

**2009-10
Operating Budget**

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2009 through June 30, 2010

MAYOR

Don B. Reimal

CITY COUNCIL

James (Jim) G. Schultz	At-Large
Lucy L. Young	At-Large
Marcie I. Gragg	District #1
Willard (Will) C. Swoffer	District #2
Myron L. Paris	District #3
James (Jim) 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, 2008

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, 2008. 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.

TABLE OF CONTENTS

Guide to Independence’s Budget Document

Budget Message	1
City Vision, Goals and Objectives.....	13
Financial Policies.....	15
Budget Procedures & Policies.....	18
Equal Employment Opportunity Plan.....	23
<u>General Fund</u>	
Financial Summary-	
Budget Summary.....	26
Fund Balance History.....	27
Revenue Summary.....	29
Summary of Appropriations Allocated by Department and Division.....	32
Summary of Appropriations by Type of Expenditure.....	34
Summary of Operating Transfers/Designations of Fund Balance.....	36
Authorized Positions.....	37
<u>Operating Departments:</u>	
City Council	40
City Clerk	46
City Manager	55
National Frontier Trails Museum	64
Technology Services	71
Municipal Court	78
Law	84
Finance	93
Human Resources	108
Community Development	115
Police	144
Fire	184
Health	207
Public Works	224
Parks and Recreation	243
Other Accounts-	
Non-Departmental (All Funds).....	275
Capital Outlay.....	277
City Council Strategic Goals Accounts.....	278
Power and Light Fund	
Budget Summary.....	288
Historical Data and Budgeted Positions Summary.....	289
Revenue Summary.....	290
Rate Survey With Area Utilities.....	291
Power and Light Department	292
Debt Service.....	322
Capital Budget.....	323

TABLE OF CONTENTS (Continued)

Sanitary Sewer Fund	
Budget Summary	325
Historical Data and Budgeted Positions Summary.....	326
Revenue Summary	327
Rate Survey With Area Utilities	328
Water Pollution Control Department	329
Capital Budget	351
Water Fund	
Budget Summary	353
Historical Data and Budgeted Positions Summary.....	354
Revenue Summary	355
Rate Survey With Area Utilities	356
Water Department	357
Debt Service.....	376
Capital Budget	377
<u>Other Funds</u>	
Tourism Fund Budget Summary.....	379
Tourism Fund Balance History.....	380
Tourism Department	381
Street Improvements Sales Tax Fund	389
Park Improvements Sales Tax Fund	392
Storm Water Improvements Sales Tax Fund.....	395
Police Public Safety Sales Tax Fund	398
Fire Public Safety Sales Tax Fund.....	400
Grants Fund.....	402
Budget Summary - CDBG, HOME Program, Central Garage, Worker's Comp, and Staywell Health Care Funds.....	403
Revenue Summary - Tourism, CDBG, HOME Program, Central Garage, Worker's Comp, & Staywell Health Care Funds, and Sales Tax Funds	405
<u>Combined Summary - All Funds</u>	
Budget Summary	409
Summary of Sources and Uses by Fund and Fund Type.....	410
Revenue Summary by Fund	418
Appropriations by Fund.....	430
Appropriations Allocated by Expenditure Type	436
Summary of Operating Transfers/Designations of Fund Balance.....	437
Debt Service	438
Capital Budget.....	446
Authorized Positions	455
<u>Appendix -</u>	
Budget Ordinance.....	462
Budget Calendar.....	471
Demographic Statistics.....	472
Financial Statistics.....	473
Acronyms	475
Glossary of Budget and Finance Terms	478

(Operating departments are shown in bold letters)



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.

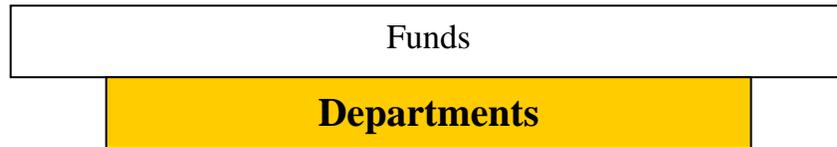
Central Garage - Accounts for the costs of maintaining a portion of the City's fleet.

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

Pharmacy Benefit Plan Fund – Accounts for the activities related to the City’s self-insured prescription benefit plan.

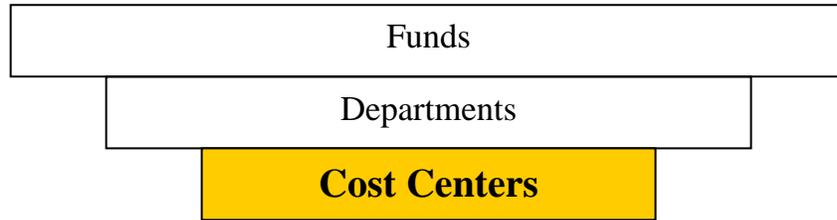


The City has nineteen operating departments that are responsible for all operations of the City. The budget establishes appropriations for each department to support their operations for the ensuing fiscal year. Each department can potentially be funded out of any one or more of the different fund categories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

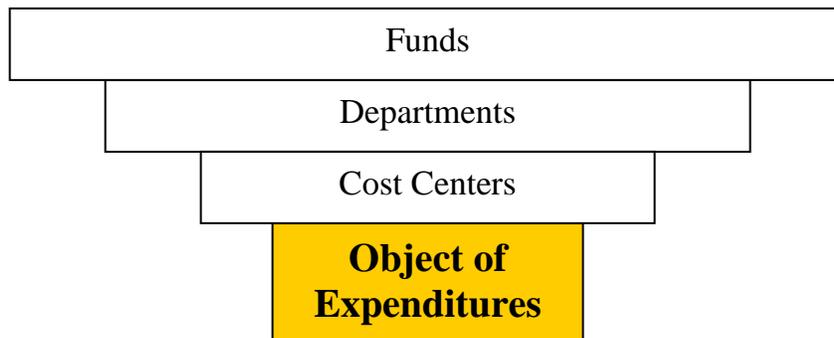
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

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, 2009

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, 2009 through June 30, 2010. A public hearing on the budget was conducted on May 18, 2009 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 23 years in a row. Of the more than 1100 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 Citizen Survey showed Independence residents believe their City is not only progressing, but is also better than it was eight years ago. Since 2000, the overall satisfaction index has risen by 14 points, while the rating for other cities in the area has dropped about 4 points.

- Our historic attractions greeted nearly 250,000 visitors in 2008. The generous donation of 19,880 hours by volunteers represents a value of \$298,245 of in-kind service.
- The continued success of the Neighborhood Code Compliance Program has resulted in more than 830 tons of trash and brush being removed from 24 neighborhoods and more than 7600 addresses. The Program has gathered both state and national recognition, receiving the Innovation Award from the Missouri Municipal League and being recognized as a Promising Practice during the National Association of County and City Health Officials' (NACCHO) annual conference.
- The Parks and Recreation, Police, Public Works and Utility departments joined with Volunteer Services to promote the Together Against Graffiti (TAG) program to keep neighborhoods, parks, public spaces and business areas free of graffiti. A hotline has been established for residents to report graffiti, and the Police Department has developed a graffiti task force to track incidents.
- The City's Web site received the 2008 Pinnacle Award for Excellence from the National Association of Government Webmasters (NAGW). Our site was judged the second best Web site in the population category of 100,000 and above. In addition, the City was awarded second place in the Digital Cities Award Program by the Center for Digital Government in the 2008 Digital Cities Survey competition for the population category of 75,000 - 124,999. This is the seventh consecutive year the City has placed in the top ten cities.
- The Community Development Department received high marks for management of Community Development Block Grant (CDBG) funds and programs in its Annual Community Assessment by the U.S. Department of Housing and Urban Development (HUD). The review examined the City's management of funds and activities undertaken as well as progress toward the program goals.
- The City's annual household hazardous waste collection event served more than 550 vehicles, with 85,585 pounds of waste products collected. This is an increase of nearly 14,000 pounds from last year. In addition, the City's commitment to removal of hazardous materials expanded this year by co-sponsoring an electronics recycling event. This event encouraged residents to bring unwanted computer components, televisions and other electronic devices to be recycled.
- A fifth grant was received from FEMA, allowing Power & Light to bury an additional 1,000 residential electric lines in specified areas of the City. This will bring the total electric service lines placed underground since 2002 to more than 7,800.
- The first phase of the Independence Square Streetscape Plan was completed, consisting of the construction of two 7-foot lighted pillars designating Truman Road and Main Street as the gateway to downtown, as well as sidewalk improvements and new street furniture.
- Construction of a new training facility for the Fire Department was completed in June 2009. The 5,600 sq. ft. facility is funded by the Public Safety Sales Tax approved by voters in 2004.

- The Independence Events Center, a state-of-the-art facility featuring an arena with 5,800 fixed seats and a community ice skating rink, is expected to be opened to the public in November, 2009. Construction has been funded by a Community Improvement District sales tax.

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 \$279,674,355 which is an increase of \$24,614,420 (9.7%) over the 2008-2009 budget. The majority of this increase (\$23,245,000) is in the capital budget for Power & Light.

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 quality of life across Independence through regular communication and diverse public involvement, cooperative partnerships, and the provision of targeted services designed to meet the specific needs of the community.
- To foster a viable local economy with an expanding employment and tax base through focused efforts to support and redevelop existing business areas, and the aggressive pursuit of economic development opportunities consistent with the comprehensive plan.
- To ensure long-term financial stability for the City of Independence, through the development and use of systems to project long-range financial trends based on local operating decisions and economic conditions, sound fiscal policies and practices, and budget decisions that balance community service needs with available resources.
- To meet existing and emerging transportation needs through the timely maintenance of City infrastructure, the development and support of local and regional transportation systems, and the promotion of public transportation.

Developing a balanced budget for the various operating funds of the City has been particularly difficult for the 2009-10 fiscal year. The national economy has had a big

impact on declining revenues across the board in each of the City's funds. In addition, the City is continually faced with increasing governmental and environmental regulations, unfunded mandates from state and federal sources, and increasing operating costs such as employee health care costs, salary increases, rising fuel and utility costs, etc. The focus of the budget presentations from each of the operating departments has been to tell the City's story of what we are able to do with the limited resources that we have rather than what we don't have to work with. It is important, however, to understand that while this budget is balanced, it is far from a "business as usual" status quo budget. While it may get the City through the current economic climate in the short term, it is not at a fiscal level that could be considered sustainable in the long run.

The fact that the City's 2009-10 budget may not be as reactionary as might be seen in some other governmental entities is not a reflection of our good fortune, but rather an indication of careful and strategic planning. Two years ago City staff saw indications of a weakening economy and immediately began to develop scenarios to cut back on operating costs. In the fall of 2007, close to a million dollars of authorized operating costs in the City's General Fund were placed on budget hold. Some of these costs were restored later in that fiscal year based on ongoing assessments of the financial condition of the fund; however, a portion of those costs continue to be unfunded today and formed the beginning foundation of this cut-back budget. In addition, during the 2007-08 fiscal year, the City aggressively evaluated positions as they became vacant and started holding positions open for increasingly longer periods of time to save on the City's overall operating costs. Before the current 2008-09 fiscal year began, City management placed more than a million dollars of operating costs in the General Fund on hold that for the most part continue to be held and not available for expenditure. Many of these held costs have not been included in this budget for the 2009-10 fiscal year. While the economic downturn has been much greater than originally anticipated, the City is fortunate that many proactive budget changes were adopted early on so that the current overall impact is minimized.

As the schedule for developing the 2009-10 budget was initially developed, City staff recognized that the challenges this year would be much greater than normally encountered, so the beginning point of the process was moved up by a couple of months. For those reasons, City staff became aware of the anticipated difficulties earlier than normal and

worked collectively through the funding issues in order to develop a budget that is balanced in the short term, and enables the City to continue to provide most City services with as little disruption to past standards of excellence as possible. In evaluating the challenge of developing a balanced 2009-10 budget, City management made a commitment early on in the process to consider employee layoffs only as a very last resort option and fortunately this budget does not include any layoffs of personnel. In addition, early in the budget development process City staff established as a high priority the need to maintain, where ever possible, funding for past service level commitments in areas such as public transportation, ambulance service in the city, public safety staffing levels and honoring past authorizations of employee compensation. This objective has been accomplished in this budget.

To illustrate the challenges that the City staff was faced with to develop a balanced budget, over the past four fiscal years the average annual increase in revenues in the General Fund have been 4.45 percent. The average annual increase in authorized appropriations has been 5.14 percent. This budget for fiscal year 2009-10 includes projected revenues increases of only 0.84 percent which meant the City had \$2 million less in revenue increases for developing the 2009-10 budget than what would be expected in a more normal year. On the expenditure side, the included appropriations for fiscal year 2009-10 are actually \$463,000 less than the adopted budget for the 2008-09 fiscal year. This represents a decrease of 0.65 percent in spite of the fact that many components of the budget continue to be faced with cost increases. In mid-January when the initial appropriation projections were pulled together to arrive at what might normally be considered a status quo (no budget increase), the budget shortfall in the General Fund was approximately \$1.5 million. City staff then began a process of evaluating the wide variety of budget components from top to bottom to see how the shortfall could be made up. In some cases past budget holds were continued and in other cases deeper budget reductions were agreed upon. At that point the budget shortfall was still a significant amount so attention shifted to currently held position vacancies. Critical staffing areas of commissioned Police Officers, Firefighting positions and public safety dispatch positions were exempted from this review because of the critical need to maintain service levels in these areas. Approximately 30 vacant positions were identified in the General Fund outside of these critical staffing areas. Most of these vacancies were being held open due to efforts over the past two years to slow

down the filling of vacant positions. Across the board, these positions were vacant not by design, but rather due to individual employee decisions such as retirements, transfers within the City or pursuing other job opportunities. Of these 30 vacant positions, 21 were identified as being potential budget balancing options and are either unfunded in the 2009-10 fiscal year or represent job sharing situations where a position is assigned to multiple departments. The budget savings from not funding these 21 positions totals \$1.2 million.

Managing the City organization without any of the currently held vacant positions, and in particular the 21 positions unfunded in this budget will continue to be a difficult strain on City services and must be viewed as a short term reaction to the economic challenges that we face. It is a testament to the remaining employees that they are willing to fill in for the staffing gaps and maintain existing levels of City services to our community in the best manner possible. Other budget reduction options could have been considered that would affect these existing employees in a very direct way such as layoffs, reduced benefits, or taking away previously agreed upon pay adjustments; however, we believe it is important to work through our current challenges with the dedication and help of all City employees and we have tried to minimize negative impacts to existing employees where ever possible.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At \$70,619,629, it is 30% 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 \$590,905 greater than was budgeted in fiscal year 2008-09. The following table provides a General Fund revenue comparison for the adopted 2008-09 budget to the revised 2008-09 budget and the City Council's adopted 2009-10 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2008-09	Revised Estimate 2008-09	Adopted Budget 2009-10
Property Taxes	7,302,909	7,340,215	7,395,230
Sales Taxes	18,220,497	17,367,983	17,825,604
Utility Franchise Fees	10,397,241	11,453,573	11,428,980
PILOTS	14,326,062	13,839,343	15,520,121
Licenses & Permits	4,324,981	3,635,243	3,502,400
Grants & Shared Revenues	5,476,667	5,085,594	5,413,015
Charges for Services	1,680,498	1,852,070	1,747,459
Fines & Court Costs	4,433,461	4,085,234	3,989,374
Interest Income	174,800	172,624	122,800
Interfund Charges	3,289,000	3,350,104	3,265,200
Other Revenue	402,608	420,800	409,446
Total Revenue	70,028,724	68,602,783	70,619,629

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.

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 2009-2010, the fund balance is projected to be \$2,071,402.

B. Public Safety. The budget for the Police Department is \$23.4 million. The budget for the Fire Department is \$15.4 million. Approximately 55% of the General Fund is designated for these two departments.

C. Employee Benefits. Funding has been included to pay an expected 3% increase in Coventry health care insurance costs and Stay Well health care costs, effective January 1, 2010. Funding has also been included for a 2% 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 \$362,000 for a pay increase of approximately 2% for non-bargaining unit employees, effective August 1, 2009.

E. Technology Updates Approximately \$103,000 is included to fund scheduled replacement of electronic equipment such as file servers, microcomputers and printers.

Capital Outlay

The 2009-10 budget includes \$515,214 for capital outlay from the General Fund. This represents a decrease of \$759,000 from the previous year. Almost half of the budget amount for 2009-10 will be used to continue funding existing lease purchase payments for completed building repairs.

Description	Buildings	Mobile Equip.	Other	Total
<u>Lease Purchase Payments</u>				
Building Maintenance Repair and Renovations	\$214,395			\$214,395
<u>Technology Services</u>				
Replacement program for Microcomputers, File Servers, and Network Systems			103,319	103,319
<u>Health</u>				
Replace 1997 Ford F150 pickup – Asset No. 2875, includes new animal box and installation. (Approved but placed on hold in FY2008-09)		31,000		31,000
<u>Public Works</u>				
Replace Police Building Dispatch Electrical Panel	12,000			12,000
Replace Police Building First Floor Plumbing Chase for Restroom Pipes and Fixtures	11,000			11,000
Replace City Hall front Revolving Door	25,000			25,000
<u>Parks and Recreation</u>				
Front Elevator Replacement	105,000			105,000
Replace Front Doors to Sermon Center	13,500			13,500
	\$380,895	\$31,000	\$103,319	\$515,214

Storm Water Sales Tax

The budget includes revenues of \$4,183,339, a decrease of 9.7% 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 appropriations of \$5,784,971 for the

2009-10 fiscal year. The capital budget totals \$4,030,000 and funds several projects including:

Project Description	Amount
Neighborhood Construction Projects	150,000
Trenchless Technology	300,000
Detention Basin Revegetation	100,000
Bellevista Neighborhood Drainage	825,000
Fairway Gardens	400,000
Spring Branch East Industrial Park	470,000
Willis Storm Drainage	200,000
Redwood at Ute	450,000
Watershed Systems Evaluation Survey	150,000
Pearl to Crane & Hereford	125,000
Lakeview Farm, 31 st & Linwood	110,000
Flood Control/Bank Stabilization	<u>750,000</u>
Fund Total	<u><u>\$ 4,030,000</u></u>

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current 1/2 of 1% sales tax collection began January 1, 2009 and received voter approval on August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes \$7,810,860 for several projects, including the following:

Project Description	Amount
<u>Overlay Program</u>	
Street Overlay Program	\$ 2,500,000
<u>Street Improvements</u>	
Jackson Drive	1,970,860

39th Street Improvements - Chrysler to Noland	200,000
Little Blue Parkway - Phase 4	<u>3,000,000</u>
Total Street Improvements	\$ 5,170,860

Other Programs

Sidewalks to Schools Improvements	100,000
School Zone Signals	<u>40,000</u>
Total Other Programs	<u>\$ 140,000</u>

Fund Total	<u><u>\$ 7,810,860</u></u>
------------	----------------------------

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 \$4,743,239.

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 provide an allocation for the following uses in our Parks system:

<u>Project Description</u>	<u>Amount</u>
Park Revitalization	\$ 160,000
Fund Total	<u><u>\$ 160,000</u></u>

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 \$2,193,925. Expenditures of \$2,615,887, which includes funds carried over from the previous year, are included in the budget. A majority of the anticipated expenditures, \$2.1 million, will be used to fund equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the ¼ of 1% sales tax began January 1, 2005, continued through December 31, 2008, when it reduced to 1/8 of 1% through December 31, 2016. Revenues are projected to be \$2,102,620.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the third lowest as compared to 12 other communities in the metropolitan area. Sanitary sewer revenues are projected to be \$15,560,700, a decrease of approximately 3.8%, as compared to last year. Operating budget expenditures from the fund are \$15,712,579. The budget also includes funding of \$600,000 for capital projects, including a Sanitary Sewer Evaluation Survey.

Power & Light Fund

Power & Light total revenues for fiscal year 2009-10 are estimated to be \$124,636,400, an increase of 9.3%, as compared to last year. The operating budget for Power and Light is \$119,251,705.

Water Fund

Independence water rates are the second lowest, as compared to 13 other communities in the metropolitan area. It is estimated that water revenues will be \$22,621,600, an increase of approximately 8.8%, as compared to last year. The operating budget is \$24,105,400 which includes operating, non-departmental, and debt service costs. The fiscal year 2009-10 capital project budget is \$4,322,000, which includes:

<u>Project Description</u>	<u>Amount</u>
Install 36" Water Main, Little Blue Parkway Phase II	\$ 2,448,000
Water Main Extension in Eastern Independence	700,000
Main Replacement Program	200,000
Security Upgrades	50,000
Well Starters and Circuit Breakers	10,000
Clear Well Transfer Pump No. 6	150,000
Exploratory Drilling for Future Well Sites	40,000
Well Meters	50,000
Eastern Independence Industrial Park Mains	<u>674,000</u>
Fund Total	<u><u>\$ 4,322,000</u></u>

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)

City of Independence, Missouri
2009-10 Operating Budget
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.

City of Independence, Missouri
2009-10 Operating Budget
Financial Policies

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.

City of Independence, Missouri
2009-10 Operating Budget
Financial Policies

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.

CITY OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
Budget Procedures and Policies

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 OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
Budget Procedures and Policies

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.

CITY OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
Budget Procedures and Policies

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

CITY OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
Budget Procedures and Policies

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

CITY OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
Budget Procedures and Policies

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 2009

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, job applicants and contractors/suppliers on the City's web page.
6. The Human Resources Department has purchased an affirmative action software package for the purpose of expanding the City's capability of data collection and workforce/utilization analysis.

Recruitment Activity

In preparation for the recruitment activity for 2009/10, Department Directors have been provided the 07/08 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 7/1/2007 through 6/30/2008. 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

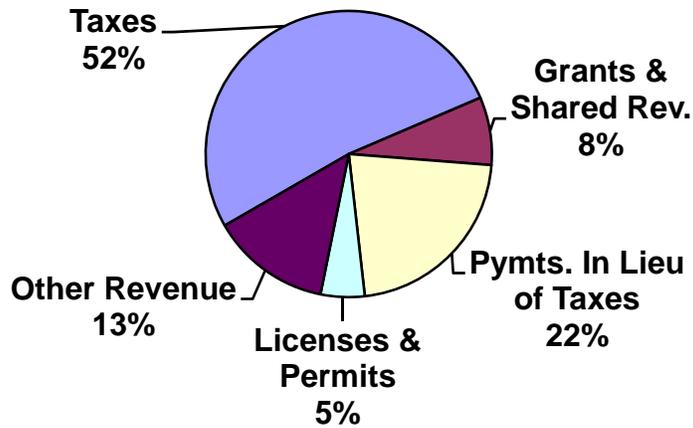
2008	Gender	Race	Total Percentage
Total Full Time <u>New Hires</u> - 57	M - 41 F - 16	01 = 53 02 = 1 03 = 1 04 = 1 05 = 1	Minority - 7.2% 02 - 1.8% 03 - 1.8% 04 - 1.8% 05 - 1.8% Female - 28.1%

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

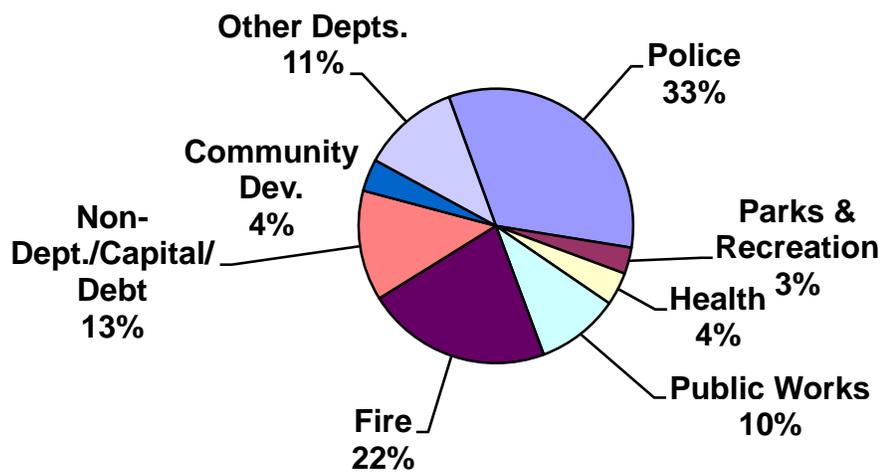
2008	Gender	Race	Total Percentage
Total Part-time <u>New Hires</u> - 25	M - 12 F - 13	01 = 20 02 = 2 03 = 3	Minority - 2.0% Female - 52.0%

2008 Summary	Gender	Race	Total Percentage
City's total New Hires - 82	M - 53 F - 29	01 - 73 02 - 3 03 - 4 04 - 1 05 - 1	Minority - 11.0% White - 89.0% Female - 35.4% Male - 64.6%

Source of Budget Dollars



Allocation of Budget Dollars



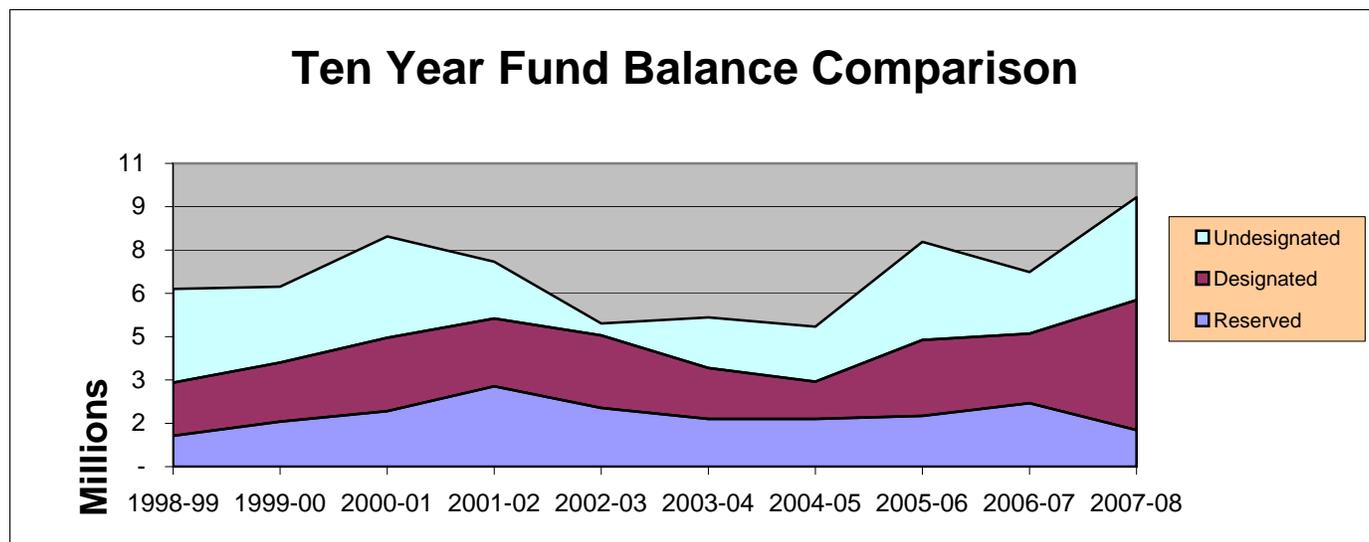
City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	% of Total	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	%
							Change
Beginning Undesignated Fund Balance	\$ 2,129,791	\$ 3,557,838		\$ 2,071,402			
Source of Budget Dollars							
From Fund Balance Components-							
Cancellation of Prior Year Encumbrances	\$ 100,286			\$ -		\$ -	n/a
Net Change from Other Fund Fund Balance Accounts	(1,262,630)	-		\$ -		\$ -	n/a
Estimated Revenues-							
Taxes	\$ 37,644,623	\$ 35,920,647	51.3%	\$ 36,649,814	51.9%	\$ 729,167	2.0%
Payments in Lieu of Taxes	13,702,586	14,326,062	20.5%	15,520,121	22.0%	1,194,059	8.3%
Licenses & Permits	3,603,589	4,324,981	6.2%	3,502,400	5.0%	(822,581)	-19.0%
Grants-Federal	26,176	25,393	0.0%	25,393	0.0%	-	0.0%
State & County Shared Rev.	5,150,970	5,451,274	7.8%	5,387,622	7.6%	(63,652)	-1.2%
Charges for Current Services	1,954,151	1,680,498	2.4%	1,747,459	2.5%	66,961	4.0%
Fines and Forfeitures	3,724,608	4,433,461	6.3%	3,989,374	5.6%	(444,087)	-10.0%
Interfund Charges	3,222,406	3,289,000	4.7%	3,265,200	4.6%	(23,800)	-0.7%
Other Revenue	582,772	577,408	0.8%	532,246	0.8%	(45,162)	-7.8%
Total Estimated Revenues	\$ 69,611,881	\$ 70,028,724	100.0%	\$ 70,619,629	100.0%	\$ 590,905	0.8%
Total Sources	\$ 68,449,537	\$ 70,028,724		\$ 70,619,629		\$ 590,905	0.8%
Use of Budget Dollars							
Operating Departments-							
City Council	\$ 392,116	\$ 406,982	0.6%	\$ 393,283	0.6%	\$ (13,699)	-3.4%
City Clerk	413,967	455,201	0.6%	380,850	0.5%	(74,351)	-16.3%
City Manager	1,013,591	1,065,315	1.5%	1,016,828	1.4%	(48,487)	-4.6%
Nat'l Frontier Trails Museum	373,178	376,480	0.5%	391,444	0.6%	14,964	4.0%
Technology Services	1,647,047	1,760,857	2.5%	1,716,963	2.4%	(43,894)	-2.5%
Municipal Court	685,427	751,741	1.1%	792,117	1.1%	40,376	5.4%
Law	648,510	745,326	1.0%	740,669	1.0%	(4,657)	-0.6%
Finance	1,815,658	1,868,028	2.6%	1,879,671	2.7%	11,643	0.6%
Human Resources	470,308	511,577	0.7%	480,767	0.7%	(30,810)	-6.0%
Community Development	2,783,134	2,820,958	4.0%	2,671,488	3.8%	(149,470)	-5.3%
Police	22,314,906	22,442,460	31.6%	23,367,731	33.1%	925,271	4.1%
Fire	14,427,974	14,941,308	21.0%	15,397,771	21.8%	456,463	3.1%
Health	2,425,484	2,706,680	3.8%	2,775,159	3.9%	68,479	2.5%
Public Works	7,187,216	7,345,945	10.3%	6,928,498	9.8%	(417,447)	-5.7%
Water Pollution Control	300,450	314,500	0.4%	296,134	0.4%	(18,366)	-5.8%
Parks and Recreation	2,116,310	2,125,418	3.0%	2,190,959	3.1%	65,541	3.1%
Non-Departmental	6,946,399	8,669,377	12.2%	8,434,083	11.9%	(235,294)	-2.7%
City Council Strategic Goals	389,318	300,000	0.4%	250,000	0.4%	(50,000)	-16.7%
Capital Outlay	556,265	1,474,129	2.1%	515,214	0.7%	(958,915)	-65.0%
Total Operating Departments	\$ 66,907,258	\$ 71,082,282	100.0%	\$ 70,619,629	100.0%	\$ (462,653)	-0.7%
Transfers							
Transfers to Other Funds	114,232	105,357		-		(105,357)	-100.0%
Total Uses	\$ 67,021,490	\$ 71,187,639		\$ 70,619,629		\$ (568,010)	-0.8%
Ending Undesignated Fund Balance	\$ 3,557,838	\$ 2,398,923		\$ 2,071,402		\$ 1,158,915	

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - General Fund
For the Fiscal Years Ending June 30, 2004 through June 30, 2009

Description	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 1,156,430	\$ 1,156,315	\$ 1,257,926	\$ 942,874	\$ 845,315	
Debt Service	224,779	222,911	223,997	224,134	224,788	
Other	269,883	271,664	274,116	1,033,685	195,614	
Total Reserved	\$ 1,651,092	\$ 1,650,890	\$ 1,756,039	\$ 2,200,693	\$ 1,265,717	
Designated for:						
Police Equipment	\$ 219,613	\$ -	\$ 135,741	\$ 70,938	\$ 116,436	
Capital Projects	286,238	224,465	238,993	242,191	333,316	
TIF Distributions	693,076	431,371	648,293	710,447	763,190	
City Council Strategic Goals	514,216	538,795	633,368	426,138	236,820	
Other	49,748	98,173	973,082	954,500	3,054,500	
Total Designated	\$ 1,762,891	\$ 1,292,804	\$ 2,629,477	\$ 2,404,214	\$ 4,504,262	
Undesignated	1,752,521	1,903,961	3,399,529	2,129,791	3,557,838	2,071,402
Total Fund Balance	\$ 5,166,504	\$ 4,847,655	\$ 7,785,045	\$ 6,734,698	\$ 9,327,817	
Fund Balance Target (a)	2,897,548	2,940,275	3,194,712	3,246,444	3,480,594	3,530,981
Actual over (under) Target (a)	(1,145,027)	(1,036,314)	204,817	(1,116,653)	77,244	(1,459,579)

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



City of Independence, Missouri
 2009-10 Operating Budget
Fund Balance Summary - General Fund

Undesignated Projected Fund Balance for 2009-10

Undesignated Fund Balance at June 30, 2009 (Projected)	\$ 2,071,402
Fund Balance Uses for 2009-10	-
Projected Undesignated Fund Balance at June 30, 2010	<u>\$ 2,071,402</u>
Projected Undesignated Fund Balance Target (5% of Estimated Revenues)	\$ 3,530,981

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
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
General Fund						
<u>Property Taxes</u>						
2-3011	Real Estate	7,010,528	7,269,409	7,284,627	7,361,730	1.1%
2-3013	R.R. & Other Utility	34,441	33,500	55,588	33,500	-39.7%
	Total Property Taxes	7,044,969	7,302,909	7,340,215	7,395,230	0.7%
<u>Sales and Use Taxes</u>						
2-3041	Local Option Sales Tax	16,723,828	17,650,497	16,827,999	17,282,604	2.7%
2-3042	Cigarette Tax	555,974	570,000	539,984	543,000	0.6%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	17,279,802	18,220,497	17,367,983	17,825,604	2.6%
<u>Utility Franchise Fees</u>						
2-3052	Water	18,843	20,000	20,811	22,000	5.7%
2-3053	Gas	5,171,522	5,246,000	5,745,529	5,750,000	0.1%
2-3054	Telephone	7,154,646	4,156,241	4,697,932	4,665,000	-0.7%
2-3055	Electricity	363,336	345,000	353,549	358,980	1.5%
2-3057	Cable Television	611,505	630,000	635,752	633,000	-0.4%
	Total Utility Franchise Fees	13,319,852	10,397,241	11,453,573	11,428,980	-0.2%
<u>Payments in Lieu of Taxes</u>						
2-3281	Power & Light In Lieu of Taxes	10,539,219	10,906,299	10,513,894	11,990,701	14.0%
2-3282	Water Service In Lieu of Taxes	1,705,015	1,869,765	1,823,415	2,050,034	12.4%
2-3283	Sanitary Sewer In Lieu of Taxes	1,458,352	1,549,998	1,502,034	1,479,386	-1.5%
	Total Pymt. in Lieu of Taxes	13,702,586	14,326,062	13,839,343	15,520,121	12.1%
	Total Taxes	51,347,209	50,246,709	50,001,114	52,169,935	4.3%
<u>Business Licenses and Permits</u>						
2-3101	Occupation Licenses	1,397,247	1,538,000	1,536,932	1,450,000	-5.7%
2-3102	Liquor Licenses	103,865	96,000	94,933	94,000	-1.0%
2-3103	Bld. Trades Licenses and Exams	118,386	104,000	113,266	100,000	-11.7%
2-3104	Fin-Other License/Permits	51,630	43,000	49,830	50,000	0.3%
2-3108	Building Permits, Com.Develop.	732,291	1,110,000	825,000	750,000	-9.1%
2-3109	Construction Permits, Pub.Works	445,597	700,000	300,000	300,000	
2-3120	Nursing Home Permits	2,160	800	327	850	159.9%
2-3121	Day Care Permits	3,882	6,321	6,196	6,105	-1.5%
2-3122	Food Handler's Permits	141,640	126,450	140,113	155,385	10.9%
2-3123	Massage Therapist Appl	2,675	2,275	3,187	2,810	-11.8%
2-3124	Other Food Permits	99,793	92,000	63,857	90,350	41.5%
2-3125	Ambulance Permits & Licenses	41,706	40,535	38,151	39,000	2.2%
2-3126	Plan Reviews - Health Dept.	4,700	3,600	1,451	900	-38.0%
	Total Bus. Lic. & Permits	3,145,573	3,862,981	3,173,243	3,039,400	-4.2%
<u>Non-Business Licenses and Permits</u>						
2-3151	Motor Vehicle Licenses	458,016	462,000	462,000	463,000	0.2%
	Total Licenses and Permits	3,603,589	4,324,981	3,635,243	3,502,400	-3.7%
<u>Grants-</u>						
<u>Federal Government Grants</u>						
2-3218	Dial-A-Ride	25,393	25,393	19,644	25,393	29.3%
2-3219	Other	783				
	Total Federal Grants	26,176	25,393	19,644	25,393	29.3%

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
State Government Grants						
2-3241	Financial Institutions Tax	31,960	32,000	44,308	44,404	0.2%
2-3242	Gasoline Tax	3,283,590	3,325,000	3,182,675	3,350,000	5.3%
2-3243	Motor Vehicle License Fees	459,912	625,000	500,715	625,000	24.8%
2-3244	Motor Vehicle Sales Tax	721,327	830,000	667,379	750,000	12.4%
	Total State Grants	4,496,790	4,812,000	4,395,077	4,769,404	8.5%
Other Sources						
2-3272	Jackson County Drug Task Force	330,130	300,000	331,663	300,000	-9.5%
2-3274	Jackson County Dare Program	299,051	314,274	314,274	293,218	-6.7%
2-3275	Mid Am Reg Council	25,000	25,000	24,936	25,000	0.3%
2-3279	Other Misc. Grants					
	Total Other Sources	654,181	639,274	670,873	618,218	-7.8%
	Total Grants	5,177,146	5,476,667	5,085,594	5,413,015	6.4%
Charges for Services						
General Government						
2-3302	Planning & Zoning Fees	35,103	40,000	25,747	25,000	-2.9%
2-3303	Board Of Adjustment Fees	4,900	4,500	5,095	4,050	-20.5%
2-3304	Sale Of Maps, Books, Plans	13,743	10,000	9,811	8,000	-18.5%
2-3305	Sale Of Police Reports	37,105	37,000	36,432	33,000	-9.4%
2-3306	Sale Of Fire Reports	160	36	64	250	290.6%
2-3307	Computer Service Charges	27,926	32,000	28,737	12,500	-56.5%
Health						
2-3311	Animal Shelter Fees	88,653	87,000	92,903	79,000	-15.0%
2-3312	Animal Id Tags	20,710	19,000	20,939	20,000	-4.5%
2-3313	Health Training Programs					
Public Safety						
2-3316	Reimb. For Police Services	44,798	22,000	39,207	30,000	-23.5%
2-3317	School Resource Officers	471,866	641,177	460,979	509,000	10.4%
2-3318	Alarm Charges - Police	39,300	39,000	37,029	40,000	8.0%
2-3319	Alarm Charges - Fire	1,500	3,950	1,926	1,900	-1.3%
Recreation						
2-3322	Class Fees	77,069	33,500	73,323	63,150	-13.9%
2-3323	Park Concessions	6,811	7,500	6,683	6,500	-2.7%
2-3326	Pool Fees					
2-3327	Recreation Centers	21,991	12,250	27,288	18,425	-32.5%
2-3329	Recreation Rentals	144,822	57,860	85,279	75,684	-11.3%
National Frontier Trails Museum						
2-3331	NFTM-Admissions	48,507	44,000	47,869	46,000	-3.9%
2-3332	NFTM-Gift Shop	30,683	30,000	29,132	30,000	3.0%
Cemetery						
2-3341	Sale Of Cemetery Lots	7,350	9,500	4,153	7,000	68.6%
2-3342	Sale Of Monument Bases	3,806	3,500	2,977	4,000	34.4%
2-3343	Grave Opening Charges	66,200	21,225	39,077	52,000	33.1%
Other Charges						
2-3392	Sale Of Street Signs	718	500	1,557	2,000	28.5%
2-3393	Special Assessments	144,223	160,000	211,753	165,000	-22.1%
2-3396	Sale Of Recycled Material	15,273		19,578	25,000	27.7%
2-3397	Solid Waste Disp Fees	73,278	90,000	98,955	90,000	-9.0%
2-3398	Miscellaneous Charges	527,655	275,000	445,577	400,000	-10.2%
	Total Charges for Services	1,954,151	1,680,498	1,852,070	1,747,459	-5.6%

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<u>Fines and Court Costs</u>						
2-3401	Fines & Forfeitures	3,225,591	3,841,283	3,533,753	3,544,500	0.3%
2-3402	Court Costs	374,217	438,643	412,326	314,415	-23.7%
2-3403	Police Training	51,280	62,972	56,974	52,607	-7.7%
2-3404	Domestic Violence	51,245	54,200	53,922	52,607	-2.4%
2-3405	Dwi/Drug	22,275	36,363	28,259	25,245	-10.7%
	Total Fines & Court Costs	3,724,608	4,433,461	4,085,234	3,989,374	-2.3%
<u>Interest Income</u>						
2-3411	Interest	137,211	100,800	66,103	47,300	-28.4%
2-3412	Special Assessments - Interest	156	4,000	970	500	-48.5%
2-3413	Interest - Other	78,329	70,000	105,551	75,000	-28.9%
	Total Interest Income	215,696	174,800	172,624	122,800	-28.9%
2-3421	Interfund Chgs. For Supp. Serv.	3,222,406	3,289,000	3,350,104	3,265,200	-2.5%
<u>Other Revenue</u>						
2-3431	Sale Of Land					
2-3432	Sale Of Fixed Assets	23,581	57,208	55,783	55,000	-1.4%
2-3433	Rents	105,888	130,000	111,743	114,346	2.3%
2-3434	Damage Claims	-3,231	15,000	1,031	15,000	1354.9%
2-3435	Contributions	73,288		105,173	25,000	-76.2%
2-3439	Cash Over/Short	-192		74		-100.0%
2-3440	Discounts Taken	672	400	213	100	-53.1%
2-3449	Misc. Non-Operating Revenue	167,068	200,000	146,783	200,000	36.3%
	Total Other Revenue	367,075	402,608	420,800	409,446	-2.7%
	Total General Fund Revenues	\$69,611,881	\$70,028,724	\$68,602,783	\$70,619,629	2.9%

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 City Council Adopted Budget
<u>General Government:</u>				
City Council	\$ 392,116	\$ 406,982	\$ 412,296	\$ 393,283
City Clerk	413,967	455,201	459,480	380,850
City Manager	1,013,591	1,065,315	1,085,784	1,016,828
Technology Services	1,647,047	1,760,857	1,798,715	1,716,963
Municipal Court	685,427	751,741	763,247	792,117
Total General Government	4,152,148	4,440,096	4,519,522	4,300,041
National Frontier Trails Museum	373,178	376,480	383,897	391,444
Law Department	648,510	745,326	761,101	740,669
<u>Finance Department:</u>				
Administration	395,092	412,731	423,155	419,020
Accounting	885,381	895,847	909,055	917,995
Purchasing	381,164	400,342	408,267	382,309
Occupation Licensing	154,021	159,108	162,796	160,347
Total Finance Department	1,815,658	1,868,028	1,903,273	1,879,671
Human Resources	470,308	511,577	523,077	480,767
<u>Community Development Department:</u>				
Administration	266,349	192,070	195,016	268,590
Neighborhood Services	146,265	143,365	144,898	24,505
Comprehensive Planning	146,243	243,955	245,548	247,363
Current Planning	307,839	316,006	323,789	261,805
Transportation	932,317	936,369	936,369	936,821
Historic Preservation	140,168	84,604	93,357	88,008
Building Inspection	843,953	904,589	923,549	844,396
Total Community Development	2,783,134	2,820,958	2,862,526	2,671,488
<u>Police Department:</u>				
Administration	2,342,163	2,330,595	2,376,837	2,524,536
Police Operations	14,763,949	14,492,041	14,509,616	15,128,938
Police Services	5,208,794	5,619,824	5,653,648	5,714,257
Total Police Department	22,314,906	22,442,460	22,540,101	23,367,731

(continued on the next page)

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 City Council Adopted Budget
<u>Fire Department:</u>				
Administration	\$ 501,655	\$ 561,862	\$ 571,813	\$ 481,280
Fire Operations	12,980,293	13,123,959	13,143,467	13,701,294
Fire Prevention	538,047	590,693	594,079	603,484
Maintenance	229,069	394,703	395,610	376,688
Training/Emer. Preparedness	178,910	270,091	271,860	235,025
Total Fire Department	14,427,974	14,941,308	14,976,829	15,397,771
<u>Health Department:</u>				
Administration	253,728	380,179	387,157	449,574
Health Services	749,199	808,403	798,886	819,719
Animal Services	688,707	724,459	739,891	696,029
Code Enforcement	733,850	793,639	796,701	809,837
Total Health Department	2,425,484	2,706,680	2,722,635	2,775,159
<u>Public Works:</u>				
Administration	\$ 264,282	\$ 230,391	\$ 235,834	\$ 236,897
Engineering	1,527,668	1,450,750	1,489,848	1,291,304
Property Management	845,613	966,627	987,444	950,672
Street Maintenance	4,549,653	4,698,177	4,695,873	4,449,625
Total Public Works	7,187,216	7,345,945	7,408,999	6,928,498
<u>Water Pollution Control-</u>				
Storm Water Maintenance	300,450	314,500	316,413	296,134
<u>Parks and Recreation:</u>				
Administration	\$ 300,497	\$ 302,990	\$ 311,557	\$ 307,836
Park Maintenance	885,729	883,502	890,564	900,249
Recreation	737,912	746,257	760,011	786,030
Cemetery Maintenance	192,172	192,669	194,297	196,844
Total Parks and Recreation	2,116,310	2,125,418	2,156,429	2,190,959
Non-Departmental	6,946,399	8,669,377	8,516,163	8,434,083
City Council Strategic Goals	389,318	300,000	536,820	250,000
Capital Outlay - Operating	409,007	1,274,129	1,274,129	515,214
Capital Outlay - TIF Distributions	147,258	200,000	963,190	-
Total General Fund	\$ 66,907,258	\$ 71,082,282	\$ 72,365,104	\$ 70,619,629

City of Independence, Missouri
2009-10 Operating Budget
Appropriations by Type Summary - General Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

	2007-08	2008-09		2009-10
	Actual	Budget	*Actual	Budget
<u>Personal Services:</u>				
Full Time Salaries	\$ 35,656,411	\$ 36,965,874	\$ 37,383,632	\$ 37,731,297
Part Time Salaries	687,822	492,589	607,688	588,583
Overtime	1,948,319	896,299	2,074,575	956,170
Allowances	339,545	341,227	348,319	345,987
<u>Benefits:</u>				
FICA	2,881,099	2,947,815	3,019,215	3,016,807
LAGERS	3,029,023	2,756,970	2,818,424	2,899,477
Health Insurance	6,454,623	7,040,984	6,008,864	7,017,856
Dental Insurance	372,800	409,799	391,909	422,164
Life Insurance	128,250	131,336	124,432	88,545
Deferred Compensation	127,390	134,913	132,210	136,081
Long Term Disability	42,410	44,305	40,387	40,683
Retiree Health Insurance	2,747,582	2,953,695	2,575,724	3,058,377
Total Benefits	\$ 15,783,177	\$ 16,419,817	\$ 15,111,165	\$ 16,679,990
Other Personal Services	188,981	1,307,552	152,901	1,246,673
Total Personal Services	\$ 54,604,255	\$ 56,423,358	\$ 55,678,281	\$ 57,548,700
Other Services	8,594,282	9,185,648	8,914,168	9,309,239
Supplies	2,363,267	2,358,724	2,202,155	2,212,147
Capital Outlay - Operating Budget	482,048	1,478,629	1,066,265	709,366
Capital Outlay - TIF Distributions	147,258	200,000	200,985	-
Debt Service	-	-	-	-
City Council Strategic Goals	389,318	300,000	375,103	250,000
Other	326,830	1,135,923	388,777	590,177
Total Expenditures	\$ 66,907,258	\$ 71,082,282	\$ 68,825,735	\$ 70,619,629

* Actual amounts are based on preliminary year end figures for June 30, 2009

City of Independence, Missouri
2009-10 Operating Budget
Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	\$ 357,018	\$ 31,310	\$ 4,955	\$ -	\$ 393,283
City Clerk	324,915	37,885	18,050	-	380,850
City Manager	978,083	31,140	7,605	-	1,016,828
National Frontier Trails Center	294,119	65,180	32,145	-	391,444
Technology Services	1,569,881	135,927	11,155	-	1,716,963
Municipal Court	757,303	30,850	3,964	-	792,117
Law	616,169	97,500	27,000	-	740,669
Finance	1,682,936	185,422	11,313	-	1,879,671
Human Resources	452,580	21,687	6,500	-	480,767
Community Development	1,563,840	1,086,991	20,657	-	2,671,488
Police	21,351,793	1,253,762	710,314	51,862	23,367,731
Fire	14,497,771	509,271	297,495	93,234	15,397,771
Health	2,258,538	404,282	112,339	-	2,775,159
Public Works	4,520,272	1,389,238	824,836	194,152	6,928,498
Water Pollution Control	296,134	-	-	-	296,134
Parks and Recreation	1,729,068	348,072	113,819	-	2,190,959
Non-Departmental	4,298,280	3,680,722	10,000	445,081	8,434,083
City Council Strategic Goals	-	250,000	-	-	250,000
Capital Outlay	-	-	-	515,214	515,214
General Fund Total	\$ 57,548,700	\$ 9,559,239	\$ 2,212,147	\$ 1,299,543	\$ 70,619,629

Allocation by Percentage					
City Council	90.78%	7.96%	1.26%	0.00%	100.00%
City Clerk	85.31%	9.95%	4.74%	0.00%	100.00%
City Manager	96.19%	3.06%	0.75%	0.00%	100.00%
National Frontier Trails Center	75.14%	16.65%	8.21%	0.00%	100.00%
Technology Services	91.43%	7.92%	0.65%	0.00%	100.00%
Municipal Court	95.60%	3.89%	0.50%	0.00%	100.00%
Law	83.19%	13.16%	3.65%	0.00%	100.00%
Finance	89.53%	9.86%	0.60%	0.00%	100.00%
Human Resources	94.14%	4.51%	1.35%	0.00%	100.00%
Community Development	58.54%	40.69%	0.77%	0.00%	100.00%
Police	91.37%	5.37%	3.04%	0.22%	100.00%
Fire	94.15%	3.31%	1.93%	0.61%	100.00%
Health	81.38%	14.57%	4.05%	0.00%	100.00%
Public Works	65.24%	20.05%	11.90%	2.80%	100.00%
Water Pollution Control	100.00%	0.00%	0.00%	0.00%	100.00%
Parks and Recreation	78.92%	15.89%	5.19%	0.00%	100.00%
Non-Departmental	50.96%	43.64%	0.12%	5.28%	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	81.49%	13.54%	3.13%	1.84%	100.00%

City of Independence, Missouri
2009-10 Operating Budget
Summary of Operating/Other Transfers
and Designations of Fund Balance - General Fund
For the Fiscal Years 2008-09 and 2009-10

Description	Amount
2008-09	
Fund Balance Designations- <u>For Capital Projects-</u>	\$ -
Operating Transfers Out- To Amortize the Storm Water Fund Accumulated Deficit	\$ (105,357)
Total Operating Transfers	<u>\$ (105,357)</u>
Net Transfers	<u><u>\$ (105,357)</u></u>
2009-10	
Fund Balance Designations- <u>For Capital Projects-</u>	\$ -
Operating Transfers Out- To Amortize the Storm Water Fund Accumulated Deficit	\$ -
Total Operating Transfers	<u>\$ -</u>
Net Transfers	<u><u>\$ -</u></u>

City of Independence, Missouri
2009-10 Operating Budget
Authorized Positions Summary - General Fund
For the Fiscal Years 2003-04 through 2009-10

Description	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Budget 2009-10
City Council	11.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.50	6.50	6.00	6.00	6.00	6.00	6.00
City Manager	8.50	7.00	7.50	10.50	10.50	10.50	9.50
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	20.00	20.00	20.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	14.00	14.00	14.00
Law	5.50	5.50	5.75	6.88	6.88	6.50	6.50
Finance	24.00	24.00	25.00	25.15	24.15	24.15	24.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	22.00	22.00	26.00	25.75	26.05	26.05	27.55
Police	275.00	277.00	281.50	281.50	283.00	290.40	290.40
Fire	174.00	173.25	173.25	173.25	173.25	173.25	173.25
Health	39.47	33.50	34.25	34.25	35.25	35.25	35.25
Public Works	82.00	81.00	82.00	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	42.14	41.70	36.70	35.53	32.65	32.65	33.46
General Fund Total	741.61	732.95	739.45	743.31	743.23	750.25	751.56

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

Note 2: Changes by department and position between fiscal years 2008-09 and 2009-10 are shown on the following page(s).

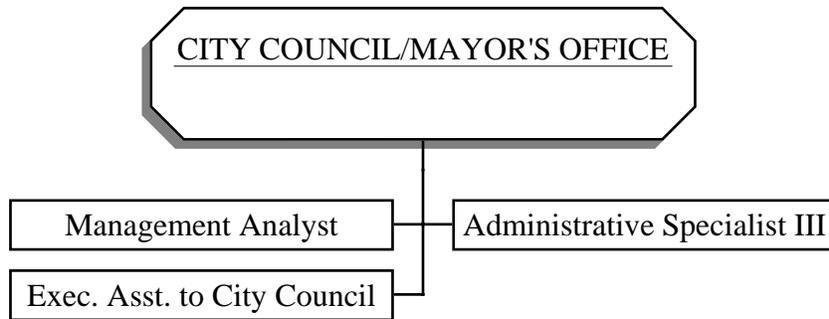
City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2008-09 and 2009-10

Fund/ Department/Function/Position Title	Change During 2008-09	Change for 2009-10	Total Changes for 2009-10	Comments
General Fund				
City Manager's Office				
Economic Development/Redevelopment				
Economic Development Project Coordinator		(1.00)	(1.00)	position transferred to Community Development
Department Total	-	(1.00)	(1.00)	
Law				
Law				
Administrative Specialist III	(1.00)		(1.00)	position reclassified
Legal Assistant	1.00		1.00	
Administrative Specialist II	(0.75)		(0.75)	position reclassified
Administrative Specialist III	0.75		0.75	
Department Total	-	-	-	
Finance				
Business Licensing				
Accounts Receivable Specialist	(0.15)		(0.15)	position reclassified
Accounts Specialist	0.15		0.15	
Department Total	-	-	-	
Human Resources				
Human Resources				
Human Resources Assistant	(0.25)			adjust funding allocation for part time positions
Human Resources Clerk	0.25			
Department Total	-	-	-	
Community Development				
Administration				
Economic Development Project Coordinator		1.00	1.00	position transferred from City Manager's Office
Neighborhood Services				
Community Development Program Spec.		0.50	0.50	transfer from CDBG Fund
Department Total	-	1.50	1.50	
Police				
Chief of Police				
Deputy Chief of Police	(1.00)		(1.00)	position reclassified
Executive Officer - Police	1.00		1.00	position reclassified
Uniform Unit				
Police Officer	1.00		1.00	transfer from within the dept.
Traffic Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.

City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2008-09 and 2009-10

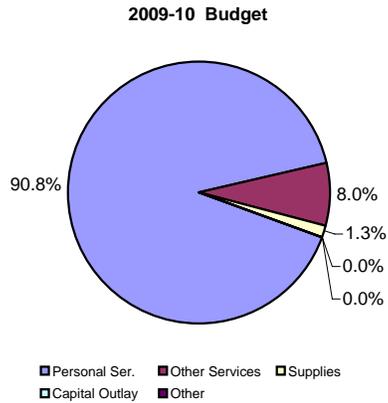
Fund/ Department/Function/Position Title	Change During 2008-09	Change for 2009-10	Total Changes for 2009-10	Comments
Police (continued)-				
Investigations				
Police Investigative Clerk	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Police Sergeant	1.00		1.00	transfer from within dept.
Police Officer	4.00		4.00	transfer from within dept.
Police Officer		(1.00)	(1.00)	delete vacant position
Community Services Unit				
Police Officer	(2.00)		(2.00)	transfer to within dept.
Drug Enforcement Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.
Drug Abuse Resistance Education Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.
Crime Scene				
Criminalist		1.00	1.00	add new position
Police Sergeant	(1.00)		(1.00)	transfer to within dept.
Department Total	-	-	-	
Parks and Recreation				
Roger T. Sermon Community Center				
Clerk I		(1.00)	(1.00)	delete vacant position
Center Attendant		1.81	1.81	increase funding for part time positions
			-	
Department Total	-	0.81	0.81	
General Fund Total	-	1.31	1.31	

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



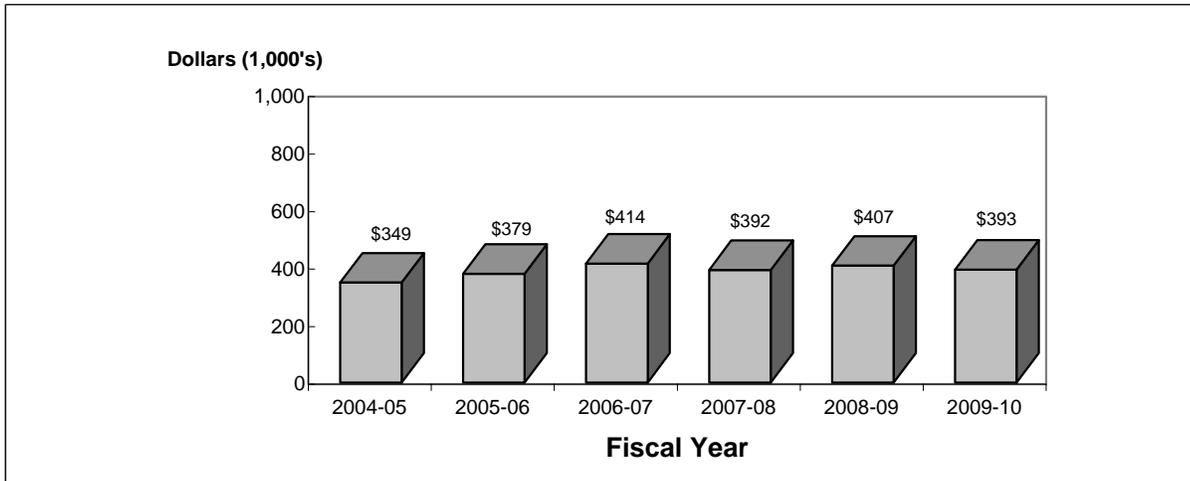
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 354,516	\$ 369,072	\$ 374,386	\$ 357,018
Other Services	34,448	32,955	33,117	31,310
Supplies	3,152	4,955	4,793	4,955
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 392,116	\$ 406,982	\$ 412,296	\$ 393,283



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	\$ 348,586	\$ 378,826	\$ 414,286	\$ 392,116	\$ 406,982	\$ 393,283
Total All Funds	\$ 348,586	\$ 378,826	\$ 414,286	\$ 392,116	\$ 406,982	\$ 393,283
Comparative Ratios:						
Per Capita	\$ 3.03	\$ 3.28	\$ 3.57	\$ 3.37	\$ 3.73	\$ 3.45
Per Household	\$ 7.17	\$ 7.77	\$ 8.47	\$ 7.99	\$ 8.76	\$ 7.99



City of Independence
Departmental Budget Summary

Department: 4000 - City Council

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4002 City Council	192,912	209,346	211,151	201,118
4003 Management Analyst	83,946	87,198	89,254	81,473
4004 Mayor's Office	115,258	110,438	111,891	110,692
Total	392,116	406,982	412,296	393,283
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	392,116	406,982	412,296	393,283
Total	392,116	406,982	412,296	393,283
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	.00	.00	.00
Exec Assistant to City Council	.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	183,831	196,911	198,716	188,413
Other Services & Charges	6,768	11,225	11,225	11,495
Supplies	2,313	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	192,912	209,346	211,151	201,118

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	82,105	84,878	86,934	79,018
Other Services & Charges	1,812	1,620	1,782	1,755
Supplies	29	700	538	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	83,946	87,198	89,254	81,473

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

The Mayor is the presiding officer of the City Council, elected by the registered voters of the City. The Mayor operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the City's residents. The Mayor appoints members to various advisory boards and 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.

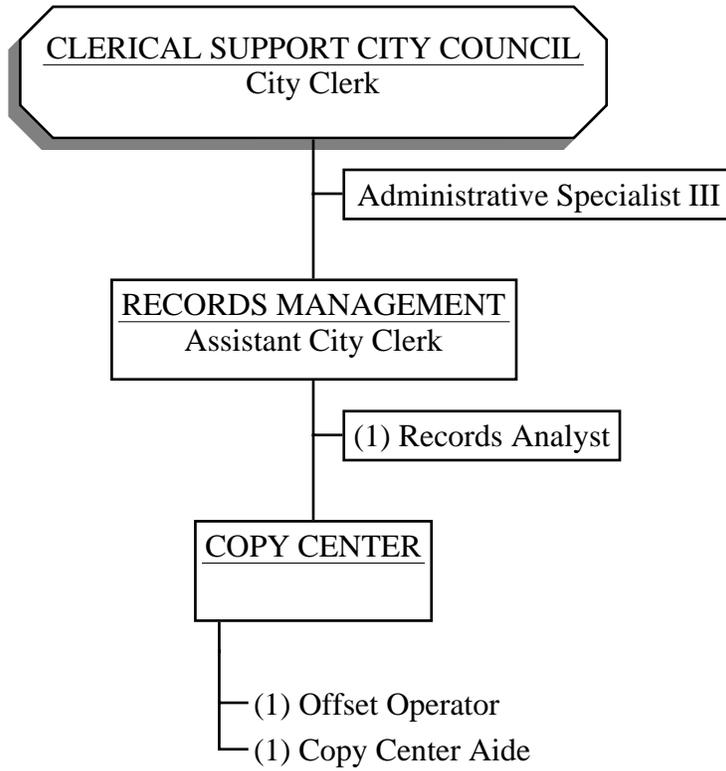
Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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

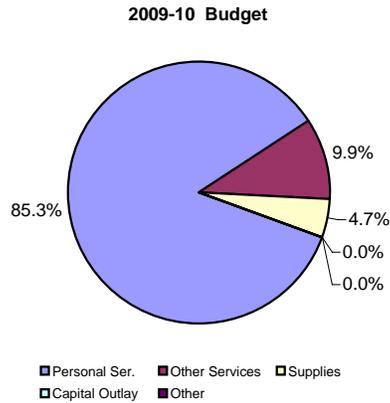
Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	88,580	87,283	88,736	89,587
Other Services & Charges	25,868	20,110	20,110	18,060
Supplies	810	3,045	3,045	3,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	115,258	110,438	111,891	110,692

City of Independence, Missouri City Clerk



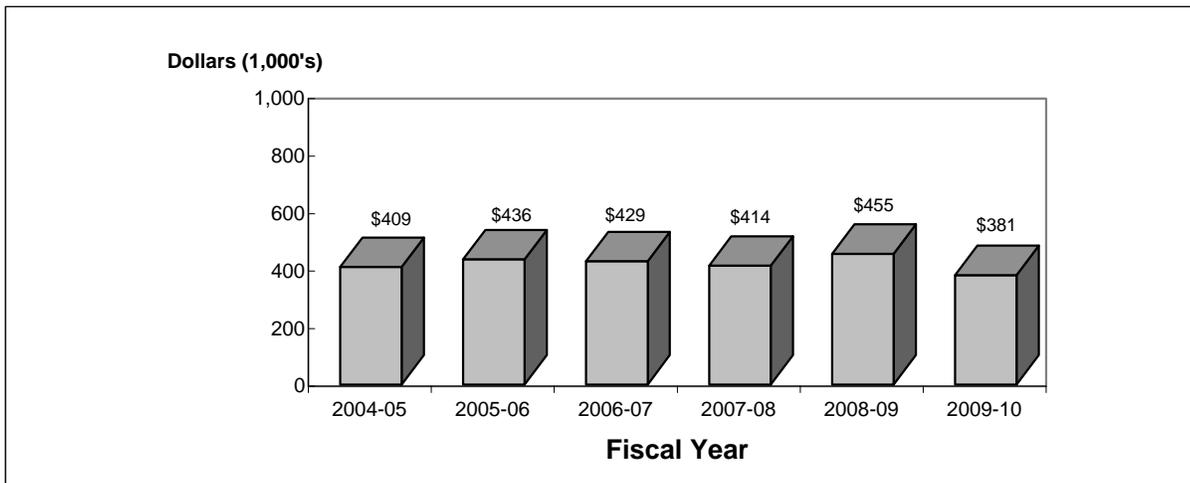
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 359,032	\$ 396,026	\$ 396,968	\$ 324,915
Other Services	30,008	36,275	39,548	37,885
Supplies	22,137	22,900	22,664	18,050
Capital Outlay	2,790	-	300	-
Other	-	-	-	-
Total	\$ 413,967	\$ 455,201	\$ 459,480	\$ 380,850



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	6.50	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	\$ 409,200	\$ 436,039	\$ 429,211	\$ 413,967	\$ 455,201	\$ 380,850
Total All Funds	\$ 409,200	\$ 436,039	\$ 429,211	\$ 413,967	\$ 455,201	\$ 380,850
Comparative Ratios:						
Per Capita	\$ 3.55	\$ 3.77	\$ 3.70	\$ 3.56	\$ 4.17	\$ 3.34
Per Household	\$ 8.42	\$ 8.94	\$ 8.77	\$ 8.43	\$ 9.80	\$ 7.74



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk

2009-10 Operating Budget

Department Description

To keep the journal of the 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 the 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 of 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4012 Clerical Support City Council	182,177	186,808	193,485	166,645
4014 Records Management	106,241	131,275	129,938	80,214
4015 Copy Center	125,549	137,118	136,057	133,991
Total	413,967	455,201	459,480	380,850
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	413,967	455,201	459,480	380,850
Total	413,967	455,201	459,480	380,850
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2009-10 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.

2008-09 Accomplishments

Goal Ref

- * Coordinated successful conversion to use of electronic agenda by two Councilmembers. 3
- * Added one year of Ordinances and Resolutions into the indexing system. 3

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Ordinances Passed	336	338	300	300
Resolutions Passed	87	85	100	100
City Council Meetings	29	32	30	30
Study Sessions	28	25	28	28

2009-10 Objectives

Goal Ref

- * Identify methods to improve access to Ordinances, Resolutions and Minutes. 3
- * Expand number of venues through which information is available about City Boards and Commissions. 3
- * Continue development of electronic agenda, identifying support and training needs to encourage conversion to full paperless packets. 3

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2009-10 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	162,098	172,383	175,832	150,940
Other Services & Charges	17,163	14,025	16,942	15,405
Supplies	126	400	411	300
Capital Outlay	2,790	0	300	0
Other Expenditures	0	0	0	0
Total	182,177	186,808	193,485	166,645
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

Responsible for maintaining a Records Management program for the City. This involves determining the appropriate length of time records are to be retained, which may be transferred to another medium such as microfilm, and secure departmental and City Council approval for the destruction of any records that have met the retention period as identified by the State of Missouri.

2008-09 Accomplishments

* Maintained access to more than 2,500 cubic feet of records with limited personnel resources.

Goal Ref

3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Records Stored- Cubic Feet	2,500	2,650	2,650	2,700

2009-10 Objectives

- * Complete review of current Records Center inventory.
- * Gain Council acceptance of state-compliant procedures for final disposition of City records.
- * Re-establish regular destruction schedule for obsolete records.

Goal Ref

3

3

3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
 Cost Center: 4014 - Records Management

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	105,943	130,225	128,888	76,934
Other Services & Charges	30	750	750	2,980
Supplies	268	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	106,241	131,275	129,938	80,214
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

Responsible for maintaining the in-house printing facility for the City, affixing postage to all mail items being sent out by the City, and inserting utility bills into mailing envelopes along with the appropriate postage.

