30,000
KC Regional Transit Alliance Agreement		9,096
Youth Recreation Program Scholarships		25,000
Delaware Historic Streetscape		25,000
Hungry & Homeless and Youth Council Program		25,587
Northwest Communities Development Corporation		20,000
Police K-9 Replacement		10,000
Total Allocations		$ 270,984
2012-13 Unallocated Balance	$ 190,217	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6505 - Central Services *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	22,865	19,750	19,750	19,000
Supplies	5,230	8,750	8,750	3,465
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	28,095	28,500	28,500	22,465

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6511 - Non-Departmental *Fund: 11 - Street Improv. Sales*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	10,520	7,000	7,000	7,000
Total	10,520	7,000	7,000	7,000

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6520 - Non-Departmental *Fund: 20 - Power and Light Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,885,230	1,965,284	1,965,284	2,344,489
Other Services & Charges	5,352,670	5,380,524	5,380,524	5,249,767
Supplies	0	0	0	0
Capital Outlay	9,809	15,700	15,700	13,643
Other Expenditures	12,420,843	13,769,227	13,769,227	14,209,425
Total	19,668,552	21,130,735	21,130,735	21,817,324

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6530 - Non-Departmental *Fund: 30 - Sanitary Sewer Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	341,032	345,031	345,031	393,934
Other Services & Charges	1,861,557	1,529,639	1,529,639	1,552,693
Supplies	0	0	0	6,693
Capital Outlay	9,809	10,500	10,500	10,000
Other Expenditures	1,674,098	1,820,000	1,820,000	2,082,884
Total	3,886,496	3,705,170	3,705,170	4,046,204

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6540 - Non Departmental *Fund: 40 - Water Fund*

Description

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

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	659,889	692,190	692,190	650,949
Other Services & Charges	1,972,540	2,483,249	2,483,249	2,553,231
Supplies	0	0	0	0
Capital Outlay	9,809	10,000	10,000	10,000
Other Expenditures	2,141,733	2,460,896	2,460,896	2,495,072
Total	4,783,971	5,646,335	5,646,335	5,709,252

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2012-13 Operating Budget*
Cost Center: 6591 - Staywell PPO Plan *Fund: 91 - Staywell Health Care*

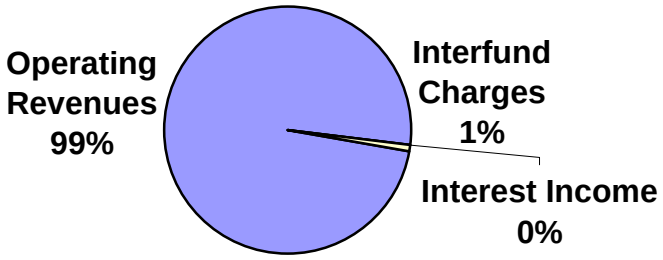
Description

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

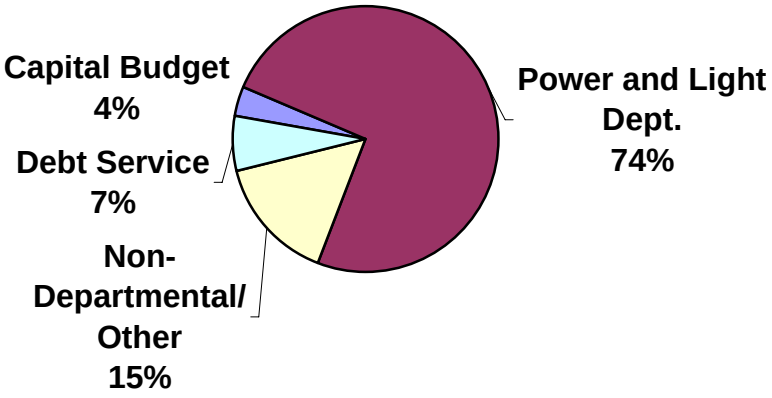
Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	14,746,015	21,198,529	21,198,529	22,499,532
Total	14,746,015	21,198,529	21,198,529	22,499,532

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 9,909,468**	**$ 16,765,567**	**$ 26,494,983**			
Change in non-budgetary Net Available Resources	406,630	1,278,985	-			
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 128,653,272	$ 137,628,083	$ 146,104,000	99.1%	$ 8,475,917	6.2%
Interest Income	145,676	11,926	4,600	0.0%	(7,326)	-61.4%
Interfund Charges	688,643	1,140,205	1,383,900	0.9%	243,695	21.4%
Other Revenues	(537,214)	2,217,157	-		(2,217,157)	-100.0%
Total Estimated Revenues	$ 128,950,377	$ 140,997,371	$ 147,492,500	100.0%	$ 6,495,129	4.6%
Transfers from Other Funds-						
	-	-	-		-	n/a
Debt Proceeds	24,658,500		-		-	n/a
Total Sources	**$ 153,608,877**	**$ 140,997,371**	**$ 147,492,500**		**$ 6,495,129**	**4.6%**
Use of Budget Dollars						
Operating Budget:						
Technology Services	$ 115,064	$ 116,432	$ 118,465	0.1%	$ 2,033	1.7%
Power and Light Dept.	96,753,984	104,228,288	108,383,948	74.4%	4,155,660	4.0%
Non-Departmental	19,668,552	20,192,874	21,817,324	15.0%	1,624,450	8.0%
Debt Service	5,815,097	6,839,962	9,901,750	6.8%	3,061,788	44.8%
Total Operating Budget	$ 122,352,697	$ 131,377,556	$ 140,221,487	96.2%	$ 8,843,931	6.7%
Capital Budget:						
Capital Projects	$ 24,806,711	1,169,384	5,390,000	3.7%	4,220,616	360.9%
Transfers:						
Falls at Crackerneck Creek TIF	$ -	-	74,586	0.1%	74,586	n/a
Total Uses	**$ 147,159,408**	**$ 132,546,940**	**$ 145,686,073**		**$ 13,139,133**	**9.9%**
Ending Net Available Resources	**$ 16,765,567**	**$ 26,494,983**	**$ 28,301,410**		**$ 1,806,427**	**6.82%**

City of Independence, Missouri
2012-13 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 2006-07 through 2011-12

Description	2006-07	2007-08	2008-09	2009-10	2010-11	Unaudited 2011-12
Net Income (Loss)						
Net Income (Loss)	$ 4,388,344	$ (4,888,505)	$ (6,076,082)	$ (1,700,900)	$ (1,636,136)	$ 2,295,121
Capital Contributions	2,628,123	1,310,874	1,323,998	1,413,624	1,905,706	154,564
Change in Net Assets	$ 7,016,467	$ (3,577,631)	$ (4,752,084)	$ (287,276)	$ 269,570	$ 2,449,685
Net Available Resources						
Net Available Resources-						
Total Current Assets	$54,284,767	$39,991,623	$35,995,866	$41,310,513	$46,415,386	$60,588,681
Less:						
Inventories	(12,774,205)	(11,651,505)	(11,534,291)	(10,306,056)	(12,939,459)	(12,759,050)
Prepaid Items	(4,702)	(67,425)	(62,699)	(91,666)	(140,101)	(281,935)
Current Liabilities	(13,333,931)	(12,285,255)	(10,655,920)	(14,278,809)	(12,139,397)	(13,849,277)
Capital Budget Appropriations	(13,597,757)	(6,374,304)	(3,316,108)	(1,996,521)	(1,715,415)	(2,368,086)
Carryover Outstanding Encumbrances	(9,490,887)	(4,917,528)	(3,191,849)	(4,727,993)	(2,715,447)	(4,835,350)
Net Available Resources	$ 5,083,285	$ 4,695,606	$ 7,234,999	$ 9,909,468	$16,765,567	$26,494,983
Target Working Capital	$21,000,000	$21,000,000	$21,000,000	$21,000,000	$21,000,000	$21,000,000

Source: 2006-07 through 2010-11 - Comprehensive Annual Financial Report
2011-12 - June 30, 2012 Monthly Financial Statement

Employee Staffing (in Full Time Equivalents)

Department:						
Technology Services	1.00	1.00	1.00	1.00	1.50	1.50
Power and Light	220.00	217.00	217.00	222.00	233.00	236.00
Total	221.00	218.00	218.00	223.00	234.50	237.50

Utility Statistics

No. of Residential Customers	51,372	51,653	51,593	51,458	51,277	51,134
No. of Other Customers	5,117	5,139	5,141	5,128	5,181	5,173
Generated Power (MWH)	394,542	452,692	296,367	134,843	120,588	204,858
Purchased Power (MWH)	786,091	775,458	873,591	1,088,887	1,129,598	957,522

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Current Estimate	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	128,443,982	138,539,000	135,098,000	144,098,000	6.7%
20-4600	Other Operating Revenue	2,048,875	1,697,000	1,840,000	2,006,000	9.0%
20-4700	Change in Unbilled Revenue	-1,839,585	-62,000			
	Total Operating Revenue	128,653,272	140,174,000	136,938,000	146,104,000	6.7%
20-3421	Interfund Charges	688,643	1,282,200	1,282,200	1,383,900	7.9%
20-3411	Interest Income	145,676	18,690	7,000	4,600	-34.3%
20-4900	Other Revenues, Net	-537,214		-463,338		
	Total Revenues	**$128,950,377**	**$141,474,890**	**$137,763,862**	**$147,492,500**	7.1%

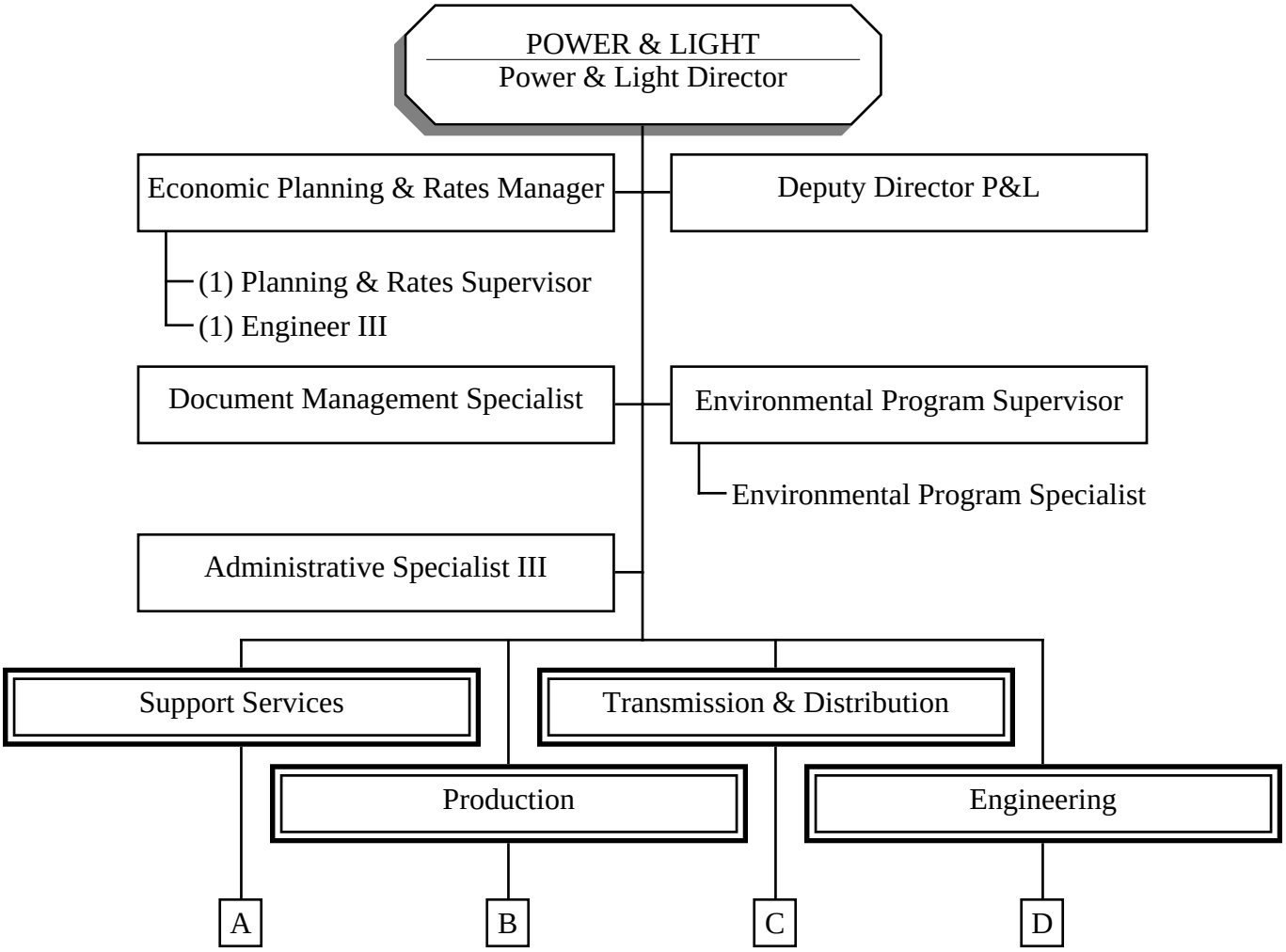
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company - Greater Missouri Operations, Kansas City Power & Light Company, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Kansas City Power & Light Co. - GMO (KCPL-GMO)			Kansas City Power & Light Co. (KCPL)			Board of Public Utilities-Kansas City (BPU-KC)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer Usage (Mar 11 - Feb 12) Average Monthly KWH = 819	RS-3	114.45	M0860	112.54	-1.67%	R	102.88	-10.11%	100	103.83	-9.28%
Low User Average Monthly KWH = 400	RS-3	58.26	M0860	61.13	4.92%	R	55.89	-4.06%	100	58.35	0.15%
High User Average Monthly KWH = 1,000	RS-3	138.34	M0860	132.54	-4.19%	R	120.16	-13.15%	100	124.00	-10.36%
Small General Service (Commercial)											
Average Customer Usage (Mar 11 - Feb 12) Average Monthly KWH = 641 (6 KW Demand)	GS-1	107.80	M0710	98.02	-9.07%	SGS	104.64	-2.93%	200 ND	120.50	11.78%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	70.74	M0710	68.28	-3.48%	SGS	71.95	1.71%	200 ND	86.59	22.41%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	162.16	M0710	142.39	-12.19%	SGS	153.39	-5.41%	200 ND	171.09	5.51%
Large General Service (Commercial and Industrial)											
Average Customer Usage (Mar 11 - Feb 12) Ave. Monthly KWH = 16,529 (50% Load Factor)	LGS-1	2,066.57	M0720	1,718.65	-16.84%	MGS	1,528.04	-26.06%	200	1,881.86	-8.94%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	670.60	M0711	563.07	-16.03%	SGS	566.16	-15.57%	200 ND	735.89	9.74%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	7,083.26	M0720	5,085.91	-28.20%	MGS	5,324.13	-24.84%	200	6,112.87	-13.70%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	16,761.90	M0735	11,303.72	-32.56%	LGS	13,296.77	-20.67%	250	17,882.68	6.69%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	24,966.50	M0735	16,032.42	-35.78%	LGS	17,709.29	-29.07%	250	23,190.64	-7.11%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	39,343.56	M0735	26,859.70	-31.73%	LGS	32,526.74	-17.33%	300	42,196.90	7.25%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	59,034.60	M0735	38,208.73	-35.28%	LPS	42,617.96	-27.81%	300	54,685.24	-7.37%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	122,439.20	M0735	89,084.36	-27.24%	LGS	106,428.01	-13.08%	400	122,406.21	-0.03%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	184,534.00	M0735	126,913.96	-31.22%	LGS	141,728.21	-23.20%	400	161,130.36	-12.68%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	331,587.00	M0735	248,094.12	-25.18%	LPS	253,444.00	-23.57%	400	305,055.75	-8.00%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	440,142.00	M0735	316,996.82	-27.98%	LPS	295,401.77	-32.88%	400	375,267.48	-14.74%

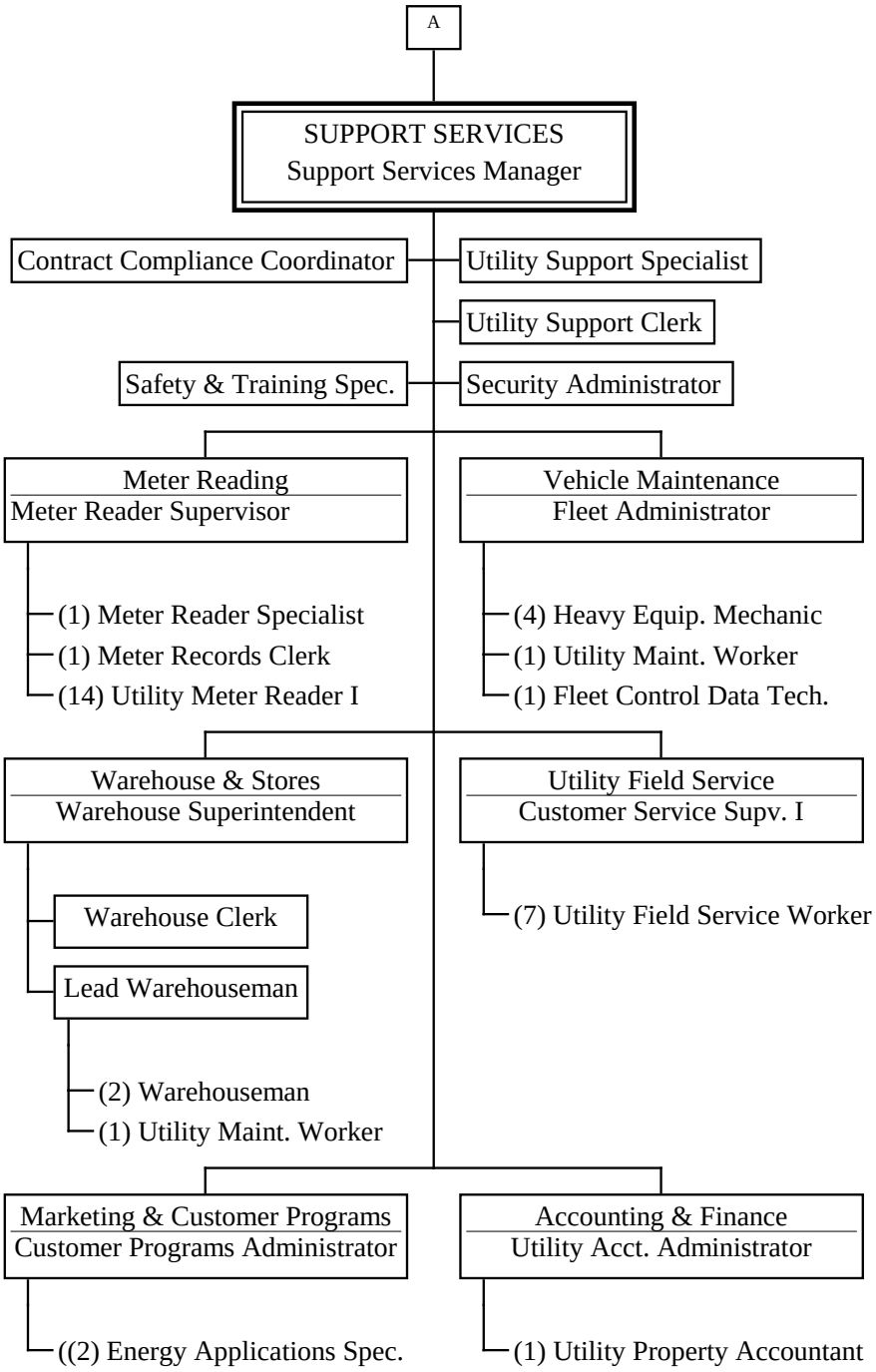
NOTES:

(a) IPL rates include Fuel Cost Adjustment of $0.022646 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 2012.
(b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, KCPL-GMO, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
(c) Fuel Cost Adjustment rate provision is not applicable for KCPL. KCPL-GMO based upon $0.0040 as of April 1, 2012. BPU-KC based upon current ERC of $0.033510 and current ESC schedule.
(d) No sales tax is included in the above bill amounts.
(e) Average customer usages are based on IPL's average customer usage for each month from March 2011 through February 2012.

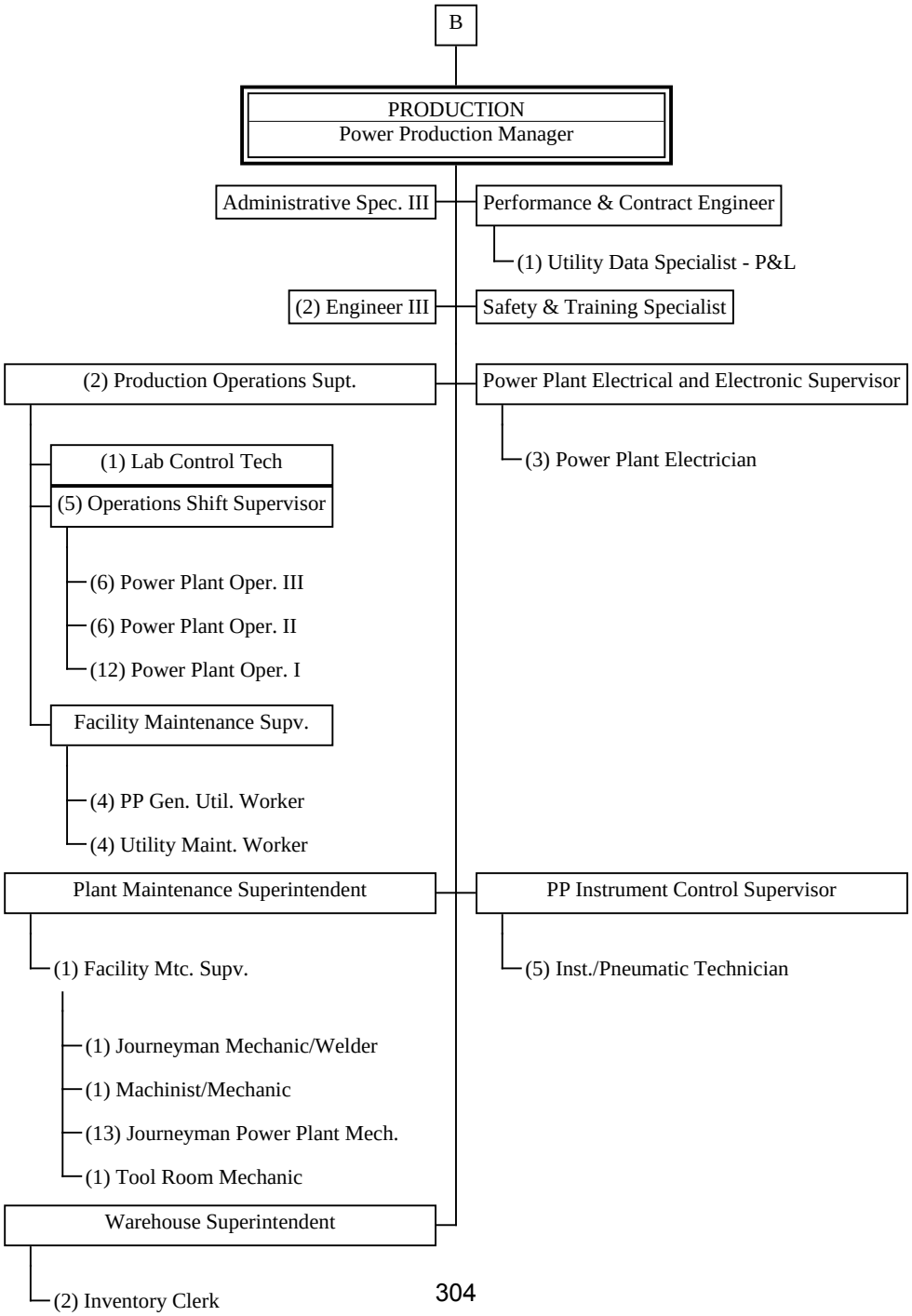
City of Independence, Missouri
Power & Light Department



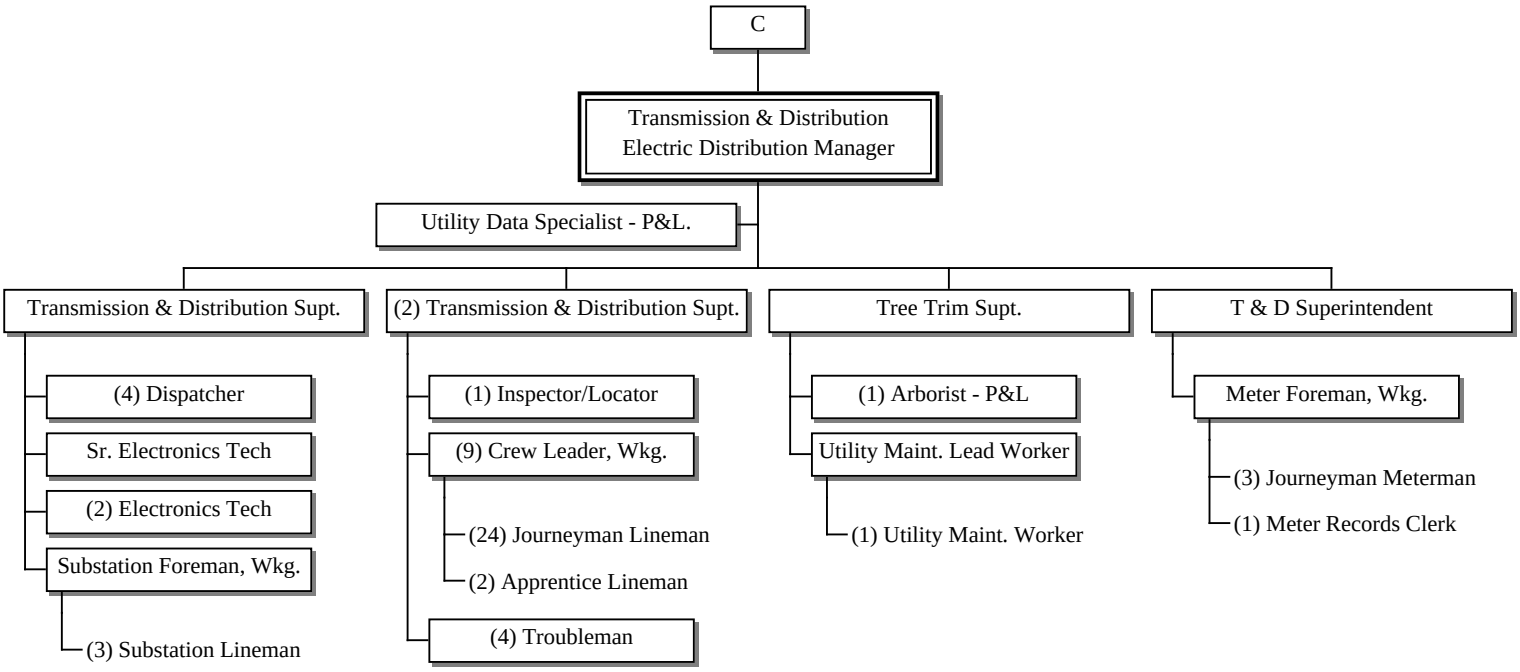
City of Independence, Missouri
Power & Light (Cont'd.)



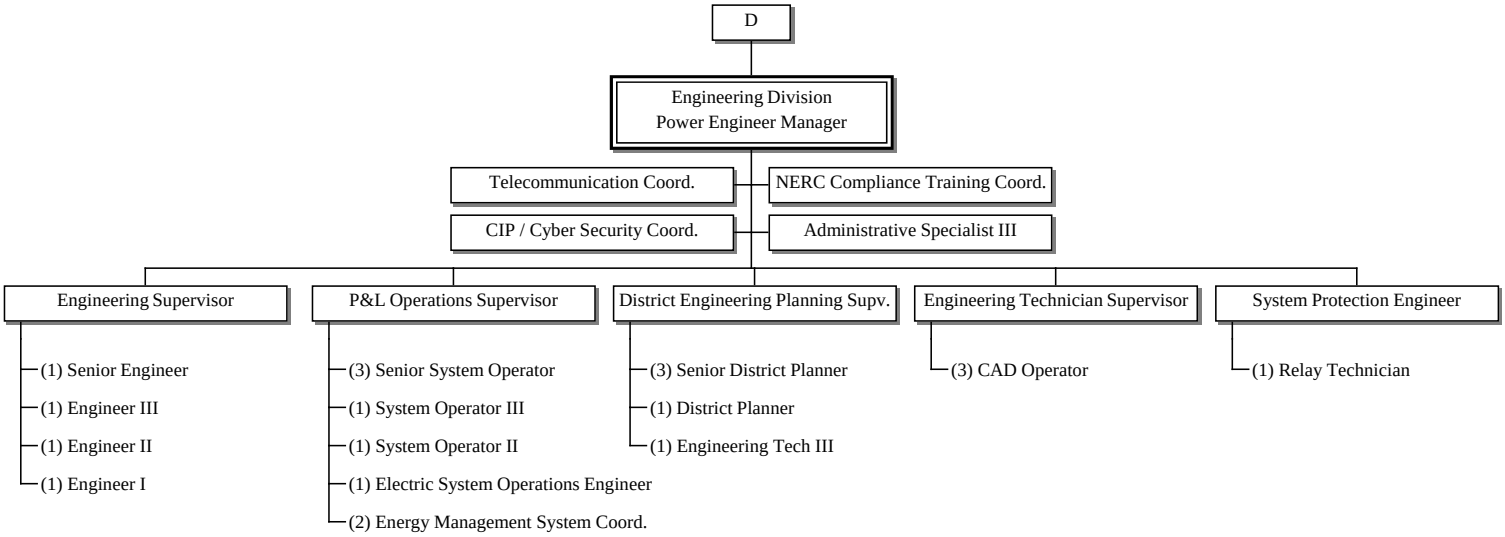
City of Independence, Missouri
Power & Light (Cont'd.)
Production B



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



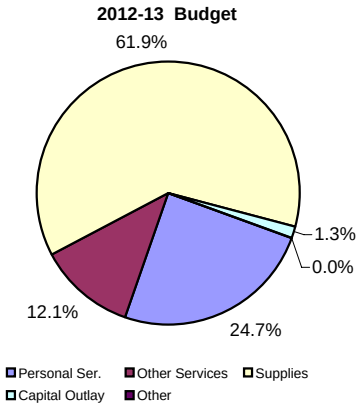
City of Independence, Missouri
Power & Light (Cont'd.)
Engineering D



Power & Light

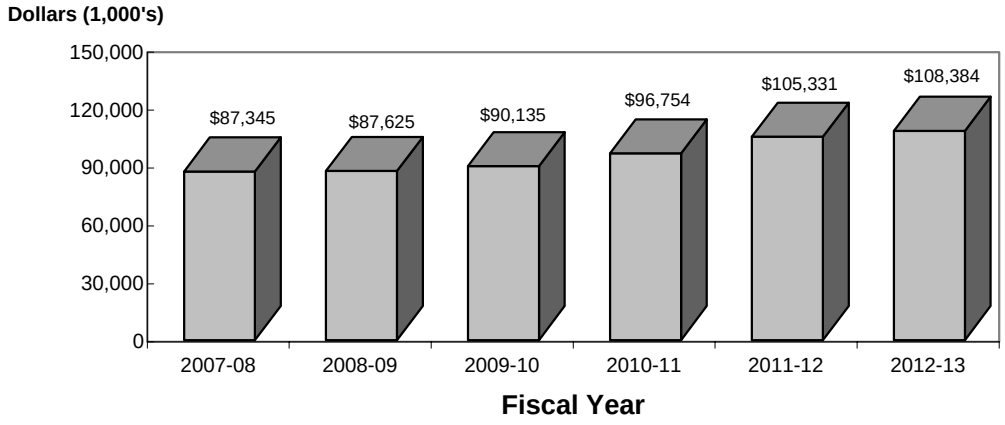
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 23,684,212	$ 25,869,895	$ 25,869,895	$ 26,742,612
Other Services	12,108,597	13,197,367	13,527,317	13,091,259
Supplies	60,158,166	65,071,767	64,707,567	67,088,027
Capital Outlay	803,009	1,191,600	1,225,850	1,462,050
Other	-	-	-	-
Total	$ 96,753,984	$ 105,330,629	$ 105,330,629	$ 108,383,948



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	220.00	217.00	218.00	222.00	233.00	236.00
Amount by Fund:						
Power and Light Fund	$ 87,345,166	$ 87,625,267	$ 90,134,520	$ 96,753,984	$ 105,330,629	$ 108,383,948
Total All Funds	$ 87,345,166	$ 87,625,267	$ 90,134,520	$ 96,753,984	$ 105,330,629	$ 108,383,948
Comparative Ratios:						
Per Capita	$ 750.65	$ 802.73	$ 789.77	$ 798.22	$ 901.57	$ 927.71
Per Household	$ 1,779.07	$ 1,886.81	$ 1,832.26	$ 1,788.79	$ 2,160.98	$ 2,294.57



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2012-13 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	218.00	222.00	233.00	236.00
Total	218.00	222.00	233.00	236.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
6110 Administration	1,961,293	2,410,924	2,410,924	2,359,716
6121 Support Services	1,330,980	1,660,326	1,650,326	1,680,217
6122 Warehouse and Stores	3,731,794	4,516,566	4,248,566	4,290,065
6123 Vehicle Maintenance	1,791,065	1,865,954	1,958,954	2,253,190
6125 Utility Field Service	0	849,298	849,298	940,490
6126 Meter Reading	1,459,545	1,698,014	1,698,014	1,794,696
6140 Production	15,628,666	16,878,006	16,955,006	16,706,283
6145 Purchased Power	55,736,362	59,352,672	59,352,672	61,918,732
6150 Transmission & Distribution	10,423,809	10,524,852	10,640,352	10,624,749
6160 Engineering	4,690,470	5,574,017	5,566,517	5,815,810
Total	96,753,984	105,330,629	105,330,629	108,383,948

Source of Funding				
Power and Light Fund	96,753,984	105,330,629	105,330,629	108,383,948
Total	96,753,984	105,330,629	105,330,629	108,383,948

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Description

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

2011-12 Accomplishments **Goal Ref**

* Earned the Reliable Public Power (RP3) award recognizing IPL as one of the top 5% public electric utilities providing the highest degree of reliable and safe power. — 2
* Obtained FEMA Grant No. 7 to continue the conversion of service lines from overhead to underground. — 1
* Completed Master Plan Study Update providing recommendations for future power supply options in light of increased environmental regulations. — 3
* Completed purchase of 12.3% ownership interest in the Dogwood Generating Facility which provides for a reliable, environmentally friendly power supply source for the electric system. — 3
* Obtained new National Pollution Discharge Elimination System Permit for the Blue Valley power plant. — 1
* Obtained new Air Operating permits for the Substations H, I and J generating facilities. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Average Number of Retail Customers	56,585	56,458	56,750	56,450
Total Retail Energy Sales (Mwh)	1,049,218	1,090,549	1,112,753	1,088,945
Average Retail Sales per Customer (Kwh/customer)	18,542	19,316	19,608	19,290
Total Wholesale Energy Sales (Mwh)	128,344	103,467	30,000	80,000
Total Operating Revenues (in 000's)	114,745	126,756	140,916	147,014
Average Operating Revenue per Customer ($/customer)	2,028	2,245	2,483	2,604
Total System (customer) Peak Load (Kw)	271,800	299,500	306,300	303,000
Annual System Load Factor (%)	46.10	43.80	43.70	43.20

2012-13 Objectives **Goal Ref**

* Perform cost-of-service study to evaluate the near-term and long-term needs of the Department and develop a rate plan to ensure financial stability and rate competitiveness. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6110 - Administration — *Fund: 20 - Power and Light Fund*

