



CITY COUNCIL Study Session

July 28, 2025

6:00 PM, Council Chambers - 111 E. Maple Ave.

To view a Council meeting agenda, visit <https://independencemo.portal.civicclerk.com/> and select 'Most Recent Council Agenda'.

PRESENTATIONS

1. Update from IPD on the Issuance of Body Worn Cameras
2. Sewer Rate Updates

INFORMATION ONLY

1. **Please Note:** In accordance with RSMo. 610.021, the City Council may convene in a Closed Executive Session during or after the meeting, on matters of litigation, legal action, and/or attorney client communications, as permitted by Sec. 610.021(1), on matters of personnel, as permitted by Sec. 610.021(3) and personnel records, as permitted by 610.021(13), on matters of contracts, as permitted by 610.021(12), on matters of real estate, as permitted by 610.021(2) and/or matters of labor negotiations, as permitted by 610.021(9).

Independence Police Department

Axon Body-Worn
Camera



In 2023, the Independence Police Department was awarded a grant from the United States Department of Justice, which assisted in the purchase of Axon Body Worn Cameras.

- The “Axon Body 4” is the body-worn camera issued to Independence Police Officers.
- Axon is the leading provider of body-worn camera technology in the United States.



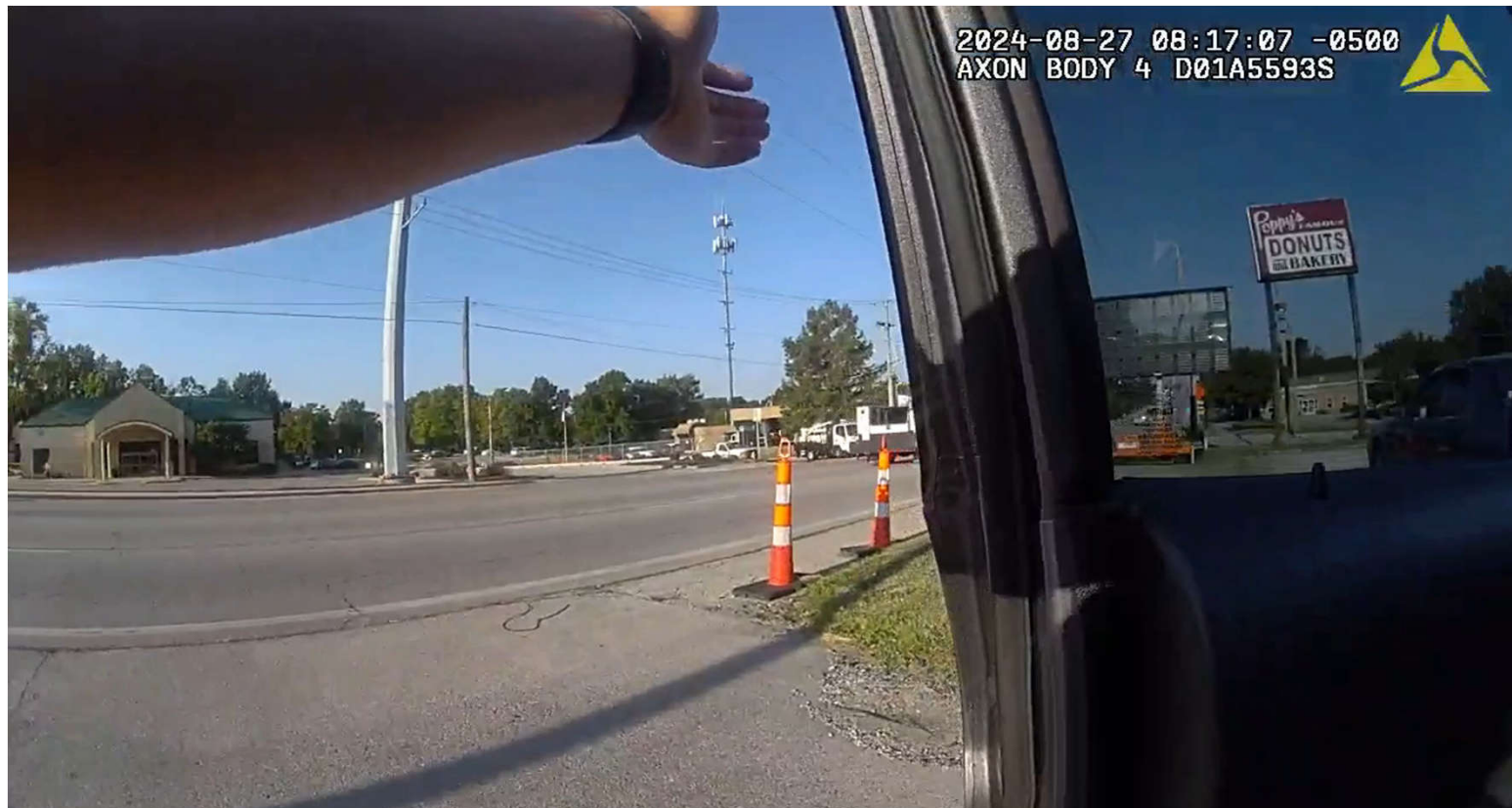
What are body-worn cameras?

- Body-worn cameras are devices that law enforcement officers wear on their uniforms to record video and audio during their interactions with the public.
- The use of a body-worn camera increases transparency and accountability. It helps create a clearer record of interactions between police and the public, which can be beneficial for investigations, legal proceedings, and improving community trust.
- The Axon Body 4 in use by the Independence Police Department records audio and video in high-definition quality. Evidentiary footage is wirelessly uploaded to Axon's cloud-based storage system where it is securely stored.

Use in Policing

- The use of the body-worn camera provides clear, real-time video evidence of incidents, which can be crucial in investigations and court proceedings.
- Recorded footage can be used for training purposes, helping Officers learn from real life scenarios.
- Body-worn cameras improve trust in law enforcement by demonstrating a commitment to accountability and transparency.
- Footage can showcase positive engagements between officers and the community, reinforcing trust and showing that officers are dedicated to serving the public.
- The Axon Body 4 utilizes Axon's "Evidence.com" for efficient and secure storage, retrieval, and management of video footage.
- Independence Police Department policy states that utilization of a body-worn camera will be mandated for Officers working in on-duty and/or off-duty capacity.

