



2014

City of Olathe, Kansas  
Adopted Budget



*Responsible Strategies, Sound Returns*



## **2014 Adopted Budget**

Prepared by the Budget Division  
of the Resource Management Department

100 East Santa Fe Street  
Olathe, Kansas 66061



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO  
**City of Olathe  
Kansas**

**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**January 1, 2013**

*Christopher P. Morrell* *Jeffrey R. Egan*

President

Executive Director





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*Leaders at the Core of Better Communities*

## This Certificate of Excellence

is presented to

*Olathe, KS*

for exceeding the standards established by the ICMA Center for Performance Measurement™ in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance measurement in the organization's culture.

Presented at the 98th ICMA Annual Conference  
Phoenix/Maricopa County, Arizona  
8 October 2012

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# Budget Message

June 18, 2013

To the Olathe City Council,

## ***Our Story***

Olathe began as most towns do, with a strong foundation and measured growth. The last three decades brought a tidal wave of new residents and businesses and the City responded by building infrastructure and service capacity to support our growing constituency. Since the early 1980's, taxpayers' assets have increased dramatically. The City's network of parks has grown from six in 1983 to 43 today. In the same period, 27 facilities, including fire stations and street maintenance buildings, were added to keep up with growth. There are over 1,200 lane miles (about twice as many as in 1990) requiring ongoing maintenance to keep residents and visitors connected to the community and greater Kansas City area.



The once high rate of growth in the City of Olathe slowed significantly during our most recent recession. As an organization built to support an expanding public base, we faced what is by most definitions a crisis. But, as all crises do, the change in growth patterns and the economic recession created the opportunity to assess where we were and where we needed to be moving forward.



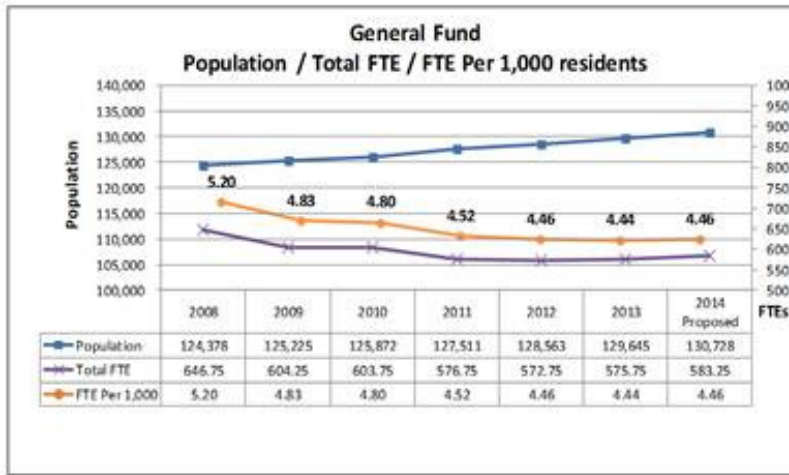
## ***Responsible Strategies***

The City recognized the impact created by years of growth and inflationary pressures on fixed costs, and reevaluated how limited resources are most responsibly applied. That strategic approach has continued to drive our decisions and is the basis for the 2014 budget.

## **Council Guiding Principles**

- Align Citizen and Council Priorities with Available Resources
- Utilizing the Citizen Survey Results
- No Mill Levy Increase
- Maintain our Infrastructure
- Exercise Innovative Problem Solving to Chart the Course for our Community

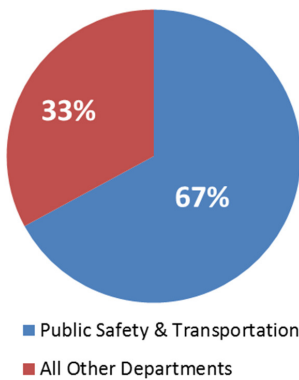
Though our local government is now considerably smaller (14% fewer employees per 1,000 residents since 2008), the infrastructure and assets our organization supports



have both grown and aged and require attention.

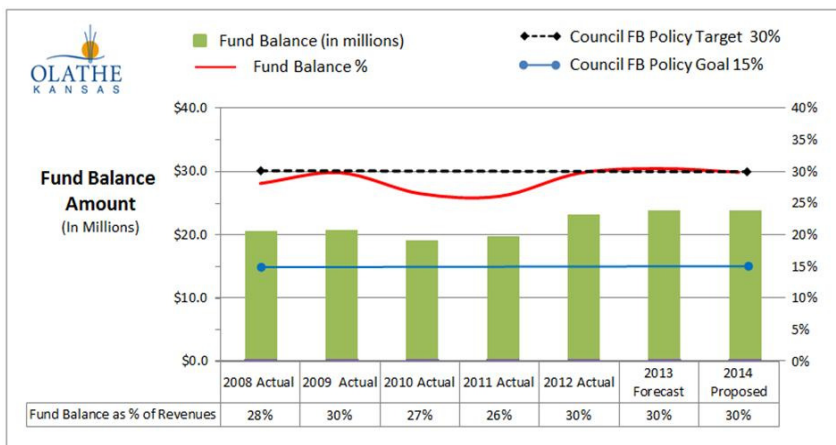
Without difficult decisions and a steadfast approach to honor our responsibility, future taxpayers will be saddled with a funding liability that will be very difficult to overcome. The 2014 budget continues the City of Olathe's focus on operational efficiencies by targeting available resources to areas of

citizen and council concern, like public safety and transportation.



Percentage of General Fund budget dedicated to Public Safety and Transportation

Public safety and transportation combined make up 67% of the 2014 General Fund operating budget. Increases to public safety budgets in 2014 include the addition of staff in Prosecution, Police, Fire, and Municipal Court. An emphasis on transportation continues through the street maintenance and preservation program.



### Sound Returns

In 2012, the City of Olathe successfully reached the Council's General Fund target fund balance of 30%. The 2014 General Fund operating budget maintains the Council's fund balance target, while offering a continued focus on frugality and an eye toward the preservation of taxpayer assets.



The budget includes new approaches to how we provide services, including how we respond to medical emergencies and how police officers respond to those with mental health issues. The 2014 budget also acknowledges technology as part of our infrastructure and dedicates resources to protect and maintain our information technology assets.

## **2014 Budget General Fund Highlights**

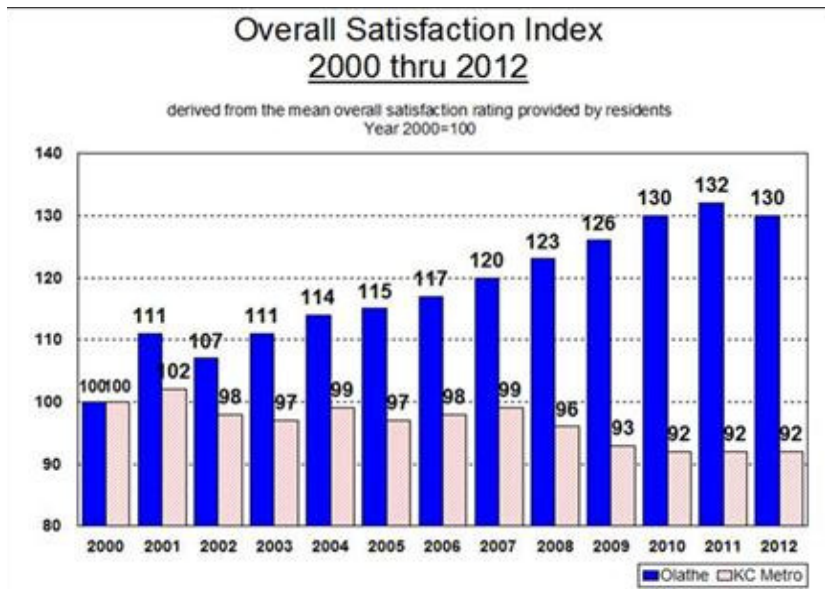
### **Align Citizen and Council Priorities with Available Resources Utilizing Citizen Survey Results**

- Fingerprinting Compliance – 1 FTE
- Increase clearance rates for part 1 crime – 1 FTE
- Enhance deployment techniques for medical calls – 2 FTEs
- Assume full funding of Mental Health Co-Responder Contract
- Address case load in Prosecutor’s Office – 0.5 FTE

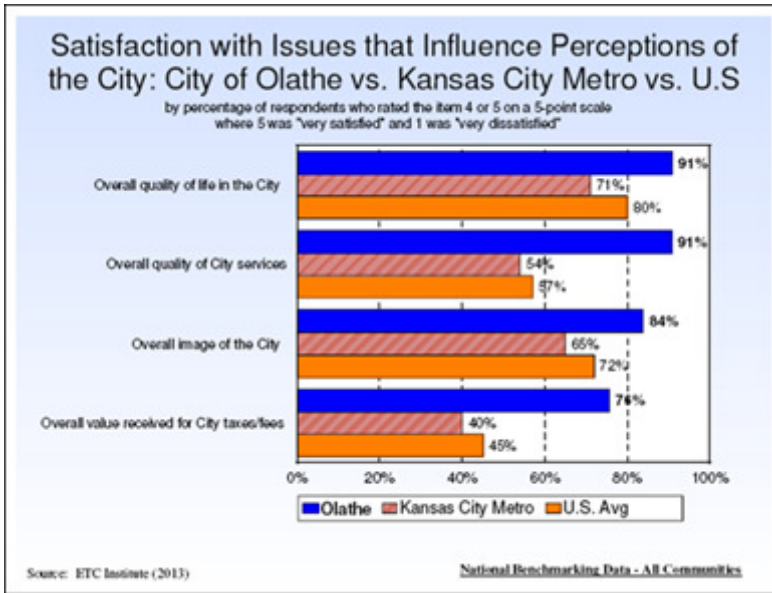
### **Maintain our Infrastructure**

- Restore targeted funding for building maintenance
- Restore targeted funding for park & facility renovation
- Maintain open/green spaces – 1 FTE
- Increase General Fund cash for street preservation
- Increase capacity for web based systems – 1 FTE
- Enhance system security – 1 FTE

Make no mistake, Olathe will continue as a regional and national leader in applying new and innovative approaches that add efficiency and stretch our tax dollars. The 2012 DirectionFinder® survey results demonstrate that the City of Olathe continues to be a leader in the Kansas City metro in Overall satisfaction as rated by residents. According to the ETC Institute, DirectionFinder® survey administrator, Olathe’s overall satisfaction rating continues to be one of the best in the nation.



Moreover, the 2012 DirectionFinder® survey demonstrates the majority of residents in Olathe (76%) are satisfied with the overall value received for City taxes and fees. The



2014 budget is a continuation of how the City has been doing business to effectively meet growing taxpayer expectations while balancing resources with growing responsibilities.

**Overview**

Overall, the 2014 General Fund budget is a 4.77% increase from the previous year, adding 7.5 Full Time Equivalent (FTE ) positions in targeted areas to better serve our residents. This increase is

based on modest forecasted growth in property tax, sales tax, and franchise fees. The 2014 budget focuses on Olathe’s strong financial foundation by maintaining a 30% fund balance in the General Fund. It also provides targeted increases to support our assets and infrastructure by increasing cash funding for street preservation; and restoring funding for building maintenance, park and facility renovation, and technology modifications.

<b>2014 General Fund Operating Budget</b>		
<u>2013 Adopted</u>	<u>2014 Adopted</u>	<u>% Change</u>
\$75,803,267	\$79,422,060	4.77%

It is my pleasure to submit the City of Olathe’s 2014 annual budget for Council and citizen review, input, and consideration. With the Council’s continued strategic direction, Olathe is poised to remain in a position of strength in 2014 and beyond.

Sincerely,

J. Michael Wilkes  
City Manager

# History



## *The Beginning...*

The Kansas-Nebraska Act of 1854 created the Kansas Territory, opening the land to preemption by home seekers of European descent from the more heavily populated states. Counties were formed late in 1855. In the early months of 1857, the survey of the Shawnee lands was followed closely by land speculators, among whom was Dr. John T. Barton, a physician assigned to the Shawnee tribal headquarters. Preemption law provided for town sites that gave town companies the opportunity to gain power, money, political influence, and concessions such as post offices. Barton and his associates chose the geographic center of the county, crossed by Mill Creek and the Santa Fe Trail, to claim for their town. Olathe, a Shawnee word understood to mean "beautiful," was incorporated in 1857.

### ***Our vision***

Setting the Standard for  
Excellence in Public  
Service.

### ***Our mission***

The City of Olathe plans for and provides public services to enhance the quality of life for our community.

### ***Our values***

*Customer Service*  
*Teamwork*  
*Learning*  
*Communication*  
*Leadership through*  
*Service*

By embracing these core values, employees are committed to serving the community with respect, accountability, initiative and integrity.



## Form of Government

In 1986, Olathe voters selected a modified mayor-council-manager form of government. Under Charter Ordinance No. 28, this form of government calls for a Mayor and two Council members elected by the City as a whole and four Council members elected by wards. The mayor, four ward representatives and two at-large Council members are elected to four-year staggered terms. The governing body is generally referred to as the "City Council". As the policy makers, the City Council passes resolutions and ordinances, approves the budget, appoints citizens to advisory boards, and hires the city manager.

Each Council member must be not less than 18 years of age, be a citizen of the United States and a resident of the City for 30 days immediately preceding his or her election. If any Council member takes permanent residence outside the City limits of Olathe, such residence creates a vacancy in the office.

At its first regular meeting in April after a biennial City election, the governing body shall:

Establish by resolution a regular schedule of meeting times and dates for the next two years. Such schedule shall provide for no fewer than two meetings each month.

Elect one of its members as Mayor Pro Tem who, in the absence or disability of the Mayor, shall become acting Mayor. Such Council member shall retain all voting rights and other prerogatives as a Council member while acting as Mayor.

The resignation of any member must be submitted in writing and acted upon by the Council as a whole. In case of any vacancy in the position of any Council member, the remaining members of the Council must elect a suitable person to fill the vacancy until the next regular City election.



Mayor Michael Copeland  
Term: 4/11-4/15



John Bacon, At Large  
Term: 4/11-4/15



Marge Vogt, Ward 4  
Term: 4/09-4/13



Jim Randall, Ward 2  
and Mayor Pro Tem  
Term: 4/11-4/15



Ron Ryckman, At Large  
Term: 4/09-4/13

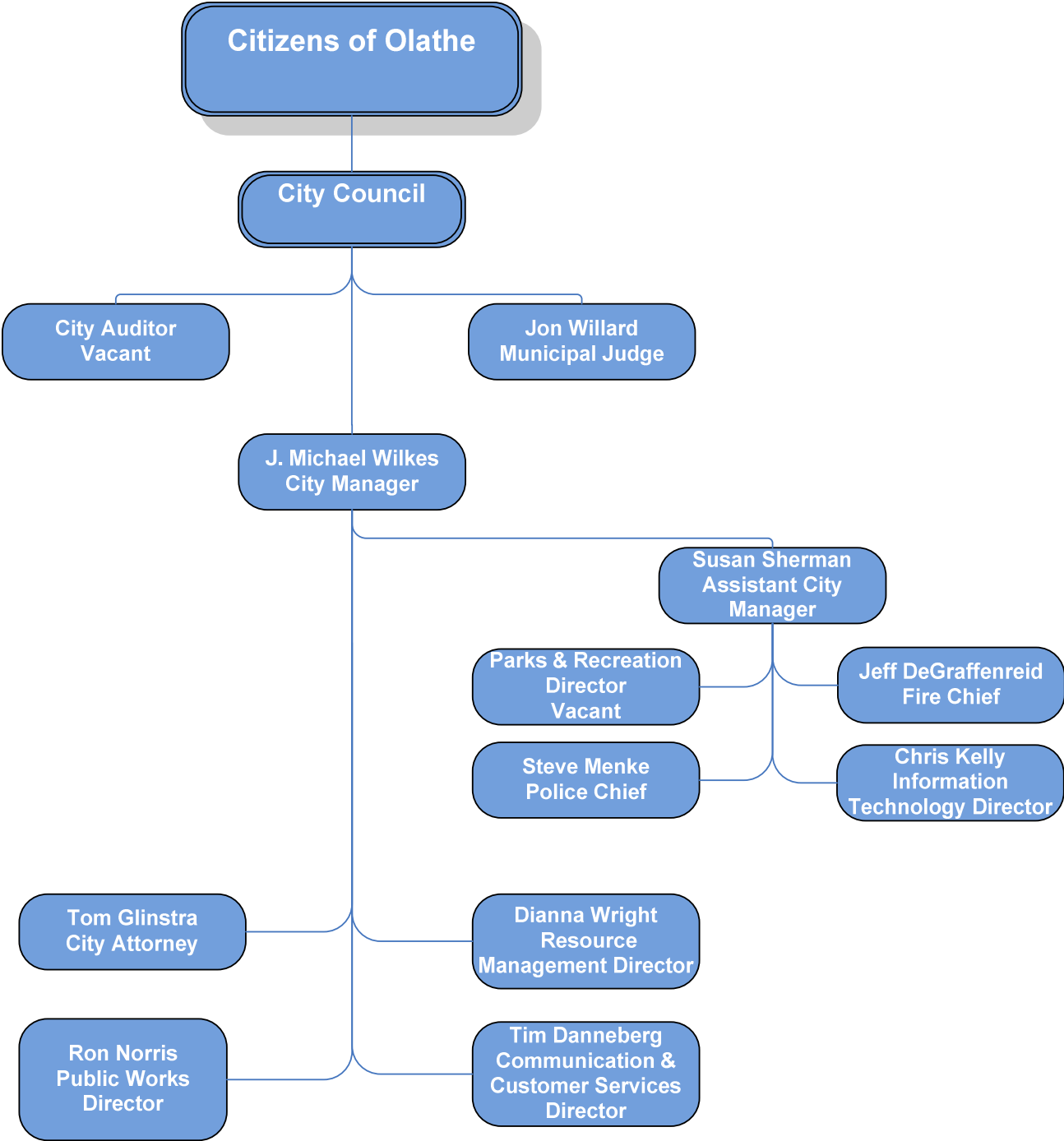


Larry Campbell, Ward 1  
Term: 4/11-4/15



Wes McCoy, Ward 3  
Term: 4/13-4/17

# Organizational Chart



## Community Profile

With a population of approximately 129,000 and growing, Olathe is the second largest city among the 21 communities in prosperous Johnson County and the fourth largest city in the State. It is located just 20 miles southwest of downtown Kansas City with all of the cultural advantages of a major metropolitan area.

Olathe offers a lifestyle of exceptional quality. A drive through Olathe's neighborhoods shows a well-planned, pleasing community. Olathe's Fire and Police Departments are among the finest in Kansas. The City's school system is one of the best in the nation.

Outdoor recreation offers a variety of activities, including running, bicycling, fishing, boating and team sports. Olathe has two public lakes: Lake Olathe and Cedar Lake.

The City's Parks and Recreation Department maintains year-round activities including music and dance, sports, and health and fitness programs for all ages. Baseball diamonds, tennis courts and fitness trails are available through the City, and there are four public outdoor swimming pools in Olathe. In addition, the first Olathe Community Center with an indoor pool and state-of-the-art fitness center will be open to the public in 2014!

**Olathe's quality of life invites an ever-increasing number of people to look at the community as a place to call home.**

## Recent City Awards

- Olathe Police Department's Mental Health Co-Responder Program received a *2013 Award for Excellence* in Local Government from the ICMA Alliance for Innovation
- Olathe False Alarm Coordinator Tammy Foxworthy received the *Norma C. Beaubien Public Safety Member of the Year Award* from the False Alarm Reduction Association
- Olathe Public Works Department received a *second prestigious American Public Works Association Reaccreditation*
- *Tree City USA Designation* for the 30th year
- Previous Olathe Councilmember Jim Terrones received the *Diversity Advocate in Community Involvement Award*
- The City received the *Distinguished Budget Presentation Award* from the Government Finance Officers Association.
- The City received a *Certificate of Excellence* from the ICMA Center for Performance Management.





# Community Profile: Olathe Fast Facts

## **Olathe ( o lay' tha)**

Shawnee Indian word for "beautiful"

**Incorporated:** 1857

**Location:** On Interstate 35, twenty miles southwest of downtown Kansas City on the Oregon-California and Santa Fe Trails

**County Seat** to Johnson County

**City Population:** 129,241 (2013 Population)  
130,728 (Projected 2014 Population)

**City Residents' Median Age:** 34

**Johnson County Population:** 544,179

**Kansas City Area Population:** 2.04 million

## **Olathe Market Facts:**

- ◇ Median Household Income - \$72,449
- ◇ Total Estimated Households - 48,410
- ◇ Average Home Selling Price in 2012 - \$224,722
- ◇ 95.6% of the population 25 and over possesses at least a high school degree
- ◇ 45% of the population 25 and over possesses a Bachelor's Degree or higher

## **Diversity in Olathe:**

Major race populations include White, Hispanic, African American and Asian

**Form of Government:** Modified mayor-council-manager form of government

**City Land Mass:** 60.97 square miles

## **City of Olathe Parks:**

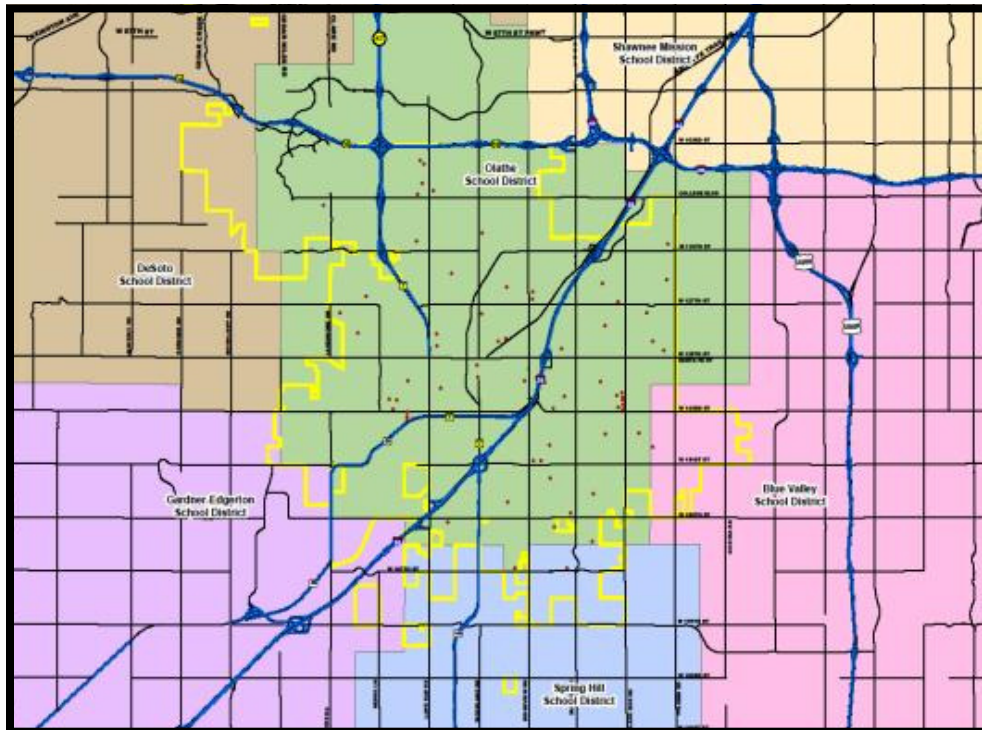
- ◇ 43 neighborhood and community parks
- ◇ 57 miles of bicycle-pedestrian trails
- ◇ 18 miles of bike lanes plus 27 miles of "Signed Shared Roadways"

**Olathe Public Library:** 201 E. Park and 12990 S. Black Bob Road

**Sister Cities:** Chur, Switzerland and Ocotlan, Mexico

*Source: City of Olathe Planning Division, Public Works Department*

## Public Schools in Olathe



- 34 elementary schools
- 9 middle schools
- 4 senior high schools
- Kansas State School for the Deaf
- MidAmerica Nazarene University

Legend	
Green	Olathe School District
Purple	Gardner-Edgerton School District
Pink	Blue Valley School District
Blue	Spring Hill School District
Yellow	Shawnee Mission School District
Brown	Desoto School District

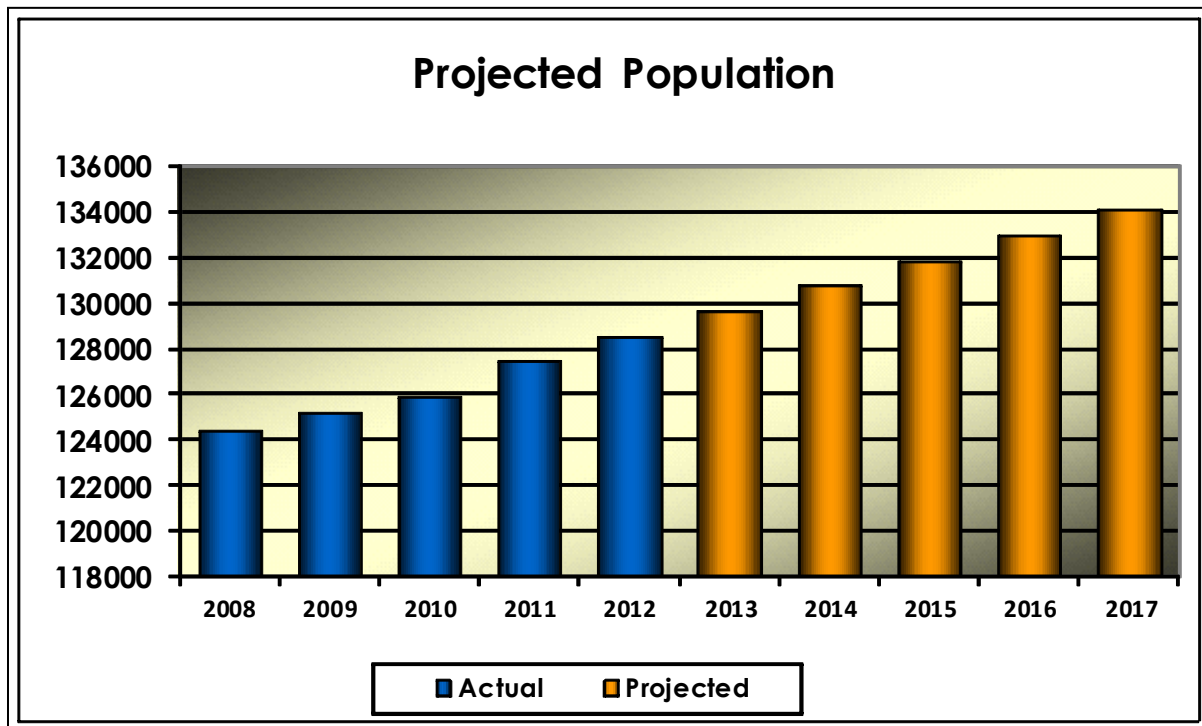
## Culture

- Olathe is the only city in Johnson County with an arts alliance that offers year-round arts and cultural events through a community theatre, orchestra, civic band, chorus and exhibits. Plus, Olathe hosts several annual arts events.
- The Olathe Community Theatre Association is located at 500 E. Loula and a Performing Arts Center is located downtown at 311 E. Park Street.
- Olathe hosts the annual Johnson County Old Settlers Days celebration, a tradition since 1898.
- The Mahaffie Stagecoach Stop and Farm Historic Site preserves the 19th century westward expansion, and is the last existing stagecoach stop on the Santa Fe Trail.
- Olathe has been home to the Kansas State School for the Deaf since it was established in 1866. The deaf community continues to be an integral part of Olathe with the Olathe Club for the Deaf, 221 S. Chestnut, and the Deaf Cultural Center and William Marra Museum, 455 E. Park Street.

Source: City of Olathe Planning Division, Public Works Department

## Community Profile: Population Demographics

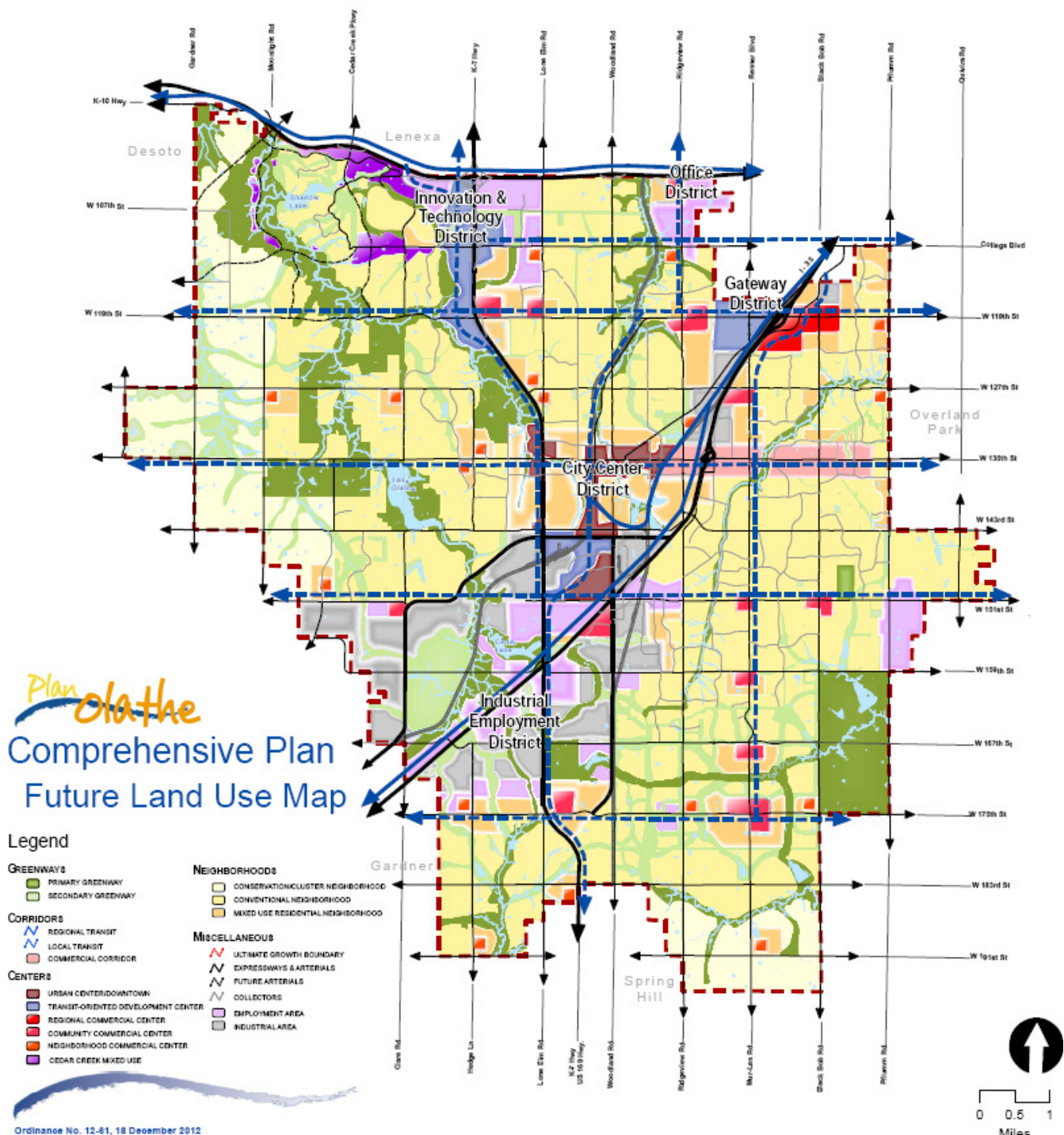
Since the 1950s, Olathe's population has more than quadrupled, and today Olathe is the 4th largest city in Kansas. Below is the historic population and projected population based on a three-year comparison of growth. More demographic information can be found in the Demographics and Development brochure available on the [City's Website](#).



Source: City of Olathe Planning Division, Public Works Department



# Community Profile: Olathe Growth Area Demographic



The City is currently 60.97 square miles, with a 30 square mile growth area. The future land use map and other information about Olathe's future land use is available on the [Comprehensive Planning Website](#).

# Community Profile: Business Demographics

## Major Employers in Olathe

Company	Employee Count
Farmers Insurance	3,000
Garmin International	3,000
Johnson County Government	2,000
Olathe School District #233	2,000
Olathe Medical Center	1,762
TransAm Trucking Inc.	1,000
Convergys	950
Honeywell	850
City of Olathe	826
FAA/Air Route Traffic Control Center	600
Sysco Food Services of Kansas City, Inc.	546
Wal-Mart	484
TVH Parts Company	450
Mid-America Nazarene University	411
John Deere Company	400
The Gerson Company	300FT/400PT
PGI	300
Bass Pro Shops	275
Tyson Food Distribution	250
Marley Cooling Towers/SPX Cooling	234
Pepsi Beverages Company	230

## Workforce Highlights

- Access to over 1 million workers in an 18-County labor shed
- 45% of the population age 25+ has a Bachelor's Degree or higher
- 94% of the population age 18+ has at least a high school degree
- Over 44,000 new college graduates from area schools added to labor shed annually
- Labor productivity in Olathe and Kansas is 6% higher than national average
- Of the 33 largest metropolitan areas in the U.S., Olathe/Kansas City workers lose the fewest days of work due to illness

Source: Olathe Chamber of Commerce and City of Olathe Planning Division, Public Works Department

# Strategic Planning/Performance: Organizational Scorecard

The Organizational Scorecard is a tool that helps to align business activities with strategic priorities and allows managers to plan and monitor program results from four perspectives: Customer, Financial, Business Processes and Employee Learning & Growth.

Olathe's Organizational Balanced Scorecard was initially developed in 2004 to help manage progress toward strategic targets, promote continuous improvement in efficiency, and provide better service delivery and value for tax dollars invested. At the heart of the Organizational Scorecard is the City's vision of "**Setting the Standard for Excellence in Public Service.**" To further clarify the City's vision, seven "Community Focus Areas", or CFAs, were identified through a community-based Strategic Plan. These focus areas are Active Lifestyles, Diversity, Downtown, Economic Viability, Public Safety, Utility Services and Transportation.

Each year, the City Council articulates priority statements for the future, which are then added to the Organizational Scorecard. In response to the Community Focus Areas and City Council Priorities, the City's Leadership Team develops Organizational Objectives that must be supported to achieve results expected by the City Council and Community. When looked at together, these three elements form the Organizational Scorecard. This scorecard provides the framework to align priorities, objectives, strategies, and activities, and ultimately to monitor performance. Visit the [City's Website](#) to view a large scorecard and learn more.



# Community Focus Area - Transportation

To maintain, operate and plan for the transportation needs of all Olathe citizens.

**Priorities:** Improve traffic flow; respond to and support growth; provide adequate maintenance.

## Programs in the Transportation Community Focus Area

- Bike Facilities
- Public Transportation
- Sidewalks
- Signs and Markings
- Snow Removal
- Street Lights
- Street Preventative Maintenance
- Street Rehabilitation
- Traffic Data Management
- Traffic Signal Management
- Transportation Planning

## Departments in the Transportation Community Focus Area

- Public Works
- Communication & Customer Services

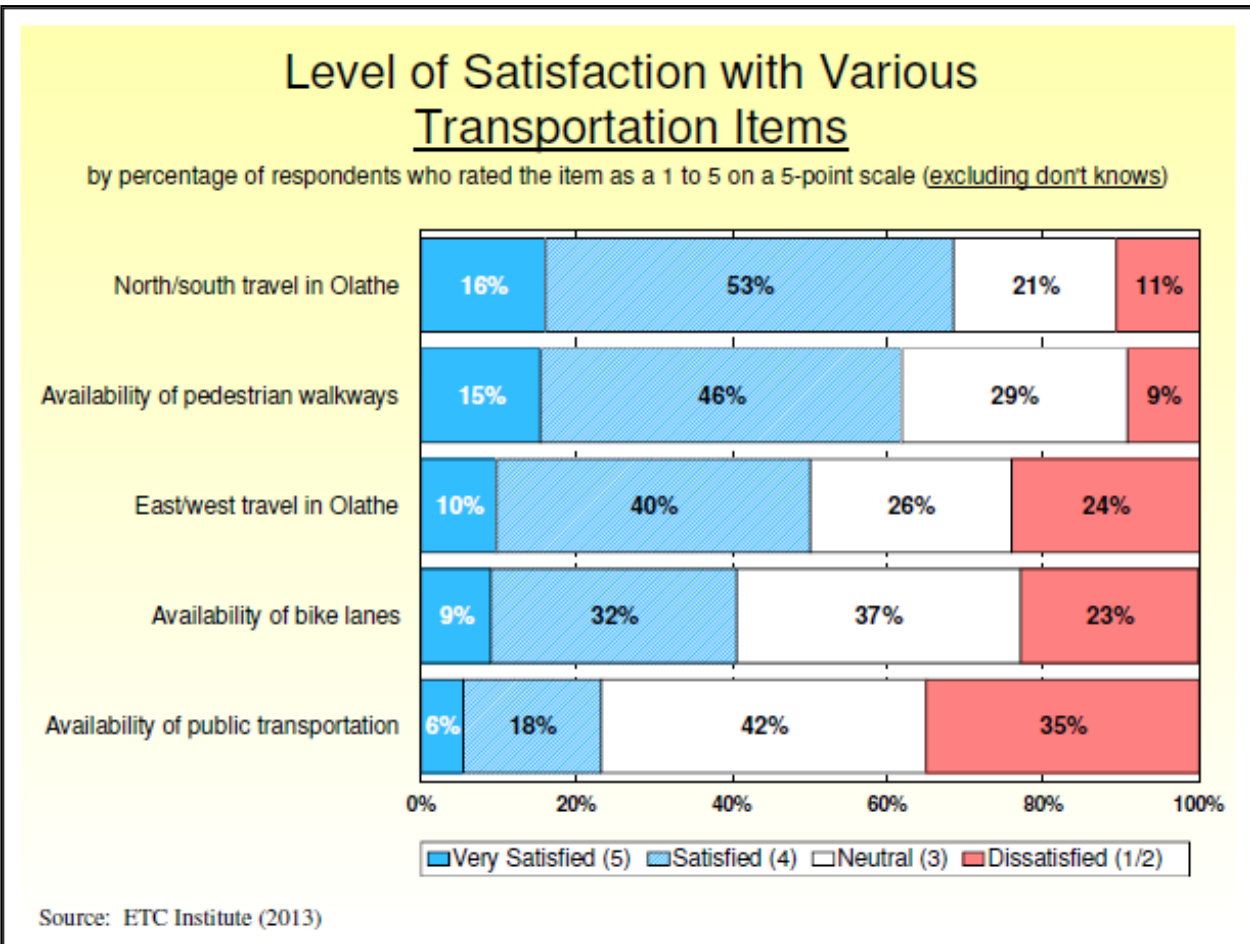




# Citizen Survey - Strategic Area: Transportation

The DirectionFinder® citizen survey is an annual survey of Olathe citizens to assess the effectiveness of City services and performance. It is a statistically valid survey. The City is transitioning to conducting this survey quarterly. Complete results from the survey can be viewed on the [City's website](#).

The survey generates data (see below) for the City of Olathe to gauge how well its public transportation programs managed by Public Works and Parks & Recreation are meeting the various transportation needs of the citizens. It encompasses citizen travel by vehicle, bicycle and on foot.



# Community Focus Area - Public Safety

To offer public and private programs, activities and services that promote and provide for the general health, safety and welfare of the community and provide a sense of security and well-being.

**Priorities:** Ensure a safe community; manage resources to increase efficiency.

## **Programs in the Public Safety Community Focus Area**

- Training and Occupational Safety
- Fire and Explosive Investigations
- All Hazards Public Education
- Emergency Management
- Fire Prevention/Risk Reduction
- Animal Control
- Investigations
- Patrol
- Building Codes
- Court Services
- Special Response
- Traffic
- Victim Assistance
- Community Mediation
- Prosecution
- Community Enhancement

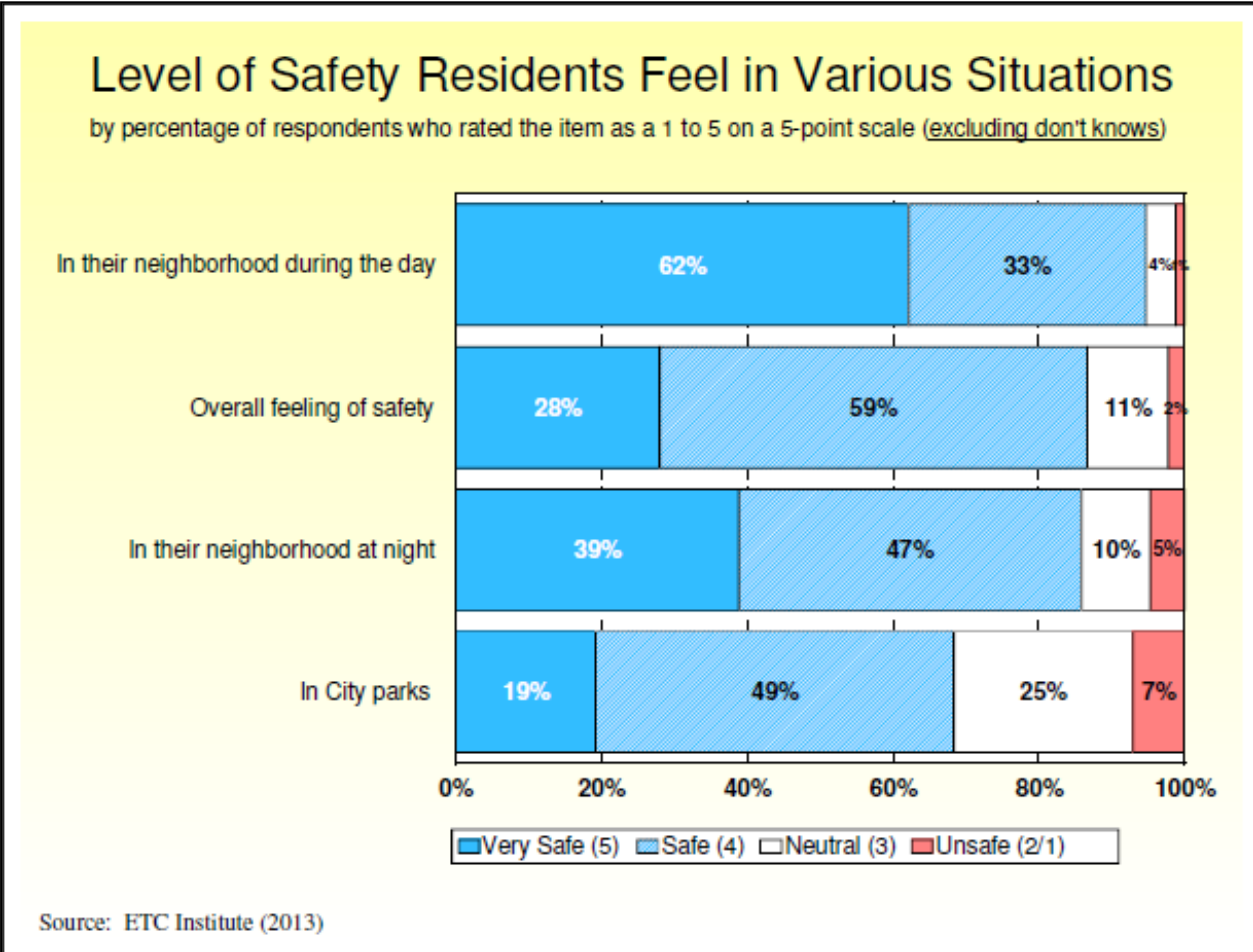
## **Departments in the Public Safety Community Focus Area**

- Police
- Fire
- Communication & Customer Services
- Municipal Court
- Legal



# Citizen Survey - Strategic Area: Public Safety

This measure shows how safe citizens feel in various situations as well as overall in Olathe. It encompasses time of day as well as location and showcases the importance Olathe places on promoting the general health, safety, and welfare of all citizens.



# Community Focus Area - Downtown

To actively pursue and coordinate the implementation of the Envision Olathe Downtown Plan and facilitate communication amongst involved entities, stakeholders and neighboring communities.

**Priorities:** Aggressively seek redevelopment opportunities and pursue alternative funding resources; develop sense of community, cultural events and open space; coordinate key stakeholders to define and create civic and cultural space, as well as commercial and housing opportunities; aggressively promote downtown; keep downtown well-maintained while preserving and enhancing its unique history.

## Programs in the Downtown Community Focus Area

- Envision Olathe Downtown Plan
- Downtown Revitalization
- Community Garden

## Departments in the Downtown Community Focus Area

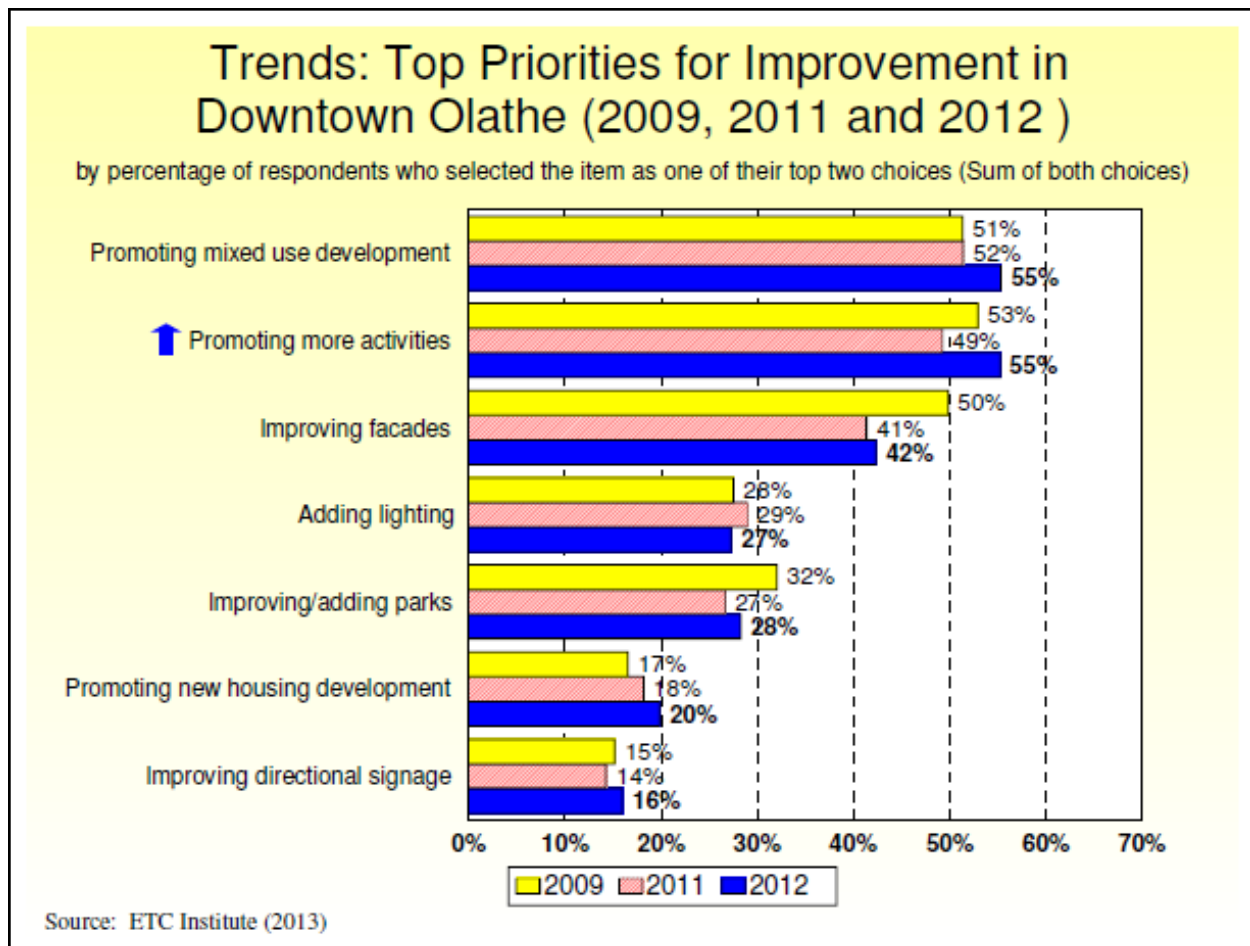
- Public Works
- Communication & Customer Services





## Citizen Survey - Strategic Area: Downtown

This measure helps prioritize the top areas for improvement and development within the downtown Olathe area. The Envision Olathe Downtown Plan is the key guide to support this area becoming a vibrant mix of civic, office, retail and residential uses by 2020.



# Community Focus Area - Economic Viability

Balance economic development with prudent financial management, create the lowest possible tax rate while delivering the highest quality of service and continue to diversify City revenue sources by striving toward a 70% residential/30% commercial tax base.

**Priorities:** Aggressively promote economic development; continually improve the quality of development; maintain neighborhoods; moderate debt usage to the greatest extent possible; diversify City revenue sources.