2012-13 Objectives — **Goal Ref**

* Obtain new National Pollution Discharge Elimination System (NPDES) permit for the Missouri City settling pond. — 1
* Implement new Energy Market Tracking and Trading software to reduce reliance on outside service contracts. — 3
* Evaluate the feasibility of LED street light conversion for the City's street lighting system to gain the environmental benefits of an LED system. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Engineer II - P&L	1.00	1.00	1.00	.00
Engineer III - PL	.00	1.00	.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	.00	.00	1.00	1.00
Environmental Prog Supv, IPL	.00	.00	1.00	1.00
Environmental Prog Spec, IPL	.00	.00	1.00	1.00
Total	6.00	7.00	9.00	9.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	929,564	1,123,424	1,123,424	1,086,966
Other Services & Charges	973,877	1,271,000	1,262,000	1,256,750
Supplies	11,093	14,500	23,500	14,000
Capital Outlay	46,759	2,000	2,000	2,000
Other Expenditures	0	0	0	0
Total	1,961,293	2,410,924	2,410,924	2,359,716

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6121 - Support Services — *Fund: 20 - Power and Light Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* Successful implementation of the Home Energy Loan Program (HELP). — 2
* Distributed all available funds for Commercial & Industrial rebate program. — 1
* Continued to administer the department safety program resulting in a decrease of one lost-time accident. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Energy Efficiency Rebates Processed	216	95	150	100
Customers on Surge Protection Program	379	393	410	400
OSHA Recordable Accidents	16	15	12	14
Energy Star Rebates	4	18	10	15
Commercial Rebates	4	7	10	7
Energy Efficiency Loans	0	18	30	20

2012-13 Objectives — **Goal Ref**

* Complete all activities related to the Energy Efficiency and Conservation Block Grant program. — 1
* Maintain or decrease OSHA recordable accidents within the department. — 1
* Monitor the success of the Home Energy Loan Program. — 3
* Partner with Technology Services to rewrite the labor distribution for project detail in the Work Order Management System. — 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Utility Property Accountant	.00	1.00	1.00	1.00
Utility Support Clerk	.00	1.00	1.00	1.00
Utility Support Specialist	.00	1.00	1.00	1.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6121 - Support Services *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Accountant II	1.00	.00	.00	.00
Energy Applications Spec	1.00	1.00	2.00	2.00
Safety & Training Specialist	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	.00
Customer Programs Admin	.00	.00	.00	1.00
Security Administrator	.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	2.00	.00	.00	.00
Customer Service Tech II	1.00	1.00	.00	.00
Total	10.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	865,706	969,126	969,126	942,517
Other Services & Charges	419,415	594,200	584,200	640,700
Supplies	35,815	39,500	39,500	39,500
Capital Outlay	10,044	57,500	57,500	57,500
Other Expenditures	0	0	0	0
Total	1,330,980	1,660,326	1,650,326	1,680,217

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2011-12 Accomplishments **Goal Ref**

* Reviewed min/max levels on all fiber material stored as stock items. Moved all material to a central location for the Engineering Dept. to control receipt and issued items. 3
* The gravel roads in the pole yard are an ongoing project that require yearly replacement of AB3. This was performed throughout the fiscal year. 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Purchase Requisitions Issued	657	570	660	600
Inventory Purchases:				
Transformers	280,524	785,398	500,000	500,000
Wood Poles	90,958	147,831	150,000	160,000
Street Light Poles	267,376	127,451	200,000	150,000
Wire	479,837	503,824	750,000	650,000
Other	1,325,905	1,059,142	1,800,000	1,800,000
Totals	2,444,601	1,059,142	3,400,000	3,260,000

2012-13 Objectives **Goal Ref**

* Work with Purchasing to send out RFP for a steel storage building. During this process we will evaluate bids, determine which RFP is best for the City and IP&L, work with selected company to assure construction is completed as prescribed in RFP. 3
* Maintain gravel roads in the pole yard. 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Warehouse Clerk 3rd Yr	1.00	1.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 2nd 6 Mo	.00	1.00	.00	.00
Warehouseman 4th 6 Mo	2.00	1.00	2.00	2.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	540,286	567,266	567,266	589,265
Other Services & Charges	197,598	211,600	219,100	233,100
Supplies	2,993,910	3,737,700	3,447,700	3,467,700
Capital Outlay	0	0	14,500	0
Other Expenditures	0	0	0	0
Total	3,731,794	4,516,566	4,248,566	4,290,065

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2011-12 Accomplishments **Goal Ref**

* Updated plans to replace the fleet fueling system with new budget estimates for 2012-13 that now include replacing the fuel management software and hardware components. 3
* Updated plans with new budget estimates for 2012-13 to implement a vehicle washing facility at the IPL garage. 3
* Prepared a new comprehensive 12-year fleet asset replacement projection report with estimated budget requirements for each fiscal year. 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Fleet Miles Driven	638,876	684,051	740,000	740,000
Fleet Use in Gallons	96,779	97,102	102,000	102,000
Fleet Miles Per Gallon	6.6	6.9	7.2	7.2
Fleet Fuel Cost	219,439	278,451	339,600	350,000
Fleet Maintenance Cost	687,959	656,068	700,000	720,000
Fleet Preventive Maintenance Cost	15,968	18,657	18,000	18,000
Fleet Tire Cost	27,363	25,003	35,000	40,000
Total Fleet Operations Cost	950,729	978,180	1,091,000	1,128,000
Fleet Cost Per Mile	1.48	1.43	1.50	1.60
Fleet Down Time (Days)	121	233	94	75

2012-13 Objectives **Goal Ref**

* Maintain the operational integrity and regulatory compliance of the fleet fueling system. 3
  Plan: Coordinate and oversee the process to replace and upgrade the fleet fueling system infrastructure and components.
* Implement new vehicle washing facility, compliant with environmental regulations. 3
  Plan: Coordinate and oversee the process to install a vehicle wash pad at the fleet maintenance garage that addresses regulatory compliance for proper handling of wash water.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Fleet Control Data Technician	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 1st-Year	.00	1.00	.00	.00
Heavy Equipment Mech 3rd-Year	4.00	3.00	4.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	652,631	686,954	686,954	700,790
Other Services & Charges	259,913	289,600	289,600	314,600
Supplies	275,201	280,800	355,800	370,800
Capital Outlay	603,320	608,600	626,600	867,000
Other Expenditures	0	0	0	0
Total	1,791,065	1,865,954	1,958,954	2,253,190

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6125 - Utility Field Service *Fund: 20 - Power and Light Fund*

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts and reading meters for customer transfers.

2011-12 Accomplishments **Goal Ref**

* The department averaged 4.62 stops per hour for the first seven (7) months of the fiscal year. 1
* The department averaged 1,104 delinquent turn-offs per month for the first seven (7) months of the fiscal year. 1
* The Field Service Worker group has met five times with Meter Shop or T&D personnel to discuss and resolve any metering issues. 1
* Conducted quarterly safety training. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Average number of delinquent accounts completed daily	650	704	1,000	1,100
Average number of stops at customer locations per hour per worker	2.6	3.0	4.0	4.5

2012-13 Objectives **Goal Ref**

* Maintain an average of four (4) or more stops at customer locations per hour per worker 1
* Average over 1,000 delinquent turn-offs per month. 1
* Work jointly with customer service to develop a better dispatch process to minimize worker backtracking while traveling between customer location stops. 1
* Conduct quarterly training to reduce risk of employee injury. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Util Field Service Wkr	.00	.00	3.00	3.00
Utility Field Serv Wkr	.00	.00	4.00	4.00
Customer Service Supvr I	.00	.00	1.00	.00
Customer Service Supvr I	.00	.00	.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6125 - Utility Field Service *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Total	.00	.00	8.00	8.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	0	833,448	833,448	919,390
Other Services & Charges	0	8,350	8,350	12,600
Supplies	0	7,500	7,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	849,298	849,298	940,490

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Description

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

2011-12 Accomplishments — **Goal Ref**

* More than 99% of all meter routes have been read within the allotted time parameter enabling timely issuance of customer bills. — 3
* Averaged 240 meters per month of customer accounts with consecutive estimated meter readings which is in line with an objective of decreasing that amount by 1.5%. — 3
* The division has maintained a read rate of 97.55% for the first seven months of the fiscal year. — 3
* Was able to maintain meter read schedules in spite of having a 40% turnover in staff. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Meter Reads	1,291,182	1,292,581	1,293,000	1,294,500
Rechecks	3,890	5,093	4,850	5,200
Can't Reads	52,938	46,533	62,500	64,000
Service Work Orders Generated	3,171	3,970	4,600	4,500
Actual Read (% of Meters)	95.9%	96.4%	95.0%	95.0%

2012-13 Objectives — **Goal Ref**

* Maintain or increase employee productivity so that all meter routes are read within the allotted time parameters to enable the timely issuance of customer bills. — 3
* Reduce the number of customer accounts with consecutive estimated meter readings by 1.5%. The current average is 240 meters per month having consecutive monthly estimates. Currently IPL is responsible for reading in excess of 100,000 meters per month. — 1
* Maintain an average reading rate of 96% or better. The current industry standard is 95%. This read rate is to be maintained without adding to staff or increasing overtime. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Meter Records Clerk 1st Yr	.00	1.00	.00	.00
Meter Records Clerk 3rd Yr	1.00	.00	1.00	1.00
Utility Meter Reader I	9.00	9.00	9.00	9.00
Utility Meter Reader I	5.00	5.00	5.00	5.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	17.00	17.00	17.00	17.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,419,880	1,617,164	1,617,164	1,642,096
Other Services & Charges	33,073	67,100	67,100	45,100
Supplies	6,592	10,900	10,900	13,500
Capital Outlay	0	2,850	2,850	94,000
Other Expenditures	0	0	0	0
Total	1,459,545	1,698,014	1,698,014	1,794,696

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2011-12 Accomplishments — **Goal Ref**

* Completed replacement of obsolete combustion turbine generator controls on the Substation J units — 3
* Completed phase 7 of Operating Training Program for Advanced Concepts (design, engineering, regulatory) operating training. — 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Net Generation at IP&L Plants (MWH)	134,843	120,588	346,955	154,195
Total Coal Burned (tons)	102,368	77,879	208,474	83,430
Total Gas Burned (MCF)	60,927	264,296	111,858	115,668
Total Oil Burned (gallons)	178,087	117,308	135,462	62,961

2012-13 Objectives — **Goal Ref**

* Complete installation of Blue Valley Units 1 & 2 Generator Protection Relay Upgrade. — 3
* Completion of Blue Valley Unit 3 Medium Voltage Switchgear and cable replacement and 480 volt breaker refurbishment to improve personnel safety and equipment reliability. — 3
* Complete Phase 8 of the Operator training focus on abnormal alarm response, troubleshooting and Combustion Turbine Generator Operations. — 3
* Complete roof replacement per planned schedule for BV power plant building in two end of life areas to reduce on-going repairs by March 2013. — 3
* Implement Chlorine gas elimination project with installation of Hypochlorite and Bromine systems to reduce hazard and risk. — 3
* Complete Hot Gas Path Inspection for Substation I combustion turbine generator units. — 3
* Complete Substation H combustion turbine generator units Generator Inspection. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Utility Data Specialist-P&L	.00	1.00	1.00	1.00
Instrument/Pneumatic Tech	3.00	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
Power Plant Electr	3.00	3.00	.00	.00
Journeyman PowerPlant Electr	.00	.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	4.00
Journeyman Pwr Plant Mech	12.00	12.00	13.00	13.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Util Maint Wkr 1st 6 Mo	.00	1.00	.00	3.00
Util Maint Wkr 2nd 6 Mo	4.00	3.00	4.00	1.00
Tool Room Mechanic	1.00	1.00	.00	.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	2.00	2.00	3.00	2.00
Safety & Training Specialist	1.00	1.00	.00	.00
Engineer III - PL	.00	.00	.00	1.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	.00	.00	.00
PP Instrument Control Supv	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	75.00	77.00	77.00	78.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	8,193,944	8,676,506	8,676,506	9,031,133
Other Services & Charges	6,732,312	6,848,850	7,020,350	6,569,450
Supplies	699,860	1,281,650	1,200,150	1,071,700
Capital Outlay	2,550	71,000	58,000	34,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Expenditures	0	0	0	0
Total	15,628,666	16,878,006	16,955,006	16,706,283

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6145 - Purchased Power — *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental nitric oxide and sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2011-12 Accomplishments — **Goal Ref**

* Completed Master Plan Study Update and implemented recommendations regarding interest in the Dogwood generating plant. — 3
* Successfully phased-in the energy supply from the Dogwood generating plant. — 3
* Provided necessary unit cost data to system operations to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. — 3

Service Delivery Background Data

Description		2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Off-System Energy Costs	($)	25,490,354	24,860,184	19,468,320	25,086,174
Off-System Fixed Costs	($)	15,024,800	17,983,632	21,535,596	24,972,695
Transmission Services	($)	3,013,716	3,442,488	2,085,525	3,543,978
On-System Production Fuels	($)	6,798,067	6,422,274	15,510,831	7,557,005
Load Regulation	($)	186,000	214,000	572,400	578,880
Wholesale Power Marketing	($)	N/A	180,000	180,000	180,000
Total Costs	($)	50,512,937	53,102,578	59,352,672	61,918,732
On-System Generation	(MWH)	134,843	120,588	346,955	154,195
Off-System Energy	(MWH)	1,088,887	1,129,598	855,708	1,073,457
Total Energy Supplied	(Mwh)	1,223,730	1,250,186	1,202,663	1,227,652
Total Cost Per Mwh of Supply	$/Mwh	41.28	42.48	49.35	50.44
Wholesale Power Sales	($)	4,039,000	3,076,637	1,060,000	2,000,000

2012-13 Objectives — **Goal Ref**

* Implement new Energy Market Tracking and Trading software to reduce reliance on outside service contracts. — 3
* Increase wholesale sales activities to capture economic value for the System. — 3
* Supply necessary cost data to system operations to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	0	0	180,000	180,000
Supplies	55,736,362	59,352,672	59,172,672	61,738,732
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	55,736,362	59,352,672	59,352,672	61,918,732

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 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.

2011-12 Accomplishments **Goal Ref**

* Completed the changeout of 1 69kv breaker at substation E. Additional changeout was postponed to coordinate with engineering upgrade of 1 breaker. Substation B 69kv breaker changeouts were delayed to coordinate with an engineering rebuild and upgrade of equipment in sub B. — 3
* Completed the changeout of two (2) 13kv breakers at substation K to relieve an unsafe condition with the existing breakers. — 3
* Completed two (2) 4kv overhead to 13kv underground projects on the south side of the square to bring these circuits to normal distribution voltage and eliminate unsightly overhead lines. — 3
* Completed two (2) 4kv overhead rebuild and conversion to 13kv overhead distribution voltage in the southwestern part of Independence to improve reliability to that section of town. This project also allows for the elimination of an old inefficient 4kv substation in a residential area. — 1
* Completed the replacement of batteries in one substation to maintain a reliable source of backup power. — 3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Completed Construction Jobs	208	210	200	200
4-KV Conversion Miles Complete	.3	0.5	1.0	1.0
Services Installed	238	225	200	200
Rotation of Meters	2,709	2,200	2,500	2,500
Total Number of Trees Trimmed	7,989	6,500	7,000	7,500
Properties Trimmed	3,994	4,000	5,000	5,000
Street Lights Added	152	10	100	100
Yearly Continuity Percentage	99.00	98.00	98.75	98.00
Damage Claim Costs	8,019	7,500	8,000	8,000

2012-13 Objectives **Goal Ref**

* Complete the NERC required testing objectives to mitigate proposed violations and mitigate fines. — 3
* Complete one (1) 69kv breaker changeout at substation E to meet — 3

2012-13 Objectives **Goal Ref**

engineering recommended improvements.

* Purchase one (1) spare 13kv breaker at substation K. 3
* Complete two (2) 4kv overhead to 13kv underground projects on the South and East side of the square to bring these circuits to normal distribution voltage and eliminate unsightly overhead poles and lines. 3
* Complete at least one (1) 4kv overhead rebuild and voltage conversion to 13kv distribution voltage in the Southwest part of Independence to improve reliability to that section of town. This project will also allow for the elimination of an old inefficient 4kv substation from a residential area. 1
* Complete the replacement of batteries in substations to maintain a reliable source of backup power. 3

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Apprentice Lineman-1st yr	1.00	.00	.00	.00
Apprentice Lineman-2nd Yr	3.00	.00	.00	.00
Apprentice Lineman-3rd Yr	2.00	3.00	.00	.00
Apprentice Lineman-4th Yr	2.00	2.00	3.00	3.00
Inspector/Locator 1st Yr	.00	1.00	1.00	.00
Inspector/Locator 2nd Yr	.00	.00	.00	1.00
Inspector/Locator 3rd Yr	2.00	.00	.00	.00
Meter Records Clerk 3rd Yr	1.00	1.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Arborist-P&L	.00	1.00	1.00	1.00
Utility Data Specialist-P&L	.00	1.00	1.00	1.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	2.00	2.00	2.00	2.00
Journeyman Lineman	18.00	22.00	24.00	24.00
Relay Technician	1.00	1.00	1.00	.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Lineman	3.00	3.00	3.00	3.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Dispatcher	4.00	4.00	4.00	4.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	.00
Tree Trimming Supt	.00	.00	.00	1.00
Computer Support Spec	1.00	.00	.00	.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2012-13 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Forester	1.00	.00	.00	.00
Total	68.00	68.00	68.00	67.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	7,736,603	7,894,302	7,894,302	7,994,199
Other Services & Charges	2,263,993	2,301,350	2,298,350	2,301,350
Supplies	348,582	268,750	372,500	268,750
Capital Outlay	74,631	60,450	75,200	60,450
Other Expenditures	0	0	0	0
Total	10,423,809	10,524,852	10,640,352	10,624,749

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2012-13 Operating Budget*
Cost Center: 6160 - Engineering | *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

2011-12 Accomplishments	**Goal Ref**
* Completed the capacity upgrade and re-rating of three (3) 69kv transmission lines to Shrank Road Junction transmission line. Included new steel pole structures and conductor from 23rd Street.	3
* Completed the re-rating of the two (2) 69 kv line segments for reliability.	3
* Completed the design and initiated the construction of a retaining wall system and other erosion control features at Substation J.	3
* Completed Execution of Maintenance Contract for System Fiber Repair.	3
* Initiated Phase Two of move toward Central Repository IPL database and new Outage Management System.	3
* Completed FEMA VI Grant for placing existing overhead services underground.	1
* Received approval from FEMA for burial of electric services proposed on FEMA Grant VII Grant Application.	1
* Completed NERC Audit in September 2011.	3

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Results from ETC Customer Survey Satisfaction-Service Reliability	84.10%	89.10%	89.00%	89.00%
Results from ETC Customer Survey Satisfaction - Restoration Time	73.9%	87.8%	79.0%	79.0%
Services Placed Underground Federal Grant Program	1,855	370	400	1,200
System Average Outage Time (Minutes)	95.50	94.00	71.10	95.00
System Average Outage Frequency	.84	.85	.92	.95

2012-13 Objectives	**Goal Ref**
* Initiate a LiDAR aerial survey of the 161 kv system as required to comply with the Transmission Facility Rating NERC Alert Program.	3

2012-13 Objectives	**Goal Ref**
* Initiate transmission line improvements associated with Substation F rebuild.	3
* Initiate the replacement of the Outage Management System.	3
* Initiate an asset management and inspection program.	3
* Finish migration of substation communications for relay protection.	3
* Complete operational testing of Systems Operations Backup Center.	3
* Complete third and fourth phase of 4 kv conversion to 13kv from Sub G.	3
* Contract temporary CAD drafter to generate new electronic drawings of old manual blue prints of all Substation and BV Plant drawings.	3
* Apply and receive approval from FEMA for burial of electric services proposed on FEMA VIII Grant.	1
* Initiate and complete design for two (2) new 69kv capacitor bank installations.	3
* Complete construction rebuild of Substation F.	3
* Purchase property for the new Substation S.	3

Staffing:

Position Title	**2009-10 Budget**	**2010-11 Budget**	**2011-12 Budget**	**2012-13 Budget**
District Planner 4th Yr	4.00	.00	.00	.00
Senior District Planner	.00	4.00	4.00	4.00
System Operator I	1.00	1.00	.00	.00
System Operator II	1.00	1.00	1.00	1.00
System Operator III	2.00	2.00	2.00	1.00
Senior System Operator	1.00	1.00	2.00	3.00
Engineering Tech III-P&L	.00	1.00	1.00	1.00
Relay Technician	.00	.00	.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
District Engr Planning Supvr	1.00	1.00	1.00	.00
District Engr Planning Supvr	.00	.00	.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
Engineer I - PL	1.00	1.00	1.00	1.00
Engineer II - P&L	3.00	3.00	3.00	2.00
Engineer III - PL	3.00	2.00	2.00	2.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	1.00	.00	.00	.00
Eng Tech Supv - P & L	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
System Protection Engineer	.00	.00	.00	1.00
Sr Engineer - PL	.00	.00	.00	1.00
Telecommunications Coordinator	.00	1.00	1.00	1.00
Electric Sys Ops Engineer	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2012-13 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Compliance Training Coord	1.00	1.00	1.00	1.00
CIP/Cyber Security Coord	.00	.00	.00	1.00
Total	29.00	29.00	30.00	33.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	3,345,598	3,501,705	3,501,705	3,836,256
Other Services & Charges	1,228,416	1,605,317	1,598,267	1,537,609
Supplies	50,751	77,795	77,345	94,845
Capital Outlay	65,705	389,200	389,200	347,100
Other Expenditures	0	0	0	0
Total	4,690,470	5,574,017	5,566,517	5,815,810

City of Independence, Missouri
2012-13 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

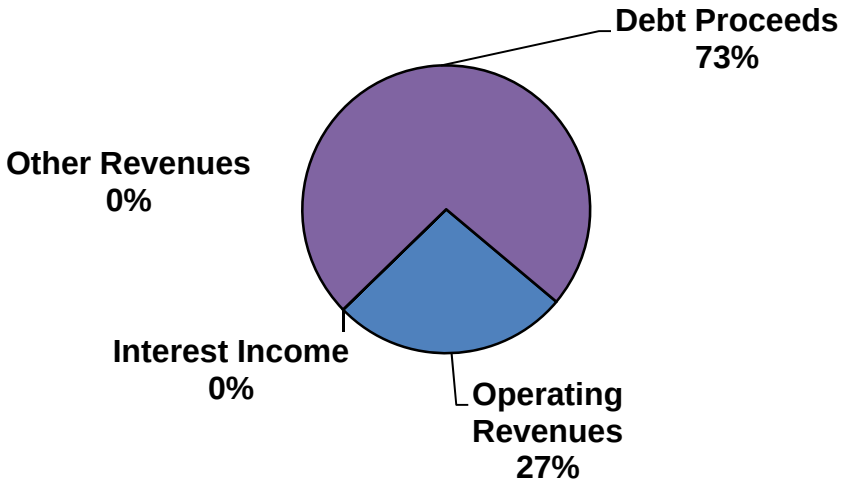
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
Revenue Bonds:				
2009 Series D (6237)	$ -	$ 1,608,025	$ 3,000	$ 1,611,025
Revenue Bonds:				
2010 Series E (6238)	3,320,000	1,271,388	3,000	4,594,388
Revenue Bonds:				
2012 Series A (6239)	620,000	3,073,337	3,000	3,696,337
Total Power and Light Fund	$ 3,940,000	$ 5,952,750	$ 9,000	$ 9,901,750

City of Independence, Missouri
2012-13 Operating Budget

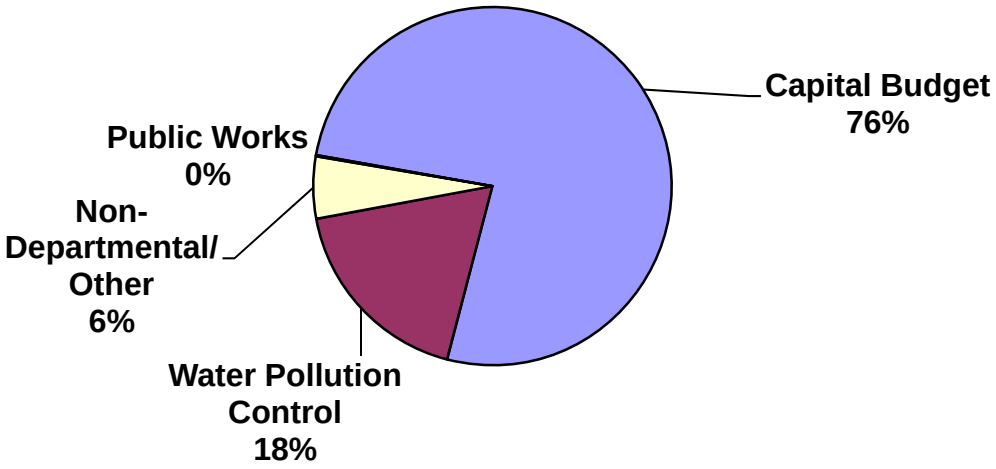
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
	Production System-		
70211004	Substation F Improvements	Power and Light Fund	$ 3,150,000
70210824	Production Plant Miscellaneous Projects	Power and Light Fund	400,000
70211002	Blue Valley Sootblowing Air Compressor	Power and Light Fund	790,000
70211103	Production Facilities Maintenance	Power and Light Fund	500,000
	Transportation and Distribution System-		
70200301	Turnkey Underground Program	Power and Light Fund	200,000
	Other Projects-		
70211006	Centralized Database/Outage Management System	Power and Light Fund	350,000
			$ 5,390,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 6,065,625**	**$ 6,050,223**	**$ 3,702,402**		**$ (2,347,821)**	**-38.81%**
Change in non-budgetary Net Available Resources	(197,884)	(17,914)	-		17,914	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 17,069,142	$ 18,045,422	$ 20,249,674	100.0%	$ 2,204,252	12.2%
Interest Income	9,227	2,721	1,300	0.0%	(1,421)	-52.2%
Other Revenues	18,332	1,212,190	-	0.0%	(1,212,190)	-100.0%
Total Estimated Revenues	$ 17,096,701	$ 19,260,333	$ 20,250,974	100.0%	$ 990,641	5.1%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit		-	-		-	n/a
Debt Proceeds	-	-	55,835,530		55,835,530	n/a
Total Sources	**$ 17,096,701**	**$ 19,260,333**	**$ 76,086,504**		**$ 56,826,171**	**295.0%**
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	$ 11,161,107	$ 11,216,871	$ 13,178,827	18.0%	$ 1,961,956	17.5%
Public Works	75,008	75,717	76,376	0.1%	659	0.9%
Non-Departmental	3,886,496	3,714,800	4,046,204	5.5%	331,404	8.9%
Total Operating Budget	$ 15,122,611	$ 15,007,388	$ 17,301,407	23.6%	$ 2,294,019	15.3%
Capital Budget:						
Capital Projects	$ 1,791,608	$ 6,582,852	$ 55,835,530	76.3%	$ 49,252,678	
Transfers:						
Falls at Crackerneck Creek TIF	$ -	$ -	$ 82,045	0.1%	$ 82,045	n/a
Total Uses	**$ 16,914,219**	**$ 21,590,240**	**$ 73,218,982**	**100.0%**	**$ 51,628,742**	**239.1%**
Ending Net Available Resources	**$ 6,050,223**	**$ 3,702,402**	**$ 6,569,924**		**$ 2,867,522**	**77.45%**

Change in Net Available Resources greater than 10% due to the timing of Capital Expenditures

City of Independence, Missouri
2012-13 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 2006-07 through 2011-12

Description	2006-07	2007-08	2008-09	2009-10	2010-11	Unaudited 2011-12
Net Income (Loss)						
Net Income (Loss)	$ 899,709	$ (449,430)	$ (1,480,796)	$ (1,847,364)	$ (742,269)	$ 845,305
Capital Contributions	1,232,359	417,735	1,735,142	392,710	1,941,161	36,249
Change in Net Assets	$ 2,132,068	$ (31,695)	$ 254,346	$ (1,454,654)	$ 1,198,892	$ 881,554
Net Available Resources						
Net Available Resources-						
Total Current Assets	$12,521,195	$12,399,210	$10,835,066	$ 9,006,699	$ 9,387,357	$ 7,217,768
Less:						
Inventories	(63,445)	(74,738)	(77,607)	(59,587)	(48,898)	(55,221)
Restriced Cash and Investments	(220,022)	(243,492)	(304,772)	(339,349)	(387,711)	(453,786)
Current Liabilities	(557,873)	(684,738)	(1,686,179)	(573,259)	(785,452)	(2,633,873)
Carryover Capital Budget Appropriations	(2,620,297)	(4,048,364)	(1,865,675)	(1,791,608)	(1,968,000)	(265,704)
Carryover Outstanding Encumbrances	(129,184)	(568,363)	(206,738)	(177,271)	(147,073)	(106,782)
Net Available Resources	$ 8,930,374	$ 6,779,515	$ 6,694,095	$ 6,065,625	$ 6,050,223	$ 3,702,402
Target Working Capital	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000	$ 2,250,000
Employee Staffing (in Full Time Equivalents)						
Department:						
Public Works	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control						
General Fund	5.00	5.00	5.00	5.00	0.00	0.00
Sanitary Sewer Fund	70.00	70.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	8.00	8.00	8.00	8.00	13.00	13.00
Total	84.00	84.00	84.00	84.00	84.00	84.00
Utility Statistics						
No. of Residential Customers	40,692	40,667	40,635	40,676	40,579	40,600
No. of Commercial Cust.	3,519	3,510	3,493	3,494	3,483	3,490
Wastewater Treated (million gallons)	2,654	2,689	3,079	3,326	2,515	3,077

Source: 2006-07 through 2010-11 - Comprehensive Annual Financial Report
2011-12 - June 30, 2012 Monthly Financial Statement

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Current Estimate	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works		15,000			
30-4010	Residential	9,873,906	10,786,342	10,545,855	10,937,903	3.7%
30-4110	Commercial Base	3,906,065	4,178,325	4,178,325	4,223,082	1.1%
30-4120	Commercial Surcharge	935,481	926,248	926,248	1,017,945	9.9%
30-4130	Regulatory Compliance Base	1,452,555	1,585,872	1,596,826	3,171,744	98.6%
30-4430	Contract Services	289,645	262,000	262,000	262,000	
30-4570	Intermunicipal Agreements	566,817	487,000	487,000	487,000	
30-4600	Other Operating Revenue	142,511	150,000	150,000	150,000	
30-4700	Change in Unbilled Revenue	-97,838				
	Total Operating Revenue	17,069,142	18,390,787	18,146,254	20,249,674	11.6%
	Non-Operating Revenue					
30-3411	Interest Income	9,227	9,030	1,800	1,300	-27.8%
30-4900	Other Revenues, Net	18,332	10,000			
	Total Revenues	**$17,096,701**	**$18,409,817**	**$18,148,054**	**$20,250,974**	11.6%

CITY OF INDEPENDENCE, MISSOURI

2012-13 Operating Budget

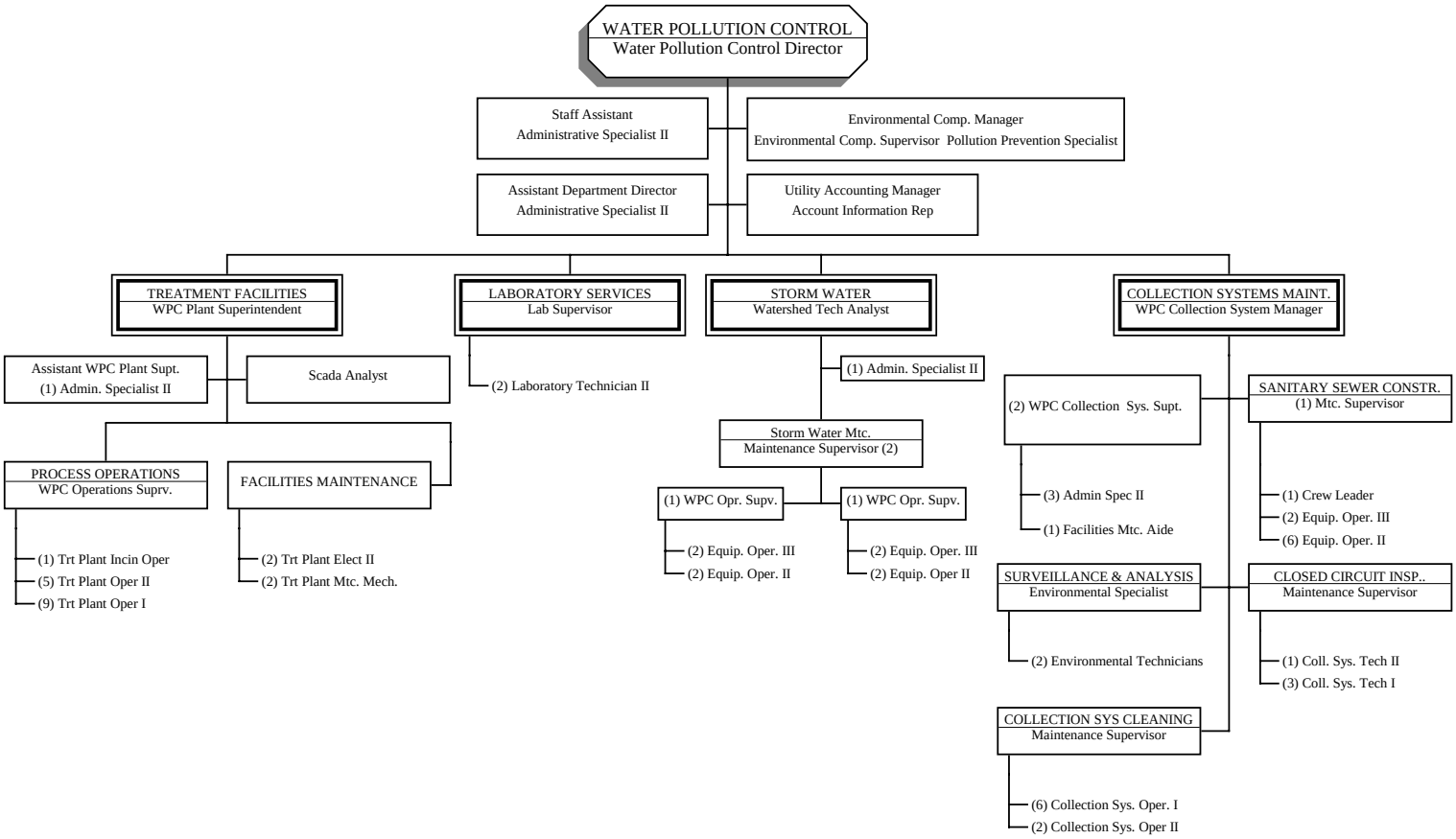
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	$46.01	none	$1.0252/100 gallons
Liberty, Mo.	$41.63	$4.78 + $2	$4.05/1,000 gallons + $8.83/1,000 > 1,000 gallons
Raytown, Mo.	$36.42	$12.28	$6.92/1000 gallons > 1000
Raymore, Mo.	$32.31	none	$7.20/1,000 gallons
Sugar Creek, Mo	$30.71	$14.74 + $3	$2.89/1000 gallons
Kansas City, Ks.	$30.26	$12.86	$2.90/100 cubic feet
Lee's Summit, Mo.	$29.19	$12.00	$3.83/1,000 gallons
Olathe, Ks.	$29.59	$6.25	$3.89/100 cubic feet
Kansas City, Mo.	$28.86	$9.90	$3.16/100 cubic feet
Independence, Mo.	**$25.87**	**$10.60 + $3**	**$2.0446/100 cubic feet**
Blue Springs, Mo.	$22.48	$6.50	$0.356/100 gallons
Grandview, Mo.	$17.11	$6.88	$2.28/1000 gallons rounded

