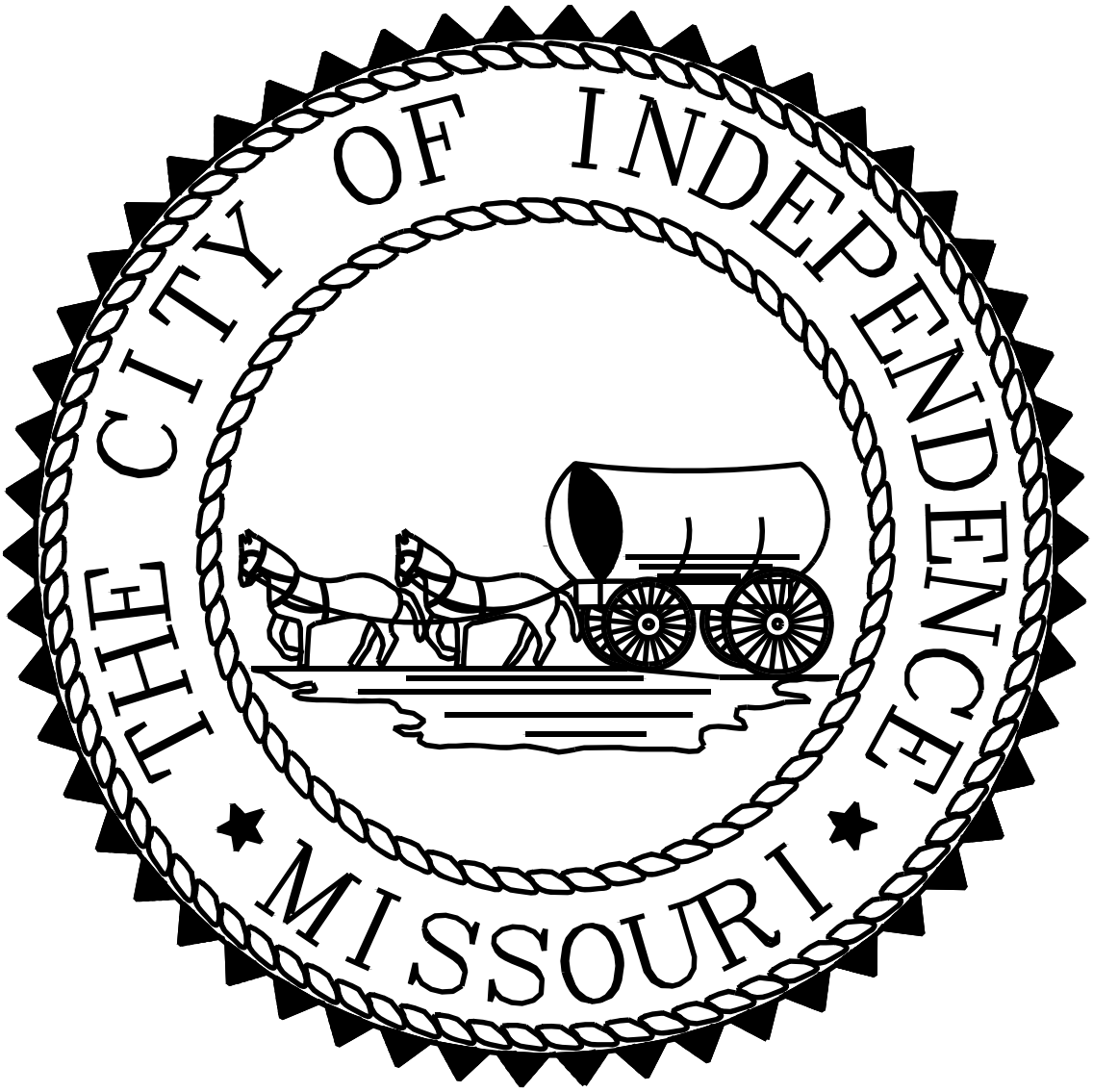


2005-06

OPERATING BUDGET

OPERATING BUDGET

City of Independence, Missouri

FOR THE FISCAL YEAR
JULY 1, 2005 THROUGH JUNE 30, 2006

MAYOR

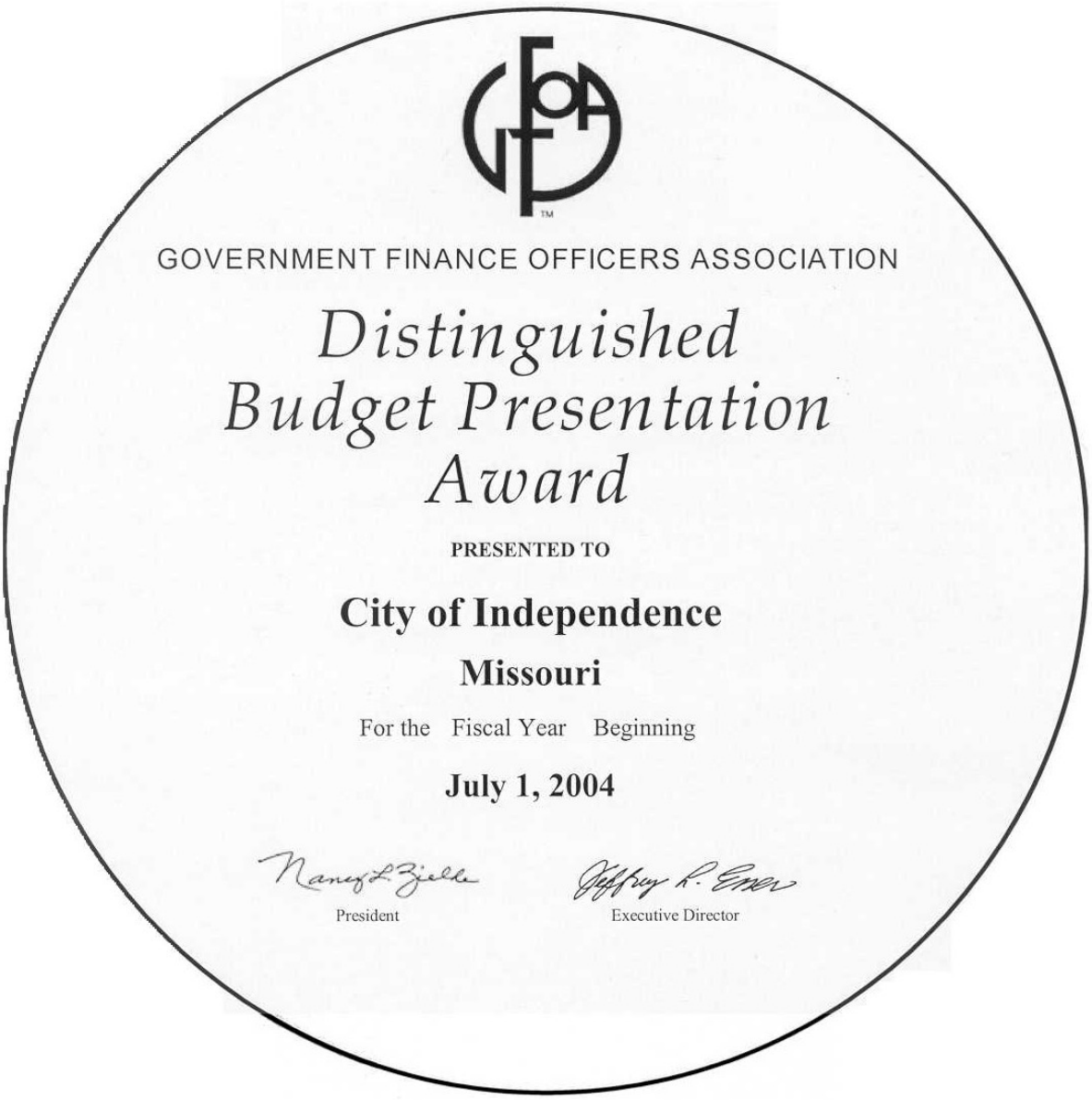
Rondell F. Stewart

CITY COUNCIL

James (Jim) Schultz	**At-Large**
Jason White	**At-Large**
Don B. Reimal, Mayor Pro Tem	**District #1**
Willard C. (Will) Swoffer	**District #2**
Renee J. Paluka-White	**District #3**
James D. (Jim) 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, 2004

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, 2004. 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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(Operating departments are shown in bold letters)

Guide to Independence's Budget Document

Organization of the Budget Document

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

The document is divided into six main sections . . .

. . . the **Budget Message**,

the **General Fund** operations,

the **Utility Funds** operations,

the operations of **Other Funds**,

A **Combined Summary** of all funds,

and an **Appendix**

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

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

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

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

Guide to Independence's Budget Document

Tax, Police Public Safety Sales Tax, Fire Public Safety Sales Tax, Grants Fund, Central Garage 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

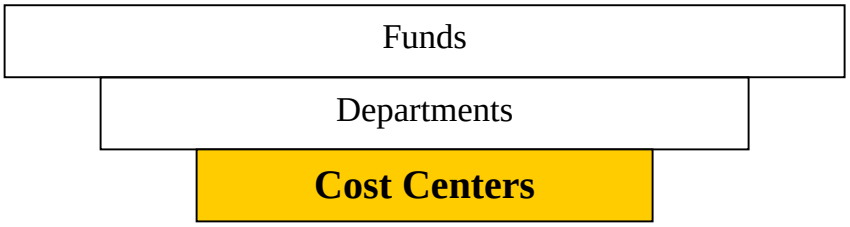
Departments

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	■		■	■

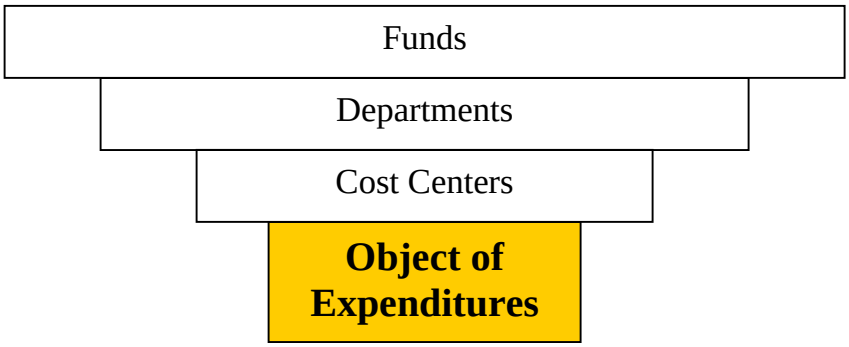
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

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.

July 1, 2005

Honorable Mayor and Members of the City Council

Introduction

This budget complies with Section 3.3 (5) of the City Charter, which requires that the City Manager advise the City Council of the financial condition and future needs of the City. In accordance with Section 8.2 of the City Charter, I previously submitted a proposed operating budget for the City of Independence for fiscal year July 1, 2005 through June 30, 2006**.** A public hearing on the budget was conducted on May 16, 2005 and five budget review sessions were conducted by the City Council to review my previously submitted proposed budget. The budget is balanced and no new tax increases are required. Included in this budget is a capital improvements program that is funded in part with state and federal grants and with revenues from completed Tax Increment Financed projects.

The budget reflects the following priorities: maintaining a high level and range of city services; funding programs and functions to further the Strategic Goals of the City Council; funding of wages and benefits for all employees, and fulfillment of specific provisions of recently approved work agreements; public safety, including restoration of a number of positions held vacant in the 2004-2005 budget and continuation of funding associated with the Weed & Seed program in the Police Department; creation of a focus on economic development and redevelopment; and responding to public priorities

articulated in the 2004 city-wide survey, in particular the maintenance and appearance of neighborhoods.

The total 2005–2006 operating and capital budget for the City, including utilities, is $218,696,587, an increase of 11.7% or $22,930,761 over the 2004-2005 budget. The majority of the difference, about $15 million, is associated with the City's three utilities, due to increased purchased power costs and modest rate increases adopted in 2004. In addition, the budget reflects funding of more than $6 million for the new Police and Fire Sales Tax Funds, approved by voters in 2004. 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.

General Fund

The General Fund is the tax and fee supported portion of the City's budget. At $62,254,843 it is 29% of the total city budget, and pays for most of the city's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds. The Police Department and the Fire Department are the two largest departments in the General Fund and constitute more than 53% of the General Fund.

The General Fund continues to feel a leveling off of the economy as it relates to sales tax. Revenue from many sources will increase next year; and overall General Fund revenues will be $3,380,695 greater than was budgeted FY 2004-05. This increase consists of adjustments in the franchise fees mainly due to fuel price increases; real estate tax due to reassessments; PILOTS due to rate increases, fuel cost increases and real estate tax calculations on utilities; one time increases in Public Works Construction Permits to account for HCA and Bass Pro projects; fines and forfeitures due to an increase in fines in the courts and grant increases. The greatest area of concern for the coming year in the general fund is the slight projected reduction in sales tax as this has been flat for the past two years.

The following table provides a general fund revenue comparison for the adopted 2004-05 budget to the revised 2004-05 budget and the 2005-06 budget.

General Fund Revenue Comparison

(In $ millions)

Source	Adopted Budget 2004-05	Revised Estimate 2004-05	Budget 2005-06
Property Taxes	6.5	6.5	6.8
Sales Taxes	17.6	17.2	17.5
Utility Franchise Fees	6.4	8.0	7.3
Pmts in lieu of Taxes	10.4	10.4	11.9
Licenses & Permits	4.1	4.0	4.6
State & County Grants	5.6	5.8	5.7
Charges for Services	1.4	1.3	1.3
Fines & Court Costs	3.5	3.4	3.7
Interest Income	0.1	0.1	0.2
Interfund Charges	2.8	2.8	2.8
Other Revenue	0.5	0.7	0.5
Total Revenue	$58.9	$60.2	$62.3

This revenue picture will require continuous monitoring as the general economy, as measured by sales tax, remains flat or slightly down from the present year and the increased areas are somewhat reliant on economic factors such as increased fuel costs that may fluctuate over time. This scenario along with unavoidable expenditure increases such as health insurance and pay increases for employees and assaults on historic revenue sources such as telecommunication business license taxes will continue to present a challenge for the General Fund.

Below are descriptions of the significant assumptions and highlighted areas in this budget:

A. Public Safety. The budget reflects an increase of more than $2.2 million for the operating budgets of the Police and Fire Departments. The increased funds are necessary to meet the requirements of the new work agreements, and to maintain a high level of service. Some details include:

1) Continued funding for a Police Sergeant and Police Officer positions associated with the Weed & Seed program (grant funding ends 8/31/05), and a

Police Officer position previously funded by HUD for the Hawthorne Apartments program.

2) The addition of a School Resource Officer for Sunnyvale School, a half-time Criminalist position and a Police Communications Specialist (formerly vacant Fleet Manager) to ensure proper implementation of the new radio system and other emerging technologies.

3) An increase of $100,000 to address escalating off-site prisoner detention costs.

4) Restoration of funding for a number of positions that were held vacant in the 2004-2005 budget.

B. Quality of Neighborhoods. A strong majority of residents indicated in the 2004 city-wide survey that they were concerned about the potential decline of neighborhoods, and there was considerable dissatisfaction expressed about issues such as property maintenance, litter/debris, and the appearance of the community. While there are a variety of on-going efforts to address these concerns, some changes include:

1) The budget includes the restoration of funding for a vacant Property Maintenance Officer position, and the addition of two Property Maintenance Officer positions. With these additional resources, the City will partner with neighborhoods to address these issues in a more proactive manner.

2) $10,000 is recommended to encourage and facilitate neighborhood block parties, in an effort to promote communication and community awareness at the neighborhood level. This effort will be coordinated by the Parks Department.

3) Dangerous buildings enforcement will be transferred from the Health Department Code Enforcement Division, to the Community Development Department Building Inspection Division. This will allow the energies of the Code Enforcement Division to be clearly focused on property maintenance issues, will clarify the authority of the Building Official, and will streamline the process for the public.

C. Economic Development/Redevelopment. The continuous growth of the local economy is stated as a Strategic Goal of the City Council.

1) The budget includes additional funds that will be used to create a Division of Economic Development and Redevelopment within the Community Development Department, which will compliment the work of the ICED. The new Division which will include a Senior Planner position and a Public Management Intern II position (with time shared in the City Manager's Office). These resources will be used to actively engage the business community in an effort to enhance communication and to pursue the creation of development/redevelopment strategies. Particular areas of initial focus will include 24 Highway, West Truman Road, Winner Road (Englewood), Noland Road, and 40 Highway.

2) The addition of a Plans Examiner position in the Building Inspections Division of the Community Development Department, to facilitate the building permit review process. Providing timely and accurate review of building permit requests is central to creating an environment that encourages those activities in our community. Along with the resources will be the clear delineation of performance standards for this function.

D. Financial Management. Ensuring the long-term financial stability of the City, along with the use of long-range forecasting and viable budget decisions, are also priorities reflected in the Strategic Goals of the City Council. The budget includes funds for the creation of a Budget Analyst position in the Finance Department. The City currently has only one position, the Budget Administrator, to assist in the development and management of the Operating Budget.

E. Employee Compensation. This past year the City was able to negotiate 7 separate work agreements, and their financial impact is reflected in the budget. Additionally, this budget includes funds for a 2.5% across the board pay increase, and longevity increases

for non-bargaining unit employees. Employee health insurance premium rates are projected to increase, effective January 1, 2006, by an annualized rate of 15% for the HMO, 5.75% for Staywell and 10% for dental insurance. No funds have been included in this budget to allow employees to cash-in accumulated personal business leave and accumulated vacation leave on an annual basis. Employees will still be compensated for such leave upon separation or retirement, as may be provided by the Personnel Policies and Procedures.

F. General Fund Undesignated Fund Balance. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund of approximately $3.1 million (the equivalent of 5% of revenues). Projections are that the City will begin the new fiscal year with an undesignated fund balance that approximates the target amount. This balance provides the capacity for the City to effectively respond to unforeseen economic developments and catastrophic events, such as the city-wide limb cleanup that was required following the major ice storm of 2002.

Completed TIF Projects – Capital Improvements

$250,000 has been allocated in the 2005-06 budget for Winner Road Sidewalks between Englewood and Truman Roads from GTIF funds.

Capital Outlay

While some departmental budgets historically include funding for routine capital needs, the periodic needs of other departments, extraordinary expenses, and expenditures related to multiple departments are included in the Capital Outlay appropriations. The 2005-06 budget includes $791,450 for the following areas:

1) Lease purchase payments on repair and renovations to City Hall, Sermon Center, and Central Police Headquarters Building
2) Replacement program for microcomputers, file servers and network systems
3) National Frontier Trails Museum exhibit acquisitions

4) City 7 Audio Visual Routing System
5) Vehicle replacements for Community Development and Health
6) Street sweeper replacement (1/2 of cost, with remainder in Public Works operating budget)
7) Other minor equipment items

Storm Water Sales Tax

The budget includes $4,291,783 of revenue 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 reflect $3,909,139 in expenses for this fifth full year of the program. The Water Pollution Control Storm Water Administration function will continue to coordinate all activities of the program, including design and construction of capital projects and grant funding. The Maintenance function will increase preventative maintenance and inspection activities on storm water structures and drainage basins, train staff and utilize outside sources for proper seeding and stabilization methods, and continue to maintain a disaster response and relief reserve for the future. Permit Compliance will perform water quality monitoring at five locations pursuant to the permit schedule and perform illicit discharge surveys and biological sampling. The capital budget of $2,429,000 funds several projects including:

Queen Ridge Phase 2 design and evaluation
Maywood Subdivision – 19th and Cedar
3918 South Forest drainage and channel sub-basin improvements
Sunset Neighborhood drainage improvements
Coopers Addition – South and Mill drainage improvements
Delaware to Pleasant drainage improvements
10th Street Neighborhood drainage improvements
35th Terrace to Home drainage improvements
32nd and Crysler culvert under Oak Ridge
Ellison Place increase of scope of project to address neighborhood concerns
Continuation of trenchless technology projects to line storm drainage conduits
Detention basin re-vegetation to reduce maintenance

Improve water quality and improve natural ecosystems
Inventory management program of the storm sewer systems
Neighborhood construction projects.

Street Improvement Sales Tax

This will be the second full year of the Street Improvement Sales Tax renewal which was approved by the voters in August 2002. The 3/8 of 1% sales tax collections began January 1, 2004 and will continue through December 31, 2008. The renewal of the sales tax allows for the continued funding of needed street and bridge improvements. This budget includes $6,588,125 for several projects including the following:

Street Overlay Program - approximately 40 miles of two inch new road surface
Noland Road Bridge replacement over Kansas City Southern Rail Road
Vermont Culvert replacement over Rock Creek
Santa Fe Street design and right of way acquisition
24 Highway and Wilson intersection improvements at Wilson and Cedar and Wilson and Ash as well as some median improvements on 24 highway
Lexington and Walnut intersection improvement and signalization
Eureka and Crenshaw intersection improvement
Jones and Truman right of way acquisition
Blue Ridge Boulevard and Blue Ridge Cutoff intersection improvement
23rd Street and Lee's Summit Road right turn lane construction

This budget reflects an advancement of several bridge projects and may necessitate the short-term borrowing of funds from the Missouri Development Finance Board that will be paid by future year's revenues.

Park Improvement Sales Tax

This will be the second full year of the Parks and Recreation Sales Tax renewal which 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 it will be reduced to 1/8 of 1%. The

renewed sales tax will allow the Parks and Recreation Department to initiate new capital improvement projects and provide ongoing upgrades to park and recreation operations and facilities. This budget includes $4,833,702 for several projects and programs including:

- Park revitalization projects for existing parks
- Park maintenance, security and inspection
- Rock Creek multi-use trail project
- Athletic complex design and development. This project will likely necessitate short-term borrowing of funds from the Missouri Development Finance Board which will be re-paid from future year's revenues
- Debt service payments associated with the Palmer Center renovation project
- Debt service payments associated with construction of the Adventure Oasis Water
- Park maintenance, security and inspection
- Operating expenses of the Truman Memorial Building, the Palmer Center and family recreation programs

Police Department Public Safety Sales Tax

This is the first year of the Police Department's Public Safety Sales Tax that 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.

The Capital Improvement Taxes have been designated for Facilities, Communications, and Equipment needs within the Police Department. Approximately $4.1 million was financed to initiate a number of priority projects and purchases, which will be completed by the end of the 2005-2006 Fiscal Year. These projects include:

- Replacement of Police (Patrol) Vehicles
- Police Department's Grant Match for the new City-Wide Interoperable Radio System
- Cost allocated to move the Human Resources and Health Departments from the third floor of Police Headquarters to City Hall.
- Relocation of Criminal Investigation and Drug Enforcement Units to the third floor and the Communications Unit to the first floor.

Replacement of Police Officer Uniforms and Equipment.

Construction or purchase a building to be utilized for Vehicle and Equipment Storage Facility.

Additional projects that will enhance the capabilities of the Police Department to provide services to the citizens of Independence are included in Sales Tax expenditures for Fiscal Year 2005-2006. These expenditures will are expected to include such items as:

Implementation of Mobile Data Terminals in some Patrol Vehicles,

Improvements to the Crysler Maintenance Facility where police vehicles and equipment are maintained,

Annual Payment for the implementation of the Third Phase of the Opticom System,

Replacement of Officers Uniforms and Equipment including body armor,

Replacement of Crime Scene and Detainee Transport Vehicles,

Continuation of Replacement Program of Police (Patrol) Vehicles and equipment,

New and replacement equipment with the Patrol, Investigation and Special Operations Divisions.

Fire Protection Sales Tax

The Fire Protection Sales Tax was passed by voters in August 2004. The collection of the sales tax began January 1, 2005 for a ¼ of 1% sales tax through December 31, 2008 and then will be 1/8 of 1% sales tax through December 31, 2016.

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. Approximately $4.4 million was financed to initiate priority projects and were utilized to address items including:

A new Aerial Platform

Replacement of fire station #7

Three (3) Combination Fire Fighting Pumpers

Replacement breathing air compressor

Cardiac monitors/automatic external defibrillators

Upgrading the Department's reporting software.

Estimated revenue for 2005-06 is $4,055,783 which will be used for such items as:

Debt service payment for short-term borrowing for the above mentioned projects

Equipment to teach life safety to children and elderly

Upgrades to self-breathing apparatus to meet weapons of mass destruction requirements

Purchase of a simulator to teach fire fighting tactics

Major fire station maintenance projects

Upgrades to computer equipment to provide for mobile data interface for emergency response vehicles

Sanitary Sewer Fund

Sanitary Sewer Fund revenue is estimated to be $14,787,000. Operating budget expenditures for the fund are $12,972,628.

During this budget year, the Water Pollution Control Department will negotiate the National Pollutant Discharge Permit for the Rock Creek Treatment Plant, prepare for and implement the analytical services required for water quality testing for compliance with the Municipal Storm Water Permit, administer neighborhood sanitary sewer and manhole rehabilitation program to extend asset life and reduce inflow and infiltration, establish a GIS/GPS mapping and inventory system, implement computer maintenance management software, and continue to administer the Storm Water Program made possible by the one-fourth cent sales tax.

The 2005-2006 capital improvement budget of $3,789,000 provides funding for:

Neighborhood sewer rehabilitation through the use of trenchless technology

Replacement of 1,200 feet of clay and concrete pipe with plastic pipe at 11600 East 6th Terrace

Replacement and upsize 1,100 feet of clay and concrete pipe with plastic pipe at Fairland and Brookside

Install excess flow holding basin and replace and upsize 1,700 feet of sewer in Round Grove

Upgrade 600 feet of concrete pipe and realignment at 2000 South Ash

Sanitary sewer evaluation and study

Incinerator rehabilitation

Automatic bar screen replacement

HVAC design and improvements

Plant and pump station improvements

Power & Light Fund

Power & Light total revenues for FY 2005-06 are estimated to be $96,066,800. Total appropriations for Power & Light are $89,236,483 which includes operating, non-departmental and debt service costs. Operating budget expenditures are $71,233,288.

The most significant change in the operating budget is an increase of $6.3 million in fuel and purchased power expenses. This change is due to increases in forecasted electricity sales ($680,000), cost of KCPL capacity ($920,000), cost of KCPL energy ($3.7 million), and the unit cost of fuel ($1.1 million.) The bulk of the additional KCPL energy cost is due to increases in the cost of SO_2 allowances which have increased from $218 per ton in January, 2004 to $740 per ton in December 2004.

Other key budget additions include:

Personnel budget increases for wages and employee benefit costs

Funds to upgrade 69 KV circuit breakers at Substation J

Increase in distribution system inventory/material purchases due primarily to the FEMA underground program

Additional costs of Southwest Power Pool participation

Acquisition of a new underground boring unit

Chemical cleaning of Blue Valley Units 1 & 2

Substation maintenance enhancement

Replacement of the utility's aged CAD plotter/printer

Acquisition of mobile mapping computers

The FY 2005-06 capital project budget is $7,650,000 which includes:

Funds for power plant boiler steam tube replacements

Missouri City bag house refurbishment

Blue Valley Boiler Water Sampling System

BV Fly Ash System Upgrades

Coal handling upgrades

Power production fire protection enhancements

Continued betterment/under-grounding of the electric distribution system

Power plant efficiency/safety improvements

Water Fund

It is estimated that water revenues will be $17,445,000. The operating budget totals $20,486,000 which includes operating, non-departmental, and debt service costs. Water Department operating budget expenditures are $11,892,292.

This budget will fund several key projects and programs including:

Security improvements to the water treatment plant, remote pumping and storage locations, cashiering, customer service, and the maintenance building. Security upgrades will include improved cameras and recording devices, intrusion detection for water storage structures and buildings and improved lighting for the administration and plant locations.

The addition of 6 million gallon per day capacity to the Courtney Bend Water Plant will be fully operational bringing the capacity to 48 million gallons per day.

The horizontal collector well will be rehabilitated in an effort to maintain the 10 million gallon per day capacity of water the well provides.

Conclusion

These are uncertain times as it relates to general fund revenues, but due to the City Council's operating and fiscal policies, we have been able to prepare a budget that will enhance key city services, honor employee agreements, provide modest pay increases for

all employees and maintain high quality City services. This budget conforms to Council policies, and it addresses the community's priorities in a balanced and fair manner. Staff looks forward to assisting the City Council with its budget reviews during the next several weeks as we prepare for our community's future.

I wish to thank the staff who helped prepare this document and especially Mr. Calvin Holst, who has been primarily responsible for the City winning the GFOA Distinguished Budget Presentation Award for 19 years in a row.

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 4937 – October 21, 2002)

The City of Independence

Strategic Goals

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

1. To Revitalize and rebuild neighborhoods that contain deteriorated property or infrastructure, or that lack quality health, or educational services, through cooperative partnerships with owners, tenants, hospitals, school districts, and other organizations.

2. To achieve continuous growth in the local economy, continued vitality of existing business areas, and a positive future by planned development of the Little Blue Valley.

3. To ensure long-term financial stability for the City of Independence, through the use of long-range forecasting, and the adoption of sound fiscal policies and budget decisions that balance community service needs with available resources.

4. To have a quality municipal organization which employs highly trained professional staff, delivers services efficiently and effectively, and properly maintains its infrastructure.

(approved by Resolution number 4937 – October 21, 2002)

City of Independence, Missouri
2005-06 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.

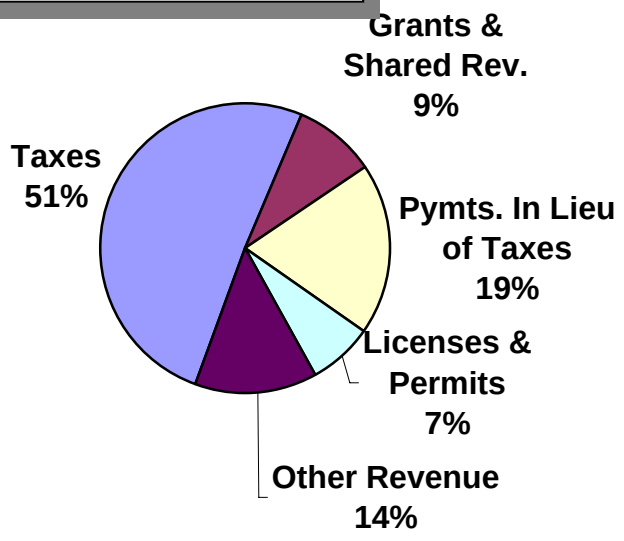
b. The City will strive to fund capital outlay expenditures at a level to maximize service delivery and minimize maintenance costs with the objective of achieving the greatest useful life of the asset.

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

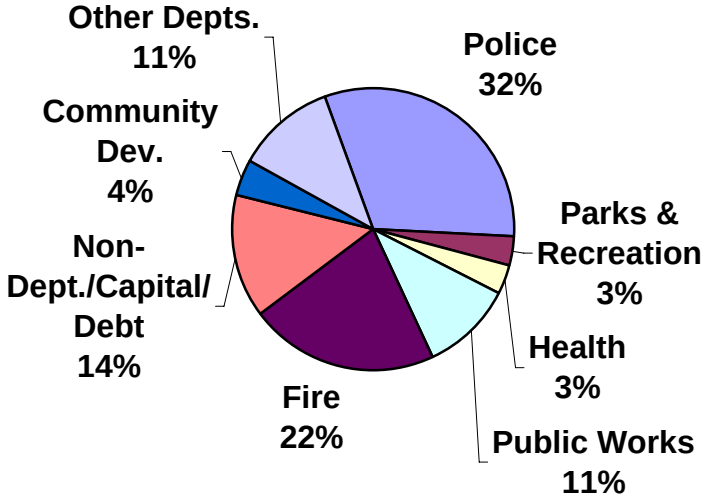
D. Other Financing Sources and Uses

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
2005-06 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance					$ -		$ -	#DIV/0!
Designated Fund Balance							-	#DIV/0!
Estimated Revenues-								
Taxes	$ 30,752,419	53.0%	$ 30,590,591	52.0%	$ 31,604,220	50.8%	$ 1,013,629	3.3%
Payments in Lieu of Taxes	9,712,812	16.7%	10,362,959	17.6%	11,879,512	19.1%	1,516,553	14.6%
Licenses & Permits	3,833,529	6.6%	4,095,778	7.0%	4,581,408	7.4%	485,630	11.9%
Grants-Federal & State	54,736	0.1%	60,216	0.1%	62,393	0.1%	2,177	3.6%
State & County Shared Revenue	5,581,435	9.6%	5,532,918	9.4%	5,667,974	9.1%	135,056	2.4%
Charges for Current Services	1,343,661	2.3%	1,405,073	2.4%	1,293,474	2.1%	(111,599)	-7.9%
Fines and Forfeitures	3,219,276	5.5%	3,527,663	6.0%	3,736,362	6.0%	208,699	5.9%
Interfund Charges	2,767,631	4.8%	2,735,750	4.6%	2,795,350	4.5%	59,600	2.2%
Other Revenue	744,550	1.3%	563,200	1.0%	634,150	1.0%	70,950	12.6%
Total Estimated Revenues	$ 58,010,049	100.0%	$ 58,874,148	100.0%	$ 62,254,843	100.0%	$ 3,380,695	5.7%
Total Sources			**$ 58,874,148**		**$ 62,254,843**		**$ 3,380,695**	**5.7%**

(continued on the next page)

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
Operating Departments-								
City Council	$ 386,358	0.7%	$ 356,104	0.6%	$ 354,366	0.6%	$ (1,738)	-0.5%
City Clerk	402,052	0.7%	403,797	0.7%	417,900	0.7%	14,103	3.5%
City Manager	757,446	1.3%	685,868	1.2%	724,173	1.2%	38,305	5.6%
National Frontier Trails Museum	327,314	0.6%	324,796	0.6%	337,625	0.5%	12,829	3.9%
Technology Services	1,522,686	2.7%	1,500,444	2.6%	1,544,424	2.5%	43,980	2.9%
Municipal Court	627,638	1.1%	642,783	1.1%	683,459	1.1%	40,676	6.3%
Law	605,111	1.1%	591,332	1.0%	621,377	1.0%	30,045	5.1%
Finance	1,567,598	2.7%	1,514,503	2.6%	1,638,272	2.6%	123,769	8.2%
Human Resources	456,211	0.8%	464,246	0.8%	484,431	0.8%	20,185	4.3%
Community Development	2,170,386	3.8%	2,134,156	3.7%	2,547,033	4.1%	412,877	19.3%
Police	18,110,565	31.6%	17,884,568	30.7%	19,421,996	31.3%	1,537,428	8.6%
Fire	12,836,984	22.4%	12,788,703	22.0%	13,478,138	21.7%	689,435	5.4%
Health	1,914,633	3.3%	2,054,700	3.5%	2,135,105	3.4%	80,405	3.9%
Public Works	6,031,377	10.5%	6,208,804	10.7%	6,607,912	10.6%	399,108	6.4%
Water Pollution Control	295,013	0.5%	297,604	0.5%	296,739	0.5%	(865)	-0.3%
Parks and Recreation	2,264,134	4.0%	2,108,307	3.6%	2,052,914	3.3%	(55,393)	-2.6%
Non-Departmental	5,744,012	10.0%	7,076,397	12.2%	7,283,910	11.7%	207,513	2.9%
City Council Strategic Goals	218,231	0.4%	350,000	0.6%	350,000	0.6%	-	0.0%
Debt Service	106,569	0.2%	108,161	0.2%	91,262	0.1%	(16,899)	-15.6%
Capital Outlay	941,197	1.6%	695,947	1.2%	1,041,450	1.7%	345,503	49.6%
Total Operating Departments	$ 57,285,515	100.0%	$ 58,191,220	100.0%	$ 62,112,486	100.0%	$ 3,921,266	6.7%
Transfers								
Transfers to Other Funds			175,493		142,357		(33,136)	-18.9%
Total Uses			**$ 58,366,713**		**$ 62,254,843**		**$ 3,888,130**	**6.7%**
Balance Available			**$ 507,435**		**$ -**		**$ (507,435)**	

City of Independence, Missouri
2005-06 Operating Budget

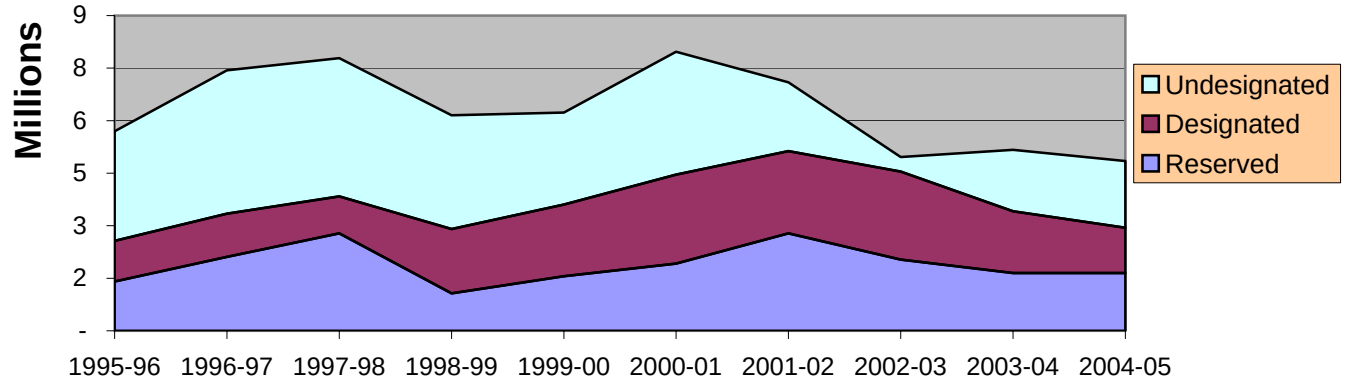
Fund Balance Summary - General Fund

For the Fiscal Years Ending June 30, 1999 through June 30, 2004

Description	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Unaudited 6/30/05
Fund Balance Components						
Reserved for:						
Encumbrances	$ 1,487,615	$ 1,850,738	$ 2,543,500	$ 1,452,875	$ 1,156,430	
Debt Service	60,604	57,176	224,953	224,827	224,779	
Other	11,850	12,812	13,491	357,336	269,883	
Total Reserved	$ 1,560,069	$ 1,920,726	$ 2,781,944	$ 2,035,038	$ 1,651,092	$ 1,650,890
Designated for:						
Police Equipment	$ 152,064	$ 161,964	$ 213,099	$ 234,487	$ 219,613	
Worker's Compensation	350,000	350,000	391,000	388,000	-	
Capital Projects	1,161,743	1,613,860	1,463,538	539,682	286,238	
TIF Distributions	-	-	-	-	693,076	
City Council Strategic Goals	381,681	397,161	279,004	332,447	514,216	
Other	-	16,234	-	1,016,087	49,748	
Total Designated	$ 2,045,488	$ 2,539,219	$ 2,346,641	$ 2,510,703	$ 1,762,891	$ 1,292,805
Undesignated	2,623,804	3,509,067	1,965,621	413,564	1,752,521	1,903,961
Total Fund Balance	$ 6,229,361	$ 7,969,012	$ 7,094,206	$ 4,959,305	$ 5,166,504	$ 4,847,656
Fund Balance Target (a)	2,615,982	2,804,336	2,696,520	2,696,520	2,897,548	3,010,525
Actual over (under) Target (a)	7,822	704,731	(730,899)	(2,282,956)	(1,145,027)	(1,106,564)

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

Ten Year Fund Balance Comparison



City of Independence, Missouri
2005-06 Operating Budget

Fund Balance Summary - General Fund

Projected Fund Balance for 2005-06

Unaudited Fund Balance at June 30, 2005	$ 1,903,961
Fund Balance Uses for 2005-06	
Excess of Proposed Appropriations (over) under Projected Revenues	-
Projected Fund Balance at June 30, 2006	$ 1,903,961
Projected Fund Balance Target (5% of Estimated Revenues)	$ 3,112,742

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
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund					
	Property Taxes					
2-3011	Real Estate	6,398,968	6,503,068	6,459,862	6,739,205	4.3%
2-3013	R.R. & Other Utility	38,401	31,000	41,000	42,000	2.4%
	Total Property Taxes	6,437,368	6,534,068	6,500,862	6,781,205	4.3%
	Sales and Use Taxes					
2-3041	Local Option Sales Tax	16,450,778	16,980,923	16,615,285	16,864,515	1.5%
2-3042	Cigarette Tax	622,835	640,000	622,000	622,000	
2-3044	Local Option Use Tax					
	Total Sales and Use Taxes	17,073,613	17,620,923	17,237,285	17,486,515	1.4%
	Utility Franchise Fees					
2-3052	Water	20,947	22,000	23,000	23,500	2.2%
2-3053	Gas	4,417,185	3,777,600	5,186,188	4,500,000	-13.2%
2-3054	Telephone	1,955,009	1,786,000	1,930,986	1,930,000	-0.1%
2-3055	Electricity	292,106	266,000	287,129	290,000	1.0%
2-3057	Cable Television	556,190	584,000	576,000	593,000	3.0%
	Total Utility Franchise Fees	7,241,437	6,435,600	8,003,303	7,336,500	-8.3%
	Payments in Lieu of Taxes					
2-3281	Power & Light In Lieu of Taxes	7,651,310	7,719,506	7,712,515	8,776,278	13.8%
2-3282	Water Service In Lieu of Taxes	961,203	1,452,800	1,543,872	1,679,128	8.8%
2-3283	Sanitary Sewer In Lieu of Taxes	1,100,299	1,190,653	1,168,793	1,424,106	21.8%
	Total Pymt. in Lieu of Taxes	9,712,812	10,362,959	10,425,180	11,879,512	14.0%
	Total Taxes	40,465,231	40,953,550	42,166,630	43,483,732	3.1%
	Business Licenses and Permits					
2-3101	Occupation Licenses	1,286,374	1,402,276	1,396,000	1,467,000	5.1%
2-3102	Liquor Licenses	79,884	90,000	94,000	94,000	
2-3103	Planning Exam & Licenses	24,493	90,000	91,000	100,000	9.9%
2-3104	Fin-Other License/Permits	44,469	47,792	44,000	45,000	2.3%
2-3108	Building Permits, Com.Develop.	858,947	1,233,940	1,233,940	1,270,958	3.0%
2-3109	Construction Permits, Pub.Works	798,676	575,000	450,000	900,000	100.0%
2-3120	Nursing Home Permits	750	750	750	750	
2-3121	Day Care Permits	9,743	6,000	7,000	7,000	
2-3122	Food Handler's Permits	154,151	85,000	111,000	111,000	
2-3123	Massage Therapist Appl	1,812	1,320	2,600	2,600	
2-3124	Other Food Permits	96,768	85,000	98,000	98,000	
2-3125	Ambulance Permits & Licenses	34,806	35,000	30,300	30,300	
2-3126	Plan Reviews - Health Dept.	3,020	8,700	7,800	7,800	
	Total Bus. Lic. & Permits	3,393,893	3,660,778	3,566,390	4,134,408	15.9%
	Non-Business Licenses and Permits					
2-3151	Motor Vehicle Licenses	439,636	435,000	471,616	447,000	-5.2%
	Total Licenses and Permits	3,833,529	4,095,778	4,038,006	4,581,408	13.5%

City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Grants-					
	Federal Government Grants					
2-3218	Dial-A-Ride	25,736	25,000	25,393	25,393	
2-3219	Other	38,533		37,000		-100.0%
	Total Federal Grants	64,270	25,000	70,461	25,393	-64.0%
	State Government Grants					
2-3241	Financial Institutions Tax	29,000	30,000	37,300	37,000	-0.8%
2-3242	Gasoline Tax	3,273,214	3,200,000	3,381,212	3,348,000	-1.0%
2-3243	Motor Vehicle License Fees	601,482	652,000	605,000	612,000	1.2%
2-3244	Motor Vehicle Sales Tax	850,197	910,000	866,000	866,000	
	Total State Grants	4,753,893	4,792,000	4,889,512	4,863,000	-0.5%
	Other Sources					
2-3272	Jackson County Drug Task Force	439,736	403,426	419,332	439,736	4.9%
2-3274	Jackson County Dare Program	353,273	337,492	353,273	377,238	6.8%
2-3275	Mid Am Reg Council	25,000	25,000	25,000	25,000	
2-3279	Other Misc. Grants		10,216			
	Total Other Sources	818,008	776,134	797,605	841,974	5.6%
	Total Grants	5,636,171	5,593,134	5,757,578	5,730,367	-0.5%
	Charges for Services					
	General Government					
2-3302	Planning & Zoning Fees	46,256	44,000	43,700	47,500	8.7%
2-3303	Board Of Adjustment Fees	5,303	5,225	5,400	5,550	2.8%
2-3304	Sale Of Maps, Books, Plans	8,354	20,000	16,000	20,000	25.0%
2-3305	Sale Of Police Reports	43,825	44,500	36,045	44,500	23.5%
2-3306	Sale Of Fire Reports	690	830	124	130	4.8%
2-3307	Computer Service Charges	34,448	33,000	36,000	34,000	-5.6%
	Health					
2-3311	Animal Shelter Fees	60,870	52,000	58,000	62,000	6.9%
2-3312	Animal Id Tags	790	700	1,800	1,300	-27.8%
2-3313	Health Training Programs					
	Public Safety					
2-3316	Reimb. For Police Services	67,894	60,000	45,047		-100.0%
2-3317	School Resource Officers	307,632	330,418	344,470	361,694	5.0%
2-3318	Alarm Charges - Police	46,162	45,000	35,000	36,750	5.0%
2-3319	Alarm Charges - Fire	3,500	5,900	4,000	4,050	1.3%
	Recreation					
2-3322	Class Fees	37,709	55,000	44,246	40,000	-9.6%
2-3323	Park Concessions	5,836	20,000	8,000	8,000	
2-3326	Pool Fees					
2-3327	Recreation Centers	17,063	100,000	21,888	22,000	0.5%
2-3329	Recreation Rentals	100,330	70,000	100,000	80,000	-20.0%

City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	National Frontier Trails Museum					
2-3331	NFTM-Admissions	49,624	43,000	48,587	50,000	2.9%
2-3332	NFTM-Gift Shop	50,483	51,500	51,273	50,000	-2.5%
	Cemetery					
2-3341	Sale Of Cemetery Lots	21,143	25,000	10,000	9,000	-10.0%
2-3342	Sale Of Monument Bases	6,613	15,000	5,000	4,000	-20.0%
2-3343	Grave Opening Charges	44,600	60,000	48,000	48,000	
	Other Charges					
2-3392	Sale Of Street Signs	5,764	4,000	5,000	5,000	
2-3393	Special Assessments	120,368	80,000	120,000	112,000	-6.7%
2-3396	Sale Of Recycled Material	25,266	20,000	32,000	32,000	
2-3397	Solid Waste Disp Fees	74,507	60,000	71,000	66,000	-7.0%
2-3398	Miscellaneous Charges	158,630	160,000	150,000	150,000	
	Total Charges for Services	1,343,661	1,405,073	1,340,580	1,293,474	-3.5%
	Fines and Court Costs					
2-3401	Fines & Forfeitures	2,775,339	2,981,422	2,937,427	3,190,121	8.6%
2-3402	Court Costs	309,344	388,337	312,449	388,337	24.3%
2-3403	Police Training	49,588	60,525	53,960	60,525	12.2%
2-3404	Domestic Violence	50,041	61,732	50,707	61,732	21.7%
2-3405	Dwi/Drug	34,965	35,647	24,213	35,647	47.2%
	Total Fines & Court Costs	3,219,276	3,527,663	3,378,756	3,736,362	10.6%
	Interest Income					
2-3411	Interest	10,732	9,800	34,000	77,000	126.5%
2-3412	Special Assessments - Interest	6,028	4,000	5,500	5,500	
2-3413	Interest - Other	80,856	65,000	65,000	65,000	
	Total Interest Income	97,615	78,800	104,500	147,500	41.1%
2-3421	Interfund Chgs. For Supp. Serv.	2,767,631	2,735,750	2,735,750	2,795,350	2.2%
	Other Revenue					
2-3431	Sale Of Land	2,475				
2-3432	Sale Of Fixed Assets	29,062	20,000	11,000	15,000	36.4%
2-3433	Rents	165,472	194,000	190,000	201,150	5.9%
2-3434	Damage Claims	43,490	30,000	18,200	30,000	64.8%
2-3435	Contributions	75,984	90,000	152,000	90,000	-40.8%
2-3439	Cash Over/Short	1,159		1,000		-100.0%
2-3440	Discounts Taken	437	400	500	500	
2-3449	Misc. Non-Operating Revenue	331,331	150,000	316,000	150,000	-52.5%
	Total Other Revenue	649,410	484,400	688,700	486,650	-29.3%
	Total General Fund Revenues	**$58,012,524**	**$58,874,148**	**$60,210,500**	**$62,254,843**	3.4%

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 City Council Adopted Budget
General Government:				
City Council	$ 386,358	$ 356,104	$ 356,104	$ 354,366
City Clerk	402,052	403,797	403,797	417,900
City Manager	757,446	685,868	685,868	724,173
Technology Services	1,522,686	1,500,444	1,500,444	1,544,424
Municipal Court	627,638	642,783	642,783	683,459
Total General Government	3,696,180	3,588,996	3,588,996	3,724,322
National Frontier Trails Museum	327,314	324,796	324,796	337,625
Law Department	605,111	591,332	591,332	621,377
Finance Department:				
Administration	269,720	274,611	274,611	349,621
Accounting	735,768	755,935	755,935	792,512
Purchasing	428,858	346,865	346,865	354,721
Occupation Licensing	133,252	137,092	137,092	141,418
Total Finance Department	1,567,598	1,514,503	1,514,503	1,638,272
Human Resources	456,211	464,246	464,246	484,431
Community Development Department:				
Administration	181,697	186,133	186,733	194,290
Planning	590,804	546,033	545,433	690,114
Transportation	750,000	771,288	771,288	794,117
Historic Preservation	114,510	76,072	76,072	79,294
Building Inspection	533,375	554,630	554,630	789,218
Total Community Developmer	2,170,386	2,134,156	2,134,156	2,547,033
Police Department:				
Administration	1,235,407	1,381,305	1,401,548	1,545,582
Police Operations	12,401,058	11,935,007	11,935,302	12,922,241
Police Services	4,474,100	4,568,256	4,568,133	4,954,173
Total Police Department	18,110,565	17,884,568	17,904,983	19,421,996

(continued on the next page)

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - General Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 City Council Adopted Budget
Fire Department:				
Administration	$ 475,383	$ 469,042	$ 469,292	$ 508,142
Fire Operations	11,170,879	11,096,754	11,098,854	11,665,375
Fire Prevention	505,152	481,437	481,437	532,725
Maintenance	509,130	510,908	508,558	451,858
Training/Emer. Preparedness	176,440	230,562	230,562	320,038
Total Fire Department	12,836,984	12,788,703	12,788,703	13,478,138
Health Department:				
Administration	159,425	162,442	162,442	168,017
Health Services	558,497	646,459	646,485	676,297
Rabies/Animal Control	525,875	568,577	568,577	581,400
Code Enforcement	670,836	677,222	677,222	709,391
Total Health Department	1,914,633	2,054,700	2,054,726	2,135,105
Public Works:				
Administration	$ 197,238	188,664	$ 190,164	195,123
Engineering	1,495,491	1,444,585	1,328,788	1,371,202
Property Management	840,131	822,029	822,029	899,208
Street Maintenance	3,498,517	3,753,526	3,867,823	4,142,379
Total Public Works	6,031,377	6,208,804	6,208,804	6,607,912
Water Pollution Control-				
Storm Water Maintenance	295,013	297,604	297,604	296,739
Parks and Recreation:				
Administration	$ 207,204	262,667	$ 263,237	276,634
Park Maintenance	972,964	964,889	974,015	835,469
Recreation	907,808	734,019	723,599	773,700
Cemetery Maintenance	176,158	146,732	147,456	167,111
Total Parks and Recreation	2,264,134	2,108,307	2,108,307	2,052,914
Non-Departmental	5,744,012	7,076,397	7,076,397	7,283,910
City Council Strategic Goals	218,231	350,000	688,544	350,000
Debt Service (Lease Purchases)	106,569	108,161	108,161	91,262
Capital Outlay - Operating	445,946	445,947	445,947	791,450
Capital Outlay - TIF Distributions	495,251	250,000	828,152	250,000
Total General Fund	$ 57,285,515	$ 58,191,220	$ 59,128,357	$ 62,112,486

City of Independence, Missouri
2005-06 Operating Budget

Appropriations by Type Summary - General Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

	2003-04	2004-05		2005-06
	Actual	Budget	Actual	Budget
Personal Services:				
Full Time Salaries:				
Non-Union		$ 10,582,635		$ 11,150,323
Fraternal Order of Police		7,713,036		8,443,036
Int'l. Assoc. of Firefighters		7,319,652		7,680,173
Communication Workers		954,169		1,009,985
Service Employees International		3,875,813		4,231,900
Full Time Salary Total	$ 30,244,142	$ 30,445,305	$ 30,827,422	$ 32,515,417
Part Time Salaries	703,085	446,004	624,461	516,793
Overtime	1,339,116	659,794	1,599,908	694,978
Allowances	343,178	314,655	342,137	337,235
Benefits:				
FICA	2,483,791	2,427,236	2,529,898	2,562,910
LAGERS	2,676,261	3,001,400	3,041,995	3,241,788
Health Insurance	5,100,625	5,391,600	5,130,802	5,776,290
Dental Insurance	322,387	335,759	332,914	377,307
Life Insurance	106,561	107,416	107,574	115,740
Deferred Compensation	109,580	98,499	103,471	104,485
Long Term Disability	40,213	41,317	39,579	38,949
Retiree Health Insurance	2,011,871	2,163,000	1,939,643	2,358,216
Total Benefits	$ 12,851,289	$ 13,566,227	$ 13,225,876	$ 14,575,685
Other Personal Services	124,160	574,181	366,458	595,775
Total Personal Services	$ 45,604,970	$ 46,006,166	$ 46,986,262	$ 49,235,883
Other Services	7,665,939	7,810,475	7,678,601	8,470,987
Supplies	1,740,705	1,793,392	1,951,546	1,954,830
Capital Outlay - Operating Budget	849,348	1,327,945	845,944	1,214,443
Capital Outlay - TIF Distributions	495,251	250,000	396,781	250,000
Debt Service	106,569	108,161	108,161	91,262
City Council Strategic Goals	218,231	350,000	149,748	350,000
Other	604,502	545,081	687,371	545,081
Total Expenditures	$ 57,285,515	$ 58,191,220	$ 58,804,414	$ 62,112,486

City of Independence, Missouri
2005-06 Operating Budget

Appropriations by Type - General Fund

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
Allocation by Amount					
City Council	$ 323,611	$ 26,600	$ 4,155	$ -	$ 354,366
City Clerk	370,450	29,510	17,940		417,900
City Manager	689,178	31,390	3,605		724,173
Nat'l Frontier Trails Museum	245,800	62,800	29,025		337,625
Technology Services	1,400,564	127,409	16,451		1,544,424
Municipal Court	638,685	40,550	4,224		683,459
Law	478,026	120,600	22,751		621,377
Finance	1,458,827	166,172	13,273	-	1,638,272
Human Resources	456,039	21,892	6,500		484,431
Community Development	1,540,931	986,652	19,450		2,547,033
Police	17,441,574	1,315,770	589,887	74,765	19,421,996
Fire	12,407,702	639,300	282,908	148,228	13,478,138
Health	1,892,370	164,606	78,129		2,135,105
Public Works	4,399,756	1,240,409	767,747	200,000	6,607,912
Water Pollution Control	263,451	24,588	8,700		296,739
Parks and Recreation	1,663,372	309,457	80,085		2,052,914
Non-Departmental	3,565,547	3,163,282	10,000	545,081	7,283,910
City Council Strategic Goals		350,000			350,000
Debt Service				91,262	91,262
Capital Outlay				1,041,450	1,041,450
General Fund Total	$ 49,235,883	$ 8,820,987	$ 1,954,830	$ 2,100,786	$ 62,112,486
Allocation by Percentage					
City Council	91.32%	7.51%	1.17%	0.00%	100.00%
City Clerk	88.65%	7.06%	4.29%	0.00%	100.00%
City Manager	95.17%	4.33%	0.50%	0.00%	100.00%
National Frontier Trails Center	72.80%	18.60%	8.60%	0.00%	100.00%
Technology Services	90.69%	8.25%	1.07%	0.00%	100.00%
Municipal Court	93.45%	5.93%	0.62%	0.00%	100.00%
Law	76.93%	19.41%	3.66%	0.00%	100.00%
Finance	89.05%	10.14%	0.81%	0.00%	100.00%
Human Resources	94.14%	4.52%	1.34%	0.00%	100.00%
Community Development	60.50%	38.74%	0.76%	0.00%	100.00%
Police	89.80%	6.77%	3.04%	0.38%	100.00%
Fire	92.06%	4.74%	2.10%	1.10%	100.00%
Health	88.63%	7.71%	3.66%	0.00%	100.00%
Public Works	66.58%	18.77%	11.62%	3.03%	100.00%
Water Pollution Control	88.78%	8.29%	2.93%	0.00%	100.00%
Parks and Recreation	81.02%	15.07%	3.90%	0.00%	100.00%
Non-Departmental	48.95%	43.43%	0.14%	7.48%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Debt Service	0.00%	0.00%	0.00%	100.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
General Fund Total	79.27%	14.20%	3.15%	3.38%	100.00%

City of Independence, Missouri
2005-06 Operating Budget

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

For the Fiscal Years 2004-05 through 2005-06

Description	Amount
2004-05	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To the Employee Benefits Fund	$ (35,136)
To Amortize the Storm Water Fund Accumulated Deficit	(105,357)
To the Santa Fe TIF Fund for Motor Vehicle Sales Taxes and Fees	(35,000)
Total Operating Transfers	$ (175,493)
Net Transfers	**$ (175,493)**
2005-06	
Fund Balance Designations-	
For Capital Projects-	$ -
Operating Transfers Out-	
To the Employee Benefits Fund	$ -
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
2005-06 Operating Budget

Authorized Positions Summary - General Fund

For the Fiscal Years 1999-00 through 2005-06

Description	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	Budget 2005-06
City Council	11.00	11.00	11.00	11.00	11.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	6.50	6.50	6.00
City Manager	11.50	11.00	10.00	10.00	8.50	7.00	7.50
National Frontier Trails Center	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	20.00	20.00	20.00	20.00	20.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	6.00	5.50	5.50	5.75
Finance	25.00	25.00	25.00	25.00	24.00	24.00	25.00
Human Resources	6.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	31.00	35.00	23.00	23.00	22.00	22.00	26.00
Police	269.00	275.00	274.00	275.00	275.00	277.00	281.50
Fire	174.00	174.00	174.00	174.00	174.00	173.25	173.25
Health	28.49	27.24	38.13	39.69	39.47	33.50	34.25
Public Works	87.90	89.90	88.90	87.90	82.00	81.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	41.70	41.70	41.70	43.79	42.14	41.70	36.70
General Fund Total	744.09	755.34	750.23	753.88	741.61	732.95	739.45

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

Note 2: Changes by department and position between fiscal years 2004-05 and 2005-06 are shown on the following page(s).

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
City Clerk				
Clerical Support of City Council				
Administrative Specialist III		(0.50)	(0.50)	position eliminated
Department Total	-	(0.50)	(0.50)	
City Manager's Office				
City Manager's Office				
Assistant City Manager	(1.00)		(1.00)	position reclassified
Deputy City Manager	1.00		1.00	position reclassified
Project Manager	(1.00)		(1.00)	position reclassified
Assistant City Manager	1.00		1.00	position reclassified
Staff Assistant	(1.00)		(1.00)	position reclassified
Executive Assistant	1.00		1.00	position reclassified
Administrative Specialist II	0.25		0.25	change funding percentage
Public Management Intern II		0.25	0.25	new position added
Department Total	0.25	0.25	0.50	
Law				
Legal Administrative Specialist	(0.50)		(0.50)	position reclassified
Administrative Specialist II	0.75		0.75	change funding percentage
Department Total	0.25	-	0.25	
Finance				
Budget Analyst		1.00	1.00	add new position
Department Total	-	1.00	1.00	
Human Resources				
Human Resources Administrator	(1.00)		(1.00)	position reclassified
Human Resources Generalist	1.00		1.00	position reclassified
Safety and Training Officer	(1.00)		(1.00)	position reclassified
Safety and Worker's Comp. Spec.	1.00		1.00	position reclassified
Department Total	-	-	-	
Community Development				
Economic Planning and Redevelopment				
Senior Planner		1.00	1.00	add new position
Public Management Intern II		0.75	0.75	add new position

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Community Development (continued)-				
Building Inspection				
Plans Examiner		1.00	1.00	add new position
Dangerous Building Specialist		1.00	1.00	trsf. from Health
Building Official	(1.00)		(1.00)	position reclassified
Building Inspection Manager	1.00		1.00	position reclassified
Property Maintenance Officer		0.25	0.25	trsf. from Health
Department Total	-	4.00	4.00	
Police-				
Chief of Police				
Police Major	1.00		1.00	position reclassified
Police Captain	(1.00)		(1.00)	position reclassified
Fleet Coordinator		(1.00)	(1.00)	position reclassified
Technology Oversight Coordinator		1.00	1.00	position reclassified
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Police Accreditation Administrator	1.00		1.00	position reclassified
Fiscal Technician II	(1.00)		(1.00)	position reclassified
Inventory Technician	1.00		1.00	position reclassified
Uniform Unit				
Police Officer	5.00		5.00	trsf. due to reorganization
Special Operations			-	
Police Officer	(6.00)		(6.00)	trsf. due to reorganization
Community Services Unit			-	
Police Sergeant		1.00	1.00	previously funded by the Weed and Seed Grant
Police Officer		1.00	1.00	previously funded by the Weed and Seed Grant
Police Officer	1.00		1.00	add School Resource Officer - Sunnyvale School
Police Officer		1.00	1.00	Hawthorne Apts. Position previously funded by HUD Grant
Police Officer	2.00		2.00	trsf. due to reorganization
Drug Enforcement Unit			-	
Police Officer	(1.00)		(1.00)	trsf. due to reorganization
Crime Scene			-	
Criminalist		0.50	0.50	add funding for unfunded pos.
Detention			-	
Detention Officer	(1.00)		(1.00)	position reclassified
Lead Detention Officer	1.00		1.00	position reclassified
Department Total	1.00	3.50	4.50	

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Health-				
Health Outreach and Promotion				
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Community Health Epidemiologist	(1.00)		(1.00)	position reclassified
Communicable Disease and Health Statistics Coordinator	1.00		1.00	position reclassified
Code Enforcement				
Code Enforcement Supervisor		(1.00)	(1.00)	trsf. to Community Dev.
Property Maintenance Officer		(0.25)	(0.25)	trsf. part time pos. to Community Development
Property Maintenance Officer		2.00	2.00	add new positions
Department Total	-	0.75	0.75	
Public Works				
Public Works Engineering				
Engineer II		(1.00)	(1.00)	delete position
Engineering Technician III	(2.00)		(2.00)	position reclassified
Engineering Administrator	2.00		2.00	position reclassified
Custodian		(1.00)	(1.00)	position reclassified
Building Maintenance Worker II		1.00	1.00	position reclassified
Street Maintenance				
Construction Aide	(1.00)		(1.00)	delete position
Data Control Clerk	1.00		1.00	add new position
Light Equipment Operator	3.00		3.00	trsf. from Parks & Rec.
Street Maintenance Superintendent		(1.00)	(1.00)	delete position
Maintenance Supervisor		(1.00)	(1.00)	position reclassified
Lead Maintenance Supervisor		1.00	1.00	position reclassified
Department Total	3.00	(2.00)	1.00	
Parks and Recreation				
Turf Facilities Maitnenance				
Maintenance Mechanic		(1.00)	(1.00)	delete position
Light Equipment Operator		1.00	1.00	trsf. from Public Prop. Maint.
Maintenance Supervisor		1.00	1.00	trsf. from Public Prop. Maint.
Auto Mechanic		1.00	1.00	trsf. from Public Prop. Maint.
Public Property Maintenance			-	
Light Equipment Operator		(3.00)	(3.00)	trsf. to Public Works
Light Equipment Operator		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Maintenance Supervisor		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Auto Mechanic		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Owens Nature Park				
Park Ranger	(1.00)		(1.00)	position reclassified
Light Equipment Operator	1.00		1.00	position reclassified

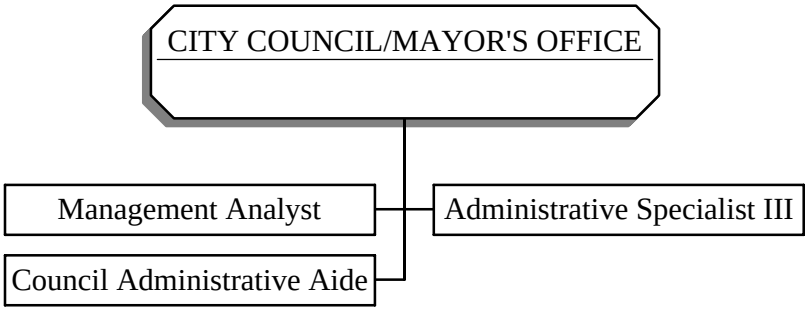
City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - General Fund

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Parks and Recreation (continued)				
Cemetery Maintenance				
Assistant Foreman		(1.00)	(1.00)	delete position
Department Total	-	(5.00)	(5.00)	
General Fund Total	4.50	2.00	6.50	

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



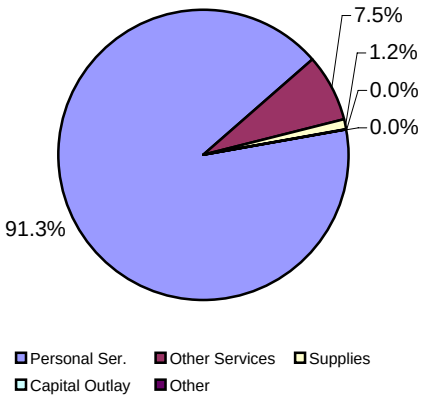
2005-06 Operating Budget

City Council

Appropriations by Type:

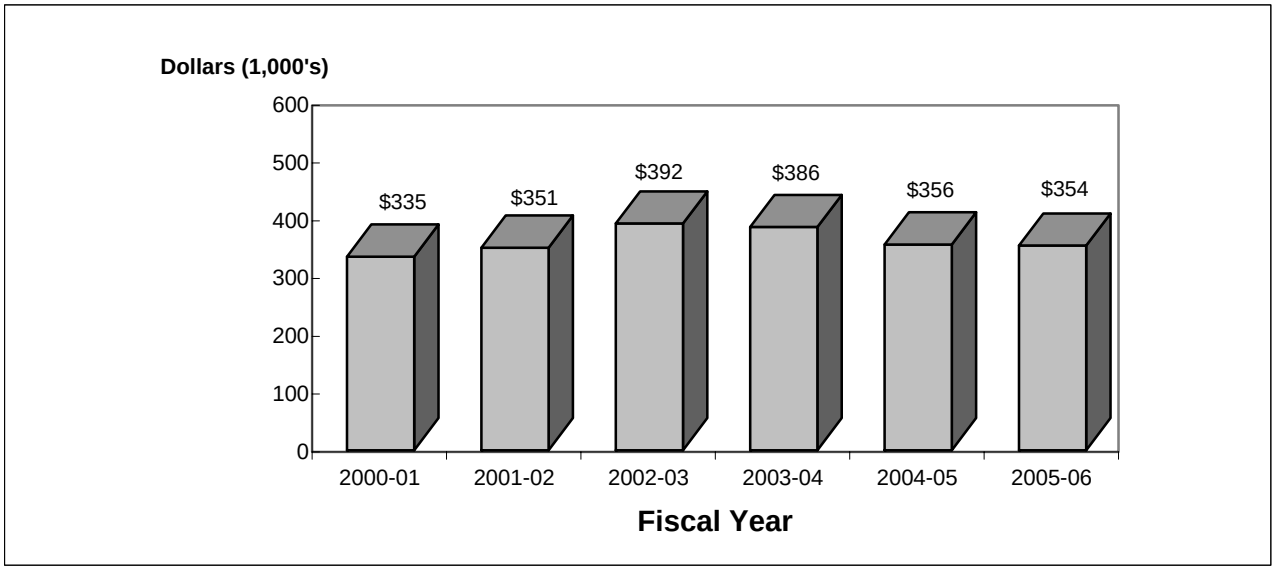
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 370,044	$ 325,349	$ 325,349	$ 323,611
Other Services	14,445	26,600	24,500	26,600
Supplies	1,869	4,155	6,255	4,155
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 386,358	$ 356,104	$ 356,104	$ 354,366

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	11.00	11.00	11.00	11.00	10.00	10.00
Amount by Fund:						
General Fund	$ 335,222	$ 350,658	$ 392,368	$ 386,358	$ 356,104	$ 354,366
Total All Funds	$ 335,222	$ 350,658	$ 392,368	$ 386,358	$ 356,104	$ 354,366
Comparative Ratios:						
Per Capita	$ 2.87	$ 3.04	$ 3.44	$ 3.38	$ 3.11	$ 3.09
Per Household	$ 6.56	$ 6.95	$ 7.87	$ 7.74	$ 7.12	$ 7.07



City of Independence
Departmental Budget Summary

Department: 4000 - City Council *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	11.00	11.00	10.00	10.00
Total	11.00	11.00	10.00	10.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4002 City Council	178,951	183,892	183,892	177,727
4003 Management Analyst	66,924	69,275	69,275	71,484
4004 Mayor's Office	140,483	102,937	102,937	105,155
Total	386,358	356,104	356,104	354,366
Source of Funding				
General Fund	386,358	356,104	356,104	354,366
Total	386,358	356,104	356,104	354,366

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	7.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	176,336	176,182	176,182	170,017
Other Services & Charges	2,231	6,500	6,500	6,500
Supplies	384	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	178,951	183,892	183,892	177,727

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2005-06 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 enchance professionalism of the administration of the City through application of modern principles of management or performance auditing.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	66,243	67,085	67,085	69,294
Other Services & Charges	425	1,490	1,490	1,490
Supplies	256	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	66,924	69,275	69,275	71,484

City of Independence
Detail Program Summary

Department: 4000 - City Council — *2005-06 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 councilmembers, 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.

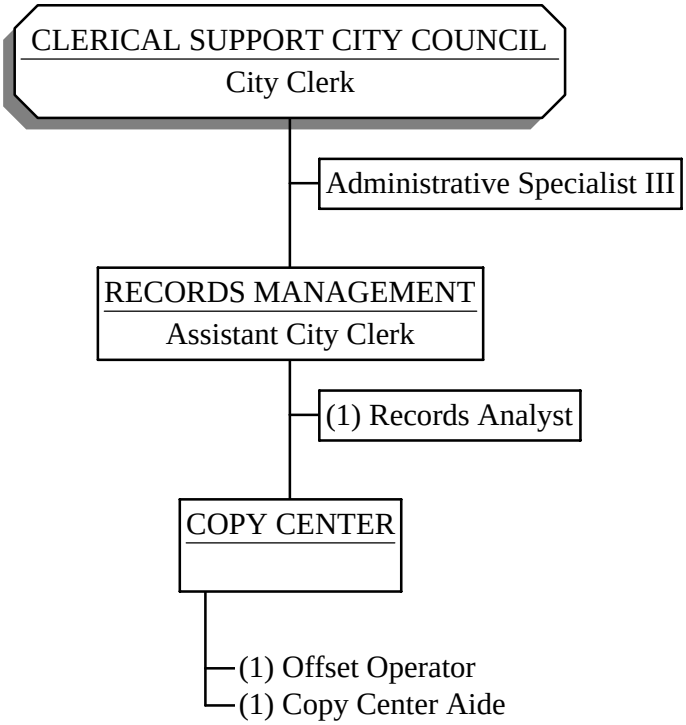
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Mayor	1.00	1.00	1.00	1.00
Council Admin. Aide	1.00	1.00	.00	.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	3.00	3.00	2.00	2.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	127,465	82,082	82,082	84,300
Other Services & Charges	11,789	18,610	16,510	18,610
Supplies	1,229	2,245	4,345	2,245
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	140,483	102,937	102,937	105,155

City of Independence, Missouri
City Clerk



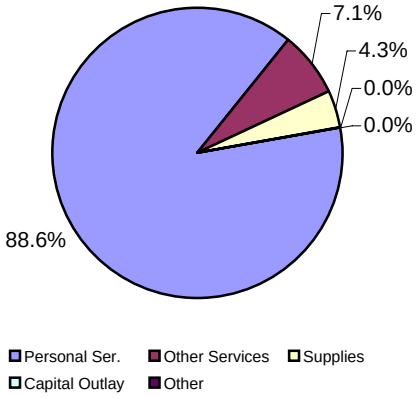
2005-06 Operating Budget

City Clerk

Appropriations by Type:

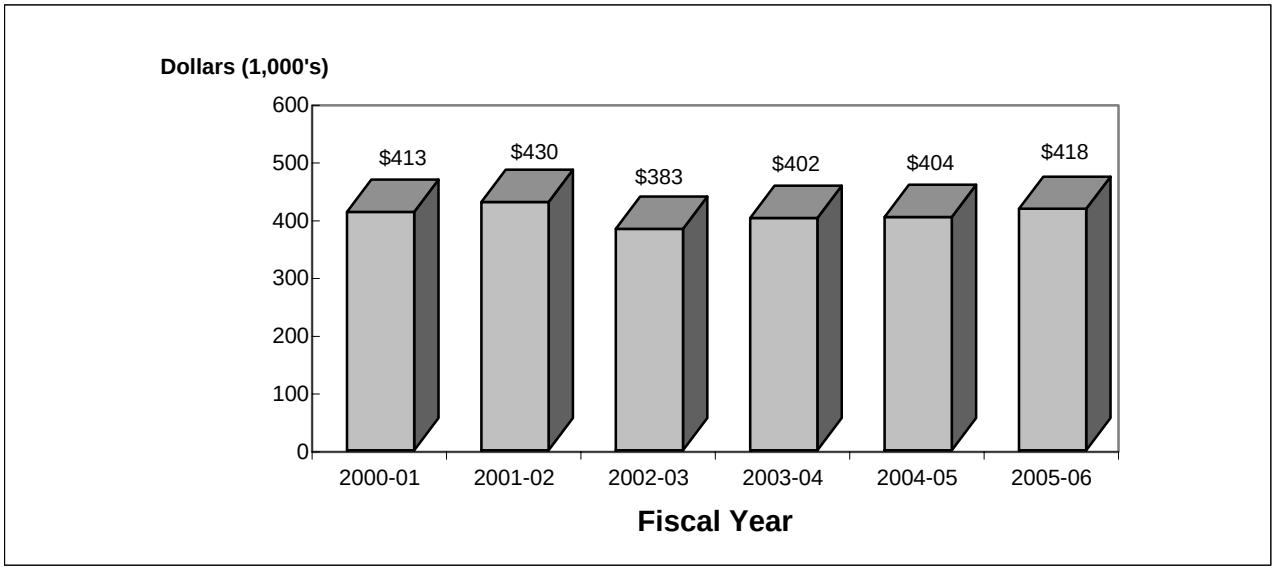
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 351,163	$ 357,698	$ 357,698	$ 370,450
Other Services	28,933	27,409	27,423	29,510
Supplies	21,956	18,690	18,676	17,940
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 402,052	$ 403,797	$ 403,797	$ 417,900

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	7.00	7.00	7.00	6.50	6.50	6.00
Amount by Fund:						
General Fund	$ 412,572	$ 430,017	$ 383,240	$ 402,052	$ 403,797	$ 417,900
Total All Funds	$ 412,572	$ 430,017	$ 383,240	$ 402,052	$ 403,797	$ 417,900
Comparative Ratios:						
Per Capita	$ 3.53	$ 3.73	$ 3.36	$ 3.52	$ 3.53	$ 3.65
Per Household	$ 8.07	$ 8.52	$ 7.69	$ 8.05	$ 8.07	$ 8.34



City of Independence
Departmental Budget Summary

Department: 4010 - City Clerk *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	7.00	6.50	6.50	6.00
Total	7.00	6.50	6.50	6.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4012 Clerical Support City Council	160,264	162,921	162,921	167,847
4014 Records Management	123,127	124,971	124,971	129,701
4015 Copy Center	118,661	115,905	115,905	120,352
Total	402,052	403,797	403,797	417,900
Source of Funding				
General Fund	402,052	403,797	403,797	417,900
Total	402,052	403,797	403,797	417,900

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2005-06 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.

2004-05 Accomplishments **Goal Ref**

* Standardized the format and page numbering for the entire City Code, with the exception of three articles that are inactive. 4
* Proofed the internal indexing system in order to make corrections and fill in the gaps of those records within the system. 4
* Entered the current ordinances, resolutions and minutes up through 2004 into the Code Master index system. 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Ordinances Passed	292	208	300	300
Resolutions Passed	105	98	100	100
City Council Meetings	28	32	28	28
Study Sessions	25	26	25	25

2005-06 Objectives **Goal Ref**

* Enter more years of Ordinances and more years of Resolutions into the computerized index system. 4
* Make access to the computerized indexing system available to more departments. 4

City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2005-06 Operating Budget*
Cost Center: 4012 - Clerical Support City Council *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
City Clerk	1.00	1.00	1.00	1.00
Administrative Spec III	2.00	1.50	1.50	1.00
Total	3.00	2.50	2.50	2.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	150,059	152,956	152,956	157,482
Other Services & Charges	9,960	9,565	9,579	9,965
Supplies	245	400	386	400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	160,264	162,921	162,921	167,847

City of Independence
Detail Program Summary

Department: 4010 - City Clerk — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Accepted 515 cubic feet of records for retention and retrieval from various City departments. — 4
* Destroyed 850 cubic feet of obsolete records. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Records Stored- Cubic Feet	2,677	2,589	1,700	2,500
Records Microfilmed - Cubic Feet	0	0	10	0

2005-06 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. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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 *2005-06 Operating Budget*
Cost Center: 4014 - Records Management *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	122,654	124,321	124,321	129,131
Other Services & Charges	450	500	500	270
Supplies	23	150	150	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	123,127	124,971	124,971	129,701

City of Independence
Detail Program Summary

Department: 4010 - City Clerk | *2005-06 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 and the application of appropriate postage.

2004-05 Accomplishments — **Goal Ref**

* The Mail Center reduced the City's mail expense by approximately $60,000 during FY 2004-05 through presort savings. — 4
* The Mail Center reduced the utility fund's mail expense by approximately $13,000 during FY 2004-05 through combining multiple statements to the same customer. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Printing Impressions	2,284,687	2,448,136	2,500,000	2,500,000
Items Mailed	964,420	1,040,350	1,000,000	1,000,000

2005-06 Objectives — **Goal Ref**

* To satisfactorily provide the requested copies by the time needed and in the most cost effective manner. — 4
* To affix postage on all outgoing mail on the day it is received with the greatest possible postage savings consistent with required delivery standards. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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

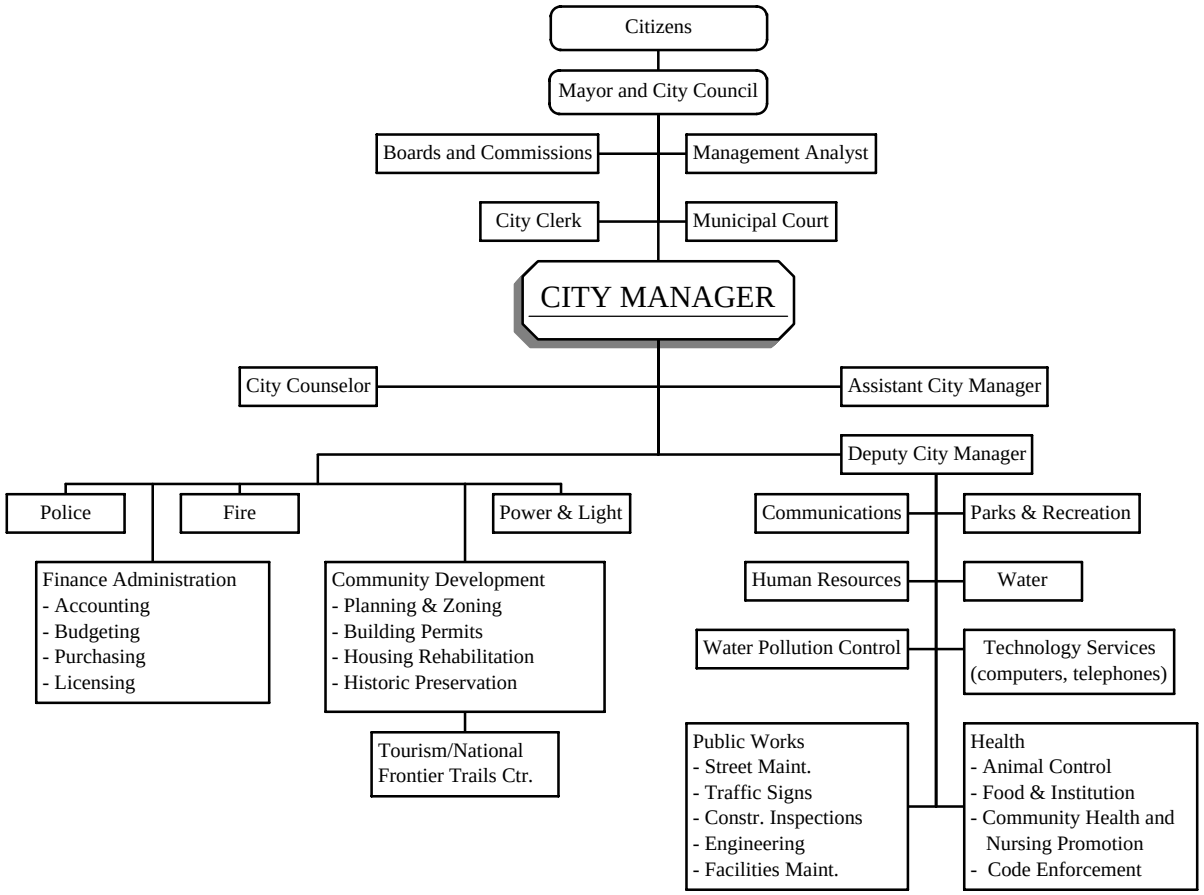
City of Independence
Detail Program Summary

Department: 4010 - City Clerk *2005-06 Operating Budget*
Cost Center: 4015 - Copy Center *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	78,450	80,421	80,421	83,837
Other Services & Charges	18,523	17,344	17,344	19,275
Supplies	21,688	18,140	18,140	17,240
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	118,661	115,905	115,905	120,352

City of Independence, Missouri
Organizational Chart

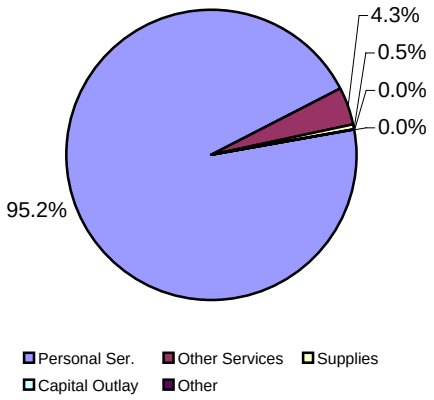


City Manager

Appropriations by Type:

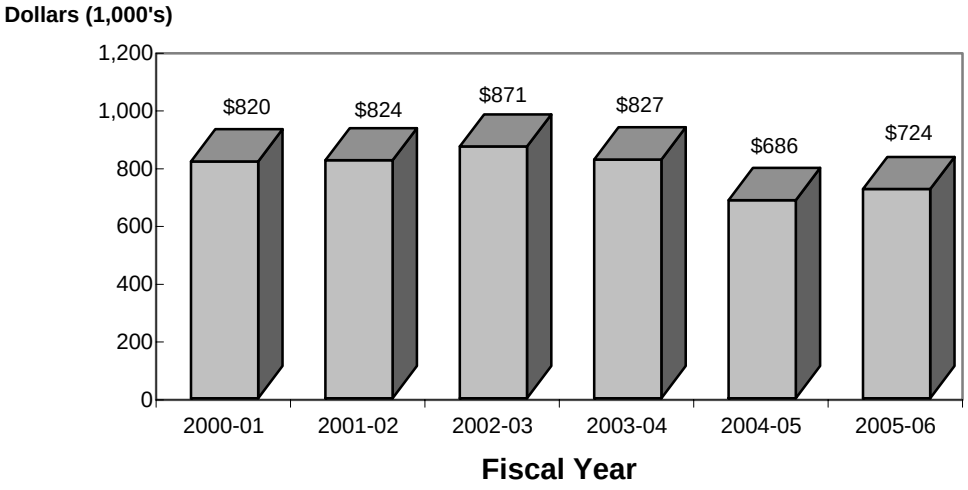
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 801,546	$ 652,373	$ 649,798	$ 689,178
Other Services	18,815	30,025	27,524	31,390
Supplies	6,265	3,470	8,546	3,605
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 826,626	$ 685,868	$ 685,868	$ 724,173

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	12.50	11.50	11.50	10.00	7.00	7.50
Amount by Fund:						
General Fund	$ 768,980	$ 765,471	$ 806,083	$ 757,446	$ 685,868	$ 724,173
Water Fund	50,843	58,039	65,223	69,180	-	-
Total All Funds	$ 819,823	$ 823,510	$ 871,306	$ 826,626	$ 685,868	$ 724,173
Comparative Ratios:						
Per Capita	$ 7.02	$ 7.14	$ 7.65	$ 7.24	$ 6.00	$ 6.32
Per Household	$ 16.04	$ 16.31	$ 17.48	$ 16.56	$ 13.71	$ 14.46



City of Independence
Departmental Budget Summary

Department: 4020 - City Manager *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	11.00	9.50	6.00	6.25
Part Time Positions	.50	.50	1.00	1.25
Total	11.50	10.00	7.00	7.50

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4021 City Manager	531,655	519,854	521,354	556,464
4022 Communications	152,412	166,014	164,514	167,709
4026 Citizen Information Center	73,379	0	0	0
4027 Citizen Information Center	69,180	0	0	0
Total	826,626	685,868	685,868	724,173
Source of Funding				
General Fund	757,446	685,868	685,868	724,173
Water Fund	69,180	0	0	0
Total	826,626	685,868	685,868	724,173

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Coordinated with KCATA to complete acquisition of private property necessary for construction of the transit center at Noland and Truman Roads.
* Completed first phase of planting perennials at Whistle Stop Garden at Truman Depot.
* Supported 39th Street TDD for construction of intersection improvements at 39th Street & Lee's Summit Road.
* Renewed intergovernmental agreement with 39th Street TDD to provide an additional year of administrative support.
* Coordinated with Beautification Commission to conduct a cleanup in St. Clair neighborhood.
* Provided staff support for Citizen's Committee on Neighborhood Sustainability.

