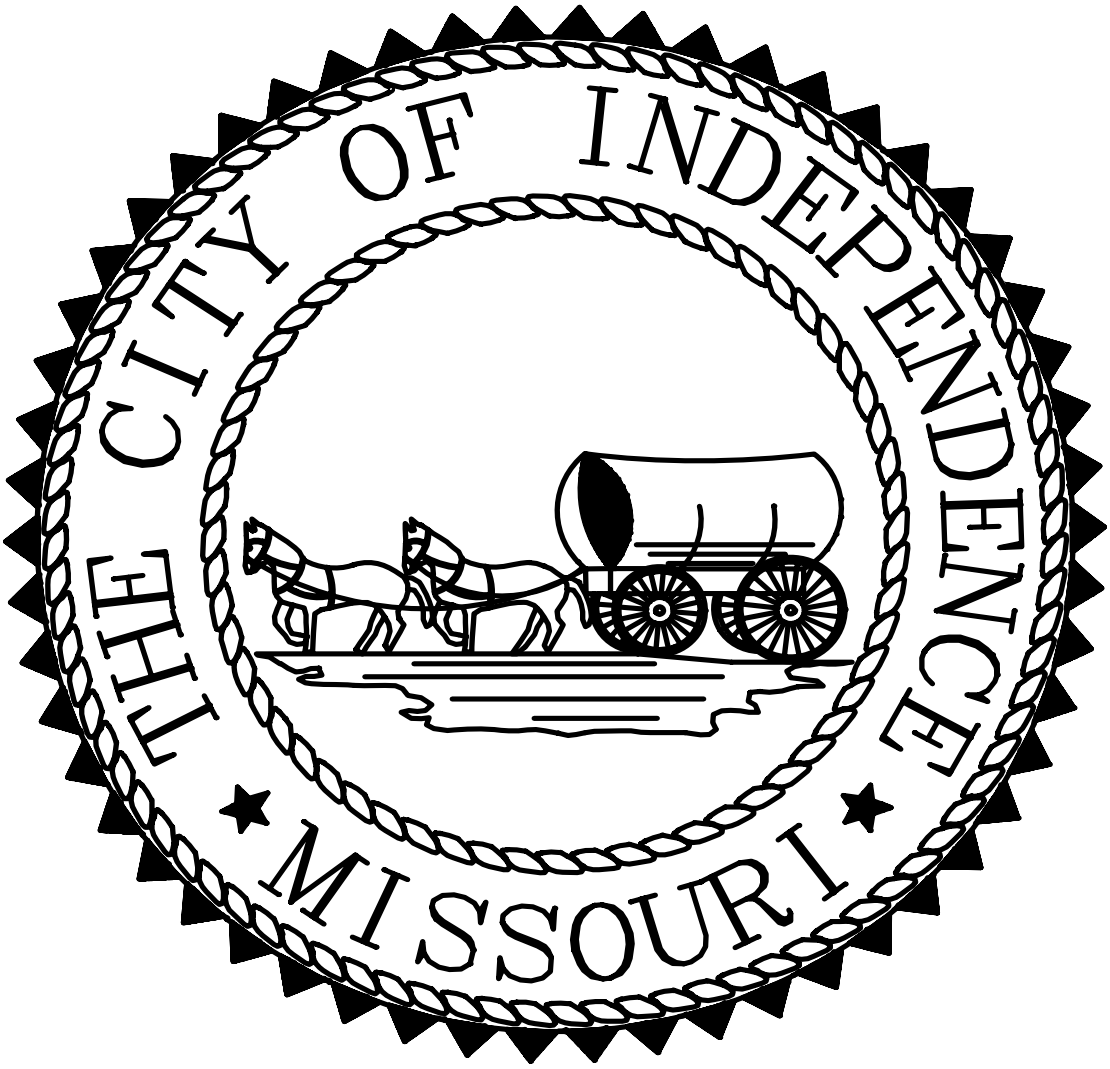

2007-08
PROPOSED
OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR

July 1, 2007 through June 30, 2008

MAYOR

Don B. Reimal

CITY COUNCIL

James (Jim) Schultz	At-Large
Lucille L. Young	At-Large
Marcie I. Gragg	District #1
Willard (Will) C. Swoffer	District #2
Renee J. Paluka-White	District #3
James D. Page	District #4

CITY MANAGER

Robert E. Heacock

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Independence

Missouri

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Independence, Missouri for its annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Guide to Independence's Budget Document

Organization of the Budget Document

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

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

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

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

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

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

Guide to Independence's Budget Document

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

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

The **Appendix** section contains the following: budget calendar, budget procedures and policies, and a glossary of key budget terms.

Structure of the City's Finances

Funds

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

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

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

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

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

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

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

Guide to Independence's Budget Document

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

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

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

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

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

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

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

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

Sanitary Sewer Fund - Accounts for Sanitary Sewer Utility operations.

Water Fund - Accounts for Water Utility operations.

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

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

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

Guide to Independence's Budget Document

Funds

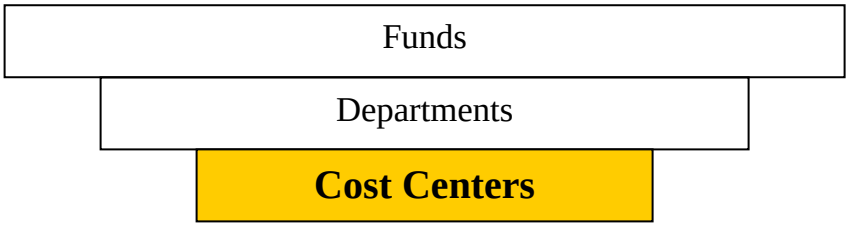
Departments

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

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

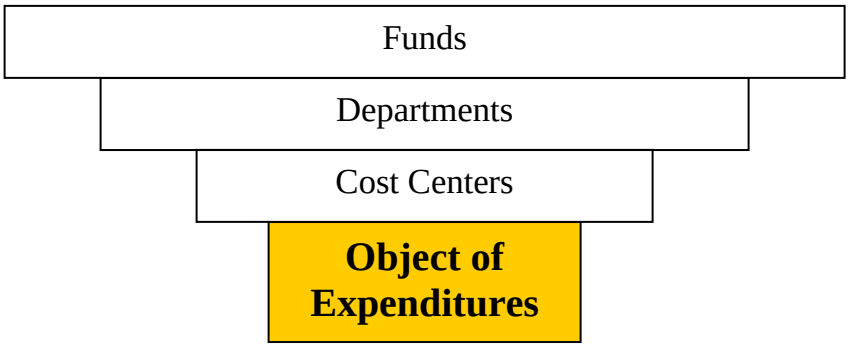
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

Guide to Independence's Budget Document



Cost Centers -

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



Object of Expenditures -

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

Organizational Structure Recap

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

City of Independence

111 EAST MAPLE • P.O. BOX 1019 • INDEPENDENCE, MISSOURI 64051-0519

www.ci.independence.mo.us • (816) 325-7000

May 7, 2007

Honorable Mayor and Members of the City Council

Introduction

I am pleased to submit the proposed operating budget for the City of Independence for the fiscal year July 1, 2007 through June 30, 2008. In compliance with the City Charter, the budget is balanced. The presentation of the proposed operating budget for the next fiscal year provides an opportunity to look back on the major accomplishments and successes that the City has achieved during the past year. This year I first want to recognize the assistance of Mr. Calvin Holst, Budget Manager, for his assistance in preparing this document. Primarily due to Mr. Holst's efforts, the City has now won the GFOA Distinguished Budget Presentation Award for an incredible 21 years in a row.

As the City of Independence looks forward to another fiscal year, it is appropriate to highlight some of the remarkable successes of this past year. Sometimes in the excitement of conquering new problems we fail to acknowledge continuing, superlative performance. The City completed installation and implementation of the nation's first 700 MHz radio system. This new system provides unexcelled radio communications for all City departments, allowing better response to emergencies in our community. To increase the ways in which we share information with our citizens, the City has implemented live internet webcasting of our public meetings. Now anyone with access to the internet can watch their local government in action. We have also made significant upgrades to the City's internet website to make doing business with the City more convenient. These efforts resulted in the City tying for second place in a nationwide comparison by the Center for Digital Government.

AN EQUAL OPPORTUNITY EMPLOYER • A COMMUNITY IN EASTERN JACKSON COUNTY

The City responded to vicious dog attacks on our citizens and concerns about dogs running at large by developing and adopting a comprehensive set of dangerous dog ordinances. Along with the work of a dedicated animal control staff, the ordinances will help better assure the safety of our residents. In an on-going effort to support our citizens' concerns regarding environmental hazards, the City collected more than 71,000 pounds of chemicals and other hazardous materials at the 10th Annual Household Hazardous Waste mobile collection on April 7, 2007. This is the largest collection event sponsored by any city in the region.

The City Council affirmed its commitment to improving economic conditions for our citizens, especially those in the older portions of our community, by modifying the City's agreement with the Independence Council for Economic Development (ICED). The modified agreement requires greater cooperation and accountability by ICED. The City launched the Fairmount/Carlisle 353 Program to support redevelopment and provide tax abatement for property owners in the northwestern portion of the community who make repairs and improvements to their property. To date, more than 100 property owners have expressed a desire to participate in the program. The City also undertook the Great Northwest Independence Neighborhood Initiative, a citizen engagement effort targeted for the 1st Council District which will create a forum for residents to articulate the identity of their neighborhood and allow the City to create an effective action plan in response.

Our utilities continue to participate in your revitalization efforts. For example, this year the City has replaced more than 2.5 miles of 2" diameter water lines with new 6" diameter water lines. Many of these lines were located in the northwestern part of Independence. In addition, Independence Power & Light received an additional $1,709,991 in federal grant funds for undergrounding of utility service lines to enhance reliability of service.

The City's Parks Department, and the recreational and cultural enhancements provided by its programs, continues to be a significant element in our community. Residents now have the ability to register on-line for participation in the department's programs. Construction has started on the new athletic sports complex on Salisbury Road. The department also modified the City's Dial-a-Ride program to ensure cost effective provision of transportation services. In recognition of our respect for the men and women who have

protected our freedom, the department opened the Veteran's Video History Hall in the Truman Memorial Building. Now exhibits and videotape interviews of the Independence men and women of our armed forces will be preserved as a legacy for future generations.

Finally, this fiscal year has been a period marking significant changes in the community as a result of partnerships and cooperation between the City and other agencies. The new KCATA Transit Center is under construction and will be operational at the beginning of the next fiscal year. Mid-Continent Public Library District has started construction of its new Midwest Genealogy Center with groundbreaking on Friday, May 4. The Center will be the largest free-standing Public Genealogy Library in the United States. Also, the new 270-bed Centerpoint Medical Center of Independence is scheduled to open May 6. These new facilities will provide valuable services to the community for years to come.

Overview

The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park, street, police, fire and stormwater sales taxes), service fees, grants, etc. The total proposed operating and capital budget for the City, including utilities, is $247,794,836, an increase of $2,116,746 (0.9%) over the 2006-2007 budget.

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

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

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

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

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

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $67,214,985, it is 30% of the total budget, and funds the majority of the City's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be $1,214,589 greater than was budgeted in fiscal year 2006-07. The following table provides a General Fund revenue comparison for the adopted 2006-07 budget to the revised 2006-07 budget and the City Manager's proposed 2007-08 budget.

General Fund Revenue Comparison

Source	Adopted Budget 2006-07	Revised Estimate 2006-07	City Manager Proposed 2007-08
Property Taxes	7,048,454	6,974,501	7,311,506
Sales Taxes	17,759,473	17,599,588	17,899,210
Utility Franchise Fees	8,388,500	8,076,764	8,152,000
PILOTS	13,604,018	13,214,633	13,852,448
Licenses & Permits	4,449,138	4,731,074	4,582,966
Grants &Shared Revenues	5,641,221	5,695,916	5,712,021
Charges for Services	1,436,377	1,788,336	1,561,951
Fines & Court Costs	4,023,410	4,006,414	4,323,410
Interest Income	237,000	319,064	377,000
Interfund Charges	3,016,112	3,070,781	3,139,780
Other Revenue	510,300	547,127	416,300
Total Revenue	66,114,003	66,024,198	67,328,592

Sales taxes are the largest component of the City's General Fund revenue. Sales tax collections are projected to remain flat, primarily due to increased retail competition in neighboring communities. Revenues from Payments in Lieu of Taxes are projected to have a modest increase, due primarily to increased utility rates. Overall, revenues from state and county grants are expected to remain relatively stable but funding cuts in some areas, such

as the Community Development Block Grant, are requiring adjustments in the City's programs.

General Fund Highlights

A. Undesignated Fund Balance. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues (approximately $3.3 million). In 2004 due to emergency response expenditures, a decline in the economy and other factors, the undesignated fund balance dropped to around $400,000. Through a number of cost saving initiatives and budget allocation decisions, that balance has steadily increased over the past two budget years, and is projected to be $3,059,818 in fiscal year 2007-2008.

B. Public Safety. The proposed budget for the Police Department is $20.7 million. The proposed budget for the Fire Department is $14 million. Approximately 52% of the General Fund is designated for these two departments. A vacant police officer position in the DARE unit of the Police Department is not being funded due to declining DARE revenues. The Berkshire Report recently presented to the City Council will be the subject of further reviews and study sessions later this summer. Any decisions related to changes in the Police Department impacting the budget may result in budget amendments later in the fiscal year.

C. Employee Benefits. Funding has been included to pay an expected 4% increase in health care insurance costs, effective January 1, 2008. Funding has also been included for a 6% increase in dental insurance premiums, which will also increase January 1.

D. Employee Compensation. In addition to funding increased health insurance costs, this budget includes $428,000 for a pay increase of approximately 3% for non-bargaining unit employees.

E. Public Transportation. As the Council is aware, federal subsidies to the KCATA, which has allowed the City to control public transportation costs in previous years, continue to decline. This has added significant financial pressure to the City, and if unaddressed, would require an additional 33%, or $265,002 over the current year's budget. The proposed budget will leave our existing services unaffected during the first quarter of the

fiscal year, but will necessitate modifying the headways on the Yellow and Red routes from every hour to every two hours, starting October 1. The result is a total funding level of $926,369. These changes to the Yellow and Red routes were identified by both KCATA and a citizen's committee created by the Council as being the least disruptive in overall service levels.

Completed TIF Projects – Capital Improvements

In keeping with prior City Council policy to use revenues from completed TIF projects to fund improvements in the older areas of the community, I am proposing funding of two new projects for Fiscal Year 2007-08:

- $50,000 for completion of the construction of critical sidewalks in the Luff School area. ($120,000 was budgeted in the current year); and
- $150,000 to fund recommendations in the Independence Square Streetscape Plan

Capital Outlay

The proposed 2007-08 budget includes $509,096 for capital outlay from the General Fund. Due to limited projected financial resources, this represents a decrease of $384,004 from the previous year. Approximately half of the amount will be used to continue funding existing lease purchase payments for completed building repairs. The balance will be used to replace office equipment (computers and printers) throughout City departments. Some equipment is department specific, such as in Technology Services and Community Development, while other equipment will be utilized city-wide. Also included is $65,000 to fund roof repairs at the National Frontier Trails Museum.

Storm Water Sales Tax

The budget includes revenues of $4,861,950, an increase of 8.8% compared to last year, from the ¼ of 1% Storm Water Improvement Sales Tax to fund needed storm water improvements. Collections began January 1, 2001 and will continue through December 31, 2010. The operating and capital budgets propose expenditures of $6,253,888 for the 2007-08 fiscal year.

The proposed capital budget of $4,492,000 funds several projects including:

• 24th & Vermont Culvert/Channel Improvements	$550,000
• Denton & Arlington Drainage	240,000
• Jones & Liberty Drainage	550,000
• Trenchless Technology	100,000
• Detention Basin Revegetation	100,000
• Storm Systems Evaluation Survey	100,000
• Neighborhood Construction Projects	150,000
• Queen Ridge Phase 2 Construction	700,000
• Coopers Addition - South & Mill Drainage	415,000
• Northern & Westport Drainage Improvements	90,000
• Santa Fe/McCoy Improvements	400,000
• 26th/Glendale/Windsor Improvements	150,000
• Eden Park - Crank Street Drainage	200,000
• Norfleet to Willis	112,000
• 35th & Northern Design	50,000
• 39th & Main Drainage Design	125,000
• Northeast Independence Watershed Studies	210,000
• Regional Basin Land Acquisition	250,000

Street Improvement Sales Tax

The Street Improvement Sales Tax was approved by the voters in August 2002. The 3/8 of 1% sales tax collection began January 1, 2004 and will continue through December 31, 2008. The sales tax provides funding for street and bridge improvements. This budget includes $860,000 for several projects including the following:

- Holke and Necessary Road Intersection
- 39th and Noland Road Medians
- 23rd and Noland Road Intersection

Park Improvement Sales Tax

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is ¼ of 1% until December 31, 2012, when the tax will be reduced to 1/8 of 1%. Estimated revenues this fiscal year will be $4,978,306.

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

- $350,000 for Parks Revitalization
- $150,000 for park maintenance and security
- $350,000 for development of the Rock Creek Multi-use Trail
- $1,000,000 for the Sports Complex

Police Department Public Safety Sales Tax

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be $2,285,475. Expenditures of $3,647,583, which includes funds carried over from the previous year, are recommended. A majority of the proposed expenditures, $2.4 million, will be used to fund equipment and services for the department.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the ¼ of 1% sales tax began January 1, 2005, continuing through December 31, 2008, then reducing to 1/8 of 1% through December 31, 2016. Revenues are projected to be $4,512,950.

Sanitary Sewer Fund

The average monthly bill for sanitary sewer service in Independence is the fifth lowest as compared to 13 other communities in the metropolitan area. Sanitary sewer revenues are projected to be $16,111,000, an increase of approximately 3.6%, as compared to last year. Proposed operating budget expenditures from the fund are $14,639,704. The budget also includes funding of $3,820,000 for capital projects, including:

- $2,000,000 to continue trenchless-technology main rehabilitation program
- $885,000 to fund improvements in Fairway Gardens, Sinnot Circle and 17th Street from Menown to Blue Ridge

- $550,000 to fund improvements to the treatment plant
- $285,000 to fund improvements to the Sugar Creek Pump Station
- $100,000 for Sanitary Sewer Evaluation Study

Power & Light Fund

Power & Light total revenues for FY 2007-08 are estimated to be $112,090,500, an increase of 2.2%, as compared to last year. The proposed operating budget for Power and Light is $108,861,806. The budget includes $6,200,000 to fund capital projects, including:

- $1,000,000 for transmission and distribution underground improvements
- $1,000,000 for transmission and distribution overhead improvements
- $2,300,000 for replacement of boiler tubes at the Missouri City Plant.

Water Fund

Independence water rates are the third lowest, as compared to 14 other communities in the metropolitan area. It is estimated that water revenues will be $19,439,300, a decrease of approximately 3.7%, as compared to last year. The proposed operating budget is $21,489,990 which includes operating, non-departmental, and debt service costs. The FY 2007-08 capital project budget is $4,852,000, which includes:

- $806,000 for continuation of our Small Main replacement program
- $2,282,000 for installation of a 36" main along Little Blue Parkway
- $350,000 for water main replacement along Santa Fe Road, between 23rd Street and 31st Street.

Conclusion

This budget conforms to Council policies, addresses the community's priorities and directs greater emphasis to the livability of our neighborhoods. Staff looks forward to assisting the City Council with its budget reviews during the next several weeks.

Robert E. Heacock
City Manager

The City of Independence

Vision Statement

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

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

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

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

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

The City of Independence

Strategic Goals

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

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

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

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

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

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

City of Independence, Missouri
2007-08 Operating Budget
Financial Policies

A. Fund Balance

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

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

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

B. Revenues

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

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

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

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

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

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

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

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

C. Expenditures

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

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

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

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

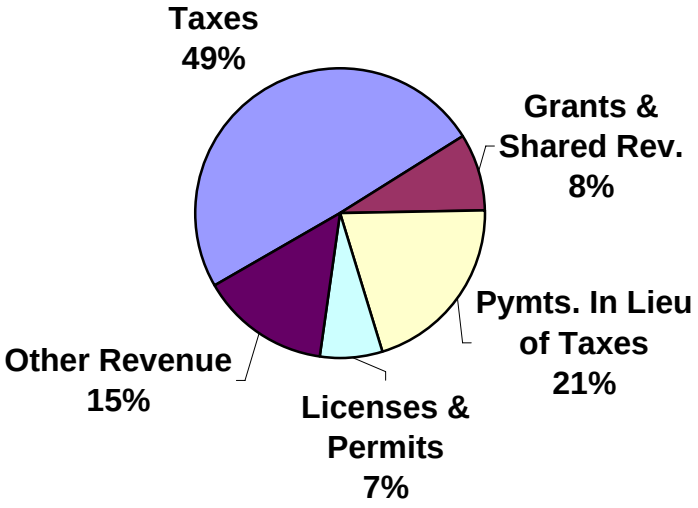
b. The City will strive to fund capital outlay expenditures at a level to maximize service delivery and minimize maintenance costs with the objective of achieving the greatest useful life of the asset.

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

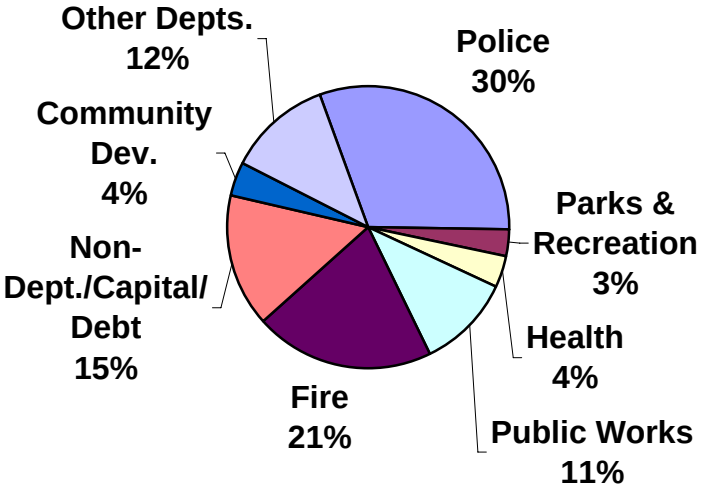
D. Other Financing Sources and Uses

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

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Prior Years' Savings-						
Undesignated Fund Balance			$ -		$ -	n/a
Designated Fund Balance		104,311	28,750		(75,561)	-72.4%
Estimated Revenues-						
Taxes	$ 31,651,693	$ 33,196,427	$ 33,362,716	49.6%	$ 166,289	0.5%
Payments in Lieu of Taxes	12,624,861	13,604,018	13,852,448	20.6%	248,430	1.8%
Licenses & Permits	4,530,988	4,449,138	4,582,966	6.8%	133,828	3.0%
Grants-Federal & State	755,355	25,393	25,393	0.0%	-	0.0%
State & County Shared Rev.	4,674,185	5,615,828	5,686,628	8.4%	70,800	1.3%
Charges for Current Services	2,056,165	1,436,377	1,561,951	2.3%	125,574	8.7%
Fines and Forfeitures	4,023,981	4,023,410	4,323,410	6.4%	300,000	7.5%
Interfund Charges	2,949,682	3,016,112	3,139,780	4.7%	123,668	4.1%
Other Revenue	930,586	747,300	793,300	1.2%	46,000	6.2%
Total Estimated Revenues	$ 64,197,496	$ 66,114,003	$ 67,328,592	100.0%	$ 1,214,589	1.8%
Total Sources		**$ 66,218,314**	**$ 67,357,342**		**$ 1,139,028**	**1.7%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 378,821	$ 398,130	$ 384,076	0.6%	$ (14,054)	-3.5%
City Clerk	436,038	429,447	444,395	0.7%	14,948	3.5%
City Manager	751,060	1,036,031	1,008,238	1.5%	(27,793)	-2.7%
Nat'l Frontier Trails Museum	338,386	345,967	361,516	0.5%	15,549	4.5%
Technology Services	1,584,233	1,659,908	1,698,079	2.5%	38,171	2.3%
Municipal Court	679,507	669,958	757,022	1.1%	87,064	13.0%
Law	623,158	728,888	739,685	1.1%	10,797	1.5%
Finance	1,659,205	1,720,182	1,813,004	2.7%	92,822	5.4%
Human Resources	469,697	548,235	506,764	0.8%	(41,471)	-7.6%
Community Development	2,461,373	2,605,129	2,673,178	4.0%	68,049	2.6%
Police	19,892,356	20,158,488	20,740,646	30.9%	582,158	2.9%
Fire	13,617,843	13,996,503	14,004,467	20.8%	7,964	0.1%
Health	2,041,426	2,266,260	2,454,091	3.7%	187,831	8.3%
Public Works	6,607,472	6,959,349	7,145,395	10.6%	186,046	2.7%
Water Pollution Control	295,509	298,891	295,013	0.4%	(3,878)	-1.3%
Parks and Recreation	1,980,238	1,981,302	2,045,189	3.0%	63,887	3.2%
Non-Departmental	6,192,951	8,185,189	9,135,131	13.6%	949,942	11.6%
City Council Strategic Goals	431,100	350,000	300,000	0.4%	(50,000)	-14.3%
Debt Service	91,261	-	-	0.0%	-	
Capital Outlay	930,998	1,243,100	709,096	1.1%	(534,004)	-43.0%
Total Operating Departments	$ 61,462,632	$ 65,580,957	$ 67,214,985	100.0%	$ 1,634,028	2.5%
Transfers						
Transfers to Other Funds		142,357	142,357		-	0.0%
Transfers to Fund Balance		495,000			(495,000)	-100.0%
Total Uses		**$ 66,218,314**	**$ 67,357,342**		**$ 1,139,028**	**1.7%**
Balance Available		**$ -**	**$ -**		**$ -**	

City of Independence, Missouri
2007-08 Operating Budget

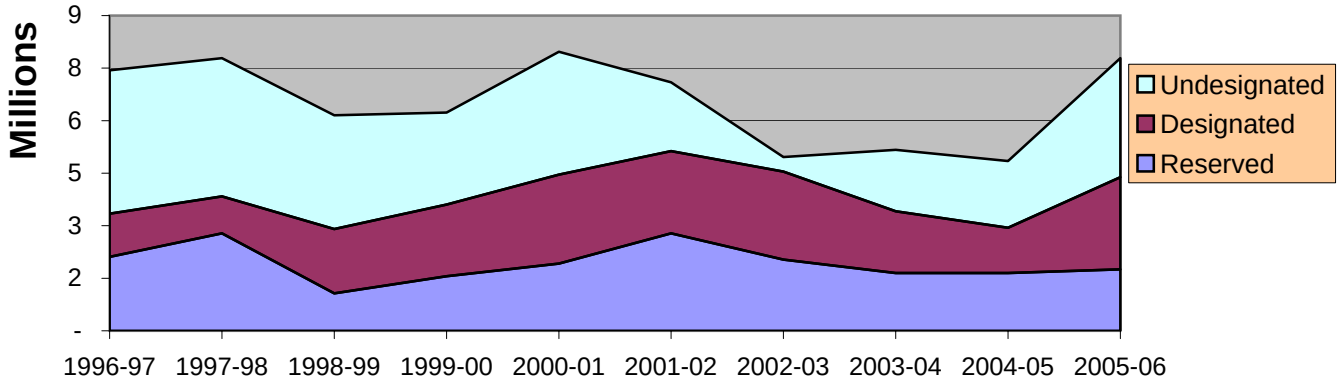
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 2002 through June 30, 2007

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components						
Reserved for:						
Encumbrances	$ 2,543,500	$ 1,452,875	$ 1,156,430	$ 1,156,315	$ 1,257,926	
Debt Service	224,953	224,827	224,779	222,911	223,997	
Other	13,491	357,336	269,883	271,664	274,116	
Total Reserved	$ 2,781,944	$ 2,035,038	$ 1,651,092	$ 1,650,890	$ 1,756,039	
Designated for:						
Police Equipment	$ 213,099	$ 234,487	$ 219,613	$ -	$ 135,741	
Worker's Compensation	391,000	388,000	-	-	-	
Capital Projects	1,463,538	539,682	286,238	224,465	238,993	
TIF Distributions	-	-	693,076	431,371	648,293	
City Council Strategic Goals	279,004	332,447	514,216	538,795	633,368	
Other	-	1,016,087	49,748	98,173	973,082	
Total Designated	$ 2,346,641	$ 2,510,703	$ 1,762,891	$ 1,292,804	$ 2,629,477	
Undesignated	1,965,621	413,564	1,752,521	1,903,961	3,399,529	3,059,818
Total Fund Balance	$ 7,094,206	$ 4,959,305	$ 5,166,504	$ 4,847,655	$ 7,785,045	
Fund Balance Target (a)	2,696,520	2,696,520	2,897,548	2,940,275	3,194,712	3,366,430
Actual over (under) Target (a)	(730,899)	(2,282,956)	(1,145,027)	(1,036,314)	204,817	(306,612)

(a) based on 5% of Annual Revenues (compared to Undesignated Fund Balance)

Ten Year Fund Balance Comparison



City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 2007-08

Projected Fund Balance at June 30, 2007	$ 3,059,818
Fund Balance Uses for 2007-08	
Excess of Proposed Appropriations (over) under Projected Revenues	-
Projected Fund Balance at June 30, 2008	$ 3,059,818
Projected Fund Balance Target (5% of Estimated Revenues)	$ 3,366,430

It is the City's Policy to not use Fund Balance as a funding source to finance ongoing purposes or programs in the budget since it represents a one time only resource and the budgeted purpose is left without available funding in future fiscal years.

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	General Fund					
	Property Taxes					
2-3011	Real Estate	6,844,875	7,003,454	6,940,956	7,278,006	4.9%
2-3013	R.R. & Other Utility	29,861	45,000	33,545	33,500	-0.1%
	Total Property Taxes	6,874,736	7,048,454	6,974,501	7,311,506	4.8%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	16,534,751	17,157,473	17,015,123	17,309,210	1.7%
2-3042	Cigarette Tax	596,603	602,000	584,465	590,000	0.9%
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	17,131,355	17,759,473	17,599,588	17,899,210	1.7%
	Utility Franchise Fees					
2-3052	Water	23,022	23,500	21,983	22,000	0.1%
2-3053	Gas	4,956,360	5,575,000	4,949,942	5,400,000	9.1%
2-3054	Telephone	1,801,648	1,890,000	2,202,452	1,820,000	-17.4%
2-3055	Electricity	318,187	310,000	300,342	310,000	3.2%
2-3057	Cable Television	546,384	590,000	602,045	600,000	-0.3%
	Total Utility Franchise Fees	7,645,602	8,388,500	8,076,764	8,152,000	0.9%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	9,637,661	10,384,425	10,084,072	10,598,723	5.1%
2-3282	Water Service In Lieu of Taxes	1,610,772	1,751,928	1,692,679	1,733,545	2.4%
2-3283	Sanitary Sewer In Lieu of Taxes	1,376,427	1,467,665	1,437,882	1,520,180	5.7%
	Total Pymt. in Lieu of Taxes	12,624,861	13,604,018	13,214,633	13,852,448	4.8%
	Total Taxes	44,276,554	46,800,445	45,865,486	47,215,164	2.9%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,386,842	1,449,000	1,446,868	1,482,000	2.4%
2-3102	Liquor Licenses	70,027	89,000	91,127	96,000	5.3%
2-3103	Bld. Trades Licenses and Exams	126,617	102,000	121,785	104,040	-14.6%
2-3104	Fin-Other License/Permits	34,800	44,000	45,650	44,000	-3.6%
2-3108	Building Permits, Com.Develop.	1,347,231	1,309,867	1,329,657	1,349,916	1.5%
2-3109	Construction Permits, Pub.Works	820,625	750,000	1,002,043	800,000	-20.2%
2-3120	Nursing Home Permits	1,450	750	290	750	158.6%
2-3121	Day Care Permits	6,786	6,600	4,610	7,200	56.2%
2-3122	Food Handler's Permits	90,987	110,000	100,495	110,000	9.5%
2-3123	Massage Therapist Appl	2,960	1,500	3,018	2,010	-33.4%
2-3124	Other Food Permits	144,345	90,000	84,500	87,750	3.8%
2-3125	Ambulance Permits & Licenses	42,406	40,421	41,525	41,600	0.2%
2-3126	Plan Reviews - Health Dept.	1,801	6,000	3,196	2,700	-15.5%
	Total Bus. Lic. & Permits	4,076,877	3,999,138	4,274,764	4,127,966	-3.4%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	454,111	450,000	456,310	455,000	-0.3%
	Total Licenses and Permits	4,530,988	4,449,138	4,731,074	4,582,966	-3.1%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	25,393	25,393	18,102	25,393	40.3%
2-3219	Other	24,240		735		-100.0%
	Total Federal Grants	49,633	25,393	18,837	25,393	34.8%
	State Government Grants					
2-3241	Financial Institutions Tax	22,181	37,000	34,971	35,000	0.1%
2-3242	Gasoline Tax	3,251,035	3,300,293	3,300,189	3,350,000	1.5%
2-3243	Motor Vehicle License Fees	666,164	654,851	784,996	750,000	-4.5%
2-3244	Motor Vehicle Sales Tax	734,805	791,201	854,615	841,278	-1.6%
	Total State Grants	4,674,185	4,783,345	4,974,771	4,976,278	0.0%
	Other Sources					
2-3272	Jackson County Drug Task Force	326,309	419,332	324,110	353,273	9.0%
2-3274	Jackson County Dare Program	353,273	388,151	353,273	332,077	-6.0%
2-3275	Mid Am Reg Council	25,000	25,000	24,925	25,000	0.3%
2-3279	Other Misc. Grants					
	Total Other Sources	704,582	832,483	702,308	710,350	1.1%
	Total Grants	5,428,400	5,641,221	5,695,916	5,712,021	0.3%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	50,240	45,000	41,342	45,300	9.6%
2-3303	Board Of Adjustment Fees	4,552	5,350	4,385	4,900	11.7%
2-3304	Sale Of Maps, Books, Plans	7,036	10,000	11,895	10,000	-15.9%
2-3305	Sale Of Police Reports	44,475	44,500	39,608	44,500	12.4%
2-3306	Sale Of Fire Reports	601	125	65	35	-46.2%
2-3307	Computer Service Charges	26,780	30,000	28,563	27,000	-5.5%
	Health					
2-3311	Animal Shelter Fees	58,117	62,000	120,205	93,000	-22.6%
2-3312	Animal Id Tags	4,170	2,000	20,921	18,000	-14.0%
2-3313	Health Training Programs					
	Public Safety					
2-3316	Reimb. For Police Services	43,531	55,000	34,603	40,000	15.6%
2-3317	School Resource Officers	425,228	422,377	435,408	488,000	12.1%
2-3318	Alarm Charges - Police	39,643	35,000	35,771	39,300	9.9%
2-3319	Alarm Charges - Fire	8,338	2,025	1,355	2,025	49.4%
	Recreation					
2-3322	Class Fees	55,620	45,000	65,963	53,250	-19.3%
2-3323	Park Concessions	5,701	9,000	7,861	8,000	1.8%
2-3326	Pool Fees					
2-3327	Recreation Centers	23,090	22,000	23,934	23,241	-2.9%
2-3329	Recreation Rentals	131,975	87,000	129,309	97,600	-24.5%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	44,131	55,000	50,297	50,000	-0.6%
2-3332	NFTM-Gift Shop	34,756	42,000	34,890	32,000	-8.3%
	Cemetery					
2-3341	Sale Of Cemetery Lots	2,100	9,000	9,386	8,200	-12.6%
2-3342	Sale Of Monument Bases	5,118	4,000	3,375	3,100	-8.1%
2-3343	Grave Opening Charges	69,403	50,000	48,161	49,000	1.7%
	Other Charges					
2-3392	Sale Of Street Signs	1,714	5,000	1,431	500	-65.1%
2-3393	Special Assessments	156,828	120,000	215,723	160,000	-25.8%
2-3396	Sale Of Recycled Material	29,983	20,000	22,776		-100.0%
2-3397	Solid Waste Disp Fees	99,870	75,000	80,157	85,000	6.0%
2-3398	Miscellaneous Charges	683,165	180,000	320,952	180,000	-43.9%
	Total Charges for Services	2,056,165	1,436,377	1,788,336	1,561,951	-12.7%
	Fines and Court Costs					
2-3401	Fines & Forfeitures	3,490,601	3,435,406	3,454,165	3,691,563	6.9%
2-3402	Court Costs	382,540	430,000	406,624	462,062	13.6%
2-3403	Police Training	58,184	60,625	56,335	65,145	15.6%
2-3404	Domestic Violence	59,237	61,732	57,451	66,335	15.5%
2-3405	Dwi/Drug	33,419	35,647	31,839	38,305	20.3%
	Total Fines & Court Costs	4,023,981	4,023,410	4,006,414	4,323,410	7.9%
	Interest Income					
2-3411	Interest	120,450	150,000	239,253	290,000	21.2%
2-3412	Special Assessments - Interest	7,639	7,000	3,520	7,000	98.9%
2-3413	Interest - Other	85,581	80,000	76,291	80,000	4.9%
	Total Interest Income	213,670	237,000	319,064	377,000	18.2%
2-3421	Interfund Chgs. For Supp. Serv.	2,949,682	3,016,112	3,070,781	3,139,780	2.2%
	Other Revenue					
2-3431	Sale Of Land	1,640				
2-3432	Sale Of Fixed Assets	337,737	35,000	57,398	45,000	-21.6%
2-3433	Rents	106,123	160,000	153,968	156,000	1.3%
2-3434	Damage Claims	15,993	25,000	8,105	15,000	85.1%
2-3435	Contributions	24,391	50,000	158,428		-100.0%
2-3439	Cash Over/Short	1,346		-324		
2-3440	Discounts Taken	468	300	753	300	-60.2%
2-3449	Misc. Non-Operating Revenue	229,291	240,000	168,799	200,000	18.5%
	Total Other Revenue	716,917	510,300	547,127	416,300	-23.9%
	Total General Fund Revenues	**$64,196,357**	**$66,114,003**	**$66,024,198**	**$67,328,592**	2.0%

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 City Manager Proposed Budget
General Government:				
City Council	$ 378,821	$ 398,130	$ 398,130	$ 384,076
City Clerk	436,038	429,447	429,447	444,395
City Manager	751,060	1,036,031	1,036,817	1,008,238
Technology Services	1,584,233	1,659,908	1,659,908	1,698,079
Municipal Court	679,507	669,958	669,958	757,022
Total General Government	3,829,659	4,193,474	4,194,260	4,291,810
National Frontier Trails Museum	338,386	345,967	345,967	361,516
Law Department	623,158	728,888	728,888	739,685
Finance Department:				
Administration	329,955	389,615	388,895	407,392
Accounting	813,251	815,813	833,813	865,712
Purchasing	364,993	360,497	361,217	381,827
Occupation Licensing	151,006	154,257	154,257	158,073
Total Finance Department	1,659,205	1,720,182	1,738,182	1,813,004
Human Resources	469,697	548,235	548,235	506,764
Community Development Department:				
Administration	314,219	312,438	312,438	344,895
Planning	516,003	586,070	586,070	583,827
Transportation	794,117	794,117	794,117	804,117
Historic Preservation	101,064	81,550	98,779	82,980
Building Inspection	735,970	830,954	830,954	857,359
Total Community Development	2,461,373	2,605,129	2,622,358	2,673,178
Police Department:				
Administration	1,635,225	1,858,358	1,873,995	2,108,516
Police Operations	13,380,019	13,349,018	13,358,299	13,367,091
Police Services	4,877,112	4,951,112	4,947,658	5,265,039
Total Police Department	19,892,356	20,158,488	20,179,952	20,740,646

(continued on the next page)

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 City Manager Proposed Budget
Fire Department:				
Administration	$ 363,320	$ 532,637	$ 531,137	$ 546,322
Fire Operations	12,067,632	12,239,760	12,241,010	12,243,803
Fire Prevention	502,022	542,568	542,568	528,769
Maintenance	381,064	391,801	391,801	396,476
Training/Emer. Preparedness	303,805	289,737	291,237	289,097
Total Fire Department	13,617,843	13,996,503	13,997,753	14,004,467
Health Department:				
Administration	171,686	181,245	181,245	188,858
Health Services	685,776	748,148	781,424	797,149
Animal Services	546,792	624,204	700,679	729,649
Code Enforcement	637,172	712,663	712,663	738,435
Total Health Department	2,041,426	2,266,260	2,376,011	2,454,091
Public Works:				
Administration	$ 213,564	$ 207,682	$ 207,497	$ 214,398
Engineering	1,407,432	1,438,205	1,438,390	1,422,413
Property Management	867,732	941,798	941,798	961,536
Street Maintenance	4,118,744	4,371,664	4,371,664	4,547,048
Total Public Works	6,607,472	6,959,349	6,959,349	7,145,395
Water Pollution Control-				
Storm Water Maintenance	295,509	298,891	298,891	295,013
Parks and Recreation:				
Administration	$ 280,668	$ 291,974	$ 291,974	$ 298,677
Park Maintenance	796,597	810,798	810,798	842,973
Recreation	728,439	701,852	701,852	721,142
Cemetery Maintenance	174,534	176,678	176,378	182,397
Total Parks and Recreation	1,980,238	1,981,302	1,981,002	2,045,189
Non-Departmental	6,192,951	8,185,189	8,185,189	9,135,131
City Council Strategic Goals	431,100	350,000	958,368	300,000
Debt Service (Lease Purchases)	-	-	-	-
Capital Outlay - Operating	897,923	893,100	893,100	509,096
Capital Outlay - TIF Distributions	33,079	350,000	998,293	200,000
Total General Fund	$ 61,371,375	$ 65,580,957	$ 67,005,798	$ 67,214,985

City of Independence, Missouri
2007-08 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

	2005-06	2006-07		2007-08
	Actual	Budget	Actual	Budget
Personal Services:				
Full Time Salaries	$ 31,962,835	$ 33,008,985	$ -	$ 34,544,765
Part Time Salaries	664,855	607,712	-	530,337
Overtime	1,567,955	736,564	-	769,800
Allowances	334,527	338,990	-	333,452
Benefits:				
FICA	2,606,412	2,642,183	-	2,755,334
LAGERS	3,272,683	3,580,874	-	2,888,996
Health Insurance	5,557,698	6,299,943	-	6,634,808
Dental Insurance	352,160	393,886	-	394,313
Life Insurance	112,827	86,958	-	122,781
Deferred Compensation	112,325	121,321	-	129,702
Long Term Disability	37,222	40,138	-	41,355
Retiree Health Insurance	2,385,542	2,696,241	-	2,879,240
Total Benefits	$ 14,436,869	$ 15,861,544	$ -	$ 15,846,529
Other Personal Services	227,683	1,311,248	-	1,976,181
Total Personal Services	$ 49,194,724	$ 51,865,043	$ -	$ 54,001,064
Other Services	7,941,971	8,786,042	-	9,252,886
Supplies	2,315,179	2,173,474	-	2,195,789
Capital Outlay - Operating Budget	862,430	1,134,826	-	919,846
Capital Outlay - TIF Distributions	234,678	350,000	-	-
Debt Service	91,261	-	-	-
City Council Strategic Goals	359,870	350,000	-	-
Other	371,262	921,572	-	845,400
Total Expenditures	$ 61,371,375	$ 65,580,957	$ -	$ 67,214,985

City of Independence, Missouri
2007-08 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 346,166	$ 32,955	$ 4,955		$ 384,076
City Clerk	388,280	33,215	22,900		444,395
City Manager	946,443	54,190	7,605		1,008,238
Nat'l Frontier Trails Museum	269,691	62,800	29,025		361,516
Technology Services	1,534,779	147,568	15,732		1,698,079
Municipal Court	720,508	30,790	4,224	1,500	757,022
Law	596,334	116,500	26,851		739,685
Finance	1,608,126	191,519	13,359		1,813,004
Human Resources	474,772	25,492	6,500		506,764
Community Development	1,630,087	1,019,019	24,072		2,673,178
Police	18,758,325	1,259,319	669,578	53,424	20,740,646
Fire	13,007,365	571,549	301,660	123,893	14,004,467
Health	2,149,612	158,402	146,077		2,454,091
Public Works	4,642,811	1,491,666	810,918	200,000	7,145,395
Water Pollution Control	293,223		1,790		295,013
Parks and Recreation	1,617,956	326,690	100,543		2,045,189
Non-Departmental	5,016,586	3,431,212	10,000	677,333	9,135,131
City Council Strategic Goals		300,000			300,000
Capital Outlay				709,096	709,096
General Fund Total	$ 54,001,064	$ 9,252,886	$ 2,195,789	$ 1,765,246	$ 67,214,985
Allocation by Percentage					
City Council	90.13%	8.58%	1.29%	0.00%	100.00%
City Clerk	87.37%	7.47%	5.15%	0.00%	100.00%
City Manager	93.87%	5.37%	0.75%	0.00%	100.00%
National Frontier Trails Center	74.60%	17.37%	8.03%	0.00%	100.00%
Technology Services	90.38%	8.69%	0.93%	0.00%	100.00%
Municipal Court	95.18%	4.07%	0.56%	0.20%	100.00%
Law	80.62%	15.75%	3.63%	0.00%	100.00%
Finance	88.70%	10.56%	0.74%	0.00%	100.00%
Human Resources	93.69%	5.03%	1.28%	0.00%	100.00%
Community Development	60.98%	38.12%	0.90%	0.00%	100.00%
Police	90.44%	6.07%	3.23%	0.26%	100.00%
Fire	92.88%	4.08%	2.15%	0.88%	100.00%
Health	87.59%	6.45%	5.95%	0.00%	100.00%
Public Works	64.98%	20.88%	11.35%	2.80%	100.00%
Water Pollution Control	99.39%	0.00%	0.61%	0.00%	100.00%
Parks and Recreation	79.11%	15.97%	4.92%	0.00%	100.00%
Non-Departmental	54.92%	37.56%	0.11%	7.41%	100.00%
City Council Strategic Goals	#VALUE!	100.00%	0.00%	0.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	80.34%	13.77%	3.27%	2.63%	100.00%

City of Independence, Missouri
2007-08 Operating Budget

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

For the Fiscal Years 2006-07 through 2007-08

Description	Amount
2006-07	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ (105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(37,000)
Total Operating Transfers	$ (142,357)
Net Transfers	**$ (142,357)**
2007-08	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To Amortize the Storm Water Fund Accumulated Deficit	$ (105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(37,000)
Total Operating Transfers	$ (142,357)
Net Transfers	**$ (142,357)**

City of Independence, Missouri
2007-08 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 2001-02 through 2007-08

Description	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Budget 2007-08
City Council	11.00	11.00	11.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	6.50	6.50	6.00	6.00	6.00
City Manager	10.00	10.00	8.50	7.00	7.50	10.50	10.50
National Frontier Trails Center	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	20.00	20.00	20.00	20.00	20.00	21.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	14.00
Law	6.00	6.00	5.50	5.50	5.75	6.88	6.88
Finance	25.00	25.00	24.00	24.00	25.00	25.15	24.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	23.00	23.00	22.00	22.00	26.00	25.75	26.05
Police	274.00	275.00	275.00	277.00	281.50	281.50	283.00
Fire	174.00	174.00	174.00	173.25	173.25	173.25	173.25
Health	38.13	39.69	39.47	33.50	34.25	34.25	35.25
Public Works	88.90	87.90	82.00	81.00	82.00	82.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	41.70	43.79	42.14	41.70	36.70	35.53	32.65
General Fund Total	750.23	753.88	741.61	732.95	739.45	743.31	743.23

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

Note 2: Changes by department and position between fiscal years 2006-07 and 2007-08 are shown on the following page(s).

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
General Fund				
City Council				
City Council				
City Council Administrative Aide	(1.00)		(1.00)	position reclassified
Executive Assistant to City Council	1.00		1.00	position reclassified
Department Total	0.00	-	-	
City Manager's Office				
City Manager's Office				
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	position reclassified
Economic Dev/Redevelopment			-	
Projects Coordinator	(1.00)		(1.00)	position reclassified
Economic Development Proj. Coord.	1.00		1.00	position reclassified
Department Total	0.00	-	-	
Technology Services				
Technology Services				
Programmer/Analyst	(1.00)		(1.00)	position reclassified
Systems Analyst	1.00		1.00	position reclassified
Network System Specialist	(1.00)		(1.00)	position reclassified
Desktop Support Technician	1.00		1.00	position reclassified
Department Total	0.00	-	-	
National Frontier Trails Museum				
Museum Service Assistant		1.00	1.00	full time position reclassified
Museum Service Assistant		(1.00)	(1.00)	part time position reclassified
Department Total	0.00	-	-	
Municipal Court				
Administrative Specialist II	(2.00)		(2.00)	position reclassified
Court Clerk	2.00		2.00	position reclassified
Administrative Specialist III	(3.00)		(3.00)	position reclassified
Senior Court Clerk	3.00		3.00	position reclassified
Court Clerk		1.00	1.00	add new position
Department Total	0.00	1.00	1.00	
Finance				
Purchasing				
Procurement Specialist	(1.00)		(1.00)	eliminated position
Clerk Steno I	(1.00)		(1.00)	position reclassified
Assistant Procurement Specialist	1.00		1.00	position reclassified
Department Total	(1.00)	-	(1.00)	

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Human Resources				
Safety & Worker's Compensation Spec.	(1.00)		1.00	position reclassified
Human Resources Analyst	1.00		(1.00)	position reclassified
Department Total	-	-	-	
Community Development				
Neighborhood Services				
Community Program Manager	(0.50)		(0.50)	position reclassified and funding percentage changed
Neighborhood Services Manager	0.80		0.80	position reclassified and funding percentage changed
Community Development Program Coord	(1.00)		(1.00)	position reclassified
Neighborhood Services Coordinator	1.00		1.00	position reclassified
Department Total	0.30	-	0.30	
Police				
Chief of Police				
Police Captain	1.00		1.00	trsf. from Drug Enforce. Unit
Police Sergeant	1.00		1.00	trsf. from Special Operations
Uniform Unit			-	
Police Officer	1.00		1.00	trsf. from Special Operations
Police Officer	2.00		2.00	trsf. from Drug Enforce. Unit
Special Operations			-	
Police Officer	(1.00)		(1.00)	trsf. to Uniform Patrol
Police Officer	(1.00)		(1.00)	trsf. to Chief of Police
Community Services Unit			-	
Police Officer	1.00		1.00	School Resource Officer funded by school district
Drug Enforcement Unit			-	
Police Officer	(1.00)		(1.00)	trsf. to Chief of Police
Police Officer	(2.00)		(2.00)	trsf. to Uniform Unit
Crime Scene			-	
Assistant Lab Director	1.00		1.00	added new position
Criminalist	(0.50)		(0.50)	eliminated part time position
Detention			-	
Police Captain	(1.00)		(1.00)	eliminate vacant position
Dentention Administrator	1.00		1.00	added new position
Department Total	1.50	-	1.50	

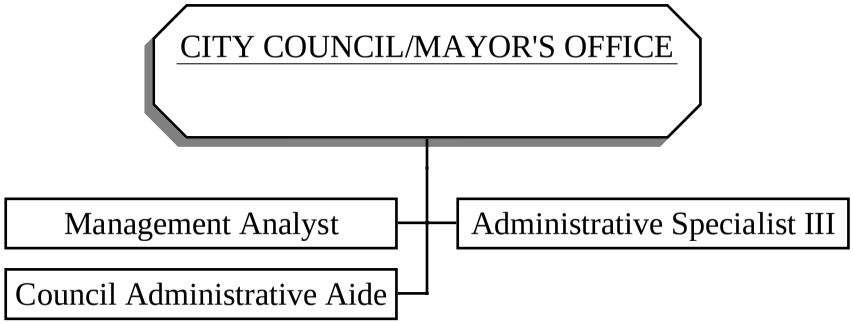
City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Health				
Food and Institution				
Administrative Aid I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Animal Services Division			-	
Animal Control Investigator Specialist	1.00		1.00	added new position
Food and Institution			-	
Administrative Aid I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Department Total	1.00	-	1.00	
Public Works				
Engineering				
Construction Inspector	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	position reclassified
Street Maintenance			-	
Public Works Dispatcher	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	position reclassified
Department Total	-	-	-	
Parks and Recreation				
Turf Facilities Maintenance				
Light Equipment Operator		(1.00)	(1.00)	tsfr. to Park Sales Tax Fund
Recreation Programs Administration				
Seasonal Maintenance Worker		(1.88)	(1.88)	tsfr. to Park Sales Tax Fund
Department Total	-	(2.88)	(2.88)	
General Fund Total	1.80	(1.88)	(0.08)	

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



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2007-08 Operating Budget*

Department Description

The City Council is the legislative and governing body of the City, consisting of seven members, including the Mayor, who are elected by the voters within the City. The Council operates with powers granted by the City Charter to enact legislation to protect the public health, safety and welfare of the City's residents. It also appoints the City Manager, City Management Analyst, City Clerk, and such other personnel as needed to assist the Council in performing its duties. The Council also appoints members to various advisory boards and commissions which provide them with community input and ideas.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	10.00	10.00	10.00	10.00
Total	10.00	10.00	10.00	10.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4002 City Council	187,905	204,518	204,518	189,588
4003 Management Analyst	75,934	83,330	83,330	85,352
4004 Mayor's Office	114,982	110,282	110,282	109,136
Total	378,821	398,130	398,130	384,076
Source of Funding				
General Fund	378,821	398,130	398,130	384,076
Total	378,821	398,130	398,130	384,076

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2007-08 Operating Budget*
Cost Center: 4002 - City Council — *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	1.00	1.00	.00
Exec Assistant to City Council	.00	.00	.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	182,935	192,083	192,083	177,153
Other Services & Charges	3,852	11,225	11,275	11,225
Supplies	1,118	1,210	1,160	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	187,905	204,518	204,518	189,588

City of Independence
Detail Program Summary

Department: 4000 - City Council *2007-08 Operating Budget*
Cost Center: 4003 - Management Analyst *Fund: 02 - General Fund*

Description

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

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	75,640	81,140	81,140	83,032
Other Services & Charges	42	1,490	1,490	1,620
Supplies	252	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	75,934	83,330	83,330	85,352

City of Independence
Detail Program Summary

Department: 4000 - City Council *2007-08 Operating Budget*
Cost Center: 4004 - Mayor's Office *Fund: 02 - General Fund*

Description

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

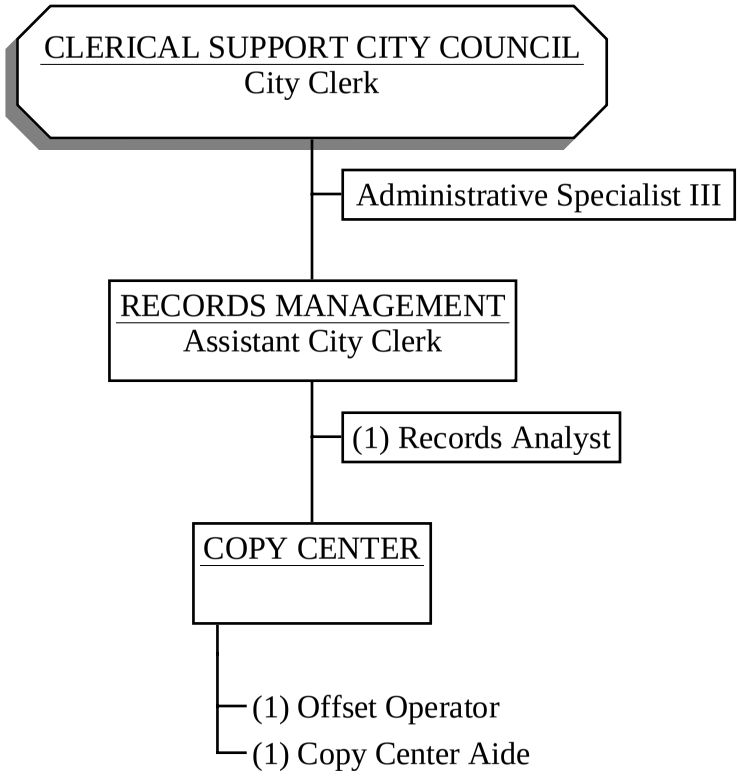
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Mayor	1.00	1.00	1.00	1.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	95,605	87,127	87,127	85,981
Other Services & Charges	14,791	20,110	19,240	20,110
Supplies	4,586	3,045	3,915	3,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	114,982	110,282	110,282	109,136

City of Independence, Missouri
City Clerk



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*

Department Description

To keep the journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and print the City Code; certify the validity of City documents for court evidence; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; write and type ordinances and resolutions; type public hearing notices for Planning Commission and Council; maintain record of title to City vehicles; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; operate the in-house printing facility for the City, maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson Board of Election Commission in the handling of elections for the City.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	6.50	6.00	6.00	6.00
Total	6.50	6.00	6.00	6.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4012 Clerical Support City Council	186,928	166,542	166,542	170,751
4014 Records Management	131,247	134,173	134,173	139,534
4015 Copy Center	117,863	128,732	128,732	134,110
Total	436,038	429,447	429,447	444,395
Source of Funding				
General Fund	436,038	429,447	429,447	444,395
Total	436,038	429,447	429,447	444,395

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Description

To keep the journal of Council Proceedings; authenticate and record all ordinances and resolutions; edit and print the City Code; certify the validity of city documents for court evidence; attest to signatures on contracts and proclamations; apply the City Seal when appropriate; maintain a Council record indexing system; administer oaths of office; write and type ordinances; type public hearings notices for Planning Commission and Council; prepare deeds for Woodlawn Cemetery; process and return bid bonds for Capital Projects; maintain a Records Management and microfilming program for the City; transcribe the minutes of all Council Meetings; and work with the Jackson County Election Commission in the handling of elections for the City.

2006-07 Accomplishments **Goal Ref**

* Implemented an electronic agenda preparation system

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Ordinances Passed	308	284	300	300
Resolutions Passed	97	96	100	100
City Council Meetings	32	30	30	30
Study Sessions	30	23	28	28

2007-08 Objectives **Goal Ref**

* Enter more years of Ordinances and more years of Resolutions into the computerized index system.
* Perfect use of the electronic agenda preparation system.
* Make the paperless packet available to those who will use it.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	1.50	1.00	1.00	1.00
Total	2.50	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	174,191	156,177	156,177	159,386
Other Services & Charges	12,196	9,965	9,965	10,965
Supplies	541	400	400	400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	186,928	166,542	166,542	170,751

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Description

Responsible for maintaining a Records Management and microfilming program for the City. This involves determining the appropriate length of time to store over 2,000 cubic feet of records, determining the portion of those records to microfilm, securing departmental approval and the City Council approval for the destruction of any records that have met the retention period of the Missouri Municipal Records Manual.

2006-07 Accomplishments **Goal Ref**

* Accepted 623 cubic feet of records for retention and retrieval from various City Departments.
* Destroyed 180 cubic feet of obsolete records.
* Prepared 435 cubic ft. of records for destruction.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Records Stored- Cubic Feet	2,544	2,258	2,500	2,600

2007-08 Objectives **Goal Ref**

* Gain City Council acceptance of an Ordinance adopting the Missouri Municipal Records Manual which will allow destruction of records following specific staff procedures.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Records Analyst	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	131,142	133,603	133,603	138,484
Other Services & Charges	105	270	270	750
Supplies	0	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	131,247	134,173	134,173	139,534

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2007-08 Operating Budget*
Cost Center: 4015 - Copy Center — *Fund: 02 - General Fund*

Description

Responsible for the in-house printing facility for the City,the application of the postage on all items of mail being sent out by the City, and the insertion of utility bills into mailing envelopes along with the appropriate postage.

