

**CITY OF INDEPENDENCE, MISSOURI**

# **Continuing Disclosure Statement**

**(SEC) Rule 15c2-12**

**Fiscal Year Ending  
June 30, 2006**



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**Continuing Disclosure Statement  
(SEC) Rule 15c2-12**

**For Fiscal Year Ending  
June 30, 2006**

**Prepared by the Department of Finance**

**James C. Harlow, Director of Finance & Administration**

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## PART I - PURPOSE OF DOCUMENT

This document is a supplement to the City's Comprehensive Annual Financial Report (CAFR) for the fiscal period ending June 30, 2006 and is not to be distributed or used separately from the CAFR. The information contained in this document has been submitted by the City pursuant to a contractual undertaking the City made in accordance with SEC Rule 15c2-12. Nothing contained in the undertaking of this document shall be deemed to be a representation by the City that the financial information and operating data included in this report constitutes all of the information that may be material to a decision to invest in, hold or sell any securities of the City. The financial data and operating data presented in this document are as of the dates shown.

### BOND ISSUES AND CUSIP NUMBERS

Independence, Missouri Water Utility Revenue dated March 27, 1986:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	4.15	11/1/2006	453725AJ
2	4.2	11/1/2007	453725AK
3	4.25	11/1/2008	453725AL
4	4.35	11/1/2009	453725AM
5	4.5	11/1/2010	453725AN
6	4.6	11/1/2011	453725AP
7	4.7	11/1/2012	453725AQ
8	4.8	11/1/2013	453725AR
9	4.85	11/1/2014	453725AS
10	4.95	11/1/2015	453725AT
11	5	11/1/2016	453725AU

Independence, Missouri Electric Utility Revenue dated September 1, 1998:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	4.3	6/1/2007	453650LH
2	4.3	6/1/2008	453650LJ
3	4.4	6/1/2009	453650LK
4	4.5	6/1/2010	453650LL
5	4.6	6/1/2011	453650LM
6	4.7	6/1/2012	453650LN
7	4.75	6/1/2013	453650LP
8	4.8	6/1/2014	453650LQ

Missouri State Development Finance Board Infrastructure, Bolger Square Series A, June 1, 1999:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5.15	6/1/2011	60636CCB

Missouri State Development Finance Board Infrastructure, Hartman Heritage Center Project Series 2000A, April 1, 2000:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5.125	4/1/2007	60636CCH
2	5.15	4/1/2008	60636CCJ
3	5.2	4/1/2009	60636CCK
4	5.55	4/1/2012	60636CCN
5	5.875	4/1/2020	60636CCW

Missouri State Development Finance Board Infrastructure, Eastland Center Project Phase 1 Series 2000A, May 1,2000:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5.75	4/1/2009	60636CDU
2	5.8	4/1/2010	60636CDV
3	5.75	4/1/2012	60636CDX

Missouri State Development Finance Board Infrastructure, City Building Renovation, June 1, 2000:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5.45	6/1/2007	60636CEE
2	5.6	6/1/2010	60636CEH

Missouri State Development Finance Board Infrastructure, Eastland Center Project Phase II  
Series 2000B, November 1, 2000:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5.375	4/1/2007	60636CEP
2	6	4/1/2008	60636CEQ
3	6	4/1/2015	60636CEV
4	5.875	4/1/2017	60636CEW
5	6	4/1/2021	60636CEX

Missouri State Development Finance Board Infrastructure, Santa Fe Redevelopment Project  
Series 2001, August 1, 2001:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	6	4/1/2007	60636CFD
2	4	4/1/2008	60636CFE
3	1	4/1/2009	60636CFF
4	9	4/1/2010	60636CFG
5	7	4/1/2011	60636CFH
6	3	4/1/2012	60636CFJ
7	0	4/1/2013	60636CFK
8	8	4/1/2014	60636CFL
9	6	4/1/2015	60636CFM
10	4	4/1/2017	60636CFN
11	9	4/1/2023	60636CFP

Missouri State Development Finance Board Infrastructure, Eastland Center Project Phase III  
Series 2001, November 1, 2001:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	2	4/1/2007	60636CGS
2	0	4/1/2008	60636CGT
3	7	4/1/2009	60636CGU
4	5	4/1/2010	60636CGV
5	3	4/1/2011	60636CGW
6	1	4/1/2012	60636CGX
7	9	4/1/2013	60636CGY
8	6	4/1/2014	60636CGZ
9	0	4/1/2015	60636CHA
10	8	4/1/2016	60636CHB
11	6	4/1/2017	60636CHC
12	4	4/1/2018	60636CHD
13	2	4/1/2019	60636CHE
14	9	4/1/2020	60636CHF
15	7	4/1/2021	60636CHG

Missouri State Development Finance Board Infrastructure, Eastland Center Project Phase IV  
Series 2002, November 1, 2002:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	0	4/1/2007	60636CHX
2	8	4/1/2008	60636CHY
3	5	4/1/2009	60636CHZ
4	8	4/1/2010	60636CJA
5	6	4/1/2011	60636CJB
6	4	4/1/2012	60636CJC
7	2	4/1/2013	60636CJD
8	0	4/1/2014	60636CJE
9	7	4/1/2015	60636CJF
10	5	4/1/2016	60636CJG
11	3	4/1/2017	60636CJH
12	9	4/1/2018	60636CJJ
13	6	4/1/2019	60636CJK
14	4	4/1/2020	60636CJL
15	2	4/1/2021	60636CJM
16	0	4/1/2022	60636CJN

Independence, Missouri Electric Utility Revenue dated March 1, 2003:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5	6/1/2007	453650LU
2	3	6/1/2008	453650LV
3	1	6/1/2009	453650LW
4	9	6/1/2010	453650LX
5	7	6/1/2011	453650LY
6	4	6/1/2012	453650LZ
7	8	6/1/2013	453650MA
8	6	6/1/2014	453650MB

Missouri State Development Finance Board Infrastructure, Hartman Heritage Center Project Series 2003, September 1, 2003:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	1	4/1/2007	60636CKH
2	7	4/1/2008	60636CKJ
3	4	4/1/2009	60636CKK
4	2	4/1/2010	60636CKL
5	0	4/1/2011	60636CKM
6	8	4/1/2012	60636CKN
7	3	4/1/2013	60636CKP
8	1	4/1/2014	60636CKQ
9	9	4/1/2015	60636CKR
10	7	4/1/2016	60636CKS
11	5	4/1/2017	60636CKT
12	2	4/1/2018	60636CKU
13	0	4/1/2019	60636CKV
14	8	4/1/2020	60636CKW
15	6	4/1/2021	60636CKX

Missouri State Development Finance Board Infrastructure, Neighborhood Improvement District/Noland Road and Englewood, May 15, 2004:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	4	3/1/2007	453632GS
2	2	3/1/2008	453632GT
3	9	3/1/2009	453632GU
4	7	3/1/2010	453632GV
5	5	3/1/2011	453632GW
6	3	3/1/2012	453632GX
7	1	3/1/2013	453632GY
8	8	3/1/2014	453632GZ
9	2	3/1/2015	453632HA
10	0	3/1/2016	453632HB
11	8	3/1/2017	453632HC
12	6	3/1/2018	453632HD
13	4	3/1/2019	453632HE

Missouri State Development Finance Board Infrastructure, Truman Memorial Building Restoration Refunding Series 2004, May 26, 2004:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5	10/1/2006	60636CMJ
2	2	10/1/2007	60636CMK
3	0	10/1/2008	60636CML
4	8	10/1/2009	60636CMM

Missouri State Development Finance Board Infrastructure, Water Utility Revenue Bonds, June 1, 2004:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	1	11/1/2006	606360NB
2	9	11/1/2007	606360NC
3	7	11/1/2008	606360ND
4	5	11/1/2009	606360NE
5	2	11/1/2010	606360NF
6	0	11/1/2011	606360NG
7	8	11/1/2012	606360NH
8	4	11/1/2013	606360NJ
9	1	11/1/2019	606360NK
10	9	11/1/2024	606360NL
11	7	11/1/2005	606360NM
12	5	11/1/2014	606360NN
13	0	11/1/2015	606360NP
14	8	11/1/2017	606360NQ
15	6	11/1/2018	606360NR

Missouri State Development Finance Board Infrastructure, Neighborhood Improvement  
District/Fall Drive, September 13, 2004:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	7	3/1/2007	453632HH
2	3	3/1/2008	453632HJ
3	0	3/1/2009	453632HK
4	8	3/1/2010	453632HL
5	6	3/1/2011	453632HM
6	4	3/1/2012	453632HN
7	9	3/1/2013	453632HP
8	7	3/1/2014	453632HQ
9	5	3/1/2015	453632HR
10	3	3/1/2016	453632HS
11	1	3/1/2017	453632HT
12	8	3/1/2018	453632HU
13	6	3/1/2019	453632HV
14	4	3/1/2020	453632HW
15	2	3/1/2021	453632HX
16	0	3/1/2022	453632HY
17	7	3/1/2023	453632HZ
18	0	3/1/2024	453632JA

Missouri State Development Finance Board Infrastructure, Aquatics Center, December 1, 2004:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	6	8/1/2006	60636CPH
2	2	2/1/2007	60636CPJ
3	9	8/1/2007	60636CPK
4	7	2/1/2008	60636CPL
5	5	8/1/2008	60636CPM
6	3	2/1/2009	60636CPN
7	8	8/1/2009	60636CPP
8	6	2/1/2010	60636CPQ
9	4	8/1/2011	60636CPR
10	2	2/1/2011	60636CPS
11	0	8/1/2011	60636CPT
12	7	2/1/2012	60636CPU
13	5	8/1/2012	60636CPV
14	3	2/1/2013	60636CPW

Missouri State Development Finance Board Infrastructure, Public Safety Series A, March 1, 2005:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	1	3/1/2007	60636CRN
2	6	3/1/2008	60636CRP
3	4	3/1/2009	60636CRQ
4	2	3/1/2010	60636CRR
5	0	3/1/2011	60636CRS
6	8	3/1/2012	60636CRT
7	5	3/1/2013	60636CRU
8	3	3/1/2014	60636CRV
9	1	3/1/2015	60636CRW

Missouri State Development Finance Board Infrastructure, Drumm Farm Series B,  
March 1, 2005:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	7	3/1/2007	60636CRY
2	4	3/1/2008	60636CRZ
3	8	3/1/2009	60636CSA
4	6	3/1/2010	60636CSB
5	4	3/1/2015	60636CSC
6	2	3/1/2020	60636CSD

Missouri State Development Finance Board Infrastructure, Crackerneck Creek Series C,  
March 1, 2005:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	0	3/1/2009	60636CSE
2	7	3/1/2010	60636CSF
3	5	3/1/2011	60636CSG
4	3	3/1/2012	60636CSH
5	9	3/1/2013	60636CSJ
6	6	3/1/2014	60636CSK
7	4	3/1/2015	60636CSL
8	2	3/1/2016	60636CSM
9	0	3/1/2019	60636CSN
10	5	3/1/2023	60636CSP
11	3	3/1/2026	60636CSQ

Missouri State Development Finance Board Infrastructure, Streets and Bridges, May 1, 2005:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	7	10/1/2006	60636CST
2	4	4/1/2007	60636CSU
3	4	10/1/2007	60636CSV
4	2	4/1/2008	60636CSW
5	0	10/1/2008	60636CSX
6	8	4/1/2009	60636CSY
7	6	10/1/2006	60636CSZ

Missouri State Development Finance Board Infrastructure, Crackerneck Creek Series A, March 15, 2006:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	5	3/1/2011	60636CTK
2	3	3/1/2016	60636CTL
3	1	3/1/2021	60636CTM
4	9	3/1/2026	60636CTN

Missouri State Development Finance Board Infrastructure, Crackerneck Creek Series B, March 15, 2006:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	4	3/1/2011	60636CTP
2	2	3/1/2016	60636CTQ
3	0	3/1/2021	60636CTR
4	8	3/1/2026	60636CTS

Missouri State Development Finance Board Infrastructure, Crackerneck Creek Series C, March 15, 2006:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	4	3/1/2028	60636CTJ

Missouri State Development Finance Board Infrastructure, Drumm Farm Series B,  
March 15, 2006:

<b>Line</b>	<b>Coupon</b>	<b>Matures</b>	<b>CUSIP</b>
1	6	3/1/2007	60636CTT
2	3	3/1/2008	60636CTU
3	1	3/1/2009	60636CTV
4	9	3/1/2010	60636CTW
5	2	3/1/2011	60636CTZ
6	5	3/1/2012	60636CUA
7	3	3/1/2013	60636CUB
8	1	3/1/2014	60636CUC
9	7	3/1/2015	60636CTX
10	9	3/1/2016	60636CUD
11	5	3/1/2020	60636CTY

## PART II - THE CITY

### GENERAL INFORMATION

Incorporated in 1849, the City is the county seat of Jackson County and adjoins Kansas City, Missouri to the west. The City is the fourth largest city in Missouri.

The City is organized under the laws of the State of Missouri and operates under a Constitutional Charter approved by the voters in December 1961. The City is governed according to a Council-Manager Plan. The City Council, which consists of seven members including the Mayor, is the legislative governing body of the City. Non-partisan elections are held every two years to provide for staggered terms of office. The Mayor and two at-large council members are elected to four year terms and, in alternating elections, the four district council members are elected to four year terms.

The Mayor and members of the Council, their occupations and terms are listed below:

<u>Council Members</u>	<u>Occupation</u>	<u>Term</u>
Don B. Reimal, Mayor	Retired	2010
Marcie Gragg	Church Leader	2008
Will Swoffer	Retired	2008
Renee Paluka-White	Commodity Buyer	2008
Jim Page	Retired	2008
Lucy Young	Secretary	2010
Jim Schultz	Insurance Agent	2010

The City Council appoints a City Manager who is the chief executive and administrative officer of the City. Robert Heacock was appointed as City Manager in September 2004, after serving as Acting City Manager since April 2004. The Director of Finance, who is appointed by the City Manager, acts as the chief financial officer of the City. This position is held by James C. Harlow, appointed in February 1984. The City Manager appoints the City Counselor who acts as the chief legal advisor to the City. B. Allen Garner was appointed to this position in May 2003.

Historically, the character of the City has been viewed as predominantly residential. In recent years industrial expansion in the City has accompanied the growth in population. The City has several industrial sites which have been set aside to assure orderly development in light of anticipated increases in industrial activity. The labor force encompasses a wide variety of skills and occupations: technical, sales, and administrative support occupations (31.68%); managerial and professional (26.40%); production, transportation, and material moving (17.15%); service, craft, and repair occupations (24.64%); and farming (0.12%).

### Employee Retirement System

The City participates in the Missouri Local Government Employees Retirement System (LAGERS) which is a statewide multi-employer retirement system and covers all City

employees. The City makes all required contributions to this plan. The total pension expense for the years ended June 30, 2005 and 2006 was \$4,849,276 and \$5,432,144, respectively.

## **Insurance**

The City self-insures for workers' compensation claims up to \$600,000 per accident, except for Power & Light employees which have a \$750,000 per accident retention limit. The City also purchases excess worker's compensation insurance coverage from Midwest Employers Casualty Company for claims exceeding the self insurance retention limit per accident.

The City purchases all-risk property insurance from Hartford Steam Boiler Insurance Company, Associated Electric and Gas Insurance Services, and Zurich American Insurance Company that provides coverage for all real and personal property owned by the City. The replacement cost property insurance policy has a blanket loss limit of \$200 million. Risks covered include property damage, flood, debris removal, ordinance/laws coverage, property in transit, earthquake, extra expense, pollution clean-up, and expediting repairs. The all-risk property insurance coverage is subject to a \$50,000 per occurrence deductible, except for a \$1,000,000 per occurrence deductible at the Blue Valley and a \$1,500,000 deductible at the Missouri City Power Stations and all other power generating facilities.

The City purchases replacement cost boiler and machinery insurance coverage from Hartford Steam Boiler, Liberty International Insurance Company, and Zurich American that provides for \$75 million in coverage per occurrence. Boiler and machinery insurance provides coverage for sudden breakdown of insured equipment and it also provides coverage for expediting expenses, ammonia contamination, water damage and hazardous material clean-up. The boiler and machinery insurance coverage is subject to a \$50,000 per occurrence deductible, a \$1,000,000 per occurrence deductible for electrical injury and various deductibles for power generating facilities.

The City purchases general liability, public officials' liability, and third party automobile liability insurance coverage from the Missouri Public Entity Risk Management Fund (MOPERM). The MOPERM policies provide a \$2 million in coverage per occurrence, subject to a \$25,000 general liability deductible, a \$25,000 public officials deductible and a \$100,000 deductible for third party automobile liability. The City self-insures its vehicles for collision and comprehensive coverages.

The City purchases excess liability insurance coverage from Self-Insured Retention Programs, Inc. (SIRPRO). The SIRPRO policy provides an additional \$5 million in liability insurance above the insurance coverage provided by MOPERM for claims that are not subject to the State's Sovereign Immunity Statute.

## **Payment Record**

The City has never defaulted on any obligations.

## Obligations of the City

### General Obligation Debt

The State Constitution permits a city, by vote of two-thirds of the voting electorate, to incur general obligation indebtedness for “City purposes” not to exceed 10% of the assessed value of taxable tangible property. The State Constitution also permits a city, by vote of two-thirds of the voting electorate under a special election or four-sevenths under a general election, to incur additional general obligation indebtedness not exceeding, in the aggregate, an additional 10% of the assessed value of taxable tangible property. The additional indebtedness is allowed for the purpose of acquiring rights-of-way, constructing, extending and improving streets and avenues and/or sanitary or storm sewer systems, and purchasing or constructing waterworks, electric or other light and plants, provided that the total general obligation indebtedness of the city does not exceed 20% of the assessed valuation of taxable property.

The City had no General Obligation debt outstanding as of June 30, 2006.