2005-06 Objectives — **Goal Ref**

* Support Beautification Commission to sponsor selection of a City tree and City flower.
* Assist Beautification Commission to produce two anti-littering spots for broadcast on City 7.
* Assist 39th Street TDD to construct 39th Street bridge across Little Blue River.
* Support publication of Neighborhood Sustainability Committee's report and recommendations.
* Coordinate construction of Bass Pro redevelopment project.
* Coordinate with KCATA to construct new transit center.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget

City of Independence
Detail Program Summary

Department: 4020 - City Manager | *2005-06 Operating Budget*
Cost Center: 4021 - City Manager | *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Project Manager	1.00	1.00	1.00	.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	.00	.00	1.00
Executive Assistant	.00	.00	.00	1.00
Staff Assistant	1.00	1.00	1.00	.00
Administrative Spec II	1.00	.50	.50	.75
Public Management Intern II	.00	.00	.00	.25
Total	5.00	4.50	4.50	5.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	524,495	508,304	505,729	544,914
Other Services & Charges	6,517	10,580	10,580	10,445
Supplies	643	970	5,045	1,105
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	531,655	519,854	521,354	556,464

City of Independence
Detail Program Summary

Department: 4020 - City Manager *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Continued to work on community visibility and interaction of the City through more active participation in the community by the Communications Director. Served on the Chamber of Commerce Banquet Committee, attended monthly Legislative Briefings at the Chamber, encouraged participation with local newspaper in co-sponsored events, served on various other committees.	1
* Oversaw continued growth of City 7 programming to keep the public well informed of high-profile issues that impact the community. (See list of special broadcasts.)	2
* Continued to work with Internet Committee and Technology Services department with reworking of City web site.	2
* Updated Current Issues text box on City's web site front page.	2
* Facilitated distribution of emails from citizens to various departments through the City's web site.	
* Produced videos to publicize services, programs and products. Videos produced were: Inside Independence (10 episodes), Mayor's Prayer Breakfast, Truman Public Service Award, four short videos about Juvenile Fire Setting for Fire Safety Month, Public Safety Tax Video, Little Blue Watershed Coalition Meeting, Severe Storms Training, 2005 State of the City Video, State of the City Address, two Historic Preservation videos, one severe storm video, two Arson Awareness Week Videos.	1
* Acquired new programming for City 7: Missouri Economy today from MO Dept. of Economic Development, 13 programs from national Gallery of Art, and Martin Luther King videos.	1
* Coordinated City booths at Independence Chamber Expo.	1
* Assist with Tsunami Relief Fund establishment and committee.	1
* Speeches written for Mayor: State of the City, Community of Christ Welcome Message, Truman Public Service Award.	1
* Published 12 issues of CityScene newsletter.	1
* Facilitated positive media relations for departments. Examples: media relations for Water Department at death of employee and during major water main break; working with emergency preparedness manager during major storms to release information about flooding and power outages.	1
* Issued press releases for departments. Totals for calendar years: 2000 - 17, 2001 - 61, 2002 - 79, 2003 - 57, 2004 - 55.	1
* Posted announcements to the City 7 Bulletin Board for departments. The following is a breakdown of those announcements sent by departments: Parks and Recreation/125, Human Resources/66, Health/17, Police/13, City Council/Clerk/Mgr/12, Employee of the Month/12, Public Works/9, Finance/3, Community Development/3, Fire/2,	

2004-05 Accomplishments **Goal Ref**

Municipal Court/1, Tourism/1, Power & Light/1, WPC/1.
These are only the announcements that the departments sent to us. In addition, we posted others we felt were important to residents. Therefore, some departments such as Fire, Parks and Recreation and Power & Light actually had more announcements than reflected above.

* Assisted departments in rewriting material to be used in brochures, letters and press releases. Examples of materials written and/or edited for other departments: Coalition for Child Abuse, Missouri Municipal Review; Police Yearbook (September), Legislative brochure (November), Employee Holiday Power Point (December), Historic Preservation Book converted to PDF, and edited and sent weekly health column to Examiner newspaper. — 1
* Reviewed/revised all Power Point presentations prior to City Council and Planning Commission meetings.
* Press Conferences: Palmer Opening (March), Bass Pro Development Announcement, Tsunami Relief Fund (January), Porter Children Mayor's Proclamation (January). — 1
* Special Broadcasts: Candidate Forum (January), Bass Pro TIF Hearing (September), HCA TIF Hearing (September), State Auditor Report (September). — 1
* Emergency Preparedness: Health Department Exercise (June), Independence Table Top Exercise (September), member of Emergency Preparedness Committee. — 1
* MARC: RAPIO, Public Education Campaign Committee, Emergency RAPIO Communications Sub-Committee, Public Health Preparedness Communications Committee. — 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Newsletters Published	12	12	12	12
New Residents Guides Distributed	200	200	200	200
Programs Broadcast Weekly	68	50	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	57	55	60	60
Press Conferences	1	2	1	3

2005-06 Objectives **Goal Ref**

* Facilitate positive media relations for all departments. — 2
* Oversee continued growth of 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

City of Independence
Detail Program Summary

Department: 4020 - City Manager — *2005-06 Operating Budget*
Cost Center: 4022 - Communications — *Fund: 02 - General Fund*

2005-06 Objectives	**Goal Ref**
* Produce videos to publicize services, programs and products.	2
* ETC Survey 2007 Direction Finder Survey -- work with ETC to prepare survey for Fall 2007 to assess citizen's satisfaction and to help determine priorities for the community as part of the City's ongoing planning process.	2
* Continue to make improvements to CityScene.	2
* Continue to make improvements to City 7.	2
* Continue to work with outside agencies such as school districts and Chamber in various programs throughout the year.	1

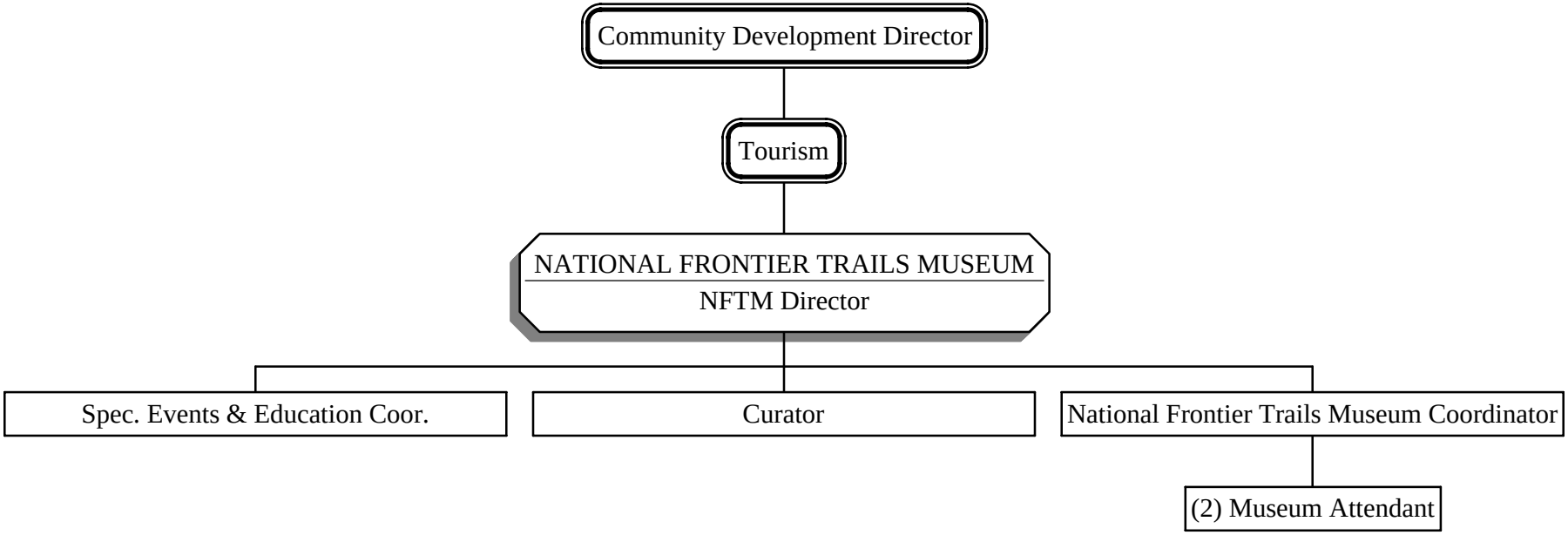
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Communications Director	1.00	1.00	1.00	1.00
Video Production Specialist	1.50	1.50	1.50	1.50
Total	2.50	2.50	2.50	2.50

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	139,612	144,069	144,069	144,264
Other Services & Charges	8,174	19,445	16,944	20,945
Supplies	4,626	2,500	3,501	2,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	152,412	166,014	164,514	167,709

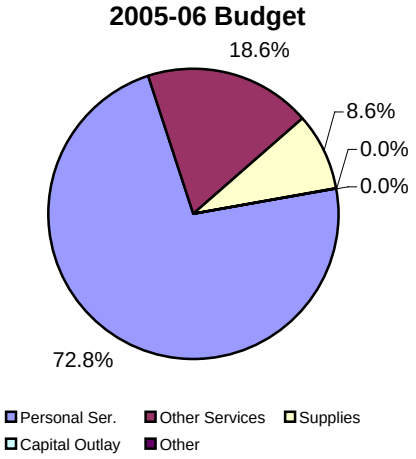
City of Independence, Missouri
National Frontier Trails Museum



2005-06 Operating Budget — Nat'l. Frontier Trails Museum

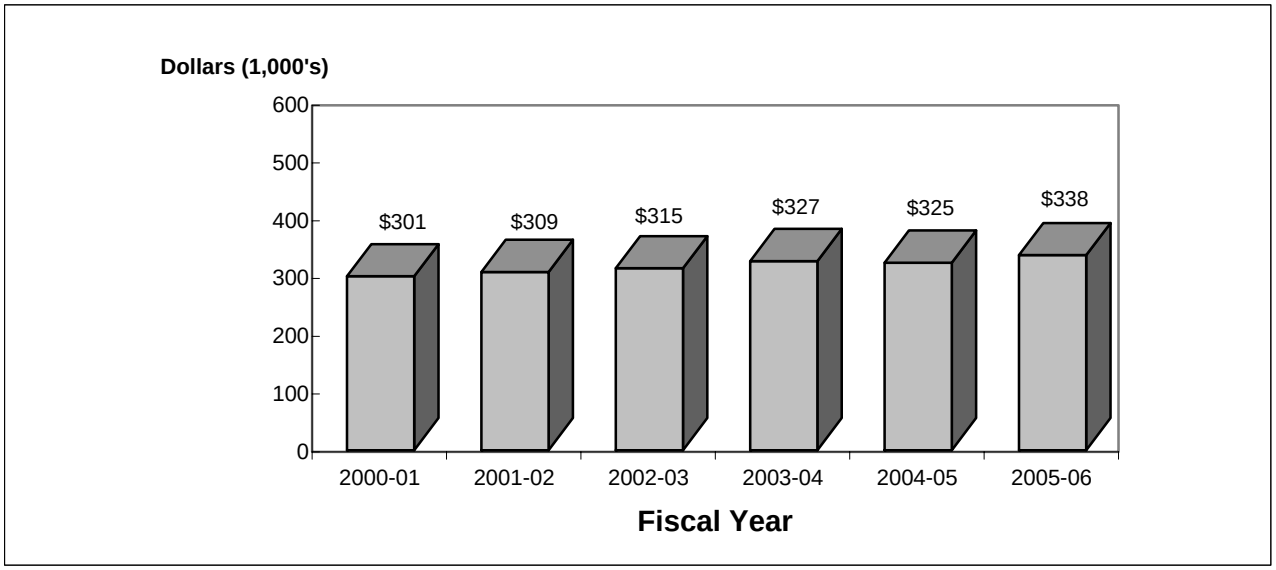
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 232,271	$ 237,971	$ 237,971	$ 245,800
Other Services	64,832	57,800	58,503	62,800
Supplies	30,211	29,025	28,322	29,025
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 327,314	$ 324,796	$ 324,796	$ 337,625



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
Amount by Fund:						
General Fund	$ 301,023	$ 308,718	$ 314,869	$ 327,314	$ 324,796	$ 337,625
Total All Funds	$ 301,023	$ 308,718	$ 314,869	$ 327,314	$ 324,796	$ 337,625
Comparative Ratios:						
Per Capita	$ 2.58	$ 2.68	$ 2.76	$ 2.87	$ 2.84	$ 2.95
Per Household	$ 5.89	$ 6.12	$ 6.32	$ 6.56	$ 6.49	$ 6.74



City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2005-06 Operating Budget

Department Description

The National Frontier Trails Museum is an 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	4.00	4.00	4.00	4.00
Part Time Positions	2.00	2.00	2.00	2.00
Total	6.00	6.00	6.00	6.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4025 Nat'l. Frontier Trails Museum	327,314	324,796	324,796	337,625
Total	327,314	324,796	324,796	337,625
Source of Funding				
General Fund	327,314	324,796	324,796	337,625
Total	327,314	324,796	324,796	337,625

City of Independence
Departmental Budget Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2005-06 Operating Budget

Direct/Offsetting Revenues				
NFTM Center Admissions	49,624	43,000	48,587	50,000
Gift Shop Sales	50,483	51,500	51,273	50,000
Total	100,107	94,500	99,860	100,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2005-06 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

Description

The National Frontier Trails Museum is an 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.

2004-05 Accomplishments	**Goal Ref**
* Promoted and further developed the NFTM Redevelopment Plan implementation strategy. Worked with consultant and new Museum Advisory Board for the museum's redevelopment.	2
* Increased admission revenues over 23% and museum store sales by 32%.	2
* Continued to develop and publicize a greatly expanded series of educational programs, workshops and tours for visitors of all ages.	4
* Created a new exhibit, emphasizing the trail outfitting communities and activities in Missouri.	4
* Partnered again with the Puppetry Arts Institute to create a Santa Fe Trail themed puppet show.	4
* Developed a Teacher Advisory Board for the museum.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Library researchers assisted	57	94	70	37
telephone and e-mail researchers assisted	527	712	600	600
Attendance:special events/museum & outreach prog./mtgs. host	1,770	2,230	2,500	2,600
Students in scheduled tours	7,224	5,511	8,000	6,000
Adults in scheduled tours	1,065	1,100	1,100	951
Number of visitors to museum	14,963	19,763	18,000	20,500
Museum store revenue	33,186	51,295	51,500	50,000
Admission revenue	36,318	49,063	43,000	50,000

City of Independence
Detail Program Summary

Department: 4025 - Nat'l. Frontier Trails Museum 2005-06 Operating Budget
Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

2005-06 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.	4
* Develop a new exhibit highlighting western Missouri's role as the jumping off point for the trails.	4
* Host a series of summer camps for kids.	1
* Establish a teacher training institute for educators.	1

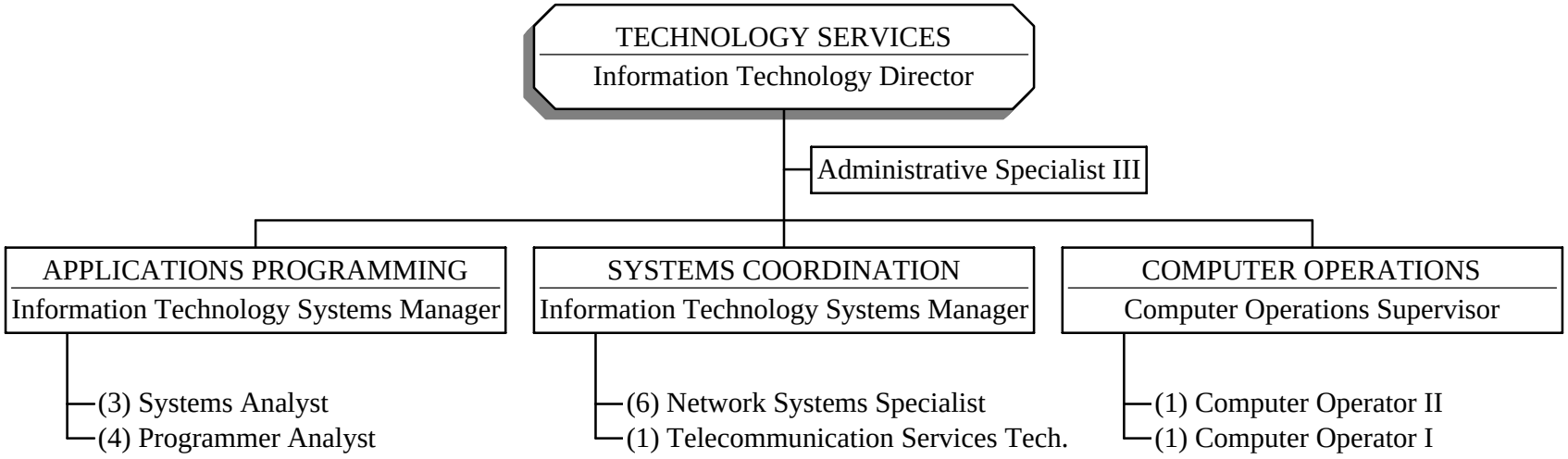
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
NFTC 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
NFTC Coordinator	1.00	1.00	1.00	1.00
Museum Service Assistant	.00	.00	.00	2.00
Center Attendant	2.00	2.00	2.00	.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	232,271	237,971	237,971	245,800
Other Services & Charges	64,832	57,800	58,503	62,800
Supplies	30,211	29,025	28,322	29,025
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	327,314	324,796	324,796	337,625

City of Independence, Missouri
Technology Services

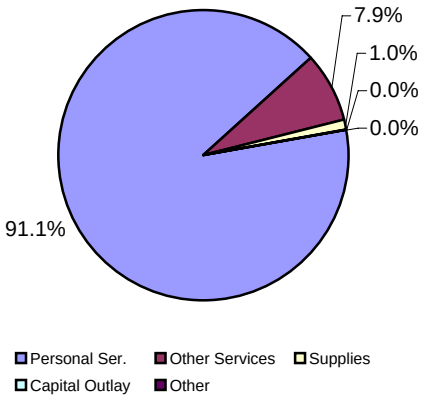


2005-06 Operating Budget — Technology Services

Appropriations by Type:

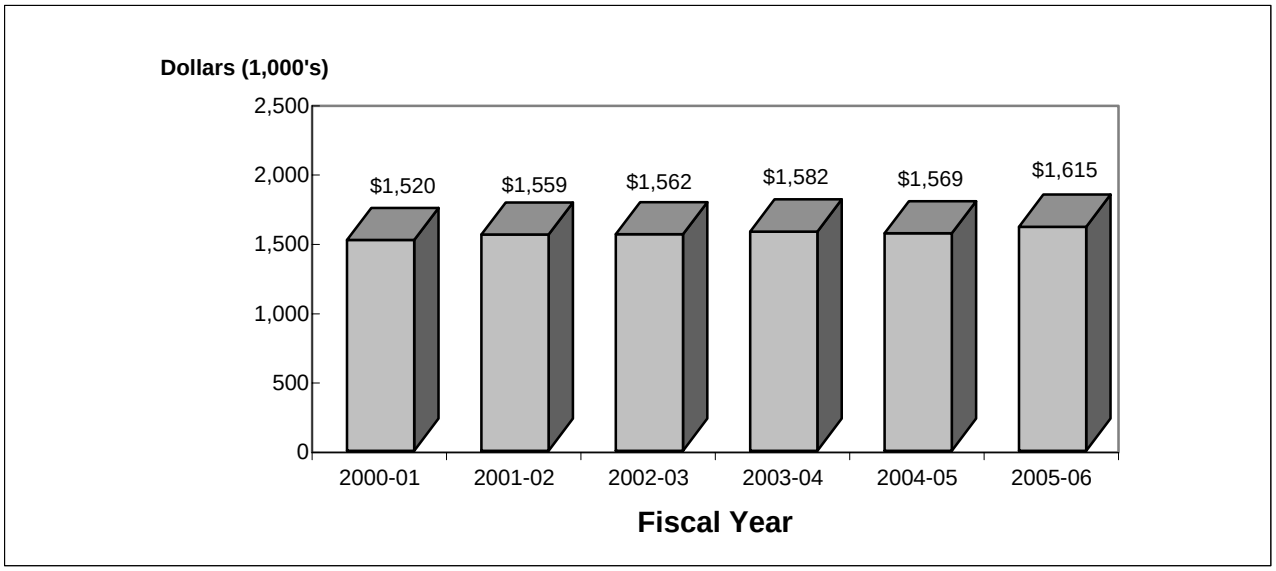
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 1,404,821	$ 1,424,705	$ 1,424,705	$ 1,471,573
Other Services	100,791	128,485	89,948	127,409
Supplies	25,164	15,375	15,375	16,451
Capital Outlay	1,719	-	-	-
Other	49,288	-	38,537	-
Total	$ 1,581,783	$ 1,568,565	$ 1,568,565	$ 1,615,433

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	22.00	21.00	21.00	21.00	21.00	21.00
Amount by Fund:						
General Fund	$ 1,469,188	$ 1,503,446	$ 1,502,871	$ 1,522,686	$ 1,500,444	$ 1,544,424
Power and Light Fund	51,114	55,599	59,091	59,097	68,121	71,009
Total All Funds	$ 1,520,302	$ 1,559,045	$ 1,561,962	$ 1,581,783	$ 1,568,565	$ 1,615,433
Comparative Ratios:						
Per Capita	$ 13.01	$ 13.51	$ 13.71	$ 13.86	$ 13.72	$ 14.10
Per Household	$ 29.74	$ 30.89	$ 31.34	$ 31.68	$ 31.36	$ 32.25



City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	21.00	21.00	21.00	21.00
Total	21.00	21.00	21.00	21.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4052 Technology Services	1,522,686	1,500,444	1,500,444	1,544,424
4053 Technology Services P&L	59,097	68,121	68,121	71,009
Total	1,581,783	1,568,565	1,568,565	1,615,433
Source of Funding				
General Fund	1,522,686	1,500,444	1,500,444	1,544,424
Power and Light Fund	59,097	68,121	68,121	71,009
Total	1,581,783	1,568,565	1,568,565	1,615,433

City of Independence
Departmental Budget Summary

Department: 4050 - Technology Services *2005-06 Operating Budget*

Direct/Offsetting Revenues

Outside Computer Service Charges	34,448	33,000	36,000	34,000
Total	34,448	33,000	36,000	34,000

Significant Issues/Changes

* During 2004 the number of web visitors increased from 33,500 to approximately 100,000 per month.
* The number of Utility customers paying their bill through the web and the automated telephone system (325-serv) has increased to over 2,100 per month.
* A new Strategic Plan was developed and published.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2005-06 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.

2004-05 Accomplishments **Goal Ref**

* New web site features were added including e-Bills for Utility customers, all new pages for National Frontier Trails Museum, traffic information, status of the Aquatic Center, and City Clerk pages. The City's web site was rated 9th in the nation in the 75k to 125k population group. — 4
* The IBM AS/400 Model 820 was replaced with a new IBM iSeries 810 and annual lease costs were reduced by $16,200. — 3
* Fiber Optic connections were installed at four City locations. They are City Hall, Police Building, Public Works (102 E Maple) and Sermon Center. This new communication technology will result in annual savings of $6,600 and will increase data transmission speed to those locations. — 4
* Developed automated Criminal History Reports for the Police Department. The reports were previously created manually. The new system saves many hours of staff time. — 4
* Implemented automated letters for the Municipal Court. These letters were previously created manually. The new system saves many hours of staff time. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Workstations On-Line	560	620	695	720
AS/400 On-Line Transactions	42,600,000	43,864,305	45,467,715	47,362,470
Requests for Software Services Completed	1,100	1,022	627	820
Network Service Calls	3,400	3,193	3,170	3,127

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2005-06 Operating Budget*
Cost Center: 4052 - Technology Services *Fund: 02 - General Fund*

2005-06 Objectives **Goal Ref**

* Implement IP telephony at a minimum of one (1) location thereby eliminating the need for Plexar phone service at that location and resulting in monetary savings. 4
* Assist the Parks and Recreation Department in the implementation of various software modules. 4
* Research methods to provide disaster recovery and business continuity processing in the event of a disaster. 4
* Upgrade the Call Accounting System serving the PBX's at City Hall, Power & Light, Water Administration, and the Water Plant in order to provide increased capacity. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	5.00	5.00
Programmer/Analyst	4.00	4.00	4.00	3.00
Systems Analyst	3.00	3.00	3.00	3.00
Telecomm Serv Tech	1.00	1.00	1.00	1.00
Web Developer/Administrator	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	20.00	20.00	20.00	20.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,345,724	1,356,584	1,356,584	1,400,564
Other Services & Charges	100,791	128,485	89,948	127,409
Supplies	25,164	15,375	15,375	16,451
Capital Outlay	1,719	0	0	0
Other Expenditures	49,288	0	38,537	0
Total	1,522,686	1,500,444	1,500,444	1,544,424

Significant Issues

* During 2004 the number of web visitors increased from 33,500 to approximately 100,000 per month.
* The number of Utility customers paying their bill through the web and the automated telephone system (325-serv) has increased to over 2,100 per month.
* One Programmer Analyst position was vacant and unfunded the entire fiscal year.
* A new Strategic Plan was developed and published.

City of Independence
Detail Program Summary

Department: 4050 - Technology Services *2005-06 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.

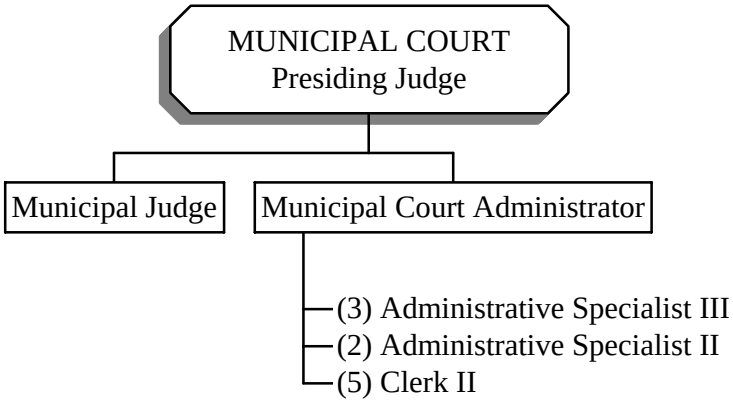
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	59,097	68,121	68,121	71,009
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	59,097	68,121	68,121	71,009

City of Independence, Missouri
Municipal Court



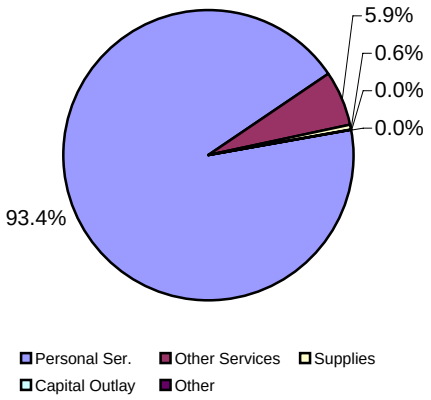
2005-06 Operating Budget

Municipal Court

Appropriations by Type:

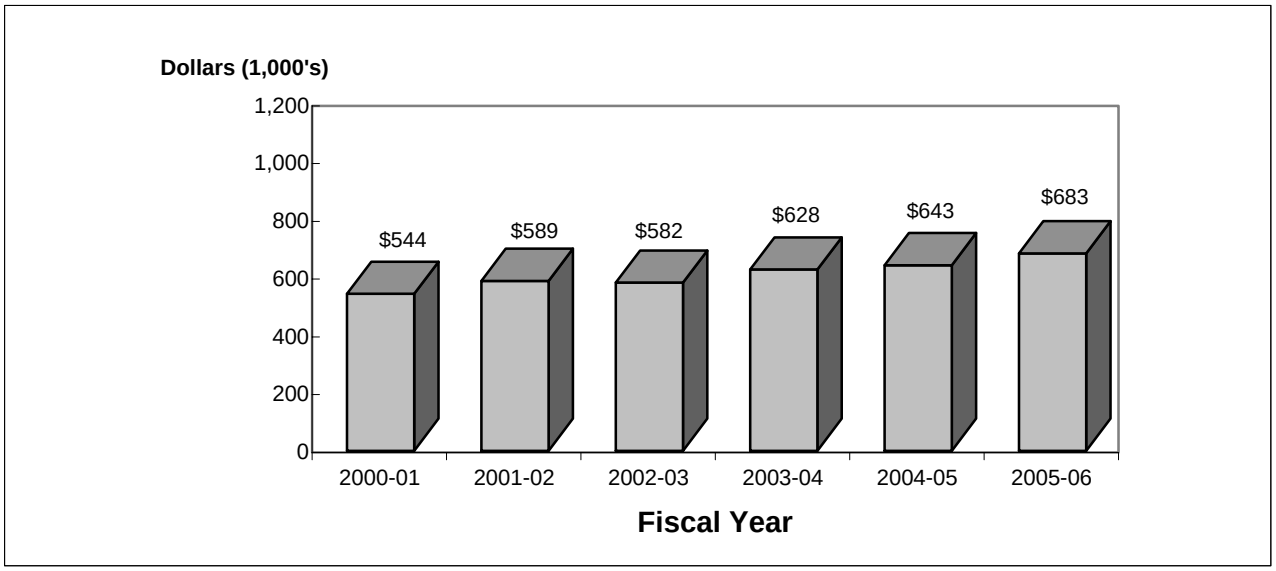
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 582,875	$ 598,009	$ 598,009	$ 638,685
Other Services	39,016	40,550	40,550	40,550
Supplies	5,747	4,224	4,224	4,224
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 627,638	$ 642,783	$ 642,783	$ 683,459

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	13.00	13.00	13.00	13.00	13.00	13.00
Amount by Fund:						
General Fund	$ 543,530	$ 588,557	$ 582,404	$ 627,638	$ 642,783	$ 683,459
Total All Funds	$ 543,530	$ 588,557	$ 582,404	$ 627,638	$ 642,783	$ 683,459
Comparative Ratios:						
Per Capita	$ 4.65	$ 5.10	$ 5.11	$ 5.50	$ 5.62	$ 5.97
Per Household	$ 10.63	$ 11.66	$ 11.69	$ 12.57	$ 12.85	$ 13.64



City of Independence
Departmental Budget Summary

Department: 4090 - Municipal Court *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	13.00	13.00	13.00	13.00
Total	13.00	13.00	13.00	13.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4090 Municipal Court	627,638	642,783	642,783	683,459
Total	627,638	642,783	642,783	683,459
Source of Funding				
General Fund	627,638	642,783	642,783	683,459
Total	627,638	642,783	642,783	683,459

Significant Issues/Changes

* Worked with Technology Services to implement the printing of case file jackets after tickets are entered into the computer. Also it enabled us to print numerous documents that were previously performed manually.
* Restructured the filing system to use color coding to distinguish between disposition years.
* The Court has the ability to inquire on information from the Police

Significant Issues/Changes

Departments booking module.

City of Independence
Detail Program Summary

Department: 4090 - Municipal Court — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Worked with Technology Services to implement the printing of case file jackets after tickets are entered into the computer. Also it enabled us to print numerous documents that were previously performed manually. — 4
* The Court has the ability to inquire on information from the Police Departments booking module. — 4
* Eliminated the entry of docket numbers into the computer to conform with Court Operating Rule 4. — 4
* Restructured the filing system to use color coding to distinguish between disposition years. — 4
* Streamlined our probation cases so that we have a condensed filing system. — 4
* Restructured work assignments among court employees. — 4
* Streamlined the courts processing of warrants. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
No. of Complaints	6,855	7,434	6,278	6,994
No. of Cases Disposed by Court	33,106	29,639	33,106	30,025
No. of Cases Disposed by TVB	10,786	8,011	8,967	8,874
No of Subpoenas Issued	2,875	3,254	2,802	3,604
No. of Warrants Issued	19,889	20,356	18,843	23,520
No. of Commitments	1,202	853	1,100	1,227
No. of Parking Tickets Paid	1,584	1,156	945	1,349
No. of Cases Docketed	73,998	129,659	76,784	94,756
No. of Night Court Cases Docketed	476	893	848	1,099

2005-06 Objectives — **Goal Ref**

* To work with Technology Services to electronically post Early Court dockets. We currently do this process manually. — 4
* Work with Technology Services to enable court employees to ring up financial transactions at their stations. — 4
* To work with Technology Services to redesign our current cashering

2005-06 Objectives **Goal Ref**

system or the ability to purchase the cashiers for windows program that is currently used throughout the city.

* To perform a job study for the reclassification and salary increases for all court employees. 4
* Provide additional training and education for all court personnel.

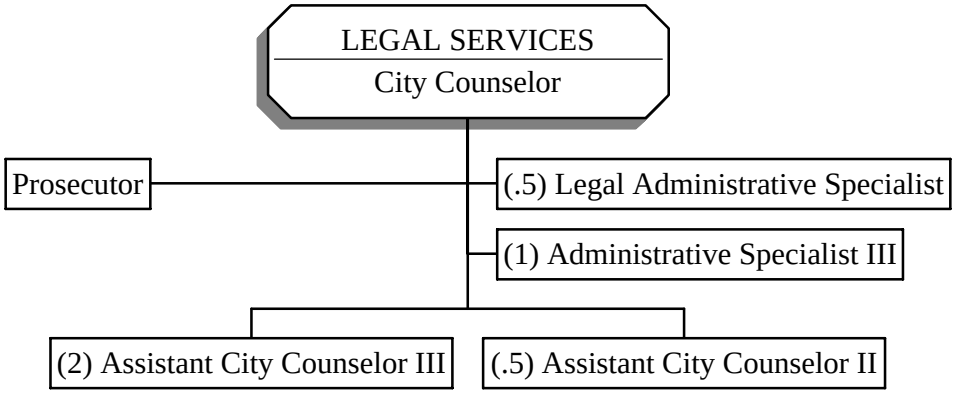
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2.00
Administrative Spec III	3.00	3.00	3.00	3.00
Total	13.00	13.00	13.00	13.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	582,875	598,009	598,009	638,685
Other Services & Charges	39,016	40,550	40,550	40,550
Supplies	5,747	4,224	4,224	4,224
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	627,638	642,783	642,783	683,459

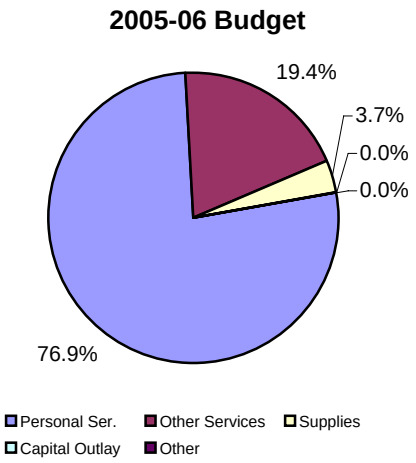
City of Independence, Missouri
Law



2005-06 Operating Budget — Law

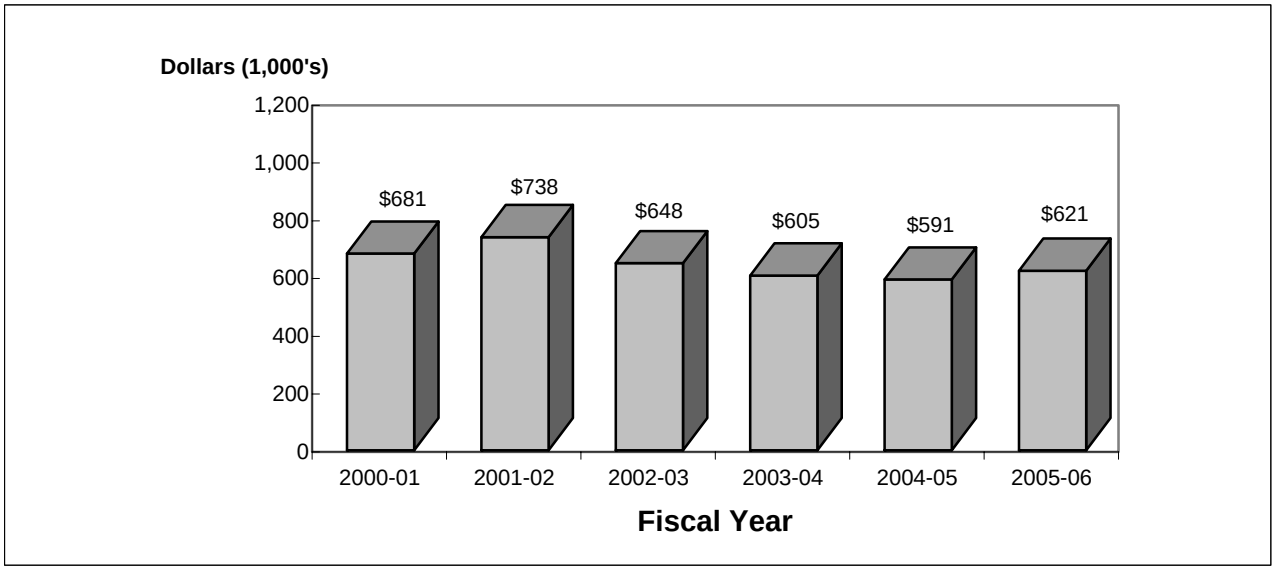
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 442,446	$ 457,981	$ 457,981	$ 478,026
Other Services	144,369	118,100	117,900	120,600
Supplies	18,296	15,251	15,451	22,751
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 605,111	$ 591,332	$ 591,332	$ 621,377



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	6.00	6.00	6.00	5.50	5.50	5.75
Amount by Fund:						
General Fund	$ 681,067	$ 738,217	$ 647,706	$ 605,111	$ 591,332	$ 621,377
Total All Funds	$ 681,067	$ 738,217	$ 647,706	$ 605,111	$ 591,332	$ 621,377
Comparative Ratios:						
Per Capita	$ 5.83	$ 6.40	$ 5.68	$ 5.30	$ 5.17	$ 5.42
Per Household	$ 13.32	$ 14.63	$ 13.00	$ 12.12	$ 11.82	$ 12.40



City of Independence
Departmental Budget Summary

Department: 4100 - Law *2005-06 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 offically 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	5.00	4.50	5.00	5.00
Part Time Positions	1.00	1.00	.50	.75
Total	6.00	5.50	5.50	5.75

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4100 Law	605,111	591,332	591,332	621,377
Total	605,111	591,332	591,332	621,377
Source of Funding				
General Fund	605,111	591,332	591,332	621,377
Total	605,111	591,332	591,332	621,377

Significant Issues/Changes

* Remodeling of the department resulted in the addition of a secured room for confidential legal files and addition of conference room to

Significant Issues/Changes

the availability for other department's use.

City of Independence
Detail Program Summary

Department: 4100 - Law | *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Successfully defended Council decision in the Arcadia zoning case.	4
* Participated in collaborative effort in moving the City's GIS system forward.	4
* Handled eminent domain process for the new Aquatics Center in-house with successful outcome.	4
* Opened the security window for access to the Administrative offices, relieving staff from distruption.	4
* Contributed and participated in successful bargaining sessions with all labor unions.	4
* Reduced reliance on outside counsel on labor management issues.	4
* Assisted in contract negotiations and lease arrangements for enhanced radio system.	4
* Maintained level of responsiveness to needs of departments.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Damage Claims Processed				198 EST
Accident/Incident Reports Processed				47 EST.
Number of Land Parcels on which Condemnation Lawsuits fil				21 EST.

2005-06 Objectives	**Goal Ref**
* Continued modernization of the Law Dept. with unified filing system, matter tracking and periodic status reports.	4
* Establish and maintain viable Workers Compensation program including independent fund.	4
* Continue professional development by establishing a rotating system of state and national organization attendance for Asst. City Counselors and encourage the City Prosecutor to become active in the	4

2005-06 Objectives **Goal Ref**

State Prosecutors' Association.

* Continue aligning staff into functional responsibility management to better match organizational demands. 4
* Continue to enhance the Law Department's ability to provide legal services and reduce/minimize use of outside counsel. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2.00	2.00
Asst City Counselor II	.50	.50	.00	.00
Legal Administrative Spec	1.50	.50	.50	.00
Administrative Spec II	.00	.00	.00	.75
Administrative Spec III	.00	.50	1.00	1.00
Total	6.00	5.50	5.50	5.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	442,446	457,981	457,981	478,026
Other Services & Charges	144,369	118,100	117,900	120,600
Supplies	18,296	15,251	15,451	22,751
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	605,111	591,332	591,332	621,377

City of Independence
Departmental Budget Summary

Department: 4150 - Law Dept. Grants *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Part Time Positions	.00	.00	.50	.50
Total	.00	.00	.50	.50

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4150 Law Dept. Grants	0	36,247	124,871	59,640
Total	0	36,247	124,871	59,640
Source of Funding				
Grants Fund	0	36,247	124,871	59,640
Total	0	36,247	124,871	59,640

City of Independence
Detail Program Summary

Department: 4150 - Law Dept. Grants *2005-06 Operating Budget*
Cost Center: 4150 - Law Dept. Grants *Fund: 15 - Grants Fund*

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.

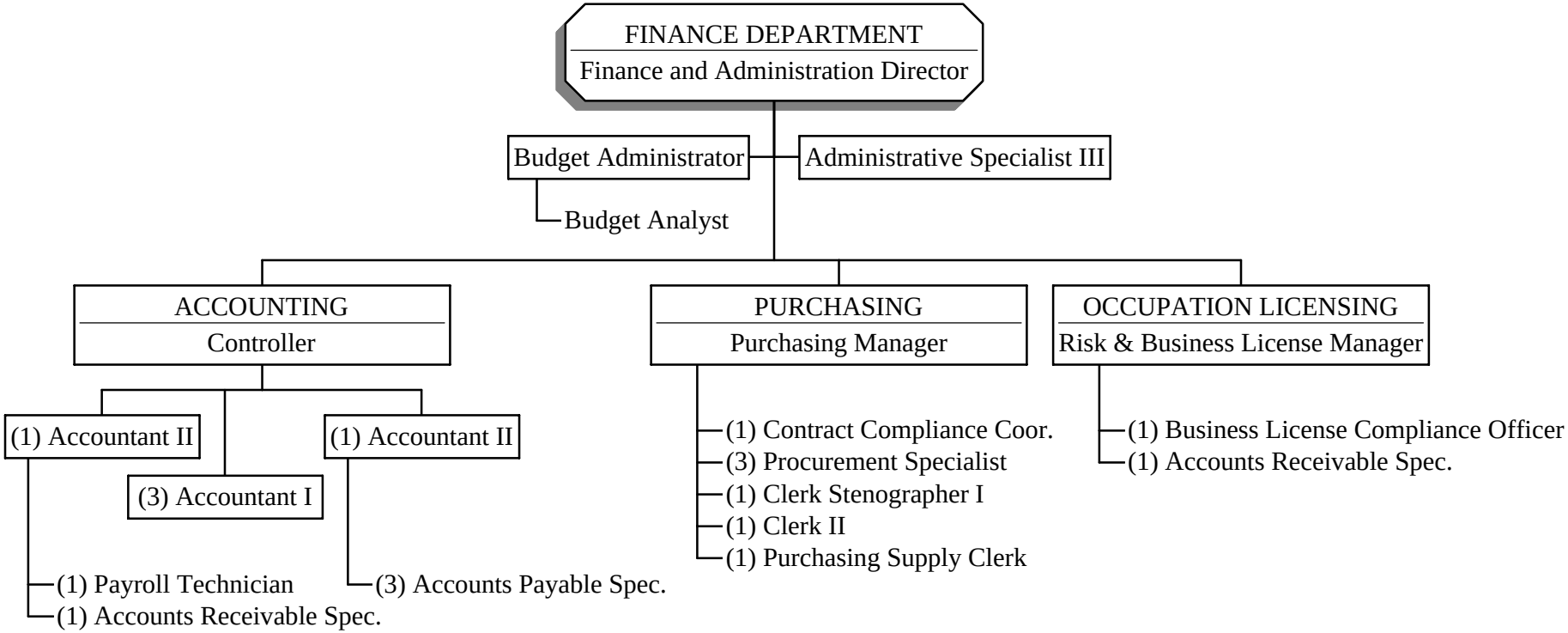
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Asst City Counselor II	.00	.00	.50	.50
Total	.00	.00	.50	.50

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
	0	36,247	109,743	59,640
Other Services & Charges	0	0	15,128	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	36,247	124,871	59,640

City of Independence, Missouri
Finance



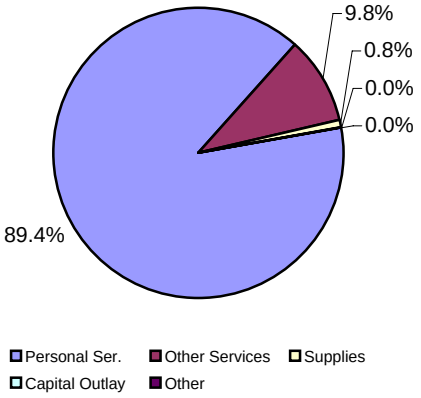
2005-06 Operating Budget

Finance

Appropriations by Type:

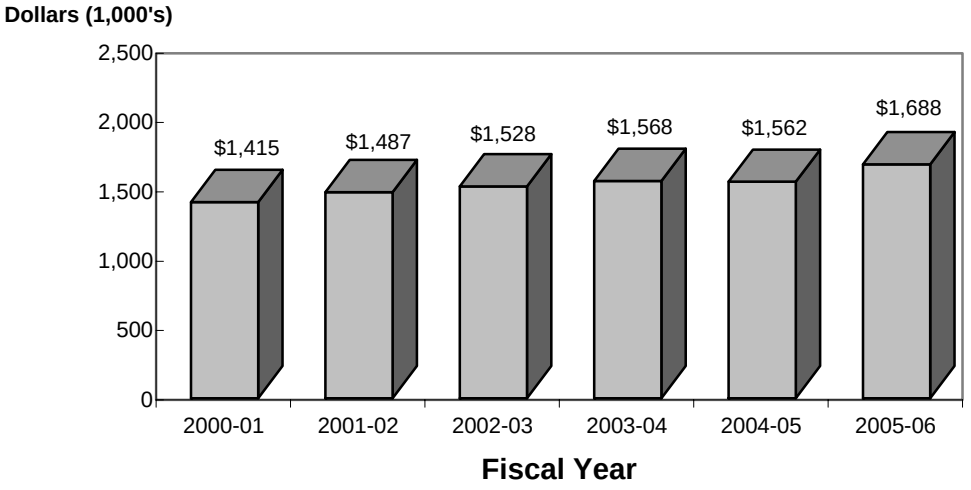
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 1,416,120	$ 1,394,531	$ 1,394,531	$ 1,508,148
Other Services	126,577	144,954	144,962	166,172
Supplies	21,901	12,073	15,121	13,273
Capital Outlay	3,000	10,000	6,944	-
Other	-	-	-	-
Total	$ 1,567,598	$ 1,561,558	$ 1,561,558	$ 1,687,593

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	25.00	25.00	25.00	24.00	25.00	26.00
Amount by Fund:						
General Fund	$ 1,414,803	$ 1,487,023	$ 1,528,095	$ 1,567,598	$ 1,514,503	$ 1,638,272
Water Fund	-	-	-	-	47,055	49,321
Total All Funds	$ 1,414,803	$ 1,487,023	$ 1,528,095	$ 1,567,598	$ 1,561,558	$ 1,687,593
Comparative Ratios:						
Per Capita	$ 12.11	$ 12.89	$ 13.41	$ 13.73	$ 13.66	$ 14.73
Per Household	$ 27.68	$ 29.46	$ 30.66	$ 31.40	$ 31.22	$ 33.69



City of Independence
Departmental Budget Summary

Department: 4200 - Finance *2005-06 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.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	25.00	24.00	25.00	25.00
Part Time Positions	.00	.00	.00	1.00
Total	25.00	24.00	25.00	26.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4201 Administration	269,720	274,611	274,611	349,621
4210 Accounting	735,768	755,935	755,935	792,512
4217 Utility Accounting - Water	0	47,055	47,055	49,321
4240 Purchasing	428,858	346,865	346,865	354,721
4260 Business Licensing	133,252	137,092	137,092	141,418
Total	1,567,598	1,561,558	1,561,558	1,687,593
Source of Funding				
General Fund	1,567,598	1,514,503	1,514,503	1,638,272
Water Fund	0	47,055	47,055	49,321
Total	1,567,598	1,561,558	1,561,558	1,687,593

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2004-05 budget for the 19th year in a row	3
* Completed the drafting of the Crackerneck Creek Redevelopment Agreement.	2
* Completed the issuance of obligations for the: Aquatics Center, Police Sales Tax, Fire Sales Tax, Streets Sales Tax, Crackerneck TIF, and Golf Strategies TIF.	3
* Completed a revision to the Santa Fe TIF Agreement to avoid a debt service shortage.	2
* Completed a revision to the Golf Strategies TIF Agreement to allow advanced funding of City projects.	2
* Completed an evaluation of the HCA TIF application.	2
* Participated in the successful negotiations with 4 bargaining units.	4

2005-06 Objectives	**Goal Ref**
* Complete the financing for the Crackerneck Creek TIF project.	2
* Initiate negotiations with the SEIU bargaining units.	4
* Assist in tax increment financing analysis.	2
* Continue with the implementation of GASB 34.	3

Staffing:

Position Title	**2002-03 Budget**	**2003-04 Budget**	**2004-05 Budget**	**2005-06 Budget**
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Administrator	1.00	1.00	1.00	1.00
Budget Analyst	.00	.00	.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	4.00

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2005-06 Operating Budget*
Cost Center: 4201 - Administration | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	261,411	265,121	265,121	340,131
Other Services & Charges	4,076	4,912	4,912	4,912
Supplies	4,233	4,578	4,578	4,578
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	269,720	274,611	274,611	349,621

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2005-06 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 projects.

2004-05 Accomplishments — **Goal Ref**

* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. — 4
* Bid and awarded contract for City's Depository Services and successfully changed banks. — 4
* Bid and awarded contract for Professional Auditing Services. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Payroll Checks Processed	9,358	10	50	20
Payroll Direct Deposits Processed	20,850	31,234	30,368	31,500
Disbursement Checks Processed	12,994	12,775	13,000	13,000
Department Local Checks Processed	5,830	4,980	6,100	4,000
Total Dollars Invested (Millions)	373	168	185	175
Misc. Invoices Issued ($)	3,058,335	4,245,580	2,800,000	4,400,000
Electronic Payments	484	524	500	550

2005-06 Objectives — **Goal Ref**

* Implement the final stage of GASB 34 regarding the historical cost of the City's infrastructures. — 4
* Implement changes to download data from Cashiers for Windows into the general ledger. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2005-06 Operating Budget*
Cost Center: 4210 - Accounting | *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	1.00	1.00
Total	11.00	11.00	11.00	11.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	620,884	629,598	629,598	653,893
Other Services & Charges	98,367	112,007	112,015	133,289
Supplies	13,517	4,330	7,378	5,330
Capital Outlay	3,000	10,000	6,944	0
Other Expenditures	0	0	0	0
Total	735,768	755,935	755,935	792,512

City of Independence
Detail Program Summary

Department: 4200 - Finance — *2005-06 Operating Budget*
Cost Center: 4217 - Utility Accounting - Water — *Fund: 40 - Water Fund*

Description

Responsible for processing payments for utility bills, bus passes, and various licenses and permits collected at City Hall. Responsible for processing funds collected at all other departments, depositing City funds and assisting walk-in customers.

2004-05 Accomplishments — **Goal Ref**

* Implemented Cashiers for Windows software for the processing of cash receipts at City Hall. — 4
* Streamlined the process of depositing funds collected by the various departments in the City. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Total Dollars Processed (Millions)	N/A	N/A	$17.5	$18
City Utility Payments (Millions)	N/A	N/A	$1.3	$1.4
City Utility Payments Processed	N/A	N/A	8,100	10,000
MGE Dollars Processed	N/A	N/A	$61,000	$65,000
MGE Transactions Processed	N/A	N/A	1,050	1,100
Bus Passes Sold (Dollars)	N/A	N/A	$17,500	$18,000
Bus Passes Processed	N/A	N/A	650	700

2005-06 Objectives — **Goal Ref**

* Implement changes with Cashiers for Windows to reduce data entry for processing payments for business licenses. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Account Clerk I	.00	.00	1.00	1.00
Total	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4200 - Finance *2005-06 Operating Budget*
Cost Center: 4217 - Utility Accounting - Water *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	0	47,055	47,055	49,321
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	47,055	47,055	49,321

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Participated in cooperative purchasing with the Kansas City Regional Purchasing Cooperative, the State of Missouri, Western States Contracting Alliance (WSCA), U. S Communities, and the Houston-Galveston Area Cooperative (HGAC), resulting in savings of time and money for the City.	3
* Bid or renewed 196 Price agreements to be used by various City departments.	3
* Contracting Officer renewed certification as a Public Purchasing Buyer through the National Institute of Governmental Purchasing.	4
* Revised and distributed new Procurement Card Manual.	3
* Revised the Purchasing Policies & Procedures Manual, Section 500, Competitive Purchasing through Requests for Proposals and Requests for Qualifications.	3
* Updated the City's terms and conditions.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Purchase Orders Issued	2,319	2,282	2,750	2,500
Price Agreements Maintained	189	196	215	220
Request for Proposals processed and administered	26	29	35	40

2005-06 Objectives	**Goal Ref**
* Continue to support cooperative purchasing efforts through the Kansas City Regional Purchasing Cooperative and the use of other governmental cooperative purchasing contracts.	3
* Complete update/revision of the Purchasing Policies and Procedures Manual.	3
* Develop a new method for bidding public improvement projects that do not need to conform to the Public Works Manual.	3
* Continue to seek training initiatives for the Purchasing staff.	4
* Research and implement a program for disposal of surplus property via	3

2005-06 Objectives **Goal Ref**

the Internet.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	1.00
Procurement Specialist	3.00	3.00	3.00	3.00
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	8.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	413,970	330,840	330,840	338,560
Other Services & Charges	10,737	13,160	13,160	13,096
Supplies	4,151	2,865	2,865	3,065
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	428,858	346,865	346,865	354,721

City of Independence
Detail Program Summary

Department: 4200 - Finance | *2005-06 Operating Budget*
Cost Center: 4260 - Business Licensing | *Fund: 02 - General Fund*

Description

The Business Licensing division is responsible for the issuance and monitoring of business & liquor licenses, certificates of public convenience & necessity, employee liquor permits & all other licenses and permits authorized in Chapters 2, 5, & 19 of the City Code and Risk Management services.

2004-05 Accomplishments	**Goal Ref**
* Implemented system to allow individuals to use self service terminals in City Hall Lobby to apply for or renew business license or employee permit.	3
* Implemented procedures to correct issues indentified in Management Analyst's audit of Third Party Administrator for Stay Well Health Care Plan.	3
* Held 4 administrative hearings regarding violations of the Alcoholic Beverage Code.	4
* Revoked liquor license of one establishment.	4
* Purchased surety bond in exchange for release of $835,000 in workers' compensation escrow account.	3
* Bid and awarded fully insured health insurance program.	3
* Bid and awarded Preferred Provider Organization and Pharmacy Benefit Manager for Stay Well Health Care Plan.	3
* Actuarial Review of Stay Well Health Care Plan conducted by Lewis & Ellis.	3
* Evaluated premium options for Stay Well Health Care Plan.	3
* Renewed Property, Boiler & Machinery, Liability, Group Dental, Excess Workers' Compensation, Excess Liability, Group Life and LTD insurance programs.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Business Licenses	7,752	7,850	7,900	7,975
Liquor Licenses	262	278	285	285
Employee Permits	2,382	2,400	2,750	2,500

2005-06 Objectives	**Goal Ref**
* Continue to issue, renew and monitor business licenses in accordance with City Code.	4
* Develop new methods to identify and license commercial and residential property owners.	3
* Prepare revisions to Alcoholic Beverage Code and Business License	

2005-06 Objectives	**Goal Ref**
Code for outdated provisions.	
* Monitor employee benefit contracts with providers for compliance with contract terms and provisions.	3
* Bid and award group dental insurance programs.	3
* Bid and award insurance broker services for non-employee benefit insurance programs.	3
* Evaluate cost effectiveness of using workers' compensation third party administrator or broker to purchase excess workers' compensation insurance.	3
* Continued utilization of actuary to provide financial information regarding the Stay Well Health Care Plan.	3
* Evaluate premium options for Stay Well Health Care Plan.	3
* Bid and award group life and long term disability insurance programs.	3
* Develop booklet summarizing each type of insurance coverage purchased by the City for distribution to departments.	3
* Renew Property, Boiler & Machinery, Liability, Excess Liability, Excess Worker's Compensation insurance programs.	3

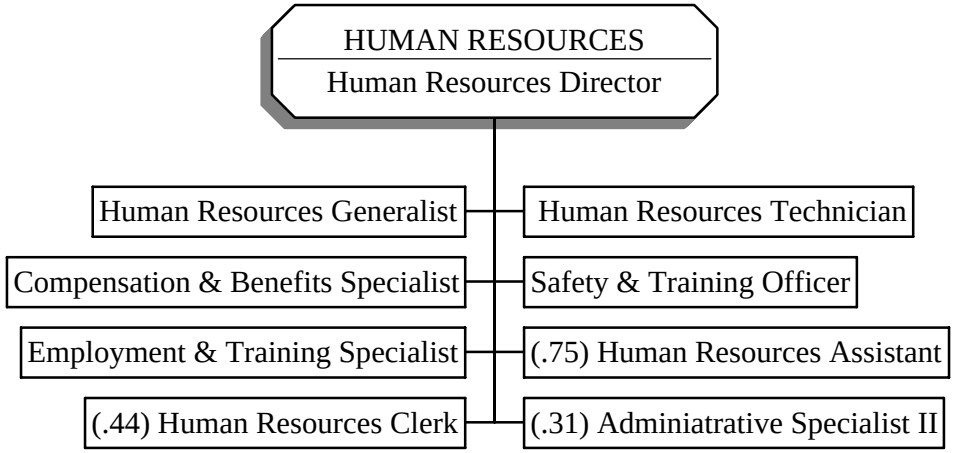
Staffing:

Position Title	**2002-03 Budget**	**2003-04 Budget**	**2004-05 Budget**	**2005-06 Budget**
Risk & Bus Lic Mgr	1.00	1.00	1.00	1.00
Bus Lic Comp Officer	2.00	1.00	1.00	1.00
Total	3.00	2.00	2.00	2.00

Program Costs

Expenditure Category	**2003-04 Actual**	**2004-05 Original Budget**	**2004-05 Revised Budget**	**2005-06 Adopted Budget**
Personal Services	119,855	121,917	121,917	126,243
Other Services & Charges	13,397	14,875	14,875	14,875
Supplies	0	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	133,252	137,092	137,092	141,418

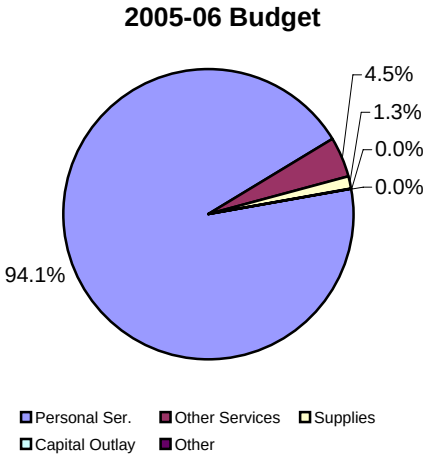
City of Independence, Missouri
Human Resources



Human Resources

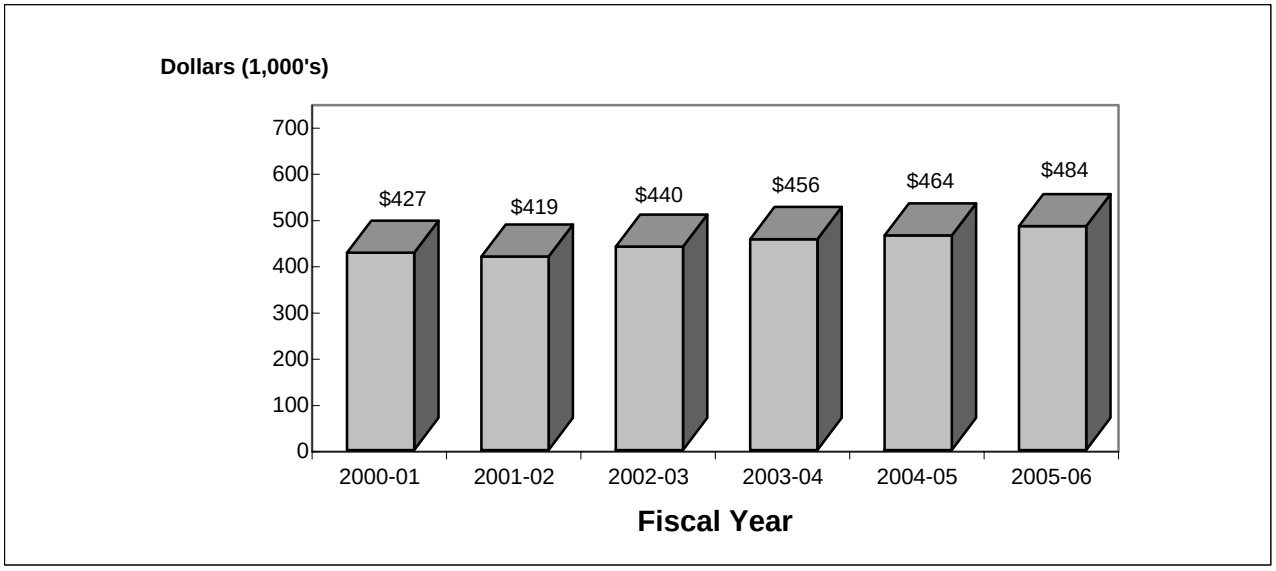
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 427,860	$ 437,354	$ 437,354	$ 456,039
Other Services	23,280	20,392	20,392	21,892
Supplies	5,071	6,500	6,500	6,500
Capital Outlay	-	-	-	-
Other	-	-	-	-
Total	$ 456,211	$ 464,246	$ 464,246	$ 484,431



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	7.50	7.50	7.50	7.50	7.50	7.50
Amount by Fund:						
General Fund	$ 426,916	$ 418,728	$ 439,918	$ 456,211	$ 464,246	$ 484,431
Total All Funds	$ 426,916	$ 418,728	$ 439,918	$ 456,211	$ 464,246	$ 484,431
Comparative Ratios:						
Per Capita	$ 3.65	$ 3.63	$ 3.86	$ 4.00	$ 4.06	$ 4.23
Per Household	$ 8.35	$ 8.30	$ 8.83	$ 9.14	$ 9.28	$ 9.67



City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2005-06 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 1165 employees as well as insurance issues of 581 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City charter, Federal, State & local rules and regulations governing employment. Responsible for classification and compensation plans; establishes and administers personnel policies and procedures; authorizes payroll; negotiates and administers work agreements; handles the grievance and appeals process; coordinates and conducts 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. Monitors Workers Compensation, investigates accidents; provides safety training and accident prevention.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	7.00	7.50	6.00	6.00
Part Time Positions	.50	.00	1.50	1.50
Total	7.50	7.50	7.50	7.50

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4300 Human Resources	456,211	464,246	464,246	484,431
Total	456,211	464,246	464,246	484,431

City of Independence
Departmental Budget Summary

Department: 4300 - Human Resources *2005-06 Operating Budget*

Source of Funding				
General Fund	456,211	464,246	464,246	484,431
Total	456,211	464,246	464,246	484,431

City of Independence
Detail Program Summary

Department: 4300 - Human Resources | *2005-06 Operating Budget*
Cost Center: 4300 - Human Resources | *Fund: 02 - General Fund*

Description

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration,employee & labor relations, and training & development for 1165 employees as well as insurance issues of 581 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City charter, Federal, State & local rules and regulations governing employment. Responsible for classification and compensation plans; establishes and administers personnel policies and procedures; authorizes payroll; negotiates and administers work agreements; handles the grievance and appeals process; coordinates and conducts 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. Monitors Workers Compensation, investigates accidents; provides safety training and accident prevention.

2004-05 Accomplishments **Goal Ref**

* Reorganized format for Employees orientation & developed Trainers notebook.
* Created procedure manual for the new Employee Development Record & provided training to Supervisors.
* Created new form to initiate the job posting process when "Request to Fill" was discontinued.
* Issued four quarterly Benefits Newsletters.
* Held two open enrollment periods for health insurance changes.
* On site meetings with employees on health insurance changes.
* Facilitated selection process for TPA for Workers Compensation.
* Completed 39+ job offer recommendations.
* Chaired United Way Campaign.
* Implemented the Staywell Appeals Committee & conducted eight meetings.
* Assisted 35+ individuals with retirement process.
* Developed and implemented an employee Worker's Compensation survey program.
* Implemented Physical Ability Testing for new hires in specific positions.
* Updated and conducted training on the Emergency Action Plans for City Hall, Police Building, Sermon Center, Truman Memorial Building and Palmer Center.

City of Independence
Detail Program Summary

Department: 4300 - Human Resources — *2005-06 Operating Budget*
Cost Center: 4300 - Human Resources — *Fund: 02 - General Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Applications processed	2,675	5,855	4,976	5,700
Tests administered	800	550	237	300
New hires	117	101	66	100
Promotions	47	47	61	55
Retirements	41	30	40	35
EEO Training Hours	32,400	200	94	400
Grievances processed	30	15	15	10
Surveys/internal & external	70	70	90	80
Job announcements	80	139	74	90
Exit interviews	16	13	7	10
Safety Training Hours	820	651	800	700
Terminations	132	115	90	100

2005-06 Objectives — **Goal Ref**

* Deliver training to all employees on City policy regarding harassment & violence in the workplace.
* Develop supervision manual/training & have majority of routine forms posted on the web under "Supervisory Tools".
* Consider initiating voluntary benefits.
* Implement new Drug and Alcohol Policy.
* Refining the internal Worker's Compensation process.
* Involved in review of dental insurance program.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Spec	1.00	.00	.00	.00
Human Resources Admin	2.00	1.00	1.00	.00
Safety & Training Officer	1.00	1.00	1.00	.00
Compensation & Benefits Spec.	.00	1.00	1.00	1.00
Employment & Training Spec.	.00	1.00	1.00	1.00
Safety & Worker's Comp. Spec.	.00	.00	.00	1.00
Human Resources Assistant	.00	.75	.75	.75
Human Resources Generalist	.00	.00	.00	1.00
Human Resources Tech	2.00	1.00	1.00	1.00
Human Resources Clerk	.00	.00	.44	.44
Administrative Spec II	.50	.75	.31	.31
Total	7.50	7.50	7.50	7.50

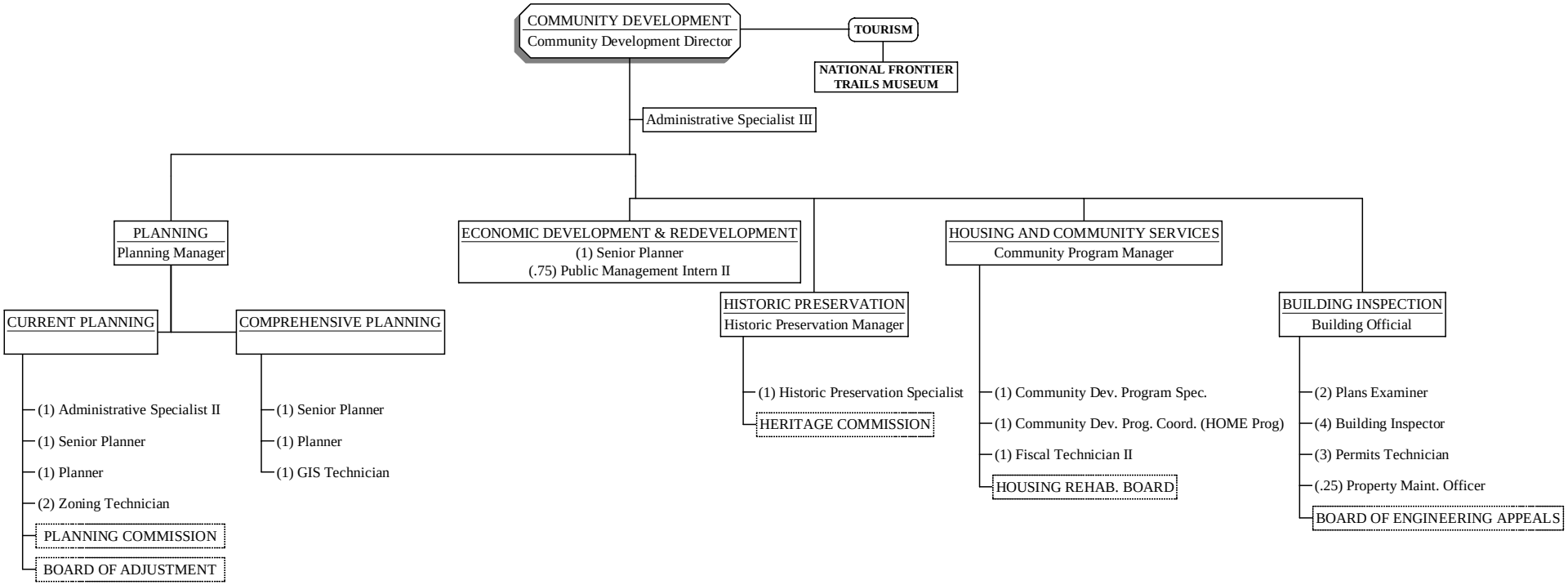
City of Independence
Detail Program Summary

Department: 4300 - Human Resources *2005-06 Operating Budget*
Cost Center: 4300 - Human Resources *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	427,860	437,354	437,354	456,039
Other Services & Charges	23,280	20,392	20,392	21,892
Supplies	5,071	6,500	6,500	6,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	456,211	464,246	464,246	484,431

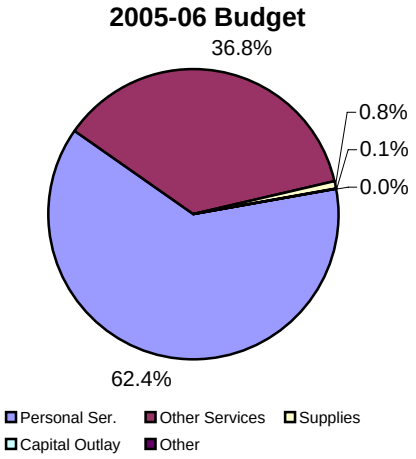
City of Independence, Missouri
Community Development



Community Dev.

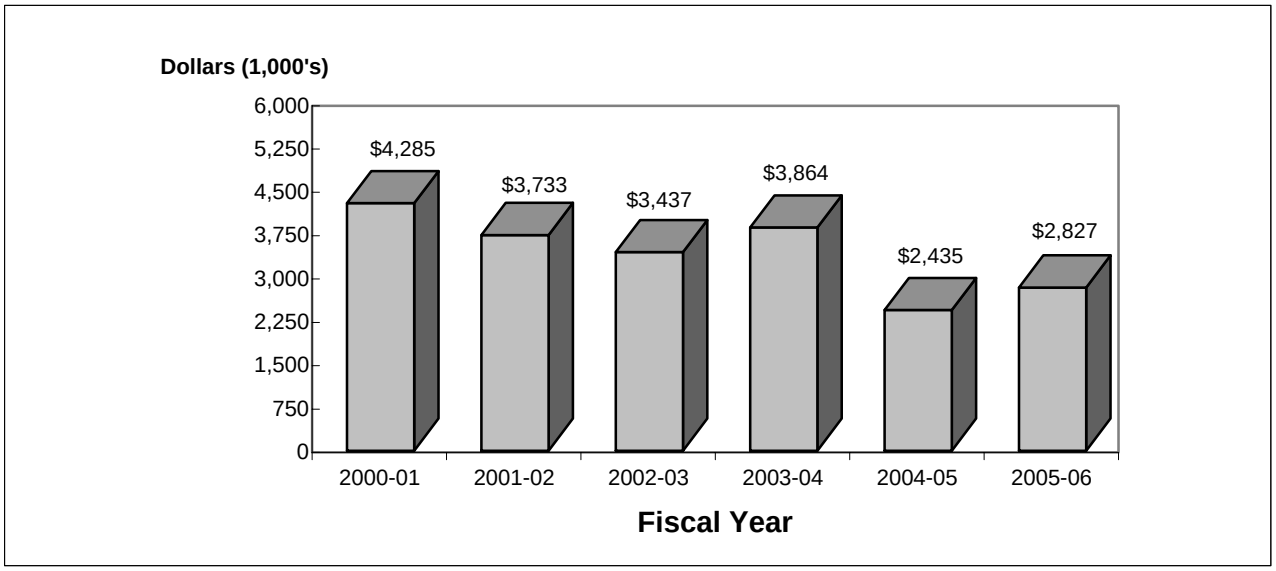
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 1,562,610	$ 1,482,578	$ 1,537,071	$ 1,764,290
Other Services	1,419,796	928,596	1,560,730	1,039,132
Supplies	23,466	20,029	28,449	21,350
Capital Outlay	857,878	4,000	1,211,916	2,000
Other	-	-	-	-
Total	$ 3,863,750	$ 2,435,203	$ 4,338,166	$ 2,826,772



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	39.50	27.00	27.00	26.00	26.00	30.00
Amount by Fund:						
General Fund	$ 2,761,311	$ 2,120,381	$ 2,123,209	$ 2,170,386	$ 2,134,156	$ 2,547,033
CDBG Fed. Grant	890,497	954,025	1,002,057	1,013,343	231,820	231,367
HOME Prog. Grant	633,113	659,039	311,622	680,021	69,227	48,372
Total All Funds	$ 4,284,921	$ 3,733,445	$ 3,436,888	$ 3,863,750	$ 2,435,203	$ 2,826,772
Comparative Ratios:						
Per Capita	$ 36.66	$ 32.35	$ 30.16	$ 33.85	$ 21.30	$ 24.68
Per Household	$ 83.83	$ 73.96	$ 68.96	$ 77.39	$ 48.69	$ 56.42



City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2005-06 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; and the enhancement of the visual image of the community; to implement the goals of Community Development Block Grant Program; to provide for the 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	27.00	26.00	26.00	29.75
Part Time Positions	.00	.00	.00	.25
Total	27.00	26.00	26.00	30.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4401 Administration	181,697	186,133	186,733	194,290
4411 Economic Development & Redev.	0	0	0	112,197
4412 Comprehensive Planning	264,381	274,762	274,662	286,085
4413 Current Planning	326,423	271,271	270,771	291,832
4414 Transportation	750,000	771,288	771,288	794,117
4420 Historic Preservation	114,510	76,072	76,072	79,294
4431 Building Inspection	533,375	554,630	554,630	789,218
6601 CDBG Administration	153,236	173,053	251,254	172,569
6604 CDBG Housing	679,918	0	663,431	0
6608 Commercial Facade Program	180,189	58,767	281,494	58,798
6802 HOME Administration	48,695	69,227	101,263	48,372
6803 Multi Family Housing	397,463	0	385,655	0
6804 Single Family Housing	233,863	0	520,913	0
Total	3,863,750	2,435,203	4,338,166	2,826,772

City of Independence
Departmental Budget Summary

Department: 4400 - Community Development *2005-06 Operating Budget*

Source of Funding				
General Fund	2,170,386	2,134,156	2,134,156	2,547,033
Community Dev Block Grant Fund	1,013,343	231,820	1,196,179	231,367
HOME Program Fund	680,021	69,227	1,007,831	48,372
Total	3,863,750	2,435,203	4,338,166	2,826,772

Direct/Offsetting Revenues				
Planning Exams and Licenses	24,493	90,000	94,000	94,000
Building Permits	858,947	1,233,940	1,233,940	1,270,958
Planning and Zoning Fees	46,256	44,000	43,700	47,500
Board of Adjustment Fees	5,303	5,225	5,400	5,550
CDBG Federal Grant Grant	926,578	911,000	911,000	862,847
HOME Program Grant	335,113	509,413	509,413	483,729
Total	2,196,690	2,793,578	2,797,453	2,764,584

Significant Issues/Changes

* Training and certification for certain staff positions.
* Emphasis on revitalization and sustainability of neighborhoods.
* Updating Land Development Codes.
* Preserving CDBG Program funding.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Continued implementation steps for the development and expansion of National Frontier Trails Museum.	1,2
* Continued the comprehensive update and revisions of Zoning and Subdivision and other Land Development Codes.	1,2
* Participated in winning the first phase of the lawsuit re. the Arcadia Rezoning and Development Plan.	2
* Continued implementation of the Hartman Heritage Center and Eastland Center TIFs.	2
* Completion and adoption of Historic Independence Square Redevelopment Plan by Planning Commission and City Council.	1,2
* Completed draft of Northwest U.S. 24 Highway Market Study and Comprehensive Revitalization Improvement Strategy.	1,2
* Continued implementation of the License Surcharge CIP.	2
* Established NID for the construction of Jackson Drive North.	2
* Processed TIF applications for Crackerneck Creek (Bass Pro) and IRMC.	2
* Established a NID for extending Jackson Drive from Bundschu to Salisbury Road and improving road alignment of Jones Road.	2

2005-06 Objectives	**Goal Ref**
* Secure funding for assistance in completing the update and revision of the City's Land Development Codes.	1,2
* Complete the southeast area Economic Development and Target Market Strategy and incorporate into the Comprehensive Plan.	2
* Initiate the Design and Implementation Strategy for Jackson Drive from 37th Terrace to 78 Highway.	2
* Develop a Neighborhood Sustainability Strategy as an update to the Comprehensive Plan.	1,2
* Initiate the expansion of the MTRC tax abatement areas.	1
* Secure funding for assistance to update the LCRA areas.	1,2
* Complete the Northwest U.S. 24 Highway Corridor Study and Revitalization Plan.	1,2
* Continue implementation steps for the development and expansion of the National Frontier Trails Museum and approval of the state enabling legislation.	2
* Continue implementation of the Crackerneck Creek (Bass Pro) project and the IRMC TIF and infrastructure improvements.	2

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4401 - Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	178,459	181,083	181,083	187,540
Other Services & Charges	1,065	3,375	3,571	3,375
Supplies	2,173	1,675	2,079	3,375
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	181,697	186,133	186,733	194,290

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4411 - Economic Development & Redev. *Fund: 02 - General Fund*

Description

The Economic Development and Redevelopment Division prepares, maintains and updates a comprehensive economic development strategy for the City in coordination with the Independence Council for Economic Development and other state, regional and local agencies, and develops specific plans, implementation strategies, programs, and projects for community-wide economic development and revitalization; and provides support for the oversight and management of economic development tools and their application.

2005-06 Objectives **Goal Ref**

* Develop a plan and implementation strategy for the improvement of the 24 Highway east Corridor in conjunction with the merchants and property owners and the Chamber of Commerce.
* Develop a plan and implementation strategy for the improvement of the 40 Highway Corridor.
* Assist in the revision and update of the Land Clearance and Redevelopment Area (LCRA)

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Senior Planner	.00	.00	.00	1.00
Public Management Intern II	.00	.00	.00	.75
Total	.00	.00	.00	1.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	0	0	0	106,797
Other Services & Charges	0	0	0	4,900
Supplies	0	0	0	500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	112,197

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4412 - Comprehensive Planning *Fund: 02 - General Fund*

Description

The Comprehensive Planning Division prepares, maintains and updates the Comprehensive Plan to guide the future development of the community; prepares the annual Capital Improvements Program for the City; prepares the annual Tax Increment Financing Report for all projects approved by the City Council; 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 TIF Commission; develops improvements and changes for zoning and subdivision regulations; primary responsibility for development, maintenance and application of the Geographic Information System.

