

2011-12
Operating Budget

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2011 through June 30, 2012

MAYOR

Don B. Reimal

CITY COUNCIL

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

CITY MANAGER

Robert E. Heacock



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures in black ink. The signature on the left is more stylized, and the one on the right is more legible, appearing to read 'Jeffrey R. Egan'.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Independence, Missouri for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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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.

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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 from the Parks Improvement Sales Tax approved by voters in August, 1998 for parks and recreation improvement purposes and was renewed in August, 2002 and August, 2010. The tax will remain in effect until repealed.

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. The tax was renewed in August, 2010 and will remain in effect until repealed.

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.

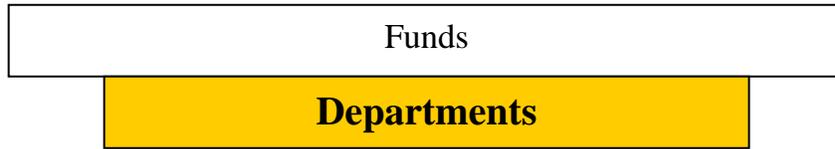
Internal Service Funds - Funds used to account for the furnishing of goods or services by one department or fund within the City to other City departments and funds.

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

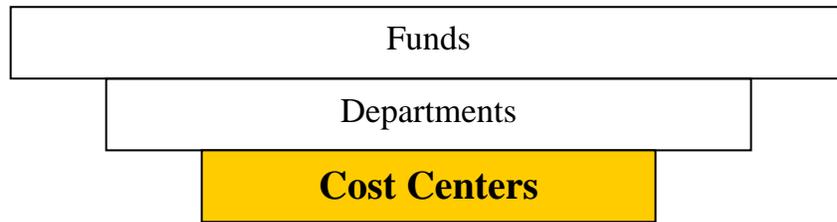


The City has nineteen operating departments that are responsible for all operations of the City. The budget establishes appropriations for each department to support their operations for the ensuing fiscal year. Each department can potentially be funded out of any one or more of the different fund categories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

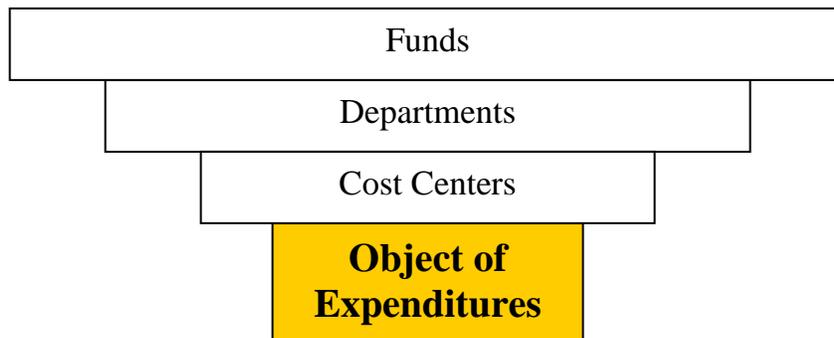
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

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, 2011

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, 2011 through June 30, 2012. As required by the City Charter, the budget is balanced. 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 28 consecutive years. Of the more than 1250 jurisdictions from the United States and Canada that enter the competition, Independence is one of only 82 that have won the award 24 or more times.

As the City of Independence approaches the new fiscal year, it is appropriate to highlight some of the successes and accomplishments of the current year:

- The City enhanced bus service to provide citizens more options to access medical and governmental resources. The Silver Route, starting from the Transit Center, includes stops at the Midwest Genealogy Library, the Social Security Administration office and Centerpoint Medical Center. Funding for the route is provided through the Tax Increment Financing Agreement with HCA.
- The first leg of the Rock Creek Walking Trail was opened with a ribbon-cutting ceremony at Rotary Park. The trail meanders along Rock Creek, crossing it six times as it travels through open meadows and forested areas, and will eventually connect with the Little Blue Trace Trail that runs along the Little Blue River.
- The Fire Department received an Assistance to Firefighters Grant totaling \$680,876 from the Federal Emergency Management Agency and the Department of Homeland

Security. The award funded improvements for self-contained breathing apparatus worn by firefighters, record-keeping software and an emergency electrical generator for Fire Station 9.

- Independence Power & Light initiated a pilot project to evaluate the feasibility of using LED lights for City street lighting. Replacing existing street lighting fixtures with LED lights could result in significant energy savings for the City.
- Indicating approval with park revitalization, enhancements and parks and trails development as well as storm water maintenance, control and prevention by the City, voters approved renewal of the City's Parks and Storm Water sales taxes. The overall goals of both programs are the same: improve quality of life, improve property values and provide for future generations.
- The City broke ground for the new Waterfall Park to Little Blue Trace Trail to link The Falls of Crackerneck Creek to residential areas, shops and restaurants along the Little Blue Trace Trail.
- The City partnered with the Independence School District, the Independence Economic Development Corporation and the Independence Chamber of Commerce to develop the Buy iN program. This "shop local" initiative is designed to boost economic growth for the City. Consumers who join receive savings through local merchant discounts or offers and help keep their shopping dollars in the local economy.
- The City ended its management agreement with Global Entertainment Corporation and assumed management and control of the Independence Events Center through a non-profit corporation owned and operated by the City. Transition to the new management structure was completed with no disruption or inconvenience to Center patrons or the Center's major anchor sports team, the Missouri Mavericks.
- The Independence Youth Council was formed to create an open forum for youth-sponsored goals and initiatives while fostering youth civic engagement, communication and involvement. Enthusiastic, energetic and civically-minded high school students are encouraged to make a difference in the community by creating, shaping and coordinating youth activities and programs.
- The City will receive funding from Transportation Enhancement Funds which were awarded by the Mid-America Regional Council. The funding will provide \$500,000 toward the Delaware Historic Streetscape Restoration project and \$228,131 for the Englewood Arts District Streetscape project. With this additional funding, construction is expected to begin in 2012.

In summary, by the end of the previous fiscal year, 320 of 342 objectives contained in the operating budget were completed. Completion of the remaining 22 objectives has been delayed, primarily due to budget constraints.

Overview

As in previous fiscal years, I have prepared the adopted budget with an emphasis on maintaining existing services, minimizing negative impact to our citizens and supporting the City Council's strategic goals:

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

The City's financial policies that were formally approved by the City Council in November 2002 by adoption of Resolution #4948 have also guided my decisions, particularly with regard to recommendations concerning the City's undesignated fund balance in the General Fund and personnel cost reductions.

Significant Budget Issues

Revenue growth in the General Fund is not keeping pace with increased costs for providing services. For example, personal services costs (wages and benefits) for uniformed personnel in the Police and Fire Departments are projected to increase approximately \$1.64 million due to existing labor contracts. Police overtime is projected to increase \$454,000, and the cost of health insurance for employees in the General Fund is projected to increase \$314,000. The sum of these three items (\$2.4 million) exceeds a projected Revenue increase of \$2.3 million and prevents me from recommending an across-the-board salary increase for all employees for the second consecutive year.

To meet the financial requirements of the bonds that were issued for The Falls at Crackerneck Creek TIF redevelopment project, the City will need to pay a portion of the debt service from the General Fund. The budget includes \$4,142,859 to fund the debt service payments. The major actions included in the recommended budget to provide this funding are:

- All personnel, with the exception of employees in the Power and Light, Water, Water Pollution Control and Tourism departments, will be furloughed without pay for three days (24 hours pay) during the fiscal year;
- All employees will be required to pay an increased share of health and dental insurance premiums (the employee's share will increase to 20% from the current 17%);
- Discontinuing contribution of the equivalent of 1% of base salary to the City's 401(A) Plan for all full-time employees, unless specifically provided by work agreement;
- Implementation of the REAP modified staffing plan for the Fire Department;
- Beginning the fiscal year with an undesignated fund balance that is less than 5% of General Fund revenues.

Adherence to Policy

Resolution #4948, referenced earlier, provides that the City will maintain an Undesignated Fund Balance in the General Fund equal to 5% of annual revenues and that the Fund Balance will be used for certain specific needs. The first need is, "...the loss or substantial reduction in actual revenue collections over anticipated amounts." Clearly, the slow development of The Falls at Crackerneck Creek redevelopment project has caused a severe reduction of anticipated tax revenue, resulting in the City having to pay a portion of the project's debt service from the Undesignated Fund Balance.

Resolution #4948 also requires that, "To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment." It should be noted that, as a part of the City's adjustment to deteriorating economic conditions during the last several years, we have held a significant number of vacant positions unfunded. We ended the previous fiscal year with 42 unfunded General Fund positions. We enter the new fiscal year with an additional 20 unfunded positions. This has allowed the City to avoid approximately \$4 million in personnel costs. I believe the Directors of the affected departments and their

staffs are to be complimented for finding ways to minimize disruption of City services during this period. Unfortunately, our current financial stress has not allowed us to depend solely on attrition to reduce our workforce. Thirteen filled positions are being eliminated in the current fiscal year to save approximately \$750,000 in Fiscal Year 2011-12. In conformance to the Resolution, the administration is attempting to reassign all employees who wish to continue in City employment, to the extent possible.

Budget Review

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 \$282,032,637 which is an increase of \$19,534,347 (7.4%) from the 2010-2011 budget. This increase is due to an increase in capital budget appropriations (\$8,944,043) with approximately half of that increase being in the Street Improvements Sales Tax Fund and the other half being in the Power and Light Fund. The operating portion of the total budget increased by \$6,526,961 (2.7%) with most of this increase being in the Power and Light Department.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At \$69,677,795, it is 28% of the total budget, and pays for most of the City's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be \$2,278,038 greater than was budgeted in fiscal year 2010-11. The following table provides a General Fund revenue comparison for the adopted 2010-11 budget to the revised 2010-11 budget and the City Manager's adopted 2011-12 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2010-11	Revised Estimate 2010-11	City Council Adopted 2011-12
Property Taxes	\$7,173,500	\$7,469,258	\$7,436,984
Sales & Use Taxes	16,847,487	16,093,570	16,758,536
Utility Franchise Fees	11,784,000	15,857,746	12,048,000
PILOTS	16,545,408	16,303,426	17,620,123
Licenses & Permits	3,349,340	3,140,079	3,353,927
Grants & Shared Revenues	5,640,213	5,286,290	5,424,684
Charges for Services	1,767,412	2,218,526	1,959,993
Fines & Court Costs	4,614,534	4,518,881	4,716,854
Interest Income	67,100	93,464	89,700
Interfund Charges	3,421,877	3,443,381	3,943,428
Other Revenue	331,745	570,229	468,425
Total Revenue	\$71,542,616	\$74,994,850	\$73,820,654

Sales taxes are one of the largest components of the City's General Fund revenue. Sales tax collections are projected to remain relatively flat, due to the economy and redistribution of retail sales due to additional commercial development throughout Eastern Jackson County, reflecting a decrease of \$49 thousand or 0.3 percent compared to original projections for the previous fiscal year.

General Fund Highlights

A. Undesignated Fund Balance. For fiscal year 2011-2012, the fund balance is projected to be \$2,302,039. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues (approximately \$3.6 million). This level of fund balance cannot be achieved because of the projected revenue shortfalls of The Falls at Crackerneck Creek TIF.

B. Public Safety. The adopted budget for the Police Department is \$24.9 million. The adopted budget for the Fire Department is \$15.7 million. Approximately 56% of the General Fund is designated for these two departments.

1. The budget includes an increase to the Police Department budget of approximately \$560,000. The costs for salary and benefit increases for fiscal year 2011-12 are projected to increase \$1.4 million over the current fiscal year. In addition, the budget for overtime increased by \$454,000 and the budget for fuel increased by \$69,000. To partially offset these cost increases the budget reflects, among other changes, elimination of the night shift at the information desk, scaling back the “Take Home” car program, and the assignment of 25 percent of the department’s fuel charges to the Public Safety Sales Tax.

2. The budget includes a reduction in the Fire Department budget of approximately \$240,000. Salary and benefit increases for fiscal year 2011-12 are projected to increase approximately \$449,000. To offset these increases and achieve a net reduction in the Fire Department’s budget several vacant positions in the department will not be funded and we will be implementing the department’s proposed Response Equipment Adjustment Procedure (REAP). REAP will be used to reduce the number of personnel who will have to be hired when minimum staffing situations occur.

C. Employee Benefits. Funding has been included for a 5% increase in health care insurance costs, effective January 1, 2012. The status of the Stay Well Fund and plan utilization will need to be closely monitored until early next fall when a final determination will need to be made of the actual required increase. If the required amount is greater than 5% then a decision will need to be made regarding plan changes and/or additional funding to the plan. Funding has also been included for a 4% increase in dental insurance premiums, which will also increase January 1, 2012. Effective July 1, 2011 current employees and employees who retired after the recent LAGERS plan change (L-6) will begin paying 20% of the costs for health and dental insurance premiums which is a change from the current level of 17%. Employees who retired from City service prior to the recent LAGERS plan change (L-6) will begin paying 17% of the premium cost, compared to the current 14%.

D. Technology Updates. Approximately \$163,000 is included to fund scheduled replacement of electronic equipment such as file servers, microcomputers and printers.

Capital Outlay

The adopted 2011-12 budget includes \$374,848 for capital outlay from the General Fund.

This is a reduction of \$138,352 from the current budget.

2011-12 Operating Budget General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Total
<u>Technology Services</u>				
Replacement program for Microcomputers, File Servers and Network Systems			163,306	163,306
Next phase of Disaster Recovery Plan			10,000	10,000
<u>City Clerk</u>				
Records Management Module			10,000	10,000
Record Center Shelving			3,000	3,000
<u>Health</u>				
Computer Kiosk			8,158	8,158
<u>Public Works</u>				
City Hall HVAC Unit for Network Room	9,500			9,500
Police Building HVAC Drain Pan Repair	7,000			7,000
Fiber Optic Installation for Central Garage and Street Maintenance			20,000	20,000
Sermon Center Window Preservation	50,000			50,000
New Dump Truck Fully-Equipped for Snow Removal				
		93,884		93,884
	\$ 66,500	\$ 93,884	\$ 214,464	\$ 374,848

Storm Water Sales Tax

The budget includes revenues of \$3,715,124, an increase of 1% compared to last year, from the ¼ of 1% Storm Water Improvement Sales Tax to fund needed storm water improvements. Collections of the current tax began January 1, 2011 and received voter approval on August 3, 2010, to be continued until repealed. The operating and capital budgets propose expenditures of \$4,563,594 for the 2011-12 fiscal year, including the maintenance crew cost formerly funded by the General Fund. The adopted capital budget of \$2,432,700 funds several projects including:

**2011-12 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	\$ 100,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	50,000
70130602	Bellevista Neighborhood Channel (Construction)	Storm Water Sales Tax	150,000
70130703	26 th /Glendale/Windsor (Construction)	Storm Water Sales Tax	800,000
70131103	William Yates School Neighborhood (Construction)	Storm Water Sales Tax	370,000
70131102	Sherwood Estates (Design)	Storm Water Sales Tax	50,000
70131104	Claremont Bridge (Culvert) Replacement (Design/Construction)	Storm Water Sales Tax	150,000
70131105	2011 Neighborhood Projects	Storm Water Sales Tax	570,000
70131106	Delaware Streetscape	Storm Water Sales Tax	42,700
Fund Total			<u>4,432,700</u>

Street Improvement Sales Tax

The Street Improvement Sales Tax was initially approved by the voters in August 2002. The current 1/2 of 1% sales tax collection began January 1, 2009 and received voter approval on August 7, 2007, to be continued through December 31, 2019. The sales tax provides funding for construction, maintenance and repair of streets, bridges, culverts and traffic signals. This budget includes \$6,105,000 for several projects, including the following:

**City of Independence, Missouri
2011-12 Operating Budget**

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
<u>Overlay</u>			
70111102	2012 Overlay Program	Street Improv. Sales Tax	\$ 3,500,000
	Total Overlay		\$ 3,500,000
<u>Intersections</u>			
70110806	Concrete Intersection Program	Street Improv. Sales Tax	\$ 250,000
	Total Intersections		\$ 250,000
<u>Street Improvements</u>			
70110804	35 th St. Improv. (Crysler to Noland)	Street Improv. Sales Tax	\$ 1,000,000
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	800,000
70111103	Alley Rehabilitation	Street Improv. Sales Tax	150,000
70111104	24 Highway & Blue Mills	Street Improv. Sales Tax	80,000
	Total Street Improvements		\$ 2,030,000
<u>Safety Improvements</u>			
70110409	Operation Green Light	Street Improv. Sales Tax	\$ 25,000
70110807	Sidewalks to City Parks Improv.	Street Improv. Sales Tax	130,000
70110808	Sidewalks to School Improvements	Street Improv. Sales Tax	170,000
	Total Safety Improvements		\$ 325,000
	Fund Total		\$ 6,105,000

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% with one half of that amount (1/8 of 1%) expiring on January 1, 2013. On August 3, 2010 the Independence voters approved extending the full ¼ of 1% until repealed. Estimated revenues this fiscal year will be \$4,291,624.

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 Number	Project Description	Amount
9719	Athletic Fields and Court Renovations	\$ 300,000
9970	Park Revitalization	150,000
9971	Park Maintenance-Mobile Equipment	<u>100,000</u>
	Fund Total	<u>\$ 550,000</u>

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be \$1,972,808. Expenditures of \$3,380,659, which includes funds carried over from the previous year, are recommended. A majority of the expenditures, \$2.9 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 1/4 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 \$1,854,312.

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 \$18,409,817, an increase of approximately 7.2%, as compared to the current year. Operating budget expenditures from the fund are \$16,404,344. The budget also includes funding of \$4,197,650 for capital projects, including:

2011-12 Operating Budget Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
<u>Sanitary Sewer Collection System Projects</u>			
70301001	33 rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	\$ 750,000
9757	Trenchless Technology – Neighborhoods	Sanitary Sewer Fund	1,000,000
9882	Sanitary Sewer Evaluation Study	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70301104	10 th Street to Northern	Sanitary Sewer Fund	60,000
70301102	North Liberty Force Main	Sanitary Sewer Fund	50,000
70301103	South Cottage to South Grand	Sanitary Sewer Fund	60,000
70301101	I-70 & Noland to 43 rd Street	Sanitary Sewer Fund	390,000
70301105	Sewer Extensions	Sanitary Sewer Fund	500,000
Subtotal			\$ 3,260,000
<u>Treatment Plant / Pump Station Projects</u>			
70301005	Dickinson, Kentucky 1 & 2 Pump Station Improvements	Sanitary Sewer Fund	\$ 546,650
70301106	RTO Replacement	Sanitary Sewer Fund	360,000
70300901	Treatment Plant Efficiency Improvements	Sanitary Sewer Fund	31,000
Subtotal			\$ 937,650
Fund Total			\$ 4,197,650

Power & Light Fund

Power & Light total revenues for fiscal year 2011-12 are estimated to be \$141,474,890, an increase of 2.7%, as compared to the current year. The adopted operating budget for Power and Light is \$133,441,201.

<u>Project Number</u>	<u>Project Description</u>	<u>Amount</u>
<u>Production System</u>		
70210811	Blue Valley Medium Voltage Switchgear	\$ 625,000
80210824	Production Plant Miscellaneous Projects	500,000
70211101	Blue Valley Low Nox Burner Install.	3,000,000
70211102	Substation I Hot Gas Path Inspections	2,500,000
70211103	Production Facilities Maintenance	315,000
<u>Transportation and Distribution System</u>		
70211104	69-kV Transmission Line (SubM to SRJ)	2,000,000
70211105	69-kV Substation Capacitor Banks	800,000
70211106	69-kV Substation Facilities Improvem.	440,000
70200301	Turnkey Underground Program	50,000
<u>Other Projects</u>		
9669	Service Center Facility Improvements	250,000
70211005	System Operations Backup Facility	300,000
70211006	Centralized Database/Outage Management System	80,000
Power and Light Fund Total		<u><u>\$ 10,860,000</u></u>

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 \$25,425,420, an increase of approximately 6.5%, as compared to the current year. The adopted operating budget is \$23,949,749 which includes operating, non-departmental, and debt service costs. There are no capital improvement projects recommended for the Water Fund at this time.

Conclusion

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



Robert E. Heacock
City Manager

The City of Independence



Vision Statement

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

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

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

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

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

The City of Independence



Strategic Goals

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

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

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

City of Independence, Missouri
2011-12 Operating Budget
Financial Policies

A. Fund Balance

1. Fund Balance Target - The City shall maintain an Undesignated Fund Balance level in the General Fund equal to 5% of annual revenues. The purpose for maintaining this reserve fund will be for meeting emergencies arising from: (1) the loss or substantial reduction in actual revenue collections over anticipated amounts; 2) unexpected expenditures due to natural disasters or casualty losses; 3) non-budgeted expenditures for the satisfaction of court judgments and litigation costs; and, 4) conditions that threaten the loss of life, health or property within the community.
2. Recovery Plan when Fund Balance is below Target - Whenever the General Fund Undesignated Fund Balance account balance falls below the target level of 5% then the City will strive to restore the Undesignated Fund Balance through revenue allocations or expenditure reductions back to the target level over a five (5) year period.
3. Utilization of Funds that Exceed the Fund Balance Target - Any amounts in the General Fund Undesignated Fund Balance account that exceed the target amount may be utilized in the following year's operating budget with the same restrictions identified below for one-time revenues.

B. Revenues

1. Use of One-Time Revenues - One time revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund on-going programs and activities.
2. Grant Acceptance and Cost Recovery Analysis - The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant the City shall thoroughly consider all implications related to costs associated with complying with the terms of the grant agreement and the ongoing obligations that will be required in connection with the acceptance of the grant. Programs financed with grant monies will be budgeted in separately, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources may be substituted only after all program priorities and alternatives are considered during the budget process.
3. Revenues Diversification - The City will strive to develop and maintain a diversified and reliable revenue stream so as to avoid becoming overly dependent upon any single source of revenue. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources.

City of Independence, Missouri
2011-12 Operating Budget
Financial Policies

4. Estimation of Annual Budgeted Revenues - The Finance Department will provide an annual estimate of anticipated revenues using an objective and analytical process. When faced with assumption uncertainties, conservative projections will be utilized.
5. Support Services provided to Funds - The City shall set user fees for each fund at a rate that fully covers direct and indirect costs of providing support services to other funds.
6. Fees and Charges for Services - Fees and charges shall be periodically evaluated and, if necessary, adjusted annually to assure that they cover all direct and indirect costs, unless it is determined full cost recovery would not be in the best interest of the public.
7. Investment of City Funds - Cash and investment programs will be maintained in accordance with State Statutes and the City Charter and will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
8. Restricted Revenues - Revenues will not be dedicated for specific purposes, unless required by law, generally accepted accounting practices (GAAP), or authorized by the Council. All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements.

C. Expenditures

1. Employee Staffing Levels - The addition of new positions will only be requested after service needs have been thoroughly examined and it is substantiated that the additional staffing will result in increased revenue, enhanced operating efficiencies, or the achievement of specific objectives approved by the Council. To the extent feasible, personnel cost reductions will be achieved through attrition and reassignment.
2. Service Delivery Analysis - The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our residents at the most competitive and economical cost. Department directors, in cooperation with the City Manager's office, will identify all activities that could be provided by another source and review options/alternatives to current service delivery methods. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.

City of Independence, Missouri
2011-12 Operating Budget
Financial Policies

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

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

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

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

D. Other Financing Sources and Uses

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

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

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

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

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

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

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

City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.

(1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.

(2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Budget Procedures and Policies

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

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

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

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

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Budget Procedures and Policies

Budget Policies -

Fund Types

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

The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.

Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

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

Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.

Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

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

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Budget Procedures and Policies

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

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

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

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

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

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

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

Encumbrances

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

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Budget Procedures and Policies

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

Budget Calendar for 2011-12 Operating Budget

Department complete cost allocation forms	Mon. Fri.	January 3 – January 14
Departments begin reviewing Position Management Projections	Wed.	January 5
Central Garage to complete 2011-12 budget projections.	Wed.	January 12
Departments complete reviewing Position Management Projections	Wed.	January 26
Budget Orientation meetings – individual meetings with each Department	Wed. Fri.	January 26 - February 4
Departments begin entering budget data	Fri.	January 28
All Budget forms (including Departmental Summary, Detail Budget Sheets and Detail Program Sheets) due to Budget Office for review	Fri.	February 18
All completed budget forms due to the Budget Office for final review. The reviewed Department Requested budgets that are complete will be forwarded to the City Manager	Mon.	February 28
Updated 2011-12 Revenue Estimates sent to the City Manager by Finance	Mon.	February 28
Estimated Fund Balance Summary based on Department’s requested budgets due to the City Manager from the Budget Office	Tue.	March 1
City Manager Budget reviews with departments (See attached list for schedule by department)	Tue. Thur.	March 1- March 17
Updated 2011-12 Revenue Estimates sent to the City Manager by Finance	Fri.	March 18
Updated Revenue Manual completed by Finance for distribution to the City Council	Thur.	May 5
City Manager Proposed Budget submitted to the City Council (must be at least 45 days prior to the beginning of the new fiscal year) ^a	Thur.	May 5
Publication of Legal Notice on Budget Hearing (must be at least 10 days before the hearing) ^a	Fri.	May 6

Budget Calendar for 2011-12 Operating Budget - Page 2

Public Hearing by the City Council on the Proposed Budget ^a	Mon.	May 16
First reading on the 2011-12 Operating Budget Appropriation Ordinance	Mon.	June 6
Council adoption of the 2011-12 Operating Budget Appropriation Ordinance. (Must be before June 27 or the proposed budget as amended will become effective.) ^a	Mon.	June 20
Preparation and public filing in the City Clerk's Office of the Adopted Budget	Fri.	July 1
Receive the Certification of Assessed Valuation from the County Clerk for setting Property Tax Levy Rates	Fri.	July 1
Legal Notice on Public Hearing on the Tax Levy Rate (Must be at least 7 days before the hearing) ^b	Fri.	July 22
Public Hearing on the Tax Levy Rate and First Reading on the Tax Levy Ordinance ^b	Mon.	August 1
City Council adoption of the Tax Levy Ordinance (the tax levy rates must be certified to Clay County by September 1, 2011 and Jackson County no later than October 1, 2011) ^b	Mon.	August 15
GFOA budget review submittal	Fri.	August 26

Footnotes-

^a City Charter Requirement

^b Tax Levy Requirement under the "Open Window Law"

City of Independence, Missouri
2011-12 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 2011

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 education 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 2011 Data

The following information is reporting the City's overall new hire activity for 2011. The report serves as positive evidence that the City is increasing the diversity of its workforce.

Total 2011 Full Time New Hires: 20

Males	Race: Male	Female	Race: Female
15	White – 13 Black – 2 Hispanic – 0 Amer. Indian – 0 Asian - 0	5	White – 5 Black – 0 Hispanic – 0 Amer. Indian - 0

Total 2011 Full time new hire percentage of minorities: 10%

- Black – 10%
- Total percentage of females: 25%
- Total percentage of veterans: 15%

Total 2011 *Part time* new hires: 18

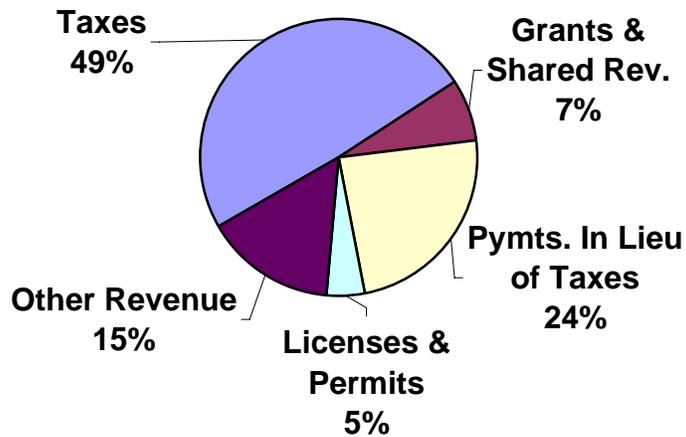
Males	Race: Male	Female	Race: Female
16	White – 16 Black – 0 Hispanic – 2 Amer. Indian – 0 Asian - 0	2	White – 2 Black – 0 Hispanic – 0 Amer. Indian - 0

- Hispanic – 13%
- Total percentage of females: 12%
- Total percentage of veterans: 12%

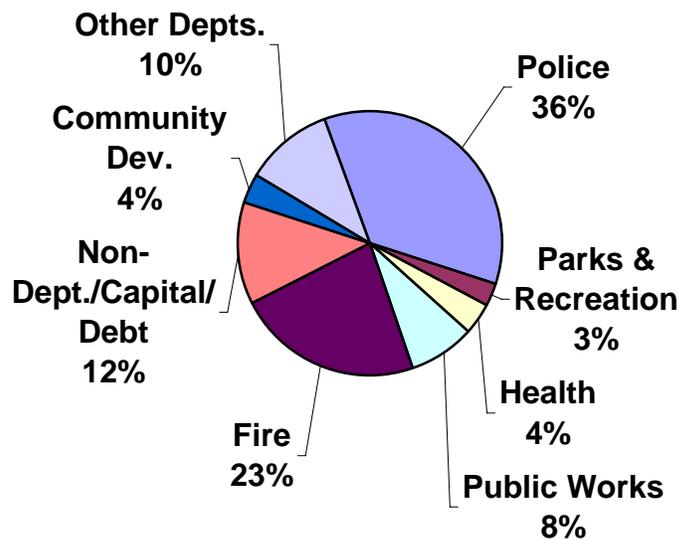
Total Workforce data for 2011:

- 1178 FT/PT employees
- Black – 3%
- Hispanic – 3%
- American Indian – 1%
- Asian – 1%
- Unknown – 1%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

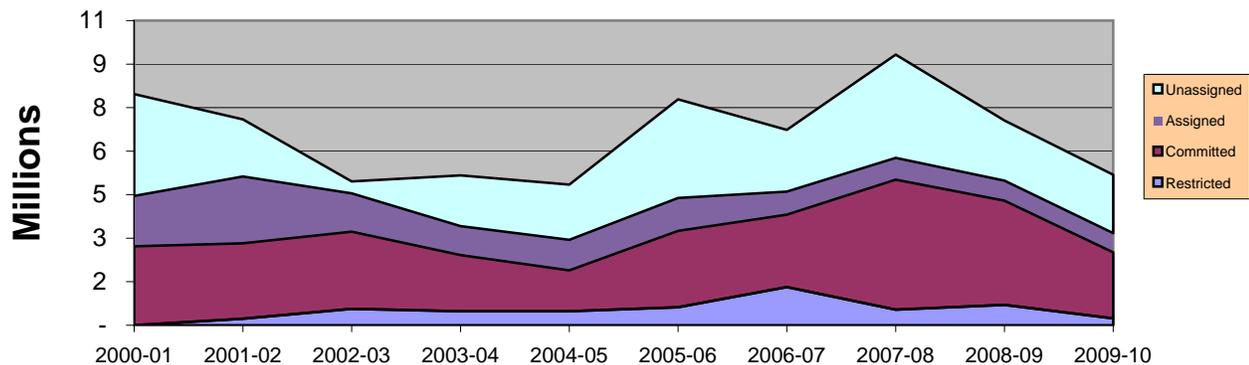
Description	2009-10 Actual	2010-11 Unaudited Actual	% of Total	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Unassigned Fund Balance	\$ 2,073,982	\$ 2,012,374		\$ 2,302,039		\$ 289,665	14.39%
Source of Budget Dollars							
Transfers from Other Funds				\$ -		\$ -	
Other Fund Balance Components	1,885,226	781,374		-		(781,374)	
Estimated Revenues-							
Taxes	\$ 36,195,141	\$ 39,304,568	52.4%	\$ 36,243,520	49.1%	\$ (3,061,048)	-7.8%
Payments in Lieu of Taxes	14,225,248	16,211,381	21.6%	17,620,123	23.9%	1,408,742	8.7%
Licenses & Permits	2,922,711	3,191,249	4.3%	3,353,927	4.5%	162,678	5.1%
Grants-Federal	803,079	25,393	0.0%	25,393	0.0%	-	0.0%
State & County Shared Rev.	4,277,738	5,167,517	6.9%	5,399,291	7.3%	231,774	4.5%
Charges for Current Services	2,012,664	2,266,545	3.0%	1,933,869	2.6%	(332,676)	-14.7%
Fines and Forfeitures	4,510,754	4,398,111	5.9%	4,716,854	6.4%	318,743	7.2%
Interfund Charges	3,580,384	3,743,875	5.0%	3,943,428	5.3%	199,553	5.3%
Other Revenue	444,837	673,446	0.9%	584,249	0.8%	(89,197)	-13.2%
Total Estimated Revenues	\$ 68,972,556	\$ 74,982,085	100.0%	\$ 73,820,654	100.0%	\$ (1,161,431)	-1.5%
Operating Transfers In	\$ -	\$ 48,195		\$ -		\$ (48,195)	
Total Sources	\$ 70,857,782	\$ 75,811,654		\$ 73,820,654		\$ (1,991,000)	-2.6%
Use of Budget Dollars							
Operating Departments-							
City Council	\$ 405,888	\$ 429,242	0.6%	\$ 409,522	0.6%	\$ (19,720)	-4.6%
City Clerk	349,256	357,035	0.5%	366,678	0.5%	9,643	2.7%
City Manager	1,042,907	1,039,220	1.4%	838,697	1.2%	(200,523)	-19.3%
Nat'l Frontier Trails Museum	393,776	382,528	0.5%	372,833	0.5%	(9,695)	-2.5%
Technology Services	1,720,323	1,683,058	2.3%	1,716,104	2.5%	33,046	2.0%
Municipal Court	763,593	776,786	1.1%	751,614	1.1%	(25,172)	-3.2%
Law	808,907	781,876	1.1%	764,018	1.1%	(17,858)	-2.3%
Finance	1,922,239	1,963,393	2.7%	1,873,956	2.7%	(89,437)	-4.6%
Human Resources	488,202	436,614	0.6%	408,934	0.6%	(27,680)	-6.3%
Community Development	2,648,968	2,670,431	3.7%	2,545,018	3.7%	(125,413)	-4.7%
Police	24,247,244	25,239,490	35.1%	24,885,849	35.7%	(353,641)	-1.4%
Fire	15,523,446	16,620,726	23.1%	15,749,223	22.6%	(871,503)	-5.2%
Health	2,758,315	2,553,599	3.5%	2,558,732	3.7%	5,133	0.2%
Public Works	6,654,072	6,180,748	8.6%	5,684,843	8.2%	(495,905)	-8.0%
Water Pollution Control	295,086	296,347	0.4%	-	0.0%	(296,347)	-100.0%
Parks and Recreation	2,202,798	2,128,174	3.0%	1,939,556	2.8%	(188,618)	-8.9%
Non-Departmental	7,795,984	7,708,607	10.7%	8,187,370	11.8%	478,763	6.2%
City Council Strategic Goals	191,621	249,569	0.3%	250,000	0.4%	431	0.2%
Capital Outlay	562,765	437,794	0.6%	374,848	0.5%	(62,946)	-14.4%
Total Operating Departments	\$ 70,775,390	\$ 71,935,237	100.0%	\$ 69,677,795	100.0%	\$ (2,257,442)	-3.1%
Transfers							
Transfers to Other Funds	144,000			-		-	
Falls at Crackerneck TIF		3,586,752		4,142,859		556,107	15.5%
Total Uses	\$ 70,919,390	\$ 75,521,989		\$ 73,820,654		\$ (1,701,335)	-2.3%
Ending Undesignated Fund Balance	\$ 2,012,374	\$ 2,302,039		\$ 2,302,039		\$ -	0.0%

City of Independence, Missouri
2011-12 Operating Budget
Fund Balance Summary - General Fund
For the Fiscal Years Ending June 30, 2006 through June 30, 2011

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/11
Fund Balance Components						
Restricted:						
Protested Revenues	\$ 258,003	\$ 1,020,068	\$ 185,212	\$ 268,153	\$ 42,030	\$ 24,351
Police Forfeitures	135,741	70,938	116,436	209,456	180,545	381,475
Other	223,997	224,134	238,364	223,610	13,790	36,730
Total Restricted	<u>\$ 617,741</u>	<u>\$ 1,315,140</u>	<u>\$ 540,012</u>	<u>\$ 701,219</u>	<u>\$ 236,365</u>	<u>\$ 442,556</u>
Committed:						
Capital Projects	\$ 238,993	\$ 242,191	\$ 333,316	\$ 229,322	\$ 111,852	120,851
TIF Distributions	648,293	710,447	763,190	762,205	620,198	-
City Council Strat. Goals	633,368	426,138	236,820	161,717	207,596	198,027
Other	1,112,156	1,115,287	3,145,297	2,440,656	1,337,832	1,094,414
Total Committed	<u>\$ 2,632,810</u>	<u>\$ 2,494,063</u>	<u>\$ 4,478,623</u>	<u>\$ 3,593,900</u>	<u>\$ 2,277,478</u>	<u>\$ 1,413,292</u>
Assigned:						
Encumbrances	\$ 1,134,965	\$ 795,704	\$ 751,344	\$ 689,667	\$ 662,882	\$ 667,065
Unassigned						
	3,399,529	2,129,791	3,557,838	2,073,982	2,012,374	2,302,039
Total Fund Balance	<u><u>\$ 7,785,045</u></u>	<u><u>\$ 6,734,698</u></u>	<u><u>\$ 9,327,817</u></u>	<u><u>\$ 7,058,768</u></u>	<u><u>\$ 5,189,099</u></u>	<u><u>\$ 4,824,952</u></u>
Fund Balance Target (a)	2,940,275	3,194,712	3,360,135	3,315,706	3,325,177	3,551,843
Actual over (under) Target (a)	459,254	(1,064,921)	197,703	(1,241,724)	(1,312,803)	(1,249,804)

(a) based on 5% of Annual Revenues less one-time non-reoccurring items

Ten Year Fund Balance Comparison



City of Independence, Missouri
 2011-12 Operating Budget
Fund Balance Summary - General Fund

Unassigned Projected Fund Balance for 2011-12

Unassigned Fund Balance at June 30, 2011 (Projected)	\$ 2,302,039
<u>Transfers from Other Fund Balance Components:</u>	
Fund Balance Uses for 2011-12	-
Projected Unassigned Fund Balance at June 30, 2012	<u>\$ 2,302,039</u>
Projected Unassigned Fund Balance Target (5% of Estimated Revenues)	\$ 3,691,033

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
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
General Fund						
<u>Property Taxes</u>						
2-3011	Real Estate	7,224,258	7,140,000	7,434,768	7,403,484	-0.4%
2-3013	R.R. & Other Utility	27,958	33,500	31,864	33,500	5.1%
	Total Property Taxes	7,252,216	7,173,500	7,466,632	7,436,984	-0.4%
<u>Sales and Use Taxes</u>						
2-3041	Local Option Sales Tax	15,832,685	16,317,487	15,836,443	16,268,536	2.7%
2-3042	Cigarette Tax	454,533	530,000	468,859	490,000	4.5%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	16,287,218	16,847,487	16,305,302	16,758,536	2.8%
<u>Utility Franchise Fees</u>						
2-3052	Water	17,517	22,000	24,426	22,000	-9.9%
2-3053	Gas	4,520,059	5,750,000	4,901,356	6,000,000	22.4%
2-3054	Telephone	7,062,890	4,975,000	9,500,603	5,000,000	-47.4%
2-3055	Electricity	418,189	409,000	446,935	425,000	-4.9%
2-3057	Cable Television	637,052	628,000	659,313	601,000	-8.8%
	Total Utility Franchise Fees	12,655,707	11,784,000	15,532,633	12,048,000	-22.4%
<u>Payments in Lieu of Taxes</u>						
2-3281	Power & Light In Lieu of Taxes	10,838,548	12,703,428	12,404,416	13,494,227	8.8%
2-3282	Water Service In Lieu of Taxes	1,898,396	2,204,209	2,135,230	2,335,896	9.4%
2-3283	Sanitary Sewer In Lieu of Taxes	1,488,303	1,637,771	1,671,734	1,790,000	7.1%
	Total Pymt. in Lieu of Taxes	14,225,248	16,545,408	16,211,380	17,620,123	8.7%
	Total Taxes	50,420,389	52,350,395	55,515,947	53,863,643	-3.0%
<u>Business Licenses and Permits</u>						
2-3101	Occupation Licenses	1,219,005	1,330,000	1,306,442	1,389,000	6.3%
2-3102	Liquor Licenses	107,436	100,000	103,581	107,000	3.3%
2-3103	Bld. Trades Licenses and Exams	117,768	150,000	115,825	141,000	21.7%
2-3104	Fin-Other License/Permits	50,232	50,000	51,899	50,000	-3.7%
2-3108	Building Permits, Com.Develop.	525,663	625,000	671,888	644,000	-4.2%
2-3109	Construction Permits, Pub.Works	130,409	260,000	155,381	230,000	48.0%
2-3120	Nursing Home Permits	350	850	750	750	
2-3121	Day Care Permits	2,877	5,997	6,578	6,817	3.6%
2-3122	Food Handler's Permits	159,044	154,713	108,285	105,000	-3.0%
2-3123	Massage Therapist Appl	5,285	4,040	4,440	3,620	-18.5%
2-3124	Other Food Permits	77,767	127,840	148,662	136,740	-8.0%
2-3125	Ambulance Permits & Licenses	40,834	40,000	31,636	37,000	17.0%
2-3126	Plan Reviews - Health Dept.	3,900	900	3,000	3,000	
	Total Bus. Lic. & Permits	2,440,570	2,849,340	2,708,367	2,853,927	5.4%
<u>Non-Business Licenses and Permits</u>						
2-3151	Motor Vehicle Licenses	482,140	500,000	482,882	500,000	3.5%
	Total Licenses and Permits	2,922,711	3,349,340	3,191,249	3,353,927	5.1%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Grants-						
Federal Government Grants						
2-3218	Dial-A-Ride	25,393	25,393	25,393	25,393	
2-3219	Other	93				
	Total Federal Grants	25,486	25,393	25,393	25,393	
State Government Grants						
2-3241	Financial Institutions Tax	15,669	45,000	28,410	30,000	5.6%
2-3242	Gasoline Tax	3,171,508	3,350,000	3,167,831	3,245,000	2.4%
2-3243	Motor Vehicle License Fees	491,164	625,000	507,602	600,000	18.2%
2-3244	Motor Vehicle Sales Tax	599,398	750,000	680,671	750,000	10.2%
	Total State Grants	4,277,738	4,770,000	4,384,514	4,625,000	5.5%
Other Sources						
2-3272	Jackson County Drug Task Force	458,231	495,486	579,213	570,500	-1.5%
2-3274	Jackson County Dare Program	294,363	228,134	178,791	178,791	
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	
2-3279	Other Misc. Grants		96,200			
	Total Other Sources	777,594	844,820	783,004	774,291	-1.1%
	Total Grants	5,080,818	5,640,213	5,192,911	5,424,684	4.5%
Charges for Services						
General Government						
2-3302	Planning & Zoning Fees	15,873	11,000	14,195	9,200	-35.2%
2-3303	Board Of Adjustment Fees	1,700	3,000	3,660	3,000	-18.0%
2-3304	Sale Of Maps, Books, Plans	8,943	15,000	3,795	12,000	216.2%
2-3305	Sale Of Police Reports	31,715	25,000	38,868	29,500	-24.1%
2-3306	Sale Of Fire Reports	39	300	290	500	72.4%
2-3307	Computer Service Charges	2,258		300		-100.0%
Health						
2-3311	Animal Shelter Fees	107,220	115,490	105,227	114,990	9.3%
2-3312	Animal Id Tags	21,845	23,000	20,646	21,000	1.7%
2-3313	Other Health Programs	1,985	3,150	7,375	2,250	-69.5%
Public Safety						
2-3316	Reimb. For Police Services	5,539	3,500	12,167	7,000	-42.5%
2-3317	School Resource Officers	484,349	457,538	473,869	499,679	5.4%
2-3318	Alarm Charges - Police	28,625	31,600		25,000	
2-3319	Alarm Charges - Fire	900	3,000	1,925	2,000	3.9%
Recreation						
2-3322	Program Fees	87,423	63,150	71,014	64,000	-9.9%
2-3323	Concessions	5,465	7,000	5,425	7,000	29.0%
2-3326	Pool Fees					
2-3327	Center Fees/Club Memberships	40,703	28,000	32,564	28,000	-14.0%
2-3329	Facility Rentals	109,033	75,684	100,276	56,700	-43.5%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
National Frontier Trails Museum						
2-3331	NFTM-Admissions	55,367	53,000	49,505	54,000	9.1%
2-3332	NFTM-Gift Shop	27,408	27,000	27,501	28,000	1.8%
Cemetery						
2-3341	Sale Of Cemetery Lots		7,000	4,200	3,250	-22.6%
2-3342	Sale Of Monument Bases	2,413	3,000	4,032	3,500	-13.2%
2-3343	Grave Opening Charges	29,800	50,000	45,800	47,000	2.6%
Other Charges						
2-3392	Sale Of Street Signs	1,787	1,000		300	
2-3393	Special Assessments	169,171	165,000	191,002	170,000	-11.0%
2-3396	Sale Of Recycled Material	7,005	16,000	16,201	16,000	-1.2%
2-3397	Solid Waste Disp Fees	108,002	80,000	94,553	80,000	-15.4%
2-3398	Miscellaneous Charges	658,099	500,000	942,155	676,124	-28.2%
	Total Charges for Services	2,012,664	1,767,412	2,266,545	1,959,993	-13.5%
Fines and Court Costs						
2-3401	Fines & Forfeitures	3,891,428	4,060,374	3,822,707	4,162,694	8.9%
2-3402	Court Costs	467,721	403,964	435,648	403,964	-7.3%
2-3403	Police Training	63,982	61,718	59,456	61,718	3.8%
2-3404	Domestic Violence	64,147	61,718	59,750	61,718	3.3%
2-3405	Dwi/Drug	23,475	26,760	20,550	26,760	30.2%
	Total Fines & Court Costs	4,510,754	4,614,534	4,398,111	4,716,854	7.2%
Interest Income						
2-3411	Interest	7,394	6,600	3,844	4,200	9.3%
2-3412	Special Assessments - Interest	621	500		500	
2-3413	Interest - Other	96,650	60,000	100,157	85,000	-15.1%
	Total Interest Income	104,665	67,100	104,001	89,700	-13.8%
2-3421	Interfund Chgs. For Supp. Serv.	3,580,384	3,421,877	3,743,875	3,943,428	5.3%
Other Revenue						
2-3431	Sale Of Land			600	2,000	233.3%
2-3432	Sale Of Fixed Assets	21,257	35,000	138,822	124,400	-10.4%
2-3433	Rents	157,816	111,000	166,381	155,000	-6.8%
2-3434	Damage Claims	585	5,000	2,749	2,000	-27.2%
2-3435	Contributions	47,965	5,670	35,601	10,000	-71.9%
2-3439	Cash Over/Short	261		-296		
2-3440	Discounts Taken	99	75	52	25	-51.9%
2-3449	Misc. Non-Operating Revenue	112,188	175,000	225,536	175,000	-22.4%
	Total Other Revenue	340,172	331,745	569,445	468,425	-17.7%
	Total General Fund Revenues	\$68,972,557	\$71,542,616	\$74,982,084	\$73,820,654	-1.5%

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget
<u>General Government:</u>				
City Council	\$ 405,888	\$ 410,135	\$ 429,242	\$ 409,522
City Clerk	349,256	384,342	357,035	366,678
City Manager	1,042,907	1,044,054	1,039,220	838,697
Technology Services	1,720,323	1,717,198	1,683,058	1,716,104
Municipal Court	763,593	803,174	776,786	751,614
Total General Government	4,281,967	4,358,903	4,285,341	4,082,615
National Frontier Trails Museum	393,776	385,541	382,528	372,833
Law Department	808,907	769,021	781,876	764,018
<u>Finance Department:</u>				
Administration	428,389	434,359	435,620	426,224
Accounting	942,818	952,394	950,453	928,448
Purchasing	395,987	433,094	419,010	363,553
Occupation Licensing	155,045	159,898	158,310	155,731
Total Finance Department	1,922,239	1,979,745	1,963,393	1,873,956
Human Resources	488,202	445,706	436,614	408,934
<u>Community Development Department:</u>				
Administration	276,123	280,960	271,150	255,147
Neighborhood Services	33,214	25,121	47,945	25,246
Comprehensive Planning	264,517	256,481	258,424	269,353
Current Planning	220,297	178,115	180,385	183,064
Transportation	957,149	1,033,021	1,045,558	1,033,021
Historic Preservation	92,787	91,422	90,365	57,024
Building Inspection	804,881	750,663	776,604	722,163
Total Community Development	2,648,968	2,615,783	2,670,431	2,545,018
<u>Police Department:</u>				
Administration	2,636,931	3,161,230	3,139,681	2,737,068
Police Operations	15,919,076	15,528,336	16,324,171	16,427,733
Police Services	5,691,237	5,631,885	5,775,638	5,721,048
Total Police Department	24,247,244	24,321,451	25,239,490	24,885,849

(continued on the next page)

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - General Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget
<u>Fire Department:</u>				
Administration	\$ 386,450	\$ 433,849	\$ 393,961	\$ 428,853
Fire Operations	14,075,513	14,283,980	15,013,022	14,230,736
Fire Prevention	596,921	640,680	578,344	559,445
Maintenance	252,508	392,818	343,011	270,601
Training/Emer. Preparedness	212,054	243,486	292,388	259,588
Total Fire Department	15,523,446	15,994,813	16,620,726	15,749,223
<u>Health Department:</u>				
Administration	461,909	219,085	217,962	213,987
Health Services	686,754	716,363	703,109	663,104
Animal Services	737,843	884,977	706,939	813,031
Code Enforcement	871,809	913,542	925,589	868,610
Total Health Department	2,758,315	2,733,967	2,553,599	2,558,732
<u>Public Works:</u>				
Administration	\$ 245,101	\$ 243,026	\$ 259,805	\$ 262,663
Engineering	1,357,213	1,025,629	895,941	762,827
Property Management	828,315	831,386	722,076	656,422
Street Maintenance	4,223,443	4,269,524	4,302,926	4,002,931
Total Public Works	6,654,072	6,369,565	6,180,748	5,684,843
<u>Water Pollution Control-</u>				
Storm Water Maintenance	295,086	296,347	296,347	-
<u>Parks and Recreation:</u>				
Administration	\$ 314,420	\$ 268,619	\$ 266,780	\$ 279,230
Park Maintenance	865,030	888,566	863,025	883,462
Recreation	821,200	801,059	792,676	568,733
Cemetery Maintenance	202,148	202,233	205,693	208,131
Total Parks and Recreation	2,202,798	2,160,477	2,128,174	1,939,556
Non-Departmental	7,795,984	8,386,292	7,708,607	8,187,370
City Council Strategic Goals	191,621	250,000	249,569	250,000
Capital Outlay - Operating	420,759	513,200	433,680	374,848
Capital Outlay - TIF Distributions	142,006	-	4,112	-
Total General Fund	\$ 70,775,390	\$ 71,580,811	\$ 71,935,235	\$ 69,677,795

City of Independence, Missouri
2011-12 Operating Budget
Appropriations by Type Summary - General Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

	2009-10	2010-11		2011-12
	Actual	Budget	Actual	Budget
<u>Personal Services:</u>				
Full Time Salaries	\$ 37,485,020	\$ 38,275,202	\$ 38,293,893	\$ 36,850,595
Part Time Salaries	633,041	548,318	679,690	681,549
Overtime	1,614,421	1,000,617	1,464,638	1,180,737
Allowances	348,950	343,287	354,422	335,515
<u>Benefits:</u>				
FICA	3,039,691	3,055,072	3,096,896	2,963,917
LAGERS	3,435,348	4,021,994	4,176,822	4,286,638
Health Insurance	6,750,844	6,930,332	6,849,254	6,655,509
Dental Insurance	398,705	367,816	360,147	319,025
Life Insurance	117,239	89,973	97,987	87,157
Deferred Compensation	133,793	136,270	129,253	-
Long Term Disability	39,673	41,319	40,219	40,121
Retiree Health Insurance	3,032,595	3,118,558	3,156,948	3,295,319
Total Benefits	\$ 16,947,888	\$ 17,761,334	\$ 17,907,526	\$ 17,647,686
Other Personal Services	1,068,714	722,065	960,734	633,202
Total Personal Services	\$ 58,098,034	\$ 58,650,823	\$ 59,660,903	\$ 57,329,284
Other Services	9,529,655	9,396,538	8,864,308	8,775,443
Supplies	1,985,069	2,266,209	2,390,078	2,151,491
Capital Outlay - Operating Budget	635,123	729,736	610,713	607,219
Capital Outlay - TIF Distributions	142,006	-	4,112	-
Debt Service	-	-	-	-
City Council Strategic Goals	191,621	-	249,569	250,000
Other	193,882	537,505	155,552	564,358
Total Expenditures	\$ 70,775,390	\$ 71,580,811	\$ 71,935,235	\$ 69,677,795

City of Independence, Missouri
2011-12 Operating Budget
Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	\$ 379,130	\$ 25,437	\$ 4,955	\$ -	\$ 409,522
City Clerk	312,191	37,508	16,979	-	366,678
City Manager	814,019	21,603	3,075	-	838,697
National Frontier Trails Center	283,753	57,235	31,845	-	372,833
Technology Services	1,546,876	129,020	13,355	26,853	1,716,104
Municipal Court	724,021	23,625	3,968	-	751,614
Law	641,518	97,200	25,300	-	764,018
Finance	1,694,462	165,370	14,124	-	1,873,956
Human Resources	392,323	11,411	5,200	-	408,934
Community Development	1,337,883	1,138,918	19,523	-	2,496,324
Police	23,083,511	1,107,404	660,599	34,335	24,885,849
Fire	14,822,372	533,456	300,161	93,234	15,749,223
Health	2,201,599	250,449	106,684	-	2,558,732
Public Works	3,309,163	1,352,725	824,919	198,036	5,684,843
Parks and Recreation	1,486,028	341,474	112,054	-	1,939,556
Non-Departmental	4,251,741	3,482,608	8,750	444,271	8,187,370
City Council Strategic Goals	-	250,000	-	-	250,000
Capital Outlay	-	-	-	423,542	423,542
General Fund Total	\$ 57,280,590	\$ 9,025,443	\$ 2,151,491	\$ 1,220,271	\$ 69,677,795

Allocation by Percentage					
City Council	92.58%	6.21%	1.21%	0.00%	100.00%
City Clerk	85.14%	10.23%	4.63%	0.00%	100.00%
City Manager	97.06%	2.58%	0.37%	0.00%	100.00%
National Frontier Trails Center	76.11%	15.35%	8.54%	0.00%	100.00%
Technology Services	90.14%	7.52%	0.78%	1.56%	100.00%
Municipal Court	96.33%	3.14%	0.53%	0.00%	100.00%
Law	83.97%	12.72%	3.31%	0.00%	100.00%
Finance	90.42%	8.82%	0.75%	0.00%	100.00%
Human Resources	95.94%	2.79%	1.27%	0.00%	100.00%
Community Development	53.59%	45.62%	0.78%	0.00%	100.00%
Police	92.76%	4.45%	2.65%	0.14%	100.00%
Fire	94.11%	3.39%	1.91%	0.59%	100.00%
Health	86.04%	9.79%	4.17%	0.00%	100.00%
Public Works	58.21%	23.80%	14.51%	3.48%	100.00%
Parks and Recreation	76.62%	17.61%	5.78%	0.00%	100.00%
Non-Departmental	51.93%	42.54%	0.11%	5.43%	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	82.21%	12.95%	3.09%	1.75%	100.00%

City of Independence, Missouri
2011-12 Operating Budget
**Summary of Operating/Other Transfers
and Designations of Fund Balance - General Fund**
For the Fiscal Years 2010-11 and 2011-12

Description	Amount
2010-11	
Operating Transfers In-	
From the Central Garage Fund	\$ 48,195
Total Operating Transfers In	<u>\$ 48,195</u>
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	\$ (3,586,752)
Total Operating Transfers Out	<u>\$ (3,586,752)</u>
Net Transfers	<u>\$ (3,538,557)</u>
2011-12	
Fund Balance Designations-	\$ -
	-
Operating Transfers In-	
From Other Funds	-
Total Operating Transfers In	<u>\$ -</u>
Operating Transfers Out-	
To Falls at Crackerneck Creek TIF	\$ (4,142,859)
Total Operating Transfers Out	<u>\$ (4,142,859)</u>
Net Transfers	<u>\$ (4,142,859)</u>

City of Independence, Missouri
2011-12 Operating Budget
Authorized Positions Summary - General Fund
For the Fiscal Years 2005-06 through 2011-12

Description	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Budget 2011-12
City Council	10.00	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	6.00
City Manager	7.50	10.50	10.50	10.50	9.50	9.50	7.00
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	5.75
Technology Services	20.00	21.00	21.00	21.00	21.00	21.00	22.00
Municipal Court	13.00	13.00	14.00	14.00	14.00	14.00	14.00
Law	5.75	6.88	6.88	6.50	6.50	6.00	6.25
Finance	25.00	25.15	24.15	24.15	24.15	24.15	22.65
Human Resources	7.50	7.50	7.50	7.50	7.50	6.50	6.50
Community Development	26.00	25.75	26.05	26.05	27.55	27.05	27.30
Police	281.50	281.50	283.00	290.40	290.40	292.90	288.65
Fire	173.25	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	35.16
Public Works	82.00	82.00	82.00	82.00	82.00	83.00	79.90
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	28.71
General Fund Total - Authorized	739.45	743.31	743.23	750.25	751.56	752.06	733.12
Less: Positions not Funded	(3.50)	(3.50)	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)
General Fund Total - Funded	735.95	739.81	739.73	745.75	733.51	711.51	673.07

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

Note 2: Changes by department and position between fiscal years 2010-11 and 2011-12 are shown on the following page(s).

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
General Fund				
City Manager				
Communications				
Communications Director		(1.00)	(1.00)	eliminated position
Video Production Specialist		(1.50)	(1.50)	positions transferred to Technology Services
Department Total	-	(2.50)	(2.50)	
National Frontier Trails Museum				
National Frontier Trails Museum				
Special Events/Education Coordinator		(0.25)	(0.25)	portion of position transferred to Tourism
Department Total	-	(0.25)	(0.25)	
Technology Services				
Technology Services				
Senior Network System Specialist	(1.00)		(1.00)	eliminated position
Cyber Security Specialist	0.50		0.50	added new position
Desktop Support Technician	0.63		0.63	added new position
Desktop Support Technician		(0.63)	(0.63)	eliminated position
Communications				
Video Production Specialist		1.50	1.50	positions transferred from City Manager's Office
Department Total	0.13	0.87	1.00	
Law				
Law				
Administrative Specialist II		(0.25)	(0.25)	portion of position transferred to Worker's Compensation
Administrative Specialist II	(0.50)		(0.50)	position transferred to Community Development
Administrative Specialist II		1.00	1.00	added new position
Department Total	(0.50)	0.75	0.25	
Finance				
Accounting				
Accountant I		(0.50)	(0.50)	eliminated position - partial year
Purchasing				
Contract Compliance Coordinator		(1.00)	(1.00)	eliminated position
Department Total	-	(1.50)	(1.50)	

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Community Development				
Administration				
Administrative Specialist II		0.50	0.50	transferred from Current Planning
Comprehensive Planning				
GIS Technician	(1.00)		(1.00)	position reclassified
Senior GIS Technician	1.00		1.00	
Current Planning				
Administrative Specialist II	0.50		0.50	position transferred from Law
Administrative Specialist II	(0.50)		(0.50)	position transferred to Administration
Building Inspection				
Permits Technician		(3.00)	(3.00)	positions reclassified
Permits and Zoning Technician		3.00	3.00	
Property Maintenance Officer		(0.25)	(0.25)	eliminated position
Department Total	-	0.25	0.25	
Police				
Chief of Police				
Police Major	1.00		1.00	position transferred from Special Enforcement
Police Captain	(1.00)		(1.00)	position transferred to Special Enforcement
Inventory Technician		(1.00)	(1.00)	eliminated position
Patrol				
Police Officer	(4.00)		(4.00)	positions reclassified
Master Police Officer	4.00		4.00	
Police Officer	(1.00)		(1.00)	position reclassified and transferred to Investigations
Investigations				
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	position transferred from Special Enforcement
Master Police Officer	1.00		1.00	
Master Police Officer	1.00		1.00	position reclassified and transferred from Patrol
Master Police Officer	1.00		1.00	position reclassified and transferred from DARE
Police Captain		1.00	1.00	added position
Tactical Operations				
Police Officer	(3.00)		(3.00)	positions reclassified
Master Police Officer	3.00		3.00	
Parking Enforcement Officer		(1.00)	(1.00)	positions transferred to Special Enforcement
Administrative Specialist II		(1.00)	(1.00)	
School Crossing Guard		(1.25)	(1.25)	funding provided by school district

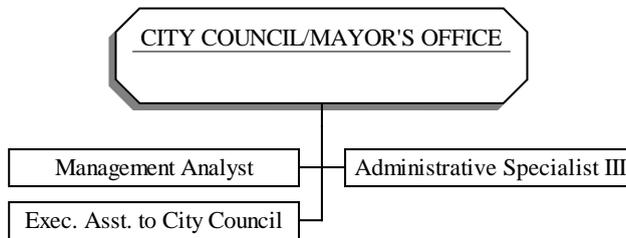
City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Special Enforcement				
Police Major	1.00		1.00	positions transferred to Chief of
Police Captain	(1.00)		(1.00)	Police
Master Police Officer	(1.00)		(1.00)	position transferred to
				Investigations
Police Officer	2.00		2.00	positions reclassified
Master Police Officer	(2.00)		(2.00)	
Parking Enforcement Officer		1.00	1.00	positions transferred from
Administrative Specialist II		1.00	1.00	Tactical Operations
Drug Abuse Resistance Education				
Police Officer	(1.00)		(1.00)	position reclassified and
				transferred to Investigations
Crime Scene				
Crime Lab Administrator	1.00		1.00	position reclassified
Assistant Lab Director	(1.00)		(1.00)	
Records				
Police Desk Clerk		(3.00)	(3.00)	eliminated positions
Department Total	-	(4.25)	(4.25)	
Health				
Health Promotion Division				
Public Health Outreach & Prog. Mgr.		(0.84)	(0.84)	eliminated position - partial year
Animal Services Division				
Animal Services Officer	1.00		1.00	position reclassified
Animal Control Investigator Specialist	(1.00)		(1.00)	
Kennel Officer	0.50		0.50	added part-time position
Clerk Typist II	0.50		0.50	inc. funding for part-time pos.
Code Enforcement				
Property Maintenance Officer		(1.00)	(1.00)	eliminated position
Department Total	1.00	(1.84)	(0.84)	
Public Works				
Public Works Admin. Support				
Public Works Administrator		(1.00)	(1.00)	eliminated position
Recycling Site Operator		0.75	0.75	funding reduced and transferred
				from Street Maintenance
Property Management				
Building Maintenance Worker II		(1.00)	(1.00)	eliminated position
Building Maintenance Worker I		0.26	0.26	added part-time positions
Street Maintenance				
Sign & Marking Technician		(1.00)	(1.00)	eliminated position
Assistant Foreman		(1.00)	(1.00)	eliminated position
Construction Aide		0.89	0.89	added part-time positions
Recycling Site Operator		(1.00)	(1.00)	transferred to Public Works
				Admin. Support
Department Total	-	(3.10)	(3.10)	
Parks and Recreation				

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - General Fund
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Parks and Rec. Administration				
Staff Assistant - Volunteer Coordinator		(0.50)	(0.50)	full time position reduced to part-time
Administrative Specialist II		0.50	0.50	position transferred from Recreation and Programs Admin.
Turf Facilities Maintenance				
Light Equipment Operator		(1.00)	(1.00)	position transferred to Parks Improvements Sales Tax Fund
Recreation and Programs Admin.				
Recreation Program Manager		(1.00)	(1.00)	eliminated position
Administrative Specialist II		(0.50)	(0.50)	position transferred to Parks and Rec. Administration
Roger T. Sermon Community Center				
Recreation Prog/Fac Supv		(0.50)	(0.50)	partial funding transfer to Parks Improvements Sales Tax Fund
Department Total	-	(3.00)	(3.00)	
Water Pollution Control				
Storm Sewer Maintenance				
Equipment Operator II		(2.00)	(2.00)	funding transferred to Storm Water Sales Tax Fund
Equipment Operator III		(2.00)	(2.00)	
Maintenance Supervisor		(1.00)	(1.00)	
Department Total	-	(5.00)	(5.00)	
General Fund Total	0.63	(19.57)	(18.94)	

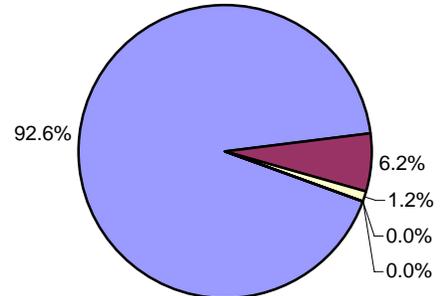
**City Of Independence, Missouri
City Council/Mayor's Office**



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 378,368	\$ 379,803	\$ 379,803	\$ 379,175
Other Services	25,256	25,377	25,377	25,437
Supplies	2,264	4,955	4,955	4,910
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 405,888	\$ 410,135	\$ 410,135	\$ 409,522

2011-12 Budget

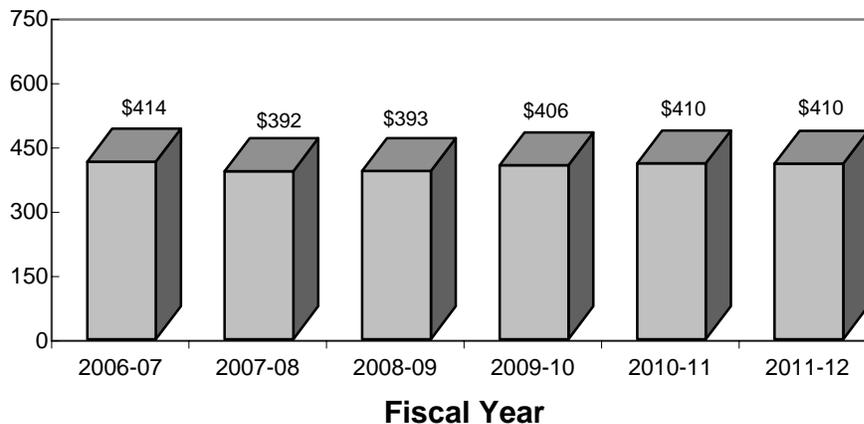


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	10.00	10.00	10.00	10.00	10.00	10.00
Amount by Fund:						
General Fund	\$ 414,286	\$ 392,116	\$ 392,654	\$ 405,888	\$ 410,135	\$ 409,522
Total All Funds	\$ 414,286	\$ 392,116	\$ 392,654	\$ 405,888	\$ 410,135	\$ 409,522
Comparative Ratios:						
Per Capita	\$ 3.57	\$ 3.37	\$ 3.60	\$ 3.56	\$ 3.38	\$ 3.51
Per Household	\$ 8.47	\$ 7.99	\$ 8.45	\$ 8.25	\$ 7.58	\$ 7.61

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4000 - City Council

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4002 City Council	198,823	199,293	199,293	187,704
4003 Management Analyst	82,211	84,674	84,674	91,017
4004 Mayor's Office	124,854	126,168	126,168	130,801
Total	405,888	410,135	410,135	409,522
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
General Fund	405,888	410,135	410,135	409,522
Total	405,888	410,135	410,135	409,522
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	191,154	190,018	190,018	178,309
Other Services & Charges	6,635	8,065	8,065	8,185
Supplies	1,034	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	198,823	199,293	199,293	187,704

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	81,053	82,822	82,822	89,225
Other Services & Charges	1,145	1,152	1,152	1,092
Supplies	13	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	82,211	84,674	84,674	91,017
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

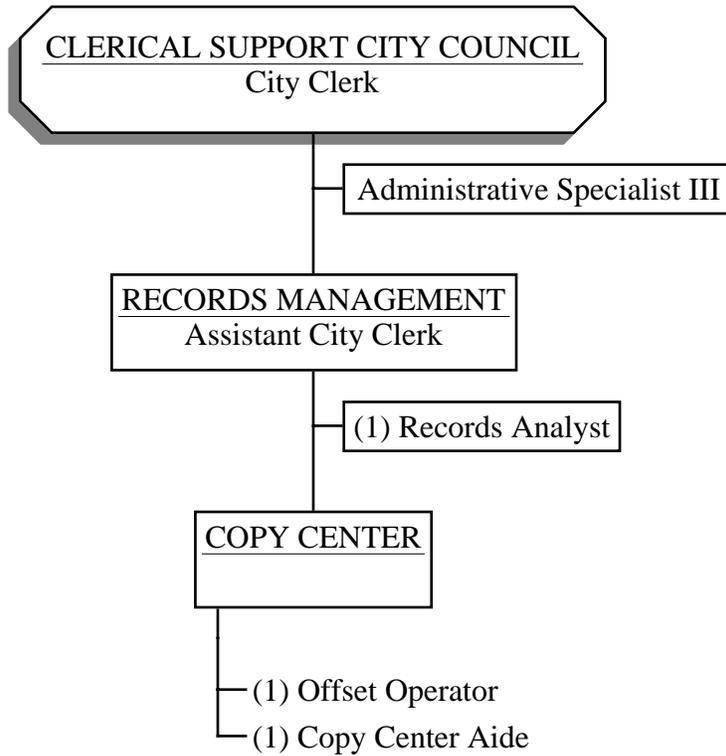
Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	106,161	106,963	106,963	111,641
Other Services & Charges	17,476	16,160	16,160	16,160
Supplies	1,217	3,045	3,045	3,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	124,854	126,168	126,168	130,801

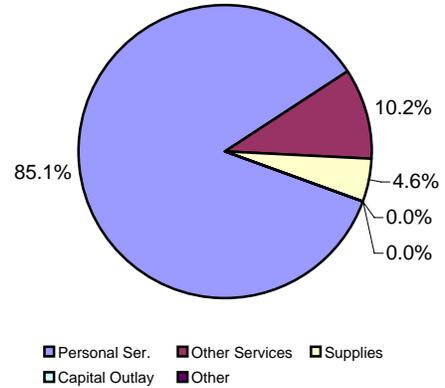
City of Independence, Missouri City Clerk



Appropriations by Type:

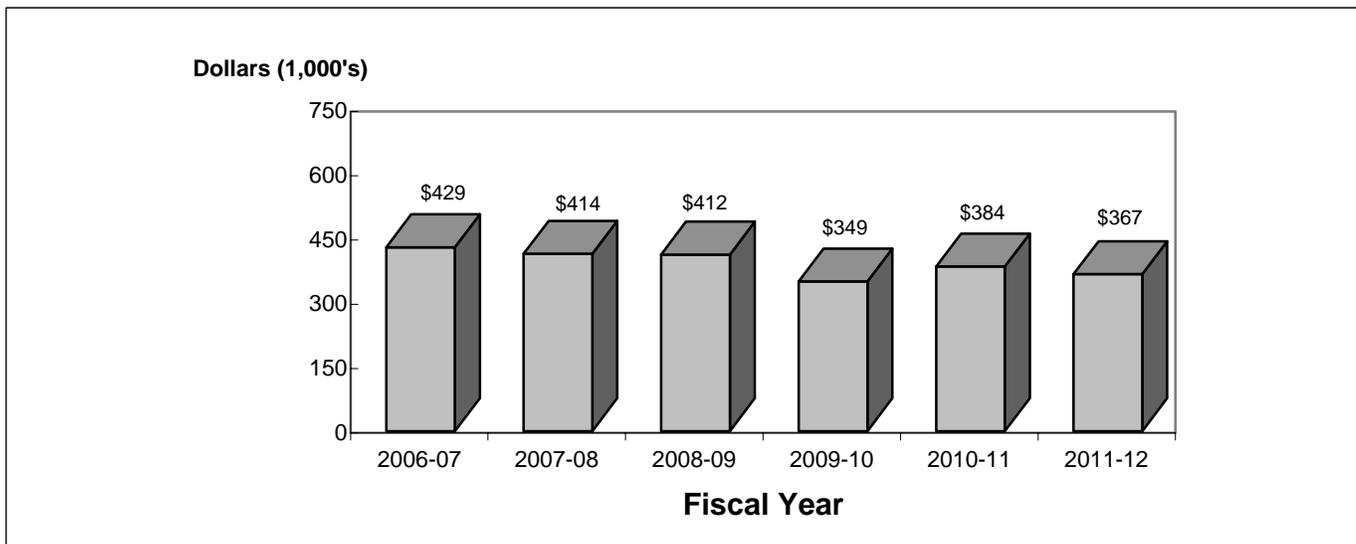
2011-12 Budget

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 297,102	\$ 329,905	\$ 329,905	\$ 312,191
Other Services	32,287	36,837	36,198	37,508
Supplies	13,891	17,600	18,239	16,979
Capital Outlay	5,976	-	-	-
Other	-	-	-	-
Total	\$ 349,256	\$ 384,342	\$ 384,342	\$ 366,678



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	\$ 429,211	\$ 413,967	\$ 412,251	\$ 349,256	\$ 384,342	\$ 366,678
Total All Funds	\$ 429,211	\$ 413,967	\$ 412,251	\$ 349,256	\$ 384,342	\$ 366,678
Comparative Ratios:						
Per Capita	\$ 3.70	\$ 3.56	\$ 3.78	\$ 3.06	\$ 3.17	\$ 3.14
Per Household	\$ 8.77	\$ 8.43	\$ 8.88	\$ 7.10	\$ 7.11	\$ 6.81



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk

2011-12 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; 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; 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4012 Clerical Support City Council	146,475	171,561	172,961	154,281
4014 Records Management	71,100	73,519	72,719	74,103
4015 Copy Center	131,681	139,262	138,662	138,294
Total	349,256	384,342	384,342	366,678
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
General Fund	349,256	384,342	384,342	366,678
Total	349,256	384,342	384,342	366,678
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2011-12 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; provide access to public City records; coordinate Council appointments to City boards and commissions; attest to signatures on official documents; 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.

2010-11 Accomplishments

Goal Ref

- * Replaced Council record indexing system with document management application. 3
- * Added one year of Ordinances, Resolutions, and Minutes into the indexing system. 3
- * Established routine status reports for departments regarding the electronic agenda. 3
- * Updated communication methods with members of City Boards and Commissions and applicants. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Resolutions Passed	87	100	72	80
City Council Meetings	29	30	30	25
Study Sessions	21	28	20	20
Ordinances Passed	271	275	222	250

2011-12 Objectives

Goal Ref

- * Prioritize connections between electronic agenda and document management application to improve access to ordinances, resolutions and minutes. 3
- * Work with staff and report to Council on all existing inactive City boards, commissions and committees. 3
- * Expand resources for information about City Boards and Commissions. 1
- * Establish regular training and tips to support full use of electronic agenda. 3

City of Independence
Detail Program Summary

Department: 4010 - City Clerk 2011-12 Operating Budget
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	131,705	156,685	156,685	139,168
Other Services & Charges	14,541	14,726	14,302	15,013
Supplies	229	150	1,974	100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	146,475	171,561	172,961	154,281

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 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.

2010-11 Accomplishments

Goal Ref

- * Converted Records Transfer Form from paper to electronic form, reducing both labor and costs of printing 3-part forms. 3
- * Records Center destroyed 568 boxes as a result of the Council approved disposition ordinance in 2010. Remaining records are being evaluated for administrative/historical value. 3
- * Completed initial research and draft of records ordinance and policy. Next phase is to finalize records ordinance procedure. 3
- * Successfully requested, obtained conservation of historical City Cemetery Plat through the State of Missouri Local Records Program. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Records Stored- Cubic Feet	2,700	2,400	2,400	2,200

2011-12 Objectives

Goal Ref

- * Submit an ordinance for Council consideration authorizing City Clerk's periodic review of records meeting retention for final disposition. 3
- * Continue to utilize technology to eliminate manual processes by assisting with implementation of document management applications and identifying associated features to make internal processes more efficient. 3
- * Create or update records management procedures for cross training purposes and to ensure support staff can easily perform backup activities when needed by developing a "How To" manual to process incoming records, check-in/out records, and database management. 3
- * Inventory records of historical value and develop protocol for their final disposition. 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	67,469	70,833	70,833	70,518
Other Services & Charges	2,256	2,611	1,811	3,485
Supplies	125	75	75	100
Capital Outlay	1,250	0	0	0
Other Expenditures	0	0	0	0
Total	71,100	73,519	72,719	74,103
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 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.