** The average bill is calculated using average water consumption of 600 cubic feet per month.*

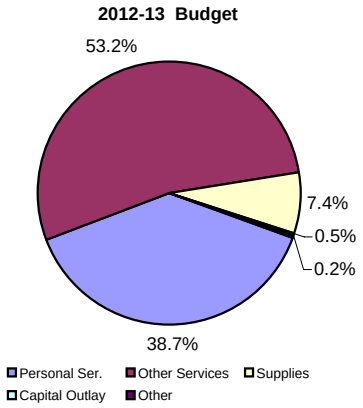
Survey conducted in February, 2012

City of Independence, Missouri
Water Pollution Control



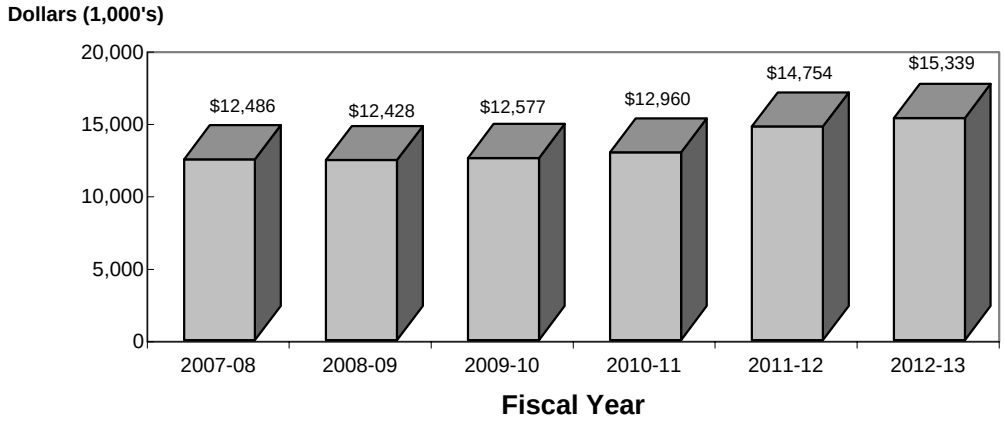
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 5,349,389	$ 5,939,672	$ 5,939,672	$ 5,935,534
Other Services	6,680,745	7,684,880	7,584,960	8,165,451
Supplies	846,581	1,030,416	1,065,336	1,140,732
Capital Outlay	82,812	89,100	154,100	72,900
Other	-	10,000	10,000	24,367
Total	$ 12,959,527	$ 14,754,068	$ 14,754,068	$ 15,338,984



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
Storm Water Sales Tax	$ 1,215,086	$ 1,308,158	$ 1,373,062	$ 1,502,073	$ 2,130,894	$ 2,160,157
Sanitary Sewer Fund	10,969,964	10,802,285	10,908,594	11,161,107	12,623,174	13,178,827
General Fund	300,450	317,354	295,086	296,347	-	-
Total All Funds	$ 12,485,500	$ 12,427,797	$ 12,576,742	$ 12,959,527	$ 14,754,068	$ 15,338,984
Comparative Ratios:						
Per Capita	$ 107.30	$ 113.85	$ 110.20	$ 106.92	$ 126.29	$ 131.29
Per Household	$ 254.31	$ 267.60	$ 255.66	$ 239.60	$ 302.70	$ 324.74



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2012-13 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 220 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	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
5201 Administration	761,692	940,091	940,091	933,783
5210 Inter-Jurisdictional Agencies	4,198,277	4,617,500	4,617,500	5,013,600
5220 Treatment Facilities	3,353,010	3,585,350	3,585,350	3,691,776
5230 Collection System Maintenance	2,637,306	3,243,402	3,243,402	3,314,117
5240 Laboratory Services	210,822	236,831	236,831	225,551
5250 Storm Sewer Maintenance	296,347	0	0	0
5261 Storm Water Administration	101,224	303,548	303,548	308,746
5262 Storm Water Maintenance	1,058,774	1,478,171	1,478,171	1,502,236
5263 Storm Water Permit Compl.	342,075	349,175	349,175	349,175
Total	12,959,527	14,754,068	14,754,068	15,338,984

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*

Source of Funding

Sanitary Sewer Fund	11,161,107	12,623,174	12,623,174	13,178,827
General Fund	296,347	0	0	0
Storm Water Sales Tax Fund	1,502,073	2,130,894	2,130,894	2,160,157
Total	12,959,527	14,754,068	14,754,068	15,338,984

Key Budget Changes

* Staff must administer an aggressive program of sanitary sewer improvements as identified in the Remedial Measures Plan that has been agreed upon by the City and Environmental Protection Agency.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2011-12 Accomplishments **Goal Ref**

* Staff administered the design phase of 40,000 feet of identified under capacity sewers throughout the City, the addition of seven excess flow holding facilities at major pump stations, and the addition of nitrification and disinfection facilities at the City's Rock Creek Treatment Plant. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Sanitary Sewer Customers (Residential)	40,676	40,579	40,600	40,600
Sanitary Sewer Customers (Commercial)	3,494	3,483	3,490	3,485
Compliance Inspections	141	100	156	130
Plan Reviews	103	65	100	75

2012-13 Objectives **Goal Ref**

* Staff will continue to monitor and participate in the state and federal rulemaking process. 1
* Staff will provide administrative support to the Storm Water Sales Tax Oversight Committee. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Environmental Compl Mgr	1.00	1.00	1.00	1.00
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Pollution Prevention Spec.	1.00	1.00	1.00	1.00
Administrative Spec II	2.00	2.00	2.00	2.00
Total	9.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	702,856	793,411	793,411	787,066
Other Services & Charges	51,968	122,580	122,580	122,617
Supplies	6,260	17,000	17,000	17,000
Capital Outlay	608	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	761,692	940,091	940,091	933,783

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 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.

2011-12 Accomplishments **Goal Ref**

* Provided disposal of household hazardous wastes for 530 residents (75,541 pounds or 37.77 tons) during the annual collection event. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Treatment Cost per Million Gallons Treated	$1,051	$1,017	$1,136	$1,298

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	4,198,277	4,617,500	4,617,500	5,013,600
Other Expenditures	0	0	0	0
Total	4,198,277	4,617,500	4,617,500	5,013,600

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2011-12 Accomplishments	**Goal Ref**
* The division completed the construction of the diffused air system for biological sludge treatment and adapted to new, more efficient operating procedures.	1
* The division completed the design specifications of plant effluent disinfection facilities to comply with pending permit provisions.	1
* The division completed the construction of upgrades to the Kentucky I, II and Dickinson Pump Stations that provided excess flow holding and increased pumping capacity.	1
* Staff completed the installation of the Continuous Emissions Monitoring System that provides program compliance by recording hydrocarbon content emitted by the sludge incineration process.	1
* Staff completed the rehabilitation of one of two ash lagoons that provides storage of incinerator ash prior to landfill disposal.	1
* The Rock Creek Treatment Plant and staff received national recognition by the featured article in Treatment Plant Operator that described the history of numerous awards achieved by the operation.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Wastewater Treated (Million Gallons)	3,326	2,515	3,077	2,761
Solids Removal Efficiency (%) (85% Required)	94.85	95.52	95.21	95.37
Oxygen Demand Removal (%) (85 % Required)	91.19	92.73	89.94	91.34
Solids Incinerated (Dry Tons)	1,494	1,395	1,426	1,411
Treatment Costs per Million Gallons Treated	$1,333	$1,417	$1,244	$1,423

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

2012-13 Objectives	**Goal Ref**
* Staff will complete the final specification review and begin the bidding process for the plant effluent disinfection/dechlorination facilities to comply with pending permit conditions.	1
* Staff will specify and oversee the cold shutdown and rehabilitation of the plant incinerator to restore aging shell and refractory and complete the restoration of the remaining ash lagoon.	1
* Staff will participate in the completion of design criteria for the 10 million gallon excess flow holding and pumping facilities for the City's two main wastewater pumping stations.	1
* Staff will complete the design and construction sequence review for the addition of four aeration basins to provide for enhanced ammonia removal from the plant's final discharge.	1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	1.00	1.00	1.00	1.00
Scada Analyst	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,660,607	1,817,260	1,817,260	1,804,136
Other Services & Charges	1,244,069	1,263,290	1,263,290	1,317,590
Supplies	442,742	504,800	504,800	532,050
Capital Outlay	5,592	0	0	38,000
Other Expenditures	0	0	0	0
Total	3,353,010	3,585,350	3,585,350	3,691,776

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 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 14,957 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.

2011-12 Accomplishments **Goal Ref**

* Continued data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology. 1
* Held weekly safety meetings, trained on confined space equipment, attended Hazwhoper refresher classes. (641 contact hours for 30 employees.) 1
* Repaired 72 right-of-way/easement customer service laterals. 1
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Customer Service Request Responses	981	958	1,000	841
Dry weather overflows per million feet of pipe	~3.3	~2.3	~1.3	~3.3
Dry weather basement back-ups per 1,000 customers	~1.29	~1.42	~0.95	~1.20
Sanitary Sewer footage Pressure Cleaned	947,898	998,038	895,238	972,968
Sanitary Sewer Televised footage	83,385	66,192	84,868	85,000

2012-13 Objectives **Goal Ref**

* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software. 1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, to extend the life of the sewer system and reduce infiltration. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2012-13 Objectives	**Goal Ref**
* Provide an initial response to our customer's inquiries within 24 hours of receipt.	1
* Administer a program to seal sanitary sewer manholes in targeted neighborhoods to extend the asset life and reduce inflow and infiltration of ground water and surface water.	1
* Perform and study flow velocity measures during dry and wet weather flows, utilizing continuous wave Doppler technology.	1
* Perform Sewer System Evaluation Survey (SSES) Study on various sub-watersheds to identify sewer inflow and infiltration.	1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	2.00	2.00	2.00	2.00
WPC Collection Sys Manager	1.00	1.00	1.00	1.00
Environmental Tech I	2.00	2.00	2.00	2.00
Collection Sys Operator I	6.00	6.00	6.00	6.00
Coll Sys Oper II	2.00	2.00	2.00	2.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	3.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	34.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	2,011,670	2,216,958	2,216,958	2,237,673
Other Services & Charges	290,988	665,294	568,294	691,862
Supplies	258,036	298,150	325,150	374,782
Capital Outlay	76,612	63,000	133,000	9,800
Other Expenditures	0	0	0	0
Total	2,637,306	3,243,402	3,243,402	3,314,117

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2011-12 Accomplishments	**Goal Ref**
* Completed the chlorine dose response study to facilitate the design of impending effluent disinfection facilities.	1
* Achieved 100% accuracy in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples.	1
* Laboratory supervisor completed the EPA's Watershed Academy Web-Based Training Program. Requiring the completion of 15 modules covering a range of topics including watershed ecology, planning, analysis, management practices and community/social issues.	1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Samples Received	6,641	6,597	6,700	7,000
Treatment Operations Analyses	24,406	24,469	24,000	25,000
Industrial Discharge Analyses	1,319	1,533	1,300	1,300
Quality Assurance Analyses	3,954	4,051	4,000	4,000

2012-13 Objectives	**Goal Ref**
* Participate in the USGS storm water monitoring of the City's creeks and rivers to determine specific pollutant concentrations in the municipal storm water system. The laboratory will provide analytical services for selected constituents.	1
* Staff will develop protocol for the calibration and confirmation of analytical accuracy of online solids/oxygen sensing instrumentation of new aeration process.	1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 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	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	178,366	188,871	188,871	177,591
Other Services & Charges	15,563	31,860	28,940	31,860
Supplies	16,893	16,100	19,020	16,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	210,822	236,831	236,831	225,551

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Description

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Equipment Operator II	2.00	2.00	.00	.00
Equipment Operator III	2.00	2.00	.00	.00
Maintenance Supervisor	1.00	1.00	.00	.00
Total	5.00	5.00	.00	.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	296,347	0	0	0
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	296,347	0	0	0

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2011-12 Accomplishments	**Goal Ref**
* Investigated residents' storm water concerns and performed planning and engineering evaluations as needed.	1
* Administered, coordinated, and evaluated engineering consultants design progress on storm drainage improvement (CIP) projects.	1
* Continued to implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS) by further developing CMMS Phase II, the mobile deployment of this technology.	1
* Planned and coordinated the 2012 Independence EcoFest to teach children and families about preserving natural resources and protecting our environment.	1

2012-13 Objectives	**Goal Ref**
* Investigate residents' storm water concerns and perform planning and engineering evaluations as needed.	1
* Administer, coordinate, and evaluate engineering consultants design progress on storm drainage improvement (CIP) projects.	1
* Continue to develop and implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS).	1
* Plan and coordinate the 2013 Independence EcoFest to teach children and families about preserving natural resources and protecting the environment.	1

Staffing:

Position Title	**2009-10 Budget**	**2010-11 Budget**	**2011-12 Budget**	**2012-13 Budget**
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	55,469	128,148	128,148	133,346
Other Services & Charges	44,165	157,100	157,100	157,100
Supplies	1,590	8,000	8,000	8,000
Capital Outlay	0	6,000	6,000	6,000
Other Expenditures	0	4,300	4,300	4,300
Total	101,224	303,548	303,548	308,746

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.

2011-12 Accomplishments	**Goal Ref**
* Continued the evaluation, design, and construction of selected storm drainage systems. >800 linear feet of storm sewers constructed	1
* Continued efforts to repair and maintain storm water systems. Responded to >280 customer service requests Completed >150 repair projects Reset >60 storm structure lids	1
* Continued preventative maintenance and inspection activities on storm water structures and drainage basins. Inspected >11,500 storm structures Cleaned >4,300 storm structures Cleaned >16,000 linear feet of storm sewer pipe	1
* Performed engineering evaluations on selected storm drainage systems.	1
* Completed three large repair projects on the storm drainage system to prevent runoff from entering homes and improve public safety.	1
* Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology.	1
* Installed 222 feet of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety.	1
* Achieved over 240 man hours of employee training and development in job related matters of: maintenance, use of personal protective gas monitors, hazardous materials, and confined space entry procedures.	4

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Storm Water Structures Cleaned	8,569	4,374	8,000	6,000

Storm Water Structures Inspected	12,405	10,956	12,000	12,000
Repair & Maintenance Team Uptime	~98%	~97%	~95%	~95%

2012-13 Objectives **Goal Ref**

* Continue to evaluate, design, and construct selected storm water drainage systems. — 1
* Continue the escalated preventative maintenance and inspection activities on storm water structures and drainage systems. — 1
* Continue the data capture of storm water infrastructure using Global Positioning System (GPS) technology. — 1
* Continue the installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. — 1
* To provide an initial response to our customers' inquiries within 24 hours of receipt. — 4

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Equipment Operator II	2.00	2.00	4.00	4.00
Equipment Operator III	2.00	2.00	4.00	4.00
Maintenance Supervisor	1.00	1.00	2.00	2.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	6.00	6.00	11.00	11.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	444,074	795,024	795,024	795,722
Other Services & Charges	493,640	485,081	485,081	488,647
Supplies	121,060	179,366	184,366	185,800
Capital Outlay	0	13,000	8,000	12,000
Other Expenditures	0	5,700	5,700	20,067
Total	1,058,774	1,478,171	1,478,171	1,502,236

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2012-13 Operating Budget*
Cost Center: 5263 - Storm Water Permit Compl. *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

Program Costs

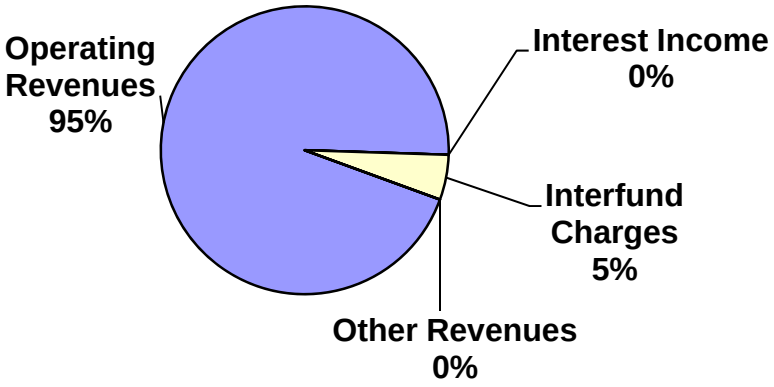
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Other Services & Charges	342,075	342,175	342,175	342,175
Supplies	0	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	342,075	349,175	349,175	349,175

City of Independence, Missouri
2012-13 Operating Budget

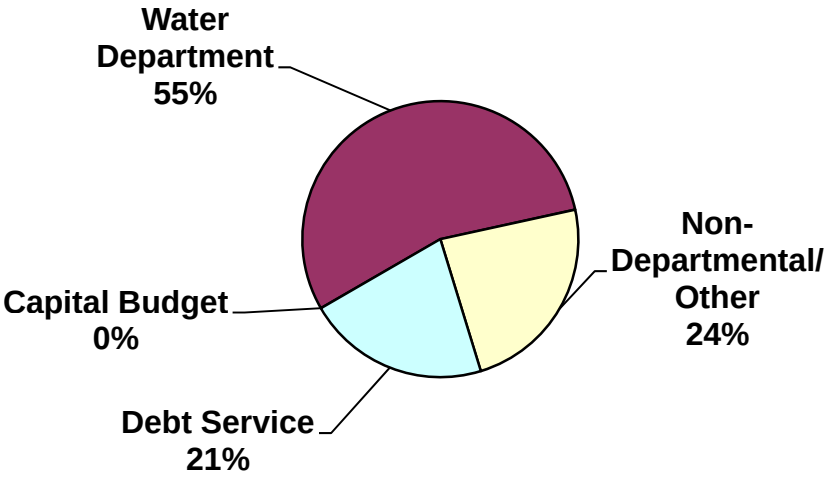
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
70300801	Neighborhood Projects	Sanitary Sewer Fund	$ 150,000
70301104	10th Street to Northern Neighborhood	Sanitary Sewer Fund	400,000
70301102	North Liberty Force Main, Kentucky 2, Dickinson	Sanitary Sewer Fund	800,000
70301201	Burr Oak East	Sanitary Sewer Fund	125,000
70301202	Crackerneck - Van Hook Sewer - design	Sanitary Sewer Fund	100,000
70301004	Collection System Capacity Improvements	Sanitary Sewer Fund	8,836,100
	Less amount appropriated on Ordinance 17920, dated 6/4/2012		(250,192)
	Subtotal		$ 10,160,908
	Treatment Plant / Pump Station Projects-		
70301203	Incinerator Rehabilitation	Sanitary Sewer Fund	125,000
70301204	Ash Lagoon Repaving	Sanitary Sewer Fund	30,000
70301107	Treatment Plant Modifications and Improvements	Sanitary Sewer Fund	17,979,665
	Less amount appropriated on Ordinance 17921, dated 6/4/2012		(1,329,000)
70301108	Holding Basins and Pump Station Improvements	Sanitary Sewer Fund	27,289,765
	Less amount appropriated on Ordinance 17921, dated 6/4/2012		(1,329,000)
	Subtotal		$ 42,766,430
	Fund Total		$ 52,927,338
	Appropriations approved prior to the beginning of the fiscal year *(see amounts by project above)*		2,908,192
	2012-13 Water Fund Capital Budget		$ 55,835,530

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ (2,583,533)**	**$ (1,246,801)**	**$ 1,556,652**		**$ 2,803,453**	**224.85%**
Change in non-budgetary Net Available Resources	3,481,639	2,115,191			(2,115,191)	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 22,203,258	$ 24,262,435	$ 24,371,166	94.9%	$ 108,731	0.4%
Interest Income	6,335	3,348	300	0.0%	(3,048)	-91.0%
Interfund Charges	1,839,170	1,339,153	1,298,100	5.1%	(41,053)	-3.1%
Other Revenues	84,378	778,765	-	0.0%	(778,765)	-100.0%
Total Estimated Revenues	$ 24,133,141	$ 26,383,701	$ 25,669,566	100.0%	$ (714,135)	-2.7%
Bond Issuance Proceeds			-		-	
Total Sources	**$ 24,133,141**	**$ 26,383,701**	**$ 25,669,566**		**$ (714,135)**	**-2.7%**
Use of Budget Dollars						
Operating Budget:						
Finance	$ 58,992	$ 50,535	$ 46,204	0.2%	$ (4,331)	-8.6%
Water Department	13,256,391	12,636,827	13,359,517	54.8%	722,690	5.7%
Non-Departmental	4,777,468	5,362,905	5,709,252	23.4%	346,347	6.5%
Debt Service	5,008,217	5,078,368	5,198,608	21.3%	120,240	2.4%
Total Operating Budget	$ 23,101,068	$ 23,128,635	$ 24,313,581	99.7%	$ 1,184,946	5.1%
Capital Budget:						
Capital Projects	$ 3,176,980	$ 2,566,804	$ -	0.0%	$ (2,566,804)	-100.0%
Transfers Out:						
Falls at Crackerneck Creek TIF	$ -	$ -	$ 64,641		$ 64,641	n/a
Total Uses	**$ 26,278,048**	**$ 25,695,439**	**$ 24,378,222**	**100.0%**	**$ (1,317,217)**	**-5.1%**
Ending Net Available Resources	**$ (1,246,801)**	**$ 1,556,652**	**$ 2,847,996**		**$ 1,291,344**	**-82.96%**

Change in fund balance greater than 10% due to the timing of capital expenditures.

City of Independence, Missouri
2012-13 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 2006-07 through 2011-12

Description	2006-07	2007-08	2008-09	2009-10	2010-11	Unaudited 2011-12
Net Income (Loss)						
Net Income (Loss)	$ (575,079)	$ (2,039,016)	$ (2,048,580)	$ (790,043)	$ 1,094,610	$ 2,513,741
Capital Contributions	1,701,567	2,634,518	337,859	977,339	165,315	931,206
Change in Net Assets	$ 1,126,488	$ 595,502	$ (1,710,721)	$ 187,296	$ 1,259,925	$ 3,444,947
Net Available Resources						
Net Available Resources-						
Net Adj. Current Assets	$ 9,386,617	$ 4,562,852	$ 3,530,685	$ 3,417,638	$ 4,906,916	$ 6,864,697
Net Adj. Current Liab.	(1,274,469)	(1,167,892)	(1,350,744)	(1,003,984)	(1,151,768)	(683,870)
Outstanding Operating Enc.	(399,153)	(423,336)	(549,831)	(320,207)	(340,653)	(305,073)
Unexpended Capital Appn	(4,891,299)	(8,010,643)	(8,265,100)	(10,736,283)	(8,152,553)	(5,899,576)
Capital Amounts to be expended past 12 months	2,928,685	5,501,817	6,516,475	7,559,303	4,991,257	3,080,474
Less Target Reserve Balance	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Net Available Resources	$ 4,250,381	$ (1,037,202)	$ (1,618,515)	$ (2,583,533)	$ (1,246,801)	$ 1,556,652

Source: 2006-07 through 2010-11 - Comprehensive Annual Financial Report
2011-12 - June 30, 2012 Monthly Statement

Employee Staffing (in Full Time Equivalents)

Department:						
Finance	0.85	0.85	0.85	0.85	0.85	0.85
Water	97.65	101.65	101.65	101.65	93.65	93.42
Total	98.50	102.50	102.50	102.50	94.50	94.27

Utility Statistics

No. of Residential Customers	44,742	44,836	44,779	44,732	44,619	44,590
No. of Commercial Cust.	3,027	3,067	3,096	3,111	3,102	3,099
No. of Other Customers	441	445	475	475	472	524
Water Pumped (million gallons)	10,837	10,853	10,825	10,117	10,465	7,745
Water Sold (million gallons)	9,509	9,395	9,401	8,609	8,997	6,785

City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Current Estimate	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	Water Fund					
	Operating Revenue					
40-4010	Residential Sales	10,726,567	11,663,000	11,652,000	11,914,170	2.3%
40-4110	Commercial Sales	2,835,271	2,943,000	3,181,000	3,252,573	2.3%
40-4130	Industrial Sales	450,156	479,600	494,000	505,115	2.3%
40-4400	Public Authority Sales	263,137	348,800	254,000	259,715	2.3%
40-4410	Private Fire Protection	103,321	790,000	127,606	113,000	-11.4%
40-4420	Public Fire Protection	789,199	112,620	789,000	806,753	2.3%
40-4550	Sales for Resale	6,659,302	7,412,000	7,104,000	7,263,840	2.3%
40-4600	Other Operating Revenue	353,004	381,500	358,000	256,000	-28.5%
40-4700	Change in Unbilled Revenue	23,301				
	Total Operating Revenue	22,203,258	24,130,520	23,959,606	24,371,166	1.7%
40-3421	Interfund Charges	1,839,170	1,293,000	1,293,000	1,298,100	0.4%
40-3411	Interest Income	6,335	1,900	2,300	300	-87.0%
40-3440	Other Revenues, Net	38,591		363,000		-100.0%
	Total Revenues	**$24,087,354**	**$25,425,420**	**$25,617,906**	**$25,669,566**	0.2%

City of Independence, Missouri
2012-13 Operating Budget

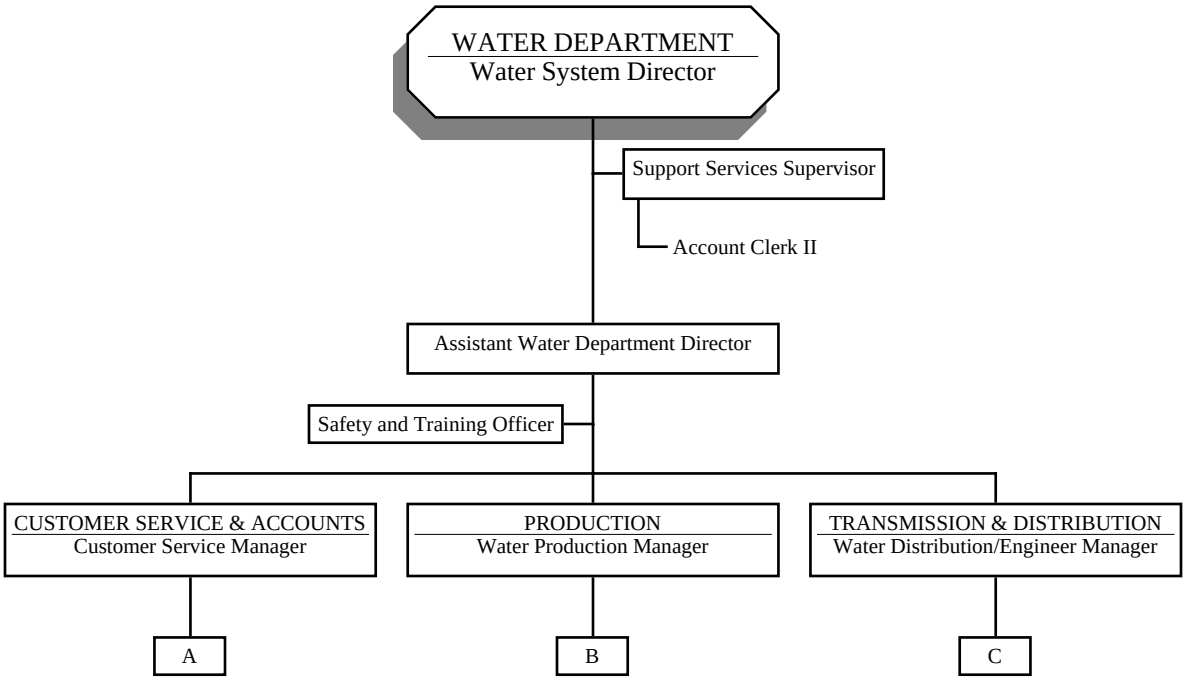
Typical Home Water Consumption Rate Comparison - Water Fund

City	Typical Bill*
Kansas City, KS	$48.41
Raytown, MO	$41.95
Belton, MO	$40.27
Kansas City, MO	$33.51
Grandview, MO	$33.23
Overland Park, KS	$28.95
Liberty, MO	$28.48
Raymore, MO	$25.90
Lee's Summit, MO	$24.82
Sugar Creek, MO	$23.57
Olathe, KS	$23.02
Blue Springs, MO	$22.97
Independence, MO	**$22.63**

* The typical bill is calculated using an average water consumption amount of 5,236 gallons per month (7 ccf)

Note: Survey conducted in March 2012

City of Independence, Missouri
Water Department



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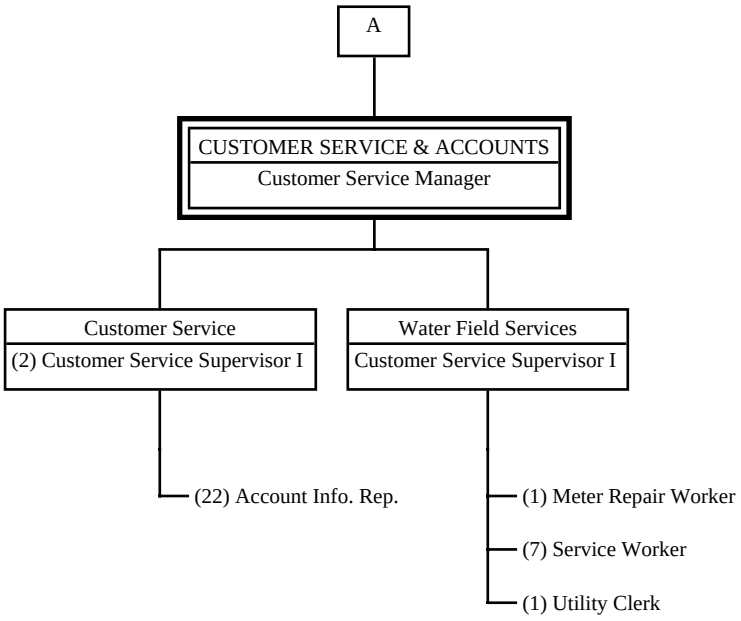
City of Independence, Missouri
Water Department



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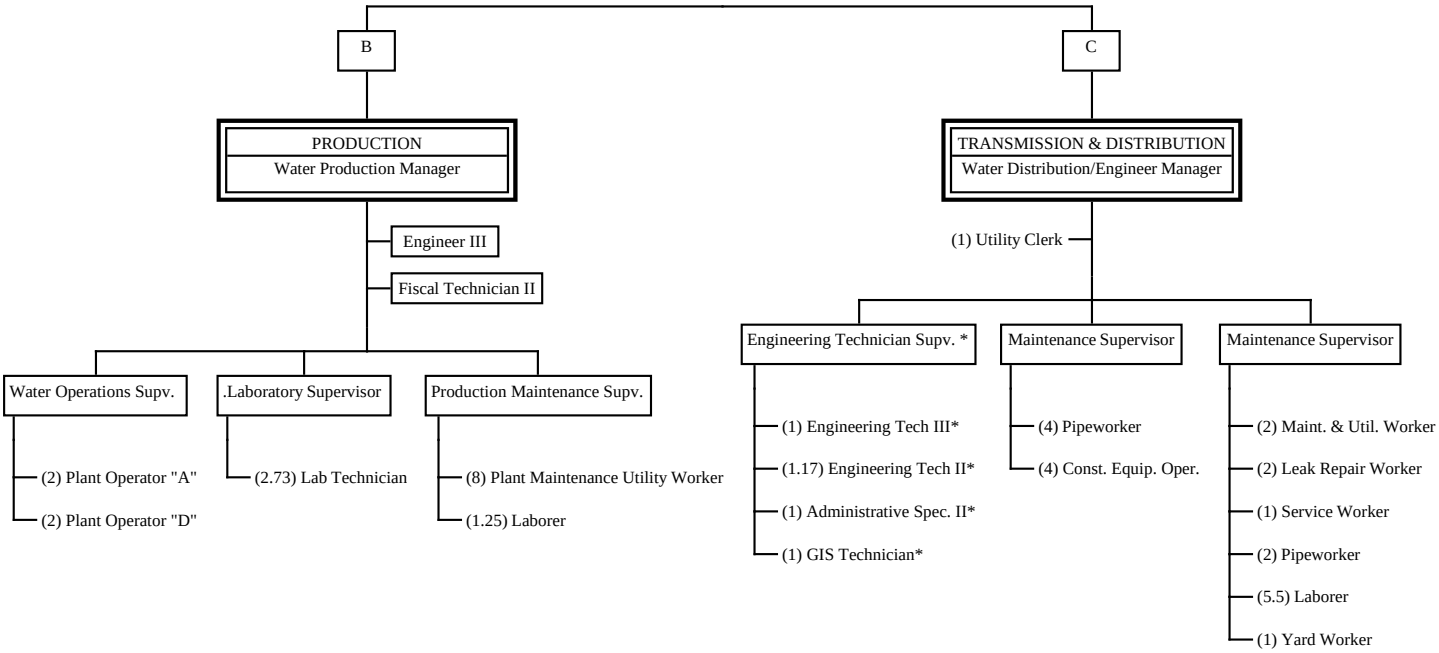
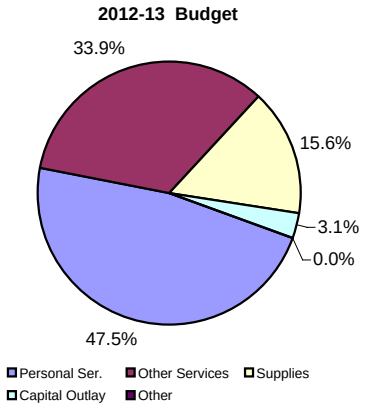
City of Independence, Missouri
Water Department



* These Employees are funded 4810 - Administration

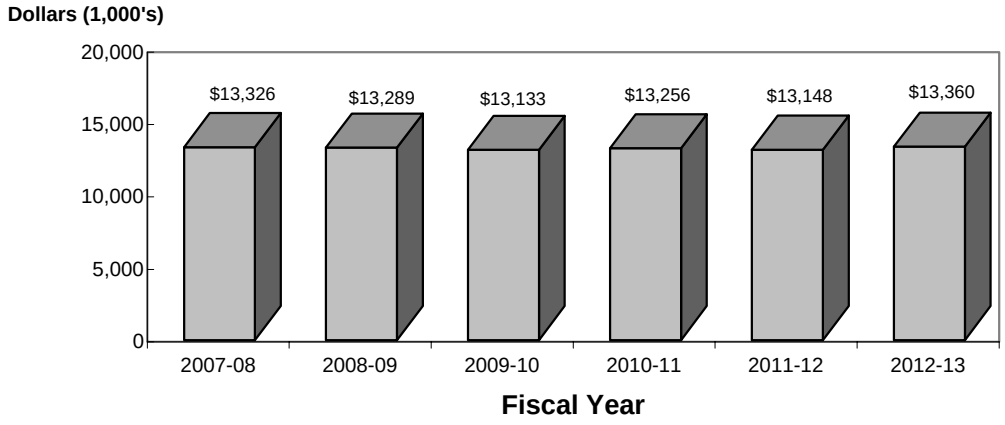
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 6,927,140	$ 6,416,424	$ 6,416,424	$ 6,341,400
Other Services	4,303,826	4,426,911	4,527,911	4,522,327
Supplies	1,964,608	1,990,125	2,018,925	2,079,690
Capital Outlay	60,813	314,220	184,420	416,100
Other	-	-	-	-
Total	$ 13,256,387	$ 13,147,680	$ 13,147,680	$ 13,359,517



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	98.65	101.65	101.65	101.65	93.65	93.42
Amount by Fund:						
Water Fund	$ 13,325,744	$ 13,288,538	$ 13,132,759	$ 13,256,387	$ 13,147,680	$ 13,359,517
Total All Funds	$ 13,325,744	$ 13,288,538	$ 13,132,759	$ 13,256,387	$ 13,147,680	$ 13,359,517
Comparative Ratios:						
Per Capita	$ 114.52	$ 121.74	$ 115.07	$ 109.37	$ 112.54	$ 114.35
Per Household	$ 271.42	$ 286.14	$ 266.96	$ 245.08	$ 269.74	$ 282.83



Department Description

The Water Department produces and supplies drinking water to 48,166 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 753 miles of main, more than 4,826 fire hydrants, 41 wells, and the Courtney Bend Water Treatment Plant. The department has four general functions: Administration, charged with the overall operation and reporting of the department; Customer Service, responsible for meter service, billing, collection, and customer inquiry; Production, for water treatment, water quality, and pumping; and Transmission and Distribution, for construction and maintenance of the distribution system which conveys the water to the customers. The department is obligated to meet the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	100.00	100.00	92.00	92.00
Part Time Positions	1.65	1.65	1.65	1.42
Total	101.65	101.65	93.65	93.42

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	1,022,677	1,084,950	1,084,950	1,073,174
4821 Water Field Service	747,516	918,396	918,396	928,486
4822 Customer Service	1,993,858	2,183,351	2,183,351	2,182,066
4823 Utility Field Service	766,370	0	0	0
4830 Production	5,530,935	5,634,584	5,534,584	5,747,689
4840 Transmission & Distribution	3,195,031	3,326,399	3,426,399	3,428,102
Total	13,256,387	13,147,680	13,147,680	13,359,517

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2012-13 Operating Budget*

Source of Funding				
Water Fund	13,256,387	13,147,680	13,147,680	13,359,517
Total	13,256,387	13,147,680	13,147,680	13,359,517

City of Independence
Detail Program Summary

Department: 4800 - Water — *2012-13 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within Administration are: Special Projects, Fiscal Management, Safety, and Management of the Customer Service, Production, and Transmission and Distribution areas.