2008-09 Accomplishments

Goal Ref

- * Added capability of printing color letterhead; increased custom printing on envelopes. 3
- * Implemented and communicated changes in mail procedures to departments sending out bulk mailings when new postal regulations were announced to continue use of postal discounts. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Printing Impressions	2,615,300	2,495,797	3,000,000	3,000,000
Items Mailed	746,632	1,023,906	1,000,000	1,000,000

2009-10 Objectives

Goal Ref

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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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

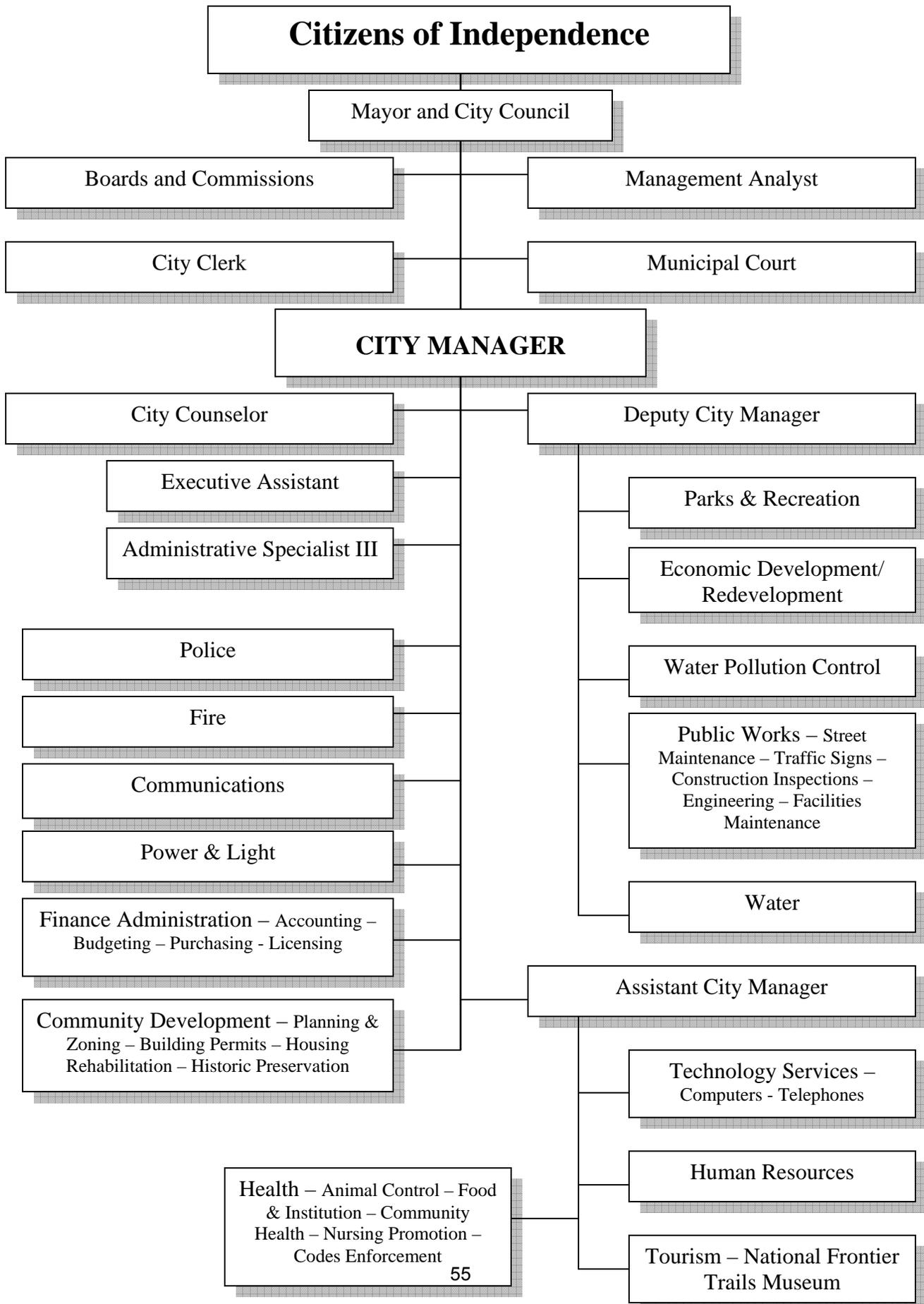
Department: 4010 - City Clerk
 Cost Center: 4015 - Copy Center

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	90,991	93,418	92,248	97,041
Other Services & Charges	12,815	21,500	21,856	19,500
Supplies	21,743	22,200	21,953	17,450
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	125,549	137,118	136,057	133,991
	=====	=====	=====	=====

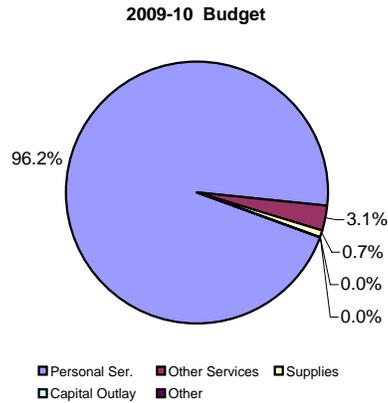
City of Independence, Missouri Organizational Chart



Health – Animal Control – Food & Institution – Community Health – Nursing Promotion – Codes Enforcement
55

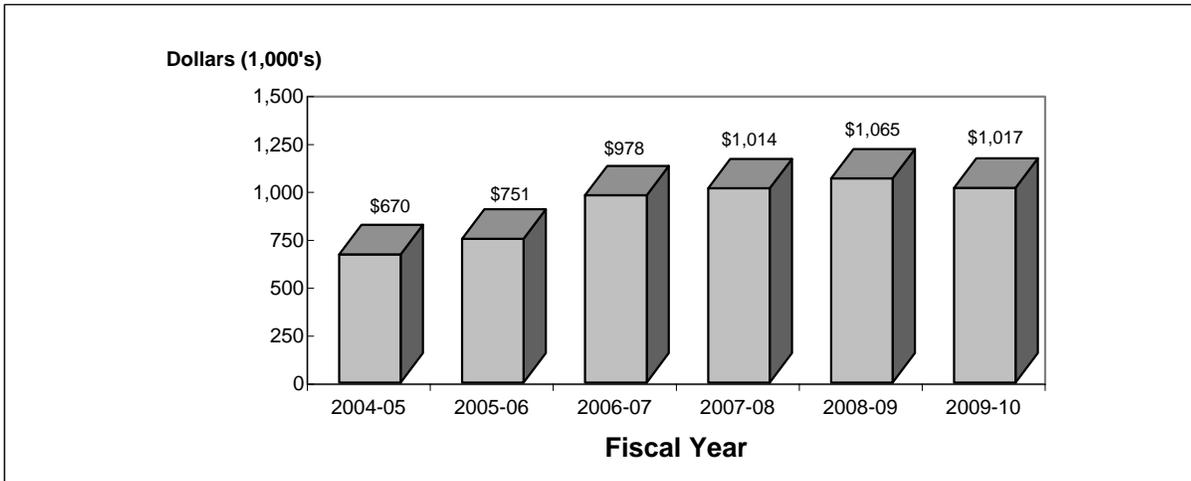
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 975,369	\$ 1,003,520	\$ 1,023,989	\$ 978,083
Other Services	30,226	54,190	54,294	31,140
Supplies	7,996	7,605	7,501	7,605
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 1,013,591	\$ 1,065,315	\$ 1,085,784	\$ 1,016,828



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	7.00	7.50	10.50	10.50	10.50	9.50
Amount by Fund:						
General Fund	\$ 669,597	\$ 751,059	\$ 977,759	\$ 1,013,591	\$ 1,065,315	\$ 1,016,828
Total All Funds	\$ 669,597	\$ 751,059	\$ 977,759	\$ 1,013,591	\$ 1,065,315	\$ 1,016,828
Comparative Ratios:						
Per Capita	\$ 5.82	\$ 6.50	\$ 8.43	\$ 8.71	\$ 9.76	\$ 8.91
Per Household	\$ 13.78	\$ 15.40	\$ 19.98	\$ 20.65	\$ 22.94	\$ 20.67



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	9.00	9.00	9.00	8.00
Part Time Positions	1.50	1.50	1.50	1.50
Total	10.50	10.50	10.50	9.50
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4021 City Manager	660,057	663,613	674,831	710,144
4022 Communications	172,190	199,473	204,287	188,910
4023 Economic Dev/Redevelopment	181,344	202,229	206,666	117,774
Total	1,013,591	1,065,315	1,085,784	1,016,828
	=====	=====	=====	=====

Source of Funding

General Fund	1,013,591	1,065,315	1,085,784	1,016,828
Total	1,013,591	1,065,315	1,085,784	1,016,828
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Successfully implemented new EMS Committee recommendations. 1
- * Coordinated development of the Multi-Purpose Events Center Community Improvement District and continued oversight of project construction management. 2

2009-10 Objectives

Goal Ref

- * Oversee completion of the Multi-Purpose Events Center to ensure timely completion and opening to the public. 2
- * Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing. 3
- * Maintain a highly-trained, highly-motivated, customer-oriented staff based on performance assessments conducted at least annually. 1
- * Continue to represent the City by staffing and supporting the Multi-Purpose Events Center Community Improvement District and the Crackerneck Creek Community Improvement District. 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
- * Monitor, assist and facilitate City departments in accomplishing stated objectives for the 2009-10 Fiscal Year by requiring and reviewing quarterly progress reports. Evaluate and compare progress reports and assist staff in developing strategies for implementation, including future budget consideration. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Assistant City Manager	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	1.00	.00	.00	.00
Administrative Spec III	.00	1.00	1.00	1.00
Public Management Intern II	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	648,954	649,563	660,781	698,094
Other Services & Charges	10,166	12,945	12,950	10,945
Supplies	937	1,105	1,100	1,105
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	660,057	663,613	674,831	710,144
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4020 - City Manager
 Cost Center: 4022 - Communications

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Maintained community visibility and interaction of the City through active participation in the community by the Communications Director: Chamber of Commerce committees, attend monthly legislative briefings, board member of the Independence Council for Economic Development and encouragement of participation by local media in co-sponsored events. 1
- * Continued refinement of the City's Web site. Responded to requests for Web page editing within two days. Updated Current Issues the same day request was received at the stated goal of 90%. 2
- * Used "CityConnect" tying CityScene newsletters with City 7 and the City's Web site through streaming video. Every City event was videotaped and rebroadcast on City 7. 1
- * Produced 16 videos and Public Service Announcements to publicize services, programs and products, surpassing the goal of eight for the year. 1
- * Accomplished the stated goal of producing 20 episodes of CityView. Each new segment met the goal of being aired prior to the next regular Council meeting. 1
- * Assisted Independence Power & Light and the Water Department with brand makeover, including revamp of brochures, Web sites, tone and messaging. 2
- * Published 12 issues of CityScene, with copy delivered to printer five days prior to month-end. 1
- * Assisted department directors with editing of brochures, letters and press releases, and facilitated positive media relations by assisting with interviews. 1
- * Coordinated administration of the ETC Direction-Finder citizen survey. 2
- * Reviewed and revised all presentations for City Council and Planning Commission meetings, accomplishing stated goal of same-day completion 95% of the time. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Newsletters Published	12	12	12	12

City of Independence
Detail Program Summary

Department: 4020 - City Manager
 Cost Center: 4022 - Communications

2009-10 Operating Budget
 Fund: 02 - General Fund

Programs Broadcast Weekly	75	75	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	114	125	60	60
Videos Produced	16	28	10	10
CityView Programs Produced	24	20	20	20

2009-10 Objectives

	Goal Ref
* Oversee City 7 programming to keep public well informed of high-profile issues that impact the community.	1
* Produce live broadcasts of City Council meetings and Planning Commission meetings.	1
* Produce 10 videos to publicize City services, programs and products.	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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	155,899	176,028	180,842	172,615
Other Services & Charges	13,237	20,945	20,962	13,795
Supplies	3,054	2,500	2,483	2,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	172,190	199,473	204,287	188,910

City of Independence
Detail Program Summary

Department: 4020 - City Manager

2009-10 Operating Budget

Cost Center: 4023 - Economic Dev/Redevelopment

Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

- * Encourage new investment along Noland Road, utilizing current incentives. 2
- * Identify targeted industry sectors for the Business Park and a marketing campaign to recruit businesses. 2
- * Work with developers of Santa Fe Development to identify new strategy for site. 2
- * Support existing businesses through Business Expansion and Support Program and Mayor's Appreciation Program. 2
- * Support marketing of the Independence Regional Entrepreneur Center. 2
- * Market 24 Highway to "Big Box" developers. 2
- * Develop or expand new incentives to support small businesses. 2
- * Coordinate economic development efforts with ICED. 2

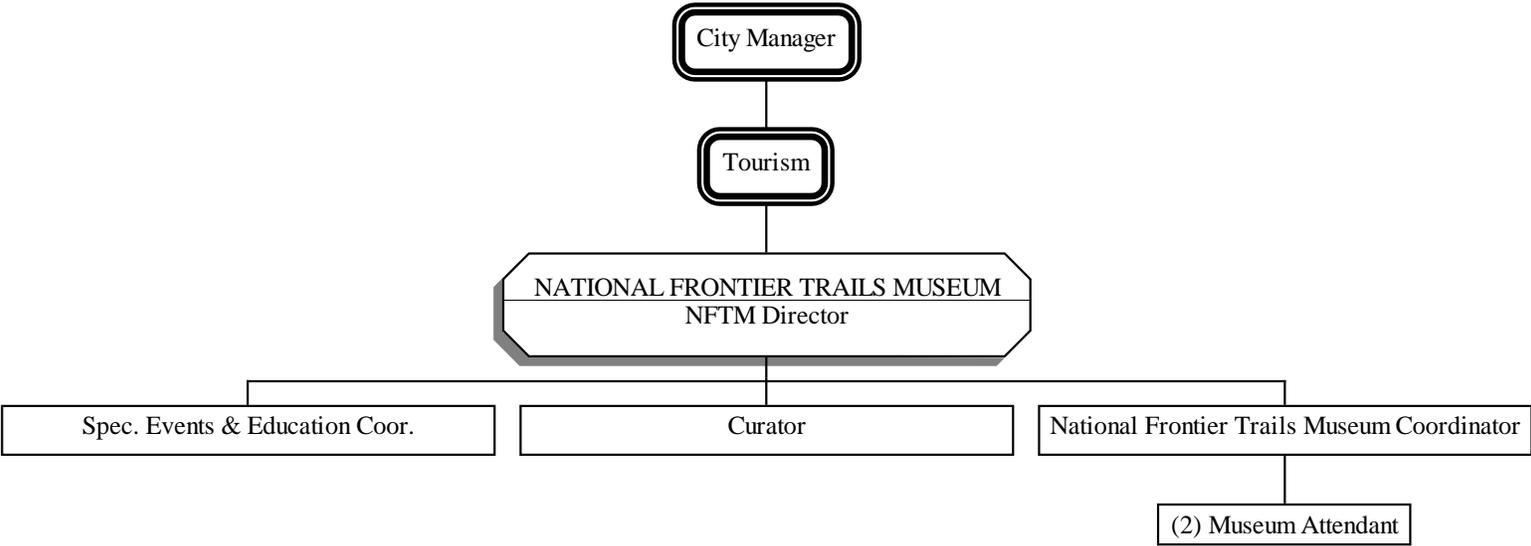
Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Projects Coordinator	1.00	.00	.00	.00
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	.00	1.00	1.00	.00
Total	2.00	2.00	2.00	1.00

Program Costs

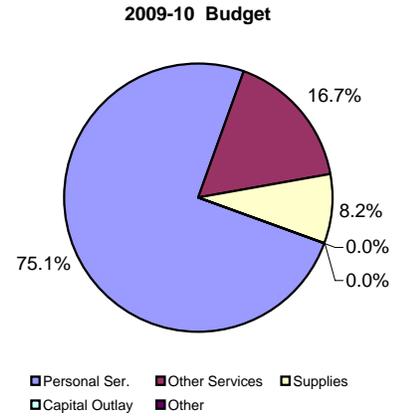
Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	170,516	177,929	182,366	107,374
Other Services & Charges	6,823	20,300	20,382	6,400
Supplies	4,005	4,000	3,918	4,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	181,344	202,229	206,666	117,774

**City of Independence, Missouri
National Frontier Trails Museum**



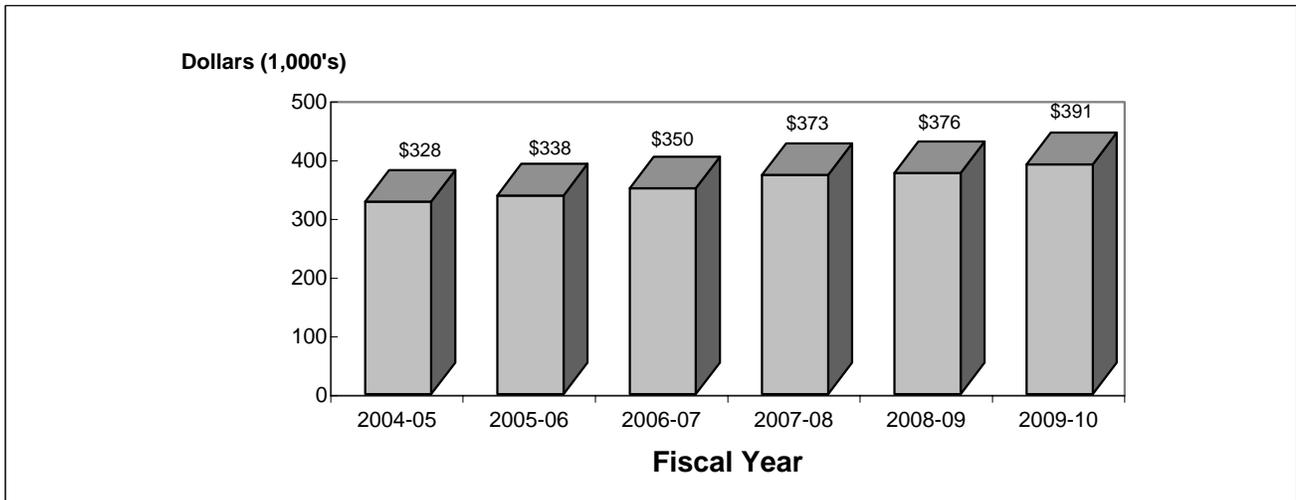
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 283,159	\$ 284,655	\$ 292,072	\$ 294,119
Other Services	62,815	59,680	60,025	65,180
Supplies	27,204	32,145	31,800	32,145
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 373,178	\$ 376,480	\$ 383,897	\$ 391,444



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	\$ 327,743	\$ 338,388	\$ 350,458	\$ 373,178	\$ 376,480	\$ 391,444
Total All Funds	\$ 327,743	\$ 338,388	\$ 350,458	\$ 373,178	\$ 376,480	\$ 391,444
Comparative Ratios:						
Per Capita	\$ 2.85	\$ 2.93	\$ 3.02	\$ 3.21	\$ 3.45	\$ 3.43
Per Household	\$ 6.75	\$ 6.94	\$ 7.16	\$ 7.60	\$ 8.11	\$ 7.96



*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	4.00	5.00	5.00	5.00
Part Time Positions	2.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4025 Nat'l. Frontier Trails Museum	373,178	376,480	383,897	391,444
Total	373,178	376,480	383,897	391,444
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	373,178	376,480	383,897	391,444
Total	373,178	376,480	383,897	391,444
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2009-10 Operating Budget

Direct/Offsetting Revenues

NFTM Center Admissions	48,507	44,000	47,869	46,000
Gift Shop Sales	30,683	30,000	29,132	30,000
Total	79,190	74,000	77,001	76,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2009-10 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.

2008-09 Accomplishments

Goal Ref

- | | |
|---|---|
| * Planned and organized second long distance trails tour in collaboration with the Friends of the NFTM. | 1 |
| * Inaugurated two days of interpreter training workshops, for Independence Tourism docents, in partnership with the National Park Service. | 1 |
| * Expanded and conducted four successful teacher training institutes, with new formats, including one weekend class. | 1 |
| * Partnered with the Puppetry Arts Institute, Interpretive Sites Coalition, and the new Midwest Genealogy Library on public programs. | 1 |
| * Developed and implemented special interpretive programs for the Independence School District in support of their new curriculum standards for social studies. | 1 |
| * Hosted a regional museum workshop sponsored by Missouri Humanities Council and Museum Educators Roundtable. | 1 |
| * Placed on the NFTM website the museum's "Voices From the Trails", a 58 page, trail diary quotation book. | 1 |
| * Presented the popular tombstone lecture series, and expanded it from four to five programs. | 1 |
| * Partnered with Adventure Oasis and George Owens Nature Center on a summer camp program for kids. | 1 |
| * Refurbished the "Reaching Oregon" exhibit and created a Senator Thomas Hart Benton display. | 1 |
| * Studied and prepared plans for expanded exhibits, visitor services, and storage and staff workspace needs, utilizing the NFTM's second floor. | 1 |
| * Saw a growth of attendance and revenues in 2008, despite serious national economic downturn. | 3 |

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2009-10 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Library researchers assisted	32	40	40	35
Telephone and e-mail researchers assisted	588	580	600	620
Attendance: special events/museum & outreach prog./mtgs. hosted	1,891	2,113	2,000	2,300
Students in scheduled tours	3,797	4,831	4,000	5,000
Adults in scheduled tours	745	751	800	800
Number of visitors to museum	14,097	15,370	15,000	15,500
Museum store revenue	\$30,270	\$30,683	\$30,000	\$31,000
Admission revenue	\$45,522	\$48,507	\$44,000	\$50,000

2009-10 Objectives

	Goal Ref
* Conduct a visitor satisfaction survey program by June, 2010.	1
* Conduct two or more Teacher Institutes as part of the ongoing series of teacher training seminars.	1
* Provide staff, artifacts, and expertise at Missouri Town 1855 for their "Women on the Trails" themed Fall Festival in October, 2009.	1
* Develop hand-held audio tour guides to enhance visitors experiences, with the assistance of a grant from the National Park Service, by December, 2009.	1
* Create and conduct a bus tour of part of the Lewis and Clark Trail, in cooperation with the Friends of the NFTM, in September, 2009.	1
* Continue to update online museum store selections quarterly, and increase online sales by 20%.	3
* On a monthly basis, update the NFTM website with a new featured trail diary selection or recipe.	1
* Increase Christmas time attendance and revenues by 10%, with a "Frontier Christmas" theme.	3
* Conduct NFTM site visits for Independence District #30 to meet social studies curriculum objectives for second and fourth grade students, pending funding by school district.	1
* Maintain visitation and revenue.	3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2009-10 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

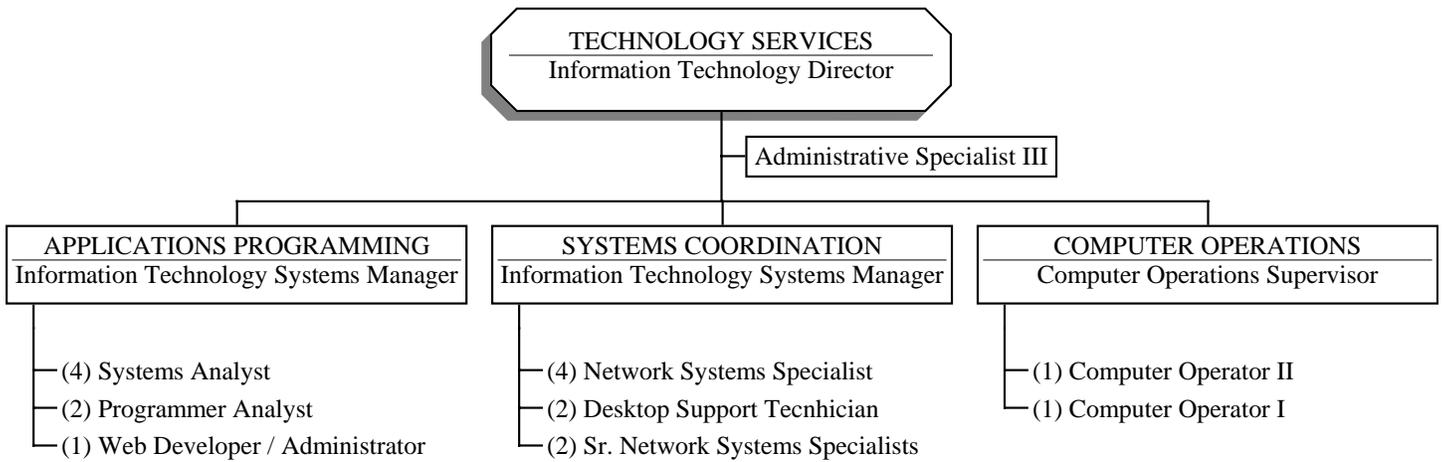
Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Special Events/Education Coord	1.00	1.00	1.00	.00
Special Events/Education Coord	.00	.00	.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

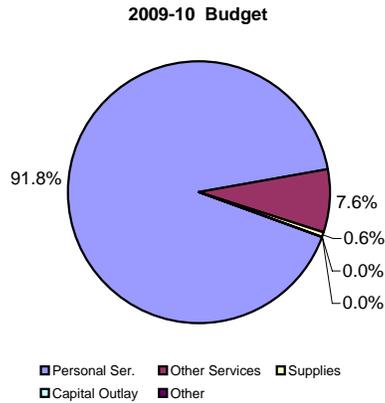
Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	283,159	284,655	292,072	294,119
Other Services & Charges	62,815	59,680	60,025	65,180
Supplies	27,204	32,145	31,800	32,145
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	373,178	376,480	383,897	391,444

City of Independence, Missouri Technology Services



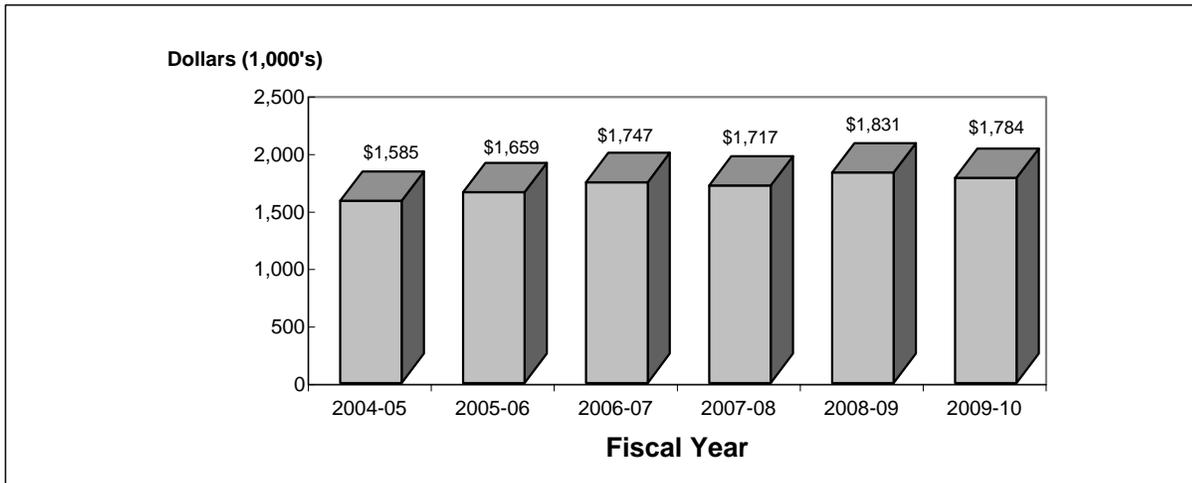
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 1,559,422	\$ 1,667,604	\$ 1,706,827	\$ 1,637,334
Other Services	104,954	148,145	123,529	135,927
Supplies	15,444	15,155	15,155	11,155
Capital Outlay	9,817	-	-	-
Other	27,370	-	24,616	-
Total	\$ 1,717,007	\$ 1,830,904	\$ 1,870,127	\$ 1,784,416



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	21.00	21.00	22.00	22.00	22.00	22.00
Amount by Fund:						
General Fund	\$ 1,515,656	\$ 1,584,234	\$ 1,671,952	\$ 1,647,047	\$ 1,760,857	\$ 1,716,963
Power and Light Fund	69,312	75,184	75,385	69,960	70,047	67,453
Total All Funds	\$ 1,584,968	\$ 1,659,418	\$ 1,747,337	\$ 1,717,007	\$ 1,830,904	\$ 1,784,416
Comparative Ratios:						
Per Capita	\$ 13.76	\$ 14.36	\$ 15.07	\$ 14.76	\$ 16.77	\$ 15.64
Per Household	\$ 32.62	\$ 34.04	\$ 35.71	\$ 34.97	\$ 39.42	\$ 36.27



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	22.00	22.00	22.00	22.00
Total	22.00	22.00	22.00	22.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4052 Technology Services	1,647,047	1,760,857	1,798,715	1,716,963
4053 Technology Services P&L	69,960	70,047	71,412	67,453
Total	1,717,007	1,830,904	1,870,127	1,784,416
	=====	=====	=====	=====

<u>Source of Funding</u>				
General Fund	1,647,047	1,760,857	1,798,715	1,716,963
Power and Light Fund	69,960	70,047	71,412	67,453
Total	1,717,007	1,830,904	1,870,127	1,784,416
	=====	=====	=====	=====

<u>Direct/Offsetting Revenues</u>				
Outside Computer Service Charges	27,926	32,000	28,737	12,500
Total	27,926	32,000	28,737	12,500
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4052 - Technology Services

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Completed the installation of fiber optic cable to Fire Station #1 as part of the disaster recovery plan. 1
- * Completed installation of fiber optic cable to the following additional locations: Jackson County Board of Election Offices, Truman Memorial Building and Water Administration Building. 1
- * Implemented a comprehensive anti-spyware solution that protects all of the City's personal computers from spyware traffic when they are connected to the Internet using the City's network. 1
- * Upgraded the automated voice recognition system that processes the incoming calls to the main phone number (325-7000). 1
- * Developed and implemented a centralized system - The City Action Center - for providing expanded online services to City of Independence citizens, customers, and visitors. 1
- * Received 2nd place in the nation in the Digital Cities competition for cities in the population range of 75,000 to 124,999. 1
- * Received the 2008 Pinnacle Award for Excellence from the National Association of Government Webmasters (NAGW). The City's web site was judged as the second best web site in the population category of 100,000 and above. 1
- * Modified the City's Intranet to provide for online enrollment in the City's flexible benefit program. 1
- * Added an interactive historic preservation map to the City's web site. 1
- * Added enhancements to the Eastern Jackson County Voter Registration System to synchronize the database stored on the City's mid-range computer system with the State of Missouri Voter Registration System database. 1
- * Implemented additional virtual file server technology that allowed for the consolidation of network file server hardware resulting in cost savings for new hardware and operating expenses. 1
- * Enhanced the City's online job application process so that associated documents such as resumes and cover letters can be automatically attached to the applicant's online application. 1
- * Added a new set of web pages for the Park Commission that includes meeting agendas and minutes. 1
- * Worked with the Economic Development manager to create new web pages to promote economic development in the City. 1

*City of Independence
Detail Program Summary*

Department: 4050 - Technology Services
Cost Center: 4052 - Technology Services

2009-10 Operating Budget
Fund: 02 - General Fund

2008-09 Accomplishments

Goal Ref

- * Installed secure networking equipment to provide wireless network access points in City Hall. 1
- * Installed upgrades to the HTE software used by the Community Development department in the areas of building permits, code enforcement, and land management. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Workstations On-Line	830	860	880	900
AS/400 On-Line Transactions	48,183,526	50,915,130	50,000,000	51,000,000
Requests for Software Services Completed	707	696	700	700
Network Service Calls	3,256	4,097	3,600	4,400

2009-10 Objectives

Goal Ref

- * Upgrade the City's financial system software - JDEdwards - to the current release level. 1
- * Redesign and rewrite the Position Management system used by City departments for budget preparation and projections. This project may span into FY 2010-2011. 1
- * Implement new features on the Utilities Online web site. 1
- * Begin the implementation of a new public safety software package that will eventually include mobile computing in all patrol cars. 1
- * Upgrade hardware on the Public Safety IBM iSeries System. 1
- * Improve communication with citizens by implementing new web services. 1
- * Consolidate selected network file servers and transition these servers from Novell Netware to Windows Server operating systems where possible. 1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
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	6.00	5.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4052 - Technology Services

2009-10 Operating Budget
 Fund: 02 - General Fund

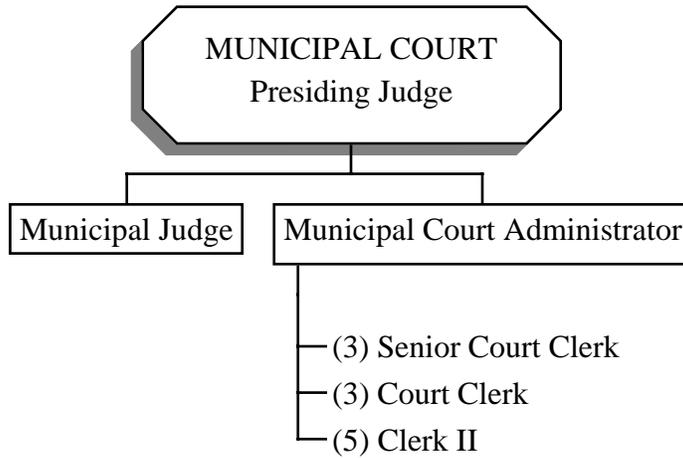
Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Sr Network System Specialist	.00	.00	2.00	2.00
Programmer/Analyst	3.00	2.00	2.00	2.00
Systems Analyst	3.00	4.00	4.00	4.00
Desktop Support Technician	1.00	2.00	2.00	2.00
Web Developer/Administrator	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	21.00	21.00	21.00
	=====	=====	=====	=====

Program Costs

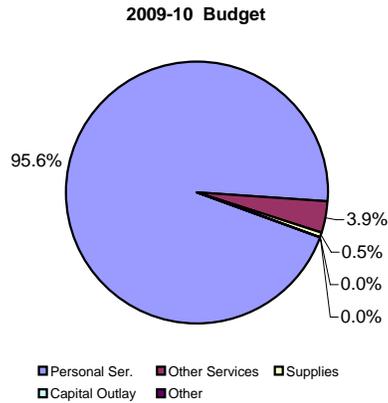
Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,489,526	1,597,557	1,635,415	1,569,881
Other Services & Charges	104,890	148,145	123,529	135,927
Supplies	15,444	15,155	15,155	11,155
Capital Outlay	9,817	0	0	0
Other Expenditures	27,370	0	24,616	0
Total	1,647,047	1,760,857	1,798,715	1,716,963
	=====	=====	=====	=====

City of Independence, Missouri Municipal Court



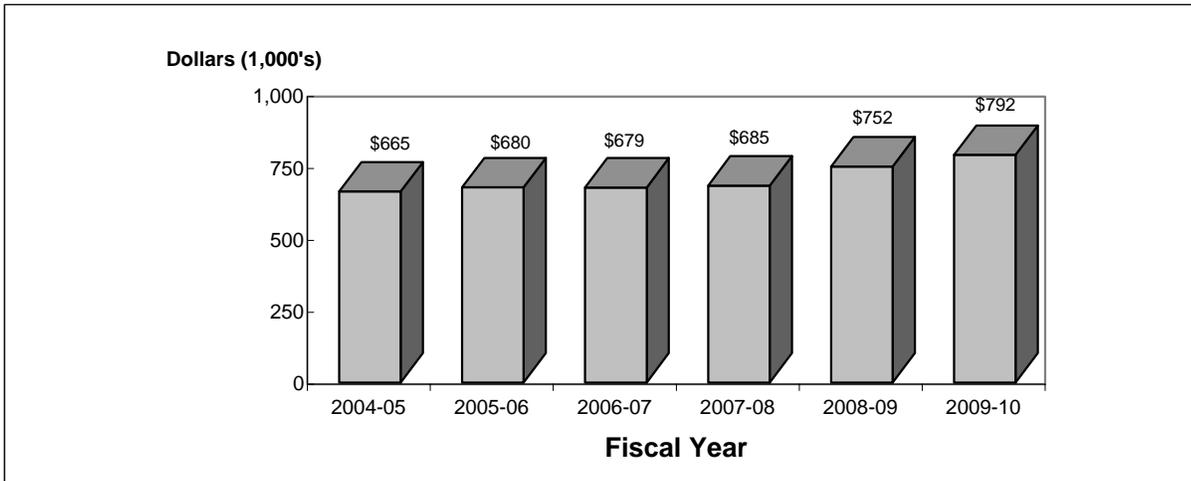
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 653,058	\$ 715,227	\$ 726,733	\$ 757,303
Other Services	24,183	30,850	30,850	30,850
Supplies	8,186	4,164	4,164	3,964
Capital Outlay	-	1,500	1,500	-
Other	-	-	-	-
Total	\$ 685,427	\$ 751,741	\$ 763,247	\$ 792,117



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	13.00	13.00	13.00	14.00	14.00	14.00
Amount by Fund:						
General Fund	\$ 665,186	\$ 679,505	\$ 678,682	\$ 685,427	\$ 751,741	\$ 792,117
Total All Funds	\$ 665,186	\$ 679,505	\$ 678,682	\$ 685,427	\$ 751,741	\$ 792,117
Comparative Ratios:						
Per Capita	\$ 5.78	\$ 5.88	\$ 5.85	\$ 5.89	\$ 6.89	\$ 6.94
Per Household	\$ 13.69	\$ 13.94	\$ 13.87	\$ 13.96	\$ 16.19	\$ 16.10



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court

2009-10 Operating Budget

Department Description

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

Description	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	13.00	14.00	14.00	14.00
Total	13.00	14.00	14.00	14.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4090 Municipal Court	685,427	751,741	763,247	792,117
Total	685,427	751,741	763,247	792,117
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	685,427	751,741	763,247	792,117
Total	685,427	751,741	763,247	792,117
	=====	=====	=====	=====

Direct/Offsetting Revenues	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Failure to Appear in Court Fees	0	300,000	245,000	300,000
Total	0	300,000	245,000	300,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Implemented a new complaint form and procedure for the city prosecutor. This allows for information from the complaint form to be entered electronically from the prosecutor's office and be printed at the cashier window for the complainant to sign. This has proven to be more efficient as the process was previously done manually. 3
- * Implemented new procedures for the bank statements, collection of outside bond money from different agencies, and the monthly report worksheets. These manual processes have been converted to electronic format and have eliminated the unnecessary paper copies. 3
- * Implemented a new procedure in conjunction with the Independence Police Department to collect outstanding balances from bonding companies. 3
- * We are working directly with the Department of Insurance in Jefferson City, Missouri regarding old bonding companies that owe monies to the municipal court. We are providing them with final bond forfeiture letters that are 6 months or older so that we can collect all or part of their bond money they have posted with the state when they secure their business. 3
- * The Court is now utilizing off-site storage for permanent court records that must be retained indefinitely. By doing so, the court now has the necessary space needed in the court file room. 3
- * Implemented a new procedure authorizing defendants receiving a ticket for not having proof of insurance at the time they were stopped to be able to present their insurance card at the court cashier window without having to appear in court. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
No. of Cases Disposed by Court	31,298	57,530	54,788	58,136
No. of Cases Disposed at the Traffic Violations Bureau	8,584	9,093	8,902	9,500

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

No. of Warrants Issued	21,695	23,158	24,198	24,976
No. of Cases Docketed	97,060	95,071	91,700	97,156
No. of Night Court Cases Docketed	930	869	1,026	904
State Report Compliance	N/A	N/A	90%	95%
Domestic Violence Subpoena Appearance	N/A	N/A	50%	55%

2009-10 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 our State Reports for the Department of Revenue at a rate of 95% within seven days of disposition, which will enable us to be in compliance with the Federal Motor Carriers Safety Improvement Act.	3
* To obtain a portable DVD player for court evidence that is presented to the prosecutor and judge for prosecution of cases.	3
* Obtain a separate monitor for the clerks office for the sole purpose of having the security camera monitored the entire day. This will increase the security of the court.	3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin Clerk II	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Administrative Spec II	2.00	.00	.00	.00
Administrative Spec III	3.00	.00	.00	.00
Court Clerk	.00	3.00	3.00	3.00
Senior Court Clerk	.00	3.00	3.00	3.00
Total	13.00	14.00	14.00	14.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
-----------------------------	---------------------------	--	---------------------------------------	---------------------------------------

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

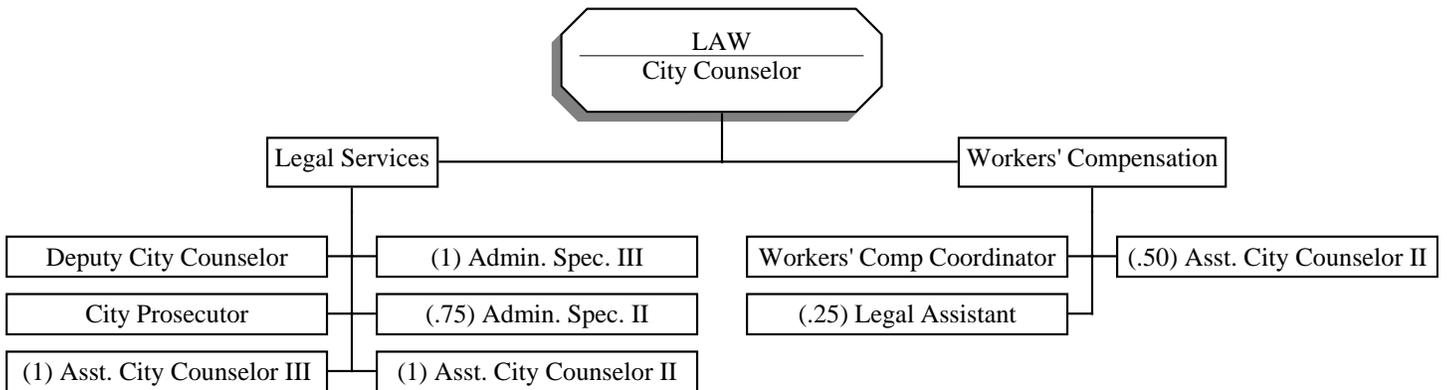
Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	653,058	715,227	726,733	757,303
Other Services & Charges	24,183	30,850	30,850	30,850
Supplies	8,186	4,164	4,164	3,964
Capital Outlay	0	1,500	1,500	0
Other Expenditures	0	0	0	0
Total	685,427	751,741	763,247	792,117
	=====	=====	=====	=====

Significant Issues

* On July 1, 2007, the Municipal Court was approved a new Court Clerk position. This position would be responsible for the FACT forms that are generated and sent to the Department of Revenue. FACT stands for "Failure to appear in court for traffic violation." These are only processed for point violation citations. These FACT forms are to suspend the driving privileges of defendants for failing to appear in court and not paying fines and court cost. We began processing these FACT forms on July 21, 2008, and have issued 4,085 forms generating \$130,320.00 in additional revenue.

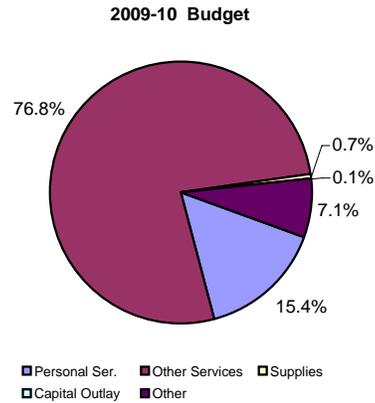
City of Independence, Missouri

Law



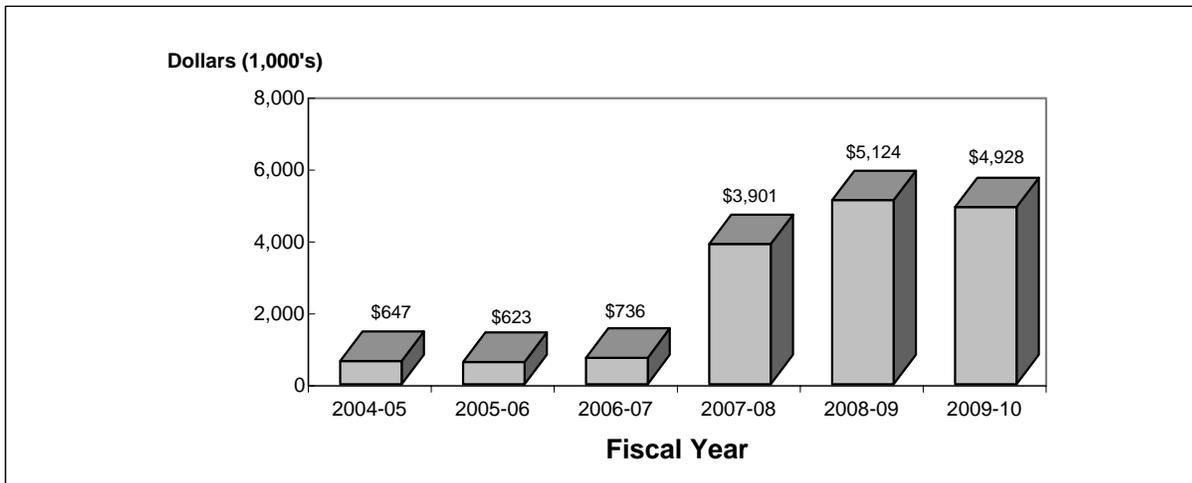
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 3,351,428	\$ 3,898,208	\$ 3,901,819	\$ 759,490
Other Services	511,573	552,650	556,045	3,784,100
Supplies	32,832	34,851	34,851	32,250
Capital Outlay	4,852	2,500	4,134	2,500
Other	-	636,000	636,000	350,000
Total	\$ 3,900,685	\$ 5,124,209	\$ 5,132,849	\$ 4,928,340



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	5.50	5.75	7.25	7.25	8.50	8.50
Amount by Fund:						
General Fund	\$ 647,262	\$ 623,158	\$ 691,373	\$ 648,510	\$ 745,326	\$ 740,669
Grants	-	-	44,269	39,363	25,130	25,887
Worker's Comp Fund	-	-	-	3,212,812	4,353,753	4,161,784
Total All Funds	\$ 647,262	\$ 623,158	\$ 735,642	\$ 3,900,685	\$ 5,124,209	\$ 4,928,340
Comparative Ratios:						
Per Capita	\$ 5.62	\$ 5.39	\$ 6.34	\$ 33.52	\$ 46.94	\$ 43.18
Per Household	\$ 13.32	\$ 12.78	\$ 15.04	\$ 79.45	\$ 110.34	\$ 100.18



City of Independence
Departmental Budget Summary

Department: 4110 - Law

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	6.75	6.75	8.00	8.00
Part Time Positions	.50	.50	.50	.50
Total	7.25	7.25	8.50	8.50
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4100 Law	648,510	745,326	761,101	740,669
4150 Law Dept. Grants	39,363	25,130	17,691	25,887
6592 Worker's Compensation	3,212,812	4,353,753	4,354,057	4,161,784
Total	3,900,685	5,124,209	5,132,849	4,928,340
	=====	=====	=====	=====

Source of Funding

General Fund	648,510	745,326	761,101	740,669
Grants	39,363	25,130	17,691	25,887
Worker's Compensation Fund	3,212,812	4,353,753	4,354,057	4,161,784
Total	3,900,685	5,124,209	5,132,849	4,928,340
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 4100 - Law

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Concluded multi-year litigation related to accident at Courtney Bend plant. 3
- * Concluded Clean Water Act (308) case with consent decree and settlement agreement. 3
- * Upgraded scanning operation to a searchable Pdf format. 3
- * Organized electronic filing to improve retrievability and reduce paper quantity. 3

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Damage Claims Processed	151		180	

2009-10 Objectives

Goal Ref

- * Achieve 100% of all active litigation files in electronic form. 3
- * Reestablish Legal Notes Newsletter. 3

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	3.00	2.00	1.00	1.00
Asst City Counselor II	.13	1.13	.75	.75
Administrative Spec II	.75	.75	.75	.00
Administrative Spec III	1.00	1.00	1.00	.75

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 4100 - Law

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Legal Assistant	.00	.00	.00	1.00
Deputy City Counselor	.00	.00	1.00	1.00
Total	6.88	6.88	6.50	6.50

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	542,079	601,975	617,750	616,169
Other Services & Charges	80,448	116,500	114,866	97,500
Supplies	25,983	26,851	26,851	27,000
Capital Outlay	0	0	1,634	0
Other Expenditures	0	0	0	0
Total	648,510	745,326	761,101	740,669

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 4150 - Law Dept. Grants

2009-10 Operating Budget
 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Asst City Counselor II	.37	.37	.25	.25
Total	.37	.37	.25	.25

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	39,363	25,130	12,662	25,887
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	39,363	25,130	17,691	25,887

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2009-10 Operating Budget
Fund: 92 - Worker's Compensation

Description

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

2008-09 Accomplishments

Goal Ref

- * Pharmacy Benefit Card implemented in February 2008 created a 32% cost savings for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy. 3
- * Early Intervention program with nurse case managers for injured workers who require referrals to specialists, or who require emergency care assisted with achieving objectives outlined below. This service places a liaison between the injured worker, the supervisor, and multiple care providers to insure proper care is obtained quickly and confusion is minimized. 3
- * Page on CityNet devoted to workers compensation provides information and forms for workers and supervisors 24/7 was updated to add job aides for supervisors. 3
 - * Training for supervisors and other employees in new features of Workers Compensation Program.
 - * Online training produced for use with Police Department's document tracking system regarding steps to follow when injury occurs and appropriate forms.
- * Closed 22 claims older than 2 years old. 3
- * Timely closure of all workers compensation claims: 3
 - * Closed 90% of all medical-only claims within six months of final medical care.
 - Met 100% of medical-only claims within six months of final medical care for calendar year 2007 and 2008.
 - 95.1% of medical-only claims closed within six months of date of injury in 2008.
 - 92.4% of medical-only claims closed within six months of date of injury in 2007.
- * * Closed 90% of all claims involving time away from work within twelve months of reaching maximum medical improvement (MMI). 3
 - Met 100% of Indemnity claims closed within 12 months of MMI for calendar year 2007 and 2008.
 - 100% of closed Indemnity claims were closed within 12 months of date of injury in 2008.
 - 91% of Indemnity claims were closed within 12 months of date of injury in 2007.

City of Independence
Detail Program Summary

Department: 4110 - Law
Cost Center: 6592 - Worker's Compensation

2009-10 Operating Budget
Fund: 92 - Worker's Compensation

<u>2008-09 Accomplishments</u>	<u>Goal Ref</u>
<ul style="list-style-type: none"> - 84% of Indemnity claims were closed within 12 months of date of injury in 2006. 	
<ul style="list-style-type: none"> * Closed 90% of all litigated claims within eighteen months of MMI. 	3
<ul style="list-style-type: none"> * Litigated Claims since 2005: <ul style="list-style-type: none"> - 77% of closed litigated claims were closed within eighteen months of MMI. Average days open after MMI- 456. - 75% of open litigated claims where compensability has been accepted have not yet reached eighteen months after MMI. - 44% of open litigated claims are being denied as compensable, which delays closure. - 2006 claims (33% litigated). - 2007 claims (59% litigated). - 2008 claims (15.6% litigated to date). 	
<ul style="list-style-type: none"> * NOTE: Objective for closing litigated claims within 18 months after MMI is reached was not met. Data will be reviewed to see if particular outside counsel firms are creating delay in movement, or if other factors are preventing objective from being met. 	3
<ul style="list-style-type: none"> * Accommodate 80% of returns to work when the treating doctor places injured worker on modified duty. 	3
<ul style="list-style-type: none"> * Met 94% of returns to work immediately after doctor placed the injured worker on modified duty. <ul style="list-style-type: none"> - Remaining 6% were placed on modified duty when restrictions could be accommodated. - Utilization of placement in alternative work areas to accommodate injured worker in four cases. 	

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
<ul style="list-style-type: none"> * Timely closure of all workers compensation claims. 	3
<ul style="list-style-type: none"> * Close 95% of all medical-only claims within six months of final medical care. 	
<ul style="list-style-type: none"> * Close 95% of all claims involving permanent partial disability within twelve months of reaching maximum medical improvement MMI. 	
<ul style="list-style-type: none"> * Accommodate 85% of returns to work when treating doctor places injured worker on modified duty. 	3
<ul style="list-style-type: none"> * Develop future objectives to track improvement in Workers' Compensation Program including the speed of referrals through the Early Intervention program and the use of pharmacy benefit cards. 	3

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 6592 - Worker's Compensation

2009-10 Operating Budget
 Fund: 92 - Worker's Compensation

Staffing:

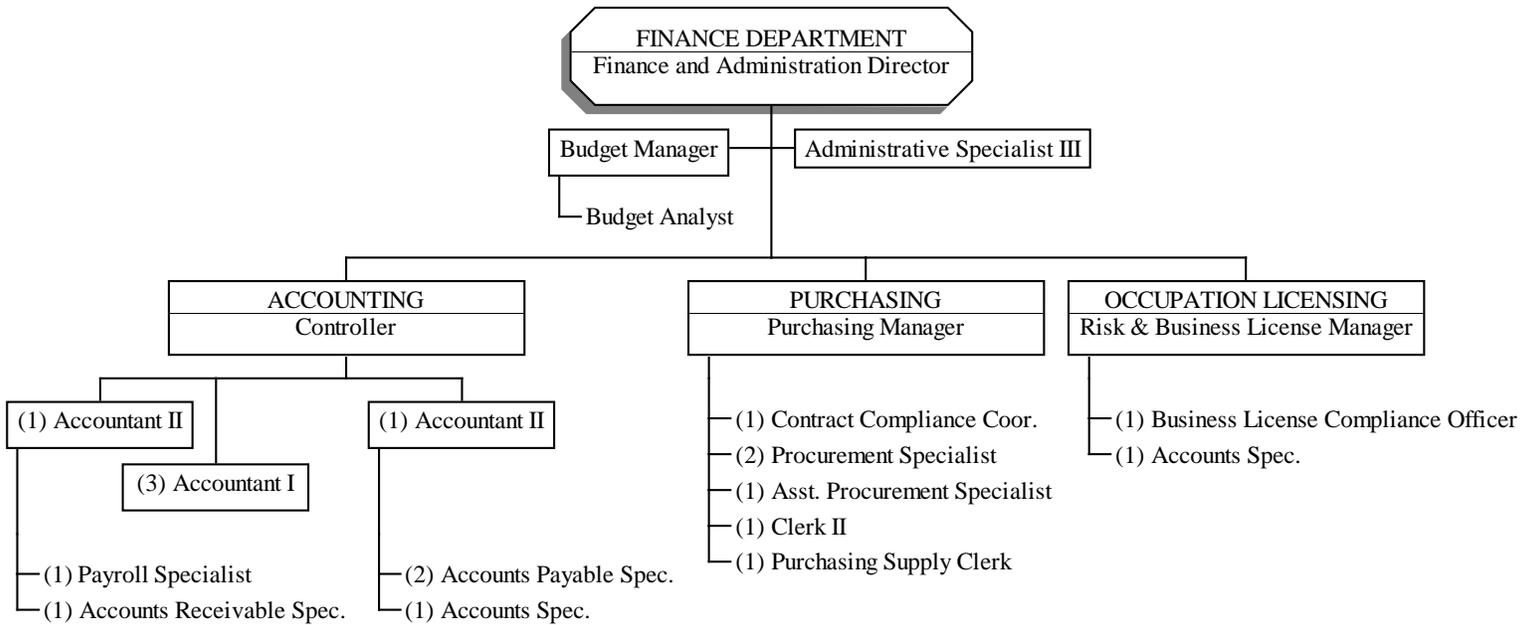
Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Asst City Counselor II	.00	.00	.50	.50
Worker's Compensation Coord	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	.25	.00
Administrative Spec III	.00	.00	.00	.25
Total	.00	.00	1.75	1.75
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	2,769,986	3,271,103	3,271,407	117,434
Other Services & Charges	431,125	436,150	436,150	3,686,600
Supplies	6,849	8,000	8,000	5,250
Capital Outlay	4,852	2,500	2,500	2,500
Other Expenditures	0	636,000	636,000	350,000
Total	3,212,812	4,353,753	4,354,057	4,161,784
	=====	=====	=====	=====

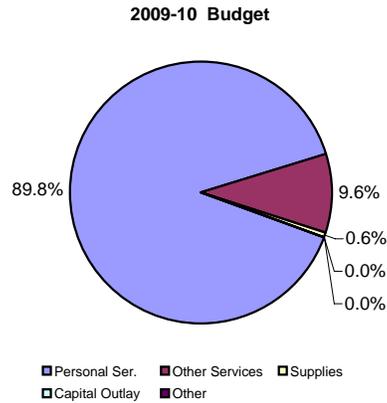
City of Independence, Missouri

Finance



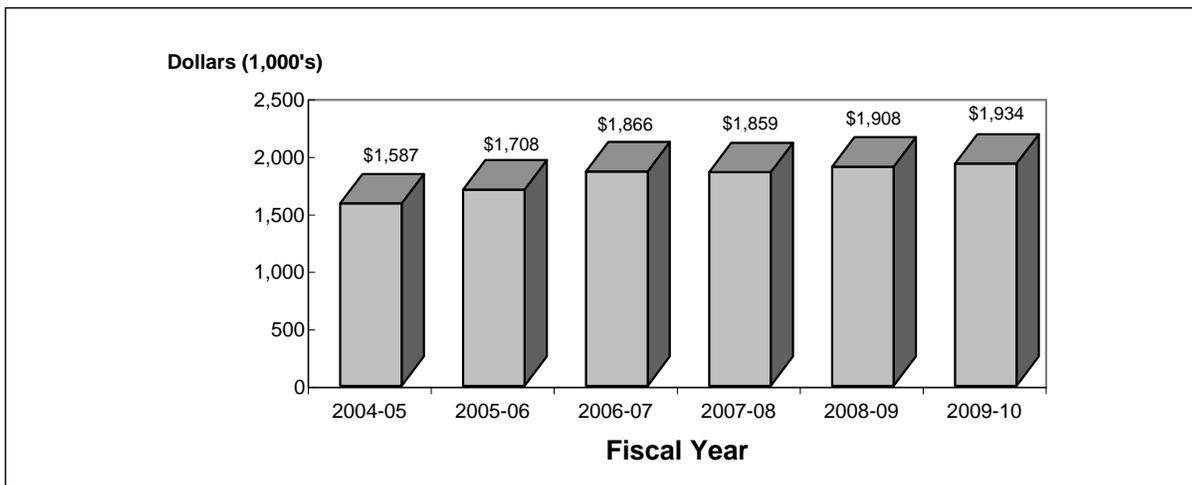
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 1,679,807	\$ 1,698,901	\$ 1,734,146	\$ 1,737,338
Other Services	168,750	195,412	195,552	185,422
Supplies	10,830	13,578	13,438	11,313
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 1,859,387	\$ 1,907,891	\$ 1,943,136	\$ 1,934,073



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	25.00	26.00	26.00	25.00	25.00	25.00
Amount by Fund:						
General Fund	\$ 1,539,733	\$ 1,659,205	\$ 1,814,786	\$ 1,815,658	\$ 1,868,028	\$ 1,879,671
Water Fund	47,671	48,863	51,259	43,729	39,863	54,402
Total All Funds	\$ 1,587,404	\$ 1,708,068	\$ 1,866,045	\$ 1,859,387	\$ 1,907,891	\$ 1,934,073
Comparative Ratios:						
Per Capita	\$ 13.79	\$ 14.78	\$ 16.09	\$ 15.98	\$ 17.48	\$ 16.95
Per Household	\$ 32.67	\$ 35.03	\$ 38.14	\$ 37.87	\$ 41.08	\$ 39.32



City of Independence
Departmental Budget Summary

Department: 4200 - Finance

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	25.00	24.00	24.00	24.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	26.00	25.00	25.00	25.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4201 Administration	395,092	412,731	423,155	419,020
4210 Accounting	885,381	895,847	909,055	917,995
4217 City Hall Cashiering	43,729	39,863	39,863	54,402
4240 Purchasing	381,164	400,342	408,267	382,309
4260 Business Licensing	154,021	159,108	162,796	160,347
Total	1,859,387	1,907,891	1,943,136	1,934,073
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	1,815,658	1,868,028	1,903,273	1,879,671
Water Fund	43,729	39,863	39,863	54,402
Total	1,859,387	1,907,891	1,943,136	1,934,073
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4201 - Administration

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2008-09 budget for the 23rd consecutive year. 3
- * Implemented a Performance Measurement program for each division within the Finance Department. 3
- * Continued with the financing for the Events Center. 3
- * Provided financing for the capital projects in the Power and Light and Water Funds. 3
- * Revised the City's Personnel Policies and Procedures to increase the eligibility period for retiree health insurance. 3
- * Successfully implemented the first year requirements of the GASB 45 - Other Post Employment Benefits accounting standard. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
General Fund Revenues	64,928,874	69,611,881	70,028,724	70,958,533
Year End Undesignated Fund Balance	\$2,129,791	\$3,557,838	\$1,240,009	\$2,292,719
% of General Fund Unreserved Fund Balance to Total Annual Revenues	5.24%	5.11%	1.77%	3.25%
Variance of Projected Revenues to Original Budget for All Funds	(3.05%)	(0.14%)	+/-1.00%	+/-2.00%
Number of budget hold items	2,808	2,625	2,500	2,500
Average number of days per item on budget hold	4.26	3.63	2.00	2.00
Percentage of budget hold items released within 2 calendar days	75%	74%	90%	90%

2009-10 Objectives

Goal Ref

- * Continue to provide financing for various Capital Projects in the City. 3

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4201 - Administration

2009-10 Operating Budget
 Fund: 02 - General Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* Develop a financial management system for the Events Center.	3
* Evaluation of economic development programs.	3
* Review and prepare a cost analysis of the leave pay-out system.	3
* Replace and expand the functionality of the City's Position Management System to project salaries and benefits for the budget development process and manage personnel services variances throughout the year.	3

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	387,688	389,370	399,902	401,634
Other Services & Charges	3,387	18,783	18,815	13,308
Supplies	4,017	4,578	4,438	4,078
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	395,092	412,731	423,155	419,020
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. 3
- * Improved financial reporting for GASB 34 by making improvements to streamline the process. 3
- * Established procedures to account for the Crackerneck Creek Transportation Development District (TDD). 3
- * Established procedures to account for the Events Center Community Improvement District (CID). 3
- * Developed performance measures. 3
- * Cross training of personnel. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Payroll Checks Processed	11	1	25	1
Payroll Direct Deposits Processed	31,559	31,529	31,600	31,600
Approve Action Forms Within 3 Days	94.19%	97.10%	96.00%	98.00%
Number of Retro Checks Processed Due to Corrections	N/A	207	100	100
Disbursement Checks Processed	13,819	13,950	14,000	14,000
Department Local Checks Processed	2,924	855	2,000	800
Electronic Payments	667	596	700	650
Percent of Request for Payments Paid Within 14 Days	98.30%	98.40%	99.00%	99.00%
Percent of Invoices Paid Within 30 Days of Invoice Date	89.82%	89.36%	92.00%	92.00%
Misc. Invoices Issued	\$3,389,785	\$3,750,363	\$3,500,000	\$3,600,000
Average Rate of Return Earned on Investments and Money Market	N/A	3.980%	4.000%	1.000%

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2009-10 Operating Budget
Fund: 02 - General Fund

Total Dollars Invested (Millions)	\$77	\$79	\$80	\$80
Average Number of Days to Issue	16	15	12	14
Monthly Financial Report				

2009-10 Objectives

Goal Ref

- * Establish procedures for accounting for the Events Center. 3
- * Establish procedures for handling Neighborhood Improvement Districts (NID) and Special Assessments, both transmitting and receiving data between the City and Jackson County. 3
- * Complete the process to automate the entry of procurement card purchases into the general ledger. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Accounts Payable Spec	3.00	3.00	2.00	2.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	.00	.00	1.00	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 Specialist	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	730,158	734,346	747,554	753,500
Other Services & Charges	151,797	156,391	156,391	160,535
Supplies	3,426	5,110	5,110	3,960
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	885,381	895,847	909,055	917,995
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 40 - Water Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Implemented a customer satisfaction survey for walk-up customers at the cashier counter to determine the level of service being provided. 3
- * Hired and trained a new Account Specialist. 3
- * Continued analysis of Jackson County property tax records to identify rental property owners needing to obtain a business license. 3
- * Implemented process of having new retail business license applicants provide a Retail Sales Tax License for their Independence location. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Total Transactions Processed	27,835	21,606	27,500	22,000
Total Dollars Processed (Millions)	\$18.5	\$25.9	\$22.0	\$26.2
Utility bills as percentage of total transactions	37.61%	37.00%	41.00%	37.50%
Utility payments as a percentage of dollars processed	9.23%	8.20%	11.00%	10.00%
MGE payments as a percentage of transactions processed	8.79%	9.58%	10.50%	10.50%
MGE payments as a percentage of dollars processed	0.65%	0.82%	0.72%	0.82%
Bus Passes as a percentage of total transactions processed	3.80%	4.06%	4.00%	4.00%
Percentage of workdays when cash closing is out of balance	N/A	5.22%	3.00%	3.00%
Average cash out of balance amount	N/A	\$1.24	\$5.00	\$5.00

2009-10 Objectives

Goal Ref

- * To ensure all rental property owners are licensed, we will continue to review Jackson County property tax records to identify rental property owners without a business license. We will notify unlicensed rental property owners of the need to obtain a business license as a rental property owner. 3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 40 - Water Fund

2009-10 Objectives

Goal Ref

* To ensure all commercial rental property owners are licensed, we will develop and implement procedures to verify that property owners for a new commercial business license application are licensed. Unlicensed property owners will be notified of the need to obtain a business license as a rental property owner.

3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Accounts Receivable Spec	.85	.85	.85	.00
Accounts Specialist	.00	.00	.00	.85
Total	.85	.85	.85	.85
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	43,729	39,863	39,863	54,402
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	43,729	39,863	39,863	54,402
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4240 - Purchasing

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Updated the Purchasing Manual, which is available on CityNet. 3
- * Revised the Purchasing Card Manual and published it on CityNet. All purchasing card forms are now available for download from CityNet. 3
- * Organized the City's first "green team". The Team will research and make recommendations to move the City towards more environmentally friendly purchasing. 3
- * Worked with Technology Services to develop an electronic process for disposal of surplus property. 3
- * Generated \$89,214 from the sale of surplus property, and transferred 61 items between departments. 3
- * Increased savings due to utilization of the Freight Program to \$45,859. This savings is the result of taking control of the City's incoming and outgoing freight. 3
- * Implemented a program to place all Certificates of Insurance in a central location. They are now available on CityNet for use by all departments. 3
- * Placed a listing of all approved architectural and engineering firms on CityNet for use by all departments. 3
- * Began utilizing electronic mail for distribution of price agreements to vendors, resulting in savings of paper, postage, and time. 3
- * Surveyed current price agreement vendors to determine overall satisfaction with Purchasing and the bid process. Will use this information to establish a baseline for comparison in future years. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Purchase Orders Issued	2,801	2,721	2,700	2,800
Price Agreements Maintained	261	210	270	210
Request for Proposals processed and administered	19	20	22	20

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4240 - Purchasing

2009-10 Operating Budget
Fund: 02 - General Fund

No. of Days to issue Purch. Orders for Req. not requiring bids.	N/A	2.09	2.30	2.00
No. of Days to issue Purch. Order for Req. requiring informal bids.	N/A	14.90	16.00	14.00
No. of Days to issue Purch. Order for Req. requiring formal bids.	N/A	22.90	15.00	22.00
Percentage of minor purchases using P cards vs. dept. local checks	N/A	93%	95%	95%

2009-10 Objectives

Goal Ref

- * Begin tracking cost savings as a result of the bid process. Purchasing will compare the awarded amount with the average of all bids received. 3
- * Survey price agreement vendors to determine their satisfaction with Purchasing and the bid process. 3
- * Lead the "green team" and consider environmental issues when making purchases. 3
- * Implement a partnership with departments to conduct contract administration. Begin periodic quality reviews with price agreement vendors in an attempt to resolve issues before they become serious problems. 3
- * Implement initiatives proposed by the "green team". Develop measurements and reporting methods and present the Finance Director with a proposed green purchasing policy by the end of 2009. 3
- * Conduct training with department purchasing card administrators to implement online access for their approval of purchases up to \$1,000. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	.00	.00	.00
Asst Procurement Specialist	.00	1.00	1.00	1.00
Procurement Specialist	3.00	2.00	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	7.00	7.00	7.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4240 - Purchasing

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	373,131	390,664	398,481	376,405
Other Services & Charges	5,315	6,088	6,196	2,929
Supplies	2,718	3,590	3,590	2,975
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	381,164	400,342	408,267	382,309
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Implemented procedures to ensure new business license applications and renewals comply with the Department of Revenue's "No Tax Due" policy. 3
- * Developed a new fireworks license application and worked with other departments to develop a review and approval process for applications received. 3
- * Started receiving results from customer satisfaction surveys from internet, kiosk, and mail customers. 3
- * Started transition from pre-printed continuous feed tractor renewal forms to renewal forms printed in-house. 3
- * Developed and implemented a customer satisfaction survey to determine the level of service provided during the application and renewal process. 3
- * Converted the Standard Industrial Classification code for current business license accounts to the appropriate North American Industry Classification System code. 3
- * Amended the Alcoholic Beverage Code to include a Domestic Winery License. 3
- * Utilized the scanning and electronic filing of Certificates of Insurance implemented by the Purchasing Division. 3
- * Implemented procedure to have new retail business license applicants provide the City with a Retail Sales Tax License for the location shown on the application to ensure the City receives the sales tax collected by this business. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of business licenses issued	7,634	6,902	8,200	6,700
Percentage of new business license applications processed	12.59%	12.11%	13.41%	10.00%

City of Independence
Detail Program Summary

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

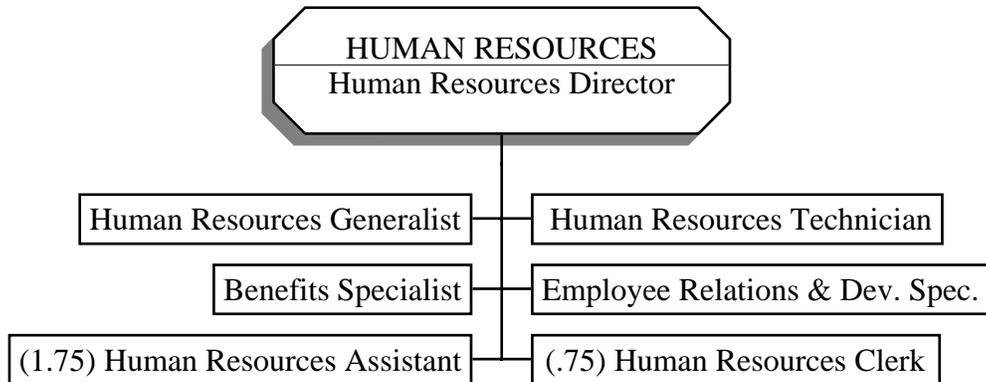
2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	145,101	144,658	148,346	151,397
Other Services & Charges	8,251	14,150	14,150	8,650
Supplies	669	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	154,021	159,108	162,796	160,347
	=====	=====	=====	=====

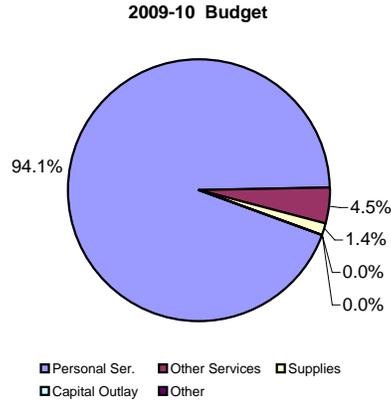
City of Independence, Missouri

Human Resources



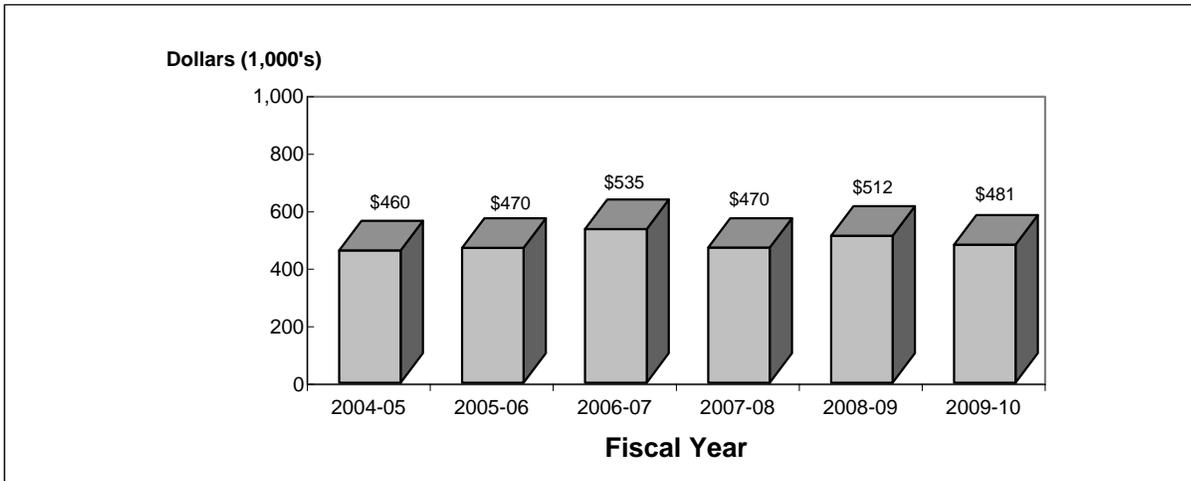
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 450,879	\$ 479,585	\$ 490,526	\$ 452,580
Other Services	15,067	25,492	26,051	21,687
Supplies	4,362	6,500	6,500	6,500
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 470,308	\$ 511,577	\$ 523,077	\$ 480,767



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	7.50	7.50	7.50	7.50	7.50	7.50
Amount by Fund:						
General Fund	\$ 460,492	\$ 469,697	\$ 535,097	\$ 470,308	\$ 511,577	\$ 480,767
Total All Funds	\$ 460,492	\$ 469,697	\$ 535,097	\$ 470,308	\$ 511,577	\$ 480,767
Comparative Ratios:						
Per Capita	\$ 4.00	\$ 4.06	\$ 4.61	\$ 4.04	\$ 4.69	\$ 4.21
Per Household	\$ 9.48	\$ 9.63	\$ 10.94	\$ 9.58	\$ 11.02	\$ 9.77



*City of Independence
Departmental Budget Summary*

Department: 4300 - Human Resources

2009-10 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 1185 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	6.00	6.00	7.00	6.00
Part Time Positions	1.50	1.50	.50	1.50
Total	7.50	7.50	7.50	7.50
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4300 Human Resources	470,308	511,577	523,077	480,767
Total	470,308	511,577	523,077	480,767
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4300 - Human Resources

2009-10 Operating Budget

Source of Funding

General Fund	470,308	511,577	523,077	480,767
Total	470,308	511,577	523,077	480,767
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1185 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.

2008-09 Accomplishments

Goal Ref

- * Developed and implemented the new on-line flexible benefit plan enrollment process for employees during open enrollment. The flex plan enrollments were uploaded electronically to the payroll system and to FMH, the Flex Plan Administrator. 3
- * Conducted 31 open enrollment benefit meetings in all departments prior to open enrollment. 3
- * Completed Life and Long Term Disability Request for Proposal process, including organizing and participating on the Request for Proposal Selection Committee, and submitting the final vendor selection to City Council. 3
- * The flex health care reimbursement plan maximum amount was increased from \$5,000 to \$7,500. 3
- * The City's Stay Well Health Plan received \$266,049.55 for Medicare Part D 2008 subsidies, and the Coventry HMO Plan received \$28,901.93 for Medicare Part D 2008 subsidies. 3
- * Enhancements were added to the Stay Well Health Plan including: chiropractic care upgrade, coverage of preventative wellness exam, elimination of co-pay and deductible for colonoscopies, addition of coverage for anti-smoking prescriptions, and increase to the hearing aid benefit from \$300 to \$500. 3
- * Implemented new Special Circumstances Leave (SCL) policy and procedures. Coordinated the Personnel Board meeting regarding SCL. 3
- * Implemented new changes to the Family and Medical Leave Act regulations including distribution of the new regulations to all employees, updating employment posters, updating the employee 3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2008-09 Accomplishments

Goal Ref

- handbooks, and utilizing new FMLA forms.
- * Implemented on-line Compensation and Benefits Statement. 3
- * Implemented E-Verify process for all new hires. 3
- * Added new life and LTD benefits which allowed employees to increase their supplemental life or supplemental LTD by one increment during open enrollment without evidence of good health. 3
- * Conducted all-staff training on anti-discrimination, harassment, and ethics. 3
- * Proctored two police officer recruitment testings, one Police Department promotional testing, and one Fire Department promotional testing. 3
- * Facilitated processing of 121 job postings. 3
- * Participated in commission meetings for the Human Relations Commission and Citizens with Disabilities. 1
- * Participated in planning meetings for the Martin Luther King Celebration and the Heritage Festival. 1
- * Processed nine employee complaints. 3
- * Processed one citizen complaint. 1
- * Coordinated 21 hours of staff training. 3

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Applications processed	6,150	6,544	7,600	7,600
Tests administered (incl typing)	1,050	1,224	425	1,225
New hires	125	150	175	100
Promotions	69	61	80	65
Retirements	43	30	55	40
Training Hours	1,910	1,086	2,400	2,100
Surveys/internal & external	70	50	80	50
Job announcements	142	121	200	100
Exit interviews	17	17	25	25
Number of days to fill a position	73	109	66	63
Number of requests for FMLA leave	166	162	198	218

2009-10 Objectives

Goal Ref

- * Reduce the average number of days to fill a position opening by 5%. 3
- * Comply with changing Federal laws as they relate to employment within 60 days and educate employees on changes. 3
- * Add one new voluntary benefit. 3
- * Maintain the satisfaction rate of the New Employee Orientation process. 3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	.00	1.00	.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	.00	.00	.00
Human Resources Assistant	.75	.75	2.00	1.75
Human Resources Generalist	1.00	1.00	1.00	1.00
Human Resources Tech	1.00	1.00	.00	.00
Human Resources Tech	.00	.00	1.00	1.00
Human Resources Clerk	.75	.75	.50	.75
Total	7.50	7.50	7.50	7.50

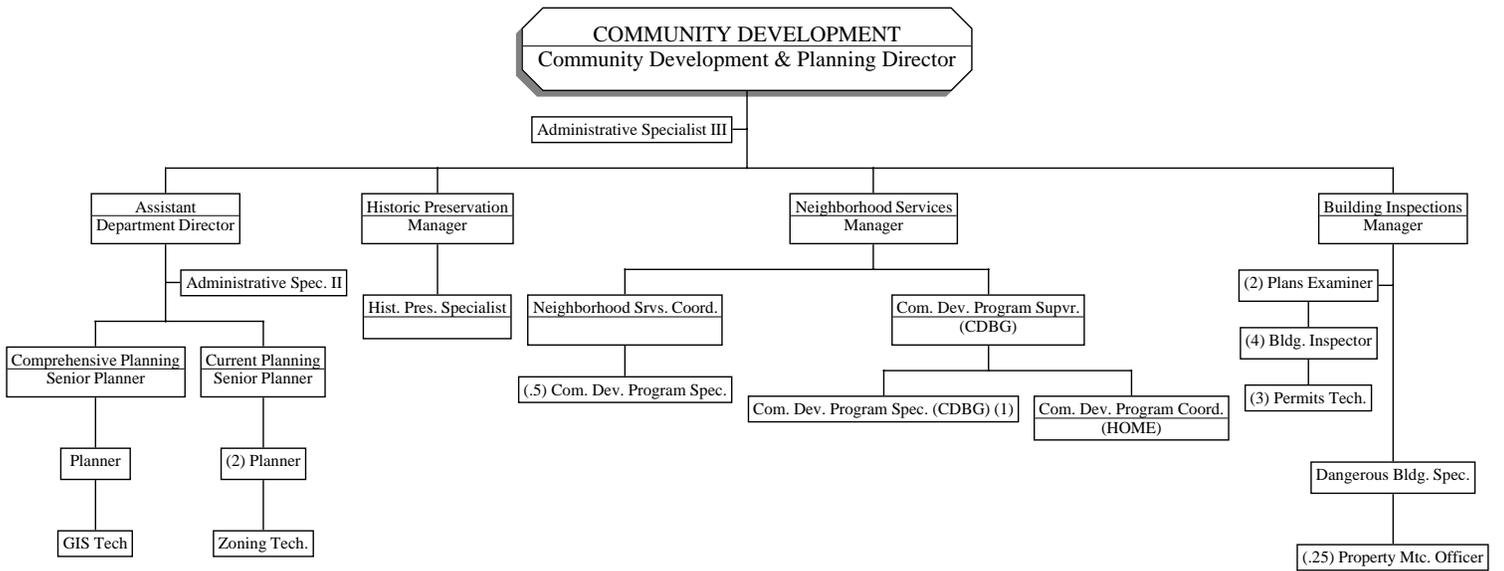
Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	450,879	479,585	490,526	452,580
Other Services & Charges	15,067	25,492	26,051	21,687
Supplies	4,362	6,500	6,500	6,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	470,308	511,577	523,077	480,767

Significant Issues

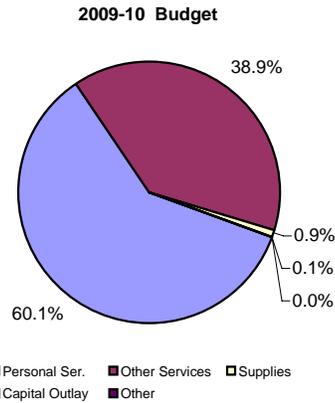
- * Compliance with significant federal law changes including the Family and Medical Leave Act (FMLA), Americans with Disabilities Amendment Act (ADAAA), and COBRA.
- * Managing health insurance/pharmacy benefit costs.
- * Continued development of electronic processes (recruitment process, benefits administration process, etc.) to assist with providing better customer service.
- * Participation in RFP (requests for proposal) process for our Pharmacy Benefit Manager (PBM), Network Provider, and Third Party Administration for our health insurance plan(s).

