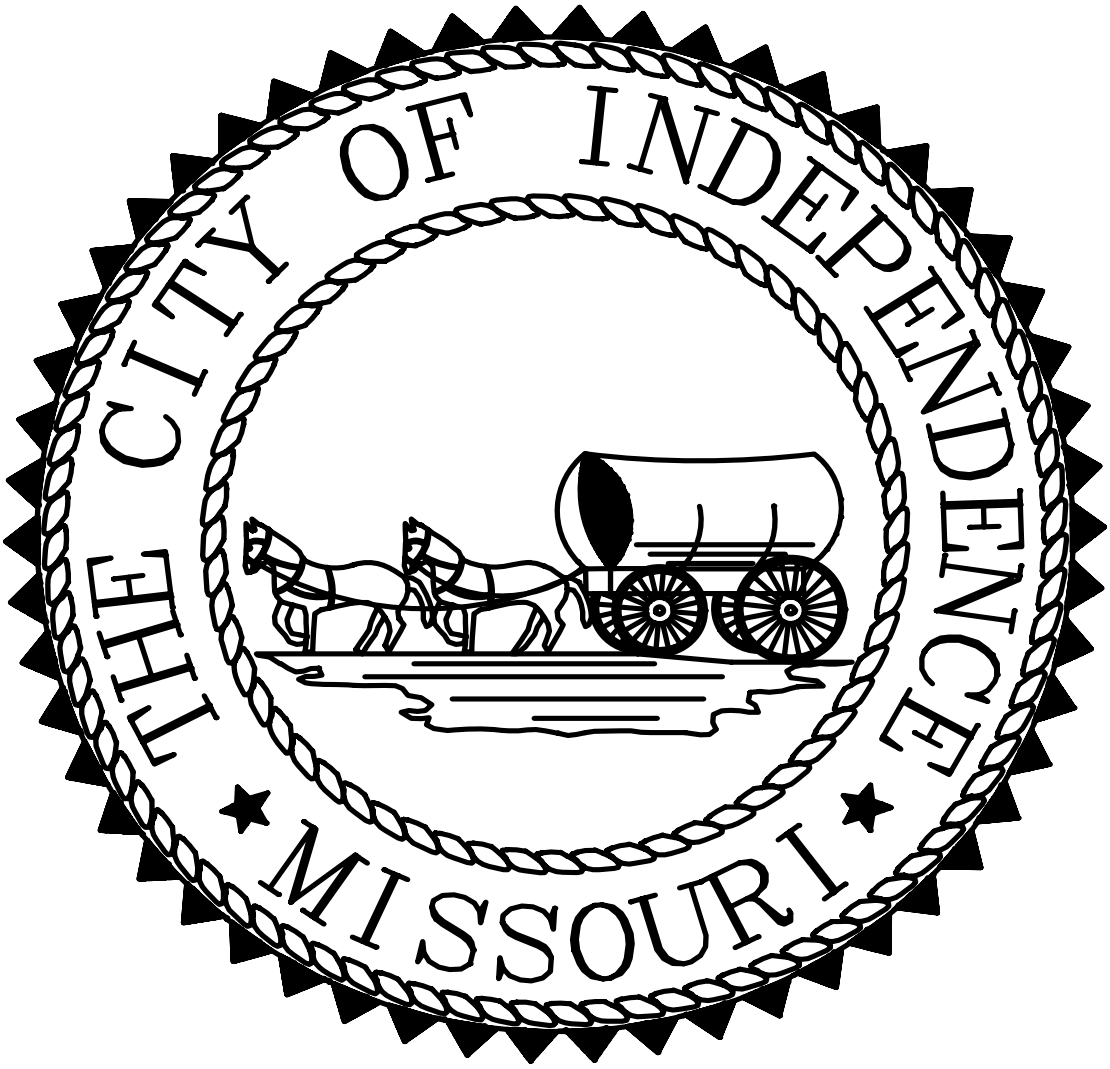


2008-09
Operating Budget

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2008 through June 30, 2009

MAYOR

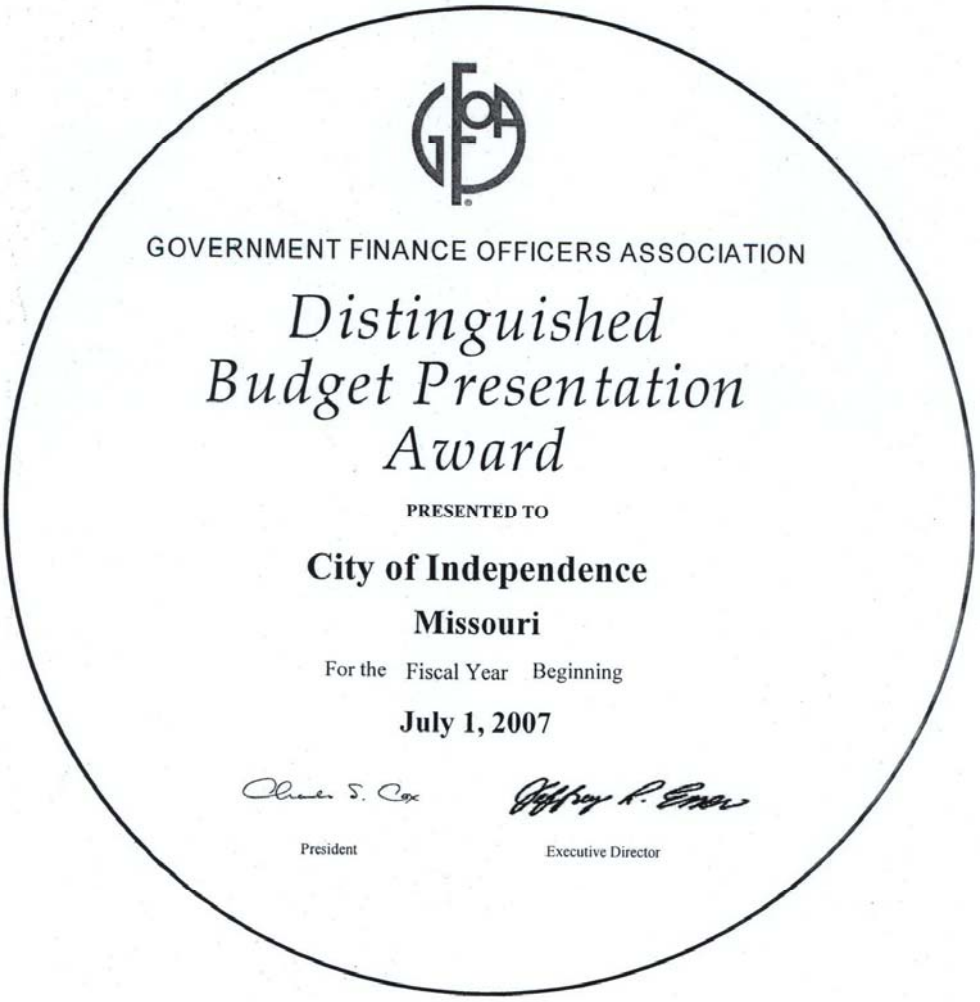
Don B. Reimal

CITY COUNCIL

James (Jim) Schultz	At-Large
Lucille L. Young	At-Large
Marcie I. Gragg	District #1
Willard (Will) C. Swoffer	District #2
Myron Paris	District #3
James D. Page	District #4

CITY MANAGER

Robert E. Heacock



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Independence, Missouri for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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(Operating departments are shown in bold letters)

Guide to Independence's Budget Document

Organization of the Budget Document

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

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

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

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

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

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

Guide to Independence's Budget Document

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

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

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

Structure of the City's Finances

Funds

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

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

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

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

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

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

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

Guide to Independence's Budget Document

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

Parks Improvements Sales Tax Fund - Accounts for the revenues received on the Capital Improvement Sales Tax approved by voters in August, 1998 for parks and recreation improvement purposes and was renewed in August, 2002.

Storm Water Improvements Sales Tax Fund - Accounts for the revenues received from the Storm Water Improvement Sales Tax approved by voters in August, 2000 for storm water improvement purposes.

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

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

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

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

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

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

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

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

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

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

Guide to Independence's Budget Document

Funds

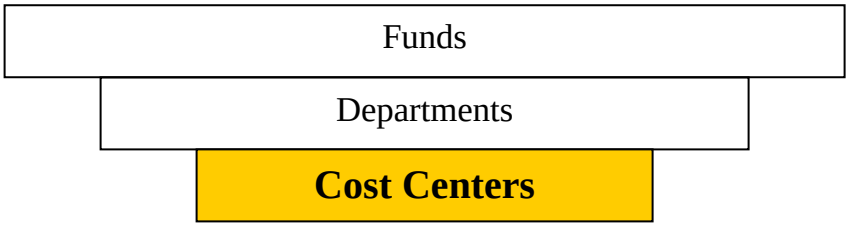
Departments

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

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

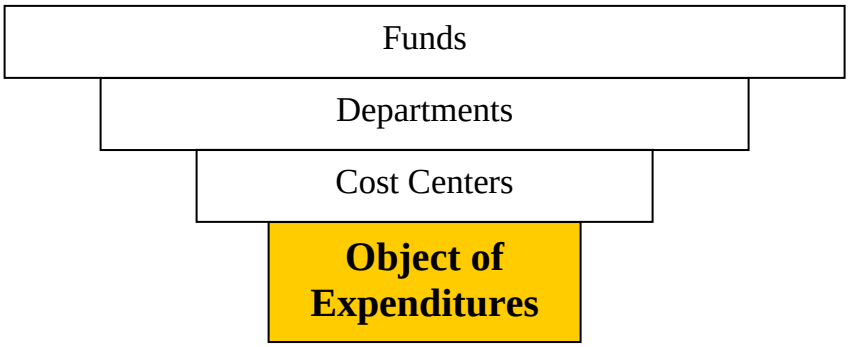
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

Guide to Independence's Budget Document



Cost Centers -

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



Object of Expenditures -

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

Organizational Structure Recap

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

July 1, 2008

Honorable Mayor and Members of the City Council

Introduction

This budget complies with Section 3.3 (5) of the City Charter, which requires that the City Manager advise the City Council of the financial condition and future needs of the City. In accordance with Section 8.2 of the City Charter, I previously submitted a proposed operating budget for the City of Independence for fiscal year July 1, 2008 through June 30, 2009. A public hearing on the budget was conducted on May 27, 2008 and four budget review sessions were conducted by the City Council to review my previously submitted proposed budget. In compliance with the City Charter, the budget is balanced. The presentation of the operating budget for the next fiscal year provides an opportunity to look back on the major accomplishments and successes that the City has achieved during the past year. In keeping with our annual tradition, I want to recognize Mr. Calvin Holst, Budget Manager, for his assistance in preparing this document. Primarily due to Mr. Holst's efforts, the City has now won the GFOA Distinguished Budget Presentation Award for an incredible 22 years in a row. Of the more than 1,100 cities from the United States and Canada that enter the competition, fewer than 350 qualify for the award.

As the City of Independence looks forward to another fiscal year, it is appropriate to highlight some of the successes and accomplishments of this past year:

- The MuniAgenda (electronic preparation and distribution of the Council Meeting agenda) went live for the April 7, 2008, Council Meeting. The agendas and attachments may now be transmitted and read electronically, to avoid printing paper copies.

- Independence drinking water was selected as the 4th best tasting water in the world at the Berkeley Springs International Water Tasting Contest.

- The City received third place in the Digital Cities Award Program. This is the sixth year in a row that the City has placed in the top ten cities in the nation with populations of 75,000 to 124,999.

- The Human Resources Department completed development of the I.D.E.A. Academy and oversaw facilitation of two Academies. The Academy has been recognized for its quality and presented at the 2008 Transforming Local Government national conference.

- In 2007 nearly 1/4 million visitors toured our historic attractions. They were greeted by volunteers who donated 18,593 hours representing $317,437 of in-kind service.

- Off-site prisoner housing costs have decreased for the first time in many years. This is in large part due to a new Detention administrator working with our Municipal Judges as well as exploring alternative locations and options for prisoner housing.

- The Radio Amateur Civil Emergency Service (R.A.C.E.S.) team that supports our Fire Department's emergency operations division was recognized as No. 1 in North America in their class for their ability to communicate and deliver key information during a disaster.

- The City's Childcare Immunization Ordinance and its implementation was honored for Excellence in Public Health. The program was one of 18 nationwide programs, and the only Missouri local public health program, to receive the "Model Practice Award" by the National Association of County and City Health Officials.

- The Neighborhood Code Compliance Program continues to be a success. More than 1 million pounds of trash and brush have been disposed of since the program's inception in November 2005. During 2007 more than 150 residents who were disabled, elderly, or otherwise unable to move their own items received assistance from volunteers and staff who transported their items to the clean-up sites.

- The 11th household hazardous waste collection event collected 71,586 pounds of hazardous products (from 602 households), including 135 mercury thermometers.

- The City's Parks Department opened the new athletic sports complex, located on Salisbury Road, this spring. The department booked a national athletic tournament, The National Ultimate Frisbee Contest, for the new facility.

- Power & Light received the Missouri Water Environment Association's prestigious Silver Award for major compliance with wastewater discharge and reporting requirements at the Blue Valley Power Plant. Silver Award winners must be in compliance with wastewater regulations and must have an industrial wastewater treatment facility or pollution prevention program.

Environmental Awareness

There is much discussion in the nation regarding the need to "go green" – to be conscious of the environmental impact of our actions. Independence is working diligently to reflect environmental sensitivity in our daily operations. Some of our current programs are:

Systems and Customer Service

- Electronic preparation of the Council meeting agendas, utilizing MuniAgenda, has been implemented through the combined efforts of Technology Services and the City Clerk's office.

- Human Resources now utilizes a paperless hiring system, replacing paper forms with electronically filed applications.

- The Water Department has continued to improve its customer service by initiating an electronic bill payment option of "E-checks" and by instituting a new Combined Utility Customer Service Rules & Regulations document.

- Independence Power & Light (IPL) provides customers with an energy audit program and provides extensive information regarding energy conservation and renewable energy applications through the "Energy Depot" on the IPL web site.

- IPL also provides residential customers with rebates for the purchase of energy efficient heat pumps, central air conditioners and electric water heaters.

Recycling

- The City operates two drop-off recycling centers. Last year more than 600 tons of materials were collected and recycled, including cardboard, paperboard, plastic bottles, aluminum cans, and tin cans. The largest component recycled is newspaper. Part of the drop-off depot operation is the collection of lawn mowers, metals, and batteries, which are sold for reuse or the materials value.

- The City uses from 30 to 50 percent recycled asphalt in street paving operations. This encourages reuse and reduces the amount of oil required.

Environment

- In recent years, the Water Pollution Control Department has re-vegetated seven regional detention basins with native plants. These drought-resistant, native plants not only provide an aesthetic amenity but also allow for infiltration of storm water, improved water quality, and restoration of habitats.

- WPC also promotes the use of wire mesh baskets filled with medium-sized rocks (gabion baskets) to hold steep banks which provides a protective armor against destructive storm flow velocities, and also allows for seepage through the rock. This protects water quality and allows for native plantings of trees, bushes, and flowers. Examples of gabion use may be viewed at the Oak Ridge culvert and the 24th & Vermont bank stabilization projects.

- This year's Household Hazardous Waste collection event was held on Saturday, April 5. A total of 535 vehicles (602 households) delivered 71,586 pounds of hazardous products to the event.

- Independence Power & Light has been recognized as a "Tree Line USA" utility for nine consecutive years by the National Arbor Day Foundation. The designation results from the utility's attention to pruning trees away from power lines to protect the power

lines and promote the health of the trees. The utility has provided more than 14,000 replacements for trees removed due to their proximity to overhead lines.

Overview

The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park, street, police, fire and storm water sales taxes), service fees, grants, etc. The total operating and capital budget for the City, including utilities, is $255,059,935 which is an increase of $6,915,239 (2.8%) over the 2007-2008 budget.

The budget enhances services provided to the public, invests resources into the maintenance of infrastructure and provides emphasis for the priorities articulated in the City Council's strategic goals:

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

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

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

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

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $71,082,282 it is 30.7% of the total budget, and pays for most of the city's operations. Areas not financed by the General Fund include the Power and Light Department, the Water

Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be $2,700,132 greater than was budgeted in fiscal year 2007-08. The following table provides a General Fund revenue comparison for the adopted 2007-08 budget to the revised 2007-08 budget and the City Council's adopted 2008-09 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2007-08	Revised Estimate 2007-08	City Council Adopted 2008-09
Property Taxes	7,311,506	7,158,601	7,302,909
Sales Taxes	17,899,210	17,743,817	18,220,497
Utility Franchise Fees	8,152,000	10,101,285	10,397,241
PILOTS	13,852,448	13,804,546	14,326,062
Licenses & Permits	4,582,966	4,439,539	4,324,981
Grants & Shared Revenues	5,712,021	5,399,866	5,476,667
Charges for Services	1,561,951	1,625,786	1,680,498
Fines & Court Costs	4,323,410	4,070,001	4,433,461
Interest Income	377,000	210,500	174,800
Interfund Charges	3,139,780	3,184,954	3,289,000
Other Revenue	416,300	389,492	402,608
Total Revenue	67,328,592	68,128,387	70,028,724

Sales taxes are the largest component of the City's General Fund revenue. Sales tax collections are projected to remain relatively flat, due to the downturn in the economy. The settlement of disputed and protested franchise fee payments by the cellular telephone companies will result in increased revenues.

General Fund Highlights

A. Undesignated Fund Balance. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues (approximately $3.5 million). For fiscal year 2008-2009, the fund balance is projected to be $3,490,152.

B. Public Safety. The budget for the Police Department is $22.4 million. The budget for the Fire Department is $15 million. Approximately 53% of the General Fund is designated for these two departments. In response to recommendations from the Police Department

and reviews by the City Management Analyst, funding is included for restructuring of the department's dispatch function to add seven new call-taker positions and deleting three vacant telecommunicator positions. In response to the recent election regarding the Independence School District, additional funding is included for three new School Resource Officers in the expanded District. Approximately $1.2 million is being budgeted to fund salary increases previously approved for the FOP bargaining unit.

C. Employee Benefits. Funding has been included to pay an expected 4% increase in Coventry health care insurance costs and 1% increase in Stay Well health care costs, effective January 1, 2009. Funding has also been included for a 4% increase in dental insurance premiums, which will also increase January 1.

D. Employee Compensation. In addition to funding increased health insurance costs, this budget includes $438,000 for a pay increase of approximately 3% for non-bargaining unit employees.

E. Technology Updates. Approximately $175,000 is included to fund scheduled replacement of electronic equipment such as file servers, microcomputers and printers.

Completed TIF Projects – Capital Improvements

In keeping with prior City Council policy to use revenues from completed TIF projects to fund improvements in the older areas of the community, the budget includes funding for two projects for Fiscal Year 2008-09:

Project Description	Amount
Independence Square Streetscape	$ 180,000
Streetscape Improvements, south side of Truman Road, between Blue Ridge and Rock Creek	20,000
Fund Total	$ 200,000

Capital Outlay

The 2008-09 budget includes $1,274,129 for capital outlay from the General Fund. This represents an increase of $765,033 from the previous year. This budget includes $215,879 to continue funding existing lease purchase payments for completed building repairs, $80,670 for replacement vehicles in Community Development and the Health Department and $27,000 for Municipal Court security measures. The balance will be used to replace office equipment (computers and printers) throughout City departments. Some equipment is department specific, such as in Technology Services and Community Development, while other equipment will be utilized City-wide. Also included is $100,000 to fund elevator and second floor renovations at the National Frontier Trails Museum.

Storm Water Sales Tax

The budget includes revenues of $4,634,409, a decrease of 4.7% compared to last year, from the ¼ of 1% Storm Water Improvement Sales Tax to fund needed storm water improvements. Collections began January 1, 2001 and will continue through December 31, 2010. The operating and capital budgets include expenditures of $6,057,129 for the 2008-09 fiscal year. The capital budget of $4,276,000 funds several projects including:

Project Description	Amount
Sheley & Crysler Drainage Construction	$ 500,000
33rd & Claremont	52,000
Springbranch East Industrial Park	65,000
Trenchless Technology	150,000
Detention Basin Revegetation	100,000
Fairway Gardens	715,000
Neighborhood Construction Projects	150,000
Willis Storm Drainage	70,000
Redwood at Ute	50,000
Northern & Westport Drainage Improvements	650,000
Watershed Systems Evaluation Survey	100,000
Norfleet to Willis	600,000
35th & Northern	324,000
39th & Main Drainage Design	750,000
Fund Total	$ 4,276,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was approved by the voters in August 2002. The 3/8 of 1% sales tax collection began January 1, 2004 and received voter approval on August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes $11,230,000 for several projects, including the following:

Project Description	Amount
Overlay Program	
Street Overlay Program	$ 4,000,000
Bridge Improvements	
Bly Road Bridge	300,000
Street Improvements	
Jackson Drive	1,000,000
39th Street Improvements - Crysler to Noland	2,200,000
35th Street Improvements - Noland to Crysler	400,000
Little Blue Parkway - Phase 4	1,000,000
32nd Street Improvements - M-291 to Van Hook Park	200,000
Intersection Improvements	
Whitetopping program - Intersections with concrete approach surfaces	230,000
Safety Enhancements	
Salisbury Road Improvements - M-291 to one mile east	1,700,000
Other Programs	
Sidewalks to City Parks Improvements	100,000
Sidewalks to Schools Improvements	100,000
Fund Total	$ 11,230,000

Park Improvement Sales Tax

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is ¼ of 1% until December 31, 2012, when the tax will be reduced to 1/8 of 1%. Estimated revenues this fiscal year will be $4,800,914.

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

Project Description	Amount
Park Revitalization	$ 100,000
Walking Trails and Bicycle Paths	367,271
Fund Total	$ 467,271

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be $2,318,312. The budget provides for expenditures of $3,156,132, which includes funds carried over from the previous year. A majority of the expenditures, $2.6 million, will be used to fund equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the ¼ of 1% sales tax began January 1, 2005, continuing through December 31, 2008, then reducing to 1/8 of 1% through December 31, 2016. Revenues are projected to be $3,484,636, which reflects the decrease effective December 31, 2008.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the fifth lowest as compared to 13 other communities in the metropolitan area. Sanitary sewer revenues are projected to be $16,180,000, an increase of approximately 0.4%, as compared to last year. The budget provides for operating budget expenditures in the amount of $15,057,335. The budget also includes funding of $3,330,000 for capital projects, including:

Project Description		Amount
Sanitary Sewer Collection System Projects		
Trenchless Technology		$ 2,000,000
Sanitary Sewer Evaluation Survey		300,000
Sinnott Circle		275,000
17th Street, Menown to Blue Ridge		275,000
Neighborhood Projects		150,000
Flooring and Restroom Renovation		70,000
	Subtotal	$ 3,070,000
Treatment Plant Projects		
Plant and Pump Station Improvements		$ 150,000
Steam Generator Replacement		110,000
	Subtotal	$ 260,000
	Fund Total	$ 3,330,000

Power & Light Fund

Power & Light total revenues for FY 2008-09 are estimated to be $114,028,750, an increase of 1.7%, as compared to last year. The operating budget for Power and Light is $109,438,611.

Water Fund

Independence water rates are the third lowest, as compared to 14 other communities in the metropolitan area. It is estimated that water revenues will be $20,800,710, an increase of approximately 7%, as compared to last year. The operating budget is $22,248,980 which includes operating, non-departmental, and debt service costs. The FY 2008-09 capital project budget is $3,106,000, which includes:

Project Description	Amount
Install 36" Water Main, Little Blue Parkway (Truman to R.D. Mize Road)	$ 980,000
Water Main Extension in Eastern Independence	806,000
Emergency Generator	300,000
North Well Field Wells	250,000
Main Replacement Program	200,000
Secondary Transformer	150,000
Security Upgrades	100,000
North Well Field Roads	100,000
Replace Drive Unit on Contact Basin No. 2	75,000
Lime Slurry Lines	75,000
Install Pump No. 2 at 39th Street Reservoir	50,000
Well Starters and Circuit Beakers	20,000
Fund Total	$ 3,106,000

Conclusion

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

Robert E. Heacock
City Manager

The City of Independence

Vision Statement

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

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

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

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

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

The City of Independence

Strategic Goals

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

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

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

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

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

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

Financial Policies

A. Fund Balance

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

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

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

B. Revenues

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

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

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

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

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

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

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

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

C. Expenditures

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

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

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

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

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

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

D. Other Financing Sources and Uses

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

Budget Preparation/Control -

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

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

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

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

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

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

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

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

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

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

Budget Policies -

Fund Types

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

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

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

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

Basis of Accounting/Measurement Focus for Budgets

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

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

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

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

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

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

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

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

Encumbrances

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

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

Equal Employment Opportunity Plan

Pursuant to the City of Independence's Equal Opportunity Policy, the City Council will review department performance and the Affirmative Action Work Plan during the annual review of the City's budget. Approval of the Affirmative Action Work Plan shall be made in conjunction with the approval of the annual budget.

Equal Employment Opportunity / Affirmative Action Objectives for 2008

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

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

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

4. The Human Resources Department will continue a focused effort in the recruitment of qualified bilingual individuals.

5. The Human Resources Department will assure that the Equal Employment Opportunity policy statement is made available to the community, contractors/suppliers, and to job applicants on the City's web page.

Recruitment Activity

In preparation for the recruitment activity for 2008/09, Department Directors have been provided the 06/07 new hire information relevant to their departments. All Departments have a copy of the City's Affirmative Action Plan and Affirmative Action hiring guideline/objectives.

The following information reports the City's overall new hire activity for the EEO Reporting period of 7/1/2006 thru 6/30/2007. The hiring activity is separated out for full-time and part-time employees. The data serves as positive evidence that the City is increasing the diversity of its workforce.

Equal Employment Opportunity Plan Statistics

2007	Gender	Race	Total Percentage
Total **Full Time** New Hires - 67	M - 45 F - 22	01 = 59 02 = 5 03 = 2 04 = 0 05 = 1	**Minority – 12 %** 02 - 7.5% 03 - 3 % 05 - 1.5 **Female - 33 %**

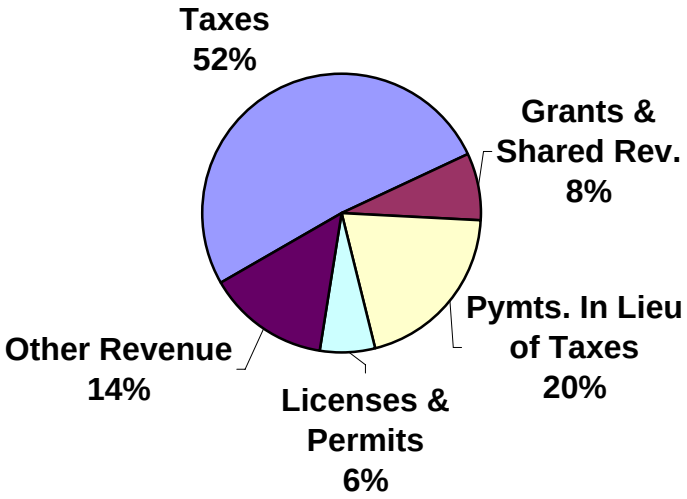
KEY – Race

01 – White
02 - Black
03 - Hispanic
04 - Asian/Pacific Islander
05 - Amer. Indian

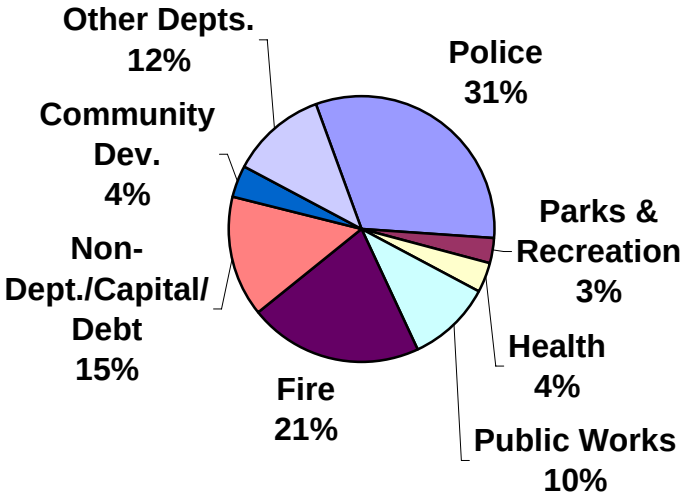
2007	Gender	Race	Total Percentage
Total **Part-time** New Hires - 67	M - 26 F - 41	01 – 66 03 - 1	Minority - 1.5% Female - 59.7 %

2007 Summary	Gender	Race	Total Percentage
City's total New Hires - 134	M - 70 F - 62	01 – 125 02 – 5 03 – 3 04 – 0 05 – 1	Minority - 6.8% White - 93.2% Female - 49.3% Male - 53/3%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	% of Total	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars							
Prior Years' Savings-							
Undesignated Fund Balance				$ 1,158,915		$ 1,158,915	n/a
Designated Fund Balance		28,750		-		(28,750)	-100.0%
Estimated Revenues-							
Taxes	$ 32,261,435	$ 33,362,716	49.6%	$ 35,920,647	51.3%	$ 2,557,931	7.7%
Payments in Lieu of Taxes	13,039,463	13,852,448	20.6%	14,326,062	20.5%	473,614	3.4%
Licenses & Permits	4,300,683	4,582,966	6.8%	4,324,981	6.2%	(257,985)	-5.6%
Grants-Federal & State	26,242	25,393	0.0%	25,393	0.0%	-	0.0%
State & County Shared Rev.	5,627,760	5,686,628	8.4%	5,451,274	7.8%	(235,354)	-4.1%
Charges for Current Services	1,858,887	1,561,951	2.3%	1,680,498	2.4%	118,547	7.6%
Fines and Forfeitures	3,900,967	4,323,410	6.4%	4,433,461	6.3%	110,051	2.5%
Interfund Charges	3,105,514	3,139,780	4.7%	3,289,000	4.7%	149,220	4.8%
Other Revenue	807,923	793,300	1.2%	577,408	0.8%	(215,892)	-27.2%
Total Estimated Revenues	$ 64,928,874	$ 67,328,592	100.0%	$ 70,028,724	100.0%	$ 2,700,132	4.0%
Total Sources		**$ 67,357,342**		**$ 71,187,639**		**$ 3,830,297**	**5.7%**
Use of Budget Dollars							
Operating Departments-							
City Council	$ 414,291	$ 384,076	0.6%	$ 406,982	0.6%	$ 22,906	6.0%
City Clerk	429,212	444,395	0.7%	455,201	0.6%	10,806	2.4%
City Manager	977,758	1,008,238	1.5%	1,065,315	1.5%	57,077	5.7%
Nat'l Frontier Trails Museum	350,460	361,516	0.5%	376,480	0.5%	14,964	4.1%
Technology Services	1,671,953	1,698,079	2.5%	1,760,857	2.5%	62,778	3.7%
Municipal Court	678,680	757,022	1.1%	751,741	1.1%	(5,281)	-0.7%
Law	691,371	739,685	1.1%	745,326	1.0%	5,641	0.8%
Finance	1,814,785	1,813,004	2.7%	1,868,028	2.6%	55,024	3.0%
Human Resources	535,098	506,764	0.8%	511,577	0.7%	4,813	0.9%
Community Development	2,589,947	2,673,178	4.0%	2,820,958	4.0%	147,780	5.5%
Police	21,274,620	20,740,646	30.9%	22,442,460	31.6%	1,701,814	8.2%
Fire	14,174,304	14,004,467	20.8%	14,941,308	21.0%	936,841	6.7%
Health	2,411,687	2,454,091	3.7%	2,706,680	3.8%	252,589	10.3%
Public Works	7,155,956	7,145,395	10.6%	7,345,945	10.3%	200,550	2.8%
Water Pollution Control	305,565	295,013	0.4%	314,500	0.4%	19,487	6.6%
Parks and Recreation	2,030,565	2,045,189	3.0%	2,125,418	3.0%	80,229	3.9%
Non-Departmental	6,613,010	9,135,131	13.6%	8,669,377	12.2%	(465,754)	-5.1%
City Council Strategic Goals	532,230	300,000	0.4%	300,000	0.4%	-	0.0%
Debt Service	144,129	-	0.0%	-	0.0%	-	
Capital Outlay	967,436	709,096	1.1%	1,474,129	2.1%	765,033	107.9%
Total Operating Departments	$ 65,763,057	$ 67,214,985	100.0%	$ 71,082,282	100.0%	$ 3,867,297	5.8%
Transfers							
Transfers to Other Funds	153,318	142,357		105,357		(37,000)	-26.0%
Total Uses		**$ 67,357,342**		**$ 71,187,639**		**$ 3,830,297**	**5.7%**
Balance Available		**$ -**		**$ -**		**$ -**	

City of Independence, Missouri
2008-09 Operating Budget

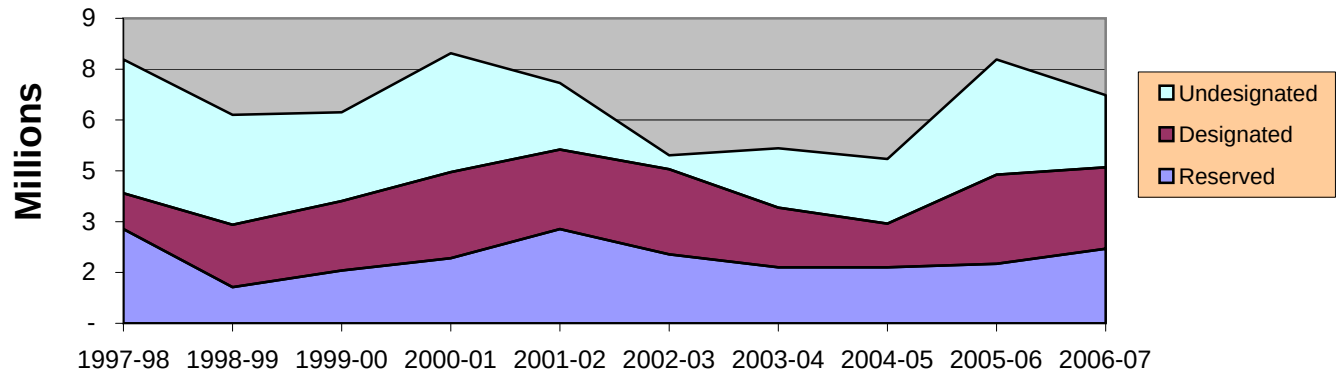
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 2003 through June 30, 2008

Description	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Unaudited 6/30/08
Fund Balance Components						
Reserved for:						
Encumbrances	$ 1,452,875	$ 1,156,430	$ 1,156,315	$ 1,257,926	$ 942,874	
Debt Service	224,827	224,779	222,911	223,997	224,134	
Other	357,336	269,883	271,664	274,116	1,033,685	
Total Reserved	$ 2,035,038	$ 1,651,092	$ 1,650,890	$ 1,756,039	$ 2,200,693	$ 1,265,717
Designated for:						
Police Equipment	$ 234,487	$ 219,613	$ -	$ 135,741	$ 70,938	
Worker's Compensation	388,000	-	-	-	-	
Capital Projects	539,682	286,238	224,465	238,993	242,191	
TIF Distributions	-	693,076	431,371	648,293	710,447	
City Council Strategic Goals	332,447	514,216	538,795	633,368	426,138	
Other	1,016,087	49,748	98,173	973,082	954,500	
Total Designated	$ 2,510,703	$ 1,762,891	$ 1,292,804	$ 2,629,477	$ 2,404,214	$ 4,504,261
Undesignated	413,564	1,752,521	1,903,961	3,399,529	2,129,791	3,557,839
Total Fund Balance	$ 4,959,305	$ 5,166,504	$ 4,847,655	$ 7,785,045	$ 6,734,698	
Fund Balance Target (a)	2,696,520	2,897,548	2,940,275	3,194,712	3,246,444	3,480,594
Actual over (under) Target (a)	(2,282,956)	(1,145,027)	(1,036,314)	204,817	(1,116,653)	77,245

(a) based on 5% of Annual Revenues (compared to Undesignated Fund Balance) - see also pending activity on the next page

Ten Year Fund Balance Comparison



City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - General Fund

Undesignated Projected Fund Balance for 2008-09

Undesignated Fund Balance at June 30, 2008 (Unaudited)	$ 3,557,839
Fund Balance Uses for 2008-09:	
Proposed Appropriations funded from Undesignated Fund Balance[1]	
Projected Leave Payouts to retiring City employees	(400,000)
Capital Outlay	(758,915)
	(1,158,915)
Projected Undesignated Fund Balance at June 30, 2009	$ 1,240,009
Projected Undesignated Fund Balance Target (5% of Estimated Revenues)	$ 3,501,436

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

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund					
	Property Taxes					
2-3011	Real Estate	6,890,826	7,278,006	7,124,160	7,269,409	2.0%
2-3013	R.R. & Other Utility	39,502	33,500	34,441	33,500	-2.7%
	Total Property Taxes	6,930,329	7,311,506	7,158,601	7,302,909	2.0%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	16,554,333	17,309,210	17,169,238	17,650,497	2.8%
2-3042	Cigarette Tax	567,039	590,000	574,579	570,000	-0.8%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	17,121,372	17,899,210	17,743,817	18,220,497	2.7%
	Utility Franchise Fees					
2-3052	Water	21,510	22,000	20,042	20,000	-0.2%
2-3053	Gas	4,740,811	5,400,000	5,119,284	5,246,000	2.5%
2-3054	Telephone	2,536,611	1,820,000	4,008,193	4,156,241	3.7%
2-3055	Electricity	334,394	310,000	338,985	345,000	1.8%
2-3057	Cable Television	576,407	600,000	614,781	630,000	2.5%
	Total Utility Franchise Fees	8,209,734	8,152,000	10,101,285	10,397,241	2.9%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	9,950,729	10,598,723	10,567,921	10,906,299	3.2%
2-3282	Water Service In Lieu of Taxes	1,651,501	1,733,545	1,736,047	1,869,765	7.7%
2-3283	Sanitary Sewer In Lieu of Taxes	1,437,233	1,520,180	1,500,578	1,549,998	3.3%
	Total Pymt. in Lieu of Taxes	13,039,463	13,852,448	13,804,546	14,326,062	3.8%
	Total Taxes	45,300,898	47,215,164	48,808,249	50,246,709	2.9%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,338,638	1,482,000	1,537,126	1,538,000	0.1%
2-3102	Liquor Licenses	98,563	96,000	106,000	96,000	-9.4%
2-3103	Bld. Trades Licenses and Exams	114,665	104,040	126,888	104,000	-18.0%
2-3104	Fin-Other License/Permits	46,556	44,000	43,000	43,000	
2-3108	Building Permits, Com.Develop.	916,036	1,349,916	1,249,000	1,110,000	-11.1%
2-3109	Construction Permits, Pub.Works	1,061,700	800,000	600,000	700,000	16.7%
2-3120	Nursing Home Permits	200	750	1,600	800	-50.0%
2-3121	Day Care Permits	6,113	7,200	6,321	6,321	
2-3122	Food Handler's Permits	97,436	110,000	138,000	126,450	-8.4%
2-3123	Massage Therapist Appl	3,055	2,010	2,500	2,275	-9.0%
2-3124	Other Food Permits	107,635	87,750	92,160	92,000	-0.2%
2-3125	Ambulance Permits & Licenses	47,008	41,600	38,344	40,535	5.7%
2-3126	Plan Reviews - Health Dept.	3,600	2,700	3,600	3,600	
	Total Bus. Lic. & Permits	3,841,205	4,127,966	3,944,539	3,862,981	-2.1%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	459,478	455,000	495,000	462,000	-6.7%
	Total Licenses and Permits	4,300,683	4,582,966	4,439,539	4,324,981	-2.6%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	25,393	25,393	25,393	25,393	
2-3219	Other	849		783		-100.0%
	Total Federal Grants	26,242	25,393	26,176	25,393	-3.0%
	State Government Grants					
2-3241	Financial Institutions Tax	34,802	35,000	32,426	32,000	-1.3%
2-3242	Gasoline Tax	3,268,531	3,350,000	3,292,611	3,325,000	1.0%
2-3243	Motor Vehicle License Fees	768,240	750,000	601,929	625,000	3.8%
2-3244	Motor Vehicle Sales Tax	877,795	841,278	822,673	830,000	0.9%
	Total State Grants	4,949,367	4,976,278	4,749,639	4,812,000	1.3%
	Other Sources					
2-3272	Jackson County Drug Task Force	300,120	353,273	300,000	300,000	
2-3274	Jackson County Dare Program	353,273	332,077	299,051	314,274	5.1%
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	
2-3279	Other Misc. Grants					
	Total Other Sources	678,393	710,350	624,051	639,274	2.4%
	Total Grants	5,654,002	5,712,021	5,399,866	5,476,667	1.4%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	39,541	45,300	35,000	40,000	14.3%
2-3303	Board Of Adjustment Fees	3,319	4,900	4,300	4,500	4.7%
2-3304	Sale Of Maps, Books, Plans	9,331	10,000	11,000	10,000	-9.1%
2-3305	Sale Of Police Reports	37,539	44,500	37,000	37,000	
2-3306	Sale Of Fire Reports	46	35	175	36	-79.4%
2-3307	Computer Service Charges	23,000	27,000	28,500	32,000	12.3%
	Health					
2-3311	Animal Shelter Fees	118,667	93,000	90,000	87,000	-3.3%
2-3312	Animal Id Tags	25,620	18,000	19,000	19,000	
2-3313	Health Training Programs					
	Public Safety					
2-3316	Reimb. For Police Services	22,198	40,000	26,000	22,000	-15.4%
2-3317	School Resource Officers	461,013	488,000	446,513	641,177	43.6%
2-3318	Alarm Charges - Police	18,843	39,300	39,300	39,000	-0.8%
2-3319	Alarm Charges - Fire	1,100	2,025	3,504	3,950	12.7%
	Recreation					
2-3322	Class Fees	72,543	53,250	60,000	33,500	-44.2%
2-3323	Park Concessions	8,483	8,000	7,200	7,500	4.2%
2-3326	Pool Fees					
2-3327	Recreation Centers	25,425	23,241	20,000	12,250	-38.8%
2-3329	Recreation Rentals	146,816	97,600	115,000	57,860	-49.7%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	47,665	50,000	44,000	44,000	
2-3332	NFTM-Gift Shop	31,412	32,000	30,000	30,000	
	Cemetery					
2-3341	Sale Of Cemetery Lots	8,400	8,200	9,500	9,500	
2-3342	Sale Of Monument Bases	4,245	3,100	3,500	3,500	
2-3343	Grave Opening Charges	48,600	49,000	52,000	21,225	-59.2%
	Other Charges					
2-3392	Sale Of Street Signs		500	500	500	
2-3393	Special Assessments	183,827	160,000	160,000	160,000	
2-3396	Sale Of Recycled Material	17,644		12,000		-100.0%
2-3397	Solid Waste Disp Fees	88,439	85,000	97,000	90,000	-7.2%
2-3398	Miscellaneous Charges	415,170	180,000	274,794	275,000	0.1%
	Total Charges for Services	1,858,887	1,561,951	1,625,786	1,680,498	3.4%
	Fines and Court Costs					
2-3401	Fines & Forfeitures	3,371,247	3,691,563	3,475,000	3,841,283	10.5%
2-3402	Court Costs	389,567	462,062	434,300	438,643	1.0%
2-3403	Police Training	53,904	65,145	62,349	62,972	1.0%
2-3404	Domestic Violence	56,324	66,335	62,349	54,200	-13.1%
2-3405	Dwi/Drug	29,925	38,305	36,003	36,363	1.0%
	Total Fines & Court Costs	3,900,967	4,323,410	4,070,001	4,433,461	8.9%
	Interest Income					
2-3411	Interest	268,100	290,000	137,500	100,800	-26.7%
2-3412	Special Assessments - Interest	6,060	7,000	3,000	4,000	33.3%
2-3413	Interest - Other	70,519	80,000	70,000	70,000	
	Total Interest Income	344,679	377,000	210,500	174,800	-17.0%
2-3421	Interfund Chgs. For Supp. Serv.	3,105,514	3,139,780	3,184,954	3,289,000	3.3%
	Other Revenue					
2-3431	Sale Of Land					
2-3432	Sale Of Fixed Assets	50,834	45,000	40,190	57,208	42.3%
2-3433	Rents	139,001	156,000	129,835	130,000	0.1%
2-3434	Damage Claims	-996	15,000	6,685	15,000	124.4%
2-3435	Contributions	94,723		25,000		-100.0%
2-3439	Cash Over/Short	-806		-530		
2-3440	Discounts Taken	742	300	675	400	-40.7%
2-3449	Misc. Non-Operating Revenue	179,746	200,000	187,637	200,000	6.6%
	Total Other Revenue	463,244	416,300	389,492	402,608	3.4%
	Total General Fund Revenues	**$64,928,874**	**$67,328,592**	**$68,128,387**	**$70,028,724**	2.8%

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 City Council Adopted Budget
General Government:				
City Council	$ 414,286	$ 384,076	$ 389,208	$ 406,982
City Clerk	429,211	444,395	444,395	455,201
City Manager	977,759	1,008,238	1,027,448	1,065,315
Technology Services	1,671,952	1,698,079	1,734,413	1,760,857
Municipal Court	678,682	757,022	767,605	751,741
Total General Government	4,171,890	4,291,810	4,363,069	4,440,096
National Frontier Trails Museum	350,458	361,516	369,800	376,480
Law Department	691,373	739,685	755,031	745,326
Finance Department:				
Administration	424,372	407,392	417,254	412,731
Accounting	851,977	865,712	877,885	895,847
Purchasing	381,886	381,827	388,962	400,342
Occupation Licensing	156,551	158,073	161,638	159,108
Total Finance Department	1,814,786	1,813,004	1,845,739	1,868,028
Human Resources	535,097	506,764	519,448	511,577
Community Development Department:				
Administration	259,464	344,895	367,925	335,435
Planning	560,654	583,827	580,851	559,961
Transportation	872,115	804,117	922,886	936,369
Historic Preservation	107,527	82,980	85,075	84,604
Building Inspection	790,183	857,359	873,846	904,589
Total Community Development	2,589,943	2,673,178	2,830,583	2,820,958
Police Department:				
Administration	2,088,672	2,108,516	2,187,155	2,330,595
Police Operations	14,717,401	13,367,091	13,373,885	14,492,041
Police Services	4,468,547	5,265,039	5,259,888	5,619,824
Total Police Department	21,274,620	20,740,646	20,820,928	22,442,460

(continued on the next page)

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 City Council Adopted Budget
Fire Department:				
Administration	$ 411,852	$ 546,322	$ 549,166	$ 561,862
Fire Operations	12,570,761	12,243,803	12,640,253	13,123,959
Fire Prevention	525,608	528,769	530,184	590,693
Maintenance	388,307	396,476	405,170	394,703
Training/Emer. Preparedness	277,778	289,097	291,017	270,091
Total Fire Department	14,174,306	14,004,467	14,415,790	14,941,308
Health Department:				
Administration	185,246	188,858	194,387	380,179
Health Services	766,433	797,149	799,327	808,403
Animal Services	763,408	729,649	736,501	724,459
Code Enforcement	696,600	738,435	741,637	793,639
Total Health Department	2,411,687	2,454,091	2,471,852	2,706,680
Public Works:				
Administration	$ 223,424	$ 214,398	$ 219,467	$ 230,391
Engineering	1,531,597	1,422,413	1,467,542	1,450,750
Property Management	911,258	961,536	965,586	966,627
Street Maintenance	4,489,678	4,547,048	4,562,309	4,698,177
Total Public Works	7,155,957	7,145,395	7,214,904	7,345,945
Water Pollution Control-				
Storm Water Maintenance	305,567	295,013	296,870	314,500
Parks and Recreation:				
Administration	$ 297,659	$ 298,677	$ 305,942	$ 302,990
Park Maintenance	836,323	842,973	850,013	883,502
Recreation	701,314	721,142	731,912	746,257
Cemetery Maintenance	195,266	182,397	183,969	192,669
Total Parks and Recreation	2,030,562	2,045,189	2,071,836	2,125,418
Non-Departmental	6,613,010	9,135,131	8,232,697	8,669,377
City Council Strategic Goals	532,230	300,000	626,138	300,000
Debt Service (Lease Purchases)	-	-	-	-
Capital Outlay - Operating	679,592	509,096	509,096	1,274,129
Capital Outlay - TIF Distributions	287,846	200,000	910,447	200,000
Total General Fund	$ 65,618,924	$ 67,214,985	$ 68,254,228	$ 71,082,282

City of Independence, Missouri
2008-09 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

	2006-07	2007-08		2008-09
	Actual	Budget	Actual	Budget
Personal Services:				
Full Time Salaries	$ 33,653,716	$ 34,544,765	$ 35,656,411	$ 36,965,874
Part Time Salaries	788,525	530,337	687,822	492,589
Overtime	1,826,402	769,800	1,948,319	896,299
Allowances	337,284	333,452	339,545	341,227
Benefits:				
FICA	2,738,503	2,755,334	2,881,099	2,947,815
LAGERS	3,655,078	2,888,996	3,029,023	2,756,970
Health Insurance	6,117,800	6,634,808	6,454,623	7,040,984
Dental Insurance	365,992	394,313	372,800	409,799
Life Insurance	118,660	122,781	128,250	131,336
Deferred Compensation	126,630	129,702	127,390	134,913
Long Term Disability	39,122	41,355	42,410	44,305
Retiree Health Insurance	2,610,563	2,879,240	2,747,582	2,953,695
Total Benefits	$ 15,772,348	$ 15,846,529	$ 15,783,177	$ 16,419,817
Other Personal Services	271,489	1,976,181	188,981	1,307,552
Total Personal Services	$ 52,649,764	$ 54,001,064	$ 54,604,255	$ 56,423,358
Other Services	8,603,399	8,952,886	8,594,282	9,185,648
Supplies	2,279,531	2,195,789	2,363,267	2,358,724
Capital Outlay - Operating Budget	1,007,338	719,846	482,048	1,478,629
Capital Outlay - TIF Distributions	248,412	200,000	147,258	200,000
Debt Service	-	-	-	-
City Council Strategic Goals	414,293	300,000	389,318	300,000
Other	416,187	845,400	409,681	1,135,923
Total Expenditures	$ 65,618,924	$ 67,214,985	$ 66,990,109	$ 71,082,282

City of Independence, Missouri
2008-09 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 369,072	$ 32,955	$ 4,955	$ -	$ 406,982
City Clerk	396,026	36,275	22,900	-	455,201
City Manager	1,003,520	54,190	7,605	-	1,065,315
Nat'l Frontier Trails Museum	284,655	59,680	32,145	-	376,480
Technology Services	1,597,557	148,145	15,155	-	1,760,857
Municipal Court	715,227	30,850	4,164	1,500	751,741
Law	601,975	116,500	26,851	-	745,326
Finance	1,659,038	195,412	13,578	-	1,868,028
Human Resources	479,585	25,492	6,500	-	511,577
Community Development	1,652,983	1,145,145	22,830	-	2,820,958
Police	20,397,257	1,260,478	733,617	51,108	22,442,460
Fire	13,979,569	558,469	307,036	96,234	14,941,308
Health	2,199,484	356,488	150,708	-	2,706,680
Public Works	4,758,534	1,503,345	884,066	200,000	7,345,945
Water Pollution Control	314,500	-	-	-	314,500
Parks and Recreation	1,686,205	322,599	116,614	-	2,125,418
Non-Departmental	4,328,171	3,339,625	10,000	991,581	8,669,377
City Council Strategic Goals		300,000			300,000
Capital Outlay				1,474,129	1,474,129
General Fund Total	$ 56,423,358	$ 9,485,648	$ 2,358,724	$ 2,814,552	$ 71,082,282
Allocation by Percentage					
City Council	90.69%	8.10%	1.22%	0.00%	100.00%
City Clerk	87.00%	7.97%	5.03%	0.00%	100.00%
City Manager	94.20%	5.09%	0.71%	0.00%	100.00%
National Frontier Trails Center	75.61%	15.85%	8.54%	0.00%	100.00%
Technology Services	90.73%	8.41%	0.86%	0.00%	100.00%
Municipal Court	95.14%	4.10%	0.55%	0.20%	100.00%
Law	80.77%	15.63%	3.60%	0.00%	100.00%
Finance	88.81%	10.46%	0.73%	0.00%	100.00%
Human Resources	93.75%	4.98%	1.27%	0.00%	100.00%
Community Development	58.60%	40.59%	0.81%	0.00%	100.00%
Police	90.89%	5.62%	3.27%	0.23%	100.00%
Fire	93.56%	3.74%	2.05%	0.64%	100.00%
Health	81.26%	13.17%	5.57%	0.00%	100.00%
Public Works	64.78%	20.46%	12.03%	2.72%	100.00%
Water Pollution Control	100.00%	0.00%	0.00%	0.00%	100.00%
Parks and Recreation	79.34%	15.18%	5.49%	0.00%	100.00%
Non-Departmental	49.92%	38.52%	0.12%	11.44%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	79.38%	13.34%	3.32%	3.96%	100.00%

City of Independence, Missouri
2008-09 Operating Budget

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

For the Fiscal Years 2007-08 and 2008-09

Description	Amount
2007-08	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ (105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(37,000)
Total Operating Transfers	$ (142,357)
Net Transfers	**$ (142,357)**
2008-09	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ (105,357)
Total Operating Transfers	$ (105,357)
Net Transfers	**$ (105,357)**

City of Independence, Missouri
2008-09 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 2002-03 through 2008-09

Description	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	Budget 2008-09
City Council	11.00	11.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	6.50	6.50	6.00	6.00	6.00	6.00
City Manager	10.00	8.50	7.00	7.50	10.50	10.50	10.50
National Frontier Trails Center	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	20.00	20.00	20.00	20.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	14.00	14.00
Law	6.00	5.50	5.50	5.75	6.88	6.88	6.50
Finance	25.00	24.00	24.00	25.00	25.15	24.15	24.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	23.00	22.00	22.00	26.00	25.75	26.05	26.05
Police	275.00	275.00	277.00	281.50	281.50	283.00	290.40
Fire	174.00	174.00	173.25	173.25	173.25	173.25	173.25
Health	39.69	39.47	33.50	34.25	34.25	35.25	35.25
Public Works	87.90	82.00	81.00	82.00	82.00	82.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	43.79	42.14	41.70	36.70	35.53	32.65	32.65
General Fund Total	753.88	741.61	732.95	739.45	743.31	743.23	750.25

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

Note 2: Changes by department and position between fiscal years 2007-08 and 2008-09 are shown on the following page(s).

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2007-08 and 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
General Fund				
Technology Services				
Technology Services				
Network System Specialist	(2.00)		(2.00)	position reclassified
Senior Network System Specialist	2.00		2.00	position reclassified
Department Total	-	-	-	
Law				
Law				
Assistant City Counselor III	(1.00)		(1.00)	position reclassified
Deputy City Counselor	1.00		1.00	position reclassified
Assistant City Counselor II	0.12		0.12	funding percentage changed
Assistant City Counselor II	(0.50)		(0.50)	trsf. to Worker's Compensation
Department Total	(0.38)	-	(0.38)	
Finance				
Accounting				
Accounts Payable Specialist	(1.00)		(1.00)	position reclassified
Accounts Specialist	1.00		1.00	position reclassified
Department Total	-	-	-	
Human Resources				
Human Resources				
Employment & Training Specialist	(1.00)		(1.00)	position reclassified
Employee Relations & Development Spec.	1.00		1.00	position reclassified
Human Resources Assistant	0.25		0.25	part time position reclassed to full time
Human Resources Clerk	(0.25)		(0.25)	part time position funding changed
Department Total	-	-	-	
Community Development				
Comprehensive Planning				
Planning Manager	(1.00)		(1.00)	position reclassified
Assistant Department Director	1.00		1.00	position reclassified
Department Total	-	-	-	
Police				
Chief of Police				
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	position reclassified
Uniform Unit				
Master Police Officer	(4.00)		(4.00)	position reclassified
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	5.00		5.00	position reclassified

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2007-08 and 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
Traffic Unit				
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	position reclassified
Investigations				
Master Police Officer	(1.00)		(1.00)	trsf. to Special Operations and reclassified
Police Sergeant	(1.00)		(1.00)	trsf. to Drug Enforcement Unit
Special Operations				
Police Officer Recruit	(2.00)		(2.00)	position reclassified
Police Officer	2.00		2.00	position reclassified
Police Officer	1.00		1.00	trsf. from Investigations and reclassified
Community Services Unit				
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	position reclassified
Master Police Officer	(2.00)		(2.00)	trsf. to Drug Enforcement Unit
Police Officer		3.00	3.00	add new School Resource Officers
Drug Enforcement Unit				
Police Sergeant	1.00		1.00	trsf. from Investigations
Master Police Officer	2.00		2.00	trsf. from Community Services Unit
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	position reclassified
Crime Scene				
Evidence Technician	(5.00)		(5.00)	position reclassified
Crime Scene Investigator	5.00		5.00	position reclassified
Finger Print Technician	(1.00)		(1.00)	position reclassified
Latent Print Examiner	1.00		1.00	position reclassified
Latent Print Examiner		0.40	0.40	add new part time position
Communications				
Telecommunicator I	(3.00)		(3.00)	eliminated vacant positions
Telecommunicator	7.00		7.00	new positions added
Department Total	4.00	3.40	7.40	
Fire				
Emergency Medical Services				
Battalion Chief EMS Safety	(1.00)		(1.00)	trsf. to Maintenance and reclassified
Assistant Fire Chief	1.00		1.00	trsf. from Maintenance
Maintenance				
Battalion Chief of Services	1.00		1.00	trsf. from Emergeny Medical Services and reclassified
Assistant Fire Chief	(1.00)		(1.00)	trsf. to Emergency Medical Services and reclassified
Department Total	-	-	-	

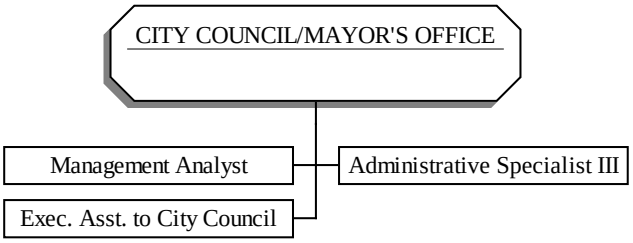
City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2007-08 and 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
Health				
Animal Services Division				
Animal Control Manager	(1.00)		(1.00)	position reclassified
Animal Services Manager	1.00		1.00	position reclassified
Animal Control Supervisor	(1.00)		(1.00)	position reclassified
Animal Services Supervisor	1.00		1.00	position reclassified
Department Total	-	-	-	
Parks and Recreation				
Senior Adult Services				
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00			position reclassified
			1.00	
Roger T. Sermon Community Center			-	
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00			position reclassified
			1.00	
Department Total	-	-	-	
General Fund Total	3.62	3.40	7.02	

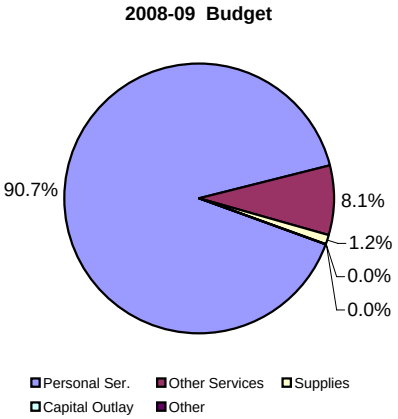
City Of Independence, Missouri
City Council/Mayor's Office



City Council

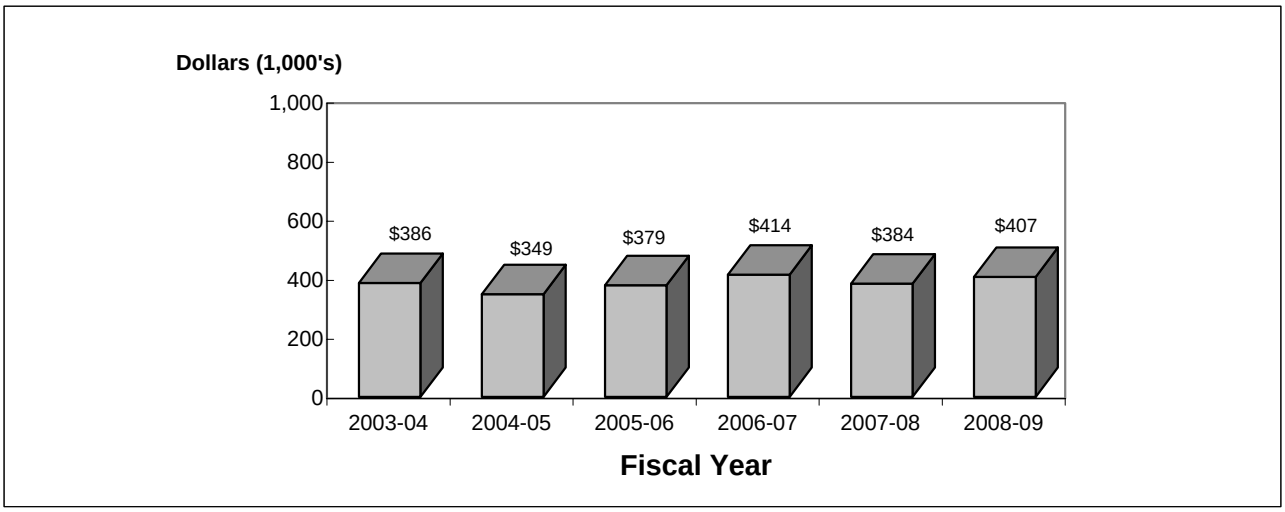
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 377,622	$ 346,166	$ 351,298	$ 369,072
Other Services	28,516	32,955	35,477	32,955
Supplies	8,148	4,955	2,433	4,955
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 414,286	$ 384,076	$ 389,208	$ 406,982



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	11.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	$ 386,358	$ 348,586	$ 378,826	$ 414,286	$ 384,076	$ 406,982
Total All Funds	$ 386,358	$ 348,586	$ 378,826	$ 414,286	$ 384,076	$ 406,982
Comparative Ratios:						
Per Capita	$ 3.37	$ 3.03	$ 3.28	$ 3.57	$ 3.30	$ 3.73
Per Household	$ 7.98	$ 7.17	$ 7.77	$ 8.47	$ 7.82	$ 8.76



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4002 City Council	191,214	189,588	191,332	209,346
4003 Management Analyst	81,962	85,352	87,338	87,198
4004 Mayor's Office	141,110	109,136	110,538	110,438
Total	414,286	384,076	389,208	406,982
Source of Funding				
General Fund	414,286	384,076	389,208	406,982
Total	414,286	384,076	389,208	406,982

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2008-09 Operating Budget*
Cost Center: 4002 - City Council — *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	1.00	.00	.00
Exec Assistant to City Council	.00	.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	181,126	177,153	178,897	196,911
Other Services & Charges	6,943	11,225	11,225	11,225
Supplies	3,145	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	191,214	189,588	191,332	209,346

City of Independence
Detail Program Summary

Department: 4000 - City Council *2008-09 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	80,379	83,032	85,018	84,878
Other Services & Charges	300	1,620	1,620	1,620
Supplies	1,283	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	81,962	85,352	87,338	87,198

City of Independence
Detail Program Summary

Department: 4000 - City Council *2008-09 Operating Budget*
Cost Center: 4004 - Mayor's Office *Fund: 02 - General Fund*

Description

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

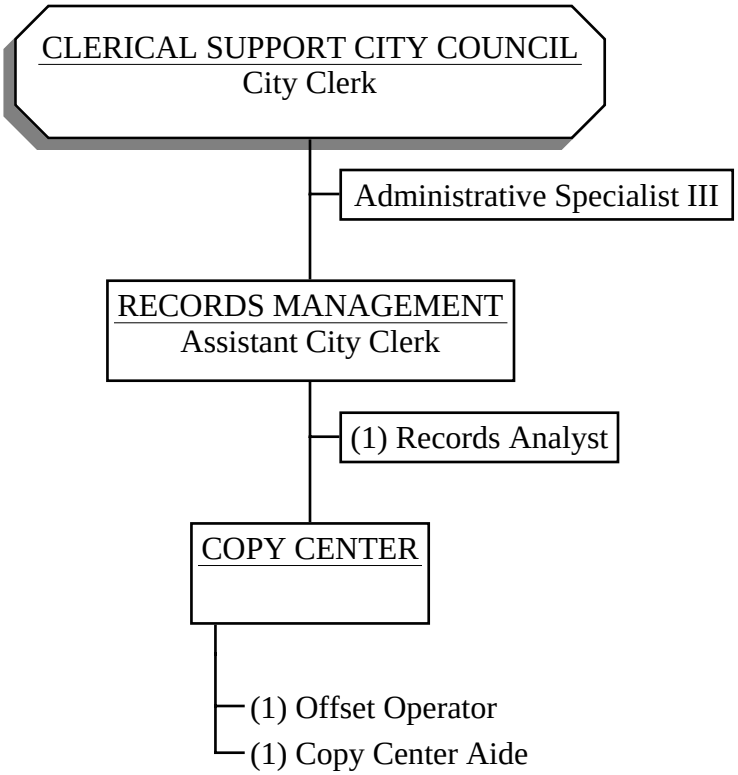
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Mayor	1.00	1.00	1.00	1.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	116,117	85,981	87,383	87,283
Other Services & Charges	21,273	20,110	22,632	20,110
Supplies	3,720	3,045	523	3,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	141,110	109,136	110,538	110,438

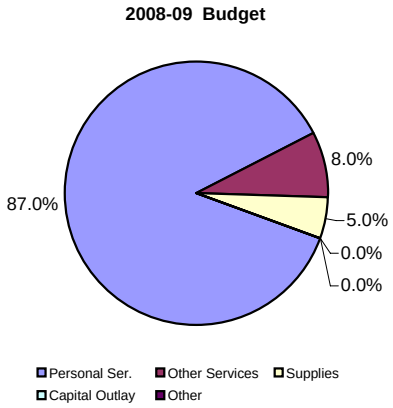
City of Independence, Missouri
City Clerk



City Clerk

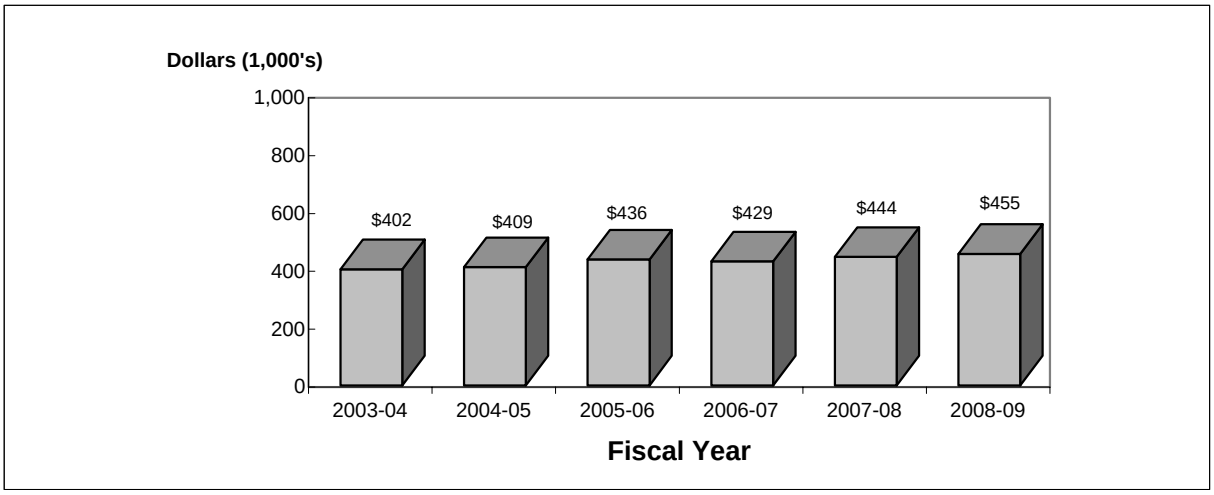
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 383,156	$ 388,280	$ 388,280	$ 396,026
Other Services	31,435	33,215	33,560	36,275
Supplies	14,620	22,900	22,555	22,900
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 429,211	$ 444,395	$ 444,395	$ 455,201



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	6.50	6.50	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 402,052	$ 409,200	$ 436,039	$ 429,211	$ 444,395	$ 455,201
Total All Funds	$ 402,052	$ 409,200	$ 436,039	$ 429,211	$ 444,395	$ 455,201
Comparative Ratios:						
Per Capita	$ 3.50	$ 3.55	$ 3.77	$ 3.70	$ 3.82	$ 4.17
Per Household	$ 8.30	$ 8.42	$ 8.94	$ 8.77	$ 9.05	$ 9.80



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*

Department Description

To keep the journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and print the City Code; certify the validity of City documents for court evidence; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; write and type ordinances and resolutions; type public hearing notices for Planning Commission and Council; maintain record of title to City vehicles; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; operate the in-house printing facility for the City; maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson County Board of Election Commission in the handling of elections for the City.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	176,006	170,751	170,751	186,808
4014 Records Management	136,887	139,534	139,534	131,275
4015 Copy Center	116,318	134,110	134,110	137,118
Total	429,211	444,395	444,395	455,201
Source of Funding				
General Fund	429,211	444,395	444,395	455,201
Total	429,211	444,395	444,395	455,201

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Description

To keep the journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and print the City Code; certify the validity of city documents for court evidence; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; write and type ordinances; type public hearings notices for Planning Commission and Council; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson County Election Commission in the handling of elections for the City.

2007-08 Accomplishments **Goal Ref**

* Implemented an electronic agenda preparation system. 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Ordinances Passed	284	336	300	300
Resolutions Passed	96	87	100	100
City Council Meetings	30	29	30	30
Study Sessions	23	28	28	28

2008-09 Objectives **Goal Ref**

* Enter two additional years of Ordinances and Resolutions into the computerized index system. 3
* Perfect use of the electronic agenda preparation system. 3
* Make the paperless packet available to those who will use it. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	158,626	159,386	159,386	172,383
Other Services & Charges	17,034	10,965	10,965	14,025
Supplies	346	400	400	400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	176,006	170,751	170,751	186,808

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Description

Responsible for maintaining a Records Management and microfilming program for the City. This involves determining the appropriate length of time to store over 2,000 cubic feet of records, determining the portion of those records to microfilm, and securing departmental approval and the City Council approval for the destruction of any records that have met the retention period of the Missouri Municipal Records Manual.

2007-08 Accomplishments **Goal Ref**

* Accepted over 400 cubic feet of records for retention and retrieval from various City Departments. 3
* Destroyed 866 cubic feet of obsolete records. 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Records Stored- Cubic Feet	2,258	2,500	2,600	2,650

2008-09 Objectives **Goal Ref**

* Gain City Council acceptance of an Ordinance adopting the Missouri Municipal Records Manual which will allow destruction of records following specific staff procedures. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Records Analyst	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	136,349	138,484	138,484	130,225
Other Services & Charges	425	750	750	750
Supplies	113	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	136,887	139,534	139,534	131,275

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2008-09 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

Description

Responsible for the in-house printing facility for the City,the application of the postage on all items of mail being sent out by the City, and the insertion of utility bills into mailing envelopes along with the appropriate postage.

2007-08 Accomplishments — **Goal Ref**

* The Mail Center reduced the City's mail expense by approximately $71,316 during fiscal year 2007-2008 through presort savings. — 3
* The Mail Center reduced the utility fund's mail expense by approximately $15,000 during FY 2007-2008 through combining multiple statements to the same customer. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Printing Impressions	2,050,170	2,615,300	3,000,000	3,000,000
Items Mailed	1,043,000	746,632	1,000,000	1,000,000

2008-09 Objectives — **Goal Ref**

* To satisfactorily provide the requested copies by the time needed and in the most cost effective manner at least 95% of the time. — 3
* To affix postage on all outgoing mail on the day it is received with the greatest possible postage savings consistent with required delivery standards. — 3
* To increase Copy Center capacity to include letterhead, business cards, envelopes, and additional spot color options. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

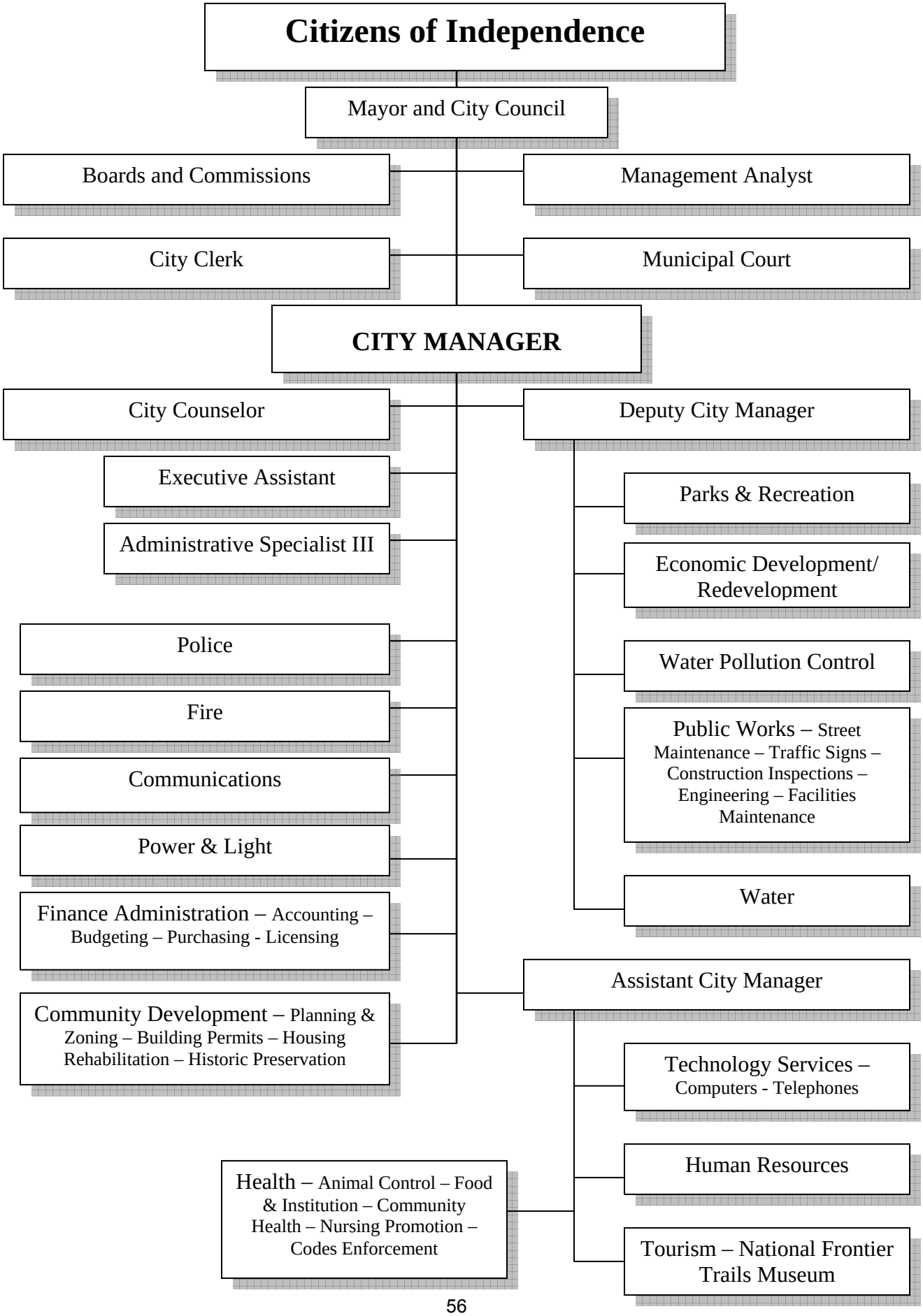
City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2008-09 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	88,181	90,410	90,410	93,418
Other Services & Charges	13,976	21,500	21,845	21,500
Supplies	14,161	22,200	21,855	22,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	116,318	134,110	134,110	137,118

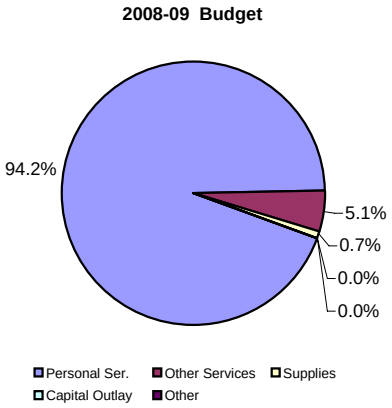
City of Independence, Missouri
Organizational Chart



City Manager

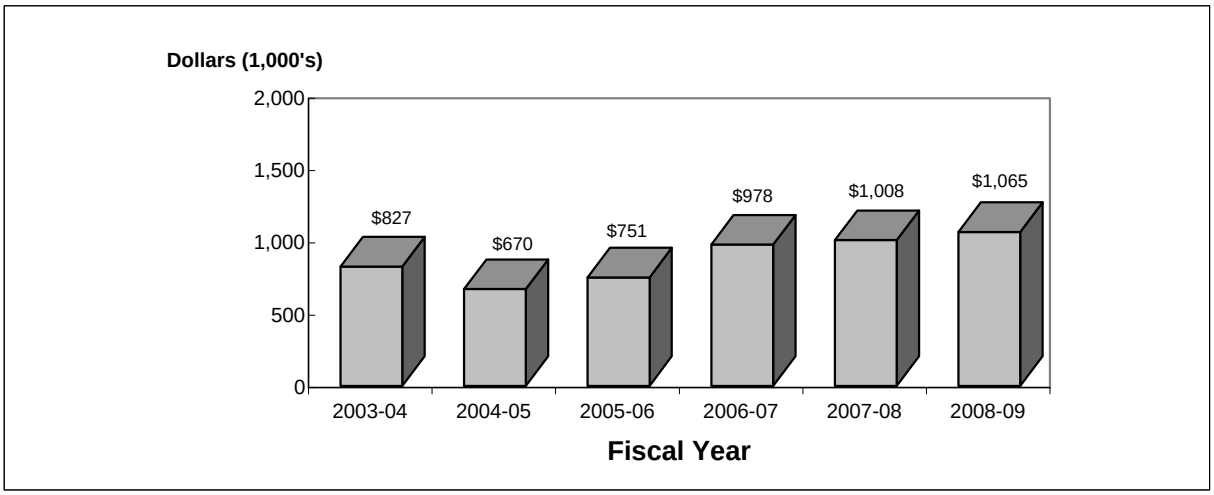
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 917,816	$ 946,443	$ 965,653	$ 1,003,520
Other Services	46,143	54,190	54,321	54,190
Supplies	12,800	7,605	7,474	7,605
Capital Outlay	1,000	-	-	-
Other	-	-	-	-
Total	$ 977,759	$ 1,008,238	$ 1,027,448	$ 1,065,315



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	10.00	7.00	7.50	10.50	10.50	10.50
Amount by Fund:						
General Fund	$ 757,446	$ 669,597	$ 751,059	$ 977,759	$ 1,008,238	$ 1,065,315
Water Fund	69,180	-	-	-	-	-
Total All Funds	$ 826,626	$ 669,597	$ 751,059	$ 977,759	$ 1,008,238	$ 1,065,315
Comparative Ratios:						
Per Capita	$ 7.20	$ 5.82	$ 6.50	$ 8.43	$ 8.66	$ 9.76
Per Household	$ 17.07	$ 13.78	$ 15.40	$ 19.98	$ 20.54	$ 22.94



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	6.25	9.00	9.00	9.00
Part Time Positions	1.25	1.50	1.50	1.50
Total	7.50	10.50	10.50	10.50

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4021 City Manager	642,187	627,709	638,311	663,613
4022 Communications	174,705	182,310	186,633	199,473
4023 Economic Dev/Redevelopment	160,867	198,219	202,504	202,229
Total	977,759	1,008,238	1,027,448	1,065,315
Source of Funding				
General Fund	977,759	1,008,238	1,027,448	1,065,315
Total	977,759	1,008,238	1,027,448	1,065,315

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2008-09 Operating Budget*
Cost Center: 4021 - City Manager | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Coordinated completion of Bass Pro Shops retail store, resulting in opening of store and completion of Waterfall Park.	2
* Supported Beautification Commission in securing restoration of Lady Liberty statue and permanent display of statue at Mid Continent Public Library Genealogy Library.	1
* Support of 39th Street Transportation Development District (TDD), resulting in realignment and construction of 39th Street.	2

2008-09 Objectives	**Goal Ref**
* Monitor, assist, and facilitate City departments in accomplishing their objectives for the 2008-09 Fiscal Year by requiring and reviewing quarterly progress reports.	3
* Evaluate and compare results of efforts to meet stated budget objectives as a tool to guide and measure expected outcomes. Assist staff in developing strategies to implement their objectives, including consideration for future budget years.	3
* Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing.	3
* Facilitate communication and cooperation with other political entities by attending joint management meetings including the Eastern Jackson County Betterment Council, the Missouri Municipal League, and the Mayor's Communications Committee.	1
* Maintain a highly trained, highly motivated, customer-oriented staff based on performance assessments conducted at least annually.	1

Staffing:

Position Title	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**	**2008-09 Budget**
Assistant City Manager	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2008-09 Operating Budget*
Cost Center: 4021 - City Manager — *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	.75	1.00	.00	.00
Administrative Spec III	.00	.00	1.00	1.00
Public Management Intern II	.25	1.00	1.00	1.00
Total	5.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	628,196	613,659	624,261	649,563
Other Services & Charges	11,868	12,945	12,945	12,945
Supplies	2,123	1,105	1,105	1,105
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	642,187	627,709	638,311	663,613

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2008-09 Operating Budget*
Cost Center: 4022 - Communications *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Maintained community visibility and interaction of the City through active participation in the community by the Communications Director. Served on the Chamber of Commerce banquet committee, attended monthly Legislative briefings at the Chamber, served as a board member of the Independence Council for Economic Development, encouraged participation with local newspapers in co-sponsored events and served on various other committees.	1
* Worked with Internet Committee and Technology Services to refine the City's web site. Responded to requests for web page editing within two days.	2
* Developed "CityConnect" tying CityScene newsletters with City 7 and the City's Web site through the use of streaming video. The goal of having one for every City event videotaped and rebroadcast on City 7 and other topics as the issues developed was accomplished.	1
* Updated Current Issues text box on the City's web site front page. The same day request was received. The stated goal of 90% was achieved. Emergency information was disseminated to citizens through the Current Issues text box as well.	2
* Facilitated distribution of citizen e-mail to various departments received through the City's web site. E-mails were forwarded to the appropriate department for response the same day received 95% of the time.	2
* Produced 23 videos and Public Service Announcements to publicize services, programs, and products, surpassing the goal for the year of eight.	1
* Accomplished the annual goal of producing 20 episodes of news program, CityView. Goal of airing each new segment before regular City Council meeting was met 100% of the time.	1
* Assisted the Parks Department in recording of Veterans' Videos. Twenty new veteran interviews were taped, encoded for kiosk system, and transferred to DVD for the veterans. Each interview was finished within the goal of one week of receiving them from the Parks Department.	3
* Coordinated the City's Halloween Expo, with an increase in attendance from 700 in 2005 to 795 children and parents in 2008.	1
* Published 12 issues of CityScene newsletter, with copy delivered to the printer five days before the last day of the month.	1
* Facilitated positive media relations for departments, assisting department directors with television interviews as necessary to assist in development of talking points.	1
* Assisted departments in rewriting materials for brochures, letters, and press releases as requested, with a same-day return for letters	1

2007-08 Accomplishments **Goal Ref**

and press releases and two weeks for larger projects.

