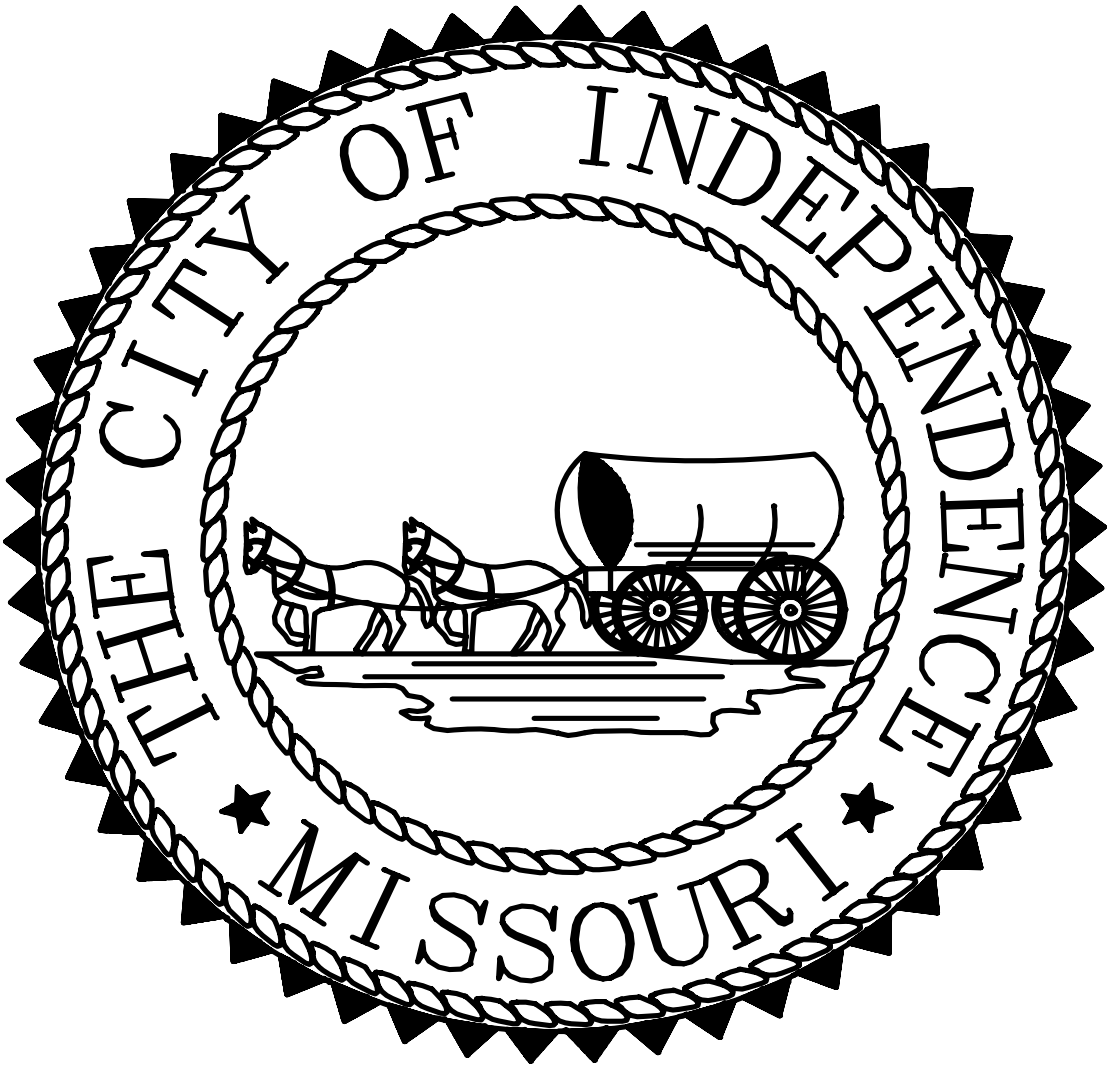


2010-11
Operating Budget

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2010 through June 30, 2011

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

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, 2009. 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 i
City Vision, Goals and Objectives xii
Financial Policies xiv
Budget Procedures & Policies xvii
Budget Calendar xxii
Equal Employment Opportunity Plan xxiii
General Fund
Financial Summary-
Budget Summary 1
Fund Balance History 3
Revenue Summary 5
Summary of Appropriations Allocated by Department and Division 8
Summary of Appropriations by Type of Expenditure 10
Summary of Operating Transfers/Designations of Fund Balance 12
Authorized Positions 13
Operating Departments:
City Council 17
City Clerk 23
City Manager 32
National Frontier Trails Museum 42
Technology Services 49
Municipal Court 56
Law 61
Finance 68
Human Resources 82
Community Development 90
Police 115
Fire 155
Health 178
Public Works 196
Parks and Recreation 215
Other Accounts-
Non-Departmental (All Funds) 247
Capital Outlay 249
City Council Strategic Goals Accounts 250
Power and Light Fund
Budget Summary 258
Historical Data and Budgeted Positions Summary 260
Revenue Summary 261
Rate Survey With Area Utilities 262
Power and Light Department 263
Debt Service 291
Capital Budget 292

TABLE OF CONTENTS (Continued)

Sanitary Sewer Fund
- Budget Summary 293
- Historical Data and Budgeted Positions Summary 295
- Revenue Summary 296
- Rate Survey With Area Utilities 297
- **Water Pollution Control Department** 298
- Capital Budget 319

Water Fund
- Budget Summary 320
- Historical Data and Budgeted Positions Summary 322
- Revenue Summary 323
- Rate Survey With Area Utilities 324
- **Water Department** 325
- Debt Service 344
- Capital Budget 345

Other Funds
- Tourism Fund Budget Summary 346
  - Tourism Fund Balance History 348
  - **Tourism Department** 349
- Street Improvements Sales Tax Fund 357
- Park Improvements Sales Tax Fund 360
- Storm Water Improvements Sales Tax Fund 363
- Police Public Safety Sales Tax Fund 366
- Fire Public Safety Sales Tax Fund 368
- Grants Fund 370
- Budget Summary - CDBG, HOME Program, Central Garage, Worker's Comp, and Staywell Health Care Funds 371
- Revenue Summary - Tourism, CDBG, HOME Program, Central Garage, Worker's Comp, & Staywell Health Care Funds, and Sales Tax Funds 373

Combined Summary - All Funds
- Budget Summary 376
- Summary of Sources and Uses by Fund and Fund Type 378
- Estimated Revenues 382
- Appropriations 391
- Appropriations Allocated by Expenditure Type 398
- Summary of Operating Transfers/Designations of Fund Balance 399
- Debt Service 400
- Capital Budget 408
- Authorized Positions 417

Appendix -
- Budget Ordinance 426
- Demographic Statistics 435
- Financial Statistics 436
- Acronyms 438
- Glossary of Budget and Finance Terms 441

(Operating departments are shown in bold letters)

Guide to Independence's Budget Document

Organization of the Budget Document

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

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

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

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

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

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

Guide to Independence's Budget Document

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

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

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

Structure of the City's Finances

Funds

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

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

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

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

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

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

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

Guide to Independence's Budget Document

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

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

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

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

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

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

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

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

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

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

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

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

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

Guide to Independence's Budget Document

Funds

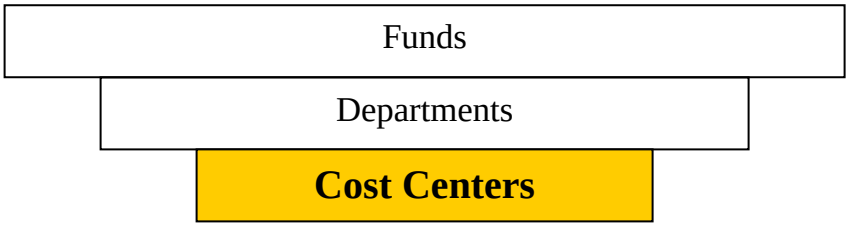
Departments

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

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

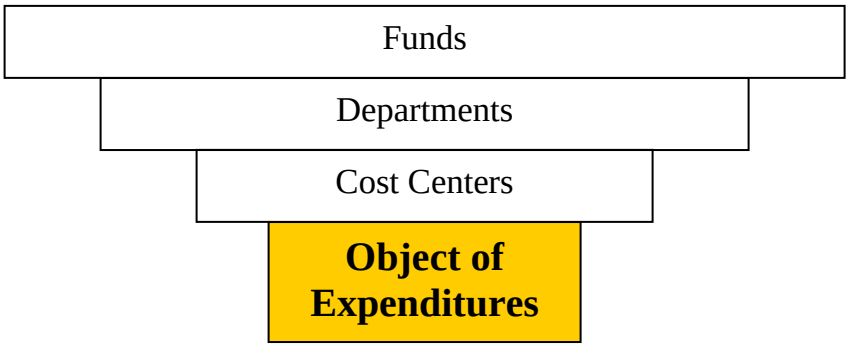
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

Guide to Independence's Budget Document



Cost Centers -

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



Object of Expenditures -

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

Organizational Structure Recap

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

July 1, 2010

Honorable Mayor and Members of the City Council

Introduction

I am pleased to submit the adopted operating budget for the City of Independence for the fiscal year July 1, 2010 through June 30, 2011**.** In compliance with the City Charter, the budget is balanced. The presentation of the adopted 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 amazing 24 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 City and Jackson County were both awarded grants to extend the Little Blue Trace Trail to Lee's Summit Road. The City also will receive funding through the American Recovery and Reinvestment Act for an expansion to connect the Little Blue Trace Trail to Waterfall Park.

- At least 1,500 Independence residents turned out for the first annual Night Out Against Crime at four City parks, one in each Council District, sponsored by the Police Department and Parks and Recreation to increase citizen awareness of crime prevention.

- The City won a challenge to the U. S. Census Bureau's population estimates for Independence, verifying that the City is steadily growing and recognizing a new population estimate of 121,212 citizens. This improves the City's eligibility for population-based financial assistance from the federal and state government, and serves as an indicator that Independence has a growing demand for new jobs and businesses.

- The Health Department developed an online electronic registration for citizens to receive H1N1 flu shots, which resulted in shorter wait times and greater efficiency at the immunization clinics.

- Independence Power & Light developed a new rebate program to help commercial and industrial customers implement energy efficiency measures, as well as a rebate program for new home construction. Financial incentives for builders to install energy efficient air conditioners, heat pumps and electric water heaters are also available.

- The City invited Independence residents to participate in the update of the comprehensive development plan by answering a questionnaire on land use and transportation. In the future, the City will also ask for input on economic development, housing and other topics.

- The Independence Events Center opened to the public on November 8, 2009 with more than 7,000 attending the grand opening celebration. A new Central Hockey League team – the Missouri Mavericks – hosted 32 games at the Events Center, placing third in attendance with an average of 4,935 fans per game, and ended their inaugural season with a trip to the playoffs. The Community Ice facility also proved popular with citizens, welcoming more than 100,000 visitors in the first six and a half months of operation.

- Federal highway transportation enhancement funds were used to improve 24 Highway in Western Independence, with a project to build 2,300 feet of new curbs, add new push-button, controlled-pedestrian traffic signals and the planting of 38 new trees. Independence Power & Light provided matching funds to cover the electrical system and street lighting improvements.

- Independence Power & Light developed an online tool to allow customers to track local power outages from the City's Web site. The "Power Outage 24/7 Map" provides data on the number of outages throughout the City, coded to illustrate five levels of outages from one to more than 5,000. The information is updated every five minutes.

The state of the economy continues to impact our local government's ability to provide services to our citizens and to support the City Council's strategic goals. Rather than make radical modifications to our operations in a reactionary manner, the staff constantly adjusts its methods and levels of operations to minimize negative effects on our community. As an example of this process, all departments are required to submit a quarterly budget analysis that measures and compares actual financial status to the projections and assumptions used

to create the operating budget. This process allows the staff to make adjustments in accordance with developing trends.

The adopted budget does not include funding for an across-the-board salary increase for all employees. As is typical of a service-based, rather than a manufacturing-based, operation, almost 82% of the General Fund is spent for personnel costs – salaries, wages and benefits. Decisions that affect this portion of our cost of operations have a measurable impact on our budget.

The City has adopted an aggressive reduction of positions through attrition, rather than lay-offs, which has resulted in significant savings. Of the 752 authorized positions in the General Fund, approximately 42 vacant positions are not funded. Not funding these positions is saving the City $2,582,000 in salaries and benefits. As has been our practice, employees will be transferred and reassigned, as necessary, to continue services with the least possible disruption to our citizens.

The City has finished implementation of the change to a new health care provider. As has been previously reported, the change will allow the City to avoid a portion of projected health care cost increases. However, as these projections indicate that health care costs will continue to rise, the adopted budget includes approximately $230,000 to pay for such increases.

It is anticipated that the Animal Services Division of the Health Department will be operating out of the new animal lodge that is being constructed by Jackson County. The adopted budget includes $150,000 to help pay the costs of the expanded operation.

The staff remains committed to providing a high quality of services to our community. We will continue to monitor the cumulative affects of new federal initiatives and reductions in state and county budgets and react, as appropriate, for the benefit of our community.

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 adopted operating and capital budget for the City, including utilities, is $268,248,290 which is a decrease of $11,426,065 (4.1%) from the 2009-2010 budget. This decrease is due to a reduction in capital budget appropriations ($19,216,553) with the largest portion of that amount being in the Power and Light Fund. The operating portion of the total budget increased by $7,670,916 (3.2%) with most of this increase being in the Power and Light Department.

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

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

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

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

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

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $71,580,811, it is 29% 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 $922,987 greater than was budgeted in fiscal year 2009-10. The following table provides a General Fund revenue comparison for the adopted 2009-10 budget to the revised 2009-10 budget and the City Council's adopted 2010-11 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2009-10	Revised Estimate 2009-10	Adopted Budget 2010-11
Property Taxes	$7,395,230	$7,173,987	$7,173,500
Sales Taxes	17,825,604	16,560,976	16,847,487
Utility Franchise Fees	11,428,980	13,739,103	11,784,000
PILOTS	15,520,121	14,321,016	16,545,408
Licenses & Permits	3,502,400	3,079,704	3,349,340
Grants & Shared Revenues	5,413,015	5,505,079	5,640,213
Charges for Services	1,747,459	1,994,456	1,767,412
Fines & Court Costs	3,989,374	4,367,642	4,614,534
Interest Income	122,800	98,623	67,100
Interfund Charges	3,265,200	3,327,010	3,421,877
Other Revenue	409,446	352,770	331,745
Total Revenue	**$70,619,629**	**$70,520,366**	**$71,542,616**

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, reflecting only a 1.5 percent increase over current projections and a decrease of 5.6 percent compared to original projections for the current fiscal year.

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 $3.6 million). For fiscal year 2010-2011, the fund balance is projected to be $2,315,156.

B. Public Safety. The adopted budget for the Police Department is $24.3 million. The adopted budget for the Fire Department is $16 million. Approximately 56% of the General Fund is designated for these two departments.

C. Employee Benefits. Funding has been included to pay an expected 6% increase in health care insurance costs, effective January 1, 2011. Funding has also been included for 5% increase in dental insurance premiums, which will also increase January 1, along with a change where employees will begin to pay 17 percent of the premium costs which is consistent with the percentage employees currently pay for health insurance premiums.

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

Capital Outlay

The adopted 2010-11 budget includes $513,200 for capital outlay from the General Fund. This represents a decrease of $2,014 from the previous year.

2010-11 Operating Budget
General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Total
Technology Services				
Replacement program for Microcomputers, File Servers, and Network Systems			175,000	175,000
Next phase of Disaster Recovery Plan			10,000	10,000
City Clerk				
Electronic Records Storage Indexing System			10,000	10,000
Health				
Replace 1997 Ford F150 - Asset number 2875 (includes new animal box and installation)		31,000		31,000
Replace 1999 Dodge Ram 1500 - Asset number 3031 (includes new animal box and installation)		31,000		31,000
Replace 1995 Ford Escort - Asset number 8725		15,000		15,000
Parks & Recreation				
Woodlawn Cemetery Phase 2 Fence Repair			36,000	36,000
George Owens Nature Park Phase I Park Road Overlay			53,000	53,000
Public Works				
City Hall Emergency Generator for Telecommunications Backup	46,000			46,000
City Hall Water Infiltration Repairs - north side	25,000			25,000
Police Building Plumbing Chase	11,000			11,000
NFTM 20 ton HVAC unit replacement	25,000			25,000
Health Department Door Replacement	6,700			6,700
City Hall West Entry Door Replacement	8,500			8,500
Bingham-Waggoner Architectural Services	20,000			20,000
Vaile Mansion Sidewalk and Step Repair	10,000			10,000
	$ 152,200	$ 77,000	$ 284,000	$ 513,200

Storm Water Sales Tax

The budget includes revenues of $2,252,872, a decrease of 41.1% 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 propose expenditures of $2,307,947 for the 2010-11 fiscal year. The adopted capital budget of $505,000 funds several projects including:

2010-11 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	$85,000
70130508	Trenchless Technology	Storm Water Sales Tax	150,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130805	Watershed Systems Evaluation Survey	Storm Water Sales Tax	75,000
70131001	36th & Poplar Design	Storm Water Sales Tax	25,000
70131002	14th & Arlington Design	Storm Water Sales Tax	70,000
	Fund Total		$505,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current 1/2 of 1% sales tax collection began January 1, 2009 and received voter approval on August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes $1,326,000 for several projects, including the following:

City of Independence, Missouri
2010-11 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
	Street Improvements		
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	$ 1,006,000
	Total Street Improvements		$ 1,006,000
	Safety Improvements		
70110409	Operation Green Light	Street Improv. Sales Tax	$ 20,000
70110807	Sidewalks to Parks Improvements	Street Improv. Sales Tax	100,000
70110808	Sidewalks to School Improvements	Street Improv. Sales Tax	200,000
	Total Safety Improvements		$ 320,000
	Fund Total		$ 1,326,000

Park Improvement Sales Tax

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is ¼ of 1% until December 31, 2012, when the tax will be reduced to 1/8 of 1%. Estimated revenues this fiscal year will be $4,434,802.

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

Project Description		Amount
Park Revitalization		$50,000
	Fund Total	$50,000

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be $2,042,786. Expenditures of $2,770,457, which includes funds carried over from the previous year, are recommended. A majority of the adopted expenditures, $2 million, will be used to fund equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the ¼ of 1% sales tax began January 1, 2005, continued through December 31, 2008, when it reduced to 1/8 of 1% through December 31, 2016. Revenues are projected to be $1,921,291.

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 $16,980,435, an increase of approximately 9.1%, as compared to the current year. Adopted operating budget expenditures from the fund are $15,973,910. The budget also includes funding of $5,524,307 for capital projects, including:

2010-11 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
Sanitary Sewer Collection System Projects-			
70301001	33rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	$ 50,000
70300602	Redwood Sanitary Sewer Improvements	Sanitary Sewer Fund	750,000
70301002	1724 Emery Sanitary Sewer Improvements	Sanitary Sewer Fund	100,000
70301003	Bison Park Pump Station	Sanitary Sewer Fund	200,000
70300707	24 Highway and 291 Highway	Sanitary Sewer Fund	2,200,000
9757	Trenchless Technology	Sanitary Sewer Fund	1,000,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70301004	Collection System Capacity Improvements	Sanitary Sewer Fund	615,857
	Subtotal		$ 5,365,857
Treatment Plant / Pump Station Projects-			
70301005	Dickinson, Kentucky 1 & 2 Pump Station Improvements	Sanitary Sewer Fund	$ 158,450
	Subtotal		$ 158,450
	Fund Total		$ 5,524,307

Power & Light Fund

Power & Light total revenues for fiscal year 2010-11 are estimated to be $134,595,830, an increase of 8.0%, as compared to the current year. The adopted operating budget for Power and Light is $126,221,828.

Water Fund

Independence water rates are the fourth lowest, as compared to 13 other communities in the metropolitan area. It is estimated that water revenues will be $24,451,700, an increase of approximately 15.8%, as compared to the current year. The adopted operating budget is $24,332,974 which includes operating, non-departmental, and debt service costs. The fiscal year 2010-11 capital project budget is $1,256,000, which includes:

2010-11 Operating Budget
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9839	Small Main Replacement Program	Water Fund	$ 706,000
70401001	PLC Upgrades	Water Fund	100,000
70401002	Replace North Main Water Tower	Water Fund	100,000
70401003	Future Production Wells	Water Fund	350,000
	Fund Total		$ 1,256,000

Conclusion

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

Robert E. Heacock
City Manager

The City of Independence

Vision Statement

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

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

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

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

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

The City of Independence

Strategic Goals

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

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

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

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

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

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

Financial Policies

A. Fund Balance

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

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

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

B. Revenues

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

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

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

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

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

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

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

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

C. Expenditures

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

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

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

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

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

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

D. Other Financing Sources and Uses

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

CITY OF INDEPENDENCE, MISSOURI
2010-11 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 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
2010-11 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

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

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

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

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

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

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

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

Encumbrances

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

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

CITY OF INDEPENDENCE, MISSOURI
2010-11 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		January 29 - March 1
Preparation of City Manager's Proposed Budget		March 2 - May 3
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 3
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 7
Public Hearing by City Council on Proposed Budget	a	May 17
First reading of 2010-11 Operating Budget Appropriation Ordinance	a	June 7
Council Adoption of 2010-11 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 21
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 23
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 2
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 16

Footnotes

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

City of Independence, Missouri
2010-11 Operating Budget

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 Goals for 2010

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

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

3. City recruitment activity will continue to utilize wide and diverse distribution sources in the metro area, including but not limited to, area colleges, community colleges, churches, Indian centers, Hispanic and black organizations, and area newspapers.

4. City will conduct open educations outreach activities for interested organizations. First such activity in 2010 was held January 26, and consisted of a panel presentation by Fire, Police and Parks departments. Each department presented information on their internal recruitment process.

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

6. The City's diversity committee will continue to educate and support department directors with initiatives to promote a diverse workforce.

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

EEO 2009/2010 Statistics

2009/2010	Gender	Race	Total Percentage
Total **Full Time** New Hires - **38**	M - **23** F - **15**	01 = **36** 02 = **1** 03 = 04 = **1** 05 =	**Minority – 6%** 02 - **3%** 03 - 0% 04 - **3%** 05 - 0% **Female - 40%**

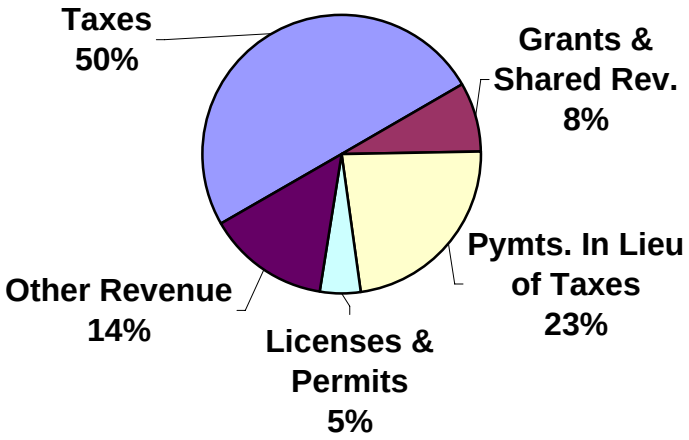
KEY – Race

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

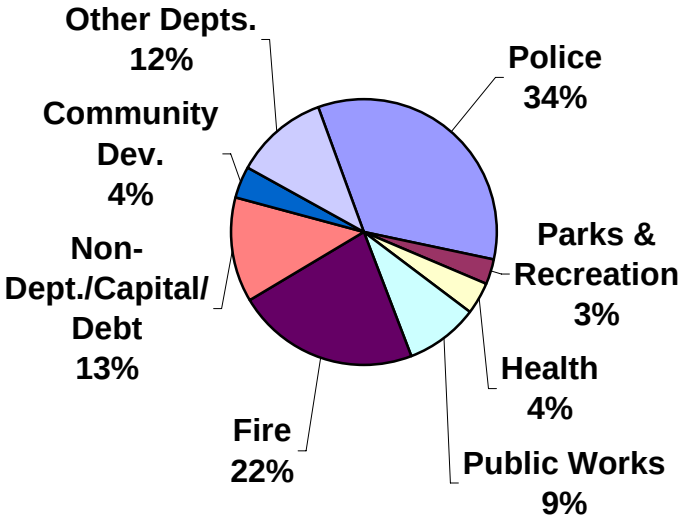
2009/2010	Gender	Race	Total Percentage
Part-time/Temp New Hires - **49**	M - **33** F - **16**	01 = **43** 02 = 4 03 = 2	Minority - **13**% Female - **33**%

2009/10 Summary	Gender	Race	Total Percentage
City's total New Hires - **87**	M - **56** F - **31**	01 – **79** 02 – **5** 03 – **2** 04 – **1** 05 – 0	Minority - **10%** White - **90**% Female - **36**% Male - **64**%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	% of Total	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Undesignated Fund Balance	**$ 3,557,838**	**$ 2,073,982**		**$ 2,012,375**			
Source of Budget Dollars							
Transfers from Other Funds		-		$ 48,195		$ 48,195	n/a
Estimated Revenues-							
Taxes	$ 34,719,966	$ 36,649,814	51.9%	$ 35,804,987	50.0%	$ (844,827)	-2.3%
Payments in Lieu of Taxes	13,503,735	15,520,121	22.0%	16,545,408	23.1%	1,025,287	6.6%
Licenses & Permits	3,158,139	3,502,400	5.0%	3,349,340	4.7%	(153,060)	-4.4%
Grants-Federal	25,393	25,393	0.0%	25,393	0.0%	-	0.0%
State & County Shared Rev.	4,929,030	5,387,622	7.6%	5,614,820	7.8%	227,198	4.2%
Charges for Current Services	2,038,161	1,747,459	2.5%	1,767,412	2.5%	19,953	1.1%
Fines and Forfeitures	4,009,673	3,989,374	5.6%	4,614,534	6.5%	625,160	15.7%
Interfund Charges	3,389,629	3,265,200	4.6%	3,421,877	4.8%	156,677	4.8%
Other Revenue	540,399	532,246	0.8%	398,845	0.6%	(133,401)	-25.1%
Total Estimated Revenues	$ 66,314,125	$ 70,619,629	100.0%	$ 71,542,616	100.0%	$ 922,987	1.3%
Total Sources	**$ 66,314,125**	**$ 70,619,629**		**$ 71,590,811**		**$ 971,182**	**1.4%**
Use of Budget Dollars							
Operating Departments-							
City Council	$ 392,654	$ 393,283	0.6%	$ 410,135	0.6%	$ 16,852	4.3%
City Clerk	412,251	380,850	0.5%	384,342	0.5%	3,492	0.9%
City Manager	1,056,269	1,016,828	1.4%	1,044,054	1.5%	27,226	2.7%
Nat'l Frontier Trails Museum	379,547	391,444	0.6%	385,541	0.5%	(5,903)	-1.5%
Technology Services	1,655,578	1,716,963	2.4%	1,717,198	2.4%	235	0.0%
Municipal Court	736,684	792,117	1.1%	803,174	1.1%	11,057	1.4%
Law	780,379	740,669	1.0%	769,021	1.1%	28,352	3.8%
Finance	1,857,094	1,879,671	2.7%	1,979,745	2.8%	100,074	5.3%
Human Resources	465,850	480,767	0.7%	445,706	0.6%	(35,061)	-7.3%
Community Development	2,557,963	2,671,488	3.8%	2,615,783	3.7%	(55,705)	-2.1%
Police	22,851,533	23,367,731	33.1%	24,321,451	34.0%	953,720	4.1%
Fire	15,008,255	15,397,771	21.8%	15,994,813	22.3%	597,042	3.9%
Health	2,741,268	2,775,159	3.9%	2,733,967	3.8%	(41,192)	-1.5%
Public Works	6,701,866	6,928,498	9.8%	6,369,565	8.9%	(558,933)	-8.1%
Water Pollution Control	317,354	296,134	0.4%	296,347	0.4%	213	0.1%
Parks and Recreation	2,152,145	2,190,959	3.1%	2,160,477	3.0%	(30,482)	-1.4%
Non-Departmental	6,962,619	8,434,083	11.9%	8,386,292	11.7%	(47,791)	-0.6%
City Council Strategic Goals	375,104	250,000	0.4%	250,000	0.3%	-	0.0%
Capital Outlay	1,076,822	515,214	0.7%	513,200	0.7%	(2,014)	-0.4%
Total Operating Departments	$ 68,481,235	$ 70,619,629	100.0%	$ 71,580,811	100.0%	$ 961,182	1.4%
Transfers							
Transfers to Other Funds	-	-		10,000		10,000	
Total Uses	**$ 68,481,235**	**$ 70,619,629**		**$ 71,590,811**		**$ 971,182**	**1.4%**
Ending Undesignated Fund Balance	**$ 2,073,982**	**$ 2,073,982**		**$ 2,012,375**			

City of Independence, Missouri
2010-11 Operating Budget

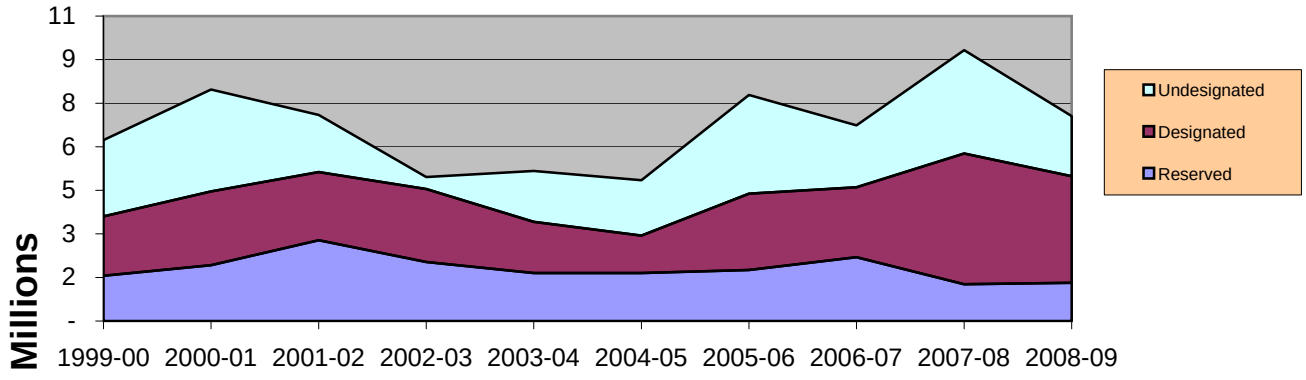
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 2005 through June 30, 2010

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components						
Reserved for:						
Encumbrances	$ 1,156,315	$ 1,257,926	$ 942,874	$ 845,315	$ 819,105	
Debt Service	222,911	223,997	224,134	224,788	216,774	
Other	271,664	274,116	1,033,685	195,614	283,207	
Total Reserved	$ 1,650,890	$ 1,756,039	$ 2,200,693	$ 1,265,717	$ 1,319,086	
Designated for:						
Police Equipment	$ -	$ 135,741	$ 70,938	$ 116,436	$ 209,456	
Capital Projects	224,465	238,993	242,191	333,316	229,322	
TIF Distributions	431,371	648,293	710,447	763,190	762,205	
City Council Strategic Goals	538,795	633,368	426,138	236,820	161,717	
Other	98,173	973,082	954,500	3,054,500	2,303,000	
Total Designated	$ 1,292,804	$ 2,629,477	$ 2,404,214	$ 4,504,262	$ 3,665,700	
Undesignated	1,903,961	3,399,529	2,129,791	3,557,838	2,073,982	2,012,375
Total Fund Balance	$ 4,847,655	$ 7,785,045	$ 6,734,698	$ 9,327,817	$ 7,058,768	
Fund Balance Target (a)	2,940,275	3,194,712	3,246,444	3,480,594	3,315,819	3,454,060
Actual over (under) Target (a)	(1,036,314)	204,817	(1,116,653)	77,244	(1,241,837)	(1,441,685)

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

Ten Year Fund Balance Comparison



City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - General Fund

Undesignated Projected Fund Balance for 2010-11	
Undesignated Fund Balance at June 30, 2010 (Projected)	$ 2,073,982
Fund Balance Uses for 2010-11	-
Projected Undesignated Fund Balance at June 30, 2011	$ 2,073,982
Projected Undesignated Fund Balance Target (5% of Estimated Revenues)	$ 3,577,131

[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
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	General Fund					
	Property Taxes					
2-3011	Real Estate	7,030,381	7,361,730	7,145,589	7,140,000	-0.1%
2-3013	R.R. & Other Utility	55,093	33,500	28,398	33,500	18.0%
	Total Property Taxes	7,085,474	7,395,230	7,173,987	7,173,500	0.0%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	16,450,315	17,282,604	16,082,194	16,317,487	1.5%
2-3042	Cigarette Tax	514,225	543,000	478,782	530,000	10.7%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	16,964,540	17,825,604	16,560,976	16,847,487	1.7%
	Utility Franchise Fees					
2-3052	Water	21,051	22,000	20,804	22,000	5.8%
2-3053	Gas	5,204,522	5,750,000	5,476,430	5,750,000	5.0%
2-3054	Telephone	4,483,005	4,665,000	7,216,121	4,975,000	-31.1%
2-3055	Electricity	360,923	358,980	399,749	409,000	2.3%
2-3057	Cable Television	600,451	633,000	626,000	628,000	0.3%
	Total Utility Franchise Fees	10,669,952	11,428,980	13,739,103	11,784,000	-14.2%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	10,266,693	11,990,701	10,917,263	12,703,428	16.4%
2-3282	Water Service In Lieu of Taxes	1,773,519	2,050,034	1,899,952	2,204,209	16.0%
2-3283	Sanitary Sewer In Lieu of Taxes	1,463,523	1,479,386	1,503,802	1,637,771	8.9%
	Total Pymt. in Lieu of Taxes	13,503,735	15,520,121	14,321,016	16,545,408	15.5%
	Total Taxes	48,223,701	52,169,935	51,795,083	52,350,395	1.1%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,456,186	1,450,000	1,329,000	1,330,000	0.1%
2-3102	Liquor Licenses	99,566	94,000	95,708	100,000	4.5%
2-3103	Bld. Trades Licenses and Exams	112,259	100,000	100,000	150,000	50.0%
2-3104	Fin-Other License/Permits	50,032	50,000	49,738	50,000	0.5%
2-3108	Building Permits, Com.Develop.	487,298	750,000	560,000	625,000	11.6%
2-3109	Construction Permits, Pub.Works	190,870	300,000	185,000	260,000	40.5%
2-3120	Nursing Home Permits	1,225	850	253	850	236.1%
2-3121	Day Care Permits	7,089	6,105	5,015	5,997	19.6%
2-3122	Food Handler's Permits	139,684	155,385	165,389	154,713	-6.5%
2-3123	Massage Therapist Appl	3,835	2,810	5,111	4,040	-20.9%
2-3124	Other Food Permits	101,402	90,350	70,762	127,840	80.7%
2-3125	Ambulance Permits & Licenses	38,282	39,000	40,279	40,000	-0.7%
2-3126	Plan Reviews - Health Dept.	1,200	900	2,540	900	-64.6%
	Total Bus. Lic. & Permits	2,688,928	3,039,400	2,608,795	2,849,340	9.2%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	469,211	463,000	470,909	500,000	6.2%
	Total Licenses and Permits	3,158,139	3,502,400	3,079,704	3,349,340	8.8%
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	25,393	25,393	20,194	25,393	25.7%
2-3219	Other			93		-100.0%
	Total Federal Grants	25,393	25,393	20,286	25,393	25.2%

City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	State Government Grants					
2-3241	Financial Institutions Tax	44,195	44,404	15,806	45,000	184.7%
2-3242	Gasoline Tax	3,111,995	3,350,000	3,350,000	3,350,000	0.0%
2-3243	Motor Vehicle License Fees	499,707	625,000	625,000	625,000	0.0%
2-3244	Motor Vehicle Sales Tax	603,934	750,000	750,000	750,000	0.0%
	Total State Grants	4,259,832	4,769,404	4,740,806	4,770,000	0.6%
	Other Sources					
2-3272	Jackson County Drug Task Force	329,924	300,000	424,683	495,486	16.7%
2-3274	Jackson County Dare Program	314,274	293,218	294,363	228,134	-22.5%
2-3275	Mid Am Reg Council	25,000	25,000	24,940	25,000	0.2%
2-3279	Other Misc. Grants				96,200	
	Total Other Sources	669,198	618,218	743,987	844,820	13.6%
	Total Grants	4,954,423	5,413,015	5,505,079	5,640,213	2.5%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	17,883	25,000	17,627	11,000	-37.6%
2-3303	Board Of Adjustment Fees	4,800	4,050	2,844	3,000	5.5%
2-3304	Sale Of Maps, Books, Plans	9,337	8,000	9,342	15,000	60.6%
2-3305	Sale Of Police Reports	38,700	33,000	28,365	25,000	-11.9%
2-3306	Sale Of Fire Reports	81	250	103	300	189.9%
2-3307	Computer Service Charges	19,637	12,500	6,091		-100.0%
	Health					
2-3311	Animal Shelter Fees	90,405	79,000	100,202	115,490	15.3%
2-3312	Animal Id Tags	23,800	20,000	20,347	23,000	13.0%
2-3313	Health Training Programs	2,250		675	3,150	366.7%
	Public Safety					
2-3316	Reimb. For Police Services	37,316	30,000	14,112	3,500	-75.2%
2-3317	School Resource Officers	437,136	509,000	522,907	457,538	-12.5%
2-3318	Alarm Charges - Police	37,425	40,000	32,587	31,600	-3.0%
2-3319	Alarm Charges - Fire	1,750	1,900	1,133	3,000	164.7%
	Recreation					
2-3322	Class Fees	86,263	63,150	82,551	63,150	-23.5%
2-3323	Park Concessions	6,967	6,500	5,457	7,000	28.3%
2-3326	Pool Fees					
2-3327	Recreation Centers	31,745	18,425	32,455	28,000	-13.7%
2-3329	Recreation Rentals	100,811	75,684	100,513	75,684	-24.7%
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	51,266	46,000	51,680	53,000	2.6%
2-3332	NFTM-Gift Shop	27,553	30,000	27,636	27,000	-2.3%
	Cemetery					
2-3341	Sale Of Cemetery Lots	2,100	7,000	1,500	7,000	366.7%
2-3342	Sale Of Monument Bases	2,584	4,000	3,041	3,000	-1.3%
2-3343	Grave Opening Charges	50,625	52,000	32,558	50,000	53.6%
	Other Charges					
2-3392	Sale Of Street Signs	1,615	2,000	2,353	1,000	-57.5%
2-3393	Special Assessments	197,979	165,000	205,478	165,000	-19.7%
2-3396	Sale Of Recycled Material	23,642	25,000	14,679	16,000	9.0%
2-3397	Solid Waste Disp Fees	98,519	90,000	103,962	80,000	-23.0%
2-3398	Miscellaneous Charges	638,221	400,000	574,257	500,000	-12.9%
	Total Charges for Services	2,040,411	1,747,459	1,994,456	1,767,412	-11.4%

City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Fines and Court Costs					
2-3401	Fines & Forfeitures	3,465,566	3,544,500	3,786,182	4,060,374	7.2%
2-3402	Court Costs	408,318	314,415	435,398	403,964	-7.2%
2-3403	Police Training	55,882	52,607	61,883	61,718	-0.3%
2-3404	Domestic Violence	56,207	52,607	61,306	61,718	0.7%
2-3405	Dwi/Drug	23,700	25,245	22,873	26,760	17.0%
	Total Fines & Court Costs	4,009,673	3,989,374	4,367,642	4,614,534	5.7%
	Interest Income					
2-3411	Interest	44,124	47,300	19,015	6,600	-65.3%
2-3412	Special Assessments - Interest	503	500	638	500	-21.7%
2-3413	Interest - Other	117,050	75,000	78,970	60,000	-24.0%
	Total Interest Income	161,677	122,800	98,623	67,100	-32.0%
2-3421	Interfund Chgs. For Supp. Serv.	3,389,629	3,265,200	3,327,010	3,421,877	2.9%
	Other Revenue					
2-3431	Sale Of Land					
2-3432	Sale Of Fixed Assets	30,128	55,000	38,047	35,000	-8.0%
2-3433	Rents	111,015	114,346	153,646	111,000	-27.8%
2-3434	Damage Claims	281	15,000	1,587	5,000	215.0%
2-3435	Contributions	106,489	25,000	26,681	5,670	-78.7%
2-3439	Cash Over/Short	349		288		-100.0%
2-3440	Discounts Taken	145	100	108	75	-30.6%
2-3449	Misc. Non-Operating Revenue	130,315	200,000	132,412	175,000	32.2%
	Total Other Revenue	378,723	409,446	352,770	331,745	-6.0%
	Total General Fund Revenues	**$66,316,375**	**$70,619,629**	**$70,520,366**	**$71,542,616**	1.4%

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 City Council Adopted Budget
General Government:				
City Council	$ 392,654	$ 393,283	$ 396,646	$ 410,135
City Clerk	412,251	380,850	384,234	384,342
City Manager	1,056,269	1,016,828	1,037,312	1,044,054
Technology Services	1,655,578	1,716,963	1,738,893	1,717,198
Municipal Court	736,684	792,117	798,863	803,174
Total General Government	4,253,436	4,300,041	4,355,948	4,358,903
National Frontier Trails Museum	379,547	391,444	396,010	385,541
Law Department	780,379	740,669	750,545	769,021
Finance Department:				
Administration	415,114	419,020	425,673	434,359
Accounting	883,036	917,995	926,620	952,394
Purchasing	400,706	382,309	387,257	433,094
Occupation Licensing	158,238	160,347	162,683	159,898
Total Finance Department	1,857,094	1,879,671	1,902,233	1,979,745
Human Resources	465,850	480,767	488,999	445,706
Community Development Department:				
Administration	211,701	268,590	273,465	280,960
Neighborhood Services	12,550	24,505	25,471	25,121
Comprehensive Planning	178,424	247,363	260,011	256,481
Current Planning	286,228	261,805	264,478	178,115
Transportation	937,769	936,821	936,821	1,033,021
Historic Preservation	94,149	88,008	89,171	91,422
Building Inspection	837,142	844,396	846,170	750,663
Total Community Development	2,557,963	2,671,488	2,695,587	2,615,783
Police Department:				
Administration	2,400,411	2,524,536	2,664,010	3,135,943
Police Operations	15,153,591	15,128,938	15,150,863	15,533,415
Police Services	5,297,531	5,714,257	5,723,309	5,652,093
Total Police Department	22,851,533	23,367,731	23,538,182	24,321,451

(continued on the next page)

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 City Council Adopted Budget
Fire Department:				
Administration	$ 528,180	$ 481,280	$ 488,328	$ 433,849
Fire Operations	13,362,735	13,701,294	13,710,487	14,283,980
Fire Prevention	603,717	603,484	605,657	640,680
Maintenance	331,532	376,688	380,751	392,818
Training/Emer. Preparedness	182,091	235,025	238,830	243,486
Total Fire Department	15,008,255	15,397,771	15,424,053	15,994,813
Health Department:				
Administration	448,361	449,574	454,307	219,085
Health Services	778,966	819,719	820,368	716,363
Animal Services	715,390	696,029	700,415	884,977
Code Enforcement	798,551	809,837	813,225	913,542
Total Health Department	2,741,268	2,775,159	2,788,315	2,733,967
Public Works:				
Administration	$ 234,221	$ 236,897	$ 245,128	$ 243,026
Engineering	1,275,371	1,291,304	1,310,631	1,025,629
Property Management	888,068	950,672	954,571	831,386
Street Maintenance	4,304,206	4,449,625	4,458,650	4,269,524
Total Public Works	6,701,866	6,928,498	6,968,980	6,369,565
Water Pollution Control-				
Storm Water Maintenance	317,354	296,134	297,337	296,347
Parks and Recreation:				
Administration	$ 305,173	$ 307,836	$ 312,717	$ 268,619
Park Maintenance	872,068	900,249	903,979	888,566
Recreation	771,498	786,030	803,457	801,059
Cemetery Maintenance	203,406	196,844	198,749	202,233
Total Parks and Recreation	2,152,145	2,190,959	2,218,902	2,160,477
Non-Departmental	6,962,619	8,434,083	8,157,102	8,386,292
City Council Strategic Goals	375,104	250,000	411,717	250,000
Capital Outlay - Operating	875,837	515,214	515,214	513,200
Capital Outlay - TIF Distributions	200,985	-	762,205	-
Total General Fund	$ 68,481,235	$ 70,619,629	$ 71,671,329	$ 71,580,811

City of Independence, Missouri
2010-11 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

	2008-09	2009-10		2010-11
	Actual	Budget	*Actual	Budget
Personal Services:				
Full Time Salaries	$ 37,282,429	$ 37,731,297	$ 37,485,020	$ 38,275,202
Part Time Salaries	610,837	588,583	633,041	548,318
Overtime	2,070,016	956,170	1,614,421	1,000,617
Allowances	348,328	345,987	348,950	343,287
Benefits:	-		-	-
FICA	3,022,084	3,016,807	3,039,691	3,055,072
LAGERS	2,821,789	2,899,477	3,435,348	4,021,994
Health Insurance	6,007,541	7,017,856	6,750,844	6,930,332
Dental Insurance	391,754	422,164	398,705	367,816
Life Insurance	124,406	88,545	117,239	89,973
Deferred Compensation	132,180	136,081	133,793	136,270
Long Term Disability	40,382	40,683	39,673	41,319
Retiree Health Insurance	2,575,724	3,058,377	3,032,595	3,118,558
Total Benefits	$ 15,115,860	$ 16,679,990	$ 16,947,888	$ 17,761,334
Other Personal Services	155,761	1,246,673	1,068,714	722,065
Total Personal Services	$ 55,583,231	$ 57,548,700	$ 58,098,034	$ 58,650,823
Other Services	8,916,961	9,309,239	9,529,655	9,396,538
Supplies	2,121,444	2,212,147	1,985,069	2,266,209
Capital Outlay - Operating Budget	1,154,575	709,366	635,123	729,736
Capital Outlay - TIF Distributions	200,985	-	142,006	-
Debt Service	-	-	-	-
City Council Strategic Goals	375,104	250,000	191,621	-
Other	174,148	590,177	193,882	537,505
Total Expenditures	$ 68,526,448	$ 70,619,629	$ 70,775,390	$ 71,580,811

* Actual amounts are based on preliminary year end figures for June 30, 2010

City of Independence, Missouri
2010-11 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 379,803	$ 25,377	$ 4,955	$ -	$ 410,135
City Clerk	329,905	36,837	17,600	-	384,342
City Manager	1,014,511	24,268	5,275	-	1,044,054
National Frontier Trails Center	296,461	57,235	31,845	-	385,541
Technology Services	1,552,835	153,208	11,155	-	1,717,198
Municipal Court	775,581	24,025	3,568	-	803,174
Law	646,521	95,500	27,000	-	769,021
Finance	1,804,514	162,445	12,786	-	1,979,745
Human Resources	429,020	11,486	5,200	-	445,706
Community Development	1,425,387	1,174,150	16,246	-	2,615,783
Police	22,307,722	1,200,173	801,556	12,000	24,321,451
Fire	15,094,813	525,010	281,756	93,234	15,994,813
Health	2,324,091	303,906	105,970	-	2,733,967
Public Works	3,994,718	1,353,261	817,050	204,536	6,369,565
Water Pollution Control	296,347	-	-	-	296,347
Parks and Recreation	1,696,418	351,562	112,497	-	2,160,477
Non-Departmental	4,282,176	3,648,095	11,750	444,271	8,386,292
City Council Strategic Goals		250,000			250,000
Capital Outlay				513,200	513,200
General Fund Total	$ 58,650,823	$ 9,396,538	$ 2,266,209	$ 1,267,241	$ 71,580,811
Allocation by Percentage					
City Council	92.60%	6.19%	1.21%	0.00%	100.00%
City Clerk	85.84%	9.58%	4.58%	0.00%	100.00%
City Manager	97.17%	2.32%	0.51%	0.00%	100.00%
National Frontier Trails Center	76.89%	14.85%	8.26%	0.00%	100.00%
Technology Services	90.43%	8.92%	0.65%	0.00%	100.00%
Municipal Court	96.56%	2.99%	0.44%	0.00%	100.00%
Law	84.07%	12.42%	3.51%	0.00%	100.00%
Finance	91.15%	8.21%	0.65%	0.00%	100.00%
Human Resources	96.26%	2.58%	1.17%	0.00%	100.00%
Community Development	54.49%	44.89%	0.62%	0.00%	100.00%
Police	91.72%	4.93%	3.30%	0.05%	100.00%
Fire	94.37%	3.28%	1.76%	0.58%	100.00%
Health	85.01%	11.12%	3.88%	0.00%	100.00%
Public Works	62.72%	21.25%	12.83%	3.21%	100.00%
Water Pollution Control	100.00%	0.00%	0.00%	0.00%	100.00%
Parks and Recreation	78.52%	16.27%	5.21%	0.00%	100.00%
Non-Departmental	51.06%	43.50%	0.14%	5.30%	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	81.94%	13.13%	3.17%	1.77%	100.00%

City of Independence, Missouri
2010-11 Operating Budget

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

For the Fiscal Years 2009-10 and 2010-11

Description	Amount
2009-10	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ -
Total Operating Transfers	$ -
Net Transfers	**$ -**
2010-11	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers In-	
From the Central Garage Fund	$ 48,195
Total Operating Transfers Out	$ 48,195
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ (10,000)
Total Operating Transfers Out	$ (10,000)
Net Transfers	**$ 38,195**

City of Independence, Missouri
2010-11 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 2004-05 through 2010-11

Description	2004-05	2005-06	2006-07	2007-08	2008-09	Budget 2010-11
City Council	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	7.50	10.50	10.50	10.50	9.50	9.50
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	20.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	14.00	14.00	14.00	14.00
Law	5.75	6.88	6.88	6.50	6.50	6.00
Finance	25.00	25.15	24.15	24.15	24.15	24.15
Human Resources	7.50	7.50	7.50	7.50	7.50	6.50
Community Development	26.00	25.75	26.05	26.05	27.55	27.05
Police	281.50	281.50	283.00	290.40	290.40	292.90
Fire	173.25	173.25	173.25	173.25	173.25	173.25
Health	34.25	34.25	35.25	35.25	35.25	36.00
Public Works	82.00	82.00	82.00	82.00	82.00	83.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	36.70	35.53	32.65	32.65	33.46	31.71
General Fund Total - Authorized	739.45	743.31	743.23	750.25	751.56	752.06
Less: Positions not Funded	-	-	-	(5.00)	(18.05)	(41.55)
General Fund Total - Funded	739.45	743.31	743.23	745.25	733.51	710.51

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

Note 2: Changes by department and position between fiscal years 2009-10 and 2010-11 are shown on the following page(s).

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
General Fund				
Law				
Law				
Legal Assistant		(1.00)	(1.00)	eliminated position
Administrative Specialist II		0.50	0.50	portion of position transferred from Community Development
Department Total	-	(0.50)	(0.50)	
Finance				
Accounting				
Accountant I	(0.50)		(0.50)	position reclassified
Senior Accountant	0.50		0.50	
Accountant II	(2.00)		(2.00)	position reclassified
Accounting Supervisor	2.00		2.00	
Department Total	-	-	-	
Human Resources				
Human Resources				
Human Resources Assistant		(1.00)	(1.00)	position transferred to Cigna
Department Total	-	(1.00)	(1.00)	
Community Development				
Current Planning				
Administrative Specialist II		(0.50)	(0.50)	portion of position transferred to Law
Department Total	-	(0.50)	(0.50)	
Police				
Administration				
Police Major	(1.00)		(1.00)	position reclassified
Deputy Chief of Police	1.00		1.00	
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	
Crime Analyst		0.50	0.50	position transferred from Grant Fund
Patrol				
Master Police Officer	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	
Traffic Unit				
Police Major		(1.00)	(1.00)	position transferred to Special Operations
Master Police Officer		(10.00)	(10.00)	positions transferred to Special Operations
Police Officer		(6.00)	(6.00)	positions transferred to Special Operations
Police Sergeant		(2.00)	(2.00)	positions transferred to Special Operations
Parking Enforcement Officer		(1.00)	(1.00)	position transferred to Special Operations

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Administrative Specialist II		(1.00)	(1.00)	position transferred to Special Operations
School Crossing Guard		(1.25)	(1.25)	positions transferred to Special Operations
Investigations				
Police Captain		1.00	1.00	position transferred from Drug Enforcement Unit
Property Control Technician		1.25	1.25	position transferred from Crime Scene
Master Police Officer		9.00	9.00	positions transferred from Drug Enforcement Unit
Master Police Officer		1.00	1.00	position transferred from Grants Fund
Master Police Officer		1.00	1.00	position reclassified and transferred from Grants Fund
Police Officer		2.00	2.00	positions transferred from Drug Enforcement Unit
Police Sergeant		3.00	3.00	positions transferred from Drug Enforcement Unit
Special Operations				
Police Major		1.00	1.00	position transferred from Traffic Unit
Master Police Officer		10.00	10.00	positions transferred from Traffic Unit
Police Officer		6.00	6.00	positions transferred from Traffic Unit
Master Police Officer		2.00	2.00	positions reclassified
Police Officer		(2.00)	(2.00)	
Police Sergeant		2.00	2.00	positions transferred from Traffic Unit
Parking Enforcement Officer		1.00	1.00	position transferred from Traffic Unit
Administrative Specialist II		1.00	1.00	position transferred from Traffic Unit
School Crossing Guard		1.25	1.25	positions transferred from Traffic Unit
Community Services			-	
Police Officer		(3.00)	(3.00)	positions reclassified
Master Police Officer		3.00	3.00	
Drug Enforcement Unit				
Police Captain		(1.00)	(1.00)	position transferred to Investigations
Master Police Officer		(9.00)	(9.00)	positions transferred to Investigations
Police Officer		(2.00)	(2.00)	positions transferred to Investigations
Police Sergeant		(3.00)	(3.00)	positions transferred to Investigations
Crime Scene				
Property Control Technician		(1.25)	(1.25)	position transferred to Investigations

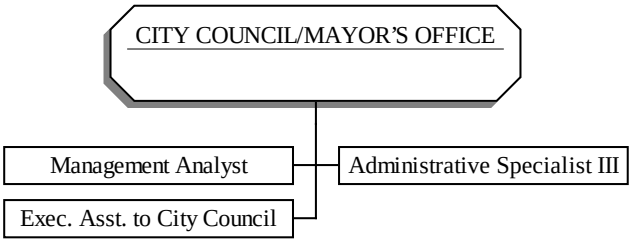
City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Department Total	-	2.50	2.50	
			-	
Health			-	
Health Promotion			-	
Public Health Nurse		(1.00)	(1.00)	position reclassified
Public Health Program Coordinator		1.00	1.00	
Code Enforcement				
Environ. Public Health Supervisor		1.00	1.00	position added
Property Maintenance Officer		(0.25)	(0.25)	part-time position eliminated
Department Total	-	0.75	0.75	
Public Works				
Public Works Engineering				
Contract Manager		1.00	1.00	reclassified position transferred from Parks Sales Tax Fund
Public Works Engineering Admin				
Assistant Department Director		0.50	0.50	position transferred from Street Maintenance
Street Maintenance				
Assistant Department Director		(0.50)	(0.50)	position transferred to Engineering Admin
Department Total	-	1.00	1.00	
Parks and Recreation				
Parks and Recreation Administration				
Administrative Specialist II		(1.00)	(1.00)	eliminated position
Recreation Programs Administration				
Administrative Specialist II		0.50	0.50	portion of position transferred from Park Sales Tax Fund
Roger T. Sermon Community Center				
Center Attendants		(1.25)	(1.25)	reduce funding for part time positions
Department Total	-	(1.75)	(1.75)	
General Fund Total	-	0.50	0.50	

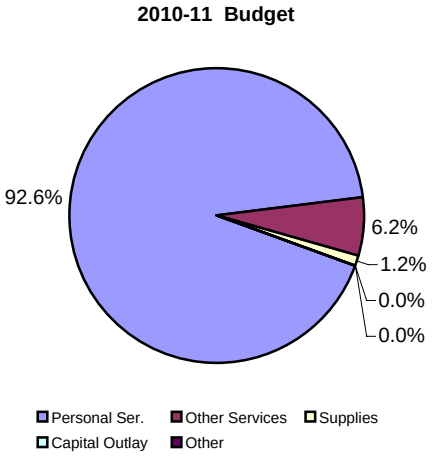
City Of Independence, Missouri
City Council/Mayor's Office



City Council

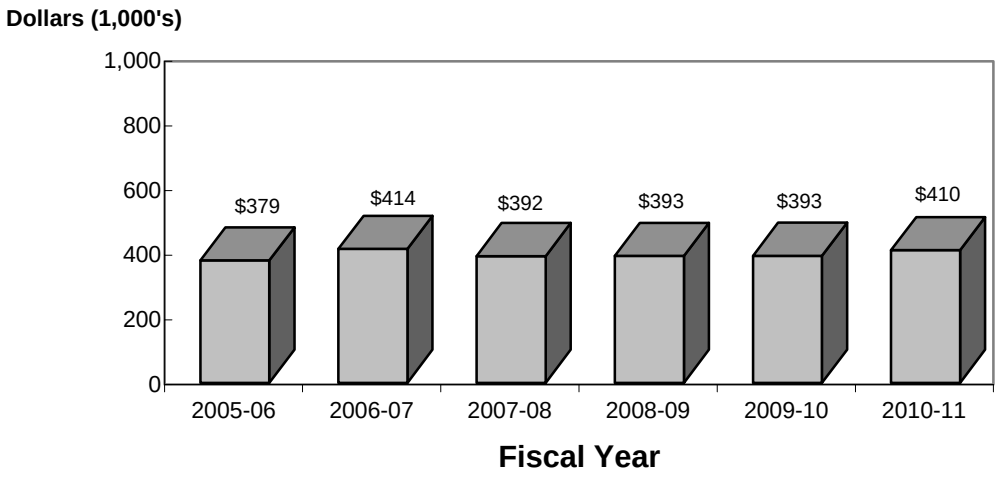
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 353,619	$ 357,018	$ 360,381	$ 379,803
Other Services	35,512	31,310	31,949	25,377
Supplies	3,523	4,955	4,316	4,955
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 392,654	$ 393,283	$ 396,646	$ 410,135



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	$ 378,826	$ 414,286	$ 392,116	$ 392,654	$ 393,283	$ 410,135
Total All Funds	$ 378,826	$ 414,286	$ 392,116	$ 392,654	$ 393,283	$ 410,135
Comparative Ratios:						
Per Capita	$ 3.28	$ 3.57	$ 3.37	$ 3.60	$ 3.45	$ 3.38
Per Household	$ 7.77	$ 8.47	$ 7.99	$ 8.45	$ 7.99	$ 7.58



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4002 City Council	193,249	201,118	202,259	199,293
4003 Management Analyst	80,583	81,473	82,775	84,674
4004 Mayor's Office	118,822	110,692	111,612	126,168
Total	392,654	393,283	396,646	410,135
Source of Funding				
General Fund	392,654	393,283	396,646	410,135
Total	392,654	393,283	396,646	410,135

City of Independence
Detail Program Summary

Department: 4000 - City Council *2010-11 Operating Budget*
Cost Center: 4002 - City Council *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Councilmember	6.00	6.00	6.00	6.00
Exec Assistant to City Council	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	183,018	188,413	189,554	190,018
Other Services & Charges	9,265	11,495	11,658	8,065
Supplies	966	1,210	1,047	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	193,249	201,118	202,259	199,293

City of Independence
Detail Program Summary

Department: 4000 - City Council *2010-11 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	79,907	79,018	80,320	82,822
Other Services & Charges	636	1,755	1,755	1,152
Supplies	40	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	80,583	81,473	82,775	84,674

City of Independence
Detail Program Summary

Department: 4000 - City Council *2010-11 Operating Budget*
Cost Center: 4004 - Mayor's Office *Fund: 02 - General Fund*

Description

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

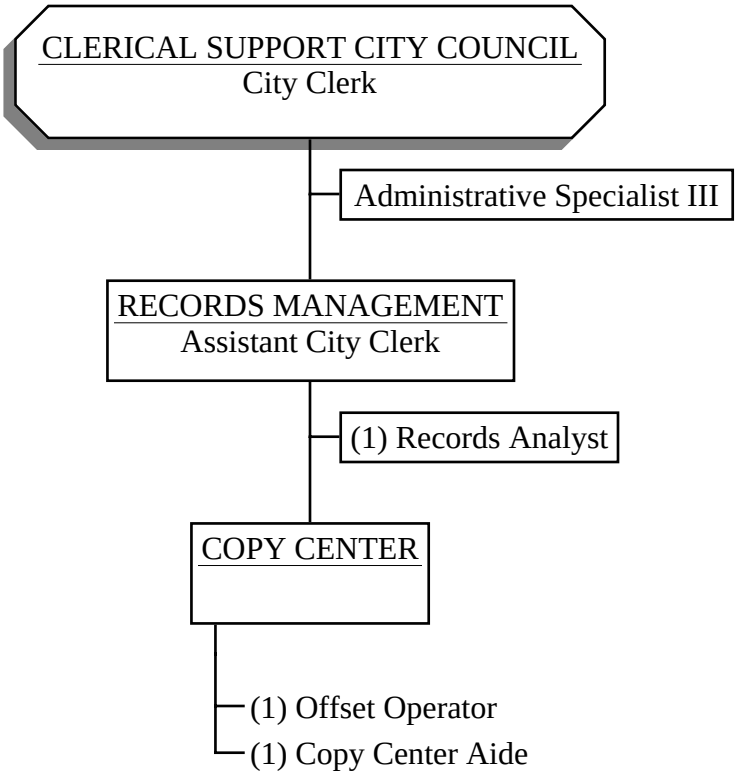
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	90,694	89,587	90,507	106,963
Other Services & Charges	25,611	18,060	18,536	16,160
Supplies	2,517	3,045	2,569	3,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	118,822	110,692	111,612	126,168

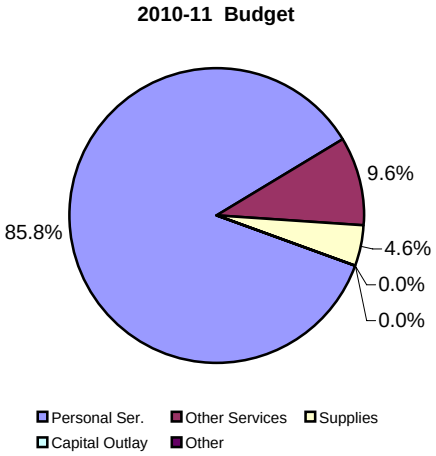
City of Independence, Missouri
City Clerk



City Clerk

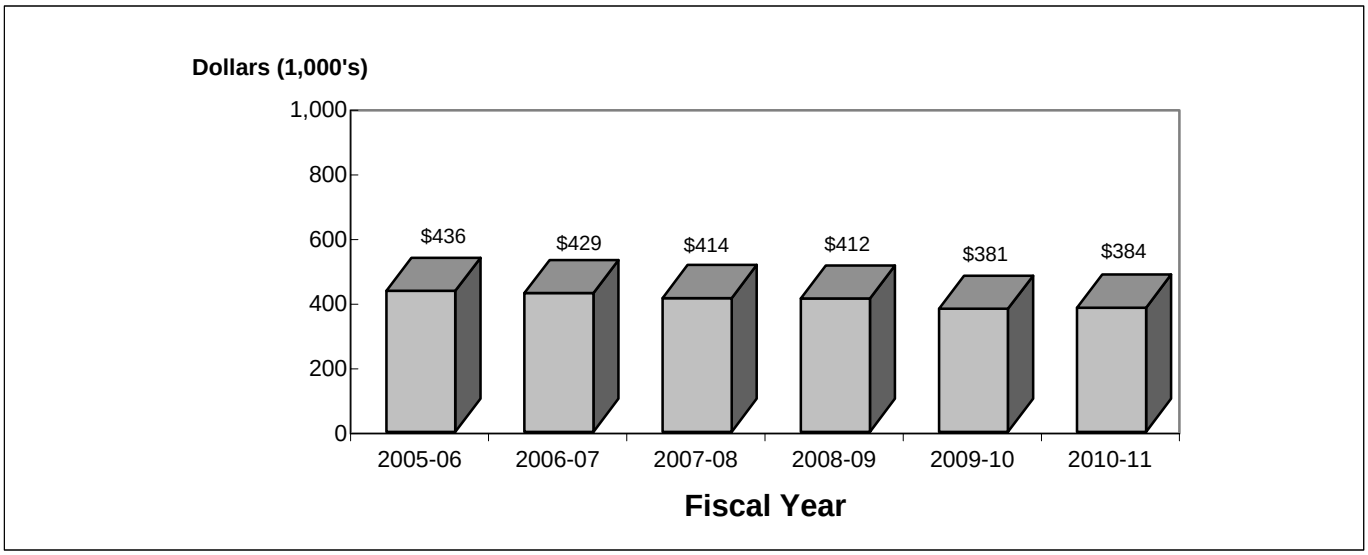
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 341,867	$ 324,915	$ 328,299	$ 329,905
Other Services	49,818	37,885	37,885	36,837
Supplies	18,462	18,050	18,050	17,600
Capital Outlay	2,104	-	-	-
Other	-	-	-	-
Total	$ 412,251	$ 380,850	$ 384,234	$ 384,342



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 436,039	$ 429,211	$ 413,967	$ 412,251	$ 380,850	$ 384,342
Total All Funds	$ 436,039	$ 429,211	$ 413,967	$ 412,251	$ 380,850	$ 384,342
Comparative Ratios:						
Per Capita	$ 3.77	$ 3.70	$ 3.56	$ 3.78	$ 3.34	$ 3.17
Per Household	$ 8.94	$ 8.77	$ 8.43	$ 8.88	$ 7.74	$ 7.11



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2010-11 Operating Budget*

Department Description

Maintain journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and publish the City Code; certify the validity of City documents; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; draft bid notices and submit for publication; process and return bid bonds for Capital Projects; operate the in-house printing facility of the City; maintain a Records Management program for the City; and work with the Jackson County Board of Election Commissioners in the handling of elections for the City.

Description	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	264,922	166,645	168,872	171,561
4014 Records Management	18,375	80,214	81,371	73,519
4015 Copy Center	128,954	133,991	133,991	139,262
Total	412,251	380,850	384,234	384,342
Source of Funding				
General Fund	412,251	380,850	384,234	384,342
Total	412,251	380,850	384,234	384,342

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2010-11 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Description

Maintain journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and publish the City Code; certify the validity of City documents; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; draft ordinances and resolutions; finalize public hearing and invitation to bid notices and submit for publication; process and return bid bonds for Capital Projects; and work with the Jackson County Board of Election Commissioners in the handling of elections for the City.