City of Independence, Missouri Community Development



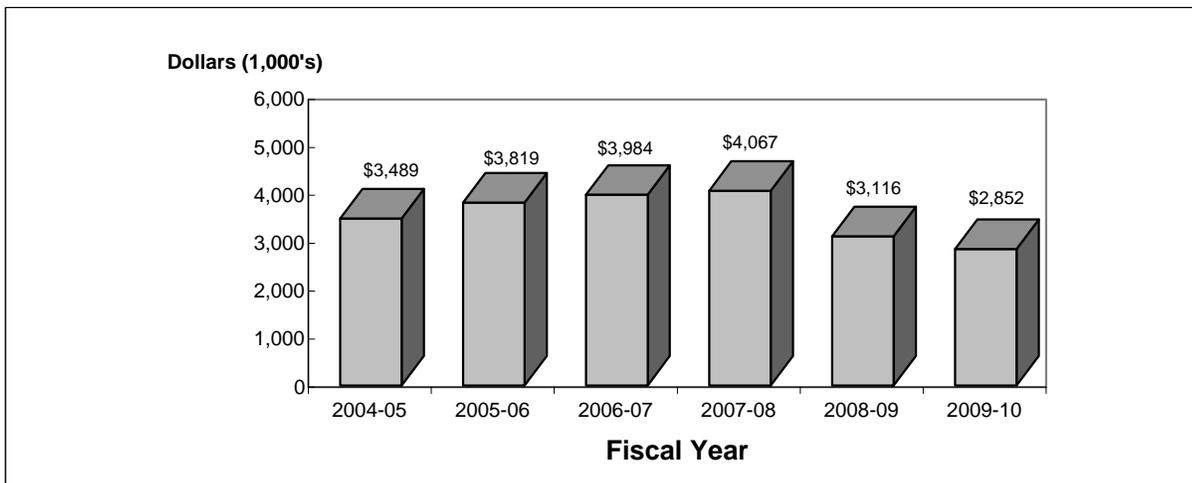
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 1,852,744	\$ 1,878,265	\$ 1,939,189	\$ 1,715,023
Other Services	1,704,595	1,203,425	1,812,620	1,109,675
Supplies	40,350	32,450	28,807	25,789
Capital Outlay	469,333	1,500	722,471	1,500
Other	-	-	-	-
Total	\$ 4,067,022	\$ 3,115,640	\$ 4,503,087	\$ 2,851,987



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	26.00	30.00	29.25	29.75	29.75	30.55
Amount by Fund:						
General Fund	\$ 2,150,015	\$ 2,461,373	\$ 2,589,943	\$ 2,783,134	\$ 2,820,958	\$ 2,671,488
CDBG Fed. Grant	816,765	879,521	597,299	865,195	246,613	140,226
Home Prog. Grant	522,442	478,574	796,782	418,693	48,069	40,273
Total All Funds	\$ 3,489,222	\$ 3,819,468	\$ 3,984,024	\$ 4,067,022	\$ 3,115,640	\$ 2,851,987
Comparative Ratios:						
Per Capita	\$ 30.30	\$ 33.05	\$ 34.36	\$ 34.95	\$ 28.54	\$ 24.99
Per Household	\$ 71.82	\$ 78.34	\$ 81.43	\$ 82.84	\$ 67.09	\$ 57.98



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2009-10 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.

Description	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	29.00	29.00	29.00	29.80
Part Time Positions	.25	.75	.75	.75
Total	29.25	29.75	29.75	30.55
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4401 Administration	266,349	192,070	195,016	268,590
4411 Neighborhood Services	146,265	143,365	144,898	24,505
4412 Comprehensive Planning	146,243	243,955	245,548	247,363
4413 Current Planning	307,839	316,006	323,789	261,805
4414 Transportation	932,317	936,369	936,369	936,821
4420 Historic Preservation	140,168	84,604	93,357	88,008
4431 Building Inspection	843,953	904,589	923,549	844,396
6601 CDBG Administration	165,794	161,367	161,720	140,226
6604 CDBG Housing	586,842	73,887	648,398	0
6608 Commercial Facade Program	112,559	11,359	187,639	0
6802 HOME Administration	53,471	48,069	38,800	40,273
6803 Single/Multi Family Housing	151,705	0	493,671	0
6804 First Time Home Buyers	213,517	0	110,333	0
Total	4,067,022	3,115,640	4,503,087	2,851,987
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4400 - Community Development

2009-10 Operating Budget

Source of Funding

General Fund	2,783,134	2,820,958	2,862,526	2,671,488
Community Dev Block Grant Fund	865,195	246,613	997,757	140,226
HOME Program Fund	418,693	48,069	642,804	40,273
Total	4,067,022	3,115,640	4,503,087	2,851,987
	=====	=====	=====	=====

Direct/Offsetting Revenues

Planning Exams and Licenses	118,386	104,000	113,266	100,000
Building Permits	732,291	1,110,000	825,000	750,000
Planning and Zoning Fees	35,103	40,000	25,747	25,000
Board of Adjustment Fees	4,900	4,500	5,095	4,050
CDBG Federal Grant	772,035	747,434	747,434	698,430
HOME Program Grant	614,146	439,326	790,433	400,000
Total	2,276,861	2,445,260	2,506,975	1,977,480
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Continued to develop the Unified Development Ordinance (UDO) 1,2
- * Continued implementation of the Fairmount-Carlisle 353 Redevelopment Plan resulting in an accumulation of over \$1.8 million of private investment in the district 1,2
- * Began updating elements of the Comprehensive Plan 1,2,4
- * Completed review of Historic Property leases 1,2
- * Adopted Building Codes 1,2
 - 2006 International Building Code
 - 2006 International Existing Building Code
 - 2006 International Mechanical Code
 - 2006 Uniform Plumbing Code
 - 2008 National Electrical Code
 - 2006 International Residential Code

2009-10 Objectives

Goal Ref

- * Implement Unified Development Ordinance 1,2
- * Continue with revitalization of western Independence by coordinating efforts with the Fairmount-Carlisle Redevelopment Corporation, the Chamber of Commerce, the Northwest Communities Development Corporation, and other agencies 1,2
- * Continue revitalizing the Independence Square by offering Commercial Facade funding 1,2
- * Enhance community development and land planning by updating elements of the City's Comprehensive Plan 1234
- * Combat the foreclosure crisis by implementing a Neighborhood Stabilization Program in coordination with other departments and agencies 1,2
- * Streamline development processes among City departments by publishing a comprehensive development guide and by training front-line staff 1,2

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	.00	.00	.00	1.00
Total	2.00	2.00	2.00	3.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	239,286	185,190	186,491	264,415
Other Services & Charges	23,749	3,425	5,478	1,700
Supplies	3,314	3,455	2,702	2,475
Capital Outlay	0	0	345	0
Other Expenditures	0	0	0	0
Total	266,349	192,070	195,016	268,590
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Completed an Action Plan for the Great Northwest Independence Neighborhood Initiative (GNWINI) 1,2
- * Created the Fairmount-Carlisle 353 Expansion on behalf of the Fairmount-Carlisle Redevelopment Corporation 1,2
- * The Fairmount-Carlisle Redevelopment Corporation which was staffed by Neighborhood Services approved \$642,606 of private investment for 27 completed Tax Abatement applications 1,2
- * Processed over 100 new applications for tax abatement 1,2
- * Increased coordination and referrals among housing service providers to increase economic efficiency 1,2
- * Completed a Neighborhood Resource Guide 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Dev. of Goals & Object. and Annual Action Plan/Fairmount-Carlisle	0	0	1	1
Processing of Tax Abatement Appl. in Fairmount-Carlisle Area	0	0	40	40
Implementation of Action Steps for GNWINI	0	0	2	2
Completion of Tax Abatement in the Fairmount-Carlisle Area.	0	36	15	20

2009-10 Objectives

Goal Ref

- * To measure 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 2009-2010 budget year 1,2

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* To continue operation of the Fairmount-Carlisle Redevelopment Corporation, staff will implement all 2009-10 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 50 parcel specific tax abatement applications; grant 30 certificates of tax abatement to property owners in the revitalization area	1,2

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Comm Develop Prog Spec	.00	.00	.00	.50
Comm. Development Prog. Coord.	1.00	.00	.00	.00
Neighborhood Services Coord	.00	1.00	1.00	1.00
Community Program Manager	.50	.00	.00	.00
Neighborhood Services Manager	.00	.80	.80	.80
Total	1.50	1.80	1.80	2.30
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	140,466	143,365	144,898	24,505
Other Services & Charges	0	0	0	0
Supplies	5,799	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,265	143,365	144,898	24,505
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Completed the Capital Improvements Program for fiscal years 2009-2015 3
- * Completed License Surcharge Report to City Council 3
- * Completed the Fairmount-Carlisle Blight Study and Redevelopment Plan 1,2,3

2009-10 Objectives

Goal Ref

- * Comprehensive Plan 1,2,4
 - * Outline five components of the Land Use Section
 - * Outline five components of the Transportation Section
 - * Outline five components of the Economic Development Section
- * Capital Improvement Program (CIP) 3
 - * Prepare CIP for distribution to departments in a timely fashion and obtain adoption in accordance with the City Charter
- * GIS 1
 - * Provide citizens and other City departments with accurate and timely GIS products and maintenance and update the City's system
 - * Provide US Census with accurate database of addresses to ensure accurate census data collection for 2010

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Asst Dept Director	.00	.00	1.00	1.00
Planning Manager	1.00	1.00	.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
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	136,148	230,300	231,893	237,438
Other Services & Charges	9,276	12,005	12,005	8,925
Supplies	819	1,650	1,650	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,243	243,955	245,548	247,363
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Initiated corrective zoning actions on 85 parcels primarily in Western Independence. These zoning actions involved rezoning residentially-used properties, which were rezoned from commercial and industrial to some level of residential zoning, depending on their location. 1
- * Issued over 175 sign permits 2
- * Conducted over 250 landscape inspections and re-inspections for both commercial and residential properties 1,2
- * Conducted over 543 code violation inspections, including those for signage violations, resulting in 621 warning letters (includes first and second letters) being mailed to the violators. Subsequent to these warning letters, 528 were brought into compliance without further action and approximately 15 resulted in court proceedings. 1,2
- * City Code amendments were made relating to the Subdivision Regulation concerning exemptions to the requirement to subdivide property, and other minor revisions. 2
- * Provided staff support for 23 Planning Commission and 12 Board of Adjustment meetings. In December 2008, conducted a joint meeting between the City Council and the Planning Commission to discuss issues in the draft Unified Development Ordinance. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Site Plan Hearings by Planning Commission	27	16	25	16
Rezoning and Special Use Permit Hearings by Planning Commission	39	36	30	26
Home Occupation Hearings by Planning Commission	7	6	10	4
Subdivision Hearings by Planning Commission	54	32	45	15

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	294,247	297,521	305,304	248,667
Other Services & Charges	11,402	16,250	16,250	11,193
Supplies	2,190	2,235	2,235	1,945
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	307,839	316,006	323,789	261,805
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

	Goal Ref
* Collected and analyzed transit data on current system	4
* Obtained and analyzed transit costs for various scenarios	4
* Conducted three public input meetings for transit service changes	3,4
* Designed shuttle route for southeast Independence with predetermined stops, headways and estimated costs	4
* Prepared grant applications for transit assistance through MARC	3,4
* Obtained voting member status of the Transit Committee and Special Transportation and Job Access (STAC) Committee at MARC	4

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Ridership/Inter-City Routes	109,500	124,971	123,900	137,372
Ridership/Intra-City Routes	285,600	291,555	330,700	307,434
Average Daily Ridership - Intra-City Buses (calendar year)	998	934	1,155	985

2009-10 Objectives

	Goal Ref
* Implement IndeBus Program for Events Center CID to serve businesses in the district and reduce traffic congestion	1,3,4
- Coordinate the purchase of IndeBus vehicles through the RFQ/RFP process	
- Monitor the IndeBus program	
* Monitor and update annual transit contract with KCATA for compliance with the City's changing needs	1,3,4

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	932,317	936,369	936,369	936,821
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	932,317	936,369	936,369	936,821
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Surveyed City owned historic sites about building maintenance issues. Two hundred twenty-five surveys were distributed between April and October 2008. Of those, 83% were returned with an average overall satisfaction rate of 96.8%. 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:
 - Vaile Mansion: 75 surveys distributed, 98% of those returned, and 97% overall satisfaction rate
 - Bingham-Waggoner Estate: 75 surveys distributed, 67% of those returned, and 95% overall satisfaction rate
- * Repaired over 64 windows at the Vaile Mansion
- * Completed repairs and improvements to the Truman Depot
- * Completed roof repair and aided in installation of a new fence at Bingham-Waggoner Estate
- * Created an inter-active National Historic Landmark Map on the City's Preservation Web page
 - Map specifically benefits contractors, realtors, property appraisers, and property owners
- * 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
- * Assisted with planning the 2009 Annual Missouri Preservation Statewide Conference to be held in Independence in November 2009. Estimated state-wide conference attendance is 260
- * Continued Preservation Month activities (May 2008) including preservation awards, local tours, workshops, and lectures
 - Local tours included: Pitcher Cemetery, Woodlawn Cemetery, and the Historic Independence Square, Little Blue Civil War Tour (attendance was approximately 114 total)
 - Six workshops/lectures were held concerning local historic and home improvement (attendance was 42 total)
- * Assisted with local efforts to restore the Jackson County Courthouse
- * Began update of Historic Preservation component (Chapter 11) of the City's Comprehensive Plan
- * Renewed programmatic agreement with the State Historic Preservation Office for all Housing and Urban Development (HUD) projects

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2008-09 Accomplishments

Goal Ref

- * Completed preservation web upgrades and held year-round public outreach/education sessions 1
- * Completed research and background for policy discussion for protection of trees in the historic district and building permits for historically designated properties 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Heritage Commission Cases/Reviews	11	13	25	10
Demolition Permits	49	61	75	76
Dangerous Buildings	71	52	75	47
Locally Designated Historic Properties	0	1	10	0

2009-10 Objectives

Goal Ref

- * Renew lease agreements for City-owned properties including: the Bingham-Waggoner, the Vaile Mansion, the Chicago and Alton Depot, Fire Station Number One, the Mill Office, and the Truman Depot 3
- * Repair Vaile Mansion roof 1
- * Repair Chicago and Alton Depot chimneys 1
- * Continue annual City-owned historic sites satisfaction survey (Vaile Mansion, Bingham-Waggoner Estate and Chicago and Alton Depot - Increase overall return rate to 90% with an overall satisfaction rate of 97% 1
- * Complete two signage programs highlighting the Civil War Driving/Walking Tour 1
 - Tourism Wayfinder Signage (expansion of existing program)
 - Install monument style signs along the Little Blue Trace in Eastern Jackson County and downtown Independence on the Square
- * Develop a mature tree survey for the Truman Historic District 1
- * Facilitate the designation of individual properties located throughout the City based upon locally established historic designation criterion 1
- * Assist the National Park Service in the establishment of the expansion of the Harry S Truman National Historic Landmark District 1
- * Assist Missouri Preservation with their annual conference to be held in Independence in November 2009. Estimated state-wide conference attendance is 260 1,2
- * Update the Truman District Design Guidelines 1
- * Create a 1% for preservation program providing a dedicated funding source through building permit revenue for community preservation-related projects 1,2,3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

- * Continue Preservation Month activities (May 2009) including preservation awards, local tours, workshops, and lectures
- 2009-10 Objective-Increase tour attendance by 15%
- W. Z. Hickman Preservation Awards are presented at the first City Council meeting in May open to City-wide preservation projects 1,2
- * Continue the Celebrating A Century Recognition Program 1
- * Complete update of Historic Preservation component (Chapter 11) of the City's Comprehensive Plan 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	63,038	63,154	64,907	65,198
Other Services & Charges	75,358	20,450	27,435	22,560
Supplies	1,772	1,000	1,015	250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	140,168	84,604	93,357	88,008

Significant Issues

- * Chronic vandalism, particularly at the Truman Depot and the Vaile Mansion
- * 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 and Alton Depot, 1827 Log Courthouse, and the Spring Cabin).
- * Lack of funding for the Historic Preservation Specialist position

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

	<u>Goal Ref</u>
* Adopted the 2006 International Building Code	3
* Adopted the 2006 International Residential Code	3
* Adopted the 2006 International Mechanical Code	3
* Adopted the 2006 International Existing Building Code	3
* Adopted the 2006 Uniform Plumbing Code	3
* Adopted the 2008 National Electrical Code	3
* Training of staff on the new 2006 International Building Codes	3
* Training of staff on the 2008 National Electrical Codes	3
* Cross trained Plans Examiners at the front counter to assist with the customer service, and to expedite the permit process	3
* Accomplished an excellent ISO rating for the City	3

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
No. of Building Inspections	11,378	10,240	13,250	6,749
Number of Bldg. Permits Issued	4,011	4,083	4,920	2,601
Question Survey to Builders on Service	0	100	100	100

2009-10 Objectives

	<u>Goal Ref</u>
* Issue Residential permits within 1-3 days	1,3
* Issue Commercial permits within 14-21 days for a full permit	1,3
* Establish a license for Home Inspectors by February 2010 that are not regulated	1,3
* Establish a Vacant Building Ordinance by August 2009; this ordinance would provide minimum standards, a registration process for vacant buildings and requiring 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
* Establish two new electrical licenses for contractors by October	1,3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

2009, Low Voltage Fire Alarm license, Low Voltage Data Communication license, regulated under the National Electrical Code for installation; this would allow the City to regulate and license the contractors who only install the low voltage electrical systems

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	752,059	733,453	779,613	723,617
Other Services & Charges	73,439	156,646	129,946	105,792
Supplies	18,455	14,490	13,990	14,987
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	843,953	904,589	923,549	844,396

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

	<u>Goal Ref</u>
* Secured \$1.8 Million in Neighborhood Stabilization Program Grant Funds	1,2
* Successfully completed Community Development Block Grant (CDBG) Regulatory Compliance Review	1
* Provided Housing Rehabilitation Training to NorthWest Communities Development Corporation (NWCDC) to improve administration of its minor home repair program	1
* Supported lobbying efforts to retain and increase CDBG funding	1
* Completed upgrades to CDBG Program web pages on the City web site	1
* Partnered with United Way to provide Voluntary Income Tax Assistance to low income residents eligible for the Earned Income Tax Credit	1
* Applied for \$400,000 in grant assistance from EPA Brownfield Redevelopment Programs	1,2
* Completed three and initiated three Facade Improvement projects within the Independence Square Commercial District	1,2
* Completed sixteen minor home repair projects for low and moderate income homeowners participating in the Fairmount-Carlisle 353 Residential Tax Abatement Program	1

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
Citizen Participation Hearings	4	5	3	7
Federal Grants Administered	4	5	4	5
Subrecipient Programs Monitored	17	27	15	27
Projects Administered	26	25	21	27
Leveraged Funding	N/A	\$12.1MIL	N/A	\$6.3MIL

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 08 - Community Dev Block

2009-10 Objectives	Goal Ref
* To insure compliance with HUD Program regulations, create implementation plan for development of the 2010-15 Consolidated Plan	1
* Prepare and submit applications for federal Economic Stimulus Act Grant CDBG, HOME, ESG, NSP and Brownfields funds as available to support community development, housing, public facilities and homeless services projects and programs	1,2
* Complete 4 Commercial Facade Improvement projects within eligible revitalization areas	1,2
* Complete 20 minor home repair projects for low and moderate income homeowners participating in the Fairmount-Carlisle 353 Residential Tax Abatement Program	1
* Complete hazardous materials remediation at the City-owned N. Main Street property in cooperation with the Missouri Brownfields Voluntary Cleanup Program, obtaining a "no further action letter"	1,2
* Complete IDIS cross-training between CDBG and HOME staff to improve program administrative efficiency	3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Comm Develop Prog Spec	.00	1.00	1.00	1.00
Community Dev Programs Supvr	.00	1.00	1.00	1.00
Community Program Manager	.50	.00	.00	.00
Fiscal Technician II	1.00	.00	.00	.00
Total	1.50	2.00	2.00	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	139,601	140,009	140,512	118,360
Other Services	18,393	16,534	19,067	16,234
Supplies	7,800	3,824	1,697	4,632
Capital Outlay	0	1,000	444	1,000
Other	0	0	0	0
Total	165,794	161,367	161,720	140,226
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

*2009-10 Operating Budget
Fund: 08 - Community Dev Block*

Significant Issues

- * Continue to address issues related to lead based paint and environmental reviews with all CDBG Rehabilitation programs. This will include Fairmount-Carlisle Home Repair Program, the NWDCD 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.
 - * Implementation of Federal Neighborhood Stabilization Program within the time and staff constraints of existing CDBG and HOME commitments.
-

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 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.

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Comm Develop Prog Spec	.00	.50	.50	.00
Neighborhood Services Manager	.00	.09	.09	.00
Total	.00	.59	.59	.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	23,462	33,295	33,295	0
Other Services	559,789	35,296	609,806	0
Supplies	140	5,296	5,296	0
Capital Outlay	3,451	0	1	0
Other	0	0	0	0
Total	586,842	73,887	648,398	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6608 - Commercial Facade Program

2009-10 Operating Budget
 Fund: 08 - Community Dev Block

Description

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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Community Program Supvr	.00	.00	.00	.00
Comm. Development Prog. Coord.	1.00	.00	.00	.00
Neighborhood Services Manager	.00	.11	.11	.00
Total	1.00	.11	.11	.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	11,299	11,359	11,359	0
Other Services	0	0	58,825	0
Supplies	0	0	0	0
Capital Outlay	101,260	0	117,455	0
Other	0	0	0	0
Total	112,559	11,359	187,639	0

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 09 - HOME Program Fund

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2009-10 will be the 15th 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 2009-2010 include: Construction and rehabilitation of single-family housing that will be made available for low to moderate families; the First Time Home Buyers Program, and the administration of two Community Housing Development Organizations (CHDO).

2008-09 Accomplishments

Goal Ref

- * Managed the HOME Program as a participating jurisdiction for the 14th year. 1
- * Worked with NorthWest Communities Development Corporation (NWCDC) in completing one home for rehabilitation and site acquisition for 40+ infill houses. 1
- * Completed 50+ First Time Home Buyers. 1
- * Truman Heritage Habitat for Humanities completed 5 houses for very low income families. 1
- * To improve design standards of affordable housing, staff worked with Habitat for Humanity to add basements, storage sheds, and to ensure compatibility with surrounding architecture. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Multi-Family Units	0	4	4	0
First Time Home Buyers	64	76	55	55
Single-Family Units	7	4	8	4
Satisfaction Survey for First Time Homebuyers	N/A		40	

2009-10 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 2010. 1

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 09 - HOME Program Fund

2009-10 Objectives

Goal Ref

- * 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 2010. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	52,538	40,619	40,917	32,823
Other Services	872	6,450	2,561-	6,450
Supplies	61	500	222	500
Capital Outlay	0	500	222	500
Other	0	0	0	0
Total	53,471	48,069	38,800	40,273

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
 Cost Center: 6804 - First Time Home Buyers

2009-10 Operating Budget
 Fund: 09 - HOME Program Fund

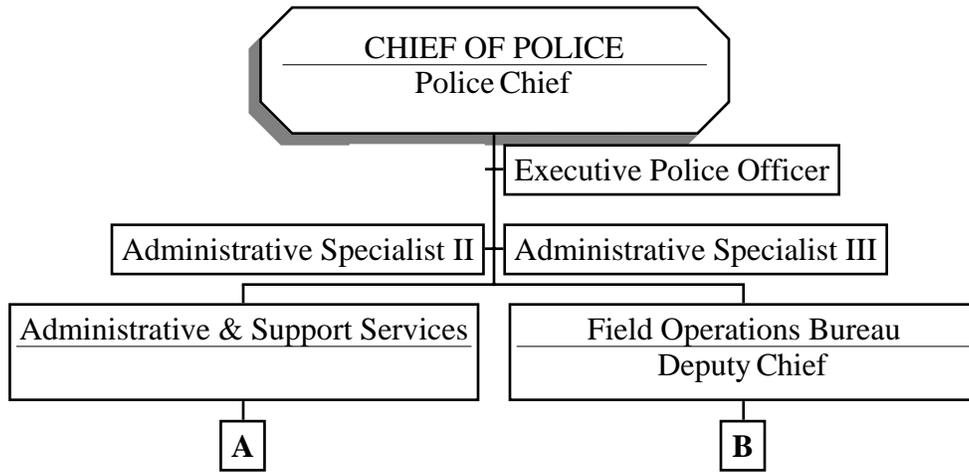
Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2009-2010 will be the fifteenth 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 2009-2010 will include the First Time Home Buyers Program.

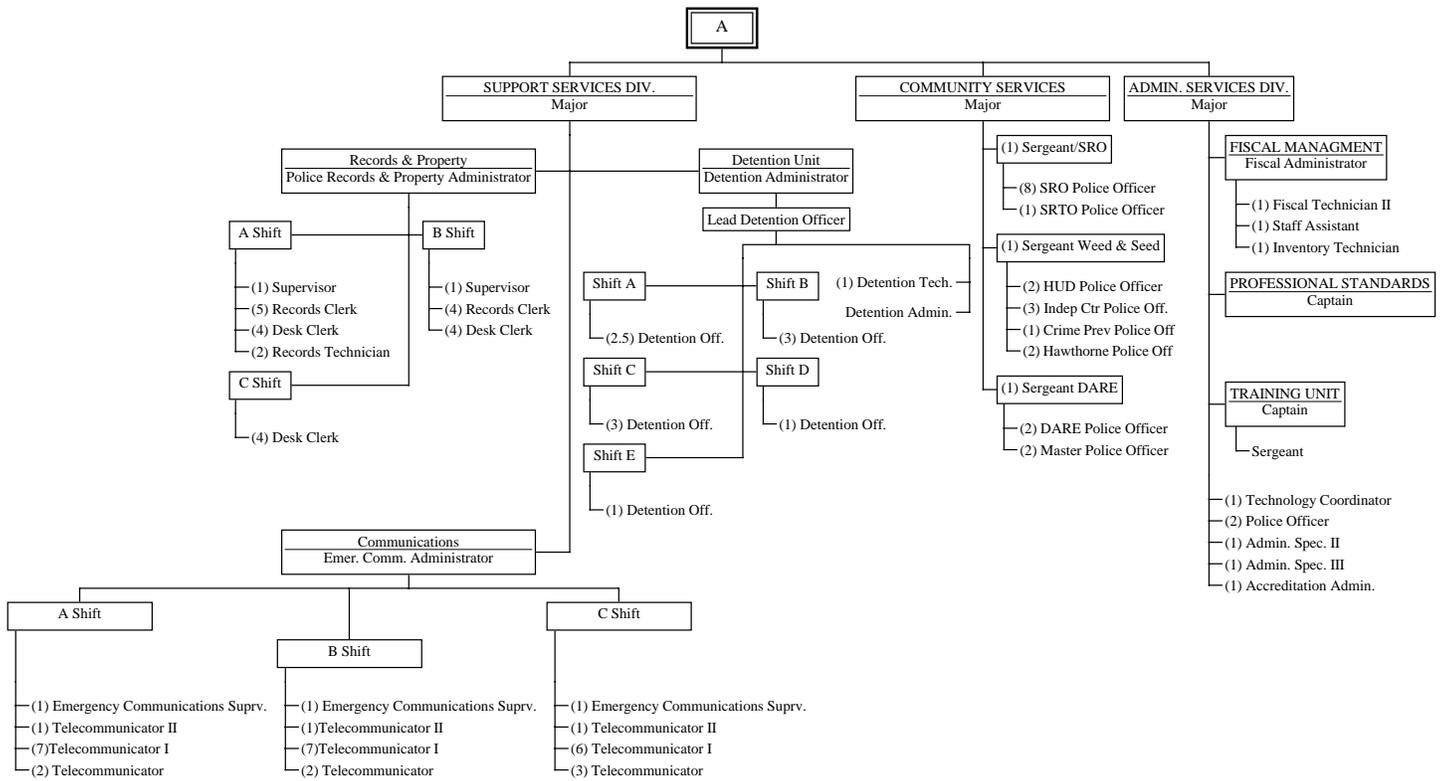
Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	600	0	0	0
Other Services	0	0	0	0
Capital Outlay	212,917	0	110,333	0
Total	213,517	0	110,333	0
	=====	=====	=====	=====

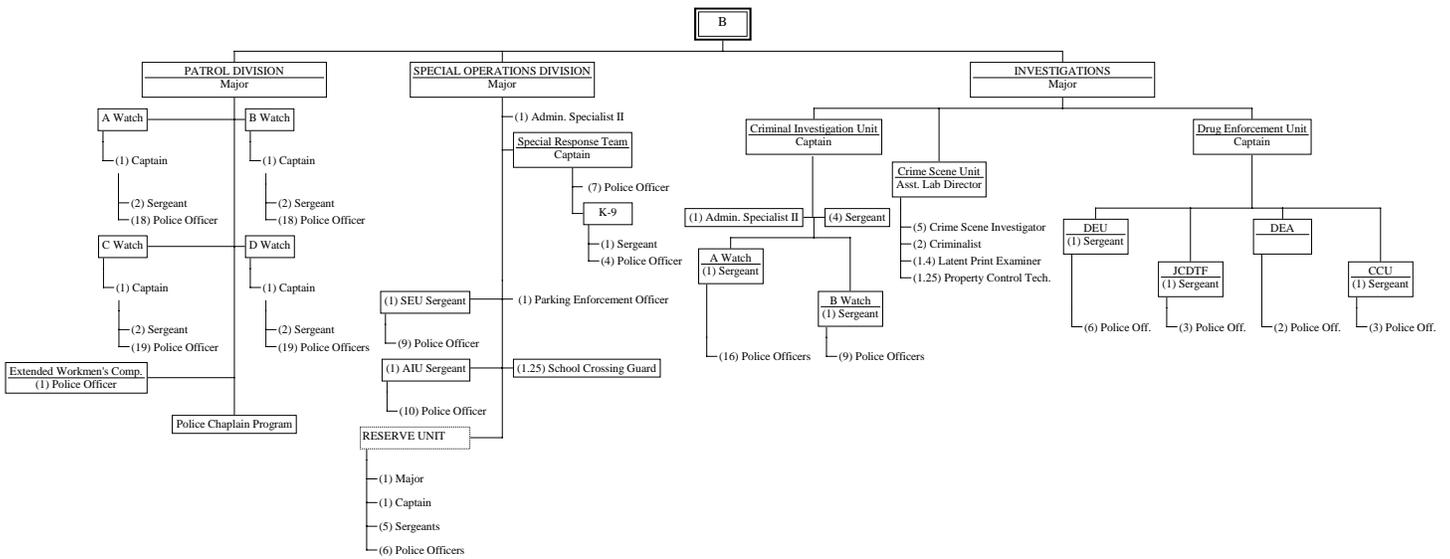
City of Independence, Missouri Police Department



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



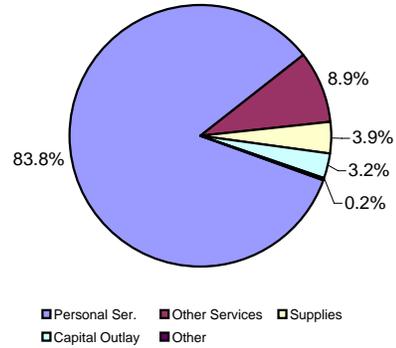
City of Independence, Missouri Police Department (Cont'd.)



Appropriations by Type:

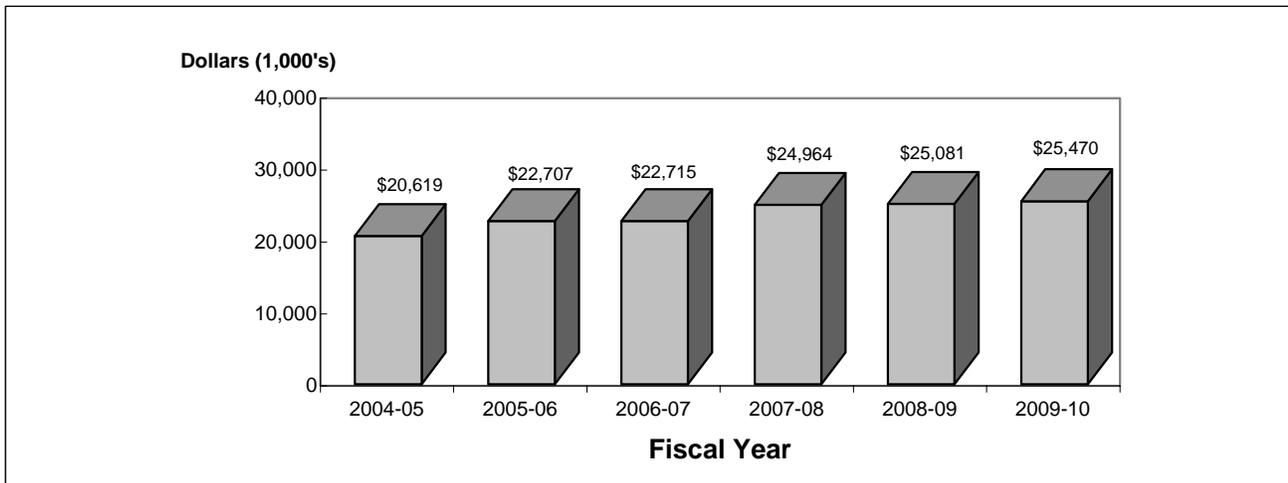
Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 20,139,837	\$ 20,397,257	\$ 20,479,280	\$ 21,351,793
Other Services	1,526,121	1,535,626	1,635,932	2,266,180
Supplies	1,240,828	1,031,090	1,017,864	990,314
Capital Outlay	2,006,208	2,066,148	1,994,686	809,356
Other	51,106	51,108	51,108	51,862
Total	\$ 24,964,100	\$ 25,081,229	\$ 25,178,870	\$ 25,469,505

2009-10 Budget



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	277.00	281.50	281.50	283.00	290.40	290.40
Amount by Fund:						
General Fund	\$ 19,243,618	\$ 19,892,356	\$ 21,274,620	\$ 22,314,906	\$ 22,442,460	\$ 23,367,731
Police Public Safety	1,375,856	2,814,841	1,440,380	2,649,194	2,638,769	2,101,774
	-	-	-	-	-	-
Total All Funds	\$ 20,619,474	\$ 22,707,197	\$ 22,715,000	\$ 24,964,100	\$ 25,081,229	\$ 25,469,505
Comparative Ratios:						
Per Capita	\$ 179.07	\$ 196.52	\$ 195.90	\$ 214.54	\$ 229.77	\$ 223.17
Per Household	\$ 424.40	\$ 465.74	\$ 464.28	\$ 508.48	\$ 540.07	\$ 517.75



City of Independence
Departmental Budget Summary

Department: 4500 - Police

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	279.00	281.00	288.00	288.00
Part Time Positions	2.50	2.00	2.40	2.40
Total	281.50	283.00	290.40	290.40
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4511 Chief of Police	1,761,467	1,752,287	1,780,842	1,802,999
4512 Police Grant Expenditures	312,189	408,076	408,076	554,898
4513 Police Training	157,716	170,232	170,232	166,639
4514 Police Forfeiture Expenditures	110,791	0	17,687	0
4532 Patrol Division	6,578,985	6,368,553	6,381,871	6,675,001
4533 Traffic Unit	1,831,651	1,929,092	1,915,155	1,789,917
4534 Investigations	2,172,674	1,863,525	1,873,706	2,317,338
4535 Special Operations	1,149,151	1,097,814	1,100,393	1,095,938
4536 Community Services Division	1,401,981	1,576,407	1,579,262	1,518,037
4537 Drug Enforcement Unit	1,211,167	1,291,507	1,294,086	1,342,779
4538 Drug Abuse Resistance Educ.	418,340	365,143	365,143	389,928
4542 Crime Scene	771,102	778,158	791,591	802,852
4543 Detention	1,440,431	1,310,950	1,319,261	1,311,817
4544 Records and Property	1,247,915	1,324,337	1,328,500	1,369,199
4545 Communications	1,749,346	2,206,379	2,214,296	2,230,389
4562 Communications (Sales Tax)	76,393	272,531	178,258	129,942
4563 Facilities (Sales Tax)	994,977	1,391,000	1,448,771	295,881
4564 Equipment (Sales Tax)	1,577,824	975,238	1,011,740	1,675,951
Total	24,964,100	25,081,229	25,178,870	25,469,505
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4500 - Police

2009-10 Operating Budget

Source of Funding

General Fund	22,314,906	22,442,460	22,540,101	23,367,731
Police Public Safety Sales Tax	2,649,194	2,638,769	2,638,769	2,101,774
Total	24,964,100	25,081,229	25,178,870	25,469,505
	=====	=====	=====	=====

Direct/Offsetting Revenues

Jackson County Drug Task Force	330,130	300,000	331,663	300,000
Jackson County DARE Program	299,051	314,274	314,274	293,218
Police Services Reimbursement	44,798	22,000	39,207	30,000
Sale of Police Reports	37,105	37,000	36,432	33,000
School Resource Officers	471,866	641,177	460,979	509,000
Alarm Charges	40,800	42,950	38,955	41,900
Total	1,223,750	1,357,401	1,221,510	1,207,118
	=====	=====	=====	=====

Key Budget Changes

* The Crime Overview Response and Evaluation (hereinafter "CORE") is a process established by the Police Department to provide an efficient and effective response to crime and disorder in the community. It is based upon timely and accurate intelligence, rapid deployment of resources, development of effective tactics and strategies, and constant follow-up and assessment. The Police Department will now be focused on intelligence-led policing with an emphasis on target-oriented strategies. This two-tiered approach to addressing crime is a proven plan shown to be extremely effective in meeting the core mission of policing: crime/disorder prevention and reduction.

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * An e-mail newsletter distribution list was established to increase communication with the public. 1
- * A record number of applicants sought civilian and police officer positions, with many quality individuals hired during the process. 1
- * The department's recruitment website was updated. The department participated in a metro area recruitment expo and numerous job fairs. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Police Officer Applicants	281	632	325	450
Police Officers Hired	14	14	10	12
Civilian Applicants	452	687	200	400

2009-10 Objectives

Goal Ref

- * Implement recruitment strategies aimed at hiring highly qualified applicants from diverse backgrounds, including the development of media and internet advertising appealing to various cultures and ethnicities. 1
- * Involve public participation in public safety planning through communication via departmental newsletters and scheduled town-hall meetings led by the Independence Police Department. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Chief	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Major	2.00	2.00	2.00	2.00
Executive Officer-Police	.00	.00	.00	1.00
Deputy Chief of Police	2.00	2.00	2.00	1.00
Police Captain	1.00	2.00	2.00	2.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Police Accreditation Admin	1.00	1.00	1.00	1.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Master Police Officer	1.00	.00	1.00	1.00
Police Officer	1.00	2.00	1.00	1.00
Police Sergeant	.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	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	18.00	18.00	18.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,492,121	1,490,206	1,519,230	1,542,582
Other Services & Charges	127,679	142,804	149,129	153,054
Supplies	141,667	119,277	112,483	107,363
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,761,467	1,752,287	1,780,842	1,802,999

City of Independence
Detail Program Summary

Department: 4500 - Police

2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	312,189	408,076	408,076	554,898
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	312,189	408,076	408,076	554,898
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

This unit coordinates all department training, including mandated Police Officers Standards and Training (P.O.S.T.) certification, federal, state, and city requirements; and coordinates the review and approval of all external training activities. 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.

2008-09 Accomplishments

Goal Ref

- * Four new field training officers were trained and added to the FTO program. The FTO program is a mentoring program for all new officers. 1
- * The Training Unit was moved to a new location in police headquarters, expanding available space and providing additional room for storage. 1
- * Training records from 2005 and forward were input into a computerized database, allowing for better tracking and easier access to this information. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
In-Service Training Hours	3,282	4,800	4,000	4,000
Supervisory Training Hours	N/A	200	200	300

2009-10 Objectives

Goal Ref

- * Develop specialized training through computer delivery systems and implement the training for department personnel to provide additional options to meet both mandatory training requirements and specific needs. This will allow more flexibility in training, and improving the availability of personnel to the public. 1
- * Develop and implement a revised orientation program for sworn police officers to improve their education and better preparedness for field assignments. This includes lengthening the program and improve the existing orientation curriculum. 1

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	117,925	137,067	137,767	134,417
Supplies	39,791	33,165	32,465	32,222
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	157,716	170,232	170,232	166,639
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police 2009-10 Operating Budget
 Cost Center: 4514 - Police Forfeiture Expenditures Fund: 02 - General Fund

Description

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,383	0	1,409	0
Other Services & Charges	67,019	0	5,713	0
Supplies	19,492	0	2,682	0
Capital Outlay	22,897	0	7,883	0
Other Expenditures	0	0	0	0
Total	110,791	0	17,687	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4532 - Patrol Division

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Improved Chaplain services to the community and police personnel through additional training and conferences. Chaplains are subject to call outs, and respond to critical incidents that involve serious injuries or death. 1
- * Seventeen additional police personnel completed the CIT Certification course. The CIT Certification course is a one-week (40 hour Block) of training that cover specialized topics such as, mental illness recognition, substance abuse and dual diagnosis, child and adolescent disorders, psychotropic medications, etc. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Officers Crisis Intervention Team (C.I.T.) Certified	N/A	N/A	8	6
Chaplain Training Hours	N/A	149	120	80
Chaplain Call-Outs	27	18	40	45
Chaplain Civilian Contacts	801	730	925	1,350

2009-10 Objectives

Goal Ref

- * The Independence Police Department adopted the Crime Overview & Response Evaluation (CORE) concepts. The Patrol Division will be an essential part of this process by providing assistance to department elements in an effort to reduce and/or prevent crime and work with the public to address their needs. CORE strategic plan encourages and enables officers to proactively fight crime rather than simply react to it. Each CORE initiative will be assigned a number for tracking and accountability purposes. 1
- * Reorganize the Chaplain program to improve internal and external communications. The reorganization includes assigning specific Chaplains to different divisions of the department allowing for improved communications and availability of services. 1

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4532 - Patrol Division

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	19.00	26.00	22.00	25.00
Police Officer	52.00	47.00	52.00	50.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Officer Recruit	.00	1.00	.00	.00
Total	84.00	87.00	87.00	88.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	6,178,039	6,002,558	6,015,876	6,297,455
Other Services & Charges	108,511	107,880	107,880	103,388
Supplies	292,435	258,115	258,115	274,158
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	6,578,985	6,368,553	6,381,871	6,675,001

Significant Issues

* *Due to budget constraints, the number of Chaplain training hours will be reduced this fiscal year.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4533 - Traffic Unit

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

* Thus far, there were 1,447 total crashes reported in the City, with 78 crashes alcohol/drug related. A total of 189 DWI arrest/citations were issued as a result of DWI checkpoints / wolfpacks, routine patrol, and crashes/calls-for-service. The 5 DWI checkpoints conducted resulted in 27 DWI arrests, 42 warrant arrests, and 88 other charges/citations.

1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Vehicular Accidents Reported	3,329	3,020	3,300	2,900
Traffic Unit Summons Issued	18,012	17,853	18,000	16,500
D.W.I. Arrests	598	511	550	475
Hit and Run Accidents Investigated	863	807	900	750
D.W.I. Related Accidents	186	184	185	175

2009-10 Objectives

Goal Ref

* Continue to conduct selective enforcement of targeted D.W.I. (Driving While Intoxicated) locations in an effort to reduce alcohol related accidents and fatalities to ensure the safety of the streets in the City of Independence. The unit will analyze past D.W.I. accidents and arrests, and will conduct ten sobriety checkpoints/wolf pack operations. The checkpoints will be highly visible and strategically placed in locations where 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

* 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. The unit will analyze accident report data and summons data to identify high violation areas.

1

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4533 - Traffic Unit

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

* The unit will participate in the CORE initiatives actively being implemented by the department and will assist and coordinate enforcement efforts with other divisions.

1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	11.00	13.00	13.00	10.00
Police Officer	6.00	3.00	4.00	6.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	1.00	.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	22.25

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,727,071	1,776,957	1,781,020	1,679,315
Other Services & Charges	31,759	82,900	65,150	52,718
Supplies	69,919	69,235	68,985	57,884
Capital Outlay	2,902	0	0	0
Other Expenditures	0	0	0	0
Total	1,831,651	1,929,092	1,915,155	1,789,917

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4534 - Investigations

2009-10 Operating Budget
 Fund: 02 - General Fund

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 Special Victims Unit is also in this division. The Special Victims Unit handles human trafficking, multi-jurisdictional investigations, dissemination of information, and proactive enforcement.

2008-09 Accomplishments

Goal Ref

- * Successful development and implementation of the investigated criminal case procedures. The main two objectives of the new procedures were as follows:
 - a) Cases are submitted to the prosecutor's office within 180 days window; and
 - b) Investigators are held accountable for their timely case submittals.
- * Nine of the ten homicide cases were cleared by the unit.

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
Criminal Cases Assigned	N/A	2,115	N/A	2,200

2009-10 Objectives

Goal Ref

- * Combine the Sex Crime detectives with the Intelligence Unit to form the Special Victim's Unit. This unit will investigate sex crimes, child abuse, and child pornography. This merger will assist with efficient and effective prosecution of defendants in a timely manner.
- * Two detectives will shift from their current assignment to join the newly implemented CORE squad to work on proactive initiatives and criminal investigations. Part of the proactive approach is the strategic plan and execution of six "sting" operations.
- * Implementation of a victim notification system utilizing volunteers who will contact victims of crimes whose cases will not be investigated due to the lack of leads.

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Investigative Clerk	1.00	1.00	1.00	.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	12.00	14.00	13.00	16.00
Police Officer	5.00	3.00	3.00	3.00
Police Sergeant	4.00	4.00	3.00	4.00
Administrative Spec II	1.00	1.00	1.00	2.00
Total	25.00	25.00	23.00	27.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	2,083,314	1,775,769	1,785,850	2,229,901
Other Services & Charges	24,658	23,261	23,992	28,519
Supplies	64,702	64,495	63,864	58,918
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,172,674	1,863,525	1,873,706	2,317,338
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

* Special Response Team (SRT) conducted saturation patrol efforts in high criminal activity areas including 40 Highway (west city limits), and 24 Highway (west city limits). Numerous warrant arrests, drug charges, citations, and other charges resulted.

1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
K-9 Public Demonstrations	35	28	40	28
Proactive Assignments	N/A	13	10	12

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	8.00	4.00	4.00	5.00
Police Officer	3.00	3.00	6.00	5.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	2.00	.00	.00
Total	14.00	12.00	13.00	13.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,030,247	989,784	992,363	991,181
Other Services & Charges	25,057	33,290	33,765	27,839
Supplies	93,847	74,740	74,265	76,918
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,149,151	1,097,814	1,100,393	1,095,938
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police 2009-10 Operating Budget
 Cost Center: 4536 - Community Services Division Fund: 02 - General Fund

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 visitors of the City.

2008-09 Accomplishments

Goal Ref

- * The Volunteers In Police Services were trained to conduct state licensing inspections for dealerships. In the past, sworn officers were utilized for this task. The City of Independence is the only agency utilizing civilian volunteers to conduct dealership inspections. Positive feedback from the community due to the expedited service that ultimately allows the dealership to obtain licenses without delay. 1
- * The Citizen's Academy and Junior Citizen's Academy is a successful outreach program to educate citizens on the capabilities and services of the Independence Police Department. The success of the outreach program can be depicted by the full classes, and the current waitlist for future classes. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Number of Block Watch Meetings	N/A	72	44	80
Number of Volunteer Hours	N/A	5,370	5,275	5,400
Number of Parolee Compliance Checks	N/A	N/A	176	150

2009-10 Objectives

Goal Ref

- * Increase the number of active Block Watches by 5% to enable additional citizens the knowledge and ability to take an active role in crime prevention. 1
- * Train Volunteers In Police Services to call victims of crime that would normally not be contacted by the Investigation Unit to determine if there were any leads to follow-up, and to make a follow-up contact with the victim. This contact by VIPS will be 1

City of Independence
Detail Program Summary

Department: 4500 - Police 2009-10 Operating Budget
 Cost Center: 4536 - Community Services Division Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

limited to property crimes only.

- * Due to a change in leadership with the Missouri Probation and Parole Agency, the Parolee Compliance Checks in the Englewood area ceased. However, after numerous meetings and follow-up, the program will now be reinstated. The Parolee Compliance Checks in the Englewood area is a partnership between Missouri Probation and Parole Agency and the City of Independence Police Department. Englewood has the highest percentage of parolees in Independence. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	11.00	12.00	10.00	8.00
Police Officer	4.00	3.00	7.00	7.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	1.00	.00	.00
Total	18.00	19.00	20.00	18.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,345,966	1,522,806	1,525,661	1,470,306
Other Services & Charges	18,584	20,216	20,216	16,758
Supplies	35,989	33,385	33,385	30,973
Capital Outlay	1,442	0	0	0
Other Expenditures	0	0	0	0
Total	1,401,981	1,576,407	1,579,262	1,518,037

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4537 - Drug Enforcement Unit

2009-10 Operating Budget
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 three 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. Two 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.

2008-09 Accomplishments

Goal Ref

- * Detectives within the unit have identified and investigated a large drug conspiracy ring operating in Independence that have committed numerous violent acts. Several members of this organization will face prosecution in 2009. 1
- * In 2008, \$3,834,902 worth of drugs were recovered off the streets of Independence. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Drug Arrests	634	524	650	570
Drug Cases Assigned	563	526	575	566

2009-10 Objectives

Goal Ref

- * Implementation of a Career Criminal Unit, which is modeled after the Kansas City Police Department's Career Criminal Unit. This squad will be a proactive squad, which will focus on repeat offenders with the goal of removing the criminal from the community. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
----------------	-------------------	-------------------	-------------------	-------------------

City of Independence
Detail Program Summary

Department: 4500 - Police

2009-10 Operating Budget

Cost Center: 4537 - Drug Enforcement Unit

Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	7.00	7.00	10.00	9.00
Police Officer	6.00	3.00	2.00	2.00
Police Sergeant	2.00	2.00	3.00	3.00
Total	16.00	13.00	16.00	15.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,181,692	1,254,377	1,256,956	1,309,435
Other Services & Charges	6,152	13,050	13,050	12,938
Supplies	23,323	24,080	24,080	20,406
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,211,167	1,291,507	1,294,086	1,342,779
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police 2009-10 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 averting drug usage, and gang and violent activities. The Unit proactively networks, with internal and external agencies, to track registered sex offenders within the City boundaries, and to monitor their proximity to schools and daycares.

2008-09 Accomplishments

Goal Ref

- * Successful involvement with the transition of western Independence schools back into the Independence School District. This included safety planning for the schools, and mentoring program for students that were adjusting to their new environments. 1
- * Successful utilization of D.A.R.E. officers working in the Patrol Unit during school holidays and vacations. This practice successfully placed additional officers on the streets to augment the calls for service, which ultimately assisted in addressing manpower issues. 1
- * Successfully collaborated with COMBAT in the evaluation and audit of the anti-drug tax program. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
D.A.R.E. Classes	63	67	60	65
D.A.R.E. Graduates	1,502	1,546	1,450	1,540
D.A.R.E. Schools	28	27	26	27
D.A.R.E. Summer Camps	3	4	3	3

2009-10 Objectives

Goal Ref

- * Continue the current level of service while challenged with a reduction of one DARE position. 1
- * Collaborate and build a communication network with the Jackson County Family Court and Youth Court by meeting quarterly to identify trends and addressing needs within the community. 1
- * To identify high-risk students, and provide them with additional mentoring support and life skills that will ultimately affect and enhance their future decision-making abilities. 1

City of Independence
Detail Program Summary

Department: 4500 - Police

2009-10 Operating Budget

Cost Center: 4538 - Drug Abuse Resistance Educ.

Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	3.00	3.00	3.00	2.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	5.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	386,592	338,938	338,938	367,908
Other Services & Charges	7,534	6,770	6,770	5,827
Supplies	24,214	19,435	19,435	16,193
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	418,340	365,143	365,143	389,928

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Lab renovations completed in order to meet the ASCLD accreditation standards. 1
- * The Jackson County Drug Task Force funded the purchase of specialized drug and alcohol analyzing equipment for the lab. 1
- * Authorization granted to hire a part-time latent print examiner, and an additional criminalist to address the backlog of work and meet accreditation standards. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Crime Scenes Analyzed and Processed	769	896	800	900
Drug Cases Analyzed	1,031	932	1,050	1,550

2009-10 Objectives

Goal Ref

- * To hire a permanent crime lab director. 1
- * To meet the state requirement that all labs must be accredited by 2010 by obtaining an ASCLD accreditation status. 1
- * To determine the feasibility of the Independence Police Lab merging with the Missouri Highway Patrol to form a satellite Highway Patrol Lab located in Independence. 1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
-----------------------	---------------------------	---------------------------	---------------------------	---------------------------

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Assistant Lab Director	.00	1.00	1.00	1.00
Criminalist	1.50	1.00	1.00	2.00
Evidence Technician	5.00	5.00	.00	.00
Crime Scene Investigator	.00	.00	5.00	5.00
Finger Print Technician	1.00	1.00	.00	.00
Latent Print Examiner	.00	.00	1.40	1.40
Property Control Technician	1.25	1.25	1.25	1.25
Police Sergeant	1.00	1.00	1.00	.00
Total	9.75	10.25	10.65	10.65
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	733,216	732,023	734,020	746,664
Other Services & Charges	23,279	25,945	37,406	36,909
Supplies	14,607	20,190	20,165	19,279
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	771,102	778,158	791,591	802,852
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4543 - Detention

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Installed new security cage and handcuff benches and reduced inmate escape attempts by ninety-eight percent. 1
- * Entered into a new contract that updated the inmate phone system, which allows for monitoring, restricting, and recording of inmate phone calls. These new features enables the detention officers in protecting victims from receiving threatening or harassing phone calls, and aids in the prosecution of defendants. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Prisoners Booked and Secured	13,542	12,692	13,500	12,900

2009-10 Objectives

Goal Ref

- * Improve citizen safety and aid in the reduction of crime by participating in a GPS inmate tracking and monitoring ankle bracelet program for inmates out-on-bail and awaiting trial. 1
- * Upgrade technology to participate in a state-wide mug shot and booking database. This will aid detention officers in making positive identification of offenders in-custody and improve inmate classification. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
----------------	-------------------	-------------------	-------------------	-------------------

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4543 - Detention

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Police Captain	1.00	.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	1.00	1.00	1.00
Total	13.50	13.50	13.50	13.50

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	810,543	740,875	742,647	744,242
Other Services & Charges	609,983	563,575	570,114	561,575
Supplies	11,323	6,500	6,500	6,000
Capital Outlay	8,582	0	0	0
Other Expenditures	0	0	0	0
Total	1,440,431	1,310,950	1,319,261	1,311,817

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records and Property

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Streamlined the "Together Against Graffiti" (TAG) Program. 1
 Additional phone lines were installed for citizens to call-in reports of graffiti activity. Implementation of new procedures to ensure efficient and effective processing of the reports.
- * Established and implemented new In-Car Video Reporting procedures, 1
 which resulted in the achievement of faster processing time of reports.

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Police Records Sold	7,522	16,734	7,000	17,200
Number of Citizen Phone Calls	NOT AVAIL.	136,898	126,000	139,000

2009-10 Objectives

Goal Ref

- * Implement the New World Computer System UCR reporting system, and the 1
 creation of policy and procedures. The new reporting system will enhance control and establish efficiency of reporting processes.
- * Create a strategic plan to streamline current processes, and training 1
 of new employees striving towards effective and efficient customer service.

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Records Unit Clerk	9.00	9.00	9.00	9.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	12.00	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

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records and Property

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Total	26.00	26.00	26.00	26.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,208,004	1,273,387	1,277,550	1,322,749
Other Services & Charges	38,770	45,450	45,363	41,450
Supplies	1,141	5,500	5,587	5,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,247,915	1,324,337	1,328,500	1,369,199

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2009-10 Operating Budget
Fund: 02 - General Fund

Description

The Communications Unit receives emergency and non-emergency telephone calls from the public and routes them to the appropriate responder; Fire, Police, 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.

2008-09 Accomplishments

Goal Ref

- * Three new telecommunicators positions were hired, and the employees are successfully completing the new training program, which should result in improved efficiency and effectiveness in answering calls and assisting first responders. 1
- * Identified a method that improved the 911 street addressing file, which is utilized to direct first responders quickly and accurately to emergencies. This improved system allows first responders to be more efficient in responding to emergencies. In addition, the new system lessen the amount of training time expended training new dispatchers and first responders on the City's geography. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Emergency 9-1-1 Calls	139,768	144,019	150,000	150,000
Computer Aided Dispatching (C.A.D.) Incidents	138,558	143,640	140,000	155,000

2009-10 Objectives

Goal Ref

- * Identify features in the Computer Aided Dispatch System; such as, scheduled calls, that may improve the efficiency and accuracy of developing and processing calls for service. 1
- * Identify the best solution for an improved Computer Aided Dispatch System that will improve dispatch capabilities, as well as, improve records management, data tracking and extraction, alarms management, wants and warrants management, case management, and information management. 1

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Telecommunicator	.00	.00	7.00	7.00
Telecommunicator I	23.00	23.00	20.00	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	34.00	34.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,647,105	2,091,501	2,099,024	2,095,157
Other Services & Charges	47,604	58,270	58,370	78,370
Supplies	2,382	5,500	5,794	5,000
Capital Outlay	1,149	0	0	0
Other Expenditures	51,106	51,108	51,108	51,862
Total	1,749,346	2,206,379	2,214,296	2,230,389

City of Independence
Detail Program Summary

Department: 4500 - Police 2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	495	0	660	0
Other Services & Charges	46,316	50,383	80,463	54,894
Supplies	20,061	15,000	10,571	10,000
Capital Outlay	9,521	207,148	86,564	65,048
Other Expenditures	0	0	0	0
Total	76,393	272,531	178,258	129,942
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4563 - Facilities (Sales Tax)

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Successful completion of the renovation of the third floor of police headquarters. The renovation included improved utilization of office space, working conditions, public areas, and interview rooms. 1
- * Successful completion of the renovation projects of the northwest section of the second floor of police headquarters. The renovation project provided improved utilization of office space, working conditions, and storage. The renovation project impacted the Crime Scene Unit and the Fiscal Management Unit. 1
- * The Police Headquarters Multi-Phase Renovation Projects is successfully moving forward. The First Floor project is currently in Phase I. Phase I consists of design work and site evaluation. 1

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,860	0	0	0
Other Services & Charges	11,937	0	22,039	0
Supplies	60,125	0	57,170	0
Capital Outlay	921,055	1,391,000	1,369,562	295,881
Other Expenditures	0	0	0	0
Total	994,977	1,391,000	1,448,771	295,881
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 16 - Police Public Safety

Description

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

2008-09 Accomplishments

Goal Ref

* The Police Department is in the process of replacing old police vehicles that are costly to repair, and inefficient gas guzzlers. Thus far, the department has replaced forty percent of the old vehicles, and plans to replace an additional sixteen vehicles this fiscal year. By replacing the vehicles, the department is better able to serve and protect the community, save money, and respond to calls for service.

1

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	213,354	224,765	258,745	957,524
Supplies	325,810	282,473	222,318	270,000
Capital Outlay	1,038,660	468,000	530,677	448,427
Other Expenditures	0	0	0	0
Total	1,577,824	975,238	1,011,740	1,675,951
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	10.00	14.00	15.00	15.00
Total	10.00	14.00	15.00	15.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4550 Police Dept. Grants	1,248,665	631,318	1,667,818	528,698
Total	1,248,665	631,318	1,667,818	528,698
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Grants	1,248,665	631,318	1,667,818	528,698
Total	1,248,665	631,318	1,667,818	528,698
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 15 - Grants

Description

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

2008-09 Accomplishments

Goal Ref

* Received grant funding to purchase a dedicated server to maintain the Racial Profile Computer Database Program. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Master Police Officer	9.00	8.00	8.00	10.00
Police Officer	1.00	4.00	4.00	2.00
Crime Analyst	.00	1.00	2.00	2.00
Victim Advocate	.00	1.00	1.00	1.00
Total	10.00	14.00	15.00	15.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	928,364	631,318	1,233,278	528,698
Other Services & Charges	159,190	0	278,806	0
Supplies	33,131	0	24,077	0
Capital Outlay	127,980	0	131,657	0
Other Expenditures	0	0	0	0
Total	1,248,665	631,318	1,667,818	528,698

Significant Issues

- * The STOP Violence Against Women Grant award continues to decrease each year. This grant covers approximately 29% of two sworn officer positions.
- * The State Services to Victim Fund Grant continues to decrease each

*City of Independence
Detail Program Summary*

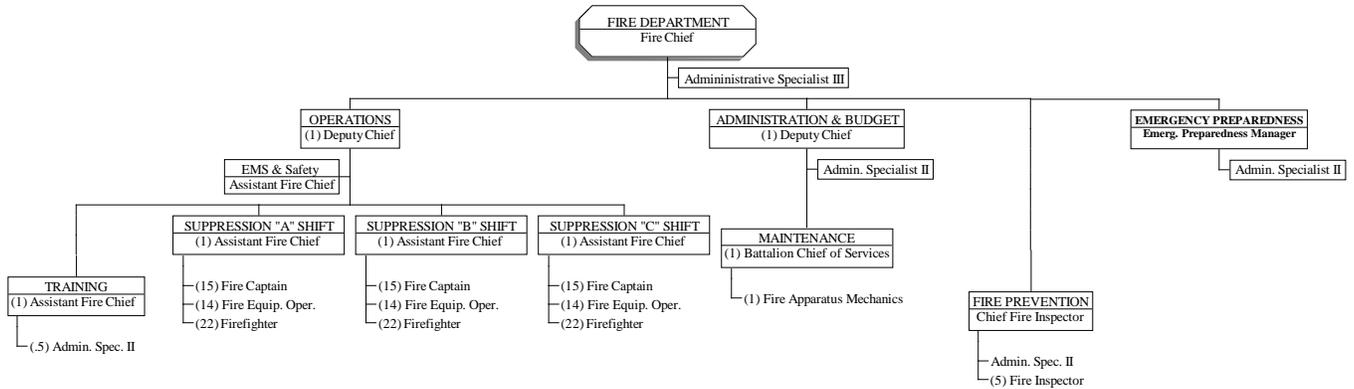
Department: 4550 - Police Dept. Grants
Cost Center: 4550 - Police Dept. Grants

2009-10 Operating Budget
Fund: 15 - Grants

Significant Issues

- year. This grant pays 77% of a fulltime victim advocate position and expenses.
- * The Grant to Encourage Arrest Policies has been exhausted. The Police Department submitted an application in 2008, but it was denied. The Police Department will submit a 2009 application, but it is unknown if the grant will be approved or denied at this time.
 - * Grant funding was received from the State of Missouri to fund liquor compliance checks. The grant wording had been changed, and would have precluded the City of Independence from continuing their successful compliance check program. Meetings between the State of Missouri and Independence Police resulted in changing of the grant, and funding was received, paying for all overtime costs associated with the compliance checks.
-

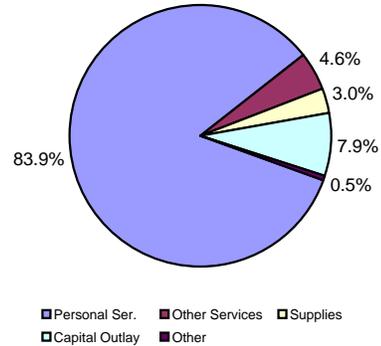
City of Independence, Missouri Fire Department



Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 13,676,270	\$ 14,022,081	\$ 14,085,441	\$ 14,543,482
Other Services	618,128	800,549	831,032	801,651
Supplies	365,430	559,036	530,199	527,095
Capital Outlay	324,951	1,285,000	1,312,086	1,368,585
Other	666,456	93,234	646,947	93,234
Total	\$ 15,651,235	\$ 16,759,900	\$ 17,405,705	\$ 17,334,047

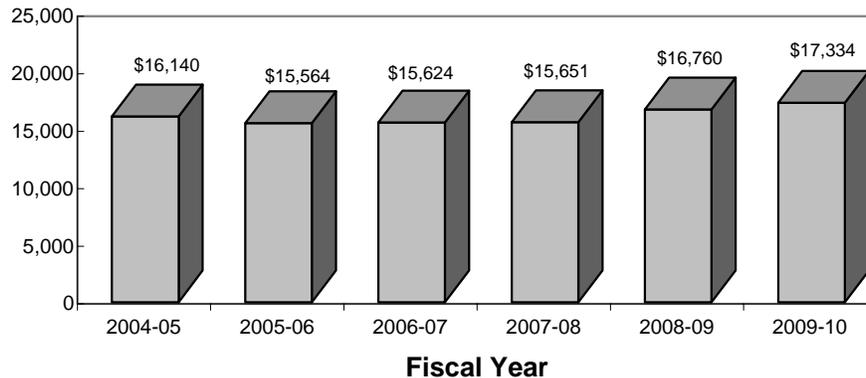
2009-10 Budget



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	\$ 13,527,784	\$ 13,617,843	\$ 14,174,306	\$ 14,427,974	\$ 14,941,308	\$ 15,397,771
Grants	406,358	108,360	69,258	55,583	42,512	45,711
Fire Public Safety	2,205,468	1,838,226	1,380,799	1,167,678	1,776,080	1,890,565
Total All Funds	\$ 16,139,610	\$ 15,564,429	\$ 15,624,363	\$ 15,651,235	\$ 16,759,900	\$ 17,334,047
Comparative Ratios:						
Per Capita	\$ 140.17	\$ 134.70	\$ 134.75	\$ 134.51	\$ 153.54	\$ 151.88
Per Household	\$ 332.19	\$ 319.24	\$ 319.35	\$ 318.79	\$ 360.89	\$ 352.37

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	173.00	172.50	173.00	173.00
Part Time Positions	1.00	1.50	1.00	1.00
Total	174.00	174.00	174.00	174.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4611 Fire Administration	501,655	561,862	571,813	481,280
4621 Fire Operations	12,852,382	12,949,042	12,964,898	13,526,450
4622 Emergency Medical Services	127,911	174,917	178,569	174,844
4631 Fire Prevention	538,047	590,693	594,079	603,484
4641 Maintenance	229,069	394,703	395,610	376,688
4650 Fire Dept. Grants	55,583	42,512	99,083	45,711
4651 Training	106,890	170,416	170,906	145,553
4661 Emergency Preparedness	72,020	99,675	100,954	89,472
4671 Fire Sales Tax Program	1,167,678	2,329,793	2,329,793	1,890,565
Total	15,651,235	17,313,613	17,405,705	17,334,047
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4600 - Fire

2009-10 Operating Budget

Source of Funding

General Fund	14,427,974	14,941,308	14,976,829	15,397,771
Grants	55,583	42,512	99,083	45,711
Fire Public Safety Sales Tax	1,167,678	2,329,793	2,329,793	1,890,565
Total	15,651,235	17,313,613	17,405,705	17,334,047
	=====	=====	=====	=====

Key Budget Changes

- * Moved responsibility for safety (accident review, programs and training) from under the supervision of the Assistant Chief of the Fire Department's Emergency Medical Services' Division to the Assistant Chief over the Training Division.
- * The Fire Department will begin benchmarking response times utilizing a fractile methodology using the standard of 90 percentile instead of the current 50 percentile which is the mathematical basis for "average."
- * Utilizing appropriated budget amounts, the Fire Department anticipates purchasing replacement and additional equipment to meet Insurance Services Offices (ISO) requirements for a grading review within the next 24 months. The City currently stands at a "4" grade.

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 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 the Fire Safety Tax. 3
- * Compiled quarterly or as requested reports to the Citizen's Public Safety Oversight Committee for the Fire Safety Tax review and compliance process. 3
- * Coordinated all activities and budget expenditures for the completed construction and occupancy of replacement fire station 3 (10219 E. Winner Rd.) scheduled to open July of 2009. 3
- * Approximately eighty percent of all identified inventories and reports are centralized onto the City's main server or through the Fire Department incident and training records keeping software server providing a method for universal internal access and continuation of operation back-up in case of disaster. 3
- * The standard operating procedures for incident management, hazardous materials response and large scale incidents were revised as needed to comply with the National Incident Management System (NIMS) and the City's Emergency Operations Plan. 3

2009-10 Objectives

Goal Ref

- * Provide quarterly or as requested, information and support to the Public Safety Oversight Committee for the Fire Safety Tax. 3
 - * Revise Fire Safety Tax future planned expenditures to reflect a 90% level of Finance Department's projected revenues. 3
 - * Using data now available through the Fire Department's record keeping system revise resource response levels to reflect nationally researched practices for personnel and equipment based on type of call and assessed risk. 3
 - * Begin compiling data and reporting response times based on the fractile methodology of benchmarking nationally recognized time standards for specific types of incidents to the 90 percentile level. 3
-

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	371,843	403,622	413,573	341,820
Other Services & Charges	90,059	95,654	116,754	82,838
Supplies	39,753	59,586	34,946	56,622
Capital Outlay	0	3,000	6,540	0
Other Expenditures	0	0	0	0
Total	501,655	561,862	571,813	481,280

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * One hundred percent of the reports completed by Operations' personnel on incident responses were fully compliant with and accepted by state and national agencies for the calendar year 2008. 1
- * A compressed air foam system (CAFS) training class was developed and presented to one (1) shift, and identified issues with nozzles, foam type and application which were addressed and resulted in firefighters being better able to use technology to fight fires. 1
- * Pre-incident response plan report format was reviewed and updated to be compatible with computer system software. Forty-two (42) high risk buildings or facilities have been assigned; one (1) to each company on each shift for completing/updating a response plan. 1
- * Installation of a mobile data terminal was completed in the shift commander's vehicle. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Total Alarms	16,750	14,959	14,245	15,300
Residential Fires	161	120	154	157
Vehicle Fires	115	83	110	90
Grass/Trash	236	295	239	250
Open Burning	85	34	105	80
Bomb Threat	11	8	11	10
Hazardous Materials	58	206	63	60
Alarm Systems	476	510	470	500
Medical Alarms	8,940	9,670	9,118	9,500
Commercial Fires	36	23	39	23
Service Calls, Odors, Carbon Monoxide, Other Service	3,610	3,944	3,912	3,900

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Structure Fire Other 20 66 24 50

2009-10 Objectives

Goal Ref

- * Conduct captain's Operations meetings quarterly with all captains attending at least 2 meetings. 3
- * Develop standardized benchmarks that track hand line deployment, water supply, ventilation and salvage/overhaul operational efficiencies related to monetary fire losses. 3
- * Develop and coordinate "Pre-Fire Response Plans" for five (5) historic sites identified by Community Development's Historic Preservation Officer to improve suppression and overhaul techniques towards preserving historic assets of the City. 1
- * Conduct by-monthly review of company commercial inspections to improve timeliness and accuracy. 3
- * Increase the qualified Fire Department personnel by 100% (2 to 4) that will be able to conduct SCBA facepiece "Fit Testing". 3
- * Conduct Self Contained Breathing Apparatus (SCBA) "Fit Testing" for 100% of operational personnel. 3
- * Conduct one Emergency Operations Center (EOC) exercise involving 100% of the Fire Department Command Staff. 3
- * Have 2 captains enter into and complete the Out-of Position Shift Commander Program to bring total trained personnel to nine (9). 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	157.00	157.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	12,392,201	12,543,005	12,557,611	13,095,856
Other Services & Charges	204,308	187,998	187,998	198,519

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Supplies	136,270	124,805	126,055	138,841
Capital Outlay	3,460	0	0	0
Other Expenditures	116,143	93,234	93,234	93,234
Total	12,852,382	12,949,042	12,964,898	13,526,450
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire 2009-10 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.

2008-09 Accomplishments

Goal Ref

- * As of 2009 the average number of completed CEUs for Fire Department personnel is 53 CEU hours. Well over the benchmark of 20 CEU hours per year. 3
- * CPR/AED recertification was completed for January 2009 for 169 Fire Department personnel. 3
- * Four Fire Department personnel completed paramedic training and were licensed as Paramedics with the State of Missouri. 1
- * During the first quarter the Wellness Program was placed on hold pending review of departmental and firefighters union options and EMS Consultant review. Scheduled completion date May 2009. 3
- * 100% of all EMS reports were checked for accuracy and completeness. Twenty percent of calls meeting the criteria to be classified as a "critical medical call" were reviewed for quality assurance to meet or exceed established medical protocols. 3

2009-10 Objectives

Goal Ref

- * Support and track the provision of Emergency Medical Services (EMS) continuing education units (CEUs) to 169 personnel through an internet based provider. Twenty-five (25) CEUs per year are required for each emergency medical technician (EMT) and thirty (30) CEUs per year for each paramedic in order to maintain a state license. 3
- * 100% of Fire Department Personnel trained in Cardio-Pulmonary-Resuscitation (CPR)/Automatic External Defibrillator (AED) certification through the American Red Cross program in January 2010. 1
- * Manage the voluntary Wellness Physicals Program for approximately 169 uniformed personnel to include lab work and physical assessments. Target date for beginning the annual physicals is in August 2009, with completion in October 2009. 1
- * Manage a quality assurance program to review 20% of all incidents requesting emergency medical assistance and make recommendations regarding response protocols, equipment and training. 1
- * Provide paramedic training for at least six personnel beginning in 1

City of Independence
Detail Program Summary

Department: 4600 - Fire

2009-10 Operating Budget

Cost Center: 4622 - Emergency Medical Services

Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

September of 2009 with an expected completion by December 2010, at an approximate cost of \$4800.00 per person (cost of class only).