2006-07 Accomplishments — **Goal Ref**

* The Mail Center reduced the City's mail expense by approximately $63,000 during fiscal year 2006-2007 through presort savings.
* The Mail Center reduced the utility fund's mail expense by approximately $14,000 during FY 2006-07 through combining multiple statements to the same customer.
* Successfully transitioned from an offset press to 2 high speed copiers.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Printing Impressions	2,186,691	2,050,170	2,250,000	3,000,000
Items Mailed	1,009,712	1,043,000	1,000,000	1,000,000

2007-08 Objectives — **Goal Ref**

* To satisfactorily provide the requested copies by the time needed and in the most cost effective manner.
* To affix postage on all outgoing mail on the day it is received with the greatest possible postage savings consistent with required delivery standards.
* To increase Copy Center capacity to include letterhead, business cards, envelopes and additional spot color options.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

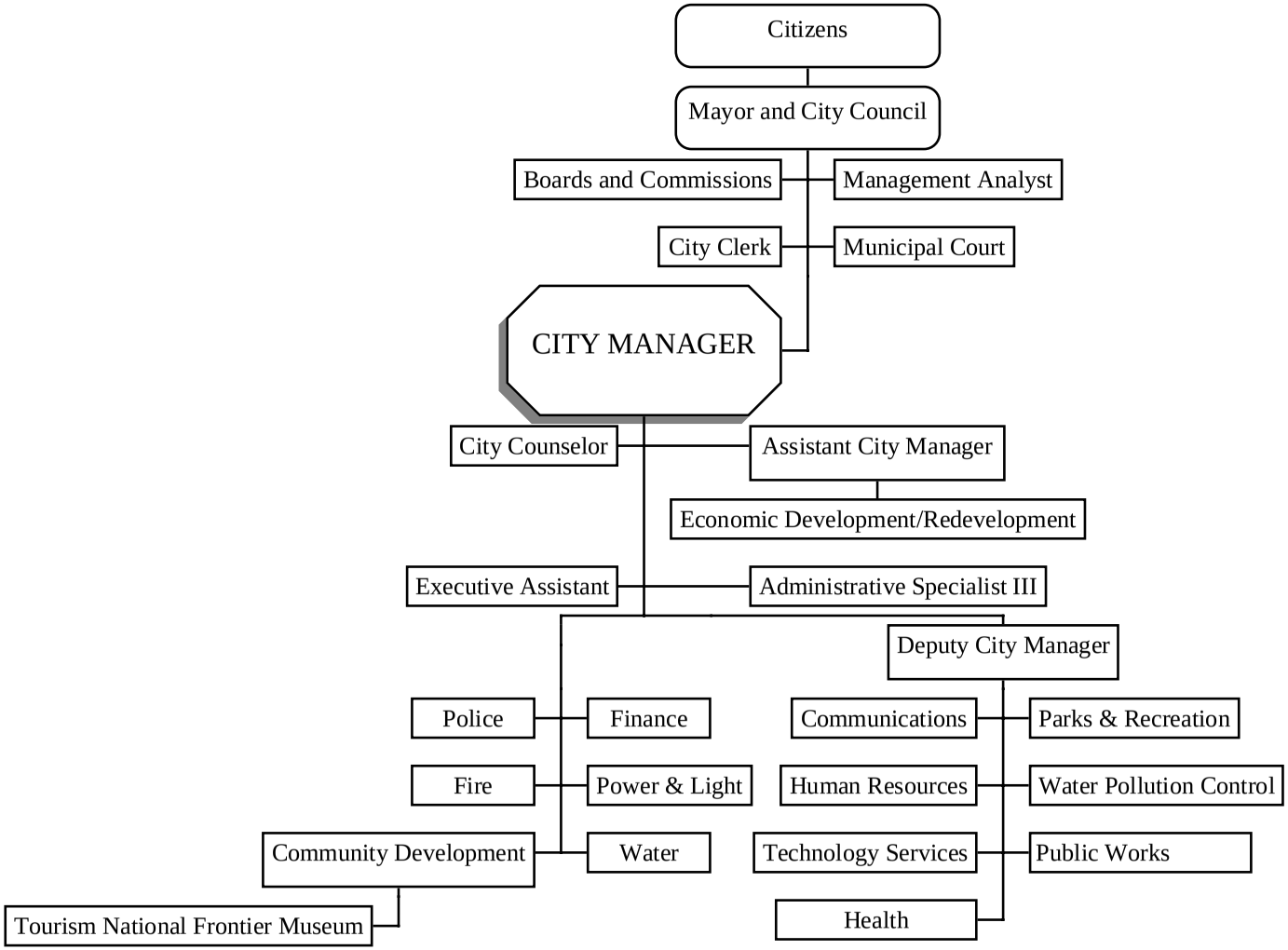
City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2007-08 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	85,453	84,762	84,762	90,410
Other Services & Charges	13,018	20,745	20,745	21,500
Supplies	14,018	23,225	23,225	22,200
Capital Outlay	5,374	0	0	0
Other Expenditures	0	0	0	0
Total	117,863	128,732	128,732	134,110

City of Independence, Missouri
Organizational Chart



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2007-08 Operating Budget*

Department Description

The City Manager is appointed by and serves at the pleasure of the City Council. The City Manager is the administrative head of the City government, executes the laws and ordinances, and administers the government of the City. The City Manager advises the Council of the financial condition and future needs of the City and takes recommendations to those officials. The City Manager prepares and submits the annual budget to the City Council for modification and adoption and is responsible for the administration of the annual budget after its adoption.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	6.00	6.25	9.00	9.00
Part Time Positions	1.00	1.25	1.50	1.50
Total	7.00	7.50	10.50	10.50

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4021 City Manager	581,906	655,986	655,986	627,709
4022 Communications	169,154	172,447	172,447	182,310
4023 Economic Dev/Redevelopment	0	207,598	208,384	198,219
Total	751,060	1,036,031	1,036,817	1,008,238
Source of Funding				
General Fund	751,060	1,036,031	1,036,817	1,008,238
Total	751,060	1,036,031	1,036,817	1,008,238

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2007-08 Operating Budget*
Cost Center: 4021 - City Manager | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Supported Beautification Commission in successful campaign to select an official City Tree and City Flower.	1
* Fulfilled City's contractual obligation to 39th Street TDD to provide administrative support; has allowed start of 39th Street reconstruction between Little Blue River and R.D. Mize Road.	4
* Coordinated with Kansas City Area Transportation Authority for construction of a new transit center; service at new center will start July 1, 2007.	4
* Secured Independence as the location for Mid-Continent Public Library District's new Genealogy Library.	2
* Formalized relationship with Independence Council for Economic Development via contract for economic development services.	2
* Completed conveyance of developer-owned property to City as part of the Falls at Crackerneck development.	2
* Recruited and hired personnel in new Economic Development/Redevelopment Division.	2
* Successfully established new 353 Redevelopment area in Northwest Independence.	1
* Initiated employee leadership (I.D.E.A. academy) for City staff.	1
* Completed and formally dedicated Veteran's History project.	1

2007-08 Objectives	**Goal Ref**
* Renew contract for services with the 39th Street Transportation Development District (TDD).	2
* Complete Falls at Crackerneck improvements required by lease between Bass Pro and the City.	2
* Complete Beautification Commission's goal to restore and relocate Lady Liberty.	1

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2007-08 Operating Budget*
Cost Center: 4021 - City Manager — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Project Manager	1.00	.00	.00	.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	.00	1.00	1.00	1.00
Executive Assistant	.00	1.00	1.00	1.00
Staff Assistant	1.00	.00	.00	.00
Administrative Spec II	.50	.75	1.00	.00
Administrative Spec III	.00	.00	.00	1.00
Public Management Intern II	.00	.25	1.00	1.00
Total	4.50	5.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	569,592	641,936	641,936	613,659
Other Services & Charges	10,985	12,945	13,085	12,945
Supplies	1,329	1,105	965	1,105
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	581,906	655,986	655,986	627,709

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2007-08 Operating Budget*
Cost Center: 4022 - Communications *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Continued to work with Internet Committee and Technology Services department with reworking of City web site. Also post news releases and CityScene to City's web site.	2
* Worked with Technology Services to implement live and on-demand streaming video of City Council meetings to web site.	1
* "CityConnect" tying CityScene newsletter with City 7 and City's web site through the use of streaming video.	1
* Updated Current Issues text box on City's web site front page.	2
* Facilitated distribution of e-mail from citizens to various departments through the City's web site.	2
* Assisted Parks Department in establishment of Veterans' Video Project by participating in design of program and interviewing and taping stories of veterans.	1
* New programming for City 7: Community Education Programming...six new programs were created.	1
* Coordinated City booths at Independence Chamber Expo and Safe Summer event at Independence Center.	1
* Worked with Junior Service League for selection of Susan Paxton Block Award.	1
* Emergency Preparedness: Work to rewrite Emergency Operations Plan, member of Emergency Preparedness Committee. Completed 300 & 400 NIMS training.	1
* ETC Survey. Coordinated preparation of survey that was completed in February. Survey to assess citizen satisfaction with the delivery of major City services and to help determine priorities for the community as part of the City's ongoing planning process.	1
* MARC: *RAPIO-Co-chair of RAPIO, Public Education Campaign Committee, Emergency RAPIO Communications Sub-Committee; *Public Health Preparedness Communications Committee; *Regional Homeland Security Coordinating Council	1
* Communications Relay Team: *Started meeting in June, 2006; *Created business plan; *Worked on several projects including new "Hot Topics" platform on CityNet to facilitate sharing of information among departments and unified way to submit information for press releases, City 7, web site, City Scene, Insight, Calendars, etc. via CityNet.	1
* Accomplished major City 7 equipment upgrade with installation of new router during summer/fall of 2006.	1

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2007-08 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Newsletters Published	12	12	12	12
Programs Broadcast Weekly	50	75	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	100	104	60	60
Press Conferences	4	7	3	3
City Emails	444	705	500	500
Videos Produced	26	22	20	8
CityView Programs Produced	NA	20	20	20

2007-08 Objectives	Goal Ref
* Facilitate positive media relations for all departments.	2
* Oversee City 7 programming to keep public well informed of high-profile issues that impact the community.	2
* Work with Technology Services to continue improvements to City's web site and E-Government.	2
* Produce videos to publicize services, programs and products.	2
* Publish 12 issues of CityScene.	2
* Produce 20 episodes of CityView for City 7.	2
* Produce eight videos for City to be shown on City 7.	2
* Submit articles to trade magazines for City departments (example: to Missouri Municipal League)	1
* Continue active role in emergency preparedness committee of both the City and MARC.	1
* Coordinate Chamber Expo and other such events.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.50	1.50	1.50	1.50
Total	2.50	2.50	2.50	2.50

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2007-08 Operating Budget*
Cost Center: 4022 - Communications *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	146,867	149,002	149,002	158,865
Other Services & Charges	14,545	20,945	19,832	20,945
Supplies	6,143	2,500	3,613	2,500
Capital Outlay	1,599	0	0	0
Other Expenditures	0	0	0	0
Total	169,154	172,447	172,447	182,310

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2007-08 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Established centralized recordkeeping and monitoring system for Tax Increment Financing (TIF) projects.	2
* Coordinated preparation and submission of DREAM application.	2
* Contracted with national market analysis firm (Buxton) to identify retail companies whose customers match Independence demographics.	2
* Created a new marketing brochure to recruit new businesses to the City.	2
* Completed a Streetscape Plan for Independence Square (one of the recommendations from Independence Square Revitalization Study).	2
* Developed schedule for ad placement in local real estate and development journals.	2

2007-08 Objectives	**Goal Ref**
* Complete recordkeeping and monitoring system for TIF and related redevelopment projects.	2
* Provide concentrated effort for successful development of Santa Fe TIF.	2
* Create a financing mechanism involving local lending institutions to underwrite redevelopment projects.	2
* Develop a standard economic development application process to allow evaluation of proposals for economic development and assistance.	2
* Prepare and implement a multi-year advertising and marketing package to support redevelopment.	2

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Projects Coordinator	.00	.00	1.00	.00
Economic Development Manager	.00	.00	1.00	1.00
Economic Developmnt Proj Coord	.00	.00	.00	1.00

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2007-08 Operating Budget*
Cost Center: 4023 - Economic Dev/Redevelopment *Fund: 02 - General Fund*

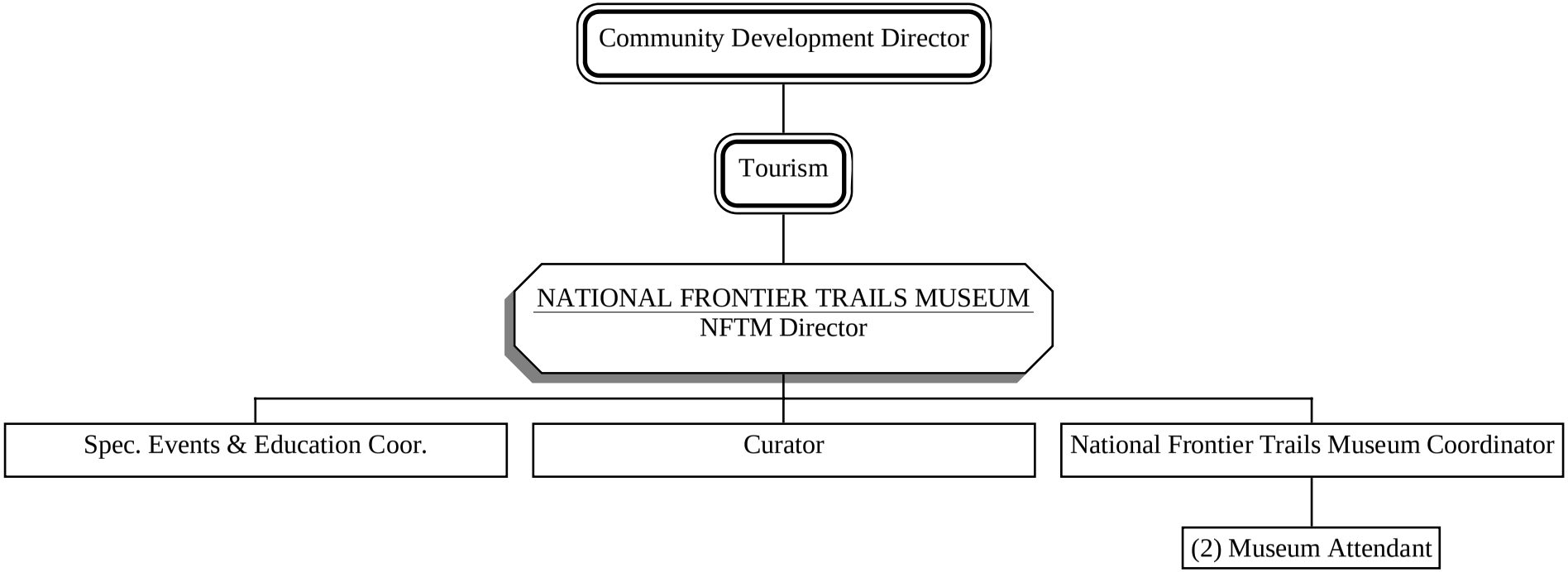
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Total	.00	.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	0	183,298	183,298	173,919
Other Services & Charges	0	20,300	21,645	20,300
Supplies	0	4,000	3,441	4,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	207,598	208,384	198,219

City of Independence, Missouri
National Frontier Trails Museum



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2007-08 Operating Budget

Department Description

The National Frontier Trails Museum is a historical complex which collects, preserves and exhibits items connected with one of the most significant eras in American history - the Great Migration Westward. In part to highlight the importance of Independence to the three major overland trails, the NFTM maintains an interpretive museum, theater, archives, research library, and museum store. Changing exhibits and an expanding research facility mark the growth of the Museum as it strives to become a major tourist attraction, drawing trails enthusiasts from across the country. The Museum also serves the local community by hosting meetings of an historical nature, community gatherings, and educational events.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	5.00
Part Time Positions	2.00	2.00	2.00	1.00
Total	6.00	6.00	6.00	6.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	338,386	345,967	345,967	361,516
Total	338,386	345,967	345,967	361,516
Source of Funding				
General Fund	338,386	345,967	345,967	361,516
Total	338,386	345,967	345,967	361,516

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2007-08 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	44,131	55,000	49,000	50,000
Gift Shop Sales	34,756	42,000	30,800	32,000
Total	78,887	97,000	79,800	82,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2007-08 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Description

The National Frontier Trails Museum is a historical complex which collects, preserves and exhibits items connected with one of the most significant eras in American history - the Great Migration Westward. In part to highlight the importance of Independence to the three major overland trails, the NFTM maintains an interpretive museum, theater, archives, research library, and museum store. Changing exhibits and an expanding research facility mark the growth of the Museum as it strives to become a major tourist attraction, drawing trails enthusiasts from across the country. The Museum also serves the local community by hosting meetings of a historical nature, community gatherings, and educational events.

2006-07 Accomplishments	**Goal Ref**
* Created a special temporary exhibit on Ezra Meeker and hosted the Meeker centennial wagon train reenactment.	1
* Redesigned and installed new exhibits in the permanent exhibit gallery.	1
* Expanded and conducted three successful teacher training institutes.	1
* Continued to develop and publicize a greatly expanded series of educational programs, workshops and tours for visitors of all ages.	1
* Expanded and conducted our second summer camp program for kids.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Library researchers assisted	30	37	40	40
Telephone and e-mail researchers assisted	577	600	600	612
Attendance:special events/museum & outreach prog./mtgs. host	2,058	1,966	2,800	2,000
Students in scheduled tours	4,755	3,641	6,000	5,000
Adults in scheduled tours	1,110	634	1,300	1,000
Number of visitors to museum	17,183	15,986	20,000	20,000
Museum store revenue	41,908	34,756	45,000	32,000
Admission revenue	42,227	44,130	50,000	50,000

2007-08 Objectives	**Goal Ref**
* Continue to work towards accomplishing the redevelopment of the museum.	2
* Continue to expand NFTM's outreach in Independence and the greater Kansas City area.	1

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2007-08 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

2007-08 Objectives	**Goal Ref**
* Improve and expand the new summer camp program for kids.	1
* Continue to refurbish the exhibits, public spaces of the museum, and grounds.	1
* Improve and expand the teacher training institute for educators.	1
* Continue to expand NFTM's programming to increase revenues.	3

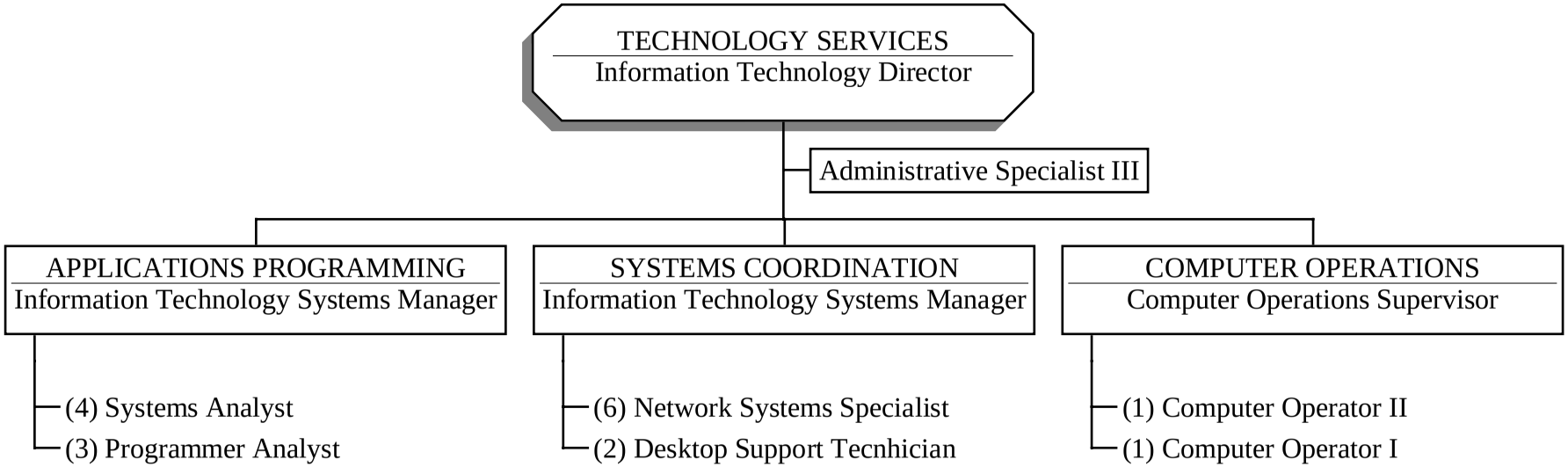
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Special Events/Education Coord	1.00	1.00	1.00	1.00
NFTM Coordinator	1.00	1.00	1.00	1.00
Museum Service Assistant	.00	2.00	2.00	2.00
Center Attendant	2.00	.00	.00	.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	245,831	254,142	254,142	269,691
Other Services & Charges	59,444	62,800	62,900	62,800
Supplies	26,494	29,025	28,925	29,025
Capital Outlay	6,617	0	0	0
Other Expenditures	0	0	0	0
Total	338,386	345,967	345,967	361,516

City of Independence, Missouri
Technology Services



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	21.00	21.00	22.00	22.00
Total	21.00	21.00	22.00	22.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4052 Technology Services	1,584,233	1,659,908	1,659,908	1,698,079
4053 Technology Services P&L	75,184	73,661	73,661	75,446
Total	1,659,417	1,733,569	1,733,569	1,773,525
Source of Funding				
General Fund	1,584,233	1,659,908	1,659,908	1,698,079
Power and Light Fund	75,184	73,661	73,661	75,446
Total	1,659,417	1,733,569	1,733,569	1,773,525

City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2007-08 Operating Budget*

Direct/Offsetting Revenues				
Outside Computer Service Charges	26,780	30,000	27,000	27,000
Total	26,780	30,000	27,000	27,000

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2007-08 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Implemented live webcasting and archived videos of City Council meetings on the City's web site.	1
* Completed implementation of software for accessing Parks and Recreation activities sign-up.	1
* Expanded the fiber optic data communication network to include Parks Maintenance, the Health Building, WPC Maintenance, the Police Penniston building and the National Frontier Trails Museum - there are now nine (9) City buildings on the fiber optic network.	
* Implemented various hardware and software to support Police in-car video.	1
* Implemented Phase I of the encryption of data stored on the IBM iSeries -the Utility Billing System sensitive data is now encrypted.	
* Developed software and installed hardware for the Veterans Video History project at the Veterans Hall.	1
* Redesigned the City's web site and received the 2nd Place Award from the Center for Digital Government.	1
* Installed and implemented new Fire records software from FIREHOUSE.	1
* Developed and implemented new cashiering software for the Municipal Court.	
* Installed a PBX, telephone equipment and computer workstations at the new Health building.	1
* Implemented a new Animal Control Dispatch system for the Police Department.	1
* Developed and implemented several new features on the City's web site such as a new events calendar and property maintenance complaint status.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Workstations On-Line	695	830	800	830

AS/400 On-Line Transactions	45,467,715	50,097,888	50,097,888	50,000,000
Requests for Software Services Completed	627	718	718	725
Network Service Calls	3,170	3,111	3,111	3,300

2007-08 Objectives **Goal Ref**

* Install and implement New World Systems software modules for the Police Department. 1
* Implement Phase II of the encryption of sensitive data stored on the IBM iSeries computer.
* Assist the City Clerk in the implementation of the Paperless City Council Agenda system.
* Implement Phase II of the Disaster Recovery and Business Continuity Plan which will include backup alternatives for Utility Billing and Payroll.
* Install and assist in the implementation of the Parks and Recreation Maintenance Management System. 1
* Install and assist in the implementation of the Water Pollution Control Maintenance Management System. 1
* Acquire and install a replacement IBM iSeries computer that processes systems for the Utilities and other City departments not including Public Safety.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Information Tech Dir	1.00	1.00	1.00	1.00
Information Tech Sys Mgr	2.00	2.00	2.00	2.00
Computer Operations Supvr	1.00	1.00	1.00	1.00
Computer Operator I	1.00	1.00	1.00	1.00
Computer Operator II	1.00	1.00	1.00	1.00
Network System Specialist	5.00	5.00	6.00	5.00
Programmer/Analyst	4.00	3.00	3.00	2.00
Systems Analyst	3.00	3.00	3.00	4.00
Telecomm Serv Tech	1.00	1.00	.00	.00
Desktop Support Technician	.00	.00	1.00	2.00
Web Developer/Administrator	.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	20.00	20.00	21.00	21.00

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2007-08 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,443,252	1,516,048	1,517,548	1,534,779
Other Services & Charges	80,965	128,001	92,416	147,568
Supplies	20,446	15,859	14,869	15,732
Capital Outlay	6,491	0	2,000	0
Other Expenditures	33,079	0	33,075	0
Total	1,584,233	1,659,908	1,659,908	1,698,079

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2007-08 Operating Budget*
Cost Center: 4053 - Technology Services P&L *Fund: 20 - Power and Light Fund*

Description

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

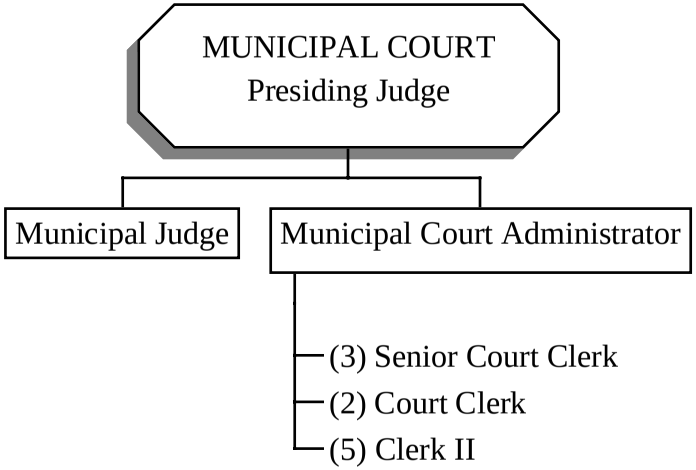
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	75,184	73,661	73,661	75,446
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	75,184	73,661	73,661	75,446

City of Independence, Missouri
Municipal Court



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	13.00	13.00	13.00	14.00
Total	13.00	13.00	13.00	14.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4090 Municipal Court	679,507	669,958	669,958	757,022
Total	679,507	669,958	669,958	757,022
Source of Funding				
General Fund	679,507	669,958	669,958	757,022
Total	679,507	669,958	669,958	757,022

Key Budget Changes

* A Court Clerk position has been added to assist with the continually increasing number of cases being handled by the Court. The number of cases being docketed has increased by over 75% in the last five years. This new position will also allow the court to keep up with the suspension of defendants' driving priviledges for failing to appear in court and/or not paying fines. The position will also work to intercept defendants' state income tax refunds for unpaid fines.

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court | *2007-08 Operating Budget*
Cost Center: 4090 - Municipal Court | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments **Goal Ref**

* The New Cashiering Software for the Court is now operational and very user friendly. The old software had to be replaced because it would not operate in Windows XP. This is the operating system used on all personal computers. As a result, the cashering computers were also replaced. The new software has several enhancements such as less key strokes in entering payments, increased accuracy due to data validation, improved reporting capabilities, improved security, improved tracking of transactions, and the updating of records as soon as the ticket has been rang-up. It posts transactions in real-time versus transferring work every evening and Tech Services posting it. New printers were also installed, which decreases print time.
* The Court has completed the Record Destruction/Ordinance #16533. We had 189 cubic feet of Municipal Court records. This is in accordance with the Court Operating Rule 8.01 Uniform Retention/Destruction system.
* The Court received a security camera at the cashiers window.
* The Clerks are able to ring up financial transactions at their workstations as part of the new cashiering system.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
No. of Complaints	7,020	8,035	8,082	8,600
No. of Cases Disposed by Court	30,941	34,430	32,628	29,026
No. of Cases Disposed by TVB	9,167	10,273	9,204	8,690
No. of Subpoenas Issued	3,381	3,507	2,572	4,182
No. of Warrants Issued	23,899	26,461	28,438	22,422
No. of Commitments	1,194	1,315	1,420	1,278
No. of Parking Tickets Paid	1,198	649	718	666
No. of Cases Docketed	96,404	103,559	102,140	96,000
No. of Night Court Cases Docketed	1,057	983	1,125	900

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court *2007-08 Operating Budget*
Cost Center: 4090 - Municipal Court *Fund: 02 - General Fund*

2007-08 Objectives **Goal Ref**

* To increase the security in the court room and the court office
* To initiate, process, and complete another Record Destruction Ordinance in accordance with Court Operating Rule 8.01
* To obtain additional space in City Hall for the storage of all court records in accordance with the Court Operating Rule 4 Record Retention
* Provide additional training and education for all court personnel

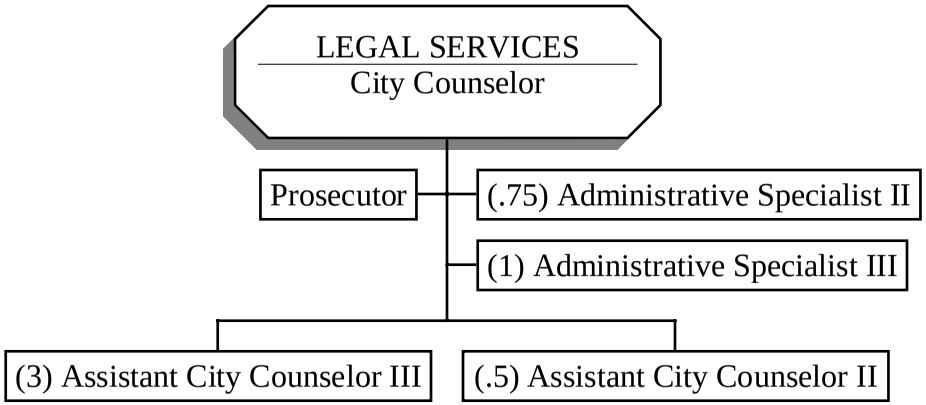
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin	1.00	1.00	1.00	1.00
Clerk II	5.00	5.00	5.00	5.00
Administrative Spec II	2.00	2.00	2.00	.00
Administrative Spec III	3.00	3.00	3.00	.00
Court Clerk	.00	.00	.00	3.00
Senior Court Clerk	.00	.00	.00	3.00
Total	13.00	13.00	13.00	14.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	636,951	634,944	634,944	720,508
Other Services & Charges	39,012	30,790	30,790	30,790
Supplies	3,544	4,224	4,224	4,224
Capital Outlay	0	0	0	1,500
Other Expenditures	0	0	0	0
Total	679,507	669,958	669,958	757,022

City of Independence, Missouri
Law



City of Independence
Departmental Budget Summary

Department: 4100 - Law *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	5.00	5.00	6.00	6.00
Part Time Positions	.50	.75	.88	.88
Total	5.50	5.75	6.88	6.88

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4100 Law	623,158	728,888	728,888	739,685
Total	623,158	728,888	728,888	739,685
Source of Funding				
General Fund	623,158	728,888	728,888	739,685
Total	623,158	728,888	728,888	739,685

City of Independence
Detail Program Summary

Department: 4100 - Law | *2007-08 Operating Budget*
Cost Center: 4100 - Law | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Created and published a bi-monthly legal newsletter addressing current City concerns and situations and to respond to questions and issues received from staff.	1
* Placed some standard forms for City-wide use on Citynet for easy access.	1
* Internal re-alignment of staff has been made to better match organization demands setting the stage for full implementation.	1
* Added fourth attorney in preparation of new Workers' Compensation administration and created new concept for handling Workers' Compensation.	1
* Cooperated with Water Pollution Control to provide a timely response to request for production of documents by the Environmental Protection Agency in a Clean Water Act proceeding (308).	1
* Continued scanning project to archive old reference files allowing for faster transfer of closed files to storage, reducing the need for additional file cabinets and quicker retrieval.	1
* Facilitated training on new eminent domain laws and disciplinary procedures for City staff.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Damage Claims Processed	189	131	150 EST	150 EST
Accident/Incident Reports Processed	55	50	50 EST	50 EST
Number of Land Parcels on which Condemnation suits filed	19	19	10 EST	10 EST

2007-08 Objectives	**Goal Ref**
* Implementation of new approach to Workers' Compensation	1
* Continue to scan reference files and implement the process of	1

2007-08 Objectives **Goal Ref**

scanning in new litigation files as they arrive

* Complete re-alignment of staff into functional responsibility management to better match organization demands — 1
* Create a new work intake and assignment system to facilitate both assignment within the department and to assist the client base in routing requests — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
City Counselor	1.00	1.00	1.00	1.00
City Prosecutor	1.00	1.00	1.00	1.00
Asst City Counselor III	2.00	2.00	3.00	2.00
Asst City Counselor II	.00	.00	.13	1.13
Legal Administrative Spec	.50	.00	.00	.00
Administrative Spec II	.00	.75	.75	.75
Administrative Spec III	1.00	1.00	1.00	1.00
Total	5.50	5.75	6.88	6.88

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	488,349	585,537	585,537	596,334
Other Services & Charges	103,228	116,500	115,936	116,500
Supplies	27,590	26,851	27,371	26,851
Capital Outlay	3,991	0	44	0
Other Expenditures	0	0	0	0
Total	623,158	728,888	728,888	739,685

Significant Issues

* New e-discovery rules will require additional staff time to meet compliance rules.
* Addition of responsibility for Workers' Compensation administration will produce long-term efficiencies but may cause short-term work load adjustments.

City of Independence
Departmental Budget Summary

Department: 4150 - Law Dept. Grants *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Part Time Positions	.50	.50	.37	.37
Total	.50	.50	.37	.37

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4150 Law Dept. Grants	46,507	47,624	101,323	36,109
Total	46,507	47,624	101,323	36,109
Source of Funding				
Grants	46,507	47,624	101,323	36,109
Total	46,507	47,624	101,323	36,109

City of Independence
Detail Program Summary

Department: 4150 - Law Dept. Grants *2007-08 Operating Budget*
Cost Center: 4150 - Law Dept. Grants *Fund: 15 - Grants*

Description

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

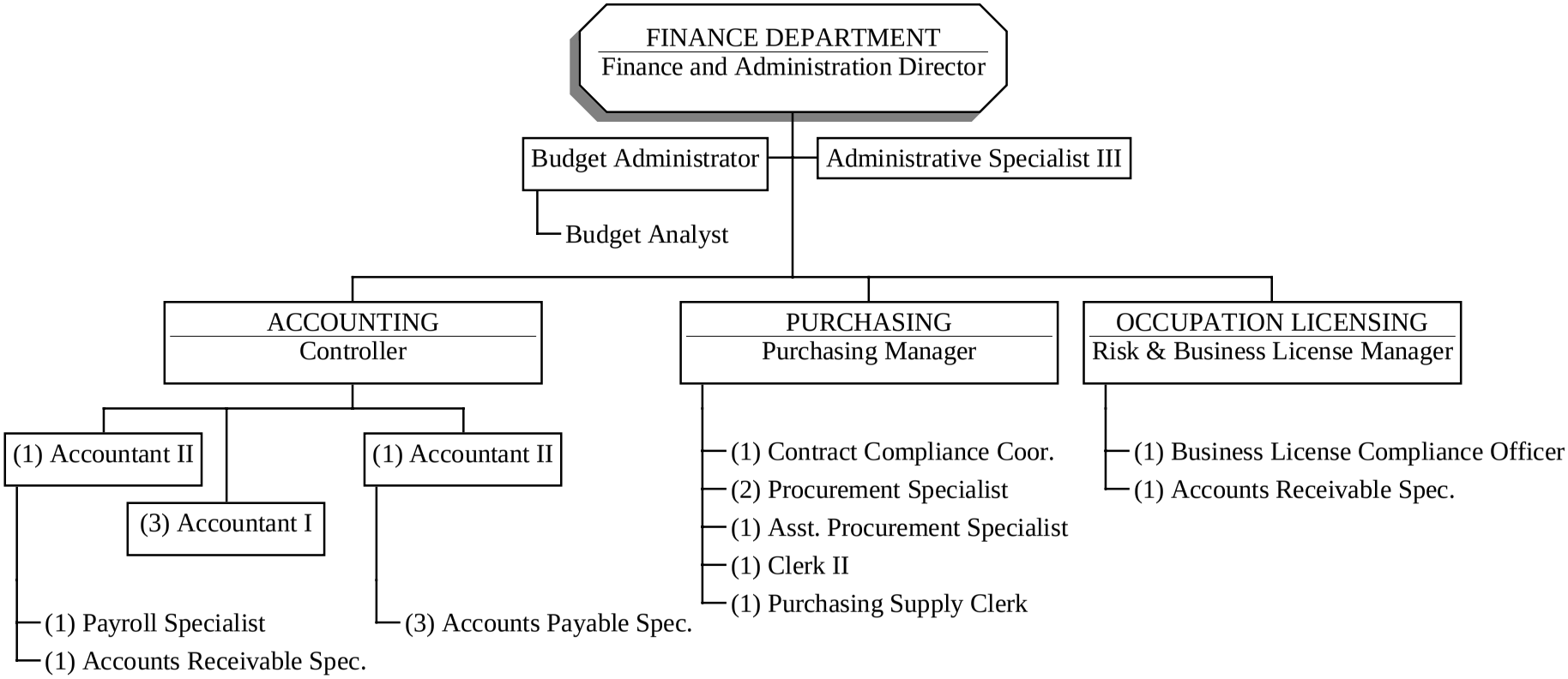
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Asst City Counselor II	.50	.50	.37	.37
Total	.50	.50	.37	.37

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	46,507	47,624	96,294	36,109
Other Services & Charges	0	0	5,029	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	46,507	47,624	101,323	36,109

City of Independence, Missouri
Finance



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2007-08 Operating Budget*

Department Description

The Finance Department is responsible for the administration of all financial affairs of the City. We maintain accounting systems, approve all disbursements, prepare payrolls, and pre-audit all claims and demands for the City. Finance bills for established revenue sources due the City, as well as, collects and invests all such City funds. Finance prepares the annual financial statements and other financial reports that may be required. Finance, through its Purchasing division, supervises and controls the acquisition of all City goods and services within approved procurement procedures. In addition, Finance processes occupation and liquor licenses through its Business Licensing division.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	25.00	25.00	25.00	24.00
Part Time Positions	.00	1.00	1.00	1.00
Total	25.00	26.00	26.00	25.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4201 Administration	329,955	389,615	388,895	407,392
4210 Accounting	813,251	815,813	833,813	865,712
4217 Utility Accounting - Water	48,863	49,644	49,644	53,199
4240 Purchasing	364,993	360,497	361,217	381,827
4260 Business Licensing	151,006	154,257	154,257	158,073
Total	1,708,068	1,769,826	1,787,826	1,866,203
Source of Funding				
General Fund	1,659,205	1,720,182	1,738,182	1,813,004
Water Fund	48,863	49,644	49,644	53,199
Total	1,708,068	1,769,826	1,787,826	1,866,203

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2007-08 Operating Budget*
Cost Center: 4201 - Administration — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2006-07 budget for 21st consecutive year	3
* Refinanced the oustanding obligations for the Eastland and Hartman Tax Increment Financing (TIF) projects which will reduce debt service costs by $1.9 million	3
* Refinanced the outstanding obligations for the Santa Fe TIF to extend the term	3
* Completed an analysis of vesting options for the retiree health insurance program	3
* Evaluated the financial position of the Bolger Square TIF and initiated a second call of obligations	3

2007-08 Objectives	**Goal Ref**
* Evaluate the Bolger Square TIF with the objective of retiring the balance of the outstanding obligation	3
* Issue obligations as necessary from the Eastland and HCA TIFs to finance Little Blue Parkway and Jackson Drive road improvements	3
* Participate with the evaluation and implementation of economic development projects	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	4.00	4.00	4.00

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2007-08 Operating Budget*
Cost Center: 4201 - Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	299,797	366,266	366,266	384,031
Other Services & Charges	19,887	18,771	18,051	18,783
Supplies	10,271	4,578	4,578	4,578
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	329,955	389,615	388,895	407,392

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2007-08 Operating Budget*
Cost Center: 4210 - Accounting — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report.	3
* Implemented the final phase of GASB 34 regarding the historical cost of the City's infrastructure.	3
* Implemented GASB 44 - Economic Condition Reporting, The Statistical Section.	3
* Distribution of the Interim Financial and Operating Report on the City's Intranet and in electronic format.	3
* Assisted the Water Department and Technology Services in upgrading the cashiering system to a new system.	3
* Developed procedures to track billings and payments for special tax bills.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Payroll Checks Processed	98	33	100	30
Payroll Direct Deposits Processed	30,099	30,758	31,100	30,810
Disbursement Checks Processed	13,188	14,027	13,500	14,500
Department Local Checks Processed	3,535	1,682	2,000	1,200
Electronic Payments	520	677	540	700
Total Dollars Invested (Millions)	93	74	90	75
Misc. Invoices Issued ($)	3,712,943	3,595,479	4,000,000	3,750,000

2007-08 Objectives	**Goal Ref**
* Implement GASB 45 - Post Employment Benefits Other than Pensions (OPEB).	3
* Complete the process to automate the entry of procurement card purchases into the general ledger.	3
* Recruit and train candidate for vacant position.	3

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2007-08 Operating Budget*
Cost Center: 4210 - Accounting | *Fund: 02 - General Fund*

2007-08 Objectives	**Goal Ref**
* Complete Accounting and Budgeting Manual.	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Accounts Payable Spec	3.00	3.00	3.00	3.00
Accounts Receivable Spec	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Accountant I	3.00	3.00	3.00	3.00
Accountant II	2.00	2.00	2.00	2.00
Payroll Technician	1.00	1.00	.00	.00
Payroll Specialist	.00	.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	671,570	682,928	682,928	707,987
Other Services & Charges	132,280	127,555	145,555	152,495
Supplies	9,401	5,330	5,330	5,230
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	813,251	815,813	833,813	865,712

City of Independence
Detail Program Summary

Department: 4200 - Finance *2007-08 Operating Budget*
Cost Center: 4217 - Utility Accounting - Water *Fund: 40 - Water Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Participated on the implementation team that setup, tested, and implemented new cashiering software.	3
* Provided informational assistance to walk-in customers regarding City, County and State operations and locations.	3
* Provided assistance to customers using the licensing terminals in the Lobby.	3
* Developed new signage for the Lobby.	3
* Started processing 39th Street Transportation Development District (TDD) sales tax payments.	3
* Started calling delinquent business license accounts to get the businesses to renew their licenses or close the accounts.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Total Transactions Processed	27,387	28,431	27,900	29,000
Total Dollars Processed (Millions)	$17.5	$19.7	$18.5	$20.3
City Utility Payments (Millions)	$1.2	$1.4	$1.6	$1.8
City Utility Payments Processed	8,463	8,844	8,928	9,300
MGE Dollars Processed	$121,271	$161,165	$133,287	$170,000
MGE Transactions Processed	1,353	1,803	1,743	2,100
Bus Passes Sold (Dollars)	$18,963	$24,407	$19,540	$25,300
Bus Passes Processed	733	803	922	1,050

2007-08 Objectives	**Goal Ref**
* Develop system to log any receipts not processed on the day of receipts.	3
* Develop system to identify days when cash closing is out of balance and the amount out of balance.	3
* Continue to process 39th Street TDD sales tax payments.	3
* Provide additional support to License Division.	3

City of Independence
Detail Program Summary

Department: 4200 - Finance *2007-08 Operating Budget*
Cost Center: 4217 - Utility Accounting - Water *Fund: 40 - Water Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Account Clerk I	1.00	1.00	.00	.00
Accounts Receivable Spec	.00	.00	.85	.85
Total	1.00	1.00	.85	.85

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	48,863	49,644	49,644	53,199
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	48,863	49,644	49,644	53,199

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2007-08 Operating Budget*
Cost Center: 4240 - Purchasing | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Implemented a new procedure for obtaining the services of architects, engineers, and land surveyors. Held training sessions for internal customers. This procedure has been added to the Purchasing Manual and is available on the Intranet.	3
* Implemented a new procedure for processing public improvement bids under $200,000. Held training sessions for internal customers. This procedure has been added to the Purchasing Manual and is available on the Intranet.	3
* Continued to work with internal customers on the Freight Program. Taking control of our shipping costs for small shipments and LTL (less than a truck load) resulted in savings to the City of $16,687.	3
* Reorganized the Purchasing Division, eliminating a clerical position and adding an assistant procurement specialist. This change has resulted in significant improvements/efficiency in the disposal of surplus property.	3
* Completed revision of the City's Standard Terms & Conditions.	3
* Developed new terms and conditions language for issuing Requests for Proposals, including a standard contract approved by the Law Department.	3
* Reviewed methods for purchase of cell phones.	3
* Assistant Procurement Specialist completed Intro to Public Purchasing, a class presented by the National Institute of Governmental Purchasing (NIGP).	3
* Implemented an electronic approval process for Council Agenda Cover Sheets.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Purchase Orders Issued	2,386	2,656	2,500	2,500
Price Agreements Maintained	197	253	200	250

Request for Proposals processed and administered	29	14	30	20

2007-08 Objectives **Goal Ref**

* Issue 95% of requisitions requiring no bid process within two business days. 3
* Determine cost savings by comparing the awarded amount of each bid with the average of other bids received. (Includes all solicitations, including Requests for Proposals.) 3
* Generate cost savings by increasing the use of procurement cards. 3
* Improve division efficiency by scanning and emailing Notice of Awards and Notice of Renewals of price agreements. 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Purchasing Manager	1.00	1.00	1.00	1.00
Clerk II	1.00	1.00	1.00	1.00
Clerk Steno I	1.00	1.00	1.00	.00
Asst Procurement Specialist	.00	.00	.00	1.00
Procurement Specialist	3.00	3.00	3.00	2.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Purchasing Supply Clerk	1.00	1.00	1.00	1.00
Total	8.00	8.00	8.00	7.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	346,256	351,084	351,084	372,485
Other Services & Charges	7,200	6,110	6,830	6,091
Supplies	11,537	3,303	3,303	3,251
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	364,993	360,497	361,217	381,827

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2007-08 Operating Budget*
Cost Center: 4260 - Business Licensing | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Developed and distributed the City's business licensing requirements for contractors and vendors to City departments.	3
* Used State records to identify businesses operating without a license.	3
* Used State records to update sales tax information in business licensing system.	3
* Worked with Technology Services to correct or update issues within the electronic licensing systems.	3
* Implemented certification process to address Liquor Code amendment prohibiting the sale of explicit sexual material.	3
* Prepared amendment to City Code to allow collection of trash truck fees with the renewal of the business license.	3
* Mailed letters to commercial property owners identified as potential landlords informing them of the need to obtain a business license.	3
* Developed internal procedures to address individuals or businesses who fail to respond to correspondence sent by staff.	3
* Created a system to verify new contracts entered in the Accounts Payable system comply with the City's licensing requirements.	3
* Developed procedure to review City Council meeting agendas to identify vendors or contractors that need to obtain a business license.	3
* Revised procedures to ensure property owners and tenants located within 300 feet of a proposed new liquor establishment receive notice of the liquor license public hearing.	3
* Developed summary of City's property and casualty insurance programs for distribution to City departments and posting on City's Intranet.	3
* Created a system to notify licensed contractors of the City's licensing requirements for subcontractors.	3
* Bid and received City Council approval to purchase excess Workers' Compensation insurance, public officials bonds, crime insurance and reinsurance for Stay Well Health Care Plan at the lowest cost for the best coverage.	3
* Renewed property, boiler & machinery,liability and excess liability insurance coverages.	3

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2007-08 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Business Licenses	7,978	7,806	7,875	7,850
Liquor Licenses	306	308	315	310
Employee Permits	1,350	2,243	1,727	2,350
In-town Business Licenses Issued		N/A		4,000
Out of town business licenses		N/A		2,450
Rental property (landlord) licenses		N/A		1,475

2007-08 Objectives	Goal Ref
* Conduct survey for Internet and Lobby terminal systems users to measure satisfaction level with electronic licensing process.	3
* Conduct comparative review of the City's Alcoholic Beverage Code and the State Statutes and draft amendment to update City Code.	3
* Transition to National American Industry Classification System (NAICS) from Standard Industrial Classification (SIC) in the business licensing system.	3
* Utilize State records to identify unlicensed businesses and update sales tax information in business licensing system.	3
* Work with Technology Services to implement an automated telephone answering system for the main License Division telephone number.	
* Attend Access software training classes and utilize in review of State records.	3
* Purge employee permit file cabinets of expired accounts.	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Accounts Receivable Spec	.00	.00	.15	.15
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.15	2.15

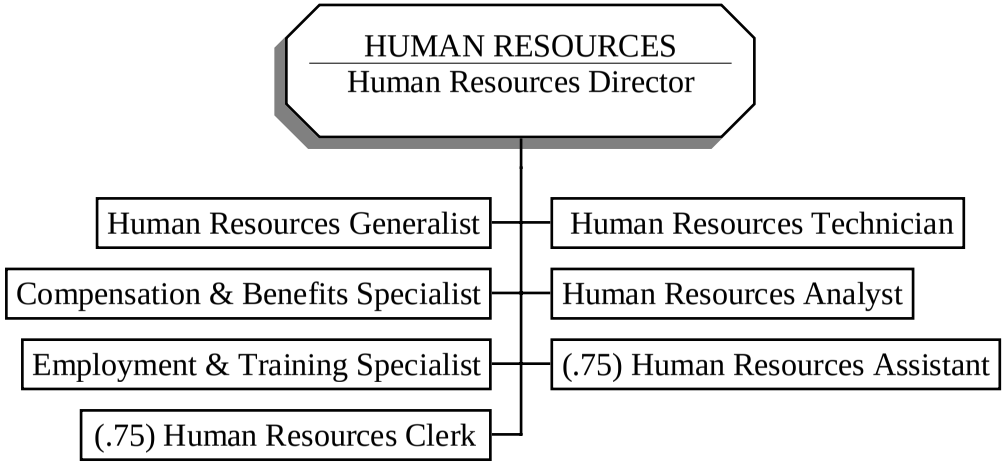
City of Independence
Detail Program Summary

Department: 4200 - Finance — *2007-08 Operating Budget*
Cost Center: 4260 - Business Licensing — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	137,768	139,807	139,807	143,623
Other Services & Charges	12,641	14,150	14,150	14,150
Supplies	597	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	151,006	154,257	154,257	158,073

City of Independence, Missouri
Human Resources



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2007-08 Operating Budget*

Department Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as insurance issues of 600 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City charter, and federal, state, and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee training and staff development programs. Serves as in-house advisor to departments on employee issues and provides counsel to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Handles Workers Compensation claim processing and provides safety training. Liaison to Human Relations Commission and Citizens with Disabilities Advisory Board.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	6.00	6.00	6.00	6.00
Part Time Positions	1.50	1.50	1.50	1.50
Total	7.50	7.50	7.50	7.50

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4300 Human Resources	469,697	548,235	548,235	506,764
Total	469,697	548,235	548,235	506,764

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2007-08 Operating Budget*

Source of Funding				
General Fund	469,697	548,235	548,235	506,764
Total	469,697	548,235	548,235	506,764

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as insurance issues of 600 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City charter, and federal, state, and local rules and regulations governing employment. Responsible for classification and compensation plans, establishing and administering personnel policies and procedures, authorizing payroll, handling the grievance and appeals process, and coordinating and conducting employee and staff development programs Serves as in-house advisor to departments on employee issues and provides council to employees. Provides technical assistance and monitors performance management program; updates and maintains Human Resources and personnel records; contracts for and monitors performance of employee assistance program. Handles Workers Compensation, claims processing, and provides safety training and accident prevention. Liaison to Human Relations Commission and Citizens with Disabilities Advisory Board.

2006-07 Accomplishments **Goal Ref**

* Audit of personnel files was completed.
* Completed the Request for Proposal process and implemented the new Delta Dental PPO Plan along with the current Assurant Dental Plan for 2007. The Delta Dental PPO Plan raised the calendar year benefit maximum to $1,000 from $500 when using PPO providers.
* Implemented new Medco Prescription Plan for Coventry HMO members effective 1/1/07. Changing the Coventry members over to the Medco Prescription Plan will result in greater discounts savings.
* Completed the Request for Proposal process and implemented a new Employee Assistance Program with Alternatives effective 7/1/06.
* Participated & coordinated Individual Development and Elevated Action Academy planning process (I.D.E.A. Academy).
* Processed all 2006 job postings and recruitment.
* Revised and maintained exit interview process.
* Initiated revision of Affirmative Action Plan.
* Facilitated process where department directors reviewed and updated non-union job descriptions.
* Implemented first year of Medicare D subsidy.
* Updated retirement process procedures.
* Worked with Human Relations commission on City's Ethnic Festival and Martin Luther King, Jr. celebration.
* Developed Supervisory Training Manual and conducted supervisory training program.
* Implemented a new direct deposit option for reimbursements for Flexible Benefit Plan participants.

City of Independence
Detail Program Summary

Department: 4300 - Human Resources | *2007-08 Operating Budget*
Cost Center: 4300 - Human Resources | *Fund: 02 - General Fund*

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Applications processed	4,976	5,700	5,800	7,520
Tests administered (incl typing)	237	300	739	1159
New hires	66	100	140	150
Promotions	61	55	80	70
Retirements	40	35	35	32
EEO Training Hours	94	400	100	60
Grievances processed	15	10	10	12
Surveys/internal & external	90	80	80	70
Job announcements	74	90	180	158
Exit interviews	7	10	9	26
Safety Training Hours	800	700	756	443
Terminations	90	100	100	100

2007-08 Objectives **Goal Ref**

* Facilitation of Individual Development and Elevated Action Academy
* Participate in Request for Proposal process for group Life & LTD coverage & HMO Plan
* Implement voluntary benefits program
* Improve Human Resources core processes by utilizing Human Resources procedure manual developed by HR Consultant

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Admin	1.00	.00	.00	.00
Safety & Training Officer	1.00	.00	.00	.00
Human Resources Analyst	.00	.00	.00	1.00
Benefits Specialist	1.00	1.00	1.00	1.00
Employment & Training Spec.	1.00	1.00	1.00	1.00
Safety & Worker's Comp. Spec.	.00	1.00	1.00	.00
Human Resources Assistant	.75	.75	.75	.75
Human Resources Generalist	.00	1.00	1.00	1.00
Human Resources Tech	1.00	1.00	1.00	1.00
Human Resources Clerk	.44	.44	.75	.75
Administrative Spec II	.31	.31	.00	.00
Total	7.50	7.50	7.50	7.50

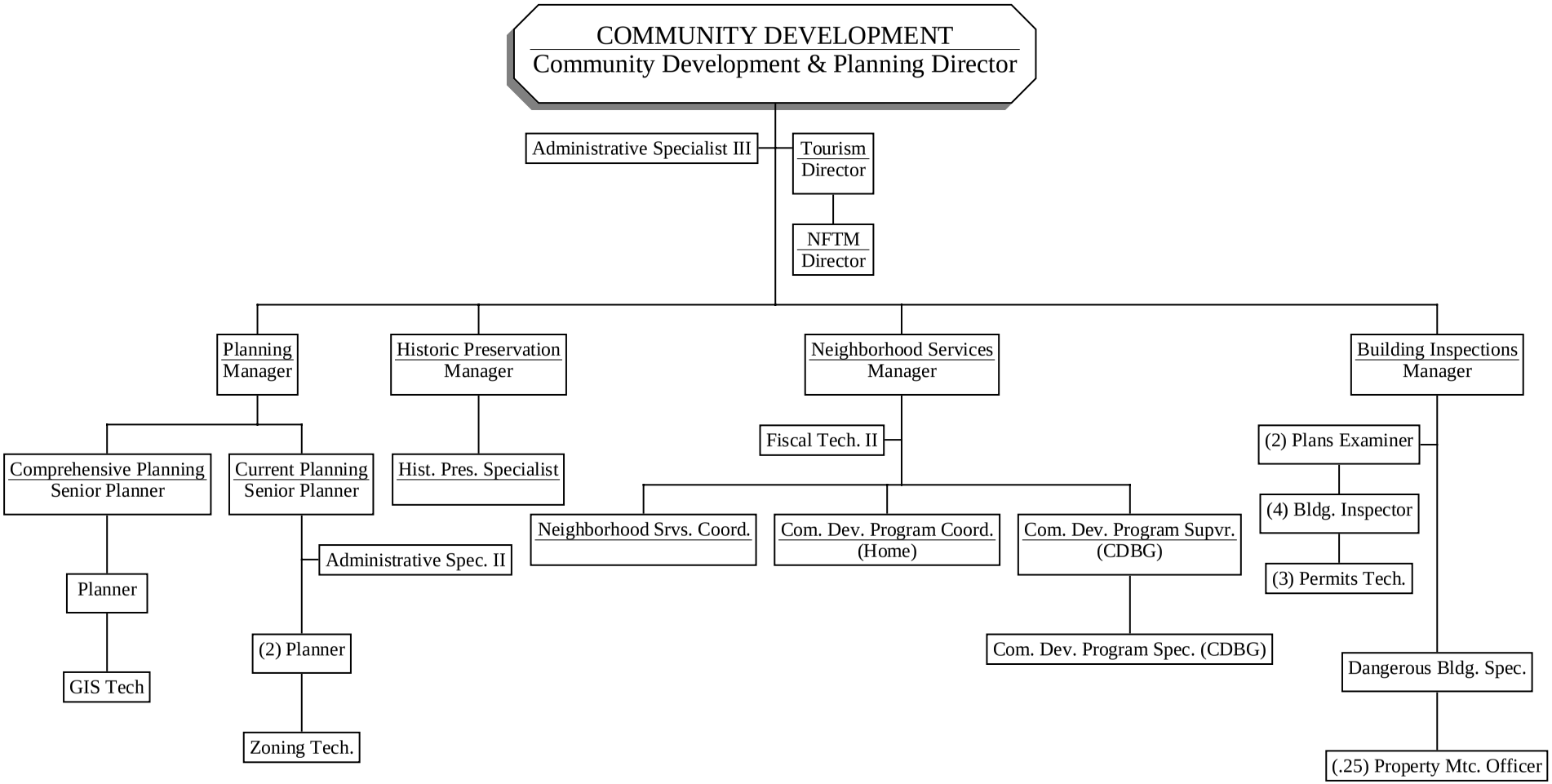
City of Independence
Detail Program Summary

Department: 4300 - Human Resources *2007-08 Operating Budget*
Cost Center: 4300 - Human Resources *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	444,150	465,243	465,243	474,772
Other Services & Charges	20,008	76,492	76,692	25,492
Supplies	5,539	6,500	6,300	6,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	469,697	548,235	548,235	506,764

City of Independence, Missouri
Community Development



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2007-08 Operating Budget*

Department Description

The Community Development Department is to update and implement the Comprehensive Plan to provide for the orderly growth and development of the community and strengthen its economic base; to preserve and enhance the historic resources of the community; to administer zoning and subdivision regulations; to assure minimum standards for building construction; to promote safe housing conditions; to provide housing opportunities for low and moderate income residents; to plan for the preservation of the natural and built environment as well as the enhancement of the visual image of the community; to implement the goals of Community Development Block Grant and HOME Programs and to provide neighborhood liaison, planning services and incentive programs; to provide for the Kansas City Area Transportation Authority (KCATA) public transit needs of local residents; to provide support for and operate the National Frontier Trails Museum; and to plan and market for tourism.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	26.00	29.75	29.00	29.00
Part Time Positions	.00	.25	.25	.75
Total	26.00	30.00	29.25	29.75

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4401 Administration	217,019	202,054	202,054	204,034
4411 Neighborhood Services	97,200	110,384	110,384	140,861
4412 Comprehensive Planning	252,985	275,890	275,817	287,443
4413 Current Planning	263,018	310,180	310,253	296,384
4414 Transportation	794,117	794,117	794,117	804,117
4420 Historic Preservation	101,064	81,550	98,779	82,980
4431 Building Inspection	735,970	830,954	830,954	857,359
6601 CDBG Administration	278,377	151,825	176,436	154,881
6604 CDBG Housing	337,856	0	389,243	74,316
6608 Commercial Facade Program	263,288	61,875	334,689	10,743
6802 HOME Administration	44,174	46,054	49,514	45,467
6803 Multi Family Housing	283,200	0	500,625	0

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2007-08 Operating Budget*

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
6804 Single Family Housing	151,200	0	524,083	0
Total	3,819,468	2,864,883	4,596,948	2,958,585
Source of Funding				
General Fund	2,461,373	2,605,129	2,622,358	2,673,178
Community Dev Block Grant Fund	879,521	213,700	900,368	239,940
HOME Program Fund	478,574	46,054	1,074,222	45,467
Total	3,819,468	2,864,883	4,596,948	2,958,585
Direct/Offsetting Revenues				
Planning Exams and Licenses	126,617	102,000	102,000	104,000
Building Permits	1,347,231	1,309,867	1,309,867	1,349,916
Planning and Zoning Fees	50,240	45,000	42,000	45,300
Board of Adjustment Fees	4,552	5,350	4,300	4,900
CDBG Federal Grant Grant	802,830	776,034	776,034	774,406
HOME Program Grant	570,166	456,644	456,644	454,672
Total	2,901,636	2,694,895	2,690,845	2,733,194

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Developed information for two enhanced enterprise zone applications - one in Independence and one combined in Independence and Sugar Creek. Submitted application for Independence enhanced enterprise zone.	2
* Continued implementation of the Independence Square Plan and assisted in completion of phase one of Streetscape Master Plan including getting citizens, business owners, and property owners to buy-in the plan.	1,2
* Completed Southwest Independence comprehensive housing survey.	1
* Completed Fairmount-Carlisle 353 Redevelopment Plan, established 353 Board and initiated operations for tax abatement.	1,2
* Assisted in Historic Courthouse on the Square restoration planning including restoration of grounds to 1930's design.	2
* Initiated infill housing construction in NW Independence.	1
* Completed National Frontier Trails Museum expansion planning and development strategy using nationally recognized consultants and organized a Museum Board.	1,2
* Designed shuttle bus concept for operations on East 39th Street/I-70 corridor. Sent out request for proposal (RFP) to operators.	2,4
* Developed final draft on Unified Development Ordinance and presented it for Administration, Planning Commission, City Council, Stakeholders and general public review.	1,2
* Initiated the Great NW Neighborhood Initiative.	1,2

2007-08 Objectives	**Goal Ref**
* Adopt Unified Development Ordinance by August 2007 and distribute public information on ordinance changes and transition from existing codes.	1,2
* Continue implementation of the Fairmount-Carlisle 353 Redevelopment Plan and implement operation programs by September 2007.	1,2
* Prepare 315 North Main site for development, define larger development site, issue RFP for development proposals and select development proposal for area.	1,2
* Outline work plan and, depending on funding, initiate update of Comprehensive Plan use element and major streets and traffic network analysis and City-wide Economic Development Strategy.	1,2,4
* Explore options for implementation of National Frontier Trails Museum expansion.	1,2

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	189,057	195,304	195,304	197,284
Other Services & Charges	3,723	3,375	3,717	3,375
Supplies	4,646	3,375	3,033	3,375
Capital Outlay	19,593	0	0	0
Other Expenditures	0	0	0	0
Total	217,019	202,054	202,054	204,034

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4411 - Neighborhood Services *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Developed strategy and planning process for the Great Northwest Independence Neighborhood Initiative.	1,2
* Developed, edited, and adopted the Fairmount-Carlisle 353 Redevelopment Plan.	1,2
* Established a functional Board of Directors and incorporation of a 353 Redevelopment Corporation.	1,2
* Established a Parcel Specific Tax Abatement Program and development of Guidelines.	1,2
* Organization of Division, new staffing, and further refinement of housing programs to implement the City Council's goals and strategies.	1,2,3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Dev. of Goals & Object. and Annual Action Plan for Fairmount				0
Processing of Tax Abatement Appl. in the Fairmount Carlisle				40
Implementation of Action Steps for Great NW Indep Neighbrhd				2
Completion of Tax Abatement Appl in the Fairmount Carlisle				15

2007-08 Objectives	**Goal Ref**
* Completion of Assistance Survey to individual property owners upon granting of Tax Abatement Certificate within the 353 Area	1
* Implementation of a minimum of two Action Steps per sub-group for the Great Northwest Independence Neighborhood Initiative	1,2
* Implementation of Goals and Objectives and Annual Action Plan for the Fairmount-Carlisle 353 Redevelopment Corporation by December 2007	1,2
* Process a minimum of 40 Parcel Specific Tax Abatement Applications in	1

2007-08 Objectives **Goal Ref**

the Fairmount-Carlisle 353 Redevelopment Area

* Complete a minimum of 15 Parcel Specific Tax Abatement Applications in the Fairmount-Carlisle 353 Redevelopment Area. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Senior Planner	.00	1.00	.00	.00
Comm. Development Prog. Coord.	.00	.00	1.00	.00
Neighborhood Services Coord	.00	.00	.00	1.00
Community Program Manager	.00	.00	.50	.00
Neighborhood Services Manager	.00	.00	.00	.80
Public Management Intern II	.00	.75	.00	.00
Total	.00	1.75	1.50	1.80

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	14,403	110,384	110,384	140,861
Other Services & Charges	38,266	0	0	0
Supplies	366	0	0	0
Capital Outlay	44,165	0	0	0
Other Expenditures	0	0	0	0
Total	97,200	110,384	110,384	140,861

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Description

The Comprehensive Planning Division prepares, maintains and upgrades the Comprehensive Plan to guide the future development of the community; prepares the annual Capital Improvements Program for the City; reviews applications for new development to assure compliance with various elements of the Comprehensive Plan; provides support to the Planning Commission, License Surcharge Committee, and Tax Increment Financing Commission; develops improvements and changes for zoning and subdivision regulations; primary responsibility for development, maintenance, and application of the Geographic Information System.

2006-07 Accomplishments	**Goal Ref**
* Completed the Fairmount-Carlisle 353 Redevelopment Plan including the Blight Study, public participation phase and public hearing	1,2
* Coordinated efforts with the Economic Development Department to implement the first step of the Independence Square Revitalization Plan with a demonstration block and streetscape plan	2,4
* Prepared initial study for the Southeast Independence Shuttle, and prepared the request for proposal (RFP) for the management and operation of the shuttle	4
* Completed the Enhanced Enterprise Zone application	2
* Completed the annual Planning Commission Report to inform the public of the official actions of the Commission	1,2
* Redesigned the Planning Commission Report into a database format; provided training to all necessary employees for proper data input	1,2
* Provided administrative oversight to the License Surcharge Program	3,4
* Coordinated the digital aerial photography project with Jackson County and Mid-America Regional Council; formatted the files upon delivery for use in other departments	1,2
* Represented the Community Development Department on First Suburbs Coalition working groups	1,2
* Prepared Transportation Enhancement applications for Independence Square Trust Station and US 24 Highway project	4
* Designed the Current and Comprehensive Planning website	1,2
* Reformatted Geo-database for the Health Department	1,2
* Provided Geographic Information System training to Police personnel	1,3
* Represented the City in the Jackson County Master Plan update	4
* Maintained website with topical documents on current projects and initiatives	3

2007-08 Objectives	**Goal Ref**
* Develop a strategy for updating the Comprehensive Plan - select the most important segments for updating - initiating data collection and analysis.	1,2
* Pursue opportunities with Transportation Enhancement funding and	2,4

2007-08 Objectives **Goal Ref**

prepare applications for projects along Truman Road adjacent to Indepdence Square. Focus is placed on the streetscape project and demonstration block as part of the Independence Square Revitalization Plan.

* Pursue opportunities with Transportation Enhancement funding and prepare applications for projects in the Fairmount-Carlisle 353 area along US 24 Highway in concert with the objectives of the US 24 Highway Corridor Plan. 2,4
* Continue to participate in First Suburbs initiatives. 1,2
* Coordinate with the Economic Development division the implementation of the Independence Square Revitalization Plan; the next step is to complete the parking and traffic circulation study. 2,4
* Continue to provide Geographic Information System (GIS) support to the Health, Police and Fire Departments along with other departments as necessary. 1,3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Planning Manager	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	233,434	262,370	262,370	273,923
Other Services & Charges	9,334	11,870	11,817	11,870
Supplies	3,279	1,650	1,630	1,650
Capital Outlay	6,938	0	0	0
Other Expenditures	0	0	0	0
Total	252,985	275,890	275,817	287,443

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments **Goal Ref**

* Initiated corrective zoning on about 40 acres of property, encompassing over 20 residental lots, from M-1 (Industrial) to residential zoning — 1
* Conducted over 600 landscaping inspections and re-inspections for residential and commerical properties throughout the city — 1,2
* Completed Zoning Code amendment for Bed and Breakfasts as home businesses in residential districts and completed a code amendment for wineries as special use permits in A-1 Districts — 1,2

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Site Plan hearings by Planning Commission	21	16	30	35
Rezoning and Special Use Permit hearings by Planning Comm	35	29	30	35
Home Occupation hearings by Planning Commission	8	9	5	8
Subdivision hearings by Planning Commission	50	47	50	60
Board of Adjustment cases	41	33	40	35
Other cases heard by Planning Commission	16	16	20	15
Building and Demolition Permits reviewed	1,201	746	1,100	1,000
Sign permits issued	322	300	350	300
Initiate post application customer satisfaction survey				50

2007-08 Objectives **Goal Ref**

* Meetings with developers on new codes — 1,2
* Prepare and distribute Development Guidelines as user's guide for the pending Unified Development Ordinance — 1

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

2007-08 Objectives	**Goal Ref**
* Identify three areas where the City zoning map has inappropriately established nonconforming uses and initiate corrective zoning map amendments	1
* Update the remainder of the development application forms to reflect provisions of the pending Unified Development Code	1,3,4
* Proactive and systematic enforcement of the City's Landscape and Sign ordinances	1,2
* Establish meetings with developers and other stakeholders to review the implementation of the Unified Development Ordinance.	1
* Complete Unified Development Code and present to City Council for adoption	1,2

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Planner	1.00	1.00	2.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	247,862	292,483	292,483	279,226
Other Services & Charges	12,474	15,540	15,613	15,222
Supplies	1,756	2,157	2,157	1,936
Capital Outlay	926	0	0	0
Other Expenditures	0	0	0	0
Total	263,018	310,180	310,253	296,384

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Description

The Transportation function is administered by one (1) planner in the Comprehensive Planning Division. Staff member provides monthly reviews of the service provided,performs yearly contract reviews, and completes federal grant applications and audit reports related to federal grants for the Kansas City Area Transportation Authority (KCATA. These services include the inter-city and intra-city bus service and maintenance of the transit center at Noland and Truman Roads.