2009-10 Accomplishments	**Goal Ref**
* Coordinated successful conversion to use of electronic agenda by an additional Councilmember.	3
* Added one year of Ordinances and Resolutions into the indexing system.	3
* Created and distributed Boards and Commissions brochure.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Resolutions Passed	85	87	100	90
City Council Meetings	32	29	30	30
Study Sessions	25	21	28	20
Ordinances Passed	338	271	275	300

2010-11 Objectives	**Goal Ref**
* Continue to explore technology that would improve access to Ordinances, Resolutions and Minutes.	3
* Expand number of venues through which information is available about City Boards and Commissions	1
* Continue development of electronic agenda, establishing support and training to encourage conversion to full paperless packets.	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
City Clerk	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2010-11 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	233,307	150,940	153,167	156,685
Other Services & Charges	29,954	15,405	15,405	14,726
Supplies	566	300	300	150
Capital Outlay	1,095	0	0	0
Other Expenditures	0	0	0	0
Total	264,922	166,645	168,872	171,561

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2010-11 Operating Budget*
Cost Center: 4014 - Records Management — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Records Center inventory forms transferred to database, allowing quick search and improved inventory control.	3
* Obtained State Grant for Records' area dehumidifiers.	3
* Finalized destruction of remaining 102 boxes authorized in 2007 destruction ordinance and obtained approval for final disposition of additional 908 boxes of records.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Records Stored- Cubic Feet	2,650	2,700	2,400	2,400

2010-11 Objectives	**Goal Ref**
* Improve internal access to records with on-line data entry and records' request forms	3
* Initiate records procedure review and recommend Council acceptance of State-compliant procedure for final disposition of City records	3
* Establish regular bi-annual submission of final disposition ordinance for Council consideration	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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 *2010-11 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	16,322	76,934	78,091	70,833
Other Services & Charges	1,001	2,980	2,980	2,611
Supplies	43	300	300	75
Capital Outlay	1,009	0	0	0
Other Expenditures	0	0	0	0
Total	18,375	80,214	81,371	73,519

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2010-11 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Converted from manual to electronic tracking for cost allocation reporting — 3
* Established electronic tracking of print jobs, paper types and volume and customized projects — 3
* Completed review of forms, deleting obsolete forms and creating a letter, reducing internal processing time — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Printing Impressions	2,495,797	2,111,518	2,500,000	2,750,000
Items Mailed	1,023,906	1,016,837	1,050,000	1,100,000

2010-11 Objectives — **Goal Ref**

* Automate current form tracking process and providing improved on-line access to forms and forms requests — 3
* Update incoming print and mail procedures and communicate with all departments — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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

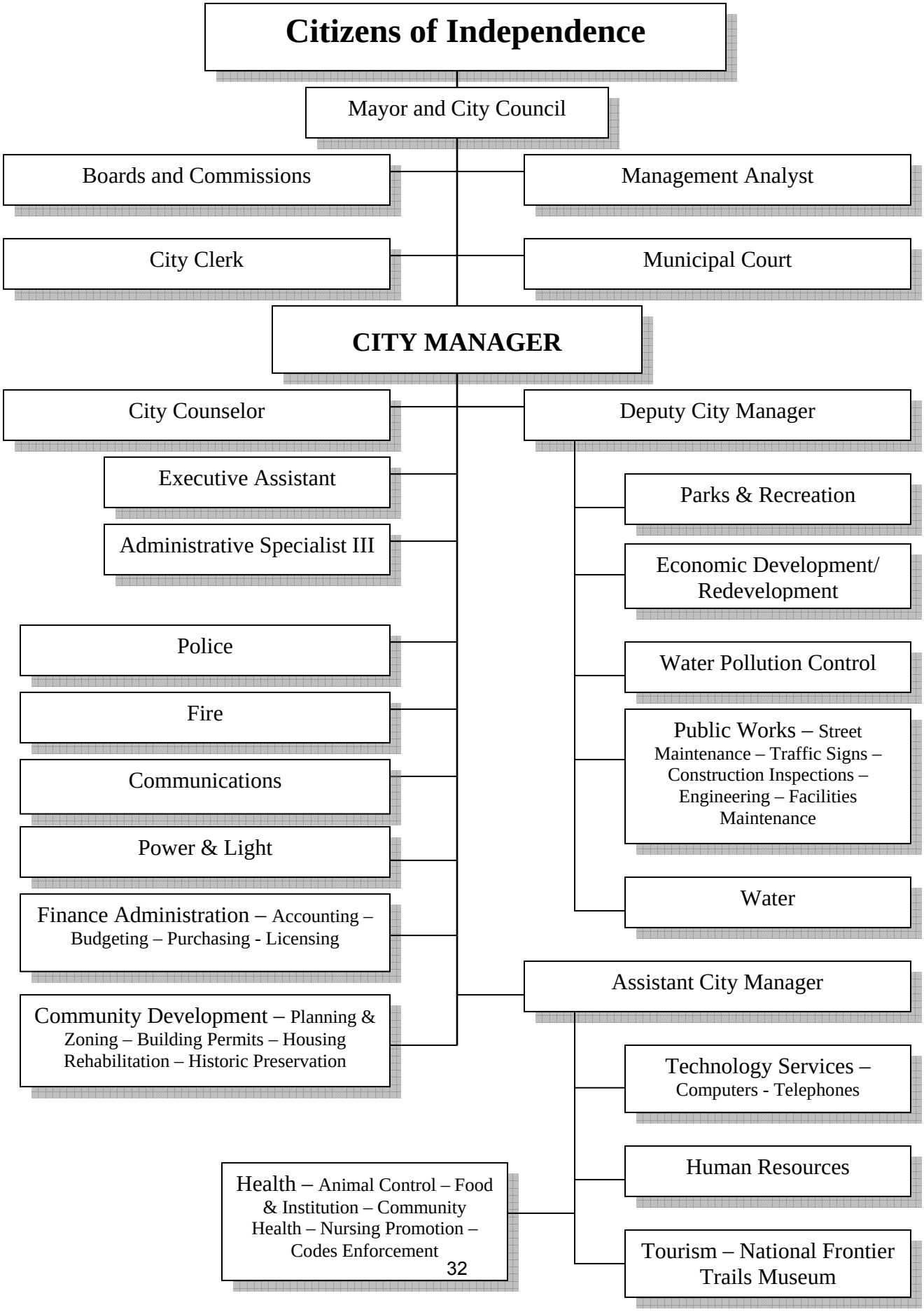
City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2010-11 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	92,238	97,041	97,041	102,387
Other Services & Charges	18,863	19,500	19,500	19,500
Supplies	17,853	17,450	17,450	17,375
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	128,954	133,991	133,991	139,262

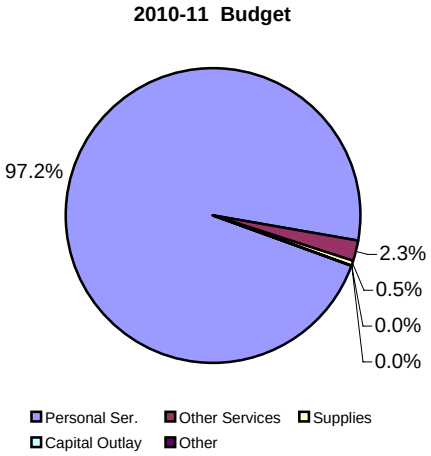
City of Independence, Missouri
Organizational Chart



City Manager

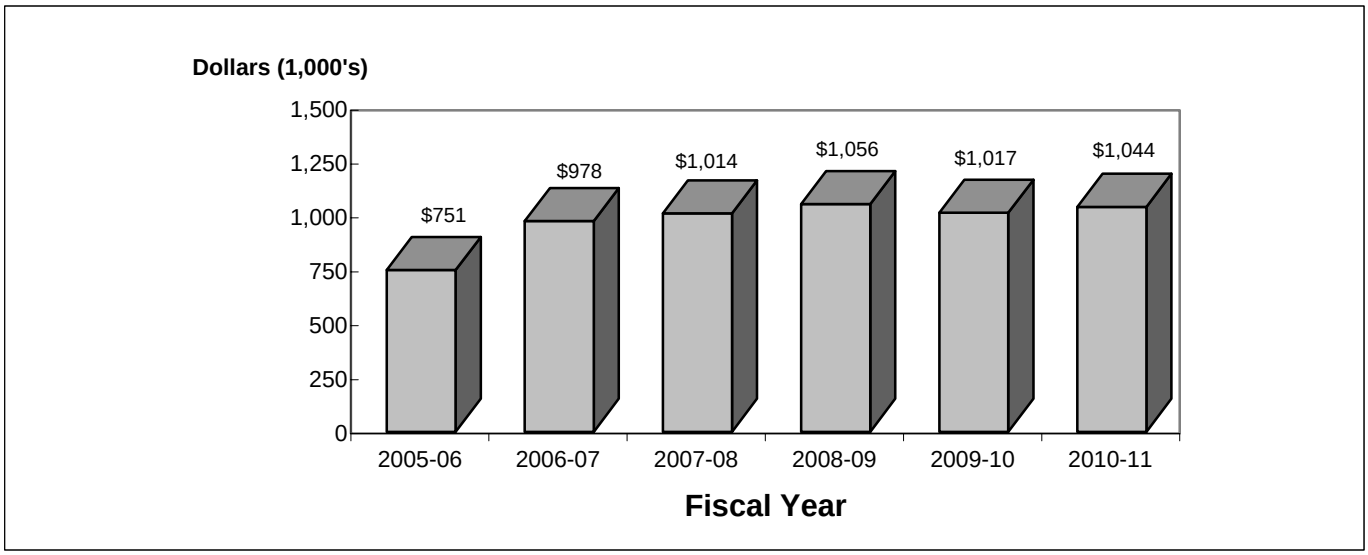
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 1,028,877	$ 978,083	$ 998,567	$ 1,014,511
Other Services	22,131	31,140	31,146	24,268
Supplies	5,261	7,605	7,599	5,275
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 1,056,269	$ 1,016,828	$ 1,037,312	$ 1,044,054



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	7.50	10.50	10.50	10.50	9.50	9.50
Amount by Fund:						
General Fund	$ 751,059	$ 977,759	$ 1,013,591	$ 1,056,269	$ 1,016,828	$ 1,044,054
Total All Funds	$ 751,059	$ 977,759	$ 1,013,591	$ 1,056,269	$ 1,016,828	$ 1,044,054
Comparative Ratios:						
Per Capita	$ 6.50	$ 8.43	$ 8.71	$ 9.68	$ 8.91	$ 8.61
Per Household	$ 15.40	$ 19.98	$ 20.65	$ 22.74	$ 20.67	$ 19.30



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	9.00	9.00	8.00	8.00
Part Time Positions	1.50	1.50	1.50	1.50
Total	10.50	10.50	9.50	9.50

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4021 City Manager	687,485	710,144	725,921	751,041
4022 Communications	184,847	188,910	191,958	195,817
4023 Economic Dev/Redevelopment	183,937	117,774	119,433	97,196
Total	1,056,269	1,016,828	1,037,312	1,044,054
Source of Funding				
General Fund	1,056,269	1,016,828	1,037,312	1,044,054
Total	1,056,269	1,016,828	1,037,312	1,044,054

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2010-11 Operating Budget*
Cost Center: 4021 - City Manager | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Coordinated with Jackson County government in the planning and development of a joint animal shelter project, as well as the restoration of the grounds surrounding the historic Jackson County Courthouse, resulting in additional parking spaces on the Square.	1
* Implemented an upgrade to the LAGERS retirement benefit program for City employees.	3
* Negotiated a lease with Independence Pro Hockey, d/b/a the Missouri Mavericks, for use of the Independence Events Center.	2
* Represented the City's interests by serving on the Board of Directors of the Independence Events Center and Crackerneck Creek Community Improvement Districts.	2

2010-11 Objectives	**Goal Ref**
* Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing.	3
* Continue to represent the City by staffing and supporting the Independence Events Center Community Improvement District and the Crackerneck Creek Community Improvement District.	3
* Maintain a highly trained, highly motivated, customer-oriented staff based on performance assessments conducted at least annually.	1
* 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 2010-11 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

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2010-11 Operating Budget*
Cost Center: 4021 - City Manager — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Public Management Intern II	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	679,433	698,094	713,871	742,263
Other Services & Charges	6,965	10,945	10,945	7,703
Supplies	1,087	1,105	1,105	1,075
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	687,485	710,144	725,921	751,041

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2010-11 Operating Budget*
Cost Center: 4022 - Communications | *Fund: 02 - General Fund*

Description

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

2009-10 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, BEST committee 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 with development of enhanced and dedicated pages for Green and American Recovery and Reinvestment Act program information. 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 21 videos and Public Service Announcements to publicize services, programs and products, surpassing the goal of 12 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
* Published 12 issues of CityScene, with copy delivered to printer five days prior to month-end.	1
* Assisted department directors with editing of newsletters, brochures, letters and press releases, facilitated positive media relations by assisting with interviews and assisted with branding and design projects.	1
* Reviewed and revised all presentations for City Council and Planning Commission meetings, accomplishing stated goal of same-day completion 95% of the time.	1
* Developed and implemented a Facebook page for the City.	2
* Worked with staff in development and launch of Declaration for Independence, a City Web site-based program to encourage community pride by providing an avenue for volunteers working throughout the community to be connected. Included in program Web pages, Mayor's State of the City speech and video.	2

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2010-11 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Newsletters Published	12	12	12	12
Programs Broadcast Weekly	75	75	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	125	117	60	60
Videos Produced	28	13	10	10
CityView Programs Produced	20	20	20	20
Press Conferences		2		2

2010-11 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 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 each month.	2
* Participate in branding and redesign efforts undertaken by City and/or individual departments.	2
* Continue Declaration for Independence initiative support by assisting and planning a July event.	2

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2010-11 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	171,889	172,615	175,663	180,652
Other Services & Charges	10,457	13,795	13,795	12,965
Supplies	2,501	2,500	2,500	2,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	184,847	188,910	191,958	195,817

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2010-11 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Established a second Enhanced Enterprise Zone in western Independence. This program will provide state and local incentives to businesses expanding or relocating to western Independence.	2
* Identified candidates and encouraged qualified businesses to apply for the Micro Loan Program. Participated in meetings and provided appropriate follow-up on a case by case basis, resulting in two businesses qualifying for the program.	2
* Marketed the Commercial Reinvestment Program to properties located in western Independence and assisted two business owners with location of their businesses along the Noland Road corridor.	2
* Developed and launched Declaration for Independence, a City web site-based program to encourage the spirit of neighbors helping neighbors by providing an avenue for volunteers to be connected with City businesses and social agencies in need of assistance.	2
* Developed and issued a Request for Proposal process for the allocation of federal Recovery Zone Bonds, and participated on the team which evaluated the proposals and selected the recipients.	2
* Worked with IBS Industries by participating in focus groups, assisting to identify funding sources, and providing necessary guidance on City processes, resulting in the identification of a suitable property for development.	2

2010-11 Objectives	**Goal Ref**
* Encourage redevelopment of commercial real estate located in western Independence through personal contact with property owners and brokers and the use of tax abatement programs in eligible commercial districts.	2
* Serve as liaison between the City and Jackson County on the development of the MyArts Studio program through timely building remediation and redevelopment of the property at 315 N. Main.	2
* Enhance relationships with the existing business base by conducting surveys with the City's largest employers and coordinating the monthly Mayor's Appreciation Breakfast.	2
* Create a job training program incentive to be marketed in conjunction	2

2010-11 Objectives	**Goal Ref**
with the Independence Council for Economic Development to new and expanding businesses.	
* Provide support of the Independence Ennovation Center by serving as an Advisory Board member and assisting in the evaluation and selection of eligible incubator clients and establishing and managing a professional services network.	2
* Advance implementation of City-initiated redevelopment plans for the Historic Independence Square by assisting property owners to complete Phase II of The Square Streetscape Plan and identification of marketing messages, goals and tactics.	2
* Begin implementation of the Englewood Arts District Plan by assisting with the development of the District and identification of a capital improvement plan.	2
* Encourage re-branding efforts by participating in focus groups and discussions, and providing feedback to City leadership on progress, fostering a positive public image of the City.	2
* Increase inventory of available office and industrial space by identifying new opportunities for growth and developing relationships with local landowners and regional office and industrial developers.	2

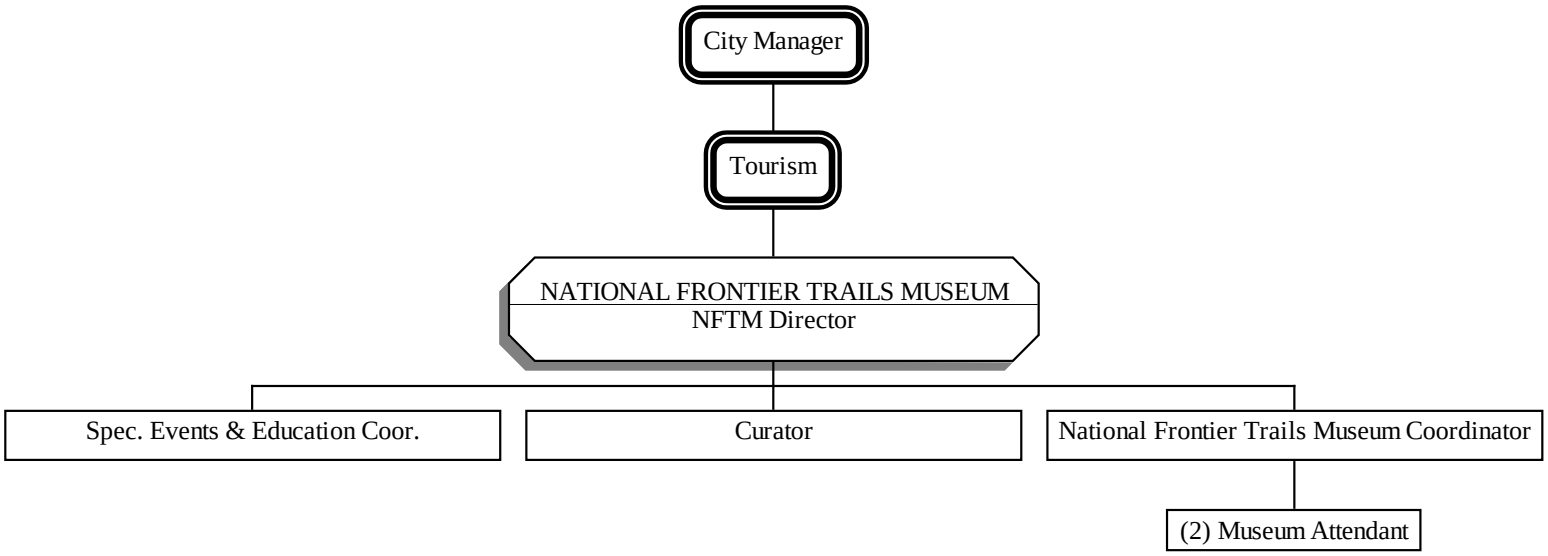
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	1.00	1.00	.00	.00
Total	2.00	2.00	1.00	1.00

Program Costs

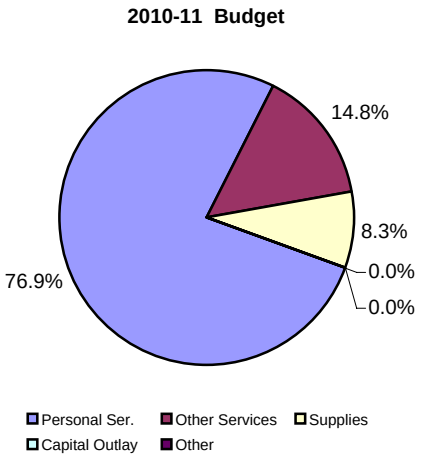
Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	177,555	107,374	109,033	91,596
Other Services & Charges	4,709	6,400	6,406	3,600
Supplies	1,673	4,000	3,994	2,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	183,937	117,774	119,433	97,196

City of Independence, Missouri
National Frontier Trails Museum



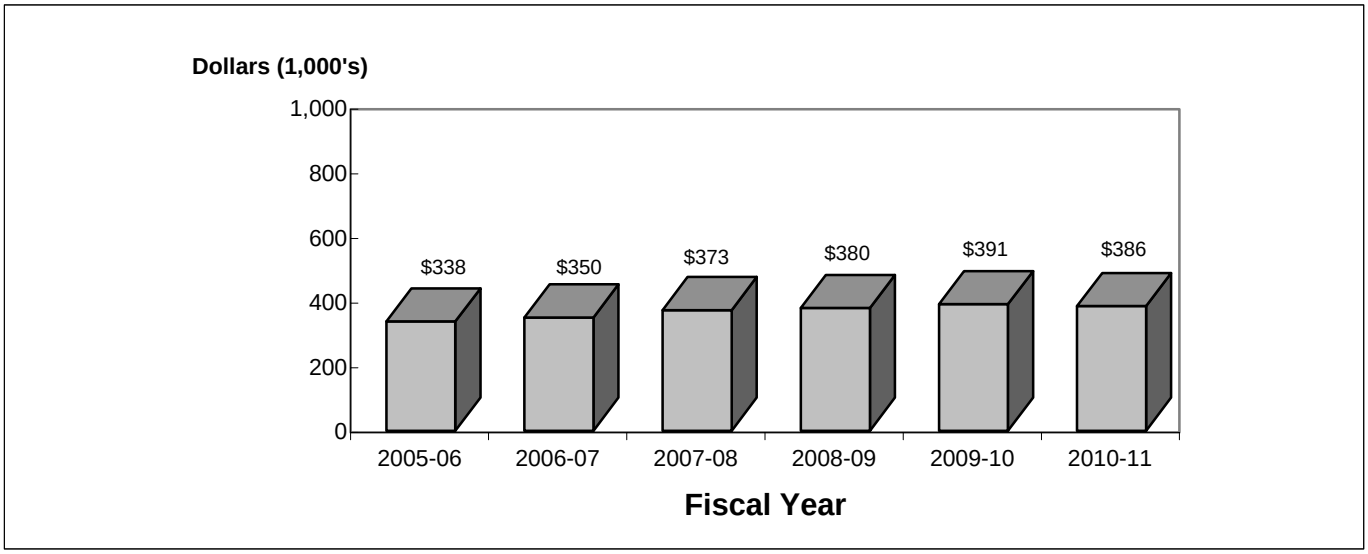
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 293,475	$ 294,119	$ 298,685	$ 296,461
Other Services	63,349	65,180	65,180	57,235
Supplies	22,723	32,145	32,145	31,845
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 379,547	$ 391,444	$ 396,010	$ 385,541



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 338,388	$ 350,458	$ 373,178	$ 379,547	$ 391,444	$ 385,541
Total All Funds	$ 338,388	$ 350,458	$ 373,178	$ 379,547	$ 391,444	$ 385,541
Comparative Ratios:						
Per Capita	$ 2.93	$ 3.02	$ 3.21	$ 3.48	$ 3.43	$ 3.18
Per Household	$ 6.94	$ 7.16	$ 7.60	$ 8.17	$ 7.96	$ 7.13



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	5.00	5.00	5.00	5.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	379,547	391,444	396,010	385,541
Total	379,547	391,444	396,010	385,541
Source of Funding				
General Fund	379,547	391,444	396,010	385,541
Total	379,547	391,444	396,010	385,541

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2010-11 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	51,266	46,000	51,680	53,000
Gift Shop Sales	27,553	30,000	27,636	27,000
Total	78,819	76,000	79,316	80,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2010-11 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.

2009-10 Accomplishments	**Goal Ref**
* Created and conducted a bus tour of part of the Lewis and Clark Trail, in cooperation with the Friends of the NFTM.	1
* Expanded and conducted two successful teachers training institutes, including one weekend class.	1
* Partnered with Puppetry Arts Institute, Missouri Town 1855 and Interpretive Sites Coalition on public programs.	1
* Fully implemented special study visits for 2,000 second and fourth grade students of the Independence School District in support of their new curriculum standards for social studies.	1
* Presented a popular Civil War lecture series, which consisted of seven programs.	1
* Refurbished the Pack Your Wagon activity area.	1
* Added a new covered wagon to the museum theater.	1
* Added a new exhibit about Mexicans on the trail.	1
* Added new exhibit about Senator Thomas Hart Benton.	1
* Marked the 20th anniversary of the museum with free admission and a public program.	1
* Received certification from the National Park Service to interpret the Mormon Pioneer Trail.	1
* Processed a new manuscript collection which added approximately 1,000 trail diaries, letters and, recollections to our research library.	1
* Developed hand held audio tour guides to enhance visitors experience, with the assistance of the Friends of the NFTM and a grant from the National Park Service.	1
* Conducted a visitor satisfaction survey program.	1
* Continued on-line museum store selections quarterly.	1
* Increased Christmas season attendance and revenues with a "Frontier Christmas" theme.	3
* Saw a growth of attendance and revenues in 2009 despite serious national economic downturn.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Library researchers assisted	40	18	35	20
Telephone and e-mail researchers assisted	580	500	620	500
Attendance:special events/museum & outreach prog./mtgs. hosted	2,113	1,305	2,300	1,205
Students in scheduled tours	4,831	4,831	5,000	4,307
Adults in scheduled tours	751	737	800	982
Number of visitors to museum	15,370	15,370	15,500	16,000
Museum store revenue	$30,683	$26,500	$31,000	$27,000
Admission revenue	$48,507	$52,200	$50,000	$53,000

2010-11 Objectives	Goal Ref
* Hold two or more Teacher Institutes by June 2011.	1
* Explore possibility of providing in service training for professional development for the Independence School District.	1
* Partner with Puppetry Arts Institute, Interpretive Sites Coalition, Wornall House, Missouri Town, Kansas City Museum, and George Owens Nature Center on public programs.	1
* Conduct an interpretive training program with the Independence Tourism department.	1
* Spearhead coordination of regional Civil War Sesquicentennial activities.	1
* Create exhibits on buffalo, and the Robert Morrison family.	1
* Update the NFTM website with a new featured trail diary selection or recipe on a monthly basis.	1
* Continue to update on-line museum store selections on a monthly basis.	1
* Continue with second year of partnership with Independence School District in giving tours to 2,000 second and fourth grade students.	1
* Partner with Mid America Regional Council on a summer after school program.	1
* Maintain visitation and revenue.	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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 2010-11 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

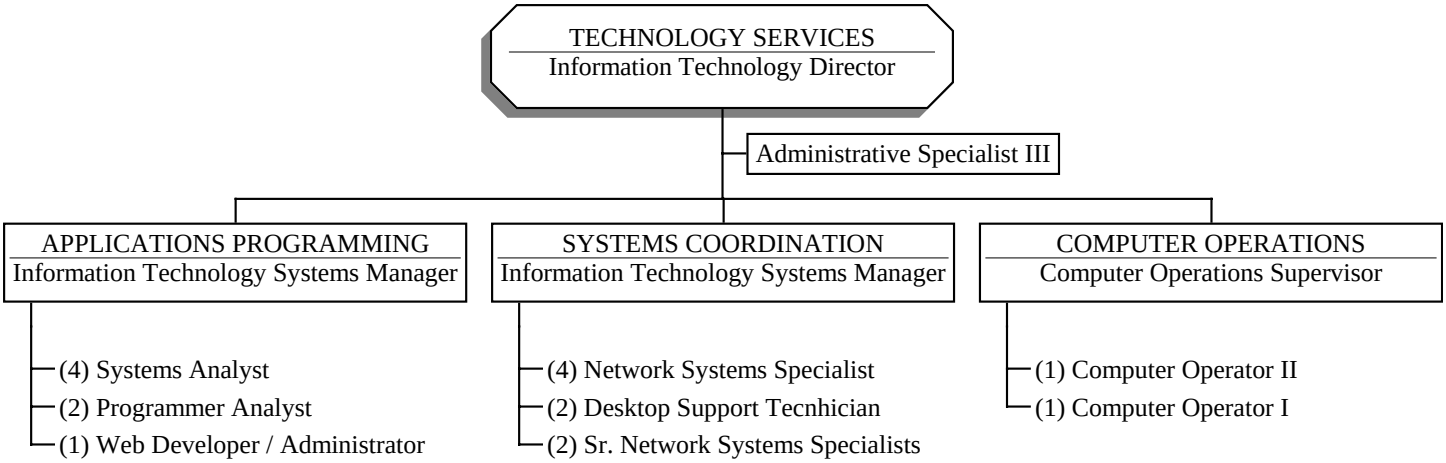
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Special Events/Education Coord	1.00	1.00	1.00	1.00
NFTM Coordinator	1.00	1.00	1.00	1.00
Museum Service Assistant	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	293,475	294,119	298,685	296,461
Other Services & Charges	63,349	65,180	65,180	57,235
Supplies	22,723	32,145	32,145	31,845
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	379,547	391,444	396,010	385,541

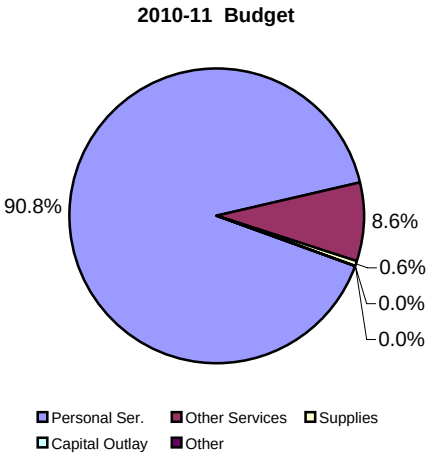
City of Independence, Missouri
Technology Services



Technology Services

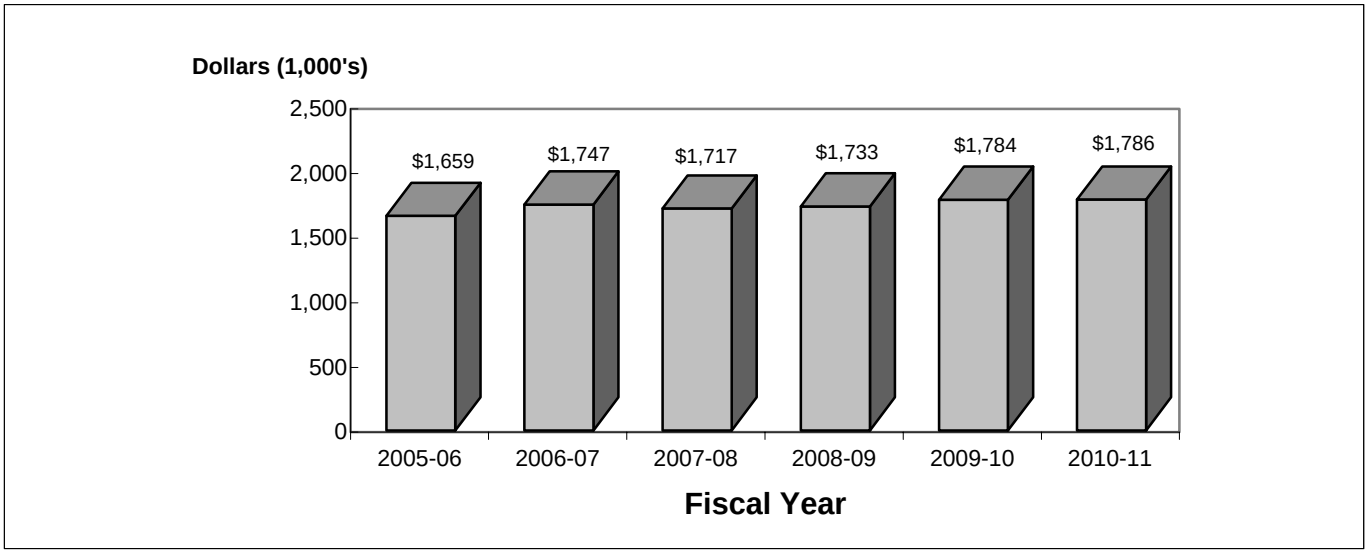
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 1,579,749	$ 1,637,334	$ 1,656,264	$ 1,621,930
Other Services	111,834	135,927	112,074	153,208
Supplies	14,212	11,155	11,155	11,155
Capital Outlay	-	-	-	-
Other	26,852	-	26,853	-
Total	$ 1,732,647	$ 1,784,416	$ 1,806,346	$ 1,786,293



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	21.00	22.00	22.00	22.00	22.00	22.00
Amount by Fund:						
General Fund	$ 1,584,234	$ 1,671,952	$ 1,647,047	$ 1,655,578	$ 1,716,963	$ 1,717,198
Power and Light Fund	75,184	75,385	69,960	77,069	67,453	69,095
Total All Funds	$ 1,659,418	$ 1,747,337	$ 1,717,007	$ 1,732,647	$ 1,784,416	$ 1,786,293
Comparative Ratios:						
Per Capita	$ 14.36	$ 15.07	$ 14.76	$ 15.87	$ 15.64	$ 14.74
Per Household	$ 34.04	$ 35.71	$ 34.97	$ 37.31	$ 36.27	$ 33.03



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	22.00	22.00	22.00	22.00
Total	22.00	22.00	22.00	22.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,655,578	1,716,963	1,738,893	1,717,198
4053 Technology Services P&L	77,069	67,453	67,453	69,095
Total	1,732,647	1,784,416	1,806,346	1,786,293
Source of Funding				
General Fund	1,655,578	1,716,963	1,738,893	1,717,198
Power and Light Fund	77,069	67,453	67,453	69,095
Total	1,732,647	1,784,416	1,806,346	1,786,293
Direct/Offsetting Revenues				
Outside Computer Service Charges	19,637	12,500	6,091	0
Total	19,637	12,500	6,091	0

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2010-11 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Completed the upgrade of the City's financial system software (JDEdwards).	3
* Developed and implemented a new Tourism web site.	1
* Added enhancements to the Police Department's Neighborhood Watch web pages.	1
* Received 5th place in the nation in the Digital Cities competition for cities in the population range of 75,000 to 124,999.	1
* Added Green Initiatives, EcoFest and Declaration for Independence web pages.	
* Developed a field inspection system for the Parks Department.	1
* Modified the Utility Billing System to use the new intelligent mail barcode per the new USPS standard. This is required in order to receive the postal discount.	1
* Enhanced network security with several improvements including the addition of a new network security device for intrusion detection and prevention.	1
* Enhanced the utility billing statements to provide additional information to the customer.	1
* Upgraded the City's GroupWise e-mail system.	1
* Expanded the City's fiber data network with a connection to the County's Technology Center. This connection will be used when joint City-County activities take place at the City's Emergency Operations Center (EOC).	1
* Installed a new cooling system in the City's main computer facility.	1
* Upgraded the PBX phone switch at the Water Administration Building.	1
* Completed the design of the new Position Management System and initiated the development phase. The initial phase of this project will be completed in August of 2010.	3
* Began the implementation of the new Public Safety software systems.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2010-11 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Computer Workstations	860	906	900	980
AS/400 On-Line Transactions	50,915,130	52,589,345	51,000,000	40,000,000
Requests for Software Services Completed	696	561	700	500
Network Service Calls	4,097	4,190	4,400	4,300
Web Site Visitors -Internet	N/A	1,517,402	N/A	1,525,000
CityNet Visitors - Intranet	N/A	134,935	N/A	170,000

2010-11 Objectives	Goal Ref
* Complete and implement the initial phase of the new Position Management System.	3
* Complete the implementation of all modules included in the new Public Safety computer systems including the deployment of mobile technology.	1
* Redesign the City's main web site.	1
* Implement the newest version of the Sungard HTE software used by the Community Development Department and the Health Department.	1
* Continue to expand the City's fiber data network.	1
* Install Voice-over IP (VoIP) technology at selected City locations.	1
* Continue the development of the City's disaster recovery (DR) site at Fire Station #1.	1
* Install replacement personal computers, file servers, and network equipment as funded in the capital budget.	1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	5.00	3.00	3.00	3.00
Sr Network System Specialist	.00	2.00	2.00	2.00
Programmer/Analyst	2.00	2.00	2.00	2.00
Systems Analyst	4.00	4.00	4.00	4.00
Desktop Support Technician	2.00	2.00	2.00	2.00
Web Developer/Administrator	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2010-11 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Total	21.00	21.00	21.00	21.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,502,976	1,569,881	1,588,811	1,552,835
Other Services & Charges	111,538	135,927	112,074	153,208
Supplies	14,212	11,155	11,155	11,155
Capital Outlay	0	0	0	0
Other Expenditures	26,852	0	26,853	0
Total	1,655,578	1,716,963	1,738,893	1,717,198

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2010-11 Operating Budget*
Cost Center: 4053 - Technology Services P&L *Fund: 20 - Power and Light Fund*

Description

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

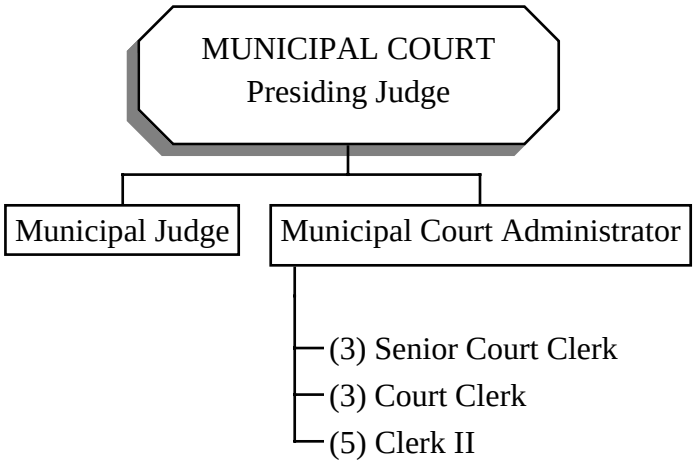
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	76,773	67,453	67,453	69,095
Other Services & Charges	296	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	77,069	67,453	67,453	69,095

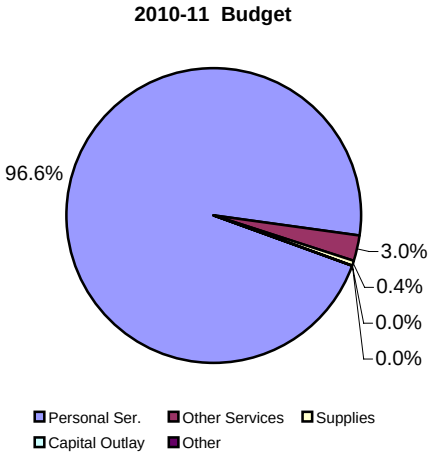
City of Independence, Missouri
Municipal Court



Municipal Court

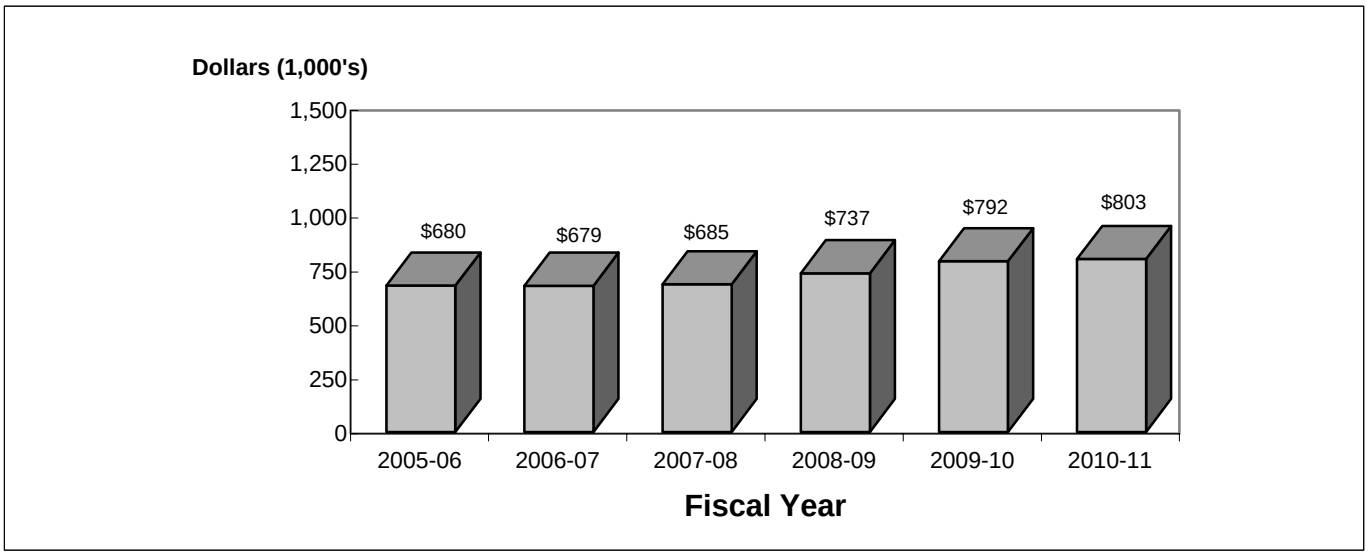
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 707,277	$ 757,303	$ 764,049	$ 775,581
Other Services	25,474	30,850	30,850	24,025
Supplies	3,933	3,964	3,964	3,568
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 736,684	$ 792,117	$ 798,863	$ 803,174



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	13.00	13.00	14.00	14.00	14.00	14.00
Amount by Fund:						
General Fund	$ 679,505	$ 678,682	$ 685,427	$ 736,684	$ 792,117	$ 803,174
Total All Funds	$ 679,505	$ 678,682	$ 685,427	$ 736,684	$ 792,117	$ 803,174
Comparative Ratios:						
Per Capita	$ 5.88	$ 5.85	$ 5.89	$ 6.75	$ 6.94	$ 6.63
Per Household	$ 13.94	$ 13.87	$ 13.96	$ 15.86	$ 16.10	$ 14.85



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	14.00	14.00	14.00	14.00
Total	14.00	14.00	14.00	14.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	736,684	792,117	798,863	803,174
Total	736,684	792,117	798,863	803,174
Source of Funding				
General Fund	736,684	792,117	798,863	803,174
Total	736,684	792,117	798,863	803,174
Direct/Offsetting Revenues				
Failure to Appear in Court Fees	332,512	300,000	500,000	500,000
Total	332,512	300,000	500,000	500,000

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court *2010-11 Operating Budget*
Cost Center: 4090 - Municipal Court *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments **Goal Ref**

* The Court recently had some security issues addressed and updated at the cashiers window and also in the courtroom. New counter and glass in the court office and cameras were placed in the halls and courtroom. 3
* Court has completed the Destruction Ordinance 17284. We had 214 cubic feet of Municipal Court records which totaled 5,725 pounds. This is in accordance with the Court Operating Rule 8.01 Uniform Retention/Destruction system. 3
* Worked with Technology Services to update new fields for amended charges on the disposition screen. Now when running a statistics report for specific charges the overall count will be correct. 3
* Established a new procedure for the Jackson County Mental Health Docket in which defendants can be referred by either the Judge or Police Department.
* Updated the Judges Final docket to list court costs as one amount rather than separate costs. This has increased efficiency in the department. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
No. of Cases Disposed by Court	57,530	32,001	58,136	58,000
No. of Cases Disposed at the Traffic Violations Bureau	9,093	10,112	9,500	13,000
No. of Warrants Issued	23,158	24,865	24,976	27,000
No. of Cases Docketed	95,071	104,002	97,156	107,000
No. of Night Court Cases Docketed	869	921	904	1,000
State Report Compliance	N/A	93%	95%	97%
Domestic Violence Subpoena Appearance	N/A	28%	55%	55%

2010-11 Objectives **Goal Ref**

* To initiate, process, and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01 3

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court *2010-11 Operating Budget*
Cost Center: 4090 - Municipal Court *Fund: 02 - General Fund*

2010-11 Objectives **Goal Ref**

* Update the courts web page with assistance from Technology Services. 3
* To have our Municipal Appeal process computer generated. Currently we manually process all the paperwork. 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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Court Clerk	3.00	3.00	3.00	3.00
Senior Court Clerk	3.00	3.00	3.00	3.00
Total	14.00	14.00	14.00	14.00

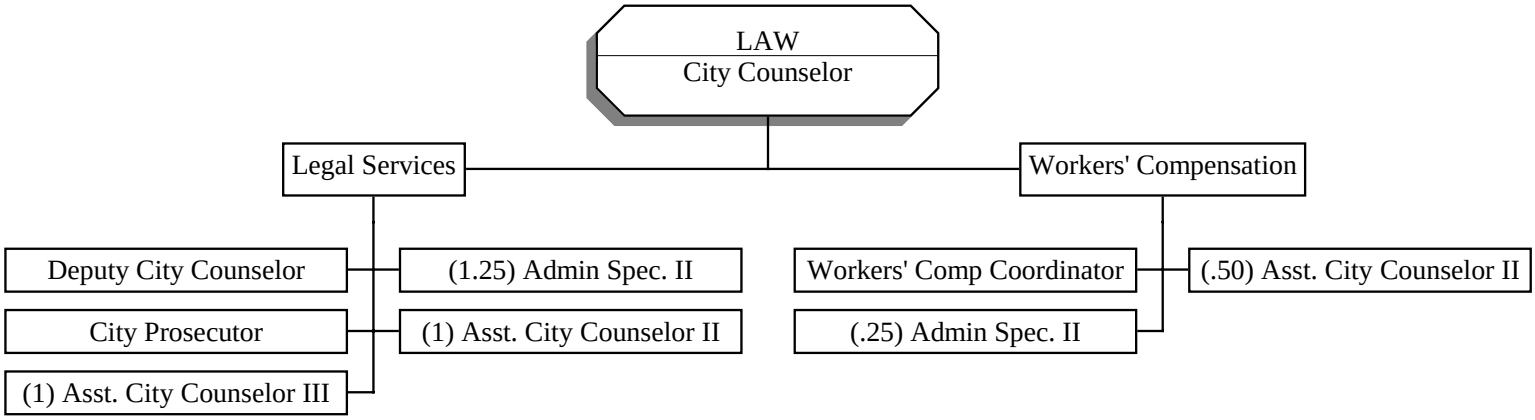
Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	707,277	757,303	764,049	775,581
Other Services & Charges	25,474	30,850	30,850	24,025
Supplies	3,933	3,964	3,964	3,568
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	736,684	792,117	798,863	803,174

Significant Issues

* The court recently updated security measures in the courtroom and also in the clerks office. The counter, windows and alarm system in the clerks office have all been replaced and updated. Cameras have been installed in the courtroom and halls which are viewed on a monitor everyday. The courtroom has changed the method of entry in the court to only one set of doors being accessible to the public.

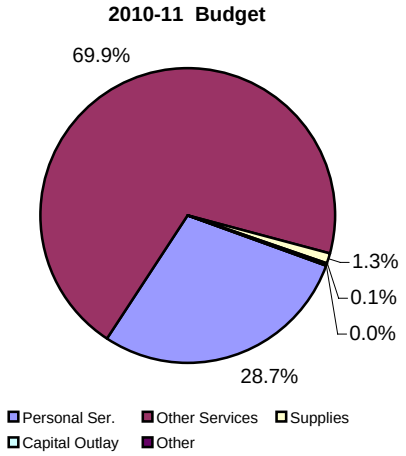
City of Independence, Missouri
Law



Law

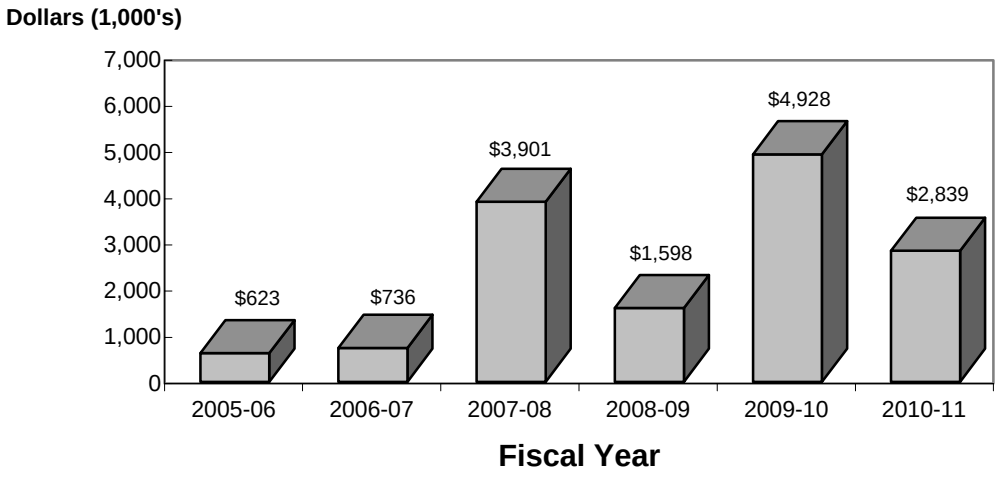
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 739,331	$ 759,490	$ 806,236	$ 814,369
Other Services	822,368	3,784,100	3,788,370	1,984,025
Supplies	32,731	32,250	31,480	36,500
Capital Outlay	3,254	2,500	5,000	4,000
Other	-	350,000	346,500	-
Total	$ 1,597,684	$ 4,928,340	$ 4,977,586	$ 2,838,894



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	6.25	7.25	7.25	8.50	8.50	8.00
Amount by Fund:						
General Fund	$ 623,158	$ 691,373	$ 648,510	$ 780,379	$ 740,669	$ 769,021
Grants	-	44,269	39,363	13,110	25,887	26,407
Worker's Comp Fund	-	-	3,212,812	804,195	4,161,784	2,043,466
Total All Funds	$ 623,158	$ 735,642	$ 3,900,685	$ 1,597,684	$ 4,928,340	$ 2,838,894
Comparative Ratios:						
Per Capita	$ 5.39	$ 6.34	$ 33.52	$ 14.64	$ 43.18	$ 23.42
Per Household	$ 12.78	$ 15.04	$ 79.45	$ 34.40	$ 100.18	$ 52.49



City of Independence
Departmental Budget Summary

Department: 4110 - Law *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	6.75	8.00	8.00	7.50
Part Time Positions	.50	.50	.50	.50
Total	7.25	8.50	8.50	8.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4100 Law	780,379	740,669	750,545	769,021
4150 Law Dept. Grants	13,110	25,887	65,257	26,407
6592 Worker's Compensation	804,195	4,161,784	4,161,784	2,043,466
Total	1,597,684	4,928,340	4,977,586	2,838,894
Source of Funding				
General Fund	780,379	740,669	750,545	769,021
Grants	13,110	25,887	65,257	26,407
Worker's Compensation Fund	804,195	4,161,784	4,161,784	2,043,466
Total	1,597,684	4,928,340	4,977,586	2,838,894

City of Independence
Detail Program Summary

Department: 4110 - Law | *2010-11 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	2.00	1.00	1.00	1.00
Asst City Counselor II	1.13	.75	.75	.75
Administrative Spec II	.75	.75	.00	1.25
Administrative Spec III	1.00	1.00	.75	.00
Legal Assistant	.00	.00	1.00	.00
Deputy City Counselor	.00	1.00	1.00	1.00
Total	6.88	6.50	6.50	6.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	624,279	616,169	626,045	646,521
Other Services & Charges	123,874	97,500	98,270	95,500
Supplies	30,592	27,000	26,230	27,000
Capital Outlay	1,634	0	0	0
Other Expenditures	0	0	0	0
Total	780,379	740,669	750,545	769,021

City of Independence
Detail Program Summary

Department: 4110 - Law | *2010-11 Operating Budget*
Cost Center: 4150 - Law Dept. Grants | *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst City Counselor II	.37	.25	.25	.25
Total	.37	.25	.25	.25

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	12,662	25,887	62,757	26,407
Other Services & Charges	448	0	2,500	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	13,110	25,887	65,257	26,407

City of Independence
Detail Program Summary

Department: 4110 - Law | *2010-11 Operating Budget*
Cost Center: 6592 - Worker's Compensation | *Fund: 92 - Worker's Compensatio*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Pharmacy Benefit Card implemented in February 2008 created a 51% cost savings on 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 for workers and supervisors 24/7 and was updated with new information as needed.	3
* Created a pocket guide for employees and supervisors highlighting what to do in the event of a workplace injury.	3
* Provided value added service of safety training and resources to departments through the City's excess insurance carrier.	3
* Provided value added service of job task analyses for job classifications with a history or potential of injury.	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst City Counselor II	.00	.50	.50	.50
Worker's Compensation Coord	.00	1.00	1.00	1.00
Administrative Spec II	.00	.25	.00	.25
Administrative Spec III	.00	.00	.25	.00
Total	.00	1.75	1.75	1.75

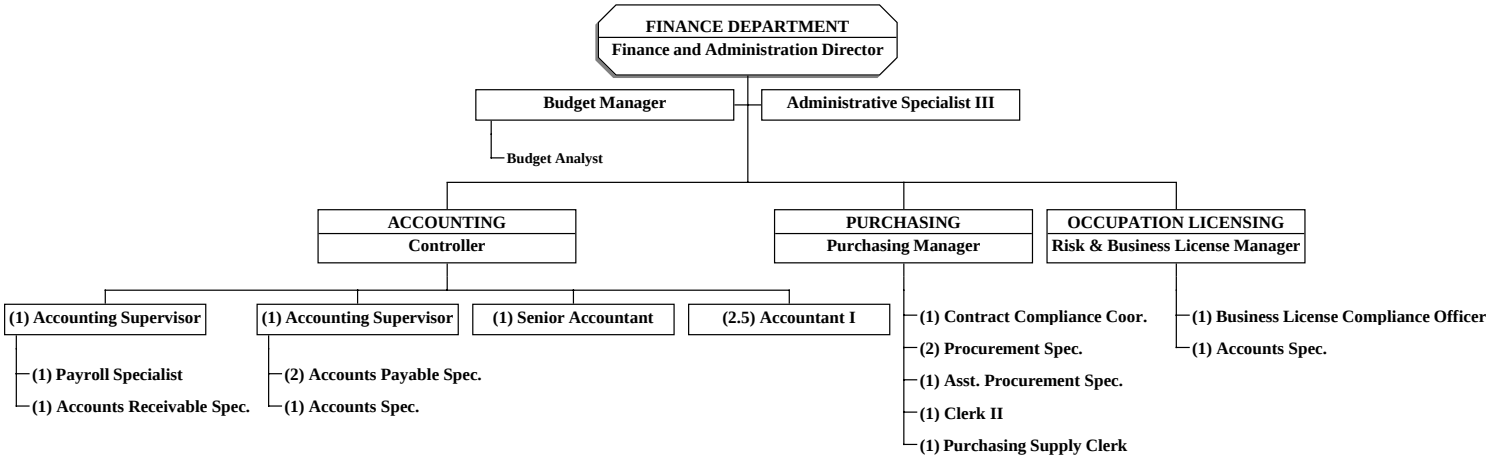
City of Independence
Detail Program Summary

Department: 4110 - Law *2010-11 Operating Budget*
Cost Center: 6592 - Worker's Compensation *Fund: 92 - Worker's Compensatic*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	102,390	117,434	117,434	141,441
Other Services & Charges	698,046	3,686,600	3,687,600	1,888,525
Supplies	2,139	5,250	5,250	9,500
Capital Outlay	1,620	2,500	5,000	4,000
Other Expenditures	0	350,000	346,500	0
Total	804,195	4,161,784	4,161,784	2,043,466

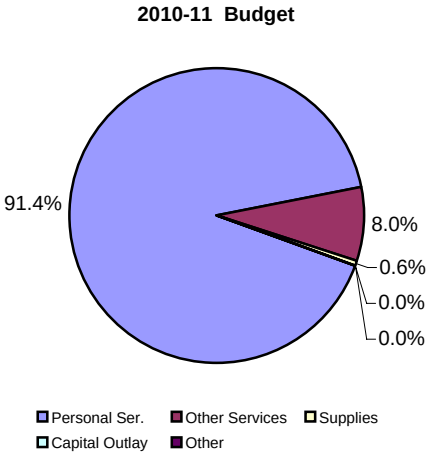
City of Independence, Missouri
Finance



Finance

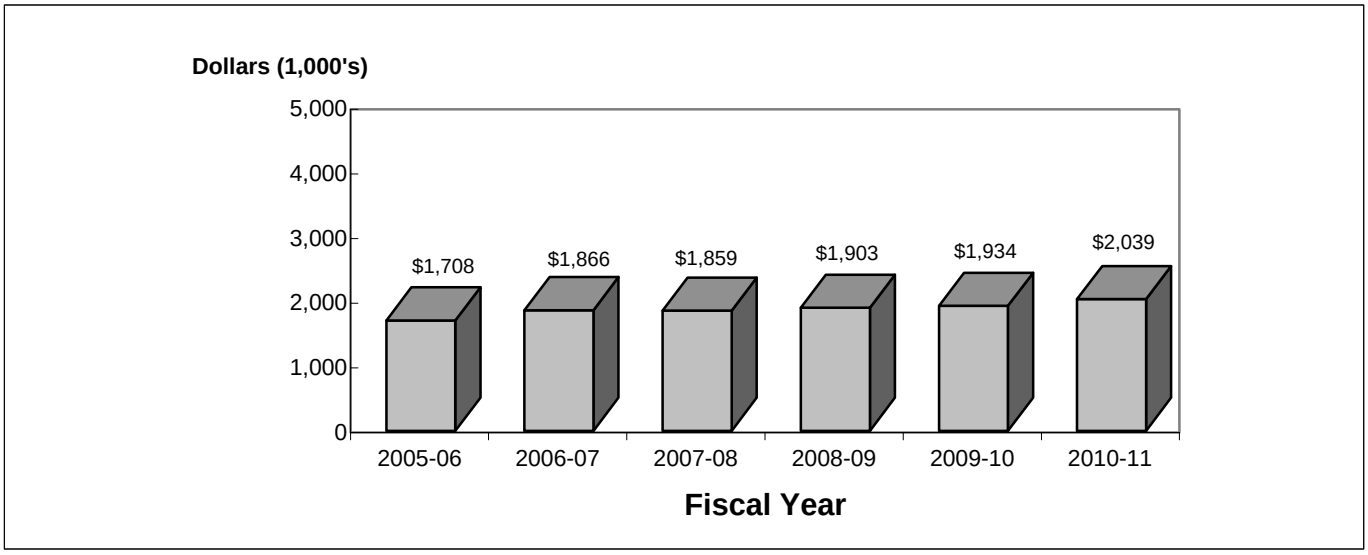
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 1,723,594	$ 1,737,338	$ 1,759,900	$ 1,863,506
Other Services	160,330	185,422	185,447	162,445
Supplies	18,800	11,313	11,288	12,786
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 1,902,724	$ 1,934,073	$ 1,956,635	$ 2,038,737



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	26.00	26.00	25.00	25.00	25.00	25.00
Amount by Fund:						
General Fund	$ 1,659,205	$ 1,814,786	$ 1,815,658	$ 1,857,094	$ 1,879,671	$ 1,979,745
Water Fund	48,863	51,259	43,729	45,630	54,402	58,992
Total All Funds	$ 1,708,068	$ 1,866,045	$ 1,859,387	$ 1,902,724	$ 1,934,073	$ 2,038,737
Comparative Ratios:						
Per Capita	$ 14.78	$ 16.09	$ 15.98	$ 17.43	$ 16.95	$ 16.82
Per Household	$ 35.03	$ 38.14	$ 37.87	$ 40.97	$ 39.32	$ 37.69



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	24.00	24.00	24.00	24.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	25.00	25.00	25.00	25.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4201 Administration	415,114	419,020	425,673	434,359
4210 Accounting	883,036	917,995	926,620	952,394
4217 City Hall Cashiering	45,630	54,402	54,402	58,992
4240 Purchasing	400,706	382,309	387,257	433,094
4260 Business Licensing	158,238	160,347	162,683	159,898
Total	1,902,724	1,934,073	1,956,635	2,038,737
Source of Funding				
General Fund	1,857,094	1,879,671	1,902,233	1,979,745
Water Fund	45,630	54,402	54,402	58,992
Total	1,902,724	1,934,073	1,956,635	2,038,737

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2010-11 Operating Budget*
Cost Center: 4201 - Administration — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2009-10 budget for the 24th consecutive year.	3
* Implemented a Performance Measurement program for each division within the Finance Department.	3
* Continue with the financing for the Events Center.	3
* Participated in the negotiation of the work agreement with the IBEW employee bargaining unit.	3
* Worked with the Law and Human Resources Departments to consolidate the employee health insurance programs.	3
* Worked with staff in various departments to develop an upgrade to the employee's LAGERS retirement program.	3
* Worked with staff to prepare a revenue analysis and rate projection for the Sanitary Sewer Fund.	3
* Managed the successful implementation of a major software system upgrade to the City's Financial Management and Human Resources computer system.	3
* Established financial oversight procedures for the Independence Events Center which opened in November 2009.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
General Fund Revenues	69,611,881	66,314,125	70,619,629	71,274,442
Year End Undesignated Fund Balance	$3,557,838	$2,073,985	$2,292,719	$3,110,073
% of General Fund Unreserved Fund Balance to Total Annual Revenues	5.11%	3.12&	3.25%	4.36%
Variance of Projected Revenues to Original Budget for All Funds	3.39%	(5.30%)	+/-2.00%	+/-2.00%

Number of budget hold items	2,625	2,745	2,500	2,750
Average number of days per item on budget hold	3.63	1.53	2.00	2.00
Percentage of budget hold items released within 2 calendar days	74%	83%	90%	90%

2010-11 Objectives **Goal Ref**

* Continue to provide financing for various Capital Projects in the City. 3
* 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
* Continue financial oversight of the Independence Events Center, and communicate on a monthly basis with the Management Company and City Management. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	395,028	401,634	408,287	419,999
Other Services & Charges	12,045	13,308	13,308	7,980
Supplies	8,041	4,078	4,078	6,380
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	415,114	419,020	425,673	434,359

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2010-11 Operating Budget*
Cost Center: 4210 - Accounting — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report.	3
* Implemented software updates to the Financial Management System.	3
* Established procedures to account for the Events Center.	3
* Established procedures to account for the Staywell HMO Health Plan.	3
* Established procedures to account for Capitalized Interest.	3
* Recommended and the City Council approved extending our banking contract for five years.	3
* Recommended and the City Council approved an extension for our auditing services for an additional two years.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Payroll Direct Deposits Processed	31,529	31,646	31,600	32,000
Number of Retro Checks Processed	207	118	100	100
Average Number of Days to Approve Action Forms	N/A	5.75	5.00	5.00
Disbursement Checks Processed	13,950	14,358	14,000	14,500
Department Local Checks Processed	855	832	800	500
Electronic Payments	596	832	650	900
Percent of Request for Payments Paid Within 14 Days	98.40%	96.25%	99.00%	100.00%
Percent of Invoices Paid Within 30 Days of Invoice Date	89.36%	84.56%	92.00%	92.00%
Misc. Invoices Issued	$3,750,363	$3,539,100	$3,600,000	$3,600,000
Average Rate of Return Earned on Investments and Money Market	3.980%	1.270%	1.000%	1.000%

Total Dollars Invested (Millions)	$79	$40	$80	$28
Average Number of Days to Issue Monthly Financial Report	15	15	14	13

2010-11 Objectives **Goal Ref**

* Implement the new process in the Financial Management System to automate the entry of procurement card purchases. 3
* Implement GASB Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions." 3
* Review and implement changes to the Financial Management Software that will enhance the way we do business. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Accounts Payable Spec	3.00	2.00	2.00	2.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	3.00	3.00	2.50
Senior Accountant	.00	.00	.00	.50
Accountant II	2.00	2.00	2.00	.00
Accounting Supervisor	.00	.00	.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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	745,044	753,500	762,125	804,521
Other Services & Charges	132,717	160,535	160,560	143,913
Supplies	5,275	3,960	3,935	3,960
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	883,036	917,995	926,620	952,394

City of Independence
Detail Program Summary

Department: 4200 - Finance *2010-11 Operating Budget*
Cost Center: 4217 - City Hall Cashiering *Fund: 40 - Water Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Cross trained accounting staff on INovah cashiering process.	3
* Verified new business license applicants and renewed accounts to comply with the Department of Revenue's "No Tax Due" program.	3
* Implemented procedures to license property owner of new commercial business license applications.	3
* Obtained listing of rental property from property owner for accounts without this information in business license system.	3
* Identified rental property owners needing to obtain a business license by reviewing Jackson County property tax and utility billing records.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Total Transactions Processed	21,606	18,551	22,000	19,700
Total Dollars Processed (Millions)	$25.9	$39.0	$26.2	$25.0
Utility bills as percentage of total transactions	37.00%	39.09%	37.50%	40.00%
Utility payments as a percentage of dollars processed	8.20%	12.09%	10.00%	12.00%
MGE payments as a percentage of transactions processed	9.58%	12.11%	10.50%	12.00%
MGE payments as a percentage of dollars processed	0.82%	1.47%	0.82%	1.00%
Bus Passes as a percentage of total transactions processed	4.06%	5.11%	4.00%	5.00%
Average cash out of balance amount	$1.24	($0.63)	$5.00	$1.00
Percentage of days when cash closing is out of balance	5.22%	2.64%	3.00%	1.00%

2010-11 Objectives	**Goal Ref**
* To ensure all rental property owners are licensed, we will continue to review Jackson County property tax and utility billing records to	3

2010-11 Objectives **Goal Ref**

identify property owners without a business license. We will notify unlicensed rental property owners of the need to obtain business license.

* Receive cross training on accounts payable function. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Accounts Receivable Spec	.85	.85	.00	.00
Accounts Specialist	.00	.00	.85	.85
Total	.85	.85	.85	.85

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	45,630	54,402	54,402	58,992
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	45,630	54,402	54,402	58,992

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2010-11 Operating Budget*
Cost Center: 4240 - Purchasing | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Updated the Purchasing Card Manual, which is available on City Net.	3
* Worked with the "Green Team" in preparing a policy for consideration by City management.	3
* Worked with Technology Services to develop a Vendor Library available on CityNet that includes price agreement information, certificates of insurance, and approved architect and engineering firms.	3
* Worked with the Law Department to update contracts for public improvement projects, professional services, consulting services, and architectural/engineering services. These contracts are available on CityNet.	3
* Generated $103,856 from the sale of surplus property and transferred numerous items between departments.	3
* Increased savings due to utilization of the Freight Program to $49,348. This is the result of taking control of the City's incoming and outgoing freight.	3
* Began tracking cost savings as a result of the bid process (compare the awarded amount with the average of other bids received).	3
* Continued to survey price agreement vendors to determine their satisfaction with Purchasing and the bid process.	3
* Submitted a proposed "green" purchasing policy to management for review/approval.	3
* Participated on the Project Team for implementation of the JD Edwards upgrade.	3
* As a result of professional memberships, two staff members were able to attend training, saving the City over $2,000.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Purchase Orders Issued	2,721	2,708	2,800	2,800
Price Agreements Maintained	210	260	210	250

Request for Proposals processed and administered	20	22	20	20
No. of Days to issue Purch. Orders for Req. not requiring bids.	2.09	1.20	2.00	1.50
No. of Days to issue Purch. Order for Req. requiring informal bids.	14.90	16.60	14.00	14.00
No. of Days to issue Purch. Order for Req. requiring formal bids.	22.90	26.70	22.00	25.00
Percentage of minor purchases using P cards vs. dept. local checks	93%	91%	95%	95%

2010-11 Objectives **Goal Ref**

* Implement a "green" purchasing policy. 3
* Expand the use of purchasing cards for various types of payments by establishing strict controls and changes in authorized purchasing limits. 3
* Continue tracking cost savings as a result of the bid process. 3
* Survey price agreement vendors to determine their satisfaction with Purchasing and the bid process. 3
* Implement e-mailing purchase orders and supporting documents to vendors, resulting in the reduction of paper, postage and time. 3
* Continue to promote use of the Freight Program. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Asst Procurement Specialist	1.00	1.00	1.00	1.00
Procurement Specialist	2.00	2.00	2.00	2.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	390,933	376,405	381,353	425,646

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2010-11 Operating Budget*
Cost Center: 4240 - Purchasing | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	5,143	2,929	2,929	5,302
Supplies	4,630	2,975	2,975	2,146
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	400,706	382,309	387,257	433,094

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2010-11 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Utilized State sales tax reports to license businesses operating in the City without a license.	3
* Amended Alcohol Beverage Code to include a Missouri Wine by the Drink License.	3
* Prepared amendment to Alcoholic Beverage Code to include State liquor licenses not authorized in the Code.	3
* Amended City Code to allow outside vendors at shopping centers and convention centers.	3
* Business license renewal form changed to plain paper stock from purchased pre-printed tractor feed form.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of business licenses issued	6,902	8,955	6,700	7,400
Percentage of new business license applications processed	12.11%	27.71%	10.00%	25.00%
Renewed business license account as percent of licenses issued	87.89%	72.29%	90.00%	75.00%
Percent of businesses renewing their account by due date	71.79%	69.36%	75.00%	70.00%
Business license accounts closed	1,370	1,265	1,500	1,350
New liquor license applications processed	28	36	25	35
Council concurs with staff on liquor license recommendation	69.87%	96.43%	100.00%	100.00%
Property & Liability insurance cost as a percent of operating budget	0.77%	0.58%	0.90%	0.75%

2010-11 Objectives	**Goal Ref**
* Request business information from Secretary of State's office on corporations, LLC, LP and fictitious names domiciled in Independence	3

2010-11 Objectives **Goal Ref**

to identify businesses needing to obtain a business license.

* Implement a customer satisfaction survey for businesses for business license renewal accounts to provide staff with feedback on the process and identify improvements to the process. 3
* Work with Technology Services to develop templates that can be used to replace tractor feed forms currently being purchased. 3

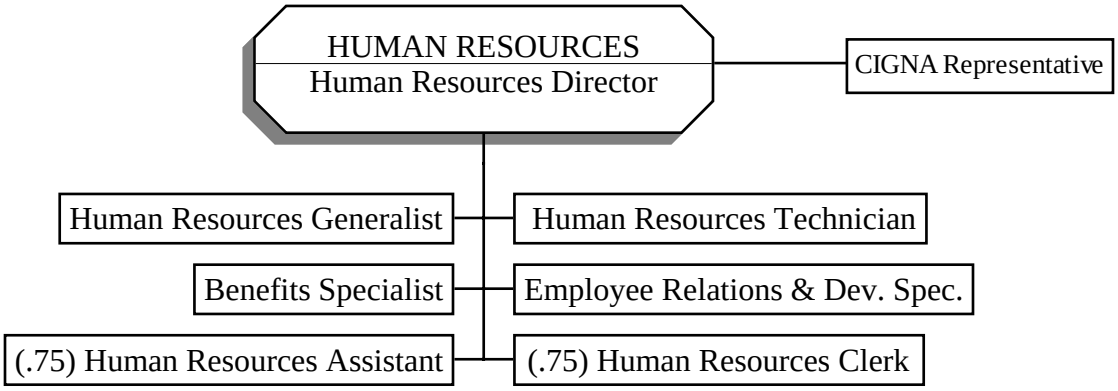
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Accounts Receivable Spec	.15	.15	.00	.00
Accounts Specialist	.00	.00	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	1.00	1.00
Total	2.15	2.15	2.15	2.15

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	146,959	151,397	153,733	154,348
Other Services & Charges	10,425	8,650	8,650	5,250
Supplies	854	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	158,238	160,347	162,683	159,898

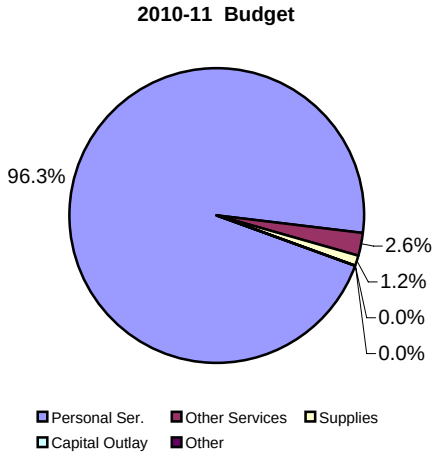
City of Independence, Missouri
Human Resources



Human Resources

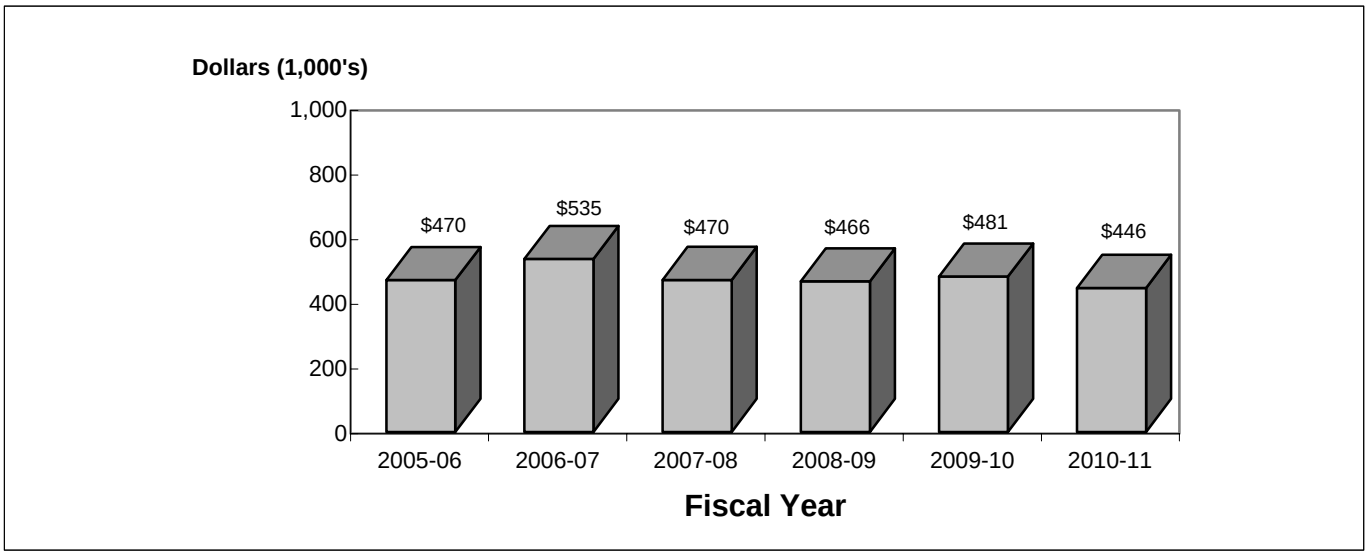
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 443,712	$ 452,580	$ 460,215	$ 429,020
Other Services	17,178	21,687	22,604	11,486
Supplies	4,960	6,500	6,180	5,200
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 465,850	$ 480,767	$ 488,999	$ 445,706



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	7.50	7.50	7.50	7.50	7.50	6.50
Amount by Fund:						
General Fund	$ 469,697	$ 535,097	$ 470,308	$ 465,850	$ 480,767	$ 445,706
Total All Funds	$ 469,697	$ 535,097	$ 470,308	$ 465,850	$ 480,767	$ 445,706
Comparative Ratios:						
Per Capita	$ 4.06	$ 4.61	$ 4.04	$ 4.27	$ 4.21	$ 3.68
Per Household	$ 9.63	$ 10.94	$ 9.58	$ 10.03	$ 9.77	$ 8.24



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2010-11 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 1229 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	6.00	7.00	6.00	5.00
Part Time Positions	1.50	.50	1.50	1.50
Total	7.50	7.50	7.50	6.50

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	465,850	480,767	488,999	445,706
Total	465,850	480,767	488,999	445,706

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2010-11 Operating Budget*

Source of Funding				
General Fund	465,850	480,767	488,999	445,706
Total	465,850	480,767	488,999	445,706

City of Independence
Detail Program Summary

Department: 4300 - Human Resources | *2010-11 Operating Budget*
Cost Center: 4300 - Human Resources | *Fund: 02 - General Fund*

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1229 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.

2009-10 Accomplishments	**Goal Ref**
* Utilized on-line flexible benefit plan enrollment	3
* Implemented new changes to the Family and Medical Leave Act regulations.	3
* Implemented a new procedure to upload dependent eligibility data to FMH.	3
* Conducted a Benefits Awareness Day in celebration of National Employee Benefits Day April 6, 2010.	3
* Published Quarterly Benefits Newsletters.	3
* Completed an RFP and selected Deer Oaks for the Employee Assistance Plan provider.	3
* Completed an RFP and selected FMH for the third-party administrator for the Stay Well PPO health plan and Section 125 Flexible Benefit Plan. First Health was selected to remain the Network provider.	3
* Implemented the following changes to the Stay Well PPO Plan effective 1/1/10: 1. Increased hearing aid benefit from $500 to $1,000 2. Increased emergency room co-pay for non-emergencies from $50 to $100 3. Increased prescription co-pays and added a specialty drug co-pay 4. Implemented managed care program on specialty drugs 5. Limits on mental health and substance abuse treatment were removed	3
* Coventry HMO health plan was changed to a self-funded plan effective 1/1/10.	3
* Both health plans (PPO and HMO) were changed from a two-tier health insurance rate structure to a four-tier structure effective 1/1/10.	3

2009-10 Accomplishments	**Goal Ref**
* Medicare D subsidy enrollment for the 2010 plan year was completed, and the reconciliation process for the 2008 plan year was completed. We received a total of $315,451.80 for the Stay Well PPO Plan and $34,030.90 for the Coventry HMO Plan from the Medicare D Subsidy for the 2009 plan year.	3
* An RFP was distributed and Sun Life was selected for the reinsurance carrier for both the Stay Well PPO and HMO plans.	3
* Health insurance dependent records were added to the City's Financial Management/Human Resources system, which was invaluable in converting employee health insurance deductions into the new four-tier system effective January 1, 2010. The Human Resources Department now maintains and updates dependent health insurance information on the FM/HR system.	3
* Missing dependent social security numbers were researched and added to the system, which is a requirement for health insurance reporting.	3
* A new electronic eligibility file was created and is now uploaded weekly to FMH instead of faxing paperwork to FMH.	3
* The plan design for the Delta Dental Plan was changed effective 1/1/10 as follows: 1. Periodontics and endodontics were moved from the basic service level to the major service level. 2. A deductible ($20 for network and $40 for non-network dentist) was added for basic and major services.	3
* A Wellness Program survey was distributed and results were used to plan the new Wellness program calendar of events.	3
* Conducted Pre-Retirement Employee Meetings that will be held four times per year.	3
* Added monthly LAGERS Newsletter to CityNet web page.	3
* HR staff participated in the FM/HR System Upgrade and served on the project team.	3
* Conducted eleven employee relations investigations	3
* Facilitated the I.D.E.A. Academy	3
* Participated in the Heritage Festival and Martin Luther King celebrations, including planning meetings.	1
* Facilitated one ADA request for accommodation.	3
* Hosted the first annual Diversity Recruitment Initiative.	1
* The EEO-4 Report was submitted and summary data provided to Department Directors.	3
* Served as Liaison for the Human Relations Commission and prepared the annual presentation for Council.	1
* Served as Liaison for Citizens with Disabilities and prepared the annual presentation for Council.	1

City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2010-11 Operating Budget*
Cost Center: 4300 - Human Resources — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Applications processed	6,544	8,916	7,600	7,600
Tests administered (incl typing)	1,224	1,445	1,225	400
New hires	150	135	100	70
Promotions	61	58	65	50
Retirements	30	39	40	45
Training Hours	1,086	2,884	2,100	1,500
Surveys/internal & external	50	50	50	40
Job announcements	121	104	100	70
Exit interviews	17	9	25	10
Number of days to fill a position	109	47	63	61
Number of requests for FMLA leave	162	195	218	241

2010-11 Objectives	Goal Ref
* Comply with changing Federal laws as they relate to employment within 60 days and educate employees on changes.	3
* Maintain the satisfaction rate of the New Employee Orientation process.	3
* Offer additional on-line benefits enrollment as an option to new hires and existing employees.	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	.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
Human Resources Assistant	.75	2.00	1.75	.75
Human Resources Generalist	1.00	1.00	1.00	1.00
Human Resources Tech	1.00	.00	.00	.00
Human Resources Tech	.00	1.00	1.00	1.00
Human Resources Clerk	.75	.50	.75	.75
Total	7.50	7.50	7.50	6.50

City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2010-11 Operating Budget*
Cost Center: 4300 - Human Resources — *Fund: 02 - General Fund*

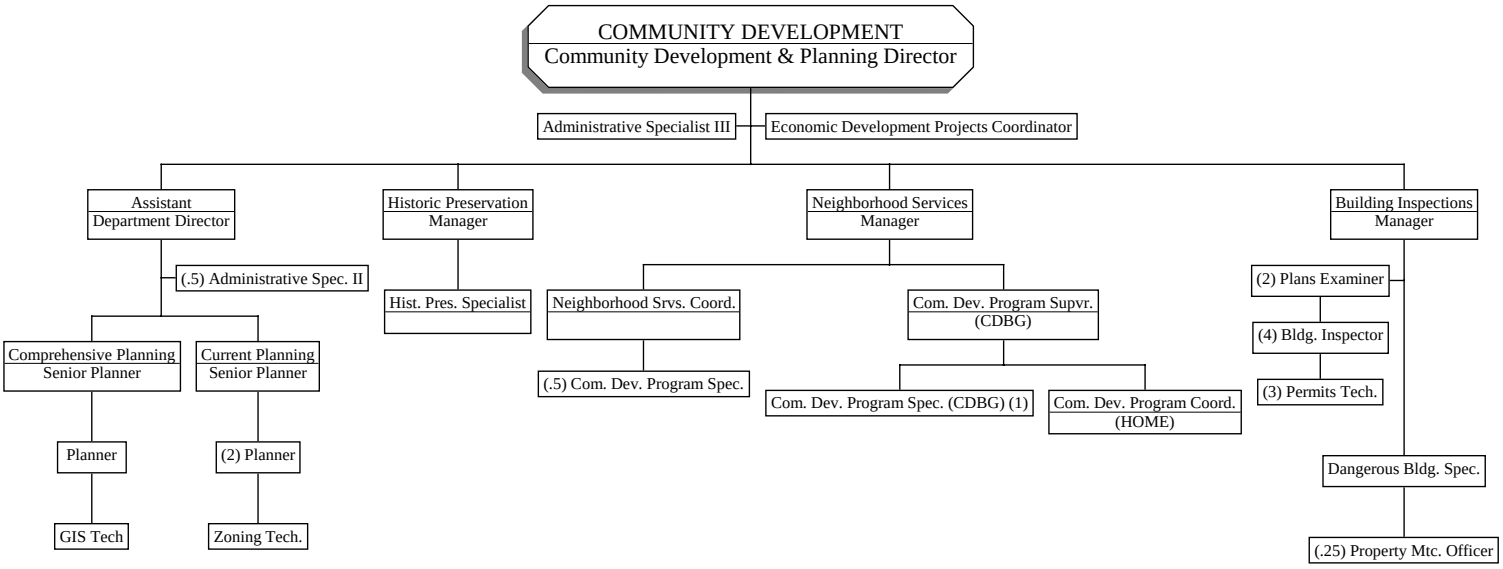
Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	443,712	452,580	460,215	429,020
Other Services & Charges	17,178	21,687	22,604	11,486
Supplies	4,960	6,500	6,180	5,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	465,850	480,767	488,999	445,706

Significant Issues

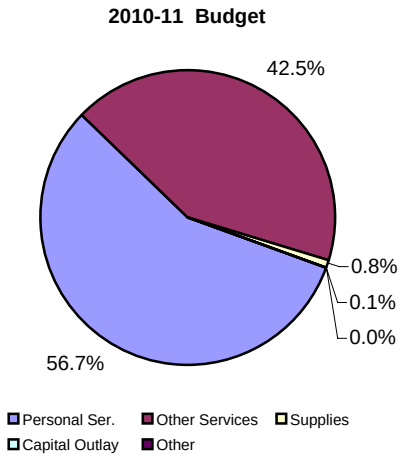
* Centralization of recruitment process activities from departments to Human Resources.
* Completion of the Request for Proposal process for our Pharmacy Benefit Manager.
* Utilization of the JD Edwards system upgrade as it relates to human resources information systems.
* Assisting department with work flow process challenges.