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Assistant Fire Chief	.00	.00	1.00	1.00
Battalion Chief EMS SafetyWell	1.00	1.00	.00	.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	69,563	113,517	117,169	114,849
Other Services & Charges	30,884	40,400	40,500	37,995
Supplies	26,095	21,000	20,900	22,000
Capital Outlay	1,369	0	0	0
Other Expenditures	0	0	0	0
Total	127,911	174,917	178,569	174,844
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Provided training and equipment for the reorganization of the fire cause investigation program which resulted in the number of fires reported as "Undetermined" being reduced from 68 to 62 for an approximate 10% reduction from calendar year 2007 to 2008. 3
- * Reviewed all incident reports completed every two (2) weeks identifying common errors and omissions and provided individual and Department wide training resulting in a 100% acceptance rate for reports submitted to state and national agencies. 1
- * Produced the Fire Department's 2008 Annual Report and distributed 375 copies to City department directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Commercial Inspections and Reinspections	4,896	4,025	5,204	6,200
Plan Reviews & Final Construction Inspections	618	607	718	500
Occupational License Inspections & Reinspections	915	749	900	890
Public Education Audience	15,947	16,814	17,382	26,073
Citizen Request	191	32	111	100
Zoning Projects	127	91	153	70

2009-10 Objectives

Goal Ref

- * Provide depth and redundancy in the Division's staffing for the specific duties of fire investigation, occupancy inspections, and juvenile fire setting interventions. One employee will be selected, assigned and trained to serve as back-up for each of these duties and tasks. 1
- * Produce the Fire Department's 2009 Annual Report for distribution to City department directors, fire stations, City Council, neighborhood 3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

- groups and the Chamber of Commerce.
- * Develop and oversee the reorganization of the public education program goal of increasing public contact by 50% and reducing the total number of fires by 3% (from 619 to 600). 1
 - * Provide procedures, equipment and deliver at least one course on fire cause determination to the personnel assigned to the Operations Division in order to reduce the number of fires reported as "Undetermined" by 5% (62 to 59). 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	525,549	568,978	572,364	584,957
Other Services & Charges	6,175	6,150	6,150	6,016
Supplies	6,323	15,565	15,565	12,511
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	538,047	590,693	594,079	603,484

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Ordered and distributed thirty-nine (39) sets of personal protective equipment (PPE) to fire personnel. This completed the fourth year of a five year program meeting the objective for 100% of personnel to have two sets of PPE, with at least 80% of personnel having one of those sets newer than five years old. 3
- * Replaced fifty (50) pairs of rubber boots with leather boots (second year of a three year program to replace rubber firefighting boots with leather). 3
- * Provided 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), scheduled to open July of 2009. 1
- * Placed into service one new pumper on November 10, 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 a live fire training building to be located at M78 and Terry Foster Memorial Dr. (scheduled to open late summer of 2009). 3

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Preventative maintenance completed on fire apparatus	40	63	80	70
Preventative maintenance completed on staff vehicles	52	34	72	40
Mechanic call outs	20	37	20	30
Self-Contained Breathing Apparatus repaired	20	27	20	24

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2009-10 Operating Budget
Fund: 02 - General Fund

Aerial apparatus recertification completed	4	4	4	4
Pumper apparatus pump tests completed	17	16	17	17

2009-10 Objectives

	<u>Goal Ref</u>
* Complete the fifth 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 one set of gear 10 years old or newer and 80% having one set newer than five years old.	3
* Replace (upgrade) fifty four (54) pairs of rubber boots with leather boots (3rd year of three year program).	3
* Replace eleven (11) Self Contained Breathing Apparatus (SCBA) seat brackets with "Clam Shell" style, providing for safer and more efficient airpak mounting inside the cabs. First year of three year program to provide all firefighter seating with this level of protection.	3
* Coordinate the remodeling of fire station 1/Fire Headquarters building and provide bi-weekly reports to Fire Administration on the status of construction activities.	3
* Replace all older style 880 fire helmets so that 100% of uniformed personnel have helmets meeting newest NFPA standards.	3
* Coordinate with the Training Division to provide oversight and bi-weekly reports to Fire Administration on the status of construction activities for placing in service the live Fire Training building to be located at M78 and Terry Foster Memorial Dr.	3
* Purchase 10 air bottles to continue replacement program.	3
* Complete pump testing on 100% of firefighting apparatus.	3

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Assistant Fire Chief	1.00	1.00	.00	.00
Battalion Chief of Services	.00	.00	1.00	1.00
Fire Apparatus Mechanic	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4641 - Maintenance

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	125,802	195,236	197,143	200,870
Other Services & Charges	65,355	137,292	136,292	121,907
Supplies	34,559	62,175	62,175	53,911
Capital Outlay	3,353	0	0	0
Other Expenditures	0	0	0	0
Total	229,069	394,703	395,610	376,688
	=====	=====	=====	=====

Significant Issues

* Performance indicator for preventive maintenance on staff cars was lower than originally projected for FY '07 -'08 due to implementing an alternative service level from 3000 miles to 6000 miles based on recommendation from Public Works Department Central Garage staff.

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 15 - Grants

Description

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

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	42,481	42,512	70,601	45,711
Other Services & Charges	1,010	0	4,533	0
Supplies	5,467	0	753	0
Capital Outlay	6,625	0	23,196	0
Other Expenditures	0	0	0	0
Total	55,583	42,512	99,083	45,711

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4651 - Training

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Sponsored one (1) Fire Officer I class scheduled for the spring of 2009. 1
- * Researched, purchased and installed on the Fire Department's server computer based software for use in increasing training hours and limiting out-of-territory time by companies. 1
- * Conducted didactic training on fire behavior and tactics to on-duty personnel on all three shifts, followed by practical application using computer based simulation to company officer level personnel. 1
- * Conducted one(1) multi-company drill for all on-duty personnel on all three shifts and one (1) ice rescue training and practical drill class allowing personnel to learn and demonstrate various emergency scene competencies. 1
- * Increased recorded total training hours by approximately 2% from FY'08-09 (21,010 to 21,430 hrs.) 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Total Hours of Training	1,970	7,314	2,464	7,350
Staff hours of training	13,129	21,010	26,867	28,210

2009-10 Objectives

Goal Ref

- * Sponsor the second of three Fire Officer I classes, providing 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 I with the State of Missouri by FY '11-12. 1
- * Conduct at least 2 classes dealing with safety, wellness and accident prevention with the goal of reducing injuries to Fire Department personnel by at least 2%. 1
- * Utilizing the new training facility, conduct at least one daytime and one nighttime multi-company drill for at least 80% of emergency operations personnel, allowing them to demonstrate competency in 1

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4651 - Training

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

- pumping, hose evolutions, ladder raising, rescue techniques.
- * Combining the use of the new training facility, the computer based training system, in-house training and the Firehouse reporting system, conduct and record categorized training to bring personnel up to at least 60% of ISO requirements of training. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	84,574	112,536	113,026	113,708
Other Services & Charges	20,228	47,375	47,375	25,679
Supplies	2,088	10,505	10,505	6,166
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	106,890	170,416	170,906	145,553

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

The Emergency Preparedness Division is responsible for supporting the Emergency Management functions for the City of Independence, Missouri. This Division provides the core management and administrative functions as defined through the Local Emergency Operations Plan. The Division serves as a support during times of disaster for all local, state, and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention, and recovery. The Emergency Preparedness Division manages and administers the Emergency Management Planning Performance 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.

2008-09 Accomplishments

Goal Ref

- * Developed and tested the Independence Emergency Operations Center (EOC) "Play Book" to increase EOC management efficiencies during disasters. 1
- * Completed the basic Continuity of Operations Plan (COOP) which determines essential functions and concepts of City operations thus assuring core governmental functions will continue during disaster events. 3
- * Installed two (2) additional "outdoor" warning sirens, bringing the total number of sirens in the City to thirty-one and incorporated new siren software that integrates polygon warning activation criteria from the National Weather Service. 1
- * A citywide "Debris Management Plan" was developed to meet required FEMA criteria to coordinate the removal, collection and disposal of disaster debris. 3
- * One (1) full scale and two (2) tabletop exercises were conducted to test EOC activation and communication plans/capabilities for the office of Emergency Preparedness. 1
- * Maintained participation in Emergency Management Performance Grant program increasing funding by 130% over the previous year. 3

2009-10 Objectives

Goal Ref

- * Continue expansion of the City's Continuity of Operations Plan (COOP) through development of departmental recovery time and point objectives, providing for the reconstitution of normal routine functions and implementation of a multi-year recovery management strategy. 3

City of Independence
Detail Program Summary

Department: 4600 - Fire

2009-10 Operating Budget

Cost Center: 4661 - Emergency Preparedness

Fund: 02 - General Fund

2009-10 Objectives

Goal Ref

- * Install one (1) voice warning siren at the new Independence Athletic Complex and one (1) "outdoor" warning siren in the area of Strode Road and Lobb Cemetery Road. 1
- * Develop one (1) tabletop exercise to test the newly developed COOP plan, one (1) drill to test Emergency Operations Center (EOC) communications and notification capabilities and one (1) functional exercise to test the new Debris Management Plan. 1
- * Continue participation and administration of the Emergency Management Performance Grant (EMPG) program with all required reports submitted quarterly and exercise requirements completed by October 2009. 3
- * Development of a Memorandum of Understanding (MOU) and integration of the Civil Air Patrol "Wing" office into the Independence Emergency Operations Center to improve coordination with United State Air Force/Department of Defense resources. 3
- * Coordinate the design, building and opening of the City's new Emergency Operations Center (EOC) (currently planned for fire station 1/Fire Headquarters, 950 N. Spring St.) with other City departments, agencies and jurisdictions. 1
- * Continued support of the Radio Amateur Civil Emergency Services group (RACES) by increasing the number of volunteers by 10%, (from 36 to 40) and increasing EOC communication capability by obtaining Echo-link technologies and conducting two communications exercise drills utilizing this resource. 3
- * Conduct three (3) CERT training classes 2009-2010 budget year increasing CERT volunteers by 75 members. 3
- * Deliver one (1) Community Emergency Response Team (CERT) exercise with regional participation involving over 125 participants 3
- * Continued development of the Safe Church/Sanctuary program by adding two (2) large churches (over 750 members) located in Independence to the program. 3
- * Deliver twenty-four (24) preparedness presentations throughout the City of Independence to civic groups, neighborhood associations, churches, etc., with an additional two (2) regional, state or federal presentations. These presentations will be coordinated with and support messages from other City organizations such as Fire Prevention, Health and Police Departments. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	39,987	42,675	43,954	45,711
Other Services & Charges	22,668	43,600	43,600	36,317
Supplies	5,216	13,400	12,300	7,444
Capital Outlay	4,149	0	1,100	0
Other Expenditures	0	0	0	0
Total	72,020	99,675	100,954	89,472
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire

2009-10 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.

2008-09 Accomplishments

Goal Ref

- * The living and office space at fire stations 8, 6, 9, and 10 were remodeled providing updated sleeping areas, flooring, paint, kitchen finishes/cabinets, etc. 3
- * Increased computer connectivity to all fire stations. Fire station 1 was upgraded to a fiber optic connection. Station 2, 3, 4, 5, 6, 7, 8 and 10 were upgraded from frame-relay to cable. 1
- * Remodel/construction documents for fire station 1 (950 N. Spring St.) completed and expected to go out for bid fourth quarter of FY 08-09. 3

2009-10 Objectives

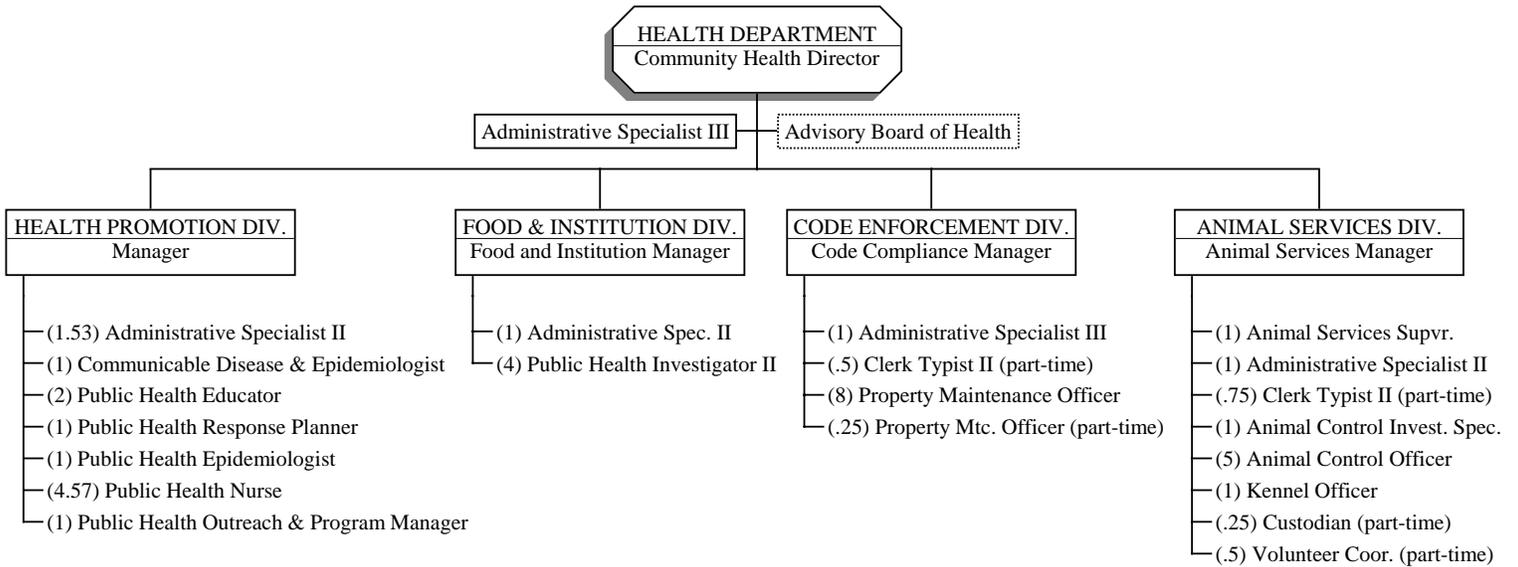
Goal Ref

- * Purchase replacement or upgraded equipment for each firefighting vehicle to meet current Insurance Service Office (ISO) standards. 1
- * Purchase one (1) voice warning siren and one (1) "outdoor" warning siren for installation at the new Independence Athletic Complex. 1
- * Purchase one (1) front-line pumper and two (2) staff vehicles. 1
- * Support the provision of at least one (1) multi-company firefighting drill at the new live fire training building. 1
- * Remodel fire station 1 / Fire Headquarters building (950 N. Spring St.) to include replacement heating/cooling units, electrical upgrades, improved space utilization features, paint and flooring. 3
- * As part of the fifth year of the Personal Protective Equipment (PPE) replace program purchase a minimum of thirty (30) sets of PPE. 1
- * Purchase fifty-four (54) pairs of leather boots (3rd year of three year program to upgrade rubber firefighting boots with leather). 1

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	24,270	0	0	0
Other Services & Charges	177,441	242,080	247,830	292,380
Supplies	109,659	252,000	247,000	229,600
Capital Outlay	305,995	1,282,000	1,281,250	1,368,585
Other Expenditures	550,313	553,713	553,713	0
Total	1,167,678	2,329,793	2,329,793	1,890,565
	=====	=====	=====	=====

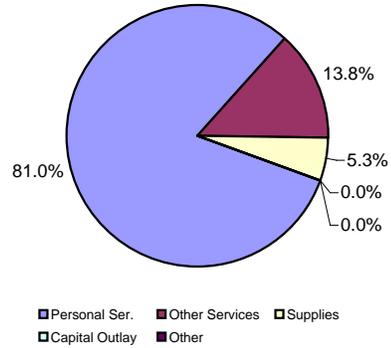
City of Independence, Missouri Health Department



Appropriations by Type:

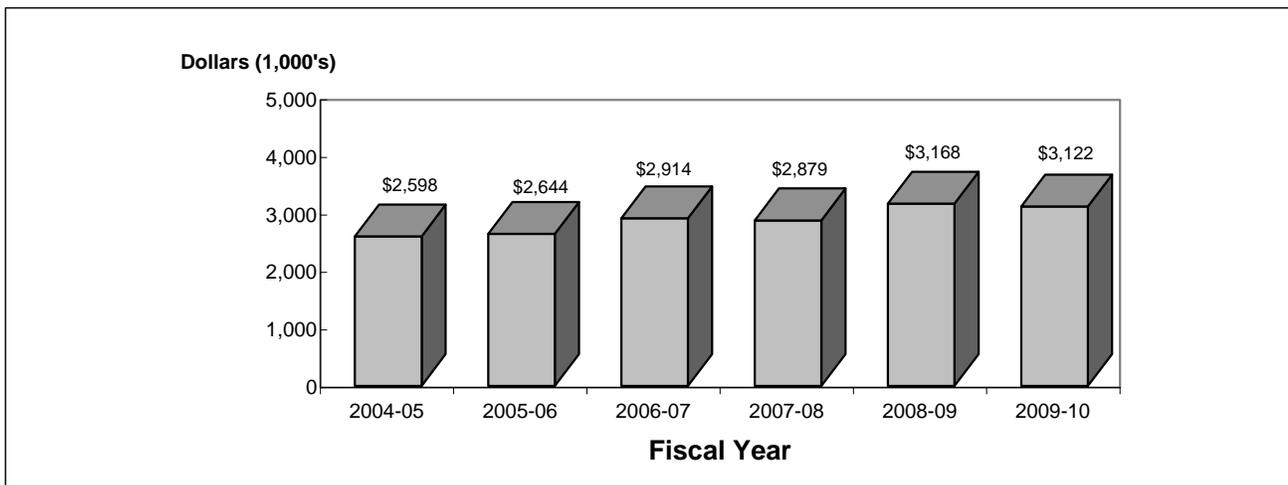
Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 2,413,803	\$ 2,549,850	\$ 2,560,435	\$ 2,528,220
Other Services	267,873	394,871	415,099	429,752
Supplies	183,394	223,736	190,835	163,939
Capital Outlay	13,558	-	11,016	-
Other	-	-	-	-
Total	\$ 2,878,628	\$ 3,168,457	\$ 3,177,385	\$ 3,121,911

2009-10 Budget



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	39.00	40.25	41.95	41.50	42.35	40.60
Amount by Fund:						
General Fund	\$ 1,944,484	\$ 2,041,426	\$ 2,411,687	\$ 2,425,484	\$ 2,706,680	\$ 2,775,159
Grants	653,640	602,832	502,697	453,144	461,777	346,752
Total All Funds	\$ 2,598,124	\$ 2,644,258	\$ 2,914,384	\$ 2,878,628	\$ 3,168,457	\$ 3,121,911
Comparative Ratios:						
Per Capita	\$ 22.56	\$ 22.88	\$ 25.13	\$ 24.74	\$ 29.03	\$ 27.35
Per Household	\$ 53.48	\$ 54.24	\$ 59.57	\$ 58.63	\$ 68.23	\$ 63.46



City of Independence
Departmental Budget Summary

Department: 4700 - Health

2009-10 Operating Budget

Department Description

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

Description	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	34.50	35.50	35.50	36.00
Part Time Positions	7.45	6.00	6.85	4.60
Total	41.95	41.50	42.35	40.60
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4711 Health Administration	253,728	380,179	387,157	449,574
4713 Food and Institution	379,021	398,825	399,708	417,216
4715 Health Promotion Division	370,178	409,578	399,178	402,503
4721 Animal Services Division	688,707	724,459	739,891	696,029
4740 Code Enforcement	733,850	793,639	796,701	809,837
4750 Health Dept. Grants	453,144	461,777	454,750	346,752
Total	2,878,628	3,168,457	3,177,385	3,121,911
	=====	=====	=====	=====

Source of Funding	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
General Fund	2,425,484	2,706,680	2,722,635	2,775,159
Grants	453,144	461,777	454,750	346,752
Total	2,878,628	3,168,457	3,177,385	3,121,911
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4700 - Health

2009-10 Operating Budget

Direct/Offsetting Revenues

Food Handler's Permits	141,640	126,450	140,113	155,385
Animal Shelter Fees	109,363	106,000	113,842	99,000
Food Establishment Permits	99,793	92,000	63,857	90,350
Other Health Fees and Permits	8,717	9,396	9,710	9,765
Public Health Nursing Grants	170,949	165,880	165,000	167,372
Total	530,462	499,726	492,522	521,872
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Equipped all field officers in the Animal Services Division with wireless laptop computers, thus reducing response time, lessening paperwork time, and adding to staff efficiency by allowing access to prior call information. 1
- * Conducted the Neighborhood Code Compliance Program in eight Independence neighborhoods. 1
- * Provided smoking cessation classes to 84 smokers to assist with compliance of the Clean Indoor Air Act of 2006. 1
- * Worked with an architect to develop a schematic drawing and an architectural rendering for a new animal shelter. 1
- * Created the Hungry and Homeless Coalition to help return those in need to the life they desire and to better coordinate community services offered. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Neighborhood Code Compliance Program	8	8	8	8

2009-10 Objectives

Goal Ref

- * Continue the Neighborhood Code Compliance Program in eight Independence neighborhoods. 1
- * Implement the Foreclosed and Neglected Properties Program (FNPP) in a target area of the city. 1
- * Begin construction of a new Animal Shelter. 1
- * Work with the Independence School District on a feasibility study for providing Flu-Mist and flu shots for students within the school district. 1

City of Independence
Detail Program Summary

Department: 4700 - Health

2009-10 Operating Budget

Cost Center: 4711 - Health Administration

Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	178,985	180,208	184,894	185,907
Other Services & Charges	70,518	197,311	197,311	259,993
Supplies	4,225	2,660	4,952	3,674
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	253,728	380,179	387,157	449,574
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4713 - Food and Institution

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Inspected 100% of food and beverage facilities at least once within a six-month period (517). 1
- * Followed up on 100% of food establishment complaints within 48 hours of receipt of complaint (87). 1
- * Investigated 100% of food related recalls within 24 hours of receipt (35). 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Day Care Facilities Inspections	104	114	116	116
Retail Food Distribution Inspection	267	229	312	240
Commercial Swimming Pool Inspections	86	77	73	75
Miscellaneous Inspections	131	237	128	240
Food Related Complaints	234	210	252	215
Food Handlers Trained	8,155	19,214	7,887	10,000
Food Service Inspection	1,254	1,613	1,098	1,500
Follow-up Inspections	213	230	143	200
Soft-Serve Inspections/Sample	68	68	62	68
Food Managers Trained	459	338	528	400

2009-10 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 tattoo/body piercing parlors and childcare facilities are inspected at least once within a six-month period. 1
- * Assure that all commercial swimming pools, soft serve dispensers and lodging facilities are inspected at least once annually. 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
Cost Center: 4713 - Food and Institution

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Administrative Aide I	1.00	.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	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	354,743	371,520	373,653	390,925
Other Services & Charges	14,772	16,566	16,741	17,169
Supplies	9,506	10,739	9,314	9,122
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	379,021	398,825	399,708	417,216

Significant Issues

- * A system will be implemented to obtain updated business contact information during the health permit renewal process.
- * A city ordinance will be implemented for Hotel/Motel licensure.

City of Independence
Detail Program Summary

Department: 4700 - Health

2009-10 Operating Budget

Cost Center: 4715 - Health Promotion Division

Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Initiated collaborative effort with Centerpoint Medical Center to educate and change hospital policy to administer Tdap vaccine to post-partum mothers. 1
- * Conducted biannual visits to 100% of childcare facilities (59) to educate and do immunization audits to assure 100% compliance for all children enrolled. A total of 5,014 immunization records were audited. 1
- * Provided leadership for the Employee Wellness Committee which sponsored a wellness screening for 232 participants and coordinated various wellness programs during the year for an additional 632 participants. 1
- * PEPPI (Peer Exercise Program Promotes Independence) classes provided for 231 participants in 5 senior sites. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Communicable Disease Investigations	186	175	160	200
Flu Shots Given	1,118	764	700	800
Immunization Record Reviews	5,028	5,041	4,900	5,020

2009-10 Objectives

Goal Ref

- * Will provide communicable disease reporting information and support in an on-site visit for 30% of the surveillance sites or health care provider locations. 1
- * At least 90% of children in childcare 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

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4715 - Health Promotion Division

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	345,090	353,246	353,246	374,859
Other Services & Charges	4,211	4,691	5,752	3,677
Supplies	20,877	51,641	40,180	23,967
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	370,178	409,578	399,178	402,503

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4721 - Animal Services Division

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Added online reporting capabilities to the Website for barking dog complaints. 1
- * Purchased and installed new cat condos in two rooms at the Animal Shelter. 1
- * Experienced a 45% increase in the Operation Litterless program. 1
- * Increased citizen satisfaction as seen through the 2008 ETC Survey, by being more responsive and proactive to their needs. 1
- * Purchased and installed new commercial washer and dryer. 1
- * Partnered with two veterinarians to offer monthly low cost spay and neuter.
- * Updated Website to add a link for viewing photos and information on animals from the Animal Shelter's intake program for public viewing.

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Service Calls	9,107	9,777	8,500	10,000
Summons Issued	840	668	800	825
Reported Animal Bites	159	108	140	140
Animals picked up by Animal Control Officers in the field	3,122	2,493	3,000	3,000
Animals taken into the shelter	7,924	6,176	7,000	6,500
Animals placed in new homes	2,191	2,168	2,200	2,200

2009-10 Objectives

Goal Ref

- * Actively patrol the area west of Lee's Summit Road and contact citizens within this area to proactively assist them in solving any animal issues. 1
- * Partner with local welcome services to provide new residents with Animal Services brochures. 1

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4721 - Animal Services Division

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Animal Services Officer	5.00	5.00	5.00	5.00
Kennel Officer	1.00	1.00	1.00	1.00
Animal Control Manager	1.00	1.00	.00	.00
Animal Services Manager	.00	.00	1.00	1.00
Clerk Typist II	.75	.75	.75	.75
AnimalControlInvestigator Spec	.00	1.00	1.00	1.00
Animal Control Supvr	1.00	1.00	.00	.00
Animal Services Supvr	.00	.00	1.00	1.00
Custodian	.25	.25	.25	.25
Volunteer Coordinator	.50	.50	.50	.50
Administrative Spec II	1.00	1.00	1.00	1.00
Total	10.50	11.50	11.50	11.50

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	549,121	596,389	601,821	578,281
Other Services & Charges	61,688	63,240	78,971	53,932
Supplies	72,698	64,830	58,830	63,816
Capital Outlay	5,200	0	269	0
Other Expenditures	0	0	0	0
Total	688,707	724,459	739,891	696,029

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
Cost Center: 4740 - Code Enforcement

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * In three years, the Neighborhood Code Compliance Program (NCCP) has removed more than 1.6 million pounds of trash and brush from 24 neighborhoods (7,705 addresses); voluntary compliance increased from 62% to 98.5%; and assistance was provided to 131 residents who were disabled, elderly or otherwise unable to move their own items. 1
- * Awarded the Missouri Municipal League Innovation Award for the NCCP. The Innovation Awards program showcases projects that demonstrate new approaches for solving municipal problems. 1
- * The NCCP was recognized by the National Association of County and City Health Officials (NACCHO) as a Promising Practice. 1
- * Two property maintenance officers, David Dickerson and Kimberly Gearhart, were selected as recipients of the 2008 Susan Paxton Block Public Service Award for their work on the NCCP. 1
- * All supervisory and inspection staff in the Code Enforcement Division successfully completed the International Code Council (ICC) exam needed to obtain certification as Property Maintenance Officers through the American Association of Code Enforcement (AACE). Additionally, three staff members have completed the second tier of ICC testing and are certified as Code Enforcement Officers through AACE. 1
- * Presented the NCCP to a national audience at the Transforming Local Government Annual Conference in Corpus Christi, Texas. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Reactive Cases (complaint generated)	4,572	4,811	5,141	5,398
Proactive Cases	3,667	4,694	4,511	4,737
Initial Inspections	7,870	8,836	8,959	9,407

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4740 - Code Enforcement

2009-10 Operating Budget
Fund: 02 - General Fund

Recheck Inspections	8,376	9,134	9,429	9,900
Properties Deemed Unsafe to Occupy	154	183	194	204
Tickets Issued	1,275	1,252	1,335	1,402

2009-10 Objectives

Goal Ref

- * Complete 70% of all initial inspections (approximately 8,800) within one week of the due date and 99.9% within two weeks. 1
- * Successfully conduct the NCCP in seven neighborhoods with areas to be between 300-350 addresses in size. Expand one area of the NCCP to include approximately 600 addresses. This expansion will enable a logistically better approach for large areas in need of the NCCP and may be used for future sessions at the end of the calendar year. 1
- * Work with Finance to increase compliance with the rental licensing and landlord/tenant ordinances. Staff from both departments will work together to develop tools that increase landlord's awareness of their obligations and ultimately increase compliance. A more uniform approach to identifying those not in compliance will also be developed. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	641,437	698,121	701,825	728,566
Other Services & Charges	67,988	74,680	74,680	69,511
Supplies	24,425	20,838	20,196	11,760
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	733,850	793,639	796,701	809,837

*City of Independence
Detail Program Summary*

*Department: 4700 - Health
Cost Center: 4740 - Code Enforcement*

*2009-10 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * The recent downturn in the economy and the housing market has increased the number of foreclosures and the number of vacant properties. These conditions may have a significant impact on the number of property maintenance complaints to be addressed. An increase in caseload will impact both available manpower resources and abatement funding.
-

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4750 - Health Dept. Grants

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Conducted two drive-through flu vaccination clinics for City employees and the community. Incident Command Structure was implemented, utilizing the Public Health Response Trailer as the Incident Command Post. A total of 453 vaccinations were given to participants. 1
- * Initiated Kid Power and CATCH programs that focused on nutrition education and physical activity for 250 low income children ages 5-12 years old and their families. 1
- * Provided leadership for the Coalition for Child Safety; awarded funding for 3 community mini-grants for child abuse prevention activities with Children's Trust Fund money; printed and distributed 7500 Family Resource Guides. 1
- * Coordinated the installation of a back-up generator at the Health Department which has the capacity to provide continuity of operations assistance for other local public health agencies and City departments. 1
- * Parents University; co-chaired the community event and taught classes for 240 parents who attended, which represents a 50% increase in attendance from the previous year. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Asthma Education (students and adults)	1,072	755	700	750
Nutrition and Fitness classes in the Community	20	179	31	100
Tobacco Use Prevention advocacy students trained	161	34	100	40

2009-10 Objectives

Goal Ref

- * Will provide assistance in initiating the development of a community garden to help residents have access to fresh fruits and vegetables. 1

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4750 - Health Dept. Grants

2009-10 Operating Budget
Fund: 15 - Grants

2009-10 Objectives

Goal Ref

- Participants will demonstrate a 30% increase in their knowledge of nutrition and gardening through pre and post testing.
- * Conduct smoking cessation support. 20% of participants will continue to be tobacco-free at the 3 month evaluation. 1
 - * Will recruit 50 women, who are at risk for heart disease, for an initial cardiac screening done in collaboration with Centerpoint Medical Center. 1
 - * Encourage residents to increase physical activity and improve nutrition via classes or by posting current events and health related information on the City website and for City 7 a minimum of one per month. 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

Staffing:

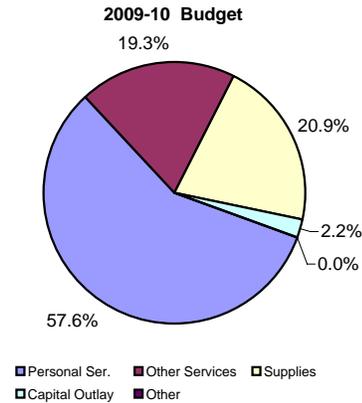
Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Public Health Educator	1.00	1.15	2.00	2.00
Public Health Nurse	4.70	2.57	2.57	.90
Public Hlth Epidemiologist	1.00	1.00	1.00	1.00
Public Hlth Response Planner	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.53	.53	.45
Total	7.70	6.25	7.10	5.35

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	344,427	350,366	344,996	269,682
Other Services & Charges	48,696	38,383	41,644	25,470
Supplies	51,663	73,028	57,363	51,600
Capital Outlay	8,358	0	10,747	0
Other Expenditures	0	0	0	0
Total	453,144	461,777	454,750	346,752

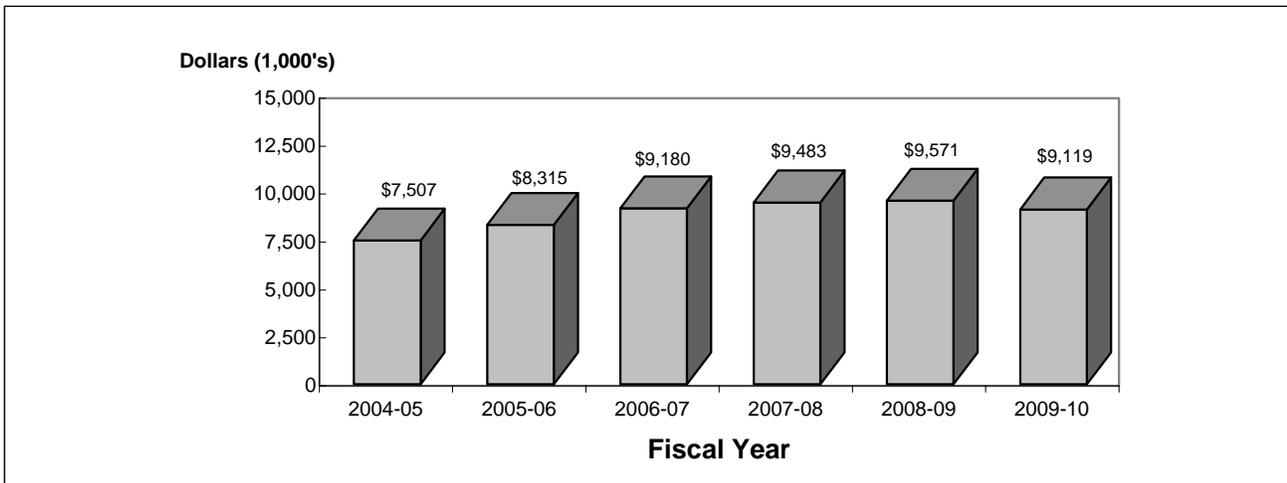
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 5,610,537	\$ 5,501,364	\$ 5,567,953	\$ 5,255,651
Other Services	1,586,887	1,823,341	1,826,337	1,758,918
Supplies	2,102,123	2,046,642	2,043,646	1,902,070
Capital Outlay	183,316	200,000	200,000	202,152
Other	-	-	-	-
Total	\$ 9,482,863	\$ 9,571,347	\$ 9,637,936	\$ 9,118,791



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	91.00	92.00	93.00	93.00	93.00	92.75
Amount by Fund:						
General Fund	\$ 6,114,926	\$ 6,607,472	\$ 7,155,957	\$ 7,187,216	\$ 7,345,945	\$ 6,928,498
Sanitary Sewer Fund	25,899	66,984	69,784	71,512	71,759	73,993
Garage Fund	1,365,901	1,640,778	1,954,733	2,224,135	2,153,643	2,116,300
Total All Funds	\$ 7,506,726	\$ 8,315,234	\$ 9,180,474	\$ 9,482,863	\$ 9,571,347	\$ 9,118,791
Comparative Ratios:						
Per Capita	\$ 65.19	\$ 71.96	\$ 79.17	\$ 81.50	\$ 87.68	\$ 79.90
Per Household	\$ 154.51	\$ 170.55	\$ 187.64	\$ 193.15	\$ 206.10	\$ 185.37



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	93.00	93.00	93.00	92.00
Part Time Positions	.00	.00	.00	.75
Total	93.00	93.00	93.00	92.75
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
5001 Administration	264,282	230,391	235,834	236,897
5011 Public Works Engineering	1,236,372	1,138,675	1,170,556	965,874
5013 Public Works - Admin. Support	291,296	312,075	319,292	325,430
5015 Property Management	845,613	966,627	987,444	950,672
5030 Public Works Engineering-Sewer	71,512	71,759	73,510	73,993
5111 Street Maintenance	4,549,653	4,698,177	4,695,873	4,449,625
5121 Central Garage	2,224,135	2,153,643	2,155,427	2,116,300
Total	9,482,863	9,571,347	9,637,936	9,118,791
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 5000 - Public Works

2009-10 Operating Budget

Source of Funding

General Fund	7,187,216	7,345,945	7,408,999	6,928,498
Sanitary Sewer Fund	71,512	71,759	73,510	73,993
Central Garage Fund	2,224,135	2,153,643	2,155,427	2,116,300
Total	9,482,863	9,571,347	9,637,936	9,118,791
	=====	=====	=====	=====

Direct/Offsetting Revenues

Erosion Control Permits and Right of way Management Permits	445,597	700,000	300,000	300,000
Total	445,597	700,000	300,000	300,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5001 - Administration

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Completed Truman Road, Santa Fe, Walnut, Strode Road Bridge and Fire Station No. 4 projects. 1
- * Successful Food Drive, donating 627 pounds. 1
- * Started Street Overlay program from Sales Tax Renewal. 1
- * Begin construction of Jackson Drive and the Little Blue Parkway. Finished one phase of Jackson Drive. 1
- * Addition of deicer salt storage capacity. 1
- * Started electronics recycling event. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
Number of employee accidents	13	10	10	8
Employee Satisfaction Survey	60	85	85	85
Project schedules met by percentage	90	90	90	90

2009-10 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, from R. D. Mize to Holke Road. 1
- * Construction on the new Sales Tax Program on Salisbury Road and on Overlay Contract. 1
- * Evaluate pavement using Condition Pavement Index for 190 miles. 1
- * Reduce accidents through an active safety program and Safety Committee. 1
- * Work with an Employee Safety Committee to reduce accidents. 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works
 Cost Center: 5001 - Administration

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	243,165	212,086	217,829	219,234
Other Services & Charges	13,072	10,620	10,320	10,274
Supplies	8,045	7,685	7,685	7,389
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	264,282	230,391	235,834	236,897

Significant Issues

- * Managing changes in resources and work requirements during an economic downturn.
- * Managing department changes from employee retirements and new employees.

City of Independence
Detail Program Summary

Department: 5000 - Public Works

2009-10 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.

2008-09 Accomplishments

Goal Ref

- * Construction was finished on Truman Road, Santa Fe, Walnut, and the Strode Road Bridge. 1
- * Design work is started on the new Street Sales Tax Program. 1
- * Engineering and design work is underway for all phases of the Little Blue Parkway. Design is complete for Jackson Drive between 37th Street and 78 Highway. 1
- * Managed construction of storm water improvement projects. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Little Blue Pkwy.-39th to U.S. 24 Design Completion (%)	30.0	100.0	100.0	100.0
Jackson Dr. between 39th & 78 Hwy. Design Completion (%)	20.0	100.0	100.0	100.0
New Street Sales Tax Program Completion (%)	N/A	N/A	N/A	8.0
Little Blue Parkway Construction Completion (%)	N/A	N/A	N/A	60.0

2009-10 Objectives

Goal Ref

- * Complete the design of the Little Blue Parkway. 1
- * Complete Street Sales Tax projects on an Overlay Contract and Salisbury Road. 1
- * Manage federally funded projects on the 23rd and Noland intersection, the R. D. Mize Road (two phases) projects and the 24 Highway Sidewalks. 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
- * Have construction underway on the Little Blue Parkway between R. D. Mize Road and 78 Highway. 1
- * Work on updating the Public Works code requirements and adopt the new APWA guidelines for storm drainage. 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5011 - Public Works Engineering

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineering Administrator	3.00	4.00	4.00	4.00
Engineer III	3.00	3.00	3.00	3.00
Construction Inspector	4.00	3.00	3.00	3.00
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech III	3.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	18.00	18.00	18.00	18.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,127,108	991,185	1,022,966	830,200
Other Services & Charges	82,115	121,255	117,064	112,247
Supplies	26,506	26,235	30,526	23,427
Capital Outlay	643	0	0	0
Other Expenditures	0	0	0	0
Total	1,236,372	1,138,675	1,170,556	965,874

Significant Issues

- * Multiple phases of the Little Blue Parkway and Jackson Drive will be under construction. 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.
- * Employee retirements need to be addressed by reassigning resources and adding resources.

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2009-10 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.

2008-09 Accomplishments

Goal Ref

- * Completed the acquisition for the Little Blue Parkway, Phases 4 & 5, and for Jackson Drive from 37th Terrace to M-78. 1
- * The inventory of City-owned properties was completed and placed on a departmental shared drive. 4

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Acquisition within schedule (Percentage)	83.0	90.0	95.0	98.0

2009-10 Objectives

Goal Ref

- * Continue acquisition for all public improvement projects, including the Little Blue Parkway and Jackson Drive. 1
- * Convert the City-owned property files to electronic versions. 4
- * Provide on-line right of way permit filing for contractors. 1
- * Provide co-mingled recycling for selected City buildings. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2.00	2.00	2.00	2.00
Engineering Tech III	2.00	2.00	2.00	2.00
Total	6.50	6.50	6.50	6.50
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2009-10 Operating Budget
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	287,113	307,175	314,192	321,530
Other Services & Charges	3,590	3,800	4,210	2,800
Supplies	593	1,100	890	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	291,296	312,075	319,292	325,430
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2009-10 Operating Budget
Fund: 02 - General Fund

Description

The Property Management Division is responsible for Design and Construction Management of new and remodel projects. It maintains and upgrades the various facilities of the City in such a manner as to provide the citizens, as well as the employees, a safe, functional, accessible, and comfortable environment. These services are provided through the integration of the principles of business administration, architecture, engineering, along with skilled trades of painting, mechanical systems, carpentry, electrical repairs, and custodial services.

2008-09 Accomplishments

Goal Ref

- * Remodel of the Police Crime Lab, including new evidence window, walls, electric power supply and lighting. 1
- * Turned City Council's conference room in City Hall into a new office. 1
- * Worked on the design for renovating the Police Building first floor. 1
- * Painted the police locker room and squad room; also painted multiple offices through out the City. 1
- * Completed construction and opened new Fire Station 3. 1
- * Completed construction for the new Fire Training Facility with burn rooms. 1
- * Completed construction for partial remodels of Fire Stations 6, 8, 9 and 10. 1
- * Completed design for the first phase of Fire Station 1 (HVAC replacement). 1
- * Designed and bid construction for Court Clerk security modifications. 1
- * Installed new electrical service for the Animal Control Building. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Building Cleanliness Reporting without added request (%)	70.0	65.0	75.0	85.0
Response to Work Orders Within Time Goal (%)	77.0	80.0	80.0	80.0
Repeated Calls on Mechanical Equipment (Each)	3	3	5	5

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5015 - Property Management

2009-10 Operating Budget
Fund: 02 - General Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* Perform weekly cleaning inspections at each building. Also, do a monthly inspection with the cleaning service contractor. Effectiveness to be measured by inspection reports.	1
* Perform preventative maintenance inspections of major mechanical equipment and develop a recorded history of problems. Effectiveness to be measured by tracking the repair costs on equipment and analyzing the information to determine if equipment has exceeded its normal life cycle.	1
* Provide outstanding customer service for building maintenance issues. Performance measured by e-mail or phone messages regarding the same issue.	1
* Provide project management oversight for City building projects for General Fund departments. Performance measured by scope, cost and schedule benchmarks being met on specific projects.	1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
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

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	529,307	607,608	611,800	591,995
Other Services & Charges	241,785	265,454	279,181	265,673
Supplies	74,521	93,565	96,463	93,004
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	845,613	966,627	987,444	950,672
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

*Department: 5000 - Public Works
Cost Center: 5015 - Property Management*

*2009-10 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * Vacant positions need to be filled in order to provide on-going maintenance and repairs to City buildings.
 - * Underground steam lines used to heat the buildings at the Central Garage are in need of replacement.
 - * The entire waste line in the plumbing chase on the first floor of the Police Department needs to be replaced.
 - * The revolving door at City Hall needs to be replaced.
-

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	71,512	71,759	73,510	73,993
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	71,512	71,759	73,510	73,993

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5111 - Street Maintenance

2009-10 Operating Budget
Fund: 02 - General Fund

Description

Street Maintenance is responsible for maintaining approximately 1,156 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditching, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, cleaning of medians and islands, maintenance of equipment, placement of driveway pipes, recycling center operation, nine City-Wide Cleanups per year, training for CDL's 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.

2008-09 Accomplishments

Goal Ref

- | | |
|---|---|
| * Recycling: A total of 24,966 vehicles used both recycling sites during the year. | 1 |
| * Street Sweeping: 1,619 curb-miles were swept from July, 2008 through January, 2009 which included 278 islands and medians. | 1 |
| * City-Wide Cleanup: Nine successful City-Wide Cleanup events were held. | 1 |
| * Community Service Workers: There were 3,052 community service hours supervised through the first seven months. | 1 |
| * Snow Removal: Provided snow removal response for 7 snow events. | 1 |
| * Traffic Signs: Assembled 1,185 traffic signs, installed 236 new traffic signs and posts, serviced 2,055 signs from Federal upgrade program, serviced 1,811 signs from citizen notifications, and assembled and installed 151 non-traffic signs. | 1 |
| * Traffic Painting: Painted 32 miles of center and edge lines and 231 crosswalks; repainted 409 stop bars, 169 transverse markers, 127 turn arrows and 20 handicap parking symbols. | 1 |
| * Traffic Barricades: Placed and recovered 1,143 barricades for block parties including the Fourth of July parade, Santa Cali Gon Days, and other Square and Chamber events. | 1 |
| * Potholes: Responded to 25 pothole hot line tickets and 270 patch tickets, resulting in 1,149 holes being patched. | 1 |
| * Crack Seal: Crack sealed 1,577 feet of streets. | 1 |
| * Training: 23 employees received 528 hours of training on various types of equipment. | 1 |
| * Graffiti Removal: Removed graffiti from 3 locations. | 1 |
| * Bridge Maintenance: Repaired and sealed Chrysler Bridge. | 1 |
| * Salt Storage: Poured footing and walls for the start of our new salt storage area. | 1 |
| * Storm Water: Installed drainage infrastructure for the New Sports | 1 |

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5111 - Street Maintenance

2009-10 Operating Budget
Fund: 02 - General Fund

2008-09 Accomplishments

Goal Ref

Complex.

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Street Condition (PCI Average)	75	75	80	90
Right of Way Maintenance (Service Requests)	40	76	60	100
Sweeping and Cleaning Medians (Service Requests)	65	39	60	60
Drainage (Service Requests)	75	16	40	40
Snow Removal (Service Requests)	25	101	60	60
Employee Retention (Percentage)	75	94	85	94
Street Signs Maintained (Percentage)	10.0	7.0	10.0	10.0

2009-10 Objectives

Goal Ref

- * Inspect 221 miles of our streets each year to measure the PCI (Pavement Condition Index) of our streets. 1,4
- * Street sweeping and median cleanup to be performed twice per year in each District; to 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. One district will be inspected per year. 1
- * End of season evaluation that provides recommendations for next year that takes into account input from citizens, other City departments and Supervisor's evaluations. 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
-----------------------	---------------------------	---------------------------	---------------------------	---------------------------

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5111 - Street Maintenance

2009-10 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
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	.00	.00	.00
Administrative Spec III	.00	1.00	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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	2,734,548	2,640,480	2,654,801	2,557,313
Other Services & Charges	911,667	1,102,216	1,092,531	998,244
Supplies	720,765	755,481	748,541	699,916
Capital Outlay	182,673	200,000	200,000	194,152
Other Expenditures	0	0	0	0
Total	4,549,653	4,698,177	4,695,873	4,449,625

Significant Issues

* Need to replace an aging fleet.

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5121 - Central Garage

2009-10 Operating Budget
Fund: 90 - Central Garage Fund

Description

Central Garage is responsible for maintaining the City's fleet comprised of 720 units of rolling stock. It is also responsible for vehicle and equipment acquisition, repair, preventative maintenance, and fuel management for vehicles used in law enforcement, fire prevention, health, social services, parks, public works, and other government activities. It is also responsible for fabrication and welding requests by all City departments. Central Garage maintains a wide range of automotive parts which includes 1,894 types of various parts. It also maintains two fuel sites within the City.

2008-09 Accomplishments

Goal Ref

- * Changed a PB patcher bed over to dump truck frame in order to save money from the high cost of a new patcher truck. 1
- * Took a surplus dump truck from WPC Department and mounted a salt spreader and plow from an out-of-service truck for snow removal at a substantial cost savings. 1
- * From July 1, 2008 to January 31, 2009, preventative maintenance on police and fire, light truck and car shop included 311 lube & oil changes, 105 brake jobs, 193 tire replacements and 308 shuttles. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Mechanic Hours Billed (Percentage)	86.0	86.0	90.0	90.0
Preventative maintenance orders within recommended time (%)	95.0	95.0	90.0	90.0
Road Service Calls (Each)	20	20	20	30

2009-10 Objectives

Goal Ref

- * Maintain billable mechanic rates of 90%. 1
- * Perform 90% of preventative maintenance on 720 pieces of equipment before being 500 miles over due. 1
- * Train Administrative Specialist II in the use of Computer Fleet Analysis (CFA) software program. 1
- * Quarterly meetings to be held with garage users to discuss operations, budgets and costs. 1

City of Independence
Detail Program Summary

Department: 5000 - Public Works
Cost Center: 5121 - Central Garage

2009-10 Operating Budget
Fund: 90 - Central Garage Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Clerk Typist II	1.00	1.00	1.00	.00
Auto Mechanic	3.00	3.00	3.00	3.00
Fleet Parts Inventory Clerk	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	.75
Garage Supervisor	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	9.75
	=====	=====	=====	=====

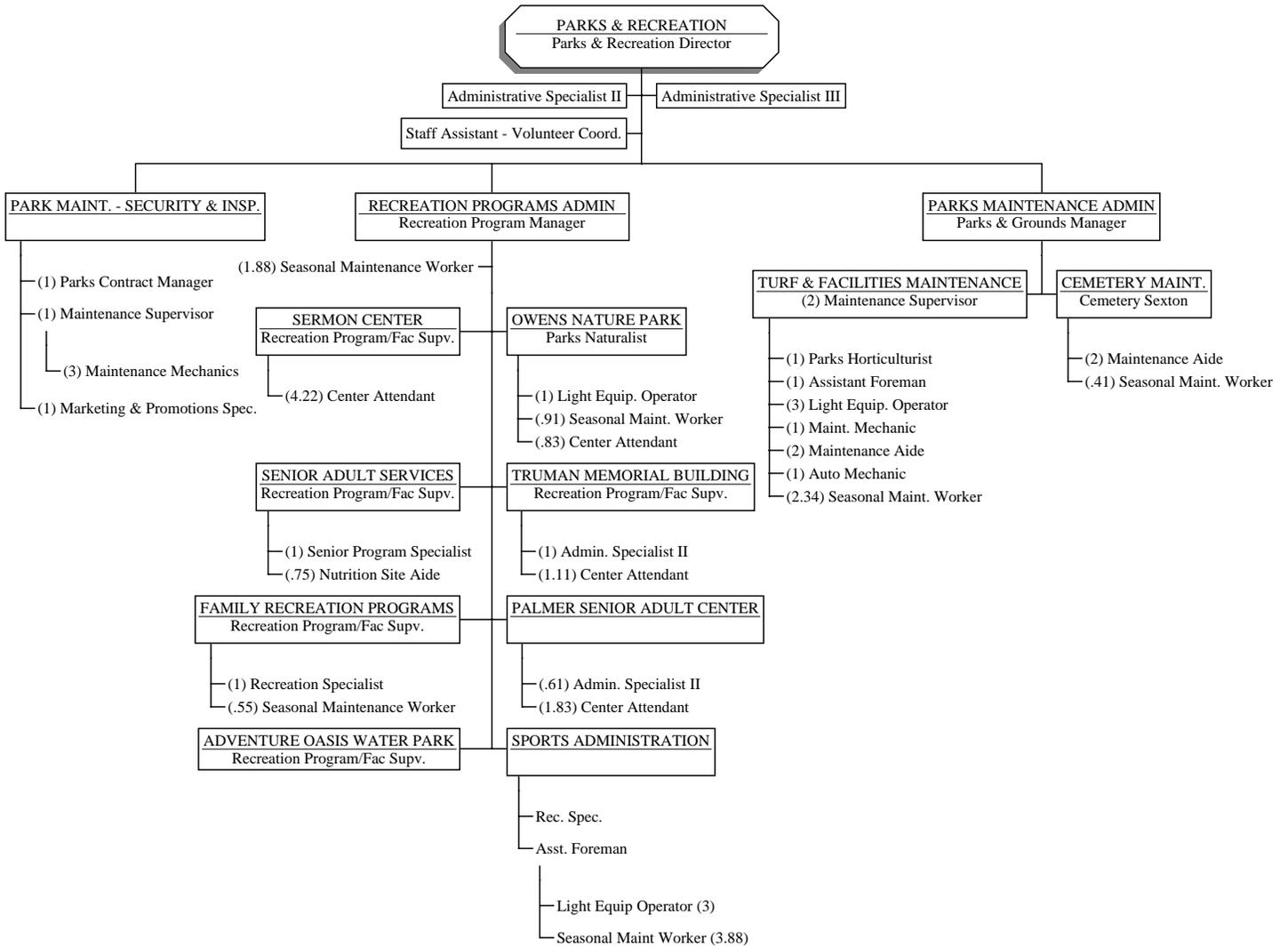
Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	617,784	671,071	672,855	661,386
Other Services & Charges	334,658	319,996	323,031	369,680
Supplies	1,271,693	1,162,576	1,159,541	1,077,234
Capital Outlay	0	0	0	8,000
Other Expenditures	0	0	0	0
Total	2,224,135	2,153,643	2,155,427	2,116,300
	=====	=====	=====	=====

Significant Issues

- * Fuel costs and finding alternative options to meet the needs of the City's fleet.
- * Maintaining repairs of an aging fleet.

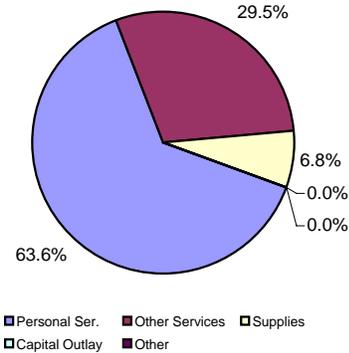
City of Independence, Missouri Parks and Recreation



Appropriations by Type:

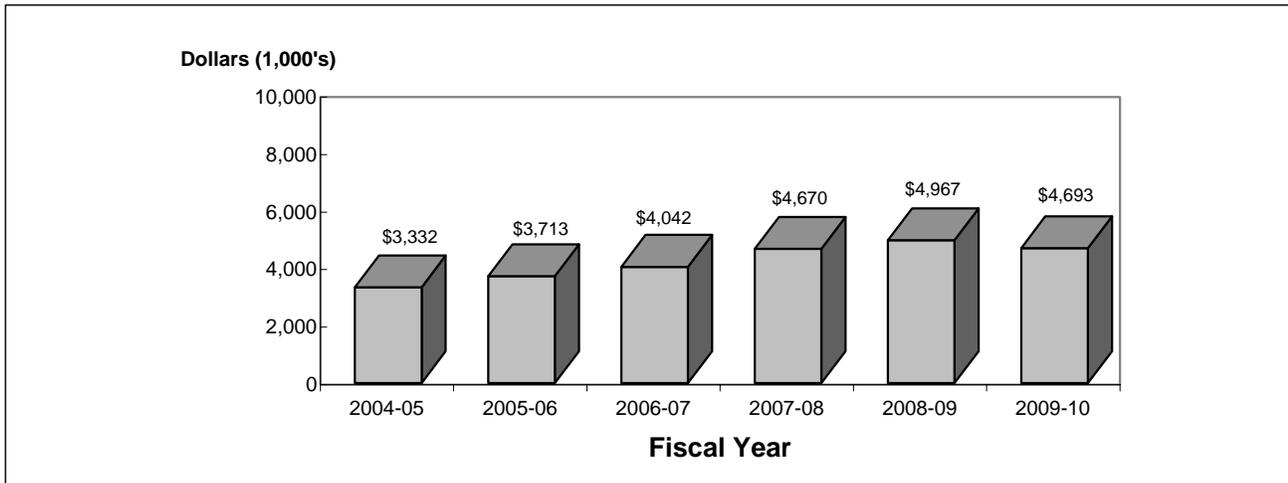
Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 2,771,807	\$ 3,016,339	\$ 3,047,879	\$ 2,986,285
Other Services	1,474,645	1,541,436	1,515,807	1,385,971
Supplies	419,644	405,769	421,654	320,329
Capital Outlay	3,500	3,750	15,834	-
Other	-	-	-	-
Total	\$ 4,669,596	\$ 4,967,294	\$ 5,001,174	\$ 4,692,585

2009-10 Budget



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	53.29	49.29	52.65	57.94	57.94	57.44
Amount by Fund:						
General Fund	\$ 2,057,960	\$ 1,980,238	\$ 2,030,562	\$ 2,116,310	\$ 2,125,418	\$ 2,190,959
Parks Improv. Sales	1,274,446	1,732,551	2,011,706	2,553,286	2,841,876	2,501,626
Total All Funds	\$ 3,332,406	\$ 3,712,789	\$ 4,042,268	\$ 4,669,596	\$ 4,967,294	\$ 4,692,585
Comparative Ratios:						
Per Capita	\$ 28.94	\$ 32.13	\$ 34.86	\$ 40.13	\$ 45.51	\$ 41.12
Per Household	\$ 68.59	\$ 76.15	\$ 82.62	\$ 95.11	\$ 106.96	\$ 95.39



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2009-10 Operating Budget

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing quality park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998 when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance, and renovation for a number of City park sites. In 2002, voters approved and expanded the parks and recreation sales tax which allowed for renovation of the Palmer School Facility into a senior adult recreation and nutrition center, construction of new family aquatics center, installation of water playgrounds at two neighborhood parks, trail development, and construction of a new multi-field athletic complex. The tax also provides funding for small revitalization projects in existing parks, park maintenance and security, operation of recreation facilities, and supports family oriented recreation programming. The Parks and Recreation Department also works with a number of affiliated Boards and Commissions, athletic and youth organizations, and other volunteer and community groups to provide a well rounded recreation program.

Description	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	38.55	41.00	41.00	40.00
Part Time Positions	14.10	16.94	16.94	17.44
Total	52.65	57.94	57.94	57.44
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
6001 Parks & Rec. Administration	300,497	302,990	311,557	307,836
6011 Park Maintenance Admin.	157,228	148,343	150,585	147,987
6012 Turf Facilities Maintenance	728,501	735,159	739,979	752,262
6021 Recreation Programs Admin.	107,960	118,728	120,961	112,179
6022 Senior Adult Services	252,929	234,234	236,668	265,983
6028 Roger T. Sermon Community Ctr.	221,470	226,925	234,432	240,490
6029 George Owens Nature Park	155,553	166,370	167,950	167,378
6031 Cemetery Maintenance	192,172	192,669	194,297	196,844
6041 Park Maint. - Security & Insp.	800,791	873,290	874,222	780,205

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2009-10 Operating Budget

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
6042 Rec. Fac.-Truman Memorial Bldg	296,630	352,439	353,649	283,235
6043 Rec. Fac.-Palmer Sr. Adult Ctr	152,073	180,202	180,202	167,026
6044 Family Recreation Programs	196,057	249,648	249,662	198,374
6045 Adventure Oasis Water Park	624,841	626,551	626,574	611,202
6046 Sports Administration	482,894	559,746	560,436	461,584
Total	4,669,596	4,967,294	5,001,174	4,692,585
	=====	=====	=====	=====

Source of Funding

General Fund	2,116,310	2,125,418	2,156,429	2,190,959
Parks Improv. Sales Tax Fund	2,553,286	2,841,876	2,844,745	2,501,626
Total	4,669,596	4,967,294	5,001,174	4,692,585
	=====	=====	=====	=====

Direct/Offsetting Revenues

Class Fees	77,069	33,500	73,323	63,150
Park Concessions	6,811	7,500	6,683	6,500
Recreation Center Fees	21,991	12,250	27,288	18,425
Recreation Rentals	144,822	57,860	85,279	75,684
Cemetery Charges	77,356	34,225	46,207	63,000
Dial-a-Ride Grant	25,393	25,393	19,644	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	24,936	25,000
Total	378,442	195,728	283,360	277,152
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

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

2008-09 Accomplishments

Goal Ref

- * Worked with departmental administrative staff to successfully implement Year Five Park Sales Tax park revitalization and capital improvement projects, including tennis court joint-sealing and color-coating at the Santa Trail Fe Park Tennis Complex, completion of the Waterfall Park site within the Bass Pro Shops development, completion of Phase One corrective measures required to improve turf-grass viability, field drainage and erosion control at the Independence Athletic Complex, and installation of park site amenities at various locations. 1
- * Identified departmental capital outlay, equipment, and staffing needs required for effective park maintenance operations and funded needs within operating budget appropriations. 1
- * Continued 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	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Numbers of park sites maintained	42	42	45	45
Number of park acres maintained	728	721	781	840
Number of full-time staff supervised	19	21	21	21

2009-10 Objectives

Goal Ref

- * Fully implement park maintenance software program and coordinate daily operations to ensure desired levels of park maintenance for all parks, as well as Woodlawn Cemetery, are met. 1
- * Complete park site inventory and develop park maintenance classification standards. 1

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	89,893	96,123	98,578	99,448
Other Services & Charges	58,815	39,900	39,787	36,450
Supplies	8,520	12,320	12,220	12,089
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	157,228	148,343	150,585	147,987

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6021 - Recreation Programs Admin.

2009-10 Operating Budget
Fund: 02 - General Fund

Description

Recreational Programs, Facilities and Services Administration is responsible for the management of the community recreational facilities and programs devoted to providing a comprehensive array of leisure and wellness opportunities. Facilities under the care of this Division include the Roger T. Sermon Community Center, the Truman Memorial Building, the Palmer Senior Center, Adventure Oasis Waterpark, and George Owens Nature Park. Major program components include Family Programs Services, the Dial-A-Ride Program, Sports Administration, the Group Picnic Program, Interpretive Activities and Special Events. Other division roles include budget management, contract management, and the development of emergency responses within those programs and facilities assigned to our care. Administrative functions include the direct supervision of six full-time staff, indirect supervision of four full-time staff, and indirect supervision of 32 part-time employees.

2008-09 Accomplishments

Goal Ref

- * Updated the amenities listing and protocols governing the Group Picnic Program that pertains to 18 structures in the park system. 1
- * Responded to concerns for public safety within community center rental events. Protocols were reviewed and updated for the Alcohol Permit process in conjunction with Independence Police and the Law Departments. 1
- * Participated with Community Development's Transit Analysis Committee, which included work to develop more efficiency within the Dial-A-Ride Program. 1
- * Worked with Mid-America Regional Council (MARC) and The Palmer Center staff to develop new policies and procedures to effectively control wasted meals within the Senior Nutrition Program.
- * Worked with Public Works and Properties Management to develop new contract bid specifications and modified cleaning protocols to address serious deficiencies within community centers. 1
- * Assisted the Director to prepare donor accounts with the Truman Heartland Community Foundation. 1
- * Initiated the accreditation process for the Palmer Center and Senior Services with National Council on Aging. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of Community Centers	3	3	3	3

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

Provide 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.

Support the Senior Nutrition Site, Home Bound Meals, and Dial-A-Ride programs.

2008-09 Accomplishments

Goal Ref

- * A Dial-A-Ride Suspension Policy was created by department staff and reviewed by the legal department. The Policy will be part of a package of information that will be mailed out to the Dial-A-Ride participants in the Fall, 2009. The Dial-A-Ride staff sends educational information and reminders regarding pertinent information on a quarterly basis with the coupon mailing. Additional communication is extended to customers who need additional assistance with matters. 1
- * Mid-America Regional Council(MARC)and Community Development Block Grant Funding was secured for the Nutrition Site Program. Kansas City Area Transit Authority (KCATA) was secured for the Dial-a-Ride Program. 1
- * Through review of the destination route schedule, initiated Dial-A-Ride to correspond effectively with the changing Metro bus system for Independence. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of recreation in-house programs	50	50	48	75
Number of senior recreation trips	50	37	37	39
Number of on-site meals served	21,700	19,026	19,026	25,336
Meals served - home delivered	22,200	22,200	21,337	21,745
Number of nutrition site programs	50	50	38	38
Number of outreach programs	6	6	5	5
Number of Dial-A-Ride trips	N/A	8,120	8,120	13,370

2009-10 Objectives

Goal Ref

- * Make ten community presentations to increase awareness and participation in existing programs. 1

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

2009-10 Objectives	Goal Ref
* Provide a 10% increase in programs or classes at 'No Charge' to the low income elderly participants at the Palmer Senior Center.	1
* Identify and apply for at least four funding opportunities to support senior adult programming.	1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	1.00	1.00	.00	.00
Recreation Prog/Fac Supv	.00	.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	129,271	122,754	125,401	126,600
Other Services & Charges	119,137	104,024	104,571	133,589
Supplies	4,521	7,456	6,696	5,794
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	252,929	234,234	236,668	265,983

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
Fund: 02 - General Fund

Description

George Owens Nature Park is an 85 acre park site that features beautiful forest and wildlife habitat, two lakes, an extensive hiking trail system, a nature center, two picnic shelter facilities, an Americans with Disabilities Act of 1990 (ADA) accessible dock, and an organized group camp area. Facility staff assists school groups, scouting organizations, and environmental advocates with interpretive activities and support programs. The Recreation Division's Park Naturalist, which conducts environmental education with youth and adults and is supported by this cost center. This cost center also houses the only maintenance staff person (Light Equipment Operator) for the Recreation Division.

2008-09 Accomplishments

Goal Ref

- * Successfully engaged and developed a partnership with the Kansas City Herpetological Society to identify park reptile and amphibian populations. 1
- * Completed exotic plant removal, tree thinning, and native plant seeding in the park's glade restoration area with assistance from community volunteers and the Missouri Department of Conservation. 1
- * Created and updated the Resource Management Plan to define job activity descriptions in mowed areas, set service level standards, and better manage staff maintenance of park. 1
- * Completed research to conduct GIS mapping of park. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Nature Center hours of availability	62	65	67	67
Total number of visitors	33,000	33,000	30,500	22,658
On-site group presentations	40	40	50	36
Community programs	25	30	20	29
Park programs (special events)	22	25	45	41
Hours of program service provided by volunteers	250	400	457	529

2009-10 Objectives

Goal Ref

- * Participate in the design of the DeWitt Hall with the goal of incorporating as many green technologies as possible and tying the structure in with the natural surroundings of the park. 1
- * Establish various partnerships in order to implement at least four off-site program opportunities. 1

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	1.00	1.00	1.00	1.00
Center Attendant	.83	.83	.83	.83
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	3.74	3.74	3.74	3.74

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	134,695	143,207	144,787	149,277
Other Services & Charges	9,809	12,835	12,548	9,676
Supplies	11,049	10,328	10,615	8,425
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	155,553	166,370	167,950	167,378

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6031 - Cemetery Maintenance

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * Continued data entry into cemetery management software program. 1
- * Continued volunteer-based cemetery clean-up program. 1
- * Continued historical cemetery tour program. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	100	100	100	100
Opening/Closing Revenues	\$48,600	\$66,200	\$21,225	\$52,000
Monument Base Revenues	\$4,245	\$3,806	\$3,500	\$4,000
Cemetery Lot Revenues	\$8,400	\$7,350	\$9,500	\$7,000

2009-10 Objectives

Goal Ref

- * Assist community and volunteer groups with two (2) historical preservation programs. 1
- * Assist volunteer groups with four (4) cemetery clean up days. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
 Cost Center: 6031 - Cemetery Maintenance

2009-10 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	170,036	170,324	171,952	176,860
Other Services & Charges	10,302	9,930	10,156	7,210
Supplies	11,834	12,415	12,189	12,774
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	192,172	192,669	194,297	196,844
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation 2009-10 Operating Budget
 Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Recreation Program Supv	1.00	1.00	.00	.00
Recreation Prog/Fac Supv	.00	.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Center Attendant	2.21	2.21	2.21	.00
Center Attendant-SUB	.00	.00	.00	1.11
Total	4.21	4.21	4.21	3.11
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	156,344	154,911	155,269	141,491
Other Services & Charges	122,404	177,278	175,130	134,839
Supplies	17,882	16,500	19,500	6,905
Capital Outlay	0	3,750	3,750	0
Other Expenditures	0	0	0	0
Total	296,630	352,439	353,649	283,235
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6044 - Family Recreation Programs

2009-10 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

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 Renewal Program, which began January 1, 2004. Special attention is given to the development of youth and family programs, non-traditional and outdoor programs, festivals, and special events.

2008-09 Accomplishments

Goal Ref

- * Implemented outdoor, hands-on, family-friendly Outdoor Skills Day at Hill Park. This will become a traveling annual event. 1
- * Successfully managed and implemented four family concerts/movie nights in partnership with the Pharaoh Theater and the Independence Square Association. 1
- * For the second consecutive year achieved record attendance for the following programs: Popsicles in the Park, Annual Winter Solstice Torch Lit Hike, and concert series. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of programs initiated	30	35	73	63
Program attendance	3,500	5,153	5,153	7,122
Number of park sites used	33	33	44	40
Presentations	150	140	110	98
Program partnerships developed	50	50	50	54
Hours of program service provided by volunteers	400	400	450	650

2009-10 Objectives

Goal Ref

- * Coordinate local resources to provide at least one training session in outreach methods and community building for the purpose of increasing family program attendance. 1
- * Re-design at least one existing event to incorporate a green theme. 1
- * Research and apply for at least four funding or partnership opportunities to enhance family program offerings. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6044 - Family Recreation Programs

2009-10 Operating Budget
Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Program Supv	1.00	1.00	.00	.00
Recreation Prog/Fac Supv	.00	.00	1.00	1.00
Center Attendant	.00	.21	.21	.00
Center Attendant-SUB	.00	.00	.00	.00
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	2.55	2.76	2.76	2.55
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	147,153	182,768	183,208	153,361
Other Services & Charges	29,815	46,880	46,454	31,094
Supplies	15,589	20,000	20,000	13,919
Capital Outlay	3,500	0	0	0
Other Expenditures	0	0	0	0
Total	196,057	249,648	249,662	198,374
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6045 - Adventure Oasis Water Park

2009-10 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

The Adventure Oasis Water Park staff provides support and supervision of the Adventure Oasis Water Park, spraygrounds, and development of aquatics-orientated recreation programs, activities and events consistent with recommendations from the Independence Parks and Recreation Master Plan.

2008-09 Accomplishments

Goal Ref

- * Created and distributed brochures and flyers advertising and supporting the Adventure Oasis scholarship program. 1
- * Added two new family programs: Family Swim Party, and Pass Holder Appreciation Beach Bash(PHABB). 1
- * Coordinated a successful on-site promotion program with Radio Disney. 1
- * Added touch screen computers to both front entry desks, making entrance to the water park more efficient. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of in-house rentals	N/A	N/A	71	71
Number of after-hour rentals	N/A	N/A	13	13
Number of b-day packages sold	N/A	N/A	60	60
Number of passes sold	N/A	N/A	415	415
Number of punch cards sold	N/A	N/A	570	570
Number of scholarships granted	N/A	N/A	25	25

2009-10 Objectives

Goal Ref

- * Plan and implement at least three new programs and/or events at the Adventure Oasis Water Park. 1
- * Initiate three new marketing promotions to increase participation within the swim instruction program by 10%. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Recreation Program Supv	1.00	1.00	.00	.00
Recreation Prog/Fac Supv	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6045 - Adventure Oasis Water Park

2009-10 Operating Budget
 Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	79,024	60,133	60,369	62,845
Other Services & Charges	525,647	526,818	528,482	532,407
Supplies	20,170	39,600	37,723	15,950
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	624,841	626,551	626,574	611,202

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
Cost Center: 6046 - Sports Administration

2009-10 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

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

2008-09 Accomplishments

	Goal Ref
* Successfully planned and coordinated a Grand Opening Event.	1
* Implemented concession bid process.	1
* Designed and implemented several new tennis programs and lessons.	1
* Hosted a national Ultimate Frisbee tournament.	2
* Hosted four Speed Stacking tournaments.	1
* Staff awarded \$1,300 scholarship to attend conference.	1
* Awarded a \$250.00 Tennis Block Party grant, \$500 archery grant, and \$100 Pitch, Hit, and Run grant.	1
* Worked with departmental administrative staff to successfully implement Year Five Park Sales Tax Park Revitalization and Capital Improvement Projects, including completion of Phase One corrective measures to improve turf-grass viability, field drainage, and erosion control at the Independence Athletic Complex.	1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Number of leagues	N/A	N/A	9	9
Number of tournaments	N/A	N/A	7	22
Number of instructional leagues/camps/clinics	N/A	N/A	12	25
Number of athletic associations supported	N/A	N/A	6	38

2009-10 Objectives

	Goal Ref
* Develop marketing program for the Independence Athletic Complex.	1
* Research and apply for at least four funding or partnership opportunities to improve sport-related offerings.	1
* Implement and complete Phase Two corrective measures to improve turf-grass viability, field drainage, and erosion control at the	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation
 Cost Center: 6046 - Sports Administration

2009-10 Operating Budget
 Fund: 12 - Parks Improv. Sales

2009-10 Objectives

Goal Ref

Independence Athletic Complex.