2004-05 Accomplishments	**Goal Ref**
* Historic Downtown Square Revitalization Plan was completed and adopted by the Council.	1,2
* Initiated annual Planning Commission report to inform the public of the official actions of the Commission.	2,3,4
* Completed annual update to the Capital Improvements Program.	3
* Provided administrative oversight to the Capital Improvements Program.	2,3
* Prepared a successful application for Transportation Enhancement Funds for improvements to the Truman Road Corridor through the Maywood neighborhood.	1,2
* Obtained digital aerial photography of the City which can be utilized by all City departments for planning.	1,4
* Participated in the review of several major Tax Increment Finance projects including HCA's new Independence Regional Medical Center and the Crackerneck Creek development project featuring Bass Pro's Outdoor World.	1,2

2005-06 Objectives	**Goal Ref**
* Begin implementation of the Downtown Square Revitalization Plan with the development of design guidelines and off-street parking plan.	1,2
* Continue professional development of staff.	4
* Continue to implement measure to streamline the development review process.	2,4
* Expand current GIS capabilities to include information from other departments on a shared network.	1,4
* Continue project management and oversight of various active TIF projects.	1,2,3
* Continue with the update and revision of the City's Land Development Codes.	1,2

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2005-06 Operating Budget*
Cost Center: 4412 - Comprehensive Planning — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Planning Manager	1.00	1.00	1.00	1.00
Planner	2.00	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	5.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	250,936	263,706	263,706	272,793
Other Services & Charges	9,729	8,706	8,713	11,642
Supplies	3,716	2,350	2,243	1,650
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	264,381	274,762	274,662	286,085

Significant Issues

* The Community Development Block Grant Program pays up to $30,000 of the Senior Planner/Revitalization Planner position. This position provides planning and coordination services for areas of the City that meet the federal government's guidelines for low and moderate income neighborhoods with the goal of mitigating existing blighted conditions, improving property values, and improving the quality of life through proper planning techniques.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Completed draft Cell Tower Ordinance to replace interim design standards.	1,2
* Initiated a corrective rezoning of some 45 residential lots in Kentucky Hills subdivision which were zoned for commercial use.	1
* Developed customer handouts containing information on zoning requirements for residential accessory structures, fencing and swimming pools.	1,4
* Developed off-street parking restrictions to prevent cars from being parked on front lawns in residential neighborhoods.	1,4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Site Plan hearings by Planning Commission	34	24	35	28
Rezoning and Special Use Permit hearings by Planning Comm	24	28	20	26
Home Occupation hearings by Planning Commission	2	3	10	5
Subdivision hearings by Planning Commission	65	47	40	53
Board of Adjustment cases	32	35	40	36
Other cases heard by Planning Commission	12	26	25	25
Building and Demolition Permits reviewed	1,183	947	1,700	1,122
Sign permits issued	313	296	300	378

2005-06 Objectives	**Goal Ref**
* Complete the draft Land Development Code with assistance of outside consulting services.	1,2,3
* Implement document management system to make case records readily accessible to staff and the public.	4

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4413 - Current Planning *Fund: 02 - General Fund*

2005-06 Objectives **Goal Ref**

* Continue to evaluate the development review process to increase timeliness, efficiency and effectiveness. 4
* Continue professional development of staff. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Planning Director	1.00	.00	.00	.00
Planner	.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	2.00	2.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	313,161	257,296	257,296	275,367
Other Services & Charges	11,859	12,000	11,500	14,840
Supplies	1,403	1,975	1,975	1,625
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	326,423	271,271	270,771	291,832

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 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 and performed, yearly contract reviews, federal grant applications and audit reports related to federal grants for the Kansas City Area Transportation Authority. These services include the inter-city and intra-city bus service.

2004-05 Accomplishments **Goal Ref**

* Renewed contract with KCATA for bus service in 2005. 3
* Monitored bus service and responded to requests for modified or improved services. 3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Ridership/Inter-City Routes (calendar year data)	104,367	98,112	93,890	101,900
Ridership/Intra-City Routes (calendar year data)	194,727	197,418	202,790	213,500
Average Daily Ridership - Intra-City Buses (calendar year	636	649	662	710

2005-06 Objectives **Goal Ref**

* Monitor service changes for bus service and develop improvements as applicable. 3
* Provide management and operations analysis in the inter-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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	750,000	771,288	771,288	794,117
Supplies	0	0	0	0
Capital Outlay	0	0	0	0

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4414 - Transportation *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Expenditures	0	0	0	0
Total	750,000	771,288	771,288	794,117

Significant Issues

* The FY 04-05 budget for transit services provided by KCATA is $771,288. The current contract will end on June 30. KCATA has obtained an additional $250,000 in Surface Transportation Program Funds to be applied to the Independence transit operation. Of this amount, $153,000 is required to extend the current contract to the end of the year without an increase of the current local contribution of $64,274 per month. KCATA estimates that the 2006 contract will require a local contribution of $969,000. This estimate is based on the known availability of federal funds and an estimated 3% increase in operating costs. The proposed FY 05-06 budget includes $385,644 for July through December 2005 and $484,500 for January through June 2006. It may be possible to front end more of the federal dollars in January through June rather than distribute the funding evenly through the year. However, that will only increase the shortfall amount in the second half of the year.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Description

The Historic Preservation Division administers the development and operation of City owned and operated historic property; provides staff support to the Heritage Commission; monitors the Harry S Truman Heritage District; administers the certified local government program; administers grant activities for Historic Preservation, and provides services for other Historic Preservation activities.

2004-05 Accomplishments	**Goal Ref**
* Strengthened procedural and technical training and competence of Heritage Commission and staff to more effectively administer preservation responsibilities.	4
* Increased public awareness of the value of historic preservation benefits to the City.	1
* Updated the City of Independence Historic Preservation Division web page including the addition of forms, Heritage Commission meeting agendas and minutes, and related preservation links.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Heritage Commission Cases	24	25	25	20
Demolition Permits	86	75	75	100
Dangerous Buildings	89	82	75	85
Designations	3	0	3	40

2005-06 Objectives	**Goal Ref**
* Continue efforts to adopt uniform lease and operating agreements for all City owned historic properties by the end of 2005.	3
* Complete needed structural restoration work and installation of ADA accessible restroom facility at the 1827 Log Courthouse.	1
* Adopt tax abatement for historically designated properties.	1
* Submit application to the Missouri Historic Preservation 2005 Grant Program for the creation of a CD-Rom about Missouri's historic architecture.	1
* Adoption of revised by-laws and ordinance for the Independence Heritage Commission.	4
* Create a new historic district(s).	1
* Create a Certificate of Appropriateness application fee.	3
* Establish Preservation Month activities including local tours, workshops, and scavenger hunt.	1
* Repair/replace corbels at Vaile Mansion.	1

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 4420 - Historic Preservation *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	89,530	56,622	56,025	57,844
Other Services & Charges	24,444	18,450	19,137	20,450
Supplies	536	1,000	910	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	114,510	76,072	76,072	79,294

Significant Issues

* Termination of the contract for the Historic Preservation Specialist position.
* Development of a long-term maintenance plan and funding support for stabilization and repair of City owned sites.
* Ongoing 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 establishing and sustaining historic neighborhood and commercial districts.
* Establishment of new historic/conservation district and listing of individual properties.
* Development of an implementation program pursuant to the 2000 Comprehensive Preservation Plan.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Re-wrote the ordinance on General and Residential Contractors License.	1,4
* Re-wrote the ordinance on Dangerous Buildings.	1,4
* Adopted the new 2003 International Codes.	1,4
* Educated inspectors and permit technicians on customer relations.	1,4
* Adopted ordinance to amend Certificate of Occupancy which will penalize builders for allowing occupancy prior to obtaining a Certificate of Occupancy.	1,4
* Increased annual Contractor License fee for all Craftsman, Electrical, Mechanical, Plumbing, General Contractors and Residential Contractors.	1,4
* Obtained Certification from International Code Council for some staff members.	1,4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Inspections Performed	14,666	14,419	16,334	16,400
Permits Issued	4,693	5,809	5,558	5,815

2005-06 Objectives	**Goal Ref**
* Adjust existing fee schedule for electrical, mechanical, and plumbing permits.	1,4
* Establish the dangerous building fee schedule for administrative hearings/inspections for Code Compliance.	1,4
* Amend various other sections in the City Ordinance pertaining to a Certificate of Occupancy.	1,4

City of Independence
Detail Program Summary

Department: 4400 - Community Development — *2005-06 Operating Budget*
Cost Center: 4431 - Building Inspection — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Building Inspection Supv	1.00	.00	.00	.00
Construction Inspector	4.00	.00	.00	.00
Plans Examiner	1.00	1.00	1.00	2.00
Permits Technician	3.00	3.00	3.00	3.00
Building Inspector	.00	4.00	4.00	4.00
Dangerous Building Specialist	.00	.00	.00	1.00
Building Official	.00	1.00	1.00	.00
Building Inspections Mgr	.00	.00	.00	1.00
Property Maint Officer	.00	.00	.00	.25
Total	9.00	9.00	9.00	11.25

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	502,279	487,938	515,038	640,590
Other Services & Charges	20,454	57,692	31,076	137,328
Supplies	10,642	9,000	8,516	11,300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	533,375	554,630	554,630	789,218

Significant Issues

* Over $101,100 additional revenue will be generated annually due to annual renewal of Craftsman, General Contractors and Residential Licenses.
* Staff continuing educational requirements.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 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.); and historic preservation.

2004-05 Accomplishments	**Goal Ref**
* Worked on Square Redevelopment Plan.	1
* Completed four Commercial Facade Program projects.	2
* Monitored CDBG funded public services projects.	1
* Participated in Continuum of Care committee resulting in grant for permanent housing for persons in Independence.	1
* Completed NW Independence Housing Study.	1
* Worked on 24 Highway Corridor Plan.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Public Hearings	3	4	2	4
Grants Administered	3	3	3	3
Subrecipient Agencies Monitored	13	14	14	14
Projects Administered	26	24	22	24

2005-06 Objectives	**Goal Ref**
* Assist with the implementation of Square Revitalization Plan.	1,2
* Work with the NorthWest Community Development Corporation and Fairmount Neighborhood to complete and implement the 24 Highway Revitalization Plan.	1,2
* Manage CDBG funded Public Works Capital Improvement project.	1
* Work with NWCDC to develop infill housing in northwest Independence.	1
* Implement Maywood T-21 Project.	1,2
* Complete Phase III of North West Independence Housing Study.	1
* Solicit proposals for mixed use development for 315 N. Main site.	1
* Support efforts to retain CDBG funding.	1,2
* Complete environmental cleanup of car museum site.	1,2

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 6601 - CDBG Administration *Fund: 08 - Community Dev Block*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Community Program Supvr	1.00	.00	.00	.00
Community Programs Manager	.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	112,493	114,616	126,116	119,089
Other Services	36,141	51,158	114,096	49,580
Supplies	4,559	3,279	6,148	1,900
Capital Outlay	43	4,000	4,894	2,000
Other	0	0	0	0
Total	153,236	173,053	251,254	172,569

Significant Issues

* Continue to address issues of lead based paint and environmental reviews with all CDBG Housing Programs. This will include NorthWest Independence Repair Program and the Emergency Home Repair Program.
* Revitalization/Redevelopment strategy for northwest Independence/24 Highway Corridor.
* National threat to eliminate CDBG Program funding.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Description

Improve older commercial areas by improving physical appearance of commercial buildings built prior to 1952. The program makes available matching grants of $10,000 per facade visible from the public right-of-way to a maximum of $25,000 for exterior rehabilitation of commercial and mixed used structures.

2004-05 Accomplishments **Goal Ref**

* Substantial rehabilitation of two historic and one non-contributing commercial structure located within the proposed expansion area of the Harry S Truman National Historic Landmark District. — 1,2
* Secured expansion of two area businesses on the Independence Square through CFIP investment. — 2
* Leveraged private investment estimated at $3.00 for every $1.00 of CFIP Funds spent. — 3
* Completed HUD/EPA intensive orientation to Environmental Assessment for Federal Funding Construction Projects. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Commercial Facade Projects	10	3	4	4

2005-06 Objectives **Goal Ref**

* Complete and implement necessary revisions to CFIP Program Guidelines in order to improve administrative efficiency and to allow for leveraging of additional private investment. — 3,4
* Complete public education efforts including upgrades to City of Independence web page to disseminate information regarding availability of CFIP funding. — 2
* Complete 4 to 6 Facade Improvement Projects within Independence Square, Maywood and Englewood Business Districts. — 1,2
* Support efforts to retain CDBG funding. — 1,2

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Comm Develop Prog Spec	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 6608 - Commercial Facade Program *Fund: 08 - Community Dev Block*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Total	.00	1.00	1.00	1.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	51,580	55,867	94,789	55,898
Other Services	1,957	2,900	12,647	2,900
Supplies	0	0	2,355	0
Capital Outlay	126,652	0	171,703	0
Other	0	0	0	0
Total	180,189	58,767	281,494	58,798

Significant Issues

* Implementation of Revised Procurement Procedures.
* Ongoing education of documentation requirements.
* Revised Environmental Review Procedures and Compliance Process.
* National threat to eliminate CDBG Program funding.

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

Description

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2005-2006 will be the 11th year the City will receive funds from the Department of Housing and Urban Development as a participating jurisdiction (PJ). HOME funds may be used for a variety of activities to develop and support affordable housing. Eligible activities include: tenant based rental assistance, assistance to the first time home buyer and existing homeowners, property acquisition, new construction, reconstruction, moderate or substantial rehabilitation, site improvements, demolition, relocation expenses and other reasonable and necessary expenses for development of non-luxury housing. Programs for FY 2005-2006 include: Construction and rehabilitation of rental property that is or will be occupied by low to moderate income tenants, the First Time Home Buyers Program, and the administration and capacity building of two Community Housing Development Organizations (CHDO).

2004-05 Accomplishments	**Goal Ref**
* Continuing to work with the Community Housing Development Organizations (CHDO) to facilitate the rehabilitation and expansion of the moderate income housing base in the community.	1
* Successfully administered programs under the HOME Program which include the First Time Home Buyers Program.	1
* Facilitated the development of CHDO staff capacity by providing technical assistance for CHDO's.	1
* Assisted 60 first time home buyers.	1
* Attended HOME Program training by HUD throughout the year.	1
* Completed the rehabilitation of 709 W. Truman Rd into 17 rental units.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Multi-Family Units	3	17	25	0
First Time Home Buyers	60	60	60	60
Single-Family Units		0		6

2005-06 Objectives	**Goal Ref**
* Manage the HOME Program as a participating jurisdiction for the 11th year.	1
* 60 units for first time home buyers.	1

City of Independence
Detail Program Summary

Department: 4400 - Community Development *2005-06 Operating Budget*
Cost Center: 6802 - HOME Administration *Fund: 09 - HOME Program Fund*

2005-06 Objectives **Goal Ref**

* Continue assistance to the Santa Fe Trail neighborhood. 1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

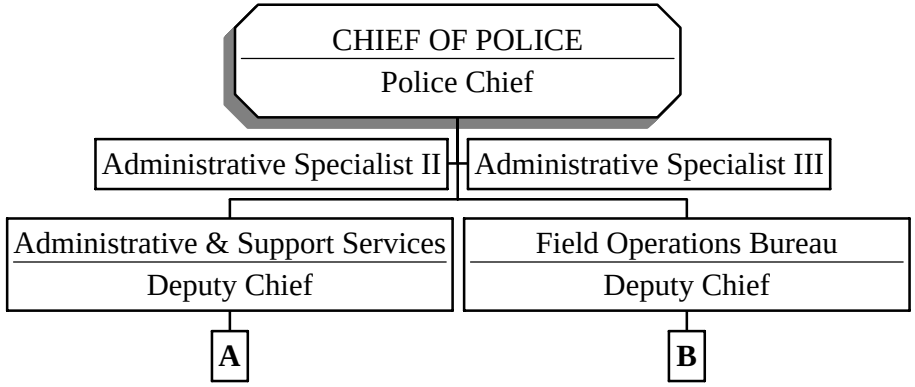
Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	47,142	65,450	92,667	48,372
Other Services	1,225	3,027	5,228	0
Supplies	328	750	2,684	0
Capital Outlay	0	0	684	0
Other	0	0	0	0
Total	48,695	69,227	101,263	48,372

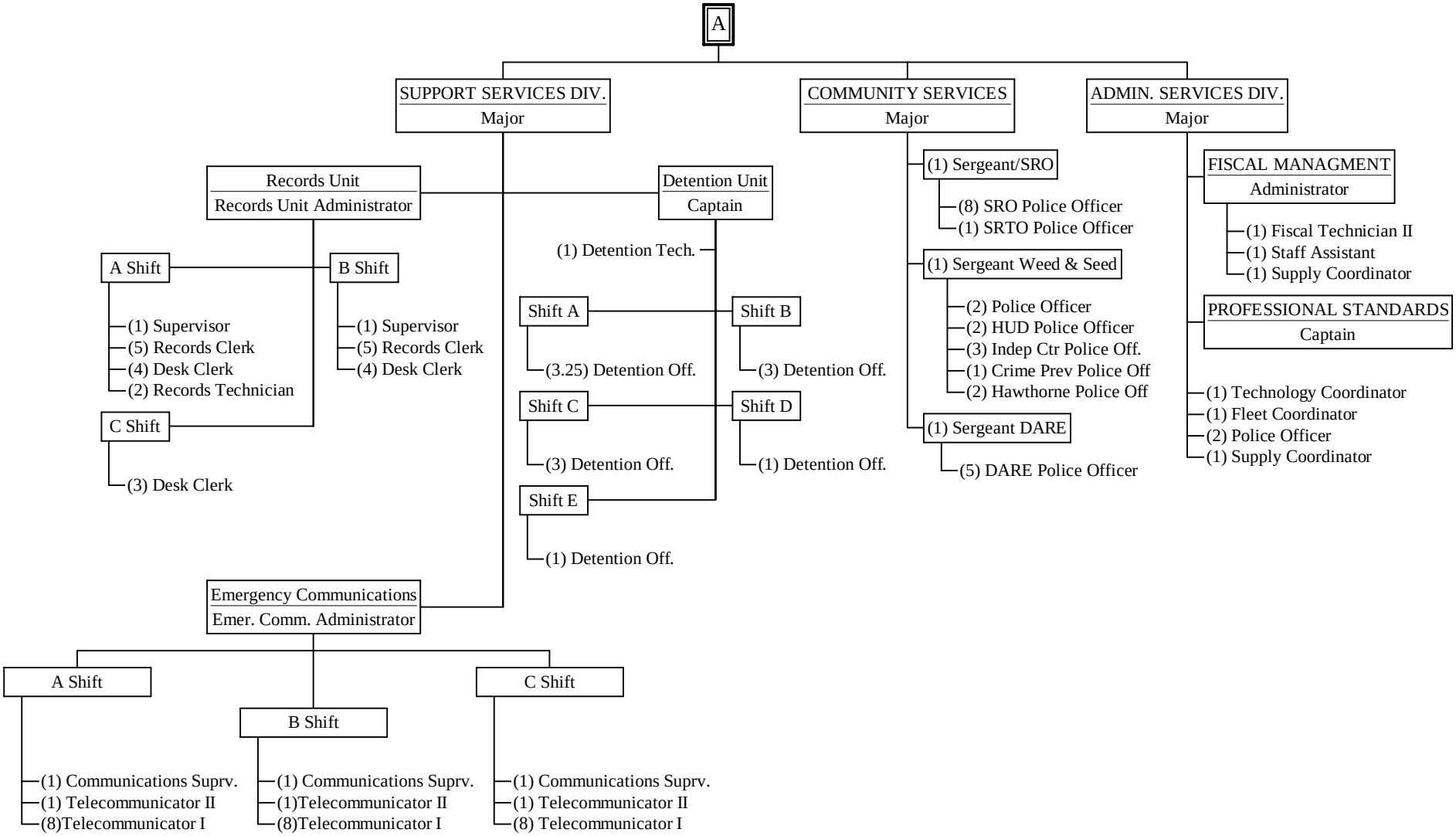
Significant Issues

* 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 projects in the northwest Independence area.

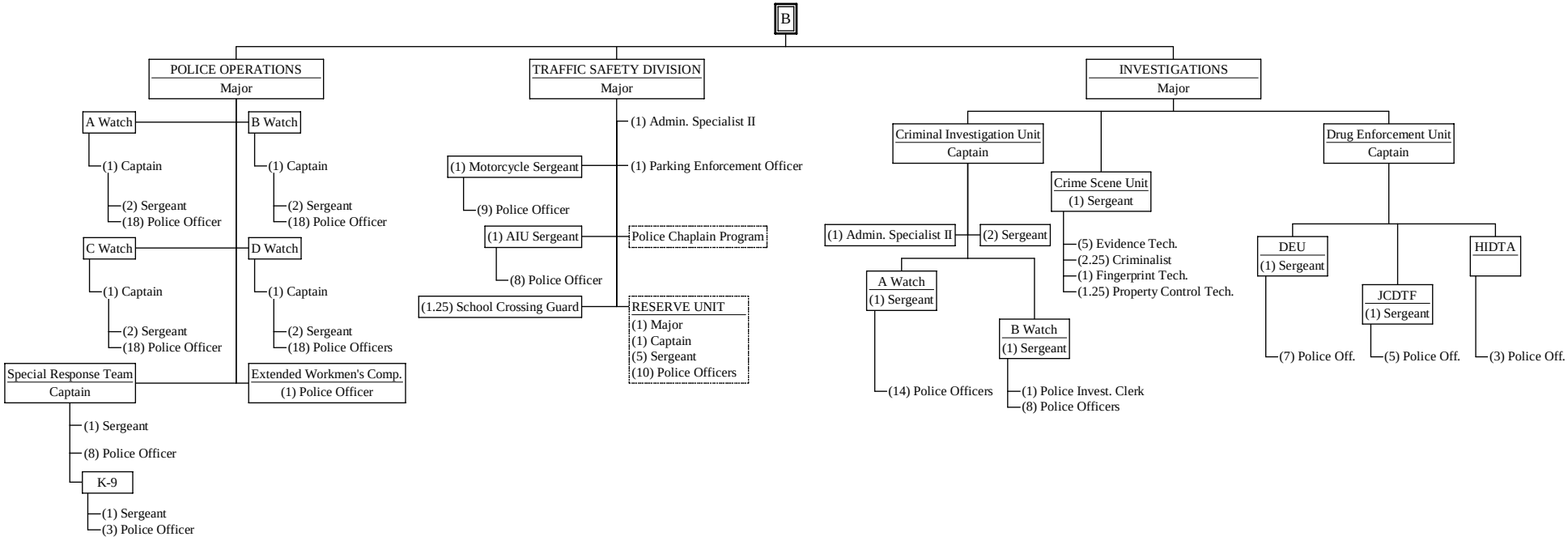
City of Independence, Missouri
Police Department



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



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

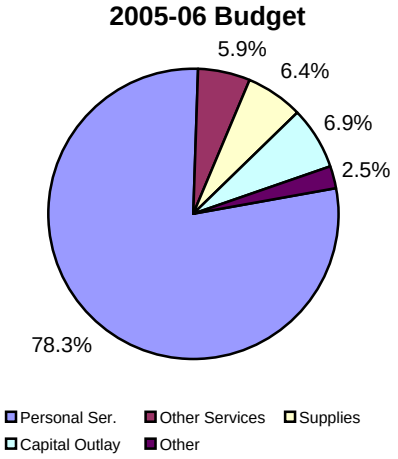


2005-06 Operating Budget

Police

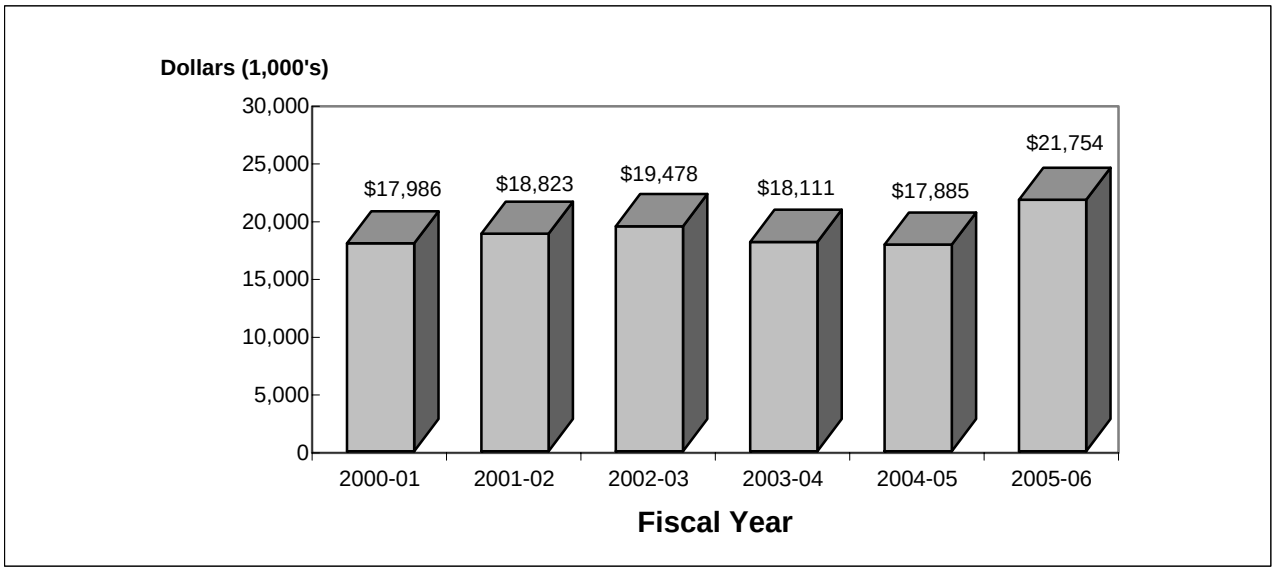
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 15,961,553	$ 15,874,350	$ 15,876,947	$ 17,441,574
Other Services	1,256,290	1,223,134	1,150,509	1,315,770
Supplies	531,204	513,083	518,790	1,416,260
Capital Outlay	310,700	221,201	305,937	1,527,641
Other	50,818	52,800	52,800	567,163
Total	$ 18,110,565	$ 17,884,568	$ 17,904,983	$ 22,268,408



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	275.00	274.00	275.00	275.00	277.00	281.50
Amount by Fund:						
General Fund	$ 17,985,889	$ 18,823,388	$ 19,477,743	$ 18,110,565	$ 17,884,568	$ 19,421,996
Police Sales Tax Fund	-	-	-	-	-	2,332,049
Total All Funds	$ 17,985,889	$ 18,823,388	$ 19,477,743	$ 18,110,565	$ 17,884,568	$ 21,754,045
Comparative Ratios:						
Per Capita	$ 153.90	$ 163.10	$ 170.94	$ 158.66	$ 156.41	$ 189.92
Per Household	$ 351.88	$ 372.92	$ 390.83	$ 362.76	$ 357.61	$ 434.23



City of Independence
Departmental Budget Summary

Department: 4500 - Police *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	273.00	273.00	275.00	279.00
Part Time Positions	2.00	2.00	2.00	2.50
Total	275.00	275.00	277.00	281.50

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4511 Chief of Police	1,094,183	1,044,981	1,044,809	1,216,718
4512 Police Grant Expenditures	44,460	237,831	258,246	209,925
4513 Police Training	96,764	98,493	98,493	118,939
4532 Uniform Unit	5,237,575	5,020,127	4,853,432	5,701,091
4533 Traffic Unit	1,635,914	1,584,615	1,584,615	1,713,910
4534 Investigations	1,676,691	1,667,263	1,834,538	1,681,225
4535 Special Operations	1,297,513	1,280,351	1,280,066	1,048,370
4536 Community Services Unit	1,055,940	1,002,152	1,002,152	1,334,004
4537 Drug Enforcement Unit	1,144,884	1,041,771	1,041,771	1,063,620
4538 Drug Abuse Resistance Educ.	352,541	338,728	338,728	380,021
4542 Crime Scene	562,289	531,679	531,556	607,247
4543 Detention	1,135,523	1,104,126	1,104,126	1,232,703
4544 Records and Property	1,089,608	1,187,601	1,187,601	1,259,808
4545 Communications	1,686,680	1,744,850	1,744,850	1,854,415
4562 Communications (Sales Tax)	0	0	0	513,417
4563 Facilities (Sales Tax)	0	0	0	170,000
4564 Equipment (Sales Tax)	0	0	0	1,648,632
Total	18,110,565	17,884,568	17,904,983	21,754,045

City of Independence
Departmental Budget Summary

Department: 4500 - Police *2005-06 Operating Budget*

Source of Funding				
General Fund	18,110,565	17,884,568	17,904,983	19,421,996
Police Safety Sales Tax	0	0	0	2,332,049
Total	18,110,565	17,884,568	17,904,983	21,754,045

Direct/Offsetting Revenues				
Jackson County Drug Task Force	439,736	403,426	419,332	439,736
Jackson County DARE Program	353,273	337,492	353,273	377,238
Police Services Reimbursement	67,894	60,000	45,047	0
Sale of Police Reports	43,825	44,500	36,045	44,500
School Resource Officers	307,632	330,418	344,470	361,694
Alarm Charges	46,162	45,000	35,000	36,750
Total	1,258,522	1,220,836	1,233,167	1,259,918

Significant Issues/Changes

* The voters approved the Capital Sales Tax, for the Police Department, on August 3, 2004. The Capital Sales Tax increases the local taxes by one-eight of a percent for a twelve year period to provide funding for public safety purposes. The tax will provide approximately 2.2 million per a year starting January of 2005, through December 31, 2016. This will allow for the implementation of many department-wide improvements in the areas of communication capabilities, facilities' improvements, and equipment needs.
* "Blackout" periods (those times when no officers are available to handle a call for service) are still plaguing the Department periodically. The problem will continue to escalate even more during the warm months. The ramifications of this is that response times will increase. On a night when several "blackouts" occur, some low priority calls may go hours before officers can respond.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Description

This Unit is responsible for the overall administrative control of operations and leadership of the department. It promulgates policy and procedures, maintains discipline, and represents the department to the public. Also, the Unit is responsible for the department's annual budget, fiscal management, staff services, internal affairs, recruitment, employee candidate processing, public information, training, and accreditation function of the department.

2004-05 Accomplishments — **Goal Ref**

* The City continues to work towards the development and implementation of the Radio Interoperability Plan. FEMA has granted a one year extension until September 2005, and an additional extension is expected. The City continues negotiations with the vendors, and has begun lease negotiations for the radio tower locations. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Police Officer Applicants	100	282	151	375
Police Officers Hired	18	9	9	5
Civilian Applicants	140	201	150	150
Participation in collegiate and public recruitment	4	2	4	4

2005-06 Objectives — **Goal Ref**

* Continue to make progress on the implementation of the Radio Interoperability Project. — 4
* Inventory Control continues to plague the department with various issues. An inventory systems needs to be purchased and implemented.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Chief	1.00	1.00	1.00	1.00
Police Major	.00	1.00	1.00	2.00
Deputy Chief of Police	.00	2.00	2.00	2.00
Police Captain	2.00	2.00	2.00	1.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4511 - Chief of Police — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Fiscal Administrator	1.00	1.00	1.00	1.00
Fleet Coordinator	.00	1.00	1.00	.00
Tech. Oversight Coordinator	.00	.00	.00	1.00
Clerk Typist II	1.00	.00	.00	.00
Police Accreditation Admin	.00	.00	.00	1.00
Master Police Officer	1.00	1.00	1.00	.00
Police Lieutenant	2.00	.00	.00	.00
Police Officer	1.00	1.00	1.00	2.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	.00	2.00	2.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	2.00	1.00
Inventory Technician	.00	.00	.00	1.00
Total	12.00	15.00	16.00	16.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	994,728	941,193	941,193	1,117,744
Other Services & Charges	80,375	86,615	86,104	83,124
Supplies	19,080	17,173	17,512	15,850
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,094,183	1,044,981	1,044,809	1,216,718

Significant Issues

* FEMA has awarded an additional Grant to build one of the radio towers. Negotiation have begun for the tower site leases. Several obstacles have presented themselves, and the City is currently trying to resolve those issues.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4512 - Police Grant Expenditures — *Fund: 02 - General Fund*

Description

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	38,886	237,831	240,428	209,925
Other Services & Charges	913	0	602	0
Supplies	2,173	0	16,877	0
Capital Outlay	2,488	0	339	0
Other Expenditures	0	0	0	0
Total	44,460	237,831	258,246	209,925

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4513 - Police Training | *Fund: 02 - General Fund*

Description

The Police Training Unit coordinates all department training to include mandated POST certification and city training requirements. The Division coordinates attendance at outside meetings, conferences, and seminars for specialization training purposes. A 15 week Field Training Program for new recruit officers supervised by the division commander is facilitated by this division. The department video lab is supervised and funded through this division. The division is responsible for the Police Firing Range, its maintenance and necessary supplies. Acquisition of training/duty ammunition and other training supplies for the department are included in the division's responsibilities. Accreditation responsibilities include continuous updating of 443 CALEA standards, updating of Department General Orders, and participation in CALEA assessments and conferences. The Staff Inspection function ensures a comprehensive analysis of each unit at least once every three years. Research and development is accomplished at the Chief's direction.

2004-05 Accomplishments — **Goal Ref**

* A 40-Hour Block Training Program was created and implemented during the last fiscal year. Monthly block schedules were developed and all officers were scheduled to attend classes. By June 2005, all officers in the department will have received 40-hours of P.O.S.T. approved training. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
In-Service Training Hours	13,502	8,000	8,000	4,920
Specialized Training Hours	22,736	7,956	27,000	28,000

2005-06 Objectives — **Goal Ref**

* Develop a new block curriculum providing relevant training that meets or exceeds all Departmental, City, State and Federal training requirements. Work with the Department and Academy staff to improve the quality of training offered. — 4
* In the 2005-06 Budget, create a line item within each Unit for recurring training issues. — 4

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4513 - Police Training — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	69,363	76,171	76,171	90,439
Supplies	27,401	22,322	22,322	28,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	96,764	98,493	98,493	118,939

Significant Issues

* Re-evaluate the 40-Hours Block Training Program to determine if it is being utilized effectively.
* Evaluate the current contract with Western Missouri Police Academy.
* Ascertain whether or not funding certain recruit applicants at either the Western Missouri Police Academy or the Kansas City Missouri Police Academy is feasible.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4532 - Uniform Unit | *Fund: 02 - General Fund*

Description

The Uniform Unit is the initial responder for all calls received from citizens. This Unit operates 24 hours a day, 365 days per year. The Unit is staffed according to workloads and geographical response areas. This Unit has four patrol watches.

2004-05 Accomplishments — **Goal Ref**

* The Homeland Security Grant Funding through the Mid-America Regional Council not only supplied the department with the EOD robot, but also the the personal protection equipment for every sworn department member. Furthermore, the department has received two awards for an EOD vehicle, that will house and transport the robot and the equipment; as well as, a "Bearcat" Armored Vehicle. Delivery of both vehicles is expected later this year. — 4
* The Unit has made strides to improve the Police-Community relations through various methods. Those methods consists of making concerted effort to respond and attend all public meetings as requested or appropriate; and to immediately address and handle accordingly all shift level complaints by citizens. — 4
* All four Watch Commanders are strongly emphasizing the importance of increased self-initiated activity. Currently, every Watch has reported the level of self-initiated activity above two per a day. Every Watch has improved over the last reporting period. — 4
* Calls for service with weapons involved have been given the highest priority when dispatching. A minimum of two officers and a supervisor are dispatched on every weapons call. Due to this level of priority, other calls for service are held until the officers and supervisor arrive on the scene of the weapons call. — 4
* The K-9 Unit fully trained and staffed. K-9 Unit supports the Uniform Unit in handling calls for service. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Police Incident Calls	120,668	123,329	123,081	129,100
Violent Crimes Reported	2,789	2,725	2,901	2,710

2005-06 Objectives — **Goal Ref**

* Begin the initial stages of implementing the Car Per Man Program as set forth in the Public Safety Tax funding. — 4
* Increase the manpower and fully staff every position vacant in the Unit, as set forth by the Table of Organization, and attempt to — 4

2005-06 Objectives **Goal Ref**

maintain that level of staffing.

* Implement and enforce a policy to increase the accountability of officers damaging vehicles or other departmental equipment thus reducing the money needed in the Unit's budget for repairs to these items. 4
* Continue to support the department's efforts in being prepared for a critical incident; such as, a Weapons of Mass Destruction. The primary responsibility for this function has shifted to SRT. This shall be accomplished through training and maintaining the liaison with the Emergency Preparedness Committee through the City. 4
* Maintain and attempt to enhance the Chaplains Program of the department. This program was reassigned to the Uniform Unit in May of 2004. This will be accomplish through meetings, networking, and liaison with all the chaplains. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Major	.00	1.00	1.00	1.00
Police Captain	1.00	4.00	4.00	4.00
Master Police Officer	15.00	16.00	14.00	21.00
Police Lieutenant	4.00	.00	.00	.00
Police Officer	63.00	50.00	51.00	49.00
Police Sergeant	9.00	8.00	8.00	8.00
Police Officer Recruit	.00	1.00	1.00	1.00
Total	92.00	80.00	79.00	84.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	4,544,071	4,350,563	4,350,563	5,218,295
Other Services & Charges	255,801	250,314	252,559	245,425
Supplies	247,813	239,250	237,159	236,351
Capital Outlay	189,890	180,000	13,151	1,020
Other Expenditures	0	0	0	0
Total	5,237,575	5,020,127	4,853,432	5,701,091

Significant Issues

* Effective management of the department's vehicle fleet without a fleet manager will be a significant issue. Tracking repairs, mileage, condition, etc. takes time that no one person within the Unit has. The burden will fall to the Watch Commanders, and the administrative staff, which neither have the time.
* Manpower levels are always a critical issue. With the number of openings that occur throughout the department (i.e., training, retirements, officers leaving, etc.), the draw on this Unit's manpower grows each year. The staffing levels must be maintained as an officer's safety issue, if nothing else. The citizens expect and deserve an officer if they call the Police.
* "Blackout" periods (those times when no officers are available to handle the call for service) are still plaguing the Unit periodically. The problem will continue to escalate even more during the warm months. The ramifications of this is that response times will increase. On a night when several "blackouts" occur, some low priority calls may go hours before officers can respond.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4533 - Traffic Unit | *Fund: 02 - General Fund*

Description

The Traffic Unit is staffed 21 hours per day, 365 days per year. Personnel assigned to this Unit have received additional training in radar operation, accident reconstruction, photography, and provides support and coordination to the Uniform Unit, as needed. The Unit also assists in the handling of special events (i.e., Santa-Cali-gon, the Halloween Parade, etc.).

2004-05 Accomplishments — **Goal Ref**

* Through individual efforts, soberty checkpoint operations, and education efforts the level of enforcement to remove or reduce the number of impaired drivers on the street continues to be a high priority for the department. Enforcement efforts have show actual increases in the number of DWI arrests for this year. — 4
* The Unit continues to target historically high accident areas with selective enforcement, and has increased the number of tickets written over the previous year by 1%. — 4
* The Unit's Speed, Running Red Traffic signals, and Hazardous Moving Violations Enforcement Program has shown a significant increase in hit and run accidents over the last year. The Hit and Run Investigators handle the incidents in an efficient, productive and safe manner by keeping pace and clearing these accidents promptly. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Vehicular Accidents Reported	3,123	3,233	3,115	3,300
Traffic Unit Summons Issued	17,796	30,840	19,000	32,000
DWI Arrests	770	778	785	790
Hit and Run Accidents Investigated	712	796	700	820

2005-06 Objectives — **Goal Ref**

* DWI Enforcement continues to be a high priority that makes the community a safer place. In an effort to reduce the number of drunk drivers on the streets, and the havoc they bring, the Unit is setting a goal to increase the number of DWI arrests by 5% over last year. — 4
* Continue to target historically high accident areas with selective enforcement by 5% over last year. The selective enforcement will reduce the number of accidents in the target areas. — 4

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4533 - Traffic Unit | *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Major	.00	1.00	1.00	1.00
Police Captain	1.00	.00	.00	.00
Clerk Typist II	1.00	.00	.00	.00
Master Police Officer	12.00	12.00	10.00	10.00
Police Officer	7.00	6.00	7.00	7.00
Police Sergeant	2.00	2.00	2.00	2.00
Parking Enforcement Off	1.00	1.00	1.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
Total	25.25	24.25	23.25	23.25

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,504,553	1,455,313	1,455,313	1,556,106
Other Services & Charges	44,421	51,300	51,146	91,334
Supplies	45,344	45,002	45,156	58,470
Capital Outlay	41,596	33,000	33,000	8,000
Other Expenditures	0	0	0	0
Total	1,635,914	1,584,615	1,584,615	1,713,910

Significant Issues

* With the every expanding evolution of technology, the possibility to enhance our effectiveness of the Unit by using ticketless entry is rapidly approaching. An overview of this new technology, and its capabilities, appears to improve the production of enforcement. Further research is needed prior to committing to this type of technology. In the coming year, the Unit will conduct research and determine if this new technology is worth investing the taxpayers dollars.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4534 - Investigations | *Fund: 02 - General Fund*

Description

The Investigations Unit work two shifts of days and evenings, and are on duty 365 days per year. The Unit's primary function is to conduct follow-up investigations of major crimes. As a secondary function, the Unit supports and assists the Special Response Team members, Arson Investigators, and Instructors at the Police Academy. The Explosive Ordinance Disposal Team is also in this Unit.

2004-05 Accomplishments — **Goal Ref**

* The Unit was restructured to follow a specialization concept instead of a district concept, resulting in an improvement in service delivery. Also, Quarterly Audits were implemented to improve case management. — 4
* Due to budgetary restraints, the detectives within this Unit were not sent to the Southern Police Institute training. If feasible, the detectives are scheduled for training this summer. — 4
* The availability of Federal Grant Funds has been rapidly vanishing; therefore, the Unit has focused on maintaining and improving the performance of existing programs. Significant progress has been made, and the Unit continues to build relationships with victim advocate agencies. — 4
* The implementation of the Software upgrades to provide investigators to law enforcement information and intelligence web sites was a success. Access to MULES and ALERT are now available. — 4
* The Units' Analysts have networked and participated in monthly meetings with outside agencies, and continue to develop strong ties with the intelligence community. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Criminal Cases Assigned	3,790		2,800	

2005-06 Objectives — **Goal Ref**

* Improve training by implementing a program to train specialized investigators, particularly in homicide, sex crimes, domestic violence, and other crimes. — 4
* Maintain and improve our performance in key indicators in our domestic violence programs, with particular emphasis on the Persistent Offender Program. — 4
* Develop a relationship and participate with the Federal Bureau of Investigation's Cyber Crimes Task Force in order to address the — 4

2005-06 Objectives **Goal Ref**

burgeoning problem of internet predator crimes.

* Continue to develop our intelligence resources through training and the use of Accurnit and Analyst Workstation. 4
* Assist the Child Protection Center in its operations and strategic planning in order to maintain and improve services to juvenile abuse victims. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Major	.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	.00	.00	.00
Master Police Officer	17.00	16.00	14.00	13.00
Police Lieutenant	1.00	.00	.00	.00
Police Officer	.00	.00	3.00	3.00
Police Sergeant	2.00	3.00	3.00	3.00
Police Officer Recruit	.00	.00	.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00
Total	23.00	23.00	24.00	24.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,542,129	1,536,514	1,536,514	1,595,855
Other Services & Charges	92,763	106,378	21,663	40,000
Supplies	27,908	24,371	23,815	39,150
Capital Outlay	13,891	0	252,546	6,220
Other Expenditures	0	0	0	0
Total	1,676,691	1,667,263	1,834,538	1,681,225

Significant Issues

* During 2004-05, the Unit operated with continual vacancies. The Unit's Command Staff will continue to monitor this challenge and

Significant Issues

attempt to evenly disperse workloads.

* The Unit is in need of training due to a high amount of turnover recently; including the Captain and all of the Sergeants. It is planned to address these training needs in coming years, or as the budget may allow.
* The Unit plans to participate with the FBI's Cyber Crimes Task Force, an additional duty that will call for a continual reassessment of case assignments and workload analysis.
* The Unit will watch the developing trend of cuts in federal funding to local agencies and task forces, with special consideration given to funding that currently is given to our participating personnel in the Secret Service Task Force and the Alcohol, Tobacco, and Firearms Task Force.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4535 - Special Operations | *Fund: 02 - General Fund*

Description

The primary responsibility of Special Operations Unit is to assist Uniform Unit as initial responders on calls for police service, and assist in the resolution of difficult police situations outside the realm of the standard patrol response, through the use of developed skills, tactics, and specialized equipment. The Unit consists of a K-9 component and a power shift assigned to the Traffic Unit that is trained and equipped as a Special Response Team.

2004-05 Accomplishments	**Goal Ref**
* During 2004-05, SRT responded on 27 tactical activations. There incidents include 17-High Risk Search Warrants, 3-Armed Barricaded Subjects, 6-Dignitary Protection Services, and 1-Undercover Tactical Buy-Bust Operation.	4
* SRT assisted the Investigations Unit and the Drug Enforcement Unit in a variety of assignments, including warrant service, knock and talk residence checks, and saturation patrol.	4
* All SRT members attended required annual advanced tactical training conducted by the Metro Tactical Officers Association located in Camp Dodge, Iowa.	4
* Two new snipers were selected to fill team vacancies. Both of them have completed a one-week IPD sniper course, and a one-day course taught at Camp Dodge, Iowa.	4
* SRT Officers provided monthly in-service training classes for all department members on Felony Car Stops and Force-on-Force Training (January through June), and Use of Ballistic Shield (September through December), 173 officers were trained.	4
* SRT Officers provided in-service training classes for selected uniform patrol personnel in the deployment of Less Lethal Impact Munitions (40 Officers trained), Taser (63 Officers trained), and Patrol Rifle (41 Officers trained).	4
* SRT conducted periodic scheduled maintenance and service on all department shotguns and AR-15 rifles.	4
* SRT conducted a Field Training Exercise on April 1, 2004, with the Uniform Unit, Community Service Unit, Hostage Negotiators, Police Volunteers, and Investigations Unit for response to Critical Incidents, using the Incident Command System. Patrol Supervisors and Patrol Officers were also trained in Tactical Barricade Deployment on March 24, 2004, in preparation for the exercise.	4
* All K-9 Teams attended the Missouri Police Canine Conference for in depth in-service training and certification.	4
* March of 2005, the K-9 Teams hosted a NAPWDA Master Trainer for a mini-seminar for the purpose of obtaining NAPWDA Certification.	4

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4535 - Special Operations — *Fund: 02 - General Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
SRT Tactical Training	24	24	24	24
Tactical Activations	53	27	55	30
Conducted Dept In-Service Training	29	42	24	40
K9 Calls	713	580	1,500	600
K9 Demos	75	61	85	70
K9 Citizen Contacts	9,281	7,256	1,000	5,500

2005-06 Objectives	Goal Ref
* SRT Officers will continue to train department members in areas; such as, less lethal impact munitions and patrol rifle.	4
* Fund and schedule selected SRT members to attend KCMTOA Basic SWAT Course, Advanced Tactical Operations Course, Basic FBI Sniper Course and Advanced Sniper Course.	4
* SRT will conduct scenario based training exercises with the Uniform Unit for response to critical incidents.	4
* SRT will conduct routine monthly maintenance and armorer repairs for the departments Benelli Shotguns, Remington Shotguns, and AR-15 Rifles.	4
* SRT will assist in coordinating Homeland Security issues, including contingency preparedness for high-profile targets and events within the City of Independence. Furthermore, IPD SRT and KCPD have been designated as primary responders for Weapons of Mass Destruction incidents for Eastern Jackson County. IPD will host the Tactical Law Enforcement Course on June 27 through July 1, 2005. This course will provide the knowledge/skills required for tactical WMD response. Currently IPD, Leavenworth, Lenexa, Overland Park, and KCPD will be attending.	4
* K-9 will maintain required certifications for the Police Canine Teams.	4
* K-9 will continue canine patrol procedures training to other members of the department.	4
* K-9 will increase the Canine Team usages in all applicable areas.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Captain	.00	1.00	1.00	1.00
Master Police Officer	12.00	2.00	5.00	5.00
Police Lieutenant	1.00	.00	.00	.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4535 - Special Operations — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Officer	2.00	16.00	11.00	5.00
Police Sergeant	1.00	3.00	3.00	3.00
Total	16.00	22.00	20.00	14.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,240,352	1,228,552	1,228,552	966,195
Other Services & Charges	9,188	15,231	15,987	31,275
Supplies	44,978	36,568	35,527	50,900
Capital Outlay	2,995	0	0	0
Other Expenditures	0	0	0	0
Total	1,297,513	1,280,351	1,280,066	1,048,370

Significant Issues

* The Unit was restructured to include SRT, K-9, and the Traffic Unit.
* All three SRT Sergeants were promoted during the year and the vacancies have now been filled. In addition, SRT had 4 full-time SRT Officers leave the team during the year. The four vacancies on the full-time squads were not filled, but 4 new officers were assigned to the part-time squad to maintain a total of 18 SRT Officers.
* Fiscal Year 2004-05 was a transition year for SRT. SRT started working special projects, as well as, covering patrol duties. The reduced manpower issue throughout the department affected SRT in 2004 by reducing SRT manpower from 12 fulltime officers to 8 by the end of the year.
* Special Projects conducted in 2004 all proved to be very effective with the assigned number of officers. As such, SRT will be restructured in 2005. The full-time SRT will tentatively consist of one squad of 6 officers, who will no longer be tasked with patrol responsibilities, and will strictly work proactive assignments and special projects.
* K-9 has experienced a reduction in K-9 demonstrations and K-9 Callouts. This is a direct result from financial constraints to reduce overtime.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Description

The Community Services Unit provides a wide variety of services for the community. In providing those services the Unit partners with a host of other public and service oriented entities (i.e., COMBAT, Northwest Community Development Corporation, Hawthorne Properties, Heart of America Crime Prevention Association, Neighborhood Block Watch, Simon Properties, D.A.R.E., etc.). In addition, the Unit works with the local school districts (i.e., Independence, Fort Osage, Blue Springs and Kansas City). Working with these organizations enables the Unit to provide Crime Prevention Programs, Weed and Seed Program, Hawthorne Property Programs, School Resource Officers, Truancy Officers, and Housing Officers, The Unit staff offices at the 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.

2004-05 Accomplishments — **Goal Ref**

* During two quarters of 2004-05 budget year, staffing levels fell by one officer. This position was not filled due to critical needs in the Uniform Unit. It is anticipated that this position will be filled at the start of the 2005-06 budget year. — 4
* Funding for one officer was secured for the budget year. — 4
* The multi-crime free housing efforts have become recognized as one of the most successful programs of it's type in the Kansas City metropolitan area. These efforts are continuing. A critical review of the Hotel/Motel Program had found that efforts and accomplishments by members of the Uniform Unit had created a team work with the area motels, making this program no longer needed. Due to the duplication of efforts, this program has ceased allowing more effort and time on the multi-housing project. During this budget year, not only were neighborhood problems corrected, but it was used successfully on commercial property as well. — 4
* The Child ID Program joined the modern era in this budget year. In the past, children were fingerprinted, but parents were left with the clean up mess. Cards were expensive and a large space was needed to accomplish these events. A computerized version that is programmed in a laptop computer was purchased. Initially, programming issues were found, but since have been successfully resolved. — 4
* During this budget year, the VIPS were used as spotters on the roof of the Independence Center, calling in crimes in progress to the Uniform Unit as a deterrent to thefts in the parking lot. This program was quite successful. In addition, a four-wheel drive vehicle, a "gator", and trailer were put into use to patrol the Little Blue Trace Park, extending a positive contact in the community. Residents who were on vacation had their homes checked by VIPS. Once a week, the department's radar trailer was taken to new — 4

2004-05 Accomplishments **Goal Ref**

locations in the city and set up. The purpose of this trailer was to educate citizens of their poor driving habits.

* The Explorer's Post continued as a success. These members were used at Santa-Cali-Gon in traffic control and to assist citizens. 4
* Other programs continued or were expanded. This included the School Resource Officers trained on internet safety and the teaching of the "I-Safe" course at the high and middle school level. Liquor control efforts continued in the Unit. These efforts include liquor inspections at businesses, programs where officers were near the store front to arrest minors who attempted purchase of alcohol, and also observing for compliance of merchants in sale of liquor to adults only. 4
* The Truancy Program that is a cooperative effort between the Independence and Ft. Osage School District was so successful that other school districts are studying the program. In the 2005-06 school year, Blue Springs School District will initiate a copy of the program. The success of the program has caused other school districts in the metropolitan area to begin requesting county ordinances to reflect those in Independence. 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Child Fingerprint ID's	2,179	2,120	2,000	2,000
Command Posts Used - *No longer in this Unit.	54	*	12	*
Disorderly House Cases	281	276	300	275
Certified Crime Free Multi-Housing Properties	3	7	3	5
Certified Crime Free Hotel/Motel Properties	1	4	1	5

2005-06 Objectives **Goal Ref**

* Maintain current staffing levels. 4
* Become more active in the Neighborhood Block Watch Programs. 4
* Expand VIPS Programs. 4
* Continue the Citizen's Academy. 4
* Maintain the success of the Truancy Program. 4
* Increase enforcement action in the Independence Center business area. 4
* Apply for at least one "grant" to enhance staffing and/or equipment needs. 4

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4536 - Community Services Unit — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Major	.00	1.00	1.00	1.00
Police Captain	1.00	.00	.00	.00
Master Police Officer	15.00	9.00	8.00	10.00
Police Officer	4.00	1.00	4.00	7.00
Police Sergeant	2.00	.00	1.00	2.00
Fiscal Technician II	1.00	1.00	.00	.00
Total	23.00	12.00	14.00	20.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	966,664	935,577	935,577	1,268,448
Other Services & Charges	33,832	36,175	36,876	32,006
Supplies	26,184	30,400	29,699	33,550
Capital Outlay	29,260	0	0	0
Other Expenditures	0	0	0	0
Total	1,055,940	1,002,152	1,002,152	1,334,004

Significant Issues

* The Fairmount Weed and Seed Grant will expire in October 2005.
* HUD Housing Grant was not renewed.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4537 - Drug Enforcement Unit — *Fund: 02 - General Fund*

Description

The Drug Enforcement Unit's fundamental duty is to investigate all drug complaints and violations. This duty is carried out using a variety of street level investigative initiatives, maximizing high profile attention and tactics brought against drug houses and habitual offenders. Members of this unit follow-up on all reported drug complaints received from the public and work with complainants and neighborhood groups to resolve drug issues. Six police officers are assigned to the Jackson County Drug Task Force and are funded by the Jackson County C.O.M.B.A.T. quarter-cent sales tax. Four 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).

2004-05 Accomplishments — **Goal Ref**

* Contributed one sergeant and one detective to the Midwest in HIDTA Metro Drug Task Force. Statistics are currently unavailable. — 4
* The combined efforts of the DEU, Metro Meth and Jackson County task Forces lead to 19 Met Lab Responses in Independence in 2004. This compared to 23 in 2003 and 41 in 2002. — 4
* In 2004, Detectives of the DEU investigated 817 drug complaints and processed 557 Uniform Units in-custody arrests. DEU initiated: 113 car/pedestrian checks, 263 residence checks, 167 consent searches, 23 undercover drug buys, and executed 32 search warrants. DEU drug arrests and related arrest with charges filed is 994. — 4
* Drugs seized during 2004,include 780.83 lbs. of marijuana, 1664.45 grams of meth, 358.57 grams of cocaine, and 3 marijuana grow operations. Total street value of drugs seized is $717,732. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Drug Cases Assigned	703	852	650	700
Drug Arrests	678	1,140	550	600
Drug Search Warrants	32	39	40	40

2005-06 Objectives — **Goal Ref**

* Further reduce the number of meth labs operating within the City through aggressive and prompt lead follow-up. — 4
* Monitor the Drug Hotline and provide prompt investigation and follow-up on drug complaints. — 4
* Assist other Units, within the department, in processing felony drug — 4

2005-06 Objectives **Goal Ref**

arrest, and in the filing of State and Federal drug charges.

* Aid in the training of other Units, within the department, and the community with regard to meth lab and drug recognition. 4
* Target the distribution of imported meth and cocaine through increased undercover / confidential informant operations (drug purchases) and coordination with the DEA, Jackson County Drug, and Kansas City Metro Drug Task Forces. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Captain	.00	1.00	1.00	1.00
Master Police Officer	.00	7.00	11.00	10.00
Police Officer	.00	5.00	2.00	2.00
Police Sergeant	.00	1.00	2.00	2.00
Total	.00	14.00	16.00	15.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,109,810	1,010,451	1,010,451	1,018,410
Other Services & Charges	28,050	26,520	26,997	34,720
Supplies	7,024	4,800	4,323	10,490
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	1,144,884	1,041,771	1,041,771	1,063,620

Significant Issues

* The Independence Police Department withdrew the sergeant and detective that had been assigned to the Metro Meth and Drug Task Force.
* The most marked drug trafficking trend DEU has noticed continues to be the rise in the recovery of imported (not locally produced) methamphetamine. While meth labs have continued to decrease, the amount of meth recovered has increased sharply.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 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 Unit 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.

2004-05 Accomplishments — **Goal Ref**

* D.A.R.E. classes were taught at Independence, Ft. Osage, and Kansas City Public Schools. — 4
* Funding was secured for operation of this Unit through C.O.M.B.A.T., although initially reduced it's funding continued at past levels, allowing success of this program through 40 schools. — 4
* Two officers were active as D.A.R.E. Mentors by instructing the program to other officers. This allowed for recertification of the Independence D.A.R.E. Officers without outside instructors. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Core Classes Taught	75	75	706	75
Number of Students Taught	1,350	1,355	3,452	1,500
Number of Schools	25	25	40	30
Number of Camps	3	3	4	3
Number of DARE Graduations	25	25	29	26

2005-06 Objectives — **Goal Ref**

* Modernize instructional methods of public presentation with laptop computer programs. — 4
* Sponsor the Missouri State D.A.R.E. Conference in Independence. — 4
* Continue participation in the D.A.R.E. Mentor Program. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Master Police Officer	.00	2.00	4.00	3.00

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4538 - Drug Abuse Resistance Educ. — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Officer	.00	3.00	1.00	2.00
Police Sergeant	.00	1.00	1.00	1.00
Total	.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	284,255	301,246	301,246	343,150
Other Services & Charges	20,818	16,800	20,983	2,400
Supplies	22,718	20,682	16,499	31,946
Capital Outlay	24,750	0	0	2,525
Other Expenditures	0	0	0	0
Total	352,541	338,728	338,728	380,021

Significant Issues

* Funding for the D.A.R.E. Programs continues to be a challenge (i.e., D.A.R.E. Camp, etc.). The success of the D.A.R.E. camp hinges on the contribution of the community during a time with the economy faces financial hardships.
* Independence has been selected as a site for the Missouri State D.A.R.E. Conference; however, this is an unfunded designation. This will require contributions and participation from the community.
* Missouri State Highway Patrol is considering the cessation of teaching the instructor's level of D.A.R.E. at their Academy. The next closest state that offers the course is Minnesota. This would greatly increase cost of training instructors. Independence is acertaining whether there are alternatives that would be more feasible, if these changes occur; including, the possibility of becoming a site of training in the State of Missouri.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Obtained $12,000 Missouri Crime Lab Upgrade Grant from the Missouri Department of Public Safety. — 4
* The Narcotics Control Assistance Program Grant was cancelled by the Missouri Department of Public Safety due to budget cuts at the Federal level. However, the Chief of Police agreed to provide funds through the City to continue providing Blood Alcohol and Urine Analysis within our Crime Laboratory. — 4
* Sent Crime Laboratory employees to ten separate schools, conferences, and seminars during the past year. Many of these schools were paid by various grants. — 4
* Continued process to become accredited through the American Society of Crime Laboratory Directors (ASCLD). Completed approximately 65% of the total number of criteria standards. — 4
* Completed first Independence Police Department Yearbook that was distributed in December 2004. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Crime Scenes Processed	556	704	600	700
Latent Prints Processed	1,583	1,212	1,700	1,400
Items of Evidence or recovered	10,608	13,750	12,000	14,000
Drug cases analyzed	2,141	2,138	2,200	2,200
Blood alcohol and urine analyzed	411	370	520	450
Property room - items recovered	10,608	10,608	12,000	14,000
Digital imaging		1,592	1,800	1,600

2005-06 Objectives — **Goal Ref**

* Continue to provide training for both chemist and crime scene investigators through the Missouri Association of Crime Lab Directors. — 4
* Continue to work on the accreditation process through the American Society of Crime Laboratory Directors. — 4

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4542 - Crime Scene | *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Criminalist	1.00	1.00	1.00	1.50
Evidence Technician	5.00	5.00	5.00	5.00
Finger Print Technician	1.00	1.00	1.00	1.00
Property Control Technician	1.00	1.00	1.25	1.25
Police Sergeant	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.25	9.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	530,614	505,978	505,978	575,186
Other Services & Charges	9,359	9,052	12,522	16,524
Supplies	22,316	16,649	13,056	15,537
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	562,289	531,679	531,556	607,247

Significant Issues

* Work towards certification through the International Association of Identification for Crime Scene Investigators, and the American Society of Crime Laboratory Directors.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Description

The Detention Unit receives and processes prisoners arrested in the city and/or by other jurisdictions on city warrants. They maintain prisoners in a secure environment until release.

2004-05 Accomplishments — **Goal Ref**

* Cost savings by food preparation continues to be a success. — 4
* Supervision of employees has improved with designation of a supervisor on a shift that previously was not directly supervised. — 4
* Although one employee was called to Active Military Duty for the year, through aggressive scheduling, overtime was minimal. This did create challenges in other schedule issues such as training. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Prisoners Booked	13,950	13,268	12,750	13,324
Prisoner Days Served	13,357	16,079	11,700	14,548
Prisoners Sentenced	1,760	1,758	1,650	1,870
Prisoner meals served	9,752	9,548	9,000	9,000

2005-06 Objectives — **Goal Ref**

* Teach officers in the Unit the skills of fire suppression. — 4
* Continue scheduling efforts to provide training for personnel with a minimal overtime costs. — 4
* Conduct a critical needs assessment of the facility to determine if improvements are needed. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Police Captain	.00	1.00	1.00	1.00
Detention Officer	11.50	11.50	11.50	10.50
Detention Technician	1.00	1.00	1.00	1.00
Police Lieutenant	1.00	.00	.00	.00
Police Sergeant	1.00	.00	.00	.00
Lead Detention Officer	.00	.00	.00	1.00
Total	14.50	13.50	13.50	13.50

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4543 - Detention | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	612,965	652,195	652,195	681,103
Other Services & Charges	516,360	438,831	438,950	540,000
Supplies	6,198	11,800	12,981	11,600
Capital Outlay	0	1,300	0	0
Other Expenditures	0	0	0	0
Total	1,135,523	1,104,126	1,104,126	1,232,703

Significant Issues

* The Detention facilities were constructed in the early 1970's with the concept of it being a short term holding area. This creates overcrowding on weekends and at peak times. Other issues such as monitoring of prisoners has reached a higher expectation by the courts over the years. Systems; such as, video taping take up precious storage space, have limited life, and cost over $13,000 a year in tapes. Updating to a cost effective and efficient system will be studied. Other improvements will also be reviewed, including utilizing space.
* The cost of prisoners housing has always been a challenge. The Municipal Court has worked closely with the Police Department on this issue; however, this continues to be an expensive issue. Several programs tried the last two years to reduce the prisoner population were not successful.

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Improvement in training and documentation has been experienced. Supervisors have received training. The employee performances are being monitored through the use of the Early Warning System, which causes quarterly review of job performance has been successful. — 4
* The issue of improving customer service in an on going project. Success has been achieved in this area, with room to grow. Employees are now being monitored at their desk, to protect them from frivolous claims, but also to allow review by the supervisors for rude behavior on the employee's part. This has led to a reduction in complaints.
* Equipment improvements is a long term effort. Progress has been made with better workstations and equipment. — 4
* Employees have access to reference material, but improvements can still be achieved in this area. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Municipal Warrants In	22,445	20,530	22,288	22,288
Municipal Warrants Out	18,133	18,616	16,270	19,000
PACE Cases Processed	40,119	56,294	31,990	35,000
Records checks and police reports disseminated to customers	16,733	24,646	12,831	15,000
Records Stored on Microfilm	0	0	0	0
Additional Warrants (felony) Issued		735	800	740
Felonies Served		283	378	300
Additional Revenue *Included in the counter sales.		0	3,050	0
Reports Electronically Stored		0		0

2005-06 Objectives — **Goal Ref**

* To research a program to teach desk officers safety issues, spotting potential violent people, and methods of defusing conflict. — 4
* Upgrade of existing equipment. — 4
* Provide reference materials to all employees. — 4

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4544 - Records and Property — *Fund: 02 - General Fund*

2005-06 Objectives — **Goal Ref**

* Improve method of tracking the sale of documents to match systems being used by City Departments, thereby improving accuracy and ease of evaluation. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Records Unit Clerk	10.00	10.00	10.00	10.00
Police Captain	1.00	.00	.00	.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	12.00	12.00	11.00	11.00
Police Records Supervisor	3.00	2.00	2.00	2.00
Property Control Technician	.25	.25	.00	.00
Police Records Technician	1.00	1.00	2.00	2.00
Total	28.25	26.25	26.00	26.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,003,517	1,078,779	1,078,779	1,155,818
Other Services & Charges	48,705	60,281	60,281	56,705
Supplies	31,556	41,640	41,640	43,085
Capital Outlay	5,830	6,901	6,901	4,200
Other Expenditures	0	0	0	0
Total	1,089,608	1,187,601	1,187,601	1,259,808

Significant Issues

* Microfilming of old reports continues to be an expensive and labor intensive program. Although expected to be completed in the 2004-05 budget, there is still much to be completed. Efforts will continue in this area. Efficient means of addressing this matter in the future will need to be researched.
* Utilizing office space in an efficient and effective manner continues to be a challenge. A space study for improvements needs to be conducted.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 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. A secondary responsibility, the Unit responds to various informational requests from the radio traffic received from the Police and Fire Departments. Also, the Unit is responsible for the proper support of various operational needs for all department entities.

2004-05 Accomplishments — **Goal Ref**

* All employees have been trained in the use of the Command Post. — 4
* Training of personnel has been accomplished. — 4
* Employees have maintained acceptable processing time for Emergency 911 telephone calls. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Emergency 9-1-1 Calls	140,173	141,501	147,150	142,000
CAD Incidents	120,668	123,330	139,466	124,000

2005-06 Objectives — **Goal Ref**

* Partnership with Mid-America Regional Council (MARC) to provide training for employees at a reduced cost to the City, yet meeting state requirements. — 4
* Review and improve the existing training program for new employees. — 4
* Meet with all supervisors on a regular basis to improve communication and standardize management's efforts in supervision. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Telecommunicator I	25.00	23.00	23.00	23.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Police Lieutenant	1.00	.00	.00	.00
Total	32.00	30.00	30.00	30.00

City of Independence
Detail Program Summary

Department: 4500 - Police | *2005-06 Operating Budget*
Cost Center: 4545 - Communications | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,589,009	1,640,158	1,640,158	1,735,339
Other Services & Charges	46,342	49,466	49,668	51,818
Supplies	511	2,426	2,224	14,458
Capital Outlay	0	0	0	0
Other Expenditures	50,818	52,800	52,800	52,800
Total	1,686,680	1,744,850	1,744,850	1,854,415

Significant Issues

* Utilization of space continues to be a challenge that needs to be studied and acted upon.
* Staffing issues over the last several years has led to employee shortages, which is reflected in employees being forced to work overtime to cover shortages. Efforts have led to improvements and these efforts will be continued.

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4562 - Communications (Sales Tax) — *Fund: 16 - Police Safety Sales*

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.

2004-05 Accomplishments	**Goal Ref**
* The City Continues to work towards the development and implementation of the Radio Interoperability Plan. FEMA has granted a one year extension until September 2005, and an additional extension is expected. The City continues negotiations with the vendors, and has begun lease negotiations for the radio tower locations.	4

2005-06 Objectives	**Goal Ref**
* Implement the Radio Repair and Replacement Program.	4
* Continue to make progress on the implementation of the Radio Interoperability Project.	4
* Implement the Mobile Data Terminal Project.	4
* Rennovate the third floor of Police Headquarters.	4
* Relocate the Communications Facility.	4
* Implement the Communication System Maintenance and Warranty Projects.	4

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	0	88,417
Capital Outlay	0	0	0	425,000
Other Expenditures	0	0	0	0
Total	0	0	0	513,417

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4563 - Facilities (Sales Tax) — *Fund: 16 - Police Safety Sales*

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.

2004-05 Accomplishments	**Goal Ref**
* The City continues to make progress on the Vehicle Replacement Program. The first set of vehicles have been ordered, and are expected to be in use no later than July 2005.	4

2005-06 Objectives	**Goal Ref**
* Implement the Wellness Project.	4
* Implement the Public Safety Maintenance Facility Project.	4
* Complete the Human Resources move from the Police Headquarters to City Hall.	4
* Complete the Health Department's move from Police Headquarters to a new location.	4
* Implement the Storage Building (house special use vehicles) Project.	4

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	170,000
Other Expenditures	0	0	0	0
Total	0	0	0	170,000

City of Independence
Detail Program Summary

Department: 4500 - Police — *2005-06 Operating Budget*
Cost Center: 4564 - Equipment (Sales Tax) — *Fund: 16 - Police Safety Sales*

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.

2004-05 Accomplishments	**Goal Ref**
* The City continues to make progress on the Vehicle Equipment Replacement Program. The first set of vehicles have been ordered, and are expected to be in use no later than July 2005.	4

2005-06 Objectives	**Goal Ref**
* Implement the Uniform Replacement Program.	4
* Implement the Car Audio/Video Recorders Project.	4
* Purchase the lab van and lab equipment.	4
* Purchase the detainee transport van.	4
* Purchase the armored rescue vehicle.	4
* Continue to make progress on the replacement of police vehicles.	4
* Begin the process of replacing obsolete, outdated and broken equipment within each of the Units.	4

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	0	0	0	737,956
Capital Outlay	0	0	0	910,676
Other Expenditures	0	0	0	0
Total	0	0	0	1,648,632

City of Independence
Departmental Budget Summary

Department: 4550 - Police Dept. Grants *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	.00	.00	15.00	12.00
Total	.00	.00	15.00	12.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4550 Police Dept. Grants	1,680,945	1,042,913	7,166,902	761,284
Total	1,680,945	1,042,913	7,166,902	761,284
Source of Funding				
Grants Fund	1,680,945	1,042,913	7,166,902	761,284
Total	1,680,945	1,042,913	7,166,902	761,284

City of Independence
Detail Program Summary

Department: 4550 - Police Dept. Grants *2005-06 Operating Budget*
Cost Center: 4550 - Police Dept. Grants *Fund: 15 - Grants Fund*

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.

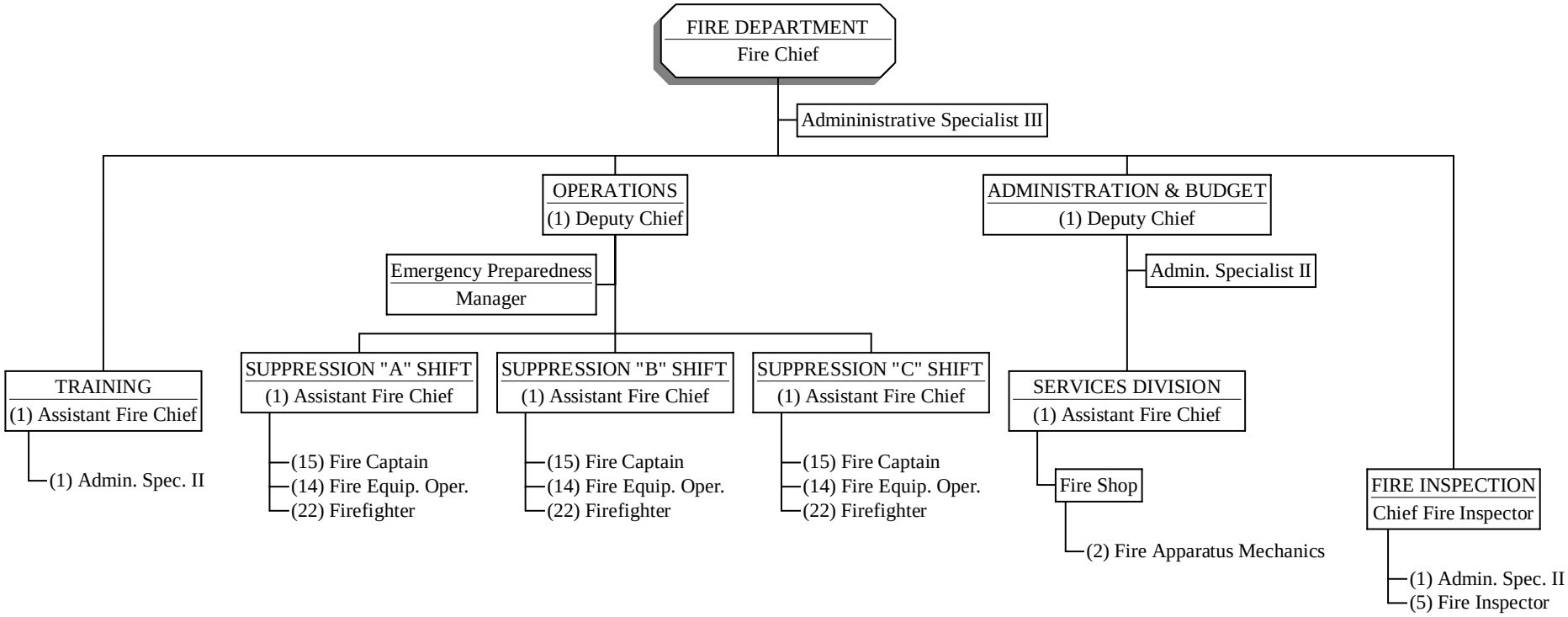
Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Criminalist	.00	.00	1.00	.00
Master Police Officer	.00	.00	9.00	10.00
Police Officer	.00	.00	3.00	1.00
Police Sergeant	.00	.00	2.00	1.00
Total	.00	.00	15.00	12.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,050,359	757,720	1,098,034	761,284
Other Services & Charges	310,086	254,799	522,138	0
Supplies	153,291	10,401	126,961	0
Capital Outlay	167,209	19,993	5,419,769	0
Other Expenditures	0	0	0	0
Total	1,680,945	1,042,913	7,166,902	761,284

City of Independence, Missouri
Fire Department

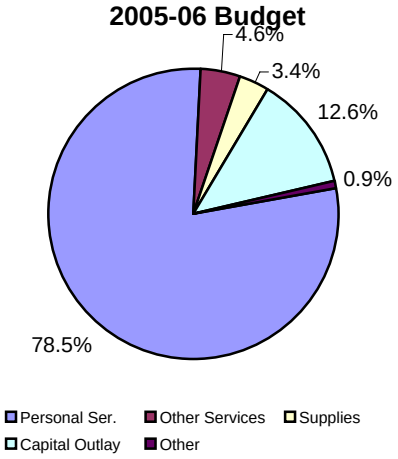


2005-06 Operating Budget

Fire

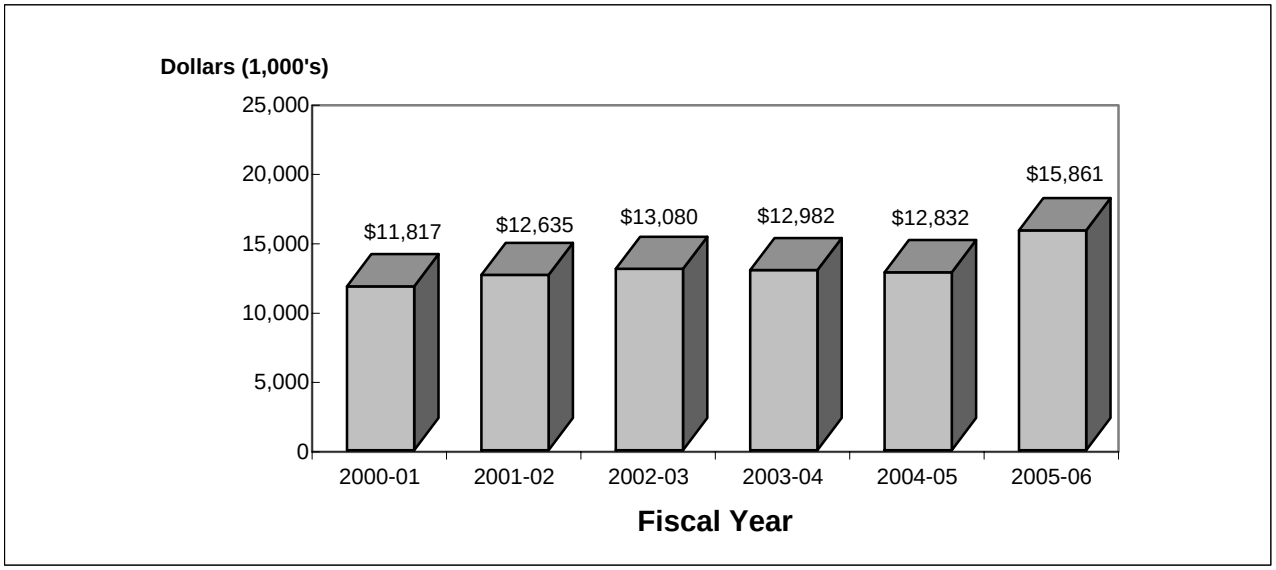
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 11,777,406	$ 11,717,519	$ 11,688,106	$ 12,451,009
Other Services	513,769	488,853	647,240	730,800
Supplies	288,086	227,579	408,083	532,881
Capital Outlay	114,275	16,000	70,590	2,001,970
Other	288,140	381,997	381,997	144,328
Total	$ 12,981,676	$ 12,831,948	$ 13,196,016	$ 15,860,988



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
Amount by Fund:						
General Fund	$ 11,817,252	$ 12,634,782	$ 13,080,394	$ 12,836,984	$ 12,788,703	$ 13,478,138
Grants Fund	-	-	-	144,692	43,245	44,780
Fire Sales Tax	-	-	-	-	-	2,338,070
Total All Funds	$ 11,817,252	$ 12,634,782	$ 13,080,394	$ 12,981,676	$ 12,831,948	$ 15,860,988
Comparative Ratios:						
Per Capita	$ 101.12	$ 109.48	$ 114.79	$ 113.73	$ 112.22	$ 138.47
Per Household	$ 231.20	$ 250.31	$ 262.46	$ 260.03	$ 256.58	$ 316.60



City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2005-06 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 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	174.00	174.00	174.00	174.00
Total	174.00	174.00	174.00	174.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4611 Fire Administration	475,383	469,042	469,292	508,142
4621 Fire Operations	11,122,179	11,021,893	11,023,993	11,612,075
4622 Emergency Medical Services	48,700	74,861	74,861	53,300
4631 Fire Prevention	505,152	481,437	481,437	532,725
4641 Maintenance	509,130	510,908	508,558	451,858
4650 Fire Dept. Grants	144,692	43,245	407,313	44,780
4651 Training	160,553	155,354	155,354	191,667
4661 Emergency Preparedness	15,887	75,208	75,208	128,371
4671 Fire Sales Tax Program	0	0	0	2,338,070
Total	12,981,676	12,831,948	13,196,016	15,860,988

City of Independence
Departmental Budget Summary

Department: 4600 - Fire *2005-06 Operating Budget*

Source of Funding				
General Fund	12,836,984	12,788,703	12,788,703	13,478,138
Grants Fund	144,692	43,245	407,313	44,780
Fire Safety Sales Tax	0	0	0	2,338,070
Total	12,981,676	12,831,948	13,196,016	15,860,988

Direct/Offsetting Revenues				
Sale of Fire Reports	690	830	124	130
Total	690	830	124	130

Significant Issues/Changes

* Reallocated approximately $300,000 in funds historically used to purchase fire apparatus, equipment and support Wellness Program, and now provided for by the Fire Safety Tax to convert the increased cost of supplies, fuel, utilities, technology support, planning, training and overtime.
* Added an additional Cost Center, #4671, for fire tax funds to detail and track expenditures of funds specific to the Fire Safety Tax.

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 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 Fire Department. This Division also ensures that strategic goals and objectives meet the vision and mission of the Department.

2004-05 Accomplishments	**Goal Ref**
* Recommendation of the Public Safety Committee for seeking voter approval of a Fire Safety Tax was successfully supported through informational presentations by the Fire Chief and City Staff.	4
* Completed second mandatory year of the Wellness Program. Comparison report indicates a 9% improvement in firefighter fitness.	4
* Construction of Fire Station 7 was bid, with an anticipated time frame of April, 2005, to begin construction.	4
* A replacement for the Work Agreement with the International Association of Firefighters Local 781 was negotiated and went into effect in December, 2004.	4
* Eight (8) new/revised Standard Operating Procedures were implemented.	4
* Fire Department applied for and received a grant through the Department of Homeland Security to purchase Automatic Defibrillators and a replacement air compressor for filling self-contained breathing apparatus (SCBA) bottles.	4

2005-06 Objectives	**Goal Ref**
* Provide budgetary oversight for Fire Safety Tax expenditures.	4
* Coordinate the revision or development and implementation of six Standard Operating Procedures.	4
* Develop a written five-year strategic plan for improving Fire Department Operations.	4
* Provide information and support to the Citizens Oversight Committee for the Fire Safety Tax.	4
* Complete the construction of the replacement building for Fire Station 7.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Administrative Aide I	1.00	.00	.00	.00
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	.00	1.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 Operating Budget*
Cost Center: 4611 - Fire Administration — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	305,120	310,346	310,346	322,463
Other Services & Charges	121,796	112,254	113,704	123,679
Supplies	44,820	46,442	45,242	62,000
Capital Outlay	3,647	0	0	0
Other Expenditures	0	0	0	0
Total	475,383	469,042	469,292	508,142

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 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 insuring compliance with fire codes, assisting Fire Prevention Division in public education and responding to citizen requests for non-emergency services.

