



HUMAN RESOURCES ANNUAL REPORT

2009



The City of
St. Joseph
Missouri

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CONTENTS



Introduction	3
Human Resources Summary	4-8
Statistical Summary	9
Employee Training Summary	10-12
Risk Management Summary	13-15
Departmental Statistics	16-45

You must contact Human Resources directly for this information.

INTRODUCTION



We have prepared this annual report to the Mayor and City Council as required by the Code of Ordinances, Section 2-1051. The following pages present a statistical perspective of the status of City employees and events that shaped our employee workforce as of December 31, 2009.

As you review the data and examine the graphic displays, there will inevitably be questions. We welcome inquiries and encourage you to contact us if you are interested in more detailed information. We will be pleased to address your inquiries, with appropriate exceptions for sensitive material.

We are proud to submit this report for your review and analysis. We strive each year to provide a report reflecting the essence of what our workforce is and the truly significant value that our employees bring to this service-oriented entity. The Human Resource staff appreciates the support we receive from the City Council and from City staff.

For additional information, or if you have any questions, please contact:

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2010 Human Resources Department Staff (l-r)
Front: Jenny Sollars, HR Technician
Carolyn Sanders, HR Manager
Back: Julie Noel, Training Coordinator
Diana Slater, HR Director
Randy Varner, Claims Technician
Ed Schilling, Risk Management Coordinator

HR SUMMARY



Overview

Human Resources (HR) has primary responsibility for handling, assisting and dealing with all employee related matters including workers' compensation and training (addressed in their individual sections). HR handles a variety of work products and creates and processes several different documents. This summary is drawn from source documents and other files that accrue simply as a result of the work products.

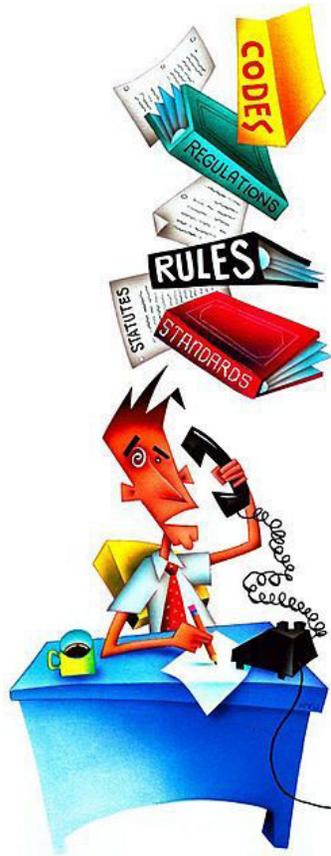
HR continues to ensure that all [employee evaluations](#) are completed and processed on each employee every year. Employee evaluation notifications are sent out to Department Directors at least six weeks prior to when the evaluation is due. The process does not end until the completed evaluation is returned and administratively processed. As part of the performance evaluation process, the job descriptions are reviewed and revised as needed. As of January 2009, departments started using our newly designed electronic forms that have built in formulas and information boxes. The new forms provide a more user-friendly electronic version making completion a much easier task.

The Human Resources Department, Legal Department and Finance Department completed the annual review of the [Personnel Manual](#), which received approval by the City Council. The new manual was printed in its entirety and distributed to all employees. The Personnel Manual is also accessible on our website.

Human Resources [assists directors and supervisors](#) in a number of employment related issues, including: hiring, terminating, disciplining, and other personnel related matters. In 2009, Human Resources and Legal assisted Departments with 57 written and above disciplinary actions. The disciplinary actions ranged from written warnings to terminations.

Our health insurance plan was re-bid this year through our benefits consultants, CBIZ. A Request for Proposal was sent out in February 2009. Two carriers expressed an interest in providing health insurance to City employees. The proposal from the current provider, [Blue Cross Blue Shield \(BCBS\)](#), was accepted offering the same four plans as the prior year with a premium increase of 18% for Fiscal Year 2010. The City Council elected to continue the employee contributions for employee only coverage at the same rate as the prior year and have the City absorb the additional premium. The BCBS plans continued to include a Wellness plan. As part of the Wellness plan and with the assistance of CBIZ, an Employee Health/Benefits Fair was held at the Civic Arena in June with approximately 94% of the employees participating in the on-line Health Risk Assessment. The health screening sponsored by BCBS consists of height, weight, body mass index, blood pressure, glucose and cholesterol screening. Other employee benefit vendors participated as well, including Ameritas, EMC National Life, LAGERS, ICMA-RC, MOST/Upromise, CIGNA, Colonial, Catholic Charities and Frontline. Also participating were: HearSafe, Alice's Energy Connection, Social Security Administration, Rosenak's Optical Options & Isagenix, Performance Plus Rehabilitation Center & Asic Shoes, Commerce Bank, Anytime Fitness, YWCA, YMCA and the City of St. Joseph Health Department.