City of Independence, Missouri
Community Development



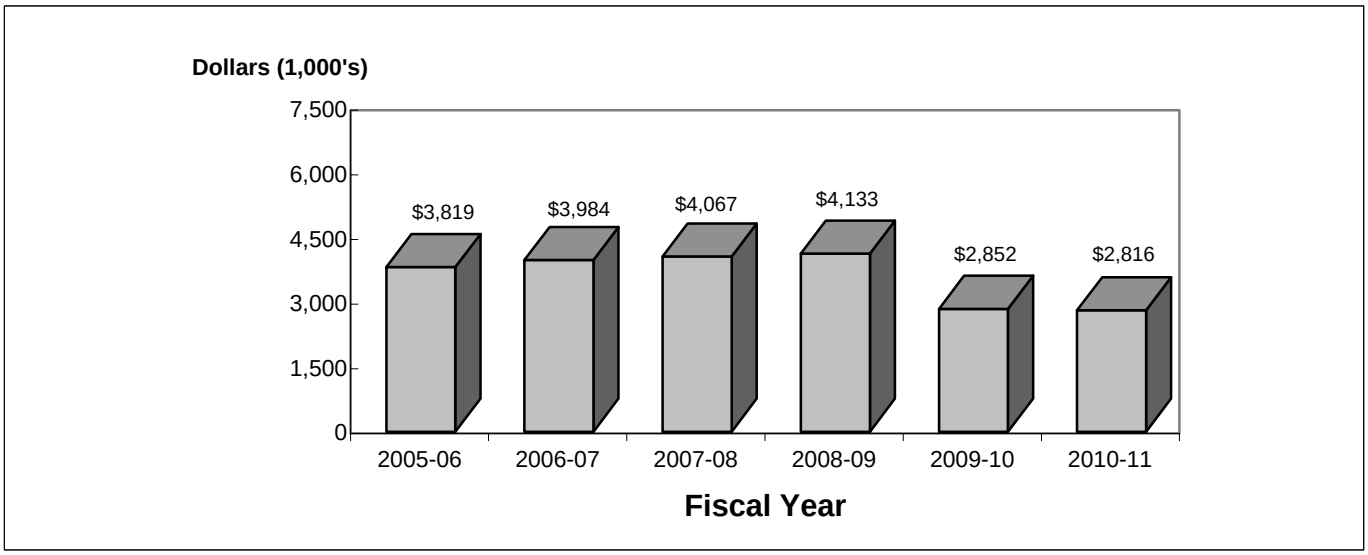
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 1,653,672	$ 1,715,023	$ 1,739,070	$ 1,595,811
Other Services	1,627,066	1,109,675	1,774,276	1,197,299
Supplies	21,346	25,789	26,414	21,727
Capital Outlay	830,469	1,500	944,091	1,500
Other	-	-	-	-
Total	$ 4,132,553	$ 2,851,987	$ 4,483,851	$ 2,816,337



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	30.00	29.25	29.75	29.75	30.55	30.05
Amount by Fund:						
General Fund	$ 2,461,373	$ 2,589,943	$ 2,783,134	$ 2,557,963	$ 2,671,488	$ 2,615,783
CDBG Fund	879,521	597,299	865,195	789,233	140,226	151,579
HOME Fund	478,574	796,782	418,693	785,357	40,273	48,975
Total All Funds	$ 3,819,468	$ 3,984,024	$ 4,067,022	$ 4,132,553	$ 2,851,987	$ 2,816,337
Comparative Ratios:						
Per Capita	$ 33.05	$ 34.36	$ 34.95	$ 37.86	$ 24.99	$ 23.23
Per Household	$ 78.34	$ 81.43	$ 82.84	$ 88.99	$ 57.98	$ 52.07



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	29.00	29.00	29.80	29.30
Part Time Positions	.75	.75	.75	.75
Total	29.75	29.75	30.55	30.05

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4401 Administration	211,701	268,590	273,465	280,960
4411 Neighborhood Services	12,550	24,505	25,471	25,121
4412 Comprehensive Planning	178,424	247,363	260,011	256,481
4413 Current Planning	286,228	261,805	264,478	178,115
4414 Transportation	937,769	936,821	936,821	1,033,021
4420 Historic Preservation	94,149	88,008	89,171	91,422
4431 Building Inspection	837,142	844,396	846,170	750,663
6601 CDBG Administration	149,571	140,226	173,083	151,579
6604 CDBG Housing	546,638	0	572,997	0
6608 Commercial Facade Program	93,024	0	173,487	0
6802 HOME Administration	48,794	40,273	30,281	48,975
6803 Single/Multi Family Housing	502,508	0	584,833	0
6804 First Time Home Buyers	234,055	0	253,583	0
Total	4,132,553	2,851,987	4,483,851	2,816,337

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2010-11 Operating Budget*

Source of Funding				
General Fund	2,557,963	2,671,488	2,695,587	2,615,783
Community Dev Block Grant Fund	789,233	140,226	919,567	151,579
HOME Program Fund	785,357	40,273	868,697	48,975
Total	4,132,553	2,851,987	4,483,851	2,816,337

Direct/Offsetting Revenues				
Planning Exams and Licenses	112,259	100,000	100,000	150,000
Building Permits	487,298	750,000	560,000	625,000
Planning and Zoning Fees	17,883	25,000	17,627	11,000
Board of Adjustment Fees	4,800	4,050	2,844	3,000
CDBG Federal Grant	812,373	698,430	750,000	818,019
HOME Program Grant	463,215	400,000	490,000	487,038
Total	1,897,828	1,977,480	1,920,471	2,094,057

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Implemented Unified Development Ordinance.	1,2
* Continued 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
* Continued revitalizing the Independence Square by offering Commercial Facade funding.	1,2
* Enhanced community development and land planning by starting to update elements of the City's Comprehensive Plan.	1234
* Combated the foreclosure crisis by implementing a Neighborhood Stabilization Program in coordination with other departments and agencies.	1,2

2010-11 Objectives	**Goal Ref**
* Streamline development processes among City departments by publishing a comprehensive development guide and by training front-line staff.	1,2
* Combat the foreclosure crisis by implementing a Neighborhood Stabilization Program in coordination with other departments and agencies.	1,2
* Continue 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
* Enhance community development and land planning by updating elements of the City's Comprehensive Plan.	1234
* Evaluate 90% of Tax Increment Financing (TIF) certification requests within 10 days.	3
* Develop and produce a quarterly TIF progress and compliance report.	3
* Update TIF report booklet and make available to the public and organizations.	3
* Produce State TIF report one month ahead of November deadline.	3
* Provide better customer service, establish electronic internal access to TIF plans and agreements.	3

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	.00	.00	1.00	1.00
Total	2.00	2.00	3.00	3.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	204,198	264,415	268,620	276,370
Other Services & Charges	3,691	1,700	2,295	2,115
Supplies	3,467	2,475	2,550	2,475
Capital Outlay	345	0	0	0
Other Expenditures	0	0	0	0
Total	211,701	268,590	273,465	280,960

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* To measure customer satisfaction, an Assistance Survey was sent to all property owners receiving the Certificate of Tax Abatement in the Fairmount-Carlisle 353 Area.	1,2
* Staff began to work with the Great Northwest Independence Neighborhood Initiative (GNWINI) Advisory Committee in the implementation of Action Steps regarded as priority for the 2009-2010 budget year.	1,2
* To continue operation of the Fairmount-Carlisle Redevelopment Corporation, Staff implemented 2009-10 Annual Goals and Objectives for the Fairmount-Carlisle Redevelopment Corporation.	1,2
* To ensure efficient operations of the Fairmount-Carlisle Tax Abatement Program, staff established an efficiency measurement system to gauge process administration, and processed 100% of all applications within one month of rehabilitation completion; processed 62 new parcel specific tax abatement applications; granted 39 certificates of tax abatement to property owners in the revitalization area.	1,2
* Successfully challenged US Census estimates to raise official population by 10% to 121,212.	1,2

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 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	50	40	60
Implementation of Action Steps for GNWINI	0	2	2	2
Completion of Tax Abatement in the Fairmount-Carlisle Area.	36	30	20	30

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

2010-11 Objectives	**Goal Ref**
* Staff will absorb additional responsibilities for administration of Midtown Truman Road Corridor (MTRC) Tax Abatement by completing approximately 75 five-year inspections, providing quarterly reports to the Board of Directors, and submitting quarterly requests to the City's TIF fund for reimbursement.	1,2
* Staff will continue to administer the Fairmount-Carlisle Tax Abatement Program by accepting 60 new applications, inspecting 30 completed properties, submitting monthly reports to the Board of Directors, and providing monthly agendas, minutes, and financial reports.	1,2
* Staff will continue to collect customer satisfaction surveys on all completed Tax Abatement parcels.	1,2
* Conduct redistricting activities following the census to accurately distribute population into Council Districts.	1,2

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Comm Develop Prog Spec	.00	.00	.50	.50
Neighborhood Services Coord	1.00	1.00	1.00	1.00
Neighborhood Services Manager	.80	.80	.80	.80
Total	1.80	1.80	2.30	2.30

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	12,550	24,505	25,471	25,121
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	12,550	24,505	25,471	25,121

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Participated in Mid-America Regional Council (MARC) 2040 Transportation Outlook to develop region's transportation priorities and strategies.	4
* Completed the 2010-2016 Capital Improvement Program.	3
* Revised Comprehensive Planning division's website to make long range plans, census information and Capital Improvement Program information more readily available to the public.	1
* Assisted the Power & Light Engineering division in upgrading mapping capabilities and assisted the Police Department to upgrade mapping capabilities with the New World Systems software.	3
* Started the update on Land Use and Transportation sections of the Comprehensive Plan. Prepared citizen surveys on Land use and Transportation in electronic and paper forms. Received 439 completed surveys. Conducted 20 face-to-face interviews with development stakeholders.	1,2,4
* Cross training of personnel in other job duties/functions to ensure essential job functions are being delivered.	3
* Assisted twelve departments/divisions within the City with GIS service to produce specialized maps.	3
* Completed FY 2008/2009 License Surcharge Annual Report.	3
* Provided the US Census with accurate address, city limit and new construction activity databases.	1

2010-11 Objectives	**Goal Ref**
* Capital Improvement Program (CIP) - Prepare CIP for distribution to departments in a timely fashion and obtain adoption in accordance with the City Charter.	3
* Geographic Information System (GIS) - Improve the city's mapping function on the website - Use GIS technology to create efficiencies and effectiveness throughout the City - Provide citizens and other City departments with accurate and timely GIS products within established deadlines	1
* Comprehensive Plan - Complete the Land Use and Transportation section - Complete the Economic and Housing sections	1,2,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

2010-11 Objectives **Goal Ref**

- Complete the Northwest Independence portion of the Comprehensive Plan

* Regional Planning 1,2,4

- Participate in Regional Planning efforts through MARC to ensure the needs of Independence citizens are recognized and included in future regional plans

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst Dept Director	.00	1.00	1.00	1.00
Planning Manager	1.00	.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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	169,264	237,438	241,231	247,061
Other Services & Charges	7,790	8,925	17,256	8,420
Supplies	1,370	1,000	1,524	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	178,424	247,363	260,011	256,481

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Initiated rezoning on 685 parcels in western Independence to improve the sustainability of the area and prevent the further conversion of single-family residences into two-family and multiple-family structures.	1
* Completed two amendments to the Unified Development Ordinance (UDO) to clarify language and to address minor policy issues realized since the UDO's adoption in July 2009.	1
* Revised the Current Planning division's website to make planning and zoning information more readily available to the public.	1
* Improved the responsiveness to development by reducing review time on administrative development applications.	1,2
* Cross training of personnel in other job duties/functions to ensure essential job functions are being delivered.	3
* Participated in Neighborhood Code Compliance Program neighborhood meetings by addressing zoning-related questions.	1
* Initiated survey of abandoned signs along US 24 Hwy, Truman Road, 23rd Street, US 40 Hwy, and Noland Road.	1,2
* Coordinated review with the various departments on the firework sales locations to ensure compliance with City regulations.	1
* Responded to 31 Citizen Action Center requests for zoning information and zoning enforcement.	1
* Provide staff support to 23 Planning Commission and 12 Board of Adjustment meetings.	1
* Processed over 167 code violation cases, resulting in 418 inspections. 154 cases were brought into compliance without further action and 13 resulted in court proceedings.	1,2

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Rezoning Cases	21	12	15	10

Special Use Permit Cases	15	8	0	1
Preliminary Plat Cases	4	1	0	0
Final Plat Cases	28	16	4	2
Home Occupation Cases	6	10	5	6
Preliminary and Final Development Plan Cases	4	1	1	1
Site Plan Cases	16	9	7	9
Ordinance Text Amendment Cases	3	1	3	3
Easement and/or Right-of-Way Vacation	2	2	1	2
Historic Designations	1	0	1	0
Board of Adjustment Cases	33	32	20	20
Building and Demolition Permits Reviewed	507	377	310	350
Sign Permits Issued	268	287	190	250
Code Violations Inspections	872	885	600	500
Minor Plat Cases	20	15	N/A	N/A

2010-11 Objectives	**Goal Ref**
* City Initiated Rezonings - In order to stabilize neighborhoods and encourage redevelopment, initiate corrective rezonings on residential properties in northwest Independence neighborhoods.	1
* Unified Development Ordinance - Continue UDO amendment process to ensure current and effective trends are considered. Identify and monitor issues in the planning field for potential amendments to the UDO that will be beneficial to the community.	1
* Development Review Process - Guide the development process to provide for the general welfare of the community and promote efficient and economic processes of land development.	1,2
* Customer Service - Provide user friendly information. Revise informational brochures to reflect current ordinances. Maintain current information on the City website and department web page.	1
* Inspections/Enforcement - To improve aesthetics along the City's thoroughfare, and implement the UDO's policies for removal of abandoned signs.	1,2

Staffing:

Position Title	**2007-08 Budget**	**2008-09 Budget**	**2009-10 Budget**	**2010-11 Budget**
Planner	2.00	2.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.50
Total	5.00	5.00	5.00	4.50

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	276,522	248,667	251,834	168,574
Other Services & Charges	7,233	11,193	10,750	7,154
Supplies	2,473	1,945	1,894	2,387
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	286,228	261,805	264,478	178,115

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Secured $175,068 grant funding for transit operations through the Federal Job Access Reverse Commute funding source.	4
* Completed transit study in concert with the Kansas City Area Transit Authority (KCATA) where an outside consultant examined the transit operation of our current system and made recommendations based upon different funding scenarios.	3,4
* Participated with Mid-America Regional Council (MARC) and KCATA in preparing a Bus Rapid Transit (BRT) study as part of the Smart Moves Urban Corridor Study, which includes two potential routes serving Independence and Eastern Jackson County.	4
* An energy audit was completed at the Transit Center resulting in more accurate assessment of utility costs.	3,4
* Initiated the 6-week trial period of Inde-Bus during the 2009 holiday shopping season along the 39th Street retail corridor including the Independence Center and surrounding businesses.	1,3,4
* Analyzed several transit stop sites at a major grocery retailer and coordinated communication concerning the optimal site with the retail operator and KCATA.	1,4

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Ridership/Inter-City Routes	124,971	108,320	137,372	108,000
Ridership/Intra-City Routes	291,555	265,450	307,434	270,000
Average Daily Ridership - Intra-City Buses (calendar year)	934	862	985	876

2010-11 Objectives	**Goal Ref**
* Initiate a second season of the Inde-Bus shuttle service for the 2010 holiday shopping season; review service options.	1,3,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

2010-11 Objectives	**Goal Ref**
* Initiate a "Deviated Fixed-Route" transit route providing service from the Transit Center to the Social Security office on Lee's Summit Road and Centerpoint Medical Center.	1,3,4
* Monitor the transit system for efficiencies in serving the citizens of Independence and securing funding from all possible sources.	1,3,4
* Continue to participate in regional efforts to ensure that the needs of Independence transit users are recognized and included in future Smart Moves Plan.	1,4

Program Costs

Expenditure Category	**2008-09 Actual**	**2009-10 Original Budget**	**2009-10 Revised Budget**	**2010-11 Adopted Budget**
Other Services & Charges	937,769	936,821	936,821	1,033,021
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	937,769	936,821	936,821	1,033,021

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Addressed maintenance and vandalism issues at the Truman Depot, the Old Mill office, the 1827 Log Courthouse, and the Vaile Mansion.	1,3
* Surveyed city-owned historic sites about building maintenance issues. 225 surveys were distributed between April and October 2009. Of those, 31% were returned with an average overall satisfaction rate of 98.25% (excluding the Bingham). Minimal complaints centered on the lack of upkeep for landscaping at the Vaile Mansion during summer months. Tours and docents were overwhelmingly well-received. The results were as follows: - Vaile Mansion: 75 surveys distributed, 72% of those returned, and 98% overall satisfaction rate - Chicago & Alton Depot: 75 surveys distributed, 21% of those returned, and 98.5% overall satisfaction rate - Bingham-Waggoner Estate: 75 surveys distributed, and 0% of those returned	1
* Repaired stone sills, flashing, and roof at the Vaile Mansion.	1
* Assisted the National Park Service in the establishment of the expansion of the Harry S Truman national Historic Landmark District. - Provided revisions of the existing survey to the National Park Service	1
* Individually designated the historic Schowengerdt Home.	1
* Assisted with planning and implementation of the 2009 Annual Missouri Preservation Statewide Conference held in Independence in November 2009. Estimated state-wide conference attendance was 225.	1,2
* Continued Preservation Month activities (May 2009) 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 67 total). - Four lectures were held concerning local history (attendance was 63 total).	1,2
* Assisted with local efforts to restore the Jackson County Courthouse.	1
* Updated the Historic Preservation component (Chapter 11) of the City's Comprehensive Plan.	1
* Renewed programmatic agreement with the State Historic Preservation Office for all Housing and Urban Development (HUD) projects.	1
* Assisted in energy audits of city-owned historic sites.	3

2009-10 Accomplishments **Goal Ref**

* Secured State Historic Preservation Fund grant for $15,000 to revise the Historic Preservation Design Guidelines. 3
* Completed preservation web upgrades and held year-round public outreach/education sessions. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Heritage Commission Cases/Reviews	13	10	10	10
Demolition Permits	61	59	76	50
Dangerous Buildings	52	72	47	65
Locally Designated Historic Properties	1	1	0	1

2010-11 Objectives **Goal Ref**

* Renew lease agreements for city-owned properties including: Bingham-Waggoner, Vaile Mansion, Chicago & Alton Depot, Fire Station Number One, Mill Office and the Truman Depot. 3
* Repair front stone steps at Vaile Mansion. 1
* Provide assistance to the National Park Service for the designation of the expanded Harry S Truman National Historic Landmark District. 1
* Continue annual city-owned historic sites satisfaction survey at Vaile, Mansion, Bingham-Waggoner Estate and Chicago & Alton Depot. 1
  - Increase overall return rate to 75% with an overall satisfaction rate of 99%
* Historically designate individually listed, city-wide properties. 1
* Assist the National Park Service in expanding the Harry S Truman National Historic Landmark District. 1
* Complete revisions to the Historic Preservation Design Guidelines. 1
* Implement recommendations of the energy audits for city-owned historic sites. 1
* Recommend a 2% for preservation program providing a dedicated funding source through building permit revenue for community preservation-related projects. 1,2,3
* Continue Preservation Month activities (May 2010) including preservation awards, local tours, workshops, and lectures: 1,2
  - 2010-11 Objective-Increase tour attendance by 25%
  - W.Z. Hickman Preservation Awards are presented at the first City Council meeting in May - open to city-wide preservation projects
  - 2010-11 Objective-Increase lecture attendance by 20%
* Continue the Celebrating A Century Recognition Program. 1
* Coordinate with Parks and Tourism Departments to identify new

2010-11 Objectives **Goal Ref**

"friends of an organization" for Spring Cabin and Log Courthouse.

* Civil War roundtable to plan at least one activity for 150th anniversary of 1st Battle of Independence 1862.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	63,927	65,198	66,309	68,412
Other Services & Charges	27,529	22,560	22,585	22,760
Supplies	1,284	250	277	250
Capital Outlay	1,409	0	0	0
Other Expenditures	0	0	0	0
Total	94,149	88,008	89,171	91,422

Significant Issues

* Chronic vandalism, particularly at the Truman Depot.
* Need for development of a long-term maintenance plan and funding support for stabilization and repair of city-owned sites (Truman Deport, Vaile Mansion, Bingham-Waggoner Estate, Chicago & Alton Depot, 1827 Log Courthouse, and the Spring Cabin).

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Issued residential permits within 1-3 days.	1,3
* Issued Commercial permits within 14-21 days for a full permit.	1,3
* Established permitting and licensing for Low Voltage Electrical installation.	1,3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
No. of Building Inspections	10,240	11,840	6,749	7,440
Number of Bldg. Permits Issued	4,083	3,792	2,601	3,510
Question Survey to Builders on Service	100	100	100	100

2010-11 Objectives	**Goal Ref**
* Establish a Change of Use Permits to ensure proper occupancy.	1,3
* Continue cross training Permit Technicians for the dangerous buildings process.	1,3
* Recommend change to the homeowner, electrical, mechanical, plumbing and building permits.	1,3
* Establish a rental inspections program.	1,3
* Establish licensing for Home Inspections.	1,3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	705,688	723,617	734,422	639,849
Other Services & Charges	119,081	105,792	96,761	100,680
Supplies	12,373	14,987	14,987	10,134
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	837,142	844,396	846,170	750,663

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2010-11 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Completed development and adoption of the 2010-15 Consolidated Plan for Housing and Community Development.	1
* Submitted applications for federal Economic Stimulus Act Grant Funds through Community Development Block Grant-Recovery (CDBG-R), Neighborhood Stabilization Program (NSP) and Environmental Protection Agency (EPA) Brownfield Programs and secured $4.8 million dollars to support community development, housing, public facilities and homeless services projects and programs.	1,2,3
* Completed two Commercial Facade Improvement projects within eligible revitalization areas.	1,2
* Completed 30 minor home repair projects for low and moderate income homeowners through the NorthWest Communities Development Corporation Home Repair Program.	1
* Completed 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
* Completed Integrated Disbursement Information System (IDIS) cross-training between CDBG and HOME staff to improve program administrative efficiency.	3
* Organized capacity building event for local construction trade contractors for education and networking. Provided information on insurance, licensing, and permit requirements for federal contracts.	1
* Completed stabilization of National Register Listed Swinney Hall and acquisition of property for IBS Industries Maywood Redevelopment Project through CDBG Recovery Program.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Citizen Participation Hearings	5	6	7	5

Federal Grants Administered	5	5	5	5
Subrecipient Programs Monitored	27	27	27	27
Projects Administered	25	27	27	27
Leveraged Funding	$12.1MIL	$12.5MIL	$6.3MIL	$10.0MIL

2010-11 Objectives **Goal Ref**

* Undertake a targeted Neighborhood Investment Block Makeover Pilot Project utilizing CDBG, HOME, NSP and Weatherization Assistance Program funds in partnership with Missouri Department of Natural Resource Transform Missouri Housing Initiative. — 1,2
* Complete four Commercial Facade Improvement projects. — 1
* Complete construction of curbs and sidewalk infrastructure on North Ash and Hardy Avenues in partnership with the NWCDC's Norledge Place Redevelopment Project. — 1
* Complete CDBG Public Facility Improvements at Hiram Young Park, Fairmount Community Center, Community Services League, Hope House and Drumm Farm Institute. — 1
* Implement the Job Training Assistance Program designed to create 100 Low and Moderate income jobs for Independence residents. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	1.00
Community Dev Programs Supvr	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	139,420	118,360	118,360	128,899
Other Services	10,334	16,234	49,091	16,699
Supplies	183-	4,632	4,632	4,981
Capital Outlay	0	1,000	1,000	1,000
Other	0	0	0	0
Total	149,571	140,226	173,083	151,579

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 NWCDC Independence Minor and Emergency Home Repair Program, the Neighborhood Stabilization Program, and the Commercial Facade Improvement Program.
* Revitalization/Redevelopment strategy for Northwest Independence/24 Highway Corridor and Fairmount-Carlisle 353 Redevelopment as it continues to be a blighted area.
* 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 *2010-11 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2010-11 will be the 16th 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 2010-2011 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).

2009-10 Accomplishments **Goal Ref**

* Managed the HOME Program as a participating jurisdiction for the 15th year. 1
* Worked with NorthWest Communities Development Corporation (NWCDC) in completing two homes for rehabilitation and began construction of six infill houses. 1
* Completed 42+ First Time Home Buyer Grants. 1
* Truman Heritage Habitat for Humanities completed five homes for very low income families. 1
* Improved design standards of affordable housing, staff worked with Habitat for Humanity and NWCDC to ensure and upgrade the quality of the homes. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Multi-Family Units	4	0	0	4
First Time Home Buyers	76	51	55	45
Single-Family Units	4	2	4	2

2010-11 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 2011. 1
* To assist in homeownership opportunities, HOME funds will be utilized to provide funds for 40 first time home buyers throughout the City of 1

2010-11 Objectives **Goal Ref**

Independence. All funds will be expended by June 2011.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

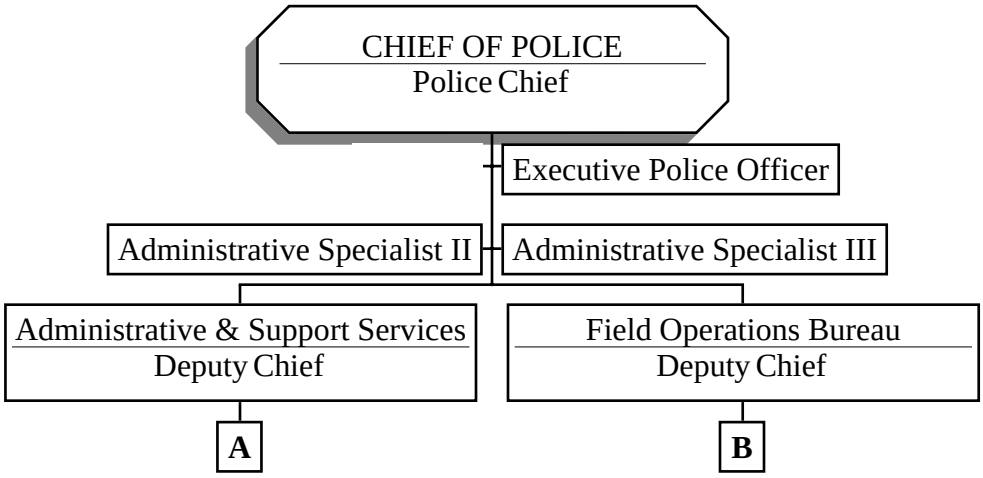
Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	47,904	32,823	32,823	41,525
Other Services	844	6,450	3,592-	6,450
Supplies	46	500	550	500
Capital Outlay	0	500	500	500
Other	0	0	0	0
Total	48,794	40,273	30,281	48,975

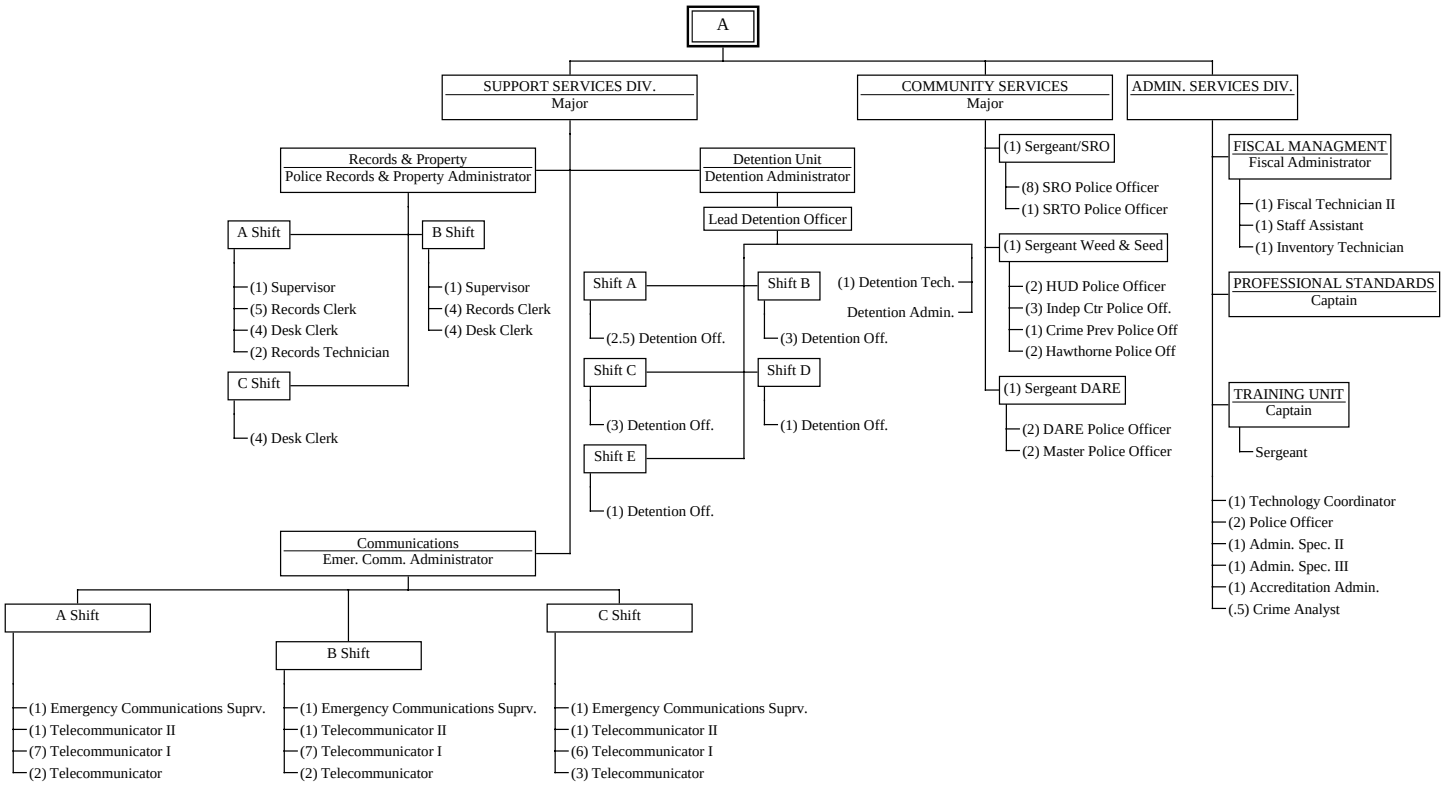
Significant Issues

* Single-family housing development in NorthWest Independence continues to be an area of focus. The coming years will see an influx of development funds not only from HOME but NSP, Habitat for Humanity, and possible 12 Blocks West. The challenge will be to monitor quality as homes are built and rehabbed through these programs.

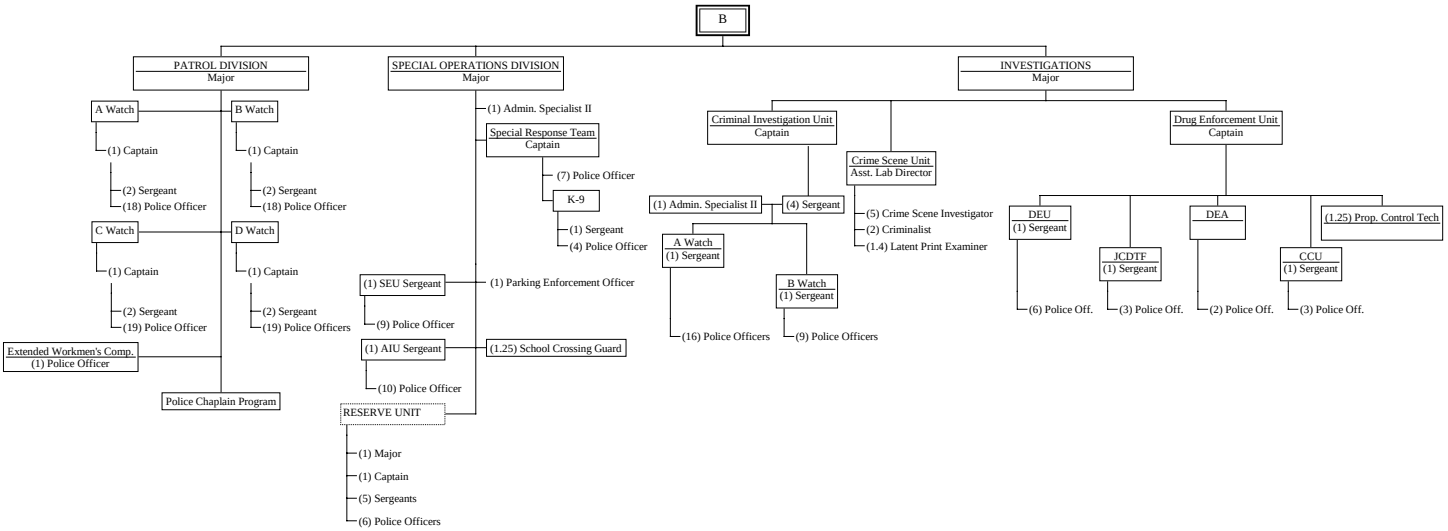
City of Independence, Missouri
Police Department



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



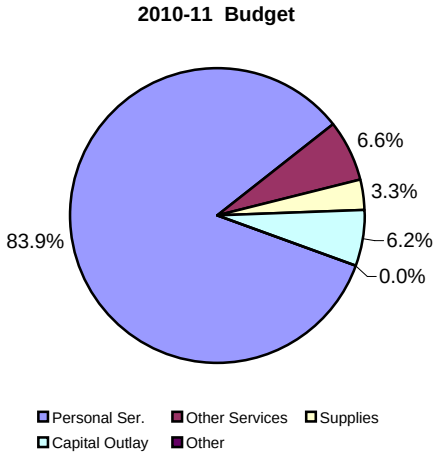
City of Independence, Missouri
Police Department (Cont'd.)



Police

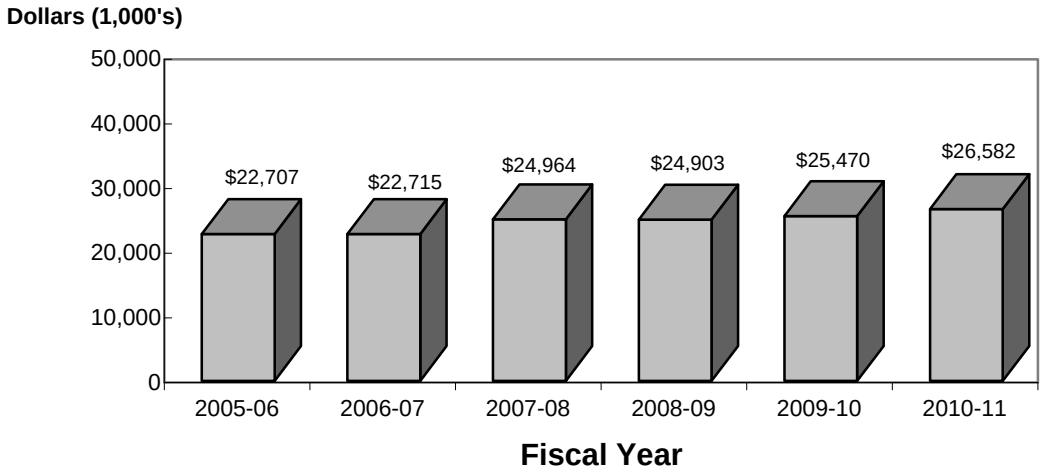
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 20,875,812	$ 21,351,793	$ 21,421,903	$ 22,307,722
Other Services	1,538,876	2,266,180	1,766,577	1,750,723
Supplies	1,619,660	990,314	1,350,609	881,556
Capital Outlay	817,462	809,356	1,049,005	1,641,594
Other	51,106	51,862	51,862	-
Total	$ 24,902,916	$ 25,469,505	$ 25,639,956	$ 26,581,595



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	281.50	281.50	283.00	290.40	290.40	292.90
Amount by Fund:						
General Fund	$ 19,892,356	$ 21,274,620	$ 22,314,906	$ 22,851,533	$ 23,367,731	$ 24,321,451
Police Public Safety	2,814,841	1,440,380	2,649,194	2,051,383	2,101,774	2,260,144
Total All Funds	$ 22,707,197	$ 22,715,000	$ 24,964,100	$ 24,902,916	$ 25,469,505	$ 26,581,595
Comparative Ratios:						
Per Capita	$ 196.52	$ 195.90	$ 214.54	$ 228.13	$ 223.17	$ 219.30
Per Household	$ 465.74	$ 464.28	$ 508.48	$ 536.23	$ 517.75	$ 491.44



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	281.00	288.00	288.00	291.00
Part Time Positions	2.00	2.40	2.40	1.90
Total	283.00	290.40	290.40	292.90

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,801,653	1,802,999	1,824,650	1,809,184
4512 Police Grant Expenditures	375,933	554,898	554,898	223,556
4513 Training and Equipment	149,358	166,639	166,639	1,128,490
4514 Police Forfeiture Expenditures	73,467	0	117,823	0
4532 Patrol	6,680,928	6,675,001	6,683,451	6,637,089
4533 Traffic Unit	1,756,659	1,789,917	1,792,480	0
4534 Investigations	2,280,540	2,317,338	2,322,705	4,170,513
4535 Special Operations	1,200,419	1,095,938	1,097,578	3,020,497
4536 Community Services	1,414,164	1,518,037	1,520,302	1,469,565
4537 Drug Enforcement Unit	1,422,245	1,342,779	1,344,419	0
4538 Drug Abuse Resistance Educ.	398,636	389,928	389,928	230,672
4542 Crime Scene	782,991	802,852	804,115	750,693
4543 Detention	1,283,124	1,311,817	1,312,939	1,337,102
4544 Records	1,278,542	1,369,199	1,371,097	1,395,260
4545 Communications	1,952,874	2,230,389	2,235,158	2,148,830
4562 Communications (Sales Tax)	828,670	129,942	1,119,938	278,120
4563 Facilities (Sales Tax)	120,144	295,881	50,885	965,904
4564 Equipment (Sales Tax)	1,102,569	1,675,951	930,951	1,016,120
Total	24,902,916	25,469,505	25,639,956	26,581,595

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2010-11 Operating Budget*

Source of Funding				
General Fund	22,851,533	23,367,731	23,538,182	24,321,451
Police Public Safety Sales Tax	2,051,383	2,101,774	2,101,774	2,260,144
Total	24,902,916	25,469,505	25,639,956	26,581,595

Direct/Offsetting Revenues				
Jackson County Drug Task Force	329,924	300,000	424,683	495,486
Jackson County DARE Program	314,274	293,218	294,363	228,134
Police Services Reimbursement	37,316	30,000	14,112	3,500
Sale of Police Reports	38,700	33,000	28,365	25,000
School Resource Officers	437,136	509,000	522,907	457,538
Alarm Charges	37,425	40,000	32,587	31,600
Total	1,194,775	1,205,218	1,317,017	1,241,258

Key Budget Changes

* The Crime Overview Response and Evaluation ("CORE") was successfully implemented during the 2009-10 fiscal period. In 2010-11, the CORE's Phase II process will include the implementation of the "Community Oriented Problem Solving" strategy.
* Part I crimes experienced a decrease at the end of the 2009 compared to 2008. The Police Department attributes this reduction to the implementation of the CORE process.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Participated in three criminal justice career fairs; University of Central Missouri, Johnson County Community College, and ITT Technical Institute. — 7
* Participated in a Metro School Districts Career Day in Kansas City. The event targeted graduating high school seniors from the metro area. — 3
* The recruitment of vacant positions within the Police Department are posted on the City of Independence's website, and Career Builder.com website in order to attract and hire highly qualified applicants from diverse backgrounds. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Police Officer Applicants	632	501	450	225
Police Officers Hired	14	22	12	12
Civilian Applicants	687	840	400	400

2010-11 Objectives — **Goal Ref**

* Implement recruitment strategies aimed at hiring highly qualified applicants from diverse backgrounds, including the development of internet/media advertising appealing to various cultures and ethnicities. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	2.00	2.00	2.00	1.00
Executive Officer-Police	.00	.00	1.00	.00
Police Major Executive Officer	.00	.00	.00	1.00
Deputy Chief of Police	2.00	2.00	1.00	2.00
Police Captain	2.00	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	.00	1.00	1.00	2.00
Police Officer	2.00	1.00	1.00	.00
Police Sergeant	1.00	1.00	1.00	1.00
Crime Analyst	.00	.00	.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	18.00	18.00	18.00	19.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,570,007	1,542,582	1,564,348	1,687,074
Other Services & Charges	140,116	153,054	155,254	103,530
Supplies	91,530	107,363	105,048	6,580
Capital Outlay	0	0	0	12,000
Other Expenditures	0	0	0	0
Total	1,801,653	1,802,999	1,824,650	1,809,184

Significant Issues

* The Previous fiscal years Service Delivery Background Data were based on a calendar year. Effective July 1, 2010, the data is based on the fiscal calendar year (July 1st through June 30th) to mirror the City's budget calendar year.

Significant Issues

* The Police Department developed an eligibility list for police officers at the end of 2008-09 Fiscal Year. The eligibility list is still in effect, so no police officer vacancies were posted in 2009-10 Fiscal year; therefore, the projection for 2010-11 Fiscal Year is significantly different than previous years, and is dependent upon future vacancies.

City of Independence
Detail Program Summary

Department: 4500 - Police *2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	364,856	554,898	554,898	223,556
Other Services & Charges	7,886	0	0	0
Supplies	3,191	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	375,933	554,898	554,898	223,556

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4513 - Training and Equipment — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* The implementation of a successful on-line training program, LocalGovU, which offers numerous POST training opportunities for sworn and civilian staff, resulted in a dramatic increase in POST approved on-line training completions. The department issued over 1,000 certificates for successful completions of general and specialized classes taken by employees since its implementation. — 3
* The orientation schedule for new police officers was improved and updated to provide critical training before an officer begins the FTO program. The improved orientation schedule added modules for new officers; included, police radios, In-Car Video/Audio, ETS, and CORE. — 3
* Recordkeeping for sworn and civilian employees was improved with binders created for employees documenting POST and other training activities. These binders were formatted for accessibility for employees to monitor their own progress through the 2009-10 POST cycle. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
In-Service Training Hours	4,800	4,199	4,000	4,800
Supervisory Training Hours	200	351	300	400

2010-11 Objectives — **Goal Ref**

* Develop and implement a driver obstacle training course for department personnel. The course will develop and demonstrate the skills required for safe emergency vehicle operation. — 3
* Develop and implement a leadership training program for sworn personnel. The training will demonstrate and develop leadership skills required to achieve department goals and mission. — 3

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4513 - Training and Equipment — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	98,617	134,417	134,417	437,564
Supplies	50,812	32,222	32,222	690,926
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	149,358	166,639	166,639	1,128,490

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4532 - Patrol | *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.

2009-10 Accomplishments	**Goal Ref**
* Successfully integrated intelligence-led policing into patrol strategies.	3
* Introduced the concept of Community-Oriented Problem Solving ("COPS").	3
* Helped evaluate strategies for reducing response times for calls for service.	3
* Restructured the Chaplain program to assign responsibility for different elements of the Police Department.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Officers Crisis Intervention Team (C.I.T.) Certified	N/A	6	6	7
Chaplain Training Hours	149	138	80	90
Chaplain Call-Outs	18	29	45	45
Chaplain Civilian Contacts	730	1,027	1,350	1,350

2010-11 Objectives	**Goal Ref**
* Community-oriented problem-solving ("COPS"), involves the department working with the community to address crime and disorder issues. An important element of COPS is engaging the community in the recognition that not all crime and disorder problems have police-specific solutions, but require the active participation of citizens and businesses. Within this fiscal year, the Patrol Division will seek to identify eight crime and disorder issues conducive to the COPS approach and apply the principles of COPS.	1
* The Police Chaplains provide a valuable service to both the community and the employees of the Police Department. The department can increase the support services offered by the Police Chaplains by developing promotional materials to distribute to police personnel and conducting two interactive events annually.	3

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4532 - Patrol | *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	26.00	22.00	25.00	24.00
Police Officer	47.00	52.00	50.00	50.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Officer Recruit	1.00	.00	.00	.00
Total	87.00	87.00	88.00	87.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	6,311,580	6,297,455	6,305,905	6,626,939
Other Services & Charges	122,374	103,388	104,509	1,650
Supplies	246,974	274,158	273,037	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	6,680,928	6,675,001	6,683,451	6,637,089

Significant Issues

* Numerous retirements are anticipated over the next five years, necessitating quality hiring and recruitment.
* The concept of Community Oriented Problem Solving needs to be expanded to help effectively utilize resources. The Patrol Division will strategically identify, develop, and plan to address these needs.
* Police officers are requiring efficient real-time intelligence information to enhance their capabilities to address crime. The Police Department is in the process of upgrading its police computer software that will assist with some of these issues. The expected implementation of this upgrade is August/September 2010 time frame.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4533 - Traffic Unit — *Fund: 02 - General Fund*

Description

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Major	1.00	1.00	1.00	.00
Master Police Officer	13.00	13.00	10.00	.00
Police Officer	3.00	4.00	6.00	.00
Police Sergeant	2.00	2.00	2.00	.00
Police Officer Recruit	1.00	.00	.00	.00
Parking Enforcement Off	1.00	1.00	1.00	.00
Administrative Spec II	1.00	1.00	1.00	.00
School Cross Guard	1.25	1.25	1.25	.00
Total	23.25	23.25	22.25	.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,693,833	1,679,315	1,681,878	0
Other Services & Charges	14,220	52,718	52,718	0
Supplies	48,606	57,884	57,884	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,756,659	1,789,917	1,792,480	0

Significant Issues

* This cost center was combined with cost center 4535 - Special Operations for the 2010-11 Fiscal Year.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4534 - Investigations — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* The creation of the Special Victim's Unit was completed; however, due to manpower constraints within the division, the detectives have not been able to work strictly on sex crime cases. The full benefits of this specialized squad will not be experienced until the unit works full-time on sex crime cases only.	3
* The implementation of two proactive detectives within the division has paid huge dividends in results. With the drastic increase in armed robberies that we experienced during the past fiscal year, the detectives were instrumental in clearing a majority of the robberies; in addition, accomplishing the goal of executing six sting operations.	3
* The implementation of the Career Criminal Unit was a huge success. The unit was instrumental in identifying and removing violent and persistent offenders from the community. In addition, the unit assists in the investigation of major cases within the division.	3
* An overtime funding source was secured for the Career Criminal Unit through the United States Marshals Service to assist in the identification and removal of violent and persistent offenders from the community.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Criminal Cases Assigned	2,115	2,117	2,200	2,300

Drug Arrests	524	475	570	575
Drug Cases Assigned	526	566	566	600

2010-11 Objectives **Goal Ref**

* Implement the Gang Unit, which consists of two fulltime detectives; one part-time sergeant and one career criminal detective who is a liaison with the Gang Unit. The Gang Unit will identify gang members living-in and frequently visiting Independence. The new unit will conduct surveillance, residence checks, and car checks of gang members in an effort to reduce gang related crimes. The career criminal liaison detective will provide the unit with additional manpower, which could possibly include federal and state agencies, if applicable. — 3
* The Drug Enforcement Unit, a unit within the Investigations Division, will focus on the street level narcotics dealers, which will consist of increasing the number of knock and talks through the development of more informants. In addition, the unit will focus on non-traditional drug investigative techniques; such as, internet investigations. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Investigative Clerk	1.00	1.00	.00	.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	2.00
Property Control Technician	.00	.00	.00	1.25
Master Police Officer	14.00	13.00	16.00	27.00
Police Officer	3.00	3.00	3.00	6.00
Police Sergeant	4.00	3.00	4.00	7.00
Administrative Spec II	1.00	1.00	2.00	2.00
Total	25.00	23.00	27.00	46.25

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	2,192,872	2,229,901	2,235,153	4,143,653
Other Services & Charges	30,229	28,519	28,634	16,860

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4534 - Investigations | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Supplies	57,439	58,918	58,918	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,280,540	2,317,338	2,322,705	4,170,513

Significant Issues

* Cost center 4537 - Drug Enforcement Unit has been combined into this cost center for the 2010-11 Fiscal Year.

Description

The Special Operations Division is comprised of five units. The units are the Accident Investigation, Selective Enforcement, Canine, Special Response Team, and Explosive Ordinance Disposal. This division provides support, coordination, and proactive patrol and enforcement in high-crime and/or violation areas. Officers assigned to this division receive specialized training, which depends on the assigned duties and unit. An explanation of each of the five units is necessary to understand the scope of responsibilities within this division. The first unit is the Accident Investigation Unit, which focuses primarily on radar/laser operation, accident reconstruction, photography, and D.W.I. enforcement. Likewise, the second unit, the Selective Enforcement Unit focuses on responses to traffic complaints and enforcing traffic laws. In addition, this unit supports special events; such as, Santa-Cali-Gon and the Halloween Parade. The third unit, the Canine Unit, primarily assists the Patrol Division, and to provide specialized assistance with building, field, and narcotic searches. The fourth unit, the Special Response Team Unit, is divided into two sections: seven full-time and eighteen part-time officers. The part-time officers are assigned to other divisions as well. The focus of this unit is on high-crime areas; however, this unit assists other divisions in the resolution of difficult police situations outside the standard patrol response using critically developed skills, tactics, and specialized equipment. The unit received a regional designation as part of the Kansas City Metro Disaster Tactical Response Team. This is an added responsibility of Homeland Security response to Weapons of Mass Destruction incidences in Kansas and Missouri. The fifth and final unit is the Explosive Ordinance Disposal Unit. This unit operates with part-time officers as well. This unit responds to suspicious or confirmed packages and devices that could potentially be hazardous. Officers with this unit receive advanced training and equipment to handle such incidences that are beyond the expectations of a patrol response. Like the Special Response Team Unit, this unit received a regional designation as participant of the Kansas City Metro Disaster Tactical Response Team, which requires additional assistance with Weapons of Mass Destruction in Kansas and Missouri.

2009-10 Accomplishments	**Goal Ref**
* Identified members of the "ESL" gang in efforts to curb the graffiti issues along 24 Hwy. SRT officers contacted several gang members and their families, and discussed the issues with them.	3
* SRT conducted saturation patrol efforts in high criminal activity areas including 40 Hwy (west city limits), and 24 Hwy (west city limits). Numerous warrant arrests, drug charges, citations, and other charges have resulted.	3
* The Canine Unit conducted public demonstrations, which resulted in 738 citizen contacts. The public demonstrations were provided to	3

2009-10 Accomplishments **Goal Ref**

schools, church groups, block parties, and city events.

* The Special Response Team Unit, in a coordinated effort with the Drug Enforcement Unit, and the Patrol Division, targeted the area of 27th and Westport to deal with an increase in criminal activities within this area. This collective effort was effective in decreasing the criminal activities in this vicinity. 3
* The Special Response Team Unit dedicated a considerable amount of time to the Crime Overview Response and Evaluation initiatives. The coordinated efforts with other units and division, were successful. The collaborated and proactive efforts resulted in stopping a suspect for suspicious activities. The end result of this proactive and collaborated effort was the officers clearing a residential burglary that had not yet been reported, and apprehension of the suspect. 3
* All members of the Canine Unit successfully passed and completed their certifications. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Canine Public Demonstrations	28	28	28	28
Targeted Selective Enforcement Assignments	13	12	12	12
Vehicular Accidents Reported	3,020	2,746	2,632	2,700
Traffic Summons Issued by Division	17,853	17,128	22,581	21,000
Driving While Intoxicated Arrests	511	493	485	490
Hit and Run Accidents Investigated	807	624	759	700
Driving While Intoxicated Related Accidents	184	188	214	195

2010-11 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 division 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. 3
* Conduct targeted selective enforcement of high crash and/or high traffic violation areas in an effort to reduce traffic crashes and 3

2010-11 Objectives **Goal Ref**

fatalities to ensure the safety of the streets in the City of Independence. The Accident Investigation Unit will analyze accident reports data and summons data to identify high violation areas.

* The Special Operations Division will be aware of and participate in Crime Overview Response and Evaluation Initiatives actively being worked by the department and will assist and coordinate enforcement efforts with other divisions with the department. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Major	.00	.00	.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	4.00	4.00	5.00	17.00
Police Officer	3.00	6.00	5.00	9.00
Police Sergeant	2.00	2.00	2.00	4.00
Police Officer Recruit	2.00	.00	.00	.00
Parking Enforcement Off	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.00
School Cross Guard	.00	.00	.00	1.25
Total	12.00	13.00	13.00	35.25

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,114,426	991,181	992,821	2,957,387
Other Services & Charges	12,594	27,839	27,839	36,760
Supplies	73,399	76,918	76,918	26,350
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,200,419	1,095,938	1,097,578	3,020,497

Significant Issues

* Cost center 4533 - Traffic has been combined into this cost center for the 2010-11 fiscal year.

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.

2009-10 Accomplishments **Goal Ref**

* Held two Citizen's Academy classes, bringing the total number of graduates to 861. 3
* Police - Citizen's night out was a huge success, occurring in each of the Council Districts a the same time. 3
* Continued to receive State funding for liquor enforcement, averaging a 75% to 78% compliance rate, compared to less than 50% state-wide. 3
* Two officers assigned to the Independence Center recovered $42,215.00 in stolen property. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of Block Watch Meetings	72	84	80	88
Number of Volunteer Hours	5,370	4,669	5,400	4,800
Number of Parolee Compliance Checks	N/A	187	150	170

2010-11 Objectives **Goal Ref**

* The School Resource Program in the last year experienced a 50% turnover of officers being replaced. The level of experience of these officers is significantly lower than their senior predecessors. To facilitate a smooth transition of this staff, the Major/Sergeant will meet with school officials at least quarterly to identify needs and maintain communications on management issues. 3
* Increase the number of active Block Watch meetings annually to 88 to allow more training of citizens in crime prevention in their neighborhood. 3
* Monitoring parolees in the Weed and Seed area has proven an effective part of the program. The goal is to conduct three compliance checks 3

2010-11 Objectives **Goal Ref**

quarterly.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	12.00	10.00	8.00	11.00
Police Officer	3.00	7.00	7.00	4.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	1.00	.00	.00	.00
Total	19.00	20.00	18.00	18.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,372,379	1,470,306	1,472,571	1,457,795
Other Services & Charges	11,864	16,758	16,758	6,770
Supplies	29,921	30,973	30,973	5,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,414,164	1,518,037	1,520,302	1,469,565

Significant Issues

* It is expected to be more competitive for the grants that provides funding for 99% of our liquor enforcement; therefore, it is possible that funding will be less in the next award.
* Funding for the Weed and Seed grant has lessened nationally, and will be more competitive for grant renewals; therefore, this could possibly result in a reduction in funding in the upcoming award.
* Truancy issues negatively impact the community and the school district. Truancy rates at the schools that were in the Kansas City School District are higher than the other schools and will require additional and proactive efforts to improve this issue.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4537 - Drug Enforcement Unit — *Fund: 02 - General Fund*

Description

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Police Captain	1.00	1.00	1.00	.00
Master Police Officer	7.00	10.00	9.00	.00
Police Officer	3.00	2.00	2.00	.00
Police Sergeant	2.00	3.00	3.00	.00
Total	13.00	16.00	15.00	.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,373,520	1,309,435	1,311,075	0
Other Services & Charges	24,556	12,938	12,980	0
Supplies	24,169	20,406	20,364	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,422,245	1,342,779	1,344,419	0

Significant Issues

* This cost center was combined with cost center 4534 - Investigations for the 2010-11 Fiscal Year.

City of Independence
Detail Program Summary

Department: 4500 - Police *2010-11 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 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.

2009-10 Accomplishments	**Goal Ref**
* DARE officers were assigned to a Patrol Power Shift to create more manpower on the streets, to address ongoing manpower shortages.	3
* Improvement in services provided by Family Court have improved due to quality control meetings between DARE and the Family Court.	3
* The DARE night out was a success with attendance of 250 students and their families.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
D.A.R.E. Classes	67	65	65	79
D.A.R.E. Graduates	1,546	1,532	1,540	1,978
D.A.R.E. Schools	27	27	27	27

2010-11 Objectives	**Goal Ref**
* Due to loss of funding, four middle School Resource Officers (SRO's) will be trained to teach DARE up to and including the 7th grade level.	3
* Follow-up on youth criminal cases referred to Family Court to determine training issues and other challenges that inhibit successful prosecution.	3
* To identify high-risk students and provide them additional mentoring support and life skills that will ultimately affect and enhance their future decision-making abilities.	3

City of Independence
Detail Program Summary

Department: 4500 - Police *2010-11 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	3.00	3.00	2.00	2.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	6.00	5.00	5.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	382,270	367,908	367,908	219,172
Other Services & Charges	1,310	5,827	4,020	0
Supplies	15,056	16,193	18,000	11,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	398,636	389,928	389,928	230,672

Significant Issues

* With the reduction in funding, D.A.R.E. positions were cut. The D.A.R.E. Unit will strive to maintain a high level of service and commitment to the community.
* D.A.R.E. training is in a state-of-change. The Missouri Highway Patrol no longer offers the D.A.R.E. training at their academy; therefore, finding local and affordable training will be a challenge.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* The Crime Lab underwent an accreditation process and inspection in order to meet the State mandate that all labs must be accredited. Thus far, the lab has successfully passed all aspects of the process; including, on-site inspections; and is currently awaiting the final awarding of the accreditation. — 3
* Representatives from the Police Department, the Missouri Highway Patrol, and the State's House Representatives and Senator met on several occasions to discuss the feasibility of merging the Police Department's Crime Lab with the Missouri Highway Patrol's Crime Lab to form a satellite lab located in the City of Independence. At this time, the state officials took this concept back to Capitol Hill for further review and discussions with other decision-makers. It appears that this process will be on-going with no immediate resolution in the near future. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Crime Scenes Analyzed and Processed	896	906	900	950
Drug Cases Analyzed	932	811	1,550	1,300

2010-11 Objectives — **Goal Ref**

* Reduce backlog of drug chemistry cases to a manageable level. — 3
* Research funding opportunities to determine if an additional criminalist position can be added. If funding is secured, this additional criminalist position will perform drug/alcohol chemistry tests for the lab. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Assistant Lab Director	1.00	1.00	1.00	1.00
Criminalist	1.00	1.00	2.00	2.00
Evidence Technician	5.00	.00	.00	.00
Crime Scene Investigator	.00	5.00	5.00	5.00
Finger Print Technician	1.00	.00	.00	.00
Latent Print Examiner	.00	1.40	1.40	1.40
Property Control Technician	1.25	1.25	1.25	.00
Police Sergeant	1.00	1.00	.00	.00
Total	10.25	10.65	10.65	9.40

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	710,677	746,664	747,927	702,988
Other Services & Charges	50,906	36,909	36,909	31,705
Supplies	21,408	19,279	19,279	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	782,991	802,852	804,115	750,693

Significant Issues

* Due to manpower issues and equipment malfunctions, the chemistry testing of drug cases has fallen behind. Overtime funding was secured through the Jackson County Drug Task Force for the purpose of eliminating the backlog in 2010-11 fiscal year.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Obtained a new LiveScan fingerprint and mugshot machine through a grant from SEMA. This allows the unit to participate in a statewide mug shot and booking database. — 3
* Reduced inmate medical expenses though preventive measures at our facility and increased communications with the off-site prisoner housing facility. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Prisoners Booked and Secured	12,692	13,435	12,900	14,000

2010-11 Objectives — **Goal Ref**

* To reduce by five percent, the number of citizens who are being incarcerated on minor offenses as a result of mental illness. This will be accomplished by working closely with the Municipal Court and the new Mental Health Court in making referrals and helping to track those who have been referred. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Detention Officer	10.50	10.50	10.50	10.00
Detention Technician	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4543 - Detention — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Lead Detention Officer	1.00	1.00	1.00	1.00
Detention Administrator	1.00	1.00	1.00	1.00
Total	13.50	13.50	13.50	13.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	705,681	744,242	745,364	765,448
Other Services & Charges	557,304	561,575	549,075	563,654
Supplies	9,102	6,000	6,181	8,000
Capital Outlay	11,037	0	12,319	0
Other Expenditures	0	0	0	0
Total	1,283,124	1,311,817	1,312,939	1,337,102

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Completed the planning phase of the New World System upgrade. Currently, in the process of building tables and setting up all computer processes in preparation for the implementation phase. — 3
* Completed the Uniform Crime Reporting Upgrade of the New World System. The upgrade eliminated a custom built form by changing to a New World Uniform Crime Report standard form in order to streamline and enhance procedures and processes within the New World System. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of Citizen Phone Calls	136,898	131,951	139,000	132,500

2010-11 Objectives — **Goal Ref**

* Prepare for the New World implementation process in preparation of going "live" in the first quarter of 2010-11 Fiscal Year. — 3
* Update all department policies and procedures to the New World upgrades. In addition, train all personnel on the New World System. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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
Total	26.00	26.00	26.00	26.00

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4544 - Records | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,235,311	1,322,749	1,324,647	1,385,010
Other Services & Charges	35,122	41,450	41,450	750
Supplies	8,109	5,000	5,000	9,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,278,542	1,369,199	1,371,097	1,395,260

City of Independence
Detail Program Summary

Department: 4500 - Police | *2010-11 Operating Budget*
Cost Center: 4545 - Communications | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Completed the efficiency and accuracy review of the Computer Aided Dispatch System features. Some features were implemented for testing. — 3
* A committee was formed to conduct an analysis to determine the best course of action in improving the New World System. This analysis included the following New World programs; Computer Aided Dispatching, Records Management, Data Tracking and Extraction, Alarms Management, Wants and Warrants Management, Case Management and Information Management. The analysis revealed that the best and practical solution for improvement was to upgrade the New World System to the Microsoft Platform, which would improve the overall efficiency and accuracy of the department's work flow. The analysis was accepted, and the department is currently in the process of upgrading the New World System. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Emergency 9-1-1 Calls	144,019	141,654	150,000	143,000
Computer Aided Dispatching (C.A.D.) Calls for Service	143,640	147,906	155,000	162,000

2010-11 Objectives — **Goal Ref**

* Prepare and train employees for the New World System upgrade. — 3
* Prepare for the New World System upgrade by updating policies and procedures manuals. — 3

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Telecommunicator	.00	7.00	7.00	7.00
Telecommunicator I	23.00	20.00	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	34.00	34.00	34.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,837,937	2,095,157	2,099,926	2,138,700
Other Services & Charges	57,770	78,370	77,870	930
Supplies	6,061	5,000	5,500	9,200
Capital Outlay	0	0	0	0
Other Expenditures	51,106	51,862	51,862	0
Total	1,952,874	2,230,389	2,235,158	2,148,830

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 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.

2009-10 Accomplishments	**Goal Ref**
* The Police Department and Fire Department have entered into a a contractual agreement to upgrade the current Computer Aided Dispatch (CAD) and Law Enforcement Records (RMS) software programs. Implementation is scheduled for completion during the first quarter of the 2010-11 fiscal year.	3
* In conjunction with the CAD and RMS software upgrades, the department has begun the implementation of the mobile data project for field units. Included in the software purchase is the field reporting software that enables officers to write reports from the field. Officers will have direct access from the patrol vehicles to criminal intelligence data. Hardware selection is scheduled for completion by the 2009-10 fiscal year. Hardware and software will be operation by the third quarter of the 2010-11 fiscal year.	3

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	78,428	54,894	257,894	263,120
Supplies	747,247	10,000	370,400	15,000
Capital Outlay	2,995	65,048	491,644	0
Other Expenditures	0	0	0	0
Total	828,670	129,942	1,119,938	278,120

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4563 - Facilities (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

2009-10 Accomplishments — **Goal Ref**

* The Police Department, Fire Department, and Public Works Department worked in a collaborated effort to select an architect for the design of a new public safety facility. The new facility design includes a fire station, police precinct, and a new communication unit. Funding for the new public safety facility was from tax increment financing (TIF), and the Public Safety Sales Tax. — 3

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	318	0	0	0
Other Services & Charges	50,403	0	45,145	30,000
Supplies	6,524	0	885	0
Capital Outlay	62,899	295,881	4,855	935,904
Other Expenditures	0	0	0	0
Total	120,144	295,881	50,885	965,904

City of Independence
Detail Program Summary

Department: 4500 - Police — *2010-11 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	239,069	957,524	212,711	257,430
Supplies	150,438	270,000	270,000	65,000
Capital Outlay	713,062	448,427	448,240	693,690
Other Expenditures	0	0	0	0
Total	1,102,569	1,675,951	930,951	1,016,120

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	14.00	15.00	15.00	13.00
Total	14.00	15.00	15.00	13.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4550 Police Dept. Grants	1,321,986	528,698	2,733,027	512,317
Total	1,321,986	528,698	2,733,027	512,317
Source of Funding				
Grants	1,321,986	528,698	2,733,027	512,317
Total	1,321,986	528,698	2,733,027	512,317

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2010-11 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Master Police Officer	8.00	8.00	10.00	9.00
Police Officer	4.00	4.00	2.00	2.00
Crime Analyst	1.00	2.00	2.00	.00
Crime Analyst	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Victim Advocate	1.00	1.00	1.00	.00
Total	14.00	15.00	15.00	13.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	930,412	528,698	2,212,810	512,317
Other Services & Charges	258,543	0	355,333	0
Supplies	55,204	0	50,339	0
Capital Outlay	77,827	0	114,545	0
Other Expenditures	0	0	0	0
Total	1,321,986	528,698	2,733,027	512,317

Significant Issues

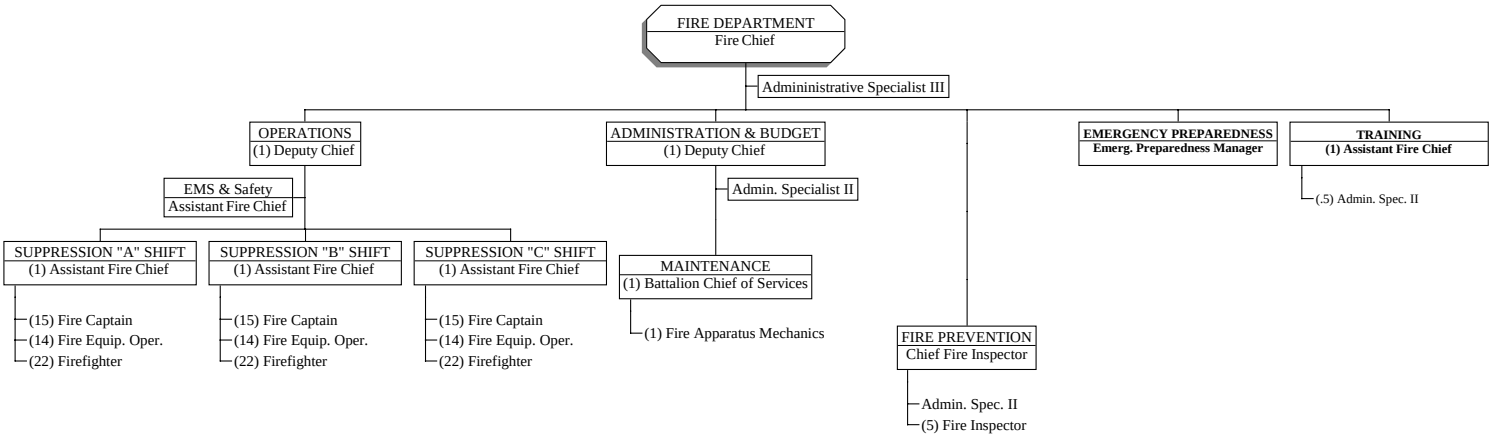
* A new grant, Encourage Arrest Policies, was awarded on September 1, 2009. A revision was requested to change the funding from two officers at 57.5% to one officer at 100%, and is currently pending approval. The grant is good through August 31, 2011. In addition, this grant funds a prosecutor's position in the Law Department at 57.5%.
* PSN Task Force - KCCC reduced its 2009-10 award from $40,000 to $20,000 for one officer. The grant paid for one officer's salary

Significant Issues

and benefits. At this time, renewal options for this grant are unknown.

* The Weed and Seed in currently in the second year of a fourth year renewal option. The grant covers 75% of one criminal analyst position through May 31, 2010. An award for third year was approved and received by the department, which will begin June 1, 2010, and will continue funding at the same rate. The Police Department plans to reapply for the fourth year funding; however, the grand funding will likely be at a reduced percentage due to the fact that we will need to begin showing our intent to start taking over the funding for the position in the future.
* The MJCCG grant is a new grant for 2009-10; however, the funding basically absorbed two grants that were not awarded last year (i.e., Platte County Cyber Crimes and Internet Cyber Crimes Grant). The funding is made available through the Recovery Act, and the department was informed that a renewal option is available for the 2010-11 year. The department plans to reapply for this funding in 2010 to continue the funding of one officer at the FBI's Regional Computer Crimes Task Force until June 30, 2011.
* The Recovery Act JAG 2009 Grant is a new 2010 award in the amount of $416,746. This grant is funding a Patrol Administrative Aide, and a Technology Assistant. This grant will expire in 2013, with no renewal options available at this time.
* The Cops Hiring Recovery Program is a new grant that was awarded on July 1, 2009. The amount awarded was $543,393, and the grant expires on June 30, 2012. This is a one-time grant, with no option to renew. Under this grant three police officers were hired.

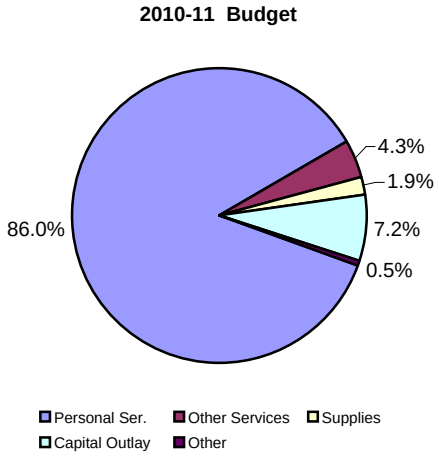
City of Independence, Missouri
Fire Department



Fire

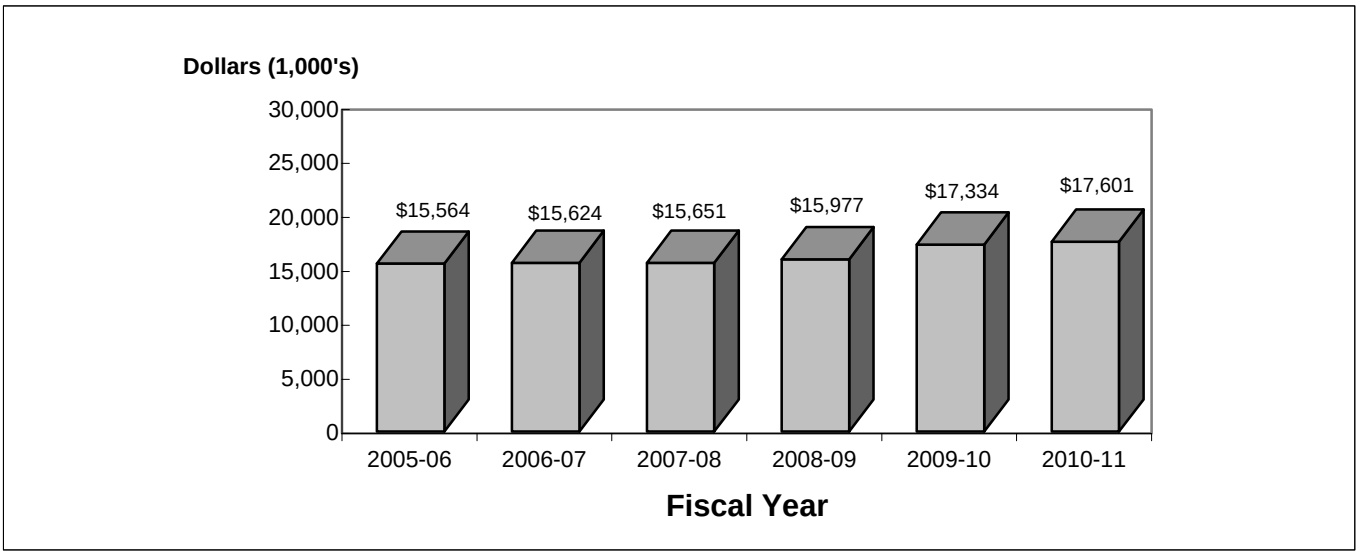
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 14,288,023	$ 14,543,482	$ 14,599,331	$ 15,142,734
Other Services	612,195	801,651	779,827	764,810
Supplies	544,895	527,095	566,984	334,756
Capital Outlay	438,330	1,368,585	1,401,024	1,265,000
Other	93,233	93,234	93,234	93,234
Total	$ 15,976,676	$ 17,334,047	$ 17,440,400	$ 17,600,534



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	$ 13,617,843	$ 14,174,306	$ 14,427,974	$ 15,008,255	$ 15,397,771	$ 15,994,813
Grants	108,360	69,258	55,583	136,601	45,711	47,921
Fire Public Safety	1,838,226	1,380,799	1,167,678	831,820	1,890,565	1,557,800
Total All Funds	$ 15,564,429	$ 15,624,363	$ 15,651,235	$ 15,976,676	$ 17,334,047	$ 17,600,534
Comparative Ratios:						
Per Capita	$ 134.70	$ 134.75	$ 134.51	$ 146.36	$ 151.88	$ 145.20
Per Household	$ 319.24	$ 319.35	$ 318.79	$ 344.02	$ 352.37	$ 325.40



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	172.50	173.00	173.00	173.00
Part Time Positions	1.50	1.00	1.00	1.00
Total	174.00	174.00	174.00	174.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	528,180	481,280	488,328	433,849
4621 Fire Operations	13,198,974	13,526,450	13,532,236	14,102,110
4622 Emergency Medical Services	163,761	174,844	178,251	181,870
4631 Fire Prevention	603,717	603,484	605,657	640,680
4641 Maintenance	331,532	376,688	380,751	392,818
4650 Fire Dept. Grants	136,601	45,711	125,782	47,921
4651 Training	129,239	145,553	149,358	151,665
4661 Emergency Preparedness	52,852	89,472	89,472	91,821
4671 Fire Sales Tax Program	831,820	1,890,565	1,890,565	1,557,800
Total	15,976,676	17,334,047	17,440,400	17,600,534

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2010-11 Operating Budget*

Source of Funding

General Fund	15,008,255	15,397,771	15,424,053	15,994,813
Grants	136,601	45,711	125,782	47,921
Fire Public Safety Sales Tax	831,820	1,890,565	1,890,565	1,557,800
Total	15,976,676	17,334,047	17,440,400	17,600,534

Key Budget Changes

* On "true" life and property threatening emergencies, rapid arrival of appropriate resources correlates to better outcomes. In fiscal year 2009-2010 the fire department began implementing data driven decision making resulting in fire district boundary changes, dispatching of specific types and number of response resources based on risk/ utilization, and training and equipment purchases based on known and anticipated hazards in our community. The results of these efforts is noted in the accomplishments and objectives under each division/cost center.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Reviewed quarterly budgetary oversight reports provided by the Finance Department and monitored expenditures and compliance with stated objectives approved by voters for the Fire Safety Tax.	3
* Fire Department reviewed data compiled from the last three years through the upgraded record keeping software and revised response levels to provide appropriate levels of personnel and equipment on specific calls based on assessed risk level. Incidents were reclassified based on national research. This resulted in changes in response that increased availability of companies for critical calls and allowed companies to respond at a safer, non-emergency mode on calls that were non-life threatening.	3
* The performance indicators for Fire Operations now includes data on response times based on fractal methodology for structure fires and emergency medical calls. Fire Department is within 2.9% of reaching nationally recommended six minute response time 90% of the time for structure fires and emergency medical calls.	3

2010-11 Objectives	**Goal Ref**
* Provide quarterly or as requested, information and support to Public Safety Oversight Committee for the Fire Safety Tax.	3
* Monitor and adjust fire safety tax expenditures to maintain a level of 95% of current received revenue.	3
* Review fractal benchmarks for each fire district/response quadrant to determine areas and possible causes for not meeting the 90% target per type of call. Identify and implement strategies to address identified causes where feasible.	3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	404,116	341,820	345,451	297,842
Other Services & Charges	99,942	82,838	86,255	81,648
Supplies	20,582	56,622	56,622	54,359
Capital Outlay	3,540	0	0	0
Other Expenditures	0	0	0	0
Total	528,180	481,280	488,328	433,849

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4621 - Fire Operations — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Total alarm responses for 2009 were 15,633 up from 15,285 in 2008. In benchmarking response times to "fire calls" using the fractal (percentage) method, first due companies arrived on scene within 6 minutes 87.1% of the time (90% being fire service standard).Using the past benchmark practice of "average response time" the fire department averaged a response time of 5.01 minutes in 2009 as compared to 5.23 in 2008.	1
* Operations personnel developed and coordinated 5 "pre-fire response plans" for historic sites that were identified by Community Development's Historic Preservation officer.	1
* Increased the qualified Fire Department personnel by 100% (2 to 4) that are able to conduct self-contained breathing apparatus (SCBA) face-piece "fit testing".	1
* Fit testing of Self Contained Breathing Apparatus (SCBA) masks were completed for 162 (100%) emergency response personnel.	1
* 1 fire captain completed the out-of-position Shift Commander Program bringing the total of qualified personnel to 6.	1
* Conducted quarterly meetings with 45 captains attending at least 2 of the meetings.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Total Alarms	14,959	15,375	15,300	15,755
Residential Fires	120	146	157	157
Commercial Fires	23	25	23	25
Vehicle Fires	83	97	90	95
Grass/Trash	295	288	250	290
Open Burning	34	40	80	75

Bomb Threat	8	6	10	6
Hazardous Materials	206	47	60	50
Alarm Systems	510	706	500	525
Medical Alarms	9,670	9,954	9,500	10,500
Service Calls, Odors, Carbon Monoxide, Other Service	3,944	2,472	3,900	4,025

2010-11 Objectives **Goal Ref**

* Revise 5 Standard Operating Procedures addressing Fire Operations issues. 1
* Conduct 1 HazMat scenario on all 3 shifts using the HazMat Team, on duty personnel that are HazMat Technicians and HazMat Operations personnel. 1
* Coordinate with the Independence School District on "pre-fire response plans" for 4 schools within the district and conduct 1 simulated event with emergency response. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	12,784,758	13,095,856	13,105,059	13,669,119
Other Services & Charges	184,766	198,519	195,102	214,504
Supplies	133,196	138,841	138,841	125,253
Capital Outlay	3,021	0	0	0
Other Expenditures	93,233	93,234	93,234	93,234
Total	13,198,974	13,526,450	13,532,236	14,102,110

City of Independence
Detail Program Summary

Department: 4600 - Fire *2010-11 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.

