

**2006-07**  
**Operating Budget**

# **OPERATING BUDGET**

## **City of Independence, Missouri**

FOR THE FISCAL YEAR

July 1, 2006 through June 30, 2007

MAYOR

Don B. Reimal

CITY COUNCIL

James (Jim) Schultz	At-Large
Lucy Young	At-Large
Vacant	District #1
Willard (Will) C. Swoffer	District #2
Renee J. Paluka-White	District #3
James D. Page	District #4

CITY MANAGER

Robert E. Heacock



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Independence  
Missouri**

For the Fiscal Year Beginning

**July 1, 2005**

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, 2005. 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.

## TABLE OF CONTENTS

<b>Guide to Independence’s Budget Document .....</b>	<b>i</b>
<b>Budget Message.....</b>	<b>1</b>
City Vision, Goals and Objectives.....	15
Financial Policies .....	17
<b><u>General Fund</u></b>	
Financial Summary-	
Budget Summary .....	20
Fund Balance History.....	23
Revenue Summary.....	25
Summary of Appropriations Allocated by Department and Division.....	28
Summary of Appropriations by Type of Expenditure .....	30
Summary of Operating Transfers/Designations of Fund Balance.....	32
Authorized Positions .....	33
<b><u>Operating Departments:</u></b>	
<b>City Council .....</b>	<b>38</b>
<b>City Clerk .....</b>	<b>44</b>
<b>City Manager .....</b>	<b>53</b>
<b>National Frontier Trails Museum.....</b>	<b>65</b>
<b>Technology Services .....</b>	<b>71</b>
<b>Municipal Court .....</b>	<b>79</b>
<b>Law .....</b>	<b>86</b>
<b>Finance .....</b>	<b>93</b>
<b>Human Resources.....</b>	<b>107</b>
<b>Community Development .....</b>	<b>114</b>
<b>Police.....</b>	<b>137</b>
<b>Fire.....</b>	<b>180</b>
<b>Health .....</b>	<b>201</b>
<b>Public Works.....</b>	<b>222</b>
<b>Parks and Recreation.....</b>	<b>242</b>
Other Accounts-	
Non-Departmental (All Funds) .....	278
Capital Outlay.....	281
City Council Strategic Goals Accounts.....	282
Capital Improvements (funded from TIF Distributions).....	284
<b><u>Utility Funds</u></b>	
Power and Light Fund	
Budget Summary .....	290
Historical Data and Budgeted Positions Summary.....	292
Revenue Summary .....	293
Rate Survey With Area Utilities .....	294
<b>Power and Light Department .....</b>	<b>295</b>
Debt Service.....	324
Capital Budget .....	325

## TABLE OF CONTENTS (Continued)

Sanitary Sewer Fund	
Budget Summary .....	326
Historical Data and Budgeted Positions Summary.....	328
Revenue Summary .....	329
Rate Survey With Area Utilities .....	330
<b>Water Pollution Control Department</b> .....	331
Capital Budget .....	351
Water Fund	
Budget Summary .....	352
Historical Data and Budgeted Positions Summary.....	354
Revenue Summary .....	355
Rate Survey With Area Utilities .....	356
<b>Water Department</b> .....	357
Debt Service.....	377
Capital Budget .....	378
<b><u>Other Funds</u></b>	
Tourism Fund Budget Summary.....	379
Tourism Fund Balance History.....	381
<b>Tourism Department</b> .....	382
Street Improvements Sales Tax Fund .....	389
Park Improvements Sales Tax Fund .....	392
Storm Water Improvements Sales Tax Fund.....	395
Police Public Safety Sales Tax Fund .....	398
Fire Public Safety Sales Tax Fund.....	400
Grants Fund.....	403
Budget Summary - CDBG, HOME Program, Central Garage and Staywell Health Care Funds .....	404
Revenue Summary - Tourism, CDBG, HOME Program, Central Garage and Staywell Health Care Funds .....	405
<b><u>Combined Summary - All Funds</u></b>	
Budget Summary .....	407
Summary of Sources and Uses by Fund and Fund Type.....	409
Revenue Summary by Fund .....	413
Appropriations by Fund.....	427
Appropriations Allocated by Expenditure Type .....	434
Summary of Operating Transfers/Designations of Fund Balance.....	435
Debt Service .....	436
Capital Budget.....	443
Authorized Positions .....	461
<b><u>Appendix -</u></b>	
Budget Calendar .....	471
Budget Policies and Procedures .....	472
Demographic Statistics.....	477
Financial Statistics.....	478
Glossary of Budget and Finance Terms .....	479

(Operating departments are shown in bold letters)



## 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.

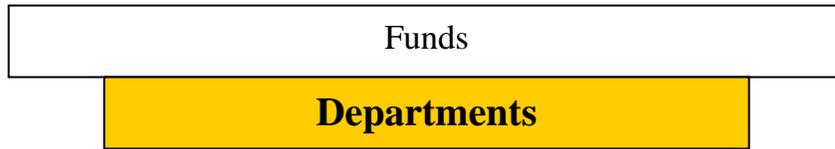
Water Fund - Accounts for Water Utility operations.

**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

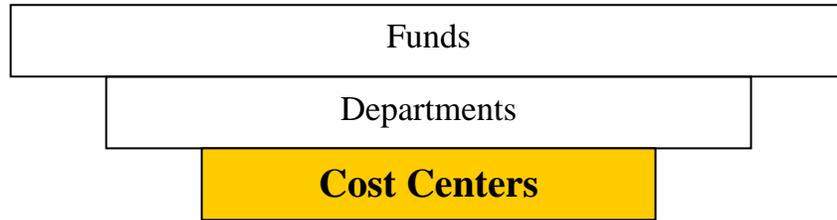


The City has nineteen operating departments that are responsible for all operations of the City. The budget establishes appropriations for each department to support their operations for the ensuing fiscal year. Each department can potentially be funded out of any one or more of the different fund categories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

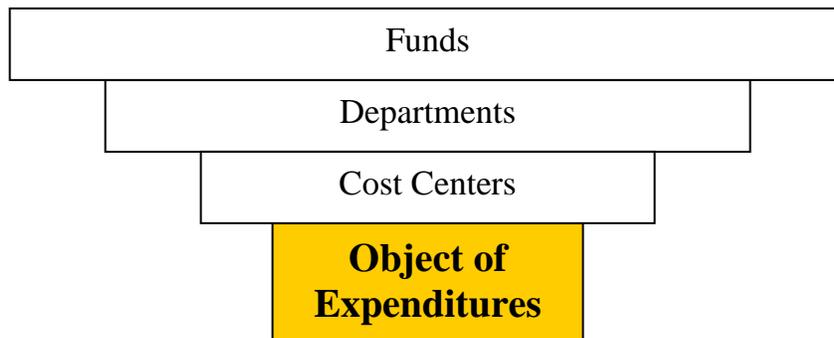
In addition to the operating departments, the City also has a non-departmental and debt service category that are accounted for in a manner similar to operating departments. The items included in these two categories are not specifically assignable to any particular department.

## 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, 2006

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, 2006 through June 30, 2007. A public hearing on the budget was conducted on May 15, 2006 and five budget review sessions were conducted by the City Council to review my previously submitted proposed budget.

As the City of Independence looks forward to another fiscal year, it is worth noting some of the remarkable successes of this past year. Opportunities for our youth and families to enjoy our park system have never been greater, with the opening of the Adventure Oasis Water Park, spray grounds at McCoy and Rotary Park, a skateboard park and new playground equipment at Hill Park, a new neighborhood block party program, and other improvements. Residents are also eagerly anticipating the opening of three new leash-free dog park areas in the next couple of months.

Our commitment to public safety remains exceptionally high as the Police and Fire Departments have worked to effectively utilize funds provided through the new dedicated public safety sales taxes. We recently celebrated the opening of new Fire Station #7 at 23<sup>rd</sup> Street and Hub Drive, and are moving forward with land acquisition for replacement of Fire Station #4. Through the use of federal, state and local funds, we are rapidly progressing with the installation of the first 700 Mzh radio system in the nation, which will provide the highest level of communication possible for our various city departments on a daily basis and in times of emergency. The City was able to continue its partnership with the Northwest Communities Development Corporation to expand the Weed and Seed Program into the Englewood neighborhood.

National recognition was awarded this year to the City's communications division and the Technology Services Department for the quality of City 7 television and internet communications programming and presentations, to each of our utilities for the superior services they offer, and to the City's Citizen Corps volunteer program for its success in recruiting volunteers who contribute their time and energies to assist our employees in providing services to the community. In addition, Independence was recently given the distinction of being a Preserve America community, a reflection of efforts aimed at protecting our heritage for future generations.

Independence has also continued its partnership with the Chamber of Commerce and other organizations to focus on business development and redevelopment. Bass Pro Outdoor World recently broke ground for a new 160,000 square foot retail store that will be part of unique destination site with up to 500,000 square feet of additional retail space, and a City lake and park. Construction of the new \$257 million HCA hospital presents an opportunity for improved and expanded medical services in our community, as well as a challenge to redevelop the sites of the existing MCI and IRHC facilities when they close next year. Federal funding for the extension of the Little Blue Parkway was secured, and design efforts are underway. The terms of the Eastland Redevelopment Project were amended to reflect changing market conditions and to ensure the continued successful expansion of the City's southeast commercial sector.

As the southeastern area of the City has seen tremendous growth and development, the City has worked diligently to support and sustain improvements in other parts of the community. The widening and enhancement of Chrysler Avenue is nearing completion. Staff has worked with the Missouri Department of Transportation to improve state routes such as 24 Highway east of M-291. Continued investment is taking place through the replacement of small water mains, undergrounding of electric lines to enhance service reliability, the overlay and repair of City streets, and improvements to the park system. In order to respond to concerns about property maintenance, the City initiated a unique neighborhood code compliance program that combines the efforts of residents and volunteers with enforcement actions by the City to improve the appearance and livability of the community.

Based on these successes, and the prospects of a promising future, I am pleased to present the adopted operating budget for the City of Independence for fiscal year July 1, 2006 through June 30, 2007. In compliance with the City Charter the budget is balanced. No new tax increases are proposed. Also recommended is a capital improvements program that is funded in part with state and federal grants and with revenues from completed Tax Increment Financed projects.

### **Overview**

The budget accounts for all revenues received from the sale of utility services, property taxes, sales taxes (including general sales tax, park, street, police, fire and stormwater sales taxes), service fees, grants, etc. The total operating and capital budget for the City, including utilities, is \$245,678,090 an increase of \$26,981,503 (12.3%) over the 2005-2006 budget.

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

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

- To foster a viable local economy with an expanding employment and tax base through focused efforts to support and redevelop existing business areas, and the aggressive pursuit of economic development opportunities consistent with the comprehensive plan.
- To ensure long-term financial stability for the City of Independence, through the development and use of systems to project long-range financial trends based on local operating decisions and economic conditions, sound fiscal policies and practices, and budget decisions that balance community service needs with available resources.
- To meet existing and emerging transportation needs through the timely maintenance of City infrastructure, the development and support of local and regional transportation systems, and the promotion of public transportation

### **General Fund**

The General Fund is the tax and fee supported portion of the City's budget. At \$66,218,314 it is 27% of the total budget, and pays for most of the city's operations. Areas not financed by the General Fund include the Power and Light Department, the Water Pollution Control Department, the Water Department and the Tourism Program, which are operated from enterprise funds.

General Fund revenues are projected to be \$3,859,160 greater than was budgeted in fiscal year 2005-06. The following table provides a General Fund revenue comparison for the adopted 2005-06 budget to the revised 2005-06 budget and the City Council's adopted 2006-07 budget.

General Fund Revenue Comparison  
(In \$ millions)

Source	Adopted Budget 2005-06	Revised Estimate 2005-06	City Council Adopted 2006-07
Property Taxes	6.8	6.9	7.0
Sales Taxes	17.5	17.3	17.8
Utility Franchise Fees	7.3	8.2	8.4
Pmts in lieu of Taxes	11.9	12.8	13.6
Licenses & Permits	4.6	4.5	4.5
State & County Grants	5.7	5.6	5.7
Charges for Services	1.3	1.5	1.4
Fines & Court Costs	3.7	3.8	4.0
Interest Income	0.1	0.2	0.2
Interfund Charges	2.8	2.8	3.0
Other Revenue	0.6	0.5	0.5
<b>Total Revenue</b>	<b>\$62.3</b>	<b>\$64.1</b>	<b>\$66.1</b>

Sales taxes are the largest component of the City's General Fund revenue. After several years of no growth, sales tax collections are projected to have a modest increase. Revenues from Payments in lieu of Taxes are also projected to have a modest increase, due primarily to increased utility rates. Overall, revenues from state and county grants are expected to remain relatively stable but funding cuts in some areas, such as the Community Development Block Grant, are requiring adjustments in the City's programs.

### **General Fund Highlights**

A. Undesignated Fund Balance. City Policy (Resolution #4948) is to maintain an undesignated fund balance for the General Fund equivalent to 5% of revenues (approximately \$3.3 million). In 2004 due to emergency response expenditures, a decline in the economy and other factors, the undesignated fund balance dropped to around \$400,000. Through a number of cost saving initiatives and budget allocation decisions, that balance has steadily increased over the past two budget years. The proposed budget includes an allocation of \$495,000 toward the restoration of the undesignated fund balance, which based on current projections, should allow the City to end the 2006-2007 year with a balance of roughly \$3 million. This approach is in keeping with the policy to restore the balance over a period of time, and should significantly enhance the City's ability to respond to future emergencies and unforeseen events.

B. Public Safety. The 2006-07 budget for the Police Department is \$20.2 million. The budget for the Fire Department is \$14 million. Approximately 52% of the General Fund is designated for these two departments. A total funding increase of \$1.3 million is proposed for these two departments. The Police manpower & resource allocation study that the City Council recently approved should be finished early in the new fiscal year. The process used to develop the report and the results of the study will provide us the opportunity to evaluate potential changes in the department, and to establish a long-term plan of action.

C. Quality of Neighborhoods. In response to the City's adopted goals and the recommendations of the Neighborhood Sustainability Committee, the 2006-07 budget provides an increased focus on our residential neighborhoods. Using a combination of CDBG and local funds, a Neighborhood Services Manager position in the Community Development Department has been created as well as a Neighborhood Services Coordinator to serve as a central contact point for neighborhoods that need assistance. Again this year, funding of \$10,000 for the Parks Department to support neighborhood block parties is included in the budget, and funding for continuation of the Neighborhood Code Compliance Program is included in the Health Department's budget.

D. Economic Development/Redevelopment. The 2006-07 budget supports increased emphasis on the development and redevelopment of our older retail and commercial areas within the community. To provide more emphasis and oversight on the redevelopment of our older commercial areas I am transferring the new Economic Development/Redevelopment Manager to the City Manager's office. The position will be primarily responsible for promoting and facilitating redevelopment of our older commercial areas, while coordinating with the ICED to support continued new economic growth in our city. In addition, I have created an Economic Development Projects Coordinator position to monitor and coordinate existing and new economic development programs. Currently there is no central authority to provide oversight of the various TIF and Urban Redevelopment projects within the City. The Projects Coordinator position will be funded from the TIF administration fee, which the Council recently increased for this purpose. I believe it is critical that we establish this centralized support and oversight.

D. Financial Management. Health care for current employees, funded health care for retirees and their dependents, and the cost of Workers Compensation claims continue to be major concerns. Funding has been included to pay an expected 10% increase in health care insurance costs during the new fiscal year. The budget includes a new position of Assistant City Counselor III in the Law Department. The new position will be responsible for gaining control of and reducing our Workers Compensation claims and will provide dedicated support to our utilities.

E. Employee Compensation In addition to funding increased health insurance costs this budget includes funding for a pay increase of approximately 3% for non-bargaining unit employees. We are currently in negotiations with CWA and SEIU, both of whom have presented proposed wage increases.

F. Employment Policies and Procedures In response to findings and issues contained in the City Management Analyst's report regarding our employment practices and policies I have allocated \$50,000 to retain a consultant to assist us with revision of our administrative processes regarding hiring, benefits, salaries and records keeping. This approach will allow us to effectively update our processes, and more effectively respond to the needs of our employees.

G. Public Transportation During the last several years the City has benefited from the Kansas City Area Transportation Authority's (KCATA) ability to use federal grants to pay for increased public transportation costs. The federal funds available to KCATA have been significantly reduced. Therefore, we are faced with the need to substantially increase the City's financial support or to modify some of the bus routes within the city and to look at other cost-cutting measures. I am including sufficient funding in the budget to leave our existing services unaffected during the first six months of the fiscal year. However, we will definitely need to review and resolve our public transportation issues and implement the results of these decisions during the second half of the fiscal year.

### **Completed TIF Projects – Capital Improvements**

In keeping with prior City Council policy to use revenues from completed TIF projects to fund improvements in the older areas of the community, an improving economy has allowed me to allocate revenues for the following projects:

\$100,000 for the Walnut Street NID between Willis and Forest;

\$120,000 for sidewalks along Delaware between 35<sup>th</sup> Street and Luff School;

\$130,000 for sidewalk construction along US 24 Highway between M-291 and Davis Road.

## **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 2006-07 budget includes \$893,100 for capital outlay. Key items include: funding for the annual lease purchase payment for roof and HVAC replacements at City Hall, the Sermon Center and the Police Building (three more annual installments are due after this fiscal year); continuation of our microcomputer replacement program; a new high-speed duplicator and a new postage machine for the City Clerk and programming and switch gear for City 7.

## **Storm Water Sales Tax**

The budget includes revenues of \$4,467,802 from the  $\frac{1}{4}$  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 include expenditures of \$4,008,173 for the 2006-2007 fiscal year. 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, and oversee the inventory of the storm water infrastructure using Global Positioning System technology. The 2005-06 budget appropriated \$50,000 from the Storm Water Sales Tax and \$50,000 from the Sanitary Sewer Fund to implement a Geographic Information System (GIS) to accurately locate and map our utility infrastructure. I believe we must accelerate the implementation and am including in the 2006-07 budget additional allocations of \$250,000, each, from the Storm Water Sales Tax and the Sanitary Sewer Fund.

The Maintenance function continues to increase preventative maintenance and inspection activities on storm water structures and drainage basins, and continues re-vegetation of regional detention basins. The capital budget of \$2,332,000 funds several projects including:

Maywood Subdivision – 19<sup>th</sup> and Cedar drainage construction to mitigate flooding;  
Sunset Neighborhood drainage improvement construction to reduce flooding impacts;  
24<sup>th</sup> & Vermont culvert and channel improvements to reduce flooding and erosion;  
Bellevista Neighborhood drainage evaluation and design;  
Sheley & Chrysler conveyance system enlargement design;  
Denton & Arlington drainage evaluation and design;  
Jones & Liberty storm drainage improvements design;  
Continuation of trenchless technology projects to line storm drainage conduits to extend life and improve performance;  
Detention basin re-vegetation of regional storm water detention basins with native plants;  
Inventory management program and GIS of the storm sewer systems – data collection and mapping;  
Neighborhood construction projects.

### **Street Improvement Sales Tax**

The Street Improvement Sales Tax was approved by the voters in August 2002. The 3/8 of 1% sales tax collection began January 1, 2004 and will continue through December 31, 2008. The sales tax provides funding for street and bridge improvements. This budget includes \$5,338,238 for several projects including the following:

Street Overlay Program;  
Crackerneck Creek Culvert;  
Strode Road Bridge;  
Lee's Summit Road at 28<sup>th</sup> Street Terrace;  
Jones and Truman Intersection;  
Santa Fe Street 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**

The Parks and Recreation Sales Tax was approved by the voters in August 2002. The sales tax collection began on January 1, 2004 and is ¼ of 1% until December 31, 2012, when the tax will be reduced to 1/8 of 1%. This budget includes \$8,892,368 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 construction (This project will 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;

Park Maintenance Facility renovation;

Operating expenses of the Truman Memorial Building, the Palmer Center and family recreation programs;

### **Police Department Public Safety Sales Tax**

The Police Department Public Safety Sales Tax was approved by the voters in August 2004. The collection of the 1/8 of 1% sales tax began on January 1, 2005, and will continue through December 31, 2016. Revenues are projected to be \$2,245,523. Expenditures total \$4,532,111, which includes funds carried over from the previous year. Capital Improvement Taxes have been designated for Facilities, Communications, and Equipment needs within the Police Department. Expenditures are proposed for:

Replacement of Police (Patrol) Vehicles;

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 2006-2007. These expenditures will include such items as:

- Implementation of Mobile Data Terminals in some Patrol Vehicles;
- Improvements to the Chrysler 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;
- New and replacement equipment within the Patrol, Investigation and Special Operations Divisions.

### **Fire Protection Sales Tax**

The Fire Protection Sales Tax was passed by voters in August 2004. The Fire Protection Sales Tax funds are dedicated for the purchase, construction, repair, maintenance and reconstruction of Fire Department facilities and equipment, and for Fire Department training. The collection of the  $\frac{1}{4}$  of 1% sales tax began January 1, 2005, and will continue through December 31, 2008 and will reduce to  $\frac{1}{8}$  of 1% through December 31, 2016. Revenues are projected to be \$4,188,802. Expenditures total \$6,497,607, which includes prior year revenues:

- Replacement of 3 Fire Stations: \$2,500,000;
- Fire Training Facility: \$2,000,000;
- Upgrades to self-contained breathing apparatus;
- Major fire station maintenance projects;
- Upgrades to computer equipment to provide for mobile data interfaces for emergency response vehicles.

## **Sanitary Sewer Fund**

Sanitary Sewer Fund revenue is projected to be \$15,550,000. Operating budget expenditures from the fund are \$13,679,723.

During this budget year, the Water Pollution Control Department will prepare for and implement the analytical services required for water quality testing for compliance with the Municipal Storm Water Permit, manage the investment of \$2,000,000 to reduce inflow and infiltration utilizing trenchless technology, inventory the sanitary sewer system infrastructure utilizing Global Positioning System technology, implement computer maintenance management software, and continue to administer the Storm Water Program made possible by the one-fourth cent sales tax.

The 2006-2007 capital improvement budget of \$5,285,000 provides funding for:

Neighborhood sewer rehabilitation through the use of trenchless technology;

Replacement of 475 feet of concrete pipe at 2000 South Ash;

Replacement and upsizing of 800 feet of deteriorated pipe at 711 Northern Blvd;

Designing the replacement of 2,346 feet of the Redwood sewer and extraneous flow holding basin;

Design the replacement of 1,600 feet of lines and associated extraneous flow holding basin in Fairway Gardens;

Reroute 478 feet of sewer line crossing Rock Creek at 24<sup>th</sup> & Vermont;

Replace wiring and conduit from the aeration basin substation power supply to 4 mixing basin motors;

Replace and repair nonpotable water system pumps, valves, strainers and filtering equipment;

Drain and restore concrete and steel structures on eight clarifiers;

Inventory and map sanitary sewer infrastructure utilizing Global Positioning System technology.

## **Power & Light Fund**

Power & Light total revenues for FY 2006-07 are estimated to be \$109,662,000. Total appropriations for Power & Light are \$103,306,464 which includes operating, non-departmental and debt service costs. Operating budget expenditures are \$83,276,439.

Fuel and purchased energy costs are expected to increase \$9.1 million in FY 2006-2007, as compared to last year. This change is primarily due to increase cost of KCPL energy (\$2.8 million), cost of other system energy purchases (\$3.7 million), and the unit cost of fuel (\$2.6million). Escalating fuel prices are increasing our production costs and the cost of power that we purchase on the market. In response to these conditions, and to have the appropriate information available to determine how we should be operating our facilities, I am increasing appropriations by \$125,000 to fund the Master Power Supply Plan and Study.

Other key budget additions include:

- Personnel budget increases for wages and employee benefit costs.
- Substation maintenance upgrades and improvements
- Increase in distribution system inventory/material purchases due to increased construction in Independence
- Replacement of Meter Reading hand held devices
- Replacement of Production PCB transformers
- Engineering Transmission Load Flow Study

The FY 2006-07 capital project budget is \$5,925,000 which includes:

- Funds for power plant boiler steam tube replacements;
- Continued betterment/under-grounding of the electric distribution system;
- Power Plant Coal Handling Upgrades;
- Missouri City Environmental Upgrades;
- Service Center Facility Improvements;

## **Water Fund**

It is estimated that water revenues will be \$20,195,000. The operating budget totals \$21,202,931 which includes operating, non-departmental, and debt service costs. Water Department operating budget expenditures are \$12,496,190. The water treatment plant will be changing the way that water is disinfected. The new process will require considerably larger amounts of chlorine and ammonia to be used. The plant has also changed the way that water is stored. These changes, coupled with an anticipated rate increase from Kansas City Power and Light, will significantly increase the cost of supplying water. This budget will fund several key projects and programs including use of laptop computers to access water system information (GIS), from the field, and upgrades to the cashiering and meter reading software;

The FY 2006-2007 capital project budget is \$2,591,000 which includes:

Replacement of well starters and circuit breakers;  
Small main replacement;  
USGS riverbank filtration study;  
Main replacement, Truman Road- M291 to Swope Drive;  
Lime Slurry Lines;  
Main replacement on Jackson Drive Bridge;  
Lime Slaker No. 4;  
Secondary transformer;  
Water main- Jackson Drive- Bundschu to Sioux Ave;  
Chlorine feed improvements.

## **Conclusion**

An improving economy, fiscal restraint and careful control of long-term obligations have allowed improvements to the City's fiscal condition. This budget conforms to Council policies, addresses the community's priorities and directs greater emphasis to the livability of our neighborhoods.

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

*(Adopted by the City Council on September 19, 2005)*

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Financial Policies**

**A. Fund Balance**

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

**B. Revenues**

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

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Financial Policies**

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

**C. Expenditures**

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

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Financial Policies**

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

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

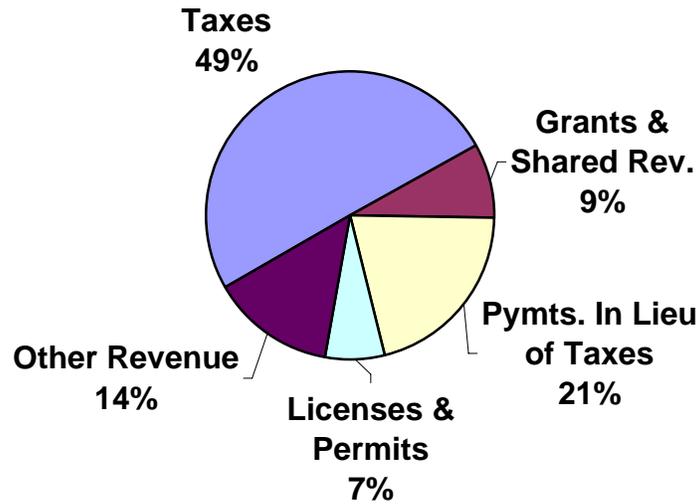
b. The City will strive to fund capital outlay expenditures at a level to maximize service delivery and minimize maintenance costs with the objective of achieving the greatest useful life of the asset.

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

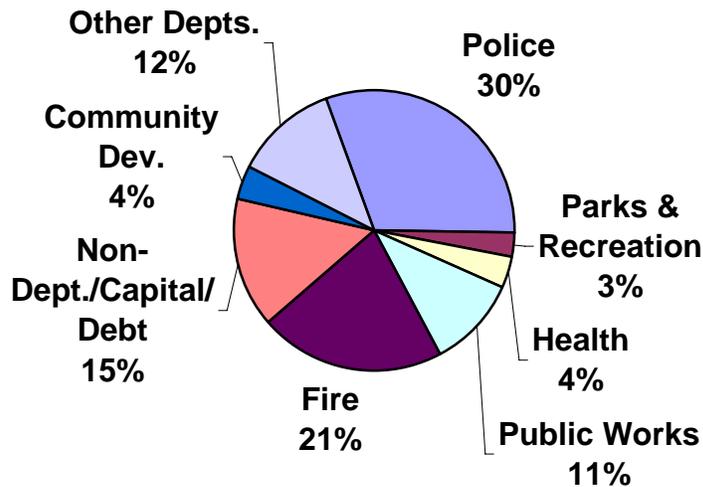
**D. Other Financing Sources and Uses**

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

### Source of Budget Dollars



### Allocation of Budget Dollars



City of Independence, Missouri  
 2006-07 Operating Budget  
**Budget Summary - General Fund**  
 For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b><u>Prior Years' Savings-</u></b>						
Undesignated Fund Balance			\$ -		\$ -	n/a
Designated Fund Balance			104,311		104,311	n/a
<b><u>Estimated Revenues-</u></b>						
Taxes	\$ 30,563,900	\$ 31,604,220	\$ 33,196,427	50.2%	\$ 1,592,207	5.0%
Payments in Lieu of Taxes	10,179,317	11,879,512	13,604,018	20.6%	1,724,506	14.5%
Licenses & Permits	3,780,984	4,581,408	4,449,138	6.7%	(132,270)	-2.9%
Grants-Federal & State	75,261	62,393	25,393	0.0%	(37,000)	-59.3%
State & County Shared Rev.	5,565,525	5,667,974	5,615,828	8.5%	(52,146)	-0.9%
Charges for Current Services	1,464,228	1,293,474	1,436,377	2.2%	142,903	11.0%
Fines and Forfeitures	3,521,377	3,736,362	4,023,410	6.1%	287,048	7.7%
Interfund Charges	2,700,215	2,795,350	3,016,112	4.6%	220,762	7.9%
Other Revenue	954,694	634,150	747,300	1.1%	113,150	17.8%
Total Estimated Revenues	<u>\$ 58,805,501</u>	<u>\$ 62,254,843</u>	<u>\$ 66,114,003</u>	100.0%	<u>\$ 3,859,160</u>	6.2%
<b>Total Sources</b>		<b>\$ 62,254,843</b>	<b>\$ 66,218,314</b>		<b>\$ 3,963,471</b>	<b>6.4%</b>

(continued on the next page)

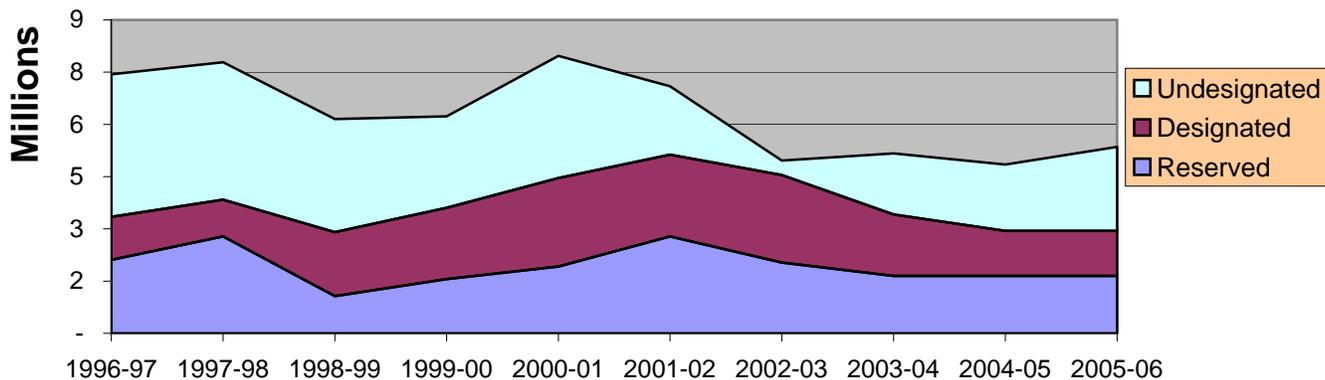
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - General Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Use of Budget Dollars</b>						
<b><u>Operating Departments-</u></b>						
City Council	\$ 348,586	\$ 354,366	\$ 398,130	0.6%	\$ 43,764	12.3%
City Clerk	409,200	417,900	429,447	0.7%	11,547	2.8%
City Manager	669,597	724,173	1,036,031	1.6%	311,858	43.1%
Nat'l Frontier Trails Museum	327,743	337,625	345,967	0.5%	8,342	2.5%
Technology Services	1,515,656	1,544,424	1,659,908	2.5%	115,484	7.5%
Municipal Court	665,186	683,459	669,958	1.0%	(13,501)	-2.0%
Law	647,262	621,377	728,888	1.1%	107,511	17.3%
Finance	1,539,733	1,638,272	1,720,182	2.6%	81,910	5.0%
Human Resources	460,492	484,431	548,235	0.8%	63,804	13.2%
Community Development	2,150,015	2,547,033	2,605,129	4.0%	58,096	2.3%
Police	19,243,618	19,421,996	20,158,488	30.7%	736,492	3.8%
Fire	13,527,784	13,478,138	13,996,503	21.3%	518,365	3.8%
Health	1,944,484	2,135,105	2,266,260	3.5%	131,155	6.1%
Public Works	6,114,926	6,607,912	6,959,349	10.6%	351,437	5.3%
Water Pollution Control	295,014	296,739	298,891	0.5%	2,152	0.7%
Parks and Recreation	2,057,960	2,052,914	1,981,302	3.0%	(71,612)	-3.5%
Non-Departmental	5,796,584	7,283,910	8,185,189	12.5%	901,279	12.4%
City Council Strategic Goals	149,748	350,000	350,000	0.5%	-	0.0%
Debt Service	108,161	91,262	-	0.0%	(91,262)	-100.0%
Capital Outlay	832,666	1,041,450	1,243,100	1.9%	201,650	19.4%
<b>Total Operating Departments</b>	<b>\$ 58,804,415</b>	<b>\$ 62,112,486</b>	<b>\$ 65,580,957</b>	<b>100.0%</b>	<b>\$ 3,468,471</b>	<b>5.6%</b>
<b><u>Transfers</u></b>						
Transfers to Other Funds		142,357	142,357		-	0.0%
Transfers to Fund Balance Target			495,000			
<b>Total Uses</b>		<b>\$ 62,254,843</b>	<b>\$ 66,218,314</b>		<b>\$ 3,468,471</b>	<b>5.6%</b>
<b>Balance Available</b>		<b>\$ -</b>	<b>\$ -</b>		<b>\$ 495,000</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Fund Balance Summary - General Fund**  
**For the Fiscal Years Ending June 30, 2001 through June 30, 2006**

Description	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>						
<b>Reserved for:</b>						
Encumbrances	\$ 1,850,738	\$ 2,543,500	\$ 1,452,875	\$ 1,156,430	\$ 1,156,315	
Debt Service	57,176	224,953	224,827	224,779	222,911	
Other	12,812	13,491	357,336	269,883	271,664	
<b>Total Reserved</b>	<b>\$ 1,920,726</b>	<b>\$ 2,781,944</b>	<b>\$ 2,035,038</b>	<b>\$ 1,651,092</b>	<b>\$ 1,650,890</b>	<b>\$ 1,758,038</b>
<b>Designated for:</b>						
Police Equipment	\$ 161,964	\$ 213,099	\$ 234,487	\$ 219,613	\$ -	
Worker's Compensation	350,000	391,000	388,000	-	-	
Capital Projects	1,613,860	1,463,538	539,682	286,238	224,465	
TIF Distributions	-	-	-	693,076	431,371	
City Council Strategic Goals	397,161	279,004	332,447	514,216	538,795	
Other	16,234	-	1,016,087	49,748	98,173	
<b>Total Designated</b>	<b>\$ 2,539,219</b>	<b>\$ 2,346,641</b>	<b>\$ 2,510,703</b>	<b>\$ 1,762,891</b>	<b>\$ 1,292,804</b>	<b>\$ 2,629,477</b>
<b>Undesignated</b>	<b>3,509,067</b>	<b>1,965,621</b>	<b>413,564</b>	<b>1,752,521</b>	<b>1,903,961</b>	<b>3,397,529</b>
<b>Total Fund Balance</b>	<b>\$ 7,969,012</b>	<b>\$ 7,094,206</b>	<b>\$ 4,959,305</b>	<b>\$ 5,166,504</b>	<b>\$ 4,847,655</b>	<b>\$ 7,785,044</b>
Fund Balance Target (a)	2,804,336	2,696,520	2,696,520	2,897,548	2,940,275	3,305,700
Actual over (under) Target (a)	704,731	(730,899)	(2,282,956)	(1,145,027)	(1,036,314)	91,829
(a) based on 5% of Annual Revenues (compared to Undesignated Fund Balance)						

### Ten Year Fund Balance Comparison



**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Fund Balance Summary - General Fund**

<b>Projected Fund Balance for 2006-07</b>	
<b>Unaudited Fund Balance at June 30, 2006</b>	\$ 3,397,529
<b>Fund Balance Uses for 2006-07</b>	
Excess of Proposed Appropriations (over) under Projected Revenues	-
<b>Projected Fund Balance at June 30, 2007</b>	<u><u>\$ 3,397,529</u></u>
<b>Projected Fund Balance Target (5% of Estimated Revenues)</b>	\$ 3,305,700
 <i>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.</i>	

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
**For the Fiscal Years 2004-05 through 2006-07**

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>General Fund</b>						
<b><u>Property Taxes</u></b>						
2-3011	Real Estate	6,501,710	6,739,205	6,832,638	7,003,454	2.5%
2-3013	R.R. & Other Utility	40,721	42,000	45,000	45,000	
	<b>Total Property Taxes</b>	<b>6,542,430</b>	<b>6,781,205</b>	<b>6,877,638</b>	<b>7,048,454</b>	<b>2.5%</b>
<b><u>Sales and Use Taxes</u></b>						
2-3041	Local Option Sales Tax	15,916,242	16,864,515	16,738,998	17,157,473	2.5%
2-3042	Cigarette Tax	604,872	622,000	602,329	602,000	-0.1%
2-3044	Local Option Use Tax					
	<b>Total Sales and Use Taxes</b>	<b>16,521,113</b>	<b>17,486,515</b>	<b>17,341,327</b>	<b>17,759,473</b>	<b>2.4%</b>
<b><u>Utility Franchise Fees</u></b>						
2-3052	Water	22,299	23,500	22,599	23,500	4.0%
2-3053	Gas	4,636,879	4,500,000	5,463,214	5,575,000	2.0%
2-3054	Telephone	1,969,693	1,930,000	1,844,584	1,890,000	2.5%
2-3055	Electricity	305,730	290,000	306,224	310,000	1.2%
2-3057	Cable Television	565,757	593,000	576,254	590,000	2.4%
	<b>Total Utility Franchise Fees</b>	<b>7,500,356</b>	<b>7,336,500</b>	<b>8,212,875</b>	<b>8,388,500</b>	<b>2.1%</b>
<b><u>Payments in Lieu of Taxes</u></b>						
2-3281	Power & Light In Lieu of Taxes	7,628,326	8,776,278	9,719,239	10,384,425	6.8%
2-3282	Water Service In Lieu of Taxes	1,395,053	1,679,128	1,724,074	1,751,928	1.6%
2-3283	Sanitary Sewer In Lieu of Taxes	1,155,938	1,424,106	1,402,944	1,467,665	4.6%
	<b>Total Pymt. in Lieu of Taxes</b>	<b>10,179,317</b>	<b>11,879,512</b>	<b>12,846,257</b>	<b>13,604,018</b>	<b>5.9%</b>
	<b>Total Taxes</b>	<b>40,743,217</b>	<b>43,483,732</b>	<b>45,278,097</b>	<b>46,800,445</b>	<b>3.4%</b>
<b><u>Business Licenses and Permits</u></b>						
2-3101	Occupation Licenses	1,311,031	1,467,000	1,385,000	1,449,000	4.6%
2-3102	Liquor Licenses	81,096	94,000	89,000	89,000	
2-3103	Planning Exam & Licenses	108,314	100,000	100,000	102,000	2.0%
2-3104	Fin-Other License/Permits	38,190	45,000	43,000	44,000	2.3%
2-3108	Building Permits, Com.Develop.	986,208	1,270,958	1,270,958	1,309,867	3.1%
2-3109	Construction Permits, Pub.Works	551,027	900,000	900,000	750,000	-16.7%
2-3120	Nursing Home Permits	950	750	750	750	
2-3121	Day Care Permits	7,734	7,000	6,504	6,600	1.5%
2-3122	Food Handler's Permits	106,151	111,000	106,118	110,000	3.7%
2-3123	Massage Therapist Appl	2,880	2,600	1,500	1,500	
2-3124	Other Food Permits	98,590	98,000	84,620	90,000	6.4%
2-3125	Ambulance Permits & Licenses	32,088	30,300	44,461	40,421	-9.1%
2-3126	Plan Reviews - Health Dept.	2,700	7,800	6,000	6,000	
	<b>Total Bus. Lic. &amp; Permits</b>	<b>3,326,959</b>	<b>4,134,408</b>	<b>4,037,911</b>	<b>3,999,138</b>	<b>-1.0%</b>
<b><u>Non-Business Licenses and Permits</u></b>						
2-3151	Motor Vehicle Licenses	454,026	447,000	448,655	450,000	0.3%
	<b>Total Licenses and Permits</b>	<b>3,780,984</b>	<b>4,581,408</b>	<b>4,486,566</b>	<b>4,449,138</b>	<b>-0.8%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Grants-</b>						
<b>Federal Government Grants</b>						
2-3218	Dial-A-Ride	38,090	25,393	25,393	25,393	
2-3219	Other	37,172		24,240		-100.0%
	<b>Total Federal Grants</b>	<b>75,261</b>	<b>25,393</b>	<b>49,633</b>	<b>25,393</b>	<b>-48.8%</b>
<b>State Government Grants</b>						
2-3241	Financial Institutions Tax	37,149	37,000	22,526	37,000	64.3%
2-3242	Gasoline Tax	3,320,835	3,348,000	3,267,617	3,300,293	1.0%
2-3243	Motor Vehicle License Fees	597,588	612,000	648,367	654,851	1.0%
2-3244	Motor Vehicle Sales Tax	812,098	866,000	775,687	791,201	2.0%
	<b>Total State Grants</b>	<b>4,767,670</b>	<b>4,863,000</b>	<b>4,714,197</b>	<b>4,783,345</b>	<b>1.5%</b>
<b>Other Sources</b>						
2-3272	Jackson County Drug Task Force	419,676	439,736	439,736	419,332	-4.6%
2-3274	Jackson County Dare Program	353,273	377,238	353,273	388,151	9.9%
2-3275	Mid Am Reg Council	24,906	25,000	25,000	25,000	
2-3279	Other Misc. Grants					
	<b>Total Other Sources</b>	<b>797,854</b>	<b>841,974</b>	<b>818,009</b>	<b>832,483</b>	<b>1.8%</b>
	<b>Total Grants</b>	<b>5,640,786</b>	<b>5,730,367</b>	<b>5,581,839</b>	<b>5,641,221</b>	<b>1.1%</b>
<b>Charges for Services</b>						
<b>General Government</b>						
2-3302	Planning & Zoning Fees	42,821	47,500	46,375	45,000	-3.0%
2-3303	Board Of Adjustment Fees	5,426	5,550	5,400	5,350	-0.9%
2-3304	Sale Of Maps, Books, Plans	12,102	20,000	20,000	10,000	-50.0%
2-3305	Sale Of Police Reports	46,401	44,500	44,500	44,500	
2-3306	Sale Of Fire Reports	460	130	125	125	
2-3307	Computer Service Charges	36,470	34,000	31,000	30,000	-3.2%
<b>Health</b>						
2-3311	Animal Shelter Fees	65,917	62,000	62,000	62,000	
2-3312	Animal Id Tags	2,510	1,300	2,000	2,000	
2-3313	Health Training Programs					
<b>Public Safety</b>						
2-3316	Reimb. For Police Services	63,126		55,000	55,000	
2-3317	School Resource Officers	352,929	361,694	361,694	422,377	16.8%
2-3318	Alarm Charges - Police	34,675	36,750	36,750	35,000	-4.8%
2-3319	Alarm Charges - Fire	2,525	4,050	1,975	2,025	2.5%
<b>Recreation</b>						
2-3322	Class Fees	53,604	40,000	42,000	45,000	7.1%
2-3323	Park Concessions	3,436	8,000	7,000	9,000	28.6%
2-3326	Pool Fees					
2-3327	Recreation Centers	24,635	22,000	18,000	22,000	22.2%
2-3329	Recreation Rentals	139,846	80,000	82,000	87,000	6.1%

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>National Frontier Trails Museum</b>						
2-3331	NFTM-Admissions	43,268	50,000	45,000	55,000	22.2%
2-3332	NFTM-Gift Shop	42,414	50,000	40,000	42,000	5.0%
<b>Cemetery</b>						
2-3341	Sale Of Cemetery Lots	11,850	9,000	3,000	9,000	200.0%
2-3342	Sale Of Monument Bases	3,650	4,000	4,000	4,000	
2-3343	Grave Opening Charges	64,195	48,000	53,500	50,000	-6.5%
<b>Other Charges</b>						
2-3392	Sale Of Street Signs	2,620	5,000	5,000	5,000	
2-3393	Special Assessments	148,630	112,000	115,000	120,000	4.3%
2-3396	Sale Of Recycled Material	31,110	32,000	35,000	20,000	-42.9%
2-3397	Solid Waste Disp Fees	87,093	66,000	100,000	75,000	-25.0%
2-3398	Miscellaneous Charges	142,517	150,000	236,611	180,000	-23.9%
	<b>Total Charges for Services</b>	<b>1,464,228</b>	<b>1,293,474</b>	<b>1,452,930</b>	<b>1,436,377</b>	<b>-1.1%</b>
<b>Fines and Court Costs</b>						
2-3401	Fines & Forfeitures	3,063,461	3,190,121	3,283,699	3,435,406	4.6%
2-3402	Court Costs	322,386	388,337	396,134	430,000	8.5%
2-3403	Police Training	53,940	60,525	52,976	60,625	14.4%
2-3404	Domestic Violence	52,032	61,732	52,922	61,732	16.6%
2-3405	Dwi/Drug	29,558	35,647	32,038	35,647	11.3%
	<b>Total Fines &amp; Court Costs</b>	<b>3,521,377</b>	<b>3,736,362</b>	<b>3,817,769</b>	<b>4,023,410</b>	<b>5.4%</b>
<b>Interest Income</b>						
2-3411	Interest	62,064	77,000	83,000	150,000	80.7%
2-3412	Special Assessments - Interest	6,970	5,500	6,500	7,000	7.7%
2-3413	Interest - Other	101,221	65,000	78,000	80,000	2.6%
	<b>Total Interest Income</b>	<b>170,256</b>	<b>147,500</b>	<b>167,500</b>	<b>237,000</b>	<b>41.5%</b>
2-3421	Interfund Chgs. For Supp. Serv.	2,700,215	2,795,350	2,833,475	3,016,112	6.4%
<b>Other Revenue</b>						
2-3431	Sale Of Land					
2-3432	Sale Of Fixed Assets	56,379	15,000	52,000	35,000	-32.7%
2-3433	Rents	164,963	201,150	161,000	160,000	-0.6%
2-3434	Damage Claims	6,704	30,000	21,000	25,000	19.0%
2-3435	Contributions	161,796	90,000	57,532	50,000	-13.1%
2-3439	Cash Over/Short	1,119		1,000		-100.0%
2-3440	Discounts Taken	492	500	300	300	
2-3449	Misc. Non-Operating Revenue	392,468	150,000	215,000	240,000	11.6%
	<b>Total Other Revenue</b>	<b>784,437</b>	<b>486,650</b>	<b>507,832</b>	<b>510,300</b>	<b>0.5%</b>
	<b>Total General Fund Revenues</b>	<b>\$58,805,501</b>	<b>\$62,254,843</b>	<b>\$64,126,008</b>	<b>\$66,114,003</b>	<b>3.1%</b>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - General Fund**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 City Council Adopted Budget
<u>General Government:</u>				
City Council	\$ 348,586	\$ 354,366	\$ 354,366	\$ 398,130
City Clerk	409,200	417,900	417,900	429,447
City Manager	669,597	724,173	724,173	1,036,031
Technology Services	1,515,656	1,544,424	1,544,424	1,659,908
Municipal Court	665,186	683,459	683,459	669,958
Total General Government	3,608,225	3,724,322	3,724,322	4,193,474
National Frontier Trails Museum	327,743	337,625	337,625	345,967
Law Department	647,262	621,377	621,377	728,888
<u>Finance Department:</u>				
Administration	286,027	349,621	349,621	389,615
Accounting	779,112	792,512	792,512	815,813
Purchasing	342,629	354,721	354,721	360,497
Occupation Licensing	131,965	141,418	141,418	154,257
Total Finance Department	1,539,733	1,638,272	1,638,272	1,720,182
Human Resources	460,492	484,431	484,431	548,235
<u>Community Development Department:</u>				
Administration	194,023	194,290	194,290	312,438
Planning	554,405	690,114	690,114	586,070
Transportation	771,288	794,117	794,117	794,117
Historic Preservation	78,757	79,294	79,294	81,550
Building Inspection	551,542	789,218	789,218	830,954
Total Community Development	2,150,015	2,547,033	2,547,033	2,605,129
<u>Police Department:</u>				
Administration	1,274,082	1,545,582	1,570,175	1,858,358
Police Operations	13,092,915	12,922,241	12,917,714	13,349,018
Police Services	4,876,621	4,954,173	4,955,210	4,951,112
Total Police Department	19,243,618	19,421,996	19,443,099	20,158,488

(continued on the next page)

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - General Fund**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 City Council Adopted Budget
<u>Fire Department:</u>				
Administration	\$ 423,731	\$ 508,142	\$ 508,142	\$ 532,637
Fire Operations	11,910,311	11,665,375	11,665,375	12,239,760
Fire Prevention	465,536	532,725	532,725	542,568
Maintenance	494,738	451,858	451,858	391,801
Training/Emer. Preparedness	233,468	320,038	320,038	289,737
Total Fire Department	13,527,784	13,478,138	13,478,138	13,996,503
<u>Health Department:</u>				
Administration	165,266	168,017	168,017	181,245
Health Services	582,384	676,297	676,297	748,148
Rabies/Animal Control	559,691	581,400	581,400	624,204
Code Enforcement	637,143	709,391	709,391	712,663
Total Health Department	1,944,484	2,135,105	2,135,105	2,266,260
<u>Public Works:</u>				
Administration	\$ 193,354	195,123	195,123	\$ 207,682
Engineering	1,434,072	1,371,202	1,371,202	1,438,205
Property Management	835,037	899,208	899,208	941,798
Street Maintenance	3,652,463	4,142,379	4,142,379	4,371,664
Total Public Works	6,114,926	6,607,912	6,607,912	6,959,349
<u>Water Pollution Control-</u>				
Storm Water Maintenance	295,014	296,739	296,739	298,891
<u>Parks and Recreation:</u>				
Administration	\$ 195,105	276,634	276,634	\$ 291,974
Park Maintenance	934,480	835,469	835,469	810,798
Recreation	749,971	773,700	773,700	701,852
Cemetery Maintenance	178,404	167,111	167,111	176,678
Total Parks and Recreation	2,057,960	2,052,914	2,052,914	1,981,302
Non-Departmental	5,796,584	7,283,910	7,283,910	8,185,189
City Council Strategic Goals	149,748	350,000	888,796	350,000
Debt Service (Lease Purchases)	108,161	91,262	91,262	-
Capital Outlay - Operating	435,885	791,450	791,450	893,100
Capital Outlay - TIF Distributions	396,781	250,000	681,371	350,000
Total General Fund	\$ 58,804,415	\$ 62,112,486	\$ 63,103,756	\$ 65,580,957

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Appropriations by Type Summary - General Fund**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

	<b>2004-05</b>	<b>2005-06</b>		<b>2006-07</b>
	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>
<u>Personal Services:</u>				
<u>Full Time Salaries:</u>				
Non-Union		\$ 11,150,323		\$ 11,484,819
Fraternal Order of Police		8,443,036		8,771,418
Int'l. Assoc. of Firefighters		7,680,173		7,834,682
Communication Workers		1,009,985		872,223
Service Employees International		4,231,900		4,045,843
Full Time Salary Total	\$ 30,827,422	\$ 32,515,417	\$ 31,962,835	\$ 33,008,985
Part Time Salaries	624,461	516,793	664,855	607,712
Overtime	1,599,908	694,978	1,567,955	736,564
Allowances	342,137	337,235	334,527	338,990
<u>Benefits:</u>				
FICA	2,529,898	2,562,910	2,606,412	2,642,183
LAGERS	3,041,995	3,241,788	3,272,683	3,580,874
Health Insurance	5,130,802	5,776,290	5,557,698	6,299,943
Dental Insurance	332,631	377,307	352,160	393,886
Life Insurance	107,574	115,740	112,827	86,958
Deferred Compensation	103,471	104,485	112,325	121,321
Long Term Disability	39,579	38,949	37,222	40,138
Retiree Health Insurance	1,939,926	2,358,216	2,385,542	2,696,241
Total Benefits	\$ 13,225,876	\$ 14,575,685	\$ 14,436,869	\$ 15,861,544
Other Personal Services	366,458	595,775	227,683	1,311,248
Total Personal Services	\$ 46,986,262	\$ 49,235,883	\$ 49,194,724	\$ 51,865,043
Other Services	7,678,601	8,470,987	7,941,971	8,786,042
Supplies	1,951,547	1,954,830	2,315,179	2,173,474
Capital Outlay - Operating Budget	1,703,377	1,214,443	862,430	1,134,826
Capital Outlay - TIF Distributions	396,781	250,000	234,678	350,000
Debt Service	108,161	91,262	91,261	-
City Council Strategic Goals	149,748	350,000	359,870	350,000
Other	687,371	545,081	442,396	921,572
Total Expenditures	\$ 59,661,848	\$ 62,112,486	\$ 61,442,509	\$ 65,580,957

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Appropriations by Type - General Fund**

Description	Personal Services	Other Services	Supplies	Capital Outlay & Other	Total
<b>Allocation by Amount</b>					
City Council	\$ 360,350	\$ 32,825	\$ 4,955	\$ -	\$ 398,130
City Clerk	374,542	30,980	23,925	-	429,447
City Manager	974,236	54,190	7,605	-	1,036,031
Nat'l Frontier Trails Museum	254,142	62,800	29,025	-	345,967
Technology Services	1,516,048	128,001	15,859	-	1,659,908
Municipal Court	634,944	30,790	4,224	-	669,958
Law	585,537	116,500	26,851	-	728,888
Finance	1,540,085	166,586	13,511	-	1,720,182
Human Resources	465,243	76,492	6,500	-	548,235
Community Development	1,585,216	997,597	22,316	-	2,605,129
Police	18,117,292	1,307,461	645,820	87,915	20,158,488
Fire	12,965,073	624,431	284,246	122,753	13,996,503
Health	1,979,632	166,794	119,834	-	2,266,260
Public Works	4,473,097	1,432,858	853,394	200,000	6,959,349
Water Pollution Control	278,306	9,265	11,320	-	298,891
Parks and Recreation	1,577,303	309,910	94,089	-	1,981,302
Non-Departmental	4,183,997	3,238,562	10,000	752,630	8,185,189
City Council Strategic Goals		350,000			350,000
Capital Outlay				1,243,100	1,243,100
<b>General Fund Total</b>	<b>\$ 51,865,043</b>	<b>\$ 9,136,042</b>	<b>\$ 2,173,474</b>	<b>\$ 2,406,398</b>	<b>\$ 65,580,957</b>

<b>Allocation by Percentage</b>					
City Council	90.51%	8.24%	1.24%	0.00%	100.00%
City Clerk	87.21%	7.21%	5.57%	0.00%	100.00%
City Manager	94.04%	5.23%	0.73%	0.00%	100.00%
National Frontier Trails Center	73.46%	18.15%	8.39%	0.00%	100.00%
Technology Services	91.33%	7.71%	0.96%	0.00%	100.00%
Municipal Court	94.77%	4.60%	0.63%	0.00%	100.00%
Law	80.33%	15.98%	3.68%	0.00%	100.00%
Finance	89.53%	9.68%	0.79%	0.00%	100.00%
Human Resources	84.86%	13.95%	1.19%	0.00%	100.00%
Community Development	60.85%	38.29%	0.86%	0.00%	100.00%
Police	89.87%	6.49%	3.20%	0.44%	100.00%
Fire	92.63%	4.46%	2.03%	0.88%	100.00%
Health	87.35%	7.36%	5.29%	0.00%	100.00%
Public Works	64.27%	20.59%	12.26%	2.87%	100.00%
Water Pollution Control	93.11%	3.10%	3.79%	0.00%	100.00%
Parks and Recreation	79.61%	15.64%	4.75%	0.00%	100.00%
Non-Departmental	51.12%	39.57%	0.12%	9.20%	100.00%
City Council Strategic Goals	0.00%	100.00%	0.00%	0.00%	100.00%
Capital Outlay	0.00%	0.00%	0.00%	100.00%	100.00%
<b>General Fund Total</b>	<b>79.09%</b>	<b>13.93%</b>	<b>3.31%</b>	<b>3.67%</b>	<b>100.00%</b>

City of Independence, Missouri  
 2006-07 Operating Budget  
**Summary of Operating/Other Transfers  
 and Designations of Fund Balance - General Fund**  
 For the Fiscal Years 2005-06 through 2006-07

Description	Amount
<b>2005-06</b>	
<b>Fund Balance Designations-</b> <u>For Capital Projects-</u>	\$           -
<b>Operating Transfers Out-</b>	
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	<u>\$ (142,357)</u>
<b>Net Transfers</b>	<u><b>\$ (142,357)</b></u>
<b>2006-07</b>	
<b>Fund Balance Designations-</b> <u>For Capital Projects-</u>	\$           -
<b>Operating Transfers Out-</b>	
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	<u>\$ (142,357)</u>
<b>Net Transfers</b>	<u><b>\$ (142,357)</b></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Positions Summary - General Fund**  
**For the Fiscal Years 2000-01 through 2006-07**

Description	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	Budget 2006-07
City Council	11.00	11.00	11.00	11.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	6.50	6.50	6.00	6.00
City Manager	11.00	10.00	10.00	8.50	7.00	7.50	10.50
National Frontier Trails Center	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	20.00	20.00	20.00	20.00	20.00	21.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	5.50	5.50	5.75	6.88
Finance	25.00	25.00	25.00	24.00	24.00	25.00	25.15
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	35.00	23.00	23.00	22.00	22.00	26.00	25.75
Police	275.00	274.00	275.00	275.00	277.00	281.50	281.50
Fire	174.00	174.00	174.00	174.00	173.25	173.25	173.25
Health	27.24	38.13	39.69	39.47	33.50	34.25	34.25
Public Works	89.90	88.90	87.90	82.00	81.00	82.00	82.00
Water Pollution Control	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	41.70	41.70	43.79	42.14	41.70	36.70	35.53
<b>General Fund Total</b>	<b>755.34</b>	<b>750.23</b>	<b>753.88</b>	<b>741.61</b>	<b>732.95</b>	<b>739.45</b>	<b>743.31</b>

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

*Note 2: Changes by department and position between fiscal years 2005-06 and 2006-07 are shown on the following page(s).*

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>General Fund</b>				
<b>City Manager's Office</b>				
<b>City Manager's Office</b>				
Administrative Specialist II		0.25	0.25	position changed to full time
Public Management Intern II		0.75	0.75	partial allocation transferred from Community Development
<b>Economic Development</b>				
Economic Developments Manager		1.00	1.00	position transferred from Community Development
Projects Coordinator		1.00	1.00	add new position
Department Total	-	3.00	3.00	
<b>Technology Services</b>				
Network System Specialist		1.00	1.00	add new position (funded by Parks and Fire departments)
Telecommunication Services Tech.	(1.00)		(1.00)	position reclassified
Desktop Support Technician	1.00		1.00	position reclassified
Department Total	-	1.00	1.00	
<b>Law</b>				
Assistant City Counselor III		1.00	1.00	add new position
Assistant City Counselor II		0.13	0.13	shift funding from Grants fund
Department Total	-	1.13	1.13	
<b>Finance</b>				
<b>Accounting</b>				
Payroll Technician	(1.00)		(1.00)	position reclassified
Payroll Specialist	1.00		1.00	position reclassified
<b>Business Licensing</b>				
Accounts Receivable Specialist	0.15		0.15	funding shifted from Water Fund
Department Total	0.15	-	0.15	
<b>Human Resources</b>				
Administrative Specialist II	(0.31)		(0.31)	part time position reclassified
Human Resources Clerk	0.31		0.31	part time position reclassified
Department Total	-	-	-	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Community Development</b>				
<b>Economic Planning and Redevelopment</b>				
Senior Planner	(1.00)		(1.00)	position reclassified
Economic Development Manager	1.00		1.00	position reclassified
Economic Development Manager		(1.00)	(1.00)	position transferred to City Manager's Office
Public Management Intern II		(0.75)	(0.75)	position transferred to City Manager's Office
Community Dev. Program Coordinator		1.00	1.00	add new position
Community Program Manager		0.50	0.50	funding shifted from CDBG Fund
<b>Current Planning</b>				
Zoning Technician	(1.00)		(1.00)	position reclassified
Planner	1.00		1.00	position reclassified
Department Total	-	(0.25)	(0.25)	
<b>Police-</b>				
<b>Chief of Police</b>				
Technology Oversight Coordinator	(1.00)		(1.00)	position reclassified
Police Technology Coordinator	1.00		1.00	position reclassified
<b>Investigations</b>				
Police Sergeant	1.00		1.00	transferred from Special Oper.
<b>Special Operations</b>				
Police Sergeant	(1.00)		(1.00)	transferred to Investigations
Police Officer	1.00		1.00	transferred from Community Services Unit
<b>Community Services</b>				
Police Officer	(1.00)		(1.00)	transferred to Special Oper.
Police Officer	(1.00)		(1.00)	transferred to Drug Enforcement Unit
<b>Drug Enforcement Unit</b>				
Police Officer	1.00		1.00	transferred from Community Services Unit
<b>Records and Property</b>				
Records Unit Clerk	(1.00)		(1.00)	position reclassified
Police Desk Clerk	1.00		1.00	position reclassified
Department Total	-	-	-	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

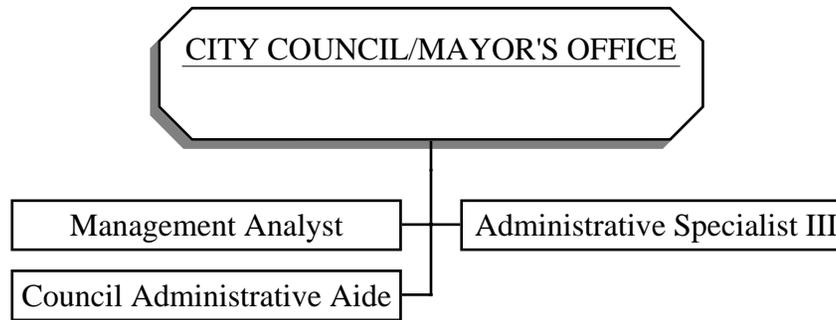
Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Fire</b>				
<b>Emergency Medical Services</b>				
Battalion Chief-EMS/Safety/Wellness	1.00		1.00	new position
<b>Maintenance</b>				
Fire Apparatus Mechanic	(1.00)		(1.00)	position transferred to Public Works
Department Total	-	-	-	
<b>Health</b>				
<b>Animal/Rabies Control</b>				
Administrative Aide I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Custodian	(0.25)		(0.25)	shifted part time position funding
Clerk Typist II	0.25		0.25	shifted part time position funding
Department Total	-	-	-	
<b>Public Works</b>				
<b>Engineering</b>				
Engineering Technician II	(1.00)		(1.00)	transferred to Administrative Support
<b>Administrative Support</b>				
Engineering Technician II	1.00		1.00	transferred from Engineering
Department Total	-	-	-	
<b>Parks and Recreation</b>				
<b>Park Maintenance Administration</b>				
Forester	(1.00)		(1.00)	position reclassified
Parks Horticulturist	1.00		1.00	position reclassified
Parks Horticulturist		(1.00)	(1.00)	position transferred to Turf Facilities Maintenance
<b>Turf Facilities Maintenance</b>				
Parks Horticulturist		1.00	1.00	position transferred from Park Maintenance Administration
<b>Recreation Programs Administration</b>				
Recreation Specialist		(1.00)	(1.00)	position transferred to Family Rec. Programs in Parks Sales Tax Fund
Clerk I		(1.00)	(1.00)	position transferred to RT Sermon Community Center
Center Attendants		(1.73)	(1.73)	part time positions transferred to RT Sermon Community Ctr.