HR SUMMARY



Wellness activities were again offered to employees through our health carrier such as Cultivating a Stress Resilient Life, Start Your Walking Program on the Right Foot and Tobacco Cessation classes. City employees also participated again in the National Walk @ Lunch Day in April. Several employees walked along the beautiful Riverfront Park and others at the Civic Arena in support of this event. A flu shot clinic was offered again this year. The clinic was held in October for employees and spouse/dependents on the group health plan. The offer was extended to spouse/dependents who were not members of the plan for a fee. As always this event provides a wonderful opportunity for employees to get immunized for the cold and flu season.

The **dental premium** remained locked in during 2009 from the prior year. The dental carrier was accepting of an extended period so that we will be able to put the dental plan on the same cycle as the health plan starting FY11 which then will coincide with the fiscal year for easier budgeting.

City **life insurance, long term disability plan, and Employee Assistance Plan** were previously locked in with multiple year rate guarantees so no renewals or bids were necessary this year.

Our **ICMA-RC and Nationwide/Frontline 457** plan representatives continue to regularly make themselves available in St. Joseph for individual meetings and group presentations with employees. One of the ICMA-RC Certified Financial Planners made several visits to conduct presentations on Strategies to Help Save for Retirement and Investing in a Volatile Market. Presentations and meetings are coordinated through HR.

Police and fire entry level and promotional testing is handled by Human Resources. Fire promotional tests were conducted in January. The fire entry level test was conducted in June. Both the entry level written and physical agility tests were conducted the same day.

In October, the police promotional test was conducted. **Police entrance exams** were conducted in December 2009. A physical agility test for those police candidates who had passed the written entrance exam was conducted the same day as the written exam.

The entire HR staff participates in the physical agility testing for both fire and police. All tests involve planning several months ahead, lots of coordination, organization and correspondence. The process involves such activities as finding dates, locations, posting the positions, ordering tests, grading the tests, compiling results, assisting and or participating with interviews, computing other factors that count in the final score and sending out several different letters and memos to the candidates.

HR SUMMARY



Filing other vacancies that occur throughout the City is quite an extensive process starting with posting the job opening all the way through [New Employee Orientation](#) (NEO). HR posted 70 jobs in 2009 and on average received 284 applications/month. When a vacancy occurs the applicable department reviews the job description and makes any changes needed and forwards a Job Requisition to HR. HR then posts and advertises the open position. There are several areas where postings may occur depending on the position. The bulletin board outside the HR office is the official posting site. Other places where positions may be posted include the City's website, Channel 19, the local newspaper and several different agencies and institutions around the City. This year with the assistance from a couple of other departments, we created an application that potential candidates are able to complete on-line and then print off and submit. The link for the application is on the City of St. Joseph website on the Job Postings page. Applicants still have the option of printing off the application and completing it or picking an application up in our office. HR is also involved in the screening of candidates at various levels depending on what level of service the hiring department chooses. Once a candidate is selected, has passed through the pre-employment process and starts work, they are scheduled for in-processing, generally within the first week of employment. HR ensures that new regular full-time employees complete all necessary employee paperwork and receive information on benefits and programs. This processing involves at least two to three hours of staff time per occurrence. During 2009, the Human Resources staff in-processed 42 new regular employees. During new employee in-processing the new employee completes all the necessary paperwork and forms as well as receiving the required training areas that HR covers. This prevents the employee from having to return on another date for the required training. In-processing includes enrollment in benefits, discrimination and sexual harassment training, risk management and workers' compensation training, and training on our drug and alcohol policy testing. HR also ensures that all necessary paperwork is obtained from part-time, seasonal and temporary employees and processes it accordingly. We hired 227 employees who were classified as other than full-time status.