2010-11 Accomplishments

Goal Ref

- * Indexed over 1,200 print forms; images now available online for easier viewing and tracking of jobs. 3
- * Mail postage metering procedures reviewed and modified, resulting in a simplified process accrual of postage credits. Updated outgoing USPS Mail procedures and communicated them to City departments. 3
- * Equipment support contracts reviewed and re-negotiated, resulting in approximately \$7,700 in cost savings. Procedures established for accessing backup equipment during lengthy periods of equipment down time. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Printing Impressions (in millions)	2.112	2.500	1.672	2.000
Items Mailed (in millions)	1.017	1.050	1.031	1.100

2011-12 Objectives

Goal Ref

- * Develop "How To" manual of internal procedures for cross-training purposes, ensuring support staff can perform assignments when backup/coverage is needed. 3
- * Continue to utilize technology to eliminate manual processes and streamline steps needed to complete tasks by adding print job instructions/procedures to online print forms. 3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

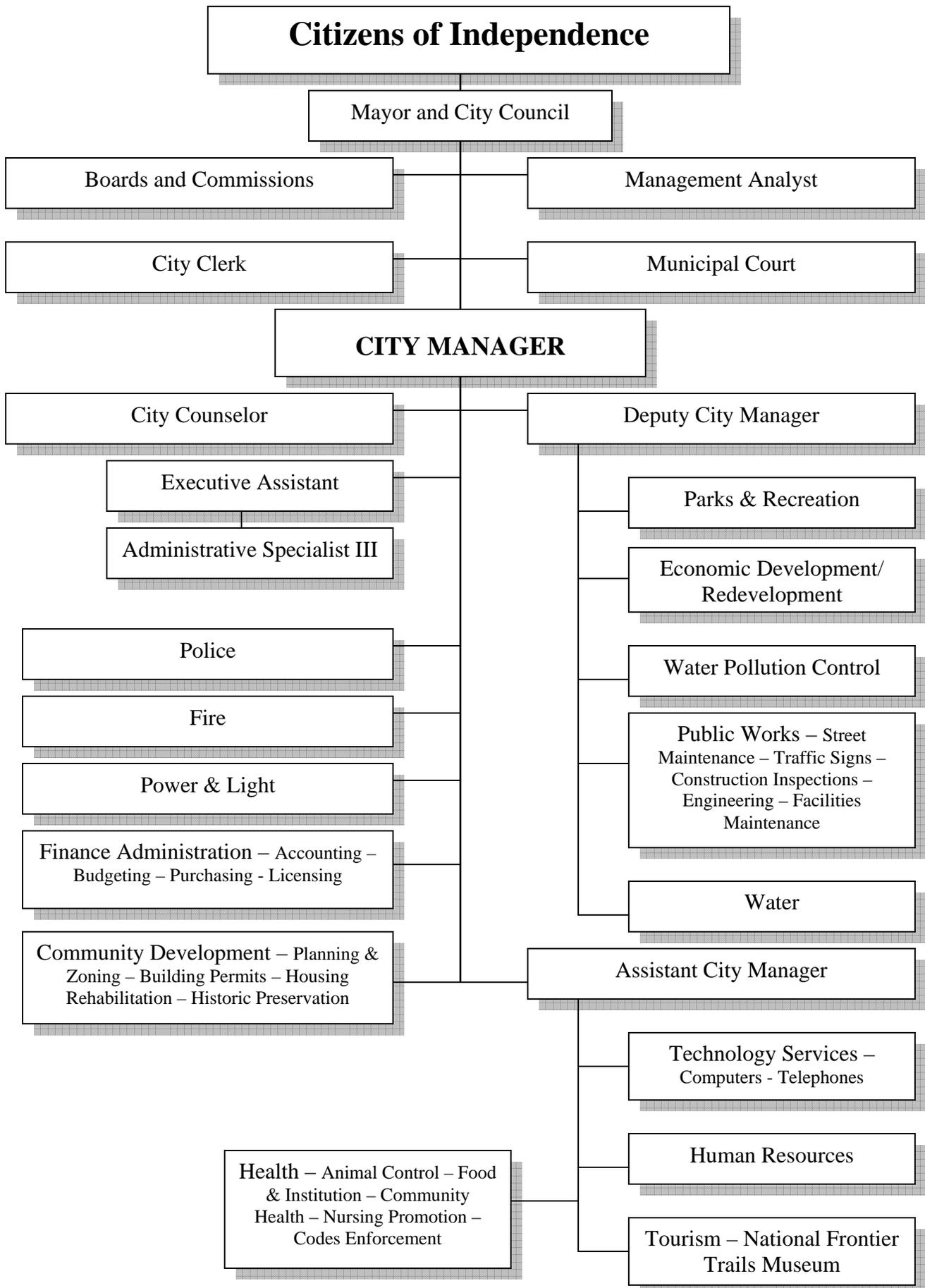
City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

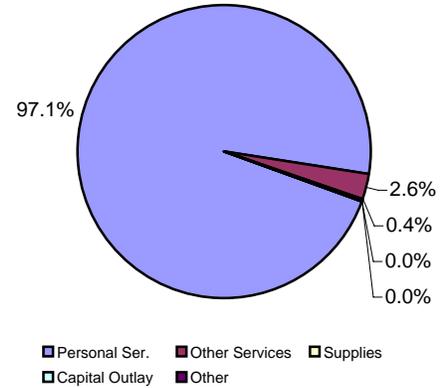
Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	97,928	102,387	102,387	102,505
Other Services & Charges	15,490	19,500	20,085	19,010
Supplies	13,537	17,375	16,190	16,779
Capital Outlay	4,726	0	0	0
Other Expenditures	0	0	0	0
Total	131,681	139,262	138,662	138,294
	=====	=====	=====	=====



Appropriations by Type:

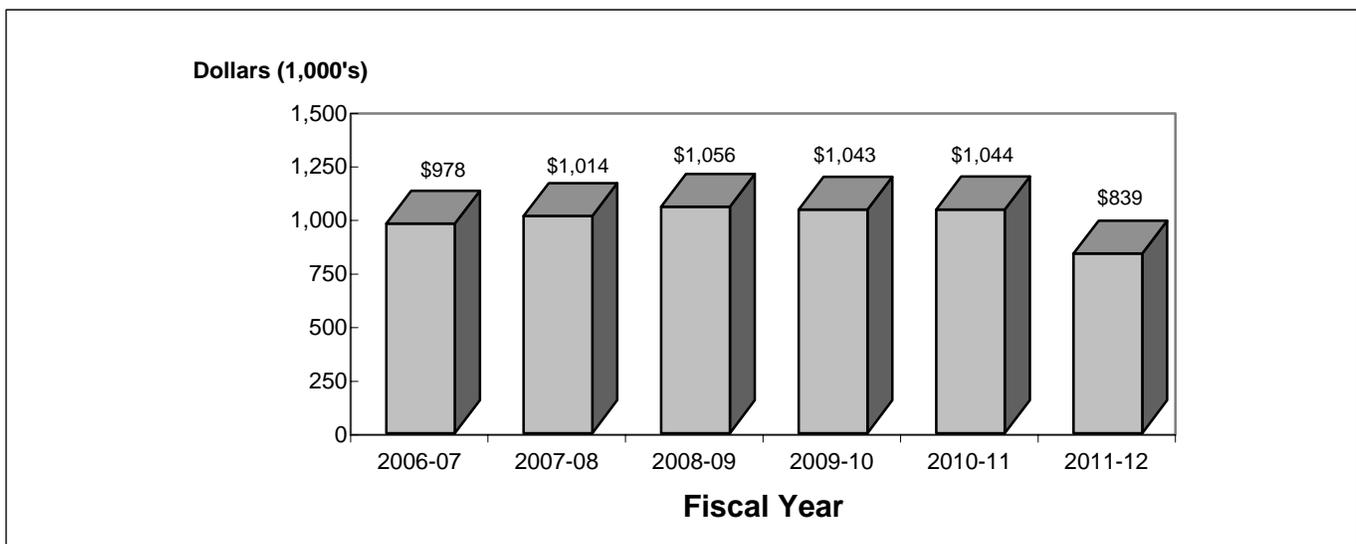
2011-12 Budget

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 1,019,806	\$ 1,014,511	\$ 1,014,511	\$ 814,019
Other Services	19,311	24,268	24,426	21,603
Supplies	3,790	5,275	5,117	3,075
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 1,042,907	\$ 1,044,054	\$ 1,044,054	\$ 838,697



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	10.50	10.50	10.50	9.50	9.50	7.00
Amount by Fund:						
General Fund	\$ 977,759	\$ 1,013,591	\$ 1,056,269	\$ 1,042,907	\$ 1,044,054	\$ 838,697
Total All Funds	\$ 977,759	\$ 1,013,591	\$ 1,056,269	\$ 1,042,907	\$ 1,044,054	\$ 838,697
Comparative Ratios:						
Per Capita	\$ 8.43	\$ 8.71	\$ 9.68	\$ 9.14	\$ 8.61	\$ 7.18
Per Household	\$ 19.98	\$ 20.65	\$ 22.74	\$ 21.20	\$ 19.30	\$ 15.58



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	9.00	8.00	8.00	6.00
Part Time Positions	1.50	1.50	1.50	1.00
Total	10.50	9.50	9.50	7.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4021 City Manager	740,635	751,041	751,041	747,567
4022 Communications	190,406	195,817	195,817	0
4023 Economic Dev/Redevelopment	111,866	97,196	97,196	91,130
Total	1,042,907	1,044,054	1,044,054	838,697
	=====	=====	=====	=====

<u>Source of Funding</u>				
General Fund	1,042,907	1,044,054	1,044,054	838,697
Total	1,042,907	1,044,054	1,044,054	838,697
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Negotiated a successful transition for management of the Independence Events Center from Arizona-based Global Entertainment to Independence Events Center, L.L.C., owned by the City. 1
- * Facilitated further growth at the Independence Events Center with the creation of additional parking spaces and the addition of a digital marquee sign to be visible from I-70. 2
- * Represented the City's interests by serving on the Board of Directors of the Independence Events Center Community Improvement District and the Crackerneck Creek Community Improvement District. 2
- * Coordinated citizen education meetings resulting in the successful renewal of the Parks and Storm Water sales taxes for capital improvements throughout the parks system and increased storm water quality and flood response and prevention. 3

2011-12 Objectives

Goal Ref

- * Administer City operational and capital improvement budgets and keep the City Council informed of the City's financial standing. 3
- * Monitor, assist and facilitate management of the Independence Events Center to maintain fiscal responsibility and encourage high-quality entertainment programming. 2
- * Maintain a highly trained, highly motivated, customer-oriented staff based on performance assessments conducted at least annually. 1
- * Facilitate communications 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 2011-12 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
- * Continue to represent the City by staffing and supporting the Independence Events Center Community Improvement District and the 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

Crackerneck Creek Community Improvement District.

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	731,542	742,263	742,263	728,489
Other Services & Charges	8,103	7,703	7,861	18,003
Supplies	990	1,075	917	1,075
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	740,635	751,041	751,041	747,567

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 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, monthly legislative briefings, BEST committee of the Independence Council for Economic Development and encouragement of participation by local media in co-sponsored events. 1
- * Assisted Technology Services with the City Website redesign project. Responded to requests for Web page editing within two days. Updated Current Issues the same day the request was received at the stated goal of 90%. 2
- * Used "CityConnect" tying CityScene newsletters with City 7 and the City's Website 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
- * Maintained a Facebook page for the City. 2
- * Worked with staff in development and launch of BuyIN, a City program to encourage the community to shop local. Included in program Webpages, Mayor's State of the City speech and video. 2
- * Declaration For Independence - Participated in planning and working event at the City's July 4th celebration. 2

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Newsletters Published	12	12	12	12

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Programs Broadcast Weekly	75	75	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	117	117	60	60
Videos Produced	13	10	10	10
CityView Programs Produced	20	20	20	20

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Communications Director	1.00	1.00	1.00	.00
Video Production Specialist	1.50	1.50	1.50	.00
Total	2.50	2.50	2.50	.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	177,620	180,652	180,652	0
Other Services & Charges	10,335	12,965	12,965	0
Supplies	2,451	2,200	2,200	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	190,406	195,817	195,817	0

Significant Issues

* This cost center is being transferred to the Technology Services department.

City of Independence
Detail Program Summary

Department: 4020 - City Manager

2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Encouraged redevelopment of commercial real estate in western Independence through personal contact with property owners and brokers and promoted the use of incentive programs in eligible commercial districts. 2
- * Contacted a minimum of 20 national or local retailers/restaurants per month to promote Independence as a desirable place to locate a business. 2
- * Served 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 325 N. Main. Property was successfully transferred to Jackson County for execution of the MyArts Studio program. 2
- * Met regularly with Independence businesses, conducted surveys with the City's largest employers and coordinated the monthly Mayor's Appreciation Breakfasts. 2
- * Created a job training program incentive to be marketed through the Independence EDC to new and expanding businesses. 2
- * Provided support to 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
- * Advanced implementation of City-initiated redevelopment plans for The Square by assisting property owners with identification of marketing messages, goals and tactics. 2
- * Developed strategic plan for the Englewood Arts District. 2
Accomplishments from plan include: new zoning district developed and streetscape plan for north side of Winner Road created; funding source for plan identified.

2011-12 Objectives

Goal Ref

- * Establish redevelopment strategy and funding source for the Noland Road Corridor. 2
- * Advance implementation of Englewood Arts District Plan by assisting in the execution of the streetscape plan and identifying use for the 2

City of Independence
Detail Program Summary

Department: 4020 - City Manager
Cost Center: 4023 - Economic Dev/Redevelopment

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

- Comprehensive Mental Health building. 2
- * Advance redevelopment of Fairmount Business District through construction of new neighborhood-serving retail establishments. 2
- * Assist the Independence Square Association with execution of 2011 marketing and planning goals. 2
- * Create economic impact assessment program to measure the impact of tourism on the Independence community. 2
- * Provide ongoing support to economic development gardening programs developed in partnership with Independence EDC. 2
- * Participate in regular business retention efforts, including business retention surveys and Mayor's Appreciation Program. 2
- * Initiate contact with a minimum of 25 restaurant and retail businesses to promote Independence as a quality location for business investment. Provide appropriate follow up when necessary. 2

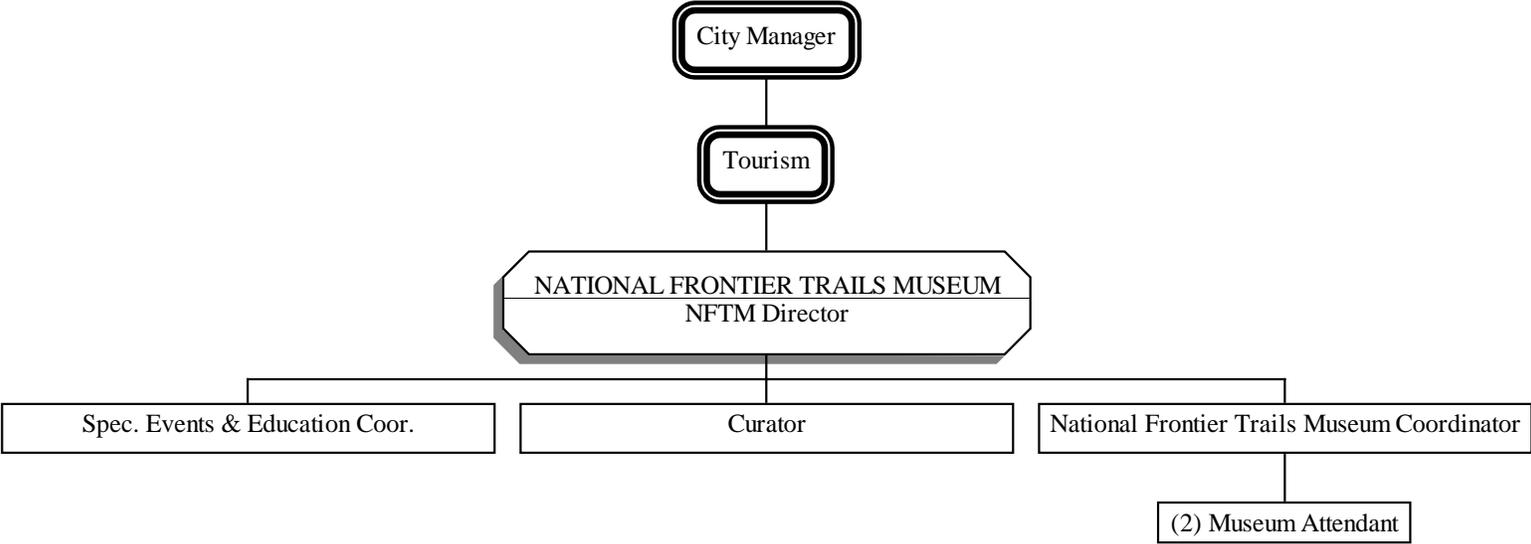
Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	1.00	.00	.00	.00
Total	2.00	1.00	1.00	1.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	110,644	91,596	91,596	85,530
Other Services & Charges	873	3,600	3,600	3,600
Supplies	349	2,000	2,000	2,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	111,866	97,196	97,196	91,130
	=====	=====	=====	=====

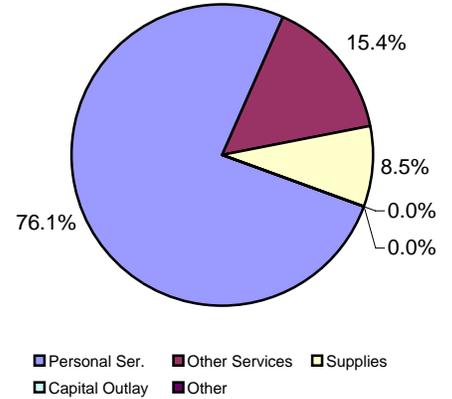
**City of Independence, Missouri
National Frontier Trails Museum**



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 296,954	\$ 296,461	\$ 296,461	\$ 283,753
Other Services	73,339	57,235	57,235	57,235
Supplies	21,567	31,845	31,845	31,845
Capital Outlay	1,916	-	-	-
Other	-	-	-	-
Total	\$ 393,776	\$ 385,541	\$ 385,541	\$ 372,833

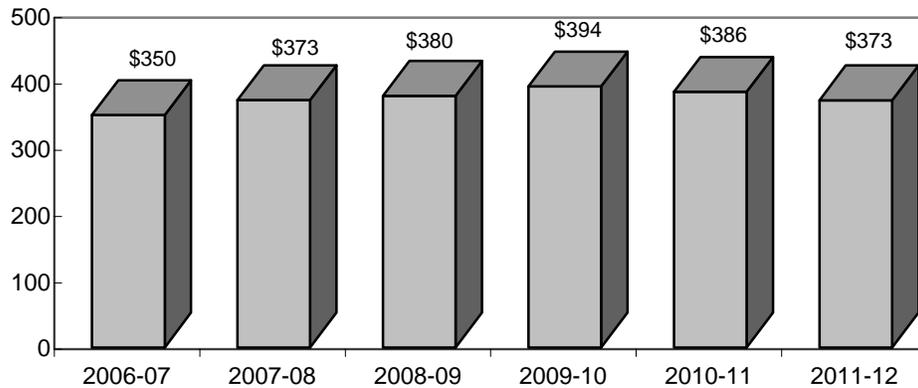
2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	5.75
Amount by Fund:						
General Fund	\$ 350,458	\$ 373,178	\$ 379,547	\$ 393,776	\$ 385,541	\$ 372,833
Total All Funds	\$ 350,458	\$ 373,178	\$ 379,547	\$ 393,776	\$ 385,541	\$ 372,833
Comparative Ratios:						
Per Capita	\$ 3.02	\$ 3.21	\$ 3.48	\$ 3.45	\$ 3.18	\$ 3.19
Per Household	\$ 7.16	\$ 7.60	\$ 8.17	\$ 8.00	\$ 7.13	\$ 6.93

Dollars (1,000's)



Fiscal Year

*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	5.00	5.00	5.00	4.75
Part Time Positions	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	5.75
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4025 Nat'l. Frontier Trails Museum	393,776	385,541	385,541	372,833
Total	393,776	385,541	385,541	372,833
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
General Fund	393,776	385,541	385,541	372,833
Total	393,776	385,541	385,541	372,833
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum 2011-12 Operating Budget

Direct/Offsetting Revenues

NFTM Center Admissions	55,367	53,000	49,715	54,000
Gift Shop Sales	27,408	27,000	27,466	28,000
Total	82,775	80,000	77,181	82,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Continued with second year of partnership with Independence School District in giving tours to 2,000 second and fourth grade students. 1
- * Commissioned and installed a new mural of the Independence Square. 1
- * Inaugurated a new audio guide system to enhance visitor experience. 1
- * Held week long Teacher Institute in July 2010. 1
- * Conducted interpretive training program with the Independence Tourism department. 1
- * Pursued possibility of providing in-service training for professional development for the Independence School District. 1
- * Spearheaded coordination of regional Civil War Sesquicentennial activities. 1
- * Helped coordinate regional George Caleb Bingham bicentennial. 1
- * Partnered with Puppetry Arts Institute, Interpretive Sites Coalition, Wornall House, Missouri Town, Kansas City Museum, and George Owens Nature Center on public programs. 1
- * Pursued partnership with Mid America Regional Council on a summer after school program. 1
- * Created exhibits on buffalo, and the Robert Morrison family. 1
- * Expanded museum artifact collection. 1
- * Upgraded museum data system. 1
- * Made presentations at state and national conferences. 1
- * Increased visitation and revenue. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Library researchers assisted	18	29	20	30

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2011-12 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Telephone and e-mail researchers assisted	500	488	500	500
Attendance:special events/museum & outreach prog./mtgs. hosted	1,305	1,752	1,205	1,800
Students in scheduled tours	4,831	4,307	4,307	5,106
Adults in scheduled tours	737	982	982	432
Number of visitors to museum	15,370	15,465	16,000	16,574

2011-12 Objectives

	Goal Ref
* Continue with third year of partnership with the Independence School District.	1
* Plan implementation strategies providing in-service training for professional development for the Independence School District.	1
* Explore conducting quarterly interpretive sites training.	1
* Hold at least one Teacher's Institute by June, 2012.	1
* Partner with Alexander Majors House, Puppetry Arts Institute, Interpretive Sites Coalition, Missouri Town, Kansas City Museum, and George Owens Nature Center.	1
* Plan with Mid America Regional Council on a summer after school program.	1
* Continue with coordination of regional Civil War Sesquicentennial.	1
* Create exhibits on pioneer's daily trail routine, missionaries in the west, and enlarge the Mormon Pioneer Trail exhibit.	1
* Pursue exposure in social media outlets.	1
* Continue to expand on-line museum store selections.	1
* Maintain visitation and revenue.	3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Special Events/Education Coord	1.00	1.00	1.00	.75
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	5.75
	=====	=====	=====	=====

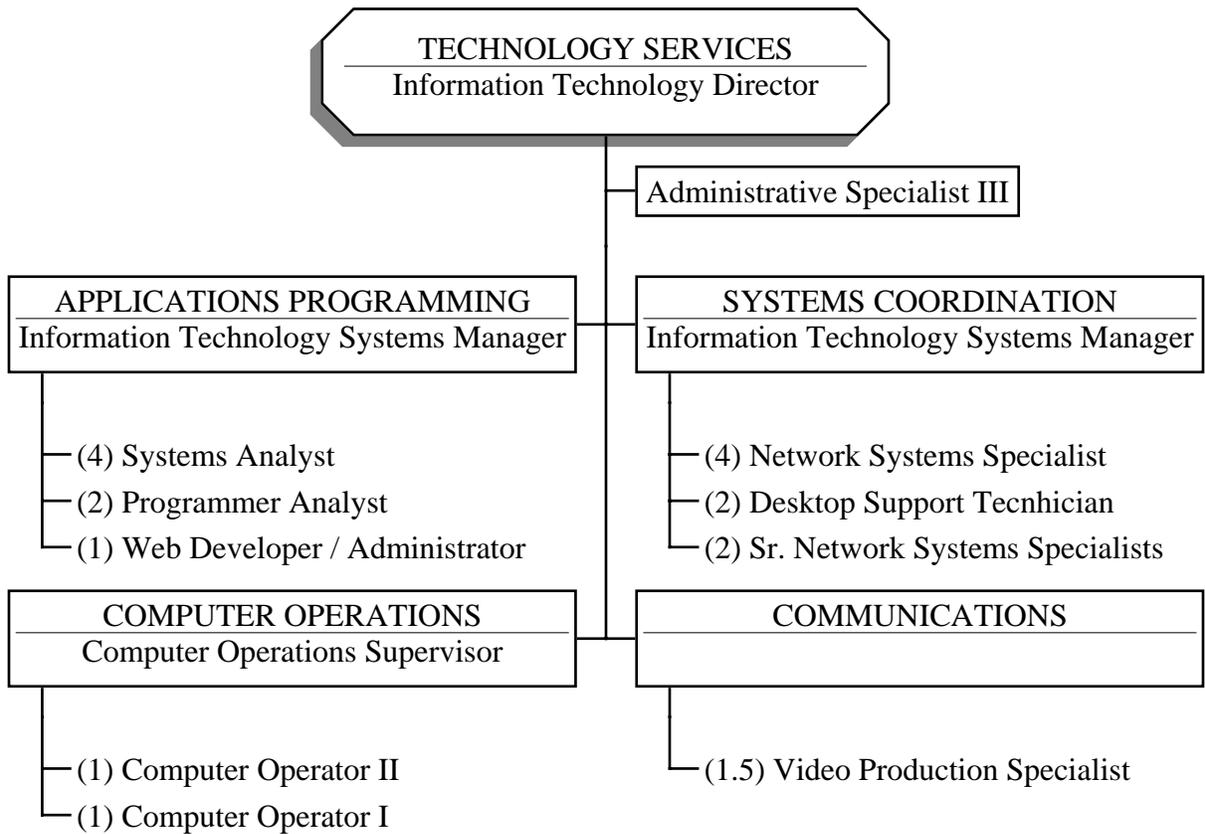
City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2011-12 Operating Budget
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	296,954	296,461	296,461	283,753
Other Services & Charges	73,339	57,235	57,235	57,235
Supplies	21,567	31,845	31,845	31,845
Capital Outlay	1,916	0	0	0
Other Expenditures	0	0	0	0
Total	393,776	385,541	385,541	372,833
	=====	=====	=====	=====

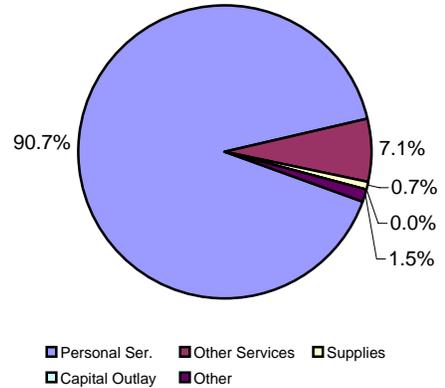
City of Independence, Missouri Technology Services



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 1,629,557	\$ 1,621,930	\$ 1,621,930	\$ 1,655,277
Other Services	109,962	153,208	126,381	129,020
Supplies	10,634	11,155	11,129	13,355
Capital Outlay	6,466	-	-	-
Other	26,852	-	26,853	26,853
Total	\$ 1,783,471	\$ 1,786,293	\$ 1,786,293	\$ 1,824,505

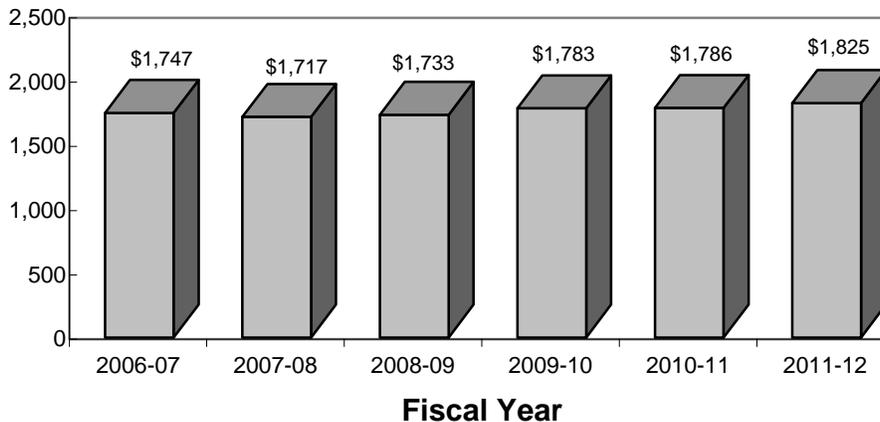
2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	22.00	22.00	22.00	22.00	22.00	23.50
Amount by Fund:						
General Fund	\$ 1,671,952	\$ 1,647,047	\$ 1,655,578	\$ 1,720,323	\$ 1,717,198	\$ 1,716,104
Power and Light Fund	75,385	69,960	77,069	63,148	69,095	108,401
Total All Funds	\$ 1,747,337	\$ 1,717,007	\$ 1,732,647	\$ 1,783,471	\$ 1,786,293	\$ 1,824,505
Comparative Ratios:						
Per Capita	\$ 15.07	\$ 14.76	\$ 15.87	\$ 15.63	\$ 14.74	\$ 15.62
Per Household	\$ 35.71	\$ 34.97	\$ 37.31	\$ 36.25	\$ 33.03	\$ 33.89

Dollars (1,000's)



*City of Independence
Departmental Budget Summary*

Department: 4050 - Technology Services

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	22.00	22.00	22.00	23.00
Part Time Positions	.00	.00	.00	.50
Total	22.00	22.00	22.00	23.50
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4052 Technology Services	1,720,323	1,717,198	1,717,198	1,629,263
4053 Technology Services P&L	63,148	69,095	69,095	108,401
4057 Communications	0	0	0	86,841
Total	1,783,471	1,786,293	1,786,293	1,824,505
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
General Fund	1,720,323	1,717,198	1,717,198	1,716,104
Power and Light Fund	63,148	69,095	69,095	108,401
Total	1,783,471	1,786,293	1,786,293	1,824,505
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

Technology Services provides information technology support to all City departments. This includes support for all hardware and software application systems that reside on the City's IBM mid-range systems, networked file servers, personal computers and mobile devices. Technology Services is also responsible for the City government data communications network, the security of all computer systems and data, and all voice communication systems and services. Our software development staff provides custom application development including the development of the City's Internet and Intranet sites.

2010-11 Accomplishments

Goal Ref

- | | |
|--|---|
| * Made several enhancements to the City's Interactive Voice Response (IVR) system including the addition of Spanish speaking options. | 1 |
| * Upgraded the Sungard HTE application used by the Community Development and Health departments. | 1 |
| * Redesign of City's web site. | 1 |
| * Implemented new document management system for the City Clerk's office. | 1 |
| * Awarded 5th place in the Digital Cities competition for cities in the population range of 75,000 to 124,999. | 1 |
| * Added seven fire stations, the Water Pollution Control plant and the Power and Light Service Center to the city government fiber network. Redundant loops were also installed at three existing locations. | 1 |
| * Installed new PBX telephone system at the Animal Shelter. | 1 |
| * Implemented Voice-over IP (VoIP) technology at Fire Station #1 and Technology Services. | 1 |
| * Continued the development of disaster recovery computer facility located in the city's Emergency Operations Center through the addition of a new computer room in partnership with the Power and Light Department. | 1 |
| * Installed replacement desktop computers, file servers and networking equipment as funded in the capital budget. | 1 |
| * Completed the implementation of new Public Safety dispatch and records management software applications for the Police Department and Fire Department. | 1 |
| * Completed phase I of the new Position Management System for the Finance Department. | 3 |
| * Added a feature to the City's web site that allows for the online renewal of Food Handler permits. | 1 |
| * Enhanced network security including the development and testing of a Cyber Security Incident Response Plan (CSRIP). | 1 |
| * Added web pages to the City's web site for the Hungry and Homeless Coalition. | 1 |

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Computer Workstations	906	930	980	1000
IBM iSeries On-Line Transactions (in millions)	52.589	51.129	40.000	23.000
Requests for Software Services Completed	561	490	500	500
Network Service Calls	4,190	3,766	4,300	3,400
Web Site Visitors -Internet (in millions)	1.517	1.522	1.525	1.500
CityNet Visitors - Intranet	134,935	175,267	170,000	180,000

2011-12 Objectives

	Goal Ref
* Develop phase II of the new Position Management System.	3
* Expand the use of fiber communications technology by utilizing the City's new fiber infrastructure to replace existing leased services.	1
* Continue to develop the disaster recovery computer facilities at the Emergency Operations Center.	1
* Upgrade the city's IBM midrange computer system.	1
* Expand the use of virtualization technology in conjunction with advanced storage systems.	1
* Install replacement personal computers, file servers, storage systems and networking equipment as funded in the capital budget.	1
* Expand the online resources and services available through the City's public web site and Intranet site.	1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Cyber Security Specialist	.00	.00	.00	.50
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	3.00	3.00	3.00	3.00
Sr Network System Specialist	2.00	2.00	2.00	1.00
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

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Total	21.00	21.00	21.00	20.50
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,566,628	1,552,835	1,552,835	1,464,900
Other Services & Charges	109,743	153,208	126,381	126,355
Supplies	10,634	11,155	11,129	11,155
Capital Outlay	6,466	0	0	0
Other Expenditures	26,852	0	26,853	26,853
Total	1,720,323	1,717,198	1,717,198	1,629,263
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4053 - Technology Services P&L

2011-12 Operating Budget
 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Cyber Security Specialist	.00	.00	.00	.50
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.50
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	62,929	69,095	69,095	108,401
Other Services & Charges	219	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	63,148	69,095	69,095	108,401
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4050 - Technology Services
 Cost Center: 4057 - Communications

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

2011-12 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
- * Produce 20 episodes of CityView for City 7 to air the first and third Monday of each month. 2

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Video Production Specialist	.00	.00	.00	1.50
Total	.00	.00	.00	1.50
	=====	=====	=====	=====

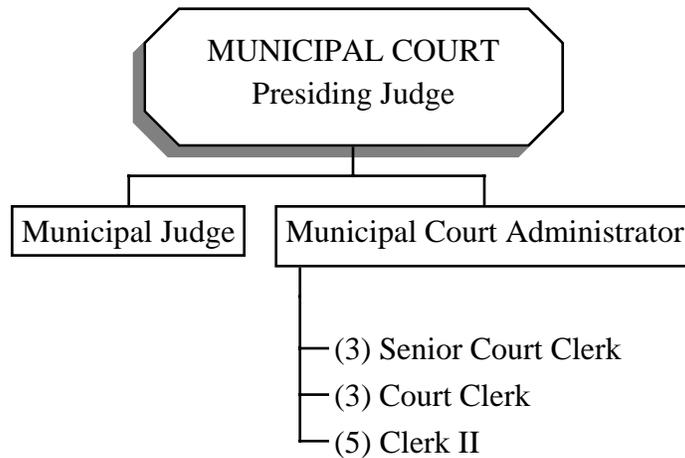
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	0	0	0	81,976
Other Services & Charges	0	0	0	2,665
Supplies	0	0	0	2,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	86,841
	=====	=====	=====	=====

Significant Issues

* This cost center was transferred from the City Manager's Office.

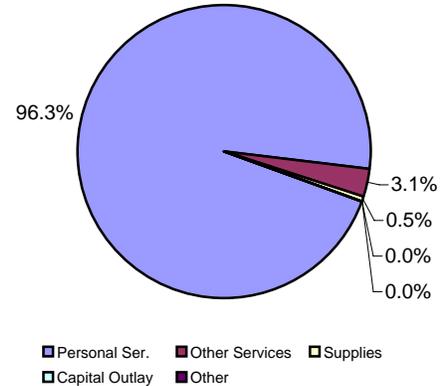
City of Independence, Missouri Municipal Court



Appropriations by Type:

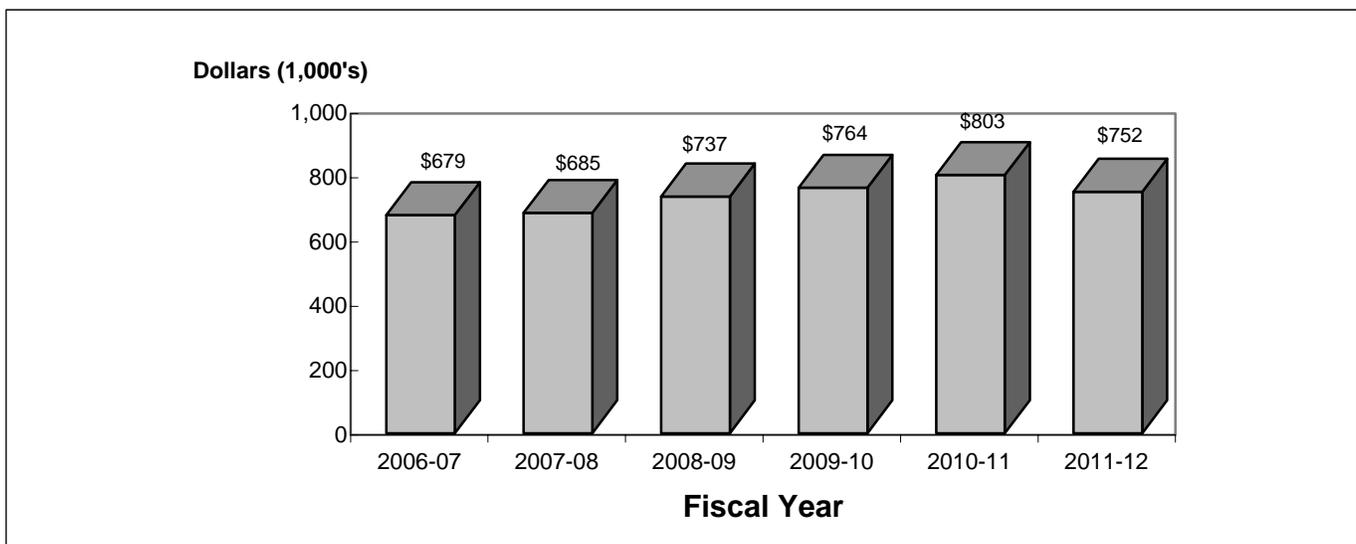
2011-12 Budget

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 732,566	\$ 775,581	\$ 775,581	\$ 724,021
Other Services	23,152	24,025	24,025	23,625
Supplies	7,875	3,568	3,568	3,968
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 763,593	\$ 803,174	\$ 803,174	\$ 751,614



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	13.00	14.00	14.00	14.00	14.00	14.00
Amount by Fund:						
General Fund	\$ 678,682	\$ 685,427	\$ 736,684	\$ 763,593	\$ 803,174	\$ 751,614
Total All Funds	\$ 678,682	\$ 685,427	\$ 736,684	\$ 763,593	\$ 803,174	\$ 751,614
Comparative Ratios:						
Per Capita	\$ 5.85	\$ 5.89	\$ 6.75	\$ 6.69	\$ 6.63	\$ 6.43
Per Household	\$ 13.87	\$ 13.96	\$ 15.86	\$ 15.52	\$ 14.85	\$ 13.96



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	14.00	14.00	14.00	14.00
Total	14.00	14.00	14.00	14.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4090 Municipal Court	763,593	803,174	803,174	751,614
Total	763,593	803,174	803,174	751,614
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
General Fund	763,593	803,174	803,174	751,614
Total	763,593	803,174	803,174	751,614
	=====	=====	=====	=====

Direct/Offsetting Revenues	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Failure to Appear in Court Fees	627,988	500,000	500,000	600,000
Total	627,988	500,000	500,000	600,000
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4090 - Municipal Court

2011-12 Operating Budget

Key Budget Changes

- * We currently store court records and documents off site at Iron Mountain. Since we have started utilizing their service we have sent a total of 263 cubic feet totaling 5,980 lbs of records and documents. This gives the court the much needed space required to store current and permanent records at the court office.
-

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Court has completed Destruction Ordinance 17627. We had 144 cubic feet of Municipal Court records which totaled 2,643 pounds. This is in accordance with the Court operating rule 8.01. 3
- * Pursuit to HB 1695 DWI Legislation we have adopted a procedure to send the Circuit Court en Banc a report every six months as required. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
No. of Cases Disposed by Court	32,001	33,810	58,000	60,000
No. of Cases Disposed at the Traffic Violations Bureau	10,112	12,669	13,000	14,000
No. of Warrants Issued	24,865	25,721	27,000	28,000
No. of Cases Docketed	104,002	110,269	107,000	110,000
No. of Night Court Cases Docketed	921	807	1,000	1,000
State Report Compliance	93%	92%	97%	98%
Domestic Violence Subpoena Appearance	28%	27%	55%	50%

2011-12 Objectives

Goal Ref

- * Process our State Reports for the Department of Revenue at a rate of 98% within seven days of disposition, which will enable us to be in compliance with the Federal Motor Carriers Safety Improvement Act. 3
- * To initiate, process, and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01 3
- * Store and maintain court records and documents off site with Iron Mountain. This service provides the court ability to update, maintain and view all stored records via the internet. By doing so, the court now has the necessary space needed in the court file room for current documents. 3
- * Update the courts web page with assistance from Technology Services. 3
- * Work with Technology Services to have our Municipal Appeal process computer generated. Currently we manually process all appeal paperwork. 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

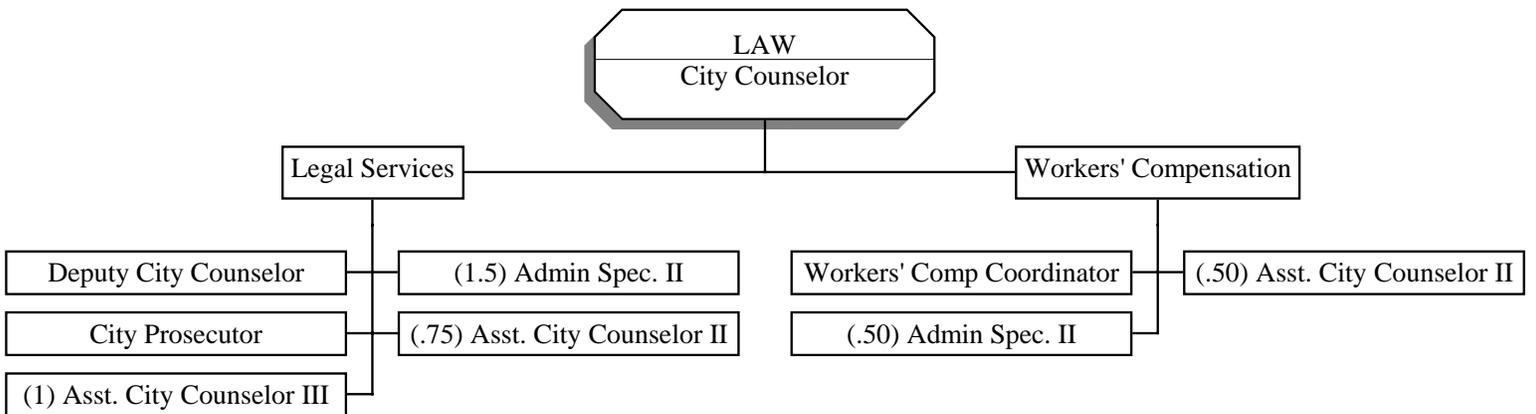
Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin Clerk II	1.00	1.00	1.00	1.00
Court Clerk	5.00	5.00	5.00	5.00
Senior Court Clerk	3.00	3.00	3.00	3.00
Total	14.00	14.00	14.00	14.00

Program Costs

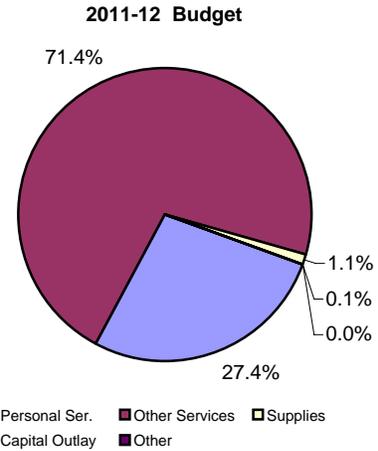
Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	732,566	775,581	775,581	724,021
Other Services & Charges	23,152	24,025	24,025	23,625
Supplies	7,875	3,568	3,568	3,968
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	763,593	803,174	803,174	751,614

City of Independence, Missouri Law



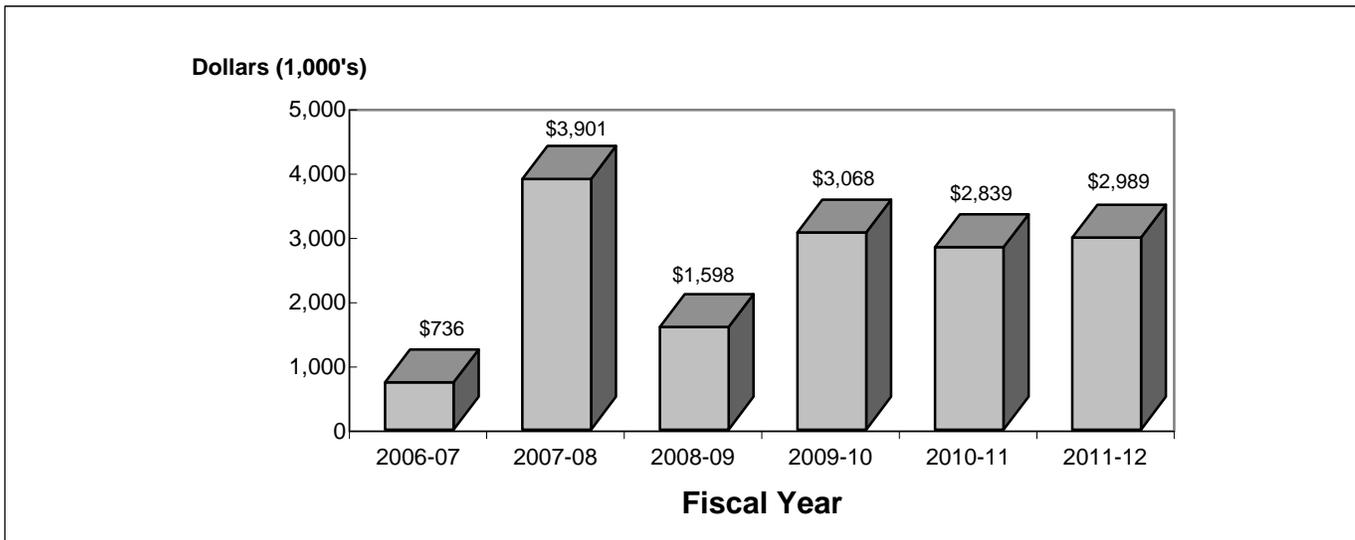
Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 754,017	\$ 814,369	\$ 826,370	\$ 817,679
Other Services	2,280,781	1,984,025	1,976,525	2,133,625
Supplies	31,687	36,500	36,500	34,300
Capital Outlay	1,019	4,000	14,000	3,000
Other	-	-	-	-
Total	\$ 3,067,504	\$ 2,838,894	\$ 2,853,395	\$ 2,988,604



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	7.25	7.25	8.50	8.50	8.00	8.50
Amount by Fund:						
General Fund	\$ 691,373	\$ 648,510	\$ 780,379	\$ 808,907	\$ 769,021	\$ 764,018
Grants	44,269	39,363	13,110	24,349	26,407	26,407
Worker's Comp Fund	-	3,212,812	804,195	2,234,248	2,043,466	2,198,179
Total All Funds	\$ 735,642	\$ 3,900,685	\$ 1,597,684	\$ 3,067,504	\$ 2,838,894	\$ 2,988,604
Comparative Ratios:						
Per Capita	\$ 6.34	\$ 33.52	\$ 14.64	\$ 26.88	\$ 23.42	\$ 25.58
Per Household	\$ 15.04	\$ 79,345.00	\$ 34.40	\$ 62.36	\$ 52.49	\$ 55.52



City of Independence
Departmental Budget Summary

Department: 4110 - Law

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	8.00	8.00	7.50	8.00
Part Time Positions	.50	.50	.50	.50
Total	8.50	8.50	8.00	8.50
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4100 Law	808,907	769,021	769,021	764,018
4150 Law Dept. Grants	24,349	26,407	40,908	26,407
6592 Worker's Compensation	2,234,248	2,043,466	2,043,466	2,198,179
Total	3,067,504	2,838,894	2,853,395	2,988,604
	=====	=====	=====	=====

Source of Funding

General Fund	808,907	769,021	769,021	764,018
Grants	24,349	26,407	40,908	26,407
Worker's Compensation Fund	2,234,248	2,043,466	2,043,466	2,198,179
Total	3,067,504	2,838,894	2,853,395	2,988,604
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 4100 - Law

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Achieved 100% of electronic filing for all litigated cases, claims and Sunshine requests. 3
- * Upgraded scanning operation to a searchable pdf format, streamlined operations and further reduced the need for paper consumption. 3
- * Used Full Employment Council interns to assist in office projects providing education to the interns and services to the department at no cost to the City. 3

2011-12 Objectives

Goal Ref

- * Resolve Regenerative Combustion Turbine (RCT) case. 3
- * Assess the workload and functionality of the department and City during transition to new City Counselor. 3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	1.00	1.00	1.00	1.00
Asst City Counselor II	.75	.75	.75	.75
Administrative Spec II	.75	.00	1.25	1.50
Administrative Spec III	1.00	.75	.00	.00
Legal Assistant	.00	1.00	.00	.00
Deputy City Counselor	1.00	1.00	1.00	1.00
Total	6.50	6.50	6.00	6.25
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4110 - Law
 Cost Center: 4100 - Law

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	625,798	646,521	646,521	641,518
Other Services & Charges	156,028	95,500	90,500	97,200
Supplies	27,081	27,000	27,000	25,300
Capital Outlay	0	0	5,000	0
Other Expenditures	0	0	0	0
Total	808,907	769,021	769,021	764,018
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 15 - Grants

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Asst City Counselor II	.25	.25	.25	.25
Total	.25	.25	.25	.25

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	24,349	26,407	38,408	26,407
Other Services & Charges	0	0	2,500	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	24,349	26,407	40,908	26,407

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 92 - Worker's Compensation

Description

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

2010-11 Accomplishments

Goal Ref

- * Pharmacy Benefit Card implemented in 2008 still providing a substantial cost savings for prescription drugs for employees, and ease of use for injured workers, eliminating confusion and co-pay demands at pharmacy. 3
- * Early Intervention program with nurse case managers for injured workers who require referrals to specialists, or who require emergency care continue to assist with achieving objectives outlined below. This service places a valued liaison between the injured worker, the supervisor, and multiple care providers to insure proper care is obtained quickly and confusion is minimized. 3
- * Use of urgent care center for weekend medical claims not needing emergency room care has again proven to reduce use of emergency room, reducing cost to Fund and time away from work. 3
 In 2010, Urgent Care was utilized only 1 time due to departments not following written protocol. Total costs for time urgent care was used was \$500.
 Average cost for three incidents where urgent care could have been used but was not was \$1367. Claims are not alike; therefore, savings will vary, but emergency room costs could have been eliminated in each of these three cases if protocol had been followed.
- * Page on CityNet devoted to workers compensation provides information and forms for workers and supervisors 24/7 as a continued benefit and updated with new information as needed. 3
- * Provided value added service of safety training and resources to departments through the City's excess insurance carrier. 3
- * Developed new method of re-pricing bills through use of matrix system and in cooperation with Third Party Administrator and two contracted re-pricing vendors, providing best discounts available for all medical treatment provided to injured employees. 3
- * Provided value added service of job task analyses for job classifications with a history or potential of injury. 3
- * Partnered with other City departments and healthcare providers to provide training designed to reduce injuries. 3
- * Closed 23 claims over 2 years old in 2010, 14 claims over 2 years old in 2009.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 92 - Worker's Compensation

2010-11 Accomplishments

Goal Ref

* Closed 1997 claim that had been appealed to Missouri Supreme Court. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Closure of Medical-Only claims within 6 months of MMI	100.0%	99.3%	95.0%	95.0%

2011-12 Objectives

Goal Ref

* Close 95% of all claims involving permanent partial disability within 12 months of reaching maximum medical improvement (MMI). 3

* Accommodate 85% of Returns to Work when treating doctor places injured worker on modified duty. 3

* Close 95% of all Medical-Only claims within six months of final medical care. 3

* Close 80% of all litigated claims within 24 months of MMI. 3

* Reduce time from maximum medical improvement to closure of indemnity and litigated claims.

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Asst City Counselor II	.50	.50	.50	.50
Worker's Compensation Coord	1.00	1.00	1.00	1.00
Administrative Spec II	.25	.00	.25	.50
Administrative Spec III	.00	.25	.00	.00
Total	1.75	1.75	1.75	2.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	103,870	141,441	141,441	149,754
Other Services & Charges	2,124,753	1,888,525	1,883,525	2,036,425

City of Independence
Detail Program Summary

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

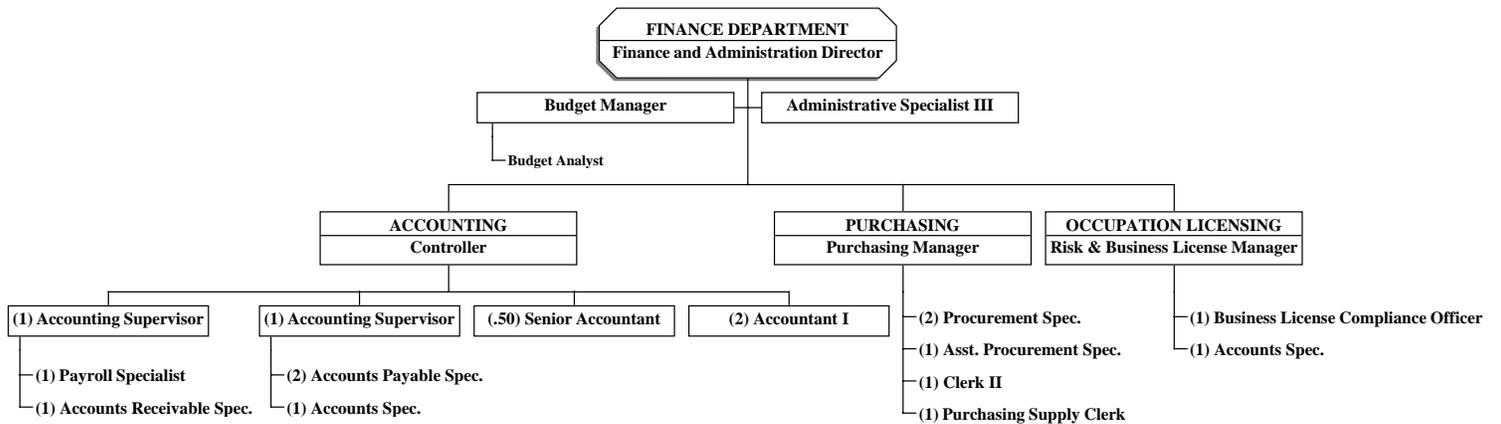
2011-12 Operating Budget
 Fund: 92 - Worker's Compensation

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Supplies	4,606	9,500	9,500	9,000
Capital Outlay	1,019	4,000	9,000	3,000
Other Expenditures	0	0	0	0
Total	2,234,248	2,043,466	2,043,466	2,198,179
	=====	=====	=====	=====

City of Independence, Missouri

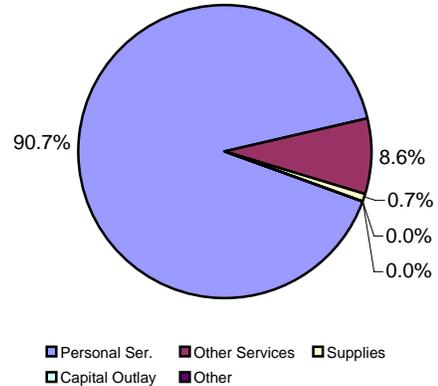
Finance



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 1,790,036	\$ 1,863,506	\$ 1,863,506	\$ 1,754,463
Other Services	168,656	162,445	161,101	165,370
Supplies	10,978	12,786	14,130	14,124
Capital Outlay	7,773	-	-	-
Other	-	-	-	-
Total	\$ 1,977,443	\$ 2,038,737	\$ 2,038,737	\$ 1,933,957

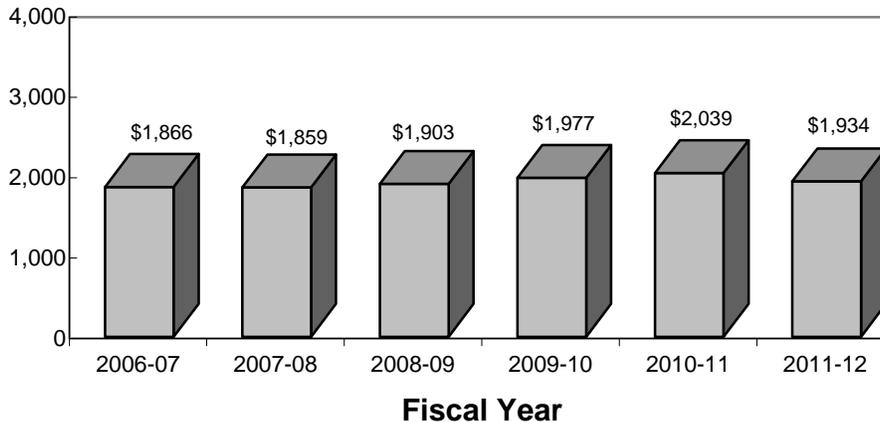
2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	26.00	25.00	25.00	25.00	25.00	23.50
Amount by Fund:						
General Fund	\$ 1,814,786	\$ 1,815,658	\$ 1,857,094	\$ 1,922,239	\$ 1,979,745	\$ 1,873,956
Water Fund	51,259	43,729	45,630	55,204	58,992	60,001
Total All Funds	\$ 1,866,045	\$ 1,859,387	\$ 1,902,724	\$ 1,977,443	\$ 2,038,737	\$ 1,933,957
Comparative Ratios:						
Per Capita	\$ 16.09	\$ 15.98	\$ 17.43	\$ 17.33	\$ 16.82	\$ 16.55
Per Household	\$ 38.14	\$ 37.87	\$ 40.97	\$ 40.20	\$ 37.69	\$ 35.92

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4200 - Finance

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	24.00	24.00	24.00	22.50
Part Time Positions	1.00	1.00	1.00	1.00
Total	25.00	25.00	25.00	23.50
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4201 Finance Administration	428,389	434,359	434,359	426,224
4210 Accounting	942,818	952,394	952,394	928,448
4217 City Hall Cashiering	55,204	58,992	58,992	60,001
4240 Purchasing	395,987	433,094	433,094	363,553
4260 Business Licensing	155,045	159,898	159,898	155,731
Total	1,977,443	2,038,737	2,038,737	1,933,957
	=====	=====	=====	=====

Source of Funding

General Fund	1,922,239	1,979,745	1,979,745	1,873,956
Water Fund	55,204	58,992	58,992	60,001
Total	1,977,443	2,038,737	2,038,737	1,933,957
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
 Cost Center: 4201 - Finance Administration

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 25th consecutive year 3
- * Participated in the negotiation of the work agreements with the CWA and SEIU employee bargaining units 3
- * Assist the Technology Services department in the replacement and expansion of the functionality of the City's Position Management System which is used to project employee salary and benefit costs for the budget development process and in managing these costs during the budget year 3
- * Assisted in the conversion of the management company for the Independence Events Center from Global Enterprises to Independence Events Center LLC 3
- * Continue to participate on the board and provide accounting services to the Events Center CID (Community Improvement District) 3
- * Continue to participate on the board and provide accounting services to the Crackerneck Creek TDD (Transportation Development District) 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
General Fund Revenues	66,314,125	68,972,557	71,274,442	72,828,396
Year End Undesignated Fund Balance	\$2,073,982	\$2,012,374	\$3,110,073	\$2,318,638
% of General Fund Unreserved Fund Balance to Total Annual Revenues	3.12%	2.92%	4.36%	3.18%
Variance of Projected Revenues to Original Budget for All Funds	(5.30%)	(9.99%)	+/-2.00%	+/-2.00%
Number of budget hold items	2,745	2,501	2,750	2,750
Average number of days per item on budget hold	1.53	5.26	2.00	2.00

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4201 - Finance Administration

2011-12 Operating Budget
Fund: 02 - General Fund

Percentage of budget hold items released within 2 calendar days 83% 83% 90% 90%

2011-12 Objectives

	<u>Goal Ref</u>
* Continue to provide financing for various Capital Projects in the City	3
* Evaluation of economic development programs	3
* Continue financial oversight of the Independence Events Center LLC and communicate financial status information to City Management on a monthly basis	3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	411,809	419,999	419,999	417,864
Other Services & Charges	3,553	7,980	6,611	1,980
Supplies	6,154	6,380	7,749	6,380
Capital Outlay	6,873	0	0	0
Other Expenditures	0	0	0	0
Total	428,389	434,359	434,359	426,224
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. 3
- * Implemented Governmental Accounting Standards Board (GASB) Statement No. 51 - Accounting and Financial Reporting for Intangible Assets. 3
- * Implemented Governmental Accounting Standards Board (GASB) Statement No. 54 - Fund Balance Reporting and Governmental Fund Type Definitions. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Payroll Direct Deposits Processed	31,646	31,693	32,000	31,300
Number of Retro Checks Processed	118	413	100	100
Disbursement Checks Processed	14,358	12,631	14,500	12,500
Department Local Checks Processed	832	737	500	600
Electronic Payments	832	663	900	900
Percent of Request for Payments Paid Within 14 Days	96.25%	96.22%	100.00%	97.00%
Percent of Invoices Paid Within 30 Days of Invoice Date	84.56%	83.50%	92.00%	92.00%
Misc. Invoices Issued	\$3,539,100	\$4,685,460	\$3,600,000	\$4,000,000
Average Rate of Return Earned on Investments and Money Market	1.27%	.73%	1.00%	.20%
Total Dollars Invested (Millions)	\$40	\$18	\$28	\$20
Average Number of Days to Issue Monthly Financial Report	15	15	13	13

2011-12 Objectives

Goal Ref

- * Implement new feature in the recently upgraded Financial Management System to utilize the employee "self service" entry of W-4 tax '3

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4210 - Accounting

2011-12 Operating Budget
Fund: 02 - General Fund

<u>2011-12 Objectives</u>	<u>Goal Ref</u>
withholding selections in the Payroll module.	
* Implement GASB Statement No.60 - Accounting and Financial Reporting for Service Concession Arrangements.	3
* Implement GASB Statement No. 61 - The Financial Reporting Entity.	3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Accounts Payable Spec	2.00	2.00	2.00	2.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Accounts Specialist	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	3.00	2.50	2.00
Senior Accountant	.00	.00	.50	.50
Accountant II	2.00	2.00	.00	.00
Accounting Supervisor	.00	.00	2.00	2.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	10.50
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	782,048	804,521	804,521	765,068
Other Services & Charges	158,008	143,913	143,938	159,520
Supplies	2,762	3,960	3,935	3,860
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	942,818	952,394	952,394	928,448
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 40 - Water Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Received training to enter payments without a voucher match into the accounts payable system. 3
- * Trained Finance Department staff on cashiering duties as part of a rotating backup program. 3
- * Cashier completed the City's IDEA Academy 3
- * Provided short-term assistance to the Water Department Customer Service Division in processing utility refunds and non-sufficient funds checks. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Total Transactions Processed	18,551	23,498	19,700	21,996
Total Dollars Processed (Millions)	\$39.0	\$16.7	\$25.0	\$17.2
Utility bills as percentage of total transactions	39.09%	31.68%	40.00%	32.65%
Utility payments as a percentage of dollars processed	12.09%	13.69%	12.00%	14.84%
MGE payments as a percentage of transactions processed	12.11%	8.90%	12.00%	9.87%
MGE payments as a percentage of dollars processed	1.47%	1.09%	1.00%	0.90%
Bus Passes as a percentage of total transactions processed	5.11%	3.81%	5.00%	4.10%
Average cash out of balance amount	(\$0.63)	\$15.50	\$1.00	\$1.00
Percentage of days when cash closing is out of balance	2.64%	0.01%	1.00%	0.50%

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
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City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 40 - Water Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Accounts Receivable Spec	.85	.00	.00	.00
Accounts Specialist	.00	.85	.85	.85
Total	.85	.85	.85	.85

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	55,204	58,992	58,992	60,001
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	55,204	58,992	58,992	60,001

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4240 - Purchasing

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Worked with the Law Department to update language in contracts for public improvement projects, professional services, consulting services, and architectural/engineering services. All contracts are available on CityNet. 3
- * Began tracking results of bids by comparing the awarded amount with the average amount of other bids received. This process indicated savings of \$566,155.06. 3
- * Generated \$107,307.66 in income from the sale of surplus property. 3
- * Use of the Freight Program generated \$48,052.86 in savings. The Freight Program places the City in charge of incoming and outgoing freight, instead of the vendor controlling it. 3
- * Continued to survey price agreement vendors to determine their satisfaction with Purchasing and the bid process. 3
- * Continued work on finalizing a "green" purchasing policy. 3
- * Submitted an application to Microsoft to become a licensed refurbisher of computer equipment, which will be donated to needy families in the City. 3
- * Successfully completed our first reverse auction, which resulted in a savings of \$8,573.94 on the purchase of two uninterruptable power supply units. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Purchase Orders Issued	2,708	2,541	2,800	2,300
Price Agreements Maintained	260	301	250	300
Request for Proposals processed and administered	22	19	20	20
No. of Days to issue Purch. Orders for Req. not requiring bids.	1.20	1.10	1.50	1.50
No. of Days to issue Purch. Order for Req. requiring informal bids.	16.60	17.50	14.00	17.00

City of Independence
Detail Program Summary

Department: 4200 - Finance
Cost Center: 4240 - Purchasing

2011-12 Operating Budget
Fund: 02 - General Fund

No. of Days to issue Purch. Order for Req. requiring formal bids.	26.70	25.00	25.00	25.00
Percentage of minor purchases using P cards vs. dept. local checks	91%	91%	95%	92%

2011-12 Objectives

	Goal Ref
* Continue tracking cost savings as a result of the bid process.	3
* Continue to look for opportunities where reverse auctions would be an appropriate purchasing tool.	3
* Continue to advance "green" procurement.	3
* Upon approval from Microsoft, implement the Computer Refurbishing Program.	3
* Continue to promote use of the Freight Program.	3
* Implement quarterly training with end users.	3
* Develop a formal plan for contract administration.	3
* Survey price agreement vendors to determine their satisfaction with Purchasing and the bid process.	3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	389,189	425,646	425,646	358,349
Other Services & Charges	3,906	5,302	5,302	1,620
Supplies	1,992	2,146	2,146	3,584
Capital Outlay	900	0	0	0
Other Expenditures	0	0	0	0
Total	395,987	433,094	433,094	363,553
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Obtained electronic data file from Secretary of State's office for registered fictitious names domiciled in Independence and mailed a business license application to unlicensed businesses. 3
- * Implemented a customer satisfaction survey for renewing business license accounts. 3
- * Obtained necessary insurance coverage for Events Center during management transition. 3
- * Obtained general liability insurance program for the City's Neighborhood Stabilization Program. 3
- * Developed handout for Employee Liquor Permit applicants that identifies differences between adult and under 21 Missouri Drivers License. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Number of business licenses issued	8,955	7,498	7,400	7,610
Percentage of new business license applications processed	27.71%	10.60%	25.00%	15.00%
Renewed business license account as percent of licenses issued	72.29%	89.40%	75.00%	85.00%
Percent of businesses renewing their account by due date	69.36%	67.97%	70.00%	68.00%
Business license accounts closed	1,265	1,517	1,350	1,475
New liquor license applications processed	36	30	35	33
Council concurs with staff on liquor license recommendation	96.43%	90.00%	100.00%	100.00%
Property & Liability insurance cost as a percent of operating budget	0.58%	0.67%	0.75%	0.60%

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives	Goal Ref
* Request business information from Secretary of State's Office on corporations, LLC and LP domiciled in Independence to identify businesses needing to obtain a business license.	3
* Review business license code to identify changes that will provide for efficient and effective procedures to process, monitor and enforce business license requirements.	3
* To ensure all rental property owners are licensed, we will continue to review Jackson County property tax and utility billing records to identify unlicensed rental property and ensure they obtain a business license.	3

Staffing:

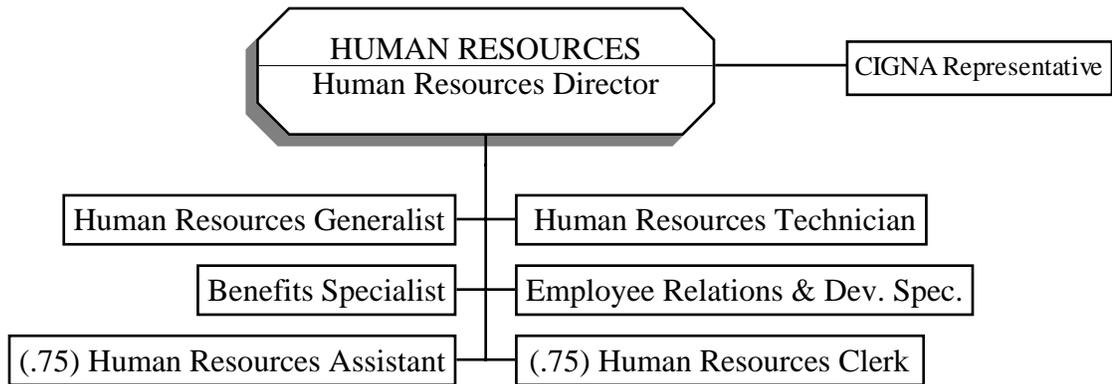
Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Accounts Receivable Spec	.15	.00	.00	.00
Accounts Specialist	.00	.15	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	1.00	1.00
Total	2.15	2.15	2.15	2.15

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	151,786	154,348	154,348	153,181
Other Services & Charges	3,189	5,250	5,250	2,250
Supplies	70	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	155,045	159,898	159,898	155,731

City of Independence, Missouri

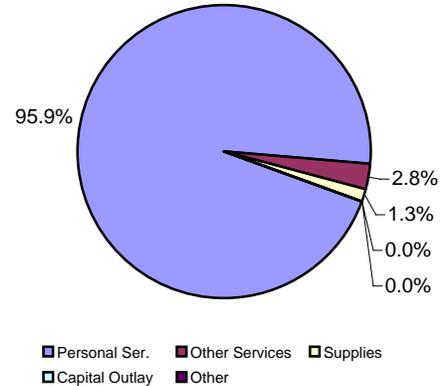
Human Resources



Appropriations by Type:

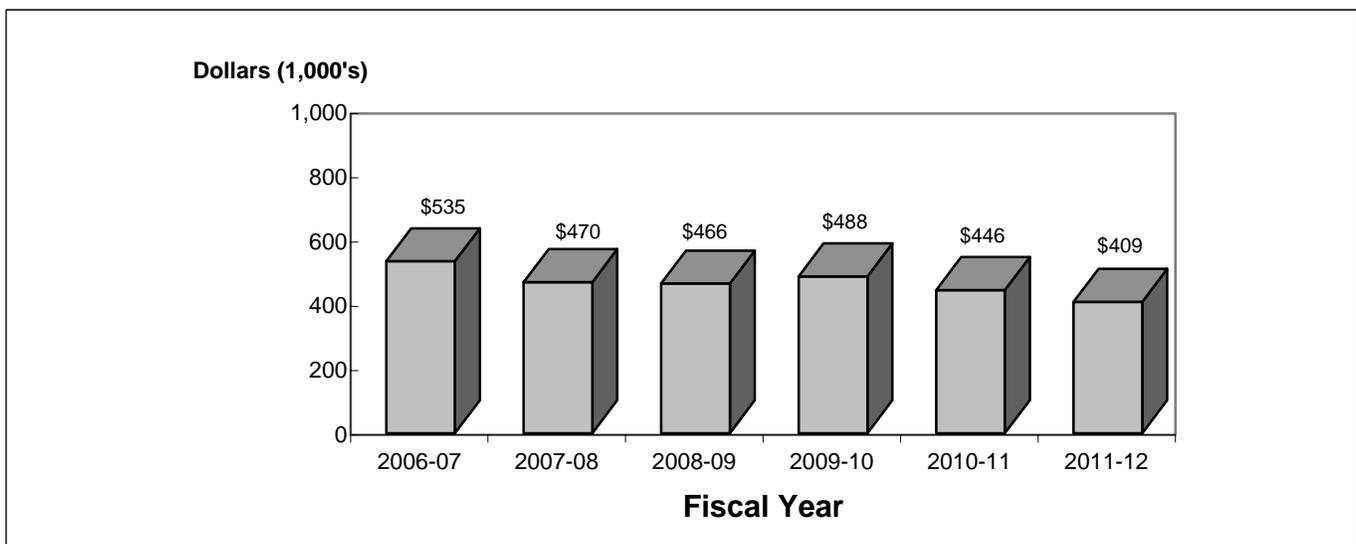
Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 468,068	\$ 429,020	\$ 429,020	\$ 392,323
Other Services	14,515	11,486	11,736	11,411
Supplies	5,619	5,200	4,950	5,200
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	\$ 488,202	\$ 445,706	\$ 445,706	\$ 408,934

2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	7.50	7.50	7.50	7.50	6.50	6.50
Amount by Fund:						
General Fund	\$ 535,097	\$ 470,308	\$ 465,850	\$ 488,202	\$ 445,706	\$ 408,934
Total All Funds	\$ 535,097	\$ 470,308	\$ 465,850	\$ 488,202	\$ 445,706	\$ 408,934
Comparative Ratios:						
Per Capita	\$ 4.61	\$ 4.04	\$ 4.27	\$ 4.28	\$ 3.68	\$ 3.50
Per Household	\$ 10.94	\$ 9.58	\$ 10.03	\$ 9.92	\$ 8.24	\$ 7.60



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources

2011-12 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 1203 employees as well as questions or concerns of 761 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	7.00	6.00	5.00	5.00
Part Time Positions	.50	1.50	1.50	1.50
Total	7.50	7.50	6.50	6.50
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4300 Human Resources	488,202	445,706	445,706	408,934
Total	488,202	445,706	445,706	408,934
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4300 - Human Resources

2011-12 Operating Budget

Source of Funding

General Fund	488,202	445,706	445,706	408,934
Total	488,202	445,706	445,706	408,934
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1203 employees as well as assistance with questions or concerns of 761 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.