2006-07 Accomplishments	**Goal Ref**
* Renewed contract with KCATA for bus service in 2007	3
* Monitored bus service and responded to requests for modified or improved services	3
* Provided staff support to public transportation citizens advisory committee in preparing a strategic plan for public transportation	4

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Ridership/Inter-City Routes	103,375	106,583	115,000	118,000
Ridership/Intra-City Routes	264,906	278,140	300,000	312,000
Average Daily Ridership - Intra-City Buses (calendar year	743	927	900	1,100

2007-08 Objectives	**Goal Ref**
* Monitor service changes for bus service and develop improvements as applicable	3
* Provide management and operations analysis in the inner-city and intra-city bus service	3
* Participate in state and regional transit committee	3
* Identify funding options to meet anticipated future cutbacks	3

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	794,117	794,117	794,117	804,117
Supplies	0	0	0	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	794,117	794,117	794,117	804,117

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Completion of the restoration work at the Vaile Mansion	3
* Creation of a new designated landmark property - 501 N. Dodgion	1
* Refurbishment of bi-centennial markers at the City-owned historic sites	1
* Designation of the City of Independence as a Preserve America Community	1
* Creation of a Certificate of Appropriateness application fee	3
* Continuation of Preservation Month activities including local tours, workshops, and Square scavenger hunt	1
* Preservation web upgrades	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Heritage Commission Cases	8	11	30	25
Demolition Permits	48	49	65	55
Dangerous Buildings	62	71	75	75
Designations	0	0	65	75
Conduct surveys for public outreach 10 activities/25 avg. res				25
Survey for historic property owners 1 survey/400 respondents				400

2007-08 Objectives	**Goal Ref**
* Establishment of new historic districts and listing of individual historic properties	3
* Renewal of lease agreements for City-owned property	3
* Publication of a Civil War Walking/Driving Tour	1
* Window repair at the 1827 Log Courthouse through sponsorship of a hands-on windows workshop open to the public	1
* Technical support for the establishment of the expansion of the Harry S Truman National Historic Landmark District	1

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

2007-08 Objectives **Goal Ref**

* Continuation of Preservation Month activities including preservation awards, local tours, workshops, and lectures — 1,2
* Repair of the fascia and historic signage at the Truman Depot — 1
* Preservation web upgrades and year-round public outreach/education — 1
* Update of the Harry S Truman Heritage District Design Guidelines — 1
* Continuation of the Celebrating A Century Recognition Program — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	59,415	60,100	60,100	61,530
Other Services & Charges	22,686	20,450	19,060	20,450
Supplies	3,007	1,000	939	1,000
Capital Outlay	15,956	0	18,680	0
Other Expenditures	0	0	0	0
Total	101,064	81,550	98,779	82,980

Significant Issues

* On-going public education efforts to raise awareness of historic preservation as an economic development stimulus and to encourage the practice of proper rehabilitation techniques as a means to stabilizing and sustaining historic neighborhood and commercial districts
* Establishment of new historic/conservation districts and encourage listing of individual properties
* Development of an implementation program pursuant to the 2000 Comprehensive Preservation Plan
* Establishment of financial incentives for streetscape improvements

Significant Issues

and property improvements within historically designated areas

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Certification of staff by the International Code Council.	1,3
* The permit technicians chapter we started four years ago is now sanctioned by the International Code Council for building construction.	1,3
* Started training Plans Examiner in Building Inspections, along with the Permit Technicians.	1,3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
No. of Building Inspections by month and avg. per day	12,912	16,400	16,850	16,925
Number of Bldg. Permits issued by type/value by type of con	5,281	5,815	5,925	5,890
Question Survey to Builders on Service				100

2007-08 Objectives	**Goal Ref**
* Amending various code sections by March 2008	3
* Adoption of the International code series by October 2007	3
* Adoption of the 2005 National Electrical Code by October 2007	3
* Continue training of staff on the new building codes	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Plans Examiner	1.00	2.00	2.00	2.00
Permits Technician	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 4431 - Building Inspection *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	.00	1.00	1.00	1.00
Building Official	1.00	.00	.00	.00
Building Inspections Mgr	.00	1.00	1.00	1.00
Property Maint Officer	.00	.25	.25	.25
Total	9.00	11.25	11.25	11.25

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	610,262	664,575	686,175	677,263
Other Services & Charges	107,912	152,245	127,984	163,985
Supplies	17,796	14,134	14,933	16,111
Capital Outlay	0	0	1,862	0
Other Expenditures	0	0	0	0
Total	735,970	830,954	830,954	857,359

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Description

Administration of City and sub-recipient programs funded through the City's Community Development Block Grant (CDBG). Under CDBG guidelines, the City funds projects/programs which carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and the provision of improved community facilities and services. Current programs include: housing rehabilitation programs, public service projects (homeless shelters, parks, etc.), capital improvement projects (street improvements, etc.); Brownfield Redevelopment, Commercial Facade Improvements, and historic preservation.

2006-07 Accomplishments	**Goal Ref**
* Assisted with the implementation of Square Revitalization Plan recommendation	1,2
* Managed CDBG funded Public Works Capital Improvement projects	1
* Worked with Northwest Community Development Corporation (NWCDC) to develop infill housing in northwest Independence and to improve administration of minor home repair program	1
* Supported efforts to retain CDBG funding	1
* Completed Environmental Assessment at City-owned property at 315 N. Main	1
* Completed HUD Office at Fair Housing & Equal Opportunity Compliance review	1
* Completed property acquisition for mixed-use development near Independence Square	1
* Completed staff training for HUD Mandated Performance Measurement System and City required National Incident Management System (NIMS)	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Public Hearings	3	3	3	3
Grants Administered	3	6	4	4
Subrecipient Agencies Monitored	20	15	15	15
Projects Administered	22	26	20	25
Distribution of subrecipient satisfaction survey				20

2007-08 Objectives	**Goal Ref**
* Complete upgrades to CDBG Program Web Pages on City Web Site by October 2007	1

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

2007-08 Objectives **Goal Ref**

* Analysis of Subrecipient Satisfaction Survey by February 2008 — 1
* Complete Environmental Protection Agency Brownfield Community-Wide Assessment Project by December 2007 — 1,2
* Create Brownfield Redevelopment Marketing materials for marketing of projects to potential developers — 1,2

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Comm Develop Prog Spec	.00	.00	.00	1.00
Community Program Supvr	.00	.00	.00	1.00
Community Program Manager	1.00	1.00	.50	.00
Neighborhood Services Manager	.00	.00	.00	.00
Fiscal Technician II	1.00	1.00	1.00	.00
Total	2.00	2.00	1.50	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	117,836	94,691	98,112	133,523
Other Services	159,134	53,634	74,824	16,534
Supplies	1,406	1,500	1,500	3,824
Capital Outlay	1	2,000	2,000	1,000
Other	0	0	0	0
Total	278,377	151,825	176,436	154,881

Significant Issues

* Continue to address issues of lead based paint and environmental reviews with all CDBG Rehabilitation Programs. This will include Northwest Independence Repair Program, the Emergency Home Repair Program, and the Commercial Facade Improvement Program.
* Revitalization/Redevelopment strategy for northwest Independence/24 Highway Corridor and Fairmount-Carlisle 353 Redevelopment.
* National threat to eliminate CDBG Program funding and anticipated reduction in annual funding allocation.

Significant Issues

* Restructuring of CDBG Division to create "Neighborhood Services" Program.
* HUD mandate for adopting and compliance with CDBG Performance Measurement System.
* Anticipated five year Consolidated Plan Revision in conjunction with the City's Planned Comprehensive Plan Amendment

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

Description

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

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Completion of Assistance Survey upon Granting of Tax Abat				15
Number of approved Parcel Specific Tax Abatement Application				15
Number of received Parcel Specific Tax Abatement Application				25

2007-08 Objectives **Goal Ref**

* Process a minimum of 25 applications for the Matching Parcel Specific Tax Abatement Program in the Fairmount Carlisle 353 Redevelopment Area — 1
* Leverage a 70% match of private dollars for CDBG dollars invested for project costs — 1
* Complete a minimum of 15 Parcel Specific Tax Abatement Applications for the Matching Parcel Specific Tax Abatement Program in the Fairmount Carlisle 353 Redevelopment area — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Comm Develop Prog Spec	.00	.00	.00	.50
Neighborhood Services Manager	.00	.00	.00	.09
Total	.00	.00	.00	.59

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6604 - CDBG Housing *Fund: 08 - Community Dev Block*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	0	0	0	28,428
Other Services	324,924	0	309,561	35,296
Supplies	0	0	0	10,592
Capital Outlay	12,932	0	79,682	0
Other	0	0	0	0
Total	337,856	0	389,243	74,316

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Implemented revisions to Commercial Facade Improvement Program Allocation Process in order to improve Program Effectiveness and to allow for leveraging of additional private investment	2,3
* Completed two substantial Facade Improvement Projects within the Independence Square, Business District leveraging more than $700,000 in private investments	1,2
* Supported efforts to retain CDBG funding	1,2,3
* Completed five environmental reviews for planned Commercial Facade Improvement Program Projects	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Completion of six Commercial Facade Improvement Projects	5	3	5	6

2007-08 Objectives	**Goal Ref**
* Revised program guidelines will result in 1 to 1 leveraging ratio for all completed projects	
* Evaluate additional funding and leveraging opportunities consistent with Goals and Objective and Annual Action Plan for the Fairmount 353 Redevelopment Corporation Board	1,2
* Analysis of Customer/Recipient Satisfaction Survey	1,2

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Comm Develop Prog Spec	1.00	1.00	.00	.00
Community Program Supvr	.00	.00	.00	.00
Comm. Development Prog. Coord.	.00	.00	1.00	.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Neighborhood Services Manager	.00	.00	.00	.11
Total	1.00	1.00	1.00	.11

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	57,297	61,875	61,875	10,743
Other Services	0	0	56,295	0
Supplies	0	0	0	0
Capital Outlay	205,991	0	216,519	0
Other	0	0	0	0
Total	263,288	61,875	334,689	10,743

Significant Issues

* Ongoing education of federal documentation requirements
* Environmental Review Procedures and Compliance Process
* National threat to eliminate CDBG Program funding
* Reduced program funding for FY 07-08
* Plans to reduce maximum available grant award and target funding to Fairmount-Carlisle 353

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2007-08 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Managed the HOME Program as a participating jurisdiction for the 13th year	1
* Completed four Habitat houses	1
* Worked with Northwest Community Development Corporation (NWCDC) in obtaining two home for rehabilitation and site acquisition for six to eight infill houses	1
* Built four infill houses in the northwest section of the City	1
* Completed 58 First Time Home Buyers grants	1
* Rewrote First Time Home Buyers Program increasing the assitance amount and targeting home buyers with the greatest need	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Multi-Family Units	17	0	0	0
First Time Home Buyers	32	40	50	40
Single-Family Units	0	2	8	10
Satisfaction Survey for First Time Homebuyers				40

2007-08 Objectives	**Goal Ref**
* Continue to work with both non-profit and for-profit developers in developing 10 infill housing units in the City	1
* Provide support and technical assistance to the existing Community Housing Development Organizations to enable efficient disbursement of HOME funds	1
* Work with for-profit developers in building additional infill housing in the northwest area of the City	1
* Continue to work with Habitat for Humanity on developing affordable housing for very low income individuals and families and upgrade design standards to be adopted by the City Council	1
* Provide support and technical assistance to Habitat for Humanity as	1

2007-08 Objectives **Goal Ref**

it becomes certified as a Community Housing Development Organization

* Analysis of Customer/Recipient Satisfaction Survey 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

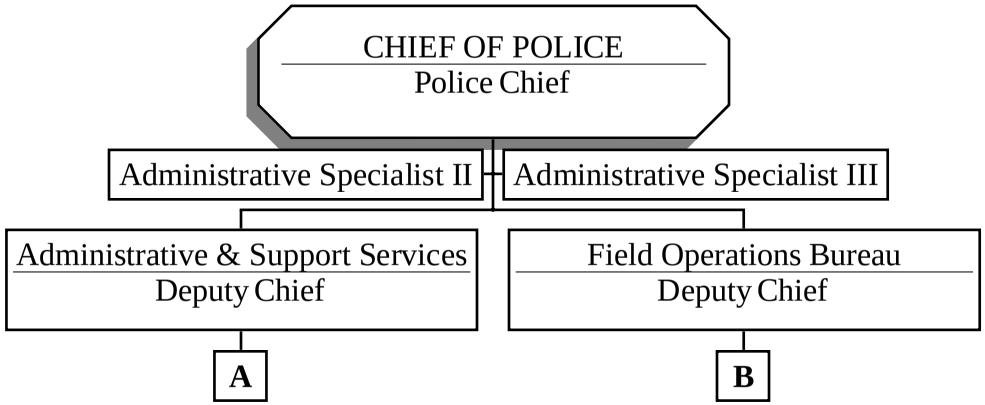
Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	43,111	38,604	37,864	38,017
Other Services	733	6,450	10,650	6,450
Supplies	330	500	500	500
Capital Outlay	0	500	500	500
Other	0	0	0	0
Total	44,174	46,054	49,514	45,467

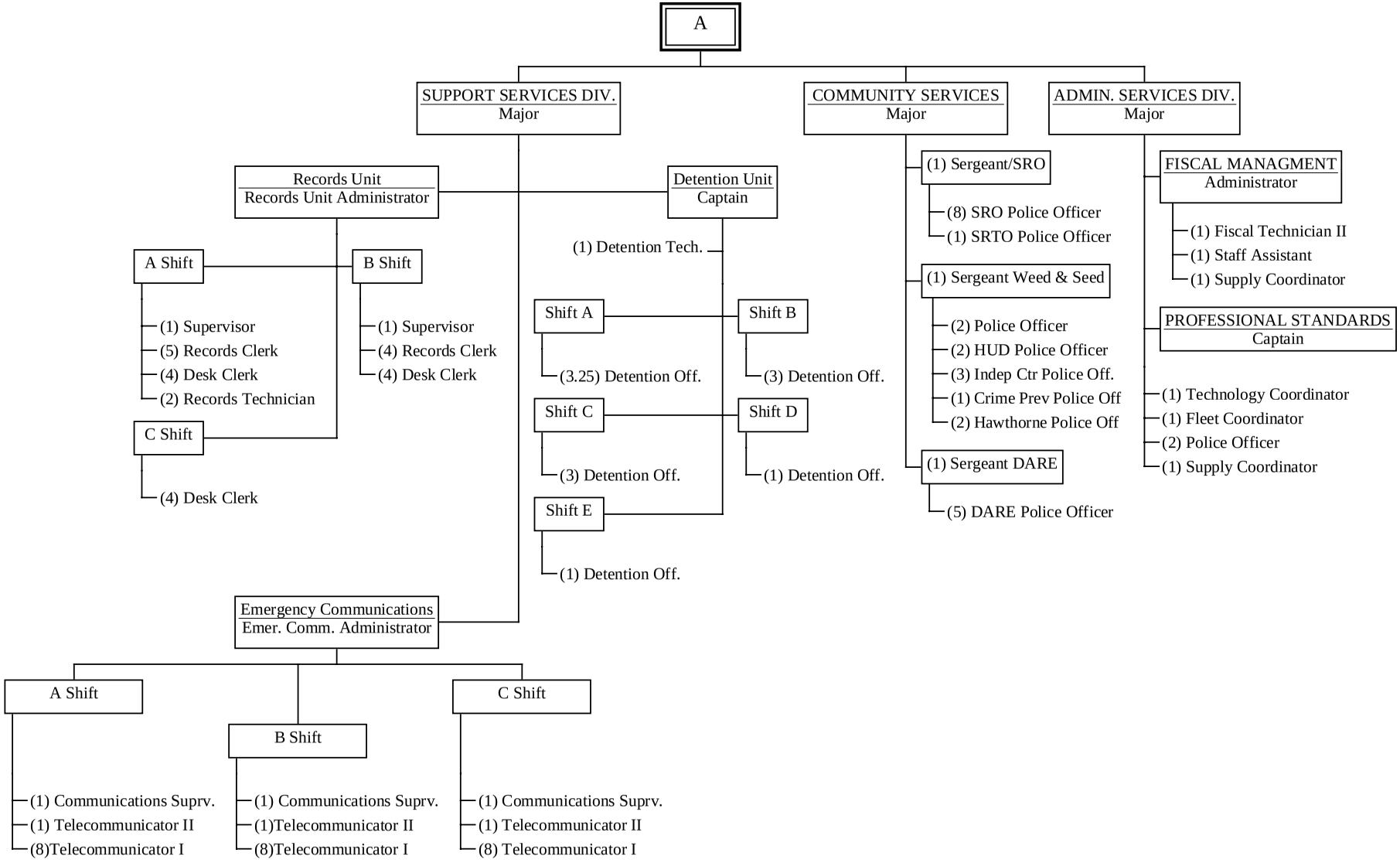
Significant Issues

* Continue to identify and address issues of lead based paint with all HOME funded housing projects. This will include the Community Housing Development Organizations (CHDO), First Time Home Buyers Program, in addition to any new programs that may be developed in the future
* Single family housing development in Northwest Independence and infill housing at scattered sites throughout the City

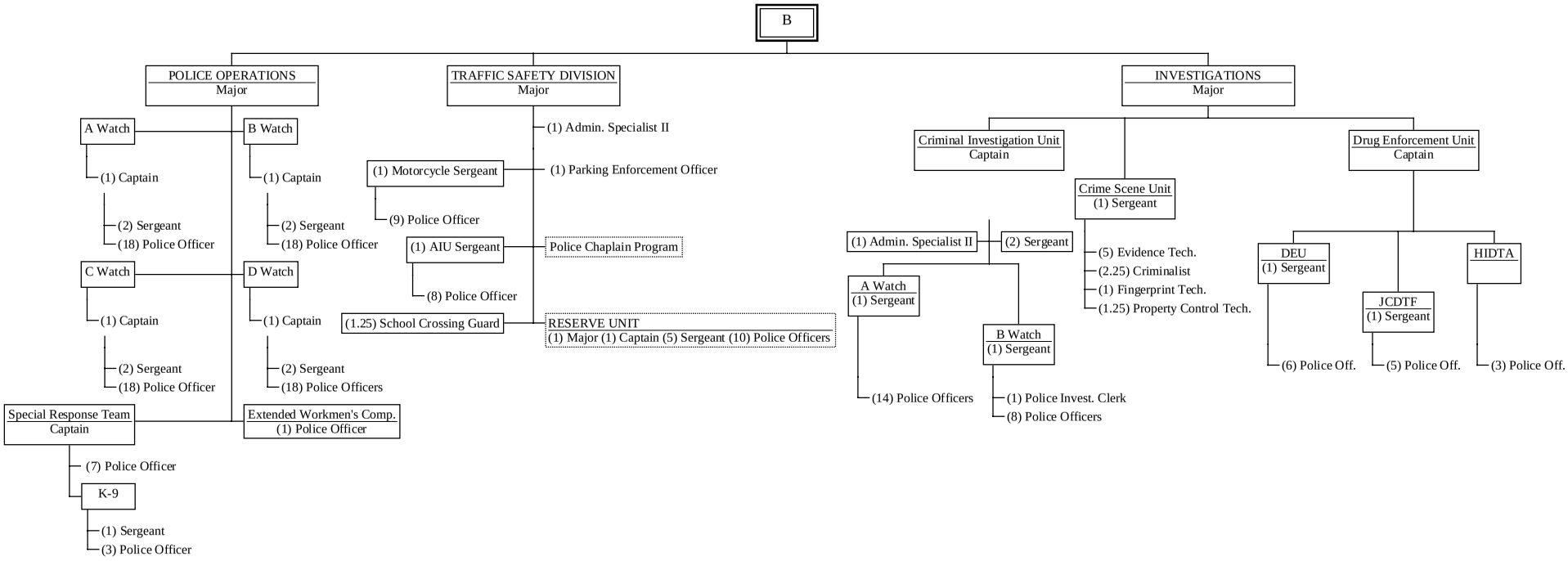
City of Independence, Missouri
Police Department



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



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



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2007-08 Operating Budget*

Department Description

The Police Department is responsible for providing a wide variety of community oriented services; including the preservation of peace and order, enforcement of the law and ordinances, prevention and suppression of crime, detection and apprehension of violators of all laws and ordinances, incarceration of those sentenced to detention for municipal ordinance convictions or those awaiting formal charges from the state or federal level, and to perform other duties relating to public peace, order, and safety.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	275.00	279.00	279.00	281.00
Part Time Positions	2.00	2.50	2.50	2.00
Total	277.00	281.50	281.50	283.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4511 Chief of Police	1,336,900	1,395,244	1,400,909	1,647,442
4512 Police Grant Expenditures	178,512	280,321	284,793	293,835
4513 Police Training	119,813	182,793	176,793	167,239
4514 Police Forfeiture Expenditures	0	0	11,500	0
4532 Uniform Unit	5,826,169	5,764,742	5,773,535	6,011,683
4533 Traffic Unit	1,774,110	1,778,718	1,776,218	1,802,410
4534 Investigations	1,879,203	1,833,223	1,832,545	1,873,768
4535 Special Operations	1,072,105	1,092,631	1,093,807	952,456
4536 Community Services Unit	1,289,437	1,378,785	1,381,275	1,406,523
4537 Drug Enforcement Unit	1,155,367	1,133,427	1,133,427	969,662
4538 Drug Abuse Resistance Educ.	383,628	367,492	367,492	350,589
4542 Crime Scene	660,454	640,585	640,714	688,927
4543 Detention	1,291,056	1,376,280	1,376,280	1,349,588
4544 Records and Property	1,191,081	1,233,348	1,233,348	1,299,889
4545 Communications	1,734,521	1,700,899	1,697,316	1,926,635
4562 Communications (Sales Tax)	169,838	1,013,058	1,013,058	596,112
4563 Facilities (Sales Tax)	1,278,520	934,000	934,000	741,000
4564 Equipment (Sales Tax)	1,366,483	2,065,915	2,069,475	1,791,593
Total	22,707,197	24,171,461	24,196,485	23,869,351

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2007-08 Operating Budget*

Source of Funding				
General Fund	19,892,356	20,158,488	20,179,952	20,740,646
Police Public Safety Sales Tax	2,814,841	4,012,973	4,016,533	3,128,705
Total	22,707,197	24,171,461	24,196,485	23,869,351

Direct/Offsetting Revenues				
Jackson County Drug Task Force	326,309	419,332	331,314	353,273
Jackson County DARE Program	353,273	388,151	353,273	332,077
Police Services Reimbursement	43,531	55,000	37,621	40,000
Sale of Police Reports	44,475	44,500	40,144	44,500
School Resource Officers	425,228	422,377	433,388	488,000
Alarm Charges	47,981	37,025	38,653	41,325
Total	1,240,797	1,366,385	1,234,393	1,299,175

Key Budget Changes

* The Jackson County, Missouri, Community Backed Anti-Drug Tax (COMBAT) Commission has reported a decrease in revenues. These funds are used to support the Drug Abatement Resistance Education (D.A.R.E.) Program. The current projections for the City's DARE program revenues is that these revenues will decrease by $56,074 from the 2006-07 original projections, representing a decrease of 14 percent.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4511 - Chief of Police | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments — **Goal Ref**

* Implementation of the 700 MHz city-wide radio system was successful. The radio system is operational, and met all expectations. — 1
* The new Inventory Technician was hired,and completed all training requirements. Implementation of the department-wide inventory and asset tracking system was successful. In addition, the technician acquired the fleet coordination responsibilities. — 3
* The City retained the services of Berkshire Advisors to conduct a complete Police Department efficiency study. The results of that study are due for release prior to the end of the fiscal year. — 1
* Once the Berkshire study is complete, the Police Department will prepare a response including a recommendation for any staff increases. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Police Officer Applicants	221	363	250	300
Police Officers Hired	5	9	5	8
Civilian Applicants	189	271	100	200
Participation in collegiate and public recruitment	4	3	3	3

2007-08 Objectives — **Goal Ref**

* Develop an implementation plan for responding to recommendations made by Berkshire Advisors. — 1
* Develop an implementation plan for field reporting and mobile data applications for the Uniform (Patrol) Division and Traffic Unit. — 1
* Increase recruitment efforts by development and participation in a formalized public recruitment initiative. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	1.00	2.00	2.00	2.00
Deputy Chief of Police	2.00	2.00	2.00	2.00
Police Captain	2.00	1.00	1.00	2.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Fleet Coordinator	1.00	.00	.00	.00
Tech. Oversight Coordinator	.00	1.00	.00	.00
Police Accreditation Admin	.00	1.00	1.00	1.00
Police Technology Coordinator	.00	.00	1.00	1.00
Master Police Officer	1.00	.00	1.00	.00
Police Officer	1.00	2.00	1.00	2.00
Police Sergeant	.00	.00	.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	2.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	2.00	1.00	1.00	1.00
Inventory Technician	.00	1.00	1.00	1.00
Total	16.00	16.00	16.00	18.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,208,456	1,182,635	1,182,635	1,417,846
Other Services & Charges	107,988	104,568	109,090	119,442
Supplies	20,456	106,622	108,040	110,154
Capital Outlay	0	1,419	1,144	0
Other Expenditures	0	0	0	0
Total	1,336,900	1,395,244	1,400,909	1,647,442

Significant Issues

* Recruitment and retention of sworn personnel within the Police Department remains a challenge. Competition with other jurisdictions for qualified applicants require additional recruitment efforts by the department.
* Mobile Data Technology has been shown to enhance the Police

Significant Issues

Department's efficiency. Funds have been identified within the Police Department's Public Safety Sales Tax to begin implementation of of this program. This program will require long-term strategy for implementation.

City of Independence
Detail Program Summary

Department: 4500 - Police *2007-08 Operating Budget*
Cost Center: 4512 - Police Grant Expenditures *Fund: 02 - General Fund*

Description

Police Department grants are recorded in the Grant Fund under a department description of Police Grants (cost center 4550). Some Police Department grants do not cover the full cost of direct program costs either due to local match requirements or to limitations in the availability of grant funds. This cost center represents the funding gap between the actual cost of the grant programs and the portion of the funding that is available from the granting agency.

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	172,997	280,321	284,793	293,835
Other Services & Charges	2,211	0	0	0
Supplies	2,704	0	0	0
Capital Outlay	600	0	0	0
Other Expenditures	0	0	0	0
Total	178,512	280,321	284,793	293,835

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Participated in two National Management System Training exercises mandated by the Federal Government.	3
* Purchased and implemented an on-line Police Legal Sciences Program. The program will be utilized for training purposes; such as, legal updates, racial profiling, and sexual harassment.	1
* The unit distributes training opportunity information to both law enforcement and civilian staff as it is received. Each month, the Training Committee meets to review training requests by staff. The Training Committee reviews between 20 to 100 requests per a month. The Committee looks at career development as part of the evaluation criteria for approving these requests.	1
* Continued to update the block training curriculum providing relevant training that meets the departmental, city, state, and federal training requirements.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
In-Service Training Hours	4,728	4,992	4,800	5,300
Specialized Training Hours	9,774	11,386	10,000	13,300
Homeland Security Training (excludes in-house)		2	2	2

2007-08 Objectives	**Goal Ref**
* All sworn personnel will complete a minimum of twenty-four hours of P.O.S.T. approved in-service training.	1
* Police personnel will participate in at least two Mid-America Regional Council / Department of Homeland Security training exercises.	1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	80,183	150,858	144,858	134,452
Supplies	39,630	31,935	31,935	32,787
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	119,813	182,793	176,793	167,239

Significant Issues

* Missouri Police Officers Standards and Training (P.O.S.T.) mandates that all sworn personnel complete a minimum of forty-eight hours of in-service training during the 2006-09 time period.
* The Mid-America Regional Council in collaboration with the Department of Homeland Security is currently developing a training curriculum for public safety agencies within the region. This curriculum will include at least one full-scale regional training exercise. The Police Department anticipates participating in this exercise to measure response capabilities.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4532 - Uniform Unit | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* An inventory system was developed and implemented department-wide. The inventory and asset tracking system tracks all vehicles and equipment assigned to each division, as well as each person.	3
* Plans were developed for an Administrative Aide, and approved by the department. This position is currently awaiting action from the City Manager. This position will ease the administrative duties of the unit's supervisors.	1
* A manpower allocation study was completed by an outside agency and is pending finalization and approval of the City Manager. Once the report is finalized and approved, the department is hopeful that the report will address the manpower shortages, reduce response times, and increase officer safety issues.	1&3
* The chaplain volunteer members served over 455 hours of service. In addition, the members spent 173.5 hours on extra training activites. The Chaplain Program held its first Annual Officers Appreciation Cookout, which was a huge success. The Chaplain Program continues to grow, and move forward.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Police Incident Calls	128,891	126,301	133,700	133,500
Uniform Patrol primary calls for service		110,731	73,985	113,400
Reports taken by Uniform Patrol		34,055	22,000	35,010
Hours spent in actual Patrol activities		98,747	45,000	99,600

2007-08 Objectives	**Goal Ref**
* Continue to maintain and enhance the Chaplain Program by increasing the number of volunteers from five to six Chaplains.	1
* Increase the overall level of citizen satisfaction on the City's Citizen Satisfaction Survey by two percent.	1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4532 - Uniform Unit — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	14.00	21.00	19.00	26.00
Police Officer	51.00	49.00	52.00	47.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Officer Recruit	1.00	1.00	.00	1.00
Total	79.00	84.00	84.00	87.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	5,341,373	5,386,493	5,386,493	5,723,858
Other Services & Charges	173,950	164,469	164,625	103,908
Supplies	310,846	213,780	222,417	183,917
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	5,826,169	5,764,742	5,773,535	6,011,683

Significant Issues

* The City's Citizen Satisfaction Survey has shown steady improvement of citizen's opinions regarding police services.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4533 - Traffic Unit | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* The unit conducted 9 DWI checkpoints, which resulted in 67 DWI arrests, 20 drug violations, 61 traffic violations, and 45 assorted arrest charges. Department wide, 677 DWI arrests were made. City-wide, there was a 6% decrease in traffic crashes during this timeframe.	1&3
* The unit issued 36% more traffic citations than the previous year; despite having two fewer officers for most of the year. The top accident locations are Noland Road at I-70, Noland Road from 31st Street to 35th Street, and M-291 Highway from Hidden Valley to Gudgell.	1&3
* The implementation of the Crash Data Retrieval System was a success. The system has benefitted the unit with assistance in certain types of accidents. The only issue with the system is that some manufacturers have not made data readily available.	1
* The unit conducted 6 checkpoints, which resulted in 659 vehicles checked, 21 operator's license citations, 68 seat belt violations, 2 child restraint violations, 9 vehicle license tickets, 7 insurance violations, 1 hazardous moving violations, and 6 warrants.	1&3
* In collaboration with other police units, conducted 5 "39th Street Retail Corridor Proactive Operations", which resulted in 4 felony arrests, 14 juvenile apprehensions, 81 warrant arrests, 147 traffic citations, and $5,563.36 worth of recovered stolen property.	1&3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Vehicular Accidents Reported	3,298	3,334	3,500	3,500
Traffic Unit Summons Issued	31,323	38,105	37,000	19,000
DWI Arrests	681	724	700	725
Hit and Run Accidents Investigated	733	758	760	760
DWI Related Accidents		196		185

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4533 - Traffic Unit — *Fund: 02 - General Fund*

2007-08 Objectives — **Goal Ref**

* Reduce the number of alcohol related crashes through targeted DWI enforcement by five percent. The number of DWI crashes for last year was 196. The new target for this fiscal year is 187. — 1&3
* Reduce traffic crashes through selective enforcement of high accident locations by three percent. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	10.00	10.00	11.00	13.00
Police Officer	7.00	7.00	6.00	3.00
Police Sergeant	2.00	2.00	2.00	2.00
Police Officer Recruit	.00	.00	.00	1.00
Parking Enforcement Off	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	23.25	23.25	23.25	23.25

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,629,108	1,646,473	1,645,789	1,641,098
Other Services & Charges	41,508	71,244	72,128	70,575
Supplies	65,760	53,701	51,001	90,737
Capital Outlay	37,734	7,300	7,300	0
Other Expenditures	0	0	0	0
Total	1,774,110	1,778,718	1,776,218	1,802,410

Significant Issues

* Accident reduction through selective enforcement and targeted DWI initiatives remain a priority of the Traffic Safety Unit.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4534 - Investigations — *Fund: 02 - General Fund*

Description

This division works two shifts, days and evenings, and operates 365-days per year. The division's primary function is to conduct follow-up investigations of major crimes. The Intel Unit is also in this division. The Intel Unit handles crime analyses, human trafficking, multi-jurisdictional investigations, dissemination of information, and proactive enforcement.

2006-07 Accomplishments — **Goal Ref**

* Personnel caseloads were audited monthly. Case management was the basis for changes in assignments and use of manpower. Also, changes occurred with two detectives retiring from the Police Department. — 1
* The Victim Advocate Program continues to grow with the hiring of an experienced part-time Victim Advocate. The part-time Victim Advocate is transitioning well with the detectives and the prosecutor's office. In addition, the City received a grant from the State of Missouri, which allowed the City to hire a full-time Victim Advocate. The full-time Victim Advocate was hired as well. Therefore, the Victim Advocate Program now has two advocates; one part-time and one full-time. The Victim Advocates address the Police Department's growing need to assist crime victims. — 1&3
* The Investigation Division strengthened its investigative efforts of child-related crimes through participation in collaborative efforts with governmental and non-profit organizations focused on child safety, child related crime investigations, and child advocacy. In addition, one sergeant is a member of the State of Missouri Child Fatality Review Panel, which reviews deaths of children. Interviews of child victims are conducted at the Child Protection Center, and advocates attend those interviews to make contact with the parents to guide them through the process. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Criminal Cases Assigned		2,404	2,800	2,500

2007-08 Objectives — **Goal Ref**

* Develop and implement a Bait Car Program. A Bait Car Program utilizes a vehicle that when stolen, can be disabled; which deters the need for a car chase. The Bait Car Program assists with the apprehension and arrest of suspects. — 1
* Train the new sergeant in homicide, sex crimes, and internet crimes. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4534 - Investigations | *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	14.00	13.00	12.00	14.00
Police Officer	3.00	3.00	5.00	3.00
Police Sergeant	3.00	3.00	4.00	4.00
Police Officer Recruit	.00	1.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	25.00	25.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,781,517	1,761,825	1,761,825	1,803,221
Other Services & Charges	28,569	22,642	21,989	20,218
Supplies	62,122	48,756	48,731	50,329
Capital Outlay	6,995	0	0	0
Other Expenditures	0	0	0	0
Total	1,879,203	1,833,223	1,832,545	1,873,768

Significant Issues

* Expanded the Intel Unit to include crime analysis, human trafficking, multi-jurisdictional cases, and dissemination of information. In addition, the Intel Unit was awarded grant funding for a crime analyst at a fifty percent match, and two detectives; the first detective fully funded, and the second detective at a twenty-five percent match. The grant award includes salaries, benefits, equipment, and supplies.
* The funding for the part-time Victim Advocate expired. Other funding sources are being sought to maintain this valuable asset to the community, department, and the City.
* With the formation of the Intel Unit, and the on-going domestic violence grants the City has received, the relationship with the Independent Police Department and Hope House has become even more solidified.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4535 - Special Operations | *Fund: 02 - General Fund*

Description

The primary responsibility of this unit is to assist the Uniform (Patrol) Division as initial responders on-call for police services, and assist in the resolution of difficult police situations outside the standard patrol response, through the use of developed skills, tactics, and specialized equipment. Also, within this unit are the K-9 Unit, Explosive Ordinance Disposal Team (EOD), and a power shift team assigned to the Traffic Unit that is trained and equipped as a Special Response Team (SRT).

2006-07 Accomplishments	**Goal Ref**
* In collaboration with other police units, conducted 5 "39th Street Retail Corridor Proactive Operations", which resulted in 4 felony arrests, 14 juvenile apprehensions, 81 warrant arrests, 147 traffic citations, and $5,563.36 worth of recovered stolen property.	1&3
* Conducted one, eight hour .223 certifications course for the K-9 Unit. In addition, the SRT Team attended in-service block training courses; such as Force on Force training.	1
* Assisted in the coordination of Homeland Security issues in identification and mapping of critical infrastructures. Currently, the unit and the Kansas City Metro Disaster Response Team are coordinating an area-wide planning and training operations.	1
* The K-9 Unit is fully staffed with five dogs. These dogs are currently in various phases of training and are in the certification process.	1
* Due to manpower shortages, adding and training additional officers and a supervisor were put on hold. Nevertheless, new officers were identified for replacements; however, transfer is dependent upon the department being able to fully staff the Uniform (Patrol) Division.	1
* In a collaborated effort with other police units, conducted four different proactive patrol operations that focused on high-crime areas identified through real-time crime trend tracking efforts. Each operation resulted in netted tangible results. These four operations, were in addition to the five "39th Street Retail Corridor Proactive Operations".	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
SRT Tactical Training	24	24	24	24

Tactical Activations	28	50	28	40
K9 Calls	723	680	725	700
K9 Demos	52	15	35	20
Proactive Assignments		--		10

2007-08 Objectives **Goal Ref**

* Conduct SRT proactive patrol in high-crime areas. Through crime analyses conducted by the Intel Unit, identifies at least ten areas with above average crime rates, and conduct high visibility enforcement efforts to reduce the crime rate. 1
* Train and fully staff the EOD (Bomb) Team; four positions. 1
* Implement and maintain the training, qualification standards, and certifications of all canines and handlers. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	5.00	5.00	8.00	4.00
Police Officer	11.00	5.00	3.00	3.00
Police Sergeant	3.00	3.00	2.00	2.00
Police Officer Recruit	.00	.00	.00	2.00
Total	20.00	14.00	14.00	12.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	963,522	998,734	998,734	842,547
Other Services & Charges	30,633	20,512	20,512	32,672
Supplies	77,950	70,785	71,961	77,237
Capital Outlay	0	2,600	2,600	0
Other Expenditures	0	0	0	0
Total	1,072,105	1,092,631	1,093,807	952,456

Significant Issues

* Special Response Team requires specialized training and certifications. These certifications must be maintained/renewed annually.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Description

This division provides a wide variety of services for the community. In providing those services, the division partners with multi-jurisdictional agencies (i.e., COMBAT, Northwest Community Development Corporation, Hawthorne Properties, Heart of America Crime Prevention Association, Neighborhood Block Watch, Simons Properties, etc.). In addition, this division works with the local school districts (i.e., Independence, Fort Osage, Blue Springs, and Kansas City). Working with these organizations enables the division to provide crime prevention programs, such as, Weed and Seed Program, Hawthorne Property Programs, School Resource Officers, Truancy Officers, and Housing Officers. This division has several office locations: Independence Center substation, Hawthorne Apartments, Fairmount Action Center, and the Pleasant Heights Apartments. All of these components come together in working towards a safer environment and a better quality of life for residents and visitors to the City of Independence.

2006-07 Accomplishments	**Goal Ref**
* The new strategy for the proposed Weed and Seed area is prisoner re-entry. Additional focus will be on parolees and probationers living in the Weed and Seed area.	1
* The Weed and Seed application was completed and submitted. Currently the application is pending approval.	1
* The Weed and Seed Steering Committee continued to meet and develop programs and strategies to continue the program in the event the grant funding is denied. If funding is denied, the objectives of the program will be reduced.	1&3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Child Fingerprint ID's	1,960	2,093	2,000	2,100
Disorderly House Cases	246	233	250	240
Certified Crime Free Multi-Housing Properties	5	36	6	38

2007-08 Objectives	**Goal Ref**
* Assist in fundraisers with the Englewood Merchants to raise money for rent for the Englewood Station.	1
* Research and identify resources to develop a Police Athletic League.	1

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	8.00	10.00	11.00	12.00
Police Officer	4.00	7.00	4.00	3.00
Police Sergeant	1.00	2.00	2.00	2.00
Police Officer Recruit	.00	.00	.00	1.00
Total	14.00	20.00	18.00	19.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,236,408	1,293,410	1,293,410	1,347,419
Other Services & Charges	17,519	27,548	27,548	24,262
Supplies	32,921	54,607	57,413	33,342
Capital Outlay	2,589	3,220	2,904	1,500
Other Expenditures	0	0	0	0
Total	1,289,437	1,378,785	1,381,275	1,406,523

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4537 - Drug Enforcement Unit | *Fund: 02 - General Fund*

Description

The Drug Enforcement Unit's (DEU) fundamental duty is to investigate all drug complaints and violations. This duty is carried out using a variety of street level investigative techniques: high profile warrants and searches of drug houses, undercover and confidential informant operations, long-term surveillance investigations, and other methods. Follow-up on all reports of drug complaints is essential to resolving drug issues. One sergeant and five officers are assigned to the Jackson County Drug Task Force and funded by the Jackson County C.O.M.B.A.T. quarter-cent sales tax. Three officers are assigned to Drug Enforcement Administration and HIDTA Intelligence Center Task Forces through grants from Midwest H.I.D.T.A.(High Intensity Drug Trafficking Area). This unit is part of the Investigations Division.

2006-07 Accomplishments	**Goal Ref**
* Drug Enforcement Unit investigated six methamphetamine labs. Independence continues to experience a decrease in the number of methamphetamine labs in response to the aggressive and prompt investigations and follow-up of this unit.	1
* This unit received more than 700 drug complaints calls on the Drug Hotline, and provided prompt investigation and follow-up on each call.	1
* This unit processed over 450 in-custody arrests that were initiated by the Uniform (Patrol) Division and other divisions.	1
* This unit developed a drug recognition presentation and conducts an average of ten presentations annually.	1
* This unit is involved in several long-term conspiracy investigations in coordination with Drug Enforcement Agency, Jackson County Drug Task Force, Kansas City, Missouri Career Criminal Unit, and the Northwest Missouri Interagency Team Response Operation Task Force. Recently, the Drug Enforcement Agency task force increased activities in the Independence area, which, in turn, has led to more involvement by the unit with their investigations.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Drug Arrests	546	437	600	450
Drug Cases Assigned	693	517	700	550

Drug Search Warrants	20	28	25	25

2007-08 Objectives **Goal Ref**

* DEU will identify, locate, and eradicate three additional Meth Labs over last fiscal year figures. In the previous fiscal year, five Meth Labs were identified, located, and eradicated. — 1
* Continue to collaborate with other jurisdictions in processing felony drug arrests and in the filing of State and Federal drug charges. — 1
* DEU will increase participation in neighborhoods and community meetings by twenty percent for the purpose of receiving information regarding narcotic activities within their geographical area. In the previous fiscal year, four neighborhood and community meetings were conducted. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	11.00	10.00	7.00	7.00
Police Officer	2.00	2.00	6.00	3.00
Police Sergeant	2.00	2.00	2.00	2.00
Total	16.00	15.00	16.00	13.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,084,100	1,095,685	1,095,685	931,710
Other Services & Charges	42,422	19,261	18,453	17,357
Supplies	26,653	18,481	18,329	20,595
Capital Outlay	2,192	0	960	0
Other Expenditures	0	0	0	0
Total	1,155,367	1,133,427	1,133,427	969,662

Significant Issues

* Partnership with the Drug Enforcement Administration (DEA) has strengthened significantly, and DEU anticipates increased future cooperative Federal investigations.
* With the advent of the Intel Unit, DEU will partner in departmental investigations, including vice, drugs, and organized crimes.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. — *Fund: 02 - General Fund*

Description

The Drug Abuse Resistance Education (D.A.R.E.) Unit within the Community Services Division is responsible for providing the D.A.R.E. curriculum to students in the elementary and junior high school. The mission of the D.A.R.E. program is to stop or curtail drug, alcohol, and tobacco use. The program also contributes to self-esteem and responsibility of the students, giving them the tools to resist peer pressure and make good choices.

2006-07 Accomplishments	**Goal Ref**
* D.A.R.E. Officers participated in the D.A.R.E. training for the State of Missouri, and attended the State D.A.R.E. conference.	1
* D.A.R.E. Camp was held as scheduled with the anticipated outcome.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Core Classes Taught	75	75	80	75
Number of Students Taught	1,813	1,557	1,800	1,600
Number of Schools	30	29	30	29
Number of Camps	3	3	3	3
Number of DARE Graduations	26	29	26	29

2007-08 Objectives	**Goal Ref**
* Develop an after school program, such as a Police Athletic League, using D.A.R.E. Officers as instructors.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Master Police Officer	4.00	3.00	2.00	2.00
Police Officer	1.00	2.00	3.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	344,493	367,492	367,492	317,983
Other Services & Charges	10,269	0	0	6,059
Supplies	24,832	0	0	26,547
Capital Outlay	4,034	0	0	0
Other Expenditures	0	0	0	0
Total	383,628	367,492	367,492	350,589

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Description

This unit processes major crime scenes to gather evidence and other data to support criminal charges. Members of the unit conduct forensic examinations to develop information relative to criminal investigations. The laboratory also conducts drug analysis along with blood alcohol and urine Analysis. This unit is part of the Investigations Division.

2006-07 Accomplishments — **Goal Ref**

* Provided training for the Evidence Technicians and Criminalists through the Missouri Association of Crime Laboratory Directors. — 1
* Renewed Missouri Crime Lab Upgrade Program Grant and received an unexpected increase in awarded grant funds. — 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Blood Alcohol and Urine Analyzed	118	158	150	150
Crime Scenes Processed	795	707	750	740
Digital Imaging	1,892	1,770	1,900	1,800
Drug Cases Analyzed	1,811	826	2,000	1,500
Items of Evidence / Recovered Items	10,398	9,253	11,000	10,000
Latent Prints Processed	1,525	1,580	1,500	1,500

2007-08 Objectives — **Goal Ref**

* Train three lab personnel on the AVID Video System. The AVID System is video technology to enhance poor videos to a higher resolution for investigations and court purposes. The AVID System is currently used by the FBI video laboratory, and will be a valuable asset to the community for solving crimes. — 1
* Implementation and utilization of the AFIS System; an automated fingerprint reader. — 1
* Renew the Missouri Crime Lab Upgrade Program Grant with an anticipated increase in grant funds for the next fiscal year. — 1&3
* Train patrol officers in areas of evidence collection, such as photography. — 1
* Work towards the American Society of Crime Laboratory Directors Accreditation. — 1

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Assistant Lab Director	.00	.00	.00	1.00
Criminalist	1.00	1.50	1.50	1.00
Evidence Technician	5.00	5.00	5.00	5.00
Finger Print Technician	1.00	1.00	1.00	1.00
Property Control Technician	1.25	1.25	1.25	1.25
Police Sergeant	1.00	1.00	1.00	1.00
Total	9.25	9.75	9.75	10.25

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	625,353	602,974	602,974	645,846
Other Services & Charges	23,247	13,867	14,006	25,228
Supplies	11,854	16,554	17,292	17,853
Capital Outlay	0	7,190	6,442	0
Other Expenditures	0	0	0	0
Total	660,454	640,585	640,714	688,927

Significant Issues

* The training of the new chemist will lead to more drug cases being analyzed.
* Anticipated upgrade of photographic equipment will occur in the next fiscal year. The photographic upgrades will improve overall quality of digital images.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2007-08 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments — **Goal Ref**

* All detention officers were certified or recertified in Alert, Mules, and NIMS. — 1&3
* The critical needs assessment for manpower, infrastructure, and security was completed. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Prisoners Booked	13,147	12,752	13,542	13,500
Prisoner Days Served	11,955	15,637	12,201	16,000
Prisoners Sentenced	1,590	2,119	1,676	2,500
Prisoner meals served	8,146	8,730	8,650	9,000

2007-08 Objectives — **Goal Ref**

* Develop a plan to update the security technology, including the camera system, fingerprint systems, and tracking systems. The plan will consist of an updated digital camera recording system and a new biometric identification and tracking system to ensure reliability of identification of released prisoners through advanced technology. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Police Captain	1.00	1.00	1.00	.00
Detention Officer	11.50	10.50	10.50	10.50

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4543 - Detention — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Detention Technician	1.00	1.00	1.00	1.00
Lead Detention Officer	.00	1.00	1.00	1.00
Detention Administrator	.00	.00	.00	1.00
Total	13.50	13.50	13.50	13.50

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	672,908	741,602	741,602	726,188
Other Services & Charges	608,800	616,225	616,775	612,600
Supplies	9,348	13,489	12,939	10,800
Capital Outlay	0	4,964	4,964	0
Other Expenditures	0	0	0	0
Total	1,291,056	1,376,280	1,376,280	1,349,588

Significant Issues

* Security and access issues are a major concern. Plans are to address these issues in the 2007-08 Fiscal Year by installing an enhanced digital camera recording system as well as a biometric identification and tracking system.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4544 - Records and Property — *Fund: 02 - General Fund*

Description

The Records and Property Unit provides customer service at the main lobby information desk. They receive, index, disseminate, and archive police reports for the general public. They participate in internal and external informational databases concerning criminal record and warrant information.

2006-07 Accomplishments — **Goal Ref**

* Records Administrator became Mules certified. — 1
* All employees trained on Alert, Mules, and NIMS. — 1
* Implemention of the Racial Profiling computer was successful. — 1
* FBI/NCIC/Mules Audits of the unit were successful, with great ratings overall. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Municipal Warrants In	27,947	25,466	29,344	26,500
Municipal Warrants Out	25,181	23,359	26,476	25,000
PACE Cases Processed	41,485	35,412	45,000	42.000
Records checks and police reports disseminated to customers	14,447	14,500	15,000	15,500
Additional Warrants (felony) Issued	505	325	640	400
Felonies Served	519	413	550	500

2007-08 Objectives — **Goal Ref**

* Install the New World Version 8.0 Module software system on seventeen computer within the Records Unit by January of 2008. — 1
* Train all employees on the New World Version 8.0 Modules software upgrade by February of 2008. — 1
* Develop and plan to address all issues with the New World Committee regarding the upgrade of New World Version 8 Modules software upgrade by March of 2008. — 1
* Develop plans to expand, relocate, and renovate the unit. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4544 - Records and Property — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Records Unit Clerk	10.00	10.00	9.00	9.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	11.00	11.00	12.00	12.00
Police Records Supervisor	2.00	2.00	2.00	2.00
Police Records Technician	2.00	2.00	2.00	2.00
Total	26.00	26.00	26.00	26.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,061,866	1,164,171	1,164,171	1,244,339
Other Services & Charges	51,589	55,005	55,105	44,950
Supplies	66,815	7,100	7,000	10,600
Capital Outlay	10,811	7,072	7,072	0
Other Expenditures	0	0	0	0
Total	1,191,081	1,233,348	1,233,348	1,299,889

Significant Issues

* The New World System was upgraded to the Version 7 Modules. The system will undergo one additional upgrade in the next fiscal year.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments — **Goal Ref**

* Maintained an effective training partnership with the Mid-America Regional Council. — 1
* All employees trained on the mandated NIMS requirements. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Emergency 9-1-1 Calls	149,623	149,748	160,000	150,000
CAD Incidents	131,675	130,243	140,000	131,000

2007-08 Objectives — **Goal Ref**

* Develop plans to expand, relocate, and renovate the unit to the first floor of Police Headquarters. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Telecommunicator I	23.00	23.00	23.00	23.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Total	30.00	30.00	30.00	30.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4545 - Communications — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,632,114	1,595,477	1,595,477	1,822,435
Other Services & Charges	43,409	41,262	39,896	47,596
Supplies	7,152	10,010	7,793	4,680
Capital Outlay	0	1,350	1,350	0
Other Expenditures	51,846	52,800	52,800	51,924
Total	1,734,521	1,700,899	1,697,316	1,926,635

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4562 - Communications (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	2,395	0	3,292	0
Other Services & Charges	0	0	3,000	60,564
Supplies	11,731	40,048	40,048	28,500
Capital Outlay	155,712	973,010	966,718	507,048
Other Expenditures	0	0	0	0
Total	169,838	1,013,058	1,013,058	596,112

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4563 - Facilities (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	1,309	0
Capital Outlay	1,278,520	934,000	932,691	741,000
Other Expenditures	0	0	0	0
Total	1,278,520	934,000	934,000	741,000

City of Independence
Detail Program Summary

Department: 4500 - Police — *2007-08 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *Fund: 16 - Police Public Safety*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	18,309	0	7,493	108,772
Supplies	206,708	448,832	441,608	489,188
Capital Outlay	1,141,466	1,617,083	1,620,374	1,193,633
Other Expenditures	0	0	0	0
Total	1,366,483	2,065,915	2,069,475	1,791,593

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	15.00	12.00	10.00	14.00
Total	15.00	12.00	10.00	14.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4550 Police Dept. Grants	1,379,015	467,796	1,743,749	581,628
Total	1,379,015	467,796	1,743,749	581,628
Source of Funding				
Grants	1,379,015	467,796	1,743,749	581,628
Total	1,379,015	467,796	1,743,749	581,628

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2007-08 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Criminalist	1.00	.00	.00	.00
Master Police Officer	9.00	10.00	9.00	8.00
Police Officer	3.00	1.00	1.00	4.00
Police Sergeant	2.00	1.00	.00	.00
Crime Analyst	.00	.00	.00	1.00
Victim Advocate	.00	.00	.00	1.00
Total	15.00	12.00	10.00	14.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	977,988	467,796	1,418,891	581,628
Other Services & Charges	284,406	0	267,887	0
Supplies	52,356	0	25,697	0
Capital Outlay	64,265	0	31,274	0
Other Expenditures	0	0	0	0
Total	1,379,015	467,796	1,743,749	581,628

Significant Issues

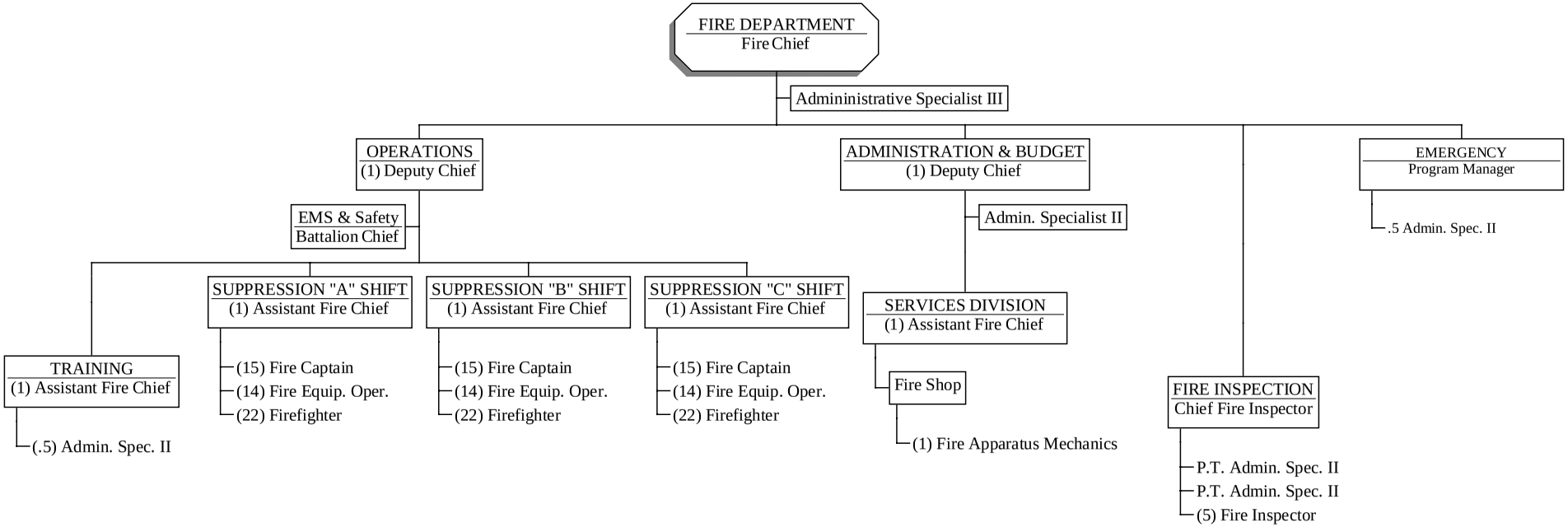
* The Hawthorne Grant will fund two officers at fifty percent. Previously, the grant funded only one officer at fifty percent.
* The Project Safe Neighborhoods Task Force is funding a position; however, the funding is decreasing every year. The current funding is $30,000 and was given in October 2006. The funding will cover the detectives' salary and benefits through the first week of March 2007. Date and amount of next contract is unknown at this time.
* The Guardian Grant's funding will continue to decrease, with the

Significant Issues

possibility of total loss of funding within the 2007-08 fiscal year.

* The S.T.O.P. Grant is funded through the Department of Public Safety, and remains at $54,000 for two detectives through December 2007. The grant will not cover all expenditures for the two detectives; therefore, the department will need to cover all overages. The initial award was approximately $94,100 for the 2007 calendar year. Anticipate the same award amount for the 2008 calendar year, if the grant renewal is approved.
* The Grant to Encourage Arrest Policies continues at a seventy-five percent ratio of two detectives' salaries and benefits through February 2009.
* The HIDTA-KBI grant eliminated. The detective assigned to this grant retired.
* The HIDTA-O Grant reimburses salaries and benefits up to $44,049 on the first detective and $50,899 on the second detective. The current contract expired on January 30, 2007. The new contract will be effective starting February 1, 2007. However, the funding will remain at the same level and will not take into account increases in personnel costs through January 31, 2008.
* C.O.P.S. in School is a new grant last year; however, the position remains unfilled. Due to inactivity, the C.O.P.S. Office could terminate this grant during this fiscal year if the position remains vacant.
* The Human Trafficking Task Force Grant is a new grant. The grant added one Crime Analyst position at fifty-percent funded, and two detectives; the first detective is fully funded, and the second detective is seventy-five percent funded. The funding covers salaries, benefits, equipment, and supplies. The department will utilize public safety sales tax for its match of funds to purchase equipment and supplies for each position.
* The State Services to Victims Fund Grant funds one full-time victim advocate through June 2007. The department will reapply in April to renew the grant.
* The Internet Cyber Crimes Against Children Grant funds travel expenses and overtime for five detectives. The grant expired June 30, 2007. The grant requires a ten percent match. Forfeiture funds are utilized to meet the department's match. The department is evaluating the effectiveness of the grant and will determine if renewal is applicable.
* The Enforcement Underage Drinking Laws Grant is a new grant. The grant expires December 31, 2007 and funds overtime projects only. No match.
* The Jackson County Drug Task Force recently cut one detective from the force. In addition, due to manpower shortages in the Uniform (Patrol) Unit, one position is vacant and will continue to be vacant until additional officers are hired.

City of Independence, Missouri
Fire Department



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2007-08 Operating Budget*

Department Description

The primary goal of the Fire Department is to prevent and extinguish fires for the purpose of saving life and property. In addition, the Department serves as a first responder for basic and advanced life support in medical emergencies and as a lead agency in preparation, response, mitigation, and recovery from hazardous material releases. The Fire Prevention Division provides construction plan review, public fire education, and fire and life safety code enforcement in commercial occupancies to address the primary Department goal. The Fire Maintenance Division provides support through fleet, facilities, equipment, and supply maintenance. The Fire Training Division provides training for all Department personnel. The Emergency Preparedness Division coordinates emergency preparedness for the City of Independence.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	174.00	174.00	173.00	172.50
Part Time Positions	.00	.00	1.00	1.50
Total	174.00	174.00	174.00	174.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4611 Fire Administration	363,320	532,637	531,137	546,322
4621 Fire Operations	11,992,274	12,093,983	12,095,233	12,088,464
4622 Emergency Medical Services	75,358	145,777	145,777	155,339
4631 Fire Prevention	502,022	542,568	542,568	528,769
4641 Maintenance	381,064	391,801	391,801	396,476
4650 Fire Dept. Grants	108,360	43,000	34,055	44,728
4651 Training	184,127	181,012	181,012	170,998
4661 Emergency Preparedness	119,678	108,725	110,225	118,099
4671 Fire Sales Tax Program	1,838,226	1,988,857	1,988,857	1,360,912
Total	15,564,429	16,028,360	16,020,665	15,410,107

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2007-08 Operating Budget*

Source of Funding

General Fund	13,617,843	13,996,503	13,997,753	14,004,467
Grants	108,360	43,000	34,055	44,728
Fire Public Safety Sales Tax	1,838,226	1,988,857	1,988,857	1,360,912
Total	15,564,429	16,028,360	16,020,665	15,410,107

Key Budget Changes

* A new Fire/EMS record keeping software program has been installed for the Fire Department. The new system will provide the Department with better operating data to enhance the scope of operating reports, to better evaluate operating performance and to establish baseline benchmarking data to improve future operations.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* With the assistance of Finance Department staff developed updated vehicle replacement, station remodel/maintenance, equipment and program schedule which carried over to an expenditure, and projected revenue and comparison sheet for review by Fire Safety Oversight committee members.	3
* Construction of replacement Fire Station 4 to be located on the Northwest corner of Liberty and 23rd street was started in early Spring of 2007 with a preliminary completion of Spring 2008.	3
* Completed the revision of six Standard Operating Procedures.	
* Provided oversight and logistical support for bringing the City of Independence into substantial compliance with the National Response Plan's (NRP) National Incident Management System (NIMS) training requirement for the 700, 100, 200, and 800 classes.	

2007-08 Objectives	**Goal Ref**
* Provide budgetary oversight for all Fire Safety Tax expenditures and provide information and support to the Citizens Oversight committee.	3
* Coordinate the completion of the construction of replacement Fire Station 4 to be located on the northwest corner of Liberty and 23rd street, to be fully occupied and operational in early Spring 2008.	3
* Coordinate the completion of land acquisition, bid process, and awarding of bid to begin construction in late Spring of 2008 of replacement Fire Station 3 to be located at its current site of 10219 E. Winner Rd.	3
* Ensure that the fire reporting software implemented in Fiscal Year 2006-2007 is receiving accurate data entry and can produce reports in key benchmark service indicators such as "response times", "situation found", "actions taken", "fire cause determination" and "fire loss".	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	226,702	336,208	336,208	383,408
Other Services & Charges	83,528	133,062	132,562	97,185
Supplies	53,090	58,756	57,756	62,229
Capital Outlay	0	4,611	4,611	3,500
Other Expenditures	0	0	0	0
Total	363,320	532,637	531,137	546,322

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4621 - Fire Operations | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Revised eight (8) Standard Operating Procedures addressing Fire Operations Issues.	
* Attended and participated in more than ten (10) community activities including Neighborhood Block Parties, Fairs, and Clean-up Drives.	1
* Participated with a minimum of fifteen (15) personnel in one full scale Regional Weapons of Mass Destruction Exercise.	
* Participated with a minimum of fifteen (15) personnel in one City sponsored Functional Emergency Preparedness Exercise.	
* Battalion, Assistant, and Deputy Chiefs all attended at least one local and one national seminar, conference, or training course.	
* Worked together with the Fire Prevention Division to develop and implement a Public Fire Education Program utilizing Operations Personnel for presentation.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Total Alarms	12,895	13,261	13,000	13,130
Residential Fires	147	168	150	151
Vehicle Fires	121	120	125	138
Grass/Trash	182	237	160	161
Open Burning	145	179	150	151
Bomb Threat	14	12	15	16
Hazardous Materials	16	43	18	19
Alarm Systems	521	489	530	536
Medical Alarms	8,159	8,940	9,000	9,090
Commercial Fires	30	27	30	30
Service Calls, Odors, Carbon Monoxide, Other Service	4,833	3,022	3,000	3,030

Structure Fire Other	14	16	12	14

2007-08 Objectives **Goal Ref**

* On a quarterly basis, analyze response information to benchmark progress toward reaching the nationally recognized standard of a Fire Department emergency response unit arriving on the scene of a medical emergency within (5) minutes on 90% of the calls.
* At the beginning of the FY 07-08 review the first six months of data entered into the new reporting system by Operations Division personnel for accuracy, addressing data entry errors through follow up training, with the goal of developing a consistent, dependable data base for future operational benchmarking and budgetary decisions. 3
* The Division will participate in a minimum of two joint training activities with the Independence Police Department to develop procedures and improve operational efficiency between fire and law enforcement responders in the areas of radio communications and incident command.
* Recordkeeping will be reviewed and revised as required to establish an accurate report of the number and topics of educational programs and demonstrations provided to school children and adult groups by Operations personnel in order to provide a benchmark for future activities in this area. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	157.00	157.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	11,579,628	11,652,666	11,652,666	11,669,285
Other Services & Charges	127,784	205,854	203,229	192,695

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4621 - Fire Operations | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Supplies	97,261	119,321	123,196	110,341
Capital Outlay	43,271	0	0	0
Other Expenditures	144,330	116,142	116,142	116,143
Total	11,992,274	12,093,983	12,095,233	12,088,464

Description

The Emergency Medical Services (EMS), Safety and Wellness Division is responsible for the training and operation of emergency medical services and overseeing the Fire Department's Safety and Wellness programs. The EMS Program goal is to facilitate the response of fire fighters trained to the appropriate level of Emergency Medical Services; providing basic and advanced life support measures to the citizens and visitors of Independence. The Safety Program, in cooperation with IAFF Local 781, is responsible for accident investigation and injury prevention. The Wellness Program goal is to oversee the overall health and wellness of Fire Department personnel.

2006-07 Accomplishments **Goal Ref**

* Provided Emergency Medical Service (EMS) Continuing Education Units (CEUs) through internet based provider for one-hundred sixty-nine (169) Fire Department personnel to stay current with EMS CEU requirements. Twenty-five (25) CEU's required for an Emergency Medical Technician (EMT); thirty (30) CEUs required for Paramedic relicensure.
* Maintained 169 uniformed Fire Department personnel's CPR certification using the American Red Cross "CPR/AED for the Professional rescuer" recertification program in January of 2007.
* Maintained inventory and issued basic and advanced EMS equipment and supplies for ten (10) Advanced Life Support, medical equipment bags, fifteen (15) Basic Life Support medical equipment bags and twelve (12) administration (staff) basic responder bags used to respond to more than 9,940 last year.
* Purchased and placed into service five (5) replacement stair chairs for moving patients located on upper floors or restricted spaces.
* Coordinated the completion of the Wellness Physicals Program for 169 fire department personnel beginning with annual physicals in August of 2006 and completing them in October of 2006.

2007-08 Objectives **Goal Ref**

* Support the provision of Emergency Medical Service (EMS) Continuing Education Units (CEU) to 169 Fire Department personnel through an internet based provider. (Twenty five (25) CEU's per year for each Emergency Medical Technician and thirty (30) CEU's per year for each Paramedic)
* Ensure CPR certification is maintained for 169 uniformed personnel by offering the American Red Cross recertification program in January of 2008.
* Track the use of and maintain an adequate inventory of all emergency medical equipment and supplies throughout the fiscal year.
* Purchase an Advance Life Support (ALS) training mannequin to be used for ALS and Basic Life Support (BLS) skills maintenance training no

2007-08 Objectives **Goal Ref**

later than end of October 2007.