2011-12 Accomplishments — **Goal Ref**

* Provided inspection services to assure the water main placed along Little Blue Parkway from Necessary Road to Bundschu Road was installed per City specifications. — 1
* Monitored the City's Backflow Prevention Program to assure the 3300 backflow devices were inspected and working to meet compliance with the Missouri Department of Natural Resources. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Number of customers	48,193	48,089	48,150	48,100
Revenue (Avg. Residential)	$17.38	$19.88	$18.46	$20.75
Gallons of water sold (Avg. Res.)	5,190	5,510	5,100	5,200
Percentage of water pumped that was sold to customers	86%	87%	85%	86%

2012-13 Objectives — **Goal Ref**

* To provide inspection services to assure the water main that will be placed along Little Blue Parkway from Bundschu Road to 24 Highway is installed per City specifications. — 1
* Monitor the City's Backflow Prevention Program to assure the 3300 backflow devices are inspected and working to meet compliance with the Missouri Department of Natural Resources. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2012-13 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech II	.17	.17	.17	.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Spec II	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	10.17

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	679,035	684,339	684,339	688,969
Other Services & Charges	327,726	364,111	365,111	355,705
Supplies	12,156	21,500	20,500	22,250
Capital Outlay	3,760	15,000	15,000	6,250
Other Expenditures	0	0	0	0
Total	1,022,677	1,084,950	1,084,950	1,073,174

City of Independence
Detail Program Summary

Department: 4800 - Water *2012-13 Operating Budget*
Cost Center: 4821 - Water Field Service *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meters for over 48,166 customers, inspecting new service installations and the disconnection of existing services, and investigating the high bill complaints.

2011-12 Accomplishments **Goal Ref**

* Water staff provided mandatory weekly safety meetings for all field service employees. 1
* All field service workers were trained to flush and inspect public fire hydrants. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Water taps installed	89	89	90	100
Number of meters replaced	3,601	2,721	3,000	2,200

2012-13 Objectives **Goal Ref**

* Safety goal of conducting weekly safety meetings. 1
* Field Service personnel will flush and inspect a minimum of 3000 public fire hydrants. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Meter Repair Worker - Water	1.00	1.00	1.00	1.00
Service Worker	7.00	7.00	7.00	7.00
Customer Service Supvr I	.00	.00	1.00	1.00
Customer Service Supvr II	1.00	1.00	.00	.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2012-13 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	734,075	791,376	791,376	789,686
Other Services & Charges	5,167	14,900	14,900	15,300
Supplies	8,274	23,500	23,500	23,500
Capital Outlay	0	88,620	88,620	100,000
Other Expenditures	0	0	0	0
Total	747,516	918,396	918,396	928,486

City of Independence
Detail Program Summary

Department: 4800 - Water | *2012-13 Operating Budget*
Cost Center: 4822 - Customer Service | *Fund: 40 - Water Fund*

Description

The Customer Service Division's core functions are initializing utility services and processing payments for sewer, water, electrical services, miscellaneous other City payments, and Missouri Gas and Energy bills. Customer Service handles all phone calls regarding utility questions and all general calls requesting information regarding the City. These duties are carried out with understanding and respect to the citizens while maintaining a professional attitude.

2011-12 Accomplishments — **Goal Ref**

* Answered over 166,500 phone calls from the citizens of Independence. — 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Average time to answer calls	151 SECS	271 SECS	119 SECS	250 SECS
Average percentage of abandoned calls	13.5%	27.7%	11.9%	25.0%

2012-13 Objectives — **Goal Ref**

* Achieve the projected answer time and abandonment rate for phone call inquires that are received by customer service. — 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Account Information Rep	22.00	22.00	22.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	2.00	2.00	2.00	2.00
Total	25.00	25.00	25.00	25.00

City of Independence
Detail Program Summary

Department: 4800 - Water | *2012-13 Operating Budget*
Cost Center: 4822 - Customer Service | *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,403,828	1,490,476	1,490,476	1,485,104
Other Services & Charges	577,727	644,000	646,200	673,072
Supplies	12,303	23,075	22,675	23,890
Capital Outlay	0	25,800	24,000	0
Other Expenditures	0	0	0	0
Total	1,993,858	2,183,351	2,183,351	2,182,066

City of Independence
Detail Program Summary

Department: 4800 - Water *2012-13 Operating Budget*
Cost Center: 4823 - Utility Field Service *Fund: 40 - Water 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.

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Average number of delinquent accounts completed daily	120		121	
Average number of disconnects and connections completed each day	123		125	

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Util Field Service Wkr	3.00	3.00	.00	.00
Utility Field Serv Wkr	4.00	4.00	.00	.00
Customer Service Supvr I	1.00	1.00	.00	.00
Total	8.00	8.00	.00	.00

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	759,624	0	0	0
Other Services & Charges	3,214	0	0	0
Supplies	3,532	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	766,370	0	0	0

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.

2011-12 Accomplishments **Goal Ref**

* Analyzed 1,520 bacteriological samples from various locations within the distribution system. 100% of the samples tested negative for coliform bacteria. 1
* 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 seventeen Independence Schools attended the event, with over 1,050 students participating. 1
* In accordance with Federal and State drinking water regulations, samples were collected for various contaminants in the drinking water. Water samples confirmed the water quality met or exceeded all regulations. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Millions of gallons pumped	10,564	10,443	10,600	10,600
Average number of distribution samples taken each month	125	127	125	125
Percent of samples testing negative for coliform bacteria	99.8 %	100 %	100 %	100 %

2012-13 Objectives **Goal Ref**

* Collect and analyze 100 distribution system samples per month to determine bacteriological quality. The presence of coliform bacteria in water samples indicates that contamination may have occurred. The Missouri Department of Natural Resources requires that 95% of samples test negative for coliform bacteria. 1
* Provide an educational program for 5th graders in the Independence School district about groundwater contamination and the importance of keeping the water supply safe. By teaching the students about the hazards of pollution, we believe they will share their experience with 1

2012-13 Objectives **Goal Ref**

others and remember some basic concepts.

* Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different parameters of water, from clarity to allowable limits of certain chemicals in water. Our goal is to meet and/or exceed all water quality regulations. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Plant Operator "A"	4.00	4.00	2.00	2.00
Plant Operator "D"	.00	.00	2.00	2.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	8.00	8.00	8.00	8.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer III	1.00	1.00	1.00	1.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.73	2.73	2.73	2.50
Water Operations Supvr	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Production Maint Supvr	1.00	1.00	1.00	1.00
Total	21.98	21.98	21.98	21.75

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,564,929	1,563,534	1,563,534	1,566,039
Other Services & Charges	2,608,756	2,720,700	2,592,500	2,736,300
Supplies	1,327,871	1,300,150	1,331,350	1,397,150
Capital Outlay	29,379	50,200	47,200	48,200
Other Expenditures	0	0	0	0
Total	5,530,935	5,634,584	5,534,584	5,747,689

City of Independence
Detail Program Summary

Department: 4800 - Water *2012-13 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 753 miles of main and more than 4,826 fire hydrants.

2011-12 Accomplishments **Goal Ref**

* Painted 25% of all public fire hydrants in the distribution system. This included making sure the hydrant was clear of any visual obstructions. 1
* Relocated water mains along Northern Blvd., Norwood Avenue, and Sheley Road in conjunction with Public works storm sewer projects to eliminate conflicts between the water main and the storm sewer. 1
* All 4,826 fire hydrants in the distribution system were inspected to assure each was in proper working order. Inspections included pressure check, removing all hydrant caps and lubricating the threads, checking the flow rate of the hydrants, and checking to make sure the hydrant opens and closes properly. 1

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
Main breaks	200	267	202	240
Service lines repaired	59	73	75	75
Fire hydrants tested/inspected	4,086	4,868	4,700	4,700
Fire hydrants painted	1,349	650	1,200	1,200
Main breaks per mile of main per year	.27	.35	.27	.32
Annual operation/maintenance cost per mile of main	$4,724.86	$4,631.63	$4,900.00	$4,700.00
Operations and maintenance cost per customer account per year	$73.15	$72.27	$75.00	$75.00

2012-13 Objectives **Goal Ref**

* Paint 25% of all public fire hydrants, based on a four year maintenance cycle, in accordance with the American Water Works Association's recommended practices. Any loose paint will be removed from each hydrant prior to painting and then will be painted black and orange to show the hydrant has a flow rate of at least 500 psi. 1

2012-13 Objectives **Goal Ref**

Obstructions will be removed from around the hydrant to assure Fire Department personnel have easy visual view of the fire hydrant.

* Physically inspect every public fire hydrant in the distribution system. Inspections shall include pressure checks, removing all hydrant caps, lubricating hydrant cap threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. The hydrant valve shall also be checked to assure accessibility. 1

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Maintenance & Utility Wkr	2.00	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	1.00	1.00	1.00
Pipe Worker	6.00	5.00	5.00	5.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	5.00	5.00	5.00	5.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor-Water	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

Program Costs

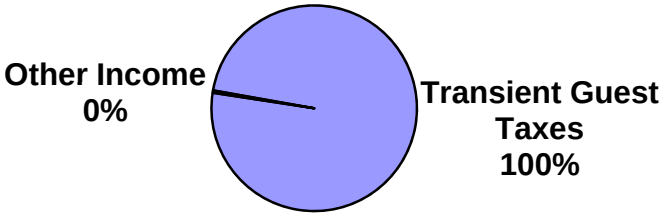
Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	1,785,649	1,886,699	1,886,699	1,811,602
Other Services & Charges	781,236	683,200	909,200	741,950
Supplies	600,472	621,900	620,900	612,900
Capital Outlay	27,674	134,600	9,600	261,650
Other Expenditures	0	0	0	0
Total	3,195,031	3,326,399	3,426,399	3,428,102

City of Independence, Missouri
2012-13 Operating Budget

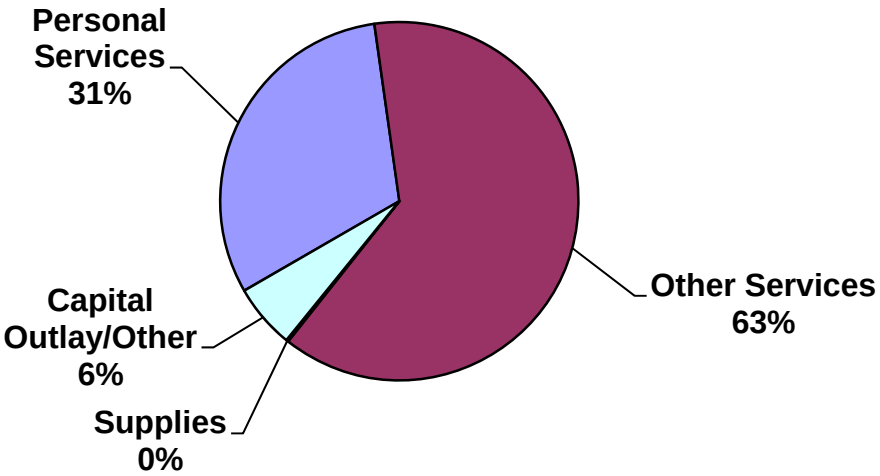
Capital Lease/Debt Service Requirements - Water Fund

Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
2004 Series (6352)	625,000	526,220	5,000	1,156,220
2009 Series C (6352)	-	951,863	5,000	956,863
2009 Series E (6352)	2,555,000	525,525	5,000	3,085,525
Fund Total	$ 3,180,000	$ 2,003,608	$ 15,000	$ 5,198,608

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Restricted Fund Balance	**$ 1,548,984**	**$ 1,343,440**	**$ 909,805**		**$ (433,635)**	**-32.28%**
Transfer from Fund Balance Designations					-	n/a
Estimated Revenues-						
Transient Guest Taxes	$ 1,077,506	$ 1,219,340	$ 1,200,000	99.7%	$ (19,340)	-1.6%
Interest	1,606	391	200	0.0%	(191)	-48.8%
Federal & State Grants	144,655	87,621	-	0.0%	(87,621)	-100.0%
Other Income	3,700	20,288	4,000	0.3%	(16,288)	-80.3%
Total Estimated Revenues	$ 1,227,467	$ 1,327,640	$ 1,204,200	100.0%	$ (123,440)	-9.3%
Total Sources	**$ 2,776,451**	**$ 2,671,080**	**$ 2,114,005**		**$ (123,440)**	
Use of Budget Dollars						
Operating Budget:						
Personal Services	$ 428,276	$ 449,859	$ 439,919	31.1%	$ (9,940)	-2.2%
Other Services	974,540	1,276,536	888,789	62.9%	(387,747)	-30.4%
Supplies	5,156	2,608	2,500	0.2%	(108)	-4.1%
Capital Outlay/Other	5,632	2,272	81,905	5.8%	79,633	3505.0%
Total Operating Budget	$ 1,413,604	$ 1,731,275	$ 1,413,113	100.0%	$ (318,162)	-18.4%
Total Uses	**$ 1,413,604**	**$ 1,731,275**	**$ 1,413,113**		**$ (318,162)**	
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	(20,950)	-	-		-	
Cancellation of Prior Year's Encumbrances	1,543	-	-		-	n/a
Operating Transfer Out		(30,000)				
Ending Restricted Fund Balance	**$ 1,343,440**	**$ 909,805**	**$ 700,892**		**$ (238,913)**	**-26.26%**

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Reserved for:						
Encumbrances						
Restricted for:						
Encumbrances	$ 156,563	$ 79,734	$ 153,388	$ 59,485	$ 38,535	$ -
Visitor Orientation Center	519,490	642,327	753,987	753,987	753,987	503,987
NFTM Complex Development	-	-	-	-	-	168,560
Unprogrammed Tourism Fund Purposes	724,972	755,374	695,966	735,512	550,918	237,258
Total Fund Balance	$ 1,401,025	$ 1,477,435	$ 1,603,341	$ 1,548,984	$ 1,343,440	$ 909,805
Fund Balance Target *	313,118	329,519	300,811	311,310	306,867	331,910
Actual over (under) Target	411,855	425,855	395,156	424,202	244,051	(94,652)

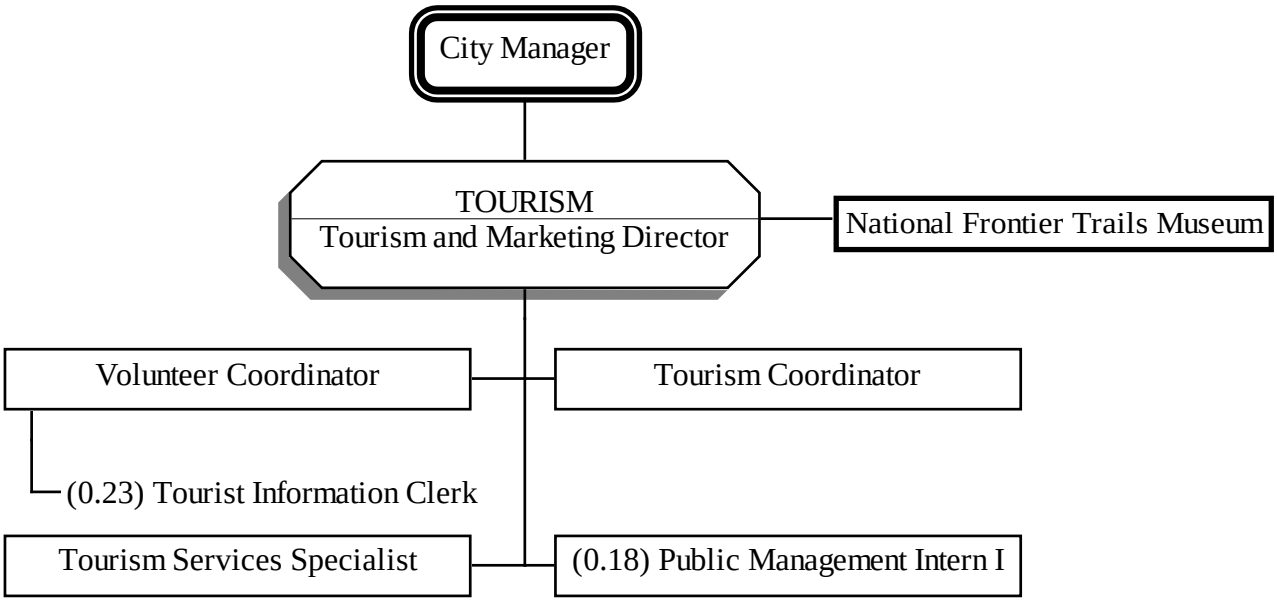
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 Monthly Statement for 2011-12 Amounts

Restricted Projected Fund Balance for 2012-13

Unprogrammed Tourism Fund Balance at June 30, 2012 (Projected)	$ 237,258
Transfers from Other Fund Balance Components:	
Fund Balance Uses for 2012-13	(208,913)
** **Projected Unprogrammed Tourism Fund Balance at June 30, 2013**	$ 28,345
Plus Restricted Fund Balance Components:	
Visitor Orientation Center	503,987
NFTM Complex Development	168,560
Projected Restricted Tourism Fund Balance at June 30, 2013	$ 700,892
** **Projected Unprogrammed Tourism Fund Balance Target**	$ 301,050

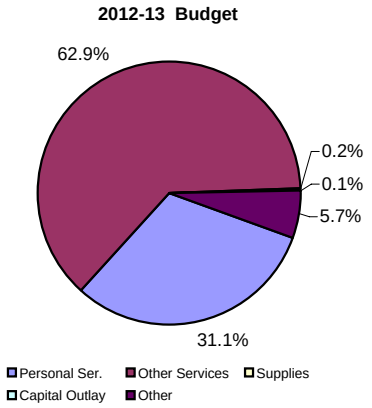
City of Independence, Missouri
Tourism



Tourism

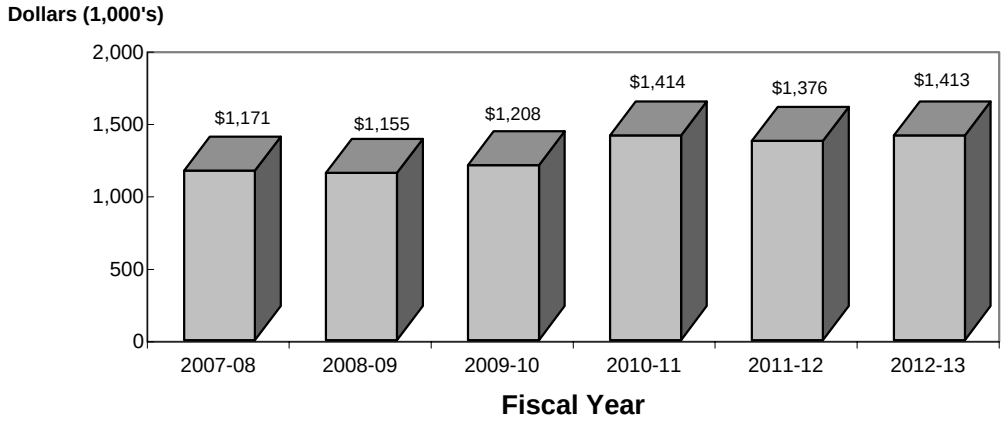
Appropriations by Type:

Expenditure Type	Actual 2010-11	Original 2011-12	Revised 2011-12	Adopted 2012-13
Personal Ser.	$ 428,276	$ 411,422	$ 411,422	$ 439,919
Other Services	974,540	960,586	1,164,626	888,789
Supplies	5,156	2,500	2,677	2,500
Capital Outlay	5,632	1,000	2,273	1,000
Other	-	-	-	80,905
Total	$ 1,413,604	$ 1,375,508	$ 1,580,998	$ 1,413,113



Historical Comparison:

	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13
Employees:						
Full Time Equiv.	4.41	4.41	4.41	4.41	4.66	4.66
Amount by Fund:						
Tourism Fund	$ 1,170,677	$ 1,155,341	$ 1,208,327	$ 1,413,604	$ 1,375,508	$ 1,413,113
Total All Funds	$ 1,170,677	$ 1,155,341	$ 1,208,327	$ 1,413,604	$ 1,375,508	$ 1,413,113
Comparative Ratios:						
Per Capita	$ 10.06	$ 10.58	$ 10.59	$ 11.66	$ 11.77	$ 12.10
Per Household	$ 23.84	$ 24.88	$ 24.56	$ 26.13	$ 28.22	$ 29.92



Department Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

Description	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Staffing				
Full Time Positions	4.00	4.00	4.25	4.25
Part Time Positions	.41	.41	.41	.41
Total	4.41	4.41	4.66	4.66

Description	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Budget by Major Program Category				
4024 Tourism	1,413,604	1,375,508	1,580,998	1,413,113
Total	1,413,604	1,375,508	1,580,998	1,413,113

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2012-13 Operating Budget*

Source of Funding				
Tourism Fund	1,413,604	1,375,508	1,580,998	1,413,113
Total	1,413,604	1,375,508	1,580,998	1,413,113

Direct/Offsetting Revenues				
Transient Guest Taxes	1,077,506	1,250,000	1,180,000	1,200,000
Total	1,077,506	1,250,000	1,180,000	1,200,000

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2012-13 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

2011-12 Accomplishments	**Goal Ref**
* Secured $168,492 in cooperative funds from the Missouri Division of Tourism for sports and destination marketing.	3
* Through an integrated marketing plan, assisted in increasing hotel tax income by more than 10%.	2
* Increased email database to 6,100 subscribers and provided monthly e-blast updates with visitor incentives.	2
* Conducted two major advertising campaigns in the local/regional media. Ad effectiveness study showed a return on investment of $62.00 per $1.00 spent on advertising.	2
* Secured $2,500 in cooperative research funds from the Missouri Division of Tourism to conduct a study to determine visitor attributes and to evaluate the percentage of visitors who visited Independence as a result of the department's advertising programs.	3
* Assisted in planning Major League Baseball All Star Game events through collaboration with the Independence Events Center and Parks and Recreation Department.	2
* Successfully conducted a brand initiative that will be fully implemented in all local and regional advertising in FY 12-13.	2
* Partnered with the Kansas City Convention and Visitors Association to offer the Certified Tourism Ambassador Certification Training to all volunteers and our hospitality community.	1
* Developed a series of half day interpretation trainings for all of the Tourism volunteers.	1
* Organized a Certified Emergency Response Training for all volunteers and our hospitality community.	1

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2012-13 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Service Delivery Background Data

Description	2009-10 Actual	2010-11 Actual	2011-12 Projected	2012-13 Projected
City Guest Tax Report	$988,982	$1,072,758	$1,371,000	$1,302,450
Hotel Report for Occupancy	53.68%	56.77%	65.00%	60.00%
Volunteer Hours	19,125	18,687	21,000	19,000
Hotel Business Traveler Expenditure	$1,821,654	$1,803,013	$2,003,819	$1,892,163
Hotel Sports Travel Expenditures	$298,756	$327,572	$358,507	$333,638
Site Attendance	222,650	216,317	250,000	222,806
Leisure Visitor Inquiries	32,132	37,527	45,000	40,500
Web Sessions	151,562	187,983	150,000	206,776
Free Media Coverage Attained	$943,193	$958,834	$1,037,512	$1,054,717

2012-13 Objectives	Goal Ref
* Secure $180,000 in cooperative funding from the Missouri Division of Tourism for sports and destination marketing.	3
* In cooperation with a number of key stakeholders and community leaders, fully execute and implement the Brand/Public Image Initiative that was completed in FY 11-12.	2
* Increase hotel tax income by 10% through increased sponsorships and face to face sales efforts.	2
* Increase visitor inquiries and local attraction attendance by 3%.	2
* In conjunction with the Hotel Alliance, develop a more effective method of tracking overnight stays and categorizing them in to market segments such as sports, convention, group tour, etc.	3
* In cooperation with the Parks and Recreation Department and the Independence Events Center, continue to update and utilize Visitor Survey to track economic impact of sporting events.	2
* With the Tourism Advisory Board, evaluate the current Tourism Strategic Plan and complete an updated Tourism Strategic Plan.	3
* Secure $5,000 in cooperative research funds from the Missouri Division of Tourism to conduct a study to determine visitor attributes and to evaluate the percentage of visitors who visited Independence as a result of the department's advertising programs.	2
* Assist in developing sesquicentennial Civil War event for June 2013.	2
* Develop a mobile application for the Independence Tourism Department.	2
* In conjunction with the Hotel Alliance and Tourism Advisory Board, create a visitor and services program within the Tourism Department that will provide outreach to those visitors coming to Independence for conferences and events.	2
* Redevelop the Hospitality Training and offer trainings on a quarterly basis.	2

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2012-13 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Staffing:

Position Title	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Special Events/Education Coord	.00	.00	.25	.00
Events/Education Prg Mgr	.00	.00	.00	.25
Tourism Coordinator	1.00	1.00	1.00	1.00
Tourism & Vol Svcs Coordinator	.00	.00	.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	.00
Tourism Services Specialist	1.00	1.00	1.00	1.00
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.23
Total	4.41	4.41	4.66	4.66

Program Costs

Expenditure Category	2010-11 Actual	2011-12 Original Budget	2011-12 Revised Budget	2012-13 Adopted Budget
Personal Services	428,276	411,422	411,422	439,919
Other Services & Charges	974,540	960,586	1,164,626	888,789
Supplies	5,156	2,500	2,677	2,500
Capital Outlay	5,632	1,000	2,273	1,000
Other Expenditures	0	0	0	80,905
Total	1,413,604	1,375,508	1,580,998	1,413,113

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 535,316**	**$ 2,491,735**	**$ 4,567,570**		**$ 2,075,835**	**-83.31%**
Estimated Revenues-						
Sales Taxes	$ 7,406,892	$ 7,640,274	$ 7,732,986	100.0%	$ 92,712	1.2%
Interest Income and Other	109,030	70,513	250	0.0%	(70,263)	-99.6%
Total Estimated Revenues	$ 7,515,922	$ 7,710,787	$ 7,733,236	100.0%	$ 22,449	0.3%
Proceeds from Debt Issuance	$ -	$ -	$ -		$ -	
Total Sources	**$ 8,051,238**	**$ 10,202,522**	**$ 12,300,806**		**$ 2,098,284**	
Use of Budget Dollars						
Operating Budget						
Public Works	$ -	$ -	$ 250,000	3.0%	$ 250,000	
Debt Service	72,016	534,531	535,769	6.3%	1,238	0.2%
Total Operating Budget	$ 72,016	$ 534,531	$ 785,769	9.3%	$ 251,238	
Capital Budget:						
Overlay Program	$ 1,152,624	$ 3,440,685	$ 4,300,000	51.0%	$ 859,315	25.0%
Bridge Improvements	2,179	11,735	420,000	5.0%	408,265	0.0%
Street Improvements	3,593,222	1,172,540	2,400,000	28.4%	1,227,460	
Intersection Improvements	252,025	266,254	216,000	2.6%	(50,254)	0.0%
Safety Improvements	346,534	196,922	310,000	3.7%	113,078	0.0%
Other Programs	130,383	-	-	0.0%	-	
Total Capital Budget	$ 5,476,967	$ 5,088,136	$ 7,646,000	90.6%	$ 2,557,864	
Operating Transfer						
Santa Fe TIF	$ 10,520	$ 12,285	$ 7,000	0.1%	$ (5,285)	-43.0%
Total Uses	**$ 5,559,503**	**$ 5,634,952**	**$ 8,438,769**		**$ 2,803,817**	
Ending Fund Balance	**$ 2,491,735**	**$ 4,567,570**	**$ 3,862,037**		**$ (705,533)**	**-15.45%**

Note 1) The Street Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax was renewed in August 2007 for the time period January 1, 2009 to December 31, 2019 at a rate of 1/2 of one percent of the local option sales tax.

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Restricted for:						
Encumbrances	$ 3,195,351	$ 3,046,687	$ 3,690,400	$ 1,134,962	$ -	$ -
Other Purposes	22,113	565,082	19	10,417	-	-
Unprogrammed Street Improv. Sales Tax Fund Purposes	(109,361)	(1,308,728)	(5,778,696)	(610,063)	2,491,735	4,567,570
Total Fund Balance	$ 3,108,103	$ 2,303,041	$ (2,088,277)	$ 535,316	$ 2,491,735	$ 4,567,570

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 monthly Financial and Operating Report for unaudited amount

City of Independence, Missouri
2012-13 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements:			
	Overlay		
70111201	2013 Overlay Program	Street Improv. Sales Tax	$ 4,300,000
	Total Overlay		$ 4,300,000
	Bridges		
70110802	Bly Road Bridge	Street Improv. Sales Tax	$ 420,000
	Total Bridges		$ 420,000
	Intersections		
70110806	Concrete Intersection Program	Street Improv. Sales Tax	$ 216,000
	Total Intersections		$ 216,000
	Street Improvements		
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	$ 2,100,000
	Less amount appropriated on Ordinance 17903, dated 6/4/2012		(2,100,000)
70111103	Alley Rehabilitation	Street Improv. Sales Tax	100,000
70111104	24 Highway & Blue Mills	Street Improv. Sales Tax	200,000
	Total Street Improvements		$ 300,000
	Safety Improvements		
70110409	Operation Green Light	Street Improv. Sales Tax	$ 30,000
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	200,000
70111202	24 Highway Sidewalks - Brookside to Overton	Street Improv. Sales Tax	80,000
	Total Safety Improvements		$ 310,000
	Fund Total		$ 5,546,000
Appropriations approved prior to the beginning of the fiscal year *(see amounts by project above)*			2,100,000
	2012-13 Street Improvements Sales Tax Fund Capital Budget		$ 7,646,000

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ (4,744,458)**	**$ (5,006,608)**	**$ (5,793,401)**		**$ (786,793)**	**-15.72%**
Estimated Revenues-						
Sales Taxes	$ 3,703,969	$ 3,832,077	$ 3,866,493	87.1%	$ 34,416	0.9%
Adventure Oasis Water Park	442,987	517,197	465,000	10.5%	(52,197)	-10.1%
Interest Income and Other	492,723	125,144	110,000	2.5%	(15,144)	-12.1%
Total Estimated Revenues	$ 4,639,679	$ 4,474,418	$ 4,441,493		$ (32,925)	-0.7%
Proceeds from Debt Issuance	-	$ -	$ -			
Capital Project Transfers	214,591	-	-		$ -	
Total Sources	**$ 109,812**	**$ (532,190)**	**$ (1,351,908)**		**$ (819,718)**	
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	$ 725,552	$ 653,985	$ 581,551	11.5%	$ (72,434)	-11.1%
6042-Truman Memorial Bldg.	233,157	255,583	211,940	4.2%	(43,643)	-17.1%
6043-Palmer Senior Adult Center	163,341	163,983	158,738	3.1%	(5,245)	-3.2%
6044-Family Recreation Programs	185,571	185,472	193,372	3.8%	7,900	4.3%
				0.0%		
6045-Adventure Oasis Water Park	687,920	597,747	586,881	11.6%	(10,866)	-1.8%
6046 - Sports Complex	508,828	577,058	598,770	11.9%	21,712	3.8%
Total Operating Budget	2,504,369	2,433,828	2,331,252		(102,576)	
Debt Service	2,167,589	2,162,488	2,163,063	42.8%	575	0.0%
Total Operating Budget	$ 4,671,958	$ 4,596,316	$ 4,494,315	89.0%	$ (102,001)	-2.2%
Capital Budget:						
Capital Projects	$ 503,626	$ 658,752	550,000	10.9%	(108,752)	-16.5%
Total Capital Budget	$ 503,626	$ 658,752	$ 550,000			
Operating Transfers:						
Santa Fe TIF	5,260	6,143	4,000		(2,143)	
Total Uses	**$ 5,180,844**	**$ 5,261,211**	**$ 5,048,315**	**100.0%**	**$ (212,896)**	**-4.0%**
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	49,137		-		-	
Cancellation of Prior Year's Encumbrances	15,287		-		-	n/a
Ending Fund Balance	**$ (5,006,608)**	**$ (5,793,401)**	**$ (6,400,223)**		**$ (606,822)**	**-10.47%**

Note 1) The Park Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax rate of 1/4 of one percent of local option sales was renewed August 2010 and will be in effect until repealed.

Note 2) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur.

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Restricted for:						
Encumbrances	$ 1,294,561	$ 573,609	$ 533,083	$ 317,770		
Other Purposes	63,514	74,701	3	-	-	-
Unprogrammed Parks Improv. Sales Tax Fund Purposes	(1,442,471)	(2,544,078)	(3,752,353)	(5,062,228)	(5,006,608)	(5,793,401)
Total Fund Balance	$ (84,396)	$ (1,895,768)	$ (3,219,267)	$ (4,744,458)	$ (5,006,608)	$ (5,793,401)

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 monthly Financial and Operating Report for unaudited amount

City of Independence, Missouri
2012-13 Operating Budget

Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	$ 300,000
9970	Park Revitalization	Park Improv. Sales Tax	150,000
9971	Park Maintenance- Mobile Equipment	Park Improv. Sales Tax	100,000
	Fund Total		$ 550,000

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 8,938,991**	**$ 7,257,027**	**$ 6,568,453**		**$ (688,574)**	**-9.49%**
Estimated Revenues-						
Sales Taxes	$ 3,703,882	$ 3,832,155	$ 3,866,493	100.0%	$ 34,338	0.9%
Grants and Shared Revenue	-	-	-	0.0%	-	
Interest Income and Other	94,661	22,169	1,100	0.0%	(21,069)	-95.0%
Total Estimated Revenues	$ 3,798,543	$ 3,854,324	$ 3,867,593	100.0%	$ 13,269	0.3%
Other Sources						
	-	-	-			
Total Sources	**$ 12,737,534**	**$ 11,111,351**	**$ 10,436,046**		**$ (675,305)**	
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	$ 95,963	$ 144,245	$ 304,746	2.9%	$ 160,501	111.3%
Storm Water Maintenance	1,058,775	1,142,745	1,502,236	14.4%	359,491	31.5%
Storm Water Permit Compliance	342,075	288,327	349,175	3.3%	60,848	21.1%
Total Operating Budget	$ 1,496,813	$ 1,575,317	$ 2,156,157	20.7%	$ 580,840	36.9%
Capital Budget:						
Capital Projects	$ 4,004,467	$ 2,961,439	$ 1,957,000	18.8%	$ (1,004,439)	-33.9%
Total Capital Budget	$ 4,004,467	$ 2,961,439	$ 1,957,000		$ (1,004,439)	
Operating Transfers:						
Santa Fe TIF Transfer	$ 5,260	$ 6,142	$ 4,000		$ (2,142)	
Total Uses	**$ 5,506,540**	**$ 4,542,898**	**$ 4,117,157**	**39.5%**	**$ (425,741)**	
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	23,463		-		-	
Cancellation of Prior Year's Encumbrances	2,570		-		-	n/a
Ending Fund Balance	**$ 7,257,027**	**$ 6,568,453**	**$ 6,318,889**		**$ (249,564)**	**3.80%**

Note 1) The Storm Water Improvements Sales Tax was approved by Independence voters on August 3, 2010 and went into effect on January 1, 2011. The tax rate of 1/4 of one percent of local option sales tax and will be in effect until repealed.