### Revenue Debt

The following is a summary of the City’s Revenue Bond debt:

	<u>Balance Payable</u>
<b>Power and Light Fund:</b>	
\$23,520,000 1998 Electric Utility Refunding Bonds, due in annual installments of \$700,000 to \$2,040,000 through June 1, 2014, interest at 4.0% to 4.8%, callable at par after June 1, 2003, less Deferred Loss on Refunding of (\$1,417,503)	\$13,975,000
\$5,975,000 2003 Electric Utility Refunding Revenue Bonds, due in annual installments of \$435,000 to \$660,000 through June 1, 2014, interest at 2.0% to 3.65%.	4,545,000
Less deferred loss on refunding	(1,748,677)
<b>Water Fund:</b>	
\$36,000,000 Water Utility Revenue Bonds - Series 1986, principal due in annual installments of \$850,000 to \$5,010,000 through June 30, 2017, interest at approximately 3.25% to 5% callable at par	28,295,000
\$14,785,000 Water Utility Revenue Bonds - Series 2004, principal due in annual installments of \$490,000 to \$1,105,000 through November 1, 2024, interest at approximately 3.375% to 5% callable at par	<u>14,295,000</u>
	<u>\$59,361,323</u>

## **Governmental Activities**

On June 1, 2000, the City entered into a loan with the Missouri Development Finance Board in the amount of \$530,000, due in annual installments of \$40,000 to \$65,000 through June 1, 2010 and bearing interest at 5.00% to 6.25%. The proceeds of the bond issuance are to be used for improvements, renovations, and other upgrades to various buildings owned by the City. The balance at June 30, 2006 was \$245,000 plus interest.

On August 1, 2001, the City entered into a loan payable with the Missouri Development Finance Board in the amount of \$1,635,000, due in annual installments of \$160,000 to \$215,000 through June 1, 2010 and bearing interest at 4.20% to 4.40%. The proceeds of the bond issuance are to be used for improvements, renovations, and other upgrades to various buildings owned by the City, software for the Fire department and additional funding for Hartman Heritage Tax Increment Financing Project. The balance at June 30, 2006 was \$519,488 plus interest. Of this amount, \$519,488 is for the General Fund and \$280,512 is for the Hartman Heritage TIF. Restricted assets in the General Fund of \$223,997 consist of funds available for costs related to this debt.

On May 1, 2004, the City entered into a loan payable with the Missouri Development Finance Board in the amount of \$1,245,000 due in annual installments of \$230,000 to \$270,000 through June 1, 2009, and bearing interest at 2.25% to 4.25%. The proceeds will be used for the restoration of the Truman Memorial Building. The balance at June 20, 2006 was \$780,000 plus interest.

On February 1, 2005, the City entered into a loan payable with the Missouri Development Finance Board in the amount of \$6,175,000 due in annual installments of \$300,000 to \$450,000 through February 1, 2013, and bearing interest at 3.0% to 5.0%. The proceeds are to be used for the building of the aquatics facility. The balance at June 20, 2006 was \$5,540,000 plus interest.

On February 25, 2005, the City issued a \$8,225,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$670,000 to \$1,010,000 through March 1, 2015 and bearing interest at 4.0% to 5.25%. The proceeds of the bond issuance are to be used for public safety projects. The balance at June 30, 2006 was \$7,555,000 plus interest.

On May 26, 2005, the City issued a \$4,970,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$590,000 to \$665,000 through April 1, 2009 and bearing interest at 3.25% to 4.0%. The proceeds of the bond issuance are to be used for street projects. The balance at June 30, 2006 was \$3,785,000 plus interest.

## **Neighborhood Improvement District**

On May 15, 2004, the City issued \$995,000 Neighborhood Improvement Bonds for Noland Road and Englewood Improvements, due in annual installments of \$55,000 to \$85,000 through March 1, 2019 and bearing interest at 4.5% to 5.57%.

On August 17, 2005, the City issued \$111,000 Neighborhood Improvement Bonds for Fall Drive Sanitary Sewer Improvements, due in annual installments of \$5,000 to \$6,000 through March 1, 2019 and bearing interest at 5.375% to 5.5%.

### **Discretely-Presented Component Unit (Tax Increment Revenue Bonds)**

On June 1, 1999, the City entered into a \$7,240,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$270,000 to \$835,000 through June 1, 2011 and bearing interest at 4.0% to 5.25%. The proceeds of the loan are to be used for costs related to redevelopment of the Bolger Square Shopping Center.

On April 1, 2000, the City entered into a \$11,850,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$120,000, to \$1,235,000 through April 1, 2020 and bearing interest at 5.8% to 6.2%. The proceeds of the loan are to be used for costs related to redevelopment of the Hartman Heritage Shopping Center.

On May 1, 2000, the City entered into a \$5,595,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$275,000, to \$800,000 through April 1, 2012 and bearing interest at 5.8% to 6.2%. The proceeds of the loan are to be used for costs related to redevelopment of the Eastland Center.

On November 1, 2000, the City issued a \$12,815,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$120,000 to \$1,235,000 through April 1, 2021 and bearing interest at 5.37% to 6%. The proceeds of the bond issuance are to be used for costs related to the redevelopment of the Eastland Center Area.

On August 1, 2001, the City issued a \$10,230,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$165,000 to \$1,865,000 through April 1, 2023 and bearing interest at 4.375% to 5.25%. The proceeds of the bond issuance are to be used for costs related to the redevelopment of the Sante Fe Area.

On November 1, 2001, the City issued a \$1,425,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$15,000 to \$160,000 through April 1, 2021 and bearing interest at 2.4% to 5.25%. The proceeds of the bond issuance are to be used for costs related to the redevelopment of the Eastland Center Area.

On November 1, 2002, the City issued a \$3,480,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$75,000 to \$845,000 through April 1, 2022 and bearing interest at 3.5% to 5.125%. The proceeds of the bond issuance are to be used for costs related to the redevelopment of the Eastland Center Area.

On September 1, 2003, the City entered into a \$8,715,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$135,000 to \$2,675,000 through April 1, 2021 and bearing interest at 2.0% to 5.0%. The proceeds of the loan are to be used for costs related to redevelopment of the Hartman Heritage Shopping Center.

On February 25, 2005, the City entered into a \$1,030,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$50,000 to \$85,000 through March 1, 2020 and bearing interest at 3.0% to 4.5%. The proceeds of the loan are to be used for costs related to the Drumm Farm Project.

On February 25, 2005, the City entered into a \$11,325,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$185,000 to \$1,270,000 through March 1, 2026 and bearing interest at 4.0% to 5.0%. The proceeds of the loan are to be used for costs related to the Crackerneck Creek Project.

On March 30, 2006 the City entered into a \$48,370,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$340,000 to \$8,225,000 through March 1, 2026 and bearing interest at 5.3% to 6.0%. The proceeds of the loan are to be used for costs related to the Crackerneck Creek Project.

On March 30, 2006 the City entered into a \$12,790,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$3,500,000 to \$5,385,000 beginning March 1, 2026 through March 1, 2028 and bearing interest at 5.0%. The proceeds of the loan are to be used for costs related to the Crackerneck Creek Project.

On May 17, 2006, the City entered into a \$1,590,000 loan payable with the Missouri Development Finance Board, due in annual installments of \$70,000 to \$170,000 through March 1, 2020 and bearing interest at 4.0% to 4.625%. The proceeds of the loan are to be used for costs related to the Drumm Farm Project.

### **Capital Leases**

Capital leases payable at June 30, 2006 are comprised of the following:

Emergency One, interest at 6.31%, annual installments through October 2007. A lease to purchase an Emergency One Model V803 Commercial Pumper Fire Apparatus. The balance due at June 30, 2006 was \$41,820.

IBM Corporation, interest from 5.77% to 6.37% monthly installments through April 2007. A lease to purchase an I Series System along with software and printers. The balance due at June 30, 2006 was \$37,888.

IBM Corporation, interest from 2.64% to 6.1% monthly installments through 2008. A lease to purchase computer equipment. The balance due at June 30, 2006 was \$34,841.

Sun Trust Leasing, interest at 4.19% annual installments through July 2013. A lease to purchase a fire truck. The balance due at June 30, 2006 was \$622,822.

## ECONOMIC INFORMATION CONCERNING THE CITY

### Commerce and Industry

Some major employers in Independence, Missouri, include:

	<b>Employer</b>	<b>Product/Service</b>	<b>Number of Employees</b>
1	Alliant Tech Systems	Small Arms Ammunition	2,100
2	Independence School District	Public School District	1,800
3	City of Independence	Local Government	1,176
4	Independence Regional Health Center	Health Care	1,035
5	Medical Center of Independence	Health Care	565
6	Burd & Fletcher	Paper Carton Manufacturing	350
7	GEHA	Medical Ins. Service Center	350
8	Unilever	Food Manufacturing	330
9	Jackson County Circuit Court	Judicial System	274
10	Mid-Continent Public Library	Library	248

Source: Independence Council for Economic Development and MARC.

### General and Demographic Information

**Population:** The following tables set forth certain population information.

<b>Year</b>	<b>City of Independence</b>	<b>Jackson County</b>	<b>State of Missouri</b>
2001	115,407	658,228	5,643,326
2002	113,947	660,931	5,681,045
2003	114,345	661,774	5,718,717
2004	114,745	662,185	5,759,532
2005	115,146	662,959	5,800,310
2006*	115,953	661,695	5,810,759

\*Estimated

Source: City's Community Development Department, Claritas, Inc, and Mid-America Regional Council.

**Population Distribution by Age:**

<b>Age</b>	<b>City of Independence</b>	<b>Jackson County</b>	<b>State of Missouri</b>
Age 0 - 4	6.92%	7.43%	6.37%
Age 5 - 9	6.42%	6.81%	6.36%
Age 10 - 14	6.33%	6.86%	6.77%
Age 15 - 20	7.40%	8.01%	8.86%
Age 21 - 24	4.82%	5.12%	5.73%
Age 25 - 34	12.67%	13.44%	12.80%
Age 35 - 44	13.96%	14.88%	14.19%
Age 45 - 54	14.63%	14.63%	14.56%
Age 55 - 59	6.23%	5.82%	5.93%
Age 60 - 64	5.24%	4.54%	4.84%
Age 65 - 74	7.74%	6.31%	6.98%
Age 75 - 84	5.59%	4.40%	4.74%
Age 85 and older	2.06%	1.74%	1.87%
Median Age	38.91	36.56	37.19
Average Age	39.15	37.12	37.94

Source: Claritas, Inc.

**Unemployment:** : The following table sets forth annual average unemployment figures for the last five years and the most recent data for the current year for the Kansas City MSA, Jackson County and the State of Missouri.

	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006*</b>
<b>Kansas City MSA</b>						
Total Labor Force	1,006,178	1,008,256	1,019,398	1,073,844	1,037,655	1,038,977
Unemployed	44,616	55,728	61,328	62,804	57,863	51,782
Unemployment Rate	4.4%	5.5%	6.0%	5.8%	5.6%	5.0%
<b>Jackson County</b>						
Total Labor Force	35,076	347,427	344,624	344,240	344,501	345,465
Unemployed	16,718	20,673	22,429	24,008	21,862	19,046
Unemployment Rate	4.8%	6.0%	6.5%	7.0%	6.3%	5.5%
<b>State of Missouri</b>						
Total Labor Force	3,002,714	2,997,314	3,002,983	3,014,371	3,024,478	3,038,982
Unemployed	134,861	156,663	167,291	173,635	162,325	147,598
Unemployment Rate	4.5%	5.2%	5.6%	5.8%	5.4%	4.9%

\*Average through June 2006.

Source: Mid-America Regional Council

## Income Statistics

The following table sets forth estimated income statistics for 2006.

	<b>Per Capita</b>	<b>Median Household</b>
City of Independence	\$22,701	\$54,258
Jackson County	24,325	57,900
State of Missouri	23,472	54,916

Source: Claritas, Inc.

## Housing Structures

The following table sets forth statistics regarding housing structures by type in the City:

<b>Year Round Units</b>	<b>Number of Units</b>	<b>Percentage of Units</b>
Single Detached	35,697	70.93%
Single Attached	1,767	3.51%
Double	2,216	4.40%
3 to 19 Units	6,531	12.98%
20 to 49 units	1,038	2.06%
50 + Units	1,529	3.04%
Mobile Home	1,526	3.03%
All Other	24	0.05%
<b>Total Units</b>	<b>50,328</b>	<b>100%</b>

Source: Claritas, Inc.

The median value of owner occupied housing units in the area of the City and related areas was, estimated for 2006, as follows:

	<b>2006 Estimated Owner Occupied Median Value</b>
City of Independence	\$99,608
Jackson County	116,298
State of Missouri	120,136

Source: Claritas, Inc.

## Building Construction

The following table indicates the number of building permits and total estimated valuation of these permits issued within the City over a five-year period. These numbers reflect permits issued either for new construction or for major renovation.

	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<b>Residential</b>					
Number of Permits	596	744	657	737	567
Estimated Cost	39,941,328	51,015,505	47,280,932	66,838,976	40,861,800
<b>Non-Residential</b>					
Number of Permits	158	204	186	188	150
Estimated Cost	47,467,165	78,904,822	50,594,507	32,069,290	52,568,560

Source: City's Community Development Department

## FINANCIAL INFORMATION CONCERNING THE CITY

### Accounting, Budgeting and Auditing Procedures

The City currently produces financial statements that are in conformity with generally accepted accounting principles. The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate. The City has implemented the Governmental Accounting Standards Board (GASB) Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis for State and Local Governments*.

An annual budget is prepared under the direction of the City Manager and submitted to the City Council for consideration prior to the fiscal year commencing on July 1. The operating budget includes proposed expenditures and revenue sources. Public hearings are conducted to obtain taxpayer comments. The budget is legally enacted through the adoption of an ordinance. The primary basis of budgetary control is at the departmental level. The City Manager is authorized to transfer budgeted amounts between programs within any department; however, any revisions that alter the total expenditures of any department must be approved by the City Council. Formal budgetary integration is employed as a management control device during the year for all funds. Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles.

The financial records of the City are audited annually by a firm of independent certified public accountants in accordance with generally accepted governmental auditing standards. The annual audit for the fiscal year ending June 30, 2006 was performed by Cochran, Head, and Company, Kansas City, Missouri. Copies of the audit reports for the past five years are on file in the City Clerk's Office and are available for review.

## Property Valuations

**Assessment Procedures:** All taxable real and personal property within the City is assessed annually by the County Assessor. Missouri law requires that real property be assessed at 19% for residential property, 12% for agricultural and horticultural property, and 32% for utility, industrial, commercial, railroad and all other properties.

A general reassessment of real property occurred statewide in 1985. In order to maintain equalized assessed valuations following this reassessment, the Missouri General Assembly adopted a maintenance law in 1986. Beginning January 1, 1987, and every odd-numbered year thereafter, each County Assessor must adjust the assessed valuation of all real property located within his or her county in accordance with a two-year assessment and equalization maintenance plan approved by the State Tax Commission.

The assessment ratio for personal property is generally 33 $\frac{1}{3}$  % of estimated market value. However, subclasses of tangible personal property are assessed at the following assessment percentages: grain and other agricultural crops in an unmanufactured condition, ½%; livestock, 12%; farm machinery, 12%; historic motor vehicles, 5%; and poultry, 12%. The City does not levy a tax on personal property.

The County Assessor is responsible for preparing the tax roll each year and for submitting the tax roll to the Board of Equalization. The County Board of Equalization has the authority to adjust and equalize the values of individual properties appearing on the tax rolls.

**Current Assessed Valuation :** The following table shows the total assessed valuation, by category, of all taxable tangible property situated in the City according to the assessment of January 1, 2005 (the last completed assessment).

	<u>Assessed Valuation</u>	<u>Assessment Rate</u>	<u>Estimated Market Value</u>
<b>Real Estate:</b>			
Residential	789,999,343	19%	4,157,891,279
Commercial	255,766,766	32%	799,271,144
Agricultural	1,132,567	12%	9,438,058
RR & Utilities	6,349,801	32%	19,843,128
<b>Sub-Total</b>	<u>1,053,248,477</u>		<u>4,986,443,609</u>
<b>Personal Property*</b>	<u>266,654,033</u>	<u>33.30%</u>	<u>800,762,862</u>
<b>Total</b>	<u>\$1,319,902,510</u>		<u>\$5,787,206,471</u>

Source: Jackson and Clay Counties Assessor's Offices.

\* Assumes all personal property is assessed at 33 1/3%; because certain subclasses of tangible personal property are assessed at less than 33 1/3%, the estimated valuation for personal property would likely be greater than that shown above. See "Assessment Procedure" discussed above.

**History of Property Valuation :** The total assessed valuation of all taxable tangible property situated in the City, including state assessed railroad and utility property, for each of the following fiscal years ended June 30, has been as follows.

<b>Year</b>	<b>Assessed Valuation</b>	<b>Percent Change</b>
2006	\$1,319,902,510	2.0%
2005	\$1,294,345,907	8.1%
2004	\$1,197,742,533	2.3%
2003	\$1,170,802,608	8.6%
2002	\$1,078,098,132	3.4%
2001	\$1,042,786,467	5.7%
2000	\$986,146,535	2.2%
1999	\$965,098,107	8.0%

Source: Jackson and Clay Counties Assessor's Offices.

**Major Property Taxpayers :** The following table sets forth the ten largest real property taxpayers in the City based upon assessed valuation as of January 1, 2005.

<b>Name of Taxpayer</b>	<b>Type</b>	<b>Local Assessed Valuation</b>	<b>Percentage of Total Local Assessed Valuation</b>
1 Simon Property Group, LP	Retail Center	\$19,238,350	1.46%
2 DDR MDT Independence Commons	Retail Center	9,611,830	0.73%
3 Space Center of Kansas City, Inc.	Underground Commercial	8,848,360	0.67%
4 Bradley Operating LTD PTP	Retail Center	7,661,437	0.58%
5 Noland Fashion Square Partners	Retail Center	5,103,999	0.39%
6 Southern Union Company	Utility	4,257,589	0.32%
7 Sprint Spectrum	Communications	4,166,300	0.32%
8 Burd & Fletcher	Paper Cartons	3,814,618	0.29%
9 Southwestern Bell	Communications	3,635,212	0.28%
10 Independence Regional Health	Hospital	3,353,692	0.25%

Source: Jackson County Assessor's Office

## PART III - DEPARTMENTS

Information is provided for certain departments only as may be necessary to properly report specific operations of the City and therefore comply with the disclosure requirements intended by this document.