Body Camera Technology in Action



Reduction in Citizen Complaints

- Studies have indicated that departments using body-worn cameras often see a decrease in complaints against officers. The presence of a camera can deter aggressive behavior.
- When complaints do arise, body camera footage can be quickly reviewed by an Officer's supervisor or Internal Affairs Officers to assess their validity, allowing for faster resolution and reducing prolonged disputes.

Automatic Activation Features

Axon's smart technology automatically begins recording when the following actions are taken by an Officer:

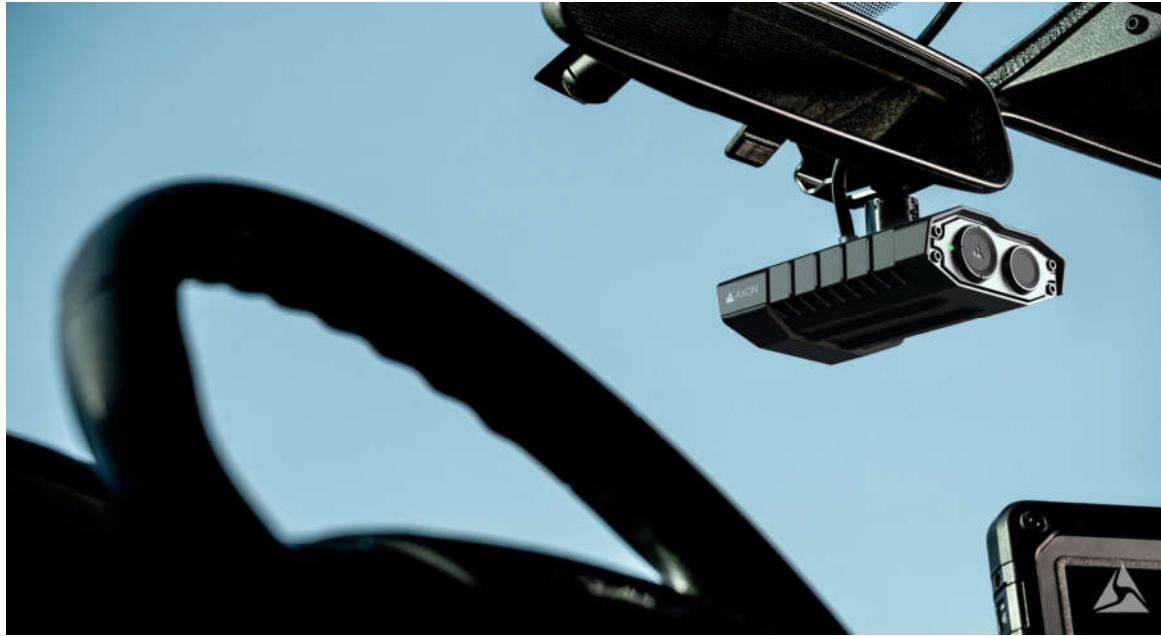
- When an Officer activates their emergency lights, Axon's "Fleet" in-car dash camera and the Officer's body-worn camera will simultaneously begin recording.
- When an Officer deploys their Taser.

This ensures key moments are captured and reduces reliance on Officers to manually activate their cameras during an incident.



- Independence Police Vehicles are equipped with the latest in-car camera technology, capturing high-quality footage for accurate documentation of events.

Axon Fleet 3 in-car camera system



- Axon body-worn cameras and in-car cameras are equipped with a “pre-event buffering” feature. The camera continuously records and overwrites footage, typically in segments of 30 seconds, so that it captures events leading up to an incident without filling up storage. Officers may not remember to manually activate their cameras during rapidly evolving and high stress situations. Pre-event buffering assists with ensuring that key moments during the incident are not missed.

Pre-Event Buffering

Evidence Management

- Evidence.com is a cloud-based digital evidence management system developed by Axon. Officers utilizing Evidence.com can review body-worn camera footage, add evidence to cases, and securely share evidence to Prosecutors and other Law Enforcement agencies.
- The use of Evidence.com streamlines the storage, organization, and retrieval of digital evidence collected from body cameras and other sources. It also assists agencies in managing large volumes of data efficiently, while ensuring compliance with legal standards. All uploaded footage is encrypted to protect sensitive information.
- Captured footage will wirelessly begin uploading to Evidence.com once the Officer enters their patrol vehicle or places their camera on an Axon Docking Station.

Privacy Considerations

- Body-worn cameras may capture footage of individuals in sensitive situations or traumatic events. This footage may be subject to public records requests or court proceedings.
- To protect the privacy of these individuals, audio and video redactions will be made in compliance with Missouri law.
- Examples of footage that will be redacted includes juvenile subjects, names and addresses, phone numbers, social security numbers, and incidents that are graphic in nature.



In Summary

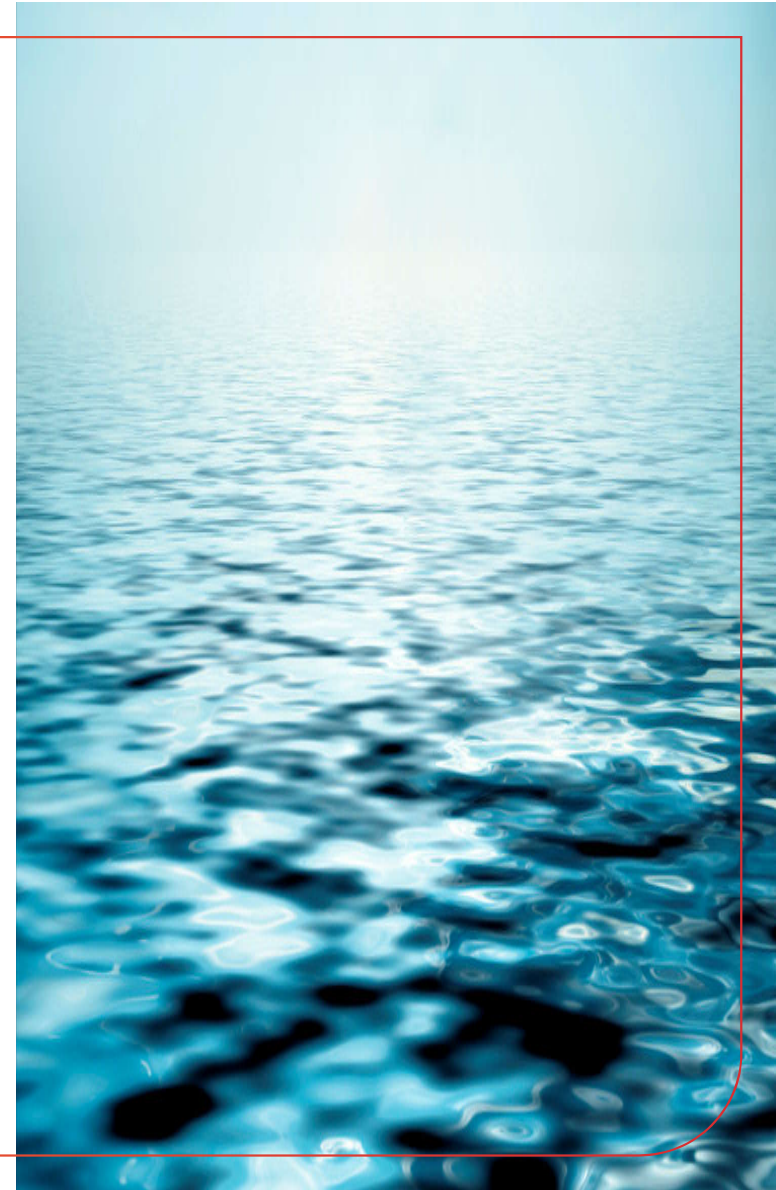
- Technological advancements can foster a safer environment for both law enforcement and the community by promoting efficiency, transparency, and enhanced communication. As technology continues to evolve, ongoing collaboration between police and the public will be essential to maximize its benefits while addressing potential challenges.