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Restricted for:						
Encumbrances	$ 1,003,635	$ 2,404,718	$ 1,516,261	$ 1,924,019	$ -	
Emergency Response	-	-	-	-	-	
Detention Basin Const.	-	-	-	-	-	
Detention Basin Maint.	-	-	-	-	-	
Unprogrammed Stormwater Improv.	-	-	-	-	-	
Sales Tax Fund Purposes	10,007,130	8,451,318	8,621,288	7,014,972	7,257,027	6,568,453
Total Fund Balance	$ 11,010,765	$ 10,856,036	$ 10,137,549	$ 8,938,991	$ 7,257,027	$ 6,568,453

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 monthly Financial and Operating Report for unaudited amount

City of Independence, Missouri
2012-13 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9814	Neighborhood Construction Projects	Storm Water Sales Tax	$ 100,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	50,000
70130902	Lakeview Farms, 31st & Linwood Phase I	Storm Water Sales Tax	907,000
70131201	Drumm at Manor - design	Storm Water Sales Tax	50,000
70131102	Sherwood Estates Streambank Stabilization	Storm Water Sales Tax	150,000
70131202	2012 Neighborhood Projects	Storm Water Sales Tax	550,000
	Fund Total		$ 1,957,000

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 1,900,086**	**$ 1,967,871**	**$ 2,161,900**		**$ 194,029**	**9.86%**
Estimated Revenues-						
Sales Taxes	$ 1,979,695	$ 2,032,892	$ 2,064,071	100.0%	$ 31,179	1.5%
Interest Income and Other	107,109	70,534	200	0.0%	(70,334)	-99.7%
Total Estimated Revenues	$ 2,086,804	$ 2,103,426	$ 2,064,271	100.0%	$ (39,155)	-1.9%
Proceeds from Debt Issue	-	-	-			
Total Sources	**$ 3,986,890**	**$ 4,071,297**	**$ 4,226,171**		**$ 154,874**	
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	$ 158,537	$ 296,315	$ 256,363	10.2%	$ (39,952)	-13.5%
Facilities	77,841	120,791	489,685	19.6%	368,894	305.4%
Equipment	934,750	976,181	1,237,910	49.5%	261,729	26.8%
Total Police Department	$ 1,171,128	$ 1,393,287	$ 1,983,958	79.3%	$ 590,671	
Debt Service	513,038	513,038	514,113	20.5%	1,075	0.2%
Total Operating Budget	$ 1,684,166	$ 1,906,325	$ 2,498,071	99.8%	$ 591,746	31.0%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	1,966	3,072	4,800	0.2%	1,728	
Total Uses	**$ 1,686,132**	**$ 1,909,397**	**$ 2,502,871**	**100.0%**	**$ 593,474**	
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	(397,031)		-		-	
Cancellation of Prior Year's Encumbrances	64,144		-		-	n/a
Ending Fund Balance	**$ 1,967,871**	**$ 2,161,900**	**$ 1,723,300**		**$ (438,600)**	**-20.29%**

Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/8 of one percent of local option sales tax will expire on December 31, 2016.

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Restricted for:						
Encumbrances	$ 403,214	$ 378,811	$ 1,347,216	$ 558,215		$ -
Debt Service	54					
Unprogrammed Police Sales Tax Fund Purposes	2,349,147	1,458,993	1,078,963	1,341,871	1,967,871	2,161,900
Total Fund Balance	$ 2,752,415	$ 1,837,804	$ 2,426,179	$ 1,900,086	$ 1,967,871	$ 2,161,900

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 monthly Financial and Operating Report for unaudited amount

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 1,432,123**	**$ 810,193**	**$ 1,846,225**		**$ 1,036,032**	**127.87%**
Estimated Revenues-						
Sales Taxes	$ 1,853,069	$ 1,916,791	$ 1,933,246	100.0%	$ 16,455	0.9%
Interest Income and Other	36,604	18,622	100	0.0%	(18,522)	-99.5%
Total Estimated Revenues	$ 1,889,673	$ 1,935,413	$ 1,933,346	100.0%	$ (2,067)	-0.1%
Proceeds from Debt Issuance	-					
Total Sources	**$ 3,321,796**	**$ 2,745,606**	**$ 3,779,571**		**$ (2,745,606)**	
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	$ 4,943	$ 91,683	$ 182,100	9.6%	$ 90,417	98.6%
Vehicles	626,094	54,814	678,500	35.9%	623,686	1137.8%
Repair Fire Stations	960,633	21,478	365,000	19.3%	343,522	1599.4%
Tools and Equipment	315,148	178,098	106,000	5.6%	(72,098)	-40.5%
Total Fire Department	$ 1,906,818	$ 346,073	$ 1,331,600	70.4%	$ 985,527	
Debt Service	550,313	550,237	554,713	29.3%	4,476	0.8%
Total Operating Budget	$ 2,457,131	$ 896,310	$ 1,886,313	99.8%	$ 990,003	110.5%
Capital Budget:						
Capital Projects	$ 1,170	$ -	$ -	0.0%	$ -	n/a
Total Capital Budget	$ 1,170	$ -	$ -		$ -	
Operating Transfers:						
Santa Fe TIF	4,054	3,071	4,000	0.2%	929	30.3%
Total Uses	**$ 2,462,355**	**$ 899,381**	**$ 1,890,313**	**100.0%**	**$ 990,932**	
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	(92,725)		-		-	
Cancellation of Prior Year's Encumbrances	43,477		-		-	
Ending Fund Balance	**$ 810,193**	**$ 1,846,225**	**$ 1,889,258**		**$ 43,033**	**2.33%**

Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/4 of one percent of local option sales tax dropped to 1/8 of one percent on January 1, 2009 and will expire on December 31, 2016.

City of Independence, Missouri
2012-13 Operating Budget

Fund Balance Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2006-07 through 2011-12

Description	Actual 6/30/2007	Actual 6/30/2008	Actual 6/30/2009	Actual 6/30/2010	Actual 6/30/2011	Unaudited 6/30/2012
Fund Balance Components						
Restricted for:						
Encumbrances	$ 2,765,393	$ 4,193,766	$ 643,924	$ 181,454		
Debt Service	58					
Unprogrammed Fire Sales Tax Fund Purposes	2,568,216	1,891,888	1,869,449	1,250,669	810,193	1,846,225
Total Fund Balance	$ 5,333,667	$ 6,085,654	$ 2,513,373	$ 1,432,123	$ 810,193	$ 1,846,225

Source: Audited Annual Financial Statement for actual amounts
June 30, 2012 monthly Financial and Operating Report for unaudited amount

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Unaudited Actual	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	$ 6,513,779	$ 5,252,939	$ 2,196,119	92.1%	$ (3,056,820)	-58.2%
Charges for Current Services	108,661	114,593	79,633	3.3%	(34,960)	-30.5%
Interest Income and Other	16,397	117,225	109,000	4.6%	(8,225)	n/a
Total Estimated Revenues	$ 6,638,837	$ 5,484,757	$ 2,384,752	100.0%	$ (3,100,005)	-56.5%
Total Sources	**$ 6,638,837**	**$ 5,484,757**	**$ 2,384,752**		**$ (3,100,005)**	**-56.5%**
Use of Budget Dollars						
Operating Budget:						
Law Department	$ 29,981	$ 29,912	$ 26,318	1.1%	$ (3,594)	-12.0%
Police Department	2,035,541	2,525,090	627,091	26.3%	(1,897,999)	-75.2%
Fire Department	908,630	229,311	53,340	2.2%	(175,971)	-76.7%
Health Department	763,692	628,969	650,245	27.3%	21,276	3.4%
Parks & Recreation	222	12,500	-	0.0%	(12,500)	
Community Development	5,548,412	1,705,813	1,027,758	43.1%	(678,055)	
Non-Departmental	145,041	353,162	-	0.0%	(353,162)	
Total Operating Budget	$ 9,431,519	$ 5,484,757	$ 2,384,752	100.0%	$ (3,100,005)	-56.5%
Total Uses	**$ 9,431,519**	**$ 5,484,757**	**$ 2,384,752**	**100.0%**	**$ (3,100,005)**	**-56.5%**
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	2,792,682		-		-	
Balance Available	**$ -**	**$ -**	**$ -**		**$ -**	

Note 1) This fund was created during the 2003-04 fiscal year.

Note 2) The above listed appropriations are for planning purposes only. Due to varying time frames and the uncertainty of renewal, actual appropriations will be approved by City Council action as each grant is renewed.

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2012-13

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
Estimated Revenues-			
Federal Grant - CDBG	$ 740,796		
HOME Program Grant		$ 296,499	
Worker's Compensation Premiums			$ 2,335,847
Total Estimated Revenues	$ 740,796	$ 296,499	$ 2,335,847
Proceeds from Debt Service	$ -	$ -	$ -
Total Sources	**$ 740,796**	**$ 296,499**	**$ 2,335,847**
Allocation of Budget Dollars			
Operating Departments-			
Community Development	$ 153,902	$ 38,357	
Law			$ 2,257,867
Total Operating Departments	$ 153,902	$ 38,357	$ 2,257,867
Grant Authorized Programming			
Community Dev. Block Grant	586,894	258,142	
Home Program			
Total Allocations	**$ 740,796**	**$ 296,499**	**$ 2,257,867**
Balance Available	$ - (see Note 1)	$ - (see Note 1)	$ 77,980 (see Note 1)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - Internal Service Funds

For the Fiscal Year 2012-13

Description	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars		
Estimated Revenues-		
Central Garage Charges	$ 2,280,367	
Staywell Healthcare Premiums		$ 22,499,532
Pharmacy Benefit Premiums		
Total Estimated Revenues	$ 2,280,367	$ 22,499,532
Total Sources	**$ 2,280,367**	**$ 22,499,532**
Allocation of Budget Dollars		
Operating Departments-		
Public Works	$ 2,280,367	
Non-Departmental		22,499,532
Total Operating Departments	$ 2,280,367	$ 22,499,532
Total Allocations	**$ 2,280,367**	**$ 22,499,532**
Balance Available	$ - (see Note 1)	$ - (see Notes 1 & 2)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal

Note 2) This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes.

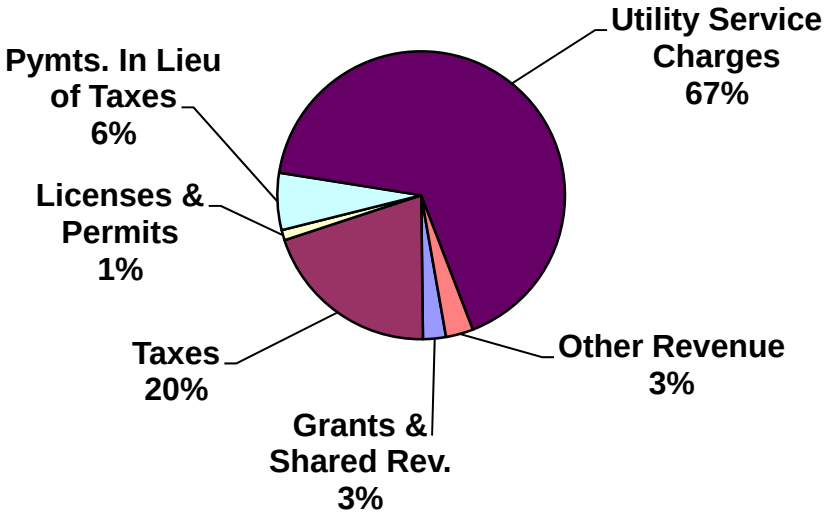
City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Current Estimate	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	Tourism Fund					
4-3043	Transient Guest Tax	1,077,506	1,250,000	1,180,000	1,200,000	1.7%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	144,655		171,000		-100.0%
4-3398	Miscellaneous Charges			5,000	500	-90.0%
4-3411	Interest Income	1,606	2,200	250	200	-20.0%
4-3449	Misc. Non-Operating Revenue	3,700	35,000	3,500	3,500	
	Total Revenues	**$1,227,467**	**$1,287,200**	**$1,359,750**	**$1,204,200**	-11.4%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	7,406,892	7,409,246	7,618,705	7,732,986	1.5%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges	18,987				
11-3411	Interest	1,172	200	400	250	-37.5%
11-3435	Contributions					
	Total Revenues	**$7,427,051**	**$7,409,446**	**$7,619,105**	**$7,733,236**	1.5%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	3,703,969	3,704,624	3,809,353	3,866,493	1.5%
12-3321	Atheletic Fees	18,581		4,000		-100.0%
12-3322	Program Fees	2,175	18,500	28,500	30,000	5.3%
12-3323	Concessions	25,916	35,000	25,000	35,000	40.0%
12-3326	Water Park Fees/Memberships	442,987	460,000	460,000	465,000	1.1%
12-3327	Center Fees/Club Memberships	25	12,400	7,400	5,000	-32.4%
12-3329	Facility Rentals	15,963	50,600	40,000	40,000	
12-3411	Interest	1	10,500			
12-3449	Misc. Non-Operating Revenue	424,957		4,600		-100.0%
	Total Revenues	**$4,634,574**	**$4,291,624**	**$4,378,853**	**$4,441,493**	1.4%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,703,882	3,704,624	3,809,353	3,866,493	1.5%
13-3250	Other State Grants					
13-3411	Interest	9,896	10,500	1,500	1,100	-26.7%
13-3435	Contributions	84,412				
13-3449	Misc. Non-Operating Revenue	349		19,526		-100.0%
	Total Revenues	**$3,798,539**	**$3,715,124**	**$3,830,379**	**$3,867,593**	1.0%
	Police Sales Tax Fund					
16-3041	Sales Tax	1,979,695	1,970,708	2,033,567	2,064,071	1.5%
16-3411	Interest	1,706	2,100	400	200	-50.0%
16-3449	Misc. Non-Operating Revenue	105,403		1,432		-100.0%
	Total Revenues	**$2,086,804**	**$1,972,808**	**$2,035,399**	**$2,064,271**	1.4%
	Fire Sales Tax Fund					
17-3041	Sales Tax	1,853,069	1,852,312	1,904,676	1,933,246	1.5%
17-3411	Interest	1,129	2,000	250	100	-60.0%
	Total Revenues	**$1,854,198**	**$1,854,312**	**$1,904,926**	**$1,933,346**	1.5%

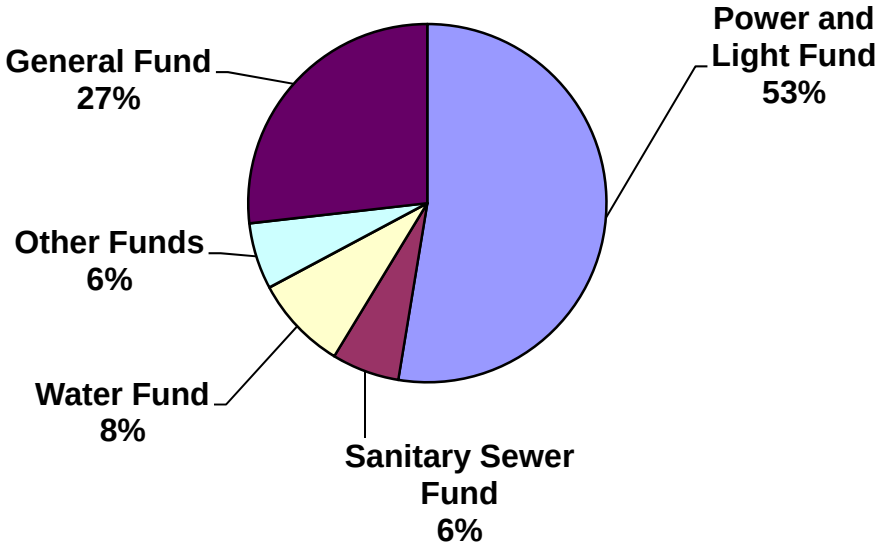
City of Independence, Missouri
2012-13 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Acct. No.	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Current Estimate	2012-13 Adopted Budget	%Chg. Curr Est to Prop.
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	235,610	505,000	225,000	250,000	11.1%
14-3411	Interest	3,603	5,540	785	800	1.9%
	Total Revenues	**$239,213**	**$510,540**	**$225,785**	**$250,800**	11.1%
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	796,017	775,000	825,000	740,796	-10.2%
8-3449	Misc. Non-Operating Revenue					
	Total Revenues	**$796,017**	**$775,000**	**$825,000**	**$740,796**	-10.2%
	HOME Program Fund					
9-3209	HOME Program Grant	1,008,572	464,717	425,190	296,499	-30.3%
9-3411	Interest Income					
	Total Revenues	**$1,008,572**	**$464,717**	**$425,190**	**$296,499**	-30.3%
	Grants Fund					
15-3210	Emergency Mgmt. Assist.	149,324	51,359	120,000	53,340	-55.6%
15-3211	Public Health Nursing	139,298	144,681	150,000	156,673	4.4%
15-3218	Dial-A-Ride				25,393	
15-3219	Other Federal Grants	6,187,547	1,171,126	3,000,000	1,960,713	-34.6%
15-3250	Other State Grants	32,347		25,000		-100.0%
15-3279	Other Misc. Grants	5,263		21,000		-100.0%
15-3316	Reimb. For Police Services	105,049	63,453	115,000	79,633	-30.8%
15-3317	School Resource Officers					
15-3398	Miscellaneous Charges				109,000	
15-3411	Interest	167		200		-100.0%
15-3435	Contributions	16,230		45,000		-100.0%
	Total Revenues	**$6,635,225**	**$1,430,619**	**$3,476,200**	**$2,384,752**	-31.4%
	Central Garage Fund					
90-3380	Central Garage Charges	2,214,207	2,169,443	2,160,000	2,279,297	5.5%
90-3411	Interest Income	420	450	115	70	-39.1%
90-3449	Misc. Non-Operating Revenue	8,898		3,500	1,000	-71.4%
	Total Revenues	**$2,223,525**	**$2,169,893**	**$2,163,615**	**$2,280,367**	5.4%
	Staywell Healthcare Fund					
91-3461	Premiums	19,253,478	20,588,599	20,588,599	21,789,532	5.8%
91-3413	Interest - Other	11,123	9,930	10,000	10,000	
91-3449	Misc. Non-Operating Revenue	982,690	600,000	1,050,000	700,000	-33.3%
	Total Revenues	**$20,247,291**	**$21,198,529**	**$21,648,599**	**$22,499,532**	3.9%
	Workers' Compensation Fund					
92-3411	Interest	2,702		800	500	-37.5%
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue	5,065		700,000		-100.0%
92-3471	Workers' Comp. Premiums	2,093,866	2,214,973	2,214,973	2,270,347	2.5%
92-3472	Reinsurance Reimbursements	81,470	65,000	90,000	65,000	-27.8%
	Total Revenues	**$2,183,103**	**$2,279,973**	**$3,005,773**	**$2,335,847**	-22.3%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Description	2010-11 Actual	2011-12 Original Budget	2012-13 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Fund Balance						
Unassigned Fund Balance		$ 25,365,380	$ 44,070,123		$ 18,704,743	
Proceeds from Debt		4,197,650	55,835,530		51,637,880	
Estimated Revenues-						
Taxes, excluding PILOTS	$ 59,265,191	$ 56,640,034	$ 57,624,148	20.1%	$ 984,114	1.7%
Payment in Lieu of Taxes	16,211,381	17,620,123	18,343,016	6.4%	722,893	4.1%
Licenses & Permits	3,191,249	3,353,927	3,303,594	1.2%	(50,333)	-1.5%
Grants & Shared Revenue	13,655,933	8,095,020	7,390,076	2.6%	(704,944)	-8.7%
Charges for Current Ser.	2,877,241	2,536,493	3,344,676	1.2%	808,183	31.9%
Fines and Forfeitures	4,398,111	4,716,854	4,716,854	1.6%	-	0.0%
Utility Service Charges	167,925,672	182,695,307	190,724,840	66.7%	8,029,533	4.4%
Other Revenue	1,027,711	665,785	680,175	0.2%	14,390	2.2%
Total Est. Revenues	$ 268,552,489	$ 276,323,543	$ 286,127,379	100.0%	$ 9,803,836	3.5%
Net Transfers In		$ 58,195			$ (58,195)	
Total Sources		**$ 305,944,768**	**$ 386,033,032**		**$ 80,088,264**	**26.2%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 429,242	$ 409,522	$ 418,635	0.2%	$ 9,113	2.2%
City Clerk	357,035	366,678	371,496	0.1%	4,818	1.3%
City Manager	1,039,220	838,697	845,129	0.3%	6,432	0.8%
Tourism	1,413,604	1,375,508	1,413,113	0.5%	37,605	2.7%
Nat'l Front. Trails Museum	382,528	372,833	315,871	0.1%	(56,962)	-15.3%
Technology Services	1,798,122	1,824,505	1,690,252	0.6%	(134,253)	-7.4%
Municipal Court	776,786	751,614	763,901	0.3%	12,287	1.6%
Law	811,857	790,425	687,652	0.3%	(102,773)	-13.0%
Finance	2,022,385	1,933,957	1,881,933	0.7%	(52,024)	-2.7%
Human Resources	436,614	408,934	373,417	0.1%	(35,517)	-8.7%
Community Dev.	4,186,596	2,749,748	4,078,768	1.6%	1,329,020	48.3%
Police	28,448,125	28,469,406	28,227,888	10.8%	(241,518)	-0.8%
Fire	19,440,229	17,405,713	17,359,118	6.7%	(46,595)	-0.3%
Health	3,311,808	3,198,743	3,733,829	1.4%	535,086	16.7%
Water	13,256,387	13,147,680	13,359,517	5.1%	211,837	1.6%
Public Works	6,255,756	5,760,843	5,814,108	2.2%	53,265	0.9%
Water Pollution Contr.	12,959,527	14,754,068	15,338,984	5.9%	584,916	4.0%
Parks and Recreation	4,632,543	4,301,304	3,929,112	1.5%	(372,192)	-8.7%
Power and Light	96,753,984	105,330,629	108,383,948	41.5%	3,053,319	2.9%
Non-Departmental	30,036,028	32,407,982	32,657,636	12.5%	249,654	0.8%
Debt Service	14,126,270	15,735,804	18,868,016	7.2%	3,132,212	19.9%
Capital Outlay	437,794	374,848	374,848	0.1%	-	0.0%
Total Departments	$ 243,312,440	$ 252,709,441	$ 260,887,171	100.0%	$ 8,177,730	3.2%
Utility/Sales Tax Funds-Cap. Budget		24,145,350	71,378,530		47,233,180	195.6%
Net Transfers Out/Designations		5,177,846	5,647,514		469,668	9.1%
Total Uses		**$ 282,032,637**	**$ 337,913,215**		**$ 55,880,578**	**19.8%**
Balance Available		**$ 23,912,131**	**$ 48,119,817**		**$ 24,207,686**	

City of Independence, Missouri
2012-13 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Beginning Fund Balance	$ 1,831,405	$ 10,484,681	$ 26,494,983	$ 3,702,402	$ 1,556,652		$ 44,070,123
Estimated Revenues	74,417,441	24,916,986	147,492,500	20,250,974	25,669,566	27,115,746	319,863,213
Proceeds from Debt Issuance		-		55,835,530			55,835,530
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(92,688)	(3,098,950)	(1,269,850)	(2,158,600)		(6,620,088)
Internal Service Fund Chgs						(27,115,746)	(27,115,746)
Transfers In-							
From Other Funds / Sources	-						-
Total Sources	$ 76,248,846	$ 35,308,979	$ 170,888,533	$ 78,519,056	$ 25,067,618	$ -	$ 386,033,032
Uses:							
Operating Budgets-							
City Council	$ 418,635						$ 418,635
City Clerk	371,496						371,496
City Manager	845,129						845,129
Tourism		1,413,113					1,413,113
Nat'l Front. Trails Museum	315,871						315,871
Technology Services	1,571,787		118,465				1,690,252
Municipal Court	763,901						763,901
Law	661,334	26,318				2,257,867	2,945,519
Finance	1,835,729				46,204		1,881,933
Human Resources	373,417						373,417
Community Development	2,858,751	1,220,017					4,078,768
Police	25,612,039	2,615,849					28,227,888
Fire	15,970,178	1,388,940					17,359,118
Health	3,083,584	650,245					3,733,829
Water					13,359,517		13,359,517

(continued on the next page)

City of Independence, Missouri
2012-13 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	5,487,732	250,000		76,376		2,280,367	8,094,475
Water Pollution Control	-	2,160,157		13,178,827			15,338,984
Parks and Recreation	1,593,860	2,335,252					3,929,112
Power and Light			108,383,948				108,383,948
Non-Departmental	7,697,944	7,000	21,817,324	4,046,204	5,709,252	22,499,532	61,777,256
Debt Service/Lease Purch.		3,767,658	9,901,750		5,198,608		18,868,016
Capital Outlay	374,848						374,848
Operating Budget Total	$ 69,836,235	$ 15,834,549	$ 140,221,487	$ 17,301,407	$ 24,313,581	$ 27,037,766	$ 294,545,025
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(92,688)	(3,098,950)	(1,269,850)	(2,158,600)		(6,620,088)
Internal Service Fund Chgs						(27,037,766)	(27,037,766)
Consolidated Operating Budg.	69,836,235	15,741,861	137,122,537	16,031,557	22,154,981	-	260,887,171
Capital Budget		10,153,000	5,390,000	55,835,530	-		71,378,530
Total Operating/Capital Budg.	$ 69,836,235	$ 25,894,861	$ 142,512,537	$ 71,867,087	$ 22,154,981	$ -	$ 332,265,701
Transfers Out-							
Desig. for Capital & Grants		845,036					845,036
To Other Funds	4,581,206	-	74,586	82,045	64,641		4,802,478
Total Uses	$ 74,417,441	$ 26,739,897	$ 142,587,123	$ 71,949,132	$ 22,219,622	$ -	$ 337,913,215
Ending Fund Balance / Net Assets	$ 1,831,405	$ 8,569,082	$ 28,301,410	$ 6,569,924	$ 2,847,996	$ -	$ 48,119,817

City of Independence, Missouri
2012-13 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund=>	Combined Sales Tax Funds	Grants Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total Special Revenue Funds
Sources:							
Beginning Fund Balance	$ 9,350,747	$ -	$ 909,805	$ 224,129	$ -	$ -	$ 10,484,681
Estimated Revenues	20,039,939	2,384,752	1,204,200	250,800	740,796	296,499	24,916,986
Proceeds from Debt Issuance	-						-
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(22,294)		(70,394)				(92,688)
Transfers In-							
From Other Funds							-
Total Sources	$ 29,368,392	$ 2,384,752	$ 2,043,611	$ 474,929	$ 740,796	$ 296,499	$ 35,308,979
Uses:							
Operating Budgets-							
Tourism			$ 1,413,113				$ 1,413,113
Law		$ 26,318					26,318
Community Development		1,027,758			153,902	38,357	1,220,017
Police	1,988,758	627,091					2,615,849
Fire	1,335,600	53,340					1,388,940
Health		650,245					650,245
Public Works	250,000						250,000
Water Pollution Control	2,160,157						2,160,157
Parks and Recreation	2,335,252						2,335,252
Non-Departmental	7,000						7,000
Debt Service	3,767,658						3,767,658
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(70,394)				(70,394)
Consolidated Operating Budget	$ 11,844,425	$ 2,384,752	$ 1,342,719	$ -	$ 153,902	$ 38,357	$ 15,764,155
Capital Budget	10,153,000						10,153,000
Total Operating & Capital Budget	$ 21,997,425	$ 2,384,752	$ 1,342,719	$ -	$ 153,902	$ 38,357	$ 25,917,155
Transfers Out-							
Desig. for Capital & Grant Proj.					$ 586,894	$ 258,142	$ 845,036
To Other Funds	-						-
Total Uses	$ 21,997,425	$ 2,384,752	$ 1,342,719	$ -	$ 740,796	$ 296,499	$ 26,762,191
Ending Fund Balance / Net Assets	$ 7,370,967	$ -	$ 700,892	$ 474,929	$ -	$ -	$ 8,546,788

Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

City of Independence, Missouri
2012-13 Operating Budget

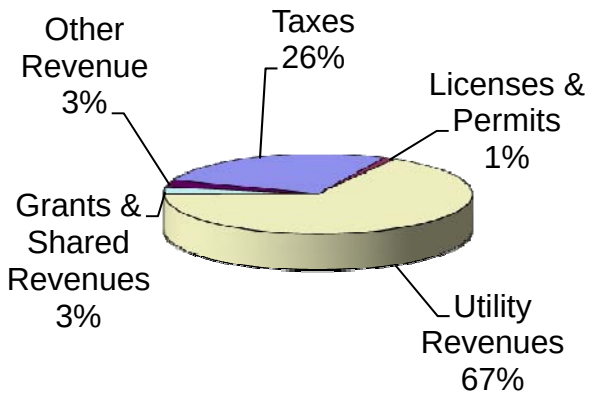
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Beginning Fund Balance	$ 4,567,570	$ (5,793,401)	$ 6,568,453	$ 2,161,900	$ 1,846,225	$ 9,350,747
Estimated Revenues	7,733,236	4,441,493	3,867,593	2,064,271	1,933,346	20,039,939
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(11,080)		(11,214)			(22,294)
Transfers In-						
From Other Funds						-
Total Sources	$ 12,289,726	$ (1,351,908)	$ 10,424,832	$ 4,226,171	$ 3,779,571	$ 29,368,392
Uses:						
Operating Budgets-						
Police				$ 1,988,758		$ 1,988,758
Fire					1,335,600	1,335,600
Public Works	250,000					250,000
Water Pollution Control			2,160,157			2,160,157
Parks and Recreation		2,335,252				2,335,252
Non-Departmental	7,000					7,000
Debt Service	535,769	2,163,063		514,113	554,713	3,767,658
Consolidation Adjustments-						-
Interfund Charges for Support Ser.	(11,080)		(11,214)			(22,294)
Consolidated Operating Budget	$ 781,689	$ 4,498,315	$ 2,148,943	$ 2,502,871	$ 1,890,313	$ 11,822,131
Capital Budget	7,646,000	550,000	1,957,000			10,153,000
Total Operating & Capital Budget	$ 8,427,689	$ 5,048,315	$ 4,105,943	$ 2,502,871	$ 1,890,313	$ 21,975,131
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds						-
Total Uses	$ 8,427,689	$ 5,048,315	$ 4,105,943	$ 2,502,871	$ 1,890,313	$ 21,975,131
Ending Fund Balance / Net Assets	$ 3,862,037	$ (6,400,223)	$ 6,318,889	$ 1,723,300	$ 1,889,258	$ 7,393,261

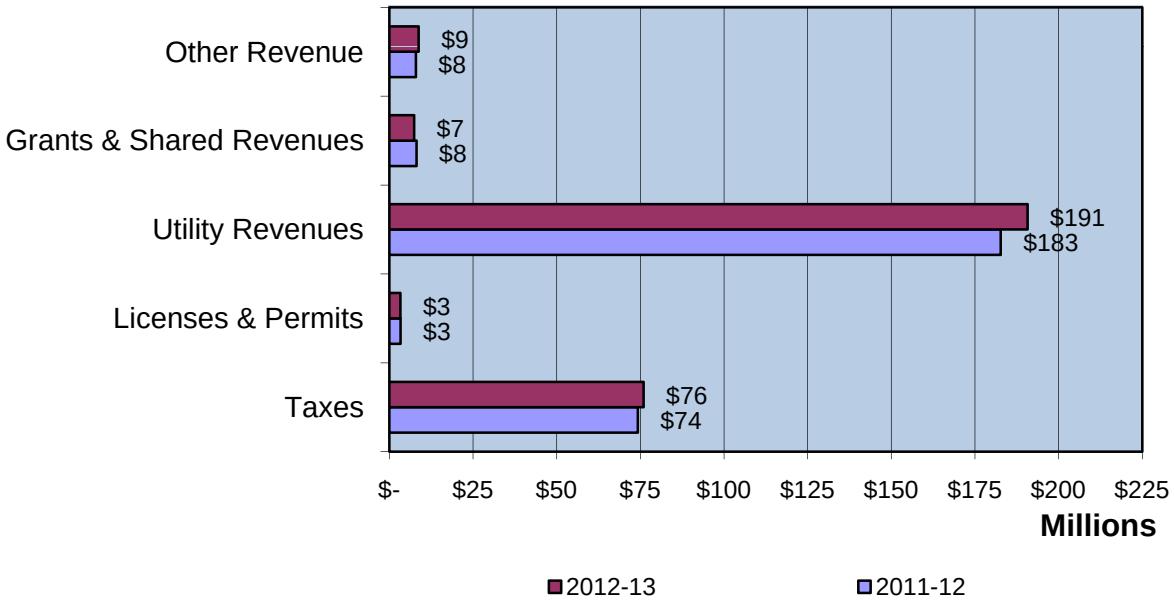
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Estimated Revenues

Revenues by Source



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising two thirds of total revenues. Taxes represent the second largest category making up twenty-six percent of the total. For the General Fund alone, taxes represent seventy-three percent of total revenues.



Component revenues between the 2011-12 and 2012-13 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2012-13 fiscal year by 3.5 percent over the 2011-12 fiscal year. The largest single increase in terms of dollar amount is the Utility Revenues category which is projected to increase by $8 million and represents a 4.4 percent increase. Taxes are projected to increase by slightly under one million dollars representing a 1.7% increase.

City of Independence, Missouri
2012-13

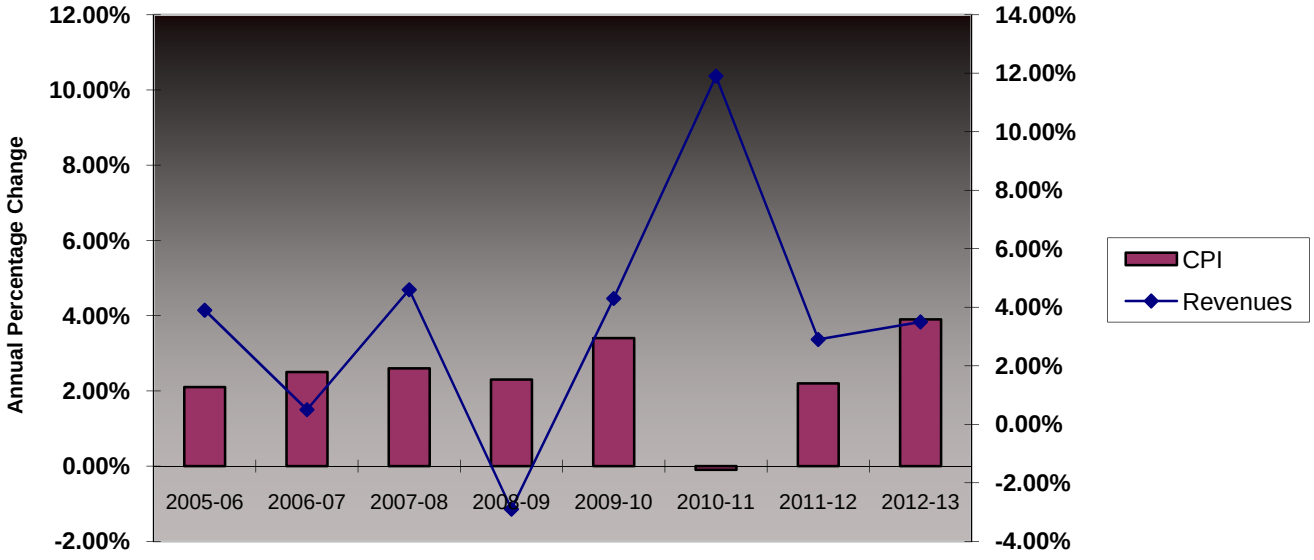
Revenue Overview/Projections

This section provides an overview of the various revenue sources in the City and a discussion of the basis upon which the revenue estimates were made. A separate Revenue Manual is available to provide additional revenue details and a more detailed discussion of the projection basis for all revenue sources within the City.