2010-11 Accomplishments

Goal Ref

- | | |
|--|---|
| * Streamlined and enhanced the pre-retirement information on CityNet for employees and retirees by creating a Retirement Information Center with forms, presentations and connective links to LAGERS, Social Security and Medicare in one easy-to-find location. | 3 |
| * Initiated and prepared out-of-position pay monthly reporting to senior management. | 3 |
| * Researched and initiated a LAGERS statute modification request to change the beneficiary status on plus lump sums prior to distribution. | 3 |
| * Implemented and contributed to the negotiated work agreements: CWA and SEIU. | 3 |
| * Completed an RFP for the Medical Plan Administration, Provider Network and Flexible Spending Administration. CIGNA was selected for the medical plan administration and network. The decision was made to keep FMH for the Flexible Spending Administration. | 3 |
| * Successfully transferred the administration of the health plans from FMH to CIGNA. | 3 |
| * Added an in-house CIGNA Services Coordinator position. | 3 |
| * Completed an RFP for the Pharmacy Benefits Manager. Medco was selected to continue as the Pharmacy Benefits Manager. | 3 |
| * Completed an RFP and selected Humana for stop loss services. | 3 |
| * Completed an RFP and selected ComPsych for the Employee Assistance Program provider. | 3 |
| * Conducted 20 benefit informational meetings and the Benefits Fair for open enrollment. | 3 |
| * Implemented changes to the Stay Well Open Access and In-Network Health Plans in accordance with new regulatory health care | 3 |

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2010-11 Accomplishments

Goal Ref

- guidelines. 3
- * Implemented a 17% employee cost share for the dental plans effective 1/1/11 and increased the dependent child eligibility age to 26. 3
- * Flex plan enrollment forms were distributed and collected for all dental plan participants in order to set up their initial dental premium flex plan election. 3
- * Medicare D subsidy enrollment for the 2011 plan year and the reconciliation process for the 2009 plan year were completed. A total of \$218,072.74 was received for the Stay Well Open Access Plan and \$29,170.75 for the Stay Well In-Network Plan from the Medicare D Subsidy for the 2010 plan year. 3
- * Submitted application and was approved for the Early Retiree Reinsurance Program which provides 80% reimbursement of claims cost for health benefits between \$15,000 and \$90,000 for retirees age 55 and older who are not eligible for Medicare, their spouses, surviving spouses and dependents. 3
- * Planned and facilitated three quarterly supervisory training sessions and the I.D.E.A. Academy. 3
- * Conducted 20 New Employee Orientation training sessions. 3
- * Centralized Commercial Drivers License review process. 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

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Applications processed	8,916	4,212	7,600	6,400
Tests administered (incl typing)	1,445	663	400	275
New hires	135	106	70	70
Promotions	58	66	50	50
Retirements	39	31	45	45
Training Hours	2,884	1,242	1,500	1,500
Surveys/internal & external	50	50	40	40
Job announcements	104	69	70	65
Exit interviews	9	8	10	10
Number of days to fill a position	47	40.5	61	55
Number of requests for FMLA leave	195	195	241	218

2011-12 Objectives

Goal Ref

- * Comply with changing Federal laws as they relate to employment within 60 days, and educate employees on changes. 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives	Goal Ref
* 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
* Update the Human Resources Department website.	3

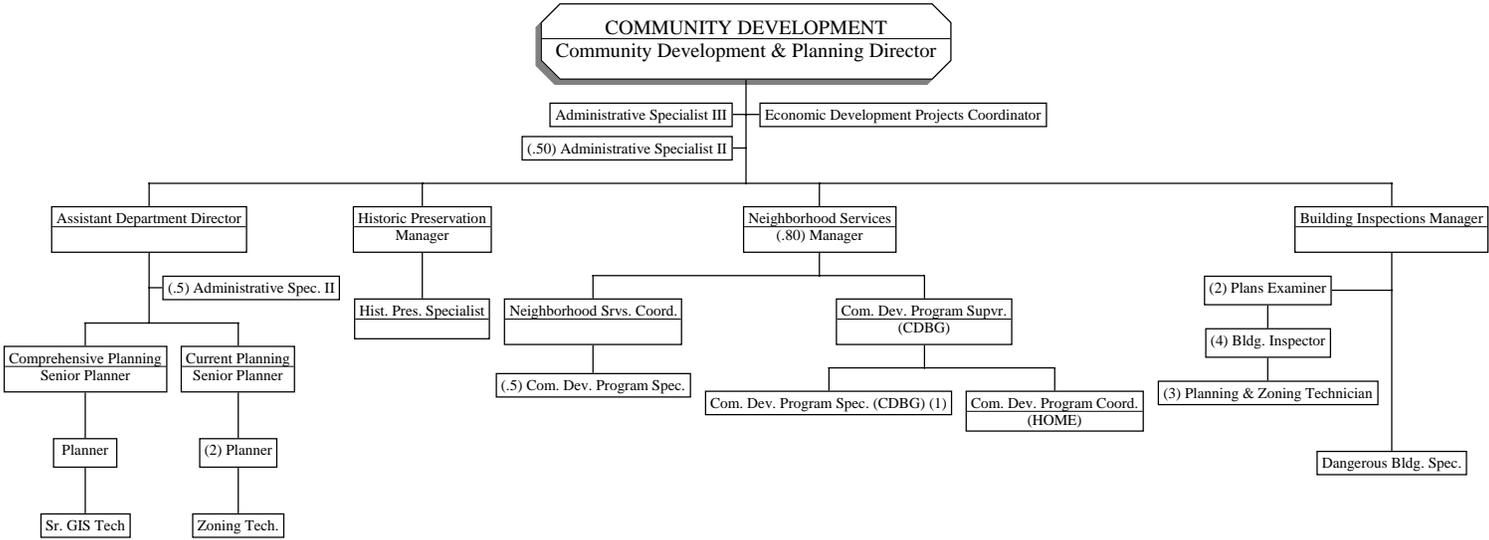
Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Analyst	.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	2.00	1.75	.75	.75
Human Resources Generalist	1.00	1.00	1.00	1.00
Human Resources Tech	1.00	1.00	1.00	1.00
Human Resources Clerk	.50	.75	.75	.75
Total	7.50	7.50	6.50	6.50

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	468,068	429,020	429,020	392,323
Other Services & Charges	14,515	11,486	11,736	11,411
Supplies	5,619	5,200	4,950	5,200
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	488,202	445,706	445,706	408,934

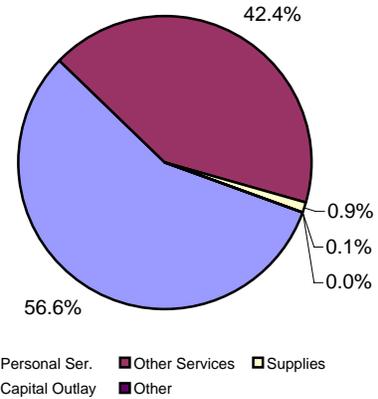
City of Independence, Missouri Community Development



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 1,715,297	\$ 1,595,811	\$ 1,597,502	\$ 1,557,155
Other Services	1,540,477	1,197,299	1,667,409	1,165,162
Supplies	21,142	21,727	22,269	25,931
Capital Outlay	552,806	1,500	1,051,037	1,500
Other	-	-	-	-
Total	\$ 3,829,722	\$ 2,816,337	\$ 4,338,217	\$ 2,749,748

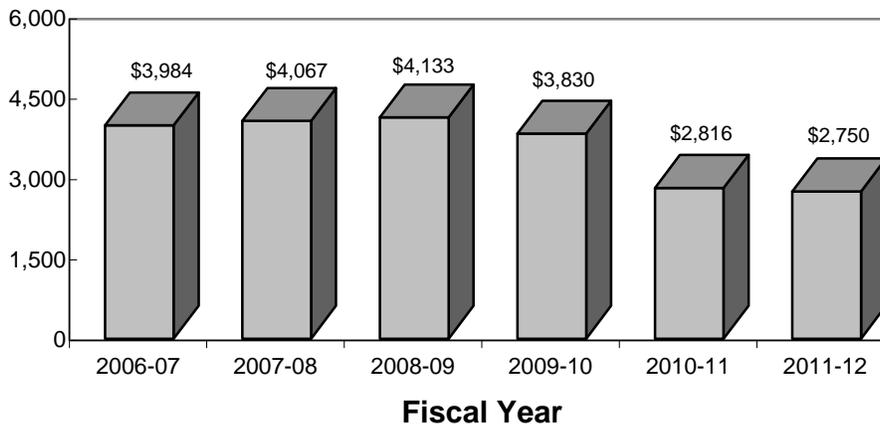
2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	29.25	29.75	29.75	30.55	30.05	30.30
Amount by Fund:						
General Fund	\$ 2,589,943	\$ 2,783,134	\$ 2,557,963	\$ 2,648,968	\$ 2,615,783	\$ 2,545,018
CDBG Fund	597,299	865,195	789,233	601,002	151,579	155,586
HOME Fund	796,782	418,693	785,357	579,752	48,975	49,144
Total All Funds	\$ 3,984,024	\$ 4,067,022	\$ 4,132,553	\$ 3,829,722	\$ 2,816,337	\$ 2,749,748
Comparative Ratios:						
Per Capita	\$ 34.36	\$ 34.95	\$ 37.86	\$ 33.56	\$ 23.23	\$ 23.54
Per Household	\$ 81.43	\$ 82.84	\$ 88.99	\$ 77.85	\$ 52.07	\$ 51.08

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development

2011-12 Operating Budget

Department Description

The purpose of 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; and to provide for the public transit needs of local residents.

Description	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	29.00	29.80	29.30	29.80
Part Time Positions	.75	.75	.75	.50
Total	29.75	30.55	30.05	30.30
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4401 Administration	276,123	280,960	281,795	255,147
4411 Neighborhood Services	33,214	25,121	25,121	25,246
4412 Comprehensive Planning	264,517	256,481	256,481	269,353
4413 Current Planning	220,297	178,115	177,280	183,064
4414 Transportation	957,149	1,033,021	1,033,021	1,033,021
4420 Historic Preservation	92,787	91,422	91,422	57,024
4431 Building Inspection	804,881	750,663	750,663	722,163
6601 CDBG Administration	160,801	151,579	176,662	155,586
6604 CDBG Housing	414,550	0	522,029	0
6608 Commercial Facade Program	25,651	0	155,916	0
6802 HOME Administration	53,444	48,975	25,541	49,144
6803 Single/Multi Family Housing	359,508	0	672,858	0
6804 First Time Home Buyers	166,800	0	169,428	0
Total	3,829,722	2,816,337	4,338,217	2,749,748
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4400 - Community Development

2011-12 Operating Budget

Source of Funding

General Fund	2,648,968	2,615,783	2,615,783	2,545,018
Community Dev Block Grant Fund	601,002	151,579	854,607	155,586
HOME Program Fund	579,752	48,975	867,827	49,144
Total	3,829,722	2,816,337	4,338,217	2,749,748
	=====	=====	=====	=====

Direct/Offsetting Revenues

Planning Exams and Licenses	117,768	150,000	100,000	141,000
Building Permits	525,663	625,000	600,000	644,000
Planning and Zoning Fees	15,873	11,000	14,083	9,200
Board of Adjustment Fees	1,700	3,000	3,165	3,000
CDBG Federal Grant	852,207	818,019	818,091	775,000
HOME Program Grant	442,281	487,038	487,038	464,717
Total	1,955,492	2,094,057	2,022,377	2,036,917
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Streamlined development processes among City departments by training front-line staff. 1,2
- * Continued to combat the foreclosure crisis by implementing a Neighborhood Stabilization Program in coordination with other departments and agencies. 1,2
- * Continued revitalization of western Independence by coordinating efforts with the Fairmount-Carlisle Redevelopment Corporation, 12 Blocks West, Habitat for Humanity, and other agencies. 1,2
- * Enhanced community development and land planning by updating elements of the City's Comprehensive Plan. 1234
- * Evaluated 90% of Tax Increment Financing (TIF) certification requests within 10 days. 3
- * Developed a quarterly TIF progress and compliance report. 3
- * Produced State TIF report one month ahead of November deadline. 3
- * Provided better customer service, by establishing electronic internal access to TIF plans and agreements. 3

2011-12 Objectives

Goal Ref

- * Update TIF report booklet and make available to the public and organizations. 3
- * Streamline development processes among City departments by publishing a Comprehensive Development Guide. 1,2
- * Produce quarterly TIF progress and compliance report for City departments. 3
- * Identify interdepartmental opportunities to cross-train employees. 1,3
- * Implement interdepartmental projects to improve quality of community. 1
- * Conduct redistricting activities following the Census to accurately distribute population into Council Districts. 1,2

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	.50

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Economic Developmnt Proj Coord	.00	1.00	1.00	1.00
Total	2.00	3.00	3.00	3.50
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	270,420	276,370	276,370	250,557
Other Services & Charges	3,338	2,115	3,095	2,465
Supplies	2,365	2,475	2,330	2,125
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	276,123	280,960	281,795	255,147
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Began 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
- * Continued 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
- * Continued to collect customer satisfaction surveys on all completed Tax Abatement parcels. 1,2
- * Completed Blight Study and Redevelopment Plan for St. Clair Park 353 Redevelopment. 1,2

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Dev. of Goals & Object. and Annual Action Plan/Fairmount-Carlisle	0	1	1	1
Processing of Tax Abatement Appl. in Fairmount-Carlisle Area	50	40	60	30
Completion of Tax Abatement in the Fairmount-Carlisle Area.	30	20	30	30
Processing of Tax Abatement Appl. in St. Clair Park Area				25
5/10/15 Year Inspections for MTRC	N/A	N/A	N/A	70
Completion of Tax Abatement in St. Clair Park Area	N/A	N/A	N/A	5

2011-12 Objectives

Goal Ref

- * Continue to administer contract with MTRC for tax abatement reporting and administration. 1,2

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives	Goal Ref
* Begin administration of St. Clair Park Tax Abatement Program.	1,2
* Continue administration of Fairmount-Carlisle Tax Abatement Program.	1,2

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Comm Develop Prog Spec	.00	.50	.50	.50
Neighborhood Services Coord	1.00	1.00	1.00	1.00
Neighborhood Services Manager	.80	.80	.80	.80
Total	1.80	2.30	2.30	2.30

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	33,214	25,121	25,121	25,246
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	33,214	25,121	25,121	25,246

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Completed the 2011-2017 Capital Improvement Program. 3
- * Started the Housing and Economic Development sections of the Comprehensive Plan. Prepared electronic and paper citizen surveys on Housing and Economic Development. Received 212 completed surveys. 1,2,3
- * Assisted 12 departments/divisions within the City with GIS service to produce specialized maps. 3

2011-12 Objectives

Goal Ref

- * Prepare an existing land use map and implement a method for updating the map on a quarterly basis. 1
- * Continue to cross train personnel to ensure essential job duties/functions are being delivered. 3
- * Provide timely Capital Improvement Program adoption by distributing to departments 6 months prior to adoption by sending draft to the City Manager 3 months prior to adoption and by holding a Planning Commission public hearing 6 weeks prior to adoption. 3
- * Continue the implementation of the Geographic Information System (GIS) by continuing data collection for creating new data layers and creating new maps. 1
- * Complete the Comprehensive Plan. 1,2,4

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
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	.00
Sr GIS Technician	.00	.00	.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	242,112	247,061	247,061	249,855
Other Services & Charges	20,899	8,420	8,420	18,498
Supplies	1,506	1,000	1,000	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	264,517	256,481	256,481	269,353
	=====	=====	=====	=====

Significant Issues

- * The inability to fill vacant positions.
- * The need to fully develop the Geographic Information (GIS) as a Comprehensive tool utilized by all departments and accessible to the public.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Completed 3 amendments to the Unified Development Ordinance (UDO) to clarify language and to address minor issues to further the goals and objectives of the UDO. 1
- * Coordinated review of the firework sales locations with various departments to ensure compliance with City regulations. 1
- * Improved the responsiveness to development by reducing the review time for vacation of easements/right-of-way applications. 1,2
- * Removed 17 abandoned signs along U.S. 40 Hwy. 1,2
- * Responded to 62 Citizen Action Center Requests for zoning information and zoning enforcement. 1,2
- * Collaborated with representatives from the cities of Blue Springs and Lee's Summit on developing quarterly trainings for Planning Commission members. 1
- * Revised informational brochures to be more user friendly and to reflect current ordinances. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Rezoning Cases	12	13	10	5
Special Use Permit Cases	8	1	1	1
Preliminary Plat Cases	1	1	0	0
Final Plat Cases	16	1	2	2
Home Occupation Cases	10	5	6	3
Preliminary and Final Development Plan Cases	1	1	1	1
Site Plan Cases	9	12	9	10
Ordinance Text Amendment Cases	1	3	3	3
Easement and/or Right-of-Way Vacation	2	1	2	0
Historic Designations	0	1	0	0

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Board of Adjustment Cases	32	15	20	20
Building and Demolition Permits Reviewed	377	366	350	350
Sign Permits Issued	287	207	250	250
Code Violations Inspections	885	866	500	750
Minor Plat Cases	15	18	N/A	20

2011-12 Objectives

	Goal Ref
* Review the Unified Development Ordinance (UDO) on a quarterly basis for proposed amendments. Continue to identify and monitor planning and development related issues for potential amendments to the UDO that furthers the goals and objectives of the UDO.	1
* In order to stabilize neighborhoods and encourage redevelopment, initiate corrective rezonings in areas that are mis-zoned.	1,2
* Create a database of conditional and special uses. Develop an annual review schedule to perform on-site inspection to ensure compliance with ordinance requirements.	1
* Collaborate with the Business License division to streamline procedures to improve business license responsiveness.	1,2
* Continue the removal of abandoned signs along major corridors.	1,2
* Continue to cross train personnel to ensure essential job duties/functions are being delivered.	3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	.50	.50
Total	5.00	5.00	4.50	4.50

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	201,951	168,574	168,574	172,712
Other Services & Charges	14,465	7,154	6,360	7,714
Supplies	3,881	2,387	2,346	2,638

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	220,297	178,115	177,280	183,064
	=====	=====	=====	=====

Significant Issues

- * The inability to fill vacant positions.
- * Need to develop long-term funding support for the removal of abandoned signs.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

	Goal Ref
* Participated in Kansas City region's federal TIGER (Transportation Investment Generating Economic Recovery) grant. As part of the grant, the City was awarded funding to improve 3 transit stops and install heaters at the Transit Center.	1,3,4
* Initiated the new Silver Route between the Transit Center and the Social Security Administration and Centerpoint Medical Center.	3
* Implemented the 6-week IndeBus during the 2010 holiday shopping season along the 39th Street retail corridor including the Independence Center and surrounding businesses.	1,3,4

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Ridership/Inter-City Routes	108,320	108,459	108,000	108,500
Ridership/Intra-City Routes	265,450	237,460	270,000	238,000
Average Daily Ridership - Intra-City Buses (calendar year)	862	781	876	783

2011-12 Objectives

	Goal Ref
* Continue to monitor the transit system for efficiencies in serving the citizens of Independence and securing funding from all possible sources.	1,3,4

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
-----------------------------	---------------------------	--	---------------------------------------	---------------------------------------

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	957,149	1,033,021	1,033,021	1,033,021
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	957,149	1,033,021	1,033,021	1,033,021
	=====	=====	=====	=====

Significant Issues

- * The reduction in state and federal funding could push more of the transit burden onto the City.
- * Increases in gas prices could result in increases in contract amount.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
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.

2010-11 Accomplishments

Goal Ref

- * Addressed maintenance and vandalism issues at the City's historic sites. 1,3
- * Partnered with Public Works to procure a Maintenance Master Plan for the Bingham-Waggoner Estate. 1,3
- * Surveyed city-owned historic sites and building maintenance issues. 225 surveys were distributed between April and October 2010. Of those 39% were returned with an average overall satisfaction rate of 98.75%. 1
- * Made roof, door, and mechanical systems repairs at the Vaile Mansion. 1
- * Assisted the National Park Service on the expansion of the Harry S Truman National Historic Landmark District. 1,2
- * Continued Preservation Month activities (May 2010) including preservation awards, local tours, presentations and lectures. 1,2
- * Completed revisions to the City's Historic Preservation Design Guidelines. 1
- * Partnered with Public Works to secure federal funding for Delaware Streetscape Improvements. 1
- * Assisted Independence Power & Light with their Weatherization Program. 1
- * Completed web upgrades and held year-round public outreach/education sessions. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Heritage Commission Cases/Reviews	10	6	10	10
Demolition Permits	59	54	50	65
Dangerous Buildings	72	72	65	80
Locally Designated Historic Properties	1	1	1	1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

<u>2011-12 Objectives</u>	<u>Goal Ref</u>
* Renew lease agreements for City-owned properties.	3
* Continue annual satisfaction surveys for historic sites.	1
* Historically-designate individually listed, city-wide properties.	1
* Assist the National Park Service with the designation of the Harry S Truman National Historic Landmark District expansion.	1
* Replace the roof on the main house at the Bingham-Waggoner Estate.	1,3
* Recommend a 2% preservation program providing a dedicated funding source through building permit revenues.	1
* Partner with the Tourism Department on the promotion of Preservation Month and public outreach programs.	1
* Coordinate with other City departments and heritage partners to address long-term preservation funding shortfalls and develop cost-effective solutions.	1,3
* Partner with Public Works on prioritizing and addressing on-going maintenance issues at the City's historic sites.	1,3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
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

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	66,204	68,412	68,412	53,114
Other Services & Charges	26,173	22,760	22,602	3,660
Supplies	410	250	408	250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	92,787	91,422	91,422	57,024
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Building Inspection Division reviews plans and inspects all types of building construction for the purpose of safeguarding public safety, health 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.

2010-11 Accomplishments

* Recommended permitting and licensing for Low Voltage Electrical installation.

Goal Ref

1,3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
No. of Building Inspections	11,840	7,932	7,440	7,240
Number of Bldg. Permits Issued	3,792	4,776	3,510	3,990
Question Survey to Builders on Service	100	100	100	200

2011-12 Objectives

* Recommend homeowner licensing for permits by February 2012.
* Recommend rental certificate of occupancy by April 2012.

Goal Ref

1,3

1,3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Plans Examiner	2.00	2.00	2.00	2.00
Permits Technician	3.00	3.00	3.00	.00
Permits and Zoning Technician	.00	.00	.00	3.00
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	1.00	1.00	1.00	1.00
Building Inspections Mgr	1.00	1.00	1.00	1.00
Property Maint Officer	.25	.25	.25	.00
Total	11.25	11.25	11.25	11.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	711,056	639,849	641,540	635,093
Other Services & Charges	83,918	100,680	98,419	73,560
Supplies	9,907	10,134	10,704	13,510
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	804,881	750,663	750,663	722,163
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 08 - Community Dev Block

Description

Administration of City and sub-recipient programs funded through the City's Community Development Block Grant (CDBG). Program CDBG funds may be used to carry out a wide range of community development activities directed toward 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.

2010-11 Accomplishments

Goal Ref

- * Submitted applications for federal Neighborhood Stabilization Program (NSP), Department of Energy Weatherization Assistance Program, and Environmental Protection Agency (EPA) Brownfield Programs and secured \$2.2 million dollars to support community development, housing, public facilities and homeless services projects and programs. 1,2,3
- * Completed three Commercial Facade Improvement projects within eligible revitalization areas. 1,2
- * Completed 62 minor home repair projects for low and moderate income homeowners through the NorthWest Communities Development Corporation Home Repair Program. 1
- * Transferred ownership of 315 N. Main Street to Jackson County for the My Arts Program. 1,2
- * Provided lead hazard training for local non-profit housing developers to increase capacity. 1
- * Implemented four NSP Redevelopment Agreements for a total of \$4,033,075 towards redevelopment of 40 vacant and foreclosed residential units in NorthWest Independence. 1
- * Completed construction of curbs and sidewalk infrastructure on North Ash and Hardy Avenues in partnership with the NWCDC's Norledge Place Redevelopment Project. 1
- * Completed Community Development Block Grant (CDBG) Public Facility Improvements at Hiram Young Park, Fairmount Community Center, Community Services League, Hope House and Andrew Drumm Institute. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Citizen Participation Hearings	6	7	5	6
Federal Grants Administered	5	6	5	7

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 08 - Community Dev Block

Subrecipient Programs Monitored	27	28	27	29
Leveraged Funding	\$12.5MIL	\$5.0MIL	\$10.0MIL	\$5.0MIL

2011-12 Objectives

Goal Ref

- * Complete a targeted Neighborhood Investment Block Makeover Pilot Project utilizing Community Development Block Grant (CDBG), HOME, Neighborhood Stabilization Program (NSP) and Weatherization Assistance Program funds in partnership with Missouri Department of Natural Resources Transform Missouri Housing Initiative. 1,2
- * Complete three Commercial Facade Improvement projects. 1
- * Complete Public Facility Improvements at Fairmount Community Center, Community Services League, and Hope House. 1
- * Complete update of Housing and Urban Development (HUD) Analysis of Impediments to Fair Housing as part of the Consolidated Planning process. 3
- * Complete Weatherization of 100 units of very low income housing in cooperation with the Energize Missouri Housing Initiative. 1
- * Complete rehabilitation, redevelopment and resale of 15 foreclosed or abandoned residential units through the Neighborhood Stabilization Program. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	137,596	128,899	128,899	129,129
Other Services	19,106	16,699	41,782	19,549
Supplies	3,029	4,981	4,981	5,908
Capital Outlay	1,070	1,000	1,000	1,000
Other	0	0	0	0
Total	160,801	151,579	176,662	155,586
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

2011-12 Operating Budget
Fund: 08 - Community Dev Block

Significant Issues

- * Issues related to lead based paint and other environmental hazards with all Community Development Block Grant Rehabilitation programs. This will include the NorthWest Communities Development Corporation Independence Minor and Emergency Home Repair Program, the Neighborhood Stabilization Program, and the Commercial Facade Improvement Program.
 - * Expanding the Revitalization/Redevelopment strategy for NorthWest Independence/24 Highway Corridor and Fairmount-Carlisle 353 Redevelopment.
 - * Implementation of Federal Neighborhood Stabilization Program and Weatherization Assistance Program within the time and staff constraints of existing Community Development Block Grant (CDBG) and HOME commitments.
 - * National threat to eliminate Community Development Block Grant (CDBG) funding from the Federal budget.
-

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 08 - Community Dev Block

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Comm Develop Prog Spec	.50	.00	.00	.00
Neighborhood Services Manager	.09	.00	.00	.00
Total	.59	.00	.00	.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services	414,550	0	401,605	0
Supplies	0	0	0	0
Capital Outlay	0	0	120,424	0
Other	0	0	0	0
Total	414,550	0	522,029	0

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 08 - Community Dev Block

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Neighborhood Services Manager	.11	.00	.00	.00
Total	.11	.00	.00	.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	223	0	0	0
Other Services	0	0	69,089	0
Supplies	0	0	0	0
Capital Outlay	25,428	0	86,827	0
Other	0	0	0	0
Total	25,651	0	155,916	0

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 09 - HOME Program Fund

Description

Administration of City Programs funded through the City's Federal Home Investment Partnership Program. FY 2011-12 will be the 17th 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 2011-2012 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).

2010-11 Accomplishments

Goal Ref

- * Managed the HOME Program as a participating jurisdiction for the 16th year. 1
- * Worked with NorthWest Communities Development Corporation (NWCDC) in completing construction of six infill houses. 1
- * Completed 40 First Time Home Buyer Grants. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Multi-Family Units	0	12	4	0
First Time Home Buyers	51	45	45	35
Single-Family Units	2	2	2	6

2011-12 Objectives

Goal Ref

- * To expand the supply of affordable new housing, HOME funds will be utilized in the construction of single-family homes. 1
- * To assist in homeownership opportunities, HOME funds will be utilized to provide funds for 35 first time home buyers throughout the City of Independence. All funds will be expended by June 2012. 1
- * To utilize HOME funding with other larger projects for greater impact on neighborhood stabilization. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 09 - HOME Program Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	52,521	41,525	41,525	41,449
Other Services	879	6,450	16,984-	6,695
Supplies	44	500	500	500
Capital Outlay	0	500	500	500
Other	0	0	0	0
Total	53,444	48,975	25,541	49,144

Significant Issues

* Single-family housing development in NorthWest Independence continues to be an area of focus. Stabilization of the Norledge Area, 24 Highway and Overton, Union and 24 Highway, and Mount Washington are all projects that we look for additional partners to play a role in their re-development. The challenge will be to develop housing products that will upgrade the area and at the same time not gentrify the neighborhood to a point that the current residents are unable to live there. The City continues to look for partners willing to develop housing and support services that meet the needs of a wide range of income levels and ages.

City of Independence
Detail Program Summary

Department: 4400 - Community Development
 Cost Center: 6804 - First Time Home Buyers

2011-12 Operating Budget
 Fund: 09 - HOME Program Fund

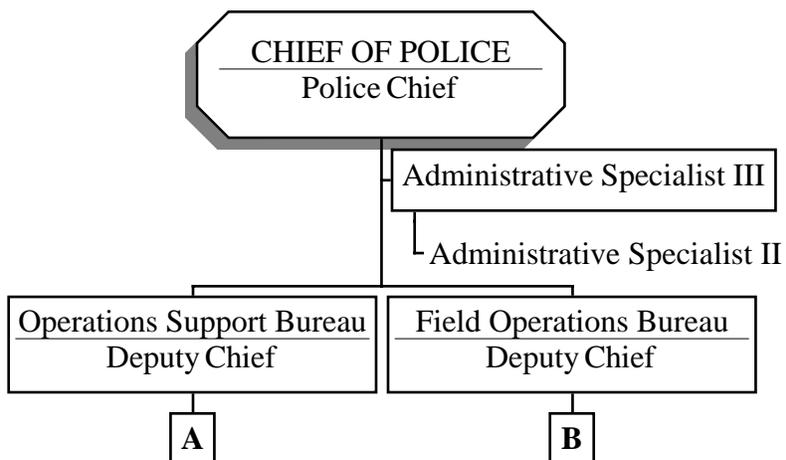
Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2011-2012 will be the 17th year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include assistance to first time home buyers. Programs for FY 2011-2012 will include the First Time Home Buyers Program.

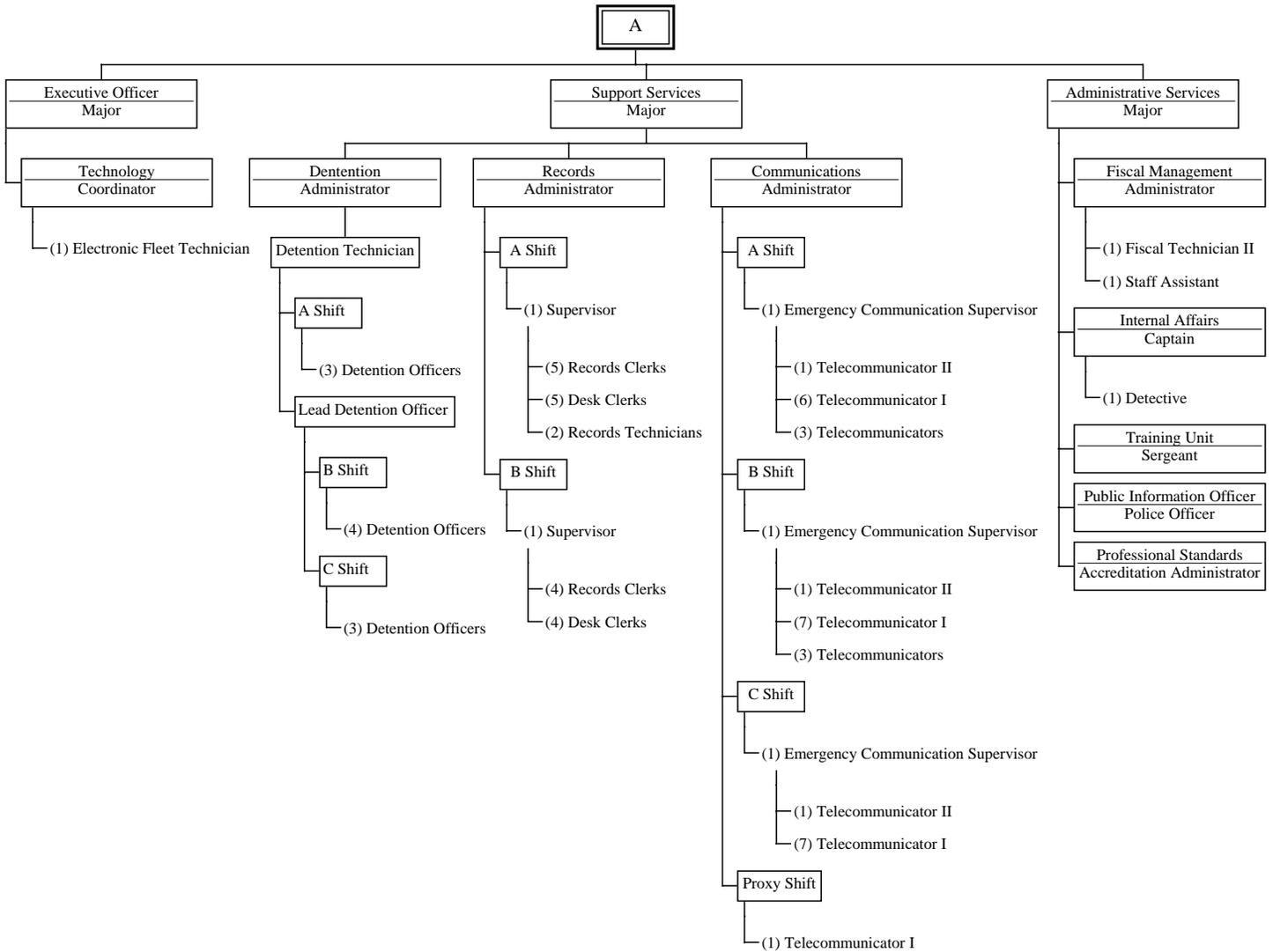
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services	0	0	0	0
Capital Outlay	166,800	0	169,428	0
Total	166,800	0	169,428	0
	=====	=====	=====	=====

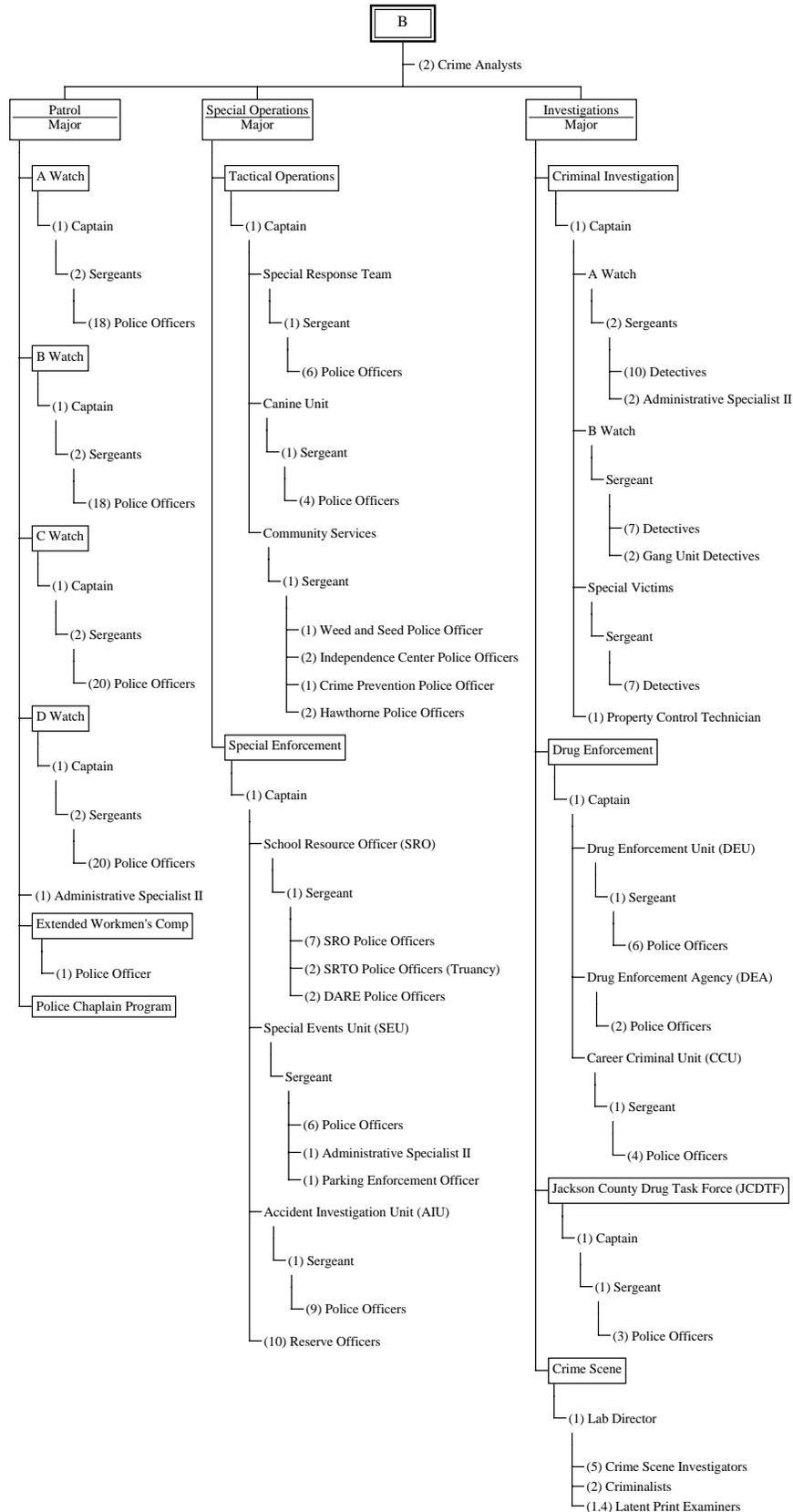
City of Independence, Missouri Police Department



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



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



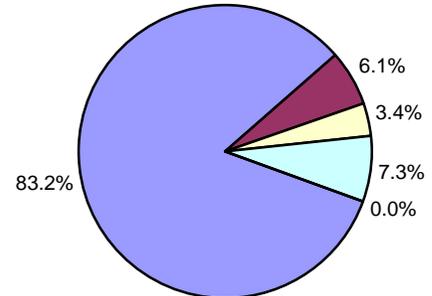
2011-12 Operating Budget

Police

Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 22,113,348	\$ 22,307,722	\$ 22,307,722	\$ 23,083,511
Other Services	1,637,226	1,750,723	1,778,620	1,696,301
Supplies	1,374,002	881,556	896,094	954,336
Capital Outlay	1,081,972	1,641,594	1,651,373	2,022,047
Other	38,330	-	-	-
Total	\$ 26,244,878	\$ 26,581,595	\$ 26,633,809	\$ 27,756,195

2011-12 Budget

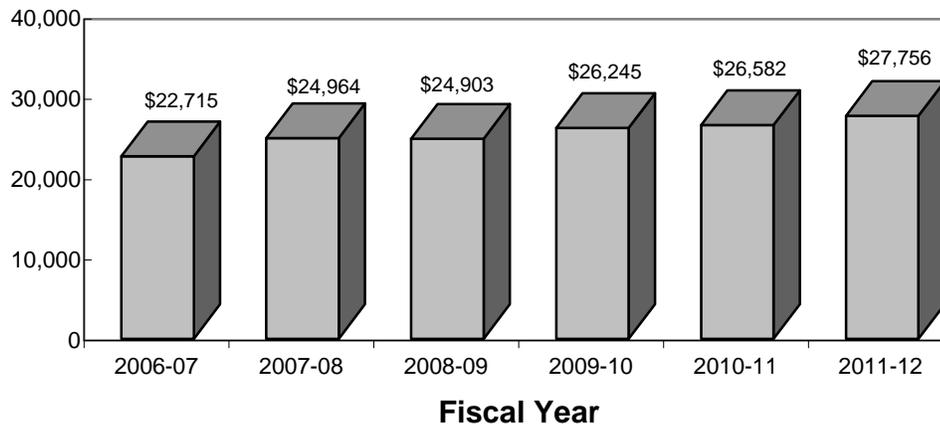


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	281.50	283.00	290.40	290.40	292.90	288.65
Amount by Fund:						
General Fund	\$ 21,274,620	\$ 22,314,906	\$ 22,851,533	\$ 24,247,244	\$ 24,321,451	\$ 24,885,849
Police Public Safety	1,440,380	2,649,194	2,051,383	1,997,634	2,260,144	2,870,346
Total All Funds	\$ 22,715,000	\$ 24,964,100	\$ 24,902,916	\$ 26,244,878	\$ 26,581,595	\$ 27,756,195
Comparative Ratios:						
Per Capita	\$ 195.90	\$ 214.54	\$ 228.13	\$ 229.96	\$ 219.30	\$ 237.58
Per Household	\$ 464.28	\$ 508.48	\$ 536.23	\$ 533.51	\$ 491.44	\$ 515.59

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4500 - Police

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	288.00	288.00	291.00	288.00
Part Time Positions	2.40	2.40	1.90	.65
Total	290.40	290.40	292.90	288.65
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4511 Chief of Police	1,900,545	1,809,184	1,809,184	1,474,314
4512 Police Grant Expenditures	354,039	223,556	223,556	323,288
4513 Training and Equipment	192,939	1,128,490	1,128,490	939,466
4514 Police Forfeiture Expenditures	189,408	0	52,214	0
4532 Patrol	6,804,481	6,637,089	6,637,089	6,932,743
4533 Traffic Unit	1,758,510	0	0	0
4534 Investigations	2,600,247	4,170,513	4,170,513	4,801,206
4535 Tactical Operations	1,242,731	3,020,497	3,020,497	3,002,016
4536 Special Enforcement	1,459,475	1,469,565	1,469,565	1,510,530
4537 Drug Enforcement Unit	1,748,505	0	0	0
4538 Drug Abuse Resistance Educ.	305,127	230,672	230,672	181,238
4542 Crime Scene	765,460	750,693	750,693	797,244
4543 Detention	1,372,640	1,337,102	1,337,102	1,410,744
4544 Records	1,373,583	1,395,260	1,395,260	1,272,331
4545 Communications	2,179,554	2,148,830	2,148,830	2,240,729
4562 Communications (Sales Tax)	851,490	278,120	278,120	276,308
4563 Facilities (Sales Tax)	95,491	965,904	950,904	1,296,712
4564 Equipment (Sales Tax)	1,050,653	1,016,120	1,031,120	1,297,326
Total	26,244,878	26,581,595	26,633,809	27,756,195
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4500 - Police

2011-12 Operating Budget

Source of Funding

General Fund	24,247,244	24,321,451	24,373,665	24,885,849
Police Public Safety Sales Tax	1,997,634	2,260,144	2,260,144	2,870,346
Total	26,244,878	26,581,595	26,633,809	27,756,195
	=====	=====	=====	=====

Direct/Offsetting Revenues

Jackson County Drug Task Force	458,231	495,486	576,000	570,500
Jackson County DARE Program	294,363	228,134	178,791	178,791
Police Services Reimbursement	5,539	3,500	9,896	7,000
Sale of Police Reports	31,715	25,000	34,473	29,500
School Resource Officers	484,349	457,538	470,000	499,679
Alarm Charges	28,625	31,600	6,318	25,000
Total	1,302,822	1,241,258	1,275,478	1,310,470
	=====	=====	=====	=====

Key Budget Changes

- * The Crime Overview Response and Evaluation ("CORE") continues to be successful. In the next budget year, all officers will receive training on the process and how it applies to situations they encounter.
- * Implementation of a mobile data system will enhance the services provided to the citizens by increasing the ability of officers to share information in real time.
- * Global Position Systems in first responders' police vehicles will enhance the ability for telecommunicators to dispatch the closest vehicles to calls, lowering response times and allowing better management of resources.
- * The New World Information Management Systems were updated. This effort is ongoing and affects departments throughout the City; including Police, Fire, and Municipal Court.
- * Reorganization of the Police Department managers occurred that resulted in less duplication of effort and better use of existing manpower. New alignment allows for shifting of manpower resources quicker to meet community needs. The alignment also allows for clearer lines of responsibility.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Through the CORE process, intelligence led policing has taken effect. Crime trends were quickly recognized and an appropriate manpower response occurred. This effort resulted in the stop of several high profile crime sprees; including a group robbing grocery stores in three states. Through the CORE process, these individuals were identified and arrested. 1
- * Fleet coordination was improved, allowing for quicker repairs and tracking of expenses. This effort led to approximately \$44,000 in savings of repair costs. 1
- * Three nationally recognized courses were sponsored by the Independence Police Department, allowing officers to attend without the expenditures of airfare, per diem, and other associated cost. In one course alone, 6 officers received training for the cost that would have been incurred in sending only one officer out-of-town for the same training. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Police Officer Applicants	501	359	225	400
Police Officers Hired	22	5	12	10
Civilian Applicants	840	501	400	700

2011-12 Objectives

Goal Ref

- * Review and update hiring processes to make it more efficient. Findings will be placed in a Unit Manual that is easy to use for someone not familiar with the tasks, allowing easier transition when employees are transferred to other units. 1
- * Attend three recruitment events at educational facilities. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	2.00	2.00	1.00	2.00
Executive Officer-Police	.00	1.00	.00	.00
Police Major Executive Officer	.00	.00	1.00	1.00
Deputy Chief of Police	2.00	1.00	2.00	2.00
Police Captain	2.00	2.00	2.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Police Accreditation Admin	1.00	1.00	1.00	1.00
Police Technology Coordinator	1.00	1.00	1.00	1.00
Master Police Officer	1.00	1.00	2.00	2.00
Police Officer	1.00	1.00	.00	.00
Police Sergeant	1.00	1.00	1.00	1.00
Crime Analyst	.00	.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Inventory Technician	1.00	1.00	1.00	.00
Total	18.00	18.00	19.00	18.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,664,887	1,687,074	1,687,074	1,355,106
Other Services & Charges	131,994	103,530	103,530	78,253
Supplies	103,664	6,580	6,580	6,620
Capital Outlay	0	12,000	12,000	34,335
Other Expenditures	0	0	0	0
Total	1,900,545	1,809,184	1,809,184	1,474,314

Significant Issues

* With a large number of current officers beginning to reach retirement age, hiring and training qualified candidates will be a challenge.

City of Independence
Detail Program Summary

Department: 4500 - Police

2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	361,925	223,556	223,556	323,288
Other Services & Charges	7,886-	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	354,039	223,556	223,556	323,288
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * A driver obstacle training course was implemented, resulting in additional discounts from MOPERM for motor vehicle insurance. 1
- * Leadership traits were determined and were included in a training process for newly promoted Captains. 1
- * Independence Police hosted several courses taught by nationally recognized courses allowing officers to receive training without the associated travel costs. Some of the courses were armorers course for maintaining the Department's weapons, Field Training Officer's Course, and the Advanced Field Training Officer's Course. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
In-Service Training Hours	4,199	4,438	4,800	4,400
Supervisory Training Hours	351	672	400	600

2011-12 Objectives

Goal Ref

- * Host a training with nationally recognized courses for first line and second line supervisors on challenges faced in those positions. 1
- * Expand the driver's obstacle training course to allow more officers to attend. 1

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	109,181	437,564	437,564	389,537
Supplies	83,790	690,926	690,926	549,929
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Total	192,939	1,128,490	1,128,490	939,466

Significant Issues

- * Increased expense of training creates an issue when a significant amount of training is required.
- * Coordination of training without causing manpower shortages or overtime is a challenge.

City of Independence
Detail Program Summary

Department: 4500 - Police 2011-12 Operating Budget
 Cost Center: 4514 - Police Forfeiture Expenditures Fund: 02 - General Fund

Description

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	18,853	0	27,435	0
Supplies	6,175	0	0	0
Capital Outlay	164,380	0	24,779	0
Other Expenditures	0	0	0	0
Total	189,408	0	52,214	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4532 - Patrol

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * The Patrol Division increased the use of problem solving techniques in order to provide more permanent solutions to recurring crime and disorder issues, including reducing a disorder issue at a local park, addressing homeless issues at another park and around the Independence Square, providing security recommendations to businesses, addressing neighborhood disputes, and identifying and eliminating problems stemming from disorder houses. 1
- * The Police Chaplains assigned to the Patrol Division have responded to over 30 callouts, they've contacted officers and citizens over 1,300 times, and have volunteered for 560 hours of service in the first half of the fiscal year. The Chaplains have also conducted three events during this period for officers and their families, including a bowling night and two cookouts. During this time, they have distributed materials to promote their services. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Officers Crisis Intervention Team (C.I.T.) Certified	6	6	7	8
Chaplain Training Hours	138	75	90	90
Chaplain Call-Outs	29	40	45	45
Chaplain Civilian Contacts	1,027	1,139	1,350	1,200

2011-12 Objectives

Goal Ref

- * In furthering the Community-Oriented Problem Solving model, greater communication and utilization of the existing Block Watch Captain program is recommended. For this fiscal year, patrol supervisors and officers are to attend a minimum of twenty block watch meetings to discuss crime and disorder patterns and work with members of the community; with a concentration on CORE initiative areas. 1
- * With an increase in new officers, and also the addition of new Police Chaplains, it is important that officers meet the Chaplains and are aware of their availability as a resource. For this fiscal year, the Police Chaplains seek to increase the number of officer ride alongs 1

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4532 - Patrol

2011-12 Operating Budget
 Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

by over 100%; to 24 within the year.

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	22.00	25.00	24.00	28.00
Police Officer	52.00	50.00	50.00	45.00
Police Sergeant	8.00	8.00	8.00	8.00
Total	87.00	88.00	87.00	86.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	6,453,083	6,626,939	6,626,939	6,922,593
Other Services & Charges	115,329	1,650	1,650	1,650
Supplies	236,069	8,500	8,500	8,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	6,804,481	6,637,089	6,637,089	6,932,743

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Major	1.00	1.00	.00	.00
Master Police Officer	13.00	10.00	.00	.00
Police Officer	4.00	6.00	.00	.00
Police Sergeant	2.00	2.00	.00	.00
Parking Enforcement Off	1.00	1.00	.00	.00
Administrative Spec II	1.00	1.00	.00	.00
School Cross Guard	1.25	1.25	.00	.00
Total	23.25	22.25	.00	.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,704,898	0	0	0
Other Services & Charges	12,149	0	0	0
Supplies	41,463	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,758,510	0	0	0

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2011-12 Operating Budget
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.

2010-11 Accomplishments

Goal Ref

- * The Independence Police is proactively addressing criminal gang issues. The Independence Police Gang Unit is widely known in the metropolitan area of making a significant impact addressing criminal gang activities within Independence. The City of Independence Police Gang Unit is one of two agencies in the metropolitan area to have a designated full-time Gang Unit. 1
- * Conducted ongoing training and cross training to enhance the division's capabilities and accessibility. Twelve detectives and supervisors received specialized training this past fiscal year. Four detectives completed cross training as evidence recovery technicians; four detectives attended homicide investigations school; two supervisors and one detective attended Metro Squad training, and one additional detective was selected for arson investigator. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09</u> <u>Actual</u>	<u>2009-10</u> <u>Actual</u>	<u>2010-11</u> <u>Projected</u>	<u>2011-12</u> <u>Projected</u>
Criminal Cases Assigned	2,117	2,200	2,300	2,400
Drug Arrests	475	617	575	650
Drug Cases Assigned	566	771	600	800

2011-12 Objectives

Goal Ref

- * Activate the evidence recovery program. Four detectives were recently cross-trained in evidence recovery. The detectives received specialized training from the Kansas City, Missouri Crime Lab for 1

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4534 - Investigations

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

this purpose. The division is presently awaiting the equipment necessary to activate the program.

- * In order to reduce call-out for the division and crime lab personnel, implementing the re-structuring of manpower within the division by moving two detectives to the overnight shift. This would make the two detectives available for call-outs. In addition, the two detectives will need specialized investigative cross-training in order to successfully accomplish the re-structuring of manpower. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Investigative Clerk	1.00	.00	.00	.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	2.00	3.00
Property Control Technician	.00	.00	1.25	1.25
Master Police Officer	13.00	16.00	27.00	31.00
Police Officer	3.00	3.00	6.00	5.00
Police Sergeant	3.00	4.00	7.00	7.00
Administrative Spec II	1.00	2.00	2.00	2.00
Total	23.00	27.00	46.25	50.25

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	2,524,605	4,143,653	4,143,653	4,774,796
Other Services & Charges	29,410	16,860	16,860	16,410
Supplies	46,232	10,000	10,000	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	2,600,247	4,170,513	4,170,513	4,801,206

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Tactical Operations Division is comprised of four units. The units are Community Services, 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 unit is necessary to understand the scope of responsibilities within this division; 1) The Community Service Unit partners with multi-jurisdictional agencies in collaboration to avert and combat crime in designated areas. 2) The Canine Unit primarily assists the Patrol Division and provides specialized assistance with building, field, and narcotic searches. 3) The Special Response Team Unit focuses 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. 4) The Explosive Ordinance Unit responds to suspicious or confirming packages and devices that could potentially be hazardous. The Special Response Team Unit and the Explosive Ordinance Unit both received regional designation as participants of the Kansas City Metro Disaster Tactical Response Team. This is an added responsibility of Homeland Security to Weapons of Mass Destruction incidences in Kansas and Missouri. 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.

2010-11 Accomplishments

Goal Ref

* The Tactical Operations Division has been used in the CORE process to increase coverage in CORE areas and "hot spots," which has resulted in a positive impact of reducing crime in those areas.

1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Canine Public Demonstrations	28	23	28	25
Number of Parolee Compliance Checks	187	198	170	180
Number of Block Watch Meetings	84	92	88	90
Number of Volunteer Hours	4,669	5,200	4,800	5,000

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

* Provide special response training to meet the mandated skills and knowledge requirement for the Kansas City Metro Disaster Tactical Response Team designation.

1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Major	.00	.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	4.00	5.00	17.00	20.00
Police Officer	6.00	5.00	9.00	6.00
Police Sergeant	2.00	2.00	4.00	4.00
Parking Enforcement Off	.00	.00	1.00	.00
Administrative Spec II	.00	.00	1.00	.00
School Cross Guard	.00	.00	1.25	.00
Total	13.00	13.00	35.25	32.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,166,297	2,957,387	2,957,387	2,955,631
Other Services & Charges	16,260	36,760	36,760	22,285
Supplies	60,174	26,350	26,350	24,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,242,731	3,020,497	3,020,497	3,002,016

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4536 - Special Enforcement

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Special Enforcement Division provides a variety of services to the City and is comprised of three units. The units are School Resource Officers (SRO), Selective Enforcement (SEU), and Accident Investigation (AIU). An explanation of each unit is necessary to understand the scope of responsibilities within this division. 1) The SRO Unit partners with the local school districts with the utilization of the School Resources Officers and addressing truancy issues. 2) SEU Unit focuses on response to traffic complaints and enforcing traffic laws. 3) AIU Unit focuses primarily on radar/laser operations, accident reconstruction, photography, and D.W.I. enforcement. In addition, the SEU and AIU Units help support special events; such as, Santa-Cali-Gon, and the Halloween Parade. 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.

2010-11 Accomplishments

Goal Ref

- * Weed and Seed strategies in designated areas yield very positive effects on crime in the targeted neighborhoods. The Missouri State Probation and Parole department continues to be a very good partner in this initiative. 1
- * Four School Resource Officers were trained to teach DARE to assist with the DARE classes that were vacated when the DARE budget was cut. This 'cross-training' proved to be successful and all fifth and seventh grade programs were covered. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Targeted Selective Enforcement Assignments	12	12	12	12
Vehicular Accidents Reported	2,746	3,127	2,700	3,000
Traffic Summons Issued by Division	17,128	24,187	21,000	22,000
Driving While Intoxicated Arrests	493	598	490	550
Hit and Run Accidents Investigated	624	863	700	800
Alcohol Related Accidents	188	186	195	190

2011-12 Objectives

Goal Ref

- * Establish a written agreement with the Independence School District to cover appropriate division of compensation for School Resource Officers and Truancy Officers. 1

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4536 - Special Enforcement

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

* This will be the last fiscal year for the Weed and Seed grant. There will be a need to identify a way to sustain the program. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Major	1.00	1.00	1.00	.00
Police Captain	.00	.00	.00	1.00
Master Police Officer	10.00	8.00	11.00	8.00
Police Officer	7.00	7.00	4.00	6.00
Police Sergeant	2.00	2.00	2.00	2.00
Parking Enforcement Off	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Total	20.00	18.00	18.00	19.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,418,979	1,457,795	1,457,795	1,502,310
Other Services & Charges	12,191	6,770	7,040	970
Supplies	28,305	5,000	4,730	7,250
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,459,475	1,469,565	1,469,565	1,510,530

Significant Issues

- * Independence Police will lose funding for one Truancy Officer position. This position is currently funded by a grant, which will expire August 2011, and is not renewable. The Truancy Officer position needs to be sustained for one complete fiscal year to meet the requirements of the grant.
- * The Independence Crime Lab no longer handles the alcohol and toxicology tests for the Police Department. The department is currently using the Missouri State Highway Patrol Crime Lab for this purpose. The "turn-around time" for these tests sometimes causes the

*City of Independence
Detail Program Summary*

*Department: 4500 - Police
Cost Center: 4536 - Special Enforcement*

*2011-12 Operating Budget
Fund: 02 - General Fund*

Significant Issues

statute of limitations for filing of the case to be placed in jeopardy or the delay of charges being filed in cases involving a fatality or serious injury. The current plan of action will be to use Children's Mercy Hospital for testing on cases involving fatality or serious injury since their testing can be completed in a short time frame. The challenge will be to keep within the budget for testing since we have to pay for testing that is provided by Children's Mercy Hospital (testing services provided by the Missouri State Highway Patrol Lab are provided for free).

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Police Captain	1.00	1.00	.00	.00
Master Police Officer	10.00	9.00	.00	.00
Police Officer	2.00	2.00	.00	.00
Police Sergeant	3.00	3.00	.00	.00
Total	16.00	15.00	.00	.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,703,193	0	0	0
Other Services & Charges	15,583	0	0	0
Supplies	29,729	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,748,505	0	0	0

City of Independence
Detail Program Summary

Department: 4500 - Police 2011-12 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 Tactical Operation Division, provides the D.A.R.E. Program to elementary and middle school students. 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 D.A.R.E. 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.

2010-11 Accomplishments

Goal Ref

* The DARE Officers, along with four School Resource Officers, were "cross-trained" to teach the DARE program. All fifth and seventh grade classes were covered during this transition. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
D.A.R.E. Classes	65	63	79	65
D.A.R.E. Graduates	1,532	1,581	1,978	1,550
D.A.R.E. Schools	27	25	27	25

2011-12 Objectives

Goal Ref

* Meet COMBAT requirements for DARE officers in order to continue instructing children in elementary and middle schools regarding the dangers of drugs, and decision-making life skills. 1

* Teach the DARE programs to all of the students in the fifth and seventh grade in the Independence School District. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Master Police Officer	2.00	2.00	2.00	2.00
Police Officer	3.00	2.00	2.00	1.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	5.00	5.00	4.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police

2011-12 Operating Budget

Cost Center: 4538 - Drug Abuse Resistance Educ.

Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	290,339	219,172	219,172	169,738
Other Services & Charges	1,473	0	0	0
Supplies	13,315	11,500	11,500	11,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	305,127	230,672	230,672	181,238
	=====	=====	=====	=====

Significant Issues

* COMBAT funds the DARE program based on the number of students taught versus the number of classes taught. The number of students is a fluid number that changes throughout the year, and may impact the amount of funds received from COMBAT.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

* Crime Laboratory met and exceeded criteria standards for accreditation. The American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD/LAB) recognized the Independence Police Department Crime Laboratory as nationally certified in the Legacy Program. In order to conduct forensic services, the Crime Lab is required by state law to be certified.

1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Crime Scenes Analyzed and Processed	906	953	950	1,100
Drug Cases Analyzed	811	1,229	1,300	1,600

2011-12 Objectives

Goal Ref

* Implementation of backlog reduction program within the Controlled Substance Discipline. Effectively reducing narcotic case backlog by ten percent.
* Implementation of AFIS Content Manager within the Latent Identification Discipline. Effectively streamlining processes for obtaining ten-print cards from the Missouri State Highway Patrol.

1

1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Crime Lab Administrator	.00	.00	.00	1.00

*City of Independence
Detail Program Summary*

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

2011-12 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Assistant Lab Director	1.00	1.00	1.00	.00
Criminalist	1.00	2.00	2.00	2.00
Crime Scene Investigator	5.00	5.00	5.00	5.00
Latent Print Examiner	1.40	1.40	1.40	1.40
Property Control Technician	1.25	1.25	.00	.00
Police Sergeant	1.00	.00	.00	.00
Total	10.65	10.65	9.40	9.40

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	690,023	702,988	702,988	748,979
Other Services & Charges	53,482	31,705	31,705	32,265
Supplies	21,955	16,000	16,000	16,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	765,460	750,693	750,693	797,244

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4543 - Detention

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Upgraded the camera and monitoring system within the facility to improve security and safety of personnel and offenders in-custody. 1
- * Upgraded the lighting system throughout the facility, which ultimately improved security and safety. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Prisoners Booked and Secured	13,435	13,820	14,000	14,500

2011-12 Objectives

Goal Ref

- * Update the unit procedures manual to include recent technology improvements and processes. 1
- * Defensive tactics training for all Detention Unit personnel. 1
- * Complete an efficiency and accuracy review of the procedures manual; including, review of current staffing levels, procedures, and supervision plan. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Detention Officer	10.50	10.50	10.00	10.00
Detention Technician	1.00	1.00	1.00	1.00
Lead Detention Officer	1.00	1.00	1.00	1.00
Detention Administrator	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4543 - Detention

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Total	13.50	13.50	13.00	13.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	745,309	765,448	765,448	839,090
Other Services & Charges	611,928	563,654	563,654	563,654
Supplies	6,160	8,000	8,000	8,000
Capital Outlay	9,243	0	0	0
Other Expenditures	0	0	0	0
Total	1,372,640	1,337,102	1,337,102	1,410,744

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records

2011-12 Operating Budget
 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.

2010-11 Accomplishments

Goal Ref

- * Implemented the new Microsoft Platform New World System and trained all personnel on the system. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Number of Citizen Phone Calls	131,951	132,502	132,500	139,000

2011-12 Objectives

Goal Ref

- * Continue to update the Records Unit policy and procedure manual; including technology upgrades and processes. 1
- * Prepare for the implementation of the Mobile Data Terminals program, which will directly affect the workflow and operations of the unit through proactive planning and oversight. 1
- * Update outdated equipment to ensure connectivity of communication and information to the New World System. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	9.00
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	23.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4544 - Records

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,330,623	1,385,010	1,385,010	1,262,081
Other Services & Charges	37,148	750	750	750
Supplies	5,812	9,500	9,500	9,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,373,583	1,395,260	1,395,260	1,272,331
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
Cost Center: 4545 - Communications

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Implemented and trained all unit personnel on the new Microsoft Platform New World System. 1
- * Negotiated a new three year work agreement with Communication Workers of America Union.
- * Completed an analysis of the workload within the Unit. Implemented changes to ensure adequate and backup coverage on each shift. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Emergency 9-1-1 Calls	141,654	130,037	143,000	156,000
Computer Aided Dispatching (C.A.D.) Calls for Service	147,906	146,617	162,000	178,000

2011-12 Objectives

Goal Ref

- * Prepare for the implementation of the Mobile Data Terminal program, which will affect the workflow and operations of the unit through proactive planning and oversight. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Telecommunicator	7.00	7.00	7.00	7.00
Telecommunicator I	20.00	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	34.00	34.00	34.00	34.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police
 Cost Center: 4545 - Communications

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	2,059,071	2,138,700	2,138,700	2,229,899
Other Services & Charges	77,645	930	1,122	1,630
Supplies	4,508	9,200	9,008	9,200
Capital Outlay	0	0	0	0
Other Expenditures	38,330	0	0	0
Total	2,179,554	2,148,830	2,148,830	2,240,729
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4500 - Police 2011-12 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.

2011-12 Objectives

Goal Ref

* Determine the feasibility of construction a new communications center versus remodeling the existing facility. 1

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	56,627	263,120	263,120	261,308
Supplies	587,907	15,000	15,000	15,000
Capital Outlay	206,956	0	0	0
Other Expenditures	0	0	0	0
Total	851,490	278,120	278,120	276,308
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 16 - Police Public Safety

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	148	0	0	0
Other Services & Charges	56,106	30,000	30,000	30,000
Supplies	1,640	0	0	0
Capital Outlay	37,597	935,904	920,904	1,266,712
Other Expenditures	0	0	0	0
Total	95,491	965,904	950,904	1,296,712
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 16 - Police Public Safety

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	289,753	257,430	257,430	297,589
Supplies	97,104	65,000	80,000	278,737
Capital Outlay	663,796	693,690	693,690	721,000
Other Expenditures	0	0	0	0
Total	1,050,653	1,016,120	1,031,120	1,297,326
	=====	=====	=====	=====

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	15.00	15.00	13.00	14.00
Total	15.00	15.00	13.00	14.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4550 Police Dept. Grants	1,489,491	512,317	2,429,575	713,211
Total	1,489,491	512,317	2,429,575	713,211
	=====	=====	=====	=====

Source of Funding	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Grants	1,489,491	512,317	2,429,575	713,211
Total	1,489,491	512,317	2,429,575	713,211
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 15 - Grants

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Master Police Officer	8.00	10.00	9.00	6.00
Police Officer	4.00	2.00	2.00	5.00
Crime Analyst	2.00	2.00	.00	.00
Crime Analyst	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	1.00	1.00
Electronics Fleet Technician	.00	.00	.00	1.00
Victim Advocate	1.00	1.00	.00	.00
Total	15.00	15.00	13.00	14.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,022,114	512,317	1,955,757	713,211
Other Services & Charges	266,421	0	318,657	0
Supplies	44,127	0	15,508	0
Capital Outlay	156,829	0	139,653	0
Other Expenditures	0	0	0	0
Total	1,489,491	512,317	2,429,575	713,211

Significant Issues

* Recovery Act - JAG 2009 - funding through 11-12 fiscal year. The backfill hired for the Administrative Specialist recently left city employment. This position is being dissolved, and currently awaiting a decision to be made as to where the funds will be allocated. In order to keep this grant position, the department will need to obtain permission to fill a different position in order to keep the funding for this grant.

*City of Independence
Detail Program Summary*

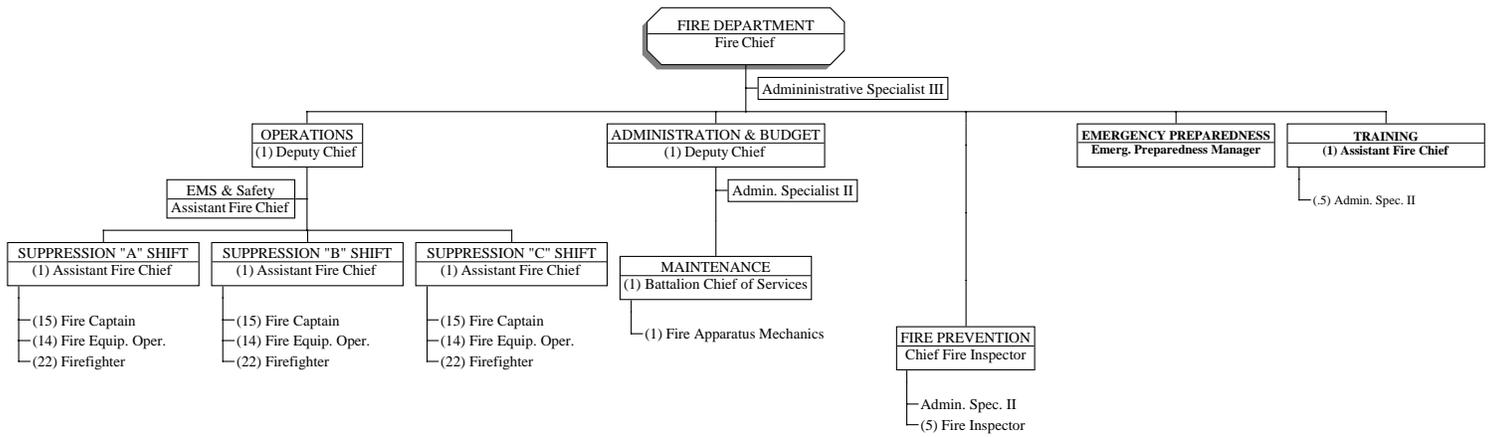
Department: 4550 - Police Dept. Grants
Cost Center: 4550 - Police Dept. Grants

2011-12 Operating Budget
Fund: 15 - Grants

Significant Issues

- * Grant to Encourage Arrest Policies - The 100% award may vary, depending on how much time the officer actually spends working the grant program; but so far, it's been 100% of the time. The department will be requesting an extension to this grant, in order to continue using available funds. In addition, the department is currently working with an outside agency to reapply for this grant.
 - * Weed and Seed Grant - Year 4. Year 4 was awarded and accepted by the department. This grant will fund an analyst position at 60% instead of the past 75%. This will be the final year of this grant, as Department of Justice has eliminated the Weed and Seed program after this final year.
 - * COPS in Schools Grant expires August 31, 2011, and is not renewable. The department is currently negotiating with the school district to add the officer to the schools resource officers, which is reimbursed at 70% rate. The grant requires the department to sustain this position for one year after the expiration of the grant.
 - * Multi-Jurisdictional Cyber Crime TF - This grant has been funded through the ARRA (Recover Act) for the past two years. Department of Public Safety hopes to have enough funds remaining to continue the funding in the 2011-12 fiscal year for at least the salaries and benefits of positions currently funded; however, there is no guarantee that DPS will be able to fund everyone or the percentage currently covered. Renewal options for 2012-13 are unknown at this time.
-

City of Independence, Missouri Fire Department



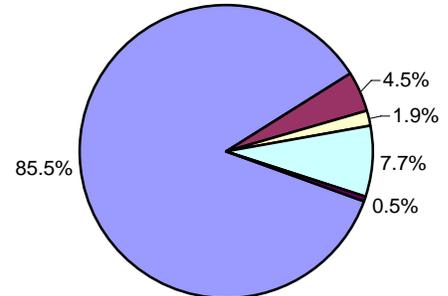
2011-12 Operating Budget

Fire

Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 14,828,329	\$ 15,142,734	\$ 15,155,523	\$ 14,873,362
Other Services	694,229	764,810	749,957	778,956
Supplies	520,460	334,756	653,588	322,661
Capital Outlay	1,547,333	1,265,000	2,513,463	1,337,500
Other	93,234	93,234	93,234	93,234
Total	\$ 17,683,585	\$ 17,600,534	\$ 19,165,765	\$ 17,405,713

2010-11 Budget

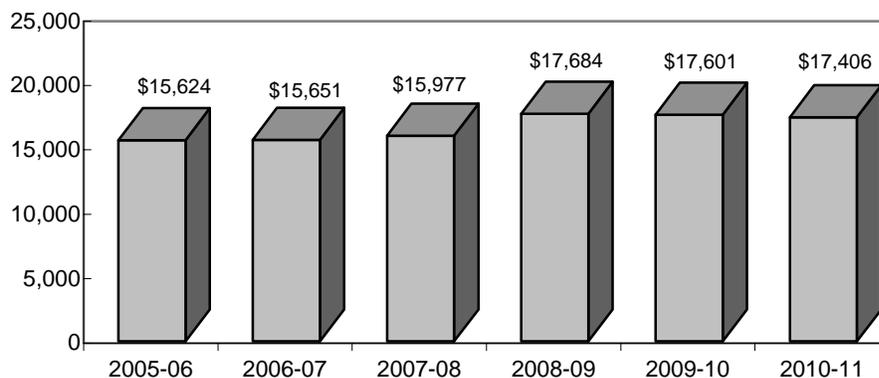


■ Personal Ser.
 ■ Other Services
 ■ Supplies
 ■ Capital Outlay
 ■ Other

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	\$ 14,174,306	\$ 14,427,974	\$ 15,008,255	\$ 15,523,446	\$ 15,994,813	\$ 15,749,223
Fire Grants Fund	69,258	55,583	136,601	108,966	47,921	50,990
Fire Sales Tax Fund	1,380,799	1,167,678	831,820	2,051,173	1,557,800	1,605,500
Total All Funds	\$ 15,624,363	\$ 15,651,235	\$ 15,976,676	\$ 17,683,585	\$ 17,600,534	\$ 17,405,713
Comparative Ratios:						
Per Capita	\$ 134.75	\$ 134.51	\$ 146.36	\$ 154.95	\$ 145.20	\$ 148.98
Per Household	\$ 319.35	\$ 318.79	\$ 344.02	\$ 359.47	\$ 325.40	\$ 323.32

Dollars (1,000's)



Fiscal Year

City of Independence
Departmental Budget Summary

Department: 4600 - Fire

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	173.00	173.00	173.00	173.25
Part Time Positions	1.00	1.00	1.00	.75
Total	174.00	174.00	174.00	174.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4611 Fire Administration	386,450	433,849	432,401	428,853
4621 Fire Operations	13,907,191	14,102,110	14,103,110	14,029,615
4622 Emergency Medical Services	168,322	181,870	181,870	201,121
4631 Fire Prevention	596,921	640,680	640,680	559,445
4641 Maintenance	252,508	392,818	392,960	270,601
4650 Fire Dept. Grants	108,966	47,921	913,152	50,990
4651 Training	139,466	151,665	151,894	165,920
4661 Emergency Preparedness	72,588	91,821	91,898	93,668
4671 Fire Sales Tax Program	2,051,173	1,557,800	2,257,800	1,605,500
Total	17,683,585	17,600,534	19,165,765	17,405,713
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4600 - Fire

2011-12 Operating Budget

Source of Funding

General Fund	15,523,446	15,994,813	15,994,813	15,749,223
Grants	108,966	47,921	913,152	50,990
Fire Public Safety Sales Tax	2,051,173	1,557,800	2,257,800	1,605,500
Total	17,683,585	17,600,534	19,165,765	17,405,713
	=====	=====	=====	=====

Key Budget Changes

- * In the last eighteen months the fire department has seen over a 10% retirement rate of emergency response personnel. It is anticipated that an additional 10% will be retiring in the next eighteen months. A significant amount of time and resources are being spent to hire, train and promote qualified replacements.
- * The Fire Department has added new "Service Delivery Background Data" indicators in cost centers 4622 "Emergency Medical Services" and 4651 "Training" to enhance benchmarking of critical performance areas.
- * Original projections for "Total Alarms" for FY 2010-11 was entered at 15,755, based on actual calls recorded for FY 2009-10 (16,077) and tracking to date in FY 2010-11, it is anticipated that this number will have been under estimated by over 500 calls.
- * Installation of an upgraded version of the City's emergency dispatch and fire department reporting system was initiated in August. Converting previous records was not completed prior to budget preparation. New benchmarks have been added to the Fire Department's budget pages based on the capabilities provided by the upgraded software with historical data provided as possible from the previous record keeping system.
- * Non-personnel, General Fund money was transferred between cost centers and line items to support services/equipment/basic training to maintain essential services.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Provided information and support to the Public Safety Oversight Committee for the Fire Safety Tax on a quarterly basis to allow review and evaluation of the Fire Department's compliance with stated goals to voters. 3
- * Fire Safety Tax revenues and expenditures have been monitored and adjusted with 78% of available revenues expended at mid-fiscal year and 95% projected to be expended by fiscal year close. 3
- * The implementation of a different record keeping package limited producing benchmarks for each fire district/response quadrant. However, review of past benchmark data allowed for identifying and implementing changes resulting in the Fire Department being able to report arrival times have improved to six minutes or under more than 90% of the time on fire and emergency medical calls. 3

2011-12 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 ongoing and planned future Fire Safety Tax expenditures quarterly to remain within revenues and complete voter promised projects and programs. 3
- * Revise 25 standard operating procedures, updating content and reformatting or entering into a format compatible with the Fire Department's current office software version. 3
- * Oversee the development of a three to 10 year strategic plan for staffing and fire station locations to maintain emergency response operations at current service levels and response times. 3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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
 Cost Center: 4611 - Fire Administration

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	286,331	297,842	297,842	297,636
Other Services & Charges	85,430	81,648	81,200	81,035
Supplies	14,689	54,359	53,359	50,182
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	386,450	433,849	432,401	428,853

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Revised five Standard Operating Procedures (SOP) addressing fire operations issues. 3
- * Conducted one HazMat scenario on all three shifts using the HazMat Team, on duty personnel that are HazMat Technicians and HazMat Operations personnel. 3
- * Coordinated with the Independence School District on "pre-incident plans" for four schools within the district and conducted one simulated event with emergency response personnel. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Total Alarms	15,375	16,077	15,755	17,533
Residential Fires	146	130	157	144
Commercial Fires	25	24	25	25
Vehicle Fires	97	87	95	90
Grass/Trash	288	180	290	168
Open Burning	40	134	75	156
Bomb Threat	6	9	6	7
Hazardous Materials	47	325	50	360
Alarm Systems	706	748	525	720
Medical Alarms	9,954	10,315	10,500	10,022
Service Calls, Odors, Carbon Monoxide, Other Service	2,472	4,125	4,025	5,841

2011-12 Objectives

Goal Ref

- * Develop a comprehensive program to address number and severity of accidents to include training classes on completing detailed accident/injury reports and analysis of accident/injury reports to identify and implement actions to reduce the top three risk factors. 3
- * Revise five Standard Operating Procedures (SOP) addressing fire 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

<u>2011-12 Objectives</u>	<u>Goal Ref</u>
operations issues.	
* Coordinate with the Independence School District on "pre-fire response plans" for four schools.	1
* Each quarter of the fiscal year analyze one-fourth of the city utilizing the Fire Department mapping system to pinpoint types of calls and response times to specific geographical areas in order to develop strategic plans to change district boundaries or type of fire apparatus to improve service.	3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
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

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	13,476,305	13,669,119	13,669,119	13,589,720
Other Services & Charges	206,794	214,504	214,504	196,878
Supplies	130,858	125,253	126,253	149,783
Capital Outlay	0	0	0	0
Other Expenditures	93,234	93,234	93,234	93,234
Total	13,907,191	14,102,110	14,103,110	14,029,615
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire

2011-12 Operating Budget

Cost Center: 4622 - Emergency Medical Services

Fund: 02 - General Fund

Description

The Emergency Medical Services (EMS) and Wellness Division is responsible for the training and operation of emergency medical services and overseeing the Fire Department's Wellness Program. The EMS Program goal is to facilitate the response of firefighters trained to the appropriate level of Emergency Medical Services, providing basic and advanced life support measures to the citizens and visitors of Independence. The Wellness Program goal is to oversee the overall health and wellness of Fire Department personnel.