Sewer Rate Study Briefing



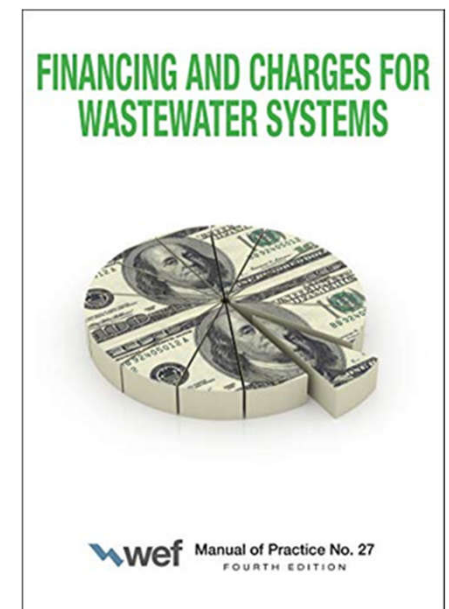
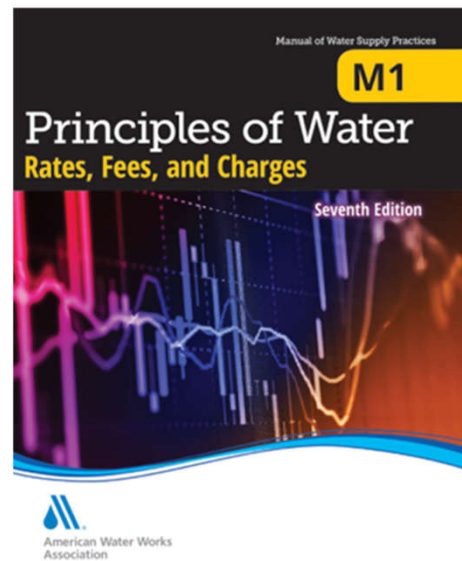
City of Independence, MO

7/10/2025



Agenda

- Industry trends & background
- Rate study process & findings
- Questions / Answers



Industry Trends & Background

National Trends in Household Sewer Costs

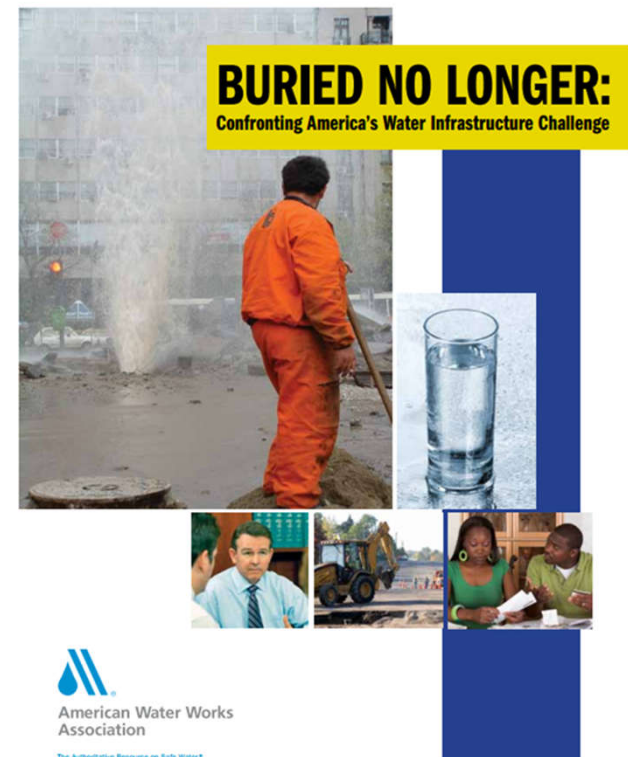


Survey or Publication	Period	Historical Increase per Year
Water and Sewer Index, BLS	2000 - 2023	4.7%
NACWA Cost of Clean Water	1986-2023	4.6%
AWWA Rate Survey - Sewer	1996 - 2018	5.6%
CPI-U - General Inflation	2000 - 2023	2.5%