2004-05 Accomplishments	**Goal Ref**
* Acquired approximately $200,000 worth of sophisticated equipment through two grant programs, which will increase the capability of the Hazardous Materials Response Team.	4
* Provided approximately 290 staff hours of training for the Hazardous Materials Response Team members to increase their level of confidence and effectiveness.	4
* Provided two training courses in Company Officer Tactics for 45 Captains and 42 Fire Equipment Operators to increase their ability to command the initial response to emergency incidents.	4
* Completed monthly inspections of all fire stations, identifying structural and aesthetic issues.	4
* Three (3) Fire Department and Emergency Preparedness personnel participated in one tabletop disaster exercise.	4
* Twelve (12) Hazardous Materials Team and staff personnel participated in one two-day, full-scale exercise to evaluate the ability of our personnel to respond to acts of terrorism, both domestic and international.	4
* Completed first level of technical rescue training program (40 hours) for approximately 140 Operations Division personnel.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Total Alarms	12,294	13,424	13,000	13,355
Residential Fires	136	140	150	164
Vehicle Fires	137	145	175	137
Grass/Trash	182	138	200	144
Open Burning	114	105	120	122
Bomb Threat	35	22	40	24

Hazardous Materials	69	15	80	15
Alarm Systems	524	545	600	611
Medical Alarms	9,128	9,688	9,500	9,530
Commercial Fires	22	17	25	22
Service Calls: Odors, Carbon Monoxide, Other Service	1,834	1,743	1,950	2,000
Structure Fire Other	29	10	35	8

2005-06 Objectives **Goal Ref**

* Conduct visual inspection of 4,000 fire hydrants. 4
* Conduct 6,800 commercial inspections. 4
* Conduct 25 Pre-Incident Plans for Target Hazards. 4
* Scheduled for April, 2005, to complete second level of technical rescue training for select group of personnel (40 hours for approximately 30 personnel). 4
* Approximately 30 personnel participate in one Weapons of Mass Destruction Exercise. 4
* Provide 8 hour Quarterly Training for 12 Hazardous Materials Response Team personnel (total of 96 man hours). 4
* Complete annual 8 hour hazardous materials refresher for 164 personnel. 4
* Complete annual 100 hours emergency medical continuing education requirements. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	10,567,078	10,480,592	10,480,592	11,146,453

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 Operating Budget*
Cost Center: 4621 - Fire Operations | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	47,880	49,229	49,229	206,908
Supplies	114,045	110,075	108,125	114,386
Capital Outlay	105,036	0	4,050	0
Other Expenditures	288,140	381,997	381,997	144,328
Total	11,122,179	11,021,893	11,023,993	11,612,075

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 Operating Budget*
Cost Center: 4622 - Emergency Medical Services — *Fund: 02 - General Fund*

Description

The Emergency Medical Services Division is responsible for the training and coordination of emergency medical services. The primary goal is to facilitate the response of fire fighters trained to the level of Emergency Medical Technician or Paramedic to provide basic and advance life support (ALS) treatment.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Total	.00	.00	.00	.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	0	12,135	12,135	12,085
Other Services & Charges	31,784	25,726	25,726	20,215
Supplies	16,916	21,000	21,000	21,000
Capital Outlay	0	16,000	16,000	0
Other Expenditures	0	0	0	0
Total	48,700	74,861	74,861	53,300

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Produced the Fire Department's 2004 Annual Report and distributed to City Department Heads, fire stations, City Council, neighborhood groups and the Chamber of Commerce. — 4
* Developed and conducted a refresher training class for the 152 Operations personnel to improve Annual Company Inspections. — 4
* Developed a proposal for a fast track sprinkler installation permit. — 4
* Teamed up with the Administrative Personnel of the Space Center to promote ongoing planning for emergency communication, emergency evacuation and tenant safety for subterranean businesses. — 4
* Developed a regional "Fire Education Outreach Program." — 4
* Revised the Fire Prevention Division's Procedure Manual. — 4
* Implemented the "Sprinkler System Annual Test" program which uses the previously developed sprinkler systems list to track testing dates, provide notification to business owners, and arranges for documentation as to correction of any non-compliance items. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Commercial Inspections and Reinspections	4,583	4,485	4,717	4,856
Plan Reviews & Final Construction Inspections	650	786	685	928
Occupational License Inspections & Reinspections	1,473	1,289	1,573	1,730
Public Education Audience	12,619	14,747	12,147	20,017
Citizen Request	345	441	360	441
Zoning Projects	128	122	135	135

2005-06 Objectives — **Goal Ref**

* Produce the Fire Department's 2005 Annual Report and distribute to City Department Directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce. — 4

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 Operating Budget*
Cost Center: 4631 - Fire Prevention — *Fund: 02 - General Fund*

2005-06 Objectives	**Goal Ref**
* Continue to partnership with administrative personnel of the Space Center to provide an ongoing plan in addressing emergency communication, emergency evacuation and tenant safety for the underground mine area.	4
* Further advance the "Fire Education Outreach Program" to encompass more agencies and fire departments within the Jackson County area.	4
* Develop an in-house training class on fire sprinkler systems for operations personnel.	4
* Develop and implement a self-inspection program for Home Occupation businesses.	4
* Develop a class on "Conducting Your Business in a Fire Safe Environment" for the business community.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Assistant Fire Chief	.00	.00	.00	.00
Fire Inspector	6.00	6.00	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	8.00	8.00	7.00	7.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	491,346	467,630	467,630	510,493
Other Services & Charges	2,807	2,460	2,580	7,260
Supplies	9,756	11,347	11,227	14,972
Capital Outlay	1,243	0	0	0
Other Expenditures	0	0	0	0
Total	505,152	481,437	481,437	532,725

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Description

The Maintenance Division provides vehicle maintenance and service to the automotive fleet and fire apparatus. The Maintenance Division coordinates repairs and updates to the Department's facilities. The Division assumes an active role in training suppression personnel in the care and use of apparatus and equipment.

2004-05 Accomplishments	**Goal Ref**
* Funds awarded through the Fire Safety Grant were used to retrofit Fire Station 1/Headquarters Building with a fire sprinkler and alarm system to provide better life safety for personnel assigned to this facility and to model the concept of engineered life safety building components as the recommended method for reducing life and property damage from fire.	4
* Specifications for installing clean-up sinks, plumbing and venting for washers and dryers in eight (8) fire stations were develped, bid, and installation began in March (Fire Safety Grant Funds).	4
* Forty-two (42) sets of firefighting gear were ordered and issued to personnel.	4
* Self-contained breathing apparatus bottles were purchased and placed into service as part of the ongoing program.	4
* Vehicle exhaust systems were specified, bid and installed in three (3) fire stations (Fire Safety Grant Funds).	4
* Sixty thousand dollars ($60,000) in technical rescue equipment was specified, purchased and placed in a special response Technical Rescue trailer for personnel completing the Operational and Technical Rescue Training classes to utilize in responding to vertical, confined and trench rescue situations.	4
* A 100' Aerial Platform Ladder Truck was received, equipment mounted and placed in service at Fire Station 1 (950 N. Spring St.) after all assigned personnel received training and met proficiency standards.	4
* A second 100' Aerial Platform Ladder Truck was specified, bid and ordered and is scheduled to be received in early summer, 2005.	4

2005-06 Objectives	**Goal Ref**
* Upgrade Crysler facility to accommodate the merger of Fire Fleet Maintenance activities with other City Fleet Maintenance activities performed through Public Works.	4
* Receive, equip, and place into service three (3) new arrive pumpers to replace 1995 pumpers.	4
* Maintain current equipment facility maintenance and upgrade program while completing first year of new projects provided for through Fire Safety Tax Funds to include but limited to the design/construction documents for replacement fire stations, specify purchase and place into service new vehicles and equipment.	4

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 Operating Budget*
Cost Center: 4641 - Maintenance | *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Apparatus Mechanic	2.00	2.00	2.00	2.00
Total	3.00	3.00	3.00	3.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	250,913	253,828	253,828	254,478
Other Services & Charges	232,038	229,530	226,980	162,030
Supplies	26,179	27,550	27,750	35,350
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	509,130	510,908	508,558	451,858

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 Operating Budget*
Cost Center: 4650 - Fire Dept. Grants — *Fund: 15 - Grants Fund*

Description

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Emergency Preparedness Mgr	.00	.00	.50	.50
Administrative Spec II	.00	.00	.25	.25
Total	.00	.00	.75	.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	40,899	41,772	12,359	43,307
Other Services & Charges	32,318	0	159,367	0
Supplies	70,239	1,473	185,047	1,473
Capital Outlay	1,236	0	50,540	0
Other Expenditures	0	0	0	0
Total	144,692	43,245	407,313	44,780

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Provided the annually required Hazardous Material class in April and May, consisting of 16 hours of class time per person.	4
* Provided 2,276 hours of combination, Incident Command training and Officer Development training to Captains and Fire Equipment Operators.	4
* Oversaw the Internet CEU program for the department.	4
* Provided 4,262 hours of Rescue Systems training at the operations level to department members using Federal Grant money.	4
* Coordinated the development, equipping and implementation of a revised Advance Life Support Pumper Program.	4
* Provided support and staff time to the Prevention Bureau to improve the effectiveness of the current fire records keeping package and examine replacement and upgrades to improve fire department reporting on a state and nationally required level.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Total Hours of Training	3,400	3,500	3,900	3,500
Staff hours of training	15,285	16,867	16,840	16,500

2005-06 Objectives	**Goal Ref**
* Purchase fire simulator to provide strategy and tactics training in a virtual, non-threatening environment.	4
* Conduct three (3) wellness classes as outlined in the Wellness Program.	4
* Provide 8-hour Hazardous Materials response refresher training for 168 personnel.	4
* Provide 4 hours self-rescue/self-contained breathing apparatus class for 168 personnel.	4
* Conduct two 12-hour National Fire Academy Leadership courses for 95 personnel (Captains, Fire Equipment Operators and personnel up for promotion).	4

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 Operating Budget*
Cost Center: 4651 - Training | *Fund: 02 - General Fund*

2005-06 Objectives **Goal Ref**

* Provide up to 12 personnel to attend each State Fire School (24 total). 4
* Conduct 40 hour Apparaus Driver/Operator Course for all new personnel.
* Provide for two (2) hours of weekly driving/pumping training for all Firefighters and Fire Equipment Operators.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	.50	.50
Total	2.00	2.00	1.50	1.50

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	121,991	109,444	109,444	118,527
Other Services & Charges	30,146	38,410	38,410	60,040
Supplies	5,303	7,500	7,500	13,100
Capital Outlay	3,113	0	0	0
Other Expenditures	0	0	0	0
Total	160,553	155,354	155,354	191,667

City of Independence
Detail Program Summary

Department: 4600 - Fire *2005-06 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.

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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.

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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.

2004-05 Accomplishments	**Goal Ref**
* Continued participation in the EMPG program receiving $53,228.90 from the Department of Homeland Security and the Missouri State Emergency Management Agency (SEMA) for emergency preparedness activities for the City of Independence, Missouri. Developed and initiated a streamlined EMPG grant reporting system that reduces the department's administrative time by 50% with increased accuracy.	4
* Applied for and received a grant of $13,950.00 from the Missouri State Emergency Management Agency for continued Independence Citizen's Corps activities for the City of Independence, Missouri.	4
* Applied for and received a grant from SEMA for $4,421.59 to teach CERT classes within the City of Independence, Missouri.	4
* Worked with Mid-America Regional Council (MARC) in the Development of and adoption by the City of Independence, Missouri of the Regional Natural Hazards Mitigation Plan as required by the Federal Emergency Management Agency (FEMA).	4
* Worked with other City departments in the design and development of the new 700MHz radio system to be implemented by the end of September, 2005.	4
* Initiated a Neighborhood Preparedness Workshop program to increase individual, family, and neighborhood awareness of prevention and preparedness issues. This 6 hour training program has trained over 140 residents throughout the City of Independence, Missouri.	4
* The department has administered five (5) Community Emergency Response Team classes over the last year, training 110 additional CERT members.	4
* The Department helped design and participated in the KCMMRS regional	4

2004-05 Accomplishments **Goal Ref**

Bio-Terrorism exercise involving over 30 agencies including city, county, state, federal and private organizations.

* Worked in conjunction with the RACES group to participate in two (summer and winter) nationwide communications exercises. The Independence RACES group finished 3rd in the nation for the summer exercise (results from the winter exercise will not be known until April, 2005). 4

2005-06 Objectives **Goal Ref**

* Continued participation of the Emergency Management Planning Grant (EMPG) program provided from the Department of Homeland Security/SEMA with the goal to try and receive additional funding from the program due to increased participation and programs. 4
* Review, reformat and update the Local Emergency Operations Plan as required by the Department of Homeland Security and SEMA. 4
* Implement the National Incident Management System throughout the City of Independence, Missouri, as required by the Department of Homeland Security and SEMA. 4
* Increase Community Emergency Response Team members by 30% over the next year and deliver advanced training to existing members. This will be accomplished by requesting continued and additional grant support from SEMA. 4
* Help to continue development of the Independence Citizen's Corps Volunteer program by applying for and administrating SEMA grants. The department will also be involved with administration of some Citizen's Corps programs as well. 4
* Complete the National Weather Service's "Storm Ready" certification criteria for the City of Independence, Missouri. 4
* Continue to facilitate the City's Emergency Preparedness Committee and increase the participation and membership of City departments and other organizations task with response activities identified in the Local Emergency Operations Plan. 4
* Increase RACES volunteers by 30% and their communications capabilities. 4
* Conduct at least one exercise as required by the Department of Homeland Security, SEMA and the EMPG program. 4
* Continue support and expand specialized response group meetings such as the Public Information Officers, Historic Preservation Officers and Underground facilities. 4
* Develop and streamline the Emergency Operations Center paging and notification system used during EOC activations. 4
* Replace and install new outdoor warning sirens as outlined in the "Safety Sales Tax Improvement Plan." 4
* Implement WebEOC into the Emergency Operations Center that can be utilized by all City departments and organizations in Jackson County. 4

City of Independence
Detail Program Summary

Department: 4600 - Fire — *2005-06 Operating Budget*
Cost Center: 4661 - Emergency Preparedness — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Emergency Preparedness Mgr	.00	.00	.50	.50
Administrative Spec II	.00	.00	.25	.25
Total	.00	.00	.75	.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	59	41,772	41,772	43,203
Other Services & Charges	15,000	31,244	31,244	59,168
Supplies	828	2,192	2,192	22,100
Capital Outlay	0	0	0	3,900
Other Expenditures	0	0	0	0
Total	15,887	75,208	75,208	128,371

City of Independence
Detail Program Summary

Department: 4600 - Fire | *2005-06 Operating Budget*
Cost Center: 4671 - Fire Sales Tax Program | *Fund: 17 - Fire Safety Sales Ta*

Description

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

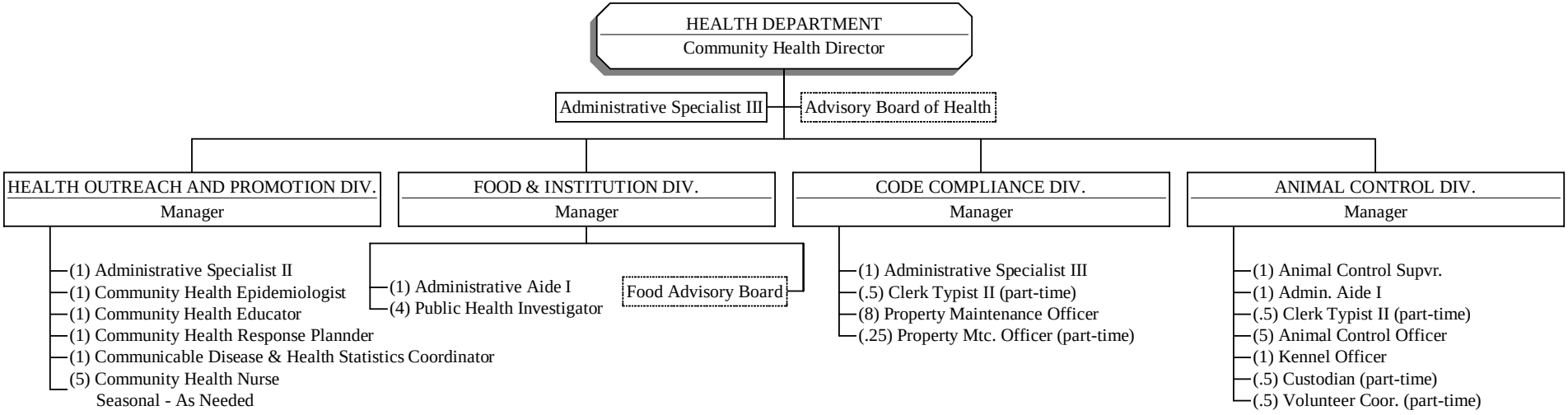
2004-05 Accomplishments	**Goal Ref**
* Received Council approval for Finance to issue bonds totaling $4.3M in order to begin fulfilling the commitment made to the citizens of Independence to construct a replacement Fire Station 7, purchase three new firefighting pumpers and upgrade other needed equipment.	4

2005-06 Objectives	**Goal Ref**
* Specify and purchase seven (7) replacement staff vehicles.	4
* Purchase six (6) Cardiac Monitors to support the Advanced Life Support (ALS) Pumper Program.	4
* Purchase and place into service one (1) fully equipped Pumper or Quint.	4
* Purchase and place into service the components of a Public Fire Education Program to target at-risk citizens with life save information.	4
* Train instructors, acquire equipment to teach firefighters current Self-Contained Breathing Apparatus survival skills.	4
* Purchase and place into service computer hardware and tactical fire fighting simulation software to provide ongoing training to firefighters while decreasing out-of-district time and providing more realistic training until a live fire training facility can be built and put into service.	4
* Upgrade community-wide emergency preparedness capabilities through upgrades in the Emergency Operations Center.	4
* Purchase equipment and provide training to support the Hazardous Materials Team.	4

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	91,500
Supplies	0	0	0	248,500
Capital Outlay	0	0	0	1,998,070
Other Expenditures	0	0	0	0
Total	0	0	0	2,338,070

City of Independence, Missouri
Health Department

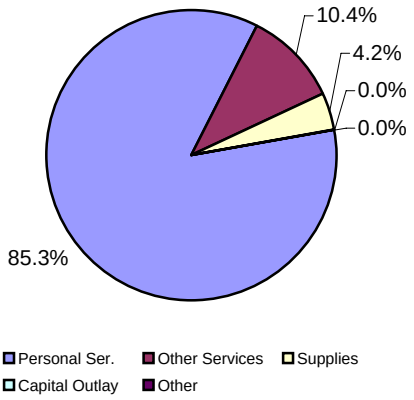


2005-06 Operating Budget — Health

Appropriations by Type:

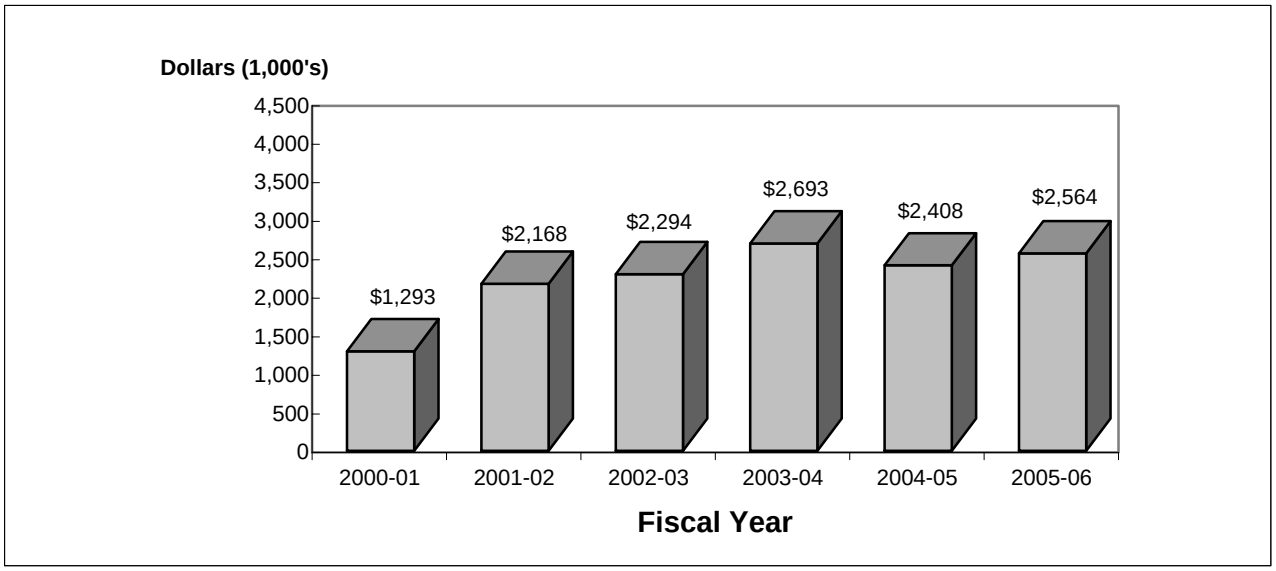
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 1,873,102	$ 2,008,350	$ 2,107,491	$ 2,187,956
Other Services	628,452	292,471	534,537	266,958
Supplies	121,161	107,046	125,727	108,610
Capital Outlay	70,115	-	37,283	-
Other	-	-	-	-
Total	$ 2,692,830	$ 2,407,867	$ 2,805,038	$ 2,563,524

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	27.24	38.13	39.69	39.47	39.00	40.25
Amount by Fund:						
General Fund	$ 1,293,139	$ 2,168,206	$ 2,294,428	$ 1,914,633	$ 2,054,700	$ 2,135,105
Grants Fund	-	-	-	778,197	353,167	428,419
Total All Funds	$ 1,293,139	$ 2,168,206	$ 2,294,428	$ 2,692,830	$ 2,407,867	$ 2,563,524
Comparative Ratios:						
Per Capita	$ 11.07	$ 18.79	$ 20.14	$ 23.59	$ 21.06	$ 22.38
Per Household	$ 25.30	$ 42.96	$ 46.04	$ 53.94	$ 48.15	$ 51.17



City of Independence
Departmental Budget Summary

Department: 4700 - Health *2005-06 Operating Budget*

Department Description

The Health Department is charged by the City Charter to enforce and administer the laws of the State, the provisions of the Charter and Ordinances relating to public health and environmental health and safety. The department ensures the public's health through activities that protects 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 resourses to meet identified needs, and measures outcome of programs and services.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	33.50	33.50	32.50	34.50
Part Time Positions	6.19	5.97	6.50	5.75
Total	39.69	39.47	39.00	40.25

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4711 Health Administration	159,425	162,442	162,442	168,017
4713 Food and Institution	338,005	354,232	354,232	372,905
4715 Health Outreach and Promotion	220,492	292,227	292,253	303,392
4721 Animal/Rabies Control	525,875	568,577	568,577	581,400
4740 Code Enforcement	670,836	677,222	677,222	709,391
4750 Health Dept. Grants	778,197	353,167	750,312	428,419
Total	2,692,830	2,407,867	2,805,038	2,563,524
Source of Funding				
General Fund	1,914,633	2,054,700	2,054,726	2,135,105
Grants Fund	778,197	353,167	750,312	428,419
Total	2,692,830	2,407,867	2,805,038	2,563,524

City of Independence
Departmental Budget Summary

Department: 4700 - Health *2005-06 Operating Budget*

Direct/Offsetting Revenues				
Food Handler's Permits	154,151	85,000	111,000	111,000
Animal Shelter Fees	60,870	52,000	58,000	62,000
Food Establishment Permits	96,768	85,000	98,000	98,000
Other Health Fees and Permits	50,131	51,770	48,450	48,450
Total	361,920	273,770	315,450	319,450

Significant Issues/Changes

* Increase the emphasis and training in the department in the area of Bio-Terrorism.
* Increase the emphasis and implementation of chronic disease.
* Educate the public on mosquito control and West Nile Virus to enhance awareness of property code violations needing to be corrected so as to prevent conditions that are conducive to mosquito breeding and the spreading of West Nile Virus.
* Maintain and implement a Project Ready Plan of Action for response to events of natural or biological disasters.
* Improve training of Animal Control staff to latest techniques for animal and employee safety.
* Relocation of the Health Department.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Continued meeting with the Healthy Independence Coalition to promote healthy lifestyles for Independence residents.	1
* Protected the community from communicable and environmental threats to its existing health status.	1
* Continued the Coalition for Child Safety, which now has 50 plus agencies working together to address the child abuse and neglect issues of Independence.	1
* Maintained the effective programs of the Health Department.	4
* Represented the City of Independence on the MARC Homeland Security Council.	2
* Re-established the Emergency Services Committee.	
* Established an Ad-Hoc Committee to look at health care needs of residents of Independence.	1

2005-06 Objectives	**Goal Ref**
* Continue to review the health status indicators for Independence with the community and to revise the priorities as necessary.	1
* Protect the community from communicable and environmental threats to its existing health status.	1
* Continue to build community partnerships to help improve the community's health status.	1
* Maintain and improve the effective programs of the department.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Community Health Director	1.00	1.00	1.00	1.00
Community Hlth Epidemiologist	.00	1.00	.00	.00
Commun. Hlth Response Planner	.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	2.00	4.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 Operating Budget*
Cost Center: 4711 - Health Administration — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	157,221	159,552	159,552	165,127
Other Services & Charges	1,117	1,350	1,350	1,350
Supplies	1,087	1,540	1,540	1,540
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	159,425	162,442	162,442	168,017

Significant Issues

* Increase the emphasis and training in the department in the area of Bio-Terrorism.
* Increase the emphasis and implementation of chronic disease prevention and intervention strategies.
* Improve customer service areas within the department.
* Increase public input into direction and operation of the Health Department.
* Increase strategic planning in the Health Department.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Increased the number of food service workers trained each month by conducting food handlers permit audits.	1
* A 46% decrease in the number of complaints received, due to the implementation of the food service managers training program.	1
* Continued to develop food safety awareness thru group meetings within the community.	1
* Continued implementing a mosquito control and West Nile Virus abatement and education program.	1
* Continued to train food service managers and food handlers in safe food practices.	1
* Increased the number of inspections of food establishments working toward a goal of at least three times per year.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Day Care Facilities Inspections	139	144	144	139
Retail Food Distribution Inspection	195	241	241	250
Swimming Pool Inspections	75	87	81	81
Miscellaneous Inspections	260	319	260	350
Food Related Complaints	268	150	208	200
Food Handlers Trained	5,186	11,638	5,400	9,000
Food Service Inspection	683	901	901	900
Follow-up Inspections	170	130	160	160
Soft-Serve Inspections/Sample	120	37	129	140
Mosquito Related Complaints	224	114	196	196
Food Managers Trained		530	750	750

2005-06 Objectives	**Goal Ref**
* Continue to develop food safety awareness thru group meetings within the community.	1
* Continue implementing a mosquito control and West Nile Virus abatement and education program.	1
* Continue to train food service managers and food handlers in safe	1

2005-06 Objectives **Goal Ref**

food practices.

* Increase the number of routine inspections at least once every four months, allowing the inspectors to visit the high risk food service establishments more than the required two times per year. 1
* Adopt the new 2004 Food Code, as other cities around us have done. In order to stay current with new concepts in food technology and safety. 1
* Allow training instructors, as well as staff personnel, to attend food seminars, so they may stay current on food safety and sanitation issues. 4
* To upgrade all training aids and materials needed to more actively inspect facilities for HACCAP violations and proper record keeping. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Administrative Aide I	1.00	1.00	1.00	1.00
Foods & Institution Manager	1.00	1.00	1.00	1.00
Mosquito Control Spec	.00	.00	.00	.00
Public Health Inv II	4.00	4.00	4.00	4.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	291,881	309,711	309,711	330,384
Other Services & Charges	21,527	21,901	22,050	19,920
Supplies	24,597	22,620	22,471	22,601
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	338,005	354,232	354,232	372,905

Significant Issues

* To provide training for all Managers operating a food service establishment to increase their knowledge of the prevention of food

Significant Issues

borne illness and have a better understanding of the 2004 Food Code.

* To educate and certify, where applicable, all staff members to ensure a higher quality of safety to the community.
* To educate the public on mosquito control and West Nile Virus. Enhancing the awareness of property code violations. Thus eliminating conditions that are conducive to mosquito breeding.
* The frequency of routine inspections concerning all high risk food service establishments be increased to a minimum of three times per year.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 Operating Budget*
Cost Center: 4715 - Health Outreach and Promotion — *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.

2004-05 Accomplishments	**Goal Ref**
* Established an Employee Wellness Committee and sponsored the first ever Employee Wellness Clinic through the use of a one-time grant.	4
* Began Smoking Cessation classes for the community.	1
* Established a Public Health newsletter for physicians and providers.	
* Continued the Healthy Independence Coalition promoting physical activity, improved nutrition, and smoke-free environments.	1
* Implemented Immunization Ordinance for children in daycare centers.	1
* Strengthened working relationships with physicians in the community.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
CHOICES Classes (7th/9th Grade)	1,008	1,269	0	1,300
Asthma Education	249	373	400	400
Communicable Disease Investigation	894	350	800	300
Flu Shots Given	539	600	500	500
Immunization Record Reviews	1,160	1,900	4,000	4,000
Child Safety Coalition Participants	50	38	50	50
Healthy Independence Coalition	0	0	50	75

2005-06 Objectives	**Goal Ref**
* Expansion of chronic disease prevention strategies and target population groups based on community need.	1
* Provide education and support to daycare centers and parents regarding childhood immunizations.	1
* Expand community education for prevention of communicable diseases.	1
* Continue training and policy development for bio-terrorism and emergency preparedness.	4
* Continue the Employee Wellness Committee and develop an ongoing Employee Wellness Program for all City employees.	1

City of Independence
Detail Program Summary

Department: 4700 - Health *2005-06 Operating Budget*
Cost Center: 4715 - Health Outreach and Promotion *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Community Health Educ	1.49	1.00	.00	.00
Community Health Nurse	6.20	4.97	2.00	2.00
Comm. Hlth. Outreach & Prg.Mg.	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	.00
Community Hlth Epidemiologist	1.00	1.00	1.00	.00
Com Dis & Hlth Stats Coord	.00	.00	.00	1.00
Administrative Spec II	.00	.00	.00	1.00
Total	10.69	8.97	5.00	5.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	214,646	285,586	285,586	296,651
Other Services & Charges	2,360	3,641	3,641	3,641
Supplies	3,486	3,000	3,026	3,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	220,492	292,227	292,253	303,392

Significant Issues

* Continue assessment of community need and provide programs within budget constraints.
* Involvement of all staff in preparation for bio-terrorism and emergency response.
* Trained one staff person in the proper installation and inspection of infant car seats.
* Improve the health status of City of Independence employees.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 Operating Budget*
Cost Center: 4721 - Animal/Rabies Control — *Fund: 02 - General Fund*

Description

The mission of Animal Control is to protect the City's residents from wild and domestic animals by enforcing regulations regarding responsible animal ownership and prevention of rabies; and to prevent cruel and abusive treatment of animals. Educate the youth and adults of our city on responsible pet ownership and care through schools, civic organizations and other cooperative partnerships.

2004-05 Accomplishments	**Goal Ref**
* Animal Control has presented school programs to both pre-schools and elementary schools.	1
* The volunteer program has added over 180 new volunteers contributing 9,000 hours of time to the shelter.	1
* The volunteers and local veterinarians participated in low cost Rabies vaccination clinics to provide 150 animals rabies vaccinations as a service to the citizens of Independence.	1
* Volunteers painted a room to turn it into an adoption viewing area.	4
* Shelter office space was remodeled.	4
* Decreased the number of animal bites from 175 to 150.	1
* Increased the number of rabies vaccinations through education and enforcement from 33,000 rabies vaccinations given to 36,000	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Service Calls	9,230	7,354	9,000	10,000
Summons Issued	946	920	900	1,000
Animal Bites	175	150	180	150
Dead Animals retrieved from City streets.	1,057	1,548	1,000	1,500
Loose animals picked-up in field.	2,950	2,562	3,000	3,000

2005-06 Objectives	**Goal Ref**
* Educate staff to be prepared for any Bio-terrorism or public health incident that may occur within our city.	4
* Provide prompt and courteous customer service both in the field and shelter.	4
* Provide innovative and interactive school programs.	1
* Increase volunteer programs to encourage participation and community support.	1
* Inform the citizens of Independence of the services and programs provided by the Animal Control and Shelter through media and personal	1

2005-06 Objectives **Goal Ref**

contact.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	1.00	1.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist II	.50	.50	.50	.50
Animal Control Supvr	1.00	1.00	1.00	1.00
Custodian	.50	.50	.50	.50
Volunteer Coordinator	.50	.50	.50	.50
Total	10.50	10.50	10.50	10.50

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	445,247	489,547	489,547	493,870
Other Services & Charges	50,662	45,980	45,590	54,480
Supplies	29,966	33,050	33,440	33,050
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	525,875	568,577	568,577	581,400

Significant Issues

* A new and progressive Animal Shelter and adoption center is needed for the care of the City's homeless animals.
* Animal Control officers need professional training through National Animal Control Academy for their safety and ability to pass on their knowledge.

City of Independence
Detail Program Summary

Department: 4700 - Health | *2005-06 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 Compliance Division of the Health Department to work in partnership with the citizens of Independence to promote and maintain a safe, healthy and desirable living and working environment.

2004-05 Accomplishments	**Goal Ref**
* Continued implementation and refinement of the handheld mobile computer system for conducting inspections. Staff worked closely with Technology Services and a computer programming firm to create an HTE compatible system. This system was implemented in Spring 2004.	4
* Implemented a portable computer GIS solution for inspectors to identify property addresses in the field during inspections. The Code Enforcement computer systems require an address or parcel number to track cases. Any complaint without an address or parcel number cannot be tracked. This solution allows for identification of vacant lots or structures without house numbers. The system allows inspectors to view aerial photographs of their inspection areas which show property boundaries. Each parcel can be easily identified by a click of the mouse. Each time this system is used it saves approximately 30-60 minutes of research time which was previously done in the office. office.	4
* Purchased and implemented a new digital photo management system. The new system automatically archives photos for later retrieval. This system also allows photos to be catalogued and has reduced inspector time spent printing pictures in half.	4
* Purchased equipment to retrofit City vehicles to accommodate the field inspections system. This included installing AC power converters and automobile desk units.	4
* During 2004, mailed 115 "Thank You" letters to every property owner who repaired or demolished dangerous structures.	1
* Three experienced Property Maintenance Officers obtained advanced national certification from the Council on Licensure, Enforcement and Regulation.	4
* Participated in many neighborhood and civic group meetings during the past year.	1
* Worked steadily to improve processes and procedures to become more efficient.	4
* Continued work on creation of a comprehensive Policy and Procedure manual for the Code Compliance Division.	4
* Minimized backlog of cases and response times even with reduced staffing.	1
* Began on-line (Internet) complaint system.	1

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 Operating Budget*
Cost Center: 4740 - Code Enforcement — *Fund: 02 - General Fund*

2005-06 Objectives	**Goal Ref**
* Decrease the number of environmental health hazards in the community with a focus on eliminating weed, open-storage and non-operable vehicle violations.	1
* Work to refine the handheld mobile computer system to provide more functionality, efficiency, reduce clerical work and provide better record keeping.	4
* Reduce the time elapsed from complaint to abatement with more customer satisfaction.	1
* Complete and implement the Policy and Procedure Manual.	4
* Have Code Compliance Manager and part-time Property Maintenance Officer obtain national inspector/investigator certification.	4
* Have one experienced Property Maintenance Officer obtain advanced national certification.	4
* Strengthen relationships and participate in activities with neighborhood organizations, non-profit organizations, landlord associations, and other community groups. These efforts will be geared toward bringing neighborhoods into code compliance thus reducing crime and improving health and safety.	1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Clerk Typist II	1.00	.50	.50	.50
Code Compliance Manager	1.00	1.00	1.00	1.00
Code Enforcement Supv	1.00	1.00	1.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	6.50	6.50	6.50	8.25
Total	10.50	10.00	10.00	10.75

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	501,921	498,967	498,967	606,338
Other Services & Charges	152,829	159,462	159,462	85,215
Supplies	16,086	18,793	18,793	17,838
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	670,836	677,222	677,222	709,391

Significant Issues

* The Division implemented the handheld mobile computer system in April 2004. This system was built from the ground up by Technology Services, an outside contractor and Code Compliance. Its implementation has proven to decrease a great amount of redundancy and provide more consistent record keeping. More funds are required to enhance this system. Future enhancements include one-button printing of all notices due, electronic ticket printing, and GIS-aided dispatching.
* Dangerous buildings continue to be addressed more efficiently and in a more timely manner than in the past. Staff is working diligently with property owners and as a result an 87% owner-resolved compliance rate has been achieved. Funding for demolitions proved adequate.
* The citizens of Independence have continually stated their desire for strong code enforcement and speedy, courteous service. Over the past year, many improvements have been implemented technologically and procedurally to comply with the citizens' desires. To have the desired impact, these improvements require, at a minimum, a fully staffed Code Compliance Division. Currently, the half-time clerk/typist II position, an integral part of the support staff, and two full-time property maintenance officer positions remain vacant. These vacancies promise to hinder customer service and counteract many of the improvements made in the past year.
* The Community Development Block Grant Program pays for $70,000 of the code enforcement effort in this cost center with an objective of maintaining property values and improving the quality of life in areas of the city that meet the Federal Government's guidelines for low income and blighted neighborhoods.

City of Independence
Detail Program Summary

Department: 4700 - Health — *2005-06 Operating Budget*
Cost Center: 4750 - Health Dept. Grants — *Fund: 15 - Grants Fund*

Description

These grants assist the Health Department in accomplishing its mission, especially emphasizing Bioterrorism, Chronic Disease Prevention, Communicable Disease Intervention, and Maternal and Child Health activities.

2004-05 Accomplishments	**Goal Ref**
* Conducted 3900 immunization record audits for children in 58 daycare centers.	1
* Continue providing leadership for the community Coalition for Child Safety to prevent child abuse and neglect.	1
* Obtained and managed 13 grants addressing health and safety issues for Independence residents.	1
* Conducted Hepatitis/tatoo/piercing education classes for 1000 teens.	1
* Provided 424 health and safety presentations for children, adults, and seniors.	1
* Continue to provide physical activity, healthy nutrition, and smoke-free environments through the Healthy Idependence Coalition.	1
* Obtained certification as a Project Ready site through the State of Missouri.	4
* Implemented and trained students from William Chrisman and Fort Osage high schools in Teens Against Tobacco Use (TATU) program.	1
* Implemented Smoking Cessation class.	
* Made significant progress in education and preparation for the role of Public Health in Bio-Terrorism.	4
* Entered 1000 daycare immunization records into MOHSAIC, the state immunization data bank.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Immunization audits	1,160	1,900	4,000	4,000
Asthma Education	249	373	400	400
Flu Shots Given	539	600	500	500
Healthy Indep Coalition Participant	0	0	50	75

2005-06 Objectives	**Goal Ref**
* Expansion of chronic disease prevention strategies and target population groups based on community need.	1
* Impact childhood immunization rates through daycare record audits and education.	1
* Continue training and policy development for bio-terrorism and	4

2005-06 Objectives **Goal Ref**

emergency preparedness.

* Research and obtain additional funding sources to better address community health and safety issues. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Community Health Educ	.00	.00	.50	1.00
Community Health Nurse	.00	.00	3.00	3.00
Community Hlth Epidemiologist	.00	.00	1.00	1.00
Commun. Hlth Response Planner	.00	.00	1.00	1.00
Total	.00	.00	5.50	6.00

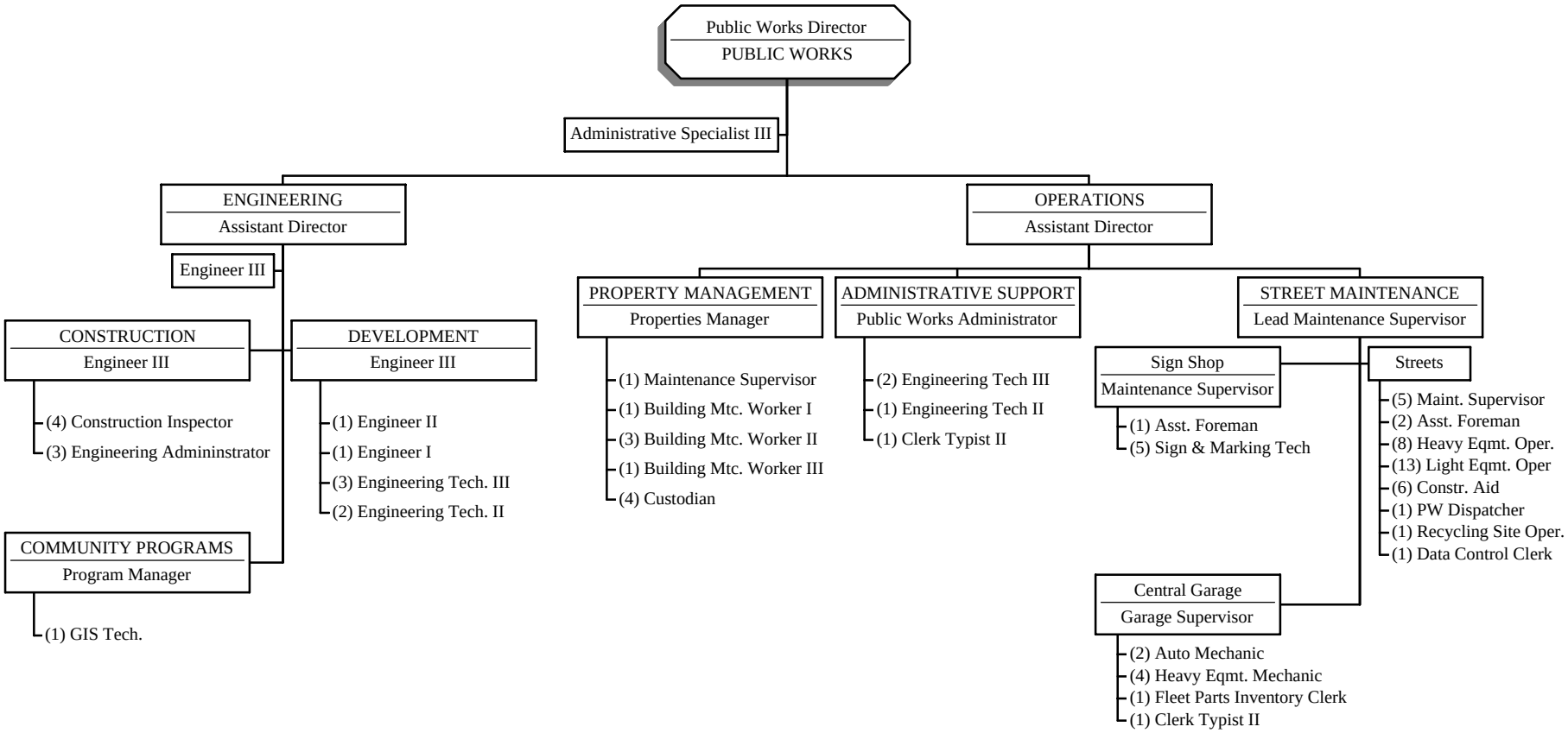
Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	262,186	264,987	364,128	295,586
Other Services & Charges	399,957	60,137	302,444	102,352
Supplies	45,939	28,043	46,457	30,481
Capital Outlay	70,115	0	37,283	0
Other Expenditures	0	0	0	0
Total	778,197	353,167	750,312	428,419

Significant Issues

* Need to research additional funding sources in order to provide for community assessment of needs, assist with policy development and planning, and offer assistance to see that necessary changes are made.
* Involvement of all staff in preparation for bio-terrorism and emergency response.
* Death and illness from chronic disease still remains a significant concern for Independence.

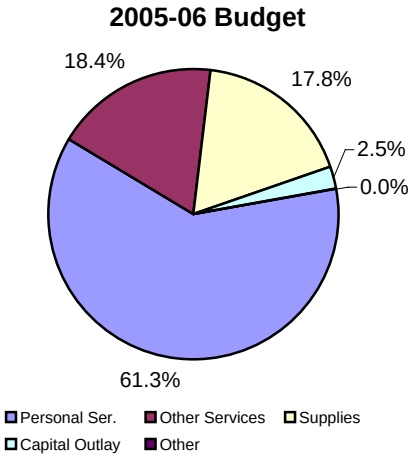
City of Independence, Missouri
Public Works



2005-06 Operating Budget — Public Works

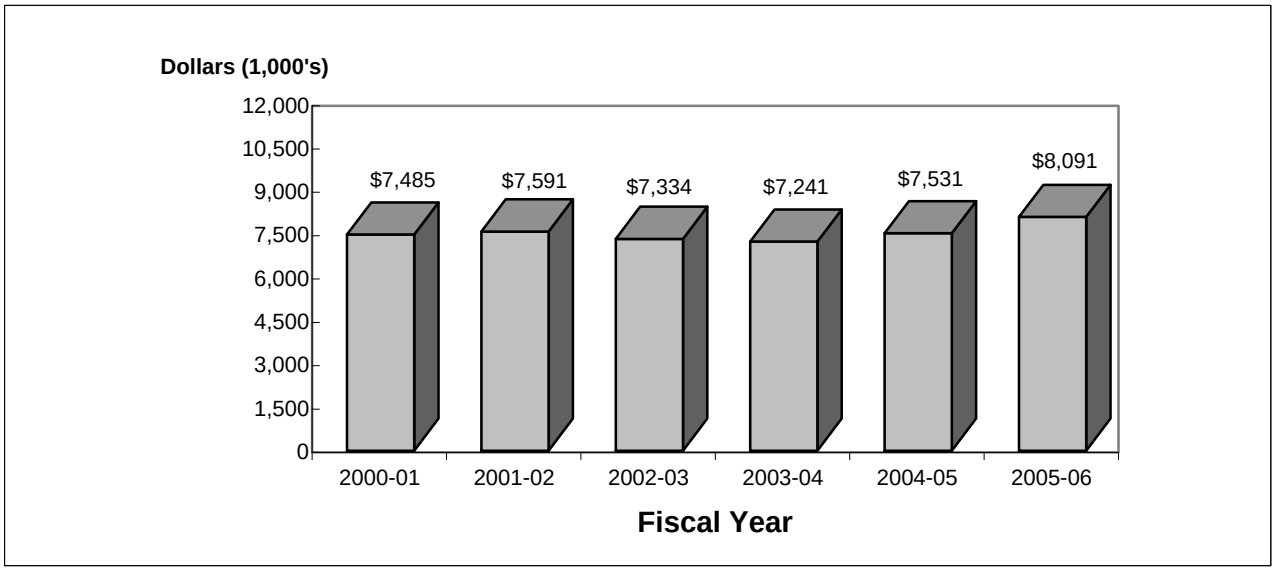
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 4,705,702	$ 4,598,555	$ 4,598,555	$ 4,962,824
Other Services	1,165,050	1,431,070	1,426,370	1,485,685
Supplies	1,148,651	1,300,951	1,293,973	1,442,821
Capital Outlay	221,425	200,000	211,678	200,000
Other	-	-	-	-
Total	$ 7,240,828	$ 7,530,576	$ 7,530,576	$ 8,091,330



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	99.90	98.90	97.90	91.00	91.00	92.00
Amount by Fund:						
General Fund	$ 6,298,655	$ 6,455,543	$ 6,152,763	$ 6,031,377	$ 6,208,804	$ 6,607,912
Sanitary Sewer Fund	-	-	-	-	73,389	66,983
Central Garage Fund	1,185,856	1,135,420	1,180,937	1,209,451	1,248,383	1,416,435
Total All Funds	$ 7,484,511	$ 7,590,963	$ 7,333,700	$ 7,240,828	$ 7,530,576	$ 8,091,330
Comparative Ratios:						
Per Capita	$ 64.04	$ 65.78	$ 64.36	$ 63.43	$ 65.86	$ 70.64
Per Household	$ 146.43	$ 150.39	$ 147.15	$ 145.04	$ 150.58	$ 161.51



City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2005-06 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, manage rights of way and erosion control of building sites. Maintain approximately 535 miles of streets through sealing, patching, surfacing and shoulder operations. Make repairs to bridges and crossroad storm structures. Maintain a large portion of City vehicles.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	97.00	91.00	91.00	92.00
Part Time Positions	.90	.00	.00	.00
Total	97.90	91.00	91.00	92.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
5001 Administration	197,238	188,664	190,164	195,123
5011 Public Works Engineering	1,046,808	1,112,139	1,112,139	1,149,490
5013 Public Works - Admin. Support	448,683	307,159	216,649	221,712
5015 Property Management	840,131	822,029	822,029	899,208
5030 Public Works Engineering-Sewer	0	73,389	73,389	66,983
5111 Street Maintenance	3,025,543	3,778,813	3,867,823	4,142,379
5113 Traffic	472,974	0	0	0
5121 Central Garage	1,209,451	1,248,383	1,248,383	1,416,435
Total	7,240,828	7,530,576	7,530,576	8,091,330

City of Independence
Departmental Budget Summary

Department: 5000 - Public Works *2005-06 Operating Budget*

Source of Funding				
General Fund	6,031,377	6,208,804	6,208,804	6,607,912
Sanitary Sewer Fund	0	73,389	73,389	66,983
Central Garage Fund	1,209,451	1,248,383	1,248,383	1,416,435
Total	7,240,828	7,530,576	7,530,576	8,091,330

Direct/Offsetting Revenues				
Erosion Control Permits and Right of way Management Permits	798,676	575,000	450,000	900,000
Total	798,676	575,000	450,000	900,000

Significant Issues/Changes

* Complete design and continue construction on projects approved by the Street Improvement Sales Tax on schedule.
* Federally Funded projects constructed in funding year.
* Getting the Record of Decision for the Little Blue Parkway, so that right of way can commence, and Federal Funding allocated.
* Establish Public Works Safety Committee.
* Expand Central Garage Service.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 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, traffic, fleet maintenance and facility maintenance.

2004-05 Accomplishments	**Goal Ref**
* Federal Highway Administration approval of Independent Utility for the Little Blue Parkway from 39th to U.S. 24 Highway.	2
* Approximately 100 miles of the 200 miles in the Sales tax Overlay are completed.	1
* Successful Food Drive managed.	4
* Community Service Workers mowed and cleaned rights of way, extending the program.	1
* Crysler Avenue under construction.	2

2005-06 Objectives	**Goal Ref**
* Obtain the Record of Decision for the Little Blue Parkway and begin Property Acquisition.	2
* Complete construction of Crysler.	2
* Develop Department Safety Committee.	4
* Utilize CURS Funds for leveraging STP Funds.	2

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	183,713	179,219	179,219	185,728

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2005-06 Operating Budget*
Cost Center: 5001 - Administration | *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	5,280	6,095	7,595	6,095
Supplies	4,245	3,350	3,350	3,300
Capital Outlay	4,000	0	0	0
Other Expenditures	0	0	0	0
Total	197,238	188,664	190,164	195,123

Significant Issues

* Record of Decision for Little Blue Parkway, so that right of way can be set aside to allow water line extension.
* Storm Water Sales Tax projects constructed.
* Getting funding in place to continue the construction of the Little Blue Parkway.
* Getting authorized STP projects approved for construction in funding year.

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Twenty-seven projects were partially or completely constructed with an estimated construction cost of $9,331,916. Permits and inspections were done on private development construction.	1,2
* Design contracts were managed on 29 capital improvement projects with an estimated construction cost of $10,138.00.	1,2
* Design work has started on fifteen projects in the street sales tax program. Construction has been completed on the first overlay contract, two whitetopping contracts, one median repair contract, and the 32nd and Noland Intersection project. The second overlay contract, third whitetopping contract, Northern Bridge project, and the Bundschu Bridge project have been advertised for bids.	1,2
* A right of way management program has been developed and implemented. Permits are issued and inspections are being made on utility work and private development. An estimated 1,300 right of way permits was processed.	1,4
* An erosion control permit and inspection program has been developed. Erosion control permits and inspections covering 752 acres of land have been done. An increase in the permit fee has been approved that will allow for an added inspector which will increase the inspection frequency.	1,2
* Work has been done to implement a payment in lieu of detention policy for new development, pavement management software and record keeping, and updates on the City Codes. These will improve the services provided by the Department.	2

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Survey and Design Effort	11,864.000	10,138,000	$8,000,000	$8,000,000
Capital Improvements (Construction Value)	$6,836,853	$9,331,916	$8,500,000	10,000,000
Construction Permit (Plans Reviewed)	869	801	850	850

Right of Way Excavations Permitted	1,833	1,300	1,600	1,400
Erosion Control Acreage Permitted	869	752	850	850
Construction Management Cost Percentage	4.1	4.1	4.0	4.0
Design Contract Management Percentage	1.4	1.5	1.5	1.5

2005-06 Objectives	**Goal Ref**
* Manage engineering services for street, bridge, traffic, and sanitary sewer projects.	1,2
* Do construction inspection, contract administration, and permitting, for Public Works projects.	1,2
* Prepare technical specifications and contract documents for Public Works projects to be advertised for bids.	1,2
* Provide project management on funded Storm Water Sales Tax projects and Excise Tax projects.	1,2
* Manage the engineering contracts on street sales tax projects. This includes seven bridges, four intersection safety improvements, three traffic signals, and a street rehabilitation project that are underway. Prepare a scope of services and award a design contract on the remaining street sales tax projects.	1,2
* Advertise for bid, award contracts, and manage construction contracts for the 2005 Street Improvements Program, a median repair contract, an intersection whitetopping contract for three intersections, the Northern Bridge project, the Bundschu Bridge project, the Noland Road Bridge project, the Main Street Bridge project, the Crenshaw and Eureka intersection project, and the 23rd and Lee's Summit Rad turn lane project.	1,2
* Manage federally funded STP projects on Crysler (two phases), 39th Street (two phases), 35th & Noland intersection, the Noland Road Bridge, the 23rd and Noland Intersection, and R.D. Mize road (two phases) projects in design or construction.	1,2
* Review building permit applications, Public Works projects, and plans for public improvements by private development.	1,2
* Provide right of way records, permits, inspections, and management.	1,4
* Report quarterly on objective progress.	4
* Meet with residents on all capital improvement projects being designed.	1,2
* 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.	2,4
* Continue management of the flood plain development and payment in lieu of detention code provisions.	1,2
* Work on updating the Public Works code requirements and adopting some of the new APWA guidelines.	1,2
* Expand the erosion control inspection process to where inspections are made at a greater frequency.	1,2

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2005-06 Operating Budget*
Cost Center: 5011 - Public Works Engineering *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Asst Dept Director	.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Chief Engineer	1.00	.00	.00	.00
Engineer I	1.00	1.00	1.00	1.00
Engineer II	1.00	1.00	1.00	.00
Engineering Administrator	1.00	1.00	1.00	3.00
Engineer III	3.00	2.00	3.00	3.00
Construction Inspector	4.00	4.00	4.00	4.00
Engineering Technician II	2.00	2.00	2.00	2.00
Engineering Tech III	5.00	5.00	5.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
Total	20.00	19.00	20.00	19.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	977,206	973,974	973,974	991,325
Other Services & Charges	51,037	122,005	117,877	142,005
Supplies	18,565	16,160	16,160	16,160
Capital Outlay	0	0	4,128	0
Other Expenditures	0	0	0	0
Total	1,046,808	1,112,139	1,112,139	1,149,490

Significant Issues

* There are two vacant positions in the Division that impact productivity. These are the Program Manager and Engineering Technician III positions.
* An Engineer II that has been funded through the Sewer Fund has recently been hired. The use of this person to coordinate sanitary and storm water projects, review development plans, and update development codes, needs to be implemented. The position vacancy issue will impact the rate of progress on these activities.
* The use of the Cartegraph computer software to track work activities and pavement management will need to continue to expand.
* Overtime is not being paid except for work on capital improvement

Significant Issues

projects. Other employees are earning compensatory time off. The compensatory time off impacts staffing efforts.

* A fee increase has been approved for erosion control inspections and a second inspector has been hired. Improved erosion control compliance and inspection frequency need further implementation.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2005-06 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 code provisions and staffing the department front counter. In addition, the Public Works Administrator coordinates the State Legislative Program.

2004-05 Accomplishments **Goal Ref**

* Acquired rights of way and necessary easements for scheduled projects with the help of contract services. 1
* Implemented Home Page information on the Aquatic Center. 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Parcels Acquired (Each)	300	276	400	400

2005-06 Objectives **Goal Ref**

* Acquire rights of way and easements for public improvements in a timely manner. 1,2,4
* Keep project information current on the City Web page. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Asst Dept Director	.00	1.00	.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 Technician II	1.00	1.00	1.00	1.00
Engineering Tech III	.00	.00	2.00	2.00
Land Acquisition Agent	1.00	2.00	.00	.00
Recycling Coordinator	1.00	1.00	.00	.00
Recycling Site Operator	.90	1.00	.00	.00
Total	5.90	8.00	5.50	5.50

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2005-06 Operating Budget*
Cost Center: 5013 - Public Works - Admin. Support *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	339,511	209,674	209,674	215,812
Other Services & Charges	107,498	96,385	4,875	4,800
Supplies	1,674	1,100	2,100	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	448,683	307,159	216,649	221,712

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

Description

The Property Management Division is responsible for maintaining and upgrading 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 intergradation of the principles of business administration, architecture, engineering, as well as, the skilled trades of painting, plumbing, carpentry, electrical repairs and custodial services.

2004-05 Accomplishments	**Goal Ref**
* Remodeled City Hall Administrative Office and Law Department.	4
* Relocated Street Maintenance Division to 1030 S. Crysler.	4
* Remodeled office and shop facilities for Signs and Traffic and they were relocated from M-291 & Salisbury Road to 1030 S. Crysler. The Street Maintenance Division is in one location for the first time in many years.	4
* Completed design, awarded contract and initiated construction for the Adventure Oasis Water Park.	4
* Completed design and awarded contract for Fire Station No. 7.	2

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Work Orders Completed	573	1,080	600	1,100
Building Cleanliness Inspection (Percentage)	85.0	72.0	85.0	80.0
Response to Work Orders Within Time Goal (Percentage)	85.0	92.0	85.0	80.0

2005-06 Objectives	**Goal Ref**
* Utilize the facilities inspection program and preventative maintenance inspections to provide a safe, clean and comfortable environment for employees and citizens.	4
* Continue development and implementation of a system to measure maintenance costs for individual buildings.	4
* Provide efficient and professional contract management services for construction of City facilities and buildings.	4

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5015 - Property Management — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	2.00	2.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Land Acquisition Agent	1.00	.00	.00	.00
Maintenance Supervisor	1.00	.00	1.00	1.00
Custodian	7.00	5.00	5.00	4.00
Building Maint Wk I	1.00	1.00	1.00	1.00
Total	15.00	10.00	11.00	11.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	575,085	512,140	512,140	588,319
Other Services & Charges	204,162	226,744	226,744	221,044
Supplies	60,884	83,145	83,145	89,845
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	840,131	822,029	822,029	899,208

Significant Issues

* One Custodian position remains vacant which presents problems in maintaining building cleanliness.
* Maintenance responsibility for the Memorial Building and Palmer Building have been added over the last two years and a Health Department facility will be added this year. Additional maintenance personnel and funding is necessary to maintain the existing level of service.

City of Independence
Detail Program Summary

Department: 5000 - Public Works *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Engineer II	.00	.00	1.00	1.00
Total	.00	.00	1.00	1.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	0	73,389	73,389	66,983
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	73,389	73,389	66,983

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2005-06 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, 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, parking stalls and City parking lots. Also, the maintenance and installation of street name signs, traffic control signs, advisory signs, hard signs,installation and maintenance of guardrail and recycling and waste reduction.

2004-05 Accomplishments	**Goal Ref**
* 401 patching tickets completed. 2,211 holes patched/	1
* 2,290 feet crack sealed.	1,2
* 1/2 lane mile overlayed or wedged.	1,2
* Placed and recovered 1,404 barricades for various City events.	2
* Completed 14 drive pipe, crossroad pipe and storm drainage projects, and completed maintenance requests received.	1
* Swept 2,244 curb miles.	1
* Prepared and opened the site at Massman Farm for the Drop-Off Depot. Assisted in nine of these cleanups.	1
* Enhanced the appearance of the City by cleaning the islands and medians.	1
* Used Community Service Workers for many cleanup and enhancement programs.	1
* Reported quarterly on progress of objectives and budget concerns.	3
* Maintained safe driving conditions through six snow storm call outs.	2
* Responded to 70 complaints for trash being dumped.	1,2
* Trimmed brush and tree limbs along 4 miles of City right of way in the rural areas.	1
* 5,364 traffic signs maintained.	4
* 1,317 traffic signs replaced.	4
* 884 traffic sign posts replaced.	4
* 384 new traffic signs installed.	4
* 89.2 miles of center, skip, edge and lane lines repainted.	4
* 200 turn arrow pavement markers repainted.	4
* 44 crosswalks repainted.	4
* 322 stop bars repainted.	4
* Street Maintenance moved to Crysler facility and made major improvements.	4
* Administer Recycling Program for the City.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Street Patching Jobs (Each)	744	575	800	600
Crack Seal (Lane Miles)	89.0	56.0	75.0	75.0
Ditching (Projects)	35	13	35	50
Street Sweeping (Curb Miles)	2,724	2,345	3,000	3,000
Cross Road Pipe	9	1	8	8
Snow Removal (Call Outs)	3	9	10	10
Street Signs	2,213	2,567	2,000	3,000
Street Painting (Miles)	75.0	168.5	200.0	150.0
Overlay (Lane Miles)	2.00	.50	2.00	2.00
Existing Street Signs (Locations Repaired/Replaced)	2,213	1,317	3,000	3,000
New Street Signs (Locations)	361	384	300	300

2005-06 Objectives	Goal Ref
* Respond to all pothole complaints and calls within 24 hours.	1
* Complete all maintenance and ditching requests received.	1
* Overlay City maintained street or alley that is in need of a smooth and safe driving surface.	1
* Maintain safe driving conditions during all snow and ice storms. Snow removal procedures and routes will be reviewed.	4
* Respond to all dumped brush and trash complaints in a timely manner.	1
* Maintain safe driving conditions along rural roads by keeping brush trimmed back along the right of way.	1
* Improve our sweeping program. Independence Square and major arterials to be swept weekly. Each district to be swept twice a year.	1
* Improve the appearance of the City by cleaning medians and rights of ways on a regular schedule.	1
* Report quarterly on progress of objectives and budget concerns.	1
* Use Community Service Workers for cleanup and enhancement of the City's appearance.	1
* Place and recover barricades for City events.	1
* Complete all storm sewer projects and pipe installation projects received.	1
* Crack seal 75 lane miles of streets.	1

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

2005-06 Objectives	**Goal Ref**
* Repair and/or replace all Stop, Yield, and Warning signs within one hour of notification to our office.	4
* Assemble and install all new street name signs for subdivisions within twenty four hours upon receiving the "Acceptance Letter" from Public Works Engineering.	4
* Upgrade street name and stop signs on the remaining twenty eight streets with speed limits over 30 to the new Federal Standards and Guidelines.	4
* Inventory and change the remaining street name sign's suffix, (ave. to st., st. to dr., etc.) to reflect their legal description in cooperation with Community Development Department to unify all City records to reflect this change.	4
* Complete the review, removal, and replacement of non-ordinance traffic signs in the City that are faded, vandalized, or obsolete.	4
* Assemble ordinance information on obsolete and overlapping parking ordinances to turn into the Traffic Engineer for review and revisions.	4
* Install all new ordinance traffic signs within five days of receiving a "Letter of New Ordinance Notification" from the Traffic Engineer.	4
* Inspect, replace, and/or repair Traffic signs to bring them up to the Federal standards and guidelines.	4
* Paint existing Traffic markings including center and edge line, turn arrows, stop bars, crosswalks, and railroad pavement markers.	4
* Make listings of traffic markings installed by Sales Tax subcontractor to identify location and assist by observation in their placement when needed.	4
* Update mandated traffic signs location records to the guidelines in the Federal manual.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Sign & Marking Technician	5.00	.00	5.00	5.00
Data Control Clerk	.00	.00	.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Asst Dept Director	.00	.00	.50	.50
Street Maint Supt	1.00	1.00	1.00	.00
Light Equipment Operator	10.00	10.00	10.00	13.00
Assistant Foreman	4.00	2.00	3.00	3.00
Maintenance Supervisor	7.00	6.00	6.00	5.00
Lead Maintenance Supervisor	.00	.00	.00	1.00
Construction Aide	9.00	7.00	7.00	6.00
Public Works Dispatcher	1.00	1.00	1.00	1.00
Recycling Site Operator	.00	.00	1.00	1.00
Total	45.00	35.00	42.50	44.50

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5111 - Street Maintenance — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,828,136	2,184,516	2,184,516	2,418,572
Other Services & Charges	539,789	742,455	820,843	866,465
Supplies	444,043	651,842	658,164	657,342
Capital Outlay	213,575	200,000	204,300	200,000
Other Expenditures	0	0	0	0
Total	3,025,543	3,778,813	3,867,823	4,142,379

Significant Issues

* Vacant positions impact ability to maintain crew size, which impacted snow removal operations.
* Overlay contracts are placing thermoplastic and reduces the need for traditional paint.
* Move to Crysler facility had a major impact on the crack sealing program.
* Parking lot at the Crysler Facility needs to be overlayed.
* Sweeper needs to be replaced.
* Fence needs to be replaced around the Crysler Facility for better security.
* Six dump trucks need to be replaced.

City of Independence
Detail Program Summary

Department: 5000 - Public Works | *2005-06 Operating Budget*
Cost Center: 5121 - Central Garage | *Fund: 90 - Central Garage Fund*

Description

Responsible for maintaining the City's fleet, comprised of 531 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 maintenance on construction equipment and performing fabrication and welding requests from the departments. Responsible for maintaining the City's 50,000 automotive parts inventory levels.

2004-05 Accomplishments	**Goal Ref**
* Computerized Fleet Analysis, Inc. updates.	3
* Move to the 1030 South Crysler location.	3
* Updates to the work space of the Police Garage area.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Mechanic Hours Billed (Percent)	85%	90%	93%	97%
Road Service Calls (Each)	30	158	146	110
Unleaded Fuel Dispensed (Cost)	181,519		304,000	371,250
Unleaded Fuel Dispensed (Gallons)	145,578		202,667	244,000
Diesel Fuel Dispensed (Cost)	33,723		92,897	121,000
Diesel Fuel Dispensed (Gallons)	30,850		71,459	72,000

2005-06 Objectives	**Goal Ref**
* Start a pictorial directory of the City's fleet to be stored in CFA's database.	3
* Maintain the equipment owned/leased by the City of Independence, including records.	3
* Train new Automotive Parts Clerk to use CFA	4
* Organize the Inventory Parts Warehouse.	3
* Update the information in the CFA Database for improved reporting to the departments.	3

City of Independence
Detail Program Summary

Department: 5000 - Public Works — *2005-06 Operating Budget*
Cost Center: 5121 - Central Garage — *Fund: 90 - Central Garage Fund*

2005-06 Objectives — **Goal Ref**

* Purchase Bar Coding equipment for the warehouse. — 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Fleet Maint Supt	1.00	.00	.00	.00
Clerk Typist II	1.00	1.00	1.00	1.00
Auto Mechanic	2.00	2.00	2.00	2.00
Auto Parts Inventory Clerk	1.00	1.00	1.00	.00
Fleet Parts Inventory Clerk	.00	.00	.00	1.00
Garage Supervisor	1.00	1.00	1.00	1.00
Total	10.00	9.00	9.00	9.00

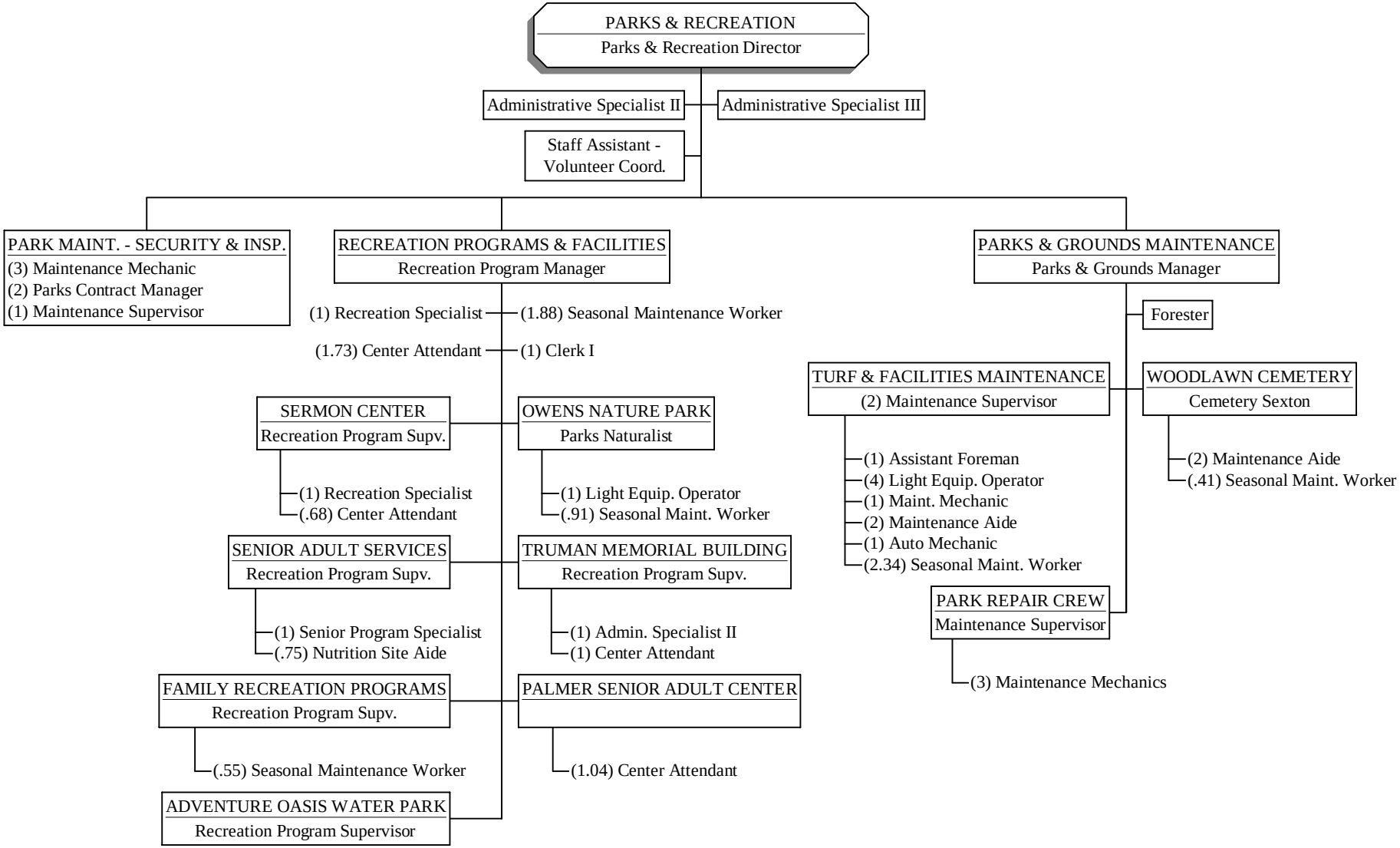
Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	417,660	465,643	465,643	496,085
Other Services & Charges	252,884	237,386	248,436	245,276
Supplies	535,057	545,354	531,054	675,074
Capital Outlay	3,850	0	3,250	0
Other Expenditures	0	0	0	0
Total	1,209,451	1,248,383	1,248,383	1,416,435

Significant Issues

* Gasboy key fuel system needs to be replaced.
* Widen two rear doors, from 10 feet to 12 feet.
* Replace old steam pipes that lead from the boiler room to the rest of the building and install new heating and cooling system.
* New canopy for the Fuel Island at the Crysler Facility.

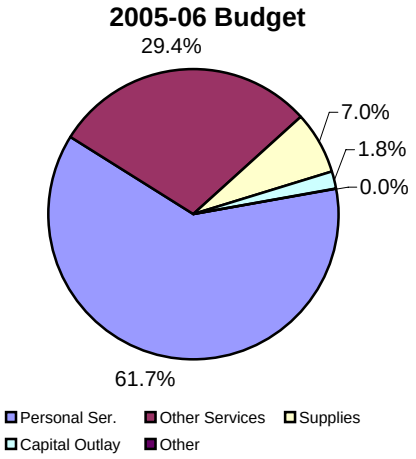
City of Independence, Missouri
Parks and Recreation



2005-06 Operating Budget — Parks and Rec.

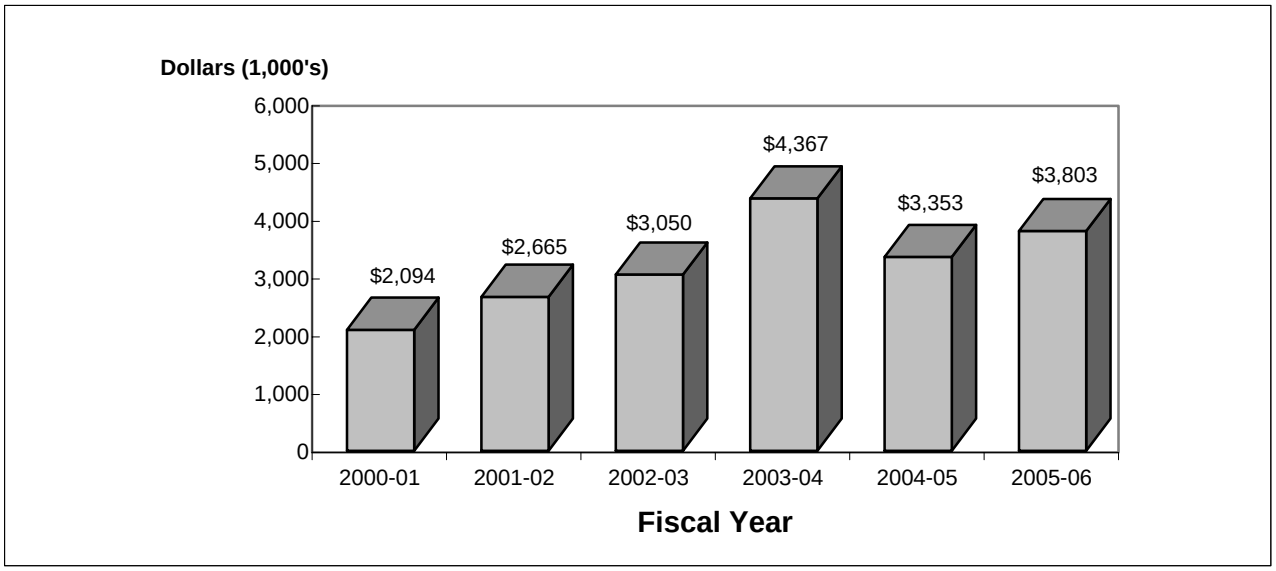
Appropriations by Type:

Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 2,147,995	$ 2,249,465	$ 2,307,302	$ 2,347,250
Other Services	691,871	863,417	765,810	1,119,243
Supplies	202,591	240,451	233,321	266,996
Capital Outlay	58,042	-	46,900	70,000
Other	1,266,638	-	-	-
Total	$ 4,367,137	$ 3,353,333	$ 3,353,333	$ 3,803,489



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	48.70	46.70	48.79	50.75	53.29	49.29
Amount by Fund:						
General Fund	$ 1,956,671	$ 2,169,170	$ 2,378,535	$ 2,264,134	$ 2,108,307	$ 2,052,914
Parks Improv. Sales	137,232	496,183	671,361	2,103,003	1,245,026	1,750,575
Total All Funds	$ 2,093,903	$ 2,665,353	$ 3,049,896	$ 4,367,137	$ 3,353,333	$ 3,803,489
Comparative Ratios:						
Per Capita	$ 17.92	$ 23.10	$ 26.77	$ 38.26	$ 29.33	$ 33.21
Per Household	$ 40.97	$ 52.80	$ 61.20	$ 87.48	$ 67.05	$ 75.92



City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2005-06 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 an expanded parks and recreation sales tax that ill go into effect in January, 2004, that will allow 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 the 14-mile Rock Creek multi-use trail, and construction of a new multi-field sports complex for local athletic contests. It will also provide for the ongoing revitalization of existing parks, creation of new parks in underserved neighborhoods, 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 organizations, and other volunteer groups and individuals to provide a well-rounded inventory of program opportunities available to the public.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	39.00	39.40	41.00	39.00
Part Time Positions	9.79	11.35	12.29	10.29
Total	48.79	50.75	53.29	49.29

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
6001 Parks & Rec. Administration	207,204	262,667	263,237	276,634
6002 Sales Tax - Parks Improvemen	1,586,429	0	0	0
6011 Park Maintenance Admin.	235,497	200,561	199,687	217,958
6012 Turf Facilities Maintenance	519,854	495,087	505,994	617,511
6013 Public Property Maintenance	217,613	269,241	268,334	0

City of Independence
Departmental Budget Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
6021 Recreation Programs Admin.	289,815	265,963	257,238	289,382
6022 Senior Adult Services	245,966	204,718	204,583	216,179
6026 Truman Memorial Building	150,097	0	0	0
6028 Roger T. Sermon Community Ctr.	126,323	139,909	138,349	140,393
6029 Owens Nature Park	95,607	123,429	123,429	127,746
6031 Cemetery Maintenance	176,158	146,732	147,456	167,111
6041 Park Maint. - Security & Insp.	275,069	671,885	671,885	686,704
6042 Rec. Fac.-Truman Memorial Bldg	113,404	255,924	258,774	268,451
6043 Rec. Fac.-Palmer Sr. Adult Ctr	93,795	171,597	171,597	177,768
6044 Family Recreation Programs	34,306	145,620	142,770	215,414
6045 Adventure Oasis Water Park	0	0	0	402,238
Total	4,367,137	3,353,333	3,353,333	3,803,489
Source of Funding				
General Fund	2,264,134	2,108,307	2,108,307	2,052,914
Parks Improv. Sales Tax Fund	2,103,003	1,245,026	1,245,026	1,750,575
Total	4,367,137	3,353,333	3,353,333	3,803,489
Direct/Offsetting Revenues				
Class Fees	37,709	55,000	44,246	40,000
Park Concessions	5,836	20,000	8,000	8,000
Recreation Center Fees	17,063	100,000	21,888	22,000
Recreation Rentals	100,330	70,000	100,000	80,000
Cemetery Charges	72,356	100,000	63,000	61,000
Dial-a-Ride Grant	25,736	25,000	25,393	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	25,000	25,000	25,000	25,000
Total	284,030	395,000	287,527	261,393

Significant Issues/Changes

* Departmnt staff will coordinate departmental projects and activities for the successful implementation of the second full year for the

Significant Issues/Changes

City's Parks and Recreation Sales Tax Renewal Program.

* Departmental staff will work with other City staff and contract vendors to oversee final completion of the City's new Aquatic Center, water playground facilities at two neighborhood park sites and skate park facility.
* Departmental staff will work to fully develop and offer new Recreation Division programs, services, and special events, including assessment of the first full year of operations at the City's new Palmer Center for senior adults and initial season of operation at the aquatics center.
* Departmental staff will coordinate the transfer and consolidation of public property maintenance responsibilities and resources from the Parks and Recreation Department to the Public Works Department for improved customer service and operational efficiencies in both departments.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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 recreational facilities and programs. This division actively works with departmentally-affiliated boards and commissions, as well as various community organizations interested in bettering the City's Park system.

2004-05 Accomplishments	**Goal Ref**
* Worked with departmental administrative staff to successfully implement Year One Park Sales Tax park revitalization and capital improvement projects, including final facility renovation project components at the Palmer Senior Adult Center, new park trails at Davis Park and Fairmount Park, asphalt overlay of existing park trails at Roberts Park and Rotary Park, installation of new sidewalks and park benches at McCoy Park, installation of extensive park landscape areas at McCoy Park and installation of park site amenities at various locations.	1
* Completed formal design associated with the Aquatic Center and two water playgrounds, and solicited competitive bid process for construction of these facilities.	1
* Completed formal design associated with the skate park facility and solicited competitive bid process for construction of this facility.	1
* Completed formal process to transfer ownership of Hill Park from the Jackson County Parks and Recreation Department to the City.	1
* Completed first full year of operations at the renovated Palmer Senior Adult Center.	1
* Oversaw the seventh year of the City's Park Matching Grant Program, providing community groups with a means for making improvements to their neighborhood park facilities.	1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation and Open Space Master Plan recommendations.	1
* Volunteer Services Coordinator position created and located in the Truman Memorial Building. This position will be responsible for developing a corps of Special Event program volunteers to provide assistance with department offerings and City events.	4
* Volunteer Services coordinated a Severe Storm Weather Training in conjunction with the Emergency Preparedness Manager. Over 200 people attended this training.	4
* In order to promote effective communication and professional service, the Volunteer Services Coordinator held a series of meetings with the seniors at the Palmer Center.	4
* Volunteer Services has been instrumental in booking TMB for large audiences for three social events.	1
* With the creation and location of Volunteer Services, the Coordinator has had occasion to introduce new senior volunteers to the Nutrition Site Program and senior programs.	1

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Park matching grant applications processed	3	2	3	3

2005-06 Objectives	Goal Ref
* Coordinate depatmental projects and activities to successfully implement Year Two Park Sales Tax park revitalization and capital improvement projects.	1
* Work with other City staff and contract vendors to oversee final completion of the Aquatic Center and two water playgrounds at neighborhood park sites.	1
* Work with other City staff and contract vendors to oversee final completion of the skate park facility at Hill Park.	1
* Complete the formal land conversion process through the State of Missouri and finalize property acquisition for the City's new multi-field Athletic/Sports Complex.	1
* Continue to work with departmentally-affiliated boards and commissions, particularly with efforts to communicate those projects and expenditures associated with the Parks and Recreation Sales Tax Renewal Program to the appropriate Oversight Committee.	3
* Continue to support and promote the City's Park Improvement Matching Grant Program.	1
* Develop Volunteer Service operational routines and procedures that will mesh with operational protocols within TMB.	1
* Work to establish an identity for Volunteer Services.	4
* Volunteer Services to assist with marketing the use of municipal facilities and parks.	1
* Volunteer Services and Recreation supervisors work together to identify volunteers to assist with Special Events and ongoing regular programs.	1
* Volunteer Services will work to provide current information bi-annually for the department Recreation Leisure Services Catalog.	1
* Volunteer Services will continue to recruit and train volunteers to support all City departments.	4
* Volunteer Services to continue to provide leadership with City annual events, i.e. Volunteer Appreciation Breakfast, Mayor's Prayer Breakfast.	4
* Continue to develop a data base for Volunteer Services to pull from for department and City events.	4

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6001 - Parks & Rec. Administration *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Parks and Recreation Director	1.00	1.00	1.00	1.00
Staff Assistant	.00	.00	1.00	.00
Staff Asst.-Volunteer Coord.	.00	.00	.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	3.00	3.00	4.00	4.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	196,641	250,495	226,995	262,962
Other Services & Charges	6,272	11,100	33,525	12,100
Supplies	2,802	1,072	2,717	1,572
Capital Outlay	1,489	0	0	0
Other Expenditures	0	0	0	0
Total	207,204	262,667	263,237	276,634

Significant Issues

* Administrative staff will coordinate departmental activities for successful implementation of the second full year of the Parks and Recreation Sales Tax Renewal Program.
* Administrative staff will work with other City staff and contract vendors to oversee final completion of the Aquatic Center, water playgrounds and skate park facility.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Worked with departmental administrative staff to successfully implement Year One Park Sales Tax park revitalization and capital improvement projects, including final facility renovation project components at the Palmer Senior Adult Center, new park trails at Davis Park and Fairmount Park, asphalt overlay of existing park trails Roberts Park and Rotary Park, installation of new sidewalks and park benches at McCoy Park, installation of extensive park landscape areas at McCoy Park and installation of park site amenities at various locations.	1
* Provided departmental supervision due to ongoing Director position vacancy.	4
* Completed a variety of tree and shrub installations at various park 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 the Cler-Mont School, Glendale park neighborhoods.	1
* Identified departmental capital outlay, equipment and staffing needs required for effective park and public property maintenance operations, and obtained desired equipment upgrades.	3
* Supervised contracted mowing services for City-owned flood buy-out properties.	1
* Completed successful application for renewal of the City's Tree City USA recognition.	4
* Coordinated available staff and equipment resources in effort to provide continued improvement in the frequency of mowing and park appearances at all 41 park sites.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Numbers of park sites maintained	41	41	42	42

Number of park acres maintained	724	724	727	727
Number of non-park acres maintained	547	547	547	547
Number of full-time staff supervised	19	19	19	19

2005-06 Objectives **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Two Park Sales Tax park revitalization and capital improvement projects, including installation of park spray ground facilities at McCoy Park and Rotary Park, installation of skate park facility at Hill Park, identification and specification of softball/baseball field renovation projects at Mill Creek 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
* 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. — 1
* Assist community and neighborhood groups with park adoption and clean-up efforts. — 1
* Work with the Tree Commission and forestry staff to address park and public right-of-way tree-related issues throughout the community. — 1
* Serve as staff liaison to various boards, commissions and committees involving park resources. — 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. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Forester	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6011 - Park Maintenance Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	136,657	136,477	136,477	157,874
Other Services & Charges	64,944	49,674	49,974	48,674
Supplies	33,896	14,410	13,236	11,410
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	235,497	200,561	199,687	217,958

Significant Issues

* The inability to fill position vacancies in the 6012, 6013 and 6031 cost centers have created significant additional job responsibilities for existing staff, and have increased staff response time to service requests and public concerns.
* Continued operation of Park Improvement and Park Police programs will require supervision and coordination between the 6011 and 6041 cost centers, as well as the Police Department.
* Implementation of park revitalization and capital improvement projects, as well as operational modifications associated with the new dedicated Park Sales Tax, will require continued supervision and coordination between all Parks and Recreation Department cost centers.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Worked with departmental administrative staff to successfully implement Year One Park Sales Tax revitalization projects, including installation of a turf irrigation system at the Van Hook Park Soccer Complex and contract turf management program for all athletic game fields.	1
* Provided supervisory assistance to 6013 cost center due to ongoing position vacancies.	4
* Provided mowing services for all City parks and assigned City properties.	1
* Supervised all game field preparation activities by assigned staff at various locations.	1
* Assisted community and neighborhood groups with park clean-up efforts at various locations.	1
* Participated in professional training opportunities, including athletic field maintenance classes.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of park sites maintained	41	41	42	42
Number of park acres maintained (turf)	401	401	404	404
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	7	7	10	10
Number of traffic medians maintained	23	23	23	23
Number of miles of traffic medians maintained	11	11	11	11

Number of non-park acres maintained	28	28	28	28
Number of mowing cycles (parks)	17	18	18	18
Number of mowing cycles (non-parks)	12	13	13	13

2005-06 Objectives **Goal Ref**

* Work with departmental administrative staff to successfully implement Year Two Park Sales Tax revitalization projects, including identification and specification of softball/baseball field renovation projects at Crysler Stadium and installation of park site amenities at various locations. 1
* Supervise daily operations to ensure desired levels of park maintenance and appearance are met and athletic fields are properly maintained on a consistent basis. 1
* 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. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Maintenance Mechanic	1.00	1.00	1.00	.00
Light Equipment Operator	3.00	3.00	3.00	4.00
Assistant Foreman	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	2.00
Auto Mechanic	.00	.00	.00	1.00
Seasonal Maintenance Wkr	2.34	2.34	2.34	2.34
Total	10.34	10.34	10.34	12.34

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	421,189	382,331	382,331	513,182
Other Services & Charges	87,000	93,481	103,688	81,879
Supplies	11,665	19,275	19,975	22,450
Capital Outlay	0	0	0	0

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6012 - Turf Facilities Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Expenditures	0	0	0	0
Total	519,854	495,087	505,994	617,511

Significant Issues

* The acquisition of Hill Park from Jackson County will require significant additional park mowing and maintenance efforts for this established park property.
* The consolidation of maintenance responsibilities and resources from the former 6013 cost center will require a great deal of flexibility and coordination between the 6011 and 6012 cost centers, as well as staff previously assigned to 6013.
* The inability to fill the vacant Maintenance Mechanic position in this cost center has created significant additional job responsibilities for existing staff, and has increased staff response time to service requests and public concerns.
* Implementation of park revitalization and capital improvement projects, as well as operational modifications associated with the new dedicated Park Sales Tax will require continued coordination between all Parks and Recreation Department cost centers.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6013 - Public Property Maintenance *Fund: 02 - General Fund*

Description

The Public Properties Maintenance Division is responsible for daily public property maintenance operations, including park construction projects, park and public right-of-way tree-related issues, snow removal, and mowing assigned areas of public right-of-ways, and non-turf areas of certain park lands and other City-owned properties.