2010-11 Accomplishments

Goal Ref

- * All internet based Continuing Education Units (CEU) required by firefighters for relicensure as a Paramedic or Emergency Medical Technician (EMT) were recorded as completed by the end of the fiscal year 10-11. There were 22 personnel able to renew their EMT or Paramedic license. 3
- * Cardio Pulmonary Resuscitation (CPR) recertification was completed in January 2011 for all uniformed personnel. 1
- * Forty-eight of 166 eligible personnel participated in the voluntary Wellness physicals which included blood work, eye exams, hearing exams, cardiac stress test and a physical exam by a physician; 20 of those personnel received a CAT Scan Calcium Scoring exam. This exam shows calcium deposits within the coronary arteries. 1
- * In 2010 calendar year 100% of the 10,249 incidents requiring emergency medical assistance were reviewed for completeness. Out of nearly 3,000 calls 20% were quality control reviewed to identify training, equipment and response needs. The department Medical Director assisted with reviewing these calls to assure compliance with current protocols. 1
- * In FY 10-11, eight personnel completed paramedic school and four new firefighter/paramedics hired, bringing our total number of paramedics in the field to 47; 28 fill the firefighter/paramedic description, 15 are fire equipment operator/paramedics and four are captain/paramedics. 1
- * Sixteen electric suction units were purchased to replace manual handheld suctioning devices. These will provide more efficient emergency airway management. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Total EMS Calls	9,954	10,315	10,500	10,022

City of Independence
Detail Program Summary

Department: 4600 - Fire 2011-12 Operating Budget
 Cost Center: 4622 - Emergency Medical Services Fund: 02 - General Fund

Total Basic Life Support Calls	9,589	9,793	9,924	9,420
Total Advanced Life Support Calls	13	522	578	602
Clinical Saves	13	14	17	20
EMT Training Hours	4,336	4,956	5,100	5,500
Medic Training Hours	5,175	8,019	8,460	9,200
Avg Training Hours per Person	56	78	81	88

2011-12 Objectives

Goal Ref

- * Support and track the provision of Emergency Medical Services (EMS) Continuing Education Units (CEU) to 166 personnel through an internet-based provider. Twenty CEU per year are required for each emergency medical technician (EMT) and 30 CEU per year for each paramedic in order to maintain a state license. 3
- * Coordinate training for 100% of Fire Department EMS personnel (166 positions) in Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) following the new 2010 American Heart Association Guidelines. 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
- * Complete paramedic training for at least five personnel beginning in March of 2011 with an expected completion by September 2012, 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 six minutes or less 90% of the time. The Fire Department's current fractal response time is 88% (from dispatch to arriving on scene). 1
- * Research the cost and implement the purchase of two Blood Carbon Monoxide (CO) Detectors to utilize for monitoring the blood CO and oxygen levels of firefighters during rehab following firefighting activities. Approximate cost of \$5,000.00 each. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire

2011-12 Operating Budget

Cost Center: 4622 - Emergency Medical Services

Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	110,200	119,555	119,555	123,535
Other Services & Charges	39,167	40,315	40,315	53,586
Supplies	18,955	22,000	22,000	24,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	168,322	181,870	181,870	201,121
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * The web-based interactive fire safety programs BeFireSmart.com and firesafety.gov were added as a Fire Prevention education resource through the Fire Department web-site. The web-sites provide activities, education and resource materials designed for fire and other safety education. 1
- * A guideline manual was created to be used by the Fire Prevention Division and Community Development to clarify understandings, identified to define specific responsibilities between departments. The manual includes "need-to-know" information used by developers, architects and engineers that outline basic construction provisions and inspection processes of the Independence Fire Department Fire Prevention Division. Plan review checklists are also included for reference by a developer or construction professional. 1
- * The Fire Department's three year old property/fire dollar loss estimator system was evaluated. The Fire Department estimator is calculating fire loss totals an average of 30-50% below current market values compared to insurance company property loss reserve programs. The current Fire Department property loss estimator has been adjusted to reflect a more accurate valuation of property fire damage by adjusting the local construction cost index. 1
- * The Independence Fire Department 2010 Annual Report was published for distribution to City department directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Commercial Inspections and Reinspections	5,005	6,759	5,500	6,000
Plan Reviews & Final Construction Inspections	428	493	500	550

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Occupational License Inspections & Reinspections	923	818	900	900
Santa-Cali-Gon Inspections	695	540	521	520
Public Education Audience	10,291*	17,397	27,000	28,000
* Position Vacant 5 Months				
Citizen Request	113	100	120	125
Zoning Projects	55	72	80	60

2011-12 Objectives

Goal Ref

- * Identify and purchase updated materials to support educating the community about common business fire hazards, assisted living and senior fire safety, hazardous materials safety storage, and institutional evacuation planning. 1
- * Create a web-based citizen survey program for obtaining feedback on Fire Department response and other non-emergency services. 1
- * Expand the Independence Fire Department Annual Report to include statistics comparing property loss estimates to property saved on commercial and residential fires and comparing local fire dollar loss per structure and per capita to the data provided in National Fire Protection Association's Midwest tables. 3
- * Each quarter track and provide a summary report on information recorded in the Fire Department's records management system that can be used to evaluate trends in response times, type of fire loss, fire cause, development and plan review growth, outreach of public education target audience and exposure to these groups. 3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Fire Inspector	5.00	5.00	5.00	5.00
Chief Fire Inspector	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	577,572	621,813	621,813	530,666

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	7,143	6,361	7,065	12,130
Supplies	12,206	12,506	11,802	16,649
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	596,921	640,680	640,680	559,445
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Coordinated the evaluation for prioritizing annual replacement, measuring selected personnel, and ordering/issuing of 39 sets of Personal Protective Equipment (PPE) to Operations personnel. 3
- * Coordinated the research, bid process, ordering, personnel training and issuing of new self-contained breathing apparatus (SCBA) to all apparatus after the Fire Department was awarded a grant to replace its entire inventory of SCBA. 3
- * Nine "clam shell" style self-contained breathing apparatus (SCBA) brackets were installed on three apparatus. As part of an ongoing project these brackets are replacing the "clamp" style brackets to provide a safer and more efficient airpack mounting configuration in the cabs of fire apparatus. 3
- * Coordination, oversight, and funding were provided to complete the required annual testing of all pumps (17) and aerial equipment (4) on emergency response vehicles. 3
- * Provided oversight to identify and develop plans to address needed repairs and remodeling projects at Fire Station 2 (14510 E. 39 St.). 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Preventative maintenance completed on fire apparatus	68	14	70	54
Preventative maintenance completed on staff vehicles	56	26	40	35
Mechanic call outs	29	43	30	40
Self-Contained Breathing Apparatus repaired	35	52	24	30
Aerial apparatus recertification completed	4	4	4	4

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4641 - Maintenance

2011-12 Operating Budget
Fund: 02 - General Fund

Pumper apparatus pump tests completed	16	17	17	17
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2011-12 Objectives

	<u>Goal Ref</u>
* Replace 12 self-contained breathing apparatus (SCBA) seat brackets with "clam shell" style brackets, providing safer and more efficient airpak mounting inside fire truck cabs.	3
* Purchase two thermal imaging cameras to replace 10 year old units on frontline aerial apparatus and two additional cameras to be placed on pumpers to increase the availability of this technology that assists in locating hidden fires.	3
* Coordinate the replacement of a minimum of 36 sets of Personal Protective Equipment (PPE) as part of the ongoing program to provide all operations personnel with two sets of PPE with the second (back up) set newer than 10 years old.	3
* Coordinate the remodeling of Fire Station 5 (11301 E. 35th St.). Determine the areas of highest priority in need of repair during the first quarter. Develop construction documents and complete bid process by midyear. Ensure quality workmanship of identified projects are completed within budget during the fiscal year.	3
* Complete required annual safety testing of pumps (17) and aerial ladders (4) on firefighting apparatus.	3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Battalion Chief of Services	1.00	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

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	112,105	218,204	218,204	96,935
Other Services & Charges	101,496	120,047	120,189	127,641
Supplies	38,907	54,567	54,567	46,025
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 4600 - Fire
 Cost Center: 4641 - Maintenance

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Total	252,508	392,818	392,960	270,601

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 15 - Grants

Description

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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	99,016	47,921	70,921	50,990
Other Services & Charges	7,039	0	1,300	0
Supplies	2,911	0	279,968	0
Capital Outlay	0	0	560,963	0
Other Expenditures	0	0	0	0
Total	108,966	47,921	913,152	50,990

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4651 - Training

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Training and Safety 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 Safety Program, in cooperation with IAFF Local 781, is responsible for accident and injury prevention. The main goal of the Division is to provide training which promotes safe, effective and efficient emergency response service to the community.

2010-11 Accomplishments

Goal Ref

- * Began use of new Electronic Training/Station Activity Report to improve accuracy of reported training hours. 3
- * Placed four new texts in station libraries, replacing outdated material and providing expansion of knowledge base for promotional testing. 1
- * Using a healthcare professional, provided training to shift personnel in the prevention of back/shoulder injuries. 1
- * Using a professional trainer, provided leadership training to company officers. 1
- * Using a professional trainer, provided training in Emergency Vehicle Operations to 30 Fire Equipment Operators. 1
- * Training was provided to 113 personnel in the department's new reporting system, "New World." 1
- * Hands-on, daytime drills were attended by 139 personnel at the Training Facility, with an emphasis on fire scene skills such as: hose advancement, ladder placement, ventilation, fire attack and search and rescue. 1
- * Multi-company night drills were attended by 118 personnel at the Training Facility, featuring actual live fires in the department's burn tower. 1
- * The department's Incident Safety Officer training was completed by 131 personnel, taught by each of the three shift commanders. 1
- * Nine new firefighters were hired, completed orientation, and were assigned to Fire Operations. Orientation included two weeks of skills practice and assessment at the Training Facility. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Individual Class Topics	N/A	222	N/A	225

City of Independence
Detail Program Summary

Department: 4600 - Fire
Cost Center: 4651 - Training

2011-12 Operating Budget
Fund: 02 - General Fund

Computer Based Topics	N/A	47	N/A	64
Total Combined Training Topics	N/A	269	N/A	289
Computer Based Training Hours	N/A	1,686	N/A	1,800
Total Instructional Hours *	7,962	7,168	7,433	N/A
Total Staff Hours	23,596	22,812	24,382	25,000
Average Hours Training per Person	N/A	**137	N/A	***152
% of 240 Hours Required by ISO	N/A	57%	N/A	63%

* Includes Computer Based Training
** Based on 167 Personnel
*** Based on 165 Personnel

2011-12 Objectives

	<u>Goal Ref</u>
* Using internal instructors trained in FY 10-11, provide Positive Pressure Attack training to at least 80% of Operations' personnel.	1
* Using hired outside instructors, provide officer development/leadership training to at least 80% of Captains and Fire Equipment Operators.	1
* Using hired outside instructors, provide fire strategy/tactics training to at least 80% of Captains and Fire Equipment Operators.	1
* Provide one training class dealing with the prevention of musculoskeletal injuries to at least 80% of shift personnel.	1

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
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

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	119,366	120,396	120,396	133,325
Other Services & Charges	15,810	25,100	25,329	26,096
Supplies	4,290	6,169	6,169	6,499
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	139,466	151,665	151,894	165,920
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Four new faith partners were added to the City's Faith Based Partnership Program. Three new shelter facilities added over 1,500 beds to the City's existing shelter capacity. Over 325 individuals have been added as shelter volunteers. 3
- * Twenty-one preparedness presentations were given throughout the 2010-2011 budget year. Three presentations were completed at the state level and one was at the national level. 3
- * One tabletop exercise was completed in September 2010 through the National Level Exercise 2011 (NLE11) exercise program. The workshop to test the new EOC was completed in May 2011. The functional exercise with the Independence School district was integrated with a full scale sheltering exercise conducted in May 2011. 1
- * Emergency Management Performance Grant (EMPG) quarterly reports were submitted on time with all milestones completed resulting in \$84,038.77 being reimbursed to the City through the State's third quarter period. On December 15, 2010, the 2011 EMPG Grant application was submitted to SEMA. 3
- * Construction of the new EOC was completed in May 2011 and utilized in exercises and actual events throughout the second half of the 2010-2011 budget year. 1
- * EOC Management team was increased to 12 members. Two communications exercises were completed with the Independence/Eastern Jackson County Emergency Communications Group (Previously called R.A.C.E.S. - Radio Amateur Civil Emergency Services) which increased by nine new members. The Independence/Eastern Jackson County Emergency Radio Channel was established and awaiting approval from the Federal Communications Commission. 3

*City of Independence
Detail Program Summary*

Department: 4600 - Fire

2011-12 Operating Budget

Cost Center: 4661 - Emergency Preparedness

Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

- * Continued participation and administration of the Emergency Management Performance Grant (EMPG) program with all reports submitted quarterly along with all performance milestones completed as required by Federal and State Emergency Management Agencies by the end of the grant period. 3
- * Continued support of the Faith Based Partnership Program (FBPP) by adding three additional faith based organizations (FBO) to the City's program. This includes training at least 25 members of each new faith organization as shelter volunteers and adding two additional FBO facilities as shelters. 3
- * Develop a Child Welfare Annex for the City's Emergency Operations Plan. This includes creating three subcommittees to cover a) sheltering of unaccompanied minors, b) medical/mental health needs and c) adaptive support. A main coordinating group will also be created to oversee the work of the subcommittees. The initial draft of the annex will be completed by February 1, 2012 with the final annex completed by June 2012. 3
- * Continued coordination of the Insurance Services Office, Inc (ISO) Community Rating System (CRS) flood program cycle verification process. This includes sending out all required outreach information to realtors, lenders and insurance agents within the City. This also includes tracking outreach projects to the City's Repetitive Loss Areas/Properties and updating the City's Floodplain Management Plan and Outreach Strategies Plan. 3
- * Increase the volunteer membership in the following groups supported by the Office of Emergency Preparedness: 1) Independence/Eastern Jackson County Emergency Communications Group (EJCECS) from 50 to 60 members. 2) Emergency Operations Center Management Team from 10 to 14 members. 3) Independence Community Emergency Response Team (CERT) by 75 members. 3
- * Deliver 12 preparedness presentations throughout the City of Independence to civic groups, schools, businesses and neighborhood associations. 3
- * Develop and conduct the following exercises: 1) One citywide tabletop exercise to test the Independence/Eastern Jackson County Emergency Operations Center activation capabilities. 2) One functional exercise to test the City's ability to set-up and operate a shelter housing 100 people. 3) One full-scale Independence Community Emergency Response Team (CERT) exercise testing volunteer capabilities regarding damage assessment and debris management. 1
- * Continued coordination of the City's compliance regarding the National Incident Management System (NIMS) as mandated by the Department of Homeland Security. This includes all NIMS classes required to be completed by departmental personnel are documented properly, City resources are classified/typed appropriately and the mandated NIMS-CAST tracking forms are completed by September 30, 2011 3

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	25,990	47,884	37,673	50,555
Other Services & Charges	31,451	37,035	45,912	36,090
Supplies	11,455	6,902	8,313	7,023
Capital Outlay	3,692	0	0	0
Other Expenditures	0	0	0	0
Total	72,588	91,821	91,898	93,668
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4600 - Fire

2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Provided funds to purchase one "Quint" (firefighting pumper with aerial device) and firefighting equipment. A "demo" truck was located for a savings of \$250,000.00. The purchased vehicle has the same warranties and service contracts of a new vehicle. 1
- * Provided funds to purchase a four wheel drive vehicle to replace a 2002 Chevy Blazer. 1
- * Provided funds to purchase 39 sets of Personal Protective Equipment (PPE) for firefighting personnel. 1
- * Provided funds for connecting eight out of 10 fire stations to fiber optic cable for improved connectivity speeds for communication, incident reporting and computer based training. 1

2011-12 Objectives

Goal Ref

- * Provide funds to purchase one pumper to be housed at Fire Station 9 (1411 N. M-7 Hwy.). 1
- * Provide funds to purchase a heavy rescue truck and equipment to be placed in service at Fire Station 1 (950 N Spring St.) 1
- * Provide funds to purchase one staff vehicle to replace a 2006 Chevy Tahoe. 1
- * Provide funds to develop construction documents and complete remodeling of identified areas in Fire Station 5 (202 W. 23rd St.) in need of maintenance, repair or updating. 3
- * Provide funds to purchase 36 sets of Personal Protective Equipment (PPE) as an ongoing program to ensure that all personnel have two sets of PPE with the second set being newer than 10 yrs old. 1
- * Provide funds to train and license five firefighters to the level of National Registry Paramedic. 3
- * Provide funds to present one training program on leadership/company officer skills and one training program on fire tactics. 3
- * Provide funds for wellness physicals and fitness program/equipment in order to reduce the number and severity of duty related firefighter injuries. 3

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
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City of Independence
Detail Program Summary

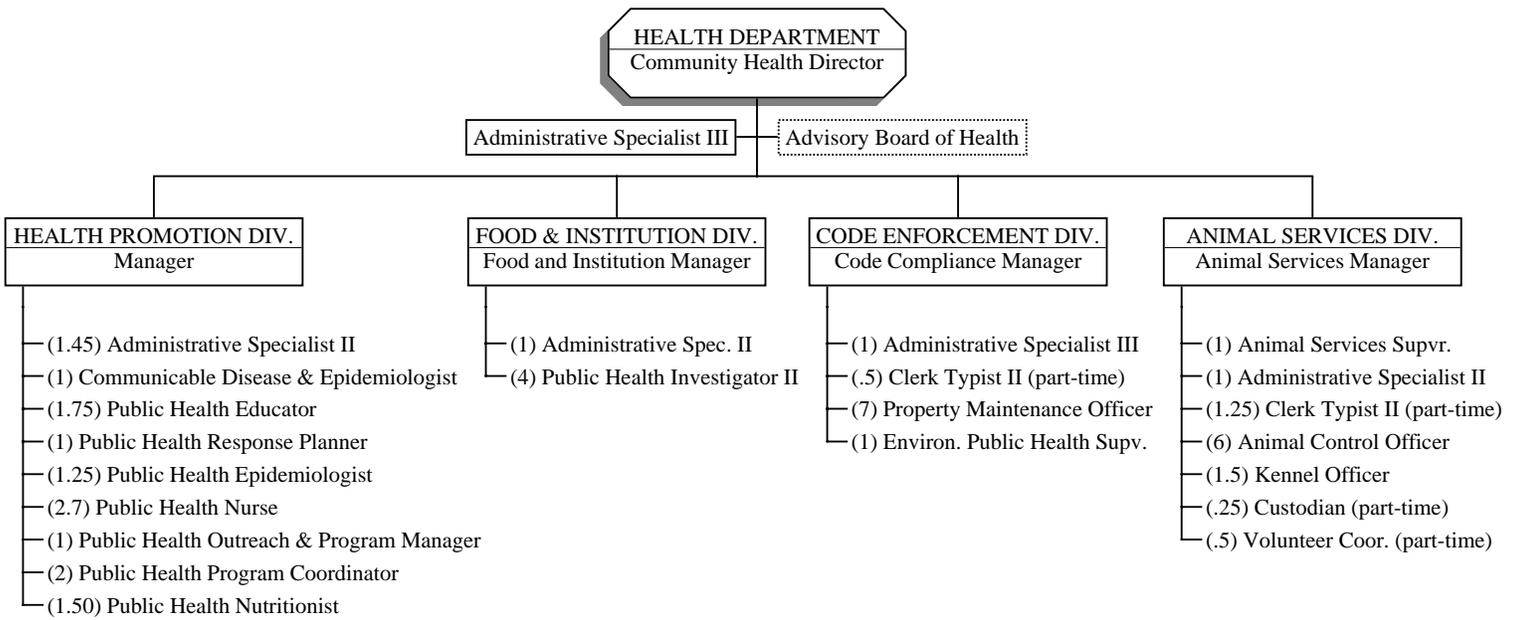
Department: 4600 - Fire
 Cost Center: 4671 - Fire Sales Tax Program

2011-12 Operating Budget
 Fund: 17 - Fire Public Safety S

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	21,444	0	0	0
Other Services & Charges	199,899	239,800	214,143	245,500
Supplies	286,189	53,000	91,157	22,500
Capital Outlay	1,543,641	1,265,000	1,952,500	1,337,500
Other Expenditures	0	0	0	0
Total	2,051,173	1,557,800	2,257,800	1,605,500
	=====	=====	=====	=====

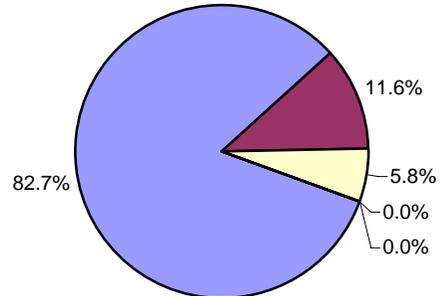
City of Independence, Missouri Health Department



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 2,573,373	\$ 2,584,354	\$ 2,824,255	\$ 2,643,798
Other Services	493,461	326,281	372,871	370,733
Supplies	174,766	136,774	241,547	184,212
Capital Outlay	18,742	-	63,440	-
Other	-	-	-	-
Total	\$ 3,260,342	\$ 3,047,409	\$ 3,502,113	\$ 3,198,743

2011-12 Budget

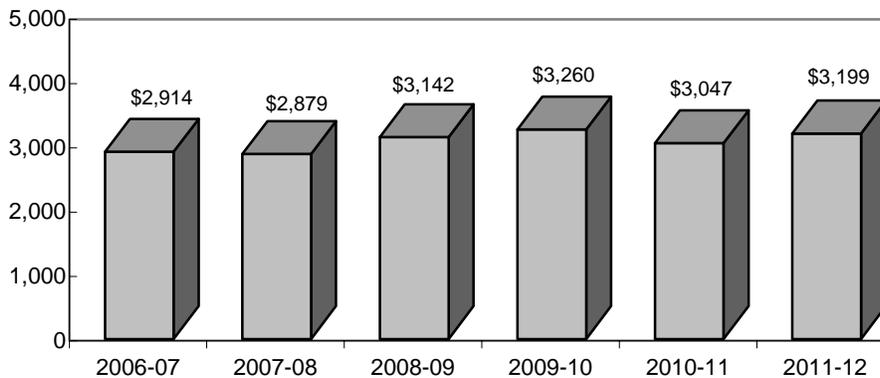


■ Personal Ser.
 ■ Other Services
 ■ Supplies
■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	41.95	41.50	42.35	40.60	40.95	43.81
Amount by Fund:						
General Fund	\$ 2,411,687	\$ 2,425,484	\$ 2,741,268	\$ 2,758,315	\$ 2,733,967	\$ 2,558,732
Grants	502,697	453,144	400,553	502,027	313,442	640,011
Total All Funds	\$ 2,914,384	\$ 2,878,628	\$ 3,141,821	\$ 3,260,342	\$ 3,047,409	\$ 3,198,743
Comparative Ratios:						
Per Capita	\$ 25.13	\$ 24.74	\$ 28.78	\$ 28.57	\$ 25.14	\$ 27.38
Per Household	\$ 59.57	\$ 58.63	\$ 67.65	\$ 66.28	\$ 56.34	\$ 59.42

Dollars (1,000's)



Fiscal Year

City of Independence
Departmental Budget Summary

Department: 4700 - Health

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	35.50	36.00	36.00	34.16
Part Time Positions	6.85	4.60	4.95	9.65
Total	42.35	40.60	40.95	43.81
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4711 Health Administration	461,909	219,085	219,931	213,987
4713 Food and Institution	387,924	354,953	354,578	371,214
4715 Health Promotion Division	298,830	361,410	364,410	291,890
4721 Animal Services Division	737,843	884,977	900,424	813,031
4740 Code Enforcement	871,809	913,542	913,271	868,610
4750 Health Promotion Grants	502,027	313,442	749,499	632,991
4752 Environmental Grants	0	0	0	7,020
Total	3,260,342	3,047,409	3,502,113	3,198,743
	=====	=====	=====	=====

Source of Funding

General Fund	2,758,315	2,733,967	2,752,614	2,558,732
Grants	502,027	313,442	749,499	640,011

*City of Independence
Departmental Budget Summary*

Department: 4700 - Health

2011-12 Operating Budget

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Source of Funding</u>				
Total	3,260,342	3,047,409	3,502,113	3,198,743
<hr/>				
<u>Direct/Offsetting Revenues</u>				
Food Handler's Permits	159,044	154,713	105,000	105,000
Animal Shelter Fees	129,065	138,490	130,622	135,990
Food Establishment Permits	77,767	127,840	173,243	136,740
Other Health Fees and Permits	8,512	10,887	16,000	11,187
Health Promotion Grants	502,027	313,442	749,499	640,011
Total	876,415	745,372	1,174,364	1,028,928

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Implemented on-line Food Handler Permit Renewal program. 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
- * Recruited staff and began the Youth Council program for the City. 1
- * Recruited staff to enhance and provide direction to the Hungry and Homeless Coalition. 1

2011-12 Objectives

Goal Ref

- * Oversee installation of computer kiosks at the Independence Health Department to allow on-line registration of health programs. 1
- * Oversee the construction of a new joint Independence/Jackson County Animal Shelter to ensure timely completion and opening to the public. 3
- * Administer the Health Department's operational budget and keep the City Manager informed of the department's financial standing. 1
- * 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 and participating in 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 2011-12 Fiscal Year through weekly one-on-one meetings with the individual division managers. 3

City of Independence
Detail Program Summary

Department: 4700 - Health

2011-12 Operating Budget

Cost Center: 4711 - Health Administration

Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Public 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	197,808	207,774	207,774	202,676
Other Services & Charges	258,226	8,791	8,791	8,791
Supplies	3,583	2,520	3,366	2,520
Capital Outlay	2,292	0	0	0
Other Expenditures	0	0	0	0
Total	461,909	219,085	219,931	213,987

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

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

2010-11 Accomplishments

Goal Ref

- * Implemented City ordinance changing inspection frequency and fee amounts from being seating based to being based on public health priority. 1
- * Investigated 100% of all complaints within 48 hours of receipt. 1
- * Responded to 37 product recalls. 1
- * Worked closely with the Independence Regional Ennovation Center to conduct plan reviews and issue permits for the successful opening of this business incubator. 1
- * Implemented an online Food Handler Permit system for renewals. 1
- * Trained students in the Independence high schools on safe food handling techniques. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Day Care Facilities Inspections	124	120	120	120
Commercial Swimming Pool Inspections	52	45	45	45
Food Handlers Trained	8,536	10,386	7,240	5,840
Food Service Inspection	1,155	1,584	1,513	1,548
Follow-up Inspections	217	165	200	200
Soft-Serve Inspections/Sample	56	-	64	64
Food Managers Trained	314	622	543	580
Lodging Inspections	21	15	44	44
Tattoo/Body Piercing Parlor Inspections	12	10	18	18
Complaint Inspections	86	101	91	110

2011-12 Objectives

Goal Ref

- * Inspect all food establishments in accordance with the frequency determined by the public health priority assessment. 1
- * Conduct inspections in non-food establishments in accordance with applicable City ordinances and State statutes. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

- * Expand the use of technology in the Division. This includes enhancements to the food handler training program, inspection process and permitting process. 1
- * Respond to all food borne illness complaints within 24 hours and all other complaints within 48 hours. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	364,825	333,078	333,078	349,458
Other Services & Charges	15,319	14,056	14,056	14,110
Supplies	7,780	7,819	7,444	7,646
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	387,924	354,953	354,578	371,214

Significant Issues

- * Inspection frequency of many food establishments has increased. Current staffing levels must be monitored carefully to assure they are adequate for the workload.
- * Jackson County is now offering online food handler training instead of relying on the City of Independence to provide its training. This has created a significant drop in class enrollment and associated revenues.
- * Staff is working with Technology Services to provide many new services online including a complete food handler training course. This course would be less expensive than the one offered by Jackson

*City of Independence
Detail Program Summary*

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

2011-12 Operating Budget
Fund: 02 - General Fund

Significant Issues

County and revenue generated would be collected by the City. A one time expenditure of \$7,864 for the computer kiosks and computer programming are required for this project.

- * An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Two vehicles are considerably past the Public Works guidelines for replacement.
-

City of Independence
Detail Program Summary

Department: 4700 - Health

2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Initiated the Healthy Neighborhoods Project involving six voluntary neighborhoods. The Health Department offers support and health education to encourage healthier lifestyle choices. 1
- * With American Recovery and Reinvestment Act (ARRA) funding, promoted the use of Tdap vaccine among postpartum women and others in close contact with newborns. Created and distributed 12,000 brochures to community partners. Taught classes, participated in health fairs and advertised in publications, billboards, website and City 7. 1
- * Received Model Practice recognition for a Tdap vaccine education and administration program for postpartum mothers at the National Association of City and County Health Officials (NACCHO) conference. This model practice was also highlighted in the NACCHO Exchange journal, in an article "Vaccination to Protect the Newborn," co-written with Seattle-King County, Washington. 1
- * Conducted four outbreak investigations involving restaurants, schools and long-term care facilities and over 450 ill individuals. 1
- * Conducted onsite immunization audits at 100% (57) of childcare centers and home daycares two times per year to provide immunization and disease prevention education and to assure current immunizations for all enrollees. 1
- * Provided leadership for the Jackson County Inter-Agency Council involving over 30 participating representatives from human service and education agencies. The purpose is to coordinate and improve services for citizens. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Communicable Disease Investigations	197	283	200	250

City of Independence
Detail Program Summary

Department: 4700 - Health 2011-12 Operating Budget
 Cost Center: 4715 - Health Promotion Division Fund: 02 - General Fund

Flu Shots Given	787	6,489	1,200	500
Immunization Record Reviews	5,014	4,780	5,000	5,000

2011-12 Objectives

	<u>Goal Ref</u>
* Explore means to implement chronic disease surveillance and data collection specific to Independence. Review a minimum of three evidence based strategies to address the top priorities.	1
* Increase awareness of the effectiveness of childhood preventable disease vaccines. Promote immunizations of young children by partnering with existing coalitions, school nurses, health care providers, other health departments and parents. Educational opportunities will occur six times per year.	1
* Include long-term care facilities as closed point of dispensing sites (PODs) during a public health emergency. Will establish partnerships with five facilities to reduce the demand on public dispensing sites and to accommodate vulnerable populations during a public health emergency.	1

Staffing:

<u>Position Title</u>	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Public Health Nurse	2.00	2.00	1.00	1.00
Public Hlth Outreach & Prg.Mg.	1.00	1.00	1.00	.16
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	1.00	1.00
Total	5.00	5.00	5.00	4.16
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	282,067	335,794	335,794	266,942
Other Services & Charges	4,336	7,084	7,231	6,095
Supplies	12,427	18,532	21,385	18,853
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	298,830	361,410	364,410	291,890
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The mission of the Animal Services Division is to provide services that will ensure public health and safety, provide the highest quality service and compassion to the animals entrusted to our care, to measurably reduce companion animal overpopulation, and to take a leadership role in promoting humane values for the benefit of all animals.

2010-11 Accomplishments

Goal Ref

- * First Annual Community Animal Fair. Attractions included a live band, animal related booths, contests and prizes. Approximately 400 people visited throughout the day, while 126 animals were vaccinated for rabies and 51 animals were micro chipped. 1
- * Partnered with Parks and Recreation for their annual end of season dogs at Adventure Oasis Water Park. Over 100 dogs participated in the swim. 1
- * Volunteers helped with the adoption of animals by taking shelter animals to satellite adoption sites. With a dedicated core of volunteers, the shelter was able to keep their adoption numbers equal to last year's numbers even with a struggling economy. 1
- * Animal Services has created three new internet venues the reach the public. They are www.Icat-cares.com, www.facebook.com/paws2adopt, www.youtube.com/indepshelter. The goal is to increase adoptions, educate the public and gain new partnerships with the community. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Service Calls	12,095	10,023	11,000	11,000
Summons Issued	860	747	850	800
Reported Animal Bites	154	173	150	170
Animals picked up by Animal Control Officers in the field	2,660	1,957	2,500	2,000
Animals taken into the shelter	5,488	4,527	5,350	4,500
Animals placed in new homes	1,904	1,811	2,500	1,900

2011-12 Objectives

Goal Ref

- * To obtain funding for spay/neuters that will allow up to 100 citizens to have a free spay or neuter through a combination of grants and donations. 1
- * To continue to increase our volunteer base and retain them for at 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

- least 6 months or more through our training and recognition programs.
* Hire and train all necessary first year staff to include 5 part-time Kennel Technicians, 2 part-time Animal Service Officers and 1 part-time Reception and Adoption Clerk. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Animal Services Officer	5.00	5.00	5.00	6.00
Kennel Officer	1.00	1.00	1.00	1.50
Animal Services Manager	1.00	1.00	1.00	.00
Animal Services Manager	.00	.00	.00	1.00
Clerk Typist II	.75	.75	.75	1.25
Animal Control Investigator Spec	1.00	1.00	1.00	.00
Animal Services Supvr	1.00	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	12.50

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	602,627	615,636	615,636	598,217
Other Services & Charges	43,916	203,479	203,479	150,657
Supplies	88,147	65,862	81,309	64,157
Capital Outlay	3,153	0	0	0
Other Expenditures	0	0	0	0
Total	737,843	884,977	900,424	813,031

Significant Issues

- * Keeping positive relationships with veterinary clinics in our area as we move to having a clinic inside the new shelter.
- * Pursuing options for the ever growing stray and feral cat population.
- * Preparation for the operation of a new shelter facility to include

*City of Independence
Detail Program Summary*

Department: 4700 - Health

2011-12 Operating Budget

Cost Center: 4721 - Animal Services Division

Fund: 02 - General Fund

Significant Issues

the transition of animals/staff, hiring of additional staff, design of new operational manuals and the recruiting of more volunteers.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The City of Independence has developed municipal property codes to protect the life, health, safety and welfare of its residents. The Property Maintenance Code and Health Code set the minimum standards to which properties must conform. It is the mission of the Code Compliance 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.

2010-11 Accomplishments

Goal Ref

- * In five years, the Neighborhood Code Compliance Program (NCCP) has removed over 2.9 million pounds of trash and brush from 40 neighborhoods (13,817 addresses); voluntary compliance increased from 57% to 98.5%; and assistance has now been provided to over 650 residents who were disabled, elderly or otherwise unable to move their own items. 1
- * Reduced City costs and staff time by training Independence Police Department staff in the procedures for declaring properties "Unsafe to Occupy." 1
- * The NCCP was selected as a finalist for the National League of Cities (NLC) 2010 Awards for Municipal Excellence. 1
- * Successful completion of the International Code Council exam by the Environmental Public Health Supervisor and the new Property Maintenance Officer. Both are now certified American Association of Code Enforcement (AACE) Property Maintenance and Housing Officers. 1
- * Successful expansion of the Foreclosed and Neglected Properties Program (FNPP) to include the entire city of Independence. During the 2010 growing season, 239 new exterior violation cases were started that resulted in 66 property abatements. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Reactive Cases (complaint generated)	5,315	5,537	4,910	5,156
Proactive Cases	4,128	4,125	3,523	3,699
Initial Inspections	8,664	9,391	8,858	9,301
Recheck Inspections	8,565	9,755	10,526	11,052
Properties Deemed Unsafe to Occupy	148	152	207	217
Tickets Issued	879	894	1,102	1,157

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Neighborhood Code Compliance Program	8	8	8	8
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<u>2011-12 Objectives</u>	<u>Goal Ref</u>
* Successfully conduct the NCCP in seven neighborhoods with areas between 300-350 addresses in size. Expand one additional area to include approximately 600 properties.	1
* Obtain the American Association of Code Enforcement (AACE) Code Enforcement Officer certification through successful completion of the International Code Council exam by the Environmental Public Health Supervisor and Property Maintenance Officers that have not yet achieved this certification.	1
* Maintain staff certifications by providing opportunities to obtain Continuing Education Unit (CEUs).	1

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Environ Public Health Supv	.00	.00	1.00	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	8.00	7.00
Total	10.75	10.75	11.50	10.50
	=====	=====	=====	=====

Program Costs

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	772,127	831,809	831,809	784,306
Other Services & Charges	85,184	70,496	70,496	70,796
Supplies	14,498	11,237	10,966	13,508
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	871,809	913,542	913,271	868,610
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

*2011-12 Operating Budget
Fund: 02 - General Fund*

Significant Issues

- * An aging vehicle fleet is causing increased maintenance costs and increasing time the inspectors are out of service. Two vehicles are considerably past the Public Works guidelines for replacement.
 - * In order to increase inspection response times without additional staffing, technology enhancements are needed. These enhancements will be provided by in-house staff and will include modifying the field inspection software to capture and store case photos and the electronic processing of court summons.
-

City of Independence
Detail Program Summary

Department: 4700 - Health

2011-12 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, maternal and teenage health improvement, senior services health awareness, and communicable disease surveillance.

2010-11 Accomplishments

Goal Ref

- * Received Cities Readiness Initiative (CRI) Certificate of Recognition from the Missouri Department of Health and Senior Services. The primary goal of the CRI is to minimize the loss of lives during a catastrophic public health emergency by providing medical counter measures to 100% of a jurisdiction's population within 48 hours. 1
- * Supported three existing community gardens and initiated the process for four additional community gardens to begin in 2011. The number of families participating in the gardening programs increased by 36% from last year. Provided leadership for a Community Garden Association which includes 30 representatives from interested agencies, residents and the Kansas City Community Garden. 1
- * Strengthened partnerships with childcare providers by providing continuing education classes such as asthma management, CPR/First Aid and nutrition. The number of participants trained was 108. 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 30% from last year. Over 1300 employee participants were involved in organized activities. 1
- * The Coalition for Child Safety printed and distributed 5,000 Family Resource Guides and sponsored Parents University for over 200 parents. The Youth Yellow Pages was transferred to an electronic format making over 40 resources available for students. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Asthma Education (students and adults)	773	631	700	630
Nutrition and Fitness classes in the Community	189	155	150	100

City of Independence
Detail Program Summary

Department: 4700 - Health
 Cost Center: 4750 - Health Promotion Grants

2011-12 Operating Budget
 Fund: 15 - Grants

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	353,919	260,263	500,164	442,199
Other Services & Charges	86,480	22,375	68,818	120,284
Supplies	48,331	30,804	117,077	70,508
Capital Outlay	13,297	0	63,440	0
Other Expenditures	0	0	0	0
Total	502,027	313,442	749,499	632,991
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4700 - Health
Cost Center: 4752 - Environmental Grants

2011-12 Operating Budget
Fund: 15 - Grants

Description

Federal, state and local grants allow the City to accomplish its overall Health Department mission. Grants especially expand our efforts in environmental issues and child/school health endeavors.

2010-11 Accomplishments

Goal Ref

- * Inspected all state licensed daycares to ensure proper food handling and sanitation procedures were being followed. 1
- * Inspected all summer food service programs to ensure proper food handling and sanitation procedures were being followed. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
State Licensed Daycare Inspection Sites	64	58	55	55
State Summer Food Service Program Sites	6	5	9	8

2011-12 Objectives

Goal Ref

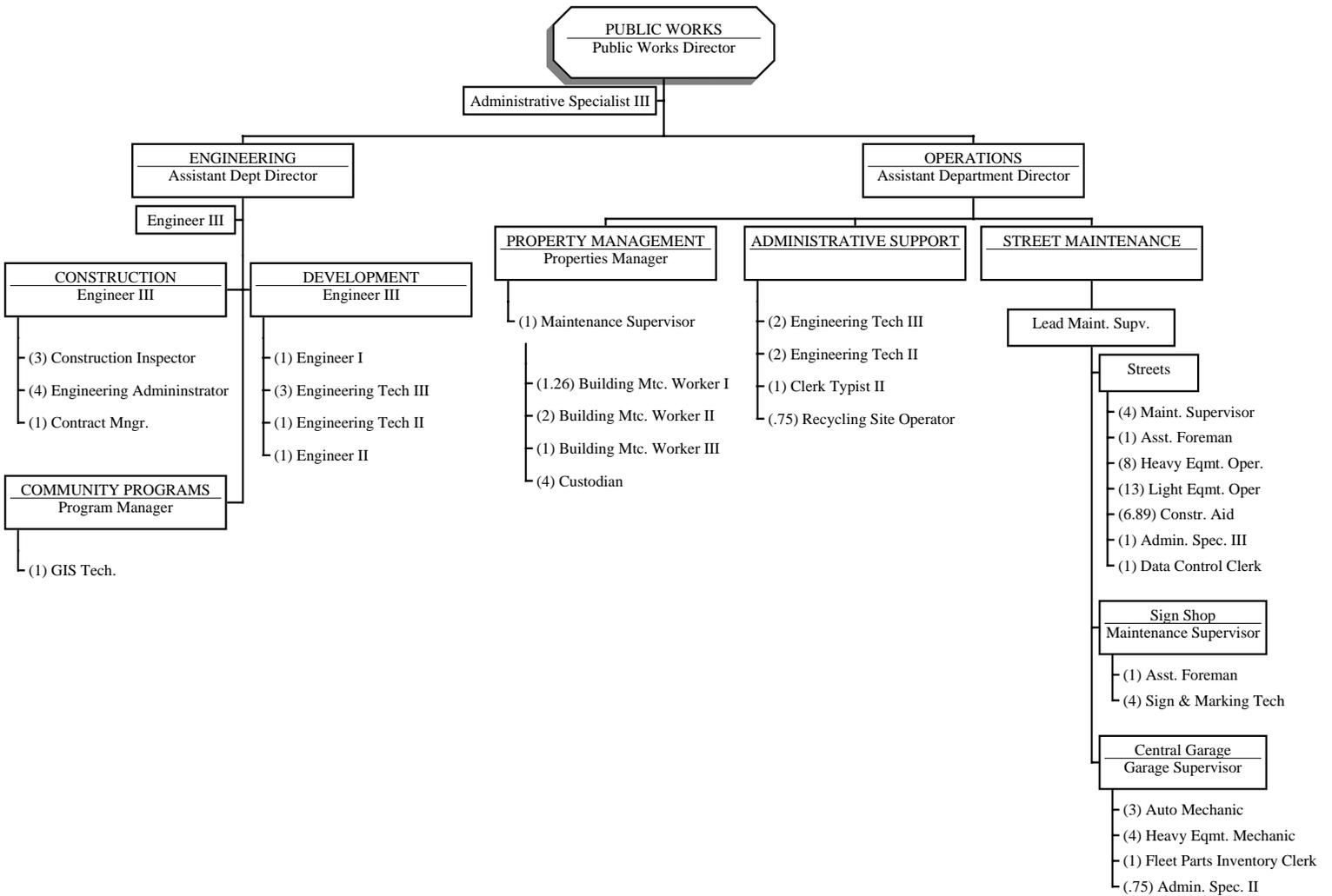
- * Ensure proper food handling and sanitation are being followed in all state approved daycares. 1
- * Ensure proper food handling and sanitation procedures are being followed in all summer food service programs. 1

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	0	7,020
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	7,020
	=====	=====	=====	=====

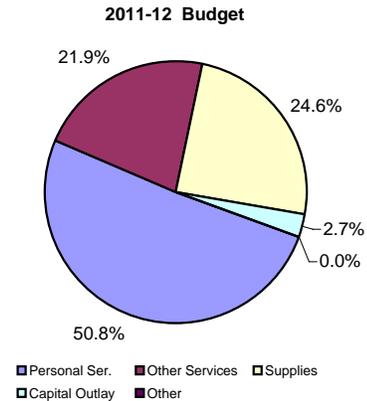
City of Independence, Missouri

Public Works



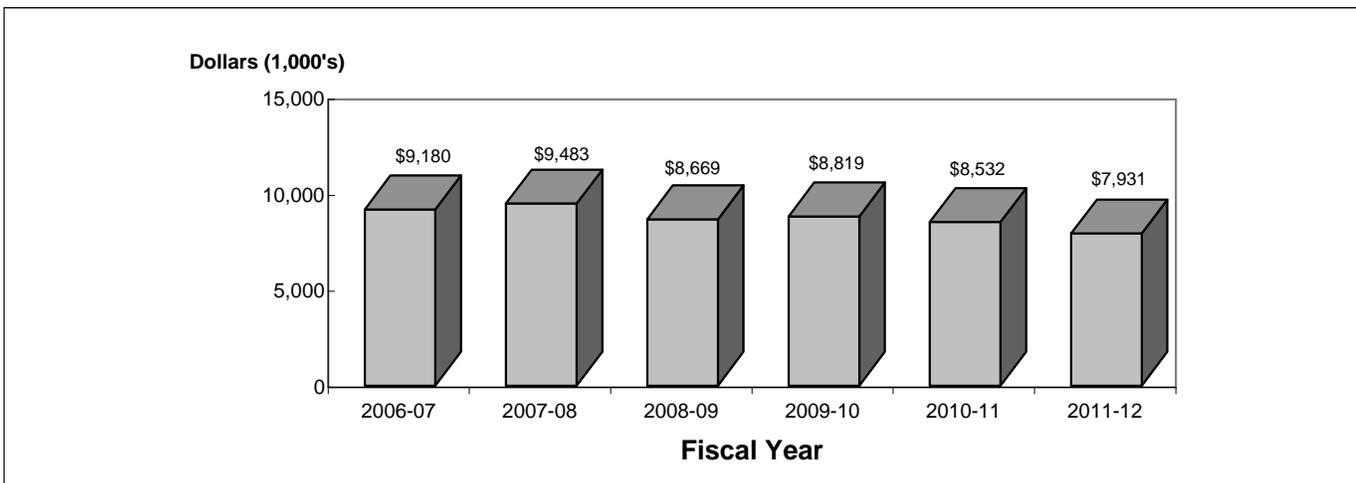
Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 5,169,876	\$ 4,739,199	\$ 4,739,199	\$ 4,031,461
Other Services	1,896,315	1,697,221	1,695,199	1,737,666
Supplies	1,708,122	1,891,389	1,920,311	1,950,073
Capital Outlay	44,381	204,536	177,636	211,536
Other	-	-	-	-
Total	\$ 8,818,694	\$ 8,532,345	\$ 8,532,345	\$ 7,930,736



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	93.00	93.00	93.00	92.75	93.75	90.65
Amount by Fund:						
General Fund	\$ 7,155,957	\$ 7,187,216	\$ 6,701,866	\$ 6,654,072	\$ 6,369,565	\$ 5,684,843
Sanitary Sewer Fund	69,784	71,512	71,505	74,193	75,009	76,000
Central Garage Fund	1,954,733	2,224,135	1,895,482	2,090,429	2,087,771	2,169,893
Total All Funds	\$ 9,180,474	\$ 9,482,863	\$ 8,668,853	\$ 8,818,694	\$ 8,532,345	\$ 7,930,736
Comparative Ratios:						
Per Capita	\$ 79.17	\$ 81.50	\$ 79.41	\$ 77.27	\$ 70.39	\$ 67.88
Per Household	\$ 187.64	\$ 193.15	\$ 186.66	\$ 179.27	\$ 157.75	\$ 147.32



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works

2011-12 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 management. Maintain records of City owned 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 right of way and erosion control of building sites. Maintain approximately 566 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	93.00	92.00	93.00	86.75
Part Time Positions	.00	.75	.75	3.90
Total	93.00	92.75	93.75	90.65
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
5001 Public Works Administration	245,101	243,026	253,329	262,663
5011 Public Works Engineering	1,004,199	693,374	690,572	514,568
5013 Public Works - Admin. Support	353,014	332,255	331,177	248,259
5015 Property Management	828,315	831,386	830,239	656,422
5030 Public Works Engineering-Sewer	74,193	75,009	75,009	76,000
5111 Street Maintenance	4,223,443	4,269,524	4,264,248	4,002,931
5121 Central Garage	2,090,429	2,087,771	2,087,771	2,169,893
Total	8,818,694	8,532,345	8,532,345	7,930,736
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 5000 - Public Works

2011-12 Operating Budget

Source of Funding

General Fund	6,654,072	6,369,565	6,369,565	5,684,843
Sanitary Sewer Fund	74,193	75,009	75,009	76,000
Central Garage Fund	2,090,429	2,087,771	2,087,771	2,169,893
Total	8,818,694	8,532,345	8,532,345	7,930,736
	=====	=====	=====	=====

Direct/Offsetting Revenues

Erosion Control Permits and Right of way Management Permits	130,409	260,000	180,000	230,000
Total	130,409	260,000	180,000	230,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5000 - Public Works

2011-12 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, and the geographic information system.

2010-11 Accomplishments

Goal Ref

- * Completed the design of the Little Blue Parkway from R.D. Mize Road to 24 Highway. 1
- * Completed the construction 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, the Fairmount School Sidewalk project, the 39th St. improvement project and the Salisbury Road sidewalk project. 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
- * Completed traffic flow improvements through coordination with MoDot, MARC, other City departments and contractors. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
New Street Sales Tax Program Completion (%)	N/A	8.0	16.0	25.0
Little Blue Parkway Construction Completion (%)	N/A	25.0	95.0	100.0
In-House design Project Completion % of total project value complete	4.0	4.0	20.0	50.0

2011-12 Objectives

Goal Ref

- * Complete construction of the 39th Street Improvements, an overlay contract, a white topping contract, and stormwater projects. 1
- * Complete project design for 35th Street Improvements, Englewood Streetscape, and Delaware Streetscape projects. 1
- * Meet with residents on all Capital Improvement projects being designed. Ask for comments and respond to them. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

* Develop and implement accident reduction and traffic flow improvements.

1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	1.00	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	19.00	19.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	782,375	562,627	562,627	393,001
Other Services & Charges	201,782	110,602	105,460	98,319
Supplies	20,042	20,145	22,485	23,248
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,004,199	693,374	690,572	514,568

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.
- * Succession planning and staff training.

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2011-12 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, recycling center operations and coordinating solid waste and recycling initiatives for the Department. In addition, the Public Works Administrator coordinates the State Legislative Program.

2010-11 Accomplishments

Goal Ref

- * Successfully completed the acquisition for nearly 250 parcels representing fifteen separate capital projects. 1
- * Continued promotion of recycling and reuse activities through the regional Solid Waste District and local citizen committee. 1
- * Scheduled the third annual electronics recycling event. 1
- * Recycling: A total of 46,652 vehicles used both recycling sites during the year. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Acquisition within schedule (%)	96.0	98.0	97.0	98.0
Quarterly haulers reports on recycling and solid waste	4	4	4	4
Monthly project reimbursements within schedule (%)	N/A	100	100	100

2011-12 Objectives

Goal Ref

- * Continue acquisition for all public improvement projects. 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 2011-12 Operating Budget
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Asst Dept Director	.50	.50	1.00	1.00
Public Works Administrator	1.00	1.00	1.00	.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
Recycling Site Operator	.00	.00	.00	.75
Total	6.50	6.50	7.00	6.75

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	348,667	329,440	329,440	247,054
Other Services & Charges	3,810	2,815	1,737	1,205
Supplies	537	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	353,014	332,255	331,177	248,259

Significant Issues

* Managing changes in resources, numbers of employees, and shifting work requirements.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 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.

2010-11 Accomplishments

Goal Ref

- * Implemented a new software program for better management of building maintenance and repair operations. 1
- * Replaced several roof top HVAC units at the National Frontier Trails Museum. 1
- * Tuck-pointed the North exterior wall of City Hall to have a better seal from water infiltration. 1
- * Installed new light switches and motion sensors in City Hall. 1
- * Coordinated the replacement of the steam condensate line for the Palmer building. 1
- * Coordinated and oversaw the replacement of the electrical emergency panel for the Police building. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Building Cleanliness Reporting (%)	86.0	85.0	80.0	80.0
Response to Work Orders Within planned time frame (%)	80.0	80.0	80.0	80.0
Repeated Calls on Mechanical Equipment	3	5	5	5
Construction projects managed	8	8	6	0

2011-12 Objectives

Goal Ref

- * Perform individual weekly cleaning inspections at each building. Also, perform a monthly inspection with the cleaning service contractor. 1
- * Schedule quarterly user group meetings with various departments to discuss projects, capital outlay, custodial issues, equipment and work 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

- order management.
- * Continue implementing the new FaciliWorks software program with maintenance information for City buildings. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	3.00	3.00	2.00
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	1.26
Total	11.00	11.00	11.00	10.26
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	473,184	464,666	464,666	285,710
Other Services & Charges	284,076	270,720	275,191	288,825
Supplies	61,582	89,500	83,882	81,887
Capital Outlay	9,473	6,500	6,500	0
Other Expenditures	0	0	0	0
Total	828,315	831,386	830,239	656,422
	=====	=====	=====	=====

Significant Issues

- * Managing changes in resources, numbers of employees, and shifting work requirements.
- * Due to staff vacancies, the majority of HVAC maintenance and repair is being performed by contractors.
- * Lack of cleaning for the Police building and other City buildings due to vacancies in custodial positions.

City of Independence
Detail Program Summary

Department: 5000 - Public Works 2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	74,193	75,009	75,009	76,000
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	74,193	75,009	75,009	76,000

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 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).

2010-11 Accomplishments

Goal Ref

- | | |
|---|---|
| * Street Sweeping: 3,971 curb-miles were swept, with 2,866 cubic yards of debris picked up. | 1 |
| * City-Wide Cleanup: Nine successful City-Wide Cleanup events were held. | 1 |
| * Community Service Workers: There were 2,861 community service hours provided throughout the year. | 1 |
| * Snow Removal: Provided snow removal response for eight snow events with 26.6 inches of snow. | 1 |
| * Traffic Signs: Assembled 2,336 traffic signs, installed 306 new traffic signs and posts, serviced 1,105 signs from Federal upgrade program, serviced 1,380 signs from citizen notifications, and assembled and installed 111 non-traffic signs. | 1 |
| * Traffic Painting: Painted 54 miles of center and edge lines and 292 crosswalks; repainted 486 stop bars, 469 transverse markers and 160 directional arrows. | 1 |
| * Traffic Barricades: Supplied a total of 988 barricades throughout the year for 74 special events including block parties, the Fourth of July parade, Santa-Cali-Gon Days, and other Square and Chamber events. | 1 |
| * Potholes: Responded to 43 pothole hot line tickets and 273 patch tickets, resulting in 3,067 holes being patched. | 1 |
| * Roadside Mowing: Mowed 255 miles of right-of-way and 152 acres of City owned property. | 1 |
| * Graffiti Removal: Removed graffiti from two locations. | 1 |
| * Storm Water: Completed seven drainage tickets. | 1 |
| * Dangerous Trees: Removed 88 dangerous trees and seven stumps. | 1 |
| * Sight Obstructions: Removed objects creating sight obstructions at 33 locations. | 1 |

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Street Condition (PCI Average)	75	80	80	75
Right of Way Maintenance (Service Requests)	76	96	100	100
Sweeping and Cleaning Medians (Service Requests)	49	69	60	80
Drainage (Service Requests)	16	66	40	20
Snow Removal (Service Requests)	101	1,231	115	80
Employee Retention (Percentage)	91	81	94	60
Street Signs Maintained (Percentage)	7.0	10.0	10.0	10.0

2011-12 Objectives

	Goal Ref
* Patch potholes during normal work hours within 24 hours after notification 95% of the time.	1,4
* 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 once per year with arterial streets being swept more frequently as needed.	1,4
* Provide snow removal throughout the City during winter weather events.	4
* Inspect and replace (if needed) 5,000 of the 50,000 street signs per year. Comply with upcoming Manual on Uniform Traffic Control Devices (M.U.T.C.D.) requirements and implement a sign assessment management plan (see note under significant issues).	4
* Provide paint striping for 60 miles of center and edge lines and repaint 300 crosswalks.	4
* Provide roadside mowing for 300 miles of right-of-way and 152 acres of City owned property.	1
* Provide barricades 24 hours in advance for 80 special events.	1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Sign & Marking Technician	5.00	5.00	5.00	4.00

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
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	.00	.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	2.00
Maintenance Supervisor	5.00	5.00	5.00	5.00
Construction Aide	6.00	6.00	6.00	6.89
Administrative Spec III	1.00	1.00	1.00	1.00
Recycling Site Operator	1.00	1.00	1.00	.00
Total	44.50	44.50	44.00	41.89

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	2,667,013	2,409,144	2,409,144	2,155,419
Other Services & Charges	938,881	962,428	951,852	937,609
Supplies	617,549	699,916	732,116	711,867
Capital Outlay	0	198,036	171,136	198,036
Other Expenditures	0	0	0	0
Total	4,223,443	4,269,524	4,264,248	4,002,931

Significant Issues

- * Replace aging equipment and finish the 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 retro reflectivity 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
Cost Center: 5121 - Central Garage

2011-12 Operating Budget
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.

2010-11 Accomplishments

Goal Ref

- * Rebuilt a truck that was obtained from Power & Light in order to upgrade Street Maintenance snow equipment. 4
- * From July 1, 2010 to January 31, 2011, preventative maintenance on police and fire, light truck and car shop included 350 lube & oil changes, serviced 69 transmissions, 76 brake jobs, 189 tire replacements and provided 278 shuttles. 4
- * Maintained minimum levels of inventory parts (without compromising service levels) which kept inventory costs down. 4
- * Heavy Equipment Mechanics attended training on sweeper repairs and maintenance. 4
- * Met with City Departments on a quarterly basis in order to increase communication and to provide better information about Garage operations. 4

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Mechanic Hours Billed (%)	89.0	85.0	90.0	90.0
Preventative maintenance work orders completed (%)	90.0	90.0	90.0	90.0
Road Service Calls (Each)	20	20	25	35

2011-12 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

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 90 - Central Garage Fund

2011-12 Objectives

Goal Ref

* Rebuild an additional truck obtained from Power & Light in order to upgrade Street Maintenance snow equipment.

4

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Clerk Typist II	1.00	.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	.75	.75	.75
Garage Supervisor	1.00	1.00	1.00	1.00
Total	10.00	9.75	9.75	9.75

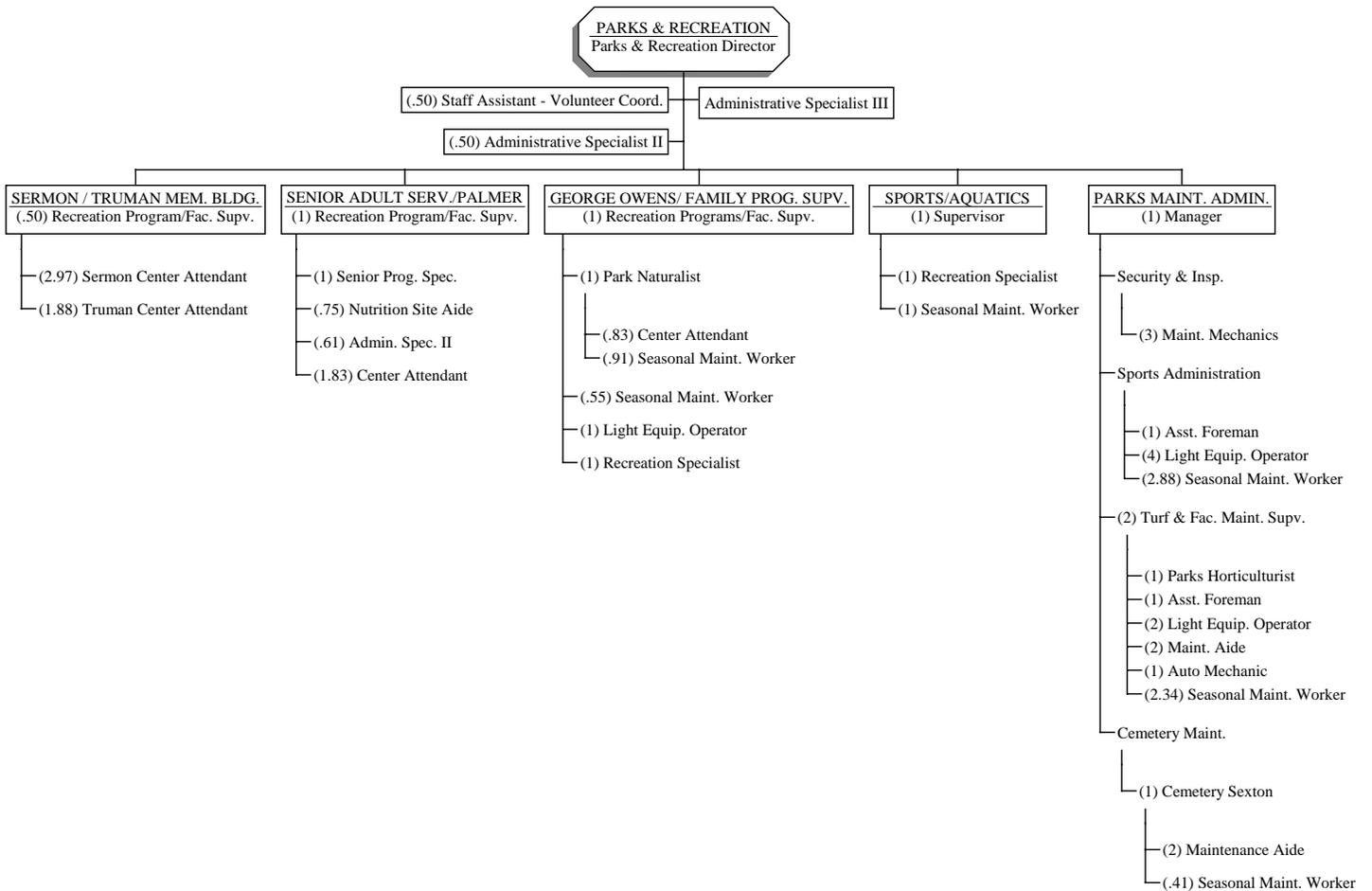
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	599,749	669,472	669,472	646,298
Other Services & Charges	453,975	343,960	343,960	384,941
Supplies	1,001,797	1,074,339	1,074,339	1,125,154
Capital Outlay	34,908	0	0	13,500
Other Expenditures	0	0	0	0
Total	2,090,429	2,087,771	2,087,771	2,169,893

Significant Issues

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

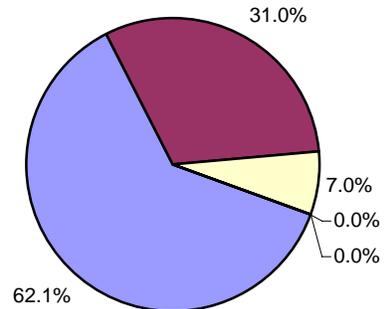
City of Independence, Missouri Parks and Recreation



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 3,103,329	\$ 2,925,255	\$ 2,929,754	\$ 2,670,023
Other Services	1,413,510	1,359,520	1,357,906	1,332,137
Supplies	305,365	304,184	297,549	299,144
Capital Outlay	37,281	-	4,000	-
Other	-	-	-	-
Total	\$ 4,859,485	\$ 4,588,959	\$ 4,589,209	\$ 4,301,304

2011-12 Budget

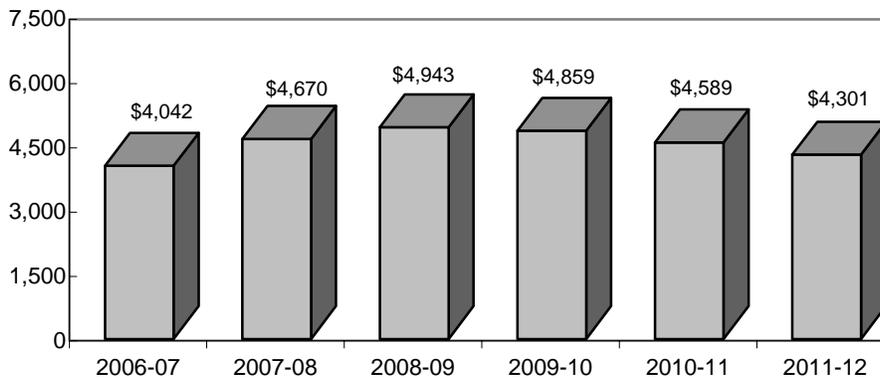


■ Personal Ser.
 ■ Other Services
 ■ Supplies
■ Capital Outlay
 ■ Other

Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	52.65	57.94	57.94	57.44	54.19	50.46
Amount by Fund:						
General Fund	\$ 2,030,562	\$ 2,116,310	\$ 2,152,145	\$ 2,202,798	\$ 2,160,477	\$ 1,939,556
Parks Sales Tax Fund	2,011,706	2,553,286	2,790,548	2,656,687	2,428,482	2,361,748
Total All Funds	\$ 4,042,268	\$ 4,669,596	\$ 4,942,693	\$ 4,859,485	\$ 4,588,959	\$ 4,301,304
Comparative Ratios:						
Per Capita	\$ 34.86	\$ 40.13	\$ 45.28	\$ 42.58	\$ 37.86	\$ 36.82
Per Household	\$ 82.62	\$ 95.11	\$ 106.43	\$ 98.78	\$ 84.84	\$ 79.90

Dollars (1,000's)



Fiscal Year

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	41.00	40.00	38.00	33.50
Part Time Positions	16.94	17.44	16.19	16.96
Total	57.94	57.44	54.19	50.46
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
6001 Parks & Rec. Administration	314,420	268,619	268,619	279,230
6011 Park Maintenance Admin.	155,882	154,437	154,437	154,795
6012 Turf Facilities Maintenance	709,148	734,129	734,129	728,667
6021 Recreation Programs Admin.	108,421	141,166	141,166	0
6022 Senior Adult Services	273,266	272,663	272,653	265,910
6028 Roger T. Sermon Community Ctr.	263,924	211,324	211,294	179,845
6029 George Owens Nature Park	175,589	175,906	175,946	122,978
6031 Cemetery Maintenance	202,148	202,233	202,233	208,131
6041 Park Maint. - Security & Insp.	863,977	714,330	714,320	579,005

*City of Independence
Departmental Budget Summary*

Department: 6000 - Parks and Recreation

2011-12 Operating Budget

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
6042 Rec. Fac.-Truman Memorial Bldg	319,566	236,586	236,576	209,585
6043 Rec. Fac.-Palmer Sr. Adult Ctr	183,284	164,261	168,251	158,608
6044 Family Recreation Programs	230,116	194,185	194,235	197,108
6045 Adventure Oasis Water Park	579,589	620,068	620,058	633,449
6046 Sports Administration	480,155	499,052	495,292	583,993
Total	4,859,485	4,588,959	4,589,209	4,301,304
	=====	=====	=====	=====

Source of Funding

General Fund	2,202,798	2,160,477	2,160,477	1,939,556
Parks Improv. Sales Tax Fund	2,656,687	2,428,482	2,428,732	2,361,748
Total	4,859,485	4,588,959	4,589,209	4,301,304
	=====	=====	=====	=====

Direct/Offsetting Revenues

Class Fees	87,423	63,150	66,879	64,000
Park Concessions	5,465	7,000	5,140	7,000
Recreation Center Fees	40,703	28,000	30,577	28,000
Recreation Rentals	109,033	75,684	89,867	56,700
Cemetery Charges	32,213	60,000	54,363	53,750
Dial-a-Ride Grant	25,393	25,393	20,648	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	24,656	25,000
Total	325,230	284,227	292,130	259,843
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Park Maintenance 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.

2010-11 Accomplishments

Goal Ref

- * Worked with departmental administrative staff to successfully implement Year Seven Park Sales Tax park revitalization and capital improvement projects, including softball field dugout covers at the Athletic Complex, installation of Ag-Lime infield materials at all park site practice fields and game fields at Mill Creek Park, Santa Fe Park and the Athletic Complex, installation of additional volcanic scoria infield materials at Crysler Stadium, park site renovation and installation of playground equipment at Bund-Jack Park, park site development at installation of site amenities and playground equipment at the new Clothier Park site, installation of replacement playground equipment at Young Park and installation of park site amenities at various locations. 1
- * Successfully maintained all athletic fields at the Athletic Complex for initial full-season use of soccer and football fields for league 1
- * Completed park maintenance classifications and provided all requested/required information for Park Master Plan update project. 1
- * Identified departmental capital outlay, equipment and staffing needs required for effective park maintenance operations and funded most 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

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Numbers of park sites maintained	45	45	45	46
Number of park acres maintained	781	840	840	843
Number of full-time staff supervised	21	21	21	21

2011-12 Objectives

Goal Ref

- * Assist with update process of facility use agreements. 1
- * Coordinate initial phase of baseball field infrastructure. 1
- * Coordinate initial phase of asphalt overlay of Rock Creek Trail. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	102,338	106,042	106,042	105,932
Other Services & Charges	47,421	36,506	36,624	37,877
Supplies	6,123	11,889	11,771	10,986
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	155,882	154,437	154,437	154,795

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Recreation Program Mgr	1.00	1.00	1.00	.00
Administrative Spec II	.00	.00	.50	.00
Total	1.00	1.00	1.50	.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	92,075	120,668	120,668	0
Other Services & Charges	10,219	13,177	13,660	0
Supplies	6,127	7,321	6,838	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	108,421	141,166	141,166	0
	=====	=====	=====	=====

Significant Issues

* This cost center will be eliminated starting in fiscal year 2011-12.

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
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.

2010-11 Accomplishments

Goal Ref

- * Senior Adult Services staff met with Patti Banks Associates to provide input regarding the Palmer Center and Senior Adult Service programs. 1
- * Palmer Center participants were organized to meet with Patti Banks Associates to provide feedback regarding the Palmer Center and Senior Adult Service programs. 1
- * Several customer service and satisfaction surveys were conducted for Senior Adult Services. Two Dial A Ride surveys and lunch program (congregate and home delivered meal) surveys were completed for a total of four survey projects. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Number of recreation programs	48	75	75	75
Number of senior recreation trips	37	41	45	45
Number of on-site meals served	19,026	21,972	22,000	21,000
Meals served - home delivered	21,337	20,982	22,000	22,000
Number of nutrition site programs	38	56	60	60
Number of outreach programs	5	10	10	10
Number of Dial-A-Ride trips	8,120	10,617	11,572	12,127

2011-12 Objectives

Goal Ref

- * Formalize partnership agreements and facility use agreements. 1
- * Conduct three surveys (one to determine new programs that are of interest to the community, one to assess effectiveness of current marketing processes, one to measure customer service levels). 1
- * Continue/complete Palmer Center accreditation process with National Council on Aging. 1
- * Apply for one (1) grant to support or enhance Senior Services. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Prog/Fac Supv	1.00	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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	121,387	123,068	124,153	116,159
Other Services & Charges	147,185	142,398	141,988	142,353
Supplies	4,694	7,197	6,512	7,398
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	273,266	272,663	272,653	265,910

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 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.

2010-11 Accomplishments

Goal Ref

- * Staff promoted public meetings regarding the Parks & Recreation Master Plan update to Independence families to increase the level of public participation and represent the diversity of the Independence population. 1
- * Staff participated in the RFQ process and design meetings with architect firm and other city staff. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Nature Center Hours of Availability	67	67	67	56
Total number of visitors	30,500	12,833	25,766	26,500
On-site group presentations	50	23	40	40
Community programs	20	12	25	22
Park special events	45	22	40	40
Hours of service by volunteers	457	384	529	722

2011-12 Objectives

Goal Ref

- * Formalize partnership agreements and facility use agreements. 1
- * Conduct three surveys (one to determine new programs that are of interest to the community, one to assess effectiveness of current marketing processes, and one to measure customer service levels). 1
- * Undertake a Life Cycle Analysis of major programs. 1
- * Apply for two (2) grants to support or enhance George Owens Nature Park programs/operations. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 02 - General Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	.00	.83
Center Attendant-SUB	.00	.00	.83	.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	3.74	3.74	3.74	3.74

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	157,061	159,290	159,290	108,098
Other Services & Charges	8,131	10,258	10,298	8,835
Supplies	10,397	6,358	6,358	6,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	175,589	175,906	175,946	122,978

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility and revenue records.

2010-11 Accomplishments

	<u>Goal Ref</u>
* 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

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	N/A	N/A	55	45

2011-12 Objectives

	<u>Goal Ref</u>
* Assist community and volunteer groups with two (2) historical preservation, program implementation and/or facility improvement efforts.	1

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Maintenance Aide	2.00	2.00	2.00	2.00
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	3.41	3.41	3.41	3.41
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	181,624	183,118	183,118	185,123
Other Services & Charges	10,261	6,331	6,331	7,794
Supplies	10,263	12,784	12,784	15,214
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	202,148	202,233	202,233	208,131
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendation from the 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.