2009-10 Accomplishments	**Goal Ref**
* 88% of internet based continued education units (CEUs) required by fire fighters for relicensure as a paramedic or emergency medical technician (EMT) were recorded as completed by the end of second quarter of FY 09-10. 17 personnel due for relicensure were able to renew their medical license.	1
* CPR certification is current for 169 personnel through January 2011.	1
* 95 out of 169 eligible personnel participated in the voluntary Wellness Physicals which included blood work, eye exam, stress test and physical.	1
* 100% of 9,891 2009 calendar year incidents requiring emergency medical assistance were reviewed for completeness. 20% percent, or nearly 2000 calls, were quality control reviewed to identify equipment, training and response issues. A contract was signed between the City and a new medical director that included additional compensation to provide system wide oversight.	1
* In the fiscal year 2009-2010 three personnel completed paramedic school bringing our total to 34 paramedics in the field, 18 fill the fire fighter medic job description. 8 other personnel are currently enrolled in paramedic school with projected completion dates in 2010-2011.	1

2010-11 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. 20 CEUs per year are required for each emergency medical technician (EMT) and 30 CEUs per year for each paramedic in order to maintain a state license.	1
* Coordinate training for 100% of Fire Department EMS personnel (169 positions) in Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED).	1
* Manage a quality assurance program to review 20% of all incidents requiring emergency medical assistance and make recommendations regarding response protocols, equipment and training.	1

City of Independence
Detail Program Summary

Department: 4600 - Fire *2010-11 Operating Budget*
Cost Center: 4622 - Emergency Medical Services *Fund: 02 - General Fund*

2010-11 Objectives **Goal Ref**

* Provide paramedic training for at least 3 personnel beginning in September of 2010 with an expected completion by December 2011, at an approximate cost of $5,000.00 per person (cost of class, books and miscellaneous supplies). 1
* Improve the fractal response times for EMS calls by 2% towards meeting the national standard of arriving on scene in 6 minutes or less 90% of the time. The fire department's current fractal response time is 84% (from dispatch to arriving on scene for 9,891 EMS alarms). 1
* Develop and implement the first year of a three year plan for the purchase of 15 medical electric airway suctioning devices to replace the manual hand pump airway suctioning devices currently in use, allowing for more efficient clearing of life-threatening airway problems. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Assistant Fire Chief	.00	1.00	1.00	1.00
Battalion Chief EMS SafetyWell	1.00	.00	.00	.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	105,100	114,849	118,256	119,555
Other Services & Charges	38,191	37,995	39,870	40,315
Supplies	20,470	22,000	20,125	22,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	163,761	174,844	178,251	181,870

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Depth and redundancy in completion of critical Fire Prevention duties was accomplished by providing training to 1 additional employee on specific tasks required to complete fire investigations, occupancy inspections, and juvenile fire setting interventions.	1
* The Fire Department's 2009 Annual Report, which included revised reporting methods on incident response times, was completed for distribution to City department directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce in March.	1
* Reorganization of the public education program increased public contact from 2,079 in the 1st two quarters of FY 08-09 to 9,628 for the same period in FY 09-10. A comparison between these same time periods indicates the City of Independence experienced a 25% decrease (from 313 to 244) in reported fires (all types).	1
* Efforts to revise procedures and provide equipment and training to personnel assigned to the Operations Division to investigate and identify fire causes, has resulted in only 14 structure fires in the first half of FY 09-10 having "Undetermined" recorded as the fire cause in the incident report.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Commercial Inspections and Reinspections	4,025	5,005	6,200	5,500
Plan Reviews & Final Construction Inspections	607	428	500	500
Occupational License Inspections & Reinspections	749	923	890	900
Public Education Audience * Position Vacant 5 Months	16,814	10,291*	26,073	27,000
Citizen Request	32	113	100	120

Zoning Projects	91	55	70	80

2010-11 Objectives **Goal Ref**

* Produce the Fire Department 2010 Annual report for distribution to City department directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce. 1
* Develop and oversee a web-based interactive Fire Prevention program that provides age appropriate fire safety information. Provide fire safety related activities and resource materials specifically for youth under the age of 10 through the Independence Fire Department web link that can be used on-line and which can be printed as learning tools for this age group. 1
* Develop an informational document that can be used between the employees of the Fire Prevention Division and Community Development which enhances or identifies roles and understandings, defines responsibilities, and explains services between respective departments. Another professional document will be created for developers regarding new development, re-development and an overview of construction processes associated with the Fire Department. 1
* Substantiate the estimated dollar loss recorded by fire staff in the fire department's record keeping system through property insurance carriers to obtain actual fire loss figures for residential structures in FY 2010-11. A comparison with existing construction cost estimation methods used by the Fire Department to actual insurance settlements on residential fire loss will be reviewed to adjust fire department estimation charts and improving dollar loss in the future. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	588,559	584,957	587,130	621,813
Other Services & Charges	7,265	6,016	6,682	6,361
Supplies	7,893	12,511	11,845	12,506
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	603,717	603,484	605,657	640,680

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2010-11 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Coordinated the assessment of need, measuring of personnel, ordering and dispensing of 30 sets of personal protective equipment (PPE) and 33 sets of leather boots. — 3
* Coordination, oversight and funding were provided to complete required annual testing of all the pumps (15) and aerial equipment (4) located on emergency response vehicles. — 3
* Coordinated and provided oversight with Training Division staff for the completion of the Independence Fire and Life Safety Training Facility (21011 E. M 78 Hwy). — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Preventative maintenance completed on fire apparatus	63	68	70	70
Preventative maintenance completed on staff vehicles	34	56	40	40
Mechanic call outs	37	29	30	30
Self-Contained Breathing Apparatus repaired	27	35	24	24
Aerial apparatus recertification completed	4	4	4	4
Pumper apparatus pump tests completed	16	16	17	17

2010-11 Objectives — **Goal Ref**

* Coordinate the replacement of Personal Protective Equipment (PPE) as an ongoing program to ensure that all personnel have two sets of PPE with the second (back up) set newer than 10 years old. — 3
* Replace 10 Self Contained Breathing Apparatus (SCBA) seat brackets located in the cabs of firefighting vehicles with "Clam Shell" style, providing for safer and more efficient airpak mounting. — 3

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2010-11 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

2010-11 Objectives | **Goal Ref**

Second year of a three year program.

* Coordinate the remodeling of fire station 2. Determine the areas of highest priority in need of repair and ensure that quality work is completed in an economical manner. — 3
* Purchase ten (10) SCBA air bottles to continue replacement program. — 3
* Complete required testing of all firefighting apparatus having pumps (15) or aerial ladders (4). — 3
* Develop or purchase and implement an electronic tracking system for equipment and supplies. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Assistant Fire Chief	1.00	.00	.00	.00
Battalion Chief of Services	.00	1.00	1.00	1.00
Fire Apparatus Mechanic	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	190,520	200,870	204,933	218,204
Other Services & Charges	102,936	121,907	121,907	120,047
Supplies	36,116	53,911	53,911	54,567
Capital Outlay	1,960	0	0	0
Other Expenditures	0	0	0	0
Total	331,532	376,688	380,751	392,818

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2010-11 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	117,983	45,711	75,278	47,921
Other Services & Charges	1,018	0	6,635	0
Supplies	753	0	42,430	0
Capital Outlay	16,847	0	1,439	0
Other Expenditures	0	0	0	0
Total	136,601	45,711	125,782	47,921

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2010-11 Operating Budget*
Cost Center: 4651 - Training | *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.

2009-10 Accomplishments	**Goal Ref**
* 2 firefighter safety classes were presented through the fire department computer based training system with 157 personnel completing both courses.	1
* Working in conjunction with Metropolitan Community College Blue River Campus Public Safety Academy, 2 Fire Officer I and 2 Fire Officer II classes were presented and made available for attendance to Independence firefighters along with members of other fire departments.	1
* As of February 1, 75% of the fire department's Operations Division's 153 personnel have completed 2 multi-company daytime competency drills on ladder and hose deployment.	1
* Based on reported training levels as of January 1 and training scheduled for the second 6 months of the this fiscal year, the fire department is on target to increase reported training to 60% of Insurance Service Organization's (ISO) recommended annual level. This would be a 10% increase over last fiscal year's reported total.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Total Hours of Training	7,314	7,962	7,350	7,433
Staff hours of training	21,010	23,596	28,210	24,382

2010-11 Objectives	**Goal Ref**
* To satisfy ISO training requirements and more completely document the training completed by personnel, expand the current electronic training reporting system to include daily training routines not previously recorded.	1
* Begin updating of the Training Division library and fire station libraries by including recently revised IFSTA (International Fire Service Training Association) manuals and adding at least two additional resource/training books to broaden available in-station reference materials.	1

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2010-11 Operating Budget*
Cost Center: 4651 - Training | *Fund: 02 - General Fund*

2010-11 Objectives — **Goal Ref**

* Using funds designated for training in the fire safety tax, present one specialized training program in firefighter safety and one in leadership using qualified instructors from outside of the department. — 1
* Present a state-certified Pumping Apparatus Driver/Operator class to train 10 shift personnel as well as 3 Independence Fire Department instructors with the goal of developing a complete Independence Fire Department Driver/Operator program. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	99,023	113,708	117,513	120,396
Other Services & Charges	19,415	25,679	25,679	25,100
Supplies	10,801	6,166	6,166	6,169
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	129,239	145,553	149,358	151,665

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2010-11 Operating Budget*
Cost Center: 4661 - Emergency Preparedness | *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* The departmental Continuation of Operations Plan (COOP) recovery time and point objectives were completed providing for the reconstitution of normal routine functions and recovery strategies.	1
* 1 voice siren was ordered and installed at the Independence Athletic Complex.	1
* A drill to test the City's Emergency Operations Center (EOC) was completed in the first quarter with a second tabletop completed in March. An exercise to test the COOP plan will be conducted in June 2010.	1
* The Emergency Management Program Grant (EMPG) grant application for the State of Missouri's fiscal year '09-'10 year was submitted with acceptance and funding of the grant completed in February 2010. All quarterly reports and grant requirements were completed and accepted by the state administrative agency.	3
* Memorandum of Understanding (MOU) to integrate a "Wing" of the Civil Air Patrol office in the City's EOC was developed, thereby promoting improved coordination with United States Air Force/Department of Defense local resources.	1
* Construction of a new EOC facility for the City was started in August 2009 and phase 1 of the project was completed in December 2009. Phase 2 of the project started in March 2010 and coordination of the facility continues with an expected finish date of December 2010.	1
* 5 new members were added to the Radio Amateur Civil Emergency Services (RACES) group and 2 communications exercise/drills were conducted to test the groups technology and human resource capabilities.	1
* 3 Community Emergency Response Team (CERT) classes were conducted and resulted in 87 additional CERT volunteers.	1

2009-10 Accomplishments **Goal Ref**

* 1 CERT exercise was completed to provide continued training and test response capability. 1
* 2 churches were added to the Faith Based Partnership Program in the 2009/2010 year with their facilities added to the Red Cross shelter list. 1
* 24 preparedness presentations were delivered with 4 additional presentations conducted at State and Federal levels. 1

2010-11 Objectives **Goal Ref**

* Continued coordination of the design, building, testing and opening of the City's new Emergency Operations Center (EOC) currently under construction at Fire Station One/Fire Headquarters located at 950 North Spring Street. 1
* The development of 1 citywide tabletop exercise to test the City's response to a natural disaster utilizing COOP and Debris Managements Plans, 1 workshop to test functions of the City's new Emergency Operations Center facility and 1 functional exercise to test the City's public safety response to a disaster event involving an Independence School District (ISD) facility. 1
* Continued participation and administration of the Emergency Management Performance Grant (EMPG) program with all reports submitted quarterly along with other performance milestones completed as required by Federal and State Emergency Management Agencies. 3
* Continued support of the Independence Radio Amateur Civil Emergency Services (RACES) group also known as Eastern Jackson County Emergency Communications Services (EJCECS) by: 1) Increasing the number of volunteers from 41 to 50. 2) Developing protocols and procedures for the EOC Management Team and increasing the membership from 8 to 10 members. 3) Developing an Independence/Eastern Jackson County Emergency Radio Channel to extend the communications capabilities of RACES and EJCECS groups. 4) Conducting 2 communications exercises utilizing these volunteer groups. 1
* Increase the City's Community Emergency Response Team (CERT) volunteers by 75 members and conduct 3 CERT classes at Blue River Community College. The Independence CERT group will also participate in 1 CERT exercise with regional partners involving over 125 participants. 1
* The continued support of the Faith Based Partnership Program (FBPP) by adding 4 additional faith organizations into the City's program. This includes training at least 25 members of each new faith organization as shelter volunteers and adding 3 additional FBO facilities as shelters. The Emergency Program Manager will also continue to work as one of the Co-Chairs of the Governor's Faith Based Initiative. 1
* Deliver 20 preparedness presentations throughout the City of Independence to civic groups, schools, businesses and neighborhood associations. This objective will also include presentations at 3 1

2010-11 Objectives **Goal Ref**

regional, state, federal or national events. These presentations will be coordinated and support messages consistent with other city organizations such as Fire Prevention, Health and Police Departments.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	5,097-	45,711	45,711	47,884
Other Services & Charges	42,517	36,317	36,317	37,035
Supplies	14,374	7,444	7,444	6,902
Capital Outlay	1,058	0	0	0
Other Expenditures	0	0	0	0
Total	52,852	89,472	89,472	91,821

City of Independence
Detail Program Summary

Department: 4600 - Fire *2010-11 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.

2009-10 Accomplishments	**Goal Ref**
* Provided funds to purchase 2 front line firefighting pumpers.	1
* Provided funds to engineer, purchase and install a replacement HVAC system at Fire Headquarters/Station 1 (950 N. Spring St.).	3
* Provided funds for the design and to begin remodeling/refurbishing of the firefighter's living quarters, Fire Prevention Division, Fire Training Division, Emergency Operations Center (EOC) and Emergency Preparedness Division.	3
* Provided funds to purchase a replacement rescue vehicle for fire Station 2 (14510 E. 39 St.).	1
* Provided funds to purchase 30 sets of Personal Protective Equipment (PPE), 33 pairs of leather firefighting boots, 15 handheld carbon monoxide detectors, 14 ice rescue suits, 2 relief valves as well as supplies for public education/emergency preparedness presentations and firefighter training classes.	1
* Provided funding to convert the Fire Department's recordkeeping software to match the upgraded Computer Aided Dispatch (CAD) system software purchased by the City for the Emergency Communications Center (ECC) in order to provide for seamless transfer of data to reports and improve accuracy.	3

2010-11 Objectives	**Goal Ref**
* Purchase 1 Quint (firefighting pumper with aerial device) and 1 staff vehicle.	1
* Provide funds to replace Personal Protective Equipment (PPE) as an ongoing program to ensure that all personnel have 2 sets of PPE with primary set newer than 5 years and the second (back-up) set newer than 10 years old.	3
* Provide funds for the first year of a 3 year plan to purchase 15 medical electric airway suctioning devices to replace the the manual hand pump airway suctioning devices currently in use, allowing for more efficient clearing of life-threatening airway problems.	1
* Fund connecting a minimum of 6 fire stations to fiber optic cable to improve connectivity speeds for communications, incident reporting and computer based training.	3
* Provide funding to remodel fire station 2 (14510 E 39th St.) to include any necessary wire and plumbing upgrades, flooring, renovation as needed of bathrooms and kitchen and general wall and flooring finishes.	3

City of Independence
Detail Program Summary

Department: 4600 - Fire *2010-11 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

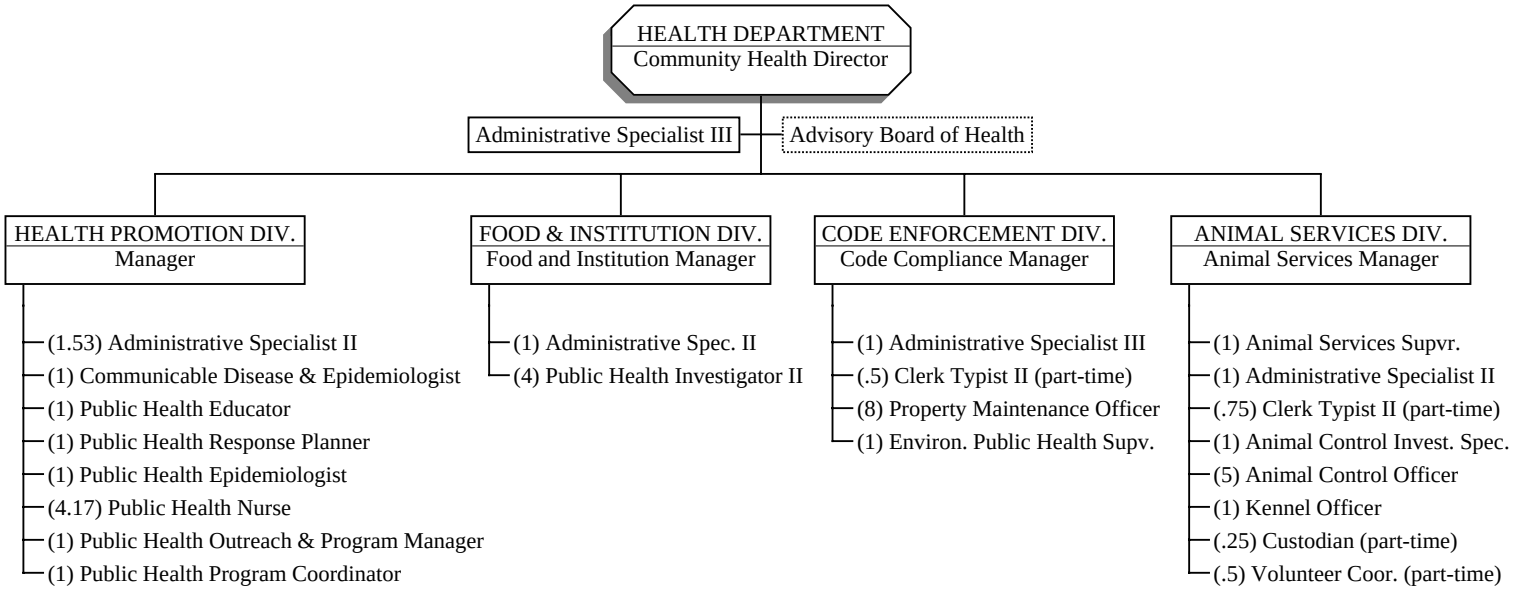
Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	3,061	0	0	0
Other Services & Charges	116,145	292,380	261,380	239,800
Supplies	300,710	229,600	229,600	53,000
Capital Outlay	411,904	1,368,585	1,399,585	1,265,000
Other Expenditures	0	0	0	0
Total	831,820	1,890,565	1,890,565	1,557,800

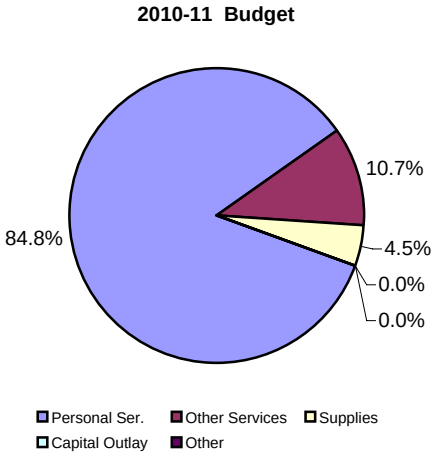
City of Independence, Missouri
Health Department



Health

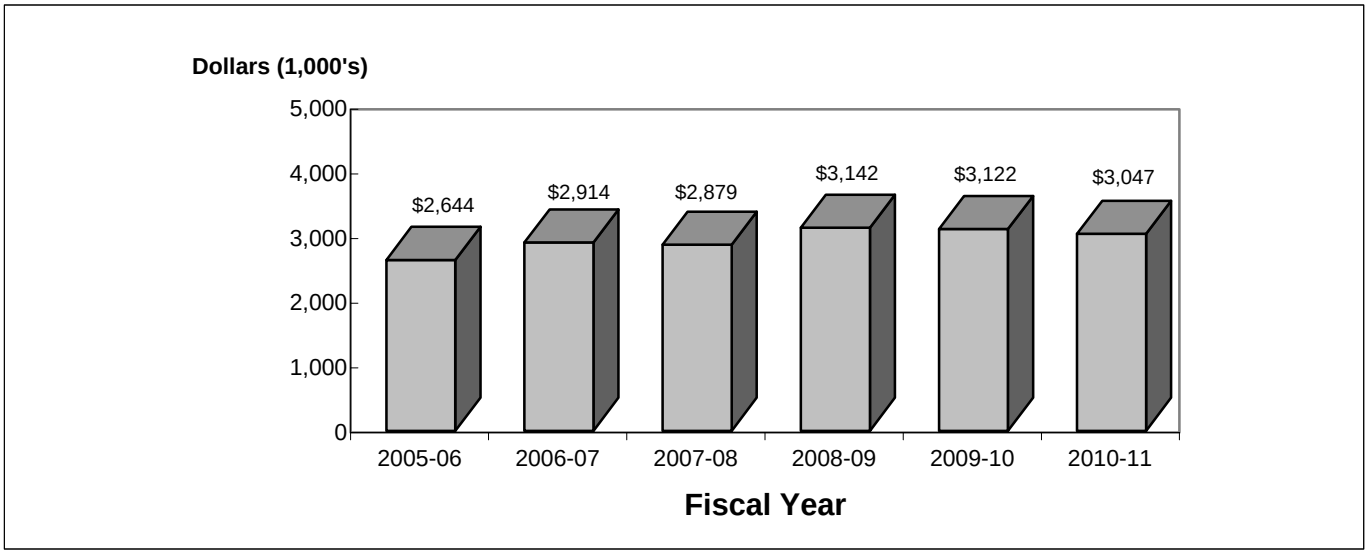
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 2,508,263	$ 2,528,220	$ 2,791,660	$ 2,584,354
Other Services	459,520	429,752	498,816	326,281
Supplies	157,943	163,939	224,917	136,774
Capital Outlay	16,095	-	5,617	-
Other	-	-	-	-
Total	$ 3,141,821	$ 3,121,911	$ 3,521,010	$ 3,047,409



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	40.25	41.95	41.50	42.35	40.60	40.95
Amount by Fund:						
General Fund	$ 2,041,426	$ 2,411,687	$ 2,425,484	$ 2,741,268	$ 2,775,159	$ 2,733,967
Grants	602,832	502,697	453,144	400,553	346,752	313,442
Total All Funds	$ 2,644,258	$ 2,914,384	$ 2,878,628	$ 3,141,821	$ 3,121,911	$ 3,047,409
Comparative Ratios:						
Per Capita	$ 22.88	$ 25.13	$ 24.74	$ 28.78	$ 27.35	$ 25.14
Per Household	$ 54.24	$ 59.57	$ 58.63	$ 67.65	$ 63.46	$ 56.34



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	35.50	35.50	36.00	36.00
Part Time Positions	6.00	6.85	4.60	4.95
Total	41.50	42.35	40.60	40.95

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	448,361	449,574	454,307	219,085
4713 Food and Institution	384,356	417,216	418,315	354,953
4715 Health Promotion Division	394,610	402,503	402,053	361,410
4721 Animal Services Division	715,390	696,029	700,415	884,977
4740 Code Enforcement	798,551	809,837	813,225	913,542
4750 Health Promotion Grants	400,553	346,752	732,695	313,442
Total	3,141,821	3,121,911	3,521,010	3,047,409
Source of Funding				
General Fund	2,741,268	2,775,159	2,788,315	2,733,967
Grants	400,553	346,752	732,695	313,442
Total	3,141,821	3,121,911	3,521,010	3,047,409

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2010-11 Operating Budget*

Direct/Offsetting Revenues				
Food Handler's Permits	139,684	155,385	165,389	154,713
Animal Shelter Fees	114,205	99,000	120,549	138,490
Food Establishment Permits	101,402	90,350	70,762	127,840
Other Health Fees and Permits	12,149	9,765	10,379	10,887
Health Promotion Grants	400,553	346,752	732,695	313,442
Total	767,993	701,252	1,099,774	745,372

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Planned and implemented a city-wide H1N1 educational and vaccine administration program, vaccinating over 16,000 individuals.	1
* Conducted the Neighborhood Code Compliance Program in eight Independence neighborhoods.	1
* Worked with an architect to develop a schematic drawing and an architectural rendering for a new animal shelter.	1
* Staffed the Hungry and Homeless Coalition to help return those in need to the life they desire and to better coordinate community services offered.	1
* Implemented the Foreclosed and Neglected Properties Program (FNPP) in a target area of the city.	1

2010-11 Objectives	**Goal Ref**
* Oversee implementation of an on-line Food Handler Training Program.	1
* Oversee the construction of a new joint Independence/Jackson County Animal Shelter to ensure timely completion and opening to the public.	
* Administer the Health Department's operational budget and keep the City Manager informed of the department's financial standing.	3
* Maintain a highly-trained, highly-motivated, customer-oriented staff based on use of the City's Report Card with feedback from the public.	1
* Facilitate communication and cooperation in the Public Health field at the state and national level by attending the Director's Advisory Committee meetings for the State of Missouri, maintaining active membership on the Missouri Association of Local Public Health Agencies (MoALPHA) Board of Directors, and membership on the National Association of County and City Health Officials (NACCHO) Board of Directors, as well as participating in numerous conference calls at both the state and national level.	1
* Monitor and assist the Health Department divisions in accomplishing their stated objectives for 2010-11 Fiscal Year through weekly one-on-one meetings with the individual division managers.	3

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	182,331	185,907	189,044	207,774
Other Services & Charges	259,833	259,993	261,143	8,791
Supplies	4,696	3,674	4,120	2,520
Capital Outlay	1,501	0	0	0
Other Expenditures	0	0	0	0
Total	448,361	449,574	454,307	219,085

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Proposed and adopted a City Ordinance for the regulation of lodging facilities.	1
* Inspected 100% of food establishments at least once within a six month period. (576)	1
* Investigated 100% of all complaints within 48 hours of receipt. (69)	1
* Investigated 100% of all food related recalls within 24 hours of receipt. (17)	1
* Worked closely with other City departments in the opening of the new Independence Events Center.	1
* Inspected all tattoo/body piercing parlors, and childcare facilities at least once within a six month period. (8 tattoo/body piercing parlors and 61 childcare facilities)	1
* Completed annual inspections/testing on 62 soft serve machines and 22 inspections on lodging facilities.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Day Care Facilities Inspections	114	124	116	118
Commercial Swimming Pool Inspections	51	52	53	53
Food Handlers Trained	19,214	8,536	10,000	9,500
Food Service Inspection	1,254	1,155	1,100	1,100
Follow-up Inspections	230	217	200	175
Soft-Serve Inspections/Sample	67	56	52	52
Food Managers Trained	338	314	400	300
Lodging Inspections	23	21	22	22
Tattoo/Body Piercing Parlor Inspections	8	12	14	14
Complaint Inspections	142	86	150	150

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

2010-11 Objectives — **Goal Ref**

* Inspect all food establishments and food processing/warehouses at least once every six months. — 1
* Inspect annually, all commercial swimming pools/spas, lodging facilities, soft serve machines, and seasonal facilities. — 1
* Inspect all tattoo/body piercing parlors, childcare facilities, taxi cabs and mobile food vendors at least once every six months. — 1
* Respond to all food borne illness complaints within 24 hours, and all other complaints within 48 hours.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
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	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	355,799	390,925	392,899	333,078
Other Services & Charges	19,505	17,169	17,024	14,056
Supplies	9,052	9,122	8,392	7,819
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	384,356	417,216	418,315	354,953

Significant Issues

* Conduct high, medium and low risk assessments of food establishments.
* Bid process for possible online food safety training.
* Develop written food safety exam for renewal of food handler permits in lieu of attending food safety classes.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 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.

2009-10 Accomplishments — **Goal Ref**

* Administered 880 seasonal influenza vaccinations in a successful drive thru clinic and at other clinic locations, a 12% increase in the number given from the last year. An Incident Command Structure was implemented at each location. The Public Health Response Trailer was utilized as the Incident Command Post at the drive thru clinic. Partners included the Fire and Police Departments, Graceland University and other local health departments. — 1
* Conducted on site visits, two times per year, to 100% of all child care centers to provide immunization and disease prevention education and to audit all immunization records to assure 100% compliance for all children enrolled. A total of 4,814 immunization records were audited in all 57 sites. — 1
* Provided leadership for the Employee Wellness Committee which sponsors a variety of activities to encourage physical fitness and health for employees. The number of participants increased by 45% (922) from last year. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Communicable Disease Investigations	175	197	200	200
Flu Shots Given	764	787	800	1,200
Immunization Record Reviews	5,041	5,014	5,020	5,000

2010-11 Objectives — **Goal Ref**

* Will provide communicable disease reporting information and support in an on-site visit for 50% of the surveillance sites or health care provider locations. — 1
* At least 90% of children in all licensed child care centers (57) will be age appropriately immunized as identified by immunization audits conducted two times per year. — 1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4715 - Health Promotion Division — *Fund: 02 - General Fund*

2010-11 Objectives — **Goal Ref**

* Communicable disease follow up, on 100% of required cases, will be attempted within 24 hours of notification to provide education, ensure proper treatment and prevent further spread of disease. — 1
* The Health Promotion staff will work with 80% of all Independence schools to promote seasonal influenza vaccination of children. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Public Health Nurse	2.00	2.00	2.00	1.00
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
Public Hlth Prgm Coordinator	.00	.00	.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	360,560	374,859	374,859	335,794
Other Services & Charges	6,414	3,677	3,736	7,084
Supplies	25,372	23,967	23,458	18,532
Capital Outlay	2,264	0	0	0
Other Expenditures	0	0	0	0
Total	394,610	402,503	402,053	361,410

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4721 - Animal Services Division — *Fund: 02 - General Fund*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Updated adoption follow-up process by sending out post adoption e-mails to identify any weakness or strengths in our adoption process.	1
* Hosted a dog bite program geared towards utility, postal, police, fire and animal control.	1
* Increased for the second year the number of low cost spay and neuters performed for the citizens of Independence. Also, solicited veterinarians to join the program and received an additional veterinarian.	1
* Began the lengthy process of updating the Animal Service section of the website to be more user friendly and more inviting to increase traffic to our services.	1
* Revamped volunteer program to utilize the newly redesigned website to allow volunteers to apply, schedule and learn of new opportunities available throughout the community involving animal services.	1
* Began planning process for new programs such as Outside Inns, Four-Legged Friends, ARK and AWE (Animal Welfare Education), that will involve and benefit Independence citizens.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Service Calls	9,777	12,095	10,000	11,000
Summons Issued	668	860	825	850
Reported Animal Bites	108	154	140	150
Animals picked up by Animal Control Officers in the field	2,493	2,660	3,000	2,500
Animals taken into the shelter	6,176	5,488	6,500	5,350
Animals placed in new homes	2,168	1,904	2,200	2,500

2010-11 Objectives	**Goal Ref**
* To obtain a grant for spay neuters that will allow up to 100 citizens to have a free spay or neuter.	1
* To encourage an increase of 50 volunteers that are active for four months or more through our new programs and training.	3

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4721 - Animal Services Division — *Fund: 02 - General Fund*

2010-11 Objectives — **Goal Ref**

* Decrease our euthanasias by 2 percent by networking with other rescue organizations throughout the metro. — 3
* To increase our visibility and public image by expanding our mobile adoption sites. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	.00	.00	.00
Animal Services Manager	.00	1.00	1.00	1.00
Clerk Typist II	.75	.75	.75	.75
AnimalControlInvestigator Spec	1.00	1.00	1.00	1.00
Animal Control Supvr	1.00	.00	.00	.00
Animal Services Supvr	.00	1.00	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	11.50	11.50	11.50	11.50

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	587,744	578,281	582,667	615,636
Other Services & Charges	62,941	53,932	54,322	203,479
Supplies	64,437	63,816	62,666	65,862
Capital Outlay	268	0	760	0
Other Expenditures	0	0	0	0
Total	715,390	696,029	700,415	884,977

Significant Issues

* The inability to fill vacant positions.
* The lack of training funds to continue to keep National Certifications.

Significant Issues

* The funding to produce colorful and informative brochures for the public.

City of Independence
Detail Program Summary

Department: 4700 - Health *2010-11 Operating Budget*
Cost Center: 4740 - Code Enforcement *Fund: 02 - General Fund*

Description

The City of Independence has developed municipal property codes to protect the life, health, safety, and welfare of its residents. The Property Maintenance Code and Health Code set the minimum standards to which properties must conform. It is the mission of the Code Enforcement Division of the Health Department to work in partnership with the citizens of Independence to promote and maintain a safe, healthy, and desirable living and working environment.

2009-10 Accomplishments **Goal Ref**

* In four years, the Neighborhood Code Compliance Program (NCCP) has removed more than 2.3 million pounds of trash and brush from 32 neighborhoods (10,706 addresses); voluntary compliance increased from 60% to 98.6%; and assistance has now been provided to over 500 residents who were disabled, elderly or otherwise unable to move their own items. 1
* Successfully completed the NCCP in an expanded area containing approximately 600 properties. 1
* The NCCP was honored with the Outstanding Achievement in Code Enforcement Technique award from the American Association of Code Enforcement (AACE). 1
* Initiated the "pilot" version of the Foreclosed and Neglected Properties Program (FNPP). The program focused on inspecting and abating (as necessary) foreclosed properties in the Neighborhood Stabilization Program (NSP) region of the City. During the 2009 "growing season", 89 new exterior violation cases were started that resulted in 21 abatements. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Reactive Cases (complaint generated)	4,811	5,315	5,398	5,452
Proactive Cases	4,694	4,128	4,737	4,784
Initial Inspections	8,836	8,664	9,407	9,501
Recheck Inspections	9,134	8,565	9,900	9,999
Properties Deemed Unsafe to Occupy	183	148	204	206
Tickets Issued	1,252	879	1,402	1,416
Neighborhood Code Compliance Program	8	8	8	8

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4740 - Code Enforcement — *Fund: 02 - General Fund*

2010-11 Objectives — **Goal Ref**

* Successfully conduct the NCCP in seven neighborhoods with areas to be between 300-350 addresses in size. Expand one additional area to include approximately 600 addresses. — 1
* Obtain the American Association of Code Enforcement (AACE) Property Maintenance and Housing Officer certification through successful completion of the International Code Council exam by the Environmental Public Health Supervisor and the new Property Maintenance Officer. — 1
* Expand the FNPP to include the entire City of Independence. The program will focus on inspecting and abating (as necessary) all identified foreclosed and neglected properties. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Environ Public Health Supv	.00	.00	.00	1.00
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	8.00
Total	10.75	10.75	10.75	11.50

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	698,826	728,566	732,225	831,809
Other Services & Charges	78,465	69,511	68,662	70,496
Supplies	21,260	11,760	12,338	11,237
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	798,551	809,837	813,225	913,542

Significant Issues

* Due to the lack of increases in abatement funding, performing the number of property abatements required is not possible.

City of Independence
Detail Program Summary

Department: 4700 - Health *2010-11 Operating Budget*
Cost Center: 4750 - Health Promotion Grants *Fund: 15 - Grants*

Description

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

2009-10 Accomplishments	**Goal Ref**
* Organized and facilitated an effective response to the H1N1 influenza pandemic. Vaccinations were given to 13,600 residents through numerous clinic locations throughout the community and by vaccine distribution to healthcare providers. Community healthcare partnerships were strengthened to better facilitate future endeavors. Conducted comprehensive media campaign involving automated phone calls, Facebook posting, websites, newspaper ads, TV, theaters and flier distribution.	1
* CATCH programs, focusing on nutrition education and physical activity for low income children ages 5-12 years old and their families, was conducted at 5 LINC after school and summer camp sites. Received a General Mills 2009 Champions for Healthy Kids grant to expand CATCH to 3 more schools. This grant was one of 50 proposals awarded throughout the nation.	1
* Provided leadership for the Coalition for Child Safety; awarded funding for 5 community mini-grants for child abuse prevention activities with Children's Trust Fund money; printed and distributed 7,500 Family Resource Guides developed by the Health Department; developed Youth Yellow Pages and distributed to all students in the Independence and Fort Osage School Districts which offers 39 resources to address high risk family needs.	1
* Participated in and helped facilitate the activities of the Hungry and Homeless Coalition which addresses food, transportation, housing and healthcare in Independence to help return those in need to the life they desire and to better coordinate community services offered.	1
* Parents University; co-chaired the community event and taught classes for 318 parents, which represents a 32% increase in attendance from the previous year. Classes provide guidance for improving parenting skills and encouraging child safety.	1
* Provided classes and increased the number of City employees and residents who completed CPR/AED training by 120% (775 participants) from the previous year.	1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4750 - Health Promotion Grants — *Fund: 15 - Grants*

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Asthma Education (students and adults)	755	773	750	700
Nutrition and Fitness classes in the Community	179	189	100	150
Tobacco Use Prevention advocacy students trained	34	161	40	30

2010-11 Objectives — **Goal Ref**

* Will provide assistance in initiating the development of a community garden to help residents have access to fresh fruits and vegetables. Participants will demonstrate a 30% increase in their knowledge of nutrition and gardening through pre and post testing. — 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 or for City 7 a minimum of one per month. Health Promotion staff to participate in policy development to improve the health status of residents. — 1
* Asthma education will be provided in the community to increase awareness and educate adults and children on how to better manage this disease. 70% will indicate an increased understanding of the disease and its management through pre and post testing. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Public Health Educator	1.15	2.00	2.00	1.00
Public Health Nurse	2.57	2.57	.90	1.50
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	.53	.53	.45	.45
Total	6.25	7.10	5.35	4.95

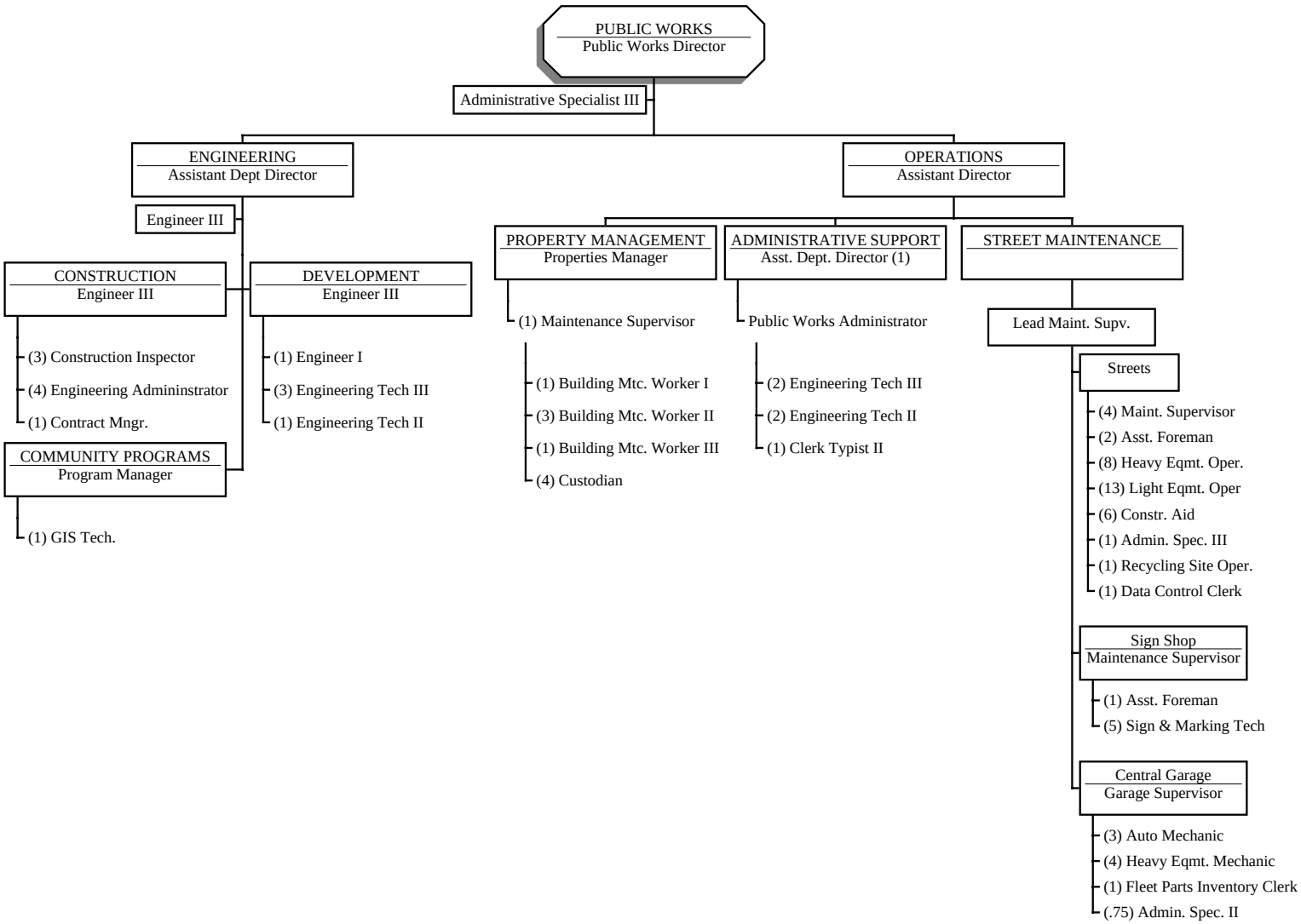
City of Independence
Detail Program Summary

Department: 4700 - Health — *2010-11 Operating Budget*
Cost Center: 4750 - Health Promotion Grants — *Fund: 15 - Grants*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	323,003	269,682	519,966	260,263
Other Services & Charges	32,362	25,470	93,929	22,375
Supplies	33,126	51,600	113,943	30,804
Capital Outlay	12,062	0	4,857	0
Other Expenditures	0	0	0	0
Total	400,553	346,752	732,695	313,442

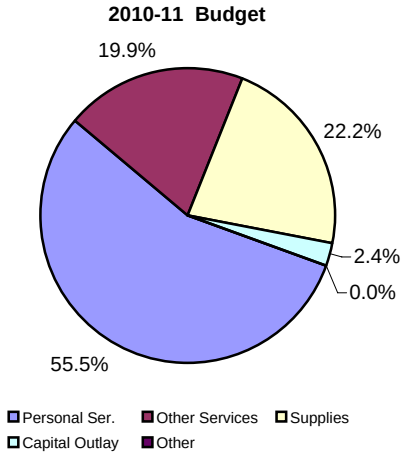
City of Independence, Missouri
Public Works



Public Works

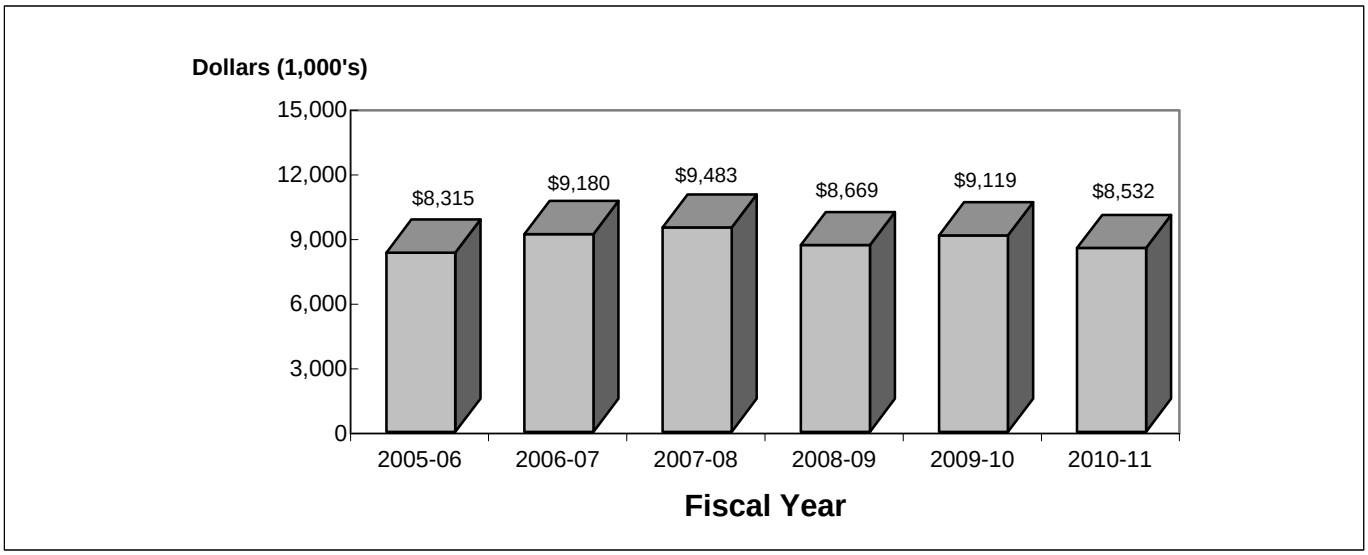
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 5,136,496	$ 5,255,651	$ 5,296,133	$ 4,739,199
Other Services	1,579,559	1,758,918	1,735,285	1,697,221
Supplies	1,734,664	1,902,070	1,925,703	1,891,389
Capital Outlay	218,134	202,152	229,260	204,536
Other	-	-	-	-
Total	$ 8,668,853	$ 9,118,791	$ 9,186,381	$ 8,532,345



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	92.00	93.00	93.00	93.00	92.75	93.75
Amount by Fund:						
General Fund	$ 6,607,472	$ 7,155,957	$ 7,187,216	$ 6,701,866	$ 6,928,498	$ 6,369,565
Sanitary Sewer Fund	66,984	69,784	71,512	71,505	73,993	75,009
Central Garage Fund	1,640,778	1,954,733	2,224,135	1,895,482	2,116,300	2,087,771
Total All Funds	$ 8,315,234	$ 9,180,474	$ 9,482,863	$ 8,668,853	$ 9,118,791	$ 8,532,345
Comparative Ratios:						
Per Capita	$ 71.96	$ 79.17	$ 81.50	$ 79.41	$ 79.90	$ 70.39
Per Household	$ 170.55	$ 187.64	$ 193.15	$ 186.66	$ 185.37	$ 157.75



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	93.00	93.00	92.00	93.00
Part Time Positions	.00	.00	.75	.75
Total	93.00	93.00	92.75	93.75

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
5001 Administration	234,221	236,897	245,128	243,026
5011 Public Works Engineering	929,078	965,874	978,127	693,374
5013 Public Works - Admin. Support	346,293	325,430	332,504	332,255
5015 Property Management	888,068	950,672	954,571	831,386
5030 Public Works Engineering-Sewer	71,505	73,993	73,993	75,009
5111 Street Maintenance	4,304,206	4,449,625	4,458,650	4,269,524
5121 Central Garage	1,895,482	2,116,300	2,143,408	2,087,771
Total	8,668,853	9,118,791	9,186,381	8,532,345

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2010-11 Operating Budget*

Source of Funding				
General Fund	6,701,866	6,928,498	6,968,980	6,369,565
Sanitary Sewer Fund	71,505	73,993	73,993	75,009
Central Garage Fund	1,895,482	2,116,300	2,143,408	2,087,771
Total	8,668,853	9,118,791	9,186,381	8,532,345

Direct/Offsetting Revenues				
Erosion Control Permits and Right of way Management Permits	190,870	300,000	185,000	260,000
Total	190,870	300,000	185,000	260,000

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2010-11 Operating Budget*
Cost Center: 5001 - Administration | *Fund: 02 - General Fund*

Description

This program provides Public Works services through the supervision and administration of the Public Works Department. This includes support and response to the City Manager and City Council in all areas of Public Works. These areas include real estate, design, construction, inspection, street maintenance, rights of way, traffic, fleet maintenance, and facility maintenance.

2009-10 Accomplishments — **Goal Ref**

* Completed construction on Jackson Drive from 37th Terrace to R.D. Mize Road and the Little Blue Parkway between 39th Street and R.D. Mize — 1
* Completed construction of the R.D. Mize Road improvements, east of Hidden Valley Road, the 23rd and Noland Intersection project, the new Fire Station 3 project, and several storm water improvement projects. — 1
* Completed a written snow removal policy and manual. Started work on snow removal operation improvement options. — 1
* Completed a City owned facility needs assessment report to identify needs, priorities, and costs. — 1
* Worked with an employee safety committee on improvements and accident reduction. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of employee accidents	10	10	8	6
Employee Satisfaction Survey (%)	85	85	85	85
Project schedules met (%)	90	90	90	95

2010-11 Objectives — **Goal Ref**

* Complete construction of Jackson Drive south of 78 Highway. — 1
* Complete construction of the Little Blue Parkway project. — 1
* Review and adjust the snow removal street priority maps and vehicle tracking systems. — 1
* Manage the street sales tax program and available funding, including completion of the Salisbury Road project, start of construction on the Bly Road Bridge project, and start of engineering design on the 35th Street improvements project. Complete a street overlay contract. — 1
* Maintain the pavement condition index rating system and field inspect at least 200 miles of streets within the system. — 1
* Hold monthly employee safety committee meetings in order to identify — 1

2010-11 Objectives **Goal Ref**

safety improvements and safety needs.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	214,596	219,234	222,863	228,841
Other Services & Charges	10,694	10,274	14,876	6,696
Supplies	8,931	7,389	7,389	7,489
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	234,221	236,897	245,128	243,026

Significant Issues

* Managing changes in resources, number of employees, and shifting work requirements.
* Complete a work plan to address environmental issues at Van Hook Park and start an implementation program.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2010-11 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.

2009-10 Accomplishments	**Goal Ref**
* Completed the design of the Little Blue Parkway from R.D. Mize Road to 24 Highway.	1
* Completed the design of Jackson Drive from R.D. Mize Road to 78 Highway.	1
* Completed the design of the Bly Road Bridge, the 24 Highway Sidewalk improvements, and the Fairmount School Sidewalk projects.	1
* Constructed the Little Blue Parkway from 39th Street to R.D. Mize Road.	1
* Constructed the Salisbury Road improvements, the Walnut Street improvements, the R.D. Mize Road improvements, and the 23rd and Noland Intersection improvements.	1
* Completed construction of storm water sales tax projects at Walnut and Crane, Denton and Arlington, Norfleet to Willis, Queen Ridge Phase 2, Jones and Liberty and Cooper's Addition.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Little Blue Pkwy.-39th to U.S. 24 Design Completion (%)	50.0	75.0	100.0	100.0
Jackson Dr. between 39th & 78 Hwy. Design Completion (%)	60.0	80.0	100.0	100.0
New Street Sales Tax Program Completion (%)	N/A	N/A	8.0	16.0
Little Blue Parkway Construction Completion (%)	N/A	N/A	60.0	95.0

2010-11 Objectives	**Goal Ref**
* Complete construction of Jackson Drive south of 78 Highway.	1
* Complete construction of the Little Blue Parkway project.	1
* Complete construction of the R.D. Mize Road improvements east of the Little Blue Parkway, the 24 Highway Sidewalks improvements, the Fairmount School Sidewalks project, and the 29th Street improvements between Noland and Crysler.	1
* Meet with residents on all Capital Improvement projects being	1

2010-11 Objectives **Goal Ref**

designed. Ask for comments and respond to them.

* Work on updating the City Code requirements and adopt the new APWA guidelines for storm water. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineering Administrator	4.00	4.00	4.00	4.00
Engineer III	3.00	3.00	3.00	3.00
Contract Manager	.00	.00	.00	1.00
Construction Inspector	3.00	3.00	3.00	3.00
Engineering Tech II	1.00	1.00	1.00	1.00
Engineering Tech III	3.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	18.00	18.00	18.00	19.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	819,807	830,200	847,055	562,627
Other Services & Charges	72,696	112,247	105,305	110,602
Supplies	28,791	23,427	25,767	20,145
Capital Outlay	7,784	0	0	0
Other Expenditures	0	0	0	0
Total	929,078	965,874	978,127	693,374

Significant Issues

* Managing changes in resources, numbers of employees, and shifting work requirements.
* Multiple phases of the Little Blue Parkway and Jackson Drive will be under construction at the same time. Additional inspection and management personnel are needed to manage construction activities.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, enforcement of Public Works right of way and code provisions, staffing the department front counter, tracking project reimbursements on construction projects and coordinating solid waste and recycling initiatives for the Department. In addition, the Public Works Administrator coordinates the State Legislative Program.

2009-10 Accomplishments	**Goal Ref**
* Successfully completed the acquisition for nearly 300 parcels representing ten separate capital projects.	1
* Increased recycling at City facilities from three paper bins to ten co-mingles bins.	1
* Started glass collection at the City Drop Off Recycling Centers.	1
* Scheduled the second annual electronics recycling event.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Acquisition within schedule (%)	90.0	96.0	98.0	97.0
Quarterly haulers reports on recycling and solid waste	N/A	4	4	4
Monthly project reimbursements within schedule (%)	N/A	N/A	100	100

2010-11 Objectives	**Goal Ref**
* Continue acquisition for all public improvement projects, including Little Blue Parkway and Jackson Drive.	4
* Continue coordinating project reimbursements on CURS, TIF and Federal reimbursement projects within a two week time-frame once the reports are generated.	1
* Work towards landfill diversion goal of 80% by year 2023 by increasing recycling rates through education and promotion.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst Dept Director	.50	.50	.50	1.00
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	7.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	342,163	321,530	328,604	329,440
Other Services & Charges	3,590	2,800	2,800	2,815
Supplies	540	1,100	1,100	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	346,293	325,430	332,504	332,255

Significant Issues

* Managing changes in resources, numbers of employees, and shifting work requirements.
* Acquisition on the Little Blue Parkway project.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Description

The Property Management Division is responsible for maintenance and repair of existing City facilities as well as the design and construction management of new construction projects and remodeling projects. It maintains and upgrades the various facilities of the City in such a manner as to provide the citizens, as well as the employees, a safe, functional, accessible, and comfortable environment. These services are provided through the integration of the principles of project management, architecture, engineering, along with the skilled trades of carpentry, electrical, plumbing, HVAC maintenance and custodial services.

2009-10 Accomplishments	**Goal Ref**
* Reconfigured Community Development's South open office area.	1
* Modified the HR conference room and created a secured file room.	1
* Performed project management for the first phase of Fire Station 1, HVAC replacement and electrical upgrade.	1
* Completed the second phase design of Fire Station 1 remodel for the fire fighters living quarters and administration relocations.	1
* Completed a project to improve the air conditioning capacity for the City's server room. This included the remodeling of office space adjacent to the server room.	1
* Worked on design for renovating the Police Building first floor.	1
* Began the process of creating facility needs assessment information for City buildings.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Building Cleanliness Reporting without added request (%)	65.0	86.0	85.0	80.0
Response to Work Orders Within planned time frame (%)	80.0	80.0	80.0	80.0
Repeated Calls on Mechanical Equipment (Each)	3	3	5	5
Major Construction projects managed (Each)	13	8	8	6

2010-11 Objectives	**Goal Ref**
* Perform individual weekly cleaning inspections at each building. Also, perform a monthly inspection with the cleaning service contractor.	1
* Continue the preventative maintenance inspections of major mechanical	1

2010-11 Objectives **Goal Ref**

equipment and develop a recorded history of problems. Effectiveness determined by establishing cost for repeated repairs on same unit to determine if unit has exceeded its life.

* Schedule quarterly user group meetings with various departments to discuss projects, capital outlay, custodial issues, equipment and work order management. 1
* Continue updating the facility needs assessment information for City buildings. This includes completing detailed information on project scope and costs. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	3.00	3.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	4.00	4.00	4.00	4.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	538,976	591,995	595,894	464,666
Other Services & Charges	268,762	265,673	265,923	270,720
Supplies	72,831	93,004	92,754	89,500
Capital Outlay	7,499	0	0	6,500
Other Expenditures	0	0	0	0
Total	888,068	950,672	954,571	831,386

Significant Issues

* Managing changes in resources, numbers of employees, and shifting work requirements.
* Due to staff vacancies, the majority of HVAC maintenance and repair

Significant Issues

is being performed by contractors.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	71,505	73,993	73,993	75,009
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	71,505	73,993	73,993	75,009

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Description

Street Maintenance is responsible for maintaining 1,198 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditching, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, cleaning of medians and islands, roadside mowing (which includes contract mowing), removal of dead trees in the right of way, maintenance of equipment, placement of driveway pipes, recycling center operation, burning of brush, removal of snow and ice, and the maintenance of sand and salt stockpiles. Signs and markings maintenance includes painting of center and edge lines, crosswalks, school crossing stop bars and turn lanes, and parking stalls and City parking lots, installation of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails. Street Maintenance also coordinates nine City-Wide Cleanups per year and assists with training for commercial drivers license (CDL).

2009-10 Accomplishments	**Goal Ref**
* Recycling: A total of 30,150 vehicles used both recycling sites during the year.	1
* Street Sweeping: 1,120 curb-miles were swept including 415 islands and medians.	1
* City-Wide Cleanup: Nine successful City-Wide Cleanup events were held.	1
* Community Service Workers: There were 3,275 community service hours provided throughout the year.	1
* Snow Removal: Provided snow removal response for seven snow events.	1
* Traffic Signs: Assembled 2,905 traffic signs, installed 555 new traffic signs and posts, serviced 5,715 signs from Federal upgrade program, serviced 2,940 signs from citizen notifications, and assembled and installed 295 non-traffic signs.	1
* Traffic Painting: Painted 16 miles of center and edge lines and 520 crosswalks; repainted 780 stop bars, 515 transverse markers and 245 turn arrows.	1
* Traffic Barricades: Placed and recovered 2,160 barricades for block parties including the Fourth of July parade, Santa-Cali-Gon Days, and other Square and Chamber events.	1
* Potholes: Responded to 79 pothole hot line tickets and 487 patch tickets, resulting in 4,650 holes being patched.	1
* Crack Seal: Crack sealed 3,358 feet of streets.	1
* Graffiti Removal: Removed graffiti from various locations.	1
* Storm Water: Completed 95 drainage tickets.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2010-11 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Street Condition (PCI Average)	75	75	80	80
Right of Way Maintenance (Service Requests)	40	76	96	100
Sweeping and Cleaning Medians (Service Requests)	65	49	69	60
Drainage (Service Requests)	75	16	66	40
Snow Removal (Service Requests)	25	101	1,231	115
Employee Retention (Percentage)	75	91	81	94
Street Signs Maintained (Percentage)	10.0	7.0	10.0	10.0

2010-11 Objectives	Goal Ref
* Inspect 221 miles of our streets each year to measure the PCI (pavement condition index) of streets.	1,4
* Provide street sweeping and median cleanup on curb and gutter streets throughout the City two times per year.	1,4
* Provide snow removal throughout the City during winter weather events.	4
* A sign program which will allow us to inspect and replace, if needed, 3,000 signs per year.	4
* Create a sign assessment management plan (see note under significant issues).	4

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	.00
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

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2010-11 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Recycling Site Operator	1.00	1.00	1.00	1.00
Total	44.50	44.50	44.50	44.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	2,574,772	2,557,313	2,566,338	2,409,144
Other Services & Charges	871,658	998,244	960,244	962,428
Supplies	654,925	699,916	737,916	699,916
Capital Outlay	202,851	194,152	194,152	198,036
Other Expenditures	0	0	0	0
Total	4,304,206	4,449,625	4,458,650	4,269,524

Significant Issues

* Replace aging equipment and finish new salt storage building.
* Managing changes in resources, numbers of employees, and shifting work requirements.
* Compliance with upcoming Federal Highway Administration requirements, which includes creating a sign assessment or management plan by 2012. The plan must cover improved sign inspection, data management, and sign replacement within a typical sign replacement cycle. Secondly, all regulatory, warning, and ground-mounted signs must comply with the new retroreflectivity standards by 2015. Also, all overhead guide signs and street name signs must comply with the new standards by January, 2018.

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2010-11 Operating Budget*
Cost Center: 5121 - Central Garage | *Fund: 90 - Central Garage Fund*

Description

Central Garage is responsible for maintaining the City's fleet comprised of 733 units of rolling stock. It is also responsible for vehicle and equipment acquisition, repair, preventative maintenance, and fuel management for vehicles used in law enforcement, fire prevention, health, social services, parks, public works, and other government activities. It is also responsible for fabrication and welding requests by all City departments. Central Garage maintains a wide range of automotive parts which includes 1,894 types of various parts. It also maintains two fuel sites within the City.

2009-10 Accomplishments	**Goal Ref**
* Rebuilt older trailer to fit all of the attachments for the new Skid Steer (Bobcat).	4
* From July 1, 2009 to January 31, 2010, preventative maintenance on police and fire, light truck and car shop included 290 lube & oil changes, 99 brake jobs, 203 tire replacements and 318 shuttles.	4

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Mechanic Hours Billed (%)	86.0	89.0	90.0	90.0
Preventative maintenance work orders completed (%)	95.0	90.0	90.0	90.0
Road Service Calls (Each)	20	20	30	25

2010-11 Objectives	**Goal Ref**
* Maintain billable mechanic rates of 90%.	4
* Perform 90% of preventative maintenance on equipment before being over due for service.	4
* Quarterly meetings will be held with garage users to discuss customer service, operations, schedules, budgets, and work order costs.	3
* Train Heavy Equipment mechanic on sweeper repairs.	4

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2010-11 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Clerk Typist II	1.00	1.00	.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	.75	.75
Garage Supervisor	1.00	1.00	1.00	1.00
Total	10.00	10.00	9.75	9.75

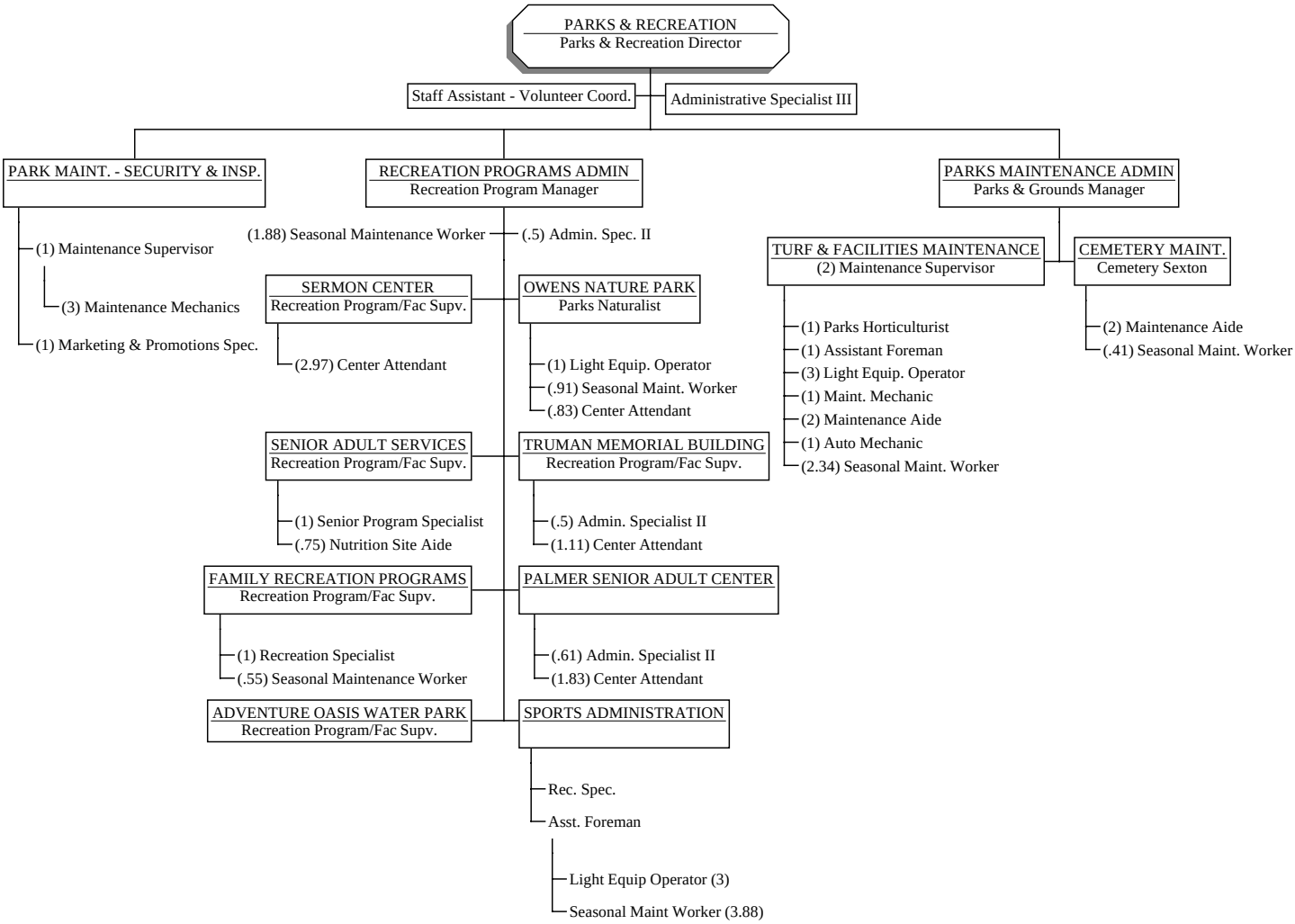
Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	574,677	661,386	661,386	669,472
Other Services & Charges	352,159	369,680	386,137	343,960
Supplies	968,646	1,077,234	1,060,777	1,074,339
Capital Outlay	0	8,000	35,108	0
Other Expenditures	0	0	0	0
Total	1,895,482	2,116,300	2,143,408	2,087,771

Significant Issues

* Fuel costs and finding alternative options to meet the needs of the City's fleet.
* Maintaining repairs of an aging fleet.
* Keep inventory parts to a minimum which will help keep inventory cost down.

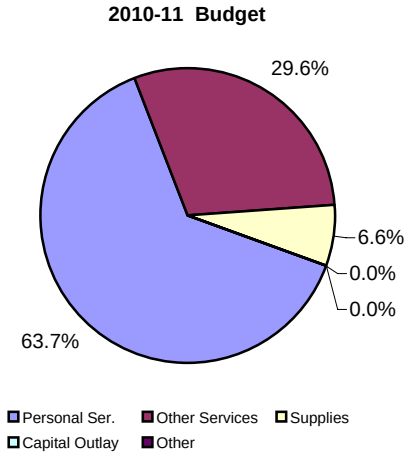
City of Independence, Missouri
Parks and Recreation



Parks and Recreation

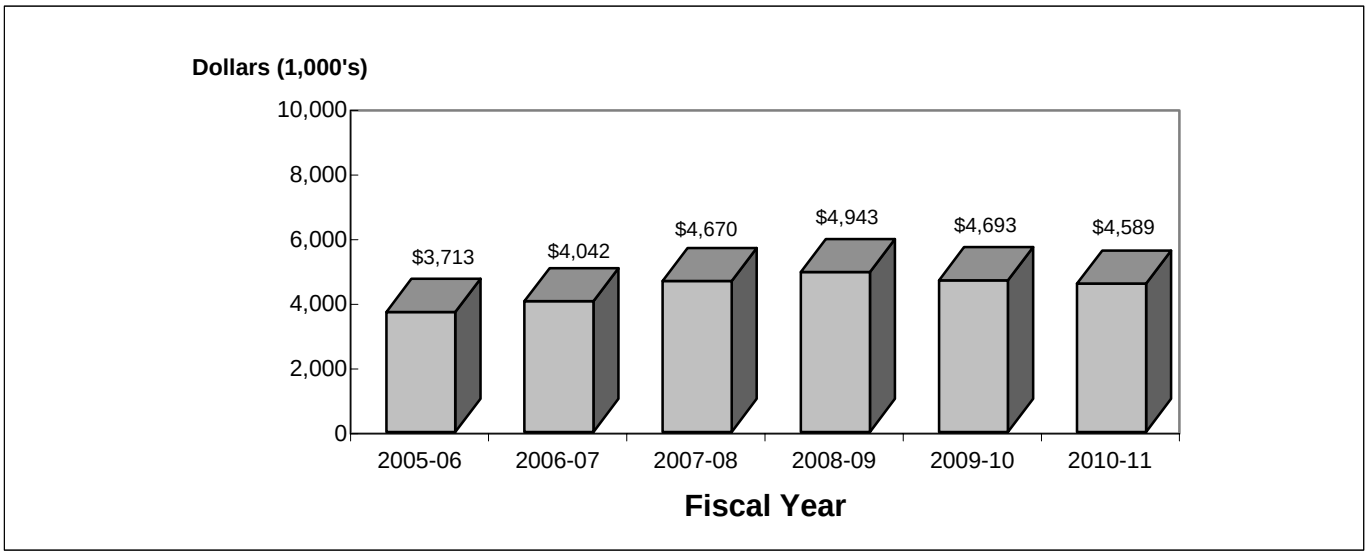
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 2,965,464	$ 2,986,285	$ 3,004,922	$ 2,925,255
Other Services	1,487,201	1,385,971	1,386,641	1,359,520
Supplies	425,904	320,329	328,965	304,184
Capital Outlay	64,124	-	-	-
Other	-	-	-	-
Total	$ 4,942,693	$ 4,692,585	$ 4,720,528	$ 4,588,959



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	49.29	52.65	57.94	57.94	57.44	54.19
Amount by Fund:						
General Fund	$ 1,980,238	$ 2,030,562	$ 2,116,310	$ 2,152,145	$ 2,190,959	$ 2,160,477
Parks Improv. Sales	1,732,551	2,011,706	2,553,286	2,790,548	2,501,626	2,428,482
Total All Funds	$ 3,712,789	$ 4,042,268	$ 4,669,596	$ 4,942,693	$ 4,692,585	$ 4,588,959
Comparative Ratios:						
Per Capita	$ 32.13	$ 34.86	$ 40.13	$ 45.28	$ 41.12	$ 37.86
Per Household	$ 76.15	$ 82.62	$ 95.11	$ 106.43	$ 95.39	$ 84.84



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing quality park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998 when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance, and renovation for a number of City park sites. In 2002, voters approved and expanded the Parks and Recreation sales tax which allowed for renovation of the Palmer School Facility into a senior adult recreation and nutrition center, construction of a new family aquatics center, installation of water playgrounds at two neighborhood parks, trail development, and construction of a new multi-field athletic complex. The tax also provides funding for small revitalization projects in existing parks, park maintenance and security, operation of recreation facilities, and supports family oriented recreation programming. 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	41.00	41.00	40.00	38.00
Part Time Positions	16.94	16.94	17.44	16.19
Total	57.94	57.94	57.44	54.19

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	305,173	307,836	312,717	268,619
6011 Park Maintenance Admin.	155,044	147,987	148,672	154,437
6012 Turf Facilities Maintenance	717,024	752,262	755,307	734,129
6021 Recreation Programs Admin.	112,215	112,179	113,727	141,166
6022 Senior Adult Services	252,568	265,983	276,297	272,663
6028 Roger T. Sermon Community Ctr.	239,722	240,490	245,064	211,324
6029 George Owens Nature Park	166,993	167,378	168,369	175,906
6031 Cemetery Maintenance	203,406	196,844	198,749	202,233
6041 Park Maint. - Security & Insp.	884,725	780,205	780,205	714,330

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
6042 Rec. Fac.-Truman Memorial Bldg	341,022	283,235	283,235	236,586
6043 Rec. Fac.-Palmer Sr. Adult Ctr	181,429	167,026	167,026	164,261
6044 Family Recreation Programs	224,890	198,374	198,374	194,185
6045 Adventure Oasis Water Park	621,604	611,202	611,202	620,068
6046 Sports Administration	536,878	461,584	461,584	499,052
Total	4,942,693	4,692,585	4,720,528	4,588,959
Source of Funding				
General Fund	2,152,145	2,190,959	2,218,902	2,160,477
Parks Improv. Sales Tax Fund	2,790,548	2,501,626	2,501,626	2,428,482
Total	4,942,693	4,692,585	4,720,528	4,588,959
Direct/Offsetting Revenues				
Class Fees	86,263	63,150	82,551	63,150
Park Concessions	6,967	6,500	5,457	7,000
Recreation Center Fees	31,745	18,425	32,455	28,000
Recreation Rentals	100,811	75,684	100,513	75,684
Cemetery Charges	55,309	63,000	37,099	60,000
Dial-a-Ride Grant	25,393	25,393	20,194	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	25,000	25,000
Total	331,488	277,152	303,269	284,227

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Description

The Administrative Division oversees the various divisions within the Parks and Recreation Department to provide residents with quality parks, recreation facilities, and programs. The Parks and Recreation Administrative Division actively works with various Boards, Commissions and Community organizations to further improve the City's Parks and Recreation System.

2009-10 Accomplishments	**Goal Ref**
* Initiated contract management oversight of the Community Ice Facility.	1
* Initiated cross promotional initiatives with the Community Ice Facility.	1
* Initiated the Park Master Plan Update Process.	1
* Increased the number of adopted parks to ten.	1
* Established a Park Watch program in three parks.	1
* Oversaw the completion of three successful Park Matching Grant projects. 2009-10 marked the 12th year of the Park Matching Grant program.	1
* Assisted with the development, implementation and results summary of state-wide Parks and Recreation Vales survey.	1

2010-11 Objectives	**Goal Ref**
* Complete the Parks, Recreation, Trails and Open Space Master Plan.	1
* Prepare the Parks and Recreation Sales Tax informational materials.	1
* Complete the update of Chapter 13, Article 1 of the City Park Code.	1
* Continue to expand the neighborhood Park Watch Program to include three more sites.	1
* Continue to expand the Adopt-A-Park Program to include two more sites.	1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Staff Asst.-Volunteer Coord.	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	3.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	293,220	297,481	302,362	259,964
Other Services & Charges	7,296	8,355	7,696	6,655
Supplies	4,657	2,000	2,659	2,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	305,173	307,836	312,717	268,619

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Description

The Supervisory and Support 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.