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Roger T Sermon Community Center</b>				
Clerk I		1.00	1.00	position transferred from Recreation Prog. Admin.
Center Attendants		1.73	1.73	part time positions transferred from Recreation Prog. Admin.
Recreation Specialist		(1.00)	(1.00)	position transferred to Sports Complex in Parks Sales Tax Fund
<b>Owens Nature Park</b>				
Center Attendants		0.83	0.83	add new part time positions
Department Total	-	(1.17)	(1.17)	
<b>General Fund Total</b>	<u>0.15</u>	<u>3.71</u>	<u>3.86</u>	

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

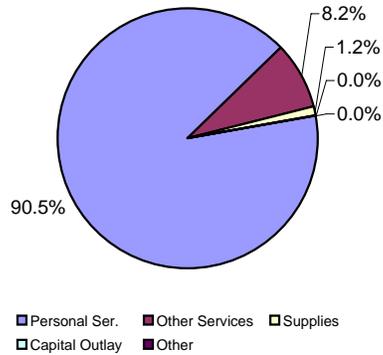
38



**Appropriations by Type:**

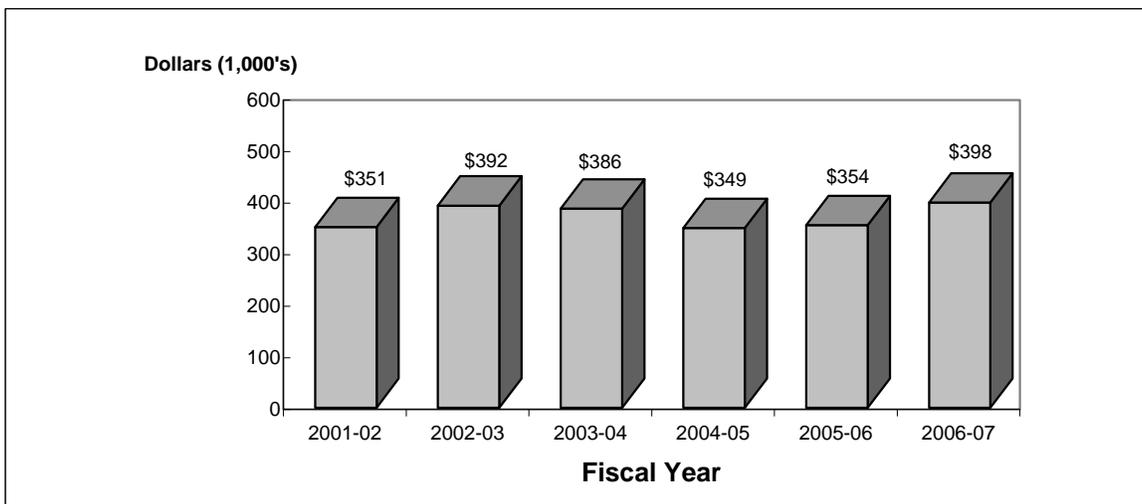
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 331,821	\$ 323,611	\$ 323,611	\$ 360,350
Other Services	11,301	26,600	26,600	32,825
Supplies	5,464	4,155	4,155	4,955
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 348,586</b>	<b>\$ 354,366</b>	<b>\$ 354,366</b>	<b>\$ 398,130</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	11.00	11.00	11.00	10.00	10.00	10.00
<b>Amount by Fund:</b>						
General Fund	\$ 350,658	\$ 392,368	\$ 386,358	\$ 348,586	\$ 354,366	\$ 398,130
Total All Funds	\$ 350,658	\$ 392,368	\$ 386,358	\$ 348,586	\$ 354,366	\$ 398,130
<b>Comparative Ratios:</b>						
Per Capita	\$ 3.08	\$ 3.43	\$ 3.37	\$ 3.03	\$ 3.07	\$ 3.43
Per Household	\$ 7.29	\$ 8.13	\$ 7.98	\$ 7.17	\$ 7.27	\$ 8.14



*City of Independence*  
*Departmental Budget Summary*

Department: 4000 - City Council

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	11.00	10.00	10.00	10.00
Total	11.00	10.00	10.00	10.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4002 City Council	182,066	177,727	177,727	204,518
4003 Management Analyst	69,006	71,484	71,484	83,330
4004 Mayor's Office	97,514	105,155	105,155	110,282
Total	348,586	354,366	354,366	398,130
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	348,586	354,366	354,366	398,130
Total	348,586	354,366	354,366	398,130
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Councilmember	6.00	6.00	6.00	6.00
Council Admin. Aide	1.00	1.00	1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	179,990	170,017	170,017	192,083
Other Services & Charges	1,420	6,500	6,500	11,225
Supplies	656	1,210	1,210	1,210
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>182,066</b>	<b>177,727</b>	<b>177,727</b>	<b>204,518</b>

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Management Analyst	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	68,549	69,294	69,294	81,140
Other Services & Charges	250	1,490	1,490	1,490
Supplies	207	700	700	700
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	69,006	71,484	71,484	83,330

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

The mayor is the presiding officer of the city council, elected by the registered voters of the city. The mayor operates with powers granted by the City Charter to enact legislation to protect the public health, safety, and welfare of the city's residents. The mayor appoints members to various advisory boards and commission, and with powers like other 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.

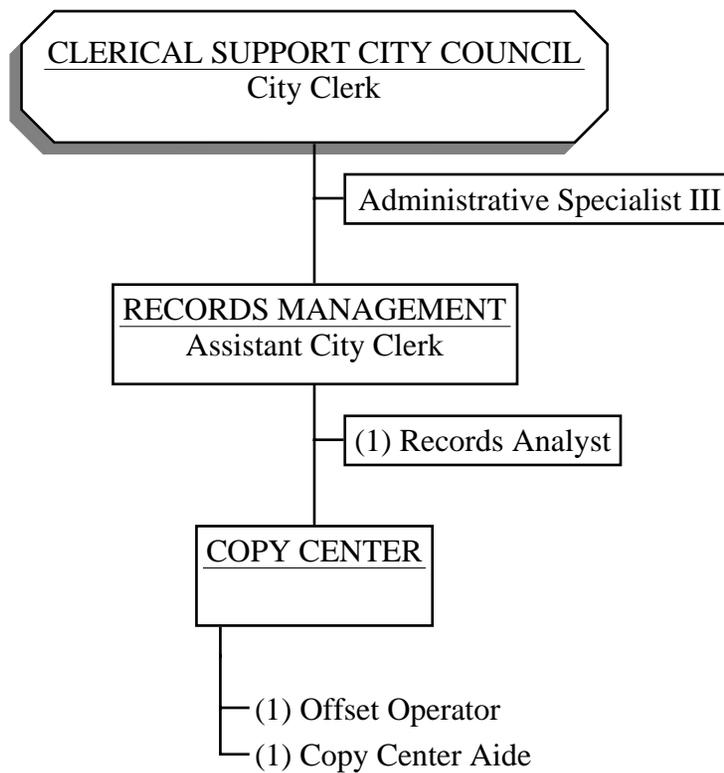
**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Mayor	1.00	1.00	1.00	1.00
Council Admin. Aide	1.00	.00	.00	.00
Admin Spec III, Mayor	1.00	1.00	1.00	1.00
Total	3.00	2.00	2.00	2.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	83,282	84,300	84,300	87,127
Other Services & Charges	9,631	18,610	18,610	20,110
Supplies	4,601	2,245	2,245	3,045
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	97,514	105,155	105,155	110,282
	=====	=====	=====	=====

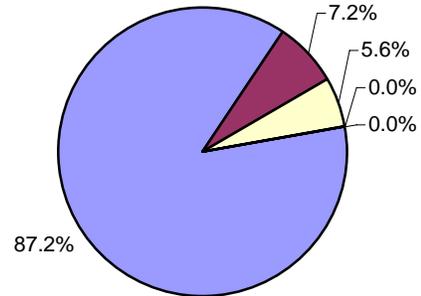
# City of Independence, Missouri City Clerk



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 363,047	\$ 370,450	\$ 370,450	\$ 374,542
Other Services	28,878	29,510	29,510	30,980
Supplies	17,275	17,940	17,940	23,925
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 409,200</b>	<b>\$ 417,900</b>	<b>\$ 417,900</b>	<b>\$ 429,447</b>

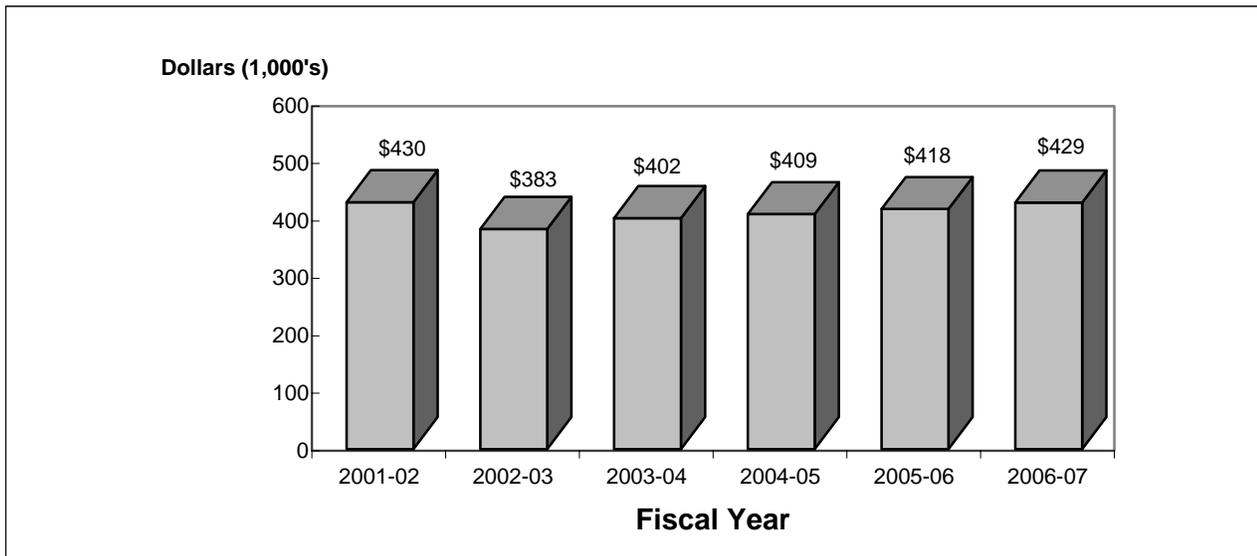
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	7.00	7.00	6.50	6.50	6.00	6.00
<b>Amount by Fund:</b>						
General Fund	\$ 430,017	\$ 383,240	\$ 402,052	\$ 409,200	\$ 417,900	\$ 429,447
Total All Funds	\$ 430,017	\$ 383,240	\$ 402,052	\$ 409,200	\$ 417,900	\$ 429,447
<b>Comparative Ratios:</b>						
Per Capita	\$ 3.77	\$ 3.35	\$ 3.50	\$ 3.55	\$ 3.62	\$ 3.70
Per Household	\$ 8.94	\$ 7.94	\$ 8.30	\$ 8.42	\$ 8.57	\$ 8.78



*City of Independence*  
*Departmental Budget Summary*

Department: 4010 - City Clerk

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	6.50	6.50	6.00	6.00
Total	6.50	6.50	6.00	6.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4012 Clerical Support City Council	165,265	167,847	167,847	166,542
4014 Records Management	127,390	129,701	129,701	134,173
4015 Copy Center	116,545	120,352	120,352	128,732
Total	409,200	417,900	417,900	429,447
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	409,200	417,900	417,900	429,447
Total	409,200	417,900	417,900	429,447
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4010 - City Clerk 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

\* Entered the current ordinances, resolutions and minutes up through the current month.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Ordinances Passed	208	308	300	300
Resolutions Passed	98	97	100	100
City Council Meetings	32	32	28	30
Study Sessions	26	30	25	28

**2006-07 Objectives**

**Goal Ref**

- \* Enter more years of Ordinances and more years of Resolutions into the computerized index system.
- \* Make access to the computerized indexing system available to more departments.
- \* Make agenda preparation truly electronic and everything on the agenda accessible through the internet.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
City Clerk	1.00	1.00	1.00	1.00

*City of Independence*  
*Detail Program Summary*

Department: 4010 - City Clerk 2006-07 Operating Budget  
 Cost Center: 4012 - Clerical Support City Council Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Administrative Spec III	1.50	1.50	1.00	1.00
Total	2.50	2.50	2.00	2.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	154,817	157,482	157,482	156,177
Other Services & Charges	9,832	9,965	9,965	9,965
Supplies	616	400	400	400
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	165,265	167,847	167,847	166,542
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Accepted 515 cubic feet of records for retention and retrieval from various City Departments.
- \* Destroyed 932 cubic feet of obsolete records.

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Records Stored- Cubic Feet	2,589	2,544	2,500	2,500

**2006-07 Objectives**

**Goal Ref**

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

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
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  
 Cost Center: 4014 - Records Management

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	126,468	129,131	129,131	133,603
Other Services & Charges	500	270	270	270
Supplies	422	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	127,390	129,701	129,701	134,173
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* the Mail Center reduced the City's mail expense by approximately \$60,000 during FY 2005-2006 through presort savings.
- \* 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.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Printing Impressions	2,448,136	2,186,691	2,500,000	2,250,000
Items Mailed	1,040,350	1,009,712	1,000,000	1,000,000

**2006-07 Objectives**

**Goal Ref**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Offset Operator	1.00	1.00	1.00	1.00
Copy Center Aide	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

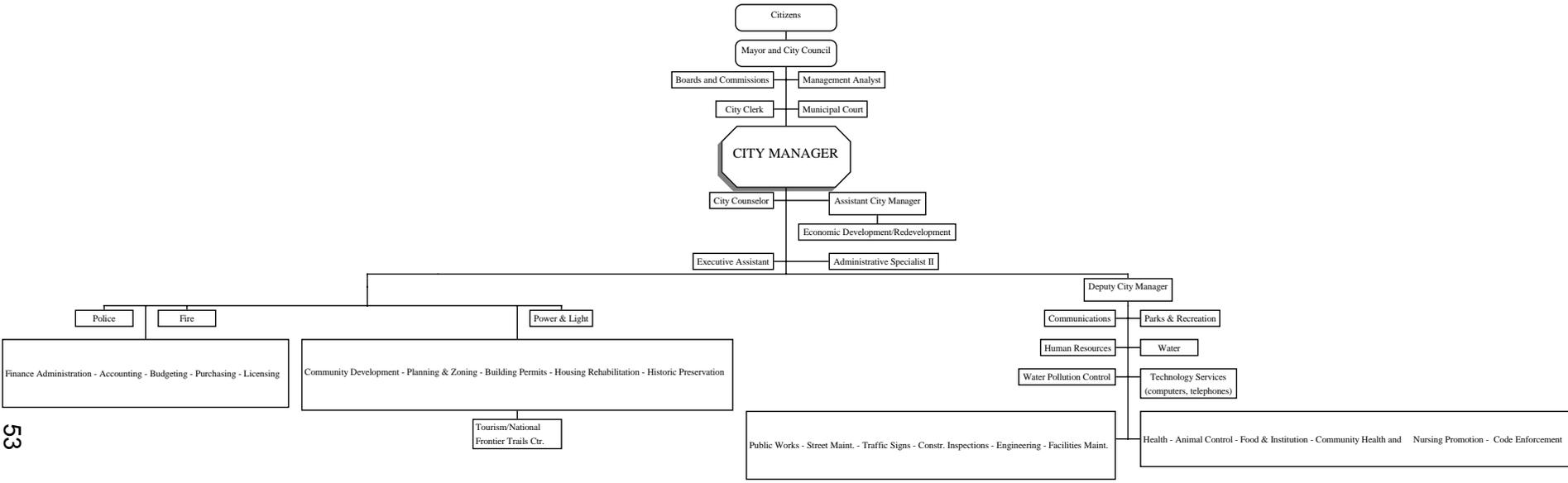
Department: 4010 - City Clerk  
 Cost Center: 4015 - Copy Center

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	81,762	83,837	83,837	84,762
Other Services & Charges	18,546	19,275	19,275	20,745
Supplies	16,237	17,240	17,240	23,225
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	116,545	120,352	120,352	128,732
	=====	=====	=====	=====

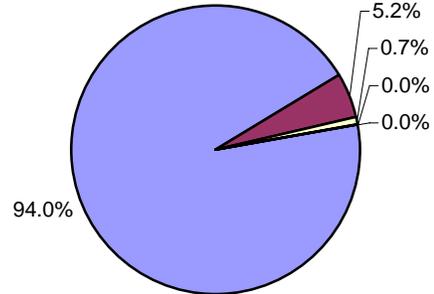
# City of Independence, Missouri Organizational Chart



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 634,161	\$ 689,178	\$ 689,178	\$ 974,236
Other Services	21,047	31,390	29,090	54,190
Supplies	14,389	3,605	5,905	7,605
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 669,597</b>	<b>\$ 724,173</b>	<b>\$ 724,173</b>	<b>\$ 1,036,031</b>

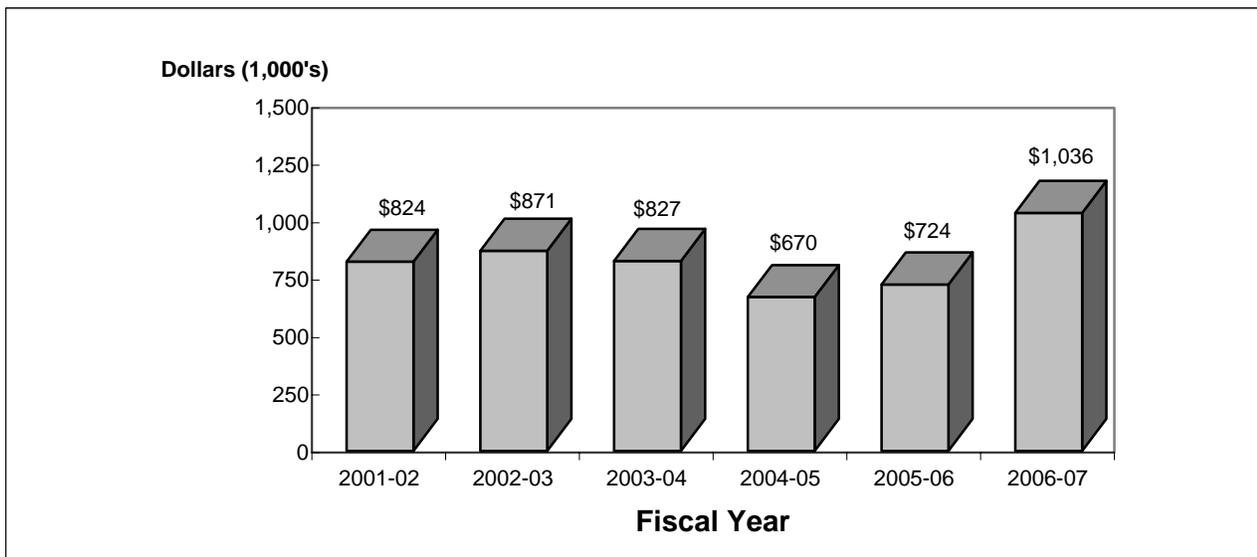
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	11.50	11.50	10.00	7.00	7.50	10.50
<b>Amount by Fund:</b>						
General Fund	\$ 765,471	\$ 806,083	\$ 757,446	\$ 669,597	\$ 724,173	\$ 1,036,031
Water Fund	58,039	65,223	69,180	-	-	-
<b>Total All Funds</b>	<b>\$ 823,510</b>	<b>\$ 871,306</b>	<b>\$ 826,626</b>	<b>\$ 669,597</b>	<b>\$ 724,173</b>	<b>\$ 1,036,031</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 7.23	\$ 7.62	\$ 7.20	\$ 5.82	\$ 6.27	\$ 8.93
Per Household	\$ 17.13	\$ 18.06	\$ 17.07	\$ 13.78	\$ 14.85	\$ 21.18



*City of Independence*  
*Departmental Budget Summary*

Department: 4020 - City Manager

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	9.50	6.00	6.25	9.00
Part Time Positions	.50	1.00	1.25	1.50
Total	10.00	7.00	7.50	10.50
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4021 City Manager	507,535	556,464	556,464	655,986
4022 Communications	161,797	167,709	167,709	172,447
4023 Economic Dev/Redevelopment	0	0	0	207,598
Total	669,332	724,173	724,173	1,036,031
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	669,332	724,173	724,173	1,036,031
Total	669,332	724,173	724,173	1,036,031
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

---

**2005-06 Accomplishments**

**Goal Ref**

- \* Beautification Commission announced its campaign to select a City Tree and City Flower to the City Council, and will be starting the selection process in April, ending in June, 2006. 1
- \* Continued support of 39th Street TDD; renewed intergovernmental agreement, coordinated acquisition of surveys, title reports and donation of right-of-way for extension and realignment of 39th Street. Resolved land swap between county and city to allow construction of 39th Street bridge. 2
- \* Supported Neighborhood Sustainability Committee's efforts, including publication and presentation of final report to City Council. 1
- \* Finalized design and configuration of new transit center; groundbreaking conducted in March, 2006. 4
- \* Coordinated and facilitated requirements related to Bass Pro/Falls at Crackerneck redevelopment project, including acquisition of property, transfer of tracts to Bass Pro and groundbreaking ceremony in March, 2006. 2
- \* Supported Landlord/City Council Technical Committee. 1
- \* Created and implemented tracking systems to monitor progress on accomplishing City Council Strategic Goals, Operating Budget Objectives and responses to concerns identified in Comprehensive Citizen Survey. 1

---

**2006-07 Objectives**

**Goal Ref**

- \* Continue to support and coordinate construction of Bass Pro project and completion of required public improvements. 2
- \* Continue to provide support to 39th Street TDD as required by intergovernmental agreement, including preparation for and facilitation of monthly meetings to facilitate realignment and construction of 39th Street, and maintenance of TDD properties. 4
- \* Continue support of City Beautification Commission, including restoration of 1951 "Miss Liberty" Statue of Liberty replica. 1
- \* Institute new program of economic redevelopment in the older commercial areas of the community. 2

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

\* Institute a new program of monitoring and administering economic redevelopment (TIF) projects within the community.

2

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Project Manager	1.00	1.00	.00	.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	.00	.00	1.00	1.00
Executive Assistant	.00	.00	1.00	1.00
Staff Assistant	1.00	1.00	.00	.00
Administrative Spec II	.50	.50	.75	1.00
Public Management Intern II	.00	.00	.25	1.00
<b>Total</b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>	<b>6.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	491,228	544,914	544,914	641,936
Other Services & Charges	9,876	10,445	10,445	12,945
Supplies	6,431	1,105	1,105	1,105
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>507,535</b>	<b>556,464</b>	<b>556,464</b>	<b>655,986</b>

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Continue to work on community visibility and interaction of the City through active participation in the community by the Communications Director. Served on the Chamber of Commerce Banquet Committee, attend monthly Legislative briefings at the Chamber, encourage participation with local newspaper in co-sponsored events, serve on various other committees. Worked with Public Works to hold meeting at Chamber regarding construction projects on Noland Road and 39th Street (Goal Ref 1) 1
- \* Continue to work with Internet Committee and Technology Services Department with reworking of City Web site. Also this fiscal year added news releases to City's Web site. (Some projects: Historic Preservation, Tourism, Water Pollution Control, NETM) (Goal Ref 2) 2
- \* Worked with Technology Services to implement the City 7 portion of the City's Web site including the domain "City7.TV". Web site includes program descriptions, schedule, behind the scenes information, frequently asked questions, "You Saw It on City 7" section with information from the bulletin board, links to City and county meeting agendas, and a brief history of City 7. (Goal Ref 1) 1
- \* "CityConnect" tying CityScene newsletter with City 7 and City's Web site through the use of streaming video. (Goal Ref 1) 1
- \* Oversaw continued growth of City 7 programming to keep the public well informed of high-profile issues that impact the community. This year carried (six hours a day for two weeks) NASA TV's live coverage of the shuttle/space station docking through the satellite dish. City 7 coverage included the shuttle launch, the astronauts' daily tasks, mission news conferences, inspection of the shuttle's tile shield, removal of tile gap fillers, and final landing back on earth. (Goal Ref 2) 2
- \* Won two 2005 Cable Access Guild Beacon Awards and was a finalist for three others through City 7's efforts. Wins included Best Meeting Coverage for a July 2005 City Council Study Session and Best Bulletin Board, for which City 7 was only a finalist in 2003. Categories for which City 7 was a finalist in 2005 included Best Videography and Best Editing for the 2004 informational video about the public safety sales tax ballot items and Best Public Service Announcement for a video produced on behalf of the Health Department's Smokebusters program. (Goal Ref 1) 1
- \* Update Current Issues text box on City's Web site front page. (Goal Ref 2) 2
- \* Facilitate distribution of e-mails from citizens to various departments through the City's Web site (Information below is for calendar year. Started counting Jan. 1, 2005. The total for 2

*City of Independence  
Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2005-06 Accomplishments**

**Goal Ref**

- Jan.-June is 444). City Clerk/23, City Council/11, City Manager/83, Community Development/75, Finance/58, Fire/7, Health/78, Human Resources/13, Law/9, Mayor/37, Municipal Court/8, Parks & Recreation/67, Police/53, Power & Light/31, Public Works/49, Technology Services/24, Tourism/29, Water/19, WPC/19, Grand Total/693. (Goal Ref 2)
- \* Produced videos (19) to publicize services, programs and products. 1  
Videos produced were: Mayor's Prayer Breakfast, Truman Public Service Award, six short stop-smoking PSA videos in partnership with three local high schools and Health Department, short video of 325th Field Hospital Homecoming Ceremony, Severe Storm Video, Public Safety Fair, ETC report video, 2006 State of the City Video, State of the City Address, Veterans' Day Ceremony/Speech, Child Abuse Awareness, Martin Luther King Day in conjunction with Local Investment Commission, Japanese Student Delegation Farewell Luncheon, New Employee Orientation video and presentation from KC Health Department on Avian Flu. Also taped two presentations by Neighborhood Sustainability speakers in May for replay to City employees. (Goal Ref 1)
  - \* Videotaping: Some examples include Bingham-Waggoner and Vaile homes at Christmas, several streets projects for use in video to be completed in next fiscal year, HCA Hospital Groundbreaking, Time Lapse of Communications Tower installation, Northern St. Bridge Ceremony, and Veterans History Project interviews. (Goal Ref 1) 1
  - \* Special Broadcasts (7): Two Candidate Forums (January and March), Old Landfill (July), Two Trinity TIF Hearing (August), Public Forum on Proposed School annexation (February), Eastland TIF Amendment (February). (Goal Ref 1) 1
  - \* Create, design and implemented production of new news program, CityView. Program to run 20 times a year. (Goal Ref 1) 1
  - \* Assisted Parks Department in establishment of Veterans' Video Project by participating in design of program and by later interviewing and taping stories of veterans. (Goal Ref 1) 1
  - \* City 7 staff created class materials and provided training for new mini digital camera. About 26 representatives from several departments took the training. (Goal Ref 1) 1
  - \* New programming for City 7: Series of 12 programs from the National Gallery of Art, After the Storm from EPA and Classic Arts Showcase from the Lloyd E. Rigler-Lawrence E. Deutsch Foundation. (Goal Ref 1) 1
  - \* Coordinated with Bass Pro in planning Fish Fry: Designed postcard invitation, contacted vendors to assist Bass Pro with event, later postponed until 2006. (Goal Ref 2) 2
  - \* Coordinated City booths at Independence Chamber Business Expo. Coordinated booths for Health, Fire, and Police departments at the Examiner Health & Fitness Fair. (Goal Ref 1) 1
  - \* Coordinated City Expo in October 2005. (Goal Ref 1) 1
  - \* Assist with Tsunami Relief Fund establishment and committee. Photographed check presentation at end of campaign and sent media release. Also published a story in CityScene. (Goal Ref 1) 1

*City of Independence  
Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2005-06 Accomplishments</u>	<u>Goal Ref</u>
* Speeches written for Mayor: Adventure Oasis Opening, State of the City, DARE Convention Welcome, Veterans' Day, Truman Public Service Award. (Goal Ref 1)	1
* Work with Junior Service League for selection of Susan Paxton Block Award. (Goal Ref 1)	1
* Published 12 issues of CityScene newsletter. (Goal Ref 1)	1
* Facilitated positive media relations for departments. Examples of media relations: Health-Closing of elementary school because of roach problems, IPL-Assisted at scene following death of Columbia Water & Light lineworker, Parks & Rec.-Coordinated media for opening of Adventure Oasis Water Park, Emergency Preparedness-Worked with The Examiner and The Kansas City Star to obtain coverage of Department of Homeland Security visit to investigate City's Citizen Corps program, Emergency Preparedness-notified press about CERT training in July, Parks Department-Assisted Director with media at scene of interview at McCoy Park Sprayground (area littered with fireworks debris), Health Department-on story about dog who was taken from its owner (Katrina survivor). (Goal Ref 1)	1
* Posted announcements to the City 7 Bulletin Board for departments. The following is a breakdown of new announcements sent by departments: Human Resources/110, Parks & Rec./65, NPTM/48, Public Works/28, Tourism/16, WPC/14, Health/10, Fire (Includes Emergency Preparedness)/10, Police/9, City Council/Clerk/Mgr/8, Community Development/6, Power & Light/3, Employee of the Month/12. These are only the new announcements that the departments sent to us. In addition to these, we posted others we felt were important to residents. Therefore, some departments such as Fire, Parks & Recreation and Power & Light actually had more announcements than reflected above. (Goal Ref 1)	1
* Issued press releases for departments. Totals for calendar years: 2000/17, 2001/61, 2002/79, 2003/57, 2004/55, 2005/145. (Goal Ref 1)	1
* Assist departments in rewriting material to be used in brochures, letters and press releases. Examples of materials written and/or edited for other departments: Design/Produce four-color, two-page brochure for Volunteer program (April); Design/Photograph/Production of four-page, four-color brochure for Public Works outlining construction season projects by Council district (May and February); Edit and Rewrite Human Resources brochures for Fire Chief and IPL Director recruitment (May and December); Designed and Placed Examiner Ad for Adventure Oasis Water Park (September); Orange Cone Edition (brochure for Public Works on construction projects planned for Noland Road and 39th Street)(September); Citizen Corps article for Missouri Municipal Review (September); Legislative brochure (November); Employee Holiday Power Point (December); and edit and send weekly health column to Examiner newspaper. (Goal Ref 1)	1
* Review/revise all PowerPoint presentations presented at City Council and Planning Commission meetings. (Goal Ref 1)	1
* Press Conferences (7): Opening of Adventure Oasis Water Park (May), Opening of Spraygrounds (June), Opening of Skate Park at Hill Park	1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2005-06 Accomplishments**

**Goal Ref**

- (July), Firefighters Returning from Hurricane Katrina (September), Opening of Northern Bridge (November), Firefighters who fell through floor at fire (January), Opening of Fire Station 7 (March). (Goal Ref 1)
- \* Emergency Preparedness: Work to rewrite Emergency Operations Plan, Member of Emergency Preparedness Committee. Three staff members completed 700 NIMS training. (Goal Ref 1) 1
  - \* MARC: RAPIO, Public Education Campaign Committee, Emergency RAPIO Communications Sub-Committee, Public Health Preparedness Communications Committee. (Goal Ref 1) 1
  - \* Conducted media training in February for supervisors in the Water Department. (Goal Ref 1) 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Newsletters Published	12	12	12	12
Programs Broadcast Weekly	50	50	75	75
County Legislative Broadcasts	46	46	46	46
News Releases	55	100	60	60
Press Conferences	2	4	3	3
City Emails	690	444	500	500
Videos Produced		26	20	20
CityView Programs Produced		NA	20	20

**2006-07 Objectives**

**Goal Ref**

- \* Facilitate positive media relations for all departments. 1
- \* Oversee continued growth of City 7 programming to keep public well informed of high-profile issues that impact the community. (Goal Ref 1) 1
- \* Produce State of the City video. (Goal Ref 1) 1
- \* Produce two videos from the list below: Tourism tax video, Streets project video, Public Safety video, Storm Water video, Parks video. (Goal Ref 1) 1
- \* Work with Technology Services to continue improvements to City's web site and E-Government. -Review Web site changes made by other departments as necessary. (Goal Ref 1) 1
- \* ETC Survey 2007 Direction Finder Survey. -Work with ETC to prepare survey to assess citizen satisfaction. (Goal Ref 1) 1
- \* Continue to make improvements to CityScene. (Goal Ref 1) 1
- \* Produce CityView. -20 programs slated for fiscal year. (Goal Ref 1) 1

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	142,668	144,264	144,264	149,002
Other Services & Charges	11,171	20,945	18,645	20,945
Supplies	7,958	2,500	4,800	2,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	161,797	167,709	167,709	172,447
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2006-07 Objectives**

**Goal Ref**

- \* Establish a centralized recordkeeping and monitoring system for economic development projects including 353, TIF, and LCRA based projects.
- \* Develop communication and support programs for existing commercial areas in the community, including Fairmount, Englewood, Maywood and Susquehanna.
- \* Work with ICED and the Independence Chamber of Commerce to provide coordinated responses to needs of existing commercial areas in the older portions of the community and to provide follow-up to existing business owners and potential developers.
- \* Develop specialized marketing tools to assist older commercial areas with recruitment of developers who will participate in redevelopment and revitalization of such areas.
- \* Develop standards for timeliness and quality of materials provided to potential developers and redevelopers.

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Projects Coordinator	.00	.00	.00	1.00
Economic Development Manager	.00	.00	.00	1.00
Total	.00	.00	.00	2.00
	=====	=====	=====	=====

**Program Costs**

Expenditure Category	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
----------------------	-------------------	-------------------------------	------------------------------	------------------------------

*City of Independence*  
*Detail Program Summary*

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

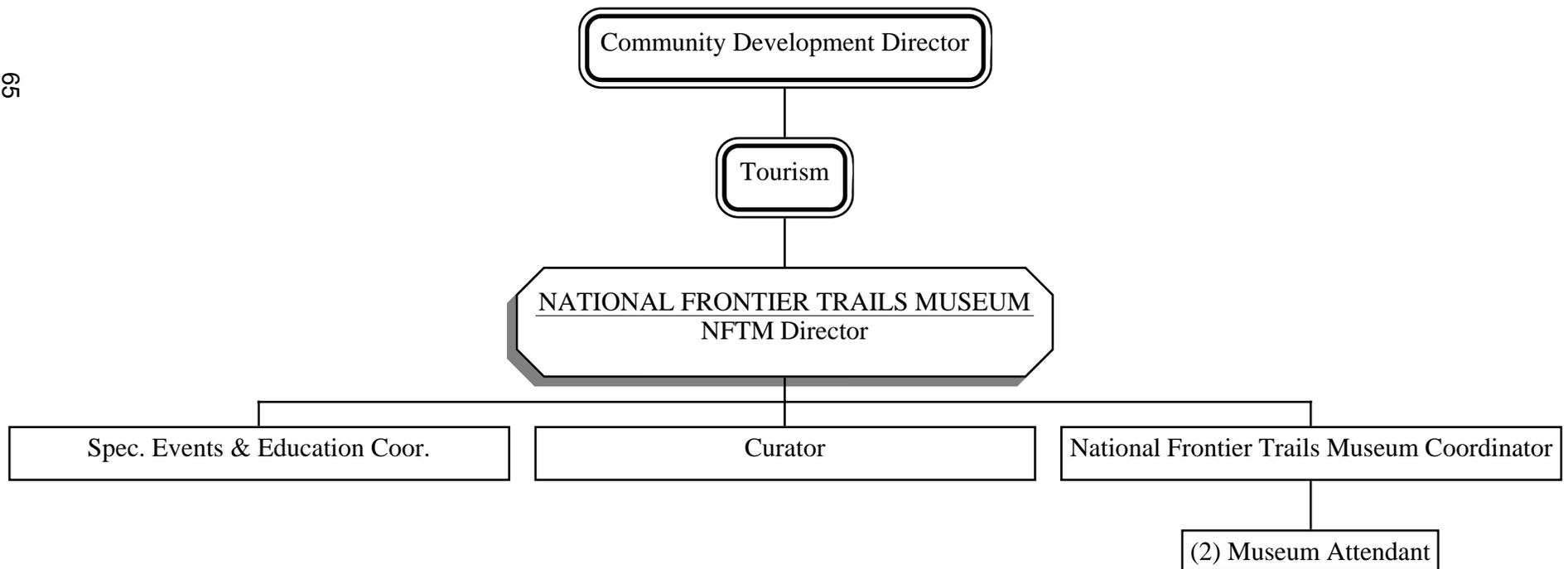
2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	0	0	0	183,298
Other Services & Charges	0	0	0	20,300
Supplies	0	0	0	4,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	0	0	0	207,598
	=====	=====	=====	=====

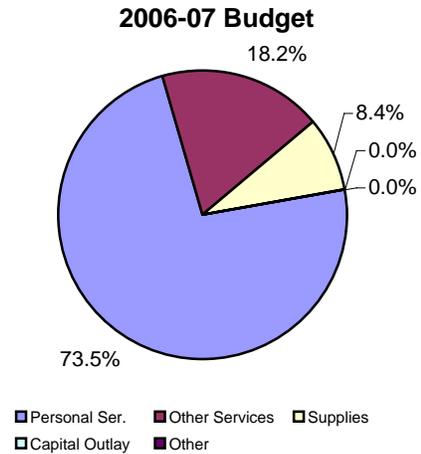
# City of Independence, Missouri National Frontier Trails Museum

65



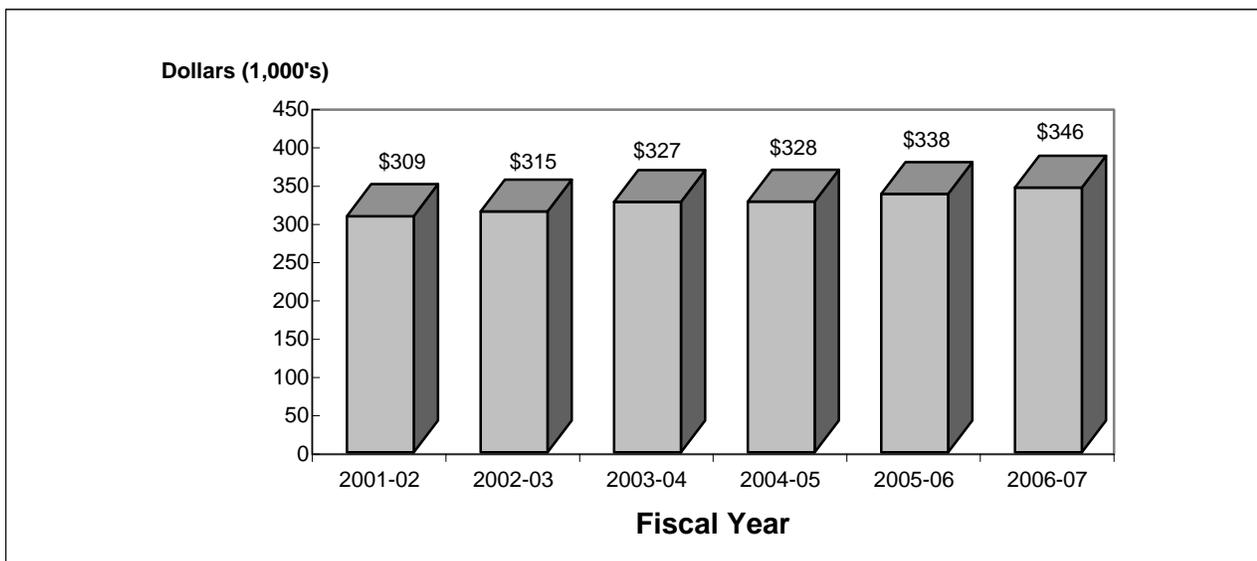
**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 238,924	\$ 245,800	\$ 245,800	\$ 254,142
Other Services	59,689	62,800	62,800	62,800
Supplies	29,130	29,025	29,025	29,025
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 327,743</b>	<b>\$ 337,625</b>	<b>\$ 337,625</b>	<b>\$ 345,967</b>



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	6.00	6.00	6.00	6.00	6.00	6.00
<b>Amount by Fund:</b>						
General Fund	\$ 308,718	\$ 314,869	\$ 327,314	\$ 327,743	\$ 337,625	\$ 345,967
Total All Funds	\$ 308,718	\$ 314,869	\$ 327,314	\$ 327,743	\$ 337,625	\$ 345,967
<b>Comparative Ratios:</b>						
Per Capita	\$ 2.71	\$ 2.75	\$ 2.85	\$ 2.85	\$ 2.92	\$ 2.98
Per Household	\$ 6.42	\$ 6.53	\$ 6.76	\$ 6.75	\$ 6.92	\$ 7.07



*City of Independence*  
*Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum      2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
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
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4025 Nat'l. Frontier Trails Museum	327,743	337,625	337,625	345,967
Total	327,743	337,625	337,625	345,967
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	327,743	337,625	337,625	345,967
Total	327,743	337,625	337,625	345,967
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4025 - Nat'l. Frontier Trails Museum      2006-07 Operating Budget

**Direct/Offsetting Revenues**

NFTM Center Admissions	43,268	50,000	45,000	55,000
Gift Shop Sales	42,414	50,000	40,000	42,000
Total	85,682	100,000	85,000	97,000
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4025 - Nat'l. Frontier Trails Museum 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Promoted and further developed the NFTM Redevelopment Plan implementation strategy. Worked with consultants, architects and Museum Advisory Board for the museum's redevelopment. 2
- \* Began extensive refurbishing of exhibits, public spaces of the museum and the grounds. 1
- \* Conducted a very successful, week-long teacher training institute. 1
- \* Continued to develop and publicize a greatly expanded series of educational programs, workshops and tours for visitors of all ages. 1
- \* Conducted our first summer camp programming for kids. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Library researchers assisted	94	30	37	40
telephone and e-mail researchers assisted	712	577	600	600
Attendance: special events/museum & outreach prog./mtgs. host	2,230	2,058	2,600	2,800
Students in scheduled tours	5,511	4,755	6,000	6,000
Adults in scheduled tours	1,100	1,110	951	1,300
Number of visitors to museum	19,763	17,183	20,500	20,000
Museum store revenue	51,295	41,908	50,000	45,000
Admission revenue	49,063	42,227	50,000	50,000

**2006-07 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 1

**City of Independence**  
**Detail Program Summary**

Department: 4025 - Nat'l. Frontier Trails Museum 2006-07 Operating Budget  
 Cost Center: 4025 - Nat'l. Frontier Trails Museum Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
Kansas City area.	
* Improve and expand the new summer camp program for kids.	1
* Continue to refurbish the exhibits, public spaces of the museum and grounds.	1
* Improve and expand the new teacher training institute for educators.	1
* Continue to expand NFTM's programming to increase revenues.	1

**Staffing:**

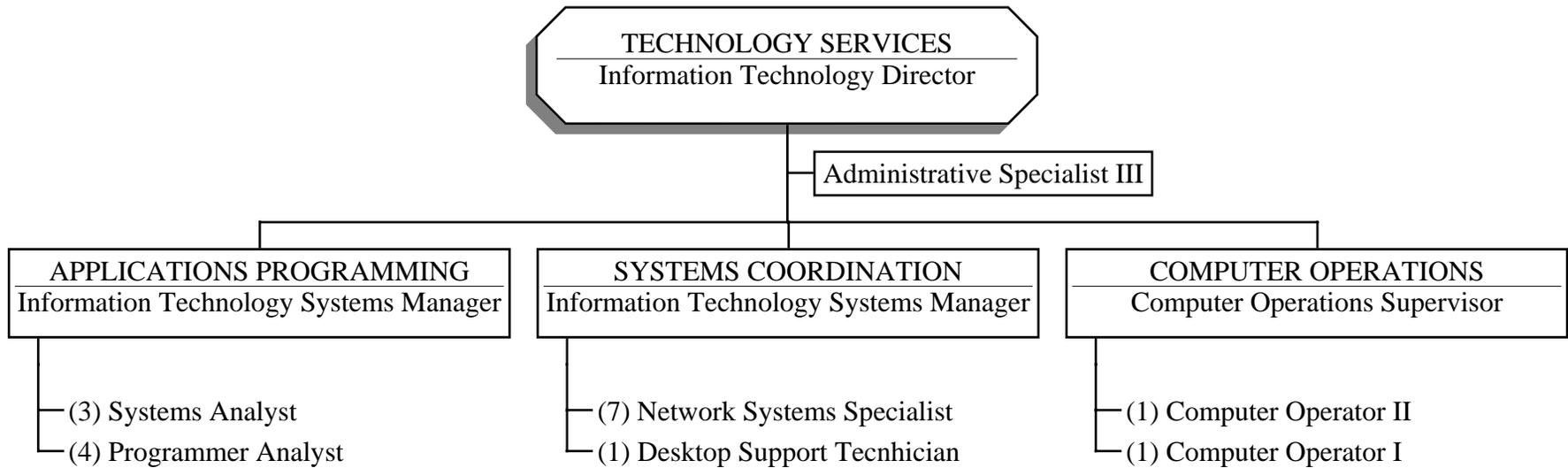
<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
NFTM Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	1.00
Special Events/Education Coord	1.00	1.00	1.00	1.00
NFTM Coordinator	1.00	1.00	1.00	1.00
Museum Service Assistant	.00	.00	2.00	2.00
Center Attendant	2.00	2.00	.00	.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	238,924	245,800	245,800	254,142
Other Services & Charges	59,689	62,800	62,800	62,800
Supplies	29,130	29,025	29,025	29,025
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	327,743	337,625	337,625	345,967
	=====	=====	=====	=====

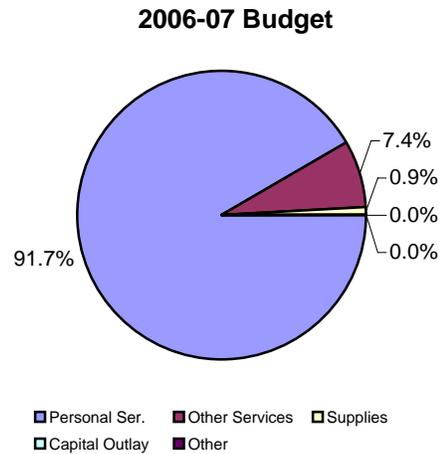
# City of Independence, Missouri Technology Services

71



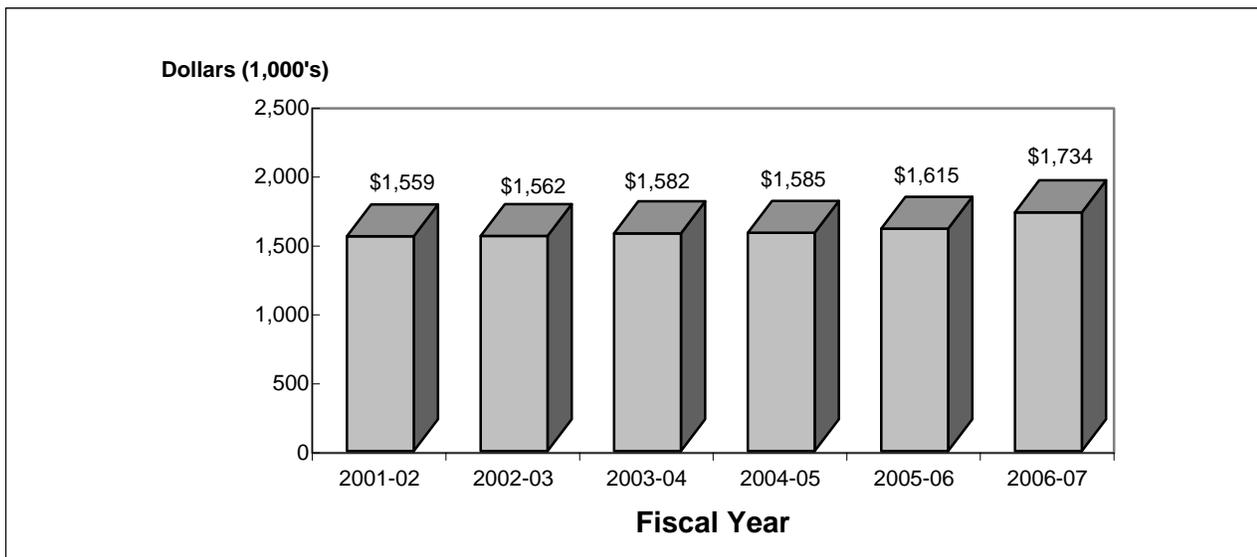
**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 1,449,424	\$ 1,471,573	\$ 1,471,573	\$ 1,589,709
Other Services	69,833	127,409	94,330	128,001
Supplies	24,025	16,451	16,451	15,859
Capital Outlay	3,150	-	-	-
Other	38,536	-	33,079	-
<b>Total</b>	<b>\$ 1,584,968</b>	<b>\$ 1,615,433</b>	<b>\$ 1,615,433</b>	<b>\$ 1,733,569</b>



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	21.00	21.00	21.00	21.00	21.00	22.00
<b>Amount by Fund:</b>						
General Fund	\$ 1,503,446	\$ 1,502,871	\$ 1,522,686	\$ 1,515,656	\$ 1,544,424	\$ 1,659,908
Power and Light Fund	55,599	59,091	59,097	69,312	71,009	73,661
<b>Total All Funds</b>	<b>\$ 1,559,045</b>	<b>\$ 1,561,962</b>	<b>\$ 1,581,783</b>	<b>\$ 1,584,968</b>	<b>\$ 1,615,433</b>	<b>\$ 1,733,569</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 13.68	\$ 13.66	\$ 13.79	\$ 13.76	\$ 13.98	\$ 14.95
Per Household	\$ 32.43	\$ 32.37	\$ 32.67	\$ 32.62	\$ 33.13	\$ 35.43



*City of Independence  
Departmental Budget Summary*

Department: 4050 - Technology Services

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	21.00	21.00	21.00	22.00
Total	21.00	21.00	21.00	22.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4052 Technology Services	1,515,656	1,544,424	1,544,424	1,659,908
4053 Technology Services P&L	69,312	71,009	71,009	73,661
Total	1,584,968	1,615,433	1,615,433	1,733,569
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	1,515,656	1,544,424	1,544,424	1,659,908
Power and Light Fund	69,312	71,009	71,009	73,661
Total	1,584,968	1,615,433	1,615,433	1,733,569
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4050 - Technology Services

2006-07 Operating Budget

**Direct/Offsetting Revenues**

Outside Computer Service Charges	36,470	34,000	31,000	30,000
Total	36,470	34,000	31,000	30,000
	=====	=====	=====	=====

---

**Significant Issues/Changes**

- \* Come into compliance with HIPAA data security requirements.
  - \* Implement strategies in the 2006 Technology Strategic Plan which has been published.
  - \* Key staff member retiring. Will need to train new staff to take over job responsibilities.
  - \* Fund new Data Encryption software.
  - \* One new Network System Specialist to work on Parks & Recreation and Fire Department projects.
  - \* Telephone PBX and data network installation and implementation at new Health Department building.
-

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Numerous on-line services were added to the Internet web site. Some are: Archive the City Council meetings, Tracking of Building Permit status, Expansion of the capabilities of Web Content Management to enable departments to update their own information, Acquired a more comprehensive Search Engine, Initiated the ability to get Municipal Court date information, Enabled access to request a continuance for Municipal Court, Added a list of Water Capital Projects, Addition of Historic Preservation, City Clerk, and Law Department pages, Added a forms page, Completed a feature on the web for placement of news releases. 1,2
- \* Implementation of CityNet, an Intranet for City employees. Some of the features included are: Calendar of Events, Employee directory with phone number and position title, Employee leave balances, Paycheck stub information, Personnel Policies available for review, Benefits Open Enrollment notification and information, Wellness Page with Healthy Habits, Employee of the Month recognition, Previous and current issues of both CityScene and Insight.
- \* Wireless technology is now available for use by the following staff: Power & Light with a unit for the compilation of work orders and information on outages for crew assignments, Police Mobile Command Post and one School Resource Officer, Public Works staff are using Street Database and e-mail, Public Health Nurses are conducting health screenings at preschools, and Parks & Recreation staff at George Owen Park. 4
- \* The following application systems were developed or enhanced: Traffic Ticket Statistical Reporting System, Mass printing of Code Enforcement letters, Self-service terminals in City Hall for employee permit processing, Police Field Interview reporting. 1
- \* The Call Accounting System was upgraded because the old system was at maximum capacity and outdated. 1
- \* Thin Client technology was installed at Fire Stations 2 through 10 to improve response time for fire records to these stations. 1
- \* Implementation of a fire protection billing fee for the Water Department. 1
- \* Ranked fourth in the Digital Cities Survey. This is the fourth consecutive year that we have been ranked in the top ten. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Workstations On-Line	620	695	720	800
AS/400 On-Line Transactions	43,864,305	45,467,715	47,362,470	50,097,888
Requests for Software Services Completed	1,022	627	820	718
Network Service Calls	3,193	3,170	3,127	3,111

**2006-07 Objectives**

	<b>Goal Ref</b>
* Complete Phase I of the Disaster Recovery and Business Continuity computerized critical systems assessment including alternatives for processing in the event of a disaster.	1
* Implement live webcasting and archived videos of City Council meetings on the web site.	1
* Complete web access to Parks and Recreation activities sign-up and reservations.	1
* Expansion of the fiber optic network to include Parks Maintenance and possibly two other locations along Truman Road.	1
* Implement Police in-car video system.	1
* Implement Phase I of the encryption of data stored on the IBM iSeries, in GroupWise email, and in files such as MSWord.	1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	6.00
Programmer/Analyst	4.00	4.00	3.00	3.00
Systems Analyst	3.00	3.00	3.00	3.00
Telecomm Serv Tech	1.00	1.00	1.00	.00
Desktop Support Technician	.00	.00	.00	1.00
Web Developer/Administrator	.00	.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
<b>Total</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>21.00</b>
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,380,112	1,400,564	1,400,564	1,516,048
Other Services & Charges	69,833	127,409	94,330	128,001
Supplies	24,025	16,451	16,451	15,859
Capital Outlay	3,150	0	0	0
Other Expenditures	38,536	0	33,079	0
Total	1,515,656	1,544,424	1,544,424	1,659,908
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Description**

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

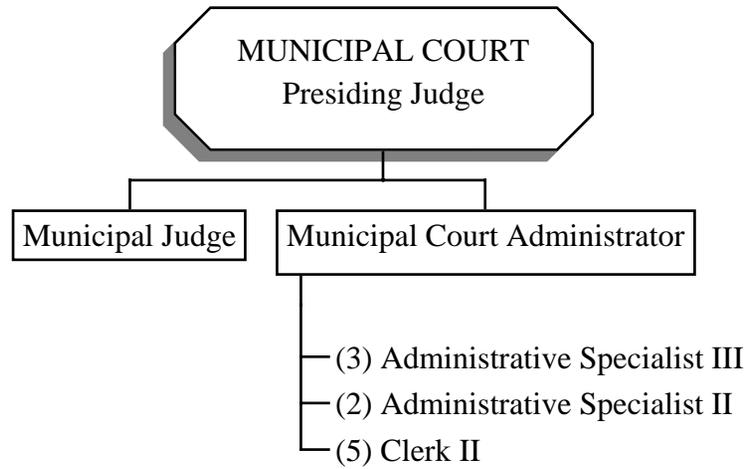
**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Network System Specialist	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	69,312	71,009	71,009	73,661
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	69,312	71,009	71,009	73,661
	=====	=====	=====	=====

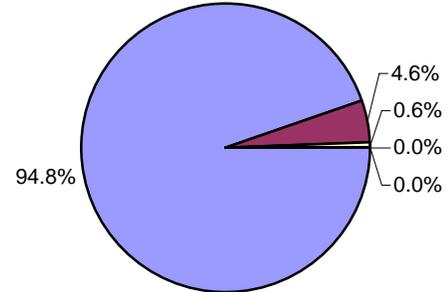
# City of Independence, Missouri Municipal Court



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 619,707	\$ 638,685	\$ 638,685	\$ 634,944
Other Services	40,882	40,550	40,550	30,790
Supplies	2,434	4,224	4,224	4,224
Capital Outlay	2,163	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 665,186</b>	<b>\$ 683,459</b>	<b>\$ 683,459</b>	<b>\$ 669,958</b>

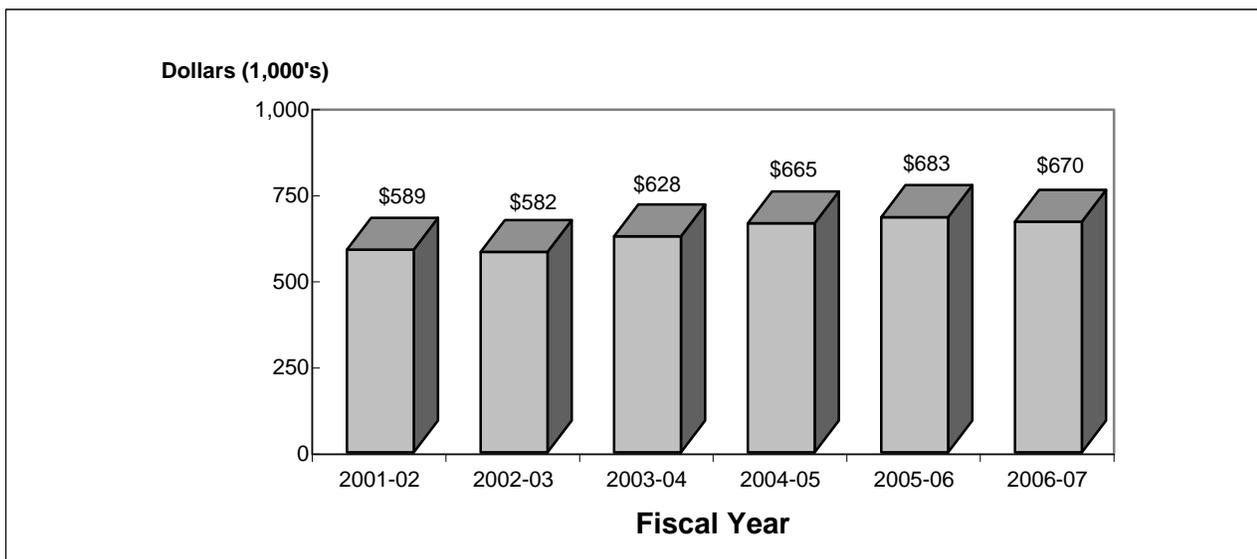
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	13.00	13.00	13.00	13.00	13.00	13.00
<b>Amount by Fund:</b>						
General Fund	\$ 588,557	\$ 582,404	\$ 627,638	\$ 665,186	\$ 683,459	\$ 669,958
Total All Funds	\$ 588,557	\$ 582,404	\$ 627,638	\$ 665,186	\$ 683,459	\$ 669,958
<b>Comparative Ratios:</b>						
Per Capita	\$ 5.17	\$ 5.09	\$ 5.47	\$ 5.78	\$ 5.91	\$ 5.78
Per Household	\$ 12.24	\$ 12.07	\$ 12.96	\$ 13.69	\$ 14.02	\$ 13.69



*City of Independence*  
*Departmental Budget Summary*

Department: 4090 - Municipal Court

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	13.00	13.00	13.00	13.00
Total	13.00	13.00	13.00	13.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4090 Municipal Court	665,186	683,459	683,459	669,958
Total	665,186	683,459	683,459	669,958
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	665,186	683,459	683,459	669,958
Total	665,186	683,459	683,459	669,958
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* To have Courtroom and Court office security updated.
- \* Redesigned and implemented several changes to our Web page. We added a feature that enables citizens to obtain their court date and time. This is available 24 hours a day. They can look this up either by ticket number or name and date of birth. This was accomplished with the support and assistance of Technology Services.
- \* Designed and completed a new procedure for Early Court Dockets. This

*City of Independence  
Departmental Budget Summary*

Department: 4090 - Municipal Court

2006-07 Operating Budget

**Significant Issues/Changes**

- has eliminated the manual entry of additional cases added to our dockets each day. A date of disposition is entered into the computer which generates a printed docket everyday. This was accomplished with the support and assistance of Technology Services
- \* We have added two additional Housing Code Dockets every month. We now have four Housing Code dockets per month. This will alleviate the crowded dockets and allow us to get the cases to court sooner.
  - \* An ordinance was passed to collect a \$2.00 Court Cost for Inmate Security. This costs is to help pay for expenses related to custody and housing and other expenses for prisoners. This costs cannot be taken on court proceedings that have ben dismissed or the defendant has been discharged by the Court.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

The Municipal Court has Jurisdiction of cases involving violation of City Ordinances, establishes and collects all Fines, Court Costs and Bond Money; Issues Warrants, Subpoenas, Orders of Commitment, and provides other services as prescribed by the Charter of the City of Independence, Missouri and applicable State Statutes.