* Reviewed/revised all PowerPoint presentations presented at City Council and Planning Commission meetings to assure compliance with television format. Achieved goal of having presentations edited the same day received 95% of the time. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Newsletters Published	12	12	12	12
Programs Broadcast Weekly	75	75	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	104	114	60	60
Press Conferences	7	0	3	2
City Emails	705	458	500	500
Videos Produced	22	16	8	10
CityView Programs Produced	20	24	20	20

2008-09 Objectives **Goal Ref**

* Facilitate positive media relations for all departments. 2
* Oversee City 7 programming to keep public well informed of high-profile issues that impact the community. 2
* Work with Technology Services to continue improvements to City's web site and E-Government. Edit materials sent for review within two to five working days. 2
* Produce 10 videos to publicize services, programs, and products. Goal is a four to five week turnaround for major videos. 2
* Publish 12 issues of CityScene. Copy to be delivered to printer five days before the last day of each month. 2
* Produce 20 episodes of CityView for City 7 to air the first and third Monday of the month. 2
* Submit articles to trade magazines for City departments (example, to Missouri Municipal League). 2
* Continue active role in emergency preparedness committee of both the City and Mid-America Regional Council. 1
* Coordinate Chamber Expo and other such events. 1

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2008-09 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.50	1.50	1.50	1.50
Total	2.50	2.50	2.50	2.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	153,728	158,865	163,188	176,028
Other Services & Charges	13,422	20,945	21,055	20,945
Supplies	6,555	2,500	2,390	2,500
Capital Outlay	1,000	0	0	0
Other Expenditures	0	0	0	0
Total	174,705	182,310	186,633	199,473

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2008-09 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Recruited new developer for Santa Fe Redevelopment project	2
* Established Enhanced Enterprise Zone	2
* Obtained funding for Streetscape plan; construction scheduled for summer 2008	2
* Identified two sites for business parks; working to identify potential developers	2
* Concerted effort on business recruitment to the Independence Square	2
* Submitted RFP for Independence Square infill sight	2
* Expanded advertising campaign	2
* Developed application package for economic incentive	2
* Developed proposal and was finalist for consideration for Victory Junction Gang project	2

2008-09 Objectives	**Goal Ref**
* Establish build-ready sites for new office and industrial businesses	2
* Develop strategies for reinvestment in Noland Road, primarily focusing on the redevelopment of 23rd and Noland	2
* Implement Independence Square Revitalization plan	2
* Implement multi-year marketing, public relations and branding campaign	2
* Coordinate economic development activities with Independence Council for Economic Development	2
* Implement Independence Square infill project	2

Staffing:

Position Title	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**	**2008-09 Budget**
Projects Coordinator	.00	1.00	.00	.00
Economic Development Manager	.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2008-09 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

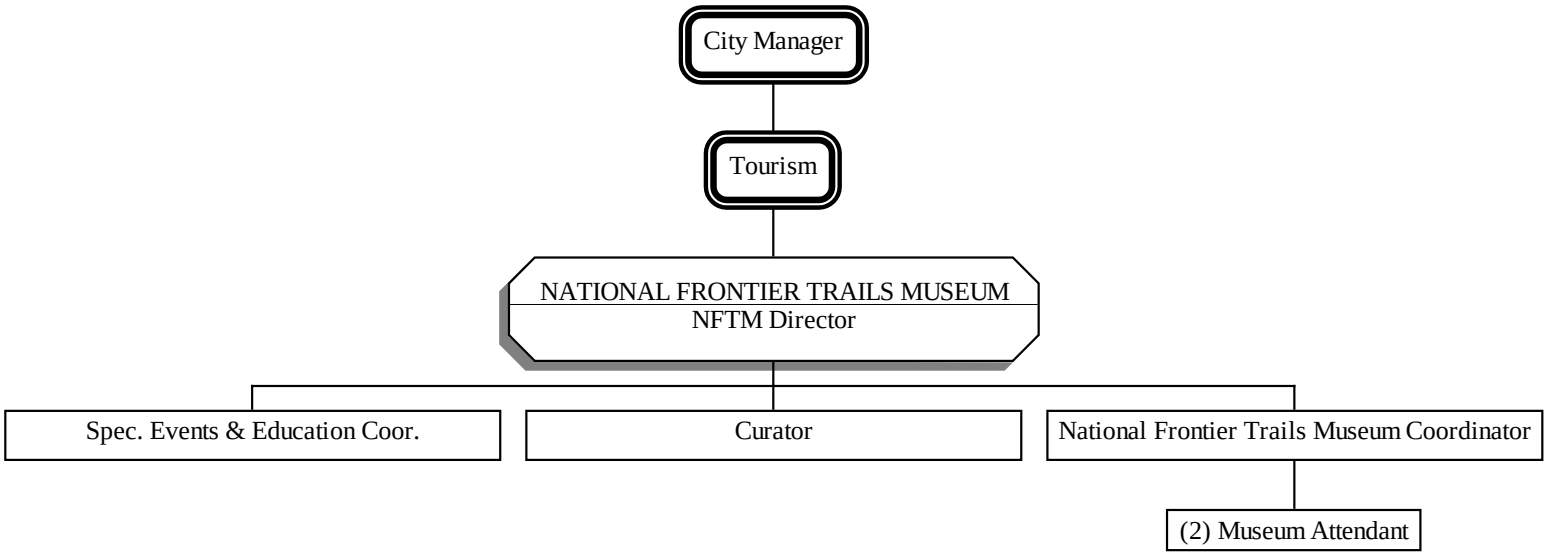
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Total	.00	2.00	2.00	2.00

Program Costs

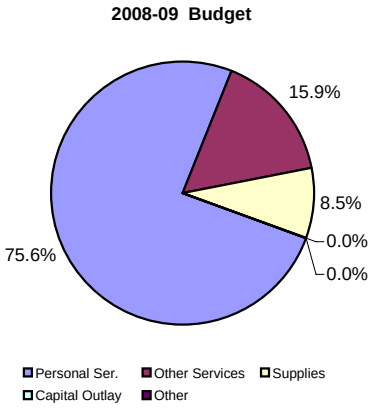
Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	135,892	173,919	178,204	177,929
Other Services & Charges	20,853	20,300	20,321	20,300
Supplies	4,122	4,000	3,979	4,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	160,867	198,219	202,504	202,229

City of Independence, Missouri
National Frontier Trails Museum



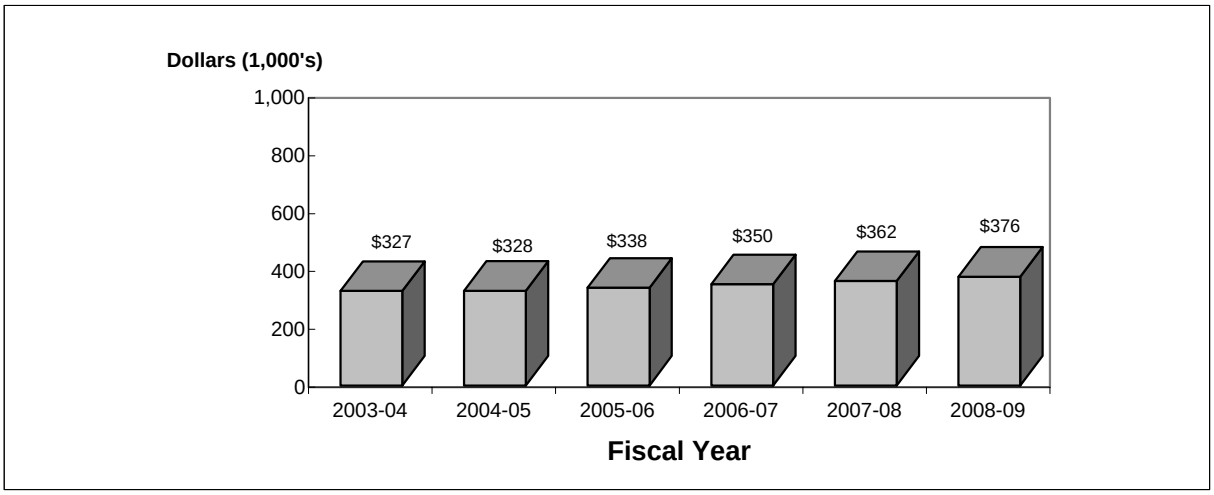
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 259,397	$ 269,691	$ 277,975	$ 284,655
Other Services	66,656	59,680	57,780	59,680
Supplies	24,405	32,145	32,145	32,145
Capital Outlay	-	-	1,900	-
Other	-	-	-	-
Total	$ 350,458	$ 361,516	$ 369,800	$ 376,480



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 327,314	$ 327,743	$ 338,388	$ 350,458	$ 361,516	$ 376,480
Total All Funds	$ 327,314	$ 327,743	$ 338,388	$ 350,458	$ 361,516	$ 376,480
Comparative Ratios:						
Per Capita	$ 2.85	$ 2.85	$ 2.93	$ 3.02	$ 3.11	$ 3.45
Per Household	$ 6.76	$ 6.75	$ 6.94	$ 7.16	$ 7.36	$ 8.11



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2008-09 Operating Budget

Department Description

The National Frontier Trails Museum (NFTM) is a historical complex which collects, preserves, and exhibits items connected with one of the most significant eras in American history - the Great Migration Westward. In part to highlight the importance of Independence to the three major overland trails, the NFTM maintains an interpretive museum, theater, archives, research library, and museum store. Changing exhibits and an expanding research facility mark the growth of the Museum as it strives to become a major tourist attraction, drawing trails enthusiasts from across the country. The Museum also serves the local community by hosting meetings of a historical nature, community gatherings, and educational events.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	4.00	4.00	5.00	5.00
Part Time Positions	2.00	2.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	350,458	361,516	369,800	376,480
Total	350,458	361,516	369,800	376,480
Source of Funding				
General Fund	350,458	361,516	369,800	376,480
Total	350,458	361,516	369,800	376,480

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2008-09 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	47,665	50,000	50,000	44,000
Gift Shop Sales	31,412	32,000	32,000	30,000
Total	79,077	82,000	82,000	74,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2008-09 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Description

The National Frontier Trails Museum (NFTM) is a historical complex which collects, preserves, and exhibits items connected with one of the most significant eras in American history - the Great Migration Westward. In part to highlight the importance of Independence to the three major overland trails, the NFTM maintains an interpretive museum, theater, archives, research library, and museum store. Changing exhibits and an expanding research facility mark the growth of the Museum as it strives to become a major tourist attraction, drawing trails enthusiasts from across the country. The Museum also serves the local community by hosting meetings of a historical nature,community gatherings, and educational events.

2007-08 Accomplishments	**Goal Ref**
* Launched new online shopping for museum store.	3
* Redesigned and installed new exhibits in the permanent exhibit gallery.	1
* Planned and organized first long-distance trail tour in collaboration with the Friends of the NFTM.	1
* Expanded and conducted two new successful teacher training institutes.	1
* Partnered with the Toy & Miniature Museum and the Puppetry Arts Institute on public programs.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Library researchers assisted	37	32	40	40
Telephone and e-mail researchers assisted	600	588	612	600
Attendance:special events/museum & outreach prog./mtgs. hosted	1,966	1,891	2,000	2,000
Students in scheduled tours	3,641	3,797	5,000	4,000
Adults in scheduled tours	634	745	1,000	800
Number of visitors to museum	15,986	14,097	20,000	15,000
Museum store revenue	34,756	30,270	32,000	30,000
Admission revenue	$44,130	$45,522	$50,000	$44,000

2008-09 Objectives	**Goal Ref**
* Track and evaluate sales in the new online museum store and make appropriate changes in store selections on a quarterly basis.	3
* Expand from four to five programs of the popular tombstone lecture	1

2008-09 Objectives **Goal Ref**

series and hold them in October 2008.

* Partner with Adventure Oasis and George Owens Nature Center on a summer camp program for kids which will visit the Trails Museum and the other two sites in August 2008. 1
* Refurbish the "Reaching Oregon" exhibit by December, 2008 and create a Thomas Hart Benton display by June 2009. 1
* Develop a new educational curriculum on the Missouri-Kansas Border War for a teacher training institute in July 2008. 1
* Pursue public programming partnerships with both Bass Pro and the new Fort Osage Education Center during the 2008/09 fiscal year. 1

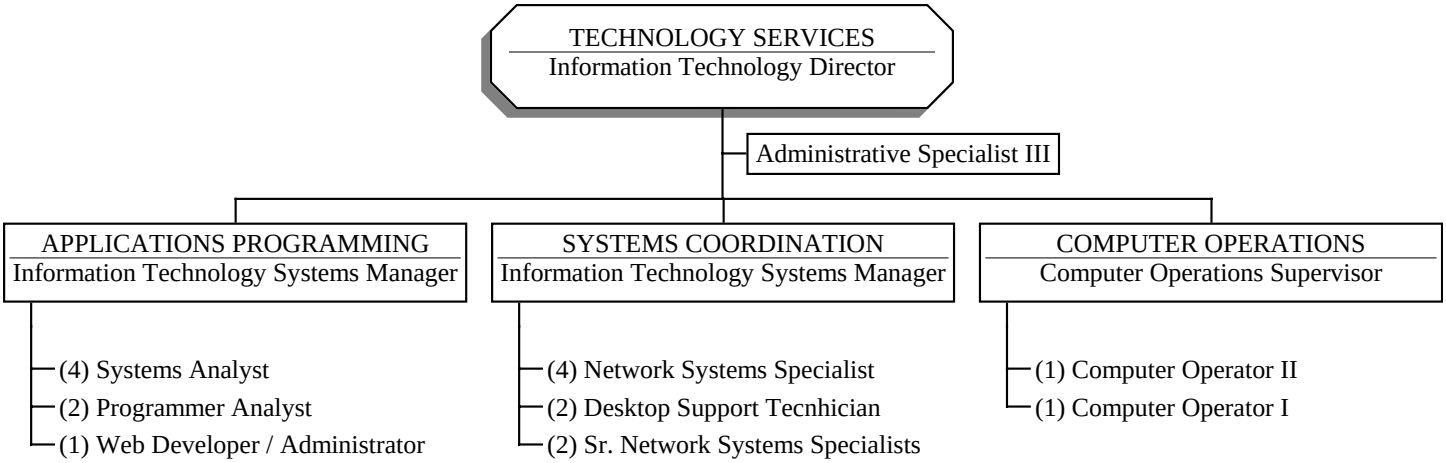
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Special Events/Education Coord	1.00	1.00	1.00	1.00
NFTM Coordinator	1.00	1.00	1.00	1.00
Museum Service Assistant	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	259,397	269,691	277,975	284,655
Other Services & Charges	66,656	59,680	57,780	59,680
Supplies	24,405	32,145	32,145	32,145
Capital Outlay	0	0	1,900	0
Other Expenditures	0	0	0	0
Total	350,458	361,516	369,800	376,480

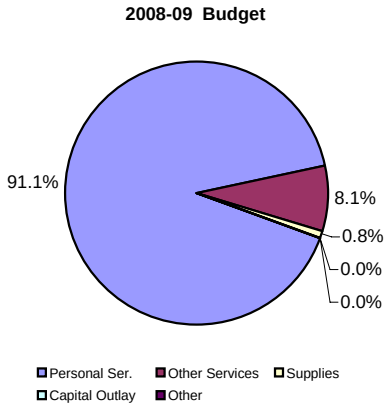
City of Independence, Missouri
Technology Services



Technology Services

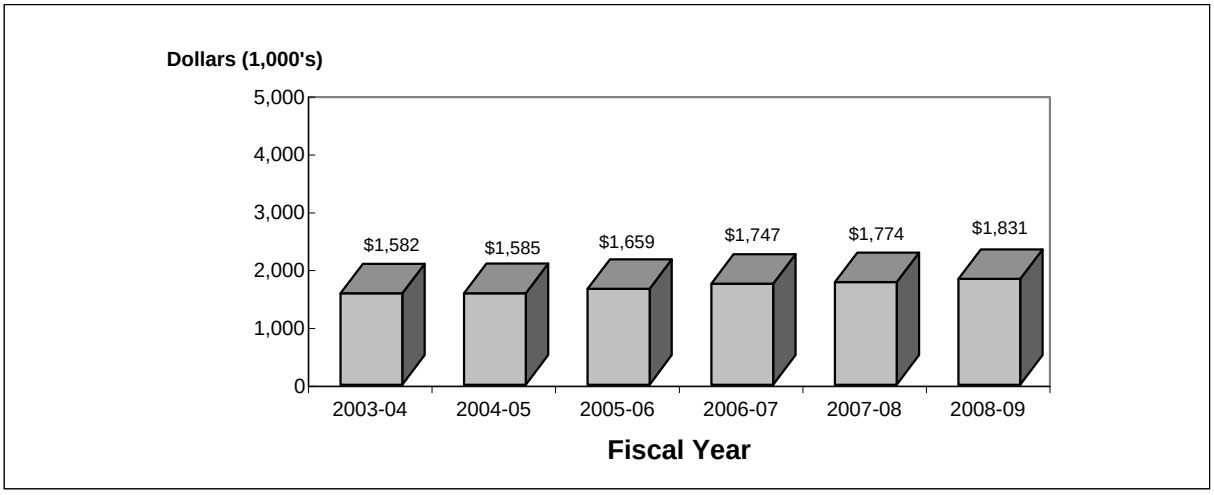
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 1,608,913	$ 1,610,225	$ 1,648,458	$ 1,667,604
Other Services	87,555	147,568	120,246	148,145
Supplies	15,791	15,732	15,677	15,155
Capital Outlay	2,000	-	-	-
Other	33,078	-	27,377	-
Total	$ 1,747,337	$ 1,773,525	$ 1,811,758	$ 1,830,904



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	21.00	21.00	21.00	22.00	22.00	22.00
Amount by Fund:						
General Fund	$ 1,522,686	$ 1,515,656	$ 1,584,234	$ 1,671,952	$ 1,698,079	$ 1,760,857
Power and Light Fund	59,097	69,312	75,184	75,385	75,446	70,047
Total All Funds	$ 1,581,783	$ 1,584,968	$ 1,659,418	$ 1,747,337	$ 1,773,525	$ 1,830,904
Comparative Ratios:						
Per Capita	$ 13.79	$ 13.76	$ 14.36	$ 15.07	$ 15.24	$ 16.77
Per Household	$ 32.67	$ 32.62	$ 34.04	$ 35.71	$ 36.12	$ 39.42



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2008-09 Operating Budget*

Department Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of two midrange computers, a series of Local Area Network file servers, and a communication network of terminals which connect with user departments. Technology Services is also responsible for administering a telephone system consisting of 830 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	21.00	22.00	22.00	22.00
Total	21.00	22.00	22.00	22.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,671,952	1,698,079	1,734,413	1,760,857
4053 Technology Services P&L	75,385	75,446	77,345	70,047
Total	1,747,337	1,773,525	1,811,758	1,830,904
Source of Funding				
General Fund	1,671,952	1,698,079	1,734,413	1,760,857
Power and Light Fund	75,385	75,446	77,345	70,047
Total	1,747,337	1,773,525	1,811,758	1,830,904
Direct/Offsetting Revenues				
Outside Computer Service Charges	23,000	27,000	27,000	32,000
Total	23,000	27,000	27,000	32,000

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2008-09 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Description

Technology Services provides analysis, programming, and computer processing support services to all City departments. The City's computer facility consists of two midrange computers, a series of Local Area Network file servers, and a communication network of terminals which connect with user departments. Technology Services is also responsible for administering a telephone system consisting of 830 telephone stations, administration of voicemail, and coordinating long distance service with appropriate vendors.

2007-08 Accomplishments	**Goal Ref**
* Installed and implemented New World Systems software modules for the Police Department.	1
* Implemented Phase 2 of the encryption of sensitive data stored on the IBM iSeries computer and completed encryption of Payroll information on backup tapes.	1
* Worked with the City Clerk and implemented the Paperless City Council Agenda system.	1
* Implemented Phase II of the Disaster Recovery and Business Continuity Plan which includes backup alternatives for Utility Billing and Payroll by installing a backup IBM iSeries computer.	1
* Installed and assisted in the implementation of the Parks and Recreation Maintenance Management System.	1
* Acquired and installed a replacement IBM iSeries computer that processes systems for the Utilities and other City departments not including public safety.	1
* Installed a new version of the interactive calendar of events which allows events to be shown from all departments in one location on the web site.	1
* Completed development of a blog for the Great Northwest Neighborhood Initiative to keep citizens informed of the progress of the initiative.	1
* Added interactive maps for the Fire Department and Tourism web pages providing website visitors with locations of places of interest.	1
* Developed an electronic process for Municipal Court to print Failure to Appear or Pay Traffic Violation Forms that will provide an electronic audit trail and is expected to generate revenue of $100,000 the first year.	1
* Received third place in the top 10 digital cities in the nation for cities 75,000 to 124,999 in population.	1
* Implemented an upgrade to the telephone system that provides the capability to reroute calls should a disaster occur at City Hall that damages the PBX.	1
* Implemented eChecking services for Utility payments made on the City's web site.	1
* Worked with the Law Department to develop web pages that include detailed workers compensation information for both injured workers	1

2007-08 Accomplishments **Goal Ref**

and their supervisors.

* Developed programming for self service entry of job applications and installed it on the self service workstations in the lobby of City Hall. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Workstations On-Line	830	830	830	880
AS/400 On-Line Transactions	50,097,888	48,183,526	50,000,000	50,000,000
Requests for Software Services Completed	718	707	725	700
Network Service Calls	3,111	3,256	3,300	3,600

2008-09 Objectives **Goal Ref**

* Complete installation of underground fiber optic cable to Fire Station #1 as part of the Disaster Recovery Plan. 1
* Implement Data Mirroring Software as part of the Disaster Recovery Plan. 1
* Develop and implement a centralized complaint/problem submission system for citizens through the City's web site. 1
* Implement a comprehensive anti-spyware solution that will protect all of the City's PC's from spyware traffic when they are connected to the Internet using the City's network. 1
* Replace the City Hall/Police building PBX system and the City's shared voice mail system with upgraded hardware and software. 1
* Upgrade the automated voice recognition system that processes incoming calls to 325-7000. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	5.00	6.00	5.00	3.00
Sr Network System Specialist	.00	.00	.00	2.00

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2008-09 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Programmer/Analyst	3.00	3.00	2.00	2.00
Systems Analyst	3.00	3.00	4.00	4.00
Telecomm Serv Tech	1.00	.00	.00	.00
Desktop Support Technician	.00	1.00	2.00	2.00
Web Developer/Administrator	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	20.00	21.00	21.00	21.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,533,528	1,534,779	1,571,113	1,597,557
Other Services & Charges	87,555	147,568	120,246	148,145
Supplies	15,791	15,732	15,677	15,155
Capital Outlay	2,000	0	0	0
Other Expenditures	33,078	0	27,377	0
Total	1,671,952	1,698,079	1,734,413	1,760,857

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2008-09 Operating Budget*
Cost Center: 4053 - Technology Services P&L *Fund: 20 - Power and Light Fund*

Description

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

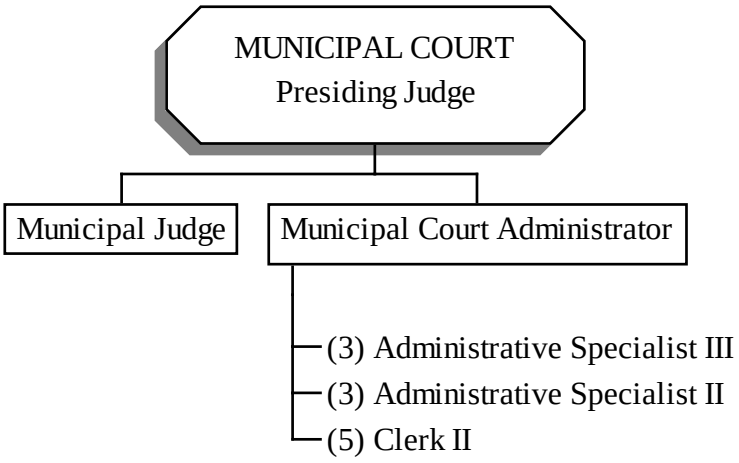
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	75,385	75,446	77,345	70,047
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	75,385	75,446	77,345	70,047

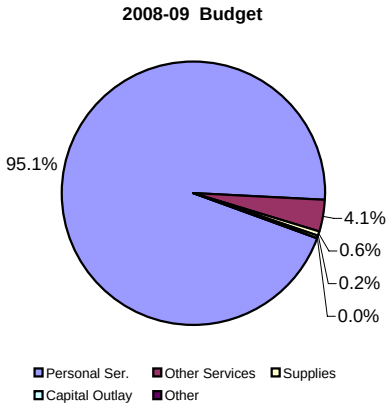
City of Independence, Missouri
Municipal Court



Municipal Court

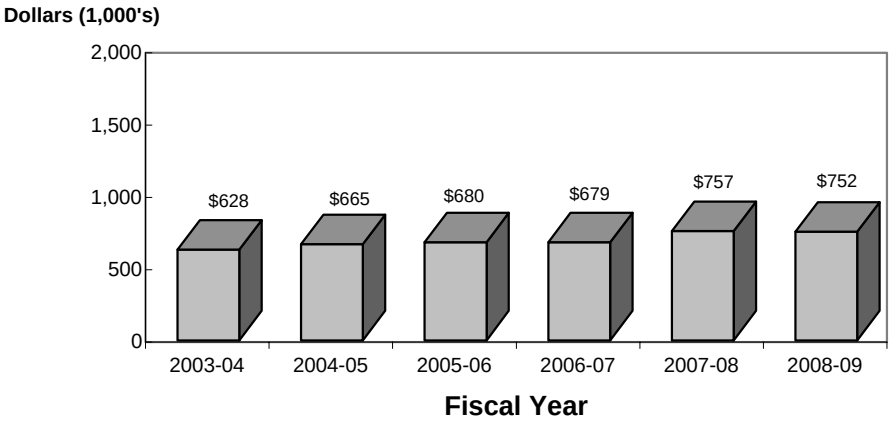
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 640,841	$ 720,508	$ 731,091	$ 715,227
Other Services	29,099	30,790	30,790	30,850
Supplies	5,442	4,224	5,724	4,164
Capital Outlay	3,300	1,500	-	1,500
Other	-	-	-	-
Total	$ 678,682	$ 757,022	$ 767,605	$ 751,741



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	13.00	13.00	13.00	13.00	14.00	14.00
Amount by Fund:						
General Fund	$ 627,638	$ 665,186	$ 679,505	$ 678,682	$ 757,022	$ 751,741
Total All Funds	$ 627,638	$ 665,186	$ 679,505	$ 678,682	$ 757,022	$ 751,741
Comparative Ratios:						
Per Capita	$ 5.47	$ 5.78	$ 5.88	$ 5.85	$ 6.51	$ 6.89
Per Household	$ 12.96	$ 13.69	$ 13.94	$ 13.87	$ 15.42	$ 16.19



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	13.00	13.00	14.00	14.00
Total	13.00	13.00	14.00	14.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	678,682	757,022	767,605	751,741
Total	678,682	757,022	767,605	751,741
Source of Funding				
General Fund	678,682	757,022	767,605	751,741
Total	678,682	757,022	767,605	751,741

Key Budget Changes

* A Court Clerk position was added in 2007 to assist with the continually increasing number of cases being handled by the court. The number of cases being docketed has increased by over 75% in the last five years. This new position will also allow the court to keep up with the suspension of defendants' driving priviledges for failing to appear in court and/or not paying fines.

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court *2008-09 Operating Budget*
Cost Center: 4090 - Municipal Court *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments **Goal Ref**

* Court has completed the Destruction Ordinance 16857. We had 75 cubic feet of Municipal Court records. This is in accordance with the Court Operating Rule 8.01 Uniform Retention/Destruction system. 3
* Enhancements have been made to the City Net to enable several departments to retrieve active warrant information pertaining to Code Violation warrants and Domestic Violence warrants. This enables the codes department and police department access to retrieve warrant information at any time. 3
* Implemented a new procedure for receiving bond monies from the Police Department in order to have 100% accuracy of monies the court receives from the police department. 3
* Worked with the Police Department to help reduce jail care costs by monitoring the inmates on a daily basis. This has saved the police department approximately $8,000 per month in jail costs. 3
* Authorized a procedure for prisoners picked up on unpaid fine warrants to apply half the fines down and be released from jail with 30-days to pay the remainder of the fines. This procedure prevents the defendant from being committed to jail and allows them another opportunity to pay remaining fine owed to the court. 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
No. of Cases Disposed by Court	34,430	31,298	29,026	27,394
No. of Cases Disposed by TVB	10,273	8,584	8,690	8,902
No. of Warrants Issued	26,461	21,695	22,422	24,198
No. of Cases Docketed	103,559	97,060	96,000	91,700
No. of Night Court Cases Docketed	983	930	900	1,026
No. of Complaints	8,035	5,065	8,600	N/A
No. of Subpoenas Issued	3,507	4,223	4,182	N/A
No. of Commitments	1,315	1,339	1,278	N/A
No. of Parking Tickets Paid	649	539	666	N/A

State Report Compliance	N/A	N/A	N/A	90%
Domestic Violence Subpoena Appearance	N/A	N/A	N/A	50%

2008-09 Objectives **Goal Ref**

* To initiate, process, and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01 — 3
* Maintain and store court records and documents off site with Iron Mountain. This service provides the court the ability to update, maintain and view all stored records via the internet. — 3
* Process State Reports for the Department of Revenue in less than seven days from disposition so we are in compliance with the Federal Motor Carriers Safety Improvement Act. — 3
* Monitor and increase the percentage rate of domestic violence witnesses appearing from subpoena notification. — 3

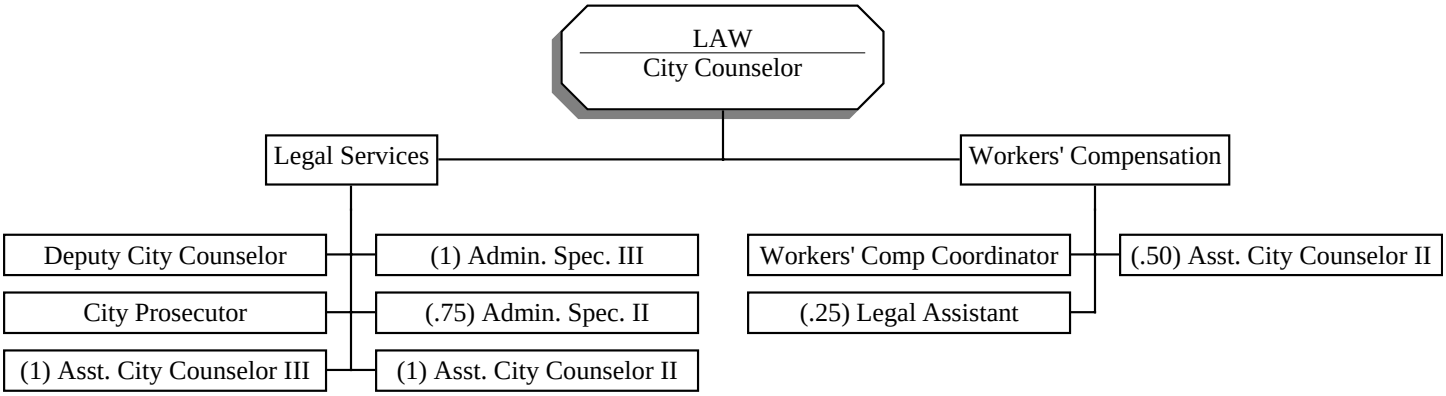
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Administrative Spec II	2.00	2.00	.00	.00
Administrative Spec III	3.00	3.00	.00	.00
Court Clerk	.00	.00	3.00	3.00
Senior Court Clerk	.00	.00	3.00	3.00
Total	13.00	13.00	14.00	14.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	640,841	720,508	731,091	715,227
Other Services & Charges	29,099	30,790	30,790	30,850
Supplies	5,442	4,224	5,724	4,164
Capital Outlay	3,300	1,500	0	1,500
Other Expenditures	0	0	0	0
Total	678,682	757,022	767,605	751,741

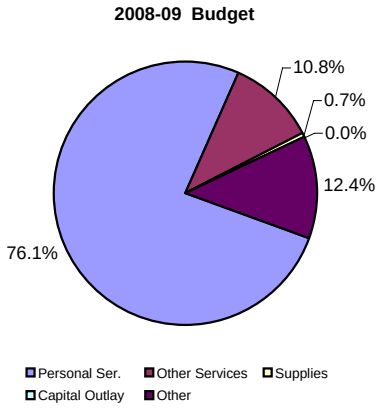
City of Independence, Missouri
Law



Law

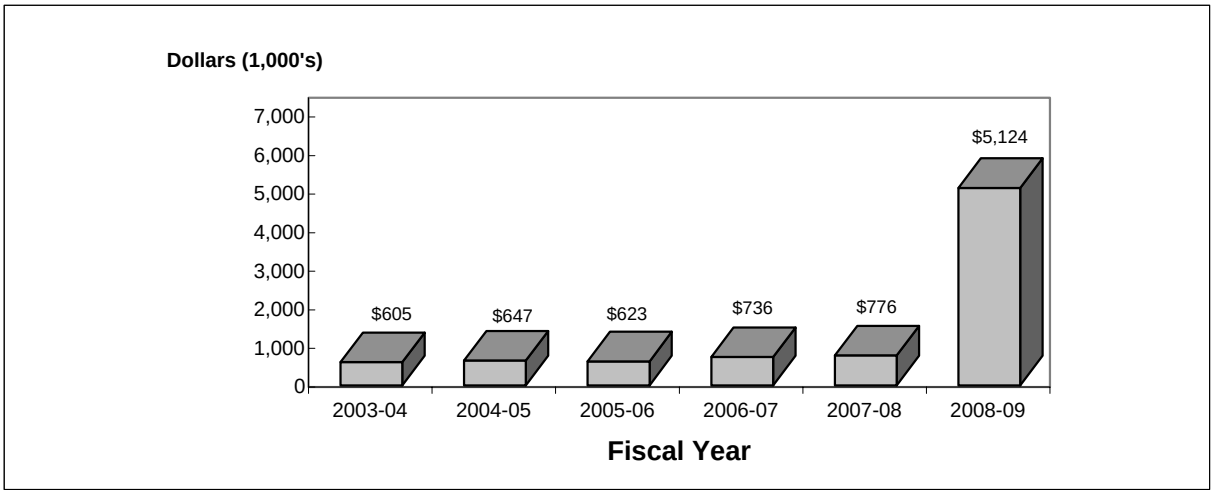
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 611,710	$ 632,443	$ 3,933,705	$ 3,898,208
Other Services	97,474	116,500	589,660	552,650
Supplies	26,414	26,851	34,720	34,851
Capital Outlay	44	-	-	2,500
Other	-	-	-	636,000
Total	$ 735,642	$ 775,794	$ 4,558,085	$ 5,124,209



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	5.50	5.50	5.75	7.25	7.25	8.50
Amount by Fund:						
General Fund	$ 605,111	$ 647,262	$ 623,158	$ 691,373	$ 739,685	$ 745,326
Grants	-	-	-	44,269	36,109	25,130
Worker's Comp Fund	-	-	-	-	-	4,353,753
Total All Funds	$ 605,111	$ 647,262	$ 623,158	$ 735,642	$ 775,794	$ 5,124,209
Comparative Ratios:						
Per Capita	$ 5.27	$ 5.62	$ 5.39	$ 6.34	$ 6.67	$ 46.94
Per Household	$ 12.50	$ 13.32	$ 12.78	$ 15.04	$ 15.80	$ 110.34



City of Independence
Departmental Budget Summary

Department: 4110 - Law *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	5.75	6.75	6.75	8.00
Part Time Positions	.50	.50	.50	.50
Total	6.25	7.25	7.25	8.50

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4100 Law	691,373	739,685	755,031	745,326
4150 Law Dept. Grants	44,269	36,109	57,054	25,130
6592 Worker's Compensation	0	0	3,746,000	4,353,753
Total	735,642	775,794	4,558,085	5,124,209
Source of Funding				
General Fund	691,373	739,685	755,031	745,326
Grants	44,269	36,109	57,054	25,130
Worker's Compensation Fund	0	0	3,746,000	4,353,753
Total	735,642	775,794	4,558,085	5,124,209

City of Independence
Detail Program Summary

Department: 4110 - Law | *2008-09 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Internal re-alignment of staff has been made to better match organization demands.	3
* Fourth attorney has been replaced for handling workers' compensation issues, and to handle personnel board hearings and grievances.	3
* Successful in receiving refunds from taxes charged the City by cell phone companies.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Damage Claims Processed	N/A	151	N/A	180

2008-09 Objectives	**Goal Ref**
* Complete re-alignment of staff into functional responsibility management to better match organization demands.	3
* Create a new work intake and assignment system to facilitate both assignment within the department and to assist the client base in routing requests.	3
* Scanning in new litigation files as they are received.	3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	2.00	3.00	2.00	1.00

City of Independence
Detail Program Summary

Department: 4110 - Law | *2008-09 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst City Counselor II	.00	.13	1.13	.75
Administrative Spec II	.75	.75	.75	.75
Administrative Spec III	1.00	1.00	1.00	1.00
Deputy City Counselor	.00	.00	.00	1.00
Total	5.75	6.88	6.88	6.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	567,441	596,334	611,680	601,975
Other Services & Charges	97,474	116,500	119,631	116,500
Supplies	26,414	26,851	23,720	26,851
Capital Outlay	44	0	0	0
Other Expenditures	0	0	0	0
Total	691,373	739,685	755,031	745,326

City of Independence
Detail Program Summary

Department: 4110 - Law | *2008-09 Operating Budget*
Cost Center: 4150 - Law Dept. Grants | *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst City Counselor II	.50	.37	.37	.25
Total	.50	.37	.37	.25

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	44,269	36,109	52,025	25,130
Other Services & Charges	0	0	5,029	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	44,269	36,109	57,054	25,130

City of Independence
Detail Program Summary

Department: 4110 - Law | *2008-09 Operating Budget*
Cost Center: 6592 - Worker's Compensation | *Fund: 92 - Worker's Compensatic*

Description

2007-08 Accomplishments — **Goal Ref**

* Implemented a pharmacy benefit card to be used by injured workers when prescription medications are needed, eliminating confusion and co-pay demands at pharmacies and creating a trackable savings for the City. — 3
* Implemented an early intervention program with nurse case managers for injured workers who require referrals to specialists, or who require emergency care. This service places a liaison between the injured worker, the supervisor, and multiple care providers to ensure proper care is obtained quickly and confusion is minimized. — 3
* With the help of Technology Services, created a page on CityNet devoted to worker's compensation which provides information and forms for employees and supervisors. — 3
* Closed twenty claims that were outstanding for over two years. — 3

2008-09 Objectives — **Goal Ref**

* Close 90% of the following claims: medical only-claims within six months of final medical care; claims involving permanent partial disability within twelve months of reaching maximum medical improvement (MMI); litigated claims within eighteen months of MMI — 3
* Accommodate 80% of employees returning to work then the treating doctor places injured workers on modified duty, by expanding the modified duty program to place injured workers outside their regular work area when necessary and by including use of modified duty in future supervisor training courses to reinforce the value of the modified duty program. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst City Counselor II	.00	.00	.00	.50
Worker's Compensation Coord	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	.25
Total	.00	.00	.00	1.75

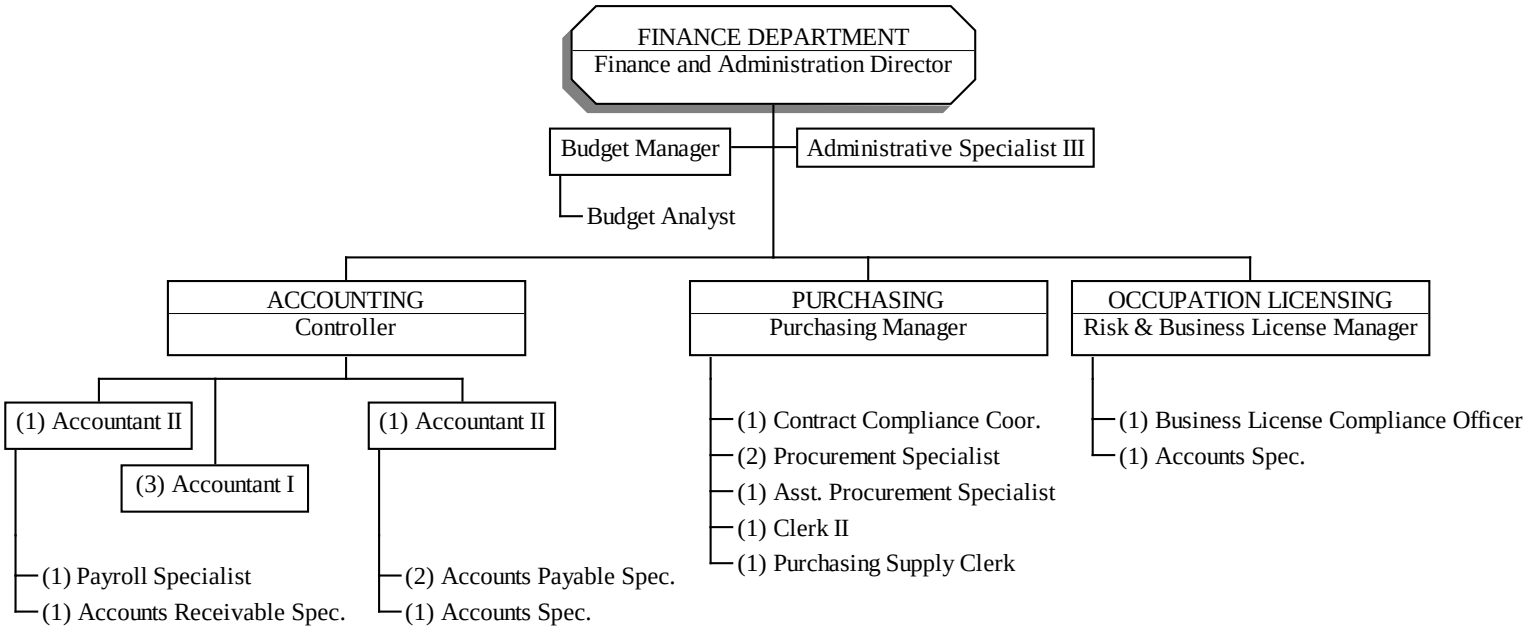
City of Independence
Detail Program Summary

Department: 4110 - Law *2008-09 Operating Budget*
Cost Center: 6592 - Worker's Compensation *Fund: 92 - Worker's Compensatic*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	0	0	3,270,000	3,271,103
Other Services & Charges	0	0	465,000	436,150
Supplies	0	0	11,000	8,000
Capital Outlay	0	0	0	2,500
Other Expenditures	0	0	0	636,000
Total	0	0	3,746,000	4,353,753

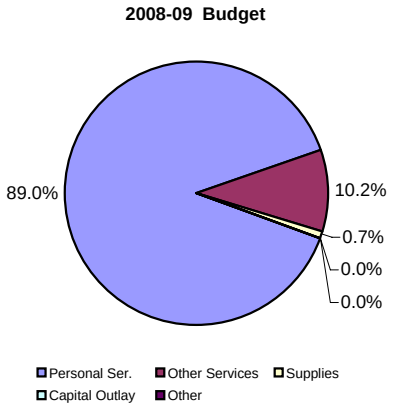
City of Independence, Missouri
Finance



Finance

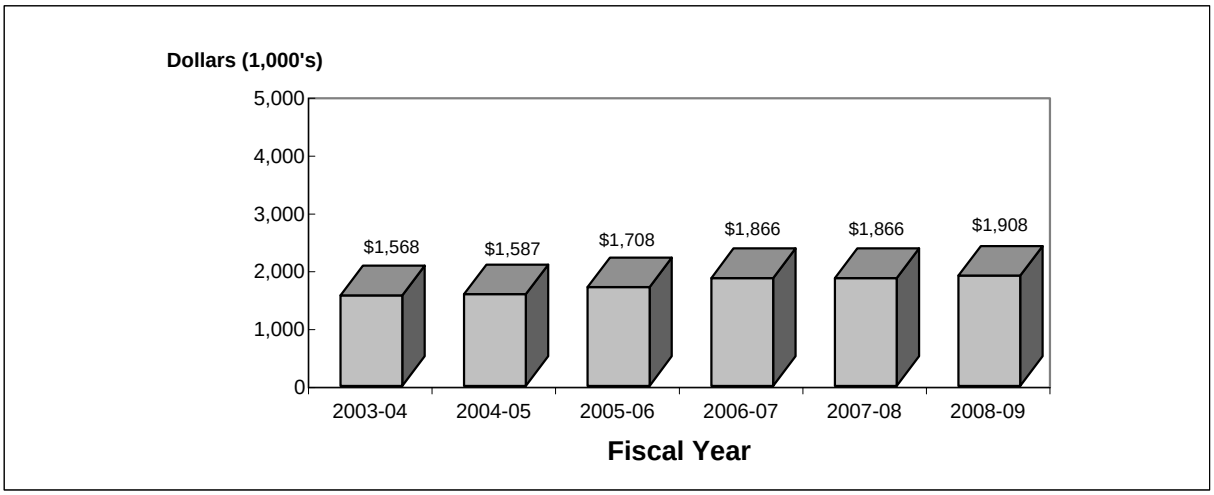
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 1,661,074	$ 1,661,325	$ 1,694,060	$ 1,698,901
Other Services	177,216	191,519	191,566	195,412
Supplies	26,656	13,359	13,312	13,578
Capital Outlay	1,099	-	-	-
Other	-	-	-	-
Total	$ 1,866,045	$ 1,866,203	$ 1,898,938	$ 1,907,891



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	24.00	25.00	26.00	26.00	25.00	25.00
Amount by Fund:						
General Fund	$ 1,567,598	$ 1,539,733	$ 1,659,205	$ 1,814,786	$ 1,813,004	$ 1,868,028
Water Fund	-	47,671	48,863	51,259	53,199	39,863
Total All Funds	$ 1,567,598	$ 1,587,404	$ 1,708,068	$ 1,866,045	$ 1,866,203	$ 1,907,891
Comparative Ratios:						
Per Capita	$ 13.66	$ 13.79	$ 14.78	$ 16.09	$ 16.04	$ 17.48
Per Household	$ 32.38	$ 32.67	$ 35.03	$ 38.14	$ 38.01	$ 41.08



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	25.00	25.00	24.00	24.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	26.00	26.00	25.00	25.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4201 Administration	424,372	407,392	417,254	412,731
4210 Accounting	851,977	865,712	877,885	895,847
4217 City Hall Cashiering	51,259	53,199	53,199	39,863
4240 Purchasing	381,886	381,827	388,962	400,342
4260 Business Licensing	156,551	158,073	161,638	159,108
Total	1,866,045	1,866,203	1,898,938	1,907,891
Source of Funding				
General Fund	1,814,786	1,813,004	1,845,739	1,868,028
Water Fund	51,259	53,199	53,199	39,863
Total	1,866,045	1,866,203	1,898,938	1,907,891

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4201 - Administration | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2007-08 budget for 22nd consecutive year.	3
* Completed work agreement negotiations with the Fraternal Order of Police.	3
* Completed work agreement negotiations with the International Association of Fire Fighters.	3
* Closed the Bolger Square Tax Increment Financing Project (TIF).	3
* Completed the final financing for the developer reimbursable costs for the Drumm Farm TIF project.	3
* Completed the first financing for the Multi-Purpose Events Center.	3
* Developed a proposed set of economic development policies.	3
* Participated on the Boards of the Crackerneck Creek Transportation Development District (TDD) and the Events Center Community Improvements District (CID).	3
* Established a process for the collection of the new Crackerneck Creek TDD revenue stream.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
General Fund Revenues	64,196,357	64,928,874	67,328,592	69,355,800
Year End Undesignated Fund Balance	3,399,529	2,129,791	3,366,430	
% of General Fund Unreserved Fund Balance to Total Annual Revenues	2.97%	5.24%	3.16%	
Variance of Projected Revenues to Original Budget for All Funds	5.21%	(3.05%)	+/-1.00%	+/-1.00%
Number of budget hold items	2,693	2,800	2,500	2,500
Average number of days per item on budget hold	9.16	4.26	2.00	2.00

Percentage of budget hold items released within 2 calendar days	57%	75%	90%	90%

2008-09 Objectives **Goal Ref**

* Complete the necessary financing for the construction of the Multi-Purpose Events Center. 3
* Establish procedures for the financial administration of the Multi-Purpose Events Center CID. 3
* Continue the citizens rehabilitation committee for the HCA TIF. 3
* Participate with the evaluation and implementation of economic development projects. 3
* Issue debt obligations as necessary for the Eastland and HCA TIF's. 3
* The City's Position Management computer system is used to project salaries and benefits for the development of each year's operating budget. The system was developed in-house and was first written in the early 1970's. This system will be redesigned and replaced next year with a system that will project budgeted personal services costs in a more efficient and effective manner. In addition, the system capabilities will be expanded to allow operating departments to more easily monitor personal services variances during the fiscal year and it will provide the capability to project personal services costs for future fiscal years. 3
* Evaluate the issues and make a recommendation regarding the future viability of the City's Financial Management computer system. Options may include the following alternatives: 3
    1) Upgrade the existing system to a newer version
    2) Replace the existing system
    3) Develop a user interface system (Dashboard System) that allows the system users to more easily access and inquire on the financial status of their department operations.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4201 - Administration | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	399,912	384,031	393,893	389,370
Other Services & Charges	12,410	18,783	18,830	18,783
Supplies	10,951	4,578	4,531	4,578
Capital Outlay	1,099	0	0	0
Other Expenditures	0	0	0	0
Total	424,372	407,392	417,254	412,731

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4210 - Accounting | *Fund: 02 - General Fund*

Description

Responsible for maintaining the accounting records for all of the City's operations including the utility funds. Also responsible for providing monthly and annual financial reporting for City activities. Major areas of responsibility within accounting are: payroll, accounts payable, utility accounting, investment management, independent audit, financial reporting, general ledger, accounts receivable, grants/contract accounting, property accounting, and accounting for the financial activities of the Tax Increment Financing (TIF) projects.

2007-08 Accomplishments	**Goal Ref**
* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report.	3
* Implemented GASB 45 - Post Employment Benefits Other than Pensions (OPEB).	3
* Recruited and trained for vacant Accounts Specialist position.	3
* Updated the FM/HR User Manual and put it on the City's Intranet.	3
* Added Special Tax Bills to the City's web page to be accessed by Title companies when researching tax records.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Payroll Checks Processed	33	11	30	25
Payroll Direct Deposits Processed	30,758	31,559	30,810	31,600
Approve Action Forms Within 3 Days		94.19%	95.00%	96.00%
Number of Retro Checks Processed Due to Corrections			108	100
Disbursement Checks Processed	14,027	13,819	14,500	14,000
Department Local Checks Processed	1,682	2,924	1,200	2,000
Electronic Payments	677	667	700	700
Percent of Request for Payments Paid Within 14 Days		98.30%	99.00%	99.00%
Percent of Invoices Paid Within 30 Days of Invoice Date		89.82%	90.00%	92.00%
Misc. Invoices Issued	$3,595,479	$3,389,785	$3,750,000	$3,500,000
Average Rate of Return Earned on Investments and Money Market			5.184%	4.000%
Total Dollars Invested (Millions)	$74	$77	$75	$80

Average Number of Days to Issue Monthly Financial Report	16	15	12

2008-09 Objectives **Goal Ref**

* Improve the timeliness of our Interim Financial Report by issuing a report by the 12th of the following month. 3
* Improve financial reporting for GASB 34 by making the necessary changes to streamline the process. 3
* Establish procedures for accounting for the Events Center and the Events Center CID. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Accounts Payable Spec	3.00	3.00	3.00	2.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	.00	.00	.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	3.00	3.00	3.00
Accountant II	2.00	2.00	2.00	2.00
Payroll Technician	1.00	.00	.00	.00
Payroll Specialist	.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	698,414	707,987	720,160	734,346
Other Services & Charges	141,769	152,495	152,495	156,391
Supplies	11,794	5,230	5,230	5,110
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	851,977	865,712	877,885	895,847

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4217 - City Hall Cashiering | *Fund: 40 - Water Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Hired and trained new Account Specialist.	3
* Started analysis of Jackson County property tax records to identify rental property owners needing to obtain a business license.	3
* Utilized iNovah cash receipts software to identify days when cash drawer closings are out of balance and the amount the cash drawer is out of balance.	3
* Attended basic training classes for Word and Excel provided by MARC to develop and maintain list of letters sent by the License Division.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Total Transactions Processed	28,431	27,835	29,000	27,500
Total Dollars Processed (Millions)	$19.7	$18.5	$21.7	$22.0
Utility bills as percentage of total transactions	31.11%	37.61%	40.60%	41.00%
Utility payments as a percentage of dollars processed	7.11%	9.23%	10.38%	11.00%
MGE payments as a percentage of transactions processed	6.34%	8.79%	10.20%	10.50%
MGE payments as a percentage of dollars processed	0.57%	0.65%	0.71%	0.72%
Bus Passes as a percentage of total transactions processed	2.82%	3.80%	4.14%	4.00%
Percentage of workdays when cash closing is out of balance	NOT AVAIL.	NOT AVAIL.	5.00%	3.00%
Average cash out of balance amount	NOT AVAIL.	NOT AVAIL.	$16.10	$5.00

2008-09 Objectives	**Goal Ref**
* To assist the License Division in identifying unlicensed businesses and notifying business of the need to obtain a business license, the Account Specialist will attend intermediate Word and Excel training classes offered by the Mid-America Regional Council (MARC). These	3

2008-09 Objectives **Goal Ref**

computer software training classes will also enhance the professional development of the Account Specialist.

* In order to determine the level of service the cashier function is providing to citizens paying their bills and internal customers making deposits, we will develop and implement a customer service survey. Monitoring the survey results will provide staff with feedback on changes needed to this function to provide better service to our customers. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Account Clerk I	1.00	.00	.00	.00
Accounts Receivable Spec	.00	.85	.85	.85
Total	1.00	.85	.85	.85

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	51,259	53,199	53,199	39,863
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	51,259	53,199	53,199	39,863

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2008-09 Operating Budget*
Cost Center: 4240 - Purchasing — *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Developed a flowchart to assist the departments in processing public improvement emergency purchases.	3
* Hosted a training session for internal customers to review Purchasing policies and processes.	3
* Jointly hosted a lunch and learn with Corporate Express for internal customers. The event provided information on products and how to utilize electronic tools when ordering.	3
* Provided informal training during Purchasing Month on the process for handling emergency public improvements, procuring architectural, engineering and land surveying services, requests for proposals, and the surplus property process.	3
* Increased savings due to utilization of the Freight Program to $42,588. This savings is the result of taking control of the City's incoming and outgoing freight.	3
* Generated $133,025 from the sale of surplus property.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Purchase Orders Issued	2,656	2,801	2,500	2,700
Price Agreements Maintained	253	261	250	270
Request for Proposals processed and administered	14	19	20	22
No. of Days to issue Purch. Orders for Req. not requiring bids.			2.52	2.30
No. of Days to issue Purch. Order for Req. requiring informal bids.			17.60	16.00
No. of Days to issue Purch. Order for Req. requiring formal bids.			17.10	15.00
Percentage of minor purchases using P cards vs. dept. local checks			86.30%	95.00%

2008-09 Objectives	**Goal Ref**
* Some requisitions do not require obtaining bids at the time a requisition is submitted due to the dollar amount of the requisition, the existence of pre-authorized price agreements or other various factors. Issue all Purchase Orders against requisitions that do not require bids, within two working days from the receipt of the approved requisition in Purchasing, 90 percent of the time.	3
* Decrease the time it takes to issue a purchase order for requisitions requiring the bid process by 10%.	3
* Minor purchases (less than $500) within the City can be purchased with either Departmental Local Checks or electronic Procurement Cards. Purchases using Procurement Card provide more operational controls and are easier to process than the Departmental Local Check purchases. Shift the usage of Department Local Checks to Procurement Card purchases by at least 10 percent.	3
* The Purchasing Division is responsible for disposing surplus property generated from all of the City's operations. The accumulation of surplus property represents a storage problem for the Purchasing Division and it also delays revenue collections by the City from the sale of surplus property. In an effort to minimize storage costs and maximize revenue, all surplus property will be listed for sale within 5 working days after the receipt of an authorized surplus property form and will be disposed of within 60 calendars days from the same date.	3
* Survey 25% of existing price agreement vendors to determine the efficiency of contract administration procedures (e.g. renewals, payment, modifications, etc.).	3

Staffing:

Position Title	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**	**2008-09 Budget**
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Clerk Steno I	1.00	1.00	.00	.00
Asst Procurement Specialist	.00	.00	1.00	1.00
Procurement Specialist	3.00	3.00	2.00	2.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	8.00	8.00	7.00	7.00

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4240 - Purchasing | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	368,481	372,485	379,620	390,664
Other Services & Charges	10,268	6,091	6,091	6,088
Supplies	3,137	3,251	3,251	3,590
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	381,886	381,827	388,962	400,342

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2008-09 Operating Budget*
Cost Center: 4260 - Business Licensing | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Developed and implemented customer service surveys for the business licensing process to identify ways to simplify the business licensing process for our customers.	3
* Completed comparative review of the City's Alcoholic Beverage Code to State Statutes and presented Code amendment to the City Council.	3
* Utilized State records to update sales tax records in the Business Licensing System and identified businesses operating without a business license.	3
* Started transition to the National American Industry Classification System (NAICS) from the Standard Industrial Classification (SIC) system in the business licensing system.	3
* Developed procedures to identify and track whether the City Council authorized contracts, price agreements, purchase orders and emergency purchase orders in compliance with the City's business licensing requirements.	3
* Worked with our insurance broker at Lockton Companies to obtain a reasonable property and boiler and machinery insurance renewal program despite several open loss control recommendations from the insurance companies.	3
* Purged expired employee permit files from file cabinets and eliminated the need for two file cabinets.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of business licenses issued.	7,806	7,634	8,050	8,200
Percentage of new business license applications processed.	12.25%	12.59%	12.42%	13.41%
Renewed business license account as percent of licenses issued.	87.75%	87.41%	87.58%	86.59%

Percent of businesses renewing their account by due date.	NOT AVAIL.	NOT AVAIL.	73.50	75.00%
Business license accounts closed.	1,396	870	1,135	1,200
New liquor license applications processed.	9	17	24	28
Council concurs with staff on liquor license recommendation.	NOT AVAIL.	NOT AVAIL.	100.00%	100.00%
Property & Liability insurance cost as a percent of operating budget.	0.79%	0.75%	0.80%	0.90%

2008-09 Objectives **Goal Ref**

* In order to determine the level of service the License Division provides to liquor license applicants and during the renewal process, staff will develop and implement a customer service survey. Monitoring the results of the survey will provide staff with feedback on changes needed to these processes that will provide better service to our customers. 3
* The Code provisions and procedures regarding a business operating without a business license or not renewing their business license by the due date need updating. We plan to evaluate options that would encourage businesses to comply with the City's business licensing requirements. Once new provisions and procedures are finalized, staff will prepare an amendment to the Code for consideration by the City Council. 3
* The Office of Management and Budget (OMB) adopted a new industry classification system for use by statistical agencies in the United States. The North American Industry Classification System (NAICS) replaces the Standard Industrial Classification (SIC) system currently used in the business licensing system. Implementation of the NAICS system will take place in two phases. First, the NAICS codes will replace the SIC codes in new applications. Then the NAICS codes will replace the SIC codes in existing accounts. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Accounts Receivable Spec	.00	.15	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	1.00	1.00
Total	2.00	2.15	2.15	2.15

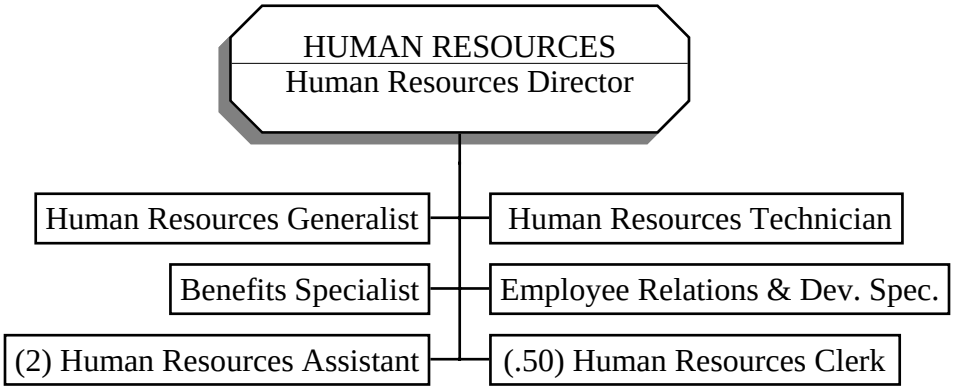
City of Independence
Detail Program Summary

Department: 4200 - Finance — *2008-09 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	143,008	143,623	147,188	144,658
Other Services & Charges	12,769	14,150	14,150	14,150
Supplies	774	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	156,551	158,073	161,638	159,108

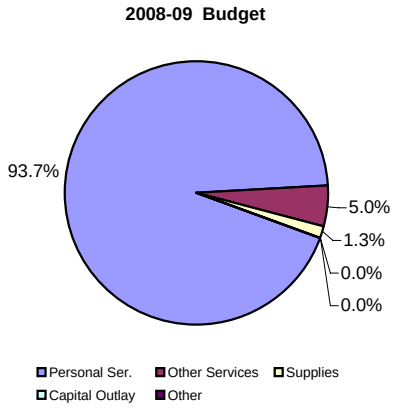
City of Independence, Missouri
Human Resources



Human Resources

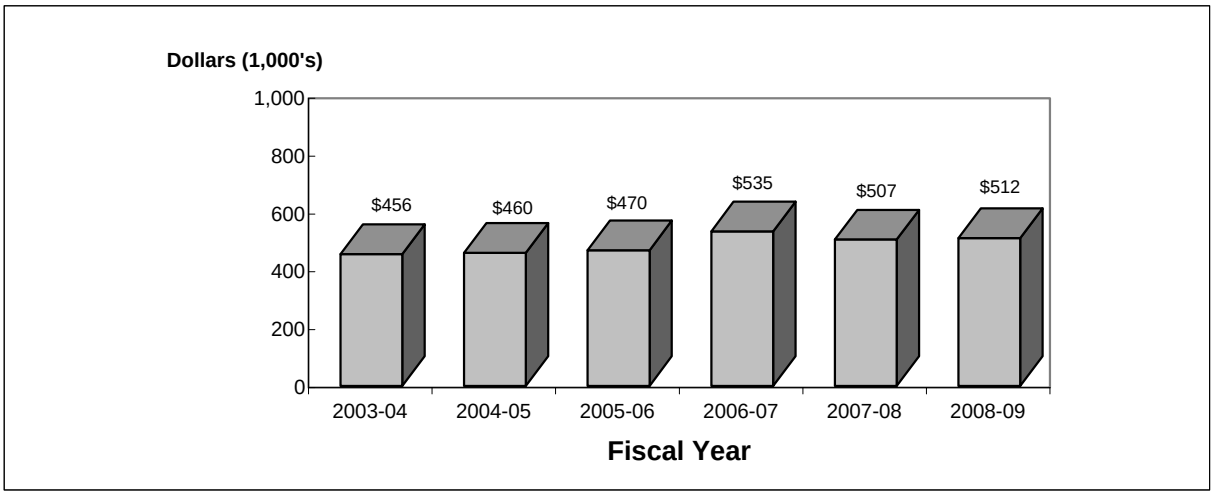
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 453,171	$ 474,772	$ 487,456	$ 479,585
Other Services	69,704	25,492	25,492	25,492
Supplies	12,222	6,500	6,500	6,500
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 535,097	$ 506,764	$ 519,448	$ 511,577



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	7.50	7.50	7.50	7.50	7.50	7.50
Amount by Fund:						
General Fund	$ 456,211	$ 460,492	$ 469,697	$ 535,097	$ 506,764	$ 511,577
Total All Funds	$ 456,211	$ 460,492	$ 469,697	$ 535,097	$ 506,764	$ 511,577
Comparative Ratios:						
Per Capita	$ 3.98	$ 4.00	$ 4.06	$ 4.61	$ 4.36	$ 4.69
Per Household	$ 9.42	$ 9.48	$ 9.63	$ 10.94	$ 10.32	$ 11.02



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2008-09 Operating Budget*

Department Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as insurance questions or concerns of 600+ retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Provides safety training and accident prevention as needed. Liaison to Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	7.00
Part Time Positions	1.50	1.50	1.50	.50
Total	7.50	7.50	7.50	7.50

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	535,097	506,764	519,448	511,577
Total	535,097	506,764	519,448	511,577

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2008-09 Operating Budget*

Source of Funding				
General Fund	535,097	506,764	519,448	511,577
Total	535,097	506,764	519,448	511,577

Key Budget Changes

* Emphasis on managing health insurance and pharmacy benefit costs
* Program development for retirement planning seminars, resulting in higher operating supply fees
* Improvement of administration of Family and Medical Leave Act time
* With automation of human resources services, efficiency of staff time is improved.

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as assistance with insurance questions or concerns of 600+ retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City Charter, and federal, state, and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Provides safety and accident prevention training as needed. Liaison to Human Relations Commission, Citizens with Disabilities Advisory Board and Personnel Board.

2007-08 Accomplishments	**Goal Ref**
* Implemented paperless application process	3
* Made presentation at Transforming Local Government Conference in June, 2008	3
* Reviewed 50+ proposed salary offers and pay adjustments since July, 2007	3
* Evaluated and recommended outcomes on 13 reclassification and/or industry comparison requests since July, 2007	3
* Facilitated 43 employee retirements during the 2007 calendar year, which is the second largest active year for retirements since 2000 (at 47)	3
* Implemented the new July, 2007 work agreement pay increases for FOP, IAFF and Steelworkers in a successful and timely manner	3
* Updated the non-union and union 2007 Pay Plans and implemented the July, 2007 pay increases	3
* Developed Retirement Information Presentation for pre-retirement employee roll-out	3
* Five new voluntary benefits were implemented effective 1/1/08. These include: Long Term Care, Cancer Care, Accident Insurance and Short Term Disability through Aflac, and a new vision plan through VSP.	3
* Participated in and completed the Request for Proposal process for the HMO Plan. The Coventry HMO Plan was selected to continue as the HMO Plan that is offered to employees.	3
* A new Flexible Benefit Plan Debit Card Program was implemented effective 1/1/08.	3
* The following changes were implemented to the Stay Well Health Plan effective 1/1/08: increase in the vision care allowance from $200 for	3

2007-08 Accomplishments **Goal Ref**

a two-year benefit period to $200 every calendar year; the in-network physician office visit co-payment was reduced to $10 instead of $20; the dependent eligibility age limit was increased to age 25 for both the Stay Well Health Plan and the Coventry HMO Plan effective 1/1/08.

* Completed development of I.D.E.A. Academy and oversaw facilitation of two academies — 3
* Participated in the Heritage Festival — 1
* Assisted the Human Relations Commission in coordinating the Martin Luther King, Jr. celebration — 1
* Working with the Human Relations Commission, coordinated the City's first Housing Summit — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Applications processed	5,700	6,150	7,520	7,600
Tests administered (incl typing)	300	1050	1159	425
New hires	100	125	150	175
Promotions	55	69	70	80
Retirements	35	43	32	55
Training Hours	400	1910	60	2400
Surveys/internal & external	80	70	70	80
Job announcements	90	142	158	200
Exit interviews	10	17	26	25
Number of days to fill a position		73		66
Number of requests for FMLA leave		166		198

2008-09 Objectives **Goal Ref**

* Reduce the average number of days to fill a position opening by 10%. — 3
* Educate employees on Family and Medical Leave Act (FMLA) so that non-emergency FMLA requests are received seven days in advance of anticipated leave. — 3
* Add one new voluntary benefit. — 3
* Increase the satisfaction rate of the new employee orientation process by 2% from the current 3.88%/5. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget

City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2008-09 Operating Budget*
Cost Center: 4300 - Human Resources — *Fund: 02 - General Fund*

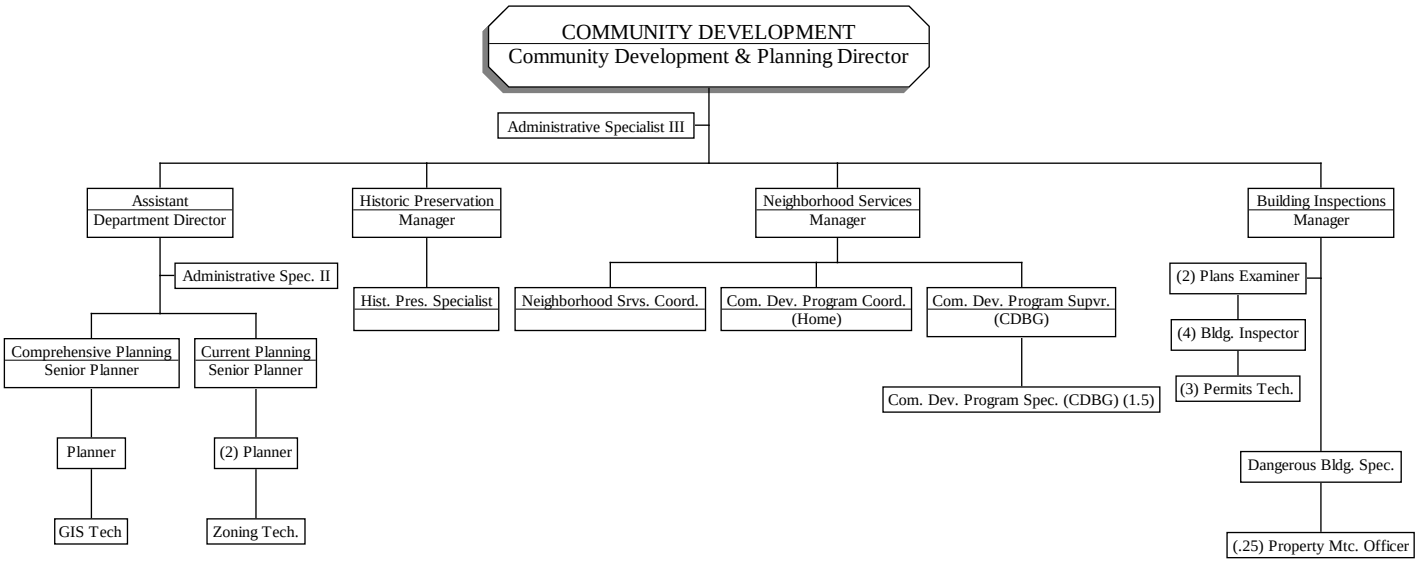
Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	.00	.00	1.00	.00
Benefits Specialist	1.00	1.00	1.00	1.00
Employee Relations & Dev Spec	1.00	1.00	1.00	1.00
Safety & Worker's Comp. Spec.	1.00	1.00	.00	.00
Human Resources Assistant	.75	.75	.75	2.00
Human Resources Generalist	1.00	1.00	1.00	1.00
Human Resources Tech	1.00	1.00	1.00	.00
Human Resources Tech	.00	.00	.00	1.00
Human Resources Clerk	.44	.75	.75	.50
Administrative Spec II	.31	.00	.00	.00
Total	7.50	7.50	7.50	7.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	453,171	474,772	487,456	479,585
Other Services & Charges	69,704	25,492	25,492	25,492
Supplies	12,222	6,500	6,500	6,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	535,097	506,764	519,448	511,577

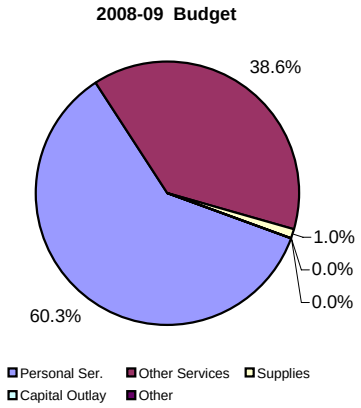
City of Independence, Missouri
Community Development



Community Dev.