### UTILITIES

#### Public Utilities Advisory Board

The Public Utilities Advisory Board (the "Board") is a seven member advisory board created by the City Charter and appointed by the Council for overlapping four year terms. The Board's powers and duties are solely advisory. It is vested with the power to inspect all public utilities owned and operated by the City and all public utilities operating under franchises or permits granted by the City. It may require from any City department official or agency any information available concerning public utilities, is empowered to subpoena witnesses to testify and to compel the production of documents and other effects as evidence, and to conduct public hearings on matters relating to public utilities. The Board reports its findings and recommendations to the people of the City, to the Council, and to the City Manager as it deems appropriate. The Board is required to report to the people and to the Council at least annually. On its own initiative or at the request of the Council or the City Manager, the Board may study and give its findings and recommendations on any question or matter pertaining to the use, ownership, service, operation or franchising of public utilities. As a matter of practice, the Board meets periodically with the Electric Utility Director, Water Department Director, and Director of Water Pollution Control, and receives reports from these directors on the status of operations, financial condition, or other operational aspects of the utilities and considers policy recommendations of the staff on important utility matters.

Current Members of the Board and their respective terms are set forth below:

<u>Board Member</u>	<u>Term Expires</u>
Clyde W. Noren	7/01/2007
Skip Shearer	7/01/2008
Blair L. Wildermuth	7/01/2008
Marvin Sturgeon	7/01/2009
Richard Franklin	7/01/2009
Robert Joe Miller	7/01/2010
Edward Van Compernelle	7/01/2010

## **City Charter Provisions**

The City Charter approved by the voters in December 1961, and revised at elections held in April 1972, and August 1979, provides as follows:

"The municipally owned and operated electric system is a public utility and shall be operated in a businesslike manner.

The electric utility shall not be operated for the benefit of other municipal functions, and shall not be used directly or indirectly as a general revenue producing agency for the city, but it may pay to the city an amount in lieu of such taxes as are normally placed upon private business enterprises. After providing for depreciation accruals and amortization of bonds, and for reasonable accumulation of surplus, the electric utility shall apply all annual profits to rate reductions.

The electric utility and such other public utilities and enterprises as the city may acquire shall be operated from funds separate from the general fund. An accounting system for each such fund shall be established within the general accounting system of the city, and shall be so set up and maintained as to reflect annually or as often as the council may require the financial condition of the enterprise and its income and expense."

The City's accounting system for the Power & Light Fund is generally in accordance with the Federal Energy Regulatory Commission's (FERC) Uniform System of Accounts for Electric Utilities. The accounting system for the Water Fund and Sanitary Sewer Fund are generally in accordance with National Association of Regulated Utilities Commissions (NARUC).

## **Power & Light Department**

### **General Background**

The Power & Light Department (Department) is responsible for the operation of the System which provides electrical service to its customers. The Department began operation in 1901 with two reciprocating steam engine generators which had a combined rating of 700 kilowatts. This plant was subsequently redesigned with steam turbine generators eventually replacing the steam engine driven generators. From 1901 to 1955 all improvements were financed by revenues without resorting to outside capital. Since 1955, utility expansion and improvements have been financed with a combination of revenue bonds and utility revenues.

The Department serves retail customers only within the limits of the City. Prior to August 1, 1997 the Department's service territory consisted of 48.68 square miles, while the City limit area is 78 square miles. On August 1, 1997 the City purchased the electric distribution system from

the Kansas City Power & Light Company, which had been serving the remaining 29.5 square miles, except for the area occupied by the Lake City Arsenal, a United States Government Reservation (approximately 6.5 square miles). The purchase of the KCPL distribution properties added approximately 1,442 residential and small commercial customers to the Department's service territory. On August 1, 1997 the Kansas City Power & Light Company was granted a 20 year non-exclusive franchise to continue serving the Lake City Arsenal United States Government Reservation area.

For fiscal year ending June 30, 2006, electric retail sales totaled 1,091,694 megawatt-hours (MWh). The maximum system peak load for the fiscal year ending June 30, 2006 of 296.2 megawatts (MW) occurred on July 22, 2005. The all-time maximum system peak load of 314.9 MW occurred on August 21, 2003.

## **Organization**

The Department is divided into five divisions: 1) Administration/Planning; 2) Support Services; 3) Production; 4) Transmission and Distribution; and 5) Engineering and Systems Operations. The Department had 220 budgeted full-time employees as of June 30, 2006.

*Administration/Planning Division* - The Administration/Planning Division includes the general administration of the Department, power supply planning, retail and wholesale rate development and financial planning.

*Customer and Support Services Division* - The Customer and Support Services Division includes functions of warehousing materials, inventory control, purchasing procedures, utility vehicle repair and maintenance, contract administration, energy conservation rebate programs, stores, meter reading, marketing and customer services and certain utility accounting functions.

*Production Division* - The Production Division operates and maintains all City owned power generating plant facilities.

*Transmission and Distribution Division* - The Transmission and Distribution Division has control over the construction, operation and maintenance of the transmission and distribution facilities of the Department.

*Engineering and Systems Operations Division* - The Engineering and System Operations Division is responsible for the planning, estimating and drafting of all transmission, distribution and substation projects and performs the dispatch control of power generation, power purchase/sale transactions and operations of the transmission system.

The Department is also provided support services from other departments of the City. These support services include purchasing, accounting, legal, customer service and billing and other administrative services. For fiscal year 2006, the Department was billed \$2,608,391 by the other departments of the City for such support services. The Department also provides customer meter reading service to the City's Water and Water Pollution Control departments. For fiscal year 2006, the Power and Light Department billed \$787,245 for meter reading services to these other departments.

## **Management**

Overall administration of the Department and development of basic department policy is performed by the Electric Utility Director and his staff. The Electric Utility Director is responsible for the operation of the utility and is appointed by the City Manager.

The key managerial staff of the Department and a brief summary of their professional backgrounds are listed as follows:

*E. Leon Daggett - Electric Utility Director.* Mr. Daggett was appointed Electric Utility Director on October 31, 2006. He holds a BS degree in Business Administration from the University of St. Francis in Fort Wayne, Indiana. Prior to employment with the Department, he served as General Manager with the Kansas City Kansas Board of Public Utilities. Mr. Daggett also has over 30 years of management experience in the electric utility industry.

*E. L. Walentine - Economic Planning & Rates Manager.* Mr. Walentine has been with the Department since 1969 and in his present position since 1979. He holds a BSEE degree from the University of Nebraska. Prior to employment with the Department he served for ten years with a major international engineering consulting firm.

*Martin D. Barker - Production Manager.* Mr. Barker was appointed Power Production Manager in December of 2001. He holds a BSME degree from Kansas State University. He has over 30 years of electric power plant experience including 23 years in management at a power plant in Illinois and 3 years as a design engineer with a consulting engineering company.

*Vacant - Engineering Manager.* The former Engineering Manager retired from the Department in 2005. The Department expects this position to be filled by the fourth quarter of 2006.

*Larry F. Starr - Transmission & Distribution Manager.* Mr. Starr was appointed Transmission & Distribution Manager in March of 1999. He holds an Associates Degree in Business and has 35 years experience in the electric industry with 19 of

those years in management and supervision. Prior to joining the Department, he worked 17 years for Illinois Power Company. In addition, Mr. Starr served as the Acting Electric Utility Director from November 2005 until October 2006.

*Gerald N. McReynolds- Support Services Manager.* Mr. McReynolds joined the Department in October 2003. He holds a BA degree from the University of Texas-El Paso, an AA-Accounting and BSBA in Accounting and Management from Missouri Western State College, and an MPA degree from the University of Missouri-Kansas City. Prior to joining the Department, he served for over twenty-one years in various leadership positions with Aquila, Inc. and served for seven years in the United States Air Force.

## **Power Supply**

Currently, the Department has 288 MW of accredited generating capacity (12 generating units) which is owned and operated by the Department. The amount of accredited capacity is based on the capacity accreditation rules of the Southwest Power Pool (SPP), in which the Department is a member.

In addition to its own generating capacity, the Department purchases capacity from Kansas City Power and Light (KCPL). Under the purchase agreement, the Department purchases 90 MW of capacity and associated energy from KCPL's Montrose generating station. The term of this purchase is through May 31, 2011 with certain provisions that allow the Department, at its sole option, to reduce or terminate the capacity purchase at any time after June 1, 2007.

The Department base loads power from its purchase capacity contract from KCPL and utilizes Department generating capacity as midrange, peaking and standby energy resources.

In January 2004, the Department entered into a participation power agreement with Omaha Public Power District (OPPD). Under this agreement, the Department will purchase an 8.33% share (approximately 55 megawatts) of a new nominal 660 megawatt coal-fired baseload generating unit to be built at OPPD's existing Nebraska City power station site. The agreement provides that OPPD will be the owner/operator of the unit and OPPD will sell the Department's share of the output on an actual cost-based approach. OPPD will issue tax-exempt bonds to pay for the construction of the unit and the Department is obligated to pay its appropriate share of the debt service on the bonds, the fixed operation and maintenance costs, the variable operating costs including fuel, and renewals and replacements of the unit. The unit is currently scheduled to begin commercial operation prior to May 1, 2009. The term of the agreement is 40 years from the commercial operation date and can be extended by the Department for the life of the proposed unit. This transaction will replace a portion of the 90 MW purchase from KCPL due to expire on May 31, 2011.

In July 2005, the Department executed a certain purchase power agreement with the Missouri Joint Electric Utility Commission (MJMEUC). This agreement was further amended and restated in June 2006. Under the agreement, the Department will purchase a nominal 50 MW of capacity and energy from KCPL's planned second unit at its Iatan generating station (Iatan 2) with an expected commercial operation date of June 2010. In June 2006, MJMEUC entered into an Ownership Agreement with KCPL for an 11.76 percent undivided ownership share (nominal 100 MW) in the nominal 850 MW Iatan 2 unit. Under the purchase power agreement with the Department, MJMEUC will sell 50 percent of its Iatan 2 capacity and energy to the Department on a cost-based approach. The term of this agreement is designed to be for the life of the Iatan 2 unit.

The Department believes that its total accredited generating capacity resources, including the capacity purchases from KCPL, OPPD, and MJMEUC is sufficient to meet its projected annual system peak load, including 13.7 percent reserves (SPP reserve requirement), through May 31, 2011. The Department is currently evaluating the need for additional generating capacity subsequent to the expiration of the 90 MW KCPL contract at May 31, 2011.

A breakdown of Department-owned and operated generating units is shown in the following table:

## Electric Generating Units

	<u>Current Accredited Net Capacity (MW)</u>	<u>Year of Initial Operation</u>	<u>Fuel Type</u>
<b>Blue Valley Steam Power Plant</b>			
Unit No. 1	21	1958	coal/gas/oil
Unit No. 2	21	1958	coal/gas/oil
Unit No. 3	51	1965	coal/gas/oil
<b>Missouri City Steam Power Plant *</b>			
Unit No. 1	19	1982	coal/oil
Unit No. 2	19	1982	coal/oil
Total Steam Units	<u>131</u>		
<b>Combustion Turbines</b>			
J-1 (Substation J)	15	1968	oil
J-2 (Substation J)	15	1968	oil
I-1 (Substation I)	19	1972	oil
I-2 (Substation I)	19	1972	oil
H-1 (Substation H)	19	1972	gas/oil
H-2 (Substation H)	20	1974	gas/oil
RCT-1** (Blue Valley Station) (1)	50	1976	gas/oil
Total Combustion Turbine Units	<u>157</u>		
<b>Total System</b>	<u><u>288</u></u>		

\* The Missouri City Plant was purchased by the City in 1979, and after renovation was placed in service in 1982.

\*\* Regenerative (heat exchange) combustion turbine.

(1) On July 20, 2005, the RCT-1 generating unit experienced compressor blade damage. On June 7, 2006, during the initial start-up after the repair/overhaul, a significant failure of the compressor occurred. Repairs to restore the generating unit are in progress and are expected to be completed by mid-2007. It is expected that the City's insurance will cover the repair costs of the damage (above the \$1 million deductible) incurred on July 20, 2005 and that the contractor performing the overhaul at the time of the second failure will be responsible for the costs of repair for the damage incurred on June 7, 2006.

## Environmental Regulations

The Department operates its generation in accordance with the applicable federal and state emission rules and regulations. Blue Valley Unit No. 3 is subject to the Phase II requirements of the federal Acid Rain Program (ARP). Blue Valley Units No. 1 and No. 2 and the Missouri City units are exempt from the ARP requirements. Currently Blue Valley Unit No. 3 is allocated 4,670 tons of sulfur dioxide (SO<sub>2</sub>) stack emission allowances annually. The Department has utilized this unit in a least cost manner while considering the cost of the SO<sub>2</sub> emissions. Through December 31, 2005, the Department has not had to purchase additional SO<sub>2</sub> allowances

for compliance for any calendar year. As of December 31, 2005, the accumulated available SO<sub>2</sub> emission allowances carried forward into calendar year 2006 was 629 tons.

In addition to the ARP requirements for Blue Valley Unit No. 3, the Department is restricted to SO<sub>2</sub> emissions (three hour average basis) of 6.3 pounds per million Btu for all three units at Blue Valley station and 8.0 pounds per million Btu for both units at its Missouri City station in accordance with the State of Missouri environmental regulations. During the fiscal year ending June 30, 2006, the Department was in compliance with such SO<sub>2</sub> regulations.

Blue Valley Unit No. 3 is also regulated for nitrogen oxide (NO<sub>x</sub>) emissions. The unit is limited to 0.35 pounds per million Btu during the defined ozone season (May 1 through September 30) and 0.40 pounds per million Btu during the rest of the year. Low NO<sub>x</sub> burners were installed on this unit to comply with this regulation. The average NO<sub>x</sub> emission rate was 0.284 pounds per million Btu during the 2005 ozone season and 0.283 pounds per million Btu for the entire calendar year 2005.

Blue Valley RCT-1 unit is also subject to NO<sub>x</sub> regulations, but is provided an exemption as long as the unit operates less than 400 hours during the ozone season. The unit operated 70.1 hours during the 2005 ozone season.

Blue Valley Unit No. 3 is also subject to the federal/state regulations in conjunction with the Clean Air Interstate Rule (“CAIR”) and the Clean Air Mercury Rule (“CAMR”) which will further regulate SO<sub>2</sub>, NO<sub>x</sub>, and mercury emissions. The Department is currently waiting for the State of Missouri to finalize its compliance plan for CAIR and CAMR.

The Blue Valley Units No. 1 and No. 2 and the Missouri City units are subject to the National Emission Standards for Hazardous Air Pollutants for Industrial, Commercial, and Institutional Boilers and Process Heaters (“Industrial Boiler MACT”) which regulate the amount of mercury, hydrogen chloride and particulates. The Department recently conducted stack tests on these units to determine if the current coal supply will comply with the Industrial Boiler MACT. The results of these tests should be available in the 4<sup>th</sup> Quarter of 2006.

The Department has been in compliance with the current regulations and expects to comply with future regulations through a combination of unit commitment strategy, use of compliant fuel, participation in cap and trade programs, and/or future environmental equipment enhancements on the units.

### **Fuel Supply**

The Department currently uses coal, natural gas, and No. 2 fuel oil in its power production facilities. For the year ending June 30, 2006, the total fuel burn mix for the Department’s generation energy supply consisted of 97.4% coal, 2.1% gas and 0.5% No. 2 fuel oil.

The Department is purchasing a majority of its coal supply under a contract with a Missouri coal company that was originally executed in January 1996. The coal contract was assigned to a new coal mining company on May 10, 2002. The contract was also amended and restated on this date. This coal supplier has opened a new mine located in Bates County, Missouri and began coal shipments from this mine in August 2002.

The amended and restated coal contract expires on December 31, 2006. Pursuant to the contract, the contract can be extended for two additional years through December 31, 2008 by mutual agreement of the Department and the coal supplier. The Department is currently negotiating an extension to the contract with the coal supplier. In addition, the Department issued a request-for-proposal in September 2006 for its coal supply needs for calendar year 2007 through calendar year 2009 as a potential alternative and/or supplement to the current coal supplier.

The base price for the coal in the calendar year 2006 is \$37.15 per ton for washed coal based on 11,000 Btu per pound heat content of the coal.

In addition, the Department purchases coal on the spot market from mines located in Oklahoma, Kansas, and Illinois to supplement the Missouri coal supply.

The Department currently contracts its natural gas supply with an Oklahoma gas supplier. This natural gas supply contract consists of gas supply and pipeline transportation service to the local gas distribution company's system. The current term of this gas supply contract is through March 31, 2007 and can be extended by the Department for three separate successive one-year terms. The local distribution company delivers the gas to the Department at two different power plant sites under the local distribution company's tariffs as filed with the Missouri Public Service Commission.

The Department purchases its No. 2 fuel supply on the spot market on an as-needed basis.

### **Current Purchases/Sales of Capacity and Energy**

The Department purchases a significant portion of its energy needs under the capacity purchase agreement with KCPL. Under the agreement, the Department purchases 90 MW of capacity and energy for a term through May 31, 2011 with certain provisions that allow the Department, at its sole option, to reduce or terminate the capacity purchase at any time after June 1, 2007.

The delivered cost of capacity and energy under the agreement, including all demand energy, environmental emission allowance, and SPP transmission charges, totaled approximately \$23,379,000 for 687,587 megawatt-hours of delivered energy during fiscal year 2006. The projected annual cost of the KCPL agreement for fiscal year 2007 is estimated at approximately \$24,799,000.

In July 1997, the Department became a participant to the Western Systems Power Pool

Agreement (WSPP Agreement). The WSPP Agreement provides for short-term electric power transactions by and among its members. Transactions under the WSPP Agreement are executed under rate schedules that allow for market-based pricing. Membership of the WSPP Agreement has expanded from the original experimental eleven western United States electric utilities to over 250 members that are located throughout the entire United States and parts of Canada and include investor-owned electric utilities, municipalities, cooperatives, state and federal public power systems and power marketers. Under the WSPP Agreement, the Department makes short term power purchase and sales with KCPL, Aquila Inc., Associated Electric Cooperative Inc., and other utilities and power marketers.

During fiscal year 2006, the Department purchased 77,129 megawatt-hours of wholesale energy for a total cost of approximately \$6,566,000 and the Department sold 44,528 megawatt-hours of wholesale energy for approximately \$1,711,000 under the WSPP Agreement.