2004-05 Accomplishments	**Goal Ref**
* Provided mowing services for assigned public street right-of-ways, parks and City properties.	1
* Assisted with supervision of contracted mowing services for various City-owned properties.	1
* Assisted with park tree planting, pruning and maintenance.	1
* Assisted community and neighborhood groups with park clean-up efforts at various locations.	1
* Participated in various professional training opportunities.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of park sites maintained.	41	41	42	42
Number of park acres (non-turf) maintained	323	323	323	323
Number of flood lots maintained.	95	92	92	92
Number of flood lot acres maintained	44	32	44	32
Number of non-park acres maintained	580	470	470	470
Number of guardrails maintained	277	277	277	277
Number of guardrail acres maintained	34	20	20	20
Number of R.O.W. miles maintained	220	220	220	220
Number of R.O.W. acres maintained	400	400	400	400

2005-06 Objectives	**Goal Ref**
* See Significant Issues/Changes	

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6013 - Public Property Maintenance *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Light Equipment Operator	4.00	4.00	4.00	.00
Maintenance Supervisor	1.00	1.00	1.00	.00
Auto Mechanic	1.00	1.00	1.00	.00
Total	6.00	6.00	6.00	.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	201,784	244,313	244,313	0
Other Services & Charges	14,179	15,898	15,742	0
Supplies	1,650	9,030	8,279	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	217,613	269,241	268,334	0

Significant Issues

* The responsibilities of daily public property maintenance operations, including public right-of-way tree-related issues, snow removal, and mowing of public right-of-ways and other City-owned properties will assumed by the Public Works Department in FY 05-06. As a result, existing cost center resources will be redistributed between that department and the 6012 cost center of the Parks and Recreation Department.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Description

This division is responsible for the day-to-day management of the City's comprehensive recreation program. To accomplish this task, divisional staff work with numerous community-based groups, address recreational needs through the budgetary process, and identify leisure trends within the field of parks and recreation.

2004-05 Accomplishments	**Goal Ref**
* Several new programs were implemented by the Recreation Specialist including 18 baseball tournaments. This included Little League, High School, Adult Softball and Youth Tennis.	1
* Recreation Specialist was instrumental in developing the Athletic Facility Site Book for the City, an enhanced program to emphasize the importance of coach background checks, as well as attending all Association Manager meetings. He was also responsible for enforcing the Alcohol Use Agreement with Adult Sports and attended the 2004 Athletic Business Conference and MPRA Small Town Workshop. He received his CPRP Certification in 2004.	4
* Successfully promoted the Santa Fe Tennis Complex with school leagues, post seasonal play, two ITA Tennis Tournaments, and a USTA Tennis Tournament in conjunction with the Kansas City Parks & Recreation Department.	4
* Recreation Specialist developed initiatives for seasonal staff and implemented new staff uniforms. He has adopted a formal discipline process and continues training staff on athletic field maintenance.	4
* Recreation Specialist has strengthened the organizational process with park maintenance staff with tournament preparations, inclement weather and game rescheduling.	4
* A written protocol was developed to inspect, clean and document any problems with the athletic field equipment. This protocol is being used on the department vehicles as well.	3
* Recreation Programming assisted in the facilitation of opening ceremonies and the start-up operation of the Palmer Center.	1
* Assisted Acting Director with program related to the opening of the Palmer Center, lease agreement for Palmer Center, water infiltration problems at TMB and development of the Volunteer Services Office.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of adult athletic teams	65	158	190	170

Athletic fields scheduled	46	55	46	55
Park shelter reservations	675	210	690	220
Number of youth athletic teams	422	403	425	425
Number of park shelter sites available for reservation	8	10	10	10
Community Tournaments		26		30
Departmental Special Events		18		20

2005-06 Objectives **Goal Ref**

* Facilitate marketing and opening of spraygrounds, skate park and Adventure Oasis Water Park. 4
* Develop basic emergency response protocols with staff to address inclement weather. 4
* Revise and develop field use protocols for the Soccer Complex. 4
* Develop, organize, equip and staff concessions at three locations. Equip and staff personnel with weather radios. 4
* Address needs and concerns with Director to replace department vehicles for athletic field operations, TMB and the Palmer Center. 3
* Coordinate the implementation of Recreation Management Software. 4
* Develop a strategy to address concession services at athletic fields. 1
* Identify appropriate accounts to facilitate management of donations, trip program monies and sports league administrative money with the help and guidance of our Finance Department. 3
* Develop a Division Asset Management program. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Clerk I	1.00	.90	1.00	1.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Center Attendant	1.73	1.73	1.73	1.73
Seasonal Maintenance Wkr	1.88	1.88	1.88	1.88
Total	6.61	6.51	6.61	6.61

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6021 - Recreation Programs Admin. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	259,943	231,813	231,813	246,232
Other Services & Charges	19,775	22,550	20,050	22,550
Supplies	6,921	11,600	5,375	20,600
Capital Outlay	3,176	0	0	0
Other Expenditures	0	0	0	0
Total	289,815	265,963	257,238	289,382

Significant Issues

* Will continue to work with staff to improve skill sets and distribute work loads more evenly.
* Continue to address issues concerning seasonal workers and part-time staff retainage. This is generally a second job for Center Attendants or a student that will be returning to school, so we continue to be challenged with evening and weekend events.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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 will be working to implement a comprehensive senior adult activity, nutrition, and wellness center at the Truman Memorial-Palmer School collaborative facilities.

2004-05 Accomplishments **Goal Ref**

* Palmer Center open and fully operational in March, 2004. This project has been a priority with staff attending regular construction meetings, visiting job site twice weekly to address concerns, choose interviewing and hiring staff, establishing operational procedures, colar schemes and finishes, purchase decor and furnishings. Have interviewed and hired part time staff, established operational procedures, worked with vendors to schedule deliveries. Staff consulted with key participants for furniture selections and operational procedures.
* A new variety of programs has been implemented with the attendance for each program recorded in spreadsheet format. The Nutrition Site participation has nearly tripled. Additionally, there has been an increase in participation in the programs, i.e.Stretch & Tone has grown from 10 to 45.
* Continue to use catering services for meals while having preliminary meetings with MARC to discuss time line and operational needs to cook meals on site.
* Since the opening of the Palmer Center in March 2004, growth levels have increased in participation, volunteers, delivery services and the number and quality of programs.
* Established "Friends of the Palmer Center Foundation" in April, 2005.

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of general recreation programs	46	45	35	65

Number of day/overnight trips	44	35	46	55
Meals served - On-Site	17,345	31,071	15,720	40,000
Meals served - Home Delivered	29,456	28,767	26,921	28,000
Number of nutrition site programs	267	50	70	100
Number of outreach programs	10	8	12	12

2005-06 Objectives **Goal Ref**

* Continue to explore professional and unique way to integrate "The Fifty-Something Newsletter" with the "Menu/Activity Calendar".
* Assist in the implementation of the Recreation Management Software.
* Facilitate in the marketing and opening of spraygrounds, skatepark and Adventure Oasis Waterpark.
* Explore staffing and operational needs to cook meals on site.
* Assist with focusing services of the City's Dial-A-Ride program.
* Explore strategies to retain part-time staff.
* Continue to supervise and provide training for new staff during Spring 2005.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	106,671	104,259	104,259	115,720
Other Services & Charges	136,187	96,963	96,772	96,963
Supplies	3,108	3,496	3,552	3,496
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	245,966	204,718	204,583	216,179

Significant Issues

* With the Senior Programs Specialist vacancy and the resignations of three Center Attendants, the exploration of on-site cooking for the Nutrition Site has been delayed until 2005-06.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Description

This division provides a highly-visible multi-use facility serving the recreational needs of the Independence community. The Roger T. Sermon Community Center provides residents with the opportunity to participate in recreational and educational programs, integrate socially with others of like interests, and allow local organizations and groups affordable rental and meeting space opportunities.

2004-05 Accomplishments	**Goal Ref**
* With staff relocations, in order to maintain Sermon Center operational stability, the use of Center Attendants during peak hours is being used.	4
* With senior activities moved to the Palmer Center, Toddler Town is using all gymnasium space and will increase its days into Spring. A City employee basketball league plays through the lunch hour and daytime exercise classes are now offered.	1
* User groups of the facility are met with on a regular basis to address issues and concerns. Comment cards are offered to track and address these concerns.	4
* Added two new treadmills to the Weight Room. Have a preventative maintenance agreement with Reliable Restorations to maintain current equipment.	1
* New classes in fitness, crafts and the arts have been offered. Pilates proved to be popular, as well as beading and jewelry making.	4
* Part-time staff is used during evening and weekend hours in the Front office. We have also increased their hours three days a week at peak times due to the loss of relocated full-time staff.	4
* Volunteer base established with the three Theatre groups. To help with event management in an outdoor environment, a strong relationship has been formed with the Emergency Preparedness Manager, RACES, and VIPS.	4
* Improved efficiency producing the Leisure Services Catalog by creating e-mail communications for corrections and edits with BPA Printing.	4
* Continue to clarify the unwritten, past practices at the Sermon Center related to reservation, fee waivers, etc. This will help in assessing the fee schedule.	3
* Continue to work with Public Works and Property Management in addressing custodial issues/concerns with cleaning contractor.	1
* Increased chair inventory to 500. Will continue to track misuse, using security deposits to cover damaged equipment.	4
* Implemented a preliminary report to track attendance and revenue at the Sermon Center.	3

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Facility hours of availability to the public per week	90	94	98	94
Number of Sermon Center memberships	1,032	1,056	1,056	1,250
Facility special events	14	16	14	15
Rental revenues - park shelters, Sermon Center. craft show	48,461	35,000	48,486	35,000
Co-sponsored clubs and organizations	18	17	17	17
Theatre performances	60	58	60	60

2005-06 Objectives	Goal Ref
* Facilitate the implementation of the Recreation Management Software.	4
* Facilitate the marketing and opening of spraygrounds, skate park, and Adventure Oasis Water Park.	1
* Prepare a manual of procedures to formalize emergency preparedness protocols for staff.	1
* Facilitate and advocate for power distribution from emergency generator, new flooring in Sermon Center and do a building utilization study.	1
* Implement changes directed by Finance Department to set up a 503C status.	3
* Facilitate the adoption of Faciity Use Agreements with Sermon Center user groups.	4
* Through use of Performance Review, identify tasks that would create efficiencies in the department.	4
* Provide leadership to implement an Asset Management program for the Sermon Center and user groups.	4
* Offer a youth craft class this Summer in conjunction with Kaleidoscope.	1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Recreation Specialist	1.00	1.00	1.00	1.00
Recreation Program Supv	1.00	1.00	1.00	1.00
Center Attendant	.68	.68	.68	.68
Total	2.68	2.68	2.68	2.68

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6028 - Roger T. Sermon Community Ctr. *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	97,749	105,503	105,503	105,987
Other Services & Charges	21,452	29,006	27,051	29,006
Supplies	7,122	5,400	5,795	5,400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	126,323	139,909	138,349	140,393

Significant Issues

* With the loss of some full-time staff to the Palmer Center, changing work schedules and increasing the use of day time Center Attendants, we have been able to meet the operational needs without cutting services.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2005-06 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 area for habitat, an extensive walking trail system, an indoor lodge facility, two picnic shelter facilities, and a small area for resident camping enthusiasts. Facility staff assist school groups, scouting organizations, and environmental advocates with interpretive activities and support programs.

2004-05 Accomplishments	**Goal Ref**
* Security and viability of the maintenance garage has been upgraded with new walls, roof, door and locks.	1
* With the assistance of the Independence Fire Department, a fire code assessment of the Eva Cooper Lodge was completed. Occupancy limits were determined for events and rentals.	1
* Developed service counter in Lodge to provide ready access for park information materials. This decreased traffic into the Main office.	1
* To improve the appearance of the Lodge office new carpet tiles have been installed.	1
* Landscaping, with a garden-like water feature, has been added to the circle drive in front of the Eva Cooper Lodge.	1
* Picnic amenities were improved by adding two new grills and picnic tables.	1
* Fully refurbished maintenance garage by removing windows and adding sturdier door. All locks for garage and Lodge have been rekeyed.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Lodge hours of availability to the public per week	68	66	68	66
Facility rental revenue	$2,835	$3,000	$3,000	$5,000
Total number of visitors	41,700	41,000	42,500	43,000
On-site group presentations	35	30	40	50
Community outreach programs	20	20	22	22
Park programs (special events)	10	20	15	22
Hours of program service provided by volunteers		200		200

2005-06 Objectives	**Goal Ref**
* Improved signage for trails to be addressed in FY 2005-06.	1
* Develop leaership roles with new staff to enhance customer service	

2005-06 Objectives	**Goal Ref**
and accomplish projects. Monthly team meetings with all George Owens staff will be held to develop these roles.	
* Upgrade computer e-mail/internet connection speed to improve staff efficiency.	3
* Improve emergency preparedness and define procedures.	1
* Develop role of part-time Center Attendants within the operation to offer improved evening/weekend supervision and customer service.	4
* Remedy safety hazard in washout area containing debris east of Lake Lorraine.	1
* Coordinate following facility needs as funding allows: replace lodge roof, soffits and guttering, enhance erosion control, address multiple foot bridge safety issues, upgrade four restrooms to meet ADA requirements, install new floor in Lodge, and develop ADA trail design.	1
* Install monitored alarm system in Maintenance Garage and Lodge.	1
* Work with Director to acquire vehicle to enhance trail maintenance.	3
* Collaborate with Volunteer Services Office to enhance volunteer services to the nature park operations.	4
* Formalize project criteria and standards for Eagle Scouts within the Independence parks system.	1
* Develop relationships with new park neighbors and provide educational resources for protecting the natural resources at the Park.	1
* Develop an interpretive program series to begin Fall 2005.	1
* Strategize to upgrade Lodge display cases.	1
* Add garage storage space at Maintenance garage in nature park.	1
* Initiate an intergenerational nature program at multiple park locations.	1

Staffing:

Position Title	**2002-03 Budget**	**2003-04 Budget**	**2004-05 Budget**	**2005-06 Budget**
Park Ranger	1.00	1.00	1.00	.00
Maintenance Aide	.00	.00	.00	.00
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	.00	.00	.00	1.00
Seasonal Maintenance Wkr	.91	.91	.91	.91
Total	2.91	2.91	2.91	2.91

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2005-06 Operating Budget*
Cost Center: 6029 - Owens Nature Park — *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	84,732	110,612	109,349	114,229
Other Services & Charges	4,886	6,685	8,398	6,185
Supplies	5,989	6,132	5,682	7,332
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	95,607	123,429	123,429	127,746

Significant Issues

* Reorganized supervisory structure with a Recreation Supervisor placed at George Owens and replace a Park Ranger position with a Light Equipment Operator. This gives direct supervision to the operational and maintenance functions of the nature park.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Continued data entry into new cemetery management software program. — 4
* Continued to provide desired facility appearance and condition on a consistent basis. — 1
* Continued to provide desired level of customer service and access on a consistent basis. — 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	89	100	100	100
Opening/Closing revenues	$58,409	$48,000	$60,000	$60,000
Monument Base revenues	$8,052	$5,000	$15,000	$15,000
Cemetery Lot Revenues	$29,200	$10,000	$25,000	$25,000
Number of facility mowing cycles	21	22	22	22

2005-06 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 database. — 4
* 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
* Assess and develop appropriate cemetery facility rules and regulations. — 3
* Identify and support appropriate professional training opportunities for divisional staff. — 4

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation — *2005-06 Operating Budget*
Cost Center: 6031 - Cemetery Maintenance — *Fund: 02 - General Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Maintenance Aide	2.00	2.00	2.00	2.00
Assistant Foreman	1.00	1.00	1.00	.00
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	4.41	4.41	4.41	3.41

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	163,183	130,707	130,707	147,186
Other Services & Charges	10,018	9,100	9,999	12,100
Supplies	2,957	6,925	6,750	7,825
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	176,158	146,732	147,456	167,111

Significant Issues

* The prolonged Cemetery Sexton position vacancy has precluded implementation of the new revenue-generating programs and services identified with adoption of revised facility fees and charges in late 2002.
* A downward trend in actual facility revenues, noted over the past three fiscal years, is of concern and is reflective of the reduced inventory of preferred grave space locations and increased area competition from private industry service providers.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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.

2004-05 Accomplishments **Goal Ref**

* Coordinated divisional activities for successful implementation of the Year One Park Sales Tax improvement projects, including installation of new security lighting at Bundschu Park, Young Park and the Sermon Center. 1
* Coordinatd site demolition and preparation efforts for the McCoy Park spray ground. 1
* Worked with departmental administrative staff to continue implementation of Parks, Recreation and Open Space Master Plan recommendations. 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of formal reports to Park Sales Tax Oversight Commi	10	12	12	12
Number of Oversight Committe formal reports to City Council	2	2	2	2

2005-06 Objectives **Goal Ref**

* Coordinate divisional activities for successful implementation of Year Two Park Sales Tax park revitalization and capital improvement projects, including installation of park spray ground facilities at McCoy Park and Rotary Park, installation of skate park facility at Hill Park and implementation of initial phases of the Rock Creek Multi-Use Trail. 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. 3
* Communicate and update park sales tax projects and expenditures to the Park Sales Tax Oversight Committee on a regular basis. 3

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6041 - Park Maint. - Security & Insp. *Fund: 12 - Parks Improv. Sales*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Maintenance Mechanic	.00	1.50	3.00	3.00
Parks Contract Manager	.00	1.50	2.00	2.00
Maintenance Supervisor	.00	.50	1.00	1.00
Total	.00	3.50	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	168,333	361,446	444,046	425,215
Other Services & Charges	75,706	215,328	133,728	156,078
Supplies	31,030	95,111	94,111	105,411
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	275,069	671,885	671,885	686,704

Significant Issues

* Implementation of park revitalization and capital improvement projects, as well as operational modifications associated with the new dedicated Park Sales Tax, will require continued coordination between all Parks and Recreation Department cost centers.
* Staff costs include Park Contract Managers (2), Park Improvement Crew staff positions (4) and Park Patrol Program labor expenses with the Independence Police Department.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Developed several partnerships, i.e. Health Department, Community Coalitions, Fire Department Jackson County Parks & Recreation, Independence Attractions Coalition and the Jackson County Historical Society, through the use of the Truman Memorial Building.	1
* With the use of the Truman Memorial Building, programming partnerships have been formed and groups are continuing to use our facilities. Some events hosted have been Safety Awareness Classes, Special Population Programs, Roger T. Sermon Series, Smoking Cessation Classes and the Bear Affair Weekend.	1
* Promotions for the Truman Memorial Building are on City 7, advertisements through The Examiner, Sports Monthly, Notes & News, Parks & Recreation Leisure Services Catalog, and the City's web site. Promotional pamphlets and hand outs are printed and available.	1
* Continue to supervise the custodial services and inspections on the building, reporting any inconsistencies or operational concerns.	1
* Through a computerized tracking system, are able to track revenues, comped revenues, participation and occupancy percentages on a monthly, quarterly and annual basis.	3
* Increased participation in facility programs is up 10%, rental revenues have increased by 60% and the occupancy rate is up 20%.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of memberships		40		50
Facility Reservations		669		700
Rental Revenues		$64,500		$67,725
Comped Revenue		$45,000		$45,000
Events facilitated for community agencies		17		25

Events facilitated for City departments	9	15

2005-06 Objectives **Goal Ref**

* Develop a retention strategy for part-time staff while meeting the demands of building usage and a proposed marketing plan. 1
* Continue to recruit, hire and train approved staff persons to provide front office stability during regular business hours. 4
* Promote and implement a marketing plan for facility usage. 1
* Facilitate and implement Recreation Management Software. 4
* Facilitate marketing/opening of spray grounds, skate park and the Family Aquatic Center. 1
* Continue to maintain and develop programming partnerships with area agencies in the community. 1
* Research acoustical problems that occur when hosting simultaneous events in the building. 1
* Create a participant feedback form for all programs and services, allowing for suggestions and concerns. 1
* Create a facility tour program around the Truman Memorial Building and lead by volunteers from the Volunteer Services Office. 1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Recreation Program Supv	.00	.50	1.00	1.00
Administrative Spec II	.00	.50	1.00	1.00
Center Attendant	.00	.55	1.00	1.00
Total	.00	1.55	3.00	3.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	58,906	108,392	108,392	115,489
Other Services & Charges	31,385	134,032	132,282	139,462
Supplies	18,334	13,500	11,200	13,500
Capital Outlay	4,779	0	6,900	0
Other Expenditures	0	0	0	0
Total	113,404	255,924	258,774	268,451

Significant Issues

* Converted undeveloped facility area into the Volunteer Services Office.
* Continue to address water infiltration problems. 90% resolved.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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 new Palmer Senior Adult Recreation and Nutrition Center, which is scheduled to open to community senior adults in March, 2004. This includes necessary operational provisions for facility staff, contract services, maintenance, utilities and program development. The Palmer Senior Adult Center will be utilized to provide a diversity of new senior adult programs and services, including a daily meals and nutrition program, home-delivered meals program, fitness/wellness program, education classes, recreational programs, and a wide variety of senior adult-oriented social opportunities.

2004-05 Accomplishments	**Goal Ref**
* Through the cooperatiave efforts of the participants of existing groups and the department staff, transferring the senior programs from the Sermon Center to the Palmer Center was well organized and successful.	1
* Palmer Center supervisory staff continue to meet with representatives from neighboring churches and the School District on a weekly basis to share any issues of concern related to limited parking availability.	1
* Palmer Center supervisory staff continues to explore staff retention strategies to meet the non-traditional operational needs/hours of our growing community.	4
* Division staff travel to off-site locations a couple of times a month to present information on The Palmer Center and advertises in local newspapers.	1
* Palmer Center Advisory Council established in January, 2005. It is a thirteen member panel with representatives from a wide variety of backgrounds and meet monthly.	1
* Palmer Center introduced a new variety of programs to the community - Chen Tai Chi, Art Class, Great Pretenders, 50+ Dances, Fitness Assessments & Orientations, Diabetic Foot Screenings, Music Jam, etc.	1
* Volunteer hours totaled over 8,000 hours, double from last year. Extra programs contributed to the volunteer hours and volunteer appreciation awards programs are given to the volunteers throughout the year.	4
* Staff continues to communicate needs to the custodial service on a consistent basis.	1

2005-06 Objectives	**Goal Ref**
* Develop formalized emergency preparedness protocols for staff.	
* Facilitate the implementation of the Recreation Management Software.	
* Strategize to purchase new, improved sound equipment for the Palmer Center.	
* Expand volunteerism through the newly established Volunteer Services	

2005-06 Objectives **Goal Ref**

Office.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Center Attendant	.00	.27	1.04	1.04
Total	.00	.27	1.04	1.04

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	7,545	23,497	23,497	24,238
Other Services & Charges	22,092	101,600	102,251	107,030
Supplies	18,414	46,500	45,849	46,500
Capital Outlay	45,744	0	0	0
Other Expenditures	0	0	0	0
Total	93,795	171,597	171,597	177,768

Significant Issues

* Continue to address issues concerning part-time staff retainage. This is generally a second job for some Center Attendants, or someone that needs to be home evenings, so we continue to be challenged with evening and weekend events.

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 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 will be given to the development of youth, family and senior adult recreation programs, non-traditional and outdoor programs, festivals and special events, and sports, athletics, and tournaments.

2004-05 Accomplishments **Goal Ref**

* Multiple events have been initiated and implemented throughout the park system. Some of these include the recent "Popsicles in the Parks", canoe and Kayak lessons, Winter Solstice, "Pumpkins in the Parks",etc. A total of 26 events were held in the park this past year. — 1
* A total of 68 partnerships have been introduced or initiated in the community this year. Some of these include new partnerships with PAWS, Inc, Sibley Orchards, Lakeside Nature Center, Kansas City Museum, Kansas City Zoo, etc. — 1
* "Special Event" programming was accomplished at area Independence parks. Promotional materials were used to advertise these events. Flyers, postcards, press releases, newspaper ads, City Scene and City 7 were used as advertising. — 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of programs initiated		26		30
Program attendance		1,531		2,200
Number of park sites used		20		37
Presentations		180		200
Program partnerships developed		68		50
Hours of program service provided by volunteers		55		250

2005-06 Objectives **Goal Ref**

* Facilitate opening and marketing of spraygrounds, skate park and Adventure Oasis Water Park. — 1
* Increase event promotion mailing by 400 households. — 1
* Conduct family programs and special events at multiple park location with intent to hold at least one program at each Independence park — 1

2005-06 Objectives **Goal Ref**

location by December, 2006.

* Conduct events targeting youth 13 to 19 years of age. 1
* Develop and implement feedback survey for citizens to complete after each program participation. 1
* Expand partnerships with other community service providers to maximize resources and reduce duplication in Independence area. 1
* Research, price and purchase outdoor portable stage equipment, including lighting and sound system, for use at multiple park locations. 1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Recreation Program Supv	.00	.50	1.00	1.00
Seasonal Maintenance Wkr	.00	.29	.55	.55
Total	.00	.79	1.55	1.55

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	9,887	59,620	59,620	69,414
Other Services & Charges	20,507	78,000	32,350	68,000
Supplies	3,912	8,000	10,800	8,000
Capital Outlay	0	0	40,000	70,000
Other Expenditures	0	0	0	0
Total	34,306	145,620	142,770	215,414

City of Independence
Detail Program Summary

Department: 6000 - Parks and Recreation *2005-06 Operating Budget*
Cost Center: 6045 - Adventure Oasis Water Park *Fund: 12 - Parks Improv. Sales*

Description

This cost center serves to provide on-going facility operation of the new aquatics center, Adventure Oasis, and development of aquatics orientated recreation programs and activities consistent with recommendations from the Independence, Parks and Recreation Open Space Master Plan.

2005-06 Objectives **Goal Ref**

* Coordinate divisional activities for successful initial year of the operation of the new aquatics center.
* Add new staff position, Recreation Program Supervisor, to develop and facilitate new aquatics oriented recreation programs and activities at the new aquatics center.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Recreation Program Supv	.00	.00	.00	1.00
Total	.00	.00	.00	1.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	0	0	0	49,522
Other Services & Charges	0	0	0	339,216
Supplies	0	0	0	13,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	402,238

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2005-06 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	.00	.00	.00	.00
Part Time Positions	.00	.00	.00	.00
Total	.00	.00	.00	.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
6502 Non-Departmental	5,704,248	7,038,517	7,038,517	7,250,830
6503 Capital Outlay	445,946	445,947	445,947	791,450
6504 City Council Strategic Goal	218,231	350,000	688,544	350,000
6505 Central Services	39,764	37,880	37,880	33,080
6507 Capital Outlay - TIF Distr.	495,251	250,000	828,152	250,000
6520 Non-Departmental	12,718,078	13,839,762	13,839,762	15,148,913
6530 Non-Departmental	2,306,389	2,617,929	2,617,929	2,942,006
6540 Non Departmental	3,128,426	3,998,665	3,998,665	4,616,268
6590 Non Departmental	54,045	76,047	76,047	89,500
6591 Non-Departmental (91)	11,195,510	11,490,000	11,490,000	11,367,000
Total	36,305,888	40,144,747	41,061,443	42,839,047
Source of Funding				
General Fund	6,903,440	8,122,344	9,039,040	8,675,360
Power and Light Fund	12,718,078	13,839,762	13,839,762	15,148,913
Sanitary Sewer Fund	2,306,389	2,617,929	2,617,929	2,942,006
Water Fund	3,128,426	3,998,665	3,998,665	4,616,268
Central Garage Fund	54,045	76,047	76,047	89,500
Staywell Health Care Fund	11,195,510	11,490,000	11,490,000	11,367,000

City of Independence
Departmental Budget Summary

Department: 6500 - Non-Departmental *2005-06 Operating Budget*

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Source of Funding				
Total	36,305,888	40,144,747	41,061,443	42,839,047

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 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.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Administrative Spec III	.00	.00	.00	.00
Total	.00	.00	.00	.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	2,801,762	3,674,594	3,674,594	3,565,547
Other Services & Charges	2,902,486	2,818,842	2,818,842	3,140,202
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	545,081	545,081	545,081
Total	5,704,248	7,038,517	7,038,517	7,250,830

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget

General Fund Operating Budget - Capital Outlay Appropriations

Description	Buildings	Mobile Equipment	Other	Total
Lease Purchase Payments on Prior Year Purchases:				
Building Maintenance Repair and Renovations	$ 213,900			$ 213,900
Technology Services:				
Replacement program for Microcomputers, File Servers, and Network Systems			164,800	164,800
National Frontier Trails Center Museum:				
Exhibit Acquisitions	30,000			30,000
Law				
Office Equipment			5,050	5,050
Finance				
Mail Sorting Cabinets			2,000	2,000
City Manager's Office				
City 7 Audio Visual Routing System			211,000	211,000
Office Equipment - File Cabinets (2)			1,500	1,500
Community Development				
Pickup Replacement - Asset No. 2878		17,700		17,700
Health				
Pickup Replacement - Asset No. 8978		15,000		15,000
Vehicle Replacement - Asset No. 8616		15,000		15,000
Vehicle Replacement - Asset No. 8542		15,000		15,000
Public Works				
Street Sweeper (1/2 of cost - the other half is in the Public Works Operating Budget - 5111		82,500		82,500
Large Scale Mapping and GIS Plotter			10,000	10,000
Conference Rooms and Council Chambers Equipment Replacement			8,000	8,000
Total	**$ 243,900**	**$ 145,200**	**$ 402,350**	**$ 791,450**

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget

City Council Goals Account Summary

	Budget	Allocation	Actual
2004-05 Activity:			
Carryover of Unexpended Prior Year's Balance	$ 514,216		
Unexpended 2003-04 Allocations carried over to 2004-05			
Neighborhood Park Matching Grants		6,773	6,773
Jackson Drive (Jones Road to Bundschu)		70,000	
Youth Summer Basketball & Teen Center		16,943	
NWCDC Operating Agreement (year 2 of 3)		50,000	50,000
Police Academy Scholarship Program		2,004	1,236
Little Blue Parkway - RD Mize to US 24 Design		22,667	
Reward Fund for Missing Children		1,000	1,000
2004-05 Allocation	350,000		
Demolition of Dangerous Buildings and Private Property Cleanup (Supplements $75,000 in Health Dept. Budget)		50,000	11,500
Youth Summer Basketball and Teen Center		10,000	
Mowing and Refuse Cleanup on Private Property (Supplements $47,600 in Health Dept. Budget)		70,000	
Neighborhood Park Matching Grants		20,000	
NWCDC Operating Agreement (year 3 of 3)		50,000	6,000
Sidewalk Repair Program		50,000	
Transportation for HCA Certificate of Need Meeting		683	683
Upgrade K-9 Vehicles		3,800	3,800
NWCDC Senior Nutrition Program		13,122	13,122
Land Development Code		100,000	
Restoration of 1827 Log Courthouse		60,000	
Neighborhood Sustainability		15,000	1,500
Total for 2003-04	$ 864,216	$ 611,992	$ 95,614
Unallocated Balance at June 30, 2005		$ 252,224	
2005-06 Fiscal Year:			
Unallocated Prior Year's Balance	$ 252,224		
2005-06 Allocation	350,000		
Mowing and Refuse Cleanup on Private Property (Supplements $47,600 in Health Department Budget)		70,000	
Demolition of Dangerous Buildings and Private Property (Supplements $75,000 in Health Department Budget)		50,000	
Neighborhood Park Matching Grant		20,000	
Sidewalk Repairs to Private Property (to be repaid through 5 year assessments)		25,000	
Neighborhood Block Celebrations		10,000	
Police K-9 Officer Replacement		10,000	
Police Criminalist position partial funding		27,000	
Projected Unallocated Balance at June 30, 2006		$ 390,224	

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	24,950	29,080	29,080	23,080
Supplies	12,152	8,800	8,800	10,000
Capital Outlay	2,662	0	0	0
Other Expenditures	0	0	0	0
Total	39,764	37,880	37,880	33,080

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget

General Fund Capital Improvement Projects - Funded from Closed out TIF Projects

CIP Page No.	Project ID No.	Description	2005-06 Funded from Closed Out TIF Projects	Total Cost of the Project	Anticipated Matching Grant
	PW06-003	Winner Road Sidewalks - Englewood to Truman Road	$ 250,000	$ -	$ -
		Total	**$ 250,000**	**$ -**	**$ -**

Amount allocated in 2005-06 for this purpose **$ 250,000**

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 *2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,090,170	1,424,969	1,424,969	1,515,485
Other Services & Charges	3,973,272	4,420,287	4,420,287	4,582,150
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	7,654,636	7,994,506	7,994,506	9,051,278
Total	12,718,078	13,839,762	13,839,762	15,148,913

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	163,135	314,043	314,043	324,530
Other Services & Charges	1,042,955	1,083,233	1,083,233	1,163,370
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	1,100,299	1,220,653	1,220,653	1,454,106
Total	2,306,389	2,617,929	2,617,929	2,942,006

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	337,738	418,810	418,810	745,750
Other Services & Charges	1,829,485	2,002,055	2,002,055	2,066,390
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	961,203	1,577,800	1,577,800	1,804,128
Total	3,128,426	3,998,665	3,998,665	4,616,268

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 Operating Budget*
Cost Center: 6590 - Non Departmental *Fund: 90 - Central Garage 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	33,190	49,252	49,252	70,500
Other Services & Charges	20,855	26,795	26,795	19,000
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	54,045	76,047	76,047	89,500

City of Independence
Detail Program Summary

Department: 6500 - Non-Departmental *2005-06 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

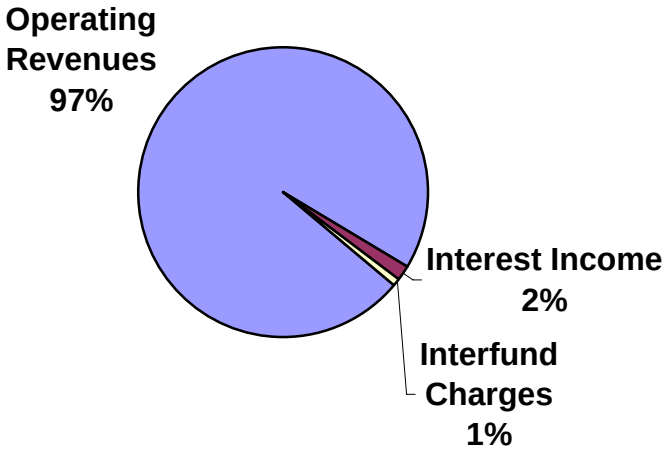
Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	11,195,510	11,490,000	11,490,000	11,367,000
Total	11,195,510	11,490,000	11,490,000	11,367,000

City of Independence, Missouri
2005-06 Operating Budget

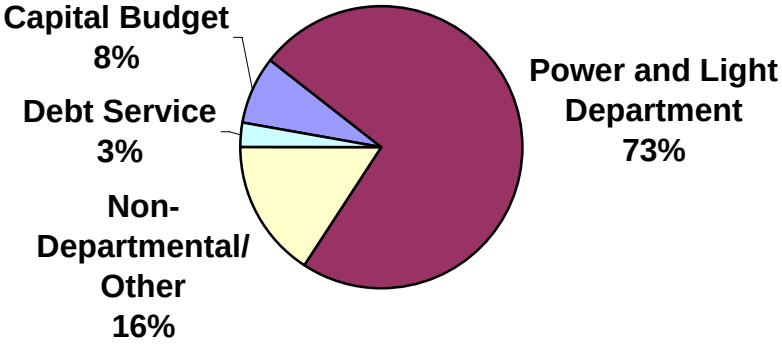
Capital Lease/Debt Service Requirements - General Fund

Series	Principal	Interest	Fees	Total Debt Service Requirements
Capital Equipment Lease-				
1995 Series (6365)	$ 88,461	$ 2,801		$ 91,262

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary Power and Light Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 80,616,932	98.6%	$ 81,648,000	98.5%	$ 93,557,000	97.4%	$ 11,909,000	14.6%
Interest Income	425,375	0.5%	397,000	0.5%	1,650,000	1.7%	1,253,000	315.6%
Interfund Charges	758,811	0.9%	829,308	1.0%	859,800	0.9%	30,492	3.7%
Other Revenues	-	0.0%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 81,801,118	100.0%	$ 82,874,308	100.0%	$ 96,066,800	100.0%	$ 13,192,492	15.9%
Transfers from Other Funds-								
Employee Benefits Fund			163,284		-		(163,284)	-100.0%
Total Sources			**$ 83,037,592**		**$ 96,066,800**		**$ 13,029,208**	**15.7%**
Use of Budget Dollars								
Operating Budget:								
Technology Services	$ 59,097	0.1%	$ 68,121	0.1%	$ 71,009	0.1%	$ 2,888	4.2%
Power and Light Department	60,792,400	79.7%	62,441,628	78.9%	71,233,288	79.8%	8,791,660	14.1%
Non-Departmental	12,718,078	16.7%	13,839,762	17.5%	15,148,913	17.0%	1,309,151	9.5%
Debt Service	2,733,477	3.6%	2,779,038	3.5%	2,783,273	3.1%	4,235	0.2%
Total Operating Budget	$ 76,303,052	100.0%	$79,128,549	100.0%	$89,236,483	100.0%	$ 10,107,934	12.8%
Capital Budget:								
Capital Projects			7,625,000		7,650,000		25,000	0.3%
Total Uses			**$86,753,549**		**$96,886,483**		**$10,132,934**	**11.7%**
Balance Available			**$ (3,715,957)**		**$ (819,683)**		**$ 2,896,274**	

City of Independence, Missouri
2005-06 Operating Budget

Historical Data - Power and Light Fund

For the Fiscal Years 1999-00 through 2004-05

Description	1999-00	2000-01	2001-02	2002-03	2003-04	Projected 2004-05
Net Income (Loss)						
Net Income (Loss)	$ 5,320,990	$ 9,269,969	$ 6,505,177	$ 4,752,256	$ 3,140,008	$ 1,978,400
Depreciation on Contrib. Capital Adjustment	65,830	88,510	n/a	n/a	n/a	n/a
Change in Net Assets	$ 5,386,820	$ 9,358,479	$ 6,505,177	$ 4,752,256	$ 3,140,008	$ 1,978,400
Net Available Resources						
Net Available Resources-						
Total Current Assets	$34,285,881	$51,385,052	$50,494,131	$51,483,498	$52,821,233	
Restricted Assets for Capital Improvements	12,670,263	-	-	-	-	
Less:						
Inventories	(7,717,653)	(8,127,079)	(9,571,604)	(8,588,647)	(8,369,284)	
Current Liabilities	(6,412,101)	(6,287,902)	(8,510,886)	(7,695,982)	(8,497,336)	
Carryover Capital Budget Appropriations	(12,670,263)	-	-	-	-	
Carryover Outstanding Encumbrances	(2,709,913)	(3,071,701)	(4,750,381)	(1,750,590)	(2,880,067)	
Add back:						
Compensated Absences	965,178	986,413	-	-	-	
Net Available Resources	$18,411,392	$34,884,783	$27,661,260	$33,448,279	$33,074,546	$28,101,000
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	48,653	48,956	49,279	49,562	49,885	50,668
No. of Other Customers	4,847	4,857	4,918	4,949	4,963	5,041
Generated Power (MWH)	214,605	346,346	196,967	268,915	349,737	428,490
Purchased Power (MWH)	839,981	771,805	882,377	857,185	797,407	731,553

Source: 1999-00 through 2004-05 - Comprehensive Annual Financial Report
2004-05 - Operating Staff Projections

City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund					
	Operating Revenue					
20-4010	Electric Service Charges	79,833,388	80,664,000	80,615,000	92,571,000	14.8%
20-4600	Other Operating Revenue	783,544	984,000	986,000	986,000	
	Total Operating Revenue	80,616,932	81,648,000	81,601,000	93,557,000	14.7%
20-3421	Interfund Charges	758,811	829,308	829,308	859,800	3.7%
20-3411	Interest Income	425,375	397,000	675,000	1,650,000	144.4%
	Total Revenues	**$81,801,118**	**$82,874,308**	**$83,105,308**	**$96,066,800**	15.6%

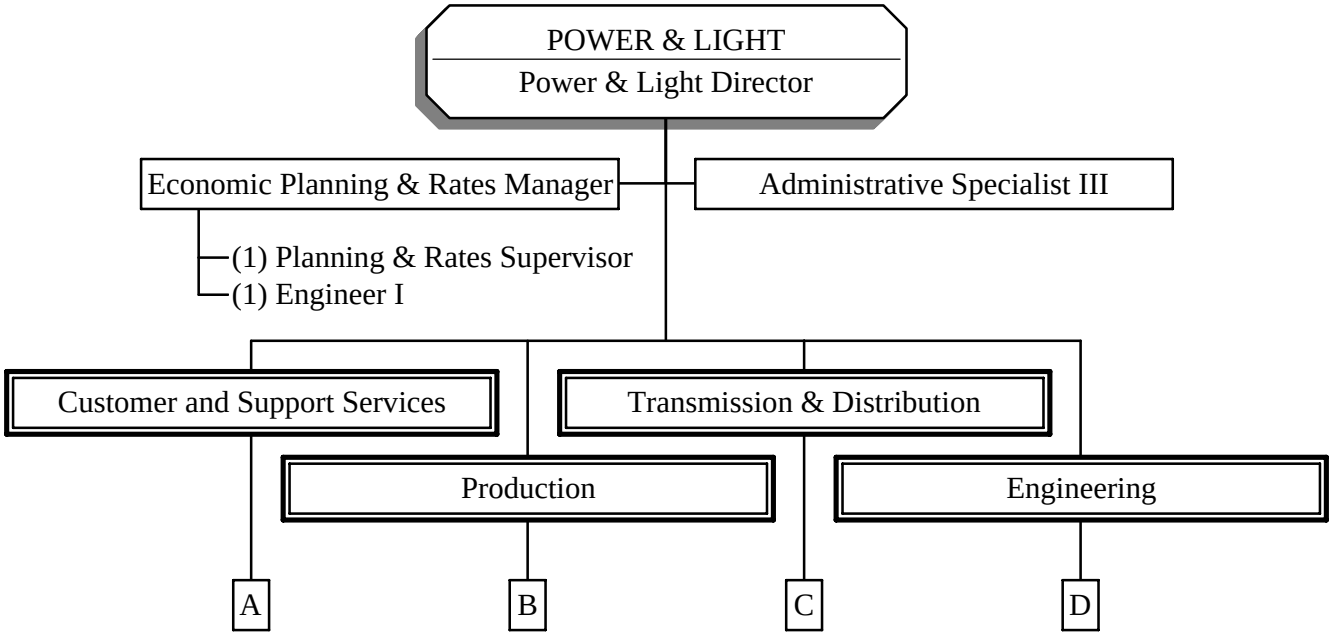
Comparison of Average Monthly Electric Bills for Electric Service Customers
Independence Power & Light Versus
Kansas City Power & Light Company, Aquila Networks - MoPub, and Board of Public Utilities-Kansas City, KS

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL) (rates effective 1/1/05)		Aquila Networks - MoPub (MoPub) (rates effective 4/22/04)			Kansas City Power & Light Co. (KCPL) (rates effective 8/1/99)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 7/1/03)		
	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 04 - Feb 05) Annual KWH = 9,331	RS-3	68.44	M0860	71.62	4.65%	R	65.23	-4.69%	100	71.99	5.19%
Low User Annual KWH = 4,800	RS-3	36.96	M0860	40.88	10.61%	R	37.46	1.35%	100	40.46	9.47%
High User Annual KWH = 12,000	RS-3	86.55	M0860	87.76	1.40%	R	78.87	-8.87%	100	90.56	4.63%
Small General Service (Commercial)											
Average Customer (Mar 04 - Feb 05) Annual KWH = 9,233 (6 KW Demand)	GS-1	82.90	M0710	77.50	-6.51%	SGS	85.63	3.29%	200	97.72	17.88%
Low User Annual KWH = 4,800 (5 KW Demand)	GS-1	46.53	M0710	43.73	-6.02%	SGS	50.01	7.48%	200	59.28	27.40%
High User Annual KWH = 12,000 (8 KW Demand)	GS-1	105.07	M0710	96.80	-7.87%	SGS	107.60	2.41%	200	121.71	15.84%
Large General Service (Commercial and Industrial)											
Average Customer (Mar 04 - Feb 05) Annual KWH = 216,097 (50% Load Factor)	LGS-1	1,375.46	M0720	1,174.20	-14.63%	MGS	1,244.54	-9.52%	300	1,471.26	6.96%
Low User Annual KWH = 60,000 (40% Load Factor)	LGS-1	571.76	M0720	475.17	-16.89%	MGS	585.53	2.41%	200	694.90	21.54%
High User Annual KWH = 700,000 (50% Load Factor)	LGS-1	4,308.42	M0720	3,696.16	-14.21%	LGS	3,821.43	-11.30%	300	4,382.31	1.72%
Industrial - Primary Voltage Delivered Service - 13,000 Volts											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	10,023.94	M0735	8,335.92	-16.84%	LGS	9,494.27	-5.28%	300	11,496.69	14.69%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	14,441.56	M0735	11,734.18	-18.75%	LGS	12,792.40	-11.42%	300	17,082.71	18.29%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	23,379.45	M0735	19,815.48	-15.24%	LGS	23,211.04	-0.72%	300	27,592.06	18.02%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	33,981.75	M0735	27,971.30	-17.69%	LPS	30,038.67	-11.60%	300	40,998.51	20.65%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	71,267.50	M0735	65,733.69	-7.76%	LPS	75,896.66	6.50%	400	86,621.51	21.54%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	103,891.50	M0735	92,919.79	-10.56%	LPS	96,831.98	-6.80%	400	123,260.17	18.64%
Industrial - Transmission Voltage Delivered Service - 69,000 Volts											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	187,675.88	M0735	182,581.43	-2.71%	LPS	174,582.46	-6.98%	400	222,525.68	18.57%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	242,820.25	M0735	232,095.11	-4.42%	LPS	210,597.64	-13.27%	400	280,798.23	15.64%

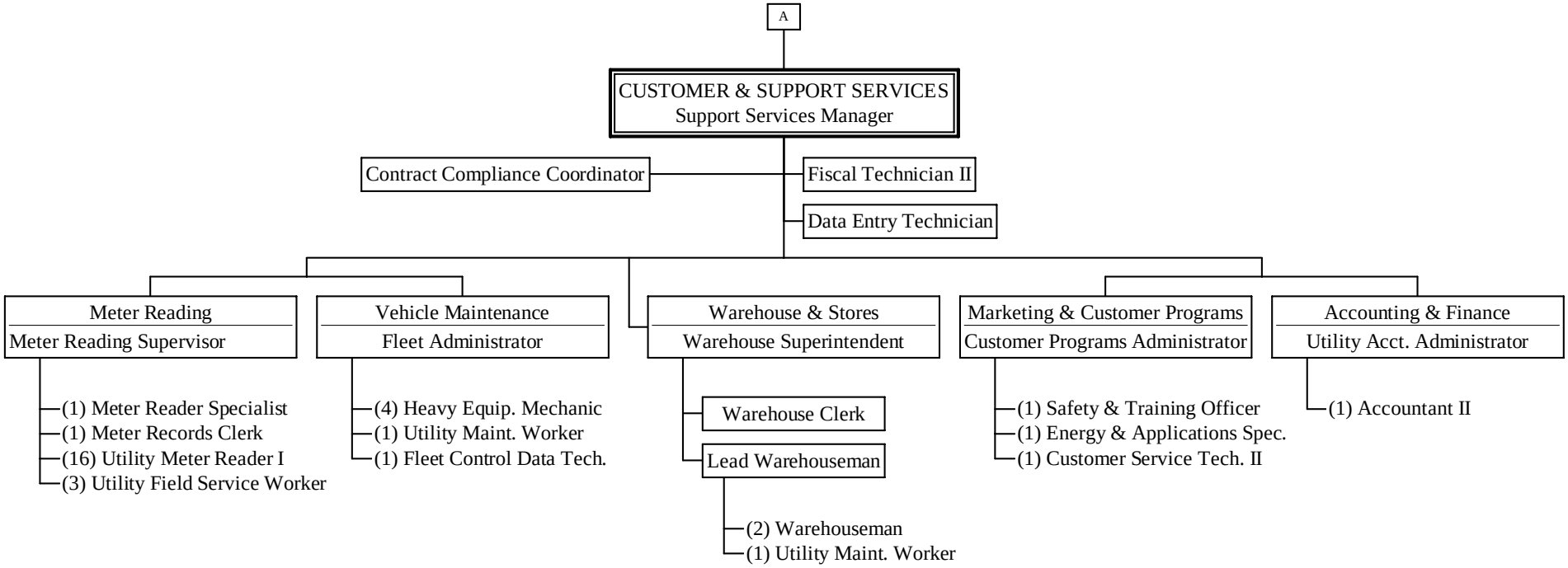
NOTES:

(a) IPL rates include Fuel Cost Adjustment of minus ($0.00117375) per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending February 2005.
(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 assumes actual rates of $0.02105/kWh (May 2004 - Oct. 2004) and $0.02105/kWh (Nov. 2004 - Feb 2005).
(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 2004 through February 2005.

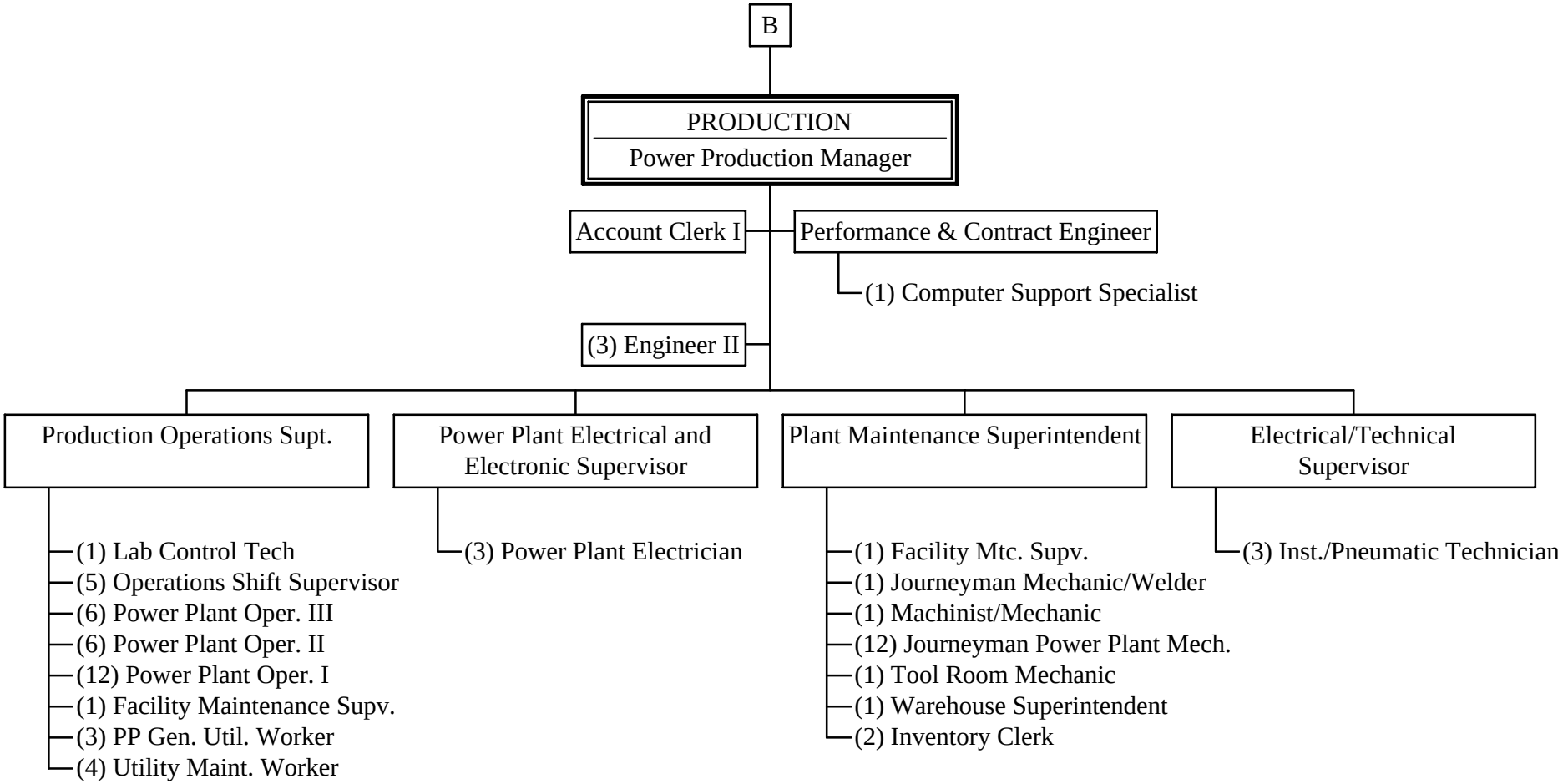
City of Independence, Missouri
Power & Light Department



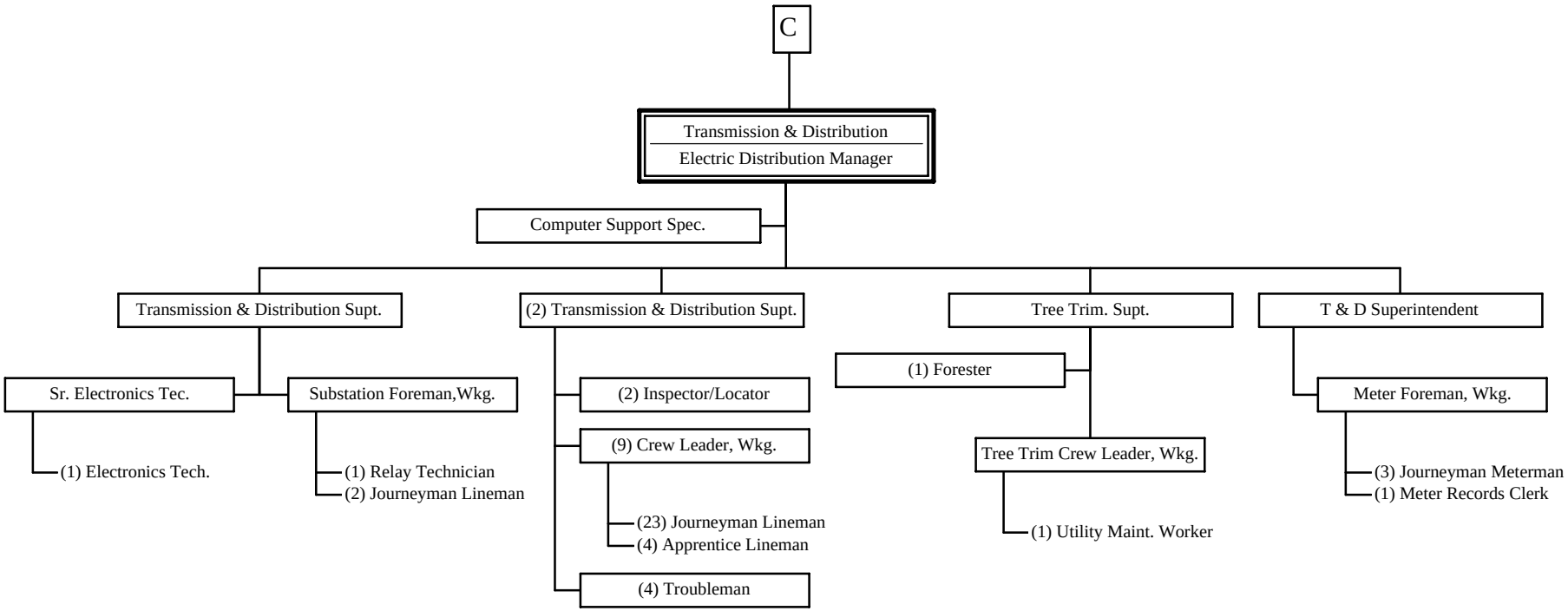
City of Independence, Missouri
Power & Light (Cont'd.)



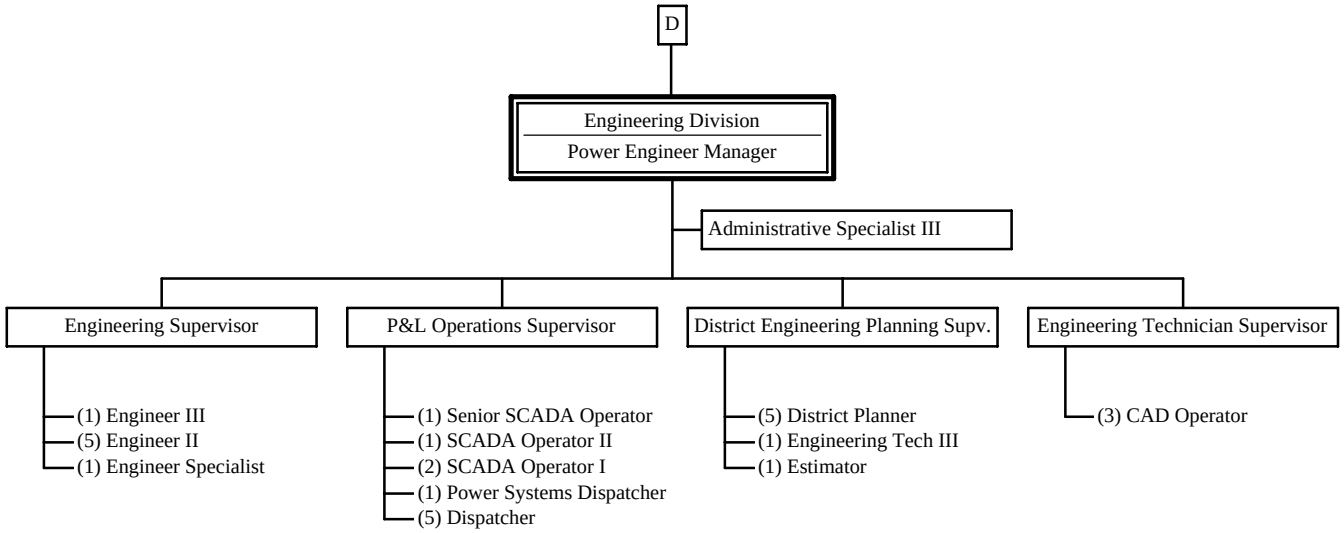
City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence, Missouri
Power & Light (Cont'd.)



City of Independence, Missouri
Power & Light (Cont'd.)



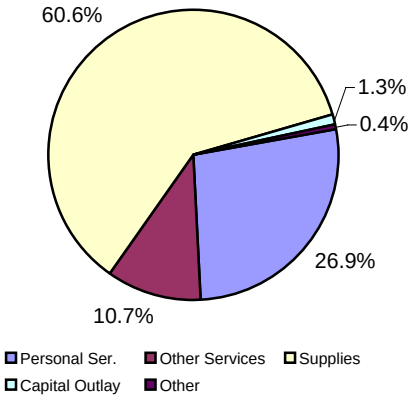
2005-06 Operating Budget

Power & Light

Appropriations by Type:

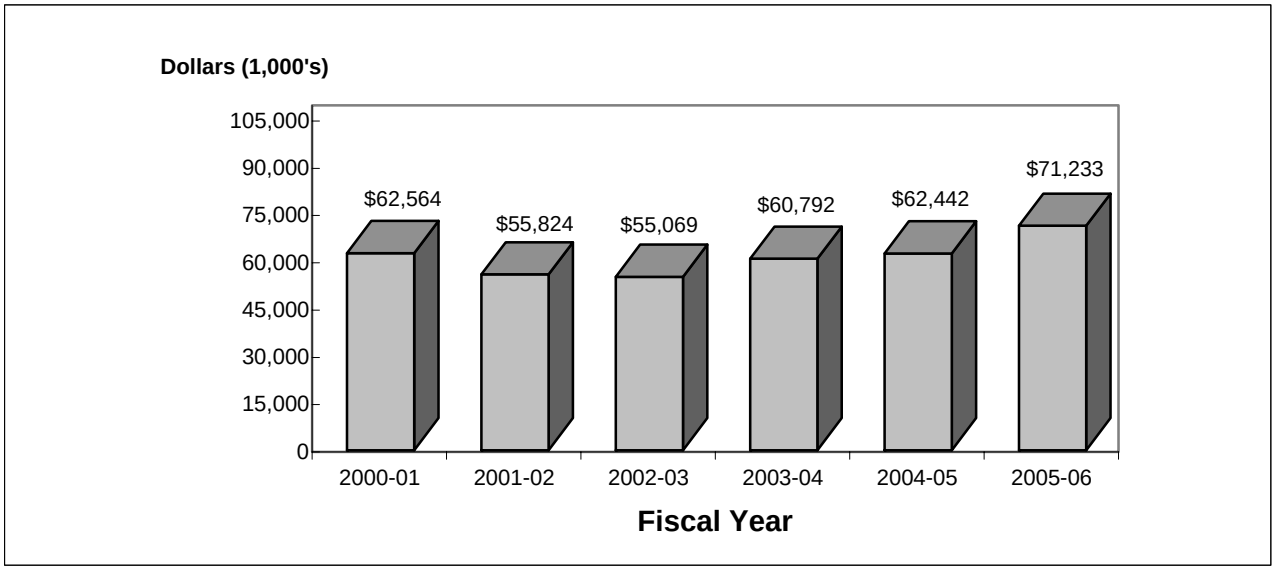
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 17,061,808	$ 18,062,854	$ 18,062,854	$ 19,170,435
Other Services	5,698,901	6,811,525	6,891,325	7,613,000
Supplies	37,150,909	36,394,199	36,373,489	43,188,303
Capital Outlay	880,782	873,050	937,210	961,550
Other	-	300,000	188,000	300,000
Total	$ 60,792,400	$ 62,441,628	$ 62,452,878	$ 71,233,288

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	220.00	220.00	220.00	220.00	220.00	220.00
Amount by Fund:						
Power and Light Fund	$ 62,563,712	$ 55,824,362	$ 55,069,414	$ 60,792,400	$ 62,441,628	$ 71,233,288
Total All Funds	$ 62,563,712	$ 55,824,362	$ 55,069,414	$ 60,792,400	$ 62,441,628	$ 71,233,288
Comparative Ratios:						
Per Capita	$ 535.34	$ 483.72	$ 483.29	$ 532.58	$ 546.08	$ 621.89
Per Household	$ 1,224.03	$ 1,105.96	$ 1,104.99	$ 1,217.70	$ 1,248.56	$ 1,421.88



City of Independence
Departmental Budget Summary

Department: 6100 - Power & Light *2005-06 Operating Budget*

Department Description

To Provide Reliable & Affordable Electric Energy Services In A Customer-Oriented & Environmentally-Responsible Manner, While Participating Organizationally & Individually In The Growth & Enhancement Of The Community We Serve.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
6110 Administration	1,021,710	1,337,095	1,275,095	1,459,301
6121 Customer Service	928,992	1,032,980	1,032,980	1,102,309
6122 Warehouse and Stores	3,162,090	2,931,248	2,941,748	3,297,442
6123 Vehicle Maintenance	1,153,387	1,373,949	1,376,149	1,535,805
6126 Meter Reading	1,533,455	1,685,498	1,712,998	1,745,313
6140 Production	9,246,789	9,971,788	10,022,038	11,022,172
6145 Purchased Power	33,649,330	32,816,859	32,816,859	39,173,603
6150 Transmission & Distribution	7,227,160	7,901,119	7,898,919	8,289,116
6160 Engineering	2,869,487	3,391,092	3,376,092	3,608,227
Total	60,792,400	62,441,628	62,452,878	71,233,288

Source of Funding				
Power and Light Fund	60,792,400	62,441,628	62,452,878	71,233,288
Total	60,792,400	62,441,628	62,452,878	71,233,288

Significant Issues/Changes

* An increase in the cost of fuel and purchased power is projected (+6.3 million, or 19.3%) due primarily to an increase in the cost of KCPL contract power and continued upward pressure on the cost of fuel.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Extended KCPL 90 Mw power supply contract for the period of June 1, 2005 thru May 31, 2011 at a capacity rate of $82.00 per KwYr (excludes transmission).	3
* Renewed production natural gas fuel supply contract thru March 2006.	3
* Initiated a proposal with KCPL to increase the current border customer purchase/sales rate.	3
* Completed a five-year cost/revenue requirement study implementing 3.9% customer base rate increases on 01/01/05 and 01/01/06.	3
* Continued involvement and monitoring of base loading power supply projects, including Peabody's Prairie State project, LS Power Plum Point project, BPU Nearman Unit No. 2 and KCPL's Iatan 2nd Unit as possible power supply options for IPL in the 2011 time frame.	3

Performance Indicators:

Description		2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Average Number of Monthly Customers		54,356	55,195	55,709	56,140
Retail Energy Sales	(Mwh)	1,038,602	1,063,832	1,085,013	1,107,962
Wholesale Energy Sales	(Mwh)	23,737	22,683	6,200	11,900
Operating Revenues		77,276,648	81,333,414	81,605,000	93,557,000

2005-06 Objectives	**Goal Ref**
* Remain apprised and involved in proposed State and Federal legislation on electric deregulation and environmental regulations.	3
* Update long-term power supply plan considering projected peak customer loads and potential volatility of wholesale power market and fuels market.	3
* Evaluate risk management techniques to mitigate potential open market purchase power cost impacts during the summer of 2005 and 2006.	3
* Continue the evaluation of wind generation and other renewable resource generation projects for up to a 10 Mw potential IPL purchase participation from such resources.	3
* Monitor the progress of Omaha Public Power District's Nebraska City	3

2005-06 Objectives **Goal Ref**

Unit No. 2 as it relates to IPL's 55 Mw purchase agreement.

* Continue to evaluate coal-fired power supply projects with the intent of purchasing 50 Mw or more from a selected project starting no later than June 1, 2011. 3
* Complete the acquisition of transmission wheeling service from Nebraska City Unit No. 2 to Independence starting in year 2009 (SPP service from MAPP interface previously established). 3
* Continue involvement in Southwest Power Pool's movement to a real time market for "balancing" and transmission-related services. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	.00	.00	1.00	1.00
Engineer II - P&L	1.00	1.00	.00	.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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	461,371	469,795	469,795	498,301
Other Services & Charges	542,385	548,300	598,300	650,000
Supplies	10,995	12,000	12,000	11,000
Capital Outlay	6,959	7,000	7,000	0
Other Expenditures	0	300,000	188,000	300,000
Total	1,021,710	1,337,095	1,275,095	1,459,301

Significant Issues

* The addition of Regional Transmission Organization responsibilities to the Southwest Power Pool is estimated to increase annual membership fees (+$50,000).

Significant Issues

* Professional services budget have been increased ($50,000) as a result of increased Southwest Power Pool activities, power supply alternative evaluations, fuel supply procurement, proposed environmental regulations and new national energy bill legislation.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6121 - Customer Service — *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.

2004-05 Accomplishments	**Goal Ref**
* During the last two calendar years, IPL awarded 237 rebates for the installation of residential heat pumps as the primary source for home heating. Heat pumps continue to be promoted to builders and residents.	3
* A total of 333 residents have participated in the revised "Out of Sight" electric service line burial program, from program inception in Fall 2003 through January 2005. The financing options provided by the program have enabled many customers to afford placing their electric service line underground.	3
* A formal review of the IPL safety program has been completed and improvements to the safety program are underway.	4
* Worked with Kansas City area gas and electric utilities, through the Heartland Utilities for Energy Efficiency (HUEE), to provide residents with energy efficiency information and services including energy saving workshops for lower income households conducted by the Community Services League.	3
* In conjunction with the Midwest Energy Efficiency Alliance and Westlake Hardware Stores, over 1,000 energy efficient compact fluorescent lights were purchased at discount prices by Independence residents. Several other Missouri electric utilities also participated in this "Change a Light" program.	3
* Public information efforts on IPL program offerings, electric safety and energy conservation continued to be a high priority during the year.	4
* Installed AED (Automated Electric Defibrillators) units in IPL power plants, the main office and line trucks, and trained appropriate IPL staff on how to use the equipment as a measure to provide IPL employees with a potential life saving service.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Energy Efficiency Rebates Processed	690	620	550	500
Customers on Surge Protection Program	201	254	230	270

OSHA Recordable Accidents	17	33	15	15
Security Lights Maintained	760	755	790	790
Residential Underground Conversions Completed	22	140	100	120

2005-06 Objectives **Goal Ref**

* Revise the IPL energy efficiency rebate program to take into account new Federal energy efficiency standards for residential central air conditioning systems. 3
* Implement safety strategic plan items to be completed in calendar year 2005 and 1st and 2nd quarters of calendar year 2006. 4
* Continue to offer a wide range of services and programs to IPL customers, including heat pump and air conditioning rebate programs, critical care program, surge protection program, private security lighting, infrared thermography (for large customers), energy audits, Hazard Hamlet electric safety demonstrations, appliance monitoring, the "Out of Sight" service line burial program and information provided to residents through participation in local community events and various media. 3
* Implement a broad financing program for various types of electric utility system services to help IPL customers better afford electrical improvements which benefit both IPL and the customer. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	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

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6121 - Customer Service — *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	615,825	660,280	660,280	706,409
Other Services & Charges	267,434	364,400	362,700	356,400
Supplies	5,694	6,300	6,300	26,500
Capital Outlay	40,039	2,000	3,700	13,000
Other Expenditures	0	0	0	0
Total	928,992	1,032,980	1,032,980	1,102,309

Significant Issues

* Budget additions include funds for additional safety equipment (+$15,000) and for updating school electrical safety training displays (+$10,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Developed specifications and drawings for RFQ for a four-bay concrete gravel pit. These pits are being used for the storage of AB-3, top soil, gravel and sand. The new concrete pits are being used daily and have helped with the appearance of the pole yard. — 1
* Repaired unpaved roads in pole yard with sixteen loads of AB-3 and 2" gravel. This has improved traction when wet, and also improved appearance. — 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Purchase Requisitions Issued	490	563	500	550
Inventory Purchases:				
Transformers	594,229	511,393	600,000	700,000
Wood Poles	36,720	79,679	90,000	90,000
Street Light Poles	102,573	114,514	100,000	130,000
Wire	141,089	379,758	400,000	400,000
Other	828,357	1,273,420	1,200,000	1,300,000
Totals	1,702,967	2,358,813	2,390,000	2,620,000

2005-06 Objectives — **Goal Ref**

* Replace the rubber membrane roof of the Service Center building. Work with Purchasing to assure proper awarding of bid, and then ensure construction is as prescribed. — 1
* Replace the outdated washing fountain in the men's locker room by choosing the best replacement suitable for Power & Light's needs, and then requesting quotes to purchase and install. — 1
* Perform quarterly inventories on high-ticket items such as transformers, cable and poles. — 3
* Work with Accounting on a monthly basis (with job orders that are scheduled to be closed) to ensure material was issued to the jobs are accounted for. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6122 - Warehouse and Stores — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Warehouse Clerk 2nd Yr	.00	.00	.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Utl Maint Wkr 1st 6 Mo	1.00	1.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	.00	.00	.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Inventory Control Tech II	1.00	1.00	1.00	.00
Warehouse Supt	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	400,516	402,398	402,398	431,642
Other Services & Charges	140,433	138,850	141,350	136,300
Supplies	2,621,141	2,370,000	2,370,000	2,725,000
Capital Outlay	0	20,000	28,000	4,500
Other Expenditures	0	0	0	0
Total	3,162,090	2,931,248	2,941,748	3,297,442

Significant Issues

* The T&D inventory budget was increased by $300,000 (14%) primarily to recognize material purchases made to support FEMA Underground Grant Program and probable increases in general material costs.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Implemented a method to compare and evaluate different digger derrick brands to determine operating costs, performance, reliability, and safety. This includes tracking operator feedback, maintenance history, downtime, and unsafe conditions related to machine operations. — 3
* Implemented a method to compare and evaluate different aerial device brands to determine operating costs, performance, reliability, and safety. This includes tracking operator feedback, maintenance history, downtime, and unsafe conditions related to machine operations. — 3
* Evaluated preventive maintenance (PM) program for automobiles and light trucks to determine where and how improvements in costs and efficiency could be made. This included updating information on PM work orders to include service item part numbers for each vehicle to save time looking up this information. Mechanic time standards and PM frequency intervals are under review for possible change. — 3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Accident Repair Costs	643	13,696	7,500	10,000
Safety Inspection Costs	6,304	8,020	8,000	8,000
Vehicle Downtime Days	49	71	45	45
Prev. Maint. Hours - Inside	1,419	1,539	1,500	1,600
Prev. Maint. Costs - Inside	55,364	59,705	50,000	60,000
Prev. Maint. Costs - Outside	24,135	27,165	30,000	30,000
Vehicle Job Orders - Inside	2,497	3,970	3,500	3,500
Vehicle Job Orders - Outside	227	262	270	270
Vehicle Repair Costs - Inside	397,825	424,827	400,000	400,000
Vehicle Repair Costs - Outside	59,083	58,918	60,000	60,000

2005-06 Objectives — **Goal Ref**

* Update vehicle service and repair manual library. Acquire current applicable manuals in either book or electronic version. Surplus — 3

2005-06 Objectives **Goal Ref**

outdated manuals.

* Update vehicle replacement parts reference literature. Acquire current applicable literature from manufacturers and distributors for original and after-market replacement parts. 3
* Inventory and catalog shop tools. Prepare surplus tools and equipment for disposal. 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	455,345	517,549	517,549	556,905
Other Services & Charges	176,717	236,600	238,800	236,600
Supplies	122,591	177,800	177,800	192,800
Capital Outlay	398,734	442,000	442,000	549,500
Other Expenditures	0	0	0	0
Total	1,153,387	1,373,949	1,376,149	1,535,805

Significant Issues

* The mobile equipment replacement budget was increased ($147,000) primarily to include replacement of an aged underground boring unit.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* The Department has maintained a reading rate of 97.72% for the first seven months of the fiscal year.	3
* Overtime has been reduced by more than $10,000 year-to-date.	3
* The Automatic Meter Reading (AMR) study is underway and expected to be completed by the end of the fiscal year.	3
* Redistribution of rural routes were done so the number of City-owned vehicles can be reduced from four to three.	3
* Meter read route adjustments are made as new meters are added, and as required to maintain balance work load for meter readers.	3
* Have continued to absorb growth without adding additional employees.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Meter Reads	1,276,712	1,221,178	1,295,862	1,223,178
Rechecks	9,222	10,407	9,071	10,500
Can't Reads	40,147	64,922	35,000	65,000
Service Work Orders Generated	4,557	5,540	4,650	4,700
Actual Read (% of Meters)	96.9%	94.9%	98.0%	95.0%

2005-06 Objectives	**Goal Ref**
* Maintain a reading rate of 96% or greater each month and to have an annual read rate of 96% of meters read.	3
* Continue with AMR study and implement pilot program, as appropriate.	
* Adjust the current number of meter routes by restructuring the routes, as needed, due to growth.	3
* Continue to maintain consecutive estimate list below 250 accounts.	3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Meter Records Clerk 1st 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 — *2005-06 Operating Budget*
Cost Center: 6126 - Meter Reading — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Util Field Service Wkr	3.00	3.00	3.00	3.00
Utility Meter Reader I	6.00	6.00	6.00	6.00
Administrative Spec II	1.00	1.00	1.00	.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	22.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,493,023	1,619,248	1,619,248	1,678,463
Other Services & Charges	32,897	55,300	82,800	55,900
Supplies	7,535	9,700	9,700	9,700
Capital Outlay	0	1,250	1,250	1,250
Other Expenditures	0	0	0	0
Total	1,533,455	1,685,498	1,712,998	1,745,313

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2005-06 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).

2004-05 Accomplishments	**Goal Ref**
* Blue Valley Units No. 1 and 2 coal mill overhauls completed in December 2004. Missouri City coal mill overhauls to be completed by June 2005.	3
* Missouri City Plant burner management system (BMS) installation to be completed prior to Summer 2005 operation.	3
* Power Plant Production Engineer, to assist with plant performance and project evaluations for Missouri City Plant and combustion turbines, started in June 2004. A Power Plant Production Engineer to assist with maintenance planning, and work management was hired September 2004.	3
* The Blue Valley Plant Foxboro DCS software version upgrade to replace unsupported version was successfully completed in December 2004.	3
* Boiler water analysis and sampling system assessment for Blue Valley and Missouri City Plants completed in February 2005. Analysis of recommendations and strategic plan to be complete by June 2005.	3
* Fire protection upgrades for Blue Valley Plant construction to begin in Spring 2005 and to be completed by end of 2005.	3
* Boiler tube condition assessment for Blue Valley Unit No. 2 completed in April 2004 and Missouri City Unit No. 2 completed in January 2005. Blue Valley Unit No. 3 assessment scheduled to be completed in April 2005.	3
* Blue Valley Unit No. 2 boiler tube replacement program was expanded to include weld overlay of the furnace roof tubes and replacement of the upper arch (rear wall) and the furnace bottom hopper tubes in Winter 2005 (to be completed by mid-March).	3
* Precipitator refurbishment and upgrade program for all units at Blue Valley Plant started. Additional assessment of the Blue Valley Unit No. 2 precipitator was required due to ongoing poor performance and ladder bar plate straighteners, sandblasting and controls tune-up were performed in February/March 2005.	3
* Coal handling refurbishment program for Blue Valley and Missouri City Plants has been started and will be ongoing through end of 2005.	3
* Blue Valley Plant piping hanger inspections and refurbishment were completed. Recommended repairs have been completed and long-term recommendations are being planned for FY 06 implementation.	3
* Blue Valley Plant turbine water induction prevention program assessment completed. Engineering recommendations reviewed and construction to begin FY 06.	3
* Missouri City Plant baghouse assessment completed. Short-term repairs for Summer 2005 operation to be completed by June 2005, long-term refurbishment to be scheduled for Fall 2005.	3

2004-05 Accomplishments **Goal Ref**

* Missouri City Unit No. 2 turbine seals repair to be completed by June 2005 to restore unit minimum load capability. 3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Net Generation at IP&L Plants (MWH)	268,915	349,737	428,480	447,583
Total Coal Burned (tons)	175,445	227,306	243,358	252,460
Total Gas Burned (MCF)	215,364	195.398	385,331	399,823
Total Oil Burned (gallons)	217,567	163,846	238,255	108,466

2005-06 Objectives **Goal Ref**

* Boiler tube replacement programs will be ongoing in Fiscal Year 2005/06, based on evaluations and need. 3
* Chemical cleaning of Blue Valley Units No. 1 and 2 boilers will be completed in Fall 2005. 3
* Boiler water sampling system engineering, procurement and construction should be complete by June 2006. 3
* Blue Valley Plant Turbine Water Induction Prevention System Upgrade to begin in FY 06. 3
* Missouri City Plant baghouse refurbishment plan to be completed prior to Summer 2006 operation. 3
* Coal handling upgrades for both Blue Valley and Missouri City Plants to be complete by Summer 2006. 3
* Blue Valley Plant turbine supervisory controls are reaching obsolescence and no longer supported by vendor. Upgrade and replacement to be initiated in FY 06. 3
* Blue Valley Units No. 1 and 2 stack internal and external maintenance refurbishment to be completed in Fall 2005. 3
* Blue Valley Unit No. 3 chimney structural integrity restoration to be completed by end of 2005. 3
* Blue Valley Plant ash pond capacity optimization and restoration to be started in Spring 2005. Study for long-term operation solutions to be conducted in Spring 2005 and recommendations to be assessed and planned in FY 06. 3
* Upgrades to the combustion turbines fire protection systems to be completed to upgrade to current standards in FY 06. 3
* Blue Valley Unit No. 3 precipitator rappers are scheduled to be replaced and the precipitator sandblasted in April 2005. Performance and life of these precipitators should be enhanced with these projects. 3
* Develop formalized operating procedures and training for plant operators. 4

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6140 - Production — *Fund: 20 - Power and Light Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Scale Operator - 4th 6 Mo	1.00	.00	.00	.00
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
Utl Maint Wkr 1st 6 Mo	.00	.00	.00	.00
Util Maint Wkr 2nd 6 Mo	4.00	4.00	4.00	4.00
Tool Room Mechanic	1.00	1.00	1.00	1.00
Account Clerk I	1.00	1.00	1.00	1.00
BV Operations Super	1.00	1.00	1.00	.00
Power Production Mgr	1.00	1.00	1.00	1.00
Plant Maint Supt	1.00	1.00	1.00	1.00
Production Operations Supt	.00	.00	.00	1.00
Engineer II - P&L	.00	1.00	2.00	3.00
Engineering Administrator P&L	1.00	1.00	1.00	.00
PP Elec/Electronics Supvr	1.00	1.00	1.00	1.00
Facility Maint Supv PL	2.00	2.00	2.00	2.00
Perf & Contract Eng	1.00	1.00	1.00	1.00
Warehouse Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Electrical/Tech Supvr	1.00	1.00	1.00	1.00
Operations Shift Supvr	5.00	5.00	5.00	5.00
Total	73.00	73.00	74.00	74.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	6,073,862	6,279,888	6,279,888	6,686,372
Other Services & Charges	2,524,108	2,901,400	2,902,900	3,572,800
Supplies	579,666	771,700	750,990	745,000
Capital Outlay	69,153	18,800	88,260	18,000
Other Expenditures	0	0	0	0

City of Independence
Detail Program Summary

Department: 6100 - Power & Light | *2005-06 Operating Budget*
Cost Center: 6140 - Production | *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Total	9,246,789	9,971,788	10,022,038	11,022,172

Significant Issues

* Funds ($300,000) are budgeted to undertake a comprehensive cleaning of Blue Valley Units No. 1 & 2 steam tubes.
* The budget for water quality chemicals was increased (+$70,000) due to increased chemical costs and unit operations.
* Funds have been budgeted to initiate development of improved plant operator training program (+50,000).