[Staff support](#) continues through the entire period of active employment and often extends beyond in the form of benefits to retired members and continuation of benefits for employees leaving for other reasons. Examples of the wide range of staff involvement flow from the time a new employee begins work and includes the following:

- The Personnel Action Form documents any changes affecting an employee's status. HR processed 501 Personnel Action Forms during the year. Personnel Action Forms lead to a need for other internal activity, including all the tracking devices that are in place for employee benefit eligibility, evaluations, payroll, staffing controls and many others.
- Numerous benefit programs are monitored and notices are sent to supervisors and/or employees as appropriate. Included among these are year-end reports on vacation leave, reminders on use it or lose it vacation accruals, personal-use vehicle notices, medical leave conversion, 457 deferred comp match program, and flexible benefit programs, just to name a few.
- Certain programs require consistent involvement or intervention by staff. These intensely managed programs include health, dental, term life, deferred compensation, FLEX, FMLA, supplemental term life, cancer and universal life programs. These programs are primarily administered by the HR Manager and the HR Technician.
- Invoices and payments are tracked and reconciled to ensure uninterrupted coverage for health and dental for current employees and continuation coverage for former employees who continue coverage because of retirement or through COBRA.

HR SUMMARY



- When an employee is ready to retire, HR assists the employee with the required paperwork. This involves numerous stages after the initial application is received. The City administers three active defined benefit pension plans and one plan that is no longer available for membership. Pension plans require wage sheets and verification of wages and service period(s). Each employee receives notices on insurance continuation eligibility and other benefits that they may have as a result of their retirement.

Negotiations continued with the FOP-Lodge #3 and IAFF- Local 77.

Ever changing labor and employment legislation continues to be a challenge to stay abreast. Some of the new laws and regulations include: January 1st was the effective date for the requirement of Missouri employers to utilize the [E-verify](#) program. Another update to the [FMLA](#) went in to effect implementing new regulations that provide qualifying exigency leave and additional leave for those needing to care for injured military personnel in January. Another amendment was made to the FMLA in October expanding the circumstances on the new military provisions enacted in January. The [ADA Amendments Act](#) went in to effect on January 1st which expanded the law to apply to a wider range of employees and disabilities. The [Fair Pay Act](#) passed which extended the filing period for pay discrimination claims. In response to the economic stimulus, the extension and payment for [COBRA](#) benefits took effect in February as well as extension of unemployment benefits. In February the Supreme Court of Missouri determined for the first time that supervisors can be held individually liable for violations of the [Missouri Human Rights Act](#). The federal minimum wage increased in July. Laws were passed regulating health insurance companies to provide mental health and substance abuse benefits on substantially the same terms as other medical benefits and requiring that group health plans permit dependent children who lose their eligibility as a student due to a medical necessary leave of absence to continue their coverage for up to 12 months. These were titled [Mental Health Parity and Michelle's Law](#) respectively. A law titled, [GINA](#) (Genetic Information Nondiscrimination Act) that forbids health insurance companies from setting rates based on genetic factors and prohibits employers from using data in hiring/firing or in employment actions/decisions took effect in November. Health care reform was introduced with much controversy and debate on-going. We continue to stand alert on several other employment and labor laws which were introduced in 2009 that could impact employers if passed as well as the promise for more to come.

HR SUMMARY

General HR Administration



Many activities are listed here in an effort to reflect the multitude of actions initiated by the Human Resources staff to ensure that the maximum possible support is provided to City employees. Additionally Training and Workers' Comp/Liability are covered in their respective sections.

- HR frequently assists employees and retirees (as applicable) with questions on policies, processes, insurance and benefits including changes to deferred compensation contributions, beneficiary designation, primary care physician, address, etc.
- A representative from HR attends monthly Employee Advisory Committee meetings.
- Research, study and formal classes are necessary in order to keep current on the many employment laws that impact employees (FLSA, FMLA, ADA, COBRA, Workers Comp, USEERA, and others). HR staff conducted classes for the Leadership Development and Advanced Supervisory Training Programs.
- Compensation administration continues to be challenging with the state of the economy. We regularly participate in compensation and benefit surveys from other cities and agencies.
- Coordination with outside agencies and legal counsel on complaints/lawsuits if they arise with assigned attorneys on litigated matters requires focused attention while such issues are active.
- Service on special committees/task forces and internally sponsored special events usually involve several (or all) staff members in order to carry out the activities.
- Reconciliation of five monthly insurance invoices (involves 60 separate cycles each year) is vital to ensuring the accuracy of all the related benefit programs.
- HR administers the Consultant Pay for retirees of the Old Fire Pension Plan and generates quarterly reports for payroll.
- The preparation of the HR Annual Report requires a cumulative effort of approximately one week each year.
- HR offers discounted movie and amusement park tickets for our employees including Worlds of Fun, Oceans of Fun, Silver Dollar City, and White Water. Reconciling of each of those occur monthly.
- HR provides assistance with providing information and coordinating teams for Corporate Challenge.
- HR plans and coordinates special Wellness Classes, flu/pneumonia shots as well as 457 plan meetings and workshops.
- HR publishes articles for the HR Buzz and contributes to other city-wide publications such as the City Weekly and Mayor Council Update.
- Newsletters are forwarded to employees from CBIZ, BCBS and ICMA-RC.