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	.00	3.00	3.00	3.00
Assistant Foreman	.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.00	3.88	3.88	3.88
Total	1.00	8.88	8.88	8.88

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	153,796	320,696	321,499	294,261
Other Services & Charges	184,010	167,265	137,751	109,292
Supplies	145,088	71,785	89,102	58,031
Capital Outlay	0	0	12,084	0
Other Expenditures	0	0	0	0
Total	482,894	559,746	560,436	461,584

*City of Independence
Departmental Budget Summary*

Department: 6500 - Non-Departmental

2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
6502 Non-Departmental	6,892,632	8,633,627	8,480,413	8,400,533
6503 Capital Outlay	409,007	1,274,129	1,274,129	515,214
6504 City Council Strategic Goal	389,318	300,000	536,820	250,000
6505 Central Services	35,919	35,750	35,750	33,550
6507 Capital Outlay - TIF Distr.	147,258	200,000	963,190	0
6511 Non-Departmental	0	9,000	9,000	7,000
6520 Non-Departmental	16,988,313	18,316,501	18,230,758	19,522,365
6530 Non-Departmental	2,948,486	3,208,016	3,174,474	3,169,428
6540 Non Departmental	4,650,384	4,787,724	4,761,388	4,850,256
6591 Non-Departmental	12,095,406	13,861,500	13,861,500	14,435,000
6594 Pharmacy Benefit Plan	714,526	898,560	898,560	918,600
Total	45,271,249	51,524,807	52,225,982	52,101,946
	=====	=====	=====	=====

Source of Funding

General Fund	7,874,134	10,443,506	11,290,302	9,199,297
Street Improv. Sales Tax Fund	0	9,000	9,000	7,000
Power and Light Fund	16,988,313	18,316,501	18,230,758	19,522,365
Sanitary Sewer Fund	2,948,486	3,208,016	3,174,474	3,169,428
Water Fund	4,650,384	4,787,724	4,761,388	4,850,256
Staywell Health Care Fund	12,095,406	13,861,500	13,861,500	14,435,000
Pharmacy Benefit Plan	714,526	898,560	898,560	918,600
Total	45,271,249	51,524,807	52,225,982	52,101,946
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	3,534,020	4,328,171	4,082,722	4,298,280
Other Services & Charges	3,358,521	3,313,875	3,406,110	3,657,172
Supplies	91	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	991,581	991,581	445,081
Total	6,892,632	8,633,627	8,480,413	8,400,533
	=====	=====	=====	=====

**City of Independence, Missouri
2009-10 Operating Budget
General Fund Capital Outlay Requests**

<u>Description</u>	<u>Buildings</u>	<u>Mobile Equipment</u>	<u>Other</u>	<u>Total</u>
<u>Lease Purchase Payments</u>				
Building Maintenance Repair and Renovations	\$ 214,395			\$ 214,395
<u>Technology Services</u>				
Replacement program for Microcomputers, File Servers, and Network Systems			103,319	103,319
<u>Health</u>				
Replace 1997 Ford F150 pickup - Asset number 2875, includes new animal box and installation (approved but placed on hold in FY 2008-09)		31,000		31,000
<u>Public Works</u>				
Replace Police Building Dispatch Electrical Panel	12,000			12,000
Replace Police Building First Floor Plumbing Chase for Restroom pipes and fixtures	11,000			11,000
Replace City Hall front Revolving Door	25,000			25,000
<u>Parks and Recreation</u>				
Front Elevator Replacement	105,000			105,000
Replace front doors to Sermon Center	13,500			13,500
	<u>\$ 380,895</u>	<u>\$ 31,000</u>	<u>\$ 103,319</u>	<u>\$ 515,214</u>

CITY OF INDEPENDENCE, MISSOURI
2009-10 Operating Budget
City Council Goals Account Summary

	Appropriations	Allocations
<u>2008-09 Activity:</u>		
Carryover of Prior Year's Appropriations	\$ 206,297	
Carryover unexpended Allocations from Prior Year's		
Police Academy Scholarship Program		418
Police K-9 Officer Replacement		10,000
Neighborhood Park Matching Grants		15,681
Neighborhood Block Celebrations		4,636
Demolition of Dangerous Buildings and Private Property Cleanup		79,840
Sidewalk Repair Program		15,040
Neighborhood Cleanup Program Labor and Equipment		2,438
Independence Square Parking Spaces		125
Speed Risers near Palmer Senior Center		10,000
Graffiti Abatement Program		1,470
Graffiti Reward Program		500
Foreclosed and Neglected Properties Program		2,901
2009-10 Activity:		
Current Year's Appropriation	250,000	
Demolition of Dangerous Buildings and Private (Supplements \$75,000 in Comm. Dev. Dept. Budget)		79,500
Mowing and Refuse Cleanup on Private Property (Supplements \$47,600 in Health Dept. Budget)		70,000
Youth Recreation Program Scholarships (e.g. Boys & Girls Club - "Summer Slam", "RBI Baseball" YMCA - "Mission in Action", Independence Athletic Assn. Youth Scholarship		55,000
Neighborhood Cleanup Program Labor and Equipment Contract		8,175
Neighborhood Park Matching Grants		10,000
Graffiti Abatement Program		10,000
Total	\$ 456,297	\$ 375,724
Unallocated Balance at June 30, 2010		\$ 80,573

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 02 - General Fund

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	19,564	25,750	25,750	23,550
Supplies	14,101	10,000	10,000	10,000
Capital Outlay	2,254	0	0	0
Other Expenditures	0	0	0	0
Total	35,919	35,750	35,750	33,550
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 11 - Street Improv. Sales

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	0	9,000	9,000	7,000
Total	0	9,000	9,000	7,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,688,320	1,925,777	1,840,034	1,893,172
Other Services & Charges	4,724,999	5,199,425	5,199,425	5,172,107
Supplies	0	0	0	0
Capital Outlay	30,934	10,000	10,000	10,000
Other Expenditures	10,544,060	11,181,299	11,181,299	12,447,086
Total	16,988,313	18,316,501	18,230,758	19,522,365
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	307,807	397,693	364,151	385,282
Other Services & Charges	1,169,549	1,220,325	1,220,325	1,264,760
Supplies	0	0	0	0
Capital Outlay	12,778	10,000	10,000	10,000
Other Expenditures	1,458,352	1,579,998	1,579,998	1,509,386
Total	2,948,486	3,208,016	3,174,474	3,169,428
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2009-10 Operating Budget
 Fund: 40 - Water Fund

Description

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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	580,271	674,009	647,673	683,041
Other Services & Charges	2,337,031	2,108,950	2,108,950	1,994,231
Supplies	0	0	0	0
Capital Outlay	28,067	10,000	10,000	10,000
Other Expenditures	1,705,015	1,994,765	1,994,765	2,162,984
Total	4,650,384	4,787,724	4,761,388	4,850,256
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6591 - Non-Departmental

2009-10 Operating Budget
 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	12,095,406	13,861,500	13,861,500	14,435,000
Total	12,095,406	13,861,500	13,861,500	14,435,000
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 6500 - Non-Departmental

2009-10 Operating Budget

Cost Center: 6594 - Pharmacy Benefit Plan

Fund: 94 - Pharmacy Benefit Pla

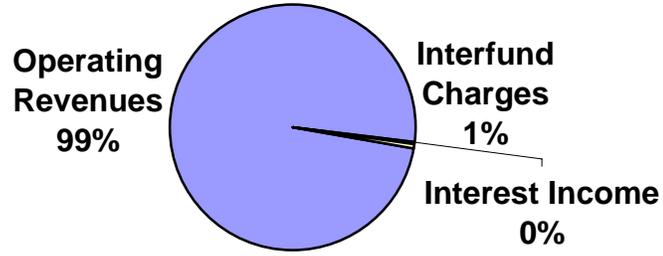
Description

This program is used to account for the costs of the City's self funded pharmacy benefit plan.

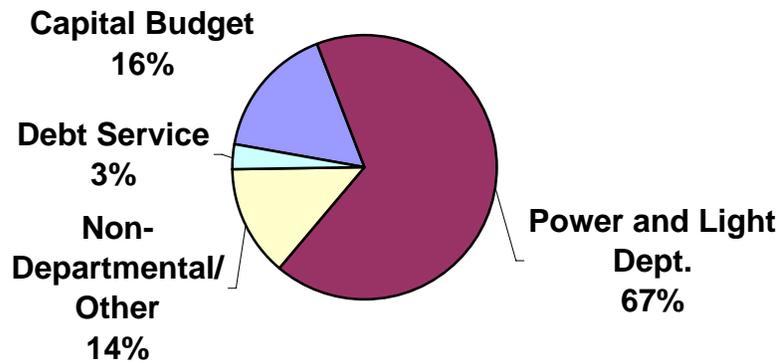
Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	714,526	898,560	898,560	918,600
Total	714,526	898,560	898,560	918,600
	=====	=====	=====	=====

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2009-10 Operating Budget
Budget Summary Power and Light Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ 5,087,987	\$ 4,763,031	\$ 23,638,000			
Change in non-budgetary Net Available Resources	10,033,173					
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 108,191,377	\$ 112,524,250	\$ 123,522,000	99.1%	\$ 10,997,750	9.8%
Interest Income	1,058,754	758,000	358,000	0.3%	(400,000)	-52.8%
Interfund Charges	769,390	746,500	756,400	0.6%	9,900	1.3%
Other Revenues	169,250	-	-		-	n/a
Total Estimated Revenues	\$ 110,188,771	\$ 114,028,750	\$ 124,636,400	100.0%	\$ 10,607,650	9.3%
Transfers from Other Funds-						
	-	-	-		-	n/a
Total Sources	\$ 110,188,771	\$ 114,028,750	\$ 124,636,400		\$ 10,607,650	9.3%
Use of Budget Dollars						
Operating Budget:						
Technology Services	\$ 69,960	\$ 70,047	\$ 67,453	0.1%	\$ (2,594)	-3.7%
Power and Light Dept.	87,345,166	88,265,370	95,259,999	79.9%	6,994,629	7.9%
Non-Departmental	16,988,313	18,316,501	19,522,365	16.4%	1,205,864	6.6%
Debt Service	2,773,540	2,786,693	4,401,888	3.7%	1,615,195	58.0%
Total Operating Budget	\$ 107,176,979	\$ 109,438,611	\$ 119,251,705	100.0%	\$ 9,813,094	9.0%
Capital Budget:						
Capital Projects	\$ 13,369,921	-	23,245,000		23,245,000	n/a
Total Uses	\$ 120,546,900	\$ 109,438,611	\$ 142,496,705		\$33,058,094	30.2%
Ending Net Available Resources	\$ 4,763,031	\$ 9,353,170	\$ 5,777,695			

City of Independence, Missouri
2009-10 Operating Budget
Historical Data - Power and Light Fund
For the Fiscal Years 2003-04 through 2008-09

Description	2003-04	2004-05	2005-06	2006-07	2007-08	Projected 2008-09
Net Income (Loss)						
Net Income (Loss)	\$ 3,033,597	\$ 1,948,636	\$ 4,729,956	\$ 4,388,344	\$ (4,888,505)	\$ (7,100,000)
Capital Contributions	106,411	1,522,200	112,433	2,628,123	1,310,874	900,000
Change in Net Assets	\$ 3,140,008	\$ 3,470,836	\$ 4,842,389	\$ 7,016,467	\$ (3,577,631)	\$ (6,200,000)

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$52,821,233	\$56,806,780	\$57,458,316	\$54,284,767	\$39,991,623	
Restricted Assets for Capital Improvements	-	-	-	-	-	
Less:						
Inventories	(8,369,284)	(8,229,907)	(7,933,954)	(12,774,205)	(11,651,505)	
Current Liabilities	(8,497,336)	(9,749,015)	(9,370,537)	(13,333,931)	(12,285,255)	
Carryover Capital Budget Appropriations	(19,406,293)	(21,560,452)	(20,681,381)	(13,597,757)	(6,374,304)	
Carryover Outstanding Encumbrances	(2,222,423)	(2,326,249)	(5,473,083)	(9,490,887)	(4,917,528)	
Net Available Resources	\$14,325,897	\$14,941,157	\$13,999,361	\$ 5,087,987	\$ 4,763,031	\$23,638,000
Source: 2003-04 through 2007-08 - Comprehensive Annual Financial Report 2008-09 - Operating Staff Projections						

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	217.00	218.00
Total	221.00	221.00	221.00	221.00	218.00	219.00

Utility Statistics						
No. of Residential Customers	49,885	50,832	51,245	51,372	51,653	51,650
No. of Other Customers	4,963	5,089	5,104	5,117	5,139	5,150
Generated Power (MWH)	349,737	366,647	438,010	394,542	452,692	474,318
Purchased Power (MWH)	797,407	759,589	766,392	786,091	775,458	754,996

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary - Power and Light Fund
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09 Original Budget	2008-09 Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Power and Light Fund							
Operating Revenue							
20-4010	Electric Service Charges	\$ 106,948,136	\$ 110,943,250	\$ 106,003,000	\$ 122,142,000	15.2%	10.1%
20-4600	Other Operating Revenue	1,243,241	1,581,000	1,380,000	1,380,000	0.0%	-12.7%
	Total Operating Revenue	\$ 108,191,377	\$ 112,524,250	\$ 107,383,000	\$ 123,522,000	15.0%	9.8%
20-3421	Interfund Charges	769,390	746,500	746,500	756,400	1.3%	1.3%
20-3411	Interest Income	1,058,754	758,000	215,000	358,000	66.5%	-52.8%
20-4900	Other Revenues, Net	169,250	-	-	-		
	Total Revenues	\$ 110,188,771	\$ 114,028,750	\$ 108,344,500	\$ 124,636,400	15.0%	9.3%

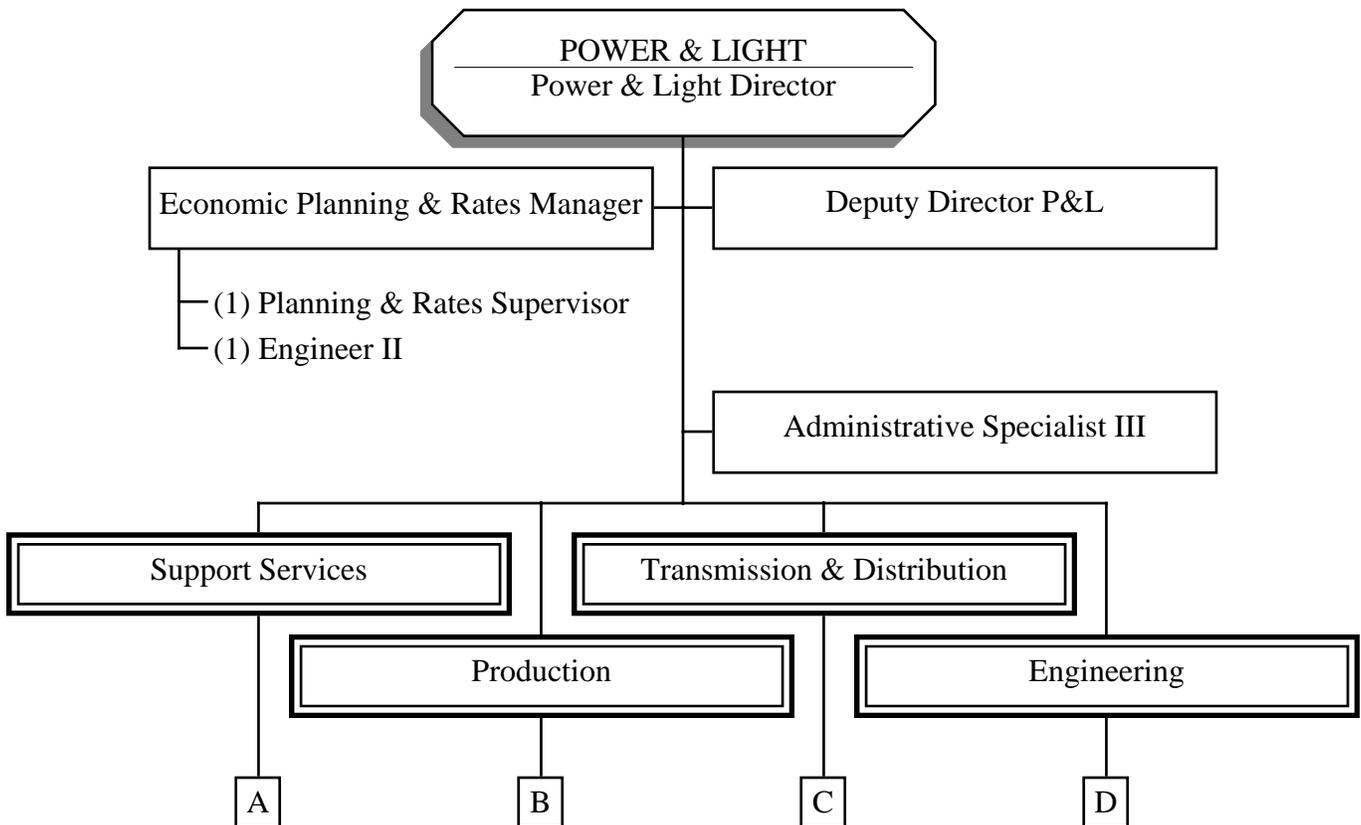
**Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company - Greater Missouri Operations, Kansas City Power & Light Company, and Board of Public Utilities-Kansas City, KS**

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL) (rates effective 7/1/09)			Kansas City Power & Light Co. - GMO (MoPub) (proposed rates effective 8/1/09)			Kansas City Power & Light Co. (KCPL) (proposed rates effective 8/1/09)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 1/1/07)		
	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	Rate Code	Average Monthly Bill Amount	Percent Higher or Lower than IPL
Standard Residential Service												
Average Customer Usage (Mar 08 - Feb 09) Average Monthly KWH = 810 Low User	RS-3	95.11	22.27%	M0860	116.29	22.27%	R	96.58	1.55%	100	92.82	-2.41%
Average Monthly KWH = 400 High User	RS-3	49.21	29.20%	M0860	63.58	29.20%	R	53.78	9.29%	100	49.22	0.02%
Average Monthly KWH = 1,000 Small General Service (Commercial)	RS-3	116.07	19.47%	M0860	138.67	19.47%	R	113.50	-2.21%	100	113.39	-2.31%
Large General Service (Commercial and Industrial)												
Average Customer Usage (Mar 08 - Feb 09) Average Monthly KWH = 745 (6 KW Demand) Low User	GS-1	105.55	7.10%	M0710	113.04	7.10%	SGS	113.70	7.72%	200	112.72	6.79%
Average Monthly KWH = 400 (5 KW Demand) High User	GS-1	60.65	13.78%	M0710	69.01	13.78%	SGS	68.96	13.70%	200	69.04	13.83%
Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	138.27	5.37%	M0710	145.69	5.37%	SGS	146.87	6.22%	200	145.10	4.94%
Industrial - Primary Voltage Delivered Service - 13,000 Volts												
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LGS-1	1,846.42	7.35%	M0720	1,982.13	7.35%	MGS	1,608.24	-12.90%	200	1,743.95	-5.55%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LGS-1	549.98	10.86%	M0711	609.69	10.86%	SGS	540.61	-1.70%	200	695.34	26.43%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LGS-1	5,792.12	-3.47%	M0720	5,591.35	-3.47%	MGS	5,120.93	-11.59%	200	5,057.58	-12.68%
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	13,888.20	-7.34%	M0735	12,868.81	-7.34%	LPS	17,904.03	28.92%	300	15,066.99	8.49%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	20,457.00	-8.55%	M0735	18,708.37	-8.55%	LPS	21,430.50	4.76%	300	20,491.24	0.17%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	32,530.68	-5.85%	M0735	30,629.15	-5.85%	LPS	32,039.12	-1.51%	300	36,100.99	10.98%
Metered Demand - 4,000 KW Monthly KWH - 600,000 KWH	LP-2	48,295.80	-7.56%	M0735	44,645.58	-7.56%	LPS	40,502.65	-16.14%	300	49,119.19	1.70%
Metered Demand - 1,200,000 KWH Monthly KWH - 2,000,000 KWH	LP-2	100,512.60	1.15%	M0735	101,673.44	1.15%	LPS	108,737.51	8.18%	400	113,566.77	12.99%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	149,829.00	-0.96%	M0735	148,393.63	-0.96%	LPS	136,949.27	-8.60%	400	156,209.16	4.26%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts												
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	269,153.00	5.91%	M0735	285,053.33	5.91%	LPS	234,258.80	-12.96%	400	281,279.77	4.51%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	354,473.00	4.58%	M0735	370,710.69	4.58%	LPS	282,551.44	-20.29%	400	357,814.15	0.94%

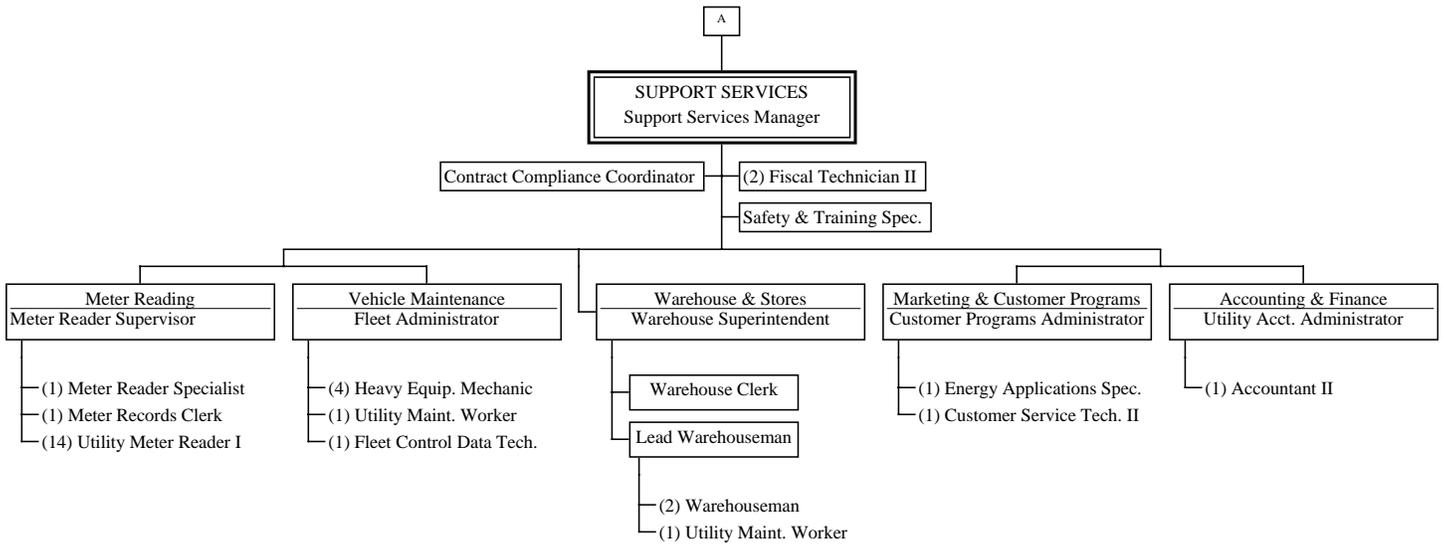
NOTES:

- (a) IPL rates include Fuel Cost Adjustment of \$0.011788 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 2009.
- (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 \$0.0052 as of March 1, 2009. BPU-KC based upon \$0.038077 (average of ERC rates from September 2008 through April 2009).
- (d) No sales tax is included in the above bill amounts.
- (e) Average customer usages are based on IPL's average customer usage for each month from March 2008 through February 2009.

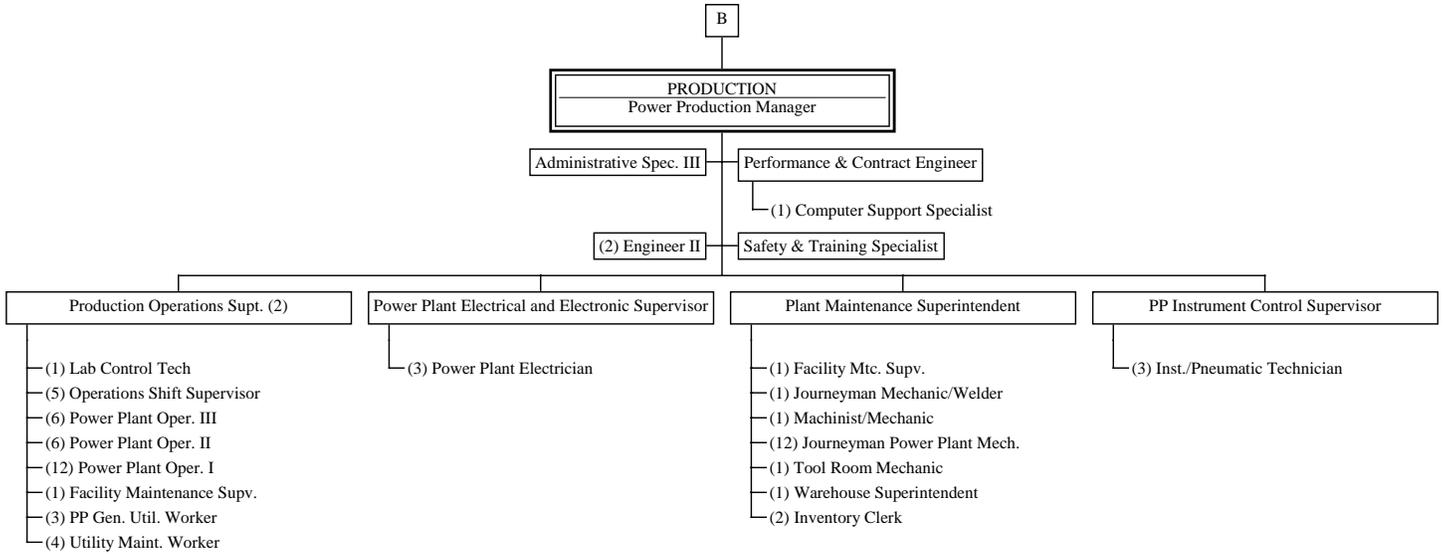
City of Independence, Missouri Power & Light Department



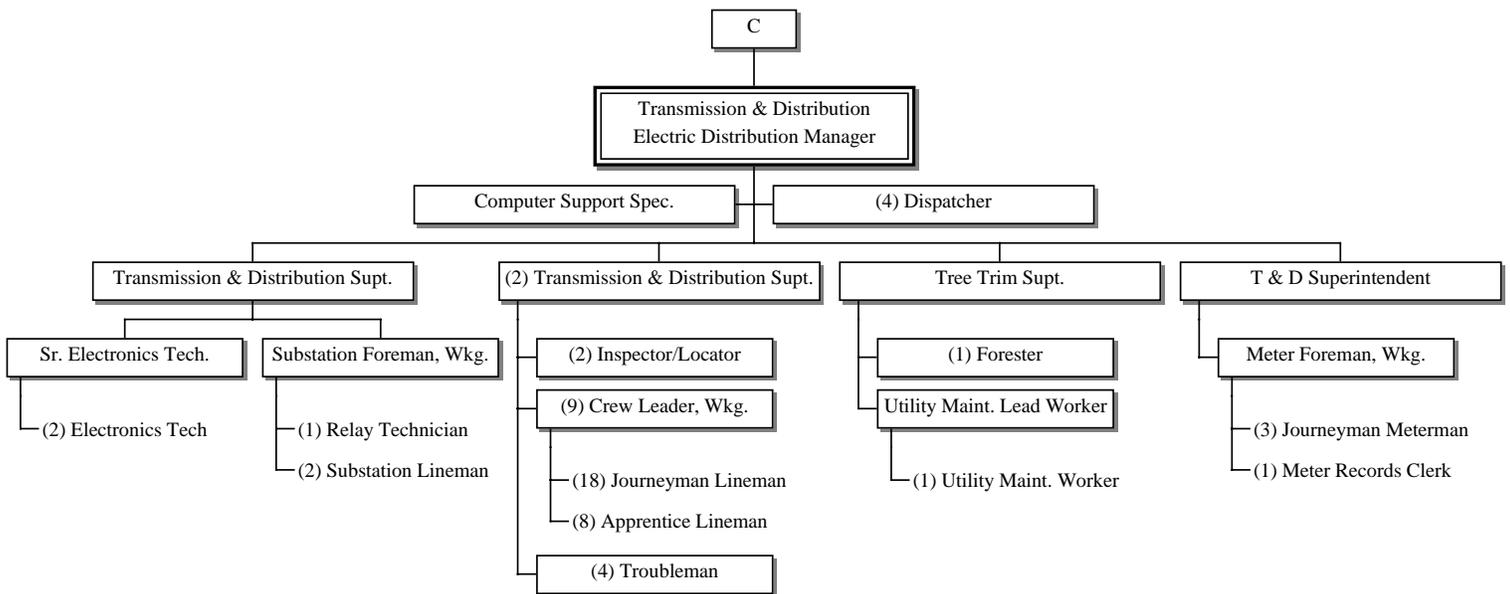
**City of Independence, Missouri
Power & Light (Cont'd.)**



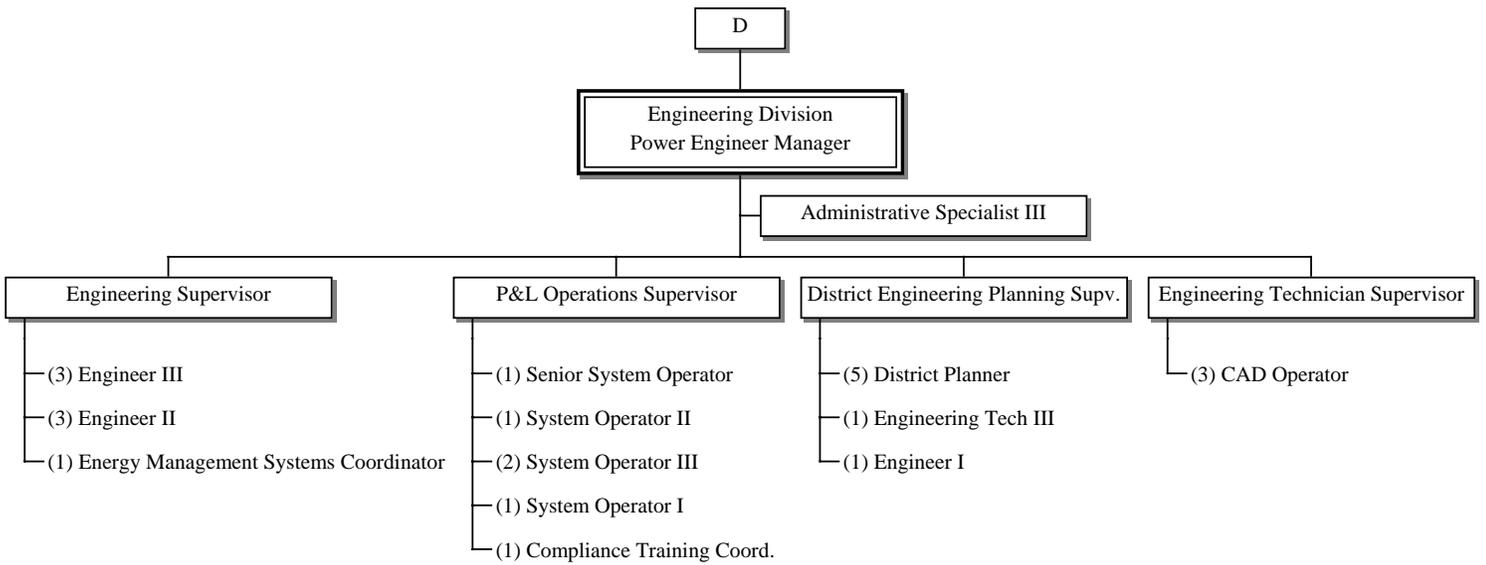
**City of Independence, Missouri
Power & Light (Cont'd.)**



City of Independence, Missouri Power & Light (Cont'd.)

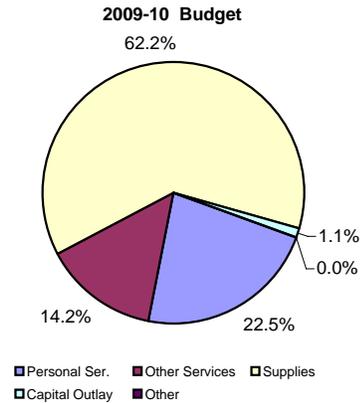


City of Independence, Missouri Power & Light (Cont'd.)



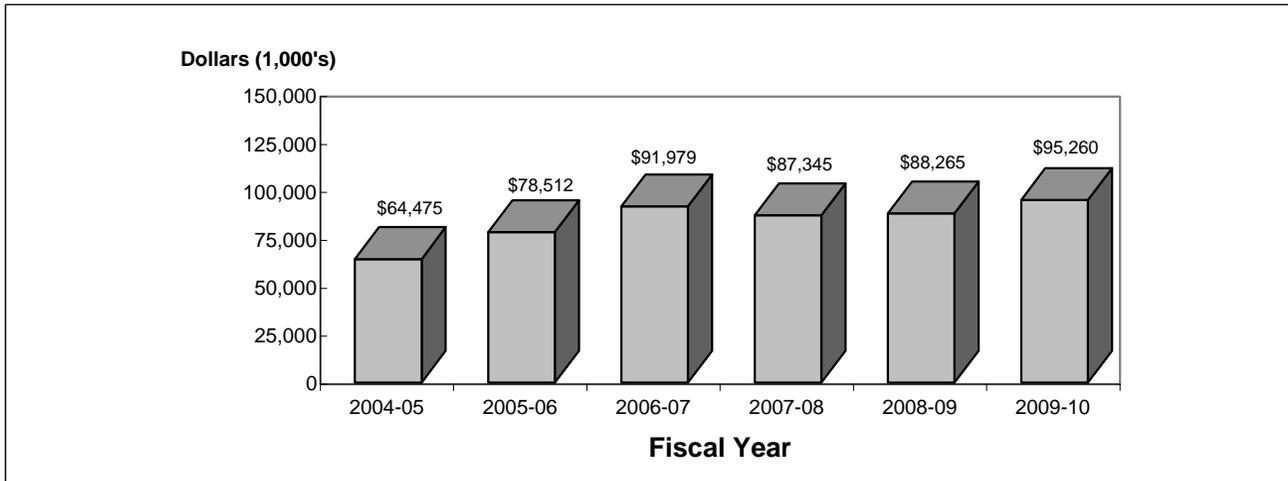
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 21,413,308	\$ 20,958,063	\$ 21,103,696	\$ 21,398,042
Other Services	12,898,687	10,890,251	10,844,376	13,482,683
Supplies	51,979,072	55,463,106	55,487,451	59,286,024
Capital Outlay	1,054,099	953,950	975,480	1,093,250
Other	-	-	-	-
Total	\$ 87,345,166	\$ 88,265,370	\$ 88,411,003	\$ 95,259,999



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	220.00	220.00	220.00	220.00	217.00	218.00
Amount by Fund:						
Power and Light Fund	\$ 64,474,834	\$ 78,512,236	\$ 91,978,733	\$ 87,345,166	\$ 88,265,370	\$ 95,259,999
Total All Funds	\$ 64,474,834	\$ 78,512,236	\$ 91,978,733	\$ 87,345,166	\$ 88,265,370	\$ 95,259,999
Comparative Ratios:						
Per Capita	\$ 559.94	\$ 679.47	\$ 793.24	\$ 750.65	\$ 808.59	\$ 834.68
Per Household	\$ 1,327.06	\$ 1,610.35	\$ 1,879.98	\$ 1,779.07	\$ 1,900.59	\$ 1,936.45



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	220.00	220.00	217.00	218.00
Total	220.00	220.00	217.00	218.00
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
6110 Administration	2,172,609	1,598,752	1,603,530	1,743,557
6121 Support Services	795,718	1,180,174	1,213,866	1,292,934
6122 Warehouse and Stores	5,380,731	4,480,604	4,482,734	4,985,511
6123 Vehicle Maintenance	1,801,361	1,750,686	1,753,348	1,787,878
6126 Meter Reading	1,518,178	1,509,359	1,513,739	1,531,093
6140 Production	16,904,771	14,796,504	14,844,909	16,830,322
6145 Purchased Power	45,687,359	49,858,391	49,858,391	53,004,774
6150 Transmission & Distribution	9,492,825	9,104,638	9,127,337	9,713,657
6160 Engineering	3,591,614	3,986,262	4,013,149	4,370,273
Total	87,345,166	88,265,370	88,411,003	95,259,999
	=====	=====	=====	=====

Source of Funding				
Power and Light Fund	87,345,166	88,265,370	88,411,003	95,259,999
Total	87,345,166	88,265,370	88,411,003	95,259,999
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Earned the Reliable Public Power Provider (RP3) Platinum award recognizing IPL as one of the top 5% public utilities providing the highest degree of reliable and safe power. 3
- * Completed the 2nd phase (Focused Analysis) of the Master Plan Study providing 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
- * Completed a 5 year cost/revenue requirement study implementing a five year rate plan for the Department which will allow for the continued necessary improvements to the IPL system 3
- * Continued monitoring of IPL's purchase from Omaha Public Power District's Nebraska City No. 2 unit (55 MW) and Missouri Joint Municipal Electric Utility Commission's Iatan (50 MW) for cost and scheduled completion 3
- * Secured summer purchase power transaction to cover the loss of the 50 MW RCT unit. 3
- * Entered into a 20 year power agreement for the purchase of wind energy from the Smoky Hills Wind Farm which will provide approximately 5% of the City's total energy requirements with renewable green power. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Average Number of Retail Customers	56,489	56,793	56,822	57,049
Total Retail Energy Sales (Mwh)	1,096,773	1,117,270	1,151,747	1,123,488
Average Retail Sales per Customer (Kwh/customer)	19,416	19,673	20,047	19,693
Total Wholesale Energy Sales (Mwh)	22,160	43,702	20,000	40,000
Total Operating Revenues (in 000's)	103,133	107,620	108,842	123,522
Average Operating Revenue per Customer (\$/customer)	1,826	1,895	1,894	2,165
Average Customer Coincidental Peak Load (Kw/customer)	5.57	5.62	5.64	5.43

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Year End Resource Capability per Customer (Kw/customer)	6.69	6.66	7.54	7.59
Total System (customer) Peak Load (Kw)	314,500	308,400	324,200	320,500
Annual System Load Factor (%)	42.23	43.83	42.91	42.50

2009-10 Objectives

	Goal Ref
* Implementation of the recommendation of the Master Plan Study regarding the energy efficiency programs to provide a means for customers to capture certain energy conservation measures.	3
* Begin implementation of the recommendation of the Master Plan Study regarding the installation and construction of a new gas-fired combustion turbine unit providing for the initial power supply needs ensuring a reliable and competitive power supply delivery to the customers of Independence.	3
* Monitor progress and take necessary actions required for the future power deliveries as it relates to the Nebraska City Unit No. 2 and Iatan Unit No. 2 projects	3
* Implement July 2009 City Council approved customer class rate schedule billings as approved by council ordinances 17184 and 17248.	3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	.00	.00	.00
Engineer II - P&L	.00	1.00	1.00	1.00
Deputy Director Power & Light	.00	.00	.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	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	561,604	591,752	608,030	736,557
Other Services & Charges	1,597,165	994,000	979,970	990,500

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6110 - Administration

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Supplies	13,840	13,000	13,000	16,500
Capital Outlay	0	0	2,530	0
Other Expenditures	0	0	0	0
Total	2,172,609	1,598,752	1,603,530	1,743,557
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2008-09 Accomplishments

Goal Ref

- * 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
- * Participated in the research and development of the recommendations regarding Demand Side Management in the Integrated Master Resource Plan. 3
- * Continued to successfully promote the "Turn Key" underground program. 3
- * Coordinated with Independence Council for Economic Development on business retention projects. 3
- * Worked with the Home Builders Association in the development of the local "Green Build" program. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Energy Efficiency Rebates Processed	146	392	160	400
Customers on Surge Protection Program	327	330	370	370
OSHA Recordable Accidents	19	20	20	18
Security Lights Maintained	786	802	820	840
Residential Underground Conversions Completed	143	102	180	90

2009-10 Objectives

Goal Ref

- * Begin the implementation process of any Demand Side Management programs that may emerge from the Integrated Resource Master Plan. 3
- * Conduct the PURPA hearings that are required by the Energy Independence and Security Act of 2007. 3
- * Promote the "Out of Sight" Turn-Key program to place an additional 120 (average of 10 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 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

2009-10 Objectives

Goal Ref

- qualify for FEMA conversion.)
- * Maintain or decrease the number of OSHA recordable accidents within the department through greater emphasis on safety education, awareness, and personal responsibility. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Data Entry Technician	1.00	1.00	.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	.00	.00	.00
Safety & Training Specialist	.00	1.00	.00	1.00
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	2.00	2.00
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	10.00	10.00	9.00	10.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	563,950	688,974	703,666	801,734
Other Services & Charges	209,070	426,200	429,200	426,200
Supplies	22,698	60,500	57,500	42,500
Capital Outlay	0	4,500	23,500	22,500
Other Expenditures	0	0	0	0
Total	795,718	1,180,174	1,213,866	1,292,934

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6122 - Warehouse and Stores

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2008-09 Accomplishments

Goal Ref

- * The layout of racks and isles has been changed. In doing so, it has afforded more storage space. It also gave the Meter Shop and Key Accounts a secure area for them to store their material. 3
- * Warehouseman have taken a greater degree of flexibility in determining if material is re-usable. Material deemed to be in condition to be re-used has been returned to inventory and will be used as needed. 3
- * We have expanded the efforts to repair transformers that have failed in the field. This has produced a savings over buying new especially the larger Kva transformers. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Purchase Requisitions Issued	635	648	625	615
Inventory Purchases:				
Transformers	1,531,540	1,154,304	1,500,000	1,000,000
Wood Poles	144,445	132,424	125,000	150,000
Street Light Poles	231,548	179,576	275,000	250,000
Wire	2,273,409	1,150,350	1,250,000	950,000
Other	1,267,914	2,052,430	2,815,000	1,650,000
Totals	5,448,855	4,669,084	5,965,000	4,000,000

2009-10 Objectives

Goal Ref

- * Perform audits of suppliers that are awarded utility hardware price agreements (5-year agreements). 3
- * Repair gravel roads in the pole yard. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6122 - Warehouse and Stores

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Warehouse Clerk 3rd Yr	1.00	1.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Warehouseman 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

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	480,965	481,304	483,434	486,211
Other Services & Charges	185,224	174,300	174,300	174,300
Supplies	4,698,612	3,825,000	3,825,000	4,325,000
Capital Outlay	15,930	0	0	0
Other Expenditures	0	0	0	0
Total	5,380,731	4,480,604	4,482,734	4,985,511

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2008-09 Accomplishments

Goal Ref

- * Returned a percentage of mobile power washing activities to fleet operations utilizing IPL personnel and equipment. The objective to cut the annual expenses of contracting mobile power washing by 50% for a projected cost savings of \$10,000 was met. 3
- * Returned a percentage of power production coal dozer maintenance activities to IPL fleet operations. The objective to cut expenses of contracting preventive maintenance costs on the coal dozers by 25% for a projected cost savings of \$8,000 was met. 3
- * Improved fleet maintenance and repair accountability through more efficient personnel time management practices. The objective 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 was met. 3
- * Improved truck electronic diagnostic capabilities. The objective 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 was met. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Accident Repair Costs	2,024	2,854	3,500	1,000
Safety Inspection Costs	9,282	9,614	10,000	12,000
Vehicle Downtime Days	47	47	30	30
Prev. Maint. Hours - Inside	1,459	1,327	1,500	1,500
Prev. Maint. Costs - Inside	64,538	59,010	65,000	65,000
Prev. Maint. Costs - Outside	31,756	21,406	15,000	15,000
Vehicle Job Orders - Inside	2,632	2,382	3,000	3,000
Vehicle Job Orders - Outside	299	279	250	250
Vehicle Repair Costs - Inside	666,692	448,149	450,000	450,000
Vehicle Repair Costs - Outside	96,141	66,534	65,000	50,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

2009-10 Objectives

Goal Ref

- * Objective: Improve worker safety and reduced environmental hazards. 3
Plan: Evaluate current practices and safety issues regarding the use of solvent-based parts cleaning machines. Goal: Reduce environmental hazards thru the use of "greener" parts cleaning products, and reduce the risk of worker exposure to caustic chemicals.
- * Objective: Determine the need and feasibility of implementing hybrid technology into medium-duty bucket trucks. Plan: Evaluate the benefits of current hybrid technology for medium-duty truck applications. Goal: Lower operating costs thru more efficient power sources, improve operator efficiencies and work environment with simpler and quieter operating machines, and reduce the carbon footprint from diesel truck-engine-driven power sources. 3
- * Objective: Improve the reliability of the fuel dispensing/management system. Plan: Assess the problems plaguing the current fuel dispensing/management system and put together a proposal to correct these issues. Goal: Greatly reduce or eliminate mechanical fuel dispenser failures and electronic data interruptions. 3

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	613,588	602,571	605,233	608,878
Other Services & Charges	270,603	289,600	289,600	289,600
Supplies	307,218	249,915	249,915	280,800
Capital Outlay	609,952	608,600	608,600	608,600
Other Expenditures	0	0	0	0
Total	1,801,361	1,750,686	1,753,348	1,787,878

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6126 - Meter Reading

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2008-09 Accomplishments

Goal Ref

- * The division continues to use the newly expanded safety program. 3
- * The division has maintained a reading rate of 96.3% for the first seven months of the fiscal year. This is lower due to ice-covered water wells. 3
- * The electric consecutive monthly estimates was reduced by 24%. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Meter Reads	1,281,553	1,257,254	1,258,454	1,260,500
Rechecks	5,340	5,802	6,100	6,110
Can't Reads	52,810	70,139	62,923	63,000
Service Work Orders Generated	3,663	5,052	5,000	5,000
Actual Read (% of Meters)	96.0%	94.7%	95.0%	95.0%

2009-10 Objectives

Goal Ref

- * Maintain or reduce overtime costs by 5%. The department has averaged approximately \$61,000 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 average is 244 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
 Cost Center: 6126 - Meter Reading

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Meter Records Clerk 2nd Yr	1.00	.00	.00	.00
Meter Records Clerk 3rd Yr	.00	1.00	1.00	1.00
Utility Meter Reader I	10.00	10.00	9.00	9.00
Util Field Service Wkr	3.00	3.00	.00	.00
Utility Meter Reader I	6.00	4.00	5.00	5.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	22.00	20.00	17.00	17.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,490,427	1,428,509	1,432,889	1,450,243
Other Services & Charges	19,006	66,400	66,400	66,400
Supplies	7,961	9,900	9,900	10,900
Capital Outlay	784	4,550	4,550	3,550
Other Expenditures	0	0	0	0
Total	1,518,178	1,509,359	1,513,739	1,531,093
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2008-09 Accomplishments

Goal Ref

- * Blue Valley Power Plant 5-year Budget Plan was developed to support the continuing safe and reliable operation of the plant. 3
- * Missouri City Power Plant 5-year Budget Plan was developed to support the continuing safe and reliable operation of the plant. 3
- * Combustion Turbine Generator units 5-year Budget Plan was developed to support the continuing safe and reliable operation of the units. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Net Generation at IP&L Plants (MWH)	394,542	462,692	474,318	270,000
Total Coal Burned (tons)	255,412	276,120	269,147	154,315
Total Gas Burned (MCF)	131,401	107,058	105,317	75,739
Total Oil Burned (gallons)	153,664	140,233	74,002	67,914

2009-10 Objectives

Goal Ref

- * Plan, scope, develop specifications, bid and award projects for the scheduled Blue Valley 3 Spring 2010 outage as budgeted and to meet schedule deadlines. Scope includes turbine inspection/repairs, cooling tower replacement, precipitator inspection/repair, boiler tube repairs and chemical cleaning, air heater basket replacement and repairs, 3-4 feedwater heater retubing, turbine operational instrumentation/controls installation. The planned 16-week outage should be completed for a May 1 startup. 3
- * Plan, scope, develop specifications, bid and award projects for the scheduled Blue Valley 1 and Blue Valley 2 Fall 2010 outage as budgeted and to meet schedule deadlines. Scope includes turbine inspection/repairs, cooling tower replacement, precipitator inspection/repair, boiler tube repairs, air heater basket replacement and repairs, turbine operational safety instrumentation/controls installation. The planned 16-week outage should be completed for a May 1 startup. 3
- * Plan, scope, develop specifications, bid and award projects for the scheduled Missouri City 1 and Missouri City 2 Fall 2009 outage as budgeted and to meet schedule deadlines. Scope includes turbine inspection/repairs, circulating water pump inspection/repair, 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6140 - Production

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

2009-10 Objectives

Goal Ref

baghouse maintenance, boiler tube repairs and chemical cleaning (Missouri City 2 only). The off-season outage should be completed for a May 1 startup.

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Instrument/Pneumatic 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	2.00	1.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	2.00	3.00	3.00	4.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
Account Clerk I	1.00	.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	2.00	2.00	2.00
Engineer II - P&L	3.00	2.00	2.00	2.00
Safety & Training Specialist	.00	1.00	1.00	1.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Electrical/Tech Supvr	1.00	1.00	1.00	.00
PP Instrument Control Supv	.00	.00	.00	1.00
Administrative Spec III	.00	1.00	1.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	74.00	75.00	75.00	75.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6140 - Production

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	8,084,153	7,488,504	7,536,909	7,491,112
Other Services & Charges	7,776,348	6,149,600	6,124,600	8,006,810
Supplies	1,014,102	1,111,400	1,136,400	1,285,400
Capital Outlay	30,168	47,000	47,000	47,000
Other Expenditures	0	0	0	0
Total	16,904,771	14,796,504	14,844,909	16,830,322
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6145 - Purchased Power

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental nitric oxide and sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2008-09 Accomplishments

Goal Ref

- * Actions were taken to schedule 55 Mw of capacity and energy at an anticipated starting date of May 2009 from Omaha Public Power District's newly constructed Nebraska City (NC2) generating unit. 3
- * Arranged for Southwest Power Pool transmission wheeling for Omaha Public Power District power for May 2009. Firm transmission has already been obtained for months subsequent to May 2009 thru life of the unit. 3
- * Provided necessary data to System Operations for the most economical dispatch of IPL generating units and contracted generating capacity on a daily/hourly basis. 3
- * Secured fuel contracts (coal and natural gas) for IPL production generating units applicable to calendar year 2009. 3
- * As a replacement for the unavailable RCT generating unit, 25 Mw from Western Resources (2-month period) and 30 Mw from Missouri Joint Municipal Electric Utility Commission (4-month period) for the summer season of year 2008. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Purchased Energy And Emissions (\$)	24,863,089	23,347,168	20,723,701	26,039,946
Purchased Capacity Demand (\$)	7,570,000	7,755,000	8,231,375	14,568,900
Trans. Wheeling (\$)	1,233,214	1,239,452	1,707,782	2,267,480
Power Production Fuels (\$)	13,962,839	18,191,243	18,430,533	9,504,208
IP&L Net Generation (MWH)	394,541	452,692	474,318	270,000
Purchased Energy (MWH)	786,091	775,459	754,996	864,062
Summer Purchased Capacity (Mw)	90	145	145	145
Winter Purchased Capacity (Mw)	90	90	90	145
IP&L Generating Capacity (Mw)	288	288	238	238
Load Regulation (\$)	246,370	241,846	765,000	624,240
Total Costs (\$)	47,857,512	50,774,709	49,858,311	53,004,774
Total Energy Supplied (Mwh)	1,180,632	1,228,051	1,229,314	1,234,062

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6145 - Purchased Power

2009-10 Operating Budget
 Fund: 20 - Power and Light Fund

Total Cost Per Mwh of Supply \$/Mwh 40.55 41.34 40.56 42.95

2009-10 Objectives

Goal Ref

- * Monitor purchase energy market on a daily basis from different suppliers in order to obtain lowest cost pricing for any necessary off-system purchases. 3
- * Market to wholesale entities surplus capacity and energy that is occurring due to the overlapping of KCPL 90 Mw purchase (terminates on 05/31/2011) with Omaha Public Power District's 55 Mw purchases for the 12-month period of 2009/2010 and 50 Mw Missouri Joint Municipal Electric Utility Commission for the month of June 2010. 3
- * Secure new natural gas supply contract, replacing existing contract that terminates on March 31, 2010. 3
- * Provide cost data to system operations in order to implement most favorable terms and pricing for purchase/sale transactions with other entities. 3

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	45,687,359	49,858,391	49,858,391	53,004,774
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	45,687,359	49,858,391	49,858,391	53,004,774
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2009-10 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.

2008-09 Accomplishments

Goal Ref

- * Contributed to IPL'S effort to develop a Master Resource Plan by providing information and working with consultants. 3
- * Contributed to Engineering effort of fiber-optic communication process with Transmission pole replacement. 3
- * Improved security of IPL'S facilities with the installation of cameras, electronically operated gates and alarms at key locations. Also added cameras and improved door access security. 3
- * Completed repairs of wall and floor settling problems in the IPL Service Center. 3
- * Continued with substation improvements to enhance reliability, avoid oil spills and update control equipment. 3

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Completed Construction Jobs	662	609	500	500
4-KV Conversion Miles Complete	.5	.3	.5	.3
Services Installed	703	410	1,000	750
Rotation of Meters	3,513	2,463	5,200	3,500
Total Number of Trees Trimmed	8,344	8,133	7,500	8,000
Properties Trimmed	3,947	3,517	4,500	4,000
Street Lights Added	300	212	300	300
Yearly Continuity Percentage	99.99	99.71	98.90	99.00
Damage Claim Costs	10,992	4,900	8,500	8,000

2009-10 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 replacing and upgrading gate operations and installing cameras and perimeter alarms at substations when fiber-optics is available. 3
- * Continue improvements with substations, overhead and underground reliability projects. This will also help avoid oil spills and allow 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2009-10 Operating Budget
 Cost Center: 6150 - Transmission & Distribution Fund: 20 - Power and Light Fund

2009-10 Objectives **Goal Ref**

for updated control equipment.

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Apprentice Lineman-1st yr	.00	1.00	4.00	1.00
Apprentice Lineman-2nd Yr	1.00	.00	3.00	3.00
Apprentice Lineman-3rd Yr	2.00	1.00	1.00	2.00
Apprentice Lineman-4th Yr	1.00	3.00	.00	2.00
Inspector/Locator 2nd Yr	1.00	.00	.00	.00
Inspector/Locator 3rd Yr	1.00	2.00	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	2.00
Journeyman Lineman	25.00	25.00	22.00	18.00
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
Substation Lineman	.00	.00	.00	3.00
Tree Trim Crew Ldr Wkg	1.00	.00	.00	.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	.00	1.00	1.00	1.00
Util Maint Wkr 1st 6 Mo	1.00	.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	.00	1.00	.00	1.00
Dispatcher	.00	.00	.00	4.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	.00	.00	1.00	.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	64.00	65.00	68.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	6,681,833	6,521,788	6,544,487	6,880,807

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2009-10 Operating Budget
 Cost Center: 6150 - Transmission & Distribution Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	2,404,101	2,100,600	2,100,600	2,347,100
Supplies	183,985	265,250	265,250	268,750
Capital Outlay	222,906	217,000	217,000	217,000
Other Expenditures	0	0	0	0
Total	9,492,825	9,104,638	9,127,337	9,713,657
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * Provided engineering work necessary to maintain the IPL system from the substation to the customer's meter on their house. 3
- * Completed design on a fiber optic network to the City facilities and Independence Public School District locations. 3
- * Engineering Division managed the transmission line pole inspection by Osmose and change out. 3
- * Engineering has completed the design and replacement of numerous transmission line poles in connection with the pole inspection program. 3
- * Engineering has completed the construction of having a section of 69-kV transmission line converted to underground at the new Jackson Drive bridge south of 37th Terrace. 3
- * Submitted application for FEMA VII and VIII grants. 3
- * Completed 80% of the FEMA IV grant, 5% of FEMA V and 1% of FEMA VI. 3
- * SCADA/EMS server replacement and software upgrade - Upgraded to Windows 2003 server on servers and Open Systems International Monarch base version 693 on servers and workstations. 4
- * Upgraded servers and clients to Oracle 10g. 4
- * System Operator NERC CEH certification - Scheduled and sent system operators to NERC CEH approved training to maintain certification. Updated system operator training plan for 2009 and purchased software tool for tracking training and performing required Job Task analysis as required by new NERC standard PER-005. 4
- * Replaced Missouri City remote transmittal unit and established an alternative communication path. 3
- * Integrated Smoky Hills II wind farm into SCADA/EMS, ACE equation for pseudo tie implementation and energy accounting. 4
- * Substation M - SCADA/EMS changes for capacitor bank and transmission line recloser improvements. 3
- * Automatic Generation Control (AGC) - Cooperative effort between Production and Operations to replace/upgrade AGC hardware and software. 3
- * SCADA/EMS Vulnerability Assessment - Schedule SCADA/EMS Vulnerability Assessment to be completed in April 2009. 3
- * SCADA/EMS Patch Management - Established procedure and contracted vendor to evaluate software patches and comply with NERC Critical Infrastructure Protection Reliability standards. 4
- * Relief Operator - Established the Relief Operator position for 4

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

2008-09 Accomplishments

Goal Ref

- covering operator training hours, vacation and extended illnesses.
- * Operating Procedures - Updated various system operating procedures as required by NERC Reliability Standards. 4
- * Completed NERC Reliability Standard Self Certification, annual and quarterly reports. 3
- * Security - Relocated and installed additional cameras. 3

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Contracted Construction	1,514,377	4,692,573	1,700,000	4,705,000
Code 2 Job Orders (less than \$25,000)	1,432,196	1,433,332	1,650,000	1,600,000
Code 4 Job Orders (more than \$25,000)	2,853,084	1,507,362	2,200,000	450,000
Code 6 Job Orders (street lighting)	370,811	788,735	600,000	600,000
Code 7 Job Orders (private lighting)	56,340	45,360	35,000	49,000

2009-10 Objectives

Goal Ref

- * Complete scanning of all construction and substation drawings that currently reside in tubes and metal file holders. The scanning will be performed by various personnel - from temporary workers to current IPL personnel who are on "light duty" assignment. After scanning these substation drawings will be filed, cataloged and sent to Iron Mountain for storage. 3
- * Design and direct the implementation of substation standards and protocols. 3
- * Work with T&D regarding current and anticipated CAD/GIS information systems requirements and the feasibility of utilizing laptops for substation field work. 3
- * Continue planning the strategic development of CAD/GIS technology and information utilizing Autodesk's Topobase software. 3
- * Complete a distribution system study by 10/01/09. The study will be performed by a consultant to determine the adequacy of IPL's system and make recommendations for improved service and reliability to Independence residents. 3
- * IPL's District Planner section shall process residential construction projects related to the burial of electric services covered by a FEMA IV and FEMA V grants. These services will be buried to offset future mitigation costs caused by storms in Independence. IPL plans to complete 100% and 75% respectively of the grants during FY 2009-10. 3

*City of Independence
Detail Program Summary*

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

2009-10 Objectives

Goal Ref

- * IPL's District Planner section shall process residential construction projects related to the burial of electric services covered by FEMA grants. These services will be buried to offset future mitigation costs caused by storms in Independence. During FY 2009-10: FEMA IV 100%, FEMA V 75%, FEMA VI 60%. 3
- * IPL's District Planner section shall process an application for burial of electric services proposed to be covered by a FEMA VII, VIII, IX and X grants. These services will be buried to offset future mitigation costs caused by storms in Independence. IPL plans to begin construction of the grant during FY 2009-10. 3
- * IPL's District Planner section shall process commercial and residential construction projects as required throughout the year to extend and maintain IPL's distribution system to provide electric service for development in Independence. 3
- * IPL's District Planner section shall process security lighting, street lighting and traffic signal construction projects as required throughout the year to extend and maintain IPL's programs in Independence. 3
- * System Operator Training - IPL's System Operators to participate in required training courses to maintain North American Electric Reliability Corp. System Operator Certification. 3
- * Southwest Power Pool (SPP) Energy Imbalance Services (EIS) Market Implementation - Consulting services, hardware and software infrastructure needed to enter IPL into the SPP EIS Market. Participation in SPP Markets; revenue and cost savings estimated at \$13 million. 3
- * System Operations Backup Site - Complete conceptual designs for the implementation of Operations backup site. 3
- * Supervisory Control and Data Acquisition (SCADA) / Energy Management System (EMS) - Upgrade of SCADA/EMS software, hardware and conduct vulnerability assessment to keep up with current technology, maintain system reliability and meet NERC standards. 3
- * IPL's Engineering Division will begin design of a 161-kV transmission line and substation terminal equipment from IPL's Substation A to M. The 161-kV transmission line will share an existing route with a 69-kV line. Acquisition of additional right-of-way will need to be obtained to accommodate the additional circuit. 3
- * IPL's Engineering Division will continue to provide assistance to IPL's Transmission & Distribution Division with 69-kV circuit breaker replacement. 3
- * IPL's Engineering Division will evaluate the system power factor and make recommendations regarding the placement of capacitor banks on the distribution system. 3
- * IPL's Engineering Division will continue to manage the conversion of some of the manual processes to electronic format. 3
- * Fiber Optic Program - Majority of the construction for IPL's substations and the Independence Public School District will be completed by the end of 2009. The majority of City offices should be completed by the end of the 2009-10 fiscal year. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2009-10 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
District Planner 2nd Yr	1.00	.00	.00	.00
District Planner 3rd Yr	.00	1.00	.00	.00
District Planner 4th Yr	4.00	4.00	5.00	4.00
System Operator Trainee	.00	1.00	.00	.00
System Operator I	1.00	.00	1.00	1.00
System Operator II	2.00	3.00	2.00	1.00
System Operator III	.00	.00	1.00	2.00
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	.00	.00	.00
Estimator 4th-6 Months	1.00	.00	.00	.00
Dispatcher	5.00	5.00	4.00	.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	1.00	.00	1.00
Engineer II - P&L	3.00	3.00	3.00	3.00
Engineer III - PL	3.00	3.00	3.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	1.00	2.00	2.00	1.00
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	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	.00	.00	1.00	2.00
Compliance Training Coord	.00	.00	1.00	1.00
Total	33.00	33.00	33.00	29.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	2,936,788	3,154,661	3,189,048	2,942,500
Other Services & Charges	437,170	689,551	679,706	1,181,773
Supplies	43,297	69,750	72,095	51,400
Capital Outlay	174,359	72,300	72,300	194,600
Other Expenditures	0	0	0	0
Total	3,591,614	3,986,262	4,013,149	4,370,273

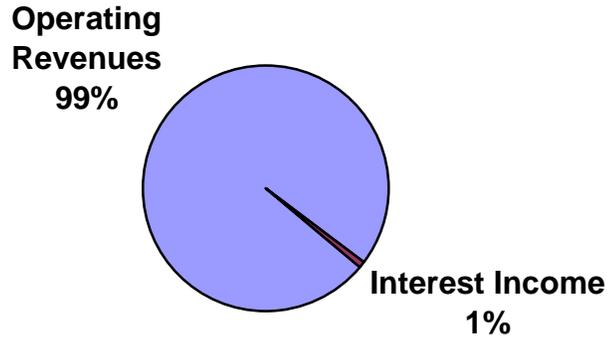
City of Independence, Missouri
2009-10 Operating Budget
Capital Lease/Debt Service Requirements - Power and Light Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds (Refunding):</u>				
1998 Series B (6235)	\$ 1,695,000	\$ 435,890	\$ 2,500	\$ 2,133,390
<u>Revenue Bonds (Refunding):</u>				
2003 Series (6236)	550,000	105,473	2,500	657,973
Revenue Bonds				
2009 Series D (6237)	-	1,608,025	2,500	1,610,525
Total Power and Light Fund	<u>\$ 2,245,000</u>	<u>\$ 2,149,388</u>	<u>\$ 7,500</u>	<u>\$ 4,401,888</u>

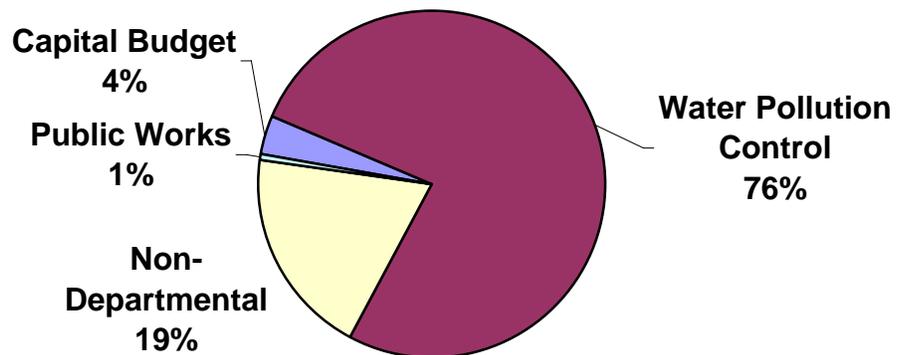
City of Independence, Missouri
2009-10 Operating Budget
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
<i>Note: these capital projects were all approved by ordinance number 17281 on March 23, 2009. They are shown here because they represent a significant part of the ongoing Power and Light Fund Capital Budget</i>			
70210820	Asbestos Abatement - Blue Valley & Missouri City	Power & Light Fund	\$ 300,000
70210821	Blue Valley Boiler Tube Maintenance/Repair	Power & Light Fund	2,000,000
70210822	Blue Valley Turbine Operations Safety Projects	Power & Light Fund	250,000
70210823	Water Treatment Systems Projects	Power & Light Fund	400,000
80210824	Production Plant Miscellaneous Projects	Power & Light Fund	750,000
80210825	Production Coal Handling Projects	Power & Light Fund	600,000
70210826	Missouri City Boiler Tube Maintenance/Repair	Power & Light Fund	2,700,000
70210802	Missouri City 1&2 Turbine/Generator Inspection/Maintenance	Power & Light Fund	3,000,000
70210803	Blue Valley Digital Controls System Processor Maintenance	Power & Light Fund	150,000
70210804	Blue Valley Unit #3 Turbine Inspection/Maintenance	Power & Light Fund	500,000
70210805	Blue Valley Cooling Tower #2 Replacement	Power & Light Fund	1,500,000
70210806	Blue Valley Air Heater Maintenance	Power & Light Fund	150,000
70210807	Substations H, I & J Control Maintenance and Compliance	Power & Light Fund	1,000,000
70210808	Substation J Units 1 & 2 Hot Gas Path Inspections	Power & Light Fund	2,000,000
70210809	Production Spill Prevention Containment & Control	Power & Light Fund	200,000
70210810	Production Facilities Maintenance	Power & Light Fund	400,000
70210811	Blue Valley Medium Voltage Switchgear Maintenance	Power & Light Fund	500,000
70210812	Blue Valley Cabling Maintenance	Power & Light Fund	500,000
70210813	Roadway Improvements (Street Lights and Distribution)	Power & Light Fund	1,230,000
70210814	T&D System Improvements (Underground)	Power & Light Fund	310,000
70210815	T&D System Improvements (Overhead)	Power & Light Fund	1,140,000
70210817	Sub A to Sub M 16 Kv Tie Line	Power & Light Fund	850,000
70210818	Substation Roof Repair/Replacement	Power & Light Fund	250,000
Fund Subtotal			<u>\$ 20,680,000</u>
<i>New Capital Budget appropriations for FY 2009-10</i>			
70210827	Substation J 69 Kv Underground Transmission Line	Power & Light Fund	2,565,000
			<u><u>\$ 23,245,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2009-10 Operating Budget
Budget Summary Sanitary Sewer Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ 2,318,428	\$ 2,292,472	\$ 1,162,066			
Change in non-budgetary Net Available Resources	617,978					
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 15,286,226	\$ 15,792,000	\$ 15,419,000	99.1%	\$ (373,000)	-2.4%
Interest Income	551,726	388,000	141,700	0.9%	(246,300)	-63.5%
Other Revenues	23,016	-	-	0.0%	-	n/a
Total Estimated Revenues	\$ 15,860,968	\$ 16,180,000	\$ 15,560,700	100.0%	\$ (619,300)	-3.8%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit	105,357	105,357	-		(105,357)	-100.0%
Total Sources	\$ 15,966,325	\$ 16,285,357	\$ 15,560,700		\$ (724,657)	-4.4%
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	\$ 10,969,964	\$ 11,777,560	\$ 12,469,158	76.4%	\$ 691,598	5.9%
Public Works	71,512	71,759	73,993	0.5%	2,234	3.1%
Non-Departmental	2,948,486	3,208,016	3,169,428	19.4%	(38,588)	-1.2%
Total Operating Budget	\$ 13,989,962	\$ 15,057,335	\$ 15,712,579	96.3%	\$ 655,244	4.4%
Capital Budget:						
Capital Projects	\$ 2,620,297	\$ 3,330,000	\$ 600,000	3.7%	\$ (2,730,000)	-82.0%
Total Uses	\$ 16,610,259	\$ 18,387,335	\$ 16,312,579	100.0%	\$ (2,074,756)	-11.3%
Ending Net Available Resources	\$ 2,292,472	\$ 190,494	\$ 410,187		\$ 1,350,099	

City of Independence, Missouri
2009-10 Operating Budget
Historical Data - Sanitary Sewer Fund
For the Fiscal Years 2003-04 through 2008-09

Description	2003-04	2004-05	2005-06	2006-07	2007-08	Projected 2008-09
Net Income (Loss)						
Net Income (Loss)	\$ 3,098,218	\$ 2,120,380	\$ 2,519,708	\$ 2,132,068	\$ (31,695)	\$ -
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	<u>\$ 3,098,218</u>	<u>\$ 2,120,380</u>	<u>\$ 2,519,708</u>	<u>\$ 2,132,068</u>	<u>\$ (31,695)</u>	<u>\$ (291,517)</u>

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$10,549,055	\$11,902,754	\$12,538,908	\$12,521,195	\$12,399,210	\$ -
Less:						
Inventories	(49,379)	(68,560)	(58,450)	(63,445)	(74,738)	-
Current Liabilities	(1,059,833)	(1,012,770)	(998,033)	(1,015,595)	(1,174,743)	-
Carryover Capital Budget Appropriations	(2,819,913)	(3,391,611)	(4,838,623)	(7,219,621)	(8,288,894)	-
Carryover Outstanding Encumbrances	(178,766)	(312,273)	(176,676)	(1,904,106)	(568,363)	-
Net Available Resources	<u>\$ 6,441,164</u>	<u>\$ 7,117,540</u>	<u>\$ 6,467,126</u>	<u>\$ 2,318,428</u>	<u>\$ 2,292,472</u>	<u>\$ 1,162,066</u>
Source: 2003-04 through 2007-08 - Comprehensive Annual Financial Report 2008-09 - Operating Staff Projections						

Employee Staffing (in Full Time Equivalents)						
Department:						
Public Works	0.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control						
General Fund	5.00	5.00	5.00	5.00	5.00	5.00
Sanitary Sewer Fund	69.00	70.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	7.00	8.00	8.00	8.00	8.00	8.00
Total	<u>81.00</u>	<u>84.00</u>	<u>84.00</u>	<u>84.00</u>	<u>84.00</u>	<u>84.00</u>

Utility Statistics						
No. of Residential Customers	38,901	39,900	40,680	40,692	40,667	40,800
No. of Commercial Cust.	3,493	3,534	3,523	3,519	3,510	3,525
Wastewater Treated (million gallons)	2,939	3,032	2,348	2,654	2,689	2,501

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary - Sanitary Sewer Fund
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09 Original Budget	2008-09 Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Sanitary Sewer Fund							
<u>Operating Revenue</u>							
30-4010	Residential	\$ 9,854,124	\$ 10,009,000	\$ 9,915,000	\$ 9,954,000	0.4%	-0.5%
30-4110	Comercial Base	3,955,002	4,221,000	4,023,000	4,023,000	0.0%	-4.7%
30-4120	Comercial Surcharge	604,522	647,000	591,000	591,000	0.0%	-8.7%
30-4430	Contract Services	281,691	207,000	234,000	234,000	0.0%	13.0%
30-4570	Intermunicipal Agreements	455,779	458,000	467,000	467,000	0.0%	2.0%
30-4600	Other Operating Revenue	147,537	150,000	150,000	150,000	0.0%	0.0%
30-3109	Construction Permits (Pub. Wks.)	-	100,000	-	-	n/a	-100.0%
30-4700	Change in Unbilled Revenue	(12,429)	-	-	-		
	Total Operating Revenue	\$ 15,286,226	\$ 15,792,000	\$ 15,380,000	\$ 15,419,000	0.3%	-2.4%
<u>Non-Operating Revenue</u>							
30-3411	Interest Income	551,726	388,000	150,000	141,700	-5.5%	-63.5%
30-4900	Other Revenues, Net	23,016					
	Total Revenues	\$ 15,860,968	\$ 16,180,000	\$ 15,530,000	\$ 15,560,700	0.2%	-3.8%

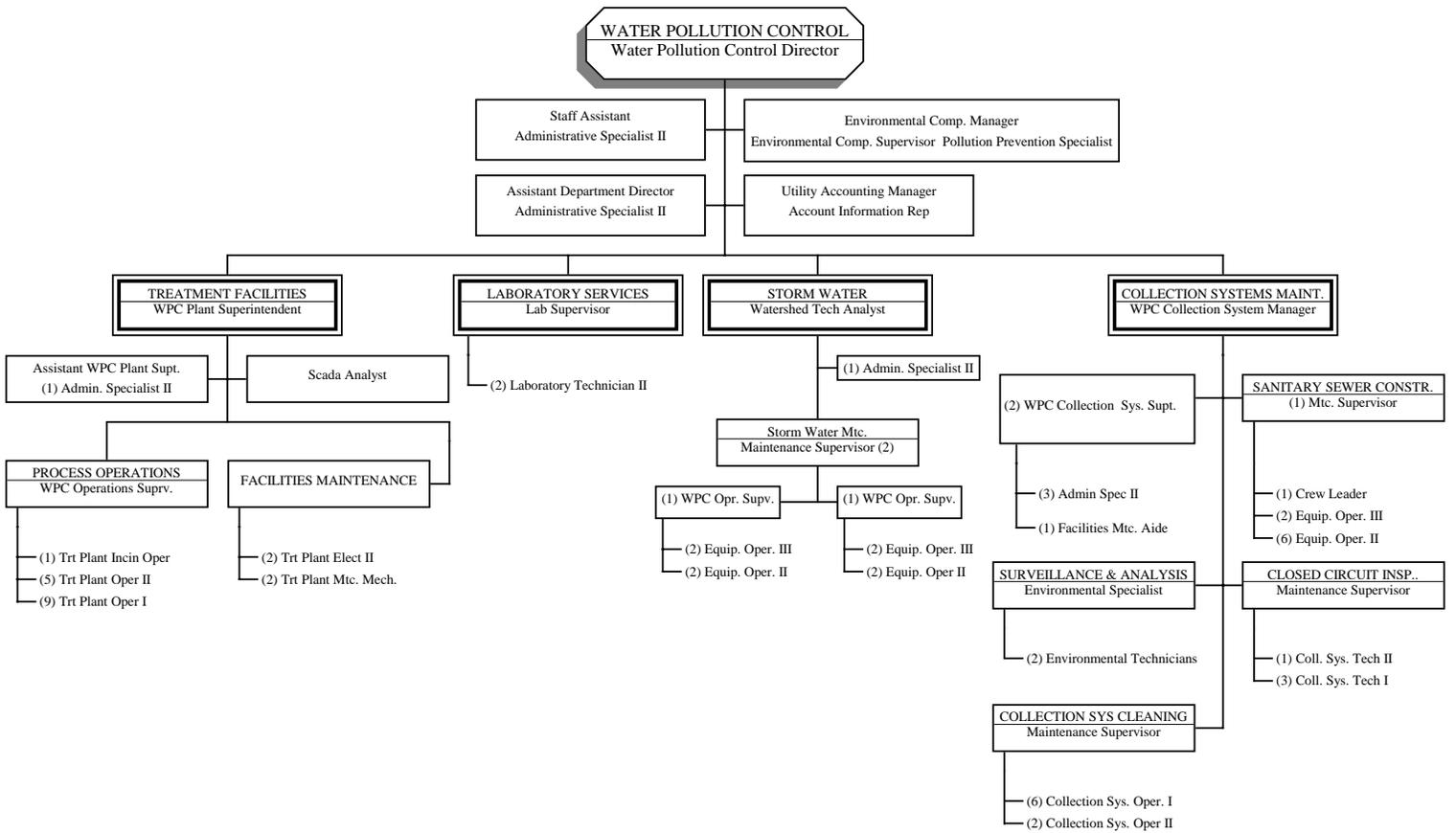
CITY OF INDEPENDENCE, MISSOURI
2009-2010 Operating Budget
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	\$45.69	\$13.47	\$0.8983/100 gallons > 1500
Raymore, Mo.	\$34.84	none	\$6.85/1,000 gallons
Raytown, Mo.	\$34.40	\$14.50	\$4.87/1000 gallons > 1000
Liberty, Mo.	\$31.84	none	\$6.26/1,000 gallons
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
Olathe, Ks.	\$27.29	\$4.10	\$3.41/100 cubic feet
Kansas City, Mo.	\$24.49	\$10.55	\$2.05/100 cubic feet
Sugar Creek, Mo.	\$23.49	\$9.76	\$2.70/1000 gallons
Blue Springs, Mo.	\$22.63	\$6.30	\$0.321/100 gallons
Independence, Mo.	\$22.52	\$9.60	\$1.8996/100 cubic feet
Kansas City, Ks.	\$22.37	\$8.84	\$1.99/100 cubic feet
Grandview, Mo.	\$18.78	\$7.50	\$1.88/1000 gallons rounded

* The average bill is calculated using average water consumption of 680 cubic feet per month.