## **Programs in the Economic Viability Community Focus Area**

- Historic Preservation
- Home Improvement Programs
- Neighborhood Sustainability
- Original Town Enhancement
- Special Funds and Grants
- Current Planning
- Long Range Planning
- Benefit District
- Development Review

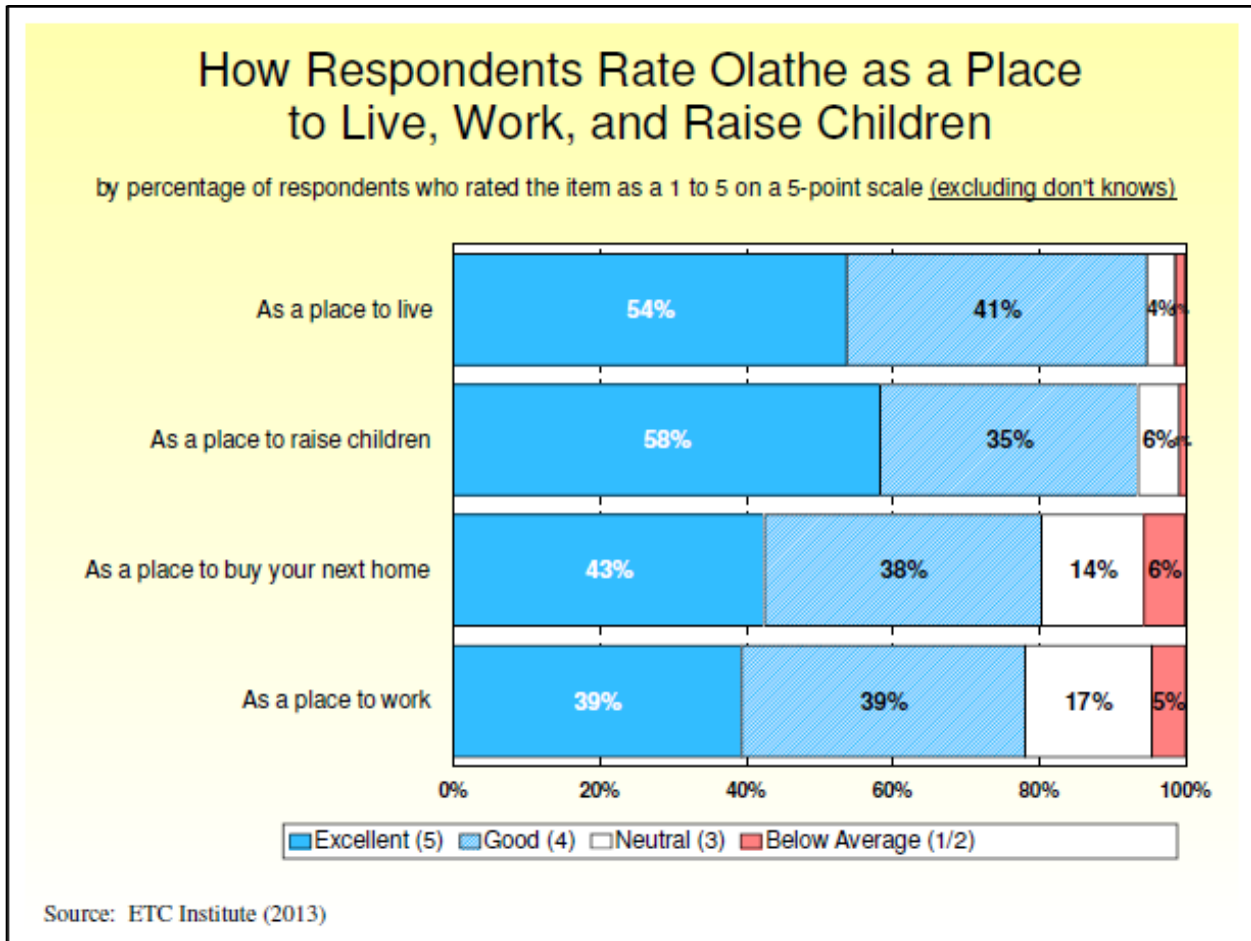
## **Departments in the Economic Viability Community Focus Area**

- Public Works
- Resource Management
- Communication & Customer Services



# Citizen Survey - Strategic Area: Economic Viability

This measure rates key citizen perceptions that influence the City's economic viability. Those bedrock items include buying a home, employment and raising a family.



# Community Focus Area - Active Lifestyles

A community partnership dedicated to acquiring park land while preserving and maintaining Olathe's parks and history. Through dynamic recreation facilities and opportunities, Active Lifestyles cultivates a positive sense of community for all Olatheans.

**Priorities:** Create a balance between indoor and outdoor programs and facilities; increase resources to maintain and reinvest in the park system's assets; acquire and develop parks to coincide with Olathe's growth, while strategically preserving historic sites.

## **Programs in the Active Lifestyles Community Focus Area**

- Adult Sports
- Aquatics
- Athletics
- Cemetery
- Community Center (*Estimated Completion in 2014*)
- Ensor Museum
- Forestry
- Horticulture
- Park Maintenance
- Mahaffie Heritage Center
- Recreation
- Special Events
- Park Ranger
- Park Construction
- Youth Sports

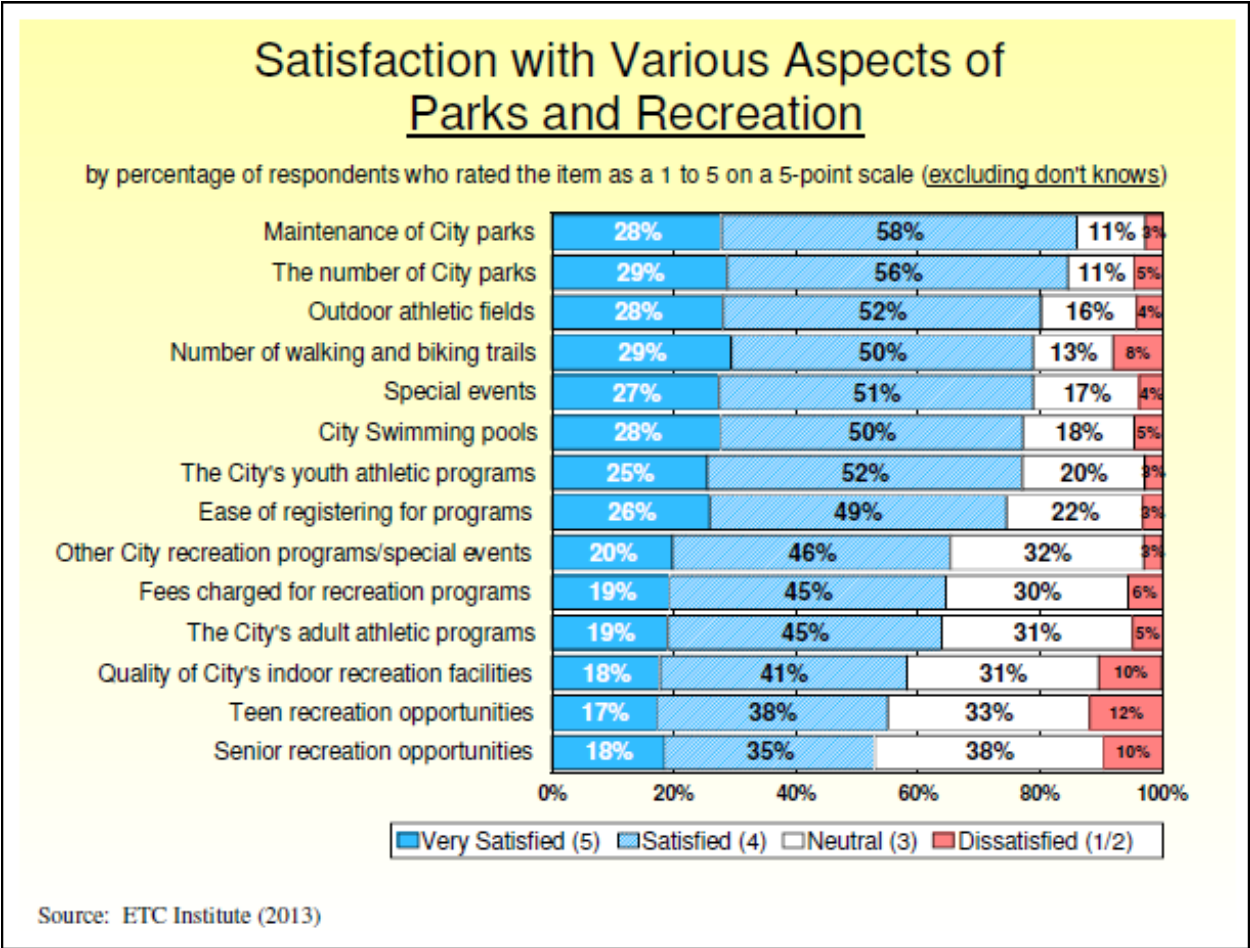
## **Departments in the Active Lifestyles Community Focus Area**

- Parks & Recreation
- Communication & Customer Services



# Citizen Survey - Strategic Area: Active Lifestyles

This measure provides insight into how well the various Parks & Recreation programs or facilities are meeting the active lifestyle needs of Olathe citizens. Through these active lifestyle efforts, a positive sense of community is fostered.





# Community Focus Area - Utility Services

To provide a full-service City that is recognized for customer service, responsiveness and service delivery excellence.

**Priorities:** Growth; regulations; technology; aging infrastructure; customer service.

## Programs in the Utility Services Community Focus Area

- Project Inspection
- Permit Inspection
- Storm Water Maintenance
- Storm Water Management
- Capital Improvement Plan Management
- Right of Way-Permit Inspection
- Water Production
- Wastewater Treatment
- Utilities Technical Support
- Residential Sanitation Collection
- Commercial Sanitation Collection
- Customer Service

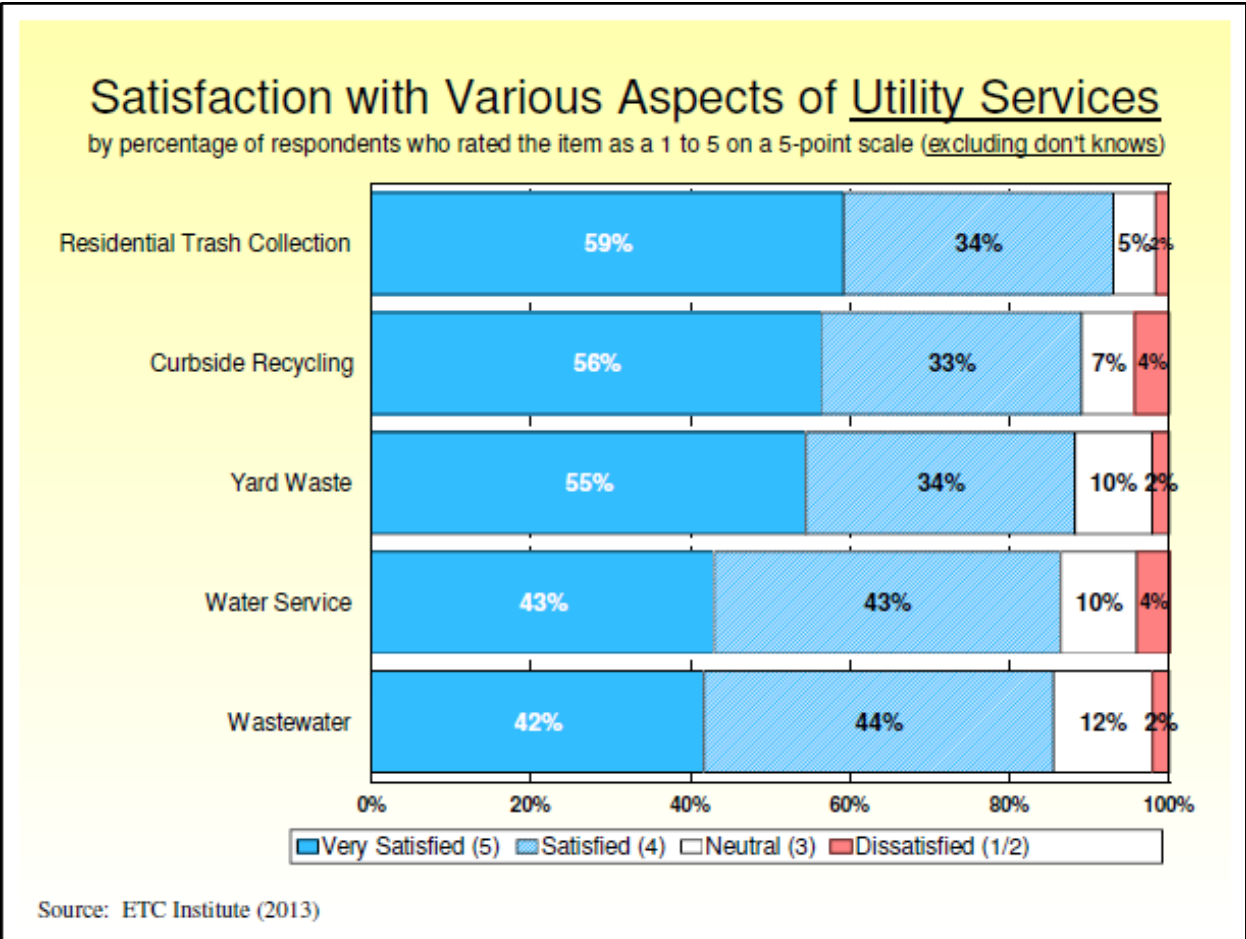
## Departments in the Utility Services Community Focus Area

- Public Works
- Communication & Customer Services



# Citizen Survey - Strategic Area: Utility Services

This measure gauges the performance of City-provided utility services in Olathe. There is a dedicated staff of professional, customer-focused and efficient public servants who perform these important services smoothly every day.



# Community Focus Area - Diversity

Promote and preserve Olathe's diverse community by connecting neighbors through community programs, services and activities.

**Priorities:** Increasing awareness through education; enhancing housing and transportation services; empowering citizens; engaging youth and senior services and expanding partnerships.

## **Programs in the Diversity Community Focus Area**

- Community Programs
- Diversity Initiatives
- Public Housing
- Fair Housing Assistance
- Senior Services
- Family Self-Sufficiency (FSS) Housing
- Section 8 Housing Choice Voucher Program
- Taxi Coupon Program

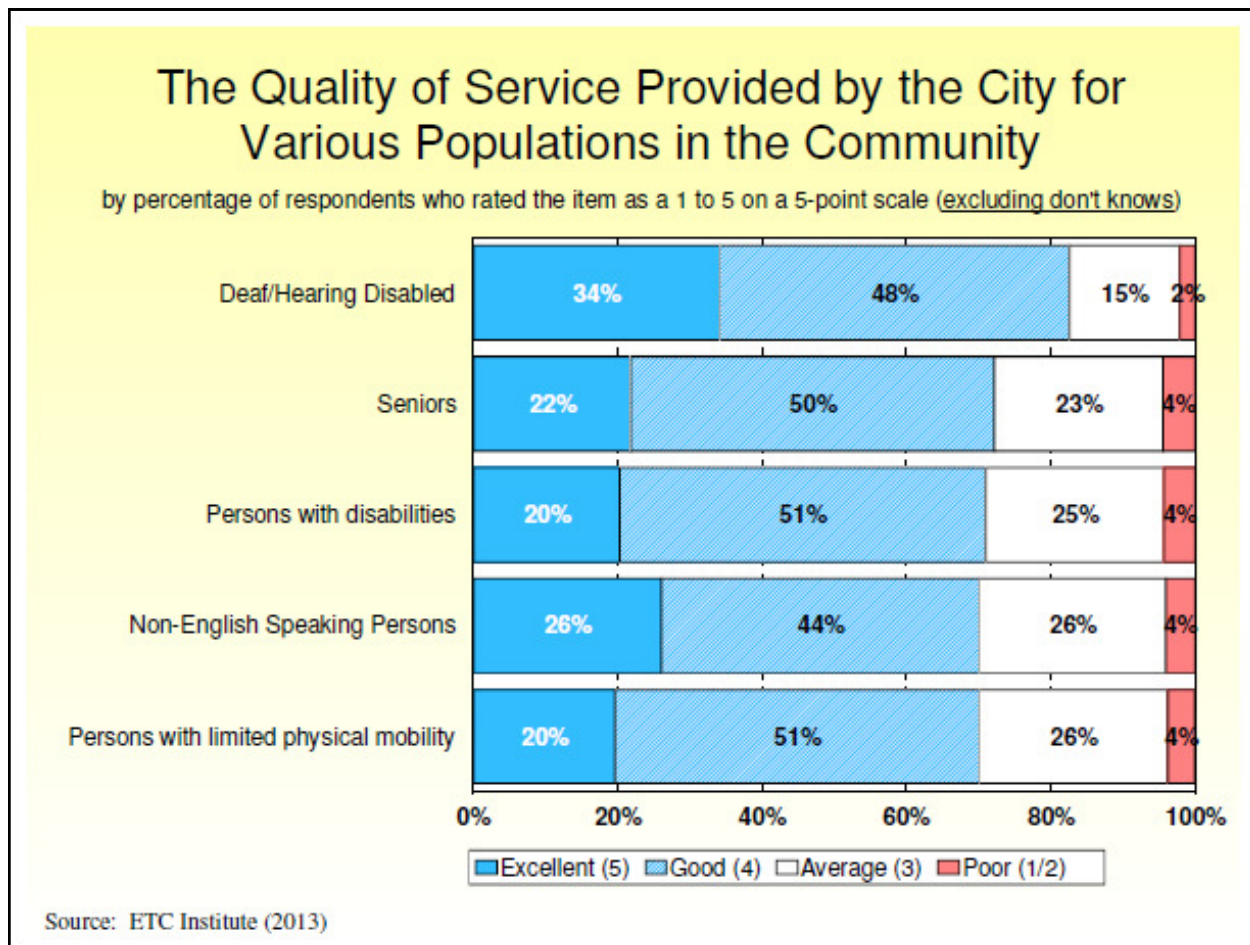
## **Departments in the Diversity Community Focus Area**

- Parks & Recreation
- Communication & Customer Services



## Citizen Survey - Strategic Area: Diversity

This measure recognizes the importance Olathe places in servicing its diverse population that varies in age, health, ethnicity and other ways. It tracks how well these various citizen groups are being serviced.





# Internal Services

Internal service functions support all Community Focus Areas and work in partnership with all city departments to help them succeed in providing high-quality, efficient, and affordable services to the community.

**Priorities:** Maximize the effectiveness of internal business processes; provide excellent service that meets our customers' needs and exceeds their expectations; recruit, develop and retain productive, quality staff.

## **Examples of Internal Services**

- Procurement
- Creative Media Operations
- Risk Management
- Workers' Compensation
- Computer Desktop Support
- Accounting
- Budget
- Vehicle Maintenance
- Recruiting & Employment
- Training
- Wellness
- Custodial Services
- City Clerk Records Management
- City Manger's Office Administration-Council Support

## **Departments Providing Internal Services**

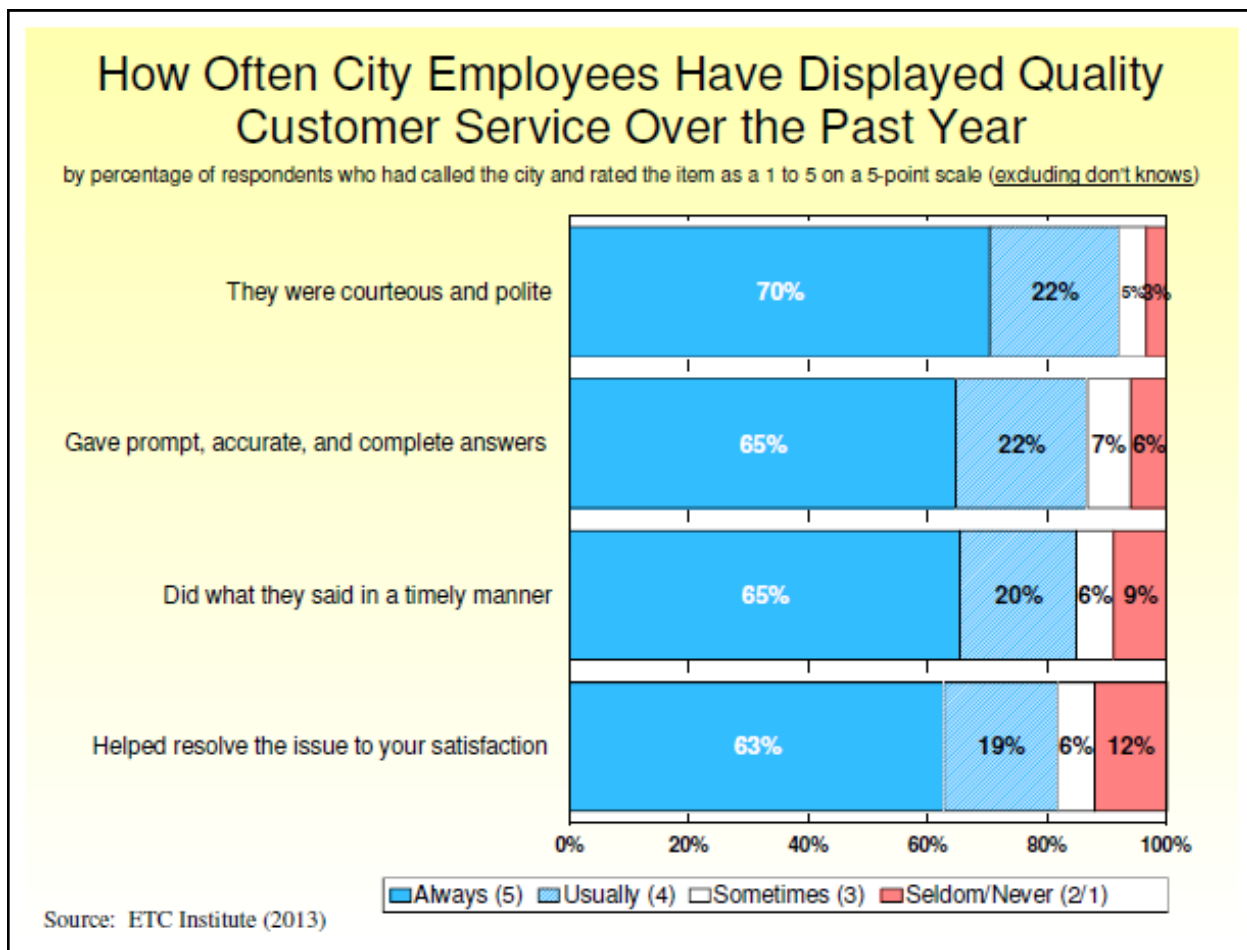
- Resource Management
- Information Technology Services
- Administration
- Public Works
- Communication & Customer Services





# Citizen Survey - Customer Service Provided by City Employees

This measure tracks the quality of customer service provided to citizens by the employees of the City of Olathe and supports the vision of the City to “Set the Standard for Excellence in Public Service.”



## Strategic Planning/Performance: Key Results Dashboard

The Key Results Dashboard includes a select set of 14 indicators of City performance that when looked at together, provide an overall snapshot of the health and well-being of the City. The measures selected contain a mix of key indicators of citizen satisfaction from the annual ETC DirectionFinder® Survey and various department outcome measures.

For these measures, trend information is presented for the 2010 - 2012 period. The measures appear in order of priority determined through a prioritization exercise completed by the City Council in 2012. Upon the completion of 2013, the dashboard will be updated to illustrate the 2013 results.

Indicator	2010 Actual	2011 Actual	2012 Actual	2012 Target	Met or exceeded
1. Overall Satisfaction	130	132	130	≥132	
2. Crime Rate (Part 1 Total)	20.32	19.79	20.54	≤23.00	√
3. Overall value received for City taxes/fees	74%	76%	76%	76%	√
4. Bond Rating Index	9.0	9.0	9.0	9.0	√
5. Percentage of Cardiac Arrest Patients Arriving to Hospital with a Pulse	35%	19%	23.9%	19%	√
6. Fire Confined to Room of Origin	75%	73%	62%	68%	
7. Percent of Time Water Meets Regulatory Standards	100%	99.98%	100%	100%	√
8. Parks & Rec. Satisfaction	90%	88%	88%	90%	
9. Neighborhood Health Index	102	101	100	100	√
10. Mobility Index	119	118	118	120	
11. Private Investment in Downtown as a Percent of Total Dollars Invested (Public & Private)	100%	4%	11%	5%	√
12. Actual Land Use Mix (residential/non-residential)	29.20%/70.79%	29.22%/70.78%	29.09%/70.91%	>29.22%/<70.78%	√
13. Solid Waste Diversion	34.45%	36.8%	37.67%	35%	√
14. Diversity Index (Baseline Year 2009 =100)	113	114	108	113	

# Strategic Planning/Performance: ICMA Comparative Performance Data

The International City/County Management Association (ICMA) Center for Performance Measurement (CPM) is dedicated to helping local governments measure, compare and improve municipal service delivery. ICMA's Comparative Performance Measurement Program currently assists over 220 cities and counties in the United States and Canada with the collections, analysis and application of performance information. The City of Olathe has participated in this program since 2007.

Performance Measure—FY 12	Olathe	ICMA CPM <sup>1</sup> Average	Comm. Focus Area
<b>Code Enforcement</b>			
Cases brought into voluntary compliance as a percentage of cases initiated	91.0%	79.3%	Public Safety
Cases brought into compliance through administrative/judicial action as a percentage of cases initiated	9.2%	20.5%	Public Safety
<b>Fire</b>			
Residential structure fires per 1,000 population	0.84	1.12	Public Safety
Percentage of one & two family residential structure fire incidents confined to room of origin	55.4%	60.4%	Public Safety
Percentage of fire calls with a response time of 5 minutes and under	54.0%	40.1%	Public Safety
<b>Fleet Management</b>			
Total maintenance expenditures per hour driven — fire apparatus	\$23.55	\$20.09	Public Safety
Total maintenance expenditures per hour driven — solid waste packer	\$17.84	\$29.69	Utility Services
<b>Human Resources</b>			
Turnover rate (city-wide)	5.62%	7.92%	<i>Internal Service Area<sup>2</sup></i>
<b>Information Technology Services</b>			
Total expenditures for IT per workstation	\$2,497	\$3,885	<i>Internal Service Area<sup>2</sup></i>

<sup>1</sup> CPM = Center for Performance Measurement

<sup>2</sup> Not a Community Focus Area but supports other areas

Performance Measure	Olathe	ICMA CPM <sup>1</sup> Average	Comm. Focus Area
<b>Parks &amp; Recreation</b>			
Parks Maintenance FTEs Per 100 Acres of Park Land	1.9	2.2	Active Lifestyles
FTEs for Recreation Program Activities (excluding swimming pools, golf operations and specialized facilities)	6.2	13.5	Active Lifestyles
<b>Police<sup>2</sup></b>			
Average time from receipt of top priority call to arrival on scene (minutes)	4.78	5.42	Public Safety
Total Uniform Crime Reports (UCR) Part 1 crimes per 1,000 population	20.5	33.5	Public Safety
Percentage of Part 1 violent crimes cleared	94.9%	58.5%	Public Safety
<b>Purchasing</b>			
Average Working Days from Receipt of Purchase Requisition to Purchase Order Issuance (formal bids)	30	21	<i>Internal Service Area<sup>3</sup></i>
<b>Refuse &amp; Recycling</b>			
Residential Refuse Tons Collected Per Account	0.95	0.91	Utility Services
Residential Refuse Collection Expenditures Per Account	\$41.7	\$102.5	Utility Services
<b>Street Maintenance</b>			
Operating and maintenance expenditures per linear mile swept	\$29.1	\$78.7	Transportation
Reconstruction Expenditures Per Reconstructed Lane Mile	\$478,131	\$617,246	Transportation

<sup>1</sup> CPM = Center for Performance Measurement

<sup>2</sup> Source for Comparison = Benchmark Cities Program

<sup>3</sup> Not a Community Focus Area but supports other areas

# Strategic Planning/Performance: Department Business Plan

All Olathe departments developed business plans to articulate action plans required to meet the objectives of the Organizational Scorecard. By developing business plans, departments essentially create their own balanced scorecard that includes explanations for objectives, measures and targets so that citizens, elected officials and employees understand what is important for the success of the department in the upcoming one to five years.

City departments have prepared business plans in the past; in 2010, the business planning process incorporated all aspects of the Department Business Plan, Organizational Scorecard, Program Inventories and budget requests. This step was significant to achieve complete integration of strategy, performance measurement and resource allocation (budget).

## Phase One

Phase One of the business planning process developed an initial strategic view of the department's operations.

### **Key Components of the Department Business Plans**

**Executive Summary** - Emphasizes the main points of the plan and includes: description of the mission of the department, objectives, environmental scan and narrative of the key programs, actions and initiatives that will be implemented to mitigate the challenges.

**Mission Statement** - Brief statement that expresses the major results sought by the department.

**Strategic Alignment** - Six steps for the strategic alignment process: identify organizational objectives, build the strategic linkages, develop department objectives, determine Key Result Indicators and targets, perform an environmental scan and develop an action plan.

## Phase Two

Phase Two of the business planning process involved identifying the resources departments believed would be required to implement their plans. Program inventory and resource allocation worksheets completed this phase by aligning program strategies and performance measures with allocation requirements necessary to drive organizational success.

Resource allocation requests aligned with department specific initiatives that enabled departments to close the gap between current and targeted performance and were consistent with available or anticipated resources and within the City Manager's authority to implement.

Based on the resources available to City departments, the initial business plans developed in Phase One were adjusted.

The Key Result Indicators are located in each department's budget section.



# Strategic Planning/Performance: Business Plan Updates

## Business Plans Updates

In 2013, departments updated their business plans. Departments identified which of the organizational objectives in the Organizational Scorecard related to their business activities and prepared strategies for how their department business plans addressed each objective.

## Environmental Scan

An Environmental Scan performed by departments grounded the Business Plan in anticipated economic and political realities. The scan was an analysis of the major factors that are likely to influence how a department achieves its mission and objectives. The purpose of the Environmental Scan is to:

- Look 1-5 years into the future, using information, data, and common sense
- Provide a perspective about what will, or may, happen
- Provide context for determining what must be done to prepare for, respond to, or influence the future (action plan)
- Provide context for determining performance targets

### *Potential Environmental Factors to Consider:*

- 2013 Assessed Valuation – Meeting with the County Appraiser
- Sales Tax Growth
- Expenditure Growth and Inflation
- Volatility in Fuel Costs
- Compensation Cost Trends – Wages and Benefits
- Service Level Demands
- Unemployment Rate
- Employee Fatigue – Continuing to do more with less
- Changing Political Environment – Leadership change at state and county level
- Vulnerability of Current State Revenue Streams (i.e. motor fuel, special alcohol)

### *Potential Environmental Scan Resources:*

- Economist Presentation
- Financial – Forecast, Olathe Financial Indicators, County Economic Research Institute indicators
- Political – City Council Priorities, Key Result Indicator priorities, Program priorities
- DirectionFinders® citizen survey
- Federal and State Government Reports and Databases
- Court Decisions
- Media/Public Opinion
- Professional Associations (National League of Cities, American Public Works Association, International City/County Management Association, etc.)
- Other City Departments' Assessments

## Action Plan

Departments developed a realistic Action Plan to be implemented to mitigate the challenges and take advantage of the opportunities. This was accomplished by outlining the activities and initiatives needing to be taken to accomplish department objectives.

## Fiscal Overview

The City of Olathe has a responsibility to its citizens to carefully account for public funds, manage municipal finances wisely and plan the adequate funding of City services and improvements. Fiscal principles are established to ensure that all responsibilities are met. These principles, along with financial policies adopted by the City Council, provide the framework for day-to-day decision making and are the foundation for long-term financial stability.

Fiscal principles and adopted financial policies are reviewed by the City Manager and finance staff on a periodic basis to ensure the City is prepared for changing circumstances and economic conditions.

This section outlines the City's fiscal principles that are used in the preparation of the City's budget.

### **Fiscal Principles:**

- The City will continuously evaluate its financial position to ensure stability of the City to its citizens.
- The City will minimize the use of long-term debt to finance major projects to avoid placing debt on future taxpayers.
- The City will provide a balanced revenue structure which is responsive to economic conditions.
- The budget will be prepared in a manner in which all current revenues will pay the costs of all current expenditures (balanced budget).
- The City Council will hold public hearings, which will allow public input on budgetary spending.
- The budget will establish legal fund-level spending limits.
- The budget will establish maintenance reserves to allow for maintenance of capital assets.
- The budget will apply one-time cash revenues to non-recurring expenditures.
- The budget will address major capital improvement priorities, which have been prioritized by the City Council.
- The City will maintain City services through innovative budgeting procedures and fiscal management in an effort to maintain the current mill levy rate.

# Budget Process

## Overview

The City budget is one of the most important policy documents adopted by the City Council each year. Preparing and monitoring the budget are top priorities for City Departments. As a result, planning for the annual budget is started over a year before the budget's fiscal year begins.

The budget preparation process is coordinated by the Budget Team, which includes the City Manager, Assistant City Manager, Resource Management Director, Assistant Director of Resource Management - Strategic Planning and Research Services, Assistant Director of Resource Management - Finance Services, Communication & Customer Services Director, Budget Manager and the Budget Analysts.

The budget that is adopted by the City Council is a balanced budget where revenues equal expenditures. The forecast team assists in forecasting the revenue expected to be received in the next fiscal year.

## Basis of Accounting and Budgeting

The City's annual operating budget is prepared using the modified accrual basis of accounting for the budget. Under the modified accrual basis of accounting, revenues are recognized only when they become measurable and available to finance expenditures of the fiscal period. Expenditures are recognized when the liability is incurred. The city budgets for governmental funds which includes the General Fund and Debt Service Fund, based on this modified accrual basis of accounting.

The accounting records are prepared using the full accrual basis of accounting. Under the full accrual basis of accounting, revenues are recognized when they are obligated to the City. Expenditures are recognized when the liability is incurred.

## Initiation of the Budget Process

The budget process begins with departments preparing, analyzing and submitting their business plans. The plans are reviewed by the Budget Team, and priorities are established for the upcoming budget year.

Staff develop resource allocation worksheets for departments to allocate resources to their identified priorities.

## Budget Kick-off and Development

Budget kick-off meetings, including budget preparation for staff from each department, are held prior to base budget development. Budget staff work with department representatives to assist in allocating resources for the upcoming year. Upon completion, the resource allocation worksheets are submitted to the Budget Team for review.

The Budget Team reviews the resource allocation worksheets and analyzes the impact on the five-year forecast. The service enhancements that have the greatest impact on the community and are financially feasible are added to the base budgets.

### **Budget Review and Adoption**

The City Manager submits the recommended budget to the Council in June or July. The Council holds several work sessions to focus on resource requests and performance measures for each department. The public is encouraged to submit questions and comments about the budget throughout the process. The Council provides direction on the proposed budget and revisions are made. The Council holds a final review session for the Capital Improvement Plan and operating budget presentations.

Kansas State statutes require that the City follow a specific timetable. Publication of the proposed budget must occur before August 5<sup>th</sup> of each year. A formal public hearing is conducted to allow citizens an opportunity to express any comments or concerns. Publication of notice for the public hearing is required to be published a minimum of ten days prior to the hearing. Adoption of the final budget is required on or before August 25<sup>th</sup> of each year.

The budget the City Council adopts goes into effect on January 1<sup>st</sup> of the next fiscal year.

### **Citizen Involvement**

In Olathe, citizens' views and opinions are valued in the development of the budget. In 2013, citizens had the opportunity to get involved through the third annual e-Town Hall online forum and at a public budget hearing.

Prior to the e-Town Hall, a series of "Budget:60" videos were available on the City website describing, in 60 seconds, key budget issues such as Strategic Financial Planning, the Capital Improvement Plan and Street Maintenance Funding. The e-Town Hall event once again allowed the public to ask questions or give input on the 2014 budget "virtually" from home prior to and during the event via social media outlets and an online forum. The City Council responded to questions live during an e-Town Hall studio event.



In addition, the budget office monitors and answers any citizen requests for information throughout the year. A budget comments link is available on the [City's Website](http://www.OlatheKS.org/Finance/Budget/Operating) (<http://www.OlatheKS.org/Finance/Budget/Operating>).

## Amending the Budget

The departments are given the authority to exceed specific line items, but total expenditures must not exceed the total budgeted expenditures. The State statutes allow for the Governing Body to increase the originally adopted budget for previously unbudgeted increases in expenditures.

A notice of public hearing to amend the budget must be published in the local newspaper. Ten days after publication, the hearing may be held and the budget amended. The amended budget is then filed with the County Clerk. All budget amendments must be approved and filed before December 31 of the budget year.

## Monitoring and Reporting Process

As the budget year progresses, department directors have the responsibility of monitoring and tracking the status of expenditures against their budgets. This responsibility includes informing the City Manager of any significant departures from the plans and values shown in the operating budget.

Reports used in both the monitoring and reporting process include the use of computerized budget status reports, which compare budgeted amounts on a line item by line item basis with actual expenditures throughout the year.

The Budget Office also prepares monthly reports to monitor funds and to assist the departments monitor their own budgets. The monthly expenditure reports show budget vs. actual for each fund by category, compared to spending at that time of year for the previous budget cycles. An excerpt from the General Fund dashboard is below.

2013 Personal Services (General Fund)		July		
GENERAL FUND				
	January	February	March	
2010	3,984,545	3,906,557	3,981,746	
2011	3,919,116	3,846,810	4,118,271	
2012	3,758,649	3,628,982	3,889,914	
2013	3,902,046	3,823,284	6,237,402	
<b>Personal Services</b>				
	2010	2011	2012	
Monthly Avg.	4,087,462	4,090,808	3,985,448	
<b>Personal Services</b>				
	January	February	March	
2010 / 2012 Run Rate	8%	16%	24%	
2012 / 2011 Run Rate	8%	16%	24%	
2012 Run Rate	8%	15%	24%	
<b>2013 Personal Services Budget</b>				
	\$52,098,944	<b>Above Target</b>		<b>3.63%</b>
YTD Forecast July	50,207,765			
YE Forecast Gain/Loss	\$1,891,179			



# Budget Calendar

## 2014 Budget Development Calendar

<i>Task/Event</i>		<i>Date</i>
<b>Olathe Citizens</b>	Input and questions on the 2014 budget can be directed to BudgetComments@OlatheKS.org or (913) 971-8671	February-August 20th
	e-Town Hall Meeting for Public Input	July 2nd
	Public Hearing for 2014 Proposed Budget & 2014-2018 Capital Improvement Plan	August 6th
<b>City Council</b>	Presentation of DirectionFinder® Citizen Survey Results	March
	Complete survey on priorities	March
	Establish budget guidelines and philosophy	March
	Presentation of Results from City Council Priorities Survey	March 19th
	Economic Overview from Economist	March 19th
	Presentation of 2012 Year-End Report	April 16th
	Presentation of Guiding Principles for 2014 Budget	April 16th
	Presentation of 2014 Chamber of Commerce Budget	June 18th
	Presentation of 2014 Library Budget	June 18th
	Presentation of 2014 Budgets for Enterprise Funds	June 18th
	Presentation of 2014 Fee Schedule	June 18th
	City Manager presents 2014 Proposed Budget & 2014-2018 Capital Improvement Plan	June 18th
	e-Town Hall & Council Budget Workshop #1	July 2nd
	Council Budget Workshop #2	July 16th
	Budget Public Hearing	August 6th
<b>Final 2014 Budget Adopted and Approved</b>	<b>August 20th</b>	
<b>City Staff</b>	Begin work on Capital Improvement Plan (CIP)	February
	Begin developing assumptions for 2014 budget	February
	Update the 2014 Fee Schedule	February
	Budget Roll-Out and Training for Departments	April
	Complete Department Resource Allocation Worksheets	April
	Budget Presentations and Adoption with City Council	May-August

## 2014 Budget Strategy & Position Changes

The City Council and staff have remained committed to the City's mission of planning for and providing public services to enhance the quality of life for our community. As illustrated in the City Manager's letter, sustainable cuts have been made for the past few years allowing for a 4.77% increase to the 2013 General Fund budget and strategic additions to the budget.

The 2014 budget development began with staff participating in an "Environmental Scan" for an overview of the global economic climate and potential impacts on the local economy. The Budget Team then developed budget assumptions. This set the stage for the Budget Office's presentation on the projected revenues and local economic outlook for 2014.

The Forecast Team forecasted a modest increase in revenues for the 2014 budget. Departments were allowed to add 3% to their baseline operational budgets. They were also allowed to submit Budget Strategy Alternatives (BSAs), a process which has been used for the past four budget cycles to address opportunities for budget savings and to request budget increases. Department Directors then reviewed and voted on requested budget increases in order to focus on Council priority areas. Additions to the budget were then presented to the City Council with the performance measure and desired outcome.

City Council and staff have used the BSA process to implement sustainable cuts and strategic additions to the budget. This resulted in the 2014 budget requiring relatively few departmental cuts and organizational-wide, one-time BSAs to cover the budget gap. Some departments were able to add staff to their operating budgets. The result was a 2014 budget that did not include any reductions in force or negative impacts to service levels. The budget increases the FTE count by 26.5, which will have a direct impact on service levels for the public. Funding was allocated to align with the priorities citizens identified through the DirectionFinder® survey and budget outreach events including the e-Town Hall.

### **The 2014 budget follows the Council priorities which includes:**

- Aligning priorities with available resources - Focusing on citizen priorities of Public Safety & Transportation
- Maintaining our infrastructure
- No increase to City mill levy
- Utilizing citizen survey results to guide resource allocation
- Exercise innovative problem solving to chart the course for our community

The "slow back in" approach follows the City Council's guidance by forecasting modest revenue increases and slowly enhancing service to the public. This approach will be used in the 2014 budget and beyond. Council and staff will prioritize the needs of the public and prioritize resources accordingly as it becomes available. The 2014 budget benefited from the sustainable and strategic actions the Council has taken in recent years, and begins to slowly build to meet future needs.

## 2014 Approved Budget Strategies

Modest revenue growth projected for 2014 allows for the addition of the resources and programs below to address citizen priorities.

Budget Strategy	Annual Cost	Program	Performance Measure
<b>General Fund</b>			
Prosecutor	0.5 FTE \$47,020	Prosecution	Reduce the per prosecutor caseload by 10% creating greater efficiency and effectiveness in case management
Bailiff	1 FTE \$62,695	Municipal Court	Fingerprinting completed on 100% of all cases required by State statute
Detective	1 FTE \$70,296	Investigations	Increase the number of Part 1 cases cleared by 50
Developer/ Programmer Analyst	1 FTE \$100,516	IT Applications	Increase capacity in development time by 20%; this will enable us to reduce the website refresh cycle by approximately 8 months
Horticulturist	1 FTE \$84,558	Parks & Grounds	Assist in maintaining an additional 100,000 square feet of irrigated landscape beds
Security Analyst	1 FTE \$46,046	IT Network	Increase time dedicated to securing networks and systems by 80%
Firefighter/Paramedic	2 FTEs \$139,257	Emergency Services	3.5% of Total Medicals Calls responded to by the Squad
Assume full funding for Mental Health Co-Responder Contract	\$42,900	Patrol	Reduce calls from repeat users to 12% or less
Restore target funding for Building Maintenance	\$350,000	Capital Improvement Plan	Funds 100% of the estimated target
Restore target funding for Park & Facility Renovation	\$240,000	Capital Improvement Plan	Funds 100% of the estimated target
Increased Cash Funding for Street Preservation	\$1.8 million	Capital Improvement Plan	Represents 13% increase in commitment to street preservation cash
<b>Recreation Fund</b>			
Sports Official Specialist	1 FTE \$73,413	Recreation	Achieve 100% of qualified officials at games
Customer Service Supervisor	1 FTE \$71,205	Community Center	Achieve an 80% customer satisfaction rating at the Olathe Community Center
Assistant Community Center Manager, Program Analyst and HR Coordinator	2.5 FTEs \$192,624	Community Center	Achieve on-time and on-budget opening of the Olathe Community Center
Aquatics Specialists and Fitness Programming Manager	3 FTEs \$232,079	Community Center	Achieve an 80% customer satisfaction rating at the Olathe Community Center
Maintenance Workers and Custodians	6 FTEs \$343,942	Community Center	Achieve an 80% customer satisfaction rating at the Olathe Community Center
<b>Risk Management Fund</b>			
Admin Support II	0.5 FTE \$33,526	Resource Management Administration	Increase time dedicated to securing networks and systems by 80%
<b>Stormwater Fund</b>			
Global Information System (GIS) Technician	0.5 FTE \$35,884	Knowledge Management	100% of stormwater asset/work order management system implemented
Maintenance Worker I	2 FTEs \$117,505	Watershed Management	Increase inlets inspected per year by 45%; Increase stormwater requests that are cleared in one day by 40%
<b>Water &amp; Sewer Fund</b>			
Maintenance Worker I	2 FTEs \$117,505	Water Distribution	Increase annual inspection of valves >5 years old every 5 years by 88%; Increase annual inspection of fire hydrants >10 years old by 68%

*Detailed position information by Department can be found in the Personnel Summary, Appendix E.*

# Long-Range Financial Strategy

## Balancing Short Term Budget Strategy with Long-Range Financial Plans

Each budget year, the City modifies the budget process to adjust to the climate of that specific year; it is also important to take into account the Long Range Financial Forecast.

The Long Range Financial Forecast is a “living document” which includes the revenue and expenditure forecasts of the City's budgeted funds. The purpose is to identify financial trends, shortfalls, and issues so the City can proactively address them. The forecast projects into the future the fiscal results of continuing the City's current service levels and policies, which provides a snapshot of what the future will look like as a result of the decisions made in the recent past.

The Long Range Financial Forecast is not intended as a budget, nor as a proposed plan. It serves to set the stage for the budget process, assisting both the City Manager and Council in establishing priorities and allocating resources appropriately.

## Forecasting

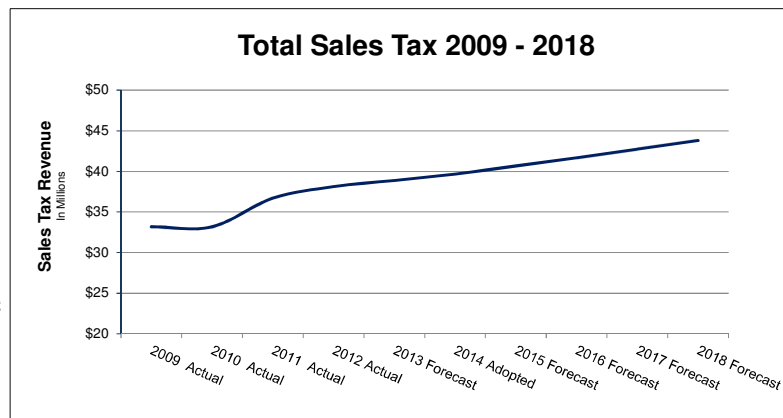
The City uses a variety of forecasting models to develop a 5-year revenue and expenditure plan for all funds. The plan incorporates operating and capital budget data to determine the availability of resources to support future anticipated and unanticipated expenditures. The Forecast Team, including the Resource Management Director, Assistant Directors, and Budget Division, meets monthly and on an as-needed basis to evaluate the forecasts and adjust assumptions where necessary.

*For 2014-2018, the General Fund Forecast takes a conservative approach to revenue assumptions. Below is an excerpt from the Executive Summary of the General Fund Forecast.*

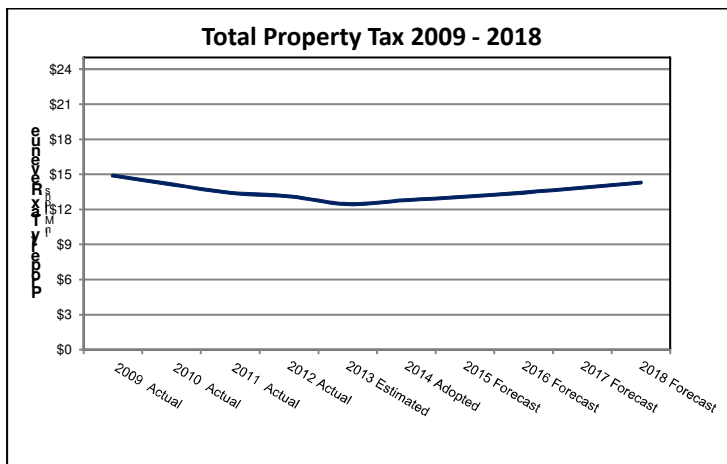
General Fund Revenue Type	2013 Budget	2013 Forecast
Sales Tax	38,559,485	38,887,016
Ad Valorem	11,355,352	11,273,271
Franchise Tax	9,565,234	9,854,505
Intra-governmental Charges	2,687,105	3,387,105
Fines and Forfeits	3,570,578	3,879,982
Transfers	6,073,996	6,073,996
Motor Vehicle	1,175,000	1,175,000
Building Licenses and Permits	713,475	1,100,459
Investment Earnings	84,052	194,390
Intergovernmental	875,657	892,988
Development Fees	218,113	381,658
Other	141,630	493,240
General Government	268,886	8,637
Other Charges for Services	284,220	272,085
Other Licenses and Permits	137,550	165,728
Public Safety	33,800	33,780
Recreation	57,825	57,825
Other Taxes	1,310	676
<b>Total Revenues</b>	<b>75,803,267</b>	<b>78,132,340</b>

## 2014-2018 Long-Range Financial Outlook

The outlook for 2014-2018 takes a conservative approach with both revenues and expenditures. The City Council and departments understand that while the City did not need a reduction in force or to eliminate major programs or services for 2014, the upcoming years may be as challenging as past years due to slow growth and rising fixed costs. The 2014 budget adds 26.5 new positions to meet public needs and maintain service levels.



2014 General Fund expenditures increased 4.77%. Sales tax is projected to experience gradual growth over the next 5 years, and property tax is projected to remain relatively flat.

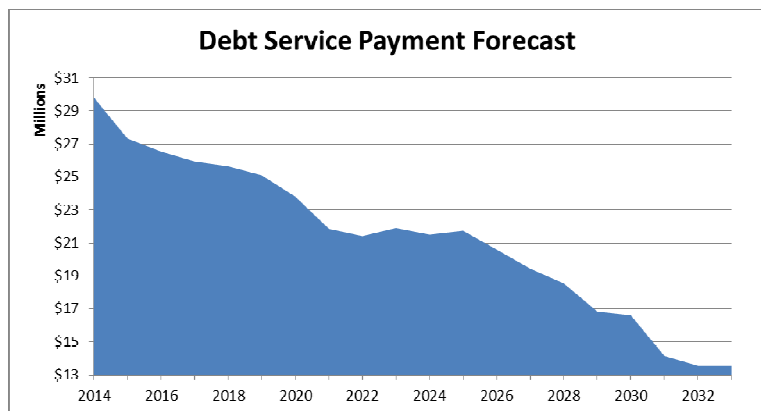


## Aligning Resources with Values

The City Council believes strongly in aligning resources with public values. The public has expressed to the City that priorities include transportation and public safety, so the long-term financial plans will give high priority to these services. For example, the 2014 budget includes funding for street preservation and additional staff in the Fire and Police departments.