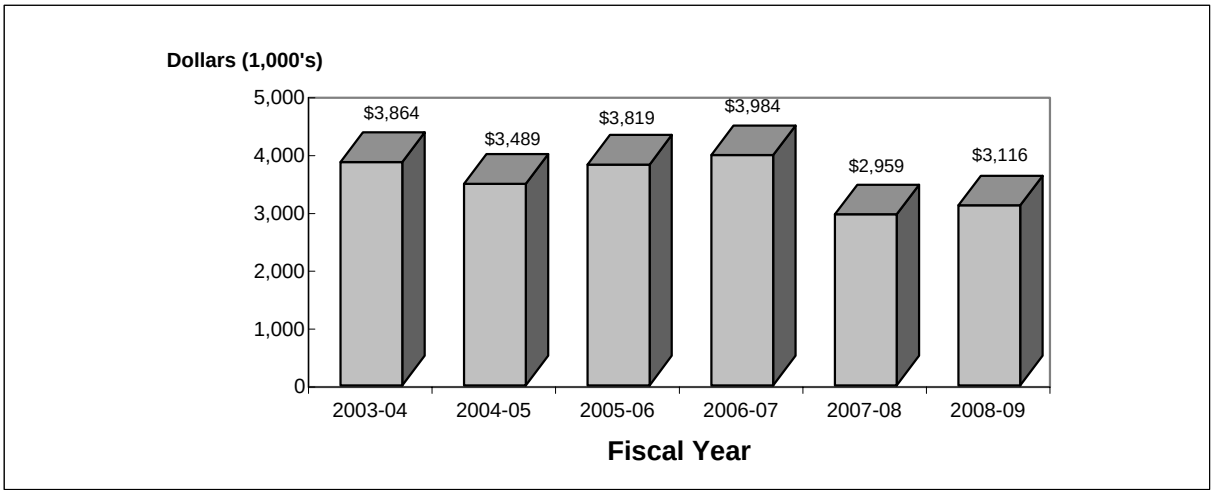
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 1,663,130	$ 1,840,798	$ 1,893,946	$ 1,878,265
Other Services	1,391,846	1,077,299	1,843,247	1,203,425
Supplies	35,632	38,988	33,171	32,450
Capital Outlay	893,410	1,500	811,016	1,500
Other	6	-	-	-
Total	$ 3,984,024	$ 2,958,585	$ 4,581,380	$ 3,115,640



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	26.00	26.00	30.00	29.25	29.75	29.75
Amount by Fund:						
General Fund	$ 2,170,386	$ 2,150,015	$ 2,461,373	$ 2,589,943	$ 2,673,178	$ 2,820,958
CDBG Fed. Grant	1,013,343	816,765	879,521	597,299	239,940	246,613
Home Prog. Grant	680,021	522,442	478,574	796,782	45,467	48,069
Total All Funds	$ 3,863,750	$ 3,489,222	$ 3,819,468	$ 3,984,024	$ 2,958,585	$ 3,115,640
Comparative Ratios:						
Per Capita	$ 33.67	$ 30.30	$ 33.05	$ 34.36	$ 25.43	$ 28.54
Per Household	$ 79.80	$ 71.82	$ 78.34	$ 81.43	$ 60.26	$ 67.09



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	29.75	29.00	29.00	29.00
Part Time Positions	.25	.25	.75	.75
Total	30.00	29.25	29.75	29.75

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4401 Administration	196,155	204,034	224,144	192,070
4411 Neighborhood Services	63,309	140,861	143,781	143,365
4412 Comprehensive Planning	274,453	287,443	276,950	243,955
4413 Current Planning	286,201	296,384	303,901	316,006
4414 Transportation	872,115	804,117	922,886	936,369
4420 Historic Preservation	107,527	82,980	85,075	84,604
4431 Building Inspection	790,183	857,359	873,846	904,589
6601 CDBG Administration	140,354	154,881	195,280	161,367
6604 CDBG Housing	293,051	74,316	627,834	73,887
6608 Commercial Facade Program	163,894	10,743	254,047	11,359
6802 HOME Administration	47,287	45,467	48,043	48,069
6803 Multi Family Housing	407,321	0	297,798	0

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2008-09 Operating Budget*

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
6804 Single Family Housing	342,174	0	327,795	0
Total	3,984,024	2,958,585	4,581,380	3,115,640
Source of Funding				
General Fund	2,589,943	2,673,178	2,830,583	2,820,958
Community Dev Block Grant Fund	597,299	239,940	1,077,161	246,613
HOME Program Fund	796,782	45,467	673,636	48,069
Total	3,984,024	2,958,585	4,581,380	3,115,640
Direct/Offsetting Revenues				
Planning Exams and Licenses	114,665	104,040	104,000	104,000
Building Permits	916,036	1,349,916	1,249,000	1,110,000
Planning and Zoning Fees	39,541	45,300	35,000	40,000
Board of Adjustment Fees	3,319	4,900	4,300	4,500
CDBG Federal Grant	1,122,874	774,406	747,434	747,434
HOME Program Grant	790,433	454,672	439,326	439,326
Total	2,986,868	2,733,234	2,579,060	2,445,260

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Continued to work with consultant for creation of the Unified Development Ordinance (UDO)	1,2
* Continue implementation of the Fairmount-Carlisle 353 Redevelopment Plan resulting in over $1.2 million of private investment in the revitalization area	1,2
* Completed the RFP process for the 315 North Main site, and secured a developer	1,2
* Completed the bidding process for the Square Demonstration Block improvements and established the Square Community Improvement District	1,2
* Begin preliminary planning for update of the Comprehensive Plan and various components	1,2,4
* Reviewed options for the implementation of the National Frontier Trails Museum expansion	1,2

2008-09 Objectives	**Goal Ref**
* To create more consistent and higher quality development, will distribute information to the public and adopt the Unified Development Code by February 2009	1,2
* To continue with revitalization of western Independence, will coordinate efforts with the Fairmount-Carlisle Redevelopment Corporation, the Chamber of Commerce, and the Northwest Communities Development Corporation to foster an additional $1.5 million of investment in 2008-2009	1,2
* To continue revitalization of the Independence Square, will complete the contracting process for the 315 North Main site, and begin development by July 2008	1,2
* To enhance community development and land planning, will create implementation outline, begin visioning process and text revisions for update to the City of Independence Comprehensive Plan	1234

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	189,341	197,284	202,394	185,190
Other Services & Charges	2,852	3,375	17,486	3,425
Supplies	3,962	3,375	4,264	3,455
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	196,155	204,034	224,144	192,070

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Completed over 20 neighborhood meetings throughout the First Council District for the Great Northwest Independence Neighborhood Initiative (GNWINI).	1,2
* The GNWINI process resulted in the creation of an Advisory Committee to oversee the implementation of the Action Plan.	1,2
* The GNWINI process resulted in the creation of web site improvements for the entire Community Development Department, and the creation of a web blog highlighting the status of the process.	1
* Created the Fairmount-Carlisle Parcel Specific Tax Abatement Guidelines for Residential Properties on behalf of the Fairmount-Carlisle Redevelopment Corporation.	1,2
* The Fairmount-Carlisle Redevelopment Corporation which was staffed by Neighborhood Services approved $1.2 million of private investment for 36 completed Tax Abatement applications.	1,2
* The $1.2 million of investment is over four times the minimum amount required to participate in the program.	1,2
* Processed over 50 additional applications for tax abatement.	1,2
* Increased coordination and referrals among housing service providers to increase economic efficiency.	1,2

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Dev. of Goals & Object. and Annual Action Plan for Fairmount-Carlisl	N/A	0	0	1
Processing of Tax Abatement Appl. in Fairmount-Carlisle Area	N/A	0	40	40
Implementation of Action Steps for GNWINI	N/A	0	2	2
Completion of Tax Abatement in the Fairmount-Carlisle Area.	N/A	0	15	15

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

2008-09 Objectives **Goal Ref**

* To enhance neighborhood information and resources, a Neighborhood Resource Guide will be developed within two months of budget adoption. 1,2
* To begin measurement of customer satisfaction, an Assistance Survey will be completed for all property owners upon granting the Certificate of Tax Abatement in the Fairmount-Carlisle 353 Area. 1,2
* To ensure the implementation of the GNWINI Action Plan, staff will continue to work with the GNWINI Advisory Committee in the implementation of all Action Steps regarded as a priority for the 2008-2009 budget year. 1,2
* To continue operations of the Fairmount-Carlisle Redevelopment Corporation, staff will implement all 2008-09 Annual Goals and Objectives of the Fairmount-Carlisle Redevelopment Corporation. 1,2
* To ensure efficient operations of the Fairmount-Carlisle Tax Abatement Program, staff will: Establish an efficiency measurement system to gauge process administration, and process 100% of all applications within one month of rehabilitation completion; process a minimum of 40 parcel specific tax abatement applications; grant 25 certificates of tax abatement to property owners in the revitalization area. 1,2

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Senior Planner	1.00	.00	.00	.00
Comm. Development Prog. Coord.	.00	1.00	.00	.00
Neighborhood Services Coord	.00	.00	1.00	1.00
Community Program Manager	.00	.50	.00	.00
Neighborhood Services Manager	.00	.00	.80	.80
Public Management Intern II	.75	.00	.00	.00
Total	1.75	1.50	1.80	1.80

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	50,558	140,861	143,781	143,365
Other Services & Charges	7,443	0	0	0
Supplies	288	0	0	0
Capital Outlay	5,020	0	0	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Expenditures	0	0	0	0
Total	63,309	140,861	143,781	143,365

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Completed Enhanced Enterprise Zone application, public hearing and all other legal requirements for approval by City Council	2
* Completed Capital Improvements Program	3
* Completed License Surcharge Report to City Council	3
* Established "Green Initiative" steering committee to establish goals for implementing "green" components to City systems	1,3

2008-09 Objectives	**Goal Ref**
* Comprehensive Plan - To provide flexible and consistent guide to development (land, transportation and economic) throughout the City that supports vibrant neighborhoods, expands the employment base and meets future transportation needs; - Outline 5 components of the Land Use Section and complete 5 components by May 2009; (Council Goal 1) - Outline 5 components of the Transportation Section and complete 5 components by May 2009; (Council Goal 4) - Outline 5 components of the Economic Development Section and complete 5 components by May 2009. (Council Goal 2)	1,2,4
* Capital Improvements Program (CIP) - Provide a mid-term (6-years) financial planning tool to guide implementation of capital projects based on local economic conditions and sound fiscal policies: - Prepare CIP for distribution to departments in a timely fashion (no later than January 29, 2009; - Obtain 100% accuracy in final report to City Manager by established deadline.	3
* Design Guidelines - Establish consistent and appropriate design standards that respect the diversity of the current and future built environment: - Draft guidelines for committee review by October 2008;	1
* Courthouse Steering Committee - Support effort to develop a high quality of life through the rehabilitation of the Independence Square Courthouse: - Design presentation using marketing materials and PowerPoint; - Solicit civic groups (Kiwanis, Rotary, Jackson County Historical Society, etc.) for presentation in FY 2008-09;	1
* Implementation of Square Plan - Support economic viability of the	1,2

2008-09 Objectives **Goal Ref**

Square and surrounding neighborhoods:
- Develop options for establishment of the Square CID;
- Complete Transportation Enhancement application.

* GIS - Provide citizens and other City departments with accurate and timely GIS products and maintenance and update of City's system: 1
- Provide US Census with accurate data base of addresses to ensure accurate census data collection for the 2010 census by July 2008

* Green Initiatives - Develop systems through integration of "green" or "sustainable" elements in the built and natural environment: 1,3,4
- Identify three goals or elements of sustainability by August 2008;
- Develop branding of sustainable concepts for all elements by October 2008;
- Design and develop marketing materials to promote the three goals of sustainability by October 2008;
- Divide the Steering Committee into three subcommittees (one for each goal);
- Expand the subcommittees to 12 people and include any City employee interested in participating;
-Implement the four goals through educational materials or recommendation of City policy by June 2009.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst Dept Director	.00	.00	.00	1.00
Planning Manager	1.00	1.00	1.00	.00
Planner	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	255,629	273,923	263,430	230,300
Other Services & Charges	10,122	11,870	11,870	12,005
Supplies	3,392	1,650	1,650	1,650
Capital Outlay	5,310	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Total	274,453	287,443	276,950	243,955

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Initiated corrective zoning actions on over 70 parcels of property in primarily western Independence. This rezoning involved the rezoning of residentially used properties which were zoned commercial (C) and industrial (M) to some level of residential zoning, depending on their location	1
* Conducted over 300 landscape inspections, and re-inspections, for both residential and commercial properties	1,2
* Conducted over 480 code violation inspections, including those for signage violations, resulting in 514 warning letters (includes first and second letters) being mailed to the violators. Subsequent to these warning letters, 470 were brought into compliance without further action and roughly 10 resulted in court proceedings	1,2
* City Code amendments were made relating to mini-warehousing, short-term loans, and hardware stores	2
* Provided staff support at over 24 Planning Commission meetings and for 12 Board of Adjustment meetings along with several public meetings for various projects including the street renaming of Jackson Drive	1,4

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Site Plan Hearings by Planning Commission	16	27	35	25
Rezoning and Special Use Permit Hearings by Planning Commission	29	39	35	30
Home Occupation Hearings by Planning Commission	9	7	8	10
Subdivision Hearings by Planning Commission	47	54	60	45
Board of Adjustment Cases	33	35	35	35

Other Cases Heard by Planning Commission	16	20	15	20
Building and Demolition Permits Reviewed	746	712	1,000	950
Sign Permits Issued	300	236	300	300
Initiate Post Application Customer Satisfaction Survey			50	

2008-09 Objectives **Goal Ref**

* Unified Development Ordinance 1,2
  - Adopt new Unified Development Ordinance (UDO) to enhance development standards throughout the City and clarify application processes by February 2009
  - Provide educational information concerning the use of the Unified Development Ordinance by the creation of 'Development Standards' as a shorthand user's guide for the implementation of the UDO
* City Initiated Rezonings 1
  - In order to stabilize neighborhoods and encourage redevelopment, initiate corrective zoning of five areas where the City zoning map has inappropriately established nonconformities
* Inspections/Enforcement 1,2
  - To improve the visual appearance of the City, expand the division's ongoing inspection policy for landscaping and signage to eliminate illegal signage and dead landscaping for the part of the City west of Noland Road
  - To improve aesthetics along the City's thoroughfares, implement the Unified Development Ordinance's policies for removal of obsolete signs reducing the number of unsightly abandoned sign structures
* Development Review Process 1,2
  - To improve responsiveness to development, reduce the staff review time for non-public hearing applications such as Sign Permits and small plats by 14 days

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Planner	1.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	266,704	279,226	286,743	297,521
Other Services & Charges	17,441	15,222	15,252	16,250
Supplies	2,056	1,936	1,906	2,235
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	286,201	296,384	303,901	316,006

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Collected and analyzed transit data on current system	4
* Obtained and analyzed transit costs for various scenarios	4
* Prepared two grant applications for transit assistance through MARC	4
* Designed shuttle route for southeast Independence with predetermined stops, headways and estimated costs	4

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Ridership/Inter-City Routes	106,583	109,500	118,000	123,900
Ridership/Intra-City Routes	278,140	285,600	312,000	330,700
Average Daily Ridership - Intra-City Buses (calendar year)	927	998	1,100	1,155

2008-09 Objectives	**Goal Ref**
* Southeast Shuttle System - Support and promote public transportation system: - Identify four options for a transit shelter system in southeast Independence including design and location - Determine costs for each option by August 2008	4
* Transit System - Support existing and future transportation needs by identifying changes and opportunities for funding and operation of transit system: - Participate on Transit Committee at Mid-America Regional Council (MARC) - Monitor and update annual transit contract with KCATA for compliance with City's changing needs	4

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	872,115	804,117	922,886	936,369
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	872,115	804,117	922,886	936,369

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Publication of a Civil War Walking/Driving Tour -Estimated tour participation is 2,200	1
* Window repair at the 1827 Log Courthouse through sponsorship of a hands-on windows workshop open to the public - 45 in attendance from both Missouri and Kansas - Qualified as credit for Missouri Certified Local Government Training - Allowed for repair of windows at the 1827 Log Courthouse that would otherwise have to come from the Preservation Division Maintenance budget (estimated at a minimum of $6,000)	1
* Repair of the windows at the Vaile Mansion - Repair of custom windows at this time (estimated at less than $705 per window) reduces future spending on full window replacement (estimated at $2,000 per window with a total of 142 windows) - Application of new glazing and weather stripping will reduce heat and cold air loss and provide for an estimated 20% increase in overall efficiency of the windows	1
* Installation of air-conditioning/heating at the Bingham-Waggoner Estate's Carriage House - Installation of new HVAC in the Carriage House will provide for an estimated increase in energy efficiency of 40% and reduction of cash outlay of 25% based on a unit with a 90% efficiency rating	1
* Establishment of home improvement workshops for Truman District, Englewood, and Fairmount-Carlisle - Held 14 workshops for 2008 calendar year; estimated to draw an average of 40 participants per workshop - Intended to reach an area of residents estimated at 11,200 (Fairmount-Carlisle, Englewood, and McCoy Neighborhoods)	1,2
* Creation of an inter-active National Historic Landmark Map - To reach residents City-wide by increasing direct access to information such as date of construction, ownership, neighborhood development, and architectural style - Map to specifically benefit contractors, realtors, property appraisers, and property owners	1
* Assisted the National Park Service in the establishment of the expansion of the Harry S Truman National Historic Landmark District - Provided revisions of the existing survey to the National Park Service	1

2007-08 Accomplishments **Goal Ref**

- Facilitated discussions between City, County, and the National Park Service concerning alterations to the Jackson County Courthouse and site

* Continuation of Preservation Month activities (May 2008) including preservation awards, local tours, workshops, and lectures — 1,2
  - Local tours include: Pitcher Cemetery, Woodlawn Cemetery, and the Historic Independence Square, Little Blue Civil War Tour (attendance goal is 125 total)
  - W. Z. Hickman Preservation Awards are presented at the first City Council meeting in May. Creation of two new awards this year should increase awareness and potential nominees
  - Six workshops/lectures are scheduled concerning local historic and home improvement (attendance goal is 150 total)
* Preservation web upgrades and year-round public outreach/education — 1
* Completed research and background for policy discussion for protection of trees in the historic district and building permits for historically designated properties — 1
* Surveyed City-owned historic sites about building maintenance issues. Over 300 surveys were distributed between April and October 2007. Of those, 88% were returned with an average overall satisfaction rate of 96.6%. Complaints centered around the lack of upkeep for landscaping at the Vaile Mansion during summer months. Tours and docents were overwhelmingly well-received. The results are as follows: — 1
  - Vaile Mansion - 150 surveys distributed, 95% of those returned, and 94% overall satisfaction rate
  - Chicago and Alton Depot - 75 surveys distributed, 82% of those returned, and 99% overall satisfaction rate
  - Bingham-Waggoner Estate - 100 surveys distributed, 87% of those satisfaction returned, and 97% overall satisfaction rate

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Heritage Commission Cases/Reviews	N/A	11	13	25
Demolition Permits	N/A	49	61	75
Dangerous Buildings	N/A	71	52	75
Designations	N/A	0	1	10

2008-09 Objectives **Goal Ref**

* Renewal of lease agreements for City-owned properties including: the Bingham-Waggoner Estate, the Vaile Mansion, the Chicago & Alton Depot, Fire Station Number One, the Mill Office, and the Truman Depot — 3
* Continuation of annual City-owned historic sites satisfaction survey — 1

2008-09 Objectives	**Goal Ref**
(Vaile Mansion, Bingham-Waggoner Estate and Chicago & Alton Depot - Increase overall return rate to 92% with an overall satisfaction rate of 98%	
* Completion of the inter-active National Historic Landmark Map - Created to reach residents City-wide by increasing direct access to information such as date of construction ownership, neighborhood development, and architectural style - Map to specifically benefit contractors, realtors, property appraisers, and property owners	1
* Continuation of monthly home improvement workshops for Truman District, Englewood, and Fairmount-Carlisle - Hold 18 workshops for 2009 calendar year; estimated to draw an increased average of 50 participants per workshop (roughly a 40% increase from 2007-08) - Intended to reach an area of residents estimated at 11,200 (Fairmount-Carlisle, Englewood, and McCoy Neighborhoods)	1,2
* Enhance heritage tourism through the creation of two signage programs highlighting the Civil War Driving/Walking Tour - Tourism Wayfinder Signage (expansion of existing program) - Installation of monument style signs along the Little Blue Trace in eastern Jackson County and Independence on the Square	1
* Designation of individually listed properties as historic City-wide - Goal is to extend public information sessions (minimum of two public meetings) to at least one proposed district annually - To date, this has included South Main (2003-04), Procter (2005-06), and Golden Acres (2007-08)	1
* Assist the National Park Service in the establishment of the expansion of the Harry S Truman National Historic Landmark District	1
* Support stabilization efforts in the Truman Heritage District as well as the Fairmount-Carlisle Redevelopment Area - Hold 18 home improvement workshops covering all ranges of projects including foundation repair, chimney repair, and neighborhood spring cleaning. Intended to educate a minimum of 100 homeowners per calendar year	1,2
* Continuation of Preservation Month activities (May 2009) including preservation awards, local tours, workshops, and lectures - 2008-09 Objective-Increase tour attendance by 15% (estimated attendance in 2007-08 is 125) - W. Z. Hickman Preservation Awards are presented at the first City Council meeting in May, open to City-wide preservation projects - 2008-09 Objective-Increase lecture attendance by 15% increase workshops/lectures to eight (estimated attendance in 2007-08 is 150)	1,2
* Repair of the fascia and historic signage at the Truman Depot	1
* Create greater opportunities to enhance public access to web-based historical data and outreach efforts - Provide digital version of the National Park Service Historic Resources Survey via an inter-active on-line map of the Harry S Truman National Historic Landmark District - City-wide access to construction data for property owners, property	1

2008-09 Objectives **Goal Ref**

appraisers, realtors, historians, and contractors
* Continuation of the Celebrating A Century Recognition Program 1
* Begin update of Historic Preservation component (Chapter 11) of the City's Comprehensive Plan 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	61,614	61,530	63,225	63,154
Other Services & Charges	25,509	20,450	20,770	20,450
Supplies	845	1,000	1,080	1,000
Capital Outlay	19,559	0	0	0
Other Expenditures	0	0	0	0
Total	107,527	82,980	85,075	84,604

Significant Issues

* Chronic vandalism, particularly at the Truman Depot and the Vaile Mansion
* Loss of the Anderson Trust Fund for maintenance at the Vaile Mansion ($13,069.90 remaining balance used for FY 2006-07 porch, corbel, and chimney repairs)
* Need for development of a long-term maintenance plan and funding support for stabilization and repair of City-owned sites (Truman Depot, Vaile Mansion, Bingham-Waggoner Estate, Chicago & Alton Depot, 1827 Log Courthouse, and the Spring Cabin
* Restore funding for the Historic Preservation Specialist position which has not been funded for the last four years.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Adopted the 2006 International Codes	3
* Adoption of the 2008 National Electrical Code	3
* Accomplished an excellent ISO rating	3
* Training of staff on the 2006 International Building Code	3
* Training of staff on the 2008 National Electrical Code	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
No. of Building Inspections	16,400	11,378	16,925	13,250
Number of Bldg. Permits Issued	5,815	4,011	5,890	4,920
Question Survey to Builders on Service		0	100	100

2008-09 Objectives	**Goal Ref**
* Issue Residential permits within 1-3 days	1,3
* Issue Commercial permits within 14-21 days for full permit	1,3
* Cross-train Plans Examiners for the front counter by July 2008, to assist with customer service and expedite the permit process	1,3
* Establish two new electrical licenses for contractors by October 2008, Low Voltage Fire Alarm License, Low Voltage Voice Data Communication License regulated under the National Electrical Code for installations. This would allow Building Inspections to regulate and license the contractors who only install the low voltage electrical systems	1,3
* Establish a Vacant Building Ordinance by February 2009, that would close the gap between dangerous buildings/unsafe buildings. This ordinance would provide minimum standards, registration process for vacant buildings and require responsible parties to implement a maintenance plan for such buildings to remedy any public nuisance, prevent deterioration, unsightly blight and consequent adverse impact on the value of nearby property	1,3

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Plans Examiner	2.00	2.00	2.00	2.00
Permits Technician	3.00	3.00	3.00	3.00
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	1.00	1.00	1.00	1.00
Building Inspections Mgr	1.00	1.00	1.00	1.00
Property Maint Officer	.25	.25	.25	.25
Total	11.25	11.25	11.25	11.25

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	651,830	677,263	723,662	733,453
Other Services & Charges	118,446	163,985	130,237	156,646
Supplies	18,115	16,111	19,947	14,490
Capital Outlay	1,792	0	0	0
Other Expenditures	0	0	0	0
Total	790,183	857,359	873,846	904,589

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Description

Administration of City and sub-recipient programs funded through the City's Community Development Block Grant (CDBG). Program CDBG funds may be used to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services. Current programs include: housing rehabilitation, public service projects (homeless shelters, parks, etc.), Capital Improvement projects (street improvements, etc.); Brownfield Redevelopment, Commercial Facade Improvements, and historic preservation.

2007-08 Accomplishments	**Goal Ref**
* Applied for $600,000 in grant assistance from EPA Brownfield Redevelopment Programs.	1,2
* Hosted Regional "Show-Me Fair Housing Summit" in September 2007.	1,2
* Completed relocation activities associated with redevelopment of Independence Square Mixed-Use development at 315 N. Main St.	1,2
* Successfully completed Community Development Block Grant (CDBG) Uniform Relocation Act Compliance Review.	1
* Instituted programmatic requirements for HUD Outcomes Performance Measurement System.	1
* Worked with NorthWest Community Development Corporation (NWCDC) to develop infill housing in northwest Independence and to improve administration of its minor home repair program.	1
* Supported lobbying efforts to retain CDBG funding.	1
* Completed upgrades to CDBG Program web pages on the City web site	1
* Completed Environmental Protection Agency Brownfield Community-Wide Assessment Project.	1,2

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Public Hearings	3	4	3	3
Grants Administered	6	4	4	4
Subrecipient Agencies Monitored	15	17	15	15
Projects Administered	26	26	25	21
Distribution of Subrecipient Satisfaction Survey	N/A	0	20	20

2008-09 Objectives	**Goal Ref**
* To ensure coordination of minor home repair programs, staff will review program guidelines between the NorthWest Communities	1,2

2008-09 Objectives **Goal Ref**

Development Corporation (NWCDC) and the City resulting in a 20% reduction in staff costs.

* To ensure compliance with HUD housing programs, develop Implementation Plan for 2009-2010 Consolidated Planning Process. Implementation Plan will be developed by May 2009. 1,2
* To increase affordable housing, staff of the City and NWCDC will begin the development of the Norledge Place Neighborhood Project by securing ownership of land, creation of a site plan, begin construction of three (3) houses in the area, and a Neighborhood Improvement District. 1,2
* To increase marketability of contaminated properties, a Brownfield Redevelopment Marketing packet will be distributed to developers within six (6) months of budget adoption. A minimum of one site will be developed in 2009. 1,2

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Comm Develop Prog Spec	.00	.00	1.00	1.00
Community Dev Programs Supvr	.00	.00	1.00	1.00
Community Program Manager	1.00	.50	.00	.00
Neighborhood Services Manager	.00	.00	.00	.00
Fiscal Technician II	1.00	1.00	.00	.00
Total	2.00	1.50	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	82,725	133,523	133,523	140,009
Other Services	51,129	16,534	56,933	16,534
Supplies	6,500	3,824	3,824	3,824
Capital Outlay	0	1,000	1,000	1,000
Other	0	0	0	0
Total	140,354	154,881	195,280	161,367

Significant Issues

* Continue to address issues of lead based paint and environmental reviews with all CDBG Rehabilitation Programs. This will include Fairmount-Carlisle Home Repair Program, the NWCDC Northwest Independence Emergency Home Repair Program, and the Commercial Facade Improvement Program.
* Revitalization/Redevelopment strategy for Northwest Independence/24 Highway Corridor and Fairmount-Carlisle 353 Redevelopment.
* National threat to eliminate CDBG Program funding and anticipated reduction in annual funding allocation.
* Anticipated five year Consolidated Plan Revision in conjunction with the City's Planned Comprehensive Plan Amendment.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Completion of Assistance Survey upon granting of Tax Abatement resulted in 100% satisfaction from the program.	1
* Will process over 30 applications for the Fairmount-Carlisle Minor Home Repair Program.	1
* Will complete over 20 applications for Fairmount-Carlisle Minor Home Repair Program.	1
* Private investment is over four times greater than minimum required for program.	1,2
* Created and approved Goals and Objectives by the Fairmount-Carlisle Redevelopment Corporation.	1,2
* Assisted 35 low income persons with emergency home repairs through the Northwest Communities Development Corporation (NWCDC) Northwest Independence Home Repair Program.	1
* Continued administrative process for 23 homeowners to complete tax abatement through the Mid Town Truman Road Corridor Redevelopment Corporation.	1
* Provided code enforcement activities in low income areas of Independence by providing two full time code enforcement officers.	1
* Provided new security locks to all units of the Pleasant Heights building in conjunction with the Independence Housing Authority.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Completion of Assistance Survey Upon Granting of Tax Abatement	N/A	0	15	15
Number of Approved Parcel Specific Tax Abatement Applications	N/A	0	15	15
Number of Received Parcel Specific Tax Abatement Applications	N/A	0	25	25

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

2008-09 Objectives **Goal Ref**

* To begin measurement of customer satisfaction, an Assistance Survey will be completed for all property owners participating in the Fairmount-Carlisle Minor Home Improvement Program. 1,2
* To ensure sound financial underwriting, a minimum of 70% of other investment will be matched with Community Development Block Grant (CDBG) funds for all projects. 1
* To ensure efficient operations of the Fairmount-Carlisle Minor Home Repair Program staff will: Establish an efficiency measurement system to effectively gauge process administration and process 90% of all applications within two weeks of receipt; process a minimum of 25 Fairmount-Carlisle Minor Home Repair Applications; complete a minimum of 15 Fairmount-Carlisle Minor Home Repair Applications. 1,2

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Comm Develop Prog Spec	.00	.00	.50	.50
Neighborhood Services Manager	.00	.00	.09	.09
Total	.00	.00	.59	.59

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	0	28,428	28,428	33,295
Other Services	285,922	35,296	599,405	35,296
Supplies	0	10,592	0	5,296
Capital Outlay	7,129	0	1	0
Other	0	0	0	0
Total	293,051	74,316	627,834	73,887

Significant Issues

* The Federal Government continues to evaluate the funding for the Community Development Block Grant (CDBG), therefore it is anticipated that the level of funding may be decreasing in future years.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Completed four and initiated three new Facade Improvement projects within the Independence Square Business District	1,2
* Supported efforts to retain Community Development Block Grant (CDBG) funding	1,2,3
* Completed four environmental reviews for planned Commercial Facade Improvement Program projects	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Completion of Six Commercial Facade Improvement Projects	3	4	6	4

2008-09 Objectives	**Goal Ref**
* To ensure assistance to endangered commercial buildings, all outstanding projects will be completed by December 2008.	1,2
* To ensure consistency with Fairmount-Carlisle Commercial Tax Abatement Guidelines, existing program parameters will be revised by December 2008.	1,2
* To begin measurement of customer satisfaction, an Assistance Survey will be completed for all property owners participating in the Commercial Facade Improvement Program.	1,2

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Comm Develop Prog Spec	1.00	.00	.00	.00
Community Program Supvr	.00	.00	.00	.00
Comm. Development Prog. Coord.	.00	1.00	.00	.00
Neighborhood Services Manager	.00	.00	.11	.11

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Total	1.00	1.00	.11	.11

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	58,786	10,743	10,743	11,359
Other Services	0	0	59,382	0
Supplies	0	0	0	0
Capital Outlay	105,105	0	183,922	0
Other	3	0	0	0
Total	163,894	10,743	254,047	11,359

Significant Issues

* Ongoing education of federal documentation requirements.
* Environmental Review Procedures and Compliance Process.
* National threat to eliminate Community Development Block Grant (CDBG) Program funding.
* Reduced program funding for FY 08-09.
* Plans to reduce maximum available grant award and target funding to Fairmount-Carlisle 353.
* Pending HUD Compliance Monitoring.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2008-09 will be the 14th year the City will receive funds from the Department of Housing and Urban Development (HUD) as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include: tenant based rental assistance, assistance to the first time home buyer and existing homeowners, property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, and relocation. Programs for FY 2008-2009 include: Construction and rehabilitation of single-family housing that is or will be occupied by low to moderate income housing that is or will be occupied by low to moderate income tenants, the First Time Home buyers Program, and the the administration of two Community Housing Development Organizations (CHDO).

2007-08 Accomplishments **Goal Ref**

* Managed the HOME Program as a participating jurisdiction for the 14th year.
* Worked with NorthWest Communities Development Corporation (NWCDC) in completing one home for rehabilitation and site acquisition for 40+ infill houses. — 1
* Completed 55 First Time Home Buyers grants. — 1
* Certified Truman Heritage Habitat for Humanities as a HOME Community Housing Development Organization (CHDO). — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Multi-Family Units	0	0	0	4
First Time Home Buyers	40	64	40	55
Single-Family Units	2	7	10	8
Satisfaction Survey for First Time Homebuyers	N/A	N/A	40	40

2008-09 Objectives **Goal Ref**

* To expand the supply of affordable new housing, HOME funds will be utilized in the construction of 10 single-family homes. All 10 units will be under construction by June 2009. — 1
* To increase design standards of affordable housing, staff will work with Habitat for Humanity to increase design standards for Habitat — 1

2008-09 Objectives **Goal Ref**

housing to ensure compatibility with surrounding architecture. Design standards will be developed by December 2008.

* To assist in homeownership opportunities, HOME funds will be utilized to provide funds for 40 first time home buyers throughout the City of Independence. All funds will be expended by June 2009. 1
* To begin measurement of customer satisfaction, an Assistance Survey will be completed for all property owners participating in the First Time Home Buyers Program. Staff will process 90% of applications within 10 business days of notification from lender. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	45,943	38,017	38,017	40,619
Other Services	867	6,450	9,026	6,450
Supplies	474	500	500	500
Capital Outlay	0	500	500	500
Other	3	0	0	0
Total	47,287	45,467	48,043	48,069

Significant Issues

* Continue to identify and address issues of lead based paint with all HOME funded housing projects. This will include the Community Housing Development Organizations (CHDO), First Time Home Buyers Program, in addition to any new programs that may be developed in the future.
* Single-family housing development in Northwest Independence and infill housing at scattered sites throughout the City.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6803 - Multi Family Housing *Fund: 09 - HOME Program Fund*

Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2002-2003 will be the eighth year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities of this program include: property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, demolition relocation, and other reasonable and necessary expenses for development of non-luxury housing. Programs for FY 2002-2003 include construction and rehab of rental real property that is or will be occupied by very low or low to moderate income tenants.

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	407,321	0	297,798	0
Total	407,321	0	297,798	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2008-09 Operating Budget*
Cost Center: 6804 - Single Family Housing *Fund: 09 - HOME Program Fund*

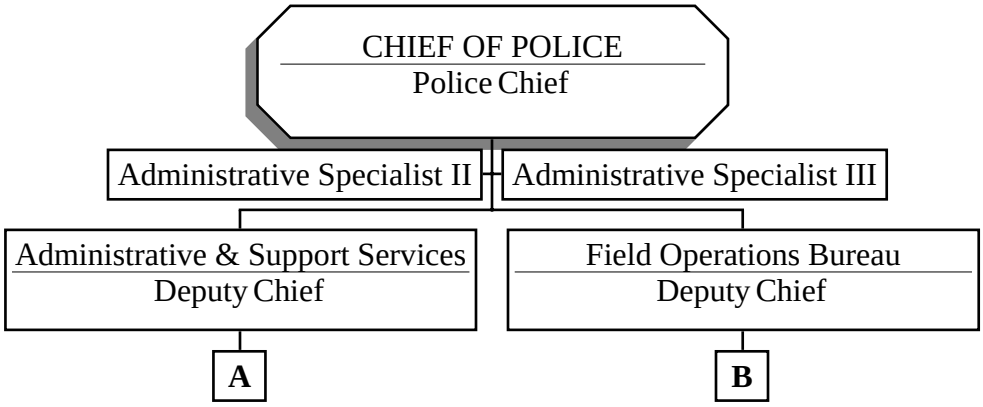
Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2002-2003 will be the ninth year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include assistance to the first time home buyer and existing home owners. Programs for FY 2002-2003 will include the First Time Home Buyers Program, 2002-2003 Single Family Housing Rehabilitation.

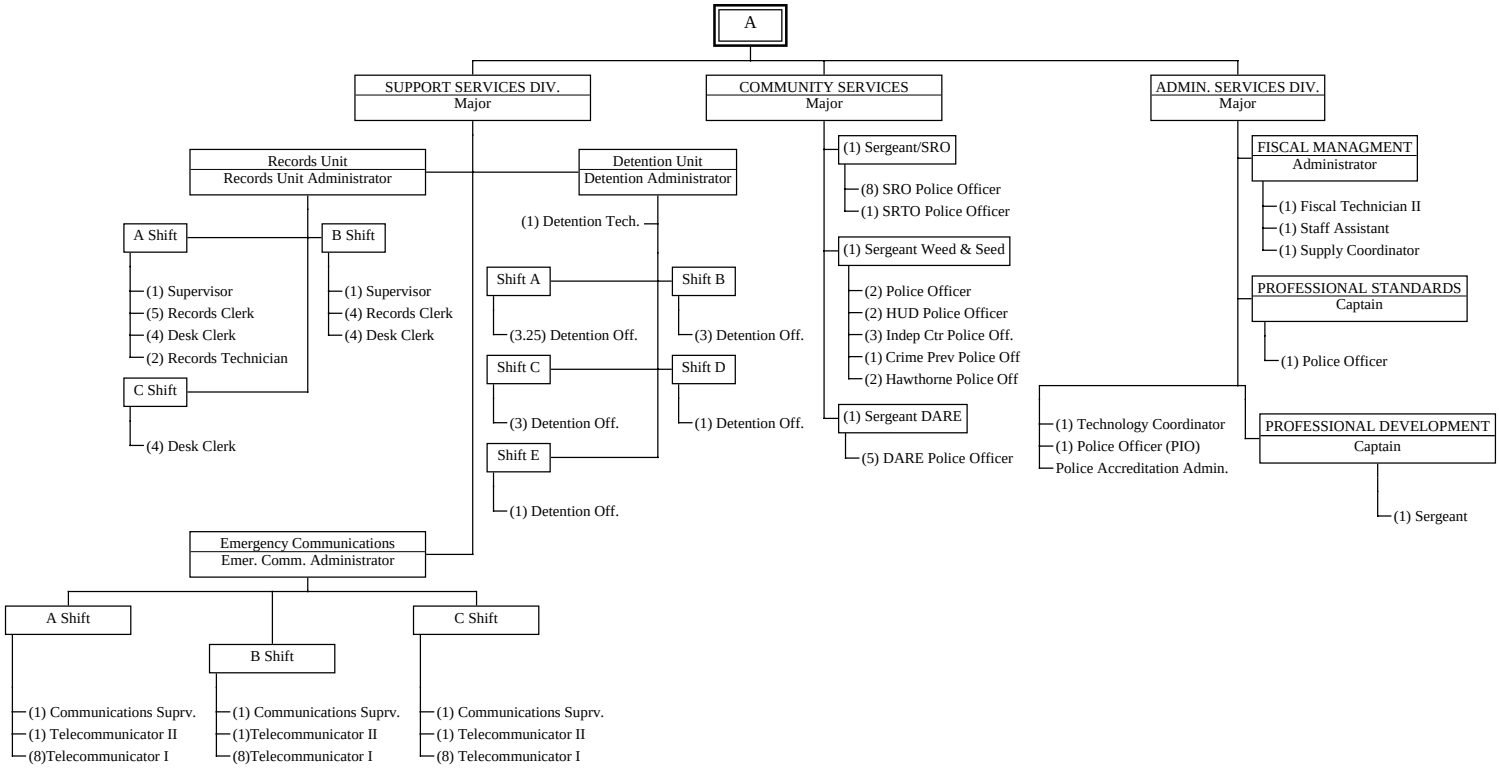
Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	342,174	0	327,795	0
Total	342,174	0	327,795	0

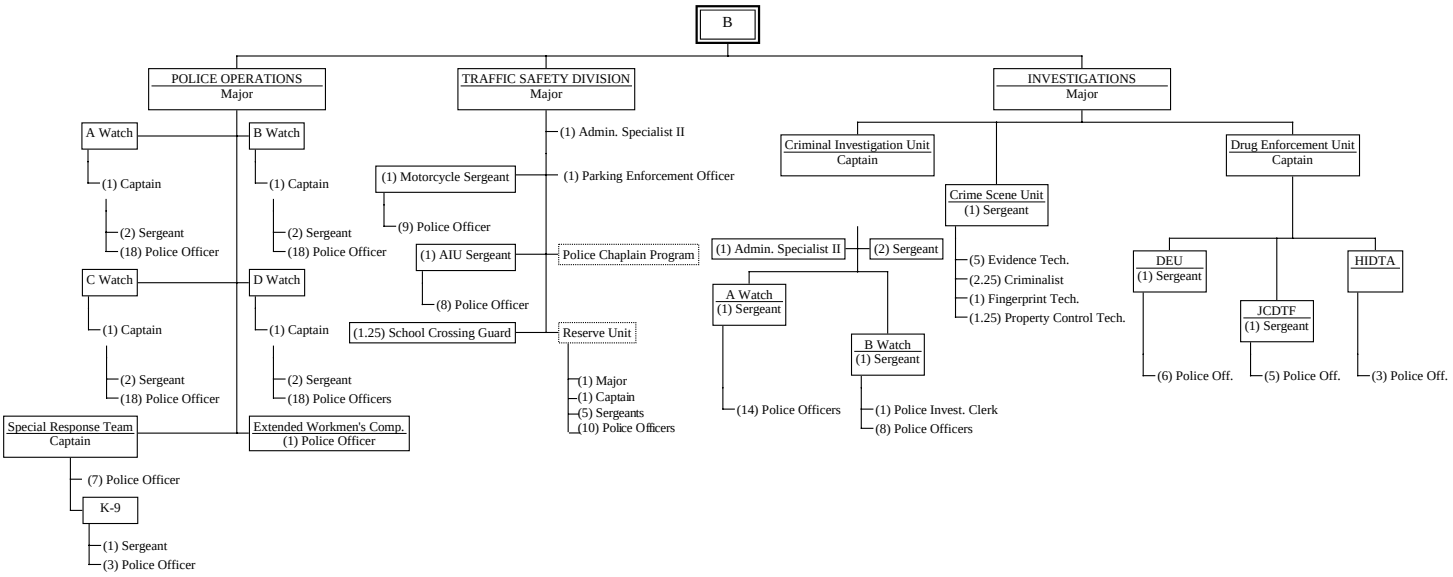
City of Independence, Missouri
Police Department



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



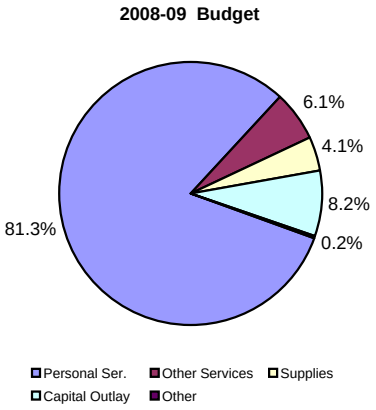
City of Independence, Missouri
Police Department (Cont'd.)



Police

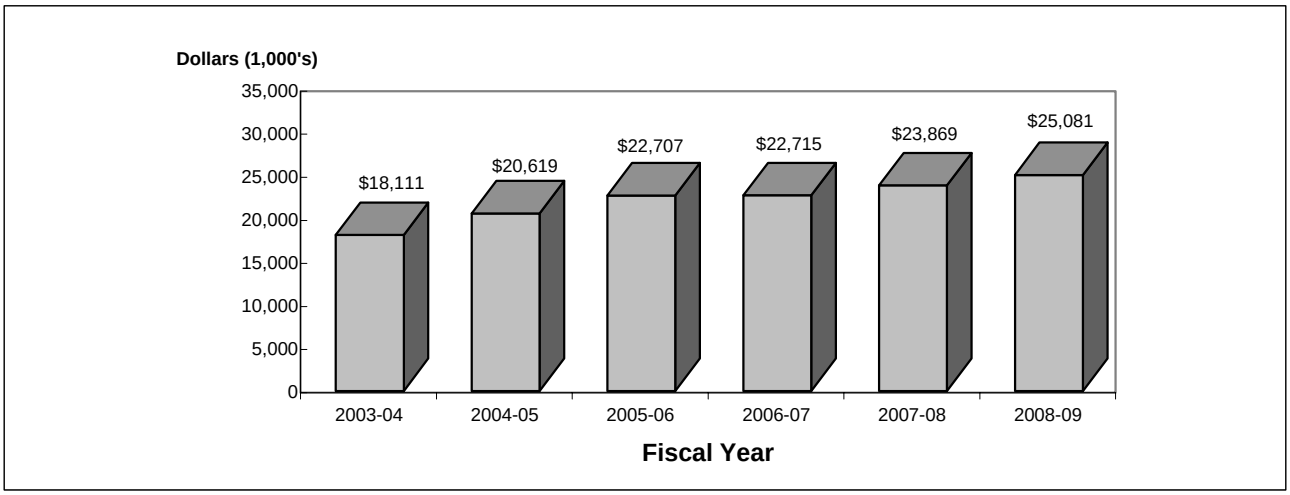
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 18,967,027	$ 18,758,325	$ 18,837,802	$ 20,397,257
Other Services	1,440,959	1,428,655	1,462,645	1,535,626
Supplies	931,672	1,187,266	1,217,146	1,031,090
Capital Outlay	1,323,681	2,443,181	2,380,116	2,066,148
Other	51,661	51,924	51,924	51,108
Total	$ 22,715,000	$ 23,869,351	$ 23,949,633	$ 25,081,229



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	275.00	277.00	281.50	281.50	283.00	290.40
Amount by Fund:						
General Fund	$ 18,110,565	$ 19,243,618	$ 19,892,356	$ 21,274,620	$ 20,740,646	$ 22,442,460
Police Public Safety	-	1,375,856	2,814,841	1,440,380	3,128,705	2,638,769
Total All Funds	$ 18,110,565	$ 20,619,474	$ 22,707,197	$ 22,715,000	$ 23,869,351	$ 25,081,229
Comparative Ratios:						
Per Capita	$ 157.83	$ 179.07	$ 196.52	$ 195.90	$ 205.14	$ 229.77
Per Household	$ 374.06	$ 424.40	$ 465.74	$ 464.28	$ 486.18	$ 540.07



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2008-09 Operating Budget*

Department Description

The Police Department is responsible for providing a wide variety of community oriented services; including the preservation of peace and order, enforcement of the law and ordinances, prevention and suppression of crime, detection and apprehension of violators of all laws and ordinances, incarceration of those sentenced to detention for municipal ordinance convictions or those awaiting formal charges from the state or federal level, and to perform other duties relating to public peace, order, and safety.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	279.00	279.00	281.00	288.00
Part Time Positions	2.50	2.50	2.00	2.40
Total	281.50	281.50	283.00	290.40

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,573,243	1,647,442	1,723,283	1,752,287
4512 Police Grant Expenditures	244,623	293,835	293,835	408,076
4513 Police Training	146,789	167,239	167,779	170,232
4514 Police Forfeiture Expenditures	124,017	0	2,258	0
4532 Uniform Unit	6,155,456	6,011,683	6,010,040	6,368,553
4533 Traffic Unit	1,795,459	1,802,410	1,803,336	1,929,092
4534 Investigations	2,163,137	1,873,768	1,878,941	1,863,525
4535 Special Operations	1,000,769	952,456	954,456	1,097,814
4536 Community Services Unit	1,437,029	1,406,523	1,406,558	1,576,407
4537 Drug Enforcement Unit	1,156,545	969,662	970,575	1,291,507
4538 Drug Abuse Resistance Educ.	329,427	350,589	349,979	365,143
4542 Crime Scene	679,581	688,927	678,787	778,158
4543 Detention	1,483,419	1,349,588	1,347,800	1,310,950
4544 Records and Property	1,199,877	1,299,889	1,300,387	1,324,337
4545 Communications	1,785,249	1,926,635	1,932,914	2,206,379
4562 Communications (Sales Tax)	27,571	596,112	515,531	272,531
4563 Facilities (Sales Tax)	522,595	741,000	821,301	1,391,000
4564 Equipment (Sales Tax)	890,214	1,791,593	1,791,873	975,238
Total	22,715,000	23,869,351	23,949,633	25,081,229

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2008-09 Operating Budget*

Source of Funding				
General Fund	21,274,620	20,740,646	20,820,928	22,442,460
Police Public Safety Sales Tax	1,440,380	3,128,705	3,128,705	2,638,769
Total	22,715,000	23,869,351	23,949,633	25,081,229

Direct/Offsetting Revenues				
Jackson County Drug Task Force	300,120	353,273	300,000	300,000
Jackson County DARE Program	353,273	332,077	299,051	314,274
Police Services Reimbursement	22,198	40,000	26,000	22,000
Sale of Police Reports	37,539	44,500	37,000	37,000
School Resource Officers	461,013	488,000	446,513	536,616
Alarm Charges	19,943	41,325	42,804	42,950
Total	1,194,086	1,299,175	1,151,368	1,252,840

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* A comprehensive plan for manpower expansion was developed based upon the results of the Berkshire Advisory Efficiency Study, and internal evaluations of resource needs. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Police Officer Applicants	363	281	300	325
Police Officers Hired	9	14	8	10
Civilian Applicants	271	452	200	200

2008-09 Objectives — **Goal Ref**

* Increase collaboration of the Police Department and the community through recruitment targeted toward citizens of all cultures and backgrounds, with an increased emphasis on internet recruitment through the development of a recruitment website by the end of the year. — 1
* Increase interaction and communication efforts with the community through the development and issuance and distribution of a monthly e-mail newsletter. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	2.00	2.00	2.00	2.00
Deputy Chief of Police	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Captain	1.00	1.00	2.00	2.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Tech. Oversight Coordinator	1.00	.00	.00	.00
Police Accreditation Admin	1.00	1.00	1.00	1.00
Police Technology Coordinator	.00	1.00	1.00	1.00
Master Police Officer	.00	1.00	.00	1.00
Police Officer	2.00	1.00	2.00	1.00
Police Sergeant	.00	.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Inventory Technician	1.00	1.00	1.00	1.00
Total	16.00	16.00	18.00	18.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,348,603	1,417,846	1,449,630	1,490,206
Other Services & Charges	104,037	119,442	127,327	142,804
Supplies	120,603	110,154	146,326	119,277
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,573,243	1,647,442	1,723,283	1,752,287

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4512 - Police Grant Expenditures — *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	244,623	293,835	293,835	408,076
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	244,623	293,835	293,835	408,076

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* Coordinated departmental involvement in two regional Homeland Security Exercises. By participating in these exercises, personnel are trained and prepared for emergency events within the community and the ability to address any relevant issues or lessons learned. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
In-Service Training Hours	4,992	3,282	5,300	4,000
Supervisory Training Hours				200

2008-09 Objectives — **Goal Ref**

* Supervisors within the Police Department assures that those under their command are oriented toward serving the organization's goals. It is necessary to develop a formal training program for supervisors to communicate the organization's values and procedures used in management practices. This program will help assure efficiency and effectiveness in the Police Department's overall services to the community. — 1
* In-service training is required to meet and exceed state mandates for police personnel. In-service training is geared towards addressing the needs of the community. The Training Unit will develop a streamlined matrix of training to assure training needs will be met under a three year plan. — 1

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	134,039	134,452	134,992	137,067
Supplies	12,750	32,787	32,787	33,165
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,789	167,239	167,779	170,232

City of Independence
Detail Program Summary

Department: 4500 - Police *2008-09 Operating Budget*
Cost Center: 4514 - Police Forfeiture Expenditures *Fund: 02 - General Fund*

Description

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	583	0	852	0
Other Services & Charges	11,500	0	844	0
Supplies	923	0	146	0
Capital Outlay	111,011	0	416	0
Other Expenditures	0	0	0	0
Total	124,017	0	2,258	0

Description

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

2007-08 Accomplishments **Goal Ref**

* The Chaplain Program volunteered 617.5 hours of service, 801 civilian contacts, 1231 officer contacts, participated in 32 ride-alongs, and responded to 28 call-outs. This volunteer program continues to be a valuable asset to the community and the department. 1
* Created and implemented a new Lock-Out Policy to improve services to the public when they are locked out of their vehicles, and need assistance. The Police Department purchased "lock out" kits for all Uniform Patrol Supervisors to ensure availability of service to the community. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	N/A	N/A	N/A	8
Chaplain Training Hours	N/A	N/A	N/A	120
Chaplain Call-Outs	N/A	27	N/A	40
Chaplain Civilian Contacts	N/A	801	N/A	925

2008-09 Objectives **Goal Ref**

* Currently, the Chaplain Program has two new Chaplains that will need to complete the Chaplain Program. Once the new Chaplains complete their training, the Chaplain Program will have a total of six Chaplains, this an increase of one over last year. The objective is to successfully train the two new Chaplains. Training programs enhance a Chaplain's efficiency in meeting and dealing with people in crisis. Chaplains are subject to call-outs and respond to critical incidents that involve serious injuries or death. As a team, both Chaplain and Officer make an important difference in the lives of persons touch by tragedy. The Chaplain Program is not mandated by an entity or regulation. The Independence Police Department adopted this program to provide additional services to the community. 1
* The Crisis Intervention Team (C.I.T.) Program promotes professionalism within the Police Department, and increases 1

2008-09 Objectives **Goal Ref**

specialized services to the community. A C.I.T. certified officer is trained to deal with individuals in the community who have mental health issues. Since the development of the first C.I.T. Program in 1988 by the Memphis Police Department, the program was replicated throughout the nation. However, C.I.T. standards were never adopted as a best practice on a statewide level. The Independence Police Department adopted this program to increase services to the community. Currently, there are 23 C.I.T. certified officers, and 8 additional officers that will complete the intensive specialized training by the end of 2008-09 fiscal year.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	21.00	19.00	26.00	22.00
Police Officer	49.00	52.00	47.00	52.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Officer Recruit	1.00	.00	1.00	.00
Total	84.00	84.00	87.00	87.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	5,755,973	5,723,858	5,736,305	6,002,558
Other Services & Charges	191,067	103,908	90,808	107,880
Supplies	208,416	183,917	182,927	258,115
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	6,155,456	6,011,683	6,010,040	6,368,553

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4533 - Traffic Unit | *Fund: 02 - General Fund*

Description

This unit is staffed 21-hours per a day, 365-days per a year. Personnel assigned to this division receives additional training in radar operation, accident reconstruction, and photography. This unit provides supports and coordination to the Uniform (Patrol) Division as needed. In addition, the unit handles special events such as Santa-Cali-Gon and the Halloween Parade.

2007-08 Accomplishments — **Goal Ref**

* The Traffic Unit conducted five sobriety checkpoints and assisted the Jackson County Traffic Safety Task Force with five additional sobriety checkpoints. Thirty-five D.W.I. (Driving While Under the Influence of Alcohol) arrests were made at the checkpoints. By utilizing proactive enforcement, the Unit was able to create a safer environment for the community. — 1
* In the current fiscal year, there was 100 alcohol related crashes. In comparison to the previous year, this is a decrease of more than 48 percent, thus far. The previous year, there was 196 alcohol related crashes. Proactive Selective Enforcement efforts continue to concentrate on high accident locations. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Vehicular Accidents Reported	3,334	3,329	3,500	3,300
Traffic Unit Summons Issued	20,271	18,012	19,000	18,000
D.W.I. Arrests	724	598	725	550
Hit and Run Accidents Investigated	758	863	760	900
D.W.I. Related Accidents	196	186	185	185

2008-09 Objectives — **Goal Ref**

* Continue to conduct selective enforcement of targeted D.W.I. (Driving While under the Influence of alcohol) locations in an effort to reduce alcohol related accidents and fatalities to ensure the safety of the streets in the City of Independence, Missouri. The unit will analyze past D.W.I. accidents and arrests, and will conduct ten (10) sobriety checkpoints. The checkpoints will be highly visible and strategically placed in locations were alcohol related accidents and crashes previously occurred. By targeting locations with previous alcohol related activities, this will prevent an economic loss to the community caused by alcohol related accidents, crashes, and possible fatalities. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4533 - Traffic Unit — *Fund: 02 - General Fund*

2008-09 Objectives — **Goal Ref**

* Conduct targeted selective enforcement of high crash and/or high traffic violation areas in an effort to reduce traffic crashes and fatalities to ensure the safety of the streets in the City of Independence, Missouri. The unit will analyze accident reports data, summonses data, and hit-and-run accident reports data to identify high violation areas. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	10.00	11.00	13.00	13.00
Police Officer	7.00	6.00	3.00	4.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	.00	1.00	.00
Parking Enforcement Off	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	23.25	23.25	23.25	23.25

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,658,587	1,641,098	1,645,024	1,776,957
Other Services & Charges	46,631	70,575	71,075	82,900
Supplies	87,851	90,737	87,237	69,235
Capital Outlay	2,390	0	0	0
Other Expenditures	0	0	0	0
Total	1,795,459	1,802,410	1,803,336	1,929,092

Significant Issues

* During the 2007 calendar year, accidents increased by one percent, however, there was a decrease of seventeen percent in fatality accidents. The total economic loss to the community, due to traffic accidents, decreased by three percent from the previous year

Significant Issues

($72,884,400 as compared to the previous year $75,627,200).

Description

This division works two shifts, days and evenings, and operates 365-days per year. The division's primary function is to conduct follow-up investigations of major crimes. The Intel Unit is also in this division. The Intel Unit handles crime analyses, human trafficking, multi-jurisdictional investigations, dissemination of information, and proactive enforcement.

2007-08 Accomplishments **Goal Ref**

* The Investigation Division and Drug Enforcement Unit successfully investigated the El Forestero's motorcycle gang, which resulted in Federal indictments of three members who resided in the City of Independence, as well as, several other members who lived in adjacent jurisdictions. The members were indicted on Federal distribution and conspiracy to distribute narcotics. 1
* The collaboration of the Investigation Division and the ATF Task Force resulted in twenty-eight cases being presented to the U.S. Attorney's Office. All twenty-eight cases originated in Independence and each defendant is looking at a minimum of five years sentence. The significance of this to the community, is that these defendants were repeat offenders who will be taken off the streets of Independence and other communities for a minimum of five years. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Average Investigative Time Spent From Initial Report To Prosecutor	N/A	720	N/A	180

2008-09 Objectives **Goal Ref**

* Implement procedural changes recommended by the caseload audits of sex crimes and domestic violence. The new parameters set forth will reduce the amount of time an investigator spends between case assignments and presenting the case to the prosecutor. The objective is to reduce the number of days by 15 days per an inspector by comparing the average investigative time spent for each case conducted in the 2007-08 fiscal year to the 2008-09 fiscal year. 1
* Prior to this fiscal year, there was no baseline established for the investigative time spent on cases. It is imperative that cases be investigated and prosecuted in a timely manner. During a recent audit, it was established that some of the cases have gone up to 24 months between initial assignment and presentation to the 1

2008-09 Objectives **Goal Ref**

prosecutor's office. This was the result of a culmination of internal and external coordination efforts. Through improved administrative and accountability procedures, the Unit has established the objective of reducing the average investigative time spent from initial report to prosecutor presentation down to 180 days or less.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	13.00	12.00	14.00	13.00
Police Officer	3.00	5.00	3.00	3.00
Police Sergeant	3.00	4.00	4.00	3.00
Police Officer Recruit	1.00	.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	25.00	25.00	23.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	2,083,496	1,803,221	1,810,869	1,775,769
Other Services & Charges	23,396	20,218	20,743	23,261
Supplies	56,245	50,329	47,329	64,495
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,163,137	1,873,768	1,878,941	1,863,525

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4535 - Special Operations | *Fund: 02 - General Fund*

Description

The Special Operations Division is comprised of the Special Response Teams (S.R.T.), the Canine (K-9) Unit, and the Explosive Ordinance Disposal Team (E.O.D.). The primary responsibilities of the S.R.T. and E.O.D. Teams are to assist in the resolution of difficult police situations outside the standard patrol response, through the use of critically developed skills, tactics, and specialized equipment. Both teams have also been designated as the Kansas City Metro Disaster Tactical Response Team (K.C.M.D.T.R.T.), which gives added responsibility for Weapons of Mass Destruction (W.M.D.) responses for Missouri and Kansas. In addition, the division assists the Uniform Patrol Division with conducting proactive patrols in high-crime areas. The primary responsibility of the K-9 Unit is to assist the Uniform Patrol Division as initial responders for calls-for-service of K-9 services.

2007-08 Accomplishments — **Goal Ref**

* The K-9 Unit, in conjunction with surrounding metro agencies, assist in the coordination and implementation of the canine training process regarding their use and application. The collaboration between the agencies is an excellent networking opportunity to process ideas, philosophies, and exchange up-to-date case law information. — 1
* The S.R.T. and K-9 Unit conducted several proactive assignments and high visibility patrols in high crime areas in an effort to reduce crime rates. These assignments included, but not limited to, 1) Assisted the Community Services Division with three Independence Center details. The Detail Assignments targeted stealing and forgery offenses along the 39th Street Corridor; 2) S.R.T. assisted the Health Department in conducting business checks for smoking ordinance violation complaints received on businesses; 3) S.R.T. and K-9 conducted proactive Friday and Saturday nights Details, for a total of ten days; 4) S.R.T. assisted the Intelligent Unit with vehicle take-downs during two cyber space juvenile sex sting operations; and 5) S.R.T. conducted a zero tolerance enforcement efforts in "Hot Spot" areas identified by the Intelligent Unit. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
K-9 Public Demonstrations	15	35	20	40

Proactive Assignments	--	10	10

2008-09 Objectives **Goal Ref**

* Conduct proactive patrols in high-crime / problematic areas. Utilize intradepartmental network abilities to analyze information, locate and target "hot spot" areas, and conduct high visability selective enforcements in an effort to avert and reduce crime rates. The proactive efforts should enhance the community and the Police Department's relationship by resolving high priority criminal activities or issues. 1
* Increase public awareness of the benefits of the K-9 Unit through public demonstrations to various groups within the community. The benefits of this type of public awareness marketing plan is to present to the community the positive aspects of utilizing canines. Implementing the "Meeting and Greeting Campaign" will demonstrate to the citizens of our community the abilities and skills of the canines. The proactive positive marketing plan will assist in overcoming the negative condemnation of canines biting and attacking people. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	5.00	8.00	4.00	4.00
Police Officer	5.00	3.00	3.00	6.00
Police Sergeant	3.00	2.00	2.00	2.00
Police Officer Recruit	.00	.00	2.00	.00
Total	14.00	14.00	12.00	13.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	884,831	842,547	844,947	989,784
Other Services & Charges	30,422	32,672	32,806	33,290
Supplies	83,022	77,237	76,703	74,740
Capital Outlay	2,494	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4535 - Special Operations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Total	1,000,769	952,456	954,456	1,097,814

Description

The Community Services Division provides a variety of services to the City. The Division partners with multi-jurisdictional agencies in collaboration to avert and combat crime (i.e., C.O.M.B.A.T., Northwest Community Development Corporation, L.I.N.C., Englewood Merchants Association, Heart of America Crime Prevention Association, Hope House, Hawthorne Properties, Simon Properties, VIPS Program, etc.). In addition, the partnership extends to the local school districts with the utilization of School Resource Officers, and addressing truancy issues. All of the above-styled components and more, collaborate to create and build a safer environment, and a better quality of life for the residents and vistors of the City.

2007-08 Accomplishments	**Goal Ref**
* VIPS, a citizen volunteer program to assist the Police Department, volunteered 5,466 hours to the Community. Actions ranged from data entry, residence vacation checks, to fingerprinting children for future identification in case of lost or abduction, to child car seat installations.	1
* Police Athletic League (P.A.L.S.) began in the Englewood Shopping District, and the league was successfully transitioned over to the Maywood Baptist Church. The P.A.L.S. curriculum is to teach good sportsmanship, team play, and basketball. A total of 504 individuals took advantage of the program.	1
* The Crime Free Multi-Housing Program continues to contribute to the safety of citizens in large apartment complexes, along with the Disorderly House Program that gives relief to residential areas that have a criminally blighted home.	1
* Block Watch areas were expanded to 44 active blocks. Monthly meetings are held for the Block Watch Captains at Truman High School Auditorium. The meetings are presented in the train-the-trainer format teaching the Captains knowledge and skills to be taken back to the neighborhoods.	1
* The Police Department successfully completed a milestone this year when it conducted the 30th Citizen's Police Academy bringing the total of successful citizen graduates to 748. The program activates the citizen role and participation within the community as a partner in crime prevention.	1
* The successful creation and implementation of the Englewood Parolee Compliance Checks Program. The Englewood area has a large number of parolees from the Missouri Department of Corrections, due to the low costs of rental properties. In the new program, parolees are monitored to ensure compliance and accountability to the terms of their release. In the first year of its implementation, 160 visits were conducted. These proactive compliance checks led to 12 follow-up visits at the parolees' residents, which resulted in 14 arrests.	1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of Block Watch Meetings	N/A	N/A	N/A	44
Number of Volunteer Hours	N/A	N/A	N/A	5,275
Number of Parolee Compliance Checks	N/A	N/A	N/A	176

2008-09 Objectives — **Goal Ref**

* Increase the number of active Block Watches by ten percent to enable additional citizens the knowledge and ability to take an active role in crime prevention within their perspective neighborhoods. — 1
* Increase the number of volunteer hours by 5 percent to allow citizens additional opportunities to actively participate as partners with the Police Department in providing services to the community. — 1
* Englewood has a large number of parolees from Missouri Department of Corrections, due to the amount of lower rent properties. In a new program to monitor these parolees, the Police Department will conduct visits to hold these residents accountable to the terms of their release from Missouri Department of Correction. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	10.00	11.00	12.00	10.00
Police Officer	7.00	4.00	3.00	7.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	.00	1.00	.00
Total	20.00	18.00	19.00	20.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,362,166	1,347,419	1,350,204	1,522,806
Other Services & Charges	28,885	24,262	24,262	20,216
Supplies	43,586	33,342	30,130	33,385

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Capital Outlay	2,392	1,500	1,962	0
Other Expenditures	0	0	0	0
Total	1,437,029	1,406,523	1,406,558	1,576,407

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4537 - Drug Enforcement Unit | *Fund: 02 - General Fund*

Description

The Drug Enforcement Unit's (DEU) fundamental duty is to investigate all drug complaints and violations. This duty is carried out using a variety of street level investigative techniques: high profile warrants and searches of drug houses, undercover and confidential informant operations, long-term surveillance investigations, and other methods. Follow-up on all reports of drug complaints is essential to resolving drug issues. One sergeant and five officers are assigned to the Jackson County Drug Task Force and funded by the Jackson County C.O.M.B.A.T. quarter-cent sales tax. Three officers are assigned to Drug Enforcement Administration and HIDTA Intelligence Center Task Forces through grants from Midwest H.I.D.T.A.(High Intensity Drug Trafficking Area). This unit is part of the Investigations Division.

2007-08 Accomplishments — **Goal Ref**

* Illegal narcotics, with the street value of over $800,000 were seized by the Drug Enforcement Unit. As a result of these investigations, 772 defendants were charged with drug related charges. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Drug Arrests	437	634	450	650
Drug Cases Assigned	517	563	550	575

2008-09 Objectives — **Goal Ref**

* Increase public awareness of internet crimes through education and training during the Citizen's Police Academy Sessions. In addition, develop a curriculum for School Resource Officers and the D.A.R.E. Officers to utilize in the schools. By conducting this type of training, increases public awareness of internet crimes through education and training. — 1
* Increase public awareness of existence and dangers of marijuana grown operations during the Citizen's Police Academy Sessions. In addition, train all sworn personnel, and at least one other City department. By providing this type of training, it will ultimately increase public awareness and maintain the esthetic quality and safety of our community. — 1
* Narcotics complaints continue to be a major public concern. The aggressive pursuit of suspected drug complaints within neighborhoods is measured by the number of drug arrests and cases assigned within — 1

2008-09 Objectives **Goal Ref**

this Unit.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	10.00	7.00	7.00	10.00
Police Officer	2.00	6.00	3.00	2.00
Police Sergeant	2.00	2.00	2.00	3.00
Total	15.00	16.00	13.00	16.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,116,203	931,710	934,123	1,254,377
Other Services & Charges	17,187	17,357	17,357	13,050
Supplies	22,195	20,595	19,095	24,080
Capital Outlay	960	0	0	0
Other Expenditures	0	0	0	0
Total	1,156,545	969,662	970,575	1,291,507

City of Independence
Detail Program Summary

Department: 4500 - Police *2008-09 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments **Goal Ref**

* D.A.R.E. Officers created a structured file system to track and investigate registered sex offenders residing within the City boundaries, and their proximity to schools and daycares. 1
* D.A.R.E. Officers were trained and/or certified as Mentors and Instructors of the D.A.R.E. Program. In addition, the officers received training of the identification and interdiction of youth gangs. By having this type of expertise, the community benefits from elementary and middle school students receiving positive and preventive measures that aid the students with decision-making skills, and their future choices. 1
* The D.A.R.E. Officers successfully taught all fifth grade students the D.A.R.E. curriculum, and conducted follow-up sessions with all seventh grade students in the school districts located with the City. These preventive measurements create a positive environment to aid students in their decision-making life skills and choices in the avertment of drug usage, and gang and violent activities. The follow-up sessions are an excellent opportunity for the D.A.R.E. officers to continue to build their relationships with the students, and creating a supportive environment within each of the schools. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
D.A.R.E. Classes	75	63	75	60
D.A.R.E. Graduates	1,557	1,502	1,600	1,450
D.A.R.E. Schools	29	28	29	26
D.A.R.E. Summer Camps	3	3	3	3

D.A.R.E. Graduation Ceremonies	29	28	29	27

2008-09 Objectives **Goal Ref**

* Continue to identify and investigate all registered sex offenders who reside within the 1000 feet limitation of schools and licensed daycares within the City boundaries. In addition, review processes and procedures for efficiency and effectiveness in the identification and tracking of these sex offenders. 1
* Improve networking capabilities with internal and external agencies by bridging the relationships in a collaborative effort and shared resources in the development of a safety plan for the students who will transition from the Kansas City Missouri School District to the Independence Missouri School District in the upcoming new school year. 1
* The Drug Abuse Resistance Education (D.A.R.E.) Unit's efforts and goals are to reduce the use of illegal and harmful drugs within our community. The Service Delivery Background Data statistics indicate within the given fiscal year, information that reflects the extent of the efforts of the Police Department to have a positive impact upon a targeted group of students at a volatile age. An example of these efforts are the D.A.R.E. summer camps. The D.A.R.E. summer camps are an extended endeavor to impact high-risk students with additional support to affect and enhance their future decision-making skills and abilities. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Master Police Officer	3.00	2.00	2.00	2.00
Police Officer	2.00	3.00	3.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	319,805	317,983	317,983	338,938
Other Services & Charges	3,712	6,059	6,059	6,770

City of Independence
Detail Program Summary

Department: 4500 - Police *2008-09 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Supplies	5,910	26,547	25,937	19,435
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	329,427	350,589	349,979	365,143

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* Acquired portable LiveScan System for fingerprinting citizens using an inkless system. — 1
* Conducted monthly block training for Uniform Patrol Officers on crime scene photography. — 1
* Acquired and installed a new AFIS Statewide Fingerprinting System, which allows fingerprint comparison with State and Federal fingerprint databases. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Crime Scenes Analyzed and Processed	707	769	740	800
Drug Cases Analyzed	826	1,031	1,500	1,050

2008-09 Objectives — **Goal Ref**

* Improving the quality of laboratory services provided to the public by completing accreditation standards of proficiency and competency testing, and verification and technical reviews. The accreditation standards are set forth by the American Society of Crime Laboratory Directors (A.S.C.L.D.). — 1
* To improve the quality of laboratory services provided to the criminal justice system, the Crime Scene Lab will begin working towards the adoption of the American Society of Crime Laboratory Directors standards by completing a space and design study of the forensic lab, provide verification and technical review, and complete accepted proficiency and competency testing of the new forensic chemist. Certifications are now required in most laboratory disciplines and national standards have been developed and accepted within the industry. Currently, the State of Missouri has — 1

2008-09 Objectives **Goal Ref**

legislation pending the requirement of all criminal laboratories within the State to meet these ASCLAD certifications.

* The Crime Scene Unit processes major crime scenes to gather forensic, drugs, toxicology, and identification of evidence. By the unit continuously reviewing procedures and enhancing services earmarked in the Service Delivery Background Data statistics, the unit is able to help the community by processing evidence that will be used in the prosecution of criminal defendants with the ultimate goal of reducing crime and removing criminals from the community. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Assistant Lab Director	.00	.00	1.00	1.00
Criminalist	1.50	1.50	1.00	1.00
Evidence Technician	5.00	5.00	5.00	.00
Crime Scene Investigator	.00	.00	.00	5.00
Finger Print Technician	1.00	1.00	1.00	.00
Latent Print Examiner	.00	.00	.00	1.40
Property Control Technician	1.25	1.25	1.25	1.25
Police Sergeant	1.00	1.00	1.00	1.00
Total	9.75	9.75	10.25	10.65

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	641,064	645,846	647,456	732,023
Other Services & Charges	16,386	25,228	18,978	25,945
Supplies	15,969	17,853	12,353	20,190
Capital Outlay	6,162	0	0	0
Other Expenditures	0	0	0	0
Total	679,581	688,927	678,787	778,158

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* Implemented significant changes in the management and oversight of off-site prisoner housing processes. In a collaborated effort with Municipal Courts Presiding Judges and the Finance Department, this division was able to stay within budget of the off-site prisoner housing costs for the first time in eight years. In addition, it is anticipated that this new process will reduce overall costs by a small percentage in the current fiscal year as well. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Prisoners Booked and Secured	12,752	13,542	13,500	13,500

2008-09 Objectives — **Goal Ref**

* Improve security by tightening and restricting detainee movements in areas that provide opportunities for escape, and provide additional training to staff. With the purchase and implementation of new equipment (i.e., handcuff benches, and security holding cage) and providing additional training on the usage of the new equipment, this will improve security and reduce the opportunity of escapes. By implementing these changes to tighten security, this protects the community from the dangers associated with escapees. — 3
* The Detention Unit processes a high number of detainees annually. By periodically reviewing procedures and new technology, the unit is able to keep pace with the number of prisoners being processed while reducing an inmates opportunity for escape or erroneous release. These efforts enhance the public safety by keeping inmates securely confined in the facility until they are eligible for release. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Police Captain	1.00	1.00	.00	.00
Detention Officer	10.50	10.50	10.50	10.50
Detention Technician	1.00	1.00	1.00	1.00
Lead Detention Officer	1.00	1.00	1.00	1.00
Detention Administrator	.00	.00	1.00	1.00
Total	13.50	13.50	13.50	13.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	725,200	726,188	727,900	740,875
Other Services & Charges	724,530	612,600	612,734	563,575
Supplies	8,387	10,800	7,166	6,500
Capital Outlay	25,302	0	0	0
Other Expenditures	0	0	0	0
Total	1,483,419	1,349,588	1,347,800	1,310,950

City of Independence
Detail Program Summary

Department: 4500 - Police | *2008-09 Operating Budget*
Cost Center: 4544 - Records and Property | *Fund: 02 - General Fund*

Description

The Records and Property Unit provides customer service at the main lobby information desk. They receive, index, disseminate, and archive police reports for the general public. They participate in internal and external informational databases concerning criminal record and warrant information.

2007-08 Accomplishments — **Goal Ref**

* Purchased and implemented a new Racial Profile System. The new system is user friendly, and meets all State requirements and guidelines. — 1
* Streamlined processes, and updated technology to achieve effective and efficient customer services in relations to selling Police Records to the public. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Police Records Sold	14,500	7,522	15,500	7,000
Number of Citizen Phone Calls	N/A	N/A	N/A	126,000

2008-09 Objectives — **Goal Ref**

* Implement the Together Against Graffiti (T.A.G.) Program. Design an efficient and effective process to educate citizens on the telephone hotline, prioritize graffiti reports and intake processes, conduct feasibility costs reports, and coordinate assistance with the prosecutor for rapid response in prosecution of cases, thus improving and maintaining the esthetic quality of the City. — 3
* The Records Unit issues a number of police records annually, which fluctuates depending on the demands and requests of citizens and insurance companies. The revenue collected for each police record issued offsets the direct costs of the creation, issuance, and maintenance of said records. These police reports provide information to the public that is necessary for them to receive compensation for accidents or insurance claims, or any request that they would need for personal use. — 1
* The Records Unit receives a number of calls from the public daily. Each recorded phone call ensures quality assurance, staff training and development, and enhances customer service. By recording the telephone calls, it avoids dispute, inaccuracies, complaints, and resolves issues effectively and with greater ease. In addition, recording the calls identifies targeted training areas, which — 1

2008-09 Objectives **Goal Ref**

ultimately reduces the time in handling calls or placing calls on hold due to improved customer service skills. Providing excellent customer service to the citizens is an important paramount to meeting the demands of the public.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Records Unit Clerk	10.00	9.00	9.00	9.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	11.00	12.00	12.00	12.00
Police Records Supervisor	2.00	2.00	2.00	2.00
Police Records Technician	2.00	2.00	2.00	2.00
Total	26.00	26.00	26.00	26.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,142,348	1,244,339	1,248,359	1,273,387
Other Services & Charges	48,332	44,950	44,960	45,450
Supplies	2,411	10,600	7,068	5,500
Capital Outlay	6,786	0	0	0
Other Expenditures	0	0	0	0
Total	1,199,877	1,299,889	1,300,387	1,324,337

Description

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

2007-08 Accomplishments **Goal Ref**

* Four new telecommunicator positions were approved to handle incoming calls (i.e., 911, administrative calls, fire dispatching, and animal control dispatching) for this fiscal year. Recently, this division was assigned the responsibility of dispatching all animal control calls. It is projected, that the new positions, once trained and fully staffed, will increase the effectiveness and efficiency of answering, responding, and dispatching of all calls. 3
* Streamlined the False Alarm procedures and fully trained two employees to centralize the monthly billing and collection operations. By training more than one person, the Unit eliminated the necessity of overtime usage to keep the process cycle current and operational. 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Emergency 9-1-1 Calls	149,748	139,768	150,000	150,000
Computer Aided Dispatching (C.A.D.) Incidents	130,243	138,558	131,000	140,000

2008-09 Objectives **Goal Ref**

* Design a plan to implement the hiring, training, and staffing expansion of seven new telecommunicator positions. The plan's scope of work will be to reorganize the staffing workloads and responsibilities to manageable levels, thus improving the overall efficiency of services provided to the public for emergency services. 3
* Identify a Reverse 911 System which interfaces with the connectivity and interoperability of the current 911 System. Conduct a feasibility costs analysis, impact analysis, and appropriateness of need within the community analysis. The Reverse 911 System is a voluntary program that benefits the elderly and individuals who live alone within the community, to receive regular checks on their 3

2008-09 Objectives **Goal Ref**

general well-being.

* Computer Aided Dispatch (C.A.D.) incidents are records of the calls for service received by the Communication Unit. The unit receives a number of C.A.D. incidents annually, which fluctuates depending on the demands of citizens and visitors, as well as self-initiated activities of the police, fire and animal control first responders. The information collected for each C.A.D. incident provides information to the first responders, which is necessary for the citizens and visitors to receive the service they deserve and are in need of in a timely manner. C.A.D. incidents also provide recorded documentation of the event that can be used by first responders at a later time for further assistance or potential training, or utilized by the public for insurance, court or personal purposes. 1
* The Communications Unit receives a number of 9-1-1 calls from the public daily. Each recorded telephone call ensures quality assurance, staff training and development, and enhances customer service. By recording the telephone calls, it provides the opportunity to review the call for missed or confusing information, resolves disputes, creates better accuracy, resolves complaints, and provides documented evidence for use in court as needed for prosecution and/or civil matters. The recording of calls identifies potential training areas to hopefully reduce the time spent handling the calls and/or placing calls on hold. The unit strives to provide the most effective customer service to the citizens and visitors of our community. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Telecommunicator	.00	.00	.00	7.00
Telecommunicator I	23.00	23.00	23.00	20.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Total	30.00	30.00	30.00	34.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,681,420	1,822,435	1,829,714	2,091,501
Other Services & Charges	39,345	47,596	47,596	58,270
Supplies	11,656	4,680	2,501	5,500
Capital Outlay	1,167	0	1,179	0
Other Expenditures	51,661	51,924	51,924	51,108
Total	1,785,249	1,926,635	1,932,914	2,206,379

Significant Issues

* This division will start to recruit, and hire for the seven new telecommunicator positions. Police Departments across the United States are experiencing an inability to staff and maintain these type of positions.