One of the key components of the City's annual budget process is the estimation of revenues for the ensuing fiscal year. These revenue estimates form the basis upon which appropriations are established which in turn dictate the level of public services that can be provided to the community. The economic environment locally, as well as nationally, creates conditions that affect the receipt of these revenues. Therefore, the City's budget is based on the latest economic forecast available, however it must also be flexible to reflect changes that occur through the year. A continuation of the level of services provided by the City depends on how quickly management recognizes these changes and reacts to adjust for them.

The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation to inflation based changes than revenues. Therefore, this comparison helps to identify the ability of revenues to adjust to inflation driven demands on the expenditure side.

Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index

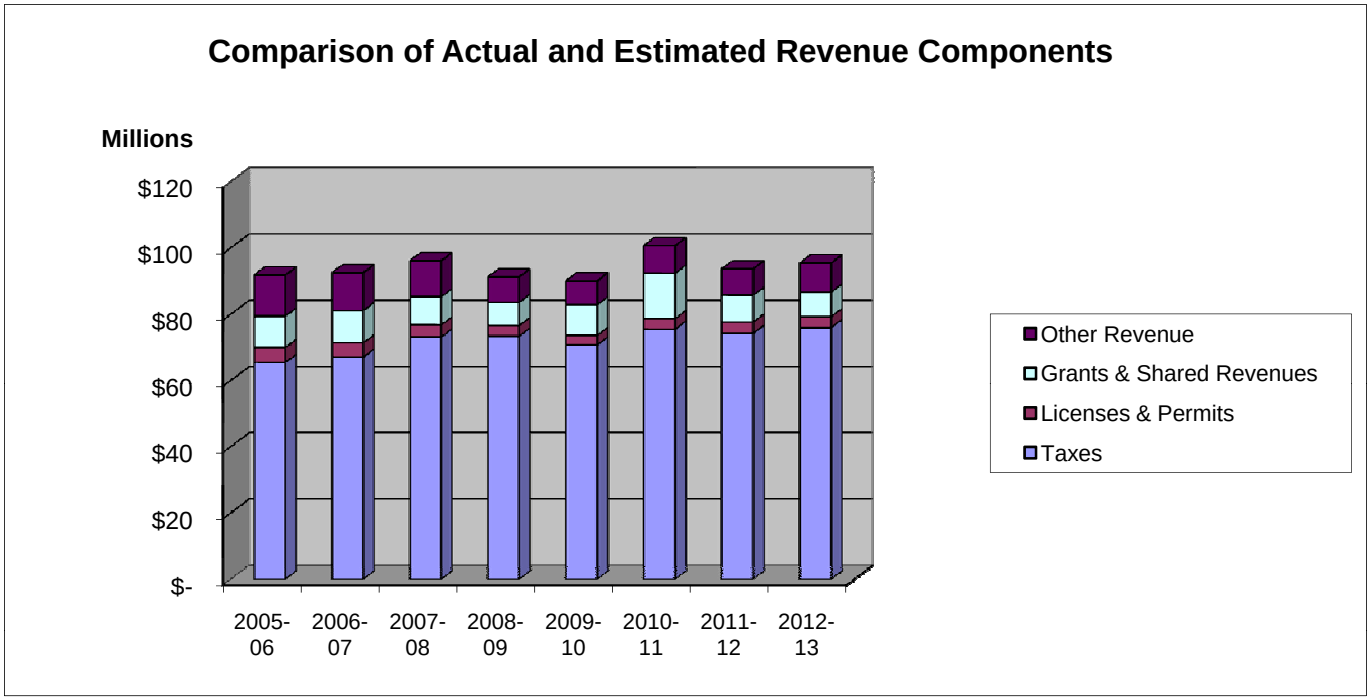


During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2012-13 are estimated to increase over the total revenues for 2011-12 at a rate of 3.5 percent compared to a projected consumer price index increase for this area of 3.9 percent.

City of Independence, Missouri
2012-13

Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2005-06 fiscal year through the 2010-11 fiscal year. Also listed are budgeted amounts for the 2011-12 and 2012-13 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 3.6 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy-three percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utility companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 7 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

Revenue Overview/Projections

Community Development Block Grant Act Fund

Federal Grant (CDBG) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

HOME Program Fund

Federal Grant (HOME Program) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

Enterprise Funds

The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

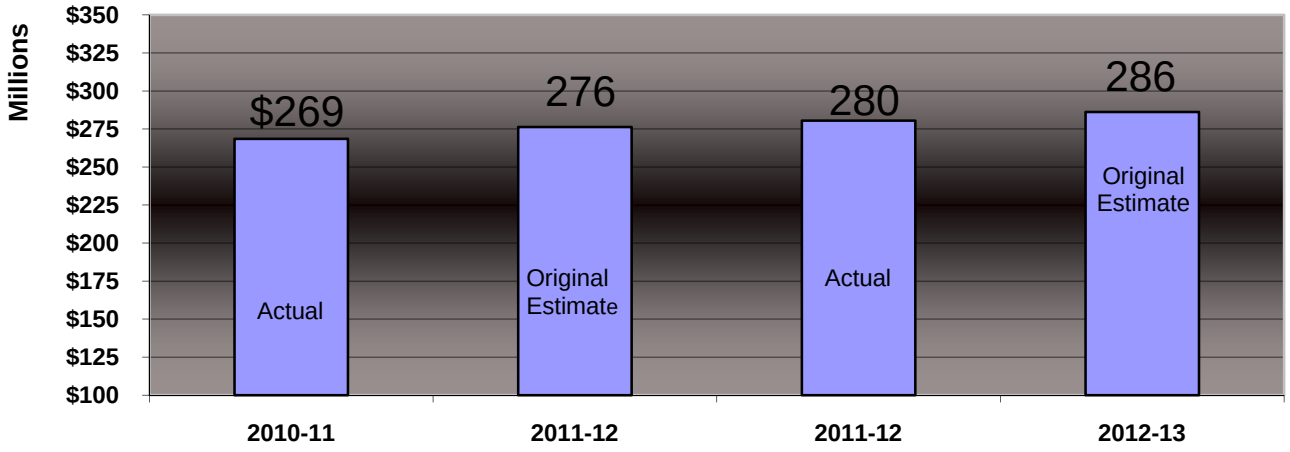
Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

Projection Accuracy

The chart shown below compares the original estimated and actual revenue amounts for the 2011-12 fiscal year as a measure of the previous year's projection accuracy. The difference between the original estimate and actual revenue was a positive variance of $4.18 million, representing a projection variance of 1.5 percent. The positive variance was due almost entirely to Grant revenues ($4.1 million) and reflects the fact that many grant revenues are not recognized until awarded. Also, shown on the chart for comparison purposes is the estimate for 2012-13 and the actual for 2010-11.

Comparison of Actual and Estimated Revenues



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source in the City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2011-12 Operating Budget

Revenue Summary

For the Fiscal Years 2010-11 through 2012-13

Fund Number Reference

2 - General Fund	16 - Police Public Safety Sales Tax Fund
4 - Tourism Fund	17 - Fire Public Safety Sales Tax Fund
8 - Community Development Block Grant Fund	20 - Power and Light Fund
9 - HOME Fund	30 - Sanitary Sewer Fund
11 - Street Improvements Sales Tax Fund	40 - Water Fund
12 - Park Improvements Sales Tax Fund	90 - Central Garage Fund
13 - Storm Water Sales Tax Fund	91 - Staywell Healthcare Fund
14 - License Surcharge Fund	92 - Worker's Compensation Fund
15 - Grants Fund	

Fund	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Adopt. to Unaud.	2012-13 % to Total Budget
	Property Taxes						
2-3011	Real Estate	7,434,768	7,403,484	7,302,884	7,400,000	1.3%	2.3%
2-3013	R.R. & Other Utility	31,864	33,500	35,226	34,000	-3.5%	0.0%
	Total Property Taxes	7,466,633	7,436,984	7,338,110	7,434,000	1.3%	2.3%
	Local Option Sales Tax						
2-3041	Local Option Sales Tax	15,836,443	16,268,536	16,291,018	16,512,564	1.4%	5.2%
11-3041	Local Option Sales Tax	7,406,892	7,409,246	7,640,274	7,732,986	1.2%	2.4%
12-3041	Local Option Sales Tax	3,703,969	3,704,624	3,832,077	3,866,493	0.9%	1.2%
13-3041	Local Option Sales Tax	3,703,882	3,704,624	3,832,155	3,866,493	0.9%	1.2%
16-3041	Local Option Sales Tax	1,979,695	1,970,708	2,032,892	2,064,071	1.5%	0.6%
17-3041	Local Option Sales Tax	1,853,069	1,852,312	1,916,790	1,933,246	0.9%	0.6%
	Total Sales Tax	34,483,950	34,910,050	35,545,206	35,975,853	1.2%	11.2%
	Other Taxes						
2-3042	Cigarette Tax	468,859	490,000	454,745	455,000	0.1%	0.1%
4-3043	Transient Guest Tax	1,077,506	1,250,000	1,219,340	1,200,000	-1.6%	0.4%
14-3108	License Tax	235,610	505,000	312,551	250,000	-20.0%	0.1%
	Total Other Taxes	1,781,975	2,245,000	1,986,636	1,905,000	-4.1%	0.6%
	Utility Franchise Fees						
2-3052	Water	24,426	22,000	24,633	24,000	-2.6%	0.0%
2-3053	Gas	4,901,356	6,000,000	3,593,668	5,000,000	39.1%	1.6%
2-3054	Telephone	9,500,603	5,000,000	6,096,107	5,140,000	-15.7%	1.6%
2-3055	Electricity	446,935	425,000	483,528	462,000	-4.5%	0.1%
2-3057	Cable Television	659,313	601,000	717,005	646,000	-9.9%	0.2%
	Total Utility Franchise Fees	15,532,633	12,048,000	10,914,941	11,272,000	3.3%	3.5%
	Payments in Lieu of Taxes						
2-3281	Power & Light In Lieu of Taxes	12,404,416	13,494,227	13,145,463	13,934,425	6.0%	4.4%
2-3282	Water Service In Lieu of Taxes	2,135,230	2,335,896	2,328,111	2,370,072	1.8%	0.7%
2-3283	Sanitary Sewer In Lieu of Taxes	1,671,734	1,790,000	1,856,375	2,038,519	9.8%	0.6%
	Total Pymt. in Lieu of Taxes	16,211,381	17,620,123	17,329,949	18,343,016	5.8%	5.7%
	Total Taxes	75,476,572	74,260,157	73,114,842	74,929,869	2.5%	23.4%
	Business Licenses and Permits						
2-3101	Occupation Licenses	1,306,442	1,389,000	1,395,387	1,499,000	7.4%	0.5%
2-3102	Liquor Licenses	103,581	107,000	103,692	101,000	-2.6%	0.0%
2-3103	Bld. Trades Licenses and Exams	115,825	141,000	111,244	100,000	-10.1%	0.0%
2-3104	Fin-Other License/Permits	51,899	50,000	50,659	49,000	-3.3%	0.0%
2-3108	Building Permits, Com.Develop.	671,888	644,000	411,490	550,000	33.7%	0.2%
2-3109	Construction Permits, Pub.Works	155,381	230,000	123,161	200,000	62.4%	0.1%
2-3120	Nursing Home Permits	750	750	625	625	0.0%	0.0%
2-3121	Day Care Permits	6,578	6,817	5,899	5,869	-0.5%	0.0%
2-3122	Food Handler's Permits	108,285	105,000	115,635	105,000	-9.2%	0.0%

Revenue Summary

For the Fiscal Years 2010-11 through 2012-13

Fund	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Adopt. to Unaud.	2012-13 % to Total Budget
2-3123	Massage Therapist Appl	4,440	3,620	3,780	3,580	-5.3%	0.0%
2-3124	Other Food Permits	148,662	136,740	154,515	145,020	-6.1%	0.0%
2-3125	Ambulance Permits & Licenses	31,636	37,000	43,008	37,000	-14.0%	0.0%
2-3126	Plan Reviews - Health Dept.	3,000	3,000	9,300	7,500	-19.4%	0.0%
	Total Bus. Lic. & Permits	2,708,367	2,853,927	2,528,395	2,803,594	10.9%	0.9%
	Non-Business Licenses and Permits						
2-3151	Motor Vehicle Licenses	482,882	500,000	478,550	500,000	4.5%	0.2%
	Total Licenses and Permits	3,191,249	3,353,927	3,006,945	3,303,594	9.9%	1.0%
	Grants-						
	Federal Government Grants						
2-3210	Emergency Mgmt. Assist.	-	-	-	-		0.0%
2-3211	Public Health Nursing	-	-	-	-		0.0%
2-3212	Community Health Ed	-	-	-	-		0.0%
2-3213	55 Mph Compliance Grant	-	-	-	-		0.0%
8-3204	Federal Grant - CDBG	796,017	775,000	915,561	740,796	-19.1%	0.2%
9-3209	HOME Program Grant	1,008,572	464,717	181,770	296,499	63.1%	0.1%
15-3210	Emergency Mgmt. Assist.	149,324	51,359	104,969	53,340	-49.2%	0.0%
15-3211	Public Health Nursing	139,298	144,681	106,858	156,673	46.6%	0.0%
2-3218	Dial-A-Ride	25,393	25,393	25,393	-	-100.0%	0.0%
15-3218	Dial-A-Ride	-	-	-	25,393		0.0%
2-3219	Other	-	-	785	-	-100.0%	0.0%
15-3219	Federal Grants - Other	6,187,547	1,171,126	4,955,846	1,960,713	-60.4%	0.6%
15-3219	Federal Grants - Other	-	-	1,000,000	-	-100.0%	0.0%
4-3219	Federal Grants - Other	-	-	87,621	-	-100.0%	0.0%
	Total Federal Grants	8,306,151	2,632,276	7,378,803	3,233,414	-56.2%	1.0%
	State Government Grants						
2-3241	Financial Institutions Tax	28,410	30,000	21,646	22,000	1.6%	0.0%
2-3242	Gasoline Tax	3,167,831	3,245,000	3,053,163	3,100,000	1.5%	1.0%
2-3243	Motor Vehicle License Fees	507,602	600,000	489,348	520,000	6.3%	0.2%
2-3244	Motor Vehicle Sales Tax	680,671	750,000	709,407	750,000	5.7%	0.2%
2-3250	Other	-	-		-		0.0%
4-3250	State Grants - Other	144,655	-		-		0.0%
15-3250	State Grants - Other	32,347	-	35,279	-	-100.0%	0.0%
	Total State Grants	4,561,515	4,625,000	4,308,843	4,392,000	1.9%	1.4%
	Other Sources						
2-3272	Jackson County Drug Task Force	579,213	570,500	612,418	572,500	-6.5%	0.2%
2-3274	Jackson County Dare Program	178,791	178,791	295,788	204,457	-30.9%	0.1%
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	0.0%	0.0%
15-3279	Misc. Grants - Other	5,263	-	49,987	-	-100.0%	0.0%
	Total Other Sources	788,267	774,291	983,193	801,957	-18.4%	0.3%
	Total Grants	13,655,933	8,031,567	12,670,839	8,427,371	-33.5%	2.6%
	Charges for Services						
	General Government						
2-3302	Planning & Zoning Fees	14,195	9,200	11,191	9,000	-19.6%	0.0%
2-3303	Board Of Adjustment Fees	3,660	3,000	4,260	3,000	-29.6%	0.0%
2-3304	Sale Of Maps, Books, Plans	3,795	12,000	3,200	9,000	181.3%	0.0%
2-3305	Sale Of Police Reports	38,868	29,500	33,652	30,000	-10.9%	0.0%
2-3306	Sale Of Fire Reports	290	500	707	200	-71.7%	0.0%
2-3307	Computer Service Charges	300	-	300	-	-100.0%	0.0%
2-3309	Transit Rider Fares	-	-		379,400		0.1%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Fund	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Adopt. to Unaud.	2012-13 % to Total Budget
	Health						
2-3311	Animal Shelter Fees	105,227	114,990	110,814	267,500	141.4%	0.1%
2-3312	Animal Id Tags	20,646	21,000	23,991	335,500	1298.4%	0.1%
2-3313	Health Training Programs	7,375	2,250	11,411	5,464	-52.1%	0.0%
	Public Safety						
2-3316	Reimb. For Police Services	12,167	7,000	9,817	8,500	-13.4%	0.0%
15-3316	Reimb. For Police Services	105,049	63,453	113,531	79,633	-29.9%	0.0%
2-3317	School Resource Officers	473,869	499,679	500,904	499,679	-0.2%	0.2%
2-3318	Alarm Charges - Police	-	25,000	37,900	30,000	-20.8%	0.0%
2-3319	Alarm Charges - Fire	1,925	2,000	2,630	3,000	14.1%	0.0%
	Recreation						
12-3321	Atheletic Fees	18,581	-	6,227	-	-100.0%	0.0%
2-3322	Program Fees	71,014	64,000	40,174	40,000	-0.4%	0.0%
12-3322	Program Fees	2,175	18,500	38,508	30,000	-22.1%	0.0%
2-3323	Concessions	5,425	7,000	6,484	7,000	8.0%	0.0%
12-3323	Concessions	25,916	35,000	13,134	35,000	166.5%	0.0%
12-3326	Water Park Fees/Memberships	442,987	460,000	517,197	465,000	-10.1%	0.1%
2-3327	Center Fees/Club Memberships	32,564	28,000	32,748	40,000	22.1%	0.0%
12-3327	Center Fees/Club Memberships	25	12,400	9,238	5,000	-45.9%	0.0%
2-3329	Facility Rentals	100,276	56,700	74,752	56,000	-25.1%	0.0%
12-3329	Facility Rentals	15,963	50,600	43,067	40,000	-7.1%	0.0%
	National Frontier Trails Museum						
2-3331	NFTM-Admissions	49,505	54,000	46,504	54,000	16.1%	0.0%
2-3332	NFTM-Gift Shop	27,501	28,000	22,110	27,000	22.1%	0.0%
	Cemetery						
2-3341	Sale Of Cemetery Lots	4,200	3,250	4,200	3,500	-16.7%	0.0%
2-3342	Sale Of Monument Bases	4,032	3,500	3,662	3,000	-18.1%	0.0%
2-3343	Grave Opening Charges	45,800	47,000	54,595	45,000	-17.6%	0.0%
	Central Garage Charges						
90-3380	Central Garage Charges	2,214,207	2,169,443	2,263,086	2,279,297	0.7%	0.7%
	Other Charges						
2-3392	Sale Of Street Signs	-	300	277	300	8.3%	0.0%
2-3393	Special Assessments	191,002	170,000	185,910	170,000	-8.6%	0.1%
2-3396	Sale Of Recycled Material	16,201	16,000	17,608	15,000	-14.8%	0.0%
2-3397	Solid Waste Disp Fees	94,553	80,000	87,817	74,000	-15.7%	0.0%
2-3398	Miscellaneous Charges	942,155	676,124	909,036	575,000	-36.7%	0.2%
4-3398	Miscellaneous Charges	-	-		500		0.0%
11-3398	Miscellaneous Charges	18,987	-		-		0.0%
12-3398	Miscellaneous Charges	-	-	242	-		
15-3398	Miscellaneous Charges	-	-	1,063	109,000		0.0%
17-3398	Miscellaneous Charges	-	-	1,400	-	-100.0%	0.0%
	Total Charges for Services	5,110,435	4,769,389	5,243,347	5,733,473	9.3%	1.8%
	Fines and Court Costs						
2-3401	Fines & Forfeitures	3,822,707	4,162,694	3,775,779	4,162,694	10.2%	1.3%
2-3402	Court Costs	435,648	403,964	421,994	403,964	-4.3%	0.1%
2-3403	Police Training	59,456	61,718	57,460	61,718	7.4%	0.0%
2-3404	Domestic Violence	59,750	61,718	57,505	61,718	7.3%	0.0%
2-3405	Dwi/Drug	20,550	26,760	16,799	26,760	59.3%	0.0%
2-3406	Special Warrant Collection	-	-	-	-		0.0%
	Total Fines & Court Costs	4,398,111	4,716,854	4,329,537	4,716,854	8.9%	1.5%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Fund	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Adopt. to Unaud.	2012-13 % to Total Budget
	Interest Income						
2-3411	Interest	3,844	4,200	758	600	-20.8%	0.0%
4-3411	Interest	1,606	2,200	391	200	-48.8%	0.0%
11-3411	Interest	1,172	200	918	250	-72.8%	0.0%
12-3411	Interest	1	10,500	-	-		0.0%
13-3411	Interest	9,896	10,500	2,638	1,100	-58.3%	0.0%
14-3411	Interest	3,603	5,540	770	800	3.9%	0.0%
15-3411	Interest	167	-	175	-	-100.0%	0.0%
16-3411	Interest	1,706	2,100	722	200	-72.3%	0.0%
17-3411	Interest	1,129	2,000	512	100	-80.5%	0.0%
20-3411	Interest	145,676	18,690	11,926	4,600	-61.4%	0.0%
30-3411	Interest	9,227	9,030	2,721	1,300	-52.2%	0.0%
40-3411	Interest	6,335	1,900	3,348	300	-91.0%	0.0%
90-3411	Interest	420	450	189	70	-63.0%	0.0%
91-3411	Interest	-	-	12,947	-	-100.0%	0.0%
92-3411	Interest	2,702	-	1,092	500	-54.2%	0.0%
2-3412	Special Assessments - Interest	-	500	(411)	300	-173.0%	0.0%
2-3413	Interest - Other	100,157	85,000	90,204	90,000	-0.2%	0.0%
91-3413	Interest - Other	11,123	9,930		10,000		0.0%
	Total Interest Income	298,764	162,740	128,900	110,320	-14.4%	0.0%
	Interfund Charges						
2-3421	Interfund Chgs. For Supp. Serv.	3,743,875	3,943,428	3,791,444	3,938,088	3.9%	1.2%
20-3421	Interfund Chgs. For Supp. Serv.	688,643	1,282,200	1,140,205	1,383,900	21.4%	0.4%
40-3421	Interfund Chgs. For Supp. Serv.	1,839,170	1,293,000	1,339,153	1,298,100	-3.1%	0.4%
	Total Interfund Charges	6,271,688	6,518,628	6,270,802	6,620,088	5.6%	2.1%
	Other Revenue						
2-3431	Sale Of Land	600	2,000		2,000		0.0%
15-3431	Sale Of Land	-	-	103,928	-	-100.0%	0.0%
2-3432	Sale Of Fixed Assets	138,822	124,400	25,313	125,000	393.8%	0.0%
12-3432	Sale Of Fixed Assets	-	-	7,200	-	-100.0%	0.0%
16-3432	Sale Of Fixed Assets	-	-	68,378	-	-100.0%	0.0%
40-3432	Sale Of Fixed Assets	-	-	1,626	-	-100.0%	0.0%
2-3433	Rents	166,381	155,000	192,081	128,400	-33.2%	0.0%
2-3434	Damage Claims	2,749	2,000	66	2,000	2930.3%	0.0%
2-3435	Contributions	35,601	10,000	13,845	10,000	-27.8%	0.0%
12-3435	Contributions	-	-	2,972	-	-100.0%	0.0%
13-3435	Contributions	84,412	-		-		0.0%
15-3435	Contributions	16,230	-	9,968	-	-100.0%	0.0%
2-3439	Cash Over/Short	(296)	-	72	-	-100.0%	0.0%
2-3440	Discounts Taken	52	25	25	25	0.0%	0.0%
2-3449	Misc. Non-Operating Revenue	225,536	175,000	501,711	200,000	-60.1%	0.1%
4-3449	Misc. Non-Operating Revenue	3,700	35,000	20,288	3,500	-82.7%	0.0%
11-3449	Misc. Non-Operating Revenue	-	-	69,595	-	-100.0%	0.0%
12-3449	Misc. Non-Operating Revenue	424,957	-	4,556	-	-100.0%	0.0%
13-3449	Misc. Non-Operating Revenue	349	-	19,531	-	-100.0%	0.0%
15-3449	Misc. Non-Operating Revenue	-	-	3,153	-	-100.0%	0.0%
16-3449	Misc. Non-Operating Revenue	105,403	-	1,434	-	-100.0%	0.0%
17-3449	Misc. Non-Operating Revenue	-	-	16,711	-	-100.0%	0.0%
20-3449	Misc. Non-Operating Revenue	-	-	1,116,145	-	-100.0%	0.0%
30-3449	Misc. Non-Operating Revenue	-	-	23,887	-	-100.0%	0.0%
40-3449	Misc. Non-Operating Revenue	-	-	369,781	-	-100.0%	0.0%
90-3449	Misc. Non-Operating Revenue	8,898	-	10,892	1,000	-90.8%	0.0%
91-3449	Misc. Non-Operating Revenue	982,690	600,000	1,290,127	700,000	-45.7%	0.2%
92-3449	Misc. Non-Operating Revenue	5,065	-	27	-	-100.0%	0.0%
	Total Other Revenue	2,201,149	1,103,425	3,873,312	1,171,925	-69.7%	0.4%

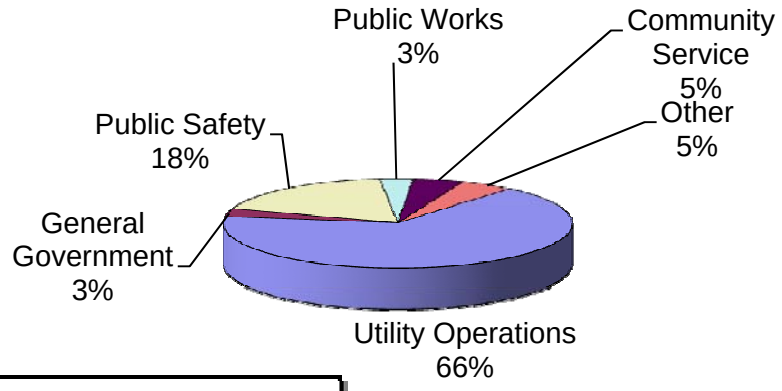
City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2010-11 through 2012-13

Fund	Description	2010-11 Actual	2011-12 Original Budget	2011-12 Unaudited Actual	2012-13 Adopted Budget	%Chg. Adopt. to Unaud.	2012-13 % to Total Budget
	Employee Benefit Premiums						
91-3461	Premiums	19,253,478	20,588,599	19,677,885	21,789,532	10.7%	6.8%
92-3471	Workers' Comp. Premiums	2,093,866	2,214,973	2,214,973	2,270,347	2.5%	0.7%
91-3472	Reinsurance Reimbursements	-	-	749,515	-	-100.0%	0.0%
92-3472	Reinsurance Reimbursements	81,470	65,000	74,623	65,000	-12.9%	0.0%
	Total Premiums	21,428,814	22,868,572	22,716,996	24,124,879	6.2%	7.5%
	Utility Operating Revenues						
30-3109	Construction Permits, Pub.Works	-	15,000	-	-		0.0%
20-4010	Electric Service Charges	128,443,982	138,539,000	134,528,575	144,098,000	7.1%	45.0%
30-4010	Residential Sewer Charges	9,873,906	10,786,342	10,460,524	10,937,903	4.6%	3.4%
40-4010	Residential Water Charges	10,726,567	11,663,000	11,699,971	11,914,170	1.8%	3.7%
30-4110	Commercial Base Sewer	3,906,065	4,178,325	4,023,611	4,223,082	5.0%	1.3%
40-4110	Commercial Water Charges	2,835,271	2,943,000	3,325,167	3,252,573	-2.2%	1.0%
30-4120	Commercial Surcharge	935,481	926,248	1,076,227	1,017,945	-5.4%	0.3%
30-4130	Regulatory Compliance Base	1,452,555	1,585,872	1,595,871	3,171,744	98.7%	1.0%
40-4130	Industrial Sales	450,156	479,600	479,477	505,115	5.3%	0.2%
30-4430	Contract Services	289,645	262,000	254,877	262,000	2.8%	0.1%
40-4400	Public Authority Sales	263,137	348,800	256,730	259,715	1.2%	0.1%
40-4410	Private Fire Protection	103,321	790,000	127,606	113,000	-11.4%	0.0%
40-4420	Public Fire Protection	789,199	112,620	789,116	806,753	2.2%	0.3%
40-4550	Sales for Resale	6,659,302	7,412,000	7,153,628	7,263,840	1.5%	2.3%
30-4570	Intermunicipal Agreements	566,817	487,000	597,679	487,000	-18.5%	0.2%
20-4600	Other Operating Revenue	2,048,875	1,697,000	2,066,998	2,006,000	-3.0%	0.6%
30-4600	Other Operating Revenue	142,511	150,000	179,989	150,000	-16.7%	0.0%
40-4600	Other Operating Revenue	353,004	381,500	373,202	256,000	-31.4%	0.1%
20-4700	Change in Unbilled Revenue	(1,839,585)	(62,000)	3,099,508	-	-100.0%	0.0%
30-4700	Change in Unbilled Revenue	(97,838)	-	44,946	-	-100.0%	0.0%
40-4700	Change in Unbilled Revenue	23,301	-	430,741	-	-100.0%	0.0%
	Total Operating Revenue	167,925,672	182,695,307	182,564,443	190,724,840	4.5%	59.6%
	Utility Other Revenues						
20-4900	Other Revenues, Net	(537,214)	-	(956,945)	-	-100.0%	0.0%
30-4900	Other Revenues, Net	18,332	10,000	-	-		0.0%
40-3440	Other Revenues, Net	38,591	-	34,156	-	-100.0%	0.0%
	Total Other Revenues	(480,291)	10,000	(922,789)	-	-100.0%	0.0%
	Total Revenues	**$ 299,478,096**	**$ 308,490,566**	**$ 312,997,174**	**$ 319,863,213**	2.2%	100.0%

Summary:				
Grand Total Revenues	**$ 299,478,096**	**$ 308,490,566**	**$ 312,997,174**	**$ 319,863,213**
Less:				
Central Garage Fund	**(2,223,525)**	**(2,169,893)**	**(2,274,167)**	**(2,280,367)**
Staywell Health Care Fund	**(20,247,291)**	**(21,198,529)**	**(20,968,012)**	**(22,499,532)**
Workers' Compensation Fund	**(2,183,103)**	**(2,279,973)**	**(2,290,715)**	**(2,335,847)**
Interfund Charges	**(6,271,688)**	**(6,518,628)**	**(6,270,802)**	**(6,620,088)**
Net Total Revenues	**$ 268,552,489**	**$ 276,323,543**	**$ 281,193,478**	**$ 286,127,379**

Appropriations

Appropriations

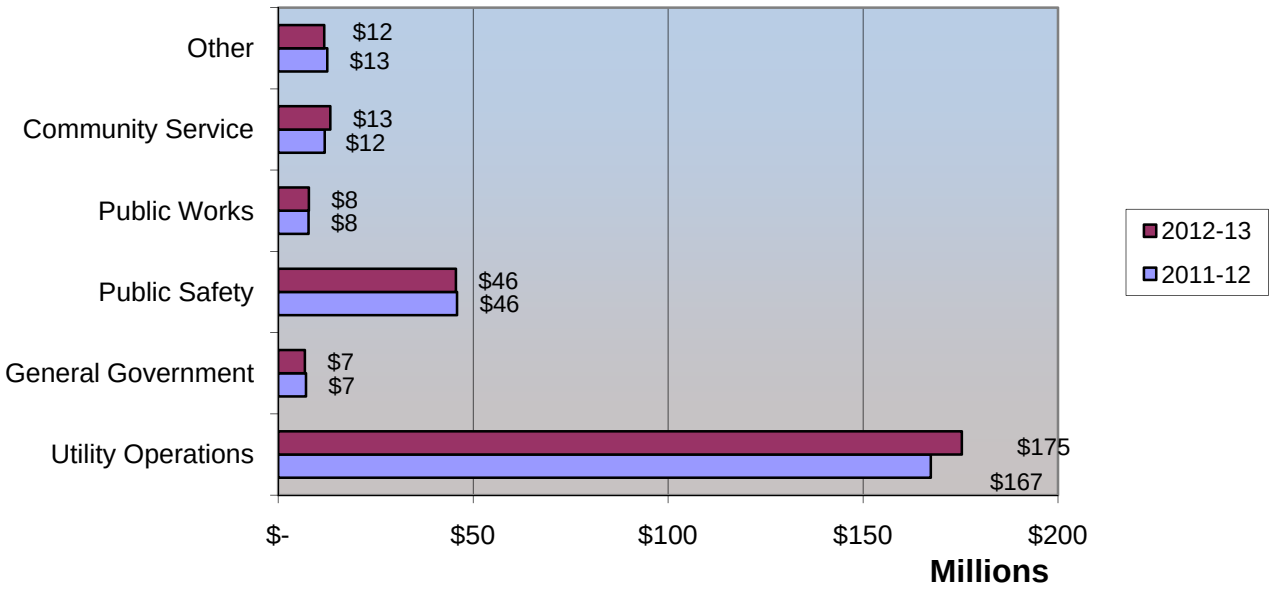


Total Appropriations - $260,887,171

Utility Operations represent two thirds of the City's total budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for sixty percent of that fund's budget. Public Safety includes Police services ($25.6 million) and Fire services ($16 million).

Total operating budget appropriations increased 3.2 percent between the two fiscal years representing an increase of $8.2 million. The largest portion of this increase occurred in the Power and Light fund due to an increase in debt costs associated with the acquisition in part ownership of the Dogwood power production plant in the amount of $3 million and increases in the amount of $3.1 million for increased maintenance and production costs.