## Long Term Debt Plans

In addition to the General Fund Forecast, the City maintains forecasts for all other funds, including the Debt Service Fund. The Debt Service Fund forecast is reviewed annually as part of the Capital Improvement Plan process. The City experienced rapid growth in recent years and incurred general obligation debt to pay for necessary infrastructure.



The goal of the City is to decrease the debt load in future years by cash-financing more capital projects.



## Budget Summary

Revenue Type	2012 Revenue Actual	2013 Revenue Projected	2014 Revenue Adopted
Beginning Balance	\$90,542,456	\$88,478,011	\$78,702,444
Property Taxes	45,846,297	43,716,633	42,808,445
Sales Tax	43,144,146	45,202,611	45,216,983
Franchise Tax	9,857,257	9,854,505	9,851,851
Guest Tax	1,015,736	1,036,051	1,056,771
Licenses and Permits	1,292,246	1,220,547	1,319,425
Intergovernmental	4,887,462	4,896,302	4,949,978
Charges for Services	80,925,155	84,678,130	90,127,870
Fines and Forfeits	4,102,130	3,829,982	3,906,400
Interest	25,954	0	0
Transfers	9,231,190	9,608,758	8,222,116
Miscellaneous	3,529,389	2,191,316	2,466,775
Year End Accts Receivable	0	0	-9,400,000
<b>Grand Total</b>	<b>\$294,399,418</b>	<b>\$294,712,846</b>	<b>\$279,229,058</b>

Expenditure Function	2012 Expenditures Actual	2013 Expenditures Projected	2014 Expenditures Adopted
Personal Services	\$64,990,260	\$71,108,492	\$73,299,146
Contractual Services	51,744,137	56,891,232	60,549,831
Commodities	23,044,592	21,313,434	15,812,431
Capital Outlay	43,498,994	46,820,133	108,945,375
Transfers	23,181,574	19,877,111	20,622,275
<b>Grand Total</b>	<b>\$206,459,557</b>	<b>\$216,010,402</b>	<b>\$279,229,058</b>

## Revenues: 2014 Operating Revenues by Fund

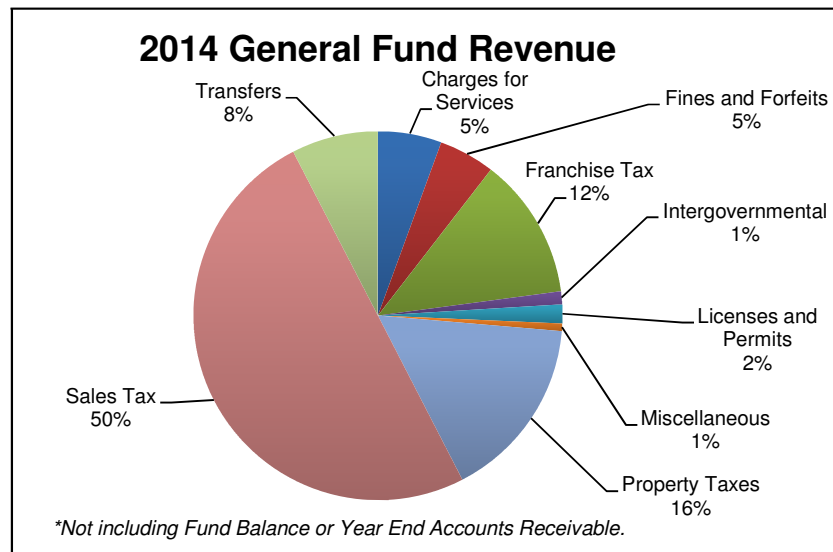
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
General	\$75,877,508	\$78,297,320	\$77,731,278	\$79,422,060
Central Garage	5,894,189	5,917,486	6,890,982	6,604,550
Debt Service	27,090,514	28,701,893	27,392,437	24,908,574
Economic Development	879,012	1,015,736	1,036,051	1,056,771
Fire Levy	2,450,961	2,465,325	2,434,910	2,467,650
Library Tax	3,991,132	4,005,701	3,819,296	3,928,166
Motor Fuel	3,334,383	3,260,832	3,277,135	3,309,907
Park Sales Tax	2,652,660	3,268,394	2,753,210	2,815,590
Personal Computer Replacement	477,754	489,013	728,132	860,756
Recreation Fund	1,538,570	1,697,918	1,580,697	3,308,606
Risk Management	14,928,808	12,557,316	13,578,795	13,045,046
Solid Waste	11,840,362	12,173,246	12,118,798	12,187,490
Special Alcohol	361,368	376,202	380,084	383,885
Special Park and Recreation	567,528	805,339	717,542	741,590
Special Tax Increment Financing	3,744,206	3,757,244	5,743,190	4,508,005
Storm Water	3,440,726	4,359,289	3,572,950	3,677,966
Vehicle & Equip. Replacement	4,711,749	4,294,777	5,306,008	5,551,440
Water and Sewer	30,974,883	37,126,843	37,173,340	41,148,562
<b>Grand Total</b>	<b>\$194,756,313</b>	<b>\$204,569,874</b>	<b>\$206,234,835</b>	<b>\$209,926,614</b>

## Revenues: Revenue by Type

- **Sales Tax** - A sales tax is levied by the City on the retail price of an item, collected by the retailer. The tax is usually set as a percentage by the government charging the tax.
- **Property Tax** - A property tax is a tax on the assessed value of property. It is based on the tax rate multiplied by the assessed property value owned by a taxpayer.
- **Franchise Fee** - A franchise is a privilege granted by a local governing body to a specific investor-owned utility (e.g., electric, natural gas, telecommunications, etc.) that allows the utility to have facilities on public property (e.g., poles and wires in alley easements, etc.).
- **Fines and Forfeitures** - Fines and forfeitures includes traffic fines, false alarm fines, parking fines and animal control fines. However, this revenue source is largely made up of court fines.
- **Licenses and Permits** - This revenue source represents fees charged by the City to individuals and businesses for such things as building and construction permits, dog and cat tags, liquor licenses and towing licenses.
- **Charges for Services** - Charges for services consist of revenue received as a reimbursement for a service provided, such as ball field rentals, criminal history background checks and project inspection fees. This revenue also includes money reimbursed from other City funds.

- **Intergovernmental** - Consists of revenue received from another government organization, such as the State Government, Federal Government, County Government and School Districts.

- **Transfers** - Transfer of money from other funds that have operations budgeted in the main operating fund, such as the Motor Fuel Fund transfer.



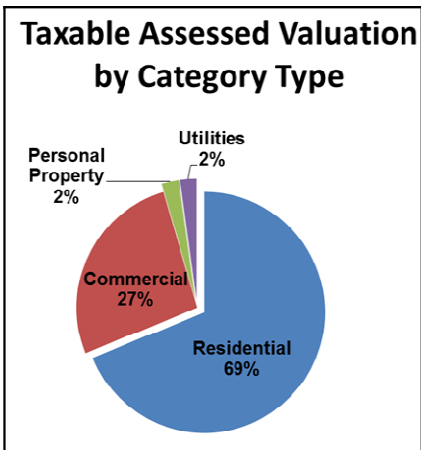
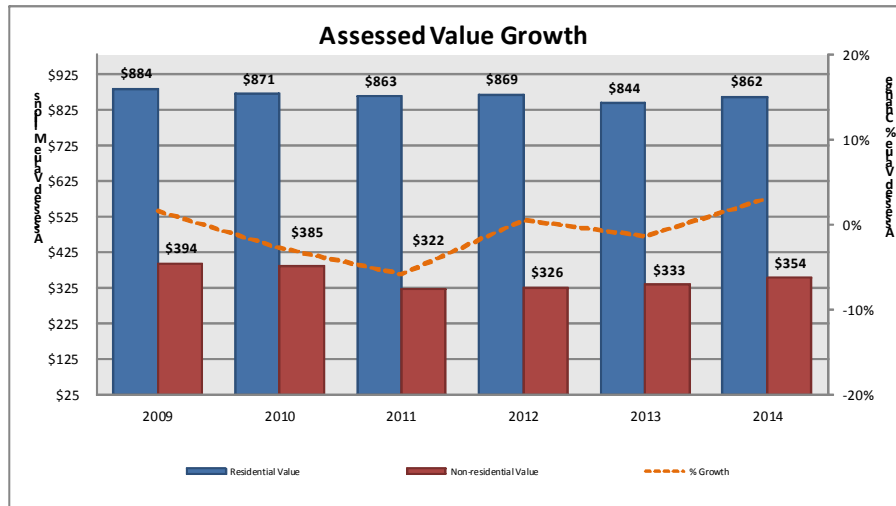
- **Miscellaneous** - Various revenues that do not fit under the previously mentioned categories. This revenue includes group tour admissions, events revenue, program income and sale of surplus property.

# Revenues: 2014 General Fund Revenue Trends

The City used trend analysis to project revenues for 2014. Trend analysis is the study of financial data to determine upward or downward changes. Three of the four biggest revenue drivers for the City of Olathe experienced significant reductions in 2009. Slow growth is projected in the next five years for several of the major revenue sources. After significant declines in 2010 and 2011, assessed valuation began to level out in 2012 and declined slightly in 2013, and is projected to increase slightly in 2014. However the largest revenue source, sales tax, continues to grow.

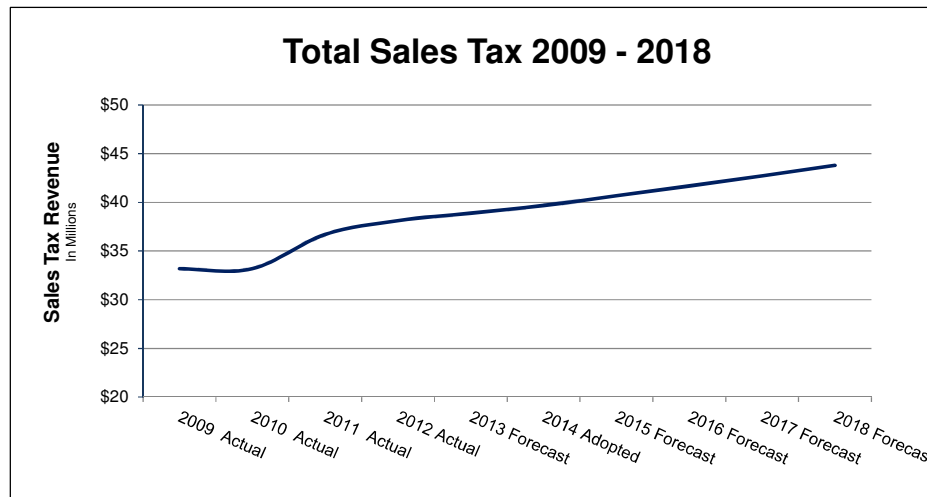
**Property Tax (Ad Valorem Tax):** Property Tax is the second largest source of revenue in the General Fund. Olathe’s property owners pay an annual property tax, which is calculated by multiplying the assessed valuation of a home (11.5% of its appraised value for residential) by the overall mill levy. The City’s portion of the mill levy is 24.794, or approximately 19% of a resident’s annual property tax bill (other portions are charged to the County, State, and School District). No increase to the City’s property tax rate is included in the 2014 adopted budget.

**2014 Property Tax Highlights:** The 2014 assessed valuation assumption is 2% greater than the 2013 budget. The forecast is conservative with assumptions and predicts modest property tax growth through 2018.



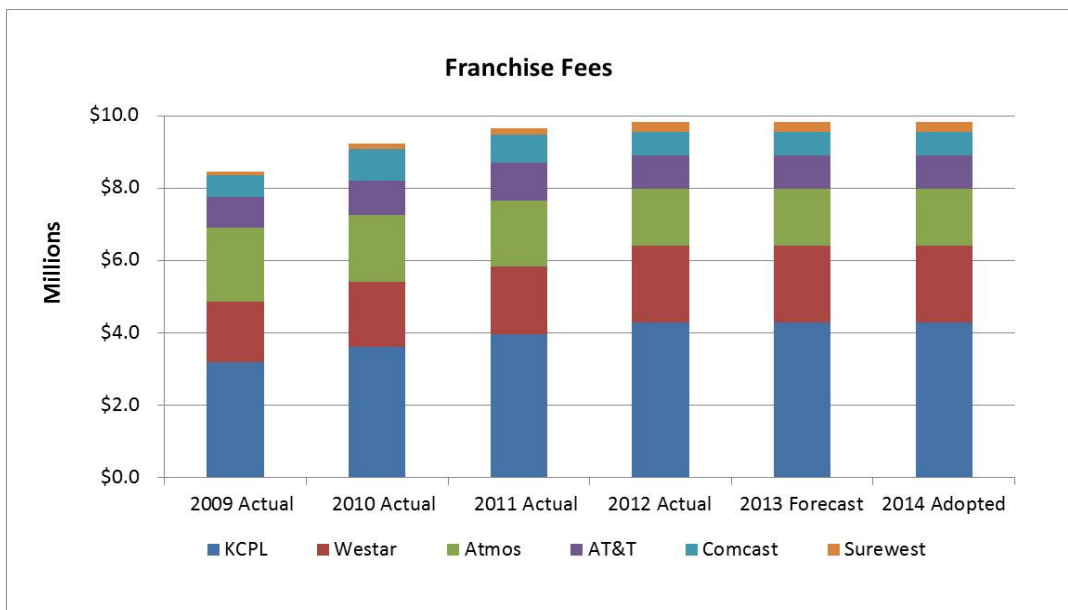
**Taxable Assessed Valuation:** After significant declines 2010-2012, assessed valuation is predicted to increase slightly in 2014. The projected property tax revenue is based on assessed valuation according to the Johnson County Appraiser’s Office.

**Sales Tax:** The largest source of revenue in the General Fund, sales tax is levied by the City on the retail price of tangible goods and paid by Olathe residents and non-residents. The City's current sales tax rate is 1.125%, meaning for every dollar spent within City limits, the City of Olathe receives 1.125 cents. 1% is dedicated for the General Fund, and .125% is for the Park Sales Tax Fund. In specifically established districts like Transportation Development Districts and Community Improvement Districts, the City may collect a higher sales tax rate. The County and State also impose their own sales tax (1.225% and 6.300%, respectively).



**2014 Sales Tax Highlights:** The 2014 adopted revenue assumption is a 2% increase over the 2013 forecast. Sales tax is predicted to steadily increase in 2015 and beyond.

**Franchise Fees:** Major investor-owned utilities in Olathe include Kansas City Power and Light (KCP&L), Westar, Atmos Gas, AT&T, Comcast and Surewest.



**2014 Franchise Fee Highlights:** The 2014 adopted revenue assumption is 0% change from the 2013 forecast. No known rate increases are anticipated at this time. Staff forecasts 2% modest growth in out years.

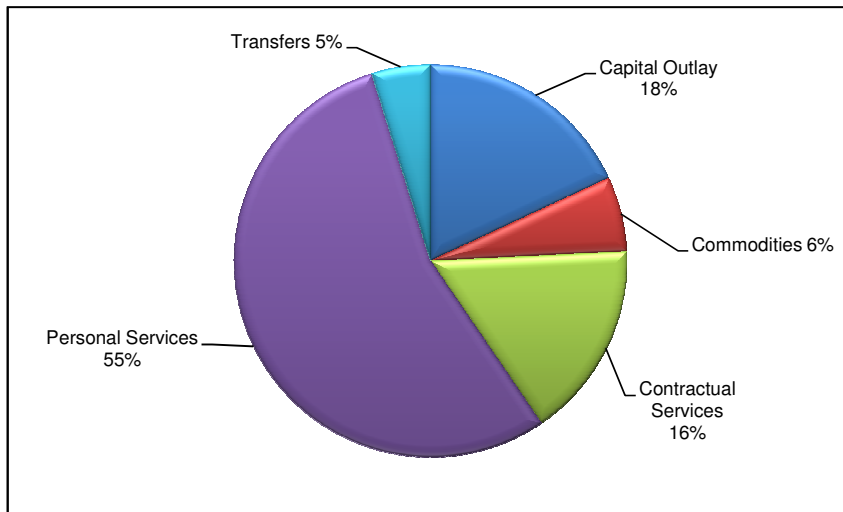


## Expenditures: 2014 Operating Expenditures by Fund

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
General	\$75,175,855	\$74,662,179	\$77,423,085	\$79,422,060
Central Garage	5,807,339	5,965,779	6,890,982	6,670,074
Debt Service	30,187,830	31,098,727	31,563,565	29,810,393
Economic Development	864,568	900,000	943,316	1,279,686
Fire Levy	2,411,691	2,529,124	2,486,786	2,499,613
Library Fund	3,872,078	3,799,497	3,989,583	4,084,358
Motor Fuel	3,280,522	3,394,822	3,619,445	3,530,622
Park Sales Tax	3,322,656	5,039,722	5,115,658	3,255,585
Pers. Comp. Replacement	358,436	818,015	785,885	1,203,008
Recreation Fund	1,367,270	1,591,872	1,580,697	3,632,732
Risk Management	13,490,782	13,230,339	13,874,635	15,362,398
Solid Waste	11,640,689	11,330,256	12,118,674	12,187,490
Special Alcohol	359,764	343,839	506,348	944,049
Special Park and Recreation	1,268,305	836,925	1,015,043	911,145
Special Tax Increment Fin.	4,051,376	3,511,554	6,293,080	7,363,745
Storm Water	3,286,783	3,607,986	4,072,691	4,756,078
Vehicle & Equip. Replacement	3,484,825	7,666,610	6,430,924	7,551,440
Water & Sewer	30,668,032	36,307,073	37,300,005	41,148,562
<b>Grand Total</b>	<b>\$194,898,801</b>	<b>\$206,634,319</b>	<b>\$216,010,402</b>	<b>\$225,613,038</b>

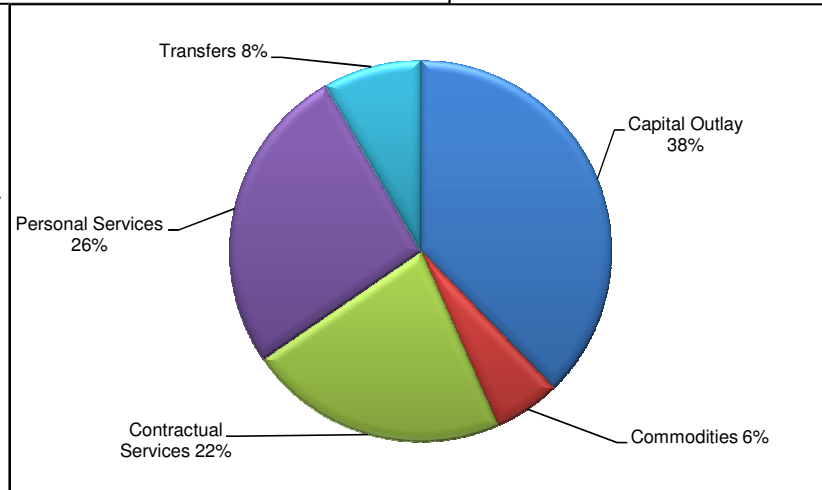
## Expenditures: Expenditures by Type

- **Personal Services** - Expenditures relating to compensating City employees, including salaries, overtime pay, benefits, shift differential and holiday pay.
- **Contractual Services** - Service rendered to a government by private firms, individuals or other governmental agencies. Examples include utilities, rent, maintenance agreements and professional consulting services.
- **Commodities** - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment and asphalt.
- **Capital Outlay** - Land, buildings, building improvements, vehicles, machinery and equipment, infrastructure and all other tangible assets over \$1,000 that are used in operations and have initial useful lives extending beyond a single reporting period.
- **Transfers** - The movement of money from one allocated fund to another fund.



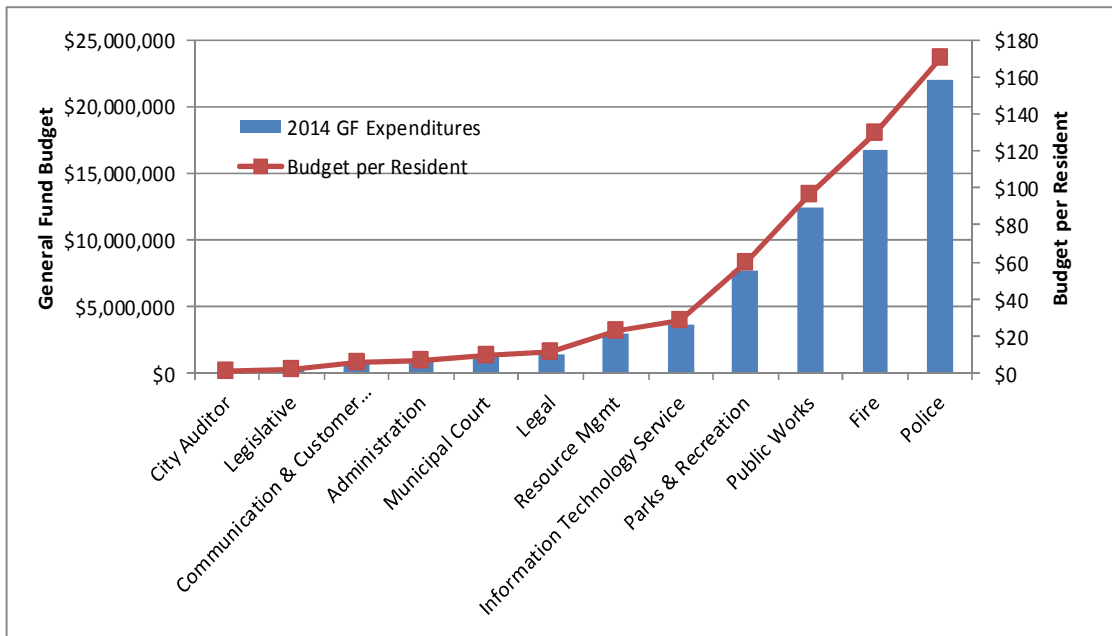
**2014 Expenditures by Type for General Fund**

**2014 Expenditures by Type for All Funds**



# Expenditures: By Department

The financial information presented here is intended to provide City residents with general information about how the City's revenues in the main operating fund are expended. More detailed information regarding each department in the General Fund can be found in each department's section of the book. The graph illustrates the top expenditures in the areas of public safety and transportation, which are the top two Community Focus Areas (CFAs) for the City. Resources are prioritized based upon the ranking of the CFAs.



## Funds: Description of Funds

The City's financial reports are organized into funds in accordance with generally accepted accounting principles (GAAP). A fund is a self contained accounting entity with its own asset, liability, revenue, expenditure or expense and fund balance or other equity accounts.

The City of Olathe groups funds into two broad categories - Government Funds and Proprietary Funds. Funds are further categorized into the following types: General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, Enterprise Funds, Internal Service Funds and Other Funds.

### Government Funds

- ◇ General Fund (tax-supported)
- ◇ Other Funds
- ◇ Special Revenue (special tax) Funds
  - Fire Levy Fund
  - Library Fund
  - Motor Fuel Fund
  - Special Parks and Recreation
  - Recreation Fund
  - Special Alcohol
  - Park Sales Tax
  - Economic Development
  - Special Tax Increment Financing
  - Storm Water
- ◇ Debt Service Fund (tax-supported)
- ◇ Capital Projects Fund

### Proprietary Funds

- ◇ Enterprise (fee) Supported

Funds that are accounted for in a manner similar to a private business enterprise. Enterprise funds fully recover their cost through user fees. The City of Olathe has two enterprise funds:

  - Solid Waste
  - Water and Sewer
- ◇ Internal Service Funds

Funds that provide internal support to City of Olathe departments include:

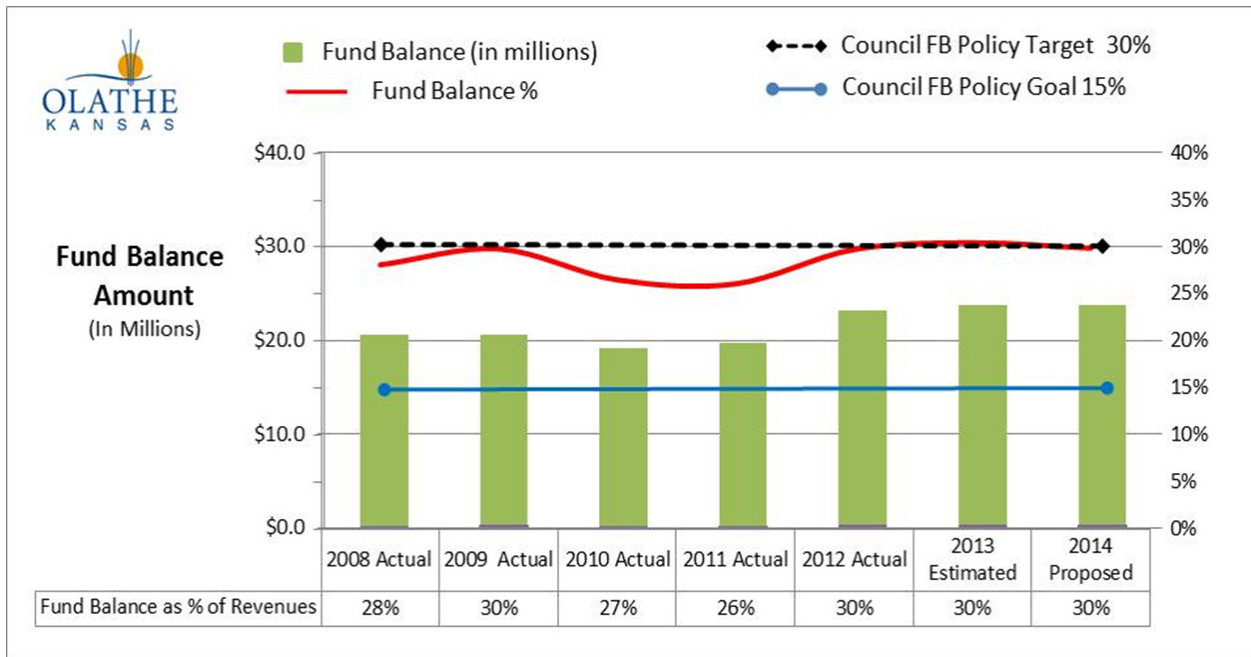
  - Central Garage
  - Risk Management
  - Vehicle and Equipment Replacement
  - Personal Computer Replacement

## Fund Balance - General Fund

The graph below illustrates the history of fund balance for the General Fund over the last few years. The blue line on the graph below indicates the City Council policy of fund balance as a percentage of revenues, set at 15%. The top of the graph is 30%, the policy target.

In 2012, the City was able to end the year adding to the fund balance, which led to meeting the City Council target of 30%. It is expected, that the 30% target will be maintained in 2013 and 2014. This outcome would suggest we have right-sized our organization to meet the constraints of the new levels of revenue.

The following pages discuss each fund's beginning and ending balance in 2013 and explains why changes occurred, if any.





## Fund Balance - Other Funds

### Central Garage

**Beginning Fund Balance: \$65,524**

**Projected Year-End Fund Balance: \$0**

*This is an internal service fund that provides vehicle maintenance support. Revenue is determined based upon projected expenditures. Therefore, this fund does not budget a year-end fund balance.*

### Debt Service

**Beginning Fund Balance: \$19,515,411**

**Projected Year-End Fund Balance: \$14,613,592**

*As part of the 2014-2018 adopted Capital Improvement Plan, the utilization of fund balance to help balance the debt service fund was approved.*

### Economic Development

**Beginning Fund Balance: \$222,915**

**Projected Year-End Fund Balance: \$0**

*All budgeted revenues collected in this fund are used by the Chamber of Commerce for economic development purposes. Therefore, this fund does not budget a year-end fund balance.*

### Fire Levy

**Beginning Fund Balance: \$31,963**

**Projected Year-End Fund Balance: \$0**

*All budgeted revenues collected in this fund are transferred to the General Fund for Fire related expenditures. Therefore, this fund does not budget a year-end fund balance.*

### Library

**Beginning Fund Balance: \$156,192**

**Projected Year-End Fund Balance: \$0**

*All budgeted revenues collected in this fund are transferred to the Library for their operations. Therefore, this fund does not budget a year-end fund balance.*

### Motor Fuel

**Beginning Fund Balance: \$220,715**

**Projected Year-End Fund Balance: \$0**

*All budgeted revenues collected in this fund are transferred to the General Fund for street maintenance. Therefore, this fund does not budget a year-end fund balance.*

### Park Sales Tax

**Beginning Fund Balance: \$1,201,867**

**Projected Year-End Fund Balance: \$761,872**

*The revenues collected in this fund are dedicated for the development and construction of park projects. Due to several large projects such as the Community Center and Lone Elm Park Phase II, the fund balance will be utilized.*

### Personal Computer Replacement

**Beginning Fund Balance: \$342,252**

**Projected Year-End Fund Balance: \$0**

*This is an internal service fund for replacing computers and other technology replacement initiatives. Revenue is determined based upon projected expenditures. Therefore, this fund does not budget a year-end fund balance.*

### Recreation

**Beginning Fund Balance: \$656,313**

**Projected Year-End Fund Balance: \$332,187**

*This is a special revenue fund that collects revenue from recreation fees. It has been a priority to continue building a small fund balance in this fund. Utilizing fund balance to assist with Community Center start-up costs prior to the collection of revenue generated from the Community Center.*

### Risk Management

**Beginning Fund Balance: \$5,953,109**

**Projected Year-End Fund Balance: \$3,635,757**

*This is an internal service fund for the City's health, workers' compensation and property insurance programs. Due to the City being self funded, a fund balance is budgeted to ensure that adequate funds are available for claims.*

### Solid Waste

**Beginning Fund Balance: \$3,333,373**

**Projected Year-End Fund Balance: \$3,333,373**

*The Solid Waste fund maintains a fund balance to reach their goal of establishing a reserve 60 days of operating expenditures. The fund is also building fund balance in anticipation of future capital expenditures.*

### Special Alcohol

**Beginning Fund Balance: \$560,164**

**Projected Year-End Fund Balance: \$0**

*The revenues collected in this fund are dedicated for the purchase, maintenance or expansion of services or programs designed for drug and alcohol abuse prevention, treatment and education. Therefore, all revenues and the projected beginning fund balance are budgeted each year.*

### Special Park & Recreation

**Beginning Fund Balance: \$1,086,246**

**Projected Year-End Fund Balance: \$916,691**

*This is a special revenue fund that collects revenue from development excise taxes and state liquor taxes. The revenues are dedicated for the construction of parks. Due to the volatility of the revenues, a fund balance is maintained.*

### Special Tax Increment Financing

**Beginning Fund Balance: \$5,743,190**

**Projected Year-End Fund Balance: \$2,887,450**

*The revenues collected in this fund are to be used in the payment of bonds and debt established development districts. Due to the slowdown in the economy, the revenue collections have been below projections. Fund balance is being utilized to continue to uphold the debt payment obligations.*

### Storm Water

**Beginning Fund Balance: \$4,142,267**

**Projected Year-End Fund Balance: \$3,064,155**

*This fund has built its fund balance up over the years in anticipation of several large storm water projects. As part of the 2014 fee resolution, storm water fees were raised.*

### Vehicle & Equip. Replacement

**Beginning Fund Balance: \$4,421,773**

**Projected Year-End Fund Balance: \$2,421,773**

*This is an internal service fund for replacing vehicles and capital equipment. Revenue is determined based upon projected expenditures. This fund maintains a fund balance to ensure that adequate funds are available to purchase and replace equipment in a timely manner. Fund balance decreased due to a \$2,000,000 transfer to be used as an intergovernmental "loan" for the Community Center.*

### Water & Sewer

**Beginning Fund Balance: \$7,299,956**

**Projected Year-End Fund Balance: \$7,299,956**

*This is an enterprise fund that collects revenue from water and sanitary sewer charges. The revenues fund the operations and maintenance costs as well as the debt service for water and sewer projects. A fund balance is maintained to meet potential unanticipated needs. As part of the 2014 fee resolution, water and sewer rates were raised.*

## Funds: 2014 Changes to Fund Balance

	General Fund	Central Garage	Debt Service	Economic Development
<b>Revenue Type</b>				
Property Taxes	12,789,936	-	21,866,693	-
Sales Tax	39,676,388	-	-	-
Franchise Tax	9,851,851	-	-	-
Guest Tax	-	-	-	1,056,771
Licenses and Permits	1,319,425	-	-	-
Intergovernmental	898,481	-	-	-
Charges for Services	4,418,150	6,604,550	-	-
Fines and Forfeits	3,906,400	-	-	-
Transfers	6,030,235	-	850,000	-
Miscellaneous	531,194	-	2,191,881	-
Interest	-	-	-	-
<b>Total</b>	<b>79,422,060</b>	<b>6,604,550</b>	<b>24,908,574</b>	<b>1,056,771</b>
<b>Operating Expenditures</b>				
Administration	892,884	-	-	-
City Auditor	133,577	-	-	-
Communication & Customer Svcs.	726,004	-	-	-
Public Safety	38,743,018	-	-	-
Information Technology Services	3,680,900	-	-	-
Legal	1,431,950	-	-	-
Legislative	280,171	-	-	-
Municipal Courts	1,212,361	-	-	-
Public Works	12,471,165	6,450,348	-	-
Parks & Recreation	7,743,078	-	-	-
Debt Service	-	-	29,810,393	-
Resource Management	2,994,983	219,726	-	-
General Operations	3,980,088	-	-	1,279,686
Transfers	4,631,881	-	-	-
<b>Beginning Fund Balance</b>	<b>23,749,214</b>	<b>65,524</b>	<b>19,515,411</b>	<b>222,915</b>
<b>Ending Fund Balance</b>	<b>23,749,214</b>	<b>-</b>	<b>14,613,592</b>	<b>-</b>

	Fire Levy	Library	Motor Fuel	Park Sales Tax
<b>Revenue Type</b>				
Property Taxes	2,467,650	3,928,166	-	-
Sales Tax	-	-	-	2,815,590
Franchise Tax	-	-	-	-
Guest Tax	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	3,309,907	-
Charges for Services	-	-	-	-
Fines and Forfeits	-	-	-	-
Transfers	-	-	-	-
Miscellaneous	-	-	-	-
Interest	-	-	-	-
<b>Total</b>	<b>2,467,650</b>	<b>3,928,166</b>	<b>3,309,907</b>	<b>2,815,590</b>
<b>Operating Expenditures</b>				
Parks & Recreation	-	-	-	255,585
Transfers	2,499,613	4,084,358	3,530,622	3,000,000
<b>Beginning Fund Balance</b>	<b>31,963</b>	<b>156,192</b>	<b>220,715</b>	<b>1,201,867</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>761,872</b>

	Personal Computer Replacement	Recreation	Risk Management	Solid Waste	Special Alcohol
<b>Revenue Type</b>					
Property Taxes	-	-	-	-	-
Sales Tax	-	-	-	-	-
Franchise Tax	-	-	-	-	-
Guest Tax	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental	-	-	-	-	383,855
Charges for Services	860,756	3,308,606	13,045,046	12,187,490	-
Fines and Forfeits	-	-	-	-	-
Transfers	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Interest	-	-	-	-	-
<b>Total</b>	<b>860,756</b>	<b>3,308,606</b>	<b>13,045,046</b>	<b>12,187,490</b>	<b>383,855</b>
<b>Operating Expenditures</b>					
Communication & Customer Svcs.	-	-	-	105,591	103,394
Public Safety	-	-	-	-	80,010
Information Technology Services	-	-	46,045	-	-
Internal Services	725,595	-	-	-	-
Public Works	-	180,131	-	9,419,248	-
Parks & Recreation	-	3,452,601	-	-	760,645
Resource Management	-	-	429,617	-	-
General Operations	-	-	15,244,737	2,356,151	-
Transfers	477,413	-	-	306,500	-
<b>Beginning Fund Balance</b>	<b>342,252</b>	<b>656,313</b>	<b>5,953,109</b>	<b>3,333,373</b>	<b>560,164</b>
<b>Ending Fund Balance</b>	<b>-</b>	<b>332,187</b>	<b>3,635,757</b>	<b>3,333,373</b>	<b>-</b>



	Special Park & Recreation	Special Tax Increment Financing	Storm Water	Vehicle & Equip. Replacement	Water & Sewer
<b>Revenue Type</b>					
Property Taxes	-	1,756,000	-	-	-
Sales Tax	-	2,725,005	-	-	-
Franchise Tax	-	-	-	-	-
Guest Tax	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental	357,705	-	-	-	-
Charges for Services	383,885	27,000	3,677,966	5,551,440	40,062,981
Fines and Forfeits	-	-	-	-	-
Transfers	-	-	-	-	-
Miscellaneous	-	-	-	-	1,085,581
Interest	-	-	-	-	-
<b>Total</b>	<b>741,590</b>	<b>4,508,005</b>	<b>3,677,966</b>	<b>5,551,440</b>	<b>41,148,562</b>
<b>Operating Expenditures</b>					
Communication & Customer Svcs.	-	-	-	-	1,453,321
Public Safety	-	-	-	-	-
Public Works	-	-	2,039,587	-	22,555,672
Parks & Recreation	911,145	-	-	-	-
Debt Service	-	7,363,745	-	-	-
General Operations	-	-	326,991	-	8,929,875
Transfers	-	-	2,389,500	2,000,000	3,931,359
Internal Services	-	-	-	5,551,440	-
<b>Beginning Fund Balance</b>	<b>1,086,246</b>	<b>5,743,190</b>	<b>4,142,267</b>	<b>4,421,773</b>	<b>7,299,956</b>
<b>Ending Fund Balance</b>	<b>916,691</b>	<b>2,887,450</b>	<b>3,064,155</b>	<b>2,421,773</b>	<b>7,299,956</b>

## Fund Summaries

### General Fund Summary

The City's General Fund is the principal funding mechanism for general government operations. This fund supports all of the City's operating departments except for the utility divisions. The City is authorized to collect funds per K.S.A. 12-101. The principal revenue sources for this fund include: sales tax, property tax, franchise fees, licenses and permits, fines and forfeitures, charges for services and intergovernmental payments. Motor Fuel Fund revenues are transferred into the General Fund and expenditures are budgeted in the General Fund.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$19,104,227</b>	<b>\$19,805,880</b>	<b>\$23,441,021</b>	<b>\$23,749,214</b>
<b>REVENUES</b>				
Property Tax	13,415,867	13,122,755	12,448,947	12,789,936
Sales Tax	36,702,346	38,124,525	38,887,016	39,676,388
Franchise Fee	9,676,295	9,857,257	9,854,505	9,851,851
Licenses and Permits	801,090	1,292,246	1,220,547	1,319,425
Intergovernmental	868,854	873,988	901,625	898,481
Charges for Services	4,348,131	4,348,225	4,082,453	4,418,150
Fines and Forfeits	3,605,967	4,102,130	3,829,982	3,906,400
Transfers	5,692,891	5,923,946	6,073,996	6,030,235
Miscellaneous	766,067	652,248	432,207	531,194
<b>Operating Revenues</b>	<b>75,877,508</b>	<b>78,297,320</b>	<b>77,731,278</b>	<b>79,422,060</b>
Year End Accts Receivable				-7,000,000
<b>Total Available Resources</b>	<b>94,981,735</b>	<b>98,103,200</b>	<b>101,172,299</b>	<b>96,171,274</b>
<b>EXPENDITURES</b>				
Personal Services	49,089,701	47,825,379	51,779,759	52,605,719
Contractual Services	13,157,321	12,649,671	15,251,172	15,615,820
Commodities	5,190,535	5,641,289	5,875,126	5,961,677
Capital Outlay	114,591	167,800	609,400	606,963
Transfers	7,623,707	8,378,040	3,907,628	4,631,881
<b>Operating Expenditures</b>	<b>75,175,855</b>	<b>74,662,179</b>	<b>77,423,085</b>	<b>79,422,060</b>
Reserve				16,749,214
<b>Total Expenditures</b>	<b>75,175,855</b>	<b>74,662,179</b>	<b>77,423,085</b>	<b>96,171,274</b>
<b>Ending Balance</b>	<b>\$19,805,880</b>	<b>\$23,441,021</b>	<b>\$23,749,214</b>	<b>\$0</b>

## Central Garage Fund Summary

The Central Garage Fund was established to better track specific expenditures and revenues associated with this internal service. Expenditures in this fund are allocated to various funds utilizing a usage-based formula.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$26,967	\$113,817	\$65,524	\$65,524
<b>REVENUES</b>				
Charges for Services	5,893,599	5,917,248	6,890,982	6,604,550
Interest Income	590	238	0	0
<b>Total Operating Revenue</b>	<b>5,894,189</b>	<b>5,917,486</b>	<b>6,890,982</b>	<b>6,604,550</b>
<b>Total Resources Available</b>	<b>5,921,156</b>	<b>6,031,303</b>	<b>6,956,506</b>	<b>6,670,074</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	1,549,899	1,626,171	1,753,112	1,760,615
Contractual Services	875,954	767,355	1,069,272	1,037,623
Commodities	3,161,486	3,561,655	3,965,828	3,793,538
Capital Outlay	0	0	102,770	78,298
Transfers	220,000	10,598	0	0
<b>Operating Expenditures</b>	<b>5,807,339</b>	<b>5,965,779</b>	<b>6,890,982</b>	<b>6,670,074</b>
<b>Total Expenditures</b>	<b>5,807,339</b>	<b>5,965,779</b>	<b>6,890,982</b>	<b>6,670,074</b>
<b>Ending Balance</b>	<b>\$113,817</b>	<b>\$65,524</b>	<b>\$65,524</b>	<b>\$0</b>

# Debt Service Fund Summary

The Debt Service Fund accounts for monies received from taxes and special assessments for the repayment of the City's general obligation bonds used to finance capital improvements.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$29,180,689	\$26,083,373	\$23,686,539	\$19,515,411
<b>REVENUES</b>				
Property Tax & Spec. Assess.	23,351,258	24,819,108	22,832,675	21,866,693
Miscellaneous	1,060,616	1,375,163	1,025,000	850,000
Transfers	2,678,640	2,507,622	3,534,762	2,191,881
<b>Operating Revenue</b>	<b>27,090,514</b>	<b>28,701,893</b>	<b>27,392,437</b>	<b>24,908,574</b>
<b>Total Available Resources</b>	<b>56,271,203</b>	<b>54,785,266</b>	<b>51,078,976</b>	<b>44,423,985</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Contractual Services	56,357	122,904	0	0
Commodities	0	0	500	60,000
Capital Outlay	30,131,473	30,975,823	31,563,065	29,750,393
<b>Operating Expenditures</b>	<b>30,187,830</b>	<b>31,098,727</b>	<b>31,563,565</b>	<b>29,810,393</b>
Reserve				14,613,592
<b>Total Expenditures</b>	<b>30,187,830</b>	<b>31,098,727</b>	<b>31,563,565</b>	<b>44,423,985</b>
<b>Ending Balance</b>	<b>\$26,083,373</b>	<b>\$23,686,539</b>	<b>\$19,515,411</b>	<b>\$0</b>

## Economic Development Fund Summary

The Economic Development Fund accounts for monies generated from the City's 6% transient guest tax. The revenue from the tax goes to the Olathe Chamber of Commerce for economic development (50%) and the Convention and Visitors Bureau (50%).