City of Independence
Detail Program Summary

Department: 4500 - Police *2008-09 Operating Budget*
Cost Center: 4562 - Communications (Sales Tax) *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	2,125	0	0	0
Other Services & Charges	3,337	60,564	61,284	50,383
Supplies	1,884	28,500	28,500	15,000
Capital Outlay	20,225	507,048	425,747	207,148
Other Expenditures	0	0	0	0
Total	27,571	596,112	515,531	272,531

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4563 - Facilities (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

2007-08 Accomplishments	**Goal Ref**
* The Investigations Division, which includes the Drug Enforcement Unit and the Intelligent Unit, were successfully moved to the third floor of Police Headquarters. The renovated facility included improved office space, public areas, and interview rooms.	3
* Plan were developed for space allocation of the second floor of Police Headquarters.	3
* Initial plans were started for the renovation of the first floor. A request for proposal and architectural plans requested. The first floor renovation consist of relocating the Communication Unit and the expansion of the Records Unit to better serve the public.	1

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	0	0	601	0
Other Services & Charges	8,546	0	6,548	0
Supplies	17,447	0	40,473	0
Capital Outlay	496,602	741,000	773,679	1,391,000
Other Expenditures	0	0	0	0
Total	522,595	741,000	821,301	1,391,000

City of Independence
Detail Program Summary

Department: 4500 - Police — *2008-09 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

2007-08 Accomplishments — **Goal Ref**

* Purchased a new D.W.I. breath alcohol testing van. The D.W.I. van was first deployed on July 28, 2007. The van was utilized at ten sobriety checkpoints and two saturation patrols. Sixty-seven D.W.I. arrests were processed in the van thus far. — 1

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	9,607	108,772	144,272	224,765
Supplies	232,417	489,188	470,468	282,473
Capital Outlay	648,190	1,193,633	1,177,133	468,000
Other Expenditures	0	0	0	0
Total	890,214	1,791,593	1,791,873	975,238

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	12.00	10.00	14.00	15.00
Total	12.00	10.00	14.00	15.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4550 Police Dept. Grants	1,140,596	581,628	1,793,544	631,318
Total	1,140,596	581,628	1,793,544	631,318
Source of Funding				
Grants	1,140,596	581,628	1,793,544	631,318
Total	1,140,596	581,628	1,793,544	631,318

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2008-09 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Master Police Officer	10.00	9.00	8.00	8.00
Police Officer	1.00	1.00	4.00	4.00
Police Sergeant	1.00	.00	.00	.00
Crime Analyst	.00	.00	1.00	2.00
Victim Advocate	.00	.00	1.00	1.00
Total	12.00	10.00	14.00	15.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	761,911	581,628	1,371,525	631,318
Other Services & Charges	248,628	0	270,431	0
Supplies	44,887	0	27,821	0
Capital Outlay	85,170	0	123,767	0
Other Expenditures	0	0	0	0
Total	1,140,596	581,628	1,793,544	631,318

Significant Issues

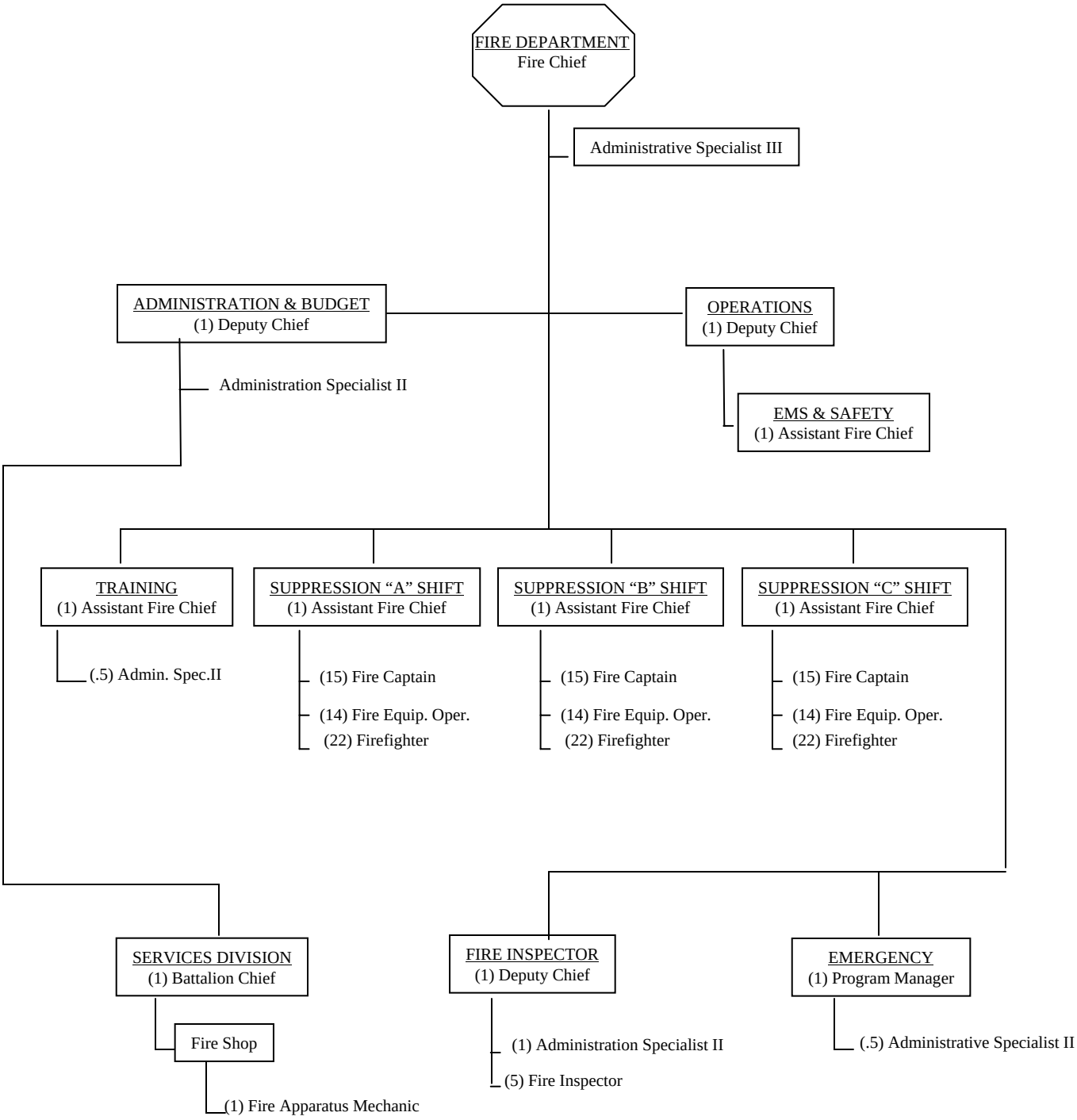
* The Police Department received the Weed and Seed Grant during the 2007-08 Fiscal Year. The grant funds 75% of one Crime Analyst and an officer overtime. The second year application was submitted in February 2008, to continue the 75% funding level, and currently is pending approval.
* Funding from the Department of Public Safety was reduced for the STOP Grant from the anticipated $54,000 to $50,760 for 2008. This funding goes towards the salaries and benefits of two detectives from January through December of 2008. In the 2009 calendar year, the Police

Significant Issues

Department will need to cover all expenditures above the $50,760 mark, which is approximately $112,762 in 2008. The Police Department anticipates the same award amount for the 2009 calendar year, if the grant is renewed.

* The Grant to Encourage Arrest Policies currently covers 75% of two detectives' salaries and benefits. Due to personnel changes in the grant and an increase in salaries, the Police Department will exhaust funding in May of 2008. The Police Department submitted a renewal application in January of 2008 to continue the funding for additional two years. The grant renewal start date is not until October 1, 2008; therefore, the two detective positions are unfunded during this timeframe. Due to the grants' cap, in the 2008-09 Fiscal Year, it will only pay for 58.5% of the two positions, approximately $149,800 over the next two years. The Police Department will need to budget the shortage within their annual budget.

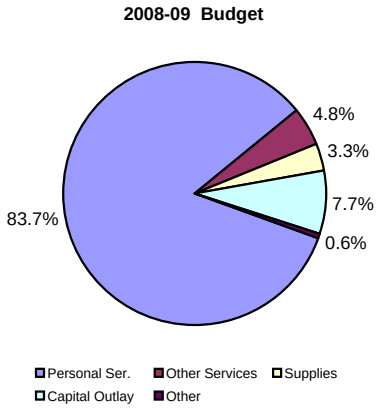
City of Independence, Missouri
Fire Department



Fire

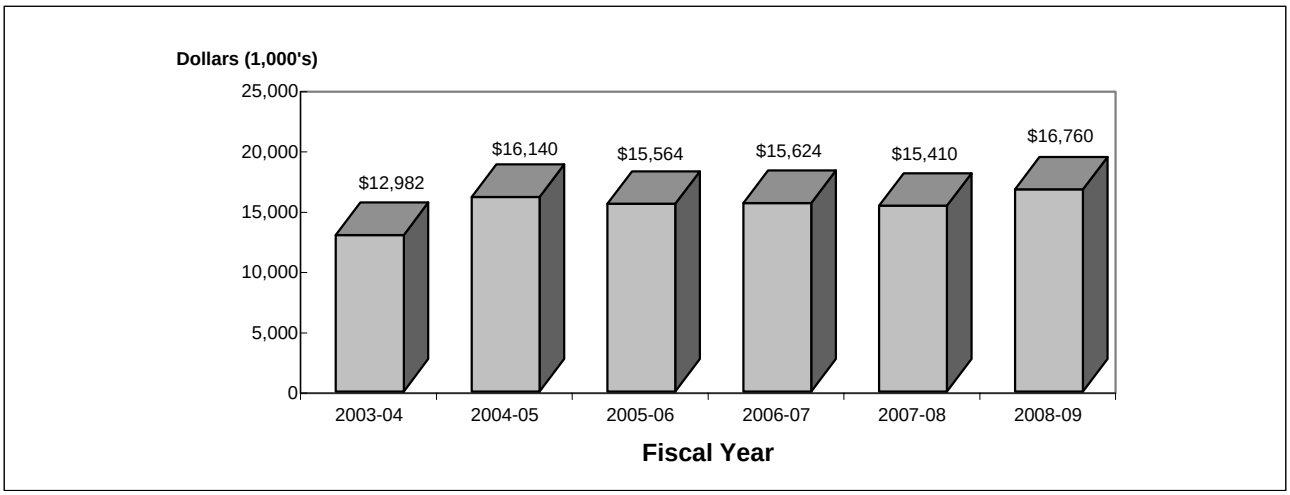
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 13,330,982	$ 13,052,093	$ 13,430,746	$ 14,022,081
Other Services	566,326	782,814	783,593	800,549
Supplies	365,362	451,360	442,263	559,036
Capital Outlay	695,837	1,007,697	1,039,566	1,285,000
Other	665,856	116,143	116,143	93,234
Total	$ 15,624,363	$ 15,410,107	$ 15,812,311	$ 16,759,900



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	$ 12,836,984	$ 13,527,784	$ 13,617,843	$ 14,174,306	$ 14,004,467	$ 14,941,308
Grants	144,692	406,358	108,360	69,258	44,728	42,512
Fire Public Safety	-	2,205,468	1,838,226	1,380,799	1,360,912	1,776,080
Total All Funds	$ 12,981,676	$ 16,139,610	$ 15,564,429	$ 15,624,363	$ 15,410,107	$ 16,759,900
Comparative Ratios:						
Per Capita	$ 113.14	$ 140.17	$ 134.70	$ 134.75	$ 132.44	$ 153.54
Per Household	$ 268.13	$ 332.19	$ 319.24	$ 319.35	$ 313.88	$ 360.89



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	174.00	173.00	172.50	173.00
Part Time Positions	.00	1.00	1.50	1.00
Total	174.00	174.00	174.00	174.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	411,852	546,322	549,166	561,862
4621 Fire Operations	12,425,919	12,088,464	12,481,763	12,949,042
4622 Emergency Medical Services	144,842	155,339	158,490	174,917
4631 Fire Prevention	525,608	528,769	530,184	590,693
4641 Maintenance	388,307	396,476	405,170	394,703
4650 Fire Dept. Grants	69,258	44,728	35,609	42,512
4651 Training	158,844	170,998	173,270	170,416
4661 Emergency Preparedness	118,934	118,099	117,747	99,675
4671 Fire Sales Tax Program	1,380,799	1,360,912	1,360,912	1,776,080
Total	15,624,363	15,410,107	15,812,311	16,759,900

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2008-09 Operating Budget*

Source of Funding

General Fund	14,174,306	14,004,467	14,415,790	14,941,308
Grants	69,258	44,728	35,609	42,512
Fire Public Safety Sales Tax	1,380,799	1,360,912	1,360,912	1,776,080
Total	15,624,363	15,410,107	15,812,311	16,759,900

Key Budget Changes

* The Fire Department implemented a new record keeping software package in January 2007. As quality control issues are addressed through personnel training, coding corrections, and establishing parameters for retrieving data into relevant statistical reports, the department will be able to more effectively benchmark service provision standards. Several of the budget objectives articulated in this document are targeted to address issues that are emerging with the newly tracked and accessible data.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2008-09 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Reviewed quarterly budgetary oversight reports provided by the Finance Department to monitor expenditures and compliance with stated objectives approved by voters for Fire Safety Tax revenue.	3
* Compiled quarterly or as requested reports to the Citizen's Oversight Committee for Fire Safety Tax review and compliance process.	3
* Coordinated all activities and budget expenditures for the completed construction and occupancy of replacement fire station 4 (202 E. 23rd Street).	3
* Reviewed quarterly reports produced with the new reporting software to insure quality of data and ability of system to produce accurate reports.	3

2008-09 Objectives	**Goal Ref**
* Provide quarterly, or as requested, information and support to the Citizen's Oversight for the Fire Safety Tax.	3
* Coordinate the completion and provide budgetary oversight for the construction of replacement fire station 3 (10219 E. Winner Rd) to be occupied by late spring of 2009.	3
* Develop, implement and evaluate a business plan with Metropolitan Community College (Blue River Campus) to handle scheduling, maintenance and upgrades to the Fire Training Facility that provides for maximum availability and effectiveness for the Independence Fire Department and regional users in a cost efficient manner.	1
* Implement program for centralized control and access for all Fire Department inventories and incident and code enforcement reports.	3
* Review, revise, or develop new Standard Operating Procedures to meet the specific response obligations of the Fire Department as outlined in the revised City Emergency Operations Plan.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2008-09 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	270,582	383,408	389,752	403,622
Other Services & Charges	84,878	97,185	97,935	95,654
Supplies	36,741	62,229	57,979	59,586
Capital Outlay	19,651	3,500	3,500	3,000
Other Expenditures	0	0	0	0
Total	411,852	546,322	549,166	561,862

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2008-09 Operating Budget*
Cost Center: 4621 - Fire Operations | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Fire Operations' personnel have participated in the Police Department's "Block" training program on a regular basis to improve Incident Command and communication procedures. Additionally personnel from both departments were involved in regional scenarios on bio-terrorism and hazardous materials incidents to exercise various operational procedures.	1
* Reviewed six months of data entered by field personnel into the newly installed incident reporting system and completed follow-up training to reduce errors. Second six month review showed decrease in data entry errors and additional areas of concern improved by installing a software update.	3
* Worked continually with Fire Prevention Division in reviewing recordkeeping for accurate reporting data of the number and topics of educational programs to establish a benchmark. Operations personnel were involved in forty one (41) hours of public education which involved 2,860 contacts with the public.	1
* Personnel responded to 104 medical emergencies categorized as "cardiac arrests" with 25 documented "clinical saves" which equates to a 24% clinical save rate.	1
* Firefighters successfully rescued two (2) citizens after finding them unconscious and trapped in residential structure fires.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Total Alarms	13,261	16,750	13,130	14,245
Residential Fires	168	161	151	154
Vehicle Fires	120	115	138	110
Grass/Trash	237	236	161	239

Open Burning	179	85	151	105
Bomb Threat	12	11	16	11
Hazardous Materials	43	58	19	63
Alarm Systems	489	476	536	470
Medical Alarms	8,940	8,940	9,090	9,118
Commercial Fires	27	36	30	39
Service Calls, Odors, Carbon Monoxide, Other Service	3,022	3,610	3,030	3,912
Structure Fire Other	16	20	14	24

2008-09 Objectives **Goal Ref**

* Operations Division with the Training Division will identify operational challenges and develop CAFS (Compressed Air Foam System) education and hands-on training to enable all Operation personnel to use this new technology effectively to extinguish fires. 1
* Each company on each shift (42 total) will complete a new or review/update an existing pre-incident response plan to be entered into the incident reporting system for immediate retrieval on being dispatched to high risk building or facility. 1
* Develop specifications for purchase and installation of a mobile data terminal and video camera for the shift commander's vehicle to provide access to pre-incident information, mapping, and an on-scene record of activities for major events.
* Conduct bimonthly review of emergency response incident reports to ensure timely completion and that information entered into the system is in 100% compliance with state and national requirement within 60 days post incident. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	157.00	157.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2008-09 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	12,027,515	11,669,285	12,061,084	12,543,005
Other Services & Charges	148,897	192,695	192,995	187,998
Supplies	133,364	110,341	108,076	124,805
Capital Outlay	0	0	3,465	0
Other Expenditures	116,143	116,143	116,143	93,234
Total	12,425,919	12,088,464	12,481,763	12,949,042

City of Independence
Detail Program Summary

Department: 4600 - Fire *2008-09 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *Fund: 02 - General Fund*

Description

The Emergency Medical Services (EMS), Safety and Wellness Division is responsible for the training and operation of emergency medical services and overseeing the Fire Department's Safety and Wellness programs. The EMS Program goal is to facilitate the response of fire fighters trained to the appropriate level of Emergency Medical Services; providing basic and advanced life support measures to the citizens and visitors of Independence. The Safety Program, in cooperation with IAFF Local 781, is responsible for accident investigation and injury prevention. The Wellness Program goal is to oversee the overall health and wellness of Fire Department personnel.

2007-08 Accomplishments	**Goal Ref**
* Maintained inventory and issued equipment and supplies to maintain Advanced Life Support and Basic Life Support response medical bags for all operation emergency vehicles. Expanded the program to include twelve (12) administration basic first responder bags for Command and Prevention staff to be prepared to assist citizens while out in the community.	1
* Maintained CPR certification for 169 Fire Department personnel by using the American Red Cross Professional rescuer recertification program.	1
* Provided Emergency Medical Service (EMS) Continuing Education Units (CEU) through internet based provider for 169 Fire Department personnel to remain current with EMS/CEU requirements (Twenty five (25) CEU's per year for each Emergency Medical Technician and thirty (30) CEU's per year for each Paramedic).	1

2008-09 Objectives	**Goal Ref**
* Support the provisions of EMS continuing Education Units (CEU)to 169 Fire Department personnel through an internet based provider; twenty-five (25) CEU's per year for each Emergency Medical Technician and thirty (30) CEU's per year for each Paramedic.	1
* Ensure CPR/AED certification for 169 Fire Department personnel is maintained by presenting the American Red Cross recertification program in January 2009 to all 169 uniformed personnel.	1
* Manage the Wellness Physicals Program for 169 uniformed Fire Department personnel to include lab work and physical assessments. Target date for beginning the annual physicals is in August 2008, with completion in October 2008.	
* Construct and implement a quality assurance program to review 20% of all incidents requesting medical assistance and make recommendations regarding response protocols, equipment and training that will maximize citywide availability of pre-hospital care resources by placing the appropriate level of care on the scene of emergency medical calls.	1

City of Independence
Detail Program Summary

Department: 4600 - Fire *2008-09 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Assistant Fire Chief	.00	.00	.00	1.00
Battalion Chief EMS SafetyWell	.00	1.00	1.00	.00
Total	.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	94,497	97,689	100,140	113,517
Other Services & Charges	33,473	36,650	37,675	40,400
Supplies	16,872	21,000	20,675	21,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	144,842	155,339	158,490	174,917

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2008-09 Operating Budget*
Cost Center: 4631 - Fire Prevention | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Developed and provided instruction to 100% of Operations Division's personnel on the National Fire Incident Reporting System targeting "situation found", "action taken", "fire cause determination", and "fire loss coding guidelines" to increase accuracy of reported fire statistics.	1
* Provided analysis and recommendation to Community Development regarding major changes in the 2006 International Fire Code and the 2006 Life Safety Code.	1
* Produced the Fire Department's 2007 Annual Report for distribution to City department directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce.	1
* Developed a database of all churches, created a checklist of code enforcement life safety issues, and assigned inspections to Fire Prevention personnel. Developed record keeping system to include these occupancy types in the City's Fire Code inspection program.	1
* A comparative analysis of fire works ordinances was completed by staff and a model revised ordinance was provided to City administration for consideration.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Commercial Inspections and Reinspections	4,297	4,896	4,520	5,204
Plan Reviews & Final Construction Inspections	767	618	657	718
Occupational License Inspections & Reinspections	945	915	931	900
Public Education Audience	18,818	15,947	18,830	17,382
Citizen Request	352	191	241	111
Zoning Projects	101	127	105	153

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2008-09 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

2008-09 Objectives	**Goal Ref**
* Develop procedures and provide training/equipment for the re-organization of the Fire Department's fire cause investigation program with the goal of reducing the number of fires reported with a fire cause of "Undetermined" by 10%.	3
* Review all incident reports completed every two (2) weeks and provide individual follow-up and a minimum of two (2) one (1) hour department-wide comprehensive training sessions per year to all personnel based on common errors and omitted data required by state and national agencies.	1
* Produce the Fire Department's 2008 Annual Report and distribute to City department directors, fire stations, City Council, neighborhood groups and Chamber of Commerce.	1
* Develop and oversee the presentation of public education programs to target the three leading causes of fires in the community with the goal of reducing the total number of fires across these areas by 5%.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Fire Inspector	5.00	5.00	5.00	5.00
Chief Fire Inspector	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	482,757	506,591	508,006	568,978
Other Services & Charges	5,910	8,734	9,854	6,150
Supplies	7,050	13,444	12,324	15,565
Capital Outlay	29,891	0	0	0
Other Expenditures	0	0	0	0
Total	525,608	528,769	530,184	590,693

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2008-09 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Replaced ten (10) Self-Contained Breathing Apparatus cylinders (SCBA) as identified in the SCBA Cylinder Replacement Program.	3
* Purchased thirty seven (37) sets of Personal Protective Equipment (PPE) as identified in the PPE replacement program. The replacement program is designed to upgrade a minimum of 150 sets over a five (5) year period.	3
* Purchased fifty four (54) pairs of leather boots as part of the first year of a three year program to improve quality and safety of the Personal Protective footwear and to meet requirements listed in Local 781 Union Contract with the City.	3
* Provided oversight for construction and occupancy of replacement of Fire Station 4 (202 E. 23rd Street).	3
* Placed into service one fully equipped new pumper at Fire Station 1 (950 N. Spring St.) August 2007.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Preventative maintenance completed on fire apparatus		40	78	80
Preventative maintenance completed on staff vehicles		52	51	72
Mechanic call outs		20	20	20
Self-Contained Breathing Apparatus repaired		20	20	20
Aerial apparatus recertification completed		4	4	4
Pumper apparatus pump tests completed		17	17	17

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2008-09 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

2008-09 Objectives — **Goal Ref**

* Complete the fourth year of the Personal Protective Equipment (PPE) replace program by purchasing a minimum of thirty (30) sets of PPE providing for 100% of uniformed personnel to have two sets of gear and 80% having one set newer than five years old. — 3
* Replace (upgrade) fifty four (54) pairs of rubber boots with leather boots (2nd year of three year program). — 3
* Replace exterior mounted visors with MSA Defender Visors on a minimum of thirty (34) firefighting helmets as part of a five year program to upgrade all 160 helmets to this standard. — 3
* Provide oversight and bi-weekly reports to Fire Administration on the status of construction activities for the building and occupancy of replacement of Fire Station 3 (10219 E. Winner Rd.) by Spring 2009. — 1
* Place into service one new pumper within forty-five (45) days of arrival (scheduled to be delivered August 2008) by fully equipping it to match the inventory of equipment and supplies carried on all Independence firefighting pumpers. — 3
* Coordinated with the Training Division to provide oversight and bi-weekly reports to Fire Administration on the status of construction activities for placing into service by Fall 2008 the live fire training building to be located at M78 and Terry Foster Memorial Dr. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Assistant Fire Chief	1.00	1.00	1.00	.00
Battalion Chief of Services	.00	.00	.00	1.00
Fire Apparatus Mechanic	2.00	1.00	1.00	1.00
Total	3.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	215,698	189,941	194,635	195,236
Other Services & Charges	123,668	136,532	137,332	137,292
Supplies	46,302	67,753	67,599	62,175
Capital Outlay	2,639	2,250	5,604	0
Other Expenditures	0	0	0	0
Total	388,307	396,476	405,170	394,703

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2008-09 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	54,084	44,728	12,058	42,512
Other Services & Charges	12,135	0	5,110	0
Supplies	3,039	0	5,467	0
Capital Outlay	0	0	12,974	0
Other Expenditures	0	0	0	0
Total	69,258	44,728	35,609	42,512

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2008-09 Operating Budget*
Cost Center: 4651 - Training | *Fund: 02 - General Fund*

Description

The Training Division provides training to Fire Department, City employees, and citizens, including fire fighting procedures, emergency medical procedures, hazardous materials procedures, CPR, emergency response to terrorism, and Incident Command. The main goal of the division is to provide training which promotes effective and efficient emergency response service to the community.

2007-08 Accomplishments	**Goal Ref**
* Computer generated fire simulation scenarios were developed and utilized to train personnel in incident management, fire attack and control tactics, and radio communication in residential and commercial occupancies.	1
* A master plan, specifications for the live burn building, and construction documents for the first phase of the Fire Training Facility to be located at M-78 Highway and Terry Foster Dr. were developed and sent out to bid.	3
* Upgraded data input and records management parameters in training recordkeeping software to provide reports tracking hours of personnel specific to quantity, topic and licensing and certification continued education units. Data was organized to determine compliance with state and national training standards.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Total Hours of Training	3,324	1,970	2,347	2,464
Staff hours of training	17,119	13,129	25,588	26,867

2008-09 Objectives	**Goal Ref**
* Sponsor one (1) Fire Officer 1 class in each of the next three (3) years to provide an opportunity for personnel to receive 40 hours of training in leadership, management and Incident Command with the goal of having 50% of company officers certified as Fire Officer 1 with the state of Missouri by FY '11-'12.	1
* Conduct a minimum of two (2) hours of live or computer simulated fire training for all 45 company officers to target the command and control competencies of size-up, initial company assignment, radio traffic and incident management.	1
* Conduct two (2) multi-company drills (Spring and Fall) to emergency operations personnel to demonstrate competency in pumping, hose evolutions, ladder raising, rescue techniques, vehicular extrication	1

2008-09 Objectives **Goal Ref**

and Incident Command.

* Contract with an internet based emergency response continuing education company with the goal of increasing in-house training hours by 5% in the first year and limiting out of territory time by companies. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.50	.50
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	112,294	115,723	118,345	112,536
Other Services & Charges	37,490	42,385	42,385	47,375
Supplies	9,060	12,890	12,540	10,505
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	158,844	170,998	173,270	170,416

City of Independence
Detail Program Summary

Department: 4600 - Fire *2008-09 Operating Budget*
Cost Center: 4661 - Emergency Preparedness *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Successfully maintained participation in Emergency Management Planning Grant (EMPG) program by receiving $43,000 and provided documentation to support receiving additional funds unspent from other EMPG participants from the 06-07 year. The City received an additional $8,672.00 from SEMA for 06-07 EMPG grant funding requests. Also received notice the EMPG 07-08 grant will be extended for $43,000.00.	3
* Radio Amateur Civil Emergency Services group (RACES) increased its membership with 9 additional volunteers increasing from 34 to 43 volunteers; also installed a 80 meter antenna in August 2007.	1
* Conducted one (1) full scale citywide tabletop exercise and second tabletop exercise to test the new City's Local Emergency Operations Plan (LEOP) is scheduled for May 2008.	1
* Six (6) Community Emergency Response Training (CERT) classes were successfully completed and a CERT exercise was completed with 80 volunteer participants.	1
* The existing Local Emergency Operations Plan (LEOP) has been updated with additional annexes as required by SEMA/FEMA. A completely revised LEOP has been developed and will be implemented pending final review.	1
* Eleven preparedness presentations have been completed and three state and regional presentations were made as of December 2007.	1

2008-09 Objectives	**Goal Ref**
* Develop the City of Independence Emergency Operations Center's (EOC) "Playbook" to comply with requirements outlined in the National	1

2008-09 Objectives **Goal Ref**

Response Framework as mandated by the Department of Homeland.

* Develop a citywide Continuity of Operations Plan (COOP) to direct and guide appropriate actions assuring the continuation of core city governmental functions during emergencies and orderly/efficient recovery efforts. 3
* Install two (2) outdoor warning sirens at Kisner Drive and Lippert and Holke Road and Ringo Road. This project also includes purchasing and installing a new version of the siren software which incorporates National Weather Service polygon warnings into the activation criteria of the siren system. 1
* Develop a Debris Management Plan for the City of Independence Missouri, through a new FEMA program, the federal cost-share of 75% can be increased to 80% if the City of Independence has a FEMA approved debris management plan prior to a disaster. This plan will also facilitate and coordinate the removal, collection and disposal of debris following a disaster and mitigate against any potential threat to the health, safety, and welfare of impacted citizens. 3
* Develop a citywide "tabletop" exercise testing existing and newly developed plans as well as complete objectivities outlined in the Emergency Management Performance Grant required by State Emergency Management Agency and FEMA. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	45,352	44,728	46,726	42,675
Other Services & Charges	43,637	57,368	44,542	43,600
Supplies	8,843	14,003	13,903	13,400
Capital Outlay	21,102	2,000	12,576	0
Other Expenditures	0	0	0	0
Total	118,934	118,099	117,747	99,675

City of Independence
Detail Program Summary

Department: 4600 - Fire *2008-09 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Upgraded emergency medical response and training equipment to include Advanced Life Support (ALS) skills appropriate training mannequin and electric airway suctioning devices on fire trucks.	1
* Construction was completed for replacement Fire Station 4 (202 E. 23rd Street) and firefighters began responding out of the new 8,500 sq. ft. building in April 2007.	1
* Prepared specification, bid and completed bid award process for one (1) replacement pumper and three (3) staff vehicles.	1
* Purchased and placed in service two storm warning sirens and updated warning devices to include voice support in certain highly utilized outdoor facilities.	1
* Completed comprehensive review of five (5) fire stations for interior remodel and mechanical replacement schedule with cost estimates and began remodel work on one (1) station.	
* Completed construction documents and awarded construction bid to build replacement Fire Station 3 (10219 E. Winner Rd.).	1

2008-09 Objectives	**Goal Ref**
* Sponsor four (4) Fire Department personnel to attend a Paramedic training program.	1
* Complete remodel/construction documents and bid remodel and mechanical upgrades for Fire Station 1 (950 N. Spring St.)	3
* Improve connectivity to a minimum of five (5) fire stations through the installation of fiber optic, cable, or microwave connections.	1
* Conduct specialized training utilizing fire scenarios planned and executed at the newly completed live fire/burn building.	1
* Provide funds to continue Wellness, station maintenance, disaster warning equipment, fleet and equipment purchase programs in accordance with stated objectives approved by voters for Fire Safety Tax revenue.	3

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	28,203	0	0	0
Other Services & Charges	76,238	211,265	215,765	242,080

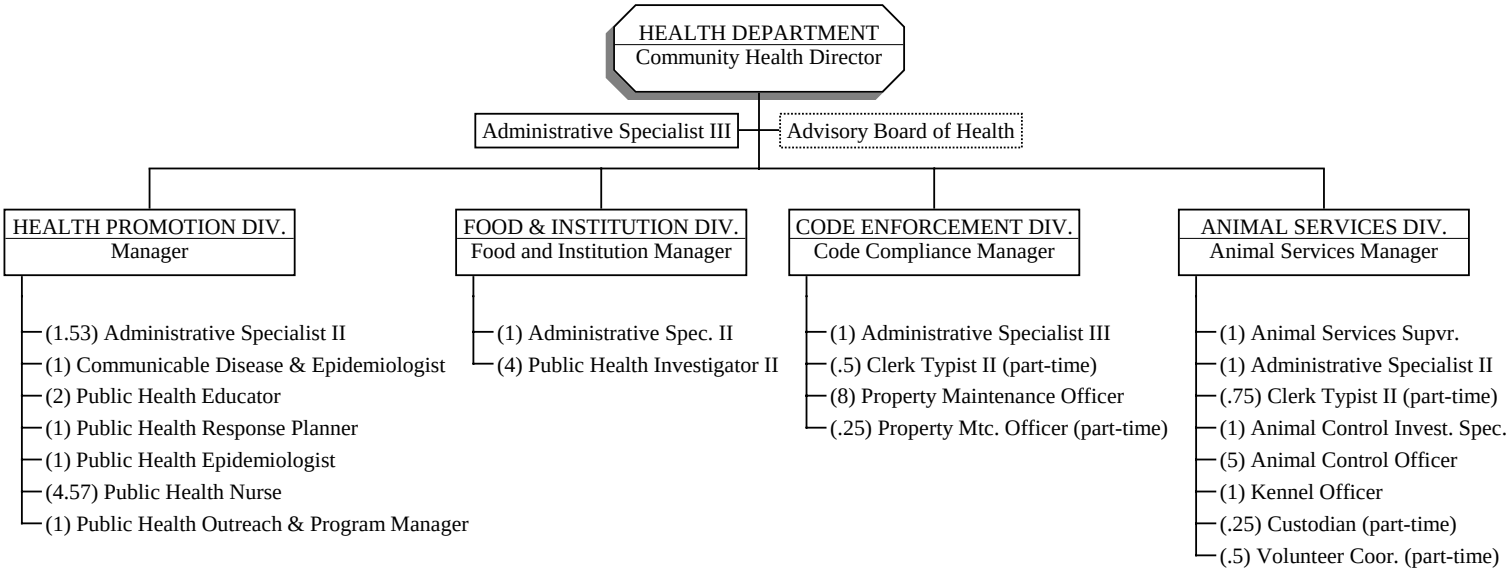
City of Independence
Detail Program Summary

Department: 4600 - Fire *2008-09 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Supplies	104,091	149,700	143,700	252,000
Capital Outlay	622,554	999,947	1,001,447	1,282,000
Other Expenditures	549,713	0	0	0
Total	1,380,799	1,360,912	1,360,912	1,776,080

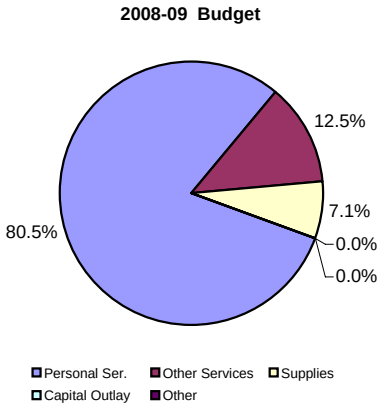
City of Independence, Missouri
Health Department



Health

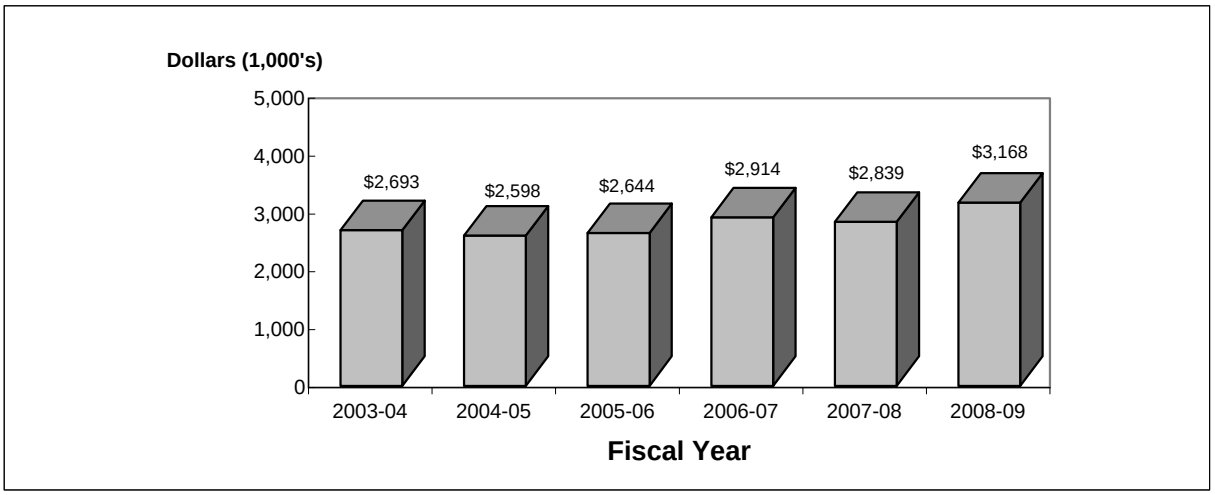
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 2,372,215	$ 2,454,477	$ 2,578,107	$ 2,549,850
Other Services	301,968	190,620	214,831	394,871
Supplies	194,223	193,566	228,075	223,736
Capital Outlay	45,978	-	8,574	-
Other	-	-	-	-
Total	$ 2,914,384	$ 2,838,663	$ 3,029,587	$ 3,168,457



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	39.47	39.00	40.25	41.95	41.50	42.35
Amount by Fund:						
General Fund	$ 1,914,633	$ 1,944,484	$ 2,041,426	$ 2,411,687	$ 2,454,091	$ 2,706,680
Grants	778,197	653,640	602,832	502,697	384,572	461,777
Total All Funds	$ 2,692,830	$ 2,598,124	$ 2,644,258	$ 2,914,384	$ 2,838,663	$ 3,168,457
Comparative Ratios:						
Per Capita	$ 23.47	$ 22.56	$ 22.88	$ 25.13	$ 24.40	$ 29.03
Per Household	$ 55.62	$ 53.48	$ 54.24	$ 59.57	$ 57.82	$ 68.23



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2008-09 Operating Budget*

Department Description

The Health Department is charged by the City Charter to enforce and administer the laws of the State, the provisions of the Charter and Ordinances relating to public health, and environmental health and safety. The department ensures the public's health through activities that protect the public from environmental hazards, prevents injury and disease, and promotes healthy behaviors and lifestyles. These goals are accomplished through enforcement of ordinances, health promotion, planning, and surveillance activities. The department also assesses community health needs, mobilizes community resources to meet identified needs, and measures outcome of programs and services.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	34.50	34.50	35.50	35.50
Part Time Positions	5.75	7.45	6.00	6.85
Total	40.25	41.95	41.50	42.35

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	185,246	188,858	194,387	380,179
4713 Food and Institution	361,887	396,618	398,996	398,825
4715 Health Promotion Division	404,543	400,531	400,331	409,578
4721 Animal Services Division	763,410	729,649	736,501	724,459
4740 Code Enforcement	696,601	738,435	741,637	793,639
4750 Health Dept. Grants	502,697	384,572	557,735	461,777
Total	2,914,384	2,838,663	3,029,587	3,168,457
Source of Funding				
General Fund	2,411,687	2,454,091	2,471,852	2,706,680
Grants	502,697	384,572	557,735	461,777
Total	2,914,384	2,838,663	3,029,587	3,168,457

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2008-09 Operating Budget*

Direct/Offsetting Revenues				
Food Handler's Permits	97,436	110,000	138,000	126,450
Animal Shelter Fees	144,287	111,000	109,000	106,000
Food Establishment Permits	107,635	87,750	92,160	92,000
Other Health Fees and Permits	87,535	54,260	54,260	99,931
Health Department Grants	493,136	384,572	557,733	415,097
Total	930,029	747,582	951,153	839,478

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* Completed the feasibility study for a new animal shelter. — 1
* Provided smoking cessation classes to over 100 smokers to assist with compliance for the recently passed Clean Indoor Air Act of 2006. — 1
* Finished a second successful year of the Neighborhood Code Compliance Program with 2,216 addresses participating. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Neighborhood Code Compliance Program	N/A	8	8	8

2008-09 Objectives — **Goal Ref**

* To expand computerization of the Animal Services Division so that all field officers are trained and competent in using a computer in the field. — 3
* To conduct the Neighborhood Code Compliance Program in eight Independence neighborhoods. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Community Health Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	175,400	176,387	180,924	180,208
Other Services & Charges	7,145	9,811	9,708	197,311
Supplies	2,701	2,660	3,755	2,660
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	185,246	188,858	194,387	380,179

Significant Issues

* Accreditation of health departments is being studied at both the national and state level. This could significantly impact required staffing and funding for programs provided by our health department, especially in the area of environmental health.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

Description

The Food and Institution Division is charged by the City Charter to safeguard the preparation, production, handling, storage, and sale of all commodities intended for human consumption. The division also inspects all commercial swimming pools and tattoo/body piercing parlors as well as all institutions providing housing or care to individuals and groups in Independence to ensure their sanitation.

2007-08 Accomplishments	**Goal Ref**
* Inspected 100% of food and beverage facilities at least once within a six-month period (549).	1
* Followed up on 100% of food establishment complaints within 48 hours of receipt of complaint (252).	1
* Responded to 100% of food related recalls within 24 hours of receipt (37).	1
* Obtained a Spanish speaking instructor for the Spanish Food Handler classes.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Day Care Facilities Inspections	123	104	114	116
Retail Food Distribution Inspection	113	267	202	312
Commercial Swimming Pool Inspections	38	86	70	73
Miscellaneous Inspections	276	131	278	128
Food Related Complaints	37	234	108	252
Food Handlers Trained	7,125	8,155	7,860	7,887
Food Service Inspection	1,065	1,254	1,080	1,098
Follow-up Inspections	89	213	97	143
Soft-Serve Inspections/Sample	62	68	62	62
Food Managers Trained	267	459	350	528

2008-09 Objectives	**Goal Ref**
* Assure that all food and beverage facilities are inspected for compliance with health codes at least once within a six-month period.	1
* Assure that all indoor commercial swimming pools, tattoo/body piercing parlors, and childcare facilities are inspected at least once within a six-month period.	1
* Respond within 24 hours to at least 90% of all foodborne outbreaks, recalls, and other food product complaints received by the Health Department.	1

City of Independence
Detail Program Summary

Department: 4700 - Health *2008-09 Operating Budget*
Cost Center: 4713 - Food and Institution *Fund: 02 - General Fund*

2008-09 Objectives **Goal Ref**

* 95% of those participating in food service classes will have appropriate level of knowledge to pass the food service class exam. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Administrative Aide I	1.00	1.00	.00	.00
Foods & Institution Manager	1.00	1.00	1.00	1.00
Public Health Inv II	4.00	4.00	4.00	4.00
Administrative Spec II	.00	.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	337,597	372,184	375,084	371,520
Other Services & Charges	12,844	15,184	15,287	16,566
Supplies	11,446	9,250	8,625	10,739
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	361,887	396,618	398,996	398,825

Significant Issues

* Hotels are currently not licensed by the City of Independence except as a business license; therefore, the Health Department has no authority for closing an unsafe hotel/motel. A study may need to be conducted as to whether the State Statute is sufficient or additional City Ordinances are necessary.
* A system will be implemented to obtain updated business contact information during the health permit renewal process.

Description

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

2007-08 Accomplishments **Goal Ref**

* Public Health Newsletters were developed and distributed quarterly to 100% (61) of day care centers, 100% (126) of physicians, school nurses and pharmacists and 41 businesses. Newsletters help to strengthen community partnerships and provide current public health information. 1
* Conducted visits, two times per year, to 100% of child care facilities (59) to educate and do immunization audits to assure 100% compliance for all children enrolled. 1
* Provided resources and monthly educational programs in 4 senior centers for 35% of the total attendance. 30% of all participants demonstrated an improvement in their knowledge of the subject based on their evaluations. 1
* Worked in partnership with other area health departments and the Missouri Department of Health and Senior Services on a regional MRSA education campaign. Independence schools receiving the information included the Independence School District (19), Fort Osage School District (7), Kansas City School District (7) and private schools (7). 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Communicable Disease Investigation	244	186	300	160
Flu Shots Given	680	1,118	1,200	700
Immunization Record Reviews	4,896	5,028	4,900	4,900

2008-09 Objectives **Goal Ref**

* At least 20% of Independence businesses, identified by survey as interested in education, will be trained in communicable disease, emergency preparedness or pandemic influenza preparedness and will 1

2008-09 Objectives **Goal Ref**

incorporate a policy or practice change. (7 out of 34)

* 30% of the seniors participating in health education programs will show an improvement in their knowledge of the subject based on their evaluation. 1
* At least 90% of children in child care centers will be age appropriately immunized as identified by immunization audits conducted two times per year. 1
* Communicable disease follow up, on designated cases, will be attempted within 24 hours of notification to provide education, ensure proper treatment and prevent further spread of disease. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Public Health Nurse	2.00	2.00	2.00	2.00
Public Hlth Outreach & Prg.Mg.	1.00	1.00	1.00	1.00
Com Dis & Epidemiology Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	338,817	344,421	344,421	353,246
Other Services & Charges	9,019	4,121	4,503	4,691
Supplies	43,095	51,989	51,407	51,641
Capital Outlay	13,612	0	0	0
Other Expenditures	0	0	0	0
Total	404,543	400,531	400,331	409,578

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4721 - Animal Services Division — *Fund: 02 - General Fund*

Description

The mission of the Animal Services Division is to provide services that will ensure public health and safety, enhance the quality of our citizen's lives, and promote animal welfare through education, enforcement, and community programs.

2007-08 Accomplishments — **Goal Ref**

* Staff developed and presented classes to 300 citizens on the connection between animal abuse and domestic violence. — 1
* Successfully implemented the City's first low cost spay/neuter program with the assistance of a local veterinarian. In its first three months of operation, over 90 animals were spayed/neutered and vaccinated for rabies. — 1
* Reduced the average call response time by 19% (dropped from 70 to 57 minutes). — 1
* Conducted all dangerous animal and pit bull inspections twice during FY 06/07. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Service Calls	6,742	9,107	7,500	8,500
Summons Issued	729	840	800	800
Reported Animal Bites	144	159	140	140
Animals picked up by Animal Control Officers in the field	2,357	3,122	2,800	3,000
Animals taken into the shelter	6,085	7,924	6,500	7,000
Animals placed in new homes	2,417	2,191	2,500	2,200

2008-09 Objectives — **Goal Ref**

* Will partner with the Home Owners Associations to assist local neighborhoods in reducing animal complaints in these neighborhoods. — 1
* Increase staff expertise by completing National Animal Control Association training for five of the six animal control officers. — 1
* Work with Technology Services to update Animal Services' web page to include an automatic complaint system. — 1
* Reduce the average Animal Services call response time by 10% through the use of field computers. — 3

City of Independence
Detail Program Summary

Department: 4700 - Health *2008-09 Operating Budget*
Cost Center: 4721 - Animal Services Division *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Animal Control Officer	5.00	5.00	5.00	5.00
Kennel Officer	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	.00	.00	.00
Animal Control Manager	1.00	1.00	1.00	.00
Animal Services Manager	.00	.00	.00	1.00
Clerk Typist II	.50	.75	.75	.75
AnimalControlInvestigator Spec	.00	.00	1.00	1.00
Animal Control Supvr	1.00	1.00	1.00	.00
Animal Services Supvr	.00	.00	.00	1.00
Custodian	.50	.25	.25	.25
Volunteer Coordinator	.50	.50	.50	.50
Administrative Spec II	.00	1.00	1.00	1.00
Total	10.50	10.50	11.50	11.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	579,234	612,725	619,577	596,389
Other Services & Charges	113,927	54,010	54,510	63,240
Supplies	65,853	62,914	62,414	64,830
Capital Outlay	4,396	0	0	0
Other Expenditures	0	0	0	0
Total	763,410	729,649	736,501	724,459

Significant Issues

* Healthy animals continue to be euthanized due to the lack of space at the animal shelter. This and other issues add to the reasons for a new shelter.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4740 - Code Enforcement — *Fund: 02 - General Fund*

Description

The City of Independence has developed municipal property codes to protect the life, health, safety, and welfare of its residents. The Property Maintenance Code and Health Code set the minimum standards to which properties must conform. It is the mission of the Code Enforcement Division of the Health Department to work in partnership with the citizens of Independence to promote and maintain a safe, healthy, and desirable living and working environment.

2007-08 Accomplishments — **Goal Ref**

* Awarded a $3000 grant from the Truman Heartland Foundation to assist in purchasing equipment and supplies for the Neighborhood Code Compliance Program (NCCP). The NCCP exceeded the 1 million pound mark for trash and brush collected since program inception in November 2005. During 2007, items were transported by volunteers and staff to the clean-up sites for over 150 residents who were disabled, elderly, or otherwise unable to move their own items. — 1
* Received state and national recognition of the NCCP's innovative approach by articles published in "Transformations" by the Alliance for Innovation and by an article in the Missouri Municipal Review. — 1
* Identified 23 property owners responsible for repeated violations. Staff then conducted approximately 500 inspections on properties owned by these individuals and initiated approximately 52 proactive cases. This process facilitated compliance on potential problem properties without relying on a complaint being turned in. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Reactive Cases (complaint generated)	4,054	4,572	4,805	5,141
Proactive Cases	2,467	3,667	4,216	4,511
Initial Inspections	6,518	7,870	8,373	8,959
Recheck Inspections	5,687	8,376	8,813	9,429
Properties Deemed Unsafe to Occupy	155	154	182	194
Tickets Issued	N/A	1,275	1,248	1,335

2008-09 Objectives — **Goal Ref**

* Complete 100% (approximately 8,000) of all initial inspections within two weeks of the complaint. — 1
* Work with Technology Services to create an HTE linked database to update and maintain court information for code violations. This — 1

2008-09 Objectives **Goal Ref**

database will auto update from the court system, improving accuracy and efficiency which will increase available inspection time.

* Work with Finance and Technology Services to enhance the rental licensing registry. All properties addressed for code violations that are found to not be occupied by the owner will be automatically referred via an automated email to business licensing. This will enable Finance to better identify unlicensed landlords and bring them into compliance with the licensing requirement. 1
* Successfully conduct the Neighborhood Code Compliance Program in eight neighborhoods with areas to be between 300-350 addresses in size. 1
* Increase compliance along major roadways by expanding the number of miles of roadway surveyed in the Main Thoroughfare Program during the relatively slower winter months. During the main growing season, the program will revert to a concentrated focus on Truman, Noland and US 24 Highway in the northwest portion of the City. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Clerk Typist II	.50	.50	.50	.50
Code Compliance Manager	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	8.25	8.25	8.25	8.25
Total	10.75	10.75	10.75	10.75

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	603,702	643,895	647,367	698,121
Other Services & Charges	69,807	75,276	75,308	74,680
Supplies	23,092	19,264	18,962	20,838
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	696,601	738,435	741,637	793,639

Significant Issues

* There have been a significant number of citizens and departmental requests for the Neighborhood Code Compliance Program in specific neighborhoods. These requests will necessitate the evaluation of the selection process for neighborhoods in the future.

City of Independence
Detail Program Summary

Department: 4700 - Health *2008-09 Operating Budget*
Cost Center: 4750 - Health Dept. Grants *Fund: 15 - Grants*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Conducted drive-through flu vaccination clinic for City employees. Incident Command Structure was used with the Public Health Response Trailer serving as the Incident Command Post. Despite the inclement weather, a total of 126 vaccinations were given.	1
* Completed the Federal Cities Readiness Initiative assessment and received the second highest score of the 11 participating Missouri health agencies.	1
* Produced local and regional influenza public service announcements. These 30 second segments were shown at all 20 Independence AMC theaters for 4 weeks during the Christmas holidays and on City 7 throughout the flu season.	1
* The Coalition for Child Safety sponsored Parents University involving 30 metro area experts who provided parenting support educational classes for 120 parents and 120 children. Last year 50 parents and 22 children attended.	1
* 50% of the high school students trained in the Teens Against Tobacco Use program educated peers and adults on second hand smoke. A trip was organized for students to meet with legislators in Jefferson City to discuss youth smoking cessation programs. Chrisman High School students' Public Service Announcement was selected by metro area TV stations for their media campaign and St. Mary's High School's campaign by metro radio stations.	1
* 53% of the 107 Freedom from Smoking Cessation participants completed the 8 week program. Of those, 40% remained smoke-free at their 4 to 10 month follow-up phone call. The national average for other programs is 15% after one year.	1
* Community Garden projects have been initiated in two low-income housing complexes. Hawthorne Apartments has 15 families with box gardens and Hocker Heights has 6 families with container gardens. Classes have been on-going to support the gardening process and encourage improved nutrition.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected

City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4750 - Health Dept. Grants — *Fund: 15 - Grants*

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Asthma Education (students and adults)	1,072	1,072	750	700
Nutrition and Fitness classes in the Community	20	20	24	31
Tobacco Use Prevention advocacy students trained	161	161	130	100

2008-09 Objectives — **Goal Ref**

* The tobacco use prevention advocacy training will be offered to students. Of those trained, 50% will participate in educating peers or adults regarding issues related to second-hand smoke. — 1
* Third grade students identified with asthma will be trained in asthma management. 70% will indicate an increased understanding of the disease and its management through pre and post testing. — 1
* A survey will be conducted, with at least 200 residents representing the 4 City districts, to determine access to fresh healthy foods and City parks/trails as well as their perceptions about nutrition and physical activity access and practices. — 1
* Will increase nutrition and fitness classes offered in the community by Health Department staff by 30%. — 1
* Continue to encourage low income housing residents to participate in community garden projects. Will work with community partners in an effort to expand this opportunity to additional participants by 10%. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Public Health Educator	1.00	1.00	1.15	2.00
Public Health Nurse	3.00	4.70	2.57	2.57
Public Hlth Epidemiologist	1.00	1.00	1.00	1.00
Public Hlth Response Planner	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.53	.53
Total	6.00	7.70	6.25	7.10

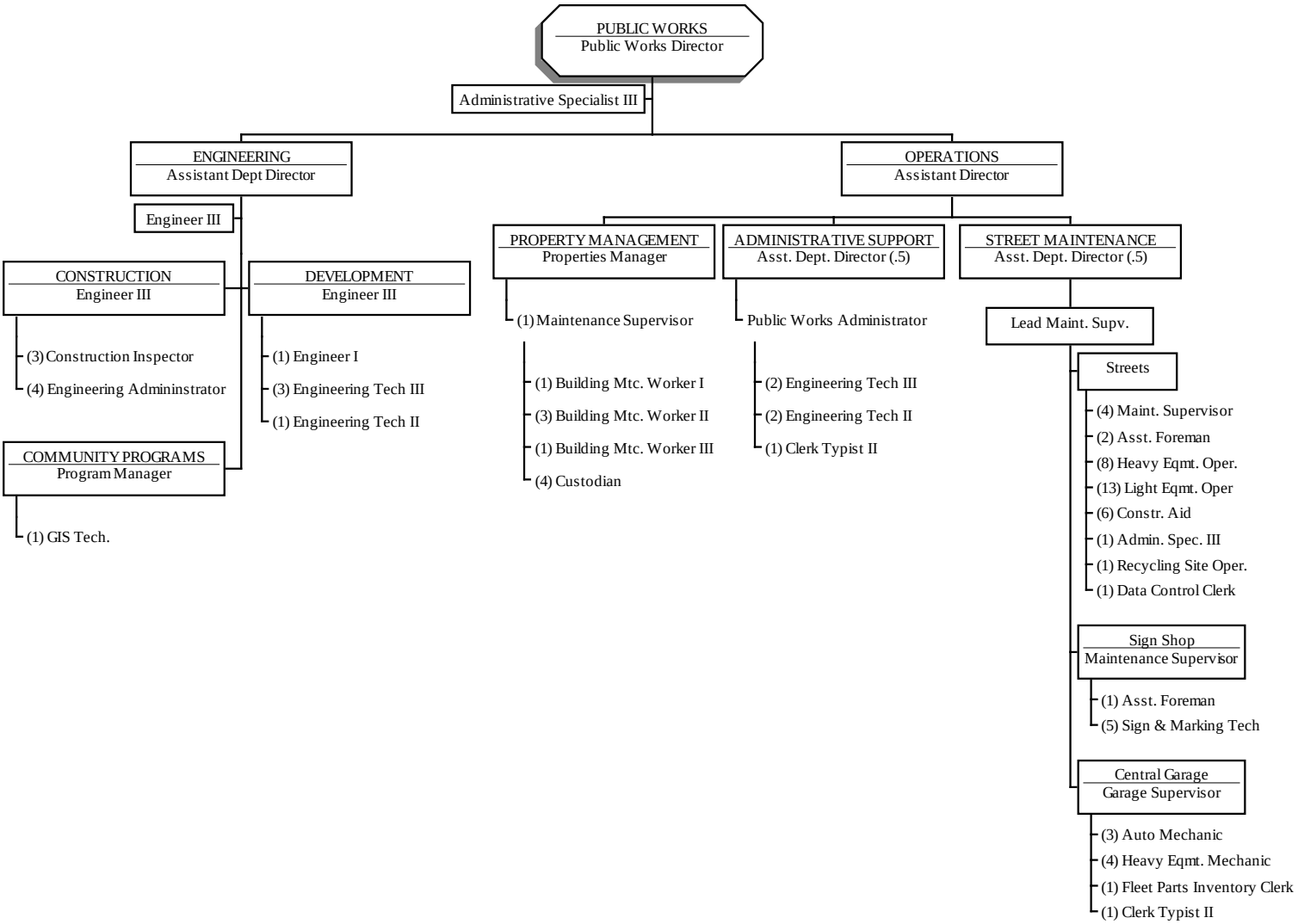
City of Independence
Detail Program Summary

Department: 4700 - Health — *2008-09 Operating Budget*
Cost Center: 4750 - Health Dept. Grants — *Fund: 15 - Grants*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	337,465	304,865	410,734	350,366
Other Services & Charges	89,226	32,218	55,515	38,383
Supplies	48,036	47,489	82,912	73,028
Capital Outlay	27,970	0	8,574	0
Other Expenditures	0	0	0	0
Total	502,697	384,572	557,735	461,777

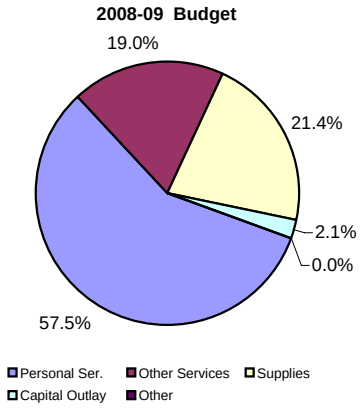
City of Independence, Missouri
Public Works



Public Works

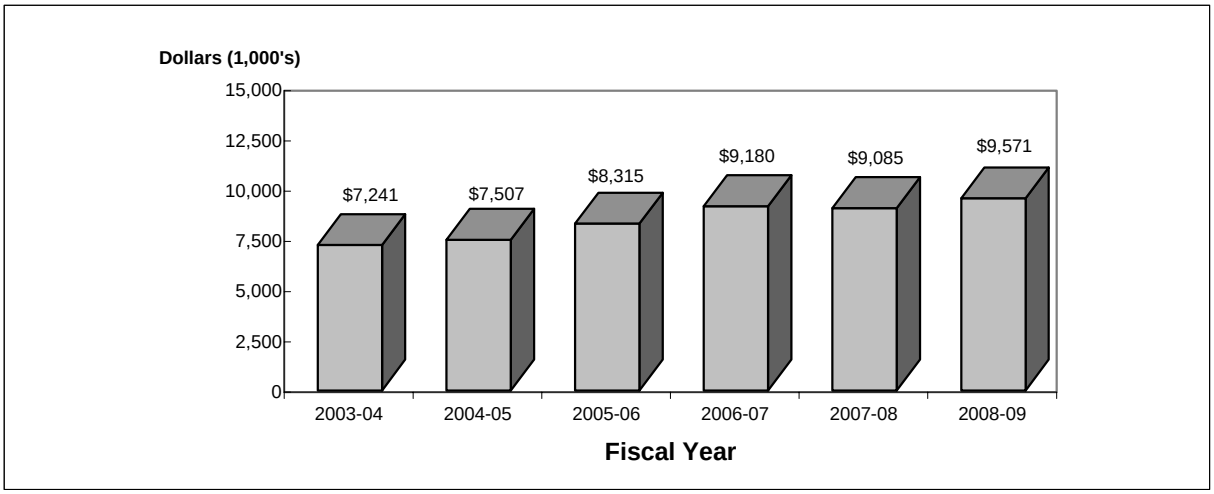
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 5,504,870	$ 5,345,360	$ 5,416,562	$ 5,501,364
Other Services	1,617,822	1,806,399	1,813,081	1,823,341
Supplies	1,787,372	1,733,351	1,722,669	2,046,642
Capital Outlay	270,410	200,000	204,000	200,000
Other	-	-	-	-
Total	$ 9,180,474	$ 9,085,110	$ 9,156,312	$ 9,571,347



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	91.00	91.00	92.00	93.00	93.00	93.00
Amount by Fund:						
General Fund	$ 6,031,377	$ 6,114,926	$ 6,607,472	$ 7,155,957	$ 7,145,395	$ 7,345,945
Sanitary Sewer Fund	-	25,899	66,984	69,784	70,180	71,759
Garage Fund	1,209,451	1,365,901	1,640,778	1,954,733	1,869,535	2,153,643
Total All Funds	$ 7,240,828	$ 7,506,726	$ 8,315,234	$ 9,180,474	$ 9,085,110	$ 9,571,347
Comparative Ratios:						
Per Capita	$ 63.10	$ 65.19	$ 71.96	$ 79.17	$ 78.08	$ 87.68
Per Household	$ 149.56	$ 154.51	$ 170.55	$ 187.64	$ 185.05	$ 206.10



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2008-09 Operating Budget*

Department Description

Provide professional engineering services for the public safety and convenience; design, acquire rights of way, administer contracts, capital budget preparation, City Code enforcement, review building applications, issue development, construction, blasting, erosion control, and flood plain development permits. Maintain records of City owned and land trust property, investigate and review citizen complaints, provide inspection for Public Works by private development, and provide building maintenance and custodial services for most City owned buildings,as well as manage rights of way and erosion control of building sites. Maintain approximately 565 miles of streets through sealing, patching, surfacing, shoulder operations, snow removal, and roadside mowing. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	92.00	93.00	93.00	93.00
Total	92.00	93.00	93.00	93.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
5001 Administration	223,424	214,398	219,467	230,391
5011 Public Works Engineering	1,231,943	1,122,705	1,158,604	1,138,675
5013 Public Works - Admin. Support	299,654	299,708	308,938	312,075
5015 Property Management	911,258	961,536	965,586	966,627
5030 Public Works Engineering-Sewer	69,784	70,180	71,873	71,759
5111 Street Maintenance	4,489,678	4,547,048	4,562,309	4,698,177
5121 Central Garage	1,954,733	1,869,535	1,869,535	2,153,643
Total	9,180,474	9,085,110	9,156,312	9,571,347

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2008-09 Operating Budget*

Source of Funding				
General Fund	7,155,957	7,145,395	7,214,904	7,345,945
Sanitary Sewer Fund	69,784	70,180	71,873	71,759
Central Garage Fund	1,954,733	1,869,535	1,869,535	2,153,643
Total	9,180,474	9,085,110	9,156,312	9,571,347

Direct/Offsetting Revenues				
Erosion Control Permits and Right of way Management Permits	1,061,700	800,000	600,000	700,000
Total	1,061,700	800,000	600,000	700,000

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2008-09 Operating Budget*
Cost Center: 5001 - Administration | *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Completed 39th Street Improvements, Hidden Valley Road and 35th & Noland projects.	1
* Successful Food Drive, donating 2,641 pounds.	1
* Completed Street Overlay Program from Sales Tax.	1
* Sales Tax Renewal Program was developed and approved by voters.	1
* Begin construction of Jackson Drive and the Little Blue Parkway.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of employee accidents (Each)	3	13	3	10
Employee Satisfaction Survey	60	60	79	85
Project schedules met by percentage	90	90	92	90

2008-09 Objectives	**Goal Ref**
* Complete construction of the Little Blue Parkway, north of 39th Street to R. D. Mize Road.	1
* Complete construction of Jackson Drive, north of 37th Terrace to R. D. Mize Road.	1
* Complete current Sales Tax Program by December 31, 2008.	1
* Start design on the new Sales Tax Program on Salisbury Road, 35th Street, Bly Road, and 32nd Street.	1
* Evaluate pavement using Condition Pavement Index for 190 miles.	1
* Reduce accidents through an active safety program and Safety Committee.	1
* Utilize Public Works Employee Survey to improve employee satisfaction.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2008-09 Operating Budget*
Cost Center: 5001 - Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Public Works Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	197,836	198,261	203,586	212,086
Other Services & Charges	18,018	10,413	10,157	10,620
Supplies	7,570	5,724	5,724	7,685
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	223,424	214,398	219,467	230,391

Significant Issues

* Sales Tax Renewal Program was developed and approved by voters.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Description

This program provides Public Works services through the following work elements: plan review, design, investigations, studies, contract specifications, inspections, permits, records, traffic, GIS, and right of way management.

2007-08 Accomplishments **Goal Ref**

* Construction was finished on two phases of 39th Street improvements, the 35th and Noland Intersection project, and the Hidden Valley Road improvements. Bridge and culvert projects on Crackerneck Road, Liberty Street, and Main Street were completed. 1
* Design work is complete on the current Street Sales Tax Program. 1
* Assistance was provided on a new Street Sales Tax program by evaluating potential projects, completing cost estimates, and assisting with presentations. 1
* Engineering and design work has been started for all phases of the Little Blue Parkway. Design contracts have been administered for Jackson Drive between 37th Street and 78 Highway. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Current 5 Year Street Sales Tax Program Completed (%)	40.0	60.0	80.0	100.0
Little Blue Pkwy.-39th to U.S. 24 Design Completion (%)	10.0	30.0	60.0	100.0
Jackson Dr. between 39th & 78 Hwy. Design Completion (%)	0.0	20.0	90.0	100.0

2008-09 Objectives **Goal Ref**

* Complete the design of the Bundschu Road improvements, Salisbury Road improvements, Jackson Drive improvements, and the Little Blue Parkway. 1
* Complete all street Sales Tax projects in the current program by the end of 2008. 1
* Manage federally funded projects on the 23rd and Noland intersection, the Truman Road Improvements between 291 Highway and Vista, the Truman Road Enhancements project in Maywood, and the R.D. Mize Road (two phases) projects. This involves construction completion during the budget year. 1
* Meet with residents on all Capital Improvement projects being designed. Solicit their comments and respond to them. 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

2008-09 Objectives **Goal Ref**

* Work on updating the Public Works code requirements and adopt the new APWA guidelines for storm drainage. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	.00	.00	.00	.00
Engineering Administrator	3.00	3.00	4.00	4.00
Engineer III	3.00	3.00	3.00	3.00
Construction Inspector	4.00	4.00	3.00	3.00
Engineering Tech II	2.00	1.00	1.00	1.00
Engineering Tech III	3.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	19.00	18.00	18.00	18.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,117,100	980,447	1,016,090	991,185
Other Services & Charges	92,492	119,999	119,743	121,255
Supplies	22,351	22,259	22,771	26,235
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,231,943	1,122,705	1,158,604	1,138,675

Significant Issues

* Multiple phases of the Little Blue Parkway and Jackson Drive will start construction later in 2008. Additional construction inspection and management personnel will be required to work on these projects.
* Overtime is not being paid except for work on Capital Improvement projects. Other employees are earning compensatory time off. The compensatory time off impacts staffing efforts.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, enforcement of Public Works right of way and code provisions, and staffing the department front counter. In addition, the Public Works Administrator coordinates the State Legislative Program.

2007-08 Accomplishments **Goal Ref**

* Complete the acquisition for the first phases of Jackson Drive and Little Blue Parkway. 1
* Provided information on a variety of land related issues that involve the City. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Permit Service Request (Each)	5	6	2	4
Acquisition Service Requests (Each)	2	5	14	7
Acquisition within schedule (Percentage)	80.0	83.0	90.0	95.0

2008-09 Objectives **Goal Ref**

* Continue acquisition for all public improvement projects, including Little Blue Parkway and Jackson Drive, within the planned time frame 90% of the time. 1
* Complete the inventory of City owned properties. 4

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Asst Dept Director	.50	.50	.50	.50
Public Works Administrator	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Engineering Tech II	1.00	2.00	2.00	2.00
Engineering Tech III	2.00	2.00	2.00	2.00
Total	5.50	6.50	6.50	6.50

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	295,729	293,808	303,038	307,175
Other Services & Charges	2,431	4,800	4,800	3,800
Supplies	1,494	1,100	1,100	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	299,654	299,708	308,938	312,075

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Description

The Property Management Division is responsible for Design and Construction Management of new and remodel projects. It continuously maintains and upgrades the various facilities of the City in such a manner as to provide the citizens, as well as the employees, a totally safe, functional, accessible, and comfortable environment. These services are provided through the integration of the principles of business administration, architecture, engineering, along with skilled trades of painting, mechanical systems, carpentry, electrical repairs, and custodial services.

2007-08 Accomplishments	**Goal Ref**
* Completed design and construction of a full remodel project to create a new area for the Police Detectives and DEU on the third floor of the Police Building.	4
* Began the KCATA bus stop facility.	1
* Replaced brick and tuck pointed area around the entrance of the Health building.	4
* Managed specifications, contract and construction for roof and wall repairs, including stuccoing and tuck pointing outside walls for the Public Works Central Garage.	4
* Completed construction and opened new Fire Station No. 4.	4
* Designed, bid and started construction for new Fire Station No. 3.	4
* Started design for the new Fire Training Facility and the renovation of Fire Station No. 1.	4
* Managed design, bid and construction for new pier foundation supports at Fire Station 5.	4

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Building Cleanliness Reporting without added request (%)	75.0	70.0	80.0	75.0
Response to Work Orders Within Time Goal (Percentage)	80.0	77.0	85.0	80.0
Repeated Calls on Mechanical Equipment	5	3	1	5

2008-09 Objectives	**Goal Ref**
* Do individual weekly inspections of cleaning done at each of our buildings. Also, do a monthly inspection with the cleaning service contractor. Reports to be made at each inspection. Results	4

2008-09 Objectives **Goal Ref**

determined by repeated need to return for same problem.

* Continue the preventative maintenance inspections of major mechanical equipment and develop a recorded history of problems. Effectiveness will be measured by fewer problems to a specific device and establishing cost for repeated repairs to determine if the unit has exceeded its life. 4
* Continue to listen and respond to our customers in a timely manner. Performance measured by number of repeated dissatisfied e-mail/phone messages regarding the same topic. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	3.00	3.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	4.00	4.00	4.00	4.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	567,890	604,782	608,832	607,608
Other Services & Charges	257,157	264,227	263,727	265,454
Supplies	86,211	92,527	93,027	93,565
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	911,258	961,536	965,586	966,627

Significant Issues

* Vacant positions need to be filled.
* KCATA facility needs to be added into budget.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5030 - Public Works Engineering-Sewer *Fund: 30 - Sanitary Sewer Fund*

Description

This cost center accounts for Public Works Engineering costs that are funded out of the Sanitary Sewer Fund. See the Public Works Engineering cost center (5011) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	69,784	70,180	71,873	71,759
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	69,784	70,180	71,873	71,759

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Description

Street Maintenance is responsible for maintaining approximately 1,200 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditches, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, cleaning of medians and islands, maintenance of equipment, placement of driveway pipes, recycling center, nine City-Wide Cleanups per year, training for CDL's and on equipment, burning of brush, removal of snow and ice, maintenance of sand and salt stockpiles, painting of center and edge lines, crosswalks, school crossings' stop bars and turn lanes, and parking stalls and City parking lots. Also included is the maintenance and installation of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails, roadside mowing (which includes contract mowing), and removal of dead trees in the right of way. Street Maintenance added two new programs, roadside mowing (which includes contract mowing) and dead trees in the right of way.

2007-08 Accomplishments	**Goal Ref**
* Recycling: A total of 22,333 vehicles used both sites during the year.	1
* Street Sweeping: 2,327 curb-miles were swept from July, 2007 through January, 2008.	1
* Had five successful City-Wide Cleanup events.	1
* Cleaned 278 islands and medians this year.	1
* Community Service Workers: There were 5,509 community service hours provided.	
* Provided snow removal for ten events.	4
* Assembled 488 traffic signs, installed 22 new traffic signs and posts, and assembled and installed 10 non-traffic signs.	4
* Painted 1.34 miles of center and edge lines, 23 crosswalks and repainted 178 stop bars, 237 transverse markers, 52 chevrons on the speed bumps, and 8 railroad pavement markers.	4
* Placed and recovered 1,118 barricades for block parties, Fourth of July parade, Santa Cali Gon, and other Square and Chamber events.	4
* 28 pothole hot line tickets and 270 patch tickets were completed, resulting in 2,264 holes being patched.	1
* Crack sealed 3.40 miles of streets.	1
* 24 employees received 505 hours of training on various types of equipment.	4
* Removed graffiti from 8 locations.	1
* Sealed Maywood, Ash, and Northern bridges.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Street Condition (PCI Average)	70	75	75	80
Right of Way Maintenance (Service Requests)	51	40	76	60
Sweeping and Cleaning Medians (Service Requests)	104	65	39	60
Drainage (Service Requests)	96	75	16	40
Snow Removal (Service Requests)	25	25	101	60
Employee Retention (Percentage)	65	75	94	85
Street Signs Maintained (Percentage)	11.0	10.0	7.0	10.0

2008-09 Objectives	Goal Ref
* Inspect 221 miles of our streets each year to measure the PCI (Pavement Condition Index) of our streets.	1,4
* Sweeping and median cleanup are to be done twice per year in each district and will be measured by the number of customer requests received in each district.	1,4
* Start a new inspection program on crossroad pipes by location and sizing of pipe, with a replacement program to follow. We will inspect one district per year.	1
* The level of service for snow removal will be measured by customer requests in each district, and then we will use that information as a tool to raise the level of service in that district.	4
* A sign program which will allow us to inspect and replace, if needed, 5,000 signs per year.	4
* Achieve a 94% employee retention percentage.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Sign & Marking Technician	5.00	5.00	5.00	5.00
Data Control Clerk	1.00	1.00	1.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Asst Dept Director	.50	.50	.50	.50
Light Equipment Operator	13.00	13.00	13.00	13.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Lead Maintenance Supervisor	1.00	1.00	1.00	1.00
Assistant Foreman	3.00	3.00	3.00	3.00
Maintenance Supervisor	5.00	5.00	5.00	5.00
Construction Aide	6.00	6.00	6.00	6.00
Public Works Dispatcher	1.00	1.00	.00	.00
Administrative Spec III	.00	.00	1.00	1.00
Recycling Site Operator	1.00	1.00	1.00	1.00
Total	44.50	44.50	44.50	44.50

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	2,634,598	2,565,513	2,580,774	2,640,480
Other Services & Charges	889,138	1,092,227	1,096,297	1,102,216
Supplies	695,532	689,308	681,238	755,481
Capital Outlay	270,410	200,000	204,000	200,000
Other Expenditures	0	0	0	0
Total	4,489,678	4,547,048	4,562,309	4,698,177

Significant Issues

* A new salt storage building is needed.
  Need to replace 8604 Cat loader.
  Need to replace 8991,8980 dump trucks.
  Need to replace 8299 1 ton truck.
  Need to replace 9128 track dozer.

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2008-09 Operating Budget*
Cost Center: 5121 - Central Garage | *Fund: 90 - Central Garage Fund*

Description

Central Garage is responsible for maintaining the City's fleet comprised of 586 units of rolling stock. Also responsible for acquisition, repairs, preventative maintenance, and fuel management used in law enforcement, health, social services, parks, public works, and other government activities. Responsible for maintaining the City's fleet of automobiles and pick up trucks. Also, responsible for performing the majority of preventative construction equipment and responsible for fabrication and welding requests by all departments. Responsible for maintaining the City's automotive parts of 1,894 types of parts and for maintaining equipment, also establishes inventory levels.

2007-08 Accomplishments — **Goal Ref**

* Preventative Maintenance reports are more functional. — 1
* Departments receive notice of Preventative Maintenance due using the Preventative Maintenance report. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Mechanic Hours Billed (Percentage)	86.0	86.0	90.0	90.0
Preventative maintenance orders within recommended time (%)	86.0	95.0	90.0	90.0
Road Service Calls (Each)	20	20	30	20

2008-09 Objectives — **Goal Ref**

* Maintain billable mechanic rates of 88%. — 1
* Perform 90% of Preventative Maintenances before 500 miles in order to maintain the 720 pieces of equipment in good working order. — 1
* Train Clerk Typist in CFA and J. D. Edwards programs. — 1
* Quarterly meetings are to be held with garage users to discuss operations, schedules, budgets, and costs. — 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2008-09 Operating Budget*
Cost Center: 5121 - Central Garage *Fund: 90 - Central Garage Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Clerk Typist II	1.00	1.00	1.00	1.00
Auto Mechanic	2.00	3.00	3.00	3.00
Fleet Parts Inventory Clerk	1.00	1.00	1.00	1.00
Garage Supervisor	1.00	1.00	1.00	1.00
Total	9.00	10.00	10.00	10.00

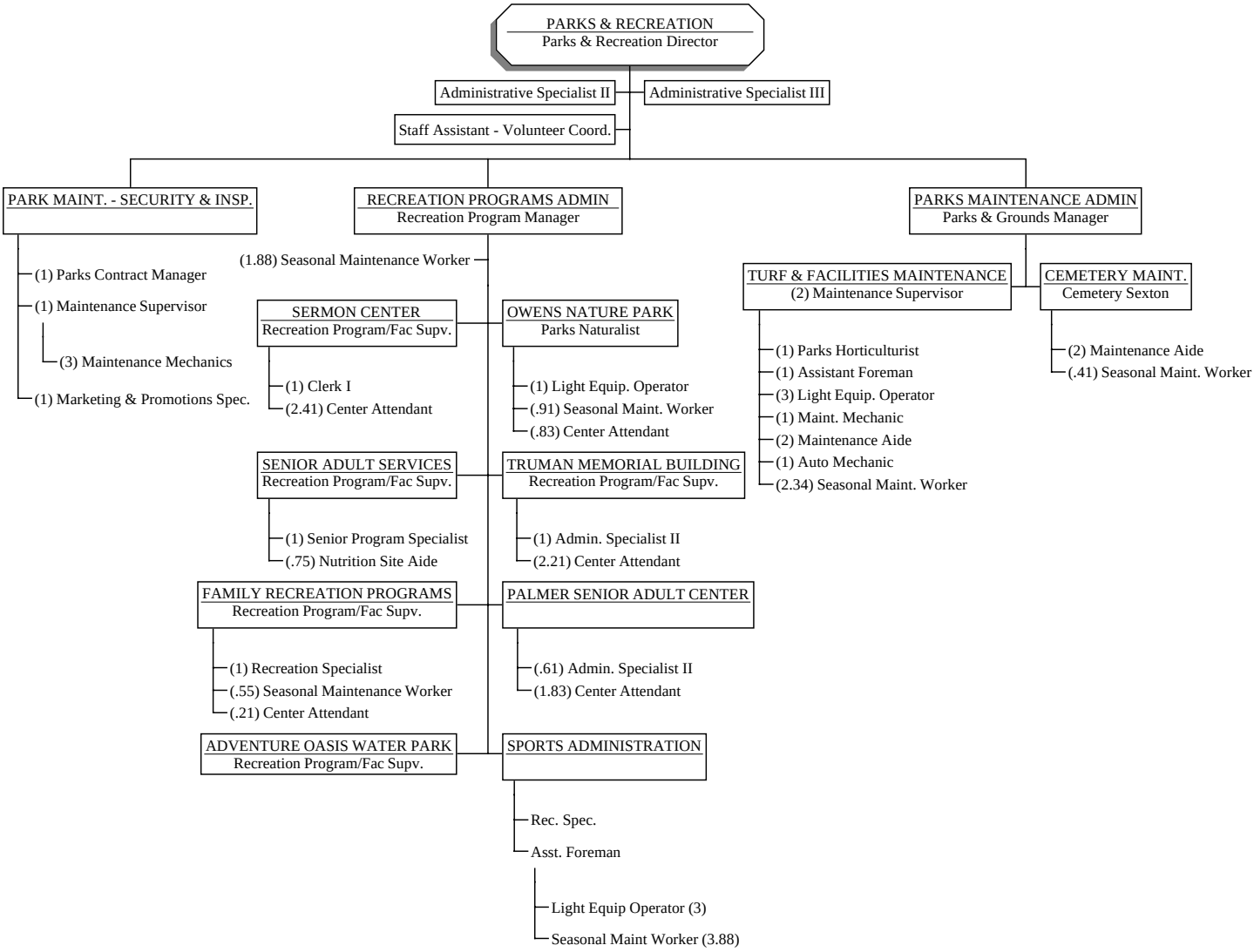
Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	621,933	632,369	632,369	671,071
Other Services & Charges	358,586	314,733	318,357	319,996
Supplies	974,214	922,433	918,809	1,162,576
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,954,733	1,869,535	1,869,535	2,153,643

Significant Issues

* Fuel costs and finding alternative options to meet the needs of the City's fleet.
* Maintaining an aging fleet.