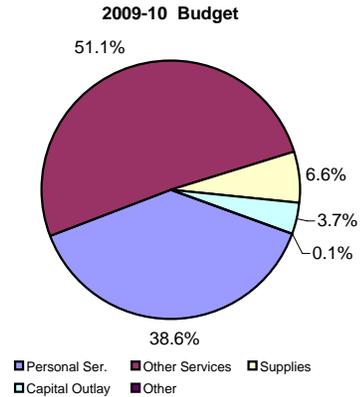
Survey conducted in February, 2009

City of Independence, Missouri Water Pollution Control



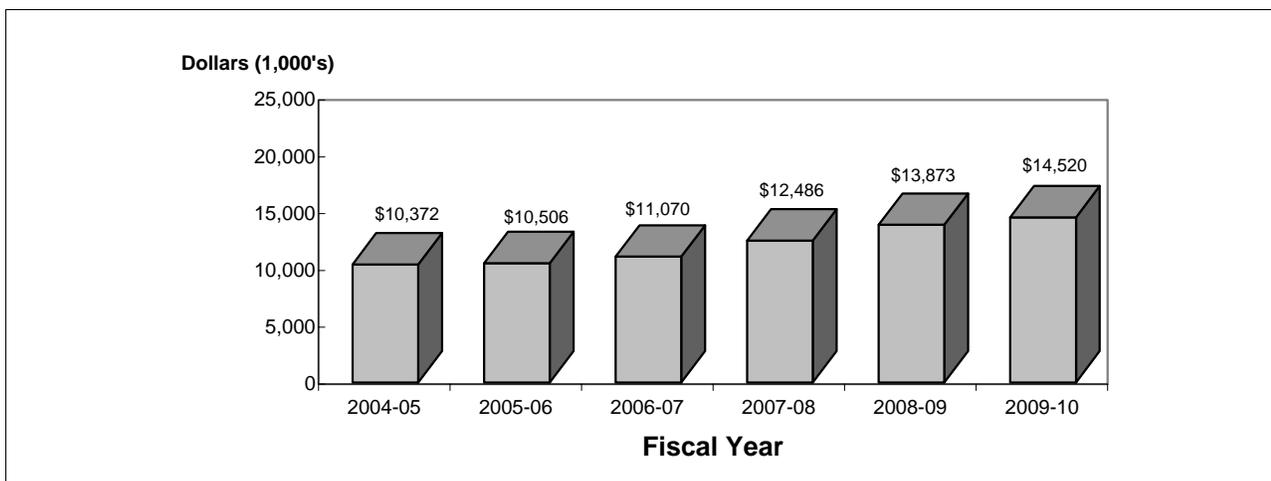
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 4,807,693	\$ 5,435,231	\$ 5,483,224	\$ 5,604,250
Other Services	6,354,253	6,820,005	6,810,605	7,418,170
Supplies	862,732	893,066	895,066	951,756
Capital Outlay	460,822	714,887	722,287	536,087
Other	-	10,000	10,000	10,000
Total	\$ 12,485,500	\$ 13,873,189	\$ 13,921,182	\$ 14,520,263



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
General Fund	\$ 295,014	\$ 295,509	\$ 305,567	\$ 300,450	\$ 314,500	\$ 296,134
Storm Water Sales Tax	1,020,888	932,747	1,232,045	1,215,086	1,781,129	1,754,971
Sewer Fund	9,056,497	9,278,161	9,532,678	10,969,964	11,777,560	12,469,158
Total All Funds	\$ 10,372,399	\$ 10,506,417	\$ 11,070,290	\$ 12,485,500	\$ 13,873,189	\$ 14,520,263
Comparative Ratios:						
Per Capita	\$ 90.08	\$ 90.93	\$ 95.47	\$ 107.30	\$ 127.09	\$ 127.23
Per Household	\$ 213.49	\$ 215.49	\$ 226.27	\$ 254.31	\$ 298.73	\$ 295.17



*City of Independence
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2009-10 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, 594 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
5201 Administration	705,159	887,966	906,301	897,481
5210 Inter-Jurisdictional Agencies	3,887,388	4,046,500	4,046,500	4,609,000
5220 Treatment Facilities	3,341,631	3,416,544	3,423,412	3,509,188
5230 Collection System Maintenance	2,824,805	3,188,579	3,204,129	3,210,778
5240 Laboratory Services	210,981	237,971	242,214	242,711
5250 Storm Sewer Maintenance	300,450	314,500	316,413	296,134
5261 Storm Water Administration	181,265	322,590	322,775	323,861
5262 Storm Water Maintenance	868,721	1,208,214	1,209,113	1,265,660
5263 Storm Water Permit Compl.	165,100	250,325	250,325	165,450
Total	12,485,500	13,873,189	13,921,182	14,520,263
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2009-10 Operating Budget

Source of Funding

Sanitary Sewer Fund	10,969,964	11,777,560	11,822,556	12,469,158
General Fund	300,450	314,500	316,413	296,134
Storm Water Sales Tax Fund	1,215,086	1,781,129	1,782,213	1,754,971
Total	12,485,500	13,873,189	13,921,182	14,520,263
	=====	=====	=====	=====

Key Budget Changes

* Staff must evaluate and implement results and recommendations of recently completed Master Plan and Cost of Service Study.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2009-10 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2008-09 Accomplishments

Goal Ref

- * The Department conducted the City's 11th annual household hazardous waste collection event. Waste products totaling 78,016 pounds from 578 vehicles were received. 1
- * The City's first annual Ecofest was conducted in 2008. The purpose of the event was to educate the public on the importance of water quality, watersheds, stormwater management and conservation. An estimated 800 people attended the event throughout the day. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Sanitary Sewer Customers (Residential)	40,692	40,667	40,800	40,800
Sanitary Sewer Customers (Commercial)	3,519	3,510	3,525	3,510
Compliance Inspections	150	213	150	160
Plan Reviews	188	132	150	80

2009-10 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Asst Dept Director	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2009-10 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
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
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	2.00
Fiscal Technician II	1.00	1.00	1.00	.00
Total	9.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	626,119	743,371	761,706	750,946
Other Services & Charges	71,910	120,495	120,495	122,435
Supplies	6,876	17,000	17,000	17,000
Capital Outlay	254	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	705,159	887,966	906,301	897,481

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 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	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Treatment Cost per Million Gallons Treated	\$824	\$894	\$1,137	\$1,050

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	3,887,388	4,046,500	4,046,500	4,609,000
Other Expenditures	0	0	0	0
Total	3,887,388	4,046,500	4,046,500	4,609,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2009-10 Operating Budget
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.

2008-09 Accomplishments

Goal Ref

- * In conjunction with Independence Power and Light, an Infra-Red Study was conducted on the high voltage motor control center at the Rock Creek Treatment Plant. All hot-spots and recommended repairs have been completed. 1
- * The air conditioning system and controls at the Rock Creek Treatment Plant were upgraded to more efficient equipment. 1
- * Rock Creek Treatment Plant Liquids Process Control Reports were updated for enhanced operations control. 1
- * Completed restoration of lost CEMS files at the Rock Creek Treatment Plant. 1
- * Administered Hydraulic Stress Test to maximize flow through the system at the Rock Creek Treatment Plant. 1
- * The Rock Creek Pump Station Automatic Bar Screens and Generator replacement project was completed. This project was to provide emergency power back-up for the main influent gate operations. 1
- * Automated the non-pot water supply at the Rock Creek Treatment Plant and converted to full automatic cleaning of solids. 1
- * Completed pump upgrade and installation of back-up power generator at Dickinson and Kentucky I Pump Stations. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Wastewater Treated (Million Gallons)	2,654	2,689	2,501	2,714
Solids Removal Efficiency (%) (85% Required)	95.08	95.24	95.42	95.35
Oxygen Demand Removal (%) (85 % Required)	88.98	87.51	91.05	89.30

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5220 - Treatment Facilities

2009-10 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,539,081	1,679,454	1,686,322	1,714,098
Other Services & Charges	1,284,186	1,247,290	1,239,290	1,263,290
Supplies	465,198	444,200	444,200	461,800
Capital Outlay	53,166	45,600	53,600	70,000
Other Expenditures	0	0	0	0
Total	3,341,631	3,416,544	3,423,412	3,509,188
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Description

The Sewer Maintenance Division is responsible for maintaining over 594 miles (3 million feet) of sanitary sewer pipe and over 14,000 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.

2008-09 Accomplishments

Goal Ref

- * Engineer designed, bid and contracted to eliminate 1 pumping site. 4
- * Held weekly safety meetings. Trained on confined space equipment. Attended Hazwhoper refresher classes. (950 contact hours for 34 employees.) 4
- * Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe which resulted in over 37,679 linear feet of cured-in-place pipe. 1
- * Repaired 52 right-of-way/easement customer service laterals. 1
- * Continued data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology. 1
- * Conducted visit to a septic tank neighborhood and recommended that the Sanitary Sewers be installed in the area of 24 Hwy & 291 Hwy. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Customer Service Request Responses	1,145	1,110	1,100	1,311
Sewer Utility Identification Markings (Line Segments)	4	5	4	6
Dry weather overflows per million feet of pipe	~6.67	~5.0	~4.0	~4.0
Dry weather basement back-ups per 1,000 customers	~1.43	~0.79	~1.25	~0.45

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software.	1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, utilizing trenchless technology where practical and cost effective, to extend the life of the sewer system and reduce infiltration.	1
* Provide an initial response to our customers' inquiries within 24 hours of receipt.	1
* Conduct visits to septic tank neighborhoods to investigate areas for possible placement of Sanitary Sewer Lines.	1
* Administer a program to seal sanitary sewer manholes in targeted neighborhoods to extend the asset life and reduce inflow and infiltration of ground water and surface water.	1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	1.00	2.00	2.00	2.00
WPC Collection Sys Manager	.00	1.00	1.00	1.00
Environmental Tech I	2.00	2.00	2.00	2.00
Asst Coll Sys Supt	2.00	.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	3.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	34.00	34.00	34.00	34.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	1,783,361	2,018,079	2,033,629	2,097,288

*City of Independence
Detail Program Summary*

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	560,498	451,250	449,250	576,940
Supplies	233,623	236,250	238,250	256,750
Capital Outlay	247,323	483,000	483,000	279,800
Other Expenditures	0	0	0	0
Total	2,824,805	3,188,579	3,204,129	3,210,778
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5240 - Laboratory Services

2009-10 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2008-09 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
- * Prepared Storm Water Sampling Guide for use by treatment plant operators for use during rain events. 1
- * Developed Quality Control program for use by plant operators when performing storm event testing. 1
- * Served on Mid America Resource Council's Water Quality Education Committee and served subcommittee for development of education materials for children. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Samples Received	7,429	7,653	7,600	7,500
Treatment Operations Analyses	24,621	27,069	25,000	26,000
Industrial Discharge Analyses	981	1,333	1,000	1,200
Quality Assurance Analyses	3,640	3,783	3,700	3,200

2009-10 Objectives

Goal Ref

- * Assist Environmental Compliance division in the preparation of a field manual for use by technicians for testing and sample collection. 1
- * Assess laboratory needs of department divisions to ensure testing needs are met and incorporate necessary changes in sampling and testing. 1
- * Participate in the monitoring program of the USGS for the City's Municipal Separate Storm Water System and provide conventional pollutant analyses for the study. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5240 - Laboratory Services

2009-10 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Laboratory Tech II	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	173,362	190,011	194,254	194,751
Other Services & Charges	27,062	31,860	31,860	31,860
Supplies	7,966	16,100	16,100	16,100
Capital Outlay	2,591	0	0	0
Other Expenditures	0	0	0	0
Total	210,981	237,971	242,214	242,711
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5250 - Storm Sewer Maintenance

2009-10 Operating Budget
 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 12,500 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.

2008-09 Accomplishments

Goal Ref

- * Continued the evaluation, design, and construction of selected storm drainage systems. 1
 Project that the following will be accomplished this Fiscal Year:
 >170 feet of storm sewer will be constructed.
- * Continued efforts to repair and maintain storm water systems. 1
 Project that the following will be accomplished this Fiscal Year:
 Respond to >400 customer service requests.
 Complete >186 repair projects.
 Reset >40 storm structure lids.
- * Achieved over 146 man hours of employee training and development in maintenance, calibration, and 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 one large repair project to the storm drainage system to prevent flooding in homes and to improve public safety. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Repair Projects	190	176	208	208
Repair & Maintenance Team Uptime	~97%	~96%	~92%	~92%

2009-10 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
- * 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
 Cost Center: 5250 - Storm Sewer Maintenance

2009-10 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	298,660	314,500	316,413	296,134
Other Services & Charges	0	0	0	0
Supplies	1,790	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	300,450	314,500	316,413	296,134

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

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.

2008-09 Accomplishments

Goal Ref

- * Investigated residents' storm water concerns and performed planning and engineering evaluations as needed. 1
- * Administered, coordinated, and evaluated engineering consultants design progress on storm drainage improvements (CIP) projects. 1
- * Continued to implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS). 1
- * Initiated native planting of two (2) selected regional storm water detention basins. 1

2009-10 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 System (GIS) and Computerized Maintenance Management System (CMMS). 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
	=====	=====	=====	=====

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	53,247	119,590	119,775	122,861

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	123,492	183,400	183,400	158,400
Supplies	4,526	10,300	10,300	10,300
Capital Outlay	0	5,000	5,000	28,000
Other Expenditures	0	4,300	4,300	4,300
Total	181,265	322,590	322,775	323,861
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5262 - Storm Water Maintenance

2009-10 Operating Budget
Fund: 13 - Storm Water Sales Tax

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.

2008-09 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 Fiscal Year:
Inspect >16,500 storm structures
Clean >3,800 storm structures
Clean >24,400 linear feet of storm sewer pipe
- * Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
- * Installed 812 feet of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1
- * Continued to fulfill the promise made to the voters of the 1/4-cent sales tax issue, to double maintenance and repair activities. 1
- * Achieved over 202 man hours of employee training and development in job related matters of: maintenance, use of personal protective gas monitors, hazardous materials, and confined space entry procedures. 4

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Storm Water Structures Cleaned	5,849	4,965	8,000	8,000
Storm Water Structures Inspected	15,810	21,273	14,000	14,000
Repair & Maintenance Team Uptime	~97%	~96%	~92%	~92%

2009-10 Objectives

Goal Ref

- * Continue the escalated preventative maintenance and inspection activities on storm water structures and drainage systems. 1
- * Continue the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
- * Increase installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1
- * Continue to fulfill the promise made to the voters of the 1/4-cent Storm Water Sales Tax, to double storm water maintenance and 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
Cost Center: 5262 - Storm Water Maintenance

2009-10 Operating Budget
Fund: 13 - Storm Water Sales Tax

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	333,863	370,226	371,125	428,172
Other Services & Charges	234,617	495,885	496,485	497,795
Supplies	142,753	162,216	162,216	182,806
Capital Outlay	157,488	174,187	173,587	151,187
Other Expenditures	0	5,700	5,700	5,700
Total	868,721	1,208,214	1,209,113	1,265,660

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2009-10 Operating Budget
 Cost Center: 5263 - Storm Water Permit Compl. Fund: 13 - Storm Water Sales Tax

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

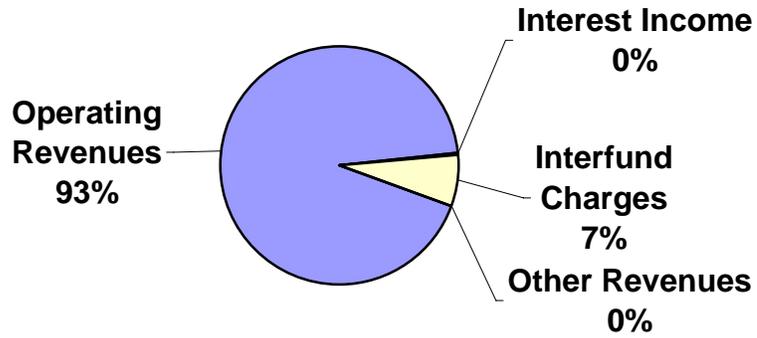
Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	165,100	243,325	243,325	158,450
Supplies	0	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	165,100	250,325	250,325	165,450
	=====	=====	=====	=====

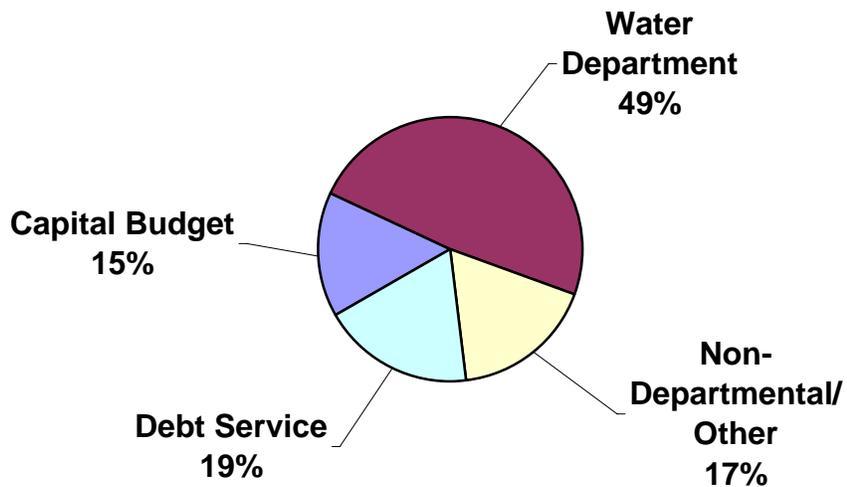
City of Independence, Missouri
2009-10 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<u>Sanitary Sewer Collection System Projects-</u>			
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	\$ 600,000
	Subtotal		\$ 600,000
 <u>Treatment Plant Projects-</u>			
	Subtotal		\$ -
	Fund Total		<u>\$ 600,000</u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2009-10 Operating Budget
Budget Summary Water Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ (833,105)	\$ (8,497,441)	\$ 2,061,355			
Change in non-budgetary Net Available Resources	(3,321,427)					
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 18,114,183	\$ 19,169,510	\$ 20,960,000	92.7%	\$ 1,790,490	9.3%
Interest Income	239,518	99,900	60,000	0.3%	(39,900)	-39.9%
Interfund Charges	1,343,096	1,531,300	1,601,600	7.1%	70,300	4.6%
Other Revenues	(6,471)	-	-	0.0%	-	n/a
Total Estimated Revenues	\$ 19,690,326	\$ 20,800,710	\$ 22,621,600	100.0%	\$ 1,820,890	8.8%
Transfers from Other Funds-						
Total Sources	\$ 19,690,326	\$ 20,800,710	\$ 22,621,600		\$ 1,820,890	8.8%
Use of Budget Dollars						
Operating Budget:						
Finance	\$ 43,729	\$ 39,863	\$ 54,402	0.2%	\$ 14,539	36.5%
Water Department	13,325,744	13,265,934	13,882,701	48.8%	616,767	4.6%
Non-Departmental	4,650,384	4,787,724	4,850,256	17.1%	62,532	1.3%
Debt Service	4,050,764	4,155,459	5,318,041	18.7%	1,162,582	28.0%
Total Operating Budget	\$ 22,070,621	\$ 22,248,980	\$ 24,105,400	84.8%	\$ 1,856,420	8.3%
Capital Budget:						
Capital Projects	\$ 1,962,614	\$ 3,106,000	\$ 4,322,000	15.2%	\$ 1,216,000	39.2%
Total Uses	\$ 24,033,235	\$ 25,354,980	\$ 28,427,400	100.0%	\$ 3,072,420	12.1%
Ending Net Available Resources	\$ (8,497,441)	\$ (13,051,711)	\$ (3,744,445)		\$ (3,072,420)	

City of Independence, Missouri
2009-10 Operating Budget
Historical Data - Water Fund
For the Fiscal Years 2003-04 through 2008-09

Description	2003-04	2004-05	2005-06	2006-07	2007-08	Projected 2008-09
Net Income (Loss)						
Net Income (Loss)	\$ 3,648,218	\$ 2,099,100	\$ 2,149,346	\$ 1,126,488	\$ 595,502	\$ -
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	<u>\$ 3,648,218</u>	<u>\$ 2,099,100</u>	<u>\$ 2,149,346</u>	<u>\$ 1,126,488</u>	<u>\$ 595,502</u>	<u>\$ (2,200,000)</u>

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$25,230,846	\$17,836,778	\$14,531,196	\$10,279,003	\$ 5,489,948	
Less:						
Inventories	(557,395)	(624,258)	(616,657)	(594,830)	(609,974)	
Current Liabilities	(5,214,011)	(5,345,081)	(4,832,211)	(4,705,035)	(4,817,318)	
Carryover Capital Budget Appropriations	(15,336,141)	(9,388,889)	(6,553,799)	(4,891,299)	(8,010,643)	
Carryover Outstanding Encumbrances	(262,960)	(378,752)	(253,463)	(920,854)	(549,454)	
Net Available Resources	<u>\$ 3,860,339</u>	<u>\$ 2,099,798</u>	<u>\$ 2,275,066</u>	<u>\$ (833,015)</u>	<u>\$ (8,497,441)</u>	<u>\$ 2,061,355</u>
Source: 2003-04 through 2007-08 - Comprehensive Annual Financial Report 2008-09 - Operating Staff Projections						

Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	1.50	0.00	0.00	0.00	0.00	0.00
Finance	0.00	1.00	0.85	0.85	0.85	0.85
Water	97.48	97.48	98.48	97.65	101.65	101.65
Total	<u>98.98</u>	<u>98.48</u>	<u>99.33</u>	<u>98.50</u>	<u>102.50</u>	<u>102.50</u>

Utility Statistics						
No. of Residential Customers	43,985	44,490	44,742	44,836	44,920	45,724
No. of Commercial Cust.	2,933	2,971	3,027	3,067	3,110	3,127
No. of Other Customers	406	431	441	441	470	494
Water Pumped (million gallons)	11,006	10,582	10,837	10,853	11,041	11,056
Water Sold (million gallons)	9,641	9,266	9,266	9,395	9,605	9,504

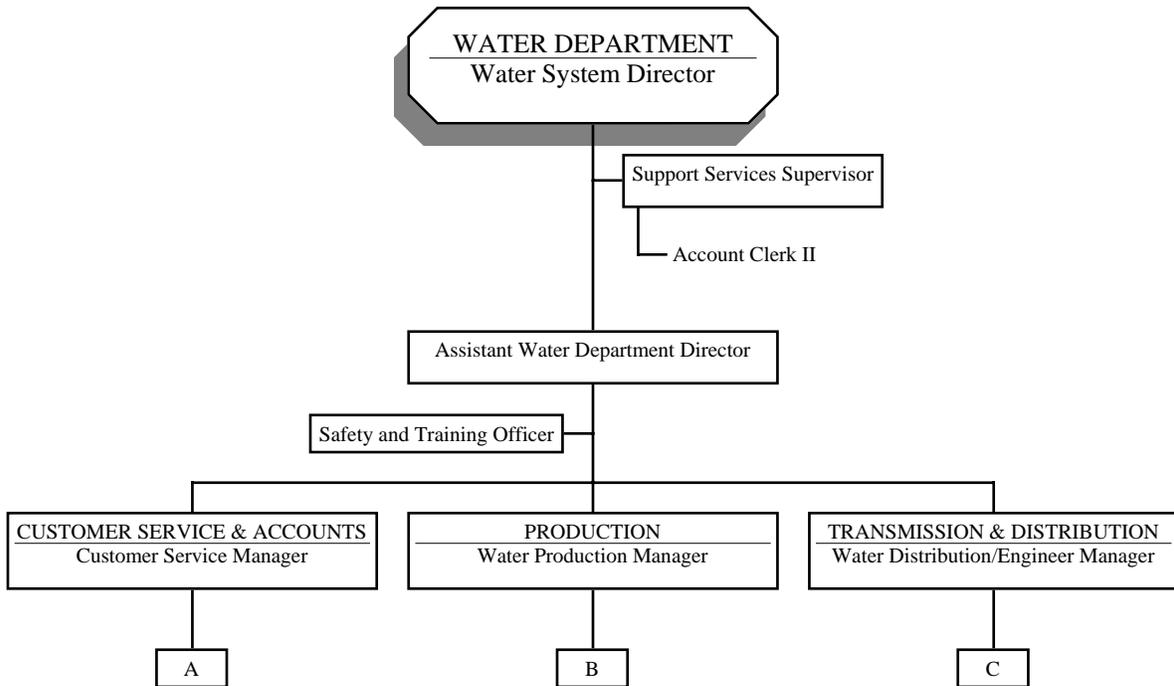
City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary - Water Fund
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09 Original Budget	2008-09 Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Proj	%Chg. Orig. to Proj.
Water Fund							
<u>Operating Revenue</u>							
40-4010	Residential Sales	\$ 8,994,600	\$ 10,345,500	\$ 9,500,000	\$ 10,400,000	9.5%	0.5%
40-4110	Commercial Sales	2,458,013	2,926,000	2,700,000	2,900,000	7.4%	-0.9%
40-4130	Industrial Sales	308,642	365,750	340,000	370,000	8.8%	1.2%
40-4400	Public Authority Sales	267,428	271,700	280,000	300,000	7.1%	10.4%
40-4410	Private Fire Protection	67,814	71,060	88,000	90,000	2.3%	26.7%
40-4420	Public Fire Protection	674,303	620,000	690,000	800,000	15.9%	29.0%
40-4550	Sales for Resale	5,023,444	4,294,500	5,000,000	5,700,000	14.0%	32.7%
40-4600	Other Operating Revenue	339,489	275,000	400,000	400,000	0.0%	45.5%
	Total Operating Revenue	\$ 18,133,733	\$ 19,169,510	\$ 18,998,000	\$ 20,960,000	10.3%	9.3%
40-3421	Interfund Charges	1,343,096	1,531,300	1,531,300	1,601,600	4.6%	4.6%
40-3411	Interest Income	239,518	99,900	14,800	60,000	305.4%	-39.9%
40-3440	Other Revenues, Net	(26,021)	-	-	-		
	Total Revenues	\$ 19,690,326	\$ 20,800,710	\$ 20,544,100	\$ 22,621,600	10.1%	8.8%

**City of Independence, Missouri
2009-10 Operating Budget
Average Bill/Rate Comparison - Water Fund**

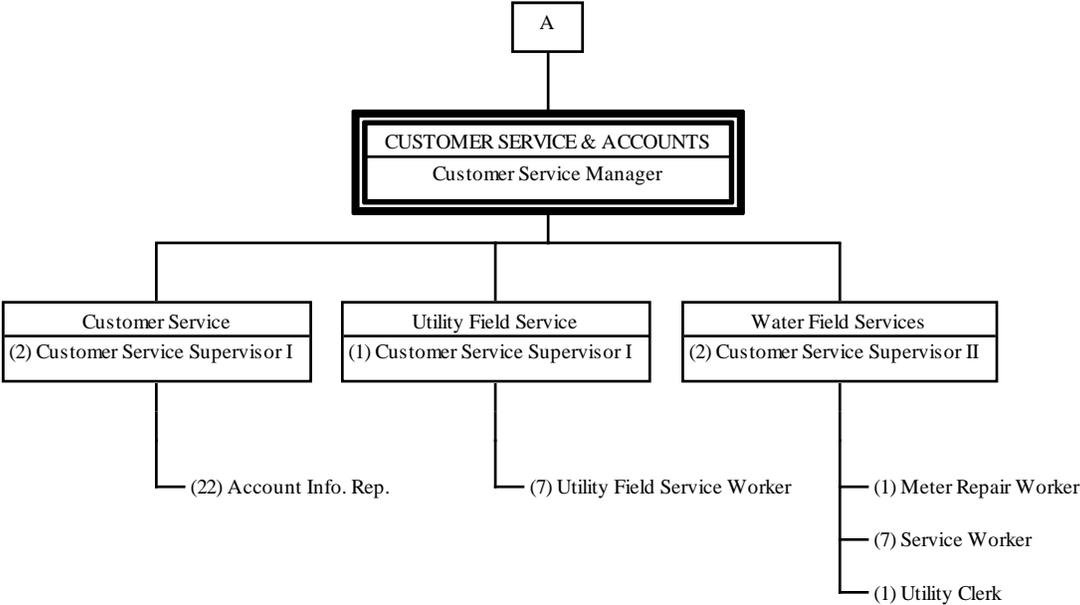
<u>City</u>	<u>Average Bill*</u>	<u>Monthly Base Rate</u>	<u>Volume Charge</u>
North Kansas City, MO	\$19.45	\$15.61	\$1.06/1000 gallons
Independence, MO	\$21.68	\$6.70	\$1.9020/100 cubic feet
Kansas City, MO	\$21.98	\$6.68	\$1.86/100 cubic feet
Lee's Summit, MO	\$22.39	\$5.35	\$2.81/1000 gallons
Olathe, KS	\$22.63	\$3.75	\$2.36/100 cubic feet
Blue Springs, MO	\$22.76	\$6.20	\$.2730/100 gallons
Sugar Creek, MO	\$22.97	\$7.84	\$2.528/1000 gallons
Leawood, KS	\$27.52	\$9.30	\$3.00/1000 gallons
Raymore, MO	\$29.60	none	\$4.85/1000 gallons
Grandview, MO	\$31.67	\$10.25	\$5.26/1000 gallons
Liberty, MO	\$35.74	\$13.16	\$6.58/1000 gallons
Kansas City, KS	\$39.96	\$12.69	\$2.959/100 cubic feet
Raytown, MO	\$43.12	\$8.15	\$5.130/1000 gallons
Belton, MO	\$44.57	none	\$0.7375/100 gallons
* The average bill is calculated using an average water consumption amount of 5,984 gallons per month (8 ccf)			
Note: Survey conducted in March 2009			

City of Independence, Missouri Water Department



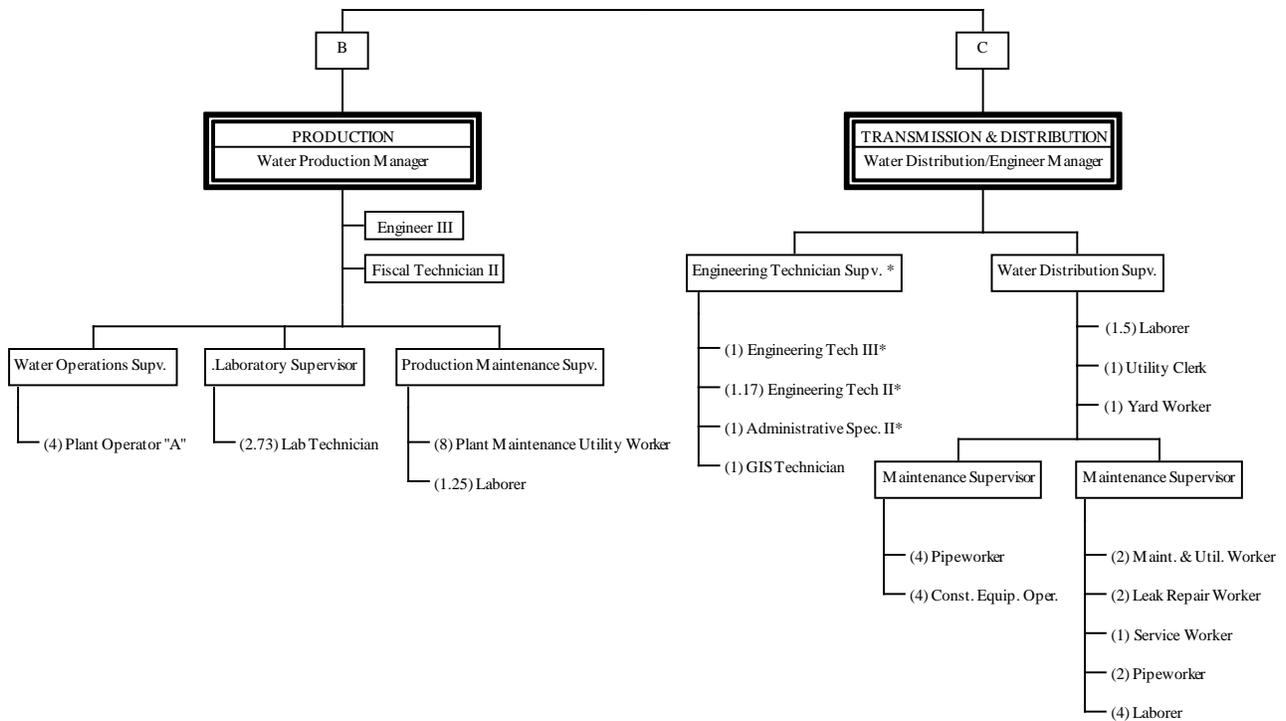
(Continued)

City of Independence, Missouri Water Department



(Continued)

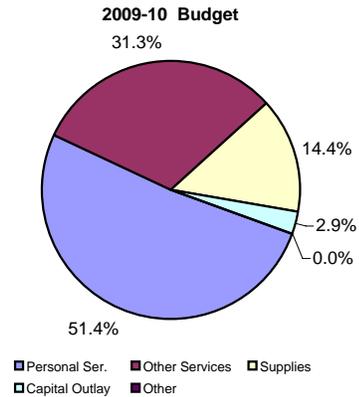
City of Independence, Missouri Water Department



* These Employees are funded 4810 - Administration

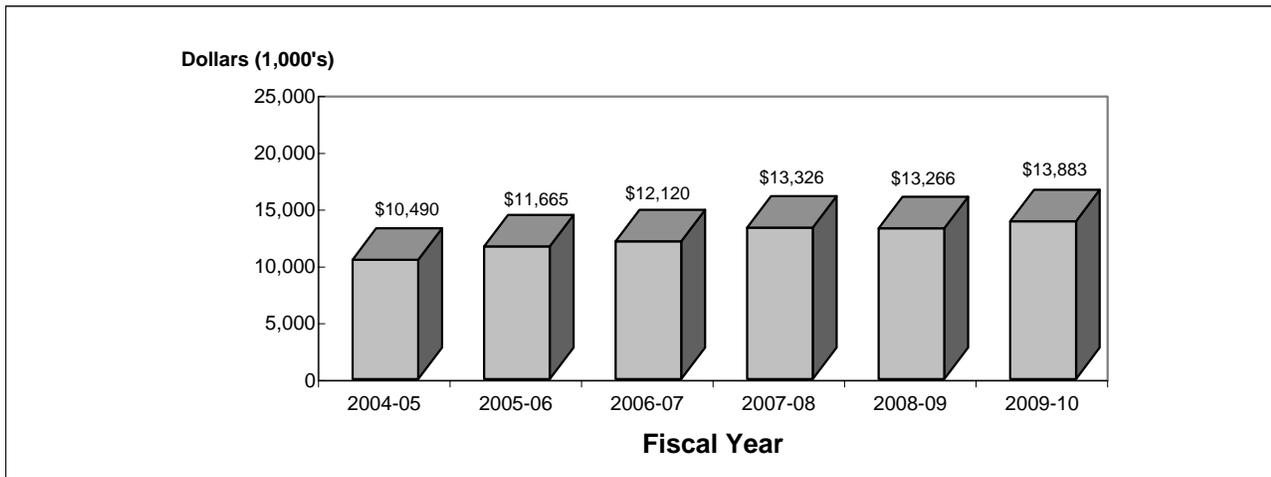
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 6,261,050	\$ 6,842,281	\$ 6,886,794	\$ 7,134,943
Other Services	3,976,388	3,964,463	4,150,594	4,343,218
Supplies	1,897,073	1,887,640	1,875,615	2,004,740
Capital Outlay	1,191,233	571,550	567,775	399,800
Other	-	-	-	-
Total	\$ 13,325,744	\$ 13,265,934	\$ 13,480,778	\$ 13,882,701



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	97.48	98.48	97.65	98.65	101.65	101.65
Amount by Fund:						
Water Fund	\$ 10,490,150	\$ 11,665,015	\$ 12,119,901	\$ 13,325,744	\$ 13,265,934	\$ 13,882,701
Total All Funds	\$ 10,490,150	\$ 11,665,015	\$ 12,119,901	\$ 13,325,744	\$ 13,265,934	\$ 13,882,701
Comparative Ratios:						
Per Capita	\$ 91.10	\$ 100.95	\$ 104.52	\$ 114.52	\$ 121.53	\$ 121.64
Per Household	\$ 215.91	\$ 239.26	\$ 247.72	\$ 271.42	\$ 285.65	\$ 282.21



City of Independence
Departmental Budget Summary

Department: 4800 - Water

2009-10 Operating Budget

Department Description

The Water Department produces and supplies drinking water to 48,405 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 742 miles of main, more than 4,656 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
Full Time Positions	96.73	97.73	100.00	100.00
Part Time Positions	.92	.92	1.65	1.65
Total	97.65	98.65	101.65	101.65
	=====	=====	=====	=====

Description	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4810 Administration & General	1,094,446	1,062,914	1,076,440	1,050,465
4821 Water Field Service	992,395	1,040,142	1,042,438	1,021,704
4822 Customer Service	1,823,956	1,912,032	1,917,692	2,018,811
4823 Utility Field Service	451,510	731,830	734,687	748,715
4830 Production	4,868,777	5,120,899	5,303,029	5,536,548
4840 Transmission & Distribution	4,094,660	3,398,117	3,406,492	3,506,458
Total	13,325,744	13,265,934	13,480,778	13,882,701
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4800 - Water

2009-10 Operating Budget

Source of Funding

Water Fund	13,325,744	13,265,934	13,480,778	13,882,701
Total	<u>13,325,744</u>	<u>13,265,934</u>	<u>13,480,778</u>	<u>13,882,701</u>
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water

2009-10 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.

2008-09 Accomplishments

Goal Ref

- * Provided GIS laptops and laptop training for the utility field service personnel. These individuals can use the laptops to help determine the location of the customers' service line and water curb box which will expedite shutting off and turning on water service. 1
- * Provided OSHA 10-hour training to all field personnel. This is a safety training program to help increase safety awareness in the work setting. 1
- * Provided inspection services to assure the 24" water main along Little Blue Parkway from R.D. Mize Road to 39th Street was installed per City specifications. 1
- * Monitored a Backflow Program that contained 3300 backflow devices to assure all devices were working in compliance with the Department of Natural Resources requirements. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Actual</u>	<u>2008-09</u> <u>Projected</u>	<u>2009-10</u> <u>Projected</u>
Number of customers	48,358	48,350	49,100	48,800
Revenue (Avg. Residential)	\$15.96	\$16.57	\$18.32	\$18.00
Gallons of water sold (Avg. Res.)	6,060	5,920	6,200	6,200
Percentage of water pumped that was sold to customers	87%	93%	88%	88%

2009-10 Objectives

Goal Ref

- * To provide inspection services to assure the water main that will be placed along Jackson Drive from R.D. Mize to Prairie Landing is installed per City specifications. 1
- * To provide inspection services to assure the water main that will be placed along Little Blue Parkway from R.D. Mize Road to Necessary Road is installed per City specifications. 1
- * Monitor the City's Backflow Prevention Program to assure the 3300 backflow devices are inspected and working to meet compliance with the Missouri Department of Natural Resources. 1

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4810 - Administration & General

2009-10 Operating Budget
Fund: 40 - Water Fund

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	1.17	1.17	1.17	1.00
Engineering Tech II	.00	.00	.00	.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00
Total	10.17	10.17	10.17	10.17

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	559,901	609,023	623,549	635,307
Other Services & Charges	360,954	385,261	390,061	387,118
Supplies	32,010	27,880	25,855	28,040
Capital Outlay	141,581	40,750	36,975	0
Other Expenditures	0	0	0	0
Total	1,094,446	1,062,914	1,076,440	1,050,465

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4821 - Water Field Service

2009-10 Operating Budget
 Fund: 40 - Water Fund

Description

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 48,405 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2008-09 Accomplishments

Goal Ref

- * Completed installation of magnetic high flow meters in our highest volume wholesale customer. 1
- * Water meter testing procedures are in accordance to American Water Works Association standards. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Water taps installed	288	239	300	210
Number of meters replaced	3,712	3,138	3,700	3,200

2009-10 Objectives

Goal Ref

- * Document with digital photos any reports of hazardous water line conditions (i.e. loose meter well lids, leaks, etc). 1
- * Convert standard monthly reports to electronic form. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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
 Cost Center: 4821 - Water Field Service

2009-10 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	702,410	718,542	720,838	746,904
Other Services & Charges	46,712	76,300	76,300	77,300
Supplies	34,107	33,500	33,500	28,500
Capital Outlay	209,166	211,800	211,800	169,000
Other Expenditures	0	0	0	0
Total	992,395	1,040,142	1,042,438	1,021,704
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4822 - Customer Service

2009-10 Operating Budget
 Fund: 40 - Water Fund

Description

The Customer Service Division's core functions are initializing utility services and processing payments for sewer, water, electrical services, miscellaneous other City payments, and Missouri Gas and Energy bills. Customer Service handles all phone calls regarding utility questions and all general calls requesting information regarding the City. These duties are carried out with understanding and respect to the citizens while maintaining a professional attitude.

2008-09 Accomplishments

Goal Ref

- * Cashiers were provided with counterfeit currency detectors and received training from the Police Department on counterfeit money. 1
- * Handled over 193,000 phone calls from citizens of Independence. 1

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Average time to answer calls	115 SECS	134 SECS	100 SECS	100 SECS
Average percentage of abandoned calls	11.1%	11.4%	10.0%	10.0%

2009-10 Objectives

Goal Ref

- * Decrease the average phone call answer time by 25 % and the abandonment rate by 13%. 1
- * Continue customer service training via e-training. 1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Account Information Rep	21.00	22.00	22.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	2.00	2.00	2.00	2.00
Total	24.00	25.00	25.00	25.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4822 - Customer Service

2009-10 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,290,243	1,371,105	1,376,765	1,415,111
Other Services & Charges	488,838	513,702	513,702	559,700
Supplies	40,425	27,225	27,225	26,000
Capital Outlay	4,450	0	0	18,000
Other Expenditures	0	0	0	0
Total	1,823,956	1,912,032	1,917,692	2,018,811
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4823 - Utility Field Service

2009-10 Operating Budget
 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.

2008-09 Accomplishments

Goal Ref

- * The number of delinquent accounts that are visited and either turned off, paid, or a notice is left increased by 67%. 1
- * All utility field service workers have been issued notebook computers that have specifications and locations of the City's water system including valves, service lines, and water mains. 1

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Average number of delinquent accounts completed daily	74	124	70	120
Average number of disconnects and connections completed each day	135	126	140	125

2009-10 Objectives

Goal Ref

- * Safety goal of conducting 50 safety meetings. 1
- * Respond to more than 95% of service requests the next day. 1

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
Util Field Service Wkr	.00	.00	3.00	3.00
Utility Field Serv Wkr	4.00	4.00	4.00	4.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	5.00	5.00	8.00	8.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4823 - Utility Field Service

2009-10 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	428,519	691,445	693,302	726,115
Other Services & Charges	1,100	3,650	5,150	10,950
Supplies	7,476	8,735	8,235	7,500
Capital Outlay	14,415	28,000	28,000	4,150
Other Expenditures	0	0	0	0
Total	451,510	731,830	734,687	748,715
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4830 - Production

2009-10 Operating Budget
Fund: 40 - Water Fund

Description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The department is obligated to meet the requirements of the Safe Drinking Water Act and all standards of the Missouri Department of Natural resources. Test results show that the water quality meets or exceeds all federal and state regulations.

2008-09 Accomplishments

Goal Ref

- * Analyzed over 1500 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 seventeen Independence Schools, including over 1,050 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

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
Thousands of gallons pumped	10,852,778	10,825,149	10,950,000	10,900,000
Average number of distribution samples taken each month	125	125	125	125
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

2009-10 Objectives

Goal Ref

- * Collect and analyze 100 distribution system samples per month to determine bacteriological quality. The presence of coliform bacteria in water samples indicates that contamination may have occurred. The Missouri Department of Natural Resources requires that 95% of samples test negative for coliform bacteria. 1
- * Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe. By teaching the students about the hazards of pollution, we believe they will share their experience with others and remember some basic concepts. 1

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4830 - Production

2009-10 Operating Budget
Fund: 40 - Water Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* 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
* Evaluate existing wells and well field capacity to determine if well rehabilitation is working effectively or if well replacement is warranted. New drilling sites will be evaluated.	1

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Plant Operator "A"	4.00	4.00	4.00	4.00
Maintenance & Utility Worker	1.00	.00	.00	.00
Maintenance & Utility Wkr	7.00	8.00	.00	.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	.00	.00	8.00	8.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer III	1.00	1.00	1.00	1.00
Laboratory Tech II	.73	1.00	.00	.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.00	1.73	2.73	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

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	1,424,318	1,533,674	1,545,473	1,601,498
Other Services & Charges	2,246,113	2,297,650	2,474,981	2,627,650
Supplies	1,129,390	1,174,475	1,167,475	1,304,400
Capital Outlay	68,956	115,100	115,100	3,000
Other Expenditures	0	0	0	0
Total	4,868,777	5,120,899	5,303,029	5,536,548
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water

2009-10 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 742 miles of main and more than 4,656 fire hydrants.

2008-09 Accomplishments

Goal Ref

- * Completed installation of a 24" ductile iron water main along Little Blue Parkway from R.D. Mize Road to 39th Street. 4
- * Completed installation of a 12" ductile iron water main along Jackson Drive from R.D. Mize to 39th Street. 4
- * Painted 65% of all public fire hydrants in the distribution system. This included making sure the hydrant was clear of any visual obstructions. 1
- * Installed water mains along various roads in eastern Independence in order to increase fire protection and make water available for existing residents. 1
- * All 4,656 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

Service Delivery Background Data

Description	2006-07 Actual	2007-08 Actual	2008-09 Projected	2009-10 Projected
Main breaks	271	179	240	200
Service lines repaired	81	78	90	90
Fire hydrants tested/inspected	4,317	5,049	4,650	4,700
Fire hydrants painted	1,335	2,970	1,300	1,600
Main breaks per mile of main per year	.37	.24	.32	.27
Miles of main installed in Eastern Independence	N/A	1	4	3
Annual operation/maintenance cost per mile of main	\$3,812.37	\$4,683.39	\$4,054.00	\$4,500.00
Operations and maintenance cost per customer account per year	\$57.60	\$71.78	\$61.00	\$74.00

City of Independence
Detail Program Summary

Department: 4800 - Water

2009-10 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

2009-10 Objectives

Goal Ref

- * Paint 25% of all public fire hydrants, based on a four year maintenance cycle, in accordance with the American Water Works Association's recommended practices. Any loose paint will be removed from each hydrant prior to painting and will be painted black and orange to show the hydrant has a flow rate of at least 500 psi. Obstructions will be removed from around the hydrant to assure Fire Department personnel have easy visual view of the fire hydrant. 1
- * Physically inspect every public fire hydrant in the distribution system. Inspections shall include pressure checks, removing all hydrant caps, lubricating hydrant cap threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. The hydrant valve shall also be checked to assure accessibility. 1
- * Install three miles of water mains in areas of eastern Independence that currently have residents but no water mains. This will be phase two of a four phase project. 4

Staffing:

Position Title	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 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	1.00	.00	.00
Leak Repair Worker	2.00	1.00	2.00	2.00
Pipe Worker	6.00	6.00	6.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	1.00	.00	5.00	.00
Laborer	4.00	5.00	.00	5.00
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	.00
Maintenance Supervisor-Water	.00	.00	.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

2009-10 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Personal Services	1,855,659	1,918,492	1,926,867	2,010,008
Other Services & Charges	832,671	687,900	690,400	680,500
Supplies	653,665	615,825	613,325	610,300
Capital Outlay	752,665	175,900	175,900	205,650
Other Expenditures	0	0	0	0
Total	4,094,660	3,398,117	3,406,492	3,506,458
	=====	=====	=====	=====

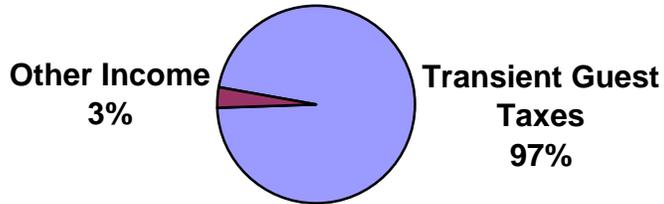
**City of Independence, Missouri
2009-10 Operating Budget
Capital Lease/Debt Service Requirements - Water Fund**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds:</u>				
1986 Series (6352)	\$ 1,970,000	\$ 1,066,773	\$ 7,500	\$ 3,044,273
2004 Series (6352)	555,000	593,261	7,500	1,155,761
2009 Series C (6352)	-	1,110,507	7,500	1,118,007
Fund Total	<u>\$ 2,525,000</u>	<u>\$ 2,770,541</u>	<u>\$ 22,500</u>	<u>\$ 5,318,041</u>

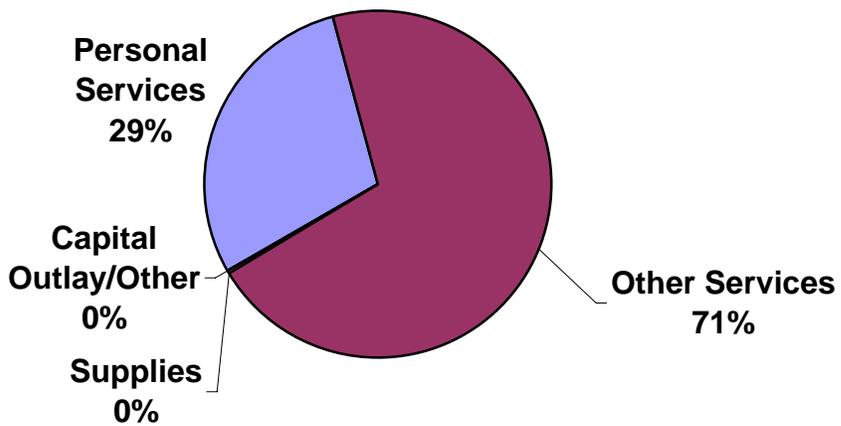
City of Independence, Missouri
2009-10 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
70400702	Install 36" Water Main, Little Blue Parkway Phase II	Water Fund	\$ 2,448,000
70400801	Water Main Extension in Eastern Independence	Water Fund	700,000
9749	Main Replacement Program	Water Fund	200,000
9952	Security Upgrades	Water Fund	50,000
9836	Well Starters and Circuit Beakers	Water Fund	10,000
70400901	Clear Well Transfer Pump No. 6	Water Fund	150,000
70400902	Exploratory Drilling for Future Well Sites	Water Fund	40,000
70400903	Well Meters	Water Fund	50,000
70400904	Eastern Independence Industrial Park Water Mains	Water Fund	674,000
	Fund Total		<u><u>\$ 4,322,000</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



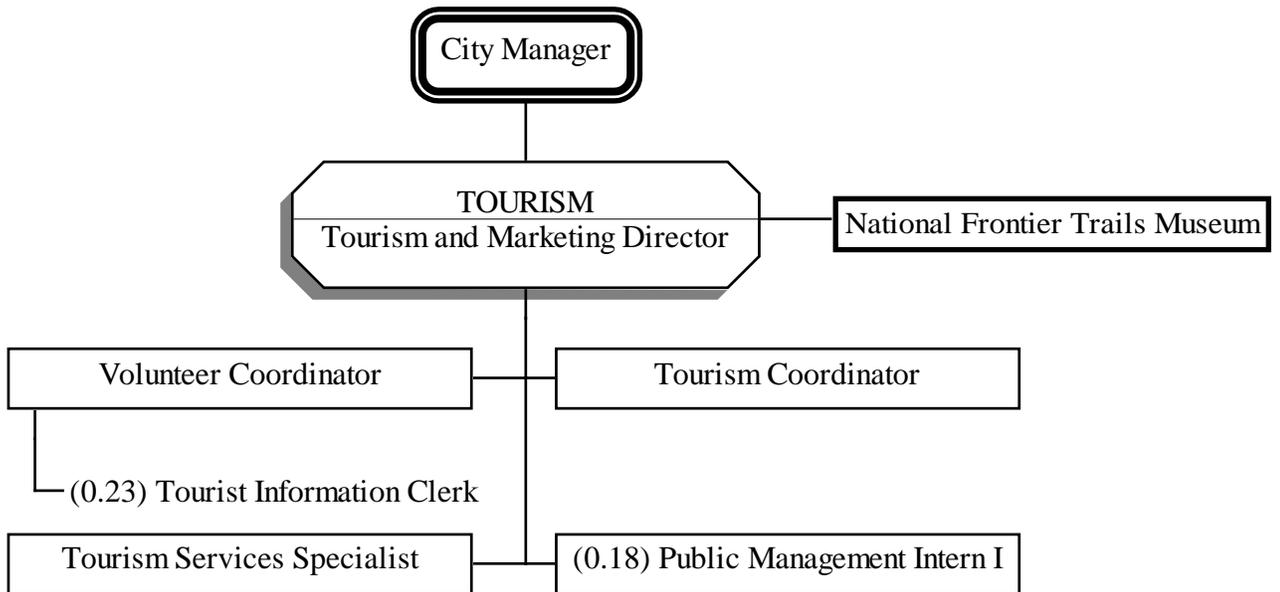
City of Independence, Missouri
 2009-10 Operating Budget
Budget Summary - Tourism Fund
 For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ 724,972	\$ 755,374	\$ 863,882			
Estimated Revenues-						
Transient Guest Taxes	\$ 1,084,379	\$ 1,077,500	\$ 1,006,000	96.7%	\$ (71,500)	-6.6%
Interest	42,369	-	-	0.0%	-	n/a
Federal & State Grants	184,849	-	-	0.0%	-	n/a
Other Income	6,479	68,500	33,900	3.3%	(34,600)	-50.5%
Total Estimated Revenues	<u>\$ 1,318,076</u>	<u>\$ 1,146,000</u>	<u>\$ 1,039,900</u>	100.0%	<u>\$ (106,100)</u>	-9.3%
Total Sources	\$ 2,043,048	\$ 1,901,374	\$ 1,903,782			
Use of Budget Dollars						
Operating Budget:						
Personal Services	\$ 266,161	\$ 270,575	\$ 278,964	29.1%	\$ 8,389	3.1%
Other Services	888,912	716,569	676,344	70.5%	(40,225)	-5.6%
Supplies	15,099	4,000	3,500	0.4%	(500)	-12.5%
Capital Outlay/Other	505	1,000	-	0.0%	(1,000)	-100.0%
Total Operating Budget	<u>\$ 1,170,677</u>	<u>\$ 992,144</u>	<u>\$ 958,808</u>	100.0%	<u>\$ (33,336)</u>	-3.4%
Fund Balance Designations:						
Designated for Visitor Orientation Center	122,837	124,326	77,000		(47,326)	-38.1%
Total Uses	\$ 1,293,514	\$ 1,116,470	\$ 1,035,808			
Change in Outstanding Encumbrances at Year End	5,840	-	-			
Ending Undesignated Fund Balance	\$ 755,374	\$ 784,904	\$ 867,974			

City of Independence, Missouri
 2009-10 Operating Budget
Fund Balance Summary - Tourism Fund
 For the Fiscal Years 2003-04 through 2008-09

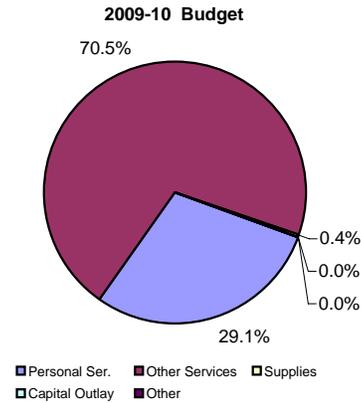
Description	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 28,943	\$ 74,984	\$ 108,399	\$ 156,563	\$ 79,734	
Designated for:						
Working Capital	-	-	-	-	-	
Visitor Orientation Center	143,244	212,639	393,778	519,490	642,327	719,327
Undesignated	505,312	567,785	638,590	724,972	755,374	863,882
Total Fund Balance	\$ 677,499	\$ 855,408	\$ 1,140,767	\$ 1,401,025	\$ 1,477,435	\$ 1,583,209
Fund Balance Target *	234,737	234,737	292,828	313,118	329,519	259,975
Actual over (under) Target	270,576	333,049	345,762	411,855	425,855	603,907
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)						
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09						

City of Independence, Missouri
Tourism



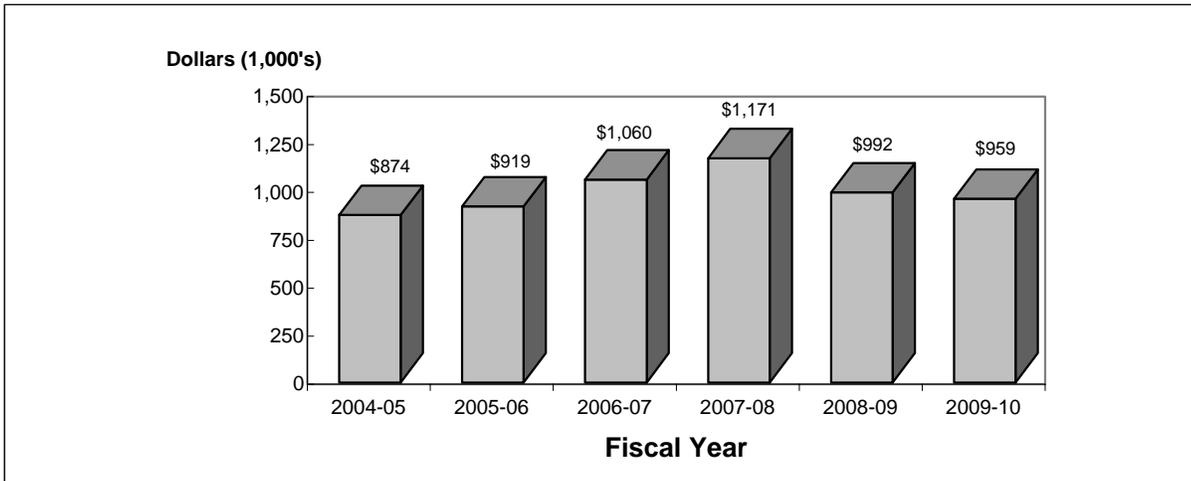
Appropriations by Type:

Expenditure Type	Actual 2007-08	Original 2008-09	Revised 2008-09	Adopted 2009-10
Personal Ser.	\$ 266,162	\$ 270,575	\$ 271,594	\$ 278,964
Other Services	888,912	716,569	931,006	676,344
Supplies	15,098	4,000	4,000	3,500
Capital Outlay	505	1,000	1,000	-
Other	-	-	-	-
Total	\$ 1,170,677	\$ 992,144	\$ 1,207,600	\$ 958,808



Historical Comparison:

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10
Employees:						
Full Time Equiv.	4.41	4.41	4.41	4.41	4.41	4.41
Amount by Fund:						
Tourism Fund	\$ 874,249	\$ 919,440	\$ 1,059,592	\$ 1,170,677	\$ 992,144	\$ 958,808
Total All Funds	\$ 874,249	\$ 919,440	\$ 1,059,592	\$ 1,170,677	\$ 992,144	\$ 958,808
Comparative Ratios:						
Per Capita	\$ 7.59	\$ 7.96	\$ 9.14	\$ 10.06	\$ 9.09	\$ 8.40
Per Household	\$ 17.99	\$ 18.86	\$ 21.66	\$ 23.84	\$ 21.36	\$ 19.49



*City of Independence
Departmental Budget Summary*

Department: 4024 - Tourism

2009-10 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, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshow, 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	2006-07 Budget	2007-08 Budget	2008-09 Budget	2009-10 Budget
<u>Staffing</u>				
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	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
<u>Budget by Major Program Category</u>				
4024 Tourism	1,170,677	992,144	1,207,600	958,808
Total	1,170,677	992,144	1,207,600	958,808
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4024 - Tourism

2009-10 Operating Budget

Source of Funding

Tourism Fund	1,170,677	992,144	1,207,600	958,808
Total	1,170,677	992,144	1,207,600	958,808
	=====	=====	=====	=====

Direct/Offsetting Revenues

Transient Guest Taxes	1,084,379	1,077,500	995,000	1,006,000
Total	1,084,379	1,077,500	995,000	1,006,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2009-10 Operating Budget
Fund: 04 - Tourism Fund

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the Department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The Department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshow, 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.

2008-09 Accomplishments

Goal Ref

- * Provided Bass Pro and the Genealogy Center with tourism information. Both facilities are highlighted in tourism advertising and public relations programs and have representatives attending the Tourism Advisory Board. 2
- * Visitor kiosk design has been developed. Website redesign and kiosk content should be complete by end of fiscal year. Programming to be completed by Tech Services. 2
- * Worked with the Historic Jackson County Truman Courthouse Advisory Committee, County, and State legislators to secure funding for Phase II (exterior landscaping, waterproofing) renovation of the Courthouse. Should be completed by September 1, 2009. 2
- * Began additional signage plan for Civil War sites and new tourism attractions. Initiated first phase of an annual repair program for the tourism wayfinder signs. 2
- * Participated in seven group tour, meeting/convention, and military reunion trade shows and attended TEAMS national sports marketplace with 16 Missouri communities. 2
- * Created a multi-page sports planner book. 2
- * Secured \$180,000 in cooperative funds for group and leisure advertising, and \$30,337 for sports and convention advertising from the Missouri Division of Tourism. 2
- * Secured \$4,100 in cooperative research funds from the Missouri Division of Tourism. Conducted a study to determine visitor attributes and to evaluate the percentage of visitors who visited Independence as a result of the department's advertising programs. 3
- * Recruited 18 new volunteers. 221 volunteers donated 19,866 hours representing \$339,831 in-kind service. 1

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2009-10 Operating Budget
Fund: 04 - Tourism Fund

<u>2008-09 Accomplishments</u>	<u>Goal Ref</u>
* Held two hospitality training workshops.	2
* Developed two new Christmas videos and the first of two quarterly "Welcome to Independence" videos.	2
* Developed numerous media releases and escorted 42 travel writers to local attractions. Attained free media coverage that would have cost more than \$882,553 in paid advertising.	2
* Conducted a holiday and spring-summer multi-media campaign aimed at the local/regional market.	2

Service Delivery Background Data

<u>Description</u>	<u>2006-07 Actual</u>	<u>2007-08 Actual</u>	<u>2008-09 Projected</u>	<u>2009-10 Projected</u>
City Guest Tax Report	\$1,032,605	\$1,069,917	\$1,077,500	\$1,003,000
Hotel Report for Occupancy	43.9%	58.7%	59.8%	59.8%
Hotel Report for Room Demand	8.2%	-0.2%	+2%	0%
Hotel Report for Revenue	+11.9%	+5.6%	+2%	0%
Annual Hotel Report on Business Traveler Expenditures-Sports/Mtgs	3.2M	3.0M	3.09M	3.09M
Group Tour Participants-Adults	6,244	8,283	8,448	8,448
Group Tour Participants-Students	5,802	5,699	6,584	6,584
Group Tours	298	191	349	349
Group Tour Expenditures	\$178,672	\$159,271	\$162,456	\$162,456
Site Attendance-Ticketed	177,947	144,425	150,000	150,000
Site Attendance-Non-Ticketed	105,532	86,058	107,631	107,631
Leisure Visitor Inquiries-Labels	37,119	32,021	36,225	36,225
Leisure Visitor Inquiries-Letters/ Calls	711	757	730	730
Leisure Visitor Inquiries-Web Requests	653	614	995	995
Free Media Coverage Attained through Public Relations	\$463,454	\$882,553	\$509,784	\$509,784
Volunteer Hours	19,304	19,886	18,600	18,600
Web Site Response-sessions www.visitindependence.com	N/A	29,038	20,500	20,500
Web Site Response-sessions www.independencemo.org/tourism	N/A	145,047	128,072	128,072

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* Assist the Jackson County Administration and Historic Jackson County Truman Courthouse Committee in contacting State legislators to request \$500,000 in state funding for the courthouse project and in contacting Federal legislators to request funding assistance for Phase III (interior renovation) of the Courthouse.	2

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2009-10 Operating Budget
Fund: 04 - Tourism Fund

<u>2009-10 Objectives</u>	<u>Goal Ref</u>
* With Tech Services assistance, complete programming of the visitor kiosks by the end of this fiscal year. Purchase and install kiosks.	2
* Secure \$206,000 in cooperative marketing funds from the Missouri Division of Tourism.	2
* Attend seven marketplaces in these various categories.	2
* Maintain the current level of visitor inquiries, hotel tax income, group and leisure visitors, and sports and business traveler expenditures as this current fiscal year.	2
* In cooperation with Parks and Recreation and the new events center, develop at least one new sports event.	2
* Develop a new email database with at least 1,000 recipients.	2
* Develop a video component on the web site to allow viewing of multiple videos. Develop two additional "Welcome to Independence" videos.	2
* Conduct two advertising campaigns in local/regional media.	2
* Recruit 15 additional volunteers. Host two hospitality training programs.	1
* Develop multiple media campaigns and host 15 travel writers to attain free media coverage equal to last fiscal year's coverage.	2
* Secure \$4,000 in cooperative research funds from the Missouri Division of Tourism to conduct studies to determine visitor attributes and to evaluate the percentage of visitors who visited Independence as a result of the department's advertising programs.	3

Staffing:

<u>Position Title</u>	<u>2006-07 Budget</u>	<u>2007-08 Budget</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
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

<u>Expenditure Category</u>	<u>2007-08 Actual</u>	<u>2008-09 Original Budget</u>	<u>2008-09 Revised Budget</u>	<u>2009-10 Adopted Budget</u>
Personal Services	266,162	270,575	271,594	278,964

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2009-10 Operating Budget
Fund: 04 - Tourism Fund

Program Costs

Expenditure Category	2007-08 Actual	2008-09 Original Budget	2008-09 Revised Budget	2009-10 Adopted Budget
Other Services & Charges	888,912	716,569	931,006	676,344
Supplies	15,098	4,000	4,000	3,500
Capital Outlay	505	1,000	1,000	0
Other Expenditures	0	0	0	0
Total	1,170,677	992,144	1,207,600	958,808
	=====	=====	=====	=====

Significant Issues

- * Guest tax revenues are projected at the same levels as revised income projections for '08-'09. Income levels for the 2008-09 fiscal year have decreased approximately 7% from actual income received in FY '07-'08. This may be attributed to the downturn of the economy, fire damage to one facility, and renovation of another facility. These two facilities should be in full service for the upcoming fiscal year, plus a new facility with 102 rooms should open in spring 2009.
- * The Tourism Fund Balance remains strong. At the end of '08-'09 approximately \$758,800 will be reserved within this fund for a Visitor Orientation Center (VOC). The VOC fund has been increased by reserving one-half of the 2002 guest tax increase for this fund. Because of the economic downturn and the importance of retaining current marketing programs to maintain the current level of economic return, it is recommended that one-third of the increase be reserved for the VOC fund during this economic crisis. It was also anticipated that the historic Jackson County Truman Courthouse project would be close to completion at this time and available to establish a VOC. Because of the challenges of securing funding for the courthouse, this project has been delayed and the availability of this building for a VOC is still several years away. Besides the VOC Reserve, the Tourism Fund Balance is intended to be used for emerging tourism projects, staff retirement payouts, and to support the tourism budget in economic downturns. A small amount of the fund will be used to offset the revenue income for this budget.
- * In FY '08-'09, the Tourism Department was awarded more than \$200,000 in cooperative marketing funds from the Missouri Division of Tourism. Matching funds for the new fiscal year are included in this budget. However, because of the economic climate, these State funds are not yet secured. Funding awards are announced June 1st.