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$0	\$14,444	\$130,180	\$222,915
<b>REVENUES</b>				
Transient Guest Tax	879,012	1,015,736	1,036,051	1,056,771
<b>Operating Revenues</b>	<b>879,012</b>	<b>1,015,736</b>	<b>1,036,051</b>	<b>1,056,771</b>
<b>Total Available Resources</b>	<b>879,012</b>	<b>1,030,180</b>	<b>1,166,231</b>	<b>1,279,686</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Contractual Services	864,568	900,000	943,316	1,279,686
<b>Operating Expenditures</b>	<b>864,568</b>	<b>900,000</b>	<b>943,316</b>	<b>1,279,686</b>
<b>Total Expenditures</b>	<b>864,568</b>	<b>900,000</b>	<b>943,316</b>	<b>1,279,686</b>
<b>Ending Balance</b>	<b>\$14,444</b>	<b>\$130,180</b>	<b>\$222,915</b>	<b>\$0</b>



## Fire Levy Fund Summary

The Fire Levy Fund was established in 2001 to separate Fire Department expenditures from the rest of the General Fund. This fund allows the levying of non-fire taxes to City residents within undetached property in rural fire districts. Expenditures for the Fire Department were moved from the Fire Levy Fund to the General Fund. All Fire Levy Fund revenues are now transferred to the General Fund.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$108,368	\$147,638	\$83,839	\$31,963
<b>REVENUES</b>				
Property Tax	2,450,961	2,465,325	2,434,910	2,467,650
<b>Operating Revenues</b>	<b>2,450,961</b>	<b>2,465,325</b>	<b>2,434,910</b>	<b>2,467,650</b>
<b>Total Available Resources</b>	<b>2,559,329</b>	<b>2,612,963</b>	<b>2,518,749</b>	<b>2,499,613</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Transfers	2,411,691	2,529,124	2,486,786	2,499,613
<b>Operating Expenditures</b>	<b>2,411,691</b>	<b>2,529,124</b>	<b>2,486,786</b>	<b>2,499,613</b>
<b>Total Expenditures</b>	<b>2,411,691</b>	<b>2,529,124</b>	<b>2,486,786</b>	<b>2,499,613</b>
<b>Ending Balance</b>	<b>\$147,638</b>	<b>\$83,839</b>	<b>\$31,963</b>	<b>\$0</b>

## Library Tax Fund Summary

The Library Tax Fund accounts for monies received from the annual library tax levy. Money is collected for the Library Operating Fund for the operation of the Olathe Public Library.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$1,221	\$120,275	\$326,479	\$156,192
<b>REVENUES</b>				
Property Tax	3,991,132	4,005,701	3,819,296	3,928,166
<b>Operating Revenues</b>	<b>3,991,132</b>	<b>4,005,701</b>	<b>3,819,296</b>	<b>3,928,166</b>
<b>Total Available Resources</b>	<b>3,992,353</b>	<b>4,125,976</b>	<b>4,145,775</b>	<b>4,084,358</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Contractual Services	3,872,078	3,799,497	3,989,583	4,084,358
<b>Operating Expenditures</b>	<b>3,872,078</b>	<b>3,799,497</b>	<b>3,989,583</b>	<b>4,084,358</b>
<b>Total Expenditures</b>	<b>3,872,078</b>	<b>3,799,497</b>	<b>3,989,583</b>	<b>4,084,358</b>
<b>Ending Balance</b>	<b>\$120,275</b>	<b>\$326,479</b>	<b>\$156,192</b>	<b>\$0</b>

## Motor Fuel Fund Summary

The Motor Fuel Fund was created to account for motor fuel taxes levied by the State of Kansas and distributed to local units of government for the purpose of constructing, altering, reconstructing, maintaining and repairing streets and highways. The Motor Fuel Fund revenues are transferred into the General Fund and expenditures are budgeted in the General Fund.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$643,153	\$697,015	\$563,025	\$220,715
<b>REVENUES</b>				
Intergovernmental	3,334,383	3,260,832	3,277,135	3,309,907
<b>Operating Revenues</b>	<b>3,334,383</b>	<b>3,260,832</b>	<b>3,277,135</b>	<b>3,309,907</b>
<b>Total Available Resources</b>	<b>3,977,536</b>	<b>3,957,847</b>	<b>3,840,160</b>	<b>3,530,622</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Transfers	3,280,521	3,394,822	3,619,445	3,530,622
<b>Operating Expenditures</b>	<b>3,280,521</b>	<b>3,394,822</b>	<b>3,619,445</b>	<b>3,530,622</b>
<b>Total Expenditures</b>	<b>3,280,521</b>	<b>3,394,822</b>	<b>3,619,445</b>	<b>3,530,622</b>
<b>Ending Balance</b>	<b>\$697,015</b>	<b>\$563,025</b>	<b>\$220,715</b>	<b>\$0</b>

## Park Sales Tax Fund Summary

The Park Sales Tax Fund was established to account for monies collected through the 1/8% sales tax, which was originally approved by voters in 1999 for park improvements and renewed in 2005. The second phase expires in March 2015.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$6,005,639</b>	<b>\$5,335,643</b>	<b>\$3,564,315</b>	<b>\$1,201,867</b>
<b>REVENUES</b>				
Sales Tax	2,627,433	2,699,224	2,753,210	2,815,590
Interest Income	25,227	-5,898	0	0
Transfers	0	575,068	0	0
<b>Operating Revenues</b>	<b>2,652,660</b>	<b>3,268,394</b>	<b>2,753,210</b>	<b>2,815,590</b>
Year End Accts Receivable				-200,000
<b>Total Available Resources</b>	<b>8,658,299</b>	<b>8,604,037</b>	<b>6,317,525</b>	<b>3,817,457</b>
<b>EXPENDITURES</b>				
Personal Services	240,886	234,256	251,105	249,341
Contractual Services	3,423	1,927	4,088	4,844
Commodities	0	0	1,400	1,400
Transfers	3,078,347	4,803,539	4,859,065	3,000,000
<b>Operating Expenditures</b>	<b>3,322,656</b>	<b>5,039,722</b>	<b>5,115,658</b>	<b>3,255,585</b>
Reserve				561,872
<b>Total Expenditures</b>	<b>3,322,656</b>	<b>5,039,722</b>	<b>5,115,658</b>	<b>3,817,457</b>
<b>Ending Balance</b>	<b>\$5,335,643</b>	<b>\$3,564,315</b>	<b>\$1,201,867</b>	<b>\$0</b>

## Personal Computer Replacement Fund Summary

The Personal Computer Replacement Fund was created to account for monies to fund the City's purchase of replacement personal computers and other technology equipment. Beginning in 2013, this fund also includes the Technology Capital Replacement program, which provides a funding source for technology capital replacement items.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$609,689</b>	<b>\$729,007</b>	<b>\$400,005</b>	<b>\$342,252</b>
<b>REVENUES</b>				
Charges for Services	475,475	488,767	728,132	860,756
Interest Income	2,279	246	0	0
<b>Operating Revenues</b>	<b>477,754</b>	<b>489,013</b>	<b>728,132</b>	<b>860,756</b>
<b>Total Available Resources</b>	<b>1,087,443</b>	<b>1,218,020</b>	<b>1,128,137</b>	<b>1,203,008</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Capital Outlay	358,436	702,015	491,602	725,595
Transfers	0	116,000	294,283	477,413
<b>Operating Expenditures</b>	<b>358,436</b>	<b>818,015</b>	<b>785,885</b>	<b>1,203,008</b>
<b>Total Expenditures</b>	<b>358,436</b>	<b>818,015</b>	<b>785,885</b>	<b>1,203,008</b>
<b>Ending Balance</b>	<b>\$729,007</b>	<b>\$400,005</b>	<b>\$342,252</b>	<b>\$0</b>

## Recreation Fund Summary

The Recreation Fund was established to account for revenues generated by user fees from the wide variety of City operated park and recreation programs.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$378,967</b>	<b>\$550,267</b>	<b>\$656,313</b>	<b>\$656,313</b>
<b>REVENUES</b>				
Charges for Services	1,536,552	1,698,169	1,580,697	3,308,606
Interest Income	2,018	-251	0	0
<b>Operating Revenues</b>	<b>1,538,570</b>	<b>1,697,918</b>	<b>1,580,697</b>	<b>3,308,606</b>
<b>Total Available Resources</b>	<b>1,917,537</b>	<b>2,248,185</b>	<b>2,237,010</b>	<b>3,964,919</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	664,411	769,754	836,636	1,992,907
Contractual Services	436,953	453,648	436,311	925,257
Commodities	252,405	349,310	292,750	435,568
Capital Outlay	13,501	19,160	15,000	264,000
Transfers	0	0	0	15,000
<b>Operating Expenditures</b>	<b>1,367,270</b>	<b>1,591,872</b>	<b>1,580,697</b>	<b>3,632,732</b>
Reserve				332,187
<b>Total Expenditures</b>	<b>1,367,270</b>	<b>1,591,872</b>	<b>1,580,697</b>	<b>3,964,919</b>
<b>Ending Balance</b>	<b>\$550,267</b>	<b>\$656,313</b>	<b>\$656,313</b>	<b>\$0</b>



## Risk Management Fund Summary

The Risk Management Fund was created to support the City's health, workers' compensation and property insurance programs. Risk Management Fund costs are charged back to user departments.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$5,483,946	\$6,921,972	\$6,248,949	\$5,953,109
<b>REVENUES</b>				
Charges for Service	14,894,474	12,558,365	13,578,795	13,045,046
Interest Income	34,334	-1,049	0	0
<b>Operating Revenues</b>	<b>14,928,808</b>	<b>12,557,316</b>	<b>13,578,795</b>	<b>13,045,046</b>
<b>Total Available Resources</b>	<b>20,412,754</b>	<b>19,479,288</b>	<b>19,827,744</b>	<b>18,998,155</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	172,021	211,673	191,317	298,361
Contractual Services	13,316,857	13,013,968	13,680,518	15,034,237
Commodities	1,904	4,698	2,800	29,800
<b>Operating Expenditures</b>	<b>13,490,782</b>	<b>13,230,339</b>	<b>13,874,635</b>	<b>15,362,398</b>
Reserve				3,635,757
<b>Total Expenditures</b>	<b>13,490,782</b>	<b>13,230,339</b>	<b>13,874,635</b>	<b>18,998,155</b>
<b>Ending Balance</b>	<b>\$6,921,972</b>	<b>\$6,248,949</b>	<b>\$5,953,109</b>	<b>\$0</b>

# Solid Waste Fund Summary

The Solid Waste Fund holds all of the revenue generated from fees associated with the Olathe Public Works Department's Solid Waste division collection, disposal and curbside recycling programs. The revenue is used to directly fund the operations and maintenance of these programs.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$2,290,586</b>	<b>\$2,490,259</b>	<b>\$3,333,249</b>	<b>\$3,333,373</b>
<b>REVENUES</b>				
Charges for Services	11,824,330	12,149,551	12,118,798	12,187,490
Interest Income	16,032	23,695	0	0
<b>Operating Revenues</b>	<b>11,840,362</b>	<b>12,173,246</b>	<b>12,118,798</b>	<b>12,187,490</b>
Year End Accts Receivable				-200,000
<b>Total Available Resources</b>	<b>14,130,948</b>	<b>14,663,505</b>	<b>15,452,047</b>	<b>15,320,863</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	3,553,035	3,744,708	4,128,603	3,844,427
Contractual Services	5,822,126	5,293,649	5,598,563	5,849,939
Commodities	1,972,028	2,034,695	2,085,277	1,916,339
Capital Outlay	0	610	221,731	270,285
Transfers	293,500	256,594	84,500	306,500
<b>Operating Expenditures</b>	<b>11,640,689</b>	<b>11,330,256</b>	<b>12,118,674</b>	<b>12,187,490</b>
Reserve				3,133,373
<b>Total Expenditures</b>	<b>11,640,689</b>	<b>11,330,256</b>	<b>12,118,674</b>	<b>15,320,863</b>
<b>Ending Balance</b>	<b>\$2,490,259</b>	<b>\$3,333,249</b>	<b>\$3,333,373</b>	<b>\$0</b>

## Special Alcohol Fund Summary

The Special Alcohol Fund was created to account for monies received from the State of Kansas liquor tax on all Class A and Class B private clubs. The money is earmarked for the purchase, maintenance or expansion of services or programs designed for drug and alcohol abuse prevention, treatment and education.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$652,461</b>	<b>\$654,065</b>	<b>\$686,428</b>	<b>\$560,164</b>
<b>REVENUES</b>				
Intergovernmental	359,162	376,321	380,084	383,885
Interest Income	2,206	-119	0	0
<b>Operating Revenues</b>	<b>361,368</b>	<b>376,202</b>	<b>380,084</b>	<b>383,885</b>
<b>Total Available Resources</b>	<b>1,013,829</b>	<b>1,030,267</b>	<b>1,066,512</b>	<b>944,049</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	126,075	132,397	142,891	139,322
Contractual Services	215,878	202,676	242,659	246,828
Commodities	17,811	5,850	17,719	15,554
Capital Outlay	0	2,916	103,079	542,345
<b>Operating Expenditures</b>	<b>359,764</b>	<b>343,839</b>	<b>506,348</b>	<b>944,049</b>
<b>Total Expenditures</b>	<b>359,764</b>	<b>343,839</b>	<b>506,348</b>	<b>944,049</b>
<b>Ending Balance</b>	<b>\$654,065</b>	<b>\$686,428</b>	<b>\$560,164</b>	<b>\$0</b>

## Special Park and Recreation Fund Summary

The Special Park and Recreation Fund was created to account for monies received from the State liquor tax on all Class A and Class B private clubs that are earmarked for the purchase, establishment, maintenance or expansion of park and recreational services, programs and facilities. The fund also includes monies from the City's Park Excise Tax, which includes general park funds and neighborhood park funds. These funds are used for the park projects specified in the Capital Improvement Plan.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>2,116,120</b>	<b>1,415,333</b>	<b>1,383,747</b>	<b>1,086,246</b>
<b>REVENUES</b>				
Intergovernmental	359,161	376,321	337,458	357,705
Charges for Services	182,784	337,457	380,084	383,885
Transfers	17,118	92,546	0	0
Interest Income	8,465	-985	0	0
<b>Operating Revenues</b>	<b>567,528</b>	<b>805,339</b>	<b>717,542</b>	<b>741,590</b>
<b>Total Available Resources</b>	<b>2,683,648</b>	<b>2,220,672</b>	<b>2,101,289</b>	<b>1,827,836</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	353,840	347,314	457,343	454,432
Contractual Services	6,492	4,611	52,700	56,713
Capital Outlay	2,983	0	460,000	0
Transfers	905,000	485,000	45,000	400,000
<b>Operating Expenditures</b>	<b>1,268,315</b>	<b>836,925</b>	<b>1,015,043</b>	<b>911,145</b>
Reserve				916,691
<b>Total Expenditures</b>	<b>1,268,315</b>	<b>836,925</b>	<b>1,015,043</b>	<b>1,827,836</b>
<b>Ending Balance</b>	<b>\$1,415,333</b>	<b>\$1,383,747</b>	<b>\$1,086,246</b>	<b>\$0</b>

## Special Tax Increment Financing Fund Summary

The Special Tax Increment Financing Fund accounts for monies to be used in the payments of bonds and debt for established Tax Increment Financing (TIF) development districts, Transportation Development Districts (TDD) and Community Improvement Districts (CID). The fund receives revenue from the ad valorem property tax and sales tax increments of the development.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$6,354,560</b>	<b>\$6,047,390</b>	<b>\$6,293,080</b>	<b>\$5,743,190</b>
<b>REVENUES</b>				
Property Tax	1,448,963	1,433,408	2,180,805	1,756,000
Sales Tax	2,283,929	2,320,397	3,562,385	2,725,005
Charges for Services	0	0	0	27,000
Interest Income	11,314	3,439	0	0
<b>Operating Revenues</b>	<b>3,744,206</b>	<b>3,757,244</b>	<b>5,743,190</b>	<b>4,508,005</b>
<b>Total Available Resources</b>	<b>10,098,766</b>	<b>9,804,634</b>	<b>12,036,270</b>	<b>10,251,195</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Capital Outlay	4,051,376	3,511,554	6,293,080	7,363,745
<b>Operating Expenditures</b>	<b>4,051,376</b>	<b>3,511,554</b>	<b>6,293,080</b>	<b>7,363,745</b>
Reserve				2,887,450
<b>Total Expenditures</b>	<b>4,051,376</b>	<b>3,511,554</b>	<b>6,293,080</b>	<b>10,251,195</b>
<b>Ending Balance</b>	<b>\$6,047,390</b>	<b>\$6,293,080</b>	<b>\$5,743,190</b>	<b>\$0</b>

# Storm Water Fund Summary

The Storm Water Fund was created to account for monies collected through the City's storm water management fee. The storm water management fee provides a funding service for the construction of new and remedial storm water facilities.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$3,736,762</b>	<b>\$3,890,705</b>	<b>\$4,642,008</b>	<b>\$4,142,267</b>
<b>REVENUES</b>				
Charges for Services	3,428,532	3,562,218	3,572,950	3,677,966
Interest Income	9,279	-2,551	0	0
Transfers	2915	799,622	0	0
<b>Operating Revenues</b>	<b>3,440,726</b>	<b>4,359,289</b>	<b>3,572,950</b>	<b>3,677,966</b>
<b>Total Available Resources</b>	<b>7,177,488</b>	<b>8,249,994</b>	<b>8,214,958</b>	<b>7,820,233</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	941,973	1,119,955	1,409,136	1,617,235
Contractual Services	604,462	433,616	485,497	509,472
Commodities	130,348	163,933	177,558	233,871
Capital Outlay	0	994	500	6,000
Transfers	1,610,000	1,889,488	2,000,000	2,389,500
<b>Operating Expenditures</b>	<b>3,286,783</b>	<b>3,607,986</b>	<b>4,072,691</b>	<b>4,756,078</b>
Reserve				<u>3,064,155</u>
<b>Total Expenditures</b>	<b>3,286,783</b>	<b>3,607,986</b>	<b>4,072,691</b>	<b>7,820,233</b>
<b>Ending Balance</b>	<b>\$3,890,705</b>	<b>\$4,642,008</b>	<b>\$4,142,267</b>	<b>\$0</b>



## Vehicle and Equipment Replacement Fund (VERF) Summary

The Vehicle and Equipment Replacement Fund was created to account for monies to fund the City's capital budget for replacement of vehicles and certain capital equipment. This fund was established in accordance with Resolution No. 89-1213 (Debt Management and Fiscal Policies for the City).

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	<b>\$7,691,598</b>	<b>\$8,918,522</b>	<b>\$5,546,689</b>	<b>\$4,421,773</b>
<b>REVENUES</b>				
Charges for Services	4,632,190	4,236,851	5,306,008	5,551,440
Transfers	18,000	45,298	0	0
Interest Income	61,559	12,628	0	0
<b>Operating Revenues</b>	<b>4,711,749</b>	<b>4,294,777</b>	<b>5,306,008</b>	<b>5,551,440</b>
<b>Total Available Resources</b>	<b>12,403,347</b>	<b>13,213,299</b>	<b>10,852,697</b>	<b>9,973,213</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Capital Outlay	3,484,825	7,625,350	6,430,924	5,551,440
Transfers	0	41,260	0	2,000,000
<b>Operating Expenditures</b>	<b>3,484,825</b>	<b>7,666,610</b>	<b>6,430,924</b>	<b>7,551,440</b>
Reserve				2,421,773
<b>Total Expenditures</b>	<b>3,484,825</b>	<b>7,666,610</b>	<b>6,430,924</b>	<b>9,973,213</b>
<b>Ending Balance</b>	<b>\$8,918,522</b>	<b>\$5,546,689</b>	<b>\$4,421,773</b>	<b>\$0</b>

## Water and Sewer Fund Summary

The Water and Sewer Fund holds all of the revenue generated from fees associated with the Public Works water and sanitary sewer charges. The revenue is used to directly fund operations and maintenance of the following divisions: Customer Services, Infrastructure Management, Field Operations, Strategic Management and Environmental Services.

	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>Beginning Balance</b>	\$6,300,000	\$6,606,851	\$7,426,621	\$7,299,956
<b>REVENUES</b>				
Charges for Services	30,459,601	35,628,304	36,439,231	40,062,981
Miscellaneous	515,282	1,498,539	734,109	1,085,581
<b>Operating Revenues</b>	<b>30,974,883</b>	<b>37,126,843</b>	<b>37,173,340</b>	<b>41,148,562</b>
Year End Accts Receivable				<u>-2,000,000</u>
<b>Total Available Resources</b>	<b>37,274,883</b>	<b>43,733,694</b>	<b>44,599,961</b>	<b>46,448,518</b>
	Actual 2011	Actual 2012	Projected 2013	Adopted 2014
<b>EXPENDITURES</b>				
Personal Services	8,762,868	8,978,653	10,158,590	10,336,787
Contractual Services	10,164,963	11,694,395	12,650,767	13,405,441
Commodities	7,488,684	11,283,162	8,894,476	3,364,684
Capital Outlay	493,850	492,772	528,982	10,170,291
Transfers	3,757,667	3,858,091	5,067,190	3,871,359
<b>Operating Expenditures</b>	<b>30,668,032</b>	<b>36,307,073</b>	<b>37,300,005</b>	<b>41,148,562</b>
Reserve				<u>5,299,956</u>
<b>Total Expenditures</b>	<b>30,668,032</b>	<b>36,307,073</b>	<b>37,300,005</b>	<b>46,448,518</b>
<b>Ending Balance</b>	<b>\$6,606,851</b>	<b>\$7,426,621</b>	<b>\$7,299,956</b>	<b>\$0</b>

## Funds: 2014 Total Fund Summary

Fund Name	Beginning Balance	2014 Adopted Revenues	2014 Adopted Expenditures
General	\$23,749,214	\$96,171,274	\$96,171,274
Central Garage	65,524	6,670,074	6,670,074
Debt Service	19,515,411	44,423,985	44,423,985
Economic Development	222,915	1,279,686	1,279,686
Fire Levy	31,963	2,499,613	2,499,613
Library Tax	156,192	4,084,358	4,084,358
Motor Fuel	220,715	3,530,622	3,530,622
Park Sales Tax	1,201,867	3,817,457	3,817,457
Personal Computer Replacement	342,252	1,203,008	1,203,008
Recreation	656,313	3,964,919	3,964,919
Risk Management	5,953,109	18,998,155	18,998,155
Solid Waste	3,333,373	15,320,863	15,320,863
Special Alcohol	560,164	944,049	944,049
Special Park and Recreation	1,086,246	1,827,836	1,827,836
Special Tax Increment Financing	5,743,190	10,251,195	10,251,195
Storm Water	4,142,267	7,820,233	7,820,233
Vehicle & Equipment Replacement	4,421,773	9,973,213	9,973,213
Water & Sewer	7,299,956	46,448,518	46,448,518
<b>Total</b>	<b>\$78,702,444</b>	<b>\$279,229,058</b>	<b>\$279,229,058</b>

## Funds: By Department Matrix

The matrix below illustrates which funds are budgeted in each Departments. A portion of the General Fund is budgeted in every Department, while the other funds only impact certain Departments. The following Department pages include the funding source for each division's operating expenditures.

Fund	Admin	Auditor	Communication & Customer Services	Fire	ITS	Legal	Legislative	Municipal Court	Public Works	Parks & Rec	Police	Resource Management
General	X	X	X	X	X	X	X	X	X	X	X	X
Central Garage									X			
Park Sales Tax										X		
Recreation									X	X		
Risk Management					X							X
Solid Waste			X						X			
Special Alcohol			X							X	X	
Special Park & Rec										X		
Storm Water									X			
Water & Sewer			X						X			

# Administration Department

The Administration Department is comprised of the City Manager's Office.

## Major Services

- ◆ Implementing and administrating the general policies and procedures of the City as outlined by the City Council.
- ◆ Overseeing preparation of the City's annual budget, five-year Capital Improvement Plan (CIP), Strategic Plan, and Organizational Scorecard.

## Community Focus Areas

- ◆ Administration is an internal service function that supports all Community Focus Areas.

## Department Mission

*To provide responsible, efficient leadership for the City organization, and to serve the City Council and citizens of Olathe.*



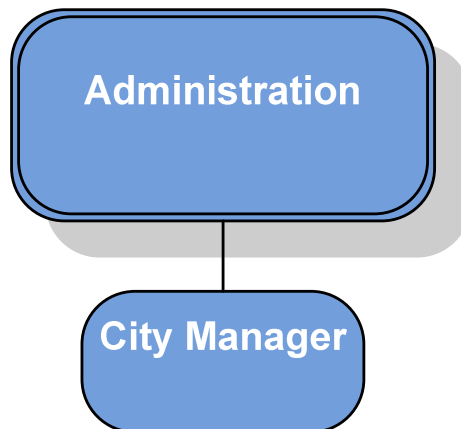
## Department Location

**City Hall**  
100 E. Santa Fe  
Olathe, KS 66061  
(913) 971-8700

## Departmental Budget: Administration

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Administration</b>				
Personal Services	\$696,976	\$666,518	\$684,765	\$722,077
Contractual Services	83,724	73,243	140,983	148,225
Commodities	14,451	15,332	22,611	22,582
Capital Outlay	126	629	0	0
<b>Administration Total</b>	<b>\$795,277</b>	<b>\$755,722</b>	<b>\$848,359</b>	<b>\$892,884</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	5	5	5	5
Part Time	0	0	0	0
<b>Total FTE'S</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>



## Departmental Key Result Indicators: Administration

A department's "Key Result Indicators" are performance measures highlighting how the department aligns with the Organizational Scorecard. The Key Result Indicators are organized under the Organizational Objective categories: Customer, Financial, Business Processes, and Employee Learning & Growth. A Key Result Indicator dashboard is included in each departmental section of the budget book to highlight performance

Customer			
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Crime Rate (Part 1 Total)	20.54	<23.0	<23.0
Percent of time water meets regulatory standards	100%	100%	100%
Fire confined to room of origin	62%	70%	70%
Percent of cardiac arrest patients arriving to hospital with a pulse	24%	16%	16%
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Overall Satisfaction	130%	≥132	≥132
Overall value received for City taxes/fees	76%	70%	70%
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Parks & Recreation Satisfaction	88%	85%	85%
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Solid Waste Diversion Rate	38%	≥35%	≥35%
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Mobility Index	118	120	120
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Neighborhood Health Index	100	102	102
Diversity Index	108	110	112
Financial			
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Bond Rating Index	9.0	9.0	9.0
Key Result Indicator	Actual 2012	Target 2013	Target 2014
Private Investment in Downtown as a percentage of total dollars invested (Public & Private)	11%	8%	5%
Actual Land Use Mix (residential/non-residential)	29.09/70.91	29.10/70.90	29.10/70.9

## City Manager

The City Manager's Office provides professional leadership in the administration and execution of policies and objectives formulated by the City Council. The office oversees the preparation of the annual operating budget and the five-year Capital Improvement Plan.

### 2013 Accomplishments:

- The Olathe Community Center and Stagecoach Park renovations are underway, with a completion date in 2014
- Achieved a score of 130 for overall satisfaction on the DirectionFinder® Survey
- Completed the Annual Balanced Scorecard Report
- Achieved the Certificate of Excellence from the International City/County Management Association (ICMA) Center for Performance Measurement
- Completed the Employee Engagement Survey

### 2014 Goals and Objectives:

- Implement City Council goals and objectives
- Finalize and implement a strategic work plan for City departments
- Deliver high quality, efficient, and affordable city services
- Promote and preserve cultural and ethnic diversity
- Improve and preserve parks, open space, historic sites, and recreation opportunities
- Provide needed infrastructure improvements and maintain existing public facilities
- Maintain and improve the city bond rating
- Recruit, develop, and retain high-performing employees
- Continue excellence in Public Safety

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$696,976	\$666,518	\$684,765	\$722,077
Contractual Services	83,724	73,243	140,983	148,225
Commodities	14,451	15,332	22,611	22,582
Capital Outlay	126	629	0	0
<b>Total</b>	<b>\$795,277</b>	<b>\$755,722</b>	<b>\$848,359</b>	<b>\$892,884</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$795,277	\$755,722	\$848,359	\$892,884
<b>Total</b>	<b>\$795,277</b>	<b>\$755,722</b>	<b>\$848,359</b>	<b>\$892,884</b>

# City Auditor Department

The City Auditor Department is comprised of the City Auditor's Office.

## Major Services

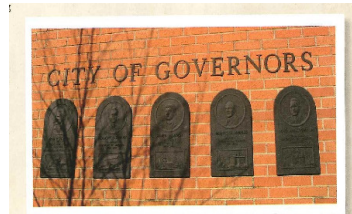
- ◆ Conduct financial-related and performance audits to identify recommendations for improving operations.

## Community Focus Areas

- ◆ The City Auditor is an internal support function whose immediate customers are the City's externally-focused departments.

## Department Mission

*To provide the Olathe City Council with an independent and objective assessment of all municipal operations and financial processes in accordance with applicable auditing standards.*



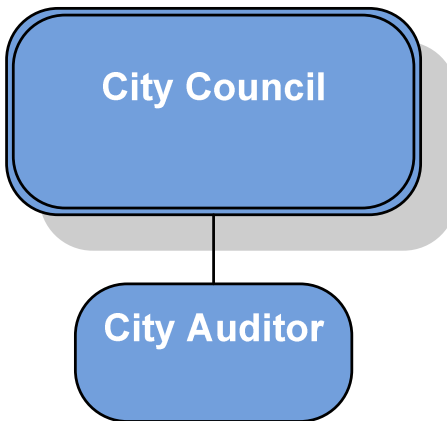
## Department Location

**City Hall**  
100 E. Santa Fe  
Olathe, KS 66061  
(913) 971-8600

## Departmental Budget: City Auditor

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>City Auditor</b>				
Personal Services	\$121,608	\$126,856	\$124,063	\$126,172
Contractual Services	3,009	3,695	5,437	6,305
Commodities	643	769	1,200	1,100
<b>City Auditor Total</b>	<b>\$125,260</b>	<b>\$131,320</b>	<b>\$130,700</b>	<b>\$133,577</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	1	1	1	1
Part Time	0	0	0	0
<b>Total FTE'S</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## City Auditor

The City Auditor Division serves the City Council and City management by conducting performance audits and other reviews to identify meaningful recommendations for improving all facets of municipal government operations. *At the time of publishing this document, the position is vacant. The Key Results Indicators will be updated when the position is filled.*

### 2013 Accomplishments:

- Completed audits of the following areas:
- Benefit Districts—evaluating the fees assessed to recover the cost of administration
  - EnterpriseOne—assessing the adequacy of post-implementation efforts
  - Municipal Court—cash handling and collection procedures
  - Vehicle Allocation—evaluating the utilization of the City’s fleet
  - Leased and City-owned streetlights

### 2014 Goals and Objectives:

- Report to the City Council a minimum of 4 audits, addressing areas of risk for the City
- Identify opportunities for the City to avoid certain costs or to increase revenue
- Develop a continuous audit program to automate the testing of internal controls associated with key business processes
- Provide assistance and consultation to the City’s process improvement initiatives

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$121,608	\$126,856	\$124,063	\$126,172
Contractual Services	3,009	3,695	5,437	6,305
Commodities	643	769	1,200	1,100
<b>Total</b>	<b>\$125,260</b>	<b>\$131,320</b>	<b>\$130,700</b>	<b>\$133,577</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$125,260	\$131,320	\$130,700	\$133,577
<b>Total</b>	<b>\$125,260</b>	<b>\$131,320</b>	<b>\$130,700</b>	<b>\$133,577</b>

## Communication & Customer Services

The Communication & Customer Services Department is comprised of the following divisions: Communication and Public Engagement Administration, Customer Service, and Creative Media Operations.

### Major Services

- ◆ Strategic management of the comprehensive public information program, including creative media
- ◆ Public education and outreach in the areas of crime prevention and fire and life safety
- ◆ Customer relations/service
- ◆ Billing and Account Management
- ◆ Internal communications
- ◆ Public affairs
- ◆ Brand management

### Community Focus Areas

- ◆ Communication & Customer Services serves internal and external customers and supports all Community Focus Areas.

### Department Mission

*Empowering the Olathe community with unequalled communication, customer service, and public outreach.*



### Department Locations

#### City Hall

100 E. Santa Fe  
Olathe, KS 66061  
(913) 971-8600

#### Public Safety/Police Department

501 E. US 56 Hwy  
Olathe, KS 66061  
(913) 971-7500

#### Fire Administration

1225 S. Hamilton Cir.  
Olathe, KS 66061  
(913) 971-6333

#### Robinson Complex

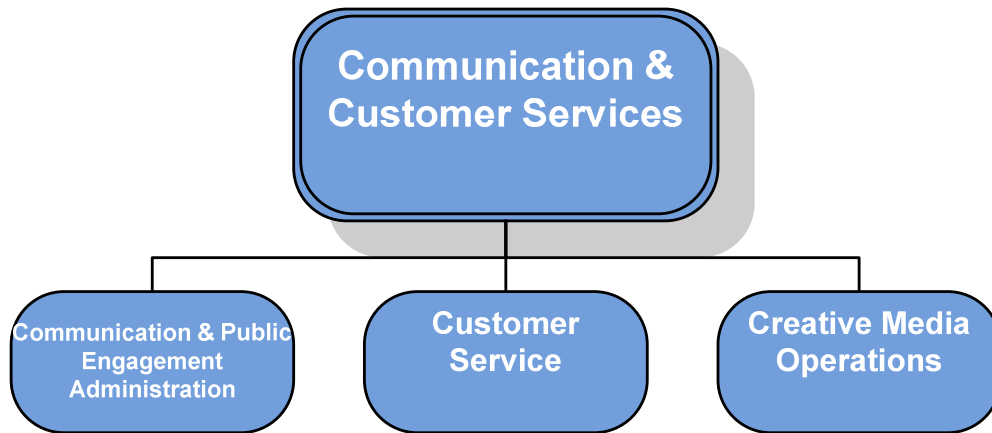
1385 S. Robinson Dr.  
Olathe, KS 66061  
(913) 971-9311



## Departmental Budget: Communication & Customer Services

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Communications &amp; Customer Services (C&amp;CS)</b>				
Personal Services	\$1,501,675	\$1,496,345	\$1,662,317	\$1,675,417
Contractual Services	157,983	229,373	357,291	393,668
Commodities	221,681	263,229	291,345	300,225
Capital Outlay	28,484	24,849	1,000	19,000
Transfers	0	321,100	320,500	321,100
<b>C&amp;CS Total</b>	<b>\$1,909,823</b>	<b>\$2,334,896</b>	<b>\$2,632,453</b>	<b>\$2,709,410</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	23	23	24	24
Part Time	0	0	0	0
<b>Total FTE'S</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>

## Departmental Key Result Indicators: Communication & Customer Services

Customer					
Provide Excellent Customer Service					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Provide citizens with excellent service and communication	Overall Satisfaction Index Target (DirectionFinder survey results)	132	130	≥132	≥132
	Quality of customer service	85%	84%	88%	86%
	Effectiveness of City communication	83%	82%	85%	84%
Enhance and Maintain a Sense of Community					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Adapt communication methods to reflect changing customer habits & expectations (how they receive information via technology)	Percent citing website vs. printed link as primary source of information (DirectionFinder survey results)	36%/75%	37%/81%	40%/65%	40%/70%
Promote Community Health, Safety & Welfare					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Provide Health, Safety, and Welfare Education to the citizens of the City of Olathe	Satisfaction with Police/Fire public education programs (DirectionFinder survey results)	76%/86%	62%/79%	80%/87%	77%/87%
Financial					
Maintain/Improve Infrastructure and Facilities					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Continue to stay abreast of State and Federal issues affecting the City	Percentage of Council legislative priorities successfully addressed	100%	100%	100%	100%
Promote Financial Health and Economic Vitality					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Deliver high quality, accurate City services	Accurate and timely billing	99%	100%	100%	100%
Business Processes					
Promote Stakeholder Engagement					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Enhance openness and accessibility of government	Satisfaction with public involvement and decision making (DirectionFinder survey results)	59%	53%	63%	60%

## Communication & Public Engagement Administration

The Communication & Public Engagement Administration Division directs and manages the Communication & Customer Services Department. It also includes the comprehensive public information, public education, and outreach programs geared primarily toward crime prevention and fire & life safety, as well as all City, State, and Federal lobbying.

### 2013 Accomplishments:

- Implemented “responsive design” on public website to ensure a better user experience
- Implemented mobile application as part of the CitizenConnect upgrade
- Increased social media engagement through Facebook and Twitter
- Fire Safety House visited 35 Olathe elementary schools, providing fire and life safety education to over 2,000 second graders
- Over 2,200 Olathe students completed the six-week 3rd grade Fire & Life Safety Program with 75% attaining the rank of Junior Firefighter, Junior Captain, or Junior Chief
- Number one rated city in “effectiveness of city communication” (DirectionFinder®)
- Partnered with local jurisdictions to develop and implement emergency notification system (Notify JoCo)
- Successfully navigated challenging state legislative sessions

### 2014 Goals and Objectives:

- Optimize current or new web-based citizen interaction tools
- Enhance internal communication
- Proactively and strategically address another challenging legislative session
- Increase partnerships to deliver public education and public information
- Increase the number of businesses receiving Crime Free Business certification

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$439,427	\$448,567	\$442,867	\$472,537
Contractual Services	67,838	115,959	144,059	149,764
Commodities	10,024	12,922	14,882	25,546
Capital Outlay	1,381	0	0	0
<b>Total</b>	<b>\$518,670</b>	<b>\$577,448</b>	<b>\$601,808</b>	<b>\$647,847</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$438,115	\$485,115	\$500,745	\$544,453
Special Alcohol	80,555	92,333	101,063	103,394
<b>Total</b>	<b>\$518,670</b>	<b>\$577,448</b>	<b>\$601,808</b>	<b>\$647,847</b>

## Customer Service

The Customer Service Division provides efficient and responsive customer service while assuring accuracy and timeliness of billing and collection of fees for City services. The division serves as the initial point of contact for all customer inquiries and service requests for the department.

### 2013 Accomplishments:

- Began implementation of a new billing system
- Improved citizen interaction options through: CustomerFirst initiative, new billing system, Citizen Connect upgrades, etc.
- Saw a significant increase in approval under DirectionFinder® survey question: “Staff helped resolve an issue”
- Accurately produced 500,000 bills totaling \$49,000,000 in revenue

### 2014 Goals and Objectives:

- Fully implement new billing system
- Develop new training tools for enhanced customer service
- Improve citizen interaction opportunities

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$985,987	\$971,322	\$1,059,250	\$1,056,370
Contractual Services	80,377	105,663	204,325	233,863
Commodities	204,485	240,237	270,463	268,679
Capital Outlay	1,381	654	0	0
Transfer	0	321,100	320,500	321,100
<b>Total</b>	<b>\$1,272,230</b>	<b>\$1,638,977</b>	<b>\$1,854,538</b>	<b>\$1,880,012</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Water and Sewer	\$1,196,430	\$1,479,810	\$1,691,268	\$1,689,921
Solid Waste	75,800	159,167	163,270	190,091
<b>Total</b>	<b>\$1,272,230</b>	<b>\$1,638,977</b>	<b>\$1,854,538</b>	<b>\$1,880,012</b>

## Creative Media Operations

The Creative Media Operations Division provides a public service to Olathe residents using the cable television system, Internet, and social media as outlets for governmental and educational information and programming. Creative Media Operations is a program within the Communications & Public Engagement Administration Division.

### 2013 Accomplishments:

- Significantly enhanced video production (quality and quantity) focused on delivering content via web and social media, including “The Link” news program, “O on the Go” internal news program, “In the Know” Parks & Recreation news program, “Moment with the Mayor”, and the City Manager’s video blog (internal communication)
- Developed and implemented analytics-based tracking program to identify and capitalize on effective video content
- Started migration from analog to digital broadcast
- Implemented new software to allow video broadcast on iOS devices
- Olathe Government Network (OGN) expanded to include 24/7 web broadcast

### 2014 Goals and Objectives:

- Refine analytics use to guide video production
- Investigate internal cable system development and deployment
- Expand digital signage project
- Increase use of video as a viable communication channel through social media and web

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$76,261	\$76,455	\$160,200	\$146,510
Contractual Services	9,768	7,752	8,907	10,041
Commodities	7,172	10,070	6,000	6,000
Capital Outlay	25,722	24,195	1,000	19,000
<b>Total</b>	<b>\$118,923</b>	<b>\$118,472</b>	<b>\$176,107</b>	<b>\$181,551</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$118,923	\$118,472	\$176,107	\$181,551
<b>Total</b>	<b>\$118,923</b>	<b>\$118,472</b>	<b>\$176,107</b>	<b>\$181,551</b>

# Fire Department

The Fire Department is comprised of the following divisions: Fire Administration & Support Services, Emergency Services, Community Risk Management/ Fire Marshal and Special Operations.

## Major Services

- ◆ Fire Administration (Budget, Fire Analysis, Community Services, Public Information Chaplain)
- ◆ Emergency Services (Emergency Field Operations)
- ◆ Special Operations (Emergency Management, Building Codes, Community Enhancement, Training & Safety, Logistics and Support Services, Community Emergency Response Team (CERT), Technical Rescue, Hazardous Materials, Bomb Squad)
- ◆ Community Risk Management (Fire Marshal, Fire Prevention & Risk Reduction, Public Education, Fire Inspections, Fire & Explosive Investigations, Fire Plan Review)

## Community Focus Area

- ◆ Public Safety

## Department Changes

- ◆ Addition of 2 Firefighter/Paramedic positions to enhance deployment techniques for medical calls
- ◆ Reorganized divisions to include the Building Codes within Special Operations
- ◆ Reorganizing to address supervisory and scheduling needs

## Department Mission

*To continuously protect and preserve life and property through excellence in training, community risk management, disaster preparedness, and rapid emergency services response.*



## Department Locations

### Fire Administration

1225 S. Hamilton Circle  
Olathe, KS 66061  
(913) 971-6333

### Station 1

501 E. US 56 Hwy

### Station 2

1725 N. Renner Rd.

### Station 3

14990 W. 143rd St.

### Station 4

13301 S. Mur-Len Rd.

### Station 5

1128 W. Spruce St.

### Station 6

24200 W. College Blvd.

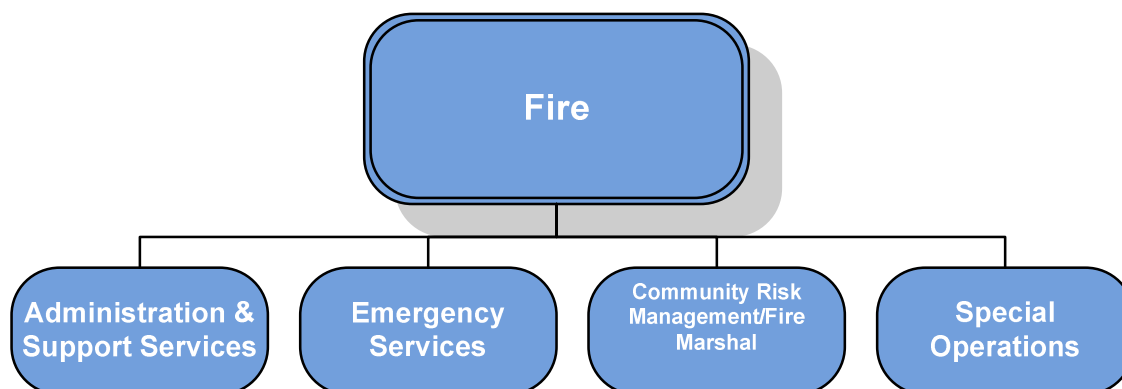
### Station 7

16110 S. Mur-Len Rd.

## Departmental Budget: Fire

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Fire</b>				
Personal Services	\$13,273,521	\$13,161,561	\$13,930,997	\$14,130,699
Contractual Services	1,212,951	1,199,870	1,772,304	1,940,046
Commodities	534,494	613,587	618,423	611,849
Capital Outlay	20,723	32,728	15,700	15,700
Transfers	4,000	419	0	0
<b>Fire Total</b>	<b>\$15,045,689</b>	<b>\$15,008,165</b>	<b>\$16,337,424</b>	<b>\$16,698,294</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	132	132	135	138
Part Time	0.75	0.75	0	0
<b>Total FTE'S</b>	<b>132.75</b>	<b>132.75</b>	<b>135</b>	<b>138</b>



# Departmental Key Result Indicators: Fire

Customer					
Promote Community Health, Safety & Welfare					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Prevent property, life and injury loss	Percent of Cardiac Arrest Patients Arriving to Hospital with a Pulse	19%	23.9%	16%	16%
	Fire Confined to Room of Origin	73%	62%	70%	70%
	Property Loss per Capita	\$43.47	\$18.13	<\$46.00	<\$46.00
	Quality of the city's fire prevention programs (ETC DirectionFinders®)	88%	83%	88%	88%
	Number of stakeholders receiving annual CERT training	111	95	150	150
	Actual number of fire & life safety inspections performed	2703	2738	2500	2500
	Quality of building inspections (ETC DirectionFinders®)	72%	68%	75%	75%
	Number of cases brought to voluntary compliance as a percentage of all cases initiated	81%	91%	82%	82%
	Number of calendar days from first compliant report to investigation	1.27	1.21	1.00	1.00
	Number of calendar days from first inspection to voluntary compliance for Housing	63.95	56.70	60.00	60.00
	Number of calendar days from the first inspection to voluntary compliance of nuisance	13.67	13.50	10.00	10.00
Offer quality emergency response to critical events	Quality of local fire protection (ETC DirectionFinders®)	93%	90%	95%	95%
	Percent of citizens that feel about how quickly fire personnel respond to emergencies as satisfied or very satisfied	93%	90%	95%	95%
Arrive on scene to efficiently mitigate any emergency	Percent of Code 1 Emergency Calls responded to within 5 minutes from dispatch to arrival on scene of first arriving unit	66%	57%	58%	58%
	Percent of response within 8 minutes from conclusion of dispatch to arrival on scene of effective response force for 1-2 residential structure fires	73%	81%	40%	40%
	Total response time from call taken to arrival on scene of first arriving unit to an EMS call 90% of the time:				
	• Metro/Urban Service Areas (population >2,000/mi)	6:35	6:24	6:30	6:30
	• Suburban Service Areas (population between 1,000 and 2,000/mi)	6:40	6:31	6:30	6:30
	• Rural Service Areas (population <1,000/mi)	7:50	7:46	7:30	7:30
	Total response time from call taken to arrival on scene of first arriving unit to a structure fire 90% of the time:				
• Metro/Urban Service Areas (population >2,000/mi)	6:26	6:00	6:30	6:30	
• Suburban Service Areas (population between 1,000 and 2,000/mi)	6:33	6:20	6:30	6:30	
• Rural Service Areas (population <1,000/mi)	9:03	6:45	9:00	9:00	
The amount of time from being notified by dispatch to enroute to code 1 emergency call of the first fire unit 90% of the time (turnout)					
	• Structure Fires	1:40	1:23	1:30	1:30
• EMS	1:34	1:31	1:30	1:30	
Design, prepare and deliver fire and life safety educational programs to the public	Quality of fire related education programs (ETC DirectionFinders®)	86%	79%	90%	90%
	Percent of school officials rating overall satisfaction with the Adopt-A-School program as satisfied or very satisfied	97%	95%	97%	97%

# Departmental Key Result Indicators: Fire

Provide Excellent Customer Service					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Provide the maximum level of customer service to homeowners, builders and contractors	Percent of respondents rating professionalism of building inspectors as good or very good	95%	N/A	95%	95%
	Overall citizens satisfaction of the enforcement of city codes and ordinances (ETC DirectionFinders®)	71%	68%	75%	75%
Business Processes					
Promote Stakeholder Engagement					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2013
Enhance the City's response to and recovery from emergency/disaster situations	Percent of City departments with completed Emergency Action Plans	100%	100%	100%	100%
Address Priorities Through the Right Services at the Right Price					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Conduct operations in the most effective, efficient and fiscally-responsible manner	Cost of Fire Services per Capita	\$108.11	\$108.17	<\$113.00	<\$113.00
Employee Learning & Growth					
Enhance Employee Engagement, Satisfaction & Well-being					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Employee Engagement & Satisfaction	Employee Engagement & Satisfaction Index (internal employee engagement survey, on a 5.0 scale)	4.01	4.11	4.23	4.23
Recruit, Develop & Retain Employees Committed to Excellence					
Department Objective	Key Result Indicator	Actual 2011	Actual 2012	Target 2013	Target 2014
Continue to evaluate, develop, and maintain highly qualified emergency service and code enforcement professional with the department	Total number of training education and development hours completed per firefighter	164	144	150	150

## Fire Administration & Support Services

The Fire Administration & Support Services Division directs and manages the Fire Department, coordinates division activities, and provides essential support services to the entire department. This division manages allocated resources and guides the Department to meet its service mission to the community.

### 2013 Accomplishments:

- Maintained agency accreditation with the Commission on Fire Accreditation International (CFAI)
- Received a Public Protection Classification Redetermination from the Insurance Services Office (ISO)

### 2014 Goals and Objectives:

- Maintain agency accreditation with the Commission on Fire Accreditation International (CFAI)
- Maintain a high level of customer satisfaction, based on annual DirectionFinder® Survey
- Continue evaluation of service delivery and deployment models

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$1,163,457	\$1,176,936	\$1,190,095	\$1,260,871
Contractual Services	143,585	194,011	215,338	245,343
Commodities	205,702	81,794	78,570	75,428
Capital Outlay	0	0	500	500
Transfers	0	0	0	0
<b>Total</b>	<b>\$1,512,744</b>	<b>\$1,452,741</b>	<b>\$1,484,503</b>	<b>\$1,582,142</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$1,512,744	\$1,452,741	\$1,484,503	\$1,582,142
<b>Total</b>	<b>\$1,512,744</b>	<b>\$1,452,741</b>	<b>\$1,484,503</b>	<b>\$1,582,142</b>

## Special Operations

The Special Operations Division coordinates and manages all functions required of a City Disaster Agency including city-wide capabilities in support of the all-hazards integrated Emergency Management System. The program focus is preparing for, responding to, recovering from and mitigating the effects of community hazards. *The Building Codes Division is shown here in 2014. A breakout of its history is included on its own page in previous budget books.*

### 2013 Accomplishments:

- Implemented the 2013 International Code
- Created a Rapid Damage Assessment Guide for the City
- Hosted the FBI's Post-Blast Investigation class
- Upgraded hazardous materials monitoring equipment
- Remodeled Fire Station 5
- Kitchen and Dining room remodel at Fire Station 3
- Continued partnership with Olathe School District on safe school initiatives
- Provided required continuing education requirements for firefighters and other staff members
- Administered a Fire Academy for new fire recruit firefighters

### 2014 Goals and Objectives:

- Improve citizen satisfaction with Community Enhancement
- Continue the continuous improvement cycle with Building Codes utilizing the ETC DirectionFinder® survey
- Maintain a high level severe weather siren coverage to provide sufficient outdoor warning for the community
- Continue Community Emergency Response Team (CERT) program

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$1,038,868	\$1,042,460	\$1,209,384	\$1,129,656
Contractual Services	143,802	205,139	239,476	250,191
Commodities	35,359	41,802	62,850	61,233
Capital Outlay	-85	20,560	2,500	2,500
<b>Total</b>	<b>\$1,217,944</b>	<b>\$1,309,961</b>	<b>\$1,514,210</b>	<b>\$1,443,580</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$1,217,944	\$1,309,961	\$1,514,210	\$1,443,580
<b>Total</b>	<b>\$1,217,944</b>	<b>\$1,309,961</b>	<b>\$1,514,210</b>	<b>\$1,443,580</b>

## Emergency Services

Emergency Services Division personnel, facilities and resources are located strategically throughout the City in order to provide a quick and systematic response to emergency and non-emergency calls for assistance at all times. In addition, personnel conduct fire & life safety inspections and provide station tours.

### 2013 Accomplishments:

- Implemented a model procedure for mayday situations
- Chief Officers received Incident Command Blue Card certifications
- Maintained baseline response time to emergency fire and medical calls
- Updated the Fire Department Administrative Policy Guideline for response to violent calls
- Staff participated in the activities of the Kansas City Terrorism Early Warning Fusion Center

### 2014 Goals and Objectives:

- Maintain baseline response time to emergency fire and medical calls
- Continue to partner with Johnson County in EMS System medical direction
- Continue to partner with Johnson County Emergency Communications for deployment and utilization of Emergency Command Vehicle
- Continue to improve problem-solving strategies, deployment and call review
- Continue to evaluate, develop and maintain highly-qualified emergency services professionals within the Olathe Fire Department
- Provide ongoing safety analysis of fire operations

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$10,416,922	\$10,277,435	\$10,841,252	\$10,967,711
Contractual Services	833,800	733,594	1,237,796	1,348,586
Commodities	284,128	466,740	440,831	438,752
Capital Outlay	20,808	11,968	11,700	11,700
Transfers	4,000	419	0	0
<b>Total</b>	<b>\$11,559,658</b>	<b>\$11,490,156</b>	<b>\$12,531,579</b>	<b>\$12,766,749</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$11,559,658	\$11,490,156	\$12,531,579	\$12,766,749
<b>Total</b>	<b>\$11,559,658</b>	<b>\$11,490,156</b>	<b>\$12,531,579</b>	<b>\$12,766,749</b>

## Community Risk Management/Fire Marshal

The Community Risk Management/Fire Marshal Division works toward maintaining acceptable levels of community life and property safety through regular and consistent enforcement of the fire & life safety codes. All fires are investigated to determine cause, origin and whether a criminal element exists. Other services include reviewing building plans, monitoring commercial explosives use, providing hazardous material permits, conducting public education programs and handling calls involving explosive ordinance disposal (EOD) capabilities.

### 2013 Accomplishments:

- Implemented the 2012 International Code
- Increased fire code violation enforcement
- Maintained utilization of Fire Safety House and 3rd Grade Fire & Life Safety Program

### 2014 Goals and Objectives:

- Utilize seasonal staffing to meet the increased demand for in-home daycare inspections, fire inspections, and group home fire inspections
- Continue integration of fire inspection activities and building code activities

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$654,274	\$664,731	\$690,266	\$772,461
Contractual Services	91,764	67,126	79,694	95,926
Commodities	9,305	23,251	36,172	36,436
Capital Outlay	0	200	1,000	1,000
<b>Total</b>	<b>\$755,343</b>	<b>\$755,307</b>	<b>\$807,132</b>	<b>\$905,823</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$755,343	\$755,307	\$807,132	\$905,823
<b>Total</b>	<b>\$755,343</b>	<b>\$755,307</b>	<b>\$807,132</b>	<b>\$905,823</b>

# Information Technology Services Department

The Information Technology Services (ITS) Department is comprised of the following divisions: Administration, Network, Applications, Database, Desktop, Telephony, and Enterprise Systems.