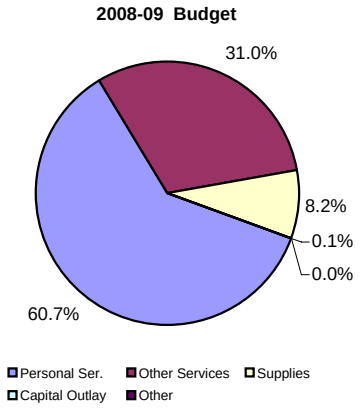
City of Independence, Missouri
Parks and Recreation



Parks and Rec.

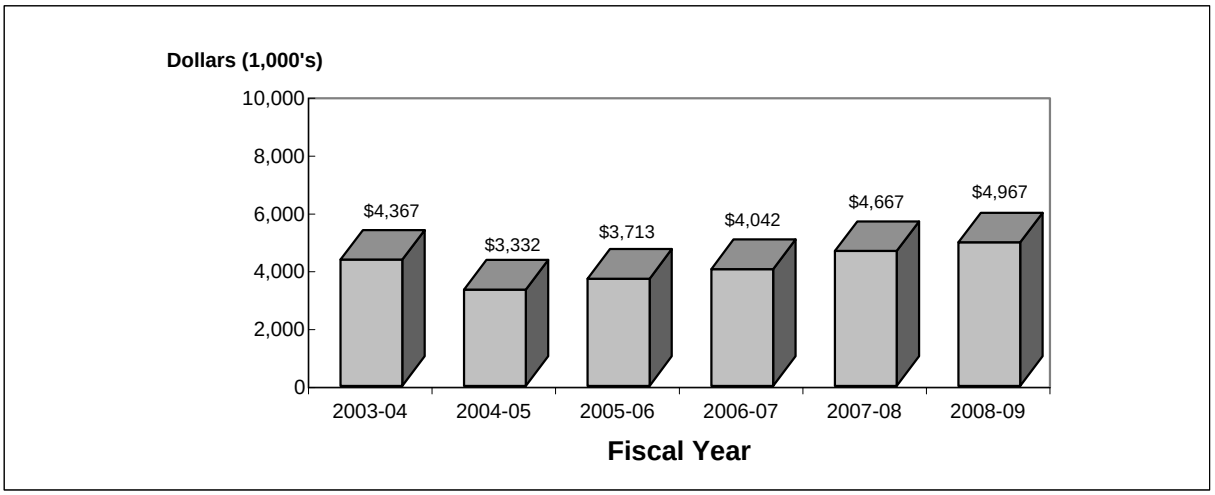
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 2,466,714	$ 2,866,059	$ 2,892,706	$ 3,016,339
Other Services	1,258,884	1,390,914	1,440,476	1,541,436
Supplies	271,877	407,371	398,309	405,769
Capital Outlay	44,793	3,000	3,500	3,750
Other	-	-	-	-
Total	$ 4,042,268	$ 4,667,344	$ 4,734,991	$ 4,967,294



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	50.75	53.29	49.29	52.65	57.94	57.94
Amount by Fund:						
General Fund	$ 2,264,134	$ 2,057,960	$ 1,980,238	$ 2,030,562	$ 2,045,189	$ 2,125,418
Parks Improv. Sales	2,103,003	1,274,446	1,732,551	2,011,706	2,622,155	2,841,876
Total All Funds	$ 4,367,137	$ 3,332,406	$ 3,712,789	$ 4,042,268	$ 4,667,344	$ 4,967,294
Comparative Ratios:						
Per Capita	$ 38.06	$ 28.94	$ 32.13	$ 34.86	$ 40.11	$ 45.51
Per Household	$ 90.20	$ 68.59	$ 76.15	$ 82.62	$ 95.07	$ 106.96



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing quality park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998, when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance, and reconstruction for a number of City park sites. In 2002, voters approved and expanded the parks and recreation sales tax that went into effect in January 2004. This tax allowed for the renovation of the Palmer School facility into a senior adult recreation and nutrition center, construction of a new family aquatics center, installation of water playgrounds at two neighborhood parks, development of a trail system, and construction of a new multi-field athletic complex. The tax also provides for the ongoing revitalization of existing parks, park maintenance and security,operation of recreation facilities, and supports family-oriented recreation programming. The Parks and Recreation Department also works with a number of affiliated boards and commissions, athletic and youth organizations, and other volunteer groups and individuals to provide a well rounded recreation program base.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	39.00	38.55	41.00	41.00
Part Time Positions	10.29	14.10	16.94	16.94
Total	49.29	52.65	57.94	57.94

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	297,659	298,677	305,942	302,990
6011 Park Maintenance Admin.	133,521	134,280	137,952	148,343
6012 Turf Facilities Maintenance	702,802	708,693	712,061	735,159
6021 Recreation Programs Admin.	151,069	118,041	120,404	118,728
6022 Senior Adult Services	233,764	229,287	233,012	234,234
6028 Roger T. Sermon Community Ctr.	178,849	212,405	215,937	226,925
6029 Owens Nature Park	137,632	161,409	162,559	166,370

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
6031 Cemetery Maintenance	195,266	182,397	183,969	192,669
6041 Park Maint. - Security & Insp.	724,485	835,988	835,988	873,290
6042 Rec. Fac.-Truman Memorial Bldg	329,929	310,911	310,911	352,439
6043 Rec. Fac.-Palmer Sr. Adult Ctr	200,177	174,315	174,315	180,202
6044 Family Recreation Programs	180,671	230,726	231,226	249,648
6045 Adventure Oasis Water Park	527,036	588,146	629,146	626,551
6046 Sports Administration	49,408	482,069	481,569	559,746
Total	4,042,268	4,667,344	4,734,991	4,967,294
Source of Funding				
General Fund	2,030,562	2,045,189	2,071,836	2,125,418
Parks Improv. Sales Tax Fund	2,011,706	2,622,155	2,663,155	2,841,876
Total	4,042,268	4,667,344	4,734,991	4,967,294
Direct/Offsetting Revenues				
Class Fees	72,543	53,250	60,000	33,500
Park Concessions	8,483	8,000	7,200	7,500
Recreation Center Fees	25,425	23,241	20,000	12,250
Recreation Rentals	146,816	97,600	115,000	57,860
Cemetery Charges	61,245	60,300	65,000	34,225
Dial-a-Ride Grant	25,393	25,393	25,393	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	25,000	25,000
Total	364,905	292,784	317,593	195,728

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Description

The Administration Division oversees the various divisions within the Parks and Recreation Department in an effort to provide residents with quality parks, recreational facilities, and programs. This division actively works with departmentally-affiliated boards and commissions, as well as various community and youth organizations interested in improving and maintaining the City's park system.

2007-08 Accomplishments	**Goal Ref**
* Worked with department administrative staff to successfully coordinate Year Five of the Park Sales Tax park revitalization and capital improvement projects, including construction of the Independence Sports Complex, the installation of several loop trails, the completion of the butterfly trail at George Owens, installation of new playgrounds, shelters at the Athletic Complex and Waterfall park, and landscaping improvements to various neighborhood parks.	1
* Completed the property acquisition process associated with the Rock Creek Trail from Rotary to Country Club Park, and initiated trail construction.	1
* Oversaw the tenth year of the City's Park Matching Grant program, providing community groups with a means for making improvements to their neighborhood park facilities.	1
* Worked with departmental administrative staff to continue implementation of the Parks, Recreation, and Open Space Master Plan recommendations, securing several future park sites.	1
* Completed Phase I of the Sermon Center flooring replacement project.	1
* Completed the surface overlay of the Santa Fe Tennis Complex.	1

2008-09 Objectives	**Goal Ref**
* Develop Facility Use Agreements with four primary user groups.	1
* Conduct four specialized training sessions for key Parks and Recreation Staff.	1
* Update Chapter 13, Article 1 of the City Code.	1
* Develop a Sponsorship Program.	1
* Develop a Department Wide Marketing Program.	1
* Establish a Neighborhood Watch Program in three parks.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staff Asst.-Volunteer Coord.	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	281,766	284,077	291,342	290,615
Other Services & Charges	13,146	12,400	9,415	10,175
Supplies	2,747	2,200	5,185	2,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	297,659	298,677	305,942	302,990

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Four Park Sales Tax park revitalization and capital improvement projects, including installation of restroom/concession buildings at the Independence Athletic Complex, completion of the Park Maintenance Administration Offices renovation project, implementation of annual playground safety surfacing replenishment program, and installation of park site amenities at various locations. 1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation, and Open Space Master Plan recommendations. 1
* Identified departmental capital outlay, equipment, and staffing levels required for effective park and facility maintenance operations, and obtained necessary equipment upgrades. 1
* Initiated successful weekend park maintenance initiative to improve customer service efforts. 1
* Completed successful application for renewal of the City's Tree City USA recognition. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Numbers of park sites maintained	42	42	42	45
Number of park acres maintained	728	728	728	781
Number of non-park acres maintained	547	0	547	0
Number of full-time staff supervised	19	19	19	21

2008-09 Objectives **Goal Ref**

* Complete Year Five Park Sales Tax revitalization and capital improvement projects as listed in the Revitalization and Capital Improvement Program description. 3
* Fully implement park maintenance software program to coordinate daily operations and improve response time to work requests. 3

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

2008-09 Objectives **Goal Ref**

* Develop park maintenance standards to care and park classifications manual. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Forester	1.00	.00	.00	.00
Total	2.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	84,484	80,387	82,759	96,123
Other Services & Charges	39,781	42,184	42,384	39,900
Supplies	9,256	11,709	12,809	12,320
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	133,521	134,280	137,952	148,343

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Four Park Sales Tax park revitalization and capital improvement projects, including completion of Park Maintenance Administration Offices renovation, implementation of various improvements to athletic game and practice fields, and installation of park site amenities at various locations. 1
* Expanded park horticulture program. 1
* Supervised the preparation of game fields for 259 youth athletic games. 1
* Assisted with more community and neighborhood groups with park clean-up efforts at various locations than in previous years. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
number of park sites maintained	42	42	42	45
Number of park acres maintained (turf)	404	405	405	781
Number of baseball game fields maintained	10	10	10	10
Number of baseball practice fields maintained	39	39	39	39
Number of soccer game fields maintained	5	5	5	5
Number of picnic shelters maintained	10	11	11	18
Number of non-park acres maintained	28	28	28	0

2008-09 Objectives **Goal Ref**

* Develop and implement a long term turf-grass viability, field drainage, and erosion control program for the new Independence Athletic Complex. 1
* Assist 6 community and neighborhood groups with park clean-up efforts. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Maintenance Mechanic	.00	.00	.00	.00
Light Equipment Operator	4.00	4.00	3.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Auto Mechanic	1.00	1.00	1.00	1.00
Parks Horticulturalist	.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	12.34	13.34	12.34	12.34

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	582,001	604,129	608,797	617,479
Other Services & Charges	76,678	62,630	62,937	61,606
Supplies	44,123	41,934	40,327	56,074
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	702,802	708,693	712,061	735,159

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Description

The Recreation Programs, Facilities & Services Administration is responsible for the daily management of the City's comprehensive recreational facilities and program services. Division staff works with many community based organizations to address customer service and facility use to help ensure that the needs of our citizenry are being met.

2007-08 Accomplishments **Goal Ref**

* Developed operational procedures for the Independence Athletic Complex. 1
* Improved City and Department response to facility related issues. 1
* Provided and coordinated educational opportunities for division staff to attend six professional development programs including the Missouri Parks & Recreation Conference, National Recreation and Park Association (NRPA) National Aquatics Conference, NRPA Innovative Programming Forum, NRPA Natural Resource Management School, National Council on Aging Annual Conference, and Master Educator Workshop: "Leave No Trace" initiatives. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of Community Centers	3	3	3	3
Number of Nature Centers	1	1	1	1
Number of Water Parks	1	1	1	1

2008-09 Objectives **Goal Ref**

* Update Recreation Center Public Use Policies and Procedures. 1
* Nominate several Division Staff for professional awards. 3
* Apply for at least 3 program grants. 1
* Identify at least 3 funding opportunities to help fund the refurbishment of several areas within the Roger T. Sermon Recreation Center. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Specialist	1.00	.00	.00	.00
Clerk I	1.00	.00	.00	.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Center Attendant	1.73	.00	.00	.00
Seasonal Maintenance Wkr	1.88	1.88	.00	.00
Total	6.61	2.88	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	125,956	84,810	87,173	86,986
Other Services & Charges	17,637	23,402	23,472	23,776
Supplies	7,476	9,829	9,759	7,966
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	151,069	118,041	120,404	118,728

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Description

This cost center provides on-going programs for resident senior adults and those individuals with disabilities. These programs focus on but are not limited to, health and fitness, social integration, consumer and nutritional education, and assistance with related social service applications. This cost center also supports the Senior Nutrition Site, Home Bound Meals, and Dial-a-Ride programs.

2007-08 Accomplishments	**Goal Ref**
* Secured grant funding for Nutrition Site and Dial-A-ride Programs.	1
* Coordinated and fostered 50 community partnerships to strengthen the programs and services offered to senior residents.	1
* Successfully streamlined marketing and notification tools and established an ongoing method of obtaining customer feedback.	1
* Redesigned a volunteer training manual that has been approved by Mid-America Regional Council.	1
* Improved communication at all levels of the Dial-A-ride program.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of general recreation programs	45	50	50	48
Number of day/overnight trips	46	50	50	37
Meals served - On-Site	21,625	21,700	21,700	19,026
Meals served - Home Delivered	22,104	22,200	22,200	21,337
Number of nutrition site programs	50	50	50	38
Number of outreach programs	6	6	6	5
Dial-A-ride trips	N/A	N/A	N/A	8,120

2008-09 Objectives	**Goal Ref**
* Develop and implement a Dial-A-Ride suspension policy and provide education to participants of the program.	1
* Secure grant funding for ongoing Nutrition Site and Dial-A-ride Programs.	1
* Study and develop a potential Dial-A-ride destination route schedule with service provider.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	1.00	1.00	1.00	.00
Recreation Prog/Fac Supv	.00	.00	.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	120,948	118,913	122,638	122,754
Other Services & Charges	109,345	104,406	104,356	104,024
Supplies	3,471	5,968	6,018	7,456
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	233,764	229,287	233,012	234,234

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

This cost center provides cultural, educational, and physical fitness services to the residents of Independence and other surrounding communities at the Roger T. Sermon Community Center. The funds associated with this cost center also support the general operations of the Sermon Center which provides local organizations, community and neighborhood groups, families, and friends with an affordable gathering and meeting space.

2007-08 Accomplishments **Goal Ref**

* Successfully coordinated the replacement of the flooring throughout the entire 2nd floor of the Sermon Community Center. 3
* Facilitated and supported community theater organizations in their efforts to fund raise and seek grants, resulting in the completion of a $38,000 upgrade to the sound systems located in the Powerhouse Theatre. 1
* Identified new trends in activities and introduced five new programs to the community (Ultimate Fusion, Cardio Dance Mix, Fight Like A Girl, Morning Low Impact Aerobics, Mom & Tot Exercise Class). 2
* Applied for and received a $600 grant from the Independence Young Matrons in recognition of the Sermon Center's commitment to the arts. 4

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Facility hours of availability to the public per week	92	92	92	92
Number of Sermon Center memberships	1,500	1,500	1,500	1,725
Facility special events	15	17	15	15
Co-sponsored clubs and organizations	15	17	17	15
Theatre performances	61	61	61	61

2008-09 Objectives **Goal Ref**

* Recognizing the rising obesity crisis in America, present the Sermon Fitness Center expansion project to potential funding partners in an effort to secure dollars to upgrade the fitness area, provide more equipment, and increase health and wellness opportunities for our residents. 1
* Identify at least one member retention opportunity for each Sermon Center user group. 3
* Identify and detail refurbishment projects needed within the Roger 2

2008-09 Objectives **Goal Ref**

T. Sermon Recreation Center.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Specialist	1.00	.00	.00	.00
Clerk I	.00	1.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	.00
Recreation Prog/Fac Supv	.00	.00	.00	1.00
Center Attendant	.68	2.41	2.41	2.41
Total	2.68	4.41	4.41	4.41

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	145,710	146,112	149,644	158,717
Other Services & Charges	28,509	56,488	58,378	60,353
Supplies	4,630	9,805	7,915	7,855
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	178,849	212,405	215,937	226,925

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6029 - Owens Nature Park *Fund: 02 - General Fund*

Description

The George Owens Nature Park is an 85 acre park site that features natural areas for habitat, two lakes, an extensive walking trail system, an indoor lodge facility, two picnic shelter facilities, and an area for group camping enthusiasts. Facility staff assist school groups, scouting organizations, and environmental advocates with interpretive activities and programs.

2007-08 Accomplishments **Goal Ref**

* Created a strong relationship with the Owens family that has lead to their increased involvement in park activities. 1
* Completed an innovative landscaping plan for the organized group camp area to enhance each groups experience at the park and protect the natural environment of that area. 1
* Updated Nature Center Lodge by replacing asbestos flooring with new tile, installation of utility sink, water heater, painting of all interior walls, new aquarium, and furniture. 1
* Partnered with Family Programs to celebrate 30 years of outdoor education for the 30th Anniversary of George Owens Nature Park. Implemented outdoor, hands on, family friendly features to introduce Independence families to their natural environment. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Lodge hours of availability to the public per week	57	62	65	67
Total number of visitors	30,000	33,000	33,000	30,500
On-site group presentations	41	40	40	50
Community outreach programs	22	25	30	20
Park programs (special events)	20	22	25	45
Hours of program service provided by volunteers	300	250	400	457

2008-09 Objectives **Goal Ref**

* Create GPS mapping of 50% of the park trails, physical structures, and significant natural features for accurate mapping of park and monitoring of natural resources. 1
* Develop partnerships with at least two local groups to begin identifying reptiles, amphibians, and other animals and plants that inhabit the park. 1
* Develop Resource Management Plan involving mowed areas of park and 1

2008-09 Objectives **Goal Ref**

tree inventory system.

* Complete limestone glade restoration project. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	1.00	1.00	1.00	1.00
Center Attendant	.00	.83	.83	.83
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	3.74	3.74	3.74

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	124,088	138,242	139,392	143,207
Other Services & Charges	5,251	13,602	13,384	12,835
Supplies	8,293	9,565	9,783	10,328
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	137,632	161,409	162,559	166,370

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Description

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

2007-08 Accomplishments **Goal Ref**

* Began data entry into cemetery management software program. 1
* Participated in 3 volunteer-based cemetery clean-up events. 1
* Assisted with implementing and enhancing the evolving historical cemetery tour program. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	100	100	100	100
Number of facility mowing cycles	22	22	22	22

2008-09 Objectives **Goal Ref**

* Transfer cemetery records from previous formats to new software database. 1
* Assist with 2 historical programs and one Memorial Day event at the cemetery. 1
* Assist with 2 volunteer cemetery clean up efforts. 1
* Update current cemetery facility rules and regulations. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	3.41	3.41	3.41	3.41

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	175,606	161,286	162,858	170,324
Other Services & Charges	10,696	11,578	12,728	9,930
Supplies	8,964	9,533	8,383	12,415
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	195,266	182,397	183,969	192,669

Description

This division oversees and manages park revitalization and capital improvement projects planned for the City's park system made possible through the August 2002 adoption of a Parks and Recreation sales tax initiative.

2007-08 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Four Park Sales Tax park revitalization and capital improvement projects, including installation of new picnic shelters at Cler-Mont Park, Hill Park, McCoy Park, and Rotary Park; installation of new park restroom facilities at Dickinson Park, Fairmount Park, Hill Park, Mill Creek, Rotary Park, and Van Hook Park; installation of skate zone facility at Santa Fe Park; repair of existing park trails; installation of new park trails and site amenities at various locations. 1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation, and Open Space Master Plan recommendations. 1
* Aggressively repaired damage done by vandalism and graffiti, greatly reducing the amount of time between the occurrence and the repair and graffiti removal. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of formal reports to Park Sales Tax Oversight Committee	12	N/A	12	11
Number of Oversight Committee formal reports to City Council	2	N/A	2	2
Number of Facilities Maintained	N/A	N/A	45	81

2008-09 Objectives **Goal Ref**

* Complete Year Five Park Sales Tax revitalization projects as listed in the Revitalization and Capital Improvement program. 3
* Identify and develop 3 appropriate park sales tax projects for potential external assistance, including local, state, and federal grant funding sources, agency partnership opportunities, and support from internal City departments. 3
* Initiate GIS mapping program of parks by completing 4 GIS maps. 3

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Maintenance Mechanic	3.00	3.00	3.00	3.00
Marketing and Promotions Spec	.00	.00	1.00	1.00
Parks Contract Manager	2.00	2.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	432,791	522,132	522,132	551,469
Other Services & Charges	189,608	197,360	198,761	204,100
Supplies	99,610	116,496	115,095	117,721
Capital Outlay	2,476	0	0	0
Other Expenditures	0	0	0	0
Total	724,485	835,988	835,988	873,290

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing operation of the city's historic Truman Memorial Building, which re-opened to the public at the end of 2003. This includes, but is not limited to, facility staff, contract services, maintenance, utilities, and program development. The Truman Memorial Building serves as a community public building capable of hosting a variety of different functions, including historical displays, special events, recreation programs, athletic contests, and corporate and private group rentals.

2007-08 Accomplishments **Goal Ref**

* Created and implemented a Hometown Connection speakers program that was introduced as part of the City's 2007 Veterans Day Tribute. 1
* Successfully coordinated and fostered relationships to maximize parking access for daily use and special programs at the Truman Memorial Building and the Palmer Center. 1
* Increased building occupancy percentages, rental revenues, and participation while also increasing exposure to the Truman Memorial Building through a variety of activities and events. 1
* Developed and implemented programs and public functions held at the facility including 24 different special events with participants of all ages represented. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of memberships	50	46	46	40
Facility Reservations	800	850	967	1250
Events facilitated for community Special Events	23	25	32	24
Events facilitated for City departments	N/A	32	30	232

2008-09 Objectives **Goal Ref**

* Implement a Military theme lecture series for the promotion of the Veterans Hall and Courtyard. 1
* Increase the building occupancy by 15%. 1
* Develop at least four new programming partnerships with area agencies to increase the number of programs offered and increase facility use. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Program Supv	1.00	1.00	1.00	.00
Recreation Prog/Fac Supv	.00	.00	.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Center Attendant	1.00	2.21	2.21	2.21
Total	3.00	4.21	4.21	4.21

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	151,671	155,242	155,242	154,911
Other Services & Charges	125,550	138,369	137,710	177,278
Supplies	10,391	17,300	17,959	16,500
Capital Outlay	42,317	0	0	3,750
Other Expenditures	0	0	0	0
Total	329,929	310,911	310,911	352,439

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr *Fund: 12 - Parks Improv. Sales*

Description

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

2007-08 Accomplishments **Goal Ref**

* Successfully achieved a 90% satisfied to extremely satisfied rating. 1
* Completed initial steps required to begin accreditation process. 1
* Incorporated detailed Rec Trac program data into required reports. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of General Recreation Programs	45	55	50	48
Number of Facility Reservations	90	90	90	157
Events Facilitated for Community Agencies	5	N/A	5	1
Number of Patrons Visits	51,615	52,000	52,000	42,000
Number of Weight Room Patrons	260	260	260	240
Number of Patrons Served per Month	5,510	5,510	5,510	4,415

2008-09 Objectives **Goal Ref**

* To obtain National Accreditation through the National Council on Aging. 1
* To create a comprehensive inventory list of all items on facility property. 1
* Apply for at least 2 program grants. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Administrative Spec II	.00	.61	.61	.61
Center Attendant	1.04	1.75	1.83	1.83

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Total	1.04	2.36	2.44	2.44

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	47,478	70,788	70,788	60,157
Other Services & Charges	126,623	79,727	79,727	96,496
Supplies	26,076	23,800	23,800	23,549
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	200,177	174,315	174,315	180,202

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendations from the Independence Parks, Recreation and Open Space Master Plan. Funding is provided through the Parks and Recreation Sales Tax Program. Special attention is given to the development of youth and family programs, non-traditional and outdoor programs, festivals, and special events.

2007-08 Accomplishments **Goal Ref**

* Implemented outdoor, hands on, family friendly features for the 30th Anniversary of George Owens Nature Park to introduce Independence families to their natural environment. 1
* Successfully managed and implemented the ribbon cutting ceremony for Waterfall Park and the 1st Annual Independence EcoFest in partnership with multiple city departments and regional organizations. 1
* Achieved record attendance for the following programs: Popsicles in the Park, 4th Annual Winter Solstice Torch Lit Hike, and Valentine Cookie Decorating Party. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of programs initiated	32	30	35	73
Program attendance	3,300	3,500	3,500	5,153
Number of park sites used	33	33	33	44
Presentations	140	150	140	110
Program partnerships developed	52	50	50	50
Hours of program service provided by volunteers	350	400	400	450

2008-09 Objectives **Goal Ref**

* Develop partnership with Bass Pro Shops to create and implement 4 new family programs. 1
* Initiate an annual Family Nature Day that will stress interactive environmental education and outdoor skills. 1
* Design and implement 4 dynamic family concerts / movie nights in partnership with Pharaoh Theater and the Independence Square Association. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Specialist	.00	1.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	.00
Recreation Prog/Fac Supv	.00	.00	.00	1.00
Center Attendant	.00	.00	.21	.21
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	1.55	2.55	2.76	2.76

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	97,340	158,146	158,146	182,768
Other Services & Charges	64,229	39,780	39,780	46,880
Supplies	19,102	29,800	29,800	20,000
Capital Outlay	0	3,000	3,500	0
Other Expenditures	0	0	0	0
Total	180,671	230,726	231,226	249,648

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Description

The Adventure Oasis Water Park cost center provides support and supervision of the Adventure Oasis Water Park, spraygrounds, and development of aquatics orientated programs, activities,and events consistent with recommendations from the Independence Parks, Recreation, and Open Space Master Plan.

2007-08 Accomplishments	**Goal Ref**
* Successfully installed the RecTrac Software system at the front entry counters of the facility, and used throughout the season.	1
* Added 4 new programs: Wacky Wednesdays, Military Mondays, Sundays with Grandkids, and Wavemakers.	1
* Coordinated a very successful, on-site promotion program with Radio Disney.	1
* Increased pass sales through the Holiday Sales Promotion.	1
* Improved customer service at the concession stand by adding several new healthy items to the menu.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of In-House Rentals	N/A	N/A	N/A	71
Number of After-Hour Rentals	N/A	N/A	N/A	13
Number of B-Day packages sold	N/A	N/A	N/A	60
Number of Passes sold	N/A	N/A	N/A	415
Number of Punch cards sold	N/A	N/A	N/A	570
Number of Scholarships granted	N/A	N/A	N/A	25

2008-09 Objectives	**Goal Ref**
* Create a scholarship awareness program.	1
* Increase the pass sales by 10%.	1
* Create and implement 3 new family oriented programs at the Water Park.	1
* Increase standard program participation rate by 10%.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Program Supv	1.00	1.00	1.00	.00
Recreation Prog/Fac Supv	.00	.00	.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	64,234	55,706	55,706	60,133
Other Services & Charges	442,817	492,340	538,356	526,818
Supplies	19,985	40,100	35,084	39,600
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	527,036	588,146	629,146	626,551

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2008-09 Operating Budget*
Cost Center: 6046 - Sports Administration — *Fund: 12 - Parks Improv. Sales*

Description

The Sports Administration cost center supports and funds year-round sports programming for Independence residents of all ages, at multiple indoor and outdoor facilities. Additionally, this cost center supports all operational needs at the newly constructed Independence Athletic Complex.

2007-08 Accomplishments — **Goal Ref**

* Successfully planned and coordinated a Grand Opening Event. — 1
* Developed a grant application to United States Tennis Association, and was awarded $800 for tennis supplies and programs. — 1
* Won the bid process to host a National High School Ultimate Frisbee tournament. — 1
* Created program partnerships with the following groups: World Speed Stacking Association, United States Specialty Sports Association, and Kansas City Ultimate Challenger Sports. — 1
* Redesigned and implemented 4 adult basketball leagues focusing on strong competition and sportsmanship. — 1
* Met with all user groups to discuss facility options for their programs at the new Athletic Complex. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of Leagues	N/A	N/A	N/A	9
Number of Tournaments	N/A	N/A	N/A	7
Number of Instructional Leagues/Camps/Clinics	N/A	N/A	N/A	12
Number of Athletic Associations Supported	N/A	N/A	N/A	6

2008-09 Objectives — **Goal Ref**

* Implement operational procedures at the Independence Athletic Complex. — 1
* Implement concessions services at the Independence Athletic Complex. — 1
* Seek and capture $2,000 in grant monies to support athletic programs.
* Participate in bid processes to attract and host 6 tournaments.
* Introduce 2 new sports programs to the Independence community. — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2008-09 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Recreation Specialist	.00	1.00	1.00	1.00
Light Equipment Operator	.00	.00	3.00	3.00
Assistant Foreman	.00	.00	1.00	1.00
Seasonal Maintenance Wkr	.00	.00	3.88	3.88
Total	.00	1.00	8.88	8.88

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	32,641	286,089	286,089	320,696
Other Services & Charges	9,014	116,648	119,088	167,265
Supplies	7,753	79,332	76,392	71,785
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	49,408	482,069	481,569	559,746

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*

Department Description

To account for those charges that are not directly chargeable to a specific department or function within each fund. This section includes worker's compensation claims, contingencies, charges for insurance, utilities, postage, telephone, etc.

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	6,580,391	9,094,131	8,191,697	8,633,627
6503 Capital Outlay	679,592	509,096	509,096	1,274,129
6504 City Council Strategic Goal	532,230	300,000	626,138	300,000
6505 Central Services	32,619	41,000	41,000	35,750
6507 Capital Outlay - TIF Distr.	287,846	200,000	910,447	200,000
6511 Non-Departmental	0	0	0	9,000
6520 Non-Departmental	15,582,390	17,896,830	17,763,293	18,316,501
6530 Non-Departmental	2,772,205	3,125,742	3,082,452	3,208,016
6540 Non Departmental	4,111,207	4,768,722	4,724,281	4,787,724
6591 Non-Departmental	10,630,250	11,522,000	11,522,000	13,861,500
6594 Pharmacy Benefit Plan	0	0	0	898,560
Total	41,208,730	47,457,521	47,370,404	51,524,807
Source of Funding				
General Fund	8,112,678	10,144,227	10,278,378	10,443,506
Street Improv. Sales Tax Fund	0	0	0	9,000
Power and Light Fund	15,582,390	17,896,830	17,763,293	18,316,501
Sanitary Sewer Fund	2,772,205	3,125,742	3,082,452	3,208,016
Water Fund	4,111,207	4,768,722	4,724,281	4,787,724
Staywell Health Care Fund	10,630,250	11,522,000	11,522,000	13,861,500
Pharmacy Benefit Plan	0	0	0	898,560
Total	41,208,730	47,457,521	47,370,404	51,524,807

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6502 - Non-Departmental *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	3,436,780	5,016,586	4,232,921	4,328,171
Other Services & Charges	3,140,433	3,400,212	3,400,212	3,313,875
Supplies	3,178	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	677,333	558,564	991,581
Total	6,580,391	9,094,131	8,191,697	8,633,627

City of Independence, Missouri
2008-09 Operating Budget

General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments				
Building Maintenance Repair and Renovations	$215,879			$ 215,879
Technology Services				
Replacement program for Microcomputers, File Servers, and Network Systems			175,875	175,875
Disaster Recovery Plan			10,000	10,000
City Clerk				
Audio recording equipment			2,000	2,000
Community Development				
Replace 1997 Ford Ranger - Asset number 2877		17,335		17,335
Replace 1997 Ford Ranger - Asset number 2878		17,335		17,335
Replacement Copier - Administration			6,100	6,100
Building Inspection Computer Software and Equipment			33,205	33,205
Health				
Commercial Dishwasher for Animal Services			5,000	5,000
Commercial Washing Machine for Animal Services			5,000	5,000
Cat Cages for Animal Services			28,000	28,000
Replace 1997 Ford F150 - Asset number 2875		31,000		31,000
Replace 1995 Ford Escort - Asset number 8725		15,000		15,000
Replacement copier			7,000	7,000
Public Works				
Old Fire Station #1 Roof	190,000			190,000
Truman Memorial Building HVAC Study	3,100			3,100
Health Building Tuck Pointing	54,000			54,000
Health Department Door Replacement	6,300			6,300
Farmers Market, Truman and Main parking lot repair			40,000	40,000
Municipal Court				
Security Improvements for the cashiers' window	27,000			27,000
National Frontier Trails Museum				
Elevator and 2nd Floor Renovations	100,000			100,000
Finance Department				
Business Licensing Software			50,000	50,000
Finance Department Software Systems (Position Management and Dashboard)			235,000	235,000
	$596,279	$ 80,670	$597,180	$1,274,129

CITY OF INDEPENDENCE, MISSOURI
2008-09 Operating Budget

City Council Goals Account Summary

	Appropriations	Allocations
2007-08 Activity:		
Carryover of Prior Year's Appropriations	$ 236,819	
Carryover unexpended Allocations from Prior Year's		
Police Academy Scholarship Program		418
Neighborhood Park Matching Grants		21,620
Neighborhood Block Celebrations		18,616
Police K-9 Officer Replacement		10,000
Demolition of Dangerous Buildings and Private		35,413
Sidewalk Repair Program		30,040
Flag banner and brackets		1,200
2008-09 Activity:		
Current Year's Appropriation	**300,000**	
Demolition of Dangerous Buildings and Private		79,500
(Supplements $75,000 in Comm. Dev. Dept. Budget)		
Mowing and Refuse Cleanup on Private Property		70,000
(Supplements $47,600 in Health Dept. Budget)		
Youth Recreation Program Scholarships (e.g.		50,000
Boys & Girls Club - "Summer Slam","RBI Baseball"		
YMCA - "Mission in Action"		
Independence Square Parking Spaces		10,000
Neighborhood Cleanup Program Labor and Equipment Contract		7,960
Speed Risers near Palmer Senior Center		10,000
Neighborhood Park Matching Grants		10,000
Total	$ 536,819	$ 354,767
Unallocated Balance at June 30, 2009		$ 182,052

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6505 - Central Services *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	23,772	31,000	31,000	25,750
Supplies	7,447	10,000	10,000	10,000
Capital Outlay	1,400	0	0	0
Other Expenditures	0	0	0	0
Total	32,619	41,000	41,000	35,750

CITY OF INDEPENDENCE, MISSOURI
2008-09 Operating Budget

General Fund Capital Improvement Projects
Funded from Closed out TIF Projects

Description	Funded from Closed Out TIF Projects
Independence Square Streetscape	180,000
Streetscape Improvements, South side of Truman Road, between Blue Ridge and Rock Creek	20,000
Total	**$ 200,000**
Amount allocated in 2008-09 for this purpose	**$ 200,000**

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6511 - Non-Departmental *Fund: 11 - Street Improv. Sales*

Description

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	0	0	0	9,000
Total	0	0	0	9,000

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6520 - Non-Departmental *Fund: 20 - Power and Light Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,119,105	1,864,126	1,730,589	1,925,777
Other Services & Charges	4,507,169	5,122,181	5,122,181	5,199,425
Supplies	0	0	0	0
Capital Outlay	0	36,800	36,800	10,000
Other Expenditures	9,956,116	10,873,723	10,873,723	11,181,299
Total	15,582,390	17,896,830	17,763,293	18,316,501

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6530 - Non-Departmental *Fund: 30 - Sanitary Sewer Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	263,257	383,902	340,612	397,693
Other Services & Charges	1,071,715	1,177,660	1,177,660	1,220,325
Supplies	0	0	0	0
Capital Outlay	0	14,000	14,000	10,000
Other Expenditures	1,437,233	1,550,180	1,550,180	1,579,998
Total	2,772,205	3,125,742	3,082,452	3,208,016

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6540 - Non Departmental *Fund: 40 - Water Fund*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	530,069	838,477	794,036	674,009
Other Services & Charges	1,929,637	2,038,500	2,038,500	2,108,950
Supplies	0	0	0	0
Capital Outlay	0	33,200	33,200	10,000
Other Expenditures	1,651,501	1,858,545	1,858,545	1,994,765
Total	4,111,207	4,768,722	4,724,281	4,787,724

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6591 - Non-Departmental *Fund: 91 - Staywell Health Care*

Description

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

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	10,630,250	11,522,000	11,522,000	13,861,500
Total	10,630,250	11,522,000	11,522,000	13,861,500

City of Independence
Detail Program Summary

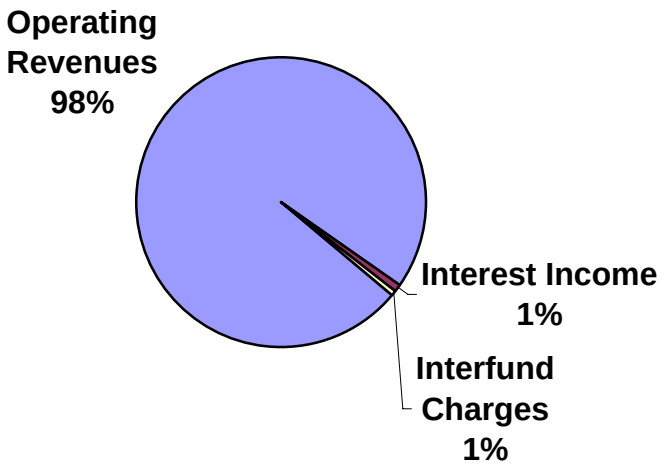
Department: 6500 - Non-Departmental *2008-09 Operating Budget*
Cost Center: 6594 - Pharmacy Benefit Plan *Fund: 94 - Pharmacy Benefit Pla*

Description

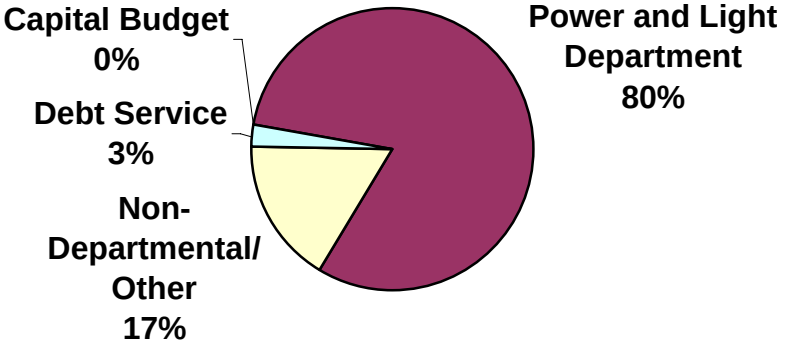
Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	0	0	0	898,560
Total	0	0	0	898,560

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 101,400,823	$ 109,010,000	$ 112,524,250	98.7%	$ 3,514,250	3.2%
Interest Income	1,669,442	2,200,000	758,000	0.7%	(1,442,000)	-65.5%
Interfund Charges	795,696	880,500	746,500	0.7%	(134,000)	-15.2%
Other Revenues	699,058	-	-		-	n/a
Total Estimated Revenues	$ 104,565,019	$ 112,090,500	$ 114,028,750	100.0%	$ 1,938,250	1.7%
Transfers from Other Funds-						
	-	-	-		-	n/a
Total Sources		**$ 112,090,500**	**$ 114,028,750**		**$ 1,938,250**	**1.7%**
Use of Budget Dollars						
Operating Budget:						
Technology Services	$ 75,394	$ 75,446	$ 70,047	0.1%	$ (5,399)	-7.2%
Power and Light Dept.	83,732,613	88,266,543	88,265,370	80.7%	(1,173)	0.0%
Non-Departmental	15,579,260	17,896,830	18,316,501	16.7%	419,671	2.3%
Debt Service	3,001,698	2,776,218	2,786,693	2.5%	10,475	0.4%
Total Operating Budget	$ 102,388,965	$109,015,037	$ 109,438,611	100.0%	$ 423,574	0.4%
Capital Budget:						
Capital Projects	$ 12,893,608	6,200,000	-		-	0.0%
Total Uses		**$115,215,037**	**$ 109,438,611**		**$423,574**	**0.4%**
Balance Available		**$ (3,124,537)**	**$ 4,590,139**		**$ 1,514,676**	

City of Independence, Missouri
2008-09 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 2002-03 through 2007-08

Description	2002-03	2003-04	2004-05	2005-06	2006-07	Unaudited 2007-08
Net Income (Loss)						
Net Income (Loss)	$ 4,752,256	$ 3,140,008	$ 3,470,836	$ 4,842,239	$ 7,016,467	$ (3,505,849)
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	$ 4,752,256	$ 3,140,008	$ 3,470,836	$ 4,842,239	$ 7,016,467	$ (3,505,849)
Net Available Resources						
Net Available Resources-						
Total Current Assets	$51,483,498	$52,821,233	$56,806,780	$57,458,316	$54,284,767	$39,991,623
Restricted Assets for Capital Improvements	-	-	-	-	-	
Less:						
Inventories	(8,588,647)	(8,369,284)	(8,229,907)	(7,933,954)	(12,774,205)	(11,651,505)
Current Liabilities	(7,695,982)	(8,497,336)	(9,749,015)	(9,370,537)	(13,333,931)	(12,285,255)
Carryover Capital Budget Appropriations	(16,756,440)	(19,406,293)	(21,560,452)	(20,681,381)	(13,597,757)	(6,374,304)
Carryover Outstanding Encumbrances	(1,750,590)	(2,880,067)	(2,326,249)	(5,468,193)	(5,445,638)	(3,803,553)
Add back:						
Compensated Absences	-	-	-	-	-	-
Net Available Resources	$16,691,839	$13,668,253	$14,941,157	$14,004,251	$ 9,133,236	$ 5,877,006
Employee Staffing (in Full Time Equivalents)						
Department:						
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00
Power and Light	220.00	220.00	220.00	220.00	220.00	217.00
Total	221.00	221.00	221.00	221.00	221.00	218.00
Utility Statistics						
No. of Residential Customers	49,562	49,885	50,832	51,245	51,372	51,765
No. of Other Customers	4,949	4,963	5,089	5,104	5,117	5,243
Generated Power (MWH)	268,915	349,737	366,647	438,010	394,542	486,128
Purchased Power (MWH)	857,185	797,407	759,589	766,392	786,091	723,130

Source: 2002-03 through 2006-07 - Comprehensive Annual Financial Report
2007-08 - Operating Staff Projections

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	100,268,928	107,327,000	107,384,000	110,943,250	3.3%
20-4600	Other Operating Revenue	1,131,895	1,683,000	1,391,000	1,581,000	13.7%
20-4700	Change in Unbilled Revenue	1,571,828				
	Total Operating Revenue	101,400,823	109,010,000	108,775,000	112,524,250	3.4%
20-3421	Interfund Charges	795,696	880,500	880,500	746,500	-15.2%
20-3411	Interest Income	1,669,442	2,200,000	1,071,000	758,000	-29.2%
20-4900	Other Revenues, Net	699,058				
	Total Revenues	**$104,565,019**	**$112,090,500**	**$110,726,500**	**$114,028,750**	3.0%

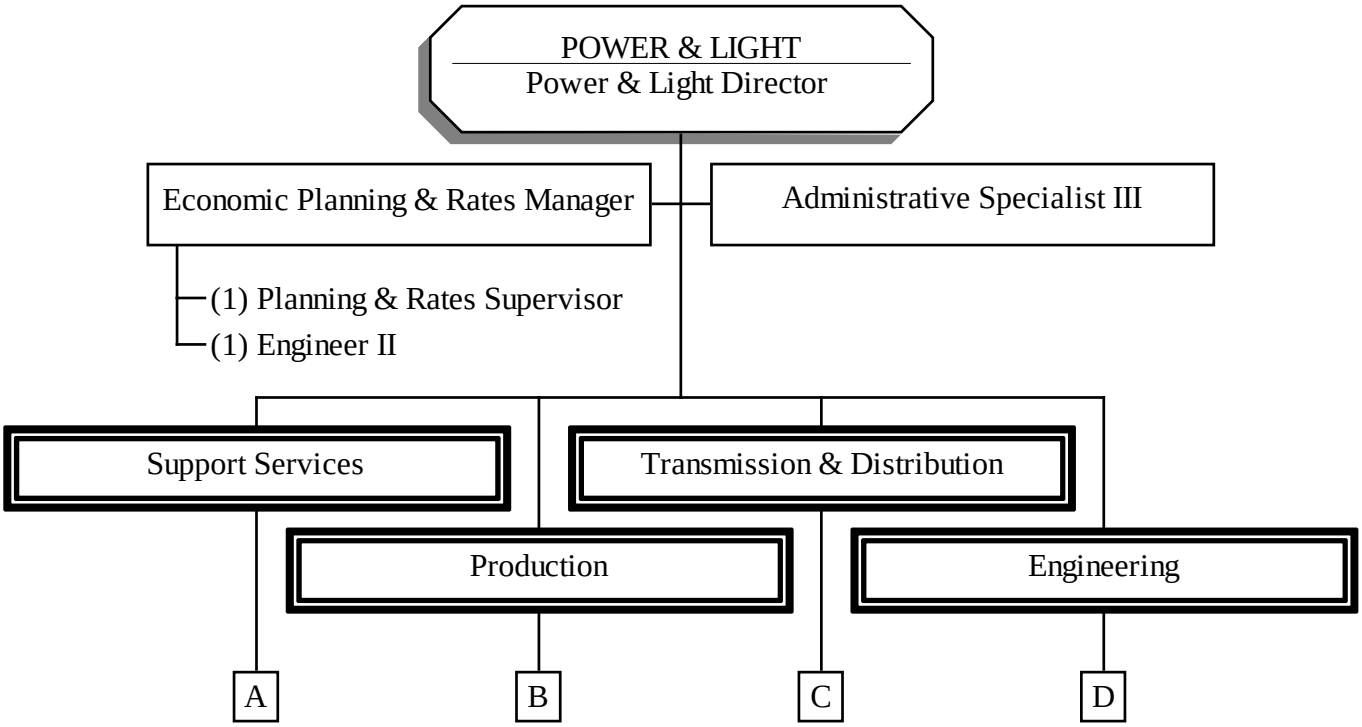
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company, Aquila Networks - MoPub, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL) (rates effective 1/1/06)		Aquila Networks - MoPub (MoPub) (rates effective 5/31/07)			Kansas City Power & Light Co. (KCPL) (rates effective 1/1/08)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 1/1/07)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer (Feb 07 - Jan 08) Average Monthly KWH = 854	RS-3	88.00	M0860	97.10	10.34%	R	86.41	-1.81%	100	84.43	-4.06%
Low User Average Monthly KWH = 400	RS-3	43.24	M0860	51.05	18.06%	R	45.84	6.01%	100	42.93	-0.72%
High User Average Monthly KWH = 1,000	RS-3	102.10	M0860	110.30	8.03%	R	97.45	-4.55%	100	98.11	-3.91%
Small General Service (Commercial)											
Average Customer (Feb 07 - Jan 08) Average Monthly KWH = 857 (6 KW Demand)	GS-1	105.06	M0710	100.97	-3.89%	SGS	109.08	3.83%	200	124.07	18.09%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	53.08	M0710	55.64	4.82%	SGS	58.64	10.47%	200	73.58	38.62%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	116.47	M0710	113.51	-2.54%	SGS	120.74	3.67%	200	142.94	22.73%
Large General Service (Commercial and Industrial)											
Average Customer (Feb 07 - Jan 08) Ave. Monthly KWH = 18,638 (50% Load Factor)	LGS-1	1,718.68	M0720	1,587.75	-7.62%	MGS	1,421.57	-17.29%	200	1,446.57	-15.83%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	494.78	M0711	477.78	-3.44%	MGS	465.55	-5.91%	200	558.85	12.95%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	5,223.19	M0720	4,314.18	-17.40%	LGS	4,422.30	-15.33%	300	5,263.99	0.78%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	12,183.20	M0735	9,771.10	-19.80%	LGS	10,882.49	-10.68%	300	12,531.50	2.86%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	17,952.00	M0735	13,676.36	-23.82%	LGS	14,663.46	-18.32%	300	16,232.30	-9.58%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	28,537.68	M0735	23,222.45	-18.63%	LGS	26,617.70	-6.73%	300	30,016.34	5.18%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	42,382.80	M0735	32,595.09	-23.09%	LPS	34,471.54	-18.67%	300	39,898.27	-5.86%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	88,189.60	M0735	77,030.05	-12.65%	LPS	92,544.67	4.94%	400	94,471.11	7.12%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	131,535.00	M0735	108,271.44	-17.69%	LPS	116,559.33	-11.39%	400	122,476.10	-6.89%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	236,828.00	M0735	213,571.69	-9.82%	LPS	199,380.94	-15.81%	400	238,612.42	0.75%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	311,869.00	M0735	270,435.24	-13.29%	LPS	264,504.15	-15.19%	400	306,008.87	-1.88%

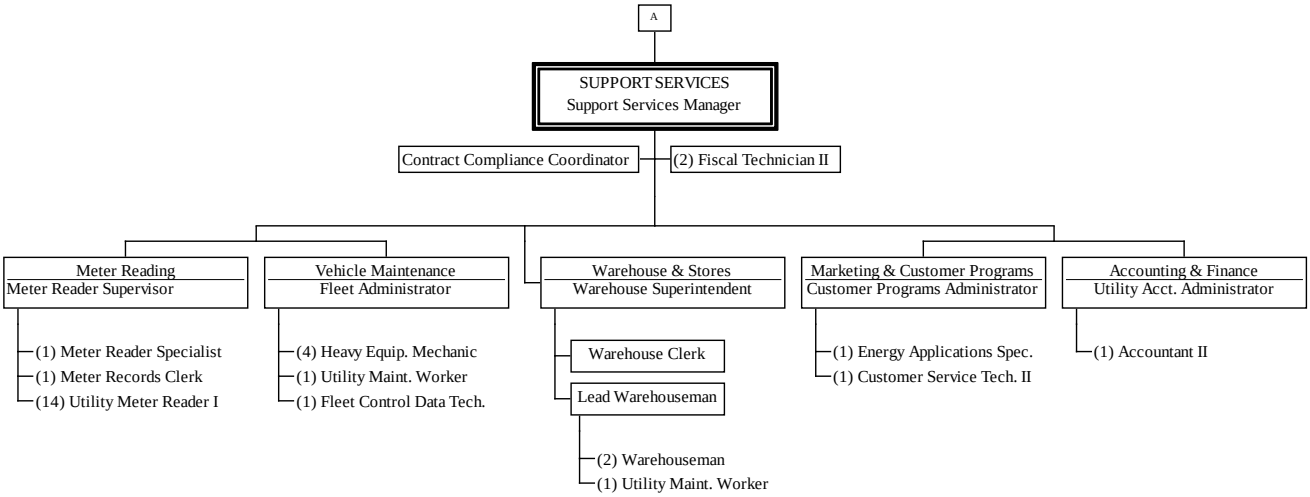
NOTES:

(a) IPL rates include Fuel Cost Adjustment of $0.010588 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending January 2008.
(b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, MoPub, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
(c) Fuel Cost Adjustment rate provision is not applicable for KCPL. MoPub based upon $0.0020 as of March 1, 2008. BPU-KC uses actual rates from February 2007 through January 2008.
(d) No sales tax is included in the above bill amounts.
(e) Average customer usages are based on IPL's average customer usage for each month from February 2007 through January 2008.

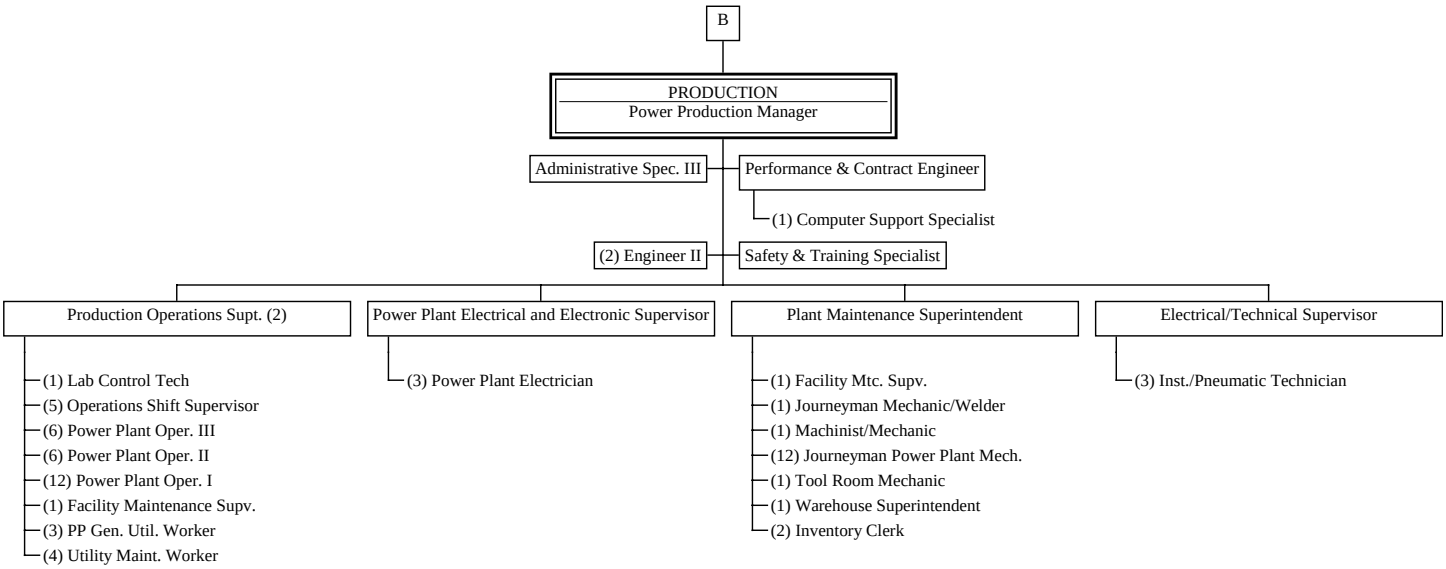
City of Independence, Missouri
Power & Light Department



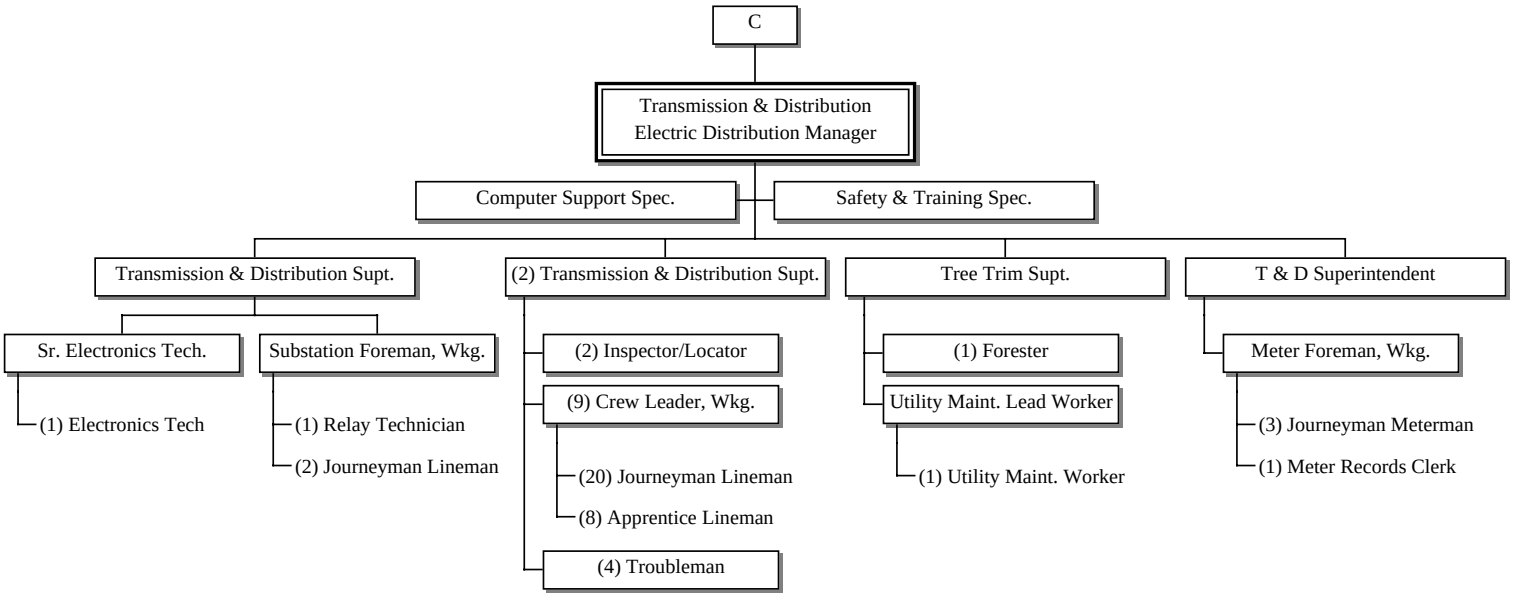
City of Independence, Missouri
Power & Light (Cont'd.)



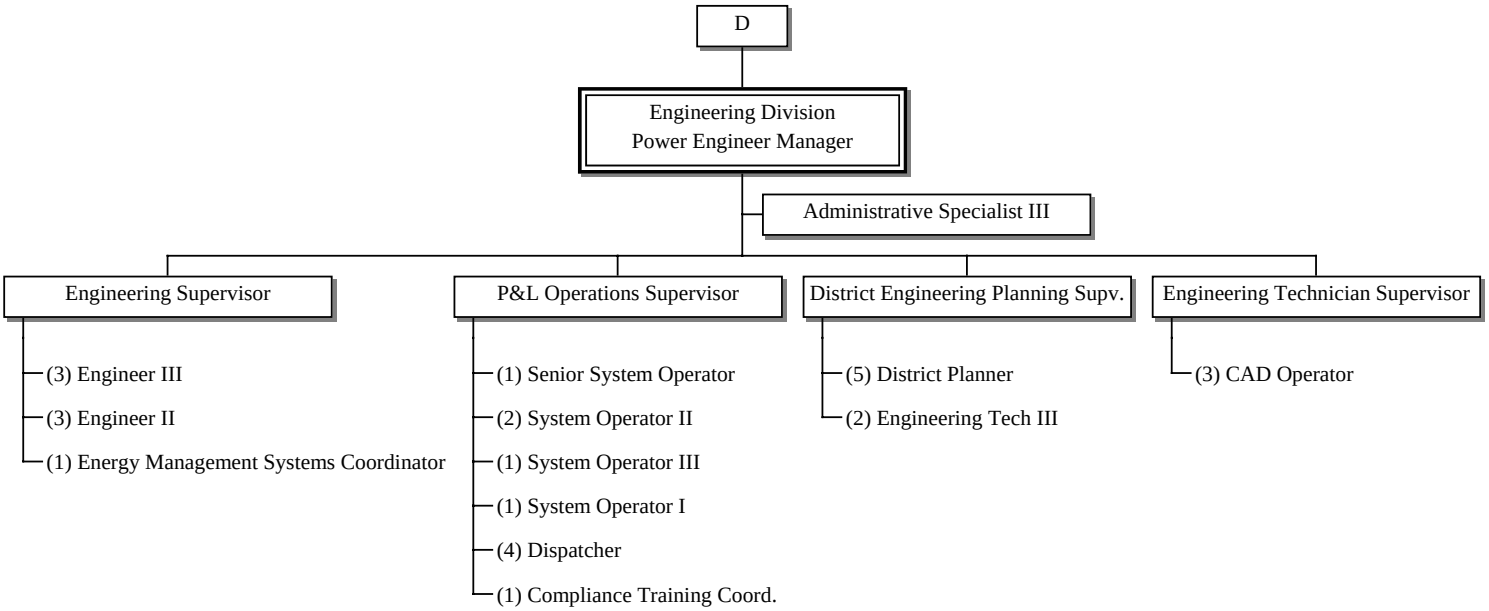
City of Independence, Missouri
Power & Light (Cont'd.)



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



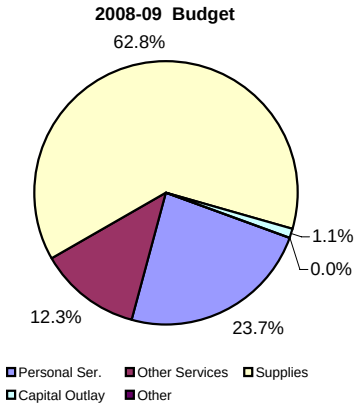
City of Independence, Missouri
Power & Light (Cont'd.)



Power & Light

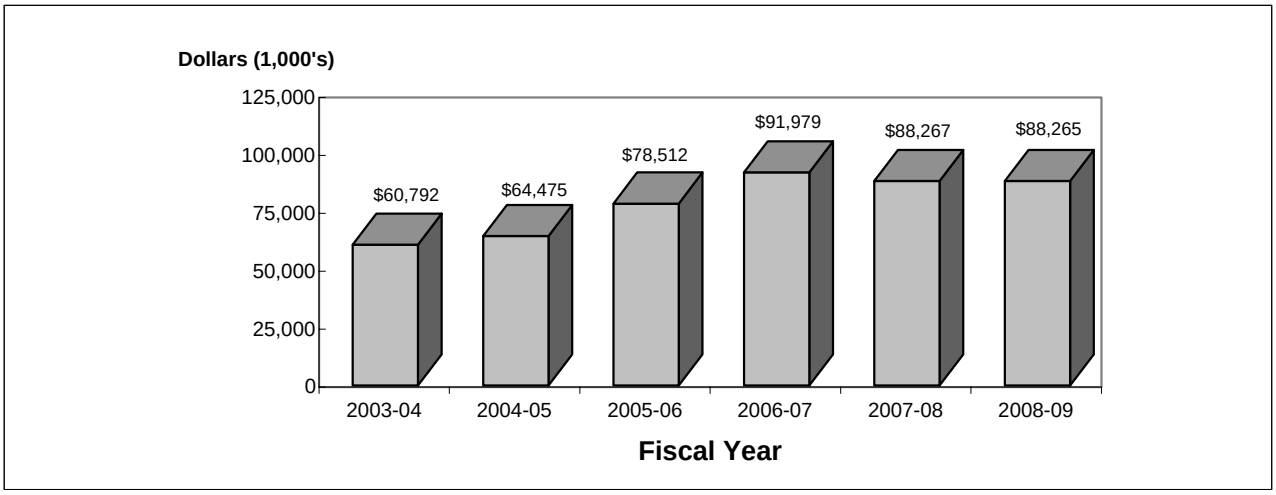
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 19,409,905	$ 20,413,913	$ 20,545,550	$ 20,958,063
Other Services	9,053,883	10,966,201	10,725,201	10,890,251
Supplies	61,918,407	55,764,579	55,925,579	55,463,106
Capital Outlay	1,596,538	1,121,850	1,201,850	953,950
Other	-	-	-	-
Total	$ 91,978,733	$ 88,266,543	$ 88,398,180	$ 88,265,370



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	220.00	220.00	220.00	220.00	220.00	217.00
Amount by Fund:						
Power and Light Fund	$ 60,792,400	$ 64,474,834	$ 78,512,236	$ 91,978,733	$ 88,266,543	$ 88,265,370
Total All Funds	$ 60,792,400	$ 64,474,834	$ 78,512,236	$ 91,978,733	$ 88,266,543	$ 88,265,370
Comparative Ratios:						
Per Capita	$ 529.80	$ 559.94	$ 679.47	$ 793.24	$ 758.57	$ 808.59
Per Household	$ 1,255.64	$ 1,327.06	$ 1,610.35	$ 1,879.98	$ 1,797.84	$ 1,900.59



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*

Department Description

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

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	220.00	220.00	220.00	217.00
Total	220.00	220.00	220.00	217.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
6110 Administration	1,283,119	1,660,251	1,673,546	1,598,752
6121 Support Services	897,883	1,202,739	1,218,904	1,180,174
6122 Warehouse and Stores	6,810,403	4,462,176	4,464,246	4,480,604
6123 Vehicle Maintenance	1,473,573	1,727,900	1,730,488	1,750,686
6126 Meter Reading	1,551,804	1,783,089	1,787,351	1,509,359
6140 Production	13,291,979	14,466,664	14,515,566	14,796,504
6145 Purchased Power	54,415,575	50,403,714	50,403,714	49,858,391
6150 Transmission & Distribution	8,944,180	8,835,588	8,856,524	9,104,638
6160 Engineering	3,310,217	3,724,422	3,747,841	3,986,262
Total	91,978,733	88,266,543	88,398,180	88,265,370

Source of Funding				
Power and Light Fund	91,978,733	88,266,543	88,398,180	88,265,370
Total	91,978,733	88,266,543	88,398,180	88,265,370

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Description

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

2007-08 Accomplishments	**Goal Ref**
* Continued monitoring of IPL's purchases from Omaha Public Power District's Nebraska City No. 2 unit (55 MW) and Missouri Joint Municipal Electric Utility Commission's Iatan No. 2 unit (50 MW) for cost and scheduled completion.	3
* Secured summer purchase power transactions to cover the loss of the 50 MW regenerative combustion turbine unit.	3
* Completed the first phase (Initial Assessment) of the Master Resource Plan Study and initiated the second phase (Focused Analysis).	3
* Secured 50 MW of firm transmission service for the 50 MW Missouri Joint Municipal Electric Utility Commission purchase.	3
* Negotiated changes in the KCPL Border Customer Agreement increasing the rate charge for border customer energy transactions from 1.5 cents/kWh to 4.75 cents/kWh creating additional net revenues of $94,000 per year to IPL.	3
* Provided for the City Council adoption of a new Economic Development Rider (EDR-4) which specifies rate discounts for new qualifying beneficial electric customer loads.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Average Number of Retail Customers	56,349	56,489	57,008	57,453
Total Retail Energy Sales (Mwh)	1,091,694	1,096,773	1,127,149	1,151,747
Average Retail Sales per Customer (Kwh/customer)	19,374	19,416	19,772	20,047
Total Wholesale Energy Sales (Mwh)	50,777	22,160	20,167	20,000
Total Operating Revenues (in 000's)	98,278	103,133	109,010	108,842
Average Operating Revenue per Customer ($/customer)	1,744	1,826	1,912	1,894
Average Customer Coincidental Peak Load (Kw/customer)	5.26	5.57	5.62	5.64
Year End Resource Capability per Customer (Kw/customer)	6.71	6.69	6.63	7.54

Total System (customer) Peak Load (Kw)	296,200	314,500	320,500	324,200
Annual System Load Factor (%)	44.65	42.23	42.54	42.91

2008-09 Objectives **Goal Ref**

* Work with consulting firm to complete Phase 2 (Focused Analysis) of the Master Resource Plan Study. Phase 2 to study the potential power supply and transmission recommendations from Phase 1 with much further detailed analysis. Completion of such study will form the basis for future power supply and transmission resources needed in the next 20 years to provide a reliable and competitive power supply delivery to the customers of Independence. — 3
* Work with consulting firm to study the financial requirements of the Department and provide recommendations on any necessary rate adjustments and capital funding required to insure a stable and sufficient revenue stream for the Department to meet its future operational costs and capital obligations. — 3
* Monitor progress and take necessary actions required for future power deliveries as it relates to the Nebraska City Unit No. 2 and Iatan Unit No. 2 projects. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Engineer I - PL	1.00	1.00	.00	.00
Engineer II - P&L	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	420,198	572,485	585,780	591,752
Other Services & Charges	850,536	1,076,766	1,074,266	994,000
Supplies	12,385	11,000	13,500	13,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,283,119	1,660,251	1,673,546	1,598,752

Description

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

2007-08 Accomplishments **Goal Ref**

* Conducted the public hearings on energy efficiency and fuel diversity which were required by the Energy Policy Act of 2005. 3
* Planned, implemented and successfully conducted the "Change a Light - Change the World" energy efficiency campaign. This campaign was used to promote the use of compact fluorescent lights (cfl's) in the IPL service territory. The participating vendors were able to sell all cfl's allotted to them during the campaign. 3
* Coordinated with the IPL Planning & Rates Division to successfully connect the first net-metering customer to the IPL grid. The customer installed solar heating panels at his premise and was able to meet IPL requirements for connection to the IPL grid and for the sell-back of energy to IPL. 3
* Provided information to Frontier and Associates as part of the research and development of the Demand Side Management study of the Integrated Master Resource Plan. 3
* Worked with Habitat for Humanity to assist them in obtaining an Energy Star rating for their home construction projects. 3
* Partnered with the Customer Service Division in the Water Department to successfully develop and implement the Customer Service Rules and Regulations. 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Energy Efficiency Rebates Processed	359	146	350	160
Customers on Surge Protection Program	323	327	350	370
OSHA Recordable Accidents	15	19	20	20
Security Lights Maintained	775	786	800	820
Residential Underground Conversions Completed	182	143	180	180

2008-09 Objectives **Goal Ref**

* Coordinate with Frontier & Associates to complete the evaluation of Demand Side Management (DSM) programs as part of the Integrated Master Resource Plan. Identify programs that are economically viable 3

2008-09 Objectives **Goal Ref**

and functionally feasible for IPL to provide to customers. Begin the implementation process for the selected programs.

* Promote the "Out of Sight" Turn-Key program to place an additional 210 (average of 17.5 per month) overhead services underground during the fiscal year. This goal is in support of improving responses to the ETC Question 5d regarding "Reliability of electrical service." (Note: Most conversions are handled under the Department's FEMA programs. The "Out of Sight" program is for customers that do not qualify for FEMA conversion.) 3
* Work with the Independence Council for Economic Development (ICED) on business retention. Provide quarterly reports on activities and accomplishments. 3
* Participate with the Home Builders Association in the development of the local "Green Build" program. Identify possible IPL involvement through possible rebates, providing of information, net-metering options, or other opportunities as they present themselves. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Data Entry Technician	1.00	1.00	1.00	.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Energy Applications Spec	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	.00	.00
Safety & Training Specialist	.00	.00	1.00	.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	2.00
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	9.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	699,285	774,539	790,704	688,974
Other Services & Charges	145,628	396,200	386,200	426,200
Supplies	26,120	27,500	37,500	60,500

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6121 - Support Services *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Capital Outlay	26,850	4,500	4,500	4,500
Other Expenditures	0	0	0	0
Total	897,883	1,202,739	1,218,904	1,180,174

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Purchase Requisitions Issued	683	635	600	625
Inventory Purchases:				
Transformers	874,426	1,531,540	875,000	1,500,000
Wood Poles	132,711	144,445	150,000	125,000
Street Light Poles	127,625	231,548	500,000	275,000
Wire	724,214	2,273,409	725,000	1,250,000
Other	1,675,762	1,267,914	3,700,000	2,815,000
Totals	3,534,738	5,448,855	5,950,000	5,965,000

2008-09 Objectives **Goal Ref**

* Evaluate the feasibility of developing a process to "re-cycle" construction material removed from field locations and return the material to stock for future use.
* Coordinate with Engineering and Transmission & Distribution divisions to determine the feasibility of purchasing refurbished, rebuilt, or reconditioned materials for construction projects.
* Evaluate the existing placement of materials in the warehouse and determine if there is a layout that is more effective and efficient for the issuance of material.

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Warehouse Clerk 2nd Yr	1.00	.00	.00	.00
Warehouse Clerk 3rd Yr	.00	1.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	452,177	462,876	464,946	481,304
Other Services & Charges	130,107	162,300	162,300	174,300
Supplies	6,223,089	3,825,000	3,825,000	3,825,000
Capital Outlay	5,030	12,000	12,000	0
Other Expenditures	0	0	0	0
Total	6,810,403	4,462,176	4,464,246	4,480,604

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2007-08 Accomplishments **Goal Ref**

* Completed fleet maintenance facility capital improvement projects, including new garage high bay, oil storage room, parts room, and relocation of fleet administrative functions to new office spaces within the fleet operations area. Upgrades were made to existing mechanical systems in the garage, including plumbing and electrical. — 3
* Established new guidelines for vehicle replacement recommendations, extending projected life cycles for all vehicles and equipment by an average of two years to take advantage of better quality vehicles currently available, extended warranties, and a comprehensive maintenance program. — 3
* Completed a comprehensive 12-year capital budget forecast for vehicle and equipment replacement for more efficient long-term planning. — 3
* Improved inter-divisional vehicle carpooling practices in an effort to curb fleet expansion and to better utilize existing fleet assets. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Accident Repair Costs	9,837	2,024	4,500	1,000
Safety Inspection Costs	7,447	9,282	10,000	10,000
Vehicle Downtime Days	59	47	50	40
Prev. Maint. Hours - Inside	1,485	1,459	1,600	1,500
Prev. Maint. Costs - Inside	67,293	64,538	65,000	70,000
Prev. Maint. Costs - Outside	31,966	31,756	25,000	20,000
Vehicle Job Orders - Inside	2,523	2,632	3,000	3,000
Vehicle Job Orders - Outside	291	299	350	300
Vehicle Repair Costs - Inside	350,685	666,692	450,000	450,000
Vehicle Repair Costs - Outside	76,760	96,141	65,000	65,000

2008-09 Objectives **Goal Ref**

* Return a percentage of mobile power washing activities to fleet operations utilizing IPL personnel and equipment. The objective is to cut the annual expenses of contracting mobile power washing by 50% for a projected cost savings of $10,000 in FY 2008-09. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

2008-09 Objectives **Goal Ref**

* Return a percentage of power production coal dozer maintenance activities to IPL fleet operations by utilizing the new garage high bay facility that will accommodate the wheel dozer. The objective is to cut expenses of contracting preventive maintenance costs on the coal dozers by 25% for a projected cost savings of $8,000 in FY 2008-09. 3
* Improve fleet maintenance and repair accountability through more efficient personnel time management practices. The objective will be to redirect 400 mechanic hours from support service general maintenance work, and apply those hours directly towards vehicle and equipment preventive maintenance and repair jobs in FY 2008-09. 3
* Improve truck electronic diagnostic capabilities. The objective will be to procure the software needed to access the computerized control systems on medium and heavy duty trucks, and to initiate mechanic training for troubleshooting and diagnostics utilizing this software. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Fleet Control Data Technician	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	573,708	579,785	582,373	602,571
Other Services & Charges	213,077	289,600	289,600	289,600
Supplies	218,808	248,515	248,515	249,915
Capital Outlay	467,980	610,000	610,000	608,600
Other Expenditures	0	0	0	0
Total	1,473,573	1,727,900	1,730,488	1,750,686

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2008-09 Operating Budget*
Cost Center: 6126 - Meter Reading | *Fund: 20 - Power and Light Fund*

Description

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

2007-08 Accomplishments — **Goal Ref**

* The division continues to use the newly expanded safety program. There were no lost time injuries during last year. — 3
* Overtime cost has been reduced by more than 10%. — 3
* The division has maintained a reading rate of 94% for the first seven months of the fiscal year. This is lower due to ice-covered water wells. — 3
* Implemented new updated hand-held meter reading devices. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Meter Reads	1,268,919	1,281,553	1,277,500	1,291,553
Rechecks	5,537	5,340	6,500	6,600
Can't Reads	43,403	52,810	53,000	55,000
Service Work Orders Generated	3,553	3,663	5,000	4,500
Actual Read (% of Meters)	96.7%	96.0%	95.0%	95.0%

2008-09 Objectives — **Goal Ref**

* Maintain or reduce overtime costs by 5%. The department has averaged approximately $50,000 in overtime costs the past two years. — 3
* Reduce the number of customer accounts with consecutive estimated meter readings by 1.5%. The current monthly overage is 322 meters per month with consecutive monthly estimates. Currently IPL is responsible for reading in excess of 100,000 meters per month. This objective supports meeting expectations for ETC Survey Question 5f - "What you are charged for services," and Question 5g - "How easy your bill is to understand." — 3
* Maintain an average reading rate of 96%, or better. The current industry standard is 95%. This read rate is to be maintained without adding to staff or increasing overtime. This objective supports meeting expectations for ETC Survey Question 5f - "What you are charged for services," and Question 5g - "How easy your bill is to understand." — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2008-09 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Meter Records Clerk 1st Yr	1.00	.00	.00	.00
Meter Records Clerk 2nd Yr	.00	1.00	.00	.00
Meter Records Clerk 3rd Yr	.00	.00	1.00	1.00
Utility Meter Reader I	10.00	10.00	10.00	9.00
Util Field Service Wkr	3.00	3.00	3.00	.00
Utility Meter Reader I	6.00	6.00	4.00	5.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	22.00	22.00	20.00	17.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,506,153	1,639,239	1,643,501	1,428,509
Other Services & Charges	30,508	66,400	66,400	66,400
Supplies	12,781	9,900	9,900	9,900
Capital Outlay	2,362	67,550	67,550	4,550
Other Expenditures	0	0	0	0
Total	1,551,804	1,783,089	1,787,351	1,509,359

Significant Issues

* In a effort to improve efficiency and performance regarding responsibilities for hiring,supervision and equitable treatment between employees of both bargaining units the IPL field service workers in cost center 6126 were transferred to the Water Department cost center 4823.