2010-11 Accomplishments

Goal Ref

- * Staff promoted public meetings regarding the Parks & Recreation Master Plan update to Independence families to increase the level of public participation and represent the diversity of the Independence population. 1
- * Surveyed public participants of the 7th Annual Winter Solstice Torch Lit Hike to measure customer service and satisfaction levels. Survey results were very supportive of this program. Staff level of helpfulness and courtesy rated as 5 out of 5. The cleanliness/maintenance of the park rated as 5 out of 5. 100% of participants would recommend this program to family and friends. Families in attendance were from Independence, Bates City, Blue Springs, Lee's Summit and Kingsville. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Number of programs initiated	73	39	73	75
Program attendance	5,153	7,686	13,000	14,000
Number of park sites used	44	20	40	40
Presentations	110	45	95	95
Program partnerships developed	50	35	67	80
Hours of service by volunteers	450	520	700	805

2011-12 Objectives

Goal Ref

- * Formalize partnership agreements and facility use agreements. 1
- * Conduct three surveys (one to determine new programs that are of interest to the community, one to assess effectiveness of current marketing processes, and one to measure customer service levels). 1
- * Undertake a Life Cycle Analysis of major programs. 1
- * Apply for two (2) grants to support or enhance Family Programs. 1

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 12 - Parks Improv. Sales

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Prog/Fac Supv	1.00	1.00	1.00	1.00
Center Attendant	.21	.00	.00	.00
Center Attendant-SUB	.00	.00	.00	.00
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	2.76	2.55	2.55	2.55
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	167,222	158,289	159,533	159,212
Other Services & Charges	39,780	25,072	24,462	27,072
Supplies	20,568	10,824	10,240	10,824
Capital Outlay	2,546	0	0	0
Other Expenditures	0	0	0	0
Total	230,116	194,185	194,235	197,108
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

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

2011-12 Operating Budget
 Fund: 12 - Parks Improv. Sales

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	67,418	67,123	68,208	68,135
Other Services & Charges	500,749	537,355	535,936	549,724
Supplies	11,422	15,590	15,914	15,590
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	579,589	620,068	620,058	633,449
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 12 - Parks Improv. Sales

Description

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

2010-11 Accomplishments

Goal Ref

- * Worked with departmental administrative staff to successfully implement Year Seven Park Sales Tax park revitalization and capital improvement projects, including softball field dugout covers at the Athletic Complex, installation of Ag-Lime infield materials at all park site practice fields and game fields at Mill Creek Park, Santa Fe Park and the Athletic Complex and installation of additional volcanic scoria infield materials at Crysler Stadium. 1
- * Successfully maintained all athletic fields at the Athletic Complex for initial full-season use of soccer and football fields for league and tournament play. 1
- * Successfully repaired and corrected irrigation system computerized monitoring system and fully integrated weather station capabilities. 1
- * Hosted the USTA Jr. Team Tennis District Tournament. 1
- * Awarded over \$10,000 in grant monies. 1
- * Hosted an inaugural Independence Girls Softball Association Fall League. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Number of leagues	9	11	15	17
Number of tournaments	7	17	25	27

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 12 - Parks Improv. Sales

Number of instructional camps	12	42	50	55
Number of athletic associations supported	6	14	18	25

2011-12 Objectives

	Goal Ref
* Coordinate access restriction infrastructure replacement for Jennings Road football field.	1
* Coordinate gully erosion correction efforts in southwest quadrant of complex.	1
* Coordinate irrigation system expansion project(s) associated with U.S. Soccer Foundation Grant.	1
* Formalize partnership agreements and facility use agreements.	1
* Conduct three surveys (one to determine new programs that are of interest to the community, one to assess effectiveness of current marketing processes, one to measure customer service levels).	1
* Undertake a Life Cycle Analysis of major programs.	1
* Apply for 4 (four) grants to support or enhance Sports Administration programs or facilities.	1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Light Equipment Operator	3.00	3.00	3.00	4.00
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	9.88

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	308,209	317,492	317,492	416,973
Other Services & Charges	89,381	119,056	112,821	109,097
Supplies	65,597	62,504	60,979	57,923
Capital Outlay	16,968	0	4,000	0
Other Expenditures	0	0	0	0
Total	480,155	499,052	495,292	583,993

*City of Independence
Departmental Budget Summary*

Department: 6500 - Non-Departmental

2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
6502 Non-Departmental	7,766,830	8,357,242	8,357,242	8,158,870
6503 Capital Outlay	420,759	513,200	513,200	374,848
6504 City Council Strategic Goal	191,621	250,000	447,596	250,000
6505 Central Services	29,154	29,050	29,050	28,500
6507 Capital Outlay - TIF Distr.	142,006	0	620,198	0
6511 Non-Departmental	6,691	7,000	7,000	7,000
6512 Non-Departmental	3,345	4,000	4,000	0
6520 Non-Departmental	18,234,314	20,473,935	20,473,935	21,130,735
6530 Non-Departmental	3,003,910	3,375,904	3,375,904	3,705,170
6540 Non Departmental	4,457,766	4,987,427	4,987,427	5,646,335
6591 Staywell PPO Plan	15,698,985	17,918,300	17,918,300	21,198,529
Total	49,955,381	55,916,058	56,733,852	60,499,987
	=====	=====	=====	=====

Source of Funding

General Fund	8,550,370	9,149,492	9,967,286	8,812,218
Street Improv. Sales Tax Fund	6,691	7,000	7,000	7,000
Parks Improv. Sales Tax Fund	3,345	4,000	4,000	0
Power and Light Fund	18,234,314	20,473,935	20,473,935	21,130,735
Sanitary Sewer Fund	3,003,910	3,375,904	3,375,904	3,705,170
Water Fund	4,457,766	4,987,427	4,987,427	5,646,335
Staywell Health Care Fund	15,698,985	17,918,300	17,918,300	21,198,529
Total	49,955,381	55,916,058	56,733,852	60,499,987
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	3,889,896	4,282,176	4,282,176	4,251,741
Other Services & Charges	3,839,871	3,630,795	3,630,795	3,462,858
Supplies	1,596	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	35,467	444,271	444,271	444,271
Total	7,766,830	8,357,242	8,357,242	8,158,870
	=====	=====	=====	=====

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Department Total
Technology Services:				\$ 173,306
Replacement program for Microcomputers, File Servers, and Network Systems			\$ 163,306	
Next phase of Disaster Recovery Play			10,000	
City Clerk:				13,000
Records Management Module			10,000	
Record Center Shelving			3,000	
Health:				8,158
Computer Kiosk			8,158	
Public Works				180,384
City Hall HVAC unit for Network Room	9,500			
Police Building HVAC Drain Pan Repair	7,000			
Fiber Optic Installation for Central Garage and Street Maintenance Facility			20,000	
Sermon Cener Exterior Painting	50,000			
New Dump Truck equipped for Snow Removal		93,884		
Total	\$ 66,500	\$ 93,884	\$ 214,464	\$ 374,848

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
City Council Goals Account Summary

	Appropriations	Allocations
Carryover of Prior Year's Appropriations	\$ 198,003	
Current Year's Appropriation	250,000	
Total Appropriation	\$ 448,003	
2011-12 Allocations		
Police Lobby Modifications		2,764
Neighborhood Park Matching Grants		10,139
Neighborhood Block Celebrations		5,000
Demolition of Dangerous Buildings and Private Property Cleanup		87,590
Neighborhood Cleanup Program Labor and Equipment		20,000
Graffiti Abatement Program		9,900
Graffiti Reward Program		500
Foreclosed and Neglected Properties Program		10,000
Mowing and Refuse Cleanup on Private Property		80,000
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		37,003
Northwest CDC		40,000
Delaware Historic Streetscape		25,000
Englewood Art District		58,000
Total		\$ 435,896
Unallocated Balance at June 30, 2012		\$ 12,107

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 02 - General Fund

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	18,158	17,300	17,300	19,750
Supplies	10,996	11,750	11,750	8,750
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	29,154	29,050	29,050	28,500
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 11 - Street Improv. Sales

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	6,691	7,000	7,000	7,000
Total	6,691	7,000	7,000	7,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6512 - Non-Departmental

2011-12 Operating Budget
 Fund: 12 - Parks Improv. Sales

Description

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	3,345	4,000	4,000	0
Total	3,345	4,000	4,000	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 20 - Power and Light Fund

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,807,722	2,085,296	2,085,296	1,965,284
Other Services & Charges	5,567,032	5,400,211	5,400,211	5,380,524
Supplies	0	0	0	0
Capital Outlay	3,975	10,000	10,000	15,700
Other Expenditures	10,855,585	12,978,428	12,978,428	13,769,227
Total	18,234,314	20,473,935	20,473,935	21,130,735
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	171,869	351,487	351,487	345,031
Other Services & Charges	1,337,398	1,346,646	1,346,646	1,529,639
Supplies	0	0	0	0
Capital Outlay	3,975	10,000	10,000	10,500
Other Expenditures	1,490,668	1,667,771	1,667,771	1,820,000
Total	3,003,910	3,375,904	3,375,904	3,705,170
	=====	=====	=====	=====

City of Independence
Detail Program Summary

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

2011-12 Operating Budget
 Fund: 40 - Water Fund

Description

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

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	638,177	650,526	650,526	692,190
Other Services & Charges	1,910,715	1,997,692	1,997,692	2,483,249
Supplies	0	0	0	0
Capital Outlay	3,975	10,000	10,000	10,000
Other Expenditures	1,904,899	2,329,209	2,329,209	2,460,896
Total	4,457,766	4,987,427	4,987,427	5,646,335
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental
 Cost Center: 6591 - Staywell PPO Plan

2011-12 Operating Budget
 Fund: 91 - Staywell Health Care

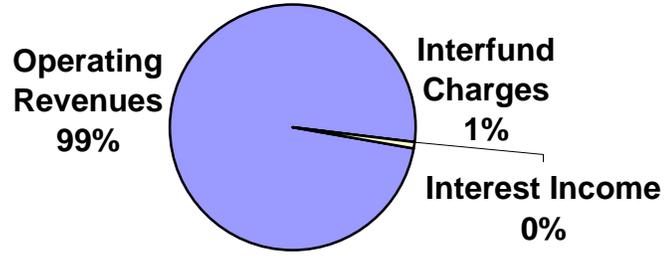
Description

This program is used to account for the costs of the city's self funded health care plan.

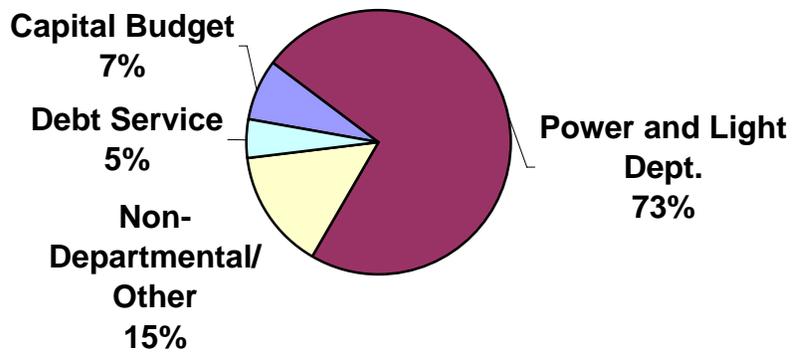
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	15,698,985	17,918,300	17,918,300	21,198,529
Total	15,698,985	17,918,300	17,918,300	21,198,529
	=====	=====	=====	=====

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2011-12 Operating Budget
Budget Summary Power and Light Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ 7,297,700	\$ 10,001,134	\$ 15,097,708			
Change in non-budgetary Net Available Resources	2,530,843	755,057	-			
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 114,594,976	\$ 126,755,826	\$ 140,174,000	99.1%	\$ 13,418,174	10.6%
Interest Income	27,098	145,670	18,690	0.0%	(126,980)	-87.2%
Interfund Charges	707,880	688,643	1,282,200	0.9%	593,557	86.2%
Other Revenues	(558,042)	(103,414)	-		103,414	n/a
Total Estimated Revenues	\$ 114,771,912	\$ 127,486,725	\$ 141,474,890	100.0%	\$ 13,988,165	11.0%
Transfers from Other Funds-						
	-	-	-		-	n/a
Debt Proceeds	-	-	-		-	n/a
Total Sources	\$ 114,771,912	\$ 127,486,725	\$ 141,474,890		\$ 13,988,165	11.0%
Use of Budget Dollars						
Operating Budget:						
Technology Services	\$ 63,148	\$ 115,963	\$ 108,401	0.1%	\$ (7,562)	-6.5%
Power and Light Dept.	90,134,520	98,561,942	105,330,629	73.0%	6,768,687	6.9%
Non-Departmental	18,234,314	19,669,293	21,130,735	14.6%	1,461,442	7.4%
Debt Service	4,399,769	4,649,799	6,871,436	4.8%	2,221,637	47.8%
Total Operating Budget	\$ 112,831,751	\$ 122,996,997	\$ 133,441,201	92.5%	\$ 10,444,204	8.5%
Capital Budget:						
Capital Projects	\$ 1,767,570	148,211	10,860,000	7.5%	10,711,789	7227.4%
Total Uses	\$ 114,599,321	\$ 123,145,208	\$ 144,301,201		\$ 21,155,993	17.2%
Ending Net Available Resources	\$ 10,001,134	\$ 15,097,708	\$ 12,271,397		\$ (2,826,311)	-18.72%

Change in Net Available Resources greater than 10% due to the timing of Capital Expenditures.

City of Independence, Missouri
2011-12 Operating Budget
Historical Data - Power and Light Fund
For the Fiscal Years 2005-06 through 2010-11

Description	2005-06	2006-07	2007-08	2008-09	2009-10	Unaudited 2010-11
Net Income (Loss)						
Net Income (Loss)	\$ 4,729,956	\$ 4,388,344	\$ (4,888,505)	\$ (6,076,082)	\$ (1,700,900)	\$ (1,636,136)
Capital Contributions	112,433	2,628,123	1,310,874	1,323,998	1,413,624	1,905,706
Change in Net Assets	\$ 4,842,389	\$ 7,016,467	\$ (3,577,631)	\$ (4,752,084)	\$ (287,276)	\$ 269,570

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$57,458,316	\$54,284,767	\$39,991,623	\$35,995,866	\$41,310,513	\$46,415,386
Less:						
Inventories	(7,933,954)	(12,774,205)	(11,651,505)	(11,534,291)	(10,306,056)	(12,939,459)
Current Liabilities	(9,370,537)	(13,333,931)	(12,285,255)	(10,655,918)	(14,278,809)	(13,947,357)
Carryover Capital Budget Appropriations	(20,681,381)	(13,597,757)	(6,374,304)	(3,316,108)	(1,996,521)	(1,715,415)
Carryover Outstanding Encumbrances	(5,473,083)	(9,490,887)	(4,917,528)	(3,191,849)	(4,727,993)	(2,715,447)
Net Available Resources	\$13,999,361	\$ 5,087,987	\$ 4,763,031	\$ 7,297,700	\$10,001,134	\$15,097,708
Source: 2005-06 through 2009-10 - Comprehensive Annual Financial Report 2010-11 - June 30, 2011 Monthly Statement						

Employee Staffing (in Full Time Equivalents)						
Department:						
Technology Services	1.00	1.00	1.00	1.00	1.00	1.50
Power and Light	220.00	220.00	217.00	217.00	222.00	233.00
Total	221.00	221.00	218.00	218.00	223.00	234.50

Utility Statistics						
No. of Residential Customers	51,245	51,372	51,653	51,593	51,458	51,300
No. of Other Customers	5,104	5,117	5,139	5,141	5,128	5,185
Generated Power (MWH)	438,010	394,542	452,692	296,367	134,843	276,621
Purchased Power (MWH)	766,392	786,091	775,458	873,591	1,088,887	978,820

City of Independence, Missouri
 2011-12 Operating Budget
Revenue Summary
 For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Power and Light Fund						
Operating Revenue						
20-4010	Electric Service Charges	109,990,545	130,354,000	126,395,107	138,539,000	9.6%
20-4600	Other Operating Revenue	1,174,663	1,628,000	2,200,304	1,697,000	-22.9%
20-4700	Change in Unbilled Revenue	3,429,768	1,760,000	-1,839,585	-62,000	
	Total Operating Revenue	<u>114,594,976</u>	<u>133,742,000</u>	<u>126,755,826</u>	<u>140,174,000</u>	10.6%
20-3421	Interfund Charges	707,880	813,900	688,643	1,282,200	86.2%
20-3411	Interest Income	27,098	39,930	145,670	18,690	-87.2%
20-4900	Other Revenues, Net	-558,042		-103,414		
	Total Revenues	<u>\$114,771,912</u>	<u>\$134,595,830</u>	<u>\$127,486,725</u>	<u>\$141,474,890</u>	11.0%

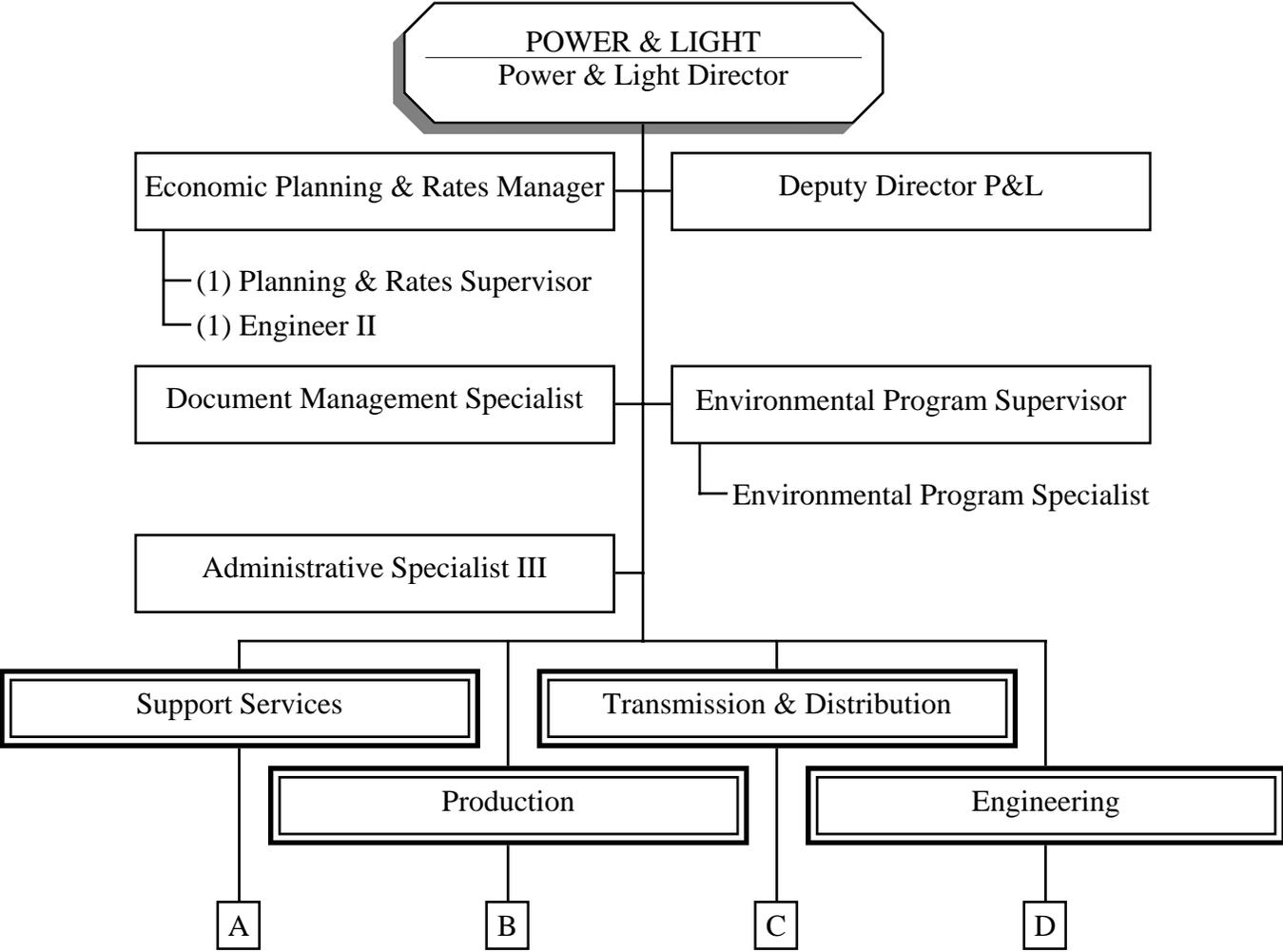
**Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company - Greater Missouri Operations, Kansas City Power & Light Company, and Board of Public Utilities-Kansas City, KS**

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	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service												
Average Customer Usage (Mar 10 - Feb 11) Average Monthly KWH = 865	RS-3	106.66	4.53%	M0860	111.49	4.53%	R	101.41	-4.92%	100	95.29	-10.66%
Low User												
Average Monthly KWH = 400	RS-3	51.71	11.84%	M0860	57.83	11.84%	R	53.29	3.06%	100	51.17	-1.04%
High User												
Average Monthly KWH = 1,000	RS-3	122.37	2.91%	M0860	125.93	2.91%	R	113.74	-7.05%	100	108.43	-11.39%
Small General Service (Commercial)												
Average Customer Usage (Mar 10 - Feb 11) Average Monthly KWH = 696 (6 KW Demand)	GS-1	104.16	-4.62%	M0710	99.35	-4.62%	SGS	106.71	2.45%	200 ND	115.57	10.95%
Low User												
Average Monthly KWH = 400 (5 KW Demand)	GS-1	63.67	1.52%	M0710	64.64	1.52%	SGS	68.49	7.57%	200 ND	78.14	22.73%
High User												
Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	145.15	-6.94%	M0710	135.08	-6.94%	SGS	146.05	0.62%	200 ND	154.08	6.15%
Large General Service (Commercial and Industrial)												
Average Customer Usage (Mar 10 - Feb 11) Ave. Monthly KWH = 17,277 (50% Load Factor)	LGS-1	1,942.76	-12.64%	M0720	1,697.18	-12.64%	MGS	1,541.06	-20.68%	200	1,789.50	-7.89%
Low User												
Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	599.29	-6.40%	M0711	560.93	-6.40%	SGS	536.66	-10.45%	200 ND	665.15	10.99%
High User												
Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	6,340.99	-22.85%	M0720	4,892.25	-22.85%	LGS	5,139.20	-18.95%	200	5,565.16	-12.24%
Industrial - Primary Voltage Delivered Service - 13,000 Volts												
Metered Demand - 500 KW												
Monthly KWH - 150,000 KWH	LP-2	14,579.60	-25.59%	M0735	10,849.10	-25.59%	LGS	12,528.29	-14.07%	250	16,017.36	9.86%
Metered Demand - 500 KW												
Monthly KWH - 250,000 KWH	LP-2	21,468.50	-28.44%	M0735	15,362.96	-28.44%	LGS	16,882.30	-21.36%	250	20,459.73	-4.70%
Metered Demand - 1,200 KW												
Monthly KWH - 360,000 KWH	LP-2	34,148.04	-24.49%	M0735	25,786.88	-24.49%	LGS	30,643.21	-10.26%	300	37,570.56	10.02%
Metered Demand - 1,200 KW												
Monthly KWH - 600,000 KWH	LP-2	50,681.40	-27.74%	M0735	36,620.88	-27.74%	LPS	40,315.98	-20.45%	400	47,549.94	-6.18%
Metered Demand - 4,000 KW												
Monthly KWH - 1,200,000 KWH	LP-2	105,495.80	-18.92%	M0735	85,538.02	-18.92%	LGS	100,276.73	-4.95%	400	106,334.49	0.79%
Metered Demand - 4,000 KW												
Monthly KWH - 2,000,000 KWH	LP-2	157,219.00	-22.82%	M0735	121,650.36	-22.82%	LGS	135,108.82	-14.06%	400	138,045.89	-12.20%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts												
Metered Demand - 10,000 KW												
Monthly KWH - 3,500,000 KWH	LP-2	282,923.00	-15.87%	M0735	238,029.96	-15.87%	LPS	238,391.87	-15.74%	400	263,067.51	-7.02%
Metered Demand - 10,000 KW												
Monthly KWH - 5,000,000 KWH	LP-2	372,381.00	-18.40%	M0735	303,855.95	-18.40%	LPS	280,182.82	-24.76%	400	320,564.22	-13.91%

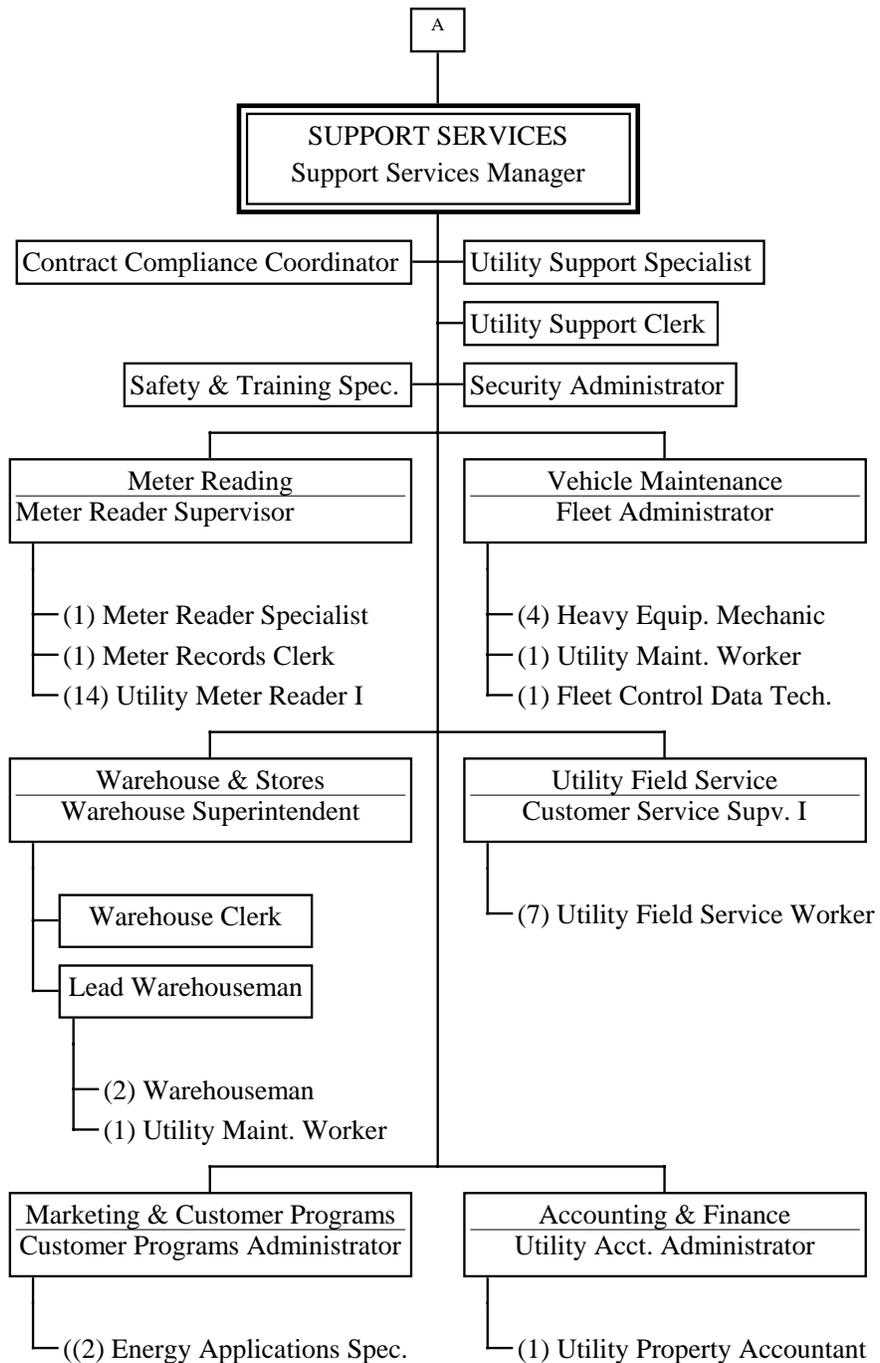
NOTES:

- (a) IPL rates include Fuel Cost Adjustment of \$0.012314 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending March 2011
- (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 \$0.0054/0.0055 as of March 1, 2011. BPU-KC based upon current ERC of \$0.026390 and current ESC schedule.
- (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 2010 through February 2011.

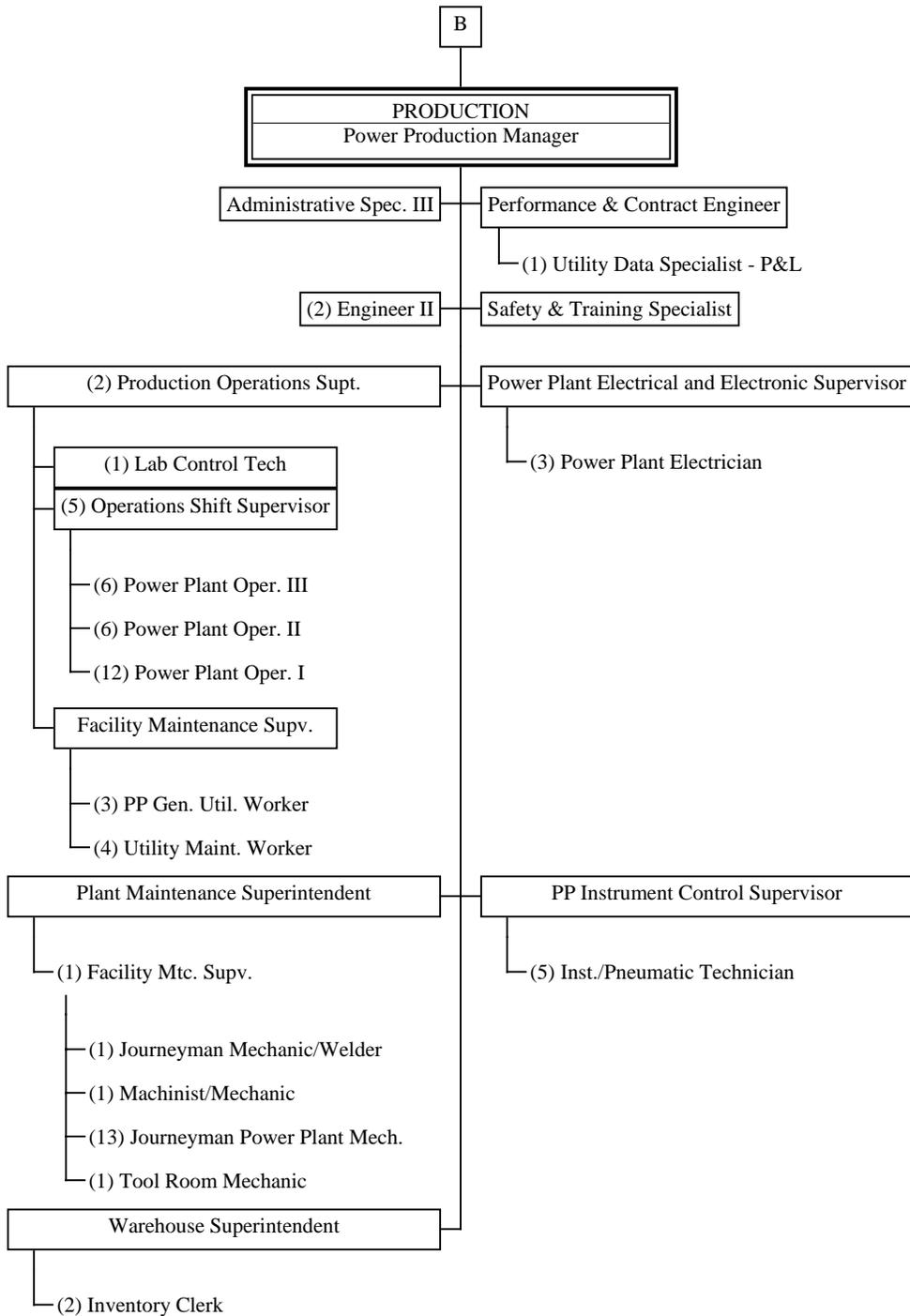
City of Independence, Missouri Power & Light Department



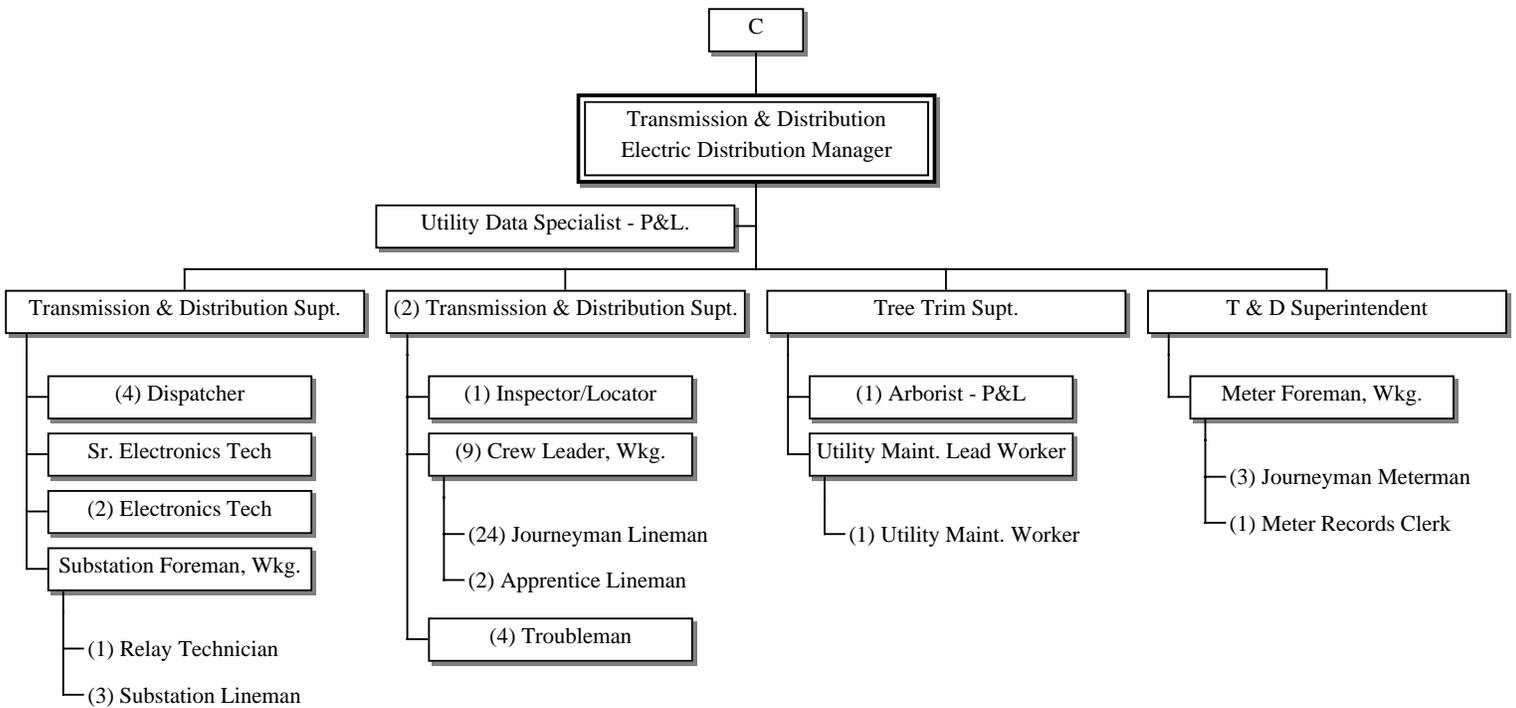
City of Independence, Missouri Power & Light (Cont'd.)



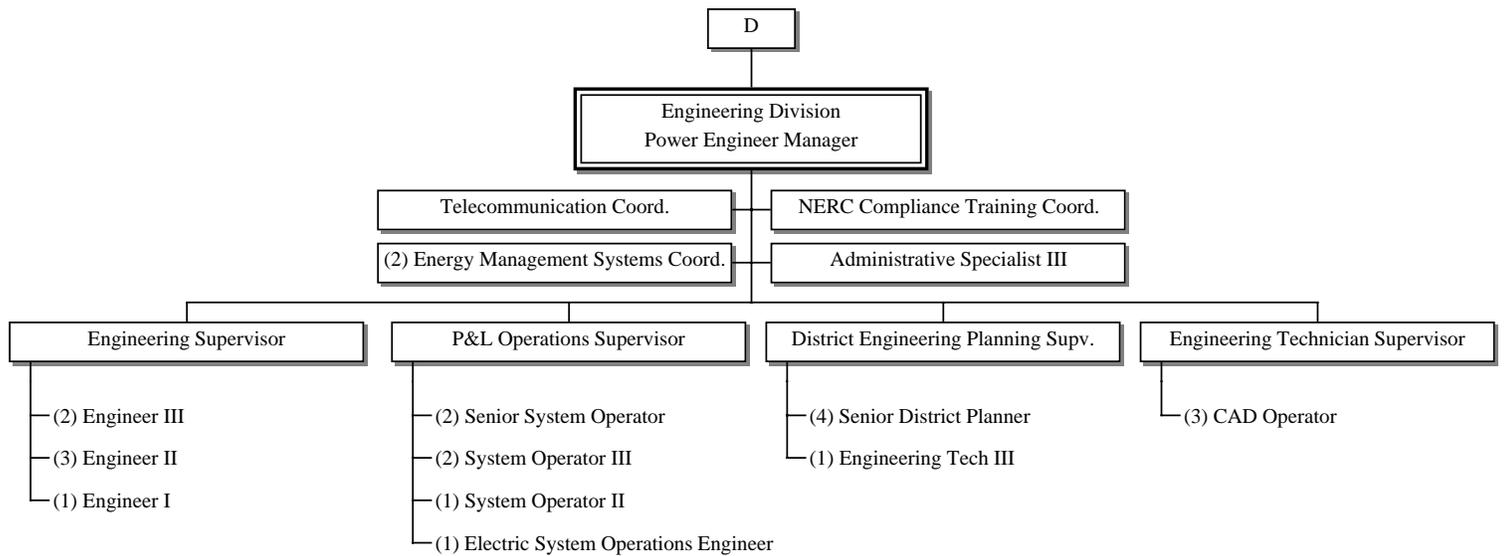
City of Independence, Missouri Power & Light (Cont'd.) Production B



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

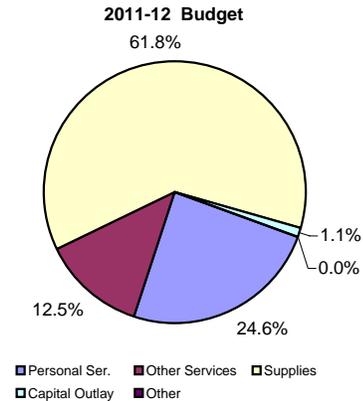


City of Independence, Missouri
Power & Light (Cont'd.)
Engineering D



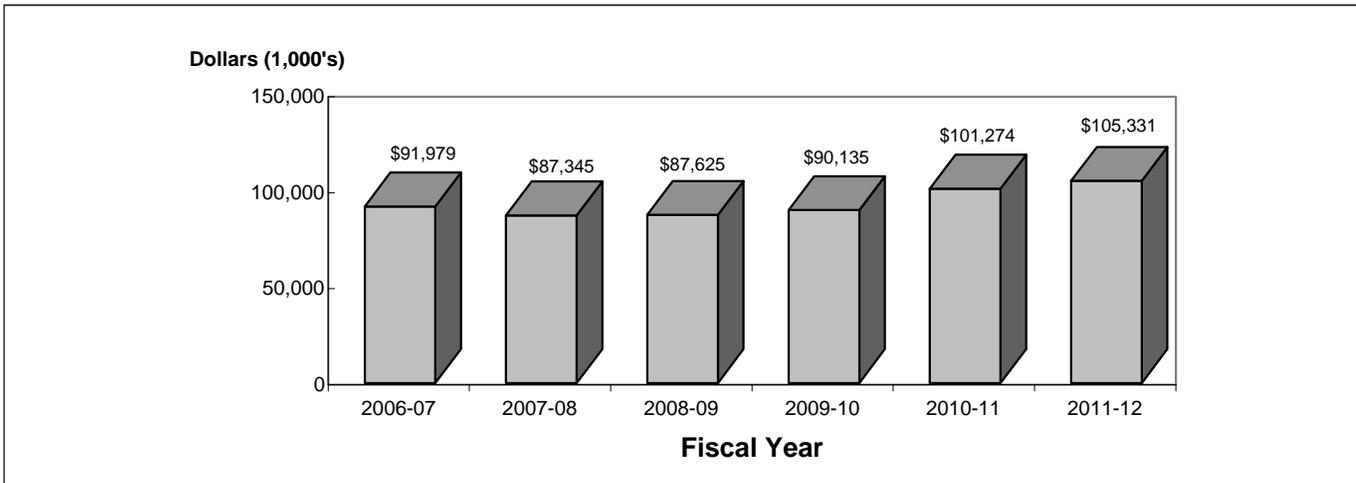
Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 22,597,522	\$ 23,401,418	\$ 23,401,418	\$ 25,869,895
Other Services	11,894,663	12,234,543	12,254,543	13,197,367
Supplies	54,717,358	64,621,074	64,647,074	65,071,767
Capital Outlay	924,977	1,016,900	1,025,900	1,191,600
Other	-	-	-	-
Total	\$ 90,134,520	\$ 101,273,935	\$ 101,328,935	\$ 105,330,629



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	220.00	220.00	217.00	218.00	222.00	233.00
Amount by Fund:						
Power and Light Fund	\$ 91,978,733	\$ 87,345,166	\$ 87,625,267	\$ 90,134,520	\$ 101,273,935	\$ 105,330,629
Total All Funds	\$ 91,978,733	\$ 87,345,166	\$ 87,625,267	\$ 90,134,520	\$ 101,273,935	\$ 105,330,629
Comparative Ratios:						
Per Capita	\$ 793.24	\$ 750.65	\$ 802.73	\$ 789.77	\$ 835.51	\$ 901.57
Per Household	\$ 1,879.98	\$ 1,779.07	\$ 1,886.81	\$ 1,832.26	\$ 1,872.36	\$ 1,956.58



*City of Independence
Departmental Budget Summary*

Department: 6100 - Power & Light

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	217.00	218.00	222.00	233.00
Total	217.00	218.00	222.00	233.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
6110 Administration	1,425,780	1,901,038	1,901,038	2,410,924
6121 Support Services	1,081,996	1,612,389	1,612,389	1,660,326
6122 Warehouse and Stores	3,807,132	4,472,623	4,412,623	4,516,566
6123 Vehicle Maintenance	1,723,335	1,827,428	1,833,428	1,865,954
6125 Utility Field Service	0	0	0	849,298
6126 Meter Reading	1,375,332	1,653,498	1,653,498	1,698,014
6140 Production	16,741,935	16,216,033	16,216,033	16,878,006
6145 Purchased Power	49,424,991	58,852,224	58,852,224	59,352,672
6150 Transmission & Distribution	10,138,830	10,128,647	10,233,647	10,524,852
6160 Engineering	4,415,189	4,610,055	4,614,055	5,574,017
Total	90,134,520	101,273,935	101,328,935	105,330,629
	=====	=====	=====	=====

Source of Funding

Power and Light Fund	90,134,520	101,273,935	101,328,935	105,330,629
Total	90,134,520	101,273,935	101,328,935	105,330,629
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

2010-11 Accomplishments

Goal Ref

- * Earned the Reliable Public Power Provider (RP3) Platinum award recognizing IPL as one of the top 5% public electric utilities in the United States providing the highest degree of reliable and safe power. 2
- * Secured coal supply contract for Blue Valley and Missouri City Power Plants for calendar year 2011 with IPL's option to extend annually through 2013. 3
- * Obtained new Air Operating permits for Missouri City and Blue Valley Power Plants. 1
- * Integrated the long-term energy purchase from the Iatan 2 unit (50MW) the power supply portfolio. 3
- * Integrated two (2) new customer net metering (solar power) installations increasing the City's renewable power portfolio. 1
- * Initiated a new Compliance Lead Team to improve the reliability of electric service through documented and programmatic efforts. 2
- * Installed and implemented new Fiber Optic network system increasing the reliability of electric service through improved and advanced communications. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Average Number of Retail Customers	56,734	56,585	57,240	56,750
Total Retail Energy Sales (Mwh)	1,058,127	1,049,218	1,095,823	1,112,753
Average Retail Sales per Customer (Kwh/customer)	18,651	18,542	19,144	19,608
Total Wholesale Energy Sales (Mwh)	54,623	128,344	108,000	30,000
Total Operating Revenues (in 000's)	105,065	114,745	133,502	140,916
Average Operating Revenue per Customer (\$/customer)	1,852	2,028	2,332	2,483
Total System (customer) Peak Load (Kw)	298,500	271,800	302,600	306,300
Annual System Load Factor (%)	42.70	46.10	43.24	43.70

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6110 - Administration

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

2011-12 Objectives	Goal Ref
* Evaluate alternatives for Master Plan Study recommendations for new power supply options to ensure long-term reliable electricity for the citizens of Independence.	3
* Obtain new National Pollution Discharge Elimination System permit for Blue Valley Power Plant.	1
* Obtain new Air Operating permits for Substations H, I and J.	1
* Implement new Energy Market Tracking and Trading software to reduce reliance on outside service contracts.	3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	1.00	.00
Deputy Director Power & Light	.00	1.00	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
Document Mgmt Specialist	.00	.00	.00	1.00
Environmental Prog Supv, IPL	.00	.00	.00	1.00
Environmental Prog Spec, IPL	.00	.00	.00	1.00
Total	5.00	6.00	7.00	9.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	637,768	863,538	863,538	1,123,424
Other Services & Charges	775,423	1,021,000	1,016,000	1,271,000
Supplies	12,589	14,500	14,500	14,500
Capital Outlay	0	2,000	7,000	2,000
Other Expenditures	0	0	0	0
Total	1,425,780	1,901,038	1,901,038	2,410,924

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2010-11 Accomplishments

Goal Ref

- * Implemented new Energy Efficiency Programs for commercial and industrial rebates and the weatherization loan loss reserve program. 2
- * Continued to administer the department safety program resulting in a decrease of four lost-time accidents. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Energy Efficiency Rebates Processed	177	216	150	150
Customers on Surge Protection Program	360	379	390	410
OSHA Recordable Accidents	20	16	12	12
Energy Star Rebates	0	4	5	10
Commercial Rebates	0	4	15	10
Energy Efficiency Loans	0	0	5	30

2011-12 Objectives

Goal Ref

- * Continue the implementation of the Energy Efficiency and Conservation Block Grant program. 1
- * Maintain or decrease OSHA recordable accidents within the department. 1
- * Monitor the success of the weatherization loan loss reserve program. 3
- * Establish a document management program in support of the utility's efforts to comply with NERC requirements. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Utility Property Accountant	.00	.00	1.00	1.00
Utility Support Clerk	.00	.00	1.00	1.00
Utility Support Specialist	.00	.00	1.00	1.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6121 - Support Services

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Energy Applications Spec	1.00	1.00	1.00	2.00
Safety & Training Specialist	.00	1.00	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	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	2.00	2.00	.00	.00
Customer Service Tech II	1.00	1.00	1.00	.00
Total	9.00	10.00	11.00	11.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	803,494	921,189	921,189	969,126
Other Services & Charges	202,466	594,200	594,200	594,200
Supplies	53,575	39,500	39,500	39,500
Capital Outlay	22,461	57,500	57,500	57,500
Other Expenditures	0	0	0	0
Total	1,081,996	1,612,389	1,612,389	1,660,326

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6122 - Warehouse and Stores

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2010-11 Accomplishments

Goal Ref

- * Completed annual inventory review to determine maximum and minimum stocking levels resulting in efficient inventory control optimum levels of inventory on hand. 3
- * Completed annual road maintenance in the pole yard to improve accessibility to inventory materials. 3
- * Managed the acquisition, cataloging, organizing and storage of all material related to the installation of the fiber optic loop to the IPL substations and Independence schools. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Purchase Requisitions Issued	648	657	625	660
Inventory Purchases:				
Transformers	763,669	280,524	400,000	500,000
Wood Poles	41,228	90,958	135,000	150,000
Street Light Poles	138,906	267,376	200,000	200,000
Wire	727,013	479,837	1,150,000	750,000
Other	1,634,715	1,325,905	1,750,000	1,800,000
Totals	3,305,531	2,444,601	3,635,000	3,400,000

2011-12 Objectives

Goal Ref

- * Manage the process of adding fiber optic stock parts and materials to the inventory management system, including the establishment of stocking levels and establishing appropriate warehouse storage space. 3
- * Continue to maintain pole yard storage infrastructure. 3
- * Coordinate with the Meter Shop to insure sufficient materials for the meter replacements in the Glendale Mansion area. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6122 - Warehouse and Stores

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	1.00	.00
Warehouseman 4th 6 Mo	2.00	2.00	1.00	2.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	497,168	523,323	523,323	567,266
Other Services & Charges	126,599	174,300	209,300	211,600
Supplies	3,183,365	3,775,000	3,680,000	3,737,700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	3,807,132	4,472,623	4,412,623	4,516,566
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2010-11 Accomplishments

Goal Ref

- * Developed a plan for a vehicle wash station that will comply with EPA and DNR regulatory requirements. 1
- * Completed evaluation and prepared design plan for new fueling station and fuel management system. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Fleet Miles Driven	650,051	638,876	640,000	640,000
Fleet Use in Gallons	101,500	96,779	100,000	100,000
Fleet Miles Per Gallon	6.4	6.6	7.0	7.0
Fleet Fuel Cost	248,705	219,439	275,000	275,000
Fleet Maintenance Cost	652,433	687,959	675,000	675,000
Fleet Preventive Maintenance Cost	16,549	15,968	16,000	16,000
Fleet Tire Cost	23,641	27,363	28,000	28,000
Total Fleet Operations Cost	941,328	950,729	975,000	975,000
Fleet Cost Per Mile	1.45	1.48	1.50	1.50
Fleet Down Time (Days)	88	121	50	50

2011-12 Objectives

Goal Ref

- * Coordinate the process to replace and upgrade the fuel management system and installation of a new fueling system. 3
- * To avoid excessive cost spikes in mobile equipment replacement, implement a 12-year comprehensive fleet replacement projection. 3
- * Implement a new vehicle washing station that is compliant with EPA and DNR requirements. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
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City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6123 - Vehicle Maintenance

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	1.00	.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	3.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	654,193	648,428	648,428	686,954
Other Services & Charges	285,984	289,600	295,600	289,600
Supplies	244,069	280,800	280,800	280,800
Capital Outlay	539,089	608,600	608,600	608,600
Other Expenditures	0	0	0	0
Total	1,723,335	1,827,428	1,833,428	1,865,954
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6125 - Utility Field Service

2011-12 Operating Budget
Fund: 20 - Power and Light 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.

2010-11 Accomplishments

Goal Ref

- * Conducted mandatory weekly safety meetings for all utility field service employees. 1
- * Responded to more than 95% of service requests by the next business day. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Average number of delinquent accounts completed daily	120	120	120	121
Average number of disconnects and connections completed each day	124	123	125	125

2011-12 Objectives

Goal Ref

- * Convert all monthly statistical reports to electronic format. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Util Field Service Wkr	.00	.00	.00	3.00
Utility Field Serv Wkr	.00	.00	.00	4.00
Customer Service Supvr I	.00	.00	.00	1.00
Total	.00	.00	.00	8.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6125 - Utility Field Service

2011-12 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	0	0	0	833,448
Other Services & Charges	0	0	0	8,350
Supplies	0	0	0	7,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	849,298
	=====	=====	=====	=====

Significant Issues

* This cost center was transferred from the Water Department in 2011.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6126 - Meter Reading

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2010-11 Accomplishments

Goal Ref

- * Maintained a reading rate of 95.9% (Industry standard is 95.0%). 3
- * Reduced overtime expenditures by 5%. 3
- * Reduced number of accounts with consecutive usage estimates by 1.5%. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Meter Reads	1,290,808	1,291,182	1,291,500	1,293,000
Rechecks	4,844	3,890	4,800	4,850
Can't Reads	44,381	52,938	62,000	62,500
Service Work Orders Generated	3,784	3,171	4,500	4,600
Actual Read (% of Meters)	96.6%	95.9%	95.0%	95.0%

2011-12 Objectives

Goal Ref

- * Maintain a read rate of all meters at 96% or greater (Industry standard is 95%). 3
- * Reduce the number of customer accounts with consecutive reads by 1%. 1
- * Improve reading efficiency in order to maintain or reduce overtime expenditures. 1
- * Maintain number of read days on each meter reading route between 26 and 35 days. 3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Meter Records Clerk 1st Yr	.00	.00	1.00	.00
Meter Records Clerk 3rd Yr	1.00	1.00	.00	1.00
Utility Meter Reader I	9.00	9.00	9.00	9.00
Utility Meter Reader I	5.00	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	17.00	17.00	17.00	17.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6126 - Meter Reading

2011-12 Operating Budget
 Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,334,680	1,572,648	1,572,648	1,617,164
Other Services & Charges	36,983	67,100	66,600	67,100
Supplies	3,669	10,900	11,400	10,900
Capital Outlay	0	2,850	2,850	2,850
Other Expenditures	0	0	0	0
Total	1,375,332	1,653,498	1,653,498	1,698,014
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2010-11 Accomplishments

Goal Ref

- * Blue Valley Units 1 and 2 Fall 2010 outage procurement was completed and installation is in progress for the turbine inspection / repair, cooling tower replacement, boiler tube repairs, air heater basket replacements, and turbine operational instrumentation / controls replacement will be completed in early May 2011. 3
- * Replacement of the Substation I combustion turbine generator controls was completed by December 2010. 3
- * Incorporated the gas compressor controls at the Substation H units with the new unit control systems for improved year-round reliability. 3
- * Completed Phase 6 of Operator Training Program that includes completion of Missouri City and Blue Valley Operator Position Training. 3
- * Maintenance plan to preserve the reliability and life of the IPL generating assets has been implemented and with the completion of the major unit outages on all five steam units a reduction in operating budget was achieved. 3
- * Implement ash system modification by June 1, 2011 to eliminate the ash pond for storage of ash at Missouri City Power Plant. 3
- * Satisfactory rating for the Blue Valley Ash Pond Structural Integrity Inspection / Assessment conducted by the USEPA. 3
- * Completion of Blue Valley Units 1 and 2 Medium Voltage Switchgear and cable replacement and 480-volt breaker refurbishment to improve personnel safety and equipment reliability. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Net Generation at IP&L Plants (MWH)	296,367	134,843	276,621	346,955
Total Coal Burned (tons)	180,675	102,368	157,932	208,474
Total Gas Burned (MCF)	145,361	60,927	76,971	111,858
Total Oil Burned (gallons)	206,884	178,087	85,779	135,462

2011-12 Objectives

Goal Ref

- * Install Low NOx burners for Blue Valley Units 1 and 2 as part of the agreement with MDNR for the Kansas City Area Ozone Maintenance Plan 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

2011-12 Objectives

Goal Ref

- and have operational by June 2012.
- * Initiate closure of the Missouri City Power Plant Ash Pond. 3
- * Complete replacement of obsolete combustion turbine generator controls at the Substation J units. 3
- * Implement Substation J-2 as the blackstart unit in compliance with NERC CIP requirements. 3
- * Repair Regenerative Combustion Turbine (RCT) generator and make available for operation in 2012. 3
- * Complete Phase 7 of Operator Training Program for Advanced Concepts (design, engineering, regulatory) Operator training. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
UtilityData Specialist-P&L	.00	.00	1.00	1.00
Instrument/Pneumatic Tech	3.00	3.00	5.00	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	.00
Journeyman PowerPlant Electr	.00	.00	.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	13.00
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	.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	3.00	4.00	3.00	4.00
Tool Room Mechanic	1.00	1.00	1.00	.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	2.00	2.00	2.00	2.00
Engineer II - P&L	2.00	2.00	2.00	3.00
Safety & Training Specialist	1.00	1.00	1.00	.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	.00	.00
Electrical/Tech Supvr	1.00	.00	.00	.00
PP Instrument Control Supv	.00	1.00	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	77.00	77.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6140 - Production

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	8,197,954	8,164,533	8,164,533	8,676,506
Other Services & Charges	7,046,477	6,528,900	6,518,900	6,848,850
Supplies	1,481,007	1,300,400	1,310,400	1,281,650
Capital Outlay	16,497	222,200	222,200	71,000
Other Expenditures	0	0	0	0
Total	16,741,935	16,216,033	16,216,033	16,878,006
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6145 - Purchased Power

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental nitric oxide and sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2010-11 Accomplishments

Goal Ref

- * Generated significant wholesale power revenues providing additional revenues to the Department in Fiscal Years 09/10 and 10/11. 3
- * Secured coal supply contract for Blue Valley and Missouri City Power Plants for calendar year 2011 with IPL option to extend annually through 2013. 3
- * Started energy supply from the Iatan 2 unit (50 MW) under the contract with Missouri Joint Municipal Electric Utility Commission. 3
- * Provided necessary unit cost data to system operations to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Purchased Energy And Emissions (\$)	25,231,603	25,490,354	22,100,215	19,468,320
Purchased Capacity Demand (\$)	8,290,828	15,024,800	21,943,382	21,535,596
Trans. Wheeling (\$)	1,904,682	3,013,716	3,173,000	2,085,525
Power Production Fuels (\$)	12,930,874	6,798,067	10,888,627	15,510,831
IP&L Net Generation (MWH)	296,367	134,843	276,621	346,955
Purchased Energy (MWH)	873,591	1,088,887	978,820	855,708
Summer Purchased Capacity (Mw)	145	146	196	106
Winter Purchased Capacity (Mw)	90	146	196	106
IP&L Generating Capacity (Mw)	238	238	238	238
Load Regulation (\$)	243,000	186,000	567,000	572,400
Wholesale Power Marketing (\$)	N/A	N/A	180,000	180,000
Total Costs (\$)	48,600,987	50,512,937	58,852,224	59,352,672
Total Energy Supplied (Mwh)	1,169,958	1,223,730	1,255,441	1,202,663
Total Cost Per Mwh of Supply \$/Mwh	41.54	41.28	46.73	49.35
Wholesale Power Sales (\$)	1,765,000	4,039,000	3,230,000	1,060,000

2011-12 Objectives

Goal Ref

- * Begin evaluations of alternatives for Master Plan Study recommendations for power supply options to ensure reliable, long-term electricity for the citizens of Independence. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
 Cost Center: 6145 - Purchased Power

2011-12 Operating Budget
 Fund: 20 - Power and Light Fund

2011-12 Objectives

Goal Ref

- * Implement new Energy Market Tracking and Trading software to reduce reliance on outside service contracts. 3
- * Supply necessary cost data to system operations to allow most economical dispatch of IPL's power supply resources on an hourly and daily basis. 3

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	49,424,991	58,852,224	58,852,224	59,352,672
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	49,424,991	58,852,224	58,852,224	59,352,672
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Contributed to IPL's effort of fiber optic communications by the make-up of control equipment for the Blue Valley to Eckles Road substation. 3
- * Continued the improvements in substations by changing out outdated control equipment in the control buildings and the change out of 69kv oil-filled breakers to SF6 gas-filled breakers. 3
- * Completed one (1) 4kv overhead distribution conversion to underground project to match the primary voltage to normal distribution primary voltage. 3
- * Completed the changeout of all incandescent traffic and school signal lights to LED to meet the green initiative set forth by the City. 2
- * Assisted in the completion of control building improvements and replacements for the additional 161kv line at the A and M substations. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Completed Construction Jobs	485	208	200	200
4-KV Conversion Miles Complete	.5	.3	.3	1.0
Services Installed	254	238	150	200
Rotation of Meters	4,792	2,709	2,500	2,500
Total Number of Trees Trimmed	7,410	7,989	7,000	7,000
Properties Trimmed	4,222	3,994	4,500	5,000
Street Lights Added	146	152	100	100
Yearly Continuity Percentage	98.85	99.00	99.00	98.75
Damage Claim Costs	5,415	8,019	6,000	8,000

2011-12 Objectives

Goal Ref

- * Complete the 69kv breaker changeouts at Substations E and B by replacing five (5) 69kv oil-filled breakers with five (5) 69kv SF6 gas-filled breakers at these substations. 3
- * Complete the changeout of two (2) 13kv breakers at Substation K to relieve an unsafe condition with the existing breakers. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2011-12 Operating Budget
 Cost Center: 6150 - Transmission & Distribution Fund: 20 - Power and Light Fund

<u>2011-12 Objectives</u>	<u>Goal Ref</u>
* Complete two (2) 4kv overhead to 13kv underground projects on the south side of the Square to bring these circuits to normal distribution voltage.	3
* Complete at least one (1) 4kv overhead rebuild and conversion to 13kv overhead distribution voltage in the southwestern part of Independence to improve reliability to that section of town.	1
* Complete the replacement of batteries in one substation to maintain a reliable source of backup power.	3

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Apprentice Lineman-1st yr	4.00	1.00	.00	.00
Apprentice Lineman-2nd Yr	3.00	3.00	.00	.00
Apprentice Lineman-3rd Yr	1.00	2.00	3.00	.00
Apprentice Lineman-4th Yr	.00	2.00	2.00	3.00
Inspector/Locator 1st Yr	.00	.00	1.00	1.00
Inspector/Locator 3rd Yr	2.00	2.00	.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-P&L	.00	.00	1.00	1.00
Utility Data Specialist-P&L	.00	.00	1.00	1.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	1.00	2.00	2.00	2.00
Journeyman Lineman	22.00	18.00	22.00	24.00
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	3.00	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	1.00	.00	.00	.00
Util Maint Wkr 2nd 6 Mo	.00	1.00	1.00	1.00
Dispatcher	.00	4.00	4.00	4.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Safety & Training Specialist	1.00	.00	.00	.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	.00	.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	1.00	1.00	.00	.00
Total	65.00	68.00	68.00	68.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light 2011-12 Operating Budget
 Cost Center: 6150 - Transmission & Distribution Fund: 20 - Power and Light Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	7,393,893	7,498,097	7,498,097	7,894,302
Other Services & Charges	2,279,895	2,301,350	2,297,350	2,301,350
Supplies	263,497	268,750	377,750	268,750
Capital Outlay	201,545	60,450	60,450	60,450
Other Expenditures	0	0	0	0
Total	10,138,830	10,128,647	10,233,647	10,524,852
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

2010-11 Accomplishments

Goal Ref

- * Initiated Phase One of move toward Central Repository IPL database and new Outage Management System. 3
- * Completed construction on a double-circuit 69kV underground transmission line that replaces two of the existing transmission lines that serve IPL's Substation J. 3
- * Replaced the Existing Substation N to Leeds control panels with microprocessor based relays. 3
- * Completed the construction of the new 161kV transmission line between Substations A to M and the associated substation terminal improvements. 3
- * Completed installation of fiber optic network system in the City, providing communication service to certain City facilities and to the Independence School District. 1
- * Completed FEMA V and VI Grants for placing existing overhead services underground. 1
- * Installed new street lighting associated with 24 Highway Sidewalk project (Sterling to Northern). 1
- * Completed business recovery plans and procedures for NERC Compliance Standard CIP-009. 3
- * Completed first and second phase of 4kV conversion to 13kV from Substation G. 3

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Results from ETC Customer Survey Satisfaction-Service Reliability	84.70%	84.10%	89.00%	89.00%
Results from ETC Customer Survey Satisfaction - Restoration Time	78.0%	73.9%	79.0%	79.0%
Services Placed Underground Federal Grant Program	1,466	1,855	1,450	1,200

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

System Average Outage Time (Minutes)	84.84	95.50	94.00	88.00
System Average Outage Frequency	.83	.84	.85	.83

2011-12 Objectives

	Goal Ref
* Complete documentation and preparation for NERC Audit scheduled for September 2011.	3
* Execute Maintenance Contract for System Fiber repair.	3
* Finish migration of substation communication and relay protection from frame relay to fiber.	3
* Receive approval from FEMA for burial of electric services proposed on FEMA VII Grant Application to offset future mitigation costs related to storms.	1
* Complete project to underground electrical facilities on the South side of the Square.	1
* Initiate a multi-year Distribution and Substation Maintenance programs.	3
* Initiate second phase of Central Repository Data Base system with Autodesk Topobase.	3
* Complete and operationally test the System Operations Backup Center at Fire Station #1.	3
* Initiate and complete a CAD/GIS drawing documentation and management program.	3

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
District Planner 4th Yr	5.00	4.00	.00	.00
Senior District Planner	.00	.00	4.00	4.00
System Operator I	1.00	1.00	1.00	.00
System Operator II	2.00	1.00	1.00	1.00
System Operator III	1.00	2.00	2.00	2.00
Senior System Operator	1.00	1.00	1.00	2.00
Engineering Tech III-P&L	.00	.00	1.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Dispatcher	4.00	.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	.00	1.00	1.00	1.00
Engineer II - P&L	3.00	3.00	3.00	3.00
Engineer III - PL	3.00	3.00	2.00	2.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	2.00	1.00	.00	.00
Eng Tech Supv - P & L	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light
Cost Center: 6160 - Engineering

2011-12 Operating Budget
Fund: 20 - Power and Light Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
P&L Operations Supvr	1.00	1.00	1.00	1.00
Telecommunications Coordinator	.00	.00	1.00	1.00
Electric Sys Ops Engineer	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Energy Mgmt Systems Coord	1.00	2.00	2.00	2.00
Compliance Training Coord	1.00	1.00	1.00	1.00
Total	33.00	29.00	29.00	30.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	3,078,372	3,209,662	3,209,662	3,501,705
Other Services & Charges	1,140,836	1,258,093	1,256,593	1,605,317
Supplies	50,596	79,000	80,500	77,795
Capital Outlay	145,385	63,300	67,300	389,200
Other Expenditures	0	0	0	0
Total	4,415,189	4,610,055	4,614,055	5,574,017
	=====	=====	=====	=====

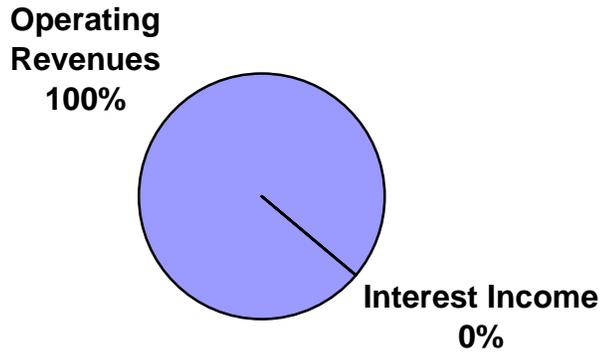
City of Independence, Missouri
2011-12 Operating Budget
Capital Lease/Debt Service Requirements - Power and Light Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds (Refunding):</u>				
2003 Series (6236)	\$ 595,000	\$ 66,273	\$ 3,000	\$ 664,273
<u>Revenue Bonds:</u>				
2009 Series D (6237)	-	1,608,025	3,000	1,611,025
<u>Revenue Bonds:</u>				
2010 Series E (6238)	3,225,000	1,368,138	3,000	4,596,138
Total Power and Light Fund	<u>\$ 3,820,000</u>	<u>\$ 3,042,436</u>	<u>\$ 9,000</u>	<u>\$ 6,871,436</u>

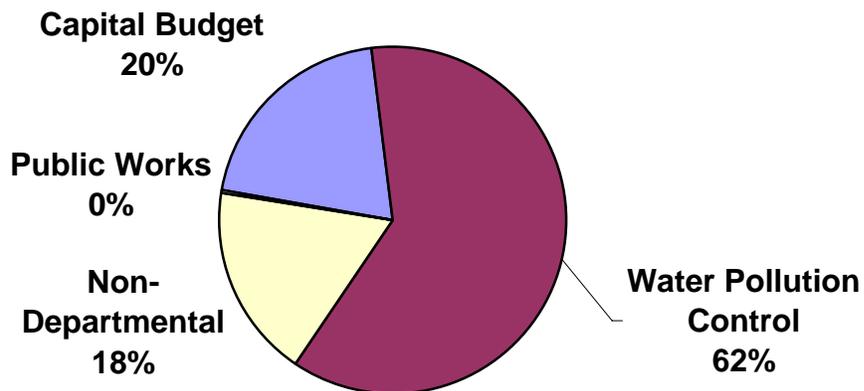
City of Independence, Missouri
2011-12 Operating Budget
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
<u>Production System-</u>			
70210811	Blue Valley Medium Voltage Switchgear	Power and Light Fund	\$ 625,000
70210824	Production Plant Miscellaneous Projects	Power and Light Fund	500,000
70211101	Blue Valley Low Nox Burner Installation	Power and Light Fund	3,000,000
70211102	Substation I Hot Gas Path Inspections	Power and Light Fund	2,500,000
70211103	Production Facilities Maintenance	Power and Light Fund	315,000
<u>Transportation and Distribution System-</u>			
70211104	69-kV Transmission Line (Sub M to SRJ)	Power and Light Fund	2,000,000
70211105	69-kV Substation Capacitor Banks	Power and Light Fund	800,000
70211106	69-kV Substation Facilities Improvements	Power and Light Fund	440,000
70200301	Turnkey Underground Program	Power and Light Fund	50,000
<u>Other Projects-</u>			
9669	Service Center Facility Improvements	Power and Light Fund	250,000
70211005	System Operations Backup Facility	Power and Light Fund	300,000
70211006	Centralized Database/Outage Management Sys.	Power and Light Fund	80,000
			<u>\$ 10,860,000</u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary Sanitary Sewer Fund
 For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ 823,495	\$ 709,039	\$ 599,747		\$ (109,292)	-15.41%
Change in non-budgetary Net Available Resources	419,971	(600,417)	-		600,417	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 15,271,012	\$ 17,061,489	\$ 18,390,787	99.9%	\$ 1,329,298	7.8%
Interest Income	24,935	9,126	9,030	0.0%	(96)	-1.1%
Other Revenues	21,998	18,332	10,000	0.1%	(8,332)	-45.5%
Total Estimated Revenues	\$ 15,317,945	\$ 17,088,947	\$ 18,409,817	100.0%	\$ 1,320,870	7.7%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit		-	-		-	n/a
Debt Proceeds	-	-	4,197,650		4,197,650	n/a
Total Sources	\$ 15,317,945	\$ 17,088,947	\$ 22,607,467		\$ 5,518,520	32.3%
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	\$ 10,908,594	\$ 11,161,109	\$ 12,623,174	61.3%	\$ 1,462,065	13.1%
Public Works	74,193	85,077	76,000	0.4%	(9,077)	-10.7%
Non-Departmental	3,003,910	3,560,028	3,705,170	18.0%	145,142	4.1%
Total Operating Budget	\$ 13,986,697	\$ 14,806,214	\$ 16,404,344	79.6%	\$ 1,598,130	10.8%
Capital Budget:						
Capital Projects	\$ 1,865,675	\$ 1,791,608	\$ 4,197,650	20.4%	\$ 2,406,042	134.3%
Total Uses	\$ 15,852,372	\$ 16,597,822	\$ 20,601,994	100.0%	\$ 4,004,172	24.1%
Ending Net Available Resources	\$ 709,039	\$ 599,747	\$ 2,605,220		\$ 2,005,473	334.39%

Change in fund balance greater than 10% due to capital expenditures.

City of Independence, Missouri
2011-12 Operating Budget
Historical Data - Sanitary Sewer Fund
For the Fiscal Years 2005-06 through 2010-11

Description	2005-06	2006-07	2007-08	2008-09	2009-10	Unaudited 2010-11
Net Income (Loss)						
Net Income (Loss)	\$ 772,383	\$ 899,709	\$ (449,430)	\$ (1,480,796)	\$ (1,847,364)	\$ (742,269)
Capital Contributions	1,747,325	1,232,359	417,735	1,735,142	392,710	1,941,161
Change in Net Assets	\$ 2,519,708	\$ 2,132,068	\$ (31,695)	\$ 254,346	\$ (1,454,654)	\$ 1,198,892

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$12,538,908	\$12,521,195	\$12,399,210	\$10,835,066	\$ 9,006,699	\$ 9,819,530
Less:						
Inventories	(58,450)	(63,445)	(74,738)	(77,607)	(59,587)	(48,898)
Current Liabilities	(998,033)	(1,015,595)	(1,174,743)	(2,271,389)	(1,230,856)	(1,470,232)
Carryover Capital Budget Appropriations	(4,838,623)	(7,219,621)	(8,288,894)	(7,455,837)	(6,829,946)	(7,553,580)
Carryover Outstanding Encumbrances	(176,676)	(1,904,106)	(568,363)	(206,738)	(177,271)	(147,073)
Net Available Resources	\$ 6,467,126	\$ 2,318,428	\$ 2,292,472	\$ 823,495	\$ 709,039	\$ 599,747
Source: 2005-06 through 2009-10 - Comprehensive Annual Financial Report 2010-11 - June 30, 2011 Monthly Financial Statement						

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	0.00
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	13.00
Total	84.00	84.00	84.00	84.00	84.00	84.00

Utility Statistics						
No. of Residential Customers	40,680	40,692	40,667	40,635	40,676	40,683
No. of Commercial Cust.	3,523	3,519	3,510	3,493	3,494	3,500
Wastewater Treated (million gallons)	2,348	2,654	2,689	3,079	3,326	2,827

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Sanitary Sewer Fund						
<u>Operating Revenue</u>						
30-3109	Construction Permits, Pub.Works		25,000		15,000	
30-4010	Residential	9,733,714	11,195,477	9,873,906	10,786,342	9.2%
30-4110	Commercial Base	3,875,660	4,135,088	3,906,065	4,178,325	7.0%
30-4120	Commercial Surcharge	694,061	638,713	935,481	926,248	-1.0%
30-4130	Regulatory Compliance Base			1,452,555	1,585,872	9.2%
30-4430	Contract Services	296,278	246,000	289,644	262,000	-9.5%
30-4570	Intermunicipal Agreements	456,559	467,000	566,817	487,000	-14.1%
30-4600	Other Operating Revenue	151,985	255,357	134,859	150,000	11.2%
30-4700	Change in Unbilled Revenue	62,755		-97,838		
	Total Operating Revenue	15,271,012	16,962,635	17,061,489	18,390,787	7.8%
<u>Non-Operating Revenue</u>						
30-3411	Interest Income	24,935	17,800	9,126	9,030	-1.1%
30-4900	Other Revenues, Net	21,998		18,332	10,000	-45.5%
	Total Revenues	\$15,317,945	\$16,980,435	\$17,088,947	\$18,409,817	7.7%

CITY OF INDEPENDENCE, MISSOURI
2011-12 Operating Budget
Average Bill/Rate Comparison - Sanitary Sewer Fund

Utility	Average Bill *	Monthly Base Rate	Volume Charge
Belton, Mo.	\$50.63	\$14.93	\$0.9954/100 gallons > 1500
Raytown, Mo.	\$40.56	\$12.28	\$6.92/1000 gallons > 1000
Liberty, Mo.	\$39.59	\$4 + \$2	\$3.39/1,000 gallons + \$7.39/1,000 > 1,000 gallons
Raymore, Mo.	\$34.84	none	\$6.85/1,000 gallons
Lee's Summit, Mo.	\$31.48	\$12.00	\$3.83/1,000 gallons
Olathe, Ks.	\$30.73	\$4.62	\$3.84/100 cubic feet
Kansas City, Ks.	\$28.32	\$11.18	\$2.52/100 cubic feet
Kansas City, Mo. **	\$27.72	\$9.90	\$2.62/100 cubic feet
Sugar Creek, Mo. ***	\$26.49	\$9.76 + \$3	\$2.70/1000 gallons
Independence, Mo.	\$25.90	\$9.6 + \$3	\$1.9566/100 cubic feet
Blue Springs, Mo.	\$24.25	\$6.50	\$0.349/100 gallons
Grandview, Mo.	\$19.26	\$7.50	\$1.96/1000 gallons rounded

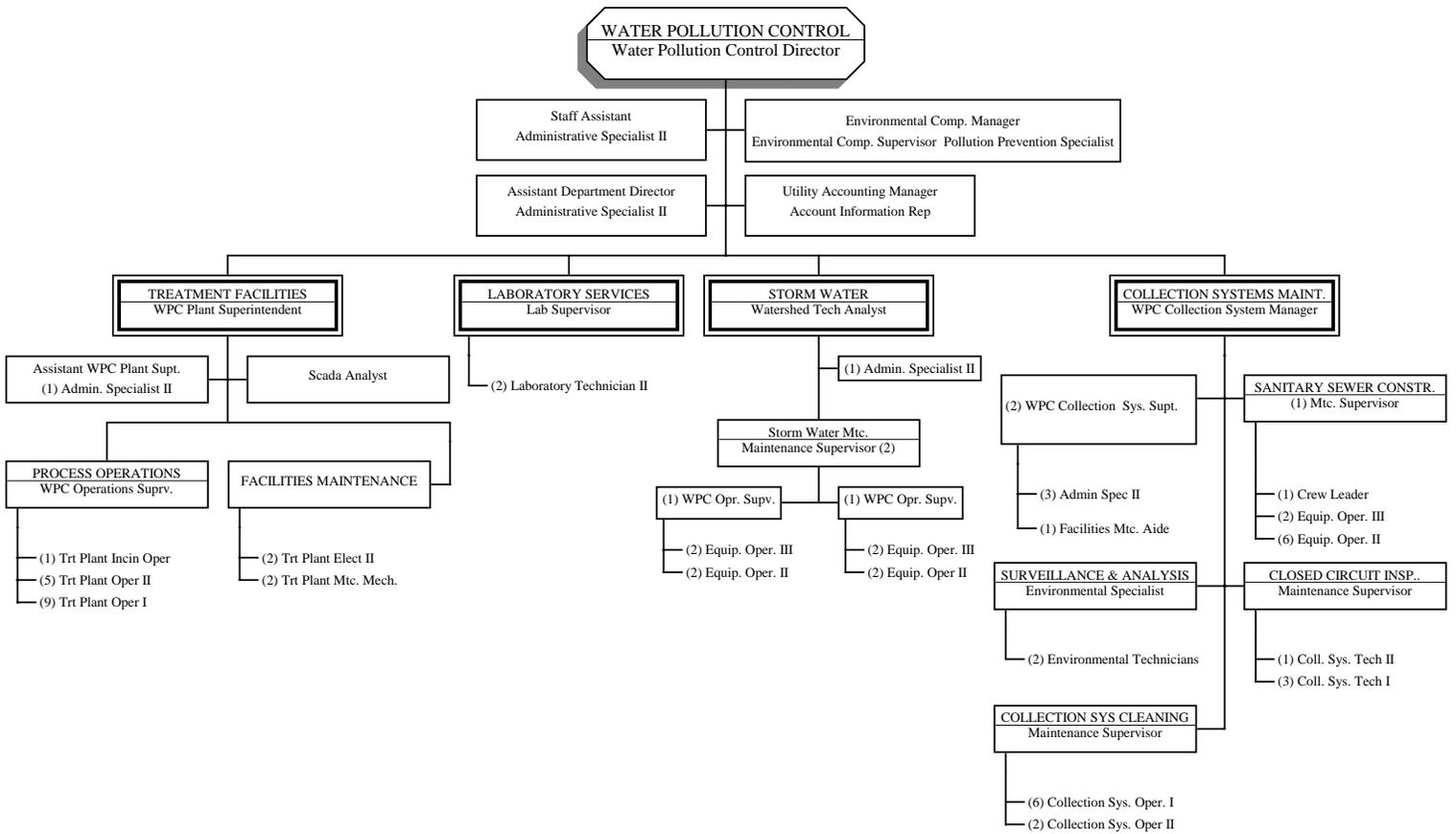
* The average bill is calculated using average water consumption of 680 cubic feet per month.