Finally, the Human Resource Staff knows that without the support and assistance of the City Manager and City Staff, we would not be able to successfully carry out our duties. Their support and assistance are highly appreciated. In addition, HR appreciates the support received from the City Council.

STATISTICAL SUMMARY

Personnel Actions

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Hiring Actions	273	299	268
Departing City Employment	228	201	192
Promotions	30	43	39
Transfers	5	6	8
Demotions	4	2	1
Suspensions	33	19	25

Note: The information listed above includes seasonal activity hiring & departures, such as recreational positions in the Parks, Recreation & Civic Facilities Department.

Years of Service

<u>Years</u>	<u># of employees</u>	<u>% of employees</u>
0-9 Years	330	46.22%
10-19 Years	199	27.87%
20-29 Years	127	17.79%
30-39 Years	54	7.56%
40 + Years	4	0.56%
TOTAL	714	100%

Family & Medical Leave

Reported to Human Resources

2007	115
2008	104
2009	135

TRAINING SUMMARY



The Human Resources' Training Division is comprised of a [Training Coordinator](#) who is responsible for ensuring that city employees obtain training that will enhance skills and increase productivity. The Training Coordinator is also responsible for mandatory training required to keep us in compliance with various employment issues. In addition, the Training Division is responsible for entry level and promotional police and fire testing, as well as, to act as the representative for employees seeking mediation.

In addition to meeting mandatory requirements, the goal when planning for and delivering courses is to provide training that keeps needed information fresh in employees' minds, builds awareness, promotes safety, enhances services, educates personnel about policies and procedures, assists employees in gaining and maintaining proficiency, provides the needed background for future training, enhances employees knowledge base, skills and abilities, assists in succession planning, and helps build future leaders.

To accomplish these goals the employee's and City's needs are assessed and courses are developed and offered to meet these needs. The City is proud of its employees and utilizes subject matter experts as adjunct trainers for advanced or specialized courses.

During calendar year 2009, [166 courses and testing opportunities](#) were offered to city employees through the Human Resources Training Division and its adjunct trainers. These courses and testing fall within six categories: computer training, mandatory training, leadership development training, advanced supervisory training, specialized training, and entry-level and promotional testing.

[Computer courses](#) are available to City employees on an as needed or by request basis. Some of the computer courses offered to City employees include: Outlook, Word, Excel, PowerPoint, Access, Publisher, InfoPath, and navigating the World Wide Web. In addition, training is provided upon request for divisions who have purchased software or had software developed for their division or department.

[Mandatory training](#) is training that employees must receive on a regular basis to educate employees about new and existing laws, policies, or procedures, update employees regarding federal or state requirements, and courses to promote safety or limit liability. During calendar year 2009, the majority of courses provided were mandatory training. The courses presented in 2009 that fall within this category were annual customer service training, discrimination and sexual harassment training – which incorporated affirmative action and diversity information, defensive driving training, National Incident Management System (NIMS) training, and cash handling.

To meet the special needs of City employees and to provide a variety of training not normally offered, courses are developed or contracted. These courses fall into the [specialized training](#) category. In 2009, the specialized courses that were offered included courses to educate employees about investing in a volatile market, procurement card usage, basic Spanish, confined space, Operation Lifesaver, identifying poisonous plants, conflict resolution and mediator recertification. Also included in this group of courses were courses that were specially requested by an employee or a group of employees.

TRAINING SUMMARY



In an effort to strengthen the knowledge and skill base of our employees, two training programs are utilized. The courses in both of these programs are offered on an annual basis.