### **Regional Reliability Organization**

The Southwest Power Pool (“SPP”) is an organization of electric utilities serving the south-central part of the United States established to oversee and maintain the reliability of the bulk electric power system. The Department has been a member of the SPP since 1970 and operates its electric system in accordance with the SPP rules. Beginning in the year 2000 and due to the restructuring of the electric industry, the SPP began the administration and operation of a regional transmission tariff where certain SPP members elected to have the SPP operate their transmission facilities under this tariff. The Department elected to become a non-transmission owning member and continues to operate its own transmission facilities.

### **Interconnections**

The Department currently has three transmission interconnection agreements with other electric utilities which govern the transfer of power and energy to and from these utilities. The interconnections were established and are governed by various agreements, which are summarized in the following paragraphs:

*Aquila Inc. - Missouri Public Service Company.* An interconnection between the Department and Aquila Inc. - Missouri Public Service Company (MPS) is made at MPS's Sibley Substation and is governed by a Municipal Participation Agreement dated December 2, 1968. The interconnection is made between the Department's 161-kV transmission line and the 161-kV bus in MPS's substation. This agreement provides the terms and conditions under which the parties can purchase Reserve Capacity, Standby Service, Requisitioned Power and Accompanying Energy, and Economy Energy. This agreement went into effect December 1, 1969 and was to remain in effect until May 31, 1990 and thereafter from year to year until terminated by either party. Forty-eight months written notice is required for termination of this agreement. Currently, neither party has provided a notice of termination.

*Associated Electric Cooperative Inc.* An interconnection with Associated Electric Cooperative Inc.(AECI) was made to provide for the transfer of power from the Missouri City Power Plant to the Department. The interconnection is made between the Department's Eckles Road Switching Station and AECI's Missouri City-Pittsville 161-kV line and is governed by an Interchange Agreement dated August 8, 1979. Although the primary purpose of the interconnection is to provide for the delivery of the Missouri City Power Plant output (currently rated at 38 megawatts), this agreement also provides for other transactions between the parties, such as Standby Service, Economy Energy, Short-Term Power, Participation Power, Firm Power and Surplus Energy. This agreement went into effect June 1, 1980 and will remain in effect until June 1, 1995, continuing in effect from year to year thereafter until terminated by either party. Three years written notice is required for termination of this agreement. Currently, neither party has provided a notice of termination.

*Kansas City Power & Light Company.* The Department maintains three 69kV interconnections with KCPL, one at the Department's Substation H, one along the 69-kV line from KCPL's Hawthorn Plant to the Department's Substation E, and one along the 69-kV line from the Department's Substation P to KCPL's Lake City Substation. The interconnections are governed by a Municipal Participation Agreement originally dated July 12, 1965, and amended on a number of occasions thereafter. The interconnections at Substation H are made between Substation H and KCPL's 69-kV lines from Hawthorn and from Liberty. There is also a point of delivery along the Hawthorn to Substation H line at the Department's Substation F. The interconnection along the Hawthorn to Substation E 69-kV line is made at the west corporate limits of the City. The interconnection along the Substation P to Lake City line is made at the Blue Valley Station.

The Department also provides point of delivery for KCPL at the KCPL's Blue Mills Substation. A 161-kV point of delivery is made at KCPL's Blue Mills Substation along the Department's Blue Valley to Eckles Road line. The Department must also provide capacity for KCPL's backup responsibility to MPS's substation at the Blue Ridge Mall. The delivery point for this backup is along the Department's 69-kV line between Substations E and I. The total capacity provided for KCPL's Lake City load and its backup responsibility for MPS's Blue Ridge Mall load cannot exceed 40 MW without mutual agreement of the Department and KCPL. The Department also must provide a capacity reservation of 50 MW on its 161-kV line for the Blue Mills point of delivery.

A 1985 amendment provided for two new 161-kV interconnections at the Hawthorn and Leeds Substations and modified the other delivery points impacted by these new interconnections. The term of the agreement was also extended. In 1991 an

amendment modified the interconnection point of the 161-kV transmission line coming from the Leeds Substation.

The Municipal Participation Agreement and its Amendments and Supplement, provide the following services: Reserve Capacity, Standby Service, Firm Power, Capacity Exchange Service, Economy Energy, Transmission Service and Load Regulation and Displacement Energy Service. The Municipal Participant Agreement will remain in effect until May 31, 2006 and will continue from year to year thereafter until terminated by either party. Five years written notice is required for termination of this agreement. KCPL provided notice of termination on May 19, 2006 to be effective May 31, 2011. The parties intend to develop a new interconnection prior to this date.

### **Transmission System**

The Department's transmission system is comprised of approximately 22.6 miles of 161-kV lines and approximately 42.4 miles of 69-kV lines. One 161-kV line interconnects the Department's Substation A with its Eckles Road Switching Station and provides the interconnection with AEC. A 161-kV line from Eckles Road to MPS' Sibley Power Station provides an interconnection with MPS. The Department has two 161-kV interconnections with KCPL - a 161-kV line that connects the Department's Substation M to KCPL's Hawthorne Power Station and a 161-kV line that connects the Department's Substation N with KCPL's Leeds Substation. In addition to these 161-kV interconnections, the Department maintains three 69-kV interconnections with KCPL at various locations on the Department's 69-kV transmission system.

Load flow studies indicate that these interconnections provide a total import capability of 245 MW on a single contingency basis. This import capability includes power generated from the Department's Missouri City plant when in operation. The Department believes that the 245 MW import capability is sufficient for the foreseeable future, but is continually evaluating the sufficiency of the import capability amount based on future power supply options and changes in the regional transmission system.

## Substations

<u>Station</u>	<u>Substation Class, Type</u>	<u>Station Capacity [1]</u>	<u>Nominal Voltage</u>
A [2]	transmission	200 MVA	161/69 kV
B	distribution	60 MVA	69/13.8 kV
C	distribution	60 MVA	69/13.8 kV
D	distribution	12.5 MVA	13.8/4.16 kV
E [3]	distribution	40 MVA	69/13.8 kV
F [3]	distribution	25 MVA	69/13.8 kV
G	distribution	12.5 MVA	13.8/4.16 kV
H [3]	distribution	60 MVA	69/13.8 kV
I	distribution	60 MVA	69/13.8 kV
J	distribution	60 MVA	69/13.8 kV
K	distribution	60 MVA	69/13.8 kV
L	distribution	60 MVA	69/13.8 kV
M [4]	transmission	100 MVA	161/69 kV
N [5]	transmission	100 MVA	161/69 kV
P	distribution	60 MVA	69/13.8 kV

[1] Forced air rating at 55 degrees C rise.

[2] 161-kV tie with Aquila - Missouri Public Service at Sibley Power Station

[3] 69-kV ties with Kansas City Power & Light.

[4] 161-kV tie with Kansas City Power & Light's Hawthorn Power Station.

[5] 161-kV tie with Kansas City Power & Light's Leeds Substation.

Note: The Eckles Road Switching Station is located within the 161-kV line from Substation A to Missouri Public Service's Sibley Station. The Eckles Road Switching Station ties into the 161-kV line owned by Associated Electric Cooperative running from Missouri City Station to Pittsville, Mo. There is no transformer located at the Eckles Road Switching Station.

## Distribution System

The existing distribution system currently serves over 56,000 customers and consists of approximately 553.0 circuit miles of 13-kV overhead lines, 17.6 circuit miles of 4 kV overhead lines, 180.7 circuit miles of 13-kV underground lines and 0.4 circuit miles of 4-kV underground lines.

## Proposed Capital Improvements

As of June 30, 2006, the Department had a total of \$22,641,296 of funded, but uncompleted major capital improvement projects. These uncompleted projects include \$10,583,272 for production plant capital improvements and \$12,058,024 for distribution plant capital

improvements. For fiscal year ending June 30, 2007 the City Council has additionally appropriated from the Power & Light Fund \$5,925,000 for other capital improvement projects, of which \$3,475,000 are for production plant improvements and \$2,450,000 are for distribution plant improvements. For the six fiscal years ending June 30, 2012, the Department is currently estimating a total of \$45,925,000 in additional major project capital improvements. These additional capital expenditures include \$30,975,000 in production plant improvements and \$14,950,000 in transmission, distribution and general plant improvements.

Capital improvements undergo an annual evaluation by the Department and may change as the result of such evaluations. Additional information regarding the Capital Improvements Program for fiscal years 2007 through 2012 can be found in Part IV of this document.

### **Electric Rates**

The City Council has sole authority to establish electric rates. The Council has adopted electric class rate schedules by ordinance after receiving recommendations from the Department and consideration of rate studies performed by outside consultants. The City Council has also granted the Department the authority to automatically adjust monthly energy rates of its electric class rate schedules in accordance with a Power Supply Fuel-Energy Cost Adjustment Schedule ("FCA"). The Department makes reviews of the rate structure at least annually to determine if modifications are needed.

As provided in the bond indentures, the City covenants to charge and collect rates for the electric power and energy supplied by the System as shall be required to provide revenues and income sufficient to pay the cost of the following: operating expenses, 100% of aggregate debt service on all bonds and any other charges required to be paid out of revenues. Other charges to be paid out of revenues are generally defined by the City to include the payment in lieu of taxes to the City, the financing of system capital improvements and replacements that are not bond financed by the City, and system working capital requirements. In addition, the City covenants to make an annual review of the sufficiency of the rates.

In November 2004, the City Council approved overall base rate increases of 3.9% effective January 1, 2005 and an additional 3.9% base rate increase effective January 1, 2006. Based on Department financial projections, the Department expects no other base rate increases through fiscal year 2009; however increases/decreases may result from projected increased fuel and purchased energy costs which are passed along to customers from the FCA clause. For the year ending June 30, 2006, the average monthly billed FCA rate decreased from a credit of \$1.05 per MWh to a charge of \$6.00 per MWh when compared to the year ending June 30, 2005. Overall, the base rate increase and the change in the FCA rate resulted in approximately a 13.1 percent average billing rate increase for all retail customers for the 12 month period ending June 30, 2006 compared to the previous 12 month period. The Department's electric service rate schedules are generally similar in type and number to the rate schedules of other electric utilities adjoining its service territory.

The Department currently has the following basic customer class rate classifications: residential, small general service, large general service, and large power service. In addition to the basic rate class rate schedules, the Department has special service rate schedules for residential all-electric service, total electric general service, schools and churches, sewer pumping, separately metered general service space heating, unmetered private outdoor lighting and public street lighting, interruptible industrial service, and customer-generator net metering service. In each of the rate schedules, the rate structure is designed to generally approximate the costs incurred in supplying electricity for the class. Each rate schedule has an availability clause which defines the customer load types who are eligible to be billed under the rate schedule. Customers are billed monthly and a minimum billing is established for each rate schedule. The overall rate structure is designed to assist the Department in load management and marketing objectives of system load factor improvement.

The residential classifications include the majority (over 90%) of customers being served by the Department. Seasonal rates have been established in the residential customer classifications to partially recognize the cost differential of summer season air conditioning loads which predominate in the residential class and to encourage the winter season use of electricity (electric space heating).

In the commercial and industrial customer classifications, the rate designs generally include separate demand and energy charges, and pricing differentials for service voltage delivery such as secondary and primary voltage delivery. These rates charge individual customers different average rates per kilowatt of hour use for customers with different load factors and therefore encourage the customer to utilize electric service at a constant level of use.

In April 1990, the Department began a rebate program to encourage use of energy efficient air conditioners, water heaters and heat pumps by residential customers. The rebate scale increases with increased efficiency of the unit purchased. Current rebates range from \$75 to \$698. Through December 2005, over 8,330 rebates have been paid for a total of \$2,027,000.

The Power & Light Fund makes a payment annually from revenues to the City's General Fund as a payment in lieu of taxes. Pursuant to the City Charter, the payment is limited to an amount that would normally be paid by a privately-owned electric utility. The current payment in lieu of tax practice is the result of a Declaratory Judgment issued by the Jackson County Circuit Court on March 10, 1980. The components are: (1) 9.08% gross receipts tax (applied against gross operating revenues), (2) applicable City property taxes on facilities owned by the Department within the City, and (3) applicable City sales tax payment on all purchases made by the Department within the City. For years ending June 30, 2005 and June 30, 2006, the Department's total payment in lieu of taxes to the City amounted to \$7,628,326 and \$9,637,661, respectively. Payment for City electric service is made by the City to the Department under the appropriate retail rate classification.

Delinquent electric bills are processed as follows: a bill in arrears is considered delinquent after 30 days. A second bill is then issued with the customer having 10 to 15 days to pay both bills. After the 10 to 15 days have passed with no payment of both bills, the customer's service is subject to discontinuance. The Department's policy is to attempt to notify the customer by telephone or personal contact before service is discontinued. In 2006, out of approximately \$95.7 million in billed retail revenue, \$566,899 was charged off as uncollectible or 0.59% of total billed retail revenues.

### **Operating Statistics**

The following tables show that during the past five years, the Department has experienced a moderate increase in the number of consumers served, with an increasing rate of growth in the amount of energy sold and in the amount of power required to serve the load. The actual system energy requirements shown in the table are significantly impacted by the variation in the number of summer season cooling degree days incurred in each annual period. As a result of the predominance of residential customers, peak load occurs during the summer months to satisfy the demand placed on the system by residential and commercial air conditioning use. In the winter months, the load decreases to approximately one-half of its summer peak due to the general use of natural gas as the fuel for residential and commercial heating.

### Historical Annual Peak Demand and Energy Requirements

<b>Fiscal Year Ended June 30</b>	<b>Annual Peak Demand</b>		<b>Annual Energy Requirements For City Load</b>	
	<b>(MW)</b>	<b>Percent Increase (Decrease)</b>	<b>(MWh)</b>	<b>Percent Increase (Decrease)</b>
2002	289.4	(1.9)	1,076,812	(1.4)
2003	294.4	1.7	1,105,871	2.7
2004	314.9	7.0	1,128,378	2.0
2005	289.7	(8.0)	1,105,068	(2.1)
2006	296.2	2.2	1,158,504	4.8

  

<b>Fiscal Year Ended June 30</b>	<b>Annual Load Factor(%)</b>	<b>Average Number of Monthly Metered Accounts</b>	<b>Annual Requirements Per Meter (kWh/Meter)</b>	<b>Summer Season Cooling Degree Days *</b>
				<b>(65°F Base)</b>
2002	42.5	53,982	19,948	1,522
2003	42.9	54,356	20,345	1,485
2004	40.8	55,195	20,443	1,410
2005	43.5	55,921	19,761	1,184
2006	44.6	56,349	20,559	1,570

\* May thru October each year. Cooling Degree Days based on temperatures recorded at Department's Blue Valley Power Plant site weather station.

## Power Generation, Revenue Produced and Customers Served

	Fiscal Years Ending June 30,				
	2002	2003	2004	2005	2006
Energy Supplied (MWh):					
Net Generation, City Power Plants	196,967	268,915	349,737	366,647	438,010
Purchased Power Energy from					
Other Utilities	881,145	855,827	796,046	758,541	765,040
Unintentional Interchange	37	-75	12	48	-18
Gross Energy Supplied	1,078,149	1,124,667	1,145,795	1,125,236	1,203,032
Energy Sold to Other Utilities	-1,337	-18,796	-17,417	-20,168	-44,528
Total energy, City Load	1,076,812	1,105,871	1,128,378	1,105,068	1,158,504
Border Customer Purchases	1,232	1,357	1,361	1,292	1,352
Total Energy, City Load and City Border Customers	1,078,044	1,107,228	1,129,739	1,106,360	1,159,856
Border Customer Sales	-4,828	-4,941	-5,266	-5,896	-6,249
Total Energy, City System	1,073,216	1,102,287	1,124,473	1,100,464	1,153,607
Consumption By Classes (MWh) *					
Residential	482,520	506,001	522,422	489,263	536,378
Commercial	471,500	483,624	490,939	495,960	502,127
Industrial	43,791	39,834	41,094	46,537	43,720
Other	9,173	9,143	9,378	9,535	9,469
Total Retail Sales	1,006,984	1,038,602	1,063,833	1,041,295	1,091,694
Sold to Other Utilities (inc. border customers)	6,165	23,737	22,683	26,064	50,777
Total MWh Sales	1,013,149	1,062,339	1,086,516	1,067,359	1,142,471
Revenue by Classes (\$000) *					
Residential	\$37,562	\$40,254	\$42,431	\$41,375	\$50,668
Commercial	30,760	32,429	34,242	36,011	40,881
Industrial	2,214	2,019	2,139	2,504	2,649
Other	824	881	941	1,008	1,128
Total Retail Sales	\$71,360	\$75,583	\$79,753	\$80,898	\$95,326
Sold to Other Utilities	131	809	689	779	1,839
Total	\$71,491	\$76,392	\$80,442	\$81,677	\$97,165
Average Number of Meters (Total System)	53,982	54,356	55,195	55,921	56,349
Average Number of Meters (Residential)	49,101	49,446	50,214	50,832	51,245

\* Includes change in unbilled MWh and Revenue.

The following table is a listing of the twelve largest commercial and industrial customer accounts served by the Department. The table shows the annual kilowatt hour energy usage and total billed revenues for the periods shown. As can be seen from the listing, sales to the Department's twelve largest customers have been relatively stable and in aggregate total, account for a relatively small portion of the Department's total sales and revenues. The largest single customer accounts for approximately 2.1% of retail sales of the system and 1.4% of retail billed revenues.