**2005-06 Accomplishments**

**Goal Ref**

- \* Redesigned and implemented several changes to our Web page. We added a feature that enables citizens to obtain their court date and time. This is available 24 hours a day. They can look this up either by ticket number or name and date of birth. This was accomplished with the support and assistance of Technology Services.
- \* Designed and completed a new procedure for Early Court Dockets. This has eliminated the manual entry of additional cases added to our dockets each day. A date of disposition is entered into the computer which generates a printed docket everyday. This was accomplished with the support and assistance of Technology Services.
- \* We have a new format and screen to retrieve court information. This has enabled court and police personnel to view information that currently could not be viewed or was only available on the original case file jacket. It also has an activity screen to enter memos or to view what changes have been made and by which clerk.
- \* Credit Card Transactions. We previously accept credit cards for unpaid fines and now we accept credit cards for Independence bonds. This has enabled the citizens that don't have the cash on hand to either pay their fines or post a bond. It has created alot of additional work for court personnel when counting and processing the bonds but it helps the Police Department and reduces jail care costs.
- \* We have added two additional Housing Code Dockets every month. We now have four Housing Code dockets per month. This will alleviate the crowded dockets and allow us to get the cases to court sooner.
- \* An ordinance was passed to collect a \$2.00 Court Cost for Inmate Security. This is to be used solely to develop and maintain biometric verification systems to ensure inmates can be properly identified and tracked within the jail system and then to pay expenses related to custody, housing, and other expenses for prisoners.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
No. of Complaints	7,434	7,020	7,500	8,082

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

No. of Cases Disposed by Court	29,639	30,941	30,025	32,628
No. of Cases Disposed by TVB	8,011	9,167	8,874	9,204
No of Subpoenas Issued	3,254	3,381	3,604	2,572
No. of Warrants Issued	20,356	23,899	23,520	28,438
No. of Commitments	853	1,194	1,227	1,420
No. of Parking Tickets Paid	1,156	1,198	1,349	718
No. of Cases Docketed	90,659	96,404	94,756	102,140
No. of Night Court Cases Docketed	893	1,057	1,099	1,125

**2006-07 Objectives**

**Goal Ref**

- \* To increase Courtroom and Court office security.
- \* Work with Technology Services to enable court employees to ring up financial transactions at their work stations.
- \* To work with Technology Services to redesign our current cashing or the ability to purchase cashing for windows program that is currently used throughout the city. This would do away with our credit card machine.
- \* Provide additional training and education for all court personnel.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Judge	1.00	1.00	1.00	1.00
Municipal Court Admin Clerk II	1.00	1.00	1.00	1.00
Administrative Spec II	5.00	5.00	5.00	5.00
Administrative Spec III	2.00	2.00	2.00	2.00
	3.00	3.00	3.00	3.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	619,707	638,685	638,685	634,944
Other Services & Charges	40,882	40,550	40,550	30,790
Supplies	2,434	4,224	4,224	4,224
Capital Outlay	2,163	0	0	0
Other Expenditures	0	0	0	0

*City of Independence*  
*Detail Program Summary*

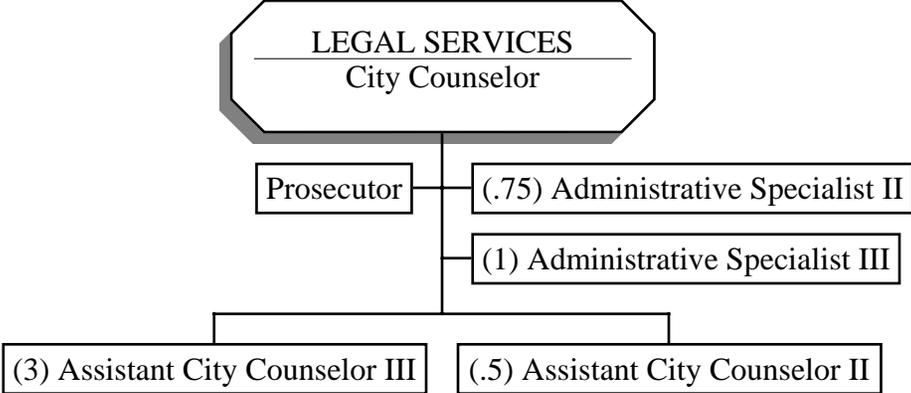
Department: 4090 - Municipal Court  
 Cost Center: 4090 - Municipal Court

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Total	665,186	683,459	683,459	669,958

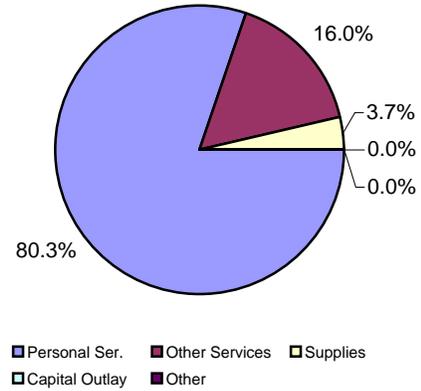
# City of Independence, Missouri Law



**Appropriations by Type:**

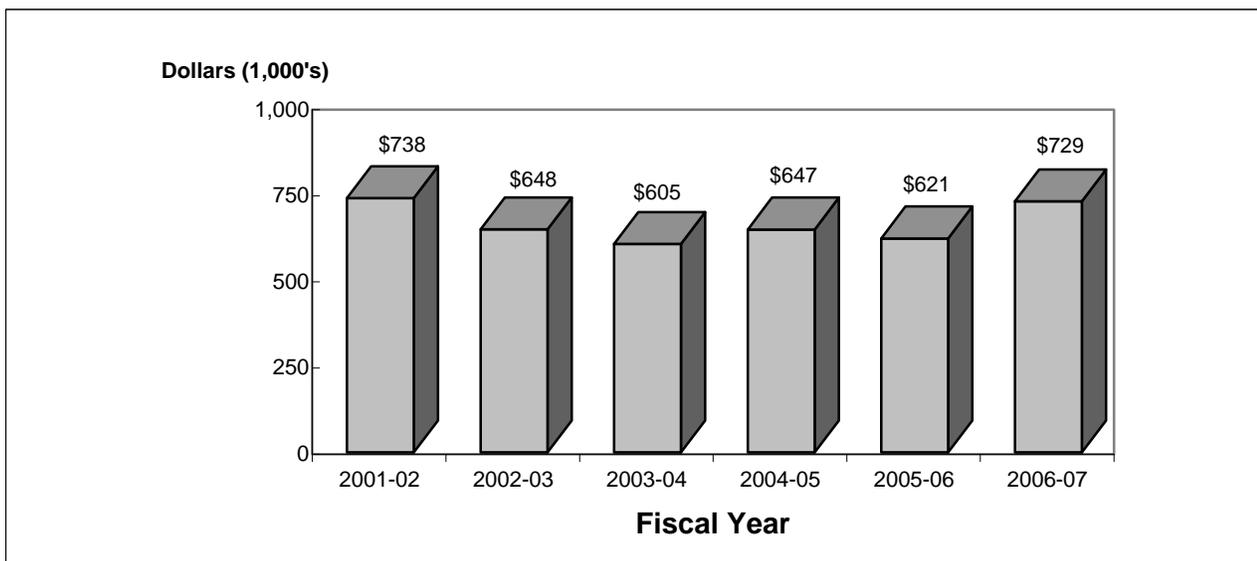
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 447,689	\$ 478,026	\$ 478,026	\$ 585,537
Other Services	180,978	120,600	120,648	116,500
Supplies	18,595	22,751	22,703	26,851
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 647,262</b>	<b>\$ 621,377</b>	<b>\$ 621,377</b>	<b>\$ 728,888</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	6.00	6.00	5.50	5.50	5.75	6.88
<b>Amount by Fund:</b>						
General Fund	\$ 738,217	\$ 647,706	\$ 605,111	\$ 647,262	\$ 621,377	\$ 728,888
Total All Funds	\$ 738,217	\$ 647,706	\$ 605,111	\$ 647,262	\$ 621,377	\$ 728,888
<b>Comparative Ratios:</b>						
Per Capita	\$ 6.48	\$ 5.66	\$ 5.27	\$ 5.62	\$ 5.38	\$ 6.29
Per Household	\$ 15.35	\$ 13.42	\$ 12.50	\$ 13.32	\$ 12.74	\$ 14.90



*City of Independence*  
*Departmental Budget Summary*

Department: 4100 - Law

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	4.50	5.00	5.00	6.00
Part Time Positions	1.00	.50	.75	.88
Total	5.50	5.50	5.75	6.88
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4100 Law	647,262	621,377	621,377	728,888
Total	647,262	621,377	621,377	728,888
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	647,262	621,377	621,377	728,888
Total	647,262	621,377	621,377	728,888
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4100 - Law  
 Cost Center: 4100 - Law

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

Conduct and carry on all civil suits, actions and proceedings; represent the City on all legal matters in which the City is a party or interested; advise the Council, City Manager and all departments, boards and commissions concerning any legal issues affecting the City's interest; 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Implemented a rotating system of state and national organization attendance for Asst. City Counselors.
- \* Cooperated with Water Pollution Control to provide a timely response to requests for production of documents by the Environmental Protection Agency in a Clean Water Act proceeding (Section 308).
- \* Added high speed scanning equipment allowing faster transfer of closed files to storage, reducing the need for additional file cabinets.
- \* Established system for tracking requests for assistance from City staff, with the ability to generate periodic status reports.
- \* Distributed internal customer service satisfaction survey and developed program for responding to areas of concern.
- \* Began realignment of staff into functional responsibility management to better serve organizational demands.

**Performance Indicators:**

<u>Description</u>	<u>2003-04</u> <u>Actual</u>	<u>2004-05</u> <u>Actual</u>	<u>2005-06</u> <u>Budget</u>	<u>2006-07</u> <u>Budget</u>
Damage Claims Processed		189	198 EST	150 EST
Accident/Incident Reports Processed		55	47 EST.	50 EST
Number of Land Parcels on which Condemnation Lawsuits fil		19	21 EST.	10 EST

**2006-07 Objectives**

**Goal Ref**

- \* Implement bi-monthly legal issues newsletter. 1
- \* Develop standard forms for City-wide use and place on Citynet for easy access by City staff. 1
- \* Complete realignment of staff into functional responsibility management to better match organization demands. 1
- \* Finalize Workers' Compensation fund implementation. 3

*City of Independence*  
*Detail Program Summary*

Department: 4100 - Law  
 Cost Center: 4100 - Law

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	3.00
Asst City Counselor II	.50	.00	.00	.13
Legal Administrative Spec	.50	.50	.00	.00
Administrative Spec II	.00	.00	.75	.75
Administrative Spec III	.50	1.00	1.00	1.00
<b>Total</b>	<b>5.50</b>	<b>5.50</b>	<b>5.75</b>	<b>6.88</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	447,689	478,026	478,026	585,537
Other Services & Charges	180,978	120,600	120,648	116,500
Supplies	18,595	22,751	22,703	26,851
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>647,262</b>	<b>621,377</b>	<b>621,377</b>	<b>728,888</b>
	=====	=====	=====	=====

**Significant Issues**

- \* Reduction in federal grant funds by 25% for domestic violence prosecution will result in an increase in personal services costs for the domestic violence prosecutor.
- \* Recovery of 25% of the costs of litigation relating to the Crenshaw Development (Turner vs. City of Independence) will be approximately \$27,000.

*City of Independence  
Departmental Budget Summary*

Department: 4150 - Law Dept. Grants

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Part Time Positions	.00	.50	.50	.37
Total	.00	.50	.50	.37
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4150 Law Dept. Grants	39,698	59,640	71,911	47,624
Total	39,698	59,640	71,911	47,624
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Grants	39,698	59,640	71,911	47,624
Total	39,698	59,640	71,911	47,624
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 15 - Grants

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Asst City Counselor II	.00	.50	.50	.37
Total	.00	.50	.50	.37

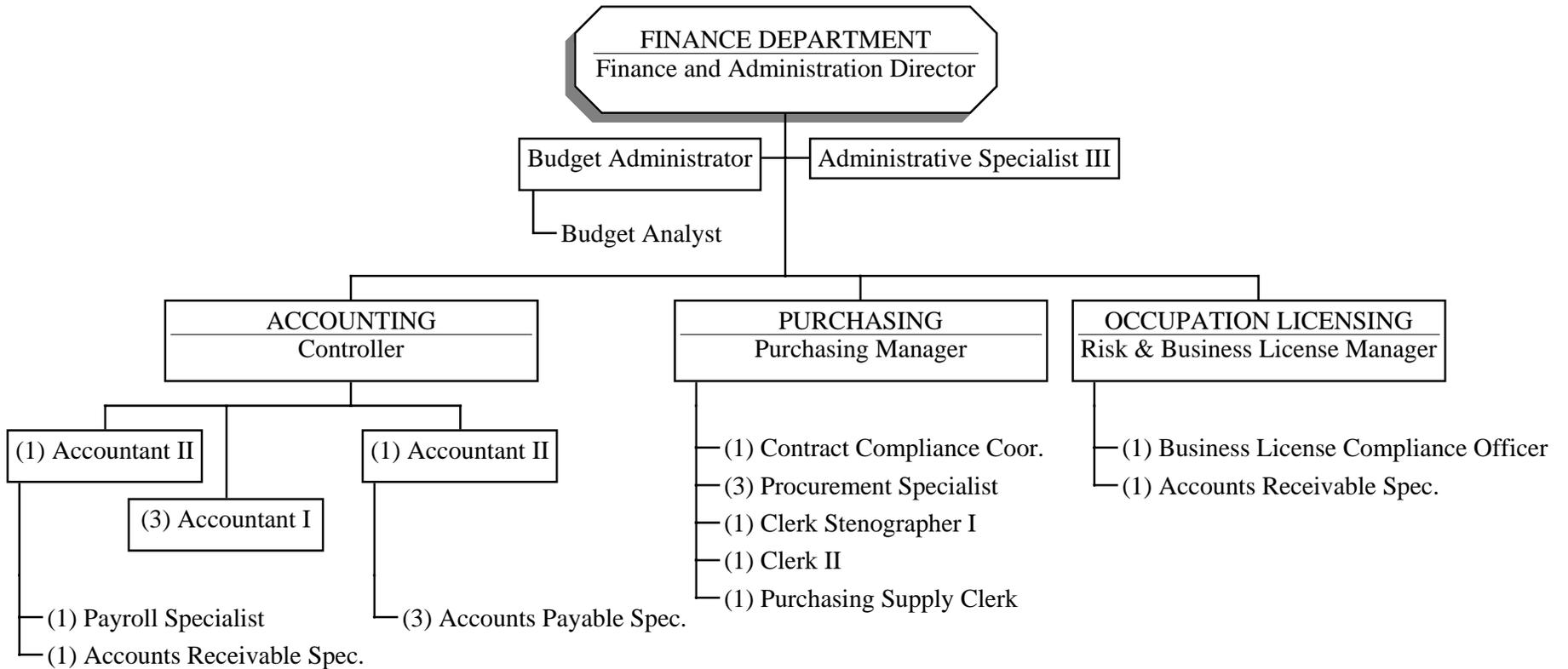
**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	39,698	59,640	69,396	47,624
Supplies	0	0	2,515	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	39,698	59,640	71,911	47,624

# City of Independence, Missouri

## Finance

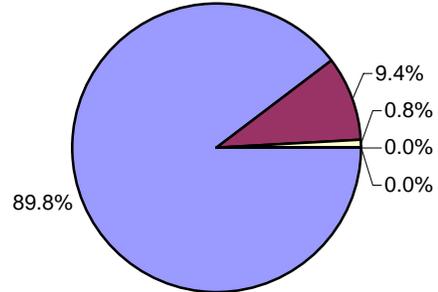
93



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 1,413,426	\$ 1,508,148	\$ 1,508,148	\$ 1,589,729
Other Services	151,142	166,172	166,172	166,586
Supplies	22,836	13,273	13,273	13,511
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 1,587,404</b>	<b>\$ 1,687,593</b>	<b>\$ 1,687,593</b>	<b>\$ 1,769,826</b>

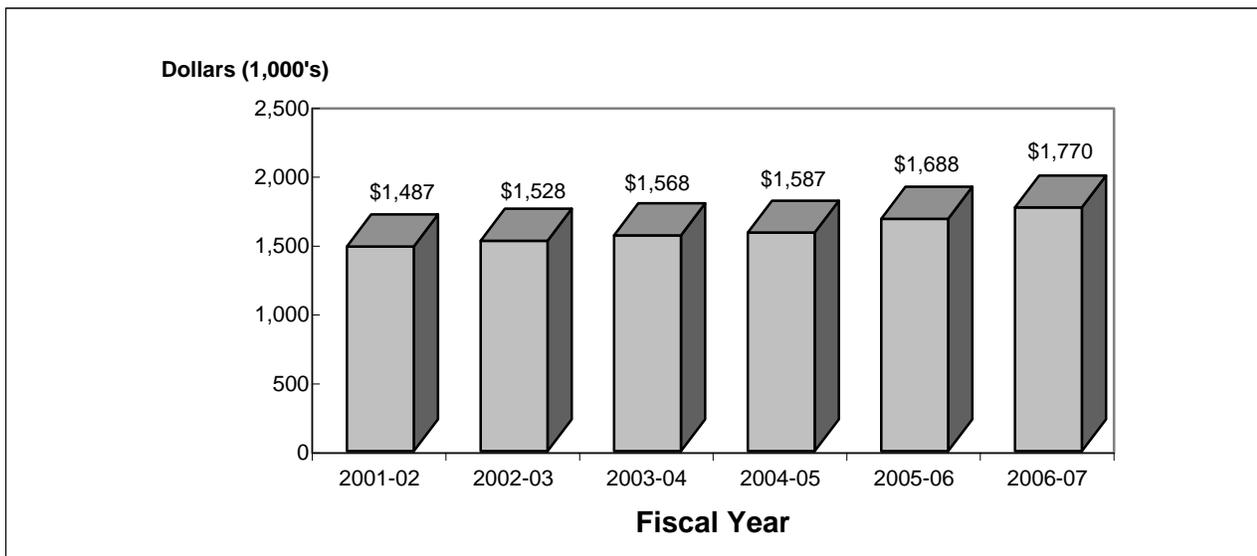
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	25.00	25.00	24.00	25.00	26.00	26.00
<b>Amount by Fund:</b>						
General Fund	\$ 1,487,023	\$ 1,528,095	\$ 1,567,598	\$ 1,539,733	\$ 1,638,272	\$ 1,720,182
Water Fund	-	-	-	47,671	49,321	49,644
Total All Funds	\$ 1,487,023	\$ 1,528,095	\$ 1,567,598	\$ 1,587,404	\$ 1,687,593	\$ 1,769,826
<b>Comparative Ratios:</b>						
Per Capita	\$ 13.05	\$ 13.36	\$ 13.66	\$ 13.79	\$ 14.60	\$ 15.26
Per Household	\$ 30.93	\$ 31.67	\$ 32.38	\$ 32.67	\$ 34.61	\$ 36.17



*City of Independence*  
*Departmental Budget Summary*

Department: 4200 - Finance

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	24.00	25.00	25.00	25.00
Part Time Positions	.00	.00	1.00	1.00
Total	24.00	25.00	26.00	26.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4201 Administration	286,027	349,621	349,351	389,615
4210 Accounting	779,112	792,512	792,512	815,813
4217 Utility Accounting - Water	47,671	49,321	49,321	49,644
4240 Purchasing	342,629	354,721	354,991	360,497
4260 Business Licensing	131,965	141,418	141,418	154,257
Total	1,587,404	1,687,593	1,687,593	1,769,826
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	1,539,733	1,638,272	1,638,272	1,720,182
Water Fund	47,671	49,321	49,321	49,644
Total	1,587,404	1,687,593	1,687,593	1,769,826
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 4200 - Finance  
Cost Center: 4201 - Administration

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Received the 'Distinguished Budget Presentation Award' from the Government Finance Officers Association for the 2005-06 budget for 20th consecutive year 3
- \* Participated in obtaining an acceptable level of participation in the Crackerneck Creek TIF from the Missouri Department of Economic Development 3
- \* Initiated a second series of obligations for the Drumm Farm TIF and the Crackerneck Creek TIF 3
- \* Completed an agreement with the developer of the Santa Fe TIF to provide funding for any funding shortfalls 3
- \* Participated in the successful negotiations with the Service Employees International Union bargaining unit 4
- \* Participated in drafting an amendment to the Eastland TIF plan and redevelopment agreement 3
- \* Prepared an analysis of vesting options for the retiree health benefit program 3

**2006-07 Objectives**

**Goal Ref**

- \* Participate in negotiations with the Fraternal Order of Police and the International Association of Firefighters bargaining units 3
- \* Initiate the third series of obligations for the Crackerneck Creek TIF 3
- \* Complete a partial call of the outstanding obligations for the Bolger Square TIF 3
- \* Expand the analysis of sales tax revenues 3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Finance & Admin Dir	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00

*City of Independence*  
*Detail Program Summary*

Department: 4200 - Finance  
 Cost Center: 4201 - Administration

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Budget Analyst	.00	.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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	270,410	340,131	340,131	366,266
Other Services & Charges	7,881	4,912	4,642	18,771
Supplies	7,736	4,578	4,578	4,578
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	286,027	349,621	349,351	389,615
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4210 - Accounting

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Received the "Certificate of Achievement for Excellence in Financial Reporting" for the Comprehensive Annual Financial Report. 3
- \* Compiled data on the City's infrastructures for the final phase of GASB 34 regarding the historical cost of the City's infrastructure. 3
- \* Recruited, hired, and trained a Payroll Specialist.
- \* Implemented Positive Pay on our checking accounts. 3
- \* Automated the bank reconciliation process for several of our bank accounts. 3
- \* Completed cross training for issuance of 1099's. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Payroll Checks Processed	10	98	20	100
Payroll Direct Deposits Processed	31,234	30,099	31,500	31,100
Disbursement Checks Processed	12,775	13,188	13,000	13,500
Department Local Checks Processed	4,980	3,535	4,000	2,000
Total Dollars Invested (Millions)	168	93	175	90
Misc. Invoices Issued (\$)	4,245,580	3,712,943	4,400,000	4,000,000
Electronic Payments	524	520	550	540

**2006-07 Objectives**

**Goal Ref**

- \* Implement GASB 44 - Economic Condition Reporting; The Statistical Section. 3
- \* Compile data for an Accounting and Budgeting manual. 3
- \* Develop procedures to track payments collected for special tax bills by Jackson County. 3
- \* Develop performance indicators for accounting. 3
- \* Automate entry of procurement card purchases into the general ledger. 3

*City of Independence*  
*Detail Program Summary*

Department: 4200 - Finance  
 Cost Center: 4210 - Accounting

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	.00
Payroll Specialist	.00	.00	.00	1.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	637,915	653,893	653,893	682,928
Other Services & Charges	130,291	133,289	133,289	127,555
Supplies	10,906	5,330	5,330	5,330
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>779,112</b>	<b>792,512</b>	<b>792,512</b>	<b>815,813</b>

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance

2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Decided against paying for modifications to Cashiers for Windows program to reduce data entry for processing payments for business licenses after conducting a cost/benefit analysis. 3
- \* Completed cross training of cashier function with License Division staff. 3
- \* Implemented ICVerify on Cashier For Windows system allowing acceptance of credit card payments. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Total Transactions Processed		27,387		27,900
Total Dollars Processed (Millions)	N/A	\$17.5	\$18	\$18.5
City Utility Payments (Millions)	N/A	\$1.2	\$1.4	\$1.6
City Utility Payments Processed	N/A	8,463	10,000	8,928
MGE Dollars Processed	N/A	\$121,271	\$65,000	\$133,287
MGE Transactions Processed	N/A	1,353	1,100	1,743
Bus Passes Sold (Dollars)	N/A	\$18,963	\$18,000	\$19,540
Bus Passes Processed	N/A	733	700	922

**2006-07 Objectives**

**Goal Ref**

- \* Develop and install appropriate signage in Lobby upon finalization of Community Development's space utilization plans. 3
- \* Develop additional performance indicators for cashiering function. 3

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Account Clerk I	.00	1.00	1.00	.00
Accounts Receivable Spec	.00	.00	.00	.85
Total	.00	1.00	1.00	.85
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance

2006-07 Operating Budget

Cost Center: 4217 - Utility Accounting - Water

Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	47,671	49,321	49,321	49,644
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	47,671	49,321	49,321	49,644
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4240 - Purchasing

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 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 197 Price Agreements to be used by various City departments. 3
- \* Implemented a new program for sale of City surplus property, utilizing GovDeals, an Internet auction service. This program provides an option for disposal of property, some of which previously would have been deemed of no value. 3
- \* Completed revision of the Purchasing Policies & Procedures Manual. The Manual is now available on the City Intranet. 3
- \* Implemented a new program for payment of freight charges on small shipments. This program places responsibility for shipment on the City, instead of letting the vendor determine the method. Charges are between 26% and 54% less than standard shipping charges. 3
- \* Implemented a new program for maintenance of copiers/office equipment. The City is now paying approximately 25% less for this service. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Purchase Orders Issued	2,282	2,386	2,500	2,500
Price Agreements Maintained	196	197	220	200
Request for Proposals processed and administered	29	29	40	30

**2006-07 Objectives**

**Goal Ref**

- \* Continue to support cooperative purchasing efforts through the Kansas City Regional Purchasing Cooperative and the use of other governmental cooperative contracts. 3

**City of Independence**  
**Detail Program Summary**

Department: 4200 - Finance  
Cost Center: 4240 - Purchasing

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Seek training initiatives for the Purchasing staff.	3
* Complete revision of the City's Standard Terms & Conditions.	3
* Review methods for purchase of cell phones.	3
* Establish baselines for time required to issue informal bids, formal bids, and requests for proposals. Implement process improvements to save time.	3
* Implement an electronic approval process for Council Agenda Cover Sheets.	3

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
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**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	332,732	338,560	338,560	351,084
Other Services & Charges	6,363	13,096	13,366	6,110
Supplies	3,534	3,065	3,065	3,303
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	342,629	354,721	354,991	360,497
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Held 46 administrative hearings regarding violations of the Alcoholic Beverage Code. 3
- \* Completed cross training of basic business licensing functions with cashiering staff. 3
- \* Prepared revisions to Alcoholic Beverage Code. 3
- \* Worked with Technology Services Department to correct Internet and Kiosk computer system issues. 3
- \* Mailed letters to new corporations indentified from Kansas City Business Journal as being located with the City. 3
- \* Mailed letters to owners of residential and commercial rental property identified from Jackson County property tax records of the City's business licensing requirements. 3
- \* Staff attended two MARC Access training classes. 3
- \* Utilized actuary firm to provide financial analysis of the City's health care programs. 3
- \* Evaluated premium options for Stay Well Health Care Plan. 3
- \* Monitored employee benefit contracts for compliance with contract terms and conditions. 3
- \* Bid and awarded liability insurance program to company providing best coverage at lowest premium. 3
- \* Completed evaluation of cost effectiveness of using worker's compensation third party administrator or incumbent broker to purchase excess worker's compensation insurance. 3
- \* Extend excess worker's compensation insurance program to have a fiscal year policy period. 3
- \* Renewed group dental insurance program. 3
- \* Renewed Property, Boiler & Machinery, Excess Worker's Compensation, Excess Liability insurance programs at the most cost effective premiums available. 3

**Performance Indicators:**

<u>Description</u>	<u>2003-04</u> <u>Actual</u>	<u>2004-05</u> <u>Actual</u>	<u>2005-06</u> <u>Budget</u>	<u>2006-07</u> <u>Budget</u>
Business Licenses	7,850	7,978	7,975	7,875



*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	6,607	14,875	14,875	14,150
Supplies	660	300	300	300
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	131,965	141,418	141,418	154,257
	=====	=====	=====	=====

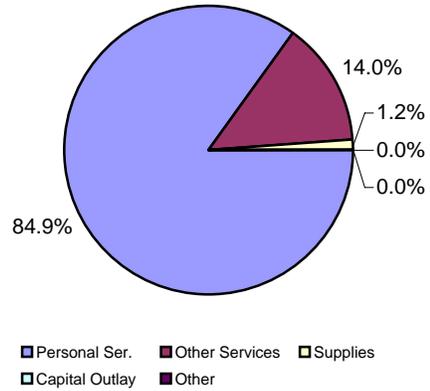
# City of Independence, Missouri Human Resources



**Appropriations by Type:**

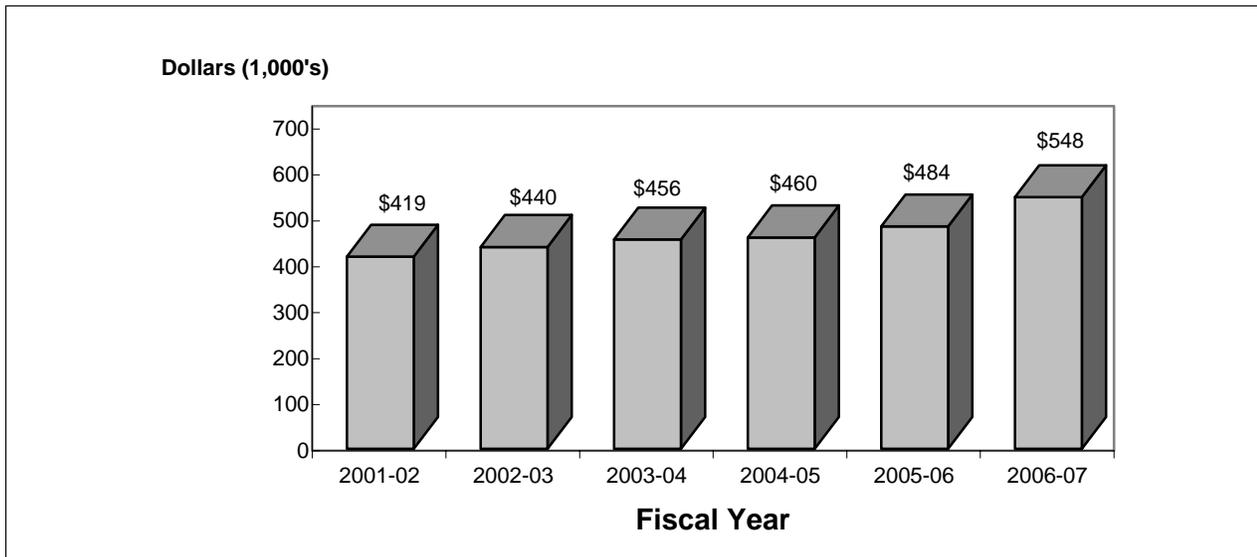
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 435,421	\$ 456,039	\$ 456,039	\$ 465,243
Other Services	21,196	21,892	22,242	76,492
Supplies	3,875	6,500	6,150	6,500
Capital Outlay	-	-	-	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 460,492</b>	<b>\$ 484,431</b>	<b>\$ 484,431</b>	<b>\$ 548,235</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	7.50	7.50	7.50	7.50	7.50	7.50
<b>Amount by Fund:</b>						
General Fund	\$ 418,728	\$ 439,918	\$ 456,211	\$ 460,492	\$ 484,431	\$ 548,235
Total All Funds	\$ 418,728	\$ 439,918	\$ 456,211	\$ 460,492	\$ 484,431	\$ 548,235
<b>Comparative Ratios:</b>						
Per Capita	\$ 3.67	\$ 3.85	\$ 3.98	\$ 4.00	\$ 4.19	\$ 4.73
Per Household	\$ 8.71	\$ 9.12	\$ 9.42	\$ 9.48	\$ 9.94	\$ 11.21



*City of Independence*  
*Departmental Budget Summary*

Department: 4300 - Human Resources

2006-07 Operating Budget

**Department Description**

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as insurance issues of 600 retirees. Primary responsibility for ensuring compliance with equal employment opportunity, City charter, 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	7.50	6.00	6.00	6.00
Part Time Positions	.00	1.50	1.50	1.50
Total	7.50	7.50	7.50	7.50
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4300 Human Resources	460,492	484,431	484,431	548,235
Total	460,492	484,431	484,431	548,235
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4300 - Human Resources

2006-07 Operating Budget

**Source of Funding**

General Fund	460,492	484,431	484,431	548,235
Total	460,492	484,431	484,431	548,235
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

The Human Resources Department provides a full range of personnel services including employment, compensation, classification, benefits administration, employee & labor relations, and training & development for 1180 employees as well as insurance issues of 600 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. Liaison to Human Relations Commission and Citizens with Disabilities Advisory Board.

---

**2005-06 Accomplishments**

**Goal Ref**

- \* Successfully applied for Medicare Part D subsidies with Stay Well and Coventry Health Care Plans.
  - \* Updated Training Plan.
  - \* Completed City-wide training for harassment.
  - \* Oversaw dependent verification process.
  - \* Human Resources Staff information on intranet.
  - \* Oversaw RFP process of Employee Assistance Program.
  - \* Added eight more physical abilities testing.
  - \* Updated Flex Plan.
  - \* Updated Stay Well Plan Document.
  - \* Expanded background checks.
  - \* Completed Customer Service Survey.
  - \* Worked with Human Relations Commission on Martin Luther King Jr. Holiday celebration.
  - \* Developed quarterly Safety Training Program for Office Staff.
  - \* Worked with Human Relations Commission on City's first annual Ethnic Festival.
  - \* Automated on-line applications.
  - \* Updated 2005-06 Salary Ranges.
-

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Applications processed	5,855	4,976	5,700	5,800
Tests administered (incl typing)	550	237	300	739
New hires	101	66	100	140
Promotions	47	61	55	80
Retirements	30	40	35	35
EEO Training Hours	200	94	400	100
Grievances processed	15	15	10	10
Surveys/internal & external	70	90	80	80
Job announcements	139	74	90	180
Exit interviews	13	7	10	9
Safety Training Hours	651	800	700	756
Terminations	115	90	100	100

**2006-07 Objectives**

**Goal Ref**

- \* Improve Human Resources services by utilizing feedback from Customer Service Survey.
- \* Create voluntary benefits program.
- \* Develop paperless application process.
- \* Through time management and systems improvements, improve customer service and efficiencies.
- \* Work with Law Department on updating Personnel Policies & Procedures Manual.
- \* Obtain consultant to expedite Human Resources Procedures Manual.
- \* Enhance employee efficiencies and effectiveness through adherence to the Training Plan.
- \* Ensure job descriptions for non-union positions are updated through Department Director review.
- \* Participate in RFP process for group life, LTD & dental coverages.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Human Resources Dir	1.00	1.00	1.00	1.00
Human Resources Admin	1.00	1.00	.00	.00
Safety & Training Officer	1.00	1.00	.00	.00
Benefits Specialist	1.00	1.00	1.00	1.00
Employment & Training Spec.	1.00	1.00	1.00	1.00
Safety & Worker's Comp. Spec.	.00	.00	1.00	1.00
Human Resources Assistant	.75	.75	.75	.75

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Human Resources Generalist	.00	.00	1.00	1.00
Human Resources Tech	1.00	1.00	1.00	1.00
Human Resources Clerk	.00	.44	.44	.75
Administrative Spec II	.75	.31	.31	.00
<b>Total</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

**Program Costs**

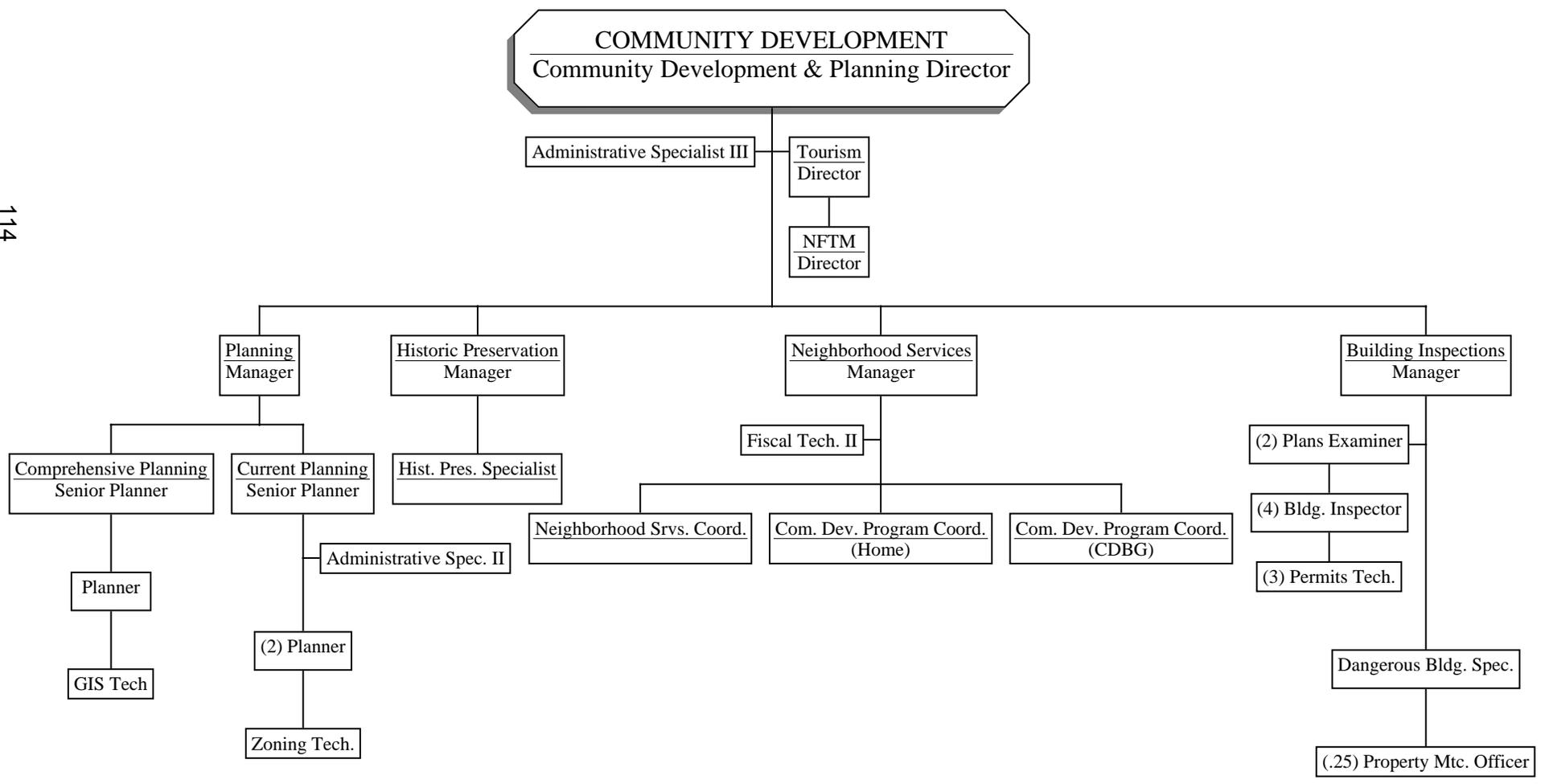
<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	435,421	456,039	456,039	465,243
Other Services & Charges	21,196	21,892	22,242	76,492
Supplies	3,875	6,500	6,150	6,500
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>460,492</b>	<b>484,431</b>	<b>484,431</b>	<b>548,235</b>

**Significant Issues**

- \* Increased retirements.
- \* Implementation of Recommendations made by Management Analyst.
- \* Medicare Part D subsidy processing.
- \* Protecting personal identity.
- \* Workforce change responding to demographics.
- \* Succession planning.

# City of Independence, Missouri Community Development

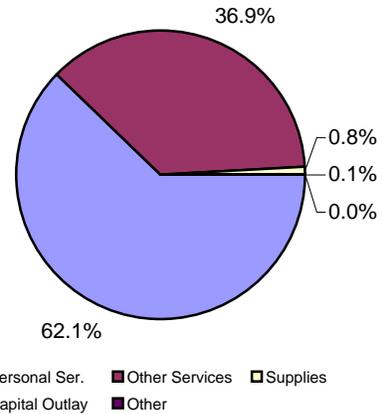
114



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 1,519,939	\$ 1,820,670	\$ 1,779,959	\$ 1,780,736
Other Services	1,399,848	986,652	1,667,793	1,057,681
Supplies	22,504	19,450	27,172	24,316
Capital Outlay	546,931	-	1,337,547	2,500
Other	-	-	-	-
<b>Total</b>	<b>\$ 3,489,222</b>	<b>\$ 2,826,772</b>	<b>\$ 4,812,471</b>	<b>\$ 2,865,233</b>

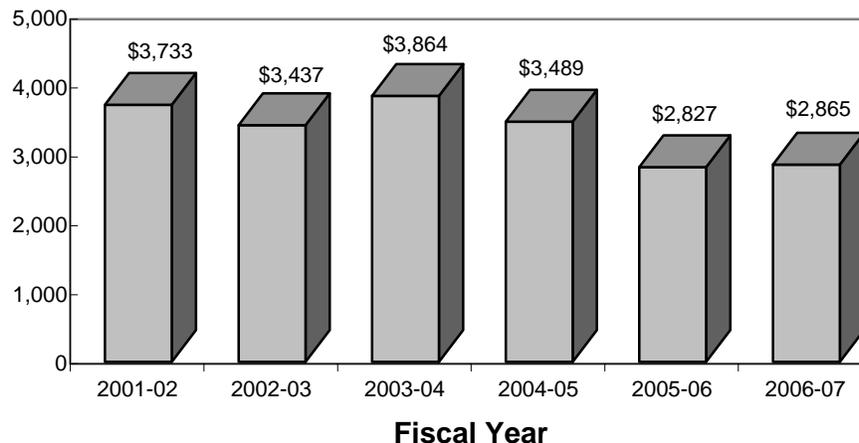
2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	27.00	27.00	26.00	26.00	30.00	29.25
<b>Amount by Fund:</b>						
General Fund	\$ 2,120,381	\$ 2,123,209	\$ 2,170,386	\$ 2,150,015	\$ 2,547,033	\$ 2,605,129
CDBG Fed. Grant	954,025	1,002,057	1,013,343	816,765	231,367	213,700
HOME Prog. Grant	659,039	311,622	680,021	522,442	48,372	46,404
<b>Total All Funds</b>	<b>\$ 3,733,445</b>	<b>\$ 3,436,888</b>	<b>\$ 3,863,750</b>	<b>\$ 3,489,222</b>	<b>\$ 2,826,772</b>	<b>\$ 2,865,233</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 32.77	\$ 30.06	\$ 33.67	\$ 30.30	\$ 24.46	\$ 24.71
Per Household	\$ 77.65	\$ 71.24	\$ 79.80	\$ 71.82	\$ 57.98	\$ 58.56

Dollars (1,000's)



*City of Independence  
Departmental Budget Summary*

Department: 4400 - Community Development

2006-07 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 and HOME Programs and to provide neighborhood liaison, planning services and incentive programs; to provide for the KCATA public transit needs of local residents; to provide support for and operate the National Frontier Trails Museum; and to plan and market for tourism.

Description	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
<b><u>Staffing</u></b>				
Full Time Positions	26.00	26.00	29.75	29.00
Part Time Positions	.00	.00	.25	.25
Total	26.00	26.00	30.00	29.25
	=====	=====	=====	=====

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4401 Administration	194,023	194,290	214,431	202,054
4411 Neighborhood Services	0	112,197	99,899	110,384
4412 Comprehensive Planning	277,784	286,085	286,085	275,890
4413 Current Planning	276,621	291,832	288,184	310,180
4414 Transportation	771,288	794,117	794,117	794,117
4420 Historic Preservation	78,757	79,294	79,294	81,550
4431 Building Inspection	551,542	789,218	785,023	830,954
6601 CDBG Administration	179,300	172,569	264,514	151,825
6604 CDBG Housing	502,469	0	622,118	0
6608 Commercial Facade Program	134,996	58,798	306,498	61,875
6802 HOME Administration	50,297	48,372	48,372	46,404
6803 Multi Family Housing	250,525	0	528,635	0
6804 Single Family Housing	221,620	0	495,301	0

*City of Independence*  
*Departmental Budget Summary*

Department: 4400 - Community Development

2006-07 Operating Budget

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
Total	3,489,222	2,826,772	4,812,471	2,865,233

**Source of Funding**

General Fund	2,150,015	2,547,033	2,547,033	2,605,129
Community Dev Block Grant Fund	816,765	231,367	1,193,130	213,700
HOME Program Fund	522,442	48,372	1,072,308	46,404
Total	3,489,222	2,826,772	4,812,471	2,865,233

**Direct/Offsetting Revenues**

Planning Exams and Licenses	108,314	100,000	100,000	102,000
Building Permits	986,208	1,270,958	1,270,958	1,309,867
Planning and Zoning Fees	42,821	47,500	46,375	45,000
Board of Adjustment Fees	5,426	5,550	5,400	5,350
CDBG Federal Grant Grant	784,727	862,847	862,847	776,034
HOME Program Grant	364,176	483,729	483,729	456,644
Total	2,291,672	2,770,584	2,769,309	2,694,895

**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.
- \* Updating the Comprehensive Plan.

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Secured funding for and initiated the update and revision of the City's Land Development Codes (Unified Development Ordinance). 1,2
- \* Completed the southeast area Economic Development and Target Market Strategy and using it as a guide for changes to the Comprehensive Plan. 2
- \* Assisted in initiating the Design and Implementation Strategy for Jackson Drive from 37th Terrace to 78 Highway. 2
- \* Assisted in developing a Neighborhood Sustainability Strategy Report. 1,2
- \* Completed the Northwest U.S. 24 Highway Corridor Strategy and Revitalization Plan. 1,2
- \* Continued implementation steps for the development and expansion of the National Frontier Trails Museum. 2
- \* Continued implementation of the Crackerneck Creek (Bass Pro) project and the IRMC TIF and infrastructure improvements. 2
- \* Continued implementation of the Square Plan. 2

**2006-07 Objectives**

**Goal Ref**

- \* Develop a timeline and strategy for a referendum on the National Frontier Trails Museum expansion. 1
- \* Outline work plan for initiating the update of the City's Comprehensive Plan. 1,2
- \* Outline work plan for initiating city-wide Economic Development Strategy. 2
- \* Continue implementation of the Square Plan. 2
- \* Continue implementation of the U.S. 24 Highway West Plan. 2

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Community Dev & Planning Dir	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	184,761	187,540	187,540	195,304
Other Services & Charges	4,546	3,375	4,114	3,375
Supplies	2,216	3,375	3,183	3,375
Capital Outlay	2,500	0	19,594	0
Other Expenditures	0	0	0	0
Total	194,023	194,290	214,431	202,054
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Senior Planner	.00	.00	1.00	.00
Comm. Development Prog. Coord.	.00	.00	.00	1.00
Community Program Manager	.00	.00	.00	.50
Public Management Intern II	.00	.00	.75	.00
<b>Total</b>	.00	.00	1.75	1.50
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	0	106,797	94,499	110,384
Other Services & Charges	0	4,900	4,900	0
Supplies	0	500	500	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	0	112,197	99,899	110,384
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Completed annual Planning Commission report to inform the public of the official actions of the Commission. 1
- \* Completed annual update to the Capital Improvements Program. 3
- \* Provided administrative oversight to the License Surcharge Program. 4
- \* Work to update digital aerial photography of the City which can be utilized by all City departments for planning. 1234
- \* Participated in the review of several major Tax Increment Finance projects including Stone Canyon (Old Landfill) and Trinity Development. 2,3
- \* Represented Community Development on First Suburbs Coalition working groups. 1234
- \* Prepared Enhancement Grant application for additional funding for the Downtown Square Transit Center. 4

**2006-07 Objectives**

**Goal Ref**

- \* Downtown Square Revitalization Plan - Initiate a Traffic Parking Plan. 1,4
- \* Complete draft of Unified Development Ordinance. 1,2
- \* Analyze feasibility of a S.E. Commercial Shuttle Bus. 4
- \* Continue to monitor and support Smart Moves activities. 4
- \* Support enhancement of educational opportunities throughout the City of Independence. 1
- \* Development of a strategy for updating the Comprehensive Plan. 1234

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Planning Manager	1.00	1.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Planner	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	266,143	272,793	272,793	262,370
Other Services & Charges	7,571	11,642	12,114	11,870
Supplies	2,485	1,650	1,178	1,650
Capital Outlay	1,585	0	0	0
Other Expenditures	0	0	0	0
Total	277,784	286,085	286,085	275,890

**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  
Cost Center: 4413 - Current Planning

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Implemented changes to the development review process to increase timeliness, efficiency and effectiveness. 2
- \* Initiated a corrective rezoning of some 30 residential lots north of South Street which were zoned for industrial use. 1
- \* Made application forms and development review procedures available to citizens on the City Website. 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Site Plan hearings by Planning Commission	24	21	28	30
Rezoning and Special Use Permit hearings by Planning Comm	28	35	26	30
Home Occupation hearings by Planning Commission	3	8	5	5
Subdivision hearings by Planning Commission	47	50	53	50
Board of Adjustment cases	35	41	36	40
Other cases heard by Planning Commission	26	16	25	20
Building and Demolition Permits reviewed	947	1,201	1,122	1,100
Sign permits issued	296	322	378	350

**2006-07 Objectives**

**Goal Ref**

- \* Proactive enforcement of Landscape Ordinance. 1
- \* Systematic enforcement of Sign Ordinance 1
- \* Draft Development Guidelines as a User's Guide for the Unified Development Ordinance. 1,2
- \* Identify 2-3 areas where the zoning map has inappropriately established nonconforming uses and initiate corrective map amendments. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Planner	1.00	1.00	1.00	2.00
Senior Planner	1.00	1.00	1.00	1.00
Zoning Technician	2.00	2.00	2.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	263,096	275,367	271,719	292,483
Other Services & Charges	11,080	14,840	14,840	15,540
Supplies	1,983	1,625	1,625	2,157
Capital Outlay	462	0	0	0
Other Expenditures	0	0	0	0
Total	276,621	291,832	288,184	310,180

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Renewed contract with KCATA for bus service in 2006. 3
- \* Monitored bus service and responded to requests for modified or improved services. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Ridership/Inter-City Routes	99,662	103,375	101,900	115,000
Ridership/Intra-City Routes	218,868	264,906	213,500	300,000
Average Daily Ridership - Intra-City Buses (calendar year)	653	743	710	900

**2006-07 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	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
Other Services & Charges	771,288	794,117	794,117	794,117
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	771,288	794,117	794,117	794,117
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Significant Issues**

- \* The FY 05-06 budget for transit services provided by KCATA is \$794,117. The current contract will end June 30. To continue operating at its current level of service, KCATA estimates that the local contribution needed from the City in FY 06-07 is \$1,151,666. This \$357,549 increase results from the loss of Surface Transportation Program (STP) funds that had been used to support local bus service for the past three years. At this time no new revenue sources have been identified to supplement the local share and the City will be faced with cutting back bus service if full funding is not available.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Continue efforts to adopt uniform lease and operating agreements for all City-owned historic properties. 3
- \* Completion of needed structural restoration work and installation of ADA accessible restroom facility at the 1827 Log Courthouse. 1
- \* Adoption of revised by-laws and ordinance for the Independence Heritage Commission. 1
- \* Creation of a new historic district(s). 1
- \* Creation of Certificate of Appropriateness application fee. 3
- \* Establishment of Preservation Month activities including local tours, workshops, and architectural scavenger hunt. 1
- \* Preservation web upgrades. 1
- \* Repair/replacement of corbels at Vaile Mansion. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Heritage Commission Cases	25	8	20	30
Demolition Permits	75	48	100	65
Dangerous Buildings	82	62	85	75
Designations	0	0	40	65

**2006-07 Objectives**

**Goal Ref**

- \* Establishment of new historic district(s) and listing of individual historic properties. 3
- \* Stabilization of the chimney on the Spring Cabin. 1
- \* Adoption of tax abatement for historically designated properties. 1
- \* Continuation of Preservation Month activities including local tours, workshops, architectural scavenger hunt, and preservation awards. 1
- \* Repair/replacement of corbels, porch repairs, and chimney cap at Vaile Mansion. 1
- \* Preservation web upgrades and public outreach/education. 1
- \* Update of the Harry S Truman Heritage District Design Guidelines. 1
- \* Repair/replacement of hexagonal sidewalks within the Harry S Truman 1

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

Heritage District.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Historic Pres Specialist	1.00	1.00	1.00	1.00
Historic Pres Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	58,826	57,844	57,844	60,100
Other Services & Charges	18,430	20,450	20,450	20,450
Supplies	1,501	1,000	1,000	1,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>78,757</b>	<b>79,294</b>	<b>79,294</b>	<b>81,550</b>

**Significant Issues**

- \* Lack of funding to fill the Historic Preservation Specialist position.
- \* Development of a long-term maintenance plan and funding support for stabilization and repair of city-owned sites.
- \* On-going public education to raise awareness of historic preservation as an economic development stimulus and to encourage the practice of proper rehabilitation techniques as a means to stabilizing and sustaining historic neighborhood and commercial districts.
- \* Establishment of new historic/conservation district and listing of individual properties.
- \* Development of an implementation program pursuant to the 2000 Comprehensive Preservation Plan.
- \* Establishment of financial incentives for streetscape improvements and property improvements within historically designated areas.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Adjusted existing fee schedule for electrical, mechanical, and plumbing permits. 1,4
- \* Established the dangerous building fee schedule for administrative hearings/inspections for Code Compliance. 1,4
- \* Amended various other sections in the City Ordinance pertaining to a Certificate of Occupancy. 1,4

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Inspections Performed	14,419	12,912	16,400	16,850
Permits Issued	5,809	5,281	5,815	5,925

**2006-07 Objectives**

**Goal Ref**

- \* Continue certification of staff. 3
- \* Train Plans Examiner in building inspections. 3
- \* Train Permit Technicians in building inspections. 3

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Plans Examiner	1.00	1.00	2.00	2.00
Permits Technician	3.00	3.00	3.00	3.00
Building Inspector	4.00	4.00	4.00	4.00
Dangerous Building Specialist	.00	.00	1.00	1.00
Building Official	1.00	1.00	.00	.00
Building Inspections Mgr	.00	.00	1.00	1.00
Property Maint Officer	.00	.00	.25	.25

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Total	9.00	9.00	11.25	11.25

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	508,857	640,590	636,395	664,575
Other Services & Charges	30,720	137,328	137,785	152,245
Supplies	10,595	11,300	10,843	14,134
Capital Outlay	1,370	0	0	0
Other Expenditures	0	0	0	0
Total	551,542	789,218	785,023	830,954

**Significant Issues**

\* License revocation due to unworkmanlike manner and customer complaints have been easier to handle with the contractor annual renewal process, yet still generates an additional \$101,100 annually.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 08 - Community Dev Block

**Description**

Administration of City and sub-recipient programs funded through the City's Community Development Block Grant (CDBG). 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Assisted with the implementation of Square Revitalization Plan. 1,2
- \* Worked with the NorthWest Community Development Corporation and Fairmount Neighborhood to complete and implement the 24 Highway Revitalization Plan. 1,2
- \* Managed CDBG funded Public Works Capital Improvement project. 1
- \* Worked with NWCDC to develop infill housing in northwest Independence. 1
- \* Completed Phase III of North West Independence Housing Study. 1
- \* Supported efforts to retain CDBG funding. 1
- \* Completed Environmental Assessment for the Fairmount Reinvestment Project. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Public Hearings	4	3	4	3
Grants Administered	3	3	3	4
Subrecipient Agencies Monitored	14	20	14	15
Projects Administered	24	22	24	20

**2006-07 Objectives**

**Goal Ref**

- \* Manage CDBG funded Public Works Capital Improvement project. 1
- \* Implement Maywood T-21 Project. 1,2
- \* Solicit proposals for mixed-use development for 315 N. Main site. 1
- \* Support efforts to retain CDBG funding. 1,2
- \* Complete environmental assessment and cleanup of car museum site. 1,2
- \* Complete environmental assessment for the Fairmount Reinvestment Project. 1
- \* Complete EPA Brownfield Community-Wide Assessment Project. 1,2
- \* Complete CDBG funded Vaile Mansion Capital Improvement Project. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 08 - Community Dev Block

**2006-07 Objectives**

**Goal Ref**

- \* Complete property acquisition and relocation activities for 315 N. Main Redevelopment Project. 1,2

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Community Program Manager	1.00	1.00	1.00	.50
Fiscal Technician II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	121,320	172,569	122,100	94,691
Other Services	54,559	0	133,749	53,634
Supplies	3,420	0	5,086	1,500
Capital Outlay	1	0	3,579	2,000
Other	0	0	0	0
<b>Total</b>	<b>179,300</b>	<b>172,569</b>	<b>264,514</b>	<b>151,825</b>

**Significant Issues**

- \* Continue to address issues of lead based paint and environmental reviews with all CDBG Rehabilitation Programs. This will include NorthWest Independence Repair Program, the Emergency Home Repair Program, and the Commercial Facade Improvement Program.
- \* Revitalization/Redevelopment strategy for northwest Independence/24 Highway Corridor.
- \* National threat to eliminate CDBG Program funding.
- \* Restructuring of CDBG Division to create "Neighborhood Services" Program.
- \* Expansion of 353 Residential Tax Abatement Program.
- \* HUD mandate for adopting and compliance with CDBG Performance Measurement System.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 08 - Community Dev Block

**Description**

Enhance older commercial areas by improving physical appearance of commercial buildings. The program makes available matching grants, up to a maximum of \$25,000, for exterior rehabilitation of commercial and mixed used structures within the areas of Englewood, Fairmount, Maywood and the Independence Square.

**2005-06 Accomplishments**

**Goal Ref**

- \* Implemented revisions to CFIP Program Guidelines in order to improve administrative efficiency and to allow for leveraging of additional private investment. 2,3
- \* Completed 4 to 6 Facade Improvement Projects within the Independence Square, Maywood and Englewood Business Districts. 1,2
- \* Supported efforts to retain CDBG funding. 1,2,3
- \* Completed public education efforts to disseminate information regarding availability of CFIP funding focusing attention in Englewood, Fairmount, and Maywood where program is under-utilized. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Commercial Facade Projects	3	5	4	5

**2006-07 Objectives**

**Goal Ref**

- \* Support efforts to retain CDBG funding 1,2,3
- \* Complete 4 to 6 Facade Improvement Projects within Independence Square, Maywood and Englewood Business Districts. 1,2
- \* Complete public education efforts including upgrades to City of Independence web page to disseminate information regarding availability of CFIP funding focusing attention in Englewood, Fairmount, and Maywood where program is under-utilized. 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Comm Develop Prog Spec	1.00	1.00	1.00	.00
Comm. Development Prog. Coord.	.00	.00	.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 08 - Community Dev Block

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	54,799	58,798	95,888	61,875
Other Services	60	0	15,487	0
Supplies	137	0	2,218	0
Capital Outlay	80,000	0	192,905	0
Other	0	0	0	0
<b>Total</b>	<b>134,996</b>	<b>58,798</b>	<b>306,498</b>	<b>61,875</b>
	=====	=====	=====	=====

**Significant Issues**

- \* Ongoing education of federal documentation requirements.
- \* Environmental Review Procedures and Compliance Process.
- \* National threat to eliminate CDBG Program funding.
- \* Reduced program funding for FY 06-07.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 09 - HOME Program Fund

**Description**

Administration of City programs funded through the City's Federal Home Investment Partnership Program. FY 2006-2007 will be the 12th 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 2006-2007 include: Construction and rehabilitation of single-family housing that is or will be occupied by low to moderate income tenants, the First Time Home Buyers Program, and the administration of one Community Housing Development Organization (CHDO).