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

2004-05 Accomplishments — **Goal Ref**

* Extended existing production natural gas fuel supply contract for an additional one-year term through March 2006. — 3
* Provided data to Load Control Dispatch for the most economical dispatch of IPL generating units on a daily and hourly basis. — 3
* Provided cost data to Load Control dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy. — 3
* Reviewed monthly billed/sale transactions to assure compliance with terms and rates for contractual agreements. — 3
* Extended 90 Mw KCPL contract from May 31, 2005 through May 31, 2011 and negotiated the capacity rate to $82.00/KwYr (excludes transmission). — 3
* Reviewed adequacy of IPL power resources (contract purchases and IPL generation) for three-year period through Fiscal Year 2008. — 3

Performance Indicators:

Description		2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Purchased Energy	($)	14,995,656	16,723,285	13,891,879	17,861,722
Purchased Capacity Demand	($)	7,560,000	7,560,000	7,560,000	7,380,000
Trans. Wheeling	($)	6,909	7,379	8,000	981,962
Power Production Fuels	($)	7,923,675	9,311,607	11,111,105	12,699,129
IP&L Net Generation	(MWH)	268,915	349,737	428,490	447,583
Purchased Energy	(MWH)	857,109	797,407	731,553	736,598
Summer Purchased Capacity	(Mw)	90	90	90	90
Winter Purchased Capacity	(Mw)	90	90	90	90
IP&L Generating Capacity	(Mw)	288	288	288	288
Load Regulation	($)	236,346	229,098	245,875	250,790

2005-06 Objectives — **Goal Ref**

* Market IPL surplus energy to other utilities, when available and competitive. — 3
* Review monthly billed purchase/sale transactions to assure compliance with terms and rates of contractual agreements. — 3
* Review adequacy of IPL power supply resources (contract purchases and IPL generating) for the next two- to three-year period. — 3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6145 - Purchased Power — *Fund: 20 - Power and Light Fund*

2005-06 Objectives — **Goal Ref**

* Provide cost data to Load Control Dispatch in order to implement most favorable terms and prices for purchase/sale of electric energy on a daily and hourly basis, under MPA and WSPP contracts. — 3
* Take bids and award a new production natural gas supply contract for deliveries starting April 2006 for a one- or multiple-year period. — 3
* Seek an alternate coal fuel supply (low sulfur content) to supplement existing supplier for coal supply at the Blue Valley Plant. — 3

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	0
Supplies	33,649,330	32,816,859	32,816,859	39,173,603
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	33,649,330	32,816,859	32,816,859	39,173,603

Significant Issues

* Fuel and purchased energy expenses are projected to increase by $6.3 million (19.3%), due primarily to energy cost increases for KCPL contract energy.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Replaced four (4) aged 69kv oil breakers with four (4) modern gas-operated breakers at Substation H.	1
* Replaced three (3) aged leaking potential transformers at Substation I.	1
* Purchased portable meter circuit tester for the enhanced diagnostics of meters and metering circuits to ensure complete accuracy.	1
* Increased the number of meters changed out to a high of 5,698 and added a meter circuit testing device to assure all components of a meter circuit are working properly.	3
* Designed and built a new control panel at Substation H and changed out and upgraded three potential transformers at Substation I.	3
* Instituted a stump treatment program to stop re-growth and rebid tree trimming contract for up to five years.	3
* purchased protocol analyzer unit for programming remote terminal units.	3

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Completed Construction Jobs	939	849	875	850
4-KV Conversion Miles Complete	.5	.3	1	.5
Services Installed	1,736	2,065	1,800	2,000
Rotation of Meters	3,392	6,819	4,000	6,500
Total Number of Trees Trimmed	25,189	22,708	20,000	20,000
Properties Trimmed	5,489	4,730	6,500	5,000
Street Lights Added	574	457	300	450
Yearly Continuity Percentage	99.99	99.99	99.95	99.00
Damage Claim Costs	6,200	8,200	6,500	6,500

2005-06 Objectives	**Goal Ref**
* Replace three (3) remote terminal units at Substation I to enhance command and reporting capabilities of SCADA operated equipment.	1
* Purchase SF6 gas equipment to ensure proper handling of gas in SF6 breakers.	1
* Accomplish one (1) 4kv to 13kv conversion project.	3

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2005-06 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

2005-06 Objectives	**Goal Ref**
* Replace three (3) aged oil-filled breakers at Substation J with three (3) SF6 gas-operated breakers.	3
* Prepare underground locating agreement for re-bid.	3
* Monitor vegetation management contract for compliance.	3
* Replace roof on Substation A control building.	1
* Accomplish one overhead to underground conversion project on the north side of the Independence Square.	1
* Implement and monitor MDT usage for efficiency and production increases.	3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Apprentice Lineman	1.00	2.00	2.00	.00
Apprentice Lineman-2nd Yr	1.00	.00	2.00	2.00
Apprentice Lineman-3rd Yr	2.00	.00	.00	2.00
Apprentice Lineman-4th Yr	.00	2.00	1.00	.00
Inspector/Locator 1st Yr	.00	.00	.00	1.00
Inspector/Locator 3rd Yr	.00	.00	.00	1.00
Meter Records Clerk 3rd Yr	.00	.00	.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	25.00	25.00	24.00	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	1.00	1.00	.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Tree Trim Crew Ldr Wkg	2.00	1.00	1.00	1.00
Troubleman	4.00	4.00	4.00	4.00
Utl Maint Wkr 1st 6 Mo	1.00	.00	1.00	.00
Util Maint Wkr 2nd 6 Mo	1.00	1.00	.00	1.00
Meter Records Clerk	1.00	1.00	1.00	.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Construction Inspector	1.00	1.00	1.00	.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	2.00	2.00	1.00	1.00
Total	66.00	64.00	63.00	63.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light *2005-06 Operating Budget*
Cost Center: 6150 - Transmission & Distribution *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	5,291,075	5,423,769	5,423,769	5,753,966
Other Services & Charges	1,625,119	2,097,350	2,095,150	2,142,350
Supplies	107,816	198,500	198,500	218,500
Capital Outlay	203,150	181,500	181,500	174,300
Other Expenditures	0	0	0	0
Total	7,227,160	7,901,119	7,898,919	8,289,116

Significant Issues

* The substation maintenance supplies budget was supplemented ($25,000) to continue program of updating equipment in older substations.

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Completed conversion of 1,314 electric services from overhead to underground under a FEMA grant.	1
* Completed development/implementation of the storm management/work order program.	3
* Completed design of the 39th Street widening project.	1
* Completed design of the Truman Road (M-291 Hwy. to Vista Dr.) widening project.	1
* Completed design of Crysler St., Phase II (23rd St. to 31st St.), widening project.	1
* Completed construction of Crysler St., Phase I (31st St. to 39th St.), widening project.	1
* Completed construction of Winner Road and 39th St. & Jackson overhead to underground conversion projects.	1
* Started construction of the 35th St. & Noland Road intersection widening project.	1
* Started construction of Hidden Valley Road (M-291 Hwy. to R.D. Mize Rd.) widening project.	1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Contracted Construction	60,173	1,349,675	50,000	4,000,000
Code 2 Job Orders (less than $25,000)	1,564,180	1,154,445	1,500,000	1,500,000
Code 4 Job Orders (more than $25,000)	1,218,763	676,546	1,000,000	1,000,000
Code 6 Job Orders (street lighting)	170,630	228,082	200,000	250,000
Code 7 Job Orders (private lighting)	54,686	35,410	30,000	40,000

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

2005-06 Objectives	**Goal Ref**
* Complete FEMA, Phase II, electric service conversions from overhead to underground.	1
* Complete acquisition of Substation S site.	1
* Complete design of Substation R and begin acquisition of long lead time equipment.	1
* Complete design of double-circuit 69kv transmission line from Substation K to Substation R.	1
* Complete design of double-circuit 13-8kv distribution line from Substation R to U.S. 40 Hwy.	1
* Complete implementation of work order management and scheduling systems, including conversion to SQL database.	3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
District Planner 1st Yr	.00	.00	.00	1.00
District Planner 4th Yr	.00	.00	.00	4.00
SCADA Operator I	.00	.00	.00	2.00
SCADA Operator II	.00	.00	.00	1.00
Senior SCADA Operator	.00	.00	.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Engineering Spec 1st-Year	.00	1.00	1.00	1.00
Estimator 4th-6 Months	2.00	2.00	2.00	1.00
Dispatcher	4.00	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	4.00	5.00	5.00	.00
Engineer I - PL	2.00	2.00	2.00	.00
Engineer II - P&L	3.00	3.00	3.00	5.00
Engineer III - PL	2.00	1.00	1.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	.00	.00	.00	1.00
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	5.00	4.00	4.00	1.00
Lead Power Systems Dispatcher	.00	1.00	1.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	31.00	33.00	33.00	33.00

City of Independence
Detail Program Summary

Department: 6100 - Power & Light — *2005-06 Operating Budget*
Cost Center: 6160 - Engineering — *Fund: 20 - Power and Light Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	2,270,791	2,689,927	2,689,927	2,858,377
Other Services & Charges	389,808	469,325	469,325	462,650
Supplies	46,141	31,340	31,340	86,200
Capital Outlay	162,747	200,500	185,500	201,000
Other Expenditures	0	0	0	0
Total	2,869,487	3,391,092	3,376,092	3,608,227

Significant Issues

* Funds have been budgeted (+$50,000) for expected computer hardware upgrades for implementation of Southwest Power Pool market.

City of Independence, Missouri
2005-06 Operating Budget

Capital Lease/Debt Service Requirements - Power and Light Fund

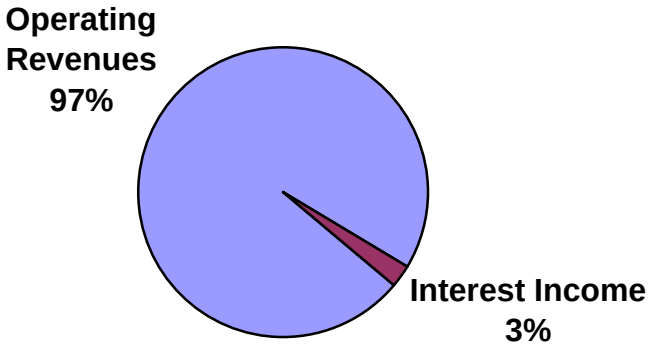
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,420,000	$ 698,025	$ 1,500	$ 2,119,525
Revenue Bonds (Refunding):				
2003 Series (6236)	505,000	157,248	1,500	663,748
Total Power and Light Fund	$ 1,925,000	$ 855,273	$ 3,000	$ 2,783,273

City of Independence, Missouri
2005-06 Operating Budget

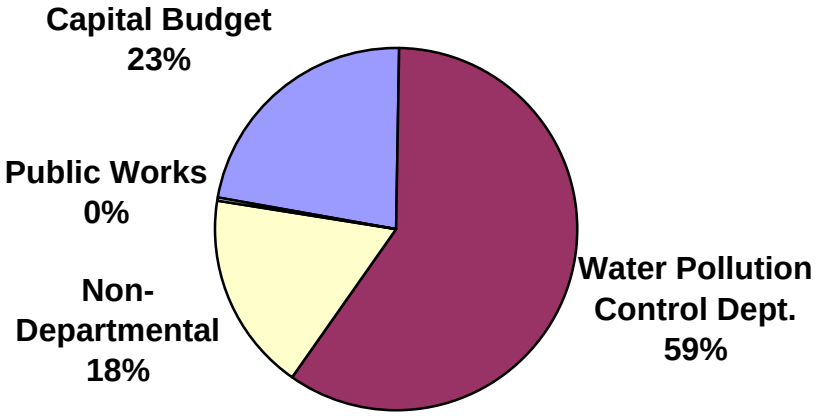
Capital Budget Summary - Power and Light Fund

Project Number	Project Description	Source of Funds	Amount
9607	Transmission and Distribution Underground Improvements and Additions	Power and Light Fund	$ 2,000,000
9822	Blue Valley Fly Ash System Upgrade	Power and Light Fund	900,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	900,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	750,000
70200401	Boiler Tube Replacement	Power and Light Fund	1,100,000
70200404	Plant Fire Protection Upgrades	Power and Light Fund	250,000
70200501	Missouri City Bag House Refurbishment	Power and Light Fund	475,000
70200502	Blue Valley Boiler Water Sampling System	Power and Light Fund	450,000
70200503	Production Coal Handling Upgrades	Power and Light Fund	325,000
70200504	Blue Valley Turbine Operations Safety Upgrades	Power and Light Fund	500,000
	Fund Total		$ 7,650,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary Sanitary Sewer Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 13,322,487	98.3%	$ 13,820,000	99.2%	$ 14,410,000	97.5%	$ 590,000	4.3%
Interest Income	111,390	0.8%	106,400	0.8%	377,000	2.5%	270,600	254.3%
Other Revenues	115,303	0.9%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 13,549,180	100.0%	$ 13,926,400	100.0%	$ 14,787,000	100.0%	$ 860,600	6.2%
Transfers from Other Funds-								
Employee Benefits Fund			30,948		-		(30,948)	-100.0%
General Fund - Amortization of Storm Water Fund Deficit	-		105,357		105,357		-	0.0%
Total Sources			**$ 14,062,705**		**$ 14,892,357**		**$ 829,652**	**5.9%**
Use of Budget Dollars								
Operating Budget:								
Water Pollution Control Dept.	$ 8,206,071	78.1%	$ 9,461,613	77.9%	$ 9,963,639	76.8%	$ 502,026	5.3%
Public Works	-	0.0%	73,389	0.6%	66,983	0.5%	(6,406)	-8.7%
Non-Departmental	2,306,389	21.9%	2,617,929	21.5%	2,942,006	22.7%	324,077	12.4%
Total Operating Budget	$ 10,512,460	100.0%	$ 12,152,931	100.0%	$ 12,972,628	100.0%	$ 819,697	6.7%
Capital Budget:								
Capital Projects			$ 2,390,000		$ 3,789,000		$ 1,399,000	58.5%
Total Uses			**$ 14,542,931**		**$ 16,761,628**		**$ 2,218,697**	**15.3%**
Balance Available			**$ (480,226)**		**$ (1,869,271)**		**$ (1,389,045)**	

City of Independence, Missouri
2005-06 Operating Budget

Historical Data - Sanitary Sewer Fund

For the Fiscal Years 1999-00 through 2004-05

Description	1999-00	2000-01	2001-02	2002-03	2003-04	Projected 2004-05
Net Income (Loss)						
Net Income (Loss)	$ 1,998,587	$ 1,916,013	$ 1,564,555	$ 321,237	$ 3,098,218	
Depreciation on Contrib. Capital Adjustment	1,046,338	1,075,553	n/a	n/a	n/a	
Change in Net Assets	$ 3,044,925	$ 2,991,566	$ 1,564,555	$ 321,237	$ 3,098,218	$ 1,829,488
Net Available Resources						
Net Available Resources-						
Total Current Assets	$13,840,401	$11,476,516	$12,378,827	$11,036,992	$10,549,055	
Less:						
Inventories	(113,176)	(53,784)	(55,059)	(59,378)	(49,379)	
Current Liabilities	(2,672,210)	(745,565)	(2,024,504)	(1,908,245)	(1,059,833)	
Carryover Capital Budget Appropriations	(6,348,359)	(6,889,853)	(5,458,877)	(5,028,542)	(2,819,913)	
Carryover Outstanding Encumbrances	(226,602)	(228,722)	(255,401)	(65,301)	(178,240)	
Add back:						
Compensated Absences	212,852	200,427	-	-	-	
Net Available Resources	$ 4,692,906	$ 3,759,019	$ 4,584,986	$ 3,975,526	$ 6,441,690	6,046,658

Source: 1999-00 through 2004-05 - Comprehensive Annual Financial Report
2004-05 - Operating Staff Projections

Employee Staffing (in Full Time Equivalents)

Department:						
Public Works	0.00	0.00	0.00	0.00	0.00	1.00
Water Pollution Control	71.50	73.50	72.00	72.00	69.00	70.00
Total	71.50	73.50	72.00	72.00	69.00	71.00

Utility Statistics

No. of Residential Customers	38,562	38,184	38,531	38,901	39,900	40,500
No. of Commercial Cust.	3,482	3,453	3,475	3,493	3,534	3,550
Wastewater Treated (million gallons)	3,241	4,218	3,830	2,939	3,032	3,000

City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Sanitary Sewer Fund					
	Operating Revenue					
30-3109	Construction Permits, Pub.Works					
30-4010	Residential	8,570,232	8,993,000	8,810,000	9,115,000	3.5%
30-4110	Commercial Base	3,245,404	3,370,000	3,684,000	3,882,000	5.4%
30-4120	Commercial Surcharge	719,332	801,000	642,000	686,000	6.9%
30-4430	Contract Services	201,825	150,000	242,000	200,000	-17.4%
30-4570	Intermunicipal Agreements	403,904	404,000	410,000	410,000	
30-4600	Other Operating Revenue	104,196	102,000	117,000	117,000	
30-4700	Change in Unbilled Revenue	77,594		29,188		-100.0%
	Total Operating Revenue	13,322,487	13,820,000	13,934,188	14,410,000	3.4%
	Non-Operating Revenue					
30-3411	Interest Income	111,390	106,400	260,000	377,000	45.0%
30-4900	Other Revenues, Net	115,303				
	Total Revenues	**$13,549,180**	**$13,926,400**	**$14,194,188**	**$14,787,000**	4.2%

City of Independence, Missouri
2005-06 Operating Budget

Average Bill/Rate Comparison - Sanitary Sewer Fund

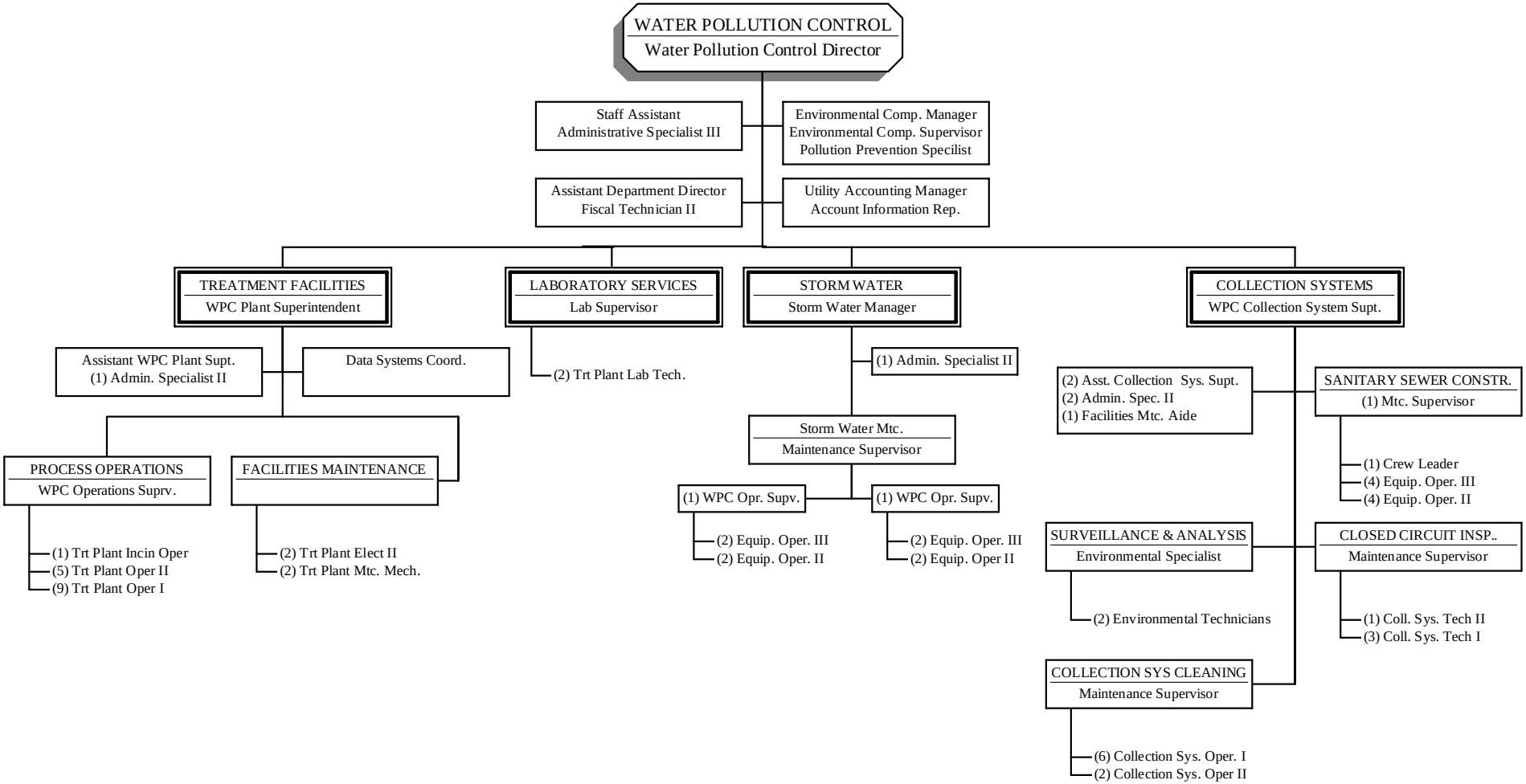
Utility	Average Bill *	Monthly Base Rate	Volume Charge
Raymore, MO	$ 34.84	none	$6.85/1,000 gallons
Belton, MO **	30.43	none	$0.5983/100 gallons
Liberty, MO	30.01	none	$5.90/1,000 gallons
Lee's Summit, MO	28.89	12.00	$3.32/1,000 gallons
Jackson County, MO	28.10	13.66	$2.1234/100 cubic feet
Olathe, KS	22.66	3.35	$2.84/100 cubic feet
Sugar Creek	21.04	9.09	$2.35/1,000 gallons
Independence, MO	**19.93**	**8.79**	**$1.6383/100 cubic feet**
Blue Springs, MO	19.10	4.60	$0.285/100 gallons
Kansas City, KS	17.66	6.98	$1.57/100 cubic feet
Grandview, MO	16.90	5.62	$1.88/1,000 gallons
Kansas City, MO **	16.64	6.51	$1.49/100 cubic feet
Raytown, MO **	14.61	13.00	$0.52/1000 gallons > 4,000/2 months

* The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month

** Belton, Raytown, and Kansas City, MO rates are scheduled to increase between April and June, 2005. Amounts shown are rates effective February, 2005.

Survey conducted in February, 2005

City of Independence, Missouri
Water Pollution Control

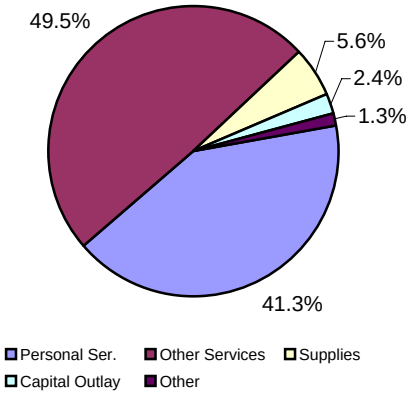


2005-06 Operating Budget — Water Pollution Cont

Appropriations by Type:

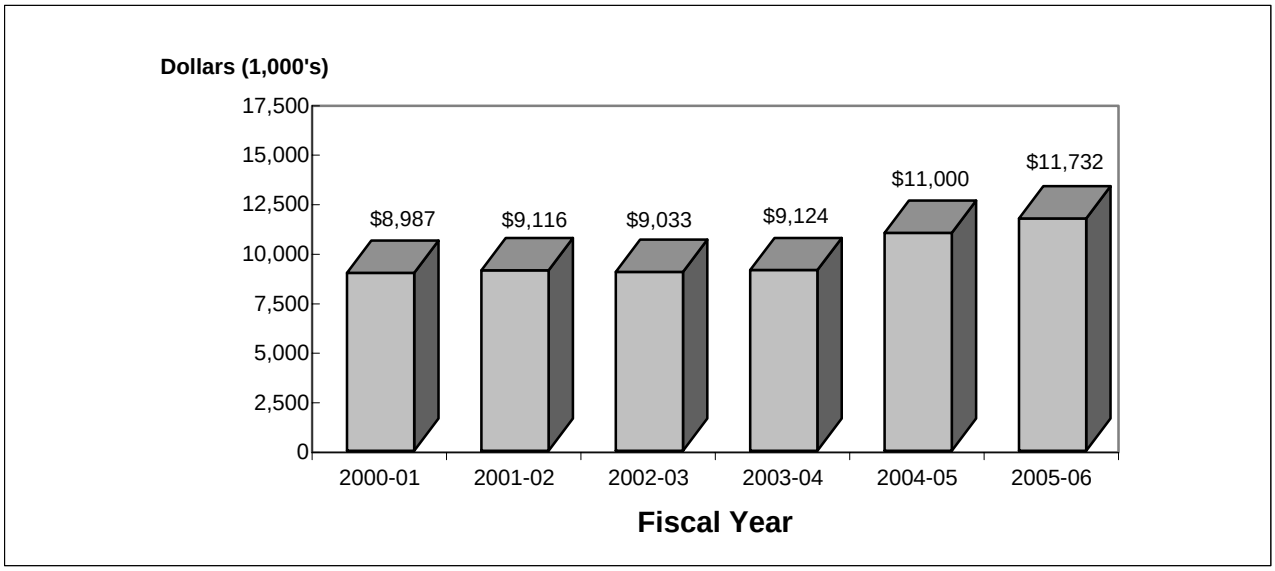
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 4,090,463	$ 4,560,710	$ 4,565,710	$ 4,841,483
Other Services	4,417,484	5,301,335	5,283,235	5,802,978
Supplies	442,369	598,250	603,250	659,250
Capital Outlay	98,524	350,800	363,900	277,700
Other	75,007	188,946	183,946	150,356
Total	$ 9,123,847	$ 11,000,041	$ 11,000,041	$ 11,731,767

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	78.50	86.00	84.00	81.00	83.00	83.00
Amount by Fund:						
General Fund	$ 295,927	$ 318,542	$ 274,389	$ 295,013	$ 297,604	$ 296,739
Storm Water Sales Tax	641,250	718,692	670,071	622,763	1,240,824	1,471,389
Sanitary Sewer Fund	8,049,477	8,079,249	8,088,341	8,206,071	9,461,613	9,963,639
Total All Funds	$ 8,986,654	$ 9,116,483	$ 9,032,801	$ 9,123,847	$ 11,000,041	$ 11,731,767
Comparative Ratios:						
Per Capita	$ 76.90	$ 78.99	$ 79.27	$ 79.93	$ 96.20	$ 102.42
Per Household	$ 175.82	$ 180.61	$ 181.25	$ 182.75	$ 219.95	$ 234.18



City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2005-06 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, 576 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	84.00	81.00	82.00	82.00
Part Time Positions	.00	.00	1.00	1.00
Total	84.00	81.00	83.00	83.00

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
5201 Administration	746,636	841,018	843,018	865,369
5210 Inter-Jurisdictional Agencies	2,842,721	3,225,300	3,225,300	3,297,500
5220 Treatment Facilities	2,582,972	2,761,631	2,759,631	3,056,415
5230 Collection System Maintenance	1,842,561	2,414,678	2,414,678	2,523,430
5240 Laboratory Services	191,181	218,986	218,986	220,925
5250 Storm Sewer Maintenance	295,013	297,604	297,604	296,739
5261 Storm Water Administration	127,133	285,723	285,723	290,981
5262 Storm Water Maintenance	495,630	955,101	955,101	994,858
5263 Storm Water Permit Compl.	0	0	0	185,550
Total	9,123,847	11,000,041	11,000,041	11,731,767

City of Independence
Departmental Budget Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*

Source of Funding

Sanitary Sewer Fund	8,206,071	9,461,613	9,461,613	9,963,639
General Fund	295,013	297,604	297,604	296,739
Storm Water Sales Tax Fund	622,763	1,240,824	1,240,824	1,471,389
Total	9,123,847	11,000,041	11,000,041	11,731,767

Significant Issues/Changes

* The Department will administer the City's Municipal Storm Water Permit program to provide compliance with conditions and reporting requirements of the new permit.

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* Through a collaborative effort of city operating departments, staff designed the approach and consolidated program of compliance with the provisions of the City's Municipal Storm Water Permit. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Sanitary Sewer Customers (Residential)	38,901	39,900	39,350	40,500
Sanitary Sewer Customers (Commercial)	3,493	3,534	3,530	3,550
Compliance Inspections	244	418	325	450

2005-06 Objectives — **Goal Ref**

* Staff will continue to provide administrative support to the Storm Water Sales Tax Oversight and Storm Water Disaster Relief Committees. — 1
* Staff must negotiate the National Pollutant Discharge Permit for the Rock Creek Plant. — 4
* Continue to monitor and participate in the state and federal rulemaking process. — 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Account Information Rep	1.00	1.00	1.00	1.00
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

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5201 - Administration *Fund: 30 - Sanitary Sewer Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
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.	.00	.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	9.00	9.00	10.00	10.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	661,304	717,063	717,063	740,844
Other Services & Charges	71,008	99,855	101,855	100,425
Supplies	13,002	17,000	17,000	17,000
Capital Outlay	1,322	7,100	7,100	7,100
Other Expenditures	0	0	0	0
Total	746,636	841,018	843,018	865,369

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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.

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Treatment Cost per Million Gallons Treated	$1,113	$878	$1,066	$996

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	2,842,721	3,225,300	3,225,300	3,297,500
Other Expenditures	0	0	0	0
Total	2,842,721	3,225,300	3,225,300	3,297,500

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Achieved 100% compliance with the treatment plant's national pollutant discharge permit.	4
* Completed the cleaning, inspection and testing of all 480 volt switch gears, circuit breakers and relay systems that serve the nine Motor Control Centers of the Rock Creek Treatment Plant and main pump stations.	4
* Trained and qualified an additional incinerator operator for uninterrupted sludge burn capability.	4
* Completed the ten year rehabilitation/overhaul of the four, 8,000/17,000 gallon per minute storm water bypass pumps at the Rock Creek Pump Station.	4
* Staff received the George Burke Safety Award presented by the Missouri Water Environment Association for the distinguished safety record at the Rock Creek Treatment Plant.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Wastewater Treated (Million Gallons)	2,939	3,032	3,000	2,935
Solids Removal Efficiency (%) (85% Required)	96	95	96	96
Oxygen Demand Removal (%) (85 % Required)	92	90	92	91
Solids Incinerated (Dry Tons)	1,226	1,305	1,244	1,288
Treatment Costs per Million Gallons Treated	$1,025	$852	$995	$1,039

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2005-06 Operating Budget*
Cost Center: 5220 - Treatment Facilities — *Fund: 30 - Sanitary Sewer Fund*

2005-06 Objectives — **Goal Ref**

* Staff will prepare and publish an Annual Operating Report detailing the wastewater treatment efficiencies, operating conditions and data acquired through the technology of the Supervisory Control and Data Acquisition system. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	10.00	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	1.00
Facility Maintenance Supv	1.00	.00	.00	.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	26.00	24.00	24.00	24.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,267,122	1,357,731	1,357,731	1,495,515
Other Services & Charges	1,022,481	1,126,100	1,106,000	1,236,100
Supplies	227,632	255,200	255,200	309,200
Capital Outlay	65,737	22,600	40,700	15,600
Other Expenditures	0	0	0	0
Total	2,582,972	2,761,631	2,759,631	3,056,415

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Description

The Sewer Maintenance Division is responsible for maintaining over 576 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. In addition, seven outlying lift stations are inspected for proper operation.

2004-05 Accomplishments	**Goal Ref**
* Held weekly safety meetings, trained and refreshed personnel in maintenance calibration of gas monitors and confined space equipment (820 contact hours for 33 employees).	4
* Repaired 51 right-of-way/easement customer service laterals.	1
* Continued a major trenchless technology rehabilitation program which resulted in over 36,500 linear feet of cured-in-place pipe.	1
* Sealed 1,600 vertical feet of manholes.	1
* Instituted new comprehensive Trenchless Technology & Maintenance Services contract, allowing for not only installation of CIPP, but the augmentation of line cleaning and television inspection services.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Customer Service Request Responses	1,646	1,623	1,200	1,200
Sewer Utility Identification Markings (Line Segments)	628	4	4	1
Dry weather overflows per million feet of pipe	NOT AVAIL.	~1.0	~1.0	~1.0
Dry weather basement back-ups per 1,000 customers	NOT AVAIL.	~1.25	~1.25	~1.25

2005-06 Objectives	**Goal Ref**
* Enhance participation in the collection system operators' certification program.	4

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

2005-06 Objectives	**Goal Ref**
* Survey other cities' sewer maintenance practice for bench-marking.	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 and reduce infiltration.	1
* Administer a program to seal sanitary sewer manholes in targeted neighborhoods to extend the asset life and reduce inflow and and infiltration of groundwater and surface water.	1
* Establish G.I.S./G.P.S. mapping/inventory system	4
* Implement Computer Maintenance Management Software	4
* Rehabilitate and improve parking and outside storage surfaces at 14909 E Truman Rd (paving and extra parking spaces).	4

Staffing:

Position Title	**2002-03 Budget**	**2003-04 Budget**	**2004-05 Budget**	**2005-06 Budget**
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	4.00	6.00	6.00	6.00
Equipment Operator III	4.00	2.00	2.00	2.00
WPC Collection Sys Supt	1.00	1.00	1.00	1.00
Environmental Tech I	.00	.00	.00	.00
Environmental Tech I	2.00	2.00	2.00	2.00
Asst Coll Sys Supt	2.00	2.00	2.00	2.00
Collection Sys Operator I	8.00	6.00	6.00	6.00
Coll Sys Oper II	.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	4.00	3.00	3.00	3.00
Administrative Spec II	3.00	2.00	2.00	2.00
Crew Leader	.00	1.00	1.00	1.00
Total	34.00	33.00	33.00	33.00

Program Costs

Expenditure Category	**2003-04 Actual**	**2004-05 Original Budget**	**2004-05 Revised Budget**	**2005-06 Adopted Budget**
Personal Services	1,460,402	1,644,078	1,644,078	1,736,430
Other Services & Charges	240,860	291,750	291,750	370,750
Supplies	114,832	166,250	171,250	166,250
Capital Outlay	26,467	312,600	307,600	250,000

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5230 - Collection System Maintenance *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Expenditures	0	0	0	0
Total	1,842,561	2,414,678	2,414,678	2,523,430

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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.

2004-05 Accomplishments **Goal Ref**

* Performed analysis on unknown samples and submitted results with 100% accuracy for the Environmental Protection Agency's National Quality Assurance Program for laboratories. 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Samples Received	8,368	8,128	8,200	8,200
Treatment Operations Analyses	20,312	19,973	20,500	20,000
Industrial Discharge Analyses	1,228	1,007	1,500	1,000
Quality Assurance Analyses	5,824	5,574	5,000	5,200

2005-06 Objectives **Goal Ref**

* Staff will prepare for and implement the analytical services required for the water quality testing for compliance with the Municipal Storm Water Permit. 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Treat Plant Lab Tech	2.00	2.00	2.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5240 - Laboratory Services *Fund: 30 - Sanitary Sewer Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	154,754	168,026	168,026	173,465
Other Services & Charges	22,137	31,360	31,360	31,360
Supplies	10,104	16,100	16,100	16,100
Capital Outlay	4,186	3,500	3,500	0
Other Expenditures	0	0	0	0
Total	191,181	218,986	218,986	220,925

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control — *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Achieved over 283 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

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Repair Projects	231	192	210	210
Repair & Maintenance Team Uptime	N/R	~90%	~92%	~92%

2005-06 Objectives	**Goal Ref**
* Continue the engineering evaluation, design, and construction of selected storm water drainage systems.	1
* Continue escalated efforts to repair and maintain storm water systems in order to improve the system and further reduce backlog.	1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5250 - Storm Sewer Maintenance *Fund: 02 - General Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	245,378	264,639	264,639	263,451
Other Services & Charges	22,518	24,265	24,265	24,588
Supplies	27,117	8,700	8,700	8,700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	295,013	297,604	297,604	296,739

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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.

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Storm Water Manager	.00	.00	.00	.00
Engineer I	.00	.00	.00	.00
Watershed Technical Analyst	.00	.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	1.00	1.00	2.00	2.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	37,302	90,423	90,423	95,681
Other Services & Charges	87,125	175,700	175,700	175,700
Supplies	1,894	10,300	10,300	10,300
Capital Outlay	812	5,000	5,000	5,000
Other Expenditures	0	4,300	4,300	4,300
Total	127,133	285,723	285,723	290,981

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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.

2004-05 Accomplishments	**Goal Ref**
* Increased maintenance activities with the use of existing resources as well as outsourced assistance, using C.I.P.P.	1
* Increased preventive maintenance activity and inspection activities on the storm water structures as well as drainage basins.	4
* Achieved over 399 man hours of employee training in job related matters of maintenance, use of personal gas monitors, hazardous materials, and confined space entry procedures.	4
* Completed a large neighborhood project to address flooding issues and erosion problems.	1
* Started the process of utilizing Trenchless Technology for the rehabilitation by installing 423 linear feet of Cured In Place Pipe.	1
* Continue to train staff and retain consulting firm in the proper methods of seeding and stabilization.	4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Storm Water Structures Cleaned	7,533	6,407	8,000	8,000
Storm Water Structures Inspected	13,360	12,873	14,000	14,000
Repair & Maintenance Team Uptime	NR	~90%	~92%	~92%

2005-06 Objectives	**Goal Ref**
* Increase preventive maintenance and inspection activities on storm water structures as well as drainage basins.	1
* Increase number of participants in the Collection Systems Certification program.	4
* Continue to train staff and retain consulting firm in the proper methods of seeding and stabilization.	4
* Achieve the completion of a major neighborhood project addressing storm water flooding and erosion problems.	1
* Enhance neighborhood repairs through the use of Trenchless Technology.	1

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 Operating Budget*
Cost Center: 5262 - Storm Water Maintenance *Fund: 13 - Storm Water Sales Ta*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	.00	.00	1.00	1.00
WPC Operations Supv	.00	2.00	1.00	1.00
Crew Leader	2.00	.00	.00	.00
Total	6.00	6.00	6.00	6.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	264,201	318,750	323,750	336,097
Other Services & Charges	108,634	327,005	327,005	388,005
Supplies	47,788	124,700	124,700	124,700
Capital Outlay	0	0	0	0
Other Expenditures	75,007	184,646	179,646	146,056
Total	495,630	955,101	955,101	994,858

City of Independence
Detail Program Summary

Department: 5200 - Water Pollution Control *2005-06 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).

2005-06 Objectives **Goal Ref**

* Perform water quality monitoring pursuant to the Permit schedule at five locations.
* Perform illicit discharge surveys and biological sampling.

Program Costs

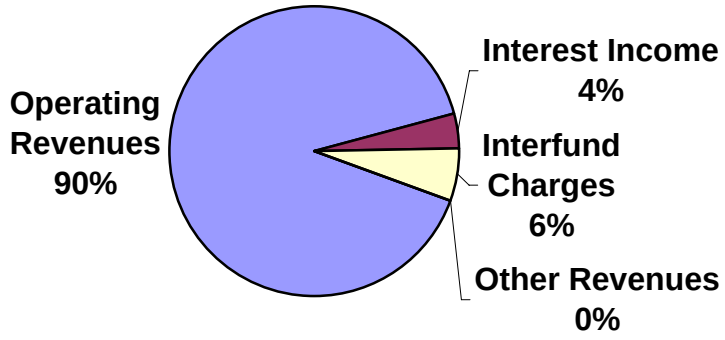
Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	0	0	0	178,550
Supplies	0	0	0	7,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	185,550

City of Independence, Missouri
2005-06 Operating Budget

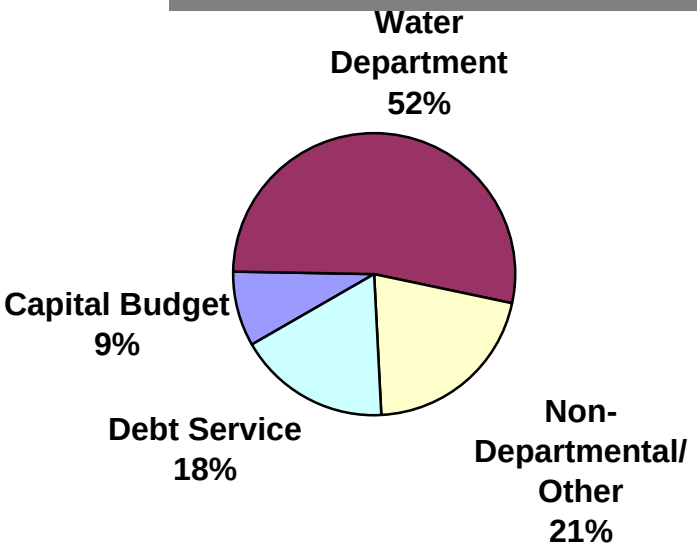
Capital Budget Summary - Sanitary Sewer Fund

Project Number	Project Description	Source of Funds	Amount
	Sanitary Sewer Collection System Projects-		
9757	Trenchless Technology	Sanitary Sewer Fund	$ 2,000,000
70300401	11600 East 6th Terrace	Sanitary Sewer Fund	160,000
70300402	Fairland Street and Brookside Avenue	Sanitary Sewer Fund	195,000
70300501	Round Grove Sewer	Sanitary Sewer Fund	500,000
70300502	2000 South Ash sewer replacement	Sanitary Sewer Fund	44,000
9882	SSES - Various Watersheds	Sanitary Sewer Fund	190,000
	Subtotal		$ 3,089,000
	Treatment Plant Projects-		
70300503	Incinerator Rehabilitation	Sanitary Sewer Fund	$ 120,000
70300504	Automatic Bar Screen Replacement	Sanitary Sewer Fund	375,000
9829	HVAC Design and Improvements	Sanitary Sewer Fund	55,000
70300505	Plant and Pump Station Improvements	Sanitary Sewer Fund	150,000
	Subtotal		$ 700,000
	Fund Total		$ 3,789,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary Water Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Operating Revenues	$ 16,689,186	92.9%	$ 16,000,000	93.5%	$ 17,445,000	90.4%	$ 1,445,000	9.0%
Interest Income	163,959	0.9%	35,000	0.2%	709,000	3.7%	674,000	1925.7%
Interfund Charges	1,042,937	5.8%	1,070,857	6.3%	1,148,000	5.9%	77,143	7.2%
Other Revenues	59,958	0.3%	-	0.0%	-	0.0%	-	n/a
Total Estimated Revenues	$ 17,956,040	100.0%	$ 17,105,857	100.0%	$ 19,302,000	100.0%	$ 2,196,143	12.8%
Transfers from Other Funds-								
Employee Benefits Fund			21,624		-		(21,624)	-100.0%
Total Sources			**$ 17,127,481**		**$ 19,302,000**		**$ 2,174,519**	**12.7%**
Use of Budget Dollars								
Operating Budget:								
City Manager's Office - Citizen Information Center	$ 69,180	0.4%	$ -	0.0%	$ -	0.0%	$ -	n/a
Finance	-	0.0%	47,055	0.3%	49,321	0.2%	2,266	4.8%
Water Department	10,333,833	63.9%	11,036,503	62.1%	11,892,292	58.1%	855,789	7.8%
Non-Departmental	3,128,426	19.3%	3,998,665	22.5%	4,616,268	22.5%	617,603	15.4%
Debt Service	2,649,060	16.4%	2,699,056	15.2%	3,928,119	19.2%	1,229,063	45.5%
Total Operating Budget	$ 16,180,499	100.0%	$ 17,781,279	100.0%	$ 20,486,000	100.0%	$ 2,704,721	15.2%
Capital Budget:								
Capital Projects			$ 2,076,000		$ 1,911,000		$ (165,000)	-7.9%
Total Uses			**$ 19,857,279**		**$ 22,397,000**		**$ 2,539,721**	**12.8%**
Balance Available			**$ (2,729,798)**		**$ (3,095,000)**		**$ (365,202)**	

City of Independence, Missouri
2005-06 Operating Budget

Historical Data - Water Fund

For the Fiscal Years 1999-00 through 2004-05

Description	1999-00	2000-01	2001-02	2002-03	2003-04	Projected 2004-05
Net Income (Loss)						
Net Income (Loss)	$ 2,664,840	$ 1,943,869	$ 2,668,170	$ 1,826,149	$ 3,648,218	
Depreciation on Contrib. Capital Adjustment	203,466	219,374	n/a	n/a	n/a	
Change in Net Assets	$ 2,868,306	$ 2,163,243	$ 2,668,170	$ 1,826,149	$ 3,648,218	$ 2,311,732
Net Available Resources						
Net Available Resources-						
Total Current Assets	$25,390,948	$25,359,028	$25,157,559	$23,936,409	$25,230,846	
Less:						
Inventories	(871,234)	(782,073)	(646,135)	(673,115)	(557,395)	
Current Liabilities	(1,658,954)	(1,566,411)	(3,149,461)	(1,908,245)	(5,214,011)	
Carryover Capital Budget Appropriations	(4,839,326)	(5,783,905)	(7,609,926)	(29,209,815)	(15,336,141)	
Carryover Outstanding Encumbrances	(176,631)	(251,446)	(148,397)	(199,681)	(262,960)	
Add back:						
Compensated Absences	291,980	342,860	-	-	-	
Net Available Resources	$18,136,783	$17,318,053	$13,603,640	$ (8,054,447)	$ 3,860,339	$ 2,437,455
Employee Staffing (in Full Time Equivalents)						
Department:						
City Manager	1.50	1.50	1.50	1.50	1.50	0.00
Finance	0.00	0.00	0.00	0.00	0.00	1.00
Water	98.48	98.48	97.48	97.48	97.48	97.48
Total	99.98	99.98	98.98	98.98	98.98	98.48
Utility Statistics						
No. of Residential Customers	42,558	42,832	43,194	43,606	43,985	44,369
No. of Commercial Cust.	2,749	2,763	2,831	2,883	2,933	2,980
No. of Other Customers	342	350	369	384	406	433
Water Pumped (million gallons)	10,082	10,188	10,196	10,457	11,006	10,312
Water Sold (million gallons)	8,903	8,808	9,083	9,077	9,641	9,082

Source: 1999-00 through 2004-05 - Comprehensive Annual Financial Report
2004-05 - Operating Staff Projections

City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Water Fund					
	Operating Revenue					
40-4010	Residential Sales	8,141,479	7,900,000	8,039,000	8,250,000	2.6%
40-4110	Commercial Sales	2,152,295	2,178,000	2,170,000	2,260,000	4.1%
40-4130	Industrial Sales	336,707	320,000	302,000	290,000	-4.0%
40-4400	Public Authority Sales	174,092	130,000	168,000	170,000	1.2%
40-4410	Private Fire Protection	50,609	47,000	50,000	50,000	
40-4420	Public Fire Protection	598,218	600,000	591,000	600,000	1.5%
40-4550	Sales for Resale	4,950,287	4,600,000	5,500,000	5,600,000	1.8%
40-4600	Other Operating Revenue	285,499	225,000	263,000	225,000	-14.4%
	Total Operating Revenue	16,689,186	16,000,000	17,083,000	17,445,000	2.1%
40-3421	Interfund Charges	1,042,937	1,070,857	1,070,857	1,148,000	7.2%
40-3411	Interest Income	163,959	35,000	423,000	709,000	67.6%
40-3440	Other Revenues, Net	59,958		33,923		-100.0%
	Total Revenues	**$17,956,040**	**$17,105,857**	**$18,610,780**	**$19,302,000**	3.7%

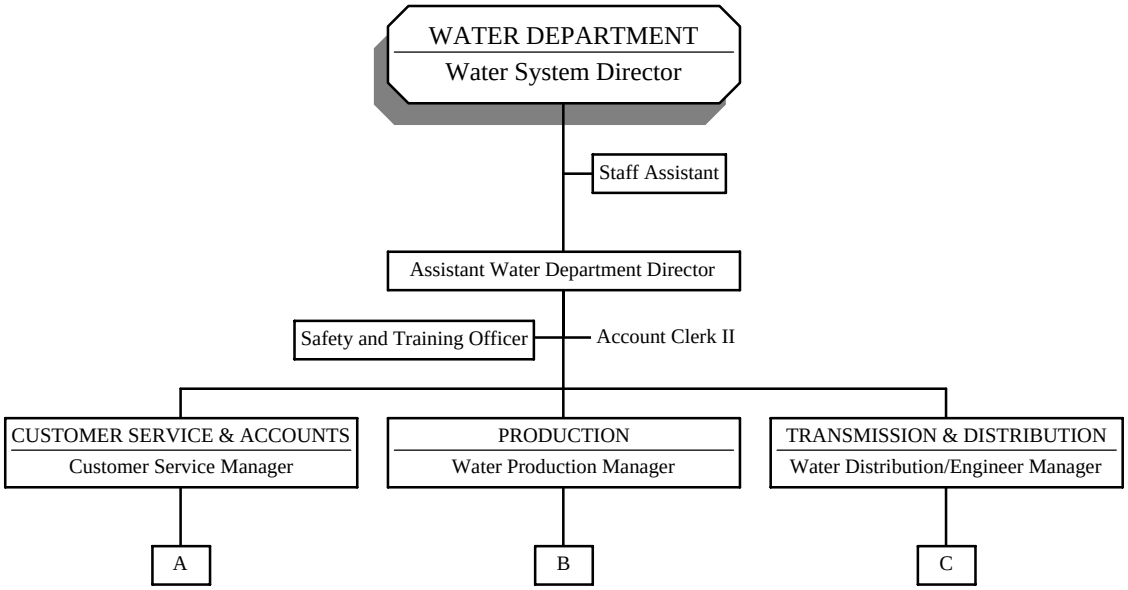
City of Independence, Missouri
2005-06 Operating Budget

Average Bill/Rate Comparison - Water Fund

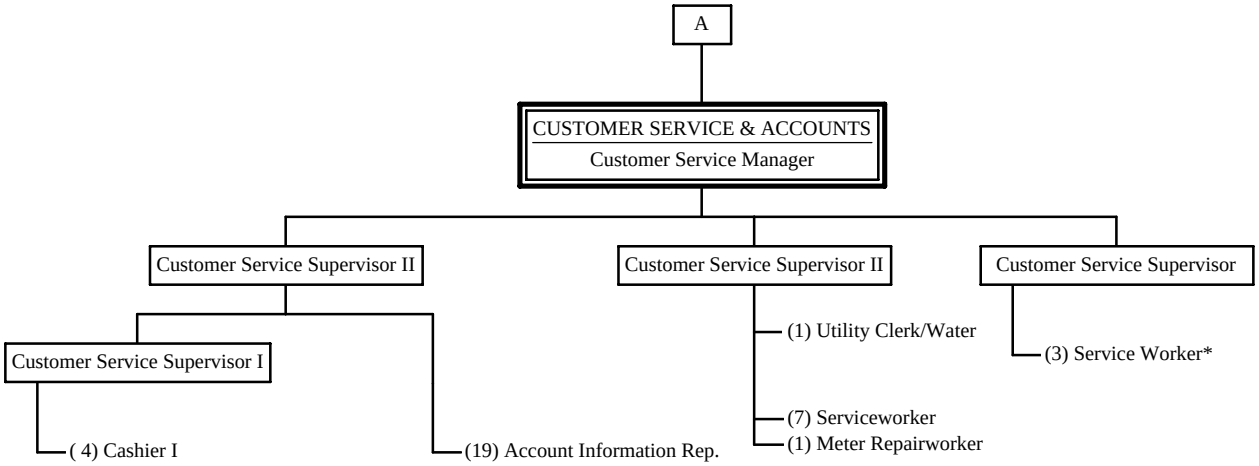
City	Average Bill *
North Kansas City, MO	$ 10.27
Sugar Creek, MO	13.83
Independence, MO	**14.19**
Olathe, KS	16.93
Kansas City, MO	17.48
Blue Springs, MO	18.09
Lee's Summit, MO	18.82
Leawood, KS	20.07
Liberty, MO	21.31
Grandview, MO	24.14
Raymore, MO	25.17
Belton, MO	30.58
Kansas City, KS	32.09
Raytown, MO	33.95

* The average bill is calculated using an average water consumption amount of 5,086 gallons per month (6.8 ccf)

City of Independence, Missouri
Water Department

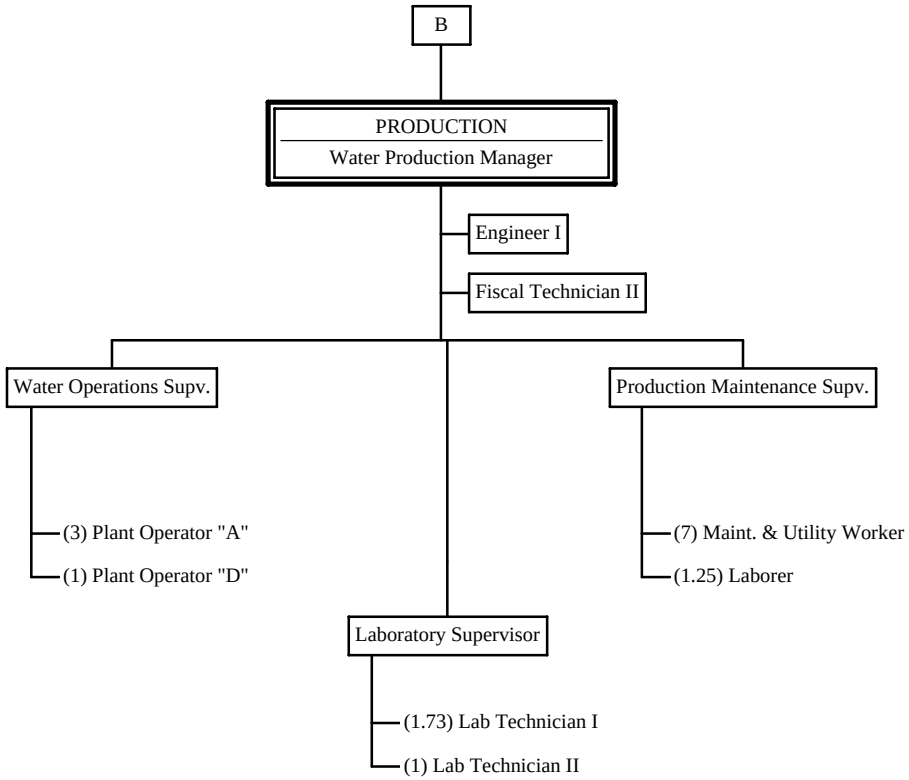


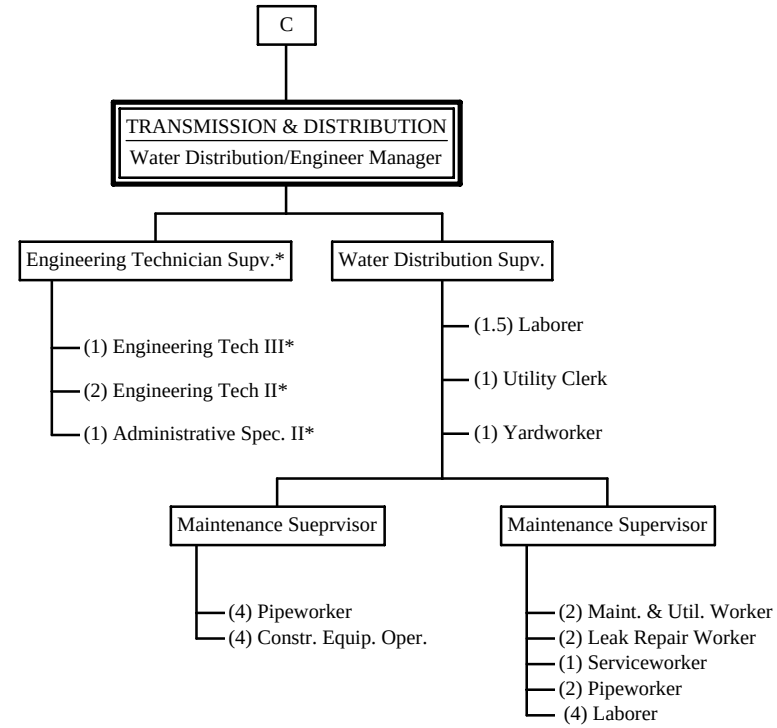
City of Independence, Missouri
Water Department (Continued)



*3 Utility field service workers from P & L
also report to this Customer Service Supervisor.

City of Independence, Missouri
Water Department (Continued)





*These employees are funded in function
4810 - Administration

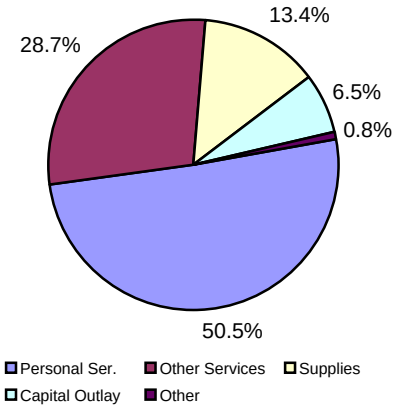
2005-06 Operating Budget

Water

Appropriations by Type:

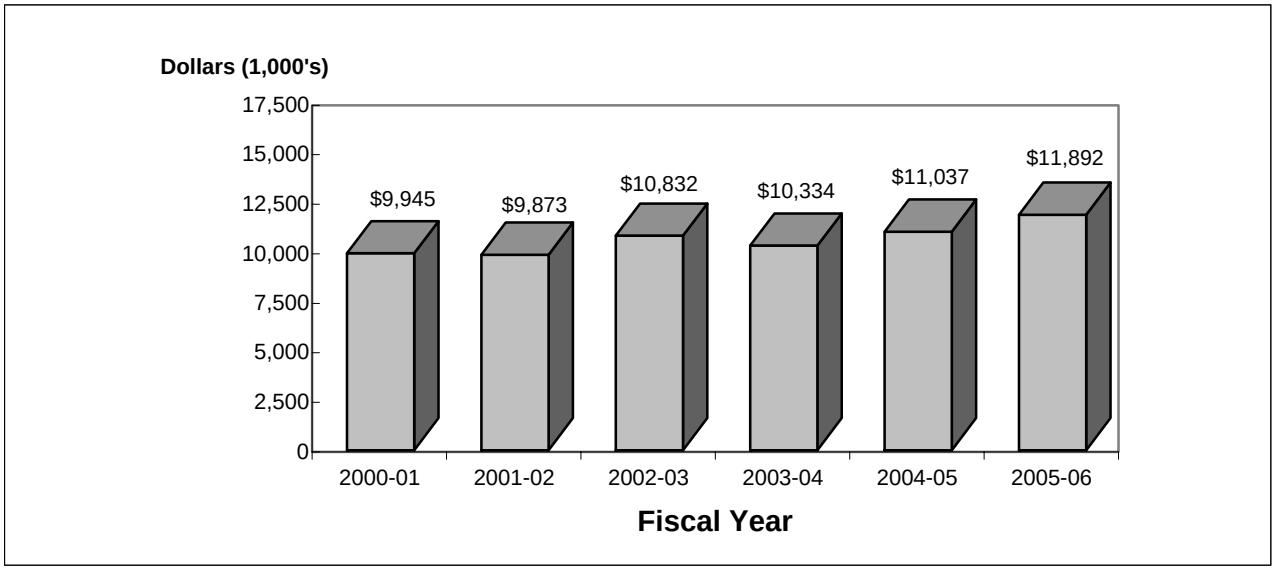
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 5,390,286	$ 5,678,313	$ 5,678,313	$ 6,004,657
Other Services	3,197,135	3,208,830	3,310,646	3,411,749
Supplies	1,325,492	1,567,160	1,566,354	1,599,395
Capital Outlay	420,920	482,200	482,963	776,491
Other	-	100,000	(1,773)	100,000
Total	$ 10,333,833	$ 11,036,503	$ 11,036,503	$ 11,892,292

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	98.48	97.48	97.48	97.48	97.48	98.48
Amount by Fund:						
Water Fund	$ 9,944,571	$ 9,872,580	$ 10,832,467	$ 10,333,833	$ 11,036,503	$ 11,892,292
Total All Funds	$ 9,944,571	$ 9,872,580	$ 10,832,467	$ 10,333,833	$ 11,036,503	$ 11,892,292
Comparative Ratios:						
Per Capita	$ 85.09	$ 85.55	$ 95.07	$ 90.53	$ 96.52	$ 103.82
Per Household	$ 194.56	$ 195.59	$ 217.36	$ 206.99	$ 220.68	$ 237.38



City of Independence
Departmental Budget Summary

Department: 4800 - Water *2005-06 Operating Budget*

Department Description

The Water Department produces and supplies drinking water to 47,639 customers that are served directly, and another 50,000 served through 11 wholesalers. The Department operates, maintains and manages, 719 miles of main, more than 4,245 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	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	96.00	96.00	96.25	97.00
Part Time Positions	1.48	1.48	1.23	1.48
Total	97.48	97.48	97.48	98.48

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4810 Administration & General	825,450	1,056,987	955,214	1,126,255
4821 Water Field Service	899,287	989,777	989,977	1,005,122
4822 Customer Service	1,193,988	1,175,120	1,174,320	1,188,534
4823 Utility Field Service	331,724	329,172	329,172	374,103
4824 Cashiering	293,233	359,729	360,782	423,304
4830 Production	4,124,760	4,155,768	4,195,768	4,488,450
4840 Transmission & Distribution	2,665,391	2,969,950	3,031,270	3,286,524
Total	10,333,833	11,036,503	11,036,503	11,892,292

City of Independence
Departmental Budget Summary

Department: 4800 - Water *2005-06 Operating Budget*

Source of Funding

Water Fund	10,333,833	11,036,503	11,036,503	11,892,292
Total	10,333,833	11,036,503	11,036,503	11,892,292

Significant Issues/Changes

* Security improvements will be made to the water treatment plant, remote pumping and storage locations, cashiering, customer service, and the maintenance building. Security upgrades will include improved cameras and recording devices, intrusion detection for water storage structures and buildings and improved lighting for the administration and plant locations.
* The 6 million gallon per day addition to the plant will be fully operational during the 05-06 budget year. This addition will bring the capacity up to 48 million gallons per day to provide for future water needs.
* The horizontal collector well will be rehabilitated in an effort to maintain the capacity of the water that the well provides.
* A crane truck will be replaced for a cost of $120,000. This is the only vehicle that can transport heavy equipment to a job site.
* During the 05-06 fiscal year we will have a GIS pilot program underway with 2 laptops in the field.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 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.

2004-05 Accomplishments — **Goal Ref**

* The Consumer Confidence Report was distributed to Independence water customers by a direct mailing in lieu of inserting into utility bills. This method of distribution actually decreased mailing costs by about $18,000 due to using bulk mail options rather than first class (required for mailing bills). Additionally, the piece is a self-mailer, which increased visibility in the mailbox. — 4
* Over 85% of worker's compensation cases were successfully closed within 12 months of date of injury. — 4
* Monitored a Backflow Program that contained over 2800 backflow devices to assure compliance with DNR requirements. — 4
* Placed the new 36" water main from the Courtney Bend Plant to 24 Highway into service. — 1
* Provided the inspection for all water mains installed by private contractors. — 1
* Reviewed over 1000 sets of plans to assure compliance with the water department standards. — 4
* Began adding the approximately 50,000 service lines to the GIS Mapping sheets and continued scanning existing work orders into the GIS Data Base. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Number of customers	46,873	47,324	47,600	48,148
Revenue (Avg. Residential)	$15.30	$15.33	$16.00	$15.00
Gallons of water sold (Avg. Res.)	6,510	6,480	6,400	6,500
Percentage of water pumped that was sold to customers	87%	88%	86%	87%

2005-06 Objectives — **Goal Ref**

* Expand contents of the Consumer Confidence Report beyond required information to further inform customers on matters of customer concern. — 4
* Continue to use early intervention and other programs to manage the — 4

2005-06 Objectives **Goal Ref**

department's worker's compensation cases with appropriate medical attention and efficient use of resources.

* To monitor the City's Backflow Prevention Program to assure the over 2800 backflow devices currently in the system are checked annually per DNR requirements. 1
* To continue to review all plans submitted and return comments in a timely manner. 4
* To continue to provide necessary inspection for all water mains installed by private contractors.
* To bid and contract to replace approximately two miles of 2-inch water main with 6-inch water main to improve water service to our customers and to increase fire protection. 1
* To bid and contract to replace the existing water main along Truman Road from M-291 Highway to Swope Drive. 1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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 Technician II	2.00	2.00	2.00	2.00
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	542,264	622,557	622,557	615,520
Other Services & Charges	233,862	298,570	298,570	322,569
Supplies	24,787	28,860	28,860	24,600
Capital Outlay	24,537	7,000	7,000	63,566
Other Expenditures	0	100,000	1,773-	100,000
Total	825,450	1,056,987	955,214	1,126,255

Significant Issues

* During the 05-06 fiscal year we will have a GIS pilot program underway with 2 laptops for field personal. Field personal will be able to view and use data in the field via the laptops.
* Replace approximately 8400 feet of water mains in the fifth year of the small main replacement program.

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 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 47,639 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

2004-05 Accomplishments	**Goal Ref**
* Installed 553 new water service taps.	2
* Provided monthly safety and customer service training.	4
* Installed new metering devices to larger wholesale customers.	2

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
water taps installed	506	558	550	560
number of meters replaced	3,250	1,619	3,300	3,300

2005-06 Objectives	**Goal Ref**
* Replace 3300 meters in the system this year.	4
* Replace the meters that are 6 inches or greater on commercial and industrial customers.	4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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 — *2005-06 Operating Budget*
Cost Center: 4821 - Water Field Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	607,793	621,829	621,829	647,642
Other Services & Charges	47,054	75,948	76,148	61,980
Supplies	25,786	39,000	39,000	39,000
Capital Outlay	218,654	253,000	253,000	256,500
Other Expenditures	0	0	0	0
Total	899,287	989,777	989,977	1,005,122

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Description

The Customer Service Division is responsible for setting up electric, water, and sewer service for new customers, transfers, billing of accounts, resolving billing issues, delinquent accounts and other customer related questions.

2004-05 Accomplishments — **Goal Ref**

* Implemented Social Security Verification program. — 4
* Absorbed Citizen Information Centers telephone inquiries. — 4
* Handled an 18% increase in telephone calls. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
average time to answer calls	53 SECS	56 SECS	50 SECS	55 SECS
average percentage of abandoned calls	8.0%	7.6%	7.0%	7.2%
percent of accounts in arrears greater than 30 days	5.64%	5.07%	5.00%	4.85%

2005-06 Objectives — **Goal Ref**

* Continue to utilize Social Securtiy Verification system. — 4
* Continue to reduce the amount of delinquent accounts. — 4
* Provide a minimum of 10 hours of customer service training for employees. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Account Information Rep	19.00	19.00	19.00	19.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	1.00	1.00	.00	.00
Customer Service Supvr II	1.00	1.00	1.00	1.00
Total	22.00	22.00	21.00	21.00

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 Operating Budget*
Cost Center: 4822 - Customer Service — *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,014,680	1,012,270	1,012,270	1,041,753
Other Services & Charges	101,756	143,250	143,250	123,900
Supplies	17,105	19,600	18,800	15,345
Capital Outlay	60,447	0	0	7,536
Other Expenditures	0	0	0	0
Total	1,193,988	1,175,120	1,174,320	1,188,534

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 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 collection of delinquent accounts and reading meters for customer transfers.

2004-05 Accomplishments — **Goal Ref**

* Field Service has increased their productivity by 31% in turning off of delinquent accounts. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
average number of delinquent accounts completed each d	UNAVAIL.	UNAVAIL.	54	55
average number of "turn ons and offs completed each day	UNAVAIL.	UNAVAIL.	140	140

2005-06 Objectives — **Goal Ref**

* Increase the number of delinquent account orders that are worked each day. — 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Utility Field Serv Wkr	3.00	3.00	3.00	3.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	323,625	317,880	317,880	327,133

City of Independence
Detail Program Summary

Department: 4800 - Water *2005-06 Operating Budget*
Cost Center: 4823 - Utility Field Service *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	1,292	8,292	8,292	8,670
Supplies	2,445	3,000	3,000	3,000
Capital Outlay	4,362	0	0	35,300
Other Expenditures	0	0	0	0
Total	331,724	329,172	329,172	374,103

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 Operating Budget*
Cost Center: 4824 - Cashiering — *Fund: 40 - Water Fund*

Description

The Cashiering Division is responsible for processing payments of electric, water, sewer, and gas bills.

2004-05 Accomplishments — **Goal Ref**

* Expanded full cashiering services to City Hall. — 4
* Handled an 18% increase in transactions in the cashiering area. — 4

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
average daily transactions	1,075	1,335	1,100	1,200
cash reconciliation error percentage	.100	.0005	.090	.0005

2005-06 Objectives — **Goal Ref**

* Upgrade the security camera system for the main office area. — 4
* Cashiering will expand the customer services that are provided at the drive thru lanes to include account information and bus passes beginning at 7:30 am each business day. — 4

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Cashier I	4.00	4.00	4.00	4.00
Customer Service Supvr I	.00	.00	1.00	1.00
Total	4.00	4.00	5.00	5.00

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	139,373	199,329	199,329	223,804

City of Independence
Detail Program Summary

Department: 4800 - Water | *2005-06 Operating Budget*
Cost Center: 4824 - Cashiering | *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Services & Charges	148,697	146,500	146,796	192,500
Supplies	4,716	6,700	6,694	7,000
Capital Outlay	447	7,200	7,963	0
Other Expenditures	0	0	0	0
Total	293,233	359,729	360,782	423,304

City of Independence
Detail Program Summary

Department: 4800 - Water | *2005-06 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.

2004-05 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
* Continued construction of a 6 million gallon per day plant addition to the Courtney Bend Plant. This includes a new high service pumping station with new pumps, a clearwell and treated water storage reservoir and new lime feeding equipment. Completion is scheduled for summer 2005. — 1
* Partnered with the Independence School District to present a program on groundwater protection to the 5th graders in the Independence schools. — 4
* Worked with Black and Veatch Special Projects Group to prepare specifications for security improvements at the water treatment plant, remote reservoir locations, administrative office and field service building. These improvements will be bid and a contractor hired to make the modifications. — 1
* Construction of two new wells in the City's North Well Field is underway. Completion is scheduled for summer 2005. — 1

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Thousands of gallons pumped	10,456,931	11,005,907	10,500,000	11,232,376
Pumping power cost	$1,345,676	$1,421,772	$1,350,000	$1,583,826
Cost per million gallons pumped	$360.00	$340.00	$362.00	$361.00
Operations and maintenance cost per customer per year	$80.37	$79.20	$80.00	$83.93

2005-06 Objectives — **Goal Ref**

* Begin compliance and reporting requirements for the transition to groundwater under the direct influence of surface water. New standard operating procedures will be written to cover the full range — 1

2005-06 Objectives **Goal Ref**

of operation and reporting requirements.

* Complete installation of the security improvements currently being specified for the water treatment plant, remote reservoir locations, administrative office and field service building. 1
* Provide an educational opportunity for the 5th graders in the Independence School District to learn about groundwater protection. 4
* Perform chemical cleaning of the horizontal collector well in an effort to maintain the capacity of water that the well provides. 1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Plant Operator "A"	3.00	3.00	4.00	4.00
Plant Operator "C"	1.00	1.00	.00	.00
Maintenance & Utility Wkr	7.00	7.00	7.00	8.00
Laborer	.00	.00	.25	1.00
Laborer	1.00	1.00	1.00	.00
Laborer - temp	.25	.25	.00	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	1.00	.00
Engineer III	.00	.00	.00	1.00
Laboratory Tech II	1.00	1.00	1.00	1.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	1.73	1.73	1.73	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	20.98	20.98	21.98

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,181,168	1,243,698	1,243,698	1,396,496
Other Services & Charges	2,014,704	1,871,770	1,911,770	2,039,430
Supplies	877,509	927,200	927,200	935,150
Capital Outlay	51,379	113,100	113,100	117,374
Other Expenditures	0	0	0	0
Total	4,124,760	4,155,768	4,195,768	4,488,450

Significant Issues

* Security improvements will be made to the water treatment plant, remote pumping and storage locations, cashiering, customer service, and the maintenance building. Security upgrades will include improved cameras and recording devices, intrusion detection for water storage structures and buildings and improved building lighting for the water administration and plant locations.
* The 6 million gallon per day addition to the plant will be fully operational during this budget year. This addition will bring the capacity up to 48 million gallons per day to provide for future water needs.

City of Independence
Detail Program Summary

Department: 4800 - Water *2005-06 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 719 miles of main and over 4,245 fire hydrants.

2004-05 Accomplishments **Goal Ref**

* Eliminated undersized water mains that were 2" or smaller along Linwood Avenue, 32nd Street, and 33rd Street from Blue Ridge Blvd. to Overton Street and replace them with 6" diameter mains. 1
* Filled, flushed, and sampled all water mains installed by private contractors throughout the year. 4
* Repaired over 80 leaks on customer water service lines. 1
* Completed replacement of a 12" water main along Crysler Avenue from 31st Street to 39th Street that had a history of main breaks. 2
* Serviced and maintained 43 vehicles and 12 pieces of equipment. 4
* Worked with Public Works to assure water valve boxes were not overlaid during the street overlay of 2003. 1
* Repaired 239 water main breaks in the distribution and transmission water main system.