### **Twelve (12) Largest Commercial and Industrial Customer Accounts**

#### **July 2005 - June 2006**

	<u>kWh</u>	<u>Revenue</u>
1 Unilever	23,277,600	\$1,376,681
2 Commercial Distribution Center Inc.	15,042,600	997,387
3 Simon Property Group LP	14,840,712	983,402
4 Burd & Fletcher (5151 Geospace)	11,814,600	641,688
5 Independence Regional Health Center	6,820,500	483,997
6 Price Chopper (Noland Road)	6,850,800	460,459
7 Price Chopper (23rd Street)	6,409,200	428,559
8 Burd & Fletcher (3000 Geospace)	7,188,480	404,600
9 City's Rock Creek Sanitary Sewer Plant	5,352,000	382,777
10 Medical Center of Independence	5,885,550	381,785
11 Costco Wholesale Inc.	5,028,000	368,658
12 Hy-Vee (Noland Rd.)	4,888,080	338,322
Total	<u>113,398,122</u>	<u>\$7,248,315</u>
Percent of Total Retail Billed Sales	10.3%	7.6%

#### **July 2004 - June 2005**

	<u>kWh</u>	<u>Revenue</u>
1 Unilever	23,260,800	\$1,157,539
2 Commercial Distribution Center Inc.	15,599,400	889,651
3 Simon Property Group LP	14,820,552	888,323
4 Burd & Fletcher (5151 Geospace)	12,304,500	609,534
5 Independence Regional Health Center	6,648,900	407,982
6 Price Chopper (Noland Road)	6,633,840	385,970
7 City's Rock Creek Sanitary Sewer Plant	5,419,200	371,756
8 Price Chopper (23rd Street)	6,279,900	364,706
9 Burd & Fletcher (3000 Geospace)	7,290,720	352,354
10 Medical Center of Independence	5,500,150	309,518
11 Costco Wholesale Inc.	4,741,500	306,052
12 Hy-Vee (Noland Rd.)	4,747,680	282,784
Total	<u>113,247,142</u>	<u>\$6,326,169</u>
Percent of Total Retail Billed Sales	11.0%	8.0%

## Twelve (12) Largest Commercial and Industrial Customers (continued):

### 24 Months Totals (July 2004-June 2006)

	Total kWh Over 24 Months	Total Revenue Over 24 Months
1 Unilever	46,538,400	\$2,534,220
2 Commercial Distribution Center Inc.	30,642,000	1,887,038
3 Simon Property Group LP	29,661,264	1,871,725
4 Burd & Fletcher (5151 Geospace)	24,119,100	1,251,222
5 Independence Regional Health Center	13,469,400	891,979
6 Price Chopper (Noland Road)	13,484,640	846,429
7 Price Chopper (23rd Street)	12,689,100	793,265
8 Burd & Fletcher (3000 Geospace)	14,479,200	756,954
9 City's Rock Creek Sanitary Sewer Plant	10,771,200	754,533
10 Medical Center of Independence	11,385,700	691,303
11 Costco Wholesale Inc.	9,769,500	674,710
12 Hy-Vee (Noland Rd.)	9,635,760	621,106
Total	226,645,264	\$13,574,484
Percent of Total Retail Billed Sales	10.6%	7.8%

## Condensed Statement of Operations

	Fiscal Years Ending June 30,				
	2002	2003	2004	2005	2006
Total Operating Revenue	72,278,837	77,276,647	81,333,414	82,592,294	98,278,356
Operating Revenue Deductions					
Fuel	5,739,525	7,923,675	9,311,607	9,942,311	13,073,602
Purchased Power	22,653,555	23,226,065	24,875,974	25,510,840	29,535,505
Production	7,080,412	6,996,346	8,209,261	8,841,921	10,382,554
Transmission & Distribution	6,571,346	7,771,666	8,247,538	8,761,062	9,662,336
Customer Service	2,683,888	2,794,337	2,727,377	2,579,983	2,972,880
General & Administrative	6,628,024	7,213,299	7,681,652	7,989,029	8,883,417
Total O&M	51,356,750	55,925,388	61,053,409	63,625,146	74,510,294
Total Operating Revenue Deductions	66,229,887	71,961,336	78,003,981	80,905,832	94,199,950
Net Operating Income	6,048,950	5,315,311	3,329,433	1,686,462	4,078,406
Total Non-Operating Deductions (net)	195,337	-702,433	-295,836	262,174	651,551
Net Income	6,244,287	4,612,878	3,033,597	1,948,636	4,729,957
Capital Contributions	260,890	139,378	106,411	1,522,200	112,433
Change in Net Assets	6,505,177	4,752,256	3,140,008	3,470,836	4,842,390

## Debt Service Coverage

<u>Year Ended June 30</u>	<u>Gross Revenues (1)</u>	<u>Operating Expenses (2)</u>	<u>Revenue Available for Debt Service</u>	<u>Debt Service Requirements</u>	<u>Debt Service Coverage</u>
2002	73,930,488	52,142,313	21,788,175	2,918,860	7.46
2003	77,932,974	56,701,449	21,231,525	2,904,512	7.31
2004	82,265,717	61,850,892	20,414,825	2,728,448	7.48
2005	84,020,908	64,452,736	19,568,172	2,776,038	7.05
2006	100,254,630	75,369,479	24,885,151	2,780,273	8.95

(1) Includes operating sales revenue, interest earning on investment funds and miscellaneous other income.

(2) Excludes Depreciation, Amortization, Non-operating Expenses, and payment in lieu of taxes to General fund.

## Condensed Balance Sheet

	<u>Fiscal Years Ending June 30,</u>				
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Net Utility Plant	136,323,930	138,047,111	140,014,450	139,153,883	142,404,133
Current Assets	50,494,131	51,483,498	52,821,233	56,806,780	56,453,158
Deferred Charges and Other Assets	3,634,490	2,547,317	2,565,284	1,769,077	1,722,237
Total Assets	190,452,551	192,077,926	195,400,967	197,729,740	200,579,528
Current Liabilities	8,510,886	7,695,982	8,497,336	9,749,015	9,370,536
Long-Term Liabilities and Deferred Credits	25,067,642	22,755,665	22,137,344	19,743,603	18,129,481
Total Equity	156,874,023	161,626,279	164,766,287	168,237,122	173,079,511
Total Liabilities and Equity	190,452,551	192,077,926	195,400,967	197,729,740	200,579,528

## Employee Relations

As of June 30, 2006 the Department had 220 budgeted full-time positions, of which 161 are hourly personnel and 59 are salaried personnel engaged in Production, Transmission, Distribution, Engineering, Administration, and Support Services.

Hourly employees at the Department are represented by the International Brotherhood of Electrical Workers Local No. 53 (IBEW). There have been no work stoppages, slow downs or strikes since September 1, 1978.

The current agreement between the City and the IBEW provides for annual wage increases and working conditions effective November 1, 2004, and thereafter until October 31, 2009.

The City complies with its statutory duty to meet and confer with the IBEW representative concerning wages and working conditions.

## **Water Department**

### **Description of the Water System**

The City purchased the Missouri Water Company in 1986 through the issuance of \$47,500,000 variable interest rate revenue bonds. The bonds were converted to flexible interest rate bonds under the Second Amended and Restated Indenture of Trust dated June 1, 1987. The bonds were converted to fixed interest rates and the principal outstanding was reduced by \$6,050,000 on January 6, 1999. During June 2004, the City issued, through the Missouri Development Finance Board, \$14,785,000 of additional obligations. The proceeds of this issue will be used for infrastructure improvements to the water system.

The water system includes 40 supply wells (including one horizontal collector well), treatment facilities, and the water distribution system, all of which are owned, operated and maintained by the City Water Department (Department). The water distribution system includes approximately 728 miles of water main ranging in size from 2 inches to 36 inches, and five storage facilities with capacity totaling 10 million gallons. These facilities provide water service to approximately 48,210 customers on a retail basis, and resale (wholesale) water service to 11 customers.

### **Organization**

The Department is divided into four divisions: 1) Administration; 2) Customer Service & Accounts; 3) Production; and 4) Transmission and Distribution.

*Administrative Division* - The Administration Division includes the complete operation and monthly reporting of the Water Department.

*Customer Services & Accounts Division* - The Customer Services & Accounts Division includes functions of field service, billing, cashiering, collection and customer inquiry.

*Production Division* - The Production Division is responsible for water treatment, water quality and pumping from the water treatment plant.

*Transmission and Distribution Division* - The Transmission and Distribution Division is responsible for the construction, engineering, operation and maintenance of the transmission and distribution facilities of the Department.

The Department is also provided support services from other departments of the City. These support services include purchasing, accounting, legal, and other administrative services. For fiscal year 2006, the Department was billed \$1,490,619 by the City for City-provided support services. The Department also provides customer service and billing to the City's Power & Light and Water Pollution Control Departments. For fiscal year 2006, the City's Power & Light and Water Pollution Control Departments were billed \$1,171,505 by the Water Department for customer service and billing services.

## **Management**

Overall administration of the Department and development of basic department policy is performed by the Water Director and his staff. The Water Director is responsible for the operation of the utility and is appointed by the City Manager.

The key managerial staff of the Department and a brief summary of their professional backgrounds are listed as follows:

*Daniel D. Montgomery - Water Systems Director.* Mr. Montgomery was appointed Water Systems Director in April of 2003 and has been with the Department for 23 years. Mr. Montgomery holds a BSCE degree from the University of Missouri at Kansas City. He is a Registered Professional Engineer in the state of Missouri and holds a Class "A" Water Certification and Distribution System III Certification from the Missouri Department of Natural Resources.

*Thomas A. Heinkel - Customer Service Manager.* Mr. Heinkel has been with the City for 12 years and was appointed Customer Service Manager in November of 2003. Mr. Heinkel holds a BA in Biology from Texas Lutheran University.

*Karen L. Kelley - Water Production Manager.* Ms. Kelley was appointed Water Production Manager in October of 1991 and has been with the Department for 25 years. Ms. Kelley holds a BS in Biology degree from the University of Missouri at Kansas City. She holds a Class "A" Water Certification and Distribution System III Certification from the Missouri Department of Natural Resources.

*Denne L. Roe - Water Distribution/Engineering Manager.* Mr. Roe has been with the City for 32 years and was appointed Water Distribution/Engineering Manager in October 1989. Mr. Roe holds a BSCE degree from the University of Missouri at Rolla. He is a Registered Professional Engineer in the state of Missouri and holds a Distribution III Certification from the Missouri Department of Natural Resources.

## History

Prior to 1956, the Missouri Water Company distributed water purchased from Kansas City, Missouri to customers in and around the City of Independence. In 1954, a water resources study was performed that identified the Missouri River as the most economical source of raw water for the Independence area. Additional studies established that the aquifer, associated with the Missouri River at the Courtney Bend, could produce sufficient quantities of raw water to meet the current and projected needs. In addition, utilizing groundwater as the source of supply provided a more consistent, easier to treat, source. In 1956, the Missouri Water Company constructed the Courtney Bend Water Treatment Plant (WTP) to supply water to the City of Independence and surrounding areas. Both the well field and treatment plant have been expanded several times since their acquisition from the Missouri Water Company.

## Water Supply

The Courtney Bend Well Field was established in 1956 on the south bank of the Missouri River where the Highway 291 bridge crosses the river. Thirty-nine vertical wells ranging in depth from 76 to 130 feet and capacity from 500 to 3,000 gallons per minute (gpm) pump raw water from the alluvial aquifer. In addition, a 125-foot deep horizontal collector well adds an additional 7,000 gpm to the capacity of the well field.

## Water Treatment

The Courtney Bend WTP, constructed in 1956 for the Missouri Water Company and purchased by the City in 1986, is located at Highway 291 and the Missouri River. The plant was expanded in 1961, 1963, 1969, 1976, 1986, 1992, and finally in 2005 to its current capacity of 48 million gallons per day (mgd). The Courtney Bend Plant incorporates softening, clarification, filtration, and chemical disinfection into its treatment process. The major process components of the WTP are summarized below:

Solids Contact Basins		Chemicals (cont.)	
Number	8	Chlorine	
Capacity, ea, mgd	6	Average, ppd	695
Settling Basins		Range, ppd	500 - 1085
Number	6	Ammonia	
Capacity, ea, mgd	8.4	Average, ppd	75
Filters		Range, ppd	50 - 130
Number	14	Phosphate	
Capacity, ea, mgd	4	Average, ppd	125
Chemicals		Range, ppd	90 - 160
Lime			
Average, ppd	52,000		
Range, ppd	40,000 - 83,000		

## **Distribution System**

The distribution system consists of pumps, piping, and storage facilities necessary to serve the retail and wholesale consumers. The system also has four emergency interconnects with the Kansas City, Missouri Water Department's distribution system and a 200 kW electrical generator for providing emergency power to the 35th Street, 39th Street, or I-435 and Truman Road Pumping Stations.

**Piping** : The Department had, at the end of fiscal year 2005, approximately 728 miles of piping ranging in size from 2 inches to 36 inches. The majority of the system mains are 6 inches in diameter. The distribution system piping leaving the treatment plant has a capacity of 48 MGD.

**Pumping Stations** : Five main pumping stations operated and maintained by the Water Department supply treated water to the distribution system. The Courtney Bend High Service Pumping Station, Van Horn Pumping Station, 39th Street Pumping Station, and 35th Street Pumping Station are all controlled from the Courtney Bend Treatment Plant. The fifth station, the Crysler Pumping Station, is an automatic booster station controlled off of system pressure.

The High Service Pumping Station at the Courtney Bend WTP contains 5 pumps with an operating head of 525 feet and capacity of 8,300 gpm.

The Van Horn Pumping Station contains three electric-driven pumps that can be controlled from the Courtney Bend WTP. Local control of the electrically driven pumps can also be done from within the pumping station. The capacity of the pumps include one 1200 and two 1,800 gpm.

The 35th Street Pumping Station contains two electrically driven 2,250 gpm pumps and one 1750 gpm pump. Each pump can be remotely controlled from the Courtney Bend WTP or manually controlled from within the pumping station.

The 39th Street Pumping Station contains three electrically driven pumps, each with a capacity of 2,100 gpm. These pumps can be controlled either remotely from the Courtney Bend WTP, or manually from within the pumping station.

The Crysler Booster Pumping Station has two electric, 150 gpm, automatic pumps designed to maintain system pressure at 40 psi for service to approximately 100 consumers. This is an automated system and provisions for control of this system at the treatment plant are not provided. System operations are monitored at the plant, however, by a pressure meter at the high spot in the system, which is located at Highway 40 and Blue Ridge. The signal is then transferred back to the Courtney Bend WTP.

In addition to the five main pump stations, a sixth pumping station located at I-435 and Truman Road can supply water from Kansas City, Missouri through an existing emergency interconnect. This station is only used in the event of an emergency and has not been needed in the last ten (10) years.

**Storage :** The City of Independence Water Department currently has five storage facilities located at various sites within the distribution system. Two of the facilities are elevated storage tanks. These include the North Main and Dodgion elevated tanks. The total storage capacity of the elevated tanks is 1 million gallons (MG). The three remaining facilities are ground storage reservoirs. These include the Van Horn, 35th Street, and 39th Street reservoirs. They have a total capacity of 9 MG. The total capacity of storage for the system is 10 MG.

The North Main and Dodgion Tanks are the elevated storage facilities available to the Water Department. The Dodgion elevated tank generally sets the hydraulic grade line for the distribution system.

The Van Horn, 35th Street, and 39th Street ground storage reservoirs are typically remotely filled from the Courtney Bend WTP. Reservoirs are filled remotely from the water treatment plant or can be filled from the reservoir location. The following summarizes the characteristics of the storage facilities:

North Main Elevated Tank		Van Horn Storage Reservoir		39th Street Storage Reservoir	
Capacity, MG	0.5	Capacity, MG	2.0	Capacity, MG	5.0
Diameter, ft	50	Diameter, ft	135	Diameter, ft	130
Height to HWL, ft	39.3	Height, ft	19	Height, ft	50
	121.3 ft. above ground				
Dodgion Elevated Tank		35th Street Storage Reservoir			
Capacity, MG	0.5	Capacity, MG	2.0		
Diameter, ft	50	Diameter, ft	80		
Height to HWL, ft	39	Height, ft	54		
	130 ft. above ground				

**Emergency Interconnections :** The Water Department has four emergency interconnections with the City of Kansas City, Missouri Water Department's distribution system to supply either system with water in an emergency. The capacity of each system varies based upon system pressure and direction of flow. The emergency interconnections are located at I-435 and Truman Road, Highway 40 and Noland Road, Highway 40 and Hunter, and in the vicinity of Blue Ridge Boulevard and Wilson Road. The I-435 and Truman Road interconnection has a 3,400 gpm booster pump that can be operated from the Water Department's mobile generator unit.

### **Support Facilities**

The Water Department administration operates out of a two-story office building located at 11610 Truman Road, Independence, Missouri. As a result of a space utilization study conducted in 1997, the building layout and occupancy was revised to provide a more customer-friendly environment while allowing the City to consolidate some of its administrative tasks. The

structure was renamed the Utility Customer Service Center and Water Administration Building to reflect all of the functions provided at this location. The building houses the administrative, engineering, and customer service departments of the Water Department. To accommodate its customers and workers, the Water Department added an elevator to the two-story structure and improved the restroom facilities for compliance with the Americans with Disabilities Act.

Two interconnected buildings located at Truman and Forest contain the bulk of the service, maintenance, and construction force. The Service building contains primary facilities such as workshops for servicing, cleaning, and repairing meters, as well as a garage area for maintenance and cleaning of department vehicles. The second building, the Construction/Maintenance building, has a garage area, workshop area, and storage area. A storage yard for miscellaneous pieces of materials and equipment is located adjacent to these buildings.

### **Maintenance**

The Water Department's currently established maintenance program that is incorporated into their Capital Improvements Plan has allowed the Department to continue to meet system demands.

### **Financial Data**

The principal source of revenue of the Water Department to meet costs of providing water service is derived from rates and charges for water sales. Other income is derived from re-connection fees, penalties for late payment, rent on portable meters, interest income, and other miscellaneous sources.

Analysis of historical trends provides a reasonable basis for projection of customers served, their water use, and the potential revenues to support future operations.

**Customers Served** : As shown in the following table, the number of customers served by the Water Department totaled 48,210 as of June 30, 2006. In addition to retail water service to residential, commercial, industrial, and public authority customers, the Water Department provides water service on a wholesale basis to Lee's Summit, Blue Springs, Oak Grove, Grain Valley, Sugar Creek, Lake Tapawingo, Buckner, Jackson County PWSD No. 2, Jackson County PWSD No. 15, Jackson County PWSD No. 17, and Lafayette County PWSD No. 1.

The number of customers served increased at a moderate rate over the 3 year period 2003 to 2006. The compound annual growth rate from 2003 to 2006 was .94 percent.