Comparison of Appropriations



City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
General Fund:						
General Government:						
City Council	$ 429,242	$ 409,522	$ 267,166	$ 142,356	$ 409,522	$ 418,635
City Clerk	357,035	366,678	231,748	134,930	366,678	371,496
City Manager	1,039,220	838,697	707,307	131,390	838,697	845,129
Technology Services	1,683,058	1,716,104	1,249,298	466,806	1,716,104	1,571,787
Municipal Court	776,786	751,614	557,634	193,980	751,614	763,901
Total General Government	$ 4,285,341	$ 4,082,615	$ 3,013,153	$ 1,069,462	$ 4,082,615	$ 3,970,948
National Frontier Trails Museum	$ 382,528	$ 372,833	$ 232,010	$ 140,823	$ 372,833	$ 315,871
Law Department	781,876	764,018	539,087	224,931	764,018	661,334
Finance Department:						
Administration	$ 435,619	$ 426,224	$ 320,936	$ 105,288	$ 426,224	$ 441,791
Accounting	950,453	928,448	742,194	186,804	928,998	919,241
Purchasing	419,010	363,553	242,388	120,615	363,003	313,845
Occupation Licensing	158,311	155,731	111,721	44,010	155,731	160,852
Total Finance Department	$ 1,963,393	$ 1,873,956	$ 1,417,239	$ 456,717	$ 1,873,956	$ 1,835,729
Human Resources Department	$ 436,614	$ 408,934	$ 335,820	$ 73,114	$ 408,934	$ 373,417
Community Development Department:						
Administration	$ 271,148	$ 255,147	$ 192,784	$ 62,538	$ 255,322	$ 267,623
Neighborhood Services	47,945	25,246	32,910	(7,664)	25,246	25,276
Comprehensive Planning	258,424	269,353	192,288	77,065	269,353	274,915
Current Planning	180,384	183,064	131,867	49,978	181,845	182,077
Transportation	1,045,558	1,033,021	1,012,223	20,798	1,033,021	1,444,033
Historic Preservation	90,366	57,024	24,966	32,058	57,024	45,856
Building Inspection	776,606	722,163	472,544	250,663	723,207	618,971
Total Planning and Permits	$ 2,670,431	$ 2,545,018	$ 2,059,582	$ 485,436	$ 2,545,018	$ 2,858,751

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
General Fund (continued):						
Police Department:						
Administration	$ 3,139,682	$ 2,737,068	$ 2,240,105	$ 545,348	$ 2,785,453	$ 2,898,422
Police Operations	16,324,171	16,427,733	12,820,084	3,607,824	16,427,908	17,039,655
Police Services	5,775,637	5,721,048	4,161,891	1,559,157	5,721,048	5,673,962
Total Police Department	$ 25,239,490	$ 24,885,849	$ 19,222,080	$ 5,712,329	$ 24,934,409	$ 25,612,039
Fire Department:						
Administration	$ 393,963	$ 428,853	$ 255,239	$ 164,460	$ 419,699	$ 407,139
Suppression	15,013,019	14,230,736	11,337,112	2,901,374	14,238,486	14,459,684
Fire Prevention	578,346	559,445	398,206	161,751	559,957	561,820
Maintenance	343,011	270,601	166,831	101,570	268,401	271,499
Training/Emer. Preparedness	292,387	259,588	162,018	168,991	331,009	270,036
Total Fire Department	$ 16,620,726	$ 15,749,223	$ 12,319,406	$ 3,498,146	$ 15,817,552	$ 15,970,178
Health Department:						
Administration	$ 217,963	$ 213,987	$ 161,281	$ 52,706	$ 213,987	$ 216,945
Public Health Promotion	703,111	663,104	487,646	175,458	663,104	276,345
Animal Services	706,938	813,031	542,400	273,103	815,503	1,399,715
Environmental Public Health	925,587	868,610	632,368	236,242	868,610	1,190,579
Total Health Department	$ 2,553,599	$ 2,558,732	$ 1,823,695	$ 737,509	$ 2,561,204	$ 3,083,584
Public Works:						
Administration	$ 259,804	$ 262,663	$ 195,146	$ 67,517	$ 262,663	$ 273,779
Engineering	535,105	514,568	284,986	229,450	514,436	418,573
Administrative Support	360,836	248,259	301,307	(52,916)	248,391	286,061
Property Management	722,074	656,422	528,599	127,823	656,422	618,595
Street Maintenance	4,302,929	4,002,931	2,731,145	1,271,786	4,002,931	3,890,724
Total Public Works	$ 6,180,748	$ 5,684,843	$ 4,041,183	$ 1,643,660	$ 5,684,843	$ 5,487,732

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 296,347	$ -	$ -	$ -	$ -	$ -
Parks and Recreation:						
Administration	$ 266,780	$ 279,230	$ 232,445	$ 46,785	$ 279,230	$ 259,064
Park Maintenance	863,021	883,462	707,490	175,972	883,462	729,526
Recreation	792,678	568,733	510,343	62,302	572,645	394,452
Cemetery Maintenance	205,695	208,131	152,067	56,064	208,131	210,818
Total Parks and Recreation	$ 2,128,174	$ 1,939,556	$ 1,602,345	$ 341,123	$ 1,943,468	$ 1,593,860
Non-Departmental	$ 7,708,608	$ 8,187,370	$ 6,536,341	$ 1,679,229	$ 8,215,570	$ 7,447,944
City Council Strategic Goals	249,569	250,000	141,720	306,307	448,027	250,000
Capital Outlay	437,794	374,848	37,378	337,470	374,848	374,848
Total General Fund	$ 71,935,238	$ 69,677,795	$ 53,321,039	$ 16,706,256	$ 70,027,295	$ 69,836,235
Tourism Fund:						
Tourism	$ 1,413,604	$ 1,375,508	$ 1,447,168	$ 133,830	$ 1,580,998	$ 1,413,113
Community Development Block Grant Fund:						
Community Development	$ 602,053	$ 155,586	$ 461,923	$ 217,198	$ 679,121	$ 153,902
HOME Program Fund:						
Community Development	$ 914,112	$ 49,144	$ 183,914	$ 217,220	$ 401,134	$ 38,357
Central Garage Fund:						
Public Works	$ 2,153,712	$ 2,169,893	$ 1,814,946	$ 354,947	$ 2,169,893	$ 2,280,367
Staywell Health Care Fund						
Non-Departmental	$ 14,746,015	$ 21,198,529	$ 11,935,144	$ 9,263,385	$ 21,198,529	$ 22,499,532

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
Street Improvements Sales Tax Fund:						
Non-Departmental	$ 10,520	$ 7,000	$ 8,669	$ (1,669)	$ 7,000	$ 7,000
Public Works	-	-	-	-	-	250,000
Debt Service	72,016	537,531	533,281	4,250	537,531	535,769
Total Street Improv. Sales Tax Fund	$ 82,536	$ 544,531	$ 541,950	$ 2,581	$ 544,531	$ 792,769
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 2,504,369	$ 2,361,748	$ 1,998,076	$ 364,207	$ 2,362,283	$ 2,335,252
Debt Service	2,167,589	2,163,778	2,162,488	1,290	2,163,778	2,163,063
Total Park Improv. Sales Tax Fund	$ 4,671,958	$ 4,525,526	$ 4,160,564	$ 365,497	$ 4,526,061	$ 4,498,315
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 1,502,073	$ 2,130,894	$ 1,290,038	$ 840,856	$ 2,130,894	$ 2,160,157
Police Public Safety Sales Tax Fund:						
Police	$ 1,173,094	$ 2,870,346	$ 1,082,330	$ 1,788,016	$ 2,870,346	$ 1,988,758
Debt Service	513,039	515,113	512,375	2,738	515,113	514,113
Total Police Sales Tax Fund	$ 1,686,133	$ 3,385,459	$ 1,594,705	$ 1,790,754	$ 3,385,459	$ 2,502,871
Fire Public Safety Sales Tax Fund:						
Fire	$ 1,910,872	$ 1,605,500	$ 447,038	$ 1,158,462	$ 1,605,500	$ 1,335,600
Debt Service	550,312	552,213	548,812	3,401	552,213	554,713
Total Fire Sales Tax Fund	$ 2,461,184	$ 2,157,713	$ 995,850	$ 1,161,863	$ 2,157,713	$ 1,890,313
Grants Fund:						
Law	$ 29,981	$ 26,407	$ 28,877	$ 47,735	$ 76,612	$ 26,318
Community Development	-	-	-	-	-	1,027,758
Police	2,035,541	713,211	1,149,268	1,839,259	2,988,527	627,091
Fire	908,631	50,990	128,955	230,318	359,273	53,340
Health	758,209	632,991	537,431	153,800	691,231	650,245

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
Total Grants Fund	$ 3,732,362	$ 1,423,599	$ 1,844,531	$ 2,271,112	$ 4,115,643	$ 2,384,752
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 115,064	$ 108,401	$ 87,402	$ 20,999	$ 108,401	$ 118,465
Power and Light Department:						
Administration	1,961,293	2,410,924	755,571	1,655,353	2,410,924	2,359,716
Support Services	8,313,384	10,590,158	7,565,720	3,049,938	10,615,658	10,958,658
Production	71,365,028	76,230,678	64,897,641	11,320,037	76,217,678	78,625,015
Distribution	10,423,809	10,524,852	8,541,961	1,977,891	10,519,852	10,624,749
Engineering	4,690,470	5,574,017	3,905,740	1,660,777	5,566,517	5,815,810
Total Power and Light Department	$ 96,753,984	$ 105,330,629	$ 85,666,633	$ 19,663,996	$ 105,330,629	$ 108,383,948
Non-Departmental	19,668,552	21,130,735	16,174,873	4,955,862	21,130,735	21,817,324
Debt Service	5,815,097	6,871,436	2,140,262	4,731,174	6,871,436	9,901,750
Total Power and Light Fund	$ 122,352,697	$ 133,441,201	$ 104,069,170	$ 29,372,031	$ 133,441,201	$ 140,221,487
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ 75,008	$ 76,000	$ 64,658	$ 11,342	$ 76,000	$ 76,376
Water Pollution Control Department:						
Administration	$ 761,692	$ 940,091	$ 544,039	$ 396,052	$ 940,091	$ 933,783
Treatment Facilities	7,551,287	8,202,850	5,606,822	2,596,028	8,202,850	8,705,376
Collection System Maintenance	2,637,306	3,243,402	1,972,977	1,270,425	3,243,402	3,314,117
Laboratory Services	210,822	236,831	149,272	87,559	236,831	225,551
Total Water Pollution Control Dept.	$ 11,161,107	$ 12,623,174	$ 8,273,110	$ 4,350,064	$ 12,623,174	$ 13,178,827
Non-Departmental	3,886,496	3,705,170	2,869,870	835,300	3,705,170	4,046,204
Total Sanitary Sewer Fund	$ 15,122,611	$ 16,404,344	$ 11,207,638	$ 5,196,706	$ 16,404,344	$ 17,301,407
Workers' Compensation Fund						
Law Department	$ 2,037,882	$ 2,198,179	$ 1,179,665	$ 1,018,514	$ 2,198,179	$ 2,257,867

City of Independence, Missouri
2012-13 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2010-11, 2011-12 and 2012-13

Fund/Department	Actual Expenditures 2010-11	Original Budget 2011-12	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2011-12	City Council Adopted 2012-13
Water Fund:						
Finance						
Accounting	$ 58,992	$ 60,001	$ 38,158	$ 21,843	$ 60,001	$ 46,204
Water Department:						
Administration	1,022,677	1,084,950	819,404	265,546	1,084,950	1,073,174
Customer Service and Accounts	3,507,744	3,101,747	2,252,984	848,763	3,101,747	3,110,552
Production	5,530,935	5,634,584	4,302,305	1,232,279	5,534,584	5,747,689
Transmission and Distribution	3,195,031	3,326,399	2,673,656	752,743	3,426,399	3,428,102
Total Water Department	$ 13,256,387	$ 13,147,680	$ 10,048,349	$ 3,099,331	$ 13,147,680	$ 13,359,517
Non-Departmental	4,783,971	5,646,335	4,253,801	1,392,534	5,646,335	5,709,252
Debt Service	5,008,217	5,095,733	1,585,464	3,510,269	5,095,733	5,198,608
Total Water Fund	$ 23,107,567	$ 23,949,749	$ 15,925,772	$ 8,023,977	$ 23,949,749	$ 24,313,581
Grand Total - All Funds	$ 268,521,737	$ 284,787,650	$ 211,974,017	$ 76,936,727	$ 288,910,744	$ 294,545,025
Less:						
Central Garage Fund	(2,153,712)	(2,169,893)	(1,814,946)	(354,947)	(2,169,893)	(2,280,367)
Staywell Health Care Fund	(14,746,015)	(21,198,529)	(11,935,144)	(9,263,385)	(21,198,529)	(22,499,532)
Pharmacy Benefits Fund	-	-	-	-	-	-
Worker's Compensation Fund	(2,037,882)	(2,198,179)	(1,179,665)	(1,018,514)	(2,198,179)	(2,257,867)
Interfund Chgs. for Support Ser.	(6,271,688)	(6,518,628)	(4,802,512)	(1,735,845)	(6,538,357)	(6,620,088)
Net Total Budget - All Funds	$ 243,312,440	$ 252,702,421	$ 192,241,750	$ 64,564,036	$ 256,805,786	$ 260,887,171

City of Independence, Missouri
2012-13 Operating Budget

Appropriations by Type Summary - All Funds

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay/Other	Percent of Total	Total
City Council	$ 387,898	92.7%	$ 25,827	6.2%	$ 4,910	1.2%	$ -	0.0%	$ 418,635
City Clerk	316,010	85.1%	37,755	10.2%	17,731	4.8%	-	0.0%	371,496
City Manager	820,625	97.1%	21,538	2.5%	2,966	0.4%	-	0.0%	845,129
Tourism	439,919	31.1%	888,789	62.9%	2,500	0.2%	81,905	5.8%	1,413,113
NFTM	226,641	71.8%	57,805	18.3%	31,425	9.9%	-	0.0%	315,871
Technology Services	1,518,012	89.8%	137,080	8.1%	16,270	1.0%	18,890	1.1%	1,690,252
Municipal Court	735,554	96.3%	23,925	3.1%	4,422	0.6%	-	0.0%	763,901
Law	717,644	24.4%	2,191,075	74.4%	34,300	1.2%	2,500	0.1%	2,945,519
Finance	1,723,038	91.6%	142,591	7.6%	16,304	0.9%	-	0.0%	1,881,933
Human Resources	356,163	95.4%	11,561	3.1%	5,693	1.5%	-	0.0%	373,417
Community Dev.	1,456,207	35.7%	2,598,643	63.7%	22,418	0.5%	1,500	0.0%	4,078,768
Police	24,375,023	86.4%	1,649,106	5.8%	1,032,599	3.7%	1,171,160	4.1%	28,227,888
Fire	15,076,571	86.9%	827,046	4.8%	297,767	1.7%	1,157,734	6.7%	17,359,118
Health	2,888,813	77.4%	447,487	12.0%	397,529	10.6%	-	0.0%	3,733,829
Water	6,341,400	47.5%	4,522,327	33.9%	2,079,690	15.6%	416,100	3.1%	13,359,517
Public Works	3,854,246	47.6%	1,875,036	23.2%	2,008,595	24.8%	356,598	4.4%	8,094,475
Water Pollution Control	5,935,534	38.7%	8,165,451	53.2%	1,140,732	7.4%	97,267	0.6%	15,338,984
Parks and Recreation	2,442,158	62.2%	1,189,610	30.3%	297,344	7.6%	-	0.0%	3,929,112
Power and Light	26,742,612	24.7%	13,091,259	12.1%	67,088,027	61.9%	1,462,050	1.3%	108,383,948
Non-Departmental	7,851,035	12.6%	34,649,348	55.7%	10,158	0.0%	19,641,563	31.6%	62,152,104
Debt Service	-	0.0%	-	0.0%	-	0.0%	18,493,168	100.0%	18,493,168
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	374,848	100.0%	374,848
Totals	$ 104,205,103	35.4%	$ 72,553,259	24.6%	$ 74,511,380	25.3%	$ 43,275,283	14.7%	$ 294,545,025

City of Independence, Missouri
2012-13 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2011-12 and 2012-13

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
2011-12								
Designations-								
For CDBG Programming			$ (619,414)					$ (619,414)
For HOME Program Programming				(415,573)				(415,573)
From Desig for TIF Distributions	616,086							616,086
From Desig for Economic Dev.	250,000							250,000
Total Designations	$ 866,086	$ -	$ (619,414)	$ (415,573)	$ -	$ -	$ -	$ (168,901)
Operating Transfers-								
From (To) Falls at Crackerneck TIF	(4,142,859)							(4,142,859)
From (To) Storm Water Fund	-					-		-
Total Operating Transfers	$ (4,142,859)	$ -	$ -	$ -	$ -	$ -	$ -	$ (4,142,859)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (3,276,773)	$ -	$ (619,414)	$ (415,573)	$ -	$ -	$ -	$ (4,311,760)
2012-13								
Designations-								
For CDBG Programming			$ (586,894)					$ (586,894)
For HOME Program Programming				(258,142)				(258,142)
Total Designations	$ -	$ -	$ (586,894)	$ (258,142)	$ -	$ -	$ -	$ (845,036)
Operating Transfers-								
From (To) Falls at Crackerneck TIF	(4,581,206)				(74,586)	(82,045)	(64,641)	(4,802,478)
From (To) Storm Water Fund	(10,000)					10,000		-
Total Operating Transfers	$ (4,591,206)	$ -	$ -	$ -	$ (74,586)	$ (72,045)	$ (64,641)	$ (4,802,478)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (4,591,206)	$ -	$ (586,894)	$ (258,142)	$ (74,586)	$ (72,045)	$ (64,641)	$ (5,647,514)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 20012-13 FISCAL YEAR

Long Term Debt Policies

All long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The City's general long-term debt is secured by the general credit and taxing powers of the City.

The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.

Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 2012, the City had no outstanding General Obligation Bonds and $235,592,399 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was $111,933,574 for Power and Light Operations, and $40,295,002 for Water Utility Operations. The Events Center fund has outstanding debt of $83,363,823. The City had a legal debt limit of $204,319,456 which represents twenty percent of the taxable assessed valuation of the City.

Included in this section are:

1) Debt Service appropriations including amounts for City-wide capital lease obligations.

2) Debt to Maturity Schedules for outstanding debt obligations.

3) Computation of Legal Debt Margin (as of June 30, 2012).

City of Independence, Missouri
2012-13 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
Street Improvements Sales Tax Fund:				
Streets and Bridges				
2009 Series (6371)	$ 415,000	$ 117,769	$ 3,000	$ 535,769
Parks Sales Tax Fund-				
Aquatics Facilities				
2004 Series (6370)	890,000	25,688	3,400	919,088
Park Projects:				
2006 Series (6372)	1,190,000	50,575	3,400	1,243,975
Total Parks Sales Tax Fund	$ 2,080,000	$ 76,263	$ 6,800	$ 2,163,063
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 440,000	$ 70,713	$ 3,400	$ 514,113
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 475,000	$ 76,313	$ 3,400	$ 554,713
Power and Light Fund-				
Revenue Bonds				
2009 Series D (6237)	$ -	$ 1,608,025	$ 3,000	$ 1,611,025
Revenue Bonds				
2010 Series B (6238)	3,320,000	1,271,388	3,000	4,594,388
Revenue Bonds				
2012 Series A (6239)	620,000	3,073,337	3,000	3,696,337
Total Power and Light Fund	$ 3,940,000	$ 5,952,750	$ 9,000	$ 9,901,750
Water Fund-				
Revenue Bonds:				
2004 Series (6352)	$ 625,000	$ 526,220	$ 5,000	$ 1,156,220
Revenue Bonds				
2009 Series C (6352)	-	951,863	5,000	956,863
Revenue Bonds				
2009 Series E (6352)	2,555,000	525,525	5,000	3,085,525
Total Water Fund	$ 3,180,000	$ 2,003,608	$ 15,000	$ 5,198,608
Grand Total All Funds - Operating Budget	$ 10,530,000	$ 8,297,416	$ 40,600	$ 18,868,016

City of Independence, Missouri
2012-13 Operating Budget

Debt Service Requirements - Related Debt Associated with the City of Independence

Series	Principal	Interest	Fees	Total Debt Service Requirements
Neighborhood Improvement District Debt Service-				
Noland Road NID				
2004 Series (6311)	$ 65,000	$ 26,788	$ 1,000	$ 92,788
Fall Drive NID				
2004 Series (6312)	5,000	4,524	1,000	10,524
Total NID Debt Service	$ 70,000	$ 31,312	$ 2,000	$ 103,312
Events Center-				
2008 D Series (6250)	$ 225,000	$ 642,975	$ 4,000	$ 871,975
2009 A Series (6250)	-	1,014,319	4,000	1,018,319
2009 F Series (6250)	-	2,713,894	4,000	2,717,894
2010 A Series (6250)	-	161,100	4,000	165,100
2011 A Series (6250)	100,000	614,269	4,000	718,269
Total Events Center	$ 325,000	$ 5,146,557	$ 20,000	$ 5,491,557
Tax Increment Financing Funds-				
Drumm Farm				
2005 B Series (6711)	$ 65,000	$ 27,338	$ 1,500	$ 93,838
2006 Series (6711)	110,000	49,456	1,500	160,956
2007 D Series (6711)	75,000	26,974	1,500	103,474
2008 E Series (6711)	30,000	52,924	1,500	84,424
Total Drumm Farm	$ 280,000	$ 156,692	$ 6,000	$ 442,692
Eastland Center				
2007 A Series (6712)	$ 860,000	$ 609,862	$ 1,500	$ 1,471,362
2008 C Series (6712)	595,000	326,812	1,500	923,312
2008 G Series (6712)	280,000	174,650	1,500	456,150
2009 B Series (6712)	175,000	132,200	1,500	308,700
2009 J Series (6712)	245,000	124,213	1,500	370,713
Total Eastland Center	$ 2,155,000	$ 1,367,737	$ 7,500	$ 3,530,237
Falls at Crackerneck Creek				
2005 C Series (6718)	$ 375,000	$ 499,382	$ 5,000	$ 879,382
2006 A&B Series (6718)	1,550,000	2,638,086	5,000	4,193,086
2006 C Series (6718)	-	639,500	5,000	644,500
2008 A Series (6718)	740,000	190,240	5,000	935,240
2008 B Series (6718)	-	382,668	5,000	387,668
2009 H Series (6718)	-	299,425	5,000	304,425
Total Falls at Crackerneck Creek	$ 2,665,000	$ 4,649,301	$ 30,000	$ 7,344,301
Hartman Heritage Center				
2003 Series (6710)	725,000	329,726	3,000	1,057,726
2007 B Series (6710)	375,000	220,470	3,000	598,470
Total Hartman Center	$ 1,100,000	$ 550,196	$ 6,000	$ 1,656,196
Centerpoint Medical Center (HCA)				
2006 F Series (6722)	$ 160,000	$ 182,738	$ 3,000	$ 345,738
2007 E Series (6722)	535,000	890,920	3,000	1,428,920
2008 F Series (6722)	500,000	616,580	3,000	1,119,580
2009 I Series (6722)	75,000	96,282	3,000	174,282
2011 C Series (6722)	165,000	11,700	3,000	179,700
Total Centerpoint Medical Center	$ 1,435,000	$ 1,798,220	$ 15,000	$ 3,248,220
Santa Fe				
2007 C Series (6708)	$ 475,000	$ 476,210	$ 2,000	$ 953,210
Grand Total All Categories	$ 8,505,000	$ 14,176,225	$ 88,500	$ 22,769,725

City of Independence, Missouri
2012-13 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Parks Sales Tax Fund			Power and Light Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2013	2,080,000	83,063	2,163,063	3,940,000	5,961,750	9,901,750
2014			-	4,830,000	5,436,032	10,266,032
2015			-	2,965,000	5,258,832	8,223,832
2016			-	3,080,000	5,143,895	8,223,895
2017			-	3,205,000	5,020,695	8,225,695
2018			-	3,350,000	4,874,270	8,224,270
2019			-	3,505,000	4,719,107	8,224,107
2020			-	3,820,000	4,552,432	8,372,432
2021			-	2,885,000	4,373,706	7,258,706
2022-35			-	64,795,000	40,411,891	105,206,891
Total	$ 2,080,000	$ 83,063	$ 2,163,063	$ 96,375,000	$ 85,752,610	$ 182,127,610

	Street Improvements			Water Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2013	415,000	120,769	535,769	3,180,000	2,018,608	5,198,608
2014	425,000	106,069	531,069	3,395,000	1,893,458	5,288,458
2015	440,000	89,831	529,831	3,655,000	1,745,708	5,400,708
2016	460,000	72,694	532,694	3,955,000	1,586,368	5,541,368
2017	475,000	55,154	530,154	4,005,000	1,419,858	5,424,858
2018	495,000	35,741	530,741	1,305,000	1,305,858	2,610,858
2019	515,000	14,266	529,266	1,370,000	1,245,602	2,615,602
2020			-	1,430,000	1,182,835	2,612,835
2021			-	1,500,000	1,113,463	2,613,463
2022-35			-	19,450,000	5,798,397	25,248,397
Total	$ 3,225,000	$ 494,524	$ 3,719,524	$ 43,245,000	$ 19,310,155	$ 62,555,155

City of Independence, Missouri
2012-13 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Fire Sales Tax Fund			Police Sales Tax Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2013	475,000	79,713	554,713	440,000	74,113	514,113
2014	500,000	55,963	555,963	465,000	52,113	517,113
2015	525,000	30,963	555,963	485,000	28,863	513,863
2016			-			-
2017			-			-
2018			-			-
2019			-			-
2020			-			-
2021			-			-
2022-35			-			-
Total	$ 1,500,000	$ 166,639	$ 1,666,639	$ 1,390,000	$ 155,089	$ 1,545,089

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2013	65,000	27,788	92,788	5,000	5,524	10,524
2014	70,000	24,538	94,538	5,000	5,236	10,236
2015	70,000	21,038	91,038	5,000	4,949	9,949
2016	75,000	17,538	92,538	5,000	4,674	9,674
2017	75,000	13,600	88,600	6,000	4,399	10,399
2018	80,000	9,663	89,663	6,000	4,069	10,069
2019	85,000	5,463	90,463	6,000	3,739	9,739
2020			-	7,000	3,409	10,409
2021			-	7,000	2,998	9,998
2022-35			-	27,000	6,466	33,466
Total	$ 520,000	$ 119,628	$ 639,628	$ 79,000	$ 45,463	$ 124,463

City of Independence, Missouri
2012-13 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Events Center Fund		
Year	**Principal**	**Fees and Interest**	**Total**
2013	325,000	5,166,557	5,491,557
2014	355,000	5,155,057	5,510,057
2015	355,000	5,142,488	5,497,488
2016	360,000	5,129,266	5,489,266
2017	440,000	5,115,345	5,555,345
2018	565,000	5,095,832	5,660,832
2019	645,000	5,072,031	5,717,031
2020	785,000	5,042,357	5,827,357
2021	930,000	5,005,703	5,935,703
2022-39	80,895,000	62,294,345	143,189,345
Total	$ 85,655,000	$ 108,218,981	$ 193,873,981

City of Independence, Missouri
2012-13 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	Eastland	Hartman Heritage	Santa Fe	Drumm Farm	Crackerneck Creek	Centerpoint HCA	Total
2013	3,522,737	1,650,196	951,210	436,692	7,314,301	3,233,220	17,108,356
2014	3,528,988	1,663,695	950,014	434,927	7,418,547	3,237,870	17,234,041
2015	3,529,076	1,704,013	951,786	437,413	7,562,695	3,238,782	17,423,765
2016	3,537,563	1,715,868	951,596	439,242	7,674,171	3,239,634	17,558,074
2017	3,542,412	1,758,169	949,418	440,130	7,731,401	3,244,307	17,665,837
2018	3,545,287	1,775,232	950,222	440,168	7,480,371	3,256,057	17,447,337
2019	3,543,588	1,814,506	952,120	438,738	7,623,931	3,265,555	17,638,438
2020	3,550,468	2,883,068	951,584	437,412	7,743,133	3,328,094	18,893,759
2021	4,859,369	1,889,869	953,606	440,000	7,898,277	3,327,549	19,368,670
2022-28	5,630,650	-	2,857,310	441,000	62,181,277	25,395,523	96,505,760
Total	$ 38,790,138	$ 16,854,616	$ 11,418,866	$ 4,385,722	$ 130,628,104	$ 54,766,591	$ 256,844,037

Year	Aerial Fire Truck (2430-020)	IBM Series Computer (2430-025)	Motorola Radio (2430-026)				Total
2013	93,234	37,399	159,794				290,427
2014	93,235	37,399	159,794				290,428
2015		37,400	159,794				197,194
2016		18,701	159,794				178,495
2017			159,794				159,794
2018			159,794				159,794
2019			159,794				159,794
2020			159,794				159,794
2021			159,794				159,794
2022			159,794				159,794
Total	$ 186,469	$ 130,899	$ 1,597,940	$ -	$ -	$ -	$ 1,915,308

City of Independence, Missouri
2012-13 Operating Budget

Computation of Legal Debt Margin

June 30, 2012

Assessed Value at January 1, 2012: *		
Jackson County	$ 1,024,177,246	
Clay County	2,030	
Total Assessed Value	$ 1,024,179,276	
Constitutional Debt Limit **		$ 204,835,855
(20% of Assessed Value)		
Total Bonded Debt		
Neighborhood Improvement Districts	$ 599,000	
Revenue Bonds	235,592,399	
Subtotal	$ 236,191,399	
Less:		
Events Center Bonds	(83,363,823)	
Water Utility Bonds	(40,295,002)	
Electric Utility Bonds	(111,933,574)	
Subtotal	$ 599,000	
Less:		
Debt Service Fund Balance	(82,601)	
Total Net Debt Applicable to Limit		516,399
Legal Debt Margin		**$ 204,319,456**

** All Tangible and Taxable Property.*

*** Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.*

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property therein as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, construction, extending and improving streets and avenues and/or sanitary or storm sewer systems and an additional 10 percent for purchasing or constructing waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

Capital Budget

CAPITAL BUDGET PROCESS

Introduction

Purpose

The Capital Improvements Program (CIP) is one of the primary documents used to implement the comprehensive plan for the development of the City by providing for the extension and maintenance of infrastructure and major capital projects. The CIP sets forth proposed expenditures for systematically constructing, maintaining, upgrading, and replacing the City's physical assets. This ongoing maintenance is critical to the continued operation and provision of City services.

The CIP serves as a guide to the new and ongoing capital improvements to public facilities and infrastructure. The CIP outlines a financing schedule of capital improvement projects for a six-year period. In the process of formulating the CIP, needs are assessed, public improvements are prioritized and costs are projected, thereby allowing the City to take maximum advantage of federal, state, and county funds. The CIP is reviewed annually. Each review re-prioritizes projects and evaluates the financial capacity of the City. The process affords flexibility in maintaining and promoting an effective level of service for present and future citizens.

Goals

The goals of the CIP establish a system of procedures and priorities by which to evaluate public improvement projects in terms of public safety, public need, the City's Comprehensive Plan, project continuity, financial resources, the City Council vision statement, and the strategic goals for the City. The following CIP goals were developed to guide the CIP process.

1. Focus attention on and assist in the implementation of established community goals as outlined in the adopted Comprehensive Plan.

2. Focus attention on and assist in the implementation of the strategic goals established by the City Council.

3. Forecast public facilities and improvements that will be needed in the near future.

4. Anticipate and project financing needs in order to maximize federal, state, and county funds.

5. Balance the needs of future land development areas in the City with the needs of existing developed areas.

6. Promote and enhance the economic development of the City of Independence in a timely manner.

7. Balance the need of public improvements and the present financial capability of the City to provide these improvements.

8. Provide improvements in a timely and systematic manner.

9. Allow City departments to establish a methodology and priority system to continue providing efficient and effective services.

10. Provide an opportunity for citizens and interested parties to voice their requests for capital improvement projects.

Categories of Capital Projects

Capital projects are categorized into three areas: Department Capital Expenditures (operating budget), Capital Outlay (operating budget), and Capital Improvement Program (capital budget).

Capital Expenditures
These are items funded within the various operating departments' budgets and may include purchases for office equipment, small tools and equipment, computer equipment, and mobile equipment over $1,000. This also may include maintenance to existing building and facilities under $25,000 and vehicles for the Police and Fire departments which are funded from the Public Safety Sales Tax operating budget.

Capital Outlay
These items are determined during the budget review process and are funded out of the non-departmental operating budget. This includes all vehicles and rolling stock except for the Police and Fire department vehicles. This also may include major maintenance of buildings and facilities that are greater than $25,000 but less than $50,000.

Capital Improvement Program
These items include improvements to infrastructure assets greater than $50,000 and the purchase of land and land improvements.

Project Evaluation

Inclusion in CIP

The process of evaluating projects is designed to identify which projects that demonstrate the greatest benefit to the City and its citizens. Each project submitted for the Annual CIP is carefully evaluated. There are several types of projects that are included in the CIP every year and the evaluation process for these project types often is as different as the projects themselves. Projects that are directly related to the function of a utility are based on long range major maintenance and replacement schedules for capital assets. Enterprise Funds such as the Water, Sewer, and Power & Light Funds are the direct source of funding for these projects. Three funding sources are directly related to projects funded from prior sales tax elections. The priority of these projects generally are based on commitments made as part of the ballot issue and are carefully monitored by resident oversight committees.

Projects were evaluated based on their ability to:

- Support and improve health and safety
- Demonstrate sustainability or long-term worth
- Have an economic benefit
- Provide universal access to citizens
- Improve the quality of the environment
- Improve the City's image
- Improve the quality of life
- Improve the quality of transportation systems
- Foster community character, identity, and pride
- Maintain and preserve previous investments

Based on these objectives, projects are carefully reviewed and awarded a rating. Some projects benefit many criteria while others only benefit one.

Major Project Presentation

Projects included in this budget document are limited to a list of major projects. This includes all projects that are over $1,000,000 in funding for the current fiscal year, projects that are new to the current fiscal year, and/or the top five projects in project category. A full list and description of all capital projects can be found in the separate CIP document.

For Fiscal Year 2012-13, the City proposes projects totaling $66,370,338. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	$5,546,000	8.4%
Community & Public Safety Improvements	2,507,000	3.8%
Power & Light System	5,390,000	8.1%
Sanitary Sewer System	52,927,338	79.7%
Total	**$66,370,338**	**100%**

Funding for the Fiscal Year 2012-13 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	$5,390,000	7.5%
Sanitary Sewer Fund	52,927,338	78.3%
Street Improvements Sales Tax Fund	5,546,000	10.7%
Park Improvements Sales Tax Fund	550,000	0.8%
Storm Water Sales Tax Fund	1,957,000	2.7%
Total	**$66,370,338**	**100%**

Impact of Capital Spending on the Operating Budget

The City is allocating approximately $66.4 million on capital projects for the Fiscal Year 2012-13. 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 2012-13 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

Major Capital Project Descriptions

For Fiscal Year 2012-13

Street & Bridge Improvements

2013 Overlay Program

Project Number: 70111201		Pavement cold milling, asphaltic concrete overlay, wedging and patching, portland cement concrete handicap ramps and thermosplastic pavement striping. Mandated by the citizen vote for sales tax on August 7, 2007. This is a yearly program to overlay streets on a city wide basis.
Prior Funding	$ -	
FY 2012-13 Funding	**$ 4,300,000**	
Total Project Funding	$ 4,300,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Bly Road Bridge

Project Number: 70110802		A bridge on Bly Road is in poor condition and will be replaced. This is north of M-78 Highway over Bundschu Creek. Some street construction next to the bridge would be done. Construction is scheduled for 2013.
Prior Funding	$ 270,000	
FY 2012-13 Funding	**$ 420,000**	
Total Project Funding	$ 690,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Concrete Intersection Program

Project Number: 70110806		This is a city wide program to install thin concrete overlay on selected intersections. This program was approved as part of the August 7, 2007 street sales tax vote.
Prior Funding	$ 540,000	
FY 2012-13 Funding	**$ 216,000**	
Total Project Funding	$ 756,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

24 Highway and Blue Mills

Project Number: 70111104		The 24 Highway and Blue Mills Road project is to reduce travel delays for motorists on Blue Mills Road at 24 Highway by making traffic signal or turn lane improvements. An engineering study is beginning that will develop alternatives on how this can best be accomplished.
Prior Funding	$ 80,000	
FY 2012-13 Funding	**$ 200,000**	
Total Project Funding	$ 280,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Sidewalks to City Parks Improvements

Project Number: 70110807		There is an ongoing program to construct new sidewalks near schools and 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 location for a Sidewalks to Schools project is along Crackerneck Road at William Yates Elementary School. This is scheduled for construction in 2012, following that will be a project near Fairmount Park.
Prior Funding	$ 280,000	
FY 2012-13 Funding	**$ 200,000**	
Total Project Funding	$ 480,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		

Other Street & Bridge Improvements Projects not listed above	**$**	**210,000**

Major Capital Project Descriptions

For Fiscal Year 2012-13

Community and Public Safety Improvements

Lakeview Farms, 31st Street and Linwood, Phase I Storm Water Improvements

Project Number: 70130902		This project that will address drainage problems on 32 properties in the Rock Creek Watershed. Funding for the 2012-13 budget will include 1,760 feet of pipe, 28 drainage structures, and a new regional storm water detention facility between 33rd Street and Linwood Boulevard, east of Overton.
Prior Funding	$ 214,000	
FY 2012-13 Funding	**$ 907,000**	
Total Project Funding	$ 1,121,000	

Operating Impact: This project will have an offsetting and net minimal operating budget impact. The completion of the project will reduce crew callouts on an overtime basis during rain events however this will be slightly offset by increased maintenance costs for the storm water detention facility. The use of native vegetation in the detention facility will help minimize the maintenance efforts for that structure.