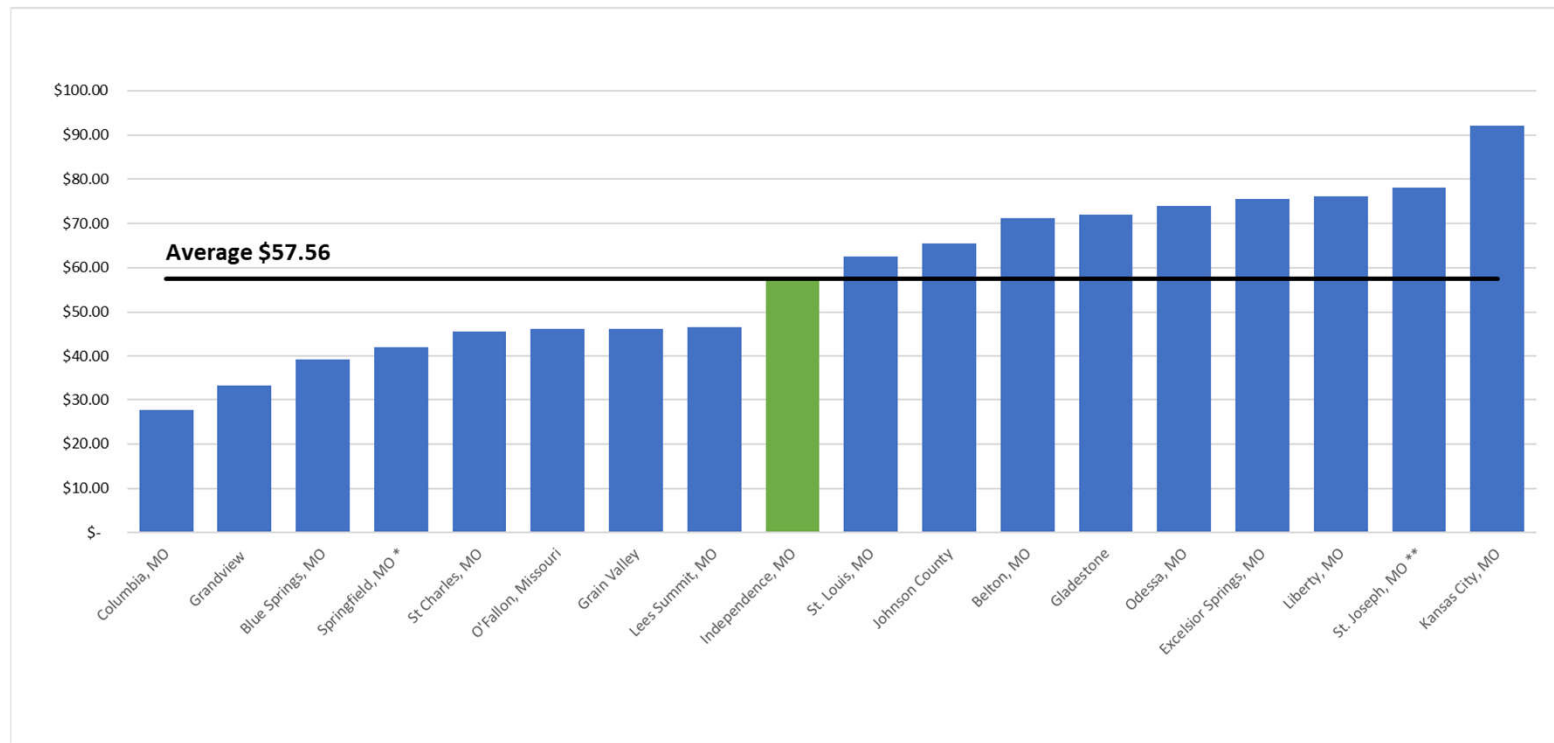
- Since 2000, household water and sewer costs have increased nearly 2x household inflation

Common Factors Contributing to Utility Rate Increases

- General trend in lower use per account can pressure variable revenue streams
- Inflation on operating and capital/construction costs
- More stringent water quality regulations
- Aging infrastructure requires renewal and replacement

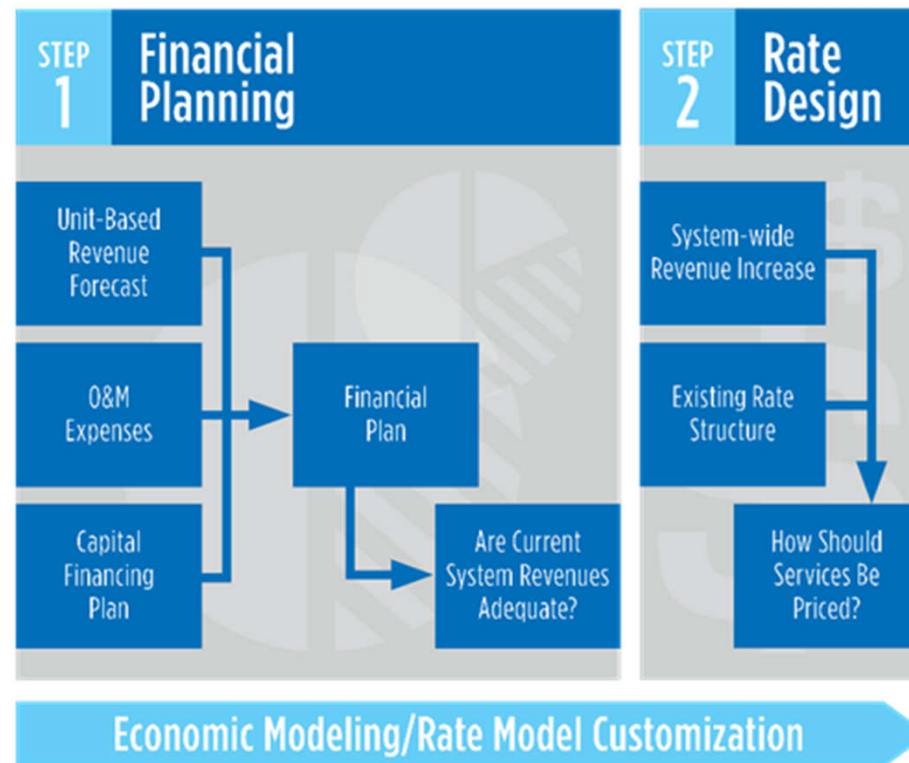


Regional Residential Bill Comparison (6 CCF/month)