## Historical Customers, Water Sales, and Revenues

Customer Classification	Year Ended June 30			
	2003	2004	2005	2006
Residential	43,606	43,985	44,490	44,742
Commercial	2,883	2,933	2,971	3,027
Industrial **	7	7	8	8
Public Authority	57	59	64	66
Resale *	13	13	13	13
Private Fire Protection	307	327	346	354
Total	46,873	47,324	47,892	48,210

### Water Sales - 1,000 Gallons

Residential	3,423,739	3,438,332	3,126,596	3,341,082
Commercial	1,012,654	985,307	903,446	960,835
Industrial	293,440	299,619	290,786	276,692
Public Authority	87,533	86,201	83,053	98,713
Resale	4,259,744	4,831,296	4,862,549	4,832,068
Private Fire Protection	NA	NA	NA	NA
Total	9,077,110	9,640,755	9,266,430	9,509,390

### Water Sales - \$

Residential	8,046,353	8,141,479	7,789,773	8,488,894
Commercial	2,185,099	2,152,295	2,053,011	2,245,526
Industrial	324,228	336,707	331,251	362,537
Public Authority	169,383	174,092	189,489	231,257
Resale	4,302,002	4,950,287	5,670,010	5,858,904
Private Fire Protection	46,624	50,609	55,966	93,419
Public Fire Protection	588,636	598,218	617,130	623,822
Other Sales	221,551	285,499	287,467	251,492
Total	15,883,876	16,689,186	16,994,097	18,155,851

\* Two (2) of the eleven customers have two (2) meter connections.

\*\* One (1) of the six customers has two (2) meter connections.

The following tables indicate the top water users for the last fiscal year.

**Wholesale Water Supply Contracts**

<b>Customer Name</b>	<b>Water Sales (1,000 Gallons)</b>	<b>Water Sales (Dollars)</b>
Lee's Summit	2,385,699	\$2,864,005
Blue Springs	1,044,604	1,329,577
District #2, Jackson County	239,869	286,899
District #1, Lafayette County	260,333	310,521
Oak Grove	250,154	298,378
Grain Valley	240,326	288,574
District #15, Jackson County	134,076	160,270
Buckner	116,764	139,462
Sugar Creek	74,159	75,990
District #17, Jackson County	61,121	75,013
Lake Tapawingo	24,963	30,215
	<u>4,832,068</u>	<u>\$5,858,904</u>

**Large Consumption Water Customers**

<b>Customer Name</b>	<b>Water Sales (1,000 Gallons)</b>	<b>Water Sales (Dollars)</b>
Lipton Tea*	125,084	\$137,904
Lafarge Corporation	92,924	151,326
Independence Regional Health	23,518	27,824
Commercial Distribution	15,711	17,832
Tandum/QCA	12,396	16,878
Independence Center	7,059	10,773
	<u>276,692</u>	<u>\$362,537</u>

\* Lipton Tea has two (2) meter connections.

**Water Sales Volume** : Total water sales volumes increased at an annual growth rate of 1.56 percent from 2003 to 2006. During the 4 year period, wholesale customers purchased approximately 50.10 percent of the water sold by the Water Department. Water sales volumes are shown in the previous table.

**Water Sales Revenues** : As shown in the previous table, water sales revenues, including revenues from public and private fire protection charges, increased approximately 4.56 percent from 2003 to 2006. Because wholesale customers pay a lower rate than retail customers, water sales revenues do not increase proportionate to water sales volumes.

Reported water sales revenues include a gross receipts tax of 9.08 percent on all water sales. The gross receipts tax is collected by the Water Department and transferred to the General Fund

as a Payment In Lieu of Taxes (PILOT). As of July 1, 2004 the PILOT was charged on all water sales.

**Operation and Maintenance Expenses** : Operation and maintenance expenses for the period 2003 to 2006 are shown in the following table.

### Historical Operation and Maintenance Expense

Description	Year Ended June 30			
	2003	2004	2005	2006
	\$	\$	\$	\$
Source of Supply				
Operations	290,221	281,550	229,106	236,022
Maintenance	348,617	410,725	163,038	589,233
Total Source of Supply	638,838	692,275	392,144	825,255
Power and Pumping				
Operations				
Fuel/Power Purchased	1,113,424	1,190,942	1,171,384	1,273,337
Other	194,309	189,518	186,541	191,766
Maintenance	75,506	94,358	28,795	29,323
Total Power and Pumping	1,383,239	1,474,818	1,386,720	1,494,426
Water Treatment				
Operations				
Chemicals	812,493	773,047	742,702	840,001
Other	578,411	576,392	532,220	559,289
Maintenance	354,214	231,686	232,182	282,828
Total Water Treatment	1,745,118	1,581,125	1,507,104	1,682,118
Transmission & Distribution				
Operations	1,133,405	1,160,818	1,274,543	1,424,343
Maintenance	1,495,752	1,130,522	1,102,864	1,497,495
Total Transmission & Distribution	2,629,157	2,291,340	2,377,407	2,921,838
Customer Accounting & Collection				
Operations	866,224	924,008	975,487	929,649
Sales Promotion				
Operations	106,435	96,807	47,414	37,216
Administrative & General				
Operations				
Outside Services Employed	833,662	940,705	935,156	947,177
Employee Pensions & Benefits	1,146,109	1,208,638	1,273,214	1,433,023
Other	1,126,414	1,209,668	1,886,528	1,686,022
Maintenance	14,181	13,437	35,328	42,339
Total Administrative & General	3,120,366	3,372,448	4,130,226	4,108,561
Subtotal Operations Expense	8,201,107	8,552,093	9,254,295	9,557,845
Subtotal Maintenance Expense	2,288,270	1,880,728	1,562,207	2,441,218
Total Operation & Maintenance Expense	10,489,377	10,432,821	10,816,502	11,999,063

## Debt Service Coverage

The Bond Indenture states that the Water Department shall charge and collect rates, fees and other charges as required to provide revenues at least sufficient to pay operating expenses, all fees and amounts due under the Letter of Credit Agreement, and “an amount equal to 125 percent of the reasonably estimated debt service on the Bonds for such fiscal year”. For purposes of this debt service coverage test, the provisions of the Indenture are interpreted as meaning that net revenues, after payment of operating expenses, must be 125 percent of principal and interest on the Bonds. Revenues, expenses, and debt service payments during the past three years are summarized in the following table for purposes of determining the debt service coverage ratio. As indicated, debt service coverage ratios during the past three years significantly exceeded the 125 percent requirement.

### Historical Debt Service Coverage

Year Ended June 30

	2003	2004	2005	2006
	\$	\$	\$	\$
<b>Revenues</b>				
Operating Revenues	15,937,835	16,610,572	17,080,050	18,312,720
Interest Income	274,786	163,959	411,961	469,404
Other Income	135,744	132,880	436,607	503,498
Total Revenues	16,348,365	16,907,411	17,928,618	19,285,622
<b>Expenses</b>				
Operations	8,201,107	8,552,092	9,254,295	9,557,845
Maintenance	2,288,270	1,880,728	1,562,206	2,441,218
Federal Retirement Taxes	298,957	286,033	280,125	301,881
Total Operating Expenses	10,788,334	10,718,853	11,096,626	12,300,944
Gross Receipts Tax (PILOT)	954,717	961,203	1,395,053	1,826,915
Total Expenses	11,743,051	11,680,056	12,491,679	14,127,859
Revenues Available for Debt Service Coverage	5,560,031	5,227,355	5,436,939	5,157,763
<b>Debt Service</b>				
Revenue Bond Interest	1,489,510	1,449,060	2,014,517	2,053,730
Revenue Bond Expenses	73,087	74,305	89,876	91,399
Revenue Bond Principal	1,070,000	1,200,000	1,285,000	1,905,000
Certificates of Participation Interest	-	-	-	-
Certificates of Participation Principal	-	-	-	-
Total Debt Service to be Covered	2,632,597	2,723,365	3,389,393	4,050,129
<b>Debt Service Coverage Ratio:</b>				
Revenue Bonds	211%	192%	160%	127%
All Debt	211%	192%	160%	127%

**Proposed Capital Improvement Program** : The Water Department annually develops a six-year capital improvement program. Additional information regarding the Capital Improvements Program for fiscal years 2006 through 2011 can be found in Part V of this document.

The proposed capital improvement program for the next three years primarily reflects planned rehabilitation and replacement of water system components. The program includes annual reoccurring small main replacement, larger main replacement, and security upgrades.

## **Employee Relations**

The Department currently has 97 full-time positions, of which 71 are hourly personnel engaged in Production, Transmission, Distribution, Engineering and Support Services, and 26 are Administrative or Supervisory Personnel.

Hourly employees at the Department are represented by the Steelworkers Local No. 13558 or Service Employees International Union, Local No. 96. There have been no work stoppages, slow downs or strikes.

The current Memorandum of Agreement between the City and the Service Employees International provides for annual wage increases and working conditions effective May 1, 2006, and thereafter until April 30, 2011.

The City complies with its statutory duty to meet and confer with the Steelworkers Local No. 13558 and Service Employees International Union, Local No. 96 representative concerning wages and working conditions.

## **Water Pollution Control Department**

### **Description of the Sanitary Sewer System**

The Water Pollution Control Department's (Department) purpose is to protect the public health from the spread of waterborne disease and to abate or reduce pollution for the protection of our water resources.

The Department maintains over 584 miles of sanitary sewer by daily pressure cleaning, root sawing, minor repair or major rehabilitation. The City's sewers carry almost 20 million gallons of wastewater each day. The average depth of the sanitary sewers is greater than 8 feet below ground (the deepest sewer line is more than 70 feet underground). The sewer system is inspected by pulling video cameras through the lines to detect any damage. Minor damage caused by settling soil, roots, chemical deterioration or simply old age, can sometimes be repaired without digging (trenchless technology). Major repairs however, may require deep excavation and pipe replacement. In addition, Water Pollution Control administers rehabilitation projects each year to correct problems of aging or over loaded sewers (some of the City's sewers are over 100 years old). The Department operates and maintains the City's wastewater treatment plant, a secondary

biological treatment facility that treats 10 million gallons per day and incinerates solids removed from the waste stream.

The Department also maintains the City's separate storm water sewers and catch basins, which convey runoff from yards, parking lots and streets to the natural waterways that flow throughout the City. There are over 300 miles of storm water sewers in the City. Though not as deep as sanitary sewers, storm sewers require constant repair and cleaning due to the impact of the midwest's weather conditions. In addition to the daily repair and cleaning, the department performs sampling and testing of storm water and enforces the City's storm water management program for compliance with the nation's recent storm water regulations. There are 47 employees who clean, repair and plan for the replacement projects for the City's sanitary and storm water sewers.

## **Organization**

The Department consists of five Divisions: 1) Administration; 2) Wastewater Treatment; 3) Collection System Maintenance; 4) Environmental Compliance Testing; and 5) Storm Water.

Administration Division - The Administration Division is responsible for the general administration of the Sanitary Sewer Utility and Storm Water Management Program.

Wastewater Treatment Division - The Wastewater Treatment Division operates and maintains the Department wastewater treatment plant and pumping stations.

Collection System Maintenance Division - The Collection System Maintenance Division is responsible for maintenance and repair of the 584 miles of sanitary sewers and approximately 300 miles of storm water collection system.

Environmental Compliance Testing Division - The Environmental Compliance Testing Division laboratory service is responsible for National Pollutant Discharge Elimination System (NPDES) Permit testing and reporting, and testing of plant processes.

Stormwater Division - The Stormwater Division manages stormwater capital projects, maintains and repairs the stormwater system, and is responsible for compliance with the State Operating Permit for the Independence Municipal Separate Storm Sewer System.

The Department is also provided with support from other departments of the City. These services include customer service, purchasing, accounting, legal, and other administrative type services. For fiscal year 2006, the Department was billed \$849,482 by the City for City provided services.

**Management** Overall administration of the Department and development of basic department policy is performed by the Water Pollution Control Department Director and his staff. The Director is responsible for the operation of the utility and is appointed by the City Manager.

The key managerial staff of the Department and a brief summary of their professional backgrounds are listed as follows:

*Dick Champion Jr., Director*, was appointed in 1983 and has over 36 years of experience in his field. Mr. Champion holds a B.S. in Political Science from Central Missouri State University, a Missouri Class 'A' Wastewater Operator's License, and a Class 'A' Collection System Operator's license.

*Robert Patten, Assistant Director*, was appointed to the position in 1984. He holds a MS in Biology from the University of Missouri at Kansas City and a Missouri Class 'A' Wastewater Operator's License.

*Don Shannon, Collection Systems Superintendent*, was appointed in 1986. He has been with this Division since 1970 and was previously employed by a private sewer construction company. He holds a Class 'C' Collection System Operator's license.

*Denise Messina, Utility Accounting Manager*, was appointed to this position in 1991 and previously served as the City's Assistant Controller since 1988. Ms. Messina came to the City after serving as Chief Accountant with the Missouri Water Company since 1982. Ms. Messina holds a B.S. in Business Administration from the University of Missouri.

*Dorris Bender, Environmental Compliance Manager*, was appointed to this position in 1992. She holds a M.S. in Environmental Health Science from the University of Kansas and a Missouri Class 'A' Wastewater Operator's license.

## **Collection System**

The public collection system is maintained by the Sanitary Sewer Maintenance Division (SMD). The Division's 34 employees maintain over 3 million feet of sewer line from 8 inches to 60 inches in diameter. Additionally, there are over 12,000 manholes in the system that require maintenance.

The wastewater community in the City limits contributes approximately 20 million gallons of wastewater per day to the sewer system. This contribution is equivalent to using 172 gallons per capita per day. The sewer system, operating largely by gravity is divided approximately in half between two treatment facilities. Flow from the eastern half of the City, by contract and by statute, goes to the Little Blue Valley Sewer District. The western half flows to the City owned and operated Rock Creek Treatment Plant (RCTP). A minor portion of Independence's western wastewater flows to Kansas City, and a minor portion of Kansas City's wastewater flows to Independence. Additionally, the majority of the City of Sugar Creek's wastewater flows to the Rock Creek Plant.

The collection system is in considerably better condition today than just a few years ago. The improved condition has been the result of enforcement activity to eliminate infiltration and inflow, as well as the repair and replacement of sewer lines and manholes. An additional 13

employees are dedicated to the cleaning and repairing of the over 300 miles of storm water sewers, catch basins, and culverts.

### **Wastewater Treatment**

Twenty-four employees operate and maintain the City's Rock Creek Wastewater Treatment Facility and ten pump stations. The treatment plant is operated around the clock and residential and industrial wastewater is pumped through a series of settling and accelerated biological processes that purify the wastewater and remove solid particles. The solids undergo de-watering processes and are finally incinerated to a fine ash. There are thirteen separate processes in the treatment system and each requires constant sampling and testing for operational control and reporting to environmental agencies.

The Rock Creek Waste Treatment Facility (RCWTF) is designed to treat an average daily dry weather flow of 10 million gallons (MGD) of wastewater.

The treatment plant was dedicated in 1979. A significant amount of equipment has completed life expectancy and has been replaced or rehabilitated according to planning schedules.

The plant staff continues to gradually replace old equipment on various units of process. The degree of this activity is best reflected in the Capital Budget.

### **Environmental Compliance Testing Division**

Three employees are responsible for sampling and testing processes in the plant, all major industry, and for measurement, testing and reporting flows throughout the sanitary sewer and storm water sewer systems.

### **Financial Data**

The principal source of revenue of the Sanitary Sewer Fund to meet costs of providing sanitary sewer services is derived from rates and charges for service. These are tied directly to water usage. Other sources of income are derived from penalties for late payment, interest income, and other miscellaneous charges.

Analysis of historical trends provides a reasonable basis for projection of customers served, their water use, and the potential revenues to support future operations.

### **Customers Served**

As shown on the following table, the number of customers served by the Sanitary Sewer Department totaled 44,304 as of June 30, 2006. The number of customers served increased at a moderate rate over the 3 year period 2003 to 2006. The annual growth rate from 2003 to 2006 was .80 percent.

## Historical Customers, Usage, and Revenues

Year Ended June 30

<u>Customer Classification</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
<b>Number of Customers</b>				
Residential	39,751	40,070	40,520	40,767
Commercial	3,493	3,534	3,529	3,523
Contract Sales	20	14	15	14
Total	<u>43,264</u>	<u>43,618</u>	<u>44,064</u>	<u>44,304</u>
<b>Usage - 100 Cubic Feet</b>				
Residential	2,962,129	3,090,102	2,978,466	2,939,160
Commercial	1,747,531	1,695,425	1,866,364	1,775,347
Total	<u>4,709,660</u>	<u>4,785,527</u>	<u>4,844,830</u>	<u>4,714,507</u>
<b>Revenue \$</b>				
Residential	8,144,267	8,570,232	8,834,127	9,196,013
Commercial	3,941,123	3,964,736	4,322,804	4,364,268
Contract Sales	144,178	201,825	273,245	200,749
Intermunicipal Agreements	398,121	403,904	408,950	442,549
Other Revenues	101,388	102,026	115,596	130,924
Total	<u>12,729,077</u>	<u>13,242,723</u>	<u>13,954,722</u>	<u>14,334,503</u>

### Large Volume Customers

<u>Customer Name</u>	<u>Sales (1,000 Gallons)</u>	<u>Sales (Dollars)</u>
Thomas J. Lipton, Co.	112,113	\$469,393
AMOCO	36,528	166,465
City of Indep, Power & Light	98,923	165,058
Indep. Regional Health Center	18,739	44,169
Simon Properties Group	15,648	36,923
Commercial Distribution	12,358	28,110
	<u>294,309</u>	<u>\$910,118</u>

**Usage Volume :** Total usage volumes increased from 2003 to 2006 due to an increase in the number of customers. The increase was .03 percent due to an increase in the number of customers and increased water consumption. Usage volumes are shown in the previous table.

**Revenues :** As shown in the previous table, revenues increased approximately 4.2 percent annually from 2003 to 2006. The increase in customers and water consumption along with a rate increase contributed to the increase.

**Operations and Maintenance Expenses** : Operations and maintenance expenses for the period 2003 to 2006 are shown on the following table.