** Increase scheduled May, 2011

*** Increase scheduled April, 2011

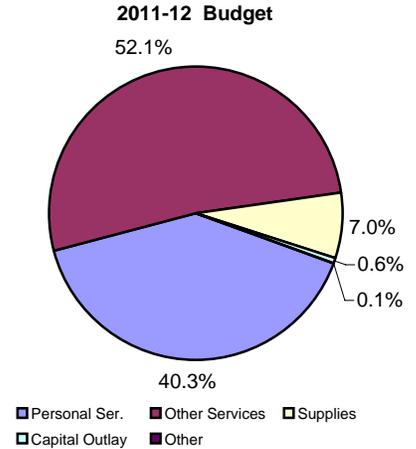
Survey conducted in February, 2011

City of Independence, Missouri Water Pollution Control



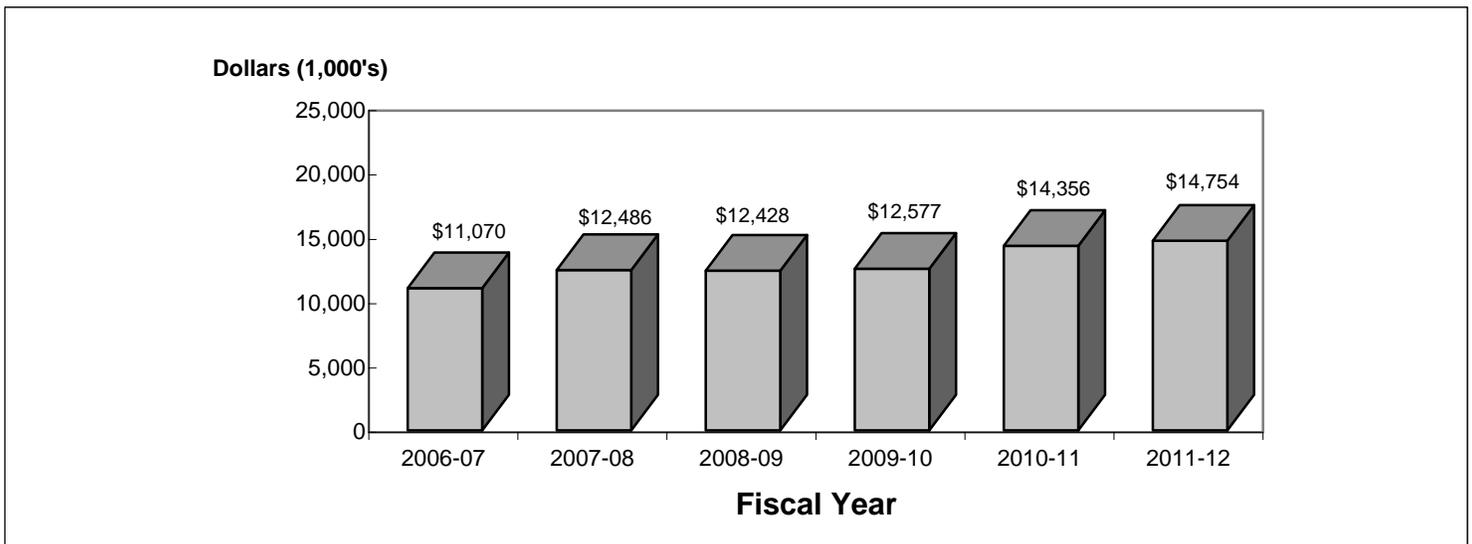
Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 5,183,365	\$ 5,846,170	\$ 5,846,170	\$ 5,939,672
Other Services	6,176,327	7,740,105	7,734,505	7,684,880
Supplies	784,679	950,916	950,916	1,030,416
Capital Outlay	432,371	75,100	80,700	89,100
Other	-	10,000	10,000	10,000
Total	\$ 12,576,742	\$ 14,622,291	\$ 14,622,291	\$ 14,754,068



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	83.00	83.00	83.00	83.00	83.00	83.00
Amount by Fund:						
Storm Water Sales Tax	\$ 1,232,045	\$ 1,215,086	\$ 1,308,158	\$ 1,373,062	\$ 1,802,947	\$ 2,130,894
Sanitary Sewer Fund	9,532,678	10,969,964	10,802,285	10,908,594	12,522,997	12,623,174
General Fund	305,567	300,450	317,354	295,086	29,634	-
Total All Funds	\$ 11,070,290	\$ 12,485,500	\$ 12,427,797	\$ 12,576,742	\$ 14,355,578	\$ 14,754,068
Comparative Ratios:						
Per Capita	\$ 95.47	\$ 107.30	\$ 113.85	\$ 110.20	\$ 120.63	\$ 126.29
Per Household	\$ 226.27	\$ 254.31	\$ 267.60	\$ 255.66	\$ 270.34	\$ 274.07



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control

2011-12 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, 614 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
5201 Administration	738,735	922,924	922,924	940,091
5210 Inter-Jurisdictional Agencies	4,163,601	4,610,000	4,610,000	4,617,500
5220 Treatment Facilities	3,184,281	3,535,727	3,535,727	3,585,350
5230 Collection System Maintenance	2,619,801	3,219,628	3,219,628	3,243,402
5240 Laboratory Services	202,176	234,718	234,718	236,831
5250 Storm Sewer Maintenance	295,086	296,347	296,347	0
5261 Storm Water Administration	134,746	302,086	302,086	303,548
5262 Storm Water Maintenance	977,297	1,151,686	1,151,686	1,478,171
5263 Storm Water Permit Compl.	261,019	349,175	349,175	349,175
Total	12,576,742	14,622,291	14,622,291	14,754,068
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2011-12 Operating Budget

Source of Funding

Sanitary Sewer Fund	10,908,594	12,522,997	12,522,997	12,623,174
General Fund	295,086	296,347	296,347	0
Storm Water Sales Tax Fund	1,373,062	1,802,947	1,802,947	2,130,894
Total	12,576,742	14,622,291	14,622,291	14,754,068
	=====	=====	=====	=====

Key Budget Changes

* Staff must administer an aggressive program of sanitary sewer improvements as identified in the Remedial Measures Plan that has been agreed upon by the City and Environmental Protection Agency.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2011-12 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2010-11 Accomplishments

Goal Ref

- * Provided disposal of household hazardous waste for 516 Independence residents (82,796 pounds) during the annual mobile collection event. 1
- * The department was awarded a \$1 million grant through the American Reinvestment and Recovery Act for energy efficiency improvements at the Rock Creek Waste Water Treatment Plant. 1
- * Staff prepared and published the Storm Water Control Informational Handbook to assist voter decisions in the Storm Water Sales Tax renewal initiative. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Sanitary Sewer Customers (Residential)	40,635	40,676	40,683	40,600
Sanitary Sewer Customers (Commercial)	3,493	3,494	3,500	3,490
Compliance Inspections	139	141	175	156
Plan Reviews	76	103	100	100

2011-12 Objectives

Goal Ref

- * Staff will continue to monitor and participate in the state and federal rulemaking process. 1
- * Staff will provide administrative support to the Storm Water Sales Tax Oversight Committee. 1
- * Staff must develop an implementation plan to begin City wide improvements to sanitary sewers identified as deficient in the Sanitary Sewer Evaluation Studies. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5201 - Administration

2011-12 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2.00	2.00	2.00
Fiscal Technician II	1.00	.00	.00	.00
Total	9.00	9.00	9.00	9.00

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	676,731	777,133	777,133	793,411
Other Services & Charges	50,221	121,691	121,691	122,580
Supplies	10,491	17,000	17,000	17,000
Capital Outlay	1,292	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	738,735	922,924	922,924	940,091

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 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	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Treatment Cost per Million Gallons Treated	\$868	\$1,051	\$959	\$1,136

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	4,163,601	4,610,000	4,610,000	4,617,500
Other Expenditures	0	0	0	0
Total	4,163,601	4,610,000	4,610,000	4,617,500
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5220 - Treatment Facilities

2011-12 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2010-11 Accomplishments

Goal Ref

* Staff completed the replacement of the aging sludge incinerator's Continuous Emissions Monitoring System (CEMS) with analyzing and recording equipment of greater efficiency and less maintenance.

1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Wastewater Treated (Million Gallons)	3,079	3,326	2,827	3,077
Solids Removal Efficiency (%) (85% Required)	95.43	94.85	95.34	95.21
Oxygen Demand Removal (%) (85 % Required)	89.78	91.19	88.86	89.94
Solids Incinerated (Dry Tons)	1,419	1,494	1,366	1,426
Treatment Costs per Million Gallons Treated	\$1,066	\$1,333	\$1,331	\$1,244

2011-12 Objectives

Goal Ref

* Staff will oversee construction of the diffused air system for biological sludge treatment and adapt to new, more efficient operating procedures.
* The division must begin construction of plant effluent disinfection facilities and begin operation to comply with new permit limitations of bacteria.

1

1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5220 - Treatment Facilities

2011-12 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,654,651	1,796,637	1,796,637	1,817,260
Other Services & Charges	1,032,089	1,263,290	1,257,690	1,263,290
Supplies	430,910	461,800	461,800	504,800
Capital Outlay	66,631	14,000	19,600	0
Other Expenditures	0	0	0	0
Total	3,184,281	3,535,727	3,535,727	3,585,350

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Description

The Sewer Maintenance Division is responsible for maintaining over 614 miles (3+ million feet) of sanitary sewer pipe and over 14,957 manholes. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment 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.

2010-11 Accomplishments

	<u>Goal Ref</u>
* Continued data capturing of sanitary infrastructures using Global Positioning System (GPS) Technology.	1
* Held weekly safety meetings, trained on confined space equipment, attended Hazwoper refresher classes. (763 contact hours for 32 employees.)	1
* Repaired 41 right-of-way/easement customer service laterals.	1
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe which resulted in over 24,655 linear feet of cured-in-place pipe.	1
* Engineer designed, bid and contracted to eliminate 1 pumping site.	4

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Customer Service Request Responses	1,346	981	1,200	1,000
Sewer Utility Identification Markings (Line Segments)	12	13	10	10
Dry weather overflows per million feet of pipe	~5.0	~3.3	~4.0	~1.3
Dry weather basement back-ups per 1,000 customers	~0.72	~1.29	~0.76	~0.95

2011-12 Objectives

	<u>Goal Ref</u>
* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) Technology. Continue implementing Computerized Maintenance Management Software.	1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, to extend the life of the sewer system and reduce	1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

<u>2011-12 Objectives</u>	<u>Goal Ref</u>
infiltration.	
* 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
* Engineer design of projects 1-4 includes improvements to gain required capacity within the sanitary sewer system for the Rock Creek and Sugar Creek Interceptor.	1

Staffing:

<u>Position Title</u>	<u>2008-09 Budget</u>	<u>2009-10 Budget</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	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

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Original Budget</u>	<u>2010-11 Revised Budget</u>	<u>2011-12 Adopted Budget</u>
Personal Services	1,914,870	2,193,184	2,193,184	2,216,958
Other Services & Charges	270,980	716,794	716,794	665,294
Supplies	208,062	264,650	264,650	298,150
Capital Outlay	225,889	45,000	45,000	63,000
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
 Cost Center: 5230 - Collection System Maintenance Fund: 30 - Sanitary Sewer Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Total	2,619,801	3,219,628	3,219,628	3,243,402

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5240 - Laboratory Services

2011-12 Operating Budget
Fund: 30 - Sanitary Sewer Fund

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2010-11 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

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Samples Received	7,256	6,641	7,500	6,700
Treatment Operations Analyses	26,165	24,406	26,000	24,000
Industrial Discharge Analyses	1,370	1,319	1,200	1,300
Quality Assurance Analyses	3,647	3,954	3,200	4,000

2011-12 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Laboratory Tech II	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 5200 - Water Pollution Control
 Cost Center: 5240 - Laboratory Services

2011-12 Operating Budget
 Fund: 30 - Sanitary Sewer Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	175,874	186,758	186,758	188,871
Other Services & Charges	13,669	31,860	31,860	31,860
Supplies	12,633	16,100	16,100	16,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	202,176	234,718	234,718	236,831
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5250 - Storm Sewer Maintenance

2011-12 Operating Budget
Fund: 02 - General Fund

Description

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 300 miles (1.58 million feet) of storm sewer and approximately 12,500 structures. Maintenance of the system involves the use of construction and repair equipment, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the Department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them.

2010-11 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:
 >800 linear feet of storm sewer will be constructed by staff in various neighborhood project areas.
- * Continued efforts to repair and maintain storm water systems. 1
 Project that the following will be accomplished this Fiscal Year:
 Respond to >375 customer service requests
 Complete >186 repair projects
 Reset >50 storm structure lids
- * Achieved over 119.5 man hours of employee training and development in job related matters of: maintenance, use of personal protective gas monitors, hazardous materials, confined space entry procedures, and other employee development tasks. 1
- * Performed engineering evaluations on selected storm drainage systems. 1
- * Completed three large repair projects on the storm drainage system to prevent flooding in homes and improve public safety. 1

Service Delivery Background Data

<u>Description</u>	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 Projected</u>	<u>2011-12 Projected</u>
Repair Projects	228	191	208	208
Repair & Maintenance Team Uptime	~97%	~98%	~92%	~95%

2011-12 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 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5250 - Storm Sewer Maintenance

2011-12 Operating Budget
 Fund: 02 - General Fund

2011-12 Objectives

Goal Ref

hours of receipt.

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Equipment Operator II	2.00	2.00	2.00	.00
Equipment Operator III	2.00	2.00	2.00	.00
Maintenance Supervisor	1.00	1.00	1.00	.00
Total	5.00	5.00	5.00	.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	295,126	296,347	296,347	0
Other Services & Charges	0	0	0	0
Supplies	40-	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	295,086	296,347	296,347	0
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2010-11 Accomplishments

Goal Ref

- * Investigated residents' storm water concerns and performed 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 further developing CMMS Phase II, the mobile deployment of this technology. 1
- * Achieved the public education objectives that ultimately led to the renewal of the 1/4-cent Storm Water Sales Tax by the majority of Independence voters in August of 2010. 1

2011-12 Objectives

Goal Ref

- * Investigate residents' storm water concerns and perform engineering evaluations as needed. 1
- * Administer, coordinate, and evaluate engineering consultants' design progress on storm drainage improvement (CIP) projects. 1
- * Continue to develop and implement the integration of Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS). 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
 Cost Center: 5261 - Storm Water Administration Fund: 13 - Storm Water Sales Tax

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	55,425	126,686	126,686	128,148
Other Services & Charges	75,915	157,100	157,100	157,100
Supplies	2,318	8,000	8,000	8,000
Capital Outlay	1,088	6,000	6,000	6,000
Other Expenditures	0	4,300	4,300	4,300
Total	134,746	302,086	302,086	303,548
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
Cost Center: 5262 - Storm Water Maintenance

2011-12 Operating Budget
Fund: 13 - Storm Water Sales Tax

Description

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

2010-11 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 >13,000 storm structures
Clean >5,000 storm structures
Clean >8,500 linear feet of storm sewer pipe
- * Continued the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
- * Installed 1,388 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 issue, to double maintenance and repair activities. 1
- * Achieved over 124 man hours of employee training and development in job related matters of: maintenance, use of personal protective gas monitors, hazardous materials, and confined space entry procedures. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Storm Water Structures Cleaned	5,195	8,569	8,000	8,000
Storm Water Structures Inspected	24,492	12,405	14,000	12,000
Repair & Maintenance Team Uptime	~97%	~98%	~92%	~95%

2011-12 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 the installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1
- * Continue to fulfill the promise made to the voters of the 1/4-cent Storm Water Sales Tax, to double storm water maintenance and repair activities. 1
- * To provide an initial response to our customers' inquiries within 24 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control
 Cost Center: 5262 - Storm Water Maintenance

2011-12 Operating Budget
 Fund: 13 - Storm Water Sales Tax

2011-12 Objectives

Goal Ref

hours of receipt.

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Equipment Operator II	2.00	2.00	2.00	4.00
Equipment Operator III	2.00	2.00	2.00	4.00
Maintenance Supervisor	1.00	1.00	1.00	2.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	11.00
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	410,688	469,425	469,425	795,024
Other Services & Charges	308,833	497,195	497,195	485,081
Supplies	120,305	176,366	176,366	179,366
Capital Outlay	137,471	3,000	3,000	13,000
Other Expenditures	0	5,700	5,700	5,700
Total	977,297	1,151,686	1,151,686	1,478,171
	=====	=====	=====	=====

*City of Independence
Detail Program Summary*

Department: 5200 - Water Pollution Control 2011-12 Operating Budget
 Cost Center: 5263 - Storm Water Permit Compl. Fund: 13 - Storm Water Sales Tax

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

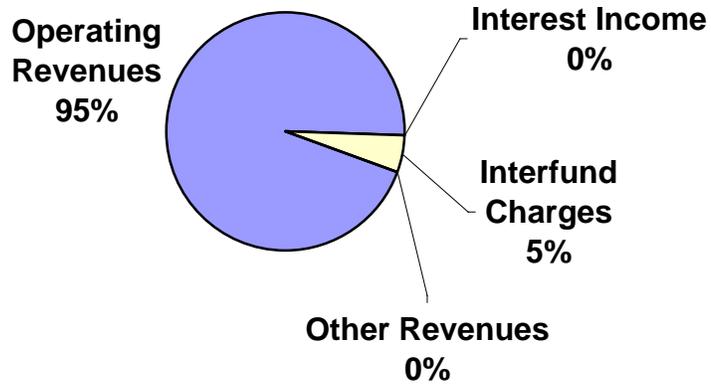
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Other Services & Charges	261,019	342,175	342,175	342,175
Supplies	0	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	261,019	349,175	349,175	349,175
	=====	=====	=====	=====

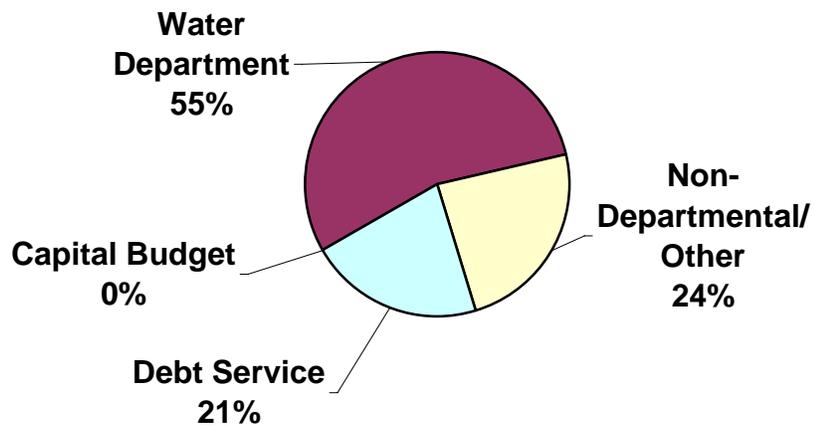
City of Independence, Missouri
2011-12 Operating Budget
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
<u>Sanitary Sewer Collection System Projects-</u>			
70301001	33rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	\$ 750,000
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer Fund	1,000,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70301104	10th Street to Northern	Sanitary Sewer Fund	60,000
70301102	North Liberty Force Main	Sanitary Sewer Fund	50000
70301103	South Cottage to South Grand	Sanitary Sewer Fund	60000
70301101	I-70 & Noland to 43rd Street	Sanitary Sewer Fund	390000
70301105	Sewer Extensions	Sanitary Sewer Fund	500,000
	Subtotal		<u>\$ 3,260,000</u>
<u>Treatment Plant / Pump Station Projects-</u>			
70301005	Dickinson, Kentucky 1 & 2 Pump Station Improvements	Sanitary Sewer Fund	\$ 546,650
70301106	RTO Replacement	Sanitary Sewer Fund	\$ 360,000
70300901	Treatment Plant Efficiency Improvements	Sanitary Sewer Fund	\$ 31,000
	Subtotal		<u>\$ 937,650</u>
	Fund Total		<u><u>\$ 4,197,650</u></u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2011-12 Operating Budget
Budget Summary Water Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted	% of Total	Increase (Decrease) Over Last Year	% Change
Beginning Net Available Resources	\$ (1,496,215)	\$ (1,178,710)	\$ (1,497,772)		\$ (319,062)	-27.07%
Change in non-budgetary Net Available Resources	(379,156)	(1,351,135)	-		1,351,135	
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	\$ 20,134,422	\$ 22,203,258	\$ 24,130,520	94.9%	\$ 1,927,262	8.7%
Interest Income	4,710	6,335	1,900	0.0%	(4,435)	-70.0%
Interfund Charges	1,747,115	1,839,170	1,293,000	5.1%	(546,170)	-29.7%
Other Revenues	20,600	84,378	-	0.0%	(84,378)	-100.0%
Total Estimated Revenues	\$ 21,906,847	\$ 24,133,141	\$ 25,425,420	100.0%	\$ 1,292,279	5.4%
Bond Issuance Proceeds	2,888,966	3,176,980			-	
Total Sources	\$ 24,795,813	\$ 27,310,121	\$ 25,425,420		\$ 1,292,279	4.7%
Use of Budget Dollars						
Operating Budget:						
Finance	\$ 55,203	\$ 58,992	\$ 60,001	0.3%	\$ 1,009	1.7%
Water Department	12,884,504	13,256,391	13,147,680	54.9%	(108,711)	-0.8%
Non-Departmental	4,457,766	4,777,468	5,646,335	23.6%	868,867	18.2%
Debt Service	4,953,054	5,008,217	5,095,733	21.3%	87,516	1.7%
Total Operating Budget	\$ 22,350,527	\$ 23,101,068	\$ 23,949,749	100.0%	\$ 848,681	3.7%
Capital Budget:						
Capital Projects	\$ 1,748,625	\$ 3,176,980	\$ -	0.0%	\$ (3,176,980)	-100.0%
Total Uses	\$ 24,099,152	\$ 26,278,048	\$ 23,949,749	100.0%	\$ (2,328,299)	-8.9%
Ending Net Available Resources	\$ (1,178,710)	\$ (1,497,772)	\$ (22,101)		\$ 1,475,671	98.52%

Change in fund balance greater than 10% due to the timing of capital expenditures.

City of Independence, Missouri
2011-12 Operating Budget
Historical Data - Water Fund
For the Fiscal Years 2005-06 through 2010-11

Description	2005-06	2006-07	2007-08	2008-09	2009-10	Unaudited 2010-11
Net Income (Loss)						
Net Income (Loss)	\$ 1,044,179	\$ (575,079)	\$ (2,039,016)	\$ (2,048,580)	\$ (790,043)	\$ 1,321,949
Capital Contributions	1,105,167	1,701,567	2,634,518	337,859	977,339	165,315
Change in Net Assets	\$ 2,149,346	\$ 1,126,488	\$ 595,502	\$ (1,710,721)	\$ 187,296	\$ 1,487,264

Net Available Resources						
Net Available Resources-						
Total Current Assets	\$14,531,196	\$10,279,003	\$ 5,489,948	\$ 4,564,812	\$ 4,463,521	\$ 6,031,873
Less:						
Inventories	(616,657)	(594,830)	(609,974)	(647,766)	(634,330)	(656,963)
Current Liabilities	(4,832,211)	(4,705,035)	(4,817,318)	(5,063,841)	(4,706,187)	(5,079,122)
Carryover Capital Budget Appropriations	(6,553,799)	(4,891,299)				(1,384,165)
Carryover Outstanding Encumbrances	(253,463)	(920,854)	(549,454)	(349,420)	(301,714)	(409,395)
Net Available Resources	\$ 2,275,066	\$ (833,015)	\$ (486,798)	\$ (1,496,215)	\$ (1,178,710)	\$ (1,497,772)
Source: 2005-06 through 2009-10 - Comprehensive Annual Financial Report 2010-11 - June 30, 2011 Monthly Statement						

Employee Staffing (in Full Time Equivalents)						
Department:						
Finance	0.85	0.85	0.85	0.85	0.85	0.85
Water	98.48	97.65	101.65	101.65	101.65	93.65
Total	99.33	98.50	102.50	102.50	102.50	94.50

Utility Statistics						
No. of Residential Customers	44,742	44,836	44,779	44,732	44,619	44,552
No. of Commercial Cust.	3,027	3,067	3,096	3,111	3,102	3,107
No. of Other Customers	441	445	475	475	472	422
Water Pumped (million gallons)	10,837	10,853	10,825	10,117	10,465	10,464
Water Sold (million gallons)	9,509	9,395	9,401	8,609	8,997	8,996

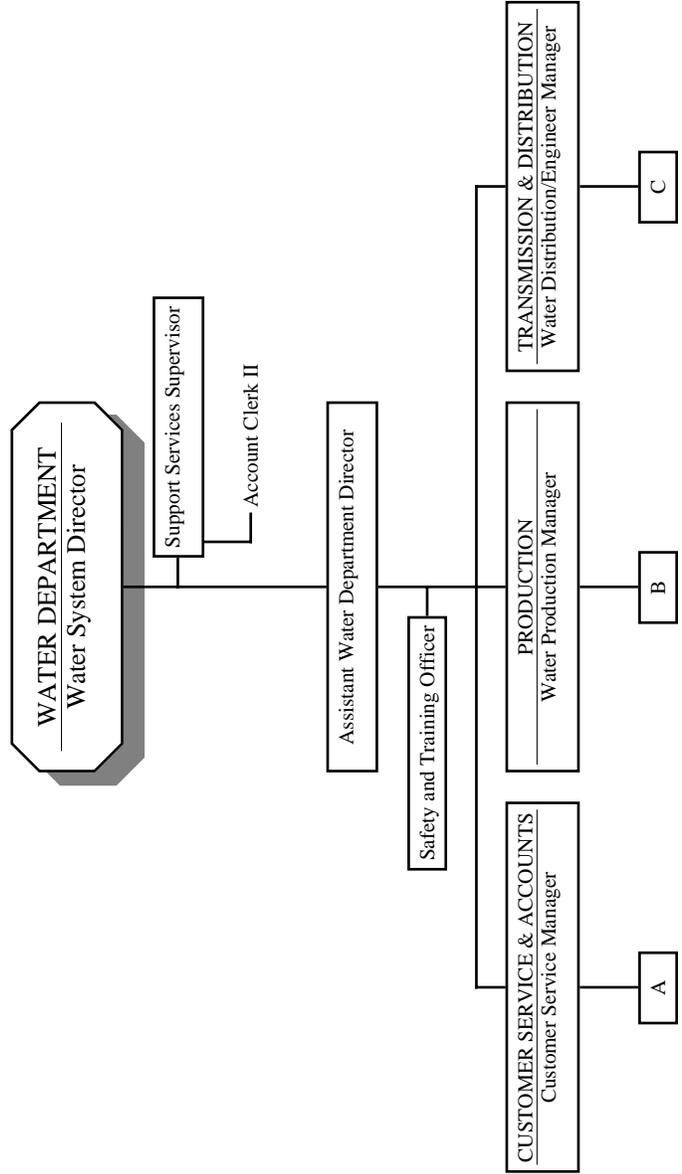
City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Water Fund						
<u>Operating Revenue</u>						
40-4010	Residential Sales	9,403,985	11,400,000	10,726,567	11,663,000	8.7%
40-4110	Commercial Sales	2,404,953	3,000,000	2,835,271	2,943,000	3.8%
40-4130	Industrial Sales	407,313	406,000	450,156	479,600	6.5%
40-4400	Public Authority Sales	297,218	325,000	263,137	348,800	32.6%
40-4410	Private Fire Protection	94,424	105,000	103,321	790,000	664.6%
40-4420	Public Fire Protection	791,226	780,000	789,199	112,620	-85.7%
40-4550	Sales for Resale	6,302,495	6,320,000	6,659,302	7,412,000	11.3%
40-4600	Other Operating Revenue	332,257	450,000	353,004	381,500	8.1%
40-4700	Change in Unbilled Revenue	100,551		23,301		-100.0%
	Total Operating Revenue	20,134,422	22,786,000	22,203,258	24,130,520	8.7%
40-3421	Interfund Charges	1,747,115	1,660,600	1,839,170	1,293,000	-29.7%
40-3411	Interest Income	4,710	5,100	6,335	1,900	-70.0%
40-3440	Other Revenues, Net	20,600		84,378		-100.0%
	Total Revenues	\$21,906,847	\$24,451,700	\$24,133,141	\$25,425,420	5.4%

City of Independence, Missouri
2011-12 Operating Budget
Typical Home Water Consumption Rate Comparison - Water Fund

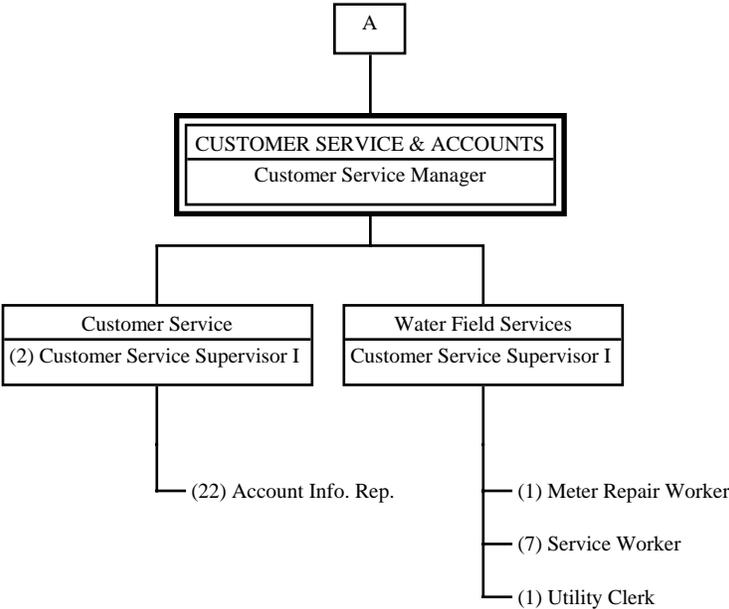
City	Typical Bill*
Raytown, MO	\$41.95
Kansas City, KS	\$40.97
Belton, MO	\$40.27
Grandview, MO	\$31.06
Kansas City, MO	\$27.65
Liberty, MO	\$27.65
Overland Park, KS	\$27.60
Raymore, MO	\$25.90
Sugar Creek, MO	\$23.57
Blue Springs, MO	\$22.33
Olathe, KS	\$22.07
Lee's Summit, MO	\$21.59
Independence, MO	\$20.87
<p>* The typical bill is calculated using an average water consumption amount of 5,236 gallons per month (7 ccf)</p> <p>Note: Survey conducted in March 2011</p>	

City of Independence, Missouri Water Department



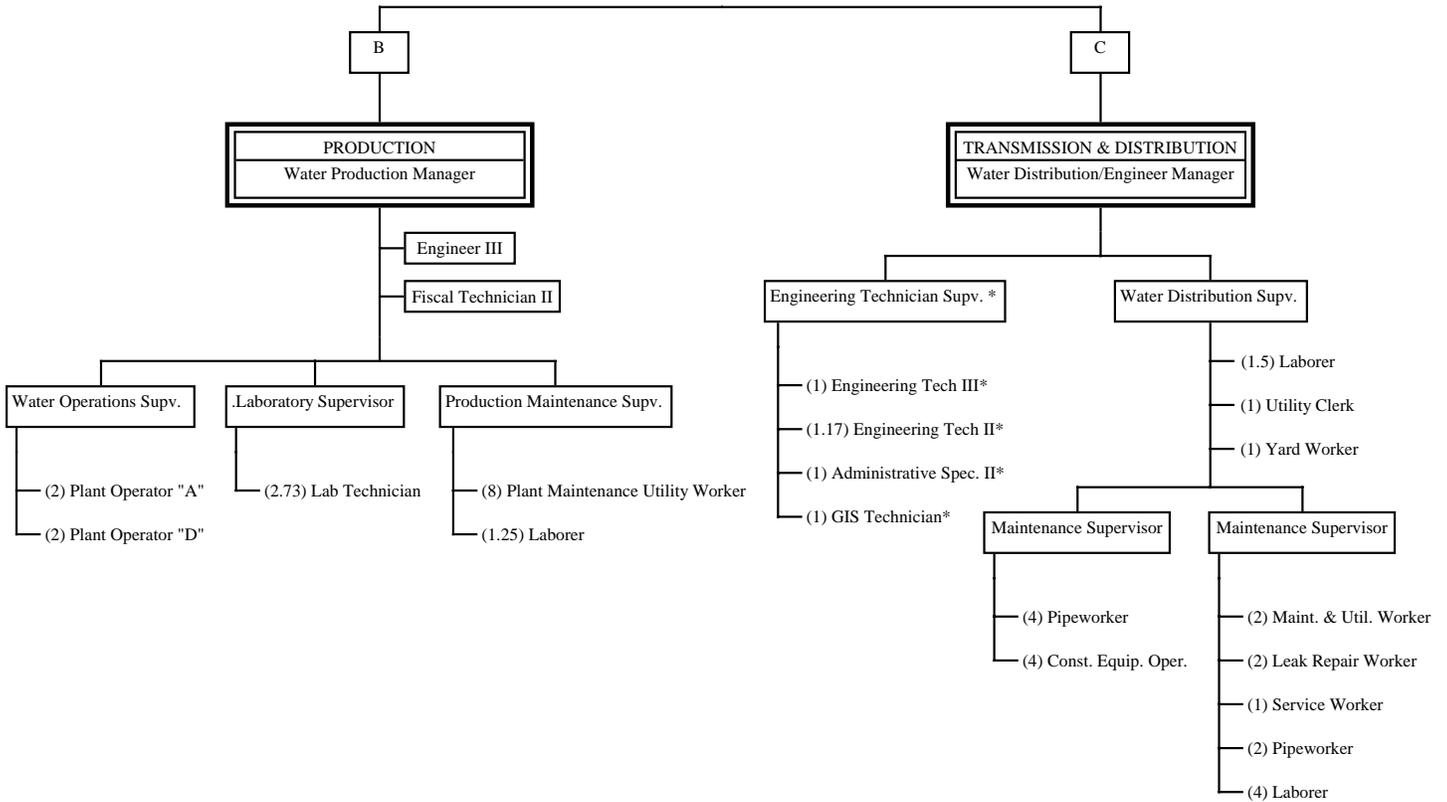
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City of Independence, Missouri Water Department



(Continued)

City of Independence, Missouri Water Department



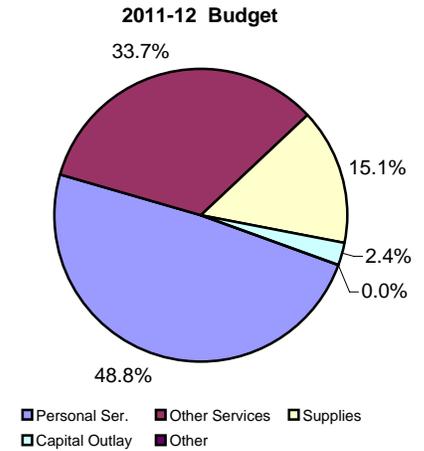
* These Employees are funded 4810 - Administration

2011-12 Operating Budget

Water

Appropriations by Type:

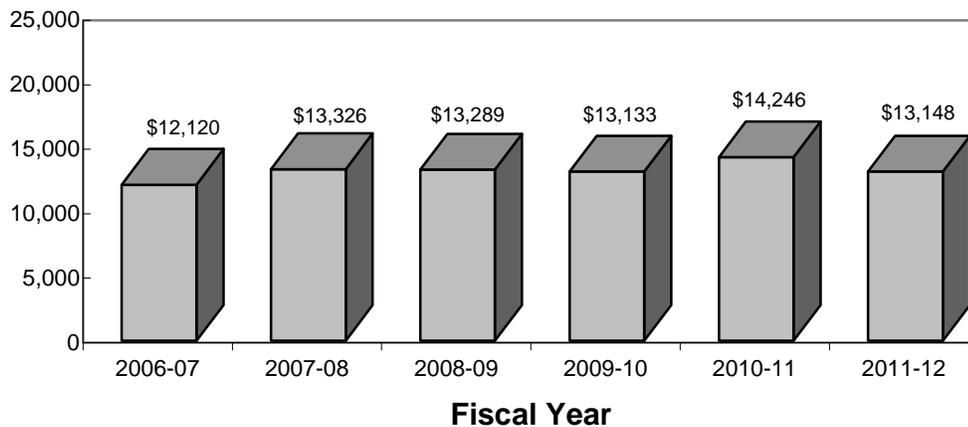
Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 6,994,877	\$ 7,498,040	\$ 7,498,040	\$ 6,416,424
Other Services	3,879,007	4,299,657	4,300,807	4,426,911
Supplies	1,984,328	2,008,300	2,007,150	1,990,125
Capital Outlay	274,547	439,800	439,800	314,220
Other	-	-	-	-
Total	\$ 13,132,759	\$ 14,245,797	\$ 14,245,797	\$ 13,147,680



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	97.65	98.65	101.65	101.65	101.65	93.65
Amount by Fund:						
Water Fund	\$ 12,119,901	\$ 13,325,744	\$ 13,288,538	\$ 13,132,759	\$ 14,245,797	\$ 13,147,680
Total All Funds	\$ 12,119,901	\$ 13,325,744	\$ 13,288,538	\$ 13,132,759	\$ 14,245,797	\$ 13,147,680
Comparative Ratios:						
Per Capita	\$ 104.52	\$ 114.52	\$ 121.74	\$ 115.07	\$ 117.53	\$ 112.54
Per Household	\$ 247.72	\$ 271.42	\$ 286.14	\$ 266.96	\$ 263.38	\$ 244.23

Dollars (1,000's)



City of Independence
Departmental Budget Summary

Department: 4800 - Water

2011-12 Operating Budget

Department Description

The Water Department produces and supplies drinking water to 48,093 customers that are served directly, and another 50,000 served through 11 wholesalers. The department operates, maintains and manages, 747 miles of main, more than 4,743 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	100.00	100.00	100.00	92.00
Part Time Positions	1.65	1.65	1.65	1.65
Total	101.65	101.65	101.65	93.65
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4810 Administration & General	1,139,306	1,084,739	1,084,739	1,084,950
4821 Water Field Service	829,568	1,027,164	1,027,164	918,396
4822 Customer Service	2,093,408	2,027,776	2,027,776	2,183,351
4823 Utility Field Service	741,608	790,929	790,929	0
4830 Production	5,261,026	5,651,538	5,651,538	5,634,584
4840 Transmission & Distribution	3,067,843	3,663,651	3,663,651	3,326,399
Total	13,132,759	14,245,797	14,245,797	13,147,680
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4800 - Water

2011-12 Operating Budget

Source of Funding

Water Fund	13,132,759	14,245,797	14,245,797	13,147,680
Total	<u>13,132,759</u>	<u>14,245,797</u>	<u>14,245,797</u>	<u>13,147,680</u>
	=====	=====	=====	=====

Key Budget Changes

* There will be 8.65 positions that will remain in the table of organization but will not be funded in the 11-12 fiscal year.

City of Independence
Detail Program Summary

Department: 4800 - Water

2011-12 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.

2010-11 Accomplishments

Goal Ref

- * Provided inspection services to assure the water main placed along Little Blue Parkway from R. D. Mize Road to Necessary Road 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	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Number of customers	48,318	48,193	48,800	48,150
Revenue (Avg. Residential)	\$16.67	\$17.38	\$18.00	\$18.46
Gallons of water sold (Avg. Res.)	5,450	5,190	5,784	5,100
Percentage of water pumped that was sold to customers	85%	86%	86%	85%

2011-12 Objectives

Goal Ref

- * To provide inspection services to assure the water main that will be placed along Little Blue Parkway from Necessary Road to Bundschu 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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
Cost Center: 4810 - Administration & General

2011-12 Operating Budget
Fund: 40 - Water Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Tech II	1.17	1.00	1.00	1.00
Engineering Tech II	.00	.17	.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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	648,242	679,870	679,870	684,339
Other Services & Charges	336,937	383,369	383,369	364,111
Supplies	15,991	21,500	21,500	21,500
Capital Outlay	138,136	0	0	15,000
Other Expenditures	0	0	0	0
Total	1,139,306	1,084,739	1,084,739	1,084,950

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4821 - Water Field Service

2011-12 Operating Budget
 Fund: 40 - Water Fund

Description

The Water Field Service Division is responsible for installing and maintaining meters for over 48,093 customers, inspecting new service installations and the disconnection of existing services, and investigating the high bill complaints.

2010-11 Accomplishments

Goal Ref

- * Water staff provided mandatory weekly safety meeting for all field service employees. 1
- * The testing of retired meters was eliminated unless it is requested by the customer. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Water taps installed	104	89	200	90
Number of meters replaced	2,723	3,601	3,200	3,000

2011-12 Objectives

Goal Ref

- * Safety goal of conducting weekly safety meetings. 1
- * Maintain a maximum of six months inventory of water replacement meters. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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 I	.00	.00	.00	1.00
Customer Service Supvr II	1.00	1.00	1.00	.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4821 - Water Field Service

2011-12 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	739,392	770,964	770,964	791,376
Other Services & Charges	8,858	58,700	58,700	14,900
Supplies	15,054	28,500	28,500	23,500
Capital Outlay	66,264	169,000	169,000	88,620
Other Expenditures	0	0	0	0
Total	829,568	1,027,164	1,027,164	918,396
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4822 - Customer Service

2011-12 Operating Budget
Fund: 40 - Water Fund

Description

The Customer Service Division's core functions are initializing utility services and processing payments for sewer, water, electrical services, miscellaneous other City payments, and Missouri Gas and Energy bills. Customer Service handles all phone calls regarding utility questions and all general calls requesting information regarding the City. These duties are carried out with understanding and respect to the citizens while maintaining a professional attitude.

2010-11 Accomplishments

Goal Ref

- * A spanish speaking option was added to the automated utility information phone line. 1
- * All phone credit card payments are now processed by the automated utility information phone line to comply with mandatory Payment Card Industry standards. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Average time to answer calls	101 SECS	151 SECS	120 SECS	119 SECS
Average percentage of abandoned calls	9.9%	13.5%	12.0%	11.9%

2011-12 Objectives

Goal Ref

- * Improve the average phone answer time to under 120 seconds. 1
- * Improve the average phone call abandonment rate to under 12%. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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
 Cost Center: 4822 - Customer Service

2011-12 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,385,226	1,457,888	1,457,888	1,490,476
Other Services & Charges	633,593	544,138	544,788	644,000
Supplies	17,125	25,750	25,100	23,075
Capital Outlay	57,464	0	0	25,800
Other Expenditures	0	0	0	0
Total	2,093,408	2,027,776	2,027,776	2,183,351
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4823 - Utility Field Service

2011-12 Operating Budget
 Fund: 40 - Water Fund

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts, and reading meters for customer transfers.

2010-11 Accomplishments

Goal Ref

- * Water staff provided mandatory weekly safety meetings for all utility field service employees. 1
- * Responded to more than 95% of service requests by the next business day. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Average number of delinquent accounts completed daily	120	120	120	121
Average number of disconnects and connections completed each day	124	123	125	125

2011-12 Objectives

Goal Ref

- * Convert all monthly statistical reports to electronic form. 1

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Util Field Service Wkr	3.00	3.00	3.00	.00
Utility Field Serv Wkr	4.00	4.00	4.00	.00
Customer Service Supvr I	1.00	1.00	1.00	.00
Total	8.00	8.00	8.00	.00
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4800 - Water
 Cost Center: 4823 - Utility Field Service

2011-12 Operating Budget
 Fund: 40 - Water Fund

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	735,483	774,979	774,979	0
Other Services & Charges	3,090	8,450	8,450	0
Supplies	3,035	7,500	7,500	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	741,608	790,929	790,929	0
	=====	=====	=====	=====

Significant Issues

* The cost center was transferred to the Power and Light Department in 2011.

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4830 - Production

2011-12 Operating Budget
Fund: 40 - Water Fund

Description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The department is obligated to meet the requirements of the Safe Drinking Water Act and all standards of the Missouri Department of Natural resources. Test results show that the water quality meets or exceeds all federal and state regulations.

2010-11 Accomplishments

Goal Ref

- * Analyzed 1510 bacteriological samples from various locations within the distribution system. 99.8% of the samples tested negative for coliform bacteria. 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 Grade Schools with a total of over 1,150 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	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Millions of gallons pumped	10.117	10.564	10.900	10.600
Average number of distribution samples taken each month	124	125	125	125
Percent of samples testing negative for coliform bacteria	100 %	99.8 %	100 %	100 %

2011-12 Objectives

Goal Ref

- * Collect and analyze 100 distribution samples per month to determine bacteriological quality. The presence of coliform bacteria in water samples indicates that contamination may have occurred. The Missouri Department of Natural Resources requires that 95% of samples test negative for coliform bacteria. 1
- * Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe. By teaching the students about the hazards of pollution, we believe they will share their experience with others and remember some basic concepts. 1

City of Independence
Detail Program Summary

Department: 4800 - Water
Cost Center: 4830 - Production

2011-12 Operating Budget
Fund: 40 - Water Fund

2011-12 Objectives

Goal Ref

- * Maintain the water quality in accordance with all State of Missouri and Federal EPA regulations. Regulations exist on many different parameters of water, from the 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	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Plant Operator "A"	4.00	4.00	4.00	2.00
Plant Operator "D"	.00	.00	.00	2.00
Laborer	1.00	1.00	1.00	1.00
Plant Maintenance Utility Wkr	8.00	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 Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	2.73	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	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,613,038	1,679,188	1,679,188	1,563,534
Other Services & Charges	2,267,004	2,610,000	2,610,000	2,720,700
Supplies	1,380,984	1,312,150	1,312,150	1,300,150
Capital Outlay	0	50,200	50,200	50,200
Other Expenditures	0	0	0	0
Total	5,261,026	5,651,538	5,651,538	5,634,584

City of Independence
Detail Program Summary

Department: 4800 - Water

2011-12 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 747 miles of main and more than 4,743 fire hydrants.

2010-11 Accomplishments

Goal Ref

- * Painted 25% of all public fire hydrants in the distribution system. This included making sure the hydrant was clear of any visual obstructions. 1
- * Completed installation of the water mains along Lake City Valley Road from Heidelberger Road to Hanna Road 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 of the hydrant, and checking to make sure the hydrant opens and closes properly. 1

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
Main breaks	171	200	200	202
Service lines repaired	62	59	80	75
Fire hydrants tested/inspected	3,846	4,086	4,700	4,700
Fire hydrants painted	2,196	1,349	1,200	1,200
Main breaks per mile of main per year	.23	.27	.27	.27
Annual operation/maintenance cost per mile of main	\$4,888.42	\$4,724.86	\$4,900.00	\$4,900.00
Operations and maintenance cost per customer account per year	\$75.00	\$73.15	\$75.07	\$75.00

2011-12 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 1

City of Independence
Detail Program Summary

Department: 4800 - Water

2011-12 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

2011-12 Objectives

Goal Ref

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.

- * 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

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 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	1.00	1.00
Pipe Worker	6.00	6.00	5.00	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

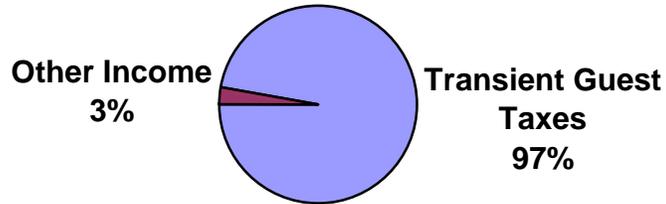
Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	1,873,496	2,135,151	2,135,151	1,886,699
Other Services & Charges	629,525	695,000	695,500	683,200
Supplies	552,139	612,900	612,400	621,900
Capital Outlay	12,683	220,600	220,600	134,600
Other Expenditures	0	0	0	0
Total	3,067,843	3,663,651	3,663,651	3,326,399

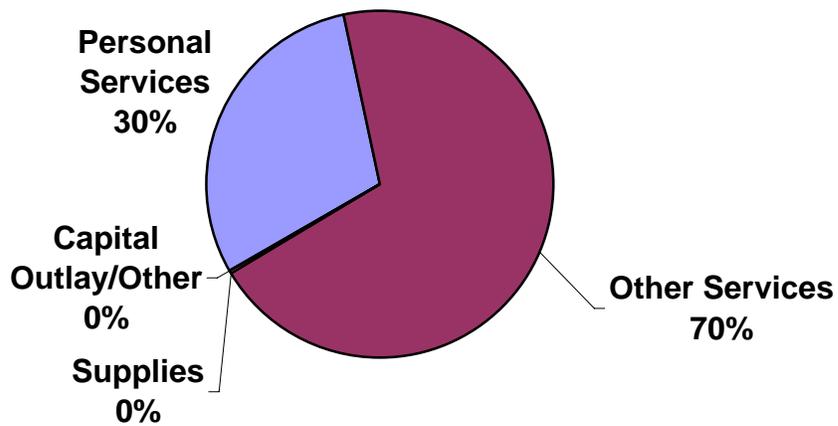
City of Independence, Missouri
2011-12 Operating Budget
Capital Lease/Debt Service Requirements - Water Fund

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Revenue Bonds:</u>				
2004 Series (6352)	600,000	552,720	5,000	1,157,720
2009 Series C (6352)	-	951,863	5,000	956,863
2009 Series E (6352)	2,365,000	611,150	5,000	2,981,150
Fund Total	<u>\$ 2,965,000</u>	<u>\$ 2,115,733</u>	<u>\$ 15,000</u>	<u>\$ 5,095,733</u>

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary - Tourism Fund
 For the Fiscal Years 2009-10, 2010-11 and 2011-12

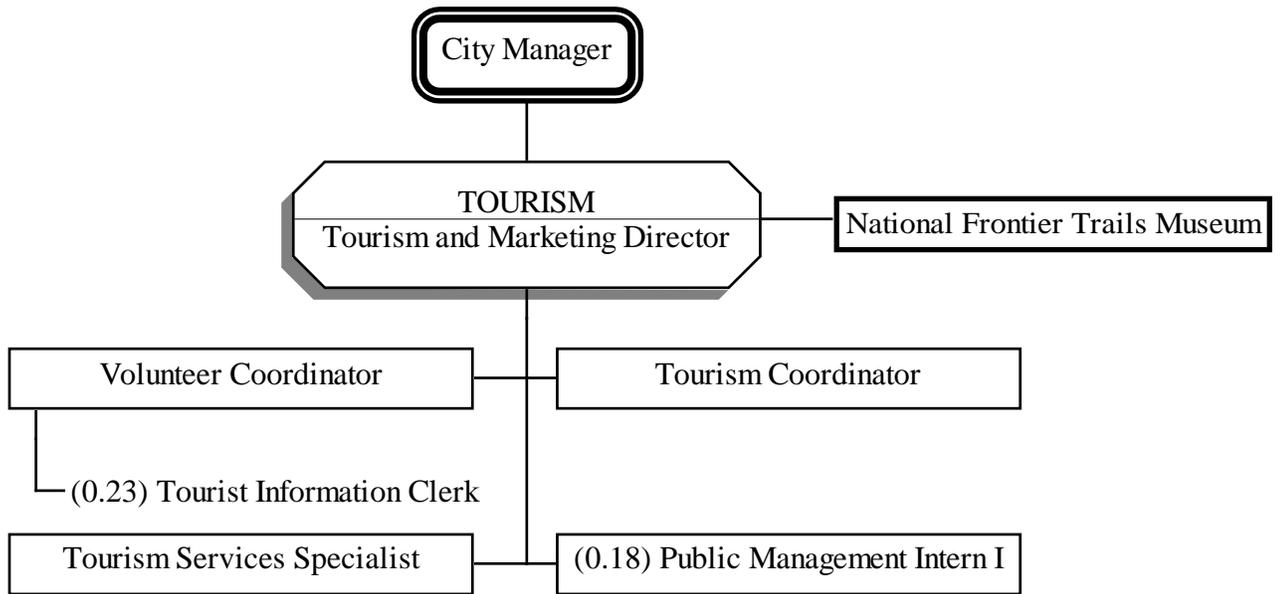
Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Restricted Fund Balance	\$ 1,603,341	\$ 1,548,985	\$ 1,343,440		\$ (205,545)	-13.27%
Transfer from Fund Balance Designations					-	n/a
Estimated Revenues-						
Transient Guest Taxes	\$ 988,984	\$ 1,077,506	\$ 1,250,000	97.1%	\$ 172,494	16.0%
Interest	1,678	1,606	2,200	0.2%	594	37.0%
Federal & State Grants	219,772	144,655	-	0.0%	(144,655)	-100.0%
Other Income	34,806	3,700	35,000	2.7%	31,300	845.9%
Total Estimated Revenues	\$ 1,245,240	\$ 1,227,467	\$ 1,287,200	100.0%	\$ 59,733	4.9%
Total Sources	\$ 1,245,240	\$ 1,227,467	\$ 1,287,200		\$ 59,733	
Use of Budget Dollars						
Operating Budget:						
Personal Services	\$ 306,611	\$ 428,276	\$ 411,422	29.9%	\$ (16,854)	-3.9%
Other Services	896,724	974,540	960,586	69.8%	(13,954)	-1.4%
Supplies	992	5,156	2,500	0.2%	(2,656)	-51.5%
Capital Outlay/Other	4,000	5,632	1,000	0.1%	(4,632)	-82.2%
Total Operating Budget	\$ 1,208,327	\$ 1,413,604	\$ 1,375,508	100.0%	\$ (38,096)	-2.7%
Total Uses	\$ 1,208,327	\$ 1,413,604	\$ 1,375,508		\$ (38,096)	
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	(93,903)	(20,950)	-		20,950	
Cancellation of Prior Year's Encumbrances	2,634	1,542	-		(1,542)	-100.0%
Ending Restricted Fund Balance	\$ 1,548,985	\$ 1,343,440	\$ 1,255,132		\$ (88,308)	-14.54%

Change in fund balance greater than 10% due to increased operating costs

City of Independence, Missouri
 2011-12 Operating Budget
Fund Balance Summary - Tourism Fund
 For the Fiscal Years 2005-06 through 2010-11

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/2011
Fund Balance Components						
Restricted for:						
Encumbrances	\$ 108,399	\$ 156,563	\$ 79,734	\$ 153,388	\$ 59,485	\$ 38,535
Visitor Orientation Center	393,778	519,490	642,327	753,987	753,987	753,987
NFTM Complex Development	-	-	-	-	-	-
Unprogrammed Tourism						
Fund Purposes	638,590	724,972	755,374	695,966	735,512	550,918
Total Fund Balance	<u>\$ 1,140,767</u>	<u>\$ 1,401,025</u>	<u>\$ 1,477,435</u>	<u>\$ 1,603,341</u>	<u>\$ 1,548,984</u>	<u>\$ 1,343,440</u>
Fund Balance Target *	292,828	313,118	329,519	300,811	311,310	306,867
Actual over (under) Target	345,762	411,855	425,855	395,156	424,202	244,051
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)						
Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement						

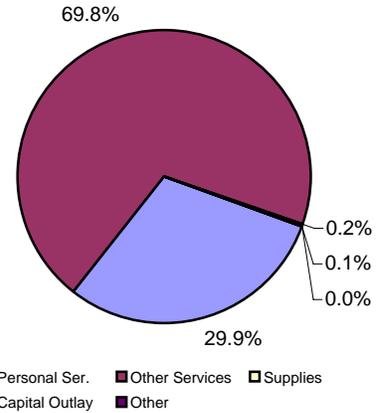
City of Independence, Missouri
Tourism



Appropriations by Type:

Expenditure Type	Actual 2009-10	Original 2010-11	Revised 2010-11	Adopted 2011-12
Personal Ser.	\$ 306,611	\$ 335,674	\$ 335,674	\$ 411,422
Other Services	896,725	689,487	872,913	960,586
Supplies	991	2,500	2,500	2,500
Capital Outlay	4,000	1,000	1,000	1,000
Other	-	-	-	-
Total	\$ 1,208,327	\$ 1,028,661	\$ 1,212,087	\$ 1,375,508

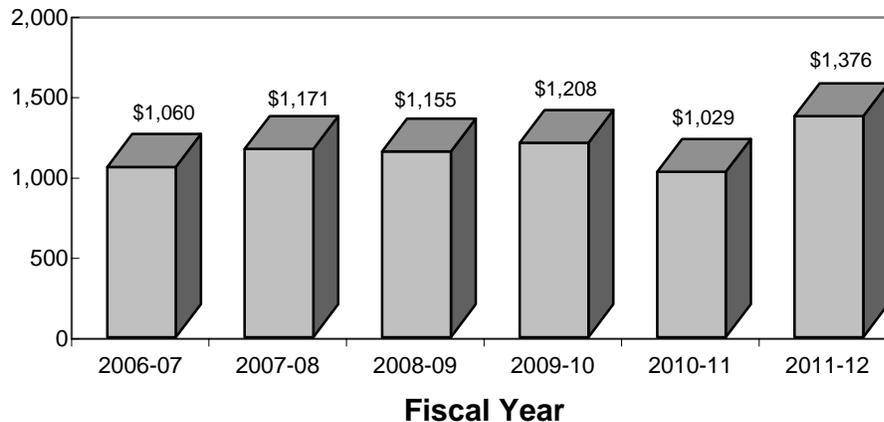
2011-12 Budget



Historical Comparison:

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12
Employees:						
Full Time Equiv.	4.41	4.41	4.41	4.41	4.41	4.66
Amount by Fund:						
Tourism Fund	\$ 1,059,592	\$ 1,170,677	\$ 1,155,341	\$ 1,208,327	\$ 1,028,661	\$ 1,375,508
Total All Funds	\$ 1,059,592	\$ 1,170,677	\$ 1,155,341	\$ 1,208,327	\$ 1,028,661	\$ 1,375,508
Comparative Ratios:						
Per Capita	\$ 9.14	\$ 10.06	\$ 10.58	\$ 10.59	\$ 8.49	\$ 11.77
Per Household	\$ 21.66	\$ 23.84	\$ 24.88	\$ 24.56	\$ 19.02	\$ 25.55

Dollars (1,000's)



*City of Independence
Departmental Budget Summary*

Department: 4024 - Tourism

2011-12 Operating Budget

Department Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshow, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

Description	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
<u>Staffing</u>				
Full Time Positions	4.00	4.00	4.00	4.25
Part Time Positions	.41	.41	.41	.41
Total	4.41	4.41	4.41	4.66
	=====	=====	=====	=====

Description	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
<u>Budget by Major Program Category</u>				
4024 Tourism	1,208,327	1,028,661	1,212,087	1,375,508
Total	1,208,327	1,028,661	1,212,087	1,375,508
	=====	=====	=====	=====

*City of Independence
Departmental Budget Summary*

Department: 4024 - Tourism

2011-12 Operating Budget

Source of Funding

Tourism Fund	1,208,327	1,028,661	1,212,087	1,375,508
Total	1,208,327	1,028,661	1,212,087	1,375,508
	=====	=====	=====	=====

Direct/Offsetting Revenues

Transient Guest Taxes	988,984	988,000	1,087,500	1,250,000
Total	988,984	988,000	1,087,500	1,250,000
	=====	=====	=====	=====

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2011-12 Operating Budget
Fund: 04 - Tourism Fund

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The department promotes Independence to the individual, group tour, military reunion, sports, religious planner, and convention traveler through an integrated marketing plan which includes local, regional, and national advertising, tradeshow, public relations, signage, and production and dissemination of collateral materials. The department oversees several boards and organizations within the local tourism industry and participates with other organizations to support statewide and regional tourism initiatives. The department works with other industry entities to improve customer service through hospitality training and visitor industry education. It administers a Tourism Volunteer Program, providing approximately 200 volunteers to staff six historic sites within the City.

2010-11 Accomplishments

Goal Ref

- | | |
|--|---|
| * Secured \$158,425 in cooperative funds from the Missouri Division of Tourism for sports and destination marketing. | 3 |
| * Through an integrated marketing plan, assisted in increasing hotel tax income by more than 15% and site attendance by more than 5%. | 2 |
| * Increased email database to 5,500 subscribers and provided monthly e-blast updates with visitor incentives. | 2 |
| * Conducted two major advertising campaigns in local/regional media. Ad effectiveness study showed a return on investment of \$62.00 per \$1.00 spent on advertising. | 2 |
| * Secured \$2,000 in cooperative research funds from the Missouri Department 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 program. | 3 |
| * Assisted in planning sesquicentennial Civil War events through collaboration with the National Frontier Trails Museum, Civil War Roundtable and Historic Preservation Division. | 2 |
| * Visitor survey was created in conjunction with the University of Arizona and the National Association of Sports Commissions that will provide detailed visitor information including sleeping room usage and economic impact of their visit. Completed in January and conducted for the first time in February at the Independence Events Center during the Border Wars Hockey Game. | 2 |

City of Independence
Detail Program Summary

Department: 4024 - Tourism
Cost Center: 4024 - Tourism

2011-12 Operating Budget
Fund: 04 - Tourism Fund

Service Delivery Background Data

Description	2008-09 Actual	2009-10 Actual	2010-11 Projected	2011-12 Projected
City Guest Tax Report	\$964,095	\$988,982	\$988,000	\$1,371,000
Hotel Report for Occupancy	55.99%	53.68%	57.00%	65.00%
Volunteer Hours	21,363	19,125	18,000	21,000
Hotel Business Traveler Expenditure	\$2,425,015	\$1,821,654	\$1,839,807	\$2,003,819
Hotel Sports Travel Expenditures	\$302,162	\$298,756	\$303,308	\$358,507
Site Attendance	229,199	222,650	238,000	250,000
Leisure Visitor Inquiries	27,627	32,132	36,000	45,000
Web Sessions	138,634	151,562	150,000	150,000
Free Media Coverage Attained	\$882,553	\$943,193	\$1,164,525	\$1,037,512

2011-12 Objectives

	Goal Ref
* Secure \$180,000 in cooperative funding from the Missouri Division of Tourism for sports and destination marketing.	3
* Increase hotel tax income by 15% through increased sponsorships and face to face sales efforts.	2
* Increase visitor inquiries and local attraction attendance by 5%.	2
* In conjunction with the Hotel Alliance, develop a more effective method of tracking overnight stays and categorizing them in to market segments such as sports, convention, group tour, etc.	3
* With the Tourism Advisory Board, evaluate the current Tourism Strategic Plan and complete an updated Tourism Strategic Plan.	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 programs.	2
* Assist in developing sesquicentennial Civil War events for 2011-2014.	2
* Develop a mobile website for the Independence Tourism Department.	2
* In conjunction with various city departments, develop creative funding options for historic site maintenance and preservation.	3
* In conjunction with the Hotel Alliance and Tourism Advisory Board, create a visitor services program within the Tourism Department that will provide outreach to those visitors coming to Independence for conferences and events.	2
* Develop volunteer training opportunities and offer trainings on a quarterly basis.	2

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
-----------------------	---------------------------	---------------------------	---------------------------	---------------------------

City of Independence
Detail Program Summary

Department: 4024 - Tourism
 Cost Center: 4024 - Tourism

2011-12 Operating Budget
 Fund: 04 - Tourism Fund

Staffing:

Position Title	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Special Events/Education Coord	.00	.00	.00	.25
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	4.66
	=====	=====	=====	=====

Program Costs

Expenditure Category	2009-10 Actual	2010-11 Original Budget	2010-11 Revised Budget	2011-12 Adopted Budget
Personal Services	306,611	335,674	335,674	411,422
Other Services & Charges	896,725	689,487	872,913	960,586
Supplies	991	2,500	2,500	2,500
Capital Outlay	4,000	1,000	1,000	1,000
Other Expenditures	0	0	0	0
Total	1,208,327	1,028,661	1,212,087	1,375,508
	=====	=====	=====	=====

Significant Issues

* Increased revenues are expected due in part to the opening of Drury Inn in August 2011.

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Street Improvements Sales Tax Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ (2,088,277)	\$ 535,315	\$ 2,491,735		\$ 1,956,420	-365.47%
Estimated Revenues-						
Sales Taxes	\$ 7,452,606	\$ 7,406,892	\$ 7,409,246	100.0%	\$ 2,354	0.0%
Interest Income and Other	97,891	109,030	200	0.0%	(108,830)	-99.8%
Total Estimated Revenues	<u>\$ 7,550,497</u>	<u>\$ 7,515,922</u>	<u>\$ 7,409,446</u>	100.0%	<u>\$ (106,476)</u>	-1.4%
Proceeds from Debt Issuance	\$ 4,038,402	\$ -	\$ -		\$ -	
Total Sources	\$ 9,500,622	\$ 8,051,237	\$ 9,901,181		\$ 1,849,944	
Use of Budget Dollars						
Operating Budget						
Debt Service	664,393	72,016	537,531	8.1%	465,515	646.4%
Total Operating Budget	<u>\$ 664,393</u>	<u>\$ 72,016</u>	<u>\$ 537,531</u>	8.1%	<u>\$ 465,515</u>	
Capital Budget:						
Overlay Program	\$ 996,545	\$ 1,152,623	\$ 3,500,000	52.6%	\$ 2,347,377	203.7%
Bridge Improvements	145,551	2,179	-	0.0%	(2,179)	0.0%
Street Improvements	5,775,142	3,593,222	2,030,000	30.5%	(1,563,222)	-43.5%
Intersection Improvements	1,334,793	252,025	250,000	3.8%	(2,025)	0.0%
Safety Improvements	33,104	346,534	325,000	4.9%	(21,534)	0.0%
Other Programs	9,088	130,383	-	0.0%	(130,383)	
Total Capital Budget	<u>\$ 8,294,223</u>	<u>\$ 5,476,966</u>	<u>\$ 6,105,000</u>	91.8%	<u>\$ 628,034</u>	
Operating Transfer						
Santa Fe TIF	\$ 6,691	\$ 10,520	\$ 7,000	0.1%	\$ (3,520)	-33.5%
Total Uses	\$ 8,965,307	\$ 5,559,502	\$ 6,649,531		\$ 1,090,029	
Ending Fund Balance	\$ 535,315	\$ 2,491,735	\$ 3,251,650		\$ 759,915	30.50%

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 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 2).

City of Independence, Missouri
 2011-12 Operating Budget
Fund Balance Summary - Street Improvements Sales Tax Fund
 For the Fiscal Years 2005-06 through 2010-11

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/11
Fund Balance Components						
Restricted for:						
Encumbrances	\$ 5,318,657	\$ 3,195,351	\$ 3,046,687	\$ 3,690,400	\$ 1,134,962	\$ 393,028
Other Purposes	1	22,113	565,082	19	10,417	-
Unprogrammed Street Improv.						
Sales Tax Fund Purposes	(1,196,650)	(109,361)	(1,308,728)	(5,778,696)	(610,063)	2,098,707
Total Fund Balance	<u>\$ 4,122,008</u>	<u>\$ 3,108,103</u>	<u>\$ 2,303,041</u>	<u>\$ (2,088,277)</u>	<u>\$ 535,316</u>	<u>\$ 2,491,735</u>
Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement						

City of Independence, Missouri
2011-12 Operating Budget
Capital Budget Summary - Street Improvements Sales Tax Fund

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<u>Street Improvements:</u>			
<u>Overlay</u>			
70111102	2012 Overlay Program	Street Improv. Sales Tax	\$ 3,500,000
	Total Overlay		<u>\$ 3,500,000</u>
<u>Intersections</u>			
70110806	Concrete Intersection Program	Street Improv. Sales Tax	\$ 250,000
	Total Intersections		<u>\$ 250,000</u>
<u>Street Improvements</u>			
70110804	35th Street Improvements (Crysler to Noland)	Street Improv. Sales Tax	\$ 1,000,000
70510802	Little Blue Parkway Phase 10	Street Improv. Sales Tax	800,000
70111103	Alley Rehabilitation	Street Improv. Sales Tax	150,000
70111104	24 Highway & Blue Mills	Street Improv. Sales Tax	80,000
	Total Street Improvements		<u>\$ 2,030,000</u>
<u>Safety Improvements</u>			
70110409	Operation Green Light	Street Improv. Sales Tax	\$ 25,000
70110807	Sidewalks to City Parks Improvements	Street Improv. Sales Tax	130,000
70110808	Sidewalks to School Improvements	Street Improv. Sales Tax	170,000
	Total Safety Improvements		<u>\$ 325,000</u>
	Fund Total		<u><u>\$ 6,105,000</u></u>

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Park Improvements Sales Tax Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ (3,219,267)	\$ (4,744,458)	\$ (5,006,608)		\$ (262,150)	-5.53%
Estimated Revenues-						
Sales Taxes	\$ 3,726,577	\$ 3,703,969	\$ 3,704,624	86.3%	\$ 655	0.0%
Adventure Oasis Water Park	409,034	442,987	460,000	10.7%	17,013	3.8%
Interest Income and Other	64,322	492,723	127,000	3.0%	(365,723)	-74.2%
Total Estimated Revenues	\$ 4,199,933	\$ 4,639,679	\$ 4,291,624		\$ (348,055)	-7.5%
Capital Project Transfers	-	214,591	-		\$ (214,591)	
Total Sources	\$ 980,666	\$ 109,812	\$ (714,984)		\$ (824,796)	
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	\$ 840,543	\$ 725,552	\$ 575,005	11.3%	\$ (150,547)	-20.7%
6042-Truman Memorial Bldg.	305,384	233,157	209,585	4.1%	(23,572)	-10.1%
6043-Palmer Senior Adult Center	164,983	163,341	158,608	3.1%	(4,733)	-2.9%
6044-Family Recreation Programs	211,652	185,571	197,108	3.9%	11,537	6.2%
6045-Adventure Oasis Water Park	496,517	687,920	633,449	12.5%	(54,471)	-7.9%
6046 - Sports Complex	484,791	508,828	583,993	11.5%	75,165	14.8%
Total Operating Budget	2,503,870	2,504,369	2,357,748		(146,621)	
Debt Service	2,167,724	2,167,589	2,163,778	42.6%	(3,811)	-0.2%
Total Operating Budget	\$ 4,671,594	\$ 4,671,958	\$ 4,521,526	89.1%	\$ (150,432)	-3.2%
Capital Budget:						
Capital Projects	\$ 897,368	\$ 503,626	550,000	10.8%	46,374	9.2%
Total Capital Budget	\$ 897,368	\$ 503,626	\$ 550,000			
Operating Transfers:						
Santa Fe TIF	3,345	5,260	4,000		(1,260)	
Total Uses	\$ 5,572,307	\$ 5,180,844	\$ 5,075,526	100.0%	\$ (105,318)	-2.0%
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	(188,861)	49,137	-		(49,137)	
Cancellation of Prior Year's Encumbrances	36,044	15,287	-		(15,287)	-100.0%
Ending Fund Balance	\$ (4,744,458)	\$ (5,006,608)	\$ (5,790,510)		\$ (783,902)	-15.66%

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 was renewed August 2010 and will be in effect until repealed.

Note 2) 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
2011-12 Operating Budget
Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund
For the Fiscal Years 2005-06 through 2010-11

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/2011
Fund Balance Components						
Restricted for:						
Encumbrances	\$ 1,682,207	\$ 1,294,561	\$ 573,609	\$ 533,083	\$ 317,770	\$ 359,733
Other Purposes	90	63,514	74,701	3	-	-
Unprogrammed Parks Improv.						
Sales Tax Fund Purposes	(1,510,742)	(1,442,471)	(2,544,078)	(3,752,353)	(5,062,228)	(5,366,341)
Total Fund Balance	<u>\$ 171,555</u>	<u>\$ (84,396)</u>	<u>\$ (1,895,768)</u>	<u>\$ (3,219,267)</u>	<u>\$ (4,744,458)</u>	<u>\$ (5,006,608)</u>
Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement						

City of Independence, Missouri
2011-12 Operating Budget
Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	\$ 300,000
9970	Park Revitalization	Park Improv. Sales Tax	150,000
9971	Park Maintenance- Mobile Equipment	Park Improv. Sales Tax	100,000
	Fund Total		<u>\$ 550,000</u>

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Storm Water Sales Tax Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 10,137,549	\$ 8,938,991	\$ 7,257,027		\$ (1,681,964)	-18.82%
Estimated Revenues-						
Sales Taxes	\$ 3,727,187	\$ 3,703,882	\$ 3,704,624	99.7%	\$ 742	0.0%
Grants and Shared Revenue	-	-	-	0.0%	-	
Interest Income and Other	109,054	94,657	10,500	0.3%	(84,157)	-88.9%
Total Estimated Revenues	<u>\$ 3,836,241</u>	<u>\$ 3,798,539</u>	<u>\$ 3,715,124</u>	100.0%	<u>\$ (83,415)</u>	-2.2%
Other Sources						
	-	-	-			
Total Sources	\$ 13,973,790	\$ 12,737,530	\$ 10,972,151		\$ (1,765,379)	
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	\$ 145,985	\$ 95,963	\$ 299,548	2.7%	\$ 203,585	212.1%
Storm Water Maintenance	901,786	1,058,775	1,478,171	13.5%	419,396	39.6%
Storm Water Permit Compliance	158,350	342,075	349,175	3.2%	7,100	2.1%
Total Operating Budget	<u>\$ 1,206,121</u>	<u>\$ 1,496,813</u>	<u>\$ 2,126,894</u>	19.4%	<u>\$ 630,081</u>	42.1%
Capital Budget:						
Capital Projects	<u>\$ 3,661,734</u>	<u>\$ 4,004,467</u>	<u>\$ 2,432,700</u>	22.2%	<u>\$ (1,571,767)</u>	-39.3%
Total Capital Budget	<u>\$ 3,661,734</u>	<u>\$ 4,004,467</u>	<u>\$ 2,432,700</u>		<u>\$ (1,571,767)</u>	
Operating Transfers:						
Santa Fe TIF Transfer	\$ 3,345	\$ 5,260	\$ 4,000		\$ (1,260)	
Total Uses	\$ 4,871,200	\$ 5,506,540	\$ 4,563,594	41.6%	\$ (942,946)	
Changes in Fund Balance						
Increase (Decrease) in						
Prior Year Encumbrances	(169,586)	23,463	-		(23,463)	
Cancellation of Prior Year's Encumbrances	5,987	2,574	-		(2,574)	-100.0%
Ending Fund Balance	\$ 8,938,991	\$ 7,257,027	\$ 6,408,557		\$ (822,433)	11.33%
Note 1) The Storm Water Improvements Sales Tax was approved by Independence voters on August 3, 2010 and went into effect on January 1, 2011. The tax rate of 1/4 of one percent of local option sales tax and will be in effect until repealed.						

Change in fund balance greater than 10% due to capital expenditures in 2010-11.