Study Process & Findings

Rate Study Process



Financial Planning Guiding Principles

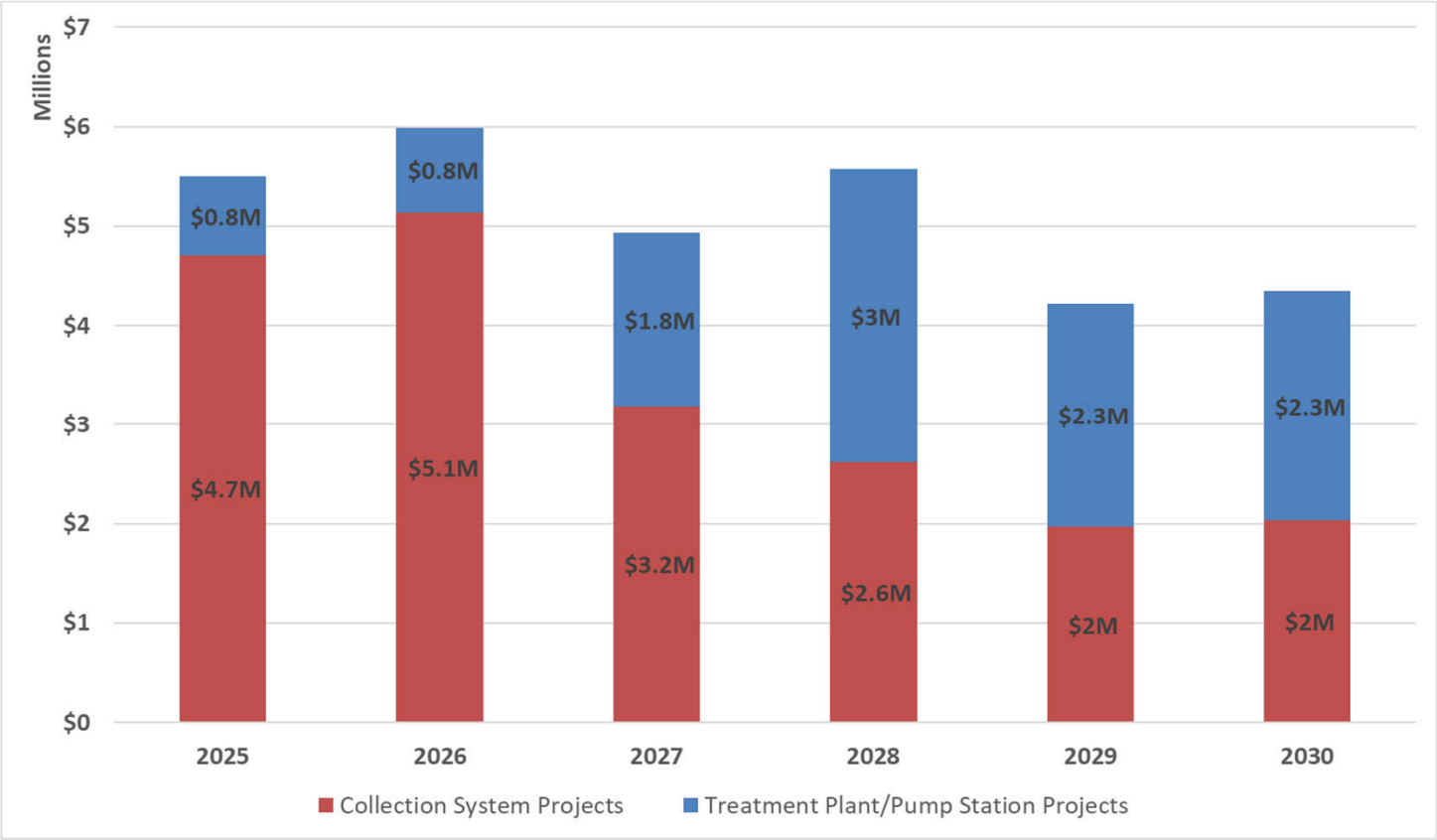
- Mitigate rate shock through levelized increases
- Achieve target cash reserve policy by end of the forecast period
- Cash fund capital improvements
- Used scenario analysis to evaluate outcomes



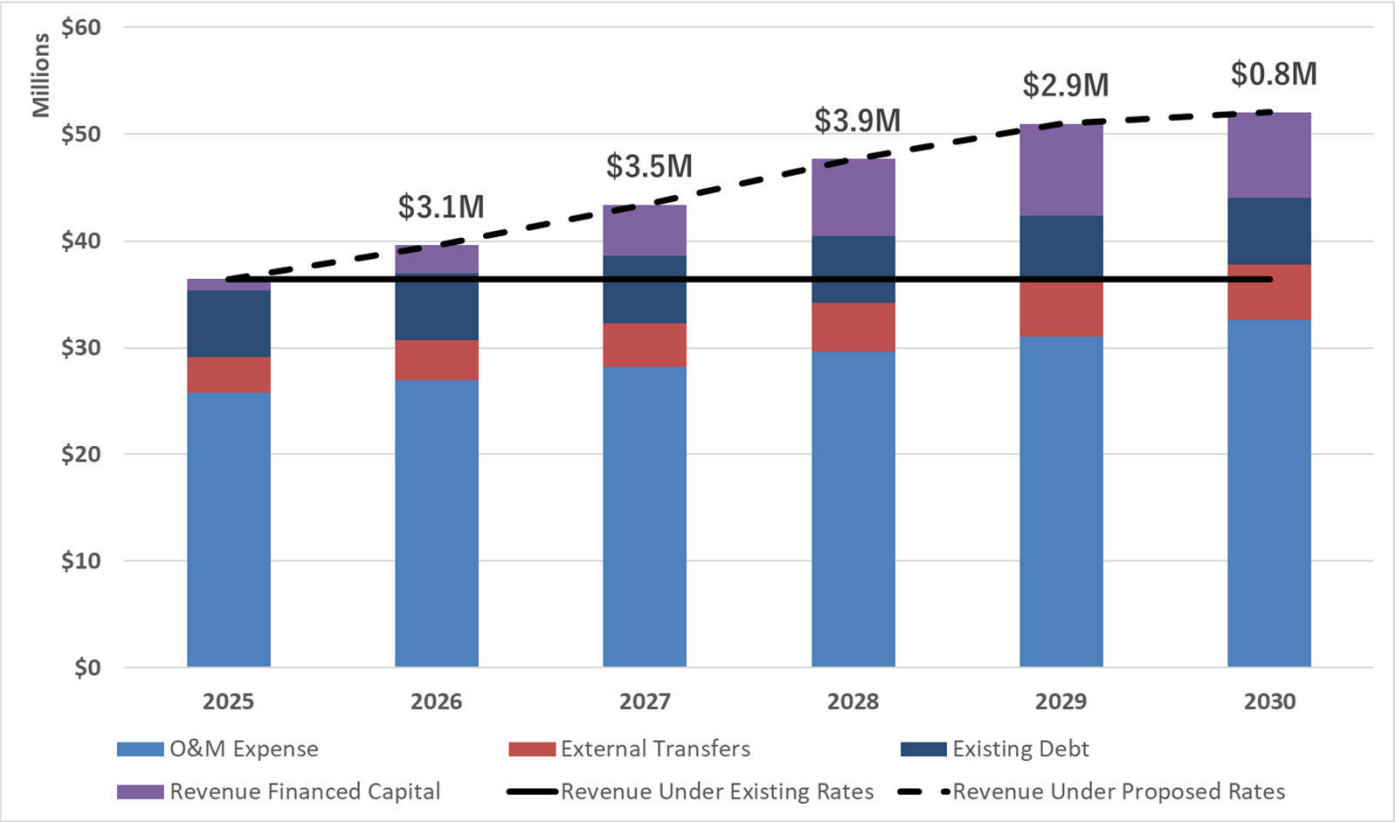
Key Financial Planning Assumptions

- 
- Stable customer and usage characteristics
 - Operating cost inflation of ~ 5% per year
 - Inflated sewer capital projects estimated to cost \$25M (2026 through 2030)