The first of these programs is the [Leadership Development Program](#) (LDP). The LDP is open to all City employees. The goal of this program is to provide employees with the tools to step out in leadership roles when it is required of them. Courses included in the LDP are:

- * Presentation Skills
- * Effective Writing
- * Time Management
- * Ethics and Standards
- * Communication Skills
- * Train the Trainer
- * Municipal Government Operations
- * How to Manage Anger, Conflict and Emotion
- * Diversity
- * Change Management
- * Supervisory Skills
- * Stress Management
- * Leadership
- * Effective Meetings

The second of these programs is the [Advanced Supervisory Training Program](#) (ASTP). The ASTP courses are offered to our supervisory employees and courses are added as needs arise. These courses are to refresh the knowledge of experienced supervisors, educate new supervisors regarding issues that pertain specifically to supervision, and update all supervisory employees with new legal and procedural updates. Courses currently included in the ASTP are:

- * Mediation for Supervisors
- * Budget and Finance
- * Understanding Employment Law
- * So You're Going to Trial
- * Issues with E-Mails
- * Project Management
- * Media Relations
- * Risk Management and Loss Control
- * Advanced Discipline and Termination
- * Strategic Planning

Our [adjunct trainers](#) are a tremendous asset to meeting the organizations training goals. These employees are generous with their time and talent and provide us the ability to extend a variety of training courses to our employees. A very special thanks goes out to our adjunct trainers.

- Human Resources: Carolyn Sanders, Ed Schilling, Jenny Sollars, and Julie Noel
- Financial Services: Kim Newton-Orozco, Judy Hovey, Cindy McDermott
- Fire Department: Training Officer Mike Neylon, Chief Training Officer Steve Daniels
- Parks Department: Bill France
- Police Department: Captain Janice Rothganger, Sergeant Marla Wilson, Sergeant Gary Murphy, Officer Richard Bradley, Officer Mike George, Officer Steve McClintick
- Aviation Division: Mike Hurst
- Street Division: Rex Burns, Steve Kendall, Keven Schneider

TRAINING SUMMARY

Four new courses were provided to City employees this year, at no cost, by outside providers. These included railroad safety training, investment training, poverty simulations, and a hands-on game show style customer service training class. We would like to recognize the presenters for this training: Dan Wilburn from the railroad, Michael Brandeberry from ICMA-RC, Community Action Partnership, and Becky Chambers from Workforce Development for their contributions toward providing quality training opportunities to City employees.

Training Statistics:

- Human Resources presented and assisted with 166 classes in 2009.
- A total of 1,646 employees participated in training.
- By offering courses developed in-house, it is estimated that the City saved \$242,063.00 in vendor costs.
- Percentage Breakdown by Course Type:
 - Computer 5%
 - Mandatory 73%
 - Mid-Level Managers Development 5%
 - Advanced Supervisory Training 1%
 - Specialized Training 16%

It is anticipated that there will be some changes to the amount and type of training that will be offered in 2010. Some of these changes are due to saturation of one or more of the programs we offer. Other changes will be based upon new laws that are being passed that directly affect our employees' duties and City procedures. We also keep our eyes open for any legal, technological, process or procedural changes in which employees will need to be educated. We are looking forward to the training challenges 2010 will bring to us.

The City's mediation program is free for all City employees. This program was established in 2000 to provide a means for employees to resolve disputes in a neutral setting. Currently, the City maintains six trained mediators. These mediators work in different departments throughout the City and are regularly trained in order to provide this benefit to employees.

The Police and Fire departments require entry-level and promotional testing be provided on a regular basis to fill openings within their departments. The Training Coordinator is responsible for scheduling, advertising, enrollment, and proctoring these tests.

RISK MANAGEMENT

The Risk Management Coordinator is responsible for the Risk Management Division of the City's Human Resources Department. With support from the Claims Technician and all Human Resources staff, risk management administers several programs designed to promote safety and protect City employees and property. Specific programs include a self-insured workers' compensation program, drug and alcohol testing program, fully insured property and liability program, and contractual risk management program. Additionally, the Risk Management Division is responsible for administering the Sewer Backup Reimbursement Policy, which was enacted in November of 2007 to assist property owners and tenants with losses resulting from the backup of City sewer lines.

Workers' Compensation

The City made the decision to self-insure its workers' compensation in 1995. Based on current market trends, the City saves an estimated \$500,000 each year by self-insuring the program. The City does carry excess insurance, which covers any occurrence with costs exceeding \$400,000.

The program utilizes a [Third Party Administrator](#) (TPA) to maintain records and process claim related payments including medical bills and lost-time benefits for injured employees. Most physician and employee communications are directed through the Risk Management Coordinator, however the TPA also coordinates appointment scheduling, specialist referrals and advises the City regarding the management and direction of each [work-related injury](#) claim. The TPA further assists the City with maintaining self-insurance authority through the State of Missouri by providing statistical data and reports required on an annual basis. Meetings to discuss open claims and recommendations occur on a quarterly basis.