Funding Source: Storm Water Improvements Sales Tax Fund

2012 Neighborhood Storm Water Improvement Projects

Project Number: 70131202		Work will include engineering design and construction of drainage improvements at 17th Street and Brookside in the Rock Creek Watershed, Grand to Willis in the 59th Street Watershed, Country Meadows in the Adair Watershed, and Susquehanna Deteriorated Pipe Replacement in the Bundschu Watershed.
Prior Funding	$ -	
FY 2012-13 Funding	**$ 550,000**	
Total Project Funding	$ 550,000	

Operating Impact: No additional operating impact noted.

Funding Source: Storm Water Improvements Sales Tax Fund

Athletic Fields and Court Renovations

Project Number: 9719		Funds used to complete phase 2 of the Mill Creek Ball field renovation project . Phase 2 addresses issues at fields 4 & 5 to include new concrete pads and walkways, additional fencing, new dugouts, new bleachers, new dugout benches and a new restroom building.
Prior Funding	$ 10,186,270	
FY 2012-13 Funding	**$ 300,000**	
Total Project Funding	$ 10,486,270	

Operating Impact: No additional operating impact noted.

Funding Source: Park Improvements Sales Tax Fund

Park Revitalization

Project Number: 9970		Park Revitalization projects vary on need and include but not necessarily limited to replacing benches, picnic tables, trash receptacles, playground elements, concrete walks, trees and drinking fountains. This fund is also used to fund major repairs to picnic pavilions and shelters and recreation facility infrastructure.
Prior Funding	$ 3,622,625	
FY 2012-13 Funding	**$ 150,000**	
Total Project Funding	$ 3,772,625	

Operating Impact: The funds in this project are for repairs to site amenities, concrete pads, etc. and routine revitalization programs such as playground safety surfacing replacement. No additional operating impact is identified.

Funding Source: Park Improvements Sales Tax Fund

Sherwood Estates Streambank Stabilization

Project Number: 70131102		Located behind Cochise Avenue in the Crackerneck Watershed, this project consists of the construction of design improvements budgeted in the prior fiscal year. Project will mitigate severe erosion that threatens the sanitary sewer main and residential property.
Prior Funding	$ 53,000	
FY 2012-13 Funding	**$ 150,000**	
Total Project Funding	$ 203,000	

Operating Impact: No additional operating impact noted.

Funding Source: Storm Water Improvements Sales Tax Fund

Other Community & Public Safety Improvements Projects not listed above	**$**	**450,000**

Major Capital Project Descriptions

For Fiscal Year 2012-13

Power and Light System

Substation F Improvements

Project Number: 70211004		This project includes a major rebuild of the existing Substation F located in Northwest Independence (227 S. Glenwood Ave.) With the rebuild of this substation, system reliability will be enhanced.
Prior Funding	$ 525,000	
FY 2012-13 Funding	**$ 3,150,000**	
Total Project Funding	$ 3,675,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Blue Valley Soot blowing Air Compressor

Project Number: 70211002		This project provides for a new air compressor utilized for ash handling in the Blue Valley Power Plant.
Prior Funding	$ 150,000	
FY 2012-13 Funding	**$ 790,000**	
Total Project Funding	$ 940,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Production Facilities Maintenance

Project Number: 70211103		This project provides for building improvements on the Blue Valley Power Plant including HVAC replacements and roof repair and improvements.
Prior Funding	$ 315,000	
FY 2012-13 Funding	**$ 500,000**	
Total Project Funding	$ 815,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Production Plant Miscellaneous Projects

Project Number: 70210824		This project provides for a variety of improvements to IPL's production plant facilities related to regulatory requirements, economic opportunities and event-related projects.
Prior Funding	$ 2,100,000	
FY 2012-13 Funding	**$ 400,000**	
Total Project Funding	$ 2,500,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

Centralized Database and Outage Management System

Project Number: 70211006		This project entails development of a central data repository for the customer and distribution system information and a new Outage Management System. This new system will create more effective interface for storm outage events as well as job order system.
Prior Funding	$ 230,000	
FY 2012-13 Funding	**$ 350,000**	
Total Project Funding	$ 580,000	

Operating Impact: A System Program Coordinator position was added at a cost of approximately $80,000 to the table of organization to manage several different computer systems, including this one. Beyond that, this system will be operated by existing staff, it will replace a similar system and it will provide expanded functionality. Other than a share of the new position cost, the operating budget impact of this project is anticipated to be reduced software maintenance costs.

Funding Source: Power and Light Fund

Other Power and Light Improvements Projects not listed above	**$**	**200,000**

Sanitary Sewer System

Holding Basins and Pump Station Improvements

Project Number: 70301108		This project will increase the plant hydraulic capacity from 10 million gallons a day (MGD) to 22 MGD. The addition of peak flow treatment systems will provide treatment of wet weather flows resulting from storm events and eliminate wet weather sanitary sewer overflows throughout the watersheds served by the plant.
Prior Funding	$ 3,306,086	
FY 2012-13 Funding	**$ 25,960,765**	
Total Project Funding	$ 29,266,851	

Operating Impact: This project includes the construction of two excess flow pump stations and four excess flow holding tanks to handle increased wastewater flows during rain events. The stations would be unmanned, thus not requiring additional staffing costs, however it will require minor increases in power use to run pumps during heavy periods of rain. In addition, increased potable water consumption will be noticed during tank wash down after storm events.

Funding Source: Sanitary Sewer Fund

Treatment Plant Modifications and Improvements

Project Number: 70301107		The project includes construction of additional clarifier and storage basins to accommodate increased wastewater flows. The project provides for additional aeration basins for the removal of ammonia from wastewater and disinfection equipment for the treatment of the plant's discharge. The project includes upgrades to the plant's buildings, solids basins and grounds to ensure the continued operation of the 30-yearold facilities.
Prior Funding	$ 3,176,789	
FY 2012-13 Funding	**$ 16,650,665**	
Total Project Funding	$ 19,827,454	

Operating Impact: This project includes four in-earth, concrete aeration basins for increased plant flow detention and disinfection facilities for disinfection of the plant's discharge. Enhanced SCADA system should allow current staffing levels to operate additions. Current improvements to the plant's aeration system (conversion of mechanical mixers to energy efficient blowers) should virtually offset additional air requirements for new basins. Disinfection will require a significant increase in chemical usage. The operation is a federally mandated requirement.

Funding Source: Sanitary Sewer Fund

Collection System Capacity Improvements

Project Number: 70301004		This endeavor will be used to assemble groupings of smaller problem areas from all over the community into larger, more cost-effective projects. These include replacing flat or inadequately sized mains, structurally failed facilities, and mitigating high maintenance system components.
Prior Funding	$ 1,336,049	
FY 2012-13 Funding	**$ 8,585,908**	
Total Project Funding	$ 9,921,957	

Operating Impact: This project will upgrade portions of sanitary sewer collection system that cannot handle increased flows experienced during rain events. Improvements will decrease the need for storm related sewer maintenance and reduce employee overtime requirements.

Funding Source: Sanitary Sewer Fund

North Liberty Force Main, Kentucky 2, Dickinson

Project Number: 70301102		Surveying and engineering is underway on this comprehensive project to renovate existing pressurized sewer mains in the Mill Creek Watershed. Currently these mains are structurally failing with extensive maintenance repairs required to keep them operational. The new force mains will not only consist of improved materials but also provide more capacity for future growth.
Prior Funding	$ 226,160	
FY 2012-13 Funding	**$ 800,000**	
Total Project Funding	$ 1,026,160	

Operating Impact: Anticipated decreased maintenance costs

Funding Source: Sanitary Sewer Fund

Major Capital Project Descriptions

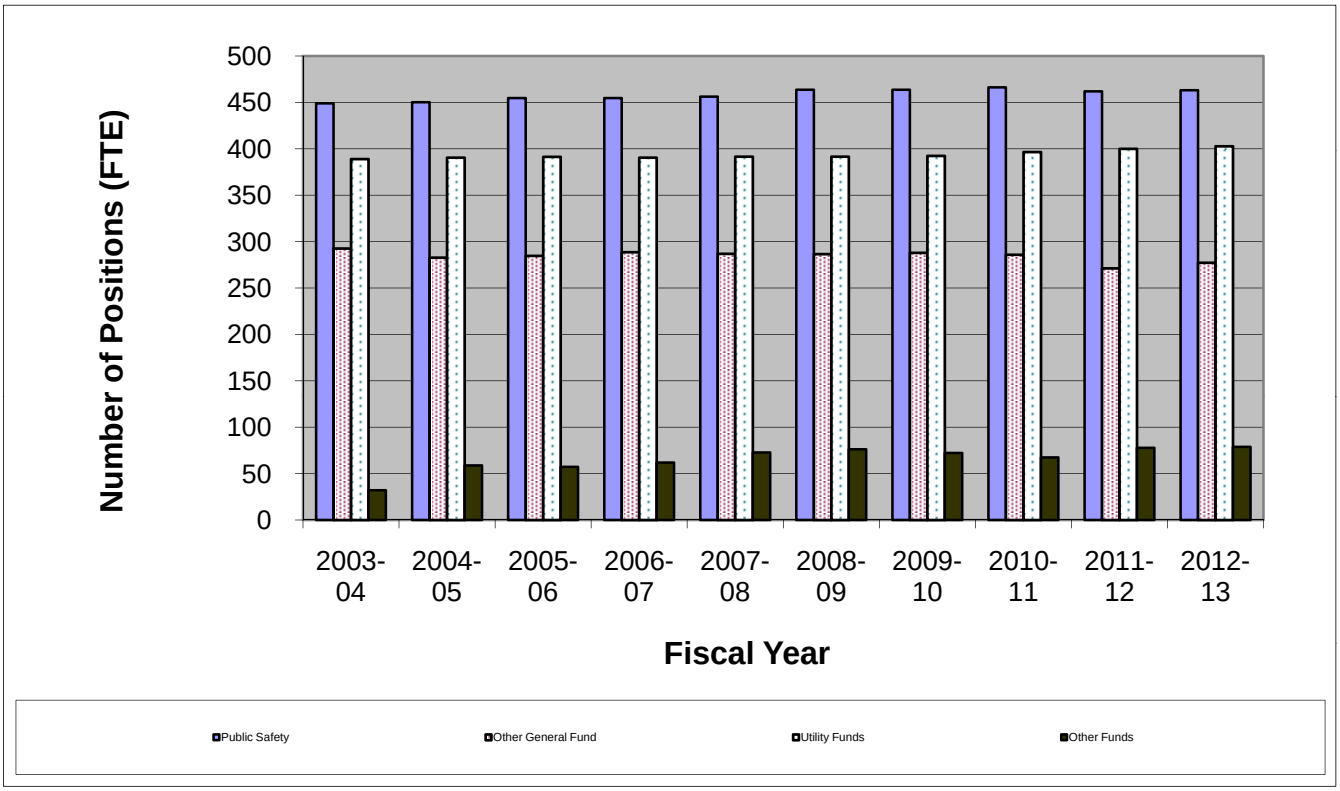
For Fiscal Year 2012-13

10th Street to Northern Neighborhood		
Project Number: 70301104		This project, located in the Sugar Creek Watershed, would provide new sanitary sewer collection facilities for a neighborhood that is serviced by an undersized system that is difficult if not impossible to properly maintain. Retrofitting of a fully-developed residential area such as this by minimizing the amount of disruptions, yet still provide necessary services, will require a design utilizing the latest technologies.
Prior Funding	$ 60,000	
FY 2012-13 Funding	**$ 400,000**	
Total Project Funding	$ 460,000	
Operating Impact: Anticipated decreased maintenance costs		
Funding Source: Sanitary Sewer Fund		

Other Sanitary Sewer Projects not listed above	**$ 530,000**

Authorized Positions

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 59.44 FTE positions since 2003-04 representing an average annual increase of approximately four tenths of one percent per year. For the General Fund the number of employees decreased by 1.14 FTE positions. During this same period, the number of positions within the Police Department increased by 27.91 FTE positions. Since 2003-04 the number of positions in the Utility Funds has increased by 13.79 FTE.

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Summary - by Department

For the Fiscal Years 2006-07 through 2012-13

Description	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Budget 2012-13
Department-							
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	10.50	10.50	10.50	9.50	9.50	7.00	7.00
Tourism	4.41	4.41	4.41	4.41	4.41	4.66	4.66
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	5.75	5.75
Technology Services	22.00	22.00	22.00	22.00	22.00	23.50	23.50
Municipal Court	13.00	14.00	14.00	14.00	14.00	14.00	14.67
Law	7.25	7.25	8.50	8.50	8.00	8.50	8.50
Finance	26.00	25.00	25.00	25.00	25.00	23.50	23.50
Human Resources	7.50	7.50	7.50	7.50	6.50	6.50	6.44
Community Development	29.25	29.75	29.75	30.55	30.05	30.30	30.30
Police	291.50	297.00	305.40	305.40	305.90	302.65	302.91
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	41.95	41.50	42.35	40.60	40.95	43.81	47.85
Water	97.65	98.65	101.65	101.65	101.65	93.65	93.42
Public Works	93.00	93.00	93.00	92.75	93.75	90.65	93.65
Water Pollution Control	83.00	83.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	52.65	57.94	57.94	57.44	54.19	50.46	50.90
Power and Light	220.00	220.00	217.00	218.00	222.00	233.00	236.00
Total Authorized Positions	1,195.66	1,207.50	1,218.00	1,216.30	1,216.90	1,210.93	1,222.05
Less: Positions not Funded	(3.50)	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)	(89.31)
Total Funded Positions	1,192.16	1,204.00	1,212.50	1,197.25	1,173.60	1,141.11	1,132.74

City of Independence, Missouri
2012-13 Operating Budget

Authorized/Funded Positions Summary - All Funds

For the Fiscal Years 2001-02 through 2012-13

Description	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Budget 2012-13
General Fund-											
City Council	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	6.50	6.50	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	10.00	8.50	7.00	7.50	10.50	10.50	10.50	9.50	9.50	7.00	7.00
Nat'l Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.25	5.75
Technology Services	20.00	20.00	20.00	20.00	21.00	21.00	21.00	21.00	21.00	22.50	22.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	14.00	14.00	14.00	14.00	14.00	14.67
Law	6.00	5.50	5.50	5.75	6.88	6.88	6.50	6.50	6.00	6.25	6.25
Finance	25.00	24.00	24.00	25.00	25.15	24.15	24.15	24.15	24.15	22.65	22.65
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	6.50	6.50	6.44
Community Development	23.00	22.00	22.00	26.00	25.75	26.05	26.05	27.55	27.05	27.30	27.30
Police	275.00	275.00	277.00	281.50	281.50	283.00	290.40	290.40	292.90	288.65	289.91
Fire	174.00	174.00	173.25	173.25	173.25	173.25	173.25	173.25	173.25	173.25	173.25
Health	39.69	39.47	33.50	34.25	34.25	35.25	35.25	35.25	36.00	35.16	40.20
Public Works	87.90	82.00	81.00	82.00	82.00	82.00	82.00	82.00	83.00	79.90	79.90
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
Parks and Recreation	43.79	42.14	41.70	36.70	35.53	32.65	32.65	33.46	31.71	28.71	29.15
Total Authorized General Fund	753.88	741.61	732.95	739.45	743.31	743.23	750.25	751.56	752.06	733.12	740.47
Less: Positions not Funded				(3.50)	(3.50)	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)	(79.27)
Total Funded General Fund	753.88	741.61	732.95	735.95	739.81	739.73	745.75	733.51	711.51	673.07	661.20
Tourism Fund	3.41	3.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.66	4.66
Community Dev. Block Grant Act Fund-											
Community Development	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	2.00	2.00	2.00
Total CDBG Fund	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	2.00	2.00	2.00
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Street Maintenance Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
Park Improv. Sales Tax Fund	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	22.48	21.75	21.75
Less: Positions not Funded									(1.00)		
Total Funded Parks Sales Tax	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	21.48	21.75	21.75
Storm Water Sales Tax Fund	7.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	13.00	13.00

City of Independence, Missouri
2012-13 Operating Budget

Authorized/Funded Positions Summary - All Funds

For the Fiscal Years 2001-02 through 2012-13

Description	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Budget 2012-13
Grants Fund											
Law Department	0.00	0.00	0.50	0.50	0.37	0.37	0.25	0.25	0.25	0.25	0.25
Police	0.00	0.00	15.00	12.00	10.00	14.00	15.00	15.00	13.00	14.00	13.00
Fire	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Health	0.00	0.00	5.50	6.00	7.70	6.25	7.10	5.35	4.95	8.65	7.65
Total Grants Fund	0.00	0.00	21.75	19.25	18.82	21.37	23.10	21.35	18.95	23.65	21.65
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.50	1.50
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	217.00	218.00	222.00	233.00	236.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	218.00	219.00	223.00	234.50	237.50
Sanitary Sewer Fund-											
Public Works	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	72.00	69.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	72.00	69.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00
Water Fund-											
City Manager	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	1.00	1.00	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Water	97.48	97.48	97.48	98.48	97.65	98.65	101.65	101.65	101.65	93.65	93.42
Total Authorized Water Fund	98.98	98.98	98.48	99.48	98.50	99.50	102.50	102.50	102.50	94.50	94.27
Less: Positions Not Funded							(1.00)	(1.00)	(1.00)	(8.65)	(8.92)
Total Funded Water Fund	98.98	98.98	98.48	99.48	98.50	99.50	101.50	101.50	101.50	85.85	85.35
Central Garage Fund											
Total Authorized Central Garage Fund	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75	9.75	9.75	9.75
Less: Positions Not Funded									(0.75)	(1.12)	(1.12)
Total Funded Water Fund	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75	9.00	8.63	8.63
Workers' Compensation Fund	0.00	0.00	0.00	0.00	0.00	0.00	1.75	1.75	1.75	2.00	2.00
Grand Total Authorized - All Funds	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00	1,216.30	1,215.90	1,210.93	1,222.05
Less: Positions not Funded				(3.50)	(3.50)	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)	(89.31)
Grand Total Funded - All Funds	1,175.27	1,162.61	1,182.18	1,184.68	1,192.16	1,204.00	1,212.50	1,197.25	1,172.60	1,141.11	1,132.74

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2011-12 through 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
General Fund				
National Frontier Trails Center Museum				
Curator	(1.00)		(1.00)	position reclassified
Museum Administrator Curator	1.00		1.00	
NFTM Coordinator	(1.00)		(1.00)	position reclassified
Museum Operations Manager	1.00		1.00	
Special Events / Education Coord.	(1.00)		(1.00)	position reclassified
Events / Education Program Manager	1.00		1.00	
Department Total	-	-	-	
Technology Services				
Technology Services				
Systems Analyst	(1.00)		(1.00)	position reclassified
Information Technology Program Supv.	1.00		1.00	
Department Total	-	-	-	
Municipal Court				
Court Bailiff	0.67		0.67	add part time position
Department Total	0.67	-	0.67	
Finance				
Accounting				
Accountant I	(0.50)		(0.50)	position reclassified
Senior Accountant	0.50		0.50	
Department Total	-	-	-	
Human Resources				
Human Resources Generalist	(1.00)		(1.00)	position reclassified
Human Resources Analyst	1.00		1.00	
Benefits Specialist	(1.00)		(1.00)	position reclassified
Benefits Administrator	1.00		1.00	
Employee Relations & Dev. Specialist	(1.00)		(1.00)	position reclassified
Employment/Volunteer Serv. Admin.	1.00		1.00	
Human Resources Technician	(0.25)		(0.25)	change in funding level
Human Resources Assistant	0.25		0.25	change in funding level
Human Resources Clerk	(0.06)		(0.06)	change in funding level
Department Total	(0.06)	-	(0.06)	
Community Development				
Comprehensive Planning				
GIS Technician	(1.00)		(1.00)	position reclassified
Senior GIS Technician	1.00		1.00	
Department Total	-	-	-	
Police				
Chief of Police				
Administrative Specialist II	(1.00)		(1.00)	position transferred to Patrol
Inventory Technician	0.63		0.63	add part time position

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2011-12 through 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
Patrol				
Administrative Specialist II	1.00		1.00	position transferred from Chief of Police
Police Officer	1.00		1.00	position transferred from Tactical Operations
Investigations				
Police Officer	1.00		1.00	position transferred from Tactical Operations
Tactical Operations				
Police Sergeant	(1.00)		(1.00)	position transferred to Special Enforcement
Police Officer	(1.00)		(1.00)	position transferred to Patrol
Police Officer	(1.00)		(1.00)	position transferred to Investigations
Police Officer	(9.00)		(9.00)	positions transferred to Special Enforcement
Special Enforcement				
Police Officer	9.00		9.00	positions transferred from Tactical Operations
Police Officer	1.00		1.00	position was formerly grant funded
Police Sergeant	1.00		1.00	position transferred from Tactical Operations
Records				
Records Unit Clerk	0.63		0.63	position reclassified and
Police Desk Clerk	(1.00)		(1.00)	changed to part time
Communications				
Telecommunicator	(1.00)		(1.00)	position reclassified
Telecommunicator I	1.00		1.00	
Department Total	1.26	-	1.26	
Health				
Food & Institution Division				
Foods & Institution Manager	(1.00)		(1.00)	Foods & Institution division
Public Health Investigator II	(4.00)		(4.00)	merged with Environmental
Administrative Specialist II	(1.00)		(1.00)	Public Health division
Public Health Promotion Division				
Public Health Outreach & Prog. Mgr.	0.84		0.84	change in position funding level
Animal Field Services Division				
Animal Services Officer		(0.20)	(0.20)	reduce part time positions
Kennel Officer		(1.50)	(1.50)	transferred to Animal Shelter Services division
Clerk Typist II		(1.25)	(1.25)	
Volunteer Coordinator		(0.50)	(0.50)	
Animal Services Supervisor		(1.00)	(1.00)	position eliminated
Custodian		(0.25)	(0.25)	position eliminated
Animal Shelter Services Division				
Kennel Officer		1.50	1.50	transferred from Animal Field Services division
Clerk Typist II		1.25	1.25	
Volunteer Coordinator		0.50	0.50	
Clerk Typist II		1.15	1.15	increase part time funding

Authorized Position Changes - All Funds

For the Fiscal Years 2011-12 through 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
Volunteer Coordinator		0.50	0.50	change position to full time
Shelter Division Manager		1.00	1.00	
Veterinarian		1.00	1.00	add new positions for new shelter operations
Veterinarian Technician		1.00	1.00	
Administrative Specialist III		1.00	1.00	
Environmental Public Health Division				
Foods & Institution Manager	1.00		1.00	Foods & Institution division merged with Environmental Public Health division
Public Health Investigator II	4.00		4.00	
Administrative Specialist II	1.00		1.00	
Foods & Institution Manager	(1.00)		(1.00)	position reclassified
Environmental Public Health Supv.	1.00		1.00	
Code Compliance Manager	(1.00)		(1.00)	position reclassified
Environmental Public Health Manager	1.00		1.00	
Department Total	0.84	4.20	5.04	
Parks and Recreation				
Parks and Rec. Administration				
Staff Assistant - Volunteer Coordinator	0.30		0.30	increase part time position funding
George Owens Nature Park				
Center Attendant	0.14		0.14	increase part time position funding
Department Total	0.44	-	0.44	
General Fund Total	3.15	4.20	7.35	
Power and Light Fund				
Administration				
Engineer II	(1.00)		(1.00)	position reclassified
Engineer III	1.00		1.00	
Production				
Power Plant General Utility Worker	1.00		1.00	add new position
Engineer II	(1.00)		(1.00)	position reclassified
Engineer III	1.00		1.00	
Transmission & Distribution				
Relay Technician	(1.00)		(1.00)	position transferred to Engineering
Engineering				
System Operator III	(1.00)		(1.00)	position reclassified
Senior System Operator	1.00		1.00	
Relay Technician	1.00		1.00	position transferred from Transmission & Distribution
Engineer II	(1.00)		(1.00)	position reclassified
Senior Engineer	1.00		1.00	
System Protection Engineer	1.00		1.00	add new position
CIP/Cyber Security Coordinator	1.00		1.00	add new position
Fund Total	3.00	-	3.00	

City of Independence, Missouri
2012-13 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2011-12 through 2012-13

Fund/ Department/Function/Position Title	Change During 2011-12	Change for 2012-13	Total Changes for 2012-13	Comments
Water Fund				
Production				
Laboratory Technician	(0.23)		(0.23)	adjust part time pos. funding
Fund Total	(0.23)	-	(0.23)	
Street Improvements Sales Tax Fund				
Construction Aide	3.00		3.00	add new positions
Fund Total	3.00	-	3.00	
Grants Fund				
Health				
Public Health Educator	(1.25)		(1.25)	adjust grant funding for position
Public Health Nutritionist	(1.50)		(1.50)	adjust grant funding for position
Public Health Epidemiologist	(0.25)		(0.25)	adjust grant funding for position
Public Health Specialist	2.00		2.00	add new position
Police				
Administrative Specialist II	(1.00)		(1.00)	delete position
Crime Analyst	1.00		1.00	add new position
Police Officer	(1.00)		(1.00)	delete position
Fund Total	(2.00)	-	(2.00)	
Grand Total All Funds	6.92	4.20	11.12	

Appendix

City of Independence, Missouri
2012-13 Operating Budget

Demographic Statistics

Date of Organization:	1827
Date of Incorporation:	1849
Date Charter Adopted:	December 5, 1961
Form of Government:	City Council/City Manager
Area:	78 Square Miles

Population:	2004 - 114,745	2007 - 116,359	2010 - 121,212
	2005 - 115,146	2008 - 109,159	2011 - 116,830
	2006 - 115,953	2009 - 114,128	2012 - 117,213

Projected Retail Sales as of June 30, 2012	$1,645,560,000	**Registered Voters:**	63,561
Number of Households:	48,742	**Number of Employees:**	1,133
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	45

Police Protection:

Number of Stations	4
No. of Authorized Employees	302.91
Number of Vehicles	199

Education:

Elementary and High School enrollment	24,900
Elementary Schools	24
Junior High Schools	7
Senior High Schools	4
Parochial & Private	6
Pre-School & Kinger-gartens	3
Teachers	1,524
Administrators	112
Colleges	2

Communications (served by):

Newspapers (daily)	1
Radio Stations	0
TV Stations (cable TV service available)	1

Recreation:

Park Acreage	843
Number of Parks	46
Community Centers	3
Fitness Centers	2
Athletic Fields	46
Water Parks	1

Transportation:

Bus Systems (operated by KCATA & First Transit)	2
Taxi Services	4

Community Facilities:

Hospitals	1
Beds	221
Motels/Hotels	18
No. of Rooms	1,630
Bank/Credit Union Fac.	32

Public Works Infrastructure:

Paved Streets (miles)	565	Water Mains (miles)	757
Electric Circuits (miles)	859	Water Consumption (daily avg.) (in millions of gallons)	24.96
Electric Consumption (daily avg.) (in Mwh)	3,071	Sanitary Sewers (miles)	614

City of Independence, Missouri
2012-13 Operating Budget

Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

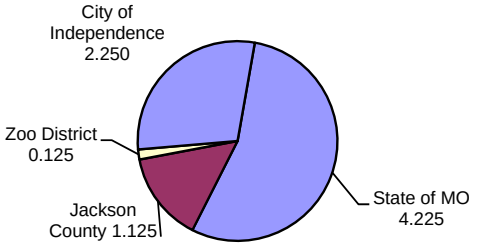
Debt Levy Purpose	Actual 2011-12	Budget 2012-13
General Purposes	$ 0.4924	$ 0.4950
Public Health & Recreation	0.2312	0.2331
Total	$ 0.7236	$ 0.7281
Indep. School District	5.5800	not avail.
Jackson Co./State of Mo.	1.0764	not avail.
Metro. Jr. College	0.2335	not avail.
Indep. Square Special Benefit District	0.5596	0.5596

Real Estate Revenue by Levy Type

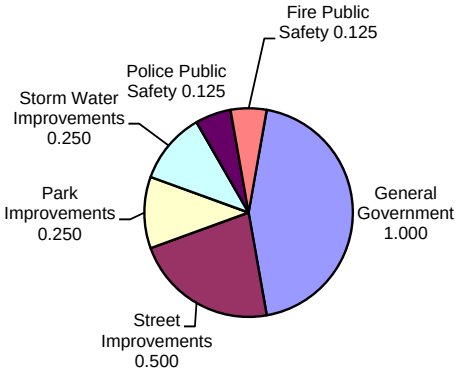
Debt Levy Purpose	Actual 2011-12	Budget 2012-13
General Purposes	$ 4,969,514	$ 5,030,902
Public Health & Recreation	2,333,370	2,369,098
Total	$ 7,302,884	$ 7,400,000

Local Option Sales Taxes

Total Sales Tax Collected in Independence
(in percent)



City of Independence Tax
(in percent)



	Actual 2011-12	Budget 2012-13
Sales Tax Revenue Amounts:		
Local Option Sales Tax	$ 16,291,018	$ 16,512,564
Street Improvements Sales Tax	7,640,274	7,732,986
Park Improvements Sales Tax	3,832,077	3,866,493
Storm Water Improvements Sales Tax	3,832,155	3,866,493
Police Public Safety Sales Tax	2,032,892	2,064,071
Fire Public Safety Sales Tax	1,916,791	1,933,246
Other Related Sales Tax Rates:		
Zoo District Tax Rate	-	0.125
39th Street Transportation Development District Tax Rate	0.125	0.125
Crackerneck Transportation Development District Tax Rate	1.000	1.000
Mt. Washington Transportation Development District Tax Rate	1.000	1.000
Events Center Community Improvement District Tax Rate	0.500	0.750

City of Independence, Missouri
2012-13 Operating Budget
Financial Statistics

Fee Structure*

Transient Guest Tax	6.5% of Gross Daily Rent	
Cigarette Tax	$2.50 per thousand Cigarettes	
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)	
Occupation License Fee	$25.00 Annual Gross Revenue under $25,000; $25.00 plus $0.29 per thousand Annual Gross Revenue over $25,000 (maximum fee $30,000)	
Motor Vehicle License	$4.50	Motorcycles & Motortricycles
	5.00	Passenger Cars
	6.00	Commercial Vehicles and Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of June 30, 2012

General Obligation Bonds	$ -
Revenue Bonds	
Power and Light	111,933,574
Water	40,295,002
Events Center	83,363,823

Major Taxpayers	Assessed Valuation	% of Total Assessed Valuation
Simon Property Group LP	$ 22,094,332	1.73%
Cole EDD Mt. Independence LLC	8,963,343	0.70%
Sprint	8,867,595	0.69%
Space Center of Kansas City	6,738,787	0.53%
Southern Union Company	5,708,511	0.45%
Unilever Bestfoods NA	5,685,895	0.44%
Comcast Cablevision	5,488,069	0.43%
Centerpoint Medical Center	4,656,394	0.36%
AT&T	4,430,015	0.35%
Mansion Apartment	4,032,764	0.32%
Total Assessed Valuation	$ 1,279,233,589	

Major Employers	No. of Employees	% of Total Employment
Alliant Tech Systems	2,600	4.77%
Independence School District	2,043	3.75%
Centerpoint Medical Center	1,600	2.94%
City of Independence	1,133	2.08%
Government Employee Hospital Association	650	1.19%
Rosewood Health Center at the Groves	400	0.73%
Burd & Fletcher	350	0.64%
Jackson County Circuit Court	274	0.50%
Mid-Continent Library	248	0.46%
Unilever Bestfoods NA	220	0.40%

ACRONYMS

ADA -	Americans with Disabilities Act
AED -	Automatic External Defibrillator
ALS -	Advance Life Support
APWA -	American Public Works Association
BLS -	Basic Life Support
CAFR -	Comprehensive Annual Financial Report
CDBG -	Community Development Block Grant
CERT -	Community Emergency Response Team
CEU -	Continued Education Unit
COAD -	Community Organizations Active in Disasters
DARE -	Drug Abatement Resistance Education
DBA -	Doing Business As
DEA -	Drug Enforcement Administration
DEU -	Drug Enforcement Unit
DWI -	Driving While Intoxicated
EEOP -	Equal Employment Opportunity Plan
EMPG -	Emergency Management Planning Grant
EMS -	Emergency Medical Services
EMT -	Emergency Medical Technician
EOC -	Emergency Operations Center
EOD -	Explosive Ordinance Disposal Team

ACRONYMS

EOP -	Emergency Operations Plan
FACT -	Failure to Appear in Court
FM/HR -	Financial Management/Human Resources
FTE -	Full time Equivalent
GASB -	Governmental Accounting Standards Board
GFOA -	Government Finance Officers Association
GIS -	Geographic Information Systems
GPS -	Global Positioning System
H.I.D.T.A -	High Intensity Drug Trafficking Area
HMO -	Health Maintenance Organization
ICED -	Independence Council for Economic Development
I.D.E.A. -	Individual Development and Elevated Action
JDE -	JD Edwards System
KCATA -	Kansas City Area Transportation Authority
LCG -	Local Coordination Guide
LLC -	Limited Liability Corporation
LP -	Limited Partnership
MARC -	Mid-America Regional Council
MHz -	Megahertz
NFTM -	National Frontier Trails Museum
NIMS -	National Incident Management System
NRP -	National Response Plan

ACRONYMS

NWCDC -	Northwest Community Development Corporation
OPEB -	Other Post-Employment Benefits
P.O.S.T. -	Police Officers Standards and Training
PPE -	Personal Protective Equipment
PPO -	Preferred Provider Organization
RACES -	Radio Amateurs Response Team
RFP -	Request For Proposal
SCBA -	Self Contained Breathing Apparatus
SEMA -	State Emergency Management Agency
SRT -	Special Response Team
TDD -	Transportation Development District
TIF -	Tax Increment Financing
WPC -	Water Pollution Control

GLOSSARY OF BUDGET AND FINANCE TERMS

Account - A sub-unit of the accounting system used to record the financial activity of similar transactions.

Accounting System - The total set of records and procedures that are to record, classify, and report information on financial status and operations.

Accrual Accounting - A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.

Adopted Budget - Revenues and appropriations approved by the City Council in June for the following fiscal year.

Ad Valorem Tax - A tax levied on the assessed valuation of real property.

Appropriation - An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.

Assessed Valuation - A value that is established for real or personal property for use as a basis for levying property taxes.

Assets - Resources owned or held by the City which have a monetary value.

Balanced Budget - An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

Beginning/ Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

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.

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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.)

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."

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

Payment-In-Lieu-Of-Taxes - An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were "for profit" companies.

Performance Indicators - Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

Performance Measures - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Proposed Budget - Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager's recommended budget, which will be considered by the City Council for approval.

Reserved Fund Balance - An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

Sources - That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

Special Assessments - Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.

Undesignated Fund Balance - That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.

User Fees - Fees charged to users of a particular service provided by the City.

Uses - The appropriations and transfer authorizations that create the budget for each Fund.

Working Capital (Designated) - An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

City of Independence

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