## Major Services

- ◆ Strategic direction, management and support of information technology solutions and assets
- ◆ Education and training related to information technology solutions
- ◆ Develop information technology-based solutions for delivering City services

## Community Focus Areas

- ◆ Information Technology Services is an internal service function that supports all Community Focus Areas

## Department Changes

- ◆ Addition of 1 Developer/Programmer Analyst to increase capacity for web and mobile development
- ◆ Addition of 1 Security Analyst to enhance system Security
- ◆ Reorganize divisions to include the Geographic Information Systems program within the Database group and the Customer Information Support program within the Applications group

## Department Mission

*To provide quality, standardized services with continuous education and innovative technology solutions to effectively serve the staff and citizens of Olathe. This will be achieved by:*

- 1. Maintaining a robust and reliable technological infrastructure.*
- 2. Ensuring integration of technology across the organization.*
- 3. Administering a training program to ensure full utilization of technology.*
- 4. Providing pervasive, easy to use access to information for staff and the public.*
- 5. Establishing standards, policies and procedures to achieve consistency and quality in systems and service.*



## Department Location

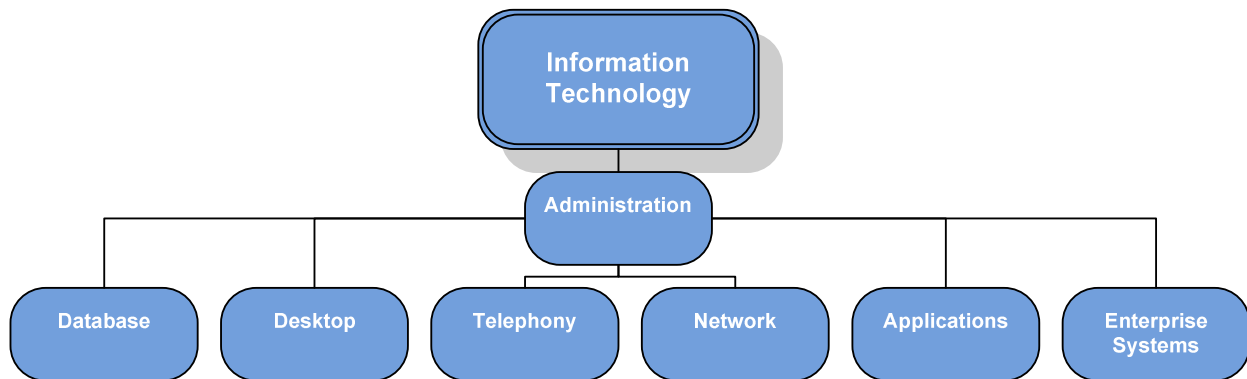
**Santa Fe Building**  
100 W. Santa Fe  
Olathe, KS 66061  
(913) 971-6487



## Departmental Budget: Information Technology Services

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>ITS</b>				
Personal Services	\$2,285,486	\$2,179,311	\$2,449,719	\$2,642,739
Contractual Services	737,035	735,075	930,319	983,756
Commodities	33,537	33,801	35,050	37,450
Capital Outlay	57,350	51,592	63,000	63,000
Transfers	61,016	103,600	0	0
<b>ITS Total</b>	<b>\$3,174,424</b>	<b>\$3,103,379</b>	<b>\$3,478,088</b>	<b>\$3,726,945</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	26	26	26	28
Part Time	0	0	0	0
<b>Total FTE'S</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>28</b>

## Departmental Key Result Indicators: Information Technology Services

Financial				
Maintain/Improve Infrastructure and Facilities				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maintain a robust and reliable technological infrastructure.	Core Technology Infrastructure Scheduled Availability	99.995%	100%	99.995%
Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Facilitate integration of technology across the organization	Percent of Olathe's planned services available via online	100%	100%	100%
Establish standard, policies and procedures to achieve consistency and quality in systems and service	Number of city business processes improved annually via technology	98	50	50
Employee Learning and Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop and maintain an engaged workforce	Average score of IT employees rated as engaged in business	4.46	4.5	4.3
Recruit, Develop & Retain Employees Committed to Excellence				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Provide training opportunities to ensure full utilization of technology	Percent of IT employee turnover	3.8%	<10%	<10%

## Administration

The Administration Division provides overall centralized information technology administration, strategic technology direction, budgetary guidance, contract management and project & change management methodologies to enable successful delivery of technology based business solutions to all City departments and citizens on a 24 hours a day, seven days a week basis.

### 2013 Accomplishments:

- Completed formal IT Risk Assessment
- Successfully implemented new Technology Replacement program
- Facilitated Google Fiber deployment
- Coordinated development of Procedure Management System

### 2014 Goals and Objectives:

- Administration of PC Replacement, Technology Capital Replacement and Department's Business Plan
- Publish Information Technology Services (ITS) performance measurement dashboard
- Enhance communication and visibility of ITS activities with City departments
- Continue collaboration on Google Fiber and County-wide fiber network initiatives

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$223,288	\$219,928	\$222,369	\$228,777
Contractual Services	15,593	12,780	19,913	31,960
Commodities	4,042	4,841	6,200	5,700
<b>Total</b>	<b>\$242,923</b>	<b>\$237,549</b>	<b>\$248,482</b>	<b>\$266,437</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$242,923	\$237,549	\$248,482	\$266,437
<b>Total</b>	<b>\$242,923</b>	<b>\$237,549</b>	<b>\$248,482</b>	<b>\$266,437</b>

## Network

Through the Network Services Division, the department ensures the City serves citizens efficiently and securely by supplying and maintaining current servers and communications infrastructure for staff and business applications. The division continually strives to improve network security and data storage. Responsibilities include computer user access and authentication, internal and external technology security measures, wired and wireless data access capabilities and provisioning of the foundational components of the server farm for 24 hours per day, seven days per week for City operations.

### 2013 Accomplishments:

- Completed upgrade to email system
- Began transition to the new data center
- Worked with the Police Department in the implementation of city-wide security videos system

### 2014 Goals and Objectives:

- Complete the transition to the new data center
- Install and implement technology in the Olathe Community Center
- Upgrade core network hardware

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$260,272	\$282,616	\$287,778	\$462,216
Contractual Services	215,955	219,890	244,583	235,552
Commodities	2,182	13,193	12,000	15,500
Capital Outlay	19,271	11,390	20,000	20,000
Transfers	8,700	24,500	0	0
<b>Total</b>	<b>\$506,380</b>	<b>\$551,589</b>	<b>\$564,361</b>	<b>\$733,268</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$506,380	\$551,589	\$564,361	\$687,223
Risk Management	0	0	0	46,045
<b>Total</b>	<b>\$506,380</b>	<b>\$551,589</b>	<b>\$564,361</b>	<b>\$733,268</b>

## Applications

The Applications Division performs analysis, design and application development activities to deliver software solutions, which support businesses in their day-to-day operations. Design activities typically focus on web-based solutions that are easy to use and easily accessible from any Internet connected computer. This division promotes common development and presentation standards, and enables a high level of system integration. It builds and supports applications and elements of the technology architecture that converts business process to business intelligence. *The Customer Information Support Division is shown here in 2014. A breakout of its history is shown on it's own page in previous budget books.*

### 2013 Accomplishments:

- Developed MIDAS (Police information systems integration) attachment and forensics modules
- Developed web-based idea submission application (Sandbox)
- Developed and launched new Parks & Recreation website
- Redesigned Mahaffie website
- Automated Kansas OneCall locate requests into city work order system
- Developed Police Department training tracking application
- Major hardware replacement

### 2014 Goals and Objectives:

- Develop/launch Procedure Management System
- Expand mobile access to appropriate city systems
- Develop MIDAS report writing and e-ticket modules
- Implement chosen software solution to replace the Utility Billing System
- Upgrade intranet (Ozone)

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$605,699	\$514,202	\$655,064	\$735,934
Contractual Services	42,791	42,445	114,344	118,573
Commodities	4,418	4,633	400	0
Capital Outlay	5,890	7,970	0	0
<b>Total</b>	<b>\$658,798</b>	<b>\$569,251</b>	<b>\$769,808</b>	<b>\$854,507</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$658,798	\$569,251	\$769,808	\$854,507
<b>Total</b>	<b>\$658,798</b>	<b>\$569,251</b>	<b>\$769,808</b>	<b>\$854,507</b>

## Database

The Database Division provides the framework to store and retrieve the information critical to informed, data-driven decision making. The division utilizes systems and processes to define how database systems within the City are designed, developed, purchased and integrated. The division also promotes common development and presentation standards, which enable a high level of system integration, storage and retrieval of data. *The Geographic Information Systems Division is shown here in 2014. A breakout of its history is shown on it's own page in previous budget books.*

### 2013 Accomplishments:

- Evaluated software solutions to replace current Utility Billing system
- Evaluation/replacement of Court Management system
- Enabled mobile access to Firehouse, enabling inspections in the field via iPads
- Implemented two major Fire Department data analysis applications
- Added modules to city Asset Management system
- Evaluate/select cutting edge technology for Olathe Community Center
- Interactive web maps of downtown art
- Interactive Parkfinder web map

### 2014 Goals and Objectives:

- Implement chosen software solution to replace the utility billing system
- Implement Olathe Community Center technology
- Integrate sewer inspection system with city Asset Management system
- Upgrade database servers

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$388,780	\$381,793	\$398,462	\$295,846
Contractual Services	119,521	128,573	104,712	100,660
Commodities	2,801	6,596	200	0
Capital Outlay	5,995	418	0	0
<b>Total</b>	<b>\$517,097</b>	<b>\$517,381</b>	<b>\$503,374</b>	<b>\$396,506</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$517,097	\$517,381	\$503,374	\$396,506
<b>Total</b>	<b>\$517,097</b>	<b>\$517,381</b>	<b>\$503,374</b>	<b>\$396,506</b>

## Desktop

The Desktop Division supplies and maintains current computers for office and field staff to enable the most effective service delivery. Computers are maintained and replaced in accordance with the City's personal computer replacement life cycle policy. The division also maintains a Tier 1 helpdesk to provide end user support during primary business hours and documents responses to calls for assistance in future troubleshooting.

### 2013 Accomplishments:

- Continued the deployment of Virtual Desktop systems
- Completed PC Replacement deployment
- Completed the upgrade to Windows 7 & Office 2010

### 2014 Goals and Objectives:

- Implement operational efficiencies from newer technology such as managing and deploying tablets and other mobile devices
- Complete PC Replacement deployment

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$436,203	\$400,721	\$501,438	\$413,327
Contractual Services	50,639	11,597	57,501	59,305
Commodities	11,605	2,270	14,000	14,000
Capital Outlay	8,537	6,991	8,000	8,000
<b>Total</b>	<b>\$506,984</b>	<b>\$421,579</b>	<b>\$580,939</b>	<b>\$494,632</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$506,984	\$421,579	\$580,939	\$494,632
<b>Total</b>	<b>\$506,984</b>	<b>\$421,579</b>	<b>\$580,939</b>	<b>\$494,632</b>



## Telephony

The Telephony Division provides voice and fax communication capabilities to staff and citizens enabling a vital conduit for communication and transacting business.

### 2013 Accomplishments:

- Negotiated new voice line contracts providing significant operational savings
- Initiated second phase of Internet Protocol Telephony (IPT) deployment

### 2014 Goals and Objectives:

- Continue implementation of IPT
- Continue to move high cost phone contracts to lower cost alternatives

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$139,253	\$137,086	\$141,407	\$142,616
Contractual Services	48,333	8,867	48,919	40,142
Commodities	6,589	771	500	500
Capital Outlay	17,657	24,823	35,000	35,000
Transfers	0	29,100	0	0
<b>Total</b>	<b>\$211,832</b>	<b>\$200,646</b>	<b>\$225,826</b>	<b>\$218,258</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$211,832	\$200,646	\$225,826	\$218,258
<b>Total</b>	<b>\$211,832</b>	<b>\$200,646</b>	<b>\$225,826</b>	<b>\$218,258</b>

## Enterprise Systems

The EnterpriseOne (EOne) Division enables the entire organization to integrate and coordinate business processes. It provides a system that is central to the organization and ensures that information can be shared across all functional levels and management hierarchies, greatly reducing the problem of information fragmentation caused by multiple information systems in an organization by creating a standard data structure. The goal is to maximize the effectiveness of the organization's overall performance through support of an organization-wide information system that facilitates data driven decision making.

### 2013 Accomplishments:

- Upgraded the EnterpriseOne system for regulatory compliance
- Eliminated the need for W2 printed forms
- Employee and Manager Self Service Project—test system available, design in progress
- Court Management Replacement System Project—initiation phase complete
- Utility Billing (CIS) Replacement Project
- Citywide Camera Integration project—Traffic Operations Center implementation plan underway
- Procedure Management System (SOP) Project initiated
- One Stop Project—analysis completed, recommendation in progress
- Permitting software—citywide requirements evaluated by vendors for 2014 budget estimates

### 2014 Goals and Objectives:

- Implement Phase I of Employee Self Service and interface with online benefit vendor system to streamline benefit enrollment process
- Interface with Payment Plus, a product available to streamline accounts payable process with the City's bank
- Implement an additional disaster recovery option locally at the Johnson County Community College data center
- Analyze electronic expense reporting solution
- Implement Court Management System
- Complete utility billing system implementation
- Integrate Traffic Operations Camera
- Complete Procedure Management System Implementation for the Public Works Department
- Evaluate vendor solutions for Citywide permitting software

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$231,991	\$242,965	\$243,201	\$364,023
Contractual Services	244,204	310,922	340,347	397,564
Commodities	1,899	1,497	1,750	1,750
Transfers	52,316	50,000	0	0
<b>Total</b>	<b>\$530,410</b>	<b>\$605,383</b>	<b>\$585,298</b>	<b>\$763,337</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$530,410	\$605,383	\$585,298	\$763,337
<b>Total</b>	<b>\$530,410</b>	<b>\$605,383</b>	<b>\$585,298</b>	<b>\$763,337</b>

# Legal Department

The Legal Department is comprised of the following divisions: Prosecution and Municipal Counsel.

## Major Services

- ◆ Legal counsel to City representatives for issues relevant to the City
- ◆ Acquisition of property interest for City Public Works projects
- ◆ Prosecute violators of the City's Municipal Code

## Community Focus Area

- ◆ Public Safety

## Department Changes

- ◆ Increase Part time Prosecutor to Full time Prosecutor to address increasing case load

## Department Mission

*To provide responsive and competent legal services to the City Manager, City Council, boards, commissions and department directors by:*

- *Writing, reviewing and handling all legislation, litigation, contractual agreements and bond documents which affect the City.*
- *Preparing legal opinions for City Council and staff.*
- *Prosecuting violators of municipal ordinances.*
- *Handling the right-of-way and easement acquisitions for public improvement projects.*



## Department Locations

### City Hall

100 E. Santa Fe St.  
Olathe, KS 66061  
(913) 971-8732

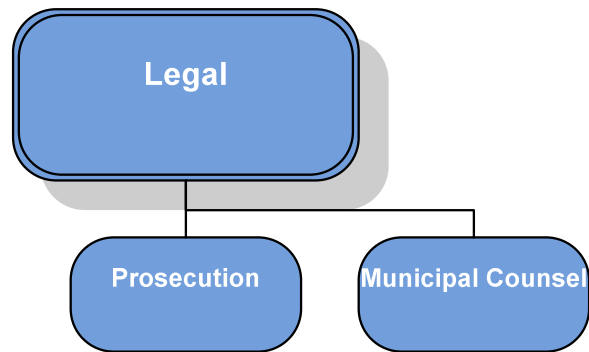
### Court Services

1200 S. Harrison  
Olathe, KS 66061  
(913) 971-6742

## Departmental Budget: Legal

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Legal</b>				
Personal Services	\$1,157,572	\$1,133,786	\$1,180,698	\$1,276,492
Contractual Services	96,932	159,656	118,742	124,098
Commodities	19,251	25,539	27,800	31,360
Capital Outlay	2,555	202	0	0
<b>Legal Total</b>	<b>\$1,276,310</b>	<b>\$1,319,183</b>	<b>\$1,327,240</b>	<b>\$1,431,950</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	13	13	14	15
Part Time	0.5	0.5	0.5	0
<b>Total FTE'S</b>	<b>13.5</b>	<b>13.5</b>	<b>14.5</b>	<b>15</b>

## Departmental Key Result Indicators: Legal

Customer				
Promote Community Health, Safety & Welfare				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Satisfaction of clients	Overall satisfaction averaging index (Captured in the DirectionFinder survey)	N/A	90%	90%
Financial				
Promote Financial Health and Economic Vitality				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Cost containment	Expenditures of legal services as a percentage of City budget	1.7%	1.8%	1.8%
Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Completion of continuous improvement process	Percentage of respondents satisfied with timeliness of legal services	N/A	85%	90%
Employee Learning & Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Foster positive work environment	Employee engagement and satisfaction index (Internal employee engagement survey, on a 1-5 scale)	4.60	4.18	4.40
Recruit, Develop & Retain Employees Committed to Excellence				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop high performing leaders, teams and employees	Percent of attorneys exceeding 12 hours of Continuing Legal Education	100%	100%	100%

## Prosecution

The Prosecution Division provides prosecution services for all cases in the Olathe Municipal Court. Prosecution obtains necessary records, subpoenas and interviews all witnesses and reviews evidence of all complaints and tickets filed in the Municipal Court. Prosecution reviews and makes charging decisions on all cases referred by the Police Department. Additionally, the division handles appeals of convictions to the Johnson County District Court, Kansas Court of Appeals and Kansas Supreme Court. Prosecution coordinates the scheduling of court dockets and officers for trial; provides training and legal advice to the code enforcement officers, court services officers and the Police and Fire Departments and meets with victims and other members of the public to address concerns and protect rights, including filing motions for restitution when appropriate.

### 2013 Accomplishments:

- Handled 1,770 trials
- Assessed \$425,000 diversion fees
- Collected \$490,000 attorney plea fines
- Collected \$432,534 pro se plea fines
- Resolved 9 appeals of Municipal Court cases to District Court

### 2014 Goals and Objectives:

- Continue outreach program to promote better communication and understanding between City Prosecutors, Police, Fire, Municipal Court, District Attorney's Office, Code Enforcement Division and other Johnson County municipal prosecutors
- Work with Municipal Court on implementing the New Dawn computer system
- Continue working with Municipal Court on fully implementing the Differential Case Management plan and providing effective prosecution services for multiple new dockets

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$684,767	\$667,057	\$698,767	\$790,398
Contractual Services	13,566	15,458	35,344	40,679
Commodities	15,090	15,934	17,000	18,500
Capital Outlay	2,555	202	0	0
<b>Total</b>	<b>\$715,978</b>	<b>\$698,651</b>	<b>\$751,111</b>	<b>\$849,577</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$715,978	\$698,651	\$751,111	\$849,577
<b>Total</b>	<b>\$715,978</b>	<b>\$698,651</b>	<b>\$751,111</b>	<b>\$849,577</b>

## Municipal Counsel

The Municipal Counsel Division provides legal services to the City Council, City Manager and department directors in preparation and review of local legislation, handling of litigation and preparation and review of bond transcripts, contracts and legal opinions. Municipal Counsel coordinates all programs within the department and all outside legal contracts, and also handles all acquisitions of right-of-way and easements for public improvements.

### 2013 Accomplishments:

- Reviewed and/or prepared 145 pieces of legislation
- Resolved 26 court cases
- Reviewed or drafted 130 contracts
- Prepared or reviewed 7 bond transcripts
- Acquired property interests for 10 public improvement projects

### 2014 Goals and Objectives:

- National training for staff
- Continue updating Municipal Code
- Continue external outreach program to discuss service improvements between Legal and other departments
- Work to complete transfer of right-of-way acquisition to the Public Works Department
- Review and update the City's standard forms

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$472,805	\$466,729	\$481,931	\$486,094
Contractual Services	83,366	144,198	83,398	83,419
Commodities	4,161	9,605	10,800	12,860
<b>Total</b>	\$560,332	\$620,532	\$576,129	\$582,373

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$560,332	\$620,532	\$576,129	\$582,373
<b>Total</b>	\$560,332	\$620,532	\$576,129	\$582,373



# Legislative Department

The Legislative Department is comprised of the City Council.

## Major Services

- ◆ Develop and approve policies in the interest of the City and its citizens

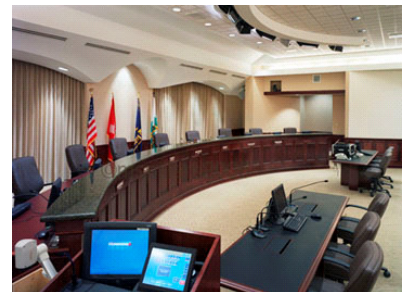
## Community Focus Area

- ◆ The Legislative Department supports all Community Focus Areas in the interest of the City and its citizens

## Department Mission

*To provide fair, responsive leadership to the citizens of Olathe and the City staff, and to ensure the efficient operation of City services and expenditure of public funds by:*

- 1. Making general policy decisions and instructing the City Manager, the chief administrator, to oversee the procedural implementation and operation of such direction.*
- 2. Passing ordinances, resolutions and proclamations that have a direct impact on the community and lives of Olathe citizens.*
- 3. Adopting the City's annual operating budget and the five-year capital improvement plan.*



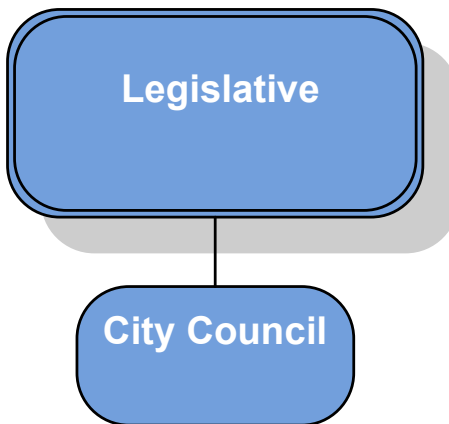
## Department Location

**City Hall**  
100 E. Santa Fe St.  
Olathe, KS 66061  
(913) 971-8600

## Departmental Budget: Legislative

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Legislative</b>				
Personal Services	\$170,827	\$147,022	\$172,569	\$154,367
Contractual Services	61,570	57,281	92,077	91,604
Commodities	32,645	34,772	28,250	34,200
Capital Outlay	2,266	2,023	0	0
<b>Legislative Total</b>	<b>\$267,308</b>	<b>\$241,098</b>	<b>\$292,896</b>	<b>\$280,171</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	0	0	0	0
Part Time	3.5	3.5	3.5	3.5
<b>Total FTE'S</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

## City Council

The City Council provides policy direction to City administration so that it can efficiently manage the operational activities of the organization. The Council officially approves and adopts the City's operating and capital budgets.

### 2013 Accomplishments:

- Improved overall public safety measures in the DirectionFinder® Survey and Benchmark Cities data
- Completed and presented the City's Balanced Scorecard Annual Report
- Approved Unified Development Ordinances to coincide with the City's Comprehensive Plan
- Continued to improve DirectionFinder® Survey results for the City's customer service
- Began work on the Olathe Community Center project, which will be completed in 2014
- Approved plans for a new Hotel and Conference Center

### 2014 Goals and Objectives:

- Deliver high quality customer service
- Meet financial challenges of the future with priority-based decision making focused on long-term strategies
- Optimize resources through collaboration and partnerships to reduce costs and improve services
- Citizens feel and are safe in person and property
- Continue to support economic development and job creation
- Pursue environmental stewardship
- Create and implement a long-term strategy to maintain streets
- Implement new library plan
- Develop and implement a Healthy Communities Master Plan

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$170,827	\$147,022	\$172,569	\$154,367
Contractual Services	61,570	57,281	92,077	91,604
Commodities	32,645	34,772	28,250	34,200
Capital Outlay	2,266	2,023	0	0
<b>Total</b>	<b>\$267,308</b>	<b>\$241,098</b>	<b>\$292,896</b>	<b>\$280,171</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$267,308	\$241,098	\$292,896	\$280,171
<b>Total</b>	<b>\$267,308</b>	<b>\$241,098</b>	<b>\$292,896</b>	<b>\$280,171</b>

# Municipal Court Department

The Municipal Court Department is comprised of the Court Administration Division.

## Major Services

- ◆ Preside and administer over court hearings related to violations of City and traffic ordinances
- ◆ Administer and collect court imposed fines and fees

## Community Focus Area

- ◆ Public Safety

## Department Changes

- ◆ Addition of 1 Bailiff position to perform fingerprinting duties in compliance with State requirements

## Department Mission

*To impartially adjudicate State law and City ordinance violation cases in a fair and evenhanded manner to ensure the rights of individuals and protect public interest, and to implement innovations while preserving productivity, timeliness and efficiency in the administration of justice.*



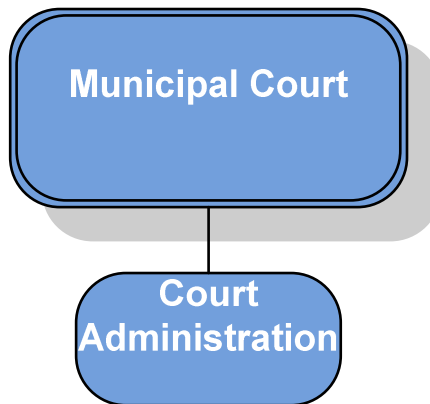
## Department Location

**Court Services**  
1200 S. Harrison  
Olathe, KS 66061  
(913) 971-7564

## Departmental Budget: Municipal Court

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Municipal Court</b>				
Personal Services	\$877,357	\$778,763	\$847,745	\$910,533
Contractual Services	232,888	410,890	268,825	274,378
Commodities	15,800	21,285	19,150	20,250
Capital Outlay	2,680	9,019	7,200	7,200
Transfers	4,650	266,330	0	0
<b>Municipal Court Total</b>	<b>\$1,133,375</b>	<b>\$1,486,287</b>	<b>\$1,142,920</b>	<b>\$1,212,361</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	12	13	11	12
Part Time	1.5	1.5	1	1
<b>Total FTE'S</b>	<b>13.5</b>	<b>14.5</b>	<b>12</b>	<b>13</b>

## Departmental Key Result Indicators: Municipal Court

Customer				
Promote Community Health, Safety & Welfare				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maintain disposition rate of cases in order to maximize efficiency of Judicial and staff time and to provide timely disposition of cases for our customers	Number of cases/violations filed divided by the number of cases/violations disposed of in a calendar year.	100%	95%	95%
Financial				
Promote Financial Health and Economic Vitality				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Reduce number of court appearances on payment dockets	Reduce number of cases set on Time to Pay (TTP) dockets	4,593	4,500	4,500
	Increase the number of scheduled payment dates	1,646	1,700	1,700
	Number of cases submitted to collection agency ( <i>2011 actual is higher due to one time submission of all overdue parking tickets dating back to 2005</i> )	926	1,500	1,700
Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Increase efficiency of file and document retrieval	Number of documents/records scanned to case management software	152,452	170,000	180,000
Increase number of cases/documents sent to prosecutors, Judges, and court staff through workflow	Number of cases sent to prosecutors, Judges, and staff digitally	3,454	3,500	3,500
Employee Learning & Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maintain or increase level of employee satisfaction and well being by meeting or exceeding the City average	Employee Engagement and Satisfaction survey	4.05	3.97	4.2
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop/train employees to enhance skills and retain excellent employees	Percent of employees attending 2 training classes per year or attending 1 of 3 annual court conferences	100%	100%	100%

## Court Administration

It is the duty of the Olathe Municipal Court judge to impartially adjudicate misdemeanor, traffic and ordinance violation cases in a manner that ensures all individuals are afforded due process and individual justice. The Court Administration Division oversees all processes of the court, collects fines and assessments, files and preserves all documentation, manages dockets and sets trial dates. Court Administration handles the non-judicial administrative matters of the court. The goal is to maximize operational efficiency, research and implement best practices and promote reasonable solutions to issues involving the community and the legal system.

### 2013 Accomplishments:

- Began implementation of New Dawn Technologies (JustWare) as new case management system (table entry, data migration, administrator and user training)
- Performed “clean up” of thousands of case files in the current case management system to enhance data migration into JustWare case management system
- Reviewed over 6,000 warrants for errors, omissions and to determine validity of warrant

### 2014 Goals and Objectives:

- Go live on New Dawn Technologies (JustWare) case management system
- Implement business processes/practices to create a “paper on demand” court
- Implement functionality for public access to case information online
- Begin capturing and submitting fingerprints to the Kansas Bureau of Investigation as required by Kansas State Statute

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$877,357	\$778,763	\$847,745	\$910,533
Contractual Services	232,888	410,890	268,825	274,378
Commodities	15,800	21,285	19,150	20,250
Capital Outlay	2,680	9,019	7,200	7,200
Transfers	4,650	266,330	0	0
<b>Total</b>	<b>\$1,133,375</b>	<b>\$1,486,287</b>	<b>\$1,142,920</b>	<b>\$1,212,361</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$1,133,375	\$1,486,287	\$1,142,920	\$1,212,361
<b>Total</b>	<b>\$1,133,375</b>	<b>\$1,486,287</b>	<b>\$1,142,920</b>	<b>\$1,212,361</b>



# Parks & Recreation Department

The Parks & Recreation Department is comprised of the following divisions: Administration, Parks & Facilities, Cemetery, Historic Sites, Recreation Services (including Special Events), Housing Services and Human Relations.

## Major Services

- ◆ Maintenance of City parks, grounds, rights-of-way, historic sites and trails
- ◆ Operation of the Olathe Memorial Cemetery
- ◆ Design and construction of new parks, facilities and trails
- ◆ Recreation programming for all ages and abilities
- ◆ Provide customer service support for department
- ◆ Historic programming and museum operations at Mahaffie and Ensor Farmhouse
- ◆ Assistance with citywide snow removal
- ◆ Housing Services
- ◆ Human Relations
- ◆ Facilities Management Services

## Community Focus Area

- ◆ Active Lifestyles

## Department Changes

- ◆ Opening the Olathe Community Center in Summer 2014 which includes the addition of 13 new Full time staff, operating revenues and expenditures in the Recreation Fund
- ◆ Addition of 1 Horticulturist to maintain open and green spaces, specifically Santa Fe Streetscape and the Olathe Community Center
- ◆ Addition of 1 Officials Program Specialist to assist with Recreation Programming

## Department Mission

*Cultivating community through safe, well maintained green space and dynamic recreation opportunities.*



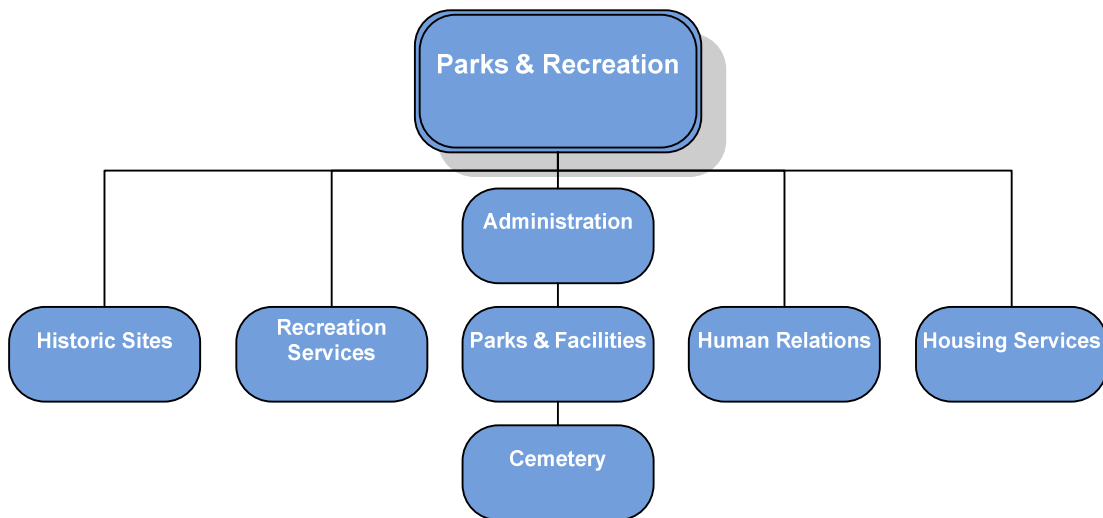
## Department Location

**City Hall**  
100 E. Santa Fe  
Olathe, KS 66061  
(913) 971-8563

## Departmental Budget: Parks & Recreation

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Parks and Recreation</b>				
Personal Services	\$5,422,067	\$5,472,221	\$5,876,226	\$7,138,362
Contractual Services	2,916,335	2,855,234	3,179,734	3,598,827
Commodities	943,387	1,168,352	1,028,087	1,152,971
Capital Outlay	18,384	33,108	482,000	28,563
Transfers	964,370	578,147	45,000	400,000
<b>Parks and Recreation Total</b>	<b>\$10,264,543</b>	<b>\$10,107,063</b>	<b>\$10,611,047</b>	<b>\$12,318,723</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	74	76	78	93
Part Time	3.75	3.75	2.5	2.5
<b>Total FTE'S</b>	<b>77.75</b>	<b>79.75</b>	<b>80.5</b>	<b>95.5</b>

## Departmental Key Result Indicators: Parks & Recreation

Customer				
Provide Excellent Customer Service				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Provide diverse opportunities for health, safety, and wellness	Overall Satisfaction Rating for Parks & Recreation in DirectionFinder Survey	88%	85%	85%
Provide a safe parks & recreation system	Percent of how safe residents feel in community parks (2012 DirectionFinder survey)	68%	80%	65%
Enhance volunteer opportunities	Total number of volunteer hours (park maintenance, Mahaffie, special populations)	13,487	14,000	12,000
Enhance the quality of life for Olathe residents by making Olathe a desirable place to live, work, play & do business for all	Number of active taxi coupon customers (unduplicated) *Reduction due to updating application process & purging the list of active program participants	570	525	525
Promote Community Health, Safety & Welfare				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Promote and preserve cultural and ethnic diversity	Diversity index (baseline 2008-100)	108	110	112
Financial				
Maintain/Improve Infrastructure and Facilities				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Deliver high quality, efficient, and affordable city services	Investment in parks & recreation per capita	\$145.88	\$201.62	\$230.00
Generate tourism	Visitors to Black Bob Bay (total attendance)	100,079	100,000	90,000
	Summer Concerts (total attendance)	15,000	15,000	15,000
Innovative website and publications	Parks & Recreation website (average hits per month)	6,872	6,000	7,000
Provide and maintain existing public facilities to match community expectations	Percent of satisfaction of maintenance of city parks (2012 DirectionFinder survey)	85%	89%	80%
Promote Financial Health and Economic Vitality				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maintain a viable recreation fund	Fund Balance	\$656,313	\$656,313	\$332,187

## Departmental Key Result Indicators: Parks & Recreation

Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maximize the efficiency and effectiveness of internal business process	Percent of budget expenditures meeting city financial targets	100%	100%	100%
Engage in community meetings and surveys, and utilize existing boards, commissions and foundations	Keep scheduled meetings of foundation, commissions & boards	53	53	53
	Edit and update user surveys	4 surveys	4 surveys	4 surveys
	Edit and update Parks & Recreation Community Survey	1 survey	1 survey	1 survey
Address Priorities Through Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Customers feel they are getting a good value for programs	Satisfaction with fees charged for Recreation programs (Captured in the DirectionFinder survey)	64%	55%	55%
Employee Learning & Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Foster a positive work environment	Results of employee engagement & satisfaction survey (Captured in the DirectionFinder survey)	4.3	4.18	4.2
Recruit, Develop & Retain Employees Committed to Excellence				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop high performing leaders, teams & employees	Each employee attend 2 training opportunities per year	2	2	2

## Parks & Recreation Administration

The Administration Division coordinates and guides all divisions of the Parks & Recreation Department and provides support services to citizen advisory committees, boards and commissioners.

### 2013 Accomplishments:

- Started construction of the Olathe Community Center and Stagecoach Park
- Development and updates to the Parks & Recreation Master Plan
- Developed a plan for managing anticipated reductions of federal funding of housing and poverty programs
- Developed innovative methods to deliver park and community services at a lower cost point while maintaining high community satisfaction

### 2014 Goals and Objectives:

- Complete and begin implementing programming and staffing plans for the Olathe Community Center
- Grand opening of the Community Center
- Complete and update Parks & Recreation Master Plan updates
- Meet revenue projections in Recreation Fund and Community Center through programs
- Increase partnerships and funding for special events and other parks and recreation programs
- Integrate a new registration system
- Develop and implement a community arts strategy

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$313,258	\$299,889	\$311,071	\$374,520
Contractual Services	299,188	57,328	93,079	80,846
Commodities	17,647	24,944	11,200	33,050
<b>Total</b>	<b>\$630,093</b>	<b>\$382,160</b>	<b>\$415,350</b>	<b>\$488,416</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$630,093	\$382,160	\$415,350	\$488,416
<b>Total</b>	<b>\$630,093</b>	<b>\$382,160</b>	<b>\$415,350</b>	<b>\$488,416</b>

## Parks and Facilities

Previously titled Parks and Public Grounds, the Parks and Facilities Division is responsible for the maintenance, improvement and construction of Parks and Recreation facilities. Maintenance operations include mowing, litter pick up, restroom cleaning and facility repair in all park areas. Park construction includes the development of new park areas, facilities and rehabilitation projects in existing parks. Park Services includes the crossing guard program, park safety/security and external events. *The Facilities Maintenance division is now included here. It was shown on its own page in previous budget books.*

### 2013 Accomplishments:

- Completed Raven Ridge Park
- Created a Disc Golf course on the Lakeside Hills Golf Course property
- Began construction of Santa Marta Park
- Started Lone Elm Park phase II park improvements
- Installed new energy-efficient field lighting on four softball fields at Black Bob Park
- Developed Community Garden partnerships
- Planted over 2,000 trees
- Assisted with the completion of the Downtown Streetscape project
- Upgraded deteriorating park playgrounds
- Passed park encroachment ordinances
- Coordinated with Police on park safety through liaison arrangement

### 2014 Goals and Objectives:

- Renovate upper-level restrooms at the Santa Fe building; renovate restrooms at Fire Station #4; address foundation issues at Municipal Court facility
- Install the landscape material and the turf for the Olathe Community Center
- Implement "Urban Forestation" initiative
- Implement Community Garden initiative
- Complete construction of Santa Marta Park
- Continue Lone Elm Park improvements
- Construction of Arbor Landing Park
- Assist the Public Works Department on multi-modal Transportation Plan
- Identify additional funding sources for development of additional trails
- Create Shelter Finder feature for web/cell phones

## EXPENDITURES

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Adopted 2014</b>
Personal Services	\$2,821,953	\$2,750,878	\$2,345,565	\$2,529,505
Contractual Services	1,110,923	1,384,894	1,357,069	1,421,277
Commodities	408,986	476,248	314,598	326,562
Capital Outlay	4,677	8,271	464,000	4,000
Transfers	905,000	519,754	45,000	400,000
<b>Total</b>	<b>\$5,251,538</b>	<b>\$5,140,045</b>	<b>\$4,526,232</b>	<b>\$4,681,344</b>

## SOURCE OF FUNDS

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Adopted 2014</b>
General	\$3,738,883	\$4,072,185	\$3,260,002	\$3,212,224
Park Sales Tax	244,309	230,935	251,187	250,752
Recreation	0	0	0	307,223
Special Parks & Rec.	1,268,346	836,925	1,015,043	911,145
<b>Total</b>	<b>\$5,251,538</b>	<b>\$5,140,045</b>	<b>\$4,526,232</b>	<b>\$4,681,344</b>

## Cemetery

The Cemetery Program includes all burial and record services associated with the 28-acre cemetery including interments, lot sales, monument sales, family consultation and record keeping.

### 2013 Accomplishments:

- Completed new cremation area and offerings for patrons of Olathe Memorial Cemetery
- Held over 50 burials at Olathe Memorial Cemetery

### 2014 Goals and Objectives:

- Create and develop a cemetery maintenance management plan

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$98,320	\$108,608	\$99,078	\$115,731
Contractual Services	17,993	12,325	21,063	13,021
Commodities	7,231	10,583	8,412	8,083
<b>Total</b>	\$123,544	\$131,517	\$128,553	\$136,835

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$123,544	\$131,517	\$128,553	\$136,835
<b>Total</b>	\$123,544	\$131,517	\$128,553	\$136,835

## Historic Sites

As the last “open to the public” stagecoach stop on the Santa Fe Trail, the Mahaffie Historic Site offers interpretive programs, special events and activities to support the strategic plan, promoting Olathe as a unique community.

### 2013 Accomplishments:

- Completed major renovation/restoration needs in the Mahaffie Farmhouse
- Developed plans and construction of new barn at Mahaffie through Moore donation
- Created new website for Mahaffie
- Developed History Day/Fair for students with Olathe School District
- Remodeled the lobby at the Heritage Center
- Fire protection added to Ensor security system
- Planned for shared admissions/rentals/programming opportunities with the Olathe Community Center

### 2014 Goals and Objectives:

- Develop livestock-based programming for the new barn
- Begin interactions with the Olathe Community Center
- Plan for the 150th anniversary of the Mahaffie home in 2015
- Increase sponsorships for Wild West Days
- Continue to formulate and implement new marketing strategies
- Begin strategic planning for the Ensor Farm and Museum

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$534,387	\$541,542	\$549,719	\$572,884
Contractual Services	130,897	115,518	142,047	143,574
Commodities	135,449	148,584	134,170	128,474
Capital Outlay	206	3,737	0	0
<b>Total</b>	<b>\$800,939</b>	<b>\$809,381</b>	<b>\$825,936</b>	<b>\$844,932</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$800,939	\$809,381	\$825,936	\$726,371
Recreation	0	0	0	118,561
<b>Total</b>	<b>\$800,939</b>	<b>\$809,381</b>	<b>\$825,936</b>	<b>\$844,932</b>



## Recreation Services

The Recreation Services Division provides administration and management for the recreation services provided by the City and the Recreation Fund. This division plans and administers all recreation programs conducted by the City and is responsible for the management of the municipal aquatic facilities. *Olathe Community Center expenditures are included in the Recreation Services Division in 2014.*

### 2013 Accomplishments:

- Administered Therapeutic Horseback Riding and Improvisational classes for those with special needs
- The 2nd Annual Touch-A Truck and Braden's Hope Walk drew over 2,500 people and raised about \$38,000 for childhood cancer research
- Free Summer Concert Series had over 140,000 attend 65 concerts in the last 13 years and brought in more than \$127,000 of donations for local charities in the last 8 years
- Raised over \$5,000 in-kind donations
- Raised over \$20,000, including \$13,000 from Olathe Medical Center
- Launched new Parks & Rec. website
- Launched monthly news show
- Continued to offer P&R Activity Guide
- Launched "Get Active"
- Began offering employee fitness classes

### 2014 Goals and Objectives:

- Find a title sponsor or multiple co-sponsors for the Olathe Free Summer Concert series
- Implement new registration software
- Increase participation numbers and revenue in recreation division
- Offer new programs for the residents
- Continue to develop community sponsorship opportunities/partnerships
- Increase community awareness for P&R activities
- Bring Champion of Characters clinics to coaches and create a resource page on website
- Complete and begin implementing programming and staffing plans for the Olathe Community Center
- Grand opening of the Olathe Community Center

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$1,594,805	\$1,711,573	\$2,495,612	\$3,438,149
Contractual Services	611,554	637,506	918,396	1,286,527
Commodities	369,224	501,540	558,377	642,704
Capital Outlay	13,501	19,160	15,000	24,000
Transfers	57,750	57,750	0	0
<b>Total</b>	<b>\$2,646,834</b>	<b>\$2,927,529</b>	<b>\$3,987,385</b>	<b>\$5,391,380</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$1,359,313	\$1,401,458	\$2,437,054	\$2,624,416
Recreation	1,287,521	1,526,071	1,550,331	2,766,964
<b>Total</b>	<b>\$2,646,834</b>	<b>\$2,927,529</b>	<b>\$3,987,385</b>	<b>\$5,391,380</b>

## Housing Services

The Housing Services Division coordinates and provides affordable rental housing, home improvements and transportation services to citizens and administers federal/local grants that enhance the quality of life for Olathe residents. The Taxi Coupon Program is administered by this division, providing general, medical and work transportation opportunities within the Olathe community for disabled, elderly and other program-eligible participants. The funding for the Taxi Coupon Program is a collaborative effort among local organizations, Federal grants, and other grants.

### 2013 Accomplishments:

- Established an online waiting list tool
- Received over 1,300 waiting list applications for public housing and Section 8 program during a 2 week period
- Completed capital improvement projects on public housing units, including kitchen replacements in 29 units and playground replacement at Johnston Park
- Physical Needs Assessment baseline established on 130 public housing units
- Public Housing and Section 8 program recognized by HUD as a “High Performer”
- Improved property values in aging neighborhoods by increased maintenance
- Hired Housing Coordinator
- Obtained New Freedom and JARC grants for Taxi Coupon program
- Conducted customer survey

### 2014 Goals and Objectives:

- Implement the Physical Needs Assessment for Housing Authority Maintenance
- Implement budgets that incorporate federal reductions in operating subsidy
- Address foundation concerns with several public housing units
- Implement performance measure tracking
- Implement a smoke free policy at Parkview Manor
- Search for additional funding to maintain work program after federal grant (JARC) is eliminated
- Provide affordable transportation services to low income elderly, disabled and disabled families
- Marketing and outreach of programs

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$21,490	\$23,626	\$36,166	\$29,247
Contractual Services	719,704	638,937	636,101	638,256
Commodities	-336	2,050	-180	927
Capital Outlay	0	1,940	0	0
Transfers	1,620	643	0	0
<b>Total</b>	<b>\$742,479</b>	<b>\$667,195</b>	<b>\$672,087</b>	<b>\$668,430</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$535,013	\$491,495	\$451,087	\$447,430
Special Alcohol	207,466	175,700	221,000	221,000
<b>Total</b>	<b>\$742,479</b>	<b>\$667,195</b>	<b>\$672,087</b>	<b>\$668,430</b>

## Human Relations

The Human Relations Division ensures fair and equitable access to services is available to all members of the community.

### 2013 Accomplishments:

- Held a Human Relations and Accessibility Awards Ceremony
- Engaged and encouraged citizens to become a part of the community by participating in Human Relations and Disability programs/events
- Worked with landlords on fair and equitable housing practices
- Investigated potential fair housing discrimination cases
- Updated process for contractor certifications
- Active participation in Latino Coalition and Minority Chamber of Commerces'

### 2014 Goals and Objectives:

- Ensure diversity and inclusion in the community by conducting activities, meetings, and events
- Work to ensure that women, disabled, veterans and minority-owned businesses are aware of city projects and upcoming bids
- Implement performance measure tracking
- Work in partnership with Human Resources on the creation of an employee diversity training program

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$37,854	\$36,105	\$39,015	\$78,326
Contractual Services	26,076	8,726	11,979	15,326
Commodities	5,186	4,403	1,510	13,171
Capital Outlay	0	0	3,000	563
<b>Total</b>	<b>\$69,116</b>	<b>\$49,233</b>	<b>\$55,504</b>	<b>\$107,386</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$69,116	\$49,233	\$55,504	\$107,386
<b>Total</b>	<b>\$69,116</b>	<b>\$49,233</b>	<b>\$55,504</b>	<b>\$107,386</b>

# Police Department

The Police Department is comprised of the following divisions: Police Administration, Support Services, Patrol, Investigations, Special Operations, and Personnel/Training.

## Major Services

- ◆ Administration  
(Purchasing, Budget, Fleet, Building Maintenance)
- ◆ Support Services  
(Records, Property, Internal Affairs, Public Information, Information Technology, Community Services)
- ◆ Patrol  
(Patrol, Crime Analysis)
- ◆ Investigations  
(Investigations, Narcotics, Crime Analysis)
- ◆ Special Operations  
(Community Outreach, School Resource, Traffic, Parking Control, Animal Control)
- ◆ Personnel/Training  
(Personnel, Training)

## Community Focus Area

- ◆ Public Safety

## Department Changes

- ◆ Assumed full funding for Mental Health Co-Responder Contract with Johnson County, which provides Patrol with an immediate mental health resource while on call for service
- ◆ Addition of 1 Detective position in the Investigations program to increase clearance rates for part 1 crimes

## Department Mission

*Serving, protecting and working with our community in a professional manner, to prevent, reduce and solve crime.*



## Department Location

### Public Safety/Police Department

501 E. US 56 Hwy  
Olathe, KS 66061  
(913) 971-7500

### Substation #6

24200 W. College  
Olathe, KS 66061

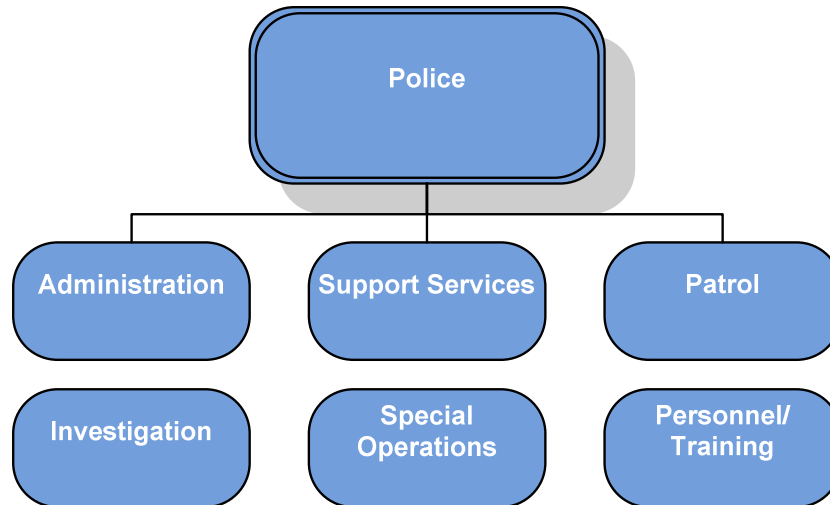
### Substation #7

16110 S. Mur-Len  
Olathe, KS 66061

## Departmental Budget: Police

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Police</b>				
Personal Services	\$16,922,495	\$17,094,711	\$18,893,473	\$19,039,550
Contractual Services	1,605,278	1,502,342	1,914,312	2,160,470
Commodities	825,666	842,105	980,414	906,514
Capital Outlay	4,475	31,812	18,579	18,200
Transfers	28,500	81,677	0	0
<b>Police Total</b>	<b>\$19,386,414</b>	<b>\$19,552,647</b>	<b>\$21,806,778</b>	<b>\$22,124,734</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	197	197	199	200
Part Time	0.5	0.5	0.75	0.75
<b>Total FTE'S</b>	<b>197.5</b>	<b>197.5</b>	<b>199.75</b>	<b>200.75</b>

## Departmental Key Result Indicators: Police

Customer				
Promote Community Health, Safety & Welfare				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Reduce crime and improve clearance rate	Crime Rate - Part 1 Violent	1.51	<3.00	<3.00
	Crime Rate - Part 1 Property	19.02	<23.00	<23.00
	Crime Rate - Part 1 Total	20.54	<26.00	<26.00
	Crime Rate - Part 2 Total	26.0	<38.00	<38.00
Reduce crime and improve clearance rate	Property loss per capita	\$19.62	<\$30.00	<\$30.00
Reduce crime and improve clearance rate	Clearance Rate - Part 1 Violent	94.85%	>75.00%	>75.00%
	Clearance Rate - Part 1 Property	28.45%	>28.00%	>28.00%
	Clearance Rate - Part 2 Total	68.40%	>65.00%	>65.00%
Improve emergency response times	Average (mean) Response Time to Priority 1 calls for service	4.78	<5:00:00 AM	<5:00:00 AM
Promote a customer service culture	Percent of respondents who rate the professionalism of police personnel with whom they had contact as good or excellent	90%	>88.00%	>88.00%
Reduce crime and improve clearance rate	Percent of school officials rating the effectiveness of the School Resource Officer program as good or excellent	100%	100%	100%
Improve Mobility				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Enhance traffic safety	Percent change in the Accident Rate - Fatality	300%	Decrease annually	Decrease annually
	Percent change in the Accident Rate - Injury	-0.01%	Decrease annually	Decrease annually
	Percent change in the Accident Rate - Non-Injury	-0.07%	Decrease annually	Decrease annually
	Percent change in the Accident Rate - Pedestrian	0.08%	Decrease annually	Decrease annually
	Percent change in the Accident Rate - Alcohol Related	0.03%	Decrease annually	Decrease annually
	Percent change in the Accident Rate - Commercial Vehicles	0.28%	Decrease annually	Decrease annually

# Departmental Key Result Indicators: Police

Financial				
Promote Financial Health and Economic Vitality				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Improve internal business procedures	Cost of services per capita	\$158.92	<\$160.00	<\$170.00
Business Processes				
Address Priorities Through the Right Services at the Right Price				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Improve emergency response capability	Calls for service per full time sworn employee	385.3	<350.00	<350.00
Employee Learning & Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Improve and maintain effective communication	Employee Engagement Survey - Overall Department Satisfaction	4.24	>4.5	>4.5
Recruit, Develop & Retain Employees Committed to Excellence				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Train employees for current and future responsibilities	Total number of training, education and development hours completed per police department employee - Commissioned	106	>120	>120
	Total number of training, education and development hours completed per police department employee - Civilian	49	>20	>20
Provide adequate supervision and management oversight to employees	Voluntary Turnover Rate - Commissioned	5%	<5.00%	<5.00%
	Voluntary Turnover Rate - Civilian	8%	<15.00%	<15.00%

## Police Administration

The Police Administration Division manages all police activities and resources to maximize police services for the citizens of Olathe and maintains all police facilities.