**Historical Operation and Maintenance Expense**

<u>Description</u>	<u>Year Ended June 30</u>			
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Collection	1,714,172	1,741,176	1,980,406	2,016,941
Laboratory Services	177,856	182,942	142,473	157,166
Treatment & Disposal	5,418,170	5,356,121	5,815,092	6,085,181
Administrative & General	2,143,286	1,963,013	2,079,588	2,141,512
Total Operations & Maintenance	<u>9,453,484</u>	<u>9,243,252</u>	<u>10,017,559</u>	<u>10,400,800</u>

**Proposed Capital Improvement Program** : The Water Pollution Control Department annually develops a six-year capital improvement program. The proposed capital improvement program for the next three years primarily reflects planned rehabilitation and replacement of sanitary sewer system components. Additional information regarding the Capital Improvements Program for fiscal years 2006 through 2011 can be found in Part V of this document.

**Employee Relations**

The Department currently has 83 full time positions and one part time position, of which 53 are hourly personnel engaged in Sanitary and Stormwater Collection, Wastewater Treatment, and Environmental Compliance, and 30 are Administrative or Supervisory Personnel.

Hourly employees at the Department are represented by the Service Employees International Union (SEIU) Local 2000. There have been no work stoppages, slow downs, or strikes.

The current Memorandum of Agreement between the City and the SEIU provides for annual wage increases and working conditions effective May 1, 2004, and thereafter until April 30, 2011.

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**PART IV - OPERATING BUDGET - SUMMARY**

The following pages are a summary of the City's Operating Budget for the current year.

**CITY OF INDEPENDENCE, MISSOURI  
2006-2007 Operating Budget  
Summary of Sources and Uses by Fund and Fund Type**

	General Fund	Special Revenue Funds				License Surcharge (Excise Tax)
		Grant Funds	Tourism Fund	CDBG/HOME Funds	Combined Sales Tax Funds	
<b>Sources:</b>						
Undesignated Fund Balance						
Designated Fund Balance	104,311					
Estimated Revenues	66,114,003	1,094,824	998,000	1,232,678	26,825,216	1,735,000
<b>Consolidation Adjustments-</b>						
Interfund Charges for Support Ser.			(35,000)			
Internal Service Fund Charges						
<b>Transfers In-</b>						
From Other Funds						
<b>Total Sources</b>	66,218,314	1,094,824	963,000	1,232,678	26,825,216	1,735,000
<b>Uses:</b>						
<b>Operating Budgets-</b>						
City Council	398,130					
City Clerk	429,447					
City Manager	1,036,031					
Tourism			891,646			
National Frontier Trails Center	345,967					
Technology Services	1,659,908					
Municipal Court	669,958					
Law	728,888	47,624				
Finance	1,720,182					
Human Resources	548,235					
Community Development	2,605,129			257,544		
Police	20,158,488	467,796			4,012,973	
Fire	13,996,503	43,000			1,435,744	
Health	2,266,260	536,404				
Water						
Public Works	6,959,349					
Water Pollution Control	298,891				1,667,423	
Parks and Recreation	1,981,302				1,956,779	
Power and Light						
Non-Departmental	8,535,189					
Debt Service/Lease Purchase	-				2,274,715	
Capital Outlay/Budget	1,243,100				17,890,238	
<b>Consolidation Adjustments-</b>						
Interfund Charges for Support Ser.			(35,000)			
Internal Service Fund Charges						
<b>Total Operating Budgets</b>	65,580,957	1,094,824	856,646	257,544	29,237,872	-
<b>Transfers Out-</b>						
Desig. for Capital & Grant Projects			107,000	975,134		
To Other Funds	142,357				43,750	
To Capital Project Funds						
<b>Total Uses</b>	65,723,314	1,094,824	963,646	1,232,678	29,281,622	-
<b>Transfer To(From) Undesignated Fund Balance/Retained Earnings</b>	495,000	-	(646)	-	(2,456,406)	1,735,000

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-2007 Operating Budget**  
**Summary of Sources and Uses by Fund and Fund Type**

	Enterprise Funds			Internal Service Funds	Grand Total All Funds
	Power & Light Fund	Sanitary Sewer Fund	Water Fund		
<b>Sources:</b>					
Undesignated Fund Balance					-
Designated Fund Balance					
Estimated Revenues	109,662,000	15,550,000	20,195,000	14,523,997	257,930,718
<b>Consolidation Adjustments-</b>					(35,000)
Interfund Charges for Support Se	(2,602,606)	(887,303)	(1,613,203)		(5,103,112)
Internal Service Fund Charges				(14,523,997)	(14,523,997)
<b>Transfers In-</b>					-
From Other Funds		105,357			105,357
<b>Total Sources</b>	107,059,394	14,768,054	18,581,797	-	238,373,966
<b>Uses:</b>					
<b>Operating Budgets-</b>					
City Council					398,130
City Clerk					429,447
City Manager					1,036,031
Tourism					891,646
National Frontier Trails Center					345,967
Technology Services	73,661				1,733,569
Municipal Court					669,958
Law					776,512
Finance			49,644		1,769,826
Personnel					548,235
Community Development					2,862,673
Police					24,639,257
Fire					15,475,247
Health					2,802,664
Water			12,496,190		12,496,190
Public Works		68,462		1,744,997	8,772,808
Water Pollution Control		10,528,538			12,494,852
Parks and Recreation					3,938,081
Power and Light	83,276,439				83,276,439
Non-Departmental	17,170,541	3,082,723	4,664,006	11,883,000	45,335,459
Debt Service/Lease Purchase	2,785,823		3,993,091		9,053,629
Capital Outlay/Budget	5,925,000	5,285,000	2,591,000		32,934,338
<b>Consolidation Adjustments-</b>					-
Interfund Charges for Support Se	(2,602,606)	(887,303)	(1,613,203)		(5,138,112)
Internal Service Fund Charges				(14,523,997)	(14,523,997)
<b>Total Operating Budgets</b>	106,628,858	18,077,420	22,180,728	(896,000)	243,018,849
<b>Transfers Out-</b>					
Desig. for Capital & Grant Projects					1,082,134
To Other Funds					186,107
To Capital Project Funds					-
<b>Total Uses</b>	106,628,858	18,077,420	22,180,728	(896,000)	244,287,090
<b>Transfer To(From) Undesignated Fund Balance/Retained Earnings</b>	430,536	(3,309,366)	(3,598,931)	896,000	(5,913,124)

## PART V - CAPITAL IMPROVEMENTS PLAN - SUMMARY

The following pages are a summary of the City's Capital Improvements Plan.

### Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Community Improvements</b>							
Athletic/Sports Complex	PRST	4,400,000	1,000,000				
Building Reconstruction - Park Shelter & Restroom Rehab	PRST						
Critical Sidewalks	GTIF	350,000	100,000	100,000	100,000	100,000	100,000
Critical Sidewalks	CDBG	100,000					
Family Aquatics Center & Water Playgrounds	PRST	1,300,000	1,300,000	1,300,000			
Park Maintenance, Security & Inspection-Mobile Equipmt	PRST	150,000	150,000	150,000	150,000		
Park Revitalization	PRST	670,000	670,000	670,000	670,000		
Rock Creek Multi-Use Center	PRST	400,000	400,000	400,000	400,000		
Transit Center and Commuter Parking	FG Other	351,400					
<b>Community Improvements Total</b>		<b>7,721,400</b>	<b>3,620,000</b>	<b>2,620,000</b>	<b>1,320,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Street &amp; Bridges Improvements</b>							
23rd & Lee's Summit Rd. Intersection Improvements	SST	300,000					
24 Hwy & Wilson Rd. Intersection Improvements	SST		125,000				
Crackerneck Culvert	SST	800,000					
Liberty and Jones Culvert	SST	370,000					
Main Street Bridge	SST	1,250,000					
Sante Fe Rd/McCoy (23rd-31st)	SST	2,730,000					
Strode Rd Bridge	SST	130,000					
Strode Rd Bridge	Excise Tax	700,000					
Walnut Street Improvements	P&L Fund	55,445					
Walnut Street Improvements	CCG	100,000					
Walnut Street Improvements	SST	31,000					
Walnut Street Improvements	GTIF	100,000					
<b>Street &amp; Bridges Improvements Totals</b>		<b>6,566,445</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Street Improvements</b>							
23rd St & Chrysler Intersection Improvements	SST						
23rd St & Noland Turn Lanes	STP	440,000					
23rd St & Noland Turn Lanes	SST	110,000					
39th & Noland Median Improvements	SST	85,000					
39th St. & Blue Ridge Intersection Improvements	SST						
39th St. & Chrysler Intersection Improvements	SST						
39th St-Noland Rd to Chrysler Ave	CURS	100,000			800,000		
39th St-Noland Rd to Chrysler Ave	STP				2,000,000		
Blue Ridge Blvd & Blue Ridge Cut Off Improvements	SST						
Bundschu Road	Excise Tax					300,000	2,074,000
Bundschu Road-Phase I	Excise Tax	1,350,000					
Crenshaw Road	Excise Tax			200,000	754,000		
Crenshaw Road & Strode Road Right-of-Way	Excise Tax						
Eureka & Crenshaw Intersection Improvements	SST						
Holke & Necessary Rd Intersection Improvements	SST	380,000					
Holke Road	Excise Tax		200,000	1,544,760			
Jackson Drive	NID						
Jackson Drive, 37th Terrace to R.D. Mize	TIF	10,300,000					
Jackson Drive, R.D. Mize to 78 Highway	TIF	6,000,000					
Jones Rd & Truman Rd Intersection Improvements	SST	125,000					
Lexington St & Walnut Intersection Improvements	SST						
Little Blue Parkway Ph 10, 24 Highway Interchange	TIF	400,000	900,000				
Little Blue Parkway Ph 10, 24 Highway Interchange	STP		3,700,000				
Little Blue Parkway Ph 4, 39th St to R.D. Mize Rd	TIF	2,700,000					
Little Blue Parkway Ph 4, 39th St to R.D. Mize Rd	STP	10,800,000					
Little Blue Parkway Ph 5, R.D. Mize Rd to Necessary Rd	STP		2,100,000				
Little Blue Parkway Ph 5, R.D. Mize Rd to Necessary Rd	TIF	400,000	500,000				
Little Blue Parkway Ph 6, Necessary Rd to Truman	STP		7,600,000				
Little Blue Parkway Ph 6, Necessary Rd to Truman	TIF	500,000	1,900,000				
Little Blue Parkway Ph 7, Truman Rd to 78 Highway	TIF	400,000		300,000			
Little Blue Parkway Ph 7, Truman Rd to 78 Highway	STP			1,300,000			
Little Blue Parkway Ph 8, 78 Highway to Bundschu Rd	TIF		400,000	2,600,000			
Little Blue Parkway Ph 8, 78 Highway to Bundschu Rd	STP			7,000,000			
Little Blue Parkway Ph 9, Bundshu Rd to 24 Highway	STP		3,700,000				
Little Blue Parkway Ph 9, Bundshu Rd to 24 Highway	TIF	400,000	900,000				
Median Improvements	SST						
Pleasant and South Street	State Grant						

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Street Improvements Continued</b>							
RD Mize Road	STP						
RD Mize Road	Excise Tax						
RD Mize Road	STP						
RD Mize Road	Excise Tax						
RD Mize Road	CURS						
Ringo Road	Excise Tax		300,000		1,184,000		
Street Overlay Program 06-07	SST	1,118,000					
Street Overlay Program 07-08	SST		1,874,000				
Strode Road and 7 Hwy	Excise Tax		265,000				
Truman Road Widening - M-291 to Sw ope Drive	STP						
Truman Road Widening - M-291 to Sw ope Drive	CURS						
Truman Road Widening - M-291 to Sw ope Drive	GTIF						
<b>Street Improvements Totals</b>		35,608,000	24,339,000	12,944,760	4,738,000	300,000	2,074,000
<b>Sanitary Sewer</b>							
2000 South Ash Street	Sew er Fund	150,000		40,000	100,000		
23rd Street & Hall Road	Sew er Fund						
24th & Vermont	Sew er Fund	125,000		500,000			
33rd Terrace	Sew er Fund				85,000	445,000	
44th Street, Noland Road to Dover Drive	Sew er Fund						
711 Northern Boulevard	Sew er Fund	185,000					
Fairw ay Gardens	Sew er Fund	75,000	725,000				
Redw ood	Sew er Fund	50,000	450,000				
Sanitary Sew er Evaluation Survey	Sew er Fund	50,000	50,000	50,000	50,000	50,000	50,000
Sinnott Circle	Sew er Fund		60,000	230,000			
Trenchless Technology	Sew er Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Truman, Crescent to Brookside	Sew er Fund				100,000		
White Oak, Crysler & Willis	Sew er Fund				90,000		
<b>Sanitary Sewer Totals</b>		2,635,000	3,285,000	2,820,000	2,425,000	2,495,000	2,050,000

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Facility Improvements</b>							
Administration Building Parking Lot	WATER						
CBP Plant Expansion/Construction	WATER						
Chlorine Feed Equipment	WATER	1,000,000					
Contact Basin No.2-Drive Replacement	WATER		300,000				
Lime Slaker No. 4	WATER	150,000					
Lime Slurry Lines	WATER	25,000					
Little Blue Parkway-Phase IV , RD Mize Rd to 39th St	WATER						
New Secondary Transformer	WATER	150,000					
Plant Improvement-Clean North Sludge Lagoon	WATER						
Plant Improvement-Replace Well Starters/Circuit Breakers	WATER	50,000					
Plant Improvement-Vertical Wells in North Well Field	WATER		300,000				
Settling Basin No. 5 Drive Replacement	WATER					100,000	
Settling Basin No.'s 1 & 2 Drive Replacement	WATER				200,000		
Settling Basin No.'s 3 & 4 Drive Replacement	WATER			200,000			
USGS Riverbank Filtration Study	WATER	10,000					
<b>Facility Improvements Total</b>		<b>1,385,000</b>	<b>600,000</b>	<b>200,000</b>	<b>200,000</b>	<b>100,000</b>	<b>-</b>
<b>Water Improvements</b>							
39th St. Main Replacement, Noland to LS Rd	WATER						
CB-6 Drive Replacement	WATER						300,000
Clean Center Lagoon	WATER				90,000		
Clean South Lagoon	WATER		90,000				
Construct Raods in North Well Field	WATER			100,000			
Crysler Avenue Main Replacement - 31st to 23rd Street	WATER						
Jackson Drive (Bundschu to Sioux Water Main)	WATER	50,000					
Little Blue Parkway - Phase II	WATER		1,052,000	2,105,000			
Little Blue Parkway (Truman to R.D. Mize Road)	WATER		1,230,000	770,000			
Main Replacement - City Streets	WATER			200,000	200,000	200,000	200,000
PLC Upgrades	WATER				400,000		
Replace Water Main on Jackson Dr RR Bridge	WATER	300,000					
Security Upgrades	WATER		500,000	500,000	500,000	500,000	500,000
Small Main Replacement Program	WATER	806,000	806,000	806,000	806,000	806,000	906,000
Truman Rd Main Replacement, M291 - Sw ope Drive	WATER	50,000					
Wash Water Lining	WATER						
Water Main at Noland Rd Bridge & 31st St	WATER						
<b>Water Improvements Totals</b>		<b>1,206,000</b>	<b>3,678,000</b>	<b>4,481,000</b>	<b>1,996,000</b>	<b>1,506,000</b>	<b>1,906,000</b>

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Power &amp; Light Fund:</b>							
Blue Valley Plant Boiler Tuber Replacements	P&L Fund	500,000					
Blue Valley Turbine Operation Safety Upgrades	P&L Fund						
Blue Valley Unit 3 Generator Rewind Upgrades	P&L Fund	350,000					
Boiler Water Sampling System	P&L Fund	200,000					
Boiler Management System - Mo. City	P&L Fund	50,000					
I-3 Combustion Turbine Overhaul	P&L Fund		1,000,000				
I-4 Combustion Turbine Overhaul	P&L Fund		1,000,000				
Missouri City Baghouse Refurbishment	P&L Fund						
Missouri City Environmental Upgrades	P&L Fund	500,000					
Missouri City Plant Boiler Tube Replacements	P&L Fund	1,000,000					
Plant Fire Protection Upgrades	P&L Fund						
Power Production Future Improvements	P&L Fund		3,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Production Coal Handling Upgrades	P&L Fund	175,000					
Production Plant Upgrades & Improvements	P&L Fund	700,000					
Service Center Facility Improvements	P&L Fund	450,000					
T&D Overhead Improvements and Additions	P&L Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
T&D Underground Improvements and Additions	P&L Fund	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Power &amp; Light Totals</b>		<b>5,925,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>
<b>Public Safety Improvements</b>							
City Wide Radio System	PST		78,000	78,000	78,000	78,000	78,000
Employee Locker Rooms	PST	215,000					
Fire Station 3 Reconstruction (Englewood)	FST		2,500,000				
Fire Station 4 Reconstruction (23rd St)	FST	2,500,000					
Fire Station 7 Replacement & Land Acquisition	FST						
Fire Training Facility	FST						
Health Department Move	PST	2,000,000					
Human Resources Move	PST						
Penniiston Building - Special Use Vehicle Storage	PST	242,150					
Public Safety Maintenance Facility	PST		10,000	10,000	10,000	10,000	10,000
Renovation of the First Floor	PST	400,000					
Third Floor Expansion and Renovation	PST	300,000					
<b>Public Safety Totals</b>		<b>5,657,150</b>	<b>2,588,000</b>	<b>88,000</b>	<b>88,000</b>	<b>88,000</b>	<b>88,000</b>