2009-10 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Six Park Sales Tax park revitalization and capital improvement projects, including new soccer goals, football goal posts, dugout covers and directional signs at the Athletic Complex, installation of Ag-Lime infield materials at Mill Creek Park, Santa Fe Park and the Athletic Complex, completion of softball/ baseball field sub-grade drainage systems at the Athletic Complex completion of Phase II and Phase III erosion control projects at the Athletic Complex, initiation of cool season forage grasses and forbs establishment program at the Athletic Complex, park site renovation and installation of playground equipment at Bund-Jack Park and installation of park site amenities at various locations. — 1
* Completed initial phases of field turf establishment at the Athletic Complex and successfully hosted full-season of soccer and football. — 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	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Numbers of park sites maintained	42	45	45	45
Number of park acres maintained	721	781	840	840
Number of full-time staff supervised	21	21	21	21

2010-11 Objectives **Goal Ref**

* Coordinate Parks Division participation in the Parks, Recreation, Trails and Open Space Master Plan update project. — 1
* Complete park maintenance classification standards as part of overall Park Master Plan update. — 1
* Complete park site renovation of new Clothier property. — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	96,748	99,448	101,008	106,042
Other Services & Charges	48,144	36,450	36,455	36,506
Supplies	10,152	12,089	11,209	11,889
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	155,044	147,987	148,672	154,437

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Description

The Turf and Facilities Division is responsible for daily park maintenance operations, including picnic shelters, athletic fields, landscape beds, snow removal, and mowing and trimming all City parks, properties, and related facilities.

2009-10 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Six Park Sales Tax park revitalization and capital improvement projects, including installation of Ag-Lime infield materials at Mill Creek Park, Santa Fe Park and the Athletic Complex, removal of infield lips at Mill Creek Park, Santa Fe Park and and Crysler Stadium, and installation of park site amenities at various locations. — 1
* Provided mowing/trimming services for all City parks and managed park horticulture program. — 1
* Supervised all game field preparation activities by assigned staff at various locations. — 1
* Assisted community and neighborhood groups with park clean-up efforts at various locations. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of park sites maintained	42	45	45	45
Number of park acres maintained (turf)	781	781	840	840
Number of baseball game fields maintained	10	10	8	10
number of baseball practice fields maintained	39	31	31	2
Number of soccer game fields maintained	5	5	5	10
Number of picnic shelters maintained	11	18	18	18
Number of non-park acres maintained	0	15	15	0

2010-11 Objectives **Goal Ref**

* Assist community and neighborhood groups with four (4) park clean-up efforts. — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Light Equipment Operator	3.00	3.00	3.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Auto Mechanic	1.00	1.00	1.00	1.00
Parks Horticulturalist	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	12.34	12.34	12.34	12.34

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	592,034	625,864	628,909	608,433
Other Services & Charges	66,023	66,623	66,623	68,919
Supplies	58,967	59,775	59,775	56,777
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	717,024	752,262	755,307	734,129

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Description

This division is responsible for the management of the community recreational facilities and programs devoted to providing a comprehensive array of leisure and wellness opportunities. Facilities under the supervision of this Division include the Roger T. Sermon Community Center, the Truman Memorial Building, the Palmer Senior Center, Adventure Oasis Waterpark, George Owens Nature Park and the Independence Athletic Complex. Major programs supervision include Family Programs & Special Events, the Dial-A-Ride Program, Sports Administration, the Group Use Picnic Program, interpretive activities and the Mid-America Regional Council Senior Nutrition Program. Administrative functions direct supervision of six full-time staff and indirect supervision of 36 part time employees.

2009-10 Accomplishments **Goal Ref**

* Served in a support role for the opening of the Community Ice Facility. 1
* Initiated the full use of the Independence Athletic Complex for soccer, baseball, and football youth organizations and began taking requests for expanded use for league play and tournaments during the spring/summer of 2010. 1
* Division staff have pursued grant opportunities through National Recreation and Parks Assoc. and United States Tennis Assoc., with several equipment grants being received for archery, fishing and tennis programs. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of Community Centers	3	3	3	3
Number of Nature Centers	1	1	1	1
Number of Water Parks	1	1	1	1

2010-11 Objectives **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. 1
* Conduct three (3) surveys to measure customer service and satisfaction levels. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Recreation Program Mgr	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	.50
Total	1.00	1.00	1.00	1.50

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	87,538	90,287	91,835	120,668
Other Services & Charges	18,519	16,891	16,737	13,177
Supplies	6,158	5,001	5,155	7,321
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	112,215	112,179	113,727	141,166

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Description

This cost center provides ongoing programs for resident senior adults and individuals with disabilities. These programs focus on, but are not limited to nutritious lunches, nutrition and consumer education, health programs, social integration, transportation and assistance with support services.

2009-10 Accomplishments	**Goal Ref**
* Ten (10) presentations were made to various organizations to increase awareness of Senior Adult services in the community.	1
* Staff increased the number of programs offered for 60+ and disabled adults by 10%.	1
* This division received three funding grants from Mid-America Regional Council, Community Development Block Grant and Kansas City Area Transit Authority.	3
* Dial-A-Ride policies were reviewed and amended to improve service and address rider issues.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of recreation programs	50	48	75	N/A
Number of senior recreation trips	37	37	39	45
Number of on-site meals served	19,026	19,026	25,336	22,000
Meals served - home delivered	22,200	21,337	21,745	22,000
Number of nutrition site programs	50	38	38	60
Number of outreach programs	6	5	5	10
Number of Dial-A-Ride trips	8,120	8,120	13,370	11,572

2010-11 Objectives	**Goal Ref**
* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project.	1
* Initiate two (2) surveys, taken twice per year to measure customer service and satisfaction levels.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	1.00	.00	.00	.00
Recreation Prog/Fac Supv	.00	1.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	121,396	126,600	128,273	123,068
Other Services & Charges	125,542	133,589	142,196	142,398
Supplies	5,630	5,794	5,828	7,197
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	252,568	265,983	276,297	272,663

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

This cost center provides funding for the Roger T. Sermon Community Center and the major programs and maintenance responsibilities related to the facility. Independence residents and neighboring communities enjoy the many cultural, educational, and physical fitness programs that are offered. The Center provides local organizations and families with affordable meeting space and provides a gathering place for local clubs and interest groups. Additionally, the Recreation Facility & Program Supervisor and staff administer the Group Use Shelter Program and the Neighborhood Block Party Program.

2009-10 Accomplishments **Goal Ref**

* A daily and weekly cleaning and facility check list was developed and implemented for both part time staff and the contracted cleaning service. 1
* A continued partnership with the three (3) theatre groups that use the facility resulted in improvements being made to the Powerhouse Theatre and the Sermon Center. The Independence Garden Club assisted with the cost to replace the cooling system in the Green House located on the 4th floor. The Curtis family assisted with the replacement of worn out and old tables used on the 4th floor by clubs and rentals. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Weekly hours of availability	92	92	92	92
Number of Sermon Center memberships	1,725	1,725	1,200	1,600
Special Events at Facility	15	15	9	9
Co-sponsored clubs/organizations	17	15	15	15
Theatre Performances	61	61	61	61
Rental Revenue - Park Shelters, Center Rentals, Craft Show	N/A	N/A	47,500	49,574

2010-11 Objectives **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. 1
* Initiate two (2) surveys taken twice per year to measure customer service and satisfaction levels. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Clerk I	1.00	1.00	.00	.00
Recreation Program Supv	1.00	.00	.00	.00
Recreation Prog/Fac Supv	.00	1.00	1.00	1.00
Center Attendant	2.41	2.41	.00	.00
Center Attendant-SUB	.00	.00	4.22	2.97
Total	4.41	4.41	5.22	3.97

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	175,000	163,251	167,160	135,835
Other Services & Charges	55,723	69,278	70,491	67,318
Supplies	8,999	7,961	7,413	8,171
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	239,722	240,490	245,064	211,324

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *Fund: 02 - General Fund*

Description

George Owens Nature Park is an 85 acre park site that features natural areas, restored grasslands, two lakes, an extensive hiking trail system, a nature center with hands on children activities and exhibits, a picnic pavilion and an organized group camp area. Facility staff maintains the park grounds and provides interpretive activities and programs to the general public, school groups, scouting organizations and other outdoor enthusiasts.

2009-10 Accomplishments	**Goal Ref**
* A number of outdoor programs have been offered throughout the Independence Park System to promote outdoor education to youth and families. Program offerings include: 4-part Family Nature Series, Hiking Hounds and hikes in the natural areas throughout the park system.	1
* Program partnerships have given us the opportunity to work with youth at Pioneer Ridge Middle School, Cler-Mont Elementary School, Fairmount Elementary School and with the Caring Communities sites.	1
* The first phase of restoring the limestone glade area has been completed.	1
* New benches have been installed around Lake Lorraine and in the outdoor classroom.	1
* GIS mapping of trail system has been completed with Water Pollution Control's support.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Nature Center Hours of Availability	65	67	67	67
Total number of visitors	33,000	30,500	22,658	25,766
On-site group presentations	40	50	36	40
Community programs	30	20	29	25
Park programs (special events)	25	45	41	40
Hours of program service provided by volunteers	400	457	529	529

2010-11 Objectives	**Goal Ref**
* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project.	1
* 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

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6029 - George Owens Nature Park *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	.00
Center Attendant-SUB	.00	.00	.00	.83
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	3.74	3.74	3.74	3.74

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	149,675	149,277	150,268	159,290
Other Services & Charges	7,176	9,676	9,676	10,258
Supplies	10,142	8,425	8,425	6,358
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	166,993	167,378	168,369	175,906

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility and revenue records.

2009-10 Accomplishments **Goal Ref**

* Continued data entry into cemetery management software program. 3
* Continued volunteer-based cemetery clean-up program. 1
* Continued historical cemetery tour program. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	100		100	55
Opening/Closing Revenes	$66,200		$52,000	$30,000
Monument Base Revenues	$3,806		$4,000	$3,000
Cemetery Lot Revenues	$7,350		$7,000	$7,000

2010-11 Objectives **Goal Ref**

* Assist community and volunteer groups with two (2) historical preservation, program implementation and/or facility improvement efforts. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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 — *2010-11 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	178,230	176,860	177,890	183,118
Other Services & Charges	11,801	7,210	8,162	6,331
Supplies	13,375	12,774	12,697	12,784
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	203,406	196,844	198,749	202,233

Description

This division oversees and manages park revitalization and capital improvement projects planned for the City's park system made possible through the August 2002, adoption of a 1/4 cent parks and recreation sales tax initiative. Divisional staff will communicate ongoing progress to the Independence Park Commission as they continue to serve as the oversight committee for park improvements.

2009-10 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Six Park Sales Tax park revitalization and capital improvement projects, including new soccer goals, football goal posts, dugout covers and directional signs at the Athletic Complex, installation of Ag-Lime infield materials at Mill Creek Park, Santa Fe Park and the Athletic Complex, park site renovation and installation of playground equipment at Bund-Jack Park and installation of park site amenities at various locations. 1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation and Open Space Master Plan recommendations. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of formal reports to Park Sales Tax Oversight Committee	12	11	12	4
Number of Oversight Committee formal reports to City Council	2	2	2	2
Number of Facilities Maintained	81	81	45	45

2010-11 Objectives **Goal Ref**

* Develop and implement a comprehensive playground safety audit and inspection program. 1
* Complete park site renovation at new Clothier Park. 1
* Identify and develop appropriate park sales tax projects for potential external assistance, including local, state and federal grant funding sources, agency partnership opportunities, and support from internal City departments. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Maintenance Mechanic	3.00	3.00	3.00	3.00
Marketing and Promotions Spec	1.00	1.00	1.00	1.00
Parks Contract Manager	1.00	1.00	1.00	.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	5.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	539,679	543,252	543,252	499,573
Other Services & Charges	224,485	142,797	143,531	133,622
Supplies	120,561	94,156	93,422	81,135
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	884,725	780,205	780,205	714,330

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing operation of the City's historic Truman Memorial Building facility, which reopened to the public in early 2003. This includes necessary operational provisions for facility staff, contract services, maintenance, utilities, and program development. The Truman Memorial Building serves as a community asset capable of hosting a variety of different functions, including special events, recreation programs, athletic contests, and private rental groups.

2009-10 Accomplishments	**Goal Ref**
* Established relationships with The Daughters of the American Revolution, Independence Chapter, Independence Young Marines and Missouri Career Center - Veterans Services to provide joint programming opportunities and to promote use of the Veterans Hall.	1
* Promoted the recording of Veterans Videos, provided video receptions for Veterans and their families, held the Annual Veterans Day Celebration, Veterans displays and Veteran of the Week in the Examiner.	1
* Continue to work with the Truman Heartland Foundation to receive contributions for the purpose of matching funds for facility projects. In partnering with the Independence Table Tennis Club, Park Matching Grant funds were used to purchase two new tables for daily recreation and tournament play.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of memberships	46	40	37	40
Facility reservations	967	1,250	1,205	1,220
Events facilitated for community special events	32	24	32	20
Events facilitated for City departments	30	232	300	275
Program Partnerships Developed	N/A	N/A	N/A	2
Hours of Service by Volunteers	N/A	N/A	N/A	120

2010-11 Objectives	**Goal Ref**
* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project.	1
* Initiate two (2) surveys, taken twice per year to measure customer service and satisfaction levels.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Recreation Program Supv	1.00	.00	.00	.00
Recreation Prog/Fac Supv	.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	.50
Center Attendant	2.21	2.21	.00	.00
Center Attendant-SUB	.00	.00	1.11	1.11
Total	4.21	4.21	3.11	2.61

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	165,929	141,491	141,491	123,022
Other Services & Charges	154,759	134,839	132,300	107,677
Supplies	14,038	6,905	9,444	5,887
Capital Outlay	6,296	0	0	0
Other Expenditures	0	0	0	0
Total	341,022	283,235	283,235	236,586

Description

This cost center provides ongoing operation of the Palmer Senior Adult Recreation and Nutrition Center. This includes, but is not limited to, facility staff, contract services, maintenance, utilities, and program development. The Palmer Center provides diverse senior adult programs and services including a daily meal program, fitness opportunities, education classes, recreational programs, and a wide variety of social events.

2009-10 Accomplishments	**Goal Ref**
* Staff produced the Palmer Center Post, a bi-monthly newsletter for seniors that highlights upcoming activities, events, educational programs, volunteer opportunities and helpful hints.	1
* The Palmer Center became an identified emergency shelter for the City of Independence in the event of a disaster.	1
* New volunteers were added to the volunteer staff, for a total of 98 volunteers and staff has enlisted current volunteers to lead programs and assist with office projects/special events. This resulted in a 10% increase of recorded volunteer hours.	1
* The accreditation process was initiated, completion of project will occur in FY2010-11.	1
* Four (4) new partnerships were initiated: Help at Home Program with several members of the Jackson County Professionals in Aging, Caring Communities Resource Center with Catholic Charities, Wellness Checks with the Independence Police Department and a Health Education Program with Centerpoint Medical Center.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of general recreation programs	48	48	85	75
Number of facility reservations	157	152	113	90
Events facilitated for community agencies	1	5	1	5
Number of patrons visits	42,000	63,916	42,000	63,916
Number of weight room patrons	240	162	240	165
Facility hours of availability to the public per week	N/A	N/A	57+	57
Number of Palmer Center memberships	N/A	N/A	157	180

Number of co-sponsored clubs and organizations	N/A	N/A	24	40
Number of other facility rentals	N/A	N/A	113	117

2010-11 Objectives **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. 1
* Initiate two (2) surveys, taken twice per year to measure customer service and satisfaction levels. 1
* Complete the accreditation process. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Administrative Spec II	.61	.61	.61	.61
Center Attendant	1.83	1.83	.00	.00
Center Attendant-SUB	.00	.00	1.83	1.83
Total	2.44	2.44	2.44	2.44

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	61,520	62,007	62,007	63,338
Other Services & Charges	84,279	87,470	87,525	85,176
Supplies	24,159	17,549	17,494	15,747
Capital Outlay	11,471	0	0	0
Other Expenditures	0	0	0	0
Total	181,429	167,026	167,026	164,261

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendations from the 2002 Independence Parks, Recreation and Open Space Master Plan. Funding is provided through the Parks & Recreation Sales Tax Program. Special attention is given to the development of youth and family programs, outdoor programs, festivals and special events.

2009-10 Accomplishments **Goal Ref**

* A $5,000 grant was awarded to the Parks & Recreation Department through the National Recreation & Parks Association and Take Me Fishing. To meet the requirements of this grant, staff introduced 2,000 youth ages 6-15 and their families to the sport of fishing. — 1
* A partnership with Blue Bell Ice Cream was established in support of the very popular Popsicles in the Park Program. Blue Bell Ice Cream donated approximately 1600 popsicles for the 2009 season. — 1
* Park staff has partnered with the Cler-Mont Caring Communities site to offer a monthly program at the school. Caring Communities provided staff, helped promote the program, coordinated gym space in the school and purchased program supplies. — 1
* Staff partnered with the Mid-Continent Public Library to offer the program "Tales to Trails". This program features a children's story printed on metal signs along the Butterfly Trail at George Owens Nature Park followed by indoor activities. Mid-Continent Public Library provided staff, event promotion, signs and purchased program supplies. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of programs initiated	35	73	63	73
Program attendance	5,153	5,153	7,122	13,000
Number of park sites used	33	44	40	40
Presentations	140	110	98	95
Program partnerships developed	50	50	54	67
Hours of program service provided by volunteers	400	450	650	700

2010-11 Objectives **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

2010-11 Objectives **Goal Ref**

* Initiate two (2) surveys, taken twice per year to measure customer service and satisfaction levels. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Program Supv	1.00	.00	.00	.00
Recreation Prog/Fac Supv	.00	1.00	1.00	1.00
Center Attendant	.21	.21	.00	.00
Center Attendant-SUB	.00	.00	.00	.00
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	2.76	2.76	2.55	2.55

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	152,679	153,361	153,361	158,289
Other Services & Charges	45,412	31,094	25,756	25,072
Supplies	24,253	13,919	19,257	10,824
Capital Outlay	2,546	0	0	0
Other Expenditures	0	0	0	0
Total	224,890	198,374	198,374	194,185

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *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 2002 Independence Parks, Recreation and open space Master Plan.

2009-10 Accomplishments **Goal Ref**

* Hosted several fundraising activities in support of the Adventure Oasis Scholarship Program and swim lesson classes. 3
* Created and implemented three (3) new events at the Water Park: Polynesian Day, Pass Holder Appreciation Beach Bash and Family Swim Party. 1
* Partnered with the Independence Tourism Department and Global Entertainment to advertise Adventure Oasis at the new Independence Events Center. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of in-house rentals	N/A	71	71	41
Number of after-hour rentals	N/A	13	13	8
Number of b-day packages sold	N/A	60	60	60
Number of passes sold	N/A	415	415	450
Number of punch cards sold	N/A	570	570	550
Number of scholarships granted	N/A	25	25	30

2010-11 Objectives **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. 1
* Initiate three (3) surveys to measure customer service and satisfaction levels. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Recreation Program Supv	1.00	.00	.00	.00
Recreation Prog/Fac Supv	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	62,048	62,845	62,845	67,123
Other Services & Charges	526,088	532,407	531,964	537,355
Supplies	33,468	15,950	16,393	15,590
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	621,604	611,202	611,202	620,068

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2010-11 Operating Budget*
Cost Center: 6046 - Sports Administration — *Fund: 12 - Parks Improv. Sales*

Description

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

2009-10 Accomplishments — **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Six Park Sales Tax park revitalization and capital improvement projects, including new soccer goals and football goal posts at the Athletic Complex, installation of Ag-Lime infield/warning track materials at the Athletic Complex, completion of softball/baseball field sub-grade drainage systems at the Athletic Complex and initiation of cool season forage grasses and forbs establishment program at the Athletic Complex. — 1
* Completed initial phases of field turf establishment at the Athletic Complex and successfully hosted full-season use of soccer and football. — 1
* Developed partnerships with numerous athletic groups such as Ban Johnson, United States Slow Pitch Soft Ball Assoc., National Adult Baseball Assoc., Salsa Soccer, 50+ Softball, and others for future Independence Athletic Complex. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of leagues	N/A	9	9	15
Number of tournaments	N/A	7	22	25
Number of instructional leagues/camps/clinics	N/A	12	25	50
Number of athletic associations supported	N/A	6	38	18

2010-11 Objectives — **Goal Ref**

* Coordinate divisional staff and user group participation in the Parks & Recreation Master Plan update project. — 1
* Apply for at least four (4) regional tournament bids. — 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2010-11 Operating Budget*
Cost Center: 6046 - Sports Administration *Fund: 12 - Parks Improv. Sales*

2010-11 Objectives **Goal Ref**

* Initiate three (3) surveys to measure customer service and satisfaction level. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	3.00	3.00	3.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	3.88	3.88	3.88	3.88
Total	8.88	8.88	8.88	8.88

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	289,768	294,261	294,261	317,492
Other Services & Charges	111,954	109,292	107,529	119,056
Supplies	91,345	58,031	59,794	62,504
Capital Outlay	43,811	0	0	0
Other Expenditures	0	0	0	0
Total	536,878	461,584	461,584	499,052

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	6,926,888	8,400,533	8,123,552	8,357,242
6503 Capital Outlay	875,837	515,214	515,214	513,200
6504 City Council Strategic Goal	375,104	250,000	411,717	250,000
6505 Central Services	35,731	33,550	33,550	29,050
6507 Capital Outlay - TIF Distr.	200,985	0	762,205	0
6511 Non-Departmental	7,191	7,000	7,000	7,000
6520 Non-Departmental	17,004,241	19,522,365	19,522,365	20,473,935
6530 Non-Departmental	3,023,750	3,169,428	3,169,428	3,375,904
6540 Non Departmental	4,319,699	4,850,256	4,850,256	4,987,427
6591 Staywell PPO Plan	14,198,610	14,435,000	14,435,000	17,918,300
6594 Pharmacy Benefit Plan	962,813	918,600	918,600	0
Total	47,930,849	52,101,946	52,748,887	55,912,058

Source of Funding				
General Fund	8,414,545	9,199,297	9,846,238	9,149,492
Street Improv. Sales Tax Fund	7,191	7,000	7,000	7,000
Power and Light Fund	17,004,241	19,522,365	19,522,365	20,473,935
Sanitary Sewer Fund	3,023,750	3,169,428	3,169,428	3,375,904
Water Fund	4,319,699	4,850,256	4,850,256	4,987,427
Staywell Health Care Fund	14,198,610	14,435,000	14,435,000	17,918,300
Pharmacy Benefit Plan	962,813	918,600	918,600	0
Total	47,930,849	52,101,946	52,748,887	55,912,058

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6502 - Non-Departmental *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	3,405,581	4,298,280	4,021,299	4,282,176
Other Services & Charges	3,518,042	3,657,172	3,621,704	3,630,795
Supplies	309	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	2,956	445,081	480,549	444,271
Total	6,926,888	8,400,533	8,123,552	8,357,242

City of Independence, Missouri
2010-11 Operating Budget

General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Total
Technology Services				
Replacement program for Microcomputers, File Servers, and Network Systems			175,000	175,000
Next phase of Disaster Recovery Plan			10,000	10,000
City Clerk				
Electronic Records Storage Indexing System			10,000	10,000
Health				
Replace 1997 Ford F150 - Asset number 2875 (includes new animal box and installation)		31,000		31,000
Replace 1999 Dodge Ram 1500 - Asset number 3031 (includes new animal box and installation)		31,000		31,000
Replace 1995 Ford Escort - Asset number 8725		15,000		15,000
Parks & Recreation				
Woodlawn Cemetery Phase 2 Fence Repair			36,000	36,000
George Owens Nature Park Phase I Park Road Overlay			53,000	53,000
Public Works				
City Hall Emergency Generator for Telecommunications Backup	46,000			46,000
City Hall Water Infiltration Repairs - north side	25,000			25,000
Police Building Plumbing Chase	11,000			11,000
NFTM 20 ton HVAC unit replacement	25,000			25,000
Health Department Door Replacement	6,700			6,700
City Hall West Entry Door Replacement	8,500			8,500
Bingham-Waggoner Architectural Services	20,000			20,000
Vaile Mansion Sidewalk and Step Repair	10,000			10,000
	$ 152,200	$ 77,000	$ 284,000	$ 513,200

CITY OF INDEPENDENCE, MISSOURI
2010-11 Operating Budget

City Council Goals Account Summary

	Appropriations	Allocations
Carryover of Prior Year's Appropriations	$ 207,572	
Current Year's Appropriation	250,000	
Total Appropriation	$ 457,572	
2010-11 Allocations		
Police K-9 Officer Replacement		10,000
Neighborhood Park Matching Grants		21,500
Neighborhood Block Celebrations		6,150
Demolition of Dangerous Buildings and Private Property Cleanup		106,500
Neighborhood Cleanup Program Labor and Equipment		20,000
Graffiti Abatement Program		15,500
Graffiti Reward Program		500
Foreclosed and Neglected Properties Program		22,000
Mowing and Refuse Cleanup on Private Property		100,500
Youth Recreation Program Scholarships (e.g. Boys & Girls Club - "Summer Slam", "RBI Baseball" YMCA - "Mission in Action", Independence Athletic Assn. Youth Scholarship		50,000
Hungry and Homeless and Youth Council Programs		27,000
Total		$ 379,650
Unallocated Balance at June 30, 2011		$ 77,922

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6505 - Central Services *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	25,832	23,550	23,550	17,300
Supplies	9,899	10,000	10,000	11,750
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	35,731	33,550	33,550	29,050

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6507 - Capital Outlay - TIF Distr. *Fund: 02 - General Fund*

Description

This program accounts for revenues from closed out Tax Increment Financing (TIF) projects that have been allocated to fund capital improvements within the General Fund.

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	241	0	0	0
Other Services & Charges	1,200	0	0	0
Supplies	0	0	0	0
Capital Outlay	199,544	0	762,205	0
Other Expenditures	0	0	0	0
Total	200,985	0	762,205	0

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6511 - Non-Departmental *Fund: 11 - Street Improv. Sales*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	7,191	7,000	7,000	7,000
Total	7,191	7,000	7,000	7,000

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6520 - Non-Departmental *Fund: 20 - Power and Light Fund*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,607,573	1,893,172	1,893,172	2,085,296
Other Services & Charges	5,065,775	5,172,107	5,172,107	5,400,211
Supplies	0	0	0	0
Capital Outlay	59,028	10,000	10,000	10,000
Other Expenditures	10,271,865	12,447,086	12,447,086	12,978,428
Total	17,004,241	19,522,365	19,522,365	20,473,935

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6530 - Non-Departmental *Fund: 30 - Sanitary Sewer Fund*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	281,284	385,282	385,282	351,487
Other Services & Charges	1,261,964	1,264,760	1,264,760	1,346,646
Supplies	0	0	0	0
Capital Outlay	16,782	10,000	10,000	10,000
Other Expenditures	1,463,720	1,509,386	1,509,386	1,667,771
Total	3,023,750	3,169,428	3,169,428	3,375,904

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6540 - Non Departmental *Fund: 40 - Water Fund*

Description

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

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	574,574	683,041	683,041	650,526
Other Services & Charges	1,942,413	1,994,231	1,994,231	1,997,692
Supplies	0	0	0	0
Capital Outlay	28,651	10,000	10,000	10,000
Other Expenditures	1,774,061	2,162,984	2,162,984	2,329,209
Total	4,319,699	4,850,256	4,850,256	4,987,427

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2010-11 Operating Budget*
Cost Center: 6591 - Staywell PPO Plan *Fund: 91 - Staywell Health Care*

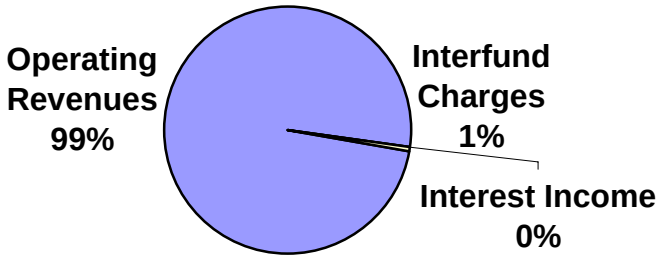
Description

This program is used to account for the costs of the city's self funded health care plan.

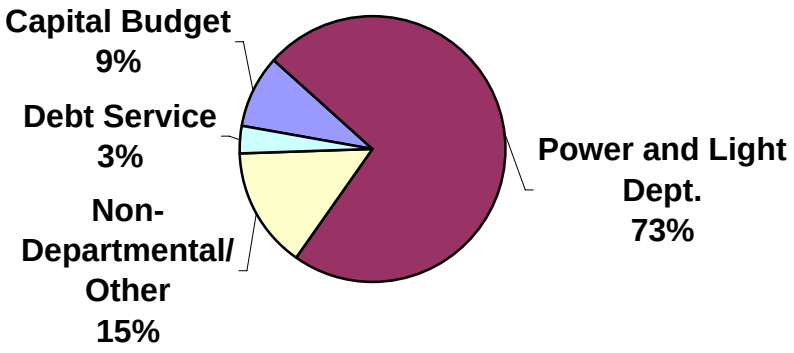
Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	14,198,610	14,435,000	14,435,000	17,918,300
Total	14,198,610	14,435,000	14,435,000	17,918,300

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 4,763,031**	**$ 7,297,700**	**$ 7,593,000**		**$ 295,300**	**4.05%**
Change in non-budgetary Net Available Resources	9,026,172	(5,089,395)	-		5,089,395	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 105,015,318	$ 123,522,000	$ 133,742,000	99.4%	$ 10,220,000	8.3%
Interest Income	278,408	358,000	39,930	0.0%	(318,070)	-88.8%
Interfund Charges	643,795	756,400	813,900	0.6%	57,500	7.6%
Other Revenues	(491,336)	-	-		-	n/a
Total Estimated Revenues	$ 105,446,185	$ 124,636,400	$ 134,595,830	100.0%	$ 9,959,430	8.0%
Transfers from Other Funds-						
	-	-	-		-	n/a
Debt Proceeds	-	23,245,000	-		(23,245,000)	-100.0%
Total Sources	**$ 105,446,185**	**$ 147,881,400**	**$ 134,595,830**		**$ (13,285,570)**	**-9.0%**
Use of Budget Dollars						
Operating Budget:						
Technology Services	$ 77,069	$ 67,453	$ 69,095	0.1%	$ 1,642	2.4%
Power and Light Dept.	87,625,267	95,259,999	101,273,935	76.3%	6,013,936	6.3%
Non-Departmental	17,004,241	19,522,365	20,473,935	15.4%	951,570	4.9%
Debt Service	3,335,671	4,401,888	4,404,863	3.3%	2,975	0.1%
Total Operating Budget	$ 108,042,248	$ 119,251,705	$ 126,221,828	95.1%	$ 6,970,123	5.8%
Capital Budget:						
Capital Projects	$ 3,895,440	23,245,000	6,540,000	4.9%	(16,705,000)	-71.9%
Total Uses	**$ 111,937,688**	**$ 142,496,705**	**$ 132,761,828**		**$ (9,734,877)**	**-6.8%**
Ending Net Available Resources	**$ 7,297,700**	**$ 7,593,000**	**$ 9,427,002**		**$ 1,834,002**	**24.15%**

Change in fund balance greater than 10% primarily due to debt proceeds received in Fiscal Year 2009-10 for capital projects of $23.2 million which was further partially offset by a decrease in capital projects by $11 million.

City of Independence, Missouri
2010-11 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 2004-05 through 2009-10

Description	2004-05	2005-06	2006-07	2007-08	2008-09	Projected 2009-10
Net Income (Loss)						
Net Income (Loss)	$ 1,948,636	$ 4,729,956	$ 4,388,344	$ (4,888,505)	$ (6,076,082)	$ (1,757,000)
Capital Contributions	1,522,200	112,433	2,628,123	1,310,874	1,323,998	1,686,000
Change in Net Assets	$ 3,470,836	$ 4,842,389	$ 7,016,467	$ (3,577,631)	$ (4,752,084)	$ (71,000)
Net Available Resources						
Net Available Resources-						
Total Current Assets	$56,806,780	$57,458,316	$54,284,767	$39,991,623	$35,995,866	
Restricted Assets for Capital Improvements	-	-	-	-	-	
Less:						
Inventories	(8,229,907)	(7,933,954)	(12,774,205)	(11,651,505)	(11,534,291)	
Current Liabilities	(9,749,015)	(9,370,537)	(13,333,931)	(12,285,255)	(10,655,918)	
Carryover Capital Budget Appropriations	(21,560,452)	(20,681,381)	(13,597,757)	(6,374,304)	(3,316,108)	
Carryover Outstanding Encumbrances	(2,326,249)	(5,473,083)	(9,490,887)	(4,917,528)	(3,191,849)	
Net Available Resources	$14,941,157	$13,999,361	$ 5,087,987	$ 4,763,031	$ 7,297,700	$ 7,593,000

Source: 2004-05 through 2008-09 - Comprehensive Annual Financial Report
2009-10 - 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	217.00	218.00	222.00
Total	221.00	221.00	221.00	218.00	219.00	223.00

Utility Statistics

No. of Residential Customers	50,832	51,245	51,372	51,653	51,593	51,500
No. of Other Customers	5,089	5,104	5,117	5,139	5,141	5,130
Generated Power (MWH)	366,647	438,010	394,542	452,692	296,367	270,000
Purchased Power (MWH)	759,589	766,392	786,091	775,458	873,591	864,062

City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	103,791,106	122,142,000	110,716,000	130,354,000	17.7%
20-4600	Other Operating Revenue	1,172,769	1,380,000	1,300,000	1,628,000	25.2%
20-4700	Change in Unbilled Revenue	51,443		-216,000	1,760,000	
	Total Operating Revenue	105,015,318	123,522,000	111,800,000	133,742,000	19.6%
20-3421	Interfund Charges	643,795	756,400	756,400	813,900	7.6%
20-3411	Interest Income	278,408	358,000	25,200	39,930	58.5%
20-4900	Other Revenues, Net	-491,335				
	Total Revenues	**$105,446,185**	**$124,636,400**	**$112,581,600**	**$134,595,830**	19.6%

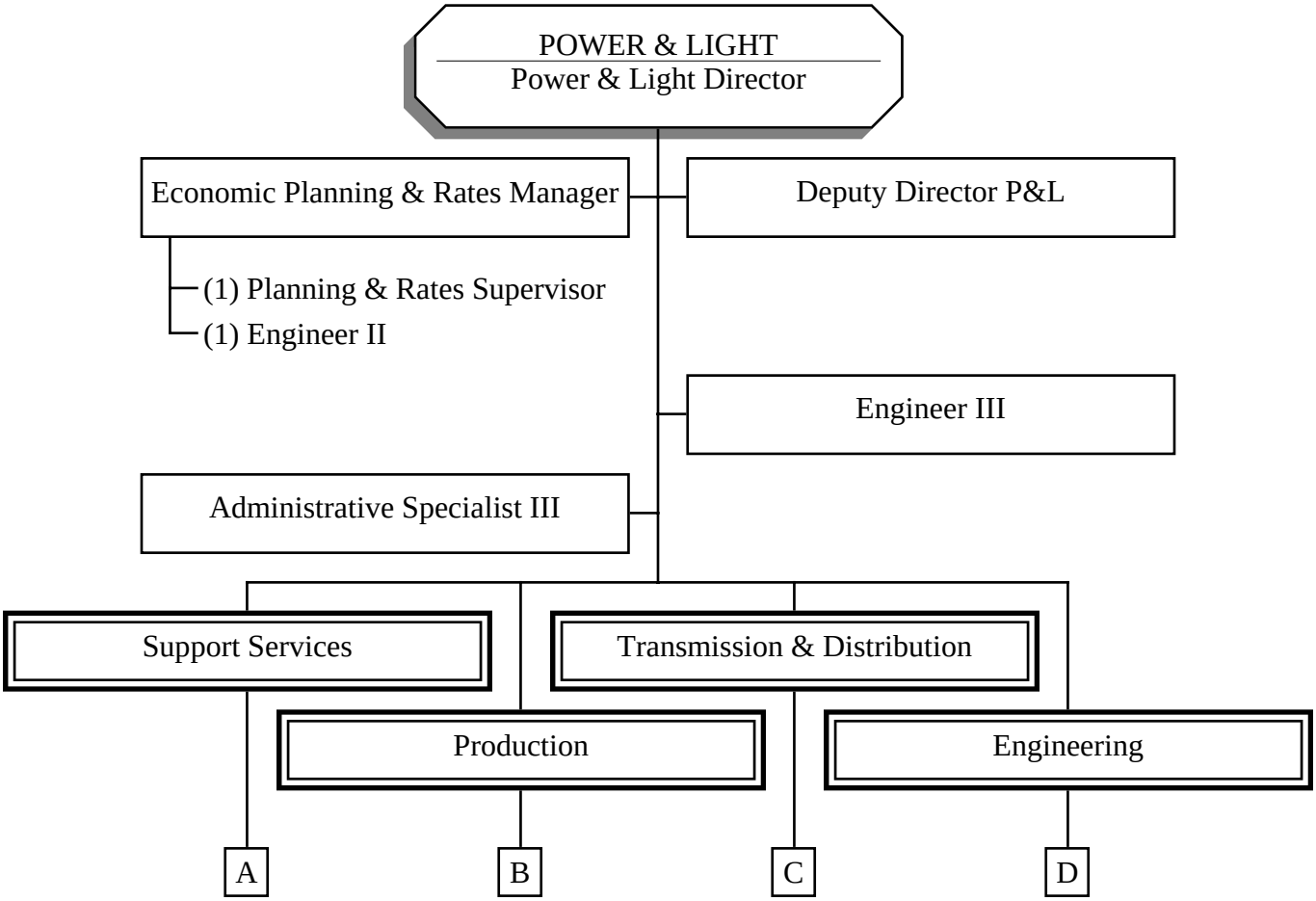
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company - Greater Missouri Operations, Kansas City Power & Light Company, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL)		Kansas City Power & Light Co. - GMO (KCPL-GMO)			Kansas City Power & Light Co. (KCPL)			Board of Public Utilities-Kansas City (BPU-KC)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer Usage (Mar 09 - Feb 10) Average Monthly KWH = 766	RS-3	87.77	M0860	100.03	13.97%	R	90.72	3.36%	100	79.01	-9.98%
Low User Average Monthly KWH = 400	RS-3	47.96	M0860	58.18	21.31%	R	53.05	10.61%	100	44.59	-7.03%
High User Average Monthly KWH = 1,000	RS-3	112.74	M0860	124.06	10.04%	R	110.74	-1.77%	100	100.97	-10.44%
Small General Service (Commercial)											
Average Customer Usage (Mar 09 - Feb 10) Average Monthly KWH = 689 (6 KW Demand)	GS-1	96.27	M0710	96.45	0.19%	SGS	104.91	8.97%	200 ND	97.46	1.24%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	59.45	M0710	63.40	6.64%	SGS	67.97	14.33%	200 ND	64.23	8.04%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	135.33	M0710	132.09	-2.39%	SGS	144.78	6.98%	200 ND	133.35	-1.46%
Large General Service (Commercial and Industrial)											
Average Customer Usage (Mar 09 - Feb 10) Ave. Monthly KWH = 17,163 (50% Load Factor)	LGS-1	1,722.20	M0720	1,648.27	-4.29%	MGS	1,493.48	-13.28%	300	1,918.61	11.40%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	541.73	M0711	544.87	0.58%	SGS	531.58	-1.87%	200 ND	594.13	9.67%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	5,697.82	M0720	4,740.91	-16.79%	MGS	4,971.01	-12.76%	300	5,772.81	1.32%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	13,443.45	M0735	10,923.90	-18.74%	LPS	18,218.53	35.52%	300	13,942.73	3.71%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	19,715.75	M0735	15,487.61	-21.45%	LPS	21,432.42	8.71%	300	20,949.63	6.26%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	31,463.28	M0735	25,966.38	-17.47%	LPS	32,602.65	3.62%	300	33,403.30	6.17%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	46,516.80	M0735	36,920.04	-20.63%	LPS	40,315.98	-13.33%	300	50,219.86	7.96%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	96,954.60	M0735	86,136.35	-11.16%	LPS	110,653.49	14.13%	400	100,017.77	3.16%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	143,899.00	M0735	122,647.57	-14.77%	LPS	136,364.59	-5.24%	400	142,917.19	-0.68%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	258,775.50	M0735	239,775.08	-7.34%	LPS	238,391.87	-7.88%	400	254,010.33	-1.84%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	339,648.00	M0735	306,348.99	-9.80%	LPS	280,182.82	-17.51%	400	330,987.97	-2.55%

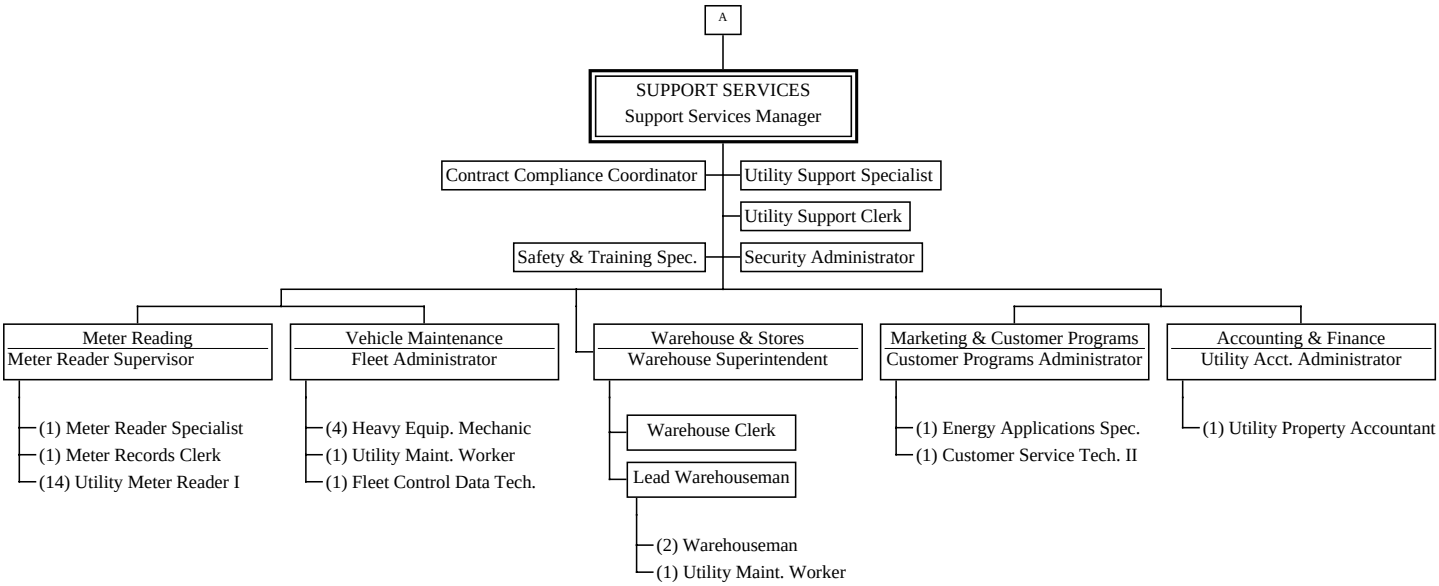
NOTES:

(a) IPL rates include Fuel Cost Adjustment of $0.08823 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 2010.
(b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, KCPL-GMO, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
(c) Fuel Cost Adjustment rate provision is not applicable for KCPL. KCPL-GMO based upon $0.0062/0.0064 as of March 1, 2010. BPU-KC based upon $0.028560 (average of ERC rates from September 2009 through April 20
(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 2009 through February 2010.

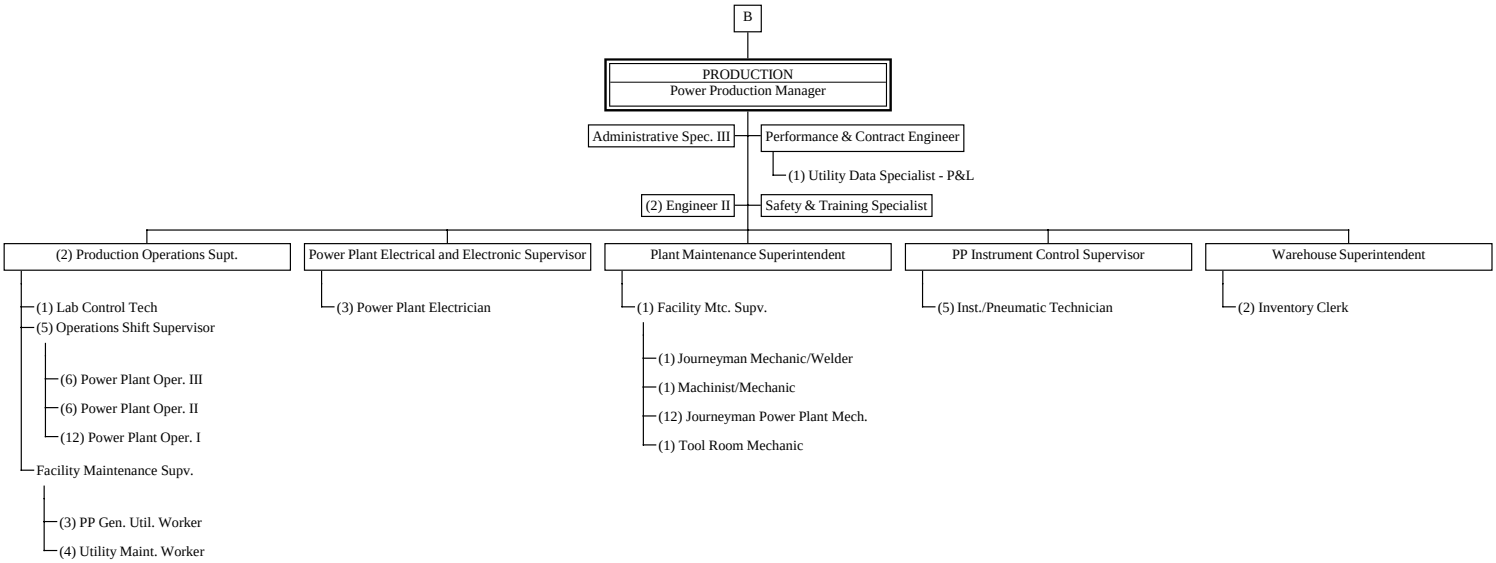
City of Independence, Missouri
Power & Light Department



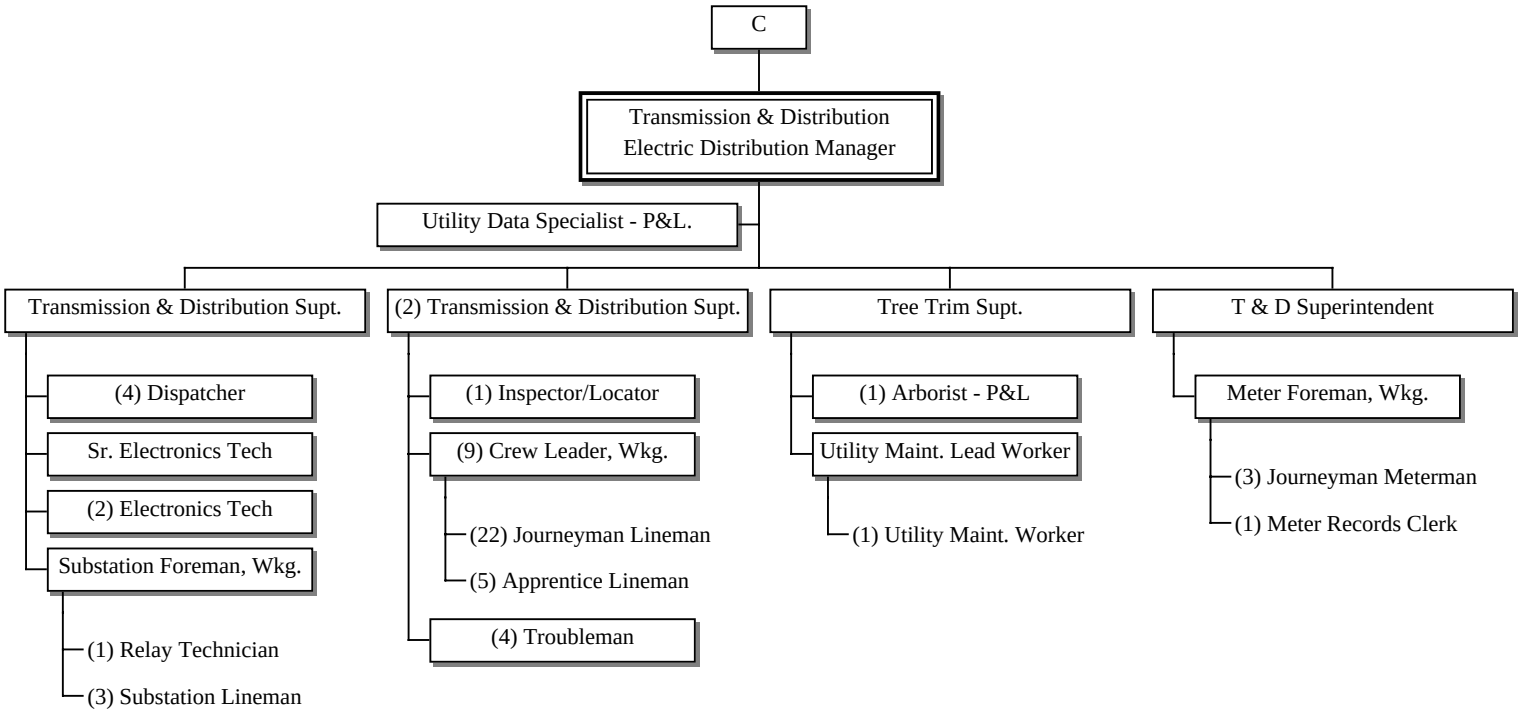
City of Independence, Missouri
Power & Light (Cont'd.)



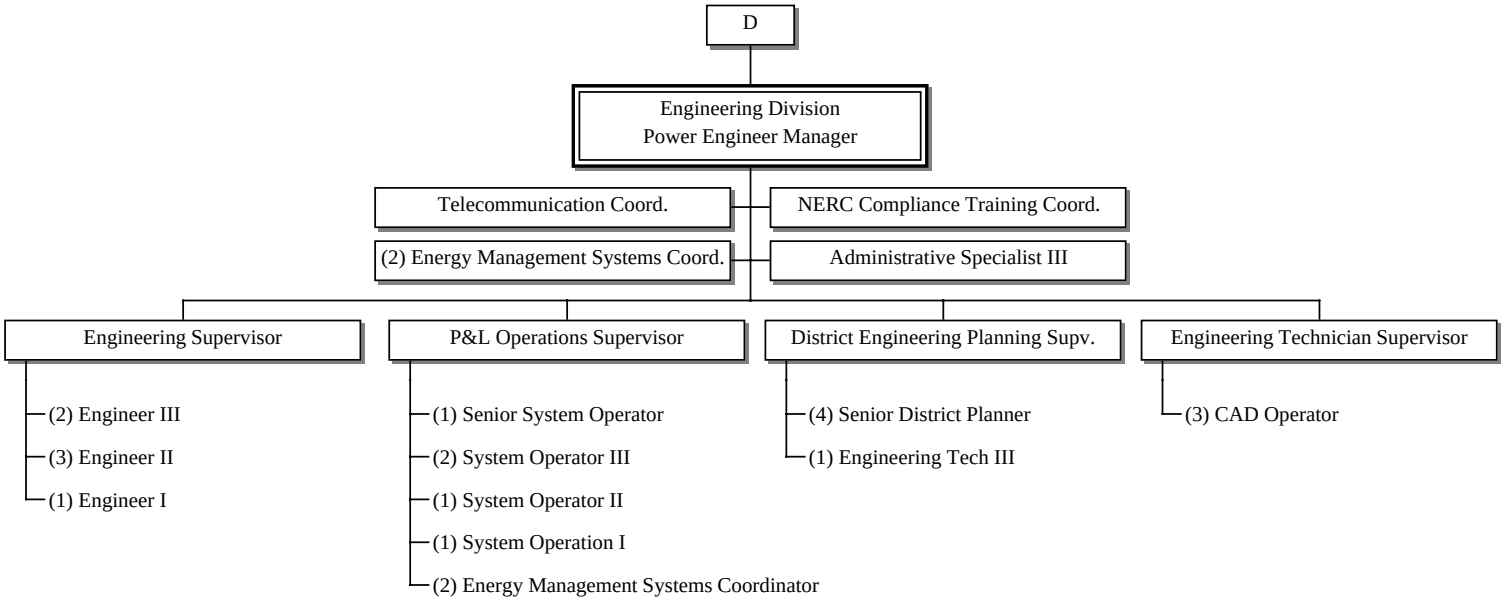
City of Independence, Missouri
Power & Light (Cont'd.)
Production B



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



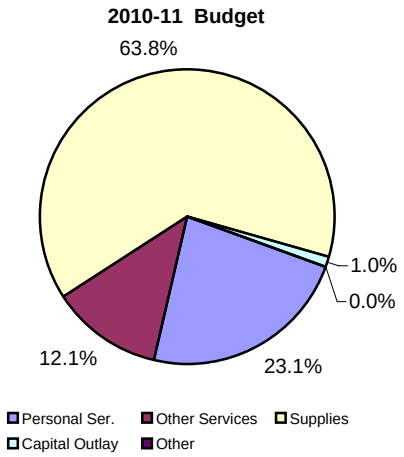
City of Independence, Missouri
Power & Light (Cont'd.)
Engineering D



Power & Light

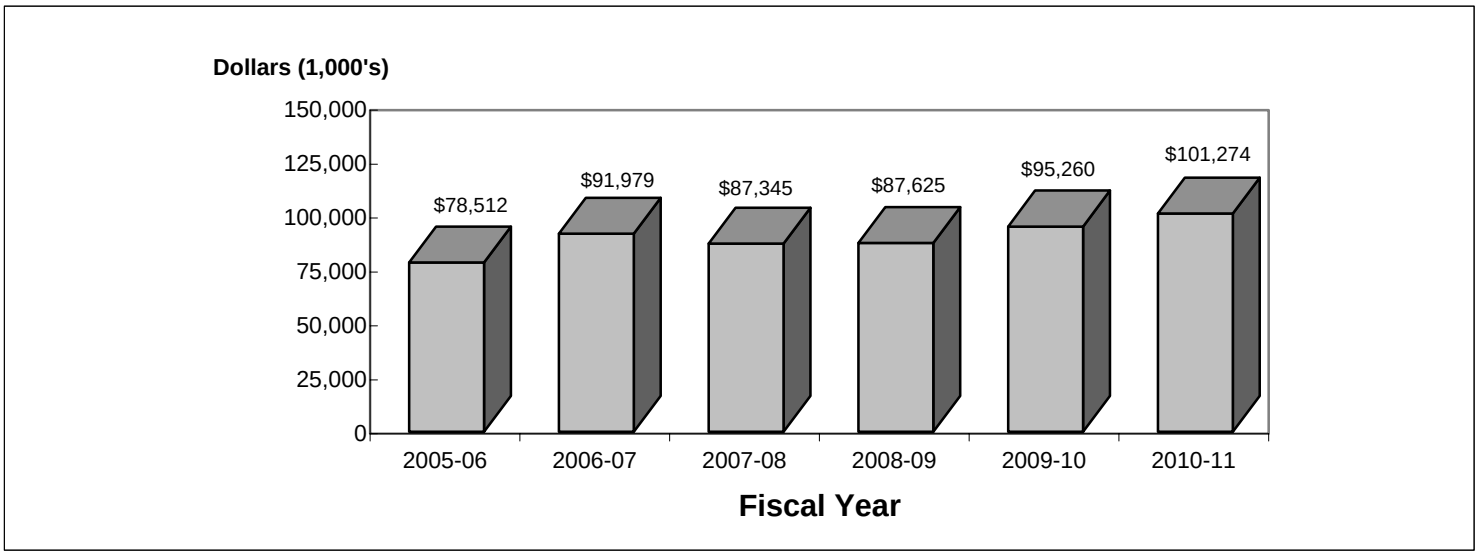
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 21,422,751	$ 21,398,042	$ 21,398,042	$ 23,401,418
Other Services	10,991,173	13,482,683	13,388,683	12,234,543
Supplies	54,265,776	59,286,024	59,380,024	64,621,074
Capital Outlay	945,567	1,093,250	1,093,250	1,016,900
Other	-	-	-	-
Total	$ 87,625,267	$ 95,259,999	$ 95,259,999	$ 101,273,935



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	220.00	220.00	220.00	217.00	218.00	222.00
Amount by Fund:						
Power and Light Fund	$ 78,512,236	$ 91,978,733	$ 87,345,166	$ 87,625,267	$ 95,259,999	$ 101,273,935
Total All Funds	$ 78,512,236	$ 91,978,733	$ 87,345,166	$ 87,625,267	$ 95,259,999	$ 101,273,935
Comparative Ratios:						
Per Capita	$ 679.47	$ 793.24	$ 750.65	$ 802.73	$ 834.68	$ 835.51
Per Household	$ 1,610.35	$ 1,879.98	$ 1,779.07	$ 1,886.81	$ 1,936.45	$ 1,872.36



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2010-11 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	220.00	217.00	218.00	222.00
Total	220.00	217.00	218.00	222.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
6110 Administration	1,619,631	1,743,557	1,743,557	1,901,038
6121 Support Services	961,595	1,292,934	1,292,934	1,612,389
6122 Warehouse and Stores	4,023,679	4,985,511	4,985,511	4,472,623
6123 Vehicle Maintenance	1,747,559	1,787,878	1,787,878	1,827,428
6126 Meter Reading	1,325,141	1,531,093	1,531,093	1,653,498
6140 Production	15,595,680	16,830,322	16,830,322	16,216,033
6145 Purchased Power	48,974,719	53,004,774	53,004,774	58,852,224
6150 Transmission & Distribution	9,477,789	9,713,657	9,713,657	10,128,647
6160 Engineering	3,899,474	4,370,273	4,370,273	4,610,055
Total	87,625,267	95,259,999	95,259,999	101,273,935
Source of Funding				
Power and Light Fund	87,625,267	95,259,999	95,259,999	101,273,935
Total	87,625,267	95,259,999	95,259,999	101,273,935

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2010-11 Operating Budget*
Cost Center: 6110 - Administration — *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

2009-10 Accomplishments — **Goal Ref**

* Implemented five (5) customer energy efficiency programs based on the recommendation of the Master Plan Study to provide a means for customers to capture certain energy conservation measures. — 3
* Integrated the long-term power purchase from the Omaha Public Power District's Nebraska City No. 2 unit (56 MW) into the power supply portfolio. — 3
* Entered the Southwest Power Pool organized energy market which allows a marketplace to buy and sell wholesale power providing opportunities to lower power supply costs and increase wholesale revenues. — 3
* Initiated and completed the design/bid phase and material procurement of the new 161-kv transmission line which will provide increased reliability of power delivery to customers. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Average Number of Retail Customers	56,793	56,734	57,049	57,240
Total Retail Energy Sales (Mwh)	1,117,270	1,058,127	1,123,488	1,095,823
Average Retail Sales per Customer (Kwh/customer)	19,673	18,651	19,693	19,144
Total Wholesale Energy Sales (Mwh)	43,702	54,623	40,000	108,000
Total Operating Revenues (in 000's)	107,620	105,065	123,522	133,502
Average Operating Revenue per Customer ($/customer)	1,895	1,852	2,165	2,332
Total System (customer) Peak Load (Kw)	308,400	298,500	320,500	302,600
Annual System Load Factor (%)	43.83	42.70	42.50	43.24

2010-11 Objectives — **Goal Ref**

* Begin implementation (design/bid specification) 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 future power — 3

2010-11 Objectives **Goal Ref**

deliveries as it relates to the Iatan Unit No. 2 project.

* Secure reliable and cost-effective coal supply contract for the continued operation of the Blue Valley and Missouri City generating facilities. 3
* Implement July 2011 City Council approved customer class rate schedule billings as approved by Council Ordinances No. 17184 and 17248. 3
* Enhance the environmental attributes of the City by implementation of energy efficiency programs, pursuing local renewable energy projects and promotion of the net metering tariff. 3
* Renew Blue Valley Power Plant National Pollution Discharge Elimination System (NPDES) permit in collaboration with Missouri Department of Natural Resources.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Engineer II - P&L	1.00	1.00	1.00	1.00
Engineer III - PL	.00	.00	.00	1.00
Deputy Director Power & Light	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	6.00	7.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	605,432	736,557	736,557	863,538
Other Services & Charges	999,979	990,500	990,500	1,021,000
Supplies	11,690	16,500	16,500	14,500
Capital Outlay	2,530	0	0	2,000
Other Expenditures	0	0	0	0
Total	1,619,631	1,743,557	1,743,557	1,901,038

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2009-10 Accomplishments **Goal Ref**

* Completed the implementation process of the Demand Side Management programs that emerged from the Integrated Resource Master Plan. Programs included promotion of compact fluorescent lights, continuing the residential rebate program, implementing a commercial and industrial rebate program, implementing the New Home with Energy Star program and a low-income weatherization program. 3
* The PURPA (Public Utility Regulatory Policies Act) hearings that were required by the Energy Independence and Security Act of 2007 were successfully completed. 3
* Numerous promotional campaigns were conducted including events at Independence Center, the Mayor's "State of the City" speech at the Chamber of Commerce, the Mayor's Christmas Tree lighting, the Examiner's Christmas decorating contest and numerous other activities throughout the City. 3
* The department showed a decrease in the number of OSHA recordable accidents during the past year. The Blue Valley Power Plant experienced a period in excess of seven (7) months in which no recordable event occurred. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Energy Efficiency Rebates Processed	392	177	400	150
Customers on Surge Protection Program	330	360	370	420
OSHA Recordable Accidents	20	20	18	16
Energy Star Rebates	N/A	0	N/A	10
Commercial Rebates	N/A	0	N/A	5
Revolving Energy Efficiency Rebates	N/A	0	N/A	30
Home Weatherization Projects Completed	N/A	0	N/A	10

2010-11 Objectives **Goal Ref**

* Work with the other City departments to effectively implement the projects under the Energy Efficiency and Conservation Block Grant. 3
* Conduct a risk assessment evaluation to identify and develop an 3

2010-11 Objectives **Goal Ref**

effective security program for the Power & Light Department.

* Maintain or decrease the number of OSHA recordable accidents within the department through greater emphasis in safety education, awareness, and personal responsibility. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Utility Property Accountant	.00	.00	.00	1.00
Utility Support Clerk	.00	.00	.00	1.00
Utility Support Specialist	.00	.00	.00	1.00
Data Entry Technician	1.00	.00	.00	.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	.00
Energy Applications Spec	1.00	1.00	1.00	1.00
Safety & Training Specialist	1.00	.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Security Administrator	.00	.00	.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	2.00	2.00	.00
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	10.00	9.00	10.00	11.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	681,731	801,734	801,734	921,189
Other Services & Charges	195,050	426,200	426,200	594,200
Supplies	41,128	42,500	42,500	39,500
Capital Outlay	43,686	22,500	22,500	57,500
Other Expenditures	0	0	0	0
Total	961,595	1,292,934	1,292,934	1,612,389

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2009-10 Accomplishments **Goal Ref**

* Repaired gravel roads in the pole yard. 3
* Performed audits of suppliers that are awarded utility hardware price agreements (5-year agreements). 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Purchase Requisitions Issued	648	648	615	635
Inventory Purchases:				
Transformers	1,154,304	763,669	1,000,000	400,000
Wood Poles	132,424	41,228	150,000	135,000
Street Light Poles	179,576	138,906	250,000	200,000
Wire	1,150,350	727,013	950,000	1,150,000
Other	2,052,430	1,634,715	1,650,000	1,750,000
Totals	4,669,084	3,305,531	4,000,000	3,635,000

2010-11 Objectives **Goal Ref**

* Incorporate the handling of the materials for the fiber optic program into IPL warehouse operations. 3
* Repair gravel roads in pole yard. 3
* Conduct a thorough inventory stock review to include removal of obsolete stock items, updating and addition of more current items and adjusting minimum/maximum stocking levels as appropriate. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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 2nd 6 Mo	.00	.00	.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Warehouseman 4th 6 Mo	2.00	2.00	2.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	463,618	486,211	486,211	523,323
Other Services & Charges	140,832	174,300	174,300	174,300
Supplies	3,419,229	4,325,000	4,325,000	3,775,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	4,023,679	4,985,511	4,985,511	4,472,623

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2009-10 Accomplishments **Goal Ref**

* Improved worker safety and reduced environmental hazards. Reduced environmental hazards and the risk of worker exposure to caustic chemicals thru the use of 'greener' parts cleaning products. Installed new double-wall oil storage tanks in garage maintenance area. — 3
* Investigated the hybrid systems available for the medium-duty bucket truck market. Evaluated the benefits of implementing diesel-hybrid technology into the IPL fleet with a determination that lower operating costs and improved operator efficiencies and a positive environmental impact is attainable with diesel-electric hybrid technology, and should be implemented into the IPL fleet within two years. — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Fleet Miles Driven		650,051		630,000
Fleet Use in Gallons		101,500		100,000
Fleet Miles Per Gallon		6.4		6.5
Fleet Fuel Cost		248,705		275,000
Fleet Maintenance Cost		652,433		650,000
Fleet Preventive Maintenance Cost		16,549		15,000
Fleet Tire Cost		23,641		28,000
Total Fleet Operations Cost		941,328		1,000,000
Fleet Cost Per Mile		1.45		2.00
Fleet Down Time (Days)		88		50

2010-11 Objectives **Goal Ref**

* Develop an on-site vehicle washing plan, compliant with environmental regulations that address efficiency, cost-effectiveness, facility requirements, and regulatory compliance for proper handling of wash water. — 3
* Ensure long-term viability of the fleet fueling system by developing a plan to upgrade or replace components and/or systems to maintain a — 3

2010-11 Objectives **Goal Ref**

reliable and efficient fleet fueling system.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Fleet Control Data Technician	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 1st-Year	.00	.00	.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	3.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	620,342	608,878	608,878	648,428
Other Services & Charges	257,264	289,600	289,600	289,600
Supplies	260,929	280,800	280,800	280,800
Capital Outlay	609,024	608,600	608,600	608,600
Other Expenditures	0	0	0	0
Total	1,747,559	1,787,878	1,787,878	1,827,428

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2010-11 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2009-10 Accomplishments — **Goal Ref**

* The division continues to use the newly expanded safety program. — 3
* The division has maintained a reading rate of 95.62% for the first seven months of the fiscal year. This is lower due to ice-covered water wells. — 3
* The division is in line with more than a 5% reduction in overtime costs for 2009/10, — 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Meter Reads	1,257,254	1,290,808	1,260,500	1,291,500
Rechecks	5,802	4,844	6,110	5,800
Can't Reads	70,139	44,381	63,000	62,000
Service Work Orders Generated	5,052	3,784	5,000	5,000
Actual Read (% of Meters)	94.7%	96.6%	95.0%	95.0%

2010-11 Objectives — **Goal Ref**

* Maintain or increase employee productivity so that all meter routes are read within the allotted time parameters and to enable the timely issuance of customer bills. — 3
* Reduce the number of customer accounts with consecutive estimated meter readings by 1.5%. The current average is 255 meters per month having consecutive monthly estimates. Currently IPL is responsible for reading in excess of 100,000 meters per month. — 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. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Meter Records Clerk 1st Yr	.00	.00	.00	1.00
Meter Records Clerk 3rd Yr	1.00	1.00	1.00	.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6126 - Meter Reading *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Utility Meter Reader I	10.00	9.00	9.00	9.00
Util Field Service Wkr	3.00	.00	.00	.00
Utility Meter Reader I	4.00	5.00	5.00	5.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	20.00	17.00	17.00	17.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,273,799	1,450,243	1,450,243	1,572,648
Other Services & Charges	46,279	66,400	66,400	67,100
Supplies	4,118	10,900	10,900	10,900
Capital Outlay	945	3,550	3,550	2,850
Other Expenditures	0	0	0	0
Total	1,325,141	1,531,093	1,531,093	1,653,498

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2009-10 Accomplishments **Goal Ref**

* Blue Valley Unit 3 Spring 2010 outage procurement has been completed and installation is in progress for the turbine inspection/repair, cooling tower replacement, boiler tube repairs and chemical cleaning, turbine operational instrumentation/controls replacement and replacement of obsolete Digital Controls System (DCS) processors. 3
* Blue Valley Units 1 and 2 Fall 2010 outage scope has been finalized and procurement of materials for the cooling tower replacement common to both units, turbine inspection repair, boiler tube repairs and chemical cleaning, and turbine operational instrumentation/controls replacement for each unit is in progress and on schedule for the 16-week outage (scheduled to begin September 26, 2010). 3
* Missouri City Unit 2 boiler tube replacement outage and chemical cleaning was completed in February 2010 and both units ready for summer operation. 3
* Replaced obsolete combustion turbine generator controls at the Substation H units. This installation will provide NERC reliability compliance and allow a re-designation of the H-6 unit as the IPL Black Start unit. 3
* Completed Phase 4 of Operator Training Program that includes completion of Missouri City and Blue Valley Operator Position Training. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Net Generation at IP&L Plants (MWH)	462,692	296,367	270,000	276,621
Total Coal Burned (tons)	276,120	180,675	154,315	157,932
Total Gas Burned (MCF)	107,058	145,361	75,739	76,971
Total Oil Burned (gallons)	140,233	206,884	67,914	85,779

2010-11 Objectives **Goal Ref**

* Develop a maintenance plan to preserve the reliable operation and remaining life of the IPL generating assets and minimize the costs for operation. 3
* Complete replacement of obsolete combustion turbine generator controls at the Substation I and J units. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2010-11 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

2010-11 Objectives — **Goal Ref**

* Repair Regenerative Combustion Turbine (RCT) generator and make available for Summer 2011 operation. — 3
* Complete Blue Valley Units 1 and 2 fall outage (cooling tower replacement, boiler tube replacement, turbine inspection/maintenance) on schedule and within budget. — 3
* Complete Phase 5 of Operator Training Program for Advanced Concepts (design, engineering, regulatory) Operator training. — 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Utility Data Specialist	.00	.00	.00	1.00
Instrument/Pneumantic Tech	3.00	3.00	3.00	5.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	1.00	1.00	1.00	1.00
Power Plant Electr	3.00	3.00	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	1.00	1.00	.00	1.00
Util Maint Wkr 2nd 6 Mo	3.00	3.00	4.00	3.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	2.00	2.00	2.00	2.00
Engineer II - P&L	2.00	2.00	2.00	2.00
Safety & Training Specialist	1.00	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	.00
Electrical/Tech Supvr	1.00	1.00	.00	.00
PP Instrument Control Supv	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	75.00	75.00	75.00	77.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	7,772,744	7,491,112	7,491,112	8,164,533
Other Services & Charges	6,543,820	8,006,810	7,911,810	6,528,900
Supplies	1,277,618	1,285,400	1,380,400	1,300,400
Capital Outlay	1,498	47,000	47,000	222,200
Other Expenditures	0	0	0	0
Total	15,595,680	16,830,322	16,830,322	16,216,033

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental nitric oxide and sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2009-10 Accomplishments **Goal Ref**

* Sold a record amount of wholesale power energy to other utilities during FY 2009/10. Providing additional revenues to the department. 3
* Secured new fuel gas supply contract for Blue Valley and Substation H generating units. 3
* Provided necessary generating unit cost data to system operations for most economical dispatch of IPL generating units and contracted generating capacity on a daily/hourly basis. 3
* Entered the Southwest Power Pool organized energy market which allows for a hourly market place to buy and sell wholesale power on a most economical basis. 3
* Started energy supply from the 56-kW generating capacity, contract with Omaha Public Power District on May 1, 2009 and thereafter. 3

Service Delivery Background Data

Description		2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Purchased Energy And Emissions	($)	23,347,168	25,231,603	26,039,946	22,100,215
Purchased Capacity Demand	($)	7,755,000	8,290,828	14,568,900	21,943,382
Trans. Wheeling	($)	1,239,452	1,904,682	2,267,480	3,173,000
Power Production Fuels	($)	18,191,243	12,930,874	9,504,208	10,888,627
IP&L Net Generation	(MWH)	452,692	296,367	270,000	276,621
Purchased Energy	(MWH)	775,459	873,591	864,062	978,820
Summer Purchased Capacity	(Mw)	145	145	145	196
Winter Purchased Capacity	(Mw)	90	90	145	196
IP&L Generating Capacity	(Mw)	288	238	238	238
Load Regulation	($)	241,846	243,000	624,240	567,000
Wholesale Power Marketing	($)	N/A	N/A	N/A	180,000
Total Costs	($)	50,774,709	48,600,987	53,004,774	58,852,224
Total Energy Supplied	(Mwh)	1,228,051	1,169,958	1,234,062	1,255,441
Total Cost Per Mwh of Supply	$/Mwh	41.34	41.54	42.95	46.73

2010-11 Objectives **Goal Ref**

* Secure new coal supply contract for Blue Valley and Missouri City generating plants to be effective January 1, 2011. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

2010-11 Objectives **Goal Ref**

* Start anticipated energy supply from 50-Mw Iatan No. 2 generating unit MJMEUC (Missouri Joint Municipal Electric Utility Commission) on January 1, 2011 and thereafter. 3
* Continue to supply generating cost data and contracted generating capacity cost to System Operation for the most economical hourly/daily energy supply to IPL customers. 3
* Continue to aggressively market wholesale power to other entities that is occurring due to overlapping of 90 Mw KCPL contract (terminates 5/31/2011) with Omaha Public Power Districts 56-Mw for entire fiscal year and 50-Mw MJMEUC Iatan No. 2 contract starting January 1, 2011. 3

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	48,974,719	53,004,774	53,004,774	58,852,224
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	48,974,719	53,004,774	53,004,774	58,852,224

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 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.

2009-10 Accomplishments **Goal Ref**

* Contributed to Engineering's effort of fiber optic communication process. 3
* Improved security of IPL's facilities by replacing and upgrading perimeter gate operators and cameras. 3
* Continued the substation improvements with the change out of outdated control equipment and roof replacement on seven (7) substation control buildings. 3
* Improved IPL's customer reliability in a large subdivision by converting primary voltage to IPL's system and replacing outdated and failing cable. 3
* Re-routing and installation of new facilities around Jackson County Courthouse. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Completed Construction Jobs	609	485	500	200
4-KV Conversion Miles Complete	.3	.5	.3	.5
Services Installed	410	250	750	300
Rotation of Meters	2,463	4,800	3,500	3,000
Total Number of Trees Trimmed	8,133	7,400	8,000	7,000
Properties Trimmed	3,517	4,200	4,000	4,500
Street Lights Added	212	150	300	200
Yearly Continuity Percentage	99.71	98.85	99.00	99.50
Damage Claim Costs	4,900	5,400	8,000	6,000

2010-11 Objectives **Goal Ref**

* Contribute to Engineering's effort of fiber optic communications by the installation of fiber optic cable from Blue Valley to Eckles Road using only City Power & Light crews. 3
* Continue the improvements in substations by changing out outdated control equipment. 3
* Improve the overhead distribution system by converting large area primary voltage to match IPL normal distribution primary voltage. 3
* Continue the change out of incandescent traffic signal lights to LED 3

2010-11 Objectives **Goal Ref**

lights to meet the green initiative set forth by the City.