**2005-06 Accomplishments**

**Goal Ref**

- \* Managed the HOME Program as a participating jurisdiction for the 12th year. 1
- \* Completed rehabilitations of 303 W. Southside and 504 Westwood Dr. (2 single-family homes) 1
- \* Completed one Habitat house on Arlington. 1
- \* Worked with NorthWest Community Development Corporation (NWCDC) in obtaining 2 homes for rehabilitation and site acquisition for 6 to 8 infill houses. 1
- \* Continued assistance to the Santa Fe Trail Neighborhood Community Development Corporation (SFTNCDC). This year the SFTNCDC completed the construction of a home on a blighted property in the neighborhood. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Multi-Family Units	17	17	0	0
First Time Home Buyers	60	32	60	50
Single-Family Units	0	0	6	8

**2006-07 Objectives**

**Goal Ref**

- \* Manage the HOME program for the 12th year as a participating jurisdiction. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 09 - HOME Program Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Continue to work with both non-profit and for-profit developers in developing infill housing in the City.	1
* Re-write the First Time Home Buyers Program to be more responsive to the northwest and central areas of the City.	1
* Provide support and technical assistance to the CHDO as they continue to work developing infill housing in northwest Independence.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Comm. Development Prog. Coord.	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
	=====	=====	=====	=====

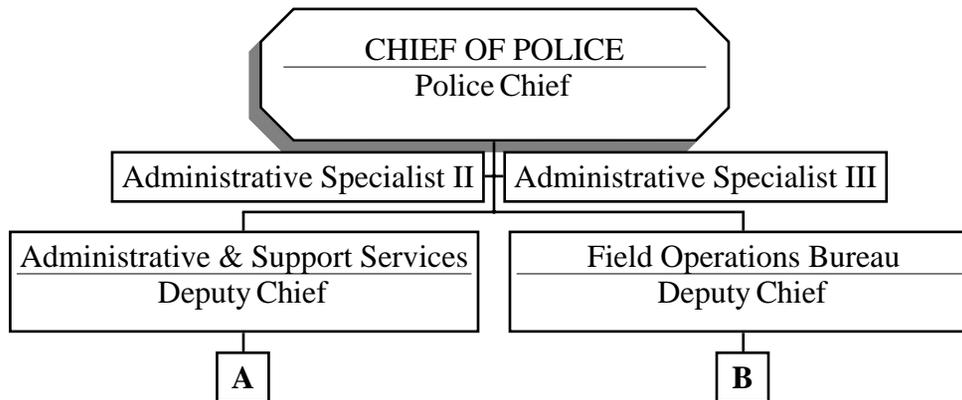
**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	49,637	48,372	48,372	38,954
Other Services	493	0	0	6,450
Supplies	167	0	0	500
Capital Outlay	0	0	0	500
Other	0	0	0	0
Total	50,297	48,372	48,372	46,404
	=====	=====	=====	=====

**Significant Issues**

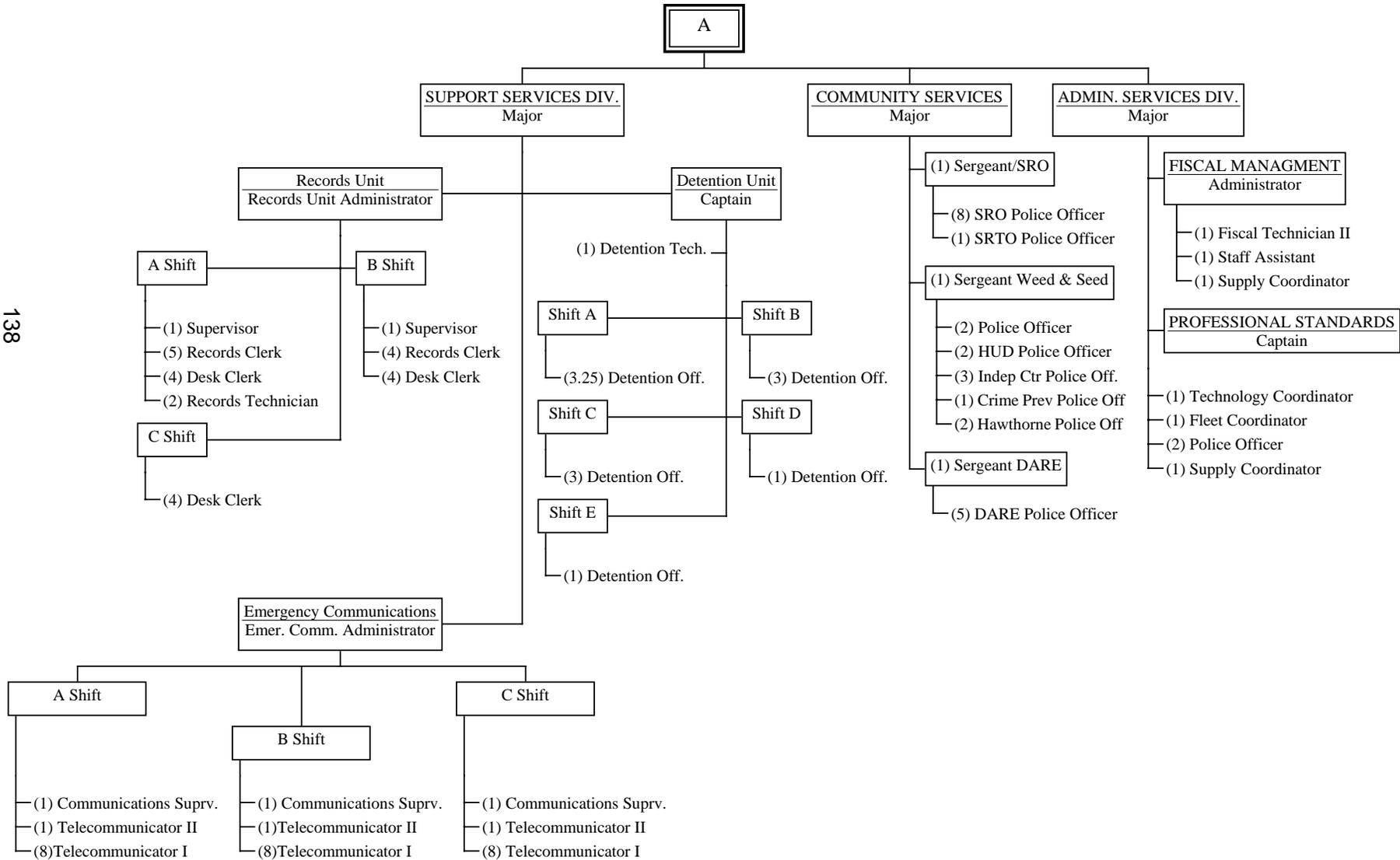
- \* Continue to identify and address issues of lead based paint with all HOME funded housing projects. This will include the Community Housing Development Organizations (CHDO), First Time Home Buyers Program, in addition to any new programs that may be developed in the future.
- \* Single family housing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

# City of Independence, Missouri Police Department

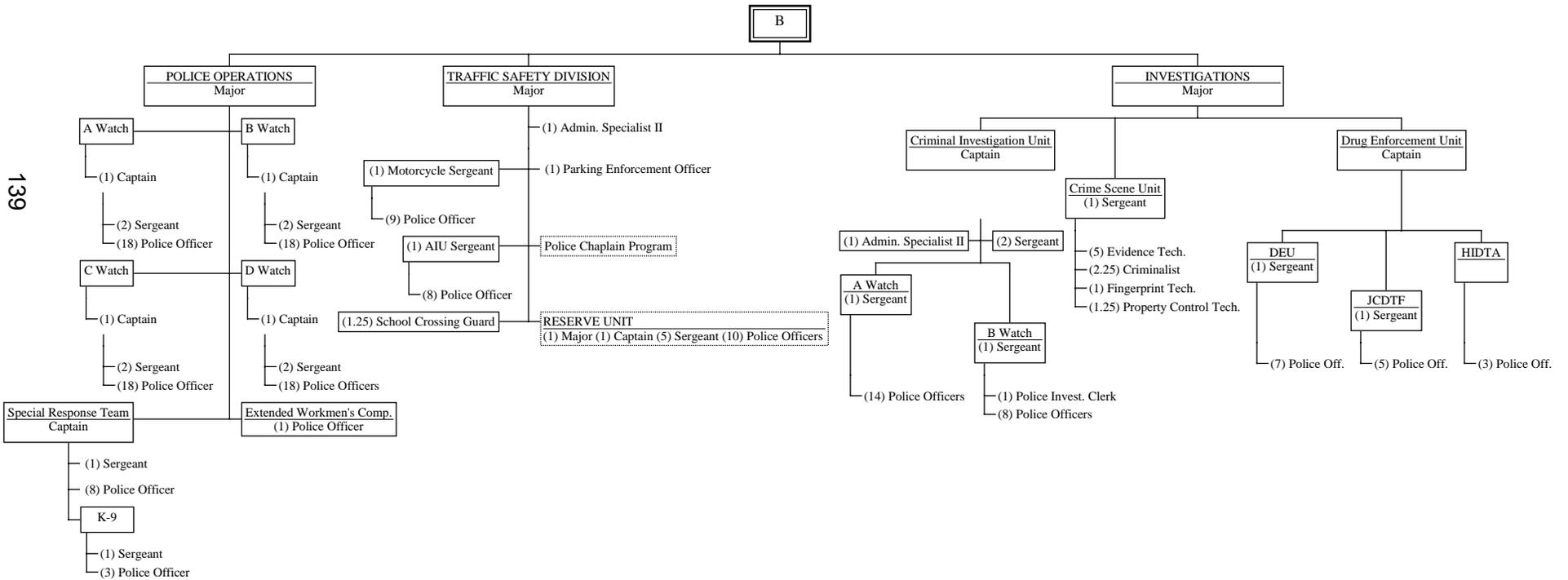


# City of Independence, Missouri Police Department (Cont'd.)

138



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



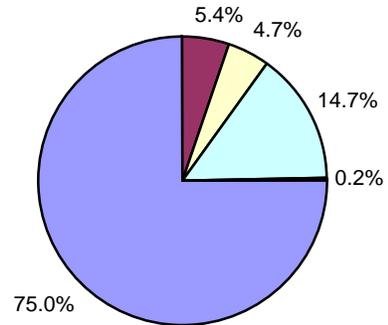
## 2006-07 Operating Budget

# Police

### Appropriations by Type:

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 16,974,339	\$ 17,441,574	\$ 17,459,189	\$ 18,117,292
Other Services	1,285,442	1,315,770	1,328,351	1,307,461
Supplies	786,184	1,416,260	1,332,039	1,134,700
Capital Outlay	1,521,663	1,527,641	1,602,769	3,559,208
Other	51,846	52,800	52,800	52,800
<b>Total</b>	<b>\$ 20,619,474</b>	<b>\$ 21,754,045</b>	<b>\$ 21,775,148</b>	<b>\$ 24,171,461</b>

2006-07 Budget

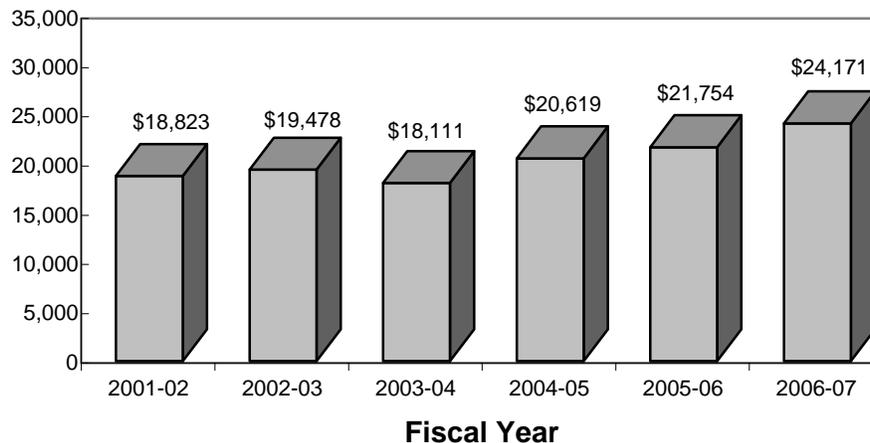


■ Personal Ser. 
 ■ Other Services 
 ■ Supplies 
 ■ Capital Outlay 
 ■ Other

### Historical Comparison:

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	274.00	275.00	275.00	277.00	281.50	281.50
<b>Amount by Fund:</b>						
General Fund	\$ 18,823,388	\$ 19,477,743	\$ 18,110,565	\$ 19,243,618	\$ 19,421,996	\$ 20,158,488
Police Public Safety	-	-	-	1,375,856	2,332,049	4,012,973
Total All Funds	\$ 18,823,388	\$ 19,477,743	\$ 18,110,565	\$ 20,619,474	\$ 21,754,045	\$ 24,171,461
<b>Comparative Ratios:</b>						
Per Capita	\$ 165.20	\$ 170.34	\$ 157.83	\$ 179.07	\$ 188.27	\$ 208.46
Per Household	\$ 391.51	\$ 403.71	\$ 374.06	\$ 424.40	\$ 446.19	\$ 494.05

Dollars (1,000's)



*City of Independence*  
*Departmental Budget Summary*

Department: 4500 - Police

2006-07 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	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
<b><u>Staffing</u></b>				
Full Time Positions	273.00	275.00	279.00	279.00
Part Time Positions	2.00	2.00	2.50	2.50
Total	275.00	277.00	281.50	281.50
	=====	=====	=====	=====

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4511 Chief of Police	1,129,966	1,216,718	1,232,343	1,395,244
4512 Police Grant Expenditures	60,750	209,925	230,028	280,321
4513 Police Training	83,366	118,939	107,804	182,793
4532 Uniform Unit	5,428,356	5,701,091	5,699,716	5,764,742
4533 Traffic Unit	1,693,077	1,713,910	1,713,858	1,778,718
4534 Investigations	2,024,858	1,681,225	1,672,525	1,833,223
4535 Special Operations	1,188,968	1,048,370	1,049,370	1,092,631
4536 Community Services Unit	1,143,743	1,334,004	1,338,604	1,378,785
4537 Drug Enforcement Unit	1,241,483	1,063,620	1,063,620	1,133,427
4538 Drug Abuse Resistance Educ.	372,430	380,021	380,021	367,492
4542 Crime Scene	629,305	607,247	607,247	640,585
4543 Detention	1,330,754	1,232,703	1,232,703	1,376,280
4544 Records and Property	1,124,646	1,259,808	1,260,845	1,233,348
4545 Communications	1,791,916	1,854,415	1,854,415	1,700,899
4562 Communications (Sales Tax)	38,925	513,417	424,922	1,013,058
4563 Facilities (Sales Tax)	31,210	170,000	258,495	934,000
4564 Equipment (Sales Tax)	1,305,721	1,648,632	1,648,632	2,065,915
Total	20,619,474	21,754,045	21,775,148	24,171,461
	=====	=====	=====	=====

*City of Independence*  
*Departmental Budget Summary*

Department: 4500 - Police

2006-07 Operating Budget

**Source of Funding**

General Fund	19,243,618	19,421,996	19,443,099	20,158,488
Police Public Safety Sales Tax	1,375,856	2,332,049	2,332,049	4,012,973
Total	20,619,474	21,754,045	21,775,148	24,171,461
	=====	=====	=====	=====

**Direct/Offsetting Revenues**

Jackson County Drug Task Force	419,676	439,736	419,332	419,332
Jackson County DARE Program	353,273	377,238	388,151	388,151
Police Services Reimbursement	63,126	0	55,000	55,000
Sale of Police Reports	46,401	44,500	44,500	44,500
School Resource Officers	352,929	361,694	361,694	422,377
Alarm Charges	37,200	40,800	38,725	37,025
Total	1,272,605	1,263,968	1,307,402	1,366,385
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* A contract with Motorola has been signed for the implementation of the new 700 MHz Interoperable radio system. City staff has worked with the State of Missouri, and additional funding has been added through a SEMA grant, to upgrade to a regional system network controller. This controller will represent the western portion of the state in the State of Missouri Interoperability Plan. 1
- \* A new inventory/asset control system has been purchased. It was recently installed in the Supply Unit, and inventory records are being compiled for inclusion in the system. 3

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Police Officer Applicants	282	221	375	250
Police Officers Hired	9	5	5	5
Civilian Applicants	201	189	150	100
Participation in collegiate and public recruitment	2	4	4	3

**2006-07 Objectives**

**Goal Ref**

- \* Complete the implementation of the Radio Interoperability Project. 1
- \* Complete the implementation of the inventory control system. Bar code inventory items and develop an accurate inventory of all department owned equipment. 3
- \* Conduct a Manpower Allocation Study to identify staffing needs. 3
- \* Develop a plan to increase staffing to levels recommended by the Manpower Allocation Study. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Chief	1.00	1.00	1.00	1.00
Police Major	1.00	1.00	2.00	2.00
Deputy Chief of Police	2.00	2.00	2.00	2.00
Police Captain	2.00	2.00	1.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Fleet Coordinator	1.00	1.00	.00	.00
Tech. Oversight Coordinator	.00	.00	1.00	.00
Police Accreditation Admin	.00	.00	1.00	1.00
Police Technology Coordinator	.00	.00	.00	1.00
Master Police Officer	1.00	1.00	.00	1.00
Police Officer	1.00	1.00	2.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Administrative Spec II	2.00	2.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	2.00	1.00	1.00
Inventory Technician	.00	.00	1.00	1.00
<b>Total</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,013,221	1,117,744	1,117,744	1,182,635
Other Services & Charges	102,773	83,124	98,304	104,568
Supplies	13,972	15,850	16,295	106,622
Capital Outlay	0	0	0	1,419
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,129,966</b>	<b>1,216,718</b>	<b>1,232,343</b>	<b>1,395,244</b>

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police

2006-07 Operating Budget

Cost Center: 4512 - Police Grant Expenditures

Fund: 02 - General Fund

**Description**

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

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	47,591	209,925	224,513	280,321
Other Services & Charges	474	0	0	0
Supplies	12,346	0	5,515	0
Capital Outlay	339	0	0	0
Other Expenditures	0	0	0	0
Total	60,750	209,925	230,028	280,321
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* A new block training curriculum has been incorporated that exceeds departmental, city, state and federal training requirements. The curriculum has been reduced from a 40 hour curriculum to a 24 hour curriculum to better meet departmental staffing requirements. By reducing the hours, officers are better able to obtain job specific training outside of the block training format, while still meeting training requirements. 3
- \* Specific training within the units was included in the 2005-06 budget. Known training needs were included in each unit's budget as a line item, thus increasing the likelihood that mandatory unit-specific training needs can be met. 3

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
In-Service Training Hours	8,000	4,728	4,920	4,800
Specialized Training Hours	7,956	9,774	28,000	10,000
Homeland Security Training (excludes in-house)			2	2

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Continue to update the block training curriculum providing relevant training that meets or exceeds departmental, city, state and federal training requirements.	3
* Provide job specific training opportunities to officers and civilians throughout the department to enhance career development.	3
* Review on-line training opportunities to determine if they can be utilized and enhance the departments training needs.	3
* Participate in at least one multi-agency training exercise.	1
* Department-wide complete the National Incident Management System Training mandated by the federal government.	3

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Other Services & Charges	60,187	90,439	79,304	150,858
Supplies	23,179	28,500	28,500	31,935
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	83,366	118,939	107,804	182,793
	=====	=====	=====	=====

**Significant Issues**

- \* The Department of Homeland Security has place increase training requirements on the department. This includes, multi-agency exercises. In order to adequately train officers in these areas, overtime must be expanded to maintain adequate staffing levels in Patrol.
- \* In addition, the Department of Homeland Security has added additional training needs and requirements; such as, the National Incident Management System. This requirement, likewise, has caused staffing issues and created large amounts of overtime to the department's budget.
- \* The addition of new equipment; such as, Tasers, has added additional training requirements. With each new piece of equipment, certifications and re-certifications directly impact the training budget. Instructors must be certified and on-going training must be scheduled.

*City of Independence  
Detail Program Summary*

Department: 4500 - Police  
Cost Center: 4532 - Uniform Unit

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* The unit has begun the initial stages of implementing the Car Per Man Program. This object should be met this fiscal year. 4
- \* Currently, there are eight vacancies within the unit. There are three recruits in the Field Training Program, and four recruits in the academy. The next police testing is set up for Spring of 2006. This objective should be met this fiscal year. 3
- \* Revisions were made to the General Order regarding chargeable accidents and mandatory discipline for such an accident. The procedures for checking out a marked police vehicle were modified to allow for accountability for the officer driving the vehicle. Block Training format has been updated to include an eight hour day of drivers training. 4
- \* A collaborative effort between City Departments to prepared for a critical incident; such as, Weapons of Mass Destruction, Personal Protection Equipment, atropine injector, and the National Incident Management System was successfull. Table top and functional exercises are currently underway. Preparedness efforts of major sites, infrastructure and schools has been implemented. Intelligence software ("i2") has been purchased and installed to provide information and contingency efforts of Homeland Security. 3
- \* The Police Department's Chaplains Program is being enhanced by the following methods: monthly meetings, new uniforms, maintaining statistical data on call-outs and activities, facilitating segments of block training for all sworn officers, and training. The department has received excellent media coverage of its on-going efforts to enhance the Chaplains Program. The department currently has six Chaplains, and one vacancy. Recruitment efforts are currently underway for a seventh Chaplain. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Police Incident Calls	123,329	128,891	129,100	133,700

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4532 - Uniform Unit

2006-07 Operating Budget  
Fund: 02 - General Fund

Uniform Patrol primary calls for service	73,150	73,985
Reports taken by Uniform Patrol	21,694	22,000
Hours spent in actual Patrol activities	43,796	45,000

**2006-07 Objectives**

**Goal Ref**

- \* Develop plans and/or methods of tracking and inventory all vehicles and equipment used by Patrol personnel in performance of their daily duties. 3
- \* Develop plans to ease the administrative duties of the units' supervisors. 3
- \* Develop plans to justify and increase the number of officers on the street to provide better service to the community, reduce response times, and increase officer safety. 1
- \* Continue to maintain and enhance the Chaplains Program. 1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Major	1.00	1.00	1.00	1.00
Police Captain	4.00	4.00	4.00	4.00
Master Police Officer	16.00	14.00	21.00	19.00
Police Officer	50.00	51.00	49.00	52.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Officer Recruit	1.00	1.00	1.00	.00
Total	80.00	79.00	84.00	84.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	4,893,113	5,218,295	5,218,295	5,386,493
Other Services & Charges	207,170	245,425	246,574	164,469
Supplies	296,334	236,351	234,847	213,780
Capital Outlay	31,739	1,020	0	0
Other Expenditures	0	0	0	0
Total	5,428,356	5,701,091	5,699,716	5,764,742
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 4500 - Police  
Cost Center: 4532 - Uniform Unit

2006-07 Operating Budget  
Fund: 02 - General Fund

**Significant Issues**

- \* Training has become a significant issue. Currently, there are three different entities that mandate training; General Orders, State of Missouri (POST - Police Officer Standards and Training), and the Department of Homeland Security. The mandated training accompanied by the discretionary training is becoming a huge draw on the unit's manpower. The reduction in staff, due to training, makes it increasing difficult to keep the Watches adequately staffed with fewer officers on the street. This is an officer safety issue.
  - \* With the retirement of a Deputy Chief, and the promotional process being completed; promotions and movement of command staff personnel may lend to change within the unit. All four Watch Commanders are involved in the promotional process and change within their command level is a strong possibility.
  - \* The unit now has trained Rifle and Taser Instructors at the shift level. The training will now be conducted by the unit instead of Special Operations Unit.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 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.).

**2005-06 Accomplishments**

**Goal Ref**

\* The unit is targeting high accident areas and increasing enforcement. 1  
 The unit had an overall increase of 3,100 tickets written this past fiscal year.

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Vehicular Accidents Reported	3,233	3,298	3,300	3,500
Traffic Unit Summons Issued	30,840	31,323	32,000	37,000
DWI Arrests	778	681	790	700
Hit and Run Accidents Investigated	796	733	820	760

**2006-07 Objectives**

**Goal Ref**

\* Target DWIs and attempt to increase arrests by reducing alcohol related crashes. 1  
 \* Target high accident areas and attempt to increase enforcement efforts and try to reduce overall crashes. 1  
 \* Implement and use the Crash Data Retrieval System to aid in investigation of serious crashes. 1  
 \* Continue driver's license checkpoints; one for each council district. 1  
 \* Continue special projects targeting crime at the Independence Center. 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Police Major	1.00	1.00	1.00	1.00
Clerk Typist II	.00	.00	.00	.00
Master Police Officer	12.00	10.00	10.00	11.00
Police Officer	6.00	7.00	7.00	6.00

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Sergeant	2.00	2.00	2.00	2.00
Parking Enforcement Off	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
School Cross Guard	1.25	1.25	1.25	1.25
<b>Total</b>	<b>24.25</b>	<b>23.25</b>	<b>23.25</b>	<b>23.25</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,547,342	1,556,106	1,556,106	1,646,473
Other Services & Charges	48,136	91,334	91,334	71,244
Supplies	56,121	58,470	55,918	53,701
Capital Outlay	41,478	8,000	10,500	7,300
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,693,077</b>	<b>1,713,910</b>	<b>1,713,858</b>	<b>1,778,718</b>

**Significant Issues**

\* The unit's goal of a 5% increase in DWI arrest fell short. However, arrest were down nationwide by a larger margin, and in 2004 there were 261 alcohol related crashes, and only 218 in 2005. This is a 17% overall reduction.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4534 - Investigations

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* The unit created a training database to track training received by detectives. The database allowed the identification of areas of training emphasis required for the detective positions; such as, sex crimes, domestic violence, etc. 3
- \* In a collaborated effort within the department, Hope House, the Jackson County Prosecutor's office and the City Prosecutor, improvement was made to response of persistent offender callouts. In addition, the persistent offender list was updated and maintained. 1
- \* Developed a relationship and partnership with the Federal Bureau of Investigation's Cyber Crimes Task Force in order to address the burgeoning problem of internet predator crimes. Due to recent court decisions have hampered the effectiveness of undercover operatives on the internet; nevertheless, those decisions are being appealed.
- \* Developed the unit's intelligence resources through training and the use of Accurnit and Analyst Workstation software. Utilization of these resources has enhanced the units capabilities of tracking and locating suspects. 3
- \* The unit is involved in Child Protection Center issues, and serve on the Governance Board and CPC Network Boards, respectively. The efforts of this unit has led to improved cooperative investigations between the agencies, and is considered to be a vital resource. 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Criminal Cases Assigned			2,712	2,800

**2006-07 Objectives**

**Goal Ref**

- \* Monitor personnel caseloads and adjust assignments and manpower allocation accordingly. 3
- \* Implement a successful part-time victim advocate program in order to improve assistance to crime victims. 1
- \* Strengthen investigative efforts of child-related crimes through 1

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4534 - Investigations

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

participation in collaborative efforts with governmental and non-profit organizations focused on child safety, child related crime investigation and child advocacy.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Investigative Clerk	1.00	1.00	1.00	1.00
Police Major	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Clerk Typist II	.00	.00	.00	.00
Master Police Officer	16.00	14.00	13.00	12.00
Police Officer	.00	3.00	3.00	5.00
Police Sergeant	3.00	3.00	3.00	4.00
Police Officer Recruit	.00	.00	1.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,720,468	1,595,855	1,595,855	1,761,825
Other Services & Charges	17,315	40,000	31,501	22,642
Supplies	34,529	39,150	40,949	48,756
Capital Outlay	252,546	6,220	4,220	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>2,024,858</b>	<b>1,681,225</b>	<b>1,672,525</b>	<b>1,833,223</b>

**Significant Issues**

- \* The allocation of caseloads according to available manpower continues to be a struggle for the unit. Currently, the unit has one detective deployed for military duty.
- \* Due to heavy workloads, it is increasingly becoming more difficult to maintain good communication with crime victims in order to assist them through the investigative process.

*City of Independence  
Detail Program Summary*

Department: 4500 - Police  
Cost Center: 4534 - Investigations

2006-07 Operating Budget  
Fund: 02 - General Fund

**Significant Issues**

- \* Funding issues have threatened the existence of the Child Protection Center. This organization is important to the operations of the unit. The CPC conducts forensic interviews of child crime victims and is useful in investigations and prosecution.
  - \* Grants for domestic violence initiatives have become increasingly competitive. The unit needs to remain on the cutting edge of domestic violence investigation and prevention in order to display the department's dedication to this issue and assure continued funding of this cooperative effort with the community and government issues.
  - \* Technology continues to evolve in investigative work. The increased use of surveillance has created a substantial workload for the unit in copying and interpretation of video evidence.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* The unit and Kansas City Police Department were designated as primary responders for Weapons of Mass Destruction incidents for Eastern Jackson County, Missouri. The department hosted the WMD Tactical Operations Course. All members of the unit have been trained on a tactical WMD response. 1
- \* The unit provided various monthly in-service training classes for all department personnel; such as, ballistic shields, firearms, WMD, exercises, and various other trainings. 3
- \* The unit and 35 multi-jurisdictional agencies participated in the regional WMD response coordinated by the Mid-America Regional Committee. 1
- \* The unit participated in a Community Integrated Disaster Response Exercise hosted by KU Medical Center. The focus was responding to terrorist incidents and major disasters. 1
- \* Two snipers completed a one-week Basic FBI Sniper Course, and four snipers completed a one-week KCMTOA Advanced Sniper Course. 1
- \* The unit assisted the Traffic Unit on D.W.I. Checkpoints. 3
- \* New canine vehicles were completed and fully equipped. 3
- \* K-9 maintained required certifications for the canine teams. 3
- \* K-9 has increased its patrol support activities. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
SRT Tactical Training	24	24	24	24
Tactical Activations	27	28	30	28
Conducted Dept In-Service Training	42	40	40	40
K9 Calls	580	723	600	725
K9 Demos	61	52	70	35
K9 Citizen Contacts	7,256	4,872	5,500	5,000

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<b>2006-07 Objectives</b>	<b>Goal Ref</b>
* Conduct pro-active special assignments or projects in identified high-crime areas.	1
* Train department personnel in less lethal impact munitions and patrol rifle, exercises, basic and advanced SWAT courses, and various other types of training.	3
* Assist in coordinating Homeland Security issues, including contingency preparedness for high-profile targets and events.	1
* Purchase additional dogs to fully staff the unit and train them to a competent level.	3
* Add and train additional officers and a supervisor to bring the unit up to full staff.	3
* Focus the unit on proactive criminal enforcement and apprehension activities.	1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	2.00	5.00	5.00	8.00
Police Officer	16.00	11.00	5.00	3.00
Police Sergeant	3.00	3.00	3.00	2.00
Total	22.00	20.00	14.00	14.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,126,066	966,195	966,195	998,734
Other Services & Charges	14,879	31,275	31,275	20,512
Supplies	48,023	50,900	51,900	70,785
Capital Outlay	0	0	0	2,600
Other Expenditures	0	0	0	0
Total	1,188,968	1,048,370	1,049,370	1,092,631
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Significant Issues**

- \* Due to personnel changes in the K-9 Unit, the unit is being reformed and its focus changed to accommodate the needs of the department.
  - \* SRT obtained a substantial amount of equipment from grants and a lot of time was consumed in maintaining and inventorying the equipment.
  - \* Fifty-five percent of all Search Warrant Pre-Plans/Reports and Barricade reports were handled by the unit during normal working hours, reducing overtime for pre-planned assignments.
  - \* The Counter-Sniper Team lost two members early in the year. Due to the shortage, the unit was unable to conduct cross training for additional snipers. The department is considering making the team a part-time unit in order to bring in enough qualified candidates to maintain the positions.
-

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
 Cost Center: 4536 - Community Services Unit

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* A federal grant was received which will allow for an additional School Resource Officer in the Independence School District. This position will allow for a relief factor and additional help for the truancy program. 1
- \* A police officer position was added to the Independence Center sub-station. The additional officer allows for seven days a week coverage at that location. 1
- \* A police officer position was added to the Englewood sub-station. The additional officer will enhance enforcement coverage in the proposed weed and seed area. 1
- \* Public Housing Safety Initiative grant has allowed for productive enforcement action in the Hawthorne Apartments. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Child Fingerprint ID's	2,120	1,960	2,000	2,000
Disorderly House Cases	276	246	275	250
Certified Crime Free Multi-Housing Properties	7	5	5	6
Certified Crime Free Hotel/Motel Properties	4	5	5	6

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4536 - Community Services Unit

2006-07 Operating Budget  
Fund: 02 - General Fund

<b>2006-07 Objectives</b>	<b>Goal Ref</b>
* Fill vacant positions within the Community Services Unit.	1
* Develop new strategy for the proposed weed and seed area to operate without additional funding.	1
* Apply for Weed and Seed grant.	1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Major	1.00	1.00	1.00	1.00
Master Police Officer	9.00	8.00	10.00	11.00
Police Officer	1.00	4.00	7.00	4.00
Police Sergeant	.00	1.00	2.00	2.00
Fiscal Technician II	1.00	.00	.00	.00
Total	12.00	14.00	20.00	18.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,104,402	1,268,448	1,268,448	1,293,410
Other Services & Charges	17,255	32,006	36,606	27,548
Supplies	18,094	33,550	32,078	54,607
Capital Outlay	3,992	0	1,472	3,220
Other Expenditures	0	0	0	0
Total	1,143,743	1,334,004	1,338,604	1,378,785

**Significant Issues**

- \* Two police officer vacancies exist in the unit.
- \* Due to the fact that the request for funding for the proposed weed and seed area was not awarded, the unit will have a challenge meeting the needs of the community in that area.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
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 techniques: high profile warrants and searches of drug houses, undercover and confidential informant operations, long-term surveillance investigations, and other methods. Follow-up on all reports of drug complaints is essential to resolving drug issues. One sergeant and five officers are assigned to the Jackson County Drug Task Force and funded by the Jackson County C.O.M.B.A.T. quarter-cent sales tax. Three officers are assigned to Drug Enforcement Administration and HIDTA Intelligence Center Task Forces through grants from Midwest H.I.D.T.A. (High Intensity Drug Trafficking Area).

**2005-06 Accomplishments**

**Goal Ref**

- \* The unit investigated 581 drug complaints and processed 547 Uniform Unit in-custody arrests. The unit initiated 79 car/pedestrian checks, 191 residence checks, 97 consent searches, 24 undercover drug buys, and executed 17 search warrants. The unit made 681 drug arrests and related arrest with charges. 1
- \* The unit seized 532.20 lbs of marijuana, 2,583 grams of methamphetamine, 1,125 grams of cocaine, and 3 marijuana grow operations. Total street value of the all drugs seized is \$562,851. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Drug Cases Assigned	852	693	700	700
Drug Arrests	1,140	546	600	600
Drug Search Warrants	39	20	40	25

**2006-07 Objectives**

**Goal Ref**

- \* Further reduce the number of Meth Labs operating within the city through aggressive and prompt lead follow-up. 1
- \* Monitor the Drug Hotline and provide prompt investigation and follow-up on drug complaints. 1
- \* Assist other units within the department in processing felony drug arrest and in the filing of State and Federal drug charges. 1
- \* Aid in the training of other units within the department, and the community with regard to meth lab and drug recognition. 1
- \* Target the distribution of imported meth and cocaine through increased undercover / confidential informant operations (drug 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

purchases) and coordination with DEA, Jackson County Drug, and Kansas City Metro Drug Task Force.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Police Captain	1.00	1.00	1.00	1.00
Master Police Officer	7.00	11.00	10.00	7.00
Police Officer	5.00	2.00	2.00	6.00
Police Sergeant	1.00	2.00	2.00	2.00
<b>Total</b>	<b>14.00</b>	<b>16.00</b>	<b>15.00</b>	<b>16.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,188,289	1,018,410	1,018,410	1,095,685
Other Services & Charges	36,856	34,720	34,720	19,261
Supplies	14,051	10,490	10,490	18,481
Capital Outlay	2,287	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,241,483</b>	<b>1,063,620</b>	<b>1,063,620</b>	<b>1,133,427</b>

**Significant Issues**

\* The most marked drug trafficking trend continues to be the rise in the recovery of imported methamphetamine. While meth labs have continued to decrease, the amount of methamphetamine continues to increase.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Laptop computers were provided for the DARE Officers, and they are being trained in methods of public presentations. 1
- \* The Missouri DARE Conference was held in Independence. 1
- \* Two DARE Officers have continued in the DARE Mentor Program. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Core Classes Taught	75	75	75	80
Number of Students Taught	1,355	1,813	1,500	1,800
Number of Schools	25	30	30	30
Number of Camps	3	3	3	3
Number of DARE Graduations	25	26	26	26

**2006-07 Objectives**

**Goal Ref**

- \* Participate in the DARE Officers training program for the State of Missouri. 1
- \* Continue the summer DARE Camp for the children. 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Master Police Officer	2.00	4.00	3.00	2.00
Police Officer	3.00	1.00	2.00	3.00
Police Sergeant	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police

2006-07 Operating Budget

Cost Center: 4538 - Drug Abuse Resistance Educ.

Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	316,545	343,150	343,150	367,492
Other Services & Charges	19,624	2,400	5,593	0
Supplies	23,111	31,946	28,753	0
Capital Outlay	13,150	2,525	2,525	0
Other Expenditures	0	0	0	0
Total	372,430	380,021	380,021	367,492
	=====	=====	=====	=====

**Significant Issues**

\* Need to complete the modernization of instructional methods.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Received over \$14,000 with the Missouri Crime Lab Upgrade Program Grant. 3
- \* Provided training for employees within the lab through various grant programs. 3
- \* Three of five Crime Scene Investigators passed the Level I certification test through the International Association of Identification. 3
- \* Completed first proficiency test with the Crime Scene Investigators 3
- \* Video Conferencing System installed and operational through federal grant which provides video conferencing with all Missouri State Crime Labs. 3
- \* Continue progress towards American Society of Crime Lab Directors accreditation. Accomplished approximately 80% of all required standards. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Crime Scenes Processed	704	795	700	750
Latent Prints Processed	1,212	1,525	1,400	1,500
Items of Evidence or recovered	13,750	10,398	14,000	11,000
Drug cases analyzed	2,138	1,811	2,200	2,000
Blood alcohol and urine analyzed	370	118	450	150
Digital imaging	1,592	1,892	1,600	1,900

**2006-07 Objectives**

**Goal Ref**

- \* Renew Missouri Crime Lab Upgrade Program Grant 3
- \* Continue to provide training for both chemist and crime scene investigators through the Missouri Association of Crime Laboratory Directors. 3
- \* Continue to work towards accreditation through the American Society of Crime Laboratory Directors. Estimated time for application will be the Summer of 2006. 3

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Criminalist	1.00	1.00	1.50	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	1.25	1.25	1.25
Police Sergeant	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.25</b>	<b>9.75</b>	<b>9.75</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	599,555	575,186	575,186	602,974
Other Services & Charges	17,123	16,524	16,524	13,867
Supplies	12,627	15,537	15,537	16,554
Capital Outlay	0	0	0	7,190
Other Expenditures	0	0	0	0
<b>Total</b>	<b>629,305</b>	<b>607,247</b>	<b>607,247</b>	<b>640,585</b>
	=====	=====	=====	=====

**Significant Issues**

- \* The accreditation process is very time consuming, and adds additional burden upon the laboratory. Currently, 80% completed. Anticipate submitting an application this year.
- \* Requesting additional space, personnel and funds to expand the crime laboratory capabilities. Provide office space for existing personnel to handle many of the American Society of Crime Laboratory Directors responsibilities.

*City of Independence*  
*Detail Program Summary*

Department: 4500 - Police  
 Cost Center: 4543 - Detention

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

\* Detention officers completed fire suppression and other training with a minimal amount of overtime. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Prisoners Booked	13,268	13,147	13,324	13,542
Prisoner Days Served	16,079	11,955	14,548	12,201
Prisoners Sentenced	1,758	1,590	1,870	1,676
Prisoner meals served	9,548	8,146	9,000	8,650

**2006-07 Objectives**

**Goal Ref**

\* Meet ALERT and NIMS training requirements. 3  
 \* Conduct a critical needs assessment and possible structure changes of the detention area. 3

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Police Captain	1.00	1.00	1.00	1.00
Detention Officer	11.50	11.50	10.50	10.50
Detention Technician	1.00	1.00	1.00	1.00
Lead Detention Officer	.00	.00	1.00	1.00
Total	13.50	13.50	13.50	13.50
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 4500 - Police  
 Cost Center: 4543 - Detention

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	674,789	681,103	681,103	741,602
Other Services & Charges	646,752	540,000	540,023	616,225
Supplies	9,213	11,600	11,577	13,489
Capital Outlay	0	0	0	4,964
Other Expenditures	0	0	0	0
Total	1,330,754	1,232,703	1,232,703	1,376,280
	=====	=====	=====	=====

**Significant Issues**

- \* Staffing was a challenge with one officer on active duty most of the year. Two others were promoted to police officer.
- \* Detention officers will have mandated training in ALERT and NIMS. This will create large blocks of staffing shortages and will ultimately result in higher overtime issues.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4544 - Records and Property

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Implemented the replacement of equipment within the unit. 3
- \* Updated reference materials and made them accessible to all personnel. 3
- \* Improvements were made in the tracking of sales; however, the new system was not implemented due to the high cost. The cost of the system outweighed the benefits of it; therefore, the register system was not purchased. Much effort was spent on the evaluation process. The Major meets with the supervisors quarterly to conduct an in depth discussion of personnel and the documentation efforts. The process has created a fair and even evaluation of personnel.

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Municipal Warrants In	20,530	27,947	22,288	29,344
Municipal Warrants Out	18,616	25,181	19,000	26,476
PACE Cases Processed	56,294	41,485	35,000	45,000
Records checks and police reports disseminated to customers	24,646	14,447	15,000	15,000
Additional Warrants (felony) Issued	735	505	740	640
Felonies Served	283	519	300	550

**2006-07 Objectives**

**Goal Ref**

- \* Conduct on-site tour of record centers to determine needs and technical updates. 3
- \* Records Administrator became MULES certified. 3
- \* Implement the scanning of documents into the New Work system. 3
- \* Training all records employees on ALERT and NIMS. 3
- \* Implementation of Racial Profiling Computer and completion of the report before the State mandated deadline. 3

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
Cost Center: 4544 - Records and Property

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Records Unit Clerk	10.00	10.00	10.00	9.00
Police Records & Prop Adm	1.00	1.00	1.00	1.00
Police Desk Clerk	12.00	11.00	11.00	12.00
Police Records Supervisor	2.00	2.00	2.00	2.00
Property Control Technician	.25	.00	.00	.00
Police Records Technician	1.00	2.00	2.00	2.00
<b>Total</b>	<b>26.25</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,042,161	1,155,818	1,155,818	1,164,171
Other Services & Charges	43,230	56,705	57,067	55,005
Supplies	39,255	43,085	43,760	7,100
Capital Outlay	0	4,200	4,200	7,072
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,124,646</b>	<b>1,259,808</b>	<b>1,260,845</b>	<b>1,233,348</b>

**Significant Issues**

- \* ALERT requires all users to complete a 40 hour block of training, which will create scheduling, manpower and overtime issues.
- \* NIMS requires training of all employees to meet Federal guidelines, which will create scheduling, manpower and overtime issues.
- \* The City is updating its New World data system, which will create challenges within the unit.
- \* Upgrade the Racial Profiling Tracking System.
- \* Relocation of the unit within the next two years.

*City of Independence*  
*Detail Program Summary*

Department: 4500 - Police  
Cost Center: 4545 - Communications

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* The partnership with the Mid-America Regional Council (MARC) was successful. The existing training was significantly enhanced. 3
- \* The partnership between the director and supervisors have significantly improved and continues to enhance the working relationship and communications.

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Emergency 9-1-1 Calls	141,501	149,623	142,000	160,000
CAD Incidents	123,330	131,675	124,000	140,000

**2006-07 Objectives**

**Goal Ref**

- \* Maintain the effective training partnership with the Mid-America Regional Council. 3
- \* Complete the National Incident Management System training by all required personnel. 3

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Telecommunicator I	23.00	23.00	23.00	23.00
Telecommunicator II	3.00	3.00	3.00	3.00
Emergency Communications Admin	1.00	1.00	1.00	1.00
Emergency Comm Supv	3.00	3.00	3.00	3.00
Total	30.00	30.00	30.00	30.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police  
 Cost Center: 4545 - Communications

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,699,014	1,735,339	1,735,339	1,595,477
Other Services & Charges	39,200	51,818	51,818	41,262
Supplies	1,856	14,458	14,458	10,010
Capital Outlay	0	0	0	1,350
Other Expenditures	51,846	52,800	52,800	52,800
Total	1,791,916	1,854,415	1,854,415	1,700,899
	=====	=====	=====	=====

**Significant Issues**

- \* The Communication Unit will be relocating to the first floor of Police Headquarters.
- \* Transition to the new 700 MHz Interoperable Communication System.

**City of Independence**  
**Detail Program Summary**

Department: 4500 - Police 2006-07 Operating Budget  
 Cost Center: 4562 - Communications (Sales Tax) Fund: 16 - Police Public Safety

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* A contract with Motorola has been signed, and the new communication system should be operational by late Fall of 2006. 1
- \* A contract for a new building for the Health Department has been signed and renovations have begun. This will enable plans for the moves of various units within the department. 3
- \* Design work with the architect has begun for Police Headquarters' third floor renovation. 3
- \* Negotiations for the communication system maintenance and warranty are nearing completion. 1
- \* The Police Department received a \$2.325 million dollar grant from State of Emergency Management Agency to install a regional master site controller as part of the new 700 MHz radio system. This controller will be a part of the State's interoperable communication's plan, and will help create regional interoperability between the City and other public safety agencies. 1

**2006-07 Objectives**

**Goal Ref**

- \* Complete implementation of the City's 700 MHz Interoperable Communications System. 1
- \* Develop operational procedures for outside agencies joining the new 700 MHz Communication System. 1
- \* Complete design work for the new communications facility. 1
- \* Complete negotiations on the Maintenance and Warranty Contracts for the 700 MHz Communications System. 1

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	1,783	0	3,027	0
Supplies	0	0	0	0
Capital Outlay	0	88,417	25,666	40,048
Other Expenditures	37,142	425,000	396,229	973,010
	0	0	0	0
<b>Total</b>	<b>38,925</b>	<b>513,417</b>	<b>424,922</b>	<b>1,013,058</b>
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

Department: 4500 - Police

2006-07 Operating Budget

Cost Center: 4562 - Communications (Sales Tax)

Fund: 16 - Police Public Safety

**Significant Issues**

- \* The renovations and relocation of various units within the Police Department was delayed while the Health Department sought a suitable facility for their needs. The facility has been purchased and renovations of the facility are underway.
  - \* The Police Department received a \$2.325 million dollar grant to upgrade the 700 MHz Communications System enhancing the regional interoperable communications capabilities.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 16 - Police Public Safety

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* The relocation of the Health Department and Human Resources is underway. The Health Department has purchased a facility, and renovations are currently taking place. Once those renovations are complete, the Health Department will complete their move, thus enabling Human Resources and the Police Department to complete their respective moves. 3
- \* The Police Department has purchased a building to serve as a storage facility for the special use vehicles. 3
- \* Improvements have been made at the Central Garage. 3

**2006-07 Objectives**

**Goal Ref**

- \* Complete the move of Human Resources and the Health Department from Police Headquarters. 3
- \* Complete architectural design work and space utilization studies for the use of Police Headquarters. 3
- \* Begin design work for use of office space within the new Storage Facility building. 3

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	7,850	0	0	0
Supplies	0	0	0	0
Capital Outlay	23,360	170,000	258,495	934,000
Other Expenditures	0	0	0	0
<b>Total</b>	<b>31,210</b>	<b>170,000</b>	<b>258,495</b>	<b>934,000</b>
	=====	=====	=====	=====

**Significant Issues**

- \* The renovation and relocation of various units within the Police Department was delayed while the Health Department sought a suitable facility for their needs. That facility has been purchased, and

*City of Independence  
Detail Program Summary*

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

*2006-07 Operating Budget  
Fund: 16 - Police Public Safety*

**Significant Issues**

renovations are currently underway.

---

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 16 - Police Public Safety

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* The Patrol Fleet has been upgraded, and new vehicles ordered. A three year pricing agreement has been established for the purchase of additional vehicles. 4
- \* Implementation has begun on the Car Audio/Video Recorders Project. A vendor has been selected and a purchase order issued. Policies and Procedures are being developed and training has begun on the new equipment. 1
- \* A new lab van and equipment was purchased. 4
- \* Bid specifications are being finalized on a new detainee transport van. 4
- \* An armored rescue vehicle was purchased utilizing Homeland and Security funds. 4
- \* Bid specifications for new uniforms has been developed and a pricing agreement will be established in the near future. 3
- \* Equipment throughout the department has been and continues to be updated and replaced. A Uniform and Equipment Committee meets monthly to identify equipment needs and develop bid specifications. 3

**2006-07 Objectives**

**Goal Ref**

- \* Continue to update Officers' ballistic vests to ensure that all officers have adequate protection with an NIJ certified vest that is still under manufacturer's warranty. 3
- \* Begin implementation of the "Living and Serving Program." 1
- \* Continue to update the department's vehicle fleet. 4

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	6,618	0	7,708	0
Supplies	183,473	737,956	715,796	448,832
Capital Outlay	1,115,630	910,676	925,128	1,617,083
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,305,721</b>	<b>1,648,632</b>	<b>1,648,632</b>	<b>2,065,915</b>
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4550 - Police Dept. Grants

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	.00	15.00	12.00	10.00
Total	.00	15.00	12.00	10.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4550 Police Dept. Grants	1,733,169	761,284	1,409,181	467,796
Total	1,733,169	761,284	1,409,181	467,796
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Grants	1,733,169	761,284	1,409,181	467,796
Total	1,733,169	761,284	1,409,181	467,796
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 15 - Grants

**Description**

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

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Criminalist	.00	1.00	.00	.00
Master Police Officer	.00	9.00	10.00	9.00
Police Officer	.00	3.00	1.00	1.00
Police Sergeant	.00	2.00	1.00	.00
Total	.00	15.00	12.00	10.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,039,321	761,284	996,633	467,796
Other Services & Charges	451,860	0	302,739	0
Supplies	112,312	0	57,922	0
Capital Outlay	129,676	0	51,887	0
Other Expenditures	0	0	0	0
Total	1,733,169	761,284	1,409,181	467,796

# City of Independence, Missouri Fire Department

FIRE DEPARTMENT  
Fire Chief

Administrative Specialist III

OPERATIONS  
(1) Deputy Chief

ADMINISTRATION & BUDGET  
(1) Deputy Chief

EMERGENCY  
Program Manager

EMS & Safety  
Battalion Chief

Admin. Specialist II

.5 Admin. Spec. II

SUPPRESSION "A" SHIFT  
(1) Assistant Fire Chief

SUPPRESSION "B" SHIFT  
(1) Assistant Fire Chief

SUPPRESSION "C" SHIFT  
(1) Assistant Fire Chief

SERVICES DIVISION  
(1) Assistant Fire Chief

TRAINING  
(1) Assistant Fire Chief

(15) Fire Captain  
(14) Fire Equip. Oper.  
(22) Firefighter

(15) Fire Captain  
(14) Fire Equip. Oper.  
(22) Firefighter

(15) Fire Captain  
(14) Fire Equip. Oper.  
(22) Firefighter

Fire Shop

(1) Fire Apparatus Mechanics

FIRE INSPECTION  
Chief Fire Inspector

P.T. Admin. Spec. II  
P.T. Admin. Spec. II  
(5) Fire Inspector

(.5) Admin. Spec. II

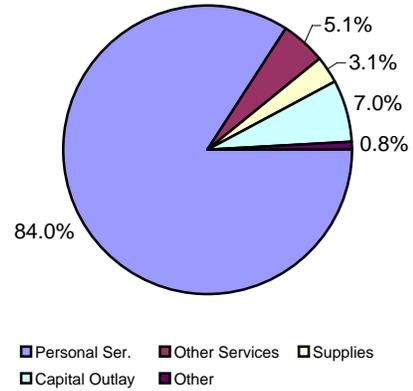
# 2006-07 Operating Budget

# Fire

## Appropriations by Type:

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 12,508,525	\$ 12,452,482	\$ 12,417,702	\$ 13,005,628
Other Services	689,445	730,800	747,535	789,131
Supplies	357,269	531,408	515,711	485,691
Capital Outlay	2,202,997	2,001,970	2,106,160	1,078,655
Other	381,374	696,241	696,241	116,142
<b>Total</b>	<b>\$ 16,139,610</b>	<b>\$ 16,412,901</b>	<b>\$ 16,483,349</b>	<b>\$ 15,475,247</b>

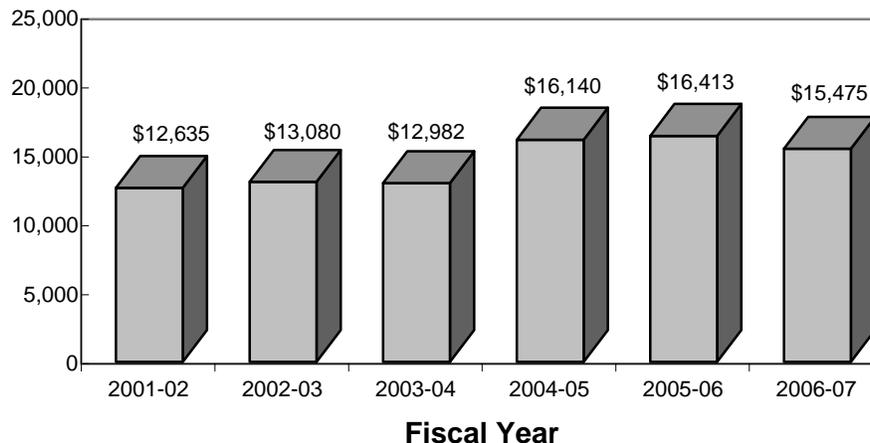
2006-07 Budget



## Historical Comparison:

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	174.00	174.00	174.00	174.00	174.00	174.00
<b>Amount by Fund:</b>						
General Fund	\$ 12,634,782	\$ 13,080,394	\$ 12,836,984	\$ 13,527,784	\$ 13,478,138	\$ 13,996,503
Grants	-	-	144,692	406,358	44,780	43,000
Local Safety Sales Tax	-	-	-	2,205,468	2,889,983	1,435,744
<b>Total All Funds</b>	<b>\$ 12,634,782</b>	<b>\$ 13,080,394</b>	<b>\$ 12,981,676</b>	<b>\$ 16,139,610</b>	<b>\$ 16,412,901</b>	<b>\$ 15,475,247</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 110.88	\$ 114.39	\$ 113.14	\$ 140.17	\$ 142.04	\$ 133.46
Per Household	\$ 262.79	\$ 271.11	\$ 268.13	\$ 332.19	\$ 336.64	\$ 316.30

Dollars (1,000's)



*City of Independence*  
*Departmental Budget Summary*

Department: 4600 - Fire

2006-07 Operating Budget

**Department Description**

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

Description	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
<b><u>Staffing</u></b>				
Full Time Positions	174.00	174.00	174.00	173.00
Part Time Positions	.00	.00	.00	1.00
Total	174.00	174.00	174.00	174.00
	=====	=====	=====	=====

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
4611 Fire Administration	423,731	508,142	508,142	532,637
4621 Fire Operations	11,861,563	11,612,075	11,602,075	12,093,983
4622 Emergency Medical Services	48,748	53,300	53,300	145,777
4631 Fire Prevention	465,536	532,725	532,725	542,568
4641 Maintenance	494,738	451,858	461,858	391,801
4650 Fire Dept. Grants	406,358	44,780	115,228	43,000
4651 Training	170,236	191,667	191,667	181,012
4661 Emergency Preparedness	63,232	128,371	128,371	108,725
4671 Fire Sales Tax Program	2,205,468	2,889,983	2,889,983	1,435,744
Total	16,139,610	16,412,901	16,483,349	15,475,247
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4600 - Fire

2006-07 Operating Budget

**Source of Funding**

General Fund	13,527,784	13,478,138	13,478,138	13,996,503
Grants	406,358	44,780	115,228	43,000
Fire Public Safety Sales Tax	2,205,468	2,889,983	2,889,983	1,435,744
Total	16,139,610	16,412,901	16,483,349	15,475,247
	=====	=====	=====	=====

**Direct/Offsetting Revenues**

Sale of Fire Reports	460	130	125	125
Total	460	130	125	125
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* Reclassified one (1) position to create one (1) Battalion Chief of EMS, Wellness and Safety position
- \* Experienced approximately 6.4% increase in total calls for service (2004 = 12504 to 2005 = 13310)
- \* Budgeted funds in FY '06-'07 to conduct a staffing and standard of cover study
- \* Completed construction and began responding from replacement Station #7 at 2206 Hub Drive
- \* Placed three (3) new pumpers in service replacing aging pumpers and increasing our number of reserves by one (1)
- \* Placed one (1) new aerial apparatus in service replacing one (1) 1988 model aerial
- \* Converted one full time position in Fire Prevention to two (2) regular part-time positions

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

	<u>Goal Ref</u>
* Provided budgetary oversight for Fire Safety Tax expenditures	3
* Completed the construction of the new Fire Station 7	1
* Completed the revision of three Standard Operating Procedures	1
* Completed the development of six Standard Operating Procedures	1
* Developed a written five-year strategic plan for improving Fire Department Operations	1
* Provided support and information to the Citizen's Oversight Committee for the Fire Safety Tax	3

**2006-07 Objectives**

	<u>Goal Ref</u>
* Provide Budgetary Oversight for Fire Safety Tax expenditures	3
* Provide information and support to the Citizen's Oversight Committee for the Fire Safety Tax	3
* Complete the construction of the replacement building for Fire Station 4	1
* Coordinate the revision or development and implementation of six Standard Operating Procedures	1
* Review Fire Service Accreditation program and evaluate for pursuing accreditation as part of the Fire Department's strategic plan.	1
* Complete staffing and service provision study.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	264,416	322,463	322,463	336,208
Other Services & Charges	116,213	123,679	125,679	133,062
Supplies	43,102	62,000	60,000	58,756
Capital Outlay	0	0	0	4,611
Other Expenditures	0	0	0	0
Total	423,731	508,142	508,142	532,637
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

	<u>Goal Ref</u>
* Completed 4,000 visual inspections of fire hydrants	1
* Fire companies completed code enforcement inspections on all assigned commercial occupancies (6,800 businesses).	1
* Approximately thirty (30) personnel participated in one Regional Weapons of Mass Destruction Exercise	1
* Completed eight (8) hours of hazardous materials operational level training for Operations Division personnel (1,312 staff hours).	1
* Completed quarterly eight (8) hour hazardous materials technician level training for twelve (12) Haz-Mat Team personnel (96 staff hours).	1
* Completed Emergency Medical Service Continuing Education training requirement of twenty five (25) units per year per person	1

**Performance Indicators:**

<u>Description</u>	<u>2003-04</u> <u>Actual</u>	<u>2004-05</u> <u>Actual</u>	<u>2005-06</u> <u>Budget</u>	<u>2006-07</u> <u>Budget</u>
Total Alarms	13,424	12,895	13,355	13,000
Residential Fires	140	147	164	150
Vehicle Fires	145	121	137	125
Grass/Trash	138	182	144	160
Open Burning	105	145	122	150
Bomb Threat	22	14	24	15
Hazardous Materials	15	16	15	18
Alarm Systems	545	521	611	530
Medical Alarms	9,688	8,159	9,530	9,000
Commercial Fires	17	30	22	30
Service Calls, Odors, Carbon Monoxide, Other Service	1,743	4,833	2,000	3,000
Structure Fire Other	10	14	8	12

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Create twelve (12) Target Hazard Pre-fire plans	1
* Enter twelve (12) Pre-fire plans in the Computer Aided Dispatch System	1
* Revise twelve (12) Standard Operating Procedures addressing Fire Operations Issues	1
* Attend and participate in a minimum of six (6) community activities including Neighborhood Block Parties and Fairs	1
* Participate with a minimum of fifteen (15) personnel in one full scale Regional Weapons of Mass Destruction Exercise	1
* Participate with a minimum of fifteen (15) personnel in one City sponsored functional Emergency Preparedness Exercise	1
* Battalion, Assistant and Deputy Chief to attend at least one local and one national seminar, conference or training course.	1
* Jointly participate with the Fire Prevention Division to develop a Public Fire Education Program utilizing Operations Personnel for presentations	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Fire Captain	45.00	45.00	45.00	45.00
Fire Equipment Operator	42.00	42.00	42.00	42.00
Firefighter	66.00	66.00	66.00	66.00
Assistant Fire Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Total	157.00	157.00	157.00	157.00
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	11,313,938	11,146,453	11,146,453	11,652,666
Other Services & Charges	50,202	206,908	196,908	205,854
Supplies	116,049	114,386	106,756	119,321
Capital Outlay	0	0	7,630	0
Other Expenditures	381,374	144,328	144,328	116,142
Total	11,861,563	11,612,075	11,602,075	12,093,983
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2006-07 Operating Budget

Cost Center: 4622 - Emergency Medical Services

Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Managed the Emergency Medical System (EMS) Continuing Education Unit (CEU) Program through the internet based CE-Solutions program for Operations Division personnel (166 peronnel)
- \* Purchased eight (8) LifePak 12 monitors and seven (7) LifePak 500 Automatic External Defibrillators (AED's) 4
- \* Recertified Operations Division personnel in CPR (166 personnel) 4
- \* Maintained an adequate supply of equipment and supplies to provide service for all EMS responses (9,172 basic and/or advanced life support calls) 4

**2006-07 Objectives**

**Goal Ref**

- \* Replace 5 Ferno Model 40 stair chairs 4
- \* Maintain adequate supplies and equipment for providing service on the number of calls responded to in the budget year (last year 9172) 4
- \* Recertify 166 personnel in American Red Cross CPR
- \* Sponsor 4 personnel to attend Paramedic School
- \* Provide internet based Emergency Medical Service (EMS) Continuing Education Units (CEU's) in the amount of 25 CEU's for each EMT and 30

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Battalion Chief EMS SafetyWell	.00	.00	.00	1.00
Total	.00	.00	.00	1.00
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 4600 - Fire

2006-07 Operating Budget

Cost Center: 4622 - Emergency Medical Services

Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	0	12,085	12,085	92,162
Other Services & Charges	16,660	20,215	20,215	32,615
Supplies	16,183	21,000	21,000	21,000
Capital Outlay	15,905	0	0	0
Other Expenditures	0	0	0	0
Total	48,748	53,300	53,300	145,777
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Produced the Fire Department's 2005 Annual Report and distributed to City Department Directors, fire stations, City Council, neighborhood groups and the Chamber of Commerce 1
- \* Enhanced emergency response communication within the 4.7 million square feet underground space by collaborating with Space Center Management in the installation of a closed circuit telephone communication system which allows direct communication from the underground area to the outside without the need for relays. 1
- \* Advanced the "Fire Education Outreach Program" with a commitment from the School Board to teach "Risk Watch" in two area schools' after school programs. 1
- \* Developed and conducted an in-house training class on fire sprinkler systems for fire suppression personnel. 1
- \* Developed and implemented a self-inspection program for home based businesses. 1
- \* Implemented an educational program for the business community by developing a class on "Conducting your Business in a Fire Safe Environment". 1
- \* Revived the Fire Department's monthly newsletter "Hot Spots". 1
- \* Developed a survey form and devised a survey process to monitor Inspectors professionalism and interaction with the public. 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Commercial Inspections and Reinspections	4,485	4,985	4,856	4,882
850n Reviews & Final Construction Inspections	786	816	928	850
Occupational License Inspections & Reinspections	1,289	939	1,730	896

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

Public Education Audience	14,747	18,363	20,017	18,553
Citizen Request	441	262	441	250
Zoning Projects	122	110	135	135

**2006-07 Objectives**

	<b>Goal Ref</b>
* Manage the up-grade of the Fire CAD and Fire Records software	1
* Develop and deliver a training program for Operations personnel regarding the up-grade to the CAD and Fire Records software	1
* Expand the "Risk Watch" into additional schools as an after school program.	1
* Produce the Fire Department's 2006 Annual Report and distributed to City Department Directors, fire stations, City Council and Chamber of Commerce	1
* Develop and implement a Citizen Fire Academy that would be managed by Fire Prevention	1
* Utilize the "City Scene" on a bi-monthly basis to provide life safety messages to the public	1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Fire Inspector	6.00	5.00	5.00	5.00
Chief Fire Inspector	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Total	8.00	7.00	7.00	7.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	456,189	510,493	510,493	515,481
Other Services & Charges	3,228	7,260	7,260	7,844
Supplies	6,119	14,972	14,972	19,243
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	465,536	532,725	532,725	542,568

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire  
Cost Center: 4641 - Maintenance

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Upgraded Public Work's Chrysler facility to accommodate relocation of Fire fleet maintenance to this location. 3
- \* Replaced Self Contained Breathing Apparatus (SCBA) Recharging System at Fire Station 1 (completed with Fire Safety Tax and Grant funds). 1
- \* Replaced one Sutphen 100' Aerial Apparatus. (Purchased with Fire Safety Tax funds). 1
- \* Placed into service three (3) fully equipped fire fighting pumper vehicles (purchased with Fire Safety Tax funds). 1
- \* Completed construction and occupation of new Fire Station #7 on Hub Drive at 23rd Street. Construction phase was completed using Fire Safety Tax funds. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Preventative maintenance completed on fire apparatus				40
Preventative maintenance completed on staff vehicles				40
Mechanic call outs				7
Self Contained Breathing Apparatus repaired				25
Aerial apparatus recertification completed				4
Pumper apparatus pump tests completed				13

**2006-07 Objectives**

**Goal Ref**

- \* Repair and/or replace (as required) driveways at Fire Stations 1, 5 & 9. 3
- \* Replace ten (10) Self Contained Breathing Apparatus cylinders as 3

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire  
Cost Center: 4641 - Maintenance

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- identified in the Self Contained Breathing Apparatus Cylinder replacement program.
- \* Replace thirty (30) sets of bunker gear for Operations Division personnel as identified in the Personal Protective Equipment replacement program. 3
- \* Provide oversight of construction and relocation of personnel and equipment for the replacement of one (1) fire station. 1
- \* Prepare specifications, purchase and place into service one (1) new fully equipped Rescue truck. 3
- \* Maintain recordkeeping and tracking of maintenance, repairs, replacement and down time on fire fleet, staff vehicles, hose inventory, self contained breathing apparatus and all small equipment. 3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Assistant Fire Chief	1.00	1.00	1.00	1.00
Fire Apparatus Mechanic	2.00	2.00	2.00	1.00
Total	3.00	3.00	3.00	2.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	266,109	254,478	254,478	200,472
Other Services & Charges	197,229	162,030	172,030	151,916
Supplies	31,400	35,350	35,350	39,413
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	494,738	451,858	461,858	391,801
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 15 - Grants

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Provide funding for Emergency Management Program Grant participation 3
- \* Provide funding for the Community Emergency Response Team program 1
- \* Provided funding for Citizen Corps Program 3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Emergency Preparedness Mgr	.00	.50	.50	.50
Administrative Spec II	.00	.25	.25	.25
Total	.00	.75	.75	.75
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	55,726	44,780	10,000	40,555
Other Services & Charges	149,481	0	25,715	0
Supplies	130,985	0	65,336	2,445
Capital Outlay	70,166	0	14,177	0
Other Expenditures	0	0	0	0
Total	406,358	44,780	115,228	43,000
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire  
 Cost Center: 4651 - Training

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Purchased computerized Emergency Response Simulator 1
- \* Provided three (3) wellness/nutrition classes with follow-up materials for stations. 1
- \* Provided 3062 hours of hazardous material refresher training for Operations personnel 1
- \* Provided SCBA rescue/confidence training to all Operations Division personnel 1
- \* Provided 2,272 personnel hours of officer development training including two (2) National Fire Academy Leadership courses. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Total Hours of Training	3,500	3,635	3,500	3,500
Staff hours of training	16,867	17,949	16,500	16,500

**2006-07 Objectives**

**Goal Ref**

- \* Provide a fire operations simulation class including Incident Command and Fire Attack to all Operations Division personnel. 1
- \* Oversee the develop of building specifications and construction documents for the first phase of the fire training facility 3
- \* Provide the third course in the three course series of National Fire Academy Leadership class for forty two (42) Fire Equipment Operators and forty (45) Captains 1
- \* Provide three (3) Instructor I Certification course, one on each of the three 3 shifts 1
- \* Provide the appropriate level of Hazardous Material competency training for all Operations Division personnel at the Haz-Mat Operational or Technician level 1

*City of Independence*  
*Detail Program Summary*

Department: 4600 - Fire  
Cost Center: 4651 - Training

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Assistant Fire Chief	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	.50	.50	.50
Total	2.00	1.50	1.50	1.50
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	123,626	118,527	118,527	124,175
Other Services & Charges	39,998	60,040	49,060	42,586
Supplies	6,612	13,100	13,100	14,251
Capital Outlay	0	0	10,980	0
Other Expenditures	0	0	0	0
Total	170,236	191,667	191,667	181,012
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2006-07 Operating Budget

Cost Center: 4661 - Emergency Preparedness

Fund: 02 - General Fund

**Description**

The Emergency Preparedness Division is responsible for supporting the Emergency Management functions for the City of Independence, Missouri. This division provides the core management and administrative functions as defined through the Local Emergency Operations Plan. The division serves as a support during times of disaster for all local, state and federal departments across the spectrum of the emergency management functions, including preparedness, response, prevention and recovery.

The Emergency Preparedness Division manages and administers the Emergency Management Planning Grant (EMPG), Local Emergency Operations Plan, outdoor warning siren system, Radio Amateurs Communications Emergency Service (RACES) Group, Community Emergency Response Team (CERT) program, and Independence Citizen's Corps.

The division is also responsible for the support of planning, exercises and training functions to facilitate multi-departmental and agency coordination for operations in response to potential and actual incidents within the City of Independence, Missouri.