### 2013 Accomplishments:

- Reduced crime rates
- Increased clearance rates
- Improved response times
- Decreased traffic crash rates
- Transitioned to a new fleet platform
- Secured additional grant funds
- Purchased new mobile command center

### 2014 Goals and Objectives:

- Chart the course
- Cast the vision
- Reduce crime rates
- Increase clearance rates
- Improve response times
- Decrease traffic crash rates
- Increase employee satisfaction and engagement
- Secure additional grant funds

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$457,316	\$464,287	\$479,359	\$492,804
Contractual Services	287,199	294,615	355,272	399,810
Commodities	31,610	49,836	26,461	28,567
Transfers	14,500	0	0	0
<b>Total</b>	<b>\$790,625</b>	<b>\$808,738</b>	<b>\$861,092</b>	<b>\$921,181</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$790,625	\$808,738	\$861,092	\$921,181
<b>Total</b>	<b>\$790,625</b>	<b>\$808,738</b>	<b>\$861,092</b>	<b>\$921,181</b>



## Support Services

The Support Services Division provides accurate information internally and externally through switchboard services and properly retained records, property and evidence. The division also provides investigative resources to ensure department integrity and public accountability for the use of City resources.

### 2013 Accomplishments:

- Successfully completed all state and federal regulatory and compliance audits
- Completed Police Department policy manual formatting project
- Created and successfully implemented case/evidence submission protocol for the District Attorney's office

### 2014 Goals and Objectives:

- Complete all internal audits
- Maintain compliance with all state and federal regulations
- Implement Kansas Law Enforcement Reporting (KLER) module
- Restructure the Community Service Officer Unit into the Services Division

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$772,402	\$787,427	\$825,016	\$815,250
Contractual Services	77,375	79,944	85,565	84,687
Commodities	55,352	54,880	62,047	60,319
Capital Outlay	0	0	0	0
<b>Total</b>	<b>\$905,129</b>	<b>\$922,251</b>	<b>\$972,628</b>	<b>\$960,256</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$905,129	\$922,251	\$972,628	\$960,256
<b>Total</b>	<b>\$905,129</b>	<b>\$922,251</b>	<b>\$972,628</b>	<b>\$960,256</b>

## Patrol

The Patrol Division reduces violent and property crime by effectively managing patrol resources and by providing quality, timely, professional and safe delivery of police services. Traffic expenditures are included in Patrol.

### 2013 Accomplishments:

- Maintained below a five minute average response time to emergency calls
- Maintained/Improved crime and clearance rates
- Continued partnership with Johnson County Sheriff's Office to maximize performance related to dispatch services
- Patrol Commander selected to attend the Federal Bureau of Investigation National Academy
- Lead the region with the continuing efforts of the Mental Health Co-Responder Program
- Co-Responder program received award from the Alliance for Innovation at the 2013 Transforming Local Government Conference
- Implemented Bicycle Patrol unit to improve perception of Park and Trail safety

### 2014 Goals and Objectives:

- Maintain below a five minute average response time to emergency calls
- Continue to improve problem-solving strategies, deployment and review
- Continue partnership with Johnson County Sheriff's Office to maximize performance related to dispatch services
- Test electronic citation program for Patrol Division
- Improve citizen satisfaction with park and trail safety
- Secure funding for the continuation of the Mental Health Co-Responder Program

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$11,029,052	\$11,191,897	\$12,469,013	\$12,612,992
Contractual Services	949,160	899,916	1,207,334	1,283,159
Commodities	640,411	606,364	698,351	633,650
Capital Outlay	4,358	976	18,079	17,700
Transfers	10,000	81,677	0	0
<b>Total</b>	<b>\$12,632,981</b>	<b>\$12,780,830</b>	<b>\$14,392,777</b>	<b>\$14,547,501</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$12,561,238	\$12,705,024	\$14,308,492	\$14,467,491
Special Alcohol	71,743	75,806	84,285	80,010
<b>Total</b>	<b>\$12,632,981</b>	<b>\$12,780,830</b>	<b>\$14,392,777</b>	<b>\$14,547,501</b>

## Special Operations

The Special Operations Division provides safe travel for motorists, bicyclists and pedestrians through traffic enforcement. The division also provides enforcement of and education on animal control ordinances, provides a safe and secure learning environment for our youth, and provides community services to educate citizens on crime prevention.

### 2013 Accomplishments:

- Continued emphasis on alcohol compliance checks at local retailers. Ordinance change via Communities That Care (CTC) increased penalties for clerks, owners/managers
- Increased pet licensing compliance and pet adoptions
- Maintained effective DUI enforcement
- Continued partnership with Brown Mackie College for pet care
- Achieved high satisfaction rate for the School Resource Officer (SRO) program
- Completed all grant requirements, qualifying for additional grant monies for Motorcycle Aggressive Driving campaign and seatbelt enforcement
- New veterinary clinic at Animal Shelter

### 2014 Goals and Objectives:

- Increase proactive traffic enforcement and DUI enforcement at high-crash locations to reduce crash rates and severity of accidents
- Continue to increase pet licensing to 25% or higher
- Continue partnership with Brown Mackie College to increase adoptions and overall animal health; improved cost effectiveness and educational programs at veterinary clinic
- Continue annual alcohol compliance checks and increase compliance rates
- Enhance special event management, safety, coordination, and staffing
- Secure grants for Selective Traffic Enforcement Program (STEP) and Impaired Driving Deterrence Program (IDDP), as well as bonus grant incentives for exceptional performance

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$1,576,284	\$1,586,638	\$1,725,643	\$1,703,506
Contractual Services	125,307	57,324	66,551	78,031
Commodities	15,394	30,963	31,009	34,735
Capital Outlay	117	30,771	500	500
Transfers	4,000	0	0	0
<b>Total</b>	<b>\$1,721,102</b>	<b>\$1,705,697</b>	<b>\$1,823,703</b>	<b>\$1,816,772</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$1,721,102	\$1,705,697	\$1,823,703	\$1,816,772
<b>Total</b>	<b>\$1,721,102</b>	<b>\$1,705,697</b>	<b>\$1,823,703</b>	<b>\$1,816,772</b>

## Investigations

The Investigations Division thoroughly and efficiently investigates crimes by utilizing analytical strategies to prepare cases for successful prosecution.

### 2013 Accomplishments:

- Maintained/Improved crime and clearance rates
- Continued partnership with FBI at the Heart of America Regional Computer Forensics Laboratory (HARCFL)
- Assisted Drug Enforcement Administration (DEA) by assigning a detective to the Organized Crime Drug Enforcement Task Force (OCDETF)
- Continued partnering with Patrol in the facilitation of the Strategic Offender Risk Reduction and Enforcement (SORRE) program, to more effectively track high-risk career criminals

### 2014 Goals and Objectives:

- Maintain/improve crime and clearance rates
- Enhance cell phone forensic recovery technology through updated systems and training
- Leverage opportunities and increase usage of surveillance camera technology
- Enhance internal participation with Computer Statistics or Comparative Statistics (COMSTAT) to decrease crime and increase solvability
- Enhance the High Tech Crime unit by obtaining forensic certifications/training in both Macintosh and Droid-based devices and operating systems

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$2,441,872	\$2,399,254	\$2,642,059	\$2,662,544
Contractual Services	113,661	103,149	124,276	217,530
Commodities	23,350	61,588	70,646	63,952
Capital Outlay	0	65	0	0
<b>Total</b>	<b>\$2,578,883</b>	<b>\$2,564,056</b>	<b>\$2,836,981</b>	<b>\$2,944,026</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$2,578,883	\$2,564,056	\$2,836,981	\$2,944,026
<b>Total</b>	<b>\$2,578,883</b>	<b>\$2,564,056</b>	<b>\$2,836,981</b>	<b>\$2,944,026</b>

## Personnel/Training

The Personnel/Training Division provides a high quality workforce by recruiting and training diverse candidates and coordinates the development and training Olathe Police Department employees in compliance with state training requirements.

### 2013 Accomplishments:

- Maintained a department-wide average of 120 training hours for all sworn police personnel (with a State minimum requirement of 40); Completed a comprehensive review of all department-wide training hours.
- Continued to provide quarterly legal updates
- Hosted three nationally-recognized police training schools; Reid, Street Crimes and Low Light
- Increased participation in the voluntary physical fitness program
- In accordance with the highest ethical standards, the hiring and selection applicant process required the testing/ interviewing of over 1,800 applicants to hire an average of 8 sworn and 4 civilian positions annually

### 2014 Goals and Objectives:

- Maintain a department-wide average of 120 training hours for all sworn police personnel
- Provide diverse training through a number of media campaigns and venues
- Expand the number of voluntary participants in the department fitness program
- Continue to hold the Citizen's Police Academy annually
- Maintain a quality recruiting and selection process in support of hiring police officers and civilian staff possessing the highest ethical character
- Continue to work with City Human Resources in support of employee benefit services

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$645,570	\$665,209	\$752,383	\$752,454
Contractual Services	52,575	67,391	75,314	97,253
Commodities	59,550	38,474	91,900	85,291
<b>Total</b>	<b>\$757,695</b>	<b>\$771,074</b>	<b>\$919,597</b>	<b>\$934,998</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$757,695	\$771,074	\$919,597	\$934,998
<b>Total</b>	<b>\$757,695</b>	<b>\$771,074</b>	<b>\$919,597</b>	<b>\$934,998</b>

# Public Works Department

The Public Works Department is comprised of the following divisions: Administration, Infrastructure Management, Planning Services, Solid Waste, Field Operations, Strategic Management, and Environmental Services.

## Major Services

- ◆ Infrastructure management including water, sewer, solid waste, transportation and storm water
- ◆ Energy, fleet and facility management
- ◆ Process, review and guide development

## Community Focus Areas

- ◆ Utility Services
- ◆ Transportation
- ◆ Economic Viability
- ◆ Downtown

## Department Changes

- ◆ Addition of 2 Maintenance Workers in stormwater to expand flood control projects and water quality protection
- ◆ Addition of 2 Maintenance Workers in Water & Sewer to address system maintenance
- ◆ Increase part time Geographic Information System (GIS) Technician to full time to increase geospatial and asset management capacity in the Stormwater program

## Department Mission

*We make Olathe better today and tomorrow through innovation, efficiency & leadership at all levels, valuing each other, our customers and the environment.*



## Department Location

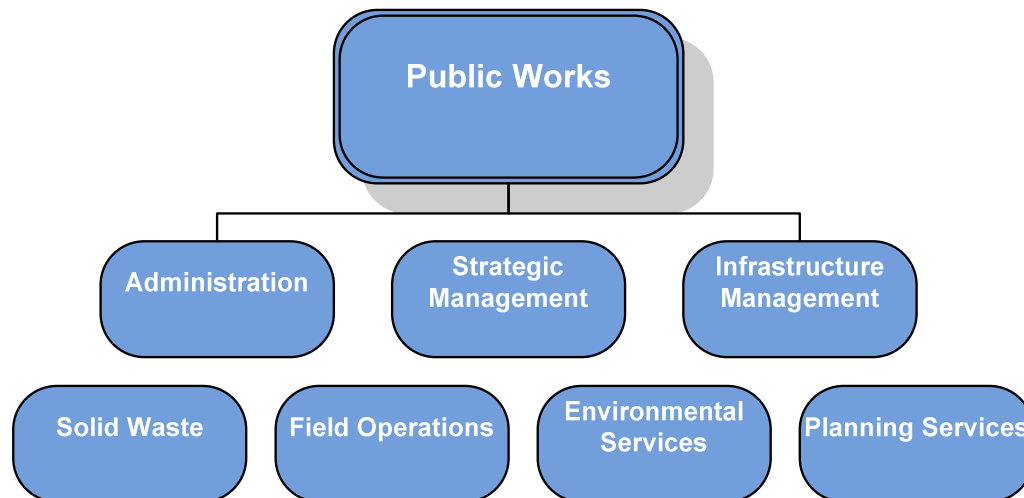
**Robinson Complex**  
1385 S. Robinson Dr.  
Olathe, KS 66061  
(913) 971-9311

## Departmental Budget: Public Works

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Public Works</b>				
Personal Services	\$19,448,658	19,565,552	\$22,389,517	\$22,412,170
Contractual Services	16,723,825	18,083,518	19,994,554	20,638,958
Commodities	7,933,966	8,820,037	9,818,300	9,508,023
Capital Outlay	308,182	317,758	365,200	557,000
Transfers	512,524	288,620	2,500	0
<b>Public Works Total</b>	<b>\$44,927,155</b>	<b>47,075,484</b>	<b>\$52,570,071</b>	<b>\$53,116,151</b>

\* New department reorganized with new divisions mid-year 2011. The 2012 Budget was the first year to reflect the reorganization. For historical expenditures, see past Budget Books. Actual 2010 and Actual 2011 for the divisions were previously shown in the former Public Works Department, the former Municipal Services Department and the former Development Services Department.

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	296	299	306	311
Part Time	0.5	0.5	0.5	0
<b>Total FTE'S</b>	<b>296.5</b>	<b>299.5</b>	<b>306.5</b>	<b>311</b>

## Departmental Key Result Indicators: Public Works

Customer				
Provide Excellent Customer Service				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maintain drainage through maintenance, cleaning, and debris removal	Percentage of stormwater requests that are cleared within one day	89%	95%	95%
Revitalize downtown and strengthen Olathe's neighborhoods	Private investment in downtown - percentage of total dollars invested (a higher percentage indicates greater private investment)	11%	5%	5%
Safeguard our Environment and Natural Resources				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Increase solid waste diversion rate	Solid waste diversion rate	38%	35%	35%
Promote Community Health, Safety & Welfare				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Improve/Protect the environment (air, water & land)	Percent of time water meets regulatory standards	100%	100%	100%
	Percent of time wastewater meets effluent standards	99.97%	100%	100%
Financial				
Maintain/Improve Infrastructure and Facilities				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop and maintain an effective asset management program	# of sewer back-ups reported	3	<5	<5
	Cumulative water system loss	15.98%	<15%	<15%
Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Maximize the efficiency and effectiveness of internal business processes	Fleet availability of critical Police vehicles	97.4%	95%	95%
Maximize the efficiency and effectiveness of internal business processes	Fleet availability of critical Fire vehicles	85.5%	95%	95%
Maximize the efficiency and effectiveness of internal business processes	Fleet availability of critical Solid Waste vehicles	92.31%	85%	85%
Manage capital improvement projects effectively	Percentage of Capital Improvement Plan projects completed within the contract schedule	100%	100%	100%
Emphasize quality customer service and seek opportunities to improve it	Percentage of planning applications where staff comments are provided on schedule	100%	100%	100%



## Administration

The Public Works Administration Division directs and manages the department, which was consolidated to include the former Public Works Department, Municipal Services Department and the Planning Division. Administration also participates in the Capital Improvement Plan and special projects as assigned by the City Manager, as well as serving as the City Manager's representative to other agencies for operational issues. *The division was created in 2011 and historical expenditures can be found for each of the consolidated activities in previous budget books.*

### 2013 Accomplishments:

- Achieved Re-Accreditation by the American Public Works Association
- Continued strategic process improvement for Department through Public Works Strategic Plan

### 2014 Goals and Objectives:

- Continue Asset Management program implementation
- Maintain high level of customer satisfaction based on Annual DirectionFinder® survey
- Identify and continue to monitor effectiveness of departmental training program

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$485,208	\$455,571	\$649,446
Contractual Services	0	208,988	150,136	4,924,288
Commodities	0	24,511	27,107	27,201
Capital Outlay	0	282	0	0
<b>Total</b>	<b>\$0</b>	<b>\$718,989</b>	<b>\$632,814</b>	<b>\$5,600,935</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$177,811	\$183,021	\$213,171
Water and Sewer	0	461,087	381,343	5,234,304
Solid Waste	0	41,419	31,725	51,944
Storm Water	0	37,539	36,725	51,316
Central Garage Fund	0	1,134	0	50,200
<b>Total</b>	<b>\$0</b>	<b>\$718,989</b>	<b>\$632,814</b>	<b>\$5,600,935</b>

## Infrastructure Management

The Infrastructure Management Division focuses on the design, construction, inspection and major rehabilitation of facilities and infrastructure while ensuring they are functional, durable and cost effective. Compliance with current engineering standards occurs in a manner consistent with current City Council policy. The division is organized by capital project management, street preservation, inspection services and stormwater management. *This division was created for the 2012 Budget and historical expenditures for each of the consolidated activities can be found in previous budget books.*

### 2013 Accomplishments:

- Completed construction of Santa Fe Streetscape and 151st & Black Bob projects.
- Began construction of 127th Street, Black Bob to Pflumm, and the Olathe Community Center
- Began Inflow & infiltration Master Plan for Mill Creek watershed
- Began construction of 5 stormwater projects with partial funding from Stormwater Management Advisory Council
- Completed revision of technical specifications for construction projects
- Completed evaluation of light-emitting diode (LED) technology and made a recommendation for street lights

### 2014 Goals and Objectives:

- Complete design of 159th Street, I-35 to Old US 56
- Continue design of 143rd St., complete construction of Pflumm to Quivira, and College Blvd., Ridgeview to Renner
- Intiate and complete Transportation Master Plan
- Begin design of 4 stormwater projects with partial funding from the Stormwater Management Advisory Council
- Complete construction of College Boulevard, Ridgeview to Renner, and the Olathe Community Center
- Complete evaluation of recommendation for buyback of streetlights

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$3,575,193	\$4,641,985	\$4,768,475
Contractual Services	0	2,977,391	2,816,787	802,582
Commodities	0	679,141	775,505	786,484
Capital Outlay	0	6,503	25,000	30,000
Transfers	0	29,488	0	0
<b>Total</b>	<b>\$0</b>	<b>\$7,267,716</b>	<b>\$8,259,277</b>	<b>\$6,387,541</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$5,262,268	\$5,730,578	\$3,665,982
Storm Water	0	902,697	1,238,809	1,424,515
Water and Sewer	0	1,102,751	1,289,890	1,297,044
<b>Total</b>	<b>\$0</b>	<b>\$7,267,716</b>	<b>\$8,259,277</b>	<b>\$6,387,541</b>

## Planning Services

The Planning Services Division strives to provide guidance through information and recommendations for the management and direction of the City's future; protects and promotes quality development in the community; and engages citizens by establishing partnerships and connecting neighbors. The Planning Services Division historical expenditures can be found in the former Development Services Department section of past budget books. *The Planning Services Administration, of the former Development Services Department, is included in this department beginning in 2011.*

### 2013 Accomplishments:

- Completed the draft of the updated Unified Development Ordinance (UDO) in preparation for adoption by the City Council
- Conducted annual review of the Comprehensive Plan
- Completed all development reviews within guidelines of the six-week development review schedule
- Received a Merit Award for planning & analysis from the regional chapter of American Society of Landscape Architects for the Cedar Creek Area Plan
- Completed in-house preparation & production of annual Development and Demographic Report, Quarterly Report, and Year in Review

### 2014 Goals and Objectives:

- Integrate new Development Ordinance into development and project review to realize gains from revised regulations at soonest possible time
- Continue implementation of immediate and on-going action items identified in the Comprehensive Plan
- Maintain quality development processes as economy improves and development increases

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$484,871	\$554,351	\$572,807
Contractual Services	0	49,478	68,377	70,765
Commodities	0	10,192	18,663	18,108
<b>Total</b>	<b>\$0</b>	<b>\$544,541</b>	<b>\$641,391</b>	<b>\$661,680</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$544,541	\$641,391	\$661,680
<b>Total</b>	<b>\$0</b>	<b>\$544,541</b>	<b>\$641,391</b>	<b>\$661,680</b>

## Solid Waste

The Solid Waste Division provides an integrated approach to solid waste management, including: the efficient and economical collection of solid waste, yard waste and composting; public drop-off and curbside recycling; and operation of an approved disposal facility and household hazardous waste collection site, which are supported by educational efforts toward source reduction. *Expenditure history is in previous budget books.*

### 2013 Accomplishments:

- 90+% Overall Quality of Service satisfaction rating on Quarterly ETC Customer Survey for Residential Trash, Curbside Recycling, and Yard Waste collection services
- Solid Waste Division received the 2013 City of Olathe Public Service Recognition Award for Customer Service
- Diverted 37.67%, which exceeded the national recycling and diversion average of 34%
- Established a bulking site for glass recycling to consolidate loads for transport to Ripple Glass facility, which has achieved a 3 to 1 ratio in reduction of long haul pulls
- Expanded the operational hours for Household Hazardous Waste (HHW) program to 4 days per week for accepting scheduled drop-offs from residents Wednesday through Saturday

### 2014 Goals and Objectives:

- Continue Overall Quality of Service rating above 90% on Quarterly ETC Customer Survey for Residential Trash, Curbside Recycling, and Yard Waste collection services
- Recycling and diversion of the residential waste stream to exceed 35% in 2014
- Cross train each new maintenance worker to be able to provide compost and mulch at our composting site on a consistent basis and process incoming yard waste and brush to keep pace with current volumes
- Complete the construction of new gatehouse & maintenance building at the Composting Facility to include a tire wash for vehicles leaving the site
- Continue to maintain service to over 700 commercial & industrial solid waste customers
- Established new service agreement for the transfer station to be effective in 2015

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$3,616,018	\$4,004,602	\$3,721,149
Contractual Services	0	3,881,003	4,333,117	4,500,496
Commodities	0	883,418	1,262,749	1,085,638
Capital Outlay	0	610	50,000	30,000
Transfers	0	132,172	0	0
<b>Total</b>	<b>\$0</b>	<b>\$8,513,221</b>	<b>\$9,650,468</b>	<b>\$9,337,283</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Solid Waste	\$0	\$8,513,221	\$9,650,468	\$9,337,283
<b>Total</b>	<b>\$0</b>	<b>\$8,513,221</b>	<b>\$9,650,468</b>	<b>\$9,337,283</b>

## Field Operations

The Field Operations Division focuses on maintaining and preserving the City's current infrastructure including streets, water distribution, wastewater collection and fleet. This division is responsible for snow and ice control as required to provide safe movement of traffic during winter storms. *This division was created for the 2012 Budget and historical expenditures for each of the consolidated activities is found in previous budget books.*

### 2013 Accomplishments:

- Cleaned 600,000 linear feet of sewer line in order to prevent sewer line backups
- Crack sealed 160 lane miles of streets (106 lane miles in 2012)
- Replaced 7,500 linear feet of curb and gutter (2,500 linear feet in 2012)
- City-wide conversion to a new fuel-dispensing system
- Replaced 6,000 LF of water distribution lines
- Met or exceeded all Vehicle Maintenance fleet repair performance measures

### 2014 Goals and Objectives:

- Clean 600,000 linear feet of sewer line in order to prevent sewer line backups
- Crack seal or surface treatment on 200 lane miles
- Replace 8,500 linear feet of curb and gutter
- Replace 9,000 linear feet of water distribution lines
- Meet or exceed all Vehicle Maintenance fleet repair performance measures

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$6,992,153	\$7,901,472	\$7,898,138
Contractual Services	0	2,311,337	2,571,548	2,465,610
Commodities	0	5,459,482	5,946,742	5,738,747
Capital Outlay	0	267,450	235,200	158,500
Transfers	0	30,598	0	0
<b>Total</b>	<b>\$0</b>	<b>\$15,061,020</b>	<b>\$16,654,962</b>	<b>\$16,260,995</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$3,353,870	\$3,968,684	\$3,824,377
Central Garage	0	5,727,535	6,622,462	6,327,596
Storm Water	0	434,153	463,836	481,804
Water and Sewer	0	5,545,463	5,599,980	5,627,218
<b>Total</b>	<b>\$0</b>	<b>\$15,061,020</b>	<b>\$16,654,962</b>	<b>\$16,260,995</b>

## Strategic Management

Strategic Management is responsible for public education, community outreach, asset management, fleet and facilities management, budget and performance measures, project accounting, financial planning, environmental compliance, sustainable plan implementation, balanced scorecard reporting, policy/process/procedure integration, best management practices and innovation, employee development, service request coordination, energy management, data management, mapping and technology integration. The entire City's energy costs are included in this division. *This division was created in 2012, and historical expenditures for each of the activities is found in previous budget books.*

### 2013 Accomplishments:

- Continued implementation of Cartegraph Asset Management system
- Established Human Resource and Procurement liaisons to coordinate departmental activities with Resource Management
- Completed departmental strategic communications plan
- Completed standardized Water Loss model for department Water and Sewer Utility
- Completed Facility Condition Assessment for Robinson Complex and other department buildings

### 2014 Goals and Objectives:

- Develop department-wide performance metrics that are incorporated into information technology products
- Complete Field Data Collection and material data submission projects related to inventory of City's public infrastructure
- Develop Utility Manager Financial Report incorporating data from City's financial and Department's asset management systems and utility rate model
- Develop Facility Management Plan for department based on recommendations of Facility Condition Assessment

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$1,237,761	\$1,258,238	\$1,163,216
Contractual Services	0	3,907,734	4,122,716	6,252,600
Commodities	0	66,352	63,412	74,760
Capital Outlay	0	1,418	1,000	1,500
Transfers	0	96,362	2,500	0
<b>Total</b>	<b>\$0</b>	<b>\$5,309,627</b>	<b>\$5,447,866</b>	<b>\$7,492,076</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$1,987,176	\$2,129,578	\$4,105,955
Central Garage	0	115,015	126,883	72,552
Recreation Fund	0	73,144	84,531	180,131
Solid Waste	0	33,353	43,557	30,021
Storm Water	0	49,057	58,761	81,952
Water and Sewer	0	3,051,881	3,004,556	3,021,465
<b>Total</b>	<b>\$0</b>	<b>\$5,309,627</b>	<b>\$5,447,866</b>	<b>\$7,492,076</b>

## Environmental Services

The Environmental Services Division focuses on laboratory services, water production, plant maintenance, process engineering and wastewater treatment. This division provides a satisfactory quantity and quality of potable drinking water that meets all state and federal regulations, as well as National Pollutant Discharge Elimination System (NPDES) permit limits of the Kansas Department of Health and Environment (KDHE) to assure quality of the effluent discharged into the receiving streams. *The Environmental Services Division was created for the 2012 Budget and historical expenditures for each of the consolidated activities is found in previous budget books.*

### 2013 Accomplishments:

- Cedar Creek Wastewater Treatment Plant (WWTP) expanded operations and met new permit requirements
- Completed the Water Treatment Plant #2 Facilities study
- Began the designs of both Harold Street WWTP and Environmental Services Lab
- Received Silver Peak Performance Award from National Association of Clean Water Agencies for Cedar Creek and Harold WWTP
- 100% of operational, maintenance, and lab staff certified through an accredited certification program
- Received Best Tasting Water Award from the Kansas Water Environment Association and the Kansas Section of the American Water Works Association.

### 2014 Goals and Objectives:

- Start the construction of the Harold Street WWTP improvements project
- Start construction of the City of Olathe Environmental Services Lab project
- Start construction of Water Treatment Plant Improvements Project
- Complete design and construction of Lime Residual Basin for WTP #2
- Continue to enhance the computerized maintenance management system
- Continue to produce water and treat wastewater that meets all regulatory requirements
- Maintain National Environmental Laboratory Accreditation Conference Certification
- Began design of a plant maintenance building at Cedar Creek WWTP

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$3,174,348	\$3,573,298	\$3,638,939
Contractual Services	0	4,747,586	5,931,873	1,622,617
Commodities	0	1,696,942	1,724,122	1,777,085
Capital Outlay	0	41,494	54,000	337,000
<b>Total</b>	<b>\$0</b>	<b>\$9,660,370</b>	<b>\$11,283,293</b>	<b>\$7,375,641</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Water and Sewer	\$0	\$9,660,370	\$11,283,293	\$7,375,641
<b>Total</b>	<b>\$0</b>	<b>\$9,660,370</b>	<b>\$11,283,293</b>	<b>\$7,375,641</b>



# Resource Management Department

The Resource Management Department is comprised of the following service groups: Administration, Human Resources and Risk Management Services, Financial Services, Leadership Development and Strategic Planning and Research Services.

## Major Services

- ◆ Administration  
(Organizational and Employee Development, Department Administrative Functions)
- ◆ Human Resources and Risk Management Services  
(Compensation and Benefit Administration, Organizational and Employee Development, Recruiting and Employment, Safety and Wellness, Volunteer Program, Risk Management, Employee Relations)
- ◆ Financial Services  
(Financial Reporting, Accounts Payable, Procurement, Payroll, Treasury, Cash Management)
- ◆ Strategic Planning and Research Services  
(Budget, Strategic and Long-Range Planning Support, Innovation Research Coordination, City Clerk Administration, Performance Management, Support Services)

## Community Focus Areas

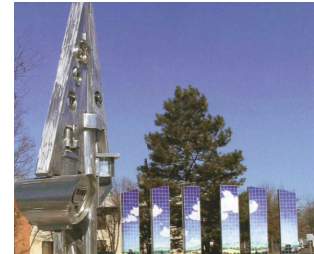
- ◆ Resource Management is an internal service function that supports all Community Focus Areas.

## Department Changes

- ◆ Addition of 1 Part time Administrative position to address administrative workload needs
- ◆ Re-align the department by locating Organizational and Employee Development in the Administrative Division

## Department Mission

*Collaborate with our customers to deliver the highest quality solutions that support innovative services to the community.*



## Department Location

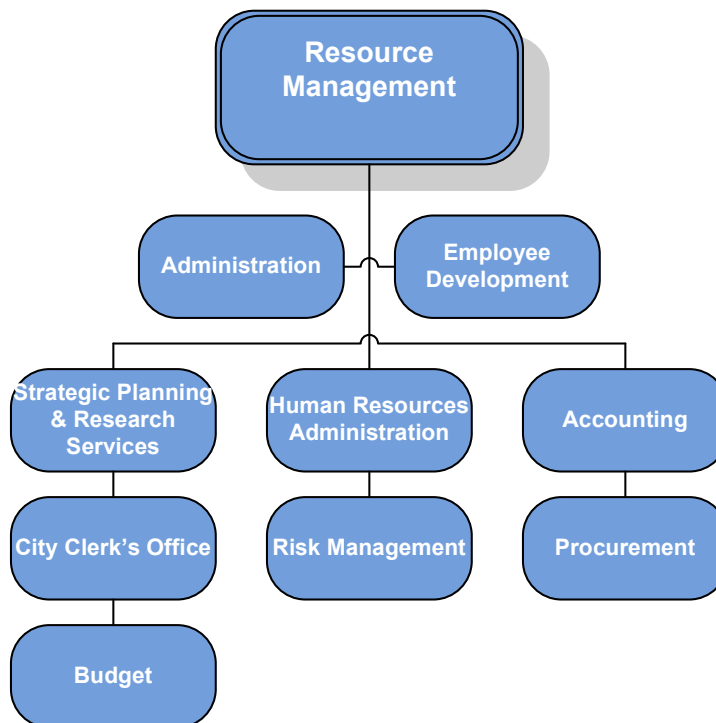
**City Hall**  
100 E. Santa Fe  
Olathe, KS 66061  
(913) 971-8600



## Departmental Budget: Resource Management

	ACTUAL 2011	ACTUAL 2012	BUDGET 2013	ADOPTED 2014
<b>Resource Management (RM)</b>				
Personal Services	\$2,349,926	\$2,356,404	\$2,498,774	\$2,551,084
Contractual Services	511,973	595,996	660,563	665,258
Commodities	172,184	176,573	170,582	208,257
Capital Outlay	2,570	180	0	0
Transfers	0	20,000	0	0
<b>RM Total</b>	<b>\$3,036,653</b>	<b>\$3,149,153</b>	<b>\$3,329,919</b>	<b>\$3,424,599</b>

## Department Structure



## Personnel Summary

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Full Time	29	29	29	29
Part Time	0	0	0	0.5
<b>Total FTE'S</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29.5</b>

# Departmental Key Result Indicators: Resource Management

Customer				
Provide Excellent Customer Service				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Provide Excellent Customer Service	Overall satisfaction with services provided by Accounting (% of Very Satisfied and Satisfied respondents)	NA	92%	NA
	Overall satisfaction with services provided by Budget (% of Very Satisfied and Satisfied respondents)	NA	79%	NA
	Overall satisfaction with services provided by City Clerk (% of Very Satisfied and Satisfied respondents)	N/A	91%	N/A
	Overall satisfaction with services provided by Human Resources (% of Very Satisfied and Satisfied respondents)	N/A	90%	N/A
	Overall satisfaction with services provided by Procurement (% of Very Satisfied and Satisfied respondents)	N/A	83%	N/A
	Percentage of citizen request system records contacted within 2 working days	100%	100%	N/A
Safeguard our Environment and Natural Resources				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Develop policies that support procurement of environmentally friendly products	Percentage of paper expenditures containing minimum of 30% post consumer waste	98%	98%	98%
Financial				
Promote Financial Health and Economic Vitality				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Provide accurate, timely, valuable, and effective financial information to users	Percentage variance actual to budget (General Fund revenues)	9%	±5%	±5%
	Percentage variance actual to budget (General Fund expenditures)	4%	±3%	±3%
Develop economic development policies that contribute to attracting and retaining sustainable development	Non residential assessed valuation as a percentage of total assessed valuation	32%	30%	30%
City is recognized as a leader in financial reporting	Receipt of the Government Finance Officers Association Certificate of Excellence in Financial Reporting	Yes	Yes	Yes
	Receipt of the Government Finance Officers Association Distinguished Budget Presentation Award	Yes	Yes	Yes
Support the local business community	Percentage of City expenditures from Olathe businesses	16%	29%	17%
Maintain/Improve Bond Rating				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Pursue fiscal policies and practices that will maintain or improve the city's bond rating	Bond Rating Index	9	9	9
	Adherence to General Fund Balance Target	30%	30%	30%

# Departmental Key Result Indicators: Resource Management

Business Processes				
Pursue Sustainable Business Practices				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Analyze key business processes to ensure alignment to organizational strategies and priorities, improve service delivery, increase operational efficiencies, and control costs	Liability Claims per 10,000 population served (ICMA)	5.08	5.95	5.5
	Cost Avoidances- Subrogation Recovery Funds	\$65,000	\$65,000	\$60,000
	Cost Avoidances- Competitive Bidding Activities	\$ 3,151,372	\$ 2,498,695	\$ 2,700,000
Employee Learning & Growth				
Enhance Employee Engagement, Satisfaction & Well-being				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Systematically analyze and address employee satisfaction, engagement, health, and safety issues	Employee Engagement & Satisfaction Index	4.09	4.18	4.2
	Employee Wellness Rating for WINS Wellness Clinic (Excellent 80-100; Doing Well 60-79; Needs Improving 20-59; High Risk 0-19)	73	75	77
	Workers Compensation Experience module	0.88	0.87	0.85
	Worker days lost per worker compensation claim	38.91	50	40
Recruit, Develop & Retain Employees Committed to Excellence				
Department Objective	Key Result Indicator	Actual 2012	Target 2013	Target 2014
Recruit, Develop & Retain Employees Committed to Excellence	Percentage of career band employees receiving strategic performance ratings	19.25%	20%	25%
	Percentage of positions filled from within the organization	41%	44%	45%
	Turnover Rate (excludes Reductions in Force and incentives, Full Time Employees only)	8.6%	6%	8%
	Percentage of employee performance reviews completed on common schedule (excludes public safety and executives)	64%	100%	100%
Ensure that employees' total compensation is competitive with the market	Overall compensation ratio	90.25%	98%	94%

## Administration

The Administration Division directs and manages the Resource Management Department, which reorganized in 2012 to include Strategic Planning and Research Services. The newly organized Administration Division, formerly identified as the Financial Administration Division, also participates in special projects as assigned by the City Manager. The division provides administrative support for the department and coordinates visitors to the 2<sup>nd</sup> floor of City Hall.

### 2013 Accomplishments:

- Enhanced the department's website pages for usability and content quality
- Facilitated embedded Human Resource Business Partners in Public Works and Parks & Recreation
- Completed the department's strategic planning process
- Held monthly Business Partner meetings to enhance awareness of our customers' needs/activities
- Leadership Team implemented strategies to enhance Employee Engagement; Overall Employee Engagement score for 2013 is 4.36 on a 5.0 scale

### 2014 Goals and Objectives:

- Enhance the department's website pages on the intranet for content quality and customer service
- Update department plan for professional development and succession
- Enhance communication and collaboration with City departments for improved business operations
- Establish a "Consulting Culture" initiative within the department
- Implement components of the strategic plan

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$330,260	\$328,595	\$232,299	\$256,635
Contractual Services	12,586	14,091	13,519	18,131
Commodities	2,052	3,554	600	2,300
Capital Outlay	0	180	0	0
<b>Total</b>	<b>\$344,898</b>	<b>\$346,419</b>	<b>\$246,418</b>	<b>\$277,066</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$344,898	\$346,419	\$246,418	\$243,540
Risk Management	0	0	0	33,526
<b>Total</b>	<b>\$344,898</b>	<b>\$346,419</b>	<b>\$246,418</b>	<b>\$277,066</b>

## Employee Development

Employee Development, a function under the Human Resources and Risk Management Division, develops and coordinates blended learning opportunities for all City staff based on their assessed needs to ensure Olathe “works smart”. The key goals are to ensure current and future leaders are equipped to lead the organization successfully and to retain talent. Additional goals are to enhance and improve communication and employee engagement, to build accountability at the line level, and to deliver improved organizational results.

### 2013 Accomplishments:

- Facilitated monthly Leadership Team discussions on the Jim Collins’ *Good to Great* book series; defined the Hedgehog Concept and the Twenty Mile March for the City of Olathe
- Implemented 12 monthly *Balanced Leadership Development Program Courses* and resources for competency development - open to all employees (800 attended)
- Hosted 100 new employees in annual “Fresh Air “ innovation sessions
- Implemented Employee Engagement Survey for all City employees; debriefed and developed strategies with each department
- Initiated quarterly Olathe Women in City Government discussion groups to address women’s issues in the workplace
- Conducted follow up sessions for TLG and Chick-Fil-A Leadercast events

### 2014 Goals and Objectives:

- Design and develop a comprehensive emerging leaders development program for future leaders within the City; Tap internal subject matter experts and leaders as trainers and coaches
- Further develop and refine Olathe University site; expand offerings for all employees
- Conduct “Fresh Air” (new employee innovation sessions every six months)
- Design and implement Emotional Intelligence training available to all employees
- Continue monthly Leadership Team discussions on topics of innovation and performance improvement
- Continue to participate in TLG and Chick-Fil-A Leadercasts
- Continue to conduct Quarterly Supervisor Forums and development

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$96,102	\$62,857	\$97,991	\$83,010
Contractual Services	133,061	159,876	164,575	169,954
Commodities	69	0	0	400
Transfers	0	0	0	0
<b>Total</b>	<b>\$229,232</b>	<b>\$222,733</b>	<b>\$262,566</b>	<b>\$253,364</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$229,232	\$222,733	\$262,566	\$253,364
<b>Total</b>	<b>\$229,232</b>	<b>\$222,733</b>	<b>\$262,566</b>	<b>\$253,364</b>

## Human Resources Services

Human Resource Services, part of the Human Resources and Risk Management Services Division, directs Human Resources (HR) and supports City personnel. HR is responsible for compensation and benefit administration, recruitment and employee relations.

### 2013 Accomplishments:

- Your Employee Self Service (YESS) simplified employee data updates
- HR re-focus, re-connect, re-design enhanced employee experience
- HR partners embedded in three largest departments– Police, Public Works, and Parks & Recreation
- Marketed benefits consultant to retain world-class advisors on cost management, plan designs and Affordable Care Act compliance
- Employee Handbook reviewed and updated to reflect City culture and to comply with employment law
- Supervisor development launched to realize value proposition of “outstanding supervision”

### 2014 Goals and Objectives:

- Expand clinic hours to offer services to dependents
- Go live with manager self service to expedite work flow and reduce paper
- Compliance with affordable care act to include eligibility for 30 hour staff and payment of fees
- Update all KPERS Tier I deductions in EnterpriseOne system
- Activate EnterpriseOne modules to reduce staff time and enhance data integrity related to employee skills/competencies, training, performance management and compensation
- Improve internal DirectionFinder results for HR services
- Adopt workforce planning tool to plan staffing needs
- Health Risk Assessment (HRA) participation increases by 10%

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$476,544	\$461,070	\$481,855	\$494,779
Contractual Services	99,561	129,748	152,401	177,902
Commodities	26,281	37,203	31,982	41,957
Capital Outlay	616	0	0	0
<b>Total</b>	<b>\$603,002</b>	<b>\$628,021</b>	<b>\$666,238</b>	<b>\$714,638</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$603,002	\$628,021	\$666,238	\$688,200
Risk Management	0	0	0	26,438
<b>Total</b>	<b>\$603,002</b>	<b>\$628,021</b>	<b>\$666,238</b>	<b>\$714,638</b>

## Risk Management

Risk Management, a function under the Human Resources and Risk Management Services Division, is responsible for: maintaining loss prevention programs; controlling costs when the City sustains losses and providing funds or obtaining insurance as needed for losses related to general and auto liabilities, property damage; law enforcement and public official liability; and workers' compensation. Safety training and the coordination of claims are also managed by Risk Management.

### 2013 Accomplishments:

- Recovered 100% of targeted subrogation revenues (\$60,000)
- Achieved 7:1 Return on Investment (ROI) for Wellness Innovations and Nursing Services (WINS) program
- Over 584 employees and spouses participated in the health risk assessments
- Utilized a competitive bid process to select the best health provider network
- Cigna health plan selected and reduced costs by \$500,000
- Choicelinx benefits administration system streamlined employee enrollment
- Enterprise Risk Management training seminar presented to supervisors
- Enhanced Risk Management presence - staff meetings in Police, Public Works, Parks & Recreation
- Snow plow claim management was efficiently coordinated

### 2014 Goals and Objectives:

- Improve internal DirectionFinder® results for risk management services
- Subrogation meets or exceeds Risk Manager fees
- Expand Olathe Works Well Clinic
- Implement targeted wellness program for Commercial Driver's License (CDL) drivers
- Continue emphasis in subrogation
- Expand Risk Management presence to include Fire staff meetings
- Focus on workers' compensation and property / liability fund balance and funding models
- Complete Olathe Community Center safety audit and train staff in safety

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$161,650	\$191,994	\$191,317	\$192,352
Contractual Services	46,852	99,792	147,032	147,500
Commodities	1,904	4,698	2,800	29,800
<b>Total</b>	<b>\$210,406</b>	<b>\$296,483</b>	<b>\$341,149</b>	<b>\$369,652</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Risk Management	\$210,406	\$296,483	\$341,149	\$369,652
<b>Total</b>	<b>\$210,406</b>	<b>\$296,483</b>	<b>\$341,149</b>	<b>\$369,652</b>

## Accounting

Accounting, a function under the Financial Services Division, maintains records of receipts and disbursements, processes payroll information, issues payments, manages investments, monitors project financial activity, works with the financial advisor and bond counsel to prepare and sell bond and note issues, participates in the capital improvements plan and budget preparation and prepares and issues financial statements and reports.

### 2013 Accomplishments:

- Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 34<sup>th</sup> consecutive year
- Expanded use of electronic vendor payments by implementing use of Automated Clearing House (ACH)
- Developed electronic delivery of W-2 Forms to all employees
- Developed documentation standards for check requests and requisition orders

### 2014 Goals and Objectives:

- Research electronic payment alternatives for Accounts Payable.
- Research enhancements to financial reporting.
- Develop processes to expand use of accounting system to increase efficiencies.

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$481,598	\$459,733	\$518,176	\$516,075
Contractual Services	136,675	125,358	86,423	41,802
Commodities	8,343	7,180	6,400	5,000
<b>Total</b>	\$626,616	\$592,271	\$610,999	\$562,877

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$626,616	\$592,271	\$610,999	\$562,877
<b>Total</b>	\$626,616	\$592,271	\$610,999	\$562,877



## Procurement

Procurement, a function under the Financial Services Division, collaborates with City departments and divisions to identify and evaluate the needs for goods and services in all parts of the organization and to procure those needs at the lowest possible cost, consistent with the best quality of goods or services required. This division serves as the primary contact between the various functions of the City and its suppliers. Additional responsibilities include contract administration, procurement process training, document reproduction, surplus property disposal, and coordination of intergovernmental cooperative purchasing agreements.

### 2013 Accomplishments:

- Recipient of the Achievement in Excellence in Procurement Award from the National Purchasing Institute
- Recognized as a Sterling Agency Certification Award agency by the Universal Public Procurement Certification Council
- Hosted 1<sup>st</sup> Annual Vendor Expo for local vendors
- Participated in Kansas City Regional Purchasing Exposition
- Administered over 300 agreements with vendors
- Expanded role of the procurement liaison with Public Works Department to include specification development and utilization of the online bidding service

### 2014 Goals and Objectives:

- Continue outreach efforts to local vendors
- Continue outreach initiatives
- Analyze one major commodity group for usage reductions and dollar savings
- Explore accreditation for Procurement Division
- Continue to look for opportunities to streamline internal processes and enhance service levels

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$271,441	\$280,646	\$259,407	\$259,911
Contractual Services	10,375	16,192	9,089	10,864
Commodities	1,785	4,235	1,800	1,800
<b>Total</b>	<b>\$283,601</b>	<b>\$301,074</b>	<b>\$270,296</b>	<b>\$272,575</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$283,601	\$301,074	\$270,296	\$272,575
<b>Total</b>	<b>\$283,601</b>	<b>\$301,074</b>	<b>\$270,296</b>	<b>\$272,575</b>

## Budget

Budget, a function under the Strategic Planning and Research Services Division, coordinates the annual budget process, including the Capital Improvement Plan; prepares the State budget forms for certification by the State of Kansas; prepares the annual budget document; monitors economic trends that may influence budget decisions; monitors revenue and expenditure variances during the budget year; monitors use of contingency funds; monitors and tracks general sales tax, special tax funding and park sales tax; and provides budget information to departments and the City Council.

### 2013 Accomplishments:

- Conducted budget presentations to over 700 3rd graders as part of the City's 3rd Grade Program
- Partnered with the City's Leadership Team to host an "Economic Outlook" to kick-off the budget processes
- Provided training opportunities for the budget user group
- Refined the budget process to more accurately account for overtime and seasonal expenditures
- Hosted the e-Town Hall public outreach event
- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for 8th consecutive year

### 2014 Goals and Objectives:

- Implement process to ensure externally funded project expenditures and reimbursements are managed according to funding requirements
- Utilize social media outreach i.e. Facebook, Twitter to update the public on budget development
- Continue to seek opportunities to include public input in Council decision-making during budget process

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$267,802	\$303,828	\$235,514	\$242,941
Contractual Services	10,222	14,157	27,030	17,400
Commodities	12,101	14,083	1,200	1,200
Capital Outlay	1,954	0	0	0
<b>Total</b>	<b>\$292,079</b>	<b>\$332,067</b>	<b>\$263,744</b>	<b>\$261,541</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$292,079	\$332,067	\$263,744	\$261,541
<b>Total</b>	<b>\$292,079</b>	<b>\$332,067</b>	<b>\$263,744</b>	<b>\$261,541</b>

## City Clerk

The City Clerk, a function under the Strategic Planning and Research Services Division, is a customer service-oriented office that serves the public by issuing licenses, recording City Council proceedings, managing the records depository, and maintaining the disposition of official documents. The City Clerk is the official custodian of the City records and documents, and the office maintains custody of the City Seal. The office is responsible for preparing Council agendas and transferring agendas and accompanying documents to the City's website. Other functions include the official filing of industrial revenue bond tax abatements and certifying assessments to the County Clerk for collection, coordinating City election initiatives, and monitoring the Automatic Alarm System Program.