* Assist in the installation of the A - M 161-kV line and substation improvements to accommodate it. 3

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Apprentice Lineman-1st yr	1.00	4.00	1.00	.00
Apprentice Lineman-2nd Yr	.00	3.00	3.00	.00
Apprentice Lineman-3rd Yr	1.00	1.00	2.00	3.00
Apprentice Lineman-4th Yr	3.00	.00	2.00	2.00
Inspector/Locator 1st Yr	.00	.00	.00	1.00
Inspector/Locator 3rd Yr	2.00	2.00	2.00	.00
Meter Records Clerk 3rd Yr	1.00	1.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Arborist	.00	.00	.00	1.00
Utility Data Specialist	.00	.00	.00	1.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	2.00	2.00
Journeyman Lineman	25.00	22.00	18.00	22.00
Relay Technician	1.00	1.00	1.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Substation Lineman	.00	.00	3.00	3.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	1.00	1.00	1.00	1.00
Util Maint Wkr 1st 6 Mo	.00	1.00	.00	.00
Util Maint Wkr 2nd 6 Mo	1.00	.00	1.00	1.00
Dispatcher	.00	.00	4.00	4.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	.00	1.00	.00	.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	1.00	1.00	1.00	.00
Total	64.00	65.00	68.00	68.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2010-11 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	6,907,469	6,880,807	6,880,807	7,498,097
Other Services & Charges	2,091,157	2,347,100	2,348,100	2,301,350
Supplies	214,868	268,750	267,750	268,750
Capital Outlay	264,295	217,000	217,000	60,450
Other Expenditures	0	0	0	0
Total	9,477,789	9,713,657	9,713,657	10,128,647

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2010-11 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

2009-10 Accomplishments	**Goal Ref**
* Documentation and preparation continued on NERC (North American Electric Reliability Corp.) standards in readiness for Southwest Power Pool/NERC audit.	3
* Contract for construction and purchase order for material completed for Fiber Project.	3
* A System Assessment (gap analysis) was conducted concerning our Geospatial Data System.	3
* Completed the design and material procurement for a double circuit 69-kV underground transmission line that will replace two of the existing transmission lines that serve IPL's Substation J.	3
* Completed design of a 161-kV transmission line and substation terminal equipment from IPL's Substations A to M. Acquisition of additional right-of-way was obtained to accommodate the additional circuit.	3
* Processed residential construction projects related to the burial of electric services covered by FEMA grants. These services were buried to offset future mitigation costs caused by storms in Independence. During FY 2009/10; FEMA IV 100%; FEMA V 75% and FEMA VI 60%.	3
* SPP (Southwest Power Pool) EIS (Energy Imbalance Services) market implementation - Awarded SPP EIS Consulting services to Tenaska Power Services and entered IPL assets into the SPP EIS market.	3
* SCADA/EMS (Supervisory Control and Data Acquisition/Energy Management System) vulnerability assessment - Conducted vulnerability assessment of the SCADA/EMS computer network as required by the NERC CIP-005 Reliability Standard.	3
* Obtained new Part 70 Operating Permit for the Missouri City Power Plant.	3
* Completed draft Stormwater Pollution Prevention Plan for Blue Valley Power Plant.	3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Results from ETC Customer Survey	N/A	84.70%	N/A	89.00%

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Satisfaction-Service Reliability Results from ETC Customer Survey	N/A	78.0%	M/A	80.0%
Satisfaction - Restoration Time Services Placed Underground	N/A	1,466	N/A	1,550
Federal Grant Program System Average Outage Time (Minutes)	N/A	84.84	N/A	80.00
System Average Outage Frequency	N/A	.83	N/A	.85

2010-11 Objectives	Goal Ref
* Work with T&D Division regarding current and anticipated CAD/GIS (Computer Aided Design/Geographical Information System) information systems requirements and utilizing laptops and software technology for substation field work currently being done by relay technician personnel.	3
* Complete construction on a double-circuit 69-kV underground transmission line that will replace two of the existing transmission lines that serve IPL's Substation J.	3
* Replace the existing Substation N to Leeds control panels with microprocessor based relays.	3
* Complete the construction of the new 161-kV transmission line between Substations A to M. Substation terminals will be modified to accommodate the new transmission line.	3
* Process an application for burial of electric services proposed to be covered by a FEMA VIII grant. These services will be buried to offset future mitigation costs caused by storms in Independence.	3
* Install new street lighting associated with 24 Highway Sidewalk project (Sterling Ave. to Northern).	3
* SPP EIS Market - Develop plan for future market operations, management of data and operations. Investigation of software options for market interface.	3
* CIP Compliance - Complete recovery plans and procedures for CIP-009 NERC Reliability Standard. Develop policies and procedures for Electronic Security Perimeter, Electronic Access Controls, Monitoring Electronic Access, Vulnerability Assessment and Documentation Review and Maintenance for CIP-005 NERC Reliability Standard.	3
* Initiate Phase One of move toward Central Repository IPL database and new OMS (Outage Management System) system.	3
* Complete installation of three pilot LED street light projects.	3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2010-11 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
District Planner 3rd Yr	1.00	.00	.00	.00
District Planner 4th Yr	4.00	5.00	4.00	.00
Senior District Planner	.00	.00	.00	4.00
System Operator Trainee	1.00	.00	.00	.00
System Operator I	.00	1.00	1.00	1.00
System Operator II	3.00	2.00	1.00	1.00
System Operator III	.00	1.00	2.00	2.00
Senior System Operator	1.00	1.00	1.00	1.00
Engineering Tech III-P&L	.00	.00	.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Dispatcher	5.00	4.00	.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	1.00	.00	1.00	1.00
Engineer II - P&L	3.00	3.00	3.00	3.00
Engineer III - PL	3.00	3.00	3.00	2.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	2.00	2.00	1.00	.00
Eng Tech Supv - P & L	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Telecommunications Coordinator	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	.00	1.00	2.00	2.00
Compliance Training Coord	.00	1.00	1.00	1.00
Total	33.00	33.00	29.00	29.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	3,097,616	2,942,500	2,942,500	3,209,662
Other Services & Charges	716,792	1,181,773	1,181,773	1,258,093
Supplies	61,477	51,400	51,400	79,000
Capital Outlay	23,589	194,600	194,600	63,300
Other Expenditures	0	0	0	0
Total	3,899,474	4,370,273	4,370,273	4,610,055

City of Independence, Missouri
2010-11 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

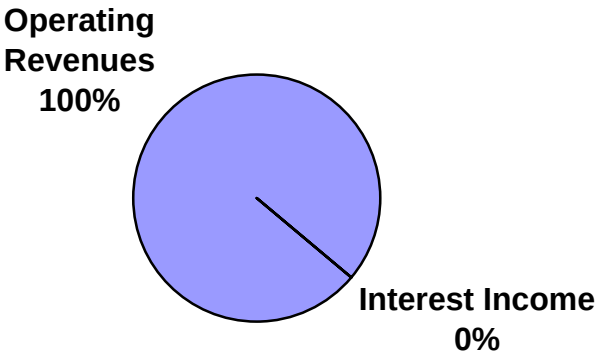
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,775,000	$ 359,615	$ 1,000	$ 2,135,615
Revenue Bonds (Refunding):				
2003 Series (6236)	570,000	86,223	1,000	657,223
Revenue Bonds:				
2009 Series D (6237)	-	1,608,025	4,000	1,612,025
Total Power and Light Fund	$ 2,345,000	$ 2,053,863	$ 6,000	$ 4,404,863

City of Independence, Missouri
2010-11 Operating Budget

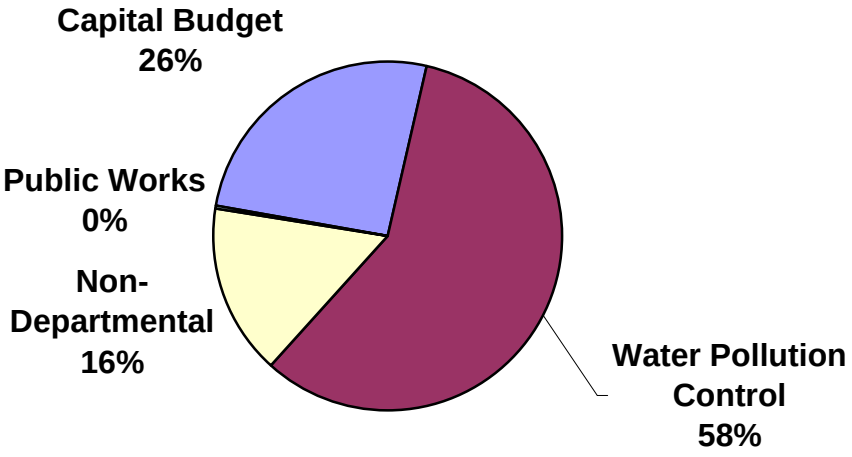
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
	Production System-		
70210806	Blue Valley Air Heater Maintenance	Power and Light Fund	$ 250,000
70210821	Blue Valley Boiler Tube Maintenance / Repair	Power and Light Fund	2,900,000
70210822	Blue Valley Turbine Operations Safety Projects	Power and Light Fund	400,000
70210823	Water Treatment Systems Projects	Power and Light Fund	300,000
70210824	Production Plant Miscellaneous Projects	Power and Light Fund	400,000
70211001	Blue Valley Precipitator Maintenance	Power and Light Fund	400,000
70211002	Blue Valley Sootblowing Air Compressor	Power and Light Fund	150,000
70211003	Blue Valley Units #1 and #2 Stop Valve	Power and Light Fund	300,000
	Transportation and Distribution System-		
70210827	Substation J 69kv Underground Transmission Line	Power and Light Fund	760,000
70211004	Substation F Improvements	Power and Light Fund	125,000
70211005	System Operations Backup Facility	Power and Light Fund	355,000
	Other Projects-		
9669	Service Center Improvements	Power and Light Fund	200,000
			$ 6,540,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ 2,292,472**	**$ 823,495**	**$ 711,695**		**$ (111,800)**	**-13.58%**
Change in non-budgetary Net Available Resources	977,280	640,079	-		(640,079)	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 15,353,095	$ 15,419,000	$ 16,962,635	99.9%	$ 1,543,635	10.0%
Interest Income	146,552	141,700	17,800	0.1%	(123,900)	-87.4%
Other Revenues	-	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 15,499,647	$ 15,560,700	$ 16,980,435	100.0%	$ 1,419,735	9.1%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit		-	10,000		10,000	n/a
Debt Proceeds	-	-	5,524,307		5,524,307	n/a
Total Sources	**$ 15,499,647**	**$ 15,560,700**	**$ 22,514,742**		**$ 6,954,042**	**44.7%**
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	$ 10,802,285	$ 12,469,158	$ 12,522,997	58.3%	$ 53,839	0.4%
Public Works	71,505	73,993	75,009	0.3%	1,016	1.4%
Non-Departmental	3,023,750	3,169,428	3,375,904	15.7%	206,476	6.5%
Total Operating Budget	$ 13,897,540	$ 15,712,579	$ 15,973,910	74.3%	$ 261,331	1.7%
Capital Budget:						
Capital Projects	$ 4,048,364	$ 600,000	$ 5,524,307	25.7%	$ 4,924,307	820.7%
Total Uses	**$ 17,945,904**	**$ 16,312,579**	**$ 21,498,217**	**100.0%**	**$ 5,185,638**	**31.8%**
Ending Net Available Resources	**$ 823,495**	**$ 711,695**	**$ 1,728,220**		**$ 1,016,525**	**142.83%**

Change in fund balance greater than 10% due to projected increased sanitary sewer rates resulting in increased revenues.

City of Independence, Missouri
2010-11 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 2004-05 through 2009-10

Description	2004-05	2005-06	2006-07	2007-08	2008-09	Projected 2009-10
Net Income (Loss)						
Net Income (Loss)	$ 2,120,380	$ 2,519,708	$ 2,132,068	$ (31,695)	$ 254,346	
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	
Change in Net Assets	$ 2,120,380	$ 2,519,708	$ 2,132,068	$ (31,695)	$ 254,346	$ (2,782,000)
Net Available Resources						
Net Available Resources-						
Total Current Assets	$11,902,754	$12,538,908	$12,521,195	$12,399,210	$10,835,066	
Less:						
Inventories	(68,560)	(58,450)	(63,445)	(74,738)	(77,607)	
Current Liabilities	(1,012,770)	(998,033)	(1,015,595)	(1,174,743)	(2,271,389)	
Carryover Capital Budget Appropriations	(3,391,611)	(4,838,623)	(7,219,621)	(8,288,894)	(7,455,837)	
Carryover Outstanding Encumbrances	(312,273)	(176,676)	(1,904,106)	(568,363)	(206,738)	
Net Available Resources	$ 7,117,540	$ 6,467,126	$ 2,318,428	$ 2,292,472	$ 823,495	$ 711,695
Employee Staffing (in Full Time Equivalents)						
Department:						
Public Works	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control						
General Fund	5.00	5.00	5.00	5.00	5.00	5.00
Sanitary Sewer Fund	70.00	70.00	70.00	70.00	70.00	70.00
Storm Water Sales Tax	8.00	8.00	8.00	8.00	8.00	8.00
Total	84.00	84.00	84.00	84.00	84.00	84.00
Utility Statistics						
No. of Residential Customers	39,900	40,680	40,692	40,667	40,635	40,800
No. of Commercial Cust.	3,534	3,523	3,519	3,510	3,493	3,510
Wastewater Treated (million gallons)	3,032	2,348	2,654	2,689	3,079	2,714

Source: 2004-05 through 2008-09 - Comprehensive Annual Financial Report
2009-10 - Operating Staff Projections

City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works			25,000	25,000	
30-4010	Residential	9,841,315	9,954,000	9,852,000	11,195,477	13.6%
30-4110	Commercial Base	3,976,270	4,023,000	3,934,000	4,135,088	5.1%
30-4120	Commercial Surcharge	584,458	591,000	578,000	638,713	10.5%
30-4430	Contract Services	274,377	234,000	246,000	246,000	
30-4570	Intermunicipal Agreements	484,960	467,000	467,000	467,000	
30-4600	Other Operating Revenue	152,007	150,000	150,000	255,357	70.2%
30-4700	Change in Unbilled Revenue	39,709				
	Total Operating Revenue	15,353,095	15,419,000	15,252,000	16,962,635	11.2%
	Non-Operating Revenue					
30-3411	Interest Income	146,552	141,700	24,600	17,800	-27.6%
30-4900	Other Revenues, Net			5,168		-100.0%
	Total Revenues	**$15,499,648**	**$15,560,700**	**$15,281,768**	**$16,980,435**	11.1%

CITY OF INDEPENDENCE, MISSOURI

2010-11 Operating Budget

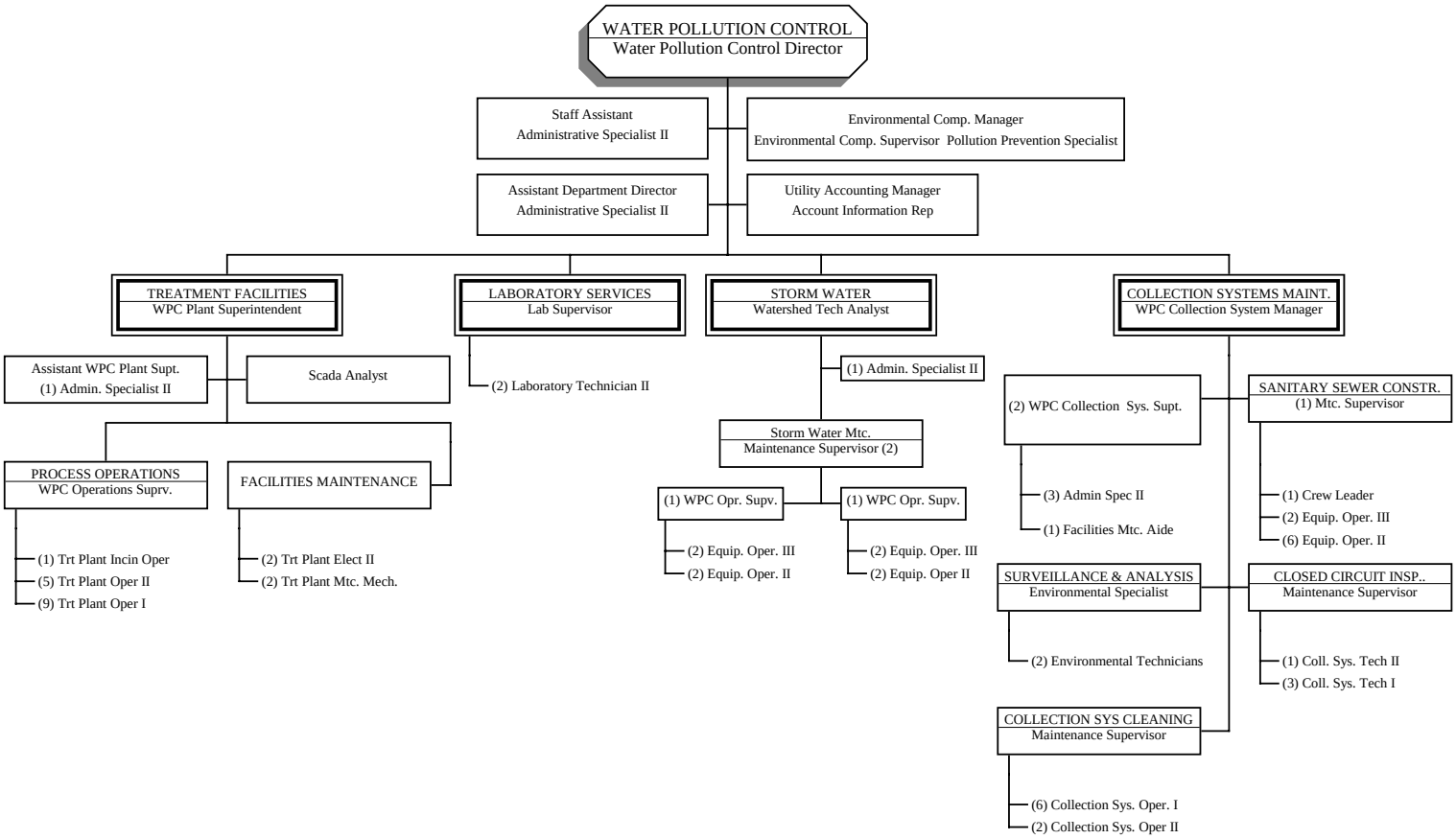
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	$47.06	$13.88	$0.9252/100 gallons > 1500
Liberty, Mo.	$37.79	$4 + $2	$3.39/1,000 gallons + $7.39/1,000 > 1,000 gallons
Raytown, Mo.	$35.31	$15.00	$4.97/1000 gallons > 1000
Raymore, Mo.	$34.84	none	$6.85/1,000 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, Ks.	$24.61	$9.72	$2.19/100 cubic feet
Blue Springs, Mo.	$23.95	$6.50	$0.343/100 gallons
Sugar Creek, Mo.	$23.49	$9.76	$2.70/1000 gallons
Independence, Mo.	**$22.52**	**$9.60**	**$1.8996/100 cubic feet**
Kansas City, Mo.	$21.45	$11.90/2 mo.	$2.28/100 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.*

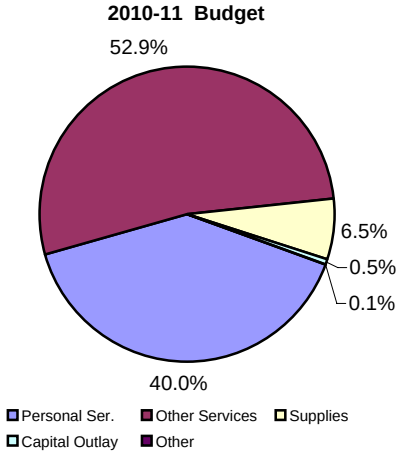
Survey conducted in February, 2010

City of Independence, Missouri
Water Pollution Control



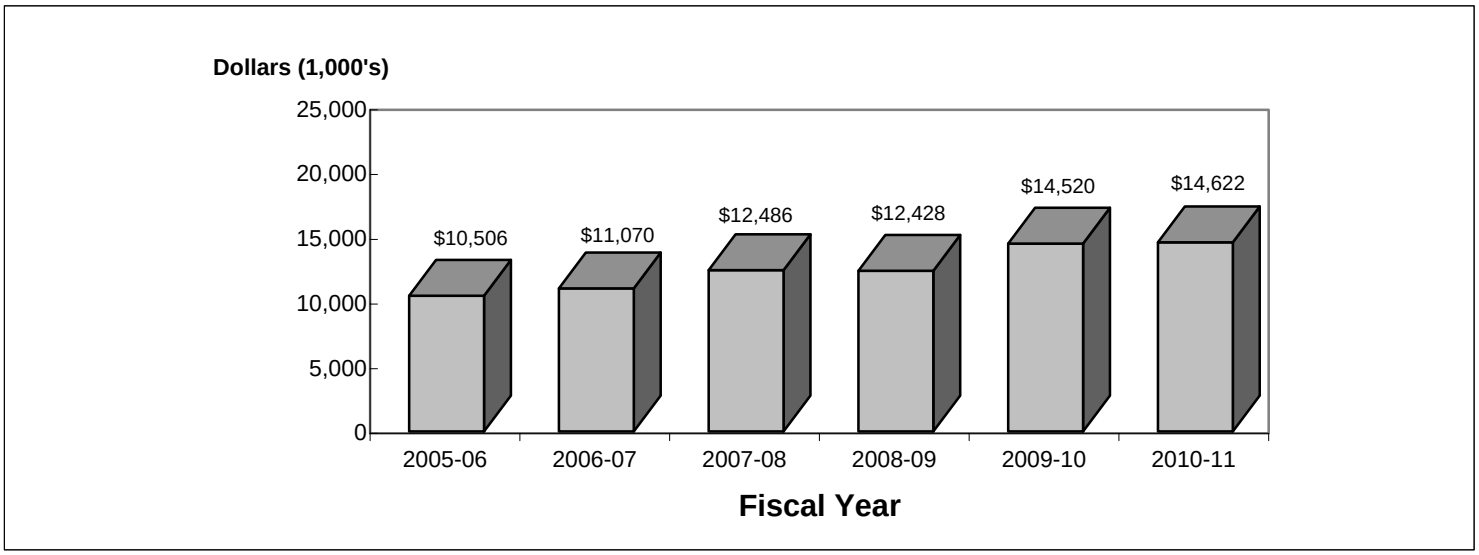
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 4,860,442	$ 5,604,250	$ 5,605,453	$ 5,846,170
Other Services	6,064,022	7,418,170	7,406,800	7,740,105
Supplies	934,020	951,756	953,756	950,916
Capital Outlay	569,313	536,087	545,457	75,100
Other	-	10,000	10,000	10,000
Total	$ 12,427,797	$ 14,520,263	$ 14,521,466	$ 14,622,291



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
General Fund	$ 295,509	$ 305,567	$ 300,450	$ 317,354	$ 296,134	$ 12,522,997
Storm Water Sales Tax	932,747	1,232,045	1,215,086	1,308,158	1,754,971	296,347
Sanitary Sewer Fund	9,278,161	9,532,678	10,969,964	10,802,285	12,469,158	1,802,947
Total All Funds	$ 10,506,417	$ 11,070,290	$ 12,485,500	$ 12,427,797	$ 14,520,263	$ 14,622,291
Comparative Ratios:						
Per Capita	$ 90.93	$ 95.47	$ 107.30	$ 113.85	$ 127.23	$ 120.63
Per Household	$ 215.49	$ 226.27	$ 254.31	$ 267.60	$ 295.17	$ 270.34



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2010-11 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, 596 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	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
5201 Administration	725,485	897,481	897,481	922,924
5210 Inter-Jurisdictional Agencies	3,995,351	4,609,000	4,609,000	4,610,000
5220 Treatment Facilities	3,107,574	3,509,188	3,509,188	3,535,727
5230 Collection System Maintenance	2,796,846	3,210,778	3,210,778	3,219,628
5240 Laboratory Services	177,029	242,711	242,711	234,718
5250 Storm Sewer Maintenance	317,354	296,134	297,337	296,347
5261 Storm Water Administration	153,321	323,861	323,861	302,086
5262 Storm Water Maintenance	911,612	1,265,660	1,265,660	1,151,686
5263 Storm Water Permit Compl.	243,225	165,450	165,450	349,175
Total	12,427,797	14,520,263	14,521,466	14,622,291

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*

Source of Funding

Sanitary Sewer Fund	10,802,285	12,469,158	12,469,158	12,522,997
General Fund	317,354	296,134	297,337	296,347
Storm Water Sales Tax Fund	1,308,158	1,754,971	1,754,971	1,802,947
Total	12,427,797	14,520,263	14,521,466	14,622,291

Key Budget Changes

* Water Pollution Control must prepare and present the information necessary for citizens to decide on renewal of a storm water sales tax that ends on December 31, 2010.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2009-10 Accomplishments **Goal Ref**

* Provided disposal of household hazardous waste for 613 Independence residents (85,585 pounds) during the annual mobile collection event. 1
* The Department was presented the George W. Burke Safety Award from the Water Environment Federation for it's documented and illustrated safety program and safety record for the year. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Sanitary Sewer Customers (Residential)	40,667	40,635	40,800	40,683
Sanitary Sewer Customers (Commercial)	3,510	3,493	3,510	3,500
Compliance Inspections	213	139	160	175
Plan Reviews	132	76	80	100

2010-11 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.
* Staff must develop an implementation plan to begin City wide improvements to sanitary sewers identified as deficient in the Sanitary Sewer Evaluation Studies. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00
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	2.00	2.00
Fiscal Technician II	1.00	1.00	.00	.00
Total	9.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	651,442	750,946	750,946	777,133
Other Services & Charges	64,194	122,435	122,435	121,691
Supplies	7,341	17,000	17,000	17,000
Capital Outlay	2,508	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	725,485	897,481	897,481	922,924

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 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	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Treatment Cost per Million Gallons Treated	$894	$868	$1,050	$959

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	3,995,351	4,609,000	4,609,000	4,610,000
Other Expenditures	0	0	0	0
Total	3,995,351	4,609,000	4,609,000	4,610,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2009-10 Accomplishments **Goal Ref**

* Achieved 100% compliance of 535 treated effluent permit limits and qualified for the National Association of Clean Water Agencies' Gold Award. 1
* Developed and implemented operating procedures to maximize flow through the treatment plant during wet weather events. Peak flow treatment during heavy rain events have been increased as much as 33%. 1
* Replaced two, thirty year old air conditioning systems with one, 100 ton energy efficient water chilling system for the plant process building. 1
* Installed a back up generator at the Kentucky I pump station to provide uninterrupted wastewater pumping during power outages. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Wastewater Treated (Million Gallons)	2,689	3,079	2,714	2,827
Solids Removal Efficiency (%) (85% Required)	95.24	95.43	95.35	95.34
Oxygen Demand Removal (%) (85 % Required)	87.51	89.78	89.30	88.86
Solids Incinerated (Dry Tons)	1,335	1,419	1,344	1,366
Treatment Costs per Million Gallons Treated	$1,359	$1,066	$1,381	$1,331

2010-11 Objectives **Goal Ref**

* Staff will continue to study treatment technologies and provide input for the selection of a disinfection process for discharged water as required by the new discharge permit. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

2010-11 Objectives **Goal Ref**

* Staff will begin the study of treatment options to provide nitrification (biological ammonia reduction) to discharged waters. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	1.00	1.00	1.00	1.00
Scada Analyst	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,516,444	1,714,098	1,714,098	1,796,637
Other Services & Charges	1,074,508	1,263,290	1,253,920	1,263,290
Supplies	466,819	461,800	461,800	461,800
Capital Outlay	49,803	70,000	79,370	14,000
Other Expenditures	0	0	0	0
Total	3,107,574	3,509,188	3,509,188	3,535,727

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 596 miles (3 million feet) of sanitary sewer pipe and over 14,109 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.

2009-10 Accomplishments	**Goal Ref**
* Continued data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology.	1
* Engineer designed, bid and contracted to eliminate 1 pumping site.	4
* Held weekly safety meetings. Trained on confined space equipment. Attended Hazwhoper refresher classes. (703 contact hours for 33 employees.)	1
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe which resulted in over 53,212 linear feet of cured-in-place pipe.	1
* Repaired 44 right-of-way/easement customer service laterals.	1
* Formulated areas for septic tank neighborhoods for possible future capital projects.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Customer Service Request Responses	1,110	1,346	1,311	1.200
Sewer Utility Identification Markings (Line Segments)	5	12	6	10
Dry weather overflows per million feet of pipe	~5.0	~5.0	~4.0	~4.0
Dry weather basement back-ups per 1,000 customers	~0.79	~0.72	~0.45	~0.76

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2010-11 Objectives	**Goal Ref**
* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software.	1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, to extend the life of the sewer system and reduce infiltration.	1
* 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:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	2.00	2.00	2.00	2.00
WPC Collection Sys Manager	1.00	1.00	1.00	1.00
Environmental Tech I	2.00	2.00	2.00	2.00
Collection Sys Operator I	6.00	6.00	6.00	6.00
Coll Sys Oper II	2.00	2.00	2.00	2.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	3.00	3.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	34.00	34.00	34.00	34.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,818,453	2,097,288	2,097,288	2,193,184
Other Services & Charges	285,210	576,940	574,940	716,794
Supplies	289,466	256,750	258,750	264,650

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Capital Outlay	403,717	279,800	279,800	45,000
Other Expenditures	0	0	0	0
Total	2,796,846	3,210,778	3,210,778	3,219,628

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2009-10 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
* Developed an in-house quality assurance method for recently required analysis of E.coli. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Samples Received	7,653	7,256	7,500	7,500
Treatment Operations Analyses	27,069	26,165	26,000	26,000
Industrial Discharge Analyses	1,333	1,370	1,200	1,200
Quality Assurance Analyses	3,783	3,647	3,200	3,200

2010-11 Objectives **Goal Ref**

* Participate in the USGS storm water monitoring of the City's creeks and rivers to determine specific pollutant concentrations in the municipal storm water system. The laboratory will provide analytical services for selected constituents. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Laboratory Tech II	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	153,198	194,751	194,751	186,758
Other Services & Charges	10,961	31,860	31,860	31,860
Supplies	12,870	16,100	16,100	16,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	177,029	242,711	242,711	234,718

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Description

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 300 miles (1.58 million feet) of storm sewer and approximately 12,500 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.

2009-10 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:
  >80 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 >60 storm structure lids.
* Achieved over 138 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 tasks. 1
* Performed engineering evaluations on selected storm drainage systems. 1
* Completed one large repair project on the storm drainage system to prevent flooding in homes and improve public safety. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Repair Projects	176	228	208	208
Repair & Maintenance Team Uptime	~96%	~97%	~92%	~92%

2010-11 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. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	317,354	296,134	297,337	296,347
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	317,354	296,134	297,337	296,347

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2009-10 Accomplishments	**Goal Ref**
* Investigated residents' storm water concerns and performed planning and engineering evaluations as needed.	1
* Administered, coordinated, and evaluated engineering consultants design progress on storm drainage improvement (CIP) projects.	1
* Continued to implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS) by launching CMMS Phase II, the mobile deployment of this technology.	1
* Initiated native planting of 3 selected regional storm water detention basins.	1

2010-11 Objectives	**Goal Ref**
* Investigate residents' storm water concerns and perform planning and engineering evaluations as needed.	1
* Administer, coordinate, and evaluate engineering consultants design progress on storm drainage improvement (CIP) projects.	1
* Continue to implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS).	1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	55,278	122,861	122,861	126,686
Other Services & Charges	92,444	158,400	158,400	157,100
Supplies	5,599	10,300	10,300	8,000
Capital Outlay	0	28,000	28,000	6,000
Other Expenditures	0	4,300	4,300	4,300
Total	153,321	323,861	323,861	302,086

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

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.

2009-10 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 >13,300 storm structures.
  Clean >7,800 storm structures.
  Clean >16,700 linear feet of storm sewer pipe.
* Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology. — 1
* Installed 658 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 Storm Water Sales Tax, to double maintenance and repair activities. — 1
* Achieved over 216 man hours of employee training and development in job related matters of: maintenance and use of personal protective gas monitors; hazardous materials; and, confined space entry procedures. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Storm Water Structures Cleaned	4,965	5,195	8,000	8,000
Storm Water Structures Inspected	21,273	24,492	14,000	14,000
Repair & Maintenance Team Uptime	~96%	~97%	~92%	~92%

2010-11 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
* Provide an initial response to our customers' inquiries within 24 — 1

2010-11 Objectives **Goal Ref**

hours of receipt.

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	348,273	428,172	428,172	469,425
Other Services & Charges	298,129	497,795	497,795	497,195
Supplies	151,925	182,806	182,806	176,366
Capital Outlay	113,285	151,187	151,187	3,000
Other Expenditures	0	5,700	5,700	5,700
Total	911,612	1,265,660	1,265,660	1,151,686

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2010-11 Operating Budget*
Cost Center: 5263 - Storm Water Permit Compl. *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

Program Costs

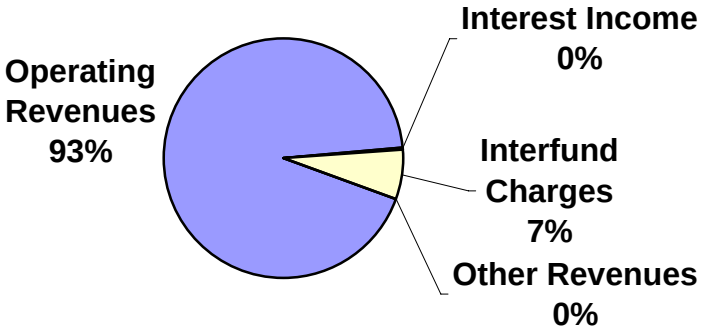
Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	243,225	158,450	158,450	342,175
Supplies	0	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	243,225	165,450	165,450	349,175

City of Independence, Missouri
2010-11 Operating Budget

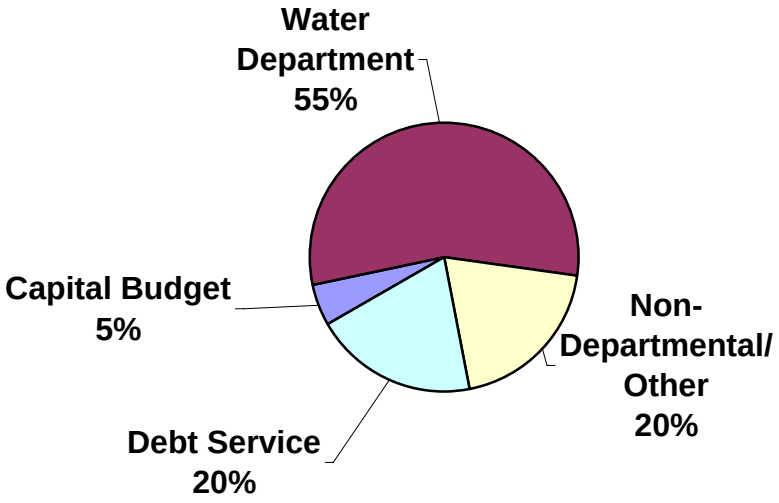
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
70301001	33rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	$ 50,000
70300602	Redwood Sanitary Sewer Improvements	Sanitary Sewer Fund	750,000
70301002	1724 Emery Sanitary Sewer Improvements	Sanitary Sewer Fund	100,000
70301003	Bison Park Pump Station	Sanitary Sewer Fund	200,000
70300707	24 Highway and 291 Highway	Sanitary Sewer Fund	2,200,000
9757	Trenchless Technology	Sanitary Sewer Fund	1,000,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70301004	Collection System Capacity Improvements	Sanitary Sewer Fund	615,857
	Subtotal		$ 5,365,857
	Treatment Plant / Pump Station Projects-		
70301005	Dickinson, Kentucky 1 & 2 Pump Station Improvements	Sanitary Sewer Fund	$ 158,450
	Subtotal		$ 158,450
	Fund Total		$ 5,524,307

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	**$ (486,798)**	**$ (1,496,215)**	**$ 2,003,662**		**$ 3,499,877**	**233.92%**
Change in non-budgetary Net Available Resources	(452,927)	(318,008)	-		318,008	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 18,345,455	$ 19,512,000	$ 22,786,000	93.2%	$ 3,274,000	16.8%
Interest Income	18,001	4,600	5,100	0.0%	500	10.9%
Interfund Charges	1,712,347	1,601,600	1,660,600	6.8%	59,000	3.7%
Other Revenues	317,361	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 20,393,164	$ 21,118,200	$ 24,451,700	100.0%	$ 3,333,500	15.8%
Bond Issuance Proceeds						
	3,647,600	11,352,400	-		(11,352,400)	
Total Sources	**$ 24,040,764**	**$ 32,470,600**	**$ 24,451,700**		**$ (8,018,900)**	**-24.7%**
Use of Budget Dollars						
Operating Budget:						
Finance	$ 45,630	$ 54,402	$ 58,992	0.2%	$ 4,590	8.4%
Water Department	13,288,538	13,676,106	14,245,797	55.7%	569,691	4.2%
Non-Departmental	4,319,699	4,526,705	4,987,427	19.5%	460,722	10.2%
Debt Service	4,434,561	5,211,327	5,040,758	19.7%	(170,569)	-3.3%
Total Operating Budget	$ 22,088,428	$ 23,468,540	$ 24,332,974	95.1%	$ 864,434	3.7%
Capital Budget:						
Capital Projects	$ 2,508,826	$ 5,184,175	$ 1,256,000	4.9%	$ (3,928,175)	-75.8%
Total Uses	**$ 24,597,254**	**$ 28,652,715**	**$ 25,588,974**	**100.0%**	**$ (3,063,741)**	**-10.7%**
Ending Net Available Resources	**$ (1,496,215)**	**$ 2,003,662**	**$ 866,388**		**$ (1,137,274)**	**-56.76%**

Change in fund balance greater than 10% primarily due to debt proceeds being received in Fiscal Year 2009-10 for capital projects of $11.4 million which was further partially offset by a decrease in capital projects by $3.9 million.

City of Independence, Missouri
2010-11 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 2004-05 through 2009-10

Description	2004-05	2005-06	2006-07	2007-08	2008-09	Projected 2009-10
Net Income (Loss)						
Net Income (Loss)	$ 2,099,100	$ 2,149,346	$ 1,126,488	$ 595,502	$ (1,710,721)	$ -
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	$ 2,099,100	$ 2,149,346	$ 1,126,488	$ 595,502	$ (1,710,721)	
Net Available Resources						
Net Available Resources-						
Total Current Assets	$17,836,778	$14,531,196	$10,279,003	$ 5,489,948	$ 4,564,812	
Less:						
Inventories	(624,258)	(616,657)	(594,830)	(609,974)	(647,766)	
Current Liabilities	(5,345,081)	(4,832,211)	(4,705,035)	(4,817,318)	(5,063,841)	
Carryover Capital Budget Appropriations	(9,388,889)	(6,553,799)	(4,891,299)			
Carryover Outstanding Encumbrances	(378,752)	(253,463)	(920,854)	(549,454)	(349,420)	
Net Available Resources	$ 2,099,798	$ 2,275,066	$ (833,015)	$ (486,798)	$ (1,496,215)	$ 2,003,662

Source: 2004-05 through 2008-09 - Comprehensive Annual Financial Report
2009-10 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
City Manager	0.00	0.00	0.00	0.00	0.00	0.00
Finance	1.00	0.85	0.85	0.85	0.85	0.85
Water	97.48	98.48	97.65	101.65	101.65	101.65
Total	98.48	99.33	98.50	102.50	102.50	102.50

Utility Statistics

No. of Residential Customers	44,490	44,742	44,836	44,920	45,724	44,653
No. of Commercial Cust.	2,971	3,027	3,067	3,110	3,127	3,092
No. of Other Customers	431	441	441	470	494	472
Water Pumped (million gallons)	10,582	10,837	10,853	11,041	11,056	7,763
Water Sold (million gallons)	9,266	9,266	9,395	9,605	9,504	6,732

City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Water Fund					
	Operating Revenue					
40-4010	Residential Sales	9,037,743	10,400,000	9,300,000	11,400,000	22.6%
40-4110	Commercial Sales	2,450,246	2,900,000	2,400,000	3,000,000	25.0%
40-4130	Industrial Sales	300,577	370,000	366,000	406,000	10.9%
40-4400	Public Authority Sales	281,615	300,000	300,000	325,000	8.3%
40-4410	Private Fire Protection	88,007	90,000	96,000	105,000	9.4%
40-4420	Public Fire Protection	767,863	800,000	780,000	780,000	
40-4550	Sales for Resale	4,930,608	5,700,000	5,800,000	6,320,000	9.0%
40-4600	Other Operating Revenue	488,796	400,000	470,000	450,000	-4.3%
40-4700	Change in Unbilled Revenue	262,343				
	Total Operating Revenue	18,607,799	20,960,000	19,512,000	22,786,000	16.8%
40-3421	Interfund Charges	1,712,347	1,601,600	1,601,600	1,660,600	3.7%
40-3411	Interest Income	18,001	60,000	4,600	5,100	10.9%
40-3440	Other Revenues, Net	55,018				
	Total Revenues	**$20,393,165**	**$22,621,600**	**$21,118,200**	**$24,451,700**	15.8%

City of Independence, Missouri
2010-11 Operating Budget

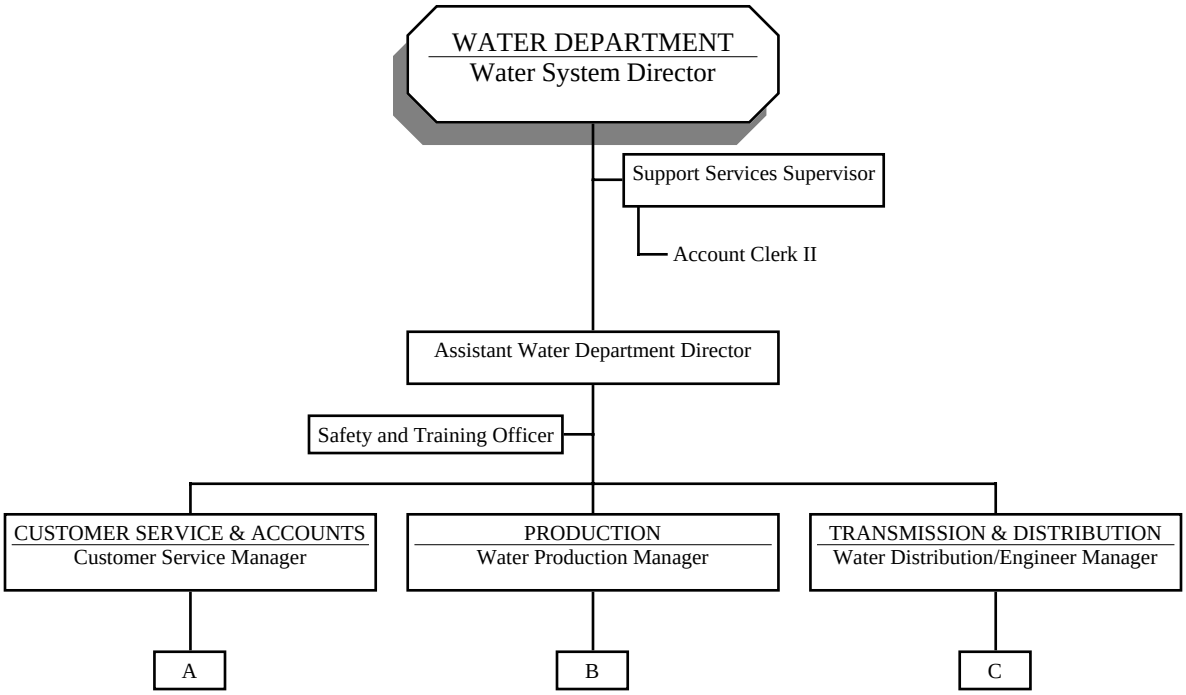
Average Bill/Rate Comparison - Water Fund

City	Average Bill*	Monthly Base Rate	Volume Charge
North Kansas City, MO	$20.51	$16.53	$1.09/1000 gallons
Lee's Summit, MO	$22.39	$5.35	$2.81/1000 gallons
Olathe, KS	$22.63	$3.75	$2.36/100 cubic feet
Independence, MO	**$23.49**	**$7.30**	**$2.0732/100 cubic feet**
Blue Springs, MO	$24.07	$6.30	$.2930/100 gallons
Sugar Creek, MO	$24.33	$7.84	$2.756/1000 gallons
Kansas City, MO	$27.32	$7.68	$2.39/100 cubic feet
Leawood, KS	$28.85	$9.65	$3.16/1000 gallons
Raymore, MO	$29.60	none	$4.85/1000 gallons
Liberty, MO	$29.81	$2.40	$4.22/1000 gallons
Grandview, MO	$34.51	$11.17	$5.73/1000 gallons
Kansas City, KS	$39.96	$12.69	$2.959/100 cubic feet
Raytown, MO	$41.53	$7.86	$4.94/1000 gallons
Belton, MO	$44.57	none	$0.7375/100 gallons

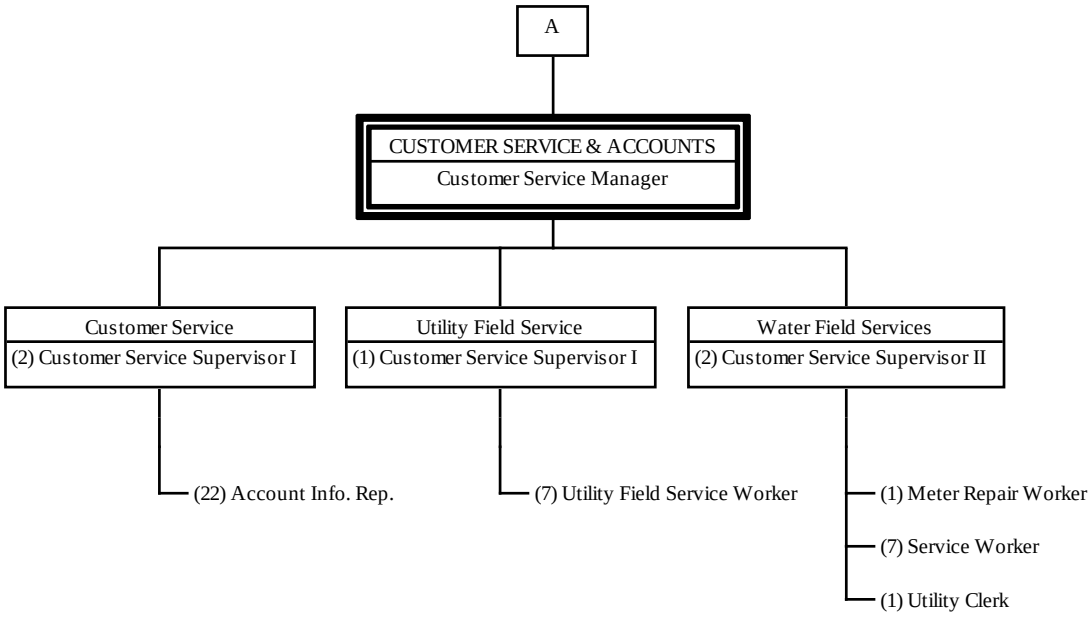
* The average bill is calculated using an average water consumption amount of 5,984 gallons per month (8 ccf)

Note: Survey conducted in March 2010

City of Independence, Missouri
Water Department

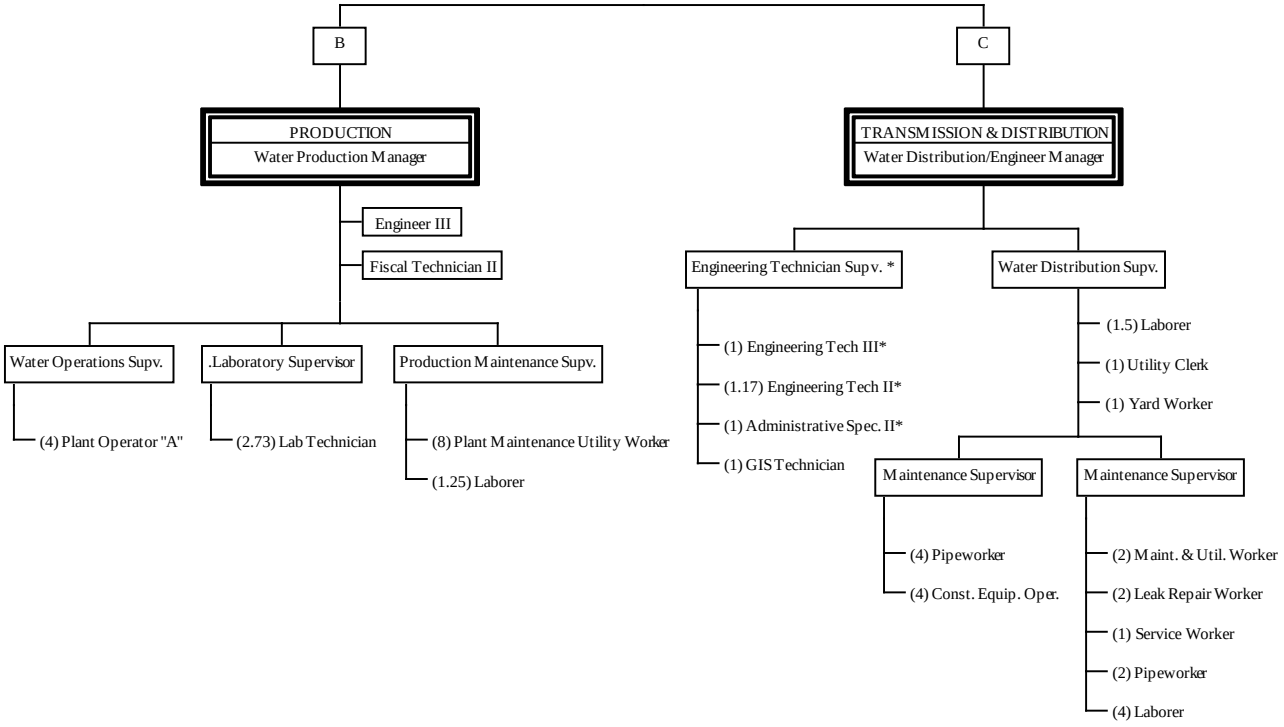


City of Independence, Missouri
Water Department



(Continued)

City of Independence, Missouri
Water Department

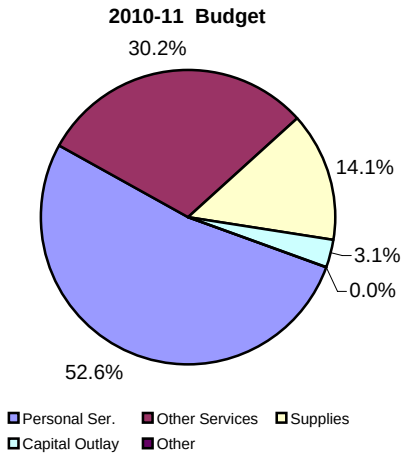


* These Employees are funded 4810 - Administration

Water

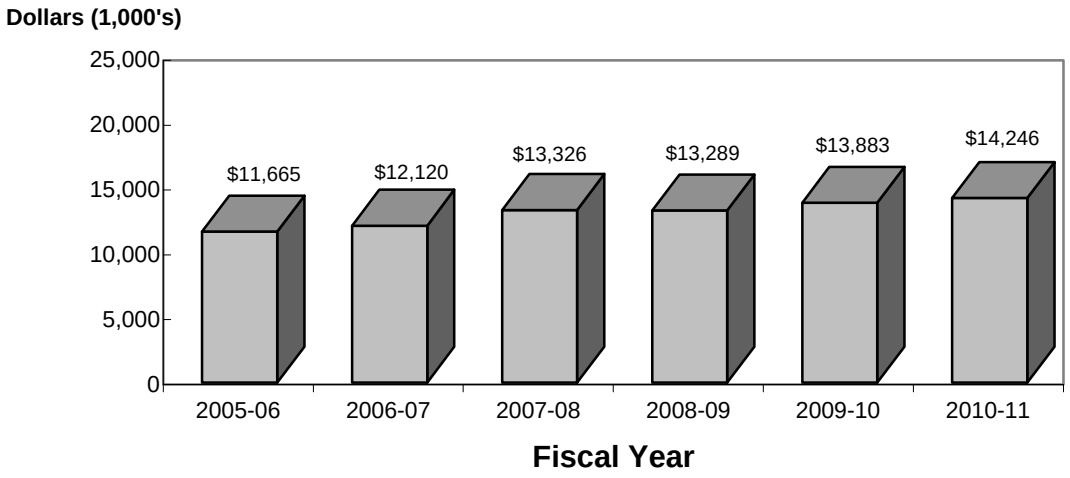
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 6,728,765	$ 7,134,943	$ 7,134,943	$ 7,498,040
Other Services	4,203,187	4,343,218	4,313,776	4,299,657
Supplies	1,768,102	2,004,740	2,045,027	2,008,300
Capital Outlay	588,484	399,800	388,955	439,800
Other	-	-	-	-
Total	$ 13,288,538	$ 13,882,701	$ 13,882,701	$ 14,245,797



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	98.48	97.65	98.65	101.65	101.65	101.65
Amount by Fund:						
Water Fund	$ 11,665,015	$ 12,119,901	$ 13,325,744	$ 13,288,538	$ 13,882,701	$ 14,245,797
Total All Funds	$ 11,665,015	$ 12,119,901	$ 13,325,744	$ 13,288,538	$ 13,882,701	$ 14,245,797
Comparative Ratios:						
Per Capita	$ 100.95	$ 104.52	$ 114.52	$ 121.74	$ 121.64	$ 117.53
Per Household	$ 239.26	$ 247.72	$ 271.42	$ 286.14	$ 282.21	$ 263.38



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2010-11 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 48,214 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 745 miles of main, more than 4,713 fire hydrants, 41 wells, and the Courtney Bend Water Treatment Plant. The department has four general functions: Administration, charged with the overall operation and reporting of the department; Customer Service, responsible for meter service, billing, collection, and customer inquiry; Production, for water treatment, water quality, and pumping; and Transmission and Distribution, for construction and maintenance of the distribution system which conveys the water to the customers. The department is obligated to meet the requirements of the Safe Drinking Water Act and standards of the Missouri Department of Natural Resources.

Description	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	97.73	100.00	100.00	100.00
Part Time Positions	.92	1.65	1.65	1.65
Total	98.65	101.65	101.65	101.65

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	1,131,372	1,050,465	1,179,365	1,084,739
4821 Water Field Service	914,163	1,021,704	981,704	1,027,164
4822 Customer Service	1,922,607	2,018,811	2,018,811	2,027,776
4823 Utility Field Service	750,353	748,715	748,715	790,929
4830 Production	5,299,753	5,536,548	5,536,548	5,651,538
4840 Transmission & Distribution	3,270,290	3,506,458	3,417,558	3,663,651
Total	13,288,538	13,882,701	13,882,701	14,245,797

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2010-11 Operating Budget*

Source of Funding				
Water Fund	13,288,538	13,882,701	13,882,701	14,245,797
Total	13,288,538	13,882,701	13,882,701	14,245,797

City of Independence
Detail Program Summary

Department: 4800 - Water *2010-11 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.

2009-10 Accomplishments **Goal Ref**

* Provided inspection services to assure the water main placed along Jackson Drive from R. D. Mize to Prairie Landing was installed per City specifications. 1
* Monitored the City's Backflow Prevention Program to assure the 3,300 backflow devices were inspected and working to meet compliance with the Missouri Department of Natural Resources. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Number of customers	48,350	48,318	48,800	48,800
Revenue (Avg. Residential)	$16.57	$16.67	$18.00	$18.00
Gallons of water sold (Avg. Res.)	5,920	5,450	6,200	5,784
Percentage of water pumped that was sold to customers	93%	85%	88%	86%

2010-11 Objectives **Goal Ref**

* 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 3,300 backflow devices are inspected and working to meet compliance with the Missouri Department of Natural Resources. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Tech II	1.17	1.17	1.00	1.00
Engineering Tech II	.00	.00	.17	.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00
Total	10.17	10.17	10.17	10.17

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	585,261	635,307	635,307	679,870
Other Services & Charges	366,086	387,118	382,338	383,369
Supplies	21,515	28,040	23,940	21,500
Capital Outlay	158,510	0	137,780	0
Other Expenditures	0	0	0	0
Total	1,131,372	1,050,465	1,179,365	1,084,739

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 48,214 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2009-10 Accomplishments — **Goal Ref**

* Field service workers are utilizing digital photos to document repair work and damage claims that are filed. — 1
* Standard monthly reports have been converted to electronic form. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Water taps installed	239	104	210	200
Number of meters replaced	3,138	2,723	3,200	3,200

2010-11 Objectives — **Goal Ref**

* Safety goal of conducting weekly safety meetings. — 1
* Field Service will replace 3000 water meters this fiscal year. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 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 — *2010-11 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	720,733	746,904	746,904	770,964
Other Services & Charges	53,591	77,300	77,300	58,700
Supplies	29,420	28,500	28,500	28,500
Capital Outlay	110,419	169,000	129,000	169,000
Other Expenditures	0	0	0	0
Total	914,163	1,021,704	981,704	1,027,164

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Description

The Customer Service Division's core functions are initializing utility services and processing payments for sewer, water, electrical services, miscellaneous other City payments, and Missouri Gas and Energy bills. Customer Service handles all phone calls regarding utility questions and all general calls requesting information regarding the City. These duties are carried out with understanding and respect to the citizens while maintaining a professional attitude.

2009-10 Accomplishments — **Goal Ref**

* The average phone call answer was decreased by 9.9%. — 1
* Implemented the Red Flag Identity Theft prevention program. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Average time to answer calls	134 SECS	101 SECS	100 SECS	120 SECS
Average percentage of abandoned calls	11.4%	9.9%	10.0%	12.0%

2010-11 Objectives — **Goal Ref**

* Comply with the Credit Card Industry safeguards for credit card theft. — 1
* A Spanish language option will be added to the integrated voice recognition (IVR) on the bill payment system. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Account Information Rep	22.00	22.00	22.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	2.00	2.00	2.00	2.00
Total	25.00	25.00	25.00	25.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,305,536	1,415,111	1,415,111	1,457,888
Other Services & Charges	597,832	559,700	550,325	544,138
Supplies	19,239	26,000	26,000	25,750
Capital Outlay	0	18,000	27,375	0
Other Expenditures	0	0	0	0
Total	1,922,607	2,018,811	2,018,811	2,027,776

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts, and reading meters for customer transfers.

2009-10 Accomplishments — **Goal Ref**

* Safety goal of conducting 50 safety meetings was met. — 1
* Responded to more than 95% of service requests by the next day. — 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Average number of delinquent accounts completed daily	124	120	120	120
Average number of disconnects and connections completed each day	126	124	125	125

2010-11 Objectives — **Goal Ref**

* Safety goal of conducting weekly safety meetings. — 1
* Respond to 95% of customer service requests on the first day. — 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Util Field Service Wkr	.00	3.00	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	8.00	8.00	8.00

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget

City of Independence
Detail Program Summary

Department: 4800 - Water — *2010-11 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	707,428	726,115	726,115	774,979
Other Services & Charges	4,626	10,950	10,950	8,450
Supplies	5,760	7,500	7,500	7,500
Capital Outlay	32,539	4,150	4,150	0
Other Expenditures	0	0	0	0
Total	750,353	748,715	748,715	790,929

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.

2009-10 Accomplishments **Goal Ref**

* Analyzed 1,484 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 attended the event. Over 1,100 students attended this event. 1
* In accordance with new regulations, samples were collected for various emerging contaminants in the drinking water. The parameters tested are currently unregulated so the data gathered helps EPA shape future regulations. 1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Thousands of gallons pumped	10,825,149	10,116,567	10,900,000	10,900,000
Average number of distribution samples taken each month	125	124	125	125
Percent of samples testing negative for coliform bacteria	100 %	100 %	100 %	100 %

2010-11 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 1

2010-11 Objectives **Goal Ref**

with others and remember some basic concepts.

* Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different parameters of water, from clarity to allowable limits of certain chemicals in water. Our goal is to meet and/or exceed all water quality regulations. 1

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Plant Operator "A"	4.00	4.00	4.00	4.00
Maintenance & Utility Wkr	8.00	.00	.00	.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	.00	8.00	8.00	8.00
Laborer - temp	.25	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer III	1.00	1.00	1.00	1.00
Laboratory Tech II	1.00	.00	.00	.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	1.73	2.73	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

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,580,267	1,601,498	1,601,498	1,679,188
Other Services & Charges	2,493,242	2,627,650	2,627,650	2,610,000
Supplies	1,154,025	1,304,400	1,304,400	1,312,150
Capital Outlay	72,219	3,000	3,000	50,200
Other Expenditures	0	0	0	0
Total	5,299,753	5,536,548	5,536,548	5,651,538

City of Independence
Detail Program Summary

Department: 4800 - Water *2010-11 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 745 miles of main and more than 4,713 fire hydrants.

2009-10 Accomplishments	**Goal Ref**
* Completed installation of a 12" ductile iron water main along Jackson Drive from R. D. Mize Road to Prairie Landing.	4
* Painted 35% 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.	4
* All 4,713 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 if the hydrant, and checking to make sure the hydrant opens and closes properly.	1

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
Main breaks	179	171	200	200
Service lines repaired	78	62	90	80
Fire hydrants tested/inspected	5,049	3,846	4,700	4,700
Fire hydrants painted	2,970	2,196	1,600	1,200
Main breaks per mile of main per year	.24	.23	.27	.27
Miles of main installed in Eastern Independence	1	1.5	3	3
Annual operation/maintenance cost per mile of main	$4,683.39	$4,888.42	$4,500.00	$4,900.00
Operations and maintenance cost per customer account per year	$71.78	$75.00	$74.00	$75.07

City of Independence
Detail Program Summary

Department: 4800 - Water *2010-11 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

2010-11 Objectives **Goal Ref**

* Paint 25% of all public fire hydrants, based on a four year maintenance cycle, in accordance with the American Water Works Association's recommended practices. Any loose paint will be removed from each hydrant prior to painting and then will be painted black and orange to show the hydrant has a flow rate of at least 500 psi. 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 (3) miles of water mains in areas of eastern Independence that currently have residents but not water mains. This will be phase 3 of a five phase project. — 4

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Maintenance & Utility Wkr	2.00	2.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	2.00	2.00	2.00	2.00
Pipe Worker	.00	.00	.00	1.00
Pipe Worker	6.00	6.00	6.00	5.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	5.00	5.00	5.00	5.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor-Water	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	1,829,540	2,010,008	2,010,008	2,135,151

City of Independence
Detail Program Summary

Department: 4800 - Water *2010-11 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Other Services & Charges	687,810	680,500	665,213	695,000
Supplies	538,143	610,300	654,687	612,900
Capital Outlay	214,797	205,650	87,650	220,600
Other Expenditures	0	0	0	0
Total	3,270,290	3,506,458	3,417,558	3,663,651

City of Independence, Missouri
2010-11 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

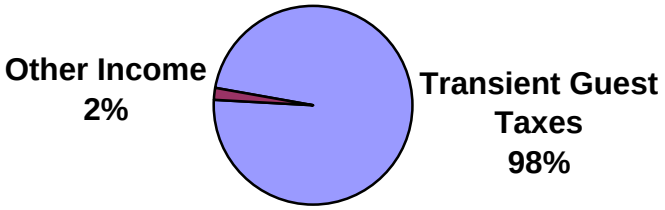
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
2004 Series (6352)	580,000	573,745	7,500	1,161,245
2009 Series C (6352)	-	951,863	7,500	959,363
2009 Series E (6352)	2,210,000	702,650	7,500	2,920,150
Fund Total	$ 2,790,000	$ 2,228,258	$ 22,500	$ 5,040,758

City of Independence, Missouri
2010-11 Operating Budget

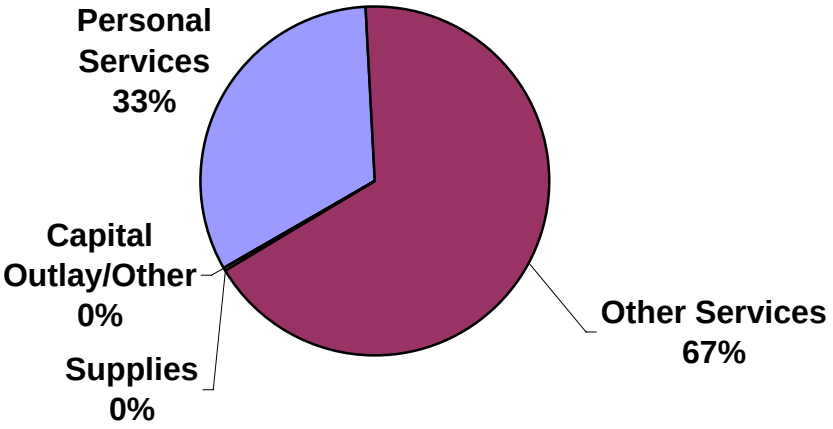
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9839	Small Main Replacement Program	Water Fund	$ 706,000
70401001	PLC Upgrades	Water Fund	100,000
70401002	Replace North Main Water Tower	Water Fund	100,000
70401003	Future Production Wells	Water Fund	350,000
	Fund Total		$ 1,256,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Undesignated Fund Balance	**$ 755,374**	**$ 695,966**	**$ 521,895**		**$ (174,071)**	**-25.01%**
Estimated Revenues-						
Transient Guest Taxes	$ 972,773	$ 958,942	$ 988,000	98.2%	$ 29,058	3.0%
Interest	11,420	1,300	-	0.0%	(1,300)	-100.0%
Federal & State Grants	213,462	36,211	-	0.0%	(36,211)	-100.0%
Other Income	5,587	34,656	18,400	1.8%	(16,256)	-46.9%
Total Estimated Revenues	$ 1,203,242	$ 1,031,109	$ 1,006,400	100.0%	$ (24,709)	-2.4%
Total Sources	**$ 1,958,616**	**$ 1,727,075**	**$ 1,528,295**		**$ (198,780)**	
Use of Budget Dollars						
Operating Budget:						
Personal Services	$ 268,624	$ 278,964	$ 335,674	32.6%	$ 56,710	20.3%
Other Services	884,744	923,216	689,487	67.0%	(233,729)	-25.3%
Supplies	1,493	3,000	2,500	0.2%	(500)	-16.7%
Capital Outlay/Other	480	-	1,000	0.1%	1,000	n/a
Total Operating Budget	$ 1,155,341	$ 1,205,180	$ 1,028,661	100.0%	$ (176,519)	-14.6%
Fund Balance Designations:						
Designated for Visitor Orientation Center	111,660	-	-		-	
Total Uses	**$ 1,267,001**	**$ 1,205,180**	**$ 1,028,661**		**$ (176,519)**	
Cancellation of Prior Year's Encumbrances	4,351	-	-			
Ending Undesignated Fund Balance	**$ 695,966**	**$ 521,895**	**$ 499,634**		**$ (22,261)**	**-4.27%**

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Tourism Fund

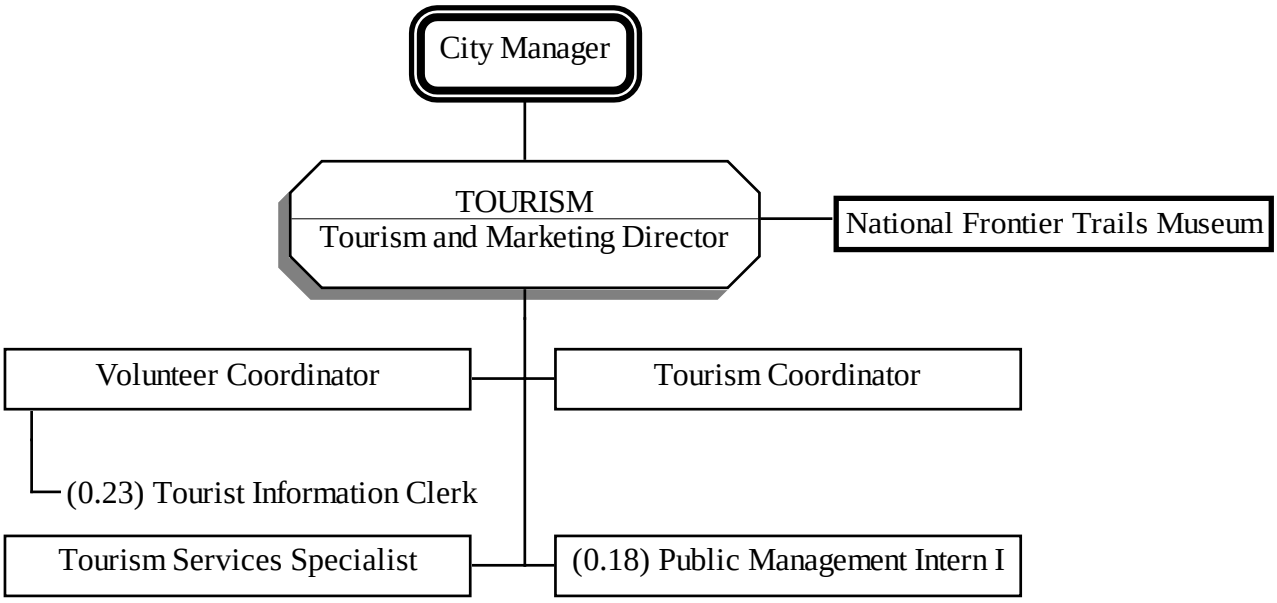
For the Fiscal Years 2004-05 through 2009-10

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components						
Reserved for:						
Encumbrances	$ 74,984	$ 108,399	$ 156,563	$ 79,734	$ 153,388	
Designated for:						
Working Capital	-	-	-	-		
Visitor Orientation Center	212,639	393,778	519,490	642,327	753,987	753,987
Undesignated	567,785	638,590	724,972	755,374	695,966	521,895
Total Fund Balance	$ 855,408	$ 1,140,767	$ 1,401,025	$ 1,477,435	$ 1,603,341	$ 1,275,882
Fund Balance Target *	234,737	292,828	313,118	329,519	300,811	243,373
Actual over (under) Target	333,049	345,762	411,855	425,855	395,156	278,522

* 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

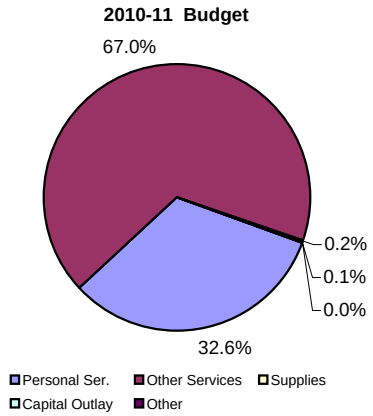
City of Independence, Missouri
Tourism



Tourism

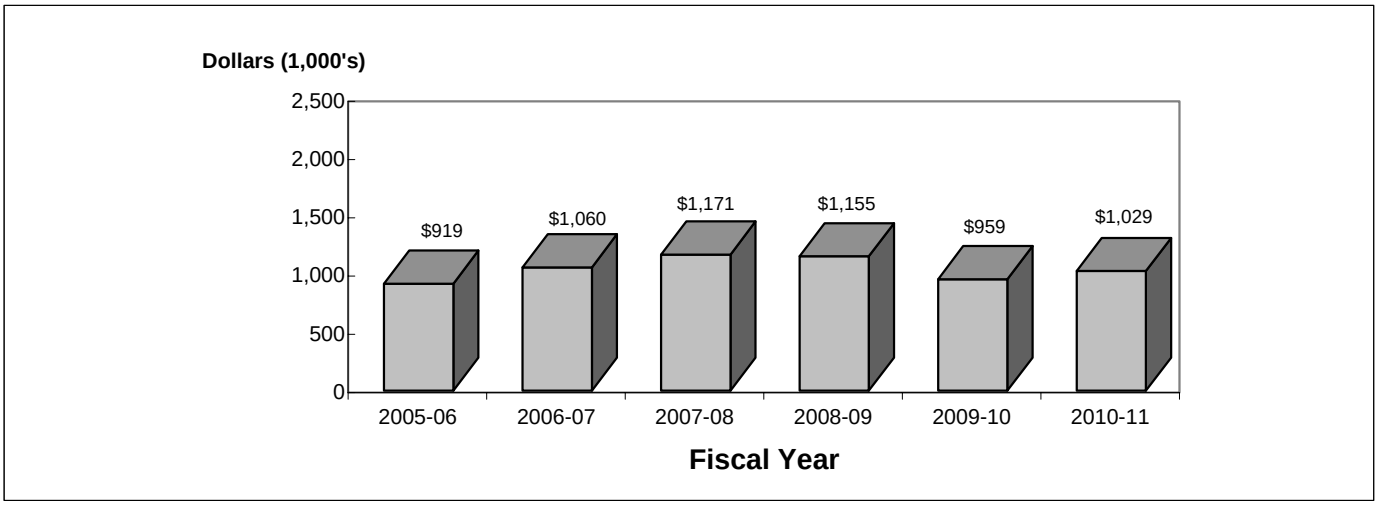
Appropriations by Type:

Expenditure Type	Actual 2008-09	Original 2009-10	Revised 2009-10	Adopted 2010-11
Personal Ser.	$ 268,624	$ 278,964	$ 278,964	$ 335,674
Other Services	884,744	676,344	923,216	689,487
Supplies	1,493	3,500	3,000	2,500
Capital Outlay	480	-	-	1,000
Other	-	-	-	-
Total	$ 1,155,341	$ 958,808	$ 1,205,180	$ 1,028,661



Historical Comparison:

	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11
Employees:						
Full Time Equiv.	4.41	4.41	4.41	4.41	4.41	4.41
Amount by Fund:						
Tourism Fund	$ 919,440	$ 1,059,592	$ 1,170,677	$ 1,155,341	$ 958,808	$ 1,028,661
Total All Funds	$ 919,440	$ 1,059,592	$ 1,170,677	$ 1,155,341	$ 958,808	$ 1,028,661
Comparative Ratios:						
Per Capita	$ 7.96	$ 9.14	$ 10.06	$ 10.58	$ 8.40	$ 8.49
Per Household	$ 18.86	$ 21.66	$ 23.84	$ 24.88	$ 19.49	$ 19.02



City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2010-11 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, tradeshows, public relations, signage, and production and dissemination of collateral materials. The Department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The Department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

Description	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	4.00
Part Time Positions	.41	.41	.41	.41
Total	4.41	4.41	4.41	4.41

Description	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Budget by Major Program Category				
4024 Tourism	1,155,341	958,808	1,205,180	1,028,661
Total	1,155,341	958,808	1,205,180	1,028,661

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2010-11 Operating Budget*

Source of Funding				
Tourism Fund	1,155,341	958,808	1,205,180	1,028,661
Total	1,155,341	958,808	1,205,180	1,028,661

Direct/Offsetting Revenues				
Transient Guest Taxes	972,773	1,006,000	958,942	988,000
Total	972,773	1,006,000	958,942	988,000

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2010-11 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the Department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The Department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshows, public relations, signage, and production and dissemination of collateral materials. The Department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The Department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

2009-10 Accomplishments	**Goal Ref**
* Assisted Jackson County in securing approval for $500,000 from the state of Missouri for the courthouse project. Phase II (exterior landscaping and street improvements) has been completed.	2
* Completed redesign of the Tourism website. Interactive touch screen kiosks scheduled for completion in early summer. Developed a "Facebook" page and "Twitter" listing for Independence Tourism.	2
* Secured $221,372 in cooperative marketing funds from the Missouri Division of Tourism.	3
* Attended eight trade show/marketplaces in travel industries including group tour, conventions, military reunion, and sports.	2
* Increased requests for visitor information 20% in 2009. Attendance at historic sites increased slightly for the same period. Hotel tax income is anticipated to decrease 3%. Hotel expenditures for sports and business travelers are anticipated to decrease 24% in '09-'10.	2
* Provided leads for the Independence School District to secure a basketball event for summer 2010, and for Parks and Recreation to consider a proposal for several baseball events in 2010 or 2011. Developed hotel packages and negotiated competitive rates for several events at the Independence Events Center and other groups visiting Independence.	2
* Developed a new email database and provided two e-blast updates to those registered.	2
* Conducted holiday and spring/summer multi-media advertising campaigns in the greater Kansas City area.	2
* Developed multiple public relations campaigns and hosted 18 travel writers which resulted in free media coverage valued at $1,164,525.	3
* Recruited 24 new volunteers and hosted a hospitality training program	2

2009-10 Accomplishments **Goal Ref**

in April and June.