**2005-06 Accomplishments**

**Goal Ref**

- |  |   |
|--|---|
| * Increased activities related to the Emergency Management Planning Grant and received \$51,209.00 as compared to the previous year of \$48,702.00 which is an increase of 6%.   | 3 |
| * The Local Emergency Operations Plan was updated, audited and approved by the Missouri State Emergency Management Agency (SEMA) in July 05.   | 1 |
| * Implementation of National Incident Management System (NIMS) was started and all required 2004/2005 elements outlined by the Department Security were completed and submitted early.   | 1 |
| * The Community Emergency Response Team program was very successful with a 100% increase in volunteer members. The City received a CERT grant from the Department of Homeland Security (DHS) for \$26,569.00 to help build up the program.               | 1 |
| * The National Weather Service StormReady certification was granted to the City of Independence in November 2005   | 1 |
| * The Emergency Preparedness Committee expanded membership and now has representation from almost all City Departments and other local response organization such as Red Cross, Salvation Army, U.S. Postal Service and Lake City Army Ammunition Plant. | 1 |
| * The Radio Amateur Communications Emergency Services (RACES) group participated in three exercises and volunteered thousands of hours to the City's Emergency Preparedness activities.  | 1 |
| * A City wide tabletop exercise was conducted in August 2005 and approved by SEMA in October 2005 to meet the requirements outlined in the EMPG grant  | 1 |
| * Streamlined EOC activation, notification and information   | 1 |

*City of Independence*  
*Detail Program Summary*

Department: 4600 - Fire

2006-07 Operating Budget

Cost Center: 4661 - Emergency Preparedness

Fund: 02 - General Fund

**2005-06 Accomplishments**

**Goal Ref**

- dissemination by implementing internet paging and test messaging technology.
- \* Ten new outdoor warning sirens were purchased through the "Safety Sales Tax Improvement Plan" and installed replacing all but one of they's older sirens. 3
- \* Crisis management software (WebEOC) was installed and implemented in the City's Emergency Operations Center. 1

**2006-07 Objectives**

**Goal Ref**

- \* Continue participation of the Emergency management Planning Grant (EMPG) program with the goal to receive additional funding 3
- \* Increase the Community Emergency Response Team (CERT) by 20% over the next year with advanced training and exercises offered to existing members 1
- \* Continued participation in the MARC Metropolitan Emergency Managers Committee. 1
- \* Keep the National Weather Service's Storm Ready designation updated and current. 1
- \* Complete final phase of outdoor warning siren replacement program and add two new sirens to the fleet 1
- \* Complete annual review and update of the Local Emergency Operations Plan 1
- \* Continue implementation and coordination of the National Incident Management System (NIMS) for the City 1
- \* Continued facilitation of the City's Emergency Preparedness Committee 1
- \* Develop the Community Organizations Active in Disasters (COAD) group for the city. 1
- \* Continue to facilitate existing specialized emergency preparedness groups such as Public Information Officers, Historic Preservation and Underground facilities 1
- \* Increase the number of RACES volunteers by 10% and continue to hold two annual exercises (Polar Bear Day and Field Day) for the group 1
- \* Continue to increase and expand the newly implemented WebEOC system for the city and Eastern Jackson County area 1
- \* Conduct at least one city wide emergency exercise as required by the Department of Homeland Security, SEMA and EMPG requirements 1
- \* The Emergency Program Manager will continue serving as co-chair of the MARC regional Planning Sub-committee 4
- \* Continue support and development of the Independence Citizens Corps Volunteer Program by applying for additional federal and state grants. 1
- \* Help develop and streamline the use of the City's Universal Communicator System (UCS) to allow mass communications during times of emergency and communicate/recall city staff. 4
- \* Develop the Employee Emergency Response Team Program to increase 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
the preparedness of city employees and their families	
* Increase the number of preparedness presentations to citizens, neighborhood associations, civic groups, churches and other organizations	1
* Continue renovations to the City's Emergency Operations Center	1
* Continue support of the Project Community Alert (PCA) program in the City of Independence.	1
* Participate in the MARC shelter development program	4
* Continue development and maintenance of the City of Independence Real Time weather data station system.	1
* Provide assistance in implementation of the 700MHz radio system	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Emergency Preparedness Mgr	.00	.50	.50	.50
Administrative Spec II	.00	.25	.25	.25
Total	.00	.75	.75	.75
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	28,179	43,203	43,203	43,909
Other Services & Charges	28,234	59,168	59,168	50,554
Supplies	6,819	22,100	22,100	12,262
Capital Outlay	0	3,900	3,900	2,000
Other Expenditures	0	0	0	0
Total	63,232	128,371	128,371	108,725
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4600 - Fire

2006-07 Operating Budget

Cost Center: 4671 - Fire Sales Tax Program

Fund: 17 - Fire Public Safety S

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Specified and purchased three (3) staff vehicles, one (1) shop vehicle, one (1) shift commander vehicle, and one (1) utility vehicle 1
- \* Purchased six (6) Cardiac Monitors in support of the Advanced Life Support (ALS) Pumper Program 1
- \* Purchased and placed into service three (3) fully equipped pumpers 1
- \* Trained instructors, acquired equipment to teach firefighters current self contained breathing apparatus survival skills 1
- \* Purchased and placed into service computer hardware and tactical firefighting simulation software to provide ongoing training to firefighters while degreasing out of service time 1
- \* Upgraded community wide emergency preparedness capabilities through upgrades in the Emergency Operations Center (EOC) 1
- \* Purchased equipment in support of the Hazardous Materials Team 1

**2006-07 Objectives**

**Goal Ref**

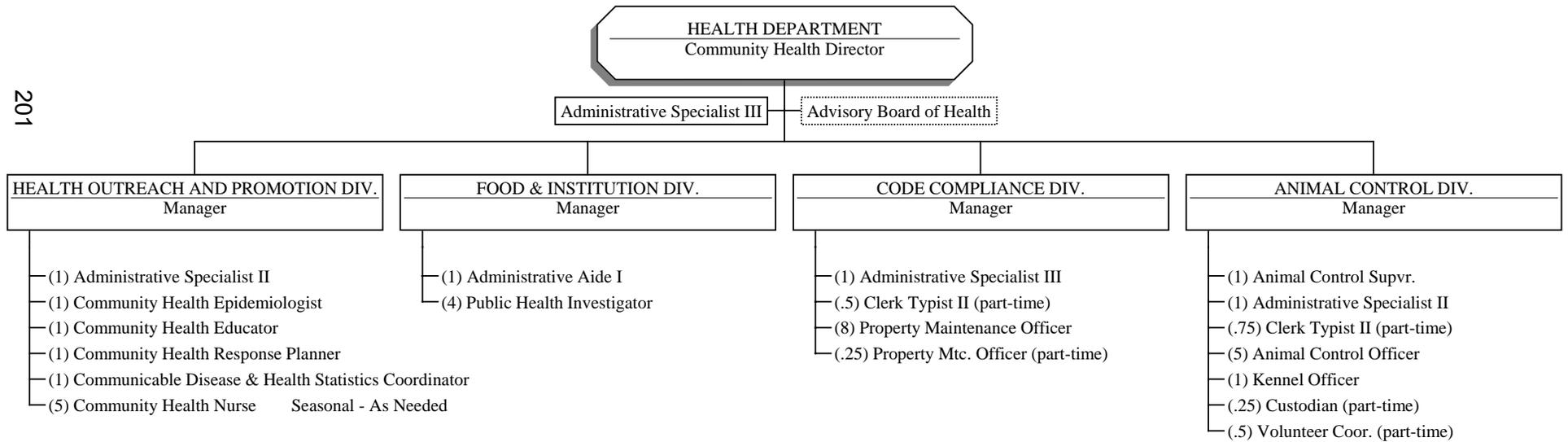
- \* Construct a replacement facility for Fire Station 4. 3
- \* Complete remodeling work on interior of Fire Station 2 (39st and Phelps). 3
- \* Develop or purchase life safety education program/materials. 1
- \* Complete design and construction documents for remodel of one (1) fire station. 1
- \* Develop specification, bid, purchase and put into service one (1) vehicle to replace Rescue truck. 3
- \* Provide one exterior improvement to each existing Fire Station. 3
- \* Purchase and install three (3) outdoor warning devices (weather sirens). 3

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	342	0	0	0
Other Services & Charges	88,200	91,500	91,500	164,700
Supplies	0	248,500	177,097	199,000
Capital Outlay	2,116,926	1,998,070	2,069,473	1,072,044
Other Expenditures	0	551,913	551,913	0
<b>Total</b>	<b>2,205,468</b>	<b>2,889,983</b>	<b>2,889,983</b>	<b>1,435,744</b>
	=====	=====	=====	=====

# City of Independence, Missouri Health Department

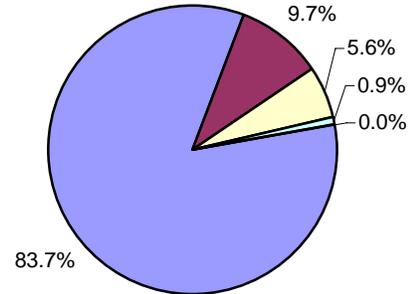
201



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 1,910,820	\$ 2,320,789	\$ 2,347,052	\$ 2,346,582
Other Services	525,162	164,606	390,593	272,880
Supplies	115,601	78,129	161,930	156,732
Capital Outlay	46,541	-	52,055	26,470
Other	-	-	-	-
<b>Total</b>	<b>\$ 2,598,124</b>	<b>\$ 2,563,524</b>	<b>\$ 2,951,630</b>	<b>\$ 2,802,664</b>

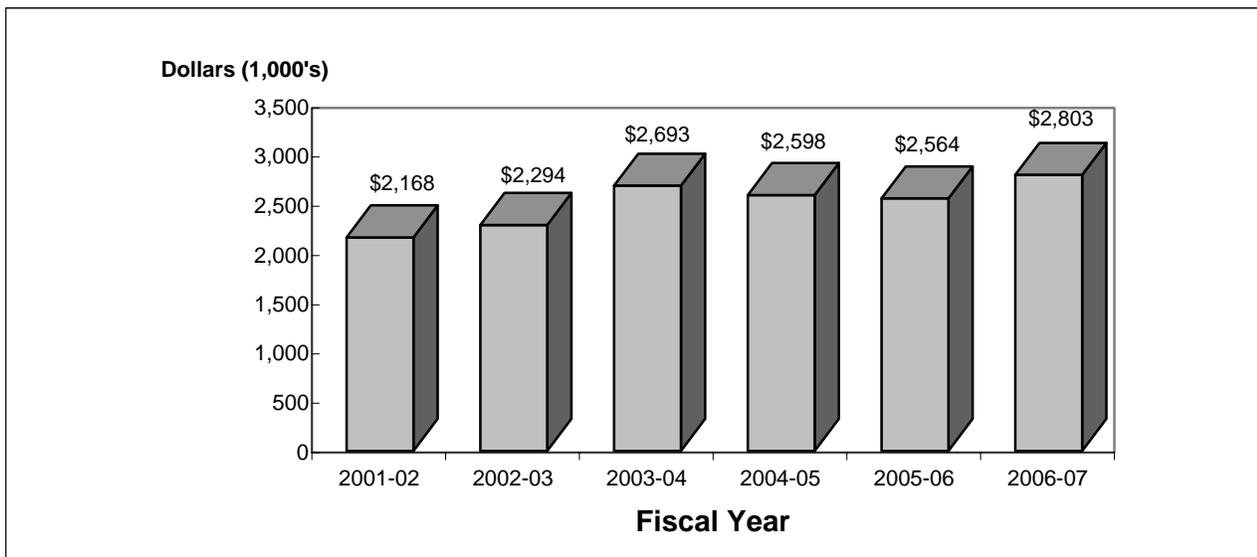
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	38.13	39.69	39.47	39.00	40.25	41.95
<b>Amount by Fund:</b>						
General Fund	\$ 2,168,206	\$ 2,294,428	\$ 1,914,633	\$ 1,944,484	\$ 2,135,105	\$ 2,266,260
Grants	-	-	778,197	653,640	428,419	536,404
Total All Funds	\$ 2,168,206	\$ 2,294,428	\$ 2,692,830	\$ 2,598,124	\$ 2,563,524	\$ 2,802,664
<b>Comparative Ratios:</b>						
Per Capita	\$ 19.03	\$ 20.07	\$ 23.47	\$ 22.56	\$ 22.19	\$ 24.17
Per Household	\$ 45.10	\$ 47.56	\$ 55.62	\$ 53.48	\$ 52.58	\$ 57.28



**City of Independence**  
**Departmental Budget Summary**

Department: 4700 - Health

2006-07 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 resources to meet identified needs, and measures outcome of programs and services.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	33.50	32.50	34.50	34.50
Part Time Positions	5.97	6.50	5.75	7.45
Total	39.47	39.00	40.25	41.95
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4711 Health Administration	165,266	168,017	168,017	181,245
4713 Food and Institution	335,854	372,905	372,905	384,216
4715 Health Outreach and Promotion	246,530	303,392	303,392	363,932
4721 Animal/Rabies Control	559,691	581,400	581,400	624,204
4740 Code Enforcement	637,143	709,391	709,391	712,663
4750 Health Dept. Grants	653,640	428,419	816,525	536,404
Total	2,598,124	2,563,524	2,951,630	2,802,664
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
General Fund	1,944,484	2,135,105	2,135,105	2,266,260
Grants	653,640	428,419	816,525	536,404
Total	2,598,124	2,563,524	2,951,630	2,802,664
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4700 - Health

2006-07 Operating Budget

**Direct/Offsetting Revenues**

Food Handler's Permits	106,151	111,000	106,118	110,000
Animal Shelter Fees	68,427	63,300	64,000	64,000
Food Establishment Permits	98,590	98,000	84,620	90,000
Other Health Fees and Permits	46,352	48,450	59,215	55,271
Total	319,520	320,750	313,953	319,271
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* Continue departmental emphasis and training in the area of bioterrorism.
- \* Increase the emphasis and implementation of chronic disease.
- \* Maintain a Project Ready Plan of Action for response to events of natural and biological disasters.
- \* Improve training of Animal Control staff to latest techniques for animal and employee safety.
- \* Needs Assessment for a new or remodeled Animal Shelter.
- \* Relocation of the Health Department.

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Continued meeting with the Healthy Independence Coalition to promote healthy lifestyles for Independence residents. 1
- \* Continued the Coalition for Child Safety which 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 1
- \* Represented the City of Independence on the MARC Homeland Security Council. 1
- \* Became nationally recognized as a Public Health Ready Health Department in bioterrorism preparedness. 1

**2006-07 Objectives**

**Goal Ref**

- \* Ensure the City's resources address the priority health needs of the community by reviewing the health status indicators for Independence. 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 programs of the department. 1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Community Health Director	1.00	1.00	1.00	1.00
Community Hlth Epidemiologist	1.00	.00	.00	.00
Commun. Hlth Response Planner	1.00	.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Total	4.00	2.00	2.00	2.00
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	162,567	165,127	165,127	171,894
Other Services & Charges	1,238	1,350	1,606	7,451
Supplies	1,461	1,540	1,284	1,900
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>165,266</b>	<b>168,017</b>	<b>168,017</b>	<b>181,245</b>
	=====	=====	=====	=====

**Significant Issues**

- \* Continue departmental emphasis and training in the area of bioterrorism.
- \* Increase the emphasis and implementation of chronic disease prevention and intervention strategies.
- \* Improve customer service areas within the department.
- \* Relocation of the Health Department.
- \* Oversee a Needs Assessment for a new Animal Shelter.

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* A total of 610 food related sites received routine inspections twice during FY 05/06. A total of 430 follow-up inspections were conducted to ensure compliance. 1
- \* A total of 432 non-food related businesses received routine inspections twice during FY 05/06. 1
- \* A total of 308 complaints were investigated within 48 hours during FY 05/06. 1
- \* A total of 17 lodging facilities received inspections and approval for state license. 1
- \* Inspected 42 taxi cabs twice during FY 05/06. 1
- \* Inspected 322 temporary food events during FY 05/06. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Day Care Facilities Inspections	144	81	139	149
Retail Food Distribution Inspection	241	136	250	241
Swimming Pool Inspections	87	51	81	109
Miscellaneous Inspections	319	280	350	350
Food Related Complaints	150	149	200	308
Food Handlers Trained	11,638	9,680	9,000	10,000
Food Service Inspection	901	866	900	1,220
Follow-up Inspections	130	100	160	375
Soft-Serve Inspections/Sample	37	58	140	140
Food Managers Trained	530	300	750	350

**2006-07 Objectives**

**Goal Ref**

- \* Ensure the food safety of our community by routine inspections of all food related facilities at least twice per year (1,220). 1
- \* Ensure responsiveness to food complaints by conducting complaint investigations within 48 hours. 1
- \* Protect the health of visitors and the tourism industry of Independence by providing routine inspections of all lodging facilities for the purpose of renewal of State Lodging Licenses (17) 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
facilities).	
* Protect the taxi users of Independence by providing routine inspections of all taxi cabs operating within the city limits of Independence twice per year.	1
* Ensure the food safety at temporary events by providing inspections for all temporary events giving away food to the public.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
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**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	297,797	330,384	330,384	354,317
Other Services & Charges	16,950	19,920	21,718	18,886
Supplies	21,107	22,601	19,977	11,013
Capital Outlay	0	0	826	0
Other Expenditures	0	0	0	0
Total	335,854	372,905	372,905	384,216
	=====	=====	=====	=====

**Significant Issues**

- \* Conduct routine inspections of all food related businesses twice per year and conduct follow-up inspections to ensure compliance in the area of safe food handling practices, therefore reducing the risk of foodborne illness outbreaks.
- \* Conduct routine inspections of all non-food related businesses twice per year, thereby reducing the risk of waterborne illnesses related to swimming pools/spas and bloodborne issues resulting from unsanitary instruments possibly being used by tattoo/body piercing

*City of Independence  
Detail Program Summary*

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Significant Issues**

- artists operating within the city limits of Independence.
- \* Respond to all complaints within a 48-hour time frame to allow inspectors to begin an investigation and prevent possible harm to the public.
  - \* Provide annual inspections for all lodging facilities allowing clean and sanitary state licensed facilities to operate within the city limits of Independence.
  - \* Inspection of taxi cabs operating within the city limits of Independence to ensure clean, safe, and smoke-free transportation for our community.
  - \* Inspection and approval of all temporary food events to ensure they are set-up according to the City's Food Code, and that safe food handling practices are being used, therefore lowering the possible risk of foodborne illness outbreaks.
-

*City of Independence*  
*Detail Program Summary*

Department: 4700 - Health 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Initiated community collaborative efforts and provided leadership for the inclusion of abstinence-based sex education classes in all Independence School District middle and high schools. 1
- \* Received Project Public Health Ready national certification for emergency preparedness. Recognized as one of 40 agencies in the nation awarded. 1
- \* Designated a Senior Health Coordinator to provide education and support, particularly for prescription drug plan options. 1
- \* Established a Communicable Disease Hotline number used for patient follow-up, physician disease reporting, and communication with other agencies. 1
- \* Conducted visits twice to 100% of licensed child care facilities (57) to provide education and conduct immunization audits to assure 100% compliance for all children enrolled. 1
- \* Expanded types of surveillance systems monitoring community communicable diseases to include ambulance calls and over-the-counter medication purchases. 1
- \* Provided child abuse awareness education to 180 City employees working primarily in neighborhoods 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Communicable Disease Investigation	350	245	300	300
Flu Shots Given	600	431	500	2000
Immunization Record Reviews	1,900	4,923	4,000	5,000
Child Safety Coalition Participants	38	50	50	85

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health 2006-07 Operating Budget  
 Cost Center: 4715 - Health Outreach and Promotion Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* To reduce immunizable communicable diseases in Independence, licensed childcare facilities will have immunization record audits twice a year for 100% of the children enrolled in those facilities.	1
* Reduce the danger from seasonal influenza by providing 2,000 vaccinations to the most vulnerable Independence residents.	1
* In order to reduce the spread of communicable diseases in Independence, initiate communicable disease investigations according to Department of Health and Senior Services guidelines (example: within 24 hours on all Category I reportable diseases, an estimated 300 disease reports).	1
* Provide leadership for community coalitions and partners in order to expand programs for parents and children that will impact health and safety issues, including abstinence-based sex education classes.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Community Health Educ	1.00	.00	.00	.00
Community Health Nurse	4.97	2.00	2.00	2.00
Comm. Hlth. Outreach & Prg.Mg.	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	.00	.00
Community Hlth Epidemiologist	1.00	1.00	.00	.00
Com Dis & Hlth Stats Coord	.00	.00	1.00	1.00
Administrative Spec II	.00	.00	1.00	1.00
Total	8.97	5.00	5.00	5.00
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	241,043	296,651	296,651	319,943
Other Services & Charges	2,998	3,641	3,641	4,568
Supplies	2,489	3,100	3,100	39,421
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	246,530	303,392	303,392	363,932
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

Department: 4700 - Health

2006-07 Operating Budget

Cost Center: 4715 - Health Outreach and Promotion

Fund: 02 - General Fund

**Significant Issues**

- \* Continued training for Health Department staff in preparation for a pandemic flu outbreak or other community emergency health event.
  - \* Continue assessment of community need and provide programs within budget constraints.
  - \* The need to maintain and strengthen partnerships with medical providers, laboratories, Independence and surrounding school districts, and other public health agencies in order to provide consistent information and recommendations as related to communicable disease events.
-

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health  
 Cost Center: 4721 - Animal/Rabies Control

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* All Animal Control/Shelter employees have been to customer service classes. 1
- \* Animal Control staff have been preparing for any bioterrorism or public health incident that may occur by taking FEMA classes and creating a Disaster Animal Response Team (D.A.R.T.) and disaster plan. 1
- \* Animal Control has given four presentations to Independence schools. 1
- \* Through use of the internet, City7, press releases and brochures, Animal Control has kept the public informed of Personal Disaster Planning for Pets, up coming events at the shelter, and pets available at the shelter for adoption. 1

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Service Calls	7,354	6,446	10,000	6,900
Summons Issued	920	815	1,000	800
Reported Animal Bites	150	120	150	140
Animals picked up by Animal Control Officers in the field	2,562	2,075	3,000	2,500
Animals taken into the shelter		6,299		6,400
Animals adopted from the shelter		2,564		2,500

**2006-07 Objectives**

**Goal Ref**

- \* In order to better care for animals during a natural or man-made disaster, provide the citizens of Independence with information on pet care during disasters by holding monthly training session. 1
- \* To provide the best customer service to the patrons of the Animal Shelter, staff will attend at least two opportunities for education and training in customer service and animal care during the year. 1
- \* Reduce the danger from animal bites and rabies by providing response to animal bite calls within one hour, 24 hours a day, seven days a week. 1
- \* To insure the safety of the public and animals, all designated 1

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health  
Cost Center: 4721 - Animal/Rabies Control

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

dangerous animals within the City of Independence will be inspected at least once a year.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	.00
Animal Control Manager	1.00	1.00	1.00	1.00
Clerk Typist II	.50	.50	.50	.75
Animal Control Supvr	1.00	1.00	1.00	1.00
Custodian	.50	.50	.50	.25
Volunteer Coordinator	.50	.50	.50	.50
Administrative Spec II	.00	.00	.00	1.00
<b>Total</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	474,323	493,870	493,870	514,419
Other Services & Charges	50,291	54,480	54,480	60,739
Supplies	35,077	33,050	33,050	49,046
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>559,691</b>	<b>581,400</b>	<b>581,400</b>	<b>624,204</b>

**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 continual professional training through recognized organizations for their safety and increased knowledge.
- \* The Animal Shelter will be conducting a review of how to better utilize the community volunteers. We have had a 14% drop in volunteer hours at the Shelter. Volunteers need to be adequately

*City of Independence  
Detail Program Summary*

*Department: 4700 - Health*

*2006-07 Operating Budget*

*Cost Center: 4721 - Animal/Rabies Control*

*Fund: 02 - General Fund*

**Significant Issues**

trained and recognized for them to feel they are making a real difference.

---

*City of Independence*  
*Detail Program Summary*

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Designed and implemented the Neighborhood Code Compliance Program. In October 2005 a pilot version of the program was completed. The program was fully initiated in Spring 2006. This program is a pro-active approach to code enforcement that provides a free clean-up for the neighborhood and allows the City to partner with the neighborhood in making their community a healthier and safer place to live. 1
- \* Designed and implemented a program to proactively inspect those who routinely have multiple violations on properties under their control. A computer program was created to group properties owned by the same entity together and schedule inspections for every property owned by an entity deemed a "Top Offender". 1
- \* Designed and implemented a program to monitor code violations on the City's main thoroughfares. This program utilizes volunteers to drive sections of the City's main thoroughfares monthly and submit significant violations to the Code Compliance Division for follow-up. 2
- \* Created and implemented a new computer entry system for taking complaints. The new system provides faster, more accurate case creation, and eliminates potential user-error. 1
- \* Created and implement a priority assignment system for cases. This system assigns cases a priority based on several factors, including case type, origination source, repeat offender status, location, other pending cases, number of complaints and inspection due date. 1
- \* Created and implemented a new weekly reporting system that shows reliable data for the number of inspections completed and the number due. 1
- \* Completed a comprehensive Policy and Procedure manual for the Code Compliance Division. 1

**2006-07 Objectives**

**Goal Ref**

- \* Improve customer satisfaction by inspecting at least 90% of all property maintenance complaints within 2 weeks of receipt. 1
- \* Improve satisfaction with city's response to code violations by conducting the proactive Neighborhood Code Compliance Program in eight neighborhoods. 1
- \* Reduce repeat offenders for code violations by addressing 12 property owners through the Code Compliance Top Offenders program. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Improve the city's appearance by monitoring 16 segments of roadway in the Major Thoroughfare Code Compliance program.	1
* Increase the level of staff expertise by having two property maintenance officers complete certification as Code Enforcement Officers through the International Code Council.	1
* 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:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Clerk Typist II	.50	.50	.50	.50
Code Compliance Manager	1.00	1.00	1.00	1.00
Code Enforcement Supv	1.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
Property Maint Officer	6.50	6.50	8.25	8.25
Total	10.00	10.00	10.75	10.75
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	462,976	606,338	606,338	619,059
Other Services & Charges	146,173	85,215	85,215	75,150
Supplies	22,173	17,838	17,838	18,454
Capital Outlay	5,821	0	0	0
Other Expenditures	0	0	0	0
Total	637,143	709,391	709,391	712,663
	=====	=====	=====	=====

**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

*City of Independence  
Detail Program Summary*

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

*2006-07 Operating Budget  
Fund: 02 - General Fund*

**Significant Issues**

implementation has proven to decrease a great amount of redundancy and provide more consistent record keeping. The Division relies heavily on Technology Services to enhance this system and HTE. Future enhancements include field capture of digital pictures, electronic ticket printing, and GIS-aided dispatching.

- \* 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  
Cost Center: 4750 - Health Dept. Grants

2006-07 Operating Budget  
Fund: 15 - Grants

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Provided leadership and promotion of the Hawthorne Community Garden to encourage improved nutrition and increase physical activity of their residents. 1
- \* Managed nine grants which includes a Health Care Foundation of Greater Kansas City award for chronic disease prevention programs for children in Independence schools. 1
- \* Selected for poster presentation at the National Association of County and City Health Officials (NACCHO) showcasing the Child Safety Coalition. 1
- \* Obtained two utility trailers for Emergency Response. Provides storage and portability for supplies needed for medication dispensing sites. 1
- \* Continued Workplace Wellness activities such as Shape Up MO, Take Off 10 and Walking Works Wonders. Provided leadership for the Employee Wellness Committee. 1
- \* Participated in seven Emergency Response drills and exercises in conjunction with community partners and other public health agencies. 1
- \* Supported tobacco-free environments through high school student advocacy training, community smoking cessation classes and development of a Smoke-Free Dining Guide. 1
- \* Received Project Public Health Ready national certification for emergency preparedness. Recognized as 1 of 40 agencies in the nation awarded. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Asthma Education	373	478	400	700
Nutrition and Fitness classes in Indep. School classrooms		0		18
Tobacco Use Prevention advocacy students trained		47		100

**City of Independence**  
**Detail Program Summary**

Department: 4700 - Health  
Cost Center: 4750 - Health Dept. Grants

2006-07 Operating Budget  
Fund: 15 - Grants

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Provide asthma awareness training for 700 students and adults.	1
* Begin Funtastics and Sneakers nutrition and physical fitness education in 18 classrooms in the Independence School District.	1
* Maintain and expand the Smokebusters tobacco use prevention advocacy program to include 100 high school students.	1
* Continue partnering with Parks & Recreation for the development of walking trails and distribution of the Walking Trails Guides.	1
* Continue staff training requirements to maintain certification for Project Public Health Ready for emergency preparedness. Seek opportunities to provide community education.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Community Health Educ	.00	.50	1.00	1.00
Community Health Nurse	.00	3.00	3.00	4.70
Community Hlth Epidemiologist	.00	1.00	1.00	1.00
Commun. Hlth Response Planner	.00	1.00	1.00	1.00
Total	.00	5.50	6.00	7.70
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	272,114	428,419	454,682	366,950
Other Services & Charges	307,512	0	223,933	106,086
Supplies	33,294	0	86,681	36,898
Capital Outlay	40,720	0	51,229	26,470
Other Expenditures	0	0	0	0
Total	653,640	428,419	816,525	536,404
	=====	=====	=====	=====

**Significant Issues**

- \* The health status of the children and youth in the community, particularly related to obesity, physical fitness, asthma, tobacco use, teen pregnancy and immunizations.
- \* The need for additional emergency preparedness education for

*City of Independence  
Detail Program Summary*

*Department: 4700 - Health*

*2006-07 Operating Budget*

*Cost Center: 4750 - Health Dept. Grants*

*Fund: 15 - Grants*

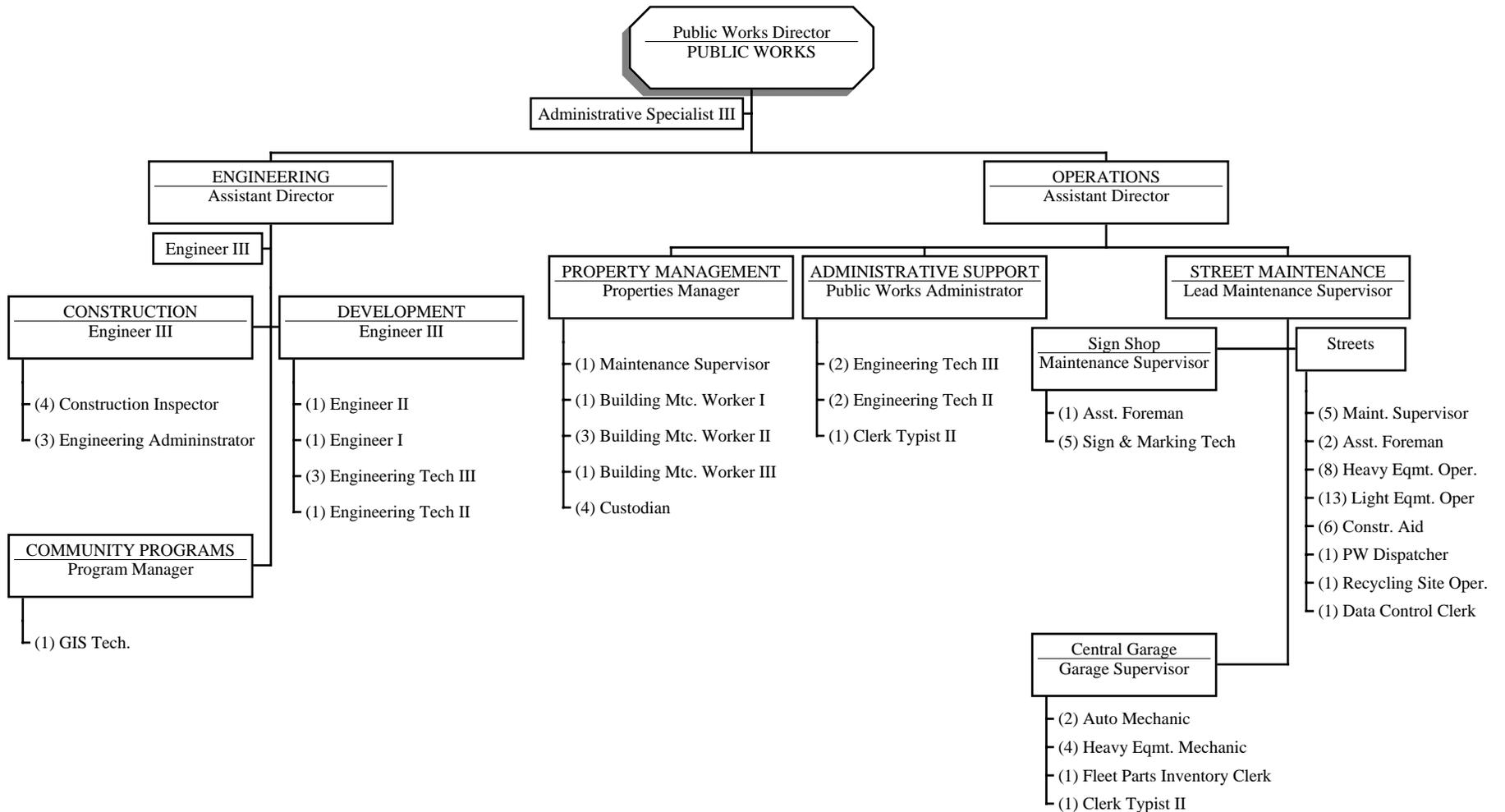
**Significant Issues**

- residents, day cares, schools and businesses.
- \* The need for more education and programs that help to prevent death and illnesses from chronic disease such as tobacco use prevention and cessation, increased use of walking trails, and nutrition education.
-

# City of Independence, Missouri

## Public Works

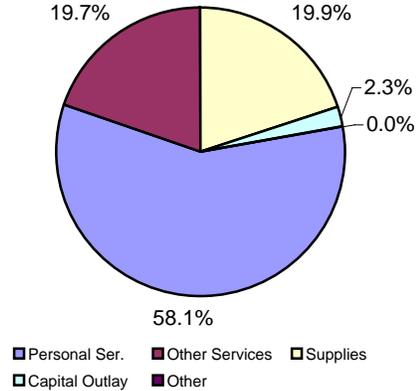
222



**Appropriations by Type:**

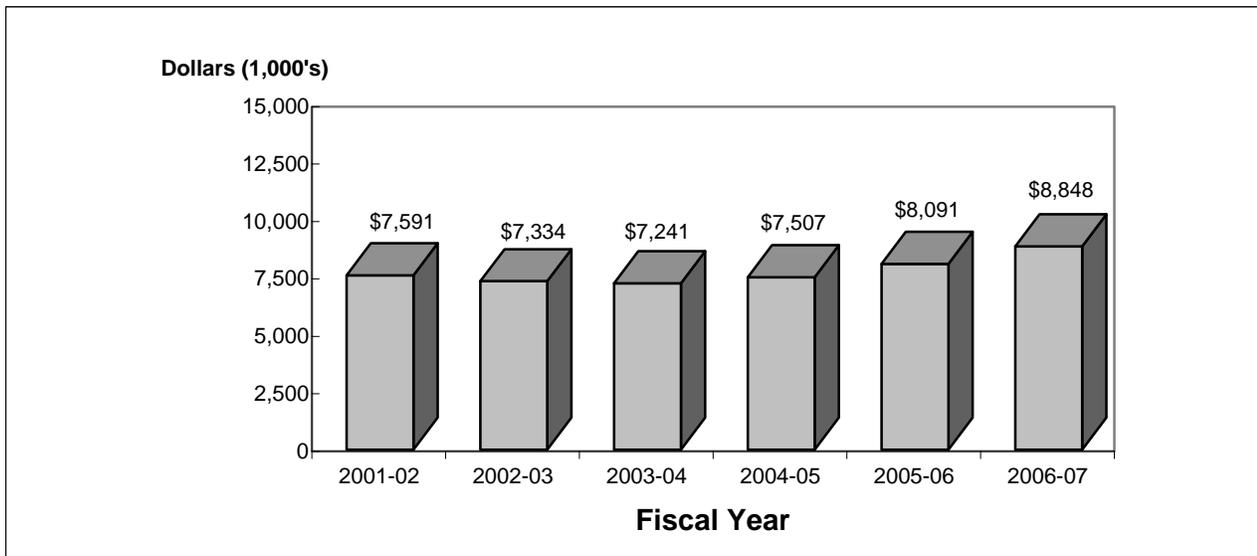
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 4,538,210	\$ 4,962,824	\$ 4,962,405	\$ 5,141,248
Other Services	1,268,319	1,485,685	1,497,391	1,742,103
Supplies	1,369,824	1,442,821	1,422,534	1,764,457
Capital Outlay	330,373	200,000	209,000	200,000
Other	-	-	-	-
<b>Total</b>	<b>\$ 7,506,726</b>	<b>\$ 8,091,330</b>	<b>\$ 8,091,330</b>	<b>\$ 8,847,808</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	98.90	97.90	91.00	91.00	92.00	93.00
<b>Amount by Fund:</b>						
General Fund	\$ 6,455,543	\$ 6,152,763	\$ 6,031,377	\$ 6,114,926	\$ 6,607,912	\$ 6,959,349
Sanitary Sewer Fund	-	-	-	25,899	66,983	68,462
rage Fund	1,135,420	1,180,937	1,209,451	1,365,901	1,416,435	1,819,997
<b>Total All Funds</b>	<b>\$ 7,590,963</b>	<b>\$ 7,333,700</b>	<b>\$ 7,240,828</b>	<b>\$ 7,506,726</b>	<b>\$ 8,091,330</b>	<b>\$ 8,847,808</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 66.62	\$ 64.14	\$ 63.10	\$ 65.19	\$ 70.03	\$ 76.31
Per Household	\$ 157.89	\$ 152.00	\$ 149.56	\$ 154.51	\$ 165.96	\$ 180.84



**City of Independence**  
**Departmental Budget Summary**

Department: 5000 - Public Works

2006-07 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	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
<b><u>Staffing</u></b>				
Full Time Positions	91.00	91.00	92.00	93.00
Part Time Positions	.00	.00	.00	.00
Total	91.00	91.00	92.00	93.00
	=====	=====	=====	=====

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
5001 Administration	193,354	195,123	195,123	207,682
5011 Public Works Engineering	1,245,130	1,149,490	1,146,824	1,157,593
5013 Public Works - Admin. Support	188,942	221,712	221,529	280,612
5015 Property Management	835,037	899,208	899,208	941,798
5030 Public Works Engineering-Sewer	25,899	66,983	66,983	68,462
5111 Street Maintenance	3,652,463	4,142,379	4,145,228	4,371,664
5121 Central Garage	1,365,901	1,416,435	1,416,435	1,819,997
Total	7,506,726	8,091,330	8,091,330	8,847,808
	=====	=====	=====	=====

*City of Independence*  
*Departmental Budget Summary*

Department: 5000 - Public Works

2006-07 Operating Budget

**Source of Funding**

General Fund	6,114,926	6,607,912	6,607,912	6,959,349
Sanitary Sewer Fund	25,899	66,983	66,983	68,462
Central Garage Fund	1,365,901	1,416,435	1,416,435	1,819,997
Total	7,506,726	8,091,330	8,091,330	8,847,808
	=====	=====	=====	=====

**Direct/Offsetting Revenues**

Erosion Control Permits and Right of way Management Permits	551,027	900,000	900,000	750,000
Total	551,027	900,000	900,000	750,000
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* Renewal of Street Sales Tax Program.
- \* Little Blue Parkway, Design, Acquisition and Construction.
- \* Jackson Drive, Design, Acquisition and Construction.
- \* Complete Bass Pro Infrastructure.
- \* Solve Van Hook Leachate problem.

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works  
Cost Center: 5001 - Administration

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Obtained \$7.5 million in STP Funds. 2
- \* Obtained \$4.0 million advance in CURS Funds. 2
- \* Completed 22 storm water projects in the scheduled time frame. 2
- \* Received Environmental Approval for Little Blue Parkway. 2
- \* Successful Food Drive. 1
- \* Completed Chrysler Phase from 31st to 39th. 2
- \* Completed Fire Station No. 7. 2
- \* Sales Tax Program ahead of schedule. 2
- \* Set up Safety Committee. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Number of employee accidents (Each)		15	8	0
Employee Satisfaction Survey		60	79	85
Request for Service Received - Both internal and external		30	30	10
Project schedules met by percentage		75	75	90

**2006-07 Objectives**

**Goal Ref**

- \* Develop the Little Blue Parkway on the budget and schedule. 1  
Estimates for the project have been established. Phase scheduling is in place to get total project complete by end of 2010.
- \* Set up accounting system for Central Garage. Reports are to indicate the basis for variance with monthly financial report. 1
- \* Develop Street Sales Tax Renewal Program. Identify projects ready for review in September, 2006. 1
- \* Develop a Building Maintenance Program. This will identify costs per square foot. 1
- \* Implement Development Guarantees. This includes use of guarantees for erosion control. This will set up a bond that makes sure planned 1

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works  
Cost Center: 5001 - Administration

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- improvements are placed.
- \* Develop a Pavement Management System. Evaluate pavement using Condition Pavement Index. Streets would be evaluated on a three year cycle. The Index this year will evaluate 180 miles. The Index this year will evaluate 180 miles. 1
  - \* Develop a Street Maintenance Management Program. This would identify work quantities for program elements. 1
  - \* Reduce accidents through an active safety program. 1
  - \* Utilize Public Works Employee Survey to improve employee satisfaction. A survey document has been used, and the survey will be done annually. 1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	182,897	185,728	185,728	193,518
Other Services & Charges	5,808	6,095	6,095	10,571
Supplies	4,649	3,300	3,300	3,593
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	193,354	195,123	195,123	207,682

**Significant Issues**

- \* Renewal of Street Sales Tax Program.
- \* Little Blue Parkway Design, Acquisition and Construction.
- \* Jackson Drive Design, Acquisition and Construction.
- \* Complete Bass Pro Infrastructure.
- \* Solve Van Hook Leachate problem.

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works

2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Twenty-eight projects were partially or completely constructed. Permits and inspections were done on private development construction. 1,4
- \* Design contracts were managed on twenty nine improvement projects. 1,4
- \* Design work is underway on all except two projects in the Street Sales Tax program. Construction was completed on the annual overlay contract, the Northern Bridge project, the Bundschu Bridge project, and the Winner and Ash signal modifications. Construction has started on the Vermont Bridge project, the Lexington and Walnut intersection Improvements, and the Blue Ridge and Blue Ridge Cutoff Intersection Improvements. 1,4
- \* Construction has been completed on all of the twenty two storm water sales tax projects that were originally promised in this program. 1
- \* The Chrysler Avenue Improvements between 31st Street and 39th Street have been completed. Construction is underway on Chrysler, between 23rd Street and 31st Street, and on 39th Street, between Noland and Lee's Summit Road. The Hidden Valley Road and 35th and Noland projects are being started, all using Federal STP Funds. 1,4
- \* Construction was completed on the Pollard to Hands, Phase 1, Pollard to Hands, Phase 2, Norton and Markham, Norton to Country Club Park, and Kiger and Morgan, sanitary sewer projects. The South and Leslie and 6th and Vassar projects are started. 1
- \* An erosion control permit and inspection program is being evaluated. Inspections are being done and reports are being generated by the Cartegraph software system. 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Current 5 Year Street Sales Tax Program Completed (Percen	10.0	20.0	60.0	65.0
Little Blue Pkwy.-39th to U.S. 24 Request for added service	0.0	0.0	19.0	10.0



**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Construction Inspector	4.00	4.00	4.00	4.00
Engineering Technician II	2.00	2.00	2.00	1.00
Engineering Tech III	5.00	5.00	3.00	3.00
GIS Technician	1.00	1.00	1.00	1.00
<b>Total</b>	<b>19.00</b>	<b>20.00</b>	<b>19.00</b>	<b>18.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,101,056	991,325	991,325	1,008,349
Other Services & Charges	83,682	142,005	137,056	121,346
Supplies	29,461	16,160	18,443	27,898
Capital Outlay	30,931	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,245,130</b>	<b>1,149,490</b>	<b>1,146,824</b>	<b>1,157,593</b>

**Significant Issues**

- \* There are two professional service needs in the division that impact productivity. These are a contract person to review plans and work on design contracts and a person to perform erosion control inspections.
- \* Upcoming work loads on construction management personnel will require some additional support. The future projects will include the Little Blue Parkway, Jackson Drive, the Falls and Crackerneck Creek development project, and the completion of the Street Sales Tax Program.
- \* The use of the Cartegraph computer software is being limited by not having current data being collected on the existing street conditions.

**City of Independence**  
**Detail Program Summary**

Department: 5000 - Public Works 2006-07 Operating Budget  
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Provided information on a variety of land related issues. 1
- \* Provided accurate and timely project information on the City Home Page. 4

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Permit Service Request (Each)	12	10	10	0
Acquisition Service Requests (Each)	5	1	1	0
Acquisition within schedule (Percentage)	80.0	80.0	85.0	90.0

**2006-07 Objectives**

**Goal Ref**

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

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Asst Dept Director	1.00	.50	.50	.50
Public Works Administrator	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	2.00
Engineering Tech III	.00	2.00	2.00	2.00
Land Acquisition Agent	2.00	.00	.00	.00
Recycling Coordinator	1.00	.00	.00	.00

*City of Independence*  
*Detail Program Summary*

Department: 5000 - Public Works 2006-07 Operating Budget  
 Cost Center: 5013 - Public Works - Admin. Support Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Recycling Site Operator	1.00	.00	.00	.00
Total	8.00	5.50	5.50	6.50

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	171,035	215,812	215,393	274,712
Other Services & Charges	15,689	4,800	5,036	4,800
Supplies	2,218	1,100	1,100	1,100
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	188,942	221,712	221,529	280,612

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- \* Replaced lighting system in the high bay area of the Central Garage. 1
- \* Completed design, awarded contract and initiated construction for the relocation of the Health Department into a recently acquired old school building. 1
- \* Completed design and awarded contract for Fire Station No. 1 remodel. 1
- \* Opened new Fire Station No. 7 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Building Cleanliness Reporting without added request (%)	72.0	75.0	80.0	85.0
Response to Work Orders Within Time Goal (Percentage)	92.0	80.0	80.0	80.0
Repeated Calls on Mechanical Equipment	12	12	5	0
Added service requested	15	12	10	0

**2006-07 Objectives**

**Goal Ref**

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

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Building Maint Worker III	1.00	1.00	1.00	1.00
Building Maintenance Worker II	2.00	2.00	3.00	3.00
Properties Manager	1.00	1.00	1.00	1.00
Maintenance Supervisor	.00	1.00	1.00	1.00
Custodian	5.00	5.00	4.00	4.00
Building Maint Wk I	1.00	1.00	1.00	1.00
<b>Total</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	524,323	588,319	588,319	581,991
Other Services & Charges	172,227	221,044	220,544	265,365
Supplies	63,218	89,845	90,345	94,442
Capital Outlay	75,269	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>835,037</b>	<b>899,208</b>	<b>899,208</b>	<b>941,798</b>
	=====	=====	=====	=====

**Significant Issues**

- \* A new building for the Health Department will be added this year. Additional maintenance personnel and funding is necessary to maintain the existing level of service.
- \* Building materials and supplies are on a higher increase in costs than in past years.

*City of Independence*  
*Detail Program Summary*

Department: 5000 - Public Works 2006-07 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:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Engineer II	.00	1.00	1.00	1.00
Total	.00	1.00	1.00	1.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	25,899	66,983	66,983	68,462
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	25,899	66,983	66,983	68,462
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

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

**2005-06 Accomplishments**

**Goal Ref**

- |  |   |
|--|---|
| * 37 ditching requests completed.  | 1 |
| * Completed 17 drive pipe, crossroad pipe and storm drainage projects, and completed maintenance requests received.                            | 1 |
| * Administer Recycling Program for the City.   | 1 |
| * Improved security at Street Maintenance and Central Garage facilities by installing new fence.   | 4 |
| * Swept 1,771 curb miles.  | 1 |
| * Prepared and opened the site at Massman Farm for the Drop-Off Depot. There were nine cleanups, with a total of 6,479 vehicles participating. | 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 two snow storm call outs.   | 1 |
| * 5,568 traffic signs maintained.  | 4 |
| * 4,663 traffic signs replaced.  | 4 |
| * 938 sign posts replaced.   | 4 |
| * 343 new traffic signs installed.   | 4 |
| * 109.3 miles of center, skip, edge and lane lines repainted.  | 4 |
| * 100 turn arrow pavement markers repainted.   | 4 |
| * 102 crosswalks repainted.  | 4 |
| * 476 stop bars repainted.   | 4 |
| * Responded to 204 complaints of illegal trash being dumped.   | 1 |
| * Placed and recovered 1,404 barricades for various City events.   | 4 |
| * 484 patching tickets completed, resulting in 2,169 holes being patched.  | 1 |
| * 35 miles of street crack sealed.   | 1 |

*City of Independence*  
*Detail Program Summary*

Department: 5000 - Public Works

2006-07 Operating Budget

Cost Center: 5111 - Street Maintenance

Fund: 02 - General Fund

**2005-06 Accomplishments**

**Goal Ref**

- \* 152 acres were maintained by roadside mowing. 1
- \* Dead trees in the right of way program started in 2005. 1
- \* Ten new employees were trained for their CDL license. 4

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Street Condition (PCI Average)		65	70	75
Right of Way Maintenance (Service Requests)		51	45	40
Sweeping and Cleaning Medians (Service Requests)		104	40	65
Drainage (Service Requests)		96	85	75
Snow Removal (Service Requests)		75	20	25
Employee Retention (Percentage)		63	65	75
Street Signs Maintained (Percentage)		11.0	11.0	10.0

**2006-07 Objectives**

**Goal Ref**

- \* Streets: The goal is to provide a safe and smooth driving surface by inspecting 33% or 180 miles of streets each year to improve the PCI (Pavement Condition Index) of the streets. 1
- \* Sweeping and Medians - The goal is to ensure the cleanliness, appearance and safety in each district corridor, high visibility of commercial areas, residential neighborhoods and industrial zones. The programs will allow sweeping and median cleanup to be done twice per year in each district and will be measured by the number of complaints received in each district. 1
- \* Right of Way Maintenance - Maintaining the right of way provides a good line of sight, safety for the public and control vegetation. This will enhance the appearance of the City. The measurement of this program will be by number of complaints received. 1
- \* Drainage - The goal is to start a new inspection program on crossroad pipes by location and sizing of pipe, with a replacement program to follow. One district per year will be inspected with completion in four years. This program is now measured by complaints and after the new inspection program is implemented, there will be a measuring system in place after the first year. 1
- \* Snow Removal - The goal is to provide a safe and effective Snow and 4

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- Ice Control Program on all streets, which will enable the public to use during inclement winter conditions. The level of service will be equal in each of the four districts served. The level of service will be measured by complaints in each district. The complaints will be used as a tool to raise the level of service in that district.
- \* Training - The goal is to enable the Street Maintenance Staff to develop their careers within the Division and is a means of improving retention. The goal is to improve performance and job satisfaction. 4
  - \* Signs - The goal is to provide legible and directional signs that allow the public to drive to a destination without confusion and in a safe manner. 4

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Sign & Marking Technician	.00	5.00	5.00	5.00
Data Control Clerk	.00	.00	1.00	1.00
Heavy Equipment Operator	8.00	8.00	8.00	8.00
Asst Dept Director	.00	.50	.50	.50
Street Maint Supt	1.00	1.00	.00	.00
Light Equipment Operator	10.00	10.00	13.00	13.00
Lead Maintenance Supervisor	.00	.00	1.00	1.00
Assistant Foreman	2.00	3.00	3.00	3.00
Maintenance Supervisor	6.00	6.00	5.00	5.00
Construction Aide	7.00	7.00	6.00	6.00
Public Works Dispatcher	1.00	1.00	1.00	1.00
Recycling Site Operator	.00	1.00	1.00	1.00
<b>Total</b>	<b>35.00</b>	<b>42.50</b>	<b>44.50</b>	<b>44.50</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	2,082,960	2,418,572	2,418,572	2,414,527
Other Services & Charges	755,400	866,465	880,384	1,030,776
Supplies	593,179	657,342	637,272	726,361
Capital Outlay	220,924	200,000	209,000	200,000
Other Expenditures	0	0	0	0
<b>Total</b>	<b>3,652,463</b>	<b>4,142,379</b>	<b>4,145,228</b>	<b>4,371,664</b>

*City of Independence  
Detail Program Summary*

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

*2006-07 Operating Budget  
Fund: 02 - General Fund*

**Significant Issues**

- \* Vacant positions impact the ability to maintain crew size and hinder snow removal operations.
  - \* Overlay contracts are placing thermoplastic and reduces the need for traditional paint.
  - \* A 7 year old sweeper needs to be replaced.
  - \* The parking lot at the Chrysler Facility (1030 S. Chrysler) needs to be paved.
  - \* A new training room/lunch room is being constructed.
  - \* A new salt storage building is needed.
  - \* The new recycling location needs to be constructed.
-

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 90 - Central Garage Fund

**Description**

Responsible for acquisition, repairs, preventative maintenance, and fuel management used by law enforcement, health, social services, parks, public works, and other government activities, totaling 531 pieces of equipment. Central Garage performs preventative maintenance on automotive equipment (cars, trucks, and vans, etc.) and on heavy machinery used by the City's departments. Central Garage is also responsible for performing fabrication and welding for the departments. The Fleet Inventory Clerk is responsible for maintaining a parts warehouse of 50,000 parts valued at \$119,000.

**2005-06 Accomplishments**

**Goal Ref**

- \* Designed and fabricated dump truck wash rack to be used by the Street Department. 1
- \* Completed update work on the Chrysler fuel island such as installing the canape, fire extinguishers, and fluids to make it a complete self service station. 1
- \* Installed the Gas Boy Software upgrade to allow the Central Garage to communicate with both Pearl and Chrysler fuel islands. 1
- \* The Fleet Inventory Clerk is creating detailed PM parts lists for each piece of equipment in its CFA file to make the PM process more efficient and decreasing the length of equipment down time for preventive maintenance. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Mechanic Hours Billed (Percentage)	90.0	88.0	97.0	86.0
PM's within recommended time (Percentage)		90.0	90.0	95.0
Request for added service (Each)	15	12	10	0

**2006-07 Objectives**

**Goal Ref**

- \* Complete the parts warehouse by adding the fire mechanics parts to the current central garage warehouse and establishing new bin locations to accommodate the additions. 4
- \* Train staff to be more professional. This includes training in software updates. 3
- \* Maintain billable mechanic hours at minimum of 85%. 3
- \* Transition Fire Service into operation. 1

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 90 - Central Garage Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Maintain preventative maintenance at minimum of 95% compliance.	3
* Reduce service complaints.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Heavy Equipment Mechanic	4.00	4.00	4.00	4.00
Fleet Maint Supt	.00	.00	.00	.00
Clerk Typist II	1.00	1.00	1.00	1.00
Auto Mechanic	2.00	2.00	2.00	3.00
Auto Parts Inventory Clerk	1.00	1.00	.00	.00
Fleet Parts Inventory Clerk	.00	.00	1.00	1.00
Garage Supervisor	1.00	1.00	1.00	1.00
Total	9.00	9.00	9.00	10.00
	=====	=====	=====	=====

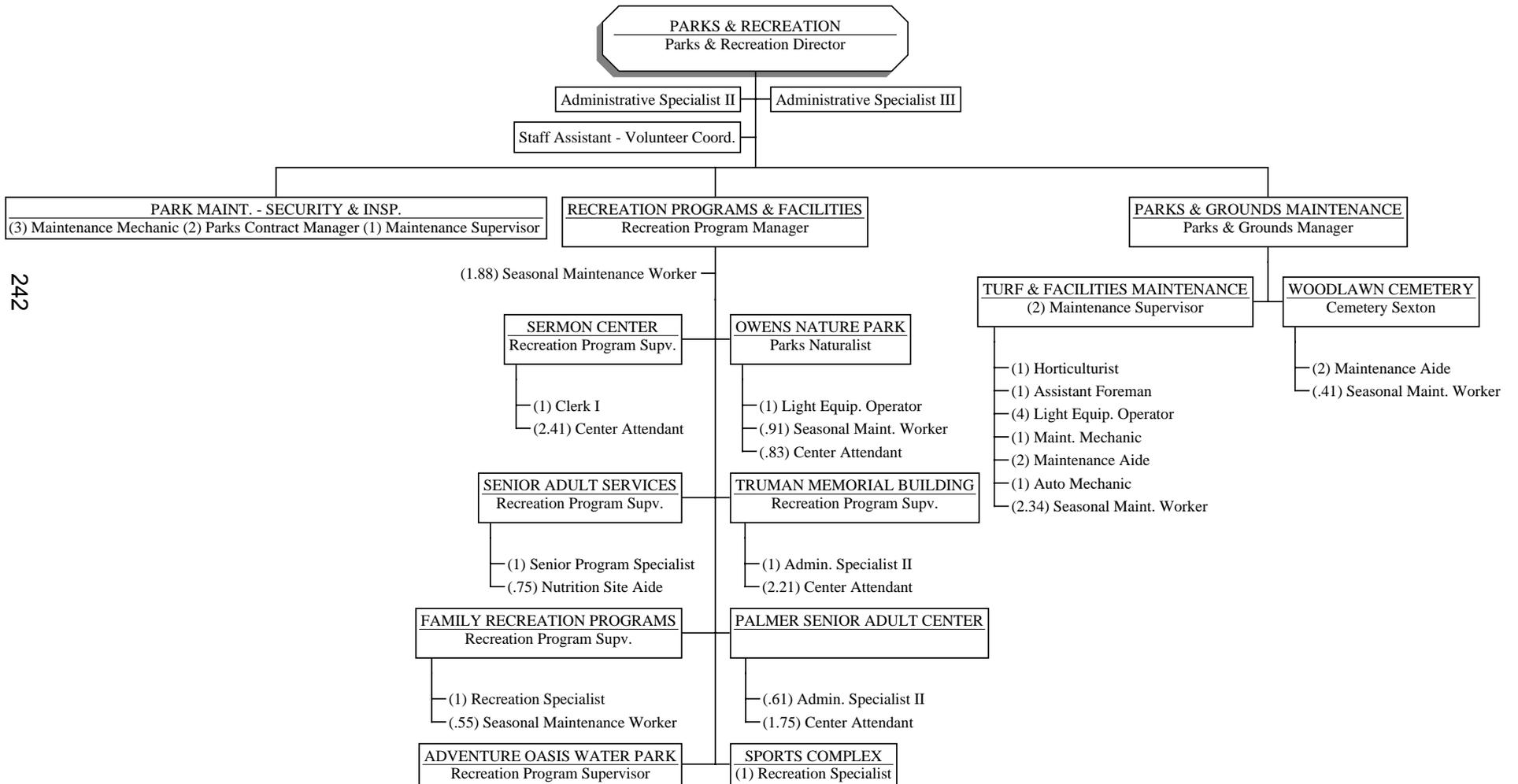
**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	450,040	496,085	496,085	599,689
Other Services & Charges	235,513	245,276	248,276	309,245
Supplies	677,099	675,074	672,074	911,063
Capital Outlay	3,249	0	0	0
Other Expenditures	0	0	0	0
Total	1,365,901	1,416,435	1,416,435	1,819,997
	=====	=====	=====	=====

**Significant Issues**

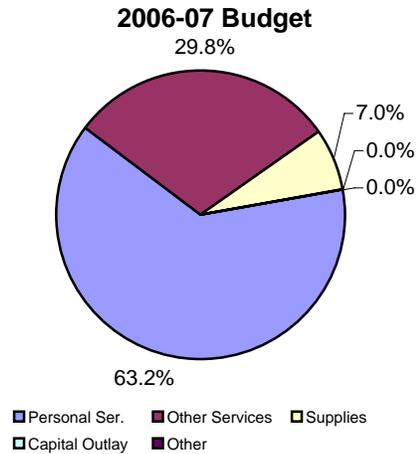
- \* Upgrade Gasboy software for the Pearl fuel island key reader.
- \* Complete network system connection to the Veeder-Root for advanced tank reading system.
- \* Fuel costs and finding alternative options to meet our needs.
- \* Integrate Fire Service vehicles into operation.

# City of Independence, Missouri Parks and Recreation



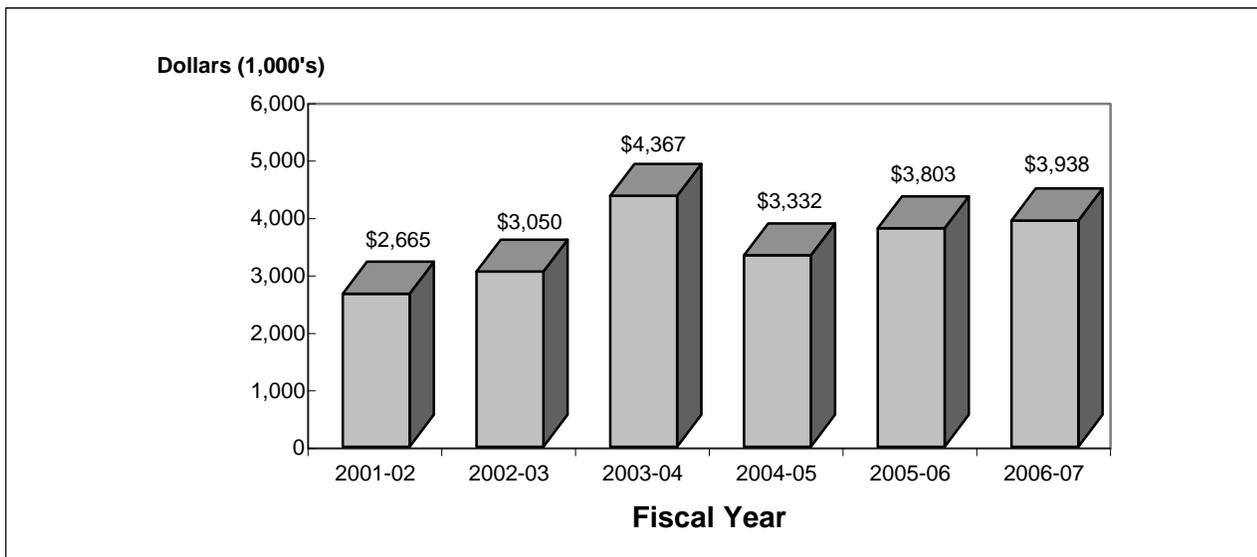
**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 2,155,359	\$ 2,347,250	\$ 2,347,250	\$ 2,488,610
Other Services	917,296	1,119,243	1,121,402	1,174,906
Supplies	207,101	266,996	263,237	274,565
Capital Outlay	52,650	70,000	71,600	-
Other	-	-	-	-
<b>Total</b>	<b>\$ 3,332,406</b>	<b>\$ 3,803,489</b>	<b>\$ 3,803,489</b>	<b>\$ 3,938,081</b>



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	46.70	48.79	50.75	53.29	49.29	52.65
<b>Amount by Fund:</b>						
General Fund	\$ 2,169,170	\$ 2,378,535	\$ 2,264,134	\$ 2,057,960	\$ 2,052,914	\$ 1,981,302
Parks Improv. Sales	496,183	671,361	2,103,003	1,274,446	1,750,575	1,956,779
<b>Total All Funds</b>	<b>\$ 2,665,353</b>	<b>\$ 3,049,896</b>	<b>\$ 4,367,137</b>	<b>\$ 3,332,406</b>	<b>\$ 3,803,489</b>	<b>\$ 3,938,081</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 23.39	\$ 26.67	\$ 38.06	\$ 28.94	\$ 32.92	\$ 33.96
Per Household	\$ 55.44	\$ 63.21	\$ 90.20	\$ 68.59	\$ 78.01	\$ 80.49



**City of Independence**  
**Departmental Budget Summary**

Department: 6000 - Parks and Recreation

2006-07 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 will 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 & youth organizations, and other volunteer groups and individuals to provide a well-rounded inventory of program opportunities available to the public.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	39.40	41.00	39.00	38.55
Part Time Positions	11.35	12.29	10.29	14.10
Total	50.75	53.29	49.29	52.65
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
6001 Parks & Rec. Administration	195,105	276,634	277,429	291,974
6011 Park Maintenance Admin.	211,026	217,958	215,483	126,186
6012 Turf Facilities Maintenance	516,473	617,511	617,511	684,612
6013 Public Property Maintenance	206,981	0	0	0
6021 Recreation Programs Admin.	259,691	289,382	288,232	156,561

**City of Independence**  
**Departmental Budget Summary**

Department: 6000 - Parks and Recreation

2006-07 Operating Budget

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
6022 Senior Adult Services	253,976	216,179	215,849	216,422
6028 Roger T. Sermon Community Ctr.	130,461	140,393	140,228	175,618
6029 Owens Nature Park	105,843	127,746	128,746	153,251
6031 Cemetery Maintenance	178,404	167,111	169,436	176,678
6041 Park Maint. - Security & Insp.	499,205	686,704	685,704	720,228
6042 Rec. Fac.-Truman Memorial Bldg	267,371	268,451	268,451	287,286
6043 Rec. Fac.-Palmer Sr. Adult Ctr	114,428	177,768	178,768	191,632
6044 Family Recreation Programs	124,954	215,414	215,414	197,347
6045 Adventure Oasis Water Park	268,488	402,238	402,238	465,828
6046 Sports Complex	0	0	0	94,458
Total	3,332,406	3,803,489	3,803,489	3,938,081
	=====	=====	=====	=====

<b><u>Source of Funding</u></b>				
General Fund	2,057,960	2,052,914	2,052,914	1,981,302
Parks Improv. Sales Tax Fund	1,274,446	1,750,575	1,750,575	1,956,779
Total	3,332,406	3,803,489	3,803,489	3,938,081
	=====	=====	=====	=====

<b><u>Direct/Offsetting Revenues</u></b>				
Class Fees	53,604	40,000	42,000	45,000
Park Concessions	3,436	8,000	7,000	9,000
Recreation Center Fees	24,635	22,000	18,000	22,000
Recreation Rentals	139,846	80,000	82,000	87,000
Cemetery Charges	79,695	61,000	60,500	63,000
Dial-a-Ride Grant	38,090	25,393	25,393	25,393
Mid America Regional Council Grant for Senior Citizen's Meal Program	24,906	25,000	25,000	25,000
Total	364,212	261,393	259,893	276,393
	=====	=====	=====	=====

**Significant Issues/Changes**

\* Department staff will coordinate departmental projects and activities for the successful implementation of the third full year for the City's Parks and Recreation Sales Tax Renewal Program.