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2007-08 Accomplishments	**Goal Ref**
* Missouri City power plant maintenance program is in progress and includes the major tube replacement of the boiler front upper wall, roof tubes, rear upper wall and Superheater section. Additional repairs to coal handling systems, ash systems, mills and fans will be accomplished prior to Summer 2008 operating season.	3
* Blue Valley power plant boiler water sampling panel installation completed in December 2007. Clarifier performance program established to improve house service water and cooling tower water quality. Engineering and specs. for upgrades for several water treatment systems to further enhance, restore and repair obsolete, non-functional and poorly operating equipment and systems will be issued for bid in Spring 2008 for installation in FY 08-09. The improved quality of boiler water has significantly reduced boiler tube leaks and resultant forced outages -- planned improvements should improve availability and reduce maintenance even more.	3
* Missouri City power plant Reverse Osmosis lease implemented and water quality improved and more consistent. Sampling and monitoring of water systems continued. Two water wells were chemically cleaned improving flow to plant.	3
* Blue Valley power plant training modules developed with General Physics and IPL personnel have been implemented with positive feedback from the operators. Improved performance and knowledge has resulted in suggestions to enhance and expand the areas for future modules.	3
* Missouri City power plant modules were developed this year and are being implemented with the same success as at Blue Valley. Since IPL operators are expected to be knowledgeable at both power plants, the training has improved the confidence level and proficiency of the operators to be able to perform at either location. Modules will be continued and the program expanded when justifiable.	3
* A maintenance contract with General Electric was implemented to perform basic maintenance and restore safe operating conditions by eliminating oil leaks, repair of the compartment integrity for fire protection, repair of auxiliary systems and other routine preventive maintenance tasks.	3
* H-6 Hot Gas Path Inspection (HGPI) was completed in May 2007 and H-5 Hot Gas Path Inspection is planned to be accomplished in March 2008. I-4 exhaust duct was at end-of-life and replacement was completed in February 2008. Batteries for J-1 and J-2 are at end-of-life and replacements will be installed in May 2008.	3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2008-09 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Net Generation at IP&L Plants (MWH)	438,010	394,542	486,128	474,318
Total Coal Burned (tons)	285,760	255,412	283,085	269,147
Total Gas Burned (MCF)	132,781	131,401	144,886	105,317
Total Oil Burned (gallons)	211,476	153,664	74,333	74,002

2008-09 Objectives — **Goal Ref**

* Develop, by the end of 2008, a 5-year budget plan and 10-year strategy for Blue Valley power plant to provide continued safe, reliable and effective power. — 3
* Develop, by the end of 2008, a 5-year budget plan for Missouri City power plant to provide safe, reliable and effective power. — 3
* Develop, by the end of 2008, a 5-year budget plan and 20-year strategy for the seven combustion turbine generator units to provide an extended life and safe, reliable and effective peaking capacity. — 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Instrument/Pneumantic Tech	3.00	3.00	3.00	3.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	1.00	1.00	1.00	1.00
Power Plant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	12.00	12.00	12.00	12.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Util Maint Wkr 1st 6 Mo	.00	2.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	4.00	2.00	3.00	3.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	.00	.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	1.00	1.00	2.00	2.00
Engineer II - P&L	3.00	3.00	2.00	2.00
Safety & Training Specialist	.00	.00	1.00	1.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Electrical/Tech Supvr	1.00	1.00	1.00	1.00
Administrative Spec III	.00	.00	1.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	74.00	74.00	75.00	75.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	7,180,761	7,158,664	7,207,566	7,488,504
Other Services & Charges	5,190,463	6,201,000	6,001,000	6,149,600
Supplies	804,187	929,000	1,129,000	1,111,400
Capital Outlay	116,568	178,000	178,000	47,000
Other Expenditures	0	0	0	0
Total	13,291,979	14,466,664	14,515,566	14,796,504

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2007-08 Accomplishments **Goal Ref**

* Separate coal supply contracts for calendar year 2008 were awarded to Knight Hawk for Blue Valley Unit #3, Phoenix Coal for Blue Valley Units 1 & 2 and Phoenix Coal for MO City Units 1 & 2. At IPL's option, the contracts may be renewed at bid-fixed price for years 2009 and 2010. 3
* As a replacement for unavailable RCT generating capacity a 30 Mw call option was purchased from MJMEUC for June thru September 2007 and a 25 Mw (31 x 16 hrs) energy purchase was made from Associated Electric Coop for July and August 2007. 3
* Renewed production natural gas supply contract for a one-year period thru March 2009. 3
* Monitored purchase energy market on a daily basis from different suppliers in order to obtain lowest cost pricing for necessary off-system energy purchases. 3
* Provided cost data to System Operations in order to implement most favorable terms and pricing for purchase/sale transactions with other entities. 3

Service Delivery Background Data

Description		2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Purchased Energy	($)	21,398,305	24,863,089	22,467,732	20,723,701
Purchased Capacity Demand	($)	7,430,000	7,570,000	7,480,000	8,231,375
Trans. Wheeling	($)	1,200,383	1,233,214	1,280,432	1,707,782
Power Production Fuels	($)	13,073,602	13,962,839	18,919,634	18,430,533
IP&L Net Generation	(MWH)	438,010	394,541	486,128	474,318
Purchased Energy	(MWH)	766,392	786,091	723,130	754,996
Summer Purchased Capacity	(Mw)	90	90	115	90
Winter Purchased Capacity	(Mw)	90	90	90	90
IP&L Generating Capacity	(Mw)	288	288	288	288
Load Regulation	($)	244,318	246,370	255,916	765,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

2008-09 Objectives **Goal Ref**

* Take necessary actions to schedule 55 Mw of capacity and energy at an anticipated starting date of April 2009 from Omaha Public Power District's newly constructed Nebraska City (NC2) generating unit. 3
* Arrange for Southwest Power Pool transmission wheeling for Omaha Public Power District power for April and May 2009. Firm transmission has already been obtained for months subsequent to May 2009 thru life of the unit. 3
* Provide necessary data to System Operations for the most economical dispatch of IPL generating units and contracted generating capacity on a daily/hourly basis. 3
* Secure fuel contracts (coal and natural gas) for IPL production generating units applicable to calendar year 2009. 3
* As a replacement for the anticipated unavailable RCT generating unit, secure adequate capacity and energy purchases for the summer season of year 2008. 3

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	54,415,575	50,403,714	50,403,714	49,858,391
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	54,415,575	50,403,714	50,403,714	49,858,391

Significant Issues

* Scheduled delivery (purchases) of capacity (55 Mw) and energy supply from Omaha Public Power District's (OPPD) NC2 unit starting in April 2009. This anticipated OPPD energy delivery is expected to reduce IPL's power supply costs by over $1,700,000 for the three-month period ending June 30, 2009 when compared to costs without OPPD energy.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Description

Responsible for the maintenance, repair, and construction of the City's electrical transmission and distribution systems. Division's major responsibilities are electric service, line clearance, electric metering, and substation maintenance and operations.

2007-08 Accomplishments **Goal Ref**

* Replaced three (3) 69-kv oil-filled breakers with three (3) gas operated breakers at Substation K. — 3
* Completed second phase of insulator replacements at Substation A to improve reliability problems caused by aged and cracked insulators. — 3
* Completed second phase of 69-kv switch replacements in Substation A to improve reliability problems caused by aged and deteriorated switches that continue to fail. — 3
* Completed the conversion of a 4-kv fed area to 13-kv to eliminate one 4-kv substation. — 3
* Converted overhead fed circuit along Bundschu Road (east and west of M-7 Hwy.) from 7200 V KCPL system to 13-kv fed IPL system. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Completed Construction Jobs	371	662	500	500
4-KV Conversion Miles Complete	.5	.5	1	.5
Services Installed	1,220	703	1,500	1,000
Rotation of Meters	6,288	3,513	5,000	5,200
Total Number of Trees Trimmed	7,545	8,344	7,500	7,500
Properties Trimmed	3,965	3,947	4,000	4,500
Street Lights Added	298	300	300	300
Yearly Continuity Percentage	99.99	99.99	99.00	98.90
Damage Claim Costs	7,343	10,992	7,500	8,500

2008-09 Objectives **Goal Ref**

* Contribute to IPL's effort to develop a Master Resource Plan by providing information and working with consultants. — 3
* Contribute to Engineering effort of fiber-optic communication process. — 3
* Improve security of IPL's facilities by recommending the installation of cameras, electronically-operated gates and perimeter alarms at key locations. — 3
* Complete repairs of wall and floor settling problem in IPL Service Center. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

2008-09 Objectives **Goal Ref**

* Continue with substation improvements to enhance reliability, avoid oil spills and update control equipment. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Apprentice Lineman-1st yr	.00	.00	1.00	4.00
Apprentice Lineman-2nd Yr	2.00	1.00	.00	3.00
Apprentice Lineman-3rd Yr	2.00	2.00	1.00	1.00
Apprentice Lineman-4th Yr	.00	1.00	3.00	.00
Inspector/Locator 1st Yr	1.00	.00	.00	.00
Inspector/Locator 2nd Yr	.00	1.00	.00	.00
Inspector/Locator 3rd Yr	1.00	1.00	2.00	2.00
Meter Records Clerk 3rd Yr	1.00	1.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Journeyman Lineman	25.00	25.00	25.00	22.00
Relay Technician	1.00	1.00	1.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Tree Trim Crew Ldr Wkg	1.00	1.00	.00	.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	.00	.00	1.00	1.00
Util Maint Wkr 1st 6 Mo	.00	1.00	.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	.00	1.00	.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	.00	.00	.00	1.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	1.00	1.00	1.00	1.00
Total	63.00	63.00	64.00	65.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	6,006,231	6,252,738	6,273,674	6,521,788

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	1,989,001	2,120,600	2,128,100	2,100,600
Supplies	172,048	265,250	212,750	265,250
Capital Outlay	776,900	197,000	242,000	217,000
Other Expenditures	0	0	0	0
Total	8,944,180	8,835,588	8,856,524	9,104,638

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2008-09 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

2007-08 Accomplishments	**Goal Ref**
* Completed construction of the new Substation R project.	3
* Completed construction of the new double-circuit 69-kV transmission line for Substation K to Substation R.	3
* Completed construction of the Substation I to Shrank Road Junction 69-kV transmission line rebuild.	3
* Completed transmission pole inspection program.	3
* Completed design of a Fiber Optic Network to the City facilities and Independence Public School District locations.	3
* Participated in the development and implementation of the Master Resource Plan identified in the objectives of Cost Center 6110. (See Cost Center 6110 - Administration - for details.)	3
* Completed the FEMA III project.	3
* Implemented the FEMA V project.	3
* Implemented the FEMA VI project.	3
* Completed 25% of the FEMA IV project.	3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Contracted Construction	439,014	1,514,377	1,500,000	1,700,000
Code 2 Job Orders (less than $25,000)	781,933	1,432,196	1,650,000	1,650,000
Code 4 Job Orders (more than $25,000)	585,780	2,853,084	1,800,000	2,200,000
Code 6 Job Orders (street lighting)	230,234	370,811	350,000	600,000
Code 7 Job Orders (private lighting)	34,902	56,340	25,000	35,000

2008-09 Objectives	**Goal Ref**
* Continue to provide design and construction work to insure system integrity and reliability. This objective includes all design and	3

2008-09 Objectives **Goal Ref**

engineering work necessary to maintain the IPL system from the Substation to the customer's meter on their house. This goal is on-going in nature.

* Start construction on a Fiber Optic Network to the City facilities and Independence Public School District locations. 3
* Implement the FEMA VII project. 3
* Implement the Omnibus Grant. 3
* Submit application for FEMA VII Grant. 3
* Complete 75% of the FEMA IV project. 3

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
District Planner 1st Yr	1.00	.00	.00	.00
District Planner 2nd Yr	.00	1.00	.00	.00
District Planner 3rd Yr	.00	.00	1.00	.00
District Planner 4th Yr	4.00	4.00	4.00	5.00
System Operator Trainee	.00	.00	1.00	.00
System Operator I	2.00	1.00	.00	1.00
System Operator II	1.00	2.00	3.00	2.00
System Operator III	.00	.00	.00	1.00
Senior System Operator	1.00	1.00	1.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Engineering Spec 1st-Year	1.00	1.00	.00	.00
Estimator 4th-6 Months	1.00	1.00	.00	.00
Dispatcher	5.00	5.00	5.00	4.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
Engineer I - PL	.00	.00	1.00	.00
Engineer II - P&L	5.00	3.00	3.00	3.00
Engineer III - PL	1.00	3.00	3.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	1.00	1.00	2.00	2.00
Eng Tech Supv - P & L	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Power Systems Dispatcher	1.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	.00	.00	.00	1.00
Compliance Training Coord	.00	.00	.00	1.00
Total	33.00	33.00	33.00	33.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2008-09 Operating Budget*
Cost Center: 6160 - Engineering *Fund: 20 - Power and Light Fund*

Program Costs

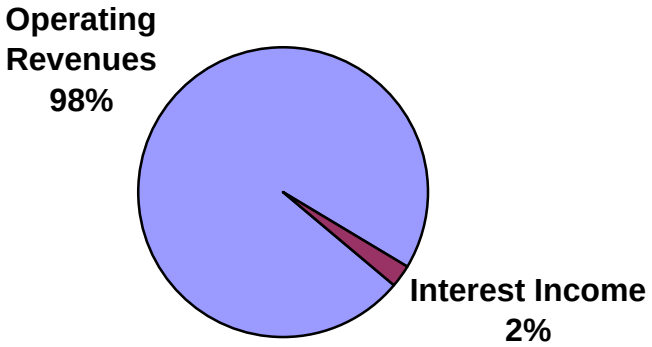
Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	2,571,392	2,973,587	2,997,006	3,154,661
Other Services & Charges	504,563	653,335	617,335	689,551
Supplies	33,414	44,700	45,700	69,750
Capital Outlay	200,848	52,800	87,800	72,300
Other Expenditures	0	0	0	0
Total	3,310,217	3,724,422	3,747,841	3,986,262

City of Independence, Missouri
2008-09 Operating Budget

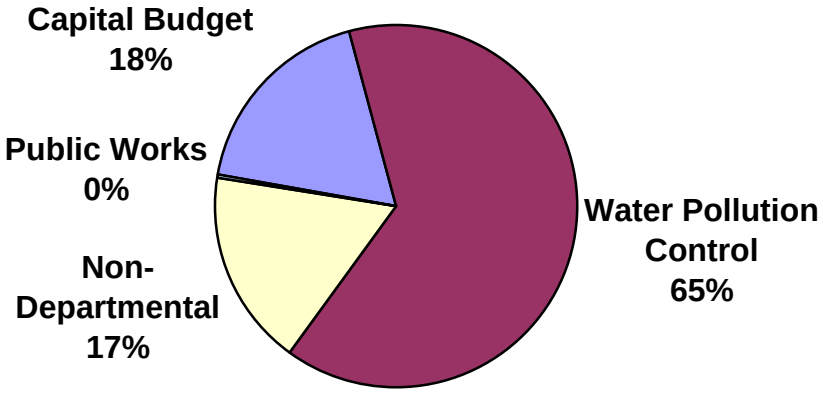
Capital Lease/Debt Service Requirements - Power and Light Fund

Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,620,000	$ 507,170	$ 1,500	$ 2,128,670
Revenue Bonds (Refunding):				
2003 Series (6236)	535,000	121,523	1,500	658,023
Total Power and Light Fund	$ 2,155,000	$ 628,693	$ 3,000	$ 2,786,693

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 15,058,694	$ 15,470,000	$ 15,792,000	97.6%	$ 322,000	2.1%
Interest Income	447,913	641,000	388,000	2.4%	(253,000)	-39.5%
Other Revenues	63,761	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 15,570,368	$ 16,111,000	$ 16,180,000	100.0%	$ 69,000	0.4%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit	105,357	105,357	105,357		-	0.0%
Total Sources		**$ 16,216,357**	**$ 16,285,357**		**$ 69,000**	**0.4%**
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	$ 10,824,454	$ 11,493,534	$ 11,777,560	64.1%	$ 284,026	2.5%
Public Works	70,010	70,180	71,759	0.4%	1,579	2.2%
Non-Departmental	4,043,336	3,125,742	3,208,016	17.4%	82,274	2.6%
Total Operating Budget	$ 14,937,800	$ 14,689,456	$ 15,057,335	81.9%	$ 367,879	2.5%
Capital Budget:						
Capital Projects	$ 3,192,554	$ 3,820,000	$ 3,330,000	18.1%	$ (490,000)	-12.8%
Total Uses		**$ 18,509,456**	**$ 18,387,335**	**100.0%**	**$ (122,121)**	**-0.7%**
Balance Available		**$ (2,293,099)**	**$ (2,101,978)**		**$ 191,121**	

City of Independence, Missouri
2008-09 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 2002-03 through 2007-08

Description	2002-03	2003-04	2004-05	2005-06	2006-07	Unaudited 2007-08
Net Income (Loss)						
Net Income (Loss)	$ 321,237	$ 3,098,218	$ 2,120,380	$ 2,519,708	$ 2,132,068	$ (33,656)
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	$ 321,237	$ 3,098,218	$ 2,120,380	$ 2,519,708	$ 2,132,068	$ (33,656)
Net Available Resources						
Net Available Resources-						
Total Current Assets	$11,036,992	$10,549,055	$11,902,754	$12,538,908	$12,521,195	$12,399,210
Less:						
Inventories	(59,378)	(49,379)	(68,560)	(58,450)	(63,445)	(74,738)
Current Liabilities	(1,908,245)	(1,059,833)	(1,012,770)	(998,033)	(1,015,595)	(1,174,744)
Carryover Capital Budget Appropriations	(5,028,542)	(2,819,913)	(3,391,611)	(4,838,623)	(7,219,621)	(8,288,894)
Carryover Outstanding Encumbrances	(65,301)	(178,766)	(312,273)	(176,676)	(1,904,106)	(2,073,801)
Add back:						
Compensated Absences	-	-	-	-	-	
Net Available Resources	$ 3,975,526	$ 6,441,164	$ 7,117,540	$ 6,467,126	$ 2,318,428	$ 787,033

Source: 2002-03 through 2006-07 - Comprehensive Annual Financial Report
2007-08 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Public Works	0.00	0.00	1.00	1.00	1.00	1.00
Water Pollution Control	72.00	69.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	12.00	12.00	12.00	12.00	12.00	12.00
Total	84.00	81.00	83.00	83.00	83.00	83.00

Utility Statistics

No. of Residential Customers	38,531	38,901	39,900	40,680	40,692	40,700
No. of Commercial Cust.	3,475	3,493	3,534	3,523	3,519	3,510
Wastewater Treated (million gallons)	3,830	2,939	3,032	2,348	2,654	2,208

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works		40,000	120,000	100,000	-16.7%
30-4010	Residential	9,584,113	9,930,000	9,902,000	10,009,000	1.1%
30-4110	Commercial Base	4,004,546	4,163,000	4,152,000	4,221,000	1.7%
30-4120	Commercial Surcharge	581,344	579,000	642,000	647,000	0.8%
30-4430	Contract Services	253,867	187,000	207,000	207,000	
30-4570	Intermunicipal Agreements	462,894	441,000	458,000	458,000	
30-4600	Other Operating Revenue	138,169	130,000	150,000	150,000	
30-4700	Change in Unbilled Revenue	33,761				
	Total Operating Revenue	15,058,694	15,470,000	15,631,000	15,792,000	1.0%
	Non-Operating Revenue					
30-3411	Interest Income	447,913	641,000	539,000	388,000	-28.0%
30-4900	Other Revenues, Net	63,761				
	Total Revenues	**$15,570,368**	**$16,111,000**	**$16,170,000**	**$16,180,000**	0.1%

CITY OF INDEPENDENCE, MISSOURI

2008-2009 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

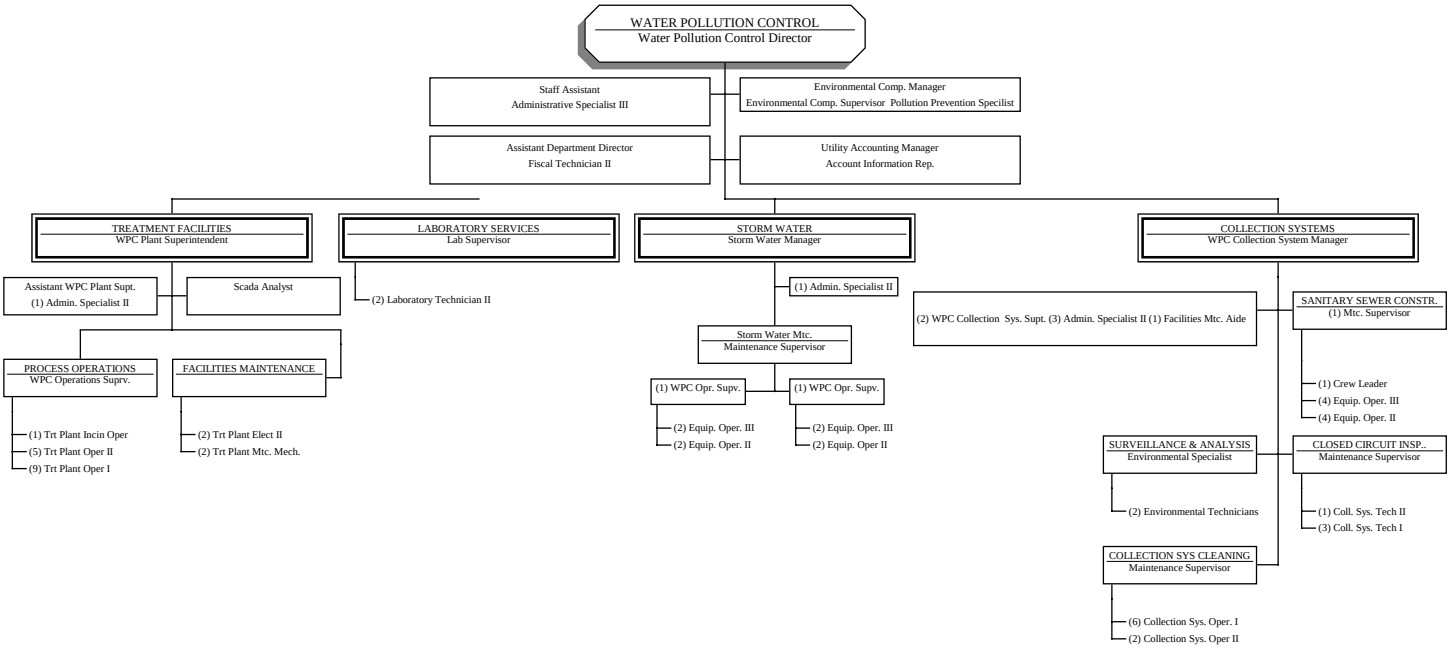
Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo. **	$35.39	$10.44	$0.6958/100 gallons > 1500
Raymore, Mo.	$34.84	none	$6.85/1,000 gallons
Raytown, Mo. **	$31.69	$14.00	$4.33/1000 gallons > 1000
Jackson County, Mo.	$31.66	$15.07	$2.44/100 cubic feet
Lee's Summit, Mo.	$31.48	$12.00	$3.83/1,000 gallons
Liberty, Mo.	$28.43	none	$5.59/1,000 gallons
Olathe, Ks.	$26.00	$3.90	$3.25/100 cubic feet
Sugar Creek, Mo.	$23.49	$9.76	$2.70/1000 gallons
Independence, Mo.	**$22.52**	**$9.60**	**$1.8996/100 cubic feet**
Kansas City, Ks. **	$21.49	$8.50	$1.91/100 cubic feet
Blue Springs, Mo.	$21.41	$6.20	$0.299/100 gallons
Kansas City, Mo. **	$20.13	$7.89	$1.80/100 cubic feet
Grandview, Mo.	$16.90	$5.62	$1.88/1000 gallons rounded

** The average bill is calculated using average water consumption of 680 cubic feet per month.*

*** Belton, Raytown, Kansas City, Kansas and Kansas City, Missouri rates are scheduled to increase between April and July, 2008. Amounts shown are rates effective February, 2008.*

Survey conducted in February, 2008

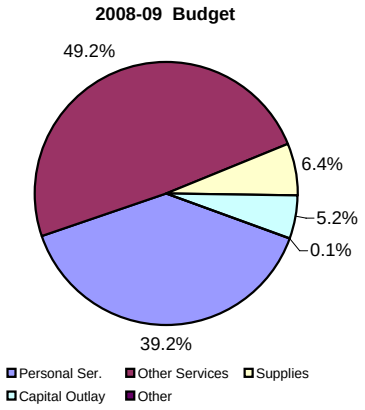
City of Independence, Missouri
Water Pollution Control



Water Pollution Cont

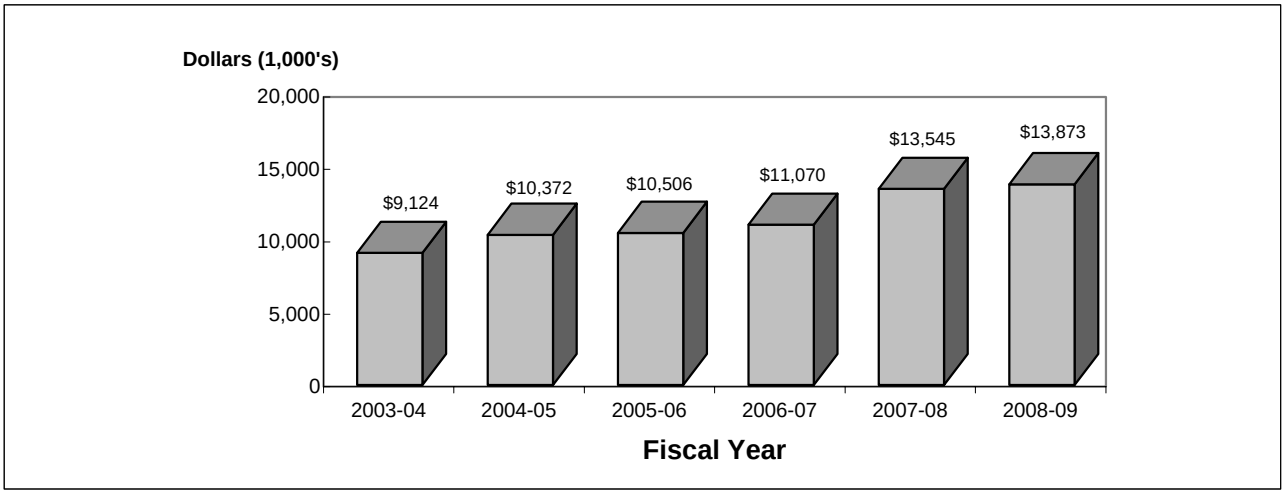
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 4,576,173	$ 5,219,129	$ 5,262,583	$ 5,435,231
Other Services	5,307,540	6,914,946	6,897,257	6,820,005
Supplies	685,981	814,942	820,129	893,066
Capital Outlay	500,596	586,387	598,889	714,887
Other	-	10,000	10,000	10,000
Total	$ 11,070,290	$ 13,545,404	$ 13,588,858	$ 13,873,189



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	81.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
General Fund	$ 295,013	$ 295,014	$ 295,509	$ 305,567	$ 295,013	$ 314,500
Storm Water Sales Ta	622,763	1,020,888	932,747	1,232,045	1,756,857	1,781,129
Sewer Fund	8,206,071	9,056,497	9,278,161	9,532,678	11,493,534	11,777,560
Total All Funds	$ 9,123,847	$ 10,372,399	$ 10,506,417	$ 11,070,290	$ 13,545,404	$ 13,873,189
Comparative Ratios:						
Per Capita	$ 79.51	$ 90.08	$ 90.93	$ 95.47	$ 116.41	$ 127.09
Per Household	$ 188.45	$ 213.49	$ 215.49	$ 226.27	$ 275.90	$ 298.73



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*

Department Description

The purpose of the Water Pollution Control Department is to protect public health from the spread of waterborne disease and to reduce and abate pollution for the protection of the aquatic environment. The Department operates and maintains the City's wastewater treatment facility, eleven pumping stations, 578 miles of sanitary sewer and approximately 300 miles of storm water sewer systems. The Department administers sewer service agreements with area jurisdictions, enforces the city, state and federal water pollution control regulations, and manages the billing for sewer use throughout the City's service area.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
5201 Administration	691,388	853,465	870,442	887,966
5210 Inter-Jurisdictional Agencies	3,489,464	3,697,500	3,697,500	4,046,500
5220 Treatment Facilities	2,906,635	3,626,815	3,633,461	3,416,544
5230 Collection System Maintenance	2,274,257	3,078,817	3,093,873	3,188,579
5240 Laboratory Services	170,934	236,937	239,855	237,971
5250 Storm Sewer Maintenance	305,567	295,013	296,870	314,500
5261 Storm Water Administration	151,743	309,067	309,067	322,590
5262 Storm Water Maintenance	933,683	1,275,590	1,275,590	1,208,214
5263 Storm Water Permit Compl.	146,619	172,200	172,200	250,325
Total	11,070,290	13,545,404	13,588,858	13,873,189

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*

Source of Funding

Sanitary Sewer Fund	9,532,678	11,493,534	11,535,131	11,777,560
General Fund	305,567	295,013	296,870	314,500
Storm Water Sales Tax Fund	1,232,045	1,756,857	1,756,857	1,781,129
Total	11,070,290	13,545,404	13,588,858	13,873,189

Key Budget Changes

* Water Pollution Control staff must negotiate the National Pollutant Discharge Permit for the Rock Creek Treatment Plant.
* Staff will implement improvements to reduce sanitary sewer overflows at five pump stations. Strategies for improvement include back-up generators for uninterrupted power and increased detention capabilities during rain events.
* Staff will evaluate and begin implementation of recommendations resulting from the system wide Utility Master Plan Study.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2007-08 Accomplishments **Goal Ref**

* The Department conducted the City's 10th annual household hazardous waste collection event. Waste products totaling 83,801 pounds from 544 vehicles, representing 688 households, were received. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Sanitary Sewer Customers (Residential)	40,680	40,692	40,700	40,800
Sanitary Sewer Customers (Commercial)	3,523	3,519	3,510	3,525
Compliance Inspections	193	150	200	150
Plan Reviews	180	188	175	150

2008-09 Objectives **Goal Ref**

* Staff will continue to monitor and participate in the state and federal rulemaking process. 1
* Staff will provide administrative support to the Storm Water Sales Tax Oversight Committee. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Account Information Rep	1.00	.00	.00	.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00
Environmental Compl Mgr	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Pollution Prevention Spec.	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	10.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	609,850	725,463	742,440	743,371
Other Services & Charges	69,266	103,902	103,902	120,495
Supplies	6,311	17,000	17,000	17,000
Capital Outlay	5,961	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	691,388	853,465	870,442	887,966

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5210 - Inter-Jurisdictional Agencies *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administration and funding for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District. Provides administration, public information and funding for the City's participation in the regional Household Hazardous Waste Program.

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Treatment Cost per Million Gallons Treated	$1,129	$824	$1,273	$1,137

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	3,489,464	3,697,500	3,697,500	4,046,500
Other Expenditures	0	0	0	0
Total	3,489,464	3,697,500	3,697,500	4,046,500

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2007-08 Accomplishments	**Goal Ref**
* Completed training of two back-up Operators for the operation of the Wet Air Oxidation process at the Rock Creek Treatment Plant.	1
* Designed, specified and completed the contract for the installation of the Rock Creek Pump Station Mechanical Chain and Rake Bar Screens.	1
* In-house staff completed the restoration of the telescoping valve system that regulates the return sludge operation at the Rock Creek Plant.	1
* The ten year restoration project for one belt filter sludge press was completed by in-house operators and maintenance staff.	1
* Installed back-up power generators at two pump stations to eliminate wastewater overflows due to power failure.	1
* Achieved compliance with 531 of 535 treated effluent permit limits and qualified for the National Association of Clean Water Agencies' Silver Award.	1
* Electrical improvements were completed and a stand-by generator was installed at the Rock Creek Pump Station to provide for main flow gate operation during power failures.	1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Wastewater Treated (Million Gallons)	2,348	2,654	2,208	2,501
Solids Removal Efficiency (%) (85% Required)	95.76	95.08	97.00	95.42
Oxygen Demand Removal (%) (85 % Required)	93.21	88.98	92.00	91.05
Solids Incinerated (Dry Tons)	1,434	1,303	1,281	1,369

Treatment Costs per Million Gallons Treated	$1,280	$1,131	$1,612	$1,442

2008-09 Objectives **Goal Ref**

* Obtain proposal and specifications for Sugar Creek Pump Station for new technology using an in-channel grinder to grind up debris in the influent. This will eliminate the labor intensive and potentially hazardous practice of manually loading screened debris for disposal. 1
* Design and installation of air cooling and ventilation improvements for the Rock Creek Treatment Plant. Design process will include the evaluation of water chilling technology for increased efficiency, reduced maintenance and environment friendly solution. 1
* Begin replacement process for the Steam Generator that heats the sludge stream in the Wet Air Oxidation Process (Zimpro) at the Rock Creek Treatment Plant. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	1.00	1.00	1.00	1.00
Data Systems Coord	1.00	1.00	.00	.00
Scada Analyst	.00	.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,487,772	1,611,280	1,617,926	1,679,454
Other Services & Charges	989,735	1,543,235	1,525,546	1,247,290
Supplies	359,876	404,200	404,200	444,200

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Capital Outlay	69,252	68,100	85,789	45,600
Other Expenditures	0	0	0	0
Total	2,906,635	3,626,815	3,633,461	3,416,544

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 578 miles (3 million feet) of sanitary sewer pipe and over 13,000 manholes. The division also provides for maintenance of 17 miles of Jackson County sanitary sewers. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment, mechanical rodding and sawing. The division's sanitary sewer systems repair crew corrects faulty sewer lines, manholes and also services laterals in easements and right-of-way areas. Surveillance and analysis of the sewer system is accomplished through the use of flow metering and sampling technology, and additional inspection is accomplished with closed circuit TV equipment, tracer dyes and smoke testing.

2007-08 Accomplishments **Goal Ref**

* Engineer design, bid out, contract to eliminate 1 pumping site. 4
* Held weekly safety meetings, also trained on confined space equipment. Attend Hazwhoper refresher classes. (900 contact hours for 31 employees.) 4
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe which resulted in over 41,500 linear feet of cured-in-place pipe. 1
* Repaired 57 right-of-way/easement customer service laterals. 1
* Continue the data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Customer Service Request Responses	1,022	1,145	1,100	1,100
Sewer Utility Identification Markings (Line Segments)	6	4	4	4
Dry weather overflows per million feet of pipe	~1.0	~6.67	~1.0	~4.0
Dry weather basement back-ups per 1,000 customers	~1.25	~1.43	~1.25	~1.25

2008-09 Objectives **Goal Ref**

* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2008-09 Objectives	**Goal Ref**
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, utilizing trenchless technology where practical and cost effective, to extend the life of the sewer system and reduce infiltration.	1
* Administer a program to seal sanitary sewer manholes in targeted neighborhood's to extend the asset life and reduce inflow and infiltration of ground water and surface water.	1
* Conduct visitations to septic tank neighborhoods to investigate areas for possible placement of Sanitary Sewer Lines.	1
* To provide an initial response to our customers' inquiries within 24 hours of receipt.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	1.00	1.00	2.00	2.00
WPC Collection Sys Manager	.00	.00	1.00	1.00
Environmental Tech I	2.00	2.00	2.00	2.00
Asst Coll Sys Supt	2.00	2.00	.00	.00
Collection Sys Operator I	6.00	6.00	6.00	6.00
Coll Sys Oper II	2.00	2.00	2.00	2.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	2.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	33.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,686,759	1,933,817	1,948,873	2,018,079
Other Services & Charges	253,670	710,750	710,750	451,250
Supplies	193,287	186,250	186,250	236,250
Capital Outlay	140,541	248,000	248,000	483,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Expenditures	0	0	0	0
Total	2,274,257	3,078,817	3,093,873	3,188,579

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2007-08 Accomplishments **Goal Ref**

* Achieved 100% accuracy in the Environmental Protection Agency's National Quality Assurance Program for laboratories by correctly analyzing and quantifying pollutants in unknown samples. 1
* Published revised Laboratory Procedure Manual to describe and codify all current analytical methods. 1
* Completed E. coli study of wastewater plant influent and effluent to determine average removal efficiency and effect of rain events on E. coli population. 1
* Studied and adopted new analytical methods for ammonia and chemical oxygen demand resulting in improved accuracy and resource efficiency (time & materials). 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Samples Received	7,711	7,429	7,800	7,600
Treatment Operations Analyses	19,208	24,621	19,500	25,000
Industrial Discharge Analyses	1,114	981	1,100	1,000
Quality Assurance Analyses	3,340	3,640	3,500	3,700

2008-09 Objectives **Goal Ref**

* Prepare Storm Water Sampling & Analytical Methods Manual for treatment plant operators for use during rain events. 1
* Perform needs assessment of laboratory design. Evaluate floor plan and bench space relative to current testing requirements. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Treat Plant Lab Tech	2.00	.00	.00	.00
Laboratory Tech II	.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	131,019	189,477	192,395	190,011
Other Services & Charges	26,622	31,360	31,360	31,860
Supplies	8,042	16,100	16,100	16,100
Capital Outlay	5,251	0	0	0
Other Expenditures	0	0	0	0
Total	170,934	236,937	239,855	237,971

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Description

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 300 miles (1.58 million feet) of storm sewer and approximately 12,000 structures. Maintenance of the system involves the use of construction and repair equipment, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the Department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them.

2007-08 Accomplishments **Goal Ref**

* Continued the evaluation, design, and construction of selected storm drainage systems. 1
  Project that the following will be accomplished this FY:
  >350 feet of storm sewers will be constructed.
* Continued efforts to repair and maintain storm water systems. 1
  Project that the following will be accomplished this FY:
  Respond to >150 customer service requests
  Complete >186 repair projects
  Reset >50 storm structure lids
* Achieved over 113 man hours of employee training and development in maintenance, calibration, & use of personal protective gas monitors; hazardous materials operation; confined space entry; and, other employee development topics. 4
* Performed engineering evaluations on selected storm drainage systems. 1
* Completed 4 large repair projects to the storm drainage system to prevent flooding in homes & to improve public safety. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Repair Projects	216	190	208	208
Repair & Maintenance Team Uptime	~92%	~97%	~92%	~92%

2008-09 Objectives **Goal Ref**

* Continue to evaluate, design, and construct selected storm water drainage systems. 1
* Continue escalated efforts to repair and maintain storm water systems. 1
* To provide an initial response to our customers' inquiries within 24 hours of receipt. 4

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	286,343	293,223	295,080	314,500
Other Services & Charges	8,402	0	0	0
Supplies	10,822	1,790	1,790	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	305,567	295,013	296,870	314,500

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2007-08 Accomplishments	**Goal Ref**
* Investigated residents' storm water concerns and performed planning & engineering evaluations as needed. 1st Public Meeting held for 7 new Capital Improvement Projects and 5 new watershed studies Preliminary Engineering Studies completed for 6 new projects	1
* Administered, coordinated, and evaluated engineering consultants' design progress on storm drainage CIP projects. Total of 27 Capital Improvement Projects and 5 Watershed Studies are currently in various stages of progression.	1
* Advanced Geographic Information Systems (GIS) and Computer Maintenance Management System (CMMS) initiative. Continuing the data capture of storm water infrastructure for inclusion in our GIS database which is being utilized in our integrated CMMS software.	1
* Coordinated native plantings of 5 selected Regional Storm Water Detention Basins.	1

2008-09 Objectives	**Goal Ref**
* Investigate residents storm water concerns and perform planning and engineering evaluations as needed.	1
* Administer, coordinate, and evaluate engineering consultants' design progress on storm drainage improvements (CIP) projects.	1
* Continue to implement the integration of Geographic Information Systems (GIS) and Computerized Maintenance Management System (CMMS).	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	55,967	112,267	112,267	119,590
Other Services & Charges	82,387	177,200	177,200	183,400
Supplies	6,136	10,300	10,300	10,300
Capital Outlay	7,253	5,000	5,000	5,000
Other Expenditures	0	4,300	4,300	4,300
Total	151,743	309,067	309,067	322,590

Description

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

2007-08 Accomplishments **Goal Ref**

* Continued preventative maintenance and inspection activities on storm water structures and drainage basins. 1
  Project that the following will be accomplished this FY:
  Inspect >14,000 storm structures
  Clean >8,000 storm structures
  Clean >84,000 linear feet of storm sewer pipe
* Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
* Continued installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1
  696 linear feet of storm sewer pipes have been rehabilitated with Cured-In-Place Pipe (CIPP) using Trenchless Technology this FY.
* Achieved over 199 man hours of employee training and development in job related matters of maintenance, use of personal gas monitors, hazardous materials, and confined space entry procedures. 4

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Storm Water Structures Cleaned	7,232	5,849	8,000	8,000
Storm Water Structures Inspected	16,146	15,810	14,000	14,000
Repair & Maintenance Team Uptime	~91%	~97%	~91%	~92%

2008-09 Objectives **Goal Ref**

* Continue the escalated preventative maintenance and inspection activities on storm water structures and drainage basins. 1
* Continue the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
* Continue installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1
* Continue to fulfill the promise made to voters of the 1/4-cent Sales Tax Issue, to double Storm Water maintenance & repair activities. 1
* To provide an initial response to our customers' inquiries within 24 hours of receipt. 4

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	318,463	353,602	353,602	370,226
Other Services & Charges	241,394	485,799	485,799	495,885
Supplies	101,488	172,302	177,489	162,216
Capital Outlay	272,338	258,187	253,000	174,187
Other Expenditures	0	5,700	5,700	5,700
Total	933,683	1,275,590	1,275,590	1,208,214

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2008-09 Operating Budget*
Cost Center: 5263 - Storm Water Permit Compl. *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

Program Costs

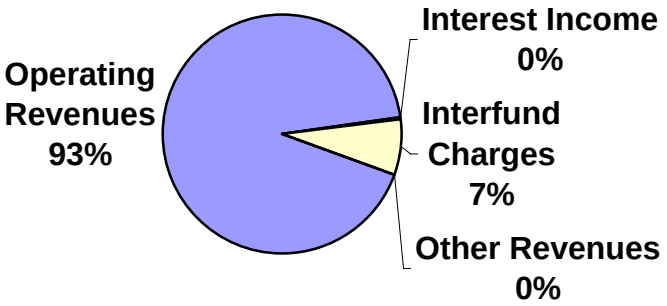
Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Other Services & Charges	146,600	165,200	165,200	243,325
Supplies	19	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,619	172,200	172,200	250,325

City of Independence, Missouri
2008-09 Operating Budget

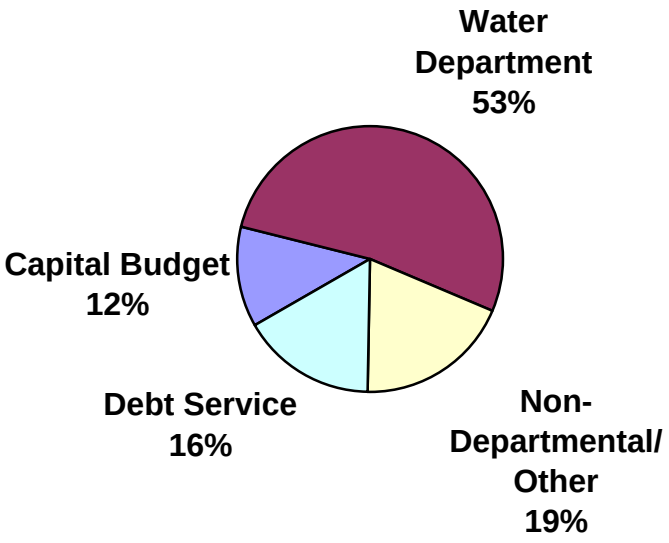
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9757	Trenchless Technology	Sanitary Sewer Fund	$ 2,000,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
70300701	Sinnott Circle	Sanitary Sewer Fund	275,000
70300702	17th Street, Menown to Blue Ridge	Sanitary Sewer Fund	275,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70300802	Flooring and Restroom Renovation	Sanitary Sewer Fund	70,000
	Subtotal		$ 3,070,000
	Treatment Plant Projects-		
70300505	Plant and Pump Station Improvements	Sanitary Sewer Fund	$ 150,000
70300803	Steam Generator Replacement	Sanitary Sewer Fund	110,000
	Subtotal		$ 260,000
	Fund Total		$ 3,330,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Apdopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 17,894,880	$ 17,669,000	$ 19,169,510	92.2%	$ 1,500,510	8.5%
Interest Income	407,449	438,000	99,900	0.5%	(338,100)	-77.2%
Interfund Charges	1,301,946	1,332,300	1,531,300	7.4%	199,000	14.9%
Other Revenues	(506,733)	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 19,097,542	$ 19,439,300	$ 20,800,710	100.0%	$ 1,361,410	7.0%
Transfers from Other Funds-						
Total Sources		**$ 19,439,300**	**$ 20,800,710**		**$ 1,361,410**	**7.0%**
Use of Budget Dollars						
Operating Budget:						
Finance	$ 51,259	$ 49,644	$ 39,863	0.2%	$ (9,781)	-19.7%
Water Department	11,733,601	12,496,190	13,265,934	52.3%	769,744	6.2%
Non-Departmental	4,015,973	4,664,006	4,787,724	18.9%	123,718	2.7%
Debt Service	4,054,033	3,993,091	4,155,459	16.4%	162,368	4.1%
Total Operating Budget	$ 19,854,866	$ 21,202,931	$ 22,248,980	87.7%	$ 1,046,049	4.9%
Capital Budget:						
Capital Projects	$ 3,381,796	$ 2,591,000	$ 3,106,000	12.3%	$ 2,261,000	87.3%
Total Uses		**$ 23,793,931**	**$ 25,354,980**	**100.0%**	**$ 3,307,049**	**13.9%**
Balance Available		**$ (4,354,631)**	**$ (4,554,270)**		**$ (1,945,639)**	

City of Independence, Missouri
2008-09 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 2002-03 through 2007-08

Description	2002-03	2003-04	2004-05	2005-06	2006-07	Unaudited 2007-08
Net Income (Loss)						
Net Income (Loss)	$ 1,826,149	$ 3,648,218	$ 2,099,100	$ 2,149,346	$ 1,126,488	$ 591,377
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	$ 1,826,149	$ 3,648,218	$ 2,099,100	$ 2,149,346	$ 1,126,488	$ 591,377
Net Available Resources						
Net Available Resources-						
Total Current Assets	$23,936,409	$25,230,846	$17,836,778	$14,531,196	$10,279,003	$ 5,489,949
Less:						
Inventories	(673,115)	(557,395)	(624,258)	(616,657)	(594,830)	(609,974)
Current Liabilities	(1,908,245)	(5,214,011)	(5,345,081)	(4,832,211)	(4,705,035)	(4,817,319)
Carryover Capital Budget Appropriations	(29,209,815)	(15,336,141)	(9,388,889)	(6,553,799)	(4,891,299)	(8,010,643)
Carryover Outstanding Encumbrances	(199,681)	(262,960)	(378,752)	(253,463)	(920,854)	(2,165,381)
Add back:						
Compensated Absences	-	-	-	-	-	
Net Available Resources	$ (8,054,447)	$ 3,860,339	$ 2,099,798	$ 2,275,066	$ (833,015)	$ (10,113,368)

Source: 2002-03 through 2006-07 - Comprehensive Annual Financial Report
2007-08 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
City Manager	1.50	1.50	0.00	0.00	0.00	0.00
Finance	0.00	0.00	1.00	0.85	0.85	0.85
Water	97.48	97.48	97.48	98.48	97.65	101.65
Total	98.98	98.98	98.48	99.33	98.50	102.50

Utility Statistics

No. of Residential Customers	43,606	43,985	44,490	44,742	44,836	44,920
No. of Commercial Cust.	2,883	2,933	2,971	3,027	3,067	3,110
No. of Other Customers	384	406	431	441	441	470
Water Pumped (million gallons)	10,457	11,006	10,582	10,837	10,853	11,041
Water Sold (million gallons)	9,077	9,641	9,266	9,266	9,395	9,605

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Water Fund					
	Operating Revenue					
40-4010	Residential Sales	8,657,593	9,000,000	9,500,000	10,345,500	8.9%
40-4110	Commercial Sales	2,347,234	2,400,000	2,800,000	2,926,000	4.5%
40-4130	Industrial Sales	367,863	350,000	325,000	365,750	12.5%
40-4400	Public Authority Sales	228,957	235,000	250,000	271,700	8.7%
40-4410	Private Fire Protection	66,559	69,000	69,000	71,060	3.0%
40-4420	Public Fire Protection	641,549	640,000	600,000	620,000	3.3%
40-4550	Sales for Resale	5,232,779	4,700,000	4,500,000	4,294,500	-4.6%
40-4600	Other Operating Revenue	352,346	275,000	260,000	275,000	5.8%
40-4700	Change in Unbilled Revenue	-150,474				
	Total Operating Revenue	17,744,406	17,669,000	18,304,000	19,169,510	4.7%
40-3421	Interfund Charges	1,301,946	1,332,300	1,332,300	1,531,300	14.9%
40-3411	Interest Income	407,449	438,000	213,500	99,900	-53.2%
40-3440	Other Revenues, Net	-506,733				
	Total Revenues	**$18,947,068**	**$19,439,300**	**$19,849,800**	**$20,800,710**	4.8%

City of Independence, Missouri
2008-09 Operating Budget

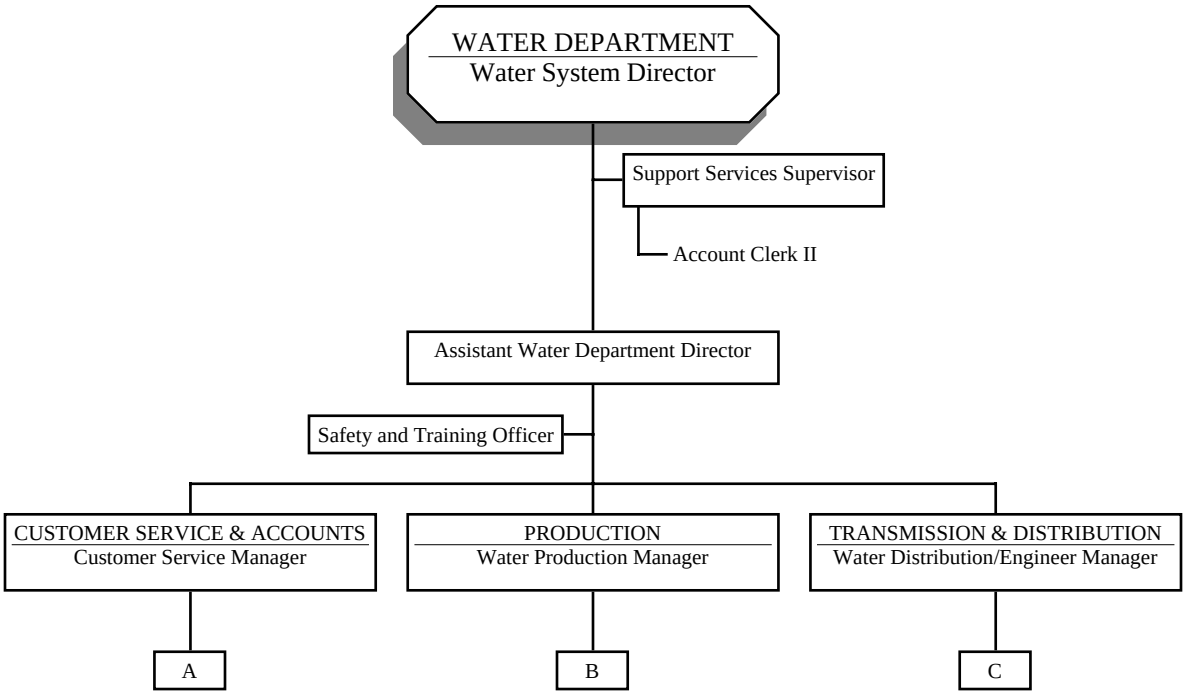
Average Bill/Rate Comparison - Water Fund

City	Average Bill *
Sugar Creek, MO	$ 15.58
North Kansas City, MO	15.63
Independence, MO	**18.32**
Olathe, KS	20.55
Blue Springs, MO	21.51
Kansas City, MO	21.98
Lee's Summit, MO	22.39
Liberty, MO	24.47
Leawood, KS	25.87
Raymore, MO	29.60
Grandview, MO	29.87
Raytown, MO	38.56
Kansas City, KS	39.23
Belton, MO	42.05

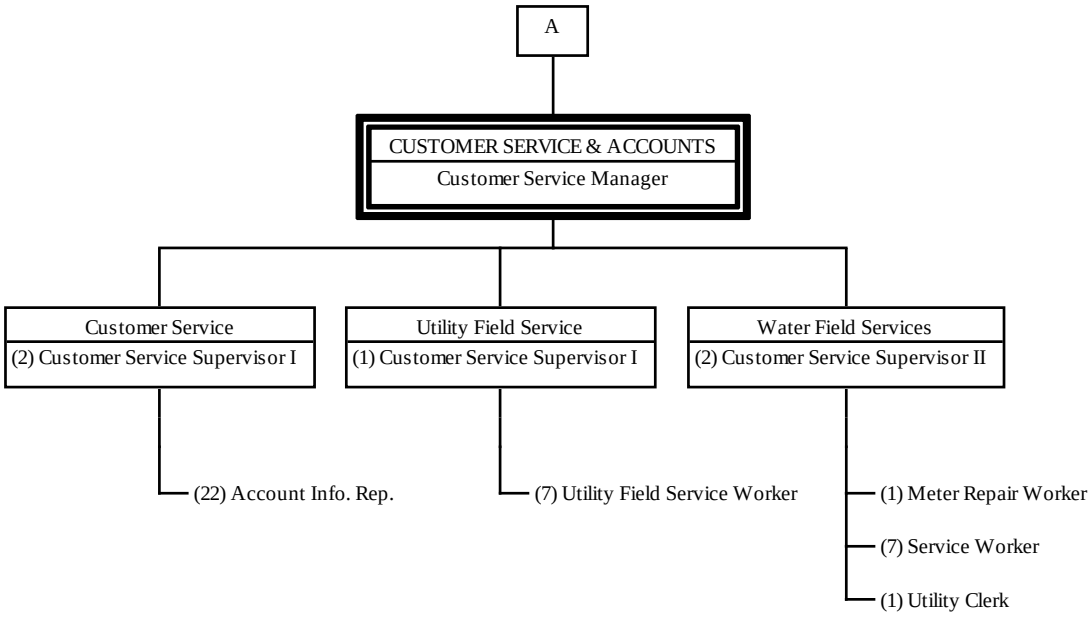
* The average bill is calculated using an average water consumption amount of 5,984 gallons per month (8 ccf)

Note: Survey conducted in March 2008

City of Independence, Missouri
Water Department



City of Independence, Missouri
Water Department



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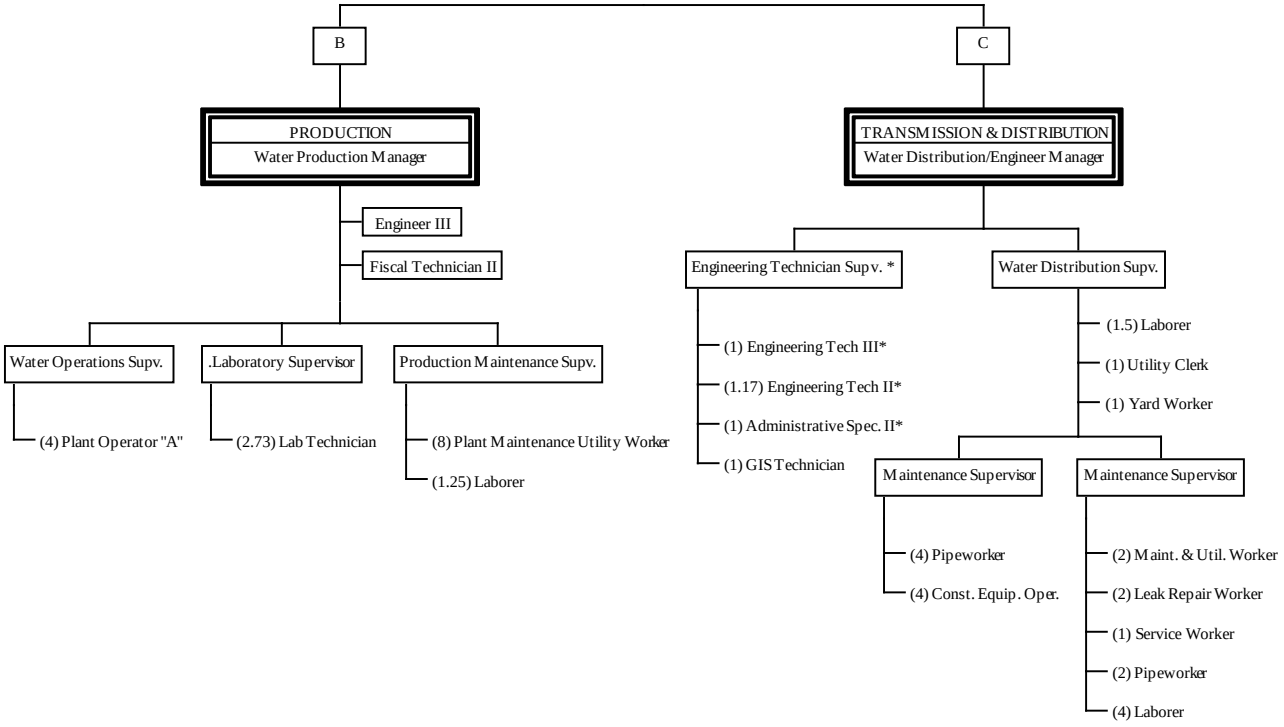
City of Independence, Missouri
Water Department

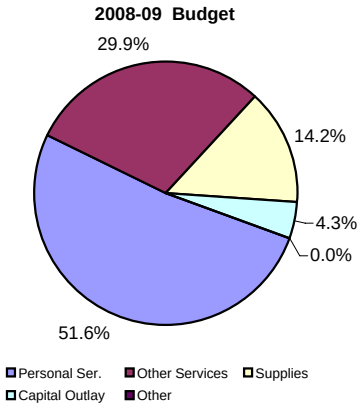


* These Employees are funded 4810 - Administration

Water

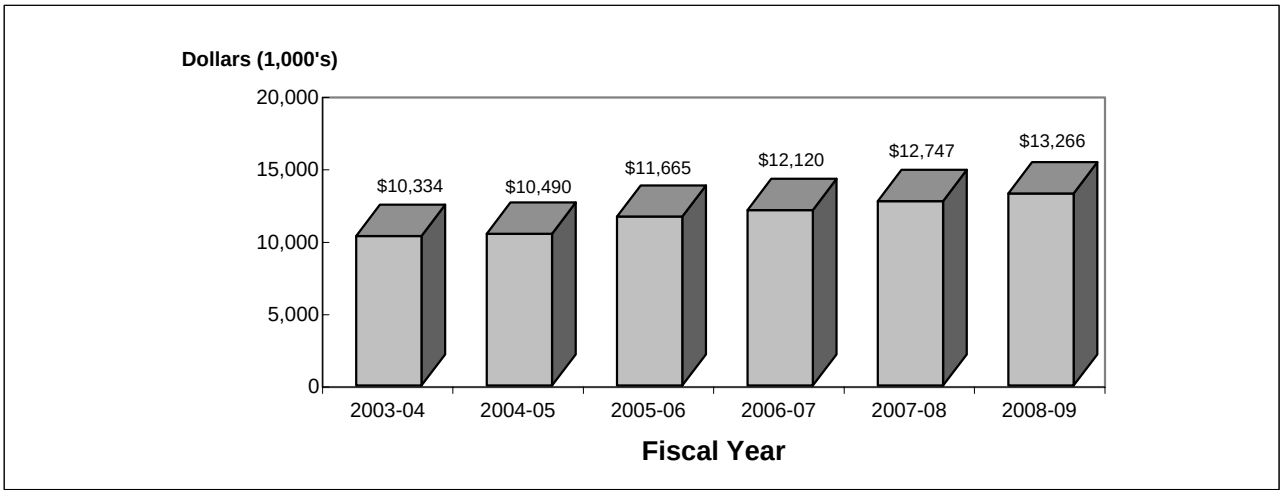
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 6,109,258	$ 6,323,608	$ 6,368,050	$ 6,842,281
Other Services	3,771,083	3,982,973	4,008,413	3,964,463
Supplies	1,683,528	1,884,277	1,871,077	1,887,640
Capital Outlay	556,032	556,403	553,603	571,550
Other	-	-	-	-
Total	$ 12,119,901	$ 12,747,261	$ 12,801,143	$ 13,265,934



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	97.48	97.48	98.48	97.65	98.65	101.65
Amount by Fund:						
Water Fund	$ 10,333,833	$ 10,490,150	$ 11,665,015	$ 12,119,901	$ 12,747,261	$ 13,265,934
Total All Funds	$ 10,333,833	$ 10,490,150	$ 11,665,015	$ 12,119,901	$ 12,747,261	$ 13,265,934
Comparative Ratios:						
Per Capita	$ 90.06	$ 91.10	$ 100.95	$ 104.52	$ 109.55	$ 121.53
Per Household	$ 213.44	$ 215.91	$ 239.26	$ 247.72	$ 259.64	$ 285.65



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2008-09 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 48,371 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 738 miles of main, more than 4,584 fire hydrants, 40 wells,and the Courtney Bend Water Treatment Plant. The department has four general functions: Administration, charged with the overall operation and reporting of the department; Customer Service, responsible for meter service, billing, collection, and customer inquiry; Production, for water treatment, water quality,and pumping: and Transmission and Distribution, for construction and maintenance of the distribution system which conveys the water to the customers. The department is obligated to meet the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	97.00	96.73	97.73	100.00
Part Time Positions	1.48	.92	.92	1.65
Total	98.48	97.65	98.65	101.65

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	962,185	1,040,004	1,062,875	1,062,914
4821 Water Field Service	982,204	995,676	997,907	1,040,142
4822 Customer Service	1,715,629	1,845,610	1,851,076	1,912,032
4823 Utility Field Service	440,460	450,390	452,684	731,830
4830 Production	4,732,421	5,088,842	5,102,247	5,120,899
4840 Transmission & Distribution	3,287,002	3,326,739	3,334,354	3,398,117
Total	12,119,901	12,747,261	12,801,143	13,265,934

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2008-09 Operating Budget*

Source of Funding

Water Fund	12,119,901	12,747,261	12,801,143	13,265,934
Total	12,119,901	12,747,261	12,801,143	13,265,934

Key Budget Changes

* Three employees from the Power & Light Department were transferred to the Water Department, Utility Field Service Division. This is a table of organization change only. All employees will continue to work under the current work agreement.
* The water department will install four miles of water mains in areas of eastern Independence that currently have residents but no water mains. This will increase fire protection and make water available for existing residents.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2008-09 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within Administration are: Special projects, Fiscal Management, Safety, and management of the Customer Service, Production, and Transmission and Distribution areas.

2007-08 Accomplishments — **Goal Ref**

* Provided GIS laptops and laptop training to nine field personnel. The individuals can use the laptops to help determine location of mains, size of mains, service line and customer information. This is Phase 2 of a three phase project to go paperless in the department's mapping system. — 1
* All water mains that were installed by private contractors and developers were inspected to assure the installation and materials met City specifications, and the mains flushed and sampled to assure all water quality standards were met. No mains were placed in service until all requirements were met. — 1
* Survey contracts were awarded and construction plans prepared for two miles of water main extensions in eastern Independence. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Number of customers	48,210	48,358	48,800	49,100
Revenue (Avg. Residential)	$15.68	$15.96	$16.00	$18.32
Gallons of water sold (Avg. Res.)	6,170	6,060	6,500	6,200
Percentage of water pumped that was sold to customers	88%	87%	88%	88%

2008-09 Objectives — **Goal Ref**

* Complete the remainder of necessary surveying and engineering plans for water main extensions in eastern Independence in order to increase fire protection and make water available for existing residents. — 1
* Complete GIS training for field personnel and equip with notebook computers. Upon completion of this training, field plat books will no longer be updated by the engineering staff and the switch to paperless mapping will be complete. — 1

City of Independence
Detail Program Summary

Department: 4800 - Water — *2008-09 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Tech II	2.00	1.17	1.17	1.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	.00	1.00	1.00	1.00
Staff Assistant	1.00	.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Support Services Supervisor	.00	1.00	1.00	1.00
Total	10.00	10.17	10.17	10.17

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	581,062	583,641	597,072	609,023
Other Services & Charges	328,022	363,838	367,278	385,261
Supplies	26,998	24,325	30,125	27,880
Capital Outlay	26,103	68,200	68,400	40,750
Other Expenditures	0	0	0	0
Total	962,185	1,040,004	1,062,875	1,062,914

City of Independence
Detail Program Summary

Department: 4800 - Water | *2008-09 Operating Budget*
Cost Center: 4821 - Water Field Service | *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 48,371 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2007-08 Accomplishments — **Goal Ref**

* Completed over 4100 citizen initiated service requests related to billing, service lines, pressure and leaks. — 1
* Introduced "magnetic style" water meters to replace mechanical meters in high volume applications. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Water taps installed	435	288	500	300
Number of meters replaced	3,818	3,712	3,500	3,700

2008-09 Objectives — **Goal Ref**

* Installation of magnetic style water meters to replace mechanical meters in high volume applications. — 1
* Certify meter testing procedures in accordance to the American Water Works Association (AWWA) standards as described in their manual M6 by December 2008. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Meter Repair Worker - Water	1.00	1.00	1.00	1.00
Service Worker	7.00	7.00	7.00	7.00
Customer Service Supvr II	1.00	1.00	1.00	1.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4800 - Water *2008-09 Operating Budget*
Cost Center: 4821 - Water Field Service *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	683,846	677,376	679,607	718,542
Other Services & Charges	55,012	76,300	74,800	76,300
Supplies	31,747	27,000	28,500	33,500
Capital Outlay	211,599	215,000	215,000	211,800
Other Expenditures	0	0	0	0
Total	982,204	995,676	997,907	1,040,142

City of Independence
Detail Program Summary

Department: 4800 - Water | *2008-09 Operating Budget*
Cost Center: 4822 - Customer Service | *Fund: 40 - Water Fund*

Description

The Customer Service Division's core responsibility is to service the citizens of the City with integrity, respect,and humility; whereby using sound judgement, listening,and responding in a positive manner. Setting up new utility service, transferring existing service,and processing payments for City utilities by phone or face to face. Handling citizen calls regarding general city wide information.

2007-08 Accomplishments — **Goal Ref**

* Initiated new bill payment option of E-checks. — 1
* Hired a bilingual speaking account information representative. — 1
* Handled 173,300 citizen telephone calls which represents a 7.3% increase from 2005-2006 year. — 1
* Instituted new Combined Utility Customer Service Rules and Regulations. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Average time to answer calls	91 SECS	115 SECS	70 SECS	100 SECS
Average percentage of abandoned calls	10.8%	11.1%	9.0%	10.0%

2008-09 Objectives — **Goal Ref**

* Provide 10 customer service training sessions by June 2009. — 1
* Promote bill payment options by use of City 7 and the City Scene. — 1
* Initiate a Spanish language option on the IVR bill payment program by June 2009. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Account Information Rep	19.00	21.00	22.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	.00	2.00	2.00	2.00
Customer Service Supvr II	1.00	.00	.00	.00
Total	21.00	24.00	25.00	25.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2008-09 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,241,797	1,324,835	1,330,301	1,371,105
Other Services & Charges	410,032	470,635	470,635	513,702
Supplies	28,088	35,590	38,590	27,225
Capital Outlay	35,712	14,550	11,550	0
Other Expenditures	0	0	0	0
Total	1,715,629	1,845,610	1,851,076	1,912,032

City of Independence
Detail Program Summary

Department: 4800 - Water *2008-09 Operating Budget*
Cost Center: 4823 - Utility Field Service *Fund: 40 - Water Fund*

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts, and reading meters for customer transfers.

2007-08 Accomplishments **Goal Ref**

* Achieved a 40% increase in amount of delinquent accounts handled per day from previous year. 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Average number of delinquent accounts completed daily	52	74	60	70
Average number of disconnects and connections completed each day	140	135	145	140

2008-09 Objectives **Goal Ref**

* Design a pamphlet for those customers requiring repairs to their water service line that explains, in layman's terms, the components and workings of the water service line from the water main to their house. This will include an explanation of which portions belong to the City and which belong to the customer. It will be ready to hand out by December 2008. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Util Field Service Wkr	.00	.00	.00	3.00
Utility Field Serv Wkr	3.00	4.00	4.00	4.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	4.00	5.00	5.00	8.00

City of Independence
Detail Program Summary

Department: 4800 - Water *2008-09 Operating Budget*
Cost Center: 4823 - Utility Field Service *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	404,669	422,075	423,869	691,445
Other Services & Charges	735	3,750	4,250	3,650
Supplies	8,216	8,112	8,112	8,735
Capital Outlay	26,840	16,453	16,453	28,000
Other Expenditures	0	0	0	0
Total	440,460	450,390	452,684	731,830

City of Independence
Detail Program Summary

Department: 4800 - Water | *2008-09 Operating Budget*
Cost Center: 4830 - Production | *Fund: 40 - Water Fund*

Description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The department is obligated to meet the requirements of the Safe Drinking Water Act and all standards of the Missouri Department of Natural resources. Test results show that the water quality meets or exceeds all federal and state regulations.

2007-08 Accomplishments — **Goal Ref**

* Analyzed over 1,500 bacteriological samples from various locations within the distribution system. All samples tested negative for coliform bacteria, indicating that no contamination had occurred in the water distribution system. — 1
* Hosted a program on the importance of keeping the groundwater safe and provided tours of the water treatment facility to 5th grade students. All thirteen Independence Schools attended the event plus one Lee's Summit School. Over 900 students attended this event. — 1
* In accordance with new regulations, samples were collected for cryptosporidium, total trihalomethanes and haloacetic acids. All sample results were within acceptable ranges. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Thousands of gallons pumped	10,837,401	10,852,778	10,900,000	10,950,000
Average number of distribution samples taken each month	126	125	125	125
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

2008-09 Objectives — **Goal Ref**

* Collect and analyze 100 distribution samples per month to determine bacteriological quality. The presence of coliform bacteria in water samples indicates that contamination may have occurred. The Missouri Department of Natural Resources requires that 95% of samples test negative for coliform bacteria. — 1
* Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe. By teaching the students about the hazards of pollution, we believe they will share their experience with others and remember some basic concepts. — 1

City of Independence
Detail Program Summary

Department: 4800 - Water | *2008-09 Operating Budget*
Cost Center: 4830 - Production | *Fund: 40 - Water Fund*

2008-09 Objectives | **Goal Ref**

* Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different parameters of water, from clarity to allowable limits of certain chemicals in water. Our goal is to meet and/or exceed all water quality regulations. — 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Plant Operator "A"	4.00	4.00	4.00	4.00
Maintenance & Utility Worker	.00	1.00	.00	.00
Maintenance & Utility Wkr	8.00	7.00	8.00	.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	.00	.00	.00	8.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer III	1.00	1.00	1.00	1.00
Laboratory Tech II	1.00	.73	1.00	.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	1.73	2.00	1.73	2.73
Water Operations Supvr	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Production Maint Supvr	1.00	1.00	1.00	1.00
Total	21.98	21.98	21.98	21.98

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,435,756	1,500,142	1,513,547	1,533,674
Other Services & Charges	2,283,243	2,329,850	2,331,850	2,297,650
Supplies	958,716	1,192,650	1,190,650	1,174,475
Capital Outlay	54,706	66,200	66,200	115,100
Other Expenditures	0	0	0	0
Total	4,732,421	5,088,842	5,102,247	5,120,899

City of Independence
Detail Program Summary

Department: 4800 - Water *2008-09 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Description

The Transmission and Distribution Division is responsible for engineering, construction, and maintenance of the transmission and distribution system that conveys water to the customers. Pipeline construction is performed to water department engineering standards that exceed the Missouri Department of Natural Resources requirements. Maintenance is performed on 738 miles of main and more than 4,584 fire hydrants.

2007-08 Accomplishments **Goal Ref**

* Over 2.5 miles of water main 2 inch or smaller in diameter was removed from service in the northwestern portion of Independence. New water mains 6 inch or larger in diameter were installed thereby improving fire protection to the area. — 1
* All fire hydrants in the distribution system were inspected to assure each was in proper working order. Inspections included a pressure check, removing all hydrant caps and lubricating the threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. — 1
* One-fourth of all public fire hydrants were painted and any obstructions removed to assure Fire Department personnel has easy visual view of the hydrant. — 1

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
Main breaks	241	271	240	240
Service lines repaired	85	81	90	90
Fire hydrants tested/inspected	3,048	4,317	4,500	4,650
Fire hydrants painted	2,528	1,335	1,125	1,300
Main breaks per mile of main per year	.33	.37	.32	.32
Miles of main installed in Eastern Independence	N/A	N/A	N/A	4
Annual operation/maintenance cost per mile of main	$4,013.51	$3,812.37	$4,054.00	$4,054.00
Operations and maintenance cost per customer account per year	$60.61	$57.60	$61.00	$61.00

2008-09 Objectives **Goal Ref**

* To install four (4) miles of water mains in areas of eastern Independence that currently have residents but no water mains as — 1

2008-09 Objectives **Goal Ref**

Phase 2 of a three phase project. 80% of the project will be completed at the end of Phase 2, leaving two (2) miles to be installed the next fiscal year.

* Perform physical inspections on every public fire hydrant in the distribution system. Inspections will include pressure checks, removing all hydrant caps, lubricating hydrant cap threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. The hydrant valve will also be checked to assure accessibility. 1

* To paint 25% of all public fire hydrants, based on a four year maintenance cycle, in accordance with the American Water Works Association's recommended practices. Any loose paint will be removed from each hydrant prior to painting and then will be painted black and orange to show the hydrant has a flow rate of a least 500 psi. Obstructions will also be removed from around the hydrant to assure Fire Department personnel have easy visual view of the fire hydrant. 1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Maintenance & Utility Wkr	2.00	2.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	.00	.00	1.00	.00
Leak Repair Worker	2.00	2.00	1.00	2.00
Pipe Worker	1.00	.00	.00	.00
Pipe Worker	5.00	6.00	6.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	.00	1.00	.00	5.00
Laborer	5.00	4.00	5.00	.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

City of Independence
Detail Program Summary

Department: 4800 - Water *2008-09 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	1,762,128	1,815,539	1,823,654	1,918,492
Other Services & Charges	694,039	738,600	759,600	687,900
Supplies	629,763	596,600	575,100	615,825
Capital Outlay	201,072	176,000	176,000	175,900
Other Expenditures	0	0	0	0
Total	3,287,002	3,326,739	3,334,354	3,398,117

City of Independence, Missouri
2008-09 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

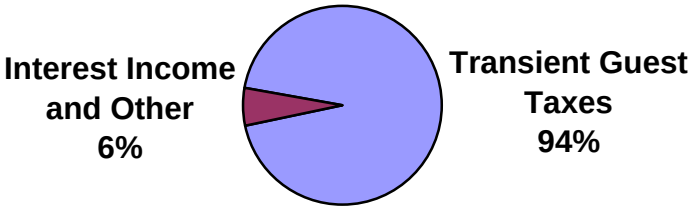
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
1986 Series (6352)	$ 1,840,000	$ 1,148,720	$ 7,500	$ 2,996,220
2004 Series (6352)	540,000	611,739	7,500	1,159,239
Fund Total	$ 2,380,000	$ 1,760,459	$ 15,000	$ 4,155,459

City of Independence, Missouri
2008-09 Operating Budget

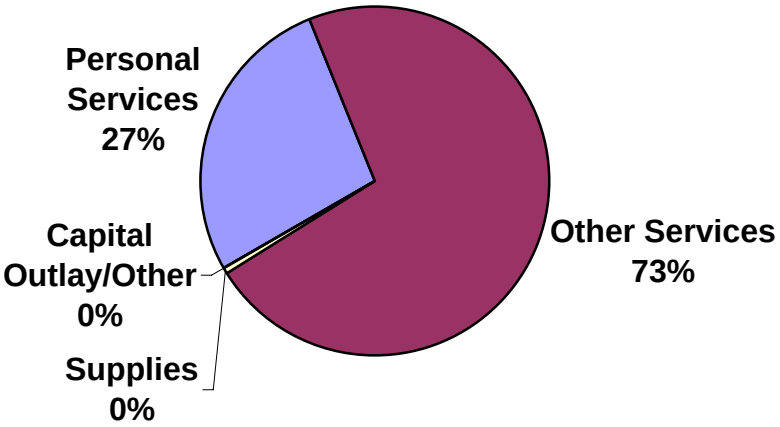
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
70400703	Install 36" Water Main, Little Blue Parkway (Truman to R.D. Mize Road)	Water Fund	$ 980,000
70400801	Water Main Extension in Eastern Independence	Water Fund	806,000
70400802	Emergency Generator	Water Fund	300,000
9948	North Well Field Wells	Water Fund	250,000
9749	Main Replacement Program	Water Fund	200,000
70400602	Secondary Transformer	Water Fund	150,000
9952	Security Upgrades	Water Fund	100,000
70400803	North Well Field Roads	Water Fund	100,000
70400701	Replace Drive unit on Contact Basin No. 2	Water Fund	75,000
70400403	Lime Slurry Lines	Water Fund	75,000
70400706	Install Pump No. 2 at 39th Street Reservoir	Water Fund	50,000
9836	Well Starters and Circuit Beakers	Water Fund	20,000
	Fund Total		$ 3,106,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year
Source of Budget Dollars					
Estimated Revenues-					
Transient Guest Taxes	$ 1,020,663	$ 1,020,000	$ 1,077,500	94.0%	$ 57,500
Interest and Penalties	-	-	-	0.0%	-
Federal & State Grants	169,122	-	-	0.0%	-
Interest Income and Other	62,685	36,000	68,500	6.0%	32,500
Total Estimated Revenues	$ 1,252,470	$ 1,056,000	$ 1,146,000	100.0%	$ 90,000
Total Sources	**$ 1,252,470**	**$ 1,056,000**	**$ 1,146,000**		**$ 90,000**
Use of Budget Dollars					
Operating Budget:					
Personal Services	$ 256,075	$ 260,962	$ 270,575	27.3%	$ 9,613
Other Services	799,399	672,875	716,569	72.2%	43,694
Supplies	1,932	4,200	4,000	0.4%	(200)
Capital Outlay/Other	2,185	2,000	1,000	0.1%	(1,000)
Total Operating Budget	$ 1,059,591	$ 940,037	$ 992,144	100.0%	$ 52,107
Fund Balance Designations:					
Designated for Visitor Orientation Center		117,700	124,326		6,626
Total Uses	**$ 1,059,591**	**$ 1,057,737**	**$ 1,116,470**		**$ 58,733**
Balance Available	**$ 192,879**	**$ (1,737)**	**$ 29,530**		**$ 31,267**

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 2002-03 through 2007-08

Description	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Unaudited 6/30/2008
Fund Balance Components						
Reserved for:						
Encumbrances	$ 30,303	$ 28,943	$ 74,984	$ 108,399	$ 156,563	$ 79,734
Designated for:						
Working Capital	-	-	-	-	-	-
Visitor Orientation Center	12,012	143,244	212,639	393,778	519,490	642,327
Undesignated	355,229	505,312	567,785	638,590	724,972	755,374
Total Fund Balance	$ 397,544	$ 677,499	$ 855,408	$ 1,140,767	$ 1,401,025	$ 1,477,435
Fund Balance Target *	185,956	234,737	234,737	292,828	313,118	329,519
Actual over (under) Target	169,273	270,576	333,049	345,762	411,855	425,855

* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)

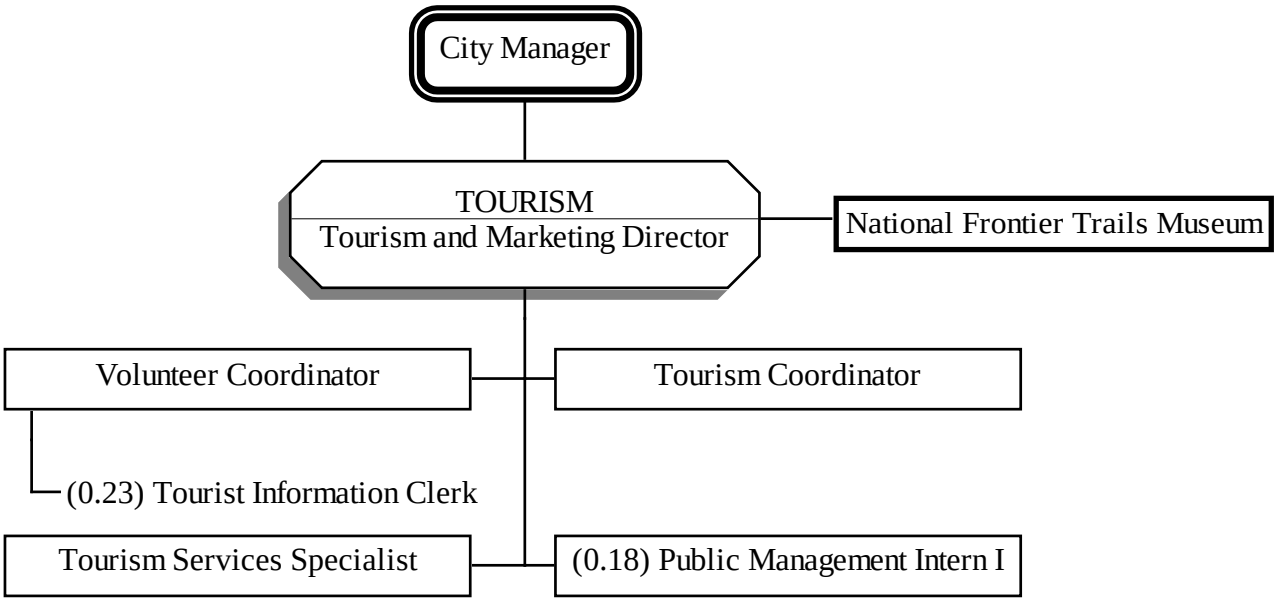
Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	$ 755,374
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	29,530
Visitors Orientation Center	(124,326)
Projected Undesignated Fund Balance at June 30, 2009	$ 660,578
Fund Balance Target Amount	$ 286,500

It is the City's Policy to not use Fund Balance as a funding source to finance ongoing purposes or programs in the budget since it represents a one time only resource and the budgeted purpose is then left without available funding in future fiscal years.