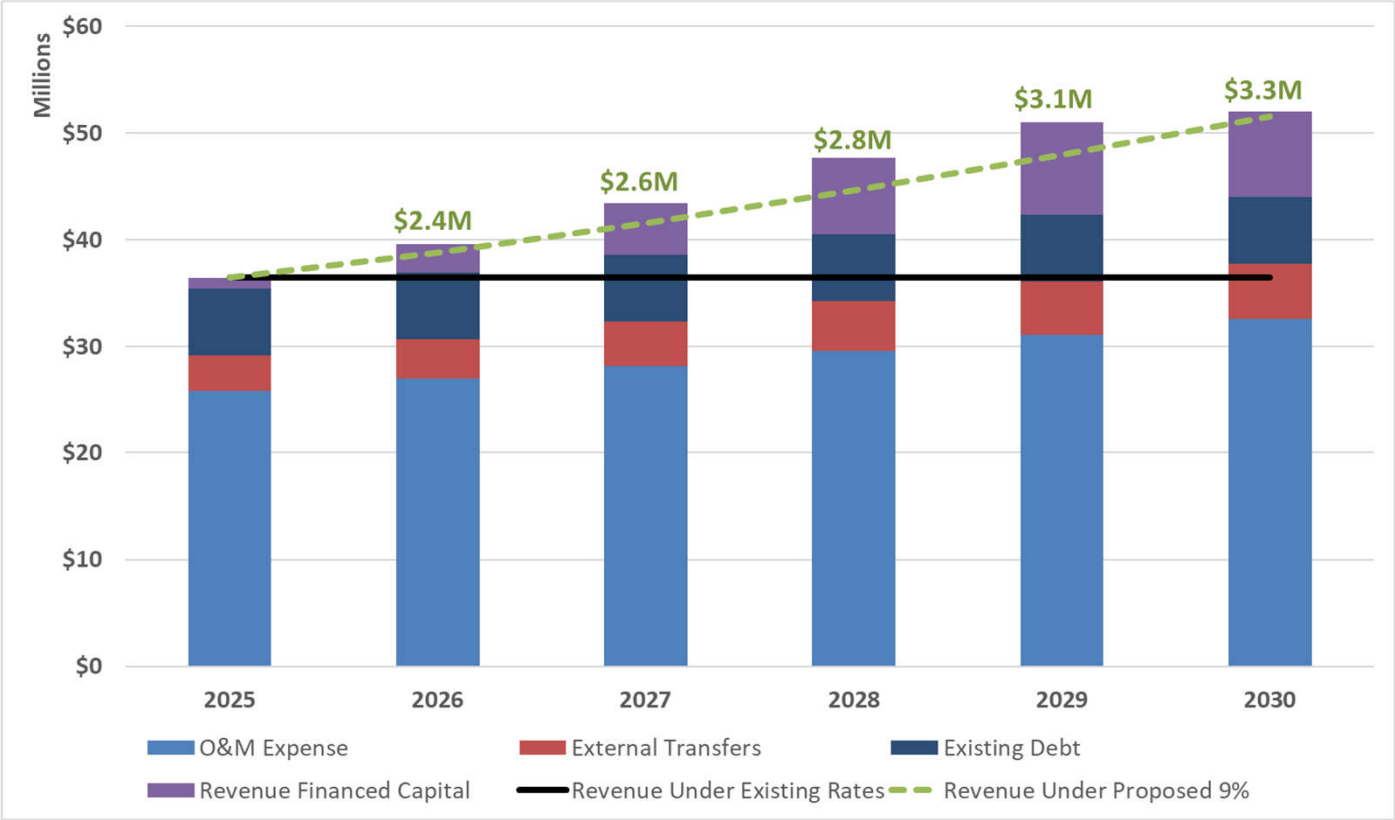
Capital Improvement Plan



Summary of Proposed Sewer Financial Plan (Option 1)



Summary of Proposed Sewer Financial Plan (Option 2)