*City of Independence*  
*Departmental Budget Summary*

Department: 6000 - Parks and Recreation

2006-07 Operating Budget

**Significant Issues/Changes**

- \* Departmental staff will work with other City staff to oversee development and construction of the City's new Athletic Complex.
  - \* Departmental staff will work to fully develop and offer new Recreation Division programs, services, and Special Events, including assessment of the second full year of operations at the City's new Palmer Center for senior adults and initial season of operation at the Aquatics Center.
  - \* Department staff will work to increase the use at both the Sermon Recreation Center and the Truman Memorial Building.
  - \* Department staff will work with Tech Services to improve internal operations and enhance customer service by fully implementing a Parks & Recreation software management system.
-







**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Worked with departmental administrative staff to successfully implement Year Two Park Sales Tax park revitalization and capital improvement projects, including construction of the Adventure Oasis Water Park, 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.
- \* Worked with departmental administrative staff to continue implementation of Parks, Recreation and Open Space Master Plan recommendations.
- \* Assisted park advocacy groups in a variety of park improvement efforts, including groups from the Cler-mont School Park and Gendale Park neighborhoods.
- \* Identified departmental capital outlay, equipment and staffing needs required for effective park and public property maintenance operations, and obtained desired equipment upgrades.
- \* Completed successful application for renewal of the City's Tree City USA recognition.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Numbers of park sites maintained	41	42	42	42
Number of park acres maintained	724	727	727	728
Number of non-park acres maintained	547	547	547	547
Number of full-time staff supervised	19	19	19	19

**2006-07 Objectives**

**Goal Ref**

- \* Work with departmental administrative staff to successfully implement Year Three Park Sales Tax park revitalization and capital improvement projects, including installation of off-leash dog areas at Santa Fe Trail Park and Van Hook Park, installation of skate zones at Santa Fe

**City of Independence**  
**Detail Program Summary**

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

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- Trail Park and Sermon Community Center, installation of park restrooms and picnic shelters at various city park sites and installation of park site amenities at various locations and provide technical assistance for the design and maintenance of new park facilities.
- \* Implement park maintenance software program and coordinate daily operations to ensure desired levels of park maintenance and appearance for all parks, as well as Woodlawn Cemetery are met and response time to work requests is within acceptable parameters.
  - \* Revive the neighborhood Adopt-A-Park Program.
  - \* Provide opportunities for citizen input by serving as staff liaison to various boards, commissions and committees involving park resources.
  - \* Identify and support appropriate professional training opportunities for divisional staff.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Parks & Grounds Manager	1.00	1.00	1.00	1.00
Forester	1.00	1.00	1.00	.00
Total	2.00	2.00	2.00	1.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	153,565	157,874	157,874	88,496
Other Services & Charges	47,896	48,674	46,449	24,853
Supplies	9,565	11,410	11,160	12,837
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	211,026	217,958	215,483	126,186
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

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

*2006-07 Operating Budget  
Fund: 02 - General Fund*

**Significant Issues**

- \* Meeting the demand to increase staff response time to serve requests and public concerns while maintaining, and in some cases, increasing the level and quality of maintenance for existing parks and tending to the needs created by the addition of the new facilities.
  - \* Responding and dealing proactively to the increased need for various park security measures throughout the park system.
  - \* Continuing to implement the park revitalization and capital improvement projects in accordance with established timelines and budget.
-











**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6021 - Recreation Programs Admin.

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Marketing initiatives and opening events were successfully completed for various new facilities.
- \* Protocols were developed and in use for inclement weather management at the Adventure Oasis Water Park, in conjunction with Midwest Pool Management and the IFD, EOC office. Additionally, all sites are equipped with a NOAA weather radio, and those groups reserving picnic shelters, the campground, etc. are required to provide staff with a cell phone contact number for emergency notifications.
- \* Facility Request forms and Field Practice Permits are in use.
- \* A new Ford 150 truck was purchased to replace an aging vehicle. This vehicle greatly enhanced our ability to serve ballfield user groups and support pool operations.
- \* Completed the Request for Bid process for concession services.
- \* With the assistance of the Finance Department, accounts have been established to house travel program monies, receive sport league registrations and provide for payment of sports officials. P-Cards are also actively used within both programs.
- \* An inventory process has been established at all sites, including digital photos of equipment.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of adult athletic teams	158	145	170	10
Athletic fields scheduled	55	55	55	55
Park shelter reservations	210	214	220	242
Number of youth athletic teams	403	421	425	445
Number of park shelter sites available for reservation	10	10	10	10
Community Tournaments	26	27	30	30
Departmental Special Events	18	19	20	25

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6021 - Recreation Programs Admin.

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- \* Implement the Recreation Management Software product.
- \* Administer new price agreement for concession services at athletic venues.
- \* Implement staff reorganization to streamline operations, allowing more time and energies for program development.
- \* Initiate start up operations at the Independence Youth Athletic Complex.
- \* Support, supervise and coordinate new program initiatives and facility improvements within division cost centers.
- \* Provide support to the profession locally by positioning the department as an approved internship site.
- \* Identify and support appropriate professional training opportunities for divisional staff.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Recreation Specialist	1.00	1.00	1.00	.00
Clerk I	.90	1.00	1.00	.00
Recreation Program Mgr	1.00	1.00	1.00	1.00
Center Attendant	1.73	1.73	1.73	.00
Seasonal Maintenance Wkr	1.88	1.88	1.88	1.88
<b>Total</b>	<b>6.51</b>	<b>6.61</b>	<b>6.61</b>	<b>2.88</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	235,639	246,232	246,232	123,049
Other Services & Charges	14,445	22,550	22,749	20,273
Supplies	9,607	20,600	19,251	13,239
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>259,691</b>	<b>289,382</b>	<b>288,232</b>	<b>156,561</b>

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6022 - Senior Adult Services

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Presented conceptual format to integrate the "Fifty Something Newsletter" and the "Menu and Activity Calendar" to the Advisory Council with plans of producing the new piece next fiscal year.
- \* Staff assisted with various grand openings and served as the official Parks & Recreation representative to the senior population, promoting the water park and sprayground as recreational opportunities for seniors, children and grandchildren.
- \* Assisted staff with on audit of the Dial-A-Ride program and with contact negotiations for FY 2006-07 service.
- \* Initiated a Center Attendant empowerment and cross training program to increase retention rates.
- \* Implemented 50 new programs and special events.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of general recreation programs	45	56	65	55
Number of day/overnight trips	35	36	55	55
Meals served - On-Site	31,071	30,770	40,000	25,000
Meals served - Home Delivered	28,767	27,816	28,000	24,000
Number of nutrition site programs	50	34	100	50
Number of outreach programs	8	8	12	6

**2006-07 Objectives**

**Goal Ref**

- \* Implement the Recreation Management Software product.
- \* Implement new contractual agreement and focus for Dial-A-Ride program.
- \* Strengthen social service offerings to low income and minority senior

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
 Cost Center: 6022 - Senior Adult Services

2006-07 Operating Budget  
 Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- adults .
- \* Strengthen community program partnerships with metro library systems and regional educational institutions.
  - \* Continue to implement ADA improvements to program/facility components.
  - \* Improve program marketing and notification and customer feedback methods.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	108,425	115,720	115,720	101,617
Other Services & Charges	141,786	96,963	96,633	111,955
Supplies	3,765	3,496	3,496	2,850
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	253,976	216,179	215,849	216,422





**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
 Cost Center: 6029 - Owens Nature Park

2006-07 Operating Budget  
 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Improved internal communications by instituting the "Five Minute Morning Meeting" concept and monthly team meetings.
- \* Designed new trail map that will be produced in FY 2006-07.
- \* Developed emergency protocols for the park.
- \* Initiated a targeted clean up effort to remove debris from an old dump site located on the property.
- \* Several repair projects to the lodge were completed including roof, soffit and gutter replacement.
- \* Formalized the relationship with the Eagle Scouts which allows scouts to perform special projects for the park.
- \* Completed the upgrade of email and internet connectivity for staff housed at the Nature Center.
- \* Solidified relationship with Volunteer Services.

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Lodge hours of availability to the public per week	66	68	66	62
Facility rental revenue	\$3,000	\$7,980	\$5,000	\$8,500
Total number of visitors	41,000	23,600	43,000	40,000
On-site group presentations	30	42	50	40
Community outreach programs	20	19	22	22
Park programs (special events)	20	20	22	22
Hours of program service provided by volunteers	200	100	200	250

**2006-07 Objectives**

**Goal Ref**

- \* Implement Recreation Management Software product.
- \* Coordinate a design study of the lodge interior to identify ADA upgrades, address flooring concerns, aesthetic issues and maximize service areas for growing program base.
- \* Create an ADA fishing access point and improve staff access to lake

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6029 - Owens Nature Park

2006-07 Operating Budget  
Fund: 02 - General Fund

**2006-07 Objectives**

**Goal Ref**

- mechanical system by replacing wooden structure with commercial dock product.
- \* Pave the primary section of the Butterfly Trail for ADA access, improved public access and special events.
- \* Develop new programs housed at the facility as well as in parks and schools.
- \* Initiate an Adopt-A-Park program for George Owens.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Park Ranger	1.00	1.00	.00	.00
Parks Naturalist	1.00	1.00	1.00	1.00
Light Equipment Operator	.00	.00	1.00	1.00
Center Attendant	.00	.00	.00	.83
Seasonal Maintenance Wkr	.91	.91	.91	.91
<b>Total</b>	<b>2.91</b>	<b>2.91</b>	<b>2.91</b>	<b>3.74</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	94,556	114,229	114,229	136,104
Other Services & Charges	4,299	6,185	7,130	6,206
Supplies	6,988	7,332	7,387	10,941
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
<b>Total</b>	<b>105,843</b>	<b>127,746</b>	<b>128,746</b>	<b>153,251</b>

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6031 - Cemetery Maintenance

2006-07 Operating Budget  
Fund: 02 - General Fund

**Description**

The Cemetery Maintenance Division is responsible for daily maintenance operations at Woodlawn Cemetery, including coordinating final arrangement needs and providing accurate facility and revenue records.

**2005-06 Accomplishments**

**Goal Ref**

- \* Continued data entry into cemetery management software program.
- \* Provided adequate level of customer service and access on a consistent basis.
- \* Instituted a new volunteer cemetery clean up program.
- \* Initiated a new historical tour program.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of cemetery acres maintained	49	49	49	49
Number of funeral services per year	100	98	100	100
Opening/Closing revenues	\$48,000	\$64,195	\$60,000	\$48,000
Monument Base revenues	\$5,000	\$3,649	\$15,000	\$5,000
Cemetery Lot Revenues	\$10,000	\$11,050	\$25,000	\$10,000
Number of facility mowing cycles	22	22	22	

**2006-07 Objectives**

**Goal Ref**

- \* Supervise operations to ensure desired levels of cemetery maintenance and appearance are met.
- \* Transfer of cemetery records from previous formats to new software database.
- \* Assist community and volunteer groups with historical preservation and improvement efforts.
- \* Assess and develop appropriate cemetery facility rules and regulations.
- \* Improve cemetery aesthetics and fully implement historical programs.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Maintenance Aide	2.00	2.00	2.00	2.00

**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
 Cost Center: 6031 - Cemetery Maintenance

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Assistant Foreman	1.00	1.00	.00	.00
Cemetery Sexton	1.00	1.00	1.00	1.00
Seasonal Maintenance Wkr	.41	.41	.41	.41
Total	4.41	4.41	3.41	3.41
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	161,713	147,186	147,186	155,717
Other Services & Charges	10,402	12,100	14,825	8,624
Supplies	6,289	7,825	7,425	12,337
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	178,404	167,111	169,436	176,678
	=====	=====	=====	=====

**Significant Issues**

- \* Initiating efforts that change the definition of Woodlawn from a viable cemetery business to more of an historical site and passive park.
- \* Managing this site transformation while still maintaining the limited business aspect that currently exists, without increasing staff and without the assistance of Sales Tax funding.





**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Established weekly meetings to communicate and coordinate facility parking needs for the Independence School District, the neighboring churches, The Palmer Center and Truman Memorial Building.
- \* Developed programming partnerships with area agencies to create and host new recreation programs, special events, and public functions such as community classes, health and safety promotions, the Veterans' Day and Martin Luther King celebrations and the Tour of Flags.
- \* Developed and launched a marketing program for the facility beginning with the small meeting market and resident groups and organizations.
- \* Conducted monthly reviews of the Truman Memorial Building custodial services contract with representatives from Properties Management and the approved custodial vendor.
- \* Created and maintained a computerized tracking system of facility reservations and revenues and for inclusion into monthly and yearly usage reports.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of memberships	40	49	50	50
Facility Reservations	669	779	700	850
Rental Revenues	\$64,500	\$65,952	\$67,725	\$44,000
Comped Revenue	\$45,000	\$47,885	\$45,000	\$45,000
Events facilitated for community agencies	17	21	25	25
Events facilitated for City departments	9		15	







**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
Cost Center: 6044 - Family Recreation Programs

2006-07 Operating Budget  
Fund: 12 - Parks Improv. Sales

**Description**

This cost center serves to provide ongoing development and implementation of family-oriented recreation programs consistent with recommendations from the Independence Parks, Recreation and Open Space Master Plan. Funding is provided through the Parks and Recreation Sales Tax Renewal Program, beginning January 1, 2004. Special attention is given to the development of youth and family recreation programs, non-traditional and outdoor programs, festivals and special events.

**2005-06 Accomplishments**

**Goal Ref**

- \* Developed the site details for the events surrounding the opening of various new Parks & Recreation facilities.
- \* Increased marketing efforts and reached more than 400 new households.
- \* At least one program was held at 22 different park sites, making it possible to provide a program at each park in the system every other year.
- \* Initiated a customer feedback program for programs and events.
- \* Established six new program partners.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of programs initiated	26	27	30	30
Program attendance	1,531	2,474	2,200	2,700
Number of park sites used	20	23	37	35
Presentations	180	150	200	150
Program partnerships developed	68	68	50	50
Hours of program service provided by volunteers	55	156	250	300

**2006-07 Objectives**

**Goal Ref**

- \* Implement Recreation Software Management product.
- \* Enhance existing event signage to make events more visible to the public and increase the community's awareness of Independence Parks & Recreation activities throughout the park system.
- \* Introduce more two-way radios to improve internal communications.
- \* Enhance customer service by keeping the lodge open to the public during all operational hours.
- \* Expand the program base by adding several in-house programs.
- \* Enhance existing program base by adding additional features.

*City of Independence*  
*Detail Program Summary*

Department: 6000 - Parks and Recreation  
Cost Center: 6044 - Family Recreation Programs

2006-07 Operating Budget  
Fund: 12 - Parks Improv. Sales

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Recreation Specialist	.00	.00	.00	1.00
Recreation Program Supv	.50	1.00	1.00	1.00
Seasonal Maintenance Wkr	.29	.55	.55	.55
Total	.79	1.55	1.55	2.55
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	54,899	69,414	69,414	119,385
Other Services & Charges	18,447	68,000	68,949	65,162
Supplies	10,409	8,000	7,051	12,800
Capital Outlay	41,199	70,000	70,000	0
Other Expenditures	0	0	0	0
Total	124,954	215,414	215,414	197,347
	=====	=====	=====	=====



**City of Independence**  
**Detail Program Summary**

Department: 6000 - Parks and Recreation  
 Cost Center: 6045 - Adventure Oasis Water Park

2006-07 Operating Budget  
 Fund: 12 - Parks Improv. Sales

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	4,490	49,522	49,522	52,478
Other Services & Charges	252,438	339,216	339,416	395,900
Supplies	11,560	13,500	13,300	17,450
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	268,488	402,238	402,238	465,828
	=====	=====	=====	=====

*City of Independence*  
*Departmental Budget Summary*

Department: 6500 - Non-Departmental

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	.00	.00	.00	.00
Part Time Positions	.00	.00	.00	.00
Total	.00	.00	.00	.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
6502 Non-Departmental	5,765,804	7,250,830	7,250,830	8,152,109
6503 Capital Outlay	435,885	791,450	791,450	893,100
6504 City Council Strategic Goal	149,748	350,000	888,796	350,000
6505 Central Services	30,780	33,080	33,080	33,080
6507 Capital Outlay - TIF Distr.	396,781	250,000	681,371	350,000
6520 Non-Departmental	12,787,164	15,148,913	15,148,913	17,170,541
6530 Non-Departmental	2,393,794	2,942,006	2,942,006	3,082,723
6540 Non Departmental	4,319,062	4,616,268	4,616,268	4,664,006
6590 Non Departmental	58,917	89,500	89,500	0
6591 Non-Departmental (91)	10,787,778	11,367,000	11,367,000	11,883,000
Total	37,125,713	42,839,047	43,809,214	46,578,559
	=====	=====	=====	=====

**Source of Funding**

General Fund	6,778,998	8,675,360	9,645,527	9,778,289
Power and Light Fund	12,787,164	15,148,913	15,148,913	17,170,541
Sanitary Sewer Fund	2,393,794	2,942,006	2,942,006	3,082,723
Water Fund	4,319,062	4,616,268	4,616,268	4,664,006
Central Garage Fund	58,917	89,500	89,500	0
Staywell Health Care Fund	10,787,778	11,367,000	11,367,000	11,883,000

*City of Independence  
Departmental Budget Summary*

Department: 6500 - Non-Departmental

2006-07 Operating Budget

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Source of Funding</u></b>				
Total	37,125,713	42,839,047	43,809,214	46,578,559
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 6500 - Non-Departmental  
 Cost Center: 6502 - Non-Departmental

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Total	.00	.00	.00	.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	2,919,496	3,565,547	3,565,547	4,183,997
Other Services & Charges	2,846,308	3,140,202	3,140,202	3,215,482
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	545,081	545,081	752,630
Total	5,765,804	7,250,830	7,250,830	8,152,109

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 Operating Budget**  
**General Fund Operating Budget - Capital Outlay Appropriations**

Description	Buildings	Mobile Equipment	Other	Total
<b>Lease Purchase Payments on Prior Year Purchases:</b>				
Building Maintenance Repair and Renovations	\$ 214,500			\$ 214,500
<b>Technology Services:</b>				
Replacement program for Microcomputers, File Servers, and Network Systems			175,000	
Webcasting Hardware and Software			10,000	
Encryption Software-IBM iSeries			14,000	
Encryption Software-Microsoft Windows/Word			6,000	
Disaster Recovery Business Continuity Equipment and Services			10,000	215,000
<b>City Clerk:</b>				
Postage Machine			28,000	
High Speed Duplicator			76,000	104,000
<b>City 7:</b>				
Replace Program Switcher for Meeting Broadcasts			135,000	
Digital Video Tape Recorders and Accessories			16,600	151,600
<b>Municipal Court:</b>				
Card Readers for Door Access			5,500	5,500
<b>Community Development:</b>				
Office and Computer Equipment, including: Fax Machines (2) - Admin. & Bldg. Insp. Color Printer - Comprehensive Planning Printer Replacement - Bldg. Insp. Digital Cameras (3) - Bldg. Insp. LCD Document Projector			10,500	
Pickup Replacements (2) - Building Insp.		26,000		
Remodeling of Community Development Work Areas			20,000	
Bingham Waggoner Plumbing and HVAC System Upgrades			25,000	81,500
<b>Health:</b>				
Vehicle Replacement - Asset No. 2875		13,000		
Vehicle Replacement - Asset No. 8542		13,000		
Vehicle Replacement - Asset No. 8561		13,000		
new Health Building remodeling	45,000			84,000
<b>Parks and Recreation:</b>				
Fence Repair at Woodlawn Cemetery			30,000	
Mausoleum Repair at Woodlawn Cemetery			7,000	37,000
<b>Total</b>	<b>\$ 259,500</b>	<b>\$ 65,000</b>	<b>\$ 568,600</b>	<b>\$ 893,100</b>

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 Operating Budget**  
**City Council Goals Account Summary**

	<b>Available Funds</b>	<b>Allocation</b>
<b><u>2005-06 Activity:</u></b>		
Carryover of Prior Year's Unallocated Balance	\$ 624,612	
<b>Carryover unexpended Allocations from Prior Year's</b>		
Jackson Drive (Jones Road to Bundschu)		70,000
Police Academy Scholarship Program		418
Neighborhood Park Matching Grants		40,000
Mowing and Refuse Cleanup on Private Property		50,000
Neighborhood Block Celebrations		3,844
Police K-9 Officer Replacement		24,750
Criminalist Position Partial Funding		27,000
Recycling Center		63,800
Walnut Street Neighborhood Improvement District		100,000
Police Resource Utilization Study		58,800
<b>2006-07 Activity:</b>		
<b>Current Year's Allocation</b>	<b>350,000</b>	
Demolition of Dangerous Buildings and Private Property Cleanup (Supplements \$75,000 in Cimmunity Dev. Dept. Budget)		50,000
Mowing and Refuse Cleanup on Private Property (Supplements \$47,600 in Health Dept. Budget)		70,000
Neighborhood Park Matching Grants		20,000
Sidewalk Repair Program		50,000
Neighborhood Block Celebrations		10,000
Police K-9 Officer Replacement		10,000
Youth Recreation Program Scholarships (e.g. Summer Slam, RBI Baseball, Mission in Action, Lets Play Program, etc.)		50,000
Veteran's History Project		76,000
Total	\$ 974,612	\$ 774,612
<b>Unallocated Balance at June 30, 2007</b>		<b>\$ 200,000</b>

*City of Independence*  
*Detail Program Summary*

Department: 6500 - Non-Departmental  
 Cost Center: 6505 - Central Services

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

Provides funds and accountability of certain common goods purchased for distribution to all City departments. This acts as a revolving fund for the most part. Also used for lease of, maintenance, and supplies for all copy machines which are located in the City Hall building and are in Purchasing's charge.

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	18,100	23,080	23,080	23,080
Supplies	12,680	10,000	10,000	10,000
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	30,780	33,080	33,080	33,080
	=====	=====	=====	=====

**CITY OF INDEPENDENCE, MISSOURI  
2006-07 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
	CD01-003	Critical Sidewalks - 24 Highway Corridor from M-291 to Viking	\$ 130,000	\$ -	\$ -
	CD01-003	Critical Sidewalks - Delaware from 35th Street to John Luff School	120,000		
		Walnut Street Neighborhood Improvement District	100,000		
<b>Total</b>			<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Amount allocated in 2006-07 for this purpose**

<b>\$ 350,000</b>
-------------------

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  
 Cost Center: 6520 - Non-Departmental

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,037,227	1,515,485	1,515,485	1,697,485
Other Services & Charges	4,117,819	4,582,150	4,582,150	4,813,631
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	7,632,118	9,051,278	9,051,278	10,659,425
Total	12,787,164	15,148,913	15,148,913	17,170,541
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6530 - Non-Departmental

2006-07 Operating Budget  
 Fund: 30 - Sanitary Sewer Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	159,959	324,530	324,530	421,530
Other Services & Charges	1,077,897	1,163,370	1,163,370	1,163,528
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	1,155,938	1,454,106	1,454,106	1,497,665
Total	2,393,794	2,942,006	2,942,006	3,082,723
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental  
 Cost Center: 6540 - Non Departmental

2006-07 Operating Budget  
 Fund: 40 - Water Fund

**Description**

Represents expenditures of a fund-wide nature that are not directly chargeable to a specific operating department. Includes such items as worker compensation expenditures, postage, telephone, insurance and utility costs.

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,084,995	745,750	745,750	736,750
Other Services & Charges	1,839,014	2,066,390	2,066,390	2,050,328
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	1,395,053	1,804,128	1,804,128	1,876,928
Total	4,319,062	4,616,268	4,616,268	4,664,006
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 6500 - Non-Departmental  
 Cost Center: 6590 - Non Departmental

2006-07 Operating Budget  
 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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	43,355	70,500	70,500	0
Other Services & Charges	15,562	19,000	19,000	0
Supplies	0	0	0	0
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	58,917	89,500	89,500	0
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6500 - Non-Departmental

2006-07 Operating Budget

Cost Center: 6591 - Non-Departmental (91)

Fund: 91 - Staywell Health Care

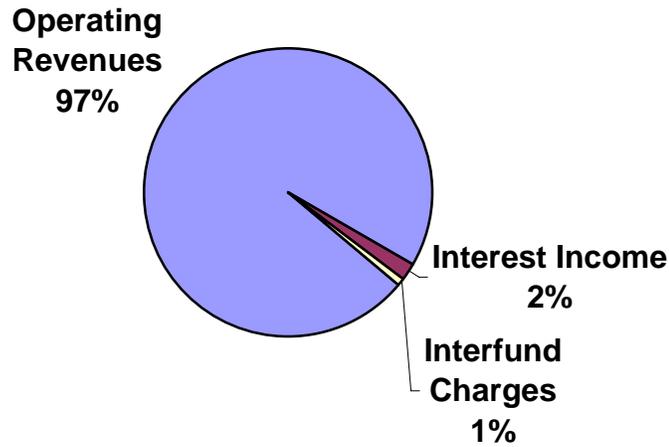
**Description**

This program is used to account for the costs of the city's self funded health care plan.

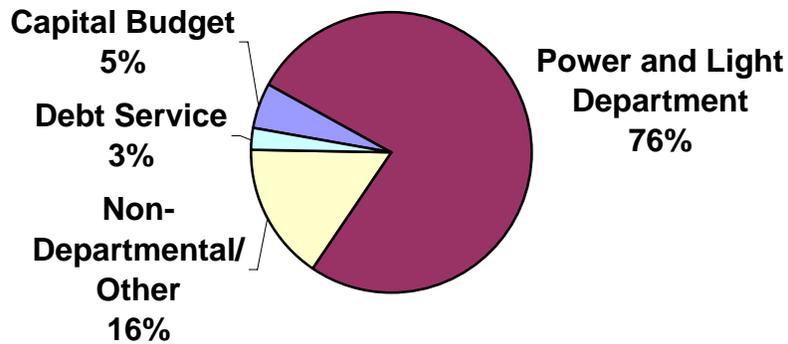
**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	10,787,658	11,367,000	11,367,000	11,883,000
Total	10,787,658	11,367,000	11,367,000	11,883,000
	=====	=====	=====	=====

### Source of Budget Dollars



### Allocation of Budget Dollars



City of Independence, Missouri  
 2006-07 Operating Budget  
**Budget Summary Power and Light Fund**  
 For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Operating Revenues	\$ 80,514,897	\$ 93,557,000	\$ 106,575,000	97.2%	\$ 13,018,000	13.9%
Interest Income	833,337	1,650,000	2,150,000	2.0%	500,000	30.3%
Interfund Charges	822,465	859,800	937,000	0.9%	77,200	9.0%
Total Estimated Revenues	<u>\$ 82,170,699</u>	<u>\$ 96,066,800</u>	<u>\$ 109,662,000</u>	100.0%	<u>\$ 13,595,200</u>	14.2%
<b>Transfers from Other Funds-</b>						
		-	-		-	n/a
<b>Total Sources</b>		<b>\$ 96,066,800</b>	<b>\$ 109,662,000</b>		<b>\$ 13,595,200</b>	<b>14.2%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
Technology Services	\$ 69,312	\$ 71,009	\$ 73,661	0.1%	\$ 2,652	3.7%
Power and Light Department	64,474,834	71,233,288	83,276,439	80.6%	12,043,151	16.9%
Non-Departmental	12,787,164	15,148,913	17,170,541	16.6%	2,021,628	13.3%
Debt Service	2,777,102	2,783,273	2,785,823	2.7%	2,550	0.1%
Total Operating Budget	<u>\$ 80,108,412</u>	<u>\$ 89,236,483</u>	<u>\$ 103,306,464</u>	100.0%	<u>\$ 14,069,981</u>	15.8%
<b>Capital Budget:</b>						
Capital Projects		7,650,000	5,925,000		(1,725,000)	-22.5%
<b>Total Uses</b>		<b>\$ 96,886,483</b>	<b>\$ 109,231,464</b>		<b>\$ 12,344,981</b>	<b>12.7%</b>
<b>Balance Available</b>		<b>\$ (819,683)</b>	<b>\$ 430,536</b>		<b>\$ 1,250,219</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Historical Data - Power and Light Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	2000-01	2001-02	2002-03	2003-04	2004-05	Unaudited 2005-06
<b>Net Income (Loss)</b>						
<b>Net Income (Loss)</b>	\$ 9,269,969	\$ 6,505,177	\$ 4,752,256	\$ 3,140,008	\$ 3,470,836	\$ 4,842,389
Depreciation on Contrib.						
Capital Adjustment	88,510	n/a	n/a	n/a	n/a	n/a
<b>Change in Net Assets</b>	<b>\$ 9,358,479</b>	<b>\$ 6,505,177</b>	<b>\$ 4,752,256</b>	<b>\$ 3,140,008</b>	<b>\$ 3,470,836</b>	<b>\$ 4,842,389</b>

<b>Net Available Resources</b>						
<b>Net Available Resources-</b>						
Total Current Assets	\$51,385,052	\$50,494,131	\$51,483,498	\$52,821,233	\$56,806,780	\$56,453,158
Less:						
Inventories	(8,127,079)	(9,571,604)	(8,588,647)	(8,369,284)	(8,229,907)	(7,933,954)
Current Liabilities	(6,287,902)	(8,510,886)	(7,695,982)	(8,497,336)	(9,749,015)	(9,370,537)
Carryover Capital Budget Appropriations	(12,871,858)	(12,796,008)	(16,756,440)	(19,406,293)	(21,560,452)	(20,681,381)
Carryover Outstanding Encumbrances	(3,071,701)	(4,750,381)	(1,750,590)	(2,880,067)	(2,326,249)	(2,326,249)
Add back:						
Compensated Absences	986,413	-	-	-	-	-
<b>Net Available Resources</b>	<b>\$22,012,925</b>	<b>\$14,865,252</b>	<b>\$16,691,839</b>	<b>\$13,668,253</b>	<b>\$14,941,157</b>	<b>\$16,141,037</b>
Source: 2000-01 through 2005-06 - Comprehensive Annual Financial Report 2005-06 - Operating Staff Projections						

<b>Employee Staffing (in Full Time Equivalents)</b>						
<b>Department:</b>						
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
<b>Total</b>	<b>221.00</b>	<b>221.00</b>	<b>221.00</b>	<b>221.00</b>	<b>221.00</b>	<b>221.00</b>

<b>Utility Statistics</b>						
No. of Residential Customers	48,956	49,279	49,562	49,885	50,832	51,060
No. of Other Customers	4,857	4,918	4,949	4,963	5,089	5,080
Generated Power (MWH)	346,346	196,967	268,915	349,737	366,647	447,583
Purchased Power (MWH)	771,805	882,377	857,185	797,407	759,589	736,598

City of Independence, Missouri  
 2006-2007 Operating Budget  
**Revenue Summary**  
 For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Power and Light Fund</b>						
<b>Operating Revenue</b>						
20-4010	Electric Service Charges	79,698,336	92,571,000	98,110,000	105,144,000	7.2%
20-4600	Other Operating Revenue	816,561	986,000	1,339,000	1,431,000	6.9%
	<b>Total Operating Revenue</b>	<b>80,514,897</b>	<b>93,557,000</b>	<b>99,449,000</b>	<b>106,575,000</b>	<b>7.2%</b>
20-3421	Interfund Charges	822,465	859,800	859,800	937,000	9.0%
20-3411	Interest Income	833,337	1,650,000	1,730,000	2,150,000	24.3%
	<b>Total Revenues</b>	<b>\$82,170,699</b>	<b>\$96,066,800</b>	<b>\$102,038,800</b>	<b>\$109,662,000</b>	<b>7.5%</b>

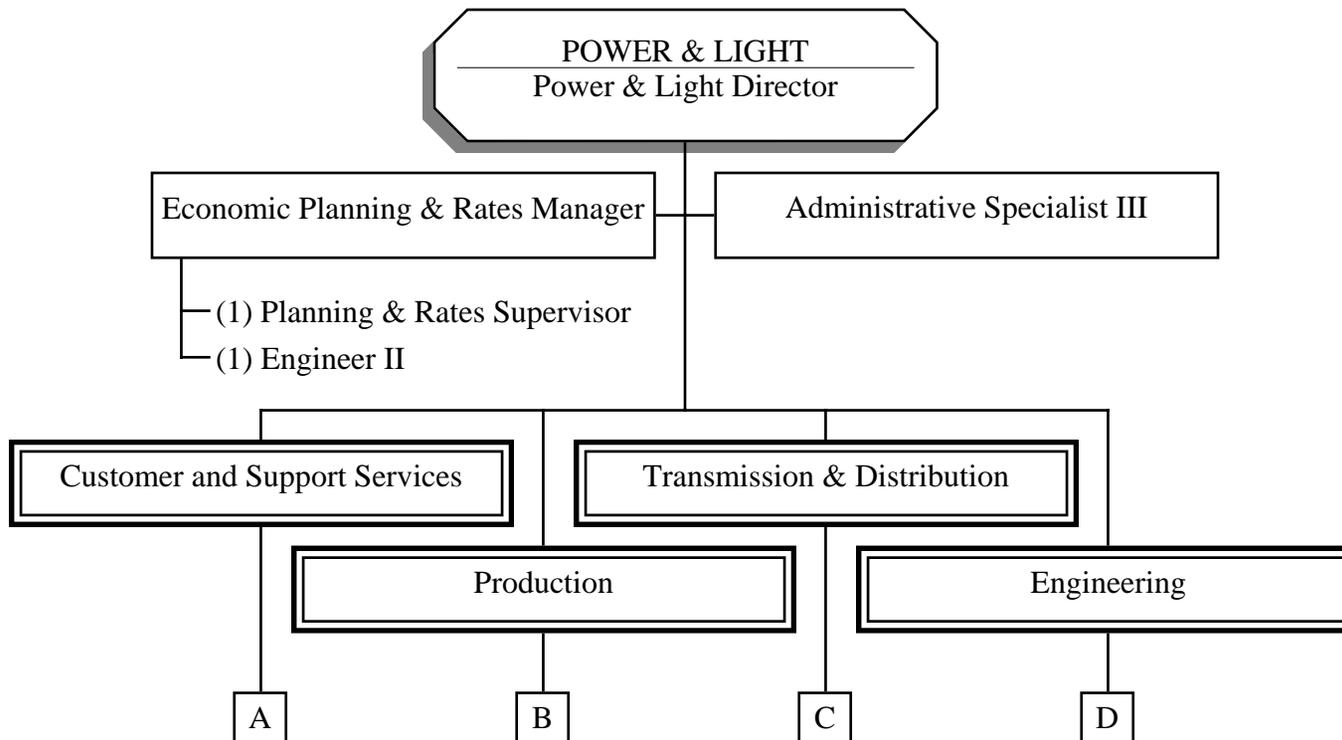
**Comparison of Average Monthly Electric Bills for Electric Service Customers  
Independence Power & Light Versus  
Kansas City Power & Light Company, Aquila Networks - MoPub, and Board of Public Utilities-Kansas City, KS**

Type of Service and Customer Monthly Usage	Independence Power & Light (IPL) (rates effective 1/1/06)		Aquila Networks - MoPub (MoPub) (rates effective 3/1/06)			Kansas City Power & Light Co. (KCPL) (rates effective 8/1/99)			Board of Public Utilities-Kansas City (BPU-KC) (rates effective 1/1/06)		
	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
<b>Standard Residential Service</b>											
Average Customer (Mar 05 - Feb 06) Annual KWH = 10,051	RS-3	81.40	M0860	84.63	3.97%	R	69.76	-14.30%	100	89.65	10.14%
Low User Annual KWH = 4,800	RS-3	40.79	M0860	44.66	9.49%	R	37.55	-7.94%	100	46.51	14.02%
High User Annual KWH = 12,000	RS-3	96.14	M0860	98.11	2.05%	R	79.83	-16.96%	100	105.66	9.90%
<b>Small General Service (Commercial)</b>											
Average Customer (Mar 05 - Feb 06) Annual KWH = 9,315 (6 KW Demand)	GS-1	91.19	M0710	84.31	-7.54%	SGS	86.40	-5.25%	200	109.50	20.08%
Low User Annual KWH = 4,800 (5 KW Demand)	GS-1	50.59	M0710	50.38	-0.42%	SGS	50.48	-0.22%	200	64.99	28.46%
High User Annual KWH = 12,000 (8 KW Demand)	GS-1	114.86	M0710	104.48	-9.04%	SGS	107.76	-6.18%	200	135.97	18.38%
<b>Large General Service (Commercial and Industrial)</b>											
Average Customer (Mar 05 - Feb 06) Annual KWH = 218,424 (50% Load Factor)	LGS-1	1,570.11	M0720	1,380.49	-12.08%	MGS	1,265.46	-19.40%	300	1,742.11	10.95%
Low User Annual KWH = 60,000 (40% Load Factor)	LGS-1	464.35	M0711	418.00	-9.98%	MGS	421.46	-9.24%	200	603.75	30.02%
High User Annual KWH = 700,000 (50% Load Factor)	LGS-1	4,857.61	M0720	3,807.19	-21.62%	LGS	3,840.30	-20.94%	300	5,211.95	7.29%
<b>Industrial - Primary Voltage Delivered Service - 13,000 Volts</b>											
Metered Demand - 500 KW Monthly KWH - 150,000 KWH	LP-2	11,253.31	M0735	8,823.30	-21.59%	LGS	9,494.27	-15.63%	300	13,595.72	20.82%
Metered Demand - 500 KW Monthly KWH - 250,000 KWH	LP-2	16,402.19	M0735	12,207.22	-25.58%	LGS	12,792.40	-22.01%	300	20,581.09	25.48%
Metered Demand - 1,200 KW Monthly KWH - 360,000 KWH	LP-2	26,305.95	M0735	20,972.92	-20.27%	LGS	23,211.04	-11.77%	300	32,692.72	24.28%
Metered Demand - 1,200 KW Monthly KWH - 600,000 KWH	LP-2	38,663.25	M0735	29,093.61	-24.75%	LPS	30,038.67	-22.31%	300	49,394.61	27.76%
Metered Demand - 4,000 KW Monthly KWH - 1,200,000 KWH	LP-2	80,750.50	M0735	69,569.19	-13.85%	LPS	75,896.66	-6.01%	400	103,420.34	28.07%
Metered Demand - 4,000 KW Monthly KWH - 2,000,000 KWH	LP-2	119,136.50	M0735	96,638.41	-18.88%	LPS	96,831.98	-18.72%	400	151,258.21	26.96%
<b>Industrial - Transmission Voltage Delivered Service - 69,000 Volts</b>											
Metered Demand - 10,000 KW Monthly KWH - 3,500,000 KWH	LP-2	215,130.63	M0735	192,168.18	-10.67%	LPS	174,582.46	-18.85%	400	271,522.25	26.21%
Metered Demand - 10,000 KW Monthly KWH - 5,000,000 KWH	LP-2	280,872.75	M0735	241,377.37	-14.06%	LPS	210,597.64	-25.02%	400	350,793.32	24.89%

**NOTES:**

- IPL rates include Fuel Cost Adjustment of \$0.00438875 per KWH as based on the average of the actual monthly Fuel Cost Adjustment rates for the 12 months ending February 2006.
- 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.
- Fuel Cost Adjustment rate provision is not applicable for MoPub or KCPL. BPU-KC assumes current actual rate of \$0.03306/kWh.
- No sales tax is included in the above bill amounts.
- Average customer usages are based on IPL's average customer usage for each month from March 2005 through February 2006.

# City of Independence, Missouri Power & Light Department



**City of Independence, Missouri  
Power & Light (Cont'd.)**

A

**CUSTOMER & SUPPORT SERVICES**  
Support Services Manager

Contract Compliance Coordinator

Fiscal Technician II

Data Entry Technician

**Meter Reading**  
Meter Reading Supervisor

**Vehicle Maintenance**  
Fleet Administrator

**Warehouse & Stores**  
Warehouse Superintendent

**Marketing & Customer Programs**  
Customer Programs Administrator

**Accounting & Finance**  
Utility Acct. Administrator

- (1) Meter Reader Specialist
- (1) Meter Records Clerk
- (16) Utility Meter Reader I
- (3) Utility Field Service Worker

- (4) Heavy Equip. Mechanic
- (1) Utility Maint. Worker
- (1) Fleet Control Data Tech.

- Warehouse Clerk
- Lead Warehouseman
- (2) Warehouseman
- (1) Utility Maint. Worker

- (1) Safety & Training Officer
- (1) Energy & Applications Spec.
- (1) Customer Service Tech. II

- (1) Accountant II

**City of Independence, Missouri  
Power & Light (Cont'd.)**

B

**PRODUCTION**  
Power Production Manager

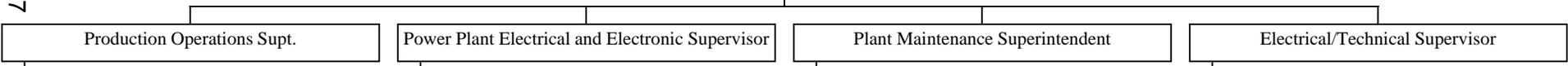
Account Clerk I

Performance & Contract Engineer

(1) Computer Support Specialist

(3) Engineer II

297



Production Operations Supt.

Power Plant Electrical and Electronic Supervisor

Plant Maintenance Superintendent

Electrical/Technical Supervisor

- (1) Lab Control Tech
- (5) Operations Shift Supervisor
- (6) Power Plant Oper. III
- (6) Power Plant Oper. II
- (12) Power Plant Oper. I
- (1) Facility Maintenance Supv.
- (3) PP Gen. Util. Worker
- (4) Utility Maint. Worker

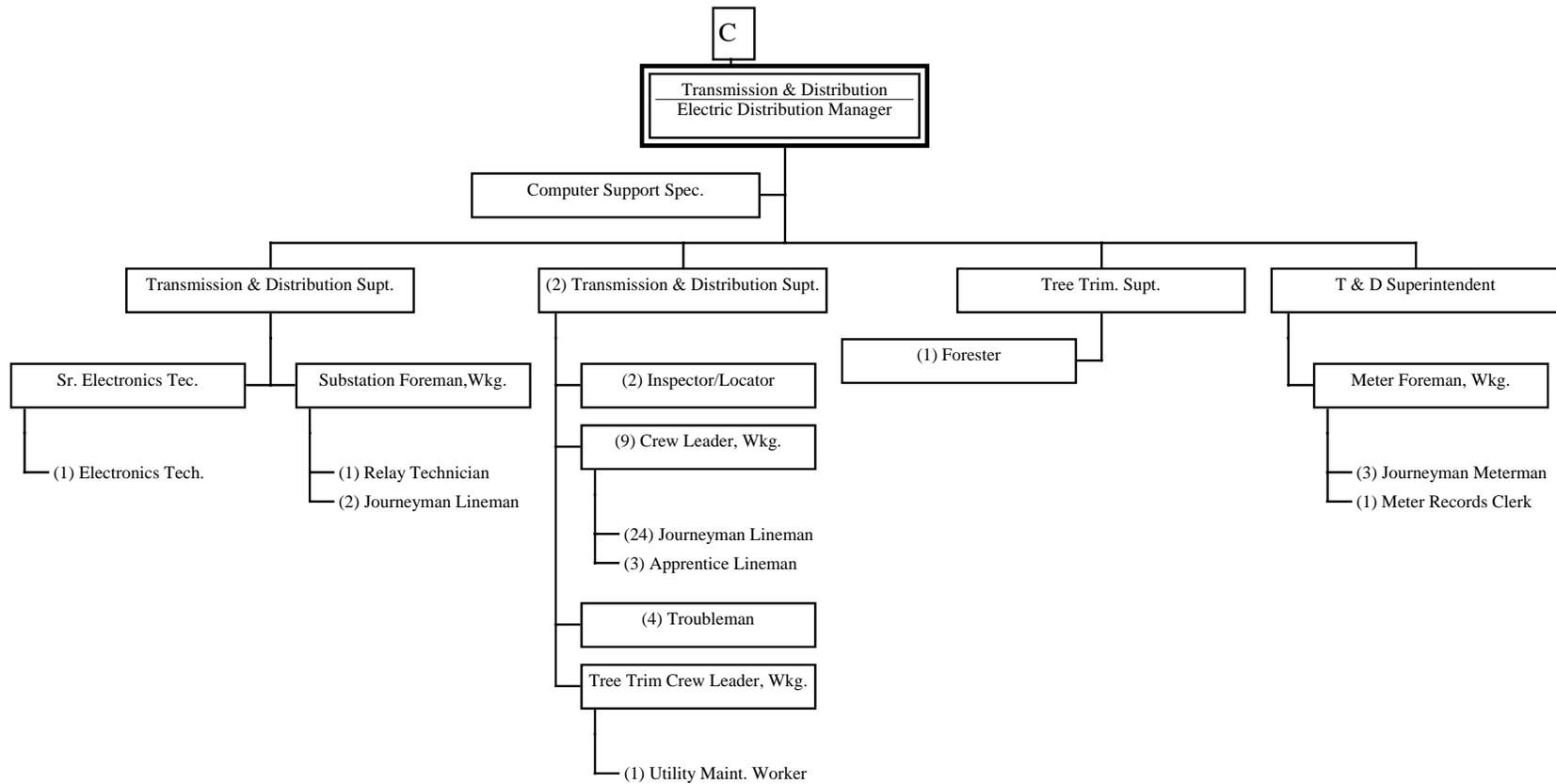
(3) Power Plant Electrician

- (1) Facility Mtc. Supv.
- (1) Journeyman Mechanic/Welder
- (1) Machinist/Mechanic
- (12) Journeyman Power Plant Mech.
- (1) Tool Room Mechanic
- (1) Warehouse Superintendent
- (2) Inventory Clerk

(3) Inst./Pneumatic Technician

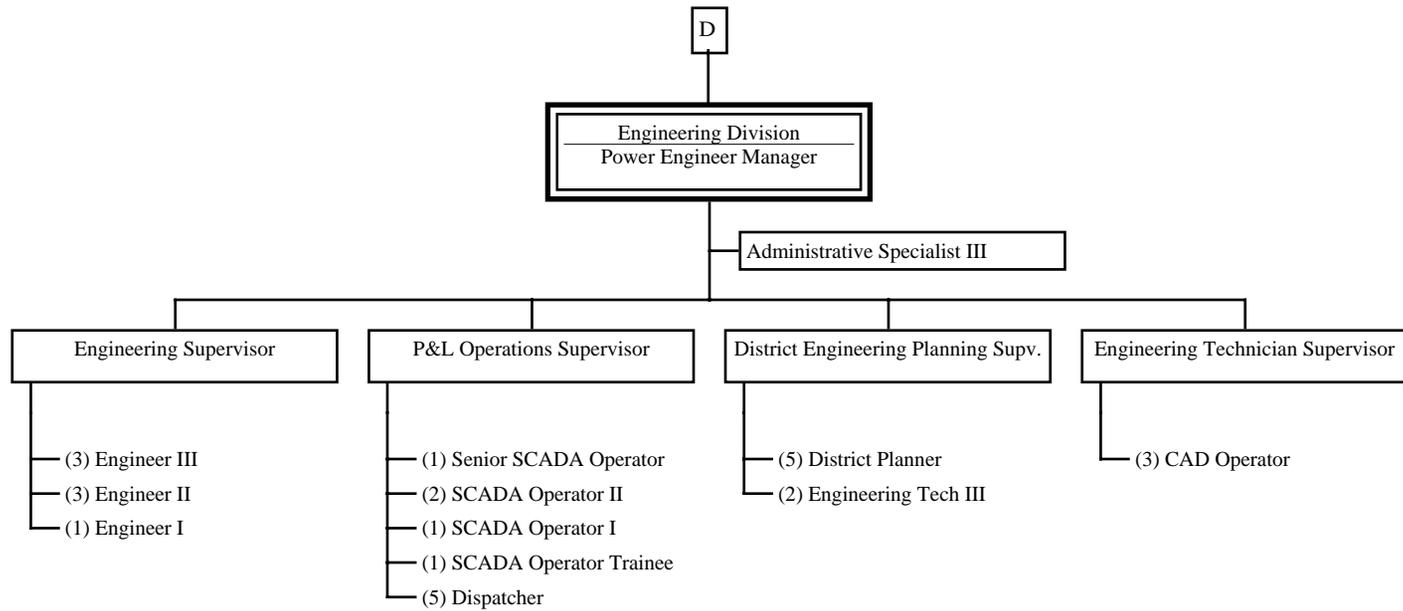
# City of Independence, Missouri Power & Light (Cont'd.)

298



# City of Independence, Missouri Power & Light (Cont'd.)

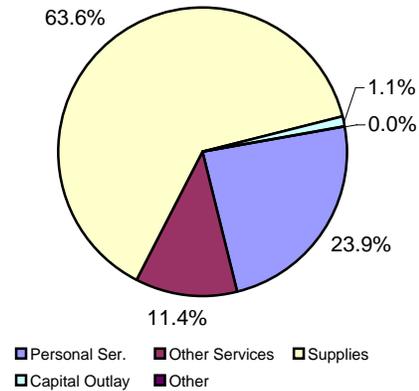
299



**Appropriations by Type:**

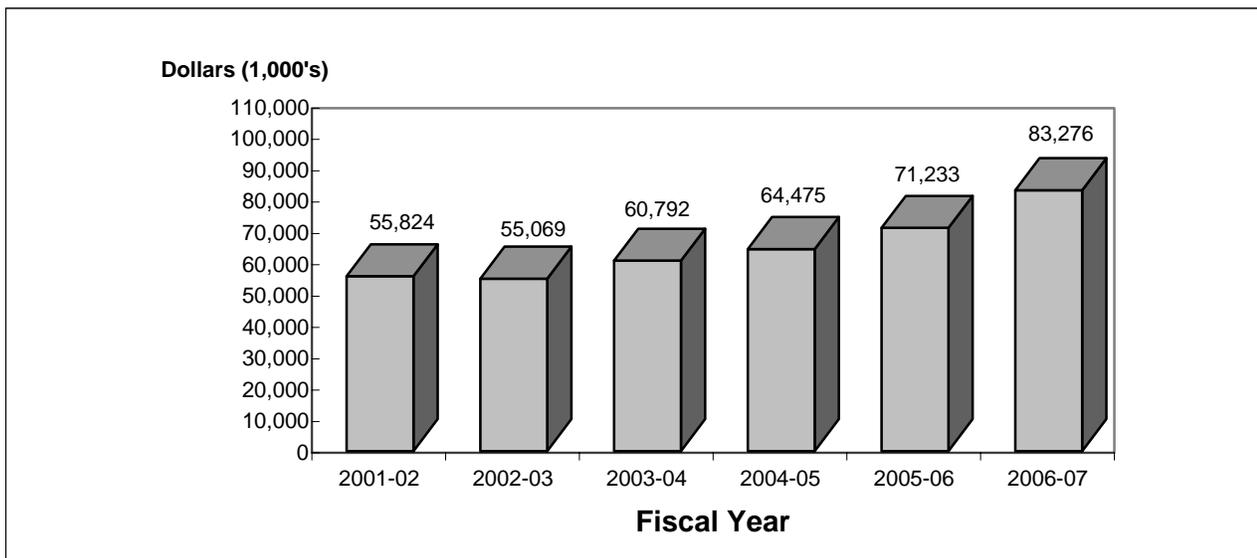
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 18,125,395	\$ 19,170,435	\$ 19,170,435	\$ 19,882,031
Other Services	6,371,096	7,613,000	7,519,500	9,496,450
Supplies	39,214,147	43,188,303	43,285,608	52,947,408
Capital Outlay	764,196	961,550	976,750	950,550
Other	-	300,000	281,000	-
<b>Total</b>	<b>\$ 64,474,834</b>	<b>\$ 71,233,288</b>	<b>\$ 71,233,293</b>	<b>\$ 83,276,439</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	220.00	220.00	220.00	220.00	220.00	220.00
<b>Amount by Fund:</b>						
Power and Light Fund	55,824,362	55,069,414	60,792,400	64,474,834	71,233,288	83,276,439
Total All Funds	55,824,362	55,069,414	60,792,400	64,474,834	71,233,288	83,276,439
<b>Comparative Ratios:</b>						
Per Capita	\$ 489.92	\$ 481.61	\$ 529.80	\$ 559.94	\$ 616.48	\$ 718.19
Per Household	\$ 1,161.11	\$ 1,141.41	\$ 1,255.64	\$ 1,327.06	\$ 1,461.05	\$ 1,702.11



*City of Independence  
Departmental Budget Summary*

Department: 6100 - Power & Light

2006-07 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	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
<b><u>Staffing</u></b>				
Full Time Positions	220.00	220.00	220.00	220.00
Total	220.00	220.00	220.00	220.00
	=====	=====	=====	=====

Description	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
<b><u>Budget by Major Program Category</u></b>				
6110 Administration	1,123,246	1,459,301	1,444,301	1,283,604
6121 Support Services	1,092,333	1,102,309	1,091,809	1,133,604
6122 Warehouse and Stores	3,453,273	3,297,442	3,304,942	3,726,114
6123 Vehicle Maintenance	1,244,551	1,535,805	1,535,805	1,569,929
6126 Meter Reading	1,673,432	1,745,313	1,745,313	1,902,985
6140 Production	9,776,621	11,022,172	11,022,172	12,992,706
6145 Purchased Power	35,385,731	39,173,603	39,173,608	48,238,758
6150 Transmission & Distribution	7,884,136	8,289,116	8,307,116	8,587,706
6160 Engineering	2,841,511	3,608,227	3,608,227	3,841,033
Total	64,474,834	71,233,288	71,233,293	83,276,439
	=====	=====	=====	=====

**Source of Funding**

Power and Light Fund	64,474,834	71,233,288	71,233,293	83,276,439
Total	64,474,834	71,233,288	71,233,293	83,276,439
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6110 - Administration

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the overall operation and leadership of the Power & Light Department to ensure reliable electric service to the citizens of Independence at the lowest possible cost consistent with sound business practices.

**2005-06 Accomplishments**

**Goal Ref**

- \* Awarded a new production natural gas fuel supply contract thru March 2007, with optional annual extensions up to a 3-year period. 3
- \* Implemented the second and last City Council approved 3.9% customer base rate increase at 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, and BPU Nearman Unit No. 2 possible power supply options for IPL in the 2011 time frame. 3
- \* Negotiated a life-of-unit term 50 Mw purchased power contract with MJMEUC for power deliveries from KCPL's to be constructed Iatan No. 2 Unit (2010, 2011). 3
- \* Initiated negotiations with current coal supplier for extending current supply contract expiring at 12/31/06 for multiple-year periods. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Average Number of Monthly Customers	55,195	55,921	56,140	56,773
Retail Energy Sales (Mwh)	1,063,832	1,041,295	1,107,962	1,124,618
Wholesale Energy Sales (Mwh)	22,683	26,064	11,900	26,972
Operating Revenues (\$ in thousands)	81,333	82,592	93,557	106,575

**2006-07 Objectives**

**Goal Ref**

- \* Work with consulting firm to develop a long-term "Master Resource Plan." This goal conforms primarily to Council Objectives 2 & 3. In order to meet customers' future electrical needs, IPL must have the resources identified and in place. The Master Resource Plan will focus primarily on power supply and transmission resources to meet customer needs 5 to 15 years into the future. Plan will include review of sufficiency/adequacy of current generation and transmission assets and other possible resources to meet the needs of IPL customers into the future. Plan to be completed by 12/31/07. 2&3
- \* Take the necessary actions to mitigate market risks for purchase power and fuel costs. This goal conforms primarily to Council 2&3

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6110 - Administration

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**2006-07 Objectives**

**Goal Ref**

Objectives 2 & 3. Over 55% of the IPL operating budget is comprised of purchase power and fuel costs with nearly all aspects related to market fluctuations. Addressing market risk to control these costs as much as possible results in lower costs for the utility and fuel cost adjustments that would lower customers' bills.

- \* Monitor progress and take necessary actions required for future power deliveries as it relates to the Nebraska City Unit No. 2 and Iatan Unit No. 2 projects. This goal conforms primarily to Council Objectives 2 & 3. With the KCP&L contract expiring in 2011, the energy from these two projects is vital to replace the lost KCP&L energy. 2&3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	1.00	1.00	1.00
Engineer II - P&L	1.00	.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**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	485,270	498,301	498,301	507,604
Other Services & Charges	625,636	650,000	654,000	765,000
Supplies	6,492	11,000	11,000	11,000
Capital Outlay	5,848	0	0	0
Other Expenditures	0	300,000	281,000	0
Total	1,123,246	1,459,301	1,444,301	1,283,604
	=====	=====	=====	=====

*City of Independence  
Detail Program Summary*

*Department: 6100 - Power & Light  
Cost Center: 6110 - Administration*

*2006-07 Operating Budget  
Fund: 20 - Power and Light Fund*

**Significant Issues**

- \* Increase in professional services due to planned engagement of consulting engineer for development of a long-term supply plan ("Master Plan") for the Department.
-

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6121 - Support Services

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Administrative unit of the Support Services Division responsible for customer and energy programs, budgeting/accounting/financial planning, safety/training and construction contracts oversight.

**2005-06 Accomplishments**

**Goal Ref**

- \* Revised the IPL energy efficiency rebate program to take into account the new Federal energy efficiency standards for residential air conditioning systems. As of January 1, 2006 the federal standards were increased to higher minimums. IPL rebates are now awarded for heat pumps with a SEER of 14.0 or higher and central air conditioners with a SEER of 15.0 or higher.
- \* During the 2005 calendar year, completed 186 "Out of Sight" turnkey program line burial conversions.
- \* During the 2005 calendar year awarded 16 rebates for electric water heaters, 311 rebates for energy efficient residential air conditioners, and 537 rebates for heat pumps.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Energy Efficiency Rebates Processed	620	864	500	300
Customers on Surge Protection Program	254	279	270	300
OSHA Recordable Accidents	33	26	15	24
Security Lights Maintained	755	780	790	800
Residential Underground Conversions Completed	140	199	120	180

**2006-07 Objectives**

**Goal Ref**

- \* Review all existing customer programs for accuracy and effectiveness. This goal conforms primarily to Council Strategic Objective 1. The review of the customer programs will be focused on ensuring that we are providing the needed services to our customers and that the programs are current and relevant. Program review to be completed by end of the 3rd quarter of FY 06/07 and revisions made by the end of 4th quarter of FY 06/07. 1
- \* Complete the review and revision of the customer service policies and procedures. This goal conforms primarily to Council Strategic Objectives 1 & 3. Completion of this objective will put in place documented policies and procedures regarding customer service provided by the City's utilities. Goal to be completed by the 4th 1&3

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6121 - Support Services

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**2006-07 Objectives**

**Goal Ref**

- quarter of FY 06/07.
- \* Review results of statewide energy efficiency survey and implement appropriate customer programs. This goal conforms to Council Strategic Objective 1. IPL participated in a statewide energy efficiency assessment survey in FY 05/06. The results of this survey should be reviewed for items relevant to IPL customers and appropriate programs should be implemented. Survey review should be completed by end of the 3rd quarter of FY 06/07 with any implementation completed by end of the 4th quarter of FY 06/07. 1

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	680,465	706,409	706,409	734,404
Other Services & Charges	399,226	356,400	356,400	357,200
Supplies	10,992	26,500	15,800	27,500
Capital Outlay	1,650	13,000	13,200	14,500
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,092,333</b>	<b>1,102,309</b>	<b>1,091,809</b>	<b>1,133,604</b>

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light

2006-07 Operating Budget

Cost Center: 6122 - Warehouse and Stores

Fund: 20 - Power and Light Fund

**Description**

Responsible for ordering, issuing, receiving and maintaining inventory of material and tools for line crews, maintenance personnel or outside contractors. Also responsible for maintenance of IPL Service Center.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Purchase Requisitions Issued	563	594	550	575
Inventory Purchases:				
Transformers	511,393	444,118	700,000	650,000
Wood Poles	79,679	79,763	90,000	100,000
Street Light Poles	114,514	185,910	130,000	250,000
Wire	379,758	336,797	400,000	450,000
Other	1,273,420	1,213,945	1,300,000	1,350,000
Totals	2,358,813	2,260,532	2,620,000	2,800,000

**2006-07 Objectives**

- |  | <b>Goal Ref</b> |
|--|-----------------|
| * Improve IPL Warehouse security and improve inventory controls. This goal conforms to Council Strategic Objectives 1 & 3. Goal will be accomplished via the installation of security cameras and recording devices and the upgrade of the existing fence securing the warehouse inventory. The intent of this goal is to help control inventory costs. Goal to be completed by the 4th quarter of FY 06/07.   | 1&3             |
| * Improve building security to comply with North American Electric Reliability Council (NERC) requirements. This goal conforms to Council Strategic Objectives 1 & 3. Goal will be accomplished by implementing security improvement items noted in the consultant's report on IPL critical asset security. This goal focuses on securing the operations/dispatch center in order to prevent catastrophic loss of system control. Goal to be completed by the 4th quarter of FY 06/07. | 1&3             |
| * Review and reconcile material charges to job/work orders. This goal conforms to Council Strategic Objective 3. To provide better control of materials inventory, reduce costs, and ensure that materials are correctly charged to work/job orders, each order is to be reviewed for correctness. All orders receiving materials are to be reviewed within 15 work days of the job completion. All errors are to be corrected at the time of review. Objective is on-going.           | 3               |

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
 Cost Center: 6122 - Warehouse and Stores

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Warehouse Clerk 2nd Yr	.00	.00	1.00	.00
Warehouse Clerk 3rd Yr	.00	.00	.00	1.00
Lead Warehouseman	1.00	1.00	1.00	1.00
Util Maint Wkr 1st 6 Mo	1.00	1.00	.00	.00
Util Maint Wkr 2nd 6 Mo	.00	.00	1.00	1.00
Warehouseman 4th 6 Mo	2.00	2.00	2.00	2.00
Inventory Control Tech II	1.00	1.00	.00	.00
Warehouse Supt	1.00	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	418,776	431,642	431,642	447,814
Other Services & Charges	186,749	136,300	146,300	147,300
Supplies	2,820,098	2,725,000	2,722,500	3,125,000
Capital Outlay	27,650	4,500	4,500	6,000
Other Expenditures	0	0	0	0
<b>Total</b>	<b>3,453,273</b>	<b>3,297,442</b>	<b>3,304,942</b>	<b>3,726,114</b>
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6123 - Vehicle Maintenance

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for procurement, maintenance, accounting and replacement of Power & Light fleet and related facilities. Major objectives include providing a safe fleet, keeping equipment down time to a minimum, and providing related support services as required to Power & Light divisions.

**2005-06 Accomplishments**

**Goal Ref**

- \* Updated vehicle service and repair manuals with current book and/or electronic versions.
- \* Updated vehicle replacement parts reference literature with current OEM and after market applications.
- \* Took inventory of shop maintenance tools. Made preparations to surplus tools no longer needed.
- \* Managed capital improvement project for new garage facilities through design and construction bid process.
- \* Filled vacant Fleet Control Data Technician position. Developed and implemented a successful probation training program specific

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Accident Repair Costs	13,696	3,176	10,000	9,000
Safety Inspection Costs	8,020	9,064	8,000	9,500
Vehicle Downtime Days	71	128	45	50
Prev. Maint. Hours - Inside	1,539	1,462	1,600	1,600
Prev. Maint. Costs - Inside	59,705	51,940	60,000	60,000
Prev. Maint. Costs - Outside	27,165	39,393	30,000	28,000
Vehicle Job Orders - Inside	3,970	2,565	3,500	3,500
Vehicle Job Orders - Outside	262	296	270	300
Vehicle Repair Costs - Inside	424,827	410,350	400,000	400,000
Vehicle Repair Costs - Outside	58,918	53,379	60,000	55,000

**2006-07 Objectives**

**Goal Ref**

- \* Manage capital improvement project for new garage facilities through construction to completion. This goal conforms to Council Strategic Objective 3. This capital improvement project involves the construction of a new "drive-thru" garage work-bay. This facility will improve working conditions, provide a safer work area, allow the fleet maintenance area to bring more work "in-house" rather than out-sourcing and help reduce overall fleet maintenance costs. Projected completion is end of the 3rd quarter of FY 06/07.

3

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6123 - Vehicle Maintenance

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**2006-07 Objectives**

**Goal Ref**

\* Reduce "out-sourced" costs through the purchase and use of new computer diagnostic equipment. This goal conforms to Council Strategic Objective 3. The new diagnostic equipment will eliminate inefficient trips to dealers for system diagnosis. Will enable IPL mechanics to perform diagnostics and make repairs more quickly, more efficiently and at much less cost than present means of operation.

3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	476,345	556,905	556,905	570,829
Other Services & Charges	184,177	236,600	236,600	287,600
Supplies	163,326	192,800	192,800	238,300
Capital Outlay	420,703	549,500	549,500	473,200
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,244,551</b>	<b>1,535,805</b>	<b>1,535,805</b>	<b>1,569,929</b>

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6126 - Meter Reading

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for reading electric watt-hour meters and water consumption meters monthly on scheduled routes.