* Secured $4,360 in research funding from the Missouri Division of Tourism and completed a conversion/visitor profile study in October 2009. 3

Service Delivery Background Data

Description	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Projected
City Guest Tax Report	$1,069,917	$964,095	$1,003,000	$988,000
Hotel Report for Occupancy	60.87%	55.99%	59.80%	57.00%
Volunteer Hours	19,886	21,363	18,600	18,000
Hotel Business Traveler Expenditure	$2,835,461	$2,425,015	$1,786,221	$1,839,807
Hotel Sports Travel Expenditures	$267,205	$302,162	$294,474	$303,308
Site Attendance	240,357	229,199	231,000	238,000
Leisure Visitor Inquiries	35,384	27,627	35,000	36,000
Web Sessions	137,928	138,634	144,906	150,000
Free Media Coverage Attained	$828,521	$882,553	$1,164,525	$1,164,525

2010-11 Objectives **Goal Ref**

* Secure $217,000 in cooperative marketing funds from the Missouri Division of Tourism for leisure, group tour, sports, and convention marketing. 3
* Through an integrated marketing plan, assist in increasing hotel tax income, sports and business traveler hotel expenditures, and visitor inquiries and attendance at local attractions by 3%. 2
* In cooperation with Parks and Recreation and the Independence Events Center, develop a format for reporting sports economic impact. 2
* With the Tourism Advisory Board, evaluate the current Tourism Strategic Plan and determine procedure to begin an update strategy. 2
* Increase email database and provide periodic e-blast updates with visitor incentives. 2
* Conduct two major advertising campaigns in local/regional media. 2
* Recruit 25 additional volunteers. Host two hospitality training programs and a recognition banquet. 2
* Develop multiple public relations campaigns and host 15 travel writers to attain media coverage equal to last fiscal year's coverage. 2
* Secure $2,000 in cooperative research funds from the Missouri Division of Tourism to conduct a study to determine visitor attributes and to evaluate the percentage of visitors who visited Independence as a result of the department's advertising programs. 3
* Assist in developing signage for the Civil War Driving/Walking Trail and planning potential sesquicentennial Civil War Events. 2

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2010-11 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Staffing:

Position Title	2007-08 Budget	2008-09 Budget	2009-10 Budget	2010-11 Budget
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

Expenditure Category	2008-09 Actual	2009-10 Original Budget	2009-10 Revised Budget	2010-11 Adopted Budget
Personal Services	268,624	278,964	278,964	335,674
Other Services & Charges	884,744	676,344	923,216	689,487
Supplies	1,493	3,500	3,000	2,500
Capital Outlay	480	0	0	1,000
Other Expenditures	0	0	0	0
Total	1,155,341	958,808	1,205,180	1,028,661

Significant Issues

* Guest tax revenues are projected at a 3% increase over the revised income projections for '09-'10. Industry projections are flat for 2010 but indicate an increase in 2011. The Independence Events Center and two new lodging facilities opened in FY '09-'10 but have not yet had a full year of operations.
* The Tourism Fund Balance remains strong. At the end of '09-'10 more than $800,000 will be reserved within this fund for a Visitor Orientation Center (VOC). 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.
* This is the first budget year the Tourism Department is responsible for retiree Health Insurance and is included in a new line item.
* In FY '09-'10, the Tourism Department was awarded more than $221,000 in cooperative marketing funds from the Missouri Division of Tourism. Matching funds for the new fiscal year are included in this budget.

Significant Issues

Fund applications have been completed but successful awards are not announced until June 1st.

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 2,303,041**	**$ (2,088,277)**	**$ 535,315**		**$ 2,623,592**	**125.63%**
Estimated Revenues-						
Sales Taxes	$ 6,586,624	$ 7,452,606	$ 7,655,564	100.0%	$ 202,958	2.7%
Interest Income and Other	661,131	97,890	1,400	0.0%	(96,490)	-98.6%
Total Estimated Revenues	$ 7,247,755	$ 7,550,496	$ 7,656,964	100.0%	$ 106,468	1.4%
Proceeds from Debt Issuance		$ 4,038,402	$ -		$ (4,038,402)	
Total Sources	**$ 9,550,796**	**$ 9,500,621**	**$ 8,192,279**		**$ (1,308,342)**	
Use of Budget Dollars						
Operating Budget						
Debt Service	4,251,495	664,393	546,444	29.1%	(117,949)	-17.8%
Total Operating Budget	$ 4,251,495	$ 664,393	$ 546,444	29.1%	$ (117,949)	
Capital Budget:						
Overlay Program	$ 1,989,359	$ 996,544	$ -	0.0%	$ (996,544)	-100.0%
Bridge Improvements	593,850	145,551	-	0.0%	(145,551)	0.0%
Street Improvements	4,583,530	5,775,142	1,006,000	53.5%	(4,769,142)	-82.6%
Intersection Improvements	131,302	1,334,793	-	0.0%	(1,334,793)	0.0%
Safety Improvements	78,451	33,104	320,000	17.0%	286,896	0.0%
Other Programs	3,895	9,088	-	0.0%	(9,088)	
Total Capital Budget	$ 7,380,387	$ 8,294,222	$ 1,326,000	70.6%	$ (6,968,222)	
Operating Transfer						
Santa Fe TIF	$ 7,191	$ 6,691	$ 7,000	0.4%	$ 309	4.6%
Total Uses	**$ 11,639,073**	**$ 8,965,306**	**$ 1,879,444**		**$ (7,085,862)**	
Ending Fund Balance	**$ (2,088,277)**	**$ 535,315**	**$ 6,312,835**		**$ 5,777,520**	**1079.27%**

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.

Note 2) The above fund balance amount includes all fund balance components, including the Undesignated Fund Blance portion of fund balance and the designated portion for year end outstanding encumbrances. The Fund Blance amounts on the following schedule represents all fund balance components.

Note 3) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur

Change in fund balance greater than 10% due to a projected decrease in capital expenditures with the intent to reduce the negative fund balance amount (see note 3).

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2004-05 through 2009-10

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components						
Reserved for:						
Encumbrances	$ 5,448,692	$ 5,318,657	$ 3,195,351	$ 3,046,687	$ 3,690,400	$ 1,134,962
Other Purposes	15,719	1	22,113	565,082	19	10,417
Undesignated	2,880,807	(1,196,650)	(109,361)	(1,308,728)	(5,778,696)	(610,064)
Total Fund Balance	$ 8,345,218	$ 4,122,008	$ 3,108,103	$ 2,303,041	$ (2,088,277)	$ 535,315

Source: Audited Annual Financial Statement for actual amounts
Finance Department Projections for 6/30/10

City of Independence, Missouri
2010-11 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements:			
	Street Improvements		
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	$ 1,006,000
	Total Street Improvements		$ 1,006,000
	Safety Improvements		
70110409	Operating Green Light.	Street Improv. Sales Tax	$ 20,000
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	100,000
70110808	Sidewalks to School Improvements	Street Improv. Sales Tax	200,000
	Total Safety Improvements		$ 320,000
	Fund Total		$ 1,326,000

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ (1,895,768)**	**$ (3,219,267)**	**$ (4,744,458)**		**$ (1,525,191)**	**-47.38%**
Estimated Revenues-						
Sales Taxes	$ 3,857,852	$ 3,726,577	$ 3,827,782	86.3%	$ 101,205	2.7%
Adventure Oasis Water Park	476,860	409,034	497,000	11.2%	87,966	21.5%
Interest Income and Other	98,991	64,322	110,020	2.5%	45,698	71.0%
Total Estimated Revenues	$ 4,433,703	$ 4,199,933	$ 4,434,802		$ 234,869	5.6%
Capital Project Transfers	-	233,582	-		$ (233,582)	
Total Sources	**$ 2,537,935**	**$ 1,214,248**	**$ (309,656)**		**$ (1,523,904)**	
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	$ 884,755	$ 840,543	$ 710,330	15.3%	$ (130,213)	-15.5%
6042-Truman Memorial Bldg.	341,020	305,384	236,586	5.1%	(68,798)	-22.5%
6043-Palmer Senior Adult Center	181,429	164,983	164,261	3.5%	(722)	-0.4%
6044-Family Recreation Programs	224,888	211,652	194,185	4.2%	(17,467)	-8.3%
6045-Adventure Oasis Water Park	621,604	496,517	620,068	13.3%	123,551	24.9%
6046 - Sports Complex	536,881	484,791	499,052	10.7%	14,261	2.9%
Total Operating Budget	2,790,577	2,503,870	2,424,482		(79,388)	
Debt Service	2,447,631	2,167,724	2,168,389	46.7%	665	0.0%
Adj. for Prior Year Outstanding Encumbrances	(79,606)	386,399	-		(386,399)	
Total Operating Budget	$ 5,158,602	$ 5,057,993	$ 4,592,871	98.8%	$ (465,122)	-9.2%
Capital Budget:						
Capital Projects	$ 594,545	$ 897,368	50,000	1.1%	(847,368)	-94.4%
Total Capital Budget	$ 594,545	$ 897,368	$ 50,000			
Operating Transfers:						
Santa Fe TIF	4,055	3,345	4,000		655	
Total Uses	**$ 5,757,202**	**$ 5,958,706**	**$ 4,646,871**	**100.0%**	**$ (1,311,835)**	**-22.0%**
Ending Fund Balance	**$ (3,219,267)**	**$ (4,744,458)**	**$ (4,956,527)**		**$ (212,069)**	**-4.47%**

Note 1) The Park Improvements Sales Tax was approved by Independence voters August 2002 and went into effect on January 1, 2004. The tax rate of 1/4 of one percent of local option sales tax will expire on December 31, 2012 and will drop to 1/8 of one percent effective January 1, 2013 until repealed.

Note 2) The above fund balance amount includes all fund balance components, including the Undesignated Fund Blance portion of fund balance and the designated portion for year end outstanding encumbrances. The Fund Blance amounts on the following schedule represents all fund balance components.

Note 3) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur.

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 2004-05 through 2009-10

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components						
Reserved for:						
Encumbrances	$ 731,311	$ 1,682,207	$ 1,294,561	$ 573,609	$ 533,083	$ 317,770
Other Purposes	9,843	90	63,514	74,701	3	
Undesignated	457,584	(1,510,742)	(1,442,471)	(2,544,078)	(3,752,353)	(5,062,228)
Total Fund Balance	$ 1,198,738	$ 171,555	$ (84,396)	$ (1,895,768)	$ (3,219,267)	$ (4,744,458)

Source: Audited Annual Financial Statement for actual amounts
Finance Department Projections for 6/30/10

City of Independence, Missouri
2010-11 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	$ 50,000
	Fund Total		$ 50,000

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 10,856,036**	**$ 10,137,549**	**$ 8,938,994**		**$ (1,198,555)**	**-11.82%**
Estimated Revenues-						
Sales Taxes	$ 3,858,941	$ 3,727,187	$ 2,232,872	99.1%	$ (1,494,315)	-40.1%
Grants and Shared Revenue	-	-	-	0.0%	-	
Interest Income and Other	303,675	109,054	20,000	0.9%	(89,054)	-81.7%
Total Estimated Revenues	$ 4,162,616	$ 3,836,241	$ 2,252,872	100.0%	$ (1,583,369)	-41.3%
Other Sources						
	-	-	-			
Total Sources	**$ 15,018,652**	**$ 13,973,790**	**$ 11,191,866**		**$ (2,781,924)**	
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	$ 149,266	$ 145,986	$ 298,086	2.7%	$ 152,100	104.2%
Storm Water Maintenance	911,612	901,786	1,151,686	10.3%	249,900	27.7%
Storm Water Permit Compliance	243,225	158,350	349,175	3.1%	190,825	120.5%
Total Operating Budget	$ 1,304,103	$ 1,206,122	$ 1,798,947	16.1%	$ 592,825	49.2%
Adj. for Prior Year Outstanding Encumbrances	(83,251)	163,595	-			
Capital Budget:						
Capital Projects	$ 3,458,231	$ 3,661,734	$ 505,000	4.5%	$ (3,156,734)	-86.2%
Total Capital Budget	$ 3,458,231	$ 3,661,734	$ 505,000		$ (3,156,734)	
Operating Transfers:						
Capital Project Transfers	$ 197,965	$ -	$ -			
Santa Fe TIF Transfer	4,055	3,345	4,000		655	
Total Uses	**$ 4,881,103**	**$ 5,034,796**	**$ 2,307,947**	**20.6%**	**$ (2,726,849)**	
Ending Fund Balance	**$ 10,137,549**	**$ 8,938,994**	**$ 8,883,919**		**$ (55,075)**	**0.62%**

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.

Note 2) The above estimated revenue amounts for the 2010-11 fiscal year are based on the existing sales tax rate being approved by voters to be renewed at the current rate. If the existing tax rate is not approved for renewal prior to expiration then the above sales tax revenue amount would decrease by an estimated $1,594,909 to $2,232,873 and projected expenditures would be adjusted accordingly to balance to the amount of available resources.

Note 3) The above fund balance amount includes all fund balance components, including the Undesignated Fund Blance portion of fund balance and the designated portion for year end outstanding encumbrances. The Fund Blance amounts on the following schedule represents all fund balance components.

Note 4) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2004-05 through 2009-10

Description	Actual 6/30/05	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components						
Reserved for:						
Encumbrances	$ 2,706,426	$ 973,389	$ 1,003,635	$ 2,404,718	$ 1,516,261	$ 1,924,019
Designated for:						
Emergency Response	490,413	-	-	-	-	
Detention Basin Const.	239,787	-	-	-	-	
Detention Basin Maint.	79,929	-	-	-	-	
			-			
Undesignated	5,897,947	8,180,693	10,007,130	8,451,318	8,621,288	7,014,975
Total Fund Balance	$ 9,414,502	$ 9,154,082	$ 11,010,765	$ 10,856,036	$ 10,137,549	$ 8,938,994

Source: Audited Annual Financial Statement for actual amounts
Finance Department Projections for 6/30/10

City of Independence, Missouri
2010-11 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	$ 85,000
70130508	Trenchless Technology	Storm Water Sales Tax	150,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130805	Watershed Systems Evaluation Survey	Storm Water Sales Tax	75,000
70131001	36th & Poplar Design	Storm Water Sales Tax	25,000
70131002	14th & Arlington Design	Storm Water Sales Tax	70,000
	Fund Total		$ 505,000

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 1,837,804**	**$ 2,426,179**	**$ 1,900,087**		**$ (526,092)**	**-21.68%**
Estimated Revenues-						
Sales Taxes	$ 2,055,300	$ 1,975,909	$ 2,039,686	99.8%	$ 63,777	3.2%
Interest Income and Other	32,186	7,675	3,100	0.2%	(4,575)	-59.6%
Total Estimated Revenues	$ 2,087,486	$ 1,983,584	$ 2,042,786	100.0%	$ 59,202	3.0%
Proceeds from Debt Issue	-	-	-			
Total Sources	**$ 3,925,290**	**$ 4,409,763**	**$ 3,942,873**		**$ (466,890)**	
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	$ 828,671	$ 531,191	$ 273,320	9.8%	$ (257,871)	-48.5%
Facilities	120,142	98,627	965,904	34.8%	867,277	879.4%
Equipment	1,100,540	585,859	1,016,120	36.6%	430,261	73.4%
Total Police Department	$ 2,049,353	$ 1,215,677	$ 2,255,344	81.3%	$ 1,039,667	
Debt Service	515,290	512,044	515,113	18.6%	3,069	0.6%
Adj. for Prior Year Outstanding Encumbrances	(1,067,560)	780,282	-	0.0%	(780,282)	
Total Operating Budget	$ 1,497,083	$ 2,508,003	$ 2,770,457	99.8%	$ 262,454	10.5%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	2,028	1,673	4,800	0.2%	3,127	
Total Uses	**$ 1,499,111**	**$ 2,509,676**	**$ 2,775,257**	**100.0%**	**$ 265,581**	
Ending Fund Balance	**$ 2,426,179**	**$ 1,900,087**	**$ 1,167,616**		**$ (732,471)**	**-38.55%**

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.

Note 2) The above fund balance amount includes all fund balance components, including the Undesignated Fund Blance portion of fund balance and the designated portion for year end outstanding encumbrances. The Fund Blance amounts on the following schedule represents all fund balance components.

Note 3) The above negative Fund Balance amounts reflect authorized appropriations for multi-year projects where the actual cash disbursement will occur in subsequent fiscal years and will be paid from future sales tax receipts. Staff continually monitors the cash flow on these projects to assure that cash is available at the time needed to pay for project expenses and that the timing for initiating the projects is handled in such a way that projects are not started without a cash flow plan in hand to pay for project expenses as they occur

Change in fund balance greater than 10% due to declining sales tax revenues and the spending of prior year encumbrances.

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2004-05 through 2009-10

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components					
Reserved for:					
Encumbrances	$ 1,407,841	$ 403,214	$ 378,811	$ 1,347,216	$ 558,215
Debt Service	62	54			
Undesignated	2,196,647	2,349,147	1,458,993	1,078,963	1,341,872
Total Fund Balance	$ 3,604,550	$ 2,752,415	$ 1,837,804	$ 2,426,179	$ 1,900,087

Source: Audited Annual Financial Statement for actual amounts
Finance Department Projections for 6/30/10

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Current Estimate	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	**$ 6,085,654**	**$ 2,513,373**	**$ 1,432,124**		**$ (1,081,249)**	**-43.02%**
Estimated Revenues-						
Sales Taxes	$ 3,057,491	$ 1,863,024	$ 1,913,891	99.6%	$ 50,867	2.7%
Interest Income and Other	55,323	8,040	7,400	0.4%	(640)	-8.0%
Total Estimated Revenues	$ 3,112,814	$ 1,871,064	$ 1,921,291	100.0%	$ 50,227	2.7%
Proceeds from Debt Issuance	-					
Total Sources	**$ 9,198,468**	**$ 4,384,437**	**$ 3,353,415**		**$ (4,384,437)**	
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	$ 325,125	$ 273,323	$ 180,800	8.6%	$ (92,523)	-33.9%
Vehicles	69,920	1,118,412	875,000	41.4%	(243,412)	-21.8%
Repair Fire Stations	314,720	577,461	298,000	14.1%	(279,461)	-48.4%
Tools and Equipment	119,109	78,881	200,000	9.5%	121,119	153.5%
Total Fire Department	$ 828,874	$ 2,048,077	$ 1,553,800	73.6%	$ (494,277)	
Debt Service	550,313	552,241	553,713	26.2%	1,472	0.3%
Adj. for Prior Year Outstanding Encumbrances	85,388		-	0.0%	-	
Total Operating Budget	$ 1,464,575	$ 2,600,318	$ 2,107,513	99.8%	$ (492,805)	-19.0%
Capital Budget:						
Capital Projects	$ 5,217,574	$ 350,322	$ -	0.0%	$ (350,322)	-100.0%
Total Capital Budget	$ 5,217,574	$ 350,322	$ -			
Operating Transfers:						
Santa Fe TIF	2,946	1,673	4,000	0.2%	2,327	
Total Uses	**$ 6,685,095**	**$ 2,952,313**	**$ 2,111,513**	**100.0%**	**$ (840,800)**	
Ending Fund Balance	**$ 2,513,373**	**$ 1,432,124**	**$ 1,241,902**		**$ (190,222)**	**-13.28%**

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.

Note 2) The above fund balance amount includes all fund balance components, including the Undesignated Fund Blance portion of fund balance and the designated portion for year end outstanding encumbrances. The Fund Blance amounts on the following schedule represents all fund balance components.

Change in fund balance greater than 10% is due to the tax rate change from 1/4 of one percent to 1/8 of one percent on January 1, 2009 and the timing of capital project expenditures.

City of Independence, Missouri
2010-11 Operating Budget

Fund Balance Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2005-06 through 2009-10

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Projected 6/30/10
Fund Balance Components					
Reserved for:					
Encumbrances	$ 947,402	$ 2,765,393	$ 4,193,766	$ 643,924	$ 181,454
Debt Service	67	58			
Undesignated	2,986,952	2,568,216	1,891,888	1,869,449	1,250,670
Total Fund Balance	$ 3,934,421	$ 5,333,667	$ 6,085,654	$ 2,513,373	$ 1,432,124

Source: Audited Annual Financial Statement for actual amounts
Finance Department Projections for 6/30/10

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Original Budget	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	$ 1,737,130	$ 856,176	$ 900,087	100.0%	$ 43,911	5.1%
Charges for Current Services	164,779	90,872	-	0.0%	(90,872)	-100.0%
Interest Income and Other	-	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 1,901,909	$ 947,048	$ 900,087	100.0%	$ (46,961)	-5.0%
Total Sources	**$ 1,901,909**	**$ 947,048**	**$ 900,087**		**$ (46,961)**	**-5.0%**
Use of Budget Dollars						
Operating Budget:						
Law Department	$ 13,110	$ 25,887	$ 26,407	2.9%	$ 520	-1.1%
Police Department	1,321,986	528,698	512,317	56.9%	(16,381)	34.9%
Fire Department	136,601	45,711	47,921	5.3%	2,210	-4.7%
Health Department	400,553	346,752	313,442	34.8%	(33,310)	70.9%
Total Operating Budget	$ 1,872,250	$ 947,048	$ 900,087	100.0%	$ (46,961)	100.0%
Total Uses	**$ 1,872,250**	**$ 947,048**	**$ 900,087**	**100.0%**	**$ (46,961)**	**100.0%**
Balance Available	**$ 29,659**	**$ -**	**$ -**		**$ -**	

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
2010-11 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2010-11

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
Estimated Revenues-			
Federal Grant - CDBG	$ 818,019		
HOME Program Grant		$ 487,038	
Worker's Compensation Premiums			$ 2,161,866
Total Estimated Revenues	$ 818,019	$ 487,038	$ 2,161,866
Proceeds from Debt Service	$ -	$ -	$ -
Total Sources	**$ 818,019**	**$ 487,038**	**$ 2,161,866**
Allocation of Budget Dollars			
Operating Departments-			
Community Development	$ 151,579	$ 48,975	
Law			$ 2,043,466
Total Operating Departments	$ 151,579	$ 48,975	$ 2,043,466
Grant Authorized Programming			
Community Dev. Block Grant	666,440	438,063	
Home Program			
Total Allocations	**$ 818,019**	**$ 487,038**	**$ 2,043,466**
Balance Available	$ - (see Note 1)	$ - (see Note 1)	$ 118,400 (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
2010-11 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2010-11

Description	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars		
Estimated Revenues-		
Central Garage Charges	$ 2,087,771	
Staywell Healthcare Premiums		$ 17,918,300
Pharmacy Benefit Premiums		
Total Estimated Revenues	$ 2,087,771	$ 17,918,300
Total Sources	**$ 2,087,771**	**$ 17,918,300**
Allocation of Budget Dollars		
Operating Departments-		
Public Works	$ 2,087,771	
Non-Departmental		17,918,300
Total Operating Departments	$ 2,087,771	$ 17,918,300
Total Allocations	**$ 2,087,771**	**$ 17,918,300**
Balance Available	$ - (see Note 1)	$ - (see Notes 1 & 2)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal

Note 2) This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes.

City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Tourism Fund					
4-3043	Transient Guest Tax	972,773	1,006,000	958,942	988,000	3.0%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	213,462		36,211		-100.0%
4-3398	Miscellaneous Charges	600		500	500	
4-3411	Interest Income	11,420	12,900	1,300	2,100	61.5%
4-3449	Misc. Non-Operating Revenue	4,987	21,000	34,156	15,800	-53.7%
	Total Revenues	**$1,203,242**	**$1,039,900**	**$1,031,109**	**$1,006,400**	-2.4%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	6,586,624	8,100,479	7,579,766	7,655,564	1.0%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges			16,382		-100.0%
11-3411	Interest	10,146		5,700	1,400	-75.4%
11-3435	Contributions					
	Total Revenues	**$6,596,770**	**$8,100,479**	**$7,601,848**	**$7,656,964**	0.7%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	3,857,852	4,050,239	3,789,883	3,827,782	1.0%
12-3321	Atheletic Fees	7,667	40,000	9,400	12,400	31.9%
12-3322	Class Fees		43,000	4,900	27,170	454.5%
12-3323	Park Concessions	32,846	40,000	40,000	40,000	
12-3326	Pool Fees	476,860	490,000	450,000	497,000	10.4%
12-3329	Recreation Rentals	17,552	80,000	15,000	30,450	103.0%
12-3411	Interest	561				
12-3449	Misc. Non-Operating Revenue	12,514		2,190		-100.0%
	Total Revenues	**$4,405,851**	**$4,743,239**	**$4,311,373**	**$4,434,802**	2.9%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,858,941	4,050,239	3,789,883	2,232,872	-41.1%
13-3250	Other State Grants	98,960				
13-3411	Interest	175,361	133,100	35,100	20,000	-43.0%
13-3435	Contributions	29,187		23,207		-100.0%
13-3449	Misc. Non-Operating Revenue	166		14,599		-100.0%
	Total Revenues	**$4,162,615**	**$4,183,339**	**$3,862,789**	**$2,252,872**	-41.7%

City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Police Sales Tax Fund					
16-3041	Sales Tax	2,055,300	2,160,325	2,019,491	2,039,686	1.0%
16-3411	Interest	21,961	33,600	5,000	3,100	-38.0%
16-3449	Misc. Non-Operating Revenue	65		62		-100.0%
	Total Revenues	**$2,077,326**	**$2,193,925**	**$2,024,553**	**$2,042,786**	0.9%
	Fire Sales Tax Fund					
17-3041	Sales Tax	3,057,491	2,025,120	1,894,941	1,913,891	1.0%
17-3411	Interest	55,286	77,500	6,500	7,400	13.8%
	Total Revenues	**$3,112,777**	**$2,102,620**	**$1,901,441**	**$1,921,291**	1.0%
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	537,831	600,000	520,000	455,000	-12.5%
14-3411	Interest	56,155	46,600	6,500	8,400	29.2%
	Total Revenues	**$593,986**	**$646,600**	**$526,500**	**$463,400**	-12.0%
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	812,373	698,430	750,000	818,019	9.1%
8-3449	Misc. Non-Operating Revenue			640		-100.0%
	Total Revenues	**$812,373**	**$698,430**	**$750,640**	**$818,019**	9.0%
	HOME Program Fund					
9-3209	HOME Program Grant	463,215	400,000	490,000	487,038	-0.6%
9-3411	Interest Income					
	Total Revenues	**$463,215**	**$400,000**	**$490,000**	**$487,038**	-0.6%
	Grants Fund					
15-3210	Emergency Mgmt. Assist.	131,346	45,711	111,000	47,921	-56.8%
15-3211	Public Health Nursing	154,668	167,372	160,000	172,320	7.7%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,279,173	643,093	1,400,000	679,846	-51.4%
15-3250	Other State Grants	107,451		22,136		-100.0%
15-3279	Other Misc. Grants	64,492	20,000	30,000		-100.0%
15-3316	Reimb. For Police Services	100,287	70,872	75,000		-100.0%
15-3317	School Resource Officers					
15-3411	Interest					
15-3435	Contributions			7,023		-100.0%
	Total Revenues	**$1,837,417**	**$947,048**	**$1,805,159**	**$900,087**	-50.1%
	Central Garage Fund					
90-3380	Central Garage Charges	1,958,023	2,110,000	2,143,408	2,087,521	-2.6%
90-3411	Interest Income	1,488	1,300	210	250	19.0%
90-3449	Misc. Non-Operating Revenue	5,149	5,000	2,911		-100.0%
	Total Revenues	**$1,964,660**	**$2,116,300**	**$2,146,529**	**$2,087,771**	-2.7%
	Staywell Healthcare Fund					
91-3461	Premiums	11,232,822	13,890,600	16,662,869	17,163,000	3.0%
91-3413	Interest - Other	24,937	44,400	43,000	11,300	-73.7%
91-3449	Misc. Non-Operating Revenue	550,899	500,000	740,000	744,000	0.5%
	Total Revenues	**$11,808,659**	**$14,435,000**	**$17,445,869**	**$17,918,300**	2.7%

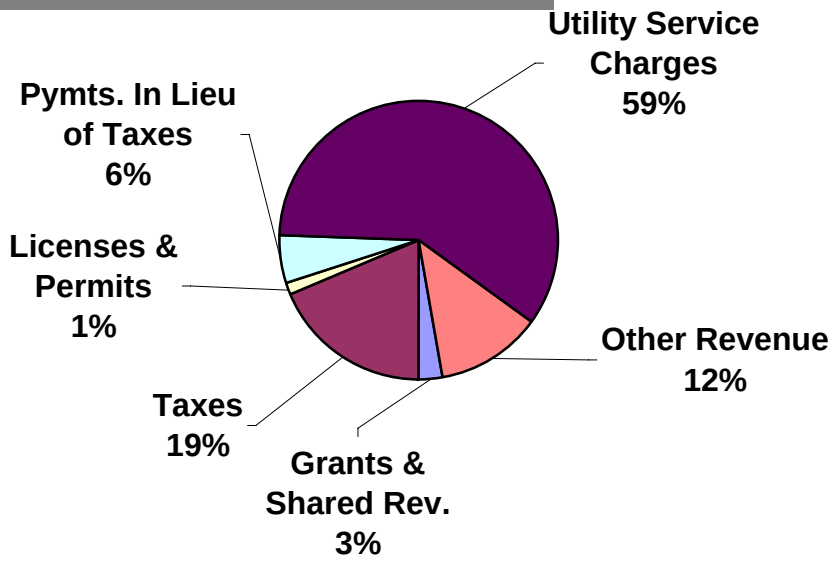
City of Independence, Missouri
2010-11 Operating Budget

Revenue Summary

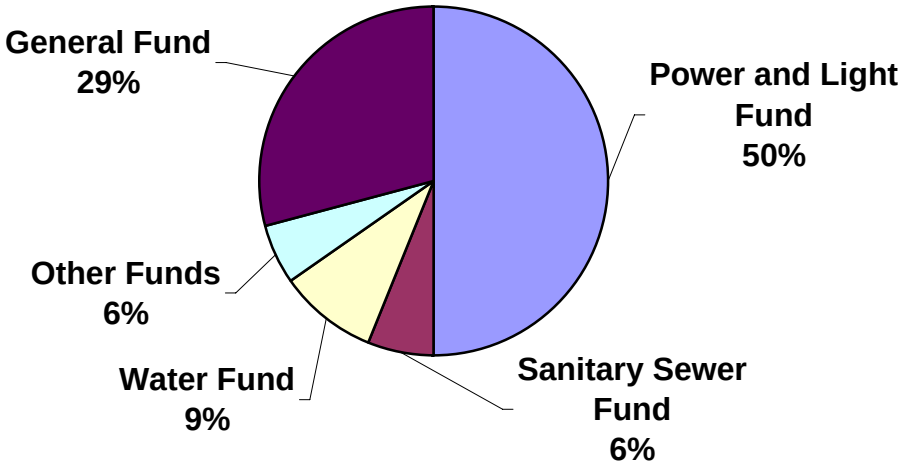
For the Fiscal Years 2008-09 through 2010-11

Acct. No.	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.
	Workers' Compensation Fund					
92-3411	Interest	8,001	7,000	3,000	3,000	
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue	52		26		-100.0%
92-3471	Workers' Comp. Premiums	1,971,390	2,037,826	2,037,826	2,093,866	2.7%
92-3472	Reinsurance Reimbursements	1,799,055	65,000	1,785,177	65,000	-96.4%
	Total Revenues	**$3,778,498**	**$2,109,826**	**$3,826,029**	**$2,161,866**	-43.5%
	Pharmacy Benefit Fund					
94-3411	Interest	1,565	900			
94-3413	Interest - Other	49,642	1,000			
94-3449	Misc. Non-Operating Revenue	886,099	35,000			
94-3461	Premiums		881,700			
94-3462	Reinsurance Reimbursements					
	Total Revenues	**$937,306**	**$918,600**			

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Description	2008-09 Actual	2009-10 Original Budget	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Fund Balance						
Undesignated Fund Balance		$ 22,484,606	$ 20,904,689		$ (1,579,917)	
Designated Fund Balance		-	-		-	n/a
Proceeds from Debt		-	5,524,307		5,524,307	n/a
Estimated Revenues-						
Taxes, excluding PILOTS	$ 56,922,366	$ 58,642,216	$ 56,222,839	21.3%	$ (2,419,377)	-4.1%
Payment in Lieu of Taxes	13,503,735	15,520,121	16,545,408	6.3%	1,025,287	6.6%
Licenses & Permits	3,158,139	3,502,400	3,349,340	1.3%	(153,060)	-4.4%
Grants & Shared Revenue	7,003,975	7,387,621	6,540,300	2.5%	(847,321)	-11.5%
Charges for Current Ser.	2,673,373	2,511,331	2,374,432	0.9%	(136,899)	-5.5%
Fines and Forfeitures	4,009,673	3,989,374	4,614,534	1.8%	625,160	15.7%
Utility Service Charges	138,976,212	159,901,000	173,490,635	65.8%	13,589,635	8.5%
Other Revenue	925,452	1,416,646	520,375	0.2%	(896,271)	-63.3%
Total Est. Revenues	$ 227,172,925	$ 252,870,709	$ 263,657,863	100.0%	$ 10,787,154	4.3%
Net Transfers In		$ -	$ 58,195		$ 58,195	
Total Sources		**$ 275,355,315**	**$ 290,145,054**		**$ 14,789,739**	**5.4%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 392,654	$ 393,283	$ 410,135	0.2%	$ 16,852	4.3%
City Clerk	412,251	380,850	384,342	0.2%	3,492	0.9%
City Manager	1,056,269	1,016,828	1,044,054	0.4%	27,226	2.7%
Tourism	1,155,341	958,808	1,028,661	0.4%	69,853	7.3%
Nat'l Front. Trails Museum	379,547	391,444	385,541	0.2%	(5,903)	-1.5%
Technology Services	1,732,647	1,784,416	1,786,293	0.7%	1,877	0.1%
Municipal Court	736,684	792,117	803,174	0.3%	11,057	1.4%
Law	793,489	766,556	795,428	0.3%	28,872	3.8%
Finance	1,902,724	1,934,073	2,038,737	0.8%	104,664	5.4%
Human Resources	465,850	480,767	445,706	0.2%	(35,061)	-7.3%
Community Dev.	4,132,553	2,851,987	2,816,337	1.1%	(35,650)	-1.3%
Police	26,224,902	25,998,203	27,093,912	11.0%	1,095,709	4.2%
Fire	15,976,676	17,334,047	17,600,534	7.1%	266,487	1.5%
Health	3,141,821	3,121,911	3,047,409	1.2%	(74,502)	-2.4%
Water	13,288,538	13,882,701	14,245,797	5.8%	363,096	2.6%
Public Works	6,773,371	7,002,491	6,444,574	2.6%	(557,917)	-8.0%
Water Pollution Contr.	12,427,797	14,520,263	14,622,291	5.9%	102,028	0.7%
Parks and Recreation	4,942,693	4,692,585	4,588,959	1.9%	(103,626)	-2.2%
Power and Light	87,625,267	95,259,999	101,273,935	41.1%	6,013,936	6.3%
Non-Departmental	26,784,172	30,609,932	31,584,181	12.8%	974,249	3.2%
Debt Service	15,028,882	13,823,089	13,229,280	5.4%	(593,809)	-4.3%
Capital Outlay	1,076,822	515,214	513,200	0.2%	(2,014)	-0.4%
Total Departments	$ 226,450,950	$ 238,511,564	$ 246,182,480	100.0%	$ 7,670,916	3.2%
Utility/Sales Tax Funds-Cap. Budget		40,167,860	20,951,307		(19,216,553)	-47.8%
Net Transfers Out/Designations		994,931	1,114,503		119,572	12.0%
Total Uses		**$ 279,674,355**	**$ 268,248,290**		**$ (11,426,065)**	**-4.1%**
Balance Available		**$ (4,319,040)**	**$ 21,896,764**		**$ 26,215,804**	

City of Independence, Missouri
2010-11 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Beginning Fund Balance	$ 2,012,375	$ 8,583,957	$ 7,593,000	$ 711,695	$ 2,003,662		$ 20,904,689
Designated Fund Balance							-
Estimated Revenues	71,542,616	21,983,659	134,595,830	16,980,435	24,451,700	22,167,937	291,722,177
Proceeds from Debt Issuance		-		5,524,307			5,524,307
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(58,177)	(3,195,400)	(1,070,500)	(1,572,300)		(5,896,377)
Internal Service Fund Chgs						(22,167,937)	(22,167,937)
Transfers In-							
From Other Funds	48,195			10,000			58,195
Total Sources	$ 73,603,186	$ 30,509,439	$ 138,993,430	$ 22,155,937	$ 24,883,062	$ -	$ 290,145,054
Uses:							
Operating Budgets-							
City Council	$ 410,135						$ 410,135
City Clerk	384,342						384,342
City Manager	1,044,054						1,044,054
Tourism		1,028,661					1,028,661
Nat'l Front. Trails Museum	385,541						385,541
Technology Services	1,717,198		69,095				1,786,293
Municipal Court	803,174						803,174
Law	769,021	26,407				2,043,466	2,838,894
Finance	1,979,745				58,992		2,038,737
Human Resources	445,706						445,706
Community Development	2,615,783	200,554					2,816,337
Police	24,321,451	2,772,461					27,093,912
Fire	15,994,813	1,605,721					17,600,534
Health	2,733,967	313,442					3,047,409
Water					14,245,797		14,245,797

(continued on the next page)

City of Independence, Missouri
2010-11 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	6,369,565			75,009		2,087,771	8,532,345
Water Pollution Control	296,347	1,802,947		12,522,997			14,622,291
Parks and Recreation	2,160,477	2,428,482					4,588,959
Power and Light			101,273,935				101,273,935
Non-Departmental	8,636,292	7,000	20,473,935	3,375,904	4,987,427	17,918,300	55,398,858
Debt Service/Lease Purch.		3,783,659	4,404,863		5,040,758		13,229,280
Capital Outlay	513,200						513,200
Operating Budget Total	$ 71,580,811	$ 13,969,334	$ 126,221,828	$ 15,973,910	$ 24,332,974	$ 22,049,537	$ 274,128,394
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(58,177)	(3,195,400)	(1,070,500)	(1,572,300)		(5,896,377)
Internal Service Fund Chgs						(22,049,537)	(22,049,537)
Consolidated Operating Budg.	71,580,811	13,911,157	123,026,428	14,903,410	22,760,674	-	246,182,480
Capital Budget		1,881,000	12,290,000	5,524,307	1,256,000		20,951,307
Total Operating/Capital Budg.	$ 71,580,811	$ 15,792,157	$ 135,316,428	$ 20,427,717	$ 24,016,674	$ -	$ 267,133,787
Transfers Out-							
Desig. for Capital & Grants		1,104,503					1,104,503
To Other Funds	10,000	-					10,000
Total Uses	$ 71,590,811	$ 16,896,660	$ 135,316,428	$ 20,427,717	$ 24,016,674	$ -	$ 268,248,290
Ending Fund Balance / Net Assets	$ 2,012,375	$ 13,612,779	$ 3,677,002	$ 1,728,220	$ 866,388	$ -	$ 21,896,764

City of Independence, Missouri
2010-11 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund=>	Combined Sales Tax Funds	Grants Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total Special Revenue Funds
Sources:							
Beginning Fund Balance	$ 8,062,062		$ 521,895		$ -	$ -	$ 8,583,957
Estimated Revenues	18,308,715	900,087	1,006,400	463,400	818,019	487,038	21,983,659
Proceeds from Debt Issuance	-						-
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(58,177)				(58,177)
Transfers In-							
From Other Funds							-
Total Sources	$ 26,370,777	$ 900,087	$ 1,470,118	$ 463,400	$ 818,019	$ 487,038	$ 30,509,439
Uses:							
Operating Budgets-							
Tourism			$ 1,028,661				$ 1,028,661
Law		$ 26,407					26,407
Community Development					151,579	48,975	200,554
Police	2,260,144	512,317					2,772,461
Fire	1,557,800	47,921					1,605,721
Health		313,442					313,442
Water Pollution Control	1,802,947						1,802,947
Parks and Recreation	2,428,482						2,428,482
Non-Departmental	7,000						7,000
Debt Service	3,783,659						3,783,659
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(58,177)				(58,177)
Consolidated Operating Budget	$ 11,840,032	$ 900,087	$ 970,484	$ -	$ 151,579	$ 48,975	$ 13,911,157
Capital Budget	1,881,000						1,881,000
Total Operating & Capital Budget	$ 13,721,032	$ 900,087	$ 970,484	$ -	$ 151,579	$ 48,975	$ 15,792,157
Transfers Out-							
Desig. for Capital & Grant Proj.					$ 666,440	$ 438,063	$ 1,104,503
To Other Funds	-						-
Total Uses	$ 13,721,032	$ 900,087	$ 970,484	$ -	$ 818,019	$ 487,038	$ 16,896,660
Ending Fund Balance / Net Assets	$ 12,649,745	$ -	$ 499,634	$ 463,400	$ -	$ -	$ 13,612,779

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
2010-11 Operating Budget

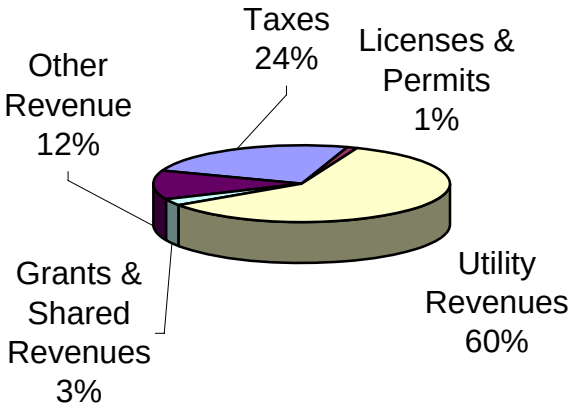
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Beginning Fund Balance	$ 535,315	$ (4,744,458)	$ 8,938,994	$ 1,900,087	$ 1,432,124	$ 8,062,062
Estimated Revenues	7,656,964	4,434,802	2,252,872	2,042,786	1,921,291	18,308,715
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	$ 8,192,279	$ (309,656)	$ 11,191,866	$ 3,942,873	$ 3,353,415	$ 26,370,777
Uses:						
Operating Budgets-						
Police				$ 2,260,144		$ 2,260,144
Fire					1,557,800	1,557,800
Water Pollution Control			1,802,947			1,802,947
Parks and Recreation		2,428,482				2,428,482
Non-Departmental	7,000					7,000
Debt Service	546,444	2,168,389		515,113	553,713	3,783,659
Consolidation Adjustments-						-
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Consolidated Operating Budget	$ 553,444	$ 4,596,871	$ 1,802,947	$ 2,775,257	$ 2,111,513	$ 11,840,032
Capital Budget	1,326,000	50,000	505,000			1,881,000
Total Operating & Capital Budget	$ 1,879,444	$ 4,646,871	$ 2,307,947	$ 2,775,257	$ 2,111,513	$ 13,721,032
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds						-
Total Uses	$ 1,879,444	$ 4,646,871	$ 2,307,947	$ 2,775,257	$ 2,111,513	$ 13,721,032
Ending Fund Balance / Net Assets	$ 6,312,835	$ (4,956,527)	$ 8,883,919	$ 1,167,616	$ 1,241,902	$ 12,649,745

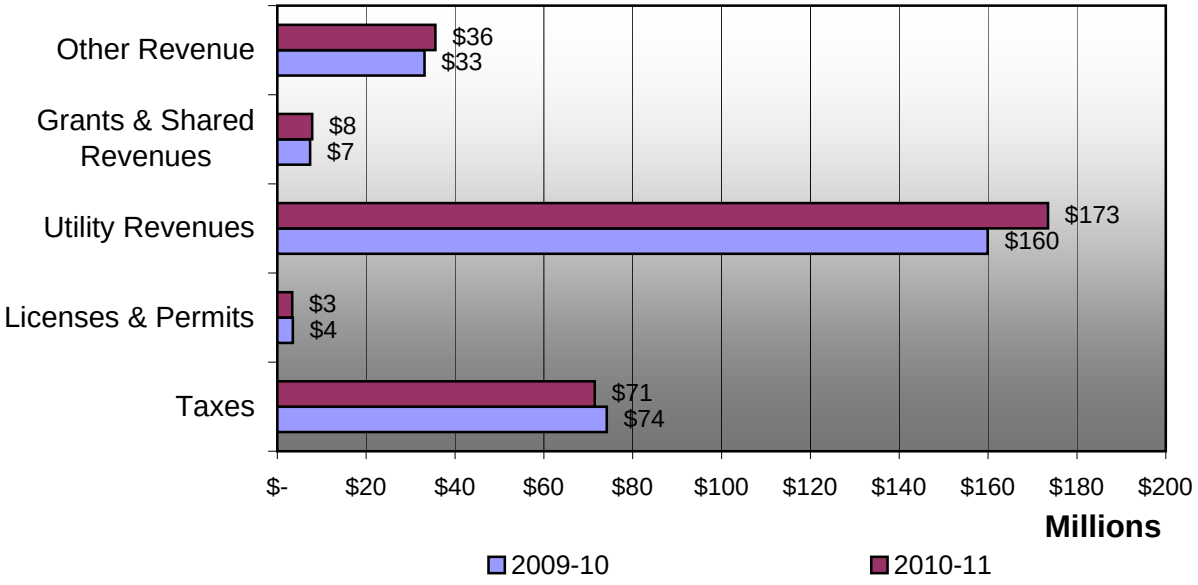
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

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 percent of total revenues. Taxes represent the second largest category making up twenty-four percent of the total. For the General Fund alone, taxes represent seventy-three percent of total revenues.



Component revenues between the 2009-10 and 2010-11 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2010-11 fiscal year by 5.4 percent over the 2009-10 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by $13.6 million and represents a 8.5 percent increase. Taxes are projected to decrease by $2.7 million representing a 3.6% decrease.

City of Independence, Missouri
2010-11

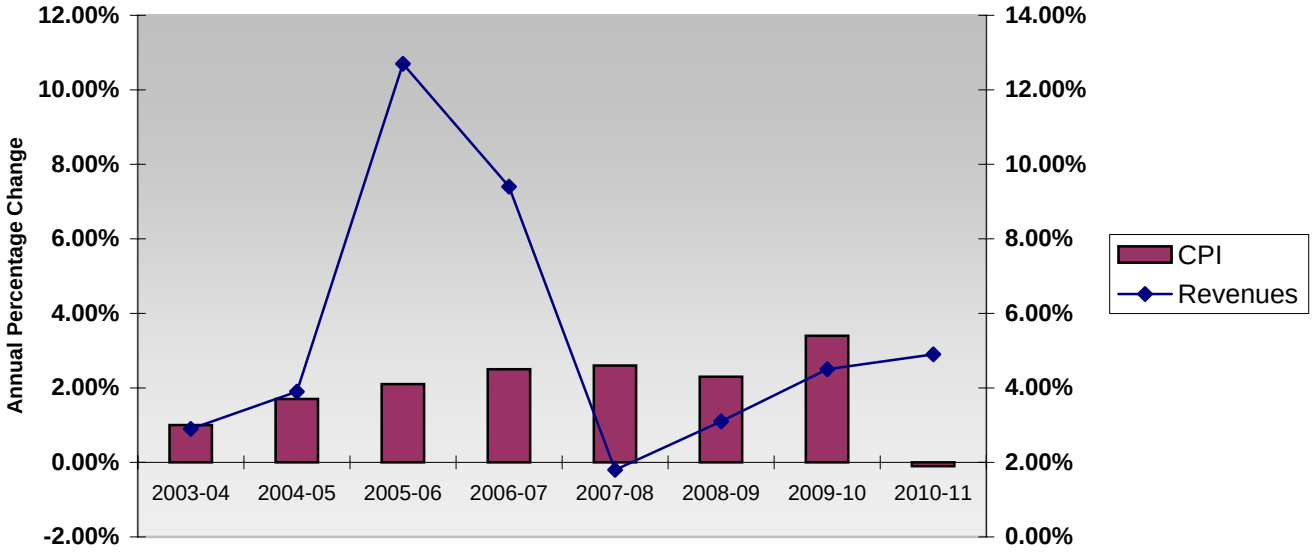
Revenue Overview/Projections

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

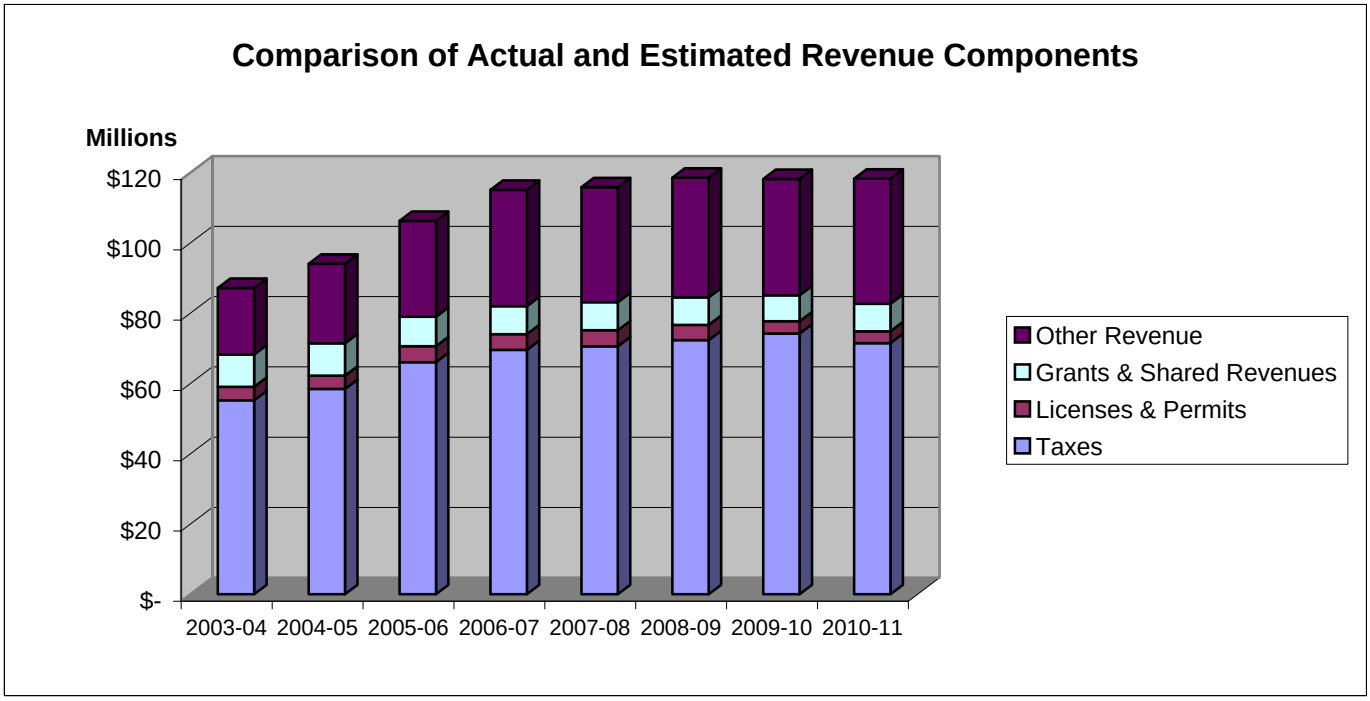


During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2010-11 are estimated to increase over the total revenues for 2009-10 at a rate of 4.9 percent compared to a projected consumer price index decrease for this area of 0.1 percent.

City of Independence, Missouri
2010-11

Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2003-04 fiscal year through the 2008-09 fiscal year. Also listed are budgeted amounts for the 2009-10 and 2010-11 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 5.4 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy-three percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utility companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 7.9 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.

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.

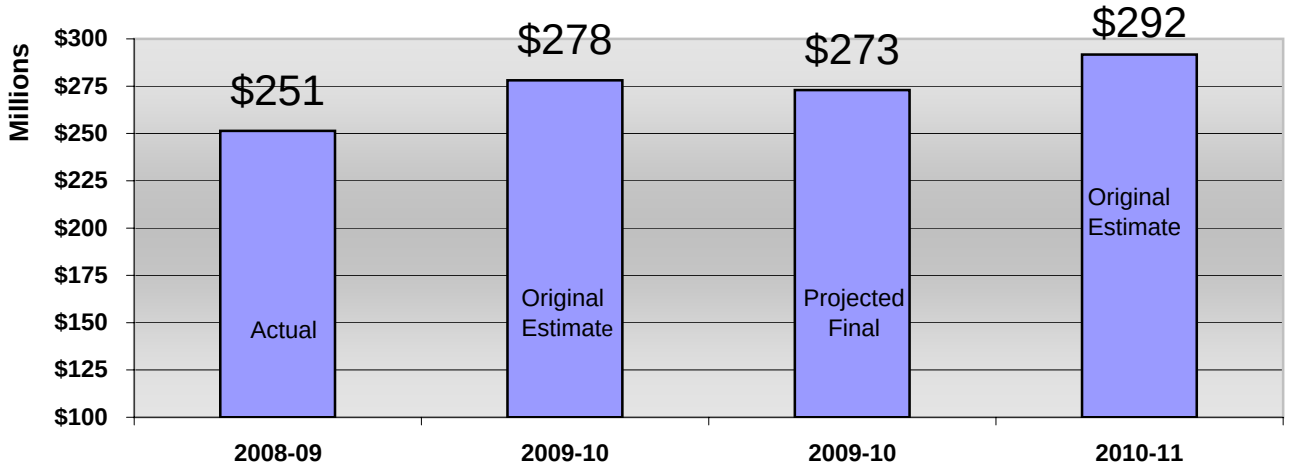
Central Garage Fund

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 2009-10 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 $5.2 million, representing a projection variance of 1.9 percent. The negative variance was due to in part by decreased revenues in the Utility Funds ($13.6 million). Also, shown on the chart for comparison purposes is the estimate for 2010-11 and the actual for 2008-09.

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
2010-11 Operating Budget

Revenue Summary

For the Fiscal Years 2008-09 through 2010-11

Fund Number Reference

2 - General Fund	16 - Police Public Safety Sales Tax Fund
4 - Tourism Fund	17 - Fire Public Safety Sales Tax Fund
8 - Community Development Block Grant Fund	20 - Power and Light Fund
9 - HOME Fund	30 - Sanitary Sewer Fund
11 - Street Improvements Sales Tax Fund	40 - Water Fund
12 - Park Improvements Sales Tax Fund	90 - Central Garage Fund
13 - Storm Water Sales Tax Fund	91 - Staywell Healthcare Fund
14 - License Surcharge Fund	92 - Worker's Compensation Fund
15 - Grants Fund	94 - Pharmacy Benefit Plan Fund

			2009-10		2010-11	%Chg.	2010-11
Fund	Description	2008-09 Actual	Original Budget	Current Estimate	Adopted Budget	Curr Est to Adopt.	% to Total Budget
	Property Taxes						
2-3011	Real Estate	7,030,381	7,361,730	7,145,589	7,140,000	-0.1%	2.4%
2-3013	R.R. & Other Utility	55,093	33,500	28,398	33,500	18.0%	0.0%
	Total Property Taxes	7,085,474	7,395,230	7,173,987	7,173,500	0.0%	2.5%
	Local Option Sales Tax						
2-3041	Local Option Sales Tax	16,450,315	17,282,604	16,082,194	16,317,487	1.5%	5.6%
11-3041	Local Option Sales Tax	6,586,624	8,100,479	7,579,766	7,655,564	1.0%	2.6%
12-3041	Local Option Sales Tax	3,857,852	4,050,239	3,789,883	3,827,782	1.0%	1.3%
13-3041	Local Option Sales Tax	3,858,941	4,050,239	3,789,883	2,232,872	-41.1%	0.8%
16-3041	Local Option Sales Tax	2,055,300	2,160,325	2,019,491	2,039,686	1.0%	0.7%
17-3041	Local Option Sales Tax	3,057,491	2,025,120	1,894,941	1,913,891	1.0%	0.7%
	Total Sales Tax	35,866,522	37,669,006	35,156,158	33,987,282	-3.3%	11.7%
	Other Taxes						
2-3042	Cigarette Tax	514,225	543,000	478,782	530,000	10.7%	0.2%
4-3043	Transient Guest Tax	972,773	1,006,000	958,942	988,000	3.0%	0.3%
2-3044	Local Option Use Tax	0	0	0	0		0.0%
14-3108	License Tax	537,831	600,000	520,000	455,000	-12.5%	0.2%
	Total Other Taxes	2,024,829	2,149,000	1,957,724	1,973,000	0.8%	0.7%
	Utility Franchise Fees						
2-3052	Water	21,051	22,000	20,804	22,000	5.8%	0.0%
2-3053	Gas	5,204,522	5,750,000	5,476,430	5,750,000	5.0%	2.0%
2-3054	Telephone	4,483,005	4,665,000	7,216,121	4,975,000	-31.1%	1.7%
2-3055	Electricity	360,923	358,980	399,749	409,000	2.3%	0.1%
2-3057	Cable Television	600,451	633,000	626,000	628,000	0.3%	0.2%
	Total Utility Franchise Fees	10,669,952	11,428,980	13,739,103	11,784,000	-14.2%	4.0%
	Payments in Lieu of Taxes						
2-3281	Power & Light In Lieu of Taxes	10,266,693	11,990,701	10,917,263	12,703,428	16.4%	4.4%
2-3282	Water Service In Lieu of Taxes	1,773,519	2,050,034	1,899,952	2,204,209	16.0%	0.8%
2-3283	Sanitary Sewer In Lieu of Taxes	1,463,523	1,479,386	1,503,802	1,637,771	8.9%	0.6%
	Total Pymt. in Lieu of Taxes	13,503,735	15,520,121	14,321,016	16,545,408	15.5%	5.7%
	Total Taxes	69,150,512	74,162,337	72,347,989	71,463,190	-1.2%	24.5%

City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Fund	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.	2010-11 % to Total Budget
	Business Licenses and Permits						
2-3101	Occupation Licenses	1,456,186	1,450,000	1,329,000	1,330,000	0.1%	0.5%
2-3102	Liquor Licenses	99,566	94,000	95,708	100,000	4.5%	0.0%
2-3103	Bld. Trades Licenses and Exams	112,259	100,000	100,000	150,000	50.0%	0.1%
2-3104	Fin-Other License/Permits	50,032	50,000	49,738	50,000	0.5%	0.0%
2-3108	Building Permits, Com.Develop.	487,298	750,000	560,000	625,000	11.6%	0.2%
2-3109	Construction Permits, Pub.Works	190,870	300,000	185,000	260,000	40.5%	0.1%
2-3120	Nursing Home Permits	1,225	850	253	850	236.1%	0.0%
2-3121	Day Care Permits	7,089	6,105	5,015	5,997	19.6%	0.0%
2-3122	Food Handler's Permits	139,684	155,385	165,389	154,713	-6.5%	0.1%
2-3123	Massage Therapist Appl	3,835	2,810	5,111	4,040	-20.9%	0.0%
2-3124	Other Food Permits	101,402	90,350	70,762	127,840	80.7%	0.0%
2-3125	Ambulance Permits & Licenses	38,282	39,000	40,279	40,000	-0.7%	0.0%
2-3126	Plan Reviews - Health Dept.	1,200	900	2,540	900	-64.6%	0.0%
	Total Bus. Lic. & Permits	2,688,928	3,039,400	2,608,795	2,849,340	9.2%	1.0%
	Non-Business Licenses and Permits						
2-3151	Motor Vehicle Licenses	469,211	463,000	470,909	500,000	6.2%	0.2%
	Total Licenses and Permits	3,158,139	3,502,400	3,079,704	3,349,340	8.8%	1.1%
	Grants-						
	Federal Government Grants						
8-3204	Federal Grant - CDBG	812,373	698,430	750,000	818,019	9.1%	0.3%
9-3209	HOME Program Grant	463,215	400,000	490,000	487,038	-0.6%	0.2%
15-3210	Emergency Mgmt. Assist.	131,346	45,711	111,000	47,921	-56.8%	0.0%
15-3211	Public Health Nursing	154,668	167,372	160,000	172,320	7.7%	0.1%
15-3218	Dial-A-Ride	0	0	0	0		0.0%
15-3219	Other Federal Grants	1,279,173	643,093	1,400,000	679,846	-51.4%	0.2%
2-3218	Dial-A-Ride	25,393	25,393	20,194	25,393	25.7%	0.0%
2-3219	Other	0	0	93	0	-100.0%	0.0%
4-3219	Federal Grant - Other	0	0	0	0		0.0%
	Total Federal Grants	2,866,168	1,979,999	2,931,286	2,230,537	-23.9%	0.8%
	State Government Grants						
2-3241	Financial Institutions Tax	44,195	44,404	15,806	45,000	184.7%	0.0%
2-3242	Gasoline Tax	3,111,995	3,350,000	3,350,000	3,350,000	0.0%	1.1%
2-3243	Motor Vehicle License Fees	499,707	625,000	625,000	625,000	0.0%	0.2%
2-3244	Motor Vehicle Sales Tax	603,934	750,000	750,000	750,000	0.0%	0.3%
4-3250	State Grant - Other	213,462	0	36,211	0	-100.0%	0.0%
13-3250	Other State Grants	98,960	0	0	0		0.0%
15-3250	Other State Grants	107,451	0	22,136	0	-100.0%	0.0%
	Total State Grants	4,679,703	4,769,404	4,799,153	4,770,000	-0.6%	1.6%
	Other Sources						
2-3272	Jackson County Drug Task Force	329,924	300,000	424,683	495,486	16.7%	0.2%
2-3274	Jackson County Dare Program	314,274	293,218	294,363	228,134	-22.5%	0.1%
2-3275	Mid Am Reg Council	25,000	25,000	24,940	25,000	0.2%	0.0%
2-3279	Other Misc. Grants	0	0	0	96,200		0.0%
11-3279	Other Misc. Grants	0	0	0	0		0.0%
15-3279	Other Misc. Grants	64,492	20,000	30,000	0	-100.0%	0.0%
	Total Other Sources	733,690	638,218	773,987	844,820	9.2%	0.3%
	Total Grants	8,279,562	7,387,621	8,504,426	7,845,357	-7.7%	2.7%

City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Fund	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.	2010-11 % to Total Budget
	Charges for Services						
	General Government						
2-3302	Planning & Zoning Fees	17,883	25,000	17,627	11,000	-37.6%	0.0%
2-3303	Board Of Adjustment Fees	4,800	4,050	2,844	3,000	5.5%	0.0%
2-3304	Sale Of Maps, Books, Plans	9,337	8,000	9,342	15,000	60.6%	0.0%
2-3305	Sale Of Police Reports	38,700	33,000	28,365	25,000	-11.9%	0.0%
2-3306	Sale Of Fire Reports	81	250	103	300	189.9%	0.0%
2-3307	Computer Service Charges	19,637	12,500	6,091	0	-100.0%	0.0%
	Health						
2-3311	Animal Shelter Fees	90,405	79,000	100,202	115,490	15.3%	0.0%
2-3312	Animal Id Tags	23,800	20,000	20,347	23,000	13.0%	0.0%
2-3313	Health Training Programs	2,250	0	675	3,150	366.7%	0.0%
	Public Safety						
2-3316	Reimb. For Police Services	37,316	30,000	14,112	3,500	-75.2%	0.0%
15-3316	Reimb. For Police Services	100,287	70,872	75,000	0	-100.0%	0.0%
2-3317	School Resource Officers	437,136	509,000	522,907	457,538	-12.5%	0.2%
15-3317	School Resource Officers	0	0	0	0		
2-3318	Alarm Charges - Police	37,425	40,000	32,587	31,600	-3.0%	0.0%
2-3319	Alarm Charges - Fire	1,750	1,900	1,133	3,000	164.7%	0.0%
	Recreation						
12-3321	Atheletic Fees	7,667	40,000	9,400	12,400	31.9%	0.0%
2-3322	Class Fees	86,263	63,150	82,551	63,150	-23.5%	0.0%
12-3322	Class Fees	0	43,000	4,900	27,170	454.5%	0.0%
2-3323	Park Concessions	6,967	6,500	5,457	7,000	28.3%	0.0%
12-3323	Park Concessions	32,846	40,000	40,000	40,000	0.0%	0.0%
2-3326	Pool Fees	0	0	0	0		
12-3326	Pool Fees	476,860	490,000	450,000	497,000	10.4%	0.2%
2-3327	Recreation Centers	31,745	18,425	32,455	28,000	-13.7%	0.0%
2-3329	Recreation Rentals	100,811	75,684	100,513	75,684	-24.7%	0.0%
12-3329	Recreation Rentals	17,552	80,000	15,000	30,450	103.0%	0.0%
	National Frontier Trails Museum						
2-3331	NFTM-Admissions	51,266	46,000	51,680	53,000	2.6%	0.0%
2-3332	NFTM-Gift Shop	27,553	30,000	27,636	27,000	-2.3%	0.0%
	Cemetery						
2-3341	Sale Of Cemetery Lots	2,100	7,000	1,500	7,000	366.7%	0.0%
2-3342	Sale Of Monument Bases	2,584	4,000	3,041	3,000	-1.3%	0.0%
2-3343	Grave Opening Charges	50,625	52,000	32,558	50,000	53.6%	0.0%
	Central Garage Charges						
90-3380	Central Garage Charges	1,958,023	2,110,000	2,143,408	2,087,521	-2.6%	0.7%
	Other Charges						
2-3392	Sale Of Street Signs	1,615	2,000	2,353	1,000	-57.5%	0.0%
2-3393	Special Assessments	197,979	165,000	205,478	165,000	-19.7%	0.1%
2-3396	Sale Of Recycled Material	23,642	25,000	14,679	16,000	9.0%	0.0%
2-3397	Solid Waste Disp Fees	98,519	90,000	103,962	80,000	-23.0%	0.0%
2-3398	Miscellaneous Charges	638,221	400,000	574,257	500,000	-12.9%	0.2%
4-3398	Miscellaneous Charges	600	0	500	500	0.0%	0.0%
11-3398	Miscellaneous Charges	0	0	16,382	0	-100.0%	0.0%
	Total Charges for Services	4,634,246	4,621,331	4,749,046	4,462,453	-6.0%	1.5%
	Fines and Court Costs						
2-3401	Fines & Forfeitures	3,465,566	3,544,500	3,786,182	4,060,374	7.2%	1.4%
2-3402	Court Costs	408,318	314,415	435,398	403,964	-7.2%	0.1%
2-3403	Police Training	55,882	52,607	61,883	61,718	-0.3%	0.0%
2-3404	Domestic Violence	56,207	52,607	61,306	61,718	0.7%	0.0%
2-3405	Dwi/Drug	23,700	25,245	22,873	26,760	17.0%	0.0%
	Total Fines & Court Costs	4,009,673	3,989,374	4,367,642	4,614,534	5.7%	1.6%

City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Fund	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.	2010-11 % to Total Budget
	Interest Income						
2-3411	Interest	44,124	47,300	19,015	6,600	-65.3%	0.0%
4-3411	Interest Income	11,420	12,900	1,300	2,100	61.5%	0.0%
9-3411	Interest Income	0	0	0	0		0.0%
11-3411	Interest	10,146	0	5,700	1,400	-75.4%	0.0%
12-3411	Interest	561	0	0	0		0.0%
13-3411	Interest	175,361	133,100	35,100	20,000	-43.0%	0.0%
14-3411	Interest	56,155	46,600	6,500	8,400	29.2%	0.0%
15-3411	Interest	0	0	0	0		0.0%
16-3411	Interest	21,961	33,600	5,000	3,100	-38.0%	0.0%
17-3411	Interest	55,286	77,500	6,500	7,400	13.8%	0.0%
20-3411	Interest Income	278,408	358,000	25,200	39,930	58.5%	0.0%
30-3411	Interest Income	146,552	141,700	24,600	17,800	-27.6%	0.0%
40-3411	Interest Income	18,001	60,000	4,600	5,100	10.9%	0.0%
90-3411	Interest Income	1,488	1,300	210	250	19.0%	0.0%
92-3411	Interest	8,001	7,000	3,000	3,000	0.0%	0.0%
94-3411	Interest	1,565	900	0	0		0.0%
2-3412	Special Assessments - Interest	503	500	638	500	-21.7%	0.0%
2-3413	Interest - Other	117,050	75,000	78,970	60,000	-24.0%	0.0%
4-3413	Interest and Penalties	0	0	0	0		0.0%
91-3413	Interest - Other	24,937	44,400	43,000	11,300	-73.7%	0.0%
92-3413	Interest - Other	0	0	0	0		0.0%
94-3413	Interest - Other	49,642	1,000	0	0		0.0%
	Total Interest Income	1,021,160	1,040,800	259,333	186,880	-27.9%	0.1%
	Interfund Charges						
2-3421	Interfund Chgs. For Supp. Serv.	3,389,629	3,265,200	3,327,010	3,421,877	2.9%	1.2%
20-3421	Interfund Charges	643,795	756,400	756,400	813,900	7.6%	0.3%
40-3421	Interfund Charges	1,712,347	1,601,600	1,601,600	1,660,600	3.7%	0.6%
	Total Interfund Charges	5,745,770	5,623,200	5,685,010	5,896,377	3.7%	2.0%
	Other Revenue						
2-3431	Sale Of Land	0	0	0	0		0.0%
2-3432	Sale Of Fixed Assets	30,128	55,000	38,047	35,000	-8.0%	0.0%
2-3433	Rents	111,015	114,346	153,646	111,000	-27.8%	0.0%
2-3434	Damage Claims	281	15,000	1,587	5,000	215.0%	0.0%
2-3435	Contributions	106,489	25,000	26,681	5,670	-78.7%	0.0%
11-3435	Contributions	0	0	0	0		0.0%
13-3435	Contributions	29,187	0	23,207	0	-100.0%	0.0%
15-3435	Contributions	0	0	7,023	0	-100.0%	0.0%
2-3439	Cash Over/Short	349	0	288	0	-100.0%	0.0%
2-3440	Discounts Taken	145	100	108	75	-30.6%	0.0%
2-3449	Misc. Non-Operating Revenue	130,315	200,000	132,412	175,000	32.2%	0.1%
4-3449	Misc. Non-Operating Revenue	4,987	21,000	34,156	15,800	-53.7%	0.0%
8-3449	Misc. Non-Operating Revenue	0	0	640	0	-100.0%	0.0%
12-3449	Misc. Non-Operating Revenue	12,514	0	2,190	0	-100.0%	0.0%
13-3449	Misc. Non-Operating Revenue	166	0	14,599	0	-100.0%	0.0%
16-3449	Misc. Non-Operating Revenue	65	0	62	0	-100.0%	0.0%
90-3449	Misc. Non-Operating Revenue	5,149	5,000	2,911	0	-100.0%	0.0%
91-3449	Misc. Non-Operating Revenue	550,899	500,000	740,000	744,000	0.5%	0.3%
92-3449	Misc. Non-Operating Revenue	52	0	26	0	-100.0%	0.0%
94-3449	Misc. Non-Operating Revenue	886,099	35,000	0	0		0.0%
	Total Other Revenue	1,867,842	970,446	1,177,584	1,091,545	-7.3%	0.4%

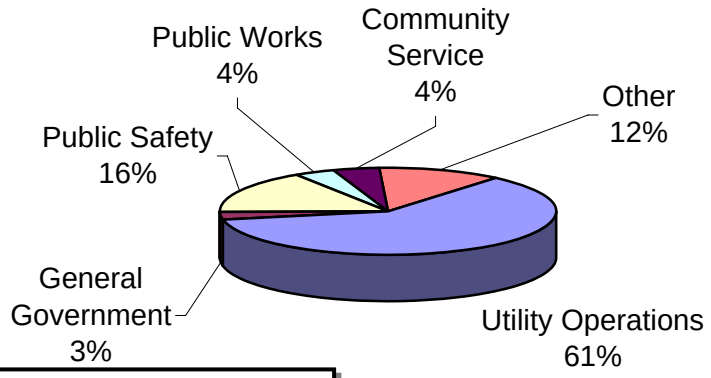
City of Independence, Missouri
2010-11 Operating Budget
Revenue Summary
For the Fiscal Years 2008-09 through 2010-11

Fund	Description	2008-09 Actual	2009-10 Original Budget	2009-10 Current Estimate	2010-11 Adopted Budget	%Chg. Curr Est to Adopt.	2010-11 % to Total Budget
	Employee Benefit Premiums						
91-3461	Premiums	11,232,822	13,890,600	16,662,869	17,163,000	3.0%	5.9%
94-3461	Premiums	0	881,700	0	0		0.0%
94-3462	Reinsurance Reimbursements	0	0	0	0		0.0%
92-3471	Workers' Comp. Premiums	1,971,390	2,037,826	2,037,826	2,093,866	2.7%	0.7%
92-3472	Reinsurance Reimbursements	1,799,055	65,000	1,785,177	65,000	-96.4%	0.0%
	Total Premiums	15,003,268	16,875,126	20,485,872	19,321,866	-5.7%	6.6%
	Utility Operating Revenues						
30-3109	Construction Permits, Pub.Works	0	0	25,000	25,000	0.0%	0.0%
20-4010	Electric Service Charges	103,791,106	122,142,000	110,716,000	130,354,000	17.7%	44.7%
30-4010	Residential Sewer Charges	9,841,315	9,954,000	9,852,000	11,195,477	13.6%	3.8%
40-4010	Residential Water Charges	9,037,743	10,400,000	9,300,000	11,400,000	22.6%	3.9%
30-4110	Commercial Base Sewer	3,976,270	4,023,000	3,934,000	4,135,088	5.1%	1.4%
40-4110	Commercial Water Charges	2,450,246	2,900,000	2,400,000	3,000,000	25.0%	1.0%
30-4120	Commercial Surcharge	584,458	591,000	578,000	638,713	10.5%	0.2%
40-4130	Industrial Sales	300,577	370,000	366,000	406,000	10.9%	0.1%
30-4430	Contract Services	274,377	234,000	246,000	246,000	0.0%	0.1%
40-4400	Public Authority Sales	281,615	300,000	300,000	325,000	8.3%	0.1%
40-4410	Private Fire Protection	88,007	90,000	96,000	105,000	9.4%	0.0%
40-4420	Public Fire Protection	767,863	800,000	780,000	780,000	0.0%	0.3%
40-4550	Sales for Resale	4,930,608	5,700,000	5,800,000	6,320,000	9.0%	2.2%
30-4570	Intermunicipal Agreements	484,960	467,000	467,000	467,000	0.0%	0.2%
20-4600	Other Operating Revenue	1,172,769	1,380,000	1,300,000	1,628,000	25.2%	0.6%
30-4600	Other Operating Revenue	152,007	150,000	150,000	255,357	70.2%	0.1%
40-4600	Other Operating Revenue	488,796	400,000	470,000	450,000	-4.3%	0.2%
20-4700	Change in Unbilled Revenue	51,443	0	-216,000	1,760,000	-914.8%	0.6%
30-4700	Change in Unbilled Revenue	39,709	0	0	0		0.0%
40-4700	Change in Unbilled Revenue	262,343	0	0	0		0.0%
	Total Operating Revenue	138,976,212	159,901,000	146,564,000	173,490,635	18.4%	59.5%
	Utility Other Revenues						
20-4900	Other Revenues, Net	-491,335	0	0	0		0.0%
30-4900	Other Revenues, Net	0	0	5,168	0	-100.0%	0.0%
40-3440	Other Revenues, Net	55,018	0	0	0		0.0%
	Total Other Revenues	-$436,317	$0	$5,168	$0	-100.0%	0.0%
	Total Revenues	**$254,098,995**	**$281,113,035**	**$269,834,567**	**$291,722,177**	8.1%	100.0%

Summary:				
Grand Total Revenues	**$251,410,067**	**$278,073,635**	**$267,225,773**	**$291,722,177**
Less:				
Central Garage Fund	**-1,964,660**	**-2,116,300**	**-2,146,529**	**-2,087,771**
Staywell Health Care Fund	**-11,808,659**	**-14,435,000**	**-17,445,869**	**-17,918,300**
Workers' Compensation Fund	**-3,778,498**	**-2,109,826**	**-3,826,029**	**-2,161,866**
Pharmacy Benefit Fund	**-937,306**	**-918,600**	**0**	**0**
Interfund Charges	**-5,745,770**	**-5,623,200**	**-5,685,010**	**-5,896,377**
Net Total Revenues	**$227,175,175**	**$252,870,709**	**$238,122,336**	**$263,657,863**

Appropriations

Appropriations

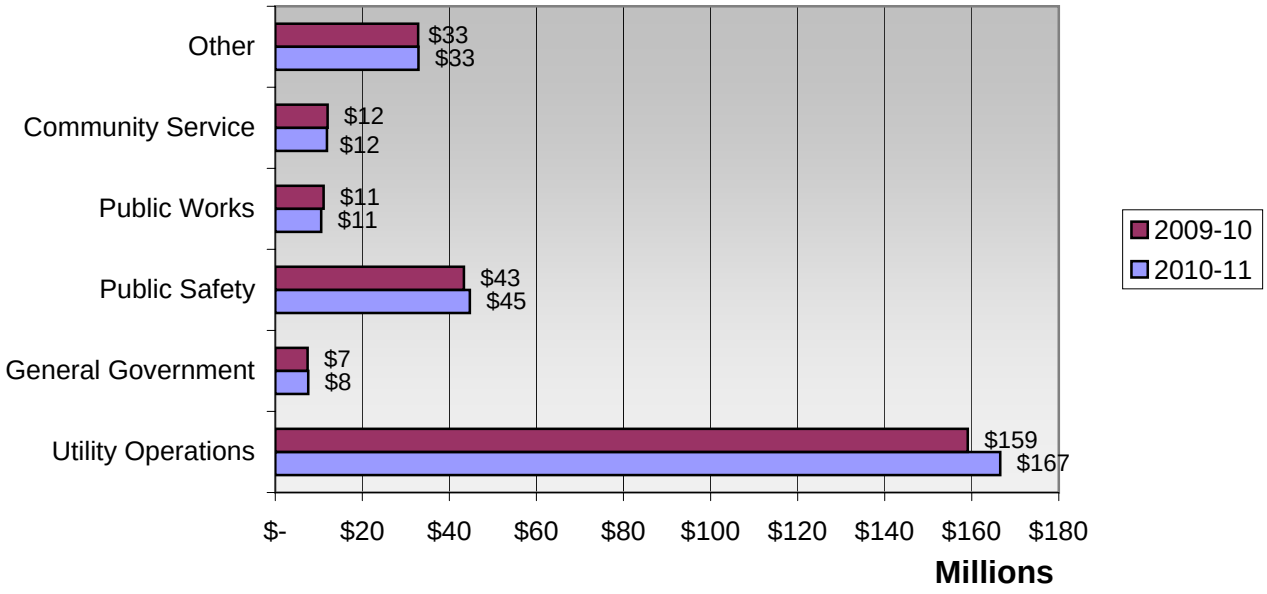


Total Appropriations - $274,128,394

Utility Operations represent sixty-one 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-six percent of that fund's budget. Public Safety includes Police services ($24.3 million) and Fire services ($16.0 million).