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Main breaks	292	239	240	240
Fire hydrants installed	65	125	60	100
Service lines repaired	138	82	120	100
Fire hydrants tested/inspected	1,975	3,310	3,000	3,000
Fire hydrants painted	1,321	1,657	1,200	1,200
Main breaks per mile of main per year	.41	.30	.30	.33
Annual operations/maintenance cost per mile of main	$3,772.10	$3,222.70	$3,857.00	$3,592.00
Operations and maintenance cost per customer account per year	$56.09	$48.42	$57.00	$54.00

2005-06 Objectives **Goal Ref**

* Replace approximately two miles of undersized water mains within the distribution system. 1

City of Independence
Detail Program Summary

Department: 4800 - Water — *2005-06 Operating Budget*
Cost Center: 4840 - Transmission & Distribution — *Fund: 40 - Water Fund*

2005-06 Objectives	**Goal Ref**
* Upgrade the vehicle maintenance program to assure all fleet vehicles and equipment are properly serviced and maintained.	4
* Fill, flush, and sample all water mains in a timely manner that are installed by private contractors throughout the year.	2
* To work with Public Works to inspect and adjust all water valves located in the pavement prior to the City overlaying the streets.	1
* Replace the water main in Crysler Avenue from 23rd Street to 31st Street in conjunction with the street improvements of Crysler Avenue.	1
* Replace the water main in Truman Road from M-291 Hwy to Swope Drive in conjunction with the street improvements of Truman Road.	1

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 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	.00
Leak Repair Worker	2.00	2.00	2.00	2.00
Pipe Worker	.00	.00	.00	1.00
Pipe Worker	6.00	6.00	6.00	5.00
Yard Worker	1.00	.00	.00	.00
Yard Worker	.00	1.00	1.00	1.00
Laborer	2.00	.00	.00	.00
Laborer	3.00	5.00	5.00	5.00
Laborer - temp	.50	.50	.50	.50
Water Dist/Eng Mgr	1.00	1.00	1.00	1.00
Maintenance Supervisor	2.00	2.00	2.00	2.00
Water Distribution Supvr	1.00	1.00	1.00	1.00
Utility Clerk - Water	1.00	1.00	1.00	1.00
Total	26.50	26.50	26.50	26.50

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	1,581,383	1,660,750	1,660,750	1,752,309
Other Services & Charges	649,770	664,500	725,820	662,700
Supplies	373,144	542,800	542,800	575,300
Capital Outlay	61,094	101,900	101,900	296,215

City of Independence
Detail Program Summary

Department: 4800 - Water *2005-06 Operating Budget*
Cost Center: 4840 - Transmission & Distribution *Fund: 40 - Water Fund*

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Other Expenditures	0	0	0	0
Total	2,665,391	2,969,950	3,031,270	3,286,524

City of Independence, Missouri
2005-06 Operating Budget

Capital Lease/Debt Service Requirements - Water Fund

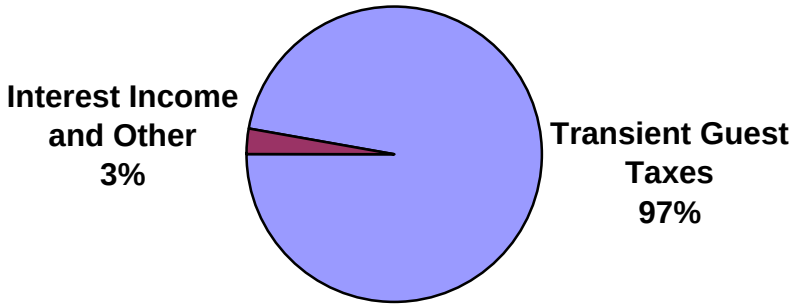
Series	Principal	Interest	Fees	Total Debt Service Requirements
Revenue Bonds:				
1986 Series (6352)	$ 1,415,000	$ 1,350,524	$ 4,750	$ 2,770,274
2004 Series (6352)	490,000	663,095	4,750	1,157,845
Fund Total	$ 1,905,000	$ 2,013,619	$ 9,500	$ 3,928,119

City of Independence, Missouri
2005-06 Operating Budget

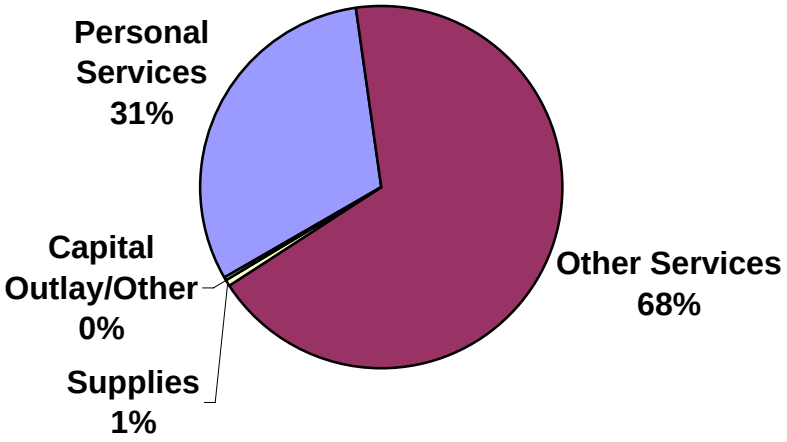
Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9749	Main Replacement Program	Water Fund	$ 200,000
9839	Small Main Replacement Program	Water Fund	606,000
9947	United States Geological Society Riverbank Filtration Study	Water Fund	55,000
9952	Security Upgrades	Water Fund	500,000
70400403	Lime Sludge Lines	Water Fund	25,000
70400501	Clean North Sludge Lagoon	Water Fund	90,000
70400502	Lining Wash Water Line	Water Fund	100,000
70400503	Replace Office Parking Lot	Water Fund	100,000
70400504	Replace Water Main under Noland Road Bridge at 31st Street	Water Fund	200,000
70400505	Water Main on Jackson Drive Bridge	Water Fund	35,000
	Fund Total		$ 1,911,000

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Tourism Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Transient Guest Taxes	$ 859,641	91.6%	$ 800,000	98.8%	$ 840,000	97.1%	$ 40,000	5.0%
Interest and Penalties	9	0.0%	-	0.0%	-	0.0%	-	n/a
Federal & State Grants	63,648	6.8%	-	0.0%	-	0.0%	-	n/a
Interest Income and Other	15,648	1.7%	9,800	1.2%	24,750	2.9%	14,950	152.6%
Total Estimated Revenues	$ 938,946	100.0%	$ 809,800	100.0%	$ 864,750	100.0%	$ 54,950	6.8%
Total Sources	**$ 938,946**		**$ 809,800**		**$ 864,750**		**$ 54,950**	**6.8%**
Use of Budget Dollars								
Operating Budget:								
Personal Services	$ 183,122	27.8%	$ 233,220	33.6%	$ 241,801	31.1%	$ 8,581	3.7%
Other Services	473,823	71.9%	455,089	65.5%	530,197	68.1%	75,108	16.5%
Supplies	1,567	0.2%	4,200	0.6%	4,200	0.5%	-	0.0%
Capital Outlay/Other	812	0.1%	2,000	0.3%	2,000	0.3%	-	0.0%
Total Operting Budget	$ 659,324	100.0%	$ 694,509	100.0%	$ 778,198	100.0%	$ 83,689	12.1%
Fund Balance Designations:								
Designated for Visitor Orientation Center	-		92,300		97,000		4,700	
Total Uses	**$ 659,324**		**$ 786,809**		**$ 875,198**		**$ 88,389**	**11.2%**
Balance Available	**$ 279,622**		**$ 22,991**		**$ (10,448)**		**$ (33,439)**	

City of Independence, Missouri
2005-06 Operating Budget

Fund Balance Summary - Tourism Fund

For the Fiscal Years 1999-00 through 2004-05

Description	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Unaudited 6/30/05
Fund Balance Components						
Reserved for:						
Encumbrances	$ 72,173	$ 71,831	$ 43,400	$ 30,303	$ 28,943	$ 74,984
Designated for:						
Working Capital	-	-	-	-	-	
Visitor Orientation Center	-	-	-	12,012	143,244	212,639
Undesignated	70,697	88,335	172,425	355,229	505,312	567,785
Total Fund Balance	$ 142,870	$ 160,166	$ 215,825	$ 397,544	$ 677,499	$ 855,408
Fund Balance Target *	123,605	128,591	137,451	185,956	234,737	216,188
Actual over (under) Target	(52,908)	(40,256)	34,974	169,273	270,576	351,598

* based on 25% (3 months) of Annual Revenues (compared to Undesginated Fund Balance)

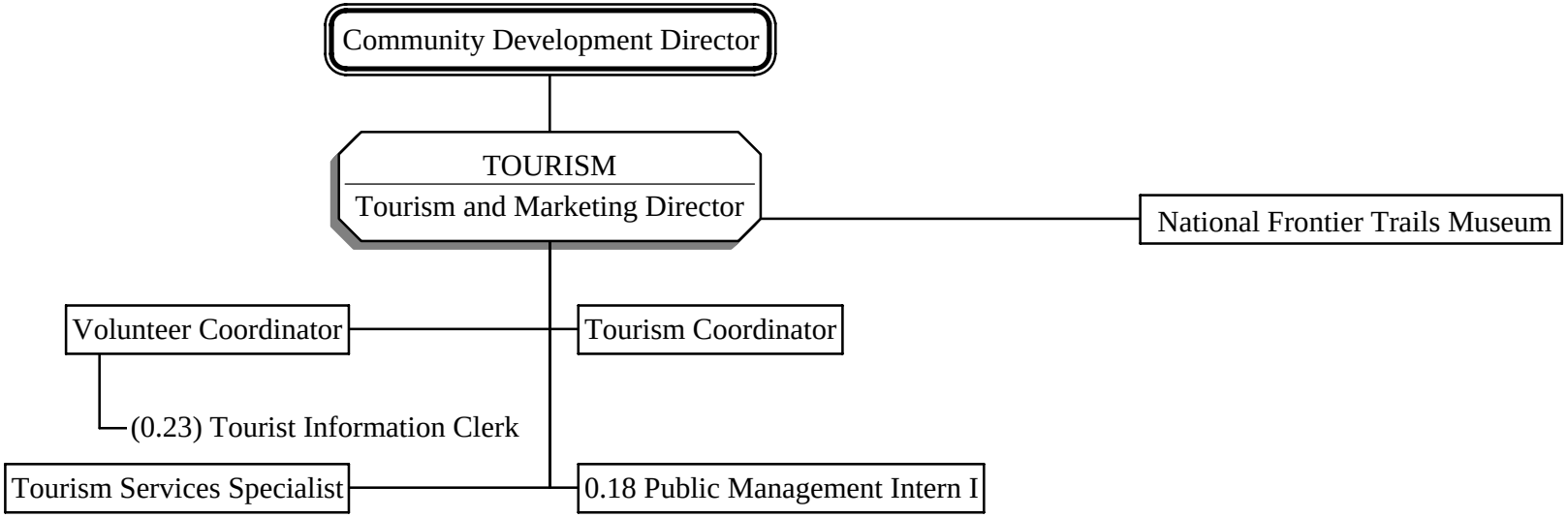
Source: Audited Annual Financial Statement

Projected Fund Balance for 2005-06

Projected Undesignated Fund Balance at June 30, 2005	567,785
Proposed Fund Balance Uses for 2005-06:	
Excess of Projected Revenues over (under) Appropriations	$ (10,448)
Projected Undesignated Fund Balance at June 30, 2006	$ 557,337
Fund Balance Target Amount	$ 216,188

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



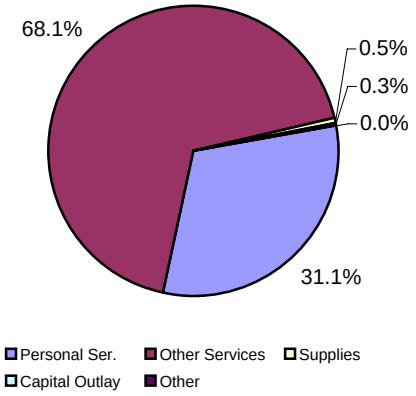
2005-06 Operating Budget

Tourism

Appropriations by Type:

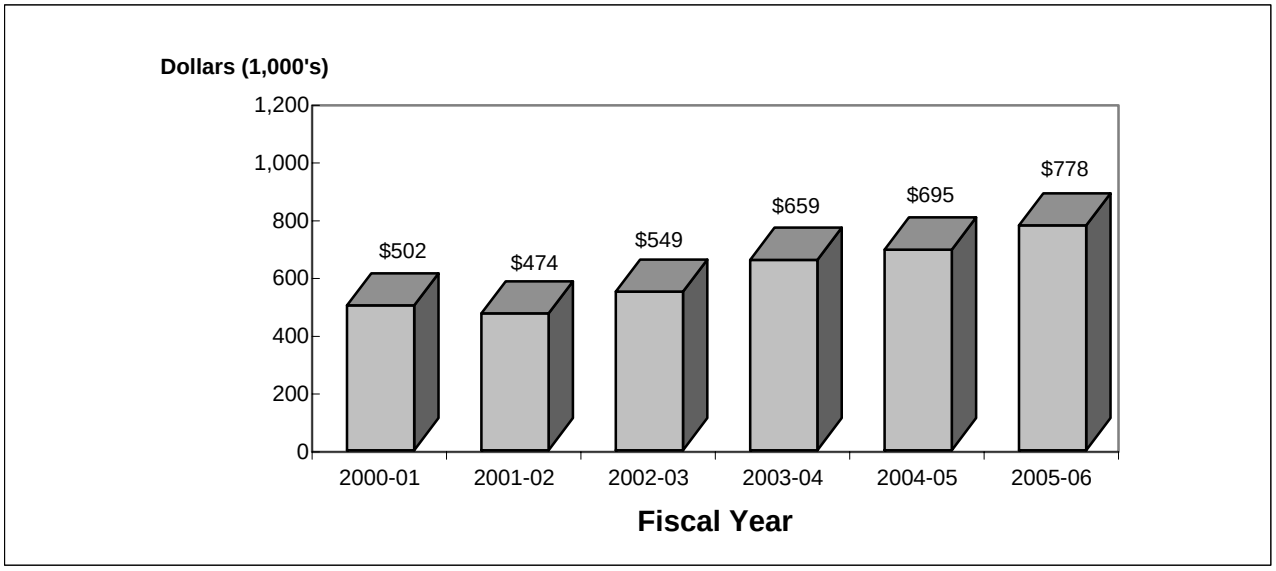
Expenditure Type	Actual 2003-04	Original 2004-05	Projected 2004-05	Budget 2005-06
Personal Ser.	$ 183,122	$ 233,220	$ 233,220	$ 241,801
Other Services	473,823	455,089	554,242	530,197
Supplies	1,567	4,200	4,200	4,200
Capital Outlay	812	2,000	2,000	2,000
Other	-	-	-	-
Total	$ 659,324	$ 694,509	$ 793,662	$ 778,198

2005-06 Budget



Historical Comparison:

	Actual 2000-01	Actual 2001-02	Actual 2002-03	Actual 2003-04	Budget 2004-05	Budget 2005-06
Employees:						
Full Time Equiv.	3.40	3.41	3.41	3.41	4.41	4.41
Amount by Fund:						
Tourism Fund	$ 501,636	$ 473,693	$ 549,233	$ 659,324	$ 694,509	$ 778,198
Total All Funds	$ 501,636	$ 473,693	$ 549,233	$ 659,324	$ 694,509	$ 778,198
Comparative Ratios:						
Per Capita	$ 4.29	$ 4.10	$ 4.82	$ 5.78	$ 6.07	$ 6.79
Per Household	$ 9.81	$ 9.38	$ 11.02	$ 13.21	$ 13.89	$ 15.53



City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2005-06 Operating Budget*

Department Description

The function of the Tourism Department is to attract out-of-town visitors to the City of Independence and increase visitor spending thereby generating revenue to the City. To achieve these goals, the Tourism 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 sites, lodging, and amenities to improve customer service with hospitality training and visitor industry education. The Tourism Department administers a City Volunteer Program which staffs six historic sites within the City.

Description	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Staffing				
Full Time Positions	3.00	3.18	4.00	4.00
Part Time Positions	.41	.23	.41	.41
Total	3.41	3.41	4.41	4.41

Description	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Budget by Major Program Category				
4024 Tourism	659,324	694,509	793,662	778,198
Total	659,324	694,509	793,662	778,198
Source of Funding				
Tourism Fund	659,324	694,509	793,662	778,198
Total	659,324	694,509	793,662	778,198

City of Independence
Departmental Budget Summary

Department: 4024 - Tourism *2005-06 Operating Budget*

Direct/Offsetting Revenues				
Transient Guest Taxes	859,641	800,000	800,000	840,000
Total	859,641	800,000	800,000	840,000

Significant Issues/Changes

* Guest tax revenues are projected at nearly a 5% increase from the 2004-05 projections, which is in line with the actual income received during the first seven months of the '04-'05 fiscal year. Lodging occupancy and room revenue reports (from the nine hotels reporting) indicating a flat growth between 2003 and 2004.
* The Tourism Fund Balance has grown significantly in the past three fiscal years because of income increases but lower budget increases holding to the similar increases as General Fund Accounts. Money is designated within the fund balance for the Visitor Orientation Center reserves. An amount to cover potential payouts for staff retirement is also calculated.
* Revenues indicate adding an additional $96,692 to reserves for the Visitors Orientation Center (VOC), which would bring the total at the end of the new fiscal year to $378,621. This is more than $60,000 greater than original four year predictions.
* Expenses are projected at nearly a 7% increase primarily to accommodate a new matching grant and other marketing programs directed at the business traveler (small meetings and associations), as well as a research project to determine advertising effectiveness.

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2005-06 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Description

The function of the Tourism Department is to attract out-of-town visitors to the City of Independence and increase visitor spending thereby generating revenue to the City. To achieve these goals, the Tourism 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 sites, lodging and amenities to improve customer service with hospitality training and visitor industry education. The Tourism Department administers a City Volunteer Program which staffs six historic sites within the City.

2004-05 Accomplishments	**Goal Ref**
* Assisted in formulating strategies for the redevelopment of the National Frontier Trails Museum (NFTM) by: - Participated in the development and working towards the passage of State authorizing legislation for use of a restaurant tax as an operations funding source for the National Frontier Trails Museum. - Served as an advisor to the NFTM Consultant, Advisory Board and sub-committees in developing redevelopment strategies. - Funded new contract for NFTM Consultant and initial contract for NFTM museum design consulting firm. Participated in selection process and initial workshop. - Funded additional marketing programs for NFTM recognition including radio campaign, billboards, and other publication advertising highlighting NFTM.	2
* Assisted in developing strategies for the Visitor Orientation Center plan, working with the County, City and Pillars Council to further the renovation of the Historic Courthouse, including initial plans to form a redevelopment advisory committee. It is anticipated that an additional $96,692 will be added this fiscal year to the Visitor Orientation Center fund.	2
* Continued to develop group tour and leisure market by developing a new Tourism Services Specialist position and by participating in four marketplaces. Received a $99,152 State matching grant for advertising.	3
* Hosted recruitment programs which resulted in 10 new volunteers. Held a banquet recognizing the 21st year of the volunteer program. Conducted two hospitality training programs, plus a special training program for Truman Presidential Museum & Library interns. Volunteers donated 22,521 hours representing $337,815 of in-kind service. Developed a new step-on guide incentive program to encourage overnight stays.	4

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2005-06 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Performance Indicators:

Description	2002-03 Actual	2003-04 Actual	2004-05 Budget	2005-06 Budget
Visitor Inquiries	44,659	23,172	50,000	40,000
Group Tours	342	327	355	355
Site Attendance	334,853	306,407	350,000	350,000
Volunteer Hours	26,850	22,521	22,000	22,000

2005-06 Objectives — **Goal Ref**

* Assist in developing implementation strategies and funding sources for the NFTM plan, including: — 2
  - Developing a local educational campaign for a restaurant tax once the enabling State legislation is passed.
  - Assisting NFTM Consultant, Director, Board and Museum Design Consultants in redevelopment strategies.
* Assist in developing implementation strategies for the Visitor Orientation Center plan, and work with the County and other appropriate organizations to develop an advisory board to further the renovation of the Historic Courthouse. Initiate development of a complete Visitor Information plan wich encompasses visitor needs in all areas of Independence. — 2
* Continue to develop group tour and leisure market by attending group tour market places. Consider additional business travel markets if able to secure matching State grant funds. — 2
* Update Tourism Strategic Plan developed in 1998, including developing additional evaluation strategies for determining attendance and tourism economic impact. — 3
* Host recruitment programs and recognition programs throughout the year to retain current volunteers and recruit additional volunteers. Continue to refine the new step-on guide program. — 4
* Redevelop web site to be more interactive for leisure and group travelers and the media. — 4
* With Historic Preservation, develop a policy package to respond to requests for film companies to film historic sites. — 3

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Tourism & Marketing Dir	1.00	1.00	1.00	1.00
Tourism Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Tourism Services Specialist	.00	.00	1.00	1.00

City of Independence
Detail Program Summary

Department: 4024 - Tourism | *2005-06 Operating Budget*
Cost Center: 4024 - Tourism | *Fund: 04 - Tourism Fund*

Staffing:

Position Title	2002-03 Budget	2003-04 Budget	2004-05 Budget	2005-06 Budget
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.23
Total	3.41	3.41	4.41	4.41

Program Costs

Expenditure Category	2003-04 Actual	2004-05 Original Budget	2004-05 Revised Budget	2005-06 Adopted Budget
Personal Services	183,122	233,220	233,220	241,801
Other Services & Charges	473,823	455,089	554,242	530,197
Supplies	1,567	4,200	4,200	4,200
Capital Outlay	812	2,000	2,000	2,000
Other Expenditures	0	0	0	0
Total	659,324	694,509	793,662	778,198

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 6,022,690	99.7%	$ 6,367,846	99.9%	$ 6,174,161	98.7%	$ (193,685)	-3.0%
Interest Income and Other	19,137	0.3%	9,500	0.1%	82,000	1.3%	72,500	763.2%
Total Estimated Revenues	$ 6,041,827	100.0%	$ 6,377,346	100.0%	$ 6,256,161	100.0%	$ (121,185)	-1.9%
Total Sources	**$ 6,041,827**		**$ 6,377,346**		**$ 6,256,161**		**$ (121,185)**	**-1.9%**
Use of Budget Dollars								
Capital Budget:								
Overlay Program		0.0%	$ 3,600,000	37.7%	$ 3,700,000	56.2%	$ 100,000	2.8%
Bridge Improvements		0.0%	4,360,000	45.6%	1,110,000	16.8%	(3,250,000)	-74.5%
Intersection Improvements		0.0%	1,165,000	12.2%	1,365,000	20.7%	200,000	17.2%
Street Improvements		0.0%	415,000	4.3%	400,000	6.1%	(15,000)	-3.6%
Total Capital Budget	$ 4,748,397	99.9%	$ 9,540,000	99.9%	$ 6,575,000	99.8%	$ (2,965,000)	-31.1%
Operating Transfers:								
Santa Fe TIF	5,328	0.1%	13,125		13,125		-	
Total Uses	**$ 4,753,725**		**$ 9,553,125**		**$ 6,588,125**		**$ (2,965,000)**	**-31.0%**
Balance Available	**$ 1,288,102**		**$ (3,175,779)**		**$ (331,964)**		**$ 2,843,815**	

City of Independence, Missouri
2005-06 Operating Budget

Fund Balance Summary - Street Improvements Sales Tax Fund

For the Fiscal Years 1999-00 through 2004-05

Description	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Unaudited 6/30/05
Fund Balance Components						
Reserved for:						
Encumbrances	$ 2,264,825	$ 1,218,276	$ 2,161,653	$ 1,561,471	$ 1,615,820	$ 5,448,691
Other Purposes						15,719
Undesignated	(2,187,794)	(1,473,425)	(2,206,643)	(583,406)	650,346	2,880,807
Total Fund Balance	$ 77,031	$ (255,149)	$ (44,990)	$ 978,065	$ 2,266,166	$ 8,345,217

Source: Audited Annual Financial Statement

Projected Fund Balance for 2005-06

Projected Undesignated Fund Balance at June 30, 2005	2,880,807
Proposed Fund Balance Uses for 2005-06:	
Excess of Projected Revenues over (under) Appropriations	$ (331,964)
Projected Undesignated Fund Balance at June 30, 2006	$ 2,548,843

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
2005-06 Operating Budget

Capital Budget Summary - Street Improvements Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
Overlay Program:			
70110501	2006 Overlay Program	Street Improv. Sales Tax	$ 3,700,000
	Total Overlay Program		$ 3,700,000
Bridge Improvements:			
9935	Noland Road Bridge	Street Improv. Sales Tax	$ 300,000
9937	Vermont Culvert	Street Improv. Sales Tax	810,000
	Total Bridge Improvements		$ 1,110,000
Safety Improvements			
9964	Eureka and Crenshaw Intersection	Street Improv. Sales Tax	$ 375,000
9966	Lexington and Walnut Intersection	Street Improv. Sales Tax	255,000
70110402	24 Highway and Wilson Intersection	Street Improv. Sales Tax	135,000
70110403	Blue Ridge Cutoff and Blue Ridge Intersection	Street Improv. Sales Tax	210,000
70110404	23rd Street and Lee's Summit Road Intersection	Street Improv. Sales Tax	240,000
70110405	Jones and Truman Road Intersection	Street Improv. Sales Tax	150,000
	Total Safety Improvements		$ 1,365,000
Other Street Improvements:			
9936	Santa Fe Road/McCoy (23rd to 31st)	Street Improv. Sales Tax	$ 400,000
	Total Other Street Improvements		$ 400,000
	Fund Total		$ 6,575,000

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Park Improvements Sales Tax Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 2,817,653	69.0%	$ 4,245,231	99.8%	$ 3,997,783	87.4%	$ (247,448)	-5.8%
Adventure Oasis Water Park	-	0.0%	-	0.0%	404,400	8.8%	404,400	n/a
Interest Income and Other	20,030	0.5%	8,000	0.2%	174,500	3.8%	166,500	2081.3%
Total Estimated Revenues	$ 2,837,683	69.5%	$ 4,253,231	100.0%	$ 4,576,683	100.0%	$ 323,452	7.6%
Proceeds from Debt Issuance	1,245,000	30.5%						
Total Sources	**$ 4,082,683**		**$ 4,253,231**		**$ 4,576,683**		**$ 323,452**	**7.6%**
Use of Budget Dollars								
Operating Budget:								
6002-Park Improv. Sales Tax	$ 303,413	5.4%	$ -	0.0%	$ -	0.0%	$ -	n/a
6041-Security & Inspection	275,069	4.9%	671,885	14.4%	686,704	14.2%	14,819	2.2%
6042-Truman Memorial Bldg.	113,404	2.0%	255,924	5.5%	268,451	5.6%	12,527	4.9%
6043-Palmer Senior Adult Center	93,795	1.7%	171,597	3.7%	177,768	3.7%	6,171	3.6%
6044-Family Recreation Programs	34,306	0.6%	145,620	3.1%	215,414	4.5%	69,794	47.9%
6045-Adventure Oasis Water Park	-	0.0%	-	0.0%	402,238	8.3%	402,238	n/a
Debt Service	1,266,638	22.7%	292,000	6.3%	1,165,001	24.1%	873,001	299.0%
Total Operating Budget	$ 2,086,625	37.3%	$ 1,537,026	32.9%	$ 2,915,576	60.3%	$ 1,378,550	89.7%
Capital Budget:								
Capital Projects	$ 3,498,692	62.6%	$ 3,120,000	66.9%	$ 1,909,376	39.5%	$ (1,210,624)	-38.8%
Operating Transfers:								
Santa Fe TIF	2,286		8,750		8,750		-	
Total Uses	**$ 5,587,603**	**100.0%**	**$ 4,665,776**	**100.0%**	**$ 4,833,702**	**100.0%**	**$ 167,926**	**3.6%**
Balance Available	**$ (1,504,920)**		**$ (412,545)**		**$ (257,019)**		**$ 155,526**	

City of Independence, Missouri
2005-06 Operating Budget

Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund

For the Fiscal Years 1999-00 through 2004-05

Description	Actual 6/30/00	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Unaudited 6/30/05
Fund Balance Components						
Reserved for:						
Encumbrances	$ 56,185	$ 1,531,639	$ 380,132	$ 89,002	$ 980,274	$ 731,312
Other Purposes	-	661,173	15,842	11,115	32,754	9,843
Undesignated	999,346	730,932	1,584,208	1,870,434	(540,453)	457,584
Total Fund Balance	$ 1,055,531	$ 2,923,744	$ 1,980,182	$ 1,970,551	$ 472,575	$ 1,198,739

Source: Audited Annual Financial Statement

Projected Fund Balance for 2005-06

Projected Undesignated Fund Balance at June 30, 2005	457,584
Proposed Fund Balance Uses for 2005-06:	
Excess of Projected Revenues over (under) Appropriations	$ (257,019)
Projected Undesignated Fund Balance at June 30, 2006	$ 200,565

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
2005-06 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	$ 770,000
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	489,376
9719	Athletic/Sports Complex	Park Improv. Sales Tax	500,000
	Fund Total		$ 1,909,376

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Storm Water Sales Tax Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ 3,899,705	n/a	$ 4,245,231	98.8%	$ 3,997,783	93.1%	$ (247,448)	-5.8%
Grants and Shared Revenue	-	n/a	-	0.0%	-	0.0%	-	n/a
Interest Income and Other	66,886	n/a	51,100	1.2%	294,000	6.9%	242,900	475.3%
Total Estimated Revenues	$ 3,966,591	n/a	$ 4,296,331	100.0%	$ 4,291,783	100.0%	$ (4,548)	-0.1%
Other Sources								
Capital Project Transfers from Other Funds	-		-		-			
Total Sources	**$ 3,966,591**		**$ 4,296,331**		**$ 4,291,783**		**$ (4,548)**	**-0.1%**
Use of Budget Dollars								
Operating Budget:								
Storm Water Administration	$ 127,133	20.4%	$ 285,723	9.6%	$ 290,981	6.8%	$ 5,258	1.8%
Storm Water Maintenance	495,630	79.6%	955,101	32.1%	994,858	23.2%	39,757	4.2%
Storm Water Permit Compl.	-	0.0%	-	0.0%	185,550	4.3%	185,550	n/a
Total Operating Budget	$ 622,763	100.0%	$ 1,240,824	41.6%	$ 1,471,389	34.3%	$ 230,565	18.6%
Capital Budget:								
Capital Projects	$ -	0.0%	$ 1,730,000	58.1%	$ 2,429,000	56.6%	$ 699,000	40.4%
Operating Transfers:								
Santa Fe TIF	-		8,750		8,750		-	
Total Uses	**$ 622,763**	**n/a**	**$ 2,979,574**	**100.0%**	**$ 3,909,139**	**91.1%**	**$ 929,565**	**31.2%**
Balance Available	**$ 3,343,828**		**$ 1,316,757**		**$ 382,644**		**$ (934,113)**	

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
2005-06 Operating Budget

Fund Balance Summary - Stormwater Improvements Sales Tax Fund

For the Fiscal Years 2001-02 through 2004-05

Description	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Unaudited 6/30/05
Fund Balance Components					
Reserved for:					
Encumbrances	$ 152,313	$ 1,142,363	$ 1,593,235	$ 1,112,212	$ 2,706,426
Designated for:					
Emergency Response	-	125,000	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	1,190,218	3,082,383	4,059,873	6,659,245	5,897,947
Total Fund Balance	$ 1,342,531	$ 4,349,746	$ 5,993,488	$ 8,372,981	$ 9,414,502

Source: Audited Annual Financial Statement

Projected Fund Balance for 2005-06

Projected Undesignated Fund Balance at June 30, 2005	5,897,947
Proposed Fund Balance Uses for 2005-06:	
Excess of Projected Revenues over (under) Appropriations	$ 382,644
Projected Undesignated Fund Balance at June 30, 2006	$ 6,280,591

City of Independence, Missouri
2005-06 Operating Budget

Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70130501	Queen Ridge Phase 2 Design	Storm Water Sales Tax	$ 80,000
70130502	Maywood Subdivision - 19th and Cedar	Storm Water Sales Tax	126,000
70130503	3918 South Forest Drainage/Channel Improv.	Storm Water Sales Tax	150,000
70130504	Sunset Neighborhood Drainage	Storm Water Sales Tax	71,000
70130505	Coopers Addition - South & Mill Drainage	Storm Water Sales Tax	52,000
70130506	Delaware to Pleasant Drainage	Storm Water Sales Tax	310,000
70130507	10th Street Neigborhood Drainage	Storm Water Sales Tax	350,000
70130403	35th Terrace to Home Drainage	Storm Water Sales Tax	340,000
9872	32nd and Crysler Increase	Storm Water Sales Tax	150,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130510	Storm SSES	Storm Water Sales Tax	250,000
70130404	Ellison Place - Ellisonway Drainage	Storm Water Sales Tax	200,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
	Fund Total		$ 2,429,000

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Police Public Safety Sales Tax Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ -	n/a	$ -	n/a	$ 2,108,064	97.3%	$ 2,108,064	n/a
Interest Income and Other	-	n/a	-	n/a	58,000	2.7%	58,000	n/a
Total Estimated Revenues	$ -	n/a	$ -	n/a	$ 2,166,064	100.0%	$ 2,166,064	n/a
Total Sources	**$ -**		**$ -**		**$ 2,166,064**		**$ 2,166,064**	**n/a**
Use of Budget Dollars								
Operating Budget:								
Police Department:								
Communications	$ -	n/a	$ -	n/a	$ 513,417	18.0%	$ 513,417	n/a
Facilities	-	n/a	-	n/a	170,000	6.0%	170,000	n/a
Equipment	-	n/a	-	n/a	1,648,632	57.8%	1,648,632	n/a
Total Police Department	$ -		$ -		$ 2,332,049	81.7%	$ 2,332,049	
Debt Service	-	n/a	-	n/a	517,763	18.1%	517,763	n/a
Total Operating Budget	$ -	n/a	$ -	n/a	$ 2,849,812	99.8%	$ 2,849,812	n/a
Capital Budget:								
Capital Projects	$ -	n/a	$ -	n/a		0.0%	$ -	n/a
Operating Transfers:								
Santa Fe TIF	-		-		4,375	0.2%	4,375	
Total Uses	**$ -**	**n/a**	**$ -**	**n/a**	**$ 2,854,187**	**100.0%**	**$ 2,854,187**	**n/a**
Balance Available	**$ -**		**$ -**		**$ (688,123)**		**$ (688,123)**	

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
2005-06 Operating Budget

Budget Summary - Fire Public Safety Sales Tax Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Sales Taxes	$ -	n/a	$ -	n/a	$ 3,997,783	98.6%	$ 3,997,783	n/a
Interest Income and Other	-	n/a	-	n/a	58,000	1.4%	58,000	n/a
Total Estimated Revenues	$ -	n/a	$ -	n/a	$ 4,055,783	100.0%	$ 4,055,783	n/a
Total Sources	**$ -**		**$ -**		**$ 4,055,783**		**$ 4,055,783**	**n/a**
Use of Budget Dollars								
Operating Budget:								
Fire Department:								
Operations	$ -	n/a	$ -	n/a	$ 91,500	2.6%	$ 91,500	n/a
Vehicles	-	n/a	-	n/a	1,005,320	28.7%	1,005,320	n/a
Repair Fire Stations	-	n/a	-	n/a	689,250	19.7%	689,250	n/a
Tools and Equipment	-	n/a	-	n/a	552,000	15.8%	552,000	n/a
Total Fire Department	$ -		$ -		$ 2,338,070	66.8%	$ 2,338,070	
Debt Service	-	n/a	-	n/a	551,913	15.8%	551,913	n/a
Total Operating Budget	$ -	n/a	$ -	n/a	$ 2,889,983	82.6%	$ 2,889,983	n/a
Capital Budget:								
Capital Projects	$ -	n/a	$ -	n/a	$ 600,000	17.1%	$ 600,000	n/a
Operating Transfers:								
Santa Fe TIF	-		-		8,750	0.3%	8,750	
Total Uses	**$ -**	**n/a**	**$ -**	**n/a**	**$ 3,498,733**	**100.0%**	**$ 3,498,733**	**n/a**
Balance Available	**$ -**		**$ -**		**$ 557,050**		**$ 557,050**	

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
2005-06 Operating Budget

Capital Budget Summary - Fire Public Safety Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70170401	Replace 3 Fire Stations	Fire Sales Tax	$ 400,000
70170402	Field Training Facility	Fire Sales Tax	200,000
	Fund Total		$ 600,000

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Grants Fund

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Estimated Revenues-								
Grants and Shared Revenue	$ 2,103,517	n/a	$ 1,372,012	93.4%	$ 1,228,435	94.9%	$ (143,577)	-10.5%
Charges for Current Services	209,742	n/a	89,200	6.1%	60,000	4.6%	(29,200)	-32.7%
Interest Income and Other	8,155	n/a	7,015	0.5%	5,688	0.4%	(1,327)	-18.9%
Total Estimated Revenues	$ 2,321,414	n/a	$ 1,468,227	100.0%	$ 1,294,123	100.0%	$ (174,104)	-11.9%
Total Sources	**$ 2,321,414**		**$ 1,468,227**		**$ 1,294,123**		**$ (174,104)**	**-11.9%**
Use of Budget Dollars								
Operating Budget:								
Law Department		0.0%	$ 36,247	2.5%	$ 59,640	4.6%	$ 23,393	64.5%
Police Department		0.0%	1,042,913	70.7%	761,284	58.8%	(281,629)	-27.0%
Fire Department		0.0%	43,245	2.9%	44,780	3.5%	1,535	3.5%
Health Department		0.0%	353,167	23.9%	428,419	33.1%	75,252	21.3%
Total Operating Budget	$ 2,321,414	100.0%	$ 1,475,572	100.0%	$ 1,294,123	100.0%	$ (181,449)	-12.3%
Total Uses	**$ 2,321,414**	**100.0%**	**$ 1,475,572**	**100.0%**	**$ 1,294,123**	**100.0%**	**$ (181,449)**	**-12.3%**
Balance Available	**$ -**		**$ (7,345)**		**$ -**		**$ 7,345**	

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

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - Other Funds

For the Fiscal Year 2005-06

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
Source of Budget Dollars				
Estimated Revenues-				
Federal Grant - CDBG	$ 862,847			
HOME Program Grant		$ 483,729		
Central Garage Charges			$ 1,502,235	
Staywell Healthcare Premiums				$ 11,338,000
Other Revenue			3,700	29,000
Total Estimated Revenues	$ 862,847	$ 483,729	$ 1,505,935	$ 11,367,000
Total Sources	**$ 862,847**	**$ 483,729**	**$ 1,505,935**	**$ 11,367,000**
Allocation of Budget Dollars				
Operating Departments-				
Community Development	$ 231,367	$ 48,372		
Public Works			$ 1,416,435	
Non-Departmental			89,500	$ 11,367,000
Total Operating Departments	$ 231,367	$ 48,372	$ 1,505,935	$ 11,367,000
Grant Authorized Programming				
Community Dev. Block Grant	631,480			
Home Program		435,357		
Total Allocations	**$ 862,847**	**$ 483,729**	**$ 1,505,935**	**$ 11,367,000**
Balance Available	$ -	$ -	$ -	$ -

Note 1: Each of these funds are intended to be "zero balance" funds whereby the total sources and allocation equal each other.

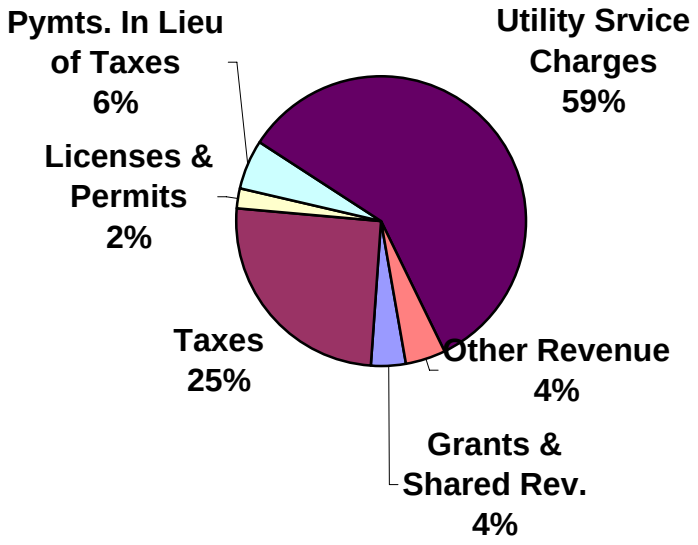
City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Tourism Fund					
4-3043	Transient Guest Tax	859,641	800,000	800,000	840,000	5.0%
4-3413	Interest and Penalties	9				
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	63,648		24,625		-100.0%
4-3398	Miscellaneous Charges	665				
4-3411	Interest Income	4,513	1,800	12,700	11,250	-11.4%
4-3449	Misc. Non-Operating Revenue	10,470	8,000	13,500	13,500	
	Total Revenues	**$938,946**	**$809,800**	**$850,825**	**$864,750**	1.6%
	Street Improvements Sales Tax Fund					
11-3041	Sales Tax	6,022,690	6,367,846	6,082,917	6,174,161	1.5%
11-3411	Interest	19,137	9,500	55,500	82,000	47.7%
	Total Revenues	**$6,041,827**	**$6,377,346**	**$6,138,417**	**$6,256,161**	1.9%
	Parks Improvements Sales Tax Fund					
12-3041	Sales Tax	2,817,653	4,245,231	3,938,702	3,997,783	1.5%
12-3322	Class Fees					
12-3323	Park Concessions			2,800	3,400	21.4%
12-3326	Pool Fees			51,283	400,000	680.0%
12-3329	Recreation Rentals				1,000	
12-3411	Interest	20,030	8,000	240,000	174,500	-27.3%
	Total Revenues	**$2,837,683**	**$4,253,231**	**$4,232,785**	**$4,576,683**	8.1%
	Storm Water Improvements Sales Tax Fund					
13-3041	Sales Tax	3,899,705	4,245,231	3,938,702	3,997,783	1.5%
13-3411	Interest	66,886	51,100	153,000	294,000	92.2%
	Total Revenues	**$3,966,591**	**$4,296,331**	**$4,091,702**	**$4,291,783**	4.9%
	Police Sales Tax Fund					
16-3041	Sales Tax			738,507	2,108,064	185.4%
16-3411	Interest			33,000	58,000	75.8%
	Total Revenues			**$771,507**	**$2,166,064**	180.8%
	Fire Sales Tax Fund					
17-3041	Sales Tax			1,557,683	3,997,783	156.6%
17-3411	Interest			34,000	58,000	70.6%
	Total Revenues			**$1,591,683**	**$4,055,783**	154.8%
	License Surcharge (Excise Tax) Fund					
14-3108	License Tax	1,118,327	1,275,000	1,275,000	1,419,000	11.3%
14-3411	Interest	12,655	4,100	38,100	76,000	99.5%
	Total Revenues	**$1,130,982**	**$1,279,100**	**$1,313,100**	**$1,495,000**	13.9%

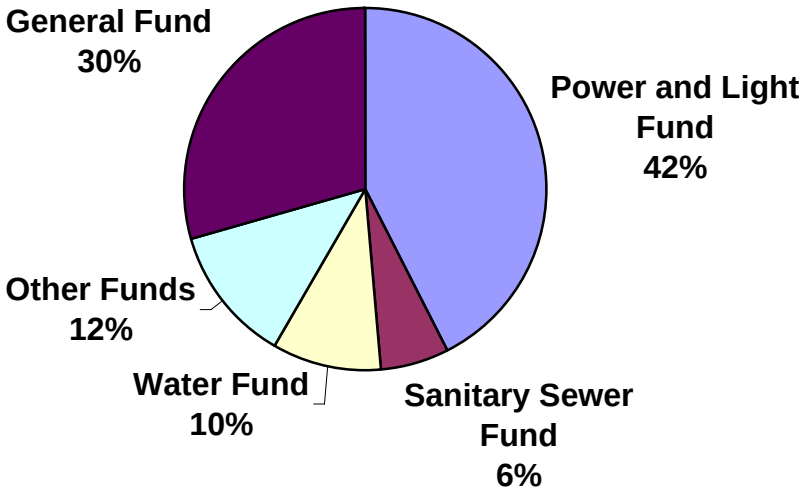
City of Independence, Missouri
2005-2006 Operating Budget
Revenue Summary
For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Community Development Block Grant Fund					
8-3204	Federal Grant - CDBG	922,759	911,000	911,000	862,847	-5.3%
8-3449	Misc. Non-Operating Revenue	3,819				
	Total Revenues	**$926,578**	**$911,000**	**$911,000**	**$862,847**	-5.3%
	HOME Program Fund					
9-3209	HOME Program Grant	335,113	509,413	509,413	483,729	-5.0%
9-3411	Interest Income					
	Total Revenues	**$335,113**	**$509,413**	**$509,413**	**$483,729**	-5.0%
	Grants Fund					
15-3210	Civil Defense Program	40,979	43,000	47,000	44,780	-4.7%
15-3211	Public Health Nursing	166,886	165,803	170,516	170,150	-0.2%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,789,883	1,100,074	1,400,000	962,312	-31.3%
15-3250	Other State Grants	105,769	63,135	106,542	51,193	-52.0%
15-3275	Mid Am Reg Council					
15-3316	Reimb. For Police Services	174,242	89,200	135,000	60,000	-55.6%
15-3317	School Resource Officers	35,500				
15-3411	Interest	443		400		-100.0%
15-3435	Contributions	7,712	7,015	5,688	5,688	
	Total Revenues	**$2,321,414**	**$1,468,227**	**$1,865,146**	**$1,294,123**	-30.6%
	Central Garage Fund					
90-3380	Central Garage Charges	1,243,639	1,323,630	1,248,383	1,502,235	20.3%
90-3411	Interest Income	1,284	800	27,000	3,700	-86.3%
90-3449	Misc. Non-Operating Revenue	3,470		20,000		-100.0%
	Total Revenues	**$1,248,393**	**$1,324,430**	**$1,295,383**	**$1,505,935**	16.3%
	Staywell Healthcare Fund					
91-3461	Premiums	10,938,050	11,482,500	10,687,000	11,338,000	6.1%
91-3413	Interest	10,677	7,500	18,900	29,000	53.4%
	Total Revenues	**$10,948,727**	**$11,490,000**	**$10,705,900**	**$11,367,000**	6.2%

Source of Budget Dollars



Allocation of Budget Dollars



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Source of Budget Dollars								
Prior Years' Savings-								
Undesignated Fund Balance			$ -		$ -		$ -	n/a
Designated Fund Balance							-	n/a
Estimated Revenues-								
Taxes, excluding PILOTS	$ 45,470,435	24.6%	$ 47,523,899	25.3%	$ 54,138,794	25.3%	$ 6,614,895	13.9%
Payment in Lieu of Taxes	9,712,812	5.2%	10,362,959	5.5%	11,879,512	5.6%	1,516,553	14.6%
Licenses & Permits	3,833,529	2.1%	4,095,778	2.2%	4,581,408	2.1%	485,630	11.9%
Grants and Shared Revenue	9,209,377	5.0%	8,385,559	4.5%	8,365,378	3.9%	(20,181)	-0.2%
Charges for Current Services	1,343,661	0.7%	1,494,273	0.8%	1,697,874	0.8%	203,601	13.6%
Fines and Forfeitures	3,219,276	1.7%	3,527,663	1.9%	3,736,362	1.7%	208,699	5.9%
Utility Service Charges	110,628,605	59.7%	111,468,000	59.3%	125,412,000	58.6%	13,944,000	12.5%
Other Revenue	1,769,349	1.0%	1,191,115	0.6%	4,143,088	1.9%	2,951,973	247.8%
Total Estimated Revenues	$ 185,187,044	100.0%	$ 188,049,246	100.0%	$ 213,954,416	100.0%	$ 25,905,170	13.8%
Net Transfers In			$ 321,213		$ 105,357		$ (215,856)	-67.2%
Total Sources			**$ 188,370,459**		**$ 214,059,773**		**$ 25,689,314**	**13.6%**

(continued on the next page)

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Description	2003-04 Actual	% of Total	2004-05 Original Budget	% of Total	2005-06 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
Use of Budget Dollars								
Operating Departments-								
City Council	$ 386,358	0.2%	$ 356,104	0.2%	$ 354,366	0.2%	$ (1,738)	-0.5%
City Clerk	402,052	0.2%	403,797	0.2%	417,900	0.2%	14,103	3.5%
City Manager	826,626	0.5%	685,868	0.4%	724,173	0.4%	38,305	5.6%
Tourism	659,324	0.4%	694,509	0.4%	778,198	0.4%	83,689	12.1%
National Frontier Trails Museum	327,314	0.2%	324,796	0.2%	337,625	0.2%	12,829	3.9%
Technology Services	1,581,783	1.0%	1,568,565	0.9%	1,615,433	0.8%	46,868	3.0%
Municipal Court	627,638	0.4%	642,783	0.4%	683,459	0.4%	40,676	6.3%
Law	605,111	0.4%	627,579	0.4%	681,017	0.4%	53,438	8.5%
Finance	1,567,598	1.0%	1,561,558	0.9%	1,687,593	0.9%	126,035	8.1%
Human Resources	456,211	0.3%	464,246	0.3%	484,431	0.3%	20,185	4.3%
Community Development	3,863,750	2.4%	2,435,203	1.5%	2,826,772	1.5%	391,569	16.1%
Police	19,791,510	12.1%	18,927,481	11.3%	22,515,329	11.7%	3,587,848	19.0%
Fire	12,981,676	7.9%	12,831,948	7.6%	15,860,988	8.2%	3,029,040	23.6%
Health	2,692,830	1.6%	2,407,867	1.4%	2,563,524	1.3%	155,657	6.5%
Water	10,333,833	6.3%	11,036,503	6.6%	11,892,292	6.2%	855,789	7.8%
Public Works	6,031,377	3.7%	6,282,193	3.7%	8,091,330	4.2%	1,809,137	28.8%
Water Pollution Control	9,123,847	5.6%	11,000,041	6.6%	11,731,767	6.1%	731,726	6.7%
Parks and Recreation	4,367,137	2.7%	3,353,333	2.0%	3,803,489	2.0%	450,156	13.4%
Power and Light	60,792,400	37.2%	62,441,628	37.2%	71,233,288	37.0%	8,791,660	14.1%
Non-Departmental	19,545,757	12.0%	23,246,838	13.8%	24,121,512	12.5%	874,674	3.8%
Debt Service	5,489,106	3.4%	5,878,255	3.5%	9,037,331	4.7%	3,159,076	53.7%
Capital Outlay	941,197	0.6%	695,947	0.4%	1,041,450	0.5%	345,503	49.6%
Total Operating Departments	$ 163,394,435	100.0%	$ 167,867,042	100.0%	$ 192,483,267	100.0%	$ 24,616,225	14.7%
Utility/Sales Tax Funds-Capital Budget			26,481,000		24,863,376		(1,617,624)	-6.1%
Net Transfers Out/Designations			1,417,784		1,349,944		(67,840)	-4.8%
Total Uses			**$ 195,765,826**		**$ 218,696,587**		**$ 22,930,761**	**11.7%**
Balance Available			**$ (7,395,367)**		**$ (4,636,814)**		**$ 2,758,553**	

City of Independence, Missouri
2005-06 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	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Designated Fund Balance	-						-
Estimated Revenues	62,254,843	26,346,923	96,066,800	14,787,000	19,302,000	12,872,935	231,630,501
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,405,450)	(852,600)	(1,510,100)		(4,803,150)
Internal Service Fund Chgs						(12,872,935)	(12,872,935)
Transfers In-							
From Other Funds				105,357			105,357
Total Sources	$ 62,254,843	$ 26,311,923	$ 93,661,350	$ 14,039,757	$ 17,791,900	$ -	$ 214,059,773
Uses:							
Operating Budgets-							
City Council	$ 354,366						$ 354,366
City Clerk	417,900						417,900
City Manager	724,173						724,173
Tourism		778,198					778,198
Nat'l Front. Trails Museum	337,625						337,625
Technology Services	1,544,424		71,009				1,615,433
Municipal Court	683,459						683,459
Law	621,377	59,640					681,017
Finance	1,638,272				49,321		1,687,593
Human Resources	484,431						484,431
Community Development	2,547,033	279,739					2,826,772
Police	19,421,996	3,093,333					22,515,329
Fire	13,478,138	2,382,850					15,860,988
Health	2,135,105	428,419					2,563,524
Water					11,892,292		11,892,292

(continued on the next page)

City of Independence, Missouri
2005-06 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds: Power & Light Fund	Enterprise Funds: Sanitary Sewer Fund	Enterprise Funds: Water Fund	Internal Service Funds	Grand Total All Funds
Operating Budgets (continued)-							
Public Works	6,607,912			66,983		1,416,435	8,091,330
Water Pollution Control	296,739	1,471,389		9,963,639			11,731,767
Parks and Recreation	2,052,914	1,750,575					3,803,489
Power and Light			71,233,288				71,233,288
Non-Departmental	7,633,910		15,148,913	2,942,006	4,616,268	11,456,500	41,797,597
Debt Service/Lease Purch.	91,262	2,234,677	2,783,273		3,928,119		9,037,331
Capital Outlay	1,041,450						1,041,450
Operating Budget Total	$ 62,112,486	$ 12,478,820	$ 89,236,483	$ 12,972,628	$ 20,486,000	$ 12,872,935	$ 210,159,352
Consolidation Adjustments-							
Interfund Charges for Support Ser.		(35,000)	(2,405,450)	(852,600)	(1,510,100)		(4,803,150)
Internal Service Fund Chgs						(12,872,935)	(12,872,935)
Consolidated Operating Budg.	62,112,486	12,443,820	86,831,033	12,120,028	18,975,900	-	192,483,267
Capital Budget		11,513,376	7,650,000	3,789,000	1,911,000		24,863,376
Total Operating/Capital Budg.	$ 62,112,486	$ 23,957,196	$ 94,481,033	$ 15,909,028	$ 20,886,900	$ -	$ 217,346,643
Transfers Out-							
Desig. for Capital & Grants		1,163,837					1,163,837
To Other Funds	142,357	43,750					186,107
Total Uses	$ 62,254,843	$ 25,164,783	$ 94,481,033	$ 15,909,028	$ 20,886,900	$ -	$ 218,696,587
Transfer To (From) Undesignated Fund Balance/Net Assets	$ -	$ 1,147,140	$ (819,683)	$ (1,869,271)	$ (3,095,000)	$ -	$ (4,636,814)

City of Independence, Missouri
2005-06 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Special Revenue Funds

Description / Fund=>	Combined Sales Tax Funds	Grant Fund	Tourism Fund	License Surcharge (Excise Tax) Fund	CDBG Program Fund	HOME Program Fund	Total All Funds
Sources:							
Undesignated Fund Balance							$ -
Estimated Revenues	21,346,474	1,294,123	864,750	1,495,000	862,847	483,729	26,346,923
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Transfers In-							
From Other Funds							-
Total Sources	$ 21,346,474	$ 1,294,123	$ 829,750	$ 1,495,000	$ 862,847	$ 483,729	$ 26,311,923
Uses:							
Operating Budgets-							
Tourism			$ 778,198				$ 778,198
Law		$ 59,640					59,640
Community Development					231,367	48,372	279,739
Police	2,332,049	761,284					3,093,333
Fire	2,338,070	44,780					2,382,850
Health		428,419					428,419
Water Pollution Control	1,471,389						1,471,389
Parks and Recreation	1,750,575						1,750,575
Debt Service	2,234,677						2,234,677
Consolidation Adjustments-							
Interfund Charges for Support Ser.			(35,000)				(35,000)
Consolidated Operating Budget	$ 10,126,760	$ 1,294,123	$ 743,198	$ -	$ 231,367	$ 48,372	$ 12,443,820
Capital Budget	11,513,376						11,513,376
Total Operating & Capital Budget	$ 21,640,136	$ 1,294,123	$ 743,198	$ -	$ 231,367	$ 48,372	$ 23,957,196
Transfers Out-							
Desig. for Capital & Grant Proj.			$ 97,000		$ 631,480	$ 435,357	$ 1,163,837
To Other Funds	43,750						43,750
Total Uses	$ 21,683,886	$ 1,294,123	$ 840,198	$ -	$ 862,847	$ 483,729	$ 25,164,783
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ (337,412)	$ -	$ (10,448)	$ 1,495,000	$ -	$ -	$ 1,147,140

Note1) the combined total for these Funds is included in the calculation of the City-wide total on the previous schedule.

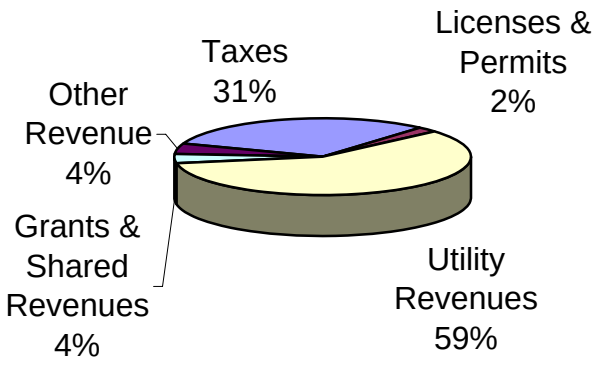
City of Independence, Missouri
2005-06 Operating Budget

Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds

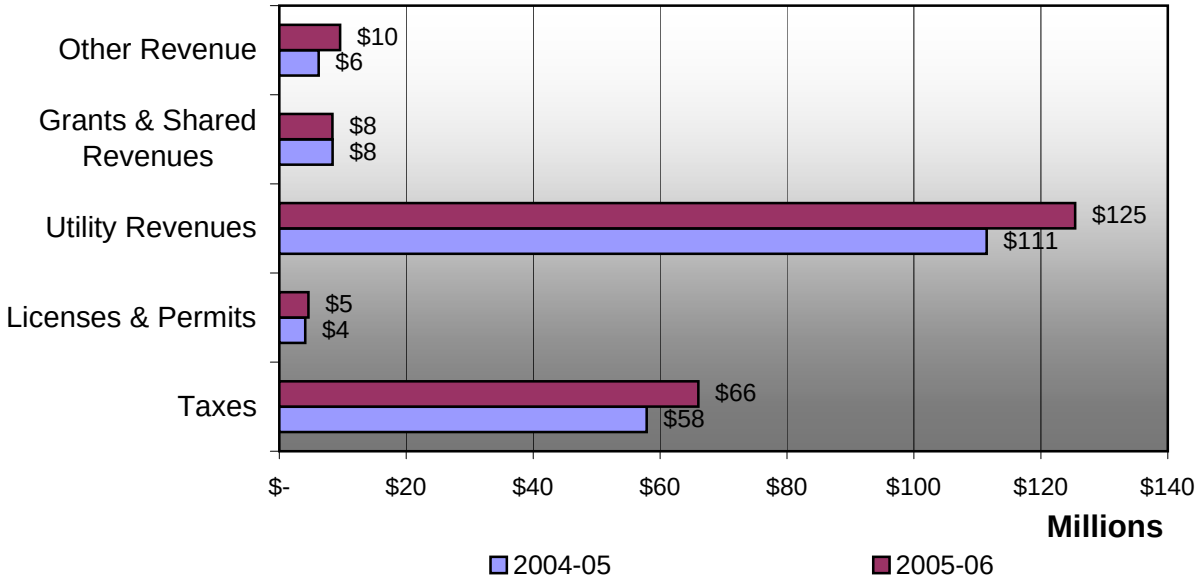
Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
Sources:						
Undesignated Fund Balance						$ -
Estimated Revenues	6,256,161	4,576,683	4,291,783	2,166,064	4,055,783	21,346,474
Consolidation Adjustments-						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Transfers In-						
From Other Funds						-
Total Sources	$ 6,256,161	$ 4,576,683	$ 4,291,783	$ 2,166,064	$ 4,055,783	$ 21,346,474
Uses:						
Operating Budgets-						
Police				$ 2,332,049		$ 2,332,049
Fire					2,338,070	2,338,070
Water Pollution Control			1,471,389			1,471,389
Parks and Recreation		1,750,575				1,750,575
Debt Service		1,165,001		517,763	551,913	2,234,677
Consolidation Adjustments-						-
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
Consolidated Operating Budget	$ -	$ 2,915,576	$ 1,471,389	$ 2,849,812	$ 2,889,983	$ 10,126,760
Capital Budget	6,575,000	1,909,376	2,429,000	-	600,000	11,513,376
Total Operating & Capital Budget	$ 6,575,000	$ 4,824,952	$ 3,900,389	$ 2,849,812	$ 3,489,983	$ 21,640,136
Transfers Out-						
Desig. for Capital & Grant Proj.						$ -
To Other Funds	13,125	8,750	8,750	4,375	8,750	43,750
Total Uses	$ 6,588,125	$ 4,833,702	$ 3,909,139	$ 2,854,187	$ 3,498,733	$ 21,683,886
Transfer To (From) Undesignated Fund Balance/Retained Earnings	$ (331,964)	$ (257,019)	$ 382,644	$ (688,123)	$ 557,050	$ (337,412)

Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

Revenues by Source



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising sixty percent of total revenues. Taxes represent the second largest category making up thirty-one percent of the total. For the General Fund alone, taxes represent seventy percent of total revenues.



Component revenues between the 2004-05 and 2005-06 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2005-06 fiscal year by 13.8 percent over the 2004-05 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by $13.9 million and represents a 12.5 percent increase. Taxes are projected to increase by $6.6 million representing a 13.9% increase. Most of this increase reflects the newly authorized Public Sales Taxes including $2.1 million for Police and $4 million for Fire.

City of Independence, Missouri
2005-06

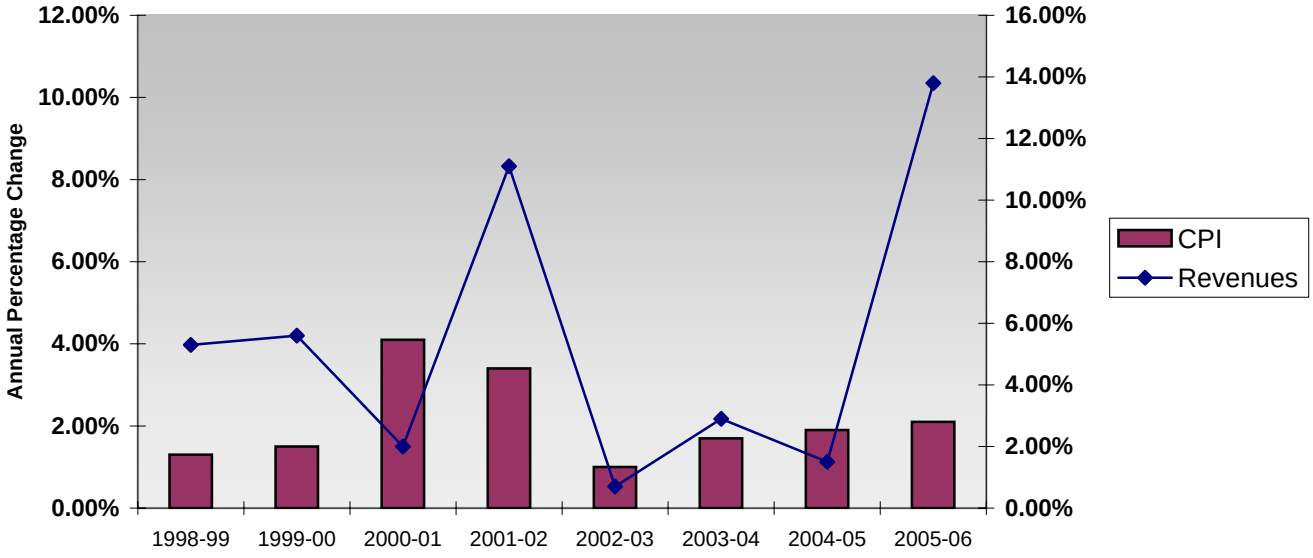
Revenue Overview/Projections

This section provides an overview of the various revenue sources in the City and a discussion of the basis upon which the revenue estimates were made. A separate Revenue Manual is available to provide additional revenue details and a more detailed discussion of the projection basis for all revenue sources within the City.

One of the key components of the City's annual budget process is the estimation of revenues for the ensuing fiscal year. These revenue estimates form the basis upon which appropriations are established which in turn dictate the level of public services that can be provided to the community. The economic environment locally, as well as nationally, creates conditions that affect the receipt of these revenues. Therefore, the City's budget is based on the latest economic forecast available, however it must also be flexible to reflect changes that occur through the year. A continuation of the level of services provided by the City depends on how quickly management recognizes these changes and reacts to adjust for them.

The following chart compares the annual percentage change in total revenues to the percentage change in the Consumer Price Index (CPI) for the local area. Generally, on an overall basis, expenditures have a stronger degree of correlation to inflation based changes than revenues. Therefore, this comparison helps to identify the ability of revenues to adjust to inflation driven demands on the expenditure side.

Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index

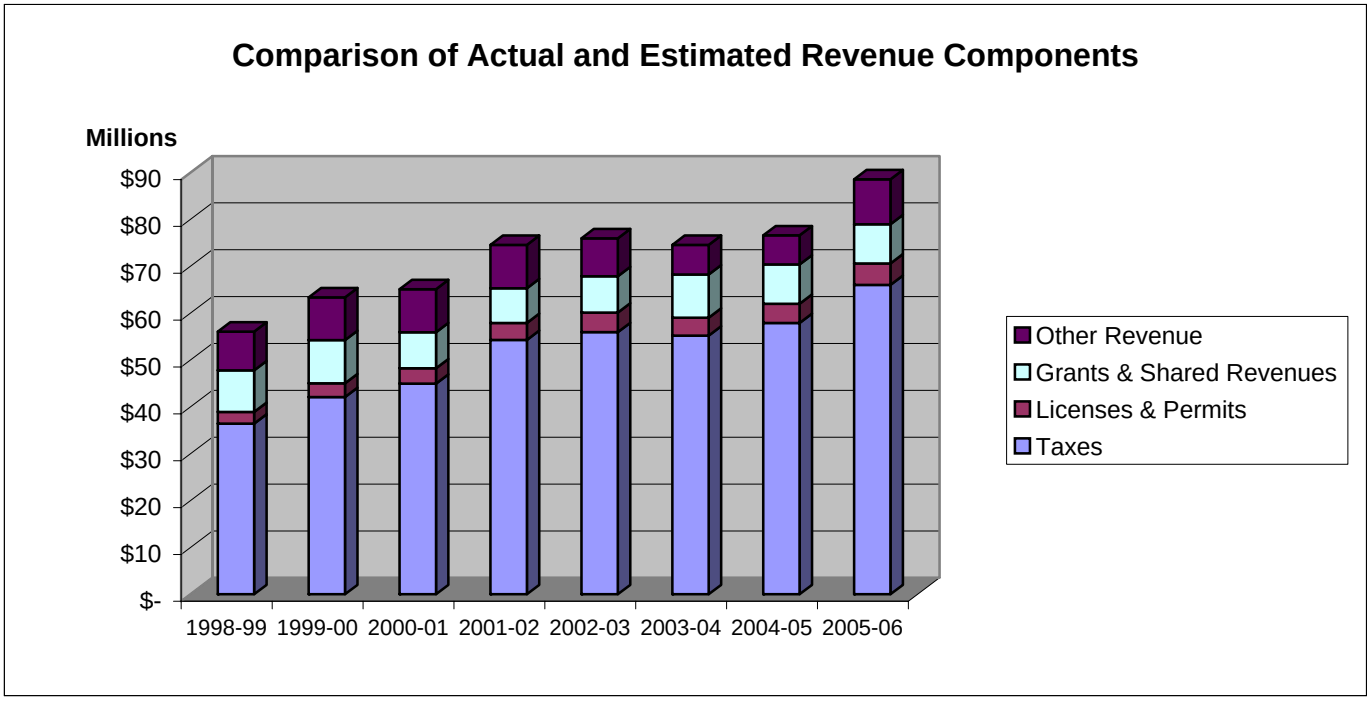


During the period shown on the above graph, for all years except three, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2005-06 are estimated to increase over the total revenues for 2004-05 at a rate of 13.8 percent compared to a projected consumer price index increase for this area of 2.1 percent. The largest factors causing this increase are the new Police and Fire Public Safety Sales Taxes (3.3% of the increase) and Utility revenues (8.6% of the increase) due to increased utility sales.

City of Independence, Missouri
2005-06

Revenue Overview/Projections

Shown below is a comparison of the actual total revenues by source for the 1998-99 fiscal year through the 2003-04 fiscal year. Also listed are budgeted amounts for the 2004-05 and 2005-06 fiscal years. The component mix of revenues has remained largely unchanged over the listed period of time. Revenues have increased at an average annual rate of 5.4 percent.



Revenue Estimates by Fund -

General Fund

Taxes - taxes comprise seventy percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utilitiy companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

Grants and Shared Revenue - Grant revenues represent 9.5 percent of the total revenues in the General Fund. This revenue source, particularly at the Federal level, continues to decline from year to year. Revenue for each grant type is based on historical trend analysis as adjusted for projected changes in grant activity.

Other Revenue - Projections for other revenue sources within the General Fund are based primarily on historical trend analysis with adjustments for projected economic and rate changes, as applicable.

Tourism Fund

Transient Guest Tax - The primary source of revenue in the Tourism Fund is Transient Guest Taxes. The tax rate is 6.5% and assessed to Hotel/Motel occupants. Revenue estimates are based on a historical trend analysis with adjustments for projected changes in occupancy rates and the number of available hotel/motel units.

City of Independence, Missouri
2005-06

Revenue Overview/Projections

Community Development Block Grant Act Fund

Federal Grant (CDBG) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

HOME Program Fund

Federal Grant (HOME Program) - Revenue in this fund comes directly from the Federal Government. Estimates are based on the latest available information from the Federal Government.

Enterprise Funds

The City has three enterprise funds: Electric, Sanitary Sewer and Water utilities. Service charge revenue estimates for each utility are based on projected consumption, as determined by historical trends and anticipated changes in service area, which is factored into the rate structure including changes for anticipated rate adjustments, as appropriate.

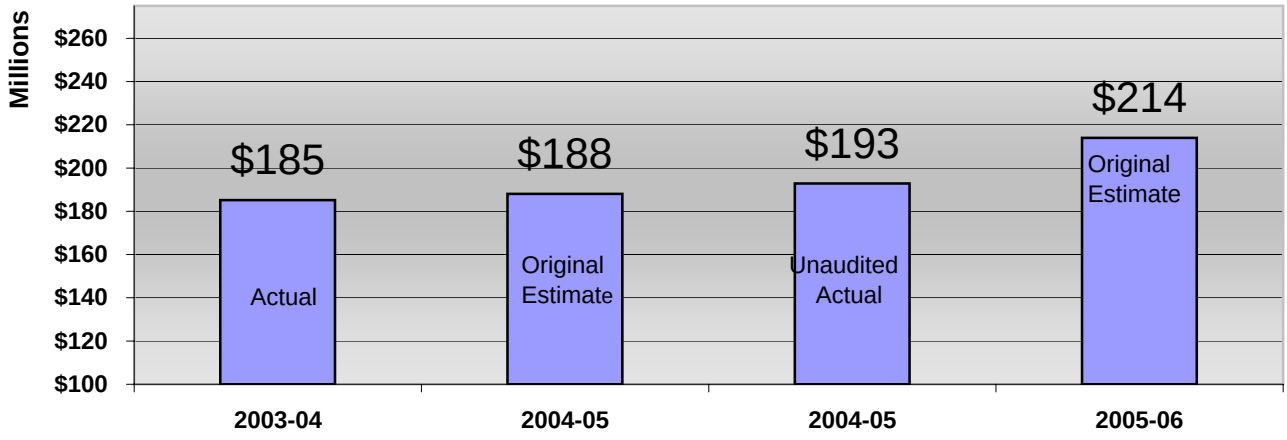
Central Garage Fund

The City's Central Garage Internal Service Fund's revenue is based on the actual maintenance and fuel charges for the preceding calendar year as adjusted for approved appropriations for the ensuing fiscal year. Estimated revenues in this fund are offset by appropriations for the use of the garage facility in the various operating departments.

Projection Accuracy

The chart shown below compares the original estimated and unaudited actual revenue amounts for the 2004-05 fiscal year as a measure of the previous year's projection accuracy. The difference between the original estimate and actual revenue was a positive variance of $4.8 million, representing a projection variance of 2.6 percent. The positive variance was due to increased revenues in the new Police and Fire Public Safety Sales Tax Funds ($2.6 million) which was authorized by voters after the beginning of the fiscal year, the Grants Fund for grants that were uncertain as to renewal during the compilation of the 2004-05 budget ($1 million) and increased revenues in the Water utility fund ($1.8 million). Exclusive of the three items, total revenues were $489 thousand less than originally projected in all other funds. Also, shown on the chart for comparison purposes is the estimate for 2005-06 and the actual for 2003-04.

Comparison of Actual and Estimated Revenues



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source int eh City including authorization, projection parameters, historical data, etc.

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	General Fund							
	Property Taxes							
2-3011	Real Estate	6,398,968	6,503,068	6,459,827	35	6,459,862	6,739,205	4.3%
2-3013	R.R. & Other Utility	38,401	31,000	40,704	296	41,000	42,000	2.4%
	Total Property Taxes	6,437,368	6,534,068	6,500,530	332	6,500,862	6,781,205	4.3%
	Sales and Use Taxes							
2-3041	Local Option Sales Tax	16,450,778	16,980,923	12,071,779	4,543,506	16,615,285	16,864,515	1.5%
2-3042	Cigarette Tax	622,835	640,000	453,230	168,770	622,000	622,000	0.0%
2-3044	Local Option Use Tax	0	0	0	0	0	0	
	Total Sales and Use Taxes	17,073,613	17,620,923	12,525,009	4,712,276	17,237,285	17,486,515	1.4%
	Utility Franchise Fees							
2-3052	Water	20,947	22,000	16,827	6,173	23,000	23,500	2.2%
2-3053	Gas	4,417,185	3,777,600	4,097,463	1,088,725	5,186,188	4,500,000	-13.2%
2-3054	Telephone	1,955,009	1,786,000	1,465,086	465,900	1,930,986	1,930,000	-0.1%
2-3055	Electricity	292,106	266,000	225,578	61,551	287,129	290,000	1.0%
2-3057	Cable Television	556,190	584,000	422,525	153,475	576,000	593,000	3.0%
	Total Utility Franchise Fees	7,241,437	6,435,600	6,227,479	1,775,824	8,003,303	7,336,500	-8.3%
	Payments in Lieu of Taxes							
2-3281	Power & Light In Lieu of Taxes	7,651,310	7,719,506	5,907,972	1,804,543	7,712,515	8,776,278	13.8%
2-3282	Water Service In Lieu of Taxes	961,203	1,452,800	1,023,397	520,475	1,543,872	1,679,128	8.8%
2-3283	Sanitary Sewer In Lieu of Taxes	1,100,299	1,190,653	864,328	304,465	1,168,793	1,424,106	21.8%
	Total Pymt. in Lieu of Taxes	9,712,812	10,362,959	7,795,696	2,629,484	10,425,180	11,879,512	14.0%
	Total Taxes	40,465,231	40,953,550	33,048,714	9,117,916	42,166,630	43,483,732	3.1%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Business Licenses and Permits							
2-3101	Occupation Licenses	1,286,374	1,402,276	628,389	767,611	1,396,000	1,467,000	5.1%
2-3102	Liquor Licenses	79,884	90,000	10,566	83,434	94,000	94,000	0.0%
2-3103	Planning Exam & Licenses	24,493	90,000	90,643	357	91,000	100,000	9.9%
2-3104	Fin-Other License/Permits	44,469	47,792	29,470	14,530	44,000	45,000	2.3%
2-3108	Building Permits, Com.Develop.	858,947	1,233,940	646,499	587,441	1,233,940	1,270,958	3.0%
2-3109	Construction Permits, Pub.Works	798,676	575,000	402,402	47,598	450,000	900,000	100.0%
2-3120	Nursing Home Permits	750	750	750	0	750	750	0.0%
2-3121	Day Care Permits	9,743	6,000	2,238	4,762	7,000	7,000	0.0%
2-3122	Food Handler's Permits	154,151	85,000	83,757	27,243	111,000	111,000	0.0%
2-3123	Massage Therapist Appl	1,812	1,320	2,480	120	2,600	2,600	0.0%
2-3124	Other Food Permits	96,768	85,000	92,535	5,465	98,000	98,000	0.0%
2-3125	Ambulance Permits & Licenses	34,806	35,000	26,958	3,342	30,300	30,300	0.0%
2-3126	Plan Reviews - Health Dept.	3,020	8,700	2,400	5,400	7,800	7,800	0.0%
	Total Bus. Lic. & Permits	3,393,893	3,660,778	2,019,088	1,547,302	3,566,390	4,134,408	15.9%
	Non-Business Licenses and Permits							
2-3151	Motor Vehicle Licenses	439,636	435,000	468,096	3,520	471,616	447,000	-5.2%
	Total Licenses and Permits	3,833,529	4,095,778	2,487,184	1,550,822	4,038,006	4,581,408	13.5%
	Grants-							
	Federal Government Grants							
2-3210	Civil Defense Program	4,118	0	6,689	0	6,689	0	-100.0%
2-3211	Public Health Nursing	460	0	1,379	0	1,379	0	-100.0%
2-3212	Community Health Ed	0	0	0	0	0	0	
2-3218	Dial-A-Ride	25,736	25,000	12,697	12,697	25,393	25,393	0.0%
2-3219	Other	38,533	0	36,934	66	37,000	0	-100.0%
	Total Federal Grants	68,848	25,000	57,698	12,763	70,461	25,393	-64.0%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	State Government Grants							
2-3241	Financial Institutions Tax	29,000	30,000	36,821	479	37,300	37,000	-0.8%
2-3242	Gasoline Tax	3,273,214	3,200,000	2,490,043	891,169	3,381,212	3,348,000	-1.0%
2-3243	Motor Vehicle License Fees	601,482	652,000	415,511	189,489	605,000	612,000	1.2%
2-3244	Motor Vehicle Sales Tax	850,197	910,000	591,515	274,485	866,000	866,000	0.0%
2-3250	Other	-66,151	0	0	0	0	0	
	Total State Grants	4,687,742	4,792,000	3,533,889	1,355,623	4,889,512	4,863,000	-0.5%
	Other Sources							
2-3272	Jackson County Drug Task Force	439,736	403,426	279,194	140,138	419,332	439,736	4.9%
2-3274	Jackson County Dare Program	353,273	337,492	353,273	0	353,273	377,238	6.8%
2-3275	Mid Am Reg Council	25,000	25,000	18,656	6,344	25,000	25,000	0.0%
2-3279	Other Misc. Grants	0	10,216	0	0	0	0	
	Total Other Sources	818,008	776,134	651,122	146,483	797,605	841,974	5.6%
	Total Grants	5,574,598	5,593,134	4,242,710	1,514,868	5,757,578	5,730,367	-0.5%
	Charges for Services							
	General Government							
2-3302	Planning & Zoning Fees	46,256	44,000	31,765	11,935	43,700	47,500	8.7%
2-3303	Board Of Adjustment Fees	5,303	5,225	4,060	1,340	5,400	5,550	2.8%
2-3304	Sale Of Maps, Books, Plans	8,354	20,000	10,857	5,143	16,000	20,000	25.0%
2-3305	Sale Of Police Reports	43,825	44,500	34,056	1,989	36,045	44,500	23.5%
2-3306	Sale Of Fire Reports	690	830	377	-253	124	130	4.8%
2-3307	Computer Service Charges	34,448	33,000	28,708	7,292	36,000	34,000	-5.6%
	Health							
2-3311	Animal Shelter Fees	60,870	52,000	49,116	8,884	58,000	62,000	6.9%
2-3312	Animal Id Tags	790	700	1,700	100	1,800	1,300	-27.8%
2-3313	Health Training Programs	0	0	0	0	0	0	

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Public Safety							
2-3316	Reimb. For Police Services	67,894	60,000	40,667	4,380	45,047	0	-100.0%
2-3317	School Resource Officers	307,632	330,418	235,185	109,285	344,470	361,694	5.0%
2-3318	Alarm Charges - Police	46,162	45,000	27,950	7,050	35,000	36,750	5.0%
2-3319	Alarm Charges - Fire	3,500	5,900	1,950	2,050	4,000	4,050	1.3%
	Recreation							
2-3322	Class Fees	37,709	55,000	38,738	5,508	44,246	40,000	-9.6%
2-3323	Park Concessions	5,836	20,000	3,436	4,564	8,000	8,000	0.0%
2-3326	Pool Fees	0	0	0	0	0	0	
2-3327	Recreation Centers	17,063	100,000	18,880	3,008	21,888	22,000	0.5%
2-3329	Recreation Rentals	100,330	70,000	93,682	6,318	100,000	80,000	-20.0%
	National Frontier Trails Museum							
2-3331	NFTM-Admissions	49,624	43,000	29,372	19,215	48,587	50,000	2.9%
2-3332	NFTM-Gift Shop	50,483	51,500	29,970	21,303	51,273	50,000	-2.5%
	Cemetery							
2-3341	Sale Of Cemetery Lots	21,143	25,000	9,650	350	10,000	9,000	-10.0%
2-3342	Sale Of Monument Bases	6,613	15,000	2,211	2,789	5,000	4,000	-20.0%
2-3343	Grave Opening Charges	44,600	60,000	42,739	5,261	48,000	48,000	0.0%
	Other Charges							
2-3392	Sale Of Street Signs	5,764	4,000	2,358	2,642	5,000	5,000	0.0%
2-3393	Special Assessments	120,368	80,000	118,268	1,732	120,000	112,000	-6.7%
2-3396	Sale Of Recycled Material	25,266	20,000	26,061	5,939	32,000	32,000	0.0%
2-3397	Solid Waste Disp Fees	74,507	60,000	54,527	16,473	71,000	66,000	-7.0%
2-3398	Miscellaneous Charges	158,630	160,000	39,381	110,619	150,000	150,000	0.0%
	Total Charges for Services	1,343,661	1,405,073	975,663	364,917	1,340,580	1,293,474	-3.5%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Fines and Court Costs							
2-3401	Fines & Forfeitures	2,775,339	2,981,422	2,247,008	690,419	2,937,427	3,190,121	8.6%
2-3402	Court Costs	309,344	388,337	237,133	75,316	312,449	388,337	24.3%
2-3403	Police Training	49,588	60,525	40,274	13,686	53,960	60,525	12.2%
2-3404	Domestic Violence	50,041	61,732	38,371	12,336	50,707	61,732	21.7%
2-3405	Dwi/Drug	34,965	35,647	19,883	4,330	24,213	35,647	47.2%
	Total Fines & Court Costs	3,219,276	3,527,663	2,582,670	796,086	3,378,756	3,736,362	10.6%
	Interest Income							
2-3411	Interest	10,732	9,800	33,941	59	34,000	77,000	126.5%
2-3412	Special Assessments - Interest	6,028	4,000	4,089	1,411	5,500	5,500	0.0%
2-3413	Interest - Other	80,856	65,000	58,939	6,061	65,000	65,000	0.0%
	Total Interest Income	97,615	78,800	96,969	7,531	104,500	147,500	41.1%
2-3421	Interfund Chgs. For Supp. Serv.	2,767,631	2,735,750	2,052,130	683,620	2,735,750	2,795,350	2.2%
	Other Revenue							
2-3431	Sale Of Land	2,475	0	0	0	0	0	
2-3432	Sale Of Fixed Assets	29,062	20,000	1,440	9,560	11,000	15,000	36.4%
2-3433	Rents	165,472	194,000	130,054	59,946	190,000	201,150	5.9%
2-3434	Damage Claims	43,490	30,000	6,493	11,707	18,200	30,000	64.8%
2-3435	Contributions	75,984	90,000	45,769	106,231	152,000	90,000	-40.8%
2-3439	Cash Over/Short	1,159	0	917	83	1,000	0	-100.0%
2-3440	Discounts Taken	437	400	447	53	500	500	0.0%
2-3449	Misc. Non-Operating Revenue	331,331	150,000	315,652	348	316,000	150,000	-52.5%
	Total Other Revenue	649,410	484,400	500,773	187,927	688,700	486,650	-29.3%
	Total General Fund Revenues	**$57,950,951**	**$58,874,148**	**$45,986,813**	**$14,223,687**	**$60,210,500**	**$62,254,843**	3.4%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Power and Light Fund							
	Operating Revenue							
20-4010	Electric Service Charges	79,833,388	80,664,000	61,788,711	18,826,289	80,615,000	92,571,000	14.8%
20-4600	Other Operating Revenue	783,544	984,000	627,167	358,833	986,000	986,000	0.0%
	Total Operating Revenue	80,616,932	81,648,000	62,415,878	19,185,122	81,601,000	93,557,000	14.7%
20-3421	Interfund Charges	758,811	829,308	621,846	207,462	829,308	859,800	3.7%
20-3411	Interest Income	425,375	397,000	601,131	73,869	675,000	1,650,000	144.4%
	Total Revenues	**$81,801,118**	**$82,874,308**	**$63,638,855**	**$19,466,453**	**$83,105,308**	**$96,066,800**	15.6%
	Sanitary Sewer Fund							
	Operating Revenue							
30-3109	Construction Permits, Pub.Works	0	0	0	0	0	0	
30-4010	Residential	8,570,232	8,993,000	6,578,896	2,231,104	8,810,000	9,115,000	3.5%
30-4110	Commercial Base	3,245,404	3,370,000	2,758,921	925,079	3,684,000	3,882,000	5.4%
30-4120	Commercial Surcharge	719,332	801,000	499,033	142,967	642,000	686,000	6.9%
30-4430	Contract Services	201,825	150,000	204,502	37,498	242,000	200,000	-17.4%
30-4570	Intermunicipal Agreements	403,904	404,000	212,908	197,092	410,000	410,000	0.0%
30-4600	Other Operating Revenue	104,196	102,000	89,058	27,942	117,000	117,000	0.0%
30-4700	Change in Unbilled Revenue	77,594	0	29,188	0	29,188	0	-100.0%
	Total Operating Revenue	13,322,487	13,820,000	10,372,506	3,561,682	13,934,188	14,410,000	3.4%
	Non-Operating Revenue							
30-3411	Interest Income	111,390	106,400	222,531	37,469	260,000	377,000	45.0%
30-4900	Other Revenues, Net	115,303	0	0	0	0	0	
	Total Revenues	**$13,549,180**	**$13,926,400**	**$10,595,037**	**$3,599,151**	**$14,194,188**	**$14,787,000**	4.2%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Water Fund							
	Operating Revenue							
40-4010	Residential Sales	8,141,479	7,900,000	5,786,132	2,252,868	8,039,000	8,250,000	2.6%
40-4110	Commercial Sales	2,152,295	2,178,000	1,534,193	635,807	2,170,000	2,260,000	4.1%
40-4130	Industrial Sales	336,707	320,000	251,055	50,945	302,000	290,000	-4.0%
40-4400	Public Authority Sales	174,092	130,000	125,954	42,046	168,000	170,000	1.2%
40-4410	Private Fire Protection	50,609	47,000	41,243	8,757	50,000	50,000	0.0%
40-4420	Public Fire Protection	598,218	600,000	462,200	128,800	591,000	600,000	1.5%
40-4550	Sales for Resale	4,950,287	4,600,000	4,153,167	1,346,833	5,500,000	5,600,000	1.8%
40-4600	Other Operating Revenue	285,499	225,000	222,114	40,886	263,000	225,000	-14.4%
	Total Operating Revenue	16,689,186	16,000,000	12,576,058	4,506,942	17,083,000	17,445,000	2.1%
40-3421	Interfund Charges	1,042,937	1,070,857	803,133	267,724	1,070,857	1,148,000	7.2%
40-3411	Interest Income	163,959	35,000	298,537	124,463	423,000	709,000	67.6%
40-3440	Other Revenues, Net	59,958	0	33,923	0	33,923	0	-100.0%
	Total Revenues	**$17,956,040**	**$17,105,857**	**$13,711,651**	**$4,899,129**	**$18,610,780**	**$19,302,000**	3.7%
	Tourism Fund							
4-3043	Transient Guest Tax	859,641	800,000	650,691	149,309	800,000	840,000	5.0%
4-3413	Interest and Penalties	9	0	0	0	0	0	
4-3219	Federal Grant - Other	0	0	0	0	0	0	
4-3250	State Grant - Other	63,648	0	24,625	0	24,625	0	-100.0%
4-3398	Miscellaneous Charges	665	0	325	-325	0	0	
4-3411	Interest Income	4,513	1,800	11,038	1,662	12,700	11,250	-11.4%
4-3449	Misc. Non-Operating Revenue	10,470	8,000	1,530	11,970	13,500	13,500	0.0%
	Total Revenues	**$938,946**	**$809,800**	**$688,209**	**$162,616**	**$850,825**	**$864,750**	1.6%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Street Improvements Sales Tax Fund							
11-3041	Sales Tax	6,022,690	6,367,846	4,274,474	1,808,443	6,082,917	6,174,161	1.5%
11-3411	Interest	19,137	9,500	48,477	7,023	55,500	82,000	47.7%
	Total Revenues	**$6,041,827**	**$6,377,346**	**$4,322,951**	**$1,815,466**	**$6,138,417**	**$6,256,161**	1.9%
	Parks Improvements Sales Tax Fund							
12-3041	Sales Tax	2,817,653	4,245,231	3,031,303	907,399	3,938,702	3,997,783	1.5%
12-3322	Class Fees	0	0	0	0	0	0	
12-3323	Park Concessions	0	0	0	2,800	2,800	3,400	21.4%
12-3326	Pool Fees	0	0	0	51,283	51,283	400,000	680.0%
12-3329	Recreation Rentals	0	0	0	0	0	1,000	
12-3411	Interest	20,030	8,000	213,350	26,650	240,000	174,500	-27.3%
	Total Revenues	**$2,837,683**	**$4,253,231**	**$3,244,653**	**$988,132**	**$4,232,785**	**$4,576,683**	8.1%
	Storm Water Improvements Sales Tax Fund							
13-3041	Sales Tax	3,899,705	4,245,231	2,859,564	1,079,138	3,938,702	3,997,783	1.5%
13-3411	Interest	66,886	51,100	123,378	29,622	153,000	294,000	92.2%
	Total Revenues	**$3,966,591**	**$4,296,331**	**$2,982,942**	**$1,108,760**	**$4,091,702**	**$4,291,783**	4.9%
	Police Sales Tax Fund							
16-3041	Sales Tax	0	0	322,212	416,295	738,507	2,108,064	185.4%
16-3411	Interest	0	0	13,630	19,370	33,000	58,000	75.8%
	Total Revenues	**$0**	**$0**	**$335,842**	**$435,665**	**$771,507**	**$2,166,064**	180.8%
	Fire Sales Tax Fund							
17-3041	Sales Tax	0	0	610,855	946,828	1,557,683	3,997,783	156.6%
17-3411	Interest	0	0	15,101	18,899	34,000	58,000	70.6%
	Total Revenues	**$0**	**$0**	**$625,956**	**$965,727**	**$1,591,683**	**$4,055,783**	154.8%

City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	License Surcharge (Excise Tax) Fund							
14-3108	License Tax	1,118,327	1,275,000	827,801	447,199	1,275,000	1,419,000	11.3%
14-3411	Interest	12,655	4,100	36,842	1,258	38,100	76,000	99.5%
	Total Revenues	**$1,130,982**	**$1,279,100**	**$864,643**	**$448,457**	**$1,313,100**	**$1,495,000**	13.9%
	Community Development Block Grant Fund							
8-3204	Federal Grant - CDBG	922,759	911,000	585,905	325,095	911,000	862,847	-5.3%
8-3449	Misc. Non-Operating Revenue	3,819	0	0	0	0	0	
	Total Revenues	**$926,578**	**$911,000**	**$585,905**	**$325,095**	**$911,000**	**$862,847**	-5.3%
	HOME Program Fund							
9-3209	HOME Program Grant	335,113	509,413	329,131	180,282	509,413	483,729	-5.0%
9-3411	Interest Income	0	0	0	0	0	0	
	Total Revenues	**$335,113**	**$509,413**	**$329,131**	**$180,282**	**$509,413**	**$483,729**	-5.0%
	Grants Fund							
15-3210	Civil Defense Program	40,979	43,000	27,527	19,473	47,000	44,780	-4.7%
15-3211	Public Health Nursing	166,886	165,803	152,985	17,531	170,516	170,150	-0.2%
15-3218	Dial-A-Ride	0	0	0	0	0	0	
15-3219	Other Federal Grants	1,789,883	1,100,074	1,087,619	312,381	1,400,000	962,312	-31.3%
15-3250	Other State Grants	105,769	63,135	62,950	43,592	106,542	51,193	-52.0%
15-3275	Mid Am Reg Council	0	0	0	0	0	0	
15-3316	Reimb. For Police Services	174,242	89,200	90,532	44,468	135,000	60,000	-55.6%
15-3317	School Resource Officers	35,500	0	0	0	0	0	
15-3411	Interest	443	0	221	179	400	0	-100.0%
15-3435	Contributions	7,712	7,015	3,873	1,815	5,688	5,688	0.0%
	Total Revenues	**$2,321,414**	**$1,468,227**	**$1,425,707**	**$439,439**	**$1,865,146**	**$1,294,123**	-30.6%

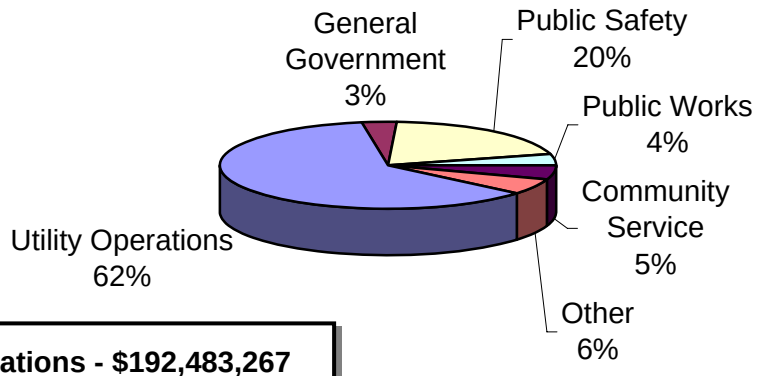
City of Independence, Missouri
2005-2006 Operating Budget

Revenue Summary

For the Fiscal Years 2003-04 through 2005-06

Acct. No.	Description	2003-04 Actual	2004-05 Original Budget	2004-05 Actual Rev. For 9 Months	2004-05 Est. Revenue For 3 Months	2004-05 Current Estimate	2005-06 Adopted Budget	%Chg. Curr Est to Prop.
	Central Garage Fund							
90-3380	Central Garage Charges	1,243,639	1,323,630	982,028	266,355	1,248,383	1,502,235	20.3%
90-3411	Interest Income	1,284	800	1,892	25,108	27,000	3,700	-86.3%
90-3449	Misc. Non-Operating Revenue	3,470	0	18,226	1,774	20,000	0	-100.0%
	Total Revenues	**$1,248,393**	**$1,324,430**	**$1,002,146**	**$293,237**	**$1,295,383**	**$1,505,935**	16.3%
	Staywell Healthcare Fund							
91-3461	Premiums	10,938,050	11,482,500	8,039,469	2,647,531	10,687,000	11,338,000	6.1%
91-3413	Interest	10,677	7,500	9,103	9,797	18,900	29,000	53.4%
	Total Revenues	**$10,948,727**	**$11,490,000**	**$8,048,572**	**$2,657,328**	**$10,705,900**	**$11,367,000**	6.2%
	Summary:							
	Grand Total Revenues	**$201,953,543**	**$205,499,591**	**$158,389,013**	**$52,008,624**	**$210,397,637**	**$231,630,501**	10.1%
	Less:							
	Central Garage Fund	**-1,248,393**	**-1,324,430**	**-1,002,146**	**-293,237**	**-1,295,383**	**-1,505,935**	
	Staywell Health Care Fund	**-10,948,727**	**-11,490,000**	**-8,048,572**	**-2,657,328**	**-10,705,900**	**-11,367,000**	
	Interfund Charges	**-4,569,379**	**-4,635,915**	**-3,477,109**	**-1,158,806**	**-4,635,915**	**-4,803,150**	
	Net Total Revenues	**$185,187,044**	**$188,049,246**	**$145,861,185**	**$47,899,254**	**$193,760,439**	**$213,954,416**	10.4%

Appropriations

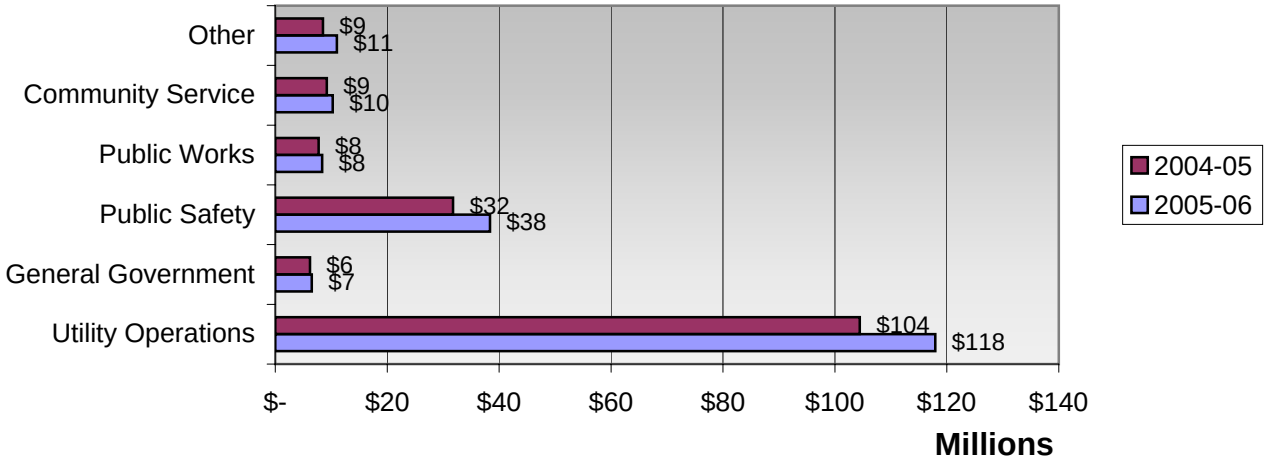


Total Appropriations - $192,483,267

Utility Operations represent sixty-two percent of the total budget. Independence has three utilities: Power and Light, Sanitary Sewer and Water. For the General Fund separately, Public Safety represents the largest category of expenses and accounts for fifty-three percent of that fund's budget. Public Safety includes Police services ($22.5 million) and Fire services ($15.9 million).