**2005-06 Accomplishments**

**Goal Ref**

- \* The division has maintained a reading rate of 96% for the first eight months of the fiscal year.
- \* The AMR is completed.
- \* The restructuring of routes is completed. Routes are still being adjusted due to growth.
- \* The consecutive list average is 277 accounts for the first seven months.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Meter Reads	1,221,178	1,241,869	1,223,178	1,275,000
Rechecks	10,407	5,907	10,500	8,000
Can't Reads	64,922	37,080	65,000	65,000
Service Work Orders Generated	5,540	5,001	4,700	5,500
Actual Read (% of Meters)	94.9%	97.1%	95.0%	95.0%

**2006-07 Objectives**

**Goal Ref**

- \* Provide a high level of customer service by insuring timely and accurate meter readings. This goal conforms to Council Strategic Objectives 1 & 3. This goal will be met by maintaining a reading rate of 96%, or higher. The current national industry standard is 95.5%. This read rate is to be maintained without increasing manpower costs. This goal is on-going. 1&3
- \* Reduce meter reading costs by eliminating worker injuries. This goal conforms to Council Strategic Objectives 1 & 3. The elimination of worker injuries through an improved safety program will reduce meter reading costs, improve department effectiveness and ensure the timely reading of customers' utility meters. 1&3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
-----------------------	---------------------------	---------------------------	---------------------------	---------------------------

*City of Independence*  
*Detail Program Summary*

Department: 6100 - Power & Light  
 Cost Center: 6126 - Meter Reading

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Meter Records Clerk 1st Yr	.00	.00	1.00	.00
Meter Records Clerk 2nd Yr	.00	.00	.00	1.00
Utility Meter Reader I	10.00	10.00	10.00	10.00
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	.00	.00
Meter Reader Specialist	1.00	1.00	1.00	1.00
Meter Reader Supv	1.00	1.00	1.00	1.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,605,794	1,678,463	1,678,463	1,759,135
Other Services & Charges	60,498	55,900	55,900	55,900
Supplies	7,140	9,700	9,700	9,700
Capital Outlay	0	1,250	1,250	78,250
Other Expenditures	0	0	0	0
<b>Total</b>	<b>1,673,432</b>	<b>1,745,313</b>	<b>1,745,313</b>	<b>1,902,985</b>

*City of Independence*  
*Detail Program Summary*

Department: 6100 - Power & Light  
Cost Center: 6140 - Production

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the safe and efficient maintenance and operation of all power production equipment (Twelve generating units at five locations).

**2005-06 Accomplishments**

**Goal Ref**

- \* Boiler tube leaks have decreased in the 2005-06 fiscal year because of ongoing tube replacement and tube repair programs. 3
- \* Blue Valley Unit No. 2 chemical cleaning was successfully completed in Fall 2005. Tube leaks have also been reduced on this boiler. 3
- \* Procurement of boiler water sample panel complete; engineering and installation bid specifications ready to bid for Spring 2006. Completion of project will be late Summer 2006. 3
- \* Engineering for Blue Valley Turbine Water Induction Prevention System Upgrade project awarded. Bid specifications ready by Fall 2006. Installation should begin in early 2007 for Blue Valley Units No. 1 and 2. 3
- \* Missouri City baghouse refurbishment project will be complete by April 1, 2006. 3
- \* Blue Valley Phase 1 Coal Handling Upgrades completed in December 2005. Additional funding and scope for Missouri City included in fiscal year 2006-07. 3
- \* Blue Valley Turbine Supervisory Controls project delayed because of financial concerns. Will be submitted for future fiscal year. 3
- \* Blue Valley Units No. 1 and 2 stack internal and external maintenance refurbishment project was completed in Fall 2005. 3
- \* Blue Valley Unit No. 3 chimney structural integrity restoration project was completed in December 2005. 3
- \* Blue Valley Ash Pond on-site disposal options not workable. Near term solution of off-site dry disposal service implemented in Spring 2006. Five-year agreement will allow additional time to investigate other long-term alternatives. 3
- \* Bid specifications for upgrades to the combustion turbines fire protection systems will be issued by June 2006. Work to begin in Fall 2006 on RCT, H-5, and H-6. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Net Generation at IP&L Plants (MWH)	349,737	366,647	447,583	449,742

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6140 - Production

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

Total Coal Burned (tons)	227,306	239,576	252,460	265,508
Total Gas Burned (MCF)	195,398	165,328	399,823	159,635
Total Oil Burned (gallons)	163,846	92,858	108,466	134,830

**2006-07 Objectives**

**Goal Ref**

- \* Participate in the development and implementation of the "Master Resource Plan" identified in the objectives of Cost Center 6110. (See 'Cost Center 6110 - Administration' for details.) 2&3
- \* Identify and perform required maintenance of generation facilities/equipment to insure maximum possible availability of IPL generation units. This goal conforms to Council Strategic Objectives 1 & 3. Accomplishment of this goal will help control costs of electricity delivered to IPL customers by ensuring that when it is more economically feasible to run our own generation than purchasing power from other generating utilities, the units will be available. This goal also includes several items in the capital improvement plan (CIP) and budget. This is an on-going goal and objective. 1&3

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Instrument/Pneumatic Tech	3.00	3.00	3.00	3.00
Inventory Clerk	2.00	2.00	2.00	2.00
Lab Control Technician	1.00	1.00	1.00	1.00
Machinist/Mechanic	1.00	1.00	1.00	1.00
Power Plant Electr	3.00	3.00	3.00	3.00
Journeyman Mechanic/Welder	1.00	1.00	1.00	1.00
PP General Utility Wkr	3.00	3.00	3.00	3.00
Journeyman Pwr Plant Mech	12.00	12.00	12.00	12.00
Power Plant Operator I	12.00	12.00	12.00	12.00
Power Plant Operator II	6.00	6.00	6.00	6.00
Power Plant Operator III	6.00	6.00	6.00	6.00
Util Maint Wkr 1st 6 Mo	.00	.00	.00	2.00
Util Maint Wkr 2nd 6 Mo	4.00	4.00	4.00	2.00
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	.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	1.00	1.00
Engineer II - P&L	1.00	2.00	3.00	3.00
Engineering Administrator P&L	1.00	1.00	.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

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
 Cost Center: 6140 - Production

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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
<b>Total</b>	<b>73.00</b>	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	6,404,278	6,686,372	6,686,372	6,916,206
Other Services & Charges	2,691,341	3,572,800	3,472,800	4,969,400
Supplies	601,600	745,000	845,000	970,000
Capital Outlay	79,402	18,000	18,000	137,100
Other Expenditures	0	0	0	0
<b>Total</b>	<b>9,776,621</b>	<b>11,022,172</b>	<b>11,022,172</b>	<b>12,992,706</b>
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6145 - Purchased Power

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

This function is used to accumulate costs of power production fuels (coal, gas, oil, environmental SO2 allowances) and purchase power agreements with other utilities, including the cost of energy, demand or reservation charges, transmission wheeling, and load regulation fees.

**2005-06 Accomplishments**

**Goal Ref**

- \* Implemented and awarded a new production natural gas fuel supply contract for a 1-year term through March 2007 with optional annual extensions of up to a 3-year period. 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
- \* Reviewed adequacy of IPL power resources (contract purchases and IPL generation) for 3-year period through fiscal year 2009. 3
- \* Negotiated a life of unit term 50 Mw purchase power contract with MJMEUC for power deliveries from KCPL's to be constructed Iatan No. 2 Unit (2010, 2011). 3
- \* Initiated negotiations with existing coal supplier for extending current supply contract which expires at 12/31/06 for multiple year periods. 3
- \* Implemented a 30,000 ton low sulfur coal purchase for the Blue Valley Power Plant supplementing existing contract vendor supplies. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Purchased Energy	(\$) 16,723,285	17,348,001	17,861,722	24,101,943
Purchased Capacity Demand	(\$) 7,560,000	7,545,000	7,380,000	7,380,000
Trans. Wheeling	(\$) 7,379	108,257	981,962	981,962
Power Production Fuels	(\$) 9,311,607	9,942,311	12,699,129	15,279,390
IP&L Net Generation	(MWH) 349,737	366,647	447,583	449,742
Purchased Energy	(MWH) 797,407	759,589	736,598	759,486
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

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
Cost Center: 6145 - Purchased Power

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

Load Regulation	(\$)	229,098	229,752	250,790	255,802
-----------------	------	---------	---------	---------	---------

**2006-07 Objectives**

**Goal Ref**

- \* Participate in the development and implementation of the "Master Resource Plan" identified in the objectives of Cost Center 6110. (See 'Cost Center 6110 - Administration' for details.) 2&3
- \* Take the necessary actions to mitigate market risks for purchase power and fuel costs. (See 'Cost Center 6110 - Administration' for details.) 2&3

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Other Services & Charges	0	0	0	0
Supplies	35,385,731	39,173,603	39,173,608	48,238,758
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	35,385,731	39,173,603	39,173,608	48,238,758
	=====	=====	=====	=====

**Significant Issues**

- \* Fuel and purchased energy expenses, compared to the original 2005/2006 costs, are projected to increase by \$9.1 million (23.1%) due primarily to energy cost increases for KCPL contract energy, environmental allowance purchases, and coal supply costs. This increased cost is passed on to IPL customers through the retail rate fuel-energy cost adjustment clause.

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light 2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Completed the testing and verification of billing multipliers for accuracy on all key accounts. 3
- \* Improved shop efficiency by using mobile data terminals in vehicles to receive orders. 3
- \* Added a second bucket truck for easier access to transformer rated meter installations. 4
- \* Changed out 3 oil-filled breakers to SF6 gas-filled breakers, at Substation J, for improved reliability. 3
- \* Installed new digital metering devices at several substations for better SCADA reporting. 3
- \* Purchased 2 remote terminal units for Substation I to enhance command and control capabilities of SCADA-operated equipment. 3
- \* Installed fiber optic cable between SCADA dispatch and Blue Valley Powerhouse to alleviate SCADA control failure problems on the telephone line. 3
- \* Instituted and monitored a very successful vegetation management program to clean transmission line rights-of-way large undergrowth and followed up with treatment of ground to prevent regrowth of nuisance trees and weeds. 1
- \* Completed refurbishment of micro-wave antenna to improve reporting of Southwest Power Pool information from Eckles Road Substation at Sibley to IPL SCADA dispatch. 3
- \* Began the replacement of incandescent traffic signal bulbs with new digital units for longer life and better efficiency. 3
- \* Began the process of ordering and storing spare traffic signal parts for faster repairs. 3
- \* Instituted use of rear property pole handling unit for ease of work. 3
- \* Purchased a new boring machine to alleviate trenching. 3
- \* Completed one 4kv to 13kv overhead conversion project. 3
- \* Completed one 7200V to 7620V underground conversion project. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Completed Construction Jobs	849	472	850	650



**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light 2006-07 Operating Budget  
 Cost Center: 6150 - Transmission & Distribution Fund: 20 - Power and Light Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Service Insp/Locator	1.00	1.00	.00	.00
Substation Foreman, Wkg	1.00	1.00	1.00	1.00
Tree Trim Crew Ldr Wkg	1.00	1.00	1.00	1.00
Troubleman	4.00	4.00	4.00	4.00
Util Maint Wkr 1st 6 Mo	.00	1.00	.00	1.00
Util Maint Wkr 2nd 6 Mo	1.00	.00	1.00	.00
Meter Records Clerk	1.00	1.00	.00	.00
Electric Distribution Mgr	1.00	1.00	1.00	1.00
Construction Inspector	1.00	1.00	.00	.00
Tree Trimming Supt	1.00	1.00	1.00	1.00
Computer Support Spec	1.00	1.00	1.00	1.00
Transmission & Distr Supt	4.00	4.00	4.00	4.00
Forester	2.00	1.00	1.00	1.00
<b>Total</b>	<b>64.00</b>	<b>63.00</b>	<b>63.00</b>	<b>63.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	5,654,130	5,753,966	5,753,966	6,004,856
Other Services & Charges	1,881,885	2,142,350	2,134,850	2,142,350
Supplies	187,279	218,500	229,000	243,500
Capital Outlay	160,842	174,300	189,300	197,000
Other Expenditures	0	0	0	0
<b>Total</b>	<b>7,884,136</b>	<b>8,289,116</b>	<b>8,307,116</b>	<b>8,587,706</b>

*City of Independence*  
*Detail Program Summary*

Department: 6100 - Power & Light  
Cost Center: 6160 - Engineering

2006-07 Operating Budget  
Fund: 20 - Power and Light Fund

**Description**

Responsible for the overall engineering and operations of the City's high voltage electrical power system. Major areas of responsibility are: transmission, substation, and distribution design and operations; environmental impact monitoring, reporting, and permitting; power purchase, sale, and production control; and construction job order and contract development, estimating, and administration.

**2005-06 Accomplishments**

**Goal Ref**

- \* Completed design of double-circuit 13-8Kv distribution line from Substation R to US 40 Hwy. 1
- \* Completed design of double circuit 69Kv transmission line from Substation K to Substation R. 1
- \* Completed design of Substation R and began acquisition of long lead time equipment. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Contracted Construction	1,349,675	57,847	4,000,000	1,500,000
Code 2 Job Orders (less than \$25,000)	1,154,445	1,473,047	1,500,000	1,650,000
Code 4 Job Orders (more than \$25,000)	676,546	1,446,795	1,000,000	1,500,000
Code 6 Job Orders (street lighting)	228,082	587,739	250,000	350,000
Code 7 Job Orders (private lighting)	35,410	37,894	40,000	40,000

**2006-07 Objectives**

**Goal Ref**

- \* Participate in the development and implementation of the "Master Resource Plan" identified in the objectives of Cost Center 6110. (See 'Cost Center 6110 - Administration' for details.) 2&3
- \* Complete all design and construction work to insure system integrity and reliability. This goal conforms to Council Strategic Objectives 1 & 3. This objective includes all design and engineering work necessary to maintain the IPL system from the substation to the customer's meters on their houses. This goal is on-going in nature. 1&3
- \* Continue to administer the overhead-to-underground programs funded by the FEMA grants. This goal conforms to Council Strategic Objectives 1 & 3. Accomplishment of this goal will improve reliability to 1&3

**City of Independence**  
**Detail Program Summary**

Department: 6100 - Power & Light  
 Cost Center: 6160 - Engineering

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**2006-07 Objectives**

**Goal Ref**

customers that have a high risk of outage during storms due to the location of trees near the wires that connect the homes to the IPL system. These projects are 75% funded by FEMA grants. IPL has successfully completed work on one grant, is currently completing work on two additional FEMA grants, and is awaiting word on the possible award of a fourth grant. This project will also result in reduced costs and quicker restoration times during storm outages.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
District Planner 1st Yr	.00	.00	1.00	.00
District Planner 2nd Yr	.00	.00	.00	1.00
District Planner 4th Yr	.00	.00	4.00	4.00
SCADA Operator I	.00	.00	2.00	1.00
SCADA Operator II	.00	.00	1.00	2.00
Senior SCADA Operator	.00	.00	1.00	1.00
CAD Operator	3.00	3.00	3.00	3.00
Engineering Spec 1st-Year	1.00	1.00	1.00	1.00
Estimator 4th-6 Months	2.00	2.00	1.00	1.00
Dispatcher	5.00	5.00	5.00	5.00
District Engr Planning Supvr	1.00	1.00	1.00	1.00
Power Engineering Mgr	1.00	1.00	1.00	1.00
District Engineering Planner	5.00	5.00	.00	.00
Engineer I - PL	2.00	2.00	.00	.00
Engineer II - P&L	3.00	3.00	5.00	3.00
Engineer III - PL	1.00	1.00	1.00	3.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Tech III	.00	.00	1.00	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	4.00	4.00	1.00	1.00
Lead Power Systems Dispatcher	1.00	1.00	.00	.00
Administrative Spec III	1.00	1.00	1.00	1.00
<b>Total</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
-----------------------------	---------------------------	--	---------------------------------------	---------------------------------------

*City of Independence*  
*Detail Program Summary*

Department: 6100 - Power & Light  
 Cost Center: 6160 - Engineering

2006-07 Operating Budget  
 Fund: 20 - Power and Light Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	2,400,337	2,858,377	2,858,377	2,941,183
Other Services & Charges	341,584	462,650	462,650	771,700
Supplies	31,489	86,200	86,200	83,650
Capital Outlay	68,101	201,000	201,000	44,500
Other Expenditures	0	0	0	0
Total	2,841,511	3,608,227	3,608,227	3,841,033
	=====	=====	=====	=====

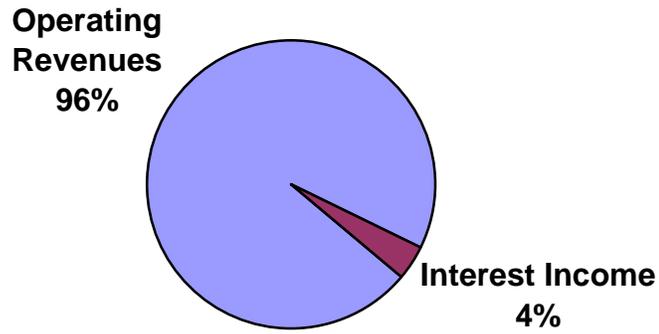
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Lease/Debt Service Requirements - Power and Light Fund**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<b><u>Revenue Bonds (Refunding):</u></b>				
1998 Series B (6235)	\$ 1,485,000	\$ 637,675	\$ 3,000	\$ 2,125,675
<b><u>Revenue Bonds (Refunding):</u></b>				
2003 Series (6236)	510,000	147,148	3,000	660,148
Total Power and Light Fund	<u>\$ 1,995,000</u>	<u>\$ 784,823</u>	<u>\$ 6,000</u>	<u>\$ 2,785,823</u>

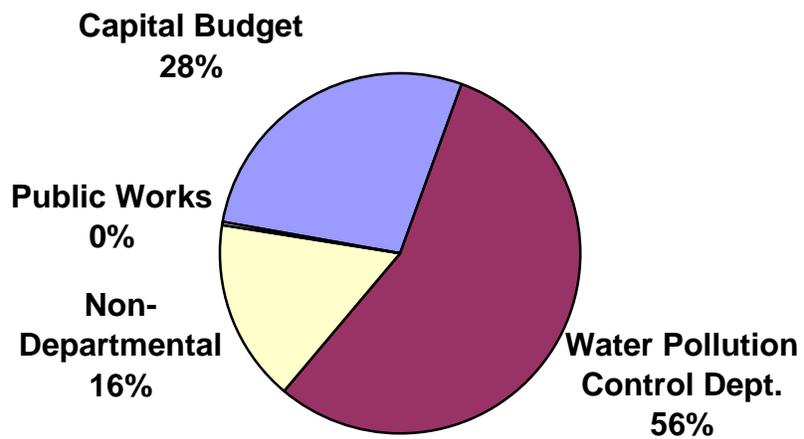
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Power and Light Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
9607	Transmission and Distribution Underground Improvements and Additions	Power and Light Fund	\$ 1,000,000
9669	Service Center Facility Improvements	Power and Light Fund	450,000
9821	Blue Valley Unit No. 3 Generator Rewind Upgrades	Power and Light Fund	350,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	700,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	1,000,000
9946	Burner Management System - Missouri City	Power and Light Fund	50,000
70200401	Boiler Tube Replacement	Power and Light Fund	500,000
70200502	Blue Valley Boiler Water Sampling System	Power and Light Fund	200,000
70200503	Production Coal Handling Upgrades	Power and Light Fund	175,000
70200601	Missouri City Boiler Tube Replacement	Power and Light Fund	1,000,000
70200602	Missouri City Environmental Upgrades	Power and Light Fund	500,000
Fund Total			<u><u>\$ 5,925,000</u></u>

### Source of Budget Dollars



### Allocation of Budget Dollars



City of Independence, Missouri  
 2006-07 Operating Budget  
**Budget Summary Sanitary Sewer Fund**  
 For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Operating Revenues	\$ 13,978,226	\$ 14,410,000	\$ 14,938,000	96.1%	\$ 528,000	3.7%
Interest Income	313,562	377,000	612,000	3.9%	235,000	62.3%
Other Revenues	(19,351)	-	-	0.0%	-	n/a
<b>Total Estimated Revenues</b>	<b>\$ 14,272,437</b>	<b>\$ 14,787,000</b>	<b>\$ 15,550,000</b>	<b>100.0%</b>	<b>\$ 763,000</b>	<b>5.2%</b>
<b>Transfers from Other Funds-</b>						
General Fund - Amortization of Storm Water Fund Deficit	-	105,357	105,357		-	0.0%
<b>Total Sources</b>		<b>\$ 14,892,357</b>	<b>\$ 15,655,357</b>		<b>\$ 763,000</b>	<b>5.1%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
Water Pollution Control Dept.	\$ 9,056,497	\$ 9,963,639	\$ 10,528,538	77.0%	\$ 564,899	5.7%
Public Works	25,899	66,983	68,462	0.5%	1,479	2.2%
Non-Departmental	2,393,794	2,942,006	3,082,723	22.5%	140,717	4.8%
<b>Total Operating Budget</b>	<b>\$ 11,476,190</b>	<b>\$ 12,972,628</b>	<b>\$ 13,679,723</b>	<b>100.0%</b>	<b>\$ 707,095</b>	<b>5.5%</b>
<b>Capital Budget:</b>						
Capital Projects		\$ 3,789,000	\$ 5,285,000		\$ 1,496,000	39.5%
<b>Total Uses</b>		<b>\$ 16,761,628</b>	<b>\$ 18,964,723</b>		<b>\$ 2,203,095</b>	<b>13.1%</b>
<b>Balance Available</b>		<b>\$ (1,869,271)</b>	<b>\$ (3,309,366)</b>		<b>\$ (1,440,095)</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Historical Data - Sanitary Sewer Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	2000-01	2001-02	2002-03	2003-04	2004-05	Unaudited 2005-06
<b>Net Income (Loss)</b>						
<b>Net Income (Loss)</b>	\$ 1,916,013	\$ 1,564,555	\$ 321,237	\$ 3,098,218	\$ 2,120,380	\$ 2,519,708
Depreciation on Contrib. Capital Adjustment	1,075,553	n/a	n/a	n/a	n/a	n/a
<b>Change in Net Assets</b>	<b>\$ 2,991,566</b>	<b>\$ 1,564,555</b>	<b>\$ 321,237</b>	<b>\$ 3,098,218</b>	<b>\$ 2,120,380</b>	<b>\$ 2,519,708</b>

<b>Net Available Resources</b>						
<b>Net Available Resources-</b>						
Total Current Assets	\$11,476,516	\$12,378,827	\$11,036,992	\$10,549,055	\$11,902,754	\$11,765,369
Less:						
Inventories	(53,784)	(55,059)	(59,378)	(49,379)	(68,560)	(58,450)
Current Liabilities	(745,565)	(2,024,504)	(1,908,245)	(1,059,833)	(1,012,770)	(998,033)
Carryover Capital Budget Appropriations	(6,889,853)	(5,458,877)	(5,028,542)	(2,819,913)	(3,391,611)	(4,838,623)
Carryover Outstanding Encumbrances	(228,722)	(255,401)	(65,301)	(178,766)	(312,273)	(313,867)
Add back:						
Compensated Absences	200,427	-	-	-	-	-
<b>Net Available Resources</b>	<b>\$ 3,759,019</b>	<b>\$ 4,584,986</b>	<b>\$ 3,975,526</b>	<b>\$ 6,441,164</b>	<b>\$ 7,117,539</b>	<b>\$ 5,556,396</b>
Source: 2000-01 through 2005-06 - Comprehensive Annual Financial Report 2005-06 - Operating Staff Projections						

<b>Employee Staffing (in Full Time Equivalents)</b>						
<b>Department:</b>						
Public Works	0.00	0.00	0.00	0.00	1.00	1.00
Water Pollution Control	73.50	72.00	72.00	69.00	70.00	70.00
<b>Total</b>	<b>73.50</b>	<b>72.00</b>	<b>72.00</b>	<b>69.00</b>	<b>71.00</b>	<b>71.00</b>

<b>Utility Statistics</b>						
No. of Residential Customers	38,184	38,531	38,901	39,900	40,380	40,500
No. of Commercial Cust.	3,453	3,475	3,493	3,534	3,529	3,550
Wastewater Treated (million gallons)	4,218	3,830	2,939	3,032	3,207	2,935

City of Independence, Missouri  
2006-2007 Operating Budget  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Sanitary Sewer Fund</b>						
<b><u>Operating Revenue</u></b>						
30-3109	Construction Permits, Pub.Works					
30-4010	Residential	8,834,127	9,115,000	9,186,000	9,456,000	2.9%
30-4110	Commercial Base	3,677,292	3,882,000	3,870,000	4,053,000	4.7%
30-4120	Commercial Surcharge	645,512	686,000	631,000	656,000	4.0%
30-4430	Contract Services	273,245	200,000	207,000	207,000	
30-4570	Intermunicipal Agreements	408,950	410,000	441,000	441,000	
30-4600	Other Operating Revenue	118,042	117,000	125,000	125,000	
30-4700	Change in Unbilled Revenue	21,058				
	<b>Total Operating Revenue</b>	<b>13,978,226</b>	<b>14,410,000</b>	<b>14,460,000</b>	<b>14,938,000</b>	<b>3.3%</b>
<b><u>Non-Operating Revenue</u></b>						
30-3411	Interest Income	313,562	377,000	448,000	612,000	36.6%
30-4900	Other Revenues, Net	-19,351				
	<b>Total Revenues</b>	<b>\$14,272,437</b>	<b>\$14,787,000</b>	<b>\$14,908,000</b>	<b>\$15,550,000</b>	<b>4.3%</b>

**City of Independence, Missouri  
2006-07 Operating Budget  
Average Bill/Rate Comparison - Sanitary Sewer Fund**

<u>Utility</u>	<u>Average Bill *</u>	<u>Monthly Base Rate</u>	<u>Volume Charge</u>
Raymore, MO	\$ 34.84	none	\$6.85/1,000 gallons
Belton, MO **	31.64	none	\$0.6222/100 gallons
Lee's Summit, MO	30.16	12.00	\$3.57/1,000 gallons
Liberty, MO	29.76	none	\$5.85/1,000 gallons
Jackson County, MO	29.37	14.21	\$2.23/100 cubic feet
Olathe, KS	24.02	3.55	\$3.01/100 cubic feet
Raytown, MO **	22.59	13.00	\$2.3479/1000 gallons > 2,000/2 months
Sugar Creek	21.92	9.31	\$2.48/1,000 gallons
<b>Independence, MO</b>	<b>20.85</b>	<b>9.05</b>	<b>\$1.7351/100 cubic feet</b>
Blue Springs, MO	20.34	6.00	\$0.282/100 gallons
Kansas City, KS	18.21	7.19	\$1.62/100 cubic feet
Kansas City, MO **	17.64	6.90	\$1.58/100 cubic feet
Grandview, MO	16.90	5.62	\$1.88/1,000 gallons

\* The average bill is calculated using the City of Independence city-wide average water consumption of 680 cubic feet per month

\*\* Belton, Raytown, and Kansas City, MO rates are scheduled to increase between April and June, 2006. Amounts shown are rates effective February, 2006.

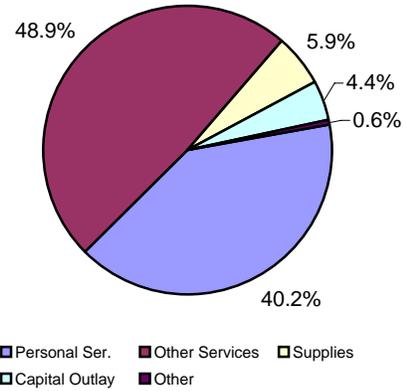
Survey conducted in February, 2006



**Appropriations by Type:**

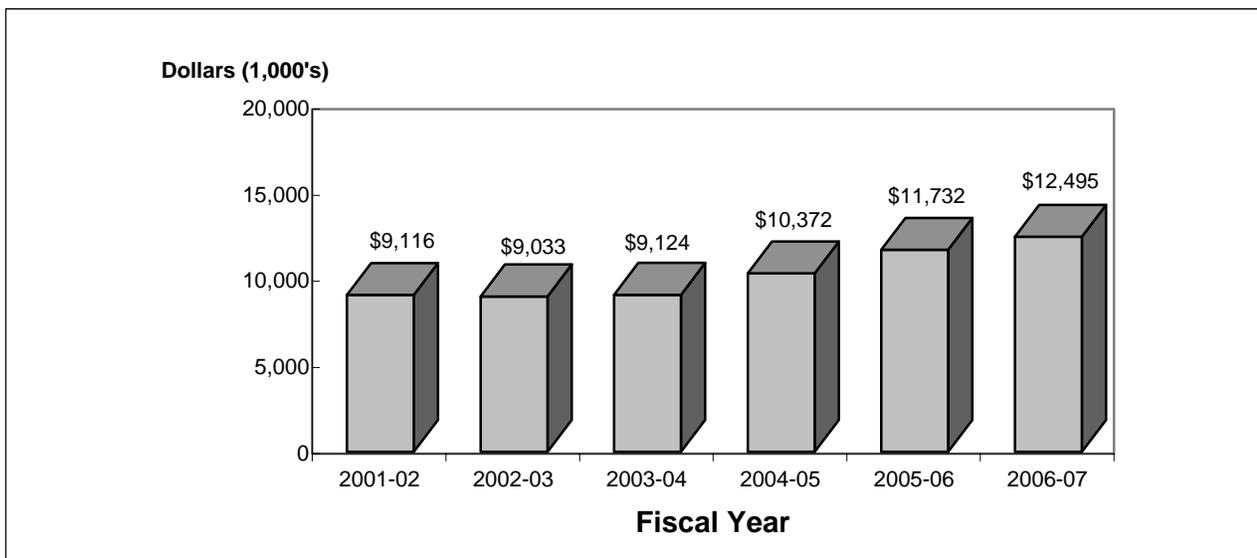
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 4,356,149	\$ 4,841,483	\$ 4,841,483	\$ 5,027,868
Other Services	5,112,940	5,802,978	5,792,570	6,105,414
Supplies	550,821	659,250	679,646	731,870
Capital Outlay	314,943	277,700	290,797	549,700
Other	37,546	150,356	127,271	80,000
<b>Total</b>	<b>\$ 10,372,399</b>	<b>\$ 11,731,767</b>	<b>\$ 11,731,767</b>	<b>\$ 12,494,852</b>

2006-07 Budget



**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	86.00	84.00	81.00	83.00	83.00	83.00
<b>Amount by Fund:</b>						
General Fund	\$ 318,542	\$ 274,389	\$ 295,013	\$ 295,014	\$ 296,739	\$ 298,891
Storm Water Sales Ta	718,692	670,071	622,763	1,020,888	1,471,389	1,667,423
Sewer Fund	8,079,249	8,088,341	8,206,071	9,056,497	9,963,639	10,528,538
<b>Total All Funds</b>	<b>\$ 9,116,483</b>	<b>\$ 9,032,801</b>	<b>\$ 9,123,847</b>	<b>\$ 10,372,399</b>	<b>\$ 11,731,767</b>	<b>\$ 12,494,852</b>
<b>Comparative Ratios:</b>						
Per Capita	\$ 80.01	\$ 79.00	\$ 79.51	\$ 90.08	\$ 101.53	\$ 107.76
Per Household	\$ 189.62	\$ 187.22	\$ 188.45	\$ 213.49	\$ 240.63	\$ 255.39



*City of Independence  
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2006-07 Operating Budget

**Department Description**

The purpose of the Water Pollution Control Department is to protect public health from the spread of waterborne disease and to reduce and abate pollution for the protection of the aquatic environment. The Department operates and maintains the City's wastewater treatment facility, eleven pumping stations, 578 miles of sanitary sewer and approximately 300 miles of storm water sewer systems. The Department administers sewer service agreements with area jurisdictions, enforces the city, state and federal water pollution control regulations, and manages the billing for sewer use throughout the City's service area.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	81.00	82.00	82.00	82.00
Part Time Positions	.00	1.00	1.00	1.00
Total	81.00	83.00	83.00	83.00
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
5201 Administration	733,349	865,369	858,969	835,470
5210 Inter-Jurisdictional Agencies	3,083,824	3,297,500	3,297,500	3,629,323
5220 Treatment Facilities	2,800,904	3,056,415	3,057,185	3,223,368
5230 Collection System Maintenance	2,282,372	2,523,430	2,529,830	2,605,044
5240 Laboratory Services	156,048	220,925	220,155	235,333
5250 Storm Sewer Maintenance	295,014	296,739	296,739	298,891
5261 Storm Water Administration	135,389	290,981	290,981	305,041
5262 Storm Water Maintenance	660,849	994,858	994,858	1,208,682
5263 Storm Water Permit Compl.	224,650	185,550	185,550	153,700
Total	10,372,399	11,731,767	11,731,767	12,494,852
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 5200 - Water Pollution Control

2006-07 Operating Budget

**Source of Funding**

Sanitary Sewer Fund	9,056,497	9,963,639	9,963,639	10,528,538
General Fund	295,014	296,739	296,739	298,891
Storm Water Sales Tax Fund	1,020,888	1,471,389	1,471,389	1,667,423
Total	10,372,399	11,731,767	11,731,767	12,494,852
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* Water Pollution Control staff must negotiate the National Pollutant Discharge Permit for the Rock Creek Plant.
- \* Staff will develop strategy and financing plan to reduce sanitary sewer overflows at four pumping stations. \$2,000,000 has been set aside in the Capital Budget for upgrades and improvements in this area.

*City of Independence*  
*Detail Program Summary*

Department: 5200 - Water Pollution Control  
Cost Center: 5201 - Administration

2006-07 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Provides administrative support for the funding, construction, operation and maintenance of the City's sanitary and storm sewer collection systems and treatment facilities. Administers purchasing, payroll, billing and regulatory reporting for the Department. Coordinates the activities of divisions for the effective accomplishment of departmental objectives. Develops, maintains and enforces the City's water pollution control policies and regulations.

**2005-06 Accomplishments**

**Goal Ref**

- \* Sponsored a Stream Buffer and Setback Ordinance for future environmentally sustainable development. 1
- \* Participated in regional workshops for adaptive management plan for stream buffer implementation. 1
- \* Participated in teaching and instruction at CERT classes regarding storm water, flooding and best management practices. 1
- \* Participated as stakeholder in the Missouri Department of Natural Resources rulemaking for development of water quality regulation and permit fee structure. 3

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Sanitary Sewer Customers (Residential)	39,900	40,380	40,500	41,000
Sanitary Sewer Customers (Commercial)	3,534	3,529	3,550	3,550
Compliance Inspections	418	267	450	200
Plan Reviews	200	238	200	200

**2006-07 Objectives**

**Goal Ref**

- \* Staff will continue to monitor and participate in the state and federal rulemaking process. 3
- \* Staff will provide administrative support to the Storm Water Sales Tax Oversight Committee. 1

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
 Cost Center: 5201 - Administration

2006-07 Operating Budget  
 Fund: 30 - Sanitary Sewer Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Account Information Rep	1.00	1.00	1.00	.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
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	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
Fiscal Technician II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	663,373	740,844	734,444	707,588
Other Services & Charges	64,003	100,425	100,425	103,782
Supplies	4,786	17,000	17,000	17,000
Capital Outlay	1,187	7,100	7,100	7,100
Other Expenditures	0	0	0	0
<b>Total</b>	<b>733,349</b>	<b>865,369</b>	<b>858,969</b>	<b>835,470</b>

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2006-07 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:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Treatment Cost per Million Gallons Treated	\$878	\$808	\$996	\$1,021

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	3,083,824	3,297,500	3,297,500	3,629,323
Other Expenditures	0	0	0	0
Total	3,083,824	3,297,500	3,297,500	3,629,323
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 5200 - Water Pollution Control  
Cost Center: 5220 - Treatment Facilities

2006-07 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Responsible for the operation and maintenance of the Rock Creek Wastewater Treatment Plant and eleven pumping stations throughout the City. Maintains pumps, blowers, boilers and reactors, and operates the physical, chemical and biological processes to clean the wastewater and dispose of the removed solid materials. The division provides monthly reporting of operating conditions in accordance with state and federal water, air and land disposal permits and regulations.

**2005-06 Accomplishments**

**Goal Ref**

- \* Achieved treatment compliance with zero pollutant exceedence of the plant's national pollutant discharge permit. 1
- \* Completed the installation of automatic power switching equipment at the treatment plant and two pump stations. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Wastewater Treated (Million Gallons)	3,032	3,207	2,935	2,935
Solids Removal Efficiency (%) (85% Required)	95	94	96	95
Oxygen Demand Removal (%) (85 % Required)	90	89	91	93
Solids Incinerated (Dry Tons)	1,305	1,284	1,288	1,430
Treatment Costs per Million Gallons Treated	\$852	\$906	\$1,039	\$1,143

**2006-07 Objectives**

**Goal Ref**

- \* Staff will initiate the complete restoration of the treatment plant's eight clarifiers (drain, sandblast, seal concrete, level weirs and coat all metal surfaces). 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
----------------	-------------------	-------------------	-------------------	-------------------

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5220 - Treatment Facilities

2006-07 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Treatment Plant Elec II	2.00	2.00	2.00	2.00
Treat Plant Incin Oper	1.00	1.00	1.00	1.00
Treat Plant Maint Mech	2.00	2.00	2.00	2.00
Treatment Plant Oper I	9.00	9.00	9.00	9.00
Treatment Plant Oper II	5.00	5.00	5.00	5.00
WPC Plant Supt	1.00	1.00	1.00	1.00
Asst WPC Plant Supt	1.00	1.00	1.00	1.00
Data Systems Coord	1.00	1.00	1.00	1.00
WPC Operations Supv	1.00	1.00	1.00	1.00
Administrative Spec II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,385,448	1,495,515	1,495,515	1,539,468
Other Services & Charges	1,112,965	1,236,100	1,232,462	1,236,100
Supplies	252,428	309,200	307,406	359,200
Capital Outlay	50,063	15,600	21,802	88,600
Other Expenditures	0	0	0	0
<b>Total</b>	<b>2,800,904</b>	<b>3,056,415</b>	<b>3,057,185</b>	<b>3,223,368</b>

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2006-07 Operating Budget  
Cost Center: 5230 - Collection System Maintenance              Fund: 30 - Sanitary Sewer Fund

**Description**

The Sewer Maintenance Division is responsible for maintaining over 578 miles (3 million feet) of sanitary sewer pipe and over 13,000 manholes. The division also provides for maintenance of 17 miles of Jackson County sanitary sewers. The maintenance service delivery is both preventive and corrective. Maintenance is chiefly accomplished with the use of high pressure cleaning equipment, mechanical rodding and sawing. The division's sanitary sewer systems repair crew corrects faulty sewer lines, manholes and also services laterals in easements and right-of-way areas. Surveillance and analysis of the sewer system is accomplished through the use of flow metering and sampling technology, and additional inspection is accomplished with closed circuit TV equipment, tracer dyes and smoke testing.

**2005-06 Accomplishments**

**Goal Ref**

- \* Eliminated 1 Hot Spot pumping site, by completing a Capital Improvement Project. 4
- \* Rehabilitated and improved outside parking lot and storage area at 14909 E Truman Rd. 4
- \* Held weekly safety meetings, trained and refreshed personnel in maintenance calibration of gas monitors and confined space equipment (746 contact hours for 33 employees.) 4
- \* Instituted new comprehensive Trenchless Technology and Maintenance Services contract, allowing for not only installation of CIPP, but the augmentation of line cleaning and television inspection services. 4
- \* Repaired 42 right-of-way/easement customer service laterals. 1
- \* Continued a major trenchless technology rehabilitation program which resulted in over 67,828 linear feet of cured-in-place pipe. 1
- \* Sealed 2,026 vertical feet of manholes. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Customer Service Request Responses	1,623	1,134	918	1,200
Sewer Utility Identification Markings (Line Segments)	4	4	12	18
Dry weather overflows per million feet of pipe	~1.0	~1.0	~4.0	~1.0
Dry weather basement back-ups per 1,000 customers	~1.25	~1.25	~0.76	~1.25

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control                      2006-07 Operating Budget  
 Cost Center: 5230 - Collection System Maintenance          Fund: 30 - Sanitary Sewer Fund

<u>2006-07 Objectives</u>	<u>Goal Ref</u>
* Begin the data capture of sanitary infrastructure using Global Positioning System (GPS) technology.	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 neighborhood's to extend the asset life and reduce inflow and infiltration of groundwater and surface water.	1

**Staffing:**

<u>Position Title</u>	<u>2003-04 Budget</u>	<u>2004-05 Budget</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Facilities Maint Aide	1.00	1.00	1.00	1.00
Equipment Operator II	6.00	6.00	6.00	6.00
Equipment Operator III	2.00	2.00	2.00	2.00
WPC Collection Sys Supt	1.00	1.00	1.00	1.00
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	6.00	6.00	6.00	6.00
Coll Sys Oper II	2.00	2.00	2.00	2.00
Collection Sys Tech I	3.00	3.00	3.00	3.00
Collection Sys Tech II	1.00	1.00	1.00	1.00
Environmental Specialist	1.00	1.00	1.00	1.00
Maintenance Supervisor	3.00	3.00	3.00	3.00
Administrative Spec II	2.00	2.00	2.00	3.00
Crew Leader	1.00	1.00	1.00	1.00
Total	33.00	33.00	33.00	34.00
	=====	=====	=====	=====

**Program Costs**

<u>Expenditure Category</u>	<u>2004-05 Actual</u>	<u>2005-06 Original Budget</u>	<u>2005-06 Revised Budget</u>	<u>2006-07 Adopted Budget</u>
Personal Services	1,595,046	1,736,430	1,742,830	1,871,044
Other Services & Charges	257,118	370,750	364,750	370,750
Supplies	167,747	166,250	167,250	186,250
Capital Outlay	262,461	250,000	255,000	177,000
Other Expenditures	0	0	0	0
Total	2,282,372	2,523,430	2,529,830	2,605,044
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
Cost Center: 5240 - Laboratory Services

2006-07 Operating Budget  
Fund: 30 - Sanitary Sewer Fund

**Description**

Provides analytical services for the required reporting of pollutant concentrations in the water discharge of the wastewater treatment plant. Performs testing of wastewater and sludge samples for the control and optimization of treatment processes. Performs inspection, sampling and analysis of industrial discharges to determine compliance with National Pretreatment regulations. Conducts water quality investigations of surface water discharges and performs analyses for compliance with water quality and storm water management provisions. Maintains field and laboratory records of sample custody, analytical procedure and quality assurance.

**2005-06 Accomplishments**

**Goal Ref**

- \* Achieved 100% accuracy in the Environmental Protection Agency's National Quality Assurance Program for laboratories by correctly analysing and quantifying pollutants in unknown samples. 1
- \* The laboratory implemented analytical services for water quality testing for the Municipal Storm Water Permit by providing analysis on samples collected at five storm event monitoring stations throughout the City. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Samples Received	8,128	8,297	8,200	8,300
Treatment Operations Analyses	19,973	20,388	20,000	20,500
Industrial Discharge Analyses	1,007	1,028	1,000	1,050
Quality Assurance Analyses	5,574	5,580	5,200	5,600

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Treat Plant Lab Tech	2.00	2.00	2.00	.00
Laboratory Tech II	.00	.00	.00	2.00
Laboratory Supvr	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00
	=====	=====	=====	=====

*City of Independence*  
*Detail Program Summary*

Department: 5200 - Water Pollution Control  
 Cost Center: 5240 - Laboratory Services

2006-07 Operating Budget  
 Fund: 30 - Sanitary Sewer Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	126,466	173,465	173,465	187,873
Other Services & Charges	22,657	31,360	30,590	31,360
Supplies	6,880	16,100	16,100	16,100
Capital Outlay	45	0	0	0
Other Expenditures	0	0	0	0
Total	156,048	220,925	220,155	235,333
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
 Cost Center: 5250 - Storm Sewer Maintenance

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Description**

The Storm Sewer Maintenance Team is responsible for performing preventive and corrective maintenance to the City's storm water sewer system. The system has approximately 300 miles (1.58 million feet) of storm sewer and approximately 12,000 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Achieved over 204 man hours of employee training and development in maintenance, calibration and use of personal gas monitors, hazardous material operation, confined space entry and other employee development. 4
- \* Performed engineering evaluations on selected storm drainage systems. 1
- \* Completed 3 large repairs to prevent flooding in homes. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Repair Projects	192	194	210	208
Repair & Maintenance Team Uptime	~90%	~91%	~92%	~92%

**2006-07 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. 1
- \* Install Trenchless Technology in older residential neighborhoods to upgrade existing pipe and ensure safety. 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Equipment Operator II	2.00	2.00	2.00	2.00
Equipment Operator III	2.00	2.00	2.00	2.00

*City of Independence*  
*Detail Program Summary*

Department: 5200 - Water Pollution Control  
 Cost Center: 5250 - Storm Sewer Maintenance

2006-07 Operating Budget  
 Fund: 02 - General Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Maintenance Supervisor	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	237,411	263,451	263,451	278,306
Other Services & Charges	20,680	24,588	24,588	9,265
Supplies	36,923	8,700	8,700	11,320
Capital Outlay	0	0	0	0
Other Expenditures	0	0	0	0
Total	295,014	296,739	296,739	298,891



*City of Independence  
Detail Program Summary*

Department: 5200 - Water Pollution Control                      2006-07 Operating Budget  
 Cost Center: 5261 - Storm Water Administration              Fund: 13 - Storm Water Sales Tax

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Total	135,389	290,981	290,981	305,041

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
 Cost Center: 5262 - Storm Water Maintenance

2006-07 Operating Budget  
 Fund: 13 - Storm Water Sales Tax

**Description**

The Storm Water Maintenance function is responsible for the maintenance and repair portion of the City's storm water system made possible by the August, 2000 adoption of a 1/4 cent increase to the City's sales tax.

**2005-06 Accomplishments**

**Goal Ref**

- \* Started working on various detention basins to revegetate with native plants and grasses. 1
- \* Achieved over 249 man hours of employee training in job related matters of maintenance, use of personal gas monitors, hazardous materials, and confined space entry procedures. 4
- \* Provided staff training in the proper methods of seeding and stabilization. 4
- \* Completed 3 large neighborhood projects to address flooding issues and erosion problems. 1
- \* Increased preventative maintenance activity and inspection activities on the storm water structures as well as drainage basins. 4

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Storm Water Structures Cleaned	6,407	6,534	8,000	8,000
Storm Water Structures Inspected	12,873	14,821	14,000	14,000
Repair & Maintenance Team Uptime	~90%	~91%	~92%	~92%

**2006-07 Objectives**

**Goal Ref**

- \* Continue the escalated preventative maintenance and inspection activities on storm water structures as well as drainage basins. 1
- \* Begin the data capture of stormwater infrastructure using Global Positioning System (GPS) technology. 1

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 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	1.00	1.00	1.00

**City of Independence**  
**Detail Program Summary**

Department: 5200 - Water Pollution Control  
 Cost Center: 5262 - Storm Water Maintenance

2006-07 Operating Budget  
 Fund: 13 - Storm Water Sales Tax

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
WPC Operations Supv	2.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

**Program Costs**

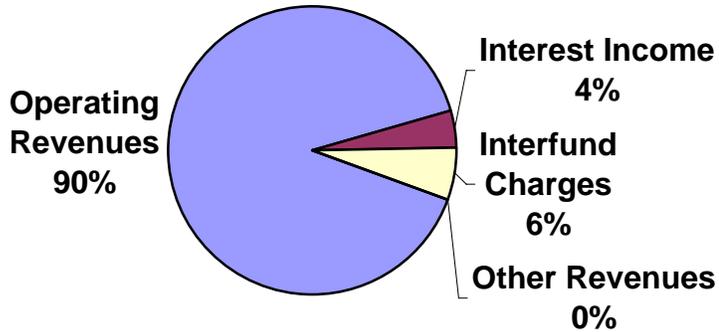
<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	311,472	336,097	336,097	333,848
Other Services & Charges	237,335	388,005	388,005	402,434
Supplies	74,496	124,700	145,890	124,700
Capital Outlay	0	0	1,895	272,000
Other Expenditures	37,546	146,056	122,971	75,700
Total	660,849	994,858	994,858	1,208,682



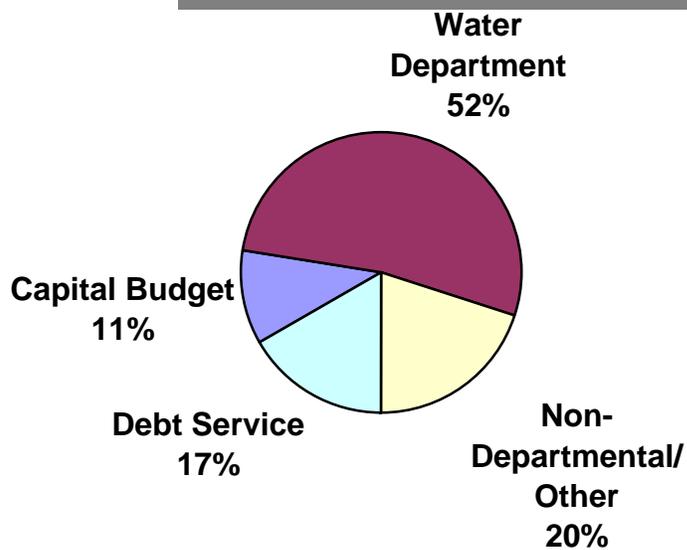
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Sanitary Sewer Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
<b><u>Sanitary Sewer Collection System Projects-</u></b>			
9757	Trenchless Technology	Sanitary Sewer Fund	\$ 2,000,000
70300601	711 Northern Boulevard	Sanitary Sewer Fund	185,000
70300602	Redwood Sewer	Sanitary Sewer Fund	50,000
70300603	Fairway Gardens	Sanitary Sewer Fund	75,000
70300604	24th and Vermont	Sanitary Sewer Fund	125,000
70300502	2000 South Ash sewer replacement	Sanitary Sewer Fund	150,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
	Subtotal		<u>\$ 2,885,000</u>
<b><u>Treatment Plant Projects-</u></b>			
70300605	Aeration Basin Power Supply	Sanitary Sewer Fund	\$ 90,000
70300606	Non-Potable Water System	Sanitary Sewer Fund	75,000
70300607	Clarifier Rehabilitation	Sanitary Sewer Fund	235,000
70300608	Pump Station Upgrades and Replacements	Sanitary Sewer Fund	2,000,000
	Subtotal		<u>\$ 2,400,000</u>
	Fund Total		<u><u>\$ 5,285,000</u></u>

### Source of Budget Dollars



### Allocation of Budget Dollars



City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary Water Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b><u>Estimated Revenues-</u></b>						
Operating Revenues	\$ 16,994,098	\$ 17,445,000	\$ 18,171,000	90.0%	\$ 726,000	4.2%
Interest Income	411,960	709,000	839,000	4.2%	130,000	18.3%
Interfund Charges	1,078,554	1,148,000	1,185,000	5.9%	37,000	3.2%
Other Revenues	387,394	-	-	0.0%	-	n/a
Total Estimated Revenues	\$ 18,872,006	\$ 19,302,000	\$ 20,195,000	100.0%	\$ 893,000	4.6%
<b><u>Transfers from Other Funds-</u></b>						
<b>Total Sources</b>		<b>\$ 19,302,000</b>	<b>\$ 20,195,000</b>		<b>\$ 893,000</b>	<b>4.6%</b>
<b>Use of Budget Dollars</b>						
<b><u>Operating Budget:</u></b>						
Finance	\$ 47,671	\$ 49,321	\$ 49,644	0.2%	\$ 323	0.7%
Water Department	10,490,150	11,892,292	12,496,190	58.9%	603,898	5.1%
Non-Departmental	4,319,062	4,616,268	4,664,006	22.0%	47,738	1.0%
Debt Service	3,309,142	3,928,524	3,993,091	18.8%	64,567	1.6%
Total Operating Budget	\$ 18,166,025	\$ 20,486,405	\$ 21,202,931	100.0%	\$ 716,526	3.5%
<b><u>Capital Budget:</u></b>						
Capital Projects		\$ 1,911,000	\$ 2,591,000		\$ 680,000	35.6%
<b>Total Uses</b>		<b>\$ 22,397,405</b>	<b>\$ 23,793,931</b>		<b>\$ 1,396,526</b>	<b>6.2%</b>
<b>Balance Available</b>		<b>\$ (3,095,405)</b>	<b>\$ (3,598,931)</b>		<b>\$ (503,526)</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Historical Data - Water Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	2000-01	2001-02	2002-03	2003-04	2004-05	Unaudited 2005-06
<b>Net Income (Loss)</b>						
<b>Net Income (Loss)</b>	\$ 1,943,869	\$ 2,668,170	\$ 1,826,149	\$ 3,648,218	\$ 2,099,100	\$ 1,912,634
Depreciation on Contrib. Capital Adjustment	219,374	n/a	n/a	n/a	n/a	n/a
<b>Change in Net Assets</b>	<u>\$ 2,163,243</u>	<u>\$ 2,668,170</u>	<u>\$ 1,826,149</u>	<u>\$ 3,648,218</u>	<u>\$ 2,099,100</u>	<u>\$ 1,912,634</u>

<b>Net Available Resources</b>						
<b>Net Available Resources-</b>						
Total Current Assets	\$25,359,028	\$25,157,559	\$23,936,409	\$25,230,846	\$17,836,778	\$13,951,141
Less:						
Inventories	(782,073)	(646,135)	(673,115)	(557,395)	(624,258)	(616,657)
Current Liabilities	(1,566,411)	(3,149,461)	(1,908,245)	(5,214,011)	(5,345,081)	(5,068,922)
Carryover Capital Budget Appropriations	(5,783,905)	(7,609,926)	(29,209,815)	(15,336,141)	(9,388,889)	(6,553,799)
Carryover Outstanding Encumbrances	(251,446)	(148,397)	(199,681)	(262,960)	(378,752)	(395,112)
Add back:						
Compensated Absences	342,860	-	-	-	-	-
<b>Net Available Resources</b>	<u>\$17,318,053</u>	<u>\$13,603,640</u>	<u>\$ (8,054,447)</u>	<u>\$ 3,860,339</u>	<u>\$ 2,099,798</u>	<u>\$ 1,316,651</u>
Source: 2000-01 through 2005-06 - Comprehensive Annual Financial Report 2005-06 - Operating Staff Projections						

<b>Employee Staffing (in Full Time Equivalents)</b>						
<b>Department:</b>						
City Manager	1.50	1.50	1.50	1.50	0.00	0.00
Finance	0.00	0.00	0.00	0.00	1.00	1.00
Water	98.48	97.48	97.48	97.48	97.48	98.48
<b>Total</b>	<u>99.98</u>	<u>98.98</u>	<u>98.98</u>	<u>98.98</u>	<u>98.48</u>	<u>99.48</u>

<b>Utility Statistics</b>						
No. of Residential Customers	42,832	43,194	43,606	43,985	44,490	45,250
No. of Commercial Cust.	2,763	2,831	2,883	2,933	2,971	3,030
No. of Other Customers	350	369	384	406	431	481
Water Pumped (million gallons)	10,188	10,196	10,457	11,006	10,582	11,232
Water Sold (million gallons)	8,808	9,083	9,077	9,641	9,266	9,095

City of Independence, Missouri  
2006-2007 Operating Budget  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Water Fund</b>						
	<b><u>Operating Revenue</u></b>					
40-4010	Residential Sales	7,789,773	8,250,000	8,400,000	8,600,000	2.4%
40-4110	Commercial Sales	2,053,011	2,260,000	2,190,000	2,260,000	3.2%
40-4130	Industrial Sales	331,251	290,000	340,000	350,000	2.9%
40-4400	Public Authority Sales	189,489	170,000	230,000	235,000	2.2%
40-4410	Private Fire Protection	55,966	50,000	95,000	51,000	-46.3%
40-4420	Public Fire Protection	617,130	600,000	615,000	600,000	-2.4%
40-4550	Sales for Resale	5,670,010	5,600,000	5,800,000	5,800,000	
40-4600	Other Operating Revenue	287,468	225,000	270,000	275,000	1.9%
	<b>Total Operating Revenue</b>	<b>16,994,098</b>	<b>17,445,000</b>	<b>17,940,000</b>	<b>18,171,000</b>	<b>1.3%</b>
40-3421	Interfund Charges	1,078,554	1,148,000	1,148,000	1,185,000	3.2%
40-3411	Interest Income	411,960	709,000	514,000	839,000	63.2%
40-3440	Other Revenues, Net	387,394				
	<b>Total Revenues</b>	<b>\$18,872,006</b>	<b>\$19,302,000</b>	<b>\$19,602,000</b>	<b>\$20,195,000</b>	<b>3.0%</b>

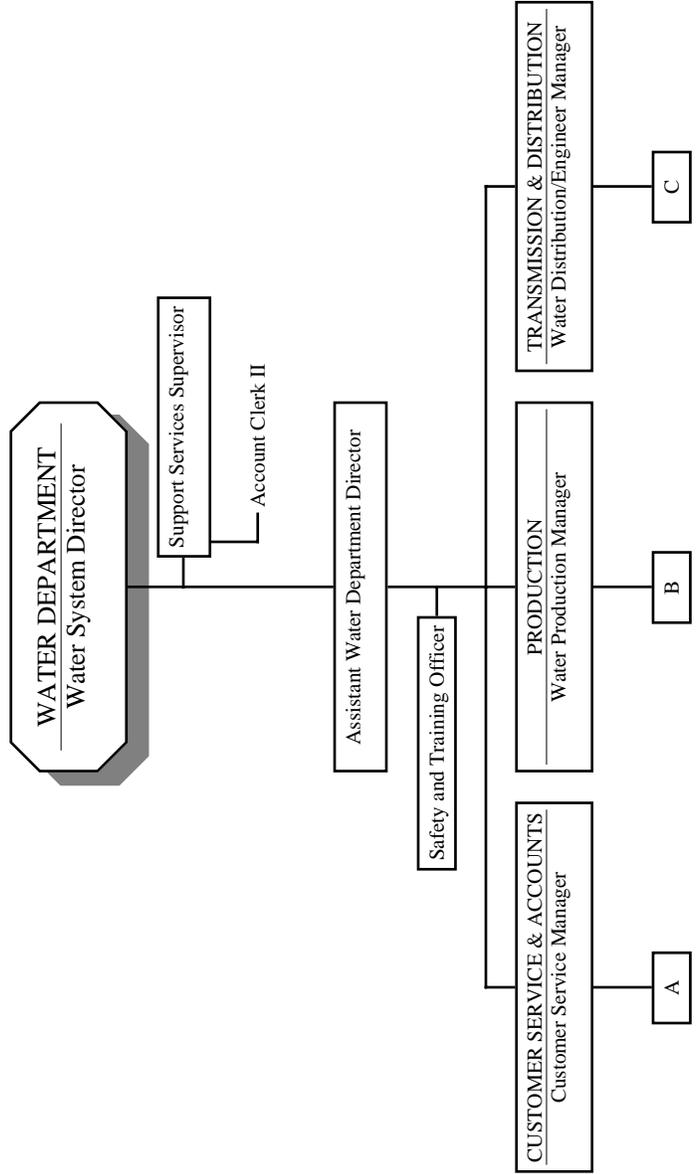
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Average Bill/Rate Comparison - Water Fund**

<u>City</u>	<u>Average Bill *</u>
North Kansas City, MO	\$ 12.05
Sugar Creek, MO	13.83
<b>Independence, MO</b>	<b>14.53</b>
Olathe, KS	17.16
Kansas City, MO	17.48
Blue Springs, MO	18.24
Lee's Summit, MO	19.33
Leawood, KS	20.63
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

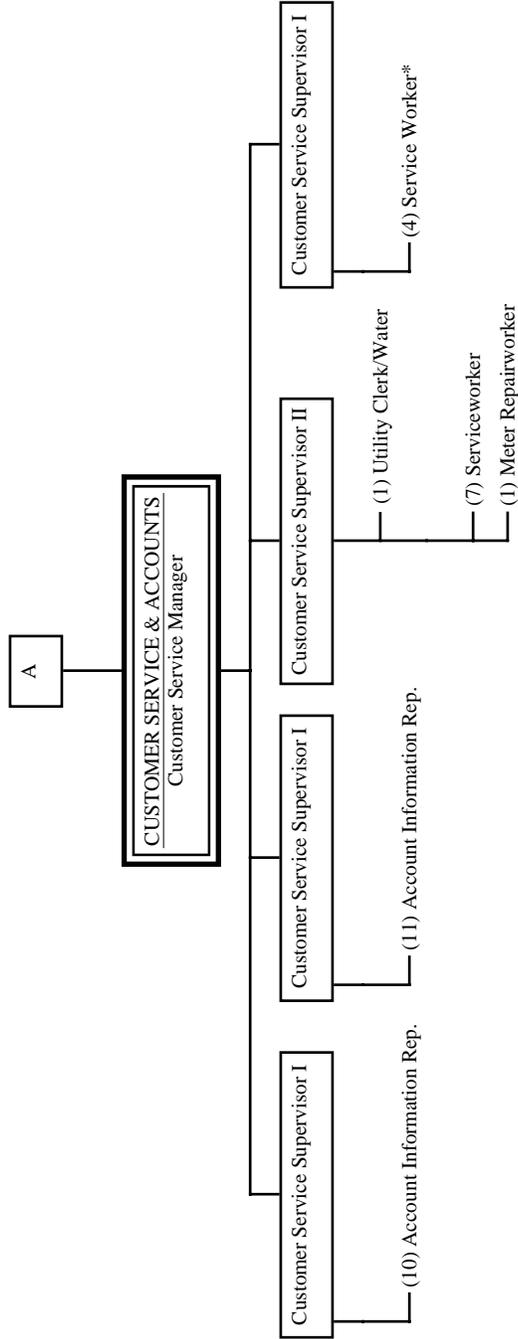
\* The average bill is calculated using an average water consumption amount of 5,086 gallons per month (6.8 ccf)

Note: Survey conducted in March 2006

# City of Independence, Missouri Water Department

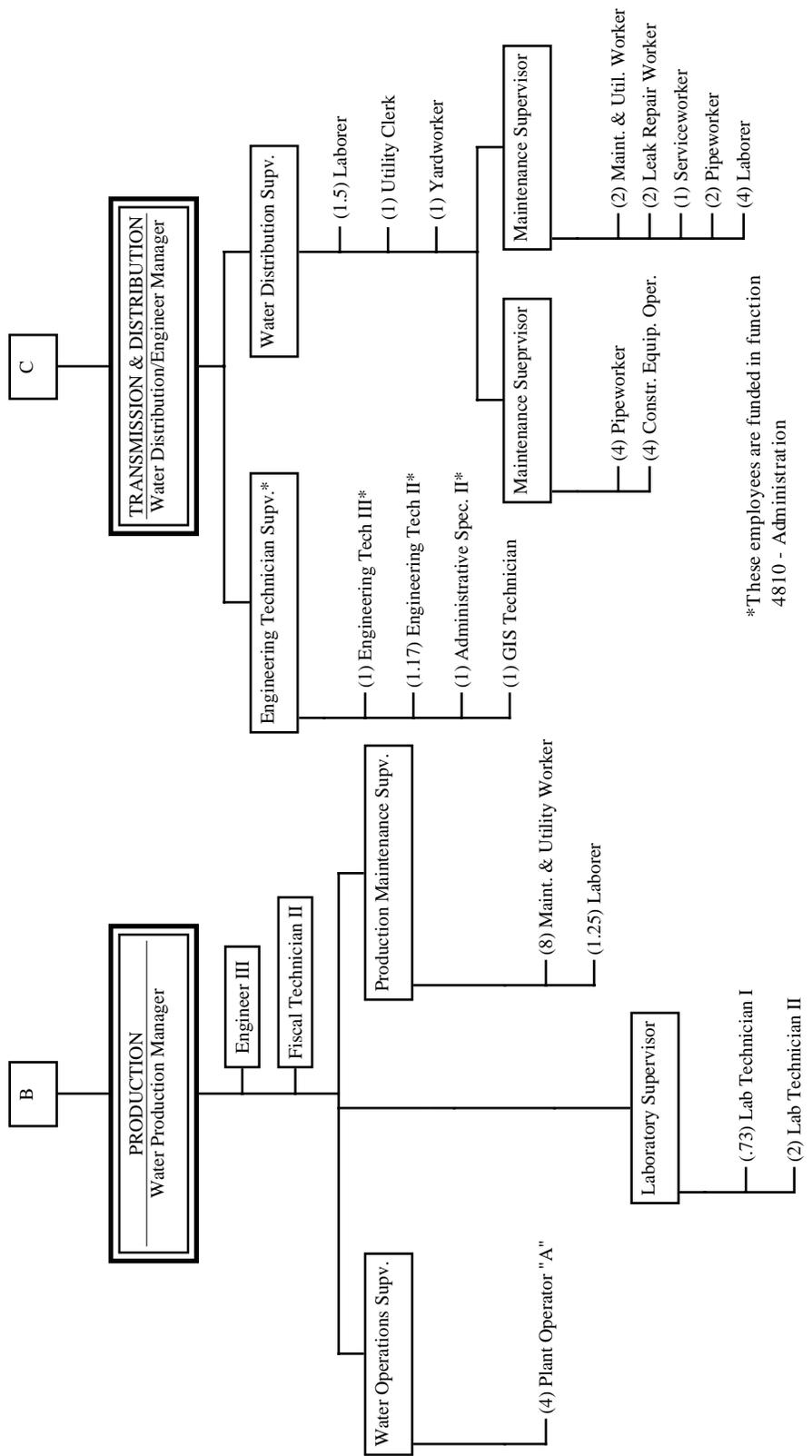


# City of Independence, Missouri Water Department (Continued)



\*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

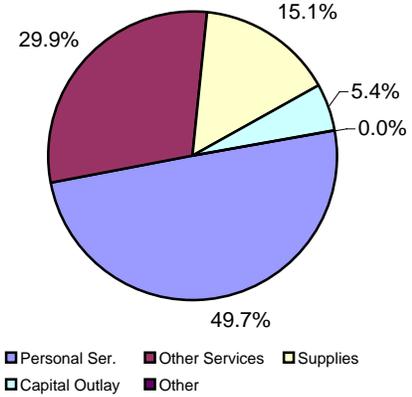
## 2006-07 Operating Budget

# Water

### Appropriations by Type:

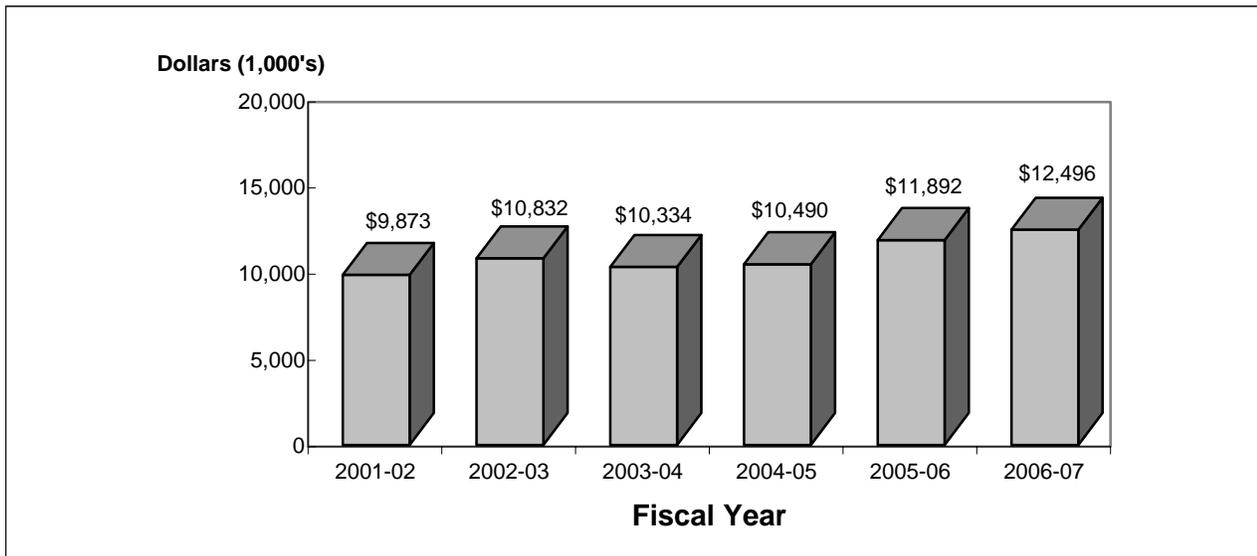
Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 5,468,161	\$ 6,004,657	\$ 6,004,657	\$ 6,209,630
Other Services	3,173,601	3,411,749	3,396,540	3,730,582
Supplies	1,470,169	1,599,395	1,619,084	1,887,288
Capital Outlay	378,219	776,491	783,691	668,690
Other	-	100,000	88,320	-
<b>Total</b>	<b>\$ 10,490,150</b>	<b>\$ 11,892,292</b>	<b>\$ 11,892,292</b>	<b>\$ 12,496,190</b>

2006-07 Budget



### Historical Comparison:

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	97.48	97.48	97.48	97.48	98.48	97.65
<b>Amount by Fund:</b>						
Water Fund	\$ 9,872,580	\$ 10,832,467	\$ 10,333,833	\$ 10,490,150	\$ 11,892,292	\$ 12,496,190
Total All Funds	\$ 9,872,580	\$ 10,832,467	\$ 10,333,833	\$ 10,490,150	\$ 11,892,292	\$ 12,496,190
<b>Comparative Ratios:</b>						
Per Capita	\$ 86.64	\$ 94.73	\$ 90.06	\$ 91.10	\$ 102.92	\$ 107.77
Per Household	\$ 205.34	\$ 224.52	\$ 213.44	\$ 215.91	\$ 243.92	\$ 255.41



*City of Independence*  
*Departmental Budget Summary*

Department: 4800 - Water

2006-07 Operating Budget

**Department Description**

The Water Department produces and supplies drinking water to 48,151 customers that are served directly, and another 50,000 served through 11 wholesalers. The Department operates, maintains and manages, 726 miles of main, more than 4,341 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	96.00	96.25	97.00	96.73
Part Time Positions	1.48	1.23	1.48	.92
Total	97.48	97.48	98.48	97.65
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4810 Administration & General	784,046	1,126,255	1,126,255	1,016,469
4821 Water Field Service	948,918	1,005,122	1,005,122	1,024,023
4822 Customer Service	1,056,622	1,188,534	1,188,534	1,593,886
4823 Utility Field Service	341,570	374,103	374,103	483,446
4824 Cashiering	395,358	423,304	423,304	0
4830 Production	4,145,072	4,488,450	4,488,450	4,999,006
4840 Transmission & Distribution	2,818,564	3,286,524	3,286,524	3,379,360
Total	10,490,150	11,892,292	11,892,292	12,496,190
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4800 - Water

2006-07 Operating Budget

**Source of Funding**

Water Fund	10,490,150	11,892,292	11,892,292	12,496,190
Total	10,490,150	11,892,292	11,892,292	12,496,190
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* The water treatment plant is in transition from a groundwater plant to a groundwater under the direct influence of surface water plant. Part of this transition involves a change in the way that the water is disinfected. The new process will require considerably larger amounts of chlorine and ammonia to be used.
- \* The water treatment plant has recently completed construction of a treated water storage reservoir and clearwell. This change coupled with the anticipated increase in power cost from Kansas City Power and Light accounts for the projected increase in the cost of utilities.
- \* A new water modeling software will allow for easier analysis of proposed changes to the water distribution system.