City of Independence, Missouri
 2011-12 Operating Budget
Fund Balance Summary - Stormwater Improvements Sales Tax Fund
 For the Fiscal Years 2005-06 through 2010-11

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/11
Fund Balance Components						
Restricted for:						
Encumbrances	\$ 973,389	\$ 1,003,635	\$ 2,404,718	\$ 1,516,261	\$ 1,924,019	\$ 1,316,529
Emergency Response	-	-	-	-	-	-
Detention Basin Const.	-	-	-	-	-	-
Detention Basin Maint.	-	-	-	-	-	-
Unprogrammed Stormwater Improv.	-	-	-	-	-	-
Sales Tax Fund Purposes	8,180,693	10,007,130	8,451,318	8,621,288	7,014,972	5,940,498
Total Fund Balance	\$ 9,154,082	\$ 11,010,765	\$ 10,856,036	\$ 10,137,549	\$ 8,938,991	\$ 7,257,027
Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement						

City of Independence, Missouri
2011-12 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	\$ 100,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	50,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	50,000
70130602	Bellevista Neighborhood Channel (Construction)	Storm Water Sales Tax	150,000
70130703	26th/Glendale/Windsor (Construction)	Storm Water Sales Tax	800,000
70131103	William Yates School Neighborhood (Construction)	Storm Water Sales Tax	370,000
70131102	Sherwood Estates (Design)	Storm Water Sales Tax	50,000
70131104	Claremont Bridge (Culvert) Replacement (Design/Construction)	Storm Water Sales Tax	150,000
70131105	2011 Neighborhood Projects	Storm Water Sales Tax	570,000
70131106	Delaware Streetscape	Storm Water Sales Tax	42,700
Fund Total			<u><u>\$ 2,432,700</u></u>

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Police Public Safety Sales Tax Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2010-11 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 2,426,179	\$ 1,900,087	\$ 1,967,871		\$ 67,784	3.57%
Estimated Revenues-						
Sales Taxes	\$ 1,975,909	\$ 1,979,695	\$ 1,970,708	99.9%	\$ (8,987)	-0.5%
Interest Income and Other	7,675	107,109	2,100	0.1%	(105,009)	-98.0%
Total Estimated Revenues	<u>\$ 1,983,584</u>	<u>\$ 2,086,804</u>	<u>\$ 1,972,808</u>	100.0%	<u>\$ (113,996)</u>	-5.5%
Proceeds from Debt Issue	-	-	-			
Total Sources	\$ 4,409,763	\$ 3,986,891	\$ 3,940,679		\$ (46,212)	
Use of Budget Dollars						
Operating Budget:						
<u>Police Department:</u>						
Communications	\$ 531,191	\$ 158,537	\$ 276,308	8.2%	\$ 117,771	74.3%
Facilities	98,627	77,841	1,296,712	38.3%	1,218,871	1565.8%
Equipment	585,859	931,456	1,292,526	38.2%	361,070	38.8%
Total Police Department	<u>\$ 1,215,677</u>	<u>\$ 1,167,834</u>	<u>\$ 2,865,546</u>	84.6%	<u>\$ 1,697,712</u>	
Debt Service	512,043	513,039	515,113	15.2%	2,074	0.4%
Total Operating Budget	<u>\$ 1,727,720</u>	<u>\$ 1,680,873</u>	<u>\$ 3,380,659</u>	99.9%	<u>\$ 1,699,786</u>	101.1%
Capital Budget:						
Capital Projects	-	-	-	0.0%	-	
Operating Transfers:						
Santa Fe TIF	1,673	5,260	4,800	0.1%	(460)	
Total Uses	\$ 1,729,393	\$ 1,686,133	\$ 3,385,459	100.0%	\$ 1,699,326	
Changes in Fund Balance						
Increase (Decrease) in						
Prior Year Encumbrances	(789,001)	(397,031)	-		397,031	
Cancellation of Prior Year's Encumbrances	8,718	64,144	-		(64,144)	-100.0%
Ending Fund Balance	\$ 1,900,087	\$ 1,967,871	\$ 555,220		\$ (1,412,651)	-71.79%
<p>Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/8 of one percent of local option sales tax will expire on December 31, 2016.</p>						

Change in fund balance greater than 10% due to declining sales tax revenues and the spending of prior year encumbrances.

City of Independence, Missouri
2011-12 Operating Budget
Fund Balance Summary - Police Public Safety Sales Tax Fund
For the Fiscal Years 2005-06 through 2010-11

Description	Actual 6/30/06	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/10	Unaudited 6/30/11
Fund Balance Components						
Restricted for:						
Encumbrances	\$ 1,407,841	\$ 403,214	\$ 378,811	\$ 1,347,216	\$ 558,215	\$ 161,182
Debt Service	62	54				
Unprogrammed Police Sales Tax Fund Purposes	2,196,647	2,349,147	1,458,993	1,078,963	1,341,871	1,806,689
Total Fund Balance	\$ 3,604,550	\$ 2,752,415	\$ 1,837,804	\$ 2,426,179	\$ 1,900,086	\$ 1,967,871
<p>Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement</p>						

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Beginning Fund Balance	\$ 2,513,373	\$ 1,432,123	\$ 810,193		\$ (621,930)	-43.43%
Estimated Revenues-						
Sales Taxes	\$ 1,863,024	\$ 1,853,069	\$ 1,852,312	99.9%	\$ (757)	0.0%
Interest Income and Other	8,039	36,602	2,000	0.1%	(34,602)	-94.5%
Total Estimated Revenues	\$ 1,871,063	\$ 1,889,671	\$ 1,854,312	100.0%	\$ (35,359)	-1.9%
Proceeds from Debt Issuance	-					
Total Sources	\$ 4,384,436	\$ 3,321,794	\$ 2,664,505		\$ (3,321,794)	
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	\$ 139,248	\$ 70,913	\$ 254,000	11.8%	\$ 183,087	258.2%
Vehicles	1,087,100	631,735	1,110,500	51.5%	478,765	75.8%
Repair Fire Stations	562,568	1,028,953	150,000	7.0%	(878,953)	-85.4%
Tools and Equipment	98,580	176,641	87,000	4.0%	(89,641)	-50.7%
Total Fire Department	\$ 1,887,496	\$ 1,908,242	\$ 1,601,500	74.2%	\$ (306,742)	
Debt Service	550,818	550,313	552,213	25.6%	1,900	0.3%
Total Operating Budget	\$ 2,438,314	\$ 2,458,555	\$ 2,153,713	99.8%	\$ (304,842)	-12.4%
Capital Budget:						
Capital Projects	\$ 350,322	\$ 1,170	\$ -	0.0%	\$ (1,170)	-100.0%
Total Capital Budget	\$ 350,322	\$ 1,170	\$ -		\$ (1,170)	
Operating Transfers:						
Santa Fe TIF	1,673	2,630	4,000	0.2%	1,370	52.1%
Total Uses	\$ 2,790,309	\$ 2,462,355	\$ 2,157,713	100.0%	\$ (304,642)	
Changes in Fund Balance						
Increase (Decrease) in						
Prior Year Encumbrances	(182,827)	(92,725)	-		92,725	
Cancellation of Prior Year's Encumbrances	20,823	43,479	-		(43,479)	
Ending Fund Balance	\$ 1,432,123	\$ 810,193	\$ 506,792		\$ (303,401)	-37.45%
<p>Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005. The rate of 1/4 of one percent of local option sales tax dropped to 1/8 of one percent on January 1, 2009 and will expire on December 31, 2016.</p>						

Change in fund balance greater than 10% is due to the spending of prior year encumbrances.

City of Independence, Missouri
2011-12 Operating Budget
Fund Balance Summary - Fire Public Safety Sales Tax Fund
For the Fiscal Years 2006-07 through 2010-11

Description	Actual 6/30/07	Actual 6/30/08	Actual 6/30/09	Actual 6/30/2010	Unaudited 6/30/11
Fund Balance Components					
<u>Restricted for:</u>					
Encumbrances	\$ 2,765,393	\$ 4,193,766	\$ 643,924	\$ 181,454	\$ 83,267
Debt Service	58				
Unprogrammed Fire Sales					
Tax Fund Purposes	2,568,216	1,891,888	1,869,449	1,250,669	726,926
Total Fund Balance	<u>\$ 5,333,667</u>	<u>\$ 6,085,654</u>	<u>\$ 2,513,373</u>	<u>\$ 1,432,123</u>	<u>\$ 810,193</u>
<p>Source: Audited Annual Financial Statement for actual amounts Unaudited from June 30, 2011 Monthly Statement</p>					

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - Grants Fund
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Unaudited Actual	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	\$ 2,526,820	\$ 6,513,779	\$ 1,367,166	95.6%	\$ (5,146,613)	-79.0%
Charges for Current Services	93,958	108,661	63,453	4.4%	(45,208)	-41.6%
Interest Income and Other	13,510	16,397	-	0.0%	(16,397)	n/a
Total Estimated Revenues	<u>\$ 2,634,288</u>	<u>\$ 6,638,837</u>	<u>\$ 1,430,619</u>	100.0%	<u>\$ (5,208,218)</u>	-78.5%
Total Sources	\$ 2,634,288	\$ 6,638,837	\$ 1,430,619		\$ (5,208,218)	-78.5%
Use of Budget Dollars						
Operating Budget:						
Law Department	\$ 24,350	\$ 29,981	\$ 26,407	1.8%	\$ (3,574)	-11.9%
Police Department	1,489,490	2,035,541	713,211	49.9%	(1,322,330)	-65.0%
Fire Department	108,967	908,630	50,990	3.6%	(857,640)	-94.4%
Health Department	508,854	763,692	640,011	44.7%	(123,681)	-16.2%
Parks & Recreation	-	222	-	0.0%	(222)	-100.0%
Community Development	3,186,217	5,548,412	-	0.0%	(5,548,412)	-100.0%
Non-Departmental	165,326	145,041	-	0.0%	(145,041)	-100.0%
Total Operating Budget	<u>\$ 5,483,204</u>	<u>\$ 9,431,519</u>	<u>\$ 1,430,619</u>	100.0%	<u>\$ (8,000,900)</u>	-84.8%
Total Uses	\$ 5,483,204	\$ 9,431,519	\$ 1,430,619	100.0%	\$ (8,000,900)	-84.8%
Changes in Fund Balance						
Increase (Decrease) in Prior Year Encumbrances	2,848,916	2,792,682	-		(2,792,682)	
Balance Available	\$ -	\$ -	\$ -		\$ -	

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
 2011-12 Operating Budget
Budget Summary - Other Funds
 For the Fiscal Year 2011-12

Description	Community Development Block Grant Fund	HOME Program Fund	Worker's Compensation Fund
Source of Budget Dollars			
<u>Estimated Revenues-</u>			
Federal Grant - CDBG	\$ 775,000		
HOME Program Grant		\$ 464,717	
Worker's Compensation Premiums			\$ 2,279,973
Total Estimated Revenues	\$ 775,000	\$ 464,717	\$ 2,279,973
Proceeds from Debt Service	\$ -	\$ -	\$ -
Total Sources	\$ 775,000	\$ 464,717	\$ 2,279,973
Allocation of Budget Dollars			
<u>Operating Departments-</u>			
Community Development	\$ 155,586	\$ 49,144	
Law			\$ 2,198,179
Total Operating Departments	\$ 155,586	\$ 49,144	\$ 2,198,179
<u>Grant Authorized Programming</u>			
Community Dev. Block Grant	619,414	415,573	
Home Program			
Total Allocations	\$ 775,000	\$ 464,717	\$ 2,198,179
Balance Available	\$ -	\$ -	\$ 81,794
	(see Note 1)	(see Note 1)	(see Note 1)
Note 1)	Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.		

City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary - Other Funds
 For the Fiscal Year 2011-12

Description	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars		
<u>Estimated Revenues-</u>		
Central Garage Charges	\$ 2,169,893	
Staywell Healthcare Premiums		\$ 21,198,529
Pharmacy Benefit Premiums		
Total Estimated Revenues	\$ 2,169,893	\$ 21,198,529
Total Sources	\$ 2,169,893	\$ 21,198,529
Allocation of Budget Dollars		
<u>Operating Departments-</u>		
Public Works	\$ 2,169,893	
Non-Departmental		21,198,529
Total Operating Departments	\$ 2,169,893	\$ 21,198,529
Total Allocations	\$ 2,169,893	\$ 21,198,529
Balance Available	\$ - <small>(see Note 1)</small>	\$ - <small>(see Notes 1 & 2)</small>
Note 1)	Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal	
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
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Tourism Fund						
4-3043	Transient Guest Tax	988,984	988,000	1,077,506	1,250,000	16.0%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	219,772		144,655		-100.0%
4-3398	Miscellaneous Charges	650	500			
4-3411	Interest Income	1,678	2,100	1,606	2,200	37.0%
4-3449	Misc. Non-Operating Revenue	34,156	15,800	3,700	35,000	845.9%
	Total Revenues	\$1,245,240	\$1,006,400	\$1,227,467	\$1,287,200	4.9%
Street Improvements Sales Tax Fund						
11-3041	Sales Tax	7,452,606	7,655,564	7,406,892	7,409,246	0.0%
11-3279	Other Misc. Grants					
11-3398	Miscellaneous Charges	92,253		107,858		-100.0%
11-3411	Interest	5,638	1,400	1,172	200	-82.9%
11-3435	Contributions					
	Total Revenues	\$7,550,497	\$7,656,964	\$7,515,922	\$7,409,446	-1.4%
Parks Improvements Sales Tax Fund						
12-3041	Sales Tax	3,726,577	3,827,782	3,703,967	3,704,624	0.0%
12-3321	Atheletic Fees	16,398	12,400	18,581		-100.0%
12-3322	Program Fees	291	27,170	2,175	18,500	750.6%
12-3323	Concessions	23,499	40,000	25,916	35,000	35.1%
12-3326	Water Park Fees/Memberships	409,034	497,000	442,987	460,000	3.8%
12-3327	Center Fees/Club Memberships			25	12,400	49500.0%
12-3329	Facility Rentals	19,365	30,450	15,963	50,600	217.0%
12-3411	Interest				10,500	
12-3449	Misc. Non-Operating Revenue	4,770		430,065		-100.0%
	Total Revenues	\$4,199,934	\$4,434,802	\$4,639,679	\$4,291,624	-7.5%
Storm Water Improvements Sales Tax Fund						
13-3041	Sales Tax	3,727,187	2,232,872	3,703,882	3,704,624	0.0%
13-3250	Other State Grants					
13-3411	Interest	35,480	20,000	9,896	10,500	6.1%
13-3435	Contributions	58,301		84,412		-100.0%
13-3449	Misc. Non-Operating Revenue	15,273		349		-100.0%
	Total Revenues	\$3,836,241	\$2,252,872	\$3,798,539	\$3,715,124	-2.2%
Police Sales Tax Fund						
16-3041	Sales Tax	1,975,909	2,039,686	1,979,695	1,970,708	-0.5%
16-3411	Interest	5,360	3,100	1,706	2,100	23.1%
16-3449	Misc. Non-Operating Revenue	2,315		105,403		-100.0%
	Total Revenues	\$1,983,584	\$2,042,786	\$2,086,804	\$1,972,808	-5.5%

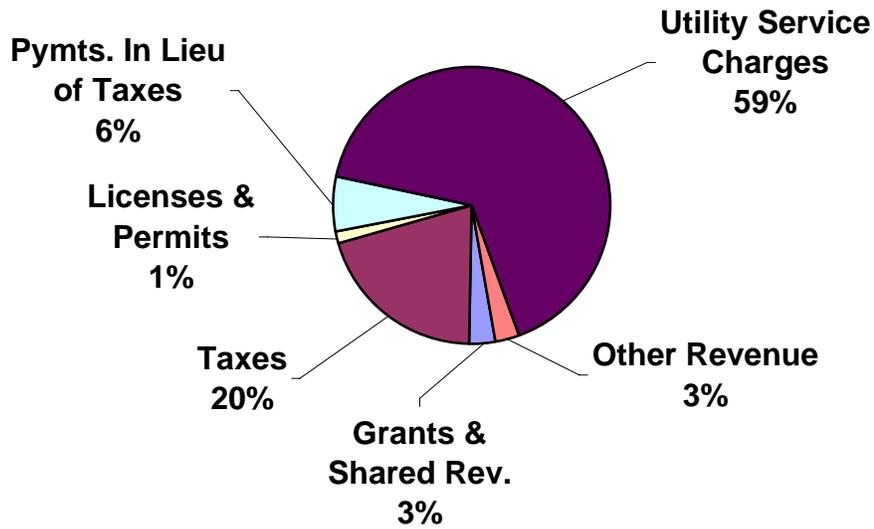
City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Fire Sales Tax Fund						
17-3041	Sales Tax	1,863,025	1,913,891	1,853,069	1,852,312	0.0%
17-3411	Interest	5,764	7,400	1,129	2,000	77.1%
17-3449	Miscellaneous	2,274		35,473		
	Total Revenues	\$1,871,063	\$1,921,291	\$1,889,671	\$1,854,312	-1.9%
License Surcharge (Excise Tax) Fund						
14-3108	License Tax	561,056	455,000	235,610	505,000	114.3%
14-3411	Interest	6,175	8,400	3,603	5,540	53.8%
	Total Revenues	\$567,231	\$463,400	\$239,213	\$510,540	113.4%
Community Development Block Grant Fund						
8-3204	Federal Grant - CDBG	852,207	818,019	796,017	775,000	-2.6%
8-3449	Misc. Non-Operating Revenue	6				
	Total Revenues	\$852,213	\$818,019	\$796,017	\$775,000	-2.6%
HOME Program Fund						
9-3209	HOME Program Grant	442,281	487,038	1,008,572	464,717	-53.9%
9-3411	Interest Income					
	Total Revenues	\$442,281	\$487,038	\$1,008,572	\$464,717	-53.9%
Grants Fund						
15-3210	Emergency Mgmt. Assist.	106,866	47,921	149,324	51,359	-65.6%
15-3211	Public Health Nursing	120,775	172,320	139,298	144,681	3.9%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	2,226,651	679,846	6,187,547	1,171,126	-81.1%
15-3250	Other State Grants	43,445		32,347		-100.0%
15-3279	Other Misc. Grants	29,084		5,263		-100.0%
15-3316	Reimb. For Police Services	92,552		105,049	63,453	-39.6%
15-3317	School Resource Officers					
15-3393	Special Assessments	1,407		3,779		
15-3411	Interest	10				
15-3435	Contributions	13,498		16,230		-100.0%
	Total Revenues	\$2,634,288	\$900,087	\$6,638,837	\$1,430,619	-78.5%
Central Garage Fund						
90-3380	Central Garage Charges	2,103,089	2,087,521	2,214,207	2,169,443	-2.0%
90-3411	Interest Income	343	250	420	450	7.1%
90-3449	Misc. Non-Operating Revenue	3,598		8,754		-100.0%
	Total Revenues	\$2,107,030	\$2,087,771	\$2,223,381	\$2,169,893	-2.4%

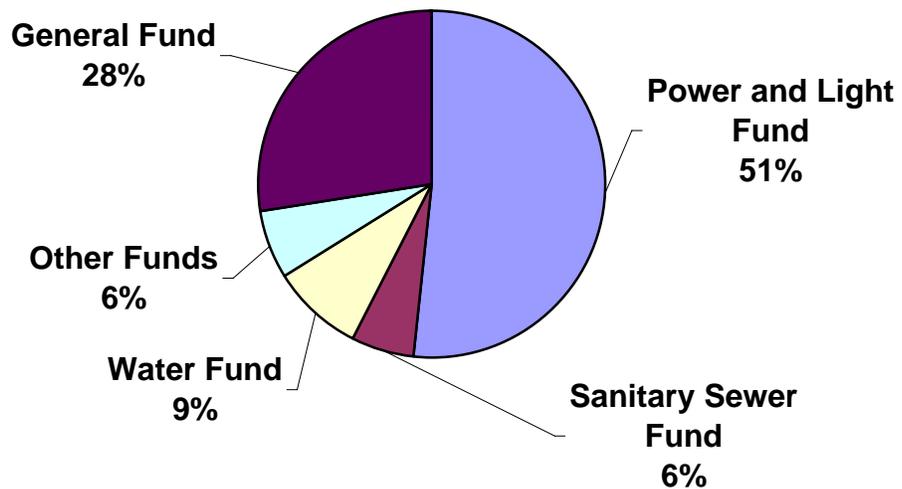
City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Acct. No.	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopted to Unaud.
			Original Budget	Unaudited Actual		
Staywell Healthcare Fund						
91-3461	Premiums	16,643,042	17,163,000	19,253,478	20,588,599	6.9%
91-3413	Interest - Other	10,782	11,300	11,123	9,930	-10.7%
91-3449	Misc. Non-Operating Revenue	762,334	744,000	982,690	600,000	-38.9%
	Total Revenues	\$17,416,158	\$17,918,300	\$20,247,291	\$21,198,529	4.7%
Workers' Compensation Fund						
92-3411	Interest	2,366	3,000	2,702		-100.0%
92-3413	Interest - Other					
92-3449	Misc. Non-Operating Revenue	26		5,065		-100.0%
92-3471	Workers' Comp. Premiums	2,037,826	2,093,866	2,093,866	2,214,973	5.8%
92-3472	Reinsurance Reimbursements	418,496	65,000	81,470	65,000	-20.2%
	Total Revenues	\$2,458,714	\$2,161,866	\$2,183,103	\$2,279,973	4.4%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Description	2009-10 Actual	2010-11 Original Budget	2011-12 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	%Change
Source of Budget Dollars						
Fund Balance						
Unassigned Fund Balance		\$ 20,904,689	\$ 25,365,380		\$ 4,460,691	
Proceeds from Debt		-	4,197,650		4,197,650	n/a
Estimated Revenues-						
Taxes, excluding PILOTS	\$ 56,490,485	\$ 54,917,782	\$ 56,640,034	20.5%	\$ 1,722,252	3.1%
Payment in Lieu of Taxes	14,225,248	16,545,408	17,620,123	6.4%	1,074,715	6.5%
Licenses & Permits	2,922,711	3,349,340	3,353,927	1.2%	4,587	0.1%
Grants & Shared Revenue	9,214,451	7,845,357	8,095,020	2.9%	249,663	3.2%
Charges for Current Ser.	2,498,283	2,374,432	2,536,493	0.9%	162,061	6.8%
Fines and Forfeitures	4,510,754	4,614,534	4,716,854	1.7%	102,320	2.2%
Utility Service Charges	150,000,410	173,490,635	182,695,307	66.1%	9,204,672	5.3%
Other Revenue	157,882	520,375	665,785	0.2%	145,410	27.9%
Total Est. Revenues	\$ 240,020,224	\$ 263,657,863	\$ 276,323,543	100.0%	\$ 12,665,680	4.8%
Net Transfers In		\$ 58,195			\$ (58,195)	
Total Sources		\$ 284,620,747	\$ 305,886,573		\$ 21,265,826	7.5%
Use of Budget Dollars						
Operating Departments-						
City Council	\$ 405,888	\$ 410,135	\$ 409,522	0.2%	\$ (613)	-0.1%
City Clerk	349,256	384,342	366,678	0.1%	(17,664)	-4.6%
City Manager	1,042,907	1,044,054	838,697	0.3%	(205,357)	-19.7%
Tourism	1,208,327	1,028,661	1,375,508	0.5%	346,847	33.7%
Nat'l Front. Trails Museum	393,776	385,541	372,833	0.1%	(12,708)	-3.3%
Technology Services	1,783,471	1,786,293	1,824,505	0.7%	38,212	2.1%
Municipal Court	763,593	803,174	751,614	0.3%	(51,560)	-6.4%
Law	833,256	795,428	790,425	0.3%	(5,003)	-0.6%
Finance	1,977,443	2,038,737	1,933,957	0.8%	(104,780)	-5.1%
Human Resources	488,202	445,706	408,934	0.2%	(36,772)	-8.3%
Community Dev.	3,829,722	2,816,337	2,749,748	1.1%	(66,589)	-2.4%
Police	27,734,369	27,093,912	28,469,406	11.3%	1,375,494	5.1%
Fire	17,683,585	17,600,534	17,405,713	6.9%	(194,821)	-1.1%
Health	3,260,342	3,047,409	3,198,743	1.3%	151,334	5.0%
Water	13,132,759	14,245,797	13,147,680	5.2%	(1,098,117)	-7.7%
Public Works	6,728,265	6,444,574	5,760,843	2.3%	(683,731)	-10.6%
Water Pollution Contr.	12,413,147	14,622,291	14,754,068	5.8%	131,777	0.9%
Parks and Recreation	4,859,485	4,588,959	4,301,304	1.7%	(287,655)	-6.3%
Power and Light	90,134,520	101,273,935	105,330,629	41.7%	4,056,694	4.0%
Non-Departmental	20,276,178	31,584,181	32,407,982	12.8%	823,801	2.6%
Debt Service	13,247,801	13,229,280	15,735,804	6.2%	2,506,524	18.9%
Capital Outlay	562,765	513,200	374,848	0.1%	(138,352)	-27.0%
Total Departments	\$ 223,109,057	\$ 246,182,480	\$ 252,709,441	100.0%	\$ 6,526,961	2.7%
Utility/Sales Tax Funds-Cap. Budget		15,201,307	24,145,350		8,944,043	58.8%
Net Transfers Out/Designations		1,114,503	5,177,846		4,063,343	364.6%
Total Uses		\$ 262,498,290	\$ 282,032,637		\$ 19,534,347	7.4%
Balance Available		\$ 22,122,457	\$ 23,853,936		\$ 1,731,479	

City of Independence, Missouri
2011-12 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Sources:							
Beginning Fund Balance	\$ 2,302,039	\$ 8,863,658	\$ 15,097,708	\$ 599,747	\$ (1,497,772)	\$	\$ 25,365,380
Estimated Revenues	73,820,654	23,711,390	141,474,890	18,409,817	25,425,420	25,648,395	308,490,566
Proceeds from Debt Issuance		-		4,197,650			4,197,650
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(105,928)	(3,082,450)	(1,250,150)	(2,080,100)	(25,648,395)	(6,518,628)
Internal Service Fund Chgs							(25,648,395)
Transfers In-							
From Other Funds / Sources	-						-
Total Sources	\$ 76,122,693	\$ 32,469,120	\$ 153,490,148	\$ 21,957,064	\$ 21,847,548	\$	\$ 305,886,573

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Uses:							
Operating Budgets-							
City Council	\$ 409,522						\$ 409,522
City Clerk	366,678						366,678
City Manager	838,697						838,697
Tourism		1,375,508					1,375,508
Nat'l Front. Trails Museum	372,833						372,833
Technology Services	1,716,104		108,401				1,824,505
Municipal Court	751,614						751,614
Law	764,018	26,407				2,198,179	2,988,604
Finance	1,873,956				60,001		1,933,957
Human Resources	408,934						408,934
Community Development	2,545,018	204,730					2,749,748
Police	24,885,849	3,583,557					28,469,406
Fire	15,749,223	1,656,490					17,405,713
Health	2,558,732	640,011					3,198,743
Water					13,147,680		13,147,680
							(continued on the next page)

City of Independence, Missouri
2011-12 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
Operating Budgets (continued)-							
Public Works	5,684,843			76,000		2,169,893	7,930,736
Water Pollution Control	-	2,130,894		12,623,174			14,754,068
Parks and Recreation	1,939,556	2,361,748					4,301,304
Power and Light			105,330,629				105,330,629
Non-Departmental	8,437,370	7,000	21,130,735	3,705,170	5,646,335	21,198,529	60,125,139
Debt Service/Lease Purch.		3,768,635	6,871,436		5,095,733		15,735,804
Capital Outlay	374,848						374,848
Operating Budget Total	\$ 69,677,795	\$ 15,754,980	\$ 133,441,201	\$ 16,404,344	\$ 23,949,749	\$ 25,566,601	\$ 284,794,670
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(105,928)	(3,082,450)	(1,250,150)	(2,080,100)		(6,518,628)
Internal Service Fund Chgs						(25,566,601)	(25,566,601)
Consolidated Operating Budg.	69,677,795	15,649,052	130,358,751	15,154,194	21,869,649	-	252,709,441
Capital Budget		9,087,700	10,860,000	4,197,650	-		24,145,350
Total Operating/Capital Budg.	\$ 69,677,795	\$ 24,736,752	\$ 141,218,751	\$ 19,351,844	\$ 21,869,649	\$ -	\$ 276,854,791
Transfers Out-							
Desig. for Capital & Grants To Other Funds	4,142,859	1,034,987					1,034,987
Total Uses	\$ 73,820,654	\$ 25,771,739	\$ 141,218,751	\$ 19,351,844	\$ 21,869,649	\$ -	\$ 282,032,637
Ending Fund Balance / Net Assets	\$ 2,302,039	\$ 6,697,381	\$ 12,271,397	\$ 2,605,220	\$ (22,101)	\$ -	\$ 23,853,936

City of Independence, Missouri
2011-12 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	\$ 7,520,218	\$ -	\$ 1,343,440	\$ -	\$ -	\$ -	\$ 8,863,658
Estimated Revenues	19,243,314	1,430,619	1,287,200	510,540	775,000	464,717	23,711,390
Proceeds from Debt Issuance	-	-	-	-	-	-	-
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(36,162)	-	(69,766)	-	-	-	(105,928)
Transfers In-							
From Other Funds	-	-	-	-	-	-	-
Total Sources	\$ 26,727,370	\$ 1,430,619	\$ 2,560,874	\$ 510,540	\$ 775,000	\$ 464,717	\$ 32,469,120
Uses:							
Operating Budgets-							
Tourism			\$ 1,375,508				\$ 1,375,508
Law		\$ 26,407					26,407
Community Development					155,586	49,144	204,730
Police	2,870,346	713,211					3,583,557
Fire	1,605,500	50,990					1,656,490
Health		640,011					640,011
Water Pollution Control	2,130,894						2,130,894
Parks and Recreation	2,361,748						2,361,748
Non-Departmental	7,000						7,000
Debt Service	3,768,635						3,768,635
Consolidation Adjustments-							
Interfund Charges for Support Ser.	(36,162)	-	(69,766)	-	-	-	(105,928)
Consolidated Operating Budget	\$ 12,707,961	\$ 1,430,619	\$ 1,305,742	\$ -	\$ 155,586	\$ 49,144	\$ 15,649,052
Capital Budget	9,087,700	-	-	-	-	-	9,087,700
Total Operating & Capital Budget	\$ 21,795,661	\$ 1,430,619	\$ 1,305,742	\$ -	\$ 155,586	\$ 49,144	\$ 24,736,752
Transfers Out-							
Desig. for Capital & Grant Proj.				\$ 619,414			\$ 1,034,987
To Other Funds	-	-	-	-	-	-	-
Total Uses	\$ 21,795,661	\$ 1,430,619	\$ 1,305,742	\$ -	\$ 775,000	\$ 464,717	\$ 25,771,739
Ending Fund Balance / Net Assets	\$ 4,931,709	\$ -	\$ 1,255,132	\$ 510,540	\$ -	\$ -	\$ 6,697,381

Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

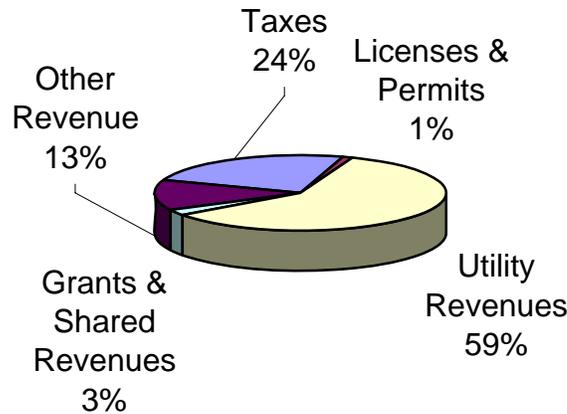
City of Independence, Missouri
2011-12 Operating Budget
Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

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	\$ 2,491,735	\$ (5,006,608)	\$ 7,257,027	\$ 1,967,871	\$ 810,193	\$ 7,520,218
Estimated Revenues	7,409,446	4,291,624	3,715,124	1,972,808	1,854,312	19,243,314
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(20,100)		(16,062)			(36,162)
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	\$ 9,881,081	\$ (714,984)	\$ 10,956,089	\$ 3,940,679	\$ 2,664,505	\$ 26,727,370
Uses:						
Operating Budgets-						
Police				\$ 2,870,346		\$ 2,870,346
Fire					1,605,500	1,605,500
Water Pollution Control			2,130,894			2,130,894
Parks and Recreation		2,361,748				2,361,748
Non-Departmental	7,000					7,000
Debt Service	537,531	2,163,778		515,113	552,213	3,768,635
Consolidation Adjustments-						
Interfund Charges for Support Ser.	(20,100)		(16,062)			(36,162)
Internal Service Fund Charges						-
Consolidated Operating Budget	\$ 524,431	\$ 4,525,526	\$ 2,114,832	\$ 3,385,459	\$ 2,157,713	\$ 12,707,961
Capital Budget	6,105,000	550,000	2,432,700			9,087,700
Total Operating & Capital Budget	\$ 6,629,431	\$ 5,075,526	\$ 4,547,532	\$ 3,385,459	\$ 2,157,713	\$ 21,795,661
Transfers Out-						
Desig. for Capital & Grant Proj.						\$ -
To Other Funds						-
Total Uses	\$ 6,629,431	\$ 5,075,526	\$ 4,547,532	\$ 3,385,459	\$ 2,157,713	\$ 21,795,661
Ending Fund Balance / Net Assets	\$ 3,251,650	\$ (5,790,510)	\$ 6,408,557	\$ 555,220	\$ 506,792	\$ 4,931,709

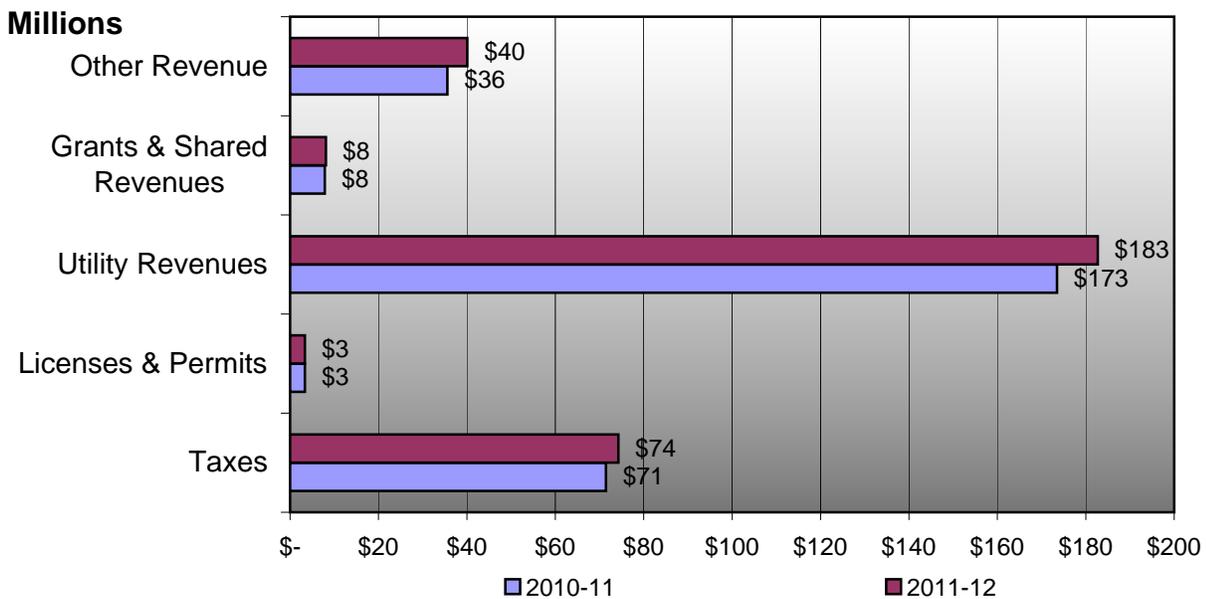
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

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 fifty-nine 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 2010-11 and 2011-12 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2011-12 fiscal year by 5.7 percent over the 2010-11 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by \$9.2 million and represents a 5.3 percent increase. Taxes are projected to increase by \$2.8 million representing a 3.9% increase.

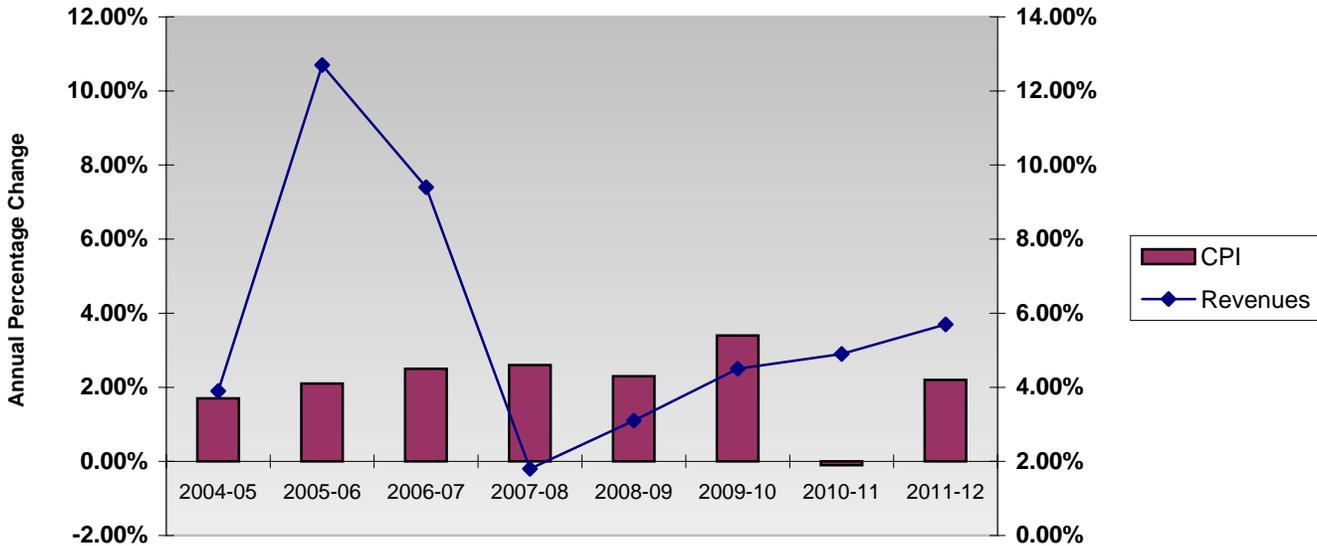
City of Independence, Missouri
2011-12
Revenue Overview/Projections

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.

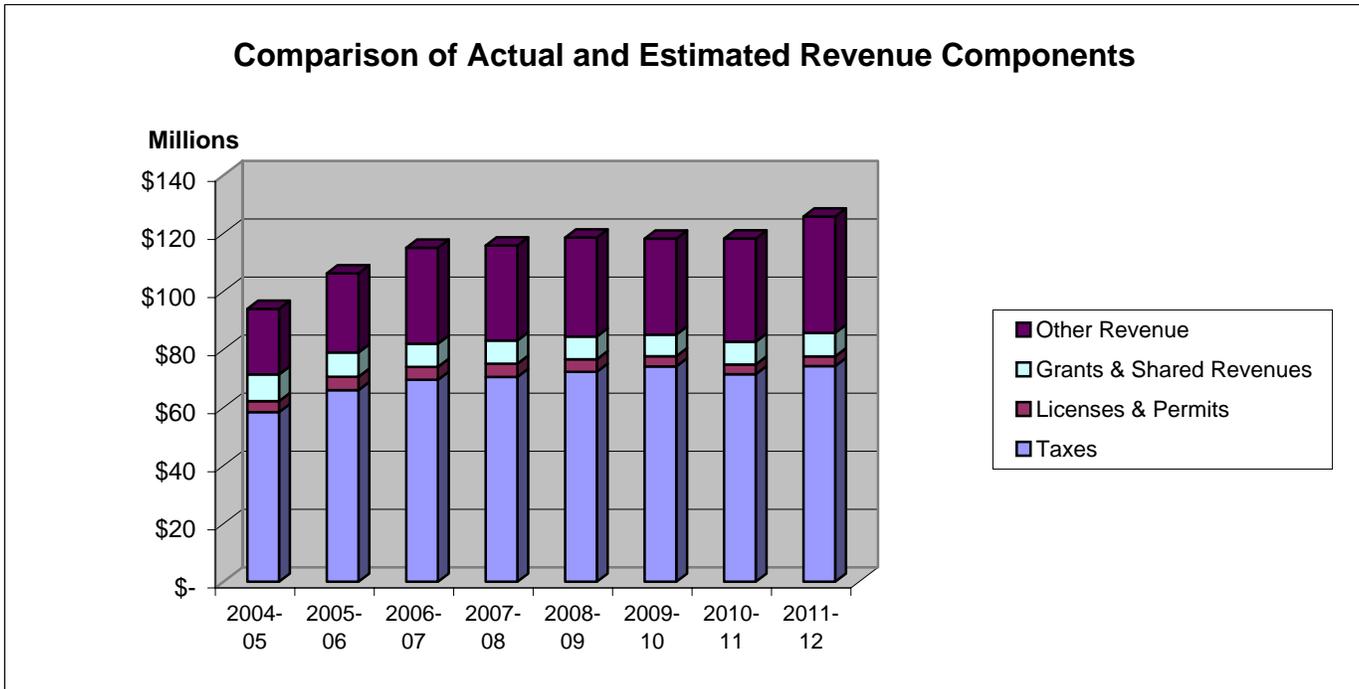
Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index



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 2011-12 are estimated to increase over the total revenues for 2010-11 at a rate of 3.6 percent compared to a projected consumer price index increase for this area of 2.2 percent.

City of Independence, Missouri
2011-12
Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 2004-05 fiscal year through the 2009-10 fiscal year. Also listed are budgeted amounts for the 2010-11 and 2011-12 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 7.3 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

City of Independence, Missouri
2011-12
Revenue Overview/Projections

Community Development Block Grant Act Fund

Federal Grant (CDBG) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

HOME Program Fund

Federal Grant (HOME Program) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

Enterprise Funds

The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

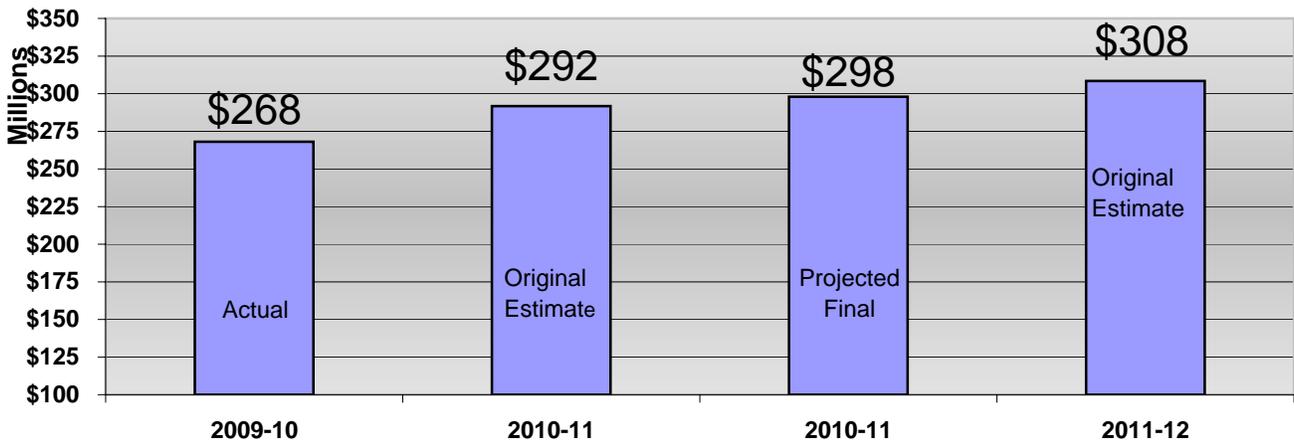
Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

Projection Accuracy

The chart shown below compares the original estimated and projected final revenue amounts for the 2010-11 fiscal year as a measure of the previous year's projection accuracy. The difference between the original estimate and actual revenue was a positive variance of \$6.25 million, representing a projection variance of 2.14 percent. The positive variance was due to in part by increased Utility Franchise Fees (\$3.7 million). Also, shown on the chart for comparison purposes is the estimate for 2011-12 and the actual for 2009-10.

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
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

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

Fund	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopt. to Unaud.	2011-12 % to Total Budget
			Original Budget	Unaudited Actual			
<u>Property Taxes</u>							
2-3011	Real Estate	7,224,258	7,140,000	7,434,768	7,403,484	-0.4%	2.4%
2-3013	R.R. & Other Utility	27,958	33,500	31,864	33,500	5.1%	0.0%
	Total Property Taxes	7,252,216	7,173,500	7,466,632	7,436,984	-0.4%	2.4%
<u>Local Option Sales Tax</u>							
2-3041	Local Option Sales Tax	15,832,685	16,317,487	15,836,443	16,268,536	2.7%	5.3%
11-3041	Local Option Sales Tax	7,452,606	7,655,564	7,406,892	7,409,246	0.0%	2.4%
12-3041	Local Option Sales Tax	3,726,577	3,827,782	3,703,967	3,704,624	0.0%	1.2%
13-3041	Local Option Sales Tax	3,727,187	2,232,872	3,703,885	3,704,624	0.0%	1.2%
16-3041	Local Option Sales Tax	1,975,909	2,039,686	1,979,695	1,970,708	-0.5%	0.6%
17-3041	Local Option Sales Tax	1,863,025	1,913,891	1,853,069	1,852,312	0.0%	0.6%
	Total Sales Tax	34,577,989	33,987,282	34,483,951	34,910,050	1.2%	11.3%
<u>Other Taxes</u>							
2-3042	Cigarette Tax	454,533	530,000	468,859	490,000	4.5%	0.2%
4-3043	Transient Guest Tax	988,984	988,000	1,077,506	1,250,000	16.0%	0.4%
2-3044	Local Option Use Tax	-	-	-	-		0.0%
14-3108	License Tax	561,056	455,000	235,610	505,000	114.3%	0.2%
	Total Other Taxes	2,004,573	1,973,000	1,781,975	2,245,000	26.0%	0.7%
<u>Utility Franchise Fees</u>							
2-3052	Water	17,517	22,000	24,426	22,000	-9.9%	0.0%
2-3053	Gas	4,520,059	5,750,000	4,901,356	6,000,000	22.4%	1.9%
2-3054	Telephone	7,062,890	4,975,000	9,500,603	5,000,000	-47.4%	1.6%
2-3055	Electricity	418,189	409,000	446,935	425,000	-4.9%	0.1%
2-3057	Cable Television	637,052	628,000	659,313	601,000	-8.8%	0.2%
	Total Utility Franchise Fees	12,655,707	11,784,000	15,532,633	12,048,000	-22.4%	3.9%
<u>Payments in Lieu of Taxes</u>							
2-3281	Power & Light In Lieu of Taxes	10,838,548	12,703,428	12,404,416	13,494,227	8.8%	4.4%
2-3282	Water Service In Lieu of Taxes	1,898,396	2,204,209	2,135,230	2,335,896	9.4%	0.8%
2-3283	Sanitary Sewer In Lieu of Taxes	1,488,303	1,637,771	1,671,734	1,790,000	7.1%	0.6%
	Total Pymt. in Lieu of Taxes	14,225,247	16,545,408	16,211,380	17,620,123	8.7%	5.7%
	Total Taxes	70,715,732	71,463,190	75,476,571	74,260,157	-1.6%	24.1%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Fund	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopt. to Unaud.	2011-12 % to Total Budget
			Original Budget	Unaudited Actual			
<u>Business Licenses and Permits</u>							
2-3101	Occupation Licenses	1,219,005	1,330,000	1,306,442	1,389,000	6.3%	0.5%
2-3102	Liquor Licenses	107,436	100,000	103,581	107,000	3.3%	0.0%
2-3103	Bld. Trades Licenses and Exams	117,768	150,000	115,825	141,000	21.7%	0.0%
2-3104	Fin-Other License/Permits	50,232	50,000	51,899	50,000	-3.7%	0.0%
2-3108	Building Permits, Com.Develop.	525,663	625,000	671,888	644,000	-4.2%	0.2%
2-3109	Construction Permits, Pub.Works	130,409	260,000	155,381	230,000	48.0%	0.1%
2-3120	Nursing Home Permits	350	850	750	750	0.0%	0.0%
2-3121	Day Care Permits	2,877	5,997	6,578	6,817	3.6%	0.0%
2-3122	Food Handler's Permits	159,044	154,713	108,285	105,000	-3.0%	0.0%
2-3123	Massage Therapist Appl	5,285	4,040	4,440	3,620	-18.5%	0.0%
2-3124	Other Food Permits	77,767	127,840	148,662	136,740	-8.0%	0.0%
2-3125	Ambulance Permits & Licenses	40,834	40,000	31,636	37,000	17.0%	0.0%
2-3126	Plan Reviews - Health Dept.	3,900	900	3,000	3,000	0.0%	0.0%
	Total Bus. Lic. & Permits	2,440,570	2,849,340	2,708,367	2,853,927	5.4%	0.9%
<u>Non-Business Licenses and Permits</u>							
2-3151	Motor Vehicle Licenses	482,140	500,000	482,882	500,000	3.5%	0.2%
	Total Licenses and Permits	2,922,710	3,349,340	3,191,249	3,353,927	5.1%	1.1%
<u>Grants-</u>							
<u>Federal Government Grants</u>							
8-3204	Federal Grant - CDBG	852,207	818,019	796,017	775,000	-2.6%	0.3%
9-3209	HOME Program Grant	442,281	487,038	1,008,572	464,717	-53.9%	0.2%
15-3210	Emergency Mgmt. Assist.	106,866	47,921	149,324	51,359	-65.6%	0.0%
15-3211	Public Health Nursing	120,775	172,320	139,298	144,681	3.9%	0.0%
2-3218	Dial-A-Ride	25,393	25,393	25,393	25,393	0.0%	0.0%
15-3218	Dial-A-Ride	-	-	-	-	-	0.0%
2-3219	Other	93	-	-	-	-	0.0%
15-3219	Other Federal Grants	2,226,651	679,846	6,187,547	1,171,126	-81.1%	0.4%
4-3219	Federal Grant - Other	-	-	-	-	-	0.0%
	Total Federal Grants	3,774,266	2,230,537	8,306,151	2,632,276	-68.3%	0.9%
<u>State Government Grants</u>							
2-3241	Financial Institutions Tax	15,669	45,000	28,410	30,000	5.6%	0.0%
2-3242	Gasoline Tax	3,171,508	3,350,000	3,167,831	3,245,000	2.4%	1.1%
2-3243	Motor Vehicle License Fees	491,164	625,000	507,602	600,000	18.2%	0.2%
2-3244	Motor Vehicle Sales Tax	599,398	750,000	680,671	750,000	10.2%	0.2%
4-3250	State Grant - Other	219,772	-	144,655	-	-100.0%	0.0%
13-3250	Other State Grants	-	-	-	-	-	0.0%
15-3250	Other State Grants	43,445	-	32,347	-	-100.0%	0.0%
	Total State Grants	4,540,956	4,770,000	4,561,516	4,625,000	1.4%	1.5%
<u>Other Sources</u>							
2-3272	Jackson County Drug Task Force	458,231	495,486	579,213	570,500	-1.5%	0.2%
2-3274	Jackson County Dare Program	294,363	228,134	178,791	178,791	0.0%	0.1%
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	0.0%	0.0%
2-3279	Other Misc. Grants	-	96,200	-	-	-	0.0%
11-3279	Other Misc. Grants	-	-	-	-	-	0.0%
15-3279	Other Misc. Grants	29,084	-	5,263	-	-100.0%	0.0%
	Total Other Sources	806,678	844,820	788,267	774,291	-1.8%	0.3%
Total Grants		9,121,900	7,845,357	13,655,934	8,031,567	-41.2%	2.6%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Fund	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopt. to Unaud.	2011-12 % to Total Budget
			Original Budget	Unaudited Actual			
Charges for Services							
General Government							
2-3302	Planning & Zoning Fees	15,873	11,000	14,195	9,200	-35.2%	0.0%
2-3303	Board Of Adjustment Fees	1,700	3,000	3,660	3,000	-18.0%	0.0%
2-3304	Sale Of Maps, Books, Plans	8,943	15,000	3,795	12,000	216.2%	0.0%
2-3305	Sale Of Police Reports	31,715	25,000	38,868	29,500	-24.1%	0.0%
2-3306	Sale Of Fire Reports	39	300	290	500	72.4%	0.0%
2-3307	Computer Service Charges	2,258	-	300	-	-100.0%	0.0%
Health							
2-3311	Animal Shelter Fees	107,220	115,490	105,227	114,990	9.3%	0.0%
2-3312	Animal Id Tags	21,845	23,000	20,646	21,000	1.7%	0.0%
2-3313	Health Training Programs	1,985	3,150	7,375	2,250	-69.5%	0.0%
Public Safety							
2-3316	Reimb. For Police Services	5,539	3,500	12,167	7,000	-42.5%	0.0%
15-3316	Reimb. For Police Services	92,552	-	105,049	63,453	-39.6%	0.0%
2-3317	School Resource Officers	484,349	457,538	473,869	499,679	5.4%	0.2%
15-3317	School Resource Officers	-	-	-	-	-	0.0%
2-3318	Alarm Charges - Police	28,625	31,600	-	25,000	-	0.0%
2-3319	Alarm Charges - Fire	900	3,000	1,925	2,000	3.9%	0.0%
Recreation							
12-3321	Atheletic Fees	16,398	12,400	18,581	-	-100.0%	0.0%
2-3322	Program Fees	87,423	63,150	71,014	64,000	-9.9%	0.0%
12-3322	Program Fees	291	27,170	2,175	18,500	750.6%	0.0%
2-3323	Concessions	5,465	7,000	5,425	7,000	29.0%	0.0%
12-3323	Concessions	23,499	40,000	25,916	35,000	35.1%	0.0%
2-3326	Water Park Fees/Memberships	-	-	-	-	-	-
12-3326	Water Park Fees/Memberships	409,034	497,000	442,987	460,000	3.8%	0.1%
2-3327	Center Fees/Club Memberships	40,703	28,000	32,564	28,000	-14.0%	0.0%
12-3327	Center Fees/Club Memberships	-	-	25	12,400	49500.0%	0.0%
2-3329	Facility Rentals	109,033	75,684	100,276	56,700	-43.5%	0.0%
12-3329	Facility Rentals	19,365	30,450	15,963	50,600	217.0%	0.0%
National Frontier Trails Museum							
2-3331	NFTM-Admissions	55,367	53,000	49,505	54,000	9.1%	0.0%
2-3332	NFTM-Gift Shop	27,408	27,000	27,501	28,000	1.8%	0.0%
Cemetery							
2-3341	Sale Of Cemetery Lots	-	7,000	4,200	3,250	-22.6%	0.0%
2-3342	Sale Of Monument Bases	2,413	3,000	4,032	3,500	-13.2%	0.0%
2-3343	Grave Opening Charges	29,800	50,000	45,800	47,000	2.6%	0.0%
Central Garage Charges							
90-3380	Central Garage Charges	2,103,089	2,087,521	2,214,207	2,169,443	-2.0%	0.7%
Other Charges							
2-3392	Sale Of Street Signs	1,787	1,000	-	300	-	0.0%
2-3393	Special Assessments	169,171	165,000	191,002	170,000	-11.0%	0.1%
15-3393	Special Assessments	1,407	-	3,779	-	-100.0%	0.0%
2-3396	Sale Of Recycled Material	7,005	16,000	16,201	16,000	-1.2%	0.0%
2-3397	Solid Waste Disp Fees	108,002	80,000	94,553	80,000	-15.4%	0.0%
2-3398	Miscellaneous Charges	658,099	500,000	942,155	676,124	-28.2%	0.2%
4-3398	Miscellaneous Charges	650	500	-	-	-	0.0%
11-3398	Miscellaneous Charges	92,253	-	107,858	-	-100.0%	0.0%
Total Charges for Services		4,771,205	4,462,453	5,203,085	4,769,389	-8.3%	1.5%
Fines and Court Costs							
2-3401	Fines & Forfeitures	3,891,428	4,060,374	3,822,707	4,162,694	8.9%	1.3%
2-3402	Court Costs	467,721	403,964	435,648	403,964	-7.3%	0.1%
2-3403	Police Training	63,982	61,718	59,456	61,718	3.8%	0.0%
2-3404	Domestic Violence	64,147	61,718	59,750	61,718	3.3%	0.0%
2-3405	Dwi/Drug	23,475	26,760	20,550	26,760	30.2%	0.0%
Total Fines & Court Costs		4,510,753	4,614,534	4,398,111	4,716,854	7.2%	1.5%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

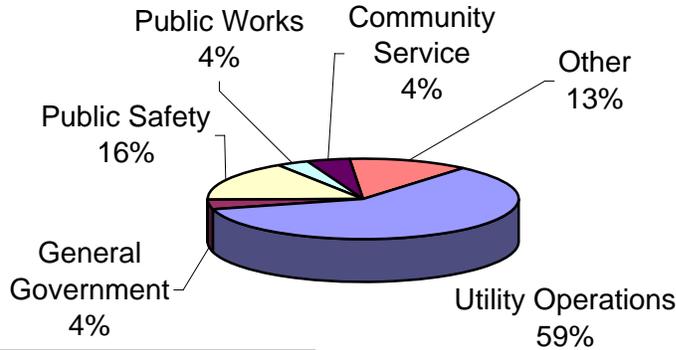
Fund	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopt. to Unaud.	2011-12 % to Total Budget
			Original Budget	Unaudited Actual			
<u>Interest Income</u>							
2-3411	Interest	7,394	6,600	3,844	4,200	9.3%	0.0%
4-3411	Interest Income	1,678	2,100	1,606	2,200	37.0%	0.0%
9-3411	Interest Income	-	-	-	-	-	0.0%
11-3411	Interest	5,638	1,400	1,172	200	-82.9%	0.0%
12-3411	Interest	-	-	-	10,500	-	0.0%
13-3411	Interest	35,480	20,000	9,896	10,500	6.1%	0.0%
14-3411	Interest	6,175	8,400	3,603	5,540	53.8%	0.0%
15-3411	Interest	10	-	-	-	-	0.0%
16-3411	Interest	5,360	3,100	1,706	2,100	23.1%	0.0%
17-3411	Interest	5,764	7,400	1,129	2,000	77.1%	0.0%
20-3411	Interest Income	27,098	39,930	145,670	18,690	-87.2%	0.0%
30-3411	Interest Income	24,935	17,800	9,126	9,030	-1.1%	0.0%
40-3411	Interest Income	4,710	5,100	6,335	1,900	-70.0%	0.0%
90-3411	Interest Income	343	250	420	450	7.1%	0.0%
92-3411	Interest	2,366	-	2,702	-	-100.0%	0.0%
94-3411	Interest	-	-	-	-	-	0.0%
2-3412	Special Assessments - Interest	621	500	-	500	-	0.0%
2-3413	Interest - Other	96,650	60,000	100,157	85,000	-15.1%	0.0%
4-3413	Interest and Penalties	-	-	-	-	-	0.0%
91-3413	Interest - Other	10,782	11,300	11,123	9,930	-10.7%	0.0%
92-3413	Interest - Other	-	3,000	-	-	-	0.0%
94-3413	Interest - Other	-	-	-	-	-	0.0%
	Total Interest Income	235,004	186,880	298,489	162,740	-45.5%	0.1%
<u>Interfund Charges</u>							
2-3421	Interfund Chgs. For Supp. Serv.	3,580,384	3,421,877	3,743,875	3,943,428	5.3%	1.3%
20-3421	Interfund Charges	707,880	813,900	688,643	1,282,200	86.2%	0.4%
40-3421	Interfund Charges	1,747,115	1,660,600	1,839,170	1,293,000	-29.7%	0.4%
	Total Interfund Charges	6,035,379	5,896,377	6,271,688	6,518,628	3.9%	2.1%
<u>Other Revenue</u>							
2-3431	Sale Of Land	-	-	600	2,000	-	0.0%
2-3432	Sale Of Fixed Assets	21,257	35,000	138,822	124,400	-10.4%	0.0%
2-3433	Rents	157,816	111,000	166,381	155,000	-6.8%	0.1%
2-3434	Damage Claims	585	5,000	2,749	2,000	-27.2%	0.0%
2-3435	Contributions	47,965	5,670	35,601	10,000	-71.9%	0.0%
11-3435	Contributions	-	-	-	-	-	0.0%
13-3435	Contributions	58,301	-	84,412	-	-100.0%	0.0%
15-3435	Contributions	13,498	-	16,230	-	-100.0%	0.0%
2-3439	Cash Over/Short	261	-	(296)	-	-100.0%	0.0%
2-3440	Discounts Taken	99	75	52	25	-51.9%	0.0%
2-3449	Misc. Non-Operating Revenue	112,188	175,000	225,536	175,000	-22.4%	0.1%
4-3449	Misc. Non-Operating Revenue	34,156	15,800	3,700	35,000	845.9%	0.0%
8-3449	Misc. Non-Operating Revenue	6	-	-	-	-	0.0%
12-3449	Misc. Non-Operating Revenue	4,770	-	430,063	-	-100.0%	0.0%
13-3449	Misc. Non-Operating Revenue	15,273	-	349	-	-100.0%	0.0%
16-3449	Misc. Non-Operating Revenue	2,315	-	105,402	-	-100.0%	0.0%
17-3449	Misc. Non-Operating Revenue	2,274	-	35,473	-	-100.0%	0.0%
90-3449	Misc. Non-Operating Revenue	3,598	-	8,754	-	-100.0%	0.0%
91-3449	Misc. Non-Operating Revenue	762,334	744,000	982,690	600,000	-38.9%	0.2%
92-3449	Misc. Non-Operating Revenue	26	-	5,065	-	-100.0%	0.0%
94-3449	Misc. Non-Operating Revenue	-	-	-	-	-	0.0%
	Total Other Revenue	1,236,722	1,091,545	2,241,583	1,103,425	-50.8%	0.4%

City of Independence, Missouri
2011-12 Operating Budget
Revenue Summary
For the Fiscal Years 2009-10 through 2011-12

Fund	Description	2009-10 Actual	2010-11		2011-12 Adopted Budget	%Chg. Adopt. to Unaud.	2011-12 % to Total Budget
			Original Budget	Unaudited Actual			
<u>Employee Benefit Premiums</u>							
91-3461	Premiums	16,643,042	17,163,000	19,253,478	20,588,599	6.9%	6.7%
94-3461	Premiums	-	-	-	-		0.0%
94-3462	Reinsurance Reimbursements	-	-	-	-		0.0%
92-3471	Workers' Comp. Premiums	2,037,826	2,093,866	2,093,866	2,214,973	5.8%	0.7%
92-3472	Reinsurance Reimbursements	418,496	65,000	81,470	65,000	-20.2%	0.0%
	Total Premiums	19,099,364	19,321,866	21,428,814	22,868,572	6.7%	7.4%
<u>Utility Operating Revenues</u>							
30-3109	Construction Permits, Pub.Works	-	25,000	-	15,000		0.0%
20-4010	Electric Service Charges	109,990,545	130,354,000	126,395,107	138,539,000	9.6%	44.9%
30-4010	Residential Sewer Charges	9,733,714	11,195,477	9,873,906	10,786,342	9.2%	3.5%
40-4010	Residential Water Charges	9,403,985	11,400,000	10,726,567	11,663,000	8.7%	3.8%
30-4110	Commercial Base Sewer	3,875,660	4,135,088	3,906,065	4,178,325	7.0%	1.4%
40-4110	Commercial Water Charges	2,404,953	3,000,000	2,835,271	2,943,000	3.8%	1.0%
30-4120	Commercial Surcharge	694,061	638,713	935,481	926,248	-1.0%	0.3%
30-4130	Regulatory Compliance Base	-	-	1,452,555	1,585,872	9.2%	0.5%
40-4130	Industrial Sales	407,313	406,000	450,156	479,600	6.5%	0.2%
30-4430	Contract Services	296,278	246,000	289,644	262,000	-9.5%	0.1%
40-4400	Public Authority Sales	297,218	325,000	263,137	348,800	32.6%	0.1%
40-4410	Private Fire Protection	94,424	105,000	103,321	790,000	664.6%	0.3%
40-4420	Public Fire Protection	791,226	780,000	789,199	112,620	-85.7%	0.0%
40-4550	Sales for Resale	6,302,495	6,320,000	6,659,302	7,412,000	11.3%	2.4%
30-4570	Intermunicipal Agreements	456,559	467,000	566,817	487,000	-14.1%	0.2%
20-4600	Other Operating Revenue	1,174,663	1,628,000	2,200,304	1,697,000	-22.9%	0.6%
30-4600	Other Operating Revenue	151,985	255,357	134,859	150,000	11.2%	0.0%
40-4600	Other Operating Revenue	332,257	450,000	353,004	381,500	8.1%	0.1%
20-4700	Change in Unbilled Revenue	3,429,768	1,760,000	(1,839,585)	(62,000)	-96.6%	0.0%
30-4700	Change in Unbilled Revenue	62,755	-	(97,838)	-	-100.0%	0.0%
40-4700	Change in Unbilled Revenue	100,551	-	23,301	-	-100.0%	0.0%
	Total Operating Revenue	150,000,410	173,490,635	166,020,573	182,695,307	10.0%	59.2%
<u>Utility Other Revenues</u>							
20-4900	Other Revenues, Net	(558,042)	-	(103,414)	-		0.0%
30-4900	Other Revenues, Net	21,998	-	18,332	10,000	-45.5%	0.0%
40-3440	Other Revenues, Net	20,600	-	84,378	-		0.0%
	Total Other Revenues	(515,444)	-	(704)	10,000	-1520.5%	0.0%
	Total Revenues	\$ 268,133,735	\$ 291,722,177	\$ 298,185,393	\$ 308,490,566	3.5%	100.0%
<u>Summary:</u>							
	Grand Total Revenues	\$ 268,133,735	\$ 291,722,177	\$ 298,185,393	\$ 308,490,566		
	Less:						
	Central Garage Fund	(2,107,030)	(2,087,771)	(2,223,381)	(2,169,893)		
	Staywell Health Care Fund	(17,416,158)	(17,918,300)	(20,247,291)	(21,198,529)		
	Workers' Compensation Fund	(2,458,714)	(2,161,866)	(2,183,103)	(2,279,973)		
	Pharmacy Benefit Fund	-	-	-	-		
	Interfund Charges	(6,035,379)	(5,896,377)	(6,271,688)	(6,518,628)		
	Net Total Revenues	\$ 240,116,454	\$ 263,657,863	\$ 267,259,930	\$ 276,323,543		

Appropriations

Appropriations

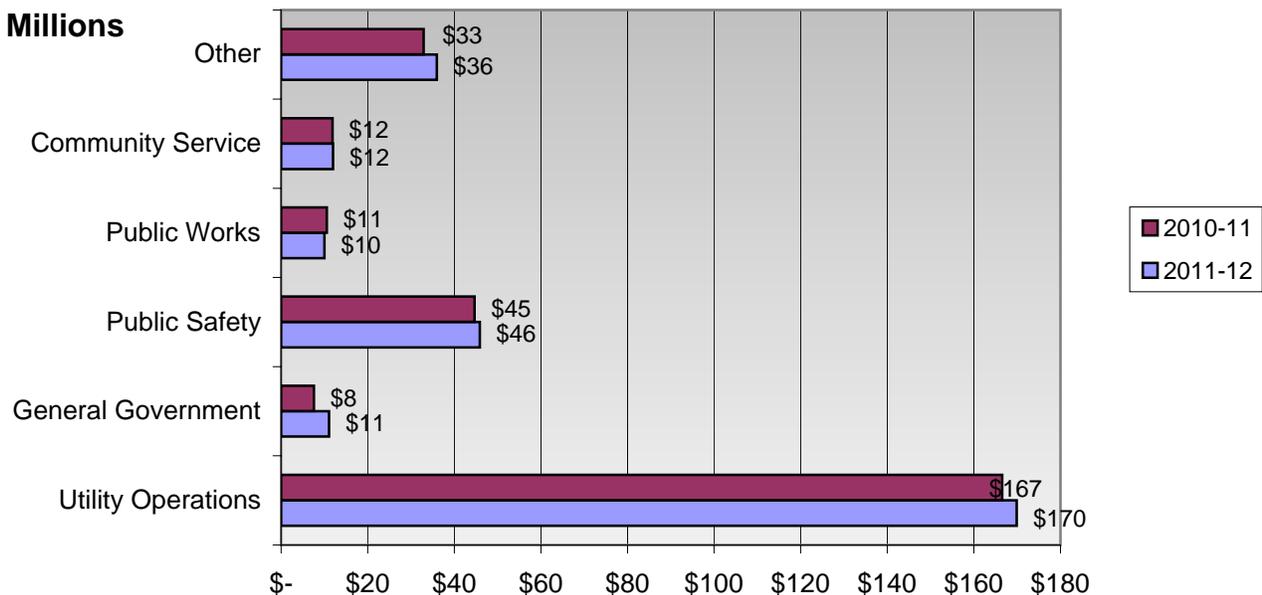


Total Appropriations - \$284,794,670

Utility Operations represent fifty-nine 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-eight percent of that fund's budget. Public Safety includes Police services (\$24.9 million) and Fire services (\$15.7 million).

Total operating budget appropriations increased 3.9 percent between the two fiscal years representing an increase of \$10.7 million. The largest portion of this increase (\$7.3 million) occurred in the Utility Funds, with Power and Light increasing by \$7.2 million. This is due to increased maintenance and production costs which are funded through new utility rates.