### 2013 Accomplishments:

- Increased the number of online documents available on the City's website
- Continued efforts to make transition to electronically archived records and improve records management in accordance with records retention guidelines
- Continued efforts to improve the Automatic Alarm Systems Program with the inclusion of the Fire Department

### 2014 Goals and Objectives:

- Provide training to users of Application Extender (AX) to improve city-wide performance affecting department goals
- Complete upgrade of new CryWolf software providing interactive features for alarm users and additional electronic features for correspondence, reporting, education and credit card payment

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$264,531	\$267,680	\$281,664	\$282,960
Contractual Services	62,640	36,783	51,144	51,219
Commodities	119,650	105,620	125,200	125,200
Transfers	0	20,000	0	0
<b>Total</b>	<b>\$446,821</b>	<b>\$430,083</b>	<b>\$458,008</b>	<b>\$459,379</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$446,821	\$430,083	\$458,008	\$459,379
<b>Total</b>	<b>\$446,821</b>	<b>\$430,083</b>	<b>\$458,008</b>	<b>\$459,379</b>

## Strategic Planning

Strategic Planning, a function under the Strategic Planning and Research Services Division collaborates with City Departments to develop objectives, strategies and tactics that align with the City's organizational scorecard. The Division assists departments in the analysis of performance data and develops systems and processes to effectively and efficiently monitor organizational performance. *Strategic Planning is new in 2013; expenditure history is shown among other Resource Management divisions.*

### 2013 Accomplishments:

- Completed inventory of City's performance metrics
- Implemented the City of Olathe Measuring Performance and Strategic Success (COMPASS) performance dashboard tool city-wide
- Input city-wide performance metrics into COMPASS dashboard system
- Worked with all departments to develop Department Business Plans
- Developed educational resources to assist departments with performance metric development and analysis
- Provided analysis support to departments for ETC DirectionFinder® and ICMA Benchmarking data
- Received International City/County Management Association (ICMA) Certificate of Excellence in Performance Measurement for 4th consecutive year
- Updated Organizational Scorecard goals

### 2014 Goals and Objectives:

- Provide data analysis services to customers to improve the value of data collection processes (surveys, databases, etc.)
- Update Organizational Scorecard goals to align with City Council goals and priorities
- Develop training program to assist departments in benchmarking, target development and data analysis
- Continue to work with each department to develop performance metric metadata including the alignment/purpose of the measure, measure owner, data sources, and methods of calculation
- Research best fit statistical models to improve long-term financial forecasting

## EXPENDITURES

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
Personal Services	\$0	\$0	\$200,551	\$222,421
Contractual Services	0	0	9,350	30,486
Commodities	0	0	600	600
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$210,501</b>	<b>\$253,507</b>

## SOURCE OF FUNDS

	Actual 2011	Actual 2012	Budget 2013	Adopted 2014
General	\$0	\$0	\$210,501	\$253,507
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$210,501</b>	<b>\$253,507</b>

# Appendix A - Financial Policy Statements

## Overview

The following financial policies establish the framework for the City of Olathe's overall fiscal planning and management.

The financial policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. These adopted financial policies are also intended to demonstrate to residents, the credit rating industry, municipal bond investors and auditors that the City is committed to sound financial management and fiscal integrity.

The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can lower the cost of capital, manage interest rate risk exposure and preserve financial flexibility. It is presumed that these policies are consistent with all laws and regulations, but such laws and regulation shall control in the event of a conflict or discrepancy.

## Fiscal Principles

1. The City will adopt and maintain these Financial Policy Statements to guide its decision making in the areas of budget, fund balance, capital improvement planning, debt management, investments and cash management. These financial policies can provide guidance during the preparation and deliberation of the City's annual budget and other policy decisions that impact the City's financial condition. The Financial Policy Statements will be reviewed annually during preparation of the budget.
2. The City will maintain a system of financial monitoring, control and reporting for all operations and funds held on behalf of the City.
3. The City will strive to synchronize its annual budget, capital improvement plan, Council-established goals and planning studies in a comprehensive manner reflected in the published budget, annual capital improvement plan and annual comprehensive financial report.
4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
5. The City's accounting and financial reporting systems will be maintained in conformance with all federal and state laws, generally accepted accounting principles (GAAP) and standards of the Government Accounting Standards Board (GASB) and Government Finance Officers Association (GFOA).
6. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).
7. The City intends to participate in the GFOA Certification of Achievement for Excellence in Financial Reporting Program.
8. The City intends to participate in the GFOA Certificate of Recognition for Budget Preparation.
9. The City intends to participate in the International City/County Management Association (ICMA) Certificate of Excellence in Performance Measurement Program.

## Operating Budget Policies

The City of Olathe must present a balanced budget to comply with Kansas state law. The budget is balanced when all expenditures are equal to proposed revenues. If excess revenues are received during the budget year, they will be used to meet fund balance requirements and then capital funds or other non-recurring expenditures.

Changes to the council adopted policies must be formally authorized by the Council. The City Manager shall be responsible for maintaining financial procedures that are consistent with the policies. Budget policies and procedures are used to develop and implement the budget.

1. The budget process will incorporate a long-term perspective that will help assess the impacts of current and proposed operating and capital budgets in order to develop appropriate strategies to achieve the goals of financial stability, efficient operations, good credit ratings and preparedness for the unforeseen.
2. The budget will reflect the Council's Organizational Scorecard. These broad goals are reflected in the business plans for each department and through information communicated during the preparation of the annual budget and capital improvement plan.
3. The budget process is intended to weigh competing requests for City resources, within expected fiscal constraints.
4. The City Manager will project revenues and expenditures over time using assumptions about economic conditions, historical and current financial performance, major goals and projects and other relevant factors.
5. The City will utilize innovative budgeting procedures and fiscal management to maximize the value of every tax dollar expended by the City.
6. The budget will be prepared in a manner in which all current revenues will pay the costs of all current expenditures (balanced budget.)
7. Consistent with the City's Debt Management and Fiscal Policy, the Governing Body may approve the use of budgeted reserves in the case of emergency events, or conditions that result in unanticipated expenditure requirements or revenue fluctuations within a fiscal year, or to take advantage of an extraordinary opportunity.
8. The budget will apply one-time cash revenues to non-recurring expenditures.
9. The budget will address major capital improvement priorities which have been prioritized by the City Council.
10. The City Manager's proposed budget will include revenues and expenditures detailed by fund, department and division for four years (two years prior, current year budget and the proposed budget year).
11. The budget document will include the City's financial policies, goals, and budget calendar.
12. The budget will involve and promote effective communications with residents, including conducting a public hearing prior to the final approval of the budget.
13. The City will continuously evaluate its financial position to ensure stability of the City to its citizens.

14. The City Manager will provide financial updates relative to the established budget to the City Council during the fiscal year. To ensure that the goals and objectives of the budget documents are fulfilled, monthly budget reports will be provided to all departments.
15. Budget amendments must be approved by the City Council. Generally, these will be considered annually at the conclusion of the fiscal year.
16. The City will continuously examine its methods of providing services in order to reduce operating costs in order to better serve its citizens.
17. Current staffing levels and personnel additions will reflect the adequate level it takes to provide excellent service to our citizens.
18. During the fiscal year, the City will continuously evaluate budgetary spending to ensure that resources are used efficiently.
19. The budget process and format shall be performance based and focused on goals and objectives.
20. The budget will provide adequate funding for maintenance of buildings, major equipment and vehicles.

## **Revenues**

1. Revenue estimates will be conservative and based upon trend analysis, economic conditions and other factors and will be established by the City Manager.
2. The City will annually review its fees and other charges for service to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases or decreases and any applicable competitive rate.
3. Grants will be spent for the purposes intended and will not be relied on for basic general fund services.
4. All potential grants will be carefully examined for matching requirements (both dollar and level-of-effort matches). The City will vigorously pursue grants for capital projects that fit long-range community improvements goals. The City will review grants for operating programs on an individual basis to determine the suitability of accepting the grants from a sustainable long-term financial perspective.
5. The City will use appropriate methods to collect monies owed on property taxes, court judgments and other sources.

## **Expenditures**

1. Where possible, performance measures will be integrated into the budget.
2. During the fiscal year, the budget office will monitor revenues and expenditures monthly to compare actual performance to budget.
3. The number of full-time authorized positions (FTEs) is set by the City Council during the annual budget approval. Any additions to the number of FTEs must be approved by City Council during the annual budget process.

## **Operating Policies**

All financial transactions conducted within City departments are to be made in a manner that maximizes the efficiency of the City's available resources in accordance to established management practices, accounting standards, and auditing requirements.

All departments construct 5-year department business plans in order to provide long-term vision of departmental goals and their alignment with the overall financial goals of the City.

Major changes to the operating budget are displayed within the budget as budget strategy alternatives (BSAs). BSAs fall under three categories: Reorganizations, Growth and Development Support and Business Process Adjustments.

Current property tax revenues and future property tax revenues generated by increases in valuation, together with sales tax revenues, fees, and other revenues shall be used to fund the city's operating budget. The City uses a conservative approach to avoid over estimating revenues during the fiscal year.

## **Amending the Budget**

According to state statute, the legal level of budgetary control is the aggregate total expenditures at the fund level. Once these funds are adopted by the Council, the expenditure authority of that fund cannot, by law, be exceeded without a formal amendment process. State statutes allow for the Governing Body to increase originally adopted budgeted amounts only after a public hearing.



## Capital Improvements

The City of Olathe has had, and continues to experience, growth with a commensurate demand for services and the financing of major capital improvements. These capital improvements must be structured by ability to pay in order to maintain fiscal stability. A capital improvement plan shall be prepared and submitted to and approved by the Council annually. Any project to be added to the plan must be presented to and approved by the Council.

All Capital Improvement Plan (CIP) projects will be approved based on the City's priorities and goals of providing the best environment and support for Olathe's citizens. Projects will be approved based on their relevancy and impact on the City's citizens.

The capital improvement plan shall consist of a 5-year priority listing of all long term capital projects, accompanied by a financing plan that finances all projects in the 5-year priority listing. The financing plan shall be in accordance with the debt management policies contained herein.

It is the intent of these Council adopted policies that authorized projects must be part of an adopted capital improvement plan. General capital improvements shall be financed in accordance with the capital improvement plan. Funding for the CIP will come from general obligation (GO) Bonds, Special Assessments, Revenue Bonds, General Fund (cash from the General Fund), Street Improvement Fund, Park Sales Tax, Storm Water Fund, Water and Sewer Fund, and System Development Fees. Funds shall be available for the financing of general improvements in accordance with the following:

It is the goal of the City to finance at least 50% of the City-at-large capital improvement budget with pay-as-you-go financing with current resources.

It is the City's goal to maintain and fund a Capital Project Reserve (CPR) Fund in order to fund the initial design or costs of projects, so that the City is in a position to have shovel-ready projects when opportunities arise to obtain grant funding.

## Debt Management

The City of Olathe has established a debt management policy and guidelines to provide the structure of continuing fiscal stability, reduce financial risk and maintain adequate contingency assets for present and future requirements. It is the City's goal to attain and maintain the highest credit rating possible resulting in the lowest possible interest costs for debt issued by the City.

It shall be the responsibility of the City Manager, the city manager's staff, and other designees to maintain all necessary files associated with the issuance of City debt. The City Manager submits, for Council consideration, a fiscal impact statement prior to any Council action to authorize a benefit district or CIP for general improvement project. The fiscal impact statement contains, at a minimum, an estimate of the debt service levy to be required at the time of long term debt issuance and a calculation showing the impact of this additional levy to the existing debt service levy at that time. Kansas state statutes limit the amount of general obligation debt a government entity may issue up to 30% of its total assessed valuation. The fiscal impact statement shall also provide information on any projected user fee rate increases in the case of revenue bond financing.

Debt issuance will be utilized by the City in cases where public policy, equity and efficient use of limited resources favor debt over contemporary financing. Decision criteria considered shall include the following council adopted policies:

Debt should be self-supporting whenever possible through self supporting revenue bonds, special assessments, or other capital improvement charges rather than general property taxes.

Debt will be primarily used to finance capital projects with a relatively long life expectancy, i.e., ten (10) years or greater.

Debt shall be issued in such a way so that the term of the financing does not exceed the useful life of the asset.

It is a priority of the City to not exceed 70% of its statutory debt limit.

Performance measures for the debt management process will be defined and monitored as part of the City's Balanced Scorecard process.

Repayment schedules shall be designed to relate to the useful life of the asset. These schedules will generally be in accordance with the following, unless other methods have been formally approved by the Council:

Ten (10) years for most general obligation public improvement debt. The City's goal is to structure debt with even principal payments over the life of the debt portfolio as a whole, taking into consideration the forecasted revenues for the Debt Service Fund.

Ten (10) years for benefit district debt. The City's goal is to structure debt with even principal payments over the life of the debt portfolio as a whole, taking into consideration the forecasted revenues for the Debt Service Fund.

Ten (10) to twenty (20) years for capital improvements of citywide significance and where justified by the magnitude of the project.

On an overall basis, all general obligation debt, less temporary notes, shall be structured to retire at least 80% of the city's indebtedness within ten (10) years.

Benefit district debt shall be issued in conformance with the city's policies on benefit district creation and financing. The following provisions shall apply:

Bonds may be secured by the full faith and credit pledge of the City, but assessment payments shall be adequate to pay 100% of debt service unless otherwise stipulated by the creation document.

Benefit district project costs shall include all construction, engineering, financing, legal and administrative costs of the program.

Debt service payments on non-benefit district general obligation bonds, not abated by other revenues, shall be paid from the debt service tax levy.

Outstanding bonds will be retired when sufficient revenues are accumulated.

Debt will not be issued by the City to finance projects for the entities that have the authority to issue tax-free bonds for those purposes with the exception of the Olathe school district, which is exempted from this policy.

## Operating Reserves

The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the City as a whole. Reserves are an integral part of the financial structure of the City and help make it possible for the city to issue debt. Operating reserves are a significant factor considered in evaluating and assigning credit ratings by the bond rating agencies.

Debt issued for water, sewer and other purposes for which operating and capital needs are supported by user fees shall be in the form of revenue bonds secured by the appropriate user fees. User fees shall be adequate to support operating requirements and revenue bond covenants for each purpose, i.e., water user fees support only water and sewer user fees support only sewer.

The City shall maintain the following reserves:

An annual reserve in the general fund operating budget equal to fifteen (15) percent of annual revenues with an annual target of 30% of revenues.

A sixty (60) day reserve in enterprise funds in order to meet potential unanticipated needs and remain in compliance with bond issue covenants.

All those reserves required by revenue bond indentures to remain in complete compliance with bond issue covenants.

An annual cash basis and contingency reserve in the debt service fund of at least 10% of the annual principal and interest and capital improvement lease payments.

## **Fund Policies**

The City has four major governmental funds, The General Fund, Debt Service Fund, Capital Projects Fund, and Special Tax Increment Financing Fund. There are 9 other governmental funds that are also represented within the City's budget. The City maintains two proprietary funds: Enterprise Funds (water & sewer, and solid waste) and Internal Service Funds.

## **General Fund Balance**

The City's need for a fund balance is directly related to providing for unforeseen emergencies or expenditures, to provide a resource for short-term declines in major revenue sources, and to provide a resource until major revenues are received. The Council adopted General Fund fund balance policy is:

It shall be the goal of the City to maintain a minimum fund balance in the general fund of 15% of revenues, with an annual target of 30% of revenues.

The Governing Body may approve the use of budgeted reserves in the case of emergency events, or conditions that result in unanticipated expenditure requirements or revenue fluctuations within a fiscal year, or to take advantage of an extraordinary opportunity.

## **Other Fund Policies**

The established vehicle and equipment replacement fund shall be funded on a continual basis through vehicle lease fees to ensure that adequate funds are available to purchase and replace equipment in a timely manner.

All inter-fund transfers must be approved by the City Manager, or the party/person designated by the City Manager, for approval.

## Investment Policies

The City of Olathe recognizes that effective cash management is an integral component of good financial management. Therefore, it is the policy of the City that funds deemed idle, based on projected cash flow, be invested in a manner that seeks to obtain the highest rates of return with appropriate risk until such time as they are needed for the operations of the City. The City's investment portfolio shall be designed and managed in accordance with this policy to ensure public trust and be consistent with state and local laws.

Investments shall be at the highest rates obtainable at the time of the investment, within the limitations of the law and the City's prudent investment policy in accordance with the following criteria:

### **Safety:**

Safety of principal and accrued interest is the foremost objective. Each investment will be made in a manner which ensures that capital losses are avoided, whether from security defaults, or erosion of market value. The objective will be to mitigate credit risk and interest rate risk.

### Credit Risk:

The City will minimize credit risk (the risk of loss due to failure of the security issuer) by the following actions:

Limiting the types of investments to the types permitted.

Pre-qualifying financial institutions and broker-dealers with which the City will purchase securities.

Diversifying the investment portfolio in order to minimize the impact of potential losses from any one type of security or individual issuer.

### Interest Rate Risk:

The City will minimize interest rate risk (the risk that the market value of securities in the portfolio will fall due to changes in market interest rates) by the following actions:

Structuring the investment portfolio so that investments mature in appropriate intervals, avoiding the need to sell securities prior to maturity.

Ensuring that funds needed for future operations in the near future be invested in short-term maturities, money market mutual funds, and investment pools, as well as managing the average maturity of the portfolio.

### **Liquidity:**

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that might be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. The cash position of the City will experience fluctuations throughout the year that requires that a portion of the investment portfolio emphasize liquidity. The City will consider liquidity as a priority, while still recognizing the need to maximize yield.

**Return on Investment/Yield:**

The investment portfolio of the City will be designed to attain a market-average rate of return throughout the budgetary and economic cycles, taking into account the City's investment risk constraints, state statutes, cash flow characteristics of the portfolio, and prudent investment principles. The City's portfolio shall be designed with the objective of meeting or exceeding the average return on three-month U.S. Treasury bills. This index is considered to be a benchmark for lower risk investment transactions, and therefore comprises a minimum standard for the portfolio's rate of return. The investment program will seek to improve investment yields beyond these thresholds, consistent with risk limitations defined in the Policy. The maturity of T-bill used as the benchmark for return on investment will be subject to periodic review and modification by the City Council based upon changing market conditions.

**Local Emphasis:**

Subject to requirements of the above objectives, and regulations of the State of Kansas, it is the policy of the City to offer financial institutions within the City the opportunity to bid on investments. However, the City will seek the best investment yields through a competitive bid process as legally allowable. Financial institutions outside of the City may also bid on investments in accordance with State statutory provisions KSA 12-1675. The City will maintain a list of all bids received during each calendar year.

If the City's Investment Policy is approved by the Pooled Money Investment Board, financial institutions outside the City are eligible to bid on investments in accordance with KSA 12-1677b.

## Appendix B - Glossary of Terms

### Glossary of Terms

#### A

**Accrual Accounting** - A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.

**Ad Valorem** - A tax levied on the assessed value of both real and personal property in proportion to the value of the property (also known as "property tax").

**Amortization** - Payment of principal plus interest over a fixed period of time.

**Appropriate** - An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation** - The valuation placed upon real and certain personal property by the County Assessor as the basis for levying property taxes.

#### B

**Balance Sheet** - The basic financial statement, which discloses the assets, liability and equities of an entity at a specific date in conformity with Generally Accepted Accounting Principles (GAAP).

**Balanced Budget** - Annual financial plan in which expenditures do not exceed revenues.

**Bond** - A written promise to pay a specified sum of money on a specific date at a specified or variable stated interest rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used as long-term debt to pay for specific capital expenditures.

**Bond Rating** - A rating that is received from Standard & Poor's Corporation and Moody's Investors Service, Inc., that shows the financial and economic strengths of the City.

**Budget** - A plan of financial operation embodying an estimate of proposed revenue and expenditures for a given period of time. It is the primary means by which most of the expenditures and service activities of the City are controlled.

#### C

**Capital Improvement Plan (CIP)** - A plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project and identifying the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

**Capital Expenditure** - funds spent for the acquisition of a long-term asset.

**Capital Outlay** - Land, buildings, building improvements, vehicles, machinery and equipment, infrastructure and all other tangible assets over \$1,000 that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Charges for Service** - Category for revenue accounts which includes fees paid by citizens for services rendered. For example, various charges to the public for Animal Control services.

**Commodities** - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

**CFA** - Acronym for "Community Focus Area" (formerly "Key Result Area"); a unit of city programs aligned with the focus areas identified through the community based strategic planning process.



**CID** - Community Improvement District. A CID allows a commercial property owner to petition the City to levy special assessments or impose up to an additional 2% sales tax within a CID to fund eligible project costs. These costs may include infrastructure, design, engineering, and construction-related activities. The Olathe City Council established its CID policy in 2009.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Service rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**COPs** - Certificates of Participation. COPs are lease financing agreements in the form of securities that can be marketed to investors in a manner similar to tax exempt debt.

**Current Assets** - Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Some examples are cash, temporary investments, and taxes receivables which will be collected within one year.

**Current Liabilities** - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

## D

**Delinquent Taxes** - Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached. The unpaid balances continue to be delinquent taxes until abated, paid, or converted into tax liens.

**Department** - A major administrative organizational unit of the City which indicates overall management responsibility for one or more activities.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

## E

**Encumbrances** - Commitments related to unperformed contracts for goods or services

**Enterprise Fund** - Fund used to account for the acquisition, operation, and maintenance of governmental facilities and services which are predominately self-supporting through user charges.

**Excise Taxes** - Taxes that are paid by a property owner when a property is platted for development or when applying for a building permit. Revenue from excise taxes is used to fund the infrastructure and other improvements (streets, transportation improvements, parks) that make development possible in new areas.

**Exempt** - Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments.

**Expenditures** - A decrease in the net financial resources of the City due to the acquisition of goods and services.

## F

**Fines and Forfeitures** - Category for revenue accounts which includes fees paid by citizens. For example, Court Fines and Parking Meter Fines.

**Fiscal Year** - A 12-month period to which the annual operating budget applies and at the end of which government determines its financial position and the results of its operations. The City of Olathe's fiscal year begins January 1 and ends the following December 31.

**Franchise Fee** - A fee levied by the City on the utility companies, such as electric, telephone, telecable and natural gas.

**FTE** - Acronym for full time equivalent, a measurement of staffing. One FTE is a 40 hours per week position. A part-time position working 20 hours per week or a temporary full-time position working 6 months would be a 1/2 FTE.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and charges therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance** - The difference between assets and liabilities reported in a governmental fund.

## G

**GASB** - Acronym for Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.

**General Obligation Bonds** - Bonds that finance a variety of public projects, such as streets, buildings and improvements, which are backed by the full faith and credit of the City.

**Grant** - A contribution by a government or other organization to support a specific function.

## I

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes. Examples are Local Alcohol and USD 233 Reimbursement.

**Internal Service Funds** - Fund made up of entities that provide internal support to the City of Olathe departments. They include: Central Garage, Risk Management, Vehicle Replacement and Personal Computer Replacement.

**Investment Earnings** - The net income gained from investments for a specific period.

## K

## L

**Licenses and Permits** - Category for revenue accounts incurred from citizen applications for various permits and licenses. Examples would be Retail Liquor Licenses and Special Use Permits.

## M

**Mill Levy** - To impose taxes for the support of the governmental activities. A mill levy is expressed as one dollar per one thousand dollars of assessed valuation.

**Modified Accrual Basis of Accounting** - Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmeasured interest on general long-term debt, which is recognized when due.

**Motor Fuel Tax** - Tax levied by the State of Kansas and distributed to the local units of government for the purpose of constructing, altering, reconstructing, maintaining and repairing streets and highways.

N

**Non-Exempt** - Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

O

**Ordinance** - A law set forth by a governmental authority.

P

**Park Excise Fee** - Fee imposed on the development of land to raise revenue from new residential development in order to provide neighborhood parks in developing residential areas. Revenue raised from nonresidential development may be used for neighborhood parks, parkland, or open space.

**Park Sales Tax** - A 1/8% sales tax approved by voters in 1999 and renewed in 2005 for park improvements.

**PBC** - Public Building Commission

**Personal Computer Replacement Fund** - Internal Service Fund established to finance the acquisition of City of Olathe personal computers on a rotating basis, currently every four years. Departments pay appropriate lease fees to this fund yearly, which pays for the purchase of the new equipment.

**Personal Services** - Expenditures relating to compensating City employees, including salaries, wages, overtime pay, shift differential and holiday pay.

R

**Reserve** - An account used to indicate a portion of a fund balance is restricted or set aside for emergencies or unforeseen expenditures not otherwise budgeted

**Revenue** - All money 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.

**Revenue Bonds** - Revenue bonds are a type of loan in which the loan is repaid with revenues from the revenue-generating entity, not by contributions from taxes or the General Fund.

S

**Special Alcohol Fund** - State liquor tax imposed on private clubs. The money is earmarked for the purchase, maintenance, or expansion of services or programs designed for drug and alcohol abuse prevention, treatment, and education.

**Special Assessments** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

T

**TDD** - Transportation Development District. A TDD is a special taxing district whereby a petitioner of 100% of the landowners in an area request either the levy of special assessments or the imposition of a sales tax of up to 1% on goods and services sold within a given area. Upon creation of a TDD by a municipality, the revenue generated by TDD special assessments or sales tax under Kansas law may pay the costs of transportation infrastructure improvements in and around the new development.

**TIF** - Tax Increment Financing. Pursuant to the Kansas Tax Increment Financing Act, KSA 12-17 70 et. seq., as amended, Kansas municipalities are authorized to establish Redevelopment Districts and prepare Tax Increment Financing Redevelopment Project Plans. TIF allows municipalities to pay for public improvements related to redevelopment districts whereby the property taxes in a district are frozen, and the incremental increase in property taxes due to a new development, as well as the city's unrestricted 1% sales tax generated as a result of the development, can go to pay eligible project costs. Eligible project costs may include horizontal infrastructure improvements, land acquisition costs, demolition costs, and other fees associated with project redevelopment within a redevelopment district.

**Transient Guest Tax** - 6% tax levied on persons who occupy a room in a hotel, motel or tourist court for no more than 28 consecutive days. All monies received are paid to the Olathe Chamber of Commerce and divided between the Economic Development Promotion Fund and the Convention and Visitors Bureau.

## U

**Undetached Property in Rural Fire District** - Property that has been annexed by the City of Olathe but has not been detached from the Rural Fire District's taxing authority.

## V

**VERF** - Acronym for the Vehicle and Equipment Replacement Fund, established to ensure that adequate funds will be available to purchase vehicles and major outdoor power equipment (valued at \$10,000 or more). All vehicles and major pieces of outdoor power equipment will be purchased and owned by the VERF and leased to the user departments. All user departments will be charged a monthly

replacement fee for each vehicle and equipment allocated to their use from the VERF. Such fees will provide funds to purchase replacement vehicles and equipment.

## Y

**Year End Accounts Receivable** - Using the modified accrual basis, accounts are maintained on a cash basis throughout the year and accruals are only recognized at year-end. Accounts receivable are accrued at December 31 as a source of funds if they have been billed and are expected to be collected within one year after the end of the current fiscal year.

## Appendix C - The Capital Improvement Plan (CIP)

The Capital Improvement Plan (CIP) is a separate budgeting process within the annual operating budget. The CIP procedure is used to plan, budget and finance the purchase and/or construction of large capital infrastructure, facilities, equipment and other capital assets. The City uses this process to ensure expensive, long-lived projects are aligned with its strategic direction and that the money is well spent.

Funding for capital projects can be obtained from any of the following sources:

### **Current General Fund Operating Revenues**

Cash is allocated from the General Fund to fund maintenance, technology and other small capital projects.

### **Water & Sewer and Solid Waste Revenue Bonds**

The Water & Sewer and Solid Waste funds are enterprise funds, which are supported by fees for service rather than by taxes. Revenue bonds are a type of loan in which the loan is repaid with revenues from the enterprise, not by contributions from the General Fund. These loans are used for projects related to plant capacity and modernizing the systems.

### **General Obligation (GO) Bonds**

This funding source is used to finance major capital projects with an expected life of 10 or more years. A general obligation bond is secured by the City's pledge to use legally available resources, including tax revenue, to repay bondholders. The City used a portion of the property tax levy to finance the debt service payments.

### **Benefit Districts**

These are a financing and development tool whereby cities can issue general obligation bonds for construction of public improvement and assess the cost to properties that benefit. The bonds are then retired through payment of special assessments by these benefiting properties.

### **Parks Sales Tax Fund**

This is funded by a voter approved 1/8% cent sales tax initiative. It is dedicated to parks and recreational facilities.

### **Storm Water Fund**

This is funded by both residential and commercial user fees. It is dedicated to fund the operation, maintenance and capital improvement costs for the storm water system.

### **Water and Sewer Fund**

This is funded from fees associated with water and sanitary sewer charges. It is dedicated to fund the operation, maintenance and capital improvement costs for the water and sewer system.

### **Street Excise Tax**

In accordance with City ordinance, development in Olathe is subject to a street excise tax of \$0.215 per square foot of land area. Funds generated by the street excise are used to construct two lanes of an urban arterial and for traffic signals at the intersection of arterial roads.

## Temporary Notes

A temporary debt incurred by states, local governments, and special jurisdictions. Municipal notes are usually issued with a maturity length of 12 months, although maturities can range from 3 months to 3 years.

## System Development Fees

These fees are collected when properties are developed. They are based on the expected usage of the new development and how much capital investment is needed to pay for additional treatment plan, distribution, and collection to meet these needs.

## Grants

Funds may be granted from Federal, State or local sources, such as Community Development Block Grants or Federal Emergency Management Administration grants.

## CIP Development Process

The CIP provides detailed information for all CIP projects that the City has planned for the years 2014-2018. The CIP is updated annually to make adjustments for changing capital needs, changes in availability and cost of funds, and to add a year of programming to replace the year just completed. The CIP process begins in February when all documents and financial tools are updated with current figures.

Departments update current project descriptions and create new project descriptions for proposed projects. These descriptions include the following information: Project Name, Category, Contact Person, Community Focus Area, Department, Master Plan (if applicable), Total Project Cost, Description, Justification, Expenditure Detail, Funding Sources, and Operation and Maintenance costs. Projects are then listed in the 5 year CIP, the 6-10 year CIP, or the Pending List.

## Prioritization Exercise

As part of the 2014 CIP process, City staff ranked projects on the 6-10 year and Pending funding lists in order to prioritize which projects would be completed if and when funding becomes available. Projects were ranked based on Operational Need categories as established by a CIP prioritization committee. These categories included: Public Impact/ Service Delivery, Safety Impact, Mandate, External Funding, Asset Condition, Operational Impact, and Long Range Plan. Department Directors then ranked the project based on alignment with Council priorities including Customer Service, Safety, Economic Viability, Environment, Mobility, Collaboration and Partnership, Community Center and Arts, Street Preservation, Downtown, and Inflow and Infiltration. Projects were given a composite score and presented to the City Manager.

Project Name	Operational Need	Council Alignment	Composite Score
Design Project	15.00	23.83	38.83
I-35 & 119th Street Interchange Imp	20.00	16.33	36.33
College Boulevard, Ridgeview to Renner	18.00	17.89	35.89
Downtown Area Sidewalk Improvements	18.00	17.78	35.78
Santa Fe, & Ridgeview Geometric Improvements	18.00	17.44	35.44
143rd Street, Pflumm to Quivira	18.00	16.89	34.89
159th Street, Pflumm to Quivira	18.00	16.89	34.89

The Forecast Team examines the revenue forecast to see how the updated projects and proposed new projects impact the forecast. A debt service analysis is conducted and determines the final number of GO Bond projects that can be financed within the five year period. New projects are included based upon debt capacity, operation and maintenance cost impacts.

**The 2014-2018 CIP added five new projects to the General Fund debt service projection: Clairborne & College Way Roundabout; Phase I: Fire Training Center; Ridgeview & K-10; 143rd Street, Pflumm to Quivira; and College Boulevard, Ridgeview to Renner.**

A Public Input Session is held to solicit general input about the proposed projects for the next 5 years. This year, the CIP was included in the City's annual e-Town Hall event, in which City Council responded to citizen questions about the budget and CIP. In addition, comments about the Capital Improvement Plan are welcome throughout the budget process.

The Budget Division then prepares the electronic and print version of the proposed CIP. Study sessions are held with the City Council and the Planning Commission to give both the opportunity to study and evaluate the proposal. The CIP is then formally adopted by the Planning Commission and the City Council in August.

**The 2014 total dollar amount for capital expenditures is \$58,971,473.**



*Rendering of the Community Center/Stagecoach Park Project, a project in the Active Lifestyle Community Focus area to begin construction in 2013 and completed by 2014.*

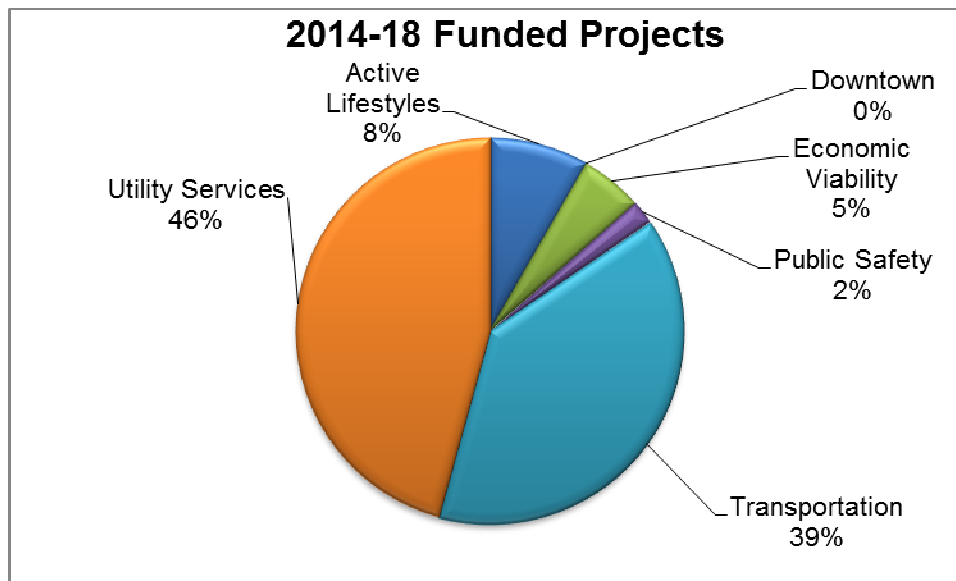
## Appendix C: 2014 CIP Calendar

<u>2014 Capital Improvement Plan Development</u>	
<i>Task/Event</i>	<i>Date</i>
Input and questions on the 2014-2018 CIP can be directed to BudgetComments@OlatheKS.org or (913) 971-8671	February-August 20th
CIP Project Costs Updated	February
Operations & Maintenance Costs Evaluated	February
Staff CIP Prioritization Exercise	February
CIP Project Requests Finalized	March
Financial Status of CIP Examined	March
CIP Adjusted based on Financial Forecast	April
Proposed CIP Document Prepared	May - June
CIP Presented to City Council	June 18th
e-Town Hall Meeting for Public Input	July 2nd
CIP Workshops with City Council	July
CIP Workshop with Planning Commission	July 8th
Final CIP Approved by Planning Commission	July 22nd
Public Hearing for 2014 Proposed Budget & 2014-2018 Capital Improvement Plan	August 6th
Final CIP Approved by City Council	August 20th



## Appendix C: CIP Expenditures by Community Focus Area

Community Focus Area	2014	2015	2016	2017	2018	Total
Active Lifestyles	11,712,000	2,175,000	360,000	370,000	380,000	14,997,000
Downtown	-	-	-	-	-	-
Economic Viability	3,109,973	6,423,205	-	-	-	9,533,178
Public Safety	-	-	-	3,500,000	-	3,500,000
Transportation	21,030,665	14,618,000	14,565,500	13,360,000	6,600,000	70,174,165
Utility Services	23,118,835	10,433,340	9,451,000	10,638,000	29,118,125	82,759,300
<b>Total</b>	<b>\$ 58,971,473</b>	<b>\$ 33,649,545</b>	<b>\$24,376,500</b>	<b>\$27,868,000</b>	<b>\$36,098,125</b>	<b>\$180,963,643</b>



*Stream Stabilization is completed with Stormwater Funds in the Utility Services Community Focus Area.*

## Appendix C: 2014 - 2018 Highlighted Projects by Community Focus Area

The following projects are highlighted from the Capital Improvement Plan. The dollars listed are the total project expenditures for 2014-2018. Ongoing operating costs and/or potential savings regarding these projects are included in the total expenditure. View more details and a list of all CIP projects at <http://www.olatheks.org/Finance/Budget>.

CFA	Project	Description	Funding Source(s)	Total Project Costs (2014-2018)	O & M
Active Lifestyles	Lone Elm Park Phase II	Phase II development will include softball fields, improvements and expansions to parking lots, restroom facilities, additional picnic shelters and playgrounds along with improvements to nature trails.	Park Sales Tax	\$2,000,000	\$111,000 2014-2016; \$114,330 following years
Economic Viability	Cedar Creek Parkway, College Boulevard South	To construct Cedar Creek Parkway from College Blvd. south 2,850 linear feet. The improvements included are: streets, storm sewer and waterline needed to service the property within the development.	Benefit District	\$6,423,205	\$14,500/year
Public Safety	Phase I: Fire Training Center (NEW)	Construction of a new facility for fire and emergency services training needs. Full project will include a training tower, burn building, work stations to train in specialized technical areas, and classroom space.	CIP Fund (Cash), GO Bonds	\$3,500,000	To be determined
Transportation	Clairborne & College Way Roundabout	This project includes construction of a single lane roundabout at the intersection of Clairborne Road and College Way. The project includes street lights, signs, pavement markings, and other necessary appurtenances.	Federal Funds, GO Bonds	\$605.00	To be determined

CFA	Project	Description	Funding Source(s)	Total Project Costs (2014-2018)	O & M
Transportation	143rd St, Pflumm to Quivira	This project includes widening of Pflumm Road from a 2-lane to a 3-lane facility, the installation of a traffic signal at 143rd & Pflumm, and modifications to the traffic signal at 143rd & Quivira.	CIP Fund (Cash), Federal Funds, GO Bonds, Other Jurisdictions, Street Excise	\$8,085,000	Cost of pavement maintenance
Transportation	College Blvd, Ridgeview to Renner	Improve College Boulevard from Ridgeview to Renner from a two-lane rural roadway to a divided four-lane arterial with curb and gutter, streetlights and sidewalks.	CIP Fund (Cash), GO Bonds, Other Jurisdictions, State Funds, Street Excise	\$8,967,000	\$7,000/year
Utility Services	Lake and Dam Restoration	This project provides funding for lake and dam restoration projects.	Stormwater Fund	\$2,000,000	To be determined
Utility Services	Environmental Lab	A space needs study completed in 2009 identified the need to expand the City's environmental laboratory. The project will include alternatives analysis, conceptual design, and final design along with construction of the facility.	Revenue Bonds	\$5,906,000	\$100,000/year
Utility Services	Harold Street WWTP Improvements	Design/construct upgrades for improved treatment, processing and reliability. Improvements include digester rehabilitation, replacing sludge heaters, methane gas capturing equipment, and replacement of high rate trickling filter media.	Revenue Bonds, Water and Sewer Fund (Cash)	\$8,269,008	\$50,000/year
Utility Services	Neighborhood Sanitary Sewer Improvements	This project will replace sanitary sewers determined by inspection and/or maintenance history to be in poor and failing condition, resulting in increased operations and maintenance costs, an increase of extraneous flows, and an increase in backups.	Water and Sewer Fund (Cash)	\$1,715,000	This project should result in an overall decrease to O & M

## Appendix C: Operations and Maintenance Costs

Beginning with the 2010-2014 CIP, Operation and Maintenance (O&M) costs associated with new and existing projects have been analyzed and quantified to determine the financial impact on the operational budget. The total cost of a project now includes the estimated O&M costs.

The categories for O&M costs include electricity, gas, insurance, maintenance, staff cost and other. Previously, the O&M costs had been absorbed within operational budgets. However, due to the economic downturn and decrease in available resources, it will become more and more difficult for departments to simply absorb O&M costs.

For the year 2014, the City set out to fully capture the additional costs associated with a project. The operating and maintenance cost of new projects will be a factor in the decision making process.

### Operation and Maintenance Costs in 2014-2018 CIP

Budget Item	2014	2015	2016	2017	2018
Electricity	15,000	50,000	50,000	50,000	125,000
Gas	-	25,000	25,000	25,000	25,000
Insurance	-	-	-	-	25,000
Maintenance	293,900	391,400	418,400	422,230	427,230
Other	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>333,900</b>	<b>491,400</b>	<b>518,400</b>	<b>522,230</b>	<b>627,230</b>

*EXAMPLE: College Boulevard, Ridgeview to Renner*

*Project Description:*

Improve College Boulevard from Ridgeview to Renner from a two-lane rural roadway to a divided four-lane arterial with curb and gutter, streetlights and sidewalks.

*Project Justification:*

Development along College Blvd will continue to increase traffic volumes. Road improvements will be necessary to meet those demands.

*Explanation of Operations and Maintenance:*

An estimated \$7,000 per year will be needed to cover the additional pavement, curb and gutter, streetlights, and sidewalks.

### Operation & Maintenance Costs for College Boulevard, Ridgeview to Renner:

Budget Item	2014	2015	2016	2017	2018
Maintenance	7,000	7,000	7,000	7,000	7,000
<b>Total</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>

## Appendix C: CIP Cash Projects

Cash is allocated from the General Fund to fund maintenance, technology and other small capital projects.

Project	2014 Amount
Street Preservation	1,800,000
Park and Facility Renovation	240,000
Technology Modifications	50,000
Building Maintenance	350,000
<b>Total</b>	<b>2,440,000</b>



*Manor Park*



*Fire Station Maintained by Building Maintenance*

## Appendix C: Principal and Interest Debt Payments

Below is a schedule of debt payments as of 12/31/2012. Further details can be found in the City's [Comprehensive Annual Financial Report](#) (CAFR) located on the City's Website. The CAFR includes a detailed debt schedule with amounts, dates and purposes of issues.

### Debt Service Fund

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Principal	20,795,000	18,775,000	16,305,000	14,780,000	13,370,000
Interest	6,831,754	5,979,416	5,210,376	4,544,550	3,887,870
<b>Total</b>	<b>27,626,754</b>	<b>24,754,416</b>	<b>21,515,376</b>	<b>19,324,550</b>	<b>17,257,870</b>

### Special Tax Increment Financing Fund

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Principal	890,000	970,000	1,050,000	1,140,000	1,230,000
Interest	996,020	946,835	891,885	832,403	767,403
<b>Total</b>	<b>1,886,020</b>	<b>1,916,835</b>	<b>1,941,885</b>	<b>1,972,403</b>	<b>1,997,403</b>

### Water & Sewer Fund

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Principal	4,811,942	4,927,622	5,027,560	4,911,048	4,974,446
Interest	3,946,902	3,817,731	3,673,040	3,530,776	3,374,171
<b>Total</b>	<b>8,758,844</b>	<b>8,745,353</b>	<b>8,700,600</b>	<b>8,441,824</b>	<b>8,348,617</b>

## Appendix C: 2014 - 2018 CIP Projects

Below is a list of all projects included the Capital Improvement Plan. The dollars listed are the project expenditures for 2014-2018. View more details about each project at <http://www.olatheks.org/Finance/Budget>.

Project Name	Project #	2014	2015	2016	2017	2018	Total
<b>Active Lifestyles</b>							
Community Center/Stagecoach Park	6-C-010-09	8,072,000	-	-	-	-	8,072,000
Lone Elm Park Phase II	4-C-003-07	1,100,000	900,000	-	-	-	2,000,000
Major Park Redevelopment	4-C-020-14	1,000,000	500,000	-	-	-	1,500,000
Neighborhood Park Excise Tax	4-C-021-14	400,000	525,000	100,000	100,000	100,000	1,225,000
Park and Facility Renovation	4-C-022-14	240,000	250,000	260,000	270,000	280,000	1,300,000
Trails	4-C-023-14	900,000	-	-	-	-	900,000
<b>Downtown</b>							
Santa Fe Streetscape, Kansas to Kansas City Road	30804	-	-	-	-	-	-
<b>Economic Viability</b>							
119th & I-35 Entrance Feature	4-C-001-12	485,000	-	-	-	-	485,000
Cedar Creek Parkway, College Blvd S	3-B-075-08	-	6,423,205	-	-	-	6,423,205
Coffee Creek Regional Detention	20905B	2,624,973	-	-	-	-	2,624,973
<b>Public Safety</b>							
Phase I: Fire Training Center	6-C-004-13	-	-	-	3,500,000	-	3,500,000
<b>Transportation</b>							
127th Street, Black Bob to Pflumm	30401C	3,486,665	-	-	-	-	3,486,665
143rd Street, Pflumm to Quivira	3-C-037-XX	-	-	1,085,000	7,000,000	-	8,085,000
151st & Mahaffie Right Turn Lane	3-C-002-11	-	-	-	-	-	-
159th Street, Old 56 Hwy to I-35	3-C-002-13	2,950,000	8,150,000	7,780,500	-	-	18,880,500
Bridge Repair	3-G-000-14	410,000	250,000	270,000	250,000	445,000	1,625,000
Clairborne Road and College Way Roundabout	3-C-078-12	605,000	-	-	-	-	605,000
College Boulevard, Ridgeview to Renner	3-C-022-10	8,967,000	-	-	-	-	8,967,000
Compressed Natural Gas Fueling Station	8-C-006-12	222,000	1,468,000	-	460,000	-	2,150,000
Ridgeview & K-10 (Gateway Project)	3-C-071-XX	-	-	500,000	-	-	500,000
Street Preservation Program	3-P-000-14	3,840,000	4,200,000	4,380,000	5,100,000	5,605,000	23,125,000
Street Reconstruction Program	3-R-000-14	550,000	550,000	550,000	550,000	550,000	2,750,000
US 169/K-7 and 159th Geometric Imp.	3-C-043-11	-	-	-	-	-	-



## Appendix C: 2014 - 2018 CIP Projects

Below is a continued list of all projects included the Capital Improvement Plan. View more details about each project at <http://www.olatheks.org/Finance/Budget>.

Project Name	Project #	2014	2015	2016	2017	2018	Total
<b>Utility Services</b>							
119th Street Water Transmission Main Imp.	5-C-003-XX	-	-	449,000	2,440,000	647,000	3,536,000
BMP Cost Share Program	2-C-005-14	200,000	200,000	200,000	200,000	200,000	1,000,000
Building Maintenance	7-C-005-08	350,000	350,000	350,000	350,000	350,000	1,750,000
Collector Well 5	51704C	973,250	-	-	-	5,290,625	6,263,875
Data Storage Consolidation Project	7-C-004-07	-	154,400	-	-	-	154,400
Elevated Storage Tank 151 & Mur-Len	5-C-011-07	-	-	-	-	5,512,000	5,512,000
Environmental Laboratory	6-C-011-12	3,822,000	2,084,000	-	-	-	5,906,000
Facilities Rehabilitation	6-C-011-XX	-	-	-	-	200,000	200,000
Harold & VanMar Lift Station Rehab.	1-C-010-XX	400,000	-	-	-	-	400,000
Harold Street WWTP Improvements	15306C	6,703,068	1,565,940	-	-	-	8,269,008
Indian Creek, E. 151st St. to E. 153rd St.	2-C-023-12	2,612,000	-	-	-	-	2,612,000
Lake and Dam Restoration	2-C-002-XX	-	500,000	500,000	500,000	500,000	2,000,000
Lift Station Improvements	1-C-020-XX	-	-	-	300,000	300,000	600,000
Municipal BMP Retrofits	2-C-003-14	50,000	50,000	50,000	50,000	50,000	250,000
Neighborhood Sanitary Sewer Imp.	1-R-100-14	265,000	325,000	350,000	375,000	400,000	1,715,000
Raw Water Transmission Main, CW5-WTP2	5-C-009-09	-	-	-	-	6,398,500	6,398,500
Robinson Storage Building	6-C-002-12	751,517	-	-	-	-	751,517
S. Lindenwood Dr. and E. 153rd Ter.	2-C-027-12	1,842,000	-	-	-	-	1,842,000
Sanitary Sewer Rehabilitation (I&I)	1-R-000-14	600,000	700,000	800,000	900,000	1,000,000	4,000,000
Solid Waste Transfer Station	6-C-016-XX	-	567,000	2,643,000	-	-	3,210,000
Standpipe Recoatings	5-C-025-13	-	968,000	1,006,000	612,000	-	2,586,000
Stormwater Improvement Projects	2-C-004-14	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Technology Modifications	7-C-003-07	50,000	-	-	-	-	50,000
Water Master Plan Update	5-C-012-XX	400,000	-	-	-	-	400,000
Water Treatment Plant 2 Rehabilitation Project	5-C-006-XX	2,375,000	1,219,000	-	-	-	3,594,000
Water Treatment Plant 2: Chemical Feed Modifications	5-C-026-XX	-	-	1,328,000	-	-	1,328,000
Water Treatment Plant 2: Electrical/ Backup Power	5-C-028-XX	-	-	-	-	6,445,000	6,445,000
Water Treatment Plant 2: Membrane Module Additions	5-C-027-XX	-	-	-	3,111,000	-	3,111,000
Waterline Rehabilitation	5-R-000-14	475,000	500,000	525,000	550,000	575,000	2,625,000
<b>Grand Total</b>		<b>\$ 58,971,473</b>	<b>\$ 33,649,545</b>	<b>\$ 24,376,500</b>	<b>\$ 27,868,000</b>	<b>\$36,098,125</b>	<b>\$ 180,963,643</b>



# Appendix C: Sample CIP Project Sheet

Below is an example of a Capital Improvement Plan (CIP) Project Sheet. Find all of the project sheets in the full CIP document at <http://www.olatheks.org/Finance/Budget>.

## Capital Improvement Plan Projects

2014 *thru* 2018

Project location

### City of Olathe, Kansas

**Project #** 3-C-022-10  
**Project Name** College Boulevard, Ridgeview to Renner

**Type** Improvement      **Department** Public Works  
**Category** Street Construction (new)      **Contact** Therese Mersmann

Project cost for all years

Total Project Cost: \$9,742,000



**Description**  
 Improve College Boulevard from Ridgeview to Renner from a two-lane rural roadway to a divided four-lane arterial with curb and gutter, streetlights and sidewalks.  
 Project will be coordinated with the Trail & Greenways plan.  
 This project will be constructed as part of the KDOT Gateway project.

**Justification**  
 Development along College Blvd will continue to increase traffic volumes. Road improvements will be necessary to meet those demands.