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Storm Water</b>							
14th & Arlington Storm Drainage Improvements	SWST				50,000	250,000	
20th & Arlington	SWST						200,000
24th & Vermont Culvert & Channel Improvements	SWST	25,000	150,000				
39th & Main Drainage	SWST			42,000	275,000		
Bellevista Neighborhood Drainage	SWST	90,000		590,000			
Bundschu Regional Stormwater Detention Basin	SWST				85,000		600,000
Burr Oak Regional Stormwater Detention	SWST			60,000	420,000		
Coopers Addition-South & Mill Drainage	SWST		311,000				
Denton & Arlington Drainage	SWST	40,000	170,000				
Detention Basin Re-Vegetation	SWST	150,000	100,000	100,000	100,000	100,000	100,000
Eden Park-Crane St Drainage	SWST				40,000	200,000	
Fort Osage Watershed Study	SWST			70,000			
Future Project Design & Construction	SWST				80,000		500,000
Jones and Liberty Storm Drainage Improvements	SWST	60,000	390,000				
Liberty & Stone Drainage	SWST				70,000	600,000	
Neighborhood Construction Projects	SWST	150,000	150,000	150,000	200,000	150,000	150,000
Northern @ Westport Storm Drainage	SWST			78,000	468,000		
Pearl to Crane & Hereford Storm Drainage	SWST				100,000	600,000	
Queen Ridge Phase 2	SWST		550,000				
S Maywood 19th & Cedar Drainage	SWST	912,000					
Sheley Road West of Chrysler Drainage	SWST	80,000		536,000			
Spring Branch East Industrial Park	SWST			300,000			
Sunset Neighborhood Drainage	SWST	425,000					
Trenchless Technology	SWST	100,000	100,000	100,000	100,000	100,000	100,000
Watershed Systems Evaluation Survey	SWST	50,000	50,000	50,000	50,000	50,000	50,000
West Fire Creek Watershed Study	SWST		70,000				
Willis Storm Drainage Improvements	SWST						320,000
<b>Storm Water Totals</b>		2,082,000	2,041,000	2,076,000	2,038,000	2,050,000	2,020,000
<b>Buildings/Other</b>							
Building Waterproofing	PST	250,000					
Public Safety Building	TIF					729,304	4,482,721
<b>Buildings/Other Totals</b>		250,000	-	-	-	729,304	4,482,721

## Proposed Capital Improvement Program 2006-2007 through 2011-2012

	Funding Source	Project Cost					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>Water Pollution Control Improvements</b>							
Aeration Basin Power Supply	Sewer Fund	90,000					
Ash Pumps	Sewer Fund			77,000			
Automatic Bar Screen Remover	Sewer Fund						
Building Air Compressors	Sewer Fund		51,000				
Building Boiler Replacement	Sewer Fund						125,000
By-Pass Pumps & Motors - Rock Creek Pump Station	Sewer Fund						
Clarifier Rehabilitation	Sewer Fund	235,000					
Continuous Emissions Monitoring System	Sewer Fund			200,000			
Degritting System Replacement	Sewer Fund				268,000		
Flow Monitoring Structures	Sewer Fund			180,000	180,000		
HVAC Design & Improvements	Sewer Fund						
Incinerator Rehabilitation	Sewer Fund						
Incinerator Screw Feeders/Drives	Sewer Fund					175,000	
Non-Potable Water System	Sewer Fund	75,000					
Plant & Pump Station Improvements	Sewer Fund						
Primary Thickener Basin Rehabilitation	Sewer Fund				110,000		
Rock Creek Pump Station - Pumps and Motors	Sewer Fund		283,000				
RTO Replacement	Sewer Fund						220,000
Steam Generator Replacement	Sewer Fund				100,000		
Storm Water Clarifier Improvements	Sewer Fund						
Sub-Station Transformers/Switch Gear Replacement	Sewer Fund					412,000	
Treatment Processes Floor Resurfacing	Sewer Fund					50,000	
Wet Air Oxidation Grinders Replacement	Sewer Fund					50,000	
Wet Air Oxidation, Process Rehabilitation	Sewer Fund				265,000		
Wet Air Oxidation, Reactor/Heat Exchanger	Sewer Fund			150,000			
<b>Water Pollution Control Totals</b>		<b>400,000</b>	<b>334,000</b>	<b>607,000</b>	<b>923,000</b>	<b>687,000</b>	<b>345,000</b>
<b>Fiscal Year Totals:</b>		<b>69,435,995</b>	<b>48,610,000</b>	<b>33,836,760</b>	<b>21,728,000</b>	<b>16,055,304</b>	<b>21,065,721</b>

## PART VI - GLOSSARY OF PUBLIC 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.
- Ad Valorem Tax -** A tax based on the value of taxable property.
- Advance Refunding Bonds -** Bonds that are issued to refund an outstanding issue before its natural maturity date. Proceeds from the advance refunding bonds are invested in U.S. Treasury Bonds or other authorized securities, and are used to pay interest and principal on the bonds that were refunded until they are called or reach maturity.
- Amortization -** The gradual reduction of debt according to a specific schedule of payment times and amounts.
- 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.
- Arbitrage -** With respect to the issuance of municipal bonds, arbitrage usually refers to the difference between the interest paid on the bonds issued and the interest earned by investing the bond proceeds in other securities. Arbitrage profits are permitted on bond proceeds for various temporary periods after issuance of municipal bonds. Internal Revenue Service regulations govern arbitrage of municipal bond proceeds.
- Assessed Valuation -** A value that is established for real or personal property for use as a basis for levying property taxes.

- Assessment Bonds -** Bonds secured by direct fixed lien(s) on assessed properties to finance the acquisition and construction of local improvements.
- Average Life -** The average length of time that an issue of bonds is expected to be outstanding. (The total number of bond years divided by the total number of bonds.)
- Balloon Maturity -** A final bond maturity that is much larger than any previous serial maturity.
- Bank Qualification -** Up to \$10,000,000 in public purpose bonds of a given issuer may be designated as “qualified tax exempt obligations” pursuant to Section 265(b) of the Internal Revenue Code in any calendar year. Such bonds are more marketable, and thus price better in the market, because certain financial institutions which purchase the bonds are given more favorable tax treatment on money they are deemed to have borrowed to carry the bonds.
- Basis Point -** Yields on municipal securities are usually quoted in increments of basis points. One basis point is equal to 1/100 of 1 percent.
- Bond -** An interest-bearing promise to pay a specified sum of money—the principal amount—due on a specific date.
- 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.
- Call Features -** Mandatory or optional provisions that allow the issuer to redeem a bond prior to the maturity date.

**Callable Bonds -** Bonds that are redeemable by the issuer prior to the specified maturity date at a specified price at or above par.

### **Capital Improvements**

**Program (CIP) -** A multi year plan that forecasts spending for all anticipated capital projects. The plan addresses the repair and replacement of existing infrastructure and the development of new facilities to accommodate future growth. It also helps to identify needed capital projects and to coordinate facility financing and timing.

### **Capitalized Interest -**

A portion of bond proceeds that is set aside to pay interest on the bonds until the project funded by those bonds is built, operating, and capable of generating revenues for making debt service payments.

### **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.

### **Certificate of Participation (COP) -**

A certificate that represents a proportionate ownership interest or participation in a tax-exempt lease agreement between a lessor (public or private entity) and a lessee (public entity) which will annually appropriate rental payments.

**Commercial Paper -** A form of short-term tax-exempt debt issued by state and local governments that matures within a short period (less than 365 days) from the date of issue.

### **Competitive Underwriting -**

A sale of municipal securities by an issuer to the underwriter offering the best bid (lowest net or true interest cost) in open competitive bidding. Contrasts with negotiated underwriting.

### **Contingency -**

A budgetary appropriation set aside for emergencies and expenditures not otherwise planned for.

<b>Continuing Disclosure -</b>	The requirement that certain issuers of municipal obligations file annual reports concerning financial and operating data presented in official statements for those obligations, and that they give contemporaneous notice of certain “material events.”
<b>Covenants -</b>	Contractual agreements securing a bond issue typically including revenue coverage, insurance, maintenance, financial reporting, etc.
<b>Coverage -</b>	This term indicates the margin of safety for payment of debt service on revenue bonds. It reflects the number of times annual net revenues exceed annual principal and interest (debt service) obligations.
<b>CUSIP Number -</b>	Acronym for the Committee on Uniform Security Identification Procedures, now a division of Standard & Poor’s, which was established under the auspices of the American Bankers Association to develop a uniform method of identifying municipal, U.S. government, and corporate securities. There is a unique nine-digit alphanumeric CUSIP number for each maturity of bonds in an issue submitted to CUSIP for registration, the first six of which are always the same for a given issuer and unique to that issuer.
<b>Dated Date -</b>	The date of a bond issue from which the bondholder is entitled to receive interest even though the bonds may actually be delivered at some other date.
<b>Dealer -</b>	An individual, corporation or partnership that is engaged in the business of buying and selling securities for his own account, through a broker or otherwise, but does not include a bank or any individual buying or selling securities for his own account, but not as part of regular business.
<b>Debt Limit -</b>	The statutory or constitutional maximum debt that an issuer can legally incur.
<b>Debt Service -</b>	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.
<b>Default -</b>	Failure by the issuer to pay the principal or interest due on a bond, or failure to fulfill other agreed upon legal and contractual obligations.
<b>Department -</b>	A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.

<b>Designated Fund Balance-</b>	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.
<b>Discount -</b>	The amount by which the purchase price of a security is less than the principal amount or par value.
<b>Due Diligence -</b>	The investigation undertaken to make sure that a proposed security offering follows the purpose and scope outlined by the enabling legislation, statutes, and bond resolution of the issuer, and that the project is financially and economically sound so that the principal and interest will be paid on time.
<b>Encumbrances -</b>	Obligations in 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.
<b>Enterprise Fund -</b>	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.
<b>Estimated Revenue -</b>	The amount of projected revenue to be collected during the fiscal year.
<b>Expenditure -</b>	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.
<b>Financial Advisor -</b>	A consultant who provides advice to public jurisdictions on the size, structure, timing, method of sale, terms, and other matters related to the planning and execution of municipal financings.
<b>Full Disclosure -</b>	The publication and distribution of all pertinent information relating to an issuer and the securities being offered by that issuer. This information is conveyed to potential investors through the Official Statement of the issuer.

<b>Fiscal Year -</b>	The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.
<b>Fund -</b>	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.
<b>Fund Balance -</b>	The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.
<b>General Fund -</b>	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.
<b>General Obligation Bonds -</b>	A bond secured by the pledge of the issuer's full faith, credit and taxing power.
<b>Gross Debt -</b>	The sum total of an issuer's debt obligations.
<b>Gross Spread -</b>	The dollar difference between the amount the issuer receives for its securities and the amount that the investors pay for those securities; the gross revenue accruing to the underwriters of a security prior to any costs or expenses.
<b>Indenture -</b>	The formal agreement between a group of bondholders, acting through a trustee, and the issuer, specifying the terms and conditions of a bond offering.
<b>Interest Rate -</b>	The percentage rate at which the bond bears interest. Interest is generally payable semiannually.
<b>Internal Service Funds -</b>	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.

**Issuer -** A state, political subdivision, agency, or authority that borrows money through the sale of bonds or notes.

**Lease Revenue**

**Bond -** A bond secured by a lease agreement and rental payments from a public agency (lessee) to another (lessor). Lease payments are typically made from revenue sources including general fund, enterprise fund or user fees. The lessor and issuer of the bonds may be a city, county, non-profit corporation, redevelopment agency, joint powers authority, parking authority, etc. The title reverts to lessee after bonds are retired.

**Legal Opinion -** An opinion concerning the validity of a securities issue with respect to statutory authority, constitutionality, procedural conformity, and usually the exemption of interest from Federal income taxes. The legal opinion is usually rendered by a law firm recognized as specializing in public borrowing, often referred to as “bond counsel.”

**Maturity -** The date when the principal amount of a security becomes due and payable.

**Millage -** A rate (as of taxation) expressed in mills per dollar (0.01%).

**Moral Obligation -** The obligation of a government, usually a state government, that reflects the intent of the legislative body to make sufficient appropriations to make debt service payments for specified bonds, if necessary, but for which the state government has no legally enforceable obligation to pay.

**Mortgage Revenue**

**Bond -** A tax-exempt security issued by a state or local government or authority to purchase loans such as mortgages or other owner-financing. The bonds are secured by the payments on the mortgage(s) acquired with the bond proceeds.

**Municipal Bond -** A bond issued by a state or local government.

**Municipal Securities**

**Rulemaking Board**

**(MSRB) -**

Established by the Securities Acts Amendments of 1975, the MSRB is an independent self-regulatory organization that has rulemaking authority over dealers, dealer banks, and brokers in municipal securities. It has three membership categories - securities firms representatives, dealer representatives, and public members - with each category having equal representation on the Board.

<b>Negotiated Underwriting -</b>	A sale of municipal securities in which the terms of the sale are determined through negotiation between the issuer and the purchaser without competitive bidding.
<b>Net Interest Cost -</b>	The traditional method of calculating bids for new issues of municipal securities. The NIC takes into account the total amount of interest paid out over the life of the bonds and any premium or discount bid by the underwriter. The NIC is expressed in both a dollar amount and in a percentage rate.
<b>Net Revenue -</b>	Gross revenues less operating and maintenance expenses.
<b>Non-Callable Bond-</b>	A bond that cannot be called to redemption before its specified maturity date.
<b>Notes -</b>	Short-term promises to pay specified amounts of money secured by future revenues from specific sources such as bond proceeds, taxes, and federal and state aid payments. They are typically named by the types of revenues expected (Bond Anticipation Notes - BANs, Tax Anticipation Notes - TANs, Revenue Anticipation Notes - RANs, etc.).
<b>Notice of Sale -</b>	An official document disseminated by an issuer of municipal securities that gives pertinent information regarding an upcoming bond issue, and invites bids from prospective underwriters.
<b>Object of Expenditure -</b>	Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are: <ul style="list-style-type: none"> <li>* 100 - Personal Services (salaries and wages);</li> <li>* 200 - Services (utilities, maintenance contracts, travel)</li> <li>* 300 - Supplies;</li> <li>* 400 - Capital (automobiles, trucks, computers)</li> </ul>
<b>Objective -</b>	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.”

- Official Statement -** A comprehensive statement issued by a governmental entity prior to the sale of its bonds or notes that contains all the salient facts concerning the issuer, the issuer's financial condition, the security pledged for the securities being offered, the projected use of the proceeds of the sale, and other facts deemed necessary to enable the investor to judge the quality of the securities being offered. Also known as the Disclosure Statement.
- Original Issue Discount -** The difference between par value (the face value of the bond) and the original public offering price which will be tax-exempt income to the bondholder if held to maturity.
- Parity Debt -** With respect to a bond issue, securities issued or to be issued with equal and ratable claim on the same underlying security and source of payment for debt service.
- Paying Agent -** The place where the principal and interest of a municipal bond or note is payable, usually a designated bank, trust company or the issuer's Treasurer's Office.
- Per Capital Debt -** The amount of municipal debt divided by the population within the issuer's political jurisdiction. It's used as an indication of the issuer's general obligation debt burden.
- Premium -** The amount by which the price exceeds the principal amount of a bond.
- Pricing -** The process of determining interest rates, yields, and underwriter's compensation of an issue, which in turn determines the overall cost of borrowing to the issuer.
- Principal -** The par value or face value of a municipal bond or note, exclusive of accrued interest.
- Private Placement -** Bonds or notes issued by state or local governments that are sold directly to investors, but not reoffered to the public.
- Ratings -** Designations used by investor's services to give relative indications of credit quality.

<b>Refunding -</b>	The sale of new bonds in order to retire outstanding bonds. A refunding may be used to achieve lower interest rates or to replace a restrictive bond resolution with a less restrictive one. When the new issue is sold after the first call date of the prior issue, then the prior issue has been “refunded.” When the new issue is sold before the first call date of the prior issue, then the prior issue has been “advanced refunded” and the bond proceeds of the new issue are placed in escrow until the bonds can be called.
<b>Registered Bond -</b>	A bond whose owner is registered with the issuer or its agent. Transfer of ownership can be accomplished only when the securities are properly endorsed by the registered owner.
<b>Reserved Fund Balance -</b>	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.
<b>Retail Sale -</b>	The sale of securities, in small blocks, to individual investors and small institutions.
<b>Resources -</b>	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
<b>Revenue -</b>	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.
<b>Revenue Bond -</b>	A bond whose principal and interest are payable from a pledge of revenues of a specified enterprise.
<b>Securities Exchange Commission (SEC)-</b>	The government agency responsible for the regulation and supervision of the securities industry.
<b>Serial Bonds -</b>	Bonds that have scheduled annual or semiannual maturities over a period of years.
<b>Sinking Fund -</b>	A reserve fund in which money is set aside at regular intervals so that it is sufficient to retire bonds at or prior to maturity.
<b>Sources -</b>	That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

<b>Special Revenue Fund -</b>	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.
<b>Tax Anticipation Notes (TANs) -</b>	Short-term notes that are issued in anticipation of the collection of taxes, usually retired only from the tax proceeds of the tax levy whose collection they anticipate. (Also known as “Tax Anticipation Warrants.”)
<b>Tax Base -</b>	The total property and resources subject to taxation.
<b>Tax-Exempt Bonds-</b>	Municipal bonds where the interest is exempt from federal income, state income, or state and local personal property taxes.
<b>Tax Increment Financing (TIF) -</b>	Bonds which are secured and repaid by increased property tax revenues associated with an increase in assessed valuation over the frozen base. Also known as Tax Allocation Bonds (TABs) in California.
<b>Term Bond -</b>	A bond that has a single maturity (the entire principal matures on one date) and is subject to a sinking fund.
<b>Trust Indenture -</b>	The document that contains the rights and liabilities of the issuer and the trustee.
<b>True Interest Cost (TIC) -</b>	The internal rate of return or effective interest cost of the bonds based on the purchase price of the bonds and the debt service payments on the bonds. Incorporates a time value of money calculation where NIC does not.
<b>Trustee -</b>	A bank or agent designated to serve as the custodian of funds and the official representative of bondholders, and who ensures that the bond covenants are not neglected.
<b>Underwriter -</b>	A dealer firm that purchases municipal bonds from the issuer and then resells them to the public. The underwriter assumes the risk of ownership until the bonds are sold.

<b>Undesignated Fund Balance -</b>	That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
<b>Uses -</b>	The appropriations and transfer authorizations that create the budget for each Fund.
<b>Working Capital (Designated) -</b>	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.
<b>Yield -</b>	The net annual percentage of income an investor will receive from a municipal bond (see Yield-to-Maturity).
<b>Yield-to-Call -</b>	The annual percentage return on an investment calculated to the earliest call date.
<b>Yield-to-Maturity -</b>	The annual percentage rate of return an investor will receive taking into account the interest rate, length of time to maturity, and the price paid for the bond.
<b>Zero Coupon Bonds -</b>	Non-interest bearing bonds sold substantially below par value. The difference between the discount price and par represents the compounded interest rate for the investor.