Comparison of Appropriations



City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary - All Funds
 For the Fiscal Years 2009-10, 2010-11 and 2011-12

Fund/Department	Actual Expenditures 2009-10	Original Budget 2010-11	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2010-11	City Council Adopted 2011-12
General Fund:						
General Government:						
City Council	\$ 405,888	\$ 410,135	\$ 314,027	\$ 115,215	\$ 429,242	\$ 409,522
City Clerk	349,256	384,342	265,500	91,535	357,035	366,678
City Manager	1,042,907	1,044,054	766,539	272,681	1,039,220	838,697
Technology Services	1,720,323	1,717,198	1,265,874	417,184	1,683,058	1,716,104
Municipal Court	763,593	803,174	585,179	191,607	776,786	751,614
Total General Government	\$ 4,281,967	\$ 4,358,903	\$ 3,197,119	\$ 1,088,222	\$ 4,285,341	\$ 4,082,615
National Frontier Trails Museum	\$ 393,776	\$ 385,541	\$ 276,067	\$ 106,461	\$ 382,528	\$ 372,833
Law Department	808,907	769,021	612,913	168,963	781,876	764,018
Finance Department:						
Administration	\$ 428,389	\$ 434,359	\$ 319,804	\$ 115,816	\$ 435,620	\$ 426,224
Accounting	942,818	952,394	736,364	214,089	950,453	928,448
Purchasing	395,987	433,094	317,592	101,418	419,010	363,553
Occupation Licensing	155,045	159,898	117,384	40,926	158,310	155,731
Total Finance Department	\$ 1,922,239	\$ 1,979,745	\$ 1,491,144	\$ 472,249	\$ 1,963,393	\$ 1,873,956
Human Resources Department	\$ 488,202	\$ 445,706	\$ 320,612	\$ 116,002	\$ 436,614	\$ 408,934
Community Development Department:						
Administration	\$ 276,123	\$ 280,960	\$ 204,238	\$ 66,912	\$ 271,150	\$ 255,147
Neighborhood Services	33,214	25,121	36,325	11,620	47,945	25,246
Comprehensive Planning	264,517	256,481	185,471	72,953	258,424	269,353
Current Planning	220,297	178,115	130,845	49,540	180,385	183,064
Transportation	957,149	1,033,021	1,043,200	2,358	1,045,558	1,033,021
Historic Preservation	92,787	91,422	69,381	20,984	90,365	57,024
Building Inspection	804,881	750,663	593,130	183,474	776,604	722,163
Total Planning and Permits	\$ 2,648,968	\$ 2,615,783	\$ 2,262,590	\$ 407,841	\$ 2,670,431	\$ 2,545,018

City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary - All Funds
 For the Fiscal Years 2009-10, 2010-11 and 2011-12

Fund/Department	Actual Expenditures 2009-10	Original Budget 2010-11	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2010-11	City Council Adopted 2011-12
General Fund (continued):						
Police Department:						
Administration	\$ 2,636,931	\$ 3,161,230	\$ 2,404,342	\$ 735,339	\$ 3,139,681	\$ 2,737,068
Police Operations	15,919,076	15,528,336	12,156,268	4,167,903	16,324,171	16,427,733
Police Services	5,691,237	5,631,885	4,324,238	1,451,400	5,775,638	5,721,048
Total Police Department	\$ 24,247,244	\$ 24,321,451	\$ 18,884,848	\$ 6,354,642	\$ 25,239,490	\$ 24,885,849
Fire Department:						
Administration	\$ 386,450	\$ 433,849	\$ 271,472	\$ 122,489	\$ 393,961	\$ 428,853
Suppression	14,075,513	14,283,980	11,236,846	3,776,176	15,013,022	14,230,736
Fire Prevention	596,921	640,680	430,199	148,145	578,344	559,445
Maintenance	252,508	392,818	271,257	71,754	343,011	270,601
Training/Emer. Preparedness	212,054	243,486	98,894	193,494	292,388	259,588
Total Fire Department	\$ 15,523,446	\$ 15,994,813	\$ 12,308,668	\$ 4,312,058	\$ 16,620,726	\$ 15,749,223
Health Department:						
Administration	\$ 461,909	\$ 219,085	\$ 161,644	\$ 56,318	\$ 217,962	\$ 213,987
General Services	686,754	716,363	520,961	182,148	703,109	663,104
Animal Services	737,843	884,977	522,969	183,970	706,939	813,031
Code Enforcement	871,809	913,542	687,866	237,723	925,589	868,610
Total Health Department	\$ 2,758,315	\$ 2,733,967	\$ 1,893,440	\$ 660,159	\$ 2,553,599	\$ 2,558,732
Public Works:						
Administration	\$ 245,101	\$ 243,026	\$ 189,449	\$ 70,356	\$ 259,805	\$ 262,663
Engineering	1,004,199	693,374	505,047	30,058	535,105	762,827
Administrative Support	353,014	332,255	262,527	98,309	360,836	656,422
Property Management	828,315	831,386	569,000	153,076	722,076	4,002,931
Street Maintenance	4,223,443	4,269,524	3,443,421	859,505	4,302,926	-
Total Public Works	\$ 6,654,072	\$ 6,369,565	\$ 4,969,444	\$ 1,211,304	\$ 6,180,748	\$ 5,684,843

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2009-10, 2010-11 and 2011-12

Fund/Department	Actual Expenditures 2009-10	Original Budget 2010-11	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2010-11	City Council Adopted 2011-12
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	\$ 295,086	\$ 296,347	\$ 249,436	\$ 46,911	\$ 296,347	\$ -
Parks and Recreation:						
Administration	\$ 314,420	\$ 268,619	\$ 195,342	\$ 71,438	\$ 266,780	\$ 279,230
Park Maintenance	865,030	888,566	622,301	240,724	863,025	883,462
Recreation	821,200	801,059	607,151	185,525	792,676	568,733
Cemetery Maintenance	202,148	202,233	147,428	58,265	205,693	208,131
Total Parks and Recreation	\$ 2,202,798	\$ 2,160,477	\$ 1,572,222	\$ 555,952	\$ 2,128,174	\$ 1,939,556
Non-Departmental	\$ 7,795,984	\$ 8,386,292	\$ 6,103,907	\$ 1,604,700	\$ 7,708,607	\$ 8,187,370
City Council Strategic Goals	191,621	250,000	178,798	70,771	249,569	250,000
Capital Outlay	562,765	513,200	275,194	162,598	437,792	374,848
Total General Fund	\$ 70,775,390	\$ 71,580,811	\$ 54,596,402	\$ 17,338,833	\$ 71,935,235	\$ 69,677,795
Tourism Fund:						
Tourism	\$ 1,208,327	\$ 1,028,661	\$ 914,174	\$ 499,430	\$ 1,413,604	\$ 1,375,508
Community Development Block Grant Fund:						
Community Development	\$ 601,002	\$ 151,579	\$ 733,015	\$ 155,515	\$ 888,530	\$ 155,586
HOME Program Fund:						
Community Development	\$ 579,752	\$ 48,975	\$ 857,351	\$ 326,948	\$ 1,184,299	\$ 49,144
Central Garage Fund:						
Public Works	\$ 2,090,429	\$ 2,087,771	\$ 1,773,864	\$ 423,892	\$ 2,197,756	\$ 2,169,893
Staywell Health Care Fund						
Non-Departmental	\$ 15,698,985	\$ 17,918,300	\$ 15,449,830	\$ 5,068,259	\$ 20,518,089	\$ 21,198,529

City of Independence, Missouri
 2011-12 Operating Budget
Budget Summary - All Funds
 For the Fiscal Years 2009-10, 2010-11 and 2011-12

<u>Fund/Department</u>	<u>Actual Expenditures 2009-10</u>	<u>Original Budget 2010-11</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2010-11</u>	<u>City Council Adopted 2011-12</u>
<u>Street Improvements Sales Tax Fund:</u>						
Non-Departmental	\$ 6,691	\$ 7,000	\$ 7,732	\$ 2,788	\$ 10,520	\$ 7,000
Debt Service	664,393	546,444	70,766	1,250	72,016	537,531
Total Street Improv. Sales Tax Fund	\$ 671,084	\$ 553,444	\$ 78,498	\$ 4,038	\$ 82,536	\$ 544,531
<u>Park Improvements Sales Tax Fund:</u>						
Parks and Recreation	\$ 2,656,687	\$ 2,428,482	\$ 2,045,344	\$ 464,285	\$ 2,509,629	\$ 2,361,748
Debt Service	2,167,724	2,168,389	2,167,089	500	2,167,589	2,163,778
Total Park Improv. Sales Tax Fund	\$ 4,824,411	\$ 4,596,871	\$ 4,212,433	\$ 464,785	\$ 4,677,218	\$ 4,525,526
<u>Storm Water Improvements Sales Tax Fund:</u>						
Water Pollution Control	\$ 1,209,467	\$ 1,802,947	\$ 1,014,537	\$ 487,536	\$ 1,502,073	\$ 2,130,894
<u>Police Public Safety Sales Tax Fund:</u>						
Police	\$ 1,997,634	\$ 2,260,144	\$ 1,131,115	\$ 41,979	\$ 1,173,094	\$ 2,870,346
Debt Service	512,043	515,113	512,375	664	513,039	515,113
Total Police Sales Tax Fund	\$ 2,509,677	\$ 2,775,257	\$ 1,643,490	\$ 42,643	\$ 1,686,133	\$ 3,385,459
<u>Fire Public Safety Sales Tax Fund:</u>						
Fire	\$ 2,051,173	\$ 1,557,800	\$ 1,462,582	\$ 448,290	\$ 1,910,872	\$ 1,605,500
Debt Service	550,818	553,713	550,312	1	550,313	552,213
Total Fire Sales Tax Fund	\$ 2,601,991	\$ 2,111,513	\$ 2,012,894	\$ 448,291	\$ 2,461,185	\$ 2,157,713
<u>Grants Fund:</u>						
Law	\$ 24,349	\$ 26,407	\$ 22,373	\$ 7,608	\$ 29,981	\$ 26,407
Police	1,489,491	512,317	932,339	1,103,202	2,035,541	713,211
Fire	108,966	47,921	93,396	815,234	908,630	50,990
Health	502,027	313,442	401,207	362,485	763,692	640,011
Total Grants Fund	\$ 2,124,833	\$ 900,087	\$ 1,449,315	\$ 2,288,529	\$ 3,737,844	\$ 1,430,619

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2009-10, 2010-11 and 2011-12

<u>Fund/Department</u>	<u>Actual Expenditures 2009-10</u>	<u>Original Budget 2010-11</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2010-11</u>	<u>City Council Adopted 2011-12</u>
<u>Power and Light Fund:</u>						
<u>Technology Services Department:</u>						
Technology Services	\$ 63,148	\$ 69,095	\$ 47,986	\$ 67,977	\$ 115,963	\$ 108,401
<u>Power and Light Department:</u>						
Administration	1,425,780	1,901,038	1,373,343	587,949	1,961,292	2,410,924
Support Services	7,987,795	9,565,938	6,916,736	1,396,647	8,313,383	10,590,158
Production	66,166,926	75,068,257	58,971,348	14,201,642	73,172,990	76,230,678
Distribution	10,138,830	10,128,647	8,468,503	1,955,304	10,423,807	10,524,852
Engineering	4,415,189	4,610,055	3,498,853	1,191,617	4,690,470	5,574,017
Total Power and Light Department	\$ 90,134,520	\$ 101,273,935	\$ 79,228,783	\$ 19,333,159	\$ 98,561,942	\$ 105,330,629
Non-Departmental	10,855,585	20,473,935	15,445,790	4,223,503	19,669,293	21,130,735
Debt Service	4,399,769	4,404,863	3,674,210	975,589	4,649,799	6,871,436
Total Power and Light Fund	\$ 105,453,022	\$ 126,221,828	\$ 98,396,769	\$ 24,600,228	\$ 122,996,997	\$ 133,441,201
<u>Sanitary Sewer Fund:</u>						
<u>Public Works Department:</u>						
Engineering	\$ 74,193	\$ 75,009	\$ 63,955	\$ 21,122	\$ 85,077	\$ 76,000
<u>Water Pollution Control Department:</u>						
Administration	\$ 738,735	\$ 922,924	\$ 569,136	\$ 192,555	\$ 761,691	\$ 940,091
Treatment Facilities	7,347,882	8,145,727	5,475,643	2,075,646	7,551,289	8,202,850
Collection System Maintenance	2,619,801	3,219,628	1,935,106	702,200	2,637,306	3,243,402
Laboratory Services	202,176	234,718	160,335	50,488	210,823	236,831
Total Water Pollution Control Dept.	\$ 10,908,594	\$ 12,522,997	\$ 8,140,220	\$ 3,020,889	\$ 11,161,109	\$ 12,623,174
Non-Departmental	3,003,910	3,375,904	2,572,338	987,690	3,560,028	3,705,170
Total Sanitary Sewer Fund	\$ 13,986,697	\$ 15,973,910	\$ 10,776,513	\$ 4,029,701	\$ 14,806,214	\$ 16,404,344
<u>Workers' Compensation Fund</u>						
Law Department	\$ 2,234,248	\$ 2,043,466	\$ 1,858,002	\$ 186,764	\$ 2,044,766	\$ 2,198,179

City of Independence, Missouri
2011-12 Operating Budget
Budget Summary - All Funds
For the Fiscal Years 2009-10, 2010-11 and 2011-12

<u>Fund/Department</u>	<u>Actual Expenditures 2009-10</u>	<u>Original Budget 2010-11</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2010-11</u>	<u>City Council Adopted 2011-12</u>
Water Fund:						
Finance						
Accounting	\$ 55,204	\$ 58,992	\$ 40,709	\$ 18,283	\$ 58,992	\$ 60,001
Water Department:						
Administration	1,139,306	1,084,739	811,438	211,240	1,022,678	1,084,950
Customer Service and Accounts	3,664,584	3,845,869	2,651,878	855,870	3,507,748	3,101,747
Production	5,261,026	5,651,538	4,316,601	1,214,333	5,530,934	5,634,584
Transmission and Distribution	3,067,843	3,663,651	2,531,294	663,737	3,195,031	3,326,399
Total Water Department	\$ 13,132,759	\$ 14,245,797	\$ 10,311,211	\$ 2,945,180	\$ 13,256,391	\$ 13,147,680
Non-Departmental	4,457,766	4,987,427	3,667,666	1,109,802	4,777,468	5,646,335
Debt Service	4,953,054	5,040,758	1,398,921	3,609,296	5,008,217	5,095,733
Total Water Fund	\$ 22,598,783	\$ 24,332,974	\$ 15,418,507	\$ 7,682,561	\$ 23,101,068	\$ 23,949,749
Grand Total - All Funds	\$ 249,168,098	\$ 274,128,394	\$ 211,185,594	\$ 64,047,953	\$ 275,233,547	\$ 284,794,670
Less:						
Central Garage Fund	(2,090,429)	(2,087,771)	(1,773,864)	(423,892)	(2,197,756)	(2,169,893)
Staywell Health Care Fund	(15,698,985)	(17,918,300)	(15,449,830)	(5,068,259)	(20,518,089)	(21,198,529)
Pharmacy Benefits Fund	-	-	-	-	-	-
Worker's Compensation Fund	(2,234,248)	(2,043,466)	(1,858,002)	(186,764)	(2,044,766)	(2,198,179)
Interfund Chgs. for Support Ser.	(6,035,379)	(5,896,377)	(4,432,701)	(1,838,987)	(6,271,688)	(6,518,628)
Net Total Budget - All Funds	\$ 223,109,057	\$ 246,182,480	\$ 187,671,197	\$ 56,530,051	\$ 244,201,248	\$ 252,709,441

City of Independence, Missouri
2011-12 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	\$ 379,130	92.6%	\$ 25,437	6.2%	\$ 4,955	1.2%	-	0.0%	\$ 409,522
City Clerk	312,191	85.1%	37,508	10.2%	16,979	4.6%	-	0.0%	366,678
City Manager	814,019	97.1%	21,603	2.6%	3,075	0.4%	-	0.0%	838,697
Tourism	411,422	29.9%	960,586	69.8%	2,500	0.2%	1,000	0.1%	1,375,508
NFTM	283,753	76.1%	57,235	15.4%	31,845	8.5%	-	0.0%	372,833
Technology Services	1,655,277	90.7%	129,020	7.1%	13,355	0.7%	26,853	1.5%	1,824,505
Municipal Court	724,021	96.3%	23,625	3.1%	3,968	0.5%	-	0.0%	751,614
Law	817,679	27.4%	2,133,625	71.4%	34,300	1.1%	3,000	0.1%	2,988,604
Finance	1,754,463	90.7%	165,370	8.6%	14,124	0.7%	-	0.0%	1,933,957
Human Resources	392,323	95.9%	11,411	2.8%	5,200	1.3%	-	0.0%	408,934
Community Dev.	1,557,155	56.6%	1,165,162	42.4%	25,931	0.9%	1,500	0.1%	2,749,748
Police	23,796,722	83.6%	1,696,301	6.0%	954,336	3.4%	2,022,047	7.1%	28,469,406
Fire	14,873,362	85.5%	778,956	4.5%	322,661	1.9%	1,430,734	8.2%	17,405,713
Health	2,643,798	82.7%	370,733	11.6%	184,212	5.8%	-	0.0%	3,198,743
Water	6,416,424	48.8%	4,426,911	33.7%	1,990,125	15.1%	314,220	2.4%	13,147,680
Public Works	4,031,461	50.8%	1,737,666	21.9%	1,950,073	24.6%	211,536	2.7%	7,930,736
Water Pollution Control	5,939,672	40.3%	7,684,880	52.1%	1,030,416	7.0%	99,100	0.7%	14,754,068
Parks and Recreation	2,670,023	62.1%	1,332,137	31.0%	299,144	7.0%	-	0.0%	4,301,304
Power and Light	25,869,895	24.6%	13,197,367	12.5%	65,071,767	61.8%	1,191,600	1.1%	105,330,629
Non-Departmental	7,254,246	12.1%	34,331,549	57.1%	8,750	0.0%	18,530,594	30.8%	60,125,139
Debt Service	-	0.0%	-	0.0%	-	0.0%	15,735,804	100.0%	15,735,804
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	374,848	100.0%	374,848
Totals	\$ 102,597,036	36.0%	\$ 70,287,082	24.7%	\$ 71,967,716	25.3%	\$ 39,942,836	14.0%	\$ 284,794,670

City of Independence, Missouri
2011-12 Operating Budget
Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds
For the Fiscal Years 2010-11 and 2011-12

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
<u>2010-11</u>								
<u>Designations-</u>								
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)
<u>Operating Transfers-</u>								
From (To) Central Garage Fund	48,195					10,000		48,195
From (To) Storm Water Fund	(10,000)							-
Total Operating Transfers	\$ 38,195	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 48,195
<u>Fund Balance-</u>								
From (To) Fund Balance Target								-
Total Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers	\$ 38,195	\$ -	\$ (666,440)	\$ (438,063)	\$ -	\$ 10,000	\$ -	\$ (1,056,308)
<u>2011-12</u>								
<u>Designations-</u>								
For CDBG Programming			\$ (619,414)					\$ (619,414)
For HOME Program Programming				(415,573)				(415,573)
From Design for TIF Distributions	616,086							616,086
From Design for Economic Dev.	250,000							250,000
Total Designations	\$ 866,086	\$ -	\$ (619,414)	\$ (415,573)	\$ -	\$ -	\$ -	\$ (168,901)
<u>Operating Transfers-</u>								
From (To) Falls at Crackerneck TIF	(4,142,859)							(4,142,859)
From (To) Storm Water Fund	-							-
Total Operating Transfers	\$ (4,142,859)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,142,859)
<u>Fund Balance-</u>								
From (To) Fund Balance Target								-
Total Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers	\$ (3,276,773)	\$ -	\$ (619,414)	\$ (415,573)	\$ -	\$ -	\$ -	\$ (4,311,760)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2011-12 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, 2011, the City had no outstanding General Obligation Bonds and \$189,085,016 outstanding in Revenue Bonds and loans payable for the enterprise funds. Included in the outstanding debt for utility operations was \$60,751,936 for Power and Light Operations, and \$43,528,080 for Water Utility Operations. The Events Center fund has outstanding debt of \$84,805,000. The City had a legal debt limit of \$257,876,141 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, 2011).

**City of Independence, Missouri
2011-12 Operating Budget
Capital Lease/Debt Service Requirements - All Funds**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Street Improvements Sales Tax Fund:</u>				
Streets and Bridges 2009 Series (6371)	\$ 400,000	\$ 132,031	\$ 5,500	\$ 537,531
<u>Parks Sales Tax Fund-</u>				
Aquatics Facilities 2004 Series (6370)	860,000	57,953	3,400	921,353
Park Projects: 2006 Series (6372)	1,140,000	99,025	3,400	1,242,425
Total Parks Sales Tax Fund	<u>\$ 2,000,000</u>	<u>\$ 156,978</u>	<u>\$ 6,800</u>	<u>\$ 2,163,778</u>
<u>Police Sales Tax Fund-</u>				
Public Safety 2005 Series (4561)	\$ 420,000	\$ 91,713	\$ 3,400	\$ 515,113
<u>Fire Sales Tax Fund-</u>				
Public Safety 2005 Series (4671)	\$ 450,000	\$ 98,813	\$ 3,400	\$ 552,213
<u>Power and Light Fund-</u>				
Revenue Bonds (Refunding): 2003 Series (6236)	\$ 595,000	\$ 66,273	\$ 3,000	\$ 664,273
Revenue Bonds 2009 Series D (6237)	-	1,608,025	3,000	1,611,025
Revenue Bonds 2010 Series B (6238)	3,225,000	1,368,138	3,000	4,596,138
Total Power and Light Fund	<u>\$ 3,820,000</u>	<u>\$ 3,042,436</u>	<u>\$ 9,000</u>	<u>\$ 6,871,436</u>
<u>Water Fund-</u>				
Revenue Bonds: 2004 Series (6352)	\$ 600,000	\$ 552,720	\$ 5,000	\$ 1,157,720
Revenue Bonds 2009 Series C (6352)	-	951,863	5,000	956,863
Revenue Bonds 2009 Series E (6352)	2,365,000	611,150	5,000	2,981,150
Total Water Fund	<u>\$ 2,965,000</u>	<u>\$ 2,115,733</u>	<u>\$ 15,000</u>	<u>\$ 5,095,733</u>
Grand Total All Funds - Operating Budget	<u><u>\$ 10,055,000</u></u>	<u><u>\$ 5,637,704</u></u>	<u><u>\$ 43,100</u></u>	<u><u>\$ 15,735,804</u></u>

**City of Independence, Missouri
2011-12 Operating Budget**

Debt Service Requirements - Related Debt Associated with the City of Independence

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<u>Neighborhood Improvement District Debt Service-</u>				
<u>Noland Road NID</u>				
2004 Series (6311)	\$ 65,000	\$ 29,713	\$ 1,000	\$ 95,713
<u>Fall Drive NID</u>				
2004 Series (6312)	4,000	4,754	1,000	9,754
Total NID Debt Service	<u>\$ 69,000</u>	<u>\$ 34,467</u>	<u>\$ 2,000</u>	<u>\$ 105,467</u>
<u>Events Center-</u>				
2008 D Series (6250)	\$ 200,000	\$ 650,975	\$ 7,600	\$ 858,575
2008 H Series (6250)	-	739,300	7,600	746,900
2009 A Series (6250)	-	1,014,319	7,600	1,021,919
2009 F Series (6250)	-	2,713,894	7,600	2,721,494
2010 A Series (6250)	-	161,100	7,600	168,700
Total Events Center	<u>\$ 200,000</u>	<u>\$ 5,279,588</u>	<u>\$ 38,000</u>	<u>\$ 5,517,588</u>
<u>Tax Increment Financing Funds-</u>				
<u>Drumm Farm</u>				
2005 B Series (6711)	\$ 65,000	\$ 30,018	\$ -	\$ 95,018
2006 Series (6711)	100,000	53,580	-	153,580
2007 D Series (6711)	75,000	29,976	-	104,976
2008 E Series (6711)	30,000	53,900	-	83,900
Total Drumm Farm	<u>\$ 270,000</u>	<u>\$ 167,474</u>	<u>\$ -</u>	<u>\$ 437,474</u>
<u>Eastland Center</u>				
2007 A Series (6712)	\$ 1,325,000	\$ 676,112	\$ -	\$ 2,001,112
2008 C Series (6712)	370,000	350,613	-	720,613
2008 G Series (6712)	270,000	186,550	-	456,550
2009 B Series (6712)	170,000	139,000	-	309,000
2009 J Series (6712)	235,000	131,263	-	366,263
Total Eastland Center	<u>\$ 2,370,000</u>	<u>\$ 1,483,538</u>	<u>\$ -</u>	<u>\$ 3,853,538</u>
<u>Falls at Crackerneck Creek</u>				
2005 C Series (6718)	\$ 350,000	\$ 513,382	\$ -	\$ 863,382
2006 A&B Series (6718)	1,400,000	2,715,788	-	4,115,788
2006 C Series (6718)	-	639,500	-	639,500
2008 A Series (6718)	740,000	226,130	-	966,130
2008 B Series (6718)	-	382,668	-	382,668
2009 H Series (6718)	-	299,425	-	299,425
Total Falls at Crackerneck Creek	<u>\$ 2,490,000</u>	<u>\$ 4,776,893</u>	<u>\$ -</u>	<u>\$ 7,266,893</u>
<u>Hartman Heritage Center</u>				
2003 Series (6710)	305,000	356,000	-	661,000
2007 B Series (6710)	690,000	357,326	-	1,047,326
Total Hartman Center	<u>\$ 995,000</u>	<u>\$ 713,326</u>	<u>\$ -</u>	<u>\$ 1,708,326</u>
<u>Centerpoint Medical Center (HCA)</u>				
2006 F Series (6722)	\$ 150,000	\$ 189,112	\$ -	\$ 339,112
2007 E Series (6722)	515,000	916,668	-	1,431,668
2008 F Series (6722)	475,000	635,581	-	1,110,581
2009 I Series (6722)	75,000	98,532	-	173,532
Total Centerpoint Medical Center	<u>\$ 1,215,000</u>	<u>\$ 1,839,893</u>	<u>\$ -</u>	<u>\$ 3,054,893</u>
<u>Santa Fe</u>				
2007 C Series (6708)	<u>\$ 450,000</u>	<u>\$ 500,804</u>	<u>\$ -</u>	<u>\$ 950,804</u>
Grand Total All Categories	<u>\$ 8,059,000</u>	<u>\$ 14,795,983</u>	<u>\$ 40,000</u>	<u>\$ 22,894,983</u>

City of Independence, Missouri
2011-12 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Parks Sales Tax Fund			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2012	2,000,000	163,778	2,163,778	3,820,000	3,045,436	6,865,436
2013	2,080,000	83,063	2,163,063	3,930,000	2,928,158	6,858,158
2014			-	4,690,000	2,806,903	7,496,903
2015			-	2,965,000	2,618,613	5,583,613
2016			-	3,080,000	2,503,676	5,583,676
2017			-	3,205,000	2,380,476	5,585,476
2018			-	3,350,000	2,234,051	5,584,051
2019			-	3,505,000	2,078,888	5,583,888
2020			-	3,670,000	1,912,213	5,582,213
2021-35			-	32,315,000	14,701,303	47,016,303
Total	\$ 4,080,000	\$ 246,841	\$ 4,326,841	\$ 64,530,000	\$ 37,209,717	\$ 101,739,717

Year	Street Improvements			Water Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-	1,430,000	1,182,835	2,612,835
2021-35			-	20,950,000	6,911,860	27,861,860
Total	\$ 3,625,000	\$ 649,555	\$ 4,274,555	\$ 46,210,000	\$ 21,440,888	\$ 67,650,888

City of Independence, Missouri
2011-12 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Fire Sales Tax Fund			Police Sales Tax Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2021-35			-			-
Total	\$ 1,950,000	\$ 268,852	\$ 2,218,852	\$ 1,810,000	\$ 250,202	\$ 2,060,202

Year	Noland Road NID			Fall Drive NID		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-	7,000	3,409	10,409
2021-35			-	34,000	9,464	43,464
Total	\$ 585,000	\$ 150,341	\$ 735,341	\$ 83,000	\$ 51,217	\$ 134,217

City of Independence, Missouri
2011-12 Operating Budget
Debt Service Requirements to Maturity - All Bonds
For the fiscal Years ending June 30,

Year	Events Center Fund		Total
	Principal	Fees and Interest	
2012	200,000	5,317,588	5,517,588
2013	225,000	5,309,588	5,534,588
2014	250,000	5,300,088	5,550,088
2015	250,000	5,289,619	5,539,619
2016	250,000	5,278,759	5,528,759
2017	330,000	5,267,588	5,597,588
2018	450,000	5,251,375	5,701,375
2019	575,000	5,231,600	5,806,600
2020	715,000	5,205,600	5,920,600
2021-39	81,660,000	70,181,088	151,841,088
Total	\$ 84,905,000	\$ 117,632,893	\$ 202,537,893

City of Independence, Missouri
2011-12 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
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	3,550,468	1,782,000	951,584	437,412	7,743,133	3,328,094	17,792,691
2021-28	10,490,019	4,413,750	3,810,916	881,000	70,079,554	28,723,072	118,398,311
Total	\$ 42,643,676	\$ 20,159,669	\$ 12,369,670	\$ 4,823,196	\$ 137,894,997	\$ 57,300,634	\$ 275,191,842

Year	Computer Equipment (2430-024)	Computer Equipment (2430-023)	Aerial Fire Truck (2430-020)	Total
2012	32,512	4,477	93,234	130,223
2013			93,234	93,234
2014			93,235	93,235
2015				-
2016				-
2017				-
2018				-
2019				-
2020				-
2021				-
Total	\$ 32,512	\$ 4,477	\$ 279,703	\$ - \$ - \$ - \$ 316,692

City of Independence, Missouri
2011-12 Operating Budget
Computation of Legal Debt Margin
June 30, 2011

Assessed Value at January 1, 2011: *			
Jackson County		\$ 1,289,378,479	
Clay County		2,224	
Total Assessed Value		<u>\$ 1,289,380,703</u>	
Constitutional Debt Limit ** (20% of Assessed Value)			\$ 257,876,141
Total Bonded Debt			
Neighborhood Improvement Districts		\$ 667,315	
Revenue Bonds		189,085,016	
	Subtotal	<u>\$ 189,752,331</u>	
Less:			
Events Center Bonds		(84,805,000)	
Water Utility Bonds		(43,528,080)	
Electric Utility Bonds		(60,751,936)	
	Subtotal	<u>\$ 667,315</u>	
Less:			
Debt Service Fund Balance		<u>(85,609)</u>	
Total Net Debt Applicable to Limit			<u>581,706</u>
Legal Debt Margin			\$ 257,294,435

* 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 2011/2012, the City proposes projects totaling \$24,145,350. These projects are separated into the following categories:

Category	Amount	Percent
Street & Bridge Improvements	\$5,780,000	23.9%
Community & Public Safety Improvements	875,000	3.6%
Power & Light	10,860,000	45.0%
Water Pollution Control	6,630,350	27.5%
Total	\$24,145,350	100%

Funding for the Fiscal Year 2011/2012 will be derived from the following sources:

Source	Amount	Percent
Power and Light Fund	\$10,860,000	45.0%
Sanitary Sewer Fund	4,197,650	17.4%
Street Improvements Sales Tax Fund	6,105,000	25.3%
Park Improvements Sales Tax Fund	550,000	2.3%
Storm Water Sales Tax Fund	2,432,700	10.0%
Total	\$24,145,350	100%

Impact of Capital Spending on the Operating Budget

The City is allocating approximately \$24.1 million on capital projects for the Fiscal Year 2011/2012. 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 2011/2012 will be accomplished with contract services and will require minimal involvement of City construction forces. Requirements placed on contract administration, legal services and other administrative services related to the infrastructure upgrades will not exceed levels established in previous years, and thus no additional resources have been budgeted to administer these capital projects. Any additional operating budget impacts are identified by project on the following pages.

City of Independence, Missouri
2011-12 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2011-12

Street & Bridge Improvements

2012 Overlay Program		
Project Number: 70111102		Pavement cold milling, asphaltic concrete overlay, wedging and patching, portland cement concrete handicap ramps and thermosplastic pavement striping. Mandated by the citizen vote for sales tax on August 7, 2007. This is a yearly program to overlay streets on a city wide basis.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 3,500,000	
Future Funding		
Total Project Funding	\$ 3,500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$3,500,000		

35th Street Improvements (Crysler to Noland)		
Project Number: 70110804		A street reconstruction project to a three lane street with curbs and sidewalks. Approved with the street sales tax vot of August 7, 2007.
Prior Funding	\$ 400,000	
FY 2011-12 Funding	\$ 1,000,000	
Future Funding	\$ -	
Total Project Funding	\$ 1,400,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$3,600,000		

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 2011-12 Funding	\$ 3,500,000	
Future Funding	\$ -	
Total Project Funding	\$ 3,500,000	
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		

Concrete Intersection Program		
Project Number: 70110806		This is a city wide program to install thin concrete overlay on selected intersections. This program was approved as part of the August 7, 2007 street sales tax vote.
Prior Funding	\$ 260,000	
FY 2011-12 Funding	\$ 250,000	
Future Funding	\$ 1,610,000	
Total Project Funding	\$ 2,120,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$230,000		

Alley Rehabilitation		
Project Number: 70111103		This is a city wide program to repair and overlay 70 alleys. This was part of the street sales tax approved by voters on August 7, 2007.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 150,000	
Future Funding	\$ 390,000	
Total Project Funding	\$ 540,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$150,000		

Other Street & Bridge Improvements Not Listed FY 11/12 Funding:	\$ 105,000
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City of Independence, Missouri
2011-12 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2011-12

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	\$ 150,000	
FY 2011-12 Funding	\$ 130,000	
Future Funding	\$ 370,000	
Total Project Funding	\$ 650,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$100,000		

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	\$ 370,000	
FY 2011-12 Funding	\$ 170,000	
Future Funding	\$ 1,060,000	
Total Project Funding	\$ 1,600,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Street Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$200,000		

Athletic Fields and Court Renovations		
Project Number: 9719		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	\$ 9,886,270	
FY 2011-12 Funding	\$ 300,000	
Future Funding	\$ -	
Total Project Funding	\$ 10,186,270	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		
CIP 2011-12 Funding: \$100,000		

Park Revitalization		
Project Number: 9970		Continued restoration of existing City park sites and facilities as well as active development of new City parks consistent with recommendations from Parks, Recreations and Open Space Master Plan. Projects may include: ball field renovations, new play structures in various parks, cold storage buildings at Park Maintenance, and park land acquisition. The project area is a key part of the City's 2002 Parks and Recreation sales tax renewal program.
Prior Funding	\$ 3,472,625	
FY 2011-12 Funding	\$ 150,000	
Future Funding	\$ 1,277,375	
Total Project Funding	\$ 4,900,000	
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 2011-12 Funding: \$150,000		

City of Independence, Missouri
2011-12 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2011-12

Park Maintenance - Mobile Equipment

Project Number: 9971		Scheduled repair and replacement of departmental mobile equipment associated with park maintenance, repair and security programs. Project area is a key part of the City's 2010 Parks and Recreation sales tax renewal program.
Prior Funding	\$ 710,000	
FY 2010-11 Funding	\$ 100,000	
Future Funding	\$ 600,000	
Total Project Funding	\$ 1,410,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Park Improvements Sales Tax Fund		
CIP 2010-11 Funding: \$100,000		

Other Community & Public Safety Improvements Not Listed FY 11/12 Funding:	\$	-
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Power and Light

Blue Valley Low Nox Burner Installation

Project Number: 70211101		Installation of low Nox burners and controls on Units #1 and #2. To comply with the Missouri Department of Natural Resources Area Ozone Maintenance Plan prior to May 2012.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 3,000,000	
Future Funding	\$ -	
Total Project Funding	\$ 3,000,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		
CIP 2011-12 Funding: \$3,000,000		

Substation I Hot Gas Path Inspections

Project Number: 70211102		Open and disassemble the turbine and combustion components of the I-3 and I-4 combustion turbine generator units for inspection and repair as indicated during inspection. Generator inspection will be included in scope as part of this project. Recommended inspection cycle will be due during the 2011-12 Fiscal Year and will insure continued reliability of the units.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 2,500,000	
Future Funding	\$ -	
Total Project Funding	\$ 2,500,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		
CIP 2011-12 Funding: \$2,500,000		

69-kV Transmission Line (Sub M to SRJ)

Project Number: 70211104		Reconductor existing transmission line which will include structure replacement, large conductor, and fiber optic shieldwire. Reconductoring will improve reliability and provide for future load growth.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 2,000,000	
Future Funding	\$ -	
Total Project Funding	\$ 2,000,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		
CIP 2011-12 Funding: \$2,000,000		

City of Independence, Missouri
2011-12 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2011-12

69-kV Substation Capacitor Banks

Project Number: 70211105		Install new 69-kV capacitor banks at various substations. The IPL transmission system pulls a large amount of VARS, which results in high losses for the system and requires costs to generate these VARS. The capacitor banks would alleviate this problem and help improve voltage on the system under high load.
Prior Funding	\$ -	
FY 2011-12 Funding	\$ 800,000	
Future Funding		
Total Project Funding	\$ 800,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		
CIP 2011-12 Funding: \$800,000		

Blue Valley Medium Voltage Switchgear

Project Number: 70210811		This project is for replacement of the Blue Valley Power Plant's medium voltage switchgear. New National Fire Protection Association electrical recommendations will be implemented with this refurbishment and upgrade to enhance personnel safety. Recommended replacement to provide reliable and safe switching operation for continued plant operation.
Prior Funding	\$ 1,800,000	
FY 2010-11 Funding	\$ 625,000	
Future Funding	\$ -	
Total Project Funding	\$ 2,425,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Power and Light Fund		
CIP 2011-12 Funding: \$625,000		

Other Power and Light Improvements Not Listed FY 11/12 Funding:	\$	1,935,000
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Water Pollution Control

33rd Terrace Sanitary Sewer Improvements

Project Number: 70301001		Pull and replace undersized sanitary sewers 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	\$ 50,000	
FY 2011-12 Funding	\$ 750,000	
Future Funding	\$ -	
Total Project Funding	\$ 800,000	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2011-12 Funding: \$750,000		

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	\$ 14,767,100	
FY 2011-12 Funding	\$ 1,000,000	
Future Funding		
Total Project Funding	\$ 3,732,900	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2011-12 Funding: \$1,000,000		

**City of Independence, Missouri
2011-12 Operating Budget
Major Capital Project Descriptions
For Fiscal Year 2011-12**

Dickenson, Kentucky 1 & 2 Pump Station Improvements		
Project Number: 70301005		Wastewater pumping stations will be upgraded with storm water detention basins and additional pumps to prevent sanitary sewer overflows at the stations. The smaller outlying wastewater pumping stations will require detention facilities and increased pumping capabilities to relieve sub-watersheds of wet weather induced sanitary sewer overflows.
Prior Funding	\$ 254,472	
FY 2011-12 Funding	\$ 546,650	
Future Funding	\$ -	
Total Project Funding	\$ 801,122	
Operating Implace: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2011-12Funding: \$158,450		

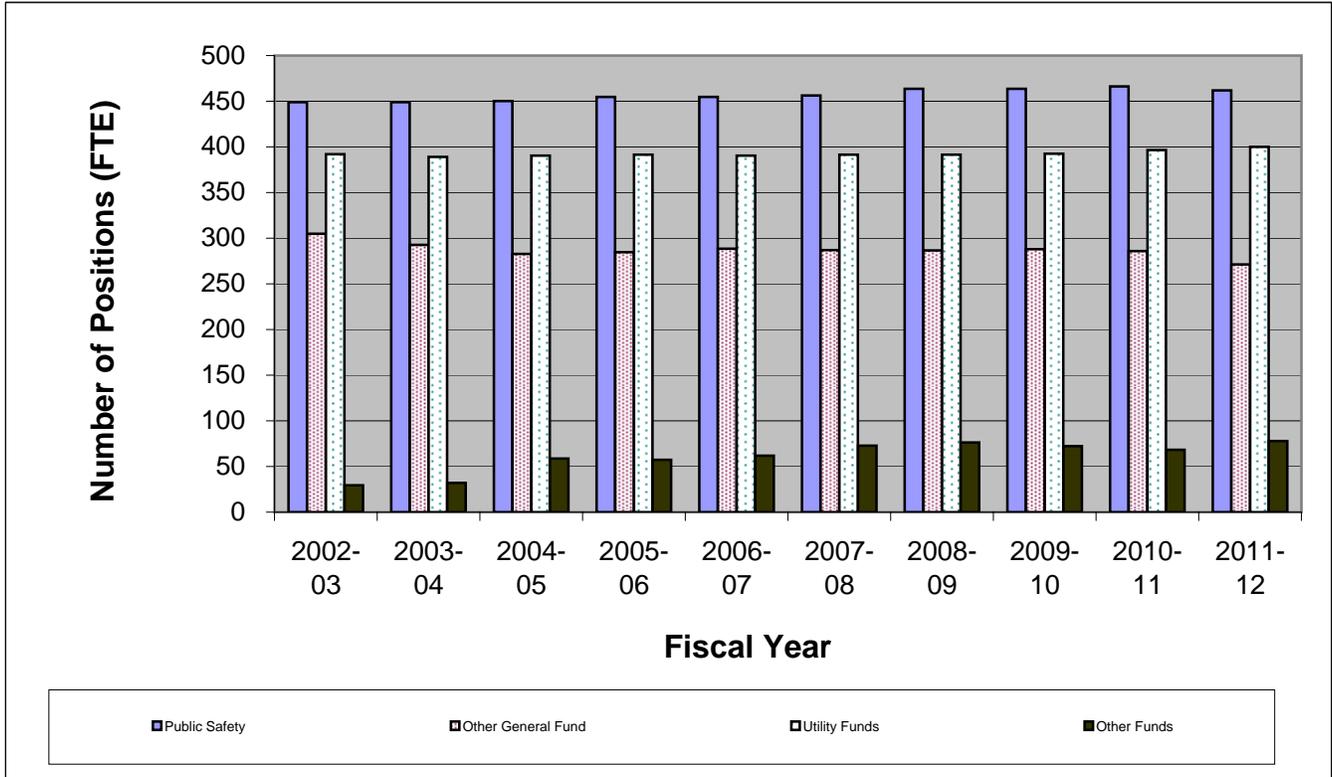
26th/Glendale/Windsor (Construction)		
Project Number: 70130703		Construction of 2009 design to reduce the impacts of storm water entering homes and protect property in this residential neighborhood. Drainage issues and erosion threaten homes, streets and utilities.
Prior Funding	\$ 343,500	
FY 2011-12 Funding	\$ 800,000	
Future Funding		
Total Project Funding	\$ 1,143,500	
Operating Implace: No additional operating impact noted.		
Funding Source: Storm Water Sales Tax Fund		
CIP 2011-12 Funding: \$800,000		

2011 Neighborhood Projects		
Project Number: 70131105		Design and construction of necessary drainage improvements in five residential areas; including: 3200 block of Harris, Cedarcrest, 3900 block of Grant, 3400 block of Denton, and 24 Highway Circle. Drainage issues and erosion threatens homes, streets and utilities in these residential areas.
Prior Funding		
FY 2011-112 Funding	\$ 570,000	
Future Funding	\$ -	
Total Project Funding	\$ 570,000	
Operating Impact: No additional operating impact noted.		
Funding Source: Sanitary Sewer Fund		
CIP 2011-12 Funding: \$570,000		

Other Water Pollution Control Improvements Not Listed FY 11/12 Funding:	\$ 2,963,700
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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 35.66 FTE positions since 2002-03 representing an average annual increase of approximately three tenths of one percent per year. For the General Fund the number of employees decreased by 20.76 FTE positions. During this same period, the number of positions within the Police Department increased by 13.65 FTE positions. Since 2002-03 the number of positions in the Utility Funds has increased by 8.02 FTE.

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Summary - by Department
For the Fiscal Years 2005-06 through 2011-12

Description	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Budget 2011-12
Department-							
City Council	10.00	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	6.00
City Manager	7.50	10.50	10.50	10.50	9.50	9.50	7.00
Tourism	4.41	4.41	4.41	4.41	4.41	4.41	4.66
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	5.75
Technology Services	21.00	22.00	22.00	22.00	22.00	22.00	23.50
Municipal Court	13.00	13.00	14.00	14.00	14.00	14.00	14.00
Law	6.25	7.25	7.25	8.50	8.50	8.00	8.50
Finance	26.00	26.00	25.00	25.00	25.00	25.00	23.50
Human Resources	7.50	7.50	7.50	7.50	7.50	6.50	6.50
Community Development	30.00	29.25	29.75	29.75	30.55	30.05	30.30
Police	293.50	291.50	297.00	305.40	305.40	305.90	302.65
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	40.25	41.95	41.50	42.35	40.60	40.95	43.81
Water	98.48	97.65	98.65	101.65	101.65	101.65	93.65
Public Works	92.00	93.00	93.00	93.00	92.75	93.75	90.65
Water Pollution Control	83.00	83.00	83.00	83.00	83.00	83.00	83.00
Parks and Recreation	49.29	52.65	57.94	57.94	57.44	54.19	50.46
Power and Light	220.00	220.00	220.00	217.00	218.00	222.00	233.00
Total Authorized Positions	1,188.18	1,195.66	1,207.50	1,218.00	1,216.30	1,216.90	1,210.93
Less: Positions not Funded	(3.50)	(3.50)	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)
Total Funded Positions	1,184.68	1,192.16	1,204.00	1,212.50	1,197.25	1,173.60	1,141.11

City of Independence, Missouri
2011-12 Operating Budget
Authorized/Funded Positions Summary - All Funds
For the Fiscal Years 2001-02 through 2011-12

Description	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Budget 2011-12
General Fund-											
City Council	11.00	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	6.50	6.50	6.00	6.00	6.00	6.00	6.00	6.00	6.00
City Manager	10.00	10.00	8.50	7.00	7.50	10.50	10.50	10.50	9.50	9.50	7.00
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	5.25
Technology Services	20.00	20.00	20.00	20.00	20.00	21.00	21.00	21.00	21.00	21.00	22.50
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	14.00	14.00	14.00	14.00	14.00
Law	6.00	6.00	5.50	5.50	5.75	6.88	6.88	6.50	6.50	6.00	6.25
Finance	25.00	25.00	24.00	24.00	25.00	25.15	24.15	24.15	24.15	24.15	22.65
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	6.50	6.50
Community Development	23.00	23.00	22.00	22.00	26.00	25.75	26.05	26.05	27.55	27.05	27.30
Police	274.00	275.00	275.00	277.00	281.50	281.50	283.00	290.40	290.40	292.90	288.65
Fire	174.00	174.00	174.00	173.25	173.25	173.25	173.25	173.25	173.25	173.25	173.25
Health	38.13	39.69	39.47	33.50	34.25	34.25	35.25	35.25	35.25	36.00	35.16
Public Works	88.90	87.90	82.00	81.00	82.00	82.00	82.00	82.00	82.00	83.00	79.90
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00
Parks and Recreation	41.70	43.79	42.14	41.70	36.70	35.53	32.65	32.65	33.46	31.71	28.71
Total Authorized General Fund	750.23	753.88	741.61	732.95	739.45	743.31	743.23	750.25	751.56	752.06	733.12
Less: Positions not Funded				(3.50)	(3.50)	(3.50)	(3.50)	(4.50)	(18.05)	(40.55)	(60.05)
Total Funded General Fund	750.23	753.88	741.61	732.95	735.95	739.81	739.73	745.75	733.51	711.51	673.07
Tourism Fund	3.41	3.41	3.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.66
Community Dev. Block Grant Act Fund-											
Community Development	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	2.00	2.00
Total CDBG Fund	3.00	3.00	3.00	3.00	3.00	2.50	2.70	2.70	2.00	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	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	22.48	21.75
Less: Positions not Funded										(1.00)	
Total Funded Parks Sales Tax	5.00	5.00	8.61	11.59	12.59	17.12	25.29	25.29	23.98	21.48	21.75
Storm Water Sales Tax Fund	9.00	7.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	13.00

City of Independence, Missouri
 2011-12 Operating Budget
Authorized/Funded Positions Summary - All Funds
 For the Fiscal Years 2001-02 through 2011-12

Description	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Budget 2011-12
Grants Fund											
Law Department	0.00	0.00	0.00	0.50	0.50	0.37	0.37	0.25	0.25	0.25	0.25
Police	0.00	0.00	0.00	15.00	12.00	10.00	14.00	15.00	15.00	13.00	14.00
Fire	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Health	0.00	0.00	0.00	5.50	6.00	7.70	6.25	7.10	5.35	4.95	8.65
Total Grants Fund	0.00	0.00	0.00	21.75	19.25	18.82	21.37	23.10	21.35	18.95	23.65
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	1.50
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00	217.00	218.00	222.00	233.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	218.00	219.00	223.00	234.50
Sanitary Sewer Fund-											
Public Works	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Pollution Control	72.00	72.00	69.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	72.00	72.00	69.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00
Water Fund-											
City Manager	1.50	1.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	1.00	1.00	0.85	0.85	0.85	0.85	0.85	0.85
Water	97.48	97.48	97.48	97.48	98.48	97.65	98.65	101.65	101.65	101.65	93.65
Total Authorized Water Fund	98.98	98.98	98.98	98.48	99.48	98.50	99.50	102.50	102.50	102.50	94.50
Less: Positions Not Funded								(1.00)	(1.00)	(1.00)	(8.65)
Total Funded Water Fund	98.98	98.98	98.98	98.48	99.48	98.50	99.50	101.50	101.50	101.50	85.85
Central Garage Fund											
Total Authorized Central Garage Fund	10.00	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75	9.75	9.75
Less: Positions Not Funded										(0.75)	(1.12)
Total Funded Water Fund	10.00	10.00	9.00	9.00	9.00	10.00	10.00	10.00	9.75	9.00	8.63
Workers' Compensation Fund											
Grand Total Authorized - All Funds	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	1,210.93
Less: Positions not Funded				(3.50)	(3.50)	(3.50)	(3.50)	(5.50)	(19.05)	(43.30)	(69.82)
Grand Total Funded - All Funds	1,173.62	1,175.27	1,162.61	1,182.18	1,184.68	1,192.16	1,204.00	1,212.50	1,197.25	1,173.60	1,141.11

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
General Fund				
City Manager				
Communications				
Communications Director		(1.00)	(1.00)	eliminated position
Video Production Specialist		(1.50)	(1.50)	positions transferred to Technology Services
Department Total	-	(2.50)	(2.50)	
National Frontier Trails Museum				
National Frontier Trails Museum				
Special Events/Education Coordinator		(0.25)	(0.25)	portion of position transferred to Tourism
Department Total	-	(0.25)	(0.25)	
Technology Services				
Technology Services				
Senior Network System Specialist	(1.00)		(1.00)	eliminated position
Cyber Security Specialist	0.50		0.50	added new position
Desktop Support Technician	0.63		0.63	added new position
Desktop Support Technician		(0.63)	(0.63)	eliminated position
Communications				
Video Production Specialist		1.50	1.50	positions transferred from City Manager's Office
Department Total	0.13	0.87	1.00	
Law				
Law				
Administrative Specialist II		(0.25)	(0.25)	portion of position transferred to Worker's Compensation
Administrative Specialist II	(0.50)		(0.50)	position transferred to Community Development
Administrative Specialist II		1.00	1.00	added new position
Department Total	(0.50)	0.75	0.25	
Finance				
Accounting				
Accountant I		(0.50)	(0.50)	eliminated position - partial year
Purchasing				
Contract Compliance Coordinator		(1.00)	(1.00)	eliminated position
Department Total	-	(1.50)	(1.50)	

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Community Development				
Administration				
Administrative Specialist II		0.50	0.50	transferred from Current Planning
Comprehensive Planning				
GIS Technician	(1.00)		(1.00)	position reclassified
Senior GIS Technician	1.00		1.00	
Current Planning				
Administrative Specialist II	0.50		0.50	position transferred from Law
Administrative Specialist II	(0.50)		(0.50)	position transferred to Administration
Building Inspection				
Permits Technician		(3.00)	(3.00)	positions reclassified
Permits and Zoning Technician		3.00	3.00	
Property Maintenance Officer		(0.25)	(0.25)	eliminated position
Department Total	-	0.25	0.25	
Police				
Chief of Police				
Police Major	1.00		1.00	position transferred from Special Enforcement
Police Captain	(1.00)		(1.00)	position transferred to Special Enforcement
Inventory Technician		(1.00)	(1.00)	eliminated position
Patrol				
Police Officer	(4.00)		(4.00)	positions reclassified
Master Police Officer	4.00		4.00	
Police Officer	(1.00)		(1.00)	position reclassified and transferred to Investigations
Investigations				
Police Officer	(1.00)		(1.00)	position reclassified
Master Police Officer	1.00		1.00	
Master Police Officer	1.00		1.00	position transferred from Special Enforcement
Master Police Officer	1.00		1.00	position reclassified and transferred from Patrol
Master Police Officer	1.00		1.00	position reclassified and transferred from Drug Abuse Resistance Education
Police Captain		1.00	1.00	added position
Tactical Operations				
Police Officer	(3.00)		(3.00)	positions reclassified
Master Police Officer	3.00		3.00	
Parking Enforcement Officer		(1.00)	(1.00)	positions transferred to Special Enforcement
Administrative Specialist II		(1.00)	(1.00)	
School Crossing Guard		(1.25)	(1.25)	funding provided by school district

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Special Enforcement				
Police Major	1.00		1.00	positions transferred to Chief of
Police Captain	(1.00)		(1.00)	Police
Master Police Officer	(1.00)		(1.00)	position transferred to Investigations
Police Officer	2.00		2.00	positions reclassified
Master Police Officer	(2.00)		(2.00)	
Parking Enforcement Officer		1.00	1.00	positions transferred from
Administrative Specialist II		1.00	1.00	Tactical Operations
Drug Abuse Resistance Education				
Police Officer	(1.00)		(1.00)	position reclassified and transferred to Investigations
Crime Scene				
Crime Lab Administrator	1.00		1.00	position reclassified
Assistant Lab Director	(1.00)		(1.00)	
Records				
Police Desk Clerk		(3.00)	(3.00)	eliminated positions
Department Total	-	(4.25)	(4.25)	
Health				
Health Promotion Division				
Public Health Outreach & Program Mngr.		(0.84)	(0.84)	eliminated position - partial year
Animal Services Division				
Animal Services Officer	1.00		1.00	position reclassified
Animal Control Investigator Specialist	(1.00)		(1.00)	
Kennel Officer	0.50		0.50	added part-time position
Clerk Typist II	0.50		0.50	increased funding for part-time position
Code Enforcement				
Property Maintenance Officer		(1.00)	(1.00)	eliminated position
Department Total	1.00	(1.84)	(0.84)	
Public Works				
Public Works Admin. Support				
Public Works Administrator		(1.00)	(1.00)	eliminated position
Recycling Site Operator		0.75	0.75	funding reduced and transferred from Street Maintenance
Property Management				
Building Maintenance Worker II		(1.00)	(1.00)	eliminated position
Building Maintenance Worker I		0.26	0.26	added part-time positions
Street Maintenance				
Sign & Marking Technician		(1.00)	(1.00)	eliminated position
Assistant Foreman		(1.00)	(1.00)	eliminated position
Construction Aide		0.89	0.89	added part-time positions
Recycling Site Operator		(1.00)	(1.00)	funding reduced and transferred to Public Works Admin. Support
Department Total	-	(3.10)	(3.10)	

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Parks and Recreation				
Parks and Rec. Administration				
Staff Assistant - Volunteer Coordinator		(0.50)	(0.50)	full time position reduced to part-time
Administrative Specialist II		0.50	0.50	position transferred from Recreation and Programs Admin.
Turf Facilities Maintenance				
Light Equipment Operator		(1.00)	(1.00)	position transferred to Parks Improvements Sales Tax Fund
Recreation and Programs Admin.				
Recreation Program Manager		(1.00)	(1.00)	eliminated position
Administrative Specialist II		(0.50)	(0.50)	position transferred to Parks and Rec. Administration
Roger T. Sermon Community Center				
Recreation Prog/Fac Supv		(0.50)	(0.50)	partial funding transfer to Parks Improvements Sales Tax Fund
Department Total	-	(3.00)	(3.00)	
Water Pollution Control				
Storm Sewer Maintenance				
Equipment Operator II		(2.00)	(2.00)	funding transferred to Storm Water Sales Tax Fund
Equipment Operator III		(2.00)	(2.00)	
Maintenance Supervisor		(1.00)	(1.00)	
Department Total	-	(5.00)	(5.00)	
General Fund Total	0.63	(19.57)	(18.94)	
Power and Light Fund				
Technology Services P&L				
Cyber Security Specialist	0.50		0.50	added new position
Administration				
Engineer III	(1.00)		(1.00)	eliminated position
Document Management Specialist	1.00		1.00	added position
Environmental Program Supervisor, P&L	1.00		1.00	added position
Environmental Program Specialist, P&L	1.00		1.00	added position
Support Services				
Energy Applications Specialist	1.00		1.00	position reclassified
Customer Service Tech II	(1.00)		(1.00)	
Utility Field Service				
Utility Field Service Worker		7.00	7.00	positions transferred from Water Fund
Customer Service Supervisor		1.00	1.00	

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Production				
Power Plant Electrician	(3.00)		(3.00)	positions reclassified
Journeyman Power Plant Electrician	3.00		3.00	
Journeyman Power Plant Mechanic	1.00		1.00	position reclassified
Tool Room Mechanic	(1.00)		(1.00)	
Engineer II - P&L	1.00		1.00	position reclassified
Safety & Training Specialist	(1.00)		(1.00)	
Transmission & Distribution				
Journeyman Lineman	2.00		2.00	positions reclassified
Apprentice Lineman	(2.00)		(2.00)	
Engineering				
System Operator I	(1.00)		(1.00)	positions reclassified
Senior System Operator	1.00		1.00	
Electric Sys Ops Engineer	1.00		1.00	added position
Fund Total	3.50	8.00	11.50	
Water Fund				
Water Field Service				
Customer Service Supervisor I	(1.00)		(1.00)	position reclassified
Customer Service Supervisor II	1.00		1.00	
Utility Field Service				
Utility Field Service Worker		(7.00)	(7.00)	positions transferred to Power
Customer Service Supervisor		(1.00)	(1.00)	and Light Fund
Production				
Plant Operator "A"	(2.00)		(2.00)	positions reclassified
Plant Operator "D"	2.00		2.00	
Fund Total	-	(8.00)	(8.00)	
Tourism Fund				
Tourism				
Special Events/Education Coordinator		0.25	0.25	position transferred from General Fund
Fund Total	-	0.25	0.25	
Parks and Recreation Sales Tax Fund-				
Park Maint. - Security & Inspection				
Marketing and Promotions Specialist		(1.00)	(1.00)	eliminated position
Maintenance Supervisor		(1.00)	(1.00)	eliminated position
Rec. Fac. - Truman Memorial Building				
Recreation Prog/Fac Supv	(1.00)		(1.00)	eliminated position
Recreation Prog/Fac Supv		0.50	0.50	position transferred from General Fund
Center Attendant	0.77		0.77	increased funding for part-time positions
Sports Administration				
Light Equipment Operator		1.00	1.00	position transferred from General Fund
Fund Total	(0.23)	(0.50)	(0.73)	

City of Independence, Missouri
2011-12 Operating Budget
Authorized Position Changes - All Funds
For the Fiscal Years 2010-11 through 2011-12

Fund/ Department/Function/Position Title	Change During 2010-11	Change for 2011-12	Total Changes for 2011-12	Comments
Storm Water Sales Tax Fund				
Storm Water Maintenance				
Equipment Operator II		2.00	2.00	funding transferred from General Fund
Equipment Operator III		2.00	2.00	
Maintenance Supervisor		1.00	1.00	
Fund Total	-	5.00	5.00	
Grants Fund				
Health				
Public Health Educator		0.75	0.75	added part-time position
Public Health Nurse		0.20	0.20	part-time position funding increased
Public Health Nutritionist		1.50	1.50	added positions
Public Health Epidemiologist		0.25	0.25	added part-time position
Public Health Program Coordinator		1.00	1.00	added full-time position
Police				
Master Police Officer	(3.00)		(3.00)	positions reclassified
Police Officer	3.00		3.00	
Electronics Fleet Technician	1.00		1.00	added position
Fund Total	1.00	3.70	4.70	
Worker's Compensation Fund				
Administrative Specialist II		0.25	0.25	portion of position transferred from Law
Fund Total	-	0.25	0.25	
Grand Total All Funds	<u>4.90</u>	<u>(10.87)</u>	<u>(5.97)</u>	

Appendix

BILL NO. 11-041

ORDINANCE NO. 17761

AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF INDEPENDENCE, MISSOURI, FOR THE FISCAL YEAR JULY 1, 2011 - JUNE 30, 2012, 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 2011-12 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 16, 2011, for the July 1, 2011 - June 30, 2012, 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, 2011 - June 30, 2012.

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, 2011 - June 30, 2012, 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 2010-11 fiscal year are hereby authorized to be reappropriated in the 2011-12 fiscal year for the same purposes as that of the outstanding encumbrances.

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 2011-12 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 2011-12 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 Finance Director is hereby authorized to transfer these appropriation amounts to applicable operating departments based on actual expenditures up to the amount designated for each purpose in the approved budget document.

SECTION 10. That the City Council periodically authorizes the acceptance of grants from various entities on behalf of City Operating Departments. Whenever the grant period does not match the City's fiscal year or when expenditures are not incurred in the same time frame as originally anticipated in the grant acceptance document, the Finance Director is hereby authorized to carryover these unexpended grant appropriations (including amounts appropriated as required City matching funds) to the 2011-12 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 unexpended Capital Budget appropriations are hereby authorized to be carried over to the 2011-12 fiscal year for the individual capital project purposes and from the funding sources as previously authorized by the City Council.

SECTION 12. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose listed below for the General Fund is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

GENERAL FUND APPROPRIATIONS

<u>Department or Purpose</u>	<u>Requisitioning Authority</u>	<u>Appropriation Amount</u>
City Council	City Clerk	\$ 409,522
City Clerk	City Clerk	366,678
City Manager's Office	City Manager	838,697
National Frontier Trails Museum	National Frontier Trails Museum Director	372,833
Technology Services	Technology Information Director	1,716,104

Municipal Court	Presiding Judge	751,614
Law	City Counselor	764,018
Finance	Finance and Administration Director	1,873,956
Human Resources	Human Resources Director	408,934
Community Development	Community Development Director	2,545,018
Police	Police Chief	24,885,849
Fire	Fire Chief	15,749,223
Health	Health Director	2,558,732
Public Works	Public Works Director	5,684,843
Parks and Recreation	Parks and Recreation Director	1,939,556
Non-Departmental	Finance and Administration Director	8,187,370
City Council Strategic Goals	Finance and Administration Director	250,000
Capital Outlay	Finance and Administration Director	<u>374,848</u>
	TOTAL GENERAL FUND	<u>\$ 69,677,795</u>

SECTION 13. That the following statement of appropriations, designations and requisitioning authority for the departments/purpose for the funds and accounts listed below is hereby adopted. The Director of Finance and Administration, upon specific authority of the designated Requisitioning Authority, may also make a requisition for encumbrance out of said appropriations.

<u>Department or Purpose</u>	<u>Requisitioning Authority</u>	<u>Appropriation Amount</u>
<u>TOURISM FUND APPROPRIATIONS</u>		
Tourism	Tourism & Marketing Dir.	<u>\$ 1,375,508</u>
<u>COMMUNITY DEVELOPMENT BLOCK GRANT FUND APPROPRIATIONS</u>		
Community Development	Community Development Director	<u>\$ 155,586</u>
<u>HOME PROGRAM FUND APPROPRIATIONS</u>		
Community Development	Community Development Director	<u>\$ 49,144</u>

STREET IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	\$ 7,000
Debt Service	Finance and Administration Director	<u>537,531</u>
	TOTAL STREET IMPROV. FUND	<u>\$ 544,531</u>

PARK IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Parks and Recreation	Parks & Recreation Director	\$ 2,361,748
Debt Service	Finance and Administration Director	<u>2,163,778</u>
	TOTAL PARK IMPROV. FUND	<u>\$ 4,525,526</u>

POLICE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Police	Police Chief	\$ 2,870,346
Debt Service	Finance and Administration Director	<u>515,113</u>
	TOTAL POLICE SALES TAX FUND	<u>\$ 3,385,459</u>

FIRE PUBLIC SAFETY SALES TAX FUND APPROPRIATIONS

Fire	Fire Chief	\$ 1,605,500
Debt Service	Finance and Administration Director	<u>552,213</u>
	TOTAL FIRE SALES TAX FUND	<u>\$ 2,157,713</u>

STORM WATER IMPROVEMENTS SALES TAX FUND APPROPRIATIONS

Water Pollution Control	Water Pollution Control Director	<u>\$ 2,130,894</u>
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POWER AND LIGHT FUND APPROPRIATIONS

Technology Services	Technology Information Director	\$ 108,401
Power and Light	Power and Light Director	105,330,629
Non-Departmental	Finance and Administration Director	21,130,735
Debt Service	Finance and Administration Director	<u>6,871,436</u>

TOTAL POWER AND LIGHT FUND \$133,441,201

SANITARY SEWER FUND APPROPRIATIONS

Public Works	Public Works Director	\$ 76,000
Water Pollution Control	Water Pollution Control Director	12,623,174
Non-Departmental	Finance and Administration Director	<u>3,705,170</u>
TOTAL SANITARY SEWER FUND		<u>\$ 16,404,344</u>

WORKERS COMPENSATION FUND APPROPRIATIONS

Workers Compensation	City Counselor	<u>\$ 2,198,179</u>
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STAYWELL HEALTH CARE FUND APPROPRIATIONS

Non-Departmental	Finance and Administration Director	<u>\$ 21,198,529</u>
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WATER FUND APPROPRIATIONS

Finance	Finance and Administration Director	\$ 60,001
Water	Water Director	13,147,680
Non-Departmental	Finance and Administration Director	5,646,335
Debt Service	Finance and Administration Director	<u>5,095,733</u>
TOTAL WATER FUND		<u>\$ 23,949,749</u>

CENTRAL GARAGE FUND APPROPRIATIONS

Public Works	Public Works Director	<u>\$ 2,169,893</u>
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NOLAND ROAD NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service	Finance and Administration Director	<u>\$ 95,713</u>
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FALL DRIVE NEIGHBORHOOD IMPROVEMENT DISTRICT APPROPRIATIONS

Debt Service	Finance and Administration Director	<u>\$ 9,754</u>
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EVENTS CENTER APPROPRIATIONS

Debt Service Finance and Administration Director \$ 5,517,588

TOTAL OPERATING BUDGET – ALL FUNDS \$288,987,106

SECTION 14. That an Operating Transfer is hereby authorized from the General Fund to the Falls at Crackerneck Creek Tax Increment Financing (TIF) Special Allocation Fund in the amount of Four Million One Hundred Forty Two Thousand Eight Hundred Fifty-nine and NO/100 Dollars (\$4,142,859.00) for anticipated debt service costs not covered by TIF revenues.

SECTION 15. That the following fund balance designations are hereby authorized:

<u>Fund</u>	<u>Purpose</u>	<u>Amount</u>
General Fund	Designated for TIF Distributions	\$ (616,086)
General Fund	Designated for Economic Development	(250,000)
Community Development Block Grant Fund	CDBG Fund Programming	619,414
HOME Program Grant Fund	HOME Program Fund Programming	<u>415,573</u>
Total		\$ 168,901

SECTION 16. That the following statement of appropriations for the 2011-12 Capital Budget is hereby adopted for the funds, from the sources and in the amounts as listed below:

<u>Fund/ Project No.</u>	<u>Description</u>	<u>Source</u>	<u>Appropriation Amount</u>
<u>Power and Light Fund:</u>			
70210811	Blue Valley Medium Voltage Switchgear	Power and Light Fund	\$ 625,000
70210824	Production Plant Miscellaneous Projects	Power and Light Fund	500,000
70211101	Blue Valley Low Nox Burner Installation	Power and Light Fund	3,000,000
70211102	Substation I Hot Gas Path Inspections	Power and Light Fund	2,500,000
70211103	Production Facilities Maintenance	Power and Light Fund	315,000
70211104	69-kV Transmission Line (Sub M to SRJ)	Power and Light Fund	2,000,000
70211105	69-kV Substation Capacitor Banks	Power and Light Fund	800,000
70211106	69-kV Substation Facilities Improvements	Power and Light Fund	440,000
70200301	Turnkey Underground Program	Power and Light Fund	50,000
9669	Service Center Improvements	Power and Light Fund	250,000

70211005	System Operations Backup Facility	Power and Light Fund	300,000
70211006	Centralized Database/Outage Management System	Power and Light Fund	80,000
	Total Power and Light Fund		<u>\$ 10,860,000</u>

Sanitary Sewer Fund:

70300101	33 rd Terrace Sanitary Sewer Improvements	Sanitary Sewer Fund	\$ 750,000
9757	Trenchless Technology - Improvements	Sanitary Sewer Fund	1,000,000
9882	Sanitary Sewer Evaluation Study	Sanitary Sewer Fund	300,000
70300801	Neighborhood Projects	Sanitary Sewer Fund	150,000
70301104	10 th Street to Northern	Sanitary Sewer Fund	60,000
70301102	North Liberty Force Main	Sanitary Sewer Fund	50,000
70301103	South Cottage to South Grand	Sanitary Sewer Fund	60,000
70301101	I-70 & Noland to 43 rd Street	Sanitary Sewer Fund	390,000
70301105	Sewer Extensions	Sanitary Sewer Fund	500,000
70301005	Dickinson, Kentucky 1 & 2	Sanitary Sewer Fund	546,650
70301106	RTO Replacement	Sanitary Sewer Fund	360,000
70300901	Treatment Plant Efficiency Improvements	Sanitary Sewer Fund	31,000
	Total Sanitary Sewer Fund		<u>\$ 4,197,650</u>

Street Improvements Sales Tax Fund:

70111102	2012 Overlay Program	Street Improvements Sales Tax	\$3,500,000
70110806	Concrete Intersection Program	Street Improvements Sales Tax	250,000
70110804	35 th Street Improvements (Crysler to Noland)	Street Improvements Sales Tax	1,000,000
70510802	Little Blue Parkway Phase 10	Street Improvements Sales Tax	800,000
70111103	Alley Rehabilitation	Street Improvements Sales Tax	150,000
70111104	24 Highway & Blue Mills	Street Improvements Sales Tax	80,000
70110409	Operation Green Light	Street Improvements Sales Tax	25,000
70110807	Sidewalks to City Parks Improvements	Street Improvements Sales Tax	130,000
70110808	Sidewalks to Schools Improvements	Street Improvements Sales Tax	170,000
	Total Street Improvements Sales Tax Fund		<u>\$ 6,105,000</u>

Park Improvements Sales Tax Fund:

9719	Athletic Fields and Court Renovations	Park Improvements Sales Tax	\$ 300,000
9970	Park Revitalization	Park Improvements Sales Tax	150,000
9971	Park Maintenance – Mobile Equipment	Park Improvements Sales Tax	100,000

Total Park Improvements Sales Tax Fund \$ 550,000

Storm Water Sales Tax Fund:

9814	Neighborhood Construction Projects	Storm Water Improv. Sales Tax	\$ 100,000
70130508	Trenchless Technology	Storm Water Improv. Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Improv. Sales Tax	50,000
70130510	Storm Systems Evaluation Study	Storm Water Improv. Sales Tax	50,000
70130602	Bellevista Neighborhood Channel (Construction)	Storm Water Improv. Sales Tax	150,000
70130703	26 th /Glendale/Windsor Construction	Storm Water Improv. Sales Tax	800,000
70131103	William Yates School Neighborhood (Construction)	Storm Water Improv. Sales Tax	370,000
70131102	Sherwood Estates (Design)	Storm Water Improv. Sales Tax	50,000
70131104	Claremont Bridge (Culvert) Replacement (Design/Construction)	Storm Water Improv. Sales Tax	150,000
70131105	2011 Neighborhood Projects	Storm Water Improv. Sales Tax	570,000
70131106	Delaware Streetscape	Storm Water Improv. Sales Tax	42,700
Total Storm Water Improvements Sales Tax Fund			\$ 2,432,700
Total 2011-12 Capital Budget – All Funds			\$ 24,145,350

SECTION 17. That the following statement of appropriations for the 2011-12 Capital Budget for the Tax Increment Financing Projects in the Tax Increment Financing Capital Projects Fund as listed below is hereby adopted.

Fund/ Project	Description	Source	Appropriation Amount
<u>TIF Capital Projects Fund:</u>			
6703	Mid Town Truman Road Corridor	Tax Increment Financing Revenue	\$ 278,000
6706	RSO Development	Tax Increment Financing Revenue	414,000
6708	Noland Road/Santa Fe Trail Neighborhood	Tax Increment Financing Revenue	301,000
6709	Sterling Village	Tax Increment Financing Revenue	121,000
6710	Hartman Heritage	Tax Increment Financing Revenue	497,000
6711	Drumm Farm Golf Course	Tax Increment Financing Revenue	1,464,000
6712	Eastland Center	Tax Increment Financing Revenue	5,912,000
6713	North Independence Improv.	Tax Increment Financing Revenue	352,000
6715	Mount Washington	Tax Increment Financing Revenue	93,000
6716	Hy Vee 40 Highway & Noland	Tax Increment Financing Revenue	999,000
6717	Noland Road Auto Plaza	Tax Increment Financing Revenue	482,000
6718	Falls at Crackerneck Creek	Tax Increment Financing Revenue	19,896,000

6719	Old Landfill	Tax Increment Financing Revenue	486,000
6720	Cornerstone Apartments	Tax Increment Financing Revenue	567,000
6721	Trinity Development	Tax Increment Financing Revenue	704,000
6722	HCA	Tax Increment Financing Revenue	3,740,000
6723	Cinema East	Tax Increment Financing Revenue	<u>100,000</u>

Total Tax Increment Financing Fund \$ 36,406,000

SECTION 18. That a copy of this ordinance shall be kept on file in the office of the City Clerk.

SECTION 19. That all ordinances in conflict herewith are hereby repealed.

SECTION 20. That this ordinance shall go into effect upon the date of its adoption.

PASSED THIS 20 DAY OF JUNE, 2011, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.



Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:



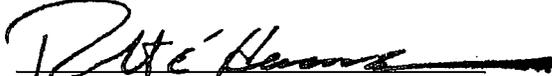
City Clerk

APPROVED - FORM AND LEGALITY:



City Counselor

REVIEWED BY:



City Manager

I hereby certify that there is a balance otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated Above



Director of Finance & Administration
City of Independence, Missouri

**City of Independence, Missouri
2011-12 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: 2003 - 114,345 2006 - 115,953 2009 - 114,128
2004 - 114,745 2007 - 116,359 2010 - 121,212
2005 - 115,146 2008 - 109,159 2011 - 116,830

Projected Retail Sales as of June 30, 2011 \$1,599,640,707
Registered Voters: 66,045
Number of Households: 48,742 **Number of Employees:** 1,184
Form of Government: Council/Manager

Fire Protection:

Number of Stations 10
No. of Authorized Employees 174
Number of Vehicles 45

Communications (served by):

Newspapers (daily) 1
Radio Stations 46
TV Stations 12
(cable TV service available)

Police Protection:

Number of Stations 4
No. of Authorized Employees 302.65
Number of Vehicles 188

Recreation:

Park Acreage 730
Number of Parks 43
Community Centers 3
Fitness Centers 2
Ball Fields 54
Water Parks 1

Education:

Elementary and High School enrollment 19,505
Elementary Schools 16
Junior High Schools 4
Senior High Schools 4
Parochial & Private 8
Pre-School & Kindergartens 10
Teachers 1,405
Administrators 98
Colleges 8

Transportation:

Bus Systems (operated by KCATA) 1
Taxi Services 3

Community Facilities:

Hospitals 1
Beds 221
Motels/Hotels 24
No. of Rooms 1,479
Bank/Credit Union Fac. 34

Public Works Infrastructure:

Paved Streets (miles) 565 Water Mains (miles) 750
Electric Circuits (miles) 847 Water Consumption (daily avg.) 24.77
Electric Consumption (daily avg.) 3,146 (in millions of gallons)
(in Mwh) Sanitary Sewers (miles) 596

**City of Independence, Missouri
2011-12 Operating Budget
Financial Statistics**

Real Estate Taxes

**Real Estate Tax Rate
Per \$100 assessed valuation)**

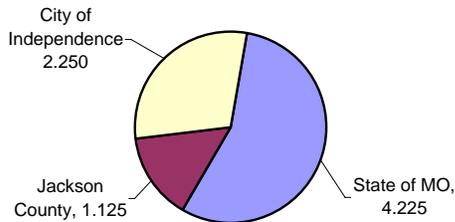
Debt Levy Purpose	Budget 2010-11	Budget 2011-12
General Purposes	\$ 0.4954	\$ 0.4924
Public Health & Recreation	0.2334	0.2312
Total	\$ 0.7288	\$ 0.7236
Indep. School District	5.28	5.28
Jackson Co./State of Mo.	1.0896	1.0896
Metro. Jr. College	0.2266	0.2266
Indep. Square Special Benefit District	0.51	0.5596

Real Estate Revenue by Levy Type

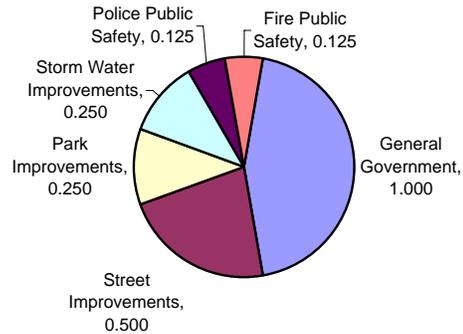
Debt Levy Purpose	Budget 2010-11	Budget 2011-12
General Purposes	\$ 4,855,200	\$ 5,034,369
Public Health & Recreation	2,284,800	2,369,115
Total	\$ 7,140,000	\$ 7,403,484

Local Option Sales Taxes

**Total Sales Tax Collected in Independence
(in percent)**



**City of Independence Tax
(in percent)**



	Budget 2010-11	Budget 2011-12
Local Option Sales Tax	\$ 16,317,487	\$ 16,268,536
Street Improvements Sales Tax	7,655,564	7,409,246
Park Improvements Sales Tax	3,827,782	3,704,624
Storm Water Improvements Sales Tax	2,232,872	3,704,624
Police Public Safety Sales Tax	2,039,686	1,970,708
Fire Public Safety Sales Tax	1,913,891	1,854,312
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
2011-12 Operating Budget
Financial Statistics**

Fee Structure*

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	\$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)
Occupation License Fee	\$25.00 Annual Gross Revenue under \$25,000; \$25.00 plus \$0.29 per thousand Annual Gross Revenue over \$25,000 (maximum fee \$30,000)
Motor Vehicle License	\$4.50 Motorcycles & Motortricycles 5.00 Passenger Cars 6.00 Commercial Vehicles and Recreational Vehicles

*See the City of Independence Revenue Manual for more information

Outstanding Debt as of June 30, 2011

General Obligation Bonds	\$	-
Revenue Bonds		
Power and Light		60,751,936
Water		43,528,080
Events Center		84,805,000

<u>Major Taxpayers</u>	<u>Assessed Valuation</u>	<u>% of Total Assessed Value</u>
Simon Property Group LP	\$ 22,131,786	2.15%
Sprint	11,203,388	1.09%
AT&T	9,076,885	0.88%
Cole EDD Mt Independence LLC	8,963,343	0.87%
Space Center of Kansas City	8,529,447	0.83%
Comcast Cablevision	6,767,792	0.66%
Southern Union Company	5,335,323	0.52%
Unilever Bestfoods NA	5,253,260	0.51%
Centerpoint Medical Center	4,215,065	0.41%
Mansion Apartment	4,032,764	0.39%

<u>Major Employers</u>	<u># of Employees</u>
Alliant Tech Systems	2,600
Independence School District	2,043
Centerpoint Medical Center	1,600
City of Independence	1,300
Government Employee	650
Hospital Association	
Rosewood Health Center at the Groves	400
Burd & Fletcher	350
Jackson County Circuit Court	274
Mid-Continent Library	248
Unilever Bestfoods NA	220

ACRONYMS

ADA -	Americans with Disabilities Act
AED -	Automatic External Defibrillator
ALS -	Advance Life Support
APWA -	American Public Works Association
BLR -	Business and Legal Resources
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

ACRONYMS

EOD -	Explosive Ordinance Disposal Team
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
HRMA -	Human Resources Management Association
ICED -	Independence Council for Economic Development
I.D.E.A. -	Individual Development and Elevated Action
IPMA-HR -	International Public Management Association for Human Resources
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

ACRONYMS

MHz -	Megahertz
NFTM -	National Frontier Trails Museum
NIMS -	National Incident Management System
NRP -	National Response Plan
NWCDC -	Northwest Community Development Corporation
OPEB -	Other Post-Employment Benefits
PLC -	Programmable Logic Controllers
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
USGS -	United States Geological Survey
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.
- 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

- 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.
- 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

- 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.
- 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

- 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.
- Governmental Fund -** funds generally used to account for tax-supported activities. There are five different types of governmental funds. The City of Independence's governmental funds include the general fund, other general purpose funds, special revenue funds, debt service funds, and capital projects funds.
- 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.
- 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.)

GLOSSARY OF BUDGET AND FINANCE TERMS

- Major Fund -** A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund.
- 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.”
- 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.
Proprietary Fund -	In governmental accounting, one having profit and loss aspects; therefore it uses the accrual rather than modified accrual accounting method. The two types of proprietary funds are the enterprise fund and the internal service fund.
Reserved Fund Balance -	An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Resolution -	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources -	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings -	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue -	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

GLOSSARY OF BUDGET AND FINANCE TERMS

- Sources -** That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.
- Special Assessments -** Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.
- Special Revenue Fund -** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.
- Undesignated Fund Balance -** That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
- User Fees -** Fees charged to users of a particular service provided by the City.
- Uses -** The appropriations and transfer authorizations that create the budget for each Fund.
- Working Capital (Designated) -** An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

City of Independence



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