* Upgrade emergency medical equipment by purchasing, training personnel, and placing in-service (30) "Rescue Pods" which research indicates improves survivability in patients suffering from circulatory compromise. Upgrading of equipment and training to be completed no later than January 2008.
* Improve ventilation support capabilities by upgrading airway equipment from manual to electric suctioning units by purchasing fifteen (15) devices and training personnel for use in support of our ALS/BLS capabilities. Purchases, in-service training, and placement of equipment of front line response units no later than September 2007.
* Sponsor three (3) Fire Department personnel to attend a MAST Paramedic Program beginning September 2007 and completing September of 2008.
* Manage the Wellness Physicals Program for 169 uniformed Fire Department personnel. Target date for beginning the annual physicals is in August of 2007 with completion in October 2007.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Battalion Chief EMS SafetyWell	.00	.00	1.00	1.00
Total	.00	.00	1.00	1.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	36,125	92,162	92,162	97,689
Other Services & Charges	19,729	32,615	33,365	36,650
Supplies	19,504	21,000	20,250	21,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	75,358	145,777	145,777	155,339

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments — **Goal Ref**

* Produced the Fire Department's 2006 Annual Report and distributed to City Department Directors, fire stations, City Council, neighborhood groups, and the Chamber of Commerce. — 1
* Installation of the new Firehouse Software records software and upgrade for the CAD System.
* Provided small group training classes on the Firehouse Software (upgraded reporting software) for 170 Operations and Administrative personnel.
* The "Risk Watch" program was started in three elementary schools as part of their after school "clubs". The Department supplied the curriculum materials and the program is being taught by staff members of the after school programs at each school. — 1
* Developed and provided instructors for a two (2) hour refresher training course for "Company Fire Inspections" to 156 Operations personnel.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Commercial Inspections and Reinspections	4,985	4,297	4,882	4,520
Plan Reviews & Final Construction Inspections	816	767	850	657
Occupational License Inspections & Reinspections	939	945	896	931
Public Education Audience	18,363	18,818	18,553	18,830
Citizen Request	262	352	250	241
Zoning Projects	110	101	135	105

2007-08 Objectives — **Goal Ref**

* Develop and provide instruction to a minimum of 80% of Operations personnel on the National Fire Incident Reporting System targeting "situation found", "actions taken", "fire cause determination", and — 3

2007-08 Objectives **Goal Ref**

"fire loss coding guidelines" to increase accuracy of reported fire statistics.

* Produce the Fire Department's 2007 Annual report and distribute to City Department Directors, fire stations, City Council, neighborhood groups, and the Chamber of Commerce.
* Provide analysis and recommendations regarding major changes in the 2006 International Fire Code and the 2006 Life Safety Code in order for the Community and City Council to effectively consider its adoption 2007.
* Provide the City Manager with a comparative analysis of fire works ordinance from comparable cities in the Metro area specifically related to types of legal and restricted fireworks, permitting procedures and fees for sales, and enforcement policies.
* Compile a list of all churches, create a checklist of code enforcement/life safety issues, assign inspections to Fire Prevention Bureau staff, and develop record keeping practices in order to include this occupancy type in the City's fire code inspection program. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Fire Inspector	5.00	5.00	5.00	5.00
Chief Fire Inspector	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	480,492	515,481	515,481	506,591
Other Services & Charges	7,133	7,844	8,324	8,734
Supplies	14,397	19,243	18,763	13,444
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	502,022	542,568	542,568	528,769

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Completely replaced the apparatus driveways at Fire Station 9, 1411 N. M-7 Hwy, and Station 2, 14510 E. 39th Street, and repaired the driveway at Fire Station 5, 11301 E. 35th Street.	
* Replaced ten (10) Self Contained Breathing Apparatus cylinders (SCBA) as identified in the SCBA Cylinder Replacement Program.	
* Purchased thirty (30) sets of Personal Protective Equipment (PPE) for Operations Division personnel as identified in the Personal Protective Equipment Replacement Program, which plans for the replacement of a minimum of 150 sets over a five (5) year period.	
* Completed the design and construction documents, land acquisition, and bid process for the relocation and replacement of Fire Station 4, 128 W. 23rd Street. Construction scheduled to begin in Spring of 2007.	1
* Preliminary design and construction documents for the replacement of Fire Station 3, 10219 E. Winner Rd., completed in conjuction with Fire Station 4 project.	1
* In conjunction with Public Work's staff, began comprehensive computer recordkeeping and tracking of maintenance, repairs, and down time on fire fleet and staff vehicles.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Preventative maintenance completed on fire apparatus			40	78
Preventative maintenance completed on staff vehicles			40	51
Mechanic call outs			7	20
Self Contained Breathing Apparatus repaired			25	20

Aerial apparatus recertification completed	4	4
Pumper apparatus pump tests completed	13	17

2007-08 Objectives **Goal Ref**

* Replace ten (10) Self Contained Breathing Apparatus cylinders (SCBA) as identified in the SCBA Replacement Program.
* Replace thirty (30) sets of Personal Protective Equipment (PPE) for Operations Division personnel as identified in the PPE Replacement Program.
* Replace fifteen (15) pairs of rubber boots with leather boots for Operations Division personnel as identified in the PPE Replacement Program.
* Provide oversight for construction of replacement of Fire Station 4, to be located on the Northwest corner of Liberty and 23rd street. 1
* In conjunction with staff from the Public Works Department, finalize development of the design and construction documents, land acquisition, complete bid process, and break ground to begin construction replacement of Fire Station 3, 10219 E. Winner Rd., by the spring of 2008. 1
* Place into service one new pumper within forty-five (45) days of arrival (on order and scheduled to be delivered June 2007) by fully equipping it to match the inventory of equipment and supplies carried on all Independence fire fighting pumpers.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Apparatus Mechanic	2.00	2.00	1.00	1.00
Total	3.00	3.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	203,549	200,472	200,472	189,941
Other Services & Charges	133,545	151,916	144,216	136,532

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Supplies	40,747	39,413	45,613	67,753
Capital Outlay	3,223	0	1,500	2,250
Other Expenditures	0	0	0	0
Total	381,064	391,801	391,801	396,476

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *Fund: 15 - Grants*

Description

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

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	56,724	40,555	15,299	44,728
Other Services & Charges	4,365	0	1,360	0
Supplies	24,705	2,445	14,681	0
Capital Outlay	22,566	0	2,715	0
Other Expenditures	0	0	0	0
Total	108,360	43,000	34,055	44,728

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4651 - Training | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments **Goal Ref**

* Completed classroom and practical training to provide each of the three shifts with seven (7) to ten (10) personnel trained and equipped in ice rescue.
* Sponsored three (3) regional Fire Service I classes (24 hours of classroom time each). Five (5) Independence Fire Department personnel completed the class and received their Missouri Fire Service I instructor certification.
* Sponsored five (5) personnel to attend Fire Investigator training. All five (5) obtained Missouri Investigator certifications.
* Sponsored one (1) regional Fire Officer I class. This is part of a three year plan to provide the class on each shift, allowing on-duty personnel the opportunity to obtain a Fire Officer I certification.
* Training and competency evaluation was completed in order for all operational response personnel to maintain a Hazardous Materials Operational or Technician level certification.
* The third of three Nationally developed Leadership classes was offered on all three shifts with 23 Fire Equipment Operators (FEOs), 23 Captains, and 2 Assistant Chiefs completing all twelve hours of training.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Total Hours of Training	3,635	3,324	3,500	2,347
Staff hours of training	17,949	17,119	16,500	25,588

2007-08 Objectives **Goal Ref**

* Complete installation of the computer generated fire simulation software and provide a minimum of two (2) hours of training to all fire companies in the Operations Division (approximately 160 personnel) to cover; incident management, fire attack and control tactics, and radio communications in residential and commercial occupancies.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4651 - Training — *Fund: 02 - General Fund*

2007-08 Objectives — **Goal Ref**

* Complete construction and begin utilization of a live burn building at the Fire Training Facility to be located on M-78 Highway adjacent to the Metropolitan Community College, Blue River Campus. — 1
* Provide accurate record keeping to track and report that each uniformed Fire Department employee is in compliance with national training standards (a total of 240 hours of training in specific categories). — 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	.50	.50	.50	.50
Total	1.50	1.50	1.50	1.50

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	123,269	124,175	124,175	115,723
Other Services & Charges	39,696	42,586	42,886	42,385
Supplies	7,839	14,251	13,951	12,890
Capital Outlay	13,323	0	0	0
Other Expenditures	0	0	0	0
Total	184,127	181,012	181,012	170,998

City of Independence
Detail Program Summary

Department: 4600 - Fire *2007-08 Operating Budget*
Cost Center: 4661 - Emergency Preparedness *Fund: 02 - General Fund*

Description

The Emergency Preparedness Division is responsible for supporting the Emergency Management functions for the City of Independence, Missouri. This division provides the core management and administrative functions as defined through the Local Emergency Operations Plan. The division serves as a support during times of disaster for all local, state, and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention, and recovery.
The Emergency Preparedness Division manages and administers the Emergency Management Planning Grant (EMPG), Local Emergency Operations Plan, outdoor warning siren system, Radio Amateurs Communications Emergency Service (RACES) Group, Community Emergency Response Team (CERT) program, and Independence Citizen's Corps.
The division is also responsible for the support of planning, exercises, and training functions to facilitate multi-departmental and agency coordination for operations in response to potential and actual incidents within the City of Independence, Missouri.

2006-07 Accomplishments	**Goal Ref**
* Successfully maintained participation in the Emergency Management Planning Grant (EMPG) program by receiving $43,000 of EMPG funding for the 06-07 year with an additional $5,000 received for last years (05-06) program.	
* Five CERT classes were presented over the year, training 141 new CERT volunteers for an increase of 24% with two specialty classes conducted with 147 participants.	1
* The City's Emergency Program Manager participated in the Metropolitan Emergency Managers Committee Meetings and was elected as Vice-Chair of the committee.	
* The City exceeded all requirements needed to maintain the StormReady designation.	1
* This year the project of replacing eleven (11) outdoor warning sirens and the addition of two (2) new sirens was completed, bringing the total number of outdoor warning sirens to twenty-seven (27) throughout the City.	1
* The Local Emergency Operations Plan review was completed for the year during the extensive rewrite process.	1
* The City completed all activities required by the Department of Homeland Security for NIMS implementation for the September 06 deadline.	
* The Emergency Preparedness Committee continues to meet as required throughout the year.	
* The Community Organizations Active in Disasters (COAD) has been developed and coordinated with the Metro's regional COAD.	
* Specialized emergency preparedness groups continued to meet throughout the year meeting monthly, quarterly, or bi-annually as events required or membership determined and required.	1

2006-07 Accomplishments **Goal Ref**

* RACES Membership increased by over 20% this year with six (6) new members joining and the group participating in both Polar Bear and Field Day exercises. The Independence RACES group finished second in the nation for the Field Day exercise. 1
* The WebEOC, a crises information management software program, has been implemented and now working for both City Departments and jurisdictions in the Eastern Jackson County Area.
* The City conducted two (2) full scale exercises during the year exceeding EMPG requirements and implemented changes discovered during the exercise in the City's Emergency Operations Plan.
* The Emergency Program Manager continues to represent the City of Independence regarding regional emergency management issues by serving as Co-Chair of the regional MARC Planning Committee.
* The Independence Citizen Corps received two grants totaling $33,993.00 from the Department of Homeland Security for development of Citizen Corps program.
* The Universal Communicator System has been implemented in the EOC and now utilzied for programs such as monthly siren test and volunteer call up. 1
* The base development of the Employee Emergency Response Training Program was completed this year with introduction to the need of this program presented to City personnel during NIMS training.
* The Office of Emergency Preparedness presented thirty-three (33) Preparedness programs to over 2,000 Independence citizens.
* The City's Emergency Operations Center continues to have increased capabilities with real time informational displays, communications systems, and a "state-of-the-art" lightning detector installed last year.
* The Office of Emergency Preparedness continued support of Project Community Alert by partnering with the two Price Chopper Stores located in Independence to conduct three in-store safety exhibits.
* The MARC Shelter Grant program was completed and developed a regional shelter ordinance guide, real-time GIS mapping of severe storms, and educational classes. The program was chaired by Deputy City Manager John Pinch.
* The Real-time weather stations continue to be installed with six (6) stations fully operational and integrated into the Emergency Operations Center systems.
* The Emergency Preparedness Office helped implement the new 700 Mhz Radio System with Fire Department personnel, EOC systems, and back-up dispatch. The system came on line in October 06 and is now functional.

2007-08 Objectives **Goal Ref**

* Participation of the Emergency Management Planning Grant (EMPG) program with expectations to receive $43,000 and provide documentation to support receiving additional funds unspent from

2007-08 Objectives	**Goal Ref**
other EMPG participants from the 06-07 year.	
* Conduct two (2) Citywide tabletop exercises and one (1) functional drill involving all departments to test the City's Emergency Operations Plan and Local Coordination Guide as well as meet the SEMA guidelines for EMPG requirements.	
* Increase Community Emergency Response Training (CERT) by 15% (90% volunteers) over the next year and deliver advanced training to over 100 existing volunteers.	1
* Continued support of the Radio Amateur Civil Emergency Services group (RACES) by increasing the number of volunteers by 5%, (from 34 to 36) conducting two communications exercises and increasing communications capability for eighty (80) meter frequencies and a mobile communications platform.	1
* Installation of two (2) additional outdoor warning sirens at Kisner Drive & Lippert and Holke & Ringo Road.	1
* Update the City Emergency Operations Plan (EOP) and Local Coordination Guide (LCG) as outlined through the SEMA EOP Review Checklist required by the Department of Homeland Security and Missouri State Emergency Management Agency (SEMA).	
* Continued support of preparedness and safety presentations throughout the City of Independence by conducting twenty-five (25) preparedness presentations to civic groups such as neighborhood associations, churches, civic groups etc. An additional five (5) Regional, State or Federal presentations will be conducted.	1
* The Emergency Preparedness office will provide continued support for Project Community Alert by partnering with the local Price Chopper Stores to have a safety event at each store to promote the use of NOAA "All Hazard" weather radios.	1

Staffing:

Position Title	**2004-05 Budget**	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**
Emergency Preparedness Mgr	.50	.50	.50	.50
Administrative Spec II	.25	.25	.25	.25
Total	.75	.75	.75	.75

Program Costs

Expenditure Category	**2005-06 Actual**	**2006-07 Original Budget**	**2006-07 Revised Budget**	**2007-08 Proposed Budget**

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2007-08 Operating Budget*
Cost Center: 4661 - Emergency Preparedness — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	44,427	43,909	43,909	44,728
Other Services & Charges	46,027	50,554	54,004	57,368
Supplies	10,458	12,262	10,312	14,003
Capital Outlay	18,766	2,000	2,000	2,000
Other Expenditures	0	0	0	0
Total	119,678	108,725	110,225	118,099

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2007-08 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program | *Fund: 17 - Fire Public Safety S*

Description

The purpose of this Cost Center is to budget and track expenditures of Fire Safety Tax funds to ensure compliance with the stated goals of this initiative when passed by voters.

2006-07 Accomplishments	**Goal Ref**
* Purchased "Risk Watch" life safety curriculum for use in three (3) after school enrichment programs.	1
* Completed comprehensive review of fire station mechanical systems and remodeling needs and incorporated into revised Fire Safety Tax expenditure projections.	1
* Completed exterior improvements to various fire stations including driveway repairs, painting, and/or more visible signage.	
* Completed land acquisition, all design and construction documents, and bid process to allow for construction to begin on replacement Fire Station 4.	
* Purchased and placed into operation additional Hazardous Materials equipment, EOC upgrades, cardiac monitors, and Automatic External Defibrillators (AEDs) and equipment to support fire fighting survival training.	1

2007-08 Objectives	**Goal Ref**
* Upgrade emergency medical response and training equipment to include Advanced Life Support (ALS) skills appropriate training mannequin, electric airway suctioning devices, and circulatory support adjuct.	1
* Complete construction of replacement Fire Station 4 (to be located on northwest corner of Liberty and 23rd street) for occupancy in Spring of 2008.	1
* Prepare specifications, bid, and complete bid award process of one (1) pumper, one (1) Rescue, and three (3) staff vehicles.	
* Purchase and place in service two storm warning sirens and update warning devices to include voice support in certain highly utilized outdoor facilities.	1

Program Costs

Expenditure Category	**2005-06 Actual**	**2006-07 Original Budget**	**2006-07 Revised Budget**	**2007-08 Proposed Budget**
Personal Services	216	0	0	0
Other Services & Charges	75,845	164,700	164,700	211,265
Supplies	167,134	199,000	169,000	149,700
Capital Outlay	1,046,259	1,072,044	1,102,044	999,947
Other Expenditures	548,772	553,113	553,113	0

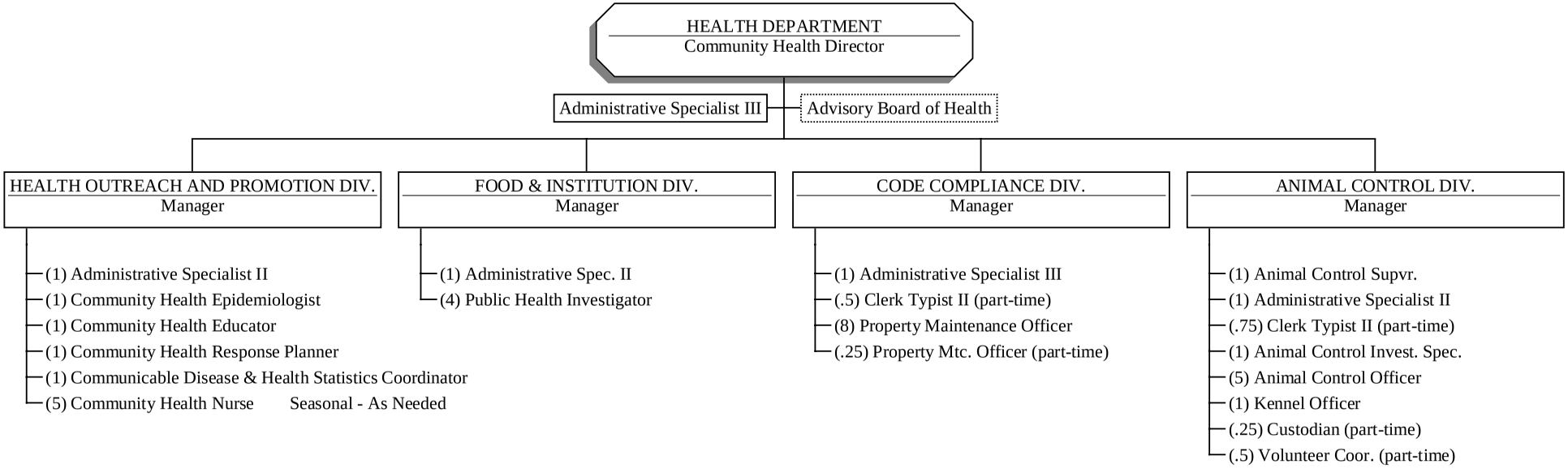
City of Independence
Detail Program Summary

Department: 4600 - Fire *2007-08 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program *Fund: 17 - Fire Public Safety S*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Total	1,838,226	1,988,857	1,988,857	1,360,912

City of Independence, Missouri
Health Department



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2007-08 Operating Budget*

Department Description

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

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	32.50	34.50	34.50	35.50
Part Time Positions	6.50	5.75	7.45	6.00
Total	39.00	40.25	41.95	41.50

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4711 Health Administration	171,686	181,245	181,245	188,858
4713 Food and Institution	353,927	384,216	384,216	396,618
4715 Health Promotion Division	331,849	363,932	397,208	400,531
4721 Animal Services Division	546,792	624,204	700,679	729,649
4740 Code Enforcement	637,172	712,663	712,663	738,435
4750 Health Dept. Grants	602,832	536,404	750,028	384,572
Total	2,644,258	2,802,664	3,126,039	2,838,663
Source of Funding				
General Fund	2,041,426	2,266,260	2,376,011	2,454,091
Grants	602,832	536,404	750,028	384,572
Total	2,644,258	2,802,664	3,126,039	2,838,663

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2007-08 Operating Budget*

Direct/Offsetting Revenues				
Food Handler's Permits	90,987	110,000	128,400	110,000
Animal Shelter Fees	62,287	64,000	134,455	111,000
Food Establishment Permits	144,345	90,000	87,750	87,750
Other Health Fees and Permits	55,403	55,271	60,765	54,260
Health Department Grants	602,832	536,404	750,028	384,572
Total	955,854	855,675	1,161,398	747,582

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Received recognition as a best practice by the National Association of County and City Health Officials for our immunization ordinance and its implementation.	1
* Successfully implemented the pit bull registration process and ordinance requirements with 400 pit bulls registered.	1
* Successfully moved the Health Department into a new building at 515 S. Liberty Street.	
* Successfully passed legislation to allow the issuance of certified birth and death certificates at the Health Department and began the issuance of such certificates in November 2006.	

2007-08 Objectives	**Goal Ref**
* To complete the feasibility study for a new animal shelter and to begin the planning process for its development.	1
* To attain 75% customer satisfaction with the implementation and enforcement of the Clean Indoor Air Act of 2006 through random survey of the community.	1
* Conduct at least one business expo, business partner meeting, or business forum on pandemic influenza/emergency preparedness.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Community Health Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4700 - Health *2007-08 Operating Budget*
Cost Center: 4711 - Health Administration *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	168,873	171,894	171,894	176,387
Other Services & Charges	1,707	7,451	7,396	9,811
Supplies	1,106	1,900	1,955	2,660
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	171,686	181,245	181,245	188,858

Significant Issues

* Accreditation of health departments is being studied at both the national and state level. This could significantly impact required staffing and programs provided by our health department.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

Description

The Food and Institution Division is charged by the City Charter to safeguard the preparation, production, handling, storage, and sale of all commodities intended for human consumption. The Division also inspects all Institutions providing housing or care to individuals and groups in Independence to ensure their sanitation.

2006-07 Accomplishments	**Goal Ref**
* Received recognition from the Food and Drug Administration for outstanding commitment to the continuous improvement of the retail food regulatory program as demonstrated by enrollment in the FDA Voluntary National Retail Food Regulatory Program Standards.	1
* Followed up on 100% of food establishment complaints within 48 hours of receipt of complaint (114).	1
* Developed and implemented automated reporting system to track inspector activity.	1
* All FTE inspectors have been cross-trained to do pool, softserve, lodging, and daycare inspections so that the facilities could be divided between the inspectors and reduce the duplication of visits.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Day Care Facilities Inspections	81	123	149	114
Retail Food Distribution Inspection	136	113	241	202
Swimming Pool Inspections	51	38	109	70
Miscellaneous Inspections	280	276	350	278
Food Related Complaints	149	37	308	108
Food Handlers Trained	9,680	7,125	10,000	7,860
Food Service Inspection	866	1,065	1,220	1,080
Follow-up Inspections	100	89	375	97
Soft-Serve Inspections/Sample	58	62	140	62
Food Managers Trained	300	267	350	350

2007-08 Objectives	**Goal Ref**
* Assure that all food and beverage facilities are inspected for compliance with health codes at least once within a six-month period.	1
* Assure that all swimming pools, tattoo parlors, and childcare facilities are inspected at least once within a six-month period.	1
* Respond within 24 hours to at least 90% of all foodborne outbreaks and other food product complaints received by the Health Department.	1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4713 - Food and Institution — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Administrative Aide I	1.00	1.00	1.00	.00
Foods & Institution Manager	1.00	1.00	1.00	1.00
Public Health Inv II	4.00	4.00	4.00	4.00
Administrative Spec II	.00	.00	.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	311,970	354,317	354,317	372,184
Other Services & Charges	18,140	18,886	19,007	15,184
Supplies	21,174	11,013	10,892	9,250
Capital Outlay	2,643	0	0	0
Other Expenditures	0	0	0	0
Total	353,927	384,216	384,216	396,618

Significant Issues

* Hotels are currently not licensed by the City of Independence, except as a business license; therefore, the Health Department has no authority for closing an unsafe hotel/motel. A study may need to be conducted as to whether the State Statute is sufficient or additional City Ordinances are necessary.

City of Independence
Detail Program Summary

Department: 4700 - Health *2007-08 Operating Budget*
Cost Center: 4715 - Health Promotion Division *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Child Care Immunization Ordinance honored for Excellence in Public Health; one of 18 nationwide and the only Missouri local public health program to receive "Model Practice Award".	1
* Received Medicare Part B provider status. This allowed the Department to provide Influenza vaccine free for seniors with Medicare.	1
* Conducted visits, two times per year, to 100% of child care facilities (61) to educate and do immunization audits to assure 100% compliance for all children enrolled. Approximately 5,000 records will be reviewed by 6/1/07.	1
* Increased the number of residents receiving seasonal influenza vaccine from 680 to 1,118.	1
* Worked with the Palmer Center to provide health resources for seniors, referrals for needed services, and Medicare Plan D enrollment assistance.	1
* The Project Public Health Ready (PPHR) Oversight Council identified the Strategic National Stockpile portion of the Health Department's Emergency Response Plan and the Health Department's Training Plan as high-quality resources for other health departments to use as a benchmark for development of their applications.	1
* Booster seat education and booster seats were provided community-wide to raise awareness of new legislation in effect August 28, 2006. Worked in collaboration with Buckle Up Our Future. Provided booster seats to 14 elementary schools to enable safe transport of students by school staff.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Communicable Disease Investigation	245	244	300	300

Flu Shots Given	431	680	2000	1,200
Immunization Record Reviews	4,923	4,896	5,000	4,900
Students Participating in Tobacco Use Prevention Advocacy	0	150	200	325

2007-08 Objectives **Goal Ref**

* At least 20% of Independence businesses, identified by survey as interested in education, will be trained in communicable disease, emergency preparedness, or pandemic influenza preparedness and will incorporate a policy or practice change. (7 out of 34) — 1
* 30% of the seniors participating in health education programs will show an improvement in their knowledge of the subject based on their post-testing scores. — 1
* Communicable disease prevention training will be offered to all City Departments. 30% of the participants will indicate a change in behavior or practice one month following the class. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Public Health Nurse	2.00	2.00	2.00	2.00
Public Hlth Outreach & Prg.Mg.	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	.00	.00	.00
Community Hlth Epidemiologist	1.00	.00	.00	.00
Com Dis & Hlth Stats Coord	.00	1.00	1.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	299,492	319,943	319,943	344,421
Other Services & Charges	3,495	4,568	6,531	4,121
Supplies	28,862	39,421	65,186	51,989
Capital Outlay	0	0	5,548	0
Other Expenditures	0	0	0	0
Total	331,849	363,932	397,208	400,531

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4721 - Animal Services Division — *Fund: 02 - General Fund*

Description

The mission of the Animal Services Division, in recognition and respect for the animal/human bond, is to anticipate and provide services that will ensure public health and safety, enhance the quality of our citizens' lives, and promote animal welfare through education, enforcement, and community programs.

2006-07 Accomplishments — **Goal Ref**

* Animal Services has been able to remove 500 more animals from the streets then in 2005/06. — 1
* Successfully implemented the pit bull registration process and ordinance requirements with 400 pit bulls registered. — 1
* Animal Services and C.E.R.T. teamed together to educate and train Independence citizens on disaster preparedness and response. Two drills were held with tremendous success. Independence is becoming a regional leader. — 1
* With the passing of the micro-chipping ordinance, Animal Services increased the number of animals returned to their owner by 21% for dogs and 16% for cats. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Service Calls	6,446	6,742	6,900	7,500
Summons Issued	815	729	800	800
Reported Animal Bites	120	144	140	140
Animals picked up by Animal Control Officers in the field	2,075	2,357	2,500	2,800
Animals taken into the shelter	6,299	6,085	6,400	6,500
Animals placed in new homes	2,564	2,417	2,500	2,500

2007-08 Objectives — **Goal Ref**

* To ensure the safety of the public, all dangerous animal and pit bull inspections will be done twice yearly. — 1
* To increase yearly inspections from twice a year to three times a year on all dangerous animal and pit bull inspections. — 3
* Reduce the average response time by 10%. — 1
* Increase the volunteer pool by 20%. — 1
* Increase the volunteer retention rate by 50%. — 1
* To complete the feasibility study for a new animal shelter and to begin the planning process for its development. — 1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4721 - Animal Services Division — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Animal Control Officer	5.00	5.00	5.00	5.00
Kennel Officer	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	.00	.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist II	.50	.50	.75	.75
AnimalControlInvestigator Spec	.00	.00	.00	1.00
Animal Control Supvr	1.00	1.00	1.00	1.00
Custodian	.50	.50	.25	.25
Volunteer Coordinator	.50	.50	.50	.50
Administrative Spec II	.00	.00	1.00	1.00
Total	10.50	10.50	10.50	11.50

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	452,666	514,419	514,419	612,725
Other Services & Charges	44,891	60,739	124,493	54,010
Supplies	46,735	49,046	60,521	62,914
Capital Outlay	2,500	0	1,246	0
Other Expenditures	0	0	0	0
Total	546,792	624,204	700,679	729,649

Significant Issues

* The Animal Shelter will be conducting a review of how to better utilize the community volunteers. Volunteers need to be adequately trained and recognized for them to feel they are making a real difference.
* Increase Animal Control Officer efficiency in the field by obtaining vehicle computer systems. These systems will allow officers to spend more time in their vehicles and less time in the shelter processing paperwork. Officers spend an average of 2 hours a day in the shelter completing paperwork. The goal is to decrease this amount of time by providing systems in the vehicle to allow for more field time.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4740 - Code Enforcement — *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* During FY06/07, conducted 100% of 8,464 initial inspections and recheck inspections within 2 weeks of the due date. The average number of days from time of complaint to initial inspection dropped from 29 days in 2005 to 2 days in 2006.	1
* During 2006, the Neighborhood Code Compliance Program (NCCP) was implemented in eight areas. Over 560,000 pounds of trash and brush were collected. Compliance in these areas rose from 64% to 90% through voluntary efforts alone.	1
* During FY06/07, a focus was placed on landlords whose properties are repeatedly in violation. Twenty-two landlords were designated as top offenders. Approximately 411 properties under the control of these landlords were inspected for code violations. Approximately seventy-nine of these properties were found to have violations. Cases were started on each of these properties and processed through the standard enforcement process. Additionally, a follow-up inspection was scheduled six months later to monitor compliance.	1
* Staff are actively preparing for the two exams needed to successfully achieve certification through the American Association of Code Enforcement as Code Enforcement Officers.	1

2007-08 Objectives	**Goal Ref**
* Expand the Neighborhood Code Compliance Program by increasing the average area size from 300 properties to 350 properties.	1
* Focus enforcement efforts on individuals who are repeatedly in violation by conducting at least 40 inspections per month on properties owned by those who have been deemed Top Offenders.	1
* Improve compliance with the property maintenance code along 16 segments of roadway by actively searching for violations through the Main Thoroughfare Program.	1
* Increase the level of staff expertise by having the property maintenance officers complete certification as Code Enforcement Officers through the International Code Council.	1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4740 - Code Enforcement — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Clerk Typist II	.50	.50	.50	.50
Code Compliance Manager	1.00	1.00	1.00	1.00
Code Enforcement Supv	1.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	6.50	8.25	8.25	8.25
Total	10.00	10.75	10.75	10.75

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	544,445	619,059	619,059	643,895
Other Services & Charges	72,141	75,150	74,150	75,276
Supplies	20,586	18,454	19,454	19,264
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	637,172	712,663	712,663	738,435

Significant Issues

* There have been a significant number of citizen requests for the Neighborhood Code Compliance Program in their neighborhood. These requests will necessitate us to evaluate the selection process for neighborhoods in the future.

City of Independence
Detail Program Summary

Department: 4700 - Health *2007-08 Operating Budget*
Cost Center: 4750 - Health Dept. Grants *Fund: 15 - Grants*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Trained 104 high school students in smoke-free youth advocacy program. One student wrote and received a grant to allow students to go to Jefferson City to talk to legislators about the tobacco issue. Students at Fort Osage High School produced a PSA that won the Beacon Guild Award. A total of 265 students have been trained over a 3 year period.	1
* Worked with Parks and Recreation on development of Trail guides, Fun and Fitness guides, and planning for senior physical activity leagues.	1
* Received a Public Health Regional Response Trailer from the Regional Homeland Security Coordinating Committee as part of the Urban Area Security Initiative. The trailer contains a mobile command post and supplies to assist with emergency prophylaxis.	1
* Obtained Meds|POD patient tracking system through the Urban Area Security Initiative. This computerized tracking system is used to quickly and safely distribute medicine during mass prophylaxis/vaccination scenarios.	1
* Emergency Response Medical Advisory Committee established to address pertinent public health emergency medical issues for the community. Consists of physicians, hospital, Fire, and Emergency Management personnel.	1
* Initiated a regional work group for area Pandemic Influenza Planners to better coordinate regional efforts and ideas for planning and preparing for a flu pandemic.	1
* The Independence School District made Asthma Policy changes for after-school programs as a result of education provided to after-school staff and administration.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Asthma Education	478	1,072	700	750

Nutrition and Fitness classes in the Community	0	20	18	24
Tobacco Use Prevention advocacy students trained	47	161	100	130

2007-08 Objectives **Goal Ref**

* The tobacco use prevention advocacy training will be offered to students. Of those trained, 75% will participate in educating peers or adults regarding issues related to second-hand smoke. 1
* Contact 25% (28) physician offices and (15) child care providers to encourage distribution of educational materials to clients that promote use of the walking trails, parks, and events to encourage physical activity for families in Independence. 1
* Third grade students identified with asthma will be trained in asthma management. 30% will indicate a behavior change 3 months following the classes. 1
* 50% of the smoking cessation participants will indicate continued efforts to be smoke-free one month following the completion of the training. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Public Health Educator	.50	1.00	1.00	1.15
Public Health Nurse	3.00	3.00	4.70	2.57
Public Hlth Epidemiologist	1.00	1.00	1.00	1.00
Public Hlth Response Planner	1.00	1.00	1.00	1.00
Administrative Spec II	.00	.00	.00	.53
Total	5.50	6.00	7.70	6.25

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	276,027	366,950	519,654	304,865
Other Services & Charges	222,028	106,086	122,359	32,218
Supplies	56,780	36,898	86,543	47,489
Capital Outlay	47,997	26,470	21,472	0
Other Expenditures	0	0	0	0

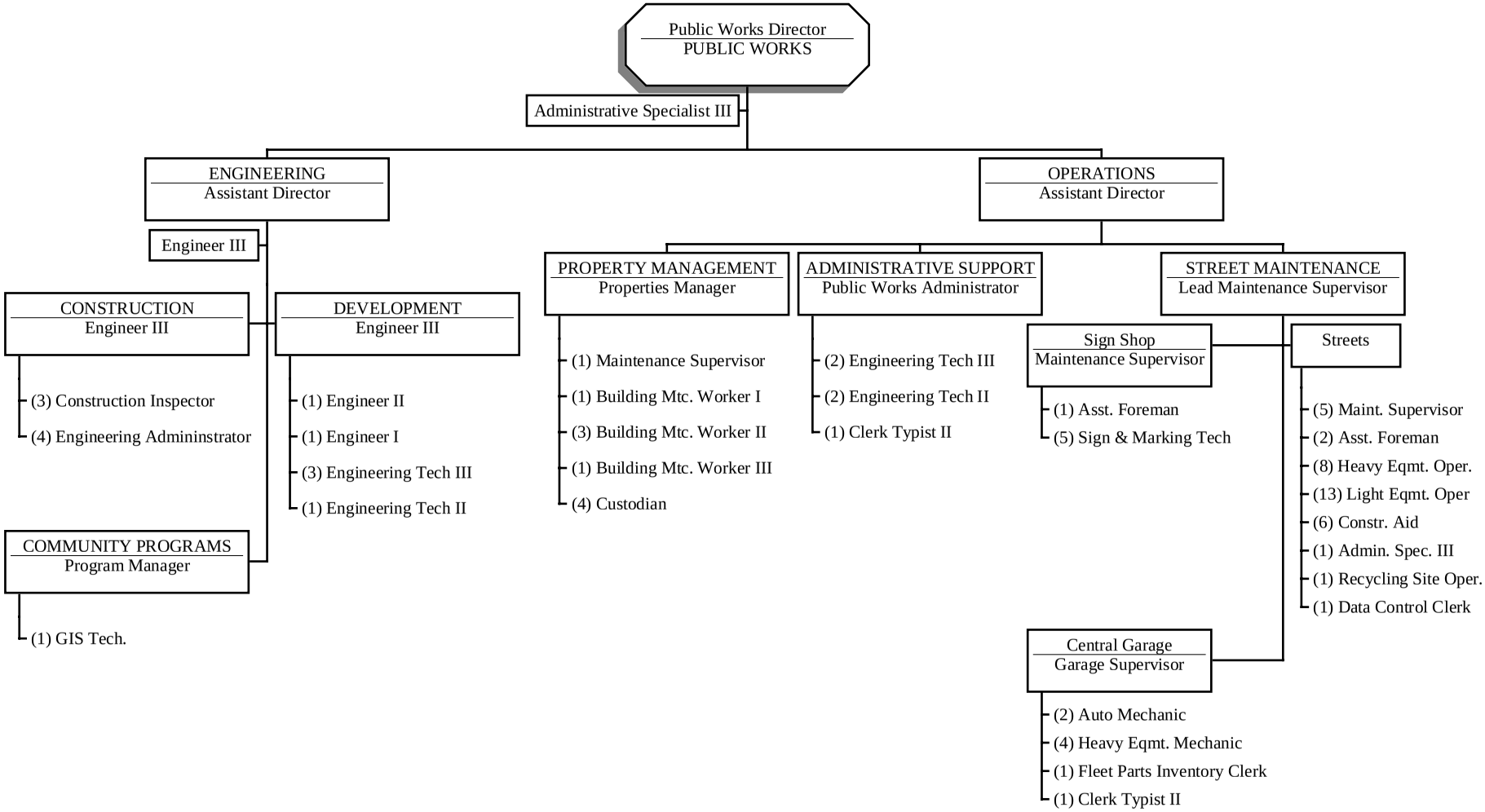
City of Independence
Detail Program Summary

Department: 4700 - Health — *2007-08 Operating Budget*
Cost Center: 4750 - Health Dept. Grants — *Fund: 15 - Grants*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Total	602,832	536,404	750,028	384,572

City of Independence, Missouri
Public Works



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2007-08 Operating Budget*

Department Description

Provide professional engineering services for the public safety and convenience; design, acquire rights of way, administer contracts, capital budget preparation, City Code enforcement, review building applications, issue development, construction, blasting, erosion control, and flood plain development permits. Maintain records of City owned and land trust property, investigate and review citizen complaints, provide inspection for Public Works by private development, and provide building maintenance and custodial services for most City owned buildings,as well as manage rights of way and erosion control of building sites. Maintain approximately 565 miles of streets through sealing, patching, surfacing, shoulder operations, snow removal, and roadside mowing. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	91.00	92.00	93.00	93.00
Total	91.00	92.00	93.00	93.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
5001 Administration	213,564	207,682	207,497	214,398
5011 Public Works Engineering	1,128,584	1,157,593	1,157,693	1,122,705
5013 Public Works - Admin. Support	278,848	280,612	280,697	299,708
5015 Property Management	867,732	941,798	941,798	961,536
5030 Public Works Engineering-Sewer	66,984	68,462	68,462	70,180
5111 Street Maintenance	4,118,744	4,371,664	4,371,664	4,547,048
5121 Central Garage	1,640,778	1,819,997	1,819,997	1,869,535
Total	8,315,234	8,847,808	8,847,808	9,085,110

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2007-08 Operating Budget*

Source of Funding				
General Fund	6,607,472	6,959,349	6,959,349	7,145,395
Sanitary Sewer Fund	66,984	68,462	68,462	70,180
Central Garage Fund	1,640,778	1,819,997	1,819,997	1,869,535
Total	8,315,234	8,847,808	8,847,808	9,085,110

Direct/Offsetting Revenues				
Erosion Control Permits and Right of way Management Permits	820,625	750,000	800,000	800,000
Total	820,625	750,000	800,000	800,000

Key Budget Changes

* A ballot issue will be presented in August for the renewal of the Street Improvements Sales Tax Program.
* Because of rising costs and dwindling revenue from the sale of recyclable materials, an additional $25,000 has been added to continue with the City's recycling program.

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2007-08 Operating Budget*
Cost Center: 5001 - Administration | *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Completed Crysler phase from 23rd Street to 31st Street.	1
* Successful Food Drive, donating 1,241 pounds.	1
* Completed Northern, Vermont, and Bundschu Bridge replacements.	1
* Completed Street Overlay Program from Sales Tax.	1
* Developed Sales Tax Renewal Program.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of employee accidents (Each)	15	3	0	3
Employee Satisfaction Survey	60	60	85	79
Request for Service Received - Both internal and external	30	10	10	3
Project schedules met by percentage	75	90	90	92

2007-08 Objectives	**Goal Ref**
* Begin construction of the Little Blue Parkway, north of 39th Street.	1
* Begin construction of Jackson Drive, north of 37th Terrace.	1
* Complete current Sales Tax Program, which is to be completed by December 31, 2008.	1
* Develop and provide information for Street Sales Tax Renewal.	1
* Evaluate pavement using Condition Pavement Index. Streets would be evaluated on a three year cycle. The Index this year will evaluate approximately 190 miles.	1
* Reduce accidents through an active safety program and Safety Committee.	1
* Utilize Public Works Employee Survey to improve employee satisfaction.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2007-08 Operating Budget*
Cost Center: 5001 - Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Public Works Director	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	193,462	193,518	193,518	198,261
Other Services & Charges	12,696	10,571	10,386	10,413
Supplies	7,406	3,593	3,593	5,724
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	213,564	207,682	207,497	214,398

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Description

This program provides Public Works services through the following work elements: plan review, design, investigations, studies, contract specifications, inspections, permits, records, traffic, GIS, and right of way management.

2006-07 Accomplishments	**Goal Ref**
* Twenty six projects were partially or completely constructed. Permits and inspections were done on private development construction.	1,4
* Design contracts were managed on twenty six improvement projects.	1,4
* Design work is underway or completed on all projects in the street sales tax program. Construction was completed on the third overlay contract, the Vermont Bridge project, the Blue Ridge and Blue Ridge Cutoff Intersection, the Lexington and Walnut Intersection, the Eureka and Crenshaw Intersection, and whitetopping at two intersections. Contracts have been awarded and construction has started on the Main Street Bridge, the Noland Road Bridge, and the 23rd and Lee's Summit Road Intersection. Work has been done on organizing a program for a possible street sales tax renewal.	1,4
* Engineering and design work has been started for five phases of the Little Blue Parkway. Four design contracts and one construction contract have been administered for Jackson Drive between 37th Street and Holke Road.	1,4
* An erosion control permit and inspection program has been developed. Erosion control permits and inspections covering 791 acres of land have been done.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Current 5 Year Street Sales Tax Program Completed (%)	20.0	60.0	65.0	80.0
Little Blue Pkwy.-39th to U.S. 24 Design Completion (%)	0.0	19.0	10.0	50.0
Jackson Dr. between 39th & R.D.Mize Design Completion (%)	0.0	10.0	100.0	100.0

2007-08 Objectives	**Goal Ref**
* Manage engineering services for street, bridge, traffic, and sanitary sewer projects.	1
* Provide project management on Storm Water Sales Tax projects, Sewer	1

2007-08 Objectives	**Goal Ref**
Fund projects, and Excise Tax projects.	
* Manage the design and construction contract management on street sales tax projects. Construction of all street sales tax projects are to be completed by the end of 2008, when the current sales tax project expires.	1
* Manage federally funded STP projects on 39th Street, the Noland Road Bridge, and 23rd and Noland Intersection, the Truman Road Improvements between 291 Highway and Vista, the Truman Road Enhancements project in Maywood, and the R.D. Mize Road (two phases) projects in design or construction.	1
* Review building permit applications, Public Works projects, and plans for public improvements by private development.	1
* Provide studies, cost estimates, and reports, for development of a possible street sales tax renewal program.	1
* Meet with residents on all Capital Improvement Projects being designed.	1
* Work with neighborhood residents where public improvements are desired, advising them of tools available for resident participation.	1
* Make applications for projects in the Surface Transportation program and participate in the MARC transportation planning process.	1
* Continue management of the flood plain development and payment in lieu of detention code provisions.	1
* Work on updating the Public Works code requirements and adopting some of the new APWA guidelines.	1
* Expand the erosion control inspection process to where inspections are made at a greater frequency.	1

Staffing:

Position Title	**2004-05 Budget**	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**
Asst Dept Director	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	1.00	.00	.00	.00
Engineering Administrator	1.00	3.00	3.00	4.00
Engineer III	3.00	3.00	3.00	3.00
Construction Inspector	4.00	4.00	4.00	3.00
Engineering Tech II	2.00	2.00	1.00	1.00
Engineering Tech III	5.00	3.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	20.00	19.00	18.00	18.00

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	956,490	1,008,349	1,008,349	980,447
Other Services & Charges	143,941	121,346	121,595	119,999
Supplies	28,153	27,898	27,749	22,259
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,128,584	1,157,593	1,157,693	1,122,705

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Description

The Administrative Support Division of the Public Works Department is responsible for land acquisition for public improvements, enforcement of Public Works right of way and code provisions, and staffing the department front counter. In addition, the Public Works Administrator coordinates the State Legislative Program.

2006-07 Accomplishments **Goal Ref**

* Provided information on a variety of land related issues. 1
* Provided accurate and timely project information on the City Home Page. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Permit Service Request (Each)	10	5	0	2
Acquisition Service Requests (Each)	1	2	0	2
Acquisition within schedule (Percentage)	80.0	80.0	90.0	90.0

2007-08 Objectives **Goal Ref**

* Acquire necessary parcels within the time frame expected without added service request 90% of the time. 1
* Provide effective management of right of way permitting process without added service request 90% of the time. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Asst Dept Director	.50	.50	.50	.50
Public Works Administrator	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Engineering Tech II	1.00	1.00	2.00	2.00
Engineering Tech III	2.00	2.00	2.00	2.00
Recycling Coordinator	.00	.00	.00	.00
Total	5.50	5.50	6.50	6.50

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	274,953	274,712	274,712	293,808
Other Services & Charges	3,310	4,800	4,038	4,800
Supplies	585	1,100	1,947	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	278,848	280,612	280,697	299,708

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5015 - Property Management *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Remodeled Mayor's office and reception area.	1
* Added new air conditioning to kennels, painted the exterior and administrative areas of the Animal Control Building.	1
* Remodeled part of the Purchasing Department to create a new Law Department conference room.	1
* Completed many maintenance items at the Penniston Building, including new carpeting, to prepare for police units to move into new location.	1
* Completed construction and opened new Health Building.	1
* Replaced major operating, worn out components of the Sermon Center elevator.	1
* Remodeled and opened the new location for the Human Resources Department and reconfigured the Community Development Department in City Hall.	1
* Renovated the new Veterans Hall in the Truman Memorial Building to accommodate kiosks, projector area, and displays.	1
* Painting projects, such as the King Hershey Room, the Purchasing Department, the main hallway outside the Veterans Hall, Hallways on ground floor of City Hall, Health Building basement, the waiting room of the Truman Train Depot, and Fire Stations #2 & #8 exteriors.	1
* Removed historic markers and shipped out for refurbishing, remounted markers to original locations.	1
* Constructed three new canopies on Street Department building and reworked boiler.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Building Cleanliness Reporting without added request (%)	75.0	75.0	85.0	80.0

Response to Work Orders Within Time Goal (Percentage)	80.0	80.0	80.0	85.0
Repeated Calls on Mechanical Equipment	12	5	0	1
Request for added service (Each)	12	10	0	9

2007-08 Objectives **Goal Ref**

* Do individual weekly inspections of the cleaning done at each of our buildings. Also, do a monthly inspection with the cleaning service contractor. Reports to be made at each inspection and followed through to see improvements made. — 1
* Continue the preventative maintenance inspections of major mechanical equipment and develop a recorded history of problems. — 1
* Continue to listen and respond to customers in a timely manner to provide a safe, clean, and comfortable environment. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	2.00	3.00	3.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Custodian	5.00	4.00	4.00	4.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	581,699	581,991	581,991	604,782
Other Services & Charges	207,236	265,365	265,412	264,227
Supplies	75,164	94,442	94,395	92,527
Capital Outlay	3,633	0	0	0
Other Expenditures	0	0	0	0
Total	867,732	941,798	941,798	961,536

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5030 - Public Works Engineering-Sewer *Fund: 30 - Sanitary Sewer Fund*

Description

This cost center accounts for Public Works Engineering costs that are funded out of the Sanitary Sewer Fund. See the Public Works Engineering cost center (5011) for applicable Accomplishments, Objectives and Performance Indicators.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Engineer II	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	66,984	68,462	68,462	70,180
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	66,984	68,462	68,462	70,180

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2007-08 Operating Budget*
Cost Center: 5111 - Street Maintenance *Fund: 02 - General Fund*

Description

Street Maintenance is responsible for maintaining approximately 1,200 lane miles of City streets and 38 bridge structures. Maintenance includes crack sealing, overlaying, pothole repairs, roadside ditches, large street repairs, road base repairs, sweeping, replacement of damaged or undersized crossroad culverts, trash and brush clean up, placement of barricades, cleaning of medians and islands, maintenance of equipment, placement of driveway pipes, recycling center, nine City-Wide Cleanups per year, training for CDL's and on equipment, burning of brush, removal of snow and ice, maintenance of sand and salt stockpiles, painting of center and edge lines, crosswalks, school crossings' stop bars and turn lanes, and parking stalls and City parking lots. Also included is the maintenance and installation of street name signs, traffic control signs, advisory signs, hazard signs, and installation and maintenance of guardrails, roadside mowing (which includes contract mowing), and removal of dead trees in the right of way.

2006-07 Accomplishments	**Goal Ref**
* Street Maintenance will be opening the new recycling site on 35th St. in April 2007.	1
* Improved Street Maintenance and Central Garage parking by overlaying the west part of the compound.	4
* Repaired sidewalks on the Independence Square for Santa-Cali-Gon (282 man hours).	1
* Completed the Health Department Project, which included helping them move.	
* Began overlay of the Penniston Building for the Police Department.	
* Poured new island on Lee Summit Road South of I-70.	
* Repaired bridge embankment on Bly Road.	
* Started hauling dirt from the new Sports Complex to Kendall/Peck Property.	
* 8. Resurfaced Animal Control parking lot.	

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Street Condition (PCI Average)	65	70	75	80
Right of Way Maintenance (Service Requests)	51	40	40	35

Sweeping and Cleaning Medians (Service Requests)	104	75	65	60
Drainage (Service Requests)	96	40	75	50
Snow Removal (Service Requests)	75	75	25	60
Employee Retention (Percentage)	63	85	75	85
Street Signs Maintained (Percentage)	11.0	11.0	10.0	10.0

2007-08 Objectives	**Goal Ref**
* Streets: Our goal is to provide a safe and smooth driving surface by inspecting 33% or 221 miles of streets each year to improve the PCI (Pavement Condition Index) of City streets.	1,4
* Sweeping and Medians: The goal is to ensure the cleanliness, appearance and safety in each district's corridors, high-visibility of commercial areas, residential neighborhoods, and industrial zones. The program will allow sweeping and median cleanup to be done twice per year in each district and will be measured by the number of complaints received in each district.	1,4
* Right of Way Maintenance: Maintaining the right of way provides a good vision for line of sight, safety for the public, and to control vegetation which will enhance the appearance of our City. The maintenance of this program will be measured by the number of complaints received.	1
* Drainage: The goal is to start a new inspection program on cross road pipes by location and sizing of pipe, with a replacement program to follow. We will inspect one district per year with the completion in four year. Right now we measure the program by the number of complaints; after we start the new inspection program we will have a new measuring system in place after the first year.	1
* Snow Removal: The goal is to provide a safe effective Snow and Ice Control Program on City streets which will enable the public to use during inclement winter weather conditions. The level of service will be equal in each of the four districts. The level of service will be measured by complaints in each district, and then the information will be used as a tool to raise the level of service in that district.	4
* Training: It is the intent to enable staff to develop their careers within the division as a means of improving retention and building employee dedication to the division's goals and objective. The ability to retain employee's will allow a way of measuring success in this division.	1
* Signing: The goal is to provide legible and directional signs that will allow the public to drive to their destination without problems and in a safe manner. The City has 50,000 signs to inspect and maintain. The program allows us to inspect and replace if needed	4

2007-08 Objectives **Goal Ref**

5,000 signs per year with a total inventory taking 10 years to complete.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Sign & Marking Technician	5.00	5.00	5.00	5.00
Data Control Clerk	.00	1.00	1.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Asst Dept Director	.50	.50	.50	.50
Street Maint Supt	1.00	.00	.00	.00
Light Equipment Operator	10.00	13.00	13.00	13.00
Lead Maintenance Supervisor	.00	1.00	1.00	1.00
Assistant Foreman	3.00	3.00	3.00	3.00
Maintenance Supervisor	6.00	5.00	5.00	5.00
Construction Aide	7.00	6.00	6.00	6.00
Public Works Dispatcher	1.00	1.00	1.00	.00
Administrative Spec III	.00	.00	.00	1.00
Recycling Site Operator	1.00	1.00	1.00	1.00
Total	42.50	44.50	44.50	44.50

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	2,338,047	2,414,527	2,414,527	2,565,513
Other Services & Charges	905,936	1,030,776	1,052,026	1,092,227
Supplies	660,601	726,361	693,611	689,308
Capital Outlay	214,160	200,000	211,500	200,000
Other Expenditures	0	0	0	0
Total	4,118,744	4,371,664	4,371,664	4,547,048

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2007-08 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

Description

Central Garage is responsible for maintaining the City's fleet comprised of 586 units of rolling stock. Also responsible for acquisition, repairs, preventative maintenance, and fuel management used in law enforcement, health, social services, parks, public works, and other government activities. Responsible for maintaining the City's fleet of automobiles and pick up trucks. Also, responsible for performing the majority of preventative construction equipment and responsible for fabrication and welding requests by all departments. Responsible for maintaining the City's automotive parts of 1,894 types of parts and for maintaining equipment, also establishes inventory levels.

2006-07 Accomplishments	**Goal Ref**
* Provide more opportunities for training. Computerized Fleet Analysis Software training for Fleet Clerk and Fire Mechanic, and Sweeper training for the mechanics.	3,4
* Fire Equipment was added to the Computerized Fleet Analysis software maintenance program.	1,3,4

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Mechanic Hours Billed (Percentage)	88.0	86	86.0	90.
Preventative maintenance orders within recommended time (	90.0	860	95.0	90.
Road Service Calls (Each)	12	20	0	90.

2007-08 Objectives	**Goal Ref**
* Complete the creation of the Computerized Fleet Analysis software Preventative Maintenance Report.	1,3,4
* Maintain a billable Mechanic rate of 90%.	3
* Begin logging the number of Preventative Maintenance work orders performed each month for the departments.	3,4

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2007-08 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

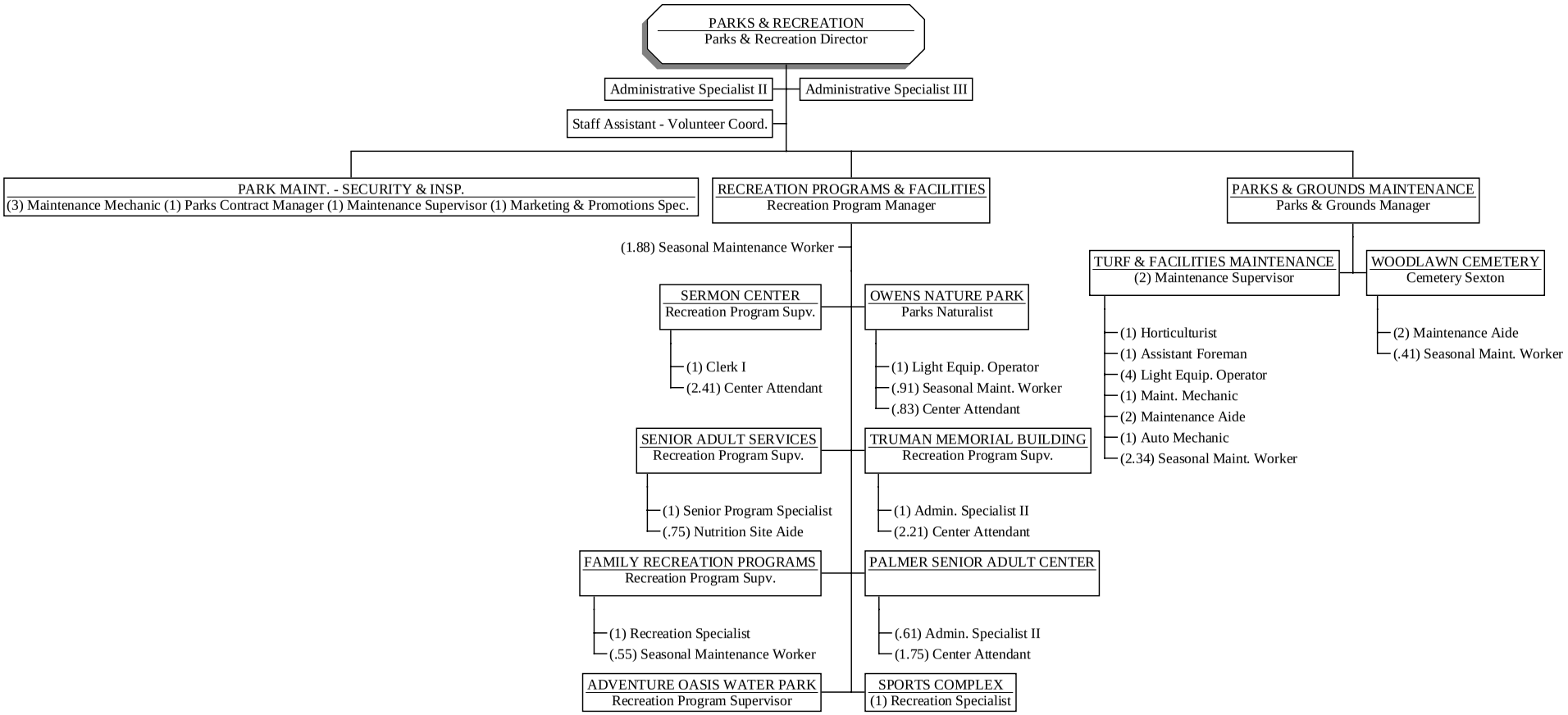
Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Clerk Typist II	1.00	1.00	1.00	1.00
Auto Mechanic	2.00	2.00	3.00	3.00
Auto Parts Inventory Clerk	1.00	.00	.00	.00
Fleet Parts Inventory Clerk	.00	1.00	1.00	1.00
Garage Supervisor	1.00	1.00	1.00	1.00
Total	9.00	9.00	10.00	10.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	501,688	599,689	599,689	632,369
Other Services & Charges	262,148	309,245	309,245	314,733
Supplies	876,942	911,063	911,063	922,433
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,640,778	1,819,997	1,819,997	1,869,535

City of Independence, Missouri
Parks and Recreation



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*

Department Description

The Independence Parks and Recreation Department strives to improve the quality of life for resident families by providing superior park facilities, recreational programs, and related public services. These efforts were greatly enhanced in 1998, when voters approved a capital improvement sales tax that helped to fund the necessary repair, maintenance, and reconstruction for a number of City park sites. In 2002, voters approved and expanded the parks and recreation sales tax that went into effect in January 2004. This tax allowed for the renovation of the Palmer School facility into a senior adult recreation and nutrition center, construction of a new family aquatics center, implementation of water playgrounds at two neighborhood parks, development of a trail system, and construction of a new multi-field sports complex for local athletic contests. The Tax also provides for the ongoing revitalization of existing parks, park maintenance and security, operation of recreation facilities,and development of new family-oriented recreation programs. The Parks and Recreation Department also works with a number of affiliated boards and commissions, athletic & youth organizations, and other volunteer groups and individuals to provide a well-rounded recreation program base.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	41.00	39.00	38.55	41.00
Part Time Positions	12.29	10.29	14.10	16.94
Total	53.29	49.29	52.65	57.94

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	280,668	291,974	291,974	298,677
6011 Park Maintenance Admin.	148,769	126,186	126,186	134,280
6012 Turf Facilities Maintenance	647,828	684,612	684,612	708,693
6013 Public Property Maintenance	0	0	0	0
6021 Recreation Programs Admin.	265,629	156,561	156,561	118,041
6022 Senior Adult Services	211,097	216,422	216,422	229,287

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
6028 Roger T. Sermon Community Ctr.	139,761	175,618	175,618	212,405
6029 Owens Nature Park	111,952	153,251	153,251	161,409
6031 Cemetery Maintenance	174,534	176,678	176,378	182,397
6041 Park Maint. - Security & Insp.	611,205	720,228	720,528	835,988
6042 Rec. Fac.-Truman Memorial Bldg	273,439	287,286	287,286	310,911
6043 Rec. Fac.-Palmer Sr. Adult Ctr	117,837	191,632	191,632	174,315
6044 Family Recreation Programs	208,693	197,347	197,347	230,726
6045 Adventure Oasis Water Park	517,334	465,828	465,828	588,146
6046 Sports Complex	4,043	94,458	94,458	482,069
Total	3,712,789	3,938,081	3,938,081	4,667,344
Source of Funding				
General Fund	1,980,238	1,981,302	1,981,002	2,045,189
Parks Improv. Sales Tax Fund	1,732,551	1,956,779	1,957,079	2,622,155
Total	3,712,789	3,938,081	3,938,081	4,667,344
Direct/Offsetting Revenues				
Class Fees	55,620	45,000	50,527	53,250
Park Concessions	5,701	9,000	7,000	8,000
Recreation Center Fees	23,090	22,000	22,000	23,241
Recreation Rentals	131,975	87,000	108,258	97,600
Cemetery Charges	76,621	63,000	60,300	60,300
Dial-a-Ride Grant	25,393	25,393	25,393	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	25,000	25,000
Total	343,400	276,393	298,478	292,784

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Description

The Administration Division oversees the various divisions within the Parks and Recreation Department in an effort to provide residents with quality parks, recreational facilities, and programs. This division actively works with departmentally-affiliated boards and commissions, as well as various community and youth organizations interested in improving and maintaining the City's park system.

2006-07 Accomplishments **Goal Ref**

* Worked with department administrative staff to successfully coordinate Year Four of the Park Sales Tax park revitalization and capital improvement projects, including initiating construction of the Independence Sports Complex, the creation of three leash free zones, construction of a skate zone, the installation of loop trails and asphalt overlay of the existing park trail at George Owens, installation of new shelters at the Adventure Oasis and other neighborhood parks, and extensive landscaping at McCoy Park. The department also added new play grounds at Cler-mont and park site amenities at various locations.
* Installed new restrooms at Van Hook, Hill, Rotary, Dickenson, Mill Creek, Fairmount, and Glendale Parks.
* Began property aquisition process associated with the Rock Creek Trail from Rotary to Country Club Park.
* Oversaw the nineth year of the City's Park Matching Grant program, providing community groups with a means for making improvements to their neighborhood park facilities.
* Worked with departmental administrative staff to continue implementation of Park Recreation and Open Space Master Plan recommendations.
* Created the Veterans Hall and Veterans Video Program located in the Truman Memorial Building.
* Successfully implemented the Recreation Management software and solicited competitive bids for Park Management software.
* Successfully bid and contracted the senior transportation service.
* Successfully renovated the Mill Creek Tennis Complex and replaced the lights at McCoy Park tennis complex.

2007-08 Objectives **Goal Ref**

* Conduct visioning, goal setting, and customer service training sessions for department staff. 1
* Coordinate the full implementation of the Park Management Software system. 1
* Coordinate the expansion of Recreation Management Software. 1
* Use citizen input regarding Parks and Recreation facilities, programs, and services to improve offerings and facilities. 1
* Coordinate and prioritize departmental projects relating to Year Four 1

2007-08 Objectives	**Goal Ref**
Sales Tax Program.	
* Direct the formalization of a graffati reduction program and a park donation program.	1
* Oversee the creation of facility use agreements.	1
* Oversee the implementation of routine maintenance programs.	1
* Coordinate the first year of operations at the Sports Complex.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Staff Assistant	1.00	.00	.00	.00
Staff Asst.-Volunteer Coord.	.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	268,466	275,354	275,354	284,077
Other Services & Charges	7,835	14,648	13,348	12,400
Supplies	2,976	1,972	3,272	2,200
Capital Outlay	1,391	0	0	0
Other Expenditures	0	0	0	0
Total	280,668	291,974	291,974	298,677

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments	**Goal Ref**
* Worked with department administrative staff to successfully implement Year Three Park Sales Tax park revitalization and capital improvement projects, including installation of new picnic shelters at the Adventure Oasis Waterpark, Bundschu Park, Cler-Mont Park, Hill Park, McCoy Park, and Rotary Park; installation of new park restroom facilities at Dickinson Park, Fairmount Park, Hill Park, Mill Creek Park, Rotary Park, and Van Hook Park; installation of skate zone facility at Santa Fe Park; installation of off-leash dog areas at Fairmount Park, Santa Fe Park, and Van Hook Park; repair of existing park trails; installation of new park trails and installation of park site amenities at various locations.	1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation, and Open Space Master Plan recommendations.	1
* Assisted park advocacy groups in a variety of park improvement efforts, including groups from Cler-Mont Park and Glendale Park neighborhoods, the Cler-Mont School PTA, and the Independence Horseshoe Club.	1
* Identified departmental capital outlay, equipment, and staffing needs required for effective park and public property maintenance operations, and obtained desired equipment upgrades.	1
* Completed successful application for renewal of City's Tree City USA recognition.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Numbers of park sites maintained	42	42	42	42
Number of park acres maintained	727	728	728	728
Number of non-park acres maintained	547	547	547	547
Number of full-time staff supervised	19	19	19	19

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

2007-08 Objectives	**Goal Ref**
* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax park revitalization and capital improvement projects.	3
* Implement park maintenance software program and coordinate daily operations to ensure desired levels of park maintenance and appearance for all parks, as well as Woodlawn Cemetery, are met and response time to work requests is within acceptable parameters.	3
* Assist community and neighborhood groups with park adoption and clean-up efforts.	3
* Provide technical assistance for the design and maintenance of new and existing park facilities.	1
* Identify and support appropriate professional training opportunities for divisional staff.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Forester	1.00	1.00	.00	.00
Total	2.00	2.00	1.00	1.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	90,087	88,496	88,496	80,387
Other Services & Charges	46,523	24,853	24,893	42,184
Supplies	12,159	12,837	12,797	11,709
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	148,769	126,186	126,186	134,280

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Description

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

2006-07 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Three Park Sales Tax park revitalization and capital improvement projects, including baseball infield renovations at Mill Creek Park and Santa Fe Park, continued improvements at all department-managed athletic game and practice fields, and installations of park site amenities at various locations. 1
* Provided mowing services for all City parks and initiated park horticulture program. 1
* Supervised all game field preparation activities by assigned staff at various locations. 1
* Assisted community and neighborhood groups and park clean-up efforts at various locations.
* Participated in professional training opportunities, including athletic field maintenance classes. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of park sites maintained	42	42	42	42
Number of park acres maintained (turf)	404	404	405	405
Number of baseball game fields maintained	10	10	10	10
Number of baseball practice fields maintained	39	39	39	39
Number of soccer game fields maintained	5	5	5	5
Number of picnic shelters maintained	10	10	7	11
Number of non-park acres maintained	28	28	28	28

2007-08 Objectives **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax revitalization projects. 1
* Assist with implementation of park maintenance software program and 1

2007-08 Objectives **Goal Ref**

supervise daily operations to ensure desired levels of park maintenance and appearance are met and athletic operations to ensure desired levels of park maintenance and appearance are met and athletic fields are properly maintained on a consistent basis.