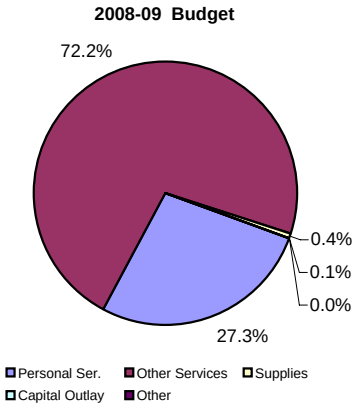
City of Independence, Missouri
Tourism



Tourism

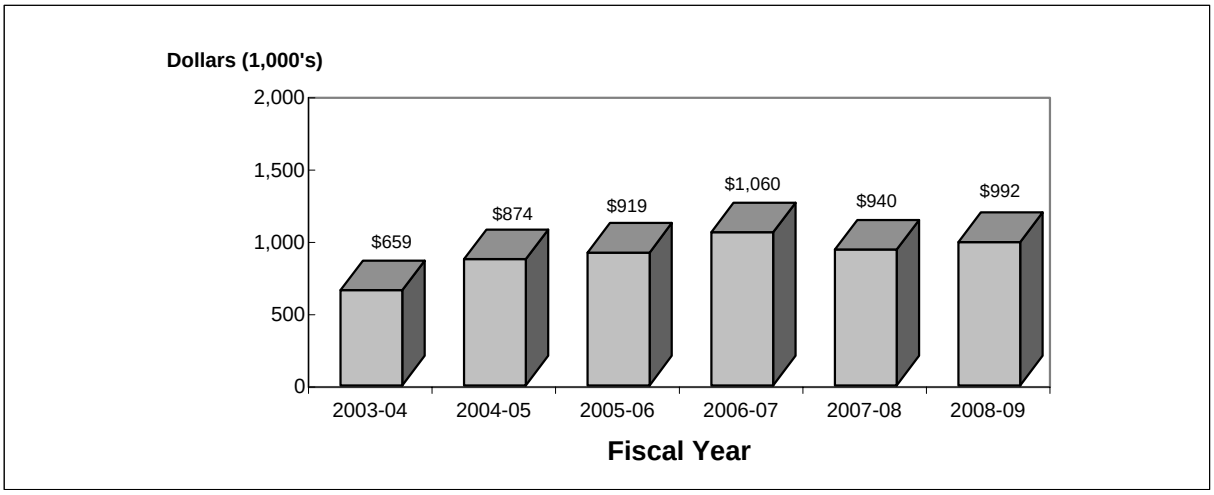
Appropriations by Type:

Expenditure Type	Actual 2006-07	Original 2007-08	Revised 2007-08	Adopted 2008-09
Personal Ser.	$ 256,075	$ 260,962	$ 260,962	$ 270,575
Other Services	799,400	672,875	859,713	716,569
Supplies	1,932	4,200	3,535	4,000
Capital Outlay	2,185	2,000	2,505	1,000
Other	-	-	-	-
Total	$ 1,059,592	$ 940,037	$ 1,126,715	$ 992,144



Historical Comparison:

	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Budget 2007-08	Budget 2008-09
Employees:						
Full Time Equiv.	3.41	4.41	4.41	4.41	4.41	4.41
Amount by Fund:						
Tourism Fund	$ 659,324	$ 874,249	$ 919,440	$ 1,059,592	$ 940,037	$ 992,144
Total All Funds	$ 659,324	$ 874,249	$ 919,440	$ 1,059,592	$ 940,037	$ 992,144
Comparative Ratios:						
Per Capita	$ 5.75	$ 7.59	$ 7.96	$ 9.14	$ 8.08	$ 9.09
Per Household	$ 13.62	$ 17.99	$ 18.86	$ 21.66	$ 19.15	$ 21.36



City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2008-09 Operating Budget*

Department Description

The function of the Tourism department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, and business traveler through an integrated marketing plan which includes local, regional and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

Description	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	4.00
Part Time Positions	.41	.41	.41	.41
Total	4.41	4.41	4.41	4.41

Description	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Budget by Major Program Category				
4024 Tourism	1,059,592	940,037	1,126,715	992,144
Total	1,059,592	940,037	1,126,715	992,144
Source of Funding				
Tourism Fund	1,059,592	940,037	1,126,715	992,144
Total	1,059,592	940,037	1,126,715	992,144

Direct/Offsetting Revenues				
Transient Guest Taxes	1,020,663	1,020,000	1,020,000	1,077,500
Total	1,020,663	1,020,000	1,020,000	1,077,500

Key Budget Changes

* Guest tax revenues are projected at a 2% increase from '07-'08 income projections. Income increased 3% in FY '06-'07; and is anticipated to increase another 2-2.5% in FY '07-'08.
* The Tourism Fund Balance continues to increase. At the end of '07-'08 approximately $641,378 will be reserved within this fund for a Visitor Orientation Center. A project is underway to develop visitor kiosks in a variety of areas of the City. Funds for this project will be requested from the Tourism Fund Balance. Plus, an amount to cover payouts for staff retirement is calculated in this fund.
* Evaluation of the department's performance continues to be a key factor in securing State funding which significantly increases the marketing budget. A new software program has been purchased which should provide additional economic impact reporting capability.
* Economic challenges and opportunities could impact our industry this fiscal year. Challenges include recovery from the Noland Road Bridge closing and changes in consumer spending habits due to an uncertain economy. However, industry predictions still indicate growth in both leisure and business travel. Opportunities are created with the opening of Bass Pro and surrounding park land, and other sports venues. Efforts will be made to develop local and countywide sports projects and to develop a sports marketing strategic plan.

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2008-09 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, and business traveler through an integrated marketing plan which includes local, regional and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and particpates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

2007-08 Accomplishments — **Goal Ref**

* Assisted in developing strategies for a Visitor Orientation Center plan, focused on delivering visitor information in all appropriate areas of the City. — 2
  - Worked with the County and Courthouse Advisory Committee to develop funding strategies for Phase II (exterior landscaping, waterproofing) and Phase III (interior) renovation of the historic Truman Courthouse. Served on Communications Committee.
  - Established an advisory committee to assist in design development for visitor kiosks.
  - Developed a front desk visitor information resource for lodging facilities.
* Continued to develop group tour, leisure travel, small meetings and convention and sports markets through an integrated marketing plan. — 2
  - Participated in seven group tour, meeting/convention, and military reunion trade shows.
  - Participated with 16 Missouri communities in a national sports marketplace. Held initial meetings with public and private sports industry representatives to begin a sports strategic plan process.
  - Secured $186,677 in cooperative advertising funds from the Missouri Division of Tourism. Completed the recertification process to obtain future funding.
  - Placed $560,000 in advertising in leisure and trade publications, newspapers, television, radio, billboards, and electronic media (E-blasts).
  - Secured $3,900 in matching funds from the Missouri Division of Tourism for research projects. Conducted a conversion study to evaluate the percentage of visitors who visited Independence as a

2007-08 Accomplishments **Goal Ref**

result of the department's advertising program.
- Developed a Civil War Driving/Walking Tour brochure.

* Hosted recruitment programs which resulted in 15 new volunteers. Conducted two hospitality training programs. Volunteers donated 18,593 hours representing $317,437 of in-kind service . — 1
* Continued updating of web site. Developed a Civil War page, added video, and improved mapping procedures for attractions. — 2
* Began development of guidelines for proposed local matching grant program for tourism projects. — 1
* Purchased new data base for group tour and convention contacts. — 3

Service Delivery Background Data

Description	2005-06 Actual	2006-07 Actual	2007-08 Projected	2008-09 Projected
City Guest Tax Report	$1,003,483	$1,032,605	$1,056,366	$1,077,500
Hotel Report for Occupancy	56.2%	43.9%	58.7%	59.8%
Hotel Report for Room Demand	+4.8%	8.2%	-1.9%	+2%
Hotel Report for Revenue	+13.5%	+11.9%	+5.6%	+2%
Annual Hotel Report on Business Traveler Expenditures-Sports/Mtgs	N/A	3.2M	3.0M	3.09M
Group Tour Participants-Adults	8,872	6,244	8,283	8,448
Group Tour Participants-Students	8,257	5,802	6,455	6,584
Group Tours	316	298	343	349
Group Tour Expenditures	N/A	$178,672	$159,271	$162,456
Site Attendance-Ticketed	157,334	177,947	144,353	150,000
Site Attendance-Non-Ticketed	57,479	105,532	105,006	107,631
Leisure Visitor Inquiries-Labels	30,959	37,119	37,207	36,225
Leisure Visitor Inquiries-Letters/ Calls	1,316	711	716	730
Leisure Visitor Inquiries-Web Requests	N/A	653	976	995
Public Relations Value Achieved	381,898	463,454	660,000	509,784
Volunteer Hours	19,785	19,304	18,593	18,600
Web Site Response-sessions www.visitindependence.com	N/A	N/A	19,713	20,500
Web Site Response-sessions www.independencemo.org/tourism	N/A	N/A	123,147	128,072

2008-09 Objectives **Goal Ref**

* Meet with NFTM Director and City Administration to develop a funding strategy for redevelopment by the end of the fiscal year. — 2
* Meet monthly with NFTM Director to measure visitor outreach and public awareness programs. — 2

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2008-09 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

2008-09 Objectives	**Goal Ref**
* Make appropriate visitor information available to Bass Pro and Mid-Continent Genealogy Center by their opening.	2
* Complete design process for visitor kiosks by December 2008.	2
* Support the Truman Courthouse Steering Committee in developing funding support to complete phase II in this fiscal year and plans for funding Phase III.	2
* Increase signage program to director visitors from east Independence Civil War sites to mid-Independence.	
* Increase group tour, leisure travel, small meetings and convention, military reunion, and sports markets through an integrated marketing plan.	2
- Develop Sports Marketing Program to position Independence and eastern Jackson County as a sports host community.	
a. Begin development of a Sports Marketing Strategic Plan.	
b. Develop a Sports Marketing Guide by May 2009.	
c. Attend and exhibit at Ntl Assn of Sports Commissions.	
- Produce advertising and collateral materials for leisure, group tour, and convention markets to increase advertising response and hotel tax income by 2-2.5%.	
- Attend nine group tour, military reunion, business travel, sports, and religious planner marketplaces to gain leads for future visits.	
- Increase group tour participants and expenditures by 2%.	
- Increase hotel revenue reports of room and food expenditures by business and sports clients by 3%.	
- Increase funding request of state grants by 12% to support marketing campaigns.	
* Host two recruitment programs and recognition programs throughout the year to retain current volunteers and recruit 15 additional volunteers.	1
* Increase visitor awareness of Independence as a tourist destination through an integrated public relations program.	2
- Provide monthly media releases to local and regional media.	
- Attend and exhibit at the National Travel Writers Marketplace in Kansas City.	
- Increase value of published Independence tourism articles by 10% over 2006 figures. (Value is determined by applying current advertising rates).	
* Complete guidelines for a local matching grant program for tourism related projects by 3rd quarter.	1

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Tourism & Marketing Dir	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2008-09 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Staffing:

Position Title	2005-06 Budget	2006-07 Budget	2007-08 Budget	2008-09 Budget
Tourism Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Tourism Services Specialist	1.00	1.00	1.00	1.00
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.23
Total	4.41	4.41	4.41	4.41

Program Costs

Expenditure Category	2006-07 Actual	2007-08 Original Budget	2007-08 Revised Budget	2008-09 Adopted Budget
Personal Services	256,075	260,962	260,962	270,575
Other Services & Charges	799,400	672,875	859,713	716,569
Supplies	1,932	4,200	3,535	4,000
Capital Outlay	2,185	2,000	2,505	1,000
Other Expenditures	0	0	0	0
Total	1,059,592	940,037	1,126,715	992,144

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 5,839,963	$ 6,394,426	$ 6,244,363	99.3%	$ (150,063)	-2.3%
Interest Income and Other	181,951	229,000	42,000	0.7%	(187,000)	-81.7%
Total Estimated Revenues	$ 6,021,914	$ 6,623,426	$ 6,286,363	100.0%	$ (337,063)	-5.1%
Proceeds from Debt Issuance			$ 9,205,962		$ 9,205,962	
Total Sources	**$ 6,021,914**	**$ 6,623,426**	**$ 15,492,325**		**$ 8,868,899**	**133.9%**
Use of Budget Dollars						
Operating Budget						
Non-Departmental	$ -	$ -	$ 9,000	0.1%	$ 9,000	
Debt Service	1,455,842	1,479,225	4,253,325	27.5%	2,774,100	187.5%
Total Operating Budget	$ 1,455,842	$ 1,479,225	$ 4,262,325	27.5%	$ 2,783,100	
Capital Budget:						
Overlay Program			$ 4,000,000	25.8%	$ 4,000,000	
Bridge Improvements			300,000	1.9%	300,000	
Street Improvements		860,000	4,800,000	31.0%	3,940,000	458.1%
Intersection Improvements			230,000	1.5%	230,000	
Safety Improvements			1,700,000	11.0%	1,700,000	
Other Programs			200,000	1.3%	200,000	
Total Capital Budget	$ 8,372,650	$ 860,000	$ 11,230,000	72.5%	$ 10,370,000	1205.8%
Operating Transfer						
Santa Fe TIF	$ 10,511	$ 10,582	$ -		$ (10,582)	
Total Uses	**$ 9,839,003**	**$ 2,349,807**	**$ 15,492,325**		**$ 10,359,418**	**440.9%**
Balance Available	**$ (3,817,089)**	**$ 4,273,619**	**$ -**		**$ (1,490,519)**	

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2002-03 through 2007-08

Description	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/2007	Unaudited 6/30/2008
Fund Balance Components						
Reserved for:						
Encumbrances	$ 1,561,471	$ 1,615,820	$ 5,448,692	$ 5,318,657	$ 3,195,351	$ 3,046,687
Other Purposes			15,719	1	22,113	565,082
Undesignated	(583,406)	650,346	2,880,807	(1,196,650)	(109,361)	(1,308,728)
Total Fund Balance	$ 978,065	$ 2,266,166	$ 8,345,218	$ 4,122,008	$ 3,108,103	$ 2,303,041

Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	(1,308,728)
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	$ -
Projected Undesignated Fund Balance at June 30, 2009	$ (1,308,728)

The projected deficit fund balance listed above results from the up front appropriation of several large multi-year capital projects. This projected deficit will be covered by future year's revenues and represents authorized project expenditures (contract encumbrances) for which actual cash outlays have not yet occurred. Because of this condition, the Finance and Public Works Departments must monitor actual project cash expenditures in relation to actual sales tax revenues and anticipated shortfalls must be covered by short term borrowings from the Missouri Development Finance

City of Independence, Missouri
2008-09 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements:			
	Overlay Program		
70110801	Street Overlay Program	Street Improv. Sales Tax	$ 4,000,000
	Bridge Improvements		
70110802	Bly Road Bridge	Street Improv. Sales Tax	300,000
	Street Improvements		
70110606	Jackson Drive	Street Improv. Sales Tax	1,000,000
70110803	39th Street Improvements - Crysler to Noland	Street Improv. Sales Tax	2,200,000
70110804	35th Street Improvements - Noland to Crysler	Street Improv. Sales Tax	400,000
70510506	Little Blue Parkway - Phase 4	Street Improv. Sales Tax	1,000,000
70110805	32nd Street Improvements - M-291 to Van Hook Park	Street Improv. Sales Tax	200,000
	Intersection Improvements		
70110806	Whitetopping program - Intersections with concrete approach surfaces	Street Improv. Sales Tax	230,000
	Safety Enhancements		
70110702	Salisbury Road Improvements - M-291 to one mile east	Street Improv. Sales Tax	1,700,000
	Other Programs		
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	100,000
70110808	Sidewalks to Schools Improvements	Street Improv. Sales Tax	100,000
	Fund Total		$ 11,230,000

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,892,971	$ 4,262,950	$ 4,162,909	86.7%	$ (100,041)	-2.3%
Adventure Oasis Water Park	462,430	573,356	465,000	9.7%	(108,356)	-18.9%
Interest Income and Other	220,829	142,000	173,005	3.6%	31,005	21.8%
Total Estimated Revenues	$ 4,576,230	$ 4,978,306	$ 4,800,914	100.0%	$ (177,392)	-3.6%
Proceeds from Debt Issuance	5,588,225	$ -	$ -			
Total Sources	**$ 10,164,455**	**$ 4,978,306**	**$ 4,800,914**		**$ (177,392)**	**-3.6%**
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	$ 724,483	$ 835,988	$ 873,290	15.2%	$ 37,302	4.5%
6042-Truman Memorial Bldg.	329,929	310,911	352,439	6.1%	41,528	13.4%
6043-Palmer Senior Adult Center	200,174	174,315	180,202	3.1%	5,887	3.4%
6044-Family Recreation Programs	180,670	230,726	249,648	4.3%	18,922	8.2%
6045-Adventure Oasis Water Park	527,035	588,146	626,551	10.9%	38,405	6.5%
6046 - Sports Complex	49,408	482,069	559,746	9.7%	77,677	16.1%
Total Operating Budget	2,011,699	2,622,155	2,841,876		219,721	
Debt Service	1,282,244	1,444,602	2,449,677	42.5%	1,005,075	69.6%
Total Operating Budget	$ 3,293,943	$ 4,066,757	$ 5,291,553	91.9%	$ 1,224,796	30.1%
Capital Budget:						
Capital Projects	$ 6,948,415	$ 1,850,000	467,271	8.1%	(1,382,729)	-74.7%
Operating Transfers:						
Santa Fe TIF	7,008	5,031	-		(5,031)	
Total Uses	**$ 10,249,366**	**$ 5,921,788**	**$ 5,758,824**	**100.0%**	**$ (162,964)**	**-2.8%**
Balance Available	**$ (84,911)**	**$ (943,482)**	**$ (957,910)**		**$ (14,428)**	

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 2002-03 through 2007-08

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/2007	Unaudited 6/30/2008
Fund Balance Components							
Reserved for:							
Encumbrances	$ 380,132	$ 89,002	$ 980,274	$ 731,311	$ 1,682,207	$ 1,294,561	$ 573,609
Other Purposes	15,842	11,115	32,754	9,843	90	63,514	74,701
Undesignated	1,584,208	1,870,434	(540,453)	457,584	(1,510,742)	(1,442,471)	(2,544,078)
Total Fund Balance	$ 1,980,182	$ 1,970,551	$ 472,575	$ 1,198,738	$ 171,555	$ (84,396)	$ (1,895,768)

Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	(2,544,078)
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	$ (957,910)
Projected Undesignated Fund Balance at June 30, 2009	$ (3,501,988)

The projected deficit fund balance listed above results from the up front appropriation of several large multi-year capital projects. This projected deficit will be covered by future year's revenues and represents authorized project expenditures (contract encumbrances) for which actual cash outlays have not yet occurred. Because of this condition, the Finance and Parks and Recreation Departments must monitor actual project cash expenditures in relation to actual sales tax revenues and anticipated shortfalls must be covered by short term borrowings from the Missouri Development Finance Board.

City of Independence, Missouri
2008-09 Operating Budget

Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9970	Park Revitalization	Park Improv. Sales Tax	$ 100,000
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	367,271
	Fund Total		$ 467,271

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,895,405	$ 4,262,950	$ 4,162,909	89.8%	$ (100,041)	-2.3%
Grants and Shared Revenue	324,684	-	-	0.0%	-	
Interest Income and Other	531,974	599,000	471,500	10.2%	(127,500)	-21.3%
Total Estimated Revenues	$ 4,752,063	$ 4,861,950	$ 4,634,409	100.0%	$ (227,541)	-4.7%
Other Sources						
Capital Project Transfers from Other Funds	-	-	-			
Total Sources	**$ 4,752,063**	**$ 4,861,950**	**$ 4,634,409**		**$ (227,541)**	**-4.7%**
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	$ 151,742	$ 309,067	$ 322,590	7.0%	$ 13,523	4.4%
Storm Water Maintenance	933,681	1,275,590	1,208,214	26.1%	(67,376)	-5.3%
Storm Water Permit Compliance	146,619	172,200	250,325	5.4%	78,125	45.4%
Total Operating Budget	$ 1,232,042	$ 1,756,857	$ 1,781,129	38.4%	$ 24,272	1.4%
Capital Budget:						
Capital Projects	$ 1,670,944	$ 4,492,000	$ 4,276,000	92.3%	$ (216,000)	-4.8%
Operating Transfers:						
Santa Fe TIF	7,008	5,031	-		(5,031)	
Total Uses	**$ 2,909,994**	**$ 6,253,888**	**$ 6,057,129**	**130.7%**	**$ (196,759)**	**-3.1%**
Balance Available	**$ 1,842,069**	**$ (1,391,938)**	**$ (1,422,720)**		**$ (30,782)**	

Note 1) The Storm Water Improvements Sales Tax was approved by Independence voters on August 8, 2000 and went into effect on January 1, 2001

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2003-04 through 2007-08

Description	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/2007	Unaudited 6/30/2008
Fund Balance Components						
Reserved for:						
Encumbrances	$ 1,593,235	$ 1,112,212	$ 2,706,426	$ 973,389	$ 1,003,635	$ 2,404,718
Designated for:						
Emergency Response	250,000	375,000	490,413	-	-	-
Detention Basin Const.	67,785	169,893	239,787	-	-	-
Detention Basin Maint.	22,595	56,631	79,929	-	-	-
					-	
Undesignated	4,059,873	6,659,245	5,897,947	8,180,693	10,007,130	8,451,318
Total Fund Balance	$ 5,993,488	$ 8,372,981	$ 9,414,502	$ 9,154,082	$ 11,010,765	$ 10,856,036

Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	8,451,318
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	$ (1,422,720)
Projected Undesignated Fund Balance at June 30, 2009	$ 7,028,598

City of Independence, Missouri
2008-09 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70130605	Sheley & Crysler Drainage Contruction	Storm Water Sales Tax	500,000
70130801	33rd & Claremont	Storm Water Sales Tax	52,000
70130802	Springbranch East Industrial Park	Storm Water Sales Tax	65,000
70130508	Trenchless Technology	Storm Water Sales Tax	150,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130710	Fairway Gardens	Storm Water Sales Tax	715,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
70130803	Willis Storm Drainage	Storm Water Sales Tax	70,000
70130804	Redwood at Ute	Storm Water Sales Tax	50,000
70130701	Northern & Westport Drainage Improvements	Storm Water Sales Tax	650,000
70130805	Watershed Systems Evaluation Survey	Storm Water Sales Tax	100,000
70130705	Norfleet to Willis	Storm Water Sales Tax	600,000
70130706	35th & Northern	Storm Water Sales Tax	324,000
70130707	39th & Main Drainage Design	Storm Water Sales Tax	750,000
	Fund Total		$ 4,276,000

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 2,066,938	$ 2,131,475	$ 2,206,312	95.2%	$ 74,837	3.5%
Interest Income and Other	144,636	154,000	112,000	4.8%	(42,000)	-27.3%
Total Estimated Revenues	$ 2,211,574	$ 2,285,475	$ 2,318,312	100.0%	$ 32,837	1.4%
Proceeds from Debt Issue	-					
Total Sources	**$ 2,211,574**	**$ 2,285,475**	**$ 2,318,312**		**$ 32,837**	**1.4%**
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	$ 76,394	$ 596,112	$ 272,531	8.6%	$ (323,581)	-54.3%
Facilities	994,978	741,000	1,391,000	44.1%	650,000	87.7%
Equipment	1,577,823	1,791,593	975,238	30.9%	(816,355)	-45.6%
Total Police Department	$ 2,649,195	$ 3,128,705	$ 2,638,769	83.6%	$ (489,936)	
Debt Service	514,288	516,363	517,363	16.4%	1,000	0.2%
Total Operating Budget	$ 3,163,483	$ 3,645,068	$ 3,156,132	100.0%	$ (488,936)	-13.4%
Capital Budget:						
Capital Projects	122,520	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	3,504	2,515	-	0.0%	(2,515)	
Total Uses	**$ 3,289,507**	**$ 3,647,583**	**$ 3,156,132**	**100.0%**	**$ (491,451)**	**-13.5%**
Balance Available	**$ (1,077,933)**	**$ (1,362,108)**	**$ (837,820)**		**$ 524,288**	

Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2004-05 through 2007-08

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Unaudited 6/30/08
Fund Balance Components				
Reserved for:				
Encumbrances	$ 182,468	$ 1,407,841	$ 403,214	$ 378,811
Debt Service	13,946	62	54	-
Undesignated	3,561,456	2,196,647	2,349,147	1,458,993
Total Fund Balance	$ 3,757,870	$ 3,604,550	$ 2,752,415	$ 1,837,804

Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	1,458,993
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	$ (837,820)
Projected Undesignated Fund Balance at June 30, 2009	$ 621,173

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,891,487	$ 4,262,950	$ 3,295,636	94.6%	$ (967,314)	-22.7%
Interest Income and Other	188,844	250,000	189,000	5.4%	(61,000)	-24.4%
Total Estimated Revenues	$ 4,080,331	$ 4,512,950	$ 3,484,636	100.0%	$ (1,028,314)	-22.8%
Proceeds from Debt Issuance	-					
Total Sources	**$ 4,080,331**	**$ 4,512,950**	**$ 3,484,636**		**$ (1,028,314)**	**-22.8%**
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	$ 207,085	$ 105,000	$ 309,080	13.3%	$ 204,080	194.4%
Vehicles	471,006	770,447	604,000	25.9%	(166,447)	-21.6%
Repair Fire Stations	46,390	255,765	600,000	25.8%	344,235	134.6%
Tools and Equipment	106,603	229,700	263,000	11.3%	33,300	14.5%
Total Fire Department	$ 831,084	$ 1,360,912	$ 1,776,080	76.2%	$ 415,168	
Debt Service	549,713	553,713	553,713	23.8%	-	0.0%
Total Operating Budget	$ 1,380,797	$ 1,914,625	$ 2,329,793	100.0%	$ 415,168	21.7%
Capital Budget:						
Capital Projects	1,135,343	2,500,000	-	0.0%	(2,500,000)	-100.0%
Operating Transfers:						
Santa Fe TIF	7,008	5,031	-	0.0%	(5,031)	
Total Uses	**$ 2,523,148**	**$ 4,419,656**	**$ 2,329,793**	**100.0%**	**$ (2,089,863)**	**-47.3%**
Balance Available	**$ 1,557,183**	**$ 93,294**	**$ 1,154,843**		**$ 1,061,549**	

Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005

City of Independence, Missouri
2008-09 Operating Budget

Fund Balance Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2004-05 through 2007-08

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/2007	Unaudited 6/30/08
Fund Balance Components				
Reserved for:				
Encumbrances	$ 3,979,489	$ 947,402	$ 2,765,393	$ 4,193,766
Debt Service	16,578	67	58	-
Undesignated	1,461,545	2,986,952	2,568,216	1,891,888
Total Fund Balance	$ 5,457,612	$ 3,934,421	$ 5,333,667	$ 6,085,654

Source: Audited Annual Financial Statement

Projected Fund Balance for 2008-09

Projected Undesignated Fund Balance at June 30, 2008	$ 1,891,888
Proposed Fund Balance Uses for 2008-09:	
Excess of Projected Revenues over (under) Appropriations	1,154,843
Projected Undesignated Fund Balance at June 30, 2009	$ 3,046,731

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	$ 1,615,438	$ 983,773	$ 1,094,879	94.3%	$ 111,106	11.3%
Charges for Current Services	86,366	63,264	65,858	5.7%	2,594	4.1%
Interest Income and Other	1,371	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 1,703,175	$ 1,047,037	$ 1,160,737	100.0%	$ 113,700	10.9%
Total Sources	**$ 1,703,175**	**$ 1,047,037**	**$ 1,160,737**		**$ 113,700**	**10.9%**
Use of Budget Dollars						
Operating Budget:						
Law Department	$ 44,267	$ 36,109	$ 25,130	2.2%	$ (10,979)	-9.7%
Police Department	1,140,595	581,628	631,318	54.4%	49,690	43.7%
Fire Department	69,257	44,728	42,512	3.7%	(2,216)	-1.9%
Health Department	502,696	384,572	461,777	39.8%	77,205	67.9%
Total Operating Budget	$ 1,756,815	$ 1,047,037	$ 1,160,737	100.0%	$ 113,700	100.0%
Total Uses	**$ 1,756,815**	**$ 1,047,037**	**$ 1,160,737**	**100.0%**	**$ 113,700**	**100.0%**
Balance Available	**$ (53,640)**	**$ -**	**$ -**		**$ -**	

Note 1) This fund was created during the 2003-04 fiscal year.

Note 2) The above listed appropriations are for planning purposes only. Due to varying time frames and the uncertainty of renewal, actual appropriations will be approved by City Council action as each grant is renewed.

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2008-09

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
Estimated Revenues-			
Federal Grant - CDBG	$ 747,434		
HOME Program Grant		$ 439,326	
Worker's Compensation Premiums			$ 1,971,469
Total Estimated Revenues	$ 747,434	$ 439,326	$ 1,971,469
Proceeds from Debt Service	$ -	$ -	$ 2,382,284
Total Sources	**$ 747,434**	**$ 439,326**	**$ 4,353,753**
Allocation of Budget Dollars			
Operating Departments-			
Community Development	$ 246,613	$ 48,069	
Law			$ 4,353,753
Total Operating Departments	$ 246,613	$ 48,069	$ 4,353,753
Grant Authorized Programming			
Community Dev. Block Grant	500,821	391,257	
Home Program			
Total Allocations	**$ 747,434**	**$ 439,326**	**$ 4,353,753**
Balance Available	$ - (see Note 1)	$ - (see Note 1)	$ - (see Note 1)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2008-09

Description	Central Garage Fund	Staywell Healthcare Fund	Pharmacy Benefit Fund
Source of Budget Dollars			
Estimated Revenues-			
Central Garage Charges	$ 2,153,643		
Staywell Healthcare Premiums		$ 13,861,500	
Pharmacy Benefit Premiums			$ 898,560
Total Estimated Revenues	$ 2,153,643	$ 13,861,500	$ 898,560
Total Sources	**$ 2,153,643**	**$ 13,861,500**	**$ 898,560**
Allocation of Budget Dollars			
Operating Departments-			
Public Works	$ 2,153,643		
Non-Departmental		13,861,500	$ 898,560
Total Operating Departments	$ 2,153,643	$ 13,861,500	$ 898,560
Total Allocations	**$ 2,153,643**	**$ 13,861,500**	**$ 898,560**
Balance Available	$ - (see Note 1)	$ - (see Notes 1 & 2)	$ - (see Notes 1 & 2)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

Note 2) This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes.

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Tourism Fund					
4-3043	Transient Guest Tax	1,020,663	1,020,000	1,056,366	1,077,500	2.0%
4-3413	Interest and Penalties			50		-100.0%
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	169,122		103,287		-100.0%
4-3398	Miscellaneous Charges	1,165		25		-100.0%
4-3411	Interest Income	53,966	36,000	51,500	60,000	16.5%
4-3449	Misc. Non-Operating Revenue	7,554		3,100	8,500	174.2%
	Total Revenues	**$1,252,470**	**$1,056,000**	**$1,214,328**	**$1,146,000**	-5.6%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	5,839,963	6,394,426	6,069,427	6,244,363	2.9%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges					
11-3411	Interest	181,951	229,000	72,500	42,000	-42.1%
11-3435	Contributions					
	Total Revenues	**$6,021,914**	**$6,623,426**	**$6,141,927**	**$6,286,363**	2.4%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	3,892,971	4,262,950	4,046,285	4,162,909	2.9%
12-3321	Atheletic Fees	5,975	21,500	12,000	40,000	233.3%
12-3322	Class Fees		9,500	44,550	49,005	10.0%
12-3323	Park Concessions	46,345	50,000	250	1,000	300.0%
12-3326	Pool Fees	462,430	573,356	462,000	465,000	0.6%
12-3329	Recreation Rentals		9,000	73,692	81,000	9.9%
12-3411	Interest	67,957	52,000	14,000	2,000	-85.7%
12-3449	Misc. Non-Operating Revenue	100,552		25,000		-100.0%
	Total Revenues	**$4,576,230**	**$4,978,306**	**$4,677,777**	**$4,800,914**	2.6%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,895,405	4,262,950	4,026,285	4,162,909	3.4%
13-3250	Other State Grants	324,684				
13-3411	Interest	423,192	599,000	504,500	471,500	-6.5%
13-3435	Contributions	108,751		140,000		-100.0%
13-3449	Misc. Non-Operating Revenue	31		1,000		-100.0%
	Total Revenues	**$4,752,063**	**$4,861,950**	**$4,671,785**	**$4,634,409**	-0.8%
	Police Sales Tax Fund					
16-3041	Sales Tax	2,066,938	2,131,475	2,146,155	2,206,312	2.8%
16-3411	Interest	141,200	154,000	84,500	112,000	32.5%
16-3449	Misc. Non-Operating Revenue	3,436				
	Total Revenues	**$2,211,574**	**$2,285,475**	**$2,230,655**	**$2,318,312**	3.9%

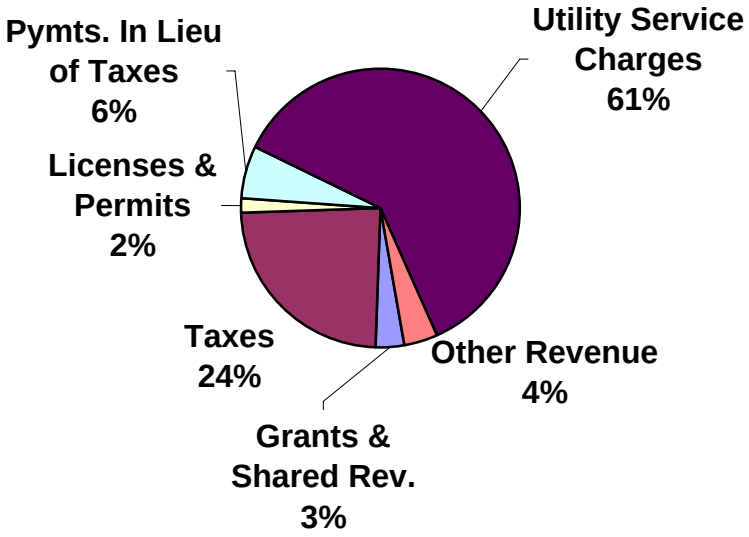
City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Fire Sales Tax Fund					
17-3041	Sales Tax	3,891,487	4,262,950	4,046,285	3,295,636	-18.6%
17-3411	Interest	188,844	250,000	175,500	189,000	7.7%
	Total Revenues	**$4,080,331**	**$4,512,950**	**$4,221,785**	**$3,484,636**	-17.5%
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	1,171,510	980,000	895,807	922,681	3.0%
14-3411	Interest	170,545	181,000	127,500	156,000	22.4%
	Total Revenues	**$1,342,055**	**$1,161,000**	**$1,023,307**	**$1,078,681**	5.4%
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	1,122,874	774,406	747,434	747,434	
8-3449	Misc. Non-Operating Revenue	1,300		1,300		-100.0%
	Total Revenues	**$1,124,174**	**$774,406**	**$748,734**	**$747,434**	-0.2%
	HOME Program Fund					
9-3209	HOME Program Grant	790,433	454,672	461,892	439,326	-4.9%
9-3411	Interest Income					
	Total Revenues	**$790,433**	**$454,672**	**$461,892**	**$439,326**	-4.9%
	Grants Fund					
15-3210	Emergency Mgmt. Assist.	44,485	44,728	37,000	43,000	16.2%
15-3211	Public Health Nursing	180,275	161,637	158,000	165,880	5.0%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,303,544	756,726	1,250,000	793,029	-36.6%
15-3250	Other State Grants	44,106		26,000		-100.0%
15-3279	Other Misc. Grants	43,028	20,682	27,000	92,970	244.3%
15-3316	Reimb. For Police Services	86,366	63,264	94,000	65,858	-29.9%
15-3317	School Resource Officers					
15-3411	Interest	-212				
15-3435	Contributions	1,583		76		-100.0%
	Total Revenues	**$1,703,175**	**$1,047,037**	**$1,592,076**	**$1,160,737**	-27.1%
	Central Garage Fund					
90-3380	Central Garage Charges	1,976,265	1,863,135	1,860,000	2,150,643	15.6%
90-3411	Interest Income	4,901	6,400	3,400	3,000	-11.8%
90-3449	Misc. Non-Operating Revenue	5,038		2,400		-100.0%
	Total Revenues	**$1,986,204**	**$1,869,535**	**$1,865,800**	**$2,153,643**	15.4%

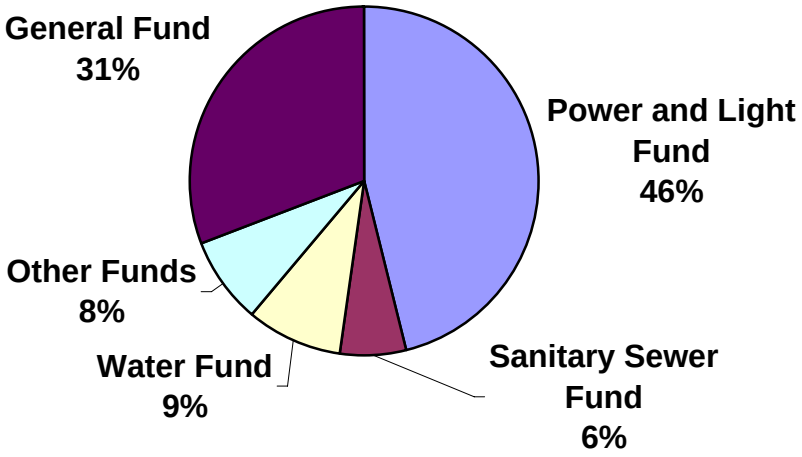
City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Staywell Healthcare Fund					
91-3461	Premiums	12,712,397	13,238,000	13,057,000	13,084,000	0.2%
91-3413	Interest - Other	190,977	130,000	275,000	279,500	1.6%
91-3449	Misc. Non-Operating Revenue	488,696		496,000	498,000	0.4%
	Total Revenues	**$13,392,070**	**$13,368,000**	**$13,828,000**	**$13,861,500**	0.2%
	Workers' Compensation Fund					
92-3411	Interest					
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue					
92-3471	Workers' Comp. Premiums			1,895,661	1,971,469	4.0%
92-3472	Reinsurance Reimbursements					
	Total Revenues			**$1,895,661**	**$1,971,469**	4.0%
	Pharmacy Benefit Fund					
94-3411	Interest					
94-3413	Interest - Other					
94-3449	Misc. Non-Operating Revenue					
94-3461	Premiums			864,000	898,560	4.0%
94-3462	Reinsurance Reimbursements					
	Total Revenues			**$864,000**	**$898,560**	4.0%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Description	2006-07 Actual	2007-08 Original Budget	2008-09 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Prior Years' Savings-						
Undesignated Fund Balance		$ -	$ 1,158,915		$ 1,158,915	n/a
Designated Fund Balance		28,750	-		(28,750)	-100.0%
Proceeds from Debt Issuance			9,205,962		9,205,962	n/a
Estimated Revenues-						
Taxes, excluding PILOTS	$ 54,040,372	$ 56,677,467	$ 57,992,957	24.0%	$ 1,315,490	2.3%
Payment in Lieu of Taxes	13,039,463	13,852,448	14,326,062	5.9%	473,614	3.4%
Licenses & Permits	4,300,683	4,582,966	4,324,981	1.8%	(257,985)	-5.6%
Grants & Shared Revenue	9,764,290	7,988,136	7,758,306	3.2%	(229,830)	-2.9%
Charges for Current Ser.	2,373,637	2,225,307	2,382,361	1.0%	157,054	7.1%
Fines and Forfeitures	3,900,967	4,323,410	4,433,461	1.8%	110,051	2.5%
Utility Service Charges	134,203,923	142,149,000	147,485,760	61.1%	5,336,760	3.8%
Other Revenue	5,039,257	5,573,300	2,864,308	1.2%	(2,708,992)	-48.6%
Total Est. Revenues	$ 226,662,592	$ 237,372,034	$ 241,568,196	100.0%	$ 4,196,162	1.8%
Net Transfers In		$ 105,357	$ 105,357		$ -	0.0%
Total Sources		**$ 237,506,141**	**$ 252,038,430**		**$ 14,532,289**	**6.1%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 414,286	$ 384,076	$ 406,982	0.2%	$ 22,906	6.0%
City Clerk	429,211	444,395	455,201	0.2%	10,806	2.4%
City Manager	977,759	1,008,238	1,065,315	0.5%	57,077	5.7%
Tourism	1,059,592	905,037	992,144	0.4%	87,107	9.6%
Nat'l Front. Trails Museum	350,458	361,516	376,480	0.2%	14,964	4.1%
Technology Services	1,747,337	1,773,525	1,830,904	0.8%	57,379	3.2%
Municipal Court	678,682	757,022	751,741	0.3%	(5,281)	-0.7%
Law	735,642	775,794	770,456	0.3%	(5,338)	-0.7%
Finance	1,866,045	1,866,203	1,907,891	0.8%	41,688	2.2%
Human Resources	535,097	506,764	511,577	0.2%	4,813	0.9%
Community Dev.	3,984,024	2,958,585	3,115,640	1.3%	157,055	5.3%
Police	23,855,596	24,450,979	25,712,547	11.1%	1,261,568	5.2%
Fire	15,074,650	15,410,107	16,759,900	7.2%	1,349,793	8.8%
Health	2,914,384	2,838,663	3,168,457	1.4%	329,794	11.6%
Water	12,119,901	11,113,861	13,265,934	5.7%	2,152,073	19.4%
Public Works	7,225,741	7,215,575	7,417,704	3.2%	202,129	2.8%
Water Pollution Contr.	11,070,290	12,671,504	13,873,189	6.0%	1,201,685	9.5%
Parks and Recreation	4,042,268	4,667,344	4,967,294	2.1%	299,950	6.4%
Power and Light	91,978,733	85,456,263	88,265,370	38.1%	2,809,107	3.3%
Non-Departmental	24,407,886	35,226,425	29,723,818	12.8%	(5,502,607)	-15.6%
Debt Service	10,671,301	10,837,806	14,716,230	6.4%	3,878,424	35.8%
Capital Outlay	967,438	709,096	1,474,129	0.6%	765,033	107.9%
Total Departments	$ 217,106,321	$ 222,338,778	$ 231,528,903	100.0%	$ 9,190,125	4.1%
Utility/Sales Tax Funds-Cap. Budget		24,574,000	22,409,271		(2,164,729)	-8.8%
Net Transfers Out/Designations		1,231,918	1,121,761		(110,157)	-8.9%
Total Uses		**$ 248,144,696**	**$ 255,059,935**		**$ 6,915,239**	**2.8%**
Balance Available		**$ (10,638,555)**	**$ (3,021,505)**		**$ 7,617,050**	

City of Independence, Missouri
2008-09 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Undesignated Fund Balance	$ 1,158,915	$ -	$ -	$ -	$ -	$ -	$ 1,158,915
Designated Fund Balance							-
Estimated Revenues	70,028,724	26,096,812	114,028,750	16,180,000	20,800,710	18,885,172	266,020,168
Proceeds from Debt Issuance		9,205,962				2,382,284	11,588,246
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,840,300)	(939,500)	(1,752,000)		(5,566,800)
Internal Service Fund Chgs						(21,267,456)	(21,267,456)
Transfers In-							
From Other Funds				105,357			105,357
Total Sources	$ 71,187,639	$ 35,267,774	$ 111,188,450	$ 15,345,857	$ 19,048,710	$ -	$ 252,038,430
Uses:							
Operating Budgets-							
City Council	$ 406,982						$ 406,982
City Clerk	455,201						455,201
City Manager	1,065,315						1,065,315
Tourism		992,144					992,144
Nat'l Front. Trails Museum	376,480						376,480
Technology Services	1,760,857		70,047				1,830,904
Municipal Court	751,741						751,741
Law	745,326	25,130				4,353,753	5,124,209
Finance	1,868,028				39,863		1,907,891
Human Resources	511,577						511,577
Community Development	2,820,958	294,682					3,115,640
Police	22,442,460	3,270,087					25,712,547
Fire	14,941,308	1,818,592					16,759,900
Health	2,706,680	461,777					3,168,457
Water					13,265,934		13,265,934

(continued on the next page)

City of Independence, Missouri
2008-09 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	7,345,945			71,759		2,153,643	9,571,347
Water Pollution Control	314,500	1,781,129		11,777,560			13,873,189
Parks and Recreation	2,125,418	2,841,876					4,967,294
Power and Light			88,265,370				88,265,370
Non-Departmental	8,969,377	9,000	18,316,501	3,208,016	4,787,724	14,760,060	50,050,678
Debt Service/Lease Purch.	-	7,774,078	2,786,693	-	4,155,459		14,716,230
Capital Outlay	1,474,129						1,474,129
Operating Budget Total	$ 71,082,282	$ 19,268,495	$ 109,438,611	$ 15,057,335	$ 22,248,980	$ 21,267,456	$ 258,363,159
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,840,300)	(939,500)	(1,752,000)		(5,566,800)
Internal Service Fund Chgs						(21,267,456)	(21,267,456)
Consolidated Operating Budg.	71,082,282	19,233,495	106,598,311	14,117,835	20,496,980	-	231,528,903
Capital Budget		15,973,271	-	3,330,000	3,106,000		22,409,271
Total Operating/Capital Budg.	$ 71,082,282	$ 35,206,766	$ 106,598,311	$ 17,447,835	$ 23,602,980	$ -	$ 253,938,174
Transfers Out-							
Desig. for Capital & Grants		1,016,404					1,016,404
To Other Funds	105,357	-					105,357
Total Uses	$ 71,187,639	$ 36,223,170	$ 106,598,311	$ 17,447,835	$ 23,602,980	$ -	$ 255,059,935
Transfer To (From) Undesignated Fund Balance/Net Assets	$ -	$ (955,396)	$ 4,590,139	$ (2,101,978)	$ (4,554,270)	$ -	$ (3,021,505)

City of Independence, Missouri
2008-09 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund=>	Combined Sales Tax Funds	Grants Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total Special Revenue Funds
Sources:							
Undesignated Fund Balance							$ -
Estimated Revenues	21,524,634	1,160,737	1,146,000	1,078,681	747,434	439,326	26,096,812
Proceeds from Debt Issuance	9,205,962						9,205,962
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Transfers In-							
From Other Funds							-
Total Sources	$ 30,730,596	$ 1,160,737	$ 1,111,000	$ 1,078,681	$ 747,434	$ 439,326	$ 35,267,774
Uses:							
Operating Budgets-							
Tourism			$ 992,144				$ 992,144
Law		$ 25,130					25,130
Community Development					246,613	48,069	294,682
Police	2,638,769	631,318					3,270,087
Fire	1,776,080	42,512					1,818,592
Health		461,777					461,777
Water Pollution Control	1,781,129						1,781,129
Parks and Recreation	2,841,876						2,841,876
Non-Departmental	9,000						9,000
Debt Service	7,774,078						7,774,078
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Consolidated Operating Budget	$ 16,820,932	$ 1,160,737	$ 957,144	$ -	$ 246,613	$ 48,069	$ 19,233,495
Capital Budget	15,973,271						15,973,271
Total Operating & Capital Budget	$ 32,794,203	$ 1,160,737	$ 957,144	$ -	$ 246,613	$ 48,069	$ 35,206,766
Transfers Out-							
Desig. for Capital & Grant Proj.			$ 124,326		$ 500,821	$ 391,257	$ 1,016,404
To Other Funds	-						-
Total Uses	$ 32,794,203	$ 1,160,737	$ 1,081,470	$ -	$ 747,434	$ 439,326	$ 36,223,170
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ (2,063,607)	$ -	$ 29,530	$ 1,078,681	$ -	$ -	$ (955,396)

Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

City of Independence, Missouri
2008-09 Operating Budget

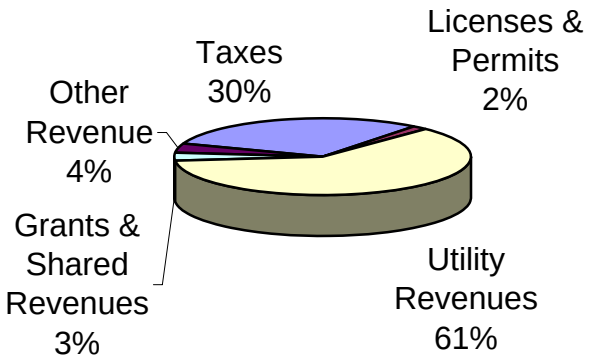
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Undesignated Fund Balance						$ -
Estimated Revenues	6,286,363	4,800,914	4,634,409	2,318,312	3,484,636	21,524,634
Proceeds from Debt Issuance	9,205,962					9,205,962
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	$ 15,492,325	$ 4,800,914	$ 4,634,409	$ 2,318,312	$ 3,484,636	$ 30,730,596
Uses:						
Operating Budgets-						
Police				$ 2,638,769		$ 2,638,769
Fire					1,776,080	1,776,080
Water Pollution Control			1,781,129			1,781,129
Parks and Recreation		2,841,876				2,841,876
Non-Departmental	9,000					9,000
Debt Service	4,253,325	2,449,677		517,363	553,713	7,774,078
Consolidation Adjustments-						-
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Consolidated Operating Budget	$ 4,262,325	$ 5,291,553	$ 1,781,129	$ 3,156,132	$ 2,329,793	$ 16,820,932
Capital Budget	11,230,000	467,271	4,276,000			15,973,271
Total Operating & Capital Budget	$ 15,492,325	$ 5,758,824	$ 6,057,129	$ 3,156,132	$ 2,329,793	$ 32,794,203
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds						-
Total Uses	$ 15,492,325	$ 5,758,824	$ 6,057,129	$ 3,156,132	$ 2,329,793	$ 32,794,203
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ -	$ (957,910)	$ (1,422,720)	$ (837,820)	$ 1,154,843	$ (2,063,607)

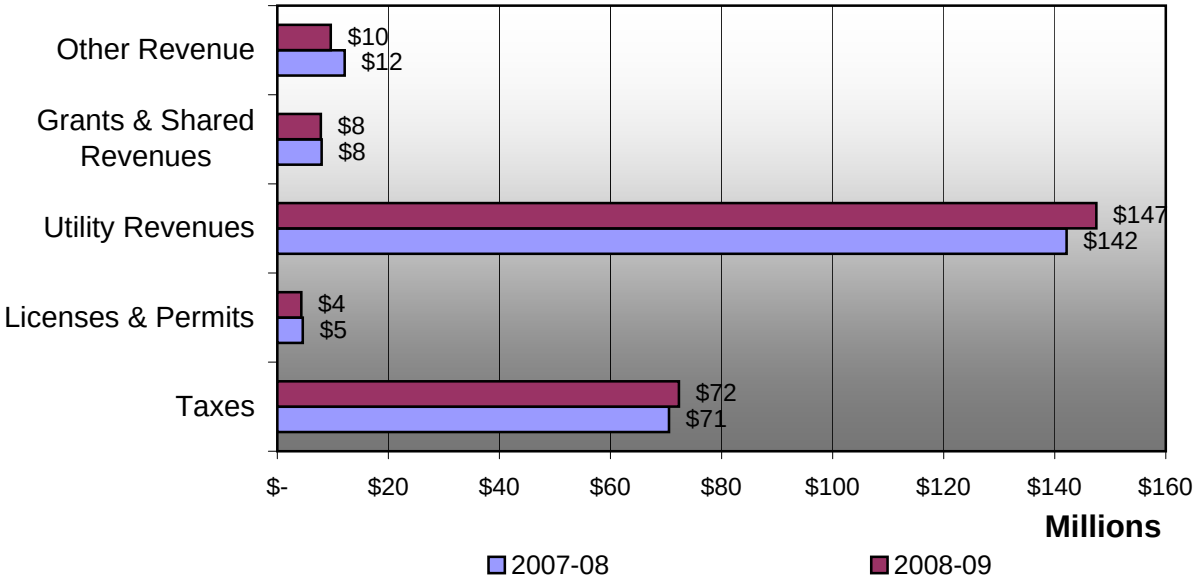
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Estimated Revenues

Revenues by Source



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising sixty-one percent of total revenues. Taxes represent the second largest category making up thirty percent of the total. For the General Fund alone, taxes represent seventy-two percent of total revenues.



Component revenues between the 2007-08 and 2008-09 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2008-09 fiscal year by 2.2 percent over the 2007-08 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by $5.3 million and represents a 3.8 percent increase. Taxes are projected to increase by $1.8 million representing a 2.5% increase.

City of Independence, Missouri
2008-09

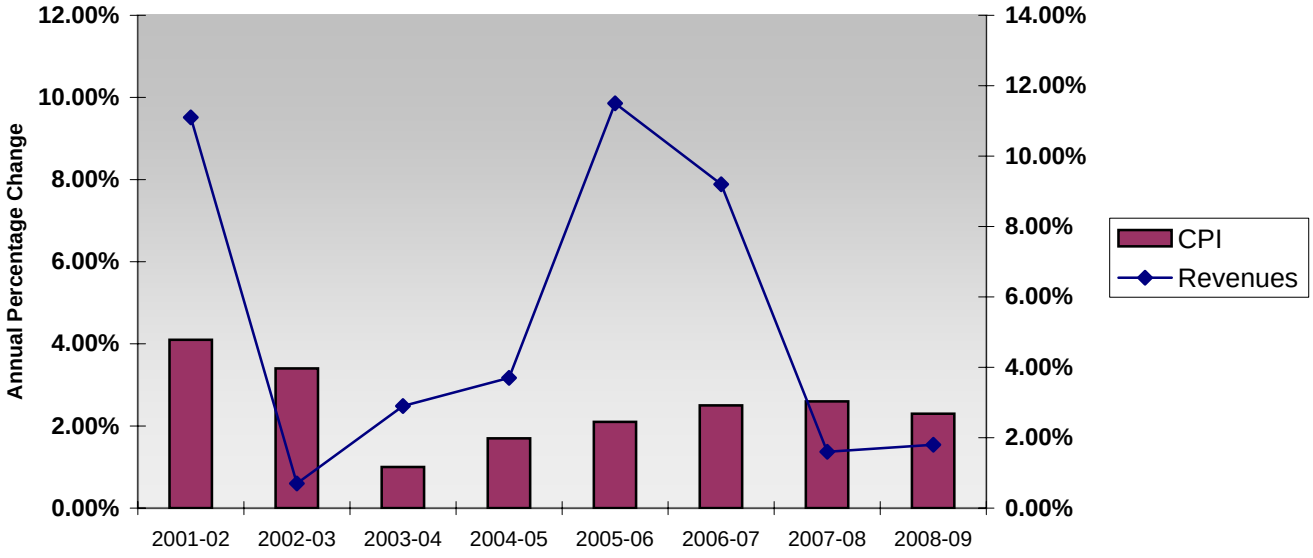
Revenue Overview/Projections

This section provides an overview of the various revenue sources in the City and a discussion of the basis upon which the revenue estimates were made. A separate Revenue Manual is available to provide additional revenue details and a more detailed discussion of the projection basis for all revenue sources within the City.

One of the key components of the City's annual budget process is the estimation of revenues for the ensuing fiscal year. These revenue estimates form the basis upon which appropriations are established which in turn dictate the level of public services that can be provided to the community. The economic environment locally, as well as nationally, creates conditions that affect the receipt of these revenues. Therefore, the City's budget is based on the latest economic forecast available, however it must also be flexible to reflect changes that occur through the year. A continuation of the level of services provided by the City depends on how quickly management recognizes these changes and reacts to adjust for them.

The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation to inflation based changes than revenues. Therefore, this comparison helps to identify the ability of revenues to adjust to inflation driven demands on the expenditure side.

Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index

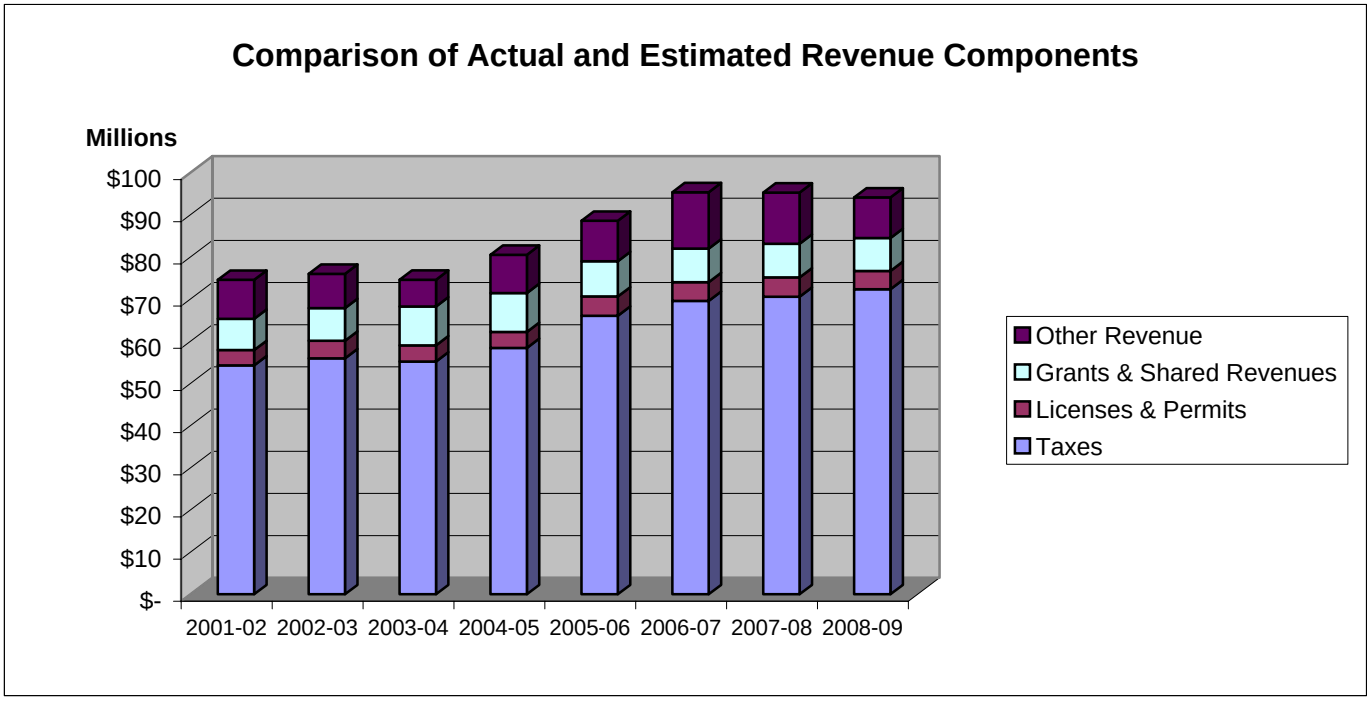


During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2008-09 are estimated to increase over the total revenues for 2007-08 at a rate of 1.8 percent compared to a projected consumer price index increase for this area of 2.3 percent.

City of Independence, Missouri
2008-09

Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2001-02 fiscal year through the 2007-08 fiscal year. Also listed are budgeted amounts for the 2007-08 and 2008-09 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 5.3 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy-two percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utility companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 7.8 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

City of Independence, Missouri
2008-09

Revenue Overview/Projections

Community Development Block Grant Act Fund

Federal Grant (CDBG) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

HOME Program Fund

Federal Grant (HOME Program) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

Enterprise Funds

The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

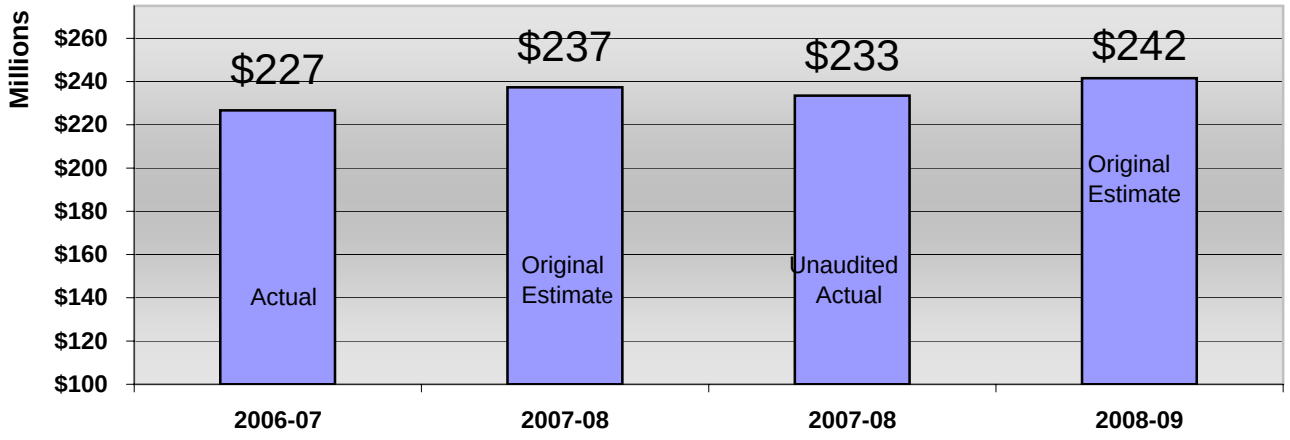
Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

Projection Accuracy

The chart shown below compares the original estimated and unaudited actual revenue amounts for the 2007-08 fiscal year as a measure of the previous year's projection accuracy. The difference between the original estimate and actual revenue was a negative variance of $3.9 million, representing a projection variance of 1.6 percent. The negative variance was due to in part by decreased revenues in the Utility Funds ($5.4 million). Also, shown on the chart for comparison purposes is the estimate for 2008-09 and the actual for 2006-07.

Comparison of Actual and Estimated Revenues



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source int eh City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund							
	Property Taxes							
2-3011	Real Estate	6,890,826	7,278,006	7,123,660	500	7,124,160	7,269,409	2.0%
2-3013	R.R. & Other Utility	39,502	33,500	34,441	0	34,441	33,500	-2.7%
	Total Property Taxes	6,930,329	7,311,506	7,158,101	500	7,158,601	7,302,909	2.0%
	Sales and Use Taxes							
2-3041	Local Option Sales Tax	16,554,333	17,309,210	12,655,827	4,513,411	17,169,238	17,650,497	2.8%
2-3042	Cigarette Tax	567,039	590,000	421,060	153,519	574,579	570,000	-0.8%
2-3044	Local Option Use Tax	0	0	0	0	0	0	
	Total Sales and Use Taxes	17,121,372	17,899,210	13,076,887	4,666,930	17,743,817	18,220,497	2.7%
	Utility Franchise Fees							
2-3052	Water	21,510	22,000	13,845	6,197	20,042	20,000	-0.2%
2-3053	Gas	4,740,811	5,400,000	4,056,999	1,062,285	5,119,284	5,246,000	2.5%
2-3054	Telephone	2,536,611	1,820,000	3,477,921	530,272	4,008,193	4,156,241	3.7%
2-3055	Electricity	334,394	310,000	266,069	72,916	338,985	345,000	1.8%
2-3057	Cable Television	576,407	600,000	440,369	174,412	614,781	630,000	2.5%
	Total Utility Franchise Fees	8,209,734	8,152,000	8,255,203	1,846,082	10,101,285	10,397,241	2.9%
	Payments in Lieu of Taxes							
2-3281	Power & Light In Lieu of Taxes	9,950,729	10,598,723	8,422,686	2,145,235	10,567,921	10,906,299	3.2%
2-3282	Water Service In Lieu of Taxes	1,651,501	1,733,545	1,273,086	462,961	1,736,047	1,869,765	7.7%
2-3283	Sanitary Sewer In Lieu of Taxes	1,437,233	1,520,180	1,098,099	402,479	1,500,578	1,549,998	3.3%
	Total Pymt. in Lieu of Taxes	13,039,463	13,852,448	10,793,871	3,010,675	13,804,546	14,326,062	3.8%
	Total Taxes	45,300,898	47,215,164	39,284,062	9,524,187	48,808,249	50,246,709	2.9%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Business Licenses and Permits							
2-3101	Occupation Licenses	1,338,638	1,482,000	751,043	786,083	1,537,126	1,538,000	0.1%
2-3102	Liquor Licenses	98,563	96,000	14,563	91,437	106,000	96,000	-9.4%
2-3103	Bld. Trades Licenses and Exams	114,665	104,040	106,578	20,310	126,888	104,000	-18.0%
2-3104	Fin-Other License/Permits	46,556	44,000	36,734	6,266	43,000	43,000	0.0%
2-3108	Building Permits, Com.Develop.	916,036	1,349,916	532,334	716,666	1,249,000	1,110,000	-11.1%
2-3109	Construction Permits, Pub.Works	1,061,700	800,000	394,766	205,234	600,000	700,000	16.7%
2-3120	Nursing Home Permits	200	750	1,510	90	1,600	800	-50.0%
2-3121	Day Care Permits	6,113	7,200	201	6,120	6,321	6,321	0.0%
2-3122	Food Handler's Permits	97,436	110,000	84,474	53,526	138,000	126,450	-8.4%
2-3123	Massage Therapist Appl	3,055	2,010	2,475	25	2,500	2,275	-9.0%
2-3124	Other Food Permits	107,635	87,750	40,278	51,882	92,160	92,000	-0.2%
2-3125	Ambulance Permits & Licenses	47,008	41,600	32,886	5,458	38,344	40,535	5.7%
2-3126	Plan Reviews - Health Dept.	3,600	2,700	3,000	600	3,600	3,600	0.0%
	Total Bus. Lic. & Permits	3,841,205	4,127,966	2,000,842	1,943,697	3,944,539	3,862,981	-2.1%
	Non-Business Licenses and Permits							
2-3151	Motor Vehicle Licenses	459,478	455,000	485,013	9,987	495,000	462,000	-6.7%
	Total Licenses and Permits	4,300,683	4,582,966	2,485,855	1,953,684	4,439,539	4,324,981	-2.6%
	Grants-							
	Federal Government Grants							
2-3210	Emergency Mgmt. Assist.	0	0	0	0	0	0	
2-3211	Public Health Nursing	115	0	0	0	0	0	
2-3212	Community Health Ed	0	0	0	0	0	0	
2-3218	Dial-A-Ride	25,393	25,393	0	25,393	25,393	25,393	0.0%
2-3219	Other	849	0	783	0	783	0	-100.0%
	Total Federal Grants	26,357	25,393	783	25,393	26,176	25,393	-3.0%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	State Government Grants							
2-3241	Financial Institutions Tax	34,802	35,000	31,960	466	32,426	32,000	-1.3%
2-3242	Gasoline Tax	3,268,531	3,350,000	2,430,380	862,231	3,292,611	3,325,000	1.0%
2-3243	Motor Vehicle License Fees	768,240	750,000	342,780	259,149	601,929	625,000	3.8%
2-3244	Motor Vehicle Sales Tax	877,795	841,278	545,808	276,865	822,673	830,000	0.9%
2-3250	Other	0	0	0	0	0	0	
	Total State Grants	4,949,367	4,976,278	3,350,928	1,398,711	4,749,639	4,812,000	1.3%
	Other Sources							
2-3272	Jackson County Drug Task Force	300,120	353,273	215,903	84,097	300,000	300,000	0.0%
2-3274	Jackson County Dare Program	353,273	332,077	299,051	0	299,051	314,274	5.1%
2-3275	Mid Am Reg Council	25,000	25,000	18,750	6,250	25,000	25,000	0.0%
2-3279	Other Misc. Grants	0	0	0	0	0	0	
	Total Other Sources	678,393	710,350	533,704	90,347	624,051	639,274	2.4%
	Total Grants	5,654,116	5,712,021	3,885,415	1,514,451	5,399,866	5,476,667	1.4%
	Charges for Services							
	General Government							
2-3302	Planning & Zoning Fees	39,541	45,300	24,878	10,122	35,000	40,000	14.3%
2-3303	Board Of Adjustment Fees	3,319	4,900	3,850	450	4,300	4,500	4.7%
2-3304	Sale Of Maps, Books, Plans	9,331	10,000	10,703	297	11,000	10,000	-9.1%
2-3305	Sale Of Police Reports	37,539	44,500	27,365	9,635	37,000	37,000	0.0%
2-3306	Sale Of Fire Reports	46	35	152	23	175	36	-79.4%
2-3307	Computer Service Charges	23,000	27,000	19,919	8,581	28,500	32,000	12.3%
	Health							
2-3311	Animal Shelter Fees	118,667	93,000	72,517	17,483	90,000	87,000	-3.3%
2-3312	Animal Id Tags	25,620	18,000	15,860	3,140	19,000	19,000	0.0%
2-3313	Health Training Programs	0	0	0	0	0	0	

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Public Safety							
2-3316	Reimb. For Police Services	22,198	40,000	24,867	1,133	26,000	22,000	-15.4%
2-3317	School Resource Officers	461,013	488,000	269,208	177,305	446,513	641,177	43.6%
2-3318	Alarm Charges - Police	18,843	39,300	29,950	9,350	39,300	39,000	-0.8%
2-3319	Alarm Charges - Fire	1,100	2,025	1,375	2,129	3,504	3,950	12.7%
	Recreation							
2-3322	Class Fees	72,543	53,250	58,509	1,491	60,000	33,500	-44.2%
2-3323	Park Concessions	8,483	8,000	3,787	3,413	7,200	7,500	4.2%
2-3326	Pool Fees	0	0	0	0	0	0	
2-3327	Recreation Centers	25,425	23,241	17,141	2,859	20,000	12,250	-38.8%
2-3329	Recreation Rentals	146,816	97,600	100,805	14,195	115,000	57,860	-49.7%
	National Frontier Trails Museum							
2-3331	NFTM-Admissions	47,665	50,000	31,026	12,974	44,000	44,000	0.0%
2-3332	NFTM-Gift Shop	31,412	32,000	19,531	10,469	30,000	30,000	0.0%
	Cemetery							
2-3341	Sale Of Cemetery Lots	8,400	8,200	7,350	2,150	9,500	9,500	0.0%
2-3342	Sale Of Monument Bases	4,245	3,100	2,745	755	3,500	3,500	0.0%
2-3343	Grave Opening Charges	48,600	49,000	47,800	4,200	52,000	21,225	-59.2%
	Other Charges							
2-3392	Sale Of Street Signs	0	500	378	122	500	500	0.0%
2-3393	Special Assessments	183,827	160,000	127,632	32,368	160,000	160,000	0.0%
2-3396	Sale Of Recycled Material	17,644	0	11,876	124	12,000	0	-100.0%
2-3397	Solid Waste Disp Fees	88,439	85,000	49,833	47,167	97,000	90,000	-7.2%
2-3398	Miscellaneous Charges	415,170	180,000	198,510	76,284	274,794	275,000	0.1%
	Total Charges for Services	1,858,887	1,561,951	1,177,567	448,219	1,625,786	1,680,498	3.4%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Fines and Court Costs							
2-3401	Fines & Forfeitures	3,371,247	3,691,563	2,445,076	1,029,924	3,475,000	3,841,283	10.5%
2-3402	Court Costs	389,567	462,062	280,203	154,097	434,300	438,643	1.0%
2-3403	Police Training	53,904	65,145	38,702	23,647	62,349	62,972	1.0%
2-3404	Domestic Violence	56,324	66,335	40,843	21,506	62,349	54,200	-13.1%
2-3405	Dwi/Drug	29,925	38,305	18,300	17,703	36,003	36,363	1.0%
	Total Fines & Court Costs	3,900,967	4,323,410	2,823,124	1,246,877	4,070,001	4,433,461	8.9%
	Interest Income							
2-3411	Interest	268,100	290,000	105,630	31,870	137,500	100,800	-26.7%
2-3412	Special Assessments - Interest	6,060	7,000	102	2,898	3,000	4,000	33.3%
2-3413	Interest - Other	70,519	80,000	52,223	17,777	70,000	70,000	0.0%
	Total Interest Income	344,679	377,000	157,955	52,545	210,500	174,800	-17.0%
2-3421	Interfund Chgs. For Supp. Serv.	3,105,514	3,139,780	2,354,841	830,113	3,184,954	3,289,000	3.3%
	Other Revenue							
2-3431	Sale Of Land	0	0	0	0	0	0	
2-3432	Sale Of Fixed Assets	50,834	45,000	12,088	28,102	40,190	57,208	42.3%
2-3433	Rents	139,001	156,000	87,054	42,781	129,835	130,000	0.1%
2-3434	Damage Claims	-996	15,000	2,472	4,213	6,685	15,000	124.4%
2-3435	Contributions	94,723	0	20,918	4,082	25,000	0	-100.0%
2-3439	Cash Over/Short	-806	0	-530	0	-530	0	
2-3440	Discounts Taken	742	300	659	16	675	400	-40.7%
2-3449	Misc. Non-Operating Revenue	179,746	200,000	100,404	87,233	187,637	200,000	6.6%
	Total Other Revenue	463,244	416,300	223,065	166,427	389,492	402,608	3.4%
	Total General Fund Revenues	**$64,928,988**	**$67,328,592**	**$52,391,884**	**$15,736,503**	**$68,128,387**	**$70,028,724**	2.8%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund							
	Operating Revenue							
20-4010	Electric Service Charges	100,268,928	107,327,000	85,318,444	22,065,556	107,384,000	110,943,250	3.3%
20-4600	Other Operating Revenue	1,131,895	1,683,000	974,334	416,666	1,391,000	1,581,000	13.7%
20-4700	Change in Unbilled Revenue	1,571,828	0	0	0	0	0	
	Total Operating Revenue	101,400,823	109,010,000	86,292,778	22,482,222	108,775,000	112,524,250	3.4%
20-3421	Interfund Charges	795,696	880,500	635,598	244,902	880,500	746,500	-15.2%
20-3411	Interest Income	1,669,442	2,200,000	879,740	191,260	1,071,000	758,000	-29.2%
20-4900	Other Revenues, Net	699,058	0	0	0	0	0	
	Total Revenues	**$104,565,019**	**$112,090,500**	**$87,808,116**	**$22,918,384**	**$110,726,500**	**$114,028,750**	3.0%
	Sanitary Sewer Fund							
	Operating Revenue							
30-3109	Construction Permits, Pub.Works	0	40,000	0	120,000	120,000	100,000	-16.7%
30-4010	Residential	9,584,113	9,930,000	7,352,272	2,549,728	9,902,000	10,009,000	1.1%
30-4110	Commercial Base	4,004,546	4,163,000	3,029,909	1,122,091	4,152,000	4,221,000	1.7%
30-4120	Commercial Surcharge	581,344	579,000	474,640	167,360	642,000	647,000	0.8%
30-4430	Contract Services	253,867	187,000	159,860	47,140	207,000	207,000	0.0%
30-4570	Intermunicipal Agreements	462,894	441,000	237,711	220,289	458,000	458,000	0.0%
30-4600	Other Operating Revenue	138,169	130,000	110,046	39,954	150,000	150,000	0.0%
30-4700	Change in Unbilled Revenue	33,761	0	0	0	0	0	
	Total Operating Revenue	15,058,694	15,470,000	11,364,438	4,266,562	15,631,000	15,792,000	1.0%
	Non-Operating Revenue							
30-3411	Interest Income	447,913	641,000	455,067	83,933	539,000	388,000	-28.0%
30-4900	Other Revenues, Net	63,761	0	0	0	0	0	
	Total Revenues	**$15,570,368**	**$16,111,000**	**$11,819,505**	**$4,350,495**	**$16,170,000**	**$16,180,000**	0.1%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Water Fund							
	Operating Revenue							
40-4010	Residential Sales	8,657,593	9,000,000	6,962,555	2,537,445	9,500,000	10,345,500	8.9%
40-4110	Commercial Sales	2,347,234	2,400,000	1,954,872	845,128	2,800,000	2,926,000	4.5%
40-4130	Industrial Sales	367,863	350,000	236,555	88,445	325,000	365,750	12.5%
40-4400	Public Authority Sales	228,957	235,000	194,490	55,510	250,000	271,700	8.7%
40-4410	Private Fire Protection	66,559	69,000	67,814	1,186	69,000	71,060	3.0%
40-4420	Public Fire Protection	641,549	640,000	500,430	99,570	600,000	620,000	3.3%
40-4550	Sales for Resale	5,232,779	4,700,000	3,757,867	742,133	4,500,000	4,294,500	-4.6%
40-4600	Other Operating Revenue	352,346	275,000	257,146	2,854	260,000	275,000	5.8%
40-4700	Change in Unbilled Revenue	-150,474	0	0	0	0	0	
	Total Operating Revenue	17,744,406	17,669,000	13,931,729	4,372,271	18,304,000	19,169,510	4.7%
40-3421	Interfund Charges	1,301,946	1,332,300	999,225	333,075	1,332,300	1,531,300	14.9%
40-3411	Interest Income	407,449	438,000	199,531	13,969	213,500	99,900	-53.2%
40-3440	Other Revenues, Net	-506,733	0	0	0	0	0	
	Total Revenues	**$18,947,068**	**$19,439,300**	**$15,130,485**	**$4,719,315**	**$19,849,800**	**$20,800,710**	4.8%
	Tourism Fund							
4-3043	Transient Guest Tax	1,020,663	1,020,000	816,354	240,012	1,056,366	1,077,500	2.0%
4-3413	Interest and Penalties	0	0	0	50	50	0	-100.0%
4-3219	Federal Grant - Other	0	0	0	0	0	0	
4-3250	State Grant - Other	169,122	0	40,129	63,158	103,287	0	-100.0%
4-3398	Miscellaneous Charges	1,165	0	25	0	25	0	-100.0%
4-3411	Interest Income	53,966	36,000	34,837	16,663	51,500	60,000	16.5%
4-3449	Misc. Non-Operating Revenue	7,554	0	3,049	51	3,100	8,500	174.2%
	Total Revenues	**$1,252,470**	**$1,056,000**	**$894,394**	**$319,934**	**$1,214,328**	**$1,146,000**	-5.6%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Street Improvements Sales Tax Fund							
11-3041	Sales Tax	5,839,963	6,394,426	4,448,344	1,621,083	6,069,427	6,244,363	2.9%
11-3279	Other Misc. Grants	0	0	0	0	0	0	
11-3398	Miscellaneous Charges	0	0	0	0	0	0	
11-3411	Interest	181,951	229,000	69,138	3,362	72,500	42,000	-42.1%
11-3435	Contributions	0	0	0	0	0	0	
	Total Revenues	**$6,021,914**	**$6,623,426**	**$4,517,482**	**$1,624,445**	**$6,141,927**	**$6,286,363**	2.4%
	Parks Improvements Sales Tax Fund							
12-3041	Sales Tax	3,892,971	4,262,950	2,964,895	1,081,390	4,046,285	4,162,909	2.9%
12-3321	Atheletic Fees	5,975	21,500	10,335	1,665	12,000	40,000	233.3%
12-3322	Class Fees	0	9,500	0	44,550	44,550	49,005	10.0%
12-3323	Park Concessions	46,345	50,000	0	250	250	1,000	300.0%
12-3326	Pool Fees	462,430	573,356	324,494	137,506	462,000	465,000	0.6%
12-3329	Recreation Rentals	0	9,000	450	73,242	73,692	81,000	9.9%
12-3411	Interest	67,957	52,000	13,855	145	14,000	2,000	-85.7%
12-3449	Misc. Non-Operating Revenue	100,552	0	24,511	489	25,000	0	-100.0%
	Total Revenues	**$4,576,230**	**$4,978,306**	**$3,338,540**	**$1,339,237**	**$4,677,777**	**$4,800,914**	2.6%
	Storm Water Improvements Sales Tax Fund							
13-3041	Sales Tax	3,895,405	4,262,950	2,965,265	1,061,020	4,026,285	4,162,909	3.4%
13-3250	Other State Grants	324,684	0	0	0	0	0	
13-3411	Interest	423,192	599,000	388,790	115,710	504,500	471,500	-6.5%
13-3435	Contributions	108,751	0	134,717	5,283	140,000	0	-100.0%
13-3449	Misc. Non-Operating Revenue	31	0	788	212	1,000	0	-100.0%
	Total Revenues	**$4,752,063**	**$4,861,950**	**$3,489,560**	**$1,182,225**	**$4,671,785**	**$4,634,409**	-0.8%
	Police Sales Tax Fund							
16-3041	Sales Tax	2,066,938	2,131,475	1,581,231	564,924	2,146,155	2,206,312	2.8%
16-3411	Interest	141,200	154,000	59,456	25,044	84,500	112,000	32.5%
16-3449	Misc. Non-Operating Revenue	3,436	0	0	0	0	0	
	Total Revenues	**$2,211,574**	**$2,285,475**	**$1,640,687**	**$589,968**	**$2,230,655**	**$2,318,312**	3.9%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Fire Sales Tax Fund							
17-3041	Sales Tax	3,891,487	4,262,950	2,963,655	1,082,630	4,046,285	3,295,636	-18.6%
17-3411	Interest	188,844	250,000	140,387	35,113	175,500	189,000	7.7%
	Total Revenues	**$4,080,331**	**$4,512,950**	**$3,104,042**	**$1,117,743**	**$4,221,785**	**$3,484,636**	-17.5%
	License Surcharge (Excise Tax) Fund							
14-3108	License Tax	1,171,510	980,000	804,145	91,662	895,807	922,681	3.0%
14-3411	Interest	170,545	181,000	97,406	30,094	127,500	156,000	22.4%
	Total Revenues	**$1,342,055**	**$1,161,000**	**$901,551**	**$121,756**	**$1,023,307**	**$1,078,681**	5.4%
	Community Development Block Grant Fund							
8-3204	Federal Grant - CDBG	1,122,874	774,406	543,844	203,590	747,434	747,434	0.0%
8-3449	Misc. Non-Operating Revenue	1,300	0	1,300	0	1,300	0	-100.0%
	Total Revenues	**$1,124,174**	**$774,406**	**$545,144**	**$203,590**	**$748,734**	**$747,434**	-0.2%
	HOME Program Fund							
9-3209	HOME Program Grant	790,433	454,672	461,892	0	461,892	439,326	-4.9%
9-3411	Interest Income	0	0	0	0	0	0	
	Total Revenues	**$790,433**	**$454,672**	**$461,892**	**$0**	**$461,892**	**$439,326**	-4.9%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

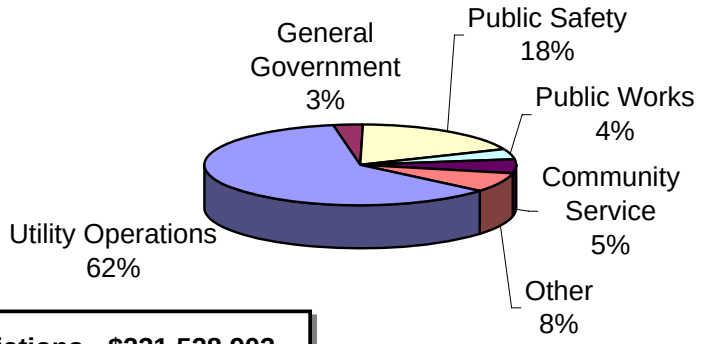
Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Grants Fund							
15-3210	Emergency Mgmt. Assist.	44,485	44,728	20,841	16,159	37,000	43,000	16.2%
15-3211	Public Health Nursing	180,275	161,637	134,211	23,789	158,000	165,880	5.0%
15-3218	Dial-A-Ride	0	0	0	0	0	0	
15-3219	Other Federal Grants	1,303,544	756,726	923,705	326,295	1,250,000	793,029	-36.6%
15-3250	Other State Grants	44,106	0	24,281	1,719	26,000	0	-100.0%
15-3279	Other Misc. Grants	43,028	20,682	26,074	926	27,000	92,970	244.3%
15-3316	Reimb. For Police Services	86,366	63,264	54,865	39,135	94,000	65,858	-29.9%
15-3317	School Resource Officers	0	0	0	0	0	0	
15-3411	Interest	-212	0	0	0	0	0	
15-3435	Contributions	1,583	0	76	0	76	0	-100.0%
	Total Revenues	**$1,703,175**	**$1,047,037**	**$1,184,053**	**$408,023**	**$1,592,076**	**$1,160,737**	-27.1%
	Central Garage Fund							
90-3380	Central Garage Charges	1,976,265	1,863,135	1,651,507	208,493	1,860,000	2,150,643	15.6%
90-3411	Interest Income	4,901	6,400	2,570	830	3,400	3,000	-11.8%
90-3449	Misc. Non-Operating Revenue	5,038	0	2,321	79	2,400	0	-100.0%
	Total Revenues	**$1,986,204**	**$1,869,535**	**$1,656,398**	**$209,402**	**$1,865,800**	**$2,153,643**	15.4%
	Staywell Healthcare Fund							
91-3461	Premiums	12,712,397	13,238,000	9,802,147	3,254,853	13,057,000	13,084,000	0.2%
91-3413	Interest - Other	190,977	130,000	204,104	70,896	275,000	279,500	1.6%
91-3449	Misc. Non-Operating Revenue	488,696	0	232,273	263,727	496,000	498,000	0.4%
	Total Revenues	**$13,392,070**	**$13,368,000**	**$10,238,524**	**$3,589,476**	**$13,828,000**	**$13,861,500**	0.2%

City of Independence, Missouri
2008-09 Operating Budget
Revenue Summary
For the Fiscal Years 2006-07 through 2008-09

Acct. No.	Description	2006-07 Actual	2007-08 Original Budget	2007-08 Actual Rev. For 9 Months	2007-08 Est. Revenue For 3 Months	2007-08 Current Estimate	2008-09 Adopted Budget	%Chg. Curr Est to Prop.
	Workers' Compensation Fund							
92-3411	Interest	0	0	0	0	0	0	
92-3413	Interest - Other	0	0	0	0	0	0	
92-3449	Misc. Non-Operating Revenue	0	0	0	0	0	0	
92-3471	Workers' Comp. Premiums	0	0	0	1,895,661	1,895,661	1,971,469	4.0%
92-3472	Reinsurance Reimbursements	0	0	0	0	0	0	
	Total Revenues	**$0**	**$0**	**$0**	**$1,895,661**	**$1,895,661**	**$1,971,469**	4.0%
	Pharmacy Benefit Fund							
94-3411	Interest	0	0	0	0	0	0	
94-3413	Interest - Other	0	0	0	0	0	0	
94-3449	Misc. Non-Operating Revenue	0	0	0	0	0	0	
94-3461	Premiums	0	0	0	864,000	864,000	898,560	4.0%
94-3462	Reinsurance Reimbursements	0	0	0	0	0	0	
	Total Revenues	**$0**	**$0**	**$0**	**$864,000**	**$864,000**	**$898,560**	4.0%
	Summary:							
	Grand Total Revenues	**$247,244,136**	**$257,962,149**	**$199,122,257**	**$61,190,157**	**$260,312,414**	**$266,020,168**	2.2%
	Less:							
	Central Garage Fund	**-1,986,204**	**-1,869,535**	**-1,656,398**	**-209,402**	**-1,865,800**	**-2,153,643**	
	Staywell Health Care Fund	**-13,392,070**	**-13,368,000**	**-10,238,524**	**-3,589,476**	**-13,828,000**	**-13,861,500**	
	Workers' Compensation Fund	**0**	**0**	**0**	**-1,895,661**	**-1,895,661**	**-1,971,469**	
	Pharmacy Benefit Fund	**0**	**0**	**0**	**-864,000**	**-864,000**	**-898,560**	
	Interfund Charges	**-5,203,156**	**-5,352,580**	**-3,989,664**	**-1,408,090**	**-5,397,754**	**-5,566,800**	
	Net Total Revenues	**$226,662,706**	**$237,372,034**	**$183,237,671**	**$53,223,528**	**$236,461,199**	**$241,568,196**	2.2%

Appropriations

Appropriations

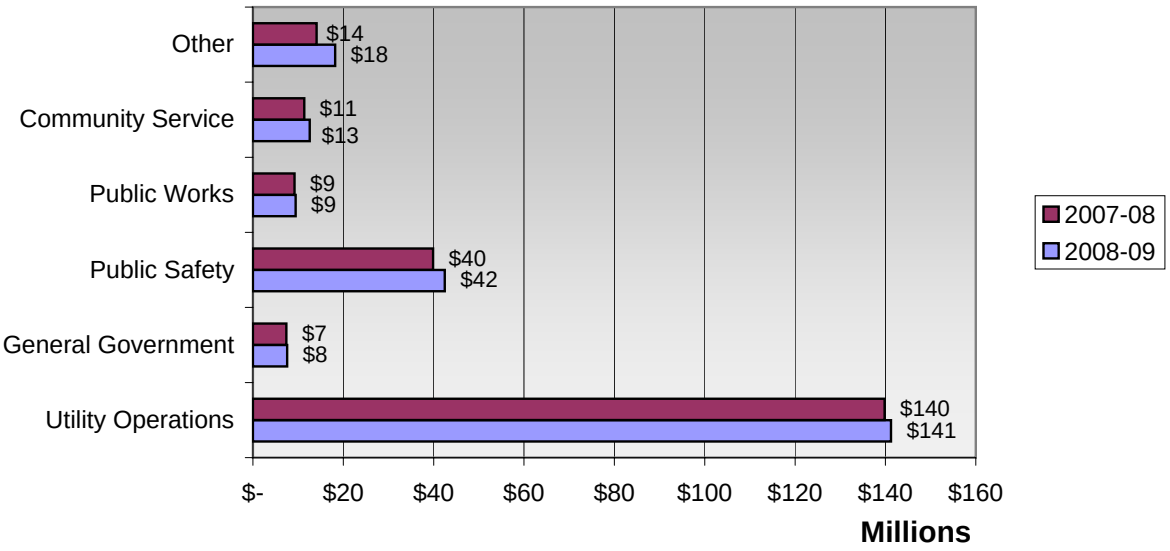


Total Appropriations - $231,528,903

Utility Operations represent sixty-two percent of the total budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for fifty-three percent of that fund's budget. Public Safety includes Police services ($25.7 million) and Fire services ($16.8 million).