Total operating budget appropriations increased by 3.1 percent between the two fiscal years representing an increase of $8.4 million. The largest portion of this increase ($7.5 million) occurred in the Utility Funds, with Power and Light increasing by $7.0 million. This is due to increased maintenance and production costs which are funded through new utility rates.

Comparison of Appropriations



City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
General Fund:						
General Government:						
City Council	$ 392,654	$ 393,283	$ 299,781	$ 96,865	$ 396,646	$ 410,135
City Clerk	412,251	380,850	248,227	136,007	384,234	384,342
City Manager	1,056,269	1,016,828	772,721	264,591	1,037,312	1,044,054
Technology Services	1,655,578	1,716,963	1,341,738	397,155	1,738,893	1,717,198
Municipal Court	736,684	792,117	559,906	238,957	798,863	803,174
Total General Government	$ 4,253,436	$ 4,300,041	$ 3,222,373	$ 1,133,575	$ 4,355,948	$ 4,358,903
National Frontier Trails Museum	$ 379,547	$ 391,444	$ 270,342	$ 125,668	$ 396,010	$ 385,541
Law Department	780,379	740,669	575,947	174,598	750,545	769,021
Finance Department:						
Administration	$ 415,114	$ 419,020	$ 319,681	$ 105,992	$ 425,673	$ 434,359
Accounting	883,036	917,995	736,921	189,699	926,620	952,394
Purchasing	400,706	382,309	293,657	93,600	387,257	433,094
Occupation Licensing	158,238	160,347	117,019	45,664	162,683	159,898
Total Finance Department	$ 1,857,094	$ 1,879,671	$ 1,467,278	$ 434,955	$ 1,902,233	$ 1,979,745
Human Resources Department	$ 465,850	$ 480,767	$ 362,656	$ 126,343	$ 488,999	$ 445,706
Community Development Department:						
Administration	$ 211,701	$ 268,590	$ 203,633	$ 69,832	$ 273,465	$ 280,960
Neighborhood Services	12,550	24,505	22,539	2,932	25,471	25,121
Comprehensive Planning	178,424	247,363	183,557	76,454	260,011	256,481
Current Planning	286,228	261,805	156,228	108,250	264,478	178,115
Transportation	937,769	936,821	936,821	-	936,821	1,033,021
Historic Preservation	94,149	88,008	64,806	24,365	89,171	91,422
Building Inspection	837,142	844,396	590,872	255,298	846,170	750,663
Total Planning and Permits	$ 2,557,963	$ 2,671,488	$ 2,158,456	$ 537,131	$ 2,695,587	$ 2,615,783

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
General Fund (continued):						
Police Department:						
Administration	$ 2,400,411	$ 2,524,536	$ 2,011,234	$ 652,776	$ 2,664,010	$ 3,135,943
Police Operations	15,153,591	15,128,938	11,964,148	3,186,715	15,150,863	15,533,415
Police Services	5,297,531	5,714,257	4,338,308	1,385,001	5,723,309	5,652,093
Total Police Department	$ 22,851,533	$ 23,367,731	$ 18,313,690	$ 5,224,492	$ 23,538,182	$ 24,321,451
Fire Department:						
Administration	$ 528,180	$ 481,280	$ 270,222	$ 218,106	$ 488,328	$ 433,849
Suppression	13,362,735	13,701,294	10,514,436	3,196,051	13,710,487	14,283,980
Fire Prevention	603,717	603,484	441,581	164,076	605,657	640,680
Maintenance	331,532	376,688	220,507	160,244	380,751	392,818
Training/Emer. Preparedness	182,091	235,025	109,309	129,521	238,830	243,486
Total Fire Department	$ 15,008,255	$ 15,397,771	$ 11,556,055	$ 3,867,998	$ 15,424,053	$ 15,994,813
Health Department:						
Administration	$ 448,361	$ 449,574	$ 408,293	$ 46,014	$ 454,307	$ 219,085
General Services	778,966	819,719	516,188	304,180	820,368	716,363
Animal Services	715,390	696,029	571,736	128,679	700,415	884,977
Code Enforcement	798,551	809,837	638,523	174,702	813,225	913,542
Total Health Department	$ 2,741,268	$ 2,775,159	$ 2,134,740	$ 653,575	$ 2,788,315	$ 2,733,967
Public Works:						
Administration	$ 234,221	$ 236,897	$ 180,884	$ 64,244	$ 245,128	$ 243,026
Engineering	929,078	965,874	851,983	126,144	978,127	693,374
Administrative Support	346,293	325,430	290,682	41,822	332,504	332,255
Property Management	888,068	950,672	609,426	345,145	954,571	831,386
Street Maintenance	4,304,206	4,449,625	3,397,495	1,061,155	4,458,650	4,269,524
Total Public Works	$ 6,701,866	$ 6,928,498	$ 5,330,470	$ 1,638,510	$ 6,968,980	$ 6,369,565

City of Independence, Missouri
2010-11 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 317,354	$ 296,134	$ 240,655	$ 56,682	$ 297,337	$ 296,347
Parks and Recreation:						
Administration	$ 305,173	$ 307,836	$ 231,085	$ 81,632	$ 312,717	$ 268,619
Park Maintenance	872,068	900,249	617,911	286,068	903,979	888,566
Recreation	771,498	786,030	657,407	146,050	803,457	801,059
Cemetery Maintenance	203,406	196,844	142,838	55,911	198,749	202,233
Total Parks and Recreation	$ 2,152,145	$ 2,190,959	$ 1,649,241	$ 569,661	$ 2,218,902	$ 2,160,477
Non-Departmental	$ 7,337,723	$ 8,684,083	$ 6,757,752	$ 1,811,067	$ 8,568,819	$ 8,636,292
Debt Service (Lease Purchases)	-	-	-	-	-	-
Capital Outlay	1,076,822	515,214	162,880	1,114,539	1,277,419	513,200
Total General Fund	$ 68,481,235	$ 70,619,629	$ 54,202,535	$ 17,468,794	$ 71,671,329	$ 71,580,811
Tourism Fund:						
Tourism	$ 1,155,341	$ 958,808	$ 853,422	$ 351,758	$ 1,205,180	$ 1,028,661
Community Development Block Grant Fund:						
Community Development	$ 789,233	$ 140,226	$ 818,956	$ 100,611	$ 919,567	$ 151,579
HOME Program Fund:						
Community Development	$ 785,357	$ 40,273	$ 844,819	$ 23,878	$ 868,697	$ 48,975
Central Garage Fund:						
Public Works	$ 1,895,482	$ 2,116,300	$ 1,654,375	$ 489,033	$ 2,143,408	$ 2,087,771
Staywell Health Care Fund						
Non-Departmental	$ 14,198,610	$ 14,435,000	$ 12,721,569	$ 1,713,431	$ 14,435,000	$ 17,918,300
Pharmacy Benefits Fund						
Non-Departmental	$ 962,813	$ 918,600	$ -	$ 918,600	$ 918,600	$ -

City of Independence, Missouri
2010-11 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
Street Improvements Sales Tax Fund:						
Non-Departmental	$ 7,191	$ 7,000	$ 4,723	$ 2,277	$ 7,000	$ 7,000
Debt Service	4,251,495	866,820	191,713	675,107	866,820	546,444
Total Street Improv. Sales Tax Fund	$ 4,258,686	$ 873,820	$ 196,436	$ 677,384	$ 873,820	$ 553,444
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 2,790,548	$ 2,501,626	$ 1,593,858	$ 907,768	$ 2,501,626	$ 2,428,482
Debt Service	2,163,994	2,168,014	2,167,724	290	2,168,014	2,168,389
Total Park Improv. Sales Tax Fund	$ 4,954,542	$ 4,669,640	$ 3,761,582	$ 908,058	$ 4,669,640	$ 4,596,871
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 1,308,158	$ 1,754,971	$ 1,038,799	$ 716,172	$ 1,754,971	$ 1,802,947
Police Public Safety Sales Tax Fund:						
Police	$ 2,051,383	$ 2,101,774	$ 846,845	$ 1,254,929	$ 2,101,774	$ 2,260,144
Debt Service	515,290	514,113	511,380	2,733	514,113	515,113
Total Police Sales Tax Fund	$ 2,566,673	$ 2,615,887	$ 1,358,225	$ 1,257,662	$ 2,615,887	$ 2,775,257
Fire Public Safety Sales Tax Fund:						
Fire	$ 831,820	$ 1,890,565	$ 1,788,491	$ 102,074	$ 1,890,565	$ 1,557,800
Debt Service	550,313	554,213	550,817	3,396	554,213	553,713
Total Fire Sales Tax Fund	$ 1,382,133	$ 2,444,778	$ 2,339,308	$ 105,470	$ 2,444,778	$ 2,111,513
Grants Fund:						
Law	$ 13,110	$ 25,887	$ 22,373	$ 42,884	$ 65,257	$ 26,407
Police	1,321,986	528,698	1,028,819	1,704,208	2,733,027	512,317
Fire	136,601	45,711	93,396	32,386	125,782	47,921
Health	400,553	346,752	407,595	325,100	732,695	313,442
Total Grants Fund	$ 1,872,250	$ 947,048	$ 1,552,183	$ 2,104,578	$ 3,656,761	$ 900,087

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 77,069	$ 67,453	$ 47,986	$ 19,467	$ 67,453	$ 69,095
Power and Light Department:						
Administration	1,619,631	1,743,557	1,051,149	692,408	1,743,557	1,901,038
Support Services	8,057,974	9,597,416	6,362,001	3,235,415	9,597,416	9,565,938
Production	64,570,399	69,835,096	52,633,154	17,201,942	69,835,096	75,068,257
Distribution	9,477,789	9,713,657	8,000,272	1,713,385	9,713,657	10,128,647
Engineering	3,899,474	4,370,273	3,237,873	1,132,400	4,370,273	4,610,055
Total Power and Light Department	$ 87,625,267	$ 95,259,999	$ 71,284,449	$ 23,975,550	$ 95,259,999	$ 101,273,935
Non-Departmental	17,004,241	19,522,365	14,264,901	5,257,464	19,522,365	20,473,935
Debt Service	3,335,671	4,401,888	3,299,549	1,102,339	4,401,888	4,404,863
Total Power and Light Fund	$ 108,042,248	$ 119,251,705	$ 88,896,885	$ 30,354,820	$ 119,251,705	$ 126,221,828
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ 71,505	$ 73,993	$ 63,955	$ 10,038	$ 73,993	$ 75,009
Water Pollution Control Department:						
Administration	$ 725,485	$ 897,481	$ 546,046	$ 351,435	$ 897,481	$ 922,924
Treatment Facilities	7,102,925	8,118,188	5,389,036	2,729,152	8,118,188	8,145,727
Collection System Maintenance	2,796,846	3,210,778	1,947,259	1,263,519	3,210,778	3,219,628
Laboratory Services	177,029	242,711	152,918	89,793	242,711	234,718
Total Water Pollution Control Dept.	$ 10,802,285	$ 12,469,158	$ 8,035,259	$ 4,433,899	$ 12,469,158	$ 12,522,997
Non-Departmental	3,023,750	3,169,428	2,230,009	939,419	3,169,428	3,375,904
Debt Service				-		
Total Sanitary Sewer Fund	$ 13,897,540	$ 15,712,579	$ 10,329,223	$ 5,383,356	$ 15,712,579	$ 15,973,910
Workers' Compensation Fund						
Law Department	$ 804,195	$ 4,161,784	$ 1,834,406	$ 2,327,378	$ 4,161,784	$ 2,043,466

City of Independence, Missouri
2010-11 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2008-09, 2009-10 and 2010-11

Fund/Department	Actual Expenditures 2008-09	Original Budget 2009-10	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2009-10	City Council Adopted 2010-11
Water Fund:						
Finance						
Accounting	$ 45,630	$ 54,402	$ 40,709	$ 13,693	$ 54,402	$ 58,992
Water Department:						
Administration	1,131,372	1,050,465	926,150	253,215	1,179,365	1,084,739
Customer Service and Accounts	3,587,123	3,789,230	2,906,912	842,318	3,749,230	3,845,869
Production	5,299,753	5,536,548	3,916,034	1,620,514	5,536,548	5,651,538
Transmission and Distribution	3,270,290	3,506,458	2,512,736	904,822	3,417,558	3,663,651
Total Water Department	$ 13,288,538	$ 13,882,701	$ 10,261,832	$ 3,620,869	$ 13,882,701	$ 14,245,797
Non-Departmental	4,319,699	4,850,256	3,539,781	1,310,475	4,850,256	4,987,427
Debt Service	4,212,119	5,318,041	4,367,968	950,073	5,318,041	5,040,758
Total Water Fund	$ 21,865,986	$ 24,105,400	$ 18,210,290	$ 5,895,110	$ 24,105,400	$ 24,332,974
Grand Total - All Funds	$ 249,220,482	$ 265,766,448	$ 200,613,013	$ 70,796,093	$ 271,409,106	$ 274,128,394
Less:						
Central Garage Fund	(1,895,482)	(2,116,300)	(1,654,375)	(489,033)	(2,143,408)	(2,087,771)
Staywell Health Care Fund	(14,198,610)	(14,435,000)	(12,721,569)	(1,713,431)	(14,435,000)	(17,918,300)
Pharmacy Benefits Fund	(962,813)	(918,600)	-	(918,600)	(918,600)	-
Worker's Compensation Fund	(804,195)	(4,161,784)	(1,834,406)	(2,327,378)	(4,161,784)	(2,043,466)
Interfund Chgs. for Support Ser.	(4,908,432)	(5,623,200)	(3,762,425)	(1,860,775)	(5,623,200)	(5,896,377)
Net Total Budget - All Funds	$ 226,450,950	$ 238,511,564	$ 180,640,238	$ 63,486,876	$ 244,127,114	$ 246,182,480

City of Independence, Missouri
2010-11 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	$ 379,803	92.6%	$ 25,377	6.2%	$ 4,955	1.2%	$ -	0.0%	$ 410,135
City Clerk	329,905	85.8%	36,837	9.6%	17,600	4.6%	-	0.0%	384,342
City Manager	1,014,511	97.2%	24,268	2.3%	5,275	0.5%	-	0.0%	1,044,054
Tourism	335,674	32.6%	689,487	67.0%	2,500	0.2%	1,000	0.1%	1,028,661
NFTM	296,461	76.9%	57,235	14.8%	31,845	8.3%	-	0.0%	385,541
Technology Services	1,621,930	90.8%	153,208	8.6%	11,155	0.6%	-	0.0%	1,786,293
Municipal Court	775,581	96.6%	24,025	3.0%	3,568	0.4%	-	0.0%	803,174
Law	814,369	28.7%	1,984,025	69.9%	36,500	1.3%	4,000	0.1%	2,838,894
Finance	1,863,506	91.4%	162,445	8.0%	12,786	0.6%	-	0.0%	2,038,737
Human Resources	429,020	96.3%	11,486	2.6%	5,200	1.2%	-	0.0%	445,706
Community Dev.	1,595,811	56.7%	1,197,299	42.5%	21,727	0.8%	1,500	0.1%	2,816,337
Police	22,820,039	84.2%	1,750,723	6.5%	881,556	3.3%	1,641,594	6.1%	27,093,912
Fire	15,142,734	86.0%	764,810	4.3%	334,756	1.9%	1,358,234	7.7%	17,600,534
Health	2,584,354	84.8%	326,281	10.7%	136,774	4.5%	-	0.0%	3,047,409
Water	7,498,040	52.6%	4,299,657	30.2%	2,008,300	14.1%	439,800	3.1%	14,245,797
Public Works	4,739,199	55.5%	1,697,221	19.9%	1,891,389	22.2%	204,536	2.4%	8,532,345
Water Pollution Control	5,846,170	40.0%	7,740,105	52.9%	950,916	6.5%	85,100	0.6%	14,622,291
Parks and Recreation	2,925,255	63.7%	1,359,520	29.6%	304,184	6.6%	-	0.0%	4,588,959
Power and Light	23,401,418	23.1%	12,234,543	12.1%	64,621,074	63.8%	1,016,900	1.0%	101,273,935
Non-Departmental	7,369,485	13.3%	30,567,944	55.2%	11,750	0.0%	17,449,679	31.5%	55,398,858
Debt Service	-	0.0%	-	0.0%	-	0.0%	13,229,280	100.0%	13,229,280
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	513,200	100.0%	513,200
Totals	$ 101,783,265	37.1%	$ 65,106,496	23.8%	$ 71,293,810	26.0%	$ 35,944,823	13.1%	$ 274,128,394

City of Independence, Missouri
2010-11 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2009-10 and 2010-11

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Debt Service Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Internal Service Funds	Grand Total All Funds
2009-10										
Designations-										
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)
Operating Transfers-										
From (To) Storm Water Fund	-						-			-
Total Operating Transfers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund Balance-										
From (To) Fund Balance Target										-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ -	$ (77,000)	$ (558,204)	$ (359,727)	$ -	$ -	$ -	$ -	$ -	$ (994,931)
2010-11										
Designations-										
For CDBG Programming			$ (666,440)							$ (666,440)
For HOME Program Programming				(438,063)						(438,063)
For Visitor Orientation Center										-
Total Designations	$ -	$ -	$ (666,440)	$ (438,063)	$ -	$ -	$ -	$ -	$ -	$ (1,104,503)
Operating Transfers-										
From (To) Central Garage Fund	48,195									48,195
From (To) Storm Water Fund	(10,000)						10,000			-
Total Operating Transfers	$ 38,195	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ 48,195
Fund Balance-										
From (To) Fund Balance Target										-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ 38,195	$ -	$ (666,440)	$ (438,063)	$ -	$ -	$ 10,000	$ -	$ -	$ (1,056,308)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 20010-11 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, 2010, the City had no outstanding General Obligation Bonds and $169,800,863 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was $38,249,706 for Power and Light Operations, and $46,546,157 for Water Utility Operations. The Events Center fund has outstanding debt of $85,005,000. The City had a legal debt limit of $259,584,408 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, 2010).

City of Independence, Missouri
2010-11 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
Street Improvements Sales Tax Fund:				
Streets and Bridges				
2009 Series (6371)	$ 395,000	$ 145,944	$ 5,500	$ 546,444
Parks Sales Tax Fund-				
Aquatics Facilities				
2004 Series (6370)	830,000	91,026	3,400	924,426
Park Projects:				
2006 Series (6372)	1,095,000	145,563	3,400	1,243,963
Total Parks Sales Tax Fund	$ 1,925,000	$ 236,589	$ 6,800	$ 2,168,389
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 400,000	$ 111,713	$ 3,400	$ 515,113
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 430,000	$ 120,313	$ 3,400	$ 553,713
Power and Light Fund-				
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,775,000	$ 359,615	$ 1,000	$ 2,135,615
Revenue Bonds (Refunding):				
2003 Series (6236)	570,000	86,223	1,000	657,223
Revenue Bonds				
2009 Series D (6237)	-	1,608,025	4,000	1,612,025
Total Power and Light Fund	$ 2,345,000	$ 2,053,863	$ 6,000	$ 4,404,863
Water Fund-				
Revenue Bonds:				
2004 Series (6352)	$ 580,000	$ 573,745	$ 7,500	$ 1,161,245
Revenue Bonds				
2009 Series C (6352)	-	951,863	7,500	959,363
Revenue Bonds				
2009 Series E (6352)	2,210,000	702,650	7,500	2,920,150
Total Water Fund	$ 2,790,000	$ 2,228,258	$ 22,500	$ 5,040,758
Grand Total All Funds - Operating Budget	$ 8,285,000	$ 4,896,680	$ 47,600	$ 13,229,280

City of Independence, Missouri
2010-11 Operating Budget

Debt Service Requirements - Related Debt Associated with the City of Independence

Series	Principal	Interest	Fees	Total Debt Service Requirements
Neighborhood Improvement District Debt Service-				
Noland Road NID				
2004 Series (6311)	$ 65,000	$ 32,800	$ 1,000	$ 98,800
Fall Drive NID				
2004 Series (6312)	4,000	4,984	1,000	9,984
Total NID Debt Service	$ 69,000	$ 37,784	$ 2,000	$ 108,784
Events Center-				
2008 D Series (6250)	$ 200,000	$ 658,975	$ 10,000	$ 868,975
2008 H Series (6250)	-	739,300	10,000	749,300
2009 A Series (6250)	-	1,014,319	10,000	1,024,319
2009 F Series (6250)	-	2,713,894	10,000	2,723,894
Total Events Center	$ 200,000	$ 5,126,488	$ 40,000	$ 5,366,488
Tax Increment Financing Funds-				
Drumm Farm				
2005 B Series (6711)	$ 60,000	$ 32,494	$ -	$ 92,494
2006 Series (6711)	95,000	57,382	-	152,382
2007 D Series (6711)	75,000	32,976	-	107,976
2008 E Series (6711)	30,000	54,876	-	84,876
Total Drumm Farm	$ 260,000	$ 177,728	$ -	$ 437,728
Eastland Center				
2007 A Series (6712)	$ 1,455,000	$ 748,862	$ -	$ 2,203,862
2008 C Series (6712)	-	365,412	-	365,412
2008 G Series (6712)	125,000	197,350	-	322,350
2009 B Series (6712)	150,000	145,000		295,000
2009 J Series (6712)	245,000	138,613		383,613
Total Eastland Center	$ 1,975,000	$ 1,595,237	$ -	$ 3,570,237
Falls at Crackerneck Creek				
2005 C Series (6718)	$ 315,000	$ 529,130	$ -	$ 844,130
2006 A&B Series (6718)	1,260,000	2,784,456	-	4,044,456
2006 C Series (6718)	-	639,500	-	639,500
2008 A Series (6718)	700,000	256,230	-	956,230
2008 B Series (6718)	-	382,668	-	382,668
2009 H Series (6718)	-	299,425	-	299,425
Total Falls at Crackerneck Creek	$ 2,275,000	$ 4,891,409	$ -	$ 7,166,409
Hartman Heritage Center				
2003 Series (6710)	280,000	366,675	-	646,675
2007 B Series (6710)	635,000	382,725	-	1,017,725
Total Hartman Center	$ 915,000	$ 749,400	$ -	$ 1,664,400
Centerpoint Medical Center (HCA)				
2006 F Series (6722)	$ 135,000	$ 194,850	$ -	$ 329,850
2007 E Series (6722)	450,000	939,170	-	1,389,170
				-
2008 F Series (6722)	455,000	653,783	-	1,108,783
2009 I Series (6722)	65,000	100,482	-	165,482
Total Centerpoint Medical Center	$ 1,105,000	$ 1,888,285	$ -	$ 2,993,285
Santa Fe				
2007 C Series (6708)	$ 425,000	$ 523,838	$ -	$ 948,838
Grand Total All Categories	$ 7,224,000	$ 14,990,169	$ 42,000	$ 22,256,169

City of Independence, Missouri
2010-11 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Parks Sales Tax Fund			Power and Light Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2011	1,925,000	243,389	2,168,389	2,345,000	2,059,863	4,404,863
2012	2,000,000	163,778	2,163,778	2,455,000	1,955,263	4,410,263
2013	2,080,000	83,063	2,163,063	2,560,000	1,847,315	4,407,315
2014			-	2,700,000	1,733,035	4,433,035
2015			-	1,465,000	1,608,025	3,073,025
2016			-	1,520,000	1,553,088	3,073,088
2017			-	1,580,000	1,492,288	3,072,288
2018			-	1,645,000	1,427,113	3,072,113
2019			-	1,715,000	1,357,200	3,072,200
2020-39			-	23,490,000	9,702,772	33,192,772
Total	$ 6,005,000	$ 490,230	$ 6,495,230	$ 41,475,000	$ 24,735,962	$ 66,210,962

	Street Improvements			Water Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2011	395,000	151,444	546,444	2,790,000	2,250,758	5,040,758
2012	400,000	137,531	537,531	2,965,000	2,130,733	5,095,733
2013	415,000	123,269	538,269	3,180,000	2,018,608	5,198,608
2014	425,000	108,569	533,569	3,395,000	1,893,458	5,288,458
2015	440,000	92,331	532,331	3,655,000	1,745,708	5,400,708
2016	460,000	75,194	535,194	3,955,000	1,586,368	5,541,368
2017	475,000	57,654	532,654	4,005,000	1,419,858	5,424,858
2018	495,000	38,241	533,241	1,305,000	1,305,858	2,610,858
2019	515,000	16,766	531,766	1,370,000	1,245,602	2,615,602
2020-39			-	22,380,000	8,094,695	30,474,695
Total	$ 4,020,000	$ 800,999	$ 4,820,999	$ 49,000,000	$ 23,691,646	$ 72,691,646

City of Independence, Missouri
2010-11 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Fire Sales Tax Fund			Police Sales Tax Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2020-39			-			-
Total	$ 2,380,000	$ 392,565	$ 2,772,565	$ 2,210,000	$ 365,315	$ 2,575,315

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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	85,000	5,463	90,463	6,000	3,739	9,739
2020-39			-	41,000	12,873	53,873
Total	$ 650,000	$ 184,141	$ 834,141	$ 87,000	$ 57,201	$ 144,201

City of Independence, Missouri
2010-11 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Events Center Fund		
Year	**Principal**	**Fees and Interest**	**Total**
2011	200,000	5,166,488	5,366,488
2012	200,000	5,156,488	5,356,488
2013	225,000	5,148,488	5,373,488
2014	250,000	5,138,988	5,388,988
2015	250,000	5,128,519	5,378,519
2016	250,000	5,117,659	5,367,659
2017	260,000	5,106,488	5,366,488
2018	380,000	5,093,425	5,473,425
2019	500,000	5,074,300	5,574,300
2020-39	79,640,000	72,119,807	151,759,807
Total	$ 82,155,000	$ 118,250,650	$ 200,405,650

City of Independence, Missouri
2010-11 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
2011	3,570,237	1,664,400	948,838	437,728	7,166,409	2,993,285	16,780,897
2012	3,853,538	1,708,326	950,804	437,474	7,266,893	3,054,893	17,271,928
2013	3,522,737	1,690,976	951,210	436,692	7,314,301	3,056,520	16,972,436
2014	3,528,988	1,711,975	950,014	434,927	7,418,547	3,119,470	17,163,921
2015	3,529,076	1,704,593	951,786	437,413	7,562,695	3,122,582	17,308,145
2016	3,537,563	1,763,312	951,596	439,242	7,674,171	3,186,734	17,552,618
2017	3,542,412	1,753,237	949,418	440,130	7,731,401	3,187,657	17,604,255
2018	3,545,287	1,823,500	950,222	440,168	7,480,371	3,256,057	17,495,605
2019	3,543,588	1,808,000	952,120	438,738	7,623,931	3,265,555	17,631,932
2020-39	14,040,487	6,195,750	4,762,500	1,318,412	77,822,687	32,051,166	136,191,002
Total	$ 46,213,913	$ 21,824,069	$ 13,318,508	$ 5,260,924	$ 145,061,406	$ 60,293,919	$ 291,972,739

Year	Computer Equipment (2430-022)	Computer Equipment (2430-023)	Aerial Fire Truck (2430-020)				Total
2011	59,117	26,853	93,234				179,204
2012	54,191	4,477	93,234				151,902
2013			93,234				93,234
2014			93,235				93,235
2015							-
2016							-
2017							-
2018							
2019							-
2020-39							-
Total	$ 113,308	$ 31,330	$ 372,937	$ -	$ -	$ -	$ 517,575

City of Independence, Missouri
2010-11 Operating Budget

Computation of Legal Debt Margin

June 30, 2010

Assessed Value at January 1, 2010: *		
Jackson County	$ 1,297,920,008	
Clay County	2,030	
Total Assessed Value	$ 1,297,922,038	
Constitutional Debt Limit **		$ 259,584,408
(20% of Assessed Value)		
Total Bonded Debt		
Less:	$ 169,886,618	
Events Center Bonds	(85,005,000)	
Water Utility Bonds	(46,546,157)	
Electric Utility Bonds	(38,249,706)	
Subtotal	$ 85,755	
Less:		
Debt Service Fund Balance	(85,755)	
Total Net Debt Applicable to Limit		0
Legal Debt Margin		**$ 259,584,408**

** 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 2010/2011, the City proposes projects totaling $15,201,307. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	$1,026,000	6.7%
Community & Public Safety Improvements	350,000	2.3%
Power & Light	6,540,000	43.0%
Water	1,256,000	8.3%
Water Pollution Control	6,029,307	39.7%
Total	**$15,201,307**	**100%**

Funding for the Fiscal Year 2010/2011 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	$6,540,000	43.0%
Sanitary Sewer Fund	5,524,307	36.3%
Water Fund	1,256,000	8.3%
Street Improvements Sales Tax Fund	1,326,000	8.7%
Park Improvements Sales Tax Fund	50,000	0.4%
Storm Water Sales Tax Fund	505,000	3.3%
Total	**$15,201,307**	**100%**

Impact of Capital Spending on the Operating Budget

The City is allocating approximately $15.2 million on capital projects for the Fiscal Year 2010/2011. 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 2010/2011 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

Major Capital Project Descriptions

For Fiscal Year 2010-11

Street & Bridge Improvements

Operation Green Light

Project Number: 70110409		Operation Green Light (OGL) works with federal, state and local agencies to coordinate traffic signal timing plans and communication to over 650 signalized intersections on high-volume, inter-jurisdictional arterial roadways in 21 cities throughout the Kansas City region. City of Independence is participating with 33 intersections on the heavily traveled city streets of Noland Road, Lee's Summit Road, 39th Street and Sterling Avenue. Citizen receive improved traffic flow, regionally and locally, through reduction in unnecessary traffic signal delay. Air quality is improved through reduction in emissions due to excess signal delay.
Prior Funding	$ -	
FY 2010-11 Funding	$ 20,000	
Future Funding		
Total Project Funding	$ 20,000	

Operating Impact: No additional operating impact noted.

Funding Source: Street Improvements Sales Tax Fund

CIP 2010-11 Funding: $0

Little Blue Parkway - Phase 10

Project Number: 70510802		The Little Blue Parkway is a major arterial roadway connecting southeastern Independence with northeastern Independence and the future Lewis and Clark Expressway. This is partial funding for segments along the Little Blue Parkway alignment at the 24 Highway interchange.
Prior Funding	$ -	
FY 2010-11 Funding	$ 1,006,000	
Future Funding	$ -	
Total Project Funding	$ 1,006,000	

Operating Impact: On-going operational costs anticipated to be approximately $20,000 per year for snow removal, right-of-way mowing, future asphalt overlays, paint striping, etc.

Funding Source: Street Improvements Sales Tax Fund

CIP 2010-11 Funding: $0

Other Street & Bridge Improvements Not Listed FY 10/11 Funding: $ -

Community and Public Safety Improvements

Sidewalks to City Parks Improvements

Project Number: 70110807		This is a city wide program to build sidewalks near city parks. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2010-11 Funding	$ 100,000	
Future Funding	$ 350,000	
Total Project Funding	$ 450,000	

Operating Impact: No additional operating impact noted.

Funding Source: Street Improvements Sales Tax Fund

CIP 2010-11 Funding: $200,000

Sidewalks to School Improvements

Project Number: 70110808		This is a city wide program to build sidewalks near schools. This is being funded by the sales tax that was approved by citizens in August 2007.
Prior Funding		
FY 2010-11 Funding	$ 200,000	
Future Funding	$ 850,000	
Total Project Funding	$ 1,050,000	

Operating Impact: No additional operating impact noted.

Funding Source: Street Improvements Sales Tax Fund

CIP 2010-11 Funding: $200,000

Major Capital Project Descriptions

For Fiscal Year 2010-11

Park Revitalization

Project Number: 9970

Prior Funding	
FY 2010-11 Funding	$ 50,000
Future Funding	$ 100,000
Total Project Funding	$ 150,000

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.

Operating Impact: The funds in this project are for repairs to site amenities, concrete pads, etc. and routine revitalization programs such as playground safety surfacing replacement. No additional operating impact is identified.

Funding Source: Park Improvements Sales Tax Fund

CIP 2010-11 Funding: $50,000

Other Community & Public Safety Improvements Not Listed FY 10/11 Funding: $ -

Power and Light

Blue Valley Boiler Tube Maintenance/Repair

Project Number: 70210821

Prior Funding	$ -
FY 2010-11 Funding	$ 2,900,000
Future Funding	$ 3,750,000
Total Project Funding	$ 6,650,000

Boiler tube leaks are the primary cause of outages for Blue Valley Units No. 1 and 3. Specific tubes that have thinned tube wall thickness due to ash erosion, flame impingement and other causes require replacement to reduce the frequency and severity of tube leaks. Repair of the boiler tube leaks will significantly reduce outage time and operating costs.

Operating Impact: Operating costs will decrease as less service calls are received for power outages.

Funding Source: Power and Light Fund

CIP 2010-11 Funding: $2,900,000

Substation J 69 Kv Underground Transmission Line

Project Number: 70210827

Prior Funding	$ -
FY 2010-11 Funding	$ 760,000
Future Funding	$ -
Total Project Funding	$ 760,000

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.

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

CIP 2010-11 Funding: $760,000

Blue Valley Turbine Operations Safety Projects

Project Number: 70210822

Prior Funding	$ -
FY 2010-11 Funding	$ 400,000
CIP 2010-11 Funding	
Future Funding	$ -
Total Project Funding	$ 400,000

Project scope includes installation of power industry standard water induction protection system for the Blue Valley steam turbines. Also included is the replacement of obsolete steam turbine vibration and thermal expansion monitoring, including automatic shutdown protection controls (Turbine Supervisory System). For safety concerns, the installation of a steam turbine water induction protection system will interrupt to prevent, or minimize, damage caused by a water induction event. The turbine supervisory system is essential for proper operation of the steam turbines, especially during critical phases of startup. The obsolete system cannot be maintained and requires replacement before failure to assure continued safe operation of the steam turbines.

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

CIP 2010-11 Funding: $400,000

Major Capital Project Descriptions

For Fiscal Year 2010-11

Production Plant Miscellaneous Projects

Project Number: 70210824		This project is to provide for a variety of improvements, including stack repair, fuel oil tank inspection/repair, and inspection/assessment of boiler tubes at Missouri City, coal handling work, etc. This project improves the safety and performance of the Blue Valley and Missouri City Plants generating units.
Prior Funding	$ -	
FY 2010-11 Funding	$ 400,000	
Future Funding	$ 2,100,000	
Total Project Funding	$ 2,500,000	

Operating Impact: The improvements and repair would provide for an operational savings as it would allow for the two plants to continue operating efficiently and effectively.

Funding Source: Power and Light Fund

CIP 2010-11 Funding: $400,000

Blue Valley Precipitator Maintenance

Project Number: 70211001		The precipitators control devices that remove ash from the boiler exhaust gas before discharging to the atmosphere. Periodic replacement of major internal components and alignment is required to maintain ash removal efficiency.
Prior Funding	$ -	
FY 2010-11 Funding	$ 400,000	
Future Funding	$ -	
Total Project Funding	$ 400,000	

Operating Impact: No additional operating impact noted.

Funding Source: Power and Light Fund

CIP 2010-11 Funding: $400,000

Other Power and Light Improvements Not Listed FY 10/11 Funding: $ 1,680,000

Water

Small Main Replacement Program

Project Number: 9839		Replace water mains which are less than 2" in diameter throughout the City. The replacement of the small mains will improve the water flow in older neighborhoods throughout the City and provide improved fire protection.
Prior Funding		
FY 2010-11 Funding	$ 706,000	
Future Funding	$ 3,624,000	
Total Project Funding	$ 4,330,000	

Operating Implace: No additional operating impact noted.

Funding Source: Water Fund

CIP 2010-11 Funding: $706,000

Future Production Wells

Project Number: 770401003		Drill and construct production wells at the Courtney Bend Water Plant. In order to meet the future needs of our customers, it is necessary to replace aging wells and increase the raw water capacity by drilling and constructing new wells.
Prior Funding		
FY 2010-11 Funding	$ 350,000	
Future Funding	$ 400,000	
Total Project Funding	$ 750,000	

Operating Implace: No additional operating impact noted.

Funding Source: Water Fund

CIP 2010-11 Funding: $350,000

PLC Upgrades

Project Number: 70401001		This projects involves upgrading the programmable logic controllers (PLC's) at the Courtney Bend Water Plant. The PLC's act as an interface between the computer software used to control the plant and the actual equipment the operators are manipulating. In order to keep the PLC's current and operating proficiently, it is necessary to upgrade this equipment on a regular basis.
Prior Funding		
FY 2010-11 Funding	$ 100,000	
Future Funding	$ 500,000	
Total Project Funding	$ 600,000	

Operating Implace: No additional operating impact noted.

Funding Source: Water Fund

CIP 2010-11 Funding: $100,000

Major Capital Project Descriptions

For Fiscal Year 2010-11

Replace North Main Water Tower

Project Number: 70401002		Construct new water tower on the N. Main Water Tower site to replace the existing N. Main Water Tower. The existing tower is in need of repair to both the coating system and also several structural members. The costs of these repairs will be more than half of a newly constructed tower. A new tower will offer greater security and will be more easily maintained than the existing tower.
Prior Funding	$ -	
FY 2010-11 Funding	$ 100,000	
Future Funding	$ -	
Total Project Funding	$ 100,000	
Operating Implace: No additional operating impact noted.		
Funding Source: Water Fund		
CIP 2010-11 Funding: $1,200,000		

Other Water Improvements Not Listed FY 10/11 Funding: $ -

Water Pollution Control

24 Highway and 291 Highway

Project Number: 70300707		This project will design a gravity sanitary sewer system from approximately Mayes Road and 24 Highway to about 200' East of Allen Road and 24 Highway. It will then proceed under 24 Highway to the south down Cogan Road to Salisbury and 291 Highway. This area is without a gravity sanitary sewer and one commercial business is using a wastewater lagoon. Other business and residents are on septic tanks.
Prior Funding		
FY 2010-11 Funding	$ 2,200,000	
CIP 2010-11 Funding		
Future Funding	$ -	
Total Project Funding	$ 2,200,000	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2010-11 Funding: $2,200,000		

Trenchless Technology

Project Number: 9757		Continues the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe. Restores neighborhood system without damage to property.
Prior Funding		
FY 2010-11 Funding	$ 1,000,000	
Future Funding	$ 10,000,000	
Total Project Funding	$ 11,000,000	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2010-11 Funding: $2,000,000		

Redwood Sanitary Sewer Improvements

Project Number: 70300602		Pull and replace 2,346 LF of sanitary sewer and install an associated extraneous flow holding basin. The residential neighborhood in this area is served by sanitary sewers that are undersized for existing flows. This results in a current situation of wet weather back ups in basements that must be corrected.
Prior Funding		
FY 2010-11 Funding	$ 750,000	
Future Funding	$ -	
Total Project Funding	$ 750,000	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2010-11 Funding: $750,000		

Collection System Capacity Improvements

Project Number: 70301004		Systems Capacity Improvements provides for the removal of bottlenecks within the City's sanitary sewer system by upgrading lines identified as over capacity for the conveyance of flow during a 5 year storm event. Sanitary sewer line segments identified as over capacity during 5 year storm events must be upsized to accommodate wet weather flows and prevent system wide sewer backups and sanitary sewer overflows.
Prior Funding	$ -	
FY 2010-11 Funding	$ 615,857	
Future Funding	$ 6,240,000	
Total Project Funding	$ 6,855,857	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2010-11 Funding: $616,000		

City of Independence, Missouri
2010-11 Operating Budget

Major Capital Project Descriptions

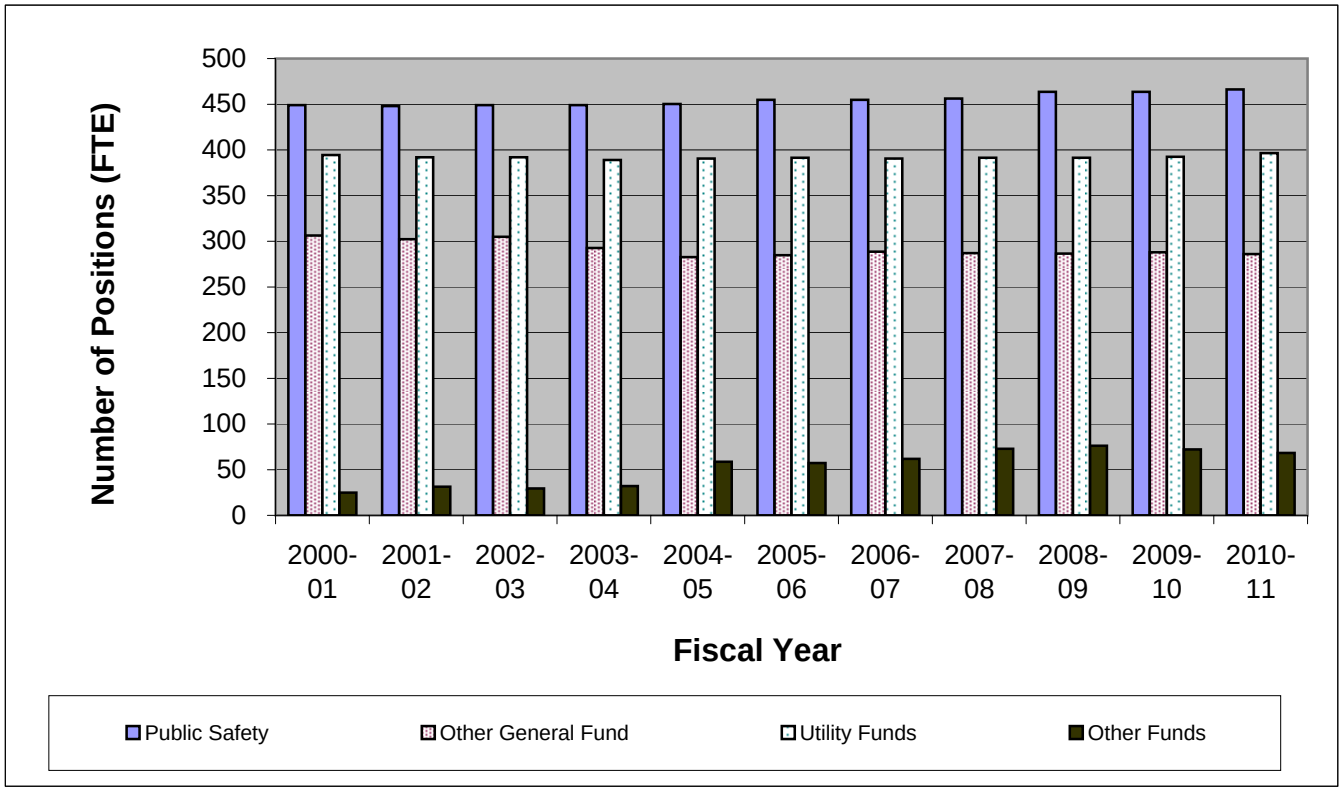
For Fiscal Year 2010-11

Sanitary Sewer Evaluation Survey		
Project Number: 9882		Engineering assessment of sewer capacities throughout watersheds. Required by Sanitary Sewer Overflow (SSO) regulations.
Prior Funding		
FY 2010-11 Funding	$ 300,000	
Future Funding	$ 1,500,000	
Total Project Funding	$ 1,800,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2010-11 Funding: $300,000		

Other Water Pollution Control Improvements Not Listed FY 10/11 Funding:	**$**	**1,163,450**

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 42.18 FTE positions since 2000-01 representing an average annual increase of approximately four tenths of one percent per year. For the General Fund the number of employees decreased by 3.28 FTE positions. During this same period, the number of positions within the Police Department increased by 17.90 FTE positions. Since 2000-01 the number of positions in the Utility Funds has remained largely unchanged.

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Summary - by Department

For the Fiscal Years 2004-05 through 2010-11

Description	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	Budget 2010-11
Department-							
City Council	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	6.50	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	7.00	7.50	10.50	10.50	10.50	9.50	9.50
Tourism	4.41	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	22.00	22.00	22.00	22.00	22.00
Municipal Court	13.00	13.00	13.00	14.00	14.00	14.00	14.00
Law	6.00	6.25	7.25	7.25	8.50	8.50	8.00
Finance	25.00	26.00	26.00	25.00	25.00	25.00	25.00
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	6.50
Community Development	26.00	30.00	29.25	29.75	29.75	30.55	30.05
Police	292.00	293.50	291.50	297.00	305.40	305.40	305.90
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	39.00	40.25	41.95	41.50	42.35	40.60	40.95
Water	97.48	98.48	97.65	98.65	101.65	101.65	101.65
Public Works	91.00	92.00	93.00	93.00	93.00	92.75	93.75
Water Pollution Control	83.00	83.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	53.29	49.29	52.65	57.94	57.94	57.44	54.19
Power and Light	220.00	220.00	220.00	220.00	217.00	218.00	222.00
Total Authorized Positions	1,182.18	1,188.18	1,195.66	1,207.50	1,218.00	1,216.30	1,216.90
Less: Positions not Funded					(6.00)	(19.05)	(43.55)
Total Funded Positions	1,182.18	1,188.18	1,195.66	1,207.50	1,212.00	1,197.25	1,173.35

City of Independence, Missouri
2010-11 Operating Budget

Authorized/Funded Positions Summary - All Funds

For the Fiscal Years 2000-01 through 2010-11

Description	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	Budget 2010-11
General Fund-											
City Council	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	6.50	6.50	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	11.00	10.00	10.00	8.50	7.00	7.50	10.50	10.50	10.50	9.50	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	20.00	20.00	20.00	20.00	20.00	21.00	21.00	21.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00	14.00	14.00	14.00	14.00
Law	6.00	6.00	6.00	5.50	5.50	5.75	6.88	6.88	6.50	6.50	6.00
Finance	25.00	25.00	25.00	24.00	24.00	25.00	25.15	24.15	24.15	24.15	24.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	6.50
Community Development	35.00	23.00	23.00	22.00	22.00	26.00	25.75	26.05	26.05	27.55	27.05
Police	275.00	274.00	275.00	275.00	277.00	281.50	281.50	283.00	290.40	290.40	292.90
Fire	174.00	174.00	174.00	174.00	173.25	173.25	173.25	173.25	173.25	173.25	173.25
Health	27.24	38.13	39.69	39.47	33.50	34.25	34.25	35.25	35.25	35.25	36.00
Public Works	89.90	88.90	87.90	82.00	81.00	82.00	82.00	82.00	82.00	82.00	83.00
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	43.79	42.14	41.70	36.70	35.53	32.65	32.65	33.46	31.71
Total Authorized General Fund	755.34	750.23	753.88	741.61	732.95	739.45	743.31	743.23	750.25	751.56	752.06
Less: Positions not Funded									(5.00)	(18.05)	(41.55)
Total Funded General Fund	755.34	750.23	753.88	741.61	732.95	739.45	743.31	743.23	745.25	733.51	710.51
Tourism Fund	3.40	3.41	3.41	3.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41
Community Dev. Block Grant Act Fund-											
Community Development	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	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	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	2.00
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	7.00	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	22.48
Less: Positions not Funded											(1.00)
Total Funded Parks Sales Tax	7.00	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	21.48

Storm Water Sales Tax Fund	0.00	9.00	7.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Grants Fund											
Law Department	0.00	0.00	0.00	0.00	0.50	0.50	0.37	0.37	0.25	0.25	0.25
Police	0.00	0.00	0.00	0.00	15.00	12.00	10.00	14.00	15.00	15.00	13.00
Fire	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Health	0.00	0.00	0.00	0.00	5.50	6.00	7.70	6.25	7.10	5.35	4.95
Total Grants Fund	0.00	0.00	0.00	0.00	21.75	19.25	18.82	21.37	23.10	21.35	18.95
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	217.00	218.00	222.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	218.00	219.00	223.00
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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	73.50	72.00	72.00	69.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	73.50	72.00	72.00	69.00	71.00	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.00	1.00	1.00	0.85	0.85	0.85	0.85	0.85
Water	98.48	97.48	97.48	97.48	97.48	98.48	97.65	98.65	101.65	101.65	101.65
Total Authoarized Water Fund	99.98	98.98	98.98	98.98	98.48	99.48	98.50	99.50	102.50	102.50	102.50
Less: Positions Not Funded									(1.00)	(1.00)	(1.00)
Total Funded Water Fund	99.98	98.98	98.98	98.98	98.48	99.48	98.50	99.50	101.50	101.50	101.50
Central Garage Fund	10.00	10.00	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75	9.75
Workers' Compensation Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75	1.75	1.75
Grand Total Authorized - All Funds	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	1,216.90
Less: Positions not Funded	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(6.00)	(19.05)	(43.55)
Grand Total Funded - All Funds	1,174.72	1,173.62	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50	1,212.00	1,197.25	1,173.35

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
General Fund				
Law				
Law				
Legal Assistant		(1.00)	(1.00)	eliminated position
Administrative Specialist II		0.50	0.50	portion of position transferred from Community Development
Department Total	-	(0.50)	(0.50)	
Finance				
Accounting				
Accountant I	(0.50)		(0.50)	position reclassified
Senior Accountant	0.50		0.50	
Accountant II	(2.00)		(2.00)	position reclassified
Accounting Supervisor	2.00		2.00	
Department Total	-	-	-	
Human Resources				
Human Resources				
Human Resources Assistant		(1.00)	(1.00)	position transferred to Cigna
Department Total	-	(1.00)	(1.00)	
Community Development				
Current Planning				
Administrative Specialist II		(0.50)	(0.50)	portion of position transferred to Law
Department Total	-	(0.50)	(0.50)	
Police				
Administration				
Police Major	(1.00)		(1.00)	position reclassified
Deputy Chief of Police	1.00		1.00	
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	
Crime Analyst		0.50	0.50	position transferred from Grant Fund
Patrol				
Master Police Officer	(1.00)		(1.00)	position reclassified
Police Officer	1.00		1.00	

City of Independence, Missouri
2010-11 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Traffic Unit				
Police Major		(1.00)	(1.00)	position transferred to Special Operations
Master Police Officer		(10.00)	(10.00)	positions transferred to Special Operations
Police Officer		(6.00)	(6.00)	positions transferred to Special Operations
Police Sergeant		(2.00)	(2.00)	positions transferred to Special Operations
Parking Enforcement Officer		(1.00)	(1.00)	position transferred to Special Operations
Administrative Specialist II		(1.00)	(1.00)	position transferred to Special Operations
School Crossing Guard		(1.25)	(1.25)	positions transferred to Special Operations
Investigations				
Police Captain		1.00	1.00	position transferred from Drug Enforcement Unit
Property Control Technician		1.25	1.25	position transferred from Crime Scene
Master Police Officer		9.00	9.00	positions transferred from Drug Enforcement Unit
Master Police Officer		1.00	1.00	position transferred from Grants Fund
Master Police Officer		1.00	1.00	position reclassified and transferred from Grants Fund
Police Officer		2.00	2.00	positions transferred from Drug Enforcement Unit
Police Sergeant		3.00	3.00	positions transferred from Drug Enforcement Unit
Special Operations				
Police Major		1.00	1.00	position transferred from Traffic Unit
Master Police Officer		10.00	10.00	positions transferred from Traffic Unit
Police Officer		6.00	6.00	positions transferred from Traffic Unit
Master Police Officer		2.00	2.00	positions reclassified
Police Officer		(2.00)	(2.00)	
Police Sergeant		2.00	2.00	positions transferred from Traffic Unit
Parking Enforcement Officer		1.00	1.00	position transferred from Traffic Unit
Administrative Specialist II		1.00	1.00	position transferred from Traffic Unit
School Crossing Guard		1.25	1.25	positions transferred from Traffic Unit
Community Services			-	
Police Officer		(3.00)	(3.00)	positions reclassified
Master Police Officer		3.00	3.00	

City of Independence, Missouri
2010-11 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Drug Enforcement Unit				
Police Captain		(1.00)	(1.00)	position transferred to Investigations
Master Police Officer		(9.00)	(9.00)	positions transferred to Investigations
Police Officer		(2.00)	(2.00)	positions transferred to Investigations
Police Sergeant		(3.00)	(3.00)	positions transferred to Investigations
Crime Scene				
Property Control Technician		(1.25)	(1.25)	position transferred to Investigations
Department Total	-	2.50	2.50	
			-	
Health			-	
Health Promotion			-	
Public Health Nurse		(1.00)	(1.00)	position reclassified
Public Health Program Coordinator		1.00	1.00	
Code Enforcement				
Environ. Public Health Supervisor		1.00	1.00	position added
Property Maintenance Officer		(0.25)	(0.25)	part-time position eliminated
Department Total	-	0.75	0.75	
Public Works				
Public Works Engineering				
Contract Manager		1.00	1.00	reclassified position transferred from Parks Sales Tax Fund
Public Works Engineering Admin				
Assistant Department Director		0.50	0.50	position transferred from Street Maintenance
Street Maintenance				
Assistant Department Director		(0.50)	(0.50)	position transferred to Engineering Admin
Department Total	-	1.00	1.00	
Parks and Recreation				
Parks and Recreation Administration				
Administrative Specialist II		(1.00)	(1.00)	eliminated position
Recreation Programs Administration				
Administrative Specialist II		0.50	0.50	portion of position transferred from Park Sales Tax Fund
Roger T. Sermon Community Center				
Center Attendants		(1.25)	(1.25)	reduce funding for part time positions
Department Total	-	(1.75)	(1.75)	
General Fund Total	-	0.50	0.50	

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Power and Light Fund				
Administration				
Engineer III		1.00	1.00	position reclassified and transferred from Engineering
Support Services				
Accountant II		(1.00)	(1.00)	position reclassified
Utility Property Accountant		1.00	1.00	
Fiscal Technician II		(2.00)	(2.00)	positions reclassified
Utility Support Clerk		1.00	1.00	
Utility Support Specialist		1.00	1.00	
Security Administrator		1.00	1.00	added position
Production				
Utility Data Specialist		1.00	1.00	position reclassified
Computer Support Specialist		(1.00)	(1.00)	
Instrument/Pneumantic Tech		2.00	2.00	added positions
Transmission & Distribution				
Apprentice Lineman	(3.00)		(3.00)	positions reclassified
Inspector/Locator	(1.00)		(1.00)	
Journeyman Lineman	4.00		4.00	
Arborist	1.00		1.00	position reclassified
Forester	(1.00)		(1.00)	
Utility Data Specialist		1.00	1.00	position reclassified
Computer Support Specialist		(1.00)	(1.00)	
Engineering				
District Planner	(4.00)		(4.00)	positions reclassified
Senior District Planner	4.00		4.00	
Engineering Tech III		(1.00)	(1.00)	position reclassified and transferred to Administration
Telecommunications Coordinator		1.00	1.00	added position
Fund Total	-	4.00	4.00	
Parks and Recreation Sales Tax Fund-				
Park Maint. - Security & Inspection				
Parks Contract Manager		(1.00)	(1.00)	position reclassified and transferred to Public Works
Rec. Fac. - Truman Memorial Building				
Administrative Specialist II		(0.50)	(0.50)	portion of position transferred to General Fund
Fund Total	-	(1.50)	(1.50)	
Grants Fund				
Health				
Public Health Educator		(1.00)	(1.00)	eliminated position
Public Health Nurse		0.60	0.60	part-time position funding increased

City of Independence, Missouri
2010-11 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2009-10 through 2010-11

Fund/ Department/Function/Position Title	Change During 2009-10	Change for 2010-11	Total Changes for 2010-11	Comments
Police				
Master Police Officer		(1.00)	(1.00)	position transferred to General Fund
Crime Analyst		(1.00)	(1.00)	position funding reduced and transferred to General Fund
Victim Advocate		(1.00)	(1.00)	position reclassified and transferred to General Fund
Administrative Specialist II	1.00		1.00	added position
Fund Total	1.00	(3.40)	(2.40)	
Grand Total All Funds	1.00	(0.40)	0.60	

Appendix

BILL NO. 10-076

ORDINANCE NO. 17577

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 2010 - JUNE 30, 2011, 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 2010-11 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 held a public hearing on May 17, 2010, for the July 1, 2010 - June 30, 2011, 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, 2010 - June 30, 2011.

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, 2010 - June 30, 2011, 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 2009-10 fiscal year are hereby authorized to be reappropriated in the 2010-11 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 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 2010-11 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 2010-11 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 and periodic payments of accumulated leave time for employees leaving City employment. The Director of Finance and Administration 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 Director of Finance and Administration is hereby authorized to carryover these unexpended grant appropriations (including amounts appropriated as required City matching funds) to the 2010-11 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

Department or Purpose	Requisitioning Authority	Appropriation Amount
City Council	City Clerk	$ 410,135
City Clerk	City Clerk	384,342
City Manager's Office	City Manager	1,044,054

National Frontier Trails Museum	National Frontier Trails Museum Director	385,541
Technology Services	Technology Information Director	1,717,198
Municipal Court	Presiding Judge	803,174
Law	City Counselor	769,021
Finance	Finance and Administration Director	1,979,745
Human Resources	Human Resources Director	445,706
Community Development	Community Development Director	2,615,783
Police	Police Chief	24,321,451
Fire	Fire Chief	15,994,813
Health	Health Director	2,733,967
Public Works	Public Works Director	6,369,565
Water Pollution Control	Water Pollution Control Director	296,347
Parks and Recreation	Parks and Recreation Director	2,160,477
Non-Departmental	Finance and Administration Director	8,386,292
City Council Strategic Goals	Finance and Administration Director	250,000
Capital Outlay	Finance and Administration Director	513,200
	TOTAL GENERAL FUND	$ 71,580,811

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.

Department or Purpose	Requisitioning Authority	Appropriation Amount
	TOURISM FUND APPROPRIATIONS	
Tourism	Tourism & Marketing Dir.	$ 1,028,661

COMMUNITY DEVELOPMENT BLOCK GRANT FUND APPROPRIATIONS

Community Development	Community Development Director	$ 151,579

HOME PROGRAM FUND APPROPRIATIONS

Community Development	Community Development Director	$ 48,975

STREET IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	$ 7,000
Debt Service	Finance and Administration Director	546,444
	TOTAL STREET IMPROV. FUND	$ 553,444

PARK IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Parks and Recreation	Parks & Recreation Director	$ 2,428,482
Debt Service	Finance and Administration Director	2,168,389
	TOTAL PARK IMPROV. FUND	$ 4,596,871

POLICE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Police	Police Chief	$ 2,260,144
Debt Service	Finance and Administration Director	515,113
	TOTAL POLICE SALES TAX FUND	$ 2,775,257

FIRE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Fire	Fire Chief	$ 1,557,800
Debt Service	Finance and Administration Director	553,713
	TOTAL FIRE SALES TAX FUND	$ 2,111,513

STORM WATER IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Water Pollution Control	Water Pollution Control Director	$ 1,802,947

POWER AND LIGHT FUND APPROPRIATIONS

Technology Services	Technology Information Director	$ 69,095
Power and Light	Power and Light Director	101,273,935
Non-Departmental	Finance and Administration Director	20,473,935
Debt Service	Finance and Administration Director	4,404,863
	TOTAL POWER AND LIGHT FUND	$126,221,828

SANITARY SEWER FUND APPROPRIATIONS

Public Works	Public Works Director	$ 75,009
Water Pollution Control	Water Pollution Control Director	12,522,997
Non-Departmental	Finance and Administration Director	3,375,904
	TOTAL SANITARY SEWER FUND	$ 15,973,910

WORKERS COMPENSATION FUND APPROPRIATIONS

Workers Compensation	City Counselor	$ 2,043,466

STAYWELL HEALTH CARE FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	$ 17,918,300

WATER FUND APPROPRIATIONS

Finance	Finance and Administration Director	$ 58,992
Water	Water Director	14,245,797
Non-Departmental	Finance and Administration Director	4,987,427

Debt Service	Finance and Administration Director	5,040,758
	TOTAL WATER FUND	$ 24,332,974

CENTRAL GARAGE FUND APPROPRIATIONS

Public Works	Public Works Director	$ 2,087,771

NOLAND ROAD NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service	Finance and Administration Director	$ 98,800

FALL DRIVE NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service	Finance and Administration Director	$ 9,984

EVENTS CENTER APPROPRIATIONS

Debt Service	Finance and Administration Director	$ 5,366,488

TOTAL OPERATING BUDGET – ALL FUNDS $278,703,579

SECTION 13. That the following fund balance designations are hereby authorized:

Fund	Purpose	Amount
Community Development Block Grant Fund	CDBG Fund Programming	666,440
HOME Program Grant Fund	HOME Program Fund Programming	438,063
Total		$ 1,104,503

SECTION 14. That the following statement of appropriations for the 2010-11 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
Power and Light Fund:			
70210806	Blue Valley Air Heater Maintenance	Power and Light Fund	$ 250,000
70210821	Blue Valley Boiler Tube	Power and Light Fund	2,900,000

	Maintenance/Repair		
70210822	Blue Valley Turbine Operations Safety Projects	Power and Light Fund	400,000
70210823	Water Treatment Systems Projects	Power and Light Fund	300,000
70210824	Production Plant Miscellaneous Projects	Power and Light Fund	400,000
70211001	Blue Valley Precipitator Maint.	Power and Light Fund	400,000
70211002	Blue Valley Sootblowing Air Compressor	Power and Light Fund	150,000
70211003	Blue Valley Units #1 and #2 Stop Valve	Power and Light Fund	300,000
70210827	Substation J 69kv Underground Transmission Line	Power and Light Fund	760,000
70211004	Substation F Improvements	Power and Light Fund	125,000
70211005	System Operations Backup Facility	Power and Light Fund	355,000
9669	Service Center Improvements	Power and Light Fund	200,000
	Total Power and Light Fund		$ 6,540,000

Sanitary Sewer Fund:

70300101	33rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	$ 50,000
70300602	Redwood Sanitary Sewer Improvements	Sanitary Sewer Fund	750,000
70300102	1724 Emery Sanitary Sewer Improvements	Sanitary Sewer Fund	100,000
70300103	Bison Park Pump Station	Sanitary Sewer Fund	200,000
70300707	24 Highway and 291 Highway	Sanitary Sewer Fund	2,200,000
9757	Trenchless Technology	Sanitary Sewer Fund	1,000,000
9882	SSES – Various Watersheds	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70300104	Collection System Capacity Improvements	Sanitary Sewer Fund	615,857
70301005	Dickinson, Kentucky 1 & 2 Pump Station Improvements	Sanitary Sewer Fund	158,450
	Total Sanitary Sewer Fund		$ 5,524,307

Water Fund:

9839	Small Main Replacement Program	Water Fund	$ 706,000
70401001	PLC Upgrades	Water Fund	100,000
70401002	Replace North Main Water	Water Fund	100,000
70401003	Future Production Wells	Water Fund	350,000
	Total Water Fund		$ 1,256,000

Street Improvements Sales Tax Fund:

70510802	Little Blue Parkway Phase 10	Street Improvements Sales Tax	$ 1,006,000
70110409	Operation Green Light	Street Improvements Sales Tax	20,000
70110807	Sidewalks to City Parks Improvements	Street Improvements Sales Tax	100,000
70110808	Sidewalks to Schools Improvements	Street Improvements Sales Tax	200,000
	Total Street Improvements Sales Tax Fund		$ 1,326,000

Park Improvements Sales Tax Fund:

9970	Park Revitalization	Park Improvements Sales Tax	$ 50,000
	Total Park Improvements Sales Tax Fund		$ 50,000

Storm Water Sales Tax Fund:

9814	Neighborhood Construction Projects	Storm Water Improv. Sales Tax	$ 85,000
70130508	Trenchless Technology	Storm Water Improv. Sales Tax	150,000
70130509	Detention Basin Revegetation	Storm Water Improv. Sales Tax	100,000
70130805	Watershed Systems Evaluation Study	Storm Water Improv. Sales Tax	75,000
70131001	36th and Poplar Design	Storm Water Improv. Sales Tax	25,000
70131002	14th and Arlington Design	Storm Water Improv. Sales Tax	70,000
	Total Storm Water Improvements Sales Tax Fund		$ 505,000
	Total 2009-10 Capital Budget – All Funds		$ 15,201,307

SECTION 15. That the following statement of appropriations for the 2010-11 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
TIF Capital Projects Fund:			
6703	Mid-Town Truman Road Corridor	Tax Increment Financing Revenue	$ 100,000
6708	Noland Road/Santa Fe Trail Neighborhood	Tax Increment Financing Revenue	900,000

6710	Hartman Heritage	Tax Increment Financing Revenue	1,500,000
6712	Eastland Center	Tax Increment Financing Revenue	3,000,000
6715	Mount Washington	Tax Increment Financing Revenue	20,000
6716	HyVee 40 Highway & Noland	Tax Increment Financing Revenue	800,000
6720	Cornerstone Apartments	Tax Increment Financing Revenue	400,000
6722	HCA	Tax Increment Financing Revenue	4,000,000
	Total Tax Increment Financing Fund		$ 10,720,000

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 21 DAY OF June, 2010, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

Don B. Reimal
Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

Jane Pickell Sharon
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
2010-11 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:	2002 - 113,947	2005 - 115,146	2008 - 109,159
	2003 - 114,345	2006 - 115,953	2009 - 114,128
	2004 - 114,745	2007 - 116,359	2010 - 121,212

Projected Retail Sales as of June 30, 2010	$1,648,231,010	**Registered Voters:**	68,036
Number of Households:	54,089	**Number of Employees:**	1,354
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	44

Police Protection:

Number of Stations	4
No. of Authorized Employees	305.9
Number of Vehicles	205

Education:

Elementary and High School enrollment	13,550
Elementary Schools	16
Junior High Schools	4
Senior High Schools	3
Parochial & Private	8
Pre-School & Kinger-gartens	10
Teachers	1,027
Administrators	84
Colleges	8

Communications (served by):

Newspapers (daily)	2
Radio Stations	46
TV Stations	12
(cable TV service available)	

Recreation:

Park Acreage	781
Number of Parks	45
Community Centers	3
Fitness Centers	2
Ball Fields	46
Water Parks	1

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)	557	Water Mains (miles)	746
Electric Circuits (miles)	840	Water Consumption (daily avg.) (in millions of gallons)	26.76
Electric Consumption (daily avg.) (in Mwh)	3,059	Sanitary Sewers (miles)	596

City of Independence, Missouri
2010-11 Operating Budget

Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

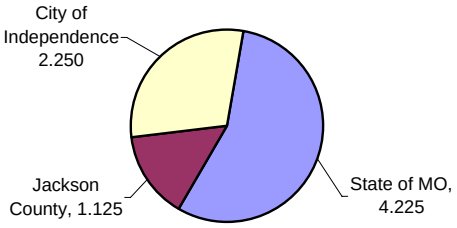
Debt Levy Purpose	Budget 2009-10	Budget 2010-11
General Purposes	$ 0.4778	$ 0.4954
Public Health & Recreation	0.2250	0.2334
Total	$ 0.7028	$ 0.7288
Indep. School District	5.084	5.28
Jackson Co./State of Mo.	1.091	1.0896
Metro. Jr. College	0.2413	0.2266
Indep. Square Special Benefit District	0.51	0.5011

Real Estate Revenue by Levy Type

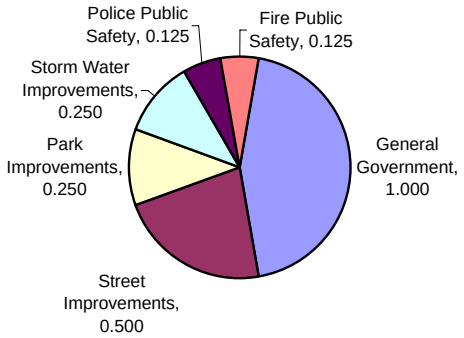
Debt Levy Purpose	Budget 2009-10	Budget 2010-11
General Purposes	$ 5,004,504	$ 4,854,486
Public Health & Recreation	2,357,226	2,285,514
Total	$ 7,361,730	$ 7,140,000

Local Option Sales Taxes

Total Sales Tax Collected in Independence
(in percent)



City of Independence Tax
(in percent)



	Budget 2009-10	Budget 2010-11
Local Option Sales Tax	$ 17,282,604	$ 16,317,487
Street Improvements Sales Tax	8,100,479	7,655,564
Park Improvements Sales Tax	4,050,239	3,827,782
Storm Water Improvements Sales Tax	4,050,239	2,232,872
Police Public Safety Sales Tax	2,160,325	2,039,686
Fire Public Safety Sales Tax	2,025,120	1,913,891
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
2010-11 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 May 31, 2010

General Obligation Bonds	$ -
Revenue Bonds	
Power and Light	38,249,706
Water	46,546,157
Events Center	85,005,000

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 Hospital Association	650
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
CAFR -	Comprehensive Annual Financial Report
CDBG -	Community Development Block Grant
CERT -	Community Emergency Response Team
CEU -	Continued Education Unit
COAD -	Community Organizations Active in Disasters
DARE -	Drug Abatement Resistance Education
DBA -	Doing Business As
DEA -	Drug Enforcement Administration
DEU -	Drug Enforcement Unit
DWI -	Driving While Intoxicated
EEOP -	Equal Employment Opportunity Plan
EMPG -	Emergency Management Planning Grant
EMS -	Emergency Medical Services
EMT -	Emergency Medical Technician
EOC -	Emergency Operations Center
EOD -	Explosive Ordinance Disposal Team

ACRONYMS

EOP -	Emergency Operations Plan
FACT -	Failure to Appear in Court
FM/HR -	Financial Management/Human Resources
FTE -	Full time Equivalent
GASB -	Governmental Accounting Standards Board
GFOA -	Government Finance Officers Association
GIS -	Geographic Information Systems
GPS -	Global Positioning System
H.I.D.T.A -	High Intensity Drug Trafficking Area
HMO -	Health Maintenance Organization
ICED -	Independence Council for Economic Development
I.D.E.A. -	Individual Development and Elevated Action
JDE -	JD Edwards System
KCATA -	Kansas City Area Transportation Authority
LCG -	Local Coordination Guide
LLC -	Limited Liability Corporation
LP -	Limited Partnership
MARC -	Mid-America Regional Council
MHz -	Megahertz
NFTM -	National Frontier Trails Museum
NIMS -	National Incident Management System
NRP -	National Response Plan

ACRONYMS

NWCDC -	Northwest Community Development Corporation
OPEB -	Other Post-Employment Benefits
P.O.S.T. -	Police Officers Standards and Training
PPE -	Personal Protective Equipment
PPO -	Preferred Provider Organization
RACES -	Radio Amateurs Response Team
RFP -	Request For Proposal
SCBA -	Self Contained Breathing Apparatus
SEMA -	State Emergency Management Agency
SRT -	Special Response Team
TDD -	Transportation Development District
TIF -	Tax Increment Financing
WPC -	Water Pollution Control

GLOSSARY OF BUDGET AND FINANCE TERMS

Account - A sub-unit of the accounting system used to record the financial activity of similar transactions.

Accounting System - The total set of records and procedures that are to record, classify, and report information on financial status and operations.

Accrual Accounting - A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.

Adopted Budget - Revenues and appropriations approved by the City Council in June for the following fiscal year.

Ad Valorem Tax - A tax levied on the assessed valuation of real property.

Appropriation - An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.

Assessed Valuation - A value that is established for real or personal property for use as a basis for levying property taxes.

Assets - Resources owned or held by the City which have a monetary value.

Balanced Budget - An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

Beginning/ Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.

GLOSSARY OF BUDGET AND FINANCE TERMS

Bonds - Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

Budget (Capital Improvement) - A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).

Budget (Operating) - A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.

Capital Improvement - Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.

Capital Improvement Program (CIP) - A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.

Capital Outlay - Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.

GLOSSARY OF BUDGET AND FINANCE TERMS

City Council - The Mayor and six Council members collectively acting as the legislative and policy making body of the City.

Contingency - A budgetary appropriation set aside for emergencies and expenditures not planned for otherwise.

Debt Service - Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

Department - A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.

Designated Fund Balance- An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.

Encumbrances - Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.

Enterprise Fund - Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

GLOSSARY OF BUDGET AND FINANCE TERMS

Expenditure - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Fiscal Year - The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.

Fixed Assets - Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Time Equivalent (FTE) - The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.

Fund Balance - The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.

General Fund - The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community.

Grant - A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

GLOSSARY OF BUDGET AND FINANCE TERMS

Interfund Transfer - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

Internal Service Funds - Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.

Line Item - An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)

Modified Accrual Accounting - Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.

Non-Departmental - Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.

Object of Expenditure - Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)

Objective - A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as "increase," "reduce," or "maintain."

GLOSSARY OF BUDGET AND FINANCE TERMS

Ordinance - A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

Payment-In-Lieu-Of-Taxes - An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were "for profit" companies.

Performance Indicators - Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

Performance Measures - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Proposed Budget - Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager's recommended budget, which will be considered by the City Council for approval.

Reserved Fund Balance - An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

Sources - That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

Special Assessments - Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.

Undesignated Fund Balance - That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.

User Fees - Fees charged to users of a particular service provided by the City.

Uses - The appropriations and transfer authorizations that create the budget for each Fund.

Working Capital (Designated) - An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

City of Independence

111 E. MAPLE ST., INDEPENDENCE, MISSOURI 64051-0519 (816) 325-7000