* Assist community and neighborhood groups with park clean-up efforts. 1
* Provide practical assistance for the design and maintenance of new and existing park facilities. 1
* Identify and support appropriate professional training opportunities for divisional staff. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Maintenance Mechanic	1.00	.00	.00	.00
Light Equipment Operator	3.00	4.00	4.00	3.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	2.00	2.00	2.00
Auto Mechanic	.00	1.00	1.00	1.00
Parks Horticulturalist	.00	.00	1.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	10.34	12.34	13.34	12.34

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	546,945	557,174	557,174	604,129
Other Services & Charges	63,796	93,325	93,265	62,630
Supplies	37,087	34,113	34,173	41,934
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	647,828	684,612	684,612	708,693

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6013 - Public Property Maintenance *Fund: 02 - General Fund*

Description

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of park sites maintained.				
Number of park acres (non-turf) maintained				
Number of flood lots maintained.				
Number of flood lot acres maintained				
Number of non-park acres maintained				
Number of guardrails maintained				
Number of guardrail acres maintained				
Number of R.O.W. miles maintained				
Number of R.O.W. acres maintained				

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Light Equipment Operator	4.00	.00	.00	.00
Maintenance Supervisor	1.00	.00	.00	.00
Auto Mechanic	1.00	.00	.00	.00
Total	6.00	.00	.00	.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Description

The Recreation Programs and Facilities Division is responsible for the daily management of the City's comprehensive recreational facilities and program services. To ensure equitable access to the community, division staff works with many community based organizations to address customer service and facility based efforts to meet current trends and citizen interest.

2006-07 Accomplishments	**Goal Ref**
* Prepared Missouri Parks and Recreation Association Award nominations and three were received.	1
* Managed the hiring process for 2 Recreation Specialists, 1 Park Naturalist, 1 Recreation Supervisor, and 1 Administrative Specialist.	1
* Prepared documentation related to Position Reclassification requests by 3 staff.	3
* Facilitated and supported the development and opening event for the Veterans Hall and Veterans Video Project.	1
* Supervised new concession services contract and vendor.	1
* Supervised and supported the 2nd operational season at the water park.	1
* Implemented changes in Background Screening Process for volunteers working with youth, in conjuction with the Law Department.	1

2007-08 Objectives	**Goal Ref**
* Prepare operational protocols for the Independence Sports Complex.	1
* Facilitate the marketing of the Independence Sports Complex	1
* Continue to stabilize the Rec Trac software use within all areas.	1
* Identify and support appropriate professional training opportunities for divisional staff.	1
* Support the changes within athletic venue maintenance protocols.	1
* Support the new initiatives of the Market & Promotions Specialist.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Recreation Specialist	1.00	1.00	.00	.00
Clerk I	1.00	1.00	.00	.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Center Attendant	1.73	1.73	.00	.00
Seasonal Maintenance Wkr	1.88	1.88	1.88	.00
Total	6.61	6.61	2.88	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	234,291	123,049	123,049	84,810
Other Services & Charges	18,480	20,273	19,923	23,402
Supplies	12,858	13,239	13,589	9,829
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	265,629	156,561	156,561	118,041

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

Description

An ongoing program for resident senior adults and those individuals with disabilities is provided through this division. Recreational opportunities, social integration, consumer and nutritional education, and assistance with related social service applications are all program components. A comprehensive senior nutritional program is offered through the City, and meals are also delivered on a home-bound basis as needed. This division has recently expanded its available programs and services, and to implement comprehensive senior adult activities, a wellness center senior transportation service.

2006-07 Accomplishments **Goal Ref**

* Implemented the Rec Trac Recreation Management software to set up programs, track attendance records, and help manage facility space usage. 3
* Entered into a five year agreement with Checker Services, Inc. for the Dial-a-Ride transportation program at a lower hourly rate with improved customer service. 1
* ADA signage was installed throughout the facility to meet ADA requirements. 1
* Provided many programs at no cost to low income and minority senior adults. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of general recreation programs	56	45	55	50
Number of day/overnight trips	36	46	55	50
Meals served - On-Site	30,770	21,625	25,000	21,700
Meals served - Home Delivered	27,816	22,104	24,000	22,200
Number of nutrition site programs	34	50	50	50
Number of outreach programs	8	6	6	6

2007-08 Objectives **Goal Ref**

* To decrease the amount of wasted meals to meet the standards set forth by MARC. 3
* Strengthen social service offerings to low income and minority senior adults through community program partnerships. 1
* Improve program marketing, notification, and customer feedback methods. 1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6022 - Senior Adult Services *Fund: 02 - General Fund*

2007-08 Objectives **Goal Ref**

* To implement a comprehensive volunteer training program specific to the Palmer Center.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Nutrition Site Aide	.75	.75	.75	.75
Recreation Program Supv	1.00	1.00	1.00	1.00
Senior's Program Spec	1.00	1.00	1.00	1.00
Total	2.75	2.75	2.75	2.75

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	104,569	101,617	101,617	118,913
Other Services & Charges	103,970	111,955	111,985	104,406
Supplies	2,558	2,850	2,820	5,968
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	211,097	216,422	216,422	229,287

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

This cost center provides services to residents in Independence and other surrounding communities as an outlet for cultural, educational, and physical fitness offerings at the Roger T. Sermon Community Center. Residents have the opportunity to recreate through integrated programs with individuals of similar interests and are provided a common place to meet. Local organizations and groups have an affordable rental space for meetings, receptions, and other social gatherings.

2006-07 Accomplishments	**Goal Ref**
* Worked with Technology Services and Vermont Systems to implement new Recreation Software - Rec Trac. This implementation inlcuded training of management staff who then trained staff in each facility.	1
* Assisted community theatre groups to continue upgrades to the Powerhouse Theatre through fundraising and grants.	1
* Worked with Public Works to upgrade the electrical system to integrate the use of a generator in the event of power loss during an emergency situation when the facility is in use as an Emergency Shelter.	1
* Served as a liaison to numerous cultural organizations to continue the growth of fine arts in Independence and Eastern Jackson County.	1
* Nominated and was awarded a Citation award from Missouri Parks and Recreation Association for the Powerhouse Theatre Foundation as Non-profit Volunteer Group of the Year.	
* Implemented the first year of the Neighborhood Block Party Program.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Facility hours of availability to the public per week	94	92	94	92
Number of Sermon Center memberships	948	1,500	1,000	1,500
Facility special events	15	15	15	15
Rental revenues - park shelters, Sermon Center. craft show	48,007	45,500	46,000	45,500
Co-sponsored clubs and organizations	17	15	17	17
Theatre performances	60	61	60	61

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

2007-08 Objectives	**Goal Ref**
* Continue to work with departmental administrative staff to identify funds needed to continue the upgrades in the facility to provide quality programs, equipment, and rental space for participants and customers.	1
* Working within budgetary constraints, identify new programs/activities/trends to offer new opportunities to participants.	3
* As liaison to numerous organizations, continue to bring the Roger T. Sermon Community Center to the table as a vital, active, and centralized location for events, programs, and opportunities.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Recreation Specialist	1.00	1.00	.00	.00
Clerk I	.00	.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	1.00
Center Attendant	.68	.68	2.41	2.41
Total	2.68	2.68	4.41	4.41

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	107,373	139,792	139,792	146,112
Other Services & Charges	28,375	30,026	29,736	56,488
Supplies	4,013	5,800	6,090	9,805
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	139,761	175,618	175,618	212,405

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6029 - Owens Nature Park *Fund: 02 - General Fund*

Description

The George Owens Nature Park is an 85-acre park site that features natural areas for habitat, an extensive walking trail system, an indoor lodge facility, two picnic shelter facilities, and area for group camping enthusiasts. Facility staff assists school groups, scouting organizations and environmental advocates with interpretive activities and support programs.

2006-07 Accomplishments	**Goal Ref**
* Paved the primary section of the Butterfly Trail for ADA Access.	1
* Developed new in-house programs at the facility, as well as parks.	1
* Coordinated a design study of the lodge interior indentifying ADA upgrades, flooring concerns, aesthetic issues, and maximizing service areas for growing program base.	1
* Replace existing dock with ADA accessible dock.	1
* Added internal lodge displays including an aquatic turtle interpretive aquarium and tree ring display.	1
* Landscaping of the lodge entrance.	1
* The addition of three Center Attendants improving customer service.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Lodge hours of availability to the public per week	68	57	62	65
Facility rental revenue	$7,980	$10,000	$8,500	$12,000
Total number of visitors	23,600	30,000	40,000	33,000
On-site group presentations	42	41	40	40
Community outreach programs	19	22	22	30
Park programs (special events)	20	20	22	25
Hours of program service provided by volunteers	100	300	250	400

2007-08 Objectives	**Goal Ref**
* Pave secondary section of the Butterfly Trail.	1
* Coordinate campground improvements.	1
* Implement new in-house programming(30th anniversary nature family day).	1
* Install flooring and other budgeted lodge improvements.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6029 - Owens Nature Park *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Park Ranger	1.00	.00	.00	.00
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	.00	1.00	1.00	1.00
Center Attendant	.00	.00	.83	.83
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	2.91	3.74	3.74

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	101,107	136,104	136,104	138,242
Other Services & Charges	2,799	6,206	6,261	13,602
Supplies	8,046	10,941	10,886	9,565
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	111,952	153,251	153,251	161,409

Significant Issues

* The addition of three Center Attendant positions at the lodge has increased the level of service to George Owens Park visitors

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Description

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility and revenue records.

2006-07 Accomplishments **Goal Ref**

* Completed data entry into cemetery management software program. 1
* Provided adequate level of customer service and access on a consistent basis. 1
* Continued volunteer-based cemetery clean-up program. 1
* Continued historical cemetery tour program.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	98	100	100	100
Opening/Closing revenues	$64,195	$69,403	$48,000	$48,000
Monument Base revenues	$3,649	$5,118	$5,000	$5,000
Cemetery Lot Revenues	$11,050	$2,100	$10,000	$10,000
Number of facility mowing cycles	22	22	22	22

2007-08 Objectives **Goal Ref**

* Supervise operations to ensure desired levels of cemetery maintenance and appearance are met. 1
* Continue transfer of cemetery records from previous formats to new software data base. 3
* Assist community and volunteer groups with historical preservation and improvement efforts. 1
* Provide practical assistance for the design and maintenance of existing cemetery facilities. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Assistant Foreman	1.00	.00	.00	.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	4.41	3.41	3.41	3.41

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	154,506	155,717	155,717	161,286
Other Services & Charges	10,953	8,624	9,924	11,578
Supplies	9,075	12,337	10,737	9,533
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	174,534	176,678	176,378	182,397

Significant Issues

* Efforts to change the operational model of Woodlawn Cemetery from a viable City business to a historical site and passive use area will continue during FY 07-08.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Description

This division oversees and manages park revitalization and capital improvement projects planned for the City's park system made possible through the August 2002 adoption of a 1/4 cent increase to the City's sales tax. Divisional staff will communicate ongoing progress to the Independence Park Commission with their role as the oversight committee for park improvements.

2006-07 Accomplishments **Goal Ref**

* Worked with departmental administrative staff to successfully implement Year Three Park Sales Tax Park revitalization and capital improvement projects, including installation of new picnic shelters at the Adventure Oasis Waterpark, Bundschu Park, Cler-Mont Park, Hill Park, McCoy Park, and Rotary Park; installation of new park restroom facilities at Dickinson Park, Fairmount Park, Hill Park, Mill Creek Park, Rotary Park, and Van Hook Park; installation of a skate zone facility at Santa Fe Park; installation of off-leash dog areas at Fairmount Park, Santa Fe Park, and Van Hook Park; repair of existing park trails; installation of new park trails; and installation of park site amenities at various locations. — 1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation, and Open Space Master Plan recommendations. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of formal reports to Park Sales Tax Oversight Commi	12	12	12	12
Number of Oversight Committee formal reports to City Co	2	2	2	2

2007-08 Objectives **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Four Park Sales Tax park revitalization and capital improvement projects. — 1
* Identify and develop appropriate park sales tax projects for potential external assistance, including local, state, and federal grant funding sources, agency partnership opportunities, and support from internal City departments. — 1
* Communicate and update park sales tax projects and expenditures to the Park Sales Tax Oversite Committee on a regular basis. — 3

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Maintenance Mechanic	3.00	3.00	3.00	3.00
Marketing and Promotions Spec	.00	.00	.00	1.00
Parks Contract Manager	2.00	2.00	2.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	400,480	480,482	480,482	522,132
Other Services & Charges	122,427	129,521	145,514	197,360
Supplies	86,503	110,225	92,057	116,496
Capital Outlay	1,795	0	2,475	0
Other Expenditures	0	0	0	0
Total	611,205	720,228	720,528	835,988

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6042 - Rec. Fac.-Truman Memorial Bldg *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing operation of the City's historic Truman Memorial Building facility, which re-opened to the public in early 2003. This includes necessary operational provisions for facility staff, contract services, maintenance, utilities, and program development. The Truman Memorial Building serves as a community public building capable of hosting a variety of different functions, including special events, recreation programs, athletic contests, and private group rentals.

2006-07 Accomplishments	**Goal Ref**
* Recreation Management Software implemented.	3
* Completed the opening of the Veterans Hall.	1
* Held the Veterans Hall dedication.	1
* Increased the Building occupancy.	3
* Implemented Center Attendant cross training.	3
* Developed programs and public functions appropriated to use of the facility.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of memberships	49	50	50	46
Facility Reservations	779	800	850	967
Rental Revenues	$65,952	$55,000	$44,000	$59,800
Comped Revenue	$47,885	$46,000	$45,000	$48,000
Events facilitated for community agencies	21	23	25	32
Events facilitated for City departments				30

2007-08 Objectives	**Goal Ref**
* Maintain the recreation software product.	3
* Implement a Military theme lecture series for the promotion of the Veterans Hall.	1
* Implement a comprehensive tourism marketing strategy for the Truman Memorial Building. (The facility time line, the Veterans Hall, the Charles Long display, the Truman War years, the Veterans courtyard and the Wall of Honor)	1
* Increase the Building occupancy.	1
* Develop programming partnerships with area agencies.	1
* Maintain a computerized tracking system of facility revenues and	3

2007-08 Objectives **Goal Ref**

participation for monthly, quarterly, and annual reports.

* Facilitate planning process for weekly meetings to communicate and coordinate facility parking needs for the Independence School District, neighboring churches, and the Truman Memorial Building. 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Recreation Program Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Center Attendant	1.00	1.00	2.21	2.21
Total	3.00	3.00	4.21	4.21

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	145,618	148,924	148,924	155,242
Other Services & Charges	112,824	124,362	126,712	138,369
Supplies	11,364	14,000	11,650	17,300
Capital Outlay	3,633	0	0	0
Other Expenditures	0	0	0	0
Total	273,439	287,286	287,286	310,911

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6043 - Rec. Fac.-Palmer Sr. Adult Ctr *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide operations at the Palmer Senior Adult Recreation and Nutrition Center. This includes necessary operational provisions for facility staff, contract services, maintenance, utilities and program development. The Palmer Senior Adult Center provides diverse senior adult programs and services, including a daily meals and nutrition center, fitness program, education classes, recreational programs, and a wide variety of senior adult oriented social opportunities.

2006-07 Accomplishments **Goal Ref**

* Implemented to use the Rec Trac Recreation Management software to set up programs, track attendance records, and to help manage facility space usage. 3
* Increased facility hours an additional eight hours per week to provide facility amenities to working 50+ adults. 1
* Center Attendants have been trained to help administer components of existing programs. 1
* Partnerships have been established with additional agencies to provide programs for senior adults: Schmitt Music Company, 50+ Pharmacy, Independence Health Care Center, etc. 1
* Recreation Supervisor received Missouri Parks and Recreation Association 2007 Municipal Distinguished Service Award. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of General Recreation Programs		45	55	50
Number of Facility Reservations		90	80	90
Rental Revenues		$6,000	$6,000	$6,000
Comped Revenues		$1,155	$3,700	$1,200
Events Facilitated for Community Agencies		5	9	5
Number of Patrons Visits		51,615	9,600	52,000
Number of Weight Room Patrons		260	95	260
Number of Patrons Served per Month		5,510	4,400	5,510

2007-08 Objectives **Goal Ref**

* To achieve a participant level of satisfaction with programs and services offered with an average rating of 7 out of 10 1
* To begin the process of achieving national accreditation status for 1

2007-08 Objectives **Goal Ref**

the Palmer Center through the National Council on Aging.

* To continue to utilize and generate beneficial reports achieved through the Rec Trac management software program implemented in FY 2007. 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Administrative Spec II	.00	.00	.61	.61
Center Attendant	1.04	1.04	1.75	1.83
Total	1.04	1.04	2.36	2.44

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	41,682	59,332	59,332	70,788
Other Services & Charges	51,475	108,300	108,800	79,727
Supplies	24,680	24,000	23,500	23,800
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	117,837	191,632	191,632	174,315

Significant Issues

* The Center is now three years old, and several maintenance and repair issues are needing to be addressed affecting the funds needed to maintain the building.
* The facility was able to expand hours for an additional eight hours to better serve 50+ residents.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendations from the Independence Parks, Recreation, and Open Space Master Plan. Funding is provided through the Parks and Recreation Sales Tax Renewal Program, beginning January 1, 2004. Special attention is given to the development of youth and family programs, non-traditional and outdoor programs, festivals, and special events.

2006-07 Accomplishments	**Goal Ref**
* Program signage enhanced community awareness of Parks and Recreation.	1
* Expanded offerings to 25 different parks in the system.	1
* Features added to current and existing programs including Popsicles in the Park and the Mystic Pumpkin Festival.	1
* Continue enhanced customer service.	1
* Established 10 new program partners.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of programs initiated	27	32	30	35
Program attendance	2,474	3,300	2,700	3,500
Number of park sites used	23	33	35	33
Presentations	150	140	150	140
Program partnerships developed	68	52	50	50
Hours of program service provided by volunteers	156	350	300	400

2007-08 Objectives	**Goal Ref**
* Continue expansion of multiple location programs throughout City.	1
* Increase customer service.	1
* Increase program offerings.	1
* Implement family programs for 30th Anniversary of George Owens Nature Park.	1
* Identify secure and accessible storage to protect family program supplies and inventory.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6044 - Family Recreation Programs *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Recreation Specialist	.00	.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	1.00
Center Attendant	.00	.00	.00	.21
Seasonal Maintenance Wkr	.55	.55	.55	.55
Total	1.55	1.55	2.55	2.76

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	68,188	119,385	119,385	158,146
Other Services & Charges	52,092	65,162	65,512	39,780
Supplies	66,277	12,800	12,450	29,800
Capital Outlay	22,136	0	0	3,000
Other Expenditures	0	0	0	0
Total	208,693	197,347	197,347	230,726

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Description

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

2006-07 Accomplishments	**Goal Ref**
* The parking lot at Adventure Oasis was expanded to allow more parking stalls.	1
* Enhanced the level of facility safety in partnership with Pool Management firm, Independence Police Department, Office of Emergency Preparedness, and the Independence Health Department.	1
* Coordinated equipment maintenance and upgrades.	1
* Implemented aquatic program offerings, including swim instruction, River Walking, etc.	
* Continued to upgrade landscape features.	1

2007-08 Objectives	**Goal Ref**
* Implement the Recreation Management Software product.	1
* Continue to promote effective communication systems between staff and Pool Management firm.	1
* Expand aquatic program offerings.	1
* Continue to refine protocols for public safety at Adventure Oasis.	.2
* Develop plans for adding facility amenities.	
* Facilitate and support initiatives of Marketing and Promotions Specialists for continued high visibility at Adventure Oasis.	1
* Identify equipment upgrades, signage improvements, and staffing needs for implementation during 2008 season.	1

Staffing:

Position Title	**2004-05 Budget**	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**
Recreation Program Supv	.00	1.00	1.00	1.00
Total	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2007-08 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	26,707	52,478	52,478	55,706
Other Services & Charges	473,280	395,900	398,950	492,340
Supplies	17,347	17,450	14,400	40,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	517,334	465,828	465,828	588,146

Significant Issues

* The reopening of the Independence School District's Henley Aquatic Center will create competition for participation in aquatic programs.
* New operational staff for both this department and Pool Management firm.
* Continued focus on protocols to maintain a safe, family friendly water park environment through partnerships with the Health, Fire and Police departments must be continued.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2007-08 Operating Budget*
Cost Center: 6046 - Sports Complex — *Fund: 12 - Parks Improv. Sales*

Description

The Sports Administration cost center supports and funds year-round sports programming for Independence residents of all ages. The cost center also supports the operations of the new Independence Sports Complex.

2006-07 Accomplishments	**Goal Ref**
* Successfully recruited and hired Recreation Specialist.	1
* Facilitated program and operational development.	1
* Clarified the roles and responsibilities of staff for Sports Administration and the Sports Complex.	1

2007-08 Objectives	**Goal Ref**
* To start up adult softball in the City of Independence.	1
* Implement concession services at the Sports Complex.	1
* Facilitate all start up operations at the Sports Complex.	1
* Plan and facilitate opening ceremonies of the Sports Complex.	1
* Facilitate and support initiatives of Marketing and Promotions Specialists for high visibility at the new Sports Complex and to introduce facility to the community.	1
* Provide athletic program offerings.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Recreation Specialist	.00	.00	1.00	1.00
Light Equipment Operator	.00	.00	.00	3.00
Assistant Foreman	.00	.00	.00	1.00
Seasonal Maintenance Wkr	.00	.00	.00	3.88
Total	.00	.00	1.00	8.88

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	100	50,706	50,706	286,089
Other Services & Charges	3,140	41,751	41,431	116,648

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2007-08 Operating Budget*
Cost Center: 6046 - Sports Complex — *Fund: 12 - Parks Improv. Sales*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Supplies	803	2,001	2,321	79,332
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	4,043	94,458	94,458	482,069

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*

Department Description

To account for those charges that are not directly chargeable to a specific department or function within each fund. This section includes worker's compensation claims, contingencies, charges for insurance, utilities, postage, telephone, etc.

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
6502 Non-Departmental	6,147,264	8,152,109	8,152,109	9,094,131
6503 Capital Outlay	897,923	893,100	893,100	509,096
6504 City Council Strategic Goal	431,100	350,000	958,368	300,000
6505 Central Services	45,687	33,080	33,080	41,000
6507 Capital Outlay - TIF Distr.	33,079	350,000	998,293	200,000
6520 Non-Departmental	15,251,828	17,170,541	17,170,541	17,743,599
6530 Non-Departmental	2,698,738	3,082,723	3,082,723	3,075,990
6540 Non Departmental	4,296,522	4,664,006	4,664,006	4,621,845
6590 Non Departmental	52,300	0	0	0
6591 Non-Departmental (91)	11,240,693	11,883,000	11,883,000	11,522,000
Total	41,095,134	46,578,559	47,835,220	47,107,661

Source of Funding				
General Fund	7,555,053	9,778,289	11,034,950	10,144,227
Power and Light Fund	15,251,828	17,170,541	17,170,541	17,743,599
Sanitary Sewer Fund	2,698,738	3,082,723	3,082,723	3,075,990
Water Fund	4,296,522	4,664,006	4,664,006	4,621,845
Central Garage Fund	52,300	0	0	0
Staywell Health Care Fund	11,240,693	11,883,000	11,883,000	11,522,000
Total	41,095,134	46,578,559	47,835,220	47,107,661

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6502 - Non-Departmental *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	3,216,609	4,183,997	4,183,997	5,016,586
Other Services & Charges	2,930,655	3,215,482	3,215,482	3,400,212
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	752,630	752,630	677,333
Total	6,147,264	8,152,109	8,152,109	9,094,131

City of Independence, Missouri
2007-08 Operating Budget

General Fund Capital Outlay Requests

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments				
Building Maintenance Repair and Renovations	$ 216,311			$ 216,311
Technology Services				
Replacement program for Microcomputers, File Servers, and Network Systems			175,875	175,875
Next phase of Disaster Recovery Plan			10,000	10,000
City Clerk				
Replacement Copier			6,500	6,500
Community Development				
Replacement Copier - Administration			6,500	6,500
Computer Equipment for Neighborhood Services			4,000	4,000
Health				
Mobile Computers and Printers with Wireless Capabilities for Animal Control Vehicles			13,910	13,910
Public Works				
City Hall Water Infiltration repairs	10,000			10,000
National Frontier Trails Center Roof Repairs	65,000			65,000
Document Scanner in Engineering			1,000	1,000
	$ 291,311	$ -	$ 217,785	$ 509,096

CITY OF INDEPENDENCE, MISSOURI
2007-08 Operating Budget

City Council Goals Account Summary

	Available Funds	Allocation
2006-07 Activity:		
Carryover of Prior Year's Unallocated Balance	$ 562,614	
Carryover unexpended Allocations from Prior Year's		
Police Academy Scholarship Program		418
Neighborhood Park Matching Grants		60,000
Mowing and Refuse Cleanup on Private Property		50,000
Neighborhood Block Celebrations		12,628
Recycling Center		63,800
Walnut Street Neighborhood Improvement District		100,000
Demolition of Dangerous Buildings and Private Property Cleanup		49,552
Northwest '353' Program Impact Analysis		10,000
Electronic Agenda System		2,300
Sidewalk Repair Program		40,000
Animal Control Overtime		24,060
2007-08 Activity:		
Current Year's Allocation	**300,000**	
Demolition of Dangerous Buildings and Private Property Cleanup		79,500
(Supplements $75,000 in Cimmunity Dev. Dept. Budget)		
Mowing and Refuse Cleanup on Private Property		70,000
(Supplements $47,600 in Health Dept. Budget)		
Neighborhood Block Celebrations		10,000
Youth Recreation Program Scholarships (e.g. Summer Slam, RBI Baseball, Mission in Action, Lets Play Program, etc.)		50,000
Police K-9 Officer Replacement		10,000
Vaile Mansion Window Replacements		50,000
Total	$ 862,614	$ 682,258
Unallocated Balance at June 30, 2008		$ 180,356

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6505 - Central Services *Fund: 02 - General Fund*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	27,695	23,080	23,080	31,000
Supplies	17,992	10,000	10,000	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	45,687	33,080	33,080	41,000

CITY OF INDEPENDENCE, MISSOURI
2007-08 Operating Budget

General Fund Capital Improvement Projects - Funded from Closed out TIF Projects

CIP Page No.	Project ID No.	Description	Funded from Closed Out TIF Projects	Total Cost of the Project	Anticipated Matching Grant
		Critical Sidewalks Program - Delaware (Luff School) Sidewalk	$ 50,000	$ 170,000	$ -
		Independence Square Streetscape	150,000		
		Total	**$ 200,000**	**$ 170,000**	**$ -**

Amount allocated in 2007-08 for this purpose **$ 200,000**

Note1) In many instances these projects represent multi-year funded projects. The anticipated matching grant amounts may refer to different phases and funding years. A reference to the Six Year Capital Improvements Program document is provided both by page number and project identification number. The Capital Improvements Program document provides extended information as to the project description, location, project details, and multi-year funding amounts by fiscal year.

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6520 - Non-Departmental *Fund: 20 - Power and Light Fund*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,211,400	1,697,485	1,697,485	1,710,895
Other Services & Charges	4,398,517	4,813,631	4,813,631	5,122,181
Supplies	0	0	0	0
Capital Outlay	0	0	0	36,800
Other Expenditures	9,641,911	10,659,425	10,659,425	10,873,723
Total	15,251,828	17,170,541	17,170,541	17,743,599

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6530 - Non-Departmental *Fund: 30 - Sanitary Sewer Fund*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	199,234	421,530	421,530	334,150
Other Services & Charges	1,123,077	1,163,528	1,163,528	1,177,660
Supplies	0	0	0	0
Capital Outlay	0	0	0	14,000
Other Expenditures	1,376,427	1,497,665	1,497,665	1,550,180
Total	2,698,738	3,082,723	3,082,723	3,075,990

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6540 - Non Departmental *Fund: 40 - Water Fund*

Description

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

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	794,551	736,750	736,750	691,600
Other Services & Charges	1,891,199	2,050,328	2,050,328	2,038,500
Supplies	0	0	0	0
Capital Outlay	0	0	0	33,200
Other Expenditures	1,610,772	1,876,928	1,876,928	1,858,545
Total	4,296,522	4,664,006	4,664,006	4,621,845

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2007-08 Operating Budget*
Cost Center: 6591 - Non-Departmental (91) *Fund: 91 - Staywell Health Care*

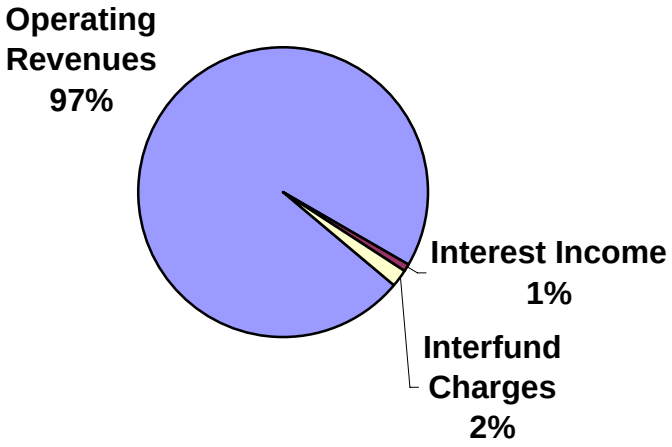
Description

This program is used to account for the costs of the city's self funded health care plan.

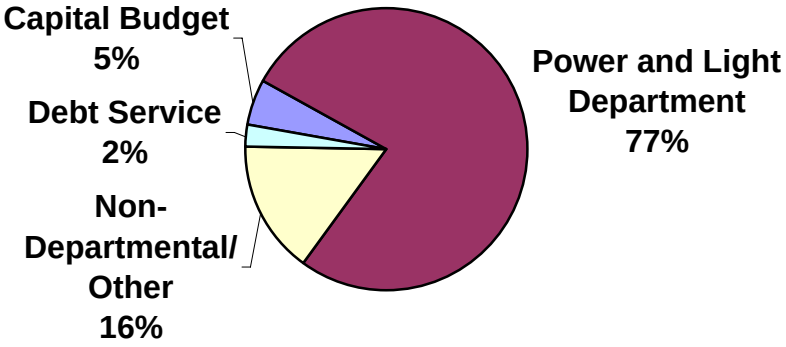
Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	11,240,645	11,883,000	11,883,000	11,522,000
Total	11,240,645	11,883,000	11,883,000	11,522,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 101,279,178	$ 106,575,000	$ 109,010,000	97.3%	$ 2,435,000	2.3%
Interest Income	787,245	2,150,000	880,500	0.8%	(1,269,500)	-59.0%
Interfund Charges	1,518,062	937,000	2,200,000	2.0%	1,263,000	134.8%
Total Estimated Revenues	$ 103,584,485	$ 109,662,000	$ 112,090,500	100.0%	$ 2,428,500	2.2%
Transfers from Other Funds-						
		-	-		-	n/a
Total Sources		**$ 109,662,000**	**$ 112,090,500**		**$ 2,428,500**	**2.2%**
Use of Budget Dollars						
Operating Budget:						
Technology Services	$ 75,184	$ 73,661	$ 75,446	0.1%	$ 1,785	2.4%
Power and Light Departmen	78,512,236	83,276,439	88,266,543	81.1%	4,990,104	6.0%
Non-Departmental	15,251,828	17,170,541	17,743,599	16.3%	573,058	3.3%
Debt Service	2,780,947	2,785,823	2,776,218	2.6%	(9,605)	-0.3%
Total Operating Budget	$ 96,620,195	$103,306,464	$ 108,861,806	100.0%	$ 5,555,342	5.4%
Capital Budget:						
Capital Projects	$ 8,867,847	5,925,000	6,200,000		275,000	4.6%
Total Uses		**$109,231,464**	**$ 115,061,806**		**$ 5,830,342**	**5.3%**
Balance Available		**$ 430,536**	**$ (2,971,306)**		**$ (3,401,842)**	

City of Independence, Missouri
2007-08 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 2001-02 through 2006-07

Description	2001-02	2002-03	2003-04	2004-05	2005-06	Projected 2006-07
Net Income (Loss)						
Net Income (Loss)	$ 6,505,177	$ 4,752,256	$ 3,140,008	$ 3,470,836	$ 4,842,389	$ 3,833,000
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	n/a
Change in Net Assets	$ 6,505,177	$ 4,752,256	$ 3,140,008	$ 3,470,836	$ 4,842,389	$ 3,833,000
Net Available Resources						
Net Available Resources-						
Total Current Assets	$50,494,131	$51,483,498	$52,821,233	$56,806,780	$57,458,316	
Restricted Assets for Capital Improvements	-	-	-	-	-	
Less:						
Inventories	(9,571,604)	(8,588,647)	(8,369,284)	(8,229,907)	(7,933,954)	
Current Liabilities	(8,510,886)	(7,695,982)	(8,497,336)	(9,749,015)	(9,370,537)	
Carryover Capital Budget Appropriations	(12,796,008)	(16,756,440)	(19,406,293)	(21,560,452)	(20,681,381)	
Carryover Outstanding Encumbrances	(4,750,381)	(1,750,590)	(2,880,067)	(2,326,249)	(5,468,193)	
Add back:						
Compensated Absences	-	-	-	-	-	
Net Available Resources	$14,865,252	$16,691,839	$13,668,253	$14,941,157	$14,004,251	$10,762,000
Employee Staffing (in Full Time Equivalents)						
Department:						
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00
Total	221.00	221.00	221.00	221.00	221.00	221.00
Utility Statistics						
No. of Residential Customers	49,279	49,562	49,885	50,832	51,245	51,652
No. of Other Customers	4,918	4,949	4,963	5,089	5,104	5,121
Generated Power (MWH)	196,967	268,915	349,737	366,647	438,010	449,742
Purchased Power (MWH)	882,377	857,185	797,407	759,589	766,392	759,486

Source: 2001-02 through 2005-06 - Comprehensive Annual Financial Report
2006-07 - Operating Staff Projections

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	100,254,628	105,144,000	102,093,000	107,327,000	5.1%
20-4600	Other Operating Revenue	1,024,550	1,431,000	1,380,000	1,683,000	22.0%
	Total Operating Revenue	101,279,178	106,575,000	103,473,000	109,010,000	5.4%
20-3421	Interfund Charges	787,245	937,000	859,800	880,500	2.4%
20-3411	Interest Income	1,518,062	2,150,000	1,724,000	2,200,000	27.6%
	Total Revenues	**$103,584,485**	**$109,662,000**	**$106,056,800**	**$112,090,500**	5.7%

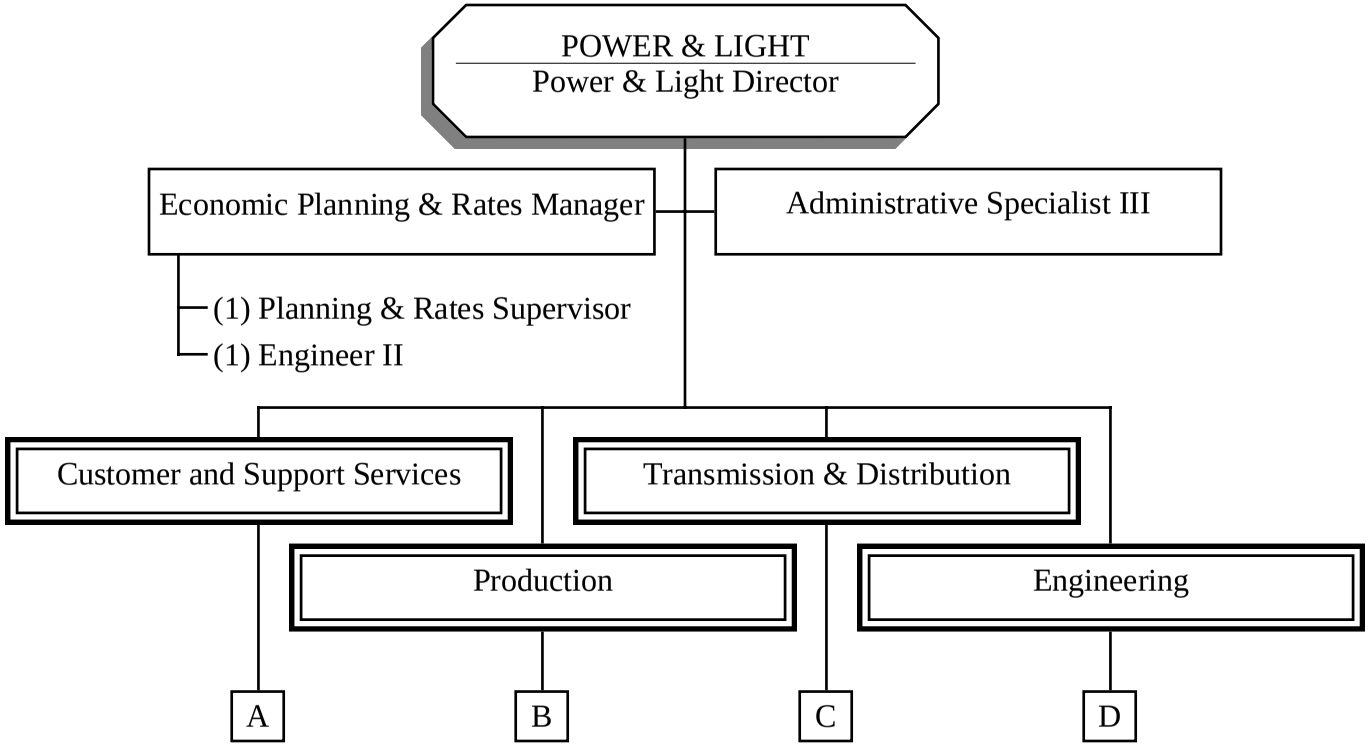
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company, Aquila Networks - MoPub, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL) (rates effective 1/1/06)		Aquila Networks - MoPub (MoPub) (rates effective 3/1/06)			Kansas City Power & Light Co. (KCPL) (rates effective 1/1/07)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 1/1/07)		
	Rate Code	Average Monthly Bill Amount	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL	Rate Code	Average Monthly Bill Amount	Percent Higher or (Lower) than IPL
Standard Residential Service											
Average Customer (Mar 06 - Feb 07) Average Monthly KWH = 845	RS-3	84.01	M0860	84.98	1.15%	R	79.62	-5.23%	100	84.26	0.30%
Low User Average Monthly KWH = 400	RS-3	41.75	M0860	44.82	7.35%	R	42.35	1.44%	100	46.03	10.25%
High User Average Monthly KWH = 1,000	RS-3	98.48	M0860	97.80	-0.69%	R	90.59	-8.01%	100	99.46	1.00%
Small General Service (Commercial)											
Average Customer (Mar 06 - Feb 07) Average Monthly KWH = 853 (6 KW Demand)	GS-1	101.42	M0710	91.21	-10.07%	SGS	102.50	1.06%	200	118.60	16.94%
Low User Average Monthly KWH = 400 (5 KW Demand)	GS-1	51.57	M0710	50.39	-2.29%	SGS	55.32	7.27%	200	65.28	26.59%
High User Average Monthly KWH = 1,000 (9 KW Demand)	GS-1	117.31	M0710	104.50	-10.92%	SGS	117.92	0.52%	200	135.97	15.91%
Large General Service (Commercial and Industrial)											
Average Customer (Mar 06 - Feb 07) Ave. Monthly KWH = 18,092 (50% Load Factor)	LGS-1	1,604.08	M0720	1,378.59	-14.06%	MGS	1,378.85	-14.04%	200	1,548.62	-3.46%
Low User Ave. Monthly KWH = 5,000 (40% Load Factor)	LGS-1	476.62	M0711	418.00	-12.30%	MGS	461.57	-3.16%	200	595.82	25.01%
High User Ave. Monthly KWH = 58,333 (50% Load Factor)	LGS-1	5,000.75	M0720	3,807.19	-23.87%	LGS	4,205.64	-15.90%	300	5,696.39	13.91%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	11,621.38	M0735	8,823.30	-24.08%	LGS	10,366.07	-10.80%	300	14,262.14	22.72%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	17,015.63	M0735	12,207.22	-28.26%	LGS	13,973.27	-17.88%	300	18,691.42	9.85%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	27,189.30	M0735	20,972.92	-22.86%	LGS	25,347.81	-6.77%	300	34,169.88	25.67%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	40,135.50	M0735	29,093.61	-27.51%	LPS	32,367.43	-19.35%	300	44,800.15	11.62%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	83,695.00	M0735	69,569.19	-16.88%	LPS	81,755.90	-2.32%	400	103,046.65	23.12%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	124,044.00	M0735	96,638.41	-22.09%	LPS	104,303.48	-15.91%	400	136,768.67	10.26%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	223,718.75	M0735	192,168.18	-14.10%	LPS	187,209.30	-16.32%	400	262,548.89	17.36%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	293,141.50	M0735	241,377.37	-17.66%	LPS	225,241.42	-23.16%	400	327,045.45	11.57%

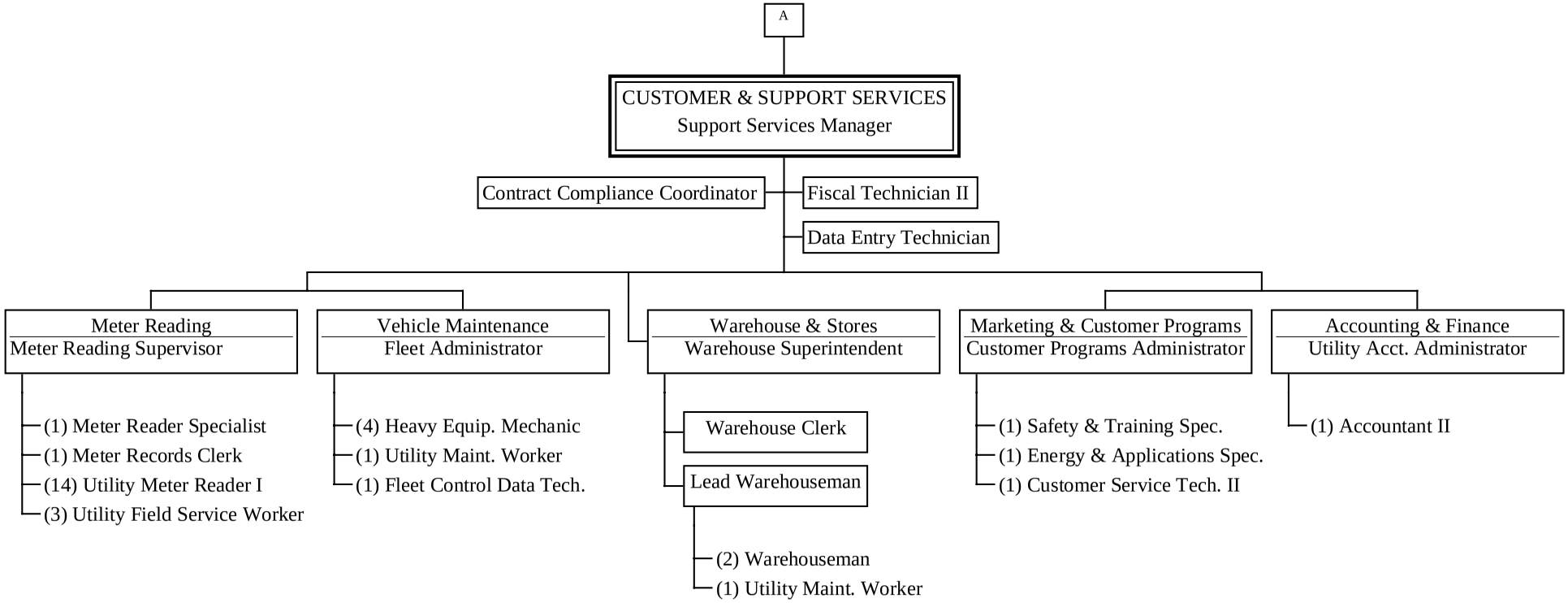
NOTES:

(a) IPL rates include Fuel Cost Adjustment of $0.0068425 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending February 2007.
(b) A Gross Receipts Tax of 9.08 percent is incorporated within IPL's rates. All bill amounts shown for KCPL, MoPub, & BPU-KC include the City's Franchise Gross Receipts Tax of 9.08 percent.
(c) Fuel Cost Adjustment rate provision is not applicable for MoPub or KCPL. BPU-KC uses actual rates from March 2006 through February 2007.
(d) No sales tax is included in the above bill amounts.
(e) Average customer usages are based on IPL's average customer usage for each month from March 2006 through February 2007.

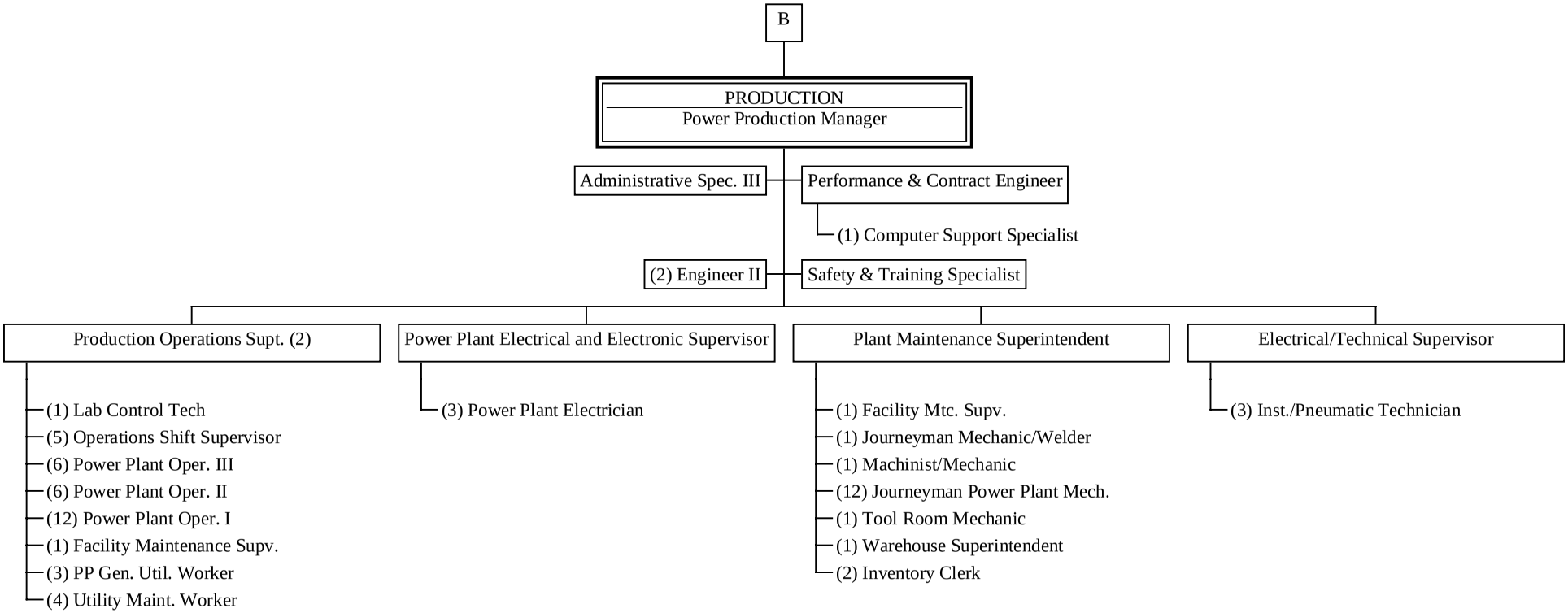
City of Independence, Missouri
Power & Light Department



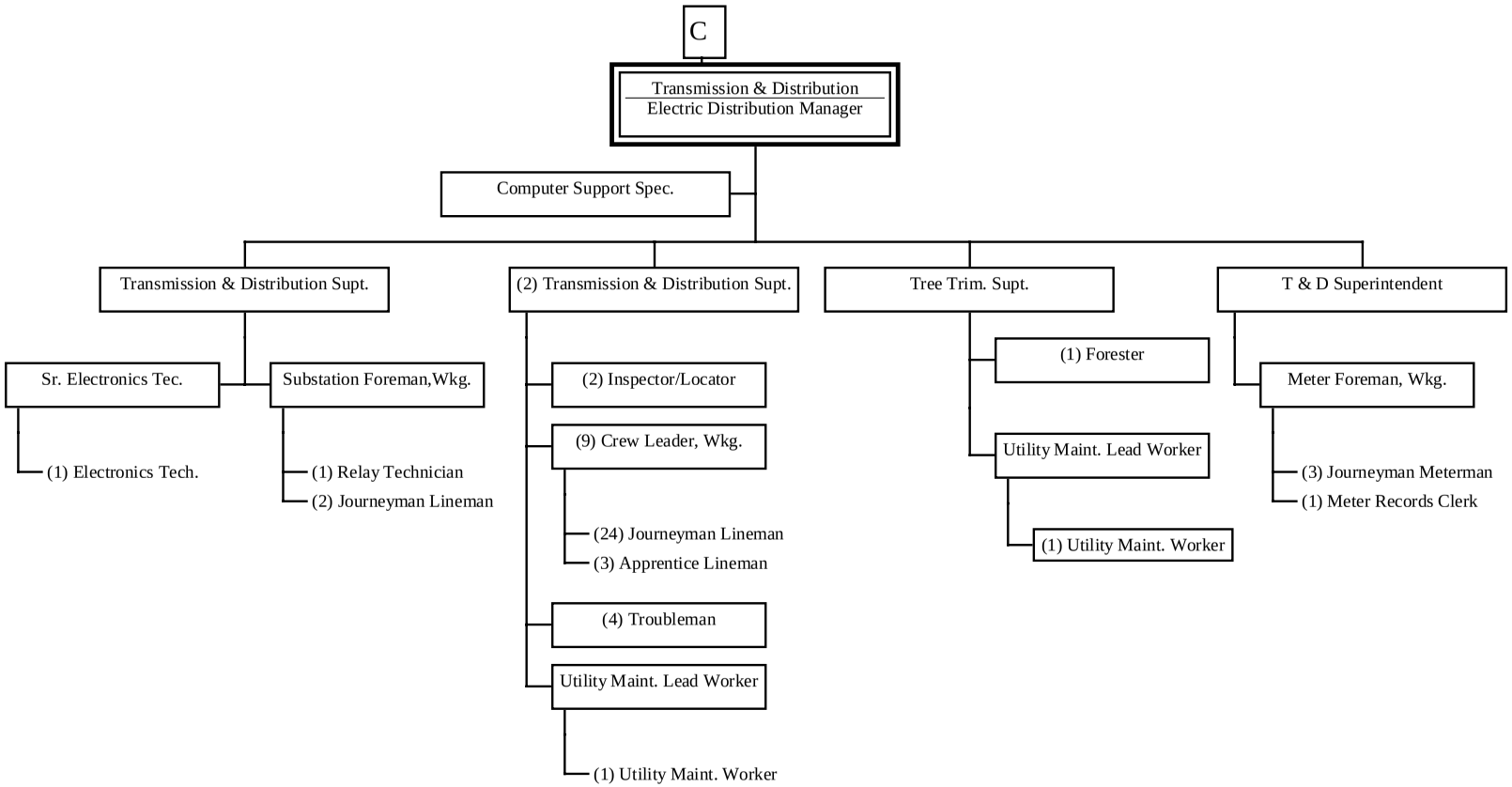
City of Independence, Missouri
Power & Light (Cont'd.)



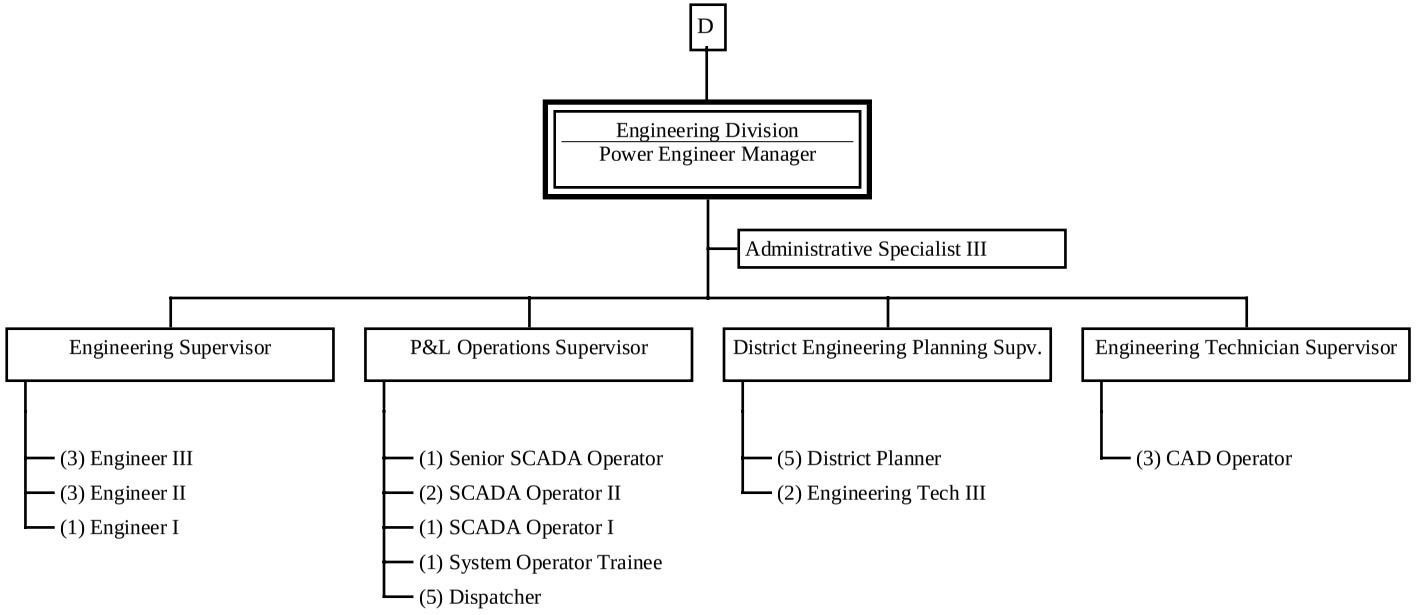
City of Independence, Missouri
Power & Light (Cont'd.)



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



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



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*

Department Description

To provide reliable and affordable electric energy services in a customer-oriented and environmentally-responsible manner, while participating organizationally and individually in the growth and enhancement of the community we serve.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
6110 Administration	1,407,835	1,283,604	1,363,260	1,660,251
6121 Support Services	986,489	1,133,604	1,133,604	1,202,739
6122 Warehouse and Stores	5,083,153	3,726,114	3,726,114	4,462,176
6123 Vehicle Maintenance	1,520,939	1,569,929	1,569,929	1,727,900
6126 Meter Reading	1,582,966	1,902,985	1,902,985	1,783,089
6140 Production	11,315,912	12,992,706	12,992,706	14,466,664
6145 Purchased Power	44,944,177	48,238,758	48,099,459	50,403,714
6150 Transmission & Distribution	8,646,315	8,587,706	9,014,706	8,835,588
6160 Engineering	3,024,450	3,841,033	3,841,033	3,724,422
Total	78,512,236	83,276,439	83,643,796	88,266,543
Source of Funding				
Power and Light Fund	78,512,236	83,276,439	83,643,796	88,266,543
Total	78,512,236	83,276,439	83,643,796	88,266,543

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6110 - Administration *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

2006-07 Accomplishments **Goal Ref**

* Negotiated an amendment for the 50 Mw purchase power contract with Missouri Joint Municipal Electric Utility Commission for power deliveries from the new Iatan No. 2 unit. 3
* Continued monitoring of IPL's purchases from Omaha Public Power District's Nebraska City No. 2 unit (55 Mw) and Missouri Joint Municipal Electric Utility Commission's Iatan No. 2 unit (50 Mw) for cost and scheduled completion. 3
* Secured summer purchase power transactions to cover the loss of the 50 Mw RCT unit. 3
* Realized over $600,000 in savings under KCPL Montrose purchase contract by the purchase of sulfur dioxide (SO2) allowances from the market place rather than paying KCPL pursuant to contract terms and rates. 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Average Number of Monthly Customers	55,921	56,349	56,773	57,008
Retail Energy Sales (Mwh)	1,041,295	1,091,694	1,124,618	1,127,149
Wholesale Energy Sales (Mwh)	26,064	50,777	26,972	13,902
Operating Revenues ($ in thousands)	82,592	98,278	106,575	109,010

2007-08 Objectives **Goal Ref**

* Work with consulting firm to develop a long-term Master Resource Plan. In order to meet customers' future electrical needs, IPL must have the resources identified and in place. The Master Resource Plan will focus primarily on power supply and transmission resources to meet customer needs 5 to 20 years into the future. Plan will include review of sufficiency/adequacy of current generation and transmission assets and other possible resources. Plan to be completed by 06/30/2008. 3
* Take necessary actions to mitigate market risks for purchase power and fuel costs. Over 55% of the IPL operating budget is comprised of purchased power and fuel costs with nearly all aspects related to market fluctuations. Addressing market risk to control these costs 3

2007-08 Objectives **Goal Ref**

as much as possible results in lower costs for the utility and lower customer bills.

* Monitor progress and take necessary actions required for future power deliveries as it relates to the Nebraska City Unit No. 2 and Iatan Unit No. 2 projects. 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Econ Planning & Rates Manager	1.00	1.00	1.00	1.00
Power & Light Director	1.00	1.00	1.00	1.00
Engineer I - PL	1.00	1.00	1.00	.00
Engineer II - P&L	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Planning & Rates Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	633,237	507,604	507,604	572,485
Other Services & Charges	655,592	765,000	844,656	1,076,766
Supplies	6,706	11,000	11,000	11,000
Capital Outlay	18,000	0	0	0
Other Expenditures	94,300	0	0	0
Total	1,407,835	1,283,604	1,363,260	1,660,251

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2007-08 Operating Budget*
Cost Center: 6121 - Support Services — *Fund: 20 - Power and Light Fund*

Description

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

2006-07 Accomplishments — **Goal Ref**

* Review all existing customer programs for currency and effectiveness. Review of existing programs is underway. Still need to conduct a customer satisfaction survey to determine effectiveness of existing programs and possible need for additional programs. — 3
* Complete the review and revision of the customer service policies and procedures. Process was delayed while awaiting the appointment of a new P&L Director. Undergoing final review prior to submission to management and City Council for approval. — 3
* Review results of statewide energy efficiency survey and implement appropriate customer programs. The statewide survey was completed. IPL is in the process of reviewing the data and trying to determine the impact on existing customer programs and the need for new or additional customer programs — 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Energy Efficiency Rebates Processed	864	359	300	350
Customers on Surge Protection Program	279	323	300	350
OSHA Recordable Accidents	26	15	24	20
Security Lights Maintained	780	775	800	800
Residential Underground Conversions Completed	199	182	180	180

2007-08 Objectives — **Goal Ref**

* Contribute to the Department efforts to develop a "Master Resource Plan" by providing information and working with the consultants regarding Demand Side Management (DSM) issues. — 3
* Research the possibilities and potential of developing and implementing either a "Low-Income Affordable New Homes Program" or a "Low-Income Weatherization and High Efficiency Program" in the Northwest Independence area — 3
* Promote energy conservation and awareness and energy efficiency by sponsoring related programs (i.e., "Change a Light - Change the World," key account energy audits, and thermography evaluations for — 3

2007-08 Objectives **Goal Ref**

key accounts.)