The total number of [workers' compensation claims](#) decreased in 2009 with associated costs more in line with historical averages. It is important to note that incurred claim costs typically change over the year following any single claim, thus the incurred costs may not accurately represent what will be paid by the City. Excess insurance coverage limits the City's exposure for catastrophic claims.

Drug and Alcohol Testing

The Risk Management Coordinator serves as the City's Drug and Alcohol Testing Coordinator. The program consists of pre-employment, random, reasonable suspicion, post accident, return-to-duty, and follow-up testing. The program also involves coordination with the City's contracted Employee Assistance Program provider for substance abuse counseling when necessary.

Supervisory staff are required to attend periodic training related to reasonable suspicion testing. The training consists of statistical information as well as detailed information on the signs and symptoms of alcohol misuse and controlled substance abuse. The Risk Management Division is grateful for the teaching assistance provided by several of our Police Officers who continually present an interactive classroom program during which they share a wealth of information based on local experience and professional training. Participants also get to have a bit of fun utilizing special goggles that simulate various levels of intoxication.

RISK MANAGEMENT

Property and Liability Insurance

The City maintains fully insured property and liability insurance programs to protect its facilities, equipment, and operations. Risk Management is responsible for the processes associated with obtaining appropriate insurance coverage through various agents and insurers. Additional responsibilities include investigating and/or coordinating the investigation of all insured property damage and liability claims.

Typical liability claim processes involve contacting individual claimants to obtain initial information followed by formal investigation with assistance from various staff within involved departments and divisions. Risk Management then forwards the claim information to the appropriate insurance carrier for handling. Depending on the specifics of each claim, the insurer may request additional information, which is also coordinated through Risk Management. The City makes every effort to process claims accurately and efficiently for the benefit of all parties involved. All departments continually do a wonderful job assisting with these programs.

Contractual Risk Management

Risk Management provides assistance to all departments related to contractual risk management. The City attempts to reduce the risks associated with all contracted operations and activities by requiring contractors and event organizers to provide insurance for their activities. The process includes participation in contract negotiations and event planning to assess the associated risks and make recommendations on adequate insurance levels and indemnification requirements. Prior to executing contracts or issuance of event permits, Risk Management reviews related insurance certificates submitted by contractors and event organizers. The City's Legal and Customer Assistance Departments provide additional assistance resolving any identified discrepancies within the contracts and certificates. This process involves the review of hundreds of certificates and contracts each year.

Risk Management Online

During the final months of 2009, Risk Management, with tremendous support from the Technology Services Department, created the Risk Management Online reporting and resource system. From a single intranet site, City staff can access and submit risk management related forms and reports as well as view policy and training resources. Here are a few of the benefits:

- Centralized Database
- Increases overall efficiency
- Improves timeliness of reporting
- Provides quick verification of submissions
- Expands communication
- Adaptable and Expandable to suit changing needs
- Paperless

Risk Management is hopeful that this resource tool will greatly benefit all departments as we move forward.

RISK MANAGEMENT

Workers' Compensation Claims by Department

Department	2006	2007	2008	2009
CAD	0	1	0	0
Fire	19	16	16	9
Health	3	2	9	4
Parks	21	11	21	14
Planning	0	0	0	0
Police	23	29	35	33
Property Mtc	3	1	1	2
Public Works	28	27	37	27
Total	97	87	119	89

Workers' Compensation Claim CO\$T by Department

Department	2006	2007	2008	2009
CAD	0.00	0.00	0.00	0.00
Fire	79,658.14	328,326.40	321,634.96	18,125.17
Health	1,220.96	1,341.63	46,366.04	1,247.90
Parks	4,479.09	58,066.20	115,877.92	24,414.13
Planning	0.00	0.00	0.00	0.00
Police	121,064.05	231,171.37	53,607.40	194,038.49
Property Mtc	14,016.23	8,252.96	3,100.00	503.67
Public Works	159,350.43	567,175.83	222,777.38	100,296.94
Total	397,788.90	1,194,334.39	763,363.70	338,626.30

General Liability Claims

Year	Claims	Cost Incurred
2005	56	\$ 89,893.17
2006	66	\$104,901.24
2007	101	\$153,184.40
2008	108	\$103,071.77
2009	35	\$ 90,870.28



The City of
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