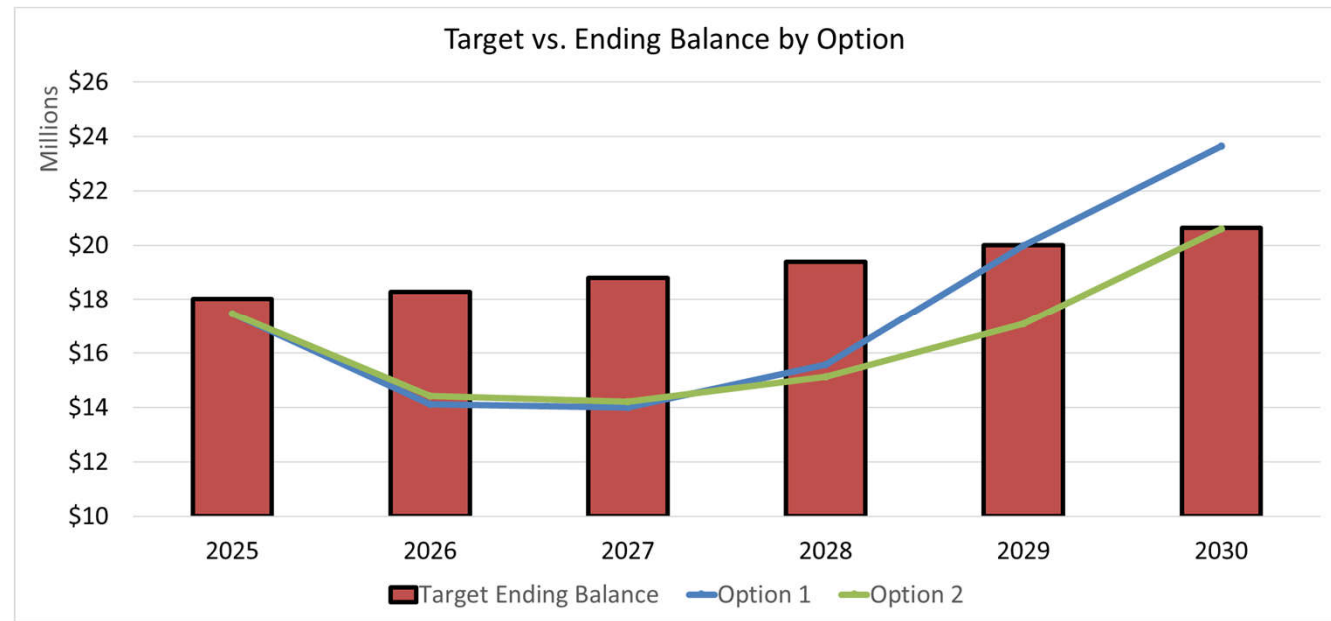


Year	CIP Reduction (\$M)
2025	\$0.00
2026	-\$1.00
2027	-\$1.50
2028	-\$2.00
2029	-\$0.30
2030	-\$0.30
Total	-\$5.10

Comparison of Options



	Option 1	Option 2
Revenue Increases		
2026	\$3.1M	\$2.4M
2027	\$3.5M	\$2.6M
2028	\$3.9M	\$2.8M
2029	\$2.9M	\$3.1M
2030	\$0.8M	\$3.3M
Target Cash Balance Achieved		
Year	2029	2030
CIP Funded		
Dollars (Millions)	\$25.1	\$20.0
Percentage	100%	80%



Option 1: Existing and Proposed Sewer Rates (Inside City)

Line No.	Description	Existing		Proposed				
		2025	2026	2027	2028	2029	2030	
	INSIDE CITY							
	Service Charge							
1	Residential	\$ 18.00	\$ 20.16	\$ 22.58	\$ 25.29	\$ 27.31	\$ 27.86	
	Non-SIC C&I							
2	5/8"-3/4"	\$ 18.00	\$ 20.16	\$ 22.58	\$ 25.29	\$ 27.31	\$ 27.86	
3	1"	\$ 22.86	\$ 25.60	\$ 28.67	\$ 32.11	\$ 34.68	\$ 35.37	
4	1 1/2" - 3"	\$ 49.32	\$ 55.24	\$ 61.87	\$ 69.29	\$ 74.83	\$ 76.33	
5	4"-6"	\$ 208.08	\$ 233.05	\$ 261.02	\$ 292.34	\$ 315.73	\$ 322.04	
	SIC C&I							
6	5/8"-1'	\$ 84.96	\$ 95.16	\$ 106.58	\$ 119.37	\$ 128.92	\$ 131.50	
7	1 1/2" - 3"	\$ 111.42	\$ 124.79	\$ 139.76	\$ 156.53	\$ 169.05	\$ 172.43	
8	4"-6"	\$ 270.00	\$ 302.40	\$ 338.69	\$ 379.33	\$ 409.68	\$ 417.87	
9	Volume Charge - \$/1,000 gal	\$ 4.53	\$ 5.09	\$ 5.70	\$ 6.39	\$ 6.90	\$ 7.04	
10	BOD Surcharge - \$/lb	\$ 0.87	\$ 0.98	\$ 1.10	\$ 1.23	\$ 1.33	\$ 1.36	
11	COD Surcharge - \$/lb	\$ 0.35	\$ 0.39	\$ 0.44	\$ 0.49	\$ 0.53	\$ 0.54	
12	SS Surcharge - \$/lb	\$ 0.31	\$ 0.35	\$ 0.39	\$ 0.44	\$ 0.48	\$ 0.49	
13	Regulatory Compliance	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	

Option 1: Residential Bill Impact (3/4" Meter)



Line No.	Billable Flow CCF	Existing 2025	2026	2027	2028	2029	2030
Proposed Monthly Bill							
1	2.0	\$ 39.07	\$ 42.34	\$ 45.98	\$ 50.07	\$ 53.11	\$ 53.94
2	4.0	\$ 48.14	\$ 52.52	\$ 57.38	\$ 62.85	\$ 66.91	\$ 68.02
3	6.0	\$ 57.21	\$ 62.70	\$ 68.78	\$ 75.63	\$ 80.71	\$ 82.10
4	8.0	\$ 66.28	\$ 72.88	\$ 80.18	\$ 88.41	\$ 94.51	\$ 96.18
Change in Monthly Bill (\$)							
5	2.0		\$ 3.27	\$ 3.64	\$ 4.09	\$ 3.04	\$ 0.83
6	4.0		\$ 4.38	\$ 4.86	\$ 5.47	\$ 4.06	\$ 1.11
7	6.0		\$ 5.49	\$ 6.08	\$ 6.85	\$ 5.08	\$ 1.39
8	8.0		\$ 6.60	\$ 7.30	\$ 8.23	\$ 6.10	\$ 1.67

Option 2: Existing and Proposed Sewer Rates (Inside City)