Total operating budget appropriations increased by 4.4 percent between the two fiscal years representing an increase of $9.8 million. The largest portion of this increase ($3.8 million) occurred in the Debt Service for Special Revenue Funds category with the Street Improvements Sales Tax fund accounting for $2.8 million of the increase. This is due to the renewal of the Street Improvements Sales Tax in August 2007.

Comparison of Appropriations



City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
General Fund:						
General Government:						
City Council	$ 414,286	$ 384,076	$ 284,528	$ 104,680	$ 389,208	$ 406,982
City Clerk	429,211	444,395	311,296	133,099	444,395	455,201
City Manager	977,759	1,008,238	771,720	255,728	1,027,448	1,065,315
Technology Services	1,671,952	1,698,079	1,629,625	104,788	1,734,413	1,760,857
Municipal Court	678,682	757,022	498,993	268,612	767,605	751,741
Total General Government	$ 4,171,890	$ 4,291,810	$ 3,496,162	$ 866,907	$ 4,363,069	$ 4,440,096
National Frontier Trails Museum	$ 350,458	$ 361,516	$ 270,568	$ 99,232	$ 369,800	$ 376,480
Law Department	691,373	739,685	487,784	267,247	755,031	745,326
Finance Department:						
Administration	$ 424,372	$ 407,392	$ 311,125	$ 106,129	$ 417,254	$ 412,731
Accounting	851,977	865,712	652,489	225,396	877,885	895,847
Purchasing	381,886	381,827	287,137	101,825	388,962	400,342
Occupation Licensing	156,551	158,073	122,348	39,290	161,638	159,108
Total Finance Department	$ 1,814,786	$ 1,813,004	$ 1,373,099	$ 472,640	$ 1,845,739	$ 1,868,028
Human Resources Department	$ 535,097	$ 506,764	$ 359,868	$ 159,580	$ 519,448	$ 511,577
Community Development Department:						
Administration	$ 259,464	$ 344,895	$ 307,821	$ 60,104	$ 367,925	$ 335,435
Comprehensive/Current Planning	560,654	583,827	347,047	233,804	580,851	559,961
Transportation	872,115	804,117	926,518	-	922,886	936,369
Historic Preservation	107,527	82,980	107,842	(22,767)	85,075	84,604
Building Inspection	790,183	857,359	676,770	197,076	873,846	904,589
Total Planning and Permits	$ 2,589,943	$ 2,673,178	$ 2,365,998	$ 468,217	$ 2,830,583	$ 2,820,958

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
General Fund (continued):						
Police Department:						
Administration	$ 2,088,672	$ 2,108,516	$ 1,741,730	$ 445,425	$ 2,187,155	$ 2,330,595
Police Operations	14,037,822	13,367,091	11,264,881	2,109,004	13,373,885	14,492,041
Police Services	5,148,126	5,265,039	4,022,381	1,237,507	5,259,888	5,619,824
Total Police Department	$ 21,274,620	$ 20,740,646	$ 17,028,992	$ 3,791,936	$ 20,820,928	$ 22,442,460
Fire Department:						
Administration	$ 411,852	$ 546,322	$ 356,589	$ 192,577	$ 549,166	$ 561,862
Suppression	12,570,761	12,243,803	9,882,102	2,758,151	12,640,253	13,123,959
Fire Prevention	525,608	528,769	410,362	119,822	530,184	590,693
Maintenance	388,307	396,476	288,765	116,405	405,170	394,703
Training/Emer. Preparedness	277,778	289,097	213,307	77,710	291,017	270,091
Total Fire Department	$ 14,174,306	$ 14,004,467	$ 11,151,125	$ 3,264,665	$ 14,415,790	$ 14,941,308
Health Department:						
Administration	$ 185,246	$ 188,858	$ 143,692	$ 50,695	$ 194,387	$ 380,179
General Services	766,430	797,149	577,525	221,802	799,327	808,403
Animal Services	763,410	729,649	539,310	197,191	736,501	724,459
Code Enforcement	696,601	738,435	553,777	187,860	741,637	793,639
Total Health Department	$ 2,411,687	$ 2,454,091	$ 1,814,304	$ 657,548	$ 2,471,852	$ 2,706,680
Public Works:						
Administration	$ 223,424	$ 214,398	$ 210,787	$ 8,680	$ 219,467	$ 230,391
Engineering	1,531,597	1,422,413	1,239,851	227,691	1,467,542	1,450,750
Property Management	911,258	961,536	643,704	321,882	965,586	966,627
Street Maintenance	4,489,678	4,547,048	3,748,599	813,710	4,562,309	4,698,177
Total Public Works	$ 7,155,957	$ 7,145,395	$ 5,842,941	$ 1,371,963	$ 7,214,904	$ 7,345,945

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 305,567	$ 295,013	$ 224,656	$ 72,214	$ 296,870	$ 314,500
Parks and Recreation:						
Administration	$ 297,659	$ 298,677	$ 227,633	$ 78,309	$ 305,942	$ 302,990
Park Maintenance	836,323	842,973	670,599	179,414	850,013	883,502
Recreation	701,314	721,142	567,397	164,515	731,912	746,257
Cemetery Maintenance	195,266	182,397	141,557	42,412	183,969	192,669
Total Parks and Recreation	$ 2,030,562	$ 2,045,189	$ 1,607,186	$ 464,650	$ 2,071,836	$ 2,125,418
Non-Departmental	$ 7,145,240	$ 9,435,131	$ 6,071,475	$ 2,787,360	$ 8,858,835	$ 8,969,377
Debt Service (Lease Purchases)	-	-	-	-	-	-
Capital Outlay	967,438	709,096	219,702	1,199,841	1,419,543	1,474,129
Total General Fund	$ 65,618,924	$ 67,214,985	$ 52,313,860	$ 15,944,000	$ 68,254,228	$ 71,082,282
Tourism Fund:						
Tourism	$ 1,059,592	$ 940,037	$ 716,538	$ 410,177	$ 1,126,715	$ 992,144
Community Development Block Grant Fund:						
Community Development	$ 597,299	$ 239,940	$ 736,132	$ 341,029	$ 1,077,161	$ 246,613
HOME Program Fund:						
Community Development	$ 796,782	$ 45,467	$ 184,554	$ 489,082	$ 673,636	$ 48,069
Central Garage Fund:						
Public Works	$ 1,954,733	$ 1,869,535	$ 1,755,633	$ 113,902	$ 1,869,535	$ 2,153,643
Staywell Health Care Fund						
Non-Departmental	$ 10,630,250	$ 11,522,000	$ 8,215,316	$ 3,306,684	$ 11,522,000	$ 13,861,500
Pharmacy Benefits Fund						

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
Non-Departmental	$ 382,318	$ -	$ 544,886	$ (544,886)	$ -	$ 898,560
Street Improvements Sales Tax Fund:						
Non-Departmental	$ -	$ -	$ -	$ -	$ -	$ 9,000
Debt Service	1,455,842	1,479,225	1,473,457	5,768	1,479,225	4,253,325
Total Street Improv. Sales Tax Fund	$ 1,455,842	$ 1,479,225	$ 1,473,457	$ 5,768	$ 1,479,225	$ 4,262,325
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 2,011,706	$ 2,622,155	$ 1,802,969	$ 860,186	$ 2,663,155	$ 2,841,876
Debt Service	1,396,543	1,444,602	1,171,729	272,873	1,444,602	2,449,677
Total Park Improv. Sales Tax Fund	$ 3,408,249	$ 4,066,757	$ 2,974,698	$ 1,133,059	$ 4,107,757	$ 5,291,553
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 1,232,045	$ 1,756,857	$ 1,038,171	$ 718,686	$ 1,756,857	$ 1,781,129
Police Public Safety Sales Tax Fund:						
Police	$ 1,440,380	$ 3,128,705	$ 2,368,874	$ 759,831	$ 3,128,705	$ 2,638,769
Debt Service	512,692	516,363	513,625	3,738	517,363	517,363
Total Police Sales Tax Fund	$ 1,953,072	$ 3,645,068	$ 2,882,499	$ 763,569	$ 3,646,068	$ 3,156,132
Fire Public Safety Sales Tax Fund:						
Fire	$ 831,086	$ 1,360,912	$ 487,788	$ 873,124	$ 1,360,912	$ 1,776,080
Debt Service	549,713	553,713	550,313	3,400	553,713	553,713
Total Fire Sales Tax Fund	$ 1,380,799	$ 1,914,625	$ 1,038,101	$ 876,524	$ 1,914,625	$ 2,329,793
Grants Fund:						
Law	$ 44,269	$ 36,109	$ 32,597	$ 24,457	$ 57,054	$ 25,130
Police	1,140,596	581,628	869,413	924,131	1,793,544	631,318
Fire	69,258	44,728	45,021	-	35,609	42,512
Health	502,697	384,572	347,425	210,310	557,735	461,777
Total Grants Fund	$ 1,756,820	$ 1,047,037	$ 1,294,456	$ 1,158,898	$ 2,443,942	$ 1,160,737

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 75,385	$ 75,446	$ 54,711	$ 22,634	$ 77,345	$ 70,047
Power and Light Department:						
Administration	1,283,119	1,660,251	1,131,082	542,464	1,673,546	1,598,752
Support Services	10,733,663	9,175,904	8,261,073	939,916	9,200,989	8,920,823
Production	67,707,554	64,870,378	52,443,301	12,475,979	64,919,280	64,654,895
Distribution	8,944,180	8,835,588	7,480,160	1,376,364	8,856,524	9,104,638
Engineering	3,310,217	3,724,422	2,703,979	1,043,862	3,747,841	3,986,262
Total Power and Light Department	$ 91,978,733	$ 88,266,543	$ 72,019,595	$ 16,378,585	$ 88,398,180	$ 88,265,370
Non-Departmental	15,582,390	17,896,830	13,942,970	3,820,323	17,763,293	18,316,501
Debt Service	2,779,984	2,776,218	2,080,138	696,080	2,776,218	2,786,693
Total Power and Light Fund	$ 110,416,492	$ 109,015,037	$ 88,097,414	$ 20,917,622	$ 109,015,036	$ 109,438,611
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ 69,784	$ 70,180	$ 61,646	$ 10,227	$ 71,873	$ 71,759
Water Pollution Control Department:						
Administration	$ 691,388	$ 853,465	$ 535,952	$ 334,490	$ 870,442	$ 887,966
Treatment Facilities	6,396,099	7,324,315	5,220,931	2,110,030	7,330,961	7,463,044
Collection System Maintenance	2,274,257	3,078,817	2,303,233	790,640	3,093,873	3,188,579
Laboratory Services	170,934	236,937	160,068	79,787	239,855	237,971
Total Water Pollution Control Dept.	$ 9,532,678	$ 11,493,534	$ 8,220,184	$ 3,314,947	$ 11,535,131	$ 11,777,560
Non-Departmental	2,772,205	3,125,742	2,240,143	842,309	3,082,452	3,208,016
Total Sanitary Sewer Fund	$ 12,374,667	$ 14,689,456	$ 10,521,973	$ 4,167,483	$ 14,689,456	$ 15,057,335
Workers' Compensation Fund						
Non-Departmental	$ -	$ -	$ 4,438,417	$ -	$ 4,382,000	$ 4,353,753

City of Independence, Missouri
2008-09 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2006-07, 2007-08 and 2008-09

Fund/Department	Actual Expenditures 2006-07	Original Budget 2007-08	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2007-08	City Council Adopted 2008-09
Water Fund:						
Finance						
Accounting	$ 51,259	$ 53,199	$ 34,569	$ 18,630	$ 53,199	$ 39,863
Water Department:						
Administration	962,185	1,040,004	827,740	235,135	1,062,875	1,062,914
Customer Service and Accounts	3,138,293	3,291,676	2,543,470	758,197	3,301,667	3,684,004
Production	4,732,421	5,088,842	3,899,242	1,203,005	5,102,247	5,120,899
Transmission and Distribution	3,287,002	3,326,739	3,228,118	106,236	3,334,354	3,398,117
Total Water Department	$ 12,119,901	$ 12,747,261	$ 10,498,570	$ 2,302,573	$ 12,801,143	$ 13,265,934
Non-Departmental	4,111,207	4,768,722	3,586,638	1,137,643	4,724,281	4,787,724
Debt Service	3,976,527	4,067,685	3,594,596	473,089	4,067,685	4,155,459
Total Water Fund	$ 20,258,894	$ 21,636,867	$ 17,714,373	$ 3,931,935	$ 21,646,308	$ 22,248,980
Grand Total - All Funds	$ 235,276,778	$ 241,082,893	$ 195,940,478	$ 53,733,532	$ 249,604,549	$ 258,363,159
Less:						
Central Garage Fund	(1,954,733)	(1,869,535)	(1,755,633)	(113,902)	(1,869,535)	(2,153,643)
Staywell Health Care Fund	(10,630,250)	(11,522,000)	(8,215,316)	(3,306,684)	(11,522,000)	(13,861,500)
Pharmacy Benefits Fund	(382,318)	-	(544,886)	544,886	-	(898,560)
Worker's Compensation Fund	-	-	(4,438,417)	-	(4,382,000)	(4,353,753)
Interfund Chgs. for Support Ser.	(5,203,156)	(5,352,580)	(3,989,664)	(1,408,090)	(5,397,754)	(5,566,800)
Net Total Budget - All Funds	$ 217,106,321	$ 222,338,778	$ 176,996,562	$ 49,449,742	$ 226,433,260	$ 231,528,903

City of Independence, Missouri
2008-09 Operating Budget

Appropriations by Type Summary - All Funds

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay/Other	Percent of Total	Total
City Council	$ 369,072	90.7%	$ 32,955	8.1%	$ 4,955	1.2%	$ -	0.0%	$ 406,982
City Clerk	396,026	87.0%	36,275	8.0%	22,900	5.0%	-	0.0%	455,201
City Manager	1,003,520	94.2%	54,190	5.1%	7,605	0.7%	-	0.0%	1,065,315
Tourism	270,575	27.3%	716,569	72.2%	4,000	0.4%	1,000	0.1%	992,144
NFTM	284,655	75.6%	59,680	15.9%	32,145	8.5%	-	0.0%	376,480
Technology Services	1,667,604	91.1%	148,145	8.1%	15,155	0.8%	-	0.0%	1,830,904
Municipal Court	715,227	95.1%	30,850	4.1%	4,164	0.6%	1,500	0.2%	751,741
Law	3,898,208	76.1%	552,650	10.8%	34,851	0.7%	638,500	12.5%	5,124,209
Finance	1,698,901	89.0%	195,412	10.2%	13,578	0.7%	-	0.0%	1,907,891
Human Resources	479,585	93.7%	25,492	5.0%	6,500	1.3%	-	0.0%	511,577
Community Dev.	1,878,265	60.3%	1,203,425	38.6%	32,450	1.0%	1,500	0.0%	3,115,640
Police	21,028,575	81.8%	1,535,626	6.0%	1,031,090	4.0%	2,117,256	8.2%	25,712,547
Fire	14,022,081	83.7%	800,549	4.8%	559,036	3.3%	1,378,234	8.2%	16,759,900
Health	2,549,850	80.5%	394,871	12.5%	223,736	7.1%	-	0.0%	3,168,457
Water	6,842,281	51.6%	3,964,463	29.9%	1,887,640	14.2%	571,550	4.3%	13,265,934
Public Works	5,501,364	57.5%	1,823,341	19.0%	2,046,642	21.4%	200,000	2.1%	9,571,347
Water Pollution Control	5,435,231	39.2%	6,820,005	49.2%	893,066	6.4%	724,887	5.2%	13,873,189
Parks and Recreation	3,016,339	60.7%	1,541,436	31.0%	405,769	8.2%	3,750	0.1%	4,967,294
Power and Light	20,958,063	23.7%	10,890,251	12.3%	55,463,106	62.8%	953,950	1.1%	88,265,370
Non-Departmental	7,325,650	14.6%	26,937,385	53.8%	10,000	0.0%	15,777,043	31.5%	50,050,078
Debt Service	-	0.0%	-	0.0%	-	0.0%	14,716,230	100.0%	14,716,230
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	1,474,729	100.0%	1,474,729
Totals	$ 99,341,072	38.5%	$ 57,763,570	22.4%	$ 62,698,388	24.3%	$ 38,560,129	14.9%	$ 258,363,159

City of Independence, Missouri
2008-09 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2007-08 and 2008-09

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
2007-08								
Designations-								
For CDBG Programming			$ (534,466)					$ (534,466)
For HOME Program Programming				(409,205)				(409,205)
For Visitor Orientation Center		(117,700)						(117,700)
Total Designations	$ -	$ (117,700)	$ (534,466)	$ (409,205)	$ -	$ -	$ -	$ (1,061,371)
Operating Transfers-								
From (To) Santa Fe TIF Fund	(37,000)	(28,190)						(65,190)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (142,357)	$ (28,190)	$ -	$ -	$ -	$ 105,357	$ -	$ (65,190)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (142,357)	$ (145,890)	$ (534,466)	$ (409,205)	$ -	$ 105,357	$ -	$ (1,126,561)
2008-09								
Designations-								
For CDBG Programming			$ (500,821)					$ (500,821)
For HOME Program Programming				(391,257)				(391,257)
For Visitor Orientation Center		(124,326)						(124,326)
Total Designations	$ -	$ (124,326)	$ (500,821)	$ (391,257)	$ -	$ -	$ -	$ (1,016,404)
Operating Transfers-								
From (To) Santa Fe TIF Fund								-
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (105,357)	$ -	$ -	$ -	$ -	$ 105,357	$ -	$ -
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (105,357)	$ (124,326)	$ (500,821)	$ (391,257)	$ -	$ 105,357	$ -	$ (1,016,404)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2008-09 FISCAL YEAR

Long Term Debt Policies

All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.

The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.

Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 2008, the City had no outstanding General Obligation Bonds and $59,294,752 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was $10,999,752 for Power and Light Operations, and $35,970,000 for Water Utility Operations. The Events Center fund has outstanding debt of $12,325,000. The City had a legal debt limit of $282,386,511 which represents twenty percent of the assessed valuation of the City.

Included in this section are:

1) Debt Service appropriations including amounts for City-wide capital lease obligations.

2) Debt to Maturity Schedules for outstanding debt obligations.

3) Computation of Legal Debt Margin (as of June 30, 2008).

City of Independence, Missouri
2008-09 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
Street Improvements Salex Tax Fund-				
Streets and Bridges (6371)	$ 4,085,000	$ 157,325	$ 11,000	$ 4,253,325
Parks Sales Tax Fund-				
Infrastructure Facitities Revenue Bonds:				
2004 Series (6369)	$ 270,000	$ 11,138	$ 3,400	$ 284,538
Aquatics Facilities				
2004 Series (6370)	750,000	165,226	3,400	918,626
Park Projects:				
2006 Series (6372)	1,010,000	233,113	3,400	1,246,513
Total Parks Sales Tax Fund	$ 2,030,000	$ 409,477	$ 10,200	$ 2,449,677
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 365,000	$ 148,963	$ 3,400	$ 517,363
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 390,000	$ 160,313	$ 3,400	$ 553,713
Power and Light Fund-				
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,620,000	$ 507,170	$ 1,500	$ 2,128,670
Revenue Bonds (Refunding):				
2003 Series (6236)	535,000	121,523	1,500	658,023
Total Power and Light Fund	$ 2,155,000	$ 628,693	$ 3,000	$ 2,786,693
Water Fund-				
Revenue Bonds:				
1986 Series (6352)	$ 1,840,000	$ 1,148,720	$ 7,500	$ 2,996,220
Revenue Bonds:				
2004 Series (6352)	540,000	611,739	7,500	1,159,239
Total Water Fund	$ 2,380,000	$ 1,760,459	$ 15,000	$ 4,155,459
Grand Total All Funds - Operating Budget	$ 11,405,000	$ 3,265,230	$ 46,000	$ 14,716,230

City of Independence, Missouri
2008-09 Operating Budget

Debt Service Requirements - Related Debt Associated with the City of Independence

Series	Principal	Interest	Fees	Total Debt Service Requirements
Neighborhood Improvement District Debt Service-				
Noland Road NID				
2004 Series (6311)	$ 60,000	$ 38,800	$ 1,000	$ 99,800
Fall Drive NID				
2004 Series (6312)	4,000	5,429	1,000	10,429
Total NID Debt Service	$ 64,000	$ 44,229	$ 2,000	$ 110,229
Events Center-				
2008 D Series (6250)	$ -	$ 666,175	$ 9,500	$ 675,675
Tax Increment Financing Funds-				
Drumm Farm				
2005 B Series (6711)	$ 60,000	$ 36,904	$ 2,000	$ 98,904
2006 Series (6711)	80,000	63,982	2,000	145,982
2007 D Series (6711)	70,000	38,776	2,000	110,776
2008 D Series (6711)	30,000	52,090	2,000	84,090
Total Drumm Farm	$ 240,000	$ 191,752	$ 8,000	$ 439,752
Eastland Center				
2007 A Series (6711)	$ 1,255,000	$ 880,863	$ 2,000	$ 2,137,863
2008 C Series (6711)	-	426,315	2,000	428,315
Total Eastland Center	$ 1,255,000	$ 1,307,178	$ 4,000	$ 2,566,178
Falls at Crackerneck Creek				
2005 C Series (6718)	$ 185,000	$ 551,532	$ 2,000	$ 738,532
2006 A&B Series (6718)	340,000	2,830,030	2,000	3,172,030
2006 C Series (6718)	-	639,500	2,000	641,500
2008 A Series (6718)	-	277,583	2,000	279,583
2008 B Series (6718)	-	414,558	2,000	416,558
Total Falls at Crackerneck Creek	$ 525,000	$ 4,713,203	$ 10,000	$ 5,248,203
Hartman Heritage Center				
2001 Series (6718)	$ 70,128	$ 6,333	$ 2,000	$ 78,461
2003 Series (6718)	300,000	384,400	2,000	686,400
2007 B Series (6718)	550,000	428,925	2,000	980,925
Total Hartman Center	$ 920,128	$ 819,658	$ 6,000	$ 1,745,786
Centerpoint Medical Center (HCA)				
2006 F Series (6722)	$ 120,000	$ 205,475	$ 2,000	$ 327,475
2007 E Series (6722)	580,000	989,419	2,000	1,571,419
Total Centerpoint Medical Center	$ 700,000	$ 1,194,894	$ 4,000	$ 1,898,894
Santa Fe				
2007 C Series (6708)	$ 385,000	$ 566,732	$ 2,000	$ 953,732
Grand Total All Categories	$ 4,089,128	$ 9,503,821	$ 45,500	$ 13,638,449

City of Independence, Missouri
2008-09 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Parks Sales Tax Fund			Power and Light Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2009	2,030,000	419,677	2,449,677	2,155,000	631,693	2,786,693
2010	1,840,000	328,014	2,168,014	2,245,000	544,363	2,789,363
2011	1,925,000	243,389	2,168,389	2,345,000	448,838	2,793,838
2012	2,000,000	163,778	2,163,778	2,455,000	347,238	2,802,238
2013	2,080,000	83,063	2,163,063	2,560,000	239,290	2,799,290
2014			-	2,700,000	125,010	2,825,010
2015			-			-
2016			-			-
2017			-			-
2018-26			-			-
Total	$ 9,875,000	$ 1,237,921	$ 11,112,921	$ 14,460,000	$ 2,336,432	$ 16,796,432

	Street Improvements			Water Fund			
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	Total All Funds
2009	4,085,000	168,325	4,253,325	2,380,000	1,775,459	4,155,459	13,645,154
2010			-	2,525,000	1,669,533	4,194,533	9,151,910
2011			-	2,765,000	1,558,008	4,323,008	9,285,235
2012			-	2,950,000	1,433,770	4,383,770	9,349,786
2013			-	3,195,000	1,292,825	4,487,825	9,450,178
2014			-	3,440,000	1,133,585	4,573,585	7,398,595
2015			-	3,730,000	959,395	4,689,395	4,689,395
2016			-	4,060,000	767,670	4,827,670	4,827,670
2017			-	5,770,000	522,845	6,292,845	6,292,845
2018-26			-	7,535,000	1,660,163	9,195,163	9,195,163
Total	$ 4,085,000	$ 168,325	$ 4,253,325	$ 38,350,000	$ 12,773,253	$ 51,123,253	$ 83,285,931

City of Independence, Missouri
2008-09 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Fire Sales Tax Fund			Police Sales Tax Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2009	390,000	163,713	553,713	365,000	152,363	517,363
2010	410,000	144,213	554,213	380,000	134,113	514,113
2011	430,000	123,713	553,713	400,000	115,113	515,113
2012	450,000	102,213	552,213	420,000	95,113	515,113
2013	475,000	79,713	554,713	440,000	74,113	514,113
2014	500,000	55,963	555,963	465,000	52,113	517,113
2015	525,000	30,963	555,963	485,000	28,863	513,863
2016			-			-
2017			-			-
2018-26			-			-
Total	$ 3,180,000	$ 700,491	$ 3,880,491	$ 2,955,000	$ 651,791	$ 3,606,791

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2009	60,000	39,800	99,800	4,000	6,429	10,429
2010	60,000	36,800	96,800	4,000	6,214	10,214
2011	65,000	33,800	98,800	4,000	5,984	9,984
2012	65,000	30,713	95,713	4,000	5,754	9,754
2013	65,000	27,788	92,788	5,000	5,524	10,524
2014	70,000	24,538	94,538	5,000	5,236	10,236
2015	70,000	21,038	91,038	5,000	4,949	9,949
2016	75,000	17,538	92,538	5,000	4,674	9,674
2017	75,000	13,600	88,600	6,000	4,399	10,399
2018-26	165,000	15,126	180,126	53,000	20,681	73,681
Total	$ 770,000	$ 260,741	$ 1,030,741	$ 95,000	$ 69,844	$ 164,844

City of Independence, Missouri
2008-09 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	Eastland	Hartman Heritage	Santa Fe	Drumm Farm	Crackerneck Creek	Centerpoint HCA	Total
2009	2,135,863	1,739,786	951,731	356,160	4,546,061	1,894,894	11,624,495
2010	2,203,113	1,746,405	950,749	347,900	4,810,641	1,715,794	11,774,602
2011	2,203,863	1,689,400	948,838	354,350	5,528,088	1,719,019	12,443,558
2012	2,001,113	1,698,325	950,803	355,075	5,618,668	1,770,781	12,394,765
2013	1,469,862	1,695,975	951,211	355,269	5,701,969	1,768,657	11,942,943
2014	1,505,462	1,711,975	950,014	349,775	5,807,843	1,830,107	12,155,176
2015	1,547,100	1,749,594	951,784	358,738	5,891,906	1,826,918	12,326,040
2016	1,594,175	1,763,313	951,595	351,950	5,999,320	1,887,057	12,547,410
2017	1,634,175	1,808,237	949,418	359,431	6,098,350	1,887,344	12,736,955
2018-28	8,807,875	9,427,250	6,664,842	1,147,314	76,968,265	24,009,288	127,024,834
Total	$ 25,102,601	$ 25,030,260	$ 15,220,985	$ 4,335,962	$ 126,971,111	$ 40,309,859	$ 236,970,778

City of Independence, Missouri
2008-09 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	City Hall Infrastructure Renovation	Computer Equipment (2430-022)	Computer Equipment (2430-023)	Aerial Fire Truck (2430-020)			Total
2009	$ 215,879	$ 51,108	$ 26,853	$ 93,235			$ 387,075
2010	214,395	42,589	26,853	93,235			377,072
2011			26,853	93,234			120,087
2012			4,477	93,234			97,711
2013				93,234			93,234
2014				93,235			93,235
2015							-
2016							-
2017							
2018-26							-
Total	$ 430,274	$ 93,697	$ 85,036	$ 559,407	$ -	$ -	$ 1,168,414

City of Independence, Missouri
2008-09 Operating Budget

Computation of Legal Debt Margin

June 30, 2008

Assessed Value at January 1, 2008: *		
Jackson County	$ 1,411,930,524	
Clay County	2,030	
Total Assessed Value	$ 1,411,932,554	
Constitutional Debt Limit **		$ 282,386,511
(20% of Assessed Value)		
Total Bonded Debt		
Neighborhood Improvement Districts	$ 865,000	
Events Center Bonds	$ 12,325,000	
Water Utility Bonds	35,970,000	
Electric Utility Bonds	10,999,752	
Subtotal	$ 60,159,752	
Less:		
Total Bonded Debt	$ (59,294,752)	
Debt Service Fund Balance	(73,913)	
Subtotal	(59,368,665)	
Total Net Debt Applicable to Limit		865,000
Legal Debt Margin		**$ 281,521,511**

** All Tangible Property.*

*** Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.*

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property therein as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, construction, extending and improving streets and avenues and/or sanitary or storm sewer systems and an additional 10 percent for purchasing or constructing waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

Capital Budget

CAPITAL BUDGET PROCESS

Introduction

Purpose

The Capital Improvements Program (CIP) is one of the primary documents used to implement the comprehensive plan for the development of the City by providing for the extension and maintenance of infrastructure and major capital projects. The CIP sets forth proposed expenditures for systematically constructing, maintaining, upgrading, and replacing the City's physical assets. This ongoing maintenance is critical to the continued operation and provision of City services.

The CIP serves as a guide to the new and ongoing capital improvements to public facilities and infrastructure. The CIP outlines a financing schedule of capital improvement projects for a six-year period. In the process of formulating the CIP, needs are assessed, public improvements are prioritized and costs are projected, thereby allowing the City to take maximum advantage of federal, state, and county funds. The CIP is reviewed annually. Each review re-prioritizes projects and evaluates the financial capacity of the City. The process affords flexibility in maintaining and promoting an effective level of service for present and future citizens.

Goals

The goals of the CIP establish a system of procedures and priorities by which to evaluate public improvement projects in terms of public safety, public need, the City's Comprehensive Plan, project continuity, financial resources, the City Council vision statement, and the strategic goals for the City. The following CIP goals were developed to guide the CIP process.

1. Focus attention on and assist in the implementation of established community goals as outlined in the adopted Comprehensive Plan.

2. Focus attention on and assist in the implementation of the strategic goals established by the City Council.

3. Forecast public facilities and improvements that will be needed in the near future.

4. Anticipate and project financing needs in order to maximize federal, state, and county funds.

5. Balance the needs of future land development areas in the City with the needs of existing developed areas.

6. Promote and enhance the economic development of the City of Independence in a timely manner.

7. Balance the need of public improvements and the present financial capability of the City to provide these improvements.

8. Provide improvements in a timely and systematic manner.

9. Allow City departments to establish a methodology and priority system to continue providing efficient and effective services.

10. Provide an opportunity for citizens and interested parties to voice their requests for capital improvement projects.

Categories of Capital Projects

Capital projects are categorized into three areas: Department Capital Expenditures (operating budget), Capital Outlay (operating budget), and Capital Improvement Program (capital budget).

Capital Expenditures
These are items funded within the various operating departments' budgets and may include purchases for office equipment, small tools and equipment, computer equipment, and mobile equipment over $1,000. This also may include maintenance to existing building and facilities under $25,000 and vehicles for the Police and Fire departments which are funded from the Public Safety Sales Tax operating budget.

Capital Outlay
These items are determined during the budget review process and are funded out of the non-departmental operating budget. This includes all vehicles and rolling stock except for the Police and Fire department vehicles. This also may include major maintenance of buildings and facilities that are greater than $25,000 but less than $50,000.

Capital Improvement Program
These items include improvements to infrastructure assets greater than $50,000 and the purchase of land and land improvements.

Project Evaluation

Inclusion in CIP

The process of evaluating projects is designed to identify which projects that demonstrate the greatest benefit to the City and its citizens. Each project submitted for the Annual CIP is carefully evaluated. There are several types of projects that are included in the CIP every year and the evaluation process for these project types often is as different as the projects themselves. Projects that are directly related to the function of a utility are

based on long range major maintenance and replacement schedules for capital assets. Enterprise Funds such as the Water, Sewer, and Power & Light Funds are the direct source of funding for these projects. Three funding sources are directly related to projects funded from prior sales tax elections. The priority of these projects generally are based on commitments made as part of the ballot issue and are carefully monitored by resident oversight committees.

Projects were evaluated based on their ability to:

- Support and improve health and safety
- Demonstrate sustainability or long-term worth
- Have an economic benefit
- Provide universal access to citizens
- Improve the quality of the environment
- Improve the City's image
- Improve the quality of life
- Improve the quality of transportation systems
- Foster community character, identity, and pride
- Maintain and preserve previous investments

Based on these objectives, projects are carefully reviewed and awarded a rating. Some projects benefit many criteria while others only benefit one.

Major Project Presentation

Projects included in this budget document are limited to a list of major projects. This includes all projects that are over $1,000,000 in funding for the current fiscal year, projects that are new to the current fiscal year, and/or the top five projects in project category. A full list and description of all capital projects can be found in the separate CIP document.

For Fiscal Year 2007/2008, the City proposes projects totaling $25,044,000. These projects are separated into the following categories:

Category	**Amount**	**Percent**
Street & Bridge Improvements	**$**11,292,500	50.3%
Community & Public Safety Improvements	467,271	2.1%
Power & Light	N/A	0.0%
Water	3,106,000	13.8%
Water Pollution Control	7,606,000	33.8%
Total	**$22,471,771**	**100%**

Funding for the Fiscal Year 2007/2008 will be derived from the following sources:

Source	**Amount**	**Percent**
Sanitary Sewer Fund	$3,330,000	14.7%
Water Fund	3,106,000	13.8%
Street Improvements Sales Tax Fund	11,230,000	50.0%
Park Improvements Sales Tax Fund	467,271	2.1%
Storm Water Sales Tax Fund	4,276,000	19.0%
State Grants for Street Improvements	62,500	.04%
Total	**$22,471,771**	**100%**

Impact of Capital Spending on the Operating Budget

The City is allocating approximately $22 million on capital projects for the Fiscal Year 2008/2009. The majority of the capital projects are for infrastructure improvements for various neighborhoods and thoroughfares across the City. Virtually all of the capital expenditures planned for Fiscal Year 2008/2009 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects.

City of Independence, Missouri
2008-09 Operating Budget

Major Capital Project Descriptions

For Fiscal Year 2008-2009

Street & Bridge Improvements

Street Overlay Program

Project Number: 70110801		Pavement cold milling, asphaltic concrete overlay, wedging & patching, portland cement concrete handicap ramps, thermoplastic pavement striping. This is a yearly program to overlay streets on a city-wide basis.
Prior Funding		
FY 2008-09 Funding	$ 4,000,000	
Future Funding	$ 29,000,000	
Total Project Funding	$ 33,000,000	

Bly Road Bridge

Project Number: 70110802		This is to replace a deteriorated bridge and is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding	$ -	
FY 2008-09 Funding	$ 300,000	
Future Funding	$ 1,800,000	
Total Project Funding	$ 2,100,000	

Jackson Drive

Project Number: 70110606		An arterial street extension. Major north-south thoroghfare needed for the new Centerpointe hospital.
Prior Funding	$ 210,000	
FY 2008-09 Funding	$ 100,000	
Future Funding	$ 2,000,000	
Total Project Funding	$ 2,310,000	

39th Street Improvements - Crysler to Noland Road

Project Number: 70110803		Improvement of 39th Street into a 3-lane street with curbs, sidewalks, new drive approaches, and an improved storm sewer system. This is a continuation of the 39th Street re-construction into a minor arterial roadway.
Prior Funding		
FY 2008-09 Funding	$ 2,200,000	
Future Funding	$ 4,000,000	
Total Project Funding	$ 6,200,000	

35th Street Improvements

Project Number: 70110804		A street reconstruction project to a 3-lane street with curbs and sidewalks. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2008-09 Funding	$ 400,000	
Future Funding	$ 3,300,000	
Total Project Funding	$ 3,700,000	

Little Blue Parkway - Phase 4

Project Number: 70110506		This is an extension along the Little Blue Parkway alignment between 39th Street and R.D. Mize Road. The Little Blue Parkway is a major arterial roadway connecting southeastern Independence with northeastern Independence and the future Lewis and Clark Expressway.
Prior Funding	$ -	
FY 2008-09 Funding	$ 1,000,000	
Future Funding	$ -	
Total Project Funding	$ 1,000,000	

32nd Street Improvements - M-291 to Van Hook Park

Project Number: 70110805		This is a street extension from the existing dead end, west to the park drive. This is being funded by the sales tax tha was approved by citizens in August 2007.
Prior Funding		
FY 2008-09 Funding	$ 200,000	
Future Funding	$ 600,000	
Total Project Funding	$ 800,000	

Whitetopping Program - Concrete approaches at Intersections		
Project Number: 70110806		This is a city wide program to install thin concrete overlay on selected intersections. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2008-09 Funding	$ 230,000	
Future Funding	$ 1,170,000	
Total Project Funding	$ 1,400,000	

Salisbury Road Improvements		
Project Number: 70110702		This will be a 3-lane street with new curbs and sidewalks. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding	$ 300,000	
FY 2008-09 Funding	$ 1,700,000	
Future Funding	$ -	
Total Project Funding	$ 2,000,000	

Sidewalks to City Parks Improvements - M-291 to one mile east		
Project Number: 70110807		This is a city wide program to build sidewalks near parks. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2008-09 Funding	$ 100,000	
Future Funding	$ 500,000	
Total Project Funding	$ 600,000	

Sidewalks to School Improvements		
Project Number: 70110808		This is a city wide program to build sidewalks near schools. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2008-09 Funding	$ 100,000	
Future Funding	$ 800,000	
Total Project Funding	$ 900,000	

Other Street & Bridge Improvements Not Listed FY 08/09 Funding:	**$ 962,500**

Community and Public Safety Improvements

Park Revitalization		
Project Number: 9970		Continued restoration of existing City park sites and facilities as well as active development of new City parks consistent with recommendations from Parks, Recreations and Open Space Master Plan. Projects may include: ball field renovations, new play structures in various parks, cold storage buildings at Park Maintenance, and park land acquisition. The project area is a key part of the City's 2002 Parks and Recreation sales tax renewal program.
Prior Funding	$ 2,927,400	
FY 2008-09 Funding	$ 100,000	
Future Funding	$ 425,000	
Total Project Funding	$ 3,452,400	

Walking Trails and Bicycle Paths		
Project Number: 9723		Development of an approximate 14-mile multi-use trail that will serve to link parks, neighborhoods and public areas. Will serve as the first leg of an overall 29-mile multi-use trail system for the community. The project is a key part of the City's 2002 Parks and Recreation sales tax renewal program.
Prior Funding	$ 1,639,596	
FY 2008-09 Funding	$ 367,271	
Future Funding	$ 400,000	
Total Project Funding	$ 2,406,867	

Other Community & Public Safety Improvements Not Listed FY 08/09 Funding:	**$ -**

Water

Water Main Extension in Eastern Independence

Project Number: 70400801		Install water mains in Eastern Independence. These water mains will increase fire flows and make water available for existing residents.
Prior Funding	$ -	
FY 2008-09 Funding	$ 806,000	
Future Funding	$ 700,000	
Total Project Funding	$ 1,506,000	

Emergency Generator

Project Number: 70400802		Purchase and install an emergency generator for the Courtney Bend Water Plant. This generator will provide back-up power for the computer control system and other various equipment at the Courtney Bend Plant in the event of a total power failure.
Prior Funding	$ -	
FY 2008-09 Funding	$ 300,000	
Future Funding	$ -	
Total Project Funding	$ 300,000	

North Well Field Roads

Project Number: 70400803		Layout and contruct access to roads to the existing wells in the North Well field. This project will help to ensure access to the wells for maintenance and laboratory personnel.
Prior Funding	$ -	
FY 2008-09 Funding	$ 100,000	
Future Funding		
Total Project Funding	$ 100,000	

Little Blue Parkway (Truman to R.D. Mize Road)

Project Number: 70400703		Install a 36" water main at Little Blue Parkway from Truma Road to R.D. Mize Road for the purpose of meeting the increasing demand for water. This new water main is necessary to provide an additional supply line to meet increasing demand for water.
Prior Funding	$ 1,230,000	
FY 2008-09 Funding	$ 980,000	
Future Funding		
Total Project Funding	$ 2,210,000	

North Well Field Wells

Project Number: 9948		Install two additional wells and access roads in the City's North Well Field. These two wells further expand the production capacity of the City's North Well Field and supply additional water to the Courtney Bend Water Plant, which is needed to meet the increasing demand.
Prior Funding	$ 530,000	
FY 2008-09 Funding	$ 250,000	
Future Funding	$ -	
Total Project Funding	$ 780,000	

Other Water Improvements Not Listed FY 07/08 Funding: $ 670,000

Water Pollution Control

Neighborhood Projects

Project Number: 70300801		Provide funding for miscellaneous sanitary projects of an urgent nature. To allow for uninterupted construction of projects encountering unexpected conditions and provide for immediate attention to unforeseen sanitary needs.
Prior Funding	$ -	
FY 2008-09 Funding	$ 150,000	
Future Funding	$ 750,000	
Total Project Funding	$ 900,000	

Flooring & Restroom Renovations

Project Number: 70300802		Refurbish two bathrooms, one lunch room, and one hallwa entrance. Also to upgrade partition walls and lockers. This is to renew several floor areas at the Sewer Maintenance Facility. Some of these floors have become unsightly, deteriorated, and unsanitary and will need to be replaced with a more durable material to enhance and prolong the serviceability of the floor surfaces and promote a more professional appearance to our customers.
Prior Funding	$ -	
FY 2008-09 Funding	$ 70,000	
Future Funding	$ -	
Total Project Funding	$ 70,000	

Steam Generator Replacement

Project Number: 70300803		Replace the steam generator that heats the sludge stream in the wet air oxidation process at the Rock Creek Treatment Plant. The steam generator is required to heat sludge in the conditioning process that allows for final dewatering of sludge prior to incineration. The current generator will be 10 years old and will have reached the end of useful life.
Prior Funding	$ -	
FY 2008-09 Funding	$ 110,000	
Future Funding	$ -	
Total Project Funding	$ 110,000	

33rd & Claremont

Project Number: 70130801		Study and design storm drainage improvements to mitigate flooding in this residential area in 2008-09 with constructio the following year. Currently there is flooding of homes, streets, and utilities in this area.
Prior Funding	$ -	
FY 2008-09 Funding	$ 52,000	
Future Funding	$ 310,000	
Total Project Funding	$ 362,000	

Spring Branch East Industrial Park

Project Number: 70130802		Design and construction drainage improvements. There is an established history of flooding througout the Spring Branch East Industrial Park area.
Prior Funding	$ -	
FY 2008-09 Funding	$ 65,000	
Future Funding	$ 375,000	
Total Project Funding	$ 440,000	

Trenchless Technology

Project Number: 9757		Continues the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. Restores neighborhood sewer city - wide without damage to property.
Prior Funding	$ 11,767,100	
FY 2008-09 Funding	$ 2,000,000	
Future Funding	$ 10,000,000	
Total Project Funding	$ 23,767,100	

Willis Storm Drainage

Project Number: 70130803		Design and construction of neighborhood storm drainage system to mitigate flooding. Projects will prevent erosion, flooding, and property damage.
Prior Funding	$ -	
FY 2008-09 Funding	$ 70,000	
Future Funding	$ 400,000	
Total Project Funding	$ 470,000	

Redwood at Ute

Project Number: 70130804		Design storm drainage improvements to include installation of additional inlets and larger piping to mitigate flooding in this residential neighborhood in 2008-09 with construction the following year. There is current flooding of homes along Redwood due to lack of inlets and undersized conduit.
Prior Funding	$ -	
FY 2008-09 Funding	$ 50,000	
Future Funding	$ 300,000	
Total Project Funding	$ 350,000	

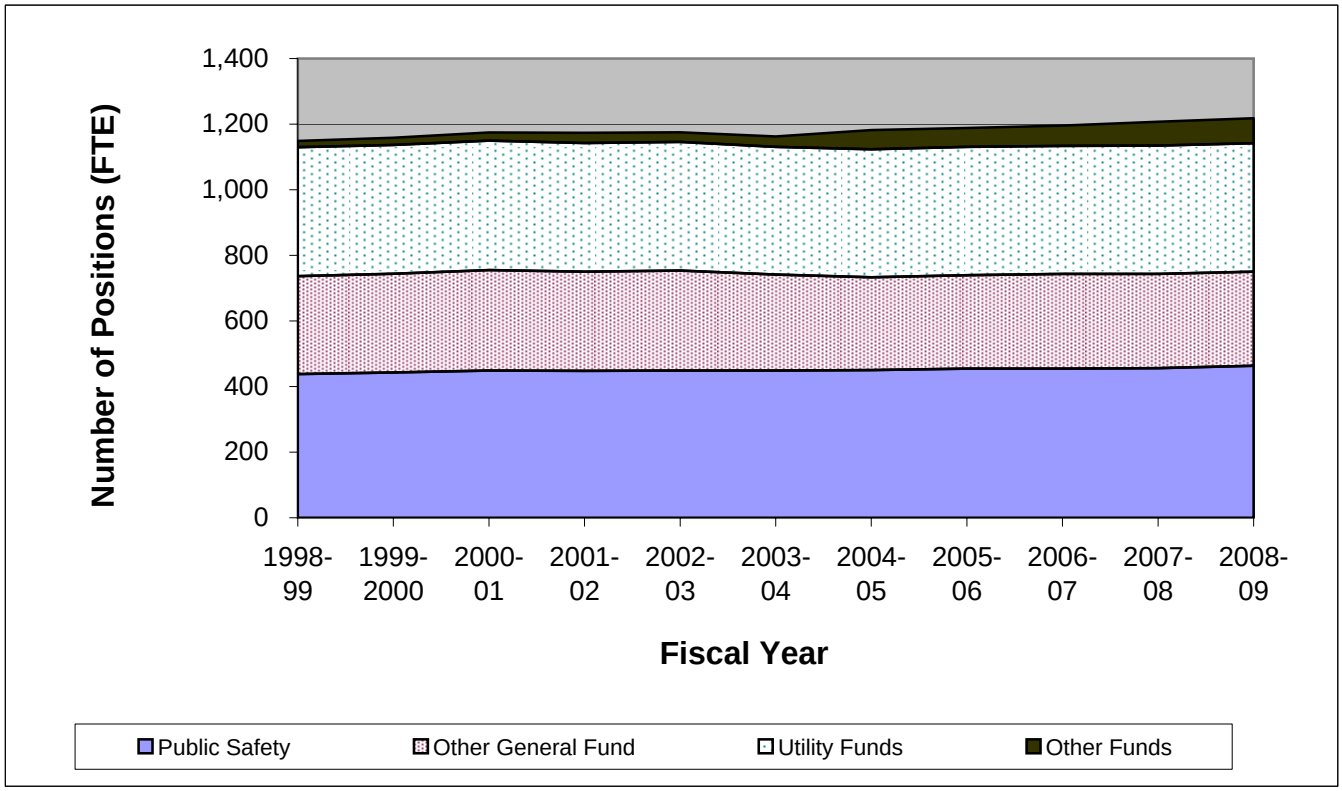
Watershed Systems Evaluation Study

Project Number: 70130805		Evaluate flow characteristics of storm water runoff throughout five watersheds in Northeastern Independence; determine runoff volume and investigate known or suspected flooding conditions; site areas for potential regional detention or retention basins.
Prior Funding	$ -	
FY 2008-09 Funding	$ 100,000	
Future Funding	$ -	
Total Project Funding	$ 100,000	

Other Water Pollution Control Improvements Not Listed FY 07/08 Funding: $4,939,000

Authorized Positions

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 69.25 FTE positions since 1998-99 representing an average annual increase of six tenths of one percent per year. For the General Fund the number of employees increased by 13.88 FTE positions. During this same period, the number of positions within the Police Department increased by 26.4 FTE positions. Since 1998-99 the number of positions in the Utility Funds has decreased by 1.98 FTE positions with the reductions primarily being in the Water Fund.

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Summary - by Department

For the Fiscal Years 2002-03 through 2008-09

Description	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	Budget 2008-09
Department-							
City Council	11.00	11.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	6.50	6.50	6.00	6.00	6.00	6.00
City Manager	11.50	10.00	7.00	7.50	10.50	10.50	10.50
Tourism	3.41	3.41	4.41	4.41	4.41	4.41	4.41
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	22.00	22.00	22.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	14.00	14.00
Law	6.00	5.50	6.00	6.25	7.25	7.25	8.50
Finance	25.00	24.00	25.00	26.00	26.00	25.00	25.00
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	27.00	26.00	26.00	30.00	29.25	29.75	29.75
Police	275.00	275.00	292.00	293.50	291.50	297.00	305.40
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	39.69	39.47	39.00	40.25	41.95	41.50	42.35
Water	97.48	97.48	97.48	98.48	97.65	98.65	101.65
Public Works	97.90	91.00	91.00	92.00	93.00	93.00	93.00
Water Pollution Control	84.00	81.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	48.79	50.75	53.29	49.29	52.65	57.94	57.94
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	217.00
Total	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00

City of Independence, Missouri
2008-09 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1998-99 through 2008-09

Description	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	Budget 2008-09
General Fund-											
City Council	11.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	7.00	6.50	6.50	6.00	6.00	6.00	6.00
City Manager	10.50	11.50	11.00	10.00	10.00	8.50	7.00	7.50	10.50	10.50	10.50
Nat'l Frontier Trails Museum	6.55	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	20.00	20.00	20.00	20.00	20.00	21.00	21.00	21.00
Municipal Court	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	14.00	14.00
Law	6.50	6.00	6.00	6.00	6.00	5.50	5.50	5.75	6.88	6.88	6.50
Finance	25.00	25.00	25.00	25.00	25.00	24.00	24.00	25.00	25.15	24.15	24.15
Human Resources	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	30.00	31.00	35.00	23.00	23.00	22.00	22.00	26.00	25.75	26.05	26.05
Police	264.00	269.00	275.00	274.00	275.00	275.00	277.00	281.50	281.50	283.00	290.40
Fire	174.00	174.00	174.00	174.00	174.00	174.00	173.25	173.25	173.25	173.25	173.25
Health	28.49	28.49	27.24	38.13	39.69	39.47	33.50	34.25	34.25	35.25	35.25
Public Works	87.73	87.90	89.90	88.90	87.90	82.00	81.00	82.00	82.00	82.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	41.10	41.70	41.70	41.70	43.79	42.14	41.70	36.70	35.53	32.65	32.65
Total General Fund	736.37	744.09	755.34	750.23	753.88	741.61	732.95	739.45	743.31	743.23	750.25
Tourism Fund	3.40	3.40	3.40	3.41	3.41	3.41	4.41	4.41	4.41	4.41	4.41
Community Dev. Block Grant Act Fund-											
Community Development	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	0.00	2.99	7.00	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29
Storm Water Sales Tax Fund	0.00	0.00	0.00	9.00	7.00	7.00	8.00	8.00	8.00	8.00	8.00

City of Independence, Missouri
2008-09 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1998-99 through 2008-09

Description	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	Budget 2008-09
Grants Fund											
Law Department	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.37	0.37	0.25
Police	0.00	0.00	0.00	0.00	0.00	0.00	15.00	12.00	10.00	14.00	15.00
Fire	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75
Health	0.00	0.00	0.00	0.00	0.00	0.00	5.50	6.00	7.70	6.25	7.10
Total Grants Fund	0.00	0.00	0.00	0.00	0.00	0.00	21.75	19.25	18.82	21.37	23.10
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	217.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	218.00
Sanitary Sewer Fund-											
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	72.50	71.50	73.50	72.00	72.00	69.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	72.50	71.50	73.50	72.00	72.00	69.00	71.00	71.00	71.00	71.00	71.00
Storm Water Fund-											
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Fund-											
City Manager	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.85	0.85	0.85
Water	98.48	98.48	98.48	97.48	97.48	97.48	97.48	98.48	97.65	98.65	101.65
Total Water Fund	99.98	99.98	99.98	98.98	98.98	98.98	98.48	99.48	98.50	99.50	102.50
Central Garage Fund	10.00	10.00	10.00	10.00	10.00	9.00	9.00	9.00	10.00	10.00	10.00
Workers' Compensation Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75
Grand Total All Funds	1,148.75	1,158.46	1,174.72	1,173.62	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2007-08 through 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
General Fund				
Technology Services				
Technology Services				
Network System Specialist	(2.00)		(2.00)	position reclassified
Senior Network System Specialist	2.00		2.00	position reclassified
Department Total	-	-	-	
Law				
Law				
Assistant City Counselor III	(1.00)		(1.00)	position reclassified
Deputy City Counselor	1.00		1.00	position reclassified
Assistant City Counselor II	0.12		0.12	funding percentage changed
Assistant City Counselor II	(0.50)		(0.50)	trsf. to Worker's Compensation
Department Total	(0.38)	-	(0.38)	
Finance				
Accounting				
Accounts Payable Specialist	(1.00)		(1.00)	position reclassified
Accounts Specialist	1.00		1.00	position reclassified
Department Total	-	-	-	
Human Resources				
Human Resources				
Employment & Training Specialist	(1.00)		(1.00)	position reclassified
Employee Relations & Development Spec.	1.00		1.00	position reclassified
Human Resources Assistant	0.25		0.25	part time position reclassed to full time
Human Resources Clerk	(0.25)		(0.25)	part time position funding changed
Department Total	-	-	-	
Community Development				
Comprehensive Planning				
Planning Manager	(1.00)		(1.00)	position reclassified
Assistant Department Director	1.00		1.00	position reclassified
Department Total	-	-	-	
Police				
Chief of Police				
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	position reclassified
Uniform Unit				
Master Police Officer	(4.00)		(4.00)	position reclassified
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	5.00		5.00	position reclassified

Authorized Position Changes - All Funds

For the Fiscal Years 2007-08 through 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
Traffic Unit				
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	position reclassified
Investigations				
Master Police Officer	(1.00)		(1.00)	trsf. to Special Operations and reclassified
Police Sergeant	(1.00)		(1.00)	trsf. to Drug Enforcement Unit
Special Operations				
Police Officer Recruit	(2.00)		(2.00)	position reclassified
Police Officer	2.00		2.00	position reclassified
Police Officer	1.00		1.00	trsf. from Investigations and reclassified
Community Services Unit				
Police Officer Recruit	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	position reclassified
Master Police Officer	(2.00)		(2.00)	trsf. to Drug Enforcement Unit
Police Officer		3.00	3.00	add new School Resource Officers
Drug Enforcement Unit				
Police Sergeant	1.00		1.00	trsf. from Investigations
Master Police Officer	2.00		2.00	trsf. from Community Services Unit
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	position reclassified
Crime Scene				
Evidence Technician	(5.00)		(5.00)	position reclassified
Crime Scene Investigator	5.00		5.00	position reclassified
Finger Print Technician	(1.00)		(1.00)	position reclassified
Latent Print Examiner	1.00		1.00	position reclassified
Latent Print Examiner		0.40	0.40	add new part time position
Communications				
Telecommunicator I	(3.00)		(3.00)	eliminated vacant positions
Telecommunicator	7.00		7.00	new positions added
Department Total	4.00	3.40	7.40	
Fire				
Emergency Medical Services				
Battalion Chief EMS Safety	(1.00)		(1.00)	trsf. to Maintenance and reclassified
Assistant Fire Chief	1.00		1.00	trsf. from Maintenance
Maintenance				
Battalion Chief of Services	1.00		1.00	trsf. from Emergeny Medical Services and reclassified
Assistant Fire Chief	(1.00)		(1.00)	trsf. to Emergency Medical Services and reclassified
Department Total	-	-	-	

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2007-08 through 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
Health				
Animal Services Division				
Animal Control Manager	(1.00)		(1.00)	position reclassified
Animal Services Manager	1.00		1.00	position reclassified
Animal Control Supervisor	(1.00)		(1.00)	position reclassified
Animal Services Supervisor	1.00		1.00	position reclassified
Department Total	-	-	-	
Parks and Recreation				
Senior Adult Services				
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00		1.00	position reclassified
Roger T. Sermon Community Center			-	
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00		1.00	position reclassified
Department Total	-	-	-	
General Fund Total	3.62	3.40	7.02	
Parks and Recreation Sales Tax Fund-				
Rec. Fac. - Truman Memorial Building				
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00		1.00	position reclassified
Family Recreation Programs				
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00		1.00	position reclassified
Adventure Oasis Water Park				
Recreation Program Supervisor	(1.00)		(1.00)	position reclassified
Recreation Program/Facilities Supervisor	1.00		1.00	position reclassified
Fund Total	-	-	-	
CDBG Fund				
CDBG Administration				
Community Program Supervisor	(1.00)		(1.00)	position reclassified
Community Development Programs Supvr	1.00		1.00	position reclassified
Fund Total	-	-	-	
Grants Fund				
Law				
Assistant City Counselor II	(0.12)		(0.12)	funding percentage changed
Police				
Crime Analyst	1.00		1.00	position added
Health				
Public Health Educator	0.85		0.85	part time position added
Fund Total	1.73	-	1.73	

City of Independence, Missouri
2008-09 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2007-08 through 2008-09

Fund/ Department/Function/Position Title	Change During 2007-08	Change for 2008-09	Total Changes for 2008-09	Comments
Power and Light Fund-				
Power and Light				
Support Services				
Data Entry Technician I	(1.00)		(1.00)	position reclassified
Fiscal Technician I	1.00		1.00	position reclassified
Safety & Training Specialist	(1.00)		(1.00)	trsf. to Transmission & Distribution
Meter Reading				
Utility Field Service Worker	(3.00)		(3.00)	trsf. to Water Department
Transmission & Distribution				
Apprentice Lineman - 4th Year	(3.00)		(3.00)	positions reclassified
Apprentice Lineman - 2nd Year	3.00		3.00	positions reclassified
Journeyman Lineman	(3.00)		(3.00)	positions reclassified
Apprentice Lineman - 1st Year	3.00		3.00	positions reclassified
Utility Maintenance Worker 2nd 6 months	(1.00)		(1.00)	position reclassified
Utility Maintenance Worker 1st 6 months	1.00		1.00	position reclassified
Safety & Training Specialist	1.00		1.00	trsf. from Support Services
Engineering				
District Planner 3rd Year	(1.00)		(1.00)	position reclassified
District Planner 4th Year	1.00		1.00	position reclassified
System Operator Trainee	(1.00)		(1.00)	position reclassified
System Operator I	1.00		1.00	position reclassified
System Operator II	(1.00)		(1.00)	position reclassified
System Operator III	1.00		1.00	position reclassified
Dispatcher	(1.00)		(1.00)	vacant position eliminated
Engineer I	(1.00)		(1.00)	vacant position eliminated
Energy Management System Coordinator	1.00		1.00	added new position
Contract Compliance Training Coordinator	1.00		1.00	added new position
Fund Total	(3.00)	-	(3.00)	
Water Fund				
Water				
Utility Field Service				
Utility Field Service Worker	3.00		3.00	trsf. from Power & Light Dept.
Production			-	
Maintenance & Utility Worker	(8.00)		(8.00)	positions reclassified
Plant Maintenance & Utility Worker	8.00		8.00	positions reclassified
Laboratory Technician II (part time)	(1.00)		(1.00)	position reclassified
Laboratory Technician I (part time)	1.00		1.00	position reclassified
Fund Total	3.00	-	3.00	
Worker's Compensation Fund				
Law				
Worker's Compensation				
Assistant City Counselor	0.50		0.50	trsf. from Law
Worker's Compensation Coordinator	1.00		1.00	added new position
Administrative Specialist II	0.25		0.25	added new position
Fund Total	1.75	-	1.75	
Grand Total All Funds	7.10	3.40	10.50	

Appendix

CITY OF INDEPENDENCE, MISSOURI
2008-09 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		January 30 - March 3
Preparation of City Manager's Proposed Budget		March 4 - May 5
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 5
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 9
Public Hearing by City Council on Proposed Budget	a	May 19
First reading of 2008-09 Operating Budget Appropriation Ordinance	a	June 2
Council Adoption of 2008-09 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 16
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 25
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 4
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 18

Footnotes

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

City of Independence, Missouri
2008-09 Operating Budget

Demographic Statistics

Date of Organization:	1827
Date of Incorporation:	1849
Date Charter Adopted:	December 5, 1961
Form of Government:	City Council/City Manager
Area:	78 Square Miles

Population:	2000 - 116,867	2003 - 114,345	2006 - 115,953
	2001 - 115,407	2004 - 114,745	2007 - 116,359
	2002 - 113,947	2005 - 115,146	2008 - 109,159

Projected Retail Sales as of June 30, 2008	$1,689,275,563	**Registered Voters:**	67,000
Number of Households:	46,441	**Number of Employees:**	1,315
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	42

Police Protection:

Number of Stations	4
No. of Authorized Employees	294.5
Number of Vehicles	206

Education:

Elementary and High School enrollment	13,550
Elementary Schools	16
Junior High Schools	4
Senior High Schools	3
Parochial & Private	8
Pre-School & Kinger-gartens	10
Teachers	1,027
Administrators	84
Colleges	8

Communications (served by):

Newspapers (daily)	2
Radio Stations	46
TV Stations	12
(cable TV service available)	

Recreation:

Park Acreage	826
Number of Parks	44
Community Centers	3
Fitness Centers	2
Ball Fields	53
Aquatic Centers	2

Transportation:

Bus Systems (operated by KCATA)	1
Taxi Services	2

Community Facilities:

Hospitals	1
Beds	221
Motels/Hotels	22
No. of Rooms	1,358
Bank/Credit Union Fac.	39

Public Works Infrastructure:

Paved Streets (miles)	550	Water Mains (miles)	741
Electric Circuits (miles)	835	Water Consumption (daily avg.) (in millions of gallons)	25.755
Electric Consumption (daily avg.) (in Mwh)	3,245	Sanitary Sewers (miles)	578

City of Independence, Missouri
2008-09 Operating Budget

Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

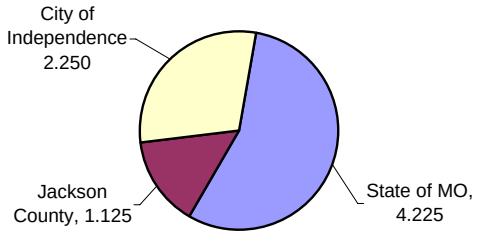
Debt Levy Purpose	Budget 2007-08	Budget 2008-09
General Purposes	$ 0.4421	$ 0.4463
Public Health & Recreation	0.2082	0.2102
Total	$ 0.6503	$ 0.6565
Indep. School District	5.084	5.084
Jackson Co./State of Mo.	1.093	1.082
Metro. Jr. College	0.2172	0.2132
Indep. Square Special Benefit District	0.4422	0.4627

Real Estate Revenue by Levy Type

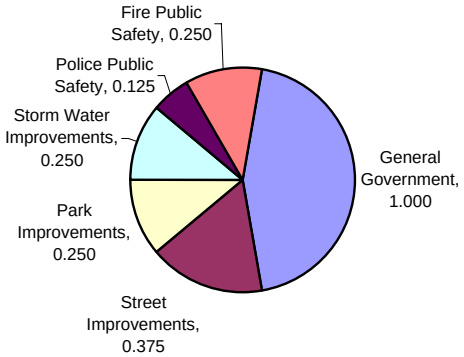
Debt Levy Purpose	Budget 2007-08	Budget 2008-09
General Purposes	$ 4,867,858	$ 4,959,919
Public Health & Recreation	2,291,900	2,335,795
Total	$ 7,159,758	$ 7,295,714

Local Option Sales Taxes

Total Sales Tax Collected in Independence
(in percent)



City of Independence Tax
(in percent)



	Budget 2007-08	Budget 2008-09
Local Option Sales Tax	$ 17,309,210	$ 17,650,497
Street Improvements Sales Tax	6,394,426	6,244,363
Park Improvements Sales Tax	4,262,950	4,162,909
Storm Water Improvements Sales Tax	4,262,950	4,162,909
Police Public Safety Sales Tax	2,131,475	2,206,312
Fire Public Safety Sales Tax	4,262,950	3,295,636
39th Street Transportation Development District Tax Rate	0.125	0.125
Crackerneck Transportation Development District Tax Rate	0.000	1.000
Events Center Community Improvement District Tax Rate	0.000	0.500

Financial Statistics

Fee Structure*

Transient Guest Tax	6.5% of Gross Daily Rent	
Cigarette Tax	$2.50 per thousand Cigarettes	
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)	
Occupation License Fee	$25.00 Annual Gross Revenue under $25,000; $25.00 plus $0.29 per thousand Annual Gross Revenue over $25,000 (maximum fee $30,000)	
Motor Vehicle License	$4.50	Motorcycles & Motortricycles
	5.00	Passenger Cars
	6.00	Commercial Vehicles and Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of June 30, 2008

General Obligation Bonds	$ -
Revenue Bonds	
Power and Light	10,999,752
Water	35,970,000

ACRONYMS

ADA -	Americans with Disabilities Act
AED -	Automatic External Defibrillator
ALS -	Advance Life Support
APWA -	American Public Works Association
BLS -	Basic Life Support
CDBG -	Community Development Block Grant
CERT -	Community Emergency Response Team
CEU -	Continued Education Unit
COAD -	Community Organizations Active in Disasters
DARE -	Drug Abatement Resistance Education
DEA -	Drug Enforcement Administration
DEU -	Drug Enforcement Unit
DWI -	Driving While Intoxicated
EMPG -	Emergency Management Planning Grant
EMS -	Emergency Medical Services
EMT -	Emergency Medical Technician
EOD -	Explosive Ordinance Disposal Team
EOP -	Emergency Operations Plan
FTE -	Full time Equivalent
GASB -	Governmental Accounting Standards Board
GIS -	Geographic Information Systems

ACRONYMS

GPS -	Global Positioning System
H.I.D.T.A -	High Intensity Drug Trafficking Area
ICED -	Independence Council for Economic Development
I.D.E.A. -	Individual Development and Elevated Action
KCATA -	Kansas City Area Transportation Authority
LCG -	Local Coordination Guide
MARC -	Mid-America Regional Council
MHz -	Megahertz
NFTM -	National Frontier Trails Museum
NIMS -	National Incident Management System
NRP -	National Response Plan
NWCDC -	Northwest Community Development Corporation
OPEB -	Other Post-Employment Benefits
P.O.S.T. -	Police Officers Standards and Training
PPE -	Personal Protective Equipment
RACES -	Radio Amateurs Response Team
RFP -	Request For Proposal
SCBA -	Self Contained Breathing Apparatus
SEMA -	State Emergency Management Agency
SRT -	Special Response Team
TDD -	Transportation Development District

ACRONYMS

TIF - Tax Increment Financing

WPC - Water Pollution Control

GLOSSARY OF BUDGET AND FINANCE TERMS

Account - A sub-unit of the accounting system used to record the financial activity of similar transactions.

Accounting System - The total set of records and procedures that are to record, classify, and report information on financial status and operations.

Accrual Accounting - A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.

Adopted Budget - Revenues and appropriations approved by the City Council in June for the following fiscal year.

Ad Valorem Tax - A tax levied on the assessed valuation of real property.

Appropriation - An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.

Assessed Valuation - A value that is established for real or personal property for use as a basis for levying property taxes.

Assets - Resources owned or held by the City which have a monetary value.

Balanced Budget - An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

Beginning/ Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.

GLOSSARY OF BUDGET AND FINANCE TERMS

Bonds - Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

Budget (Capital Improvement) - A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).

Budget (Operating) - A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.

Capital Improvement - Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.

Capital Improvement Program (CIP) - A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.

Capital Outlay - Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.

GLOSSARY OF BUDGET AND FINANCE TERMS

City Council - The Mayor and six Council members collectively acting as the legislative and policy making body of the City.

Contingency - A budgetary appropriation set aside for emergencies and expenditures not planned for otherwise.

Debt Service - Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

Department - A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.

Designated Fund Balance- An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.

Encumbrances - Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.

Enterprise Fund - Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

GLOSSARY OF BUDGET AND FINANCE TERMS

Expenditure - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Fiscal Year - The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.

Fixed Assets - Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Time Equivalent (FTE) - The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.

Fund Balance - The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.

General Fund - The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community.

Grant - A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

GLOSSARY OF BUDGET AND FINANCE TERMS

Interfund Transfer - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

Internal Service Funds - Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.

Line Item - An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)

Modified Accrual Accounting - Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.

Non-Departmental - Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.

Object of Expenditure - Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)

Objective - A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as "increase," "reduce," or "maintain."

GLOSSARY OF BUDGET AND FINANCE TERMS

Ordinance - A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

Payment-In-Lieu-Of-Taxes - An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were "for profit" companies.

Performance Indicators - Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

Performance Measures - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Proposed Budget - Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager's recommended budget, which will be considered by the City Council for approval.

Reserved Fund Balance - An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

Sources - That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

Special Assessments - Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.

Undesignated Fund Balance - That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.

User Fees - Fees charged to users of a particular service provided by the City.

Uses - The appropriations and transfer authorizations that create the budget for each Fund.

Working Capital (Designated) - An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

City of Independence

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