Total operating budget appropriations increased by 14.7 percent between the two fiscal years representing an increase of $24.6 million. The largest portion of this increase ($13.5 million) occurred in the Utility Operations categorywith the Power and Light fund accounting for $10.0 million of the increase in the utility funds. The largest increases within the Power and Light fund were for increased fuel and purchased power costs and personnel costs. In the Public Safety section of the budget, the Police budget increased by $3.6 million reflecting the inclusion of the new Police Public Safety Sales Tax and implementation of new employee work agreements in the department. The Fire budget increased by 3 million also due to the inclusion of the new Fire Public Safety Saxes Tax and the implementation of new employee work agreements.

Comparison of Appropriations



City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
General Fund:						
General Government:						
City Council	$ 386,358	$ 356,104	$ 256,180	$ 99,924	$ 356,104	$ 354,366
City Clerk	402,052	403,797	307,439	96,358	403,797	417,900
City Manager	757,446	685,868	485,638	200,230	685,868	724,173
Technology Services	1,522,686	1,500,444	1,132,505	367,939	1,500,444	1,544,424
Municipal Court	627,638	642,783	503,834	138,949	642,783	683,459
Total General Government	$ 3,696,180	$ 3,588,996	$ 2,685,596	$ 903,400	$ 3,588,996	$ 3,724,322
National Frontier Trails Museum	$ 327,314	$ 324,796	$ 237,662	$ 87,134	$ 324,796	$ 337,625
Law Department	605,111	591,332	505,906	85,426	591,332	621,377
Finance Department:						
Administration	$ 269,720	$ 274,611	$ 209,790	$ 64,821	$ 274,611	$ 349,621
Accounting	735,768	755,935	582,676	173,259	755,935	792,512
Purchasing	428,858	346,865	255,121	91,744	346,865	354,721
Occupation Licensing	133,252	137,092	104,860	32,232	137,092	141,418
Total Finance Department	$ 1,567,598	$ 1,514,503	$ 1,152,447	$ 362,056	$ 1,514,503	$ 1,638,272
Human Resources Department	$ 456,211	$ 464,246	$ 347,167	$ 117,079	$ 464,246	$ 484,431
Community Development Department:						
Administration	$ 181,697	$ 186,133	$ 143,124	$ 43,609	$ 186,733	$ 194,290
Planning	590,804	546,033	415,145	130,288	545,433	690,114
Transportation	750,000	771,288	771,288	-	771,288	794,117
Historic Preservation	114,510	76,072	59,163	16,909	76,072	79,294
Building Inspection	533,375	554,630	424,087	130,543	554,630	789,218
Total Planning and Permits	$ 2,170,386	$ 2,134,156	$ 1,812,807	$ 321,349	$ 2,134,156	$ 2,547,033

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
General Fund (continued):						
Police Department:						
Administration	$ 1,235,407	$ 1,381,305	$ 984,889	$ 416,659	$ 1,401,548	$ 1,545,582
Police Operations	12,401,058	11,935,007	10,109,314	1,825,988	11,935,302	12,922,241
Police Services	4,474,100	4,568,256	3,616,124	952,009	4,568,133	4,954,173
Total Police Department	$ 18,110,565	$ 17,884,568	$ 14,710,327	$ 3,194,656	$ 17,904,983	$ 19,421,996
Fire Department:						
Administration	$ 475,383	$ 469,042	$ 331,755	$ 137,537	$ 469,292	$ 508,142
Suppression	11,170,879	11,096,754	8,994,665	2,104,189	11,098,854	11,665,375
Fire Prevention	505,152	481,437	348,143	133,294	481,437	532,725
Maintenance	509,130	510,908	392,726	115,832	508,558	451,858
Training/Emer. Preparedness	176,440	230,562	165,802	64,760	230,562	320,038
Total Fire Department	$ 12,836,984	$ 12,788,703	$ 10,233,091	$ 2,555,612	$ 12,788,703	$ 13,478,138
Health Department:						
Administration	$ 159,425	$ 162,442	$ 122,728	$ 39,714	$ 162,442	$ 168,017
General Services	558,497	646,459	424,333	222,152	646,485	676,297
Animal/Rabies Control	525,875	568,577	417,621	150,956	568,577	581,400
Code Enforcement	670,836	677,222	505,668	171,554	677,222	709,391
Total Health Department	$ 1,914,633	$ 2,054,700	$ 1,470,350	$ 584,376	$ 2,054,726	$ 2,135,105
Public Works:						
Administration	$ 197,238	$ 188,664	$ 144,135	$ 46,029	$ 190,164	$ 195,123
Engineering	1,495,491	1,444,585	1,302,991	25,797	1,328,788	1,371,202
Property Management	840,131	822,029	592,484	229,545	822,029	899,208
Street Maintenance	3,498,517	3,753,526	2,782,606	1,085,217	3,867,823	4,142,379
Total Public Works	$ 6,031,377	$ 6,208,804	$ 4,822,216	$ 1,386,588	$ 6,208,804	$ 6,607,912

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
General Fund (continued):						
Water Pollution Control:						
Storm Sewer Maintenance	$ 295,013	$ 297,604	$ 206,185	$ 91,419	$ 297,604	$ 296,739
Parks and Recreation:						
Administration	$ 207,204	$ 262,667	$ 140,388	$ 122,849	$ 263,237	$ 276,634
Park Maintenance	972,964	964,889	729,792	244,223	974,015	835,469
Recreation	907,808	734,019	525,240	198,359	723,599	773,700
Cemetery Maintenance	176,158	146,732	120,674	26,782	147,456	167,111
Total Parks and Recreation	$ 2,264,134	$ 2,108,307	$ 1,516,094	$ 592,213	$ 2,108,307	$ 2,052,914
Non-Departmental	$ 5,962,243	$ 7,426,397	$ 4,380,422	$ 3,384,519	$ 7,764,941	$ 7,633,910
Debt Service (Lease Purchases)	106,569	108,161	80,917	27,244	108,161	91,262
Capital Outlay	941,197	695,947	610,685	663,414	1,274,099	1,041,450
Total General Fund	$ 57,285,515	$ 58,191,220	$ 44,771,872	$ 14,356,485	$ 59,128,357	$ 62,112,486
Tourism Fund:						
Tourism	$ 659,324	$ 694,509	$ 667,480	$ 126,182	$ 793,662	$ 778,198
Community Development Block Grant Fund:						
Community Development	$ 1,013,343	$ 231,820	$ 835,899	$ 360,280	$ 1,196,179	$ 231,367
HOME Program Fund:						
Community Development	$ 680,021	$ 69,227	$ 589,081	$ 418,750	$ 1,007,831	$ 48,372
Central Garage Fund:						
Public Works	$ 1,209,451	$ 1,248,383	$ 1,084,205	$ 164,178	$ 1,248,383	$ 1,416,435
Non-Departmental	54,045	76,047	47,012	29,035	76,047	89,500
Total Central Garage Fund	$ 1,263,496	$ 1,324,430	$ 1,131,217	$ 193,213	$ 1,324,430	$ 1,505,935

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
Staywell Health Care Fund	$ 11,195,510	$ 11,490,000	$ 7,849,653	$ 3,640,347	$ 11,490,000	$ 11,367,000
Park Improvements Sales Tax Fund:						
Parks and Recreation	$ 2,103,003	$ 1,245,026	$ 724,632	$ 520,394	$ 1,245,026	$ 1,750,575
Debt Service		292,000	-	292,000	292,000	1,165,001
Total Park Improv. Sales Tax Fund	$ 2,103,003	$ 1,537,026	$ 724,632	$ 812,394	$ 1,537,026	$ 2,915,576
Police Public Safety Sales Tax Fund:						
Police	$ -	$ -	$ 1,324,354	$ 2,895,553	$ 4,219,907	$ 2,332,049
Debt Service	-	-	82,168	7,832	90,000	517,763
Total Police Sales Tax Fund	$ -	$ -	$ 1,406,522	$ 2,903,385	$ 4,309,907	$ 2,849,812
Fire Public Safety Sales Tax Fund:						
Fire	$ -	$ -	$ 860,153	$ 2,134,347	$ 2,994,500	$ 2,338,070
Debt Service	-	-	-	-	-	551,913
Total Fire Sales Tax Fund	$ -	$ -	$ 860,153	$ 2,134,347	$ 2,994,500	$ 2,889,983
Storm Water Improvements Sales Tax Fund:						
Water Pollution Control	$ 622,763	$ 1,240,824	$ 676,402	$ 564,422	$ 1,240,824	$ 1,471,389
Grants Fund:						
Law	$ -	$ 36,247	$ 27,307	$ 97,564	$ 124,871	$ 59,640
Police	1,680,945	1,042,913	1,207,111	5,959,791	7,166,902	761,284
Fire	144,692	43,245	297,296	110,017	407,313	44,780
Health	778,197	353,167	548,402	201,910	750,312	428,419
Total Grants Fund	$ 2,603,834	$ 1,475,572	$ 2,080,116	$ 6,369,282	$ 8,449,398	$ 1,294,123
Power and Light Fund:						
Technology Services Department:						
Technology Services	$ 59,097	$ 68,121	$ 53,019	$ 15,102	$ 68,121	$ 71,009
Power and Light Department:						

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
Administration	1,021,710	1,337,095	850,512	424,583	1,275,095	1,459,301
Support Services	6,777,924	7,023,675	6,288,692	775,183	7,063,875	7,680,869
Production	42,896,119	42,788,647	36,992,490	5,846,407	42,838,897	50,195,775
Distribution	7,227,160	7,901,119	6,547,387	1,351,532	7,898,919	8,289,116
Engineering	2,869,487	3,391,092	2,173,940	1,202,152	3,376,092	3,608,227
Total Power and Light Department	$ 60,792,400	$ 62,441,628	$ 52,853,021	$ 9,599,857	$ 62,452,878	$ 71,233,288
Non-Departmental	12,718,078	13,839,762	10,053,090	3,786,672	13,839,762	15,148,913
Debt Service	2,733,477	2,779,038	282,253	2,496,785	2,779,038	2,783,273
Total Power and Light Fund	$ 76,303,052	$ 79,128,549	$ 63,241,383	$ 15,898,416	$ 79,139,799	$ 89,236,483
Sanitary Sewer Fund:						
Public Works Department:						
Engineering	$ -	$ 73,389	$ 16,296	$ 57,093	$ 73,389	$ 66,983
Water Pollution Control Department:						
Administration	$ 746,636	$ 841,018	$ 563,299	$ 279,719	$ 843,018	$ 865,369
Treatment Facilities	5,425,693	5,986,931	4,173,829	1,811,102	5,984,931	6,353,915
Collection System Maintenance	1,842,561	2,414,678	1,749,563	665,115	2,414,678	2,523,430
Laboratory Services	191,181	218,986	125,264	93,722	218,986	220,925
Total Water Pollution Control Dept.	$ 8,206,071	$ 9,461,613	$ 6,611,955	$ 2,849,658	$ 9,461,613	$ 9,963,639
Non-Departmental	$ 2,306,389	$ 2,617,929	$ 2,584,414	$ 33,515	$ 2,617,929	$ 2,942,006
Total Sanitary Sewer Fund	$ 10,512,460	$ 12,152,931	$ 9,212,665	$ 2,940,266	$ 12,152,931	$ 12,972,628
Water Fund:						
City Manager's Department:						
Citizen Information Center	$ 69,180	$ -	$ -	$ -	$ -	$ -
Finance						
Accounting	$ -	$ 47,055	$ 22,374	$ 24,681	$ 47,055	$ 49,321
Water Department:						

City of Independence, Missouri
2005-06 Operating Budget

Budget Summary - All Funds

For the Fiscal Years 2003-04, 2004-05 and 2005-06

Fund/Department	Actual Expenditures 2003-04	Original Budget 2004-05	Actual Expenditures For 9 Months	Estimated Expenditures For 3 Months	Amended Budget 2004-05	City Council Adopted 2005-06
Administration	825,450	1,056,987	599,888	355,326	955,214	1,126,255
Customer Service and Accounts	2,718,232	2,853,798	2,141,378	712,873	2,854,251	2,991,063
Production	4,124,760	4,155,768	3,320,837	874,931	4,195,768	4,488,450
Transmission and Distribution	2,665,391	2,969,950	2,322,571	708,699	3,031,270	3,286,524
Total Water Department	$ 10,333,833	$ 11,036,503	$ 8,384,674	$ 2,651,829	$ 11,036,503	$ 11,892,292
Non-Departmental	3,128,426	3,998,665	2,733,534	1,265,131	3,998,665	4,616,268
Debt Service	2,649,060	2,699,056	2,862,008	-	2,699,056	3,928,119
Total Water Fund	$ 16,180,499	$ 17,781,279	$ 14,002,590	$ 3,941,641	$ 17,781,279	$ 20,486,000
Grand Total - All Funds	$ 180,422,820	$ 185,317,387	$ 148,049,665	$ 54,659,410	$ 202,546,123	$ 210,159,352
Less:						
Central Garage Fund	(1,263,496)	(1,324,430)	(1,131,217)	(193,213)	(1,324,430)	(1,505,935)
Staywell Health Care Fund	(11,195,510)	(11,490,000)	(7,849,653)	(3,640,347)	(11,490,000)	(11,367,000)
Interfund Charges for Support Ser.	(4,569,379)	(4,635,915)	(3,477,109)	(1,158,806)	(4,635,915)	(4,803,150)
Net Total Budget - All Funds	$ 163,394,435	$ 167,867,042	$ 135,591,686	$ 49,667,044	$ 185,095,778	$ 192,483,267

City of Independence, Missouri
2005-06 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	$ 323,611	91.3%	$ 26,600	7.5%	$ 4,155	1.2%	$ -	0.0%	$ 354,366
City Clerk	370,450	88.6%	29,510	7.1%	17,940	4.3%	-	0.0%	417,900
City Manager	689,178	95.2%	31,390	4.3%	3,605	0.5%	-	0.0%	724,173
Tourism	241,801	31.1%	530,197	68.1%	4,200	0.5%	2,000	0.3%	778,198
NFTM	245,800	72.8%	62,800	18.6%	29,025	8.6%		0.0%	337,625
Technology Services	1,471,573	91.1%	127,409	7.9%	16,451	1.0%		0.0%	1,615,433
Municipal Court	638,685	93.4%	40,550	5.9%	4,224	0.6%		0.0%	683,459
Law	537,666	79.0%	120,600	17.7%	22,751	3.3%		0.0%	681,017
Finance	1,508,148	89.4%	166,172	9.8%	13,273	0.8%		0.0%	1,687,593
Human Resources	456,039	94.1%	21,892	4.5%	6,500	1.3%		0.0%	484,431
Community Dev.	1,764,290	62.4%	1,039,132	36.8%	21,350	0.8%	2,000	0.1%	2,826,772
Police	18,202,858	80.8%	1,315,770	5.8%	1,416,260	6.3%	1,580,441	7.0%	22,515,329
Fire	12,451,009	78.5%	730,800	4.6%	532,881	3.4%	2,146,298	13.5%	15,860,988
Health	2,187,956	85.3%	266,958	10.4%	108,610	4.2%		0.0%	2,563,524
Water	6,004,657	50.5%	3,411,749	28.7%	1,599,395	13.4%	876,491	7.4%	11,892,292
Public Works	4,962,824	61.3%	1,485,685	18.4%	1,442,821	17.8%	200,000	2.5%	8,091,330
Water Pollution Control	4,841,483	41.3%	5,802,978	49.5%	659,250	5.6%	428,056	3.6%	11,731,767
Parks and Recreation	2,347,250	61.7%	1,119,243	29.4%	266,996	7.0%	70,000	1.8%	3,803,489
Power and Light	19,170,435	26.9%	7,613,000	10.7%	43,188,303	60.6%	1,261,550	1.8%	71,233,288
Non-Departmental	6,221,812	14.9%	22,711,192	54.3%	10,000	0.0%	12,854,593	30.8%	41,797,597
Debt Service	-	0.0%	-	0.0%	-	0.0%	9,037,331	100.0%	9,037,331
Capital Outlay	-	0.0%	-	0.0%	-	0.0%	1,041,450	100.0%	1,041,450
Totals	$ 84,637,525	40.3%	$ 46,653,627	22.2%	$ 49,367,990	23.5%	$ 29,500,210	14.0%	$ 210,159,352

City of Independence, Missouri
2005-06 Operating Budget

Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds

For the Fiscal Years 2004-05 and 2005-06

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
2004-05								
Designations-								
For CDBG Programming			$ (679,180)					$ (679,180)
For HOME Program Programming				(440,186)				(440,186)
For Visitor Orientation Center		(92,300)						(92,300)
Total Designations	$ -	$ (92,300)	$ (679,180)	$ (440,186)	$ -	$ -	$ -	$ (1,211,666)
Operating Transfers-								
From (To) Emp. Benefits Fund	$ (35,136)				$ 163,284	$ 30,948	$ 21,624	$ 180,720
From (To) Santa Fe TIF Fund	(35,000)	(30,625)						(65,625)
From (To) Storm Water Fund	(105,357)					105,357		-
Total Operating Transfers	$ (175,493)	$ (30,625)	$ -	$ -	$ 163,284	$ 136,305	$ 21,624	$ 115,095
Net Transfers	$ (175,493)	$ (122,925)	$ (679,180)	$ (440,186)	$ 163,284	$ 136,305	$ 21,624	$ (1,096,571)
2005-06								
Designations-								
For CDBG Programming			$ (631,480)					$ (631,480)
For HOME Program Programming				(435,357)				(435,357)
For Visitor Orientation Center		(97,000)						(97,000)
Total Designations	$ -	$ (97,000)	$ (631,480)	$ (435,357)	$ -	$ -	$ -	$ (1,163,837)
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)
Net Transfers	$ (142,357)	$ (140,750)	$ (631,480)	$ (435,357)	$ -	$ 105,357	$ -	$ (1,244,587)

CITY OF INDEPENDENCE, MISSOURI

DEBT SERVICE

FOR THE 2005-06 FISCAL YEAR

Long Term Debt Policies

- All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.

- The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.

- Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

Debt Service

As of June 30, 2005, the City had no outstanding General Obligation Bonds and $59,139,608 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was $16,549,608 for Power and Light Operations, and $42,590,000 for Water Utility Operations. The City had a legal debt limit of $258,869,181 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, 2005).

City of Independence, Missouri
2005-06 Operating Budget

Capital Lease/Debt Service Requirements - All Funds

Series	Principal	Interest	Fees	Total Debt Service Requirements
General Fund-				
Capital Equipment Lease-				
1995 Series (6365)	$ 88,461	$ 2,801		$ 91,262
Parks Sales Tax Fund-				
Infrastructure Facitities Revenue Bonds:				
2004 Series (6369)	$ 235,000	$ 42,475	$ 3,400	$ 280,875
Aquatics Facilities				
2004 Series (6370)	635,000	245,726	3,400	884,126
Total Parks Sales Tax Fund	$ 870,000	$ 288,201	$ 6,800	$ 1,165,001
Police Sales Tax Fund-				
Public Safety				
2005 Series (4561)	$ 325,000	$ 189,363	$ 3,400	$ 517,763
Fire Sales Tax Fund-				
Public Safety				
2005 Series (4671)	$ 345,000	$ 203,513	$ 3,400	$ 551,913
Power and Light Fund-				
Revenue Bonds (Refunding):				
1998 Series B (6235)	$ 1,420,000	$ 698,025	$ 1,500	$ 2,119,525
Revenue Bonds (Refunding):				
2003 Series (6236)	505,000	157,248	1,500	663,748
Total Power and Light Fund	$ 1,925,000	$ 855,273	$ 3,000	$ 2,783,273
Water Fund-				
Revenue Bonds:				
1986 Series (6352)	$ 1,415,000	$ 1,350,524	$ 4,750	$ 2,770,274
Revenue Bonds:				
2004 Series (6352)	490,000	663,095	4,750	1,157,845
Total Water Fund	$ 1,905,000	$ 2,013,619	$ 9,500	$ 3,928,119
Grand Total All Funds - Operating Budget	$ 5,458,461	$ 3,552,770	$ 26,100	$ 9,037,331
Neighborhood Improvement District Debt Service-				
Nolan Road NID				
2004 Series (6311)	$ 55,000	$ 47,875	$ 1,000	$ 103,875
Fall Drive NID				
2004 Series (6312)	3,000	6,020	1,000	10,020
Total NID Debt Service	$ 58,000	$ 53,895	$ 2,000	$ 113,895

City of Independence, Missouri
2005-06 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
2006	870,000	295,001	1,165,001	1,925,000	858,273	2,783,273
2007	945,000	261,839	1,206,839	1,995,000	787,823	2,782,823
2008	985,000	223,089	1,208,089	2,065,000	711,218	2,776,218
2009	1,020,000	183,164	1,203,164	2,155,000	631,693	2,786,693
2010	790,000	134,426	924,426	2,245,000	544,363	2,789,363
2011	830,000	94,426	924,426	2,345,000	448,838	2,793,838
2012	860,000	61,353	921,353	2,455,000	347,238	2,802,238
2013	890,000	29,088	919,088	2,560,000	239,290	2,799,290
2014-25			-	2,700,000	125,010	2,825,010
Total	$ 7,190,000	$ 1,282,386	$ 8,472,386	$ 20,445,000	$ 4,693,746	$ 25,138,746

	Sanitary Sewer Fund			Water Fund			
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	Total All Funds
2006			-	1,905,000	2,023,119	3,928,119	7,876,393
2007			-	2,040,000	1,946,591	3,986,591	7,976,253
2008			-	2,200,000	1,862,185	4,062,185	8,046,492
2009			-	2,380,000	1,769,959	4,149,959	8,139,816
2010			-	2,525,000	1,669,533	4,194,533	7,908,322
2011			-	2,765,000	1,558,008	4,323,008	8,041,272
2012			-	2,950,000	1,433,770	4,383,770	8,107,361
2013			-	3,195,000	1,292,825	4,487,825	8,206,203
2014				3,440,000	1,133,585	4,573,585	7,398,595
2015-25			-	21,095,000	3,910,073	25,005,073	27,830,083
Total	$ -	$ -	$ -	$ 44,495,000	$ 18,599,648	$ 63,094,648	$ 99,530,790

City of Independence, Missouri
2005-06 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
2006	345,000	206,913	551,913	325,000	192,763	517,763
2007	360,000	193,113	553,113	335,000	179,763	514,763
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
2015-25	525,000	30,963	555,963	485,000	28,863	513,863
Total	$ 4,260,000	$ 1,279,230	$ 5,539,230	$ 3,965,000	$ 1,190,680	$ 5,155,680

	Noland Road NID			Fall Drive NID		
Year	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
2006	55,000	48,875	103,875	3,000	7,020	10,020
2007	55,000	45,713	100,713	4,000	6,859	10,859
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
2015-25	385,000	67,298	452,298	69,000	34,700	103,700
Total	$ 935,000	$ 398,013	$ 1,333,013	$ 106,000	$ 90,364	$ 196,364

City of Independence, Missouri
2005-06 Operating Budget

Capital Lease Payment Requirements to Maturity

For the fiscal Years ending June 30,

Year	Various Fire Dept. Equipment (2430-006)	Computer Equipment (2430-019)	City Hall HVAC Renovation (2430-001)	Aerial Fire Truck (2430-020)	1999 Fire Pumper (2430-014)	Computer Equipment (2430-021)	
2006	28,187	51,846	91,262	93,234	22,909	33,079	
2007		38,884		93,234	22,909	33,079	
2008				93,234	22,910	5,514	
2009				93,234			
2010				93,234			
2011				93,234			
2012				93,234			
2013				93,234			
2014				93,234			
2015-26							
Total	$ 28,187	$ 90,730	$ 91,262	$ 839,106	$ 68,728	$ 71,672	$ -

Year	City Hall Infrastructure Renovation	Santa Fe	Eastland	Bolger Square	Hartman Heritage	Total
2006	212,392	719,873	1,989,556	873,403	1,637,987	5,753,728
2007	214,305	736,123	2,090,706	880,185	1,668,013	5,777,438
2008	214,311	756,279	2,156,344	879,908	1,691,935	5,820,435
2009	213,879	775,123	2,213,394	877,828	1,786,642	5,960,100
2010	214,395	797,868	2,278,581	878,945	1,790,561	6,053,584
2011		818,788	2,285,689	878,003	1,733,341	5,809,055
2012		839,253	2,333,094		1,746,309	5,011,890
2013		807,538	1,532,719		1,741,594	4,175,085
2014		831,362	1,572,388		1,757,231	
2015-26		9,493,763	14,188,706		15,166,032	38,848,501
Total	$ 1,069,282	$ 16,575,970	$ 32,641,177	$ 5,268,272	$ 30,719,645	$ 83,209,816

City of Independence, Missouri
2005-06 Operating Budget

Computation of Legal Debt Margin

June 30, 2005

Assessed Value at January 1, 2004: *			
Jackson County		$ 1,294,341,967	
Clay County		3,940	
Total Assessed Value		$ 1,294,345,907	
Constitutional Debt Limit **			$ 258,869,181
(20% of Assessed Value)			
Total Bonded Debt		$ 59,139,608	
Less:			
Water Utility Bonds	$ 42,590,000		
Electric Utility Bonds	16,549,608		
Subtotal		59,139,608	
Total Bonded Debt		$ -	
Less: Debt Service Fund Balance		0	
Applicable Debt Limit			$ -
Legal Debt Margin			**$ 258,869,181**

** 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.

CITY OF INDEPENDENCE, MISSOURI

CAPITAL PROJECTS

FOR THE 2005-06 FISCAL YEAR

Capital Improvements

In addition to the Operating Budget document, the City prepares a capital improvements program recommended by the Planning Commission. The fundamental purposes of the capital improvements program process are as follows:

1. To establish a system of procedures and priorities by which each proposal can be evaluated in terms of the public need, the City's comprehensive plan, the inter-relationship of projects and cost replacements.

2. To consolidate and coordinate all the various departmental requests with the hope of reducing delays and coordinating individual improvements programs of the departments.

3. To schedule the proposals according to their priority evaluation.

4. To set forth an overall financing program whereby the Capital Improvements Program can be achieved.

5. To allow the general public an opportunity to review the capital expenditures program and provide their recommendations, suggestions, and comments.

6. To provide the planning and foundation for the City's Capital Budget.

Capital Budget

The complete "Capital Budget" is composed of three separate components. The first component is carryover appropriations from one fiscal year to the next. The carryover appropriations represent unexpended capital project appropriation balances at June 30 (outstanding June 30 encumbrances are added back to the project and then re-encumbered in the new fiscal year) and are necessary since capital project appropriations exist for the life of the project and do not lapse at the end of the fiscal year. The second component of the capital budget is individual capital project appropriation ordinances that are approved during the fiscal year. The third and final component is the Capital Budget appropriations included in this budget document.

In addition to the Capital Budget, a separate Capital Improvements Program (CIP) is prepared by the Community Development Department. The CIP is a plan that starts with the current Capital Budget and then projects Capital Project activity including funding sources and uses for the next five fiscal years. The CIP includes Capital Projects for which funding sources have been identified in either the current or future fiscal years and Capital Projects which are needed but for which an appropriate level of funding is not identified or available.

Relationships Between the Operating and Capital Budgets

There are many features that distinguish the City's operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It includes the provision of all city services, but does not result in major physical assets for the community. Year to year changes in the operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the city, and in the types and level of service that are provided. Resources for the operating budget generally come from taxes, user fees, and intergovernmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the capital budget from year to year depending on the timing of project expenditures. Resources for the capital budget generally come from bond sales, grants, and other one-time sources.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget. These costs are considered during the development of the capital improvement plan and are listed in the CIP document.

Capital expenditures affect the City’s operating budget as well. New large capital projects often generate increased operating expenditures. For example, the addition of a new street could create additional street maintenance, snow removal, roadside mowing, etc. support costs.

Capital expenditures may also have positive impacts on the operating budget. Infrastructure improvements funded in the capital budget can reduce maintenance costs in these areas in future operating budgets. When a road is resurfaced in the capital budget, operating budget expenditures spent on maintenance of the road will be reduced for a number of years. As another example, repairing or building sanitary sewer collection systems reduce and hopefully eliminate staff callouts often on an overtime basis to respond to flooding and backup sewage situations.

Other capital projects may have little impact on the operating budget. Sidewalk replacement or storm drainage system repairs, for example, generally require little operating fund maintenance for many years, until full-scale improvements may again be required.

The resources that support the operating and capital budgets are also linked. Utility operating revenue bonds, lease/purchase payments and sometimes grants are funded through operating revenues in direct competition with the operating budget.

Capital Budget Funds

Capital project expenses for Enterprise Funds are funded directly out of those funds (i.e. Power and Light, Sanitary Sewer and Water funds). Capital project expenses for the Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax, Fire Public Safety Sales Tax and the Tax Increment Financing Funds are funded directly out of each of those respective funds. The remaining capital projects are accounted for in the capital project funds listed below:

Street Improvements Fund
Buildings and Other Improvements Fund
Storm Drainage Improvements Fund
Park Improvements Fund
Revolving Public Improvements Fund

These capital project funds are used solely for the purpose of accounting for similar types of capital projects in the same fund. Funding for these projects generally represents outside revenues such as grants or operating transfers from operating funds.

City of Independence, Missouri
2005-06 Capital Budget

Summary of 2004-05 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
Power and Light Fund:			
9407	Substation Design and Construction	Power & Light	$ 1,861,223.61
9607	Underground Utilities Program	Power & Light	2,421,833.23
9669	Service Center Facility Improvements	Power & Light	1,087,894.44
9778	Coal Yard and Scale Improvements	Power & Light	172,602.72
9821	Blue Valley Unit 3 Generator Rewind	Power & Light	2,475,000.00
9822	Fly Ash System Upgrade - Blue Valley	Power & Light	880,886.26
9823	Blue Valley Plant Upgrades	Power & Light	687,741.49
9905	Transmission and Distribution	Power & Light	1,474,281.00
9907	Asbestos Abatement Missouri City	Power & Light	680,782.61
9908	New Substation Southeastern Independence	Power & Light	4,683,310.04
9931	Hazard Mitigation Grant	Federal/State Grant	333,602.44
9945	RCT Turbine Inspection/Overhaul	Power & Light	1,099,554.11
9946	Burner Management System Missouri City	Power & Light	381,550.49
70200301	Turnkey Underground Program	Power & Light	220,963.47
70200303	Hazard Mitigation Grant Number 2	Federal/State Grant	1,165,505.66
70200401	Blue Valley Boiler Tube Replacement	Power & Light	285,331.43
70200402	H-5 Combustion Turbine Overhaul	Power & Light	800,000.00
70200403	H-6 Combustion Turbine Overhaul	Power & Light	800,000.00
70200404	Blue Valley Plant Fire Protection Upgrades	Power & Light	653,319.00
70200405	Blue Valley Precipitator Refurbishment Units 1-3	Power & Light	287,487.99
70200406	Blue Valley Unit 3 Chimney Refurbishment	Power & Light	606,690.00
	Power and Light Fund Total		**$ 23,059,559.99**
Sanitary Sewer Fund:			
9613	Control Room Modification	Sanitary Sewer	$ 68,349.20
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer	341,851.83
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	866,653.80
9781	Shope to Huttig	Sanitary Sewer	7,744.69
9784	Kentucky and Wilson - Design	Sanitary Sewer	8,861.43
9785	Forest and Turner - Design	Sanitary Sewer	39,769.21
9786	Golden Acres Phase I - Design	Sanitary Sewer	170,024.70
9826	Norton & Markham Design	Sanitary Sewer	40,640.99
9827	Norton to Country Club Park Design	Sanitary Sewer	36,088.45
9828	Treatment Plant Clarifier Drives (6)	Sanitary Sewer	92,431.34
9829	Treatment Plant HVAC Study and Design	Sanitary Sewer	15,000.00
9830	Aerator Gear Box and Motor Restoration	Sanitary Sewer	38,088.56
9879	Pollard to Hands	Sanitary Sewer	469,755.67
9880	East South Avenue and Leslie Street	Sanitary Sewer	247,433.34
9881	Contract Project Construction	Sanitary Sewer	75,350.00
9882	Sanitary Sewer Evaluation	Sanitary Sewer	59,680.00
9883	Rock creek Pump Station Improvements	Sanitary Sewer	71,970.97
9886	Decant Basin Rehabilitation	Sanitary Sewer	85,000.00
9888	Carpet Replacement	Sanitary Sewer	23,993.00
9921	Sanitary Sewer @ American Legion on 40 Highway	Sanitary Sewer	(2,355.14)
9923	Fall Drive Sanitary Sewer	Sanitary Sewer	0.43
9930	Stoneridge Sewer Project	Sanitary Sewer	2,466.12

City of Independence, Missouri
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Summary of 2004-05 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
9953	Kiger and Morgan Design	Sanitary Sewer	189,110.59
Sanitary Sewer Fund (continued):			
9954	Polymer Pumps (3) and Controls	Sanitary Sewer	17,125.80
9955	Odor Control Improvements	Sanitary Sewer	119,116.69
9956	Fuel Tank Improvements (SPCC)	Sanitary Sewer	39,646.44
9957	Buildings Roof Repair	Sanitary Sewer	27,953.00
70300401	11600 East 6th Terrace	Sanitary Sewer	15,358.29
70300402	Fairland Street and Brookside	Sanitary Sewer	10,597.73
70300403	Storm Water Clarifier Improvements	Sanitary Sewer	75,000.00
70300404	Nitric Acid Tank Replacement	Sanitary Sewer	35,000.00
70300405	Continuous Emissions Monitoring	Sanitary Sewer	11,816.88
70300406	Electrical Switch, Circuit	Sanitary Sewer	44,131.92
70300407	Rock Creek Pump Station Bypass Pumps	Sanitary Sewer	47,955.53
	Sanitary Sewer Fund Total		**$ 3,391,611.46**
Water Fund:			
9501	M291 Widening (24 Highway to 210 Highway)	Water	$ 1,301,856.30
9749	Main Replacement Program	Water	314,163.63
9791	Design New Transmission Main	Water	324,526.30
9834	Plant Improvement Dismantle and Replace East Wash Water Tank	Water	250,000.00
9836	Plant Improvement Replace Well Starters and Circuit Breakers	Water	32,936.00
9837	Plant Improvement Replace Valve Operating Cylinders and Filters	Water	60,000.00
9838	Crysler Avenue Main Replacement 39th to 31st St.	Water	182,632.80
9839	Small Main Replacement Program	Water	1,459,093.78
9841	Little Blue Parkway Preliminary Engineering	Water	23,552.35
9869	Courtney Bend Treatment Plant	Water	150,503.54
9889	Little Blue Parkway Main Phase I	Water	405,245.00
9912	Well Field Main Improvements	Water	42,913.09
9942	Courtney Bend Plant Expansion/Construction	Water	1,685,790.61
9947	USGS Riverbank Filtration Study	Water	(4,975.00)
9948	Plant Improv. Vertical Wells North Well Field	Water	255,704.00
9949	Crysler Ave Main - 31st to 23rd	Water	595,559.25
9950	39th Street Main - Noland to Lee's Summit	Water	743,167.80
9951	Truman Road Main - M291 to Swope Drive	Water	200,000.00
9952	Security Upgrades	Water	508,764.35
70400401	36" Main - Little Blue Parkway Phase IV	Water	800,000.00
70400402	Replace Sludge Pump No. 2	Water	32,455.00
70400403	Lime Sludge Lines	Water	25,000.00
	Water Fund Total		**$ 9,388,888.80**
Street Improvements Fund:			
9708	Crysler Avenue - 39th to 31st Street	Surface Transportation	$ 89,495.46
		County Urban Road Sys.	277,156.52
9710	Noland Road Enhancements	General Fund TIF Dist	8,331.12

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Summary of 2004-05 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
		Surface Transportation	26,839.64
Street Improvements Fund (continued):			
9761	Crysler Avenue - 23rd Street to 31st Street	County Urban Road Sys.	1,205,695.17
		Surface Transportation	1,235,488.02
9774	Pleasant Street Railroad Crossing Improvements	General	724.65
9815	Truman Road - M-291 Highway to Swope	County Urban Road Sys.	776,303.37
		Surface Transportation	1,774,943.66
9819	Maple, Delaware to Pleasant	General	(11,687.32)
9866	Little Blue Parkway (RD Mize to 24 Hwy.)	General	(204.93)
9868	Ash Street Bridge	Strategic Goals	
9874	Hidden Valley Road Street Improvements	Excise Taxes	288,019.91
		Surface Transportation	1,036,020.08
9913	39th and Noland to Phelps	Surface Transportation	902,391.25
		County Urban Road Sys.	280,421.16
9914	39th St (Phelps to Lee's Summit)	Surface Transportation	1,407,575.51
		County Urban Road Sys.	600,000.00
9919	35th and Noland Intersection	Surface Transportation	71,167.37
		County Urban Road Sys.	200,000.00
9920	Jackson Drive (Bundschu to Jones)	General Fund TIF Dist.	(22,581.79)
9924	Independence Square Parking Lot Improvements	General	(4,926.51)
70510301	Necessary Road Extension	Contributions	45,519.32
70510302	RD Mize Phase I (Hidden Valley to Little Blue)	Excise Taxes	93,511.91
70510303	39th Street & Lee's Summit Road Intersection	Surface Transportation	10,068.05
70510304	Maple Avenue Improvements	Revolving Public Improv.	4,601.84
70510305	College Terrace Sidewalks	CDBG Grant	63,790.00
70510306	Jackson Drive & Bundschu to Salisbury	Neighborhood Improv. Dist	193,796.18
70510307	36th Street - Noland to Crysler	County Urban Road Sys.	900,000.00
70510308	RD Mize - Little Blue Parkway to Eureka	County Urban Road Sys.	400,000.00
	Street Improvements Fund Total		**$ 11,852,459.64**
Street Improvements Sales Tax Fund:			
9711	Ash Street Bridge	Street Improv. Sales Tax	$ 6,611.27
9751	Maywood Bridge at Rock Creek	Street Improv. Sales Tax	24,491.04
9915	2003 Street Overlay Program	Street Improv. Sales Tax	539.66
9932	Northern Avenue Bridge	Street Improv. Sales Tax	880,153.24
9933	32nd and Noland Intersection	Street Improv. Sales Tax	24,350.69
9934	Bundschu Road Bridge	Street Improv. Sales Tax	2,240,485.68
9935	Noland Road Bridge	Street Improv. Sales Tax	129,132.53
9936	Santa Fe/McCoy Improvements	Street Improv. Sales Tax	226,090.88
9937	Vermont Street Bridge	Street Improv. Sales Tax	24,342.37
9938	Crackerneck Culvert	Street Improv. Sales Tax	92,687.12
9939	Noland and 23rd Intersection	Street Improv. Sales Tax	59,304.75
9940	Main and Walnut Traffic Signal	Street Improv. Sales Tax	99,552.49
9941	Main Street Bridge	Street Improv. Sales Tax	1,493,813.99
9958	2004 Overlay Program	Street Improv. Sales Tax	279,560.74
9959	Liberty and Jones Culvert	Street Improv. Sales Tax	49,924.02
9960	Strode Road Bridge	Street Improv. Sales Tax	23,211.12

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Summary of 2004-05 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
9961	Winner and Ash Traffic Signal	Street Improv. Sales Tax	45,000.00
9964	Eureka and Crenshaw Intersection	Street Improv. Sales Tax	42,659.94
Street Improvements Sales Tax Fund (continued):			
9965	Holke and Necessary Intersection	Street Improv. Sales Tax	60,000.00
9966	Lexington and Walnut Intersection	Street Improv. Sales Tax	63,086.97
9967	Median Improvements	Street Improv. Sales Tax	159,689.83
70110401	2005 Overlay Program	Street Improv. Sales Tax	2,218,598.00
70110402	24 Highway and Wilson Intersection	Street Improv. Sales Tax	52,952.45
70110403	Blue Ridge Cutoff and Blue Ridge	Street Improv. Sales Tax	35,784.87
70110404	23rd Street and HyVee Drive Intersection	Street Improv. Sales Tax	59,069.47
70110405	Jones and Truman Road Intersection	Street Improv. Sales Tax	153,748.96
70110406	Wihitetopping	Street Improv. Sales Tax	437,610.98
70110407	39th and Noland Medians	Street Improv. Sales Tax	40,000.00
70110408	Crackerneck and Bolger Street Improvements	Street Improv. Sales Tax	(2,702.42)
	Street Improvements Sales Tax Fund Total		**$ 9,019,750.64**
Buildings and Other Improvements Fund:			
8768	Historic Preservation	CDBG Grant	$ 9,197.44
9728	Hotel Site Acquisition	CDBG Grant	173,919.92
9766	Truman Walking Trail Phase II	Surface Transportation	34,429.62
		Contributions	831.42
	Buildings and Other Improvements Fund Total		**$ 218,378.40**
Storm Drainage Improvements Sales Tax Fund:			
9803	Spring Branch Creek Detention Basin	General	$ 1,087.96
		Storm Water Sales Tax	(2,428.75)
9810	1103 west 35th Street	Storm Water Sales Tax	0.37
9811	39th Street North and Pleasant	Storm Water Sales Tax	(536.50)
9814	Construction Contingency	Storm Water Sales Tax	92,024.00
9847	39th and Woodland Detention Basin	Storm Water Sales Tax	116,378.41
9848	1103 West 35th Street	Storm Water Sales Tax	147,362.63
9849	18909 Arrowhead	Storm Water Sales Tax	24,863.01
9850	16621 Crackerneck	Storm Water Sales Tax	2,634.98
9851	Dakota and Apache	Storm Water Sales Tax	(7,933.14)
9852	Redwood and Cheyenne	Storm Water Sales Tax	168,302.53
9853	11320 East 19th Street Design	Storm Water Sales Tax	660,505.67
9854	14201 East 35th Street Design	Storm Water Sales Tax	192,886.26
9855	Norton at 32nd to Country Club Park Design	Storm Water Sales Tax	268,175.38
9856	Dodgion to Hocker, North of Gilmer Design	Storm Water Sales Tax	225,540.07
9857	44th and Phelps Design	Storm Water Sales Tax	573,438.53
9858	10422 Sheley Design	Storm Water Sales Tax	202,410.44
9859	Watershed Studies - Burr Oak and Mill Creek	Storm Water Sales Tax	19,403.71
9865	Bellevista Detention Basin	Storm Water Sales Tax	5,321.54
9872	32nd Street and Crysler Culvert	Storm Water Sales Tax	68,149.72
9909	18th and Harris Avenue Design	Storm Water Sales Tax	156,419.74
9910	24th and Harris Avenue Design	Storm Water Sales Tax	71,951.27
9911	Watershed Studies - Bundschu and Sugar Creek	Storm Water Sales Tax	56,727.66

City of Independence, Missouri
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Summary of 2004-05 Carryover Appropriations

Project No.	Project Description	Source of Funding	Carryover Appropriation
9922	30th and Linwood Storm Sewer	Storm Water Sales Tax	12,660.71
9976	Timbercreek - Pollard Street Culvert	Storm Water Sales Tax	127,888.74
Storm Drainage Improvements Sales Tax Fund (continued):			
9977	Bellevista - Leslie Culvert at Linwood	Storm Water Sales Tax	132,319.17
9978	Glendale - Queen Ridge Drainage	Storm Water Sales Tax	603,324.75
9979	Crysler Meadows - W 30 Drainage	Storm Water Sales Tax	33,000.00
9980	South Osage Acres Drainage	Storm Water Sales Tax	102,046.20
9981	Salisbury Detention Basin	Storm Water Sales Tax	345,662.97
9982	Watershed Study - Tapawingo	Storm Water Sales Tax	71,591.74
70130401	Chapel Road & 59th Street Watershed	Storm Water Sales Tax	90,000.00
70130402	1400 Block of Crane Drainage	Storm Water Sales Tax	99,097.00
70130403	35th Terrace to 36th Street Drainage	Storm Water Sales Tax	33,775.00
70130404	Ellison Place Ellisonway Drainage	Storm Water Sales Tax	77,032.50
	Storm Water Improvements Sales Tax Fund Total		**$ 4,771,084.27**
Park Improvements Sales Tax Fund:			
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	$ 153,385.21
9721	Building Reconstruction	Park Improv. Sales Tax	318,895.99
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	249,802.37
9969	Aquatics Center and Water Playgrounds	Park Improv. Sales Tax	436,250.10
9970	Park Revitalization	Park Improv. Sales Tax	798,365.62
9971	Park Maintenance - Mobile Equipment	Park Improv. Sales Tax	56,854.86
	Park Improvements Sales Tax Fund Total		**$ 2,013,554.15**
Fire Public Safety Sales Tax Fund:			
70170401	Replace 3 Fire Stations	Fire Safety Sales Tax	$ 2,901,457.45
	Fire Public Safety Sales Tax Fund Total		**$ 2,901,457.45**
	Grand Total - All Funds		**$ 66,616,744.80**

City of Independence, Missouri
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Summary of 2004-05 Carryover Appropriations

Capital Project Fund	Funding Source		Amount
Power and Light Fund:			
	Power and Light Fund Unrestricted Net Assets	$ 21,560,451.89	
	Federal (FEMA)/State (SEMA) Grant	1,499,108.10	$ 23,059,559.99
Sanitary Sewer Fund:			
	Sanitary Sewer Fund Unrestricted Net Assets		3,391,611.46
Water Fund:			
	Water Fund Unrestricted Net Assets		9,388,888.80
Street Improvements Fund:			
	Street Improvements Fund Designated for Capital Projects	-	
	Community Development Block Grant Act	63,790.00	
	Excise Tax	381,531.82	
	General Fund Designated for Capital Projects	(16,094.11)	
	General Fund TIF Distributions	(14,250.67)	
	Developer Contributions	45,519.32	
	Revolving Public Improvements	4,601.84	
	Neighborhood Improvement District	193,796.18	
	County Urban Road System Program	4,639,576.22	
	Surface Transportation Federal Grant Program	6,553,989.04	11,852,459.64
Street Improvements Sales Tax Fund:			
	Street Improvements Sales Tax		9,019,750.64
Buildings and Other Improvements Fund:			
	Community Development Block Grant Act	183,117.36	
	Surface Transportation Federal Grant Program	34,429.62	
	Contributions	831.42	218,378.40
Storm Drainage Improvements Sales Tax Fund:			
	Storm Drainage Improvements Sales Tax	4,769,996.31	
	General Fund Designated for Capital Projects	1,087.96	4,771,084.27
Park Improvements Sales Tax Fund:			
	Park Improvements Sales Tax		2,013,554.15
Fire Safety Sales Tax Fund:			
	Fire Safety Sales Tax		2,901,457.45
	Grand Total - All Funds		**$ 66,616,744.80**

City of Independence, Missouri
2005-06 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	$ 2,000,000
9822	Blue Valley Fly Ash System Upgrade	Power and Light Fund	900,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	900,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	750,000
70200401	Boiler Tube Replacement	Power and Light Fund	1,100,000
70200404	Plant Fire Protection Upgrades	Power and Light Fund	250,000
70200501	Missouri City Bag House Refurbishment	Power and Light Fund	475,000
70200502	Blue Valley Boiler Water Sampling System	Power and Light Fund	450,000
70200503	Production Coal Handling Upgrades	Power and Light Fund	325,000
70200504	Blue Valley Turbine Operations Safety Upgrades	Power and Light Fund	500,000
	Fund Total		$ 7,650,000

City of Independence, Missouri
2005-06 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
70300401	11600 East 6th Terrace	Sanitary Sewer Fund	160,000
70300402	Fairland Street and Brookside Avenue	Sanitary Sewer Fund	195,000
70300501	Round Grove Sewer	Sanitary Sewer Fund	500,000
70300502	2000 South Ash sewer replacement	Sanitary Sewer Fund	44,000
9882	SSES - Various Watersheds	Sanitary Sewer Fund	190,000
	Subtotal		$ 3,089,000
	Treatment Plant Projects-		
70300503	Incinerator Rehabilitation	Sanitary Sewer Fund	$ 120,000
70300504	Automatic Bar Screen Replacement	Sanitary Sewer Fund	375,000
9829	HVAC Design and Improvements	Sanitary Sewer Fund	55,000
70300505	Plant and Pump Station Improvements	Sanitary Sewer Fund	150,000
	Subtotal		$ 700,000
	Fund Total		$ 3,789,000

City of Independence, Missouri
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Capital Budget Summary - Water Fund

Project Number	Project Description	Source of Funds	Amount
9749	Main Replacement Program	Water Fund	$ 200,000
9839	Small Main Replacement Program	Water Fund	606,000
9947	United States Geological Society Riverbank Filtration Study	Water Fund	55,000
9952	Security Upgrades	Water Fund	500,000
70400403	Lime Sludge Lines	Water Fund	25,000
70400501	Clean North Sludge Lagoon	Water Fund	90,000
70400502	Lining Wash Water Line	Water Fund	100,000
70400503	Replace Office Parking Lot	Water Fund	100,000
70400504	Replace Water Main under Noland Road Bridge at 31st Street	Water Fund	200,000
70400505	Water Main on Jackson Drive Bridge	Water Fund	35,000
	Fund Total		$ 1,911,000

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

Project Number	Project Description	Source of Funds	Amount
Overlay Program:			
70110501	2006 Overlay Program	Street Improv. Sales Tax	$ 3,700,000
	Total Overlay Program		$ 3,700,000
Bridge Improvements:			
9935	Noland Road Bridge	Street Improv. Sales Tax	$ 300,000
9937	Vermont Culvert	Street Improv. Sales Tax	810,000
	Total Bridge Improvements		$ 1,110,000
Safety Improvements			
9964	Eureka and Crenshaw Intersection	Street Improv. Sales Tax	$ 375,000
9966	Lexington and Walnut Intersection	Street Improv. Sales Tax	255,000
70110402	24 Highway and Wilson Intersection	Street Improv. Sales Tax	135,000
70110403	Blue Ridge Cutoff and Blue Ridge Intersection	Street Improv. Sales Tax	210,000
70110404	23rd Street and Lee's Summit Road Intersection	Street Improv. Sales Tax	240,000
70110405	Jones and Truman Road Intersection	Street Improv. Sales Tax	150,000
	Total Safety Improvements		$ 1,365,000
Other Street Improvements:			
9936	Santa Fe Road/McCoy (23rd to 31st)	Street Improv. Sales Tax	$ 400,000
	Total Other Street Improvements		$ 400,000
	Fund Total		$ 6,575,000

City of Independence, Missouri
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Capital Budget Summary - Park Improv. Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
9970	Park Revitalization	Park Improv. Sales Tax	$ 770,000
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	489,376
9719	Athletic/Sports Complex	Park Improv. Sales Tax	500,000
	Fund Total		$ 1,909,376

City of Independence, Missouri
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Capital Budget Summary - Storm Water Sales Tax Fund

Project Number	Project Description	Source of Funds	Amount
70130501	Queen Ridge Phase 2 Design	Storm Water Sales Tax	$ 80,000
70130502	Maywood Subdivision - 19th and Cedar	Storm Water Sales Tax	126,000
70130503	3918 South Forest Drainage/Channel Improv.	Storm Water Sales Tax	150,000
70130504	Sunset Neighborhood Drainage	Storm Water Sales Tax	71,000
70130505	Coopers Addition - South & Mill Drainage	Storm Water Sales Tax	52,000
70130506	Delaware to Pleasant Drainage	Storm Water Sales Tax	310,000
70130507	10th Street Neigborhood Drainage	Storm Water Sales Tax	350,000
70130403	35th Terrace to Home Drainage	Storm Water Sales Tax	340,000
9872	32nd and Crysler Increase	Storm Water Sales Tax	150,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	100,000
70130510	Storm SSES	Storm Water Sales Tax	250,000
70130404	Ellison Place - Ellisonway Drainage	Storm Water Sales Tax	200,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
	Fund Total		$ 2,429,000

City of Independence, Missouri
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Capital Budget Summary - Fire Public Safety Sales Tax Fund

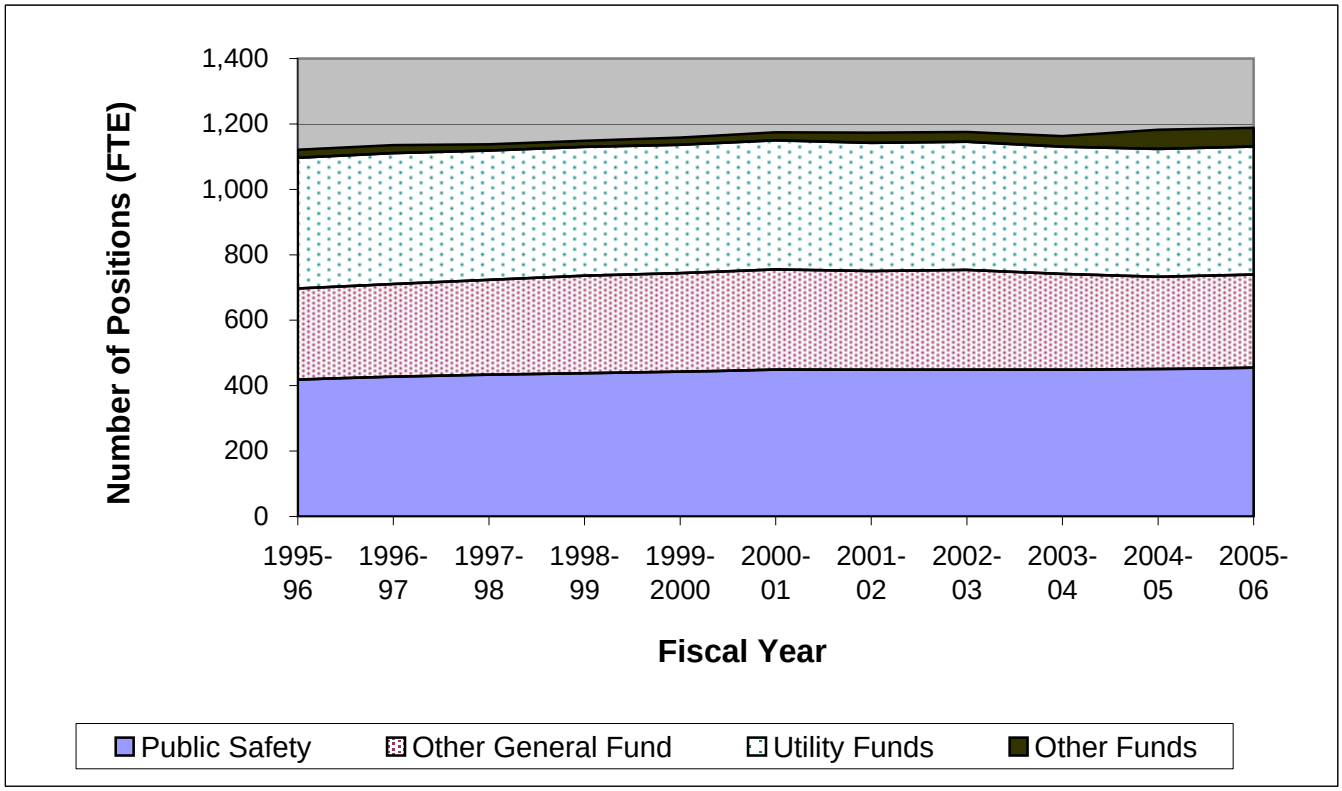
Project Number	Project Description	Source of Funds	Amount
70170401	Replace 3 Fire Stations	Fire Sales Tax	$ 400,000
70170402	Field Training Facility	Fire Sales Tax	200,000
	Fund Total		$ 600,000

City of Independence, Missouri
2005-06 Capital Budget

Capital Budget Summary - Tax Increment Financing Fund

Project Number	Project Description	Source of Funds	Amount
6703	Mid Town Truman Road Corridor	Tax Increment Fin. Rev.	$ 300,000
6706	Recovery Sales Outlet Redevelopment	Tax Increment Fin. Rev.	150,000
6708	Noland Road/Santa Fe Trail Neighborhood	Tax Increment Fin. Rev.	725,000
6709	Sterling Village	Tax Increment Fin. Rev.	50,000
6710	Hartman Heritage	Tax Increment Fin. Rev.	1,700,000
6711	Drumm Farm Golf Course	Tax Increment Fin. Rev.	1,000,000
6712	Eastland Center	Tax Increment Fin. Rev.	2,000,000
6713	North Independence Improvements	Tax Increment Fin. Rev.	200,000
6715	Mount Washington	Tax Increment Fin. Rev.	25,000
6716	HyVee 40 Highway and Noland	Tax Increment Fin. Rev.	500,000
6717	Noland Road Auto Plaza	Tax Increment Fin. Rev.	150,000
6718	Crackerneck Creek (Bass Pro)	Tax Increment Fin. Rev.	2,000,000
	Fund Total		$ 8,800,000
	Grand Total - All Funds		$ 33,663,376

Positions Authorized by the Table of Organization



The number of full and part time employees (based on full time equivalents - FTE) has increased by 66.91 FTE positions since 1995-96 representing an average annual increase of six tenths of one percent per year. For the General Fund the number of employees increased by 42.51 FTE positions. During this same period, the number of positions within the Police Department increased by 36.5 FTE positions. Since 1995-96 the number of positions in the Utility Funds has decreased by 8.25 FTE positions with the reductions primarily being in the Water Fund.

City of Independence, Missouri
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Authorized Positions Summary - All Funds

For the Fiscal Years 1994-95 through 2005-06

Description	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	Budget 2005-06
General Fund-											
City Council	12.00	12.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	6.50	6.50	6.00
City Manager	5.00	5.00	9.38	10.50	11.50	11.00	10.00	10.00	8.50	7.00	7.50
National Frontier Trails Center	6.55	6.55	6.55	6.55	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	21.00	20.00	20.00	20.00	20.00	20.00
Municipal Court	13.00	13.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	6.50	6.00	6.00	6.00	6.00	5.50	5.50	5.75
Finance	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	24.00	24.00	25.00
Human Resources	6.00	6.00	6.00	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	24.50	28.00	28.00	30.00	31.00	35.00	23.00	23.00	22.00	22.00	26.00
Police	245.00	255.00	260.00	264.00	269.00	275.00	274.00	275.00	275.00	277.00	281.50
Fire	173.00	173.00	173.00	174.00	174.00	174.00	174.00	174.00	174.00	173.25	173.25
Health	26.74	27.74	26.74	28.49	28.49	27.24	38.13	39.69	39.47	33.50	34.25
Public Works	86.00	86.50	87.90	87.73	87.90	89.90	88.90	87.90	82.00	81.00	82.00
Water Pollution Control	0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	40.15	39.15	39.15	41.10	41.70	41.70	41.70	43.79	42.14	41.70	36.70
Total General Fund	696.94	710.94	723.72	736.37	744.09	755.34	750.23	753.88	741.61	732.95	739.45
Tourism Fund	3.10	3.10	3.73	3.40	3.40	3.40	3.41	3.41	3.41	4.41	4.41
Community Dev. Block Grant Act Fund-											
Community Development	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00
Parks and Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CDBG Fund	4.50	4.50	4.50	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00
HOME Program Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Improv. Sales Tax Fund	0.00	0.00	0.00	0.00	2.99	7.00	5.00	5.00	8.61	11.59	12.59
Storm Water Sales Tax Fund	0.00	0.00	0.00	0.00	0.00	0.00	9.00	7.00	7.00	8.00	8.00

City of Independence, Missouri
2005-06 Operating Budget

Authorized Positions Summary - All Funds

For the Fiscal Years 1994-95 through 2005-06

Description	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	Budget 2005-06
Grants Fund											
Law Department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50
Police	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	12.00
Fire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.75
Health	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.50	6.00
Total Grants Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.75	19.25
Power and Light Fund-											
Technology Services	0.00	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	220.50	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	220.50	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	0.00	0.00	1.00	1.00
Water Pollution Control	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00	70.00	70.00
Total Sanitary Sewer Fund	72.50	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00	71.00	71.00
Storm Water Fund-											
Water Pollution Control	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water Fund-											
City Manager	0.00	0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Water	106.73	106.48	101.48	98.48	98.48	98.48	97.48	97.48	97.48	97.48	98.48
Total Water Fund	106.73	106.48	101.48	99.98	99.98	99.98	98.98	98.98	98.98	98.48	99.48
Central Garage Fund	11.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	9.00	9.00	9.00
Grand Total All Funds	1,121.27	1,135.52	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

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
General Fund				
City Clerk				
Clerical Support of City Council				
Administrative Specialist III		(0.50)	(0.50)	position eliminated
Department Total	-	(0.50)	(0.50)	
City Manager's Office				
City Manager's Office				
Assistant City Manager	(1.00)		(1.00)	position reclassified
Deputy City Manager	1.00		1.00	position reclassified
Project Manager	(1.00)		(1.00)	position reclassified
Assistant City Manager	1.00		1.00	position reclassified
Staff Assistant	(1.00)		(1.00)	position reclassified
Executive Assistant	1.00		1.00	position reclassified
Administrative Specialist II	0.25		0.25	change funding percentage
Public Management Intern II		0.25	0.25	new position added
Department Total	0.25	0.25	0.50	
Law				
Legal Administrative Specialist	(0.50)		(0.50)	position reclassified
Administrative Specialist II	0.75		0.75	change funding percentage
Department Total	0.25	-	0.25	
Finance				
Budget Analyst		1.00	1.00	add new position
Department Total	-	1.00	1.00	
Human Resources				
Human Resources Administrator	(1.00)		(1.00)	position reclassified
Human Resources Generalist	1.00		1.00	position reclassified
Safety and Training Officer	(1.00)		(1.00)	position reclassified
Safety and Worker's Comp. Spec.	1.00		1.00	position reclassified
Department Total	-	-	-	
Community Development				
Economic Planning and Redevelopment				
Senior Planner		1.00	1.00	add new position
Public Management Intern II		0.75	0.75	add new position

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Community Development (continued)-				
Building Inspection				
Plans Examiner		1.00	1.00	add new position
Dangerous Building Specialist		1.00	1.00	trsf. from Health
Building Official	(1.00)		(1.00)	position reclassified
Building Inspection Manager	1.00		1.00	position reclassified
Property Maintenance Officer		0.25	0.25	trsf. from Health
Department Total	-	4.00	4.00	
Police-				
Chief of Police				
Police Major	1.00		1.00	position reclassified
Police Captain	(1.00)		(1.00)	position reclassified
Fleet Coordinator		(1.00)	(1.00)	position reclassified
Technology Oversight Coordinator		1.00	1.00	position reclassified
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Police Accreditation Administrator	1.00		1.00	position reclassified
Fiscal Technician II	(1.00)		(1.00)	position reclassified
Inventory Technician	1.00		1.00	position reclassified
Uniform Unit				
Police Officer	5.00		5.00	trsf. due to reorganization
Special Operations			-	
Police Officer	(6.00)		(6.00)	trsf. due to reorganization
Community Services Unit			-	
Police Sergeant		1.00	1.00	previously funded by the Weed and Seed Grant
Police Officer		1.00	1.00	previously funded by the Weed and Seed Grant
Police Officer	1.00		1.00	add School Resource Officer - Sunnyvale School
Police Officer		1.00	1.00	Hawthorne Apts. Position previously funded by HUD Grant
Police Officer	2.00		2.00	trsf. due to reorganization
Drug Enforcement Unit			-	
Police Officer	(1.00)		(1.00)	trsf. due to reorganization
Crime Scene			-	
Criminalist		0.50	0.50	add funding for unfunded pos.
Detention			-	
Detention Officer	(1.00)		(1.00)	position reclassified
Lead Detention Officer	1.00		1.00	position reclassified
Department Total	1.00	3.50	4.50	

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Health-				
Health Outreach and Promotion				
Clerk Typist II	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Community Health Epidemiologist	(1.00)		(1.00)	position reclassified
Communicable Disease and Health Statistics Coordinator	1.00		1.00	position reclassified
Code Enforcement				
Code Enforcement Supervisor		(1.00)	(1.00)	trsf. to Community Dev.
Property Maintenance Officer		(0.25)	(0.25)	trsf. part time pos. to Community Development
Property Maintenance Officer		2.00	2.00	add new positions
Department Total	-	0.75	0.75	
Public Works				
Public Works Engineering				
Engineer II		(1.00)	(1.00)	delete position
Engineering Technician III	(2.00)		(2.00)	position reclassified
Engineering Administrator	2.00		2.00	position reclassified
Custodian		(1.00)	(1.00)	position reclassified
Building Maintenance Worker II		1.00	1.00	position reclassified
Street Maintenance				
Construction Aide	(1.00)		(1.00)	delete position
Data Control Clerk	1.00		1.00	add new position
Light Equipment Operator	3.00		3.00	trsf. from Parks & Rec.
Street Maintenance Superintendent		(1.00)	(1.00)	delete position
Maintenance Supervisor		(1.00)	(1.00)	position reclassified
Lead Maintenance Supervisor		1.00	1.00	position reclassified
Department Total	3.00	(2.00)	1.00	
Parks and Recreation				
Turf Facilities Maitnenance				
Maintenance Mechanic		(1.00)	(1.00)	delete position
Light Equipment Operator		1.00	1.00	trsf. from Public Prop. Maint.
Maintenance Supervisor		1.00	1.00	trsf. from Public Prop. Maint.
Auto Mechanic		1.00	1.00	trsf. from Public Prop. Maint.
Public Property Maintenance			-	
Light Equipment Operator		(3.00)	(3.00)	trsf. to Public Works
Light Equipment Operator		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Maintenance Supervisor		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Auto Mechanic		(1.00)	(1.00)	trsf. to Turf Facilities Maint.
Owens Nature Park				
Park Ranger	(1.00)		(1.00)	position reclassified
Light Equipment Operator	1.00		1.00	position reclassified

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Parks and Recreation (continued)				
Cemetery Maintenance				
Assistant Foreman		(1.00)	(1.00)	delete position
Department Total	-	(5.00)	(5.00)	
General Fund Total	4.50	2.00	6.50	
Parks and Recreation Sales Tax Fund-				
Parks and Recreation				
Adventure Oasis Water Park				
Recreation Program Supvervisor		1.00	1.00	add new position
Fund Total	0.00	1.00	1.00	
Grants Fund-				
Police				
Police Sergeant		(1.00)	(1.00)	grant funding ended - trsf. to General Fund
Police Officer		(1.00)	(1.00)	grant funding ended - trsf. to General Fund
Criminalist		(1.00)	(1.00)	grant funding ended
Health				
Community Health Educator	0.50		0.50	changed from part time to full time
Fund Total	0.50	(3.00)	(2.50)	

City of Independence, Missouri
2005-06 Operating Budget

Authorized Position Changes - All Funds

For the Fiscal Years 2004-05 through 2005-06

Fund/ Department/Function/Position Title	Change During 2004-05	Change for 2005-06	Total Changes for 2005-06	Comments
Power and Light Fund-				
Power and Light				
Warehouse and Stores				
Inventory Control Technician II	(1.00)		(1.00)	position reclassified
Warehouse Clerk	1.00		1.00	position reclassified
Meter Reading				
Administrative Specialist II	(1.00)		(1.00)	position reclassified
Meter Records Clerk	1.00		1.00	position reclassified
Production				
Blue Valley Operations Supervisor	(1.00)		(1.00)	position reclassified
Production Operations Superintendent	1.00		1.00	position reclassified
Engineering Administrator	(1.00)		(1.00)	position reclassified
Engineer II	1.00		1.00	position reclassified
Transmissiona and Distribution				
Construction Inspector	(1.00)		(1.00)	position reclassified
Inspector/Locator	1.00		1.00	position reclassified
Engineering				
Lead Power Systems Dispatcher	(1.00)		(1.00)	position reclassified
Senior SCADA Operator	1.00		1.00	position reclassified
Power Systems Dispatcher	(3.00)		(3.00)	position reclassified
SCADA Operator II	1.00		1.00	position reclassified
SCADA Operator I	2.00		2.00	position reclassified
Engineer I	(2.00)		(2.00)	position reclassified
Engineer II	2.00		2.00	position reclassified
Estimator	(1.00)		(1.00)	position reclassified
Engineering Technician III	1.00		1.00	position reclassified
District Engineering Planner	(5.00)		(5.00)	position reclassified
District Planner	5.00		5.00	position reclassified
Fund Total	0.00	0.00	0.00	
Water				
Production				
Maintenance and Utility Worker	1.00		1.00	add new position
Fund Total	1.00	0.00	1.00	
Grand Total All Funds	6.00	0.00	6.00	

CITY OF INDEPENDENCE, MISSOURI
2005-06 OPERATING BUDGET
BUDGET CALENDAR

ACTIVITY	FOOTNOTES	DATE
Preparation of Departmental Requested Budgets		February 7 March 4
Preparation of City Manager's Proposed Budget		March 7 - May 5
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 5
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 6
Public Hearing by City Council on Proposed Budget	a	May 16
First reading of 2005-06 Operating Budget Appropriation Ordinance	a	June 6
Council Adoption of 2005-06 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 20
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 1
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 1
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 25
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 1
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 15

Footnotes

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

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget
Budget Procedures and Policies

Budget Preparation/Control -

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

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

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

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

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

> City Charter, Section 8.3 Comparison of anticipation revenues and proposed expenditures with prior years.
>
> (1) In parallel columns opposite the several items of anticipated revenues in the budget, there shall be placed the amount of revenue during the last preceding fiscal year, and the amount of revenue up to the time of preparing the budget plus anticipated revenue for the remainder of the current fiscal year estimated as accurately as may be.
>
> (2) In parallel columns opposite the several items of proposed expenditures in the budget, there shall be placed the amount of each such item actually expended during the last preceding fiscal year, and the amount of each such item actually expended up to the time of preparing the budget plus the expenditures for the remainder of the current fiscal year estimated as accurately as may be.

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget
Budget Procedures and Policies

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

City Charter, Section 8.5 Budget: Amendment, adoption, appropriations. The Council may insert, strike out, increase, or decrease items in the budget, and otherwise amend it, but may not increase any estimate of anticipated revenues therein unless the City Manager certifies that, in the City Manager's judgement, 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 judgement, the amount estimated will be revenue of the fiscal year.

CITY OF INDEPENDENCE, MISSOURI
2005-06 Operating Budget
Budget Procedures and Policies

Budget Policies -

Fund Types

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

> The General Fund is the principal operating fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund.
>
> Special Revenue Funds (Tourism, Community Development, HOME Program, Street Improvements Sales Tax, Park Improvements Sales Tax, Storm Water Improvements Sales Tax) are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

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

> Enterprise Funds (Power and Light, Sanitary Sewer, Water) are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or where the periodic determination of net income or loss is deemed appropriate.
>
> Internal Service Funds (Central Garage/Staywell Health Care Fund) are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

Basis of Accounting/Measurement Focus for Budgets

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

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

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

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

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

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

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

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

Encumbrances

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

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

City of Independence, Missouri
2005-06 Operating Budget

Demographic Statistics

Date of Organization:	1827
Date of Incorporation:	1849
Date Charter Adopted:	December 5, 1961
Form of Government:	City Council/City Manager
Area:	78 Square Miles

Population:	1997 - 115,531	2000 - 116,867	2003 - 114,146
	1998 - 115,851	2001 - 115,407	2004 - 114,345
	1999 - 116,155	2002 - 113,947	2005 - 114,544

Projected Retail Sales as of June 30, 2005	$1,607,701,201	**Registered Voters:**	66,261
Number of Households:	50,098	**Number of Employees:**	1,188
Form of Government:	Council/Manager		

Fire Protection:

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	42

Police Protection:

Number of Stations	3
No. of Authorized Employees	293
Number of Vehicles	162

Education:

Elementary and High School enrollment	18,215
Elementary Schools	19
Junior High Schools	5
Senior High Schools	4
Parochial & Private	13
Pre-School & Kinger-gartens	16
Teachers	1,393
Administrators	111
Colleges	5

Communications (served by):

Newspapers (daily)	2
Radio Stations	45
TV Stations	12
(cable TV service available)	

Recreation:

Park Acreage	724
Number of Parks	40
Community Centers	3
Fitness Centers	2
Ball Fields	53
Aquatic Centers	2

Transportation:

Bus Systes (operated by KCATA)	1
Taxi Services	3

Community Facilities:

Hospitals	2
Beds	549
Motels/Hotels	15
No. of Rooms	1,259
Bank/Credit Union Fac.	37

Public Works Infrastructure:

Paved Streets (miles)	535	Water Mains (miles)	711
Electric Circuits (miles)	802	Water Consumption (daily avg.) (in millions of gallons)	26
Electric Consumption (daily avg.) (in Mwh)	3,072	Sanitary Sewers (miles)	582

City of Independence, Missouri
2005-06 Operating Budget

Financial Statistics

Real Estate Taxes

Real Estate Tax Rate
Per $100 assessed valuation)

Debt Levy Purpose	2004-05	Budget 2005-06
General Purposes	$ 0.4713	$ 0.4506
Public Health & Recreation	0.2218	0.2121
Total	$ 0.6931	$ 0.6627
Indep. School District	5.19	not avail.
Jackson Co./State of Mo.	1.137	not avail.
Metro. Jr. College	0.23	not avail.
Indep. Square Special Benefit District	0.4226	0.4112

Real Estate Revenue by Levy Type

Debt Levy Purpose	Unaudited 2004-05	Budget 2005-06
General Purposes	$ 4,421,088	$ 4,582,293
Public Health & Recreation	2,080,622	2,156,912
Total	$ 6,501,710	$ 6,739,205

Local Option Sales Taxes

Description	Percent
State of Missouri	4.000
Mo. State Conservation	0.125
Mo. State Parks and Soil	0.100
Jackson County	0.750
City of Independence	1.000
City of Independence-Street Improv.	0.375
City of Independence-Park Improv.	0.250
City of Independence-Storm Water Improv.	0.250
City of Independence-Police Public Safety	0.125
City of Independence-Fire Public Safety	0.250
Total	7.225

	Unaudited 2004-05	Budget 2005-06
Local Option Sales Tax	$ 15,916,242	$ 16,864,515
Street Improv. Sales Tax	5,633,569	6,174,161
Park Improv. Sales Tax	4,038,148	3,997,783
Storm Water Improv. Sales Tax	3,765,605	3,997,783
Police Public Safety Sales Tax	845,058	2,108,064
Fire Public Safety Sales Tax	1,604,260	3,997,783

Fee Structure

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)
Occupation License Fee	$25.00 Annual Gross Revenue under $25,000; $25.00 plus $0.29 per thousand Annual Gross Revenue over $25,000 (maximum fee $30,000)
Motor Vehicle License	$4.50 Motorcycles & Motortricycles
	5.00 Passenger Cars
	6.00 Commercial Vehicles and Recreational Vehicles

Outstanding Debt as of June 30, 2005

General Obligation Bonds	$ -
Revenue Bonds-	
Power and Light	16,549,608
Water	42,590,000

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.

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.

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.

Glossary of Budget and Finance Terms

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.

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

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.

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 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.

Glossary of Budget and Finance Terms

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.

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.

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.

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 operational 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”.

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.

Glossary of Budget and Finance Terms

Resources - Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

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 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.

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.