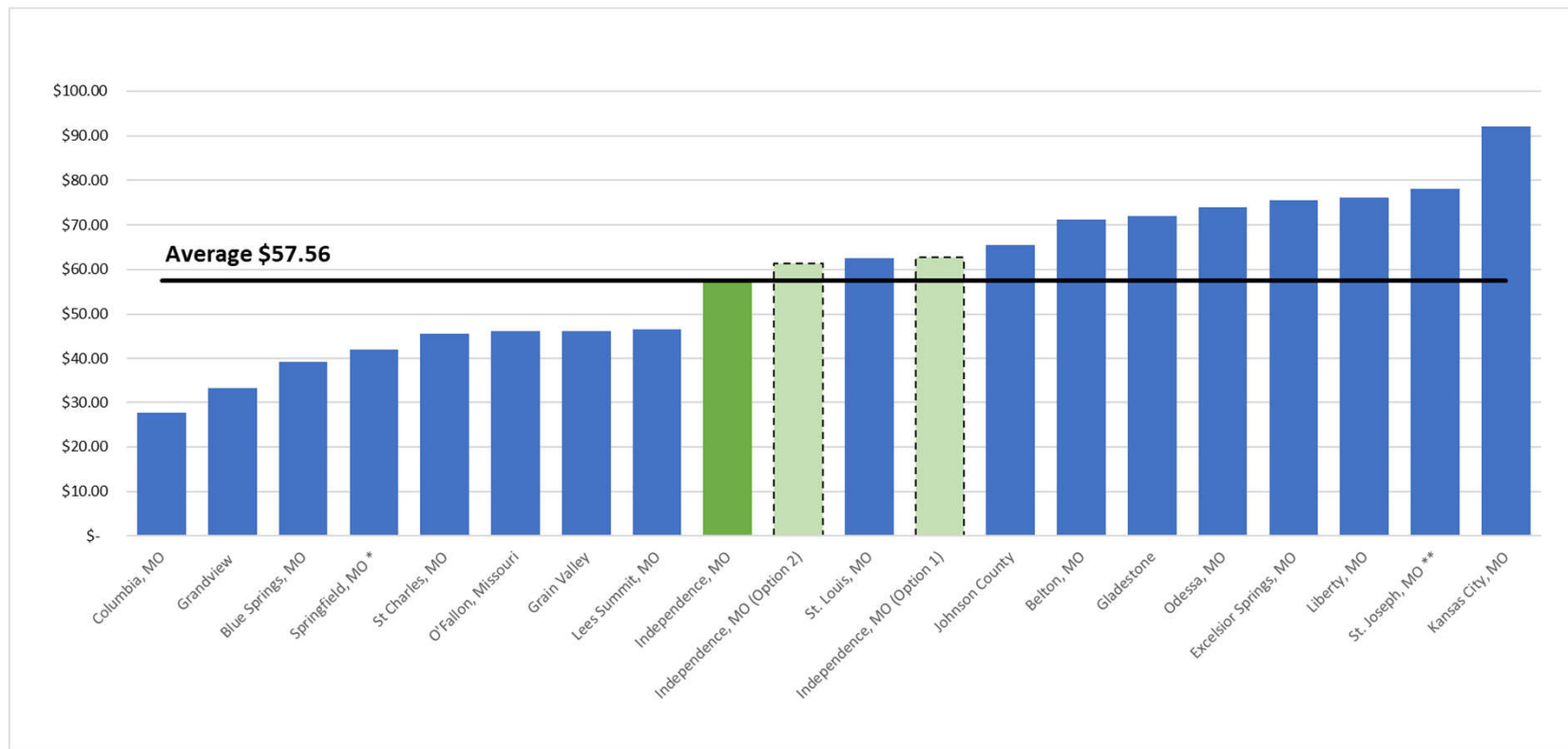
Line No.	Description	Existing	Proposed				
		2025	2026	2027	2028	2029	2030
	INSIDE CITY						
	Service Charge						
1	Residential	\$ 18.00	\$ 19.62	\$ 21.39	\$ 23.32	\$ 25.42	\$ 27.71
	Non-SIC C&I						
2	5/8" - 3/4"	\$ 18.00	\$ 19.62	\$ 21.39	\$ 23.32	\$ 25.42	\$ 27.71
3	1"	\$ 22.86	\$ 24.92	\$ 27.16	\$ 29.60	\$ 32.26	\$ 35.16
4	1 1/2" - 3"	\$ 49.32	\$ 53.76	\$ 58.60	\$ 63.87	\$ 69.62	\$ 75.89
5	4" - 6"	\$ 208.08	\$ 226.81	\$ 247.22	\$ 269.47	\$ 293.72	\$ 320.15
	SIC C&I						
6	5/8" - 1'	\$ 84.96	\$ 92.61	\$ 100.94	\$ 110.02	\$ 119.92	\$ 130.71
7	1 1/2" - 3"	\$ 111.42	\$ 121.45	\$ 132.38	\$ 144.29	\$ 157.28	\$ 171.44
8	4" - 6"	\$ 270.00	\$ 294.30	\$ 320.79	\$ 349.66	\$ 381.13	\$ 415.43
9	Volume Charge - \$/1,000 gal	\$ 4.53	\$ 4.95	\$ 5.40	\$ 5.90	\$ 6.43	\$ 7.01
10	BOD Surcharge - \$/lb	\$ 0.87	\$ 0.95	\$ 1.04	\$ 1.13	\$ 1.23	\$ 1.34
11	COD Surcharge - \$/lb	\$ 0.35	\$ 0.38	\$ 0.41	\$ 0.45	\$ 0.49	\$ 0.53
12	SS Surcharge - \$/lb	\$ 0.31	\$ 0.34	\$ 0.37	\$ 0.40	\$ 0.44	\$ 0.48
13	Regulatory Compliance	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00

Option 2: Residential Bill Impact (3/4" Meter)



Line No.	Billable Flow CCF	Existing 2025	2026	2027	2028	2029	2030
Proposed Monthly Bill							
1	2.0	\$ 39.07	\$ 41.52	\$ 44.19	\$ 47.12	\$ 50.28	\$ 53.73
2	4.0	\$ 48.14	\$ 51.42	\$ 54.99	\$ 58.92	\$ 63.14	\$ 67.75
3	6.0	\$ 57.21	\$ 61.32	\$ 65.79	\$ 70.72	\$ 76.00	\$ 81.77
4	8.0	\$ 66.28	\$ 71.22	\$ 76.59	\$ 82.52	\$ 88.86	\$ 95.79
Change in Monthly Bill (\$)							
5	2.0		\$ 2.45	\$ 2.67	\$ 2.93	\$ 3.16	\$ 3.45
6	4.0		\$ 3.28	\$ 3.57	\$ 3.93	\$ 4.22	\$ 4.61
7	6.0		\$ 4.11	\$ 4.47	\$ 4.93	\$ 5.28	\$ 5.77
8	8.0		\$ 4.94	\$ 5.37	\$ 5.93	\$ 6.34	\$ 6.93

Regional Residential Bill Comparison (6 CCF/month)



Summary

- Revenue increases are necessary for the utility to:
 - Achieve target ending cash balance
 - Cash finance needed capital improvements
- Options for how to achieve key targets
- Propose adoption of Option 1
 - Fully funds CIP
 - Brings utility into compliance with ending target sooner
 - Creates more financial resiliency for unknown future costs
- Propose a CPI based rate adjustment starting in 2031

Q&A