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Data Entry Technician	1.00	1.00	1.00	1.00
Utility Account Admin - P&L	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Energy Applications Spec	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	.00
Safety & Training Specialist	.00	.00	.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Customer Programs Admin	1.00	1.00	1.00	1.00
Contract Compliance Coord	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Customer Service Tech II	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	719,672	734,404	734,404	774,539
Other Services & Charges	249,238	357,200	356,700	396,200
Supplies	17,579	27,500	28,000	27,500
Capital Outlay	0	14,500	14,500	4,500
Other Expenditures	0	0	0	0
Total	986,489	1,133,604	1,133,604	1,202,739

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Description

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

2006-07 Accomplishments **Goal Ref**

* Several security improvements have been made during the past year. Building access controls have been improved and physical barriers have been installed. 3
* Review of job orders has significantly reduced the number of material issue errors, has allowed for the prompt and accurate closing of job orders, has improved inventory accuracy, and helped control material inventory costs. 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Purchase Requisitions Issued	594	683	575	600
Inventory Purchases:				
Transformers	444,118	874,426	650,000	875,000
Wood Poles	79,763	132,711	100,000	150,000
Street Light Poles	185,910	127,625	250,000	500,000
Wire	336,797	724,214	450,000	725,000
Other	1,213,945	1,675,762	1,350,000	3,700,000
Totals	2,260,532	3,534,738	2,800,000	5,950,000

2007-08 Objectives **Goal Ref**

* Reorganize areas of the warehouse to raise the efficiency in daily operations, and yearly inventories. 3
* Restructure pole yard to better accommodate pole sizes and types. 3
* Work with Purchasing on a request for proposal to purchase an up-grade for bar coding software and hardware. Assist vendor in implementing new bar code equipment. 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6122 - Warehouse and Stores *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Warehouse Clerk 2nd Yr	.00	1.00	.00	.00
Warehouse Clerk 3rd Yr	.00	.00	1.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Utl Maint Wkr 1st 6 Mo	1.00	.00	.00	.00
Util Maint Wkr 2nd 6 Mo	.00	1.00	1.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Inventory Control Tech II	1.00	.00	.00	.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	434,969	447,814	447,814	462,876
Other Services & Charges	159,836	147,300	152,300	162,300
Supplies	4,484,623	3,125,000	3,120,000	3,825,000
Capital Outlay	3,725	6,000	6,000	12,000
Other Expenditures	0	0	0	0
Total	5,083,153	3,726,114	3,726,114	4,462,176

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Description

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

2006-07 Accomplishments **Goal Ref**

* Managed capital improvement projects for new garage facilities thru planning, bidding, and construction phases. 4
* Implemented phase-in of new diagnostics program for truck electronics systems to reduce out-sourcing costs, and decrease truck down-time with a new laptop computer, diagnostics software, and mechanic training. 4

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Accident Repair Costs	3,176	9,837	9,000	4,500
Safety Inspection Costs	9,064	7,447	9,500	10,000
Vehicle Downtime Days	128	59	50	50
Prev. Maint. Hours - Inside	1,462	1,485	1,600	1,600
Prev. Maint. Costs - Inside	51,940	67,293	60,000	65,000
Prev. Maint. Costs - Outside	39,393	31,966	28,000	25,000
Vehicle Job Orders - Inside	2,565	2,523	3,500	3,000
Vehicle Job Orders - Outside	296	291	300	350
Vehicle Repair Costs - Inside	410,350	350,685	400,000	450,000
Vehicle Repair Costs - Outside	53,379	76,760	55,000	65,000

2007-08 Objectives **Goal Ref**

* Complete transition of garage operations into new facilities, including relocating administrative functions to new office space, and upgrading mechanical systems in existing garage facility. 4
* Analyze fleet passenger vehicle needs and draft a report on current requirements. Make recommendations for improving efficiency and reducing costs; i.e.: vehicle pooling, fleet reductions/additions, vehicle type requirements (sedans, trucks, 4x4, etc.). 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6123 - Vehicle Maintenance *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Fleet Control Data Technician	1.00	1.00	1.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	1.00	1.00
Heavy Equipment Mech 3rd-Year	4.00	4.00	4.00	4.00
Fleet Administrator	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	545,321	570,829	570,829	579,785
Other Services & Charges	215,439	287,600	287,600	289,600
Supplies	211,878	238,300	238,300	248,515
Capital Outlay	548,301	473,200	473,200	610,000
Other Expenditures	0	0	0	0
Total	1,520,939	1,569,929	1,569,929	1,727,900

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2007-08 Operating Budget*
Cost Center: 6126 - Meter Reading | *Fund: 20 - Power and Light Fund*

Description

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

2006-07 Accomplishments — **Goal Ref**

* The division has maintained a reading rate of 95.9% for the first eight months of the fiscal year. — 3
* The division implemented a new and expanded safety training program. We feel the implementation of this program was instrumental in the division having no recordable Occupational Safety & Health Administration accidents and no lost time injuries during the last year.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Meter Reads	1,241,869	1,268,919	1,275,000	1,277,500
Rechecks	5,907	5,537	8,000	6,500
Can't Reads	37,080	43,403	65,000	53,000
Service Work Orders Generated	5,001	3,553	5,500	5,000
Actual Read (% of Meters)	97.1%	96.7%	95.0%	95.0%

2007-08 Objectives — **Goal Ref**

* Increase employee emphasis on safety by conducting regular scheduled safety meetings. — 3
* Maintain of reduce overtime cost by 10%. — 3
* Maintain a reading rate of 96% or greater each month and to have an annual read rate of 96% of meters read. The current industry standard is 95.5%. This read rate is to be maintained without adding staff or increasing overtime. — 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Meter Records Clerk 1st Yr	.00	1.00	.00	.00
Meter Records Clerk 2nd Yr	.00	.00	1.00	.00
Meter Records Clerk 3rd Yr	.00	.00	.00	1.00
Utility Meter Reader I	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6126 - Meter Reading *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Util Field Service Wkr	3.00	3.00	3.00	3.00
Utility Meter Reader I	6.00	6.00	6.00	4.00
Administrative Spec II	1.00	.00	.00	.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
Total	22.00	22.00	22.00	20.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,535,926	1,759,135	1,759,135	1,639,239
Other Services & Charges	38,486	55,900	55,400	66,400
Supplies	8,554	9,700	10,200	9,900
Capital Outlay	0	78,250	78,250	67,550
Other Expenditures	0	0	0	0
Total	1,582,966	1,902,985	1,902,985	1,783,089

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Description

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

2006-07 Accomplishments	**Goal Ref**
* Implemented the 5-year Flyash Disposal Service for continued operation of the Blue Valley Plant.	3
* Implemented Phase I of the Operator Training program.	3
* Continued implementation of water chemistry upgrades for boilers and cooling towers.	3
* Implemented preventative maintenance and inspections for Blue Valley water wells, control air compressor and sootblowing air compressor.	3
* Blue Valley 3 generator rewind to be completed by January 2007.	3
* Blue Valley 2 burner corner boiler tube replacement to be completed by March 2007.	3
* Study feasibility of 365-day operation of Missouri City Power Plant.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Net Generation at IP&L Plants (MWH)	366,647	438,010	449,742	486,128
Total Coal Burned (tons)	239,576	285,760	265,508	283,085
Total Gas Burned (MCF)	165,328	132,781	159,635	144,886
Total Oil Burned (gallons)	92,858	211,476	134,830	74,333

2007-08 Objectives	**Goal Ref**
* Continue maintenance of Missouri City Power Plant. Scope of work will be determined by Integrated Resource Plan recommendations.	3
* Continue focus on water system improvements including boiler water chemistry, cooling water tower chemistry, water wells and house service water.	3
* Complete implementation of Operator Training Program.	3
* Combustion turbine inspection and maintenance program to improve dependability, capability and reliability.	3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Instrument/Pneumantic Tech	3.00	3.00	3.00	3.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	1.00	1.00	1.00	1.00
Power Plant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	12.00	12.00	12.00	12.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Util Maint Wkr 1st 6 Mo	.00	.00	2.00	1.00
Util Maint Wkr 2nd 6 Mo	4.00	4.00	2.00	3.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	1.00	.00
BV Operations Super	1.00	.00	.00	.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	.00	1.00	1.00	2.00
Engineer II - P&L	2.00	3.00	3.00	2.00
Engineering Administrator P&L	1.00	.00	.00	.00
Safety & Training Specialist	.00	.00	.00	1.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Electrical/Tech Supvr	1.00	1.00	1.00	1.00
Administrative Spec III	.00	.00	.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	74.00	74.00	74.00	75.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	7,042,976	6,916,206	6,916,206	7,158,664
Other Services & Charges	3,488,759	4,969,400	4,969,400	6,201,000
Supplies	781,291	970,000	955,196	929,000
Capital Outlay	2,886	137,100	151,904	178,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6140 - Production *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Expenditures	0	0	0	0
Total	11,315,912	12,992,706	12,992,706	14,466,664

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6145 - Purchased Power *Fund: 20 - Power and Light Fund*

Description

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental sulfur dioxide allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2006-07 Accomplishments **Goal Ref**

* Renewed the natural gas fuel supply contract for an additional year. 3
* Provided necessary data to System Operations for the most economical dispatch of IPL generating resources on a daily/hourly basis. 3
* Provided cost data to System Operations in order to implement most favorable terms and pricing for purchase/sale transactions. 3
* Reviewed monthly bills for purchases/sales of electric energy to assure compliance with terms and rates for contractual agreements. 3
* Reviewed and approved coal purchases to assure compliance with terms and conditions of coal contracts. 3
* Secured and implemented 1-year coal supply contracts to replace the existing Missouri coal mine operations. 3

Service Delivery Background Data

Description		2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Purchased Energy	($)	17,348,001	21,398,305	24,101,943	22,467,732
Purchased Capacity Demand	($)	7,545,000	7,430,000	7,380,000	7,480,000
Trans. Wheeling	($)	108,257	1,200,383	1,221,623	1,280,432
Power Production Fuels	($)	9,942,311	13,073,602	15,279,390	18,919,634
IP&L Net Generation	(MWH)	366,647	438,010	449,742	486,128
Purchased Energy	(MWH)	759,589	766,392	759,486	723,130
Summer Purchased Capacity	(Mw)	90	90	90	115
Winter Purchased Capacity	(Mw)	90	90	90	90
IP&L Generating Capacity	(Mw)	288	288	288	288
Load Regulation	($)	229,752	244,318	255,802	255,916

2007-08 Objectives **Goal Ref**

* Take necessary actions to secure an economic, reliable long-term supply(s) of coal for the Blue Valley and Missouri City generating units. 3
* Secure capacity and/or energy purchase to replace the unavailability of the RCT unit for the high load 2007 summer period. 3
* Take necessary actions to mitigate market risks for purchase power and fuel costs. (See Cost Center 6110 - Administration - for 3

2007-08 Objectives **Goal Ref**

details.)

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	0	0	0	0
Supplies	44,944,177	48,238,758	48,099,459	50,403,714
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	44,944,177	48,238,758	48,099,459	50,403,714

Significant Issues

* IPL plant fuel costs, compared with budgeted 2006/2007 costs, are projected to increase by $3,640,000 which are partially offset by a projected decrease in purchased power expenses of $1,634,211.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Description

Responsible for the maintenance, repair, and construction of the City's electrical transmission and distribution systems. Division's major responsibilities are electric service, line clearance, electric metering, and substation maintenance and operations.

2006-07 Accomplishments **Goal Ref**

* Completed the replacement of two (2) oil-filled breakers with two (2) gas-operated breakers at Substation J.
* Replaced current and potential transformers at Substations E, F and H to eliminate PCB contaminated units.
* Replaced 69-kV insulators at Substation A to improve reliability problems caused by aged and cracked insulators.
* Replaced 69-kV switches in Substation A to improve reliability problems caused by aged and deteriorated switches that continue to fail.
* Completed the installation of a Remote Transmittal Unit (RTU) at Substation I to enhance command and control capabilities of Supervisory Control and Data Acquisition-operated equipment.
* Completed the conversion and undergrounding of a 4-kV circuit on the west side of the Independence Square area.
* Completed the conversion of a 4-kV to 13-kV overhead circuit to eliminate a small 4-kV substation.
* Completed the overhead to underground of electric facilities along 39th Street.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Completed Construction Jobs	472	371	650	500
4-KV Conversion Miles Complete	.5	.5	1	1
Services Installed	1,581	1,220	2,000	1,500
Rotation of Meters	5,773	6,288	5,800	5,000
Total Number of Trees Trimmed	28,654	7,545	25,000	7,500
Properties Trimmed	4,952	3,965	5,000	4,000
Street Lights Added	269	298	300	300
Yearly Continuity Percentage	99.99	99.99	99.00	99.00
Damage Claim Costs	10,000	7,343	7,500	7,500

2007-08 Objectives **Goal Ref**

* Replace three (3) 69-kV oil-filled breakers with three (3) gas-operated breakers at Substation K. 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

2007-08 Objectives	**Goal Ref**
* Complete second phase of insulator replacements at Substation A to improve reliability problems caused by aged and cracked insulators.	3
* Complete second phase of 69-kV switch replacements in Substation A to improve reliability problems caused by aged and deteriorated switches that continue to fail.	3
* Complete the conversion of a 4-kV fed area to 13-kV to eliminate one 4-kV substation.	3
* Complete one 4-kV overhead to underground conversion on the south side of the Independence Square area.	3
* Convert overhead fed circuit along Bundschu Road, east and west of M-7 Highway, from 7200V KCPL system to 13-kV fed IPL system.	3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Apprentice Lineman-1st yr	2.00	.00	.00	1.00
Apprentice Lineman-2nd Yr	2.00	2.00	1.00	.00
Apprentice Lineman-3rd Yr	.00	2.00	2.00	1.00
Apprentice Lineman-4th Yr	1.00	.00	1.00	3.00
Inspector/Locator 1st Yr	.00	1.00	.00	.00
Inspector/Locator 2nd Yr	.00	.00	1.00	.00
Inspector/Locator 3rd Yr	.00	1.00	1.00	2.00
Meter Records Clerk 3rd Yr	.00	1.00	1.00	1.00
Crew Leader - Working	9.00	9.00	9.00	9.00
Senior Electronics Tech	1.00	1.00	1.00	1.00
Electronics Technician	1.00	1.00	1.00	1.00
Journeyman Lineman	24.00	25.00	25.00	25.00
Relay Technician	1.00	1.00	1.00	1.00
Journeyman Meterman	3.00	3.00	3.00	3.00
Meter Foreman, Wkg	1.00	1.00	1.00	1.00
Service Insp/Locator	1.00	.00	.00	.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Tree Trim Crew Ldr Wkg	1.00	1.00	1.00	.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Lead Wkr	.00	.00	.00	1.00
Util Maint Wkr 1st 6 Mo	1.00	.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	.00	1.00	.00	1.00
Meter Records Clerk	1.00	.00	.00	.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Construction Inspector	1.00	.00	.00	.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	1.00	1.00	1.00	1.00
Total	63.00	63.00	63.00	64.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	6,199,167	6,004,856	6,004,856	6,252,738
Other Services & Charges	2,085,957	2,142,350	2,142,350	2,120,600
Supplies	193,776	243,500	243,500	265,250
Capital Outlay	167,415	197,000	624,000	197,000
Other Expenditures	0	0	0	0
Total	8,646,315	8,587,706	9,014,706	8,835,588

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2007-08 Operating Budget*
Cost Center: 6160 - Engineering | *Fund: 20 - Power and Light Fund*

Description

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

2006-07 Accomplishments	**Goal Ref**
* Completed administration of the third overhead-to-underground program funded by the Federal Emergency Management Agency grants.	3
* Started construction of the new Substation R project.	3
* Started construction of the new double-circuit 69-kV transmission line for Substation K to Substation R.	3
* Completed construction of overhead-to-underground conversion of the electrical system along Hidden Valley Road.	3
* Completion of the 39th Street electrical system improvements, from Lee's Summit Road to Noland Road, with the exception of landscaping.	3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Contracted Construction	57,847	439,014	1,500,000	1,500,000
Code 2 Job Orders (less than $25,000)	1,473,047	781,933	1,650,000	1,650,000
Code 4 Job Orders (more than $25,000)	1,446,795	585,780	1,500,000	1,800,000
Code 6 Job Orders (street lighting)	587,739	230,234	350,000	350,000
Code 7 Job Orders (private lighting)	37,894	34,902	40,000	25,000

2007-08 Objectives	**Goal Ref**
* Participate in the development and implementation of the Master Resource Plan identified in the objectives of Cost Center 6110. (See Cost Center 6110 - Administration - for details.)	3
* Continue to provide design and construction work to insure system integrity and reliability. This objective includes all design and engineering work necessary to maintain the IPL system from the substation to the customer's meter on their houses. This goal is on-going in nature.	1&3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2007-08 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

2007-08 Objectives — **Goal Ref**

* Continue to administer the overhead-to-underground programs funded by the Federal Emergency Management Agency grants. Accomplishment of this goal will improve reliability to customers that have a high risk of outage during storms due to the location of trees near wires that connect the homes to the IPL system. These projects are 75% funded by Federal Emergency Management Agency grants. IPL has successfully completed work on two grants, and is currently completing work on a third. IPL has been approved for a fourth grant and is awaiting word on the fifth. This project will also result in reduced costs and quicker restoration times during storm outages. — 1&3
* Issue Request for Proposal to design a fiber optic system for IPL to improve reliability of system protection of the electrical system. This will include any modifications to existing substations to upgrade the protection equipment. — 3

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
District Planner 1st Yr	.00	1.00	.00	.00
District Planner 2nd Yr	.00	.00	1.00	.00
District Planner 3rd Yr	.00	.00	.00	1.00
District Planner 4th Yr	.00	4.00	4.00	4.00
System Operator Trainee	.00	.00	.00	1.00
SCADA Operator I	.00	2.00	1.00	.00
System Operator II	.00	1.00	2.00	3.00
Senior System Operator	.00	1.00	1.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Engineering Spec 1st-Year	1.00	1.00	1.00	.00
Estimator 4th-6 Months	2.00	1.00	1.00	.00
Dispatcher	5.00	5.00	5.00	5.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
District Engineering Planner	5.00	.00	.00	.00
Engineer I - PL	2.00	.00	.00	1.00
Engineer II - P&L	3.00	5.00	3.00	3.00
Engineer III - PL	1.00	1.00	3.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	.00	1.00	1.00	2.00
Eng Tech Supv - P & L	1.00	1.00	1.00	1.00
P&L Operations Supvr	1.00	1.00	1.00	1.00
Power Systems Dispatcher	4.00	1.00	1.00	.00
Lead Power Systems Dispatcher	1.00	.00	.00	.00
Total	32.00	32.00	32.00	32.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2007-08 Operating Budget*
Cost Center: 6160 - Engineering *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	2,379,317	2,941,183	2,941,183	2,973,587
Other Services & Charges	466,931	771,700	771,700	653,335
Supplies	45,463	83,650	83,650	44,700
Capital Outlay	132,739	44,500	44,500	52,800
Other Expenditures	0	0	0	0
Total	3,024,450	3,841,033	3,841,033	3,724,422

City of Independence, Missouri
2007-08 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

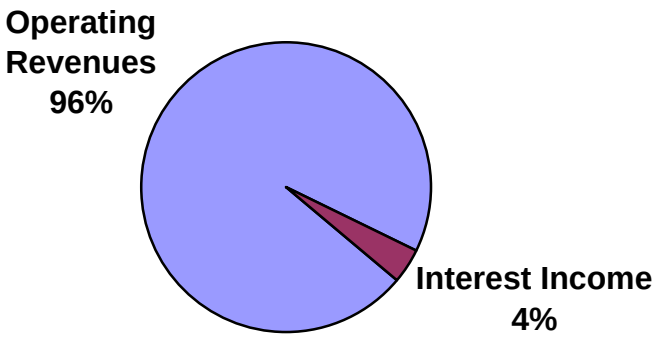
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,550,000	$ 573,820	$ 1,500	$ 2,125,320
Revenue Bonds (Refunding):				
2003 Series (6236)	515,000	134,398	1,500	650,898
Total Power and Light Fund	$ 2,065,000	$ 708,218	$ 3,000	$ 2,776,218

City of Independence, Missouri
2007-08 Operating Budget

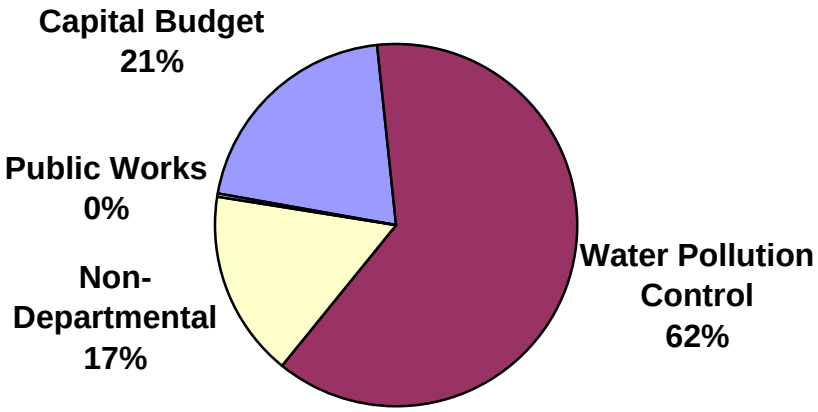
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribution Underground Improvements and Additions	Power and Light Fund	$ 1,000,000
9669	Service Center Facility Improvements	Power and Light Fund	100,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	100,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	1,000,000
9946	Burner Management System - Missouri City	Power and Light Fund	250,000
70200301	Turnkey Underground Program	Power and Light Fund	100,000
70200401	Boiler Tube Replacement	Power and Light Fund	750,000
70200504	Blue Valley Turbine Operations Safety Upgrades	Power and Light Fund	500,000
70200601	Missouri City Boiler Tube Replacement	Power and Light Fund	2,300,000
70200701	Water Treatment Facility Upgrades	Power and Light Fund	100,000
	Fund Total		$ 6,200,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 14,366,704	$ 14,938,000	$ 15,470,000	96.0%	$ 532,000	3.6%
Interest Income	452,374	612,000	641,000	4.0%	29,000	4.7%
Other Revenues	136,723	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 14,955,801	$ 15,550,000	$ 16,111,000	100.0%	$ 561,000	3.6%
Transfers from Other Funds-						
General Fund - Amort. of Storm Water Deficit	-	105,357	105,357		-	0.0%
Total Sources		**$ 15,655,357**	**$ 16,216,357**		**$ 561,000**	**3.6%**
Use of Budget Dollars						
Operating Budget:						
Water Pollution Control	$ 9,278,161	$ 10,528,538	$ 11,493,534	78.5%	$ 964,996	9.2%
Public Works	66,984	68,462	70,180	0.5%	1,718	2.5%
Non-Departmental	2,698,738	3,082,723	3,075,990	21.0%	(6,733)	-0.2%
Total Operating Budget	$ 12,043,883	$ 13,679,723	$ 14,639,704	100.0%	$ 959,981	7.0%
Capital Budget:						
Capital Projects	$ 2,693,731	$ 5,285,000	$ 3,820,000		$ (1,465,000)	-27.7%
Total Uses		**$ 18,964,723**	**$ 18,459,704**		**$ (505,019)**	**-2.7%**
Balance Available		**$ (3,309,366)**	**$ (2,243,347)**		**$ 1,066,019**	

City of Independence, Missouri
2007-08 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 2001-02 through 2006-07

Description	2001-02	2002-03	2003-04	2004-05	2005-06	Projected 2006-07
Net Income (Loss)						
Net Income (Loss)	$ 1,564,555	$ 321,237	$ 3,098,218	$ 2,120,380	$ 2,519,708	
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	
Change in Net Assets	$ 1,564,555	$ 321,237	$ 3,098,218	$ 2,120,380	$ 2,519,708	$ 1,550,789
Net Available Resources						
Net Available Resources-						
Total Current Assets	$12,378,827	$11,036,992	$10,549,055	$11,902,754	$12,538,908	
Less:						
Inventories	(55,059)	(59,378)	(49,379)	(68,560)	(58,450)	
Current Liabilities	(2,024,504)	(1,908,245)	(1,059,833)	(1,012,770)	(998,033)	
Carryover Capital Budget Appropriations	(5,458,877)	(5,028,542)	(2,819,913)	(3,391,611)	(4,838,623)	
Carryover Outstanding Encumbrances	(255,401)	(65,301)	(178,766)	(312,273)	(176,676)	
Add back:						
Compensated Absences	-	-	-	-	-	
Net Available Resources	$ 4,584,986	$ 3,975,526	$ 6,441,164	$ 7,117,539	$ 6,467,126	$ 6,818,323

Source: 2001-02 through 2005-06 - Comprehensive Annual Financial Report
2006-07 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Public Works	0.00	0.00	0.00	1.00	1.00	1.00
Water Pollution Control	72.00	72.00	69.00	70.00	70.00	70.00
Total	72.00	72.00	69.00	71.00	71.00	71.00

Utility Statistics

No. of Residential Customers	38,531	38,901	39,900	40,380	40,680	41,000
No. of Commercial Cust.	3,475	3,493	3,534	3,529	3,523	3,550
Wastewater Treated (million gallons)	3,830	2,939	3,032	3,207	2,348	2,935

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works			40,000	40,000	
30-4010	Residential	9,196,013	9,456,000	9,589,000	9,930,000	3.6%
30-4110	Commercial Base	3,747,937	4,053,000	3,992,000	4,163,000	4.3%
30-4120	Commercial Surcharge	616,331	656,000	557,000	579,000	3.9%
30-4430	Contract Services	200,749	207,000	187,000	187,000	
30-4570	Intermunicipal Agreements	442,549	441,000	441,000	441,000	
30-4600	Other Operating Revenue	133,463	125,000	130,000	130,000	
30-4700	Change in Unbilled Revenue	29,662				
	Total Operating Revenue	14,366,704	14,938,000	14,936,000	15,470,000	3.6%
	Non-Operating Revenue					
30-3411	Interest Income	452,374	612,000	449,000	641,000	42.8%
30-4900	Other Revenues, Net	136,723				
	Total Revenues	**$14,955,801**	**$15,550,000**	**$15,385,000**	**$16,111,000**	4.7%

City of Independence, Missouri
2007-08 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

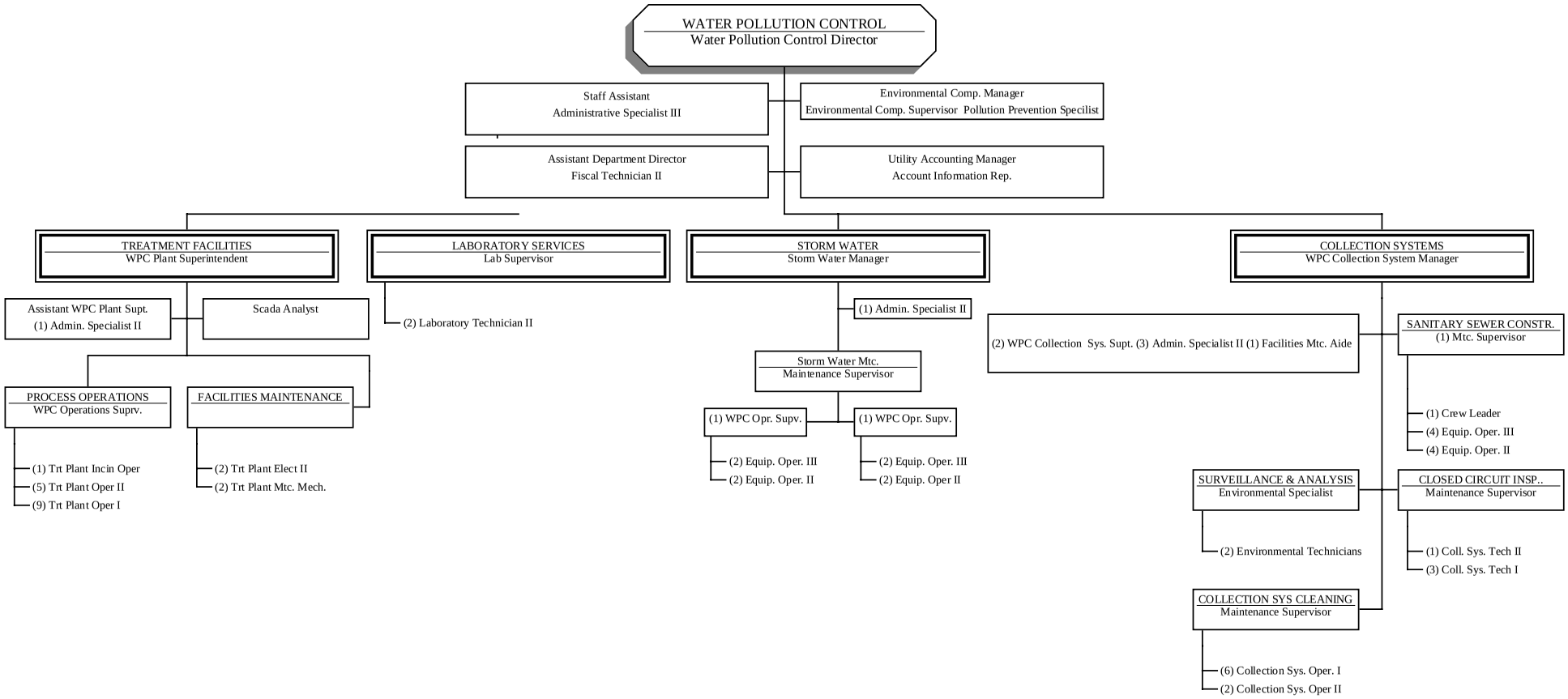
Utility	Average Bill *	Monthly Base Rate	Volume Charge
Raymore, MO	$ 34.84	none	$6.85/1,000 gallons
Belton, MO **	31.87	9.45	$0.6252/100 gallons
Lee's Summit, MO	31.48	12.00	$3.83/1,000 gallons
Jackson County, MO	30.49	14.63	$2.332/100 cubic feet
Liberty, MO	27.72	none	$5.45/1,000 gallons
Raytown, MO	27.52	13.50	$3.43/1000 gallons > 1,000
Olathe, KS	24.78	3.70	$3.10/100 cubic feet
Sugar Creek	22.70	9.53	$2.59/1,000 gallons
Independence, MO	**21.67**	**9.32**	**$1.8156/100 cubic feet**
Blue Springs, MO	20.34	6.00	$0.282/100 gallons
Kansas City, KS	19.68	7.78	$1.75/100 cubic feet
Kansas City, MO **	18.67	7.31	$1.67/100 cubic feet
Grandview, MO	16.90	5.62	$1.88/1,000 gallons

* The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month

** Belton and Kansas City, MO rates are scheduled to increase between April and May, 2007. Amounts shown are rates effective February, 2007.

Survey conducted in February, 2007

City of Independence, Missouri
Water Pollution Control



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*

Department Description

The purpose of the Water Pollution Control Department is to protect public health from the spread of waterborne disease and to reduce and abate pollution for the protection of the aquatic environment. The Department operates and maintains the City's wastewater treatment facility, eleven pumping stations, 578 miles of sanitary sewer and approximately 300 miles of storm water sewer systems. The Department administers sewer service agreements with area jurisdictions, enforces the city, state and federal water pollution control regulations, and manages the billing for sewer use throughout the City's service area.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	82.00	82.00	82.00	82.00
Part Time Positions	1.00	1.00	1.00	1.00
Total	83.00	83.00	83.00	83.00

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
5201 Administration	702,274	835,470	915,126	853,465
5210 Inter-Jurisdictional Agencies	3,235,413	3,629,323	3,629,323	3,697,500
5220 Treatment Facilities	2,846,533	3,223,368	3,223,368	3,626,815
5230 Collection System Maintenance	2,334,886	2,605,044	2,605,044	3,078,817
5240 Laboratory Services	159,055	235,333	235,333	236,937
5250 Storm Sewer Maintenance	295,509	298,891	298,891	295,013
5261 Storm Water Administration	141,039	305,041	305,041	309,067
5262 Storm Water Maintenance	610,345	1,208,682	1,208,682	1,275,590
5263 Storm Water Permit Compl.	181,363	153,700	153,700	172,200
Total	10,506,417	12,494,852	12,574,508	13,545,404

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*

Source of Funding				
Sanitary Sewer Fund	9,278,161	10,528,538	10,608,194	11,493,534
General Fund	295,509	298,891	298,891	295,013
Storm Water Sales Tax Fund	932,747	1,667,423	1,667,423	1,756,857
Total	10,506,417	12,494,852	12,574,508	13,545,404

Key Budget Changes

* Water Pollution Control staff must negotiate the National Pollutant Discharge Permit for the Rock Creek Treatment Plant.
* Staff will implement improvements to reduce sanitary sewer overflows at four pumping stations. Strategies for improvement include back-up generators for uninterrupted power and increased detention capabilities during rain events.
* A total of $600,000 ($300,000 in the Treatment Facilities cost center and $300,000 in the Collection System Maintenance cost center) has been added to the budget for a system wide Utility Master Plan Study.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

2006-07 Accomplishments **Goal Ref**

* Participated and provided comment in 25 stakeholder meetings and processes of state and federal rulemaking.
* Provided back-up power generation at two critical pump stations in the Mill Creek Watershed to prevent sanitary sewer overflows due to power failures.
* Provided disposal of household hazardous waste for 495 Independence residents (71,212 pounds) during the annual mobile collection event.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Sanitary Sewer Customers (Residential)	40,380	40,680	41,000	40,700
Sanitary Sewer Customers (Commercial)	3,529	3,523	3,550	3,510
Compliance Inspections	267	193	200	200
Plan Reviews	238	180	200	175

2007-08 Objectives **Goal Ref**

* Staff will continue to monitor and participate in the state and federal rulemaking process.
* Staff will provide administrative support to the Storm Water Sales Tax Oversight Committee.

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Account Information Rep	1.00	1.00	.00	.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Asst Dept Director	1.00	1.00	1.00	1.00
Water Pollution Cont Dir	1.00	1.00	1.00	1.00
Utility Account Admin	1.00	1.00	1.00	1.00
Environmental Compl Mgr	1.00	1.00	1.00	1.00
Environmental Comp Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Pollution Prevention Spec.	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	10.00	10.00	9.00	9.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	613,027	707,588	687,588	725,463
Other Services & Charges	78,907	103,782	203,438	103,902
Supplies	7,521	17,000	17,000	17,000
Capital Outlay	2,819	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	702,274	835,470	915,126	853,465

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5210 - Inter-Jurisdictional Agencies *Fund: 30 - Sanitary Sewer Fund*

Description

Provides administration and funding for cooperative sewer services within the contiguous watersheds of adjoining municipalities and the Little Blue Valley Sewer District. Provides administration, public information and funding for the City's participation in the regional Household Hazardous Waste Program.

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Treatment Cost per Million Gallons Treated	$808	$1,129	$1,021	$1,273

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	3,235,413	3,629,323	3,629,323	3,697,500
Other Expenditures	0	0	0	0
Total	3,235,413	3,629,323	3,629,323	3,697,500

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5220 - Treatment Facilities *Fund: 30 - Sanitary Sewer Fund*

Description

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

2006-07 Accomplishments **Goal Ref**

* Restored all Clarifiers at the Rock Creek Treatment Plant - four Primary Clarifiers and four Secondary Clarifiers. All Clarifiers were drained, sandblasted, cracks repaired, weirs leveled and all metal surfaces were coated. 1
* Rebuilt Switching Valves on the Roxidizer Model 2 Thermal Oxidizer (RTO) at the Rock Creek Treatment Plant with seal upgrades, shafts and an epoxy coating and high temperature paint were applied to extend the life of the RTO. 1
* 10" Plug Valve in Secondary Building at the Rock Creek Treatment Plant was replaced. This will allow for building to be properly shut down for safe pump repairs. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Wastewater Treated (Million Gallons)	3,207	2,348	2,935	2,208
Solids Removal Efficiency (%) (85% Required)	94	95.76	95	97
Oxygen Demand Removal (%) (85 % Required)	89	93.21	93	92
Solids Incinerated (Dry Tons)	1,284	1,434	1,430	1,281
Treatment Costs per Million Gallons Treated	$906	$1,280	$1,143	$1,612

2007-08 Objectives **Goal Ref**

* Train a back-up Operator for the Rock Creek Treatment Plant to run the Wet Air Oxidation Process (Zimpro) in anticipation of retiring staff. 1
* Installation and start-up of two Bar Screens at the Rock Creek Pump 1

2007-08 Objectives **Goal Ref**

Station.

* Restore the Tele-Valve system at the Return Activated Sludge Wet-Well at the Rock Creek Treatment Plant. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	1.00	1.00	1.00	1.00
Data Systems Coord	1.00	1.00	1.00	.00
Scada Analyst	.00	.00	.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,425,386	1,539,468	1,539,468	1,611,280
Other Services & Charges	1,065,825	1,236,100	1,244,100	1,543,235
Supplies	342,190	359,200	359,200	404,200
Capital Outlay	13,132	88,600	80,600	68,100
Other Expenditures	0	0	0	0
Total	2,846,533	3,223,368	3,223,368	3,626,815

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 578 miles (3 million feet) of sanitary sewer pipe and over 13,000 manholes. The division also provides for maintenance of 17 miles of Jackson County sanitary sewers. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment, mechanical rodding and sawing. The division's sanitary sewer systems repair crew corrects faulty sewer lines, manholes and also services laterals in easements and right-of-way areas. Surveillance and analysis of the sewer system is accomplished through the use of flow metering and sampling technology, and additional inspection is accomplished with closed circuit TV equipment, tracer dyes and smoke testing.

2006-07 Accomplishments	**Goal Ref**
* Completed building restoration, expansion of doorways, and painting interior of building.	4
* Engineer design, bid out, contract to eliminate 1 pumping site.	4
* Held weekly safety meetings, trained and refreshed personnel in maintenance calibration of gas monitors and confined space equipment. Attended Hazwhoper refersher classes (1080 contact hours for 33 employees.	4
* Continued the rehabilitation of deteriorated neighborhood sewer systems by the seamless lining of sewers without excavation of pipe which resulted in over 65,148 linear feet of cured-in-place pipe.	1
* Repaired 42 right-of-way/easement customer service laterals.	1
* Began the data capturing of sanitary infrastructures using Global Positioning System (GPS) technology.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Customer Service Request Responses	1,134	1,022	1,200	1,100
Sewer Utility Identification Markings (Line Segments)	4	6	18	4
Dry weather overflows per million feet of pipe	~1.0	~1.0	~1.0	~1.0
Dry weather basement back-ups per 1,000 customers	~1.25	~1.25	~1.25	~1.25

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2007-08 Objectives	**Goal Ref**
* Continue capturing data for sanitary infrastructures using Global Positioning System (GPS) technology. Begin implementing Computerized Maintenance Management Software.	1
* Administer program to rehabilitate targeted neighborhood's sanitary sewers, utilizing trenchless technology where practical and cost effective, to extend the life of the sewer system and reduce infiltration.	1
* Administer a program to seal sanitary sewer manholes in targeted neighborhood's to extend the asset life and reduce inflow and infiltration of ground water and surface water.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	1.00	1.00	1.00	2.00
WPC Collection Sys Manager	.00	.00	.00	1.00
Environmental Tech I	2.00	2.00	2.00	2.00
Asst Coll Sys Supt	2.00	2.00	2.00	.00
Collection Sys Operator I	6.00	6.00	6.00	6.00
Coll Sys Oper II	2.00	2.00	2.00	2.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	2.00	2.00	3.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	33.00	33.00	34.00	34.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,593,554	1,871,044	1,871,044	1,933,817
Other Services & Charges	329,767	370,750	370,750	710,750
Supplies	173,998	186,250	186,250	186,250
Capital Outlay	237,567	177,000	177,000	248,000
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Total	2,334,886	2,605,044	2,605,044	3,078,817

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Description

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

2006-07 Accomplishments **Goal Ref**

* Achieved 100% accuracy in the Environmental Protection Agency's National Quality Assurance Program for Laboratories by correctly analyzing and quantifying pollutants in unknown samples. 1
* Completed Analytical study of probe data for solids and dissolved oxygen taken at aeration basins. Determining the accuracy of probe readings allows the use of probe data for some of the sample sites in lieu of taking and testing samples. This reduced the workload on the laboratory on a daily basis. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Samples Received	8,297	7,711	8,300	7,800
Treatment Operations Analyses	20,388	19,208	20,500	19,500
Industrial Discharge Analyses	1,028	1,114	1,050	1,100
Quality Assurance Analyses	5,580	3,340	5,600	3,500

2007-08 Objectives **Goal Ref**

* Write Laboratory specific Standard Operating Procedures for analytical methods, equipment use and maintenance and quality assurance/control measures. 1
* Create a running inventory through Excel of all laboratory supplies and chemicals. 1
* Investigate methods which this laboratory could perform and reduce contract laboratory spending. 1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Treat Plant Lab Tech	2.00	2.00	.00	.00
Laboratory Tech II	.00	.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	125,701	187,873	187,873	189,477
Other Services & Charges	23,269	31,360	31,360	31,360
Supplies	10,085	16,100	16,100	16,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	159,055	235,333	235,333	236,937

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Description

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 300 miles (1.58 million feet) of storm sewer and approximately 12,000 structures. Maintenance of the system involves the use of construction and repair equipment, high pressure cleaning, and vacuuming technology for the removal of debris. The team assists the Department in identifying potential illicit discharges and other environmental code concerns and assists in resolving them.

2006-07 Accomplishments	**Goal Ref**
* Achieved over 161 man hours of employee training and development in maintenance, calibration and use of personal gas monitors, hazardous material operation, confined space entry and other employee development.	4
* Performed engineering evaluations on selected storm drainage systems.	1
* Completed 4 large repair projects to the storm drainage system to prevent flooding in homes.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Repair Projects	194	216	208	208
Repair & Maintenance Team Uptime	~91%	~92%	~92%	~92%

2007-08 Objectives	**Goal Ref**
* Continue to evaluate, design, and construct selected storm water drainage systems.	1
* Continue escalated efforts to repair and maintain storm water systems.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	261,163	278,306	278,306	293,223
Other Services & Charges	24,332	9,265	9,265	0
Supplies	10,014	11,320	11,320	1,790
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	295,509	298,891	298,891	295,013

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Description

This function of the division oversees and manages the City's storm water program through funding made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax. Staff will communicate ongoing progress to the Oversight Committee which will prepare periodic reports to the City Council.

2006-07 Accomplishments	**Goal Ref**
* Completed public education of storm water issues by holding public meetings for 5 Storm Water Capital Improvement Projects.	1
* Coordinated native plantings of 4 selected regional storm water detention basins.	1
* Evaluated selected sub-watersheds for potential location of additional weather/rainfall stations.	1

2007-08 Objectives	**Goal Ref**
* Investigate residents storm water concerns and perform planning and engineering evaluations as needed.	1
* Administer, coordinate, and evaluate engineering consultants design progress on storm drainage improvements CIP projects.	1
* Advance Geographic Information Systems (GIS) and Computer Maintenance Management System (CMMS) initiatives.	1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Watershed Technical Analyst	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	34,521	109,741	109,741	112,267
Other Services & Charges	88,462	175,700	173,447	177,200
Supplies	11,128	10,300	10,300	10,300

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5261 - Storm Water Administration *Fund: 13 - Storm Water Sales Ta*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Capital Outlay	6,928	5,000	7,253	5,000
Other Expenditures	0	4,300	4,300	4,300
Total	141,039	305,041	305,041	309,067

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

2006-07 Accomplishments **Goal Ref**

* Achieved over 214 man hours of employee training in job related matters of maintenance, use of personal gas monitors, hazardous materials, and confined space entry procedures. 4
* Increased preventative maintenance activity and inspection activities on the storm water structures and drainage basins. 4
* Began the data capture of storm water infrastructure using Global Positioning System (GPS) Technology. 1
* Installed Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Storm Water Structures Cleaned	6,534	7,232	8,000	8,000
Storm Water Structures Inspected	14,821	16,146	14,000	14,000
Repair & Maintenance Team Uptime	~91%	~91%	~92%	~91%

2007-08 Objectives **Goal Ref**

* Continue the escalated preventative maintenance and inspection activities on storm water structures and drainage basins. 1
* Continue the data capture of storm water infrastructure using Global Positioning System (GPS) technology. 1
* Continue installation of Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
WPC Operations Supv	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	295,429	333,848	333,848	353,602
Other Services & Charges	197,982	402,434	402,434	485,799
Supplies	115,039	124,700	124,700	172,302
Capital Outlay	1,895	272,000	272,000	258,187
Other Expenditures	0	75,700	75,700	5,700
Total	610,345	1,208,682	1,208,682	1,275,590

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2007-08 Operating Budget*
Cost Center: 5263 - Storm Water Permit Compl. *Fund: 13 - Storm Water Sales Ta*

Description

The Storm Water Permit Compliance function is responsible for compliance with the State Operating Permit from the State of Missouri Department of Natural Resources for the Independence Municipal Separate Storm Sewer System (MS4).

Program Costs

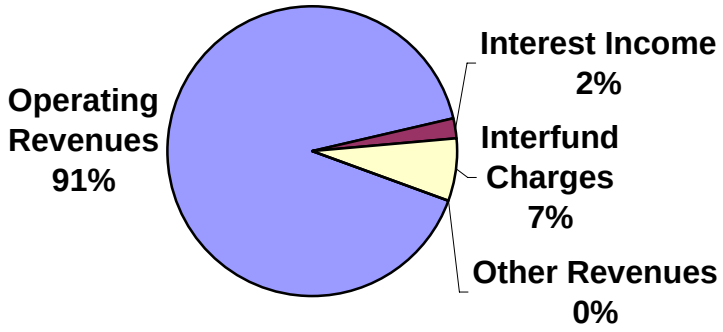
Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Services & Charges	177,450	146,700	146,700	165,200
Supplies	3,913	7,000	7,000	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	181,363	153,700	153,700	172,200

City of Independence, Missouri
2007-08 Operating Budget

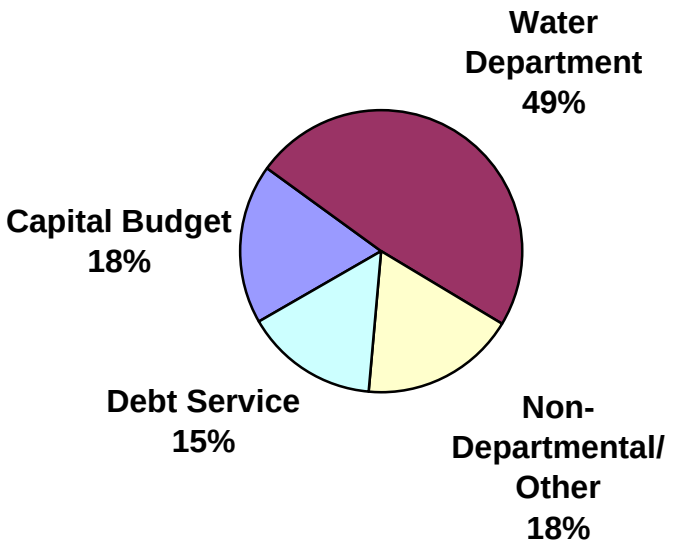
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9757	Trenchless Technology	Sanitary Sewer Fund	$ 2,000,000
70300603	Fairway Gardens	Sanitary Sewer Fund	725,000
70300701	Sinnott Circle	Sanitary Sewer Fund	60,000
70300702	17th Street, Menown to Blue Ridge	Sanitary Sewer Fund	100,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	100,000
	Subtotal		$ 2,985,000
	Treatment Plant Projects-		
70300703	Belt Filter Press Rehabilitation	Sanitary Sewer Fund	$ 65,000
70300704	Treatment Plant HVAC Improvements	Sanitary Sewer Fund	120,000
70300705	Phone System Improvements	Sanitary Sewer Fund	100,000
70300405	Continuous Emissions Monitoring System	Sanitary Sewer Fund	265,000
	Subtotal		$ 550,000
	Pump Station Projects-		
70300706	Sugar Creek Pump Station Improvements	Sanitary Sewer Fund	$ 285,000
	Fund Total		$ 3,820,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Operating Revenues	$ 18,155,852	$ 18,171,000	$ 17,669,000	90.9%	$ (502,000)	-2.8%
Interest Income	469,404	839,000	438,000	2.3%	(401,000)	-47.8%
Interfund Charges	1,171,505	1,185,000	1,332,300	6.9%	147,300	12.4%
Other Revenues	687,238	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 20,483,999	$ 20,195,000	$ 19,439,300	100.0%	$ (755,700)	-3.7%
Transfers from Other Funds-						
Total Sources		**$ 20,195,000**	**$ 19,439,300**		**$ (755,700)**	**-3.7%**
Use of Budget Dollars						
Operating Budget:						
Finance	$ 48,863	$ 49,644	$ 53,199	0.2%	$ 3,555	7.2%
Water Department	11,665,015	12,496,190	12,747,261	59.3%	251,071	2.0%
Non-Departmental	4,296,522	4,664,006	4,621,845	21.5%	(42,161)	-0.9%
Debt Service	3,971,480	3,993,091	4,067,685	18.9%	4,067,685	101.9%
Total Operating Budget	$ 19,981,880	$ 21,202,931	$ 21,489,990	100.0%	$ 4,280,150	20.2%
Capital Budget:						
Capital Projects	$ 3,555,138	$ 2,591,000	$ 4,852,000		$ 2,261,000	87.3%
Total Uses		**$ 23,793,931**	**$ 26,341,990**		**$ 6,541,150**	**27.5%**
Balance Available		**$ (3,598,931)**	**$ (6,902,690)**		**$ (7,296,850)**	

City of Independence, Missouri
2007-08 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 2001-02 through 2006-07

Description	2001-02	2002-03	2003-04	2004-05	2005-06	Projected 2006-07
Net Income (Loss)						
Net Income (Loss)	$ 2,668,170	$ 1,826,149	$ 3,648,218	$ 2,099,100	$ 2,149,346	
Depreciation on Contrib. Capital Adjustment	n/a	n/a	n/a	n/a	n/a	
Change in Net Assets	$ 2,668,170	$ 1,826,149	$ 3,648,218	$ 2,099,100	$ 2,149,346	$ 2,428,525
Net Available Resources						
Net Available Resources-						
Total Current Assets	$25,157,559	$23,936,409	$25,230,846	$17,836,778	$14,531,196	
Less:						
Inventories	(646,135)	(673,115)	(557,395)	(624,258)	(616,657)	
Current Liabilities	(3,149,461)	(1,908,245)	(5,214,011)	(5,345,081)	(4,832,211)	
Carryover Capital Budget Appropriations	(7,609,926)	(29,209,815)	(15,336,141)	(9,388,889)	(6,553,799)	
Carryover Outstanding Encumbrances	(148,397)	(199,681)	(262,960)	(378,752)	(253,463)	
Add back:						
Compensated Absences	-	-	-	-	-	
Net Available Resources	$13,603,640	$ (8,054,447)	$ 3,860,339	$ 2,099,798	$ 2,275,066	$ 199,537

Source: 2001-02 through 2005-06 - Comprehensive Annual Financial Report
2006-07 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
City Manager	1.50	1.50	1.50	0.00	0.00	0.00
Finance	0.00	0.00	0.00	1.00	0.85	0.85
Water	97.48	97.48	97.48	97.48	98.48	97.65
Total	98.98	98.98	98.98	98.48	99.33	98.50

Utility Statistics

No. of Residential Customers	43,194	43,606	43,985	44,490	44,742	44,826
No. of Commercial Cust.	2,831	2,883	2,933	2,971	3,027	3,046
No. of Other Customers	369	384	406	431	441	441
Water Pumped (million gallons)	10,196	10,457	11,006	10,582	10,837	11,249
Water Sold (million gallons)	9,083	9,077	9,641	9,266	9,509	9,134

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Water Fund					
	Operating Revenue					
40-4010	Residential Sales	8,488,894	8,600,000	8,900,000	9,000,000	1.1%
40-4110	Commercial Sales	2,245,526	2,260,000	2,500,000	2,400,000	-4.0%
40-4130	Industrial Sales	362,537	350,000	350,000	350,000	
40-4400	Public Authority Sales	231,257	235,000	200,000	235,000	17.5%
40-4410	Private Fire Protection	93,419	51,000	67,000	69,000	3.0%
40-4420	Public Fire Protection	623,822	600,000	600,000	640,000	6.7%
40-4550	Sales for Resale	5,858,904	5,800,000	5,900,000	4,700,000	-20.3%
40-4600	Other Operating Revenue	251,493	275,000	260,000	275,000	5.8%
	Total Operating Revenue	18,155,852	18,171,000	18,777,000	17,669,000	-5.9%
40-3421	Interfund Charges	1,171,505	1,185,000	1,148,000	1,332,300	16.1%
40-3411	Interest Income	469,404	839,000	400,000	438,000	9.5%
40-3440	Other Revenues, Net	687,238				
	Total Revenues	**$20,483,999**	**$20,195,000**	**$20,325,000**	**$19,439,300**	-4.4%

City of Independence, Missouri
2007-08 Operating Budget

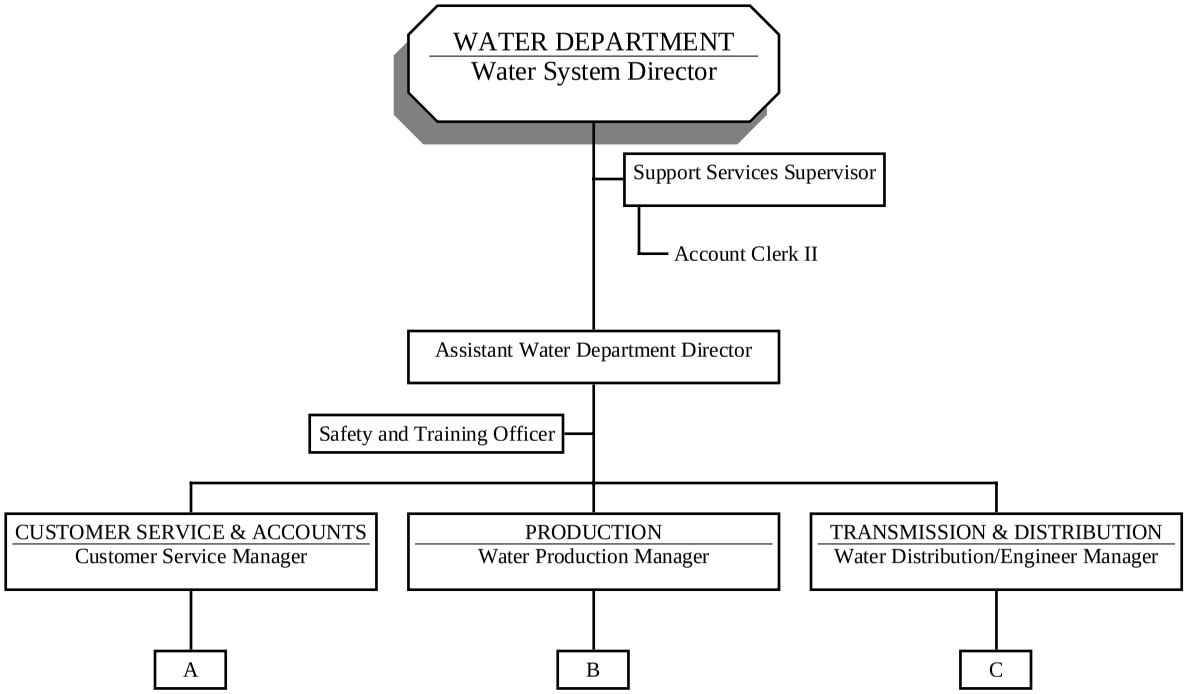
Average Bill/Rate Comparison - Water Fund

City	Average Bill *
North Kansas City, MO	$ 15.83
Sugar Creek, MO	15.95
Independence, MO	**17.36**
Blue Springs, MO	20.83
Olathe, KS	21.09
Kansas City, MO	21.13
Lee's Summit, MO	22.92
Leawood, KS	25.09
Liberty, MO	25.12
Grandview, MO	29.33
Raymore, MO	30.53
Kansas City, KS	38.49
Raytown, MO	39.51
Belton, MO	41.30

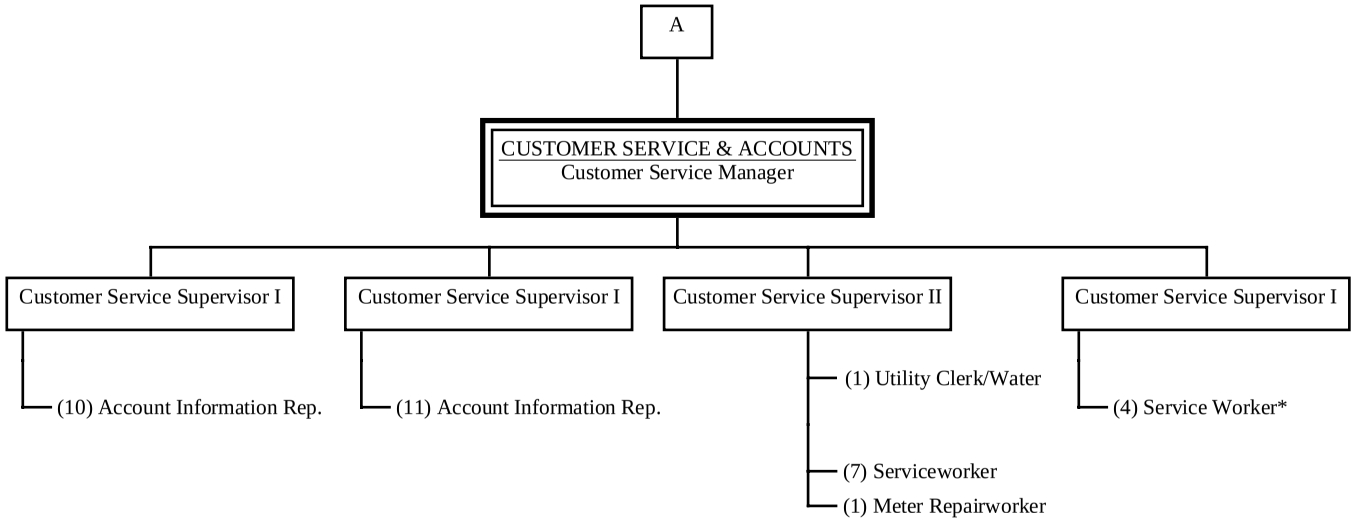
* The average bill is calculated using an average water consumption amount of 6,171 gallons per month (8.25 ccf)

Note: Survey conducted in April 2007

City of Independence, Missouri
Water Department

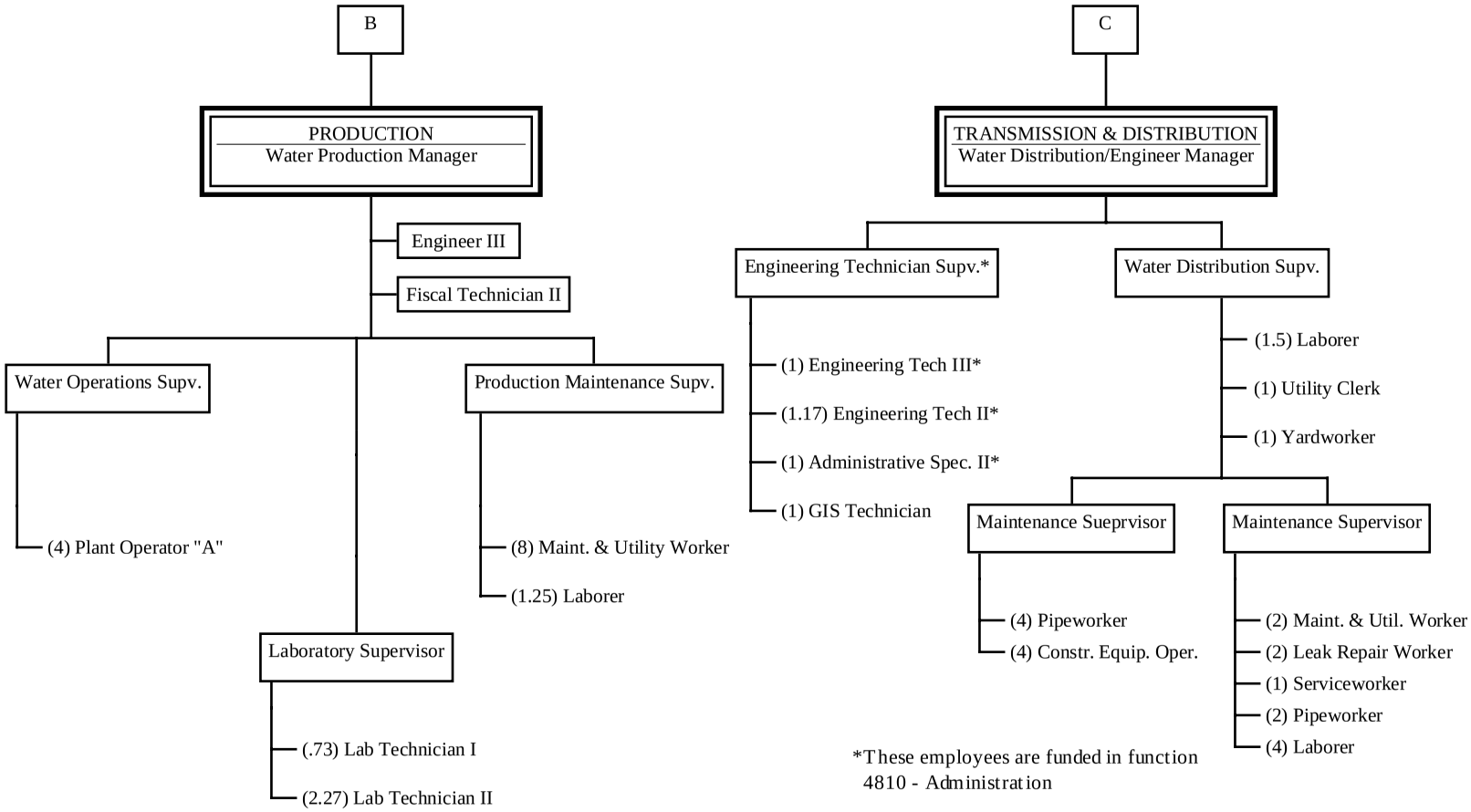


City of Independence, Missouri
Water Department (Continued)



*3 Utility field service workers from P & L
also report to this Customer Service Supervisor.

City of Independence, Missouri
Water Department (Continued)



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2007-08 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 48,231 customers that are served directly, and another 50,000 served through 11 wholesalers. The Department operates, maintains and manages, 731 miles of main, more than 4,450 fire hydrants, 40 wells and the Courtney Bend Water Treatment Plant. The Department has four general functions: Administration, charged with the overall operation and reporting of the Department; Customer Service, responsible for meter service, billing, collection, and customer inquiry; Production, for water treatment, water quality and pumping: and Transmission and Distribution, for construction and maintenance of the distribution system which conveys the water to the customers. The Department is obligated to meet the requirements of the Safe Drinking Water Act, and standards of the Missouri Department of Natural Resources.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	96.25	97.00	96.73	97.73
Part Time Positions	1.23	1.48	.92	.92
Total	97.48	98.48	97.65	98.65

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4810 Administration & General	920,929	1,016,469	1,071,125	1,040,004
4821 Water Field Service	998,947	1,024,023	1,021,023	995,676
4822 Customer Service	1,094,181	1,593,886	1,642,386	1,845,610
4823 Utility Field Service	417,875	483,446	463,946	450,390
4824 Cashiering	506,905	0	0	0
4830 Production	4,354,684	4,999,006	4,999,006	5,088,842
4840 Transmission & Distribution	3,371,494	3,379,360	3,378,360	3,326,739
Total	11,665,015	12,496,190	12,575,846	12,747,261

Source of Funding

Water Fund	11,665,015	12,496,190	12,575,846	12,747,261
Total	11,665,015	12,496,190	12,575,846	12,747,261

Key Budget Changes

* An additional Account Information Representative position has been added in the Customer Service Division. This additional position will increase the customer service level by improving the answer time and abandonment rate for customer calls.
* Ten additional notebook computers have been added with Geographic Information System (GIS) capabilities. This capability will provide remote access to GIS database information for department employees working in the field.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4810 - Administration & General — *Fund: 40 - Water Fund*

Description

Responsible for the complete operation and monthly reporting of the Water Department. Major areas of responsibilities within Administration are: Special projects, Fiscal Management, Safety and Training, and management of the Customer Service, Production, and Transmission and Distribution areas.

2006-07 Accomplishments — **Goal Ref**

* G.I.S. laptop training was provided for all supervisors that investigate leaks after normal business hours. This training taught each supervisor what data is available in the GIS data base and how to retrieve it in the field. The supervisors were taught to research hydrant and valve information, existing pipe information, customer information, locations of taps and curb valves, and how to look at the maps on the laptops. The field personnel were issued laptops upon completion of their training and are using them in the field. — 1
* Provided engineering inspection of all water mains that were installed by private contractors throughout the year to assure compliance with the City's specifications and standards. Each of the mains was sampled and tested by City personnel to assure water quality standards were met. — 1
* Replaced approximately two and one-half miles of 2-inch water main with 6-inch water main to improve water service to our customers and to increase fire protection. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Number of customers	47,324	48,210	48,515	48,800
Revenue (Avg. Residential)	$14.53	$15.68	$16.00	$16.00
Gallons of water sold (Avg. Res.)	5,830	6,170	6,500	6,500
Percentage of water pumped that was sold to customers	88%	88%	88%	88%

2007-08 Objectives — **Goal Ref**

* To provide inspection of the new water main to be constructed along proposed Jackson Drive from R. D. Mize Road to 37th Terrace. The main will be inspected to assure compliance with City specifications and the main will be flushed and sampled to assure all water quality standards are met. The project will be bid as part of the road contract by Public Works to assure the continuity of the construction. — 1

City of Independence
Detail Program Summary

Department: 4800 - Water *2007-08 Operating Budget*
Cost Center: 4810 - Administration & General *Fund: 40 - Water Fund*

2007-08 Objectives **Goal Ref**

* To bid and contract to replace approximately two and one-half miles of 2-inch water main with 6-inch water main to improve water service to our customers and to increase fire protection. 1
* Provide G.I.S. laptop training to ten field personnel. This training will teach personnel what data is available in the G.I.S. database and how to retrieve it in the field. Personnel will learn to research hydrant and valve information, existing pipe information, customer information, locations of taps and curb valves, and how to look at the maps on the laptop. The field personnel will be issued laptops upon completion of training and will use them in the field. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Account Clerk II	1.00	1.00	1.00	1.00
Asst Dept Director	1.00	1.00	1.00	1.00
Water Systems Director	1.00	1.00	1.00	1.00
Safety & Training Officer	1.00	1.00	1.00	1.00
Engineering Tech II	2.00	2.00	1.17	1.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	.00	.00	1.00	1.00
Staff Assistant	1.00	1.00	.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Support Services Supervisor	.00	.00	1.00	1.00
Total	10.00	10.00	10.17	10.17

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	542,568	645,606	645,606	583,641
Other Services & Charges	286,513	303,162	363,818	363,838
Supplies	29,131	23,305	26,305	24,325
Capital Outlay	62,717	44,396	35,396	68,200
Other Expenditures	0	0	0	0
Total	920,929	1,016,469	1,071,125	1,040,004

Significant Issues

* Ten additional notebook computers will be added for G.I.S. this fiscal year. These computers will provide remote access to G.I.S. for personnel that need them.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Description

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 48,151 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2006-07 Accomplishments — **Goal Ref**

* Of the approximately 48,000 meters that are in service over 3300 were replaced in the 06-07 fiscal year. This exceeds the water meter replacement rate for a 15 year turn over. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
water taps installed	597	435	500	500
number of meters replaced	2,717	3,818	3,300	3,500

2007-08 Objectives — **Goal Ref**

* Research the feasibility of providing homeowners an insurance program to do emergency repair work to the water service lines from the City right-of-way to the customer's home. Third Party insurance providers will be looked at to determine if their service would provide the level of service that the City wants for its Citizens and any related costs to the City. The scope of the study may include sewer lines. This would be accomplished in the first six months of the budget year. — 1
* Develop and implement a method to contact property owners when an account has had an estimated meter reading for 3 consecutive months. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Meter Repair Worker - Water	1.00	1.00	1.00	1.00
Service Worker	7.00	7.00	7.00	7.00
Customer Service Supvr II	1.00	1.00	1.00	1.00
Utility Clerk	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	664,973	673,723	673,723	677,376
Other Services & Charges	70,268	83,300	80,300	76,300
Supplies	32,449	39,600	39,600	27,000
Capital Outlay	231,257	227,400	227,400	215,000
Other Expenditures	0	0	0	0
Total	998,947	1,024,023	1,021,023	995,676

City of Independence
Detail Program Summary

Department: 4800 - Water | *2007-08 Operating Budget*
Cost Center: 4822 - Customer Service | *Fund: 40 - Water Fund*

Description

The Customer Service Division's core responsibility is to service the citizens of the City with integrity, respect and humility; whereby using, sound judgement, listening and responding in a positive manner. Setting up new utility service, transferring existing service and processing payments for City utilities, by phone or face to face. (Also process MGE payments) Handling citizen calls regarding general city wide information.

2006-07 Accomplishments — **Goal Ref**

* The cashiering software was upgraded for Utility Customer Service and City Hall. These upgrades will make the daily processing of transactions more efficient. — 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
average time to answer calls	67 SECS	91 SECS	55 SECS	70 SECS
average percentage of abandoned calls	9.0%	10.8%	7.2%	9.0%

2007-08 Objectives — **Goal Ref**

* To decrease the average speed of answer from 81 seconds to 60 seconds, in order to address the customers issues more timely. To decrease the abandonment rate from 10.8% to an acceptable level in line with industry average of 9%. By establishing and initiating production goals and objectives for the division, both individual and team. To follow-up with quality call monitoring to ensure division integrity. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Account Information Rep	19.00	19.00	21.00	22.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	.00	.00	2.00	2.00
Customer Service Supvr II	1.00	1.00	.00	.00
Total	21.00	21.00	24.00	25.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	962,879	1,211,236	1,211,236	1,324,835
Other Services & Charges	100,839	349,450	370,450	470,635
Supplies	14,838	21,000	29,460	35,590
Capital Outlay	15,625	12,200	31,240	14,550
Other Expenditures	0	0	0	0
Total	1,094,181	1,593,886	1,642,386	1,845,610

Significant Issues

* An additional Account Information Representative position will be added in the Customer Service Division this fiscal year. This additional position will increase the customer service level by improving the answer time and abandonment rate for customer calls.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Description

The Utility Field Service Division is responsible for turning both electric and water services on and off, field services of delinquent accounts and reading meters for customer transfers.