City of Independence, Missouri
 2009-10 Operating Budget
Budget Summary - Street Improvements Sales Tax Fund
 For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ (109,361)	\$ (1,308,728)	\$ (5,778,696)			
Estimated Revenues-						
Sales Taxes	\$ 5,878,784	\$ 6,244,363	\$ 8,100,479	100.0%	\$ 1,856,116	29.7%
Interest Income and Other	77,614	42,000	-	0.0%	(42,000)	-100.0%
Total Estimated Revenues	<u>\$ 5,956,398</u>	<u>\$ 6,286,363</u>	<u>\$ 8,100,479</u>	100.0%	<u>\$ 1,814,116</u>	28.9%
Proceeds from Debt Issuance		\$ 9,205,962			\$ (9,205,962)	
Total Sources	\$ 5,847,037	\$ 14,183,597	\$ 2,321,783			
Use of Budget Dollars						
Operating Budget						
Debt Service	1,470,725	4,253,325	866,820	10.0%	(3,386,505)	-79.6%
Total Operating Budget	<u>\$ 1,470,725</u>	<u>\$ 4,253,325</u>	<u>\$ 866,820</u>	10.0%	<u>\$ (3,386,505)</u>	
Capital Budget:						
Overlay Program	\$ 56,733	\$ 4,000,000	\$ 2,500,000	28.8%	\$ (1,500,000)	-37.5%
Bridge Improvements	2,332,415	300,000	-	0.0%	(300,000)	-100.0%
Street Improvements	2,431,917	4,800,000	5,170,860	59.5%	370,860	7.7%
Intersection Improvements		230,000	-	0.0%	(230,000)	-100.0%
Safety Improvements		1,700,000	-	0.0%	(1,700,000)	-100.0%
Other Programs		200,000	140,000	1.6%	(60,000)	-30.0%
Carryover of Prior Year						
Appropriations	n/a	1,501,138	n/a			
Total Capital Budget	<u>\$ 4,821,065</u>	<u>\$ 12,731,138</u>	<u>\$ 7,810,860</u>	89.9%		
Operating Transfer						
Capital Project Transfer	\$ 458,639	\$ -	\$ -		\$ -	
Santa Fe TIF	\$ 11,030	\$ 9,000	\$ 7,000	0.1%	\$ (2,000)	-22.2%
Total Uses	\$ 6,761,459	\$ 16,993,463	\$ 8,684,680			
Change in Outstanding Encumbrances at Year End	(394,306)	-	-			
Ending Undesignated Fund Balance	\$ (1,308,728)	\$ (2,809,866)	\$ (6,362,897)			
<p>Note 1) The Street Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax was renewed in August 2007 for the time period January 1, 2009 to December 31, 2019 at a rate of 1/2 of one percent of the local option sales tax.</p>						

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - Street Improvements Sales Tax Fund
For the Fiscal Years 2003-04 through 2008-09

Description	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 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	650,346	2,880,807	(1,196,650)	(109,361)	(1,308,728)	(5,778,696)
Total Fund Balance	\$ 2,266,166	\$ 8,345,218	\$ 4,122,008	\$ 3,108,103	\$ 2,303,041	\$ (5,778,696)
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09						

City of Independence, Missouri
2009-10 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<u>Street Improvements:</u>			
<u>Overlay Program</u>			
70110902	Street Overlay Program	Street Improv. Sales Tax	\$ 2,500,000
<u>Street Improvements</u>			
70110606	Jackson Drive	Street Improv. Sales Tax	1,970,860
70110803	39th Street Improvements - Chrysler to Noland	Street Improv. Sales Tax	200,000
70510506	Little Blue Parkway - Phase 4	Street Improv. Sales Tax	3,000,000
	Total Street Improvements		<u>\$ 5,170,860</u>
<u>Other Programs</u>			
70110808	Sidewalks to Schools Improvements	Street Improv. Sales Tax	100,000
70110901	School Zone Signals	Street Improv. Sales Tax	40,000
	Total Other Programs		<u>\$ 140,000</u>
	Fund Total		<u><u>\$ 7,810,860</u></u>

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - Park Improvements Sales Tax Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ (1,442,471)	\$ (2,544,079)	\$ (4,392,866)			
Estimated Revenues-						
Sales Taxes	\$ 3,918,520	\$ 4,162,909	\$ 4,050,239	85.4%	\$ (112,670)	-2.7%
Adventure Oasis Water Park	518,309	465,000	490,000	10.3%	25,000	5.4%
Interest Income and Other	106,794	173,005	203,000	4.3%	29,995	17.3%
Total Estimated Revenues	\$ 4,543,623	\$ 4,800,914	\$ 4,743,239		\$ (57,675)	-1.2%
Proceeds from Debt Issuance	-	-	-			
Total Sources	\$ 3,101,152	\$ 2,256,835	\$ 350,373			
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	\$ 800,790	\$ 867,290	\$ 780,205	16.2%	\$ (87,085)	-10.0%
6042-Truman Memorial Bldg.	296,630	352,439	283,235	5.9%	(69,204)	-19.6%
6043-Palmer Senior Adult Center	152,074	180,202	167,026	3.5%	(13,176)	-7.3%
6044-Family Recreation Programs	196,057	249,648	198,374	4.1%	(51,274)	-20.5%
6045-Adventure Oasis Water Park	624,842	626,551	611,202	12.7%	(15,349)	-2.4%
6046 - Sports Complex	482,896	559,746	461,584	9.6%	(98,162)	-17.5%
Total Operating Budget	2,553,289	2,835,876	2,501,626		(334,250)	
Debt Service	1,442,708	2,449,677	2,168,014	44.9%	(281,663)	-11.5%
Total Operating Budget	\$ 3,995,997	\$ 5,285,553	\$ 4,669,640	96.7%	\$ (615,913)	-11.7%
Capital Budget:						
Capital Projects	\$ 2,459,536	\$ 467,271	160,000	3.3%	(307,271)	-65.8%
Carryover of Prior Years Appropriations	n/a	648,341	n/a			
Total Capital Budget	\$ 2,459,536	\$ 1,115,612	\$ 160,000			
Operating Transfers:						
Santa Fe TIF	4,461	6,000	-		(6,000)	-100.0%
Total Uses	\$ 6,459,994	\$ 6,407,165	\$ 4,829,640	100.0%	\$ (929,184)	-14.5%
Change in Outstanding Encumbrances at Year End	814,763	-	-			
Ending Undesignated Fund Balance	\$ (2,544,079)	\$ (4,150,330)	\$ (4,479,267)			
<p>Note 1) The Park Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax rate of 1/4 of one percent of local option sales tax will expire on December 31, 2012 and will drop to 1/8 of one percent effective January 1, 2013 until repealed.</p>						

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund
For the Fiscal Years 2003-04 through 2008-09

Description	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 980,274	\$ 731,311	\$ 1,682,207	\$ 1,294,561	\$ 573,609	
Other Purposes	32,754	9,843	90	63,514	74,701	
Undesignated	(540,453)	457,584	(1,510,742)	(1,442,471)	(2,544,078)	(4,392,866)
Total Fund Balance	<u>\$ 472,575</u>	<u>\$ 1,198,738</u>	<u>\$ 171,555</u>	<u>\$ (84,396)</u>	<u>\$ (1,895,768)</u>	<u>\$ (4,392,866)</u>
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09						

City of Independence, Missouri
2009-10 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	\$ 160,000
	Fund Total		<u>\$ 160,000</u>

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - Storm Water Sales Tax Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ 10,007,130	\$ 8,451,318	\$ 1,603,049			
Estimated Revenues-						
Sales Taxes	\$ 3,919,286	\$ 4,162,909	\$ 4,050,239	96.8%	\$ (112,670)	-2.7%
Grants and Shared Revenue	-	-	-	0.0%	-	-
Interest Income and Other	610,622	471,500	133,100	3.2%	(338,400)	-71.8%
Total Estimated Revenues	\$ 4,529,908	\$ 4,634,409	\$ 4,183,339	100.0%	\$ (451,070)	-9.7%
Other Sources						
Capital Project Transfers from Other Funds	-	-	-			
Total Sources	\$ 14,537,038	\$ 13,085,727	\$ 5,786,388			
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	\$ 181,232	\$ 316,590	\$ 323,861	5.6%	\$ 7,271	2.3%
Storm Water Maintenance	868,720	1,208,214	1,265,660	21.9%	57,446	4.8%
Storm Water Permit Compliance	165,100	250,325	165,450	2.9%	(84,875)	-33.9%
Total Operating Budget	\$ 1,215,052	\$ 1,775,129	\$ 1,754,971	30.3%	\$ (20,158)	-1.1%
Capital Budget:						
Capital Projects	\$ 3,595,825	\$ 4,276,000	\$ 4,030,000	69.6%	\$ (246,000)	-5.8%
Carryover Prior Year Appropriation	n/a	5,149,086	n/a			
Total Capital Budget	\$ 3,595,825	\$ 9,425,086	\$ 4,030,000			
Operating Transfers:						
Capital Project Transfer	35	-	-		-	
Santa Fe TIF Transfer	4,496	6,000	-		(6,000)	-100.0%
Total Uses	\$ 4,815,408	\$ 11,206,215	\$ 5,784,971	100.0%		
Change in Outstanding Encumbrances at Year End	(1,270,312)	-	-			
Ending Undesignated Fund Balance	\$ 8,451,318	\$ 1,879,512	\$ 1,417			
<p>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. The tax rate of 1/4 of one percent of local option sales tax will expire on December 31, 2010.</p>						

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - Stormwater Improvements Sales Tax Fund
For the Fiscal Years 2003-04 through 2008-09

Description	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
Fund Balance Components						
Reserved for:						
Encumbrances	\$ 1,112,212	\$ 2,706,426	\$ 973,389	\$ 1,003,635	\$ 2,404,718	\$ -
Designated for:						
Emergency Response	375,000	490,413	-	-	-	-
Detention Basin Const.	169,893	239,787	-	-	-	-
Detention Basin Maint.	56,631	79,929	-	-	-	-
				-		
Undesignated	6,659,245	5,897,947	8,180,693	10,007,130	8,451,318	1,603,049
Total Fund Balance	<u>\$ 8,372,981</u>	<u>\$ 9,414,502</u>	<u>\$ 9,154,082</u>	<u>\$ 11,010,765</u>	<u>\$ 10,856,036</u>	<u>\$ 1,603,049</u>
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09						

City of Independence, Missouri
2009-10 Operating Budget
Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
70130508	Trenchless Technology	Storm Water Sales Tax	300,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130602	Bellevista Neighborhood Drainage	Storm Water Sales Tax	825,000
70130710	Fairway Gardens	Storm Water Sales Tax	400,000
70130802	Spring Branch East Industrial Park	Storm Water Sales Tax	470,000
70130803	Willis Storm Drainage	Storm Water Sales Tax	200,000
70130804	Redwood at Ute	Storm Water Sales Tax	450,000
70130805	Watershed Systems Evaluation Survey	Storm Water Sales Tax	150,000
70130901	Pearl to Crane & Hereford	Storm Water Sales Tax	125,000
70130902	Lakeview Farm, 31st & Linwood	Storm Water Sales Tax	110,000
70130903	Flood Control/Bank Stabilization	Storm Water Sales Tax	750,000
Fund Total			<u><u>\$ 4,030,000</u></u>

City of Independence, Missouri
 2009-10 Operating Budget
Budget Summary - Police Public Safety Sales Tax Fund
 For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ 2,349,147	\$ 1,458,993	\$ 834,670			
Estimated Revenues-						
Sales Taxes	\$ 2,089,284	\$ 2,206,312	\$ 2,160,325	98.5%	\$ (45,987)	-2.1%
Interest Income and Other	71,519	112,000	33,600	1.5%	(78,400)	-70.0%
Total Estimated Revenues	\$ 2,160,803	\$ 2,318,312	\$ 2,193,925	100.0%	\$ (124,387)	-5.4%
Proceeds from Debt Issue	-					
Total Sources	\$ 4,509,950	\$ 3,777,305	\$ 3,028,595			
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	\$ 78,626	\$ 272,531	\$ 129,942	5.0%	\$ (142,589)	-52.3%
Facilities	994,978	1,391,000	295,881	11.3%	(1,095,119)	-78.7%
Equipment	1,575,592	972,238	1,675,951	64.1%	703,713	72.4%
Total Police Department	\$ 2,649,196	\$ 2,635,769	\$ 2,101,774	80.3%	\$ (533,995)	
Debt Service	514,288	517,363	514,113	19.7%	(3,250)	-0.6%
Total Operating Budget	\$ 3,163,484	\$ 3,153,132	\$ 2,615,887	100.0%	\$ (537,245)	-17.0%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	2,231	3,000	-	0.0%	(3,000)	
Total Uses	\$ 3,165,715	\$ 3,156,132	\$ 2,615,887	100.0%		
Change in Outstanding Encumbrances at Year End	114,758	-	-			
Ending Undesignated Fund Balance	\$ 1,458,993	\$ 621,173	\$ 412,708			
<p>Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/8 of one percent of local option sales tax will expire on December 31, 2016.</p>						

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - Police Public Safety Sales Tax Fund
For the Fiscal Years 2004-05 through 2008-09

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
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	834,670
Total Fund Balance	<u>\$ 3,757,870</u>	<u>\$ 3,604,550</u>	<u>\$ 2,752,415</u>	<u>\$ 1,837,804</u>	<u>\$ 834,670</u>
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09					

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	\$ 2,568,216	\$ 1,891,888	\$ 421,744			
Estimated Revenues-						
Sales Taxes	\$ 3,916,887	\$ 3,295,636	\$ 2,025,120	96.3%	\$ (1,270,516)	-38.6%
Interest Income and Other	172,104	189,000	77,500	3.7%	(111,500)	-59.0%
Total Estimated Revenues	<u>\$ 4,088,991</u>	<u>\$ 3,484,636</u>	<u>\$ 2,102,620</u>	100.0%	<u>\$ (1,382,016)</u>	-39.7%
Proceeds from Debt Issuance	-					
Total Sources	\$ 6,657,207	\$ 5,376,524	\$ 2,524,364			
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	\$ 385,162	\$ 303,080	\$ 236,725	9.7%	\$ (66,355)	-21.9%
Vehicles	48,360	604,000	579,740	23.7%	(24,260)	-4.0%
Repair Fire Stations	63,807	600,000	800,000	32.7%	200,000	33.3%
Tools and Equipment	52,525	263,000	274,100	11.2%	11,100	4.2%
Total Fire Department	<u>\$ 549,854</u>	<u>\$ 1,770,080</u>	<u>\$ 1,890,565</u>	77.3%	<u>\$ 120,485</u>	
Debt Service	550,313	553,713	554,213	22.7%	500	0.1%
Total Operating Budget	<u>\$ 1,100,167</u>	<u>\$ 2,323,793</u>	<u>\$ 2,444,778</u>	100.0%	<u>\$ 120,985</u>	5.2%
Capital Budget:						
Capital Projects	\$ 2,232,376	\$ -	\$ -	0.0%	\$ -	n/a
Carryover of Prior Year Appropriations	n/a	1,532,361	n/a			
Total Capital Budget	<u>\$ 2,232,376</u>	<u>\$ 1,532,361</u>	<u>\$ -</u>			
Operating Transfers:						
Santa Fe TIF	4,461	6,000	-	0.0%	(6,000)	-100.0%
Total Uses	\$ 3,337,004	\$ 3,862,154	\$ 2,444,778	100.0%		
Change in Outstanding Encumbrances at Year End	(1,428,315)	-	-			
Ending Undesignated Fund Balance	\$ 1,891,888	\$ 1,514,370	\$ 79,586			
<p>Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/4 of one percent of local option sales tax dropped to 1/8 of one percent on January 1, 2009 and will expire on December 31, 2016.</p>						

City of Independence, Missouri
2009-10 Operating Budget
Fund Balance Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2004-05 through 2008-09

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Projected 6/30/09
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	421,744
Total Fund Balance	<u>\$ 5,457,612</u>	<u>\$ 3,934,421</u>	<u>\$ 5,333,667</u>	<u>\$ 6,085,654</u>	<u>\$ 421,744</u>
Source: Audited Annual Financial Statement for actual amounts Finance Department Projections for 6/30/09					

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - Grants Fund
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	\$ 1,744,417	\$ 1,094,879	\$ 876,176	92.5%	\$ (218,703)	-20.0%
Charges for Current Services	94,184	65,858	70,872	7.5%	5,014	7.6%
Interest Income and Other	1,076	-	-	0.0%	-	n/a
Total Estimated Revenues	<u>\$ 1,839,677</u>	<u>\$ 1,160,737</u>	<u>\$ 947,048</u>	100.0%	<u>\$ (213,689)</u>	-18.4%
Total Sources	\$ 1,839,677	\$ 1,160,737	\$ 947,048		\$ (213,689)	-18.4%
Use of Budget Dollars						
Operating Budget:						
Law Department	\$ 39,363	\$ 25,130	\$ 25,887	2.7%	\$ 757	-0.4%
Police Department	1,248,665	631,318	528,698	55.8%	(102,620)	48.0%
Fire Department	55,585	42,512	45,711	4.8%	3,199	-1.5%
Health Department	453,142	461,777	346,752	36.6%	(115,025)	53.8%
Community development	130,822	-	-			
Total Operating Budget	<u>\$ 1,927,577</u>	<u>\$ 1,160,737</u>	<u>\$ 947,048</u>	100.0%	<u>\$ (213,689)</u>	100.0%
Total Uses	\$ 1,927,577	\$ 1,160,737	\$ 947,048	100.0%	\$ (213,689)	100.0%
Balance Available	\$ (87,900)	\$ -	\$ -		\$ -	

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
2009-10 Operating Budget
Budget Summary - Other Funds
For the Fiscal Year 2009-10

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
<u>Estimated Revenues-</u>			
Federal Grant - CDBG	\$ 698,430		
HOME Program Grant		\$ 400,000	
Worker's Compensation Premiums			\$ 2,109,826
Total Estimated Revenues	\$ 698,430	\$ 400,000	\$ 2,109,826
Proceeds from Debt Service	\$ -	\$ -	\$ 2,051,958
Total Sources	\$ 698,430	\$ 400,000	\$ 4,161,784
Allocation of Budget Dollars			
<u>Operating Departments-</u>			
Community Development	\$ 140,226	\$ 40,273	
Law			\$ 4,161,784
Total Operating Departments	\$ 140,226	\$ 40,273	\$ 4,161,784
<u>Grant Authorized Programming</u>			
Community Dev. Block Grant	558,204	359,727	
Home Program			
Total Allocations	\$ 698,430	\$ 400,000	\$ 4,161,784
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
2009-10 Operating Budget
Budget Summary - Other Funds
For the Fiscal Year 2009-10

Description	Central Garage Fund	Staywell Healthcare Fund	Pharmacy Benefit Fund
Source of Budget Dollars			
<u>Estimated Revenues-</u>			
Central Garage Charges	\$ 2,116,300		
Staywell Healthcare Premiums		\$ 14,435,000	
Pharmacy Benefit Premiums			\$ 918,600
Total Estimated Revenues	<u>\$ 2,116,300</u>	<u>\$ 14,435,000</u>	<u>\$ 918,600</u>
Total Sources	\$ 2,116,300	\$ 14,435,000	\$ 918,600
Allocation of Budget Dollars			
<u>Operating Departments-</u>			
Public Works	\$ 2,116,300		
Non-Departmental		14,435,000	\$ 918,600
Total Operating Departments	<u>\$ 2,116,300</u>	<u>\$ 14,435,000</u>	<u>\$ 918,600</u>
Total Allocations	\$ 2,116,300	\$ 14,435,000	\$ 918,600
Balance Available	\$ - <small>(see Note 1)</small>	\$ - <small>(see Notes 1 & 2)</small>	\$ - <small>(see Notes 1 & 2)</small>
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
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
Tourism Fund						
4-3043	Transient Guest Tax	1,084,379	1,077,500	995,000	1,006,000	1.1%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	184,849				
4-3398	Miscellaneous Charges	350				
4-3411	Interest Income	42,369	60,000	10,800	12,900	19.4%
4-3449	Misc. Non-Operating Revenue	6,130	8,500	25,000	21,000	-16.0%
	Total Revenues	\$1,318,077	\$1,146,000	\$1,030,800	\$1,039,900	0.9%
Street Improvements Sales Tax Fund						
11-3041	Sales Tax	5,878,782	6,244,363	6,983,171	8,100,479	16.0%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges					
11-3411	Interest	77,609	42,000	9,300		-100.0%
11-3435	Contributions					
	Total Revenues	\$5,956,391	\$6,286,363	\$6,992,471	\$8,100,479	15.8%
Parks Improvements Sales Tax Fund						
12-3041	Sales Tax	3,918,521	4,162,909	3,990,384	4,050,239	1.5%
12-3321	Atheletic Fees	12,980	40,000	9,000	40,000	344.4%
12-3322	Class Fees		49,005	37,000	43,000	16.2%
12-3323	Park Concessions	47,828	1,000	38,500	40,000	3.9%
12-3326	Pool Fees	518,308	465,000	470,000	490,000	4.3%
12-3329	Recreation Rentals	450	81,000	50,000	80,000	60.0%
12-3411	Interest	14,153	2,000	440		-100.0%
12-3449	Misc. Non-Operating Revenue	5,420				
	Total Revenues	\$4,517,660	\$4,800,914	\$4,595,324	\$4,743,239	3.2%
Storm Water Improvements Sales Tax Fund						
13-3041	Sales Tax	3,919,288	4,162,909	3,990,384	4,050,239	1.5%
13-3250	Other State Grants					
13-3411	Interest	483,033	471,500	172,500	133,100	-22.8%
13-3435	Contributions	134,717				
13-3449	Misc. Non-Operating Revenue	871				
	Total Revenues	\$4,537,909	\$4,634,409	\$4,162,884	\$4,183,339	0.5%
Police Sales Tax Fund						
16-3041	Sales Tax	2,089,282	2,206,312	2,128,400	2,160,325	1.5%
16-3411	Interest	71,502	112,000	23,000	33,600	46.1%
16-3449	Misc. Non-Operating Revenue	17				
	Total Revenues	\$2,160,801	\$2,318,312	\$2,151,400	\$2,193,925	2.0%

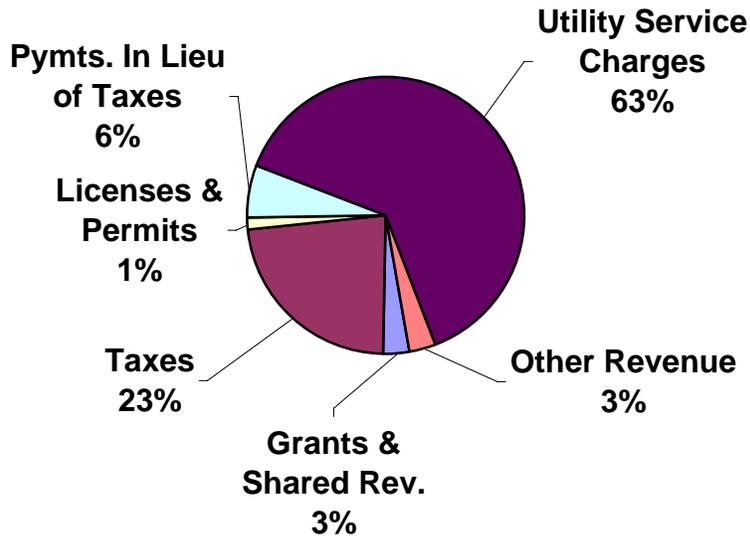
City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
Fire Sales Tax Fund						
17-3041	Sales Tax	3,916,886	3,295,636	2,992,788	2,025,120	-32.3%
17-3411	Interest	172,072	189,000	56,000	77,500	38.4%
	Total Revenues	\$4,088,958	\$3,484,636	\$3,048,788	\$2,102,620	-31.0%
License Surcharge (Excise Tax) Fund						
14-3108	License Tax	1,039,130	922,681	550,000	600,000	9.1%
14-3411	Interest	125,150	156,000	58,100	46,600	-19.8%
	Total Revenues	\$1,164,280	\$1,078,681	\$608,100	\$646,600	6.3%
Community Development Block Grant Fund						
8-3204	Federal Grant - CDBG	772,035	747,434	747,434	698,430	-6.6%
8-3449	Misc. Non-Operating Revenue	1,300				
	Total Revenues	\$773,335	\$747,434	\$747,434	\$698,430	-6.6%
HOME Program Fund						
9-3209	HOME Program Grant	614,146	439,326	790,433	400,000	-49.4%
9-3411	Interest Income					
	Total Revenues	\$614,146	\$439,326	\$790,433	\$400,000	-49.4%
Grants Fund						
15-3210	Emergency Mgmt. Assist.	41,757	43,000	120,000	45,711	-61.9%
15-3211	Public Health Nursing	170,949	165,880	165,000	167,372	1.4%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,439,647	793,029	1,010,000	643,093	-36.3%
15-3250	Other State Grants	47,261		85,000		-100.0%
15-3279	Other Misc. Grants	44,802	92,970	45,000	20,000	-55.6%
15-3316	Reimb. For Police Services	94,184	65,858	85,000	70,872	-16.6%
15-3317	School Resource Officers					
15-3411	Interest					
15-3435	Contributions	1,076				
	Total Revenues	\$1,839,676	\$1,160,737	\$1,510,000	\$947,048	-37.3%
Central Garage Fund						
90-3380	Central Garage Charges	2,184,643	2,150,643	2,050,000	2,110,000	2.9%
90-3411	Interest Income	3,196	3,000	1,400	1,300	-7.1%
90-3449	Misc. Non-Operating Revenue	7,342		5,000	5,000	
	Total Revenues	\$2,195,181	\$2,153,643	\$2,056,400	\$2,116,300	2.9%

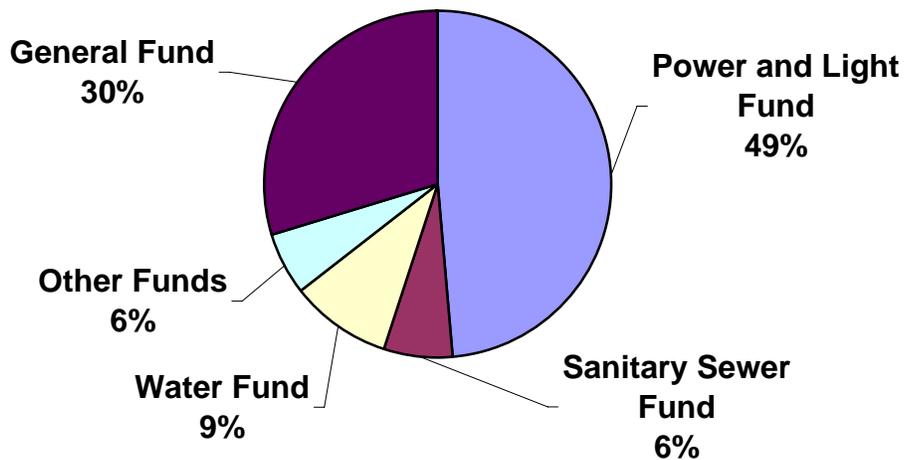
City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
Staywell Healthcare Fund						
91-3461	Premiums	13,102,654	13,084,000	12,285,000	13,890,600	13.1%
91-3413	Interest - Other	122,724	279,500	97,000	44,400	-54.2%
91-3449	Misc. Non-Operating Revenue	383,085	498,000	500,000	500,000	
	Total Revenues	\$13,608,463	\$13,861,500	\$12,882,000	\$14,435,000	12.1%
Workers' Compensation Fund						
92-3411	Interest	2,386		7,500	7,000	-6.7%
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue	15		25		-100.0%
92-3471	Workers' Comp. Premiums	1,895,662	1,971,469	1,971,390	2,037,826	3.4%
92-3472	Reinsurance Reimbursements	1,818,509		1,785,177	65,000	-96.4%
	Total Revenues	\$3,716,572	\$1,971,469	\$3,764,092	\$2,109,826	-43.9%
Pharmacy Benefit Fund						
94-3411	Interest			1,500	900	-40.0%
94-3413	Interest - Other	1,292			1,000	
94-3449	Misc. Non-Operating Revenue	127,183		35,000	35,000	
94-3461	Premiums	711,608	898,560		881,700	
94-3462	Reinsurance Reimbursements					
	Total Revenues	\$840,083	\$898,560	\$36,500	\$918,600	2416.7%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Description	2007-08 Actual	2008-09 Original Budget	2009-10 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Fund Balance						
Undesignated Fund Balance		\$ 1,158,915	\$ 22,484,606		\$ 21,325,691	
Designated Fund Balance		-	-		-	n/a
Proceeds from Debt		9,205,962	-		(9,205,962)	-100.0%
Estimated Revenues-						
Taxes, excluding PILOTS	\$ 59,490,891	\$ 57,992,957	\$ 58,642,216	23.2%	\$ 649,259	1.1%
Payment in Lieu of Taxes	13,702,586	14,326,062	15,520,121	6.1%	1,194,059	8.3%
Licenses & Permits	3,603,589	4,324,981	3,502,400	1.4%	(822,581)	-19.0%
Grants & Shared Revenue	8,492,592	7,758,306	7,387,621	2.9%	(370,685)	-4.8%
Charges for Current Ser.	2,627,901	2,382,361	2,511,331	1.0%	128,970	5.4%
Fines and Forfeitures	3,724,608	4,433,461	3,989,374	1.6%	(444,087)	-10.0%
Utility Service Charges	140,864,347	147,485,760	159,901,000	63.2%	12,415,240	8.4%
Other Revenue	4,481,773	2,864,308	1,416,646	0.6%	(1,447,662)	-50.5%
Total Est. Revenues	\$ 236,988,287	\$ 241,568,196	\$ 252,870,709	100.0%	\$ 11,302,513	4.7%
Net Transfers In		\$ 105,357	\$ -		\$ (105,357)	-100.0%
Total Sources		\$ 252,038,430	\$ 275,355,315		\$ 23,316,885	9.3%
Use of Budget Dollars						
Operating Departments-						
City Council	\$ 392,116	\$ 406,982	\$ 393,283	0.2%	\$ (13,699)	-3.4%
City Clerk	413,967	455,201	380,850	0.2%	(74,351)	-16.3%
City Manager	1,013,591	1,065,315	1,016,828	0.4%	(48,487)	-4.6%
Tourism	1,170,677	992,144	958,808	0.4%	(33,336)	-3.4%
Nat'l Front. Trails Museum	373,178	376,480	391,444	0.2%	14,964	4.0%
Technology Services	1,717,007	1,830,904	1,784,416	0.7%	(46,488)	-2.5%
Municipal Court	685,427	751,741	792,117	0.3%	40,376	5.4%
Law	687,873	770,456	766,556	0.3%	(3,900)	-0.5%
Finance	1,859,387	1,907,891	1,934,073	0.8%	26,182	1.4%
Human Resources	470,308	511,577	480,767	0.2%	(30,810)	-6.0%
Community Dev.	4,067,022	3,115,640	2,851,987	1.2%	(263,653)	-8.5%
Police	26,150,735	25,712,547	25,998,203	10.9%	285,656	1.1%
Fire	15,024,893	16,759,900	17,334,047	7.3%	574,147	3.4%
Health	2,870,330	3,168,457	3,121,911	1.3%	(46,546)	-1.5%
Water	13,325,744	13,265,934	13,882,701	5.8%	616,767	4.6%
Public Works	7,258,728	7,417,704	7,002,491	2.9%	(415,213)	-5.6%
Water Pollution Contr.	12,485,500	13,873,189	14,520,263	6.1%	647,074	4.7%
Parks and Recreation	4,669,596	4,967,294	4,692,585	2.0%	(274,709)	-5.5%
Power and Light	87,345,166	88,265,370	95,259,999	39.9%	6,994,629	7.9%
Non-Departmental	27,303,818	29,723,818	30,609,932	12.8%	886,114	3.0%
Debt Service	10,807,675	14,716,230	13,823,089	5.8%	(893,141)	-6.1%
Capital Outlay	556,265	1,474,129	515,214	0.2%	(958,915)	-65.0%
Total Departments	\$ 220,649,003	\$ 231,528,903	\$ 238,511,564	100.0%	\$ 6,982,661	3.0%
Utility/Sales Tax Funds-Cap. Budget		22,409,271	40,167,860		17,758,589	79.2%
Net Transfers Out/Designations		1,121,761	994,931		(126,830)	-11.3%
Total Uses		\$ 255,059,935	\$ 279,674,355		\$ 24,614,420	9.7%
Balance Available		\$ (3,021,505)	\$ (4,319,040)		\$ (1,297,535)	

City of Independence, Missouri
2009-10 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			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Sources:							
Undesignated Fund Balance	\$ 2,071,402	\$ (6,448,217)	\$ 23,638,000	\$ 1,162,066	\$ 2,061,355	\$ -	\$ 22,484,606
Designated Fund Balance							-
Estimated Revenues	70,619,629	25,055,580	124,636,400	15,560,700	22,621,600	19,579,726	278,073,635
Proceeds from Debt Issuance		-					-
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(3,027,660)	(972,748)	(1,587,792)	(19,579,726)	(5,623,200)
Internal Service Fund Chgs							(19,579,726)
Transfers In-							
From Other Funds				-			-
Total Sources	\$ 72,691,031	\$ 18,572,363	\$ 145,246,740	\$ 15,750,018	\$ 23,095,163	\$ -	\$ 275,355,315

Uses:

Operating Budgets-							
City Council	\$ 393,283						\$ 393,283
City Clerk	380,850						380,850
City Manager	1,016,828						1,016,828
Tourism		958,808					958,808
Nat'l Front. Trails Museum	391,444						391,444
Technology Services	1,716,963		67,453				1,784,416
Municipal Court	792,117						792,117
Law	740,669	25,887				4,161,784	4,928,340
Finance	1,879,671				54,402		1,934,073
Human Resources	480,767						480,767
Community Development	2,671,488	180,499					2,851,987
Police	23,367,731	2,630,472					25,998,203
Fire	15,397,771	1,936,276					17,334,047
Health	2,775,159	346,752					3,121,911
Water						13,882,701	13,882,701

(continued on the next page)

City of Independence, Missouri
2009-10 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			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Operating Budgets (continued)-							
Public Works	6,928,498			73,993		2,116,300	9,118,791
Water Pollution Control	296,134	1,754,971		12,469,158			14,520,263
Parks and Recreation	2,190,959	2,501,626					4,692,585
Power and Light			95,259,999				95,259,999
Non-Departmental	8,684,083	7,000	19,522,365	3,169,428	4,850,256	15,353,600	51,586,732
Debt Service/Lease Purch.	-	4,103,160	4,401,888	-	5,318,041		13,823,089
Capital Outlay	515,214						515,214
Operating Budget Total	\$ 70,619,629	\$ 14,445,451	\$ 119,251,705	\$ 15,712,579	\$ 24,105,400	\$ 21,631,684	\$ 265,766,448
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(3,027,660)	(972,748)	(1,587,792)		(5,623,200)
Internal Service Fund Chgs						(21,631,684)	(21,631,684)
Consolidated Operating Budg.	70,619,629	14,410,451	116,224,045	14,739,831	22,517,608	-	238,511,564
Capital Budget		12,000,860	23,245,000	600,000	4,322,000		40,167,860
Total Operating/Capital Budg.	\$ 70,619,629	\$ 26,411,311	\$ 139,469,045	\$ 15,339,831	\$ 26,839,608	\$ -	\$ 278,679,424
Transfers Out-							
Desig. for Capital & Grants To Other Funds		994,931					994,931
Total Uses	\$ 70,619,629	\$ 27,406,242	\$ 139,469,045	\$ 15,339,831	\$ 26,839,608	\$ -	\$ 279,674,355
Transfer To (From) Undesignated Fund Balance/Net Assets	\$ 2,071,402	\$ (8,833,879)	\$ 5,777,695	\$ 410,187	\$ (3,744,445)	\$ -	\$ (4,319,040)

City of Independence, Missouri
2009-10 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	\$ (7,312,099)		\$ 863,882				\$ (6,448,217)
Estimated Revenues	21,323,602	947,048	1,039,900	646,600	698,430	400,000	25,055,580
Proceeds from Debt Issuance	-						-
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Transfers In-							
From Other Funds							-
Total Sources	\$ 14,011,503	\$ 947,048	\$ 1,868,782	\$ 646,600	\$ 698,430	\$ 400,000	\$ 18,572,363
Uses:							
Operating Budgets-							
Tourism			\$ 958,808				\$ 958,808
Law		\$ 25,887					25,887
Community Development					140,226	40,273	180,499
Police	2,101,774	528,698					2,630,472
Fire	1,890,565	45,711					1,936,276
Health		346,752					346,752
Water Pollution Control	1,754,971						1,754,971
Parks and Recreation	2,501,626						2,501,626
Non-Departmental	7,000						7,000
Debt Service	4,103,160						4,103,160
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Consolidated Operating Budget	\$ 12,359,096	\$ 947,048	\$ 923,808	\$ -	\$ 140,226	\$ 40,273	\$ 14,410,451
Capital Budget	12,000,860						12,000,860
Total Operating & Capital Budget	\$ 24,359,956	\$ 947,048	\$ 923,808	\$ -	\$ 140,226	\$ 40,273	\$ 26,411,311
Transfers Out-							
Desig. for Capital & Grant Proj.			\$ 77,000				\$ 77,000
To Other Funds							-
Total Uses	\$ 24,359,956	\$ 947,048	\$ 1,000,808	\$ -	\$ 698,430	\$ 400,000	\$ 27,406,242
Transfer To (From) Undesignated							
Fund Balance/Retained Earnings	\$(10,348,453)	\$ -	\$ 867,974	\$ 646,600	\$ -	\$ -	\$ (8,833,879)

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
2009-10 Operating Budget

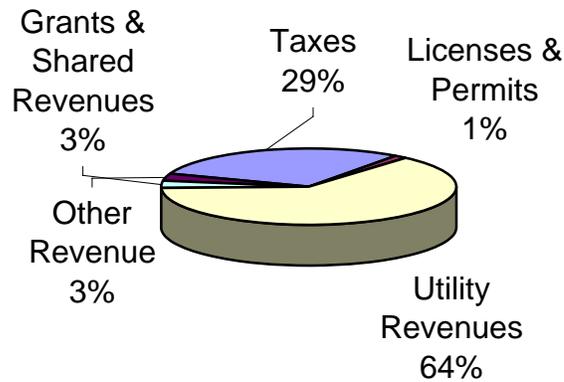
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

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	\$ (5,778,696)	\$ (4,392,866)	\$ 1,603,049	\$ 834,670	\$ 421,744	\$ (7,312,099)
Estimated Revenues	8,100,479	4,743,239	4,183,339	2,193,925	2,102,620	21,323,602
Proceeds from Debt Issuance	-					-
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	\$ 2,321,783	\$ 350,373	\$ 5,786,388	\$ 3,028,595	\$ 2,524,364	\$ 14,011,503
Uses:						
Operating Budgets-						
Police				\$ 2,101,774		\$ 2,101,774
Fire					1,890,565	1,890,565
Water Pollution Control			1,754,971			1,754,971
Parks and Recreation		2,501,626				2,501,626
Non-Departmental	7,000					7,000
Debt Service	866,820	2,168,014		514,113	554,213	4,103,160
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Consolidated Operating Budget	\$ 873,820	\$ 4,669,640	\$ 1,754,971	\$ 2,615,887	\$ 2,444,778	\$ 12,359,096
Capital Budget	7,810,860	160,000	4,030,000			12,000,860
Total Operating & Capital Budget	\$ 8,684,680	\$ 4,829,640	\$ 5,784,971	\$ 2,615,887	\$ 2,444,778	\$ 24,359,956
Transfers Out-						
Desig. for Capital & Grant Proj.						-
To Other Funds						-
Total Uses	\$ 8,684,680	\$ 4,829,640	\$ 5,784,971	\$ 2,615,887	\$ 2,444,778	\$ 24,359,956
Transfer To (From) Undesignated						
Fund Balance/Retained Earnings	\$ (6,362,897)	\$ (4,479,267)	\$ 1,417	\$ 412,708	\$ 79,586	\$ (10,348,453)

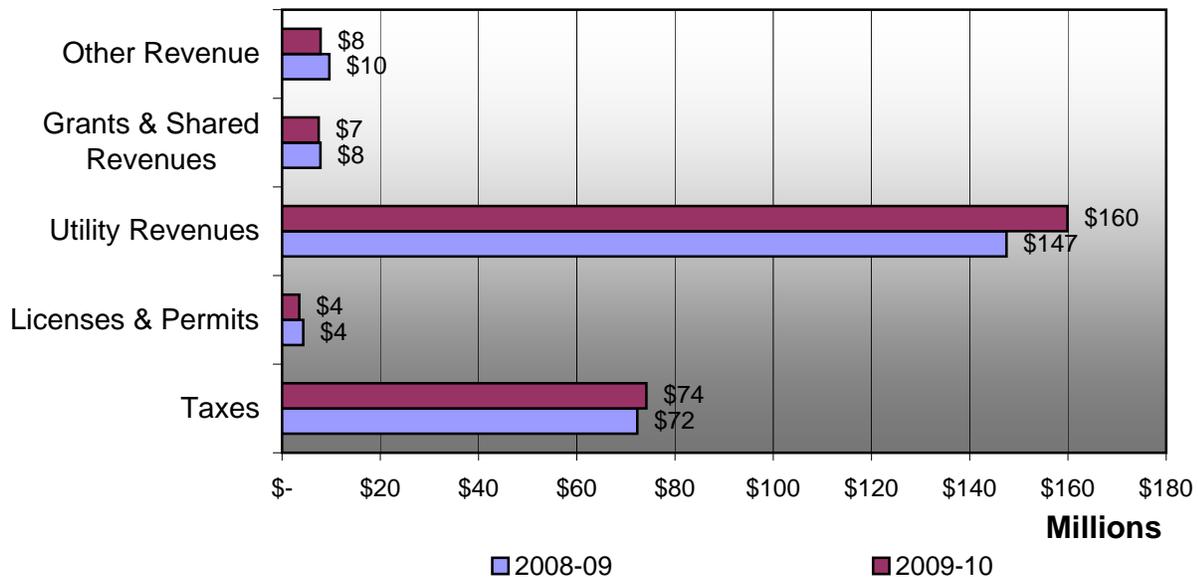
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

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-four percent of total revenues. Taxes represent the second largest category making up twenty-nine percent of the total. For the General Fund alone, taxes represent seventy-four percent of total revenues.



Component revenues between the 2008-09 and 2009-10 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2009-10 fiscal year by 4.7 percent over the 2008-09 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by \$12.4 million and represents a 8.1 percent increase. Taxes are projected to increase by \$1.8 million representing a 2.5% increase.

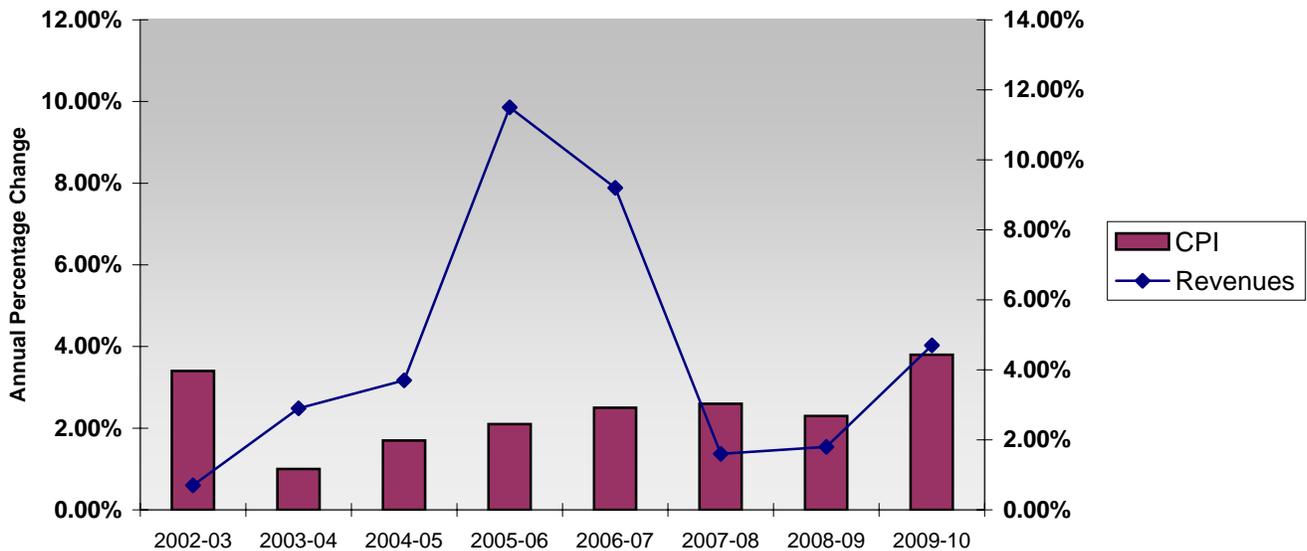
City of Independence, Missouri
2009-10
Revenue Overview/Projections

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.

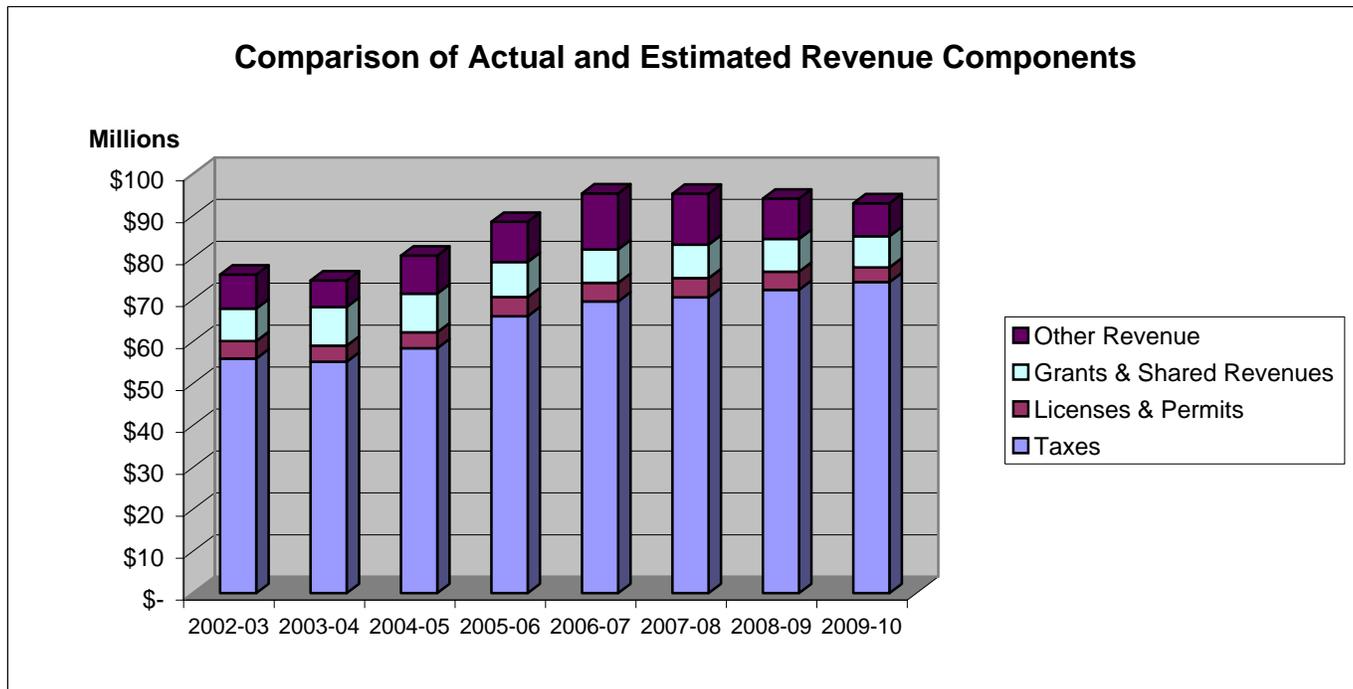
Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index



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 2009-10 are estimated to increase over the total revenues for 2008-09 at a rate of 4.7 percent compared to a projected consumer price index increase for this area of 3.8 percent.

City of Independence, Missouri
2009-10
Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2002-03 fiscal year through the 2007-08 fiscal year. Also listed are budgeted amounts for the 2008-09 and 2009-10 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 4.5 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy-four 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 7.7 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

City of Independence, Missouri
2009-10
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.

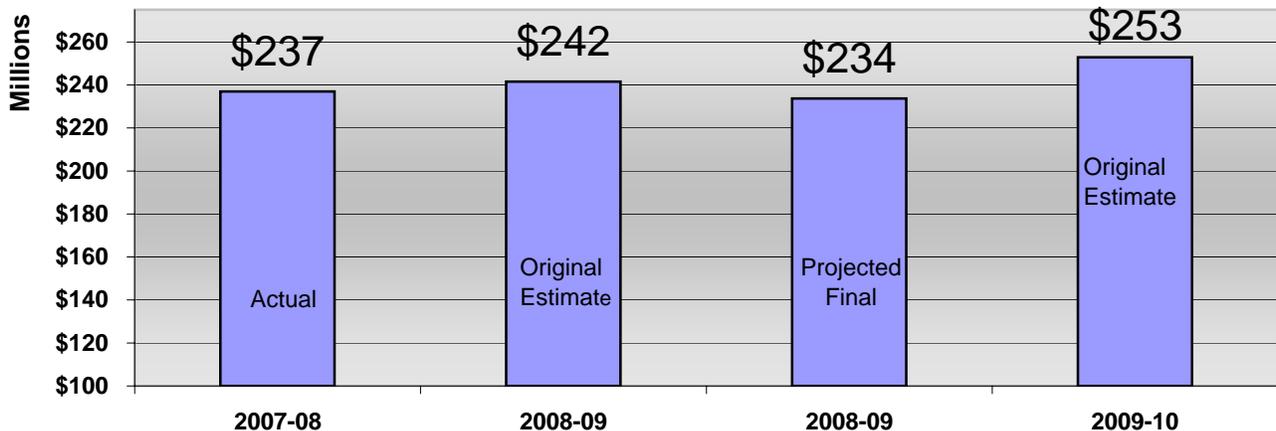
Central Garage Fund

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 projected final revenue amounts for the 2008-09 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 \$7.8 million, representing a projection variance of 3.2 percent. The negative variance was due to in part by decreased revenues in the Utility Funds (\$5.8 million). Also, shown on the chart for comparison purposes is the estimate for 2009-10 and the actual for 2007-08.

Comparison of Actual and Estimated Revenues



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source in the City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2008-09			2009-10 Adopted Budget	%Chg. Curr Est to Prop.
		2007-08 Actual	Original Budget	Actual Rev. For 9 Months		
General Fund						
Property Taxes						
2-3011	Real Estate	7,010,528	7,269,409	7,303,660	7,361,730	1.1%
2-3013	R.R. & Other Utility	34,441	33,500	55,093	33,500	-39.7%
	Total Property Taxes	7,044,969	7,302,909	7,358,753	7,395,230	0.7%
Sales and Use Taxes						
2-3041	Local Option Sales Tax	16,723,828	17,650,497	12,428,397	17,282,604	2.7%
2-3042	Cigarette Tax	555,974	570,000	397,798	539,984	0.6%
2-3044	Local Option Use Tax	0	0	0	0	
	Total Sales and Use Taxes	17,279,802	18,220,497	12,826,195	17,825,604	2.6%
Utility Franchise Fees						
2-3052	Water	18,843	20,000	16,335	20,811	5.7%
2-3053	Gas	5,171,522	5,246,000	4,542,224	5,745,529	0.1%
2-3054	Telephone	7,154,646	4,156,241	3,359,086	4,697,932	-0.7%
2-3055	Electricity	363,336	345,000	264,031	353,549	1.5%
2-3057	Cable Television	611,505	630,000	455,170	635,752	-0.4%
	Total Utility Franchise Fees	13,319,852	10,397,241	8,636,846	11,453,573	-0.2%
Payments in Lieu of Taxes						
2-3281	Power & Light In Lieu of Taxes	10,539,219	10,906,299	8,031,258	10,513,894	14.0%
2-3282	Water Service In Lieu of Taxes	1,705,015	1,869,765	1,334,774	1,823,415	12.4%
2-3283	Sanitary Sewer In Lieu of Taxes	1,458,352	1,549,998	1,101,804	1,502,034	-1.5%
	Total Pymt. in Lieu of Taxes	13,702,586	14,326,062	10,467,836	13,839,343	12.1%
	Total Taxes	51,347,209	50,246,709	39,289,630	50,001,114	4.3%

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08			2008-09			2009-10		%Chg. Curr Est to Prop.
		Actual	Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months	Current Estimate	Adopted Budget			
<u>Business Licenses and Permits</u>										
2-3101	Occupation Licenses	1,397,247	1,538,000	740,281	796,651	1,536,932	1,450,000	-5.7%		
2-3102	Liquor Licenses	103,865	96,000	8,049	86,884	94,933	94,000	-1.0%		
2-3103	Bld. Trades Licenses and Exams	118,386	104,000	97,609	15,657	113,266	100,000	-11.7%		
2-3104	Fin-Other License/Permits	51,630	43,000	38,322	11,508	49,830	50,000	0.3%		
2-3108	Building Permits, Com.Develop.	732,291	1,110,000	392,944	432,056	825,000	750,000	-9.1%		
2-3109	Construction Permits, Pub. Works	445,597	700,000	152,131	147,869	300,000	300,000	0.0%		
2-3120	Nursing Home Permits	2,160	800	200	127	327	850	159.9%		
2-3121	Day Care Permits	3,882	6,321	2,475	3,721	6,196	6,105	-1.5%		
2-3122	Food Handler's Permits	141,640	126,450	103,436	36,677	140,113	155,385	10.9%		
2-3123	Massage Therapist Appl	2,675	2,275	2,835	352	3,187	2,810	-11.8%		
2-3124	Other Food Permits	99,793	92,000	41,132	22,725	63,857	90,350	41.5%		
2-3125	Ambulance Permits & Licenses	41,706	40,535	28,786	9,365	38,151	39,000	2.2%		
2-3126	Plan Reviews - Health Dept.	4,700	3,600	900	551	1,451	900	-38.0%		
	Total Bus. Lic. & Permits	3,145,573	3,862,981	1,609,100	1,564,143	3,173,243	3,039,400	-4.2%		
<u>Non-Business Licenses and Permits</u>										
2-3151	Motor Vehicle Licenses	458,016	462,000	401,684	60,316	462,000	463,000	0.2%		
	Total Licenses and Permits	3,603,589	4,324,981	2,010,784	1,624,459	3,635,243	3,502,400	-3.7%		
<u>Grants-</u>										
Federal Government Grants										
2-3210	Emergency Mgmt. Assist.	0	0	0	0	0	0			
2-3211	Public Health Nursing	0	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	19,644	19,644	25,393	29.3%		
2-3219	Other	783	0	0	0	0	0			
	Total Federal Grants	26,176	25,393	0	19,644	19,644	25,393	29.3%		

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09			2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months		
State Government Grants							
2-3241	Financial Institutions Tax	31,960	32,000	44,195	113	44,308	0.2%
2-3242	Gasoline Tax	3,283,590	3,325,000	2,342,497	840,178	3,182,675	5.3%
2-3243	Motor Vehicle License Fees	459,912	625,000	322,872	177,843	500,715	24.8%
2-3244	Motor Vehicle Sales Tax	721,327	830,000	445,394	221,985	667,379	12.4%
2-3250	Other	0	0	0	0	0	
	Total State Grants	4,496,790	4,812,000	3,154,958	1,240,119	4,395,077	8.5%
Other Sources							
2-3272	Jackson County Drug Task Force	330,130	300,000	238,423	93,240	331,663	-9.5%
2-3274	Jackson County Dare Program	299,051	314,274	314,274	0	314,274	-6.7%
2-3275	Mid Am Reg Council	25,000	25,000	18,750	6,186	24,936	0.3%
2-3279	Other Misc. Grants	0	0	0	0	0	
	Total Other Sources	654,181	639,274	571,447	99,426	670,873	-7.8%
	Total Grants	5,177,146	5,476,667	3,726,405	1,359,189	5,085,594	6.4%
Charges for Services							
General Government							
2-3302	Planning & Zoning Fees	35,103	40,000	14,540	11,207	25,747	-2.9%
2-3303	Board Of Adjustment Fees	4,900	4,500	3,900	1,195	5,095	-20.5%
2-3304	Sale Of Maps, Books, Plans	13,743	10,000	6,577	3,234	9,811	-18.5%
2-3305	Sale Of Police Reports	37,105	37,000	27,095	9,337	36,432	-9.4%
2-3306	Sale Of Fire Reports	160	36	54	10	64	290.6%
2-3307	Computer Service Charges	27,926	32,000	18,083	10,654	28,737	-56.5%
Health							
2-3311	Animal Shelter Fees	88,653	87,000	72,945	19,958	92,903	-15.0%
2-3312	Animal Id Tags	20,710	19,000	16,030	4,909	20,939	-4.5%
2-3313	Health Training Programs	0	0	0	0	0	

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08			2008-09			2009-10 Adopted Budget	%Chg. Curr Est to Prop.
		Actual	Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months	Current Estimate			
Public Safety									
2-3316	Reimb. For Police Services	44,798	22,000	30,895	8,312	39,207	30,000	-23.5%	
2-3317	School Resource Officers	471,866	641,177	245,076	215,903	460,979	509,000	10.4%	
2-3318	Alarm Charges - Police	39,300	39,000	28,275	8,754	37,029	40,000	8.0%	
2-3319	Alarm Charges - Fire	1,500	3,950	1,450	476	1,926	1,900	-1.3%	
Recreation									
2-3322	Class Fees	77,069	33,500	63,841	9,482	73,323	63,150	-13.9%	
2-3323	Park Concessions	6,811	7,500	4,780	1,903	6,683	6,500	-2.7%	
2-3326	Pool Fees	0	0	0	0	0	0		
2-3327	Recreation Centers	21,991	12,250	24,340	2,948	27,288	18,425	-32.5%	
2-3329	Recreation Rentals	144,822	57,860	67,063	18,216	85,279	75,684	-11.3%	
National Frontier Trails Museum									
2-3331	NFTM-Admissions	48,507	44,000	33,119	14,750	47,869	46,000	-3.9%	
2-3332	NFTM-Gift Shop	30,683	30,000	19,345	9,787	29,132	30,000	3.0%	
Cemetery									
2-3341	Sale Of Cemetery Lots	7,350	9,500	2,100	2,053	4,153	7,000	68.6%	
2-3342	Sale Of Monument Bases	3,806	3,500	2,042	935	2,977	4,000	34.4%	
2-3343	Grave Opening Charges	66,200	21,225	33,725	5,352	39,077	52,000	33.1%	
Other Charges									
2-3392	Sale Of Street Signs	718	500	1,440	117	1,557	2,000	28.5%	
2-3393	Special Assessments	144,223	160,000	155,816	55,937	211,753	165,000	-22.1%	
2-3396	Sale Of Recycled Material	15,273	0	19,578	0	19,578	25,000	27.7%	
2-3397	Solid Waste Disp Fees	73,278	90,000	68,472	30,483	98,955	90,000	-9.0%	
2-3398	Miscellaneous Charges	527,655	275,000	268,100	177,477	445,577	400,000	-10.2%	
Total Charges for Services		1,954,151	1,680,498	1,228,681	623,389	1,852,070	1,747,459	-5.6%	

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08 Actual	2008-09		Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Actual Rev. For 9 Months			
Fines and Court Costs							
2-3401	Fines & Forfeitures	3,225,591	3,841,283	2,556,428	3,533,753	3,544,500	0.3%
2-3402	Court Costs	374,217	438,643	300,319	412,326	314,415	-23.7%
2-3403	Police Training	51,280	62,972	41,112	56,974	52,607	-7.7%
2-3404	Domestic Violence	51,245	54,200	41,153	53,922	52,607	-2.4%
2-3405	Dwi/Drug	22,275	36,363	19,050	28,259	25,245	-10.7%
	Total Fines & Court Costs	3,724,608	4,433,461	2,958,062	4,085,234	3,989,374	-2.3%
Interest Income							
2-3411	Interest	137,211	100,800	37,722	66,103	47,300	-28.4%
2-3412	Special Assessments - Interest	156	4,000	-296	970	500	-48.5%
2-3413	Interest - Other	78,329	70,000	80,898	105,551	75,000	-28.9%
	Total Interest Income	215,696	174,800	118,324	172,624	122,800	-28.9%
2-3421	Interfund Chgs. For Supp. Serv.	3,222,406	3,289,000	2,466,765	3,350,104	3,265,200	-2.5%
Other Revenue							
2-3431	Sale Of Land	0	0	0	0	0	
2-3432	Sale Of Fixed Assets	23,581	57,208	25,210	55,783	55,000	-1.4%
2-3433	Rents	105,888	130,000	80,175	111,743	114,346	2.3%
2-3434	Damage Claims	-3,231	15,000	125	1,031	15,000	1354.9%
2-3435	Contributions	73,288	0	104,186	105,173	25,000	-76.2%
2-3439	Cash Over/Short	-192	0	73	74	0	-100.0%
2-3440	Discounts Taken	672	400	129	213	100	-53.1%
2-3449	Misc. Non-Operating Revenue	167,068	200,000	107,049	146,783	200,000	36.3%
	Total Other Revenue	367,075	402,608	316,947	420,800	409,446	-2.7%
	Total General Fund Revenues	\$69,611,881	\$70,028,724	\$52,115,598	\$68,602,783	\$70,619,629	2.9%

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary
For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2008-09			2009-10 Adopted Budget	%Chg. Curr Est to Prop.		
		2007-08 Actual	Original Budget	Actual Rev. For 9 Months			Est. Revenue For 3 Months	Current Estimate
Power and Light Fund								
	Operating Revenue							
20-4010	Electric Service Charges	106,948,136	110,943,250	81,173,549	24,829,451	106,003,000	122,142,000	15.2%
20-4600	Other Operating Revenue	1,243,241	1,581,000	912,159	467,841	1,380,000	1,380,000	0.0%
20-4700	Change in Unbilled Revenue	-727,439	0	2,767,013	-2,767,013	0	0	
	Total Operating Revenue	107,463,938	112,524,250	82,085,708	25,297,292	107,383,000	123,522,000	15.0%
20-3421	Interfund Charges	769,390	746,500	530,298	216,202	746,500	756,400	1.3%
20-3411	Interest Income	1,058,754	758,000	243,533	-28,533	215,000	358,000	66.5%
20-4900	Other Revenues, Net	896,689	0	114,271	-114,271	0	0	
	Total Revenues	\$110,188,771	\$114,028,750	\$82,973,810	\$25,370,690	\$108,344,500	\$124,636,400	15.0%
Sanitary Sewer Fund								
	Operating Revenue							
30-3109	Construction Permits, Pub. Works	0	100,000	0	0	0	0	
30-4010	Residential	9,854,124	10,009,000	7,377,681	2,537,319	9,915,000	9,954,000	0.4%
30-4110	Commercial Base	3,955,002	4,221,000	3,022,988	1,000,012	4,023,000	4,023,000	0.0%
30-4120	Commercial Surcharge	604,522	647,000	444,541	146,459	591,000	591,000	0.0%
30-4430	Contract Services	281,691	207,000	172,311	61,689	234,000	234,000	0.0%
30-4570	Intermunicipal Agreements	455,779	458,000	266,030	200,970	467,000	467,000	0.0%
30-4600	Other Operating Revenue	147,537	150,000	114,217	35,783	150,000	150,000	0.0%
30-4700	Change in Unbilled Revenue	-12,429	0	6,700	-6,700	0	0	
	Total Operating Revenue	15,286,226	15,792,000	11,404,468	3,975,532	15,380,000	15,419,000	0.3%
	Non-Operating Revenue							
30-3411	Interest Income	551,726	388,000	134,268	15,732	150,000	141,700	-5.5%
30-4900	Other Revenues, Net	23,016	0	81,165	-81,165	0	0	
	Total Revenues	\$15,860,968	\$16,180,000	\$11,619,901	\$3,910,099	\$15,530,000	\$15,560,700	0.2%

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08			2008-09			2009-10		%Chg. Curr Est to Prop.
		Actual	Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months	Current Estimate	Adopted Budget			
Water Fund										
	Operating Revenue									
40-4010	Residential Sales	8,994,600	10,345,500	6,818,142	2,681,858	9,500,000	10,400,000		9.5%	
40-4110	Commercial Sales	2,458,013	2,926,000	1,893,877	806,123	2,700,000	2,900,000		7.4%	
40-4130	Industrial Sales	308,642	365,750	218,821	121,179	340,000	370,000		8.8%	
40-4400	Public Authority Sales	267,428	271,700	205,502	74,498	280,000	300,000		7.1%	
40-4410	Private Fire Protection	67,814	71,060	88,007	-7	88,000	90,000		2.3%	
40-4420	Public Fire Protection	674,303	620,000	569,828	120,172	690,000	800,000		15.9%	
40-4550	Sales for Resale	5,023,444	4,294,500	3,677,238	1,322,762	5,000,000	5,700,000		14.0%	
40-4600	Other Operating Revenue	339,489	275,000	349,162	50,838	400,000	400,000		0.0%	
40-4700	Change in Unbilled Revenue	-19,550	0	-92,051	92,051	0	0			
	Total Operating Revenue	18,114,183	19,169,510	13,728,526	5,269,474	18,998,000	20,960,000		10.3%	
40-3421	Interfund Charges	1,343,096	1,531,300	1,148,481	382,819	1,531,300	1,601,600		4.6%	
40-3411	Interest Income	239,518	99,900	12,260	2,540	14,800	60,000		305.4%	
40-3440	Other Revenues, Net	-6,471	0	45,643	-45,643	0	0			
	Total Revenues	\$19,690,326	\$20,800,710	\$14,934,910	\$5,609,190	\$20,544,100	\$22,621,600		10.1%	
Tourism Fund										
4-3043	Transient Guest Tax	1,084,379	1,077,500	733,002	261,998	995,000	1,006,000		1.1%	
4-3413	Interest and Penalties	0	0	0	0	0	0			
4-3219	Federal Grant - Other	0	0	0	0	0	0			
4-3250	State Grant - Other	184,849	0	40,900	-40,900	0	0			
4-3398	Miscellaneous Charges	350	0	300	-300	0	0			
4-3411	Interest Income	42,369	60,000	10,671	129	10,800	12,900		19.4%	
4-3449	Misc. Non-Operating Revenue	6,130	8,500	3,416	21,584	25,000	21,000		-16.0%	
	Total Revenues	\$1,318,077	\$1,146,000	\$788,289	\$242,511	\$1,030,800	\$1,039,900		0.9%	

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2008-09			Est. Revenue For 3 Months	Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Prop.
		2007-08 Actual	Original Budget	Actual Rev. For 9 Months				
11-3041	Sales Tax	5,878,782	6,244,363	4,644,599	2,338,572	6,983,171	8,100,479	16.0%
11-3279	Other Misc. Grants	0	0	0	0	0	0	
11-3398	Miscellaneous Charges	0	0	0	0	0	0	
11-3411	Interest	77,609	42,000	10,028	-728	9,300	0	-100.0%
11-3435	Contributions	0	0	0	0	0	0	
	Total Revenues	\$5,956,391	\$6,286,363	\$4,654,627	\$2,337,844	\$6,992,471	\$8,100,479	15.8%

Street Improvements Sales Tax Fund								
12-3041	Sales Tax	3,918,521	4,162,909	2,904,107	1,086,277	3,990,384	4,050,239	1.5%
12-3321	Athletic Fees	12,980	40,000	4,461	4,539	9,000	40,000	344.4%
12-3322	Class Fees	0	49,005	0	37,000	37,000	43,000	16.2%
12-3323	Park Concessions	47,828	1,000	32,846	5,654	38,500	40,000	3.9%
12-3326	Pool Fees	518,308	465,000	264,942	205,058	470,000	490,000	4.3%
12-3329	Recreation Rentals	450	81,000	11,052	38,948	50,000	80,000	60.0%
12-3411	Interest	14,153	2,000	545	-105	440	0	-100.0%
12-3449	Misc. Non-Operating Revenue	5,420	0	11,706	-11,706	0	0	
	Total Revenues	\$4,517,660	\$4,800,914	\$3,229,659	\$1,365,665	\$4,595,324	\$4,743,239	3.2%

Storm Water Improvements Sales Tax Fund								
13-3041	Sales Tax	3,919,288	4,162,909	2,905,116	1,085,268	3,990,384	4,050,239	1.5%
13-3250	Other State Grants	0	0	98,960	-98,960	0	0	
13-3411	Interest	483,033	471,500	158,442	14,058	172,500	133,100	-22.8%
13-3435	Contributions	134,717	0	29,187	-29,187	0	0	
13-3449	Misc. Non-Operating Revenue	871	0	17	-17	0	0	
	Total Revenues	\$4,537,909	\$4,634,409	\$3,191,722	\$971,162	\$4,162,884	\$4,183,339	0.5%

Police Sales Tax Fund								
16-3041	Sales Tax	2,089,282	2,206,312	1,550,759	577,641	2,128,400	2,160,325	1.5%
16-3411	Interest	71,502	112,000	19,568	3,432	23,000	33,600	46.1%
16-3449	Misc. Non-Operating Revenue	17	0	0	0	0	0	
	Total Revenues	\$2,160,801	\$2,318,312	\$1,570,327	\$581,073	\$2,151,400	\$2,193,925	2.0%

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2007-08			2008-09			2009-10		%Chg. Curr Est to Prop.
		Actual	Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months	Current Estimate	Adopted Budget			
Fire Sales Tax Fund										
17-3041	Sales Tax	3,916,886	3,295,636	2,615,442	377,346	2,992,788	2,025,120		-32.3%	
17-3411	Interest	172,072	189,000	52,230	3,770	56,000	77,500		38.4%	
	Total Revenues	\$4,088,958	\$3,484,636	\$2,667,672	\$381,116	\$3,048,788	\$2,102,620		-31.0%	
License Surcharge (Excise Tax) Fund										
14-3108	License Tax	1,039,130	922,681	513,322	36,678	550,000	600,000		9.1%	
14-3411	Interest	125,150	156,000	52,391	5,709	58,100	46,600		-19.8%	
	Total Revenues	\$1,164,280	\$1,078,681	\$565,713	\$42,387	\$608,100	\$646,600		6.3%	
Community Development Block Grant Fund										
8-3204	Federal Grant - CDBG	772,035	747,434	561,182	186,252	747,434	698,430		-6.6%	
8-3449	Misc. Non-Operating Revenue	1,300	0	0	0	0	0			
	Total Revenues	\$773,335	\$747,434	\$561,182	\$186,252	\$747,434	\$698,430		-6.6%	
HOME Program Fund										
9-3209	HOME Program Grant	614,146	439,326	300,112	490,321	790,433	400,000		-49.4%	
9-3411	Interest Income	0	0	0	0	0	0			
	Total Revenues	\$614,146	\$439,326	\$300,112	\$490,321	\$790,433	\$400,000		-49.4%	

City of Independence, Missouri
2009-10 Operating Budget
Revenue Summary

For the Fiscal Years 2007-08 through 2009-10

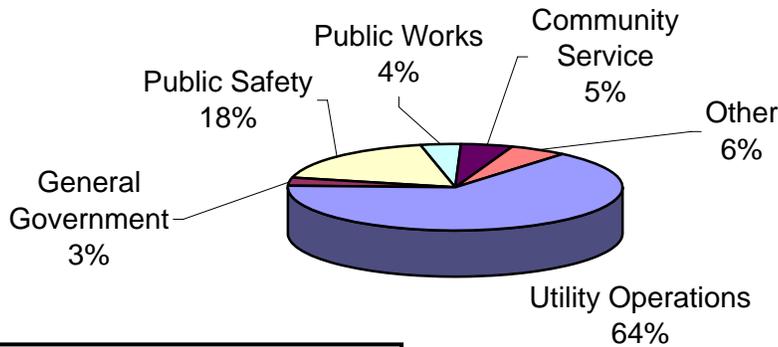
Acct. No.	Description	2007-08			2008-09			2009-10		%Chg. Curr Est to Prop.
		Actual	Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months	Current Estimate	Adopted Budget			
Grants Fund										
15-3210	Emergency Mgmt. Assist.	41,757	43,000	111,931	8,069	120,000	45,711		-61.9%	
15-3211	Public Health Nursing	170,949	165,880	130,520	34,480	165,000	167,372		1.4%	
15-3218	Dial-A-Ride	0	0	0	0	0	0			
15-3219	Other Federal Grants	1,439,647	793,029	656,337	353,663	1,010,000	643,093		-36.3%	
15-3250	Other State Grants	47,261	0	78,885	6,115	85,000	0		-100.0%	
15-3279	Other Misc. Grants	44,802	92,970	34,413	10,587	45,000	20,000		-55.6%	
15-3316	Reimb. For Police Services	94,184	65,858	64,679	20,321	85,000	70,872		-16.6%	
15-3317	School Resource Officers	0	0	0	0	0	0			
15-3411	Interest	0	0	0	0	0	0			
15-3435	Contributions	1,076	0	0	0	0	0			
	Total Revenues	\$1,839,676	\$1,160,737	\$1,076,765	\$433,235	\$1,510,000	\$947,048		-37.3%	
Central Garage Fund										
90-3380	Central Garage Charges	2,184,643	2,150,643	1,521,242	528,758	2,050,000	2,110,000		2.9%	
90-3411	Interest Income	3,196	3,000	1,364	36	1,400	1,300		-7.1%	
90-3449	Misc. Non-Operating Revenue	7,342	0	4,859	141	5,000	5,000		0.0%	
	Total Revenues	\$2,195,181	\$2,153,643	\$1,527,465	\$528,935	\$2,056,400	\$2,116,300		2.9%	
Staywell Healthcare Fund										
91-3461	Premiums	13,102,654	13,084,000	7,809,662	4,475,338	12,285,000	13,890,600		13.1%	
91-3413	Interest - Other	122,724	279,500	89,008	7,992	97,000	44,400		-54.2%	
91-3449	Misc. Non-Operating Revenue	383,085	498,000	447,618	52,382	500,000	500,000		0.0%	
	Total Revenues	\$13,608,463	\$13,861,500	\$8,346,288	\$4,535,712	\$12,882,000	\$14,435,000		12.1%	

City of Independence, Missouri
 2009-10 Operating Budget
Revenue Summary
 For the Fiscal Years 2007-08 through 2009-10

Acct. No.	Description	2008-09			Current Estimate	2009-10 Adopted Budget	%Chg. Curr Est to Prop.	
		2007-08 Actual	Original Budget	Actual Rev. For 9 Months				Est. Revenue For 3 Months
Workers' Compensation Fund								
92-3411	Interest	2,386	0	7,349	151	7,500	7,000	-6.7%
92-3413	Interest - Other	0	0	0	0	0	0	
92-3449	Misc. Non-Operating Revenue	15	0	25	0	25	0	-100.0%
92-3471	Workers' Comp. Premiums	1,895,662	1,971,469	1,971,390	0	1,971,390	2,037,826	3.4%
92-3472	Reinsurance Reimbursements	1,818,509	0	1,785,797	-620	1,785,177	65,000	-96.4%
	Total Revenues	\$3,716,572	\$1,971,469	\$3,764,561	-\$469	\$3,764,092	\$2,109,826	-43.9%
Pharmacy Benefit Fund								
94-3411	Interest	0	0	0	1,500	1,500	900	-40.0%
94-3413	Interest - Other	1,292	0	1,493	-1,493	0	1,000	
94-3449	Misc. Non-Operating Revenue	127,183	0	38,677	-3,677	35,000	35,000	0.0%
94-3461	Premiums	711,608	898,560	660,555	-660,555	0	881,700	
94-3462	Reinsurance Reimbursements	0	0	0	0	0	0	
	Total Revenues	\$940,083	\$898,560	\$700,725	-\$664,225	\$36,500	\$918,600	2416.7%
Summary:								
	Grand Total Revenues	\$262,683,478	\$266,020,168	\$194,589,326	\$62,808,683	\$257,398,009	\$278,073,635	8.0%
Less:								
	Central Garage Fund	-2,195,181	-2,153,643	-1,527,465	-528,935	-2,056,400	-2,116,300	
	Staywell Health Care Fund	-13,608,463	-13,861,500	-8,346,288	-4,535,712	-12,882,000	-14,435,000	
	Workers' Compensation Fund	-3,716,572	-1,971,469	-3,764,561	469	-3,764,092	-2,109,826	
	Pharmacy Benefit Fund	-840,083	-898,560	-700,725	664,225	-36,500	-918,600	
	Interfund Charges	-5,334,892	-5,566,800	-4,145,544	-1,482,360	-5,627,904	-5,623,200	
	Net Total Revenues	\$236,988,287	\$241,568,196	\$176,104,743	\$56,926,370	\$233,031,113	\$252,870,709	8.5%

Appropriations

Appropriations

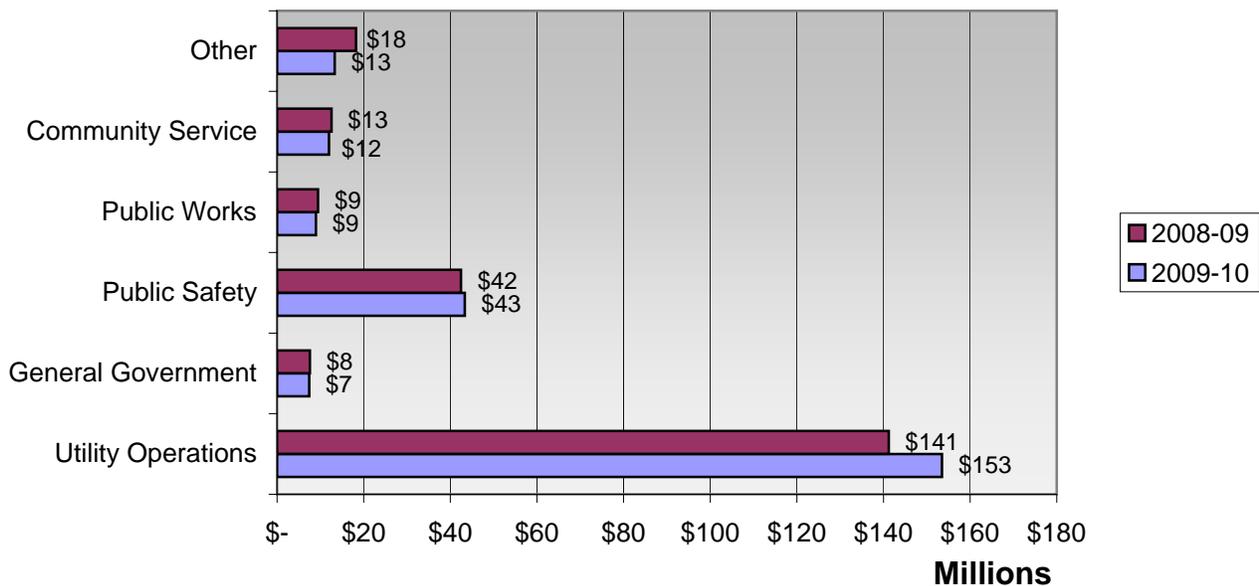


Total Appropriations - \$238,511,564

Utility Operations represent sixty-four 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-five percent of that fund's budget. Public Safety includes Police services (\$23.4 million) and Fire services (\$15.4 million).

Total operating budget appropriations increased by 3.0 percent between the two fiscal years representing an increase of \$7.0 million. The largest portion of this increase (\$11.6 million) occurred in the Utility Funds, with Power and Light increasing by \$9.6 million and Water increasing by \$2.0 million. This is due to increased maintenance and production costs which are funded through new utility rates.