Prior	Expenditures	2014	2015	2016	2017	2018	Total
775,000	Land Acquisition	125,000					125,000
	Construction	7,500,000					7,500,000
<b>Total</b>	Utilities	265,000					265,000
	Finance Costs	2,000					2,000
	Contingency	250,000					250,000
	Design	350,000					350,000
	Inspection	450,000					450,000
	Staff	25,000					25,000
	<b>Total</b>	<b>8,967,000</b>					<b>8,967,000</b>

Prior	Funding Sources	2014	2015	2016	2017	2018	Total
921,875	City of Lenexa	2,915,625					2,915,625
	GO Bonds 10 yr		1,279,500				1,279,500
<b>Total</b>	Other Funds - State	4,325,000					4,325,000
	Street Escrow	205,872					205,872
	Street Excise Tax	94,128					94,128
	Temporary Notes	1,279,500	-1,279,500				0
	<b>Total</b>	<b>8,820,125</b>	<b>0</b>				<b>8,820,125</b>

Definitions can be found on page 189.

**Budget Impact/Other**  
 The maintenance amount includes street maintenance, planting maintenance, mowing, snow plowing, street sweeping, etc. This cost does not include major rehabilitation or reconstruction.

Budget Items	2014	2015	2016	2017	2018	Total
Maintenance	7,000	7,000	7,000	7,000	7,000	35,000
<b>Total</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>35,000</b>

Estimated operation and maintenance costs

## Appendix C: Unfunded Project List

The Capital Improvement Plan includes an unfunded project list for projects that have been identified as needs but do not currently have designated funding. The 6-10 Year Project list includes projects that could have funding in the 10 year debt-service forecast. The Pending Project list includes projects that are not currently included in any forecast. Each year this list is reviewed and projects are moved when necessary. The charts below illustrate the total funding needed for the unfunded projects by Community Focus Area.

### 6-10 Year Projects

Community Focus Area	Funding Needed
Active Lifestyle	1,785,000
Downtown	300,000
Economic Viability	7,514,976
Public Safety	47,717,000
Transportation	306,354,500
Utility Services	131,382,755
<b>GRAND TOTAL</b>	<b>495,054,231</b>

### Pending Projects

Community Focus Area	Funding Needed
Active Lifestyle	-
Downtown	14,210,000
Economic Viability	28,397,825
Public Safety	29,503,000
Transportation	513,540,000
Utility Services	565,700,000
<b>GRAND TOTAL</b>	<b>1,151,350,825</b>



*Completed Street Preservation project*

For more detailed information regarding the 2014-2018 CIP projects please visit the [CIP section](http://www.olatheks.org/finance/budget) of the City's Website (<http://www.olatheks.org/finance/budget>).

## Appendix C: CIP Funding Source Summary

The Capital Improvement Plan is funded through a variety of sources. Definitions of each funding source can be found in the CIP book on the City's website.

Source	2014	2015	2016	2017	2018	Total
Benefit District 10 yr GO Bonds-Dev	-	2,457,000	6,738,757	-	-	9,195,757
CARS	-	2,500,000	2,260,000	1,465,000	-	6,225,000
CIP Fund	2,440,000	2,750,000	2,810,000	3,020,000	3,230,000	14,250,000
City of Lenexa	2,915,625	-	-	-	-	2,915,625
City of Overland Park	40,000	-	522,500	992,500	-	1,555,000
GO Bonds 10 yr	3,893,000	13,433,495	5,000,000	13,292,500	11,296,000	46,914,995
Other Funds	(4,724,500)	-	-	-	-	(4,724,500)
Other Funds - Federal	414,000	-	-	-	-	414,000
Other Funds - State	4,325,000	-	-	-	-	4,325,000
Other Jurisdictions	-	100,000	-	-	-	100,000
Park Sales Tax Fund	3,000,000	1,400,000	-	-	-	4,400,000
Revenue Bonds	12,447,318	4,321,940	1,777,000	5,551,000	24,291,156	48,388,414
SMAC Funding	2,761,500	-	-	-	-	2,761,500
Solid Waste Funds	222,000	2,178,000	-	460,000	-	2,860,000
Solid Waste Revenue Bonds	-	-	2,500,000	-	-	2,500,000
Special Park Fund - Neighborhood	400,000	525,000	100,000	100,000	100,000	1,225,000
Stormwater Fund	2,389,500	2,000,000	2,000,000	2,000,000	2,000,000	10,389,500
Street Escrow	205,872	-	-	-	-	205,872
Street Excise Tax	1,039,128	155,000	562,500	471,000	-	2,227,628
Surface Transportation	-	4,260,000	368,000	3,500,000	-	8,128,000
Temporary Notes	14,718,509	(4,957,263)	(1,586,257)	(7,721,000)	(7,296,000)	(6,842,011)
Transportation Enhancement	301,000	-	-	-	-	301,000
Water & Sewer Fund	2,289,000	2,493,000	2,681,000	2,737,000	2,475,000	12,675,000
<b>GRAND TOTAL</b>	<b>\$49,076,952</b>	<b>\$ 33,616,172</b>	<b>\$ 25,733,500</b>	<b>\$ 25,868,000</b>	<b>\$36,096,156</b>	<b>\$ 170,390,780</b>

## Appendix D - Debt Margin

### Appendix D – Debt Margin

The Debt Limit establishes a maximum dollar limitation calculated under existing law. The debt limitations provided by Kansas law is 30% of total assessed valuation. For more information regarding Olathe’s policies regarding debt, please refer to Appendix A.

#### Computation of Legal Debt Margin (As of 12/31/12)

Real Property	\$1,177,480,776	
Personal Property	31,526,179	
Utilities	37,425,952	
Motor Vehicles	155,071,675	
	<b>1,401,504,582</b>	
<b>Assessed Valuation</b>		
<b>Legal Debt Limit (1)</b>		<b>\$420,451,375</b>
G.O. Bonds (2)	221,715,000	
Temporary Notes	15,280,000	
	<b>236,995,000</b>	
<b>Total G.O. Debt Outstanding</b>		
Less Exempt Capital Projects (3)	95,848,036	
Less Amount Available in Debt Service Funds	23,518,301	
	<b>117,628,663</b>	
<b>Total Unfunded Debt Applicable to Debt Limit</b>		<b>117,628,663</b>
<b>Debt Margin</b>		<b><u>\$302,822,712</u></b>

- (1) Represents the valuation arrived at by using a formula as required by K.S.A. 79-5037. Debt limit is currently set at 30%.
- (2) Includes refunded debt, excludes refunding debt.
- (3) Represents the debt associated with projects exempt from debt limit calculation in accordance with K.S.A. 10

## Appendix E - Personnel Summary

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>General Operations</b>				
<b>General Operations</b>				
<b>Regular Full Time</b>				
Full-time positions	5.00	5.00	5.00	4.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
Regular Full Time	5.00	5.00	5.00	4.00
Regular Part Time	0.00	0.00	0.00	0.00
<b>GRAND TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
<b>Administration</b>				
<b>City Manager</b>				
<b>Regular Full Time</b>				
Admin Support	2.00	2.00	2.00	1.00
Assistant to the Mayor	0.00	0.00	0.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Management Intern	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
Regular Full Time	5.00	5.00	5.00	5.00
Regular Part Time	0.00	0.00	0.00	0.00
<b>GRAND TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>City Auditor</b>				
<b>Internal Auditor</b>				
<b>Regular Full Time</b>				
City Auditor	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Regular Full Time	1.00	1.00	1.00	1.00
Regular Part Time	0.00	0.00	0.00	0.00
<b>GRAND TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
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### Communication & Customer Services

#### Communication & Public Engagement Administration

##### Regular Full Time

Community & Public Engagement Mgr.	1.00	1.00	1.00	1.00
Communications Director	1.00	1.00	1.00	1.00
Public Education Specialist - Fire	1.00	1.00	1.00	1.00
Community Outreach Specialist	1.00	1.00	1.00	1.00
Customer Service Rep IV	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

#### Creative Media Operations

##### Regular Full Time

Cable TV Production Specialist	1.00	1.00	1.00	1.00
Creative Media Tech	0.00	0.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

#### Customer Services

##### Regular Full Time

Customer Service Mgr.	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Customer Service Reps (II, III, & IV)	13.00	13.00	15.00	15.00
Customer Relations Specialist	1.00	1.00	0.00	0.00
Customer Relations Reps	1.00	1.00	0.00	0.00
<b>Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

<b>Regular Full Time</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>
<b>Regular Part Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>

### Fire Department

#### Administration and Support Services

##### Regular Full Time

Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Division Chief - Logistics & Support	1.00	1.00	1.00	1.00
Battalion Chief - Training	1.00	1.00	1.00	1.00
Captain - Training	2.00	2.00	2.00	2.00
Purchasing Coordinator	1.00	1.00	1.00	1.00
Fire Analyst	1.00	1.00	1.00	1.00
Captain - Community Services	1.00	1.00	1.00	1.00
Admin Support III	1.00	1.00	1.00	1.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Community Risk Management (Formerly Life Safety and Prevention)</b>				
<b>Regular Full Time</b>				
Division Chief-Community Risk Mgmt.	1.00	1.00	1.00	1.00
Fire Captain - Inspector	3.00	3.00	3.00	3.00
Sr. Fire Captain - Inspector	1.00	1.00	1.00	1.00
Building Codes Enforcement Officer	0.00	0.00	0.00	1.00
Admin Support III	1.00	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>

**Emergency Services**

<b>Regular Full Time</b>				
Assistant Chief	2.00	2.00	2.00	2.00
Fire Battalion Chief	3.00	3.00	3.00	4.00
Fire Captain/Paramedic	5.00	5.00	4.00	4.00
Fire Captain	20.00	19.00	20.00	20.00
Fire Apparatus Operator/Paramedic	2.00	2.00	2.00	2.00
Fire Apparatus Operator	25.00	25.00	23.00	23.00
Emergency Services Spec/Paramedic	5.00	12.00	12.00	12.00
Firefighter/ESS	9.00	8.00	10.00	10.00
Firefighter/Paramedic	17.00	12.00	10.00	12.00
Firefighter	13.00	13.00	15.00	15.00
<b>Total</b>	<b>101.00</b>	<b>101.00</b>	<b>101.00</b>	<b>104.00</b>

**Special Operations (Formerly Building Codes; Beginning in 2014 this division includes Community Enhancement)**

<b>Regular Full Time</b>				
Admin Support	2.00	2.00	2.00	1.00
Customer Service Rep III	0.00	0.00	0.00	1.00
Division Manager- Building Codes	1.00	1.00	1.00	1.00
Permits Coordinator	1.00	1.00	1.00	1.00
Plans Examiner	2.00	2.00	2.00	1.00
Sr. Plans Examiner	0.00	0.00	0.00	1.00
Code Enforcement Officer	1.00	1.00	2.00	0.00
Community Enhancement Officer	0.00	0.00	0.00	3.00
Sr. Community Enhancement Officer	0.00	0.00	0.00	1.00
Zoning Enforcement Officer	0.00	0.00	0.00	1.00
Multi-Disciplinary Inspector (I & II)	5.00	5.00	5.00	5.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>16.00</b>

**Community Enhancement/CDBG**

<b>Regular Full Time</b>				
Community Enhancement Officer	0.00	0.00	1.00	1.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Community Enhancement/CDBG (continued)</b>				
<b>Regular Part Time</b>				
Community Enhancement Officer	0.75	0.75	0.00	0.00
<b>Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>
<b>Community Enhancement</b>				
<b>Regular Full Time</b>				
Community Enhancement Officer	2.00	2.00	2.00	0.00
Zoning Enforcement Officer	0.00	0.00	1.00	0.00
Sr. Community Enhancement Officer	1.00	1.00	1.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Regular Full Time</b>	<b>132.00</b>	<b>132.00</b>	<b>135.00</b>	<b>138.00</b>
<b>Regular Part Time</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>132.75</b>	<b>132.75</b>	<b>135.00</b>	<b>138.00</b>

### Information Technology Services

#### Information Tech. Services Administration

##### Regular Full Time

Information Services Director	1.00	1.00	1.00	1.00
Admin Support	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

#### Geographic Information Systems

##### Regular Full Time

Manager	1.00	1.00	1.00	0.00
GIS Programmer	1.00	1.00	1.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

#### Applications

##### Regular Full Time

Developer/Programmer Analyst	1.00	1.00	1.00	3.00
Lead Sr. Applications Developer	0.00	0.00	1.00	1.00
Lead Sr. Web Developer	0.00	0.00	1.00	1.00
Sr. Web Developer	2.00	2.00	0.00	0.00
Sr. Applications Developer	1.00	1.00	1.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>

#### Database

##### Regular Full Time

ITS Division Manager/Business Services	0.00	0.00	0.00	1.00
Database Developer (GIS)	0.00	0.00	0.00	1.00
Database Administrator	0.00	0.00	0.00	1.00
Sr. Database Administrator	2.00	2.00	2.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>



	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Network</b>				
<b>Regular Full Time</b>				
Technical Services Manager	1.00	1.00	1.00	1.00
Senior Network Analyst	0.00	0.00	1.00	1.00
Security Analyst	0.00	0.00	0.00	1.00
Network Analyst	3.00	3.00	2.00	3.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>
<b>Customer Information</b>				
<b>Regular Full Time</b>				
Developer/Programmer Analyst	2.00	2.00	2.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Telephony</b>				
<b>Regular Full Time</b>				
Telecom Program Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Enterprise One</b>				
<b>Regular Full Time</b>				
ITS Project Manager	1.00	1.00	1.00	1.00
Business Systems Analyst (II & III)	1.00	1.00	1.00	2.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
<b>Desktop Support</b>				
<b>Regular Full Time</b>				
Helpdesk and Tech Support Manager	1.00	1.00	1.00	0.00
Desktop Tech	1.00	1.00	1.00	1.00
Sr. Desktop Tech	5.00	5.00	5.00	5.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>
<b>Regular Full Time</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>28.00</b>
<b>Regular Part Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>28.00</b>

### Legal

<b>Municipal Counsel</b>				
<b>Regular Full Time</b>				
City Attorney	1.00	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00
Admin Support	1.00	1.00	1.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Prosecution</b>				
<b>Regular Full Time</b>				
City Prosecutor	1.00	1.00	1.00	1.00
Prosecutor	0.00	0.00	0.00	1.00
Assistant City Attorney	2.00	2.00	2.00	2.00
Admin Support (II & III)	3.00	3.00	3.00	4.00
Customer Service	1.00	1.00	1.00	0.00
Court Services Coordinator	1.00	1.00	2.00	2.00
Victim's Witness Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>11.00</b>
<b>Regular Part Time</b>				
Prosecutor	0.50	0.50	0.50	0.00
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>Regular Full Time</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>15.00</b>
<b>Regular Part Time</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>13.50</b>	<b>13.50</b>	<b>14.50</b>	<b>15.00</b>

### Legislative

<b>City Council</b>				
<b>Regular Part Time</b>				
Mayor and City Council (7 @ .50)	3.50	3.50	3.50	3.50
<b>Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>Regular Full Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Regular Part Time</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<b>GRAND TOTAL</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

### Municipal Court

<b>Court Administration</b>				
<b>Regular Full Time</b>				
Municipal Judge	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk Supervisor	1.00	1.00	1.00	1.00
Court Clerk	7.00	8.00	8.00	8.00
Bailiff	0.00	0.00	0.00	1.00
Court Services Coordinator	1.00	1.00	0.00	0.00
Court Security Officer	1.00	1.00	0.00	0.00
<b>Total</b>	<b>12.00</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Court Administration</b>				
<b>Regular Part Time</b>				
Court Clerk II	0.50	0.50	0.50	0.50
Court Security Officer	0.50	0.50	0.00	0.00
Municipal Judge	0.50	0.50	0.50	0.50
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>	<b>1.00</b>
<b>Regular Full Time</b>	<b>12.00</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>
<b>Regular Part Time</b>	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>	<b>1.00</b>
<b>GRAND TOTAL</b>	<b>13.50</b>	<b>14.50</b>	<b>12.00</b>	<b>13.00</b>

### Parks and Recreation

*(Department reorganized divisions in 2012; see Budget Book division pages for details)*

<b>Parks &amp; Recreation Admin.</b>				
<b>Regular Full Time</b>				
Parks & Recreation Director	1.00	1.00	1.00	1.00
Customer Service Rep	0.00	0.00	1.00	1.00
Admin Support Supervisor	0.00	0.00	0.00	1.00
Admin Support	2.00	2.00	1.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

### Special Events

<b>Regular Full Time</b>				
Special Events Coordinator	1.00	1.00	0.00	0.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

**Recreation** *(Beginning in 2013 this division includes: Recreation, Special Events, and Athletics, Beginning in 2014 this division includes the Community Center)*

<b>Regular Full Time</b>				
Recreation Superintendent	1.00	1.00	1.00	1.00
Recreation Program Manager	3.00	5.00	5.00	3.00
Program Manager- Marketing	0.00	0.00	0.00	1.00
Community Center Manager	0.00	0.00	0.00	1.00
Asst. Community Center Manager	0.00	0.00	0.00	1.00
Fitness Program Manager	0.00	0.00	0.00	1.00
Program Analyst	0.00	0.00	0.00	1.00
Recreation Program Specialist	0.00	0.00	1.00	1.00
Officials Program Specialist	0.00	0.00	0.00	1.00
HR Coordinator	0.00	0.00	0.00	1.00
Special Events Coordinator	0.00	0.00	1.00	1.00
Customer Service Supervisor	0.00	0.00	0.00	1.00
Customer Service Rep.	1.00	1.00	1.00	1.00
Parks & Grounds Assistant Manager	0.00	0.00	1.00	1.00
Maintenance Worker	0.00	0.00	8.00	6.00
Sr. Maintenance Worker	0.00	0.00	0.00	5.00
Sports Field Technician	0.00	0.00	1.00	1.00
Senior Horticulturist	0.00	0.00	1.00	1.00
Lead Horticulturist	0.00	0.00	2.00	2.00
Aquatics Specialist	0.00	0.00	0.00	2.00
Horticulturist	0.00	0.00	1.00	1.00
Custodian	0.00	0.00	0.00	3.00
Admin Support	2.00	2.00	2.00	2.00
<b>Total</b>	<b>7.00</b>	<b>9.00</b>	<b>25.00</b>	<b>39.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Historical Sites (Includes Mahaffie Stagecoach and Heritage Center)</b>				
<b>Regular Full Time</b>				
Historic Site Manager	1.00	1.00	1.00	1.00
Interpretive Specialist	3.00	3.00	3.00	3.00
Heritage Center Facility Supr.(Prog. Coord.)	1.00	1.00	1.00	1.00
Admin Support	1.00	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Historical Sites (Includes Mahaffie Stagecoach Stop &amp; Farm)</b>				
<b>Regular Part Time</b>				
Interpretive Specialist	0.50	0.50	0.50	0.50
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Horticulture</b>				
<b>Regular Full Time</b>				
Sr. Horticulturist	1.00	1.00	0.00	0.00
Horticulturist	4.00	4.00	0.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Forestry</b>				
<b>Regular Full Time</b>				
Arborist	1.00	1.00	0.00	0.00
Forester	3.00	3.00	0.00	0.00
Maintenance Worker	1.00	1.00	0.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Athletics</b>				
<b>Regular Full Time</b>				
Grounds Maintenance Supervisor	1.00	1.00	0.00	0.00
Maintenance Worker	3.00	2.00	0.00	0.00
Sports Field Technician	1.00	1.00	0.00	0.00
<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Park Services (Formerly Park Ranger)</b>				
<b>Regular Full Time</b>				
Park Services Manager	1.00	1.00	0.00	0.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Parks &amp; Facilities (Formerly Parks &amp; Public Grounds; includes Park Services, Parks Construction Crew, Park Maintenance, Facilities Maintenance, Custodial Services, Forestry &amp; Horticulture)</b>				
<b>Regular Full Time</b>				
Park Services Manager	0.00	0.00	1.00	1.00
Admin Support	0.00	0.00	1.00	1.00
Arborist	0.00	0.00	1.00	1.00
Forester	0.00	0.00	4.00	4.00
Horticulturist	0.00	0.00	1.00	2.00
Maintenance Worker (II)	7.00	8.00	6.00	2.00
Sr. Maintenance Worker	0.00	0.00	0.00	4.00
Parks Craftsperson	0.00	0.00	2.00	2.00
Facilities & Housing Maint. Supervisor	0.00	0.00	1.00	1.00
Maintenance Technician	2.00	2.00	4.00	4.00
Aquatic Facility Maintenance Tech.	0.00	0.00	1.00	1.00
Park and Facilities Manager	0.00	0.00	1.00	1.00
Construction Supervisor	0.00	0.00	1.00	1.00
Park Project Coordinator	0.00	0.00	1.00	1.00
Facilities and Construction Asst. Mgr.	0.00	0.00	1.00	1.00
Custodial Maintenance Supervisor	0.00	0.00	1.00	1.00
Custodian	0.00	0.00	1.00	1.00
Team Supervisor Parks & Grounds	1.00	1.00	1.00	1.00
<b>Total</b>	<b>10.00</b>	<b>11.00</b>	<b>29.00</b>	<b>30.00</b>
<b>Regular Part Time</b>				
Custodian	0.50	0.50	0.50	0.50
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Parks Construction Crew</b>				
<b>Regular Full Time</b>				
Construction Supervisor	1.00	1.00	0.00	0.00
Craftsperson	2.00	2.00	0.00	0.00
Maintenance Worker	2.00	2.00	0.00	0.00
Parks and Facilities Supervisor	1.00	1.00	0.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Park Maintenance</b>				
<b>Regular Full Time</b>				
Park Project Coordinator	1.00	1.00	0.00	0.00
Admin Support	1.00	1.00	0.00	0.00
Maintenance Worker	2.00	2.00	0.00	0.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Cemetery</b>				
<b>Regular Full Time</b>				
Park Services Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Facility Maintenance</b>				
<b>Regular Full Time</b>				
Facilities Maintenance Supervisor	1.00	1.00	0.00	0.00
Maintenance Technician	4.00	4.00	0.00	0.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Custodial Services</b>				
<b>Regular Full Time</b>				
Custodial Maintenance Supervisor	1.00	1.00	0.00	0.00
Custodian	1.00	1.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Regular Part Time</b>				
Custodian	0.50	0.50	0.00	0.00
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>
<b>Housing (Includes Public Housing/Housing Authority, Housing Rehabilitation/CDBG, Public Housing Section 8, &amp; Taxi Coupon)</b>				
<b>Regular Full Time</b>				
Housing Prog. Specialist - Financial	1.00	1.00	1.00	1.00
Housing Program Specialist	1.00	1.00	5.00	5.00
Housing Services Manager	1.00	1.00	1.00	1.00
Housing Program Coordinator	0.00	0.00	2.00	2.00
Customer Service Rep.-Taxi Coupon	0.00	0.00	1.00	1.00
Lead Housing Maintenance Tech.	1.00	1.00	1.00	1.00
Maintenance Technician	2.00	2.00	2.00	2.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Housing</b>				
<b>Regular Part Time</b>				
Admin Support - Taxi Coupon	0.75	0.75	0.00	0.00
Resident Attendant (3 @ .5)	1.50	1.50	1.50	1.50
<b>Total</b>	<b>2.25</b>	<b>2.25</b>	<b>1.50</b>	<b>1.50</b>
<b>Housing Rehabilitation/CDBG</b>				
<b>Regular Full Time</b>				
Housing Program Specialist	1.00	1.00	0.00	0.00
Housing Program Coordinator	1.00	1.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Housing - Public Housing/Section 8</b>				
<b>Regular Full Time</b>				
Housing Program Coordinator	1.00	1.00	0.00	0.00
Housing Program Specialist	3.00	3.00	0.00	0.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Office of Human Relations</b>				
<b>Regular Full Time</b>				
Human Relations Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Regular Full Time</b>	<b>74.00</b>	<b>76.00</b>	<b>78.00</b>	<b>93.00</b>
<b>Regular Part Time</b>	<b>3.75</b>	<b>3.75</b>	<b>2.50</b>	<b>2.50</b>
<b>GRAND TOTAL</b>	<b>77.75</b>	<b>79.75</b>	<b>80.50</b>	<b>95.50</b>

### Police

#### Police Administration

##### Regular Full Time

Police Chief	1.00	1.00	1.00	1.00
Admin Division Manager (Civilian)	1.00	1.00	1.00	1.00
Purchasing/Budget Coordinator	1.00	1.00	1.00	1.00
Fleet Coordinator	1.00	1.00	1.00	1.00
Admin Support (Ill)	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

#### Personnel / Training

##### Regular Full Time

Police Captain	1.00	1.00	0.00	0.00
Police Major	0.00	0.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
HR Analyst	1.00	1.00	1.00	1.00
Police Officer	3.00	4.00	4.00	4.00
<b>Total</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

#### Support Services

##### Regular Full Time

Police Captain	1.00	1.00	0.00	0.00
Police Sergeant	1.00	2.00	2.00	2.00
Police Major	0.00	0.00	1.00	1.00
Police Officer	1.00	1.00	0.00	0.00
Records Supervisor	1.00	1.00	1.00	1.00
Property Control Officer	2.00	2.00	2.00	2.00
Admin Support	4.00	4.00	4.00	4.00
<b>Total</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Support Services</b>				
<b>Regular Part Time</b>				
Admin Support	0.50	0.50	0.75	0.75
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>
<b>Animal Control</b>				
<b>Regular Full Time</b>				
Animal Control Officer	3.00	3.00	3.00	3.00
Animal Control Officer Supervisor	1.00	1.00	1.00	1.00
Shelter Clerk (Customer Service Rep II)	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Patrol</b>				
<b>Regular Full Time</b>				
Police Captain	1.00	1.00	4.00	4.00
Police Major	0.00	0.00	1.00	1.00
Police Lieutenant	4.00	4.00	0.00	0.00
Police Sergeant	12.00	10.00	12.00	12.00
Police Officer	96.00	96.00	94.00	94.00
Community Service Officers	5.00	5.00	5.00	5.00
Crime Analyst	1.00	1.00	1.00	1.00
Court Security Officer	0.00	0.00	2.00	2.00
Admin Support	1.00	1.00	1.00	1.00
<b>Total</b>	<b>120.00</b>	<b>118.00</b>	<b>120.00</b>	<b>120.00</b>
<b>Traffic</b>				
<b>Regular Full Time</b>				
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer	12.00	12.00	12.00	12.00
Parking Control Officer	1.00	1.00	1.00	1.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Investigation</b>				
<b>Regular Full Time</b>				
Police Captain	1.00	1.00	0.00	0.00
Police Major	0.00	0.00	1.00	1.00
Police Sergeant	3.00	3.00	3.00	3.00
Detectives	18.00	18.00	19.00	20.00
Crime Analyst	1.00	1.00	1.00	1.00
Admin Support	1.00	1.00	1.00	1.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>26.00</b>



	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Special Operations</b>				
<b>Regular Full Time</b>				
Police Captain	1.00	1.00	0.00	0.00
Police Major	0.00	0.00	1.00	1.00
Community Outreach Specialist	0.00	0.00	0.00	0.00
School Resource Sergeant	1.00	1.00	1.00	1.00
School Resource Officer	10.00	10.00	10.00	10.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Regular Full Time</b>	<b>197.00</b>	<b>197.00</b>	<b>199.00</b>	<b>200.00</b>
<b>Regular Part Time</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>
<b>GRAND TOTAL</b>	<b>197.50</b>	<b>197.50</b>	<b>199.75</b>	<b>200.75</b>

### Public Works

*(Includes former Public Works Department, Municipal Services, & Development Services)*

#### Public Works Administration

<b>Regular Full Time</b>				
Municipal Services Director	1.00	0.00	0.00	0.00
Public Works Director	0.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00
Fund Manager	0.00	1.00	0.00	0.00
Assistant Public Works Director	0.00	0.00	1.00	1.00
Technology Integrator	1.00	0.00	0.00	0.00
Business Systems Analyst	1.00	0.00	0.00	0.00
GIS Analyst	1.00	0.00	0.00	0.00
Sr. Management Analyst	1.00	0.00	0.00	0.00
Environmental Program Coordinator	1.00	0.00	0.00	0.00
Admin Support	3.00	2.00	2.00	3.00
Management Analyst	1.00	0.00	0.00	0.00
Deputy Director - Public Works	1.00	0.00	0.00	0.00
<b>Total</b>	<b>12.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

#### Engineering

<b>Regular Full Time</b>				
City Engineer	1.00	0.00	0.00	0.00
Engineer	3.00	0.00	0.00	0.00
Project Coordinator	3.00	0.00	0.00	0.00
Project Inspector Supervisor	1.00	0.00	0.00	0.00
Engineering Technician	2.00	0.00	0.00	0.00
GIS Analyst	1.00	0.00	0.00	0.00
Senior Project Inspector	2.00	0.00	0.00	0.00
Project Inspector	7.00	0.00	0.00	0.00
<b>Total</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Planning Services</b>				
<b>Regular Full Time</b>				
GIS Analyst	1.00	0.00	0.00	0.00
Systems Analyst	1.00	0.00	0.00	0.00
Admin Support (III)	2.00	1.00	1.00	1.00
Planning Services Manager	1.00	1.00	1.00	1.00
Development Svcs. Coordinator	1.00	1.00	1.00	1.00
Planner	5.00	4.00	4.00	2.00
Sr. Planner	0.00	0.00	0.00	2.00
Zoning Enforcement	1.00	1.00	0.00	0.00
<b>Total</b>	<b>12.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Meter Reading</b>				
<b>Regular Full Time</b>				
Meter Reader	3.00	0.00	0.00	0.00
Maintenance Worker	4.00	0.00	0.00	0.00
Sr. Meter Reader	3.00	0.00	0.00	0.00
Meter Services Manager	1.00	0.00	0.00	0.00
Meter Reader Team Supervisor	1.00	0.00	0.00	0.00
Meter Reader Technician	1.00	0.00	0.00	0.00
Customer Service Specialist	1.00	0.00	0.00	0.00
<b>Total</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Solid Waste Administration</b>				
<b>Regular Full Time</b>				
Solid Waste Manager	1.00	1.00	1.00	1.00
Assistant Solid Waste Manager	1.00	1.00	1.00	1.00
Solid Waste Service Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Solid Waste- Commercial</b>				
<b>Regular Full Time</b>				
Route Supervisor	1.00	1.00	1.00	1.00
Route Leader	2.00	2.00	2.00	2.00
Solid Waste Collection Operator	7.00	7.00	7.00	7.00
Maintenance Worker II	0.00	0.00	1.00	1.00
Welder	1.00	1.00	1.00	1.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Solid Waste - Curbside Recycling</b>				
<b>Regular Full Time</b>				
Route Supervisor	1.00	1.00	1.00	1.00
Route Leader	1.00	1.00	1.00	1.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Solid Waste Collection Operator	6.00	6.00	6.00	6.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Disposal - Solid Waste</b>				
<b>Regular Full Time</b>				
Disposal Route Supervisor	1.00	1.00	1.00	1.00
Household Hazardous Waste Spec.	1.00	1.00	1.00	1.00
Household Hazardous Waste Tech.	0.00	2.00	2.00	2.00
Maintenance Worker II	3.00	3.00	3.00	3.00
Customer Service Rep	1.00	1.00	1.00	1.00
Yard Waste Gatekeeper	1.00	1.00	2.00	2.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>8.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Residential Solid Waste</b>				
<b>Regular Full Time</b>				
Route Supervisor	1.00	1.00	1.00	1.00
Route Leader	3.00	3.00	3.00	3.00
Solid Waste Collection Operator	18.00	19.00	19.00	19.00
Solid Waste Maintenance Worker II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>
<b>Street Maintenance</b>				
<b>Regular Full Time</b>				
Street Maintenance Superintendent	1.00	0.00	0.00	0.00
Street Maintenance Supervisor	1.00	0.00	0.00	0.00
Equipment Operator	4.00	0.00	0.00	0.00
Admin Support	1.00	0.00	0.00	0.00
Sweeper Operator	4.00	0.00	0.00	0.00
Construction Team Supervisor	1.00	0.00	0.00	0.00
Maintenance Worker	27.00	0.00	0.00	0.00
Team Supervisor	5.00	0.00	0.00	0.00
<b>Total</b>	<b>44.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Traffic Engineering</b>				
<b>Regular Full Time</b>				
Maintenance Worker	1.00	0.00	0.00	0.00
Traffic Control Specialist	4.00	0.00	0.00	0.00
Admin Support	1.00	0.00	0.00	0.00
Streetlight Specialist	1.00	0.00	0.00	0.00
Senior Traffic Engineer Technician	1.00	0.00	0.00	0.00
Signs and Markings Supervisor	1.00	0.00	0.00	0.00
Traffic Operations Supervisor	1.00	0.00	0.00	0.00
Traffic Signal Specialists	3.00	0.00	0.00	0.00
Traffic Signal Technician	1.00	0.00	0.00	0.00
Traffic Operations Technician	1.00	0.00	0.00	0.00
Streetlight Supervisor	1.00	0.00	0.00	0.00
Line Locate Technician	1.00	0.00	0.00	0.00
Transportation Manager	1.00	0.00	0.00	0.00
Signal Maintenance Supervisor	1.00	0.00	0.00	0.00
Signal Operations Supervisor	1.00	0.00	0.00	0.00
<b>Total</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Utilities Construction Crew</b>				
<b>Regular Full Time</b>				
Construction Team Supervisor	1.00	0.00	0.00	0.00
Team Supervisor	1.00	0.00	0.00	0.00
Maintenance Worker	5.00	0.00	0.00	0.00
Sr. Maintenance Worker	2.00	0.00	0.00	0.00
Heavy Equipment Operator	1.00	0.00	0.00	0.00
<b>Total</b>	<b>10.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Utilities Tech Support</b>				
<b>Regular Full Time</b>				
Civil Engineer III	1.00	0.00	0.00	0.00
Engineering Technician	4.00	0.00	0.00	0.00
GIS Technician	1.00	0.00	0.00	0.00
Process Engineer	1.00	0.00	0.00	0.00
Project Coordinator	1.00	0.00	0.00	0.00
Project Finance Coordinator	1.00	0.00	0.00	0.00
Sr. Utilities Specialist	1.00	0.00	0.00	0.00
Systems Engineer	1.00	0.00	0.00	0.00
Utilities Engineering Manager	1.00	0.00	0.00	0.00
Utilities Specialist	1.00	0.00	0.00	0.00
<b>Total</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Utilities Tech Support</b>				
<b>Regular Part Time</b>				
Engineer Technician	0.50	0.00	0.00	0.00
<b>Total</b>	<b>0.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Wastewater Collection</b>				
<b>Regular Full Time</b>				
Maintenance Analyst	1.00	0.00	0.00	0.00
Inspector	3.00	0.00	0.00	0.00
Maintenance Technician	1.00	0.00	0.00	0.00
Maintenance Worker	7.00	0.00	0.00	0.00
Team Supervisor	1.00	0.00	0.00	0.00
Wastewater Collection Program Mgr.	1.00	0.00	0.00	0.00
<b>Total</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Water Distribution</b>				
<b>Regular Full Time</b>				
Assistant Utility Maintenance Supt.	1.00	0.00	0.00	0.00
Customer Service Rep	1.00	0.00	0.00	0.00
Utility Maintenance Worker	7.00	0.00	0.00	0.00
Team Supervisor	2.00	0.00	0.00	0.00
Utility Maintenance Superintendent	1.00	0.00	0.00	0.00
Water Distribution Program Manager	1.00	0.00	0.00	0.00
<b>Total</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Wastewater Treatment</b>				
<b>Regular Full Time</b>				
Wastewater Plant Superintendent	1.00	0.00	0.00	0.00
Assistant Wastewater Supt.	1.00	0.00	0.00	0.00
Wastewater Pretreatment Coord.	1.00	0.00	0.00	0.00
Process Operator	5.00	0.00	0.00	0.00
Wastewater Treatment Supervisor	1.00	0.00	0.00	0.00
Control Operator	1.00	0.00	0.00	0.00
Bio-Solids Equipment Operator	1.00	0.00	0.00	0.00
Process Instrument Technician	2.00	0.00	0.00	0.00
Plant Maintenance Technician	3.00	0.00	0.00	0.00
<b>Total</b>	<b>16.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Water Production</b>				
<b>Regular Full Time</b>				
Water Production Superintendent	1.00	0.00	0.00	0.00
Asst Water Production Supt.	1.00	0.00	0.00	0.00
Water Production Supervisor	1.00	0.00	0.00	0.00
Water Maintenance Supervisor	1.00	0.00	0.00	0.00
Control Operator	5.00	0.00	0.00	0.00
Process Operator	8.00	0.00	0.00	0.00
Plant Maintenance Technician	4.00	0.00	0.00	0.00
<b>Total</b>	<b>21.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Water and Wastewater Lab</b>				
<b>Regular Full Time</b>				
Chemist	2.00	0.00	0.00	0.00
Laboratory Supervisor	1.00	0.00	0.00	0.00
Lab Manager	1.00	0.00	0.00	0.00
Laboratory Technician	2.00	0.00	0.00	0.00
Plant Maintenance Technician	1.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Vehicle Maintenance</b>				
<b>Regular Full Time</b>				
Vehicle Maintenance Sup.	1.00	0.00	0.00	0.00
Vehicle Maint. Program Coord.	1.00	0.00	0.00	0.00
Vehicle Maintenance Supervisor	1.00	0.00	0.00	0.00
Tire Repairer	2.00	0.00	0.00	0.00
Customer Service	1.00	0.00	0.00	0.00
Admin Support	1.00	0.00	0.00	0.00
Mechanic Team Supervisor	3.00	0.00	0.00	0.00
Heavy Equipment Mechanic	2.00	0.00	0.00	0.00
Mechanic	11.00	0.00	0.00	0.00
Clerk	3.00	0.00	0.00	0.00
<b>Total</b>	<b>26.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Field Operations</b>				
<b>Regular Full Time</b>				
Field Operations Manager	0.00	1.00	1.00	1.00
Assistant Operations Manager	0.00	1.00	1.00	1.00
Vehicle Maintenance Superintendent	0.00	1.00	1.00	1.00
Assistant Fleet Manager	0.00	1.00	1.00	1.00
Vehicle Maintenance Supervisor	0.00	1.00	1.00	1.00
Tire Repairer	0.00	2.00	2.00	2.00
Heavy Equipment Mechanic	0.00	2.00	2.00	0.00
Heavy Equipment Operator	0.00	4.00	4.00	5.00
Mechanic (I, II & III)	0.00	11.00	11.00	13.00
Fleet Coordinator	0.00	1.00	1.00	1.00
Street Maintenance Superintendent	0.00	1.00	1.00	1.00
Street Maintenance Supervisor	0.00	1.00	1.00	2.00
Senior Storekeeper	0.00	1.00	1.00	1.00
Vehicle Maintenance Attendant	0.00	1.00	1.00	1.00
Construction Team Supervisor	0.00	1.00	1.00	1.00
Construction Supervisor	0.00	1.00	1.00	2.00
Construction Program Manager	0.00	0.00	0.00	1.00
Street Maintenance Team Supervisor	0.00	5.00	5.00	5.00
Team Supervisor	0.00	4.00	4.00	8.00
Mechanic Team Supervisor	0.00	3.00	3.00	3.00
Street Maintenance Worker (I, II, & Sr)	0.00	27.00	27.00	25.00
Sweeper Operator Team Leader	0.00	3.00	3.00	0.00
Sweeper Operator	0.00	1.00	1.00	3.00
Meter Services Manager	0.00	1.00	1.00	0.00
Meter Reader Technician	0.00	2.00	2.00	2.00
Utility Maint Worker (I, II, & Sr)	0.00	24.00	26.00	21.00
Maintenance Worker I	0.00	0.00	0.00	2.00
Leak Detection Maintenance Worker	0.00	0.00	1.00	0.00
Utility Maint Superintendent	0.00	1.00	1.00	1.00
Water District Program Manager	0.00	1.00	1.00	1.00
Plant Maintenance Tech. (I & II)	0.00	1.00	1.00	2.00
Multi-Disciplinary Inspector (I & II)	0.00	3.00	3.00	1.00
Infrastructure Inspector	0.00	0.00	0.00	1.00
Wastewater Collection Program Mgr.	0.00	1.00	1.00	1.00
Customer Service Rep (III & IV)	0.00	3.00	3.00	3.00
Admin Support III	0.00	1.00	1.00	1.00
<b>Total</b>	<b>0.00</b>	<b>112.00</b>	<b>115.00</b>	<b>115.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Strategic Management</b>				
<b>Regular Full Time</b>				
Environmental Program Coord	0.00	1.00	1.00	0.00
Strategy Manager	0.00	1.00	0.00	0.00
Asset Manager	0.00	1.00	1.00	1.00
Customer Outreach Coord	0.00	1.00	1.00	1.00
GIS Analyst	0.00	3.00	3.00	4.00
GIS Tech	0.00	0.00	0.00	1.00
Lead Systems Analyst	0.00	1.00	1.00	1.00
Technology Integrator	0.00	1.00	1.00	1.00
Civil Engineer-GIS Technician	0.00	1.00	1.00	0.00
Maintenance Analyst	0.00	1.00	1.00	1.00
Management Analyst	0.00	0.00	0.00	1.00
Admin Support (II & IV)	0.00	2.00	2.00	1.00
Asset and Financial Lead	0.00	1.00	1.00	0.00
HR Coordinator	0.00	0.00	0.00	1.00
Project Finance Coordinator	0.00	1.00	0.00	0.00
Analyst I	0.00	1.00	1.00	1.00
<b>Total</b>	<b>0.00</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Environmental Services</b>				
<b>Regular Full Time</b>				
Environmental Services Manager	0.00	1.00	1.00	1.00
Process Engineer	0.00	1.00	1.00	2.00
Water Production Superintendent	0.00	1.00	1.00	0.00
Water Production Supervisor	0.00	1.00	1.00	2.00
Control Operator	0.00	6.00	6.00	9.00
Process Operator (I & II)	0.00	13.00	14.00	12.00
Plant Maint Tech (I, II, & III)	0.00	7.00	9.00	9.00
Process Instrumentation Tech (I & II)	0.00	2.00	2.00	3.00
Plant Maintenance Superintendent	0.00	1.00	1.00	1.00
Water/Wastewater Plant Superintendent	0.00	1.00	1.00	1.00
Pre-Treatment Coordinator	0.00	1.00	1.00	0.00
Laboratory Manager	0.00	1.00	1.00	1.00
Senior Laboratory Technician	0.00	1.00	1.00	1.00
Lab Supervisor	0.00	1.00	1.00	1.00
Laboratory Technician	0.00	1.00	1.00	1.00
Chemist	0.00	2.00	2.00	2.00
Wastewater Treatment Supervisor	0.00	1.00	1.00	2.00
Heavy Equipment Operator	0.00	1.00	1.00	1.00
Maintenance Technician I	0.00	1.00	1.00	0.00
<b>Total</b>	<b>0.00</b>	<b>44.00</b>	<b>47.00</b>	<b>49.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Infrastructure Management</b>				
<b>Regular Full Time</b>				
Infrastructure Manager/City Engineer	0.00	1.00	1.00	1.00
Project Coordinator	0.00	4.00	4.00	2.00
Project Finance Coordinator	0.00	0.00	1.00	1.00
Multi-Disciplinary Inspector (I & II)	0.00	9.00	9.00	8.00
Water Quality Program Coordinator	0.00	0.00	0.00	1.00
Project Inspection Supervisor	0.00	1.00	1.00	1.00
Mobility Manger	0.00	1.00	1.00	0.00
Transportation Manager	0.00	1.00	1.00	1.00
Senior Traffic Engineer	0.00	0.00	0.00	1.00
Traffic Control Specialist	0.00	4.00	4.00	5.00
Street Light Specialist	0.00	2.00	2.00	3.00
Signal Operations Supervisor (CEII)	0.00	1.00	1.00	0.00
Traffic Operations Manager	0.00	0.00	0.00	1.00
Signs & Markings Supervisor	0.00	1.00	1.00	0.00
Traffic Control Supervisor	0.00	0.00	0.00	1.00
Admin Support III	0.00	1.00	1.00	1.00
Engineering Technician (I, II, & III)	0.00	6.00	6.00	4.00
Development Review Coordinator	0.00	0.00	0.00	1.00
Senior Transportation Planner	0.00	1.00	1.00	1.00
Traffic Operations Supervisor	0.00	1.00	1.00	0.00
Traffic Signal Supervisor	0.00	1.00	1.00	1.00
Traffic Signal Specialist	0.00	3.00	3.00	3.00
Traffic Signal Technician II	0.00	1.00	1.00	0.00
Traffic Signal Timing Technician	0.00	0.00	0.00	1.00
Traffic Operations Technician	0.00	1.00	1.00	1.00
Line Locate Technician	0.00	3.00	3.00	3.00
Streetlight Supervisor	0.00	1.00	1.00	1.00
Maintenance Worker I	0.00	0.00	0.00	2.00
Maintenance Worker II	0.00	1.00	1.00	0.00
Civil Engineer (II, III & IV)	0.00	4.00	4.00	5.00
Street Maint Worker I	0.00	3.00	3.00	0.00
Watershed Maintenance Worker	0.00	0.00	0.00	3.00
Capital Projects Manager	0.00	1.00	1.00	1.00
Heavy Equipment Operator	0.00	1.00	1.00	1.00
Street Maint Team Supv.	0.00	1.00	1.00	0.00
Watershed Team Supervisor	0.00	0.00	0.00	1.00
Senior Street Maint Worker	0.00	1.00	1.00	0.00
Senior Watershed Maintenance Worker	0.00	0.00	0.00	1.00
Watershed Manager	0.00	1.00	1.00	1.00
Environmental Program Coordinator	0.00	0.00	0.00	1.00
Development Review Manager	0.00	0.00	0.00	1.00
Sr. Project Manager	0.00	0.00	0.00	1.00
Project Manager	0.00	0.00	1.00	0.00
<b>Total</b>	<b>0.00</b>	<b>57.00</b>	<b>59.00</b>	<b>61.00</b>



	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>Infrastructure Management (continued)</b>				
<b>Regular Part Time</b>				
Engineering Technician	0.00	0.50	0.50	0.00
<b>Total</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>Regular Full Time</b>	<b>296.00</b>	<b>299.00</b>	<b>306.00</b>	<b>311.00</b>
<b>Regular Part Time</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>GRAND TOTAL</b>	<b>296.50</b>	<b>299.50</b>	<b>306.50</b>	<b>311.00</b>

### Resource Management

#### Administration

##### Regular Full Time

Resource Management Director	1.00	1.00	1.00	1.00
Admin Support	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	0.00	0.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

#### Accounting

##### Regular Full Time

Accounting Manager	1.00	1.00	0.00	0.00
Assistant Director of Finance Services	0.00	0.00	1.00	1.00
Accountant	2.00	2.00	3.00	1.00
Sr. Accountant	0.00	0.00	0.00	2.00
Payroll Coordinator	1.00	1.00	1.00	1.00
Sr. Accounting Clerk	0.00	0.00	0.00	1.00
Accounting Technician	2.00	2.00	1.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

#### Budget

##### Regular Full Time

Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	2.00	2.00	2.00	2.00
Benefit District Coordinator	1.00	1.00	0.00	0.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>

#### Strategic Planning

##### Regular Full Time

Asst. Director of Strategic Planning	0.00	0.00	1.00	1.00
Performance Analyst	0.00	0.00	1.00	1.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>

#### Procurement

##### Regular Full Time

Procurement Manager	1.00	1.00	1.00	1.00
Buyer	0.00	0.00	0.00	1.00
Lead Procurement Specialist	0.00	0.00	0.00	1.00
Procurement Specialist	3.00	3.00	3.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

	Authorized 2011	Authorized 2012	Authorized 2013	Adopted 2014
<b>City Clerk Administration</b>				
<b>Regular Full Time</b>				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	0.00	1.00	1.00	1.00
False Alarm Coordinator	1.00	1.00	1.00	1.00
Admin Support	2.00	1.00	1.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Human Resources Administration</b>				
<b>Regular Full Time</b>				
Assistant Director	1.00	1.00	1.00	1.00
Employee Relations Coordinator	1.00	1.00	0.00	0.00
HR Coordinator-Business Partner	0.00	0.00	3.00	1.00
HR Compliance Manager	0.00	0.00	0.00	1.00
Human Resources Technician	1.00	1.00	0.00	0.00
Employment Coordinator	1.00	1.00	0.00	0.00
HR Manager	1.00	1.00	1.00	1.00
HR Analyst (HRIS)	0.00	0.00	1.00	1.00
Development Coordinator	1.00	1.00	0.00	0.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>
<b>Employee Development</b>				
<b>Regular Full Time</b>				
Learning and Development Specialist	0.00	0.00	0.00	1.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Risk Management</b>				
<b>Regular Full Time</b>				
Health & Wellness Coordinator	1.00	1.00	0.00	0.00
HR Coordinator - Benefits	0.00	0.00	1.00	1.00
HR Coordinator - Safety and Wellness	0.00	0.00	1.00	1.00
Loss Control Coordinator	1.00	1.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Regular Part Time</b>				
Admin Support II	0.00	0.00	0.00	0.50
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>
<b>Regular Full Time</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>
<b>Regular Part Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>
<b>GRAND TOTAL</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.50</b>
<b>Overall Total</b>				
<b>Regular Full Time</b>	<b>813.00</b>	<b>819.00</b>	<b>833.00</b>	<b>860.00</b>
<b>Regular Part Time</b>	<b>7.50</b>	<b>7.50</b>	<b>5.25</b>	<b>4.75</b>
<b>Grand Total</b>	<b>820.50</b>	<b>826.50</b>	<b>838.25</b>	<b>864.75</b>

## Appendix F - Budget-In-Brief

To view the 2014 Budget-In-Brief, please visit the [online presentation](#). The image below is a sample slide from the presentation.

### Sales Tax

- Largest source of revenue in the General Fund
- Levied by the City on the retail price of tangible goods, paid by both Olathe residents and non-residents
- In specifically established districts, the city may collect higher sales tax rate.
  - Transportation Development Districts (TDDs)
  - Community Improvement Districts (CIDs)