2006-07 Accomplishments — **Goal Ref**

* Implemented upgrades to the Itron meter reading software and hardware.These upgrades allow for faster processing of daily work orders. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
average number of delinquent accounts completed each d	57	52	58	60
average number of "turn ons and offs completed each day	142	140	144	145

2007-08 Objectives — **Goal Ref**

* Lessen overtime costs attributed to restoring service to turned off delinquent accounts by balancing time and manpower spent on each. — 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Utility Field Serv Wkr	3.00	3.00	4.00	4.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	4.00	4.00	5.00	5.00

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4823 - Utility Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	376,467	416,943	416,943	422,075
Other Services & Charges	5,130	8,370	8,870	3,750
Supplies	4,046	9,133	9,133	8,112
Capital Outlay	32,232	49,000	29,000	16,453
Other Expenditures	0	0	0	0
Total	417,875	483,446	463,946	450,390

City of Independence
Detail Program Summary

Department: 4800 - Water — *2007-08 Operating Budget*
Cost Center: 4830 - Production — *Fund: 40 - Water Fund*

Description

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The Department is obligated to meet the requirements of the Safe Drinking Water Act, and all standards of the Missouri Department of Natural resources. Test results show that the water quality meets or exceeds all federal and state regulations.

2006-07 Accomplishments — **Goal Ref**

* The Courtney Bend Water Treatment Plant completed sampling, analysis and reporting required for compliance with the Safe Drinking Water Act and the consumer confidence requirement of that rule. — 1
* Sampling plans for proposed regulations have been completed and submitted. Monthly sampling for one new regulation is ongoing. — 1
* Students toured the Courtney Bend Plant in conjunction with the Missouri River Cleanup Event to learn about groudwater and water treatment. — 1
* Security improvements are substantially complete at the water treatment plant, remote reservoir locations, administrative office and field service building. — 1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Thousands of gallons pumped	10,582,319	10,837,401	10,800,000	10,900,000
Pumping power cost	$1,366,687	$1,442,985	$1,800,000	$1,500,000
Cost per million gallons pumped	$310.51	$369.26	$398.00	$394.00
Operations and maintenance cost per customer per year	$69.44	$83.01	$89.00	$88.00
Average number of distribution samples taken each month		126		125
Percent of samples testing negative for coliform bacteria		100 %		100 %

2007-08 Objectives — **Goal Ref**

* Provide an educational program for 5th graders in the Independence School District about groundwater contamination and the importance of keeping the water supply safe during the 07-08 school year. — 1
* Collect and analyze 100 distribution system samples per month to determine bacteriological quality. Reporting of the presence or absence of coliform bacteria will be sent to the Missouri Department — 1

2007-08 Objectives **Goal Ref**

of Natural Resources. 95% of samples taken must test negative for the presence of coliform bacteria.

* Collect one crytosporidium sample per month from the well water to determine presence or absence. The testing results will be verified and approved on the Environmental Protection Agency database. 1
* Collect 16 distribution system samples every 60 days for a period of one year. These samples are identified as near entry point, average residence time, high total trihalomethane and high haloacetic acid locations. 1
* Attain designation as a groundwater source with the Missouri Department of Natural Resources within 12 months. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Plant Operator "A"	4.00	4.00	4.00	4.00
Maintenance & Utility Worker	.00	.00	1.00	.00
Maintenance & Utility Wkr	7.00	8.00	7.00	8.00
Laborer	.25	1.00	1.00	1.00
Laborer	1.00	.00	.00	.00
Laborer - temp	.00	.25	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer I	1.00	.00	.00	.00
Engineer III	.00	1.00	1.00	1.00
Laboratory Tech II	1.00	1.00	.73	1.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	1.73	1.73	2.00	1.73
Water Operations Supvr	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Production Maint Supvr	1.00	1.00	1.00	1.00
Total	20.98	21.98	21.98	21.98

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,355,372	1,462,872	1,462,872	1,500,142
Other Services & Charges	1,972,821	2,274,600	2,276,600	2,329,850
Supplies	967,524	1,198,900	1,196,900	1,192,650
Capital Outlay	58,967	62,634	62,634	66,200

City of Independence
Detail Program Summary

Department: 4800 - Water | *2007-08 Operating Budget*
Cost Center: 4830 - Production | *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Other Expenditures	0	0	0	0
Total	4,354,684	4,999,006	4,999,006	5,088,842

City of Independence
Detail Program Summary

Department: 4800 - Water *2007-08 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Description

The Transmission and Distribution Division is responsible for engineering, construction and maintenance of the transmission and distribution system that conveys water to the customers. Pipeline construction is performed to water department engineering standards that exceed the Missouri Department of Natural Resources requirements. Maintenance is performed on 726 miles of main and over 4,450 fire hydrants.

2006-07 Accomplishments	**Goal Ref**
* Completed the replacement of the 12" water main along 39th Street from Noland Road to Lee's Summit Road in conjunction with the widening of 39th Street.	4
* Completed replacement of a 24" water main on the Noland Road bridge over the railroad tracks north of 31st Street.	1
* Eliminated approximately 2.5 miles of water main that were 2" and smaller along portions of Farley, Tennessee, Roberts, and Vermont Avenues, along with several other locations, and replaced with 6" diameter or larger water mains.	1
* All water mains that were installed by private contractors and developers were inspected, flushed, and sampled to assure that all standards were met.	1
* Provided equipment operators with specific equipment training to improve department efficiency.	1

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Main breaks	182	241	230	240
Fire hydrants installed	109	101	100	100
Service lines repaired	115	85	100	90
Fire hydrants tested/inspected	4,387	3,048	4,500	4,500
Fire hydrants painted	1,976	2,528	1,200	1,125
Main breaks per mile of main per year	.25	.33	.31	.32
Annual operations/maintenance cost per mile of main	$3,292.81	$4,013.51	$3,370.00	$4,054.00
Operations and maintenance cost per customer account per year	$50.24	$60.61	$51.00	$61.00

City of Independence
Detail Program Summary

Department: 4800 - Water *2007-08 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

2007-08 Objectives **Goal Ref**

* Eliminate approximately two and one-half miles of undersized water mains after new mains have been installed and placed in service. Each of the new water mains will be inspected to assure compliance with City specifications and the mains will be flushed and sampled to assure all water quality standards are met. 1
* Paint 25% of all public fire hydrants in the distribution system at least once per year. All public hydrants are black and orange. Privately owned hydrants are normally red. All loose paint will be removed from the hydrant prior to painting and the hydrant will be cleared of any visual obstructions. 1
* Inspect all fire hydrants in the distribution system at least once a year. Inspection will include a pressure check, removing all hydrant caps, lubricating the threads, checking the flow rate of the hydrant, and checking to make sure the hydrant opens and closes properly. The hydrant valve is also checked to assure accessibility. 1
* Conduct review equipment operator training to reinforce skills learned in initial training. This will continue to expand the knowledge base of the workforce. Training will include pre- and post-training written and practical exams to measure operator competency. 1

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Maintenance & Utility Wkr	2.00	2.00	2.00	2.00
Construction Equip Oper	4.00	4.00	4.00	4.00
Service Worker	1.00	1.00	1.00	1.00
Leak Repair Worker	.00	.00	.00	1.00
Leak Repair Worker	2.00	2.00	2.00	1.00
Pipe Worker	.00	1.00	.00	.00
Pipe Worker	6.00	5.00	6.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	.00	.00	1.00	.00
Laborer	5.00	5.00	4.00	5.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

City of Independence
Detail Program Summary

Department: 4800 - Water *2007-08 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	1,776,974	1,799,250	1,799,250	1,815,539
Other Services & Charges	821,085	711,700	712,700	738,600
Supplies	554,719	595,350	600,350	596,600
Capital Outlay	218,716	273,060	266,060	176,000
Other Expenditures	0	0	0	0
Total	3,371,494	3,379,360	3,378,360	3,326,739

City of Independence, Missouri
2007-08 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

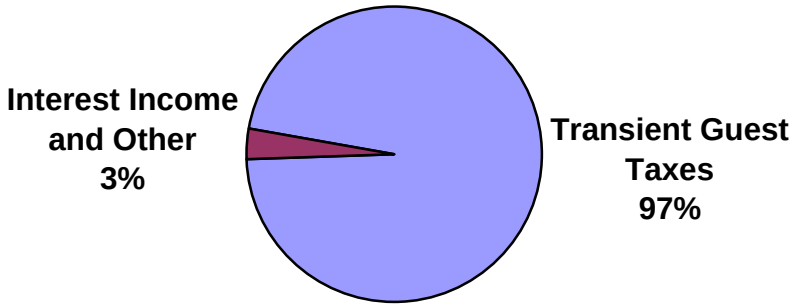
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
1986 Series (6352)	$ 1,670,000	$ 1,222,890	$ 7,500	$ 2,900,390
2004 Series (6352)	530,000	629,795	7,500	1,167,295
Fund Total	$ 2,200,000	$ 1,852,685	$ 15,000	$ 4,067,685

City of Independence, Missouri
2007-08 Operating Budget

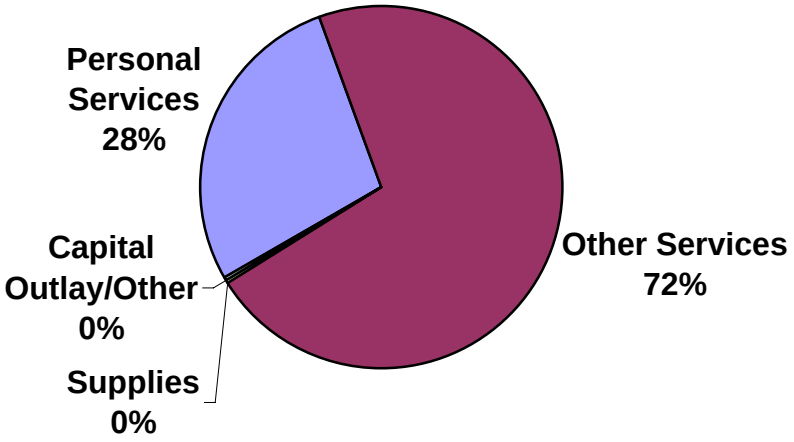
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9839	Small Main Replacement Program	Water Fund	$ 806,000
9749	Main Replacement Program	Water Fund	200,000
9952	Security Upgrades	Water Fund	250,000
70400505	Water Main on Jackson Drive Bridge	Water Fund	50,000
70400701	Replace Drive unit on Contact Basin No. 2	Water Fund	300,000
70400702	Install 36" Water Main, Little Blue Parkway Phase II	Water Fund	1,052,000
70400703	Install 36" Water Main, Little Blue Parkway (Truman to R.D. Mize Road)	Water Fund	1,230,000
70400704	Install 8" water Main on Jackson Drive (R.D. Mize to South Line of Prairie Landing)	Water Fund	140,000
70400705	Replace Water Main on Santa Fe Road (23rd Street to 31st Street)	Water Fund	350,000
70400706	Install Pump No. 2 at 39th Street Reservoir	Water Fund	50,000
70400707	Analysis of Groundwater Flow and Quality	Water Fund	209,000
70400708	Treatment of Plant Discharge (Engineering Only)	Water Fund	200,000
70400709	Replace Filter Solenoid Valves	Water Fund	15,000
	Fund Total		$ 4,852,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Transient Guest Taxes	$ 1,000,809	$ 968,000	$ 1,020,000	96.6%	$ 52,000	5.4%
Interest and Penalties	-	-	-	0.0%	-	n/a
Federal & State Grants	121,632	-	-	0.0%	-	n/a
Interest Income and Other	48,872	30,000	36,000	3.4%	6,000	20.0%
Total Estimated Revenues	$ 1,171,313	$ 998,000	$ 1,056,000	100.0%	$ 58,000	5.8%
Total Sources	**$ 1,171,313**	**$ 998,000**	**$ 1,056,000**		**$ 58,000**	**5.8%**
Use of Budget Dollars						
Operating Budget:						
Personal Services	$ 252,603	$ 255,453	$ 260,962	27.8%	$ 5,509	2.2%
Other Services	664,082	629,993	672,875	71.6%	42,882	6.8%
Supplies	2,755	4,200	4,200	0.4%	-	0.0%
Capital Outlay/Other	-	2,000	2,000	0.2%	-	0.0%
Total Operting Budget	$ 919,440	$ 891,646	$ 940,037	100.0%	$ 48,391	5.4%
Fund Balance Designations:						
Designated for Visitor Orientation Center		107,000	117,700		10,700	
Total Uses	**$ 919,440**	**$ 998,646**	**$ 1,057,737**		**$ 59,091**	**5.9%**
Balance Available	**$ 251,873**	**$ (646)**	**$ (1,737)**		**$ (1,091)**	

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 2001-02 through 2006-07

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components						
Reserved for:						
Encumbrances	$ 43,400	$ 30,303	$ 28,943	$ 74,984	$ 108,399	$ 100,000
Designated for:						
Working Capital	-	-	-	-		
Visitor Orientation Center	-	12,012	143,244	212,639	393,778	500,778
Undesignated	172,425	355,229	505,312	567,785	638,590	675,944
Total Fund Balance	$ 215,825	$ 397,544	$ 677,499	$ 855,408	$ 1,140,767	$ 1,276,722
Fund Balance Target *	137,451	185,956	234,737	234,737	292,828	264,000
Actual over (under) Target	34,974	169,273	270,576	333,049	345,762	411,944

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

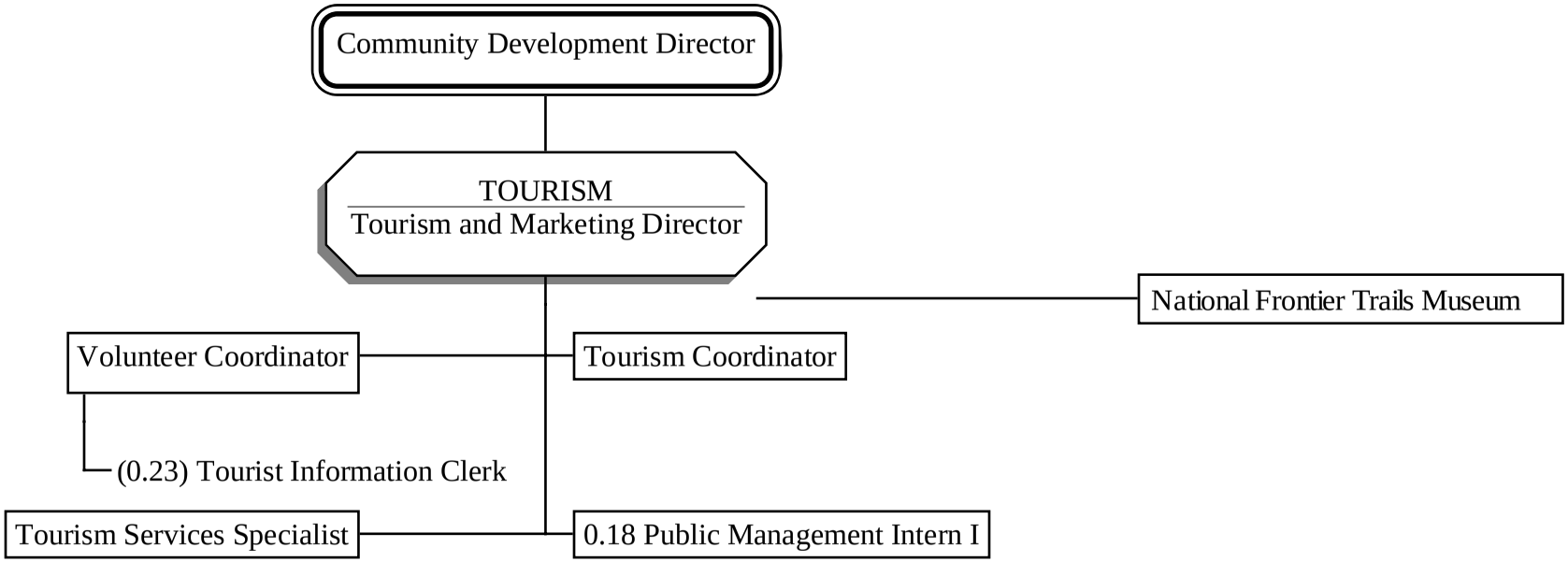
Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	675,944
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	$ (1,737)
Projected Undesignated Fund Balance at June 30, 2008	$ 674,207
Fund Balance Target Amount	$ 264,000

It is the City's Policy to not use Fund Balance as a funding source to finance ongoing purposes or programs in the budget since it represents a one time only resource and the budgeted purpose is then left without available funding in future fiscal years.

City of Independence, Missouri
Tourism



City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2007-08 Operating Budget*

Department Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the Department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The Department promotes Independence to the individual, group and business traveler through marketing activities including local, regional and national advertising and public relations, signage, and production and dissemination of collateral materials.

The Department works with tourism attractions, lodging and amenities to improve customer service with hospitality training and visitor industry education. It also administers a Tourism Volunteer Program which staffs six historic sites within the City.

The Department also supports various areas of tourism product development in an advisory role.

Description	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	4.00
Part Time Positions	.41	.41	.41	.41
Total	4.41	4.41	4.41	4.41

Description	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Budget by Major Program Category				
4024 Tourism	919,440	891,646	1,063,109	940,037
Total	919,440	891,646	1,063,109	940,037
Source of Funding				
Tourism Fund	919,440	891,646	1,063,109	940,037
Total	919,440	891,646	1,063,109	940,037

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2007-08 Operating Budget*

Direct/Offsetting Revenues				
Transient Guest Taxes	1,000,809	968,000	1,000,000	1,020,000
Total	1,000,809	968,000	1,000,000	1,020,000

Key Budget Changes

* Guest tax revenues are projected to increase 2% from '06-'07 income.
* The Tourism Fund Balance continues to increase. At the end of '06-'07, approximately $517,951 will be reserved within the Tourism Fund Balance for a Visitor Orientation Center. A project is underway to develop visitor kiosks in a variety of areas of the City. Funds for this project will be requested from the Tourism Fund Balance.

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2007-08 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to increase the economic impact of tourism in Independence through increased visitation and supporting product development. To achieve these goals, the Department utilizes a variety of programs to attract out-of-town visitors to the community, increasing visitor spending which in turn generates revenue for the City. The Department promotes Independence to the individual, group and business traveler through marketing activities including local, regional and national advertising and public relations, signage, and production and dissemination of collateral materials.

The Department works with tourism attractions, lodging and amenities to improve customer service with hospitality training and visitor industry education. It also administers a Tourism Volunteer program which staffs six historic sites within the City.

The Department also supports various areas of tourism product development in an advisory role.

2006-07 Accomplishments	**Goal Ref**
* Assisted in developing funding and implementation strategies for the NFTM plan: - Assist NFTM Consultant, Director, Board and Museum Design Consultants in redevelopment strategies. - Continued to work with City Manager and Finance Director to develop funding mechanism for redevelopment plan.	2
* Assisted in developing strategies for a Visitor Orientation Center plan, focused on delivering visitor information in all appropriate areas of the City: - Worked with the County, City and Courthouse Redevelopment Advisory Committee to develop strategies for renovation of the historic Courthouse, with the first focus on exterior waterproofing and renovations. - Provided support funding and collaborated with Economic Development Manager to secure a historic square streetscape plan. - Began design development for visitor kiosks to be located in several areas of the City.	2
* Continued to develop group tour, leisure travel, small meetings and convention and sports markets through an integrated marketing plan. - Participated in four group tour, and four small meeting and convention trade shows. - Participated with 16 other Missouri communities in an inaugural sponsorship of a national sports marketplace. - Secured $167,938 in cooperative advertising funds from the Missouri Division of Tourism. - Placed advertisements in leisure and trade publications, newspapers, television, radio and electronic media (e-blasts). Developed a sports marketing profile sheet. - Developed evaluation procedures to determine return on investment,	2

2006-07 Accomplishments **Goal Ref**

secured $3,525 in matching funding from the Missouri Division of Tourism for evaluation projects.
- Conducted a conversion study to evaluate the percentage of visitors who visited Independence as a result of the department's advertising program.

* Hosted recruitment programs which resulted in 13 new volunteers. Held a banquet recognizing the 23rd year of the volunteer program. Conducted two hospitality training programs. Volunteers donated 17,532 hours representing $299,323 of in-kind service. Tourism Ambassadors (step-on guides) completed 4,383 assignments in the first eight months. — 1
* Continued updating of web site. Worked with Tech Services to allow Tourism staff to provide continual updates. — 2
* Engaged the Tourism Advisory Board in completing a revision of the Tourism Advisory Board's Bylaws. — 3
* With designated committee, began development of local matching grant program for tourism related improvements (e.g. banners, benches, signage) in key tourism districts. — 1
* Continued evaluation of new database potential for group tour and convention contacts. — 3

Service Delivery Background Data

Description	2004-05 Actual	2005-06 Actual	2006-07 Projected	2007-08 Projected
Hotel Tax Hotel Report for Occupancy		59.9%		60%
Hotel Tax Hotel Report for Demand		+4.1%		+2%
Hotel Tax Hotel Report for Revenue		+8%		+2%
Annual Hotel Report on Business Traveler Expenditures		3.2M		3.25M
Group Tour Participants-Adults	14,249	6,244	14,000	6,500
Group Tour Participants-Students	7,108	5,802	7,200	6,000
Group Tours	244	298		300
Site Attendance-Ticketed	118,499	177,947	178,500	180,000
Site Attendance-Non-Ticketed	172,322	105,532	105,750	106,000
Leisure Visitor Inquiries	34,512	32,119	42,000	34,000
Public Relations Value Achieved		381,898	470,000	400,000
Volunteer Hours	19,785	19,304	20,000	20.000

2007-08 Objectives **Goal Ref**

* Assist in developing implementation strategies and funding sources for the NFTM plan: — 2
  - Work with NFTM Director and City Manager to further implementation

2007-08 Objectives	**Goal Ref**
of plan. - In interim, work with NFTM Director to continue to develop outreach programs which in turn will garner support of the plan.	
* Assist in developing strategies for a Visitor Orientation Center plan focused on delivering visitor information in all appropriate areas of the City: - Continue to develop a plan and design to establish visitor kiosks in key areas of the City. - Work with Hotel Alliance to provide key visitor information at their facilities. - Continue to support Courthouse Renovation Steering Committee in developing strategies to move renovation forward with Phase I: removal of exterior wall, waterproofing and landscaping; and Phase 2: renovation of the interior. - Work with appropriate City departments and project developers to develop strategies for delivering visitor information at the new Bass Pro complex. - Consider other options to improve current Visitor Center during interim period of Courthouse renovation.	2
* Continue to develop group tour, leisure travel, small meetings and conventions, military reunions and sports markets through an integrated marketing plan: - Produce advertising, collateral materials, and attend trade shows to induce these markets to come to Independence.	2
* Host recruitment programs and recognition programs throughout the year to retain current volunteers and recruit additional volunteers.	1
* Develop part-time intern position into an entry-level staff position focused on media and sales.	
* Redesign web site and continue to pursue e-marketing projects: - Work with marketing agency and Tech Services to redesign web site - Purchase advertising with a broadcast media component. - Consider additional e-marketing programs offered by current vendors. - Evaluate results.	2
* Continue to develop local matching grant program for tourism related improvements (e.g. banners, benches, signage) in key tourism districts.	1
* Purchase new data base for group tour and convention data.	3

Staffing:

Position Title	**2004-05 Budget**	**2005-06 Budget**	**2006-07 Budget**	**2007-08 Budget**
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Tourism Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2007-08 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Staffing:

Position Title	2004-05 Budget	2005-06 Budget	2006-07 Budget	2007-08 Budget
Tourism Services Specialist	1.00	1.00	1.00	1.00
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.23
Total	4.41	4.41	4.41	4.41

Program Costs

Expenditure Category	2005-06 Actual	2006-07 Original Budget	2006-07 Revised Budget	2007-08 Proposed Budget
Personal Services	252,603	255,453	255,453	260,962
Other Services & Charges	664,082	629,993	801,456	672,875
Supplies	2,755	4,200	4,200	4,200
Capital Outlay	0	2,000	2,000	2,000
Other Expenditures	0	0	0	0
Total	919,440	891,646	1,063,109	940,037

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 5,869,719	$ 6,147,787	$ 6,394,426	96.5%	$ 246,639	4.0%
Interest Income and Other	279,161	400,000	229,000	3.5%	(171,000)	-42.8%
Total Estimated Revenues	$ 6,148,880	$ 6,547,787	$ 6,623,426	100.0%	$ 75,639	1.2%
Total Sources	**$ 6,148,880**	**$ 6,547,787**	**$ 6,623,426**		**$ 75,639**	**1.2%**
Use of Budget Dollars						
Capital Budget:						
Overlay Program		$ 1,118,238		0.0%	$ (1,118,238)	-100.0%
Bridge Improvements		1,295,000		0.0%	(1,295,000)	-100.0%
Intersection Improvements				0.0%	-	n/a
Safety Improvements		325,000		0.0%	(325,000)	-100.0%
Street Improvements		2,600,000	860,000	36.6%	(1,740,000)	-66.9%
Total Capital Budget	$ 9,008,607	$ 5,338,238	$ 860,000	36.6%	$ (4,478,238)	-83.9%
Debt Service	1,352,901		1,479,225		1,479,225	
Operating Transfers:						
Santa Fe TIF	10,582	13,125	10,582		(2,543)	
Total Uses	**$ 10,372,090**	**$ 5,351,363**	**$ 2,349,807**		**$ (3,001,556)**	**-56.1%**
Balance Available	**$ (4,223,210)**	**$ 1,196,424**	**$ 4,273,619**		**$ 3,077,195**	

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2001-02 through 2006-07

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components						
Reserved for:						
Encumbrances	$ 2,161,653	$ 1,561,471	$ 1,615,820	$ 5,448,692	$ 5,318,657	
Other Purposes				15,719	1	
Undesignated	(2,206,643)	(583,406)	650,346	2,880,807	(1,196,650)	(2,896,836)
Total Fund Balance	$ (44,990)	$ 978,065	$ 2,266,166	$ 8,345,218	$ 4,122,008	

Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	(2,896,836)
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	$ 4,273,619
Projected Undesignated Fund Balance at June 30, 2008	$ 1,376,783

The projected deficit fund balance listed above results from the up front appropriation of several large multi-year capital projects. This projected deficit will be covered by future year's revenues and represents authorized project expenditures (contract encumbrances) for which actual cash outlays have not yet occurred. Because of this condition, the Finance and Public Works Departments must monitor actual project cash expenditures in relation to actual sales tax revenues and anticipated shortfalls must be covered by short term borrowings from the Missouri Development Finance Board.

City of Independence, Missouri
2007-08 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Street Improvements:			
9965	Holke and Necessary Road Intersection	Street Improv. Sales Tax	$ 400,000
70110407	39th and Noland Medians	Street Improv. Sales Tax	105,000
9939	23rd and Noland Intersection	Street Improv. Sales Tax	355,000
	Fund Total		$ 860,000

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,762,542	$ 3,977,802	$ 4,262,950	85.6%	$ 285,148	7.2%
Adventure Oasis Water Park	573,036	575,000	573,356	11.5%	(1,644)	-0.3%
Interest Income and Other	111,206	127,500	142,000	2.9%	14,500	11.4%
Total Estimated Revenues	$ 4,446,784	$ 4,680,302	$ 4,978,306	100.0%	$ 298,004	6.4%
Proceeds from Debt Issuance	-	$ 4,695,000	$ -			
Total Sources	**$ 4,446,784**	**$ 9,375,302**	**$ 4,978,306**		**$ 298,004**	**3.2%**
Use of Budget Dollars						
Operating Budget:						
6041-Security & Inspection	$ 611,205	$ 720,228	$ 835,988	14.1%	$ 115,760	16.1%
6042-Truman Memorial Bldg.	273,439	287,286	310,911	5.3%	23,625	8.2%
6043-Palmer Senior Adult Center	117,837	191,632	174,315	2.9%	(17,317)	-9.0%
6044-Family Recreation Programs	208,693	197,347	230,726	3.9%	33,379	16.9%
6045-Adventure Oasis Water Park	517,334	465,828	588,146	9.9%	122,318	26.3%
6046 - Sports Complex	4,043	94,458	482,069	8.1%	387,611	410.4%
Total Operating Budget	1,732,551	1,956,779	2,622,155		665,376	
Debt Service	1,164,220	1,206,839	1,444,602	24.4%	237,763	19.7%
Total Operating Budget	$ 2,896,771	$ 3,163,618	$ 4,066,757	68.7%	$ 903,139	28.5%
Capital Budget:						
Capital Projects	$ 2,686,848	$ 5,720,000	1,850,000	31.2%	(3,870,000)	-67.7%
Operating Transfers:						
Santa Fe TIF	5,031	8,750	5,031		(3,719)	
Total Uses	**$ 5,588,650**	**$ 8,892,368**	**$ 5,921,788**	**100.0%**	**$ (2,970,580)**	**-33.4%**
Balance Available	**$ (1,141,866)**	**$ 482,934**	**$ (943,482)**		**$ 3,268,584**	

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 2001-02 through 2006-07

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components						
Reserved for:						
Encumbrances	$ 380,132	$ 89,002	$ 980,274	$ 731,311	$ 1,682,207	
Other Purposes	15,842	11,115	32,754	9,843	90	
Undesignated	1,584,208	1,870,434	(540,453)	457,584	(1,510,742)	(1,439,120)
Total Fund Balance	$ 1,980,182	$ 1,970,551	$ 472,575	$ 1,198,738	$ 171,555	

Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	(1,439,120)
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	$ (943,482)
Projected Undesignated Fund Balance at June 30, 2008	$ (2,382,602)

The projected deficit fund balance listed above results from the up front appropriation of several large multi-year capital projects. This projected deficit will be covered by future year's revenues and represents authorized project expenditures (contract encumbrances) for which actual cash outlays have not yet occurred. Because of this condition, the Finance and Parks and Recreation Departments must monitor actual project cash expenditures in relation to actual sales tax revenues and anticipated shortfalls must be covered by short term borrowings from the Missouri Development Finance Board.

City of Independence, Missouri
2007-08 Operating Budget

Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9970	Park Revitalization	Park Improv. Sales Tax	$ 350,000
9971	Park Maintenance, Security and Inspection - Mobile Equipment and Supplies	Park Improv. Sales Tax	150,000
9723	Rock Creek Multi-Use Trail	Park Improv. Sales Tax	350,000
9719	Athletic/Sports Complex	Park Improv. Sales Tax	1,000,000
	Fund Total		$ 1,850,000

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,906,389	$ 3,977,802	$ 4,262,950	87.7%	$ 285,148	7.2%
Grants and Shared Revenue	231,067	-	-	0.0%	-	n/a
Interest Income and Other	347,524	490,000	599,000	12.3%	109,000	22.2%
Total Estimated Revenues	$ 4,484,980	$ 4,467,802	$ 4,861,950	100.0%	$ 394,148	8.8%
Other Sources						
Capital Project Transfers from Other Funds	1,088	-	-			
Total Sources	**$ 4,486,068**	**$ 4,467,802**	**$ 4,861,950**		**$ 394,148**	**8.8%**
Use of Budget Dollars						
Operating Budget:						
Storm Water Administration	$ 141,039	$ 305,041	$ 309,067	6.4%	$ 4,026	1.3%
Storm Water Maintenance	610,345	1,208,682	1,275,590	26.2%	66,908	5.5%
Storm Water Permit Compl.	181,363	153,700	172,200	3.5%	18,500	12.0%
Total Operating Budget	$ 932,747	$ 1,667,423	$ 1,756,857	36.1%	$ 89,434	5.4%
Capital Budget:						
Capital Projects	$ 3,894,900	$ 2,332,000	$ 4,492,000	92.4%	$ 2,160,000	92.6%
Operating Transfers:						
Santa Fe TIF	5,031	8,750	5,031		(3,719)	
Total Uses	**$ 4,832,678**	**$ 4,008,173**	**$ 6,253,888**	**128.6%**	**$ 2,245,715**	**56.0%**
Balance Available	**$ (346,610)**	**$ 459,629**	**$ (1,391,938)**		**$ (1,851,567)**	

Note 1) The Storm Water Improvements Sales Tax was approved by Independence voters on August 8, 2000 and went into effect on January 1, 2001

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2002-03 through 2006-07

Description	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components					
Reserved for:					
Encumbrances	$ 1,593,235	$ 1,112,212	$ 2,706,426	$ 973,389	
Designated for:					
Emergency Response	250,000	375,000	490,413		
Detention Basin Const.	67,785	169,893	239,787		
Detention Basin Maint.	22,595	56,631	79,929		
Undesignated	4,059,873	6,659,245	5,897,947	8,180,693	6,003,815
Total Fund Balance	$ 5,993,488	$ 8,372,981	$ 9,414,502	$ 9,154,082	

Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	6,003,815
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	$ (1,391,938)
Projected Undesignated Fund Balance at June 30, 2008	$ 4,611,877

City of Independence, Missouri
2007-08 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70130601	24th & Vermont Culvert/Channel Improvements	Storm Water Sales Tax	550,000
70130604	Denton & Arlington Drainage	Storm Water Sales Tax	240,000
70130605	Jones & Liberty Drainage	Storm Water Sales Tax	550,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	100,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
70130501	Queen Ridge Phase 2 Construction	Storm Water Sales Tax	700,000
70130505	Coopers Addition - South & Mill Drainage	Storm Water Sales Tax	415,000
70130701	Northern & Westport Drainage Improvements	Storm Water Sales Tax	90,000
70130702	Santa Fe/McCoy Improvements	Storm Water Sales Tax	400,000
70130703	26th/Glendale/Windsor Improvements	Storm Water Sales Tax	150,000
70130704	Eden Park - Crank Street Drainage	Storm Water Sales Tax	200,000
70130705	Norfleet to Willis	Storm Water Sales Tax	112,000
70130706	35th & Northern Design	Storm Water Sales Tax	50,000
70130707	39th & Main Drainage Design	Storm Water Sales Tax	125,000
70130708	Northeast Independence Watershed Studies	Storm Water Sales Tax	210,000
70130709	Regional Basin Land Acquisition	Storm Water Sales Tax	250,000
	Fund Total		$ 4,492,000

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 2,107,959	$ 2,100,523	$ 2,131,475	93.3%	$ 30,952	1.5%
Interest Income and Other	137,038	145,000	154,000	6.7%	9,000	6.2%
Total Estimated Revenues	$ 2,244,997	$ 2,245,523	$ 2,285,475	100.0%	$ 39,952	1.8%
Proceeds from Debt Issue	-					
Total Sources	**$ 2,244,997**	**$ 2,245,523**	**$ 2,285,475**		**$ 39,952**	**1.8%**
Use of Budget Dollars						
Operating Budget:						
Police Department:						
Communications	$ 169,839	$ 1,013,058	$ 596,112	16.3%	$ (416,946)	-41.2%
Facilities	1,278,520	934,000	741,000	20.3%	(193,000)	-20.7%
Equipment	1,366,482	2,065,915	1,791,593	49.1%	(274,322)	-13.3%
Total Police Department	$ 2,814,841	$ 4,012,973	$ 3,128,705	85.8%	$ (884,268)	
Debt Service	515,955	514,763	516,363	14.2%	1,600	0.3%
Total Operating Budget	$ 3,330,796	$ 4,527,736	$ 3,645,068	99.9%	$ (882,668)	-19.5%
Capital Budget:						
Capital Projects	321,408	-	-	0.0%	-	n/a
Operating Transfers:						
Santa Fe TIF	2,515	4,375	2,515	0.1%	(1,860)	
Total Uses	**$ 3,654,719**	**$ 4,532,111**	**$ 3,647,583**	**100.0%**	**$ (884,528)**	**-19.5%**
Balance Available	**$ (1,409,722)**	**$ (2,286,588)**	**$ (1,362,108)**		**$ 924,480**	

Note 1) The Police Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2003-04 through 2006-07

Description	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components			
Reserved for:			
Encumbrances	$ 182,468	$ 1,407,841	
Debt Service	13,946	62	
Undesignated	3,561,456	2,196,647	1,229,506
Total Fund Balance	$ 3,757,870	$ 3,604,550	

Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	1,229,506
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	$ (1,362,108)
Projected Undesignated Fund Balance at June 30, 2008	$ (132,602)

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Sales Taxes	$ 3,976,081	$ 3,977,802	$ 4,262,950	94.5%	$ 285,148	7.2%
Interest Income and Other	163,614	211,000	250,000	5.5%	39,000	18.5%
Total Estimated Revenues	$ 4,139,695	$ 4,188,802	$ 4,512,950	100.0%	$ 324,148	7.7%
Proceeds from Debt Issuance	-					
Total Sources	**$ 4,139,695**	**$ 4,188,802**	**$ 4,512,950**		**$ 324,148**	**7.7%**
Use of Budget Dollars						
Operating Budget:						
Fire Department:						
Operations	$ 81,518	$ 164,700	$ 105,000	2.4%	$ (59,700)	-36.2%
Vehicles	590,972	724,544	770,447	17.4%	45,903	6.3%
Repair Fire Stations	177,318	251,500	255,765	5.8%	4,265	1.7%
Tools and Equipment	439,647	295,000	229,700	5.2%	(65,300)	-22.1%
Total Fire Department	$ 1,289,455	$ 1,435,744	$ 1,360,912	30.8%	$ (74,832)	
Debt Service	548,771	553,113	553,713	12.5%	600	0.1%
Total Operating Budget	$ 1,838,226	$ 1,988,857	$ 1,914,625	43.3%	$ (74,232)	-3.7%
Capital Budget:						
Capital Projects	2,424,018	4,500,000	2,500,000	56.6%	(2,000,000)	-44.4%
Operating Transfers:						
Santa Fe TIF	5,031	8,750	5,031	0.1%	(3,719)	
Total Uses	**$ 4,267,275**	**$ 6,497,607**	**$ 4,419,656**	**100.0%**	**$ (2,077,951)**	**-32.0%**
Balance Available	**$ (127,580)**	**$ (2,308,805)**	**$ 93,294**		**$ 2,402,099**	

Note 1) The Fire Public Safety Sales Tax was approved by Independence voters on August 3, 2004 and went into effect on January 1, 2005

City of Independence, Missouri
2007-08 Operating Budget

Fund Balance Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2003-04 through 2006-07

Description	Actual 6/30/05	Actual 6/30/06	Projected 6/30/07
Fund Balance Components			
Reserved for:			
Encumbrances	$ 3,979,489	$ 947,402	
Debt Service	16,578	67	
Undesignated	1,461,545	2,986,952	(384,534)
Total Fund Balance	$ 5,457,612	$ 3,934,421	

Source: Audited Annual Financial Statement

Projected Fund Balance for 2007-08

Projected Undesignated Fund Balance at June 30, 2007	$ (384,534)
Proposed Fund Balance Uses for 2007-08:	
Excess of Projected Revenues over (under) Appropriations	93,294
Projected Undesignated Fund Balance at June 30, 2008	$ (291,240)

City of Independence, Missouri
2007-08 Operating Budget

Capital Budget Summary - Fire Public Safety Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70170401	Replace Three Fire Stations	Fire Sales Tax	$ 2,500,000
	Fund Total		$ 2,500,000

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Estimated Revenues-						
Grants and Shared Revenue	$ 2,217,105	$ 1,066,167	$ 983,773	94.0%	$ (82,394)	-7.7%
Charges for Current Services	93,310	28,657	63,264	6.0%	34,607	120.8%
Interest Income and Other	21,175	-	-	0.0%	-	n/a
Total Estimated Revenues	$ 2,331,590	$ 1,094,824	$ 1,047,037	100.0%	$ (47,787)	-4.4%
Total Sources	**$ 2,331,590**	**$ 1,094,824**	**$ 1,047,037**		**$ (47,787)**	**-4.4%**
Use of Budget Dollars						
Operating Budget:						
Law Department	$ 46,507	$ 47,624	$ 36,109	3.4%	$ (11,515)	24.1%
Police Department	1,379,015	467,796	581,628	55.5%	113,832	-238.2%
Fire Department	108,360	43,000	44,728	4.3%	1,728	-3.6%
Health Department	602,832	536,404	384,572	36.7%	(151,832)	317.7%
Total Operating Budget	$ 2,136,714	$ 1,094,824	$ 1,047,037	100.0%	$ (47,787)	100.0%
Total Uses	**$ 2,136,714**	**$ 1,094,824**	**$ 1,047,037**	**100.0%**	**$ (47,787)**	**100.0%**
Balance Available	**$ 194,876**	**$ -**	**$ -**		**$ -**	

Note 1) This fund was created during the 2003-04 fiscal year.

Note 2) The above listed appropriations are for planning purposes only. Due to varying time frames and the uncertainty of renewal, actual appropriations will be approved by City Council action as each grant is

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2007-08

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$ 774,406			
HOME Program Grant		$ 454,672		
Central Garage Charges			$ 1,863,135	
Staywell Healthcare Premiums				$ 13,238,000
Other Revenue			6,400	130,000
Total Estimated Revenues	$ 774,406	$ 454,672	$ 1,869,535	$ 13,368,000
Total Sources	**$ 774,406**	**$ 454,672**	**$ 1,869,535**	**$ 13,368,000**
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$ 239,940	$ 45,467		
Public Works			$ 1,869,535	
Non-Departmental				$ 11,522,000
Total Operating Departments	$ 239,940	$ 45,467	$ 1,869,535	$ 11,522,000
Grant Authorized Programming				
Community Dev. Block Grant	534,466			
Home Program		409,205		
Total Allocations	**$ 774,406**	**$ 454,672**	**$ 1,869,535**	**$ 11,522,000**
Balance Available	$ - (see Note 1)	$ - (see Note 1)	$ - (see Note 1)	$ 1,846,000 (see Note 2)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

Note 2) This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes to the required cash reserve balances on hand.

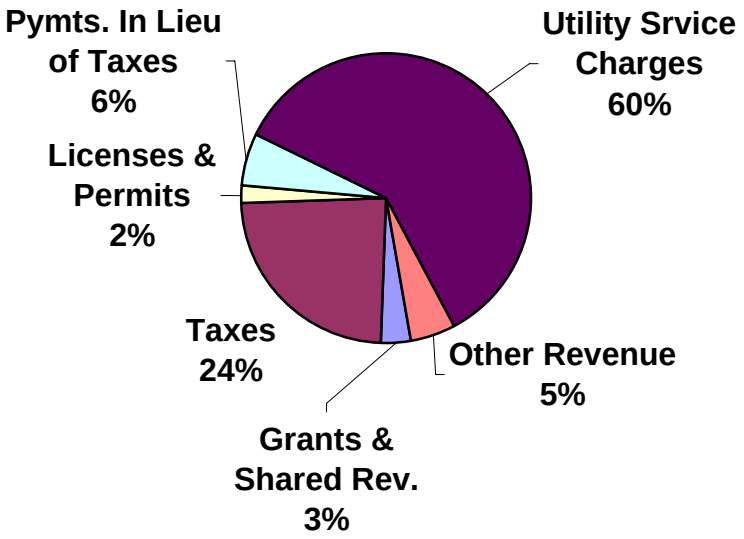
City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Tourism Fund					
4-3043	Transient Guest Tax	1,000,809	968,000	1,000,000	1,020,000	2.0%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	121,632		30,379		-100.0%
4-3398	Miscellaneous Charges	375		1,075		-100.0%
4-3411	Interest Income	43,429	24,000	47,000	36,000	-23.4%
4-3449	Misc. Non-Operating Revenue	5,068	6,000	1,166		-100.0%
	Total Revenues	**$1,171,313**	**$998,000**	**$1,079,620**	**$1,056,000**	-2.2%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	5,869,719	6,147,787	6,375,300	6,394,426	0.3%
11-3279	Other Misc. Grants	16,000				
11-3398	Miscellaneous Charges	5,283				
11-3411	Interest	245,878	400,000	167,000	229,000	37.1%
11-3435	Contributions	12,000				
	Total Revenues	**$6,148,880**	**$6,547,787**	**$6,542,300**	**$6,623,426**	1.2%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	3,762,542	3,977,802	4,250,200	4,262,950	0.3%
12-3321	Atheletic Fees	6,459		6,500	21,500	230.8%
12-3322	Class Fees		14,000	4,655	9,500	104.1%
12-3323	Park Concessions	72,804	70,000	46,345	50,000	7.9%
12-3326	Pool Fees	573,036	575,000	540,807	573,356	6.0%
12-3329	Recreation Rentals	31,099	7,500	9,526	9,000	-5.5%
12-3411	Interest	228,685	36,000	7,500	52,000	593.3%
12-3449	Misc. Non-Operating Revenue	-2,747		-301		
	Total Revenues	**$4,671,878**	**$4,680,302**	**$4,865,232**	**$4,978,306**	2.3%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,906,389	3,977,802	4,250,200	4,262,950	0.3%
13-3250	Other State Grants	231,067		324,684		-100.0%
13-3411	Interest	343,567	490,000	420,000	599,000	42.6%
13-3435	Contributions	3,957		108,751		-100.0%
	Total Revenues	**$4,484,980**	**$4,467,802**	**$5,103,635**	**$4,861,950**	-4.7%
	Police Sales Tax Fund					
16-3041	Sales Tax	2,107,959	2,100,523	2,131,475	2,131,475	
16-3411	Interest	137,038	145,000	150,000	154,000	2.7%
	Total Revenues	**$2,244,997**	**$2,245,523**	**$2,281,475**	**$2,285,475**	0.2%

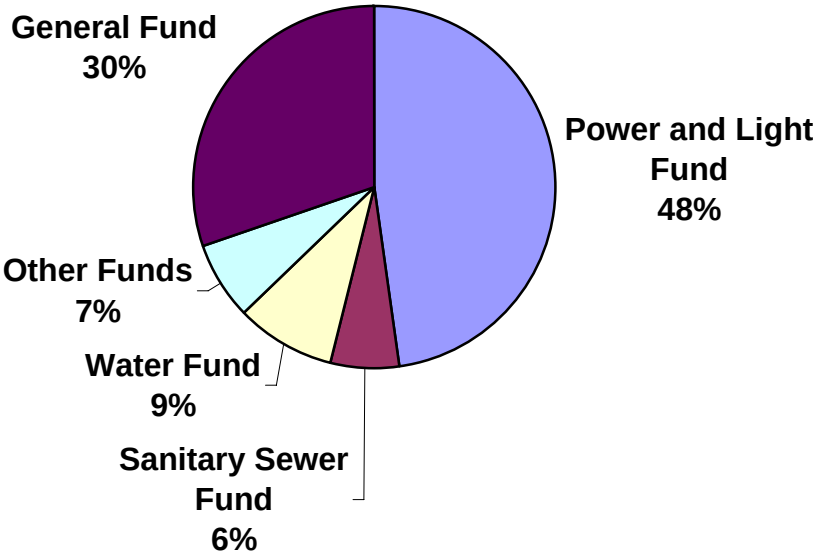
City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Fire Sales Tax Fund					
17-3041	Sales Tax	3,976,081	3,977,802	4,250,200	4,262,950	0.3%
17-3411	Interest	163,614	211,000	177,000	250,000	41.2%
	Total Revenues	**$4,139,695**	**$4,188,802**	**$4,427,200**	**$4,512,950**	1.9%
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	542,955	1,600,000	1,297,300	980,000	-24.5%
14-3411	Interest	121,947	135,000	170,000	181,000	6.5%
	Total Revenues	**$664,902**	**$1,735,000**	**$1,467,300**	**$1,161,000**	-20.9%
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	802,830	776,034	878,589	774,406	-11.9%
8-3449	Misc. Non-Operating Revenue					
	Total Revenues	**$802,830**	**$776,034**	**$878,589**	**$774,406**	-11.9%
	HOME Program Fund					
9-3209	HOME Program Grant	570,166	456,644	602,800	454,672	-24.6%
9-3411	Interest Income					
	Total Revenues	**$570,166**	**$456,644**	**$602,800**	**$454,672**	-24.6%
	Grants Fund					
15-3210	Emergency Mgmt. Assist.	41,877	43,000	25,158	44,728	77.8%
15-3211	Public Health Nursing	166,420	222,660	133,563	161,637	21.0%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,758,061	700,507	716,748	756,726	5.6%
15-3250	Other State Grants	199,488		27,476		-100.0%
15-3279	Other Misc. Grants	51,259	100,000	30,604	20,682	-32.4%
15-3316	Reimb. For Police Services	93,310	28,657	56,126	63,264	12.7%
15-3317	School Resource Officers					
15-3411	Interest	389		-212		
15-3435	Contributions	20,786		1,659		-100.0%
	Total Revenues	**$2,331,590**	**$1,094,824**	**$991,122**	**$1,047,037**	5.6%
	Central Garage Fund					
90-3380	Central Garage Charges	1,621,051	1,813,297	1,813,297	1,863,135	2.7%
90-3411	Interest Income	5,190	6,700	4,300	6,400	48.8%
90-3449	Misc. Non-Operating Revenue	6,071		4,820		-100.0%
	Total Revenues	**$1,632,312**	**$1,819,997**	**$1,822,417**	**$1,869,535**	2.6%
	Staywell Healthcare Fund					
91-3461	Premiums	11,610,854	12,711,000	12,581,000	13,238,000	5.2%
91-3413	Interest	70,368	68,000	148,000	130,000	-12.2%
	Total Revenues	**$11,681,222**	**$12,779,000**	**$12,729,000**	**$13,368,000**	5.0%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Description	2005-06 Actual	2006-07 Original Budget	2007-08 City Manager Proposed Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars						
Prior Years' Savings-						
Undesignated Fund Balance		$ -	$ -		$ -	n/a
Designated Fund Balance		104,311	28,750		(75,561)	-72.4%
Proceeds from Debt Issuance		4,695,000				
Estimated Revenues-						
Taxes, excluding PILOTS	$ 52,818,147	$ 55,946,143	$ 56,677,467	23.9%	$ 731,324	1.3%
Payment in Lieu of Taxes	12,624,861	13,604,018	13,852,448	5.8%	248,430	1.8%
Licenses & Permits	4,530,988	4,449,138	4,582,966	1.9%	133,828	3.0%
Grants & Shared Revenue	9,481,650	7,940,066	7,988,136	3.4%	48,070	0.6%
Charges for Current Ser.	2,744,846	2,131,534	2,225,307	0.9%	93,773	4.4%
Fines and Forfeitures	4,023,981	4,023,410	4,323,410	1.8%	300,000	7.5%
Utility Service Charges	133,801,734	139,684,000	142,149,000	59.9%	2,465,000	1.8%
Other Revenue	5,518,374	5,795,300	5,573,300	2.3%	(222,000)	-3.8%
Total Est. Revenues	$ 225,544,581	$ 233,573,609	$ 237,372,034	100.0%	$ 3,798,425	1.6%
Net Transfers In		$ 105,357	$ 105,357		$ -	0.0%
Total Sources		**$ 238,478,277**	**$ 237,506,141**		**$ 3,722,864**	**1.6%**
Use of Budget Dollars						
Operating Departments-						
City Council	$ 378,821	$ 398,130	$ 384,076	0.2%	$ (14,054)	-3.5%
City Clerk	436,038	429,447	444,395	0.2%	14,948	3.5%
City Manager	751,060	1,036,031	1,008,238	0.5%	(27,793)	-2.7%
Tourism	919,440	891,646	940,037	0.4%	48,391	5.4%
Nat'l Front. Trails Museum	338,386	345,967	361,516	0.2%	15,549	4.5%
Technology Services	1,659,417	1,733,569	1,773,525	0.8%	39,956	2.3%
Municipal Court	679,507	669,958	757,022	0.3%	87,064	13.0%
Law	669,665	776,512	775,794	0.3%	(718)	-0.1%
Finance	1,708,068	1,769,826	1,866,203	0.8%	96,377	5.4%
Human Resources	469,697	548,235	506,764	0.2%	(41,471)	-7.6%
Community Dev.	3,819,468	2,865,233	2,958,585	1.3%	93,352	3.3%
Police	24,086,212	24,639,257	24,450,979	11.0%	(188,278)	-0.8%
Fire	14,339,289	15,475,247	15,410,107	6.9%	(65,140)	-0.4%
Health	2,644,258	2,802,664	2,838,663	1.3%	35,999	1.3%
Water	11,665,015	12,496,190	12,747,261	5.7%	251,071	2.0%
Public Works	8,315,234	8,847,808	9,085,110	4.1%	237,302	2.7%
Water Pollution Contr.	10,506,417	12,494,852	13,545,404	6.1%	1,050,552	8.4%
Parks and Recreation	3,712,789	3,938,081	4,667,344	2.1%	729,263	18.5%
Power and Light	78,512,236	83,276,439	88,266,543	39.8%	4,990,104	6.0%
Non-Departmental	22,321,929	26,494,350	27,654,450	12.5%	1,160,100	4.4%
Debt Service	8,981,373	9,053,629	10,837,806	4.9%	1,784,177	19.7%
Capital Outlay	931,002	1,243,100	709,096	0.3%	(534,004)	-43.0%
Total Departments	$ 197,845,321	$ 212,226,171	$ 221,988,918	100.0%	$ 9,762,747	4.6%
Utility/Sales Tax Funds-Cap. Budget		31,691,238	24,574,000		(7,117,238)	-22.5%
Net Transfers Out/Designations		1,760,681	1,231,918		(528,763)	-30.0%
Total Uses		**$ 245,678,090**	**$ 247,794,836**		**$ 2,116,746**	**0.9%**
Balance Available		**$ (7,199,813)**	**$ (10,288,695)**		**$ 1,606,118**	

City of Independence, Missouri
2007-08 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Sources:							
Undesignated Fund Balance	$ 28,750	$ -	$ -	$ -	$ -	$ -	$ 28,750
Designated Fund Balance							-
Estimated Revenues	67,328,592	27,755,222	112,090,500	16,111,000	19,439,300	15,237,535	257,962,149
Proceeds from Debt Issuance		-					-
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,810,280)	(873,900)	(1,633,400)		(5,352,580)
Internal Service Fund Chgs						(15,237,535)	(15,237,535)
Transfers In-							
From Other Funds				105,357			105,357
Total Sources	$ 67,357,342	$ 27,720,222	$ 109,280,220	$ 15,342,457	$ 17,805,900	$ -	$ 237,506,141
Uses:							
Operating Budgets-							
City Council	$ 384,076						$ 384,076
City Clerk	444,395						444,395
City Manager	1,008,238						1,008,238
Tourism		940,037					940,037
Nat'l Front. Trails Museum	361,516						361,516
Technology Services	1,698,079		75,446				1,773,525
Municipal Court	757,022						757,022
Law	739,685	36,109					775,794
Finance	1,813,004				53,199		1,866,203
Human Resources	506,764						506,764
Community Development	2,673,178	285,407					2,958,585
Police	20,740,646	3,710,333					24,450,979
Fire	14,004,467	1,405,640					15,410,107
Health	2,454,091	384,572					2,838,663
Water					12,747,261		12,747,261

(continued on the next page)

City of Independence, Missouri
2007-08 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	7,145,395			70,180		1,869,535	9,085,110
Water Pollution Control	295,013	1,756,857		11,493,534			13,545,404
Parks and Recreation	2,045,189	2,622,155					4,667,344
Power and Light			88,266,543				88,266,543
Non-Departmental	9,435,131		17,743,599	3,075,990	4,621,845	11,522,000	46,398,565
Debt Service/Lease Purch.		3,993,903	2,776,218		4,067,685		10,837,806
Capital Outlay	709,096						709,096
Operating Budget Total	$ 67,214,985	$ 15,135,013	$ 108,861,806	$ 14,639,704	$ 21,489,990	$ 13,391,535	$ 240,733,033
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,810,280)	(873,900)	(1,633,400)		(5,352,580)
Internal Service Fund Chgs						(13,391,535)	(13,391,535)
Consolidated Operating Budg.	67,214,985	15,100,013	106,051,526	13,765,804	19,856,590	-	221,988,918
Capital Budget		9,702,000	6,200,000	3,820,000	4,852,000		24,574,000
Total Operating/Capital Budg.	$ 67,214,985	$ 24,802,013	$ 112,251,526	$ 17,585,804	$ 24,708,590	$ -	$ 246,562,918
Transfers Out-							
Desig. for Capital & Grants		1,061,371					1,061,371
To Other Funds	142,357	28,190					170,547
Total Uses	$ 67,357,342	$ 25,891,574	$ 112,251,526	$ 17,585,804	$ 24,708,590	$ -	$ 247,794,836
Transfer To (From) Undesignated Fund Balance/Net Assets	$ -	$ 1,828,648	$ (2,971,306)	$ (2,243,347)	$ (6,902,690)	$ -	$ (10,288,695)

City of Independence, Missouri
2007-08 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund=>	Combined Sales Tax Funds	Grants Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total Special Revenue Funds
Sources:							
Undesignated Fund Balance							$ -
Estimated Revenues	23,262,107	1,047,037	1,056,000	1,161,000	774,406	454,672	27,755,222
Proceeds from Debt Issuance	-						-
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Transfers In-							
From Other Funds							-
Total Sources	$ 23,262,107	$ 1,047,037	$ 1,021,000	$ 1,161,000	$ 774,406	$ 454,672	$ 27,720,222
Uses:							
Operating Budgets-							
Tourism			$ 940,037				$ 940,037
Law		$ 36,109					36,109
Community Development					239,940	45,467	285,407
Police	3,128,705	581,628					3,710,333
Fire	1,360,912	44,728					1,405,640
Health		384,572					384,572
Water Pollution Control	1,756,857						1,756,857
Parks and Recreation	2,622,155						2,622,155
Debt Service	3,993,903						3,993,903
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Consolidated Operating Budget	$ 12,862,532	$ 1,047,037	$ 905,037	$ -	$ 239,940	$ 45,467	$ 15,100,013
Capital Budget	9,702,000						9,702,000
Total Operating & Capital Budget	$ 22,564,532	$ 1,047,037	$ 905,037	$ -	$ 239,940	$ 45,467	$ 24,802,013
Transfers Out-							
Desig. for Capital & Grant Proj.			$ 117,700		$ 534,466	$ 409,205	$ 1,061,371
To Other Funds	28,190						28,190
Total Uses	$ 22,592,722	$ 1,047,037	$ 1,022,737	$ -	$ 774,406	$ 454,672	$ 25,891,574
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ 669,385	$ -	$ (1,737)	$ 1,161,000	$ -	$ -	$ 1,828,648

Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

City of Independence, Missouri
2007-08 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Undesignated Fund Balance						$ -
Estimated Revenues	6,623,426	4,978,306	4,861,950	2,285,475	4,512,950	23,262,107
Proceeds from Debt Issuance						-
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	$ 6,623,426	$ 4,978,306	$ 4,861,950	$ 2,285,475	$ 4,512,950	$ 23,262,107
Uses:						
Operating Budgets-						
Police				$ 3,128,705		$ 3,128,705
Fire					1,360,912	1,360,912
Water Pollution Control			1,756,857			1,756,857
Parks and Recreation		2,622,155				2,622,155
Debt Service	1,479,225	1,444,602		516,363	553,713	3,993,903
Consolidation Adjustments-						-
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Consolidated Operating Budget	$ 1,479,225	$ 4,066,757	$ 1,756,857	$ 3,645,068	$ 1,914,625	$ 12,862,532
Capital Budget	860,000	1,850,000	4,492,000		2,500,000	9,702,000
Total Operating & Capital Budget	$ 2,339,225	$ 5,916,757	$ 6,248,857	$ 3,645,068	$ 4,414,625	$ 22,564,532
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds	10,582	5,031	5,031	2,515	5,031	28,190
Total Uses	$ 2,349,807	$ 5,921,788	$ 6,253,888	$ 3,647,583	$ 4,419,656	$ 22,592,722
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ 4,273,619	$ (943,482)	$ (1,391,938)	$ (1,362,108)	$ 93,294	$ 669,385

Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Estimated Revenues

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	General Fund							
	Property Taxes							
2-3011	Real Estate	6,844,875	7,003,454	6,942,208	-1,252	6,940,956	7,278,006	4.9%
2-3013	R.R. & Other Utility	29,861	45,000	33,477	68	33,545	33,500	-0.1%
	Total Property Taxes	6,874,736	7,048,454	6,975,685	-1,184	6,974,501	7,311,506	4.8%
	Sales and Use Taxes							
2-3041	Local Option Sales Tax	16,534,751	17,157,473	12,452,866	4,562,257	17,015,123	17,309,210	1.7%
2-3042	Cigarette Tax	596,603	602,000	433,047	151,418	584,465	590,000	0.9%
2-3044	Local Option Use Tax	0	0	0	0	0	0	
	Total Sales and Use Taxes	17,131,355	17,759,473	12,885,913	4,713,675	17,599,588	17,899,210	1.7%
	Utility Franchise Fees							
2-3052	Water	23,022	23,500	16,811	5,172	21,983	22,000	0.1%
2-3053	Gas	4,956,360	5,575,000	3,807,125	1,142,817	4,949,942	5,400,000	9.1%
2-3054	Telephone	1,801,648	1,890,000	1,726,205	476,247	2,202,452	1,820,000	-17.4%
2-3055	Electricity	318,187	310,000	223,716	76,626	300,342	310,000	3.2%
2-3057	Cable Television	546,384	590,000	429,977	172,068	602,045	600,000	-0.3%
	Total Utility Franchise Fees	7,645,602	8,388,500	6,203,834	1,872,930	8,076,764	8,152,000	0.9%
	Payments in Lieu of Taxes							
2-3281	Power & Light In Lieu of Taxes	9,637,661	10,384,425	7,727,340	2,356,732	10,084,072	10,598,723	5.1%
2-3282	Water Service In Lieu of Taxes	1,610,772	1,751,928	1,257,131	435,548	1,692,679	1,733,545	2.4%
2-3283	Sanitary Sewer In Lieu of Taxes	1,376,427	1,467,665	1,068,395	369,487	1,437,882	1,520,180	5.7%
	Total Pymt. in Lieu of Taxes	12,624,861	13,604,018	10,052,866	3,161,767	13,214,633	13,852,448	4.8%
	Total Taxes	44,276,554	46,800,445	36,118,299	9,747,187	45,865,486	47,215,164	2.9%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Business Licenses and Permits							
2-3101	Occupation Licenses	1,386,842	1,449,000	681,426	765,442	1,446,868	1,482,000	2.4%
2-3102	Liquor Licenses	70,027	89,000	9,898	81,229	91,127	96,000	5.3%
2-3103	Bld. Trades Licenses and Exams	126,617	102,000	103,938	17,848	121,785	104,040	-14.6%
2-3104	Fin-Other License/Permits	34,800	44,000	33,999	11,651	45,650	44,000	-3.6%
2-3108	Building Permits, Com.Develop.	1,347,231	1,309,867	654,025	675,632	1,329,657	1,349,916	1.5%
2-3109	Construction Permits, Pub.Works	820,625	750,000	912,445	89,598	1,002,043	800,000	-20.2%
2-3120	Nursing Home Permits	1,450	750	200	90	290	750	158.6%
2-3121	Day Care Permits	6,786	6,600	1,073	3,537	4,610	7,200	56.2%
2-3122	Food Handler's Permits	90,987	110,000	71,124	29,371	100,495	110,000	9.5%
2-3123	Massage Therapist Appl	2,960	1,500	2,755	263	3,018	2,010	-33.4%
2-3124	Other Food Permits	144,345	90,000	47,700	36,800	84,500	87,750	3.8%
2-3125	Ambulance Permits & Licenses	42,406	40,421	32,672	8,853	41,525	41,600	0.2%
2-3126	Plan Reviews - Health Dept.	1,801	6,000	2,400	796	3,196	2,700	-15.5%
	Total Bus. Lic. & Permits	4,076,877	3,999,138	2,553,654	1,721,110	4,274,764	4,127,966	-3.4%
	Non-Business Licenses and Permits							
2-3151	Motor Vehicle Licenses	454,111	450,000	475,020	-18,710	456,310	455,000	-0.3%
	Total Licenses and Permits	4,530,988	4,449,138	3,028,675	1,702,400	4,731,074	4,582,966	-3.1%
	Grants-							
	Federal Government Grants							
2-3210	Emergency Mgmt. Assist.	1,023	0	0	0	0	0	
2-3211	Public Health Nursing	116	0	0	0	0	0	
2-3212	Community Health Ed	0	0	0	0	0	0	
2-3218	Dial-A-Ride	25,393	25,393	0	18,102	18,102	25,393	40.3%
2-3219	Other	24,240	0	735	0	735	0	-100.0%
	Total Federal Grants	50,772	25,393	735	18,102	18,837	25,393	34.8%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	State Government Grants							
2-3241	Financial Institutions Tax	22,181	37,000	34,802	169	34,971	35,000	0.1%
2-3242	Gasoline Tax	3,251,035	3,300,293	2,430,332	869,857	3,300,189	3,350,000	1.5%
2-3243	Motor Vehicle License Fees	666,164	654,851	591,707	193,289	784,996	750,000	-4.5%
2-3244	Motor Vehicle Sales Tax	734,805	791,201	641,313	213,302	854,615	841,278	-1.6%
2-3250	Other	0	0	0	0	0	0	
	Total State Grants	4,674,185	4,783,345	3,698,153	1,276,618	4,974,771	4,976,278	0.0%
	Other Sources							
2-3272	Jackson County Drug Task Force	326,309	419,332	196,022	128,088	324,110	353,273	9.0%
2-3274	Jackson County Dare Program	353,273	388,151	353,273	0	353,273	332,077	-6.0%
2-3275	Mid Am Reg Council	25,000	25,000	18,750	6,175	24,925	25,000	0.3%
2-3279	Other Misc. Grants	0	0	0	0	0	0	
	Total Other Sources	704,582	832,483	568,045	134,263	702,308	710,350	1.1%
	Total Grants	5,429,540	5,641,221	4,266,933	1,428,983	5,695,916	5,712,021	0.3%
	Charges for Services							
	General Government							
2-3302	Planning & Zoning Fees	50,240	45,000	28,746	12,596	41,342	45,300	9.6%
2-3303	Board Of Adjustment Fees	4,552	5,350	2,860	1,525	4,385	4,900	11.7%
2-3304	Sale Of Maps, Books, Plans	7,036	10,000	8,240	3,655	11,895	10,000	-15.9%
2-3305	Sale Of Police Reports	44,475	44,500	28,384	11,224	39,608	44,500	12.4%
2-3306	Sale Of Fire Reports	601	125	30	35	65	35	-46.2%
2-3307	Computer Service Charges	26,780	30,000	18,134	10,429	28,563	27,000	-5.5%
	Health							
2-3311	Animal Shelter Fees	58,117	62,000	103,950	16,255	120,205	93,000	-22.6%
2-3312	Animal Id Tags	4,170	2,000	20,110	811	20,921	18,000	-14.0%
2-3313	Health Training Programs	0	0	0	0	0	0	