Comparison of Appropriations



City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2007-08, 2008-09 and 2009-10

Fund/Department	Actual Expenditures 2007-08	Original Budget 2008-09	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2008-09	City Council Adopted 2009-10
General Fund:						
General Government:						
City Council	\$ 392,116	\$ 406,982	\$ 283,416	\$ 128,880	\$ 412,296	\$ 393,283
City Clerk	413,967	455,201	320,273	139,207	459,480	380,850
City Manager	1,013,591	1,065,315	787,320	298,464	1,085,784	1,016,828
Technology Services	1,647,047	1,760,857	1,304,156	408,971	1,713,127	1,716,963
Municipal Court	685,427	751,741	534,617	228,630	763,247	792,117
Total General Government	\$ 4,152,148	\$ 4,440,096	\$ 3,229,782	\$ 1,204,152	\$ 4,433,934	\$ 4,300,041
National Frontier Trails Museum	\$ 373,178	\$ 376,480	\$ 275,804	\$ 108,093	\$ 383,897	\$ 391,444
Law Department	648,510	745,326	562,893	198,208	761,101	740,669
Finance Department:						
Administration	\$ 395,092	\$ 412,731	\$ 303,549	\$ 119,606	\$ 423,155	\$ 419,020
Accounting	885,381	895,847	668,819	240,236	909,055	917,995
Purchasing	381,164	400,342	297,964	110,303	408,267	382,309
Occupation Licensing	154,021	159,108	114,320	48,476	162,796	160,347
Total Finance Department	\$ 1,815,658	\$ 1,868,028	\$ 1,384,652	\$ 518,621	\$ 1,903,273	\$ 1,879,671
Human Resources Department	\$ 470,308	\$ 511,577	\$ 344,625	\$ 178,452	\$ 523,077	\$ 480,767
Community Development Department:						
Administration	\$ 266,349	\$ 192,070	\$ 161,319	\$ 33,697	\$ 195,016	\$ 268,590
Neighborhood Services	146,265	143,365	12,600	132,298	144,898	24,505
Comprehensive Planning	146,243	243,955	114,846	130,702	245,548	247,363
Current Planning	307,839	316,006	220,718	103,071	323,789	261,805
Transportation	932,317	936,369	767,238	169,131	936,369	936,821
Historic Preservation	140,168	84,604	63,807	29,550	93,357	88,008
Building Inspection	843,953	904,589	642,553	280,996	923,549	844,396
Total Planning and Permits	\$ 2,783,134	\$ 2,820,958	\$ 1,983,081	\$ 879,445	\$ 2,862,526	\$ 2,671,488

City of Independence, Missouri
 2009-10 Operating Budget
Budget Summary - All Funds
 For the Fiscal Years 2007-08, 2008-09 and 2009-10

Fund/Department	Actual Expenditures 2007-08	Original Budget 2008-09	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2008-09	City Council Adopted 2009-10
General Fund (continued):						
Police Department:						
Administration	\$ 2,342,163	\$ 2,330,595	\$ 1,727,803	\$ 649,034	\$ 2,376,837	\$ 2,524,536
Police Operations	14,763,949	14,492,041	11,431,899	3,077,717	14,509,616	15,128,938
Police Services	5,208,794	5,619,824	3,874,964	1,778,684	5,653,648	5,714,257
Total Police Department	\$ 22,314,906	\$ 22,442,460	\$ 17,034,666	\$ 5,505,435	\$ 22,540,101	\$ 23,367,731
Fire Department:						
Administration	\$ 501,655	\$ 561,862	\$ 382,107	\$ 189,706	\$ 571,813	\$ 481,280
Suppression	12,980,293	13,123,959	10,018,605	3,124,862	13,143,467	13,701,294
Fire Prevention	538,047	590,693	455,747	138,332	594,079	603,484
Maintenance	229,069	394,703	223,348	172,262	395,610	376,688
Training/Emer. Preparedness	178,910	270,091	92,573	179,287	271,860	235,025
Total Fire Department	\$ 14,427,974	\$ 14,941,308	\$ 11,172,380	\$ 3,804,449	\$ 14,976,829	\$ 15,397,771
Health Department:						
Administration	\$ 253,728	\$ 380,179	\$ 310,306	\$ 76,851	\$ 387,157	\$ 449,574
General Services	749,199	808,403	557,476	241,410	798,886	819,719
Animal Services	688,707	724,459	532,153	207,738	739,891	696,029
Code Enforcement	733,850	793,639	597,090	199,611	796,701	809,837
Total Health Department	\$ 2,425,484	\$ 2,706,680	\$ 1,997,025	\$ 725,610	\$ 2,722,635	\$ 2,775,159
Public Works:						
Administration	\$ 264,282	\$ 230,391	\$ 172,347	\$ 63,487	\$ 235,834	\$ 236,897
Engineering	1,236,372	1,138,675	601,912	568,644	1,170,556	965,874
Administrative Support	291,296	312,075	274,586	44,706	319,292	325,430
Property Management	845,613	966,627	614,944	372,500	987,444	950,672
Street Maintenance	4,549,653	4,698,177	3,186,470	1,509,403	4,695,873	4,449,625
Total Public Works	\$ 7,187,216	\$ 7,345,945	\$ 4,850,259	\$ 2,558,740	\$ 7,408,999	\$ 6,928,498

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2007-08, 2008-09 and 2009-10

<u>Fund/Department</u>	<u>Actual Expenditures 2007-08</u>	<u>Original Budget 2008-09</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2008-09</u>	<u>City Council Adopted 2009-10</u>
General Fund (continued):						
<u>Water Pollution Control:</u>						
Storm Sewer Maintenance	\$ 300,450	\$ 314,500	\$ 238,002	\$ 78,411	\$ 316,413	\$ 296,134
<u>Parks and Recreation:</u>						
Administration	\$ 300,497	\$ 302,990	\$ 223,712	\$ 87,845	\$ 311,557	\$ 307,836
Park Maintenance	885,729	883,502	659,340	231,224	890,564	900,249
Recreation	737,912	746,257	556,810	203,201	760,011	786,030
Cemetery Maintenance	192,172	192,669	147,755	46,542	194,297	196,844
Total Parks and Recreation	\$ 2,116,310	\$ 2,125,418	\$ 1,587,617	\$ 568,812	\$ 2,156,429	\$ 2,190,959
Non-Departmental	\$ 7,317,869	\$ 8,969,377	\$ 5,754,092	\$ 3,298,891	\$ 9,052,983	\$ 8,684,083
Debt Service (Lease Purchases)	-	-	-	-	-	-
Capital Outlay	556,265	1,474,129	383,235	1,854,084	2,237,319	515,214
Total General Fund	\$ 66,889,410	\$ 71,082,282	\$ 50,798,113	\$ 21,481,403	\$ 72,279,516	\$ 70,619,629
<u>Tourism Fund:</u>						
Tourism	\$ 1,170,677	\$ 992,144	\$ 599,788	\$ 607,812	\$ 1,207,600	\$ 958,808
<u>Community Development Block Grant Fund:</u>						
Community Development	\$ 865,195	\$ 246,613	\$ 405,691	\$ 592,066	\$ 997,757	\$ 140,226
<u>HOME Program Fund:</u>						
Community Development	\$ 418,693	\$ 48,069	\$ 309,112	\$ 333,692	\$ 642,804	\$ 40,273
<u>Central Garage Fund:</u>						
Public Works	\$ 2,224,135	\$ 2,153,643	\$ 1,394,587	\$ 760,840	\$ 2,155,427	\$ 2,116,300
<u>Staywell Health Care Fund</u>						
Non-Departmental	\$ 12,095,406	\$ 13,861,500	\$ 10,497,429	\$ 3,364,071	\$ 13,861,500	\$ 14,435,000
<u>Pharmacy Benefits Fund</u>						
Non-Departmental	\$ 714,526	\$ 898,560	\$ 707,437	\$ 191,123	\$ 898,560	\$ 918,600

City of Independence, Missouri
 2009-10 Operating Budget
Budget Summary - All Funds
 For the Fiscal Years 2007-08, 2008-09 and 2009-10

<u>Fund/Department</u>	<u>Actual Expenditures 2007-08</u>	<u>Original Budget 2008-09</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2008-09</u>	<u>City Council Adopted 2009-10</u>
<u>Street Improvements Sales Tax Fund:</u>						
Non-Departmental	\$ -	\$ 9,000	\$ 3,874	\$ 5,126	\$ 9,000	\$ 7,000
Debt Service	1,475,063	4,253,325	4,247,136	6,189	4,253,325	866,820
Total Street Improv. Sales Tax Fund	\$ 1,475,063	\$ 4,262,325	\$ 4,251,010	\$ 11,315	\$ 4,262,325	\$ 873,820
<u>Park Improvements Sales Tax Fund:</u>						
Parks and Recreation	\$ 2,553,286	\$ 2,841,876	\$ 1,496,705	\$ 1,348,040	\$ 2,844,745	\$ 2,501,626
Debt Service	1,442,707	2,449,677	2,171,548	278,129	2,449,677	2,168,014
Total Park Improv. Sales Tax Fund	\$ 3,995,993	\$ 5,291,553	\$ 3,668,253	\$ 1,626,169	\$ 5,294,422	\$ 4,669,640
<u>Storm Water Improvements Sales Tax Fund:</u>						
Water Pollution Control	\$ 1,215,086	\$ 1,781,129	\$ 673,358	\$ 1,108,855	\$ 1,782,213	\$ 1,754,971
<u>Police Public Safety Sales Tax Fund:</u>						
Police	\$ 2,649,194	\$ 2,638,769	\$ 636,319	\$ 2,002,450	\$ 2,638,769	\$ 2,101,774
Debt Service	514,288	517,363	514,627	2,736	517,363	514,113
Total Police Sales Tax Fund	\$ 3,163,482	\$ 3,156,132	\$ 1,150,946	\$ 2,005,186	\$ 3,156,132	\$ 2,615,887
<u>Fire Public Safety Sales Tax Fund:</u>						
Fire	\$ 541,334	\$ 1,776,080	\$ 280,925	\$ 1,495,155	\$ 1,776,080	\$ 1,890,565
Debt Service	550,313	553,713	550,313	3,400	553,713	554,213
Total Fire Sales Tax Fund	\$ 1,091,647	\$ 2,329,793	\$ 831,238	\$ 1,498,555	\$ 2,329,793	\$ 2,444,778
<u>Grants Fund:</u>						
Law	\$ 39,363	\$ 25,130	\$ 12,662	\$ 5,028	\$ 17,690	\$ 25,887
Police	1,186,635	631,318	638,720	1,022,294	1,661,014	528,698
Fire	55,585	42,512	119,518	136,884	256,402	45,711
Health	444,846	461,777	302,796	150,526	453,322	346,752
Total Grants Fund	\$ 1,726,429	\$ 1,160,737	\$ 1,073,696	\$ 1,314,732	\$ 2,388,428	\$ 947,048

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2007-08, 2008-09 and 2009-10

<u>Fund/Department</u>	<u>Actual Expenditures 2007-08</u>	<u>Original Budget 2008-09</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2008-09</u>	<u>City Council Adopted 2009-10</u>
<u>Power and Light Fund:</u>						
<u>Technology Services Department:</u>						
Technology Services	\$ 69,960	\$ 70,047	\$ 44,261	\$ 27,151	\$ 71,412	\$ 67,453
<u>Power and Light Department:</u>						
Administration	2,172,609	1,598,752	1,205,646	397,884	1,603,530	1,743,557
Support Services	9,495,988	8,920,823	5,392,908	3,570,779	8,963,687	9,597,416
Production	62,592,130	64,654,895	46,942,876	17,760,424	64,703,300	69,835,096
Distribution	9,492,825	9,104,638	7,037,225	2,090,112	9,127,337	9,713,657
Engineering	3,591,614	3,986,262	2,836,922	1,176,227	4,013,149	4,370,273
Total Power and Light Department	\$ 87,345,166	\$ 88,265,370	\$ 63,415,577	\$ 24,995,426	\$ 88,411,003	\$ 95,259,999
Non-Departmental	16,988,313	18,316,501	13,193,695	5,037,063	18,230,758	19,522,365
Debt Service	2,774,540	2,786,693	2,221,997	564,696	2,786,693	4,401,888
Total Power and Light Fund	\$ 107,177,979	\$ 109,438,611	\$ 78,875,530	\$ 30,624,336	\$ 109,499,866	\$ 119,251,705
<u>Sanitary Sewer Fund:</u>						
<u>Public Works Department:</u>						
Engineering	\$ 71,512	\$ 71,759	\$ 62,786	\$ 10,724	\$ 73,510	\$ 73,993
<u>Water Pollution Control Department:</u>						
Administration	\$ 705,159	\$ 887,966	\$ 610,765	\$ 295,536	\$ 906,301	\$ 897,481
Treatment Facilities	7,229,019	7,463,044	5,319,252	2,150,660	7,469,912	8,118,188
Collection System Maintenance	2,824,805	3,188,579	1,945,144	1,258,985	3,204,129	3,210,778
Laboratory Services	210,981	237,971	164,036	78,178	242,214	242,711
Total Water Pollution Control Dept.	\$ 10,969,964	\$ 11,777,560	\$ 8,039,197	\$ 3,783,359	\$ 11,822,556	\$ 12,469,158
Non-Departmental	2,948,486	3,208,016	-	3,174,474	3,174,474	3,169,428
Total Sanitary Sewer Fund	\$ 13,989,962	\$ 15,057,335	\$ 8,101,983	\$ 6,968,557	\$ 15,070,540	\$ 15,712,579
<u>Workers' Compensation Fund</u>						
Non-Departmental	\$ 3,212,812	\$ 4,353,753	\$ 746,350	\$ 3,607,707	\$ 4,354,057	\$ 4,161,784

City of Independence, Missouri
2009-10 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2007-08, 2008-09 and 2009-10

<u>Fund/Department</u>	<u>Actual Expenditures 2007-08</u>	<u>Original Budget 2008-09</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2008-09</u>	<u>City Council Adopted 2009-10</u>
Water Fund:						
Finance						
Accounting	\$ 43,729	\$ 39,863	\$ 33,048	\$ 6,815	\$ 39,863	\$ 54,402
Water Department:						
Administration	1,094,446	1,062,914	830,233	246,207	1,076,440	1,050,465
Customer Service and Accounts	3,267,861	3,684,004	2,662,401	1,032,416	3,694,817	3,789,230
Production	4,868,777	5,120,899	3,671,744	1,631,285	5,303,029	5,536,548
Transmission and Distribution	4,094,660	3,398,117	2,478,740	927,752	3,406,492	3,506,458
Total Water Department	\$ 13,325,744	\$ 13,265,934	\$ 9,643,118	\$ 3,837,660	\$ 13,480,778	\$ 13,882,701
Non-Departmental	4,650,384	4,787,724	3,432,679	1,328,709	4,761,388	4,850,256
Debt Service	4,050,764	4,155,459	3,767,756	387,703	4,155,459	5,318,041
Total Water Fund	\$ 22,070,621	\$ 22,248,980	\$ 16,876,601	\$ 5,560,887	\$ 22,437,488	\$ 24,105,400
Grand Total - All Funds	\$ 243,497,116	\$ 258,363,159	\$ 180,961,122	\$ 81,657,306	\$ 262,618,428	\$ 265,766,448
Less:						
Central Garage Fund	(2,224,135)	(2,153,643)	(1,394,587)	(760,840)	(2,155,427)	(2,116,300)
Staywell Health Care Fund	(12,095,406)	(13,861,500)	(10,497,429)	(3,364,071)	(13,861,500)	(14,435,000)
Pharmacy Benefits Fund	(714,526)	(898,560)	(707,437)	(191,123)	(898,560)	(918,600)
Worker's Compensation Fund	(3,212,812)	(4,353,753)	(746,350)	(3,607,707)	(4,354,057)	(4,161,784)
Interfund Chgs. for Support Ser.	(4,601,234)	(5,566,800)	(4,145,544)	(1,482,360)	(5,627,904)	(5,623,200)
Net Total Budget - All Funds	\$ 220,649,003	\$ 231,528,903	\$ 163,469,775	\$ 72,251,205	\$ 235,720,980	\$ 238,511,564

City of Independence, Missouri
2009-10 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	\$ 357,018	90.8%	\$ 31,310	8.0%	\$ 4,955	1.3%	-	0.0%	\$ 393,283
City Clerk	324,915	85.3%	37,885	9.9%	18,050	4.7%	-	0.0%	380,850
City Manager	978,083	96.2%	31,140	3.1%	7,605	0.7%	-	0.0%	1,016,828
Tourism	278,964	29.1%	676,344	70.5%	3,500	0.4%	-	0.0%	958,808
NFTM	294,119	75.1%	65,180	16.7%	32,145	8.2%	-	0.0%	391,444
Technology Services	1,637,334	91.8%	135,927	7.6%	11,155	0.6%	-	0.0%	1,784,416
Municipal Court	757,303	95.6%	30,850	3.9%	3,964	0.5%	-	0.0%	792,117
Law	759,490	15.4%	3,784,100	76.8%	32,250	0.7%	352,500	7.2%	4,928,340
Finance	1,737,338	89.8%	185,422	9.6%	11,313	0.6%	-	0.0%	1,934,073
Human Resources	452,580	94.1%	21,687	4.5%	6,500	1.4%	-	0.0%	480,767
Community Dev.	1,715,023	60.1%	1,109,675	38.9%	25,789	0.9%	1,500	0.1%	2,851,987
Police	21,880,491	84.2%	2,266,180	8.7%	990,314	3.8%	861,218	3.3%	25,998,203
Fire	14,543,482	83.9%	801,651	4.6%	527,095	3.0%	1,461,819	8.4%	17,334,047
Health	2,528,220	81.0%	429,752	13.8%	163,939	5.3%	-	0.0%	3,121,911
Water	7,134,943	51.4%	4,343,218	31.3%	2,004,740	14.4%	399,800	2.9%	13,882,701
Public Works	5,255,651	57.6%	1,758,918	19.3%	1,902,070	20.9%	202,152	2.2%	9,118,791
Water Pollution Control	5,604,250	38.6%	7,418,170	51.1%	951,756	6.6%	546,087	3.8%	14,520,263
Parks and Recreation	2,986,285	63.6%	1,385,971	29.5%	320,329	6.8%	-	0.0%	4,692,585
Power and Light	21,398,042	22.5%	13,482,683	14.2%	59,286,024	62.2%	1,093,250	1.1%	95,259,999
Non-Departmental	7,259,775	14.1%	27,722,420	53.7%	10,000	0.0%	16,594,537	32.2%	51,586,732
Debt Service	-	0.0%	-	0.0%	-	0.0%	13,823,089	100.0%	13,823,089
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	515,214	100.0%	515,214
Totals	\$ 97,883,306	36.8%	\$ 65,718,483	24.7%	\$ 66,313,493	25.0%	\$ 35,851,166	13.5%	\$ 265,766,448

City of Independence, Missouri
2009-10 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds
For the Fiscal Years 2008-09 and 2009-10

Description	General	Special	C.D.B.G.	HOME	Power &	Sanitary	Water	Grand
	Fund	Revenue Funds	Fund	Program Fund	Light Fund	Sewer Fund	Fund	Total All Funds
<u>2008-09</u>								
<u>Designations-</u>								
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)
<u>Operating Transfers-</u>								
From (To) Santa Fe TIF Fund	(105,357)					105,357		-
From (To) Storm Water Fund								-
Total Operating Transfers	\$ (105,357)	\$ -	\$ -	\$ -	\$ -	\$ 105,357	\$ -	\$ -
<u>Fund Balance-</u>								
From (To) Fund Balance Target								-
Total Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers	<u>\$ (105,357)</u>	<u>\$ (124,326)</u>	<u>\$ (500,821)</u>	<u>\$ (391,257)</u>	<u>\$ -</u>	<u>\$ 105,357</u>	<u>\$ -</u>	<u>\$ (1,016,404)</u>
<u>2009-10</u>								
<u>Designations-</u>								
For CDBG Programming			\$ (558,204)					\$ (558,204)
For HOME Program Programming				(359,727)				(359,727)
For Visitor Orientation Center		(77,000)						(77,000)
Total Designations	\$ -	\$ (77,000)	\$ (558,204)	\$ (359,727)	\$ -	\$ -	\$ -	\$ (994,931)
<u>Operating Transfers-</u>								
From (To) Storm Water Fund	-							-
Total Operating Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Fund Balance-</u>								
From (To) Fund Balance Target								-
Total Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers	<u>\$ -</u>	<u>\$ (77,000)</u>	<u>\$ (558,204)</u>	<u>\$ (359,727)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (994,931)</u>

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2009-10 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, 2009, the City had no outstanding General Obligation Bonds and \$179,495,000 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was \$43,720,000 for Power and Light Operations, and \$53,490,000 for Water Utility Operations. The Events Center fund has outstanding debt of \$82,285,000. The City had a legal debt limit of \$263,878,051 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, 2009).

City of Independence, Missouri
2009-10 Operating Budget
Capital Lease/Debt Service Requirements - All Funds

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Street Improvements Sales Tax Fund:</u>				
Streets and Bridges				
2009 Series (6371)	\$ 650,000	\$ 213,320	\$ 3,500	\$ 866,820
<u>Parks Sales Tax Fund-</u>				
Aquatics Facilities				
2004 Series (6370)	790,000	131,026	3,400	924,426
Park Projects:				
2006 Series (6372)	1,050,000	190,188	3,400	1,243,588
Total Parks Sales Tax Fund	<u>\$ 1,840,000</u>	<u>\$ 321,214</u>	<u>\$ 6,800</u>	<u>\$ 2,168,014</u>
<u>Police Sales Tax Fund-</u>				
Public Safety				
2005 Series (4561)	\$ 380,000	\$ 130,713	\$ 3,400	\$ 514,113
<u>Fire Sales Tax Fund-</u>				
Public Safety				
2005 Series (4671)	\$ 410,000	\$ 140,813	\$ 3,400	\$ 554,213
<u>Power and Light Fund-</u>				
Revenue Bonds (Refunding):				
1998 Series B (6235)	\$ 1,695,000	\$ 435,890	\$ 2,500	\$ 2,133,390
Revenue Bonds (Refunding):				
2003 Series (6236)	550,000	105,473	2,500	657,973
Revenue Bonds				
2009 Series D (6237)	-	1,608,025	2,500	1,610,525
Total Power and Light Fund	<u>\$ 2,245,000</u>	<u>\$ 2,149,388</u>	<u>\$ 7,500</u>	<u>\$ 4,401,888</u>
<u>Water Fund-</u>				
Revenue Bonds:				
1986 Series (6352)	\$ 1,970,000	\$ 1,066,773	\$ 7,500	\$ 3,044,273
Revenue Bonds:				
2004 Series (6352)	555,000	593,261	7,500	1,155,761
Revenue Bonds				
2009 Series C (6352)	-	1,110,507	7,500	1,118,007
Total Water Fund	<u>\$ 2,525,000</u>	<u>\$ 2,770,541</u>	<u>\$ 22,500</u>	<u>\$ 5,318,041</u>
Grand Total All Funds - Operating Budget	<u><u>\$ 8,050,000</u></u>	<u><u>\$ 5,725,989</u></u>	<u><u>\$ 47,100</u></u>	<u><u>\$ 13,823,089</u></u>

**City of Independence, Missouri
2009-10 Operating Budget**

Debt Service Requirements - Related Debt Associated with the City of Independence

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Neighborhood Improvement District Debt Service-</u>				
<u>Noland Road NID</u>				
2004 Series (6311)	\$ 60,000	\$ 35,800	\$ 1,000	\$ 96,800
<u>Fall Drive NID</u>				
2004 Series (6312)	4,000	5,214	1,000	10,214
Total NID Debt Service	<u>\$ 64,000</u>	<u>\$ 41,014</u>	<u>\$ 2,000</u>	<u>\$ 107,014</u>
<u>Events Center-</u>				
2008 D Series (6250)	\$ 130,000	\$ 665,575	\$ 9,500	\$ 805,075
2008 H Series (6250)		739,300	9,500	748,800
2009 A Series (6250)		1,183,372	9,500	1,192,872
Total Events Center	<u>\$ 130,000</u>	<u>\$ 2,588,247</u>	<u>\$ 28,500</u>	<u>\$ 2,746,747</u>
<u>Tax Increment Financing Funds-</u>				
<u>Drumm Farm</u>				
2005 B Series (6711)	\$ 60,000	\$ 34,744	\$ 2,000	\$ 96,744
2006 Series (6711)	85,000	60,782	2,000	147,782
2007 D Series (6711)	75,000	35,975	2,000	112,975
2008 E Series (6711)	30,000	55,850	2,000	87,850
Total Drumm Farm	<u>\$ 250,000</u>	<u>\$ 187,351</u>	<u>\$ 8,000</u>	<u>\$ 445,351</u>
<u>Eastland Center</u>				
2007 A Series (6712)	\$ 1,385,000	\$ 818,113	\$ 2,000	\$ 2,205,113
2008 C Series (6712)	-	365,413	2,000	367,413
2008 G Series (6712)	120,000	207,150	2,000	329,150
Total Eastland Center	<u>\$ 1,505,000</u>	<u>\$ 1,390,676</u>	<u>\$ 6,000</u>	<u>\$ 2,901,676</u>
<u>Falls at Crackerneck Creek</u>				
2005 C Series (6718)	\$ 300,000	\$ 544,131	\$ 2,000	\$ 846,131
2006 A&B Series (6718)	515,000	2,812,009	2,000	3,329,009
2006 C Series (6718)	-	639,500	2,000	641,500
2008 A Series (6718)	-	256,230	2,000	258,230
2008 B Series (6718)	-	382,669	2,000	384,669
Total Falls at Crackerneck Creek	<u>\$ 815,000</u>	<u>\$ 4,634,539</u>	<u>\$ 10,000</u>	<u>\$ 5,459,539</u>
<u>Hartman Heritage Center</u>				
2001 Series (6710)	\$ 75,388	\$ 3,318	\$ 2,000	\$ 80,706
2003 Series (6710)	280,000	375,775	2,000	657,775
2007 B Series (6710)	605,000	406,925	2,000	1,013,925
Total Hartman Center	<u>\$ 960,388</u>	<u>\$ 786,018</u>	<u>\$ 6,000</u>	<u>\$ 1,752,406</u>
<u>Centerpoint Medical Center (HCA)</u>				
2006 F Series (6722)	\$ 130,000	\$ 200,375	\$ 2,000	\$ 332,375
2007 E Series (6722)	425,000	960,419	2,000	1,387,419
2008 F Series (6722)	440,000	671,382	2,000	1,113,382
Total Centerpoint Medical Center	<u>\$ 995,000</u>	<u>\$ 1,832,176</u>	<u>\$ 6,000</u>	<u>\$ 2,833,176</u>
<u>Santa Fe</u>				
2007 C Series (6708)	<u>\$ 405,000</u>	<u>\$ 545,749</u>	<u>\$ 2,000</u>	<u>\$ 952,749</u>
Grand Total All Categories	<u>\$ 5,124,388</u>	<u>\$ 12,005,770</u>	<u>\$ 68,500</u>	<u>\$ 17,198,658</u>

City of Independence, Missouri
2009-10 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Parks Sales Tax Fund			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2010	1,840,000	328,014	2,168,014	2,245,000	2,159,888	4,404,888
2011	1,925,000	243,389	2,168,389	2,345,000	2,064,363	4,409,363
2012	2,000,000	163,778	2,163,778	2,455,000	1,962,763	4,417,763
2013	2,080,000	83,063	2,163,063	2,560,000	1,854,815	4,414,815
2014			-	2,700,000	1,740,535	4,440,535
2015			-	1,465,000	1,615,525	3,080,525
2016			-	1,520,000	1,560,588	3,080,588
2017			-	1,580,000	1,499,788	3,079,788
2018			-	1,645,000	1,434,613	3,079,613
2019-26			-	25,205,000	11,179,972	36,384,972
Total	\$ 7,845,000	\$ 818,244	\$ 8,663,244	\$ 43,720,000	\$ 27,072,850	\$ 70,792,850

Year	Street Improvements			Water Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2010	650,000	216,820	866,820	2,525,000	2,793,039	5,318,039
2011	665,000	204,145	869,145	2,765,000	2,522,870	5,287,870
2012	680,000	188,185	868,185	2,950,000	2,398,633	5,348,633
2013	700,000	170,165	870,165	3,195,000	2,257,688	5,452,688
2014	720,000	149,865	869,865	3,440,000	2,098,448	5,538,448
2015	740,000	126,105	866,105	3,730,000	1,924,258	5,654,258
2016	770,000	99,835	869,835	4,060,000	1,732,533	5,792,533
2017	795,000	70,575	865,575	5,770,000	1,487,708	7,257,708
2018	830,000	38,775	868,775	1,305,000	1,305,858	2,610,858
2019-26			-	23,750,000	9,302,794	33,052,794
Total	\$ 6,550,000	\$ 1,264,470	\$ 7,814,470	\$ 53,490,000	\$ 27,823,829	\$ 81,313,829

City of Independence, Missouri
2009-10 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Fire Sales Tax Fund			Police Sales Tax Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2019-26			-			-
Total	\$ 2,790,000	\$ 536,778	\$ 3,326,778	\$ 2,590,000	\$ 499,428	\$ 3,089,428

Year	Noland Road NID			Fall Drive NID		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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	80,000	9,663	89,663	6,000	4,069	10,069
2019-26	85,000	5,463	90,463	47,000	16,611	63,611
Total	\$ 710,000	\$ 220,941	\$ 930,941	\$ 91,000	\$ 63,414	\$ 154,414

City of Independence, Missouri
2009-10 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Events Center Fund		Total
	Principal	Fees and Interest	
2010	130,000	2,616,747	2,746,747
2011	200,000	2,441,094	2,641,094
2012	200,000	2,433,094	2,633,094
2013	225,000	2,425,094	2,650,094
2014	250,000	2,415,594	2,665,594
2015	250,000	2,405,125	2,655,125
2016	250,000	2,394,266	2,644,266
2017	260,000	2,383,094	2,643,094
2018	280,000	2,370,031	2,650,031
2019-26	28,345,000	32,181,238	60,526,238
Total	\$ 30,390,000	\$ 54,065,377	\$ 84,455,377

City of Independence, Missouri
2009-10 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
2010	3,193,609	1,746,405	950,749	437,350	5,449,540	2,827,176	14,604,829
2011	3,191,626	1,689,400	948,838	437,727	6,866,987	2,827,801	15,962,379
2012	3,512,876	1,698,325	950,803	437,475	6,967,467	2,881,363	16,448,309
2013	3,189,225	1,695,975	951,211	436,694	7,014,877	2,885,239	16,173,221
2014	3,202,125	1,711,975	950,014	434,925	7,119,122	2,945,438	16,363,599
2015	3,225,963	1,749,594	951,784	437,413	7,263,273	2,945,949	16,573,976
2016	3,248,863	1,763,313	951,595	439,244	7,374,749	3,008,607	16,786,371
2017	3,223,162	1,808,237	949,418	440,132	7,431,978	3,008,244	16,861,171
2018	3,237,800	1,823,500	950,222	440,169	7,180,943	3,075,563	16,708,197
2019-26	16,129,465	7,603,750	5,714,620	1,757,550	78,921,215	33,239,889	143,366,489
Total	\$ 45,354,714	\$ 23,290,474	\$ 14,269,254	\$ 5,698,679	\$ 141,590,151	\$ 59,645,269	\$ 289,848,541

Year	City Hall Infrastructure Renovation	Computer Equipment (2430-022)	Computer Equipment (2430-023)	Aerial Fire Truck (2430-020)	Total
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					-
2019-26					-
Total	\$ 214,395	\$ 42,589	\$ 58,183	\$ 466,172	\$ - \$ - \$ 781,339

City of Independence, Missouri
2009-10 Operating Budget
Computation of Legal Debt Margin
June 30, 2009

Assessed Value at January 1, 2009: *			
Jackson County		\$ 1,319,388,224	
Clay County		2,030	
Total Assessed Value		\$ 1,319,390,254	
Constitutional Debt Limit ** (20% of Assessed Value)			\$ 263,878,051
Total Bonded Debt			
Neighborhood Improvement Districts		\$ 801,000	
Events Center Bonds		82,285,000	
Water Utility Bonds		53,490,000	
Electric Utility Bonds		43,720,000	
	Subtotal	\$ 180,296,000	
Less:			
Total Bonded Debt		\$ (179,495,000)	
Debt Service Fund Balance		(59,508)	
	Subtotal	(179,554,508)	
Total Net Debt Applicable to Limit			801,000
Legal Debt Margin			\$ 263,077,051

* 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 2009/2010, the City proposes projects totaling \$19,487,860. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	\$7,710,860	39.5%
Community & Public Safety Improvements	260,000	1.3%
Power & Light	2,565,000	13.2%
Water	4,322,000	22.2%
Water Pollution Control	4,630,000	23.8%
Total	\$19,487,860	100%

Funding for the Fiscal Year 2009/2010 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	\$2,565,000	13.2%
Sanitary Sewer Fund	600,000	3.1%
Water Fund	4,322,000	22.1%
Street Improvements Sales Tax Fund	7,810,860	40.1%
Park Improvements Sales Tax Fund	160,000	0.8%
Storm Water Sales Tax Fund	4,030,000	20.7%
Total	\$19,487,860	100%

Impact of Capital Spending on the Operating Budget

The City is allocating approximately \$19.5 million on capital projects for the Fiscal Year 2009/2010. 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 2009/2010 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

City of Independence, Missouri
2009-10 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2009-2010

Street & Bridge Improvements

Street Overlay Program		
Project Number: 70110902		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 2009-10 Funding	\$ 2,500,000	
Future Funding	\$ 34,500,000	
Total Project Funding	\$ 37,000,000	
Operating Impact: No additional operating impact noted.		

Jackson Drive		
Project Number: 70110606		An arterial street extension. Major north-south thoroughfare needed for the new Centerpoint hospital.
Prior Funding	\$ 1,210,000	
FY 2009-10 Funding	\$ 1,970,860	
Future Funding	\$ -	
Total Project Funding	\$ 3,180,860	
Operating Impact: No additional operating impact noted.		

39th Street Improvements - Chrysler 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	\$ 1,000,000	
FY 2009-10 Funding	\$ 200,000	
Future Funding	\$ -	
Total Project Funding	\$ 1,200,000	
Operating Impact: No additional operating impact noted.		

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	\$ 25,958,388	
FY 2009-10 Funding	\$ 3,000,000	
Future Funding	\$ -	
Total Project Funding	\$ 28,958,388	

Other Street & Bridge Improvements Not Listed FY 09/10 Funding:	\$ 40,000
--	------------------

Community and Public Safety Improvements

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	\$ 100,000	
FY 2009-10 Funding	\$ 100,000	
Future Funding	\$ 700,000	
Total Project Funding	\$ 900,000	
Operating Impact: No additional operating impact noted.		

**City of Independence, Missouri
2009-10 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2009-2010**

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	\$ 3,027,400	
FY 2009-10 Funding	\$ 160,000	
Future Funding	\$ -	
Total Project Funding	\$ 3,187,400	
Operating Impact: The funds in this project are for repairs to site amenities, concrete pads, etc. and routine revitalization programs such as playground safety surfacing replacement. No additional operating impact is identified.		

Other Community & Public Safety Improvements Not Listed FY 09/10 Funding:	\$	-
--	-----------	----------

Power and Light

Substation J 69 Kv Underground Transmission Line		
Project Number: 70210827		This project is to replace 69 Kv Underground Cable. The cable is 45 years old and is five years past the estimated life of 40 years. Loss of this line would greatly reduce reliability and cause outages which would require a transfer to another circuit, which increasing the possibility of overload during certain time periods.
Prior Funding	\$ -	
FY 2009-10 Funding	\$ 2,565,000	
Future Funding	\$ -	
Total Project Funding	\$ 2,565,000	
Operating Impact: No additional operating impact noted.		

Other Power and Light Improvements Not Listed FY 09/10 Funding:	\$	-
--	-----------	----------

Water

Water Main Extension in Eastern Independence		
Project Number: 70400801		Install water mains in Eastern Independence. These water main will increase fire flows and make water available for existing residents.
Prior Funding	\$ 806,000	
FY 2009-10 Funding	\$ 700,000	
Future Funding	\$ -	
Total Project Funding	\$ 1,506,000	
Operating Impact: These will be new water mains. The only costs anticipated for this main after its completion will be the annual flushing of the hydrants that will be connected to these mains. The annual maintenance cost per hydrant is approximately \$7.80. It is anticipated there will be 15 to 20 new hydrants city-wide for a total cost between \$117.00 and \$156.00.		

City of Independence, Missouri
2009-10 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2009-2010

Install 36" Water Main, Little Blue Parkway Phase I		
Project Number: 70400702		Install a 36" water main at Little Blue Parkway 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	\$ 1,052,000	
FY 2009-10 Funding	\$ 2,448,000	
Future Funding	\$ -	
Total Project Funding	\$ 3,500,000	
Operating Impact: This will be a new water main. The only costs anticipated for this main after its completion will be the annual flushing of the hydrants that will be connected to these mains. The annual maintenance cost per hydrant is approximately \$7.80. It is anticipated there will be 15 to 20 new hydrants city-wide for a total cost between \$117.00 and \$156.00.		

Main Replacement Program		
Project Number: 9749		This project allows for the removal and/or relocation of water mains that are under City streets. The Water Department assist Public Works and Water Pollution Control during street improvement projects to relocate and replace water lines outside the paved areas when it is possible.
Prior Funding	\$ 2,270,000	
FY 2009-10 Funding	\$ 200,000	
Future Funding	\$ -	
Total Project Funding	\$ 2,470,000	
Operating Impact: These projects are replacements of existing mains that are in conflict with proposed Public Works and Water Pollution Control projects. There should be no future costs because the costs of flushing the hydrants will be offset with the eliminated costs of potential main breaks on the eliminated piping.		

Clear Well Transfer Pump No. 6		
Project Number: 70400901		Provide and install the Clear Well Transfer Pump Number 6 at the Courtney Bend Water Plant.
Prior Funding	\$ -	
FY 2009-10 Funding	\$ 150,000	
Future Funding	\$ -	
Total Project Funding	\$ 150,000	
Operating Impact: This pump will be used to move water from the clearwell to the treated water storage reservoir. Since there are existing pumps currently performing this function, this pump will be placed into rotation and should result in minimal operating cost impacts.		

Eastern Independence Industrial Park Water Main:		
Project Number: 70400904		Provide and install water mains for the development of a new industrial park in Eastern Independence.
Prior Funding	\$ -	
FY 2008-09 Funding	\$ 674,000	
Future Funding	\$ -	
Total Project Funding	\$ 674,000	
Operating Impact: These will be new water mains. The only costs anticipated for this main after its completion will be the annual flushing of the hydrants that will be connected to these mains. The annual maintenance cost per hydrant is approximately \$7.80. It is anticipated there will be 15 to 20 new hydrants city-wide for a total cost between \$117.00 and \$156.00.		

Other Water Improvements Not Listed FY 09/10 Funding:	\$ 150,000
--	-------------------

City of Independence, Missouri
2009-10 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2009-2010

Water Pollution Control

Bellevista Neighborhood Drainage		
Project Number: 70130602		Construction and design to reduce flooding impacts and protect property in this residential neighborhood.
Prior Funding	\$ 90,000	
FY 2009-10 Funding	\$ 825,000	
Future Funding	\$ -	
Total Project Funding	\$ 915,000	
Operating Impact: A total of 459 man hours is estimated for the design and maintenance of this project. These personal services amounts are funded in the Water Pollution Control Operating Budget.		

Fairway Gardens		
Project Number: 70130710		Pull and replace 1,600 Linear feet of sanitary sewer and install an associated extraneous flow holding basin.
Prior Funding	\$ 715,000	
FY 2009-10 Funding	\$ 400,000	
Future Funding	\$ -	
Total Project Funding	\$ 1,115,000	
Operating Impact: A total of 667 man hours is estimated for the design and maintenance of this project. These personal services amounts are funded in the Water Pollution Control Operating Budget.		

Flood Control/Bank Stabilizator		
Project Number: 70300903		Design and construct channel improvements within various neighborhoods to reduce residential flooding and erosion.
Prior Funding	\$ -	
FY 2009-10 Funding	\$ 750,000	
Future Funding	\$ -	
Total Project Funding	\$ 750,000	
Operating Impact: A total of 297 man hours is estimated for the design and maintenance of this project. These personal services amounts are funded in the Water Pollution Control Operating Budget.		

Spring Branch East Industrial Park		
Project Number: 70130802		Design and construction drainage improvements. There is an established history of flooding throughout the Spring Branch East Industrial Park area.
Prior Funding	\$ 65,000	
FY 2009-10 Funding	\$ 470,000	
Future Funding	\$ -	
Total Project Funding	\$ 535,000	
Operating Impact: A total of 375 man hours is estimated for the design and maintenance of this project. These personal services amounts are funded in the Water Pollution Control Operating Budget.		

City of Independence, Missouri
2009-10 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2009-2010

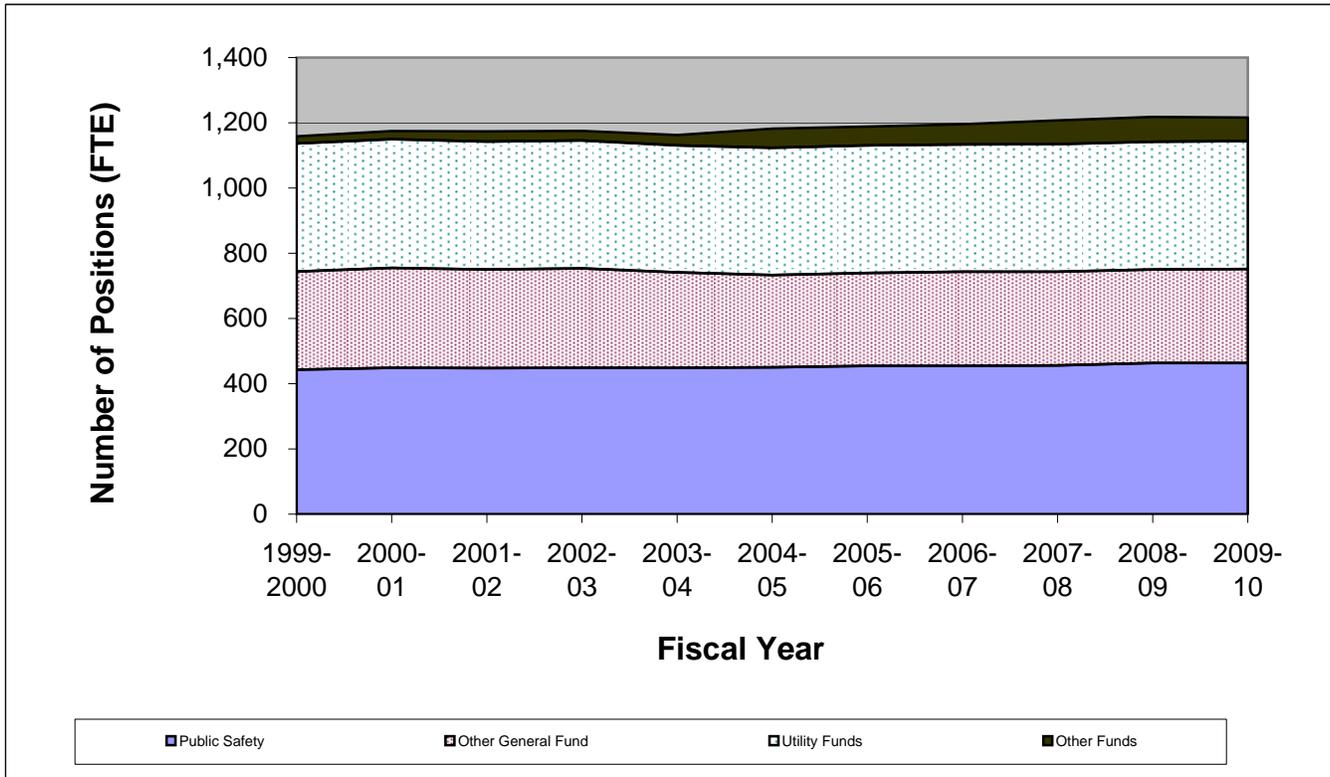
Redwood at Ute		
Project Number: 70130804		Design storm drainage improvements to include installation of additional inlets and larger piping to mitigate flooding in this residential neighborhood in 2008-09 with construction the following year. There is current flooding of homes along Redwood due to lack of inlets and undersized conduit.
Prior Funding	\$ 50,000	
FY 2009-10 Funding	\$ 450,000	
Future Funding	\$ -	
Total Project Funding	\$ 500,000	
Operating Impact: A total of 381 man hours is estimated for the design and maintenance of this project. These personal services amounts are funded in the Water Pollution Control Operating Budget.		

Sanitary Sewer Evaluation Survey		
Project Number: 9882		Data collection and mapping of storm drainage system.
Prior Funding	\$ 970,000	
FY 2009-10 Funding	\$ 600,000	
Future Funding	\$ 300,000	
Total Project Funding	\$ 1,870,000	
Operating Impact: No additional operating impact noted.		

Other Water Pollution Control Improvements Not Listed FY 09/10 Funding:	\$ 1,135,000
--	---------------------

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 57.84 FTE positions since 1999-2000 representing an average annual increase of approximately six tenths of one percent per year. For the General Fund the number of employees increased by 7.47 FTE positions. During this same period, the number of positions within the Police Department increased by 21.4 FTE positions. Since 1999-2000 the number of positions in the Utility Funds has remained largely unchanged.

City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Summary - by Department
For the Fiscal Years 2003-04 through 2009-10

Description	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Budget 2009-10
Department-							
City Council	11.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.50	6.50	6.00	6.00	6.00	6.00	6.00
City Manager	10.00	7.00	7.50	10.50	10.50	10.50	9.50
Tourism	3.41	4.41	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	22.00	22.00	22.00	22.00
Municipal Court	13.00	13.00	13.00	13.00	14.00	14.00	14.00
Law	5.50	6.00	6.25	7.25	7.25	8.50	8.50
Finance	24.00	25.00	26.00	26.00	25.00	25.00	25.00
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	26.00	26.00	30.00	29.25	29.75	29.75	30.55
Police	275.00	292.00	293.50	291.50	297.00	305.40	305.40
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	39.47	39.00	40.25	41.95	41.50	42.35	40.60
Water	97.48	97.48	98.48	97.65	98.65	101.65	101.65
Public Works	91.00	91.00	92.00	93.00	93.00	93.00	92.75
Water Pollution Control	81.00	83.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	50.75	53.29	49.29	52.65	57.94	57.94	57.44
Power and Light	220.00	220.00	220.00	220.00	220.00	217.00	218.00
Total	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00	1,216.30

City of Independence, Missouri
 2009-10 Operating Budget
Authorized Positions Summary - All Funds
 For the Fiscal Years 1999-2000 through 2009-10

Description	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Budget 2009-10
General Fund-											
City Council	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	6.50	6.50	6.00	6.00	6.00	6.00	6.00
City Manager	11.50	11.00	10.00	10.00	8.50	7.00	7.50	10.50	10.50	10.50	9.50
Nat'l Frontier Trails Museum	6.00	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	20.00	20.00	20.00	20.00	20.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	14.00	14.00	14.00
Law	6.00	6.00	6.00	6.00	5.50	5.50	5.75	6.88	6.88	6.50	6.50
Finance	25.00	25.00	25.00	25.00	24.00	24.00	25.00	25.15	24.15	24.15	24.15
Human Resources	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	31.00	35.00	23.00	23.00	22.00	22.00	26.00	25.75	26.05	26.05	27.55
Police	269.00	275.00	274.00	275.00	275.00	277.00	281.50	281.50	283.00	290.40	290.40
Fire	174.00	174.00	174.00	174.00	174.00	173.25	173.25	173.25	173.25	173.25	173.25
Health	28.49	27.24	38.13	39.69	39.47	33.50	34.25	34.25	35.25	35.25	35.25
Public Works	87.90	89.90	88.90	87.90	82.00	81.00	82.00	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	41.70	41.70	41.70	43.79	42.14	41.70	36.70	35.53	32.65	32.65	33.46
Total General Fund	744.09	755.34	750.23	753.88	741.61	732.95	739.45	743.31	743.23	750.25	751.56
Tourism Fund	3.40	3.40	3.41	3.41	3.41	4.41	4.41	4.41	4.41	4.41	4.41
Community Dev. Block Grant Act Fund-											
Community Development	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00
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	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	2.99	7.00	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98
Storm Water Sales Tax Fund	0.00	0.00	9.00	7.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00

City of Independence, Missouri
 2009-10 Operating Budget
Authorized Positions Summary - All Funds
 For the Fiscal Years 1999-2000 through 2009-10

Description	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	Budget 2009-10
Grants Fund											
Law Department	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.37	0.37	0.25	0.25
Police	0.00	0.00	0.00	0.00	0.00	15.00	12.00	10.00	14.00	15.00	15.00
Fire	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.75
Health	0.00	0.00	0.00	0.00	0.00	5.50	6.00	7.70	6.25	7.10	5.35
Total Grants Fund	0.00	0.00	0.00	0.00	0.00	21.75	19.25	18.82	21.37	23.10	21.35
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	217.00	218.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	218.00	219.00
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	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	71.50	73.50	72.00	72.00	69.00	70.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	71.50	73.50	72.00	72.00	69.00	71.00	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	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.85	0.85	0.85	0.85
Water	98.48	98.48	97.48	97.48	97.48	97.48	98.48	97.65	98.65	101.65	101.65
Total Water Fund	99.98	99.98	98.98	98.98	98.98	98.48	99.48	98.50	99.50	102.50	102.50
Central Garage Fund	10.00	10.00	10.00	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75
Workers' Compensation Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75	1.75
Grand Total All Funds	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	1,216.30

City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2008-09 through 2009-10

Fund/ Department/Function/Position Title	Change During 2008-09	Change for 2009-10	Total Changes for 2009-10	Comments
General Fund				
City Manager's Office				
Economic Development/Redevelopment				
Economic Development Project Coordinator		(1.00)	(1.00)	position transferred to Community Development
Department Total	-	(1.00)	(1.00)	
Law				
Law				
Administrative Specialist III	(1.00)		(1.00)	position reclassified
Legal Assistant	1.00		1.00	
Administrative Specialist II	(0.75)		(0.75)	position reclassified
Administrative Specialist III	0.75		0.75	
Department Total	-	-	-	
Finance				
Business Licensing				
Accounts Receivable Specialist	(0.15)		(0.15)	position reclassified
Accounts Specialist	0.15		0.15	
Department Total	-	-	-	
Human Resources				
Human Resources				
Human Resources Assistant	(0.25)			adjust funding allocation for part time positions
Human Resources Clerk	0.25			
Department Total	-	-	-	
Community Development				
Administration				
Economic Development Project Coordinator		1.00	1.00	position transferred from City Manager's Office
Neighborhood Services				
Community Development Program Spec.		0.50	0.50	transfer from CDBG Fund
Department Total	-	1.50	1.50	
Police				
Chief of Police				
Deputy Chief of Police	(1.00)		(1.00)	position reclassified
Executive Officer - Police	1.00		1.00	position reclassified
Uniform Unit				
Police Officer	1.00		1.00	transfer from within the dept.
Traffic Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.
Investigations				
Police Investigative Clerk	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Police Sergeant	1.00		1.00	transfer from within dept.
Police Officer	4.00		4.00	transfer from within dept.
Police Officer		(1.00)	(1.00)	delete vacant position

City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2008-09 through 2009-10

Fund/ Department/Function/Position Title	Change During 2008-09	Change for 2009-10	Total Changes for 2009-10	Comments
Community Services Unit				
Police Officer	(2.00)		(2.00)	transfer to within dept.
Drug Enforcement Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.
Drug Abuse Resistance Education Unit				
Police Officer	(1.00)		(1.00)	transfer to within dept.
Police (continued)- Crime Scene				
Criminalist		1.00	1.00	add new position
Police Sergeant	(1.00)		(1.00)	transfer to within dept.
Department Total	-	-	-	
Parks and Recreation				
Roger T. Sermon Community Center				
Clerk I		(1.00)	(1.00)	delete vacant position
Center Attendant		1.81	1.81	increase funding for part time positions
Department Total	-	0.81	0.81	
General Fund Total	-	1.31	1.31	
Parks and Recreation Sales Tax Fund-				
Rec. Fac. - Truman Memorial Building				
Center Attendants		(1.10)	(1.10)	reduce funding for part time positions
Family Recreation Programs				
Center Attendants		(0.21)	(0.21)	reduce funding for part time positions
Fund Total	-	(1.31)	(1.31)	
CDBG Fund				
CDBG Housing				
Community Development Program Spec.		(0.50)	(0.50)	transferred to Neighborhood Services in the General Fund
Neighborhood Services Manager		(0.09)	(0.09)	remove funding for vacant pos.
Commercial Façade Program				
Neighborhood Services Manager		(0.11)	(0.11)	remove funding for vacant pos.
Fund Total	-	(0.70)	(0.70)	
Grants Fund				
Health				
Public Health Nurse		(1.67)	(1.67)	reduce staffing due to declining grants
Administrative Specialist II		(0.08)	(0.08)	reduce staffing due to declining grants
Fund Total	-	(1.75)	(1.75)	

City of Independence, Missouri
2009-10 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2008-09 through 2009-10

Fund/ Department/Function/Position Title	Change During 2008-09	Change for 2009-10	Total Changes for 2009-10	Comments
Power and Light Fund-				
Power and Light				
Administration				
Deputy Director of Power and Light		1.00	1.00	add new position
Support Services				
Safety & Training Specialist	1.00		-	transfer from Trans. & Distr.
Production				
Electrical/Technical Supervisor	(1.00)		(1.00)	position reclassified
Power Plant Instrument Control Supervisor	1.00		1.00	position reclassified
Transmission & Distribution				
Electronics Technician	1.00		1.00	add new position
Journeyman Lineman	(1.00)		(1.00)	delete vacant position
Journeyman Lineman	(3.00)		(3.00)	position reclassified
Substation Lineman	3.00		3.00	position reclassified
Dispatcher	4.00		4.00	transferred from Engineering
Safety & Training Specialist	(1.00)		(1.00)	transferred to Support Services
Engineering				
District Planner	(1.00)		(1.00)	delete vacant position
System Operator II	(1.00)		(1.00)	position reclassified
System Operator III	1.00		1.00	position reclassified
Dispatcher	(4.00)		(4.00)	transferred to Trans. & Distr.
Engineer I	1.00		1.00	position reclassified
Engineering Technician III	(1.00)		(1.00)	position reclassified
Energy Management Systems Coord.	1.00		1.00	add new position
Fund Total	-	1.00	1.00	
Sanitary Sewer Fund				
Water Pollution Control				
Administration				
Administrative Specialist II	1.00		1.00	position reclassified
Fiscal Technician II	(1.00)		(1.00)	
Fund Total	-	-	-	
Water Fund				
Finance				
Cashiering				
Accounts Receivable Specialist	(0.85)		(0.85)	position reclassified
Accounts Specialist	0.85		0.85	
Fund Total	-	-	-	
Central Garage Fund				
Public Works				
Clerk Typist II	(1.00)		(1.00)	position reclassified and
Administrative Specialist II	0.75		0.75	changed to part time
Fund Total	(0.25)	-	(0.25)	
Grand Total All Funds	(0.25)	(1.45)	(1.70)	

Appendix

BILL NO. 09-085

ORDINANCE NO. 17338

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 2009 - JUNE 30, 2010, ESTIMATING THE REVENUES FOR SAID FISCAL YEAR; APPROPRIATING SUMS FOR THE PURPOSES STATED IN SAID BUDGET, ESTABLISHING OPERATING TRANSFERS, DESIGNATING FUND BALANCE ALLOCATIONS, ESTABLISHING THE AUTHORIZED TABLE OF ORGANIZATION, AND DESIGNATING THOSE WHO MAY MAKE A REQUISITION FOR ENCUMBRANCES AGAINST APPROPRIATIONS.

WHEREAS, in accordance with Section 8.5 of the City Charter, the City Council does hereby adopt the Budget for the 2009-10 Fiscal Year, including estimates of revenues to be received and appropriations for authorized expenditures; and,

WHEREAS, said appropriations and authorizations are not in excess of the estimate of revenues from property taxes, other authorized charges and fees and other available resources set forth in said Budget; and,

WHEREAS, the City Council has held a public hearing on May 18, for the July 1, 2009 - June 30, 2010, Annual Budget as required by Section 8.4 of the City Charter;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. That the statements and schedules hereinafter set forth are hereby adopted for the purposes as set forth in the Budget for the City of Independence, Missouri, for the fiscal year July 1, 2009 - June 30, 2010.

SECTION 2. That upon the recommendation of the City Manager and with the approval of the City Council, supplemental appropriations may be made from unappropriated fund balances. Appropriation transfers of any amounts within any specific appropriation item listed on this ordinance require only the approval of the City Manager.

SECTION 3. That the detailed estimated revenues of the City for the fiscal year July 1, 2009 - June 30, 2010, are set forth in said Budget in budget summary schedules.

SECTION 4. That the attached budget message, budget summaries, and detail of appropriation accounts are hereby made a part of this ordinance, the same as if contained herein in full.

SECTION 5. That the staffing contained within the Budget represents the authorized Table of Organization for the City. Furthermore, the City Manager is authorized to make

changes to the authorized Table of Organization provided that said changes do not authorize expenditures in excess of currently approved appropriations.

SECTION 6. That outstanding encumbrances as of the end of the 2008-09 fiscal year are hereby authorized to be reappropriated in the 2009-10 fiscal year for the same purposes as that of the outstanding encumbrance.

SECTION 7. That the balance of unexpended funds authorized by the City Council in the City Council Strategic Goals account, the Sidewalk Repair Program account, the Police Department DARE cost center, the Police Department Police Forfeitures cost center, the Franchise Assistance Program account, the Commercial Reinvestment Program account, and the Capital Outlay - TIF Distributions are hereby authorized to be reappropriated in the 2009-10 fiscal year to be spent for purposes as previously authorized by the City Council.

SECTION 8. That the balance of unexpended funds authorized by previous City Council action for the Community Development Block Grant and HOME Program Grant are hereby authorized to be reappropriated in the 2009-10 fiscal year to be spent for the same purposes as previously authorized by the City Council.

SECTION 9. That included in the Non-Departmental section of each of the major funds is an amount set aside for a subsequent transfer to applicable operating departments based on actual amounts incurred. These amounts include employee pay adjustments, transportation contingencies and periodic payments of accumulated leave time for employees leaving City employment. The Finance Director is hereby authorized to transfer these appropriation amounts to applicable operating departments based on actual expenditures up to the amount designated for each purpose in the approved budget document.

SECTION 10. That the City Council periodically authorizes the acceptance of grants from various entities on behalf of City Operating Departments. Whenever the grant period does not match the City's fiscal year or when expenditures are not incurred in the same time frame as originally anticipated in the grant acceptance document, the Finance Director is hereby authorized to carryover these unexpended grant appropriations (including amounts appropriated as required City matching funds) to the 2009-10 fiscal year with these funds being limited in use for the sole purpose as designated in the original grant acceptance document as approved by prior City Council action.

SECTION 11. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the General Fund is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

GENERAL FUND APPROPRIATIONS

<u>Department or Purpose</u>	<u>Requisitioning Authority</u>	<u>Appropriation Amount</u>
City Council	City Clerk	\$ 393,283
City Clerk	City Clerk	380,850
City Manager's Office	City Manager	1,016,828
National Frontier Trails Museum	National Frontier Trails Museum Director	391,444
Technology Services	Information Technology Director	1,716,963
Municipal Court	Presiding Judge	792,117
Law	City Counselor	740,669
Finance	Finance and Administration Director	1,879,671
Human Resources	Human Resources Director	480,767
Community Development	Community Development Director	2,671,488
Police	Police Chief	23,367,731
Fire	Fire Chief	15,397,771
Health	Health Director	2,775,159
Public Works	Public Works Director	6,928,498
Water Pollution Control	Water Pollution Control Director	296,134
Parks and Recreation	Parks and Recreation Director	2,190,959
Non-Departmental	Finance and Administration Director	8,434,083
City Council Strategic Goals	Finance and Administration Director	250,000
Capital Outlay	Finance and Administration Director	<u>515,214</u>
	TOTAL GENERAL FUND	<u>\$ 70,619,629</u>

SECTION 12. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose for the funds and accounts listed below is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

<u>Department or Purpose</u>	<u>Requisitioning Authority</u>	<u>Appropriation Amount</u>
----------------------------------	---------------------------------	-----------------------------

TOURISM FUND APPROPRIATIONS

Tourism	Tourism & Marketing Dir.	\$ <u>958,808</u>
---------	--------------------------	-------------------

COMMUNITY DEVELOPMENT BLOCK GRANT FUND APPROPRIATIONS

Community Development	Community Development Director	\$ <u>140,226</u>
-----------------------	--------------------------------	-------------------

HOME PROGRAM FUND APPROPRIATIONS

Community Development	Community Development Director	\$ <u>40,273</u>
-----------------------	--------------------------------	------------------

STREET IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	\$ 7,000
------------------	-------------------------------------	----------

Debt Service	Finance and Administration Director	<u>866,820</u>
--------------	-------------------------------------	----------------

TOTAL STREET IMPROV. FUND	\$ <u>873,820</u>
---------------------------	-------------------

PARK IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Parks and Recreation	Parks & Recreation Director	\$ 2,501,626
----------------------	-----------------------------	--------------

Debt Service	Finance and Administration Director	<u>2,168,014</u>
--------------	-------------------------------------	------------------

TOTAL PARK IMPROV. FUND	\$ <u>4,669,640</u>
-------------------------	---------------------

POLICE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Police	Police Chief	\$ 2,101,774
Debt Service	Finance and Administration Director	<u>514,113</u>
	TOTAL POLICE SALES TAX FUND	\$ <u>2,615,887</u>

FIRE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Fire	Fire Chief	\$ 1,890,565
Debt Service	Finance and Administration Director	<u>554,213</u>
	TOTAL FIRE SALES TAX FUND	\$ <u>2,444,778</u>

STORM WATER IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Water Pollution Control	Water Pollution Control Director	\$ <u>1,754,971</u>
-------------------------	----------------------------------	---------------------

POWER AND LIGHT FUND APPROPRIATIONS

Technology Services	Information Technology Director	\$ 67,453
Power and Light	Power and Light Director	95,259,999
Non-Departmental	Finance and Administration Director	19,522,365
Debt Service	Finance and Administration Director	<u>4,401,888</u>
	TOTAL POWER AND LIGHT FUND	\$ <u>119,251,705</u>

SANITARY SEWER FUND APPROPRIATIONS

Public Works	Public Works Director	\$ 73,993
Water Pollution Control	Water Pollution Control Director	12,469,158
Non-Departmental	Finance and Administration Director	<u>3,169,428</u>
	TOTAL SANITARY SEWER FUND	\$ <u>15,712,579</u>

PHARMACY BENEFIT PLAN FUND APPROPRIATIONS

Non-Departmental Finance and Administration Director \$ 918,600
 Annual Budget – 2009-2010
 5/28/09-bl

WORKERS COMPENSATION FUND APPROPRIATIONS

Workers Compensation City Counselor \$ 4,161,784

STAYWELL HEALTH CARE FUND APPROPRIATIONS

Non-Departmental Finance and Administration Director \$ 14,435,000

WATER FUND APPROPRIATIONS

Finance Finance and Administration Director \$ 54,402

Water Water Director 13,882,701

Non-Departmental Finance and Administration Director 4,850,256

Debt Service Finance and Administration Director 5,318,041

TOTAL WATER FUND \$ 24,105,400

CENTRAL GARAGE FUND APPROPRIATIONS

Public Works Public Works Director \$ 2,116,300

NOLAND ROAD NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service Finance and Administration Director \$ 96,800

FALL DRIVE NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service Finance and Administration Director \$ 10,214

EVENTS CENTER APPROPRIATIONS

Debt Service Finance and Administration Director \$ 2,746,747

TOTAL OPERATING BUDGET – ALL FUNDS \$ 267,673,161

SECTION 13. That the following fund balance designations are hereby authorized:

<u>Fund</u>	<u>Purpose</u>	<u>Amount</u>
Tourism Fund	Visitor Orientation Center	\$ 77,000
Community Development	CDBG Fund Programming	558,204

Block Grant Fund
 Annual Budget – 2009-2010
 5/28/09-bl

HOME Program Grant Fund	HOME Program Fund Programming	<u>359,727</u>
Total		\$ 994,931

SECTION 14. That the following statement of appropriations for the 2009-10 Capital Budget is hereby adopted for the funds, from the sources and in the amounts as listed below:

Fund/ Project No.	Description	Source	Appropriation Amount
<u>Power and Light Fund:</u>			
70210827	Substation J 69 Kv Underground Power and Light Fund Transmission Line		\$ 2,565,000
Total Power and Light Fund			<u>\$ 2,565,000</u>
<u>Sanitary Sewer Fund:</u>			
9882	SSES – Various Watersheds	Sanitary Sewer Fund	600,000
Total Sanitary Sewer Fund			<u>\$ 600,000</u>
<u>Water Fund:</u>			
9749	Main Replacement Program	Water Fund	\$ 200,000
9836	Well Starters & Circuit Breakers	Water Fund	10,000
9952	Security Upgrades	Water Fund	50,000
70400702	Install 36" Water Main, Little Blue Parkway Phase II	Water Fund	2,448,000
70400801	Water Main Extension in Eastern Independence	Water Fund	700,000
70400901	Clear Well Transfer Pump No. 6	Water Fund	150,000
70400902	Exploratory Drilling for Future Well Sites	Water Fund	40,000
70400903	Well Meters	Water Fund	50,000
70400904	Eastern Independence Industrial Park Water Mains	Water Fund	674,000
Total Water Fund			<u>\$ 4,322,000</u>
<u>Street Improvements Sales Tax Fund:</u>			
70110606	Jackson Drive	Street Improvements Sales Tax	1,970,860
70110803	39 th Street Improvements - Crysler to Noland Road	Street Improvements Sales Tax	200,000
70510506	Little Blue Parkway – Phase 4	Street Improvements Sales Tax	3,000,000
70110808	Sidewalks to Schools Improv.	Street Improvements Sales Tax	100,000

70110901	School Zone Signals	Street Improvements Sales Tax	40,000
70110902	Street Overlay Program	Street Improvements Sales Tax	<u>2,500,000</u>

Total Street Improvements Sales Tax Fund \$ 7,810,860

Park Improvements Sales Tax Fund:

9970	Park Revitalization	Park Improvements Sales Tax	<u>\$ 160,000</u>
------	---------------------	-----------------------------	-------------------

Total Park Improvements Sales Tax Fund \$ 160,000

Storm Water Sales Tax Fund:

9814	Neighborhood Construction Projects	Storm Water Improv. Sales Tax	\$ 150,000
70130508	Trenchless Technology	Storm Water Improv. Sales Tax	300,000
70130509	Detention Basin Revegetation	Storm Water Improv. Sales Tax	100,000
70130602	Bellevista Neighborhood Drainage	Storm Water Improv. Sales Tax	825,000
70130710	Fairway Gardens	Storm Water Improv. Sales Tax	400,000
70130802	Spring Branch East Industrial Park	Storm Water Improv. Sales Tax	470,000
70130803	Willis Storm Drainage	Storm Water Improv. Sales Tax	200,000
70130804	Redwood at Ute	Storm Water Improv. Sales Tax	450,000
70130805	Watershed Systems Evaluation Study	Storm Water Improv. Sales Tax	150,000
70130901	Pearl to Crane & Hereford	Storm Water Improv. Sales Tax	125,000
70130902	Lakeview Farm, 31 st & Linwood	Storm Water Improv. Sales Tax	110,000
70130903	Flood Control/Bank Stabilization	Storm Water Improv. Sales Tax	<u>750,000</u>

Total Storm Water Improvements Sales Tax Fund \$ 4,030,000

Total 2009-10 Capital Budget – All Funds \$ 19,487,860

SECTION 15. That the following statement of appropriations for the 2009-10 Capital Budget for the Tax Increment Financing Projects in the Tax Increment Financing Capital Projects Fund as listed below is hereby adopted.

Fund/ Project No.	Description	Source	Appropriation Amount
<u>TIF Capital Projects Fund:</u>			
6708	Noland Road/Santa Fe Trail	Tax Increment Financing Revenue	1,100,000

Neighborhood
Annual Budget – 2009-2010
5/28/09-bl

6710	Hartman Heritage	Tax Increment Financing Revenue	1,800,000
6711	Drumm Farm Golf Course	Tax Increment Financing Revenue	1,000,000
6712	Eastland Center	Tax Increment Financing Revenue	10,000,000
6713	North Independence Improv.	Tax Increment Financing Revenue	200,000
6715	Mount Washington	Tax Increment Financing Revenue	50,000
6716	HyVee 40 Highway & Noland	Tax Increment Financing Revenue	1,000,000
6718	Crackerneck Creek (Bass Pro)	Tax Increment Financing Revenue	20,000,000
6719	Old Landfill	Tax Increment Financing Revenue	500,000
6720	Cornerstone Apartments	Tax Increment Financing Revenue	500,000
6721	Trinity Development	Tax Increment Financing Revenue	1,000,000
6722	HCA	Tax Increment Financing Revenue	8,000,000
6723	Cinema East	Tax Increment Financing Revenue	<u>100,000</u>
	Total Tax Increment Financing Fund		<u>\$ 45,250,000</u>

SECTION 16. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 17. That all ordinances in conflict herewith are hereby repealed.

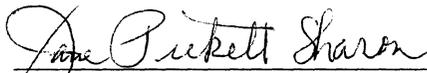
SECTION 18. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 15th DAY OF JUNE, 2009, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.



Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:



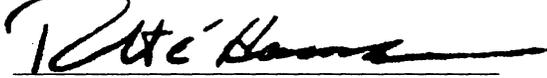
City Clerk

APPROVED - FORM AND LEGALITY



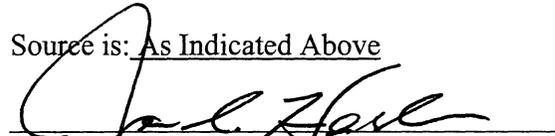
City Counselor

REVIEWED BY:



City Manager

I hereby certify that there is a balance otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated Above


Director of Finance & Administration
City of Independence, Missouri

**CITY OF INDEPENDENCE, MISSOURI
2009-10 OPERATING BUDGET
BUDGET CALENDAR**

<u>ACTIVITY</u>	<u>FOOTNOTES</u>	<u>DATE</u>
Preparation of Departmental Requested Budgets		January 30 - March 2
Preparation of City Manager's Proposed Budget		March 3 - May 4
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 4
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 8
Public Hearing by City Council on Proposed Budget	a	May 18
First reading of 2009-10 Operating Budget Appropriation Ordinance	a	June 1
Council Adoption of 2009-10 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 15
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 24
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 3
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 17

Footnotes

a City Charter Requirement

b Tax Levy Requirement under the "Open Window Law"

**City of Independence, Missouri
2009-10 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:	2001 - 115,407	2004 - 114,745	2007 - 116,359
	2002 - 113,947	2005 - 115,146	2008 - 109,159
	2003 - 114,345	2006 - 115,953	2009 - 114,128

Projected Retail Sales as of June 30, 2008	\$1,6827,999	Registered Voters:	73,906
Number of Households:	46,441	Number of Employees:	1,350
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	48

Communications (served by):

Newspapers (daily)	2
Radio Stations	46
TV Stations	12
(cable TV service available)	

Police Protection:

Number of Stations	4
No. of Authorized Employees	294.5
Number of Vehicles	230

Recreation:

Park Acreage	721
Number of Parks	42
Community Centers	3
Fitness Centers	2
Ball Fields	54
Water Parks	1

Education:

Elementary and High School enrollment	13,550
Elementary Schools	16
Junior High Schools	4
Senior High Schools	3
Parochial & Private	8
Pre-School & King- gartens	10
Teachers	1,027
Administrators	84
Colleges	8

Transportation:

Bus Systems (operated by KCATA)	1
Taxi Services	2

Community Facilities:

Hospitals	1
Beds	221
Motels/Hotels	16
No. of Rooms	1,347
Bank/Credit Union Fac.	39

Public Works Infrastructure:

Paved Streets (miles)	547	Water Mains (miles)	742
Electric Circuits (miles)	835	Water Consumption (daily avg.) (in millions of gallons)	24.05
Electric Consumption (daily avg.) (in Mwh)	3,245	Sanitary Sewers (miles)	595

**City of Independence, Missouri
2009-10 Operating Budget
Financial Statistics**

Real Estate Taxes

**Real Estate Tax Rate
Per \$100 assessed valuation)**

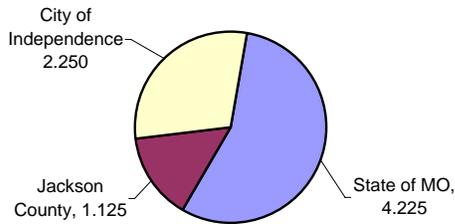
Debt Levy Purpose	Budget 2008-09	Budget 2009-10
General Purposes	\$ 0.4463	\$ 0.4463
Public Health & Recreation	0.2102	0.2102
Total	\$ 0.6565	\$ 0.6565
Indep. School District	5.084	5.084
Jackson Co./State of Mo.	1.082	1.091
Metro. Jr. College	0.2132	0.2143
Indep. Square Special Benefit District	0.4627	0.4627

Real Estate Revenue by Levy Type

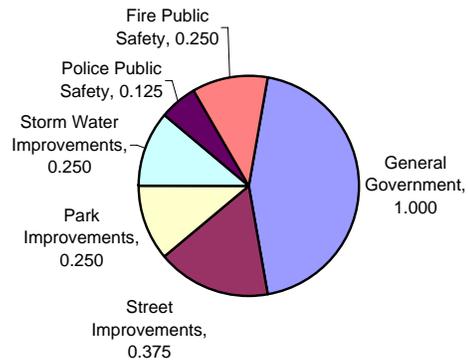
Debt Levy Purpose	Budget 2008-09	Budget 2009-10
General Purposes	\$ 4,941,744	\$ 5,004,504
Public Health & Recreation	2,327,665	2,357,226
Total	\$ 7,269,409	\$ 7,361,730

Local Option Sales Taxes

**Total Sales Tax Collected in Independence
(in percent)**



**City of Independence Tax
(in percent)**



	Budget 2008-09	Budget 2009-10
Local Option Sales Tax	\$ 17,650,497	\$ 17,282,604
Street Improvements Sales Tax	6,244,363	8,100,479
Park Improvements Sales Tax	4,162,909	4,050,239
Storm Water Improvements Sales Tax	4,162,909	4,050,239
Police Public Safety Sales Tax	2,206,312	2,160,325
Fire Public Safety Sales Tax	3,295,636	2,025,120
39th Street Transportation Development District Tax Rate	0.125	0.125
Crackerneck Transportation Development District Tax Rate	1.000	1.000
Events Center Community Improvement District Tax Rate	0.500	0.500

**City of Independence, Missouri
2009-10 Operating Budget
Financial Statistics**

Fee Structure*

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	\$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)
Occupation License Fee	\$25.00 Annual Gross Revenue under \$25,000; \$25.00 plus \$0.29 per thousand Annual Gross Revenue over \$25,000 (maximum fee \$30,000)
Motor Vehicle License	\$4.50 Motorcycles & Motortricycles 5.00 Passenger Cars 6.00 Commercial Vehicles and Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of June 30, 2008

General Obligation Bonds	\$	-
Revenue Bonds		
Power and Light		43,720,000
Water		53,490,000
Events Center		82,285,000

Major Taxpayers

Assessed Valuation

Simon Property Group LP	\$ 22,148,951
Sprint Spectrum	14,309,100
Centerpoint Medical Center	9,468,744
Cole EDD Mt Independence LLC	9,410,731
Space Center	8,528,233
Unilever Bestfoods NA	6,579,003
Bradley Operating LTD PTP	6,046,633
AT&T	5,703,409
Noland Fashion Square Partners	4,881,823
Southern Union Company	4,705,107

Major Employers

of Employees

Alliant Tech Systems	2,500
Independence School District	2,000
Centerpoint Medical Center	1,600
City of Independence	1,176
Government Employee	650
Hospital Association	
Rosewood Health Center at the Groves	400
Burd & Fletcher	350
Jackson County Circuit Court	274
Mid-Continent Library	248
Unilever Bestfoods NA	220

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: <ul style="list-style-type: none">* 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



111 E. MAPLE ST., INDEPENDENCE, MISSOURI 64051-0519 (816) 325-7000