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Public Safety							
2-3316	Reimb. For Police Services	43,531	55,000	14,365	20,238	34,603	40,000	15.6%
2-3317	School Resource Officers	425,228	422,377	303,564	131,844	435,408	488,000	12.1%
2-3318	Alarm Charges - Police	39,643	35,000	26,918	8,853	35,771	39,300	9.9%
2-3319	Alarm Charges - Fire	8,338	2,025	1,100	255	1,355	2,025	49.4%
	Recreation							
2-3322	Class Fees	55,620	45,000	52,697	13,266	65,963	53,250	-19.3%
2-3323	Park Concessions	5,701	9,000	5,847	2,014	7,861	8,000	1.8%
2-3326	Pool Fees	0	0	0	0	0	0	
2-3327	Recreation Centers	23,090	22,000	18,671	5,263	23,934	23,241	-2.9%
2-3329	Recreation Rentals	131,975	87,000	101,558	27,751	129,309	97,600	-24.5%
	National Frontier Trails Museum							
2-3331	NFTM-Admissions	44,131	55,000	32,004	18,293	50,297	50,000	-0.6%
2-3332	NFTM-Gift Shop	34,756	42,000	21,321	13,569	34,890	32,000	-8.3%
	Cemetery							
2-3341	Sale Of Cemetery Lots	2,100	9,000	7,350	2,036	9,386	8,200	-12.6%
2-3342	Sale Of Monument Bases	5,118	4,000	2,337	1,038	3,375	3,100	-8.1%
2-3343	Grave Opening Charges	69,403	50,000	35,800	12,361	48,161	49,000	1.7%
	Other Charges							
2-3392	Sale Of Street Signs	1,714	5,000	253	1,178	1,431	500	-65.1%
2-3393	Special Assessments	156,828	120,000	163,119	52,604	215,723	160,000	-25.8%
2-3396	Sale Of Recycled Material	29,983	20,000	15,882	6,894	22,776	0	-100.0%
2-3397	Solid Waste Disp Fees	99,870	75,000	55,067	25,090	80,157	85,000	6.0%
2-3398	Miscellaneous Charges	683,165	180,000	174,938	146,014	320,952	180,000	-43.9%
	Total Charges for Services	2,056,165	1,436,377	1,243,243	545,093	1,788,336	1,561,951	-12.7%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Fines and Court Costs							
2-3401	Fines & Forfeitures	3,490,601	3,435,406	2,566,916	887,249	3,454,165	3,691,563	6.9%
2-3402	Court Costs	382,540	430,000	295,790	110,834	406,624	462,062	13.6%
2-3403	Police Training	58,184	60,625	40,942	15,393	56,335	65,145	15.6%
2-3404	Domestic Violence	59,237	61,732	42,707	14,744	57,451	66,335	15.5%
2-3405	Dwi/Drug	33,419	35,647	22,575	9,264	31,839	38,305	20.3%
	Total Fines & Court Costs	4,023,981	4,023,410	2,968,930	1,037,484	4,006,414	4,323,410	7.9%
	Interest Income							
2-3411	Interest	120,450	150,000	194,409	44,844	239,253	290,000	21.2%
2-3412	Special Assessments - Interest	7,639	7,000	1,347	2,173	3,520	7,000	98.9%
2-3413	Interest - Other	85,581	80,000	47,612	28,679	76,291	80,000	4.9%
	Total Interest Income	213,670	237,000	243,368	75,696	319,064	377,000	18.2%
2-3421	Interfund Chgs. For Supp. Serv.	2,949,682	3,016,112	2,262,096	808,685	3,070,781	3,139,780	2.2%
	Other Revenue							
2-3431	Sale Of Land	1,640	0	0	0	0	0	
2-3432	Sale Of Fixed Assets	337,737	35,000	37,610	19,788	57,398	45,000	-21.6%
2-3433	Rents	106,123	160,000	113,174	40,794	153,968	156,000	1.3%
2-3434	Damage Claims	15,993	25,000	5,814	2,291	8,105	15,000	85.1%
2-3435	Contributions	24,391	50,000	93,948	64,481	158,428	0	-100.0%
2-3439	Cash Over/Short	1,346	0	-324	0	-324	0	
2-3440	Discounts Taken	468	300	676	77	753	300	-60.2%
2-3449	Misc. Non-Operating Revenue	229,291	240,000	134,292	34,507	168,799	200,000	18.5%
	Total Other Revenue	716,917	510,300	385,188	161,939	547,127	416,300	-23.9%
	Total General Fund Revenues	**$64,197,496**	**$66,114,003**	**$50,516,732**	**$15,507,466**	**$66,024,198**	**$67,328,592**	2.0%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Power and Light Fund							
	Operating Revenue							
20-4010	Electric Service Charges	100,254,628	105,144,000	78,059,277	24,033,723	102,093,000	107,327,000	5.1%
20-4600	Other Operating Revenue	1,024,550	1,431,000	1,005,126	374,874	1,380,000	1,683,000	22.0%
	Total Operating Revenue	101,279,178	106,575,000	79,064,403	24,408,597	103,473,000	109,010,000	5.4%
20-3421	Interfund Charges	787,245	937,000	706,482	153,318	859,800	880,500	2.4%
20-3411	Interest Income	1,518,062	2,150,000	1,288,053	435,947	1,724,000	2,200,000	27.6%
	Total Revenues	**$103,584,485**	**$109,662,000**	**$81,058,938**	**$24,997,862**	**$106,056,800**	**$112,090,500**	5.7%
	Sanitary Sewer Fund							
	Operating Revenue							
30-3109	Construction Permits, Pub.Works	0	0	0	40,000	40,000	40,000	0.0%
30-4010	Residential	9,196,013	9,456,000	7,148,508	2,440,492	9,589,000	9,930,000	3.6%
30-4110	Commercial Base	3,747,937	4,053,000	2,952,464	1,039,536	3,992,000	4,163,000	4.3%
30-4120	Commercial Surcharge	616,331	656,000	420,411	136,589	557,000	579,000	3.9%
30-4430	Contract Services	200,749	207,000	139,113	47,887	187,000	187,000	0.0%
30-4570	Intermunicipal Agreements	442,549	441,000	240,815	200,185	441,000	441,000	0.0%
30-4600	Other Operating Revenue	133,463	125,000	105,711	24,289	130,000	130,000	0.0%
30-4700	Change in Unbilled Revenue	29,662	0	202,914	-202,914	0	0	
	Total Operating Revenue	14,366,704	14,938,000	11,209,936	3,726,064	14,936,000	15,470,000	3.6%
	Non-Operating Revenue							
30-3411	Interest Income	452,374	612,000	339,543	109,457	449,000	641,000	42.8%
30-4900	Other Revenues, Net	136,723	0	8,141	-8,141	0	0	
	Total Revenues	**$14,955,801**	**$15,550,000**	**$11,557,620**	**$3,827,380**	**$15,385,000**	**$16,111,000**	4.7%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Water Fund							
	Operating Revenue							
40-4010	Residential Sales	8,488,894	8,600,000	6,636,421	2,263,579	8,900,000	9,000,000	1.1%
40-4110	Commercial Sales	2,245,526	2,260,000	1,834,748	665,252	2,500,000	2,400,000	-4.0%
40-4130	Industrial Sales	362,537	350,000	278,150	71,850	350,000	350,000	0.0%
40-4400	Public Authority Sales	231,257	235,000	169,911	30,089	200,000	235,000	17.5%
40-4410	Private Fire Protection	93,419	51,000	66,559	441	67,000	69,000	3.0%
40-4420	Public Fire Protection	623,822	600,000	474,859	125,141	600,000	640,000	6.7%
40-4550	Sales for Resale	5,858,904	5,800,000	4,460,166	1,439,834	5,900,000	4,700,000	-20.3%
40-4600	Other Operating Revenue	251,493	275,000	263,724	-3,724	260,000	275,000	5.8%
	Total Operating Revenue	18,155,852	18,171,000	14,184,538	4,592,462	18,777,000	17,669,000	-5.9%
40-3421	Interfund Charges	1,171,505	1,185,000	888,750	259,250	1,148,000	1,332,300	16.1%
40-3411	Interest Income	469,404	839,000	205,294	194,706	400,000	438,000	9.5%
40-3440	Other Revenues, Net	687,238	0	222,828	-222,828	0	0	
	Total Revenues	**$20,483,999**	**$20,195,000**	**$15,501,410**	**$4,823,590**	**$20,325,000**	**$19,439,300**	-4.4%
	Tourism Fund							
4-3043	Transient Guest Tax	1,000,809	968,000	764,437	235,563	1,000,000	1,020,000	2.0%
4-3413	Interest and Penalties	0	0	0	0	0	0	
4-3219	Federal Grant - Other	0	0	0	0	0	0	
4-3250	State Grant - Other	121,632	0	30,379	0	30,379	0	-100.0%
4-3398	Miscellaneous Charges	375	0	1,075	0	1,075	0	-100.0%
4-3411	Interest Income	43,429	24,000	38,515	8,485	47,000	36,000	-23.4%
4-3449	Misc. Non-Operating Revenue	5,068	6,000	1,166	0	1,166	0	-100.0%
	Total Revenues	**$1,171,313**	**$998,000**	**$835,572**	**$244,048**	**$1,079,620**	**$1,056,000**	-2.2%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Street Improvements Sales Tax Fund							
11-3041	Sales Tax	5,869,719	6,147,787	4,389,114	1,986,186	6,375,300	6,394,426	0.3%
11-3279	Other Misc. Grants	16,000	0	0	0	0	0	
11-3398	Miscellaneous Charges	5,283	0	0	0	0	0	
11-3411	Interest	245,878	400,000	114,090	52,910	167,000	229,000	37.1%
11-3435	Contributions	12,000	0	0	0	0	0	
	Total Revenues	**$6,148,880**	**$6,547,787**	**$4,503,204**	**$2,039,096**	**$6,542,300**	**$6,623,426**	1.2%
	Parks Improvements Sales Tax Fund							
12-3041	Sales Tax	3,762,542	3,977,802	2,925,768	1,324,432	4,250,200	4,262,950	0.3%
12-3321	Atheletic Fees	6,459	0	2,765	3,735	6,500	21,500	230.8%
12-3322	Class Fees	0	14,000	0	4,655	4,655	9,500	104.1%
12-3323	Park Concessions	72,804	70,000	46,345	0	46,345	50,000	7.9%
12-3326	Pool Fees	573,036	575,000	278,952	261,855	540,807	573,356	6.0%
12-3329	Recreation Rentals	31,099	7,500	0	9,526	9,526	9,000	-5.5%
12-3411	Interest	228,685	36,000	7,126	374	7,500	52,000	593.3%
12-3449	Misc. Non-Operating Revenue	-2,747	0	-301	0	-301	0	
	Total Revenues	**$4,671,878**	**$4,680,302**	**$3,260,655**	**$1,604,577**	**$4,865,232**	**$4,978,306**	2.3%
	Storm Water Improvements Sales Tax Fund							
13-3041	Sales Tax	3,906,389	3,977,802	2,928,133	1,322,067	4,250,200	4,262,950	0.3%
13-3250	Other State Grants	231,067	0	324,684	0	324,684	0	-100.0%
13-3411	Interest	343,567	490,000	299,345	120,655	420,000	599,000	42.6%
13-3435	Contributions	3,957	0	108,751	0	108,751	0	-100.0%
	Total Revenues	**$4,484,980**	**$4,467,802**	**$3,660,913**	**$1,442,722**	**$5,103,635**	**$4,861,950**	-4.7%
	Police Sales Tax Fund							
16-3041	Sales Tax	2,107,959	2,100,523	1,554,775	576,700	2,131,475	2,131,475	0.0%
16-3411	Interest	137,038	145,000	110,615	39,385	150,000	154,000	2.7%
	Total Revenues	**$2,244,997**	**$2,245,523**	**$1,665,390**	**$616,085**	**$2,281,475**	**$2,285,475**	0.2%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Fire Sales Tax Fund							
17-3041	Sales Tax	3,976,081	3,977,802	2,925,195	1,325,005	4,250,200	4,262,950	0.3%
17-3411	Interest	163,614	211,000	121,625	55,375	177,000	250,000	41.2%
	Total Revenues	**$4,139,695**	**$4,188,802**	**$3,046,820**	**$1,380,380**	**$4,427,200**	**$4,512,950**	1.9%
	License Surcharge (Excise Tax) Fund							
14-3108	License Tax	542,955	1,600,000	1,003,150	294,150	1,297,300	980,000	-24.5%
14-3411	Interest	121,947	135,000	127,925	42,075	170,000	181,000	6.5%
	Total Revenues	**$664,902**	**$1,735,000**	**$1,131,075**	**$336,225**	**$1,467,300**	**$1,161,000**	-20.9%
	Community Development Block Grant Fund							
8-3204	Federal Grant - CDBG	802,830	776,034	878,589	0	878,589	774,406	-11.9%
8-3449	Misc. Non-Operating Revenue	0	0	0	0	0	0	
	Total Revenues	**$802,830**	**$776,034**	**$878,589**	**$0**	**$878,589**	**$774,406**	-11.9%
	HOME Program Fund							
9-3209	HOME Program Grant	570,166	456,644	602,800	0	602,800	454,672	-24.6%
9-3411	Interest Income	0	0	0	0	0	0	
	Total Revenues	**$570,166**	**$456,644**	**$602,800**	**$0**	**$602,800**	**$454,672**	-24.6%

City of Independence, Missouri
2007-08 Operating Budget
Revenue Summary
For the Fiscal Years 2005-06 through 2007-08

Acct. No.	Description	2005-06 Actual	2006-07 Original Budget	2006-07 Actual Rev. For 9 Months	2006-07 Est. Revenue For 3 Months	2006-07 Current Estimate	2007-08 Proposed Budget	%Chg. Curr Est to Prop.
	Grants Fund							
15-3210	Emergency Mgmt. Assist.	41,877	43,000	25,158	0	25,158	44,728	77.8%
15-3211	Public Health Nursing	166,420	222,660	133,563	0	133,563	161,637	21.0%
15-3218	Dial-A-Ride	0	0	0	0	0	0	
15-3219	Other Federal Grants	1,758,061	700,507	716,748	0	716,748	756,726	5.6%
15-3250	Other State Grants	199,488	0	27,476	0	27,476	0	-100.0%
15-3279	Other Misc. Grants	51,259	100,000	30,604	0	30,604	20,682	-32.4%
15-3316	Reimb. For Police Services	93,310	28,657	56,126	0	56,126	63,264	12.7%
15-3317	School Resource Officers	0	0	0	0	0	0	
15-3411	Interest	389	0	-212	0	-212	0	
15-3435	Contributions	20,786	0	1,659	0	1,659	0	-100.0%
	Total Revenues	**$2,331,590**	**$1,094,824**	**$991,122**	**$0**	**$991,122**	**$1,047,037**	5.6%
	Central Garage Fund							
90-3380	Central Garage Charges	1,621,051	1,813,297	1,459,195	354,102	1,813,297	1,863,135	2.7%
90-3411	Interest Income	5,190	6,700	3,186	1,114	4,300	6,400	48.8%
90-3449	Misc. Non-Operating Revenue	6,071	0	4,820	0	4,820	0	-100.0%
	Total Revenues	**$1,632,312**	**$1,819,997**	**$1,467,201**	**$355,216**	**$1,822,417**	**$1,869,535**	2.6%
	Staywell Healthcare Fund							
91-3461	Premiums	11,610,854	12,711,000	9,389,227	3,191,773	12,581,000	13,238,000	5.2%
91-3413	Interest	70,368	68,000	132,406	15,594	148,000	130,000	-12.2%
	Total Revenues	**$11,681,222**	**$12,779,000**	**$9,521,633**	**$3,207,367**	**$12,729,000**	**$13,368,000**	5.0%
	Summary:							
	Grand Total Revenues	**$243,766,546**	**$253,310,718**	**$190,199,674**	**$60,382,014**	**$250,581,688**	**$257,962,149**	2.9%
	Less:							
	Central Garage Fund	**-1,632,312**	**-1,819,997**	**-1,467,201**	**-355,216**	**-1,822,417**	**-1,869,535**	
	Staywell Health Care Fund	**-11,681,222**	**-12,779,000**	**-9,521,633**	**-3,207,367**	**-12,729,000**	**-13,368,000**	
	Interfund Charges	**-4,908,432**	**-5,138,112**	**-3,857,328**	**-1,221,253**	**-5,078,581**	**-5,352,580**	
	Net Total Revenues	**$225,544,581**	**$233,573,609**	**$175,353,512**	**$55,598,178**	**$230,951,690**	**$237,372,034**	2.8%

Appropriations

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
General Fund:						
General Government:						
City Council	$ 378,821	$ 398,130	$ 306,256	$ 91,874	$ 398,130	$ 384,076
City Clerk	436,038	429,447	316,893	112,554	429,447	444,395
City Manager	751,060	1,036,031	711,253	325,564	1,036,817	1,008,238
Technology Services	1,584,233	1,659,908	1,262,436	397,472	1,659,908	1,698,079
Municipal Court	679,507	669,958	500,379	169,579	669,958	757,022
Total General Government	$ 3,829,659	$ 4,193,474	$ 3,097,217	$ 1,097,043	$ 4,194,260	$ 4,291,810
National Frontier Trails Museum	$ 338,386	$ 345,967	$ 258,173	$ 87,794	$ 345,967	$ 361,516
Law Department	623,158	728,888	486,601	242,287	728,888	739,685
Finance Department:						
Administration	$ 329,955	$ 389,615	$ 291,409	$ 97,486	$ 388,895	$ 407,392
Accounting	813,251	815,813	637,461	196,352	833,813	865,712
Purchasing	364,993	360,497	284,166	77,051	361,217	381,827
Occupation Licensing	151,006	154,257	118,942	35,315	154,257	158,073
Total Finance Department	$ 1,659,205	$ 1,720,182	$ 1,331,978	$ 406,204	$ 1,738,182	$ 1,813,004
Human Resources Department	$ 469,697	$ 548,235	$ 410,143	$ 138,092	$ 548,235	$ 506,764
Community Development Department:						
Administration	$ 314,219	$ 312,438	$ 181,937	$ 130,501	$ 312,438	$ 344,895
Comprehensive/Current Planning	516,003	586,070	443,465	142,605	586,070	583,827
Transportation	794,117	794,117	872,115	-	794,117	804,117
Historic Preservation	101,064	81,550	87,659	11,120	98,779	82,980
Building Inspection	735,970	830,954	605,996	224,958	830,954	857,359
Total Planning and Permits	$ 2,461,373	$ 2,605,129	$ 2,191,172	$ 509,184	$ 2,622,358	$ 2,673,178

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
General Fund (continued):						
Police Department:						
Administration	$ 1,635,225	$ 1,858,358	$ 1,488,320	$ 385,675	$ 1,873,995	$ 2,108,516
Police Operations	13,380,019	13,349,018	10,599,435	2,758,864	13,358,299	13,367,091
Police Services	4,877,112	4,951,112	4,026,391	921,267	4,947,658	5,265,039
Total Police Department	$ 19,892,356	$ 20,158,488	$ 16,114,146	$ 4,065,806	$ 20,179,952	$ 20,740,646
Fire Department:						
Administration	$ 363,320	$ 532,637	$ 297,578	$ 233,559	$ 531,137	$ 546,322
Suppression	12,067,632	12,239,760	9,489,245	2,751,765	12,241,010	12,243,803
Fire Prevention	502,022	542,568	381,228	161,340	542,568	528,769
Maintenance	381,064	391,801	323,944	67,857	391,801	396,476
Training/Emer. Preparedness	303,805	289,737	171,802	119,435	291,237	289,097
Total Fire Department	$ 13,617,843	$ 13,996,503	$ 10,663,797	$ 3,333,956	$ 13,997,753	$ 14,004,467
Health Department:						
Administration	$ 171,686	$ 181,245	$ 137,144	$ 44,101	$ 181,245	$ 188,858
General Services	685,776	748,148	569,259	212,165	781,424	797,149
Animal Servoces	546,792	624,204	532,850	167,829	700,679	729,649
Code Enforcement	637,172	712,663	534,157	178,506	712,663	738,435
Total Health Department	$ 2,041,426	$ 2,266,260	$ 1,773,410	$ 602,601	$ 2,376,011	$ 2,454,091
Public Works:						
Administration	$ 213,564	$ 207,682	$ 158,165	$ 49,332	$ 207,497	$ 214,398
Engineering	1,407,432	1,438,205	1,417,505	20,885	1,438,390	1,422,413
Property Management	867,732	941,798	646,972	294,826	941,798	961,536
Street Maintenance	4,118,744	4,371,664	3,478,464	893,200	4,371,664	4,547,048
Total Public Works	$ 6,607,472	$ 6,959,349	$ 5,701,106	$ 1,258,243	$ 6,959,349	$ 7,145,395

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 295,509	$ 298,891	$ 223,854	$ 75,037	$ 298,891	$ 295,013
Parks and Recreation:						
Administration	$ 280,668	$ 291,974	$ 226,067	$ 65,907	$ 291,974	$ 298,677
Park Maintenance	796,597	810,798	595,969	214,829	810,798	842,973
Recreation	728,439	701,852	540,345	161,507	701,852	721,142
Cemetery Maintenance	174,534	176,678	135,198	41,180	176,378	182,397
Total Parks and Recreation	$ 1,980,238	$ 1,981,302	$ 1,497,579	$ 483,423	$ 1,981,002	$ 2,045,189
Non-Departmental	$ 6,624,051	$ 8,535,189	$ 5,537,458	$ 3,606,099	$ 9,143,557	$ 9,435,131
Debt Service (Lease Purchases)	-	-		-	-	-
Capital Outlay	931,002	1,243,100	663,091	1,228,302	1,891,393	709,096
Total General Fund	$ 61,371,375	$ 65,580,957	$ 49,949,724	$ 17,134,072	$ 67,005,798	$ 67,214,985
Tourism Fund:						
Tourism	$ 919,440	$ 891,646	$ 653,052	$ 410,057	$ 1,063,109	$ 940,037
Community Development Block Grant Fund:						
Community Development	$ 879,521	$ 213,700	$ 555,718	$ 344,650	$ 900,368	$ 239,940
HOME Program Fund:						
Community Development	$ 478,574	$ 46,404	$ 602,800	$ 471,422	$ 1,074,222	$ 45,467
Central Garage Fund:						
Public Works	$ 1,640,778	$ 1,819,997	$ 1,560,953	$ 259,044	$ 1,819,997	$ 1,869,535
Staywell Health Care Fund						
Non-Departmental	$ 11,240,693	$ 11,883,000	$ 8,122,563	$ 3,760,437	$ 11,883,000	$ 11,522,000

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
Street Improvements Sales Tax Fund:						
Debt Service				$ -		$ 1,479,225
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 1,732,551	$ 1,956,779	$ 1,454,178	$ 502,901	$ 1,957,079	$ 2,622,155
Debt Service	1,164,220	1,206,839	1,001,639	205,200	1,206,839	1,444,602
Total Park Improv. Sales Tax Fund	$ 2,896,771	$ 3,163,618	$ 2,455,817	$ 708,101	$ 3,163,918	$ 4,066,757
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 932,747	$ 1,667,423	$ 992,487	$ 674,936	$ 1,667,423	$ 1,756,857
Police Public Safety Sales Tax Fund:						
Police	$ 2,814,841	$ 4,012,973	$ 1,665,712	$ 2,350,821	$ 4,016,533	$ 3,128,705
Debt Service	515,955	514,763	512,689	2,074	514,763	516,363
Total Police Sales Tax Fund	$ 3,330,796	$ 4,527,736	$ 2,178,401	$ 2,352,895	$ 4,531,296	$ 3,645,068
Fire Public Safety Sales Tax Fund:						
Fire	$ 613,086	$ 1,435,744	$ 381,211	$ 1,054,533	$ 1,435,744	$ 1,360,912
Debt Service	548,771	553,113	549,713	3,400	553,113	553,713
Total Fire Sales Tax Fund	$ 1,161,857	$ 1,988,857	$ 930,924	$ 1,057,933	$ 1,988,857	$ 1,914,625
Grants Fund:						
Law	$ 46,507	$ 47,624	$ 37,306	$ 64,017	$ 101,323	$ 36,109
Police	1,379,015	467,796	759,403	659,488	1,418,891	581,628
Fire	108,360	43,000	48,411	(14,356)	34,055	44,728
Health	602,832	536,404	392,954	357,074	750,028	384,572
Total Grants Fund	$ 2,136,714	$ 1,094,824	$ 1,238,074	$ 1,066,223	$ 2,304,297	$ 1,047,037

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 75,184	$ 73,661	$ 57,502	$ 16,159	$ 73,661	$ 75,446
Power and Light Department:						
Administration	1,407,835	1,283,604	665,766	697,494	1,363,260	1,660,251
Support Services	9,173,547	8,332,632	9,572,739	(1,240,107)	8,332,632	9,175,904
Production	56,260,089	61,231,464	57,861,697	3,230,468	61,092,165	64,870,378
Distribution	8,646,315	8,587,706	7,472,481	1,542,225	9,014,706	8,835,588
Engineering	3,024,450	3,841,033	2,322,867	1,518,166	3,841,033	3,724,422
Total Power and Light Department	$ 78,512,236	$ 83,276,439	$ 77,895,550	$ 5,748,246	$ 83,643,796	$ 88,266,543
Non-Departmental	15,251,828	17,170,541	12,052,143	5,118,398	17,170,541	17,743,599
Debt Service	2,780,947	2,785,823	2,085,092	700,731	2,785,823	2,776,218
Total Power and Light Fund	$ 96,620,195	$ 103,306,464	$ 92,090,287	$ 11,583,534	$ 103,673,821	$ 108,861,806
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ 66,984	$ 68,462	$ 52,229	$ 16,233	$ 68,462	$ 70,180
Water Pollution Control Department:						
Administration	$ 702,274	$ 835,470	$ 526,431	$ 388,695	$ 915,126	$ 853,465
Treatment Facilities	6,081,946	6,852,691	4,588,176	2,264,515	6,852,691	7,324,315
Collection System Maintenance	2,334,886	2,605,044	1,749,231	855,813	2,605,044	3,078,817
Laboratory Services	159,055	235,333	134,406	100,927	235,333	236,937
Total Water Pollution Control Dept.	$ 9,278,161	$ 10,528,538	$ 6,998,244	$ 3,609,950	$ 10,608,194	$ 11,493,534
Non-Departmental	2,698,738	3,082,723	2,117,983	964,740	3,082,723	3,075,990
Total Sanitary Sewer Fund	$ 12,043,883	$ 13,679,723	$ 9,168,456	$ 4,590,923	$ 13,759,379	$ 14,639,704

City of Independence, Missouri
2007-08 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2005-06, 2006-07 and 2007-08

Fund/Department	Actual Expenditures 2005-06	Original Budget 2006-07	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2006-07	City Manger Proposed 2007-08
Water Fund:						
Finance						
Accounting	$ 48,863	$ 49,644	$ 38,295	$ 11,349	$ 49,644	$ 53,199
Water Department:						
Administration	920,929	1,016,469	728,834	342,291	1,071,125	1,040,004
Customer Service and Accounts	3,017,908	3,101,355	2,448,644	678,711	3,127,355	3,291,676
Production	4,354,684	4,999,006	3,820,842	1,178,164	4,999,006	5,088,842
Transmission and Distribution	3,371,494	3,379,360	2,708,040	670,320	3,378,360	3,326,739
Total Water Department	$ 11,665,015	$ 12,496,190	$ 9,706,360	$ 2,869,486	$ 12,575,846	$ 12,747,261
Non-Departmental	4,296,522	4,664,006	3,172,720	1,491,286	4,664,006	4,621,845
Debt Service	3,971,480	3,993,091	3,502,352	490,739	3,993,091	4,067,685
Total Water Fund	$ 19,981,880	$ 21,202,931	$ 16,419,727	$ 4,862,860	$ 21,282,587	$ 21,489,990
Grand Total - All Funds	$ 215,635,224	$ 231,067,280	$ 186,918,983	$ 49,277,087	$ 236,118,072	$ 240,733,033
Less:						
Central Garage Fund	(1,640,778)	(1,819,997)	(1,560,953)	(259,044)	(1,819,997)	(1,869,535)
Staywell Health Care Fund	(11,240,693)	(11,883,000)	(8,122,563)	(3,760,437)	(11,883,000)	(11,522,000)
Interfund Chgs. for Support Ser.	(4,908,432)	(5,138,112)	(3,857,328)	(1,221,253)	(5,078,581)	(5,352,580)
Net Total Budget - All Funds	$ 197,845,321	$ 212,226,171	$ 173,378,139	$ 44,036,353	$ 217,336,494	$ 221,988,918

City of Independence, Missouri
2007-08 Operating Budget

Appropriations by Type Summary - All Funds

Department	Personal Services	Percent of Total	Other Services	Percent of Total	Supplies	Percent of Total	Capital Outlay/Other	Percent of Total	Total
City Council	$ 346,166	90.1%	$ 32,955	8.6%	$ 4,955	1.3%	$ -	0.0%	$ 384,076
City Clerk	388,280	87.4%	33,215	7.5%	22,900	5.2%	-	0.0%	444,395
City Manager	946,443	93.9%	54,190	5.4%	7,605	0.8%	-	0.0%	1,008,238
Tourism	260,962	27.8%	672,875	71.6%	4,200	0.4%	2,000	0.2%	940,037
NFTM	269,691	74.6%	62,800	17.4%	29,025	8.0%	-	0.0%	361,516
Technology Services	1,610,225	90.8%	147,568	8.3%	15,732	0.9%	-	0.0%	1,773,525
Municipal Court	720,508	95.2%	30,790	4.1%	4,224	0.6%	1,500	0.2%	757,022
Law	632,443	81.5%	116,500	15.0%	26,851	3.5%	-	0.0%	775,794
Finance	1,661,325	89.0%	191,519	10.3%	13,359	0.7%	-	0.0%	1,866,203
Human Resources	474,772	93.7%	25,492	5.0%	6,500	1.3%	-	0.0%	506,764
Community Dev.	1,840,798	62.2%	1,077,299	36.4%	38,988	1.3%	1,500	0.1%	2,958,585
Police	19,339,953	79.1%	1,428,655	5.8%	1,187,266	4.9%	2,495,105	10.2%	24,450,979
Fire	13,052,093	84.7%	782,814	5.1%	451,360	2.9%	1,123,840	7.3%	15,410,107
Health	2,454,477	86.5%	190,620	6.7%	193,566	6.8%	-	0.0%	2,838,663
Water	6,323,608	49.6%	3,982,973	31.2%	1,884,277	14.8%	556,403	4.4%	12,747,261
Public Works	5,345,360	58.8%	1,806,399	19.9%	1,733,351	19.1%	200,000	2.2%	9,085,110
Water Pollution Control	5,219,129	38.5%	6,914,946	51.1%	814,942	6.0%	596,387	4.4%	13,545,404
Parks and Recreation	2,866,059	61.4%	1,390,914	29.8%	407,371	8.7%	3,000	0.1%	4,667,344
Power and Light	20,413,913	23.1%	10,966,201	12.4%	55,764,579	63.2%	1,121,850	1.3%	88,266,543
Non-Departmental	7,753,231	16.7%	23,591,553	50.8%	10,000	0.0%	15,043,781	32.4%	46,398,565
Debt Service	-	0.0%	-	0.0%	-	0.0%	10,837,806	100.0%	10,837,806
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	709,096	100.0%	709,096
Totals	$ 91,919,436	38.2%	$ 53,500,278	22.2%	$ 62,621,051	26.0%	$ 32,692,268	13.6%	$ 240,733,033

City of Independence, Missouri
2007-08 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2006-07 and 2007-08

Description	General Fund	Special Revenue Funds	C.D.B.G. Fund	HOME Program Fund	Power & Light Fund	Sanitary Sewer Fund	Water Fund	Grand Total All Funds
2006-07								
Designations-								
For CDBG Programming			$ (562,334)					$ (562,334)
For HOME Program Programming				(410,240)				(410,240)
For Visitor Orientation Center		(107,000)						(107,000)
Total Designations	$ -	$ (107,000)	$ (562,334)	$ (410,240)	$ -	$ -	$ -	$ (1,079,574)
Operating Transfers-								
From (To) Santa Fe TIF Fund	(37,000)	(43,750)						(80,750)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (142,357)	$ (43,750)	$ -	$ -	$ -	$ 105,357	$ -	$ (80,750)
Fund Balance-								
From (To) Fund Balance Target	(495,000)							(495,000)
Total Fund Balance	$ (495,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ (495,000)
Net Transfers	$ (637,357)	$ (150,750)	$ (562,334)	$ (410,240)	$ -	$ 105,357	$ -	$ (1,655,324)
2007-08								
Designations-								
For CDBG Programming			$ (534,466)					$ (534,466)
For HOME Program Programming				(409,205)				(409,205)
For Visitor Orientation Center		(117,700)						(117,700)
Total Designations	$ -	$ (117,700)	$ (534,466)	$ (409,205)	$ -	$ -	$ -	$ (1,061,371)
Operating Transfers-								
From (To) Santa Fe TIF Fund	(37,000)	(28,190)						(65,190)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (142,357)	$ (28,190)	$ -	$ -	$ -	$ 105,357	$ -	$ (65,190)
Fund Balance-								
From (To) Fund Balance Target								-
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net Transfers	$ (142,357)	$ (145,890)	$ (534,466)	$ (409,205)	$ -	$ 105,357	$ -	$ (1,126,561)

Debt Service

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2007-08 FISCAL YEAR

Long Term Debt Policies

All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.

X The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.

X Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of March 31, 2007, the City had no outstanding General Obligation Bonds and $53,292,609 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was $14,942,609 for Power and Light Operations, and $38,350,000 for Water Utility Operations. The City had a legal debt limit of $263,980,502 which represents twenty percent of the assessed valuation of the City.

Included in this section are:

1) Debt Service appropriations including amounts for City-wide capital lease obligations.

2) Debt to Maturity Schedules for outstanding debt obligations.

3) Computation of Legal Debt Margin (as of June 30, 2006).

City of Independence, Missouri
2007-08 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
Street Improvements Salex Tax Fund-				
Streets and Bridges (6371)	$ 1,260,000	$ 208,225	$ 11,000	$ 1,479,225
Parks Sales Tax Fund-				
Infrastructure Facitities Revenue Bonds:				
2004 Series (6369)	$ 260,000	$ 21,863	$ 3,400	$ 285,263
Aquatics Facilities				
2004 Series (6370)	725,000	194,426	3,400	922,826
Park Projects:				
2006 Series (6372)	-	233,113	3,400	236,513
Total Parks Sales Tax Fund	$ 985,000	$ 449,402	$ 10,200	$ 1,444,602
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 350,000	$ 162,963	$ 3,400	$ 516,363
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 375,000	$ 175,313	$ 3,400	$ 553,713
Power and Light Fund-				
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,550,000	$ 573,820	$ 1,500	$ 2,125,320
Revenue Bonds (Refunding):				
2003 Series (6236)	515,000	134,398	1,500	650,898
Total Power and Light Fund	$ 2,065,000	$ 708,218	$ 3,000	$ 2,776,218
Water Fund-				
Revenue Bonds:				
1986 Series (6352)	$ 1,670,000	$ 1,222,890	$ 7,500	$ 2,900,390
Revenue Bonds:				
2004 Series (6352)	530,000	629,795	7,500	1,167,295
Total Water Fund	$ 2,200,000	$ 1,852,685	$ 15,000	$ 4,067,685
Grand Total All Funds - Operating Budget	$ 7,235,000	$ 3,556,806	$ 46,000	$ 10,837,806
Neighborhood Improvement District Debt Service-				
Noland Road NID				
2004 Series (6311)	$ 55,000	$ 41,688	$ 1,000	$ 97,688
Fall Drive NID				
2004 Series (6312)	4,000	5,644	1,000	10,644
Total NID Debt Service	$ 59,000	$ 47,332	$ 2,000	$ 108,332

City of Independence, Missouri
2007-08 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Parks Sales Tax Fund			Power and Light Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2008	985,000	459,601	1,444,601	2,065,000	711,218	2,776,218
2009	2,030,000	419,676	2,449,676	2,155,000	631,693	2,786,693
2010	1,840,000	328,014	2,168,014	2,245,000	544,363	2,789,363
2011	1,925,000	243,389	2,168,389	2,345,000	448,838	2,793,838
2012	2,000,000	163,778	2,163,778	2,455,000	347,238	2,802,238
2013	2,080,000	83,063	2,163,063	2,560,000	239,290	2,799,290
2014			-	2,700,000	125,010	2,825,010
2015			-			-
2016			-			-
2017-26			-			-
Total	$ 10,860,000	$ 1,697,521	$ 12,557,521	$ 16,525,000	$ 3,047,650	$ 19,572,650

	Street Improvements			Water Fund			
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	Total All Funds
2008	1,260,000	219,225	1,479,225	2,200,000	1,862,185	4,062,185	9,762,229
2009	4,085,000	168,325	4,253,325	2,380,000	1,769,959	4,149,959	13,639,653
2010			-	2,525,000	1,669,533	4,194,533	9,151,910
2011			-	2,765,000	1,558,008	4,323,008	9,285,235
2012			-	2,950,000	1,433,770	4,383,770	9,349,786
2013			-	3,195,000	1,292,825	4,487,825	9,450,178
2014				3,440,000	1,133,585	4,573,585	4,573,585
2015				3,730,000	959,395	4,689,395	4,689,395
2016				4,060,000	767,670	4,827,670	4,827,670
2017-26			-	13,305,000	2,183,008	15,488,008	15,488,008
Total	$ 5,345,000	$ 387,550	$ 5,732,550	$ 40,550,000	$ 14,629,938	$ 55,179,938	$ 90,217,649

City of Independence, Missouri
2007-08 Operating Budget

Debt Service Requirements to Maturity - All Bonds

For the fiscal Years ending June 30,

	Fire Sales Tax Fund			Police Sales Tax Fund		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2008	375,000	178,713	553,713	350,000	166,363	516,363
2009	390,000	163,713	553,713	365,000	152,363	517,363
2010	410,000	144,213	554,213	380,000	134,113	514,113
2011	430,000	123,713	553,713	400,000	115,113	515,113
2012	450,000	102,213	552,213	420,000	95,113	515,113
2013	475,000	79,713	554,713	440,000	74,113	514,113
2014	500,000	55,963	555,963	465,000	52,113	517,113
2015	525,000	30,963	555,963	485,000	28,863	513,863
2016			-			-
2017-26			-			-
Total	$ 3,555,000	$ 879,204	$ 4,434,204	$ 3,305,000	$ 818,154	$ 4,123,154

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2008	55,000	42,688	97,688	4,000	6,644	10,644
2009	60,000	39,800	99,800	4,000	6,429	10,429
2010	60,000	36,800	96,800	4,000	6,214	10,214
2011	65,000	33,800	98,800	4,000	5,984	9,984
2012	65,000	30,713	95,713	4,000	5,754	9,754
2013	65,000	27,788	92,788	5,000	5,524	10,524
2014	70,000	24,538	94,538	5,000	5,236	10,236
2015	70,000	21,038	91,038	5,000	4,949	9,949
2016	75,000	17,538	92,538	5,000	4,674	9,674
2017-26	240,000	28,725	268,725	59,000	25,079	84,079
Total	$ 825,000	$ 303,428	$ 1,128,428	$ 99,000	$ 76,487	$ 175,487

City of Independence, Missouri
2007-08 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	Bolger Square	Eastland	Hartman Heritage	Santa Fe	Drumm Farm	Crackerneck Creek	Centerpoint HCA
2008	844,630	2,156,344	1,691,935	756,279	235,741	4,021,061	205,475
2009	842,550	2,213,394	1,786,642	775,123	240,885	4,546,061	325,475
2010	843,668	2,278,581	1,790,561	797,868	240,525	4,810,641	330,375
2011	157,725	2,285,689	1,733,341	818,788	244,875	5,528,088	329,850
2012		2,333,094	1,746,309	839,263	248,600	5,618,668	339,113
2013		1,532,719	1,741,594	807,538	251,794	5,701,969	342,738
2014		1,572,388	1,757,231	831,363	249,300	5,807,843	350,938
2015		1,617,006	1,793,756	848,788	256,463	5,891,906	353,500
2016		1,660,975	1,810,094	874,113	257,969	5,999,320	365,638
2017-26		10,910,725	11,562,181	7,770,863	1,067,463	83,066,614	4,827,938
Total	$ 2,688,573	$ 28,560,915	$ 27,413,644	$ 15,119,986	$ 3,293,615	$ 130,992,171	$ 7,771,040

Year	Total
2008	9,911,465
2009	10,730,130
2010	11,092,219
2011	11,098,356
2012	11,125,047
2013	10,378,352
2014	10,569,063
2015	10,761,419
2016	10,968,109
2017-26	119,205,784
Total	$ 215,839,944

City of Independence, Missouri
2007-08 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	City Hall Infrastructure Renovation	Computer Equipment (2430-022)	Computer Equipment (2430-021)	Aerial Fire Truck (2430-020)	1999 Fire Pumper (2430-014)		Total
2008	$ 214,311	$ 51,107	$ 5,514	$ 93,234	$ 22,910		$ 387,076
2009	213,879	51,107		93,234			358,220
2010	214,395	42,589		93,234			350,218
2011				93,234			93,234
2012				93,234			93,234
2013				93,234			93,234
2014				93,234			93,234
2015							-
2016							-
2017-26							-
Total	$ 642,585	$ 144,803	$ 5,514	$ 652,638	$ 22,910	$ -	$ 1,468,450

City of Independence, Missouri
2007-08 Operating Budget

Computation of Legal Debt Margin

June 30, 2006

Assessed Value at January 1, 2005: *			
Jackson County		$ 1,319,898,570	
Clay County		3,940	
Total Assessed Value		$ 1,319,902,510	
Constitutional Debt Limit ** (20% of Assessed Value)			$ 263,980,502
Total Bonded Debt		$ 55,326,323	
Less:			
Water Utility Bonds	$ 40,550,000		
Electric Utility Bonds	14,776,323		
Subtotal		55,326,323	
Total Bonded Debt		$ -	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$ -
Legal Debt Margin			**$ 263,980,502**

** All Tangible Property.*

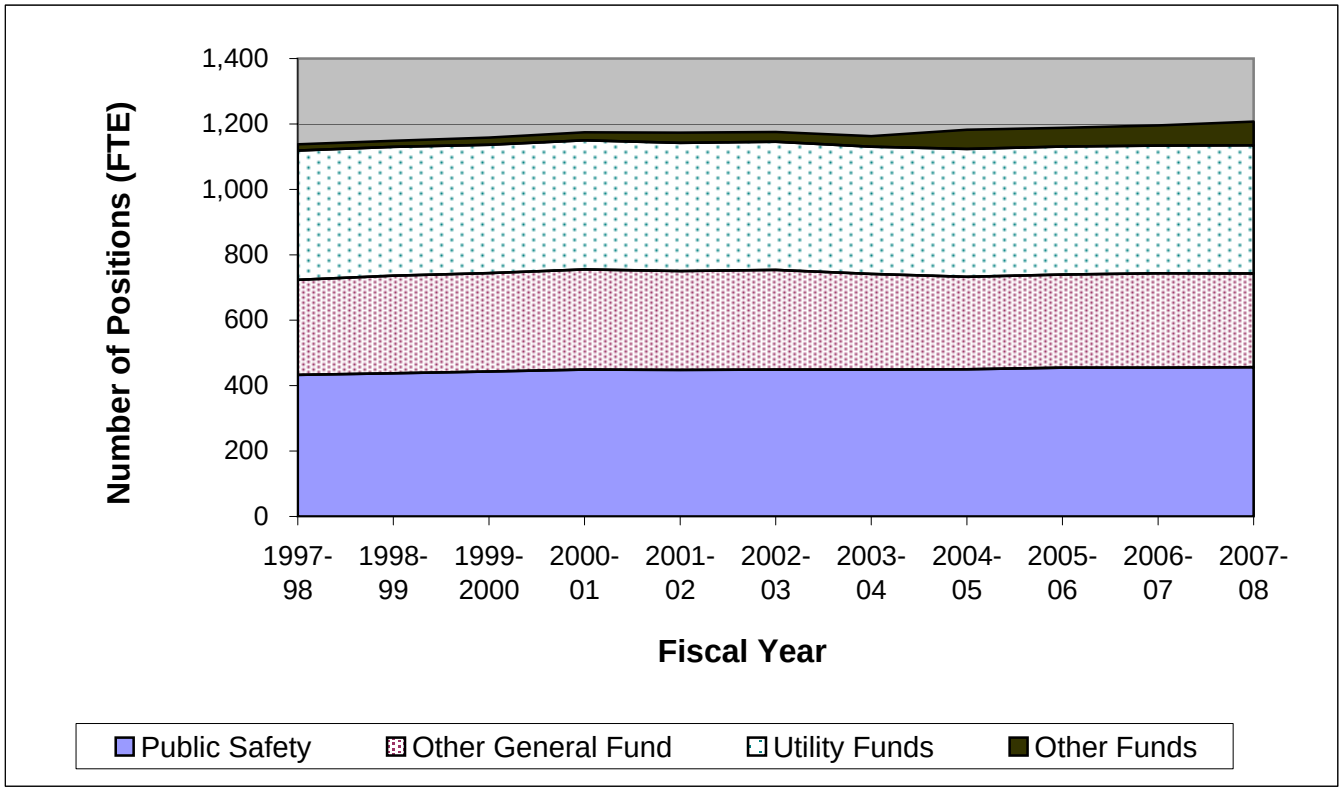
*** Article 6, Section 26(b) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur an indebtedness for city purposes not to exceed 5 percent of the value of the taxable tangible property therein, as shown by the last assessment.*

Article 6, Section 26(c) of the Missouri Constitution permits any county or city, by a vote of four-sevenths of qualified electors voting thereon, to incur additional indebtedness of city purposes not to exceed 5 percent of the value of the taxable tangible property thereink as shown by the last assessment.

Article 6, Section 26(d) & (e) of the Missouri Constitution provides that any city may become indebted not exceeding in the aggregate an additional 10 percent of the value of the taxable tangible property for the purpose of acquiring right-of-ways, construction, extending and improving streets and avenues and/or sanitary or storm sewer systems and an additional 10 percent for purchasing or constructing waterworks, electric or other light plants provided the total general obligated indebtedness of the city does not exceed 20 percent of the assessed valuation.

Authorized Positions

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 69.57 FTE positions since 1997-98 representing an average annual increase of six tenths of one percent per year. For the General Fund the number of employees increased by 19.51 FTE positions. During this same period, the number of positions within the Police Department increased by 23 FTE positions. Since 1996-97 the number of positions in the Utility Funds has decreased by 3.48 FTE positions with the reductions primarily being in the Water Fund.

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Summary - by Department

For the Fiscal Years 2001-02 through 2007-08

Description	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Budget 2007-08
Department-							
City Council	11.00	11.00	11.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	6.50	6.50	6.00	6.00	6.00
City Manager	11.50	11.50	10.00	7.00	7.50	10.50	10.50
Tourism	3.41	3.41	3.41	4.41	4.41	4.41	4.41
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	21.00	22.00	22.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	14.00
Law	6.00	6.00	5.50	6.00	6.25	7.25	7.25
Finance	25.00	25.00	24.00	25.00	26.00	26.00	25.00
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	27.00	27.00	26.00	26.00	30.00	29.25	29.75
Police	274.00	275.00	275.00	292.00	293.50	291.50	297.00
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	38.13	39.69	39.47	39.00	40.25	41.95	41.50
Water	97.48	97.48	97.48	97.48	98.48	97.65	98.65
Public Works	98.90	97.90	91.00	91.00	92.00	93.00	93.00
Water Pollution Control	86.00	84.00	81.00	83.00	83.00	83.00	83.00
Parks and Recreation	46.70	48.79	50.75	53.29	49.29	52.65	57.94
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total	1,173.62	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50

City of Independence, Missouri
2007-08 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1997-98 through 2007-08

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Budget 2007-08
General Fund-											
City Council	11.00	11.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	6.50	6.50	6.00	6.00	6.00
City Manager	9.38	10.50	11.50	11.00	10.00	10.00	8.50	7.00	7.50	10.50	10.50
Nat'l Frontier Trails Museum	6.55	6.55	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	20.00	20.00	20.00	20.00	20.00	21.00	21.00
Municipal Court	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	14.00
Law	6.00	6.50	6.00	6.00	6.00	6.00	5.50	5.50	5.75	6.88	6.88
Finance	25.00	25.00	25.00	25.00	25.00	25.00	24.00	24.00	25.00	25.15	24.15
Human Resources	6.00	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	28.00	30.00	31.00	35.00	23.00	23.00	22.00	22.00	26.00	25.75	26.05
Police	260.00	264.00	269.00	275.00	274.00	275.00	275.00	277.00	281.50	281.50	283.00
Fire	173.00	174.00	174.00	174.00	174.00	174.00	174.00	173.25	173.25	173.25	173.25
Health	26.74	28.49	28.49	27.24	38.13	39.69	39.47	33.50	34.25	34.25	35.25
Public Works	87.90	87.73	87.90	89.90	88.90	87.90	82.00	81.00	82.00	82.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.15	41.10	41.70	41.70	41.70	43.79	42.14	41.70	36.70	35.53	32.65
Total General Fund	723.72	736.37	744.09	755.34	750.23	753.88	741.61	732.95	739.45	743.31	743.23
Tourism Fund	3.73	3.40	3.40	3.40	3.41	3.41	3.41	4.41	4.41	4.41	4.41
Community Dev. Block Grant Act Fund-											
Community Development	4.50	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	4.50	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50	2.70
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	0.00	0.00	2.99	7.00	5.00	5.00	8.61	11.59	12.59	17.12	25.29
Storm Water Sales Tax Fund	0.00	0.00	0.00	0.00	9.00	7.00	7.00	8.00	8.00	8.00	8.00

City of Independence, Missouri
2007-08 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1997-98 through 2007-08

Description	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Budget 2007-08
Grants Fund											
Law Department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.37	0.37
Police	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	12.00	10.00	14.00
Fire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75
Health	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.50	6.00	7.70	6.25
Total Grants Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.75	19.25	18.82	21.37
Power and Light Fund-											
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00
Sanitary Sewer Fund-											
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Water Pollution Control	72.50	72.50	71.50	73.50	72.00	72.00	69.00	70.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	72.50	72.50	71.50	73.50	72.00	72.00	69.00	71.00	71.00	71.00	71.00
Storm Water Fund-											
Water Pollution Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Fund-											
City Manager	0.00	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.85	0.85
Water	101.48	98.48	98.48	98.48	97.48	97.48	97.48	97.48	98.48	97.65	98.65
Total Water Fund	101.48	99.98	99.98	99.98	98.98	98.98	98.98	98.48	99.48	98.50	99.50
Central Garage Fund	10.00	10.00	10.00	10.00	10.00	10.00	9.00	9.00	9.00	10.00	10.00
Grand Total All Funds	1,137.93	1,148.75	1,158.46	1,174.72	1,173.62	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66	1,207.50

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
General Fund				
City Council				
City Council				
City Council Administrative Aide	(1.00)		(1.00)	position reclassified
Executive Assistant to City Council	1.00		1.00	position reclassified
Department Total	0.00	0.00	0.00	
City Manager's Office				
City Manager's Office				
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	position reclassified
Economic Dev/Redevelopment			-	
Projects Coordinator	(1.00)		(1.00)	position reclassified
Economic Development Proj. Coord.	1.00		1.00	position reclassified
Department Total	0.00	0.00	0.00	
Technology Services				
Technology Services				
Programmer/Analyst	(1.00)		(1.00)	position reclassified
Systems Analyst	1.00		1.00	position reclassified
Network System Specialist	(1.00)		(1.00)	position reclassified
Desktop Support Technician	1.00		1.00	position reclassified
Department Total	0.00	0.00	0.00	
National Frontier Trails Museum				
Museum Service Assistant		1.00	1.00	full time position reclassified
Museum Service Assistant		(1.00)	(1.00)	part time position reclassified
Department Total	0.00	0.00	0.00	
Municipal Court				
Administrative Specialist II	(2.00)		(2.00)	position reclassified
Court Clerk	2.00		2.00	position reclassified
Administrative Specialist III	(3.00)		(3.00)	position reclassified
Senior Court Clerk	3.00		3.00	position reclassified
Court Clerk		1.00	1.00	add new position
Department Total	0.00	1.00	1.00	
Finance				
Purchasing				
Procurement Specialist	(1.00)		(1.00)	eliminated position
Clerk Steno I	(1.00)		(1.00)	position reclassified
Assistant Procurement Specialist	1.00		1.00	position reclassified
Department Total	(1.00)	0.00	(1.00)	

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Human Resources				
Safety & Worker's Compensation Spec.	(1.00)		1.00	position reclassified
Human Resources Analyst	1.00		(1.00)	position reclassified
Department Total	0.00	0.00	0.00	
Community Development				
Neighborhood Services				
Community Program Manager	(0.50)		(0.50)	position reclassified and funding
Neighborhood Services Manager	0.80		0.80	position reclassified and funding percentage changed
Community Development Program Coord	(1.00)		(1.00)	position reclassified
Neighborhood Services Coordinator	1.00		1.00	position reclassified
Department Total	0.30	0.00	0.30	
Police				
Chief of Police				
Police Captain	1.00		1.00	trsf. from Drug Enforce. Unit
Police Sergeant	1.00		1.00	trsf. from Special Operations
Uniform Unit			-	
Police Officer	1.00		1.00	trsf. from Special Operations
Police Officer	2.00		2.00	trsf. from Drug Enforce. Unit
Special Operations			-	
Police Officer	(1.00)		(1.00)	trsf. to Uniform Patrol
Police Officer	(1.00)		(1.00)	trsf. to Chief of Police
Community Services Unit			-	
Police Officer	1.00		1.00	School Resource Officer funded by school district
Drug Enforcement Unit			-	
Police Officer	(1.00)		(1.00)	trsf. to Chief of Police
Police Officer	(2.00)		(2.00)	trsf. to Uniform Unit
Crime Scene			-	
Assistant Lab Director	1.00		1.00	added new position
Criminalist	(0.50)		(0.50)	eliminated part time position
Detention			-	
Police Captain	(1.00)		(1.00)	eliminate vacant position
Dentention Administrator	1.00		1.00	added new position
Department Total	1.50	0.00	1.50	
Health				
Food and Institution				
Administrative Aid I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Animal Services Division				
Animal Control Investigator Specialist	1.00		1.00	added new position
Food and Institution			-	
Administrative Aid I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Department Total	1.00	0.00	1.00	

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Public Works				
Engineering				
Construction Inspector	(1.00)		(1.00)	position reclassified
Engineering Administrator	1.00		1.00	position reclassified
Street Maintenance			-	
Public Works Dispatcher	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	position reclassified
Department Total	0.00	0.00	0.00	
Parks and Recreation				
Turf Facilities Maintenance				
Light Equipment Operator		(1.00)	(1.00)	tsfr. to Park Sales Tax Fund
Recreation Programs Administration				
Seasonal Maintenance Worker		(1.88)	(1.88)	tsfr. to Park Sales Tax Fund
Department Total	-	(2.88)	(2.88)	
General Fund Total	1.80	(1.88)	(0.08)	
Parks and Recreation Sales Tax Fund-				
Park Maint. - Security and Inspection				
Parks Contract Manager	(1.00)		(1.00)	position reclassified
Marketing and Promotions Specialist	1.00		1.00	position reclassified
Rec. Fac. - Palmer Senior Adult Center				
Center Attendant	0.08		0.08	funding percentage changed
Family Recreation Programs				
Center Attendant	0.21		0.21	added new position
Sports Complex				
Light Equipment Operator	1.00		1.00	tsfr. from General Fund
Light Equipment Operator		2.00	2.00	add new positions
Assistant Foreman		1.00	1.00	add new positions
Seasonal Maintenance Worker		1.88	1.88	tsfr. from General Fund
Seasonal Maintenance Worker		2.00	2.00	add new positions
Fund Total	1.29	6.88	8.17	
CDBG Fund				
CDBG Administration				
Fiscal Technicial II	(1.00)		(1.00)	position reclassified
Community Development Program Spec.	1.00		1.00	position reclassified
Community Program Supervisor	1.00		1.00	tsfr. from Comm. Façade Prog.
Community Program Manager	(0.50)		(0.50)	position eliminated
CDBG Housing				
Community Development Program Spec.	0.50		0.50	position added
Neighborhood Services Manager	0.09		0.09	position added
Commercial Façade Program				
Community Development Program Coord.	(1.00)		(1.00)	tsfr. to CDBG Administration
Neighborhood Services Manager	0.11		0.11	position added
Fund Total	0.20	0.00	0.20	

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Grants Fund				
Police				
Master Police Officer	(1.00)		(1.00)	position eliminated
Police Officer	3.00		3.00	positions added
Crime Analyst	1.00		1.00	position added
Victim Advocate	1.00		1.00	position added
Health				
Public Health Educator	0.15		0.15	part time position added
Public Health Nurse	(2.13)		(2.13)	part time positions eliminated
Administrative Specialist II	0.53		0.53	funding percentage changed
Fund Total	2.55	0.00	2.55	
Power and Light Fund-				
Power and Light				
Administration				
Engineer I - P&L	(1.00)		(1.00)	position reclassified
Engineer II - P&L	1.00		1.00	position reclassified
Support Services				
Safety & Training Officer	(1.00)		(1.00)	position reclassified
Safety & Training Specialist	1.00		1.00	position reclassified
Meter Reading				
Utility Meter Reader I	(2.00)		(2.00)	positions eliminated
Production				
Account Clerk I	(1.00)		(1.00)	position reclassified
Administrative Specialist III	1.00		1.00	position reclassified
Safety & Training Specialist	1.00		1.00	added new position
Engineer II - P&L	(1.00)		(1.00)	position reclassified
Production Operations Superintendent	1.00		1.00	position reclassified
Transmission & Distribution				
Apprentice Lineman	1.00		1.00	added new position
Tree Trimmer Crew Leader Worker	(1.00)		(1.00)	vacant position eliminated
Utility Maintenance Lead Worker	1.00		1.00	added new position
Engineering				
Power Systems Dispatcher	(1.00)		(1.00)	position reclassified
System Operator Trainee	1.00		1.00	position reclassified
Systems Operator I	(1.00)		(1.00)	position reclassified
Systems Operator II	1.00		1.00	position reclassified
Engineering Specialist	(1.00)		(1.00)	position reclassified
Engineer I - P&L	1.00		1.00	position reclassified
Estimator	(1.00)		(1.00)	position reclassified
Engineering Technician III	1.00		1.00	position reclassified
Fund Total	0.00	0.00	0.00	

City of Independence, Missouri
2007-08 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2006-07 through 2007-08

Fund/ Department/Function/Position Title	Change During 2006-07	Change for 2007-08	Total Changes for 2007-08	Comments
Sanitary Sewer Fund-				
Water Pollution Control				
Treatment Facilities				
Data Systems Coordinator	(1.00)		(1.00)	position reclassified
Scada Analyst	1.00		1.00	position reclassified
Collection System Maintenance				
Asst. Collection System Superintendent	(2.00)		(2.00)	position reclassified
WPC Collection System Superintendent	1.00		1.00	position reclassified
WPC Collection System Manager	1.00		1.00	position reclassified
Fund Total	0.00	0.00	0.00	
Water				
Customer Service				
Account Information Representative		1.00	1.00	add new position
Production			-	
Laboratory Technician	(1.00)		(1.00)	position reclassified
Laboratory Technician II	1.00		1.00	position reclassified
Laboratory Technician II (part time)	(0.73)		(0.73)	position reclassified
Laboratory Technician I (part time)	0.73		0.73	position reclassified
Fund Total	0.00	1.00	1.00	
Grand Total All Funds	5.84	6.00	11.84	

Equal Employment Opportunity Plan

Pursuant to the City of Independence's Equal Opportunity Policy, the City Council will review department performance and the Affirmative Action Work Plan during the annual review of the City's budget. Approval of the Affirmative Action Work Plan shall be made in conjunction with the approval of the annual budget.

Equal Employment Opportunity / Affirmative Action Objectives for 2007

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

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

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

4. The Human Resources Department will continue a focused effort in the recruitment of qualified bilingual individuals.

5. The Human Resources Department will assure that the Equal Employment Opportunity policy statement is made available to the community, job applicants and contractors/suppliers on the City's web page.

6. The Human Resources Department has purchased an affirmative action software package for the purpose of expanding the City's capability of data collection and workforce/utilization analysis.

Recruitment Activity

In preparation for the recruitment activity for 2007, Department Directors have been provided the 05/06 new hire information relevant to their departments. All Departments have a copy of the City's Affirmative Action Plan and Affirmative Action hiring guideline/objectives.

The following information reports the City's overall new hire activity for 2005 and 2006. The 2006 numbers serve as positive evidence that the City is increasing the diversity of its workforce.

2005	Gender	Race	Percentage
City's total 2005	M - 63 F - 38	01-99 02-1 03-4	4.8% minority 36.5% female

2006	Gender	Race	Name
City's total 2006	M - 104 F - 67	01-159 02-4 03-6 04-1 05-1	7 % minority 39.2% female

Key

01- White
02- Black
03- Hispanic
04- Asian/Pacific Islander
05- Am. Indian or Alaska Native

2000 Occupational Employment for Jackson County Missouri

Occupation	Total	White	Minority	Hispanic	Black	Indian	Asian	Hawaiian	2+ Races
Total Civilian Labor Force	334,915	241,925	92,990	14,920	65,515	1,720	4,565	357	5,922

Appendix

CITY OF INDEPENDENCE, MISSOURI
2007-08 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		February 5 March 5
Preparation of City Manager's Proposed Budget		March 6 - May 3
City Manager's Proposed Budget submitted to the City Council (at least 45 days prior to the beginning of the new fiscal year)	a	May 3
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 11
Public Hearing by City Council on Proposed Budget	a	May 21
First reading of 2007-08 Operating Budget Appropriation Ordinance	a	June 4
Council Adoption of 2007-08 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 18
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 2
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 2
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 27
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 6
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 20

Footnotes

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

CITY OF INDEPENDENCE, MISSOURI
2007-08 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

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

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

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

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

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

> City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
>
> (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.
>
> (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

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

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

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

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

Budget Policies -

Fund Types

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

> The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
>
> Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

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

> Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
>
> Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

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

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

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

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

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

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

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

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

Encumbrances

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

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

Account - A sub-unit of the accounting system used to record the financial activity of similar transactions.

Accounting System - The total set of records and procedures that are to record, classify, and report information on financial status and operations.

Accrual Accounting - A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned between June 1 and June 30, but for which payment was not received until July 10, is recorded as a revenue of June rather than July.

Adopted Budget - Revenues and appropriations approved by the City Council in June for the following fiscal year.

Ad Valorem Tax - A tax levied on the assessed valuation of real property.

Appropriation - An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.

Assessed Valuation - A value that is established for real or personal property for use as a basis for levying property taxes.

Assets - Resources owned or held by the City which have a monetary value.

Balanced Budget - An operating budget in which the operating revenues plus beginning fund balance are equal to, or exceed, operating expenditures.

Beginning/ Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.

Bonds - Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

Budget (Capital Improvement) - A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).

Budget (Operating) - A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.

Capital Improvement - Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.

Capital Improvement Program (CIP) - A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.

Capital Outlay - Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.

City Council - The Mayor and six Council members collectively acting as the legislative and policy making body of the City.

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

Debt Service - Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

Department - A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.

Designated Fund Balance- An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.

Encumbrances - Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.

Enterprise Fund - Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Expenditure - This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Fiscal Year - The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.

Fixed Assets - Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Time Equivalent (FTE) - The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.

Fund Balance - The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.

General Fund - The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community.

Grant - A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

Interfund Transfer - Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.

Internal Service Funds - Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.

Line Item - An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)

Modified Accrual Accounting - Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.

Non-Departmental - Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.

Object of Expenditure - Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are:
* 100 - Personal Services (salaries and wages);
* 200 - Services (utilities, maintenance contracts, travel)
* 300 - Supplies;
* 400 - Capital (automobiles, trucks, computers)

Objective - A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as “increase,” “reduce,” or “maintain.”

Ordinance - A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

Payment-In-Lieu-Of-Taxes - An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were “for profit” companies.

Performance Indicators - Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

Performance Measures - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Proposed Budget - Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager’s recommended budget, which will be considered by the City Council for approval.

Reserved Fund Balance - An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Resolution - A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings - An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Sources - That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.

Special Assessments - Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.

Undesignated Fund Balance - That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.

User Fees - Fees charged to users of a particular service provided by the City.

Uses - The appropriations and transfer authorizations that create the budget for each Fund.

Working Capital (Designated) - An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

City of Independence

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