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water

2006-07 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.

**2005-06 Accomplishments**

**Goal Ref**

- \* Monitored a Backflow Program that contained over 2800 backflow to assure compliance with DNR requirements. 1
- \* Completed 38 GIS maps and scanned over 7000 documents into the GIS system. 1
- \* Provided the inspection for all water mains installed by private contractors. 1

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Number of customers	47,324	47,324	48,148	48,515
Revenue (Avg. Residential)	\$15.33	\$14.53	\$15.00	\$16.00
Gallons of water sold (Avg. Res.)	6,480	5,830	6,500	6,500
Percentage of water pumped that was sold to customers	88%	88%	87%	88%

**2006-07 Objectives**

**Goal Ref**

- \* Create access to G.I.S. system by providing laptop computers to all personnel that need them. 1
- \* To monitor the City's Backflow Prevention Program to assure the over 2900 backflow devices currently in the system are checked annually per DNR requirements. 1
- \* To continue to provide necessary inspection for all water mains installed by private contractors. 1
- \* To bid and contract to replace approximately two and one-half miles of 2 inch water main with 6 inch water main to improve water service to our customers and to increase fire protection. 1

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4810 - Administration & General

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	1.17
Engineering Tech III	1.00	1.00	1.00	1.00
Engineering Tech Supv	1.00	1.00	1.00	1.00
GIS Technician	.00	.00	.00	1.00
Staff Assistant	1.00	1.00	1.00	.00
Administrative Spec II	1.00	1.00	1.00	1.00
Support Services Supervisor	.00	.00	.00	1.00
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.17</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	502,790	615,520	615,520	645,606
Other Services & Charges	247,651	322,569	327,049	303,162
Supplies	24,972	24,600	24,600	23,305
Capital Outlay	8,633	63,566	70,766	44,396
Other Expenditures	0	100,000	88,320	0
<b>Total</b>	<b>784,046</b>	<b>1,126,255</b>	<b>1,126,255</b>	<b>1,016,469</b>

**Significant Issues**

\* A new water modeling software will allow for easier analysis of proposed changes to the water distribution system.

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
 Cost Center: 4821 - Water Field Service

2006-07 Operating Budget  
 Fund: 40 - Water Fund

**Description**

The Water Field Service Division is responsible for installing and maintaining meters and appurtenances for over 48,151 customers, inspecting new service installations and the disconnection of existing services, and investigating high bill complaints.

**2005-06 Accomplishments**

**Goal Ref**

\* Replaced meters that are 6 inch or greater on commercial and industrial customers.

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
water taps installed	558	597	560	500
number of meters replaced	1,619	2,717	3,300	3,300

**2006-07 Objectives**

**Goal Ref**

\* Maintain accurate customer water metering by replacing meters 15 years and older.

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 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
	=====	=====	=====	=====

**Program Costs**

Expenditure Category	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
----------------------	-------------------	-------------------------------	------------------------------	------------------------------

*City of Independence*  
*Detail Program Summary*

Department: 4800 - Water  
 Cost Center: 4821 - Water Field Service

2006-07 Operating Budget  
 Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	641,658	647,642	647,642	673,723
Other Services & Charges	58,629	61,980	61,980	83,300
Supplies	33,250	39,000	39,000	39,600
Capital Outlay	215,381	256,500	256,500	227,400
Other Expenditures	0	0	0	0
Total	948,918	1,005,122	1,005,122	1,024,023
	=====	=====	=====	=====

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
 Cost Center: 4822 - Customer Service

2006-07 Operating Budget  
 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, and delinquent accounts. This Division also is responsible for processing payments of electric, water, sewer, and gas bills.

**2005-06 Accomplishments**

**Goal Ref**

- \* Awarded contract for upgraded security system.
- \* Expanded services provided at the drive thru cashiering area.
- \* Synergized the cashiering division into customer service cost center.
- \* Processed over 155,000 telephone inquiries.

**Performance Indicators:**

<b>Description</b>	<b>2003-04 Actual</b>	<b>2004-05 Actual</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
average time to answer calls	56 SECS	67 SECS	55 SECS	55 SECS
average percentage of abandoned calls	7.6%	9.0%	7.2%	7.2%
percent of accounts in arrears greater than 30 days	5.07%	4.05%	4.85%	4.85%
average daily transactions	1,335	1,323	1,200	1,350
cash reconciliation error percentage	.05%	.0003%	.05%	.05%

**2006-07 Objectives**

**Goal Ref**

- \* Provide higher level of cashiering efficiency with improved cashiering software.
- \* Provide customers with timely and knowledgeable answers for telephone inquiries.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Account Information Rep	19.00	19.00	19.00	21.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supvr I	1.00	.00	.00	2.00
Customer Service Supvr II	1.00	1.00	1.00	.00

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
 Cost Center: 4822 - Customer Service

2006-07 Operating Budget  
 Fund: 40 - Water Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Total	22.00	21.00	21.00	24.00

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	933,824	1,041,753	1,041,753	1,211,236
Other Services & Charges	105,258	123,900	123,900	349,450
Supplies	17,540	15,345	15,345	21,000
Capital Outlay	0	7,536	7,536	12,200
Other Expenditures	0	0	0	0
Total	1,056,622	1,188,534	1,188,534	1,593,886

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4823 - Utility Field Service

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Description**

The Utility Field Service Division is responsible for turning both electric and water services on and off, field collection of delinquent accounts and reading meters for customer transfers.

**2005-06 Accomplishments**

**Goal Ref**

- \* Provided weekly safety lessons to employees.
- \* Increased number of delinquent account disconnect orders worked.

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
average number of delinquent accounts completed each d	UNAVAIL.	57	55	58
average number of "turn ons and offs completed each day	UNAVAIL.	142	140	144

**2006-07 Objectives**

**Goal Ref**

- \* Up-grade the ITRON meter reading data hardware and software to improve customer service.

**Staffing:**

Position Title	2003-04 Budget	2004-05 Budget	2005-06 Budget	2006-07 Budget
Utility Field Serv Wkr	3.00	3.00	3.00	4.00
Customer Service Supvr I	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	5.00
	=====	=====	=====	=====

**Program Costs**

Expenditure Category	2004-05 Actual	2005-06 Original Budget	2005-06 Revised Budget	2006-07 Adopted Budget
Personal Services	335,259	327,133	327,133	416,943

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
 Cost Center: 4823 - Utility Field Service

2006-07 Operating Budget  
 Fund: 40 - Water Fund

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Other Services & Charges	4,938	8,670	8,670	8,370
Supplies	1,373	3,000	3,000	9,133
Capital Outlay	0	35,300	35,300	49,000
Other Expenditures	0	0	0	0
Total	341,570	374,103	374,103	483,446
	=====	=====	=====	=====

**Significant Issues**

\* An additional utility field service worker has been added in this budget.

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4824 - Cashiering

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Description**

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Cashier I	4.00	4.00	4.00	.00
Customer Service Supvr I	.00	1.00	1.00	.00
Total	4.00	5.00	5.00	.00
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	204,219	223,804	223,804	0
Other Services & Charges	179,848	192,500	192,811	0
Supplies	3,332	7,000	6,689	0
Capital Outlay	7,959	0	0	0
Other Expenditures	0	0	0	0
Total	395,358	423,304	423,304	0
	=====	=====	=====	=====

**Significant Issues**

\* This cost center was transferred to Customer Services (4822)

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4830 - Production

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Description**

The Production area is responsible for water treatment, water quality, and pumping from the Courtney Bend Water Treatment Plant. This plant is designed to treat up to 48 million gallons per day. The Department is obligated to meet the requirements of the Safe Drinking Water Act, and all standards of the Missouri Department of Natural resources. Test results show that the water quality meets or exceeds all federal and state regulations.

**2005-06 Accomplishments**

**Goal Ref**

- \* The 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
- \* Completed construction of a 6 million gallon per day plant addition to the Courtney Bend Plant. This included a new high service pumping station with new pumps, a clearwell and treated water storage reservoir and new lime feeding equipment. 1
- \* Partnered with the Independence School District to present a program on groundwater protection to the 5th graders in the Independence schools. 1
- \* Security improvements are underway at the water treatment plant, remote reservoir locations, administrative office and field service building. 1
- \* Construction of two new wells in the City's North Well Field is complete. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Thousands of gallons pumped	11,005,907	10,582,319	11,232,376	10,800,000
Pumping power cost	\$1,421,772	\$1,366,687	\$1,583,826	\$1,800,000
Cost per million gallons pumped	\$340.00	\$310.51	\$361.00	\$398.00
Operations and maintenance cost per customer per year	\$79.20	\$69.44	\$83.93	\$89.00

**2006-07 Objectives**

**Goal Ref**

- \* Maintain compliance and timely reporting for all applicable federal and state regulations regarding water quality. 1
- \* Interpret new regulations and complete the initial investigative projects required to begin compliance with the new regulations.
- \* Provide educational opportunities to teach about groundwater contamination and the importance of keeping the water supply safe. 4

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water  
Cost Center: 4830 - Production

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
Plant Operator "A"	3.00	4.00	4.00	4.00
Plant Operator "C"	1.00	.00	.00	.00
Maintenance & Utility Worker	.00	.00	.00	1.00
Maintenance & Utility Wkr	7.00	7.00	8.00	7.00
Laborer	.00	.25	1.00	1.00
Laborer	1.00	1.00	.00	.00
Laborer - temp	.25	.00	.25	.25
Water Production Mgr	1.00	1.00	1.00	1.00
Engineer I	1.00	1.00	.00	.00
Engineer III	.00	.00	1.00	1.00
Laboratory Tech II	1.00	1.00	1.00	.73
Laboratory Supvr	1.00	1.00	1.00	1.00
Laboratory Tech	1.73	1.73	1.73	2.00
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
<b>Total</b>	<b>20.98</b>	<b>20.98</b>	<b>21.98</b>	<b>21.98</b>

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,245,654	1,396,496	1,396,496	1,462,872
Other Services & Charges	1,928,008	2,039,430	2,019,430	2,274,600
Supplies	871,804	935,150	955,150	1,198,900
Capital Outlay	99,606	117,374	117,374	62,634
Other Expenditures	0	0	0	0
<b>Total</b>	<b>4,145,072</b>	<b>4,488,450</b>	<b>4,488,450</b>	<b>4,999,006</b>

**Significant Issues**

\* The water treatment plant is in transition from a groundwater plant to a groundwater under the direct influence of surface water plant. The change is necessary because of the horizontal collector well that is relied on for raw water. A part of the transition to the new regulations involves a change in the way the water is disinfected. The new process will require considerably larger amounts of chlorine

*City of Independence  
Detail Program Summary*

Department: 4800 - Water  
Cost Center: 4830 - Production

2006-07 Operating Budget  
Fund: 40 - Water Fund

**Significant Issues**

- and ammonia to be used.
- \* The water treatment plant has recently completed construction of a treated water storage reservoir and clearwell. This equipment provides the plant more storage in case of an emergency in the distribution system and also more settling time for water clarity. This change does however, require that the water be pumped into the storage reservoir and then out into the distribution system, which increases the usage of electrical power. This change coupled with the anticipated increase in power cost from Kansas City Power and Light accounts for the projected increase in the cost of utilities.
-

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water

2006-07 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

**Description**

The Transmission and Distribution Division is responsible for engineering, construction and maintenance of the transmission and distribution system that conveys water to the customers. Pipeline construction is performed to water department engineering standards that exceed the Missouri Department of Natural Resources requirements. Maintenance is performed on 726 miles of main and over 4,341 fire hydrants.

**2005-06 Accomplishments**

**Goal Ref**

- \* Eliminated undersized water mains that were 2" and smaller along portions of Glenwood, Brookside, Overton, and Arlington Avenues, along with several other locations, and replaced with 6" diameter water mains. 1
- \* Filled, flushed, and sampled all water mains installed by private contractors throughout the year and placed all into service.
- \* Completed replacement of a 12" water main along Chrysler Avenue from 23rd Street to 31st Street in conjunction with the widening of Chrysler Avenue. 1

**Performance Indicators:**

Description	2003-04 Actual	2004-05 Actual	2005-06 Budget	2006-07 Budget
Main breaks	239	182	240	230
Fire hydrants installed	125	109	100	100
Service lines repaired	82	115	100	100
Fire hydrants tested/inspected	3,310	4,387	3,000	4,500
Fire hydrants painted	1,657	1,976	1,200	1,200
Main breaks per mile of main per year	.30	.25	.33	.31
Annual operations/maintenance cost per mile of main	\$3,222.70	\$3,292.81	\$3,592.00	\$3,370.00
Operations and maintenance cost per customer account per year	\$48.42	\$50.24	\$54.00	\$51.00

**2006-07 Objectives**

**Goal Ref**

- \* To eliminate approximately two and one half miles of undersized mains after the new mains have been installed and placed in service. 1
- \* Fill, flush, and sample all water mains in a timely manner that are installed by private contractors throughout the year so the water mains can be placed in service.
- \* Complete the replacement of the 12" water main along 39th Street from

**City of Independence**  
**Detail Program Summary**

Department: 4800 - Water

2006-07 Operating Budget

Cost Center: 4840 - Transmission & Distribution

Fund: 40 - Water Fund

**2006-07 Objectives**

**Goal Ref**

Noland Road to Lee's Summit Road in conjunction with the widening of 39th Street.

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	1.00	.00
Pipe Worker	6.00	6.00	5.00	6.00
Yard Worker	1.00	1.00	1.00	1.00
Laborer	.00	.00	.00	1.00
Laborer	5.00	5.00	5.00	4.00
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
<b>Total</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	1,604,757	1,752,309	1,752,309	1,799,250
Other Services & Charges	649,269	662,700	662,700	711,700
Supplies	517,898	575,300	575,300	595,350
Capital Outlay	46,640	296,215	296,215	273,060
Other Expenditures	0	0	0	0
<b>Total</b>	<b>2,818,564</b>	<b>3,286,524</b>	<b>3,286,524</b>	<b>3,379,360</b>
	=====	=====	=====	=====

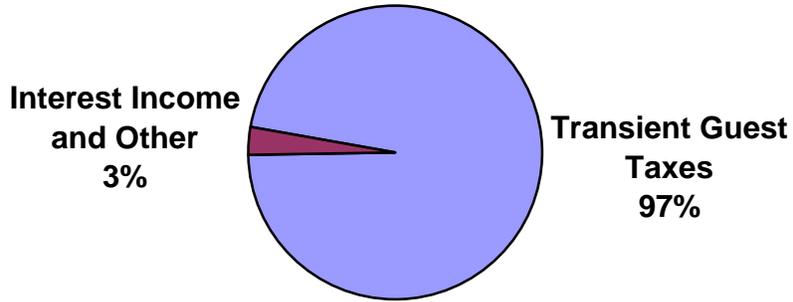
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Lease/Debt Service Requirements - Water Fund**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<b><u>Revenue Bonds:</u></b>				
1986 Series (6352)	\$ 1,540,000	\$ 1,289,915	\$ 8,000	\$ 2,837,915
2004 Series (6352)	500,000	647,176	8,000	1,155,176
Fund Total	<u>\$ 2,040,000</u>	<u>\$ 1,937,091</u>	<u>\$ 16,000</u>	<u>\$ 3,993,091</u>

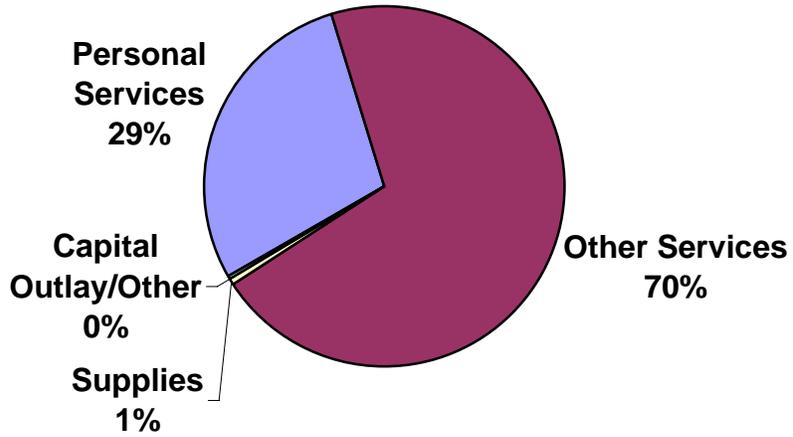
**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Water Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
9839	Small Main Replacement Program	Water Fund	\$ 806,000
9947	United States Geological Society Riverbank Filtration Study	Water Fund	10,000
9836	Replace Well Starters and Circuit Breakers	Water Fund	50,000
9951	Truman Road Main, M-291 to Swope Drive	Water Fund	50,000
70400403	Lime Slurry Lines	Water Fund	25,000
70400505	Water Main on Jackson Drive Bridge	Water Fund	300,000
70400601	Lime Slaker No. 4	Water Fund	150,000
70400602	Secondary Transformer	Water Fund	150,000
70400603	Jackson Drive, Bundschu to Sioux Ave.	Water Fund	50,000
70400604	Chlorine Feed Improvements	Water Fund	1,000,000
	Fund Total		<u>\$ 2,591,000</u>

### Source of Budget Dollars



### Allocation of Budget Dollars



City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Tourism Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

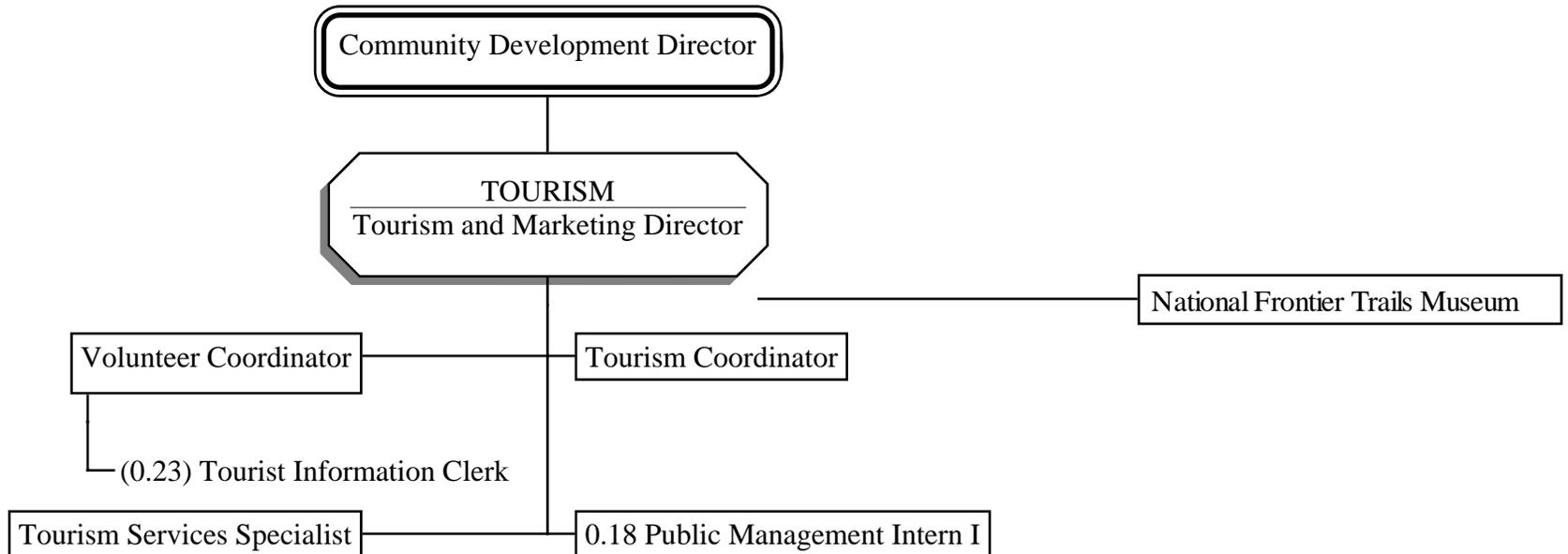
Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b><u>Estimated Revenues-</u></b>						
Transient Guest Taxes	\$ 887,450	\$ 840,000	\$ 968,000	97.0%	\$ 128,000	15.2%
Interest and Penalties	-	-	-	0.0%	-	n/a
Federal & State Grants	97,834	-	-	0.0%	-	n/a
Interest Income and Other	19,822	24,750	30,000	3.0%	5,250	21.2%
Total Estimated Revenues	\$ 1,005,106	\$ 864,750	\$ 998,000	100.0%	\$ 133,250	15.4%
<b>Total Sources</b>	<b>\$ 1,005,106</b>	<b>\$ 864,750</b>	<b>\$ 998,000</b>		<b>\$ 133,250</b>	<b>15.4%</b>
<b>Use of Budget Dollars</b>						
<b><u>Operating Budget:</u></b>						
Personal Services	\$ 236,438	\$ 241,801	\$ 255,453	28.6%	\$ 13,652	5.6%
Other Services	628,250	530,197	629,993	70.7%	99,796	18.8%
Supplies	1,948	4,200	4,200	0.5%	-	0.0%
Capital Outlay/Other	7,613	2,000	2,000	0.2%	-	0.0%
Total Operating Budget	\$ 874,249	\$ 778,198	\$ 891,646	100.0%	\$ 113,448	14.6%
<b><u>Fund Balance Designations:</u></b>						
Designated for Visitor Orientation Center	69,395	97,000	107,000		10,000	
<b>Total Uses</b>	<b>\$ 943,644</b>	<b>\$ 875,198</b>	<b>\$ 998,646</b>		<b>\$ 123,448</b>	<b>14.1%</b>
<b>Balance Available</b>	<b>\$ 61,462</b>	<b>\$ (10,448)</b>	<b>\$ (646)</b>		<b>\$ 9,802</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Fund Balance Summary - Tourism Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>						
<b>Reserved for:</b>						
Encumbrances	\$ 71,831	\$ 43,400	\$ 30,303	\$ 28,943	\$ 74,984	\$ 108,399
<b>Designated for:</b>						
Working Capital	-	-	-	-	-	
Visitor Orientation Center	-	-	12,012	143,244	212,639	393,779
<b>Undesignated</b>	88,335	172,425	355,229	505,312	567,785	638,590
Total Fund Balance	<u>\$ 160,166</u>	<u>\$ 215,825</u>	<u>\$ 397,544</u>	<u>\$ 677,499</u>	<u>\$ 855,408</u>	<u>\$ 1,140,768</u>
Fund Balance Target *	128,591	137,451	185,956	234,737	234,737	249,500
Actual over (under) Target	(40,256)	34,974	169,273	270,576	333,049	389,090
* based on 25% (3 months) of Annual Revenues (compared to Undesignated Fund Balance)						
Source: Audited Annual Financial Statement						

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	638,590
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	\$ (646)
Projected Undesignated Fund Balance at June 30, 2007	<u><u>\$ 637,944</u></u>
Fund Balance Target Amount	\$ 249,500
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.	

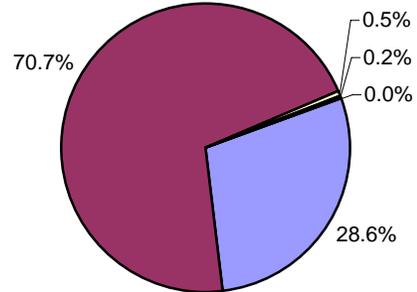
# City of Independence, Missouri Tourism



**Appropriations by Type:**

Expenditure Type	Actual 2004-05	Original 2005-06	Projected 2005-06	Budget 2006-07
Personal Ser.	\$ 236,438	\$ 241,801	\$ 241,801	\$ 255,453
Other Services	628,250	530,197	550,047	629,993
Supplies	1,948	4,200	4,200	4,200
Capital Outlay	7,613	2,000	2,000	2,000
Other	-	-	-	-
<b>Total</b>	<b>\$ 874,249</b>	<b>\$ 778,198</b>	<b>\$ 798,048</b>	<b>\$ 891,646</b>

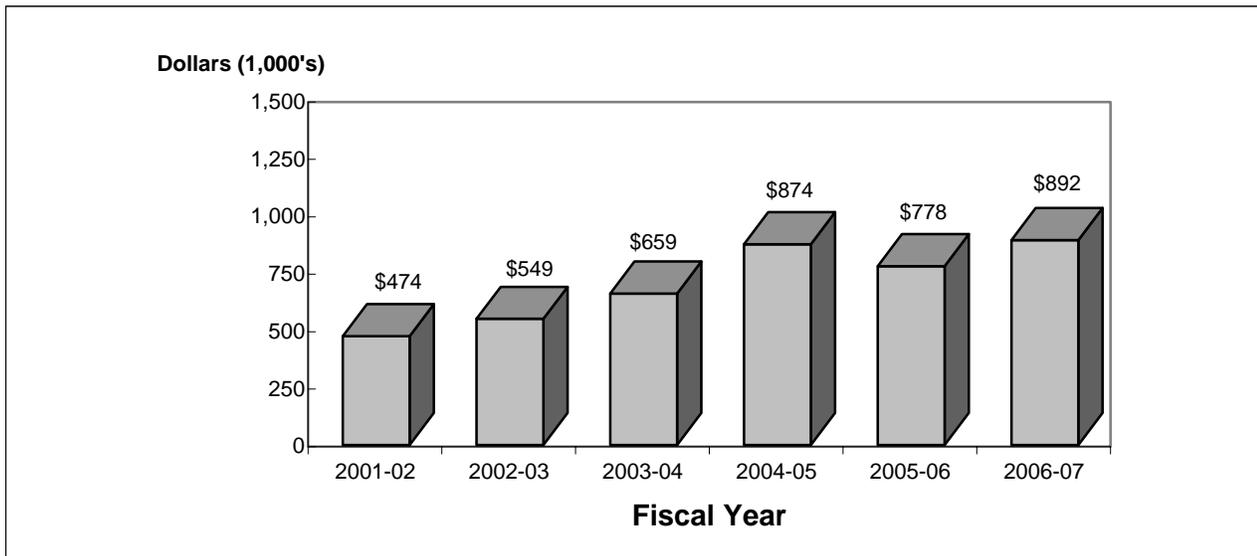
2006-07 Budget



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

**Historical Comparison:**

	Actual 2001-02	Actual 2002-03	Actual 2003-04	Actual 2004-05	Budget 2005-06	Budget 2006-07
<b>Employees:</b>						
Full Time Equiv.	3.41	3.41	3.41	4.41	4.41	4.41
<b>Amount by Fund:</b>						
Tourism Fund	\$ 473,693	\$ 549,233	\$ 659,324	\$ 874,249	\$ 778,198	\$ 891,646
Total All Funds	\$ 473,693	\$ 549,233	\$ 659,324	\$ 874,249	\$ 778,198	\$ 891,646
<b>Comparative Ratios:</b>						
Per Capita	\$ 4.16	\$ 4.80	\$ 5.75	\$ 7.59	\$ 6.73	\$ 7.69
Per Household	\$ 9.85	\$ 11.38	\$ 13.62	\$ 17.99	\$ 15.96	\$ 18.22



*City of Independence*  
*Departmental Budget Summary*

Department: 4024 - Tourism

2006-07 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.

<b>Description</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
<b><u>Staffing</u></b>				
Full Time Positions	3.18	4.00	4.00	4.00
Part Time Positions	.23	.41	.41	.41
Total	3.41	4.41	4.41	4.41
	=====	=====	=====	=====

<b>Description</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
<b><u>Budget by Major Program Category</u></b>				
4024 Tourism	874,249	778,198	798,048	891,646
Total	874,249	778,198	798,048	891,646
	=====	=====	=====	=====

<b>Source of Funding</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Tourism Fund	874,249	778,198	798,048	891,646
Total	874,249	778,198	798,048	891,646
	=====	=====	=====	=====

*City of Independence  
Departmental Budget Summary*

Department: 4024 - Tourism

2006-07 Operating Budget

**Direct/Offsetting Revenues**

Transient Guest Taxes	887,450	840,000	949,000	968,000
Total	887,450	840,000	949,000	968,000
	=====	=====	=====	=====

**Significant Issues/Changes**

- \* Guest tax revenues are projected at a 2% increase from '05-'06 income. (7 months actual; 5 months projected). The '05-'06 actual fiscal year increase is higher than original projections because of the addition of Copmfort Suites.
- \* The Tourism Fund Balance has increased significantly in the past four years because of higher income, yet adhering to target budget percentages placed upon general fund budgets. At the end of this fiscal year, approximately \$393,778 will be reserved within the Tourism Fund Balance for a Visitor Orientation Center. An amount to cover payouts for staff retirement is also calculated. Because of the adequacy of the Tourism Fund Balance, it is important to now reinvest in the Tourism Budget, particularly in marketing activities that will in turn increase the economic impact of tourism in Independence. Opportunities exist in Sport Marketing, Military Reunions, and increasing State co-op marketing matching grants. As the Bass Pro project comes on line, there will be a significant need for Visitor Information services and technology in that area.
- \* A variety of evaluation tools/performance indicators continue to be refined to measure return on investment. The traditional practice of attempting to count visitors continues to be difficult and subject to many factors affecting accuracy. The Department will continue to use visitor counts as one tool of measuring effectiveness but continues to develop other evaluation methods.

*City of Independence*  
*Detail Program Summary*

Department: 4024 - Tourism  
Cost Center: 4024 - Tourism

2006-07 Operating Budget  
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.

**2005-06 Accomplishments**

**Goal Ref**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>* Assisted in formulating strategies for the redevelopment of the National Frontier Trails Museum (NETM):               <ul style="list-style-type: none"> <li>- Served as an advisor to the NETM Consultant, Advisory Board and sub committees, and museum design firm in developing initial redevelopment design and funding strategies.</li> <li>- Funded contract for NETM consultant and co-funded contract with NETM museum design consulting firm.</li> <li>- Funded additional marketing programs for NETM recognition including radio campaign, billboards, and other publications advertising highlighting NETM.</li> </ul> </li> <li>* 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:               <ul style="list-style-type: none"> <li>- Working with the County to secure cost figures to complete exterior landscaping and waterproofing, and interior renovation.</li> <li>- Working towards formulation of a redevelopment advisory committee.</li> <li>- Adding approximately \$107,000 this fiscal year to the Visitor Orientation Fund.</li> </ul> </li> <li>* Continued to develop leisure, group tour, small meetings and convention markets through an integrated marketing plan               <ul style="list-style-type: none"> <li>- Participated in four group tour and four small meeting and convention trade shows.</li> <li>- Received \$122,856 in matching grants from the Missouri Division of Tourism.</li> <li>- Placed advertisements in leisure and trade publications, television, and radio. Developed a new Meeting Market Planner.</li> <li>- Received more than 11,000 leads in first seven months from individuals, groups and businesses interested in visiting Independence.</li> </ul> </li> <li>* Engaged the Tourism Advisory Board in updating the Tourism Strategic Plan developed in 1998.</li> <li>* Hosted recruitment programs which resulted in 16 new volunteers. Held a banquet recognizing the 22nd year of the volunteer program. Conducted 2 hospitality training programs. Volunteers donated 19,785</li> </ul> | <p>2</p> <p>2</p> <p>2</p> <p>3</p> <p>1</p> |
|--|--|

*City of Independence*  
*Detail Program Summary*

Department: 4024 - Tourism  
Cost Center: 4024 - Tourism

2006-07 Operating Budget  
Fund: 04 - Tourism Fund

**2005-06 Accomplishments**

**Goal Ref**

- hours representing \$311,517 of in-kind service. Tourism Ambassadors (step-on guides) completed 6 assignments in the first eight months.
- \* Began process of redevelopment of web site through initial meetings with marketing agency and tech services. 2
  - \* Worked with the Legal Department to develop a rental agreement contract to respond to requests from film companies for filming at historic sites. Utilized contract for a 2-day shoot at the Vaile Mansion. 3

**Performance Indicators:**

<u>Description</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Budget</u>	<u>2006-07 Budget</u>
Hotel Tax Income	824,737	911,555	840,000	968,000
Leisure Visitor Inquiries	23,172	34,512	40,000	42,000
Sm Meeting/Convention Inquiries				500
Website Visits				50,000
Group Tours	327	244	355	
Group Tour Participants-Adults		14,249		14,000
Group Tour Participants-Students		7,108		7,200
Site Attendance-Ticketed	306,407	118,499	350,000	
Site Attendance-Non-Ticketed		172,322		
Volunteer Hours	22,521	19,785	22,000	20,000
Public Relations Value Achieved				470,000

**2006-07 Objectives**

**Goal Ref**

- \* Assist in developing funding and implementation strategies for the NFTM plan: 2
  - Develop a local educational campaign for a restaurant tax.
  - Assist NFTM Consultant, Director, Board and Museum Design Consultants in redevelopment strategies.
- \* Assist in developing strategies for a Visitor Orientation Center plan, focused on delivering visitor information in all appropriate areas of the city: 2
  - Work with the County, City, Pillars Council, and Courthouse Redevelopment Advisory Committee to develop strategies for renovation of the historic Courthouse, with the first focus on exterior waterproofing and renovations.
  - Work with appropriate City departments and project developers to develop strategies for delivering visitor information at the new Bass Pro complex.
  - Develop a strategy to deliver visitor information in other key areas of the City.
- \* Continue to develop group tour, leisure travel, small meetings and 2

**City of Independence**  
**Detail Program Summary**

Department: 4024 - Tourism  
Cost Center: 4024 - Tourism

2006-07 Operating Budget  
Fund: 04 - Tourism Fund

**2006-07 Objectives**

**Goal Ref**

- convention and sports markets through an integrated marketing plan:
  - Produce advertising, collateral materials, and attend trade shows to induce these markets to come to Independence.
  - Increase funding through state grants and local partnerships.
  - Develop new markets (sports, military reunion) as funding available.
  - Develop evaluation procedures to determine return on investment.
- \* Host recruitment programs and recognition programs throughout the year to retain current volunteers and recruit additional volunteers. 1
- \* Continue redesign of web site to be more interactive for leisure, group and business travelers and the media. 2
- \* As funding available, develop local matching grant program for tourism related improvements (e.g. banners, benches, signage) in key tourism districts. 1
- \* Evaluate and purchase new data base for group tour and convention contacts. 3

**Staffing:**

<b>Position Title</b>	<b>2003-04 Budget</b>	<b>2004-05 Budget</b>	<b>2005-06 Budget</b>	<b>2006-07 Budget</b>
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	1.00	1.00	1.00
Public Management Intern I	.18	.18	.18	.18
Tourism Information Clerk	.23	.23	.23	.23
<b>Total</b>	3.41	4.41	4.41	4.41
	=====	=====	=====	=====

**Program Costs**

<b>Expenditure Category</b>	<b>2004-05 Actual</b>	<b>2005-06 Original Budget</b>	<b>2005-06 Revised Budget</b>	<b>2006-07 Adopted Budget</b>
Personal Services	236,438	241,801	241,801	255,453
Other Services & Charges	628,250	530,197	550,047	629,993
Supplies	1,948	4,200	4,200	4,200
Capital Outlay	7,613	2,000	2,000	2,000
Other Expenditures	0	0	0	0
<b>Total</b>	874,249	778,198	798,048	891,646
	=====	=====	=====	=====

City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Street Improvements Sales Tax Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Sales Taxes	\$ 5,633,570	\$ 6,174,161	\$ 6,147,787	93.9%	\$ (26,374)	-0.4%
Interest Income and Other	145,996	82,000	400,000	6.1%	318,000	387.8%
Total Estimated Revenues	<u>\$ 5,779,566</u>	<u>\$ 6,256,161</u>	<u>\$ 6,547,787</u>	100.0%	<u>\$ 291,626</u>	4.7%
<b>Total Sources</b>	<b>\$ 5,779,566</b>	<b>\$ 6,256,161</b>	<b>\$ 6,547,787</b>		<b>\$ 291,626</b>	<b>4.7%</b>
<b>Use of Budget Dollars</b>						
<b>Capital Budget:</b>						
Overlay Program		\$ 3,700,000	\$ 1,118,238	20.9%	\$ (2,581,762)	-69.8%
Bridge Improvements		1,110,000	1,295,000	24.2%	185,000	16.7%
Intersection Improvements		1,365,000		0.0%	(1,365,000)	-100.0%
Safety Improvements		-	325,000	6.1%	325,000	n/a
Street Improvements		400,000	2,600,000	48.6%	2,200,000	550.0%
Total Capital Budget	<u>\$ 4,598,383</u>	<u>\$ 6,575,000</u>	<u>\$ 5,338,238</u>	99.8%	<u>\$ (1,236,762)</u>	-18.8%
Debt Service	113,237	-				
<b>Operating Transfers:</b>						
Santa Fe TIF	4,390	13,125	13,125		-	
<b>Total Uses</b>	<b>\$ 4,716,010</b>	<b>\$ 6,588,125</b>	<b>\$ 5,351,363</b>		<b>\$ (1,236,762)</b>	<b>-18.8%</b>
<b>Balance Available</b>	<b>\$ 1,063,556</b>	<b>\$ (331,964)</b>	<b>\$ 1,196,424</b>		<b>\$ 1,528,388</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Fund Balance Summary - Street Improvements Sales Tax Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>						
<b>Reserved for:</b>						
Encumbrances	\$ 1,218,276	\$ 2,161,653	\$ 1,561,471	\$ 1,615,820	\$ 5,448,692	\$ 5,318,658
Other Purposes					15,719	1
<b>Undesignated</b>	(1,473,425)	(2,206,643)	(583,406)	650,346	2,880,807	(1,196,650)
Total Fund Balance	<u>\$ (255,149)</u>	<u>\$ (44,990)</u>	<u>\$ 978,065</u>	<u>\$ 2,266,166</u>	<u>\$ 8,345,218</u>	<u>\$ 4,122,009</u>
Source: Audited Annual Financial Statement						

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	(1,196,650)
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	\$ 1,196,424
 Projected Undesignated Fund Balance at June 30, 2007	 <u><u>\$ (226)</u></u>
<p>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.</p>	

City of Independence, Missouri  
2006-07 Operating Budget  
**Capital Budget Summary - Street Improvements Sales Tax Fund**

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<b><u>Overlay Program:</u></b>			
70110601	2007 Overlay Program	Street Improv. Sales Tax	\$ 1,118,238
	Total Overlay Program		<u>\$ 1,118,238</u>
<b><u>Bridge Improvements:</u></b>			
9938	Crackerneck Creek Culvert	Street Improv. Sales Tax	\$ 850,000
9960	Strode Road Bridge	Street Improv. Sales Tax	445,000
	Total Bridge Improvements		<u>\$ 1,295,000</u>
<b><u>Safety Improvements</u></b>			
70110602	Lee's Summit at 28 Terrace (Left Turn)	Street Improv. Sales Tax	\$ 200,000
70110405	Jones and Truman Construction	Street Improv. Sales Tax	125,000
	Total Safety Improvements		<u>\$ 325,000</u>
<b><u>Street Improvements:</u></b>			
9936	Santa Fe Street Construction	Street Improv. Sales Tax	\$ 2,600,000
	Total Other Street Improvements		<u>\$ 2,600,000</u>
		Fund Total	<u><u>\$ 5,338,238</u></u>

City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Park Improvements Sales Tax Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Sales Taxes	\$ 4,038,148	\$ 3,997,783	\$ 3,977,802	42.4%	\$ (19,981)	-0.5%
Adventure Oasis Water Park	296,790	400,000	575,000	6.1%	175,000	43.8%
Interest Income and Other	277,875	178,900	127,500	1.4%	(51,400)	-28.7%
Total Estimated Revenues	\$ 4,612,813	\$ 4,576,683	\$ 4,680,302	49.9%	\$ 103,619	2.3%
Proceeds from Debt Issuance	6,175,000		\$ 4,695,000			
<b>Total Sources</b>	<b>\$ 10,787,813</b>	<b>\$ 4,576,683</b>	<b>\$ 9,375,302</b>		<b>\$ 103,619</b>	<b>2.3%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
6041-Security & Inspection	\$ 499,205	\$ 686,704	\$ 720,228	8.1%	\$ 33,524	4.9%
6042-Truman Memorial Bldg.	267,371	268,451	287,286	3.2%	18,835	7.0%
6043-Palmer Sr. Adult Center	114,428	177,768	191,632	2.2%	13,864	7.8%
6044-Family Recreation Prog.	124,954	215,414	197,347	2.2%	(18,067)	-8.4%
6045-Adventure Oasis	268,488	402,238	465,828	5.2%	63,590	15.8%
6046 - Sports Complex	-	-	94,458	1.1%	94,458	n/a
Debt Service	323,375	1,165,001	1,206,839	13.6%	41,838	3.6%
Total Operating Budget	\$ 1,597,821	\$ 2,915,576	\$ 3,163,618	35.6%	\$ 248,042	8.5%
<b>Capital Budget:</b>						
Capital Projects	\$ 8,581,856	\$ 1,909,376	5,720,000	64.3%	3,810,624	199.6%
<b>Operating Transfers:</b>						
Santa Fe TIF	2,927	8,750	8,750		-	
<b>Total Uses</b>	<b>\$ 10,182,604</b>	<b>\$ 4,833,702</b>	<b>\$ 8,892,368</b>	<b>100.0%</b>	<b>\$ 4,058,666</b>	<b>84.0%</b>
<b>Balance Available</b>	<b>\$ 605,209</b>	<b>\$ (257,019)</b>	<b>\$ 482,934</b>		<b>\$ (3,955,047)</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Fund Balance Summary - Parks and Recreation Improvements Sales Tax Fund**  
**For the Fiscal Years 2000-01 through 2005-06**

Description	Actual 6/30/01	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>						
<b>Reserved for:</b>						
Encumbrances	\$ 1,531,639	\$ 380,132	\$ 89,002	\$ 980,274	\$ 731,311	\$ 1,682,207
Other Purposes	661,173	15,842	11,115	32,754	9,843	90
<b>Undesignated</b>	730,932	1,584,208	1,870,434	(540,453)	457,584	(1,510,742)
Total Fund Balance	<u>\$ 2,923,744</u>	<u>\$ 1,980,182</u>	<u>\$ 1,970,551</u>	<u>\$ 472,575</u>	<u>\$ 1,198,738</u>	<u>\$ 171,555</u>
Source: Audited Annual Financial Statement						

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	(1,510,742)
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	\$ 482,934
Projected Undesignated Fund Balance at June 30, 2007	<u><u>\$ (1,027,808)</u></u>
<p>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.</p>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Park Improv. Sales Tax Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
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	400,000
9719	Athletic/Sports Complex	Park Improv. Sales Tax	4,400,000
	Fund Total		<u><u>\$ 5,720,000</u></u>

City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Storm Water Sales Tax Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Sales Taxes	\$ 3,765,605	\$ 3,997,783	\$ 3,977,802	89.0%	\$ (19,981)	-0.5%
Grants and Shared Revenue	143,165	-	-	0.0%	-	n/a
Interest Income and Other	289,160	294,000	490,000	11.0%	196,000	66.7%
Total Estimated Revenues	\$ 4,197,930	\$ 4,291,783	\$ 4,467,802	100.0%	\$ 176,019	4.1%
<b>Other Sources</b>						
Capital Project Transfers from Other Funds	2,000	-	-			
<b>Total Sources</b>	<b>\$ 4,199,930</b>	<b>\$ 4,291,783</b>	<b>\$ 4,467,802</b>		<b>\$ 176,019</b>	<b>4.1%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
Storm Water Administration	\$ 135,389	\$ 290,981	\$ 305,041	6.8%	\$ 14,060	4.8%
Storm Water Maintenance	660,849	994,858	1,208,682	27.1%	213,824	21.5%
Storm Water Permit Compl.	224,650	185,550	153,700	3.4%	(31,850)	-17.2%
Total Operating Budget	\$ 1,020,888	\$ 1,471,389	\$ 1,667,423	37.3%	\$ 196,034	13.3%
<b>Capital Budget:</b>						
Capital Projects	\$ 2,232,711	\$ 2,429,000	\$ 2,332,000	52.2%	\$ (97,000)	-4.0%
<b>Operating Transfers:</b>						
Santa Fe TIF	2,927	8,750	8,750		-	
<b>Total Uses</b>	<b>\$ 3,256,526</b>	<b>\$ 3,909,139</b>	<b>\$ 4,008,173</b>	<b>89.7%</b>	<b>\$ 99,034</b>	<b>2.5%</b>
<b>Balance Available</b>	<b>\$ 943,404</b>	<b>\$ 382,644</b>	<b>\$ 459,629</b>		<b>\$ 76,985</b>	
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  
 2006-07 Operating Budget  
**Fund Balance Summary - Stormwater Improvements Sales Tax Fund**  
 For the Fiscal Years 2002-03 through 2005-06

Description	Actual 6/30/02	Actual 6/30/03	Actual 6/30/04	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>					
<b>Reserved for:</b>					
Encumbrances	\$ 1,142,363	\$ 1,593,235	\$ 1,112,212	\$ 2,706,426	\$ 973,389
<b>Designated for:</b>					
Emergency Response	125,000	250,000	375,000	490,413	500,000
Detention Basin Const.	-	67,785	169,893	239,787	242,725
Detention Basin Maint.	-	22,595	56,631	79,929	80,908
<b>Undesignated</b>	3,082,383	4,059,873	6,659,245	5,897,947	7,357,060
Total Fund Balance	<u>\$ 4,349,746</u>	<u>\$ 5,993,488</u>	<u>\$ 8,372,981</u>	<u>\$ 9,414,502</u>	<u>\$ 9,154,082</u>
Source: Audited Annual Financial Statement					

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	7,357,060
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	\$ 459,629
Projected Undesignated Fund Balance at June 30, 2007	<u><u>\$ 7,816,689</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Storm Water Sales Tax Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
70130502	Maywood Subdivision - 19th and Cedar	Storm Water Sales Tax	\$ 912,000
70130504	Sunset Neighborhood Drainage	Storm Water Sales Tax	425,000
70130601	24th & Vermont Culvert/Channel Improvements	Storm Water Sales Tax	25,000
70130602	Bellevista Neighborhood Drainage Design	Storm Water Sales Tax	90,000
70130603	Sheley & Chrysler Drainage Design	Storm Water Sales Tax	80,000
70130604	Denton & Arlington Drainage Design	Storm Water Sales Tax	40,000
70130605	Jones & Liberty Drainage Design	Storm Water Sales Tax	60,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	150,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	300,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
Fund Total			<u><u>\$ 2,332,000</u></u>

City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Police Public Safety Sales Tax Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Sales Taxes	\$ 845,058	\$ 2,108,064	\$ 2,100,523	93.5%	\$ (7,541)	-0.4%
Interest Income and Other	48,711	58,000	145,000	6.5%	87,000	150.0%
Total Estimated Revenues	<u>\$ 893,769</u>	<u>\$ 2,166,064</u>	<u>\$ 2,245,523</u>	100.0%	<u>\$ 79,459</u>	3.7%
Proceeds from Debt Issuance	4,140,595					
<b>Total Sources</b>	<b>\$ 5,034,364</b>	<b>\$ 2,166,064</b>	<b>\$ 2,245,523</b>		<b>\$ 79,459</b>	<b>3.7%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
<b>Police Department:</b>						
Communications	\$ 38,925	\$ 513,417	\$ 1,013,058	22.4%	\$ 499,641	97.3%
Facilities	31,210	170,000	934,000	20.6%	764,000	449.4%
Equipment	1,305,721	1,648,632	2,065,915	45.6%	417,283	25.3%
Total Police Department	<u>\$ 1,375,856</u>	<u>\$ 2,332,049</u>	<u>\$ 4,012,973</u>	88.5%	<u>\$ 1,680,924</u>	
Debt Service	82,183	517,763	514,763	11.4%	(3,000)	-0.6%
Total Operating Budget	<u>\$ 1,458,039</u>	<u>\$ 2,849,812</u>	<u>\$ 4,527,736</u>	99.9%	<u>\$ 1,677,924</u>	58.9%
<b>Capital Budget:</b>						
Capital Projects	-	-	-	0.0%	-	n/a
<b>Operating Transfers:</b>						
Santa Fe TIF	923	4,375	4,375	0.1%	-	
<b>Total Uses</b>	<b>\$ 1,458,962</b>	<b>\$ 2,854,187</b>	<b>\$ 4,532,111</b>	<b>100.0%</b>	<b>\$ 1,677,924</b>	<b>58.8%</b>
<b>Balance Available</b>	<b>\$ 3,575,402</b>	<b>\$ (688,123)</b>	<b>\$ (2,286,588)</b>		<b>\$ (1,598,465)</b>	
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**  
**2006-07 Operating Budget**  
**Fund Balance Summary - Police Public Safety Sales Tax Fund**  
**For the Fiscal Years 2002-03 through 2005-06**

Description	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>		
<b>Reserved for:</b>		
Encumbrances	\$ 182,468	\$ 1,407,841
Debt Service	13,946	62
<b>Undesignated</b>		
Total Fund Balance	\$ 3,561,456	2,196,647
	\$ 3,757,870	\$ 3,604,550
Source: Audited Annual Financial Statement		

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	2,196,647
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	\$ (2,286,588)
Projected Undesignated Fund Balance at June 30, 2007	\$ (89,941)

City of Independence, Missouri  
2006-07 Operating Budget  
**Budget Summary - Fire Public Safety Sales Tax Fund**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Sales Taxes	\$ 1,604,260	\$ 3,997,783	\$ 3,977,802	95.0%	\$ (19,981)	-0.5%
Interest Income and Other	59,002	58,000	211,000	5.0%	153,000	263.8%
Total Estimated Revenues	<u>\$ 1,663,262</u>	<u>\$ 4,055,783</u>	<u>\$ 4,188,802</u>	100.0%	<u>\$ 133,019</u>	3.3%
Proceeds from Debt Issuance	4,448,923					
<b>Total Sources</b>	<b>\$ 6,112,185</b>	<b>\$ 4,055,783</b>	<b>\$ 4,188,802</b>		<b>\$ 133,019</b>	<b>3.3%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
<b>Fire Department:</b>						
Operations		\$ 91,500	\$ 164,700	2.5%	\$ 73,200	80.0%
Vehicles		1,005,320	724,544	11.2%	(280,776)	-27.9%
Repair Fire Stations		689,250	251,500	3.9%	(437,750)	-63.5%
Tools and Equipment		552,000	295,000	4.5%	(257,000)	-46.6%
Total Fire Department	<u>\$ 2,205,468</u>	<u>\$ 2,338,070</u>	<u>\$ 1,435,744</u>	22.1%	<u>\$ (902,326)</u>	-38.6%
Debt Service	-	551,913	553,113	8.5%	1,200	0.2%
Total Operating Budget	<u>\$ 2,205,468</u>	<u>\$ 2,889,983</u>	<u>\$ 1,988,857</u>	30.6%	<u>\$ (901,126)</u>	-31.2%
<b>Capital Budget:</b>						
Capital Projects	520,043	600,000	4,500,000	69.3%	3,900,000	650.0%
<b>Operating Transfers:</b>						
Santa Fe TIF	1,847	8,750	8,750	0.1%	-	
<b>Total Uses</b>	<b>\$ 2,727,358</b>	<b>\$ 3,498,733</b>	<b>\$ 6,497,607</b>	<b>100.0%</b>	<b>\$ 2,998,874</b>	<b>85.7%</b>
<b>Balance Available</b>	<b>\$ 3,384,827</b>	<b>\$ 557,050</b>	<b>\$ (2,308,805)</b>		<b>\$ (2,865,855)</b>	

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**  
**2006-07 Operating Budget**  
**Fund Balance Summary - Fire Public Safety Sales Tax Fund**  
**For the Fiscal Years 2002-03 through 2005-06**

Description	Actual 6/30/05	Unaudited 6/30/06
<b>Fund Balance Components</b>		
<b>Reserved for:</b>		
Encumbrances	\$ 3,979,489	\$ 947,402
Other purposes	16,578	67
<b>Undesignated</b>		
Total Fund Balance	\$ 5,457,612	\$ 3,934,421
Source: Audited Annual Financial Statement		

<b>Projected Fund Balance for 2006-07</b>	
<b>Projected Undesignated Fund Balance at June 30, 2006</b>	\$ 2,986,952
<b>Proposed Fund Balance Uses for 2006-07:</b>	
Excess of Projected Revenues over (under) Appropriations	(2,308,805)
Projected Undesignated Fund Balance at June 30, 2007	\$ 678,147

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Fire Public Safety Sales Tax Fund**

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
70170401	Replace Three Fire Stations	Fire Sales Tax	\$ 2,500,000
70170402	Fire Training Facility	Fire Sales Tax	2,000,000
	Fund Total		<u><u>\$ 4,500,000</u></u>

City of Independence, Missouri  
 2006-07 Operating Budget  
**Budget Summary - Grants Fund**  
 For the Fiscal Years 2004-05, 2005-06 and 2006-07

Description	2004-05 Actual	2005-06 Original Budget	2006-07 City Council Adopted Budget	% of Total	Increase (Decrease) Over Last Year	% Change
<b>Source of Budget Dollars</b>						
<b>Estimated Revenues-</b>						
Grants and Shared Revenue	\$ 2,290,312	\$ 1,228,435	\$ 1,066,167	97.4%	\$ (162,268)	-13.2%
Charges for Current Services	141,328	60,000	28,657	2.6%	(31,343)	-52.2%
Interest Income and Other	6,456	5,688	-	0.0%	(5,688)	-100.0%
Total Estimated Revenues	\$ 2,438,096	\$ 1,294,123	\$ 1,094,824	100.0%	\$ (199,299)	-15.4%
<b>Total Sources</b>	<b>\$ 2,438,096</b>	<b>\$ 1,294,123</b>	<b>\$ 1,094,824</b>	<b>100.0%</b>	<b>\$ (199,299)</b>	<b>-15.4%</b>
<b>Use of Budget Dollars</b>						
<b>Operating Budget:</b>						
Law Department	\$ 39,698	\$ 59,640	\$ 47,624	4.3%	\$ (12,016)	-20.1%
Police Department	1,733,169	761,284	467,796	42.7%	(293,488)	-38.6%
Fire Department	406,358	44,780	43,000	3.9%	(1,780)	-4.0%
Health Department	653,640	428,419	536,404	49.0%	107,985	25.2%
Total Operating Budget	\$ 2,832,865	\$ 1,294,123	\$ 1,094,824	100.0%	\$ (199,299)	-15.4%
<b>Total Uses</b>	<b>\$ 2,832,865</b>	<b>\$ 1,294,123</b>	<b>\$ 1,094,824</b>	<b>100.0%</b>	<b>\$ (199,299)</b>	<b>-15.4%</b>
<b>Balance Available</b>	<b>\$ (394,769)</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	

Note 1) This fund was created during the 2003-04 fiscal

Note 2) The above listed appropriations are for planning purposes only. Due to varying time frames and the uncertainty of renewal, actual appropriations will be approved by City Council action as each grant is renewed.

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - Other Funds**  
**For the Fiscal Year 2006-07**

Description	Community Development Block Grant Fund	HOME Program Fund	Central Garage Fund	Staywell Healthcare Fund
<b>Source of Budget Dollars</b>				
<b><u>Estimated Revenues-</u></b>				
Federal Grant - CDBG	\$ 776,034			
HOME Program Grant		\$ 456,644		
Central Garage Charges			\$ 1,813,297	
Staywell Healthcare Premiums				\$ 12,711,000
Other Revenue			6,700	68,000
Total Estimated Revenues	\$ 776,034	\$ 456,644	\$ 1,819,997	\$ 12,779,000
<b>Total Sources</b>	<b>\$ 776,034</b>	<b>\$ 456,644</b>	<b>\$ 1,819,997</b>	<b>\$ 12,779,000</b>

<b>Allocation of Budget Dollars</b>				
<b><u>Operating Departments-</u></b>				
Community Development	\$ 213,700	\$ 46,404		
Public Works			\$ 1,819,997	
Non-Departmental				\$ 11,883,000
Total Operating Departments	\$ 213,700	\$ 46,404	\$ 1,819,997	\$ 11,883,000
<b><u>Grant Authorized Programming</u></b>				
Community Dev. Block Grant	562,334			
Home Program		410,240		
<b>Total Allocations</b>	<b>\$ 776,034</b>	<b>\$ 456,644</b>	<b>\$ 1,819,997</b>	<b>\$ 11,883,000</b>

Balance Available	\$	-	\$	-	\$	-	\$	896,000
		(see Note 1)		(see Note 1)		(see Note 1)		(see Note 2)

Note 1) Each of these funds are intended to be "zero balance" funds whereby the total sources and allocations equal each other.

Note 2) This Internal Service fund represents activity for the City's self funded employee health insurance program. Because it is operated as an "Insurance" type fund, sometimes it has either a positive or negative Balance Available which represents planned changes to the required cash reserve balances on hand.

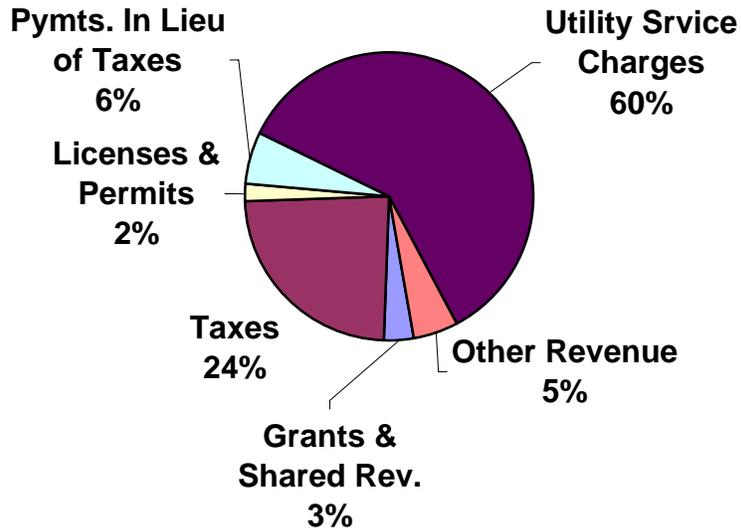
**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Tourism Fund</b>						
4-3043	Transient Guest Tax	887,450	840,000	949,000	968,000	2.0%
4-3413	Interest and Penalties					
4-3219	Federal Grant - Other					
4-3250	State Grant - Other	97,834		122,856		-100.0%
4-3398	Miscellaneous Charges	540				
4-3411	Interest Income	17,692	11,250	32,000	24,000	-25.0%
4-3449	Misc. Non-Operating Revenue	1,590	13,500	5,000	6,000	20.0%
	<b>Total Revenues</b>	<b>\$1,005,106</b>	<b>\$864,750</b>	<b>\$1,108,856</b>	<b>\$998,000</b>	<b>-10.0%</b>
<b>Street Improvements Sales Tax Fund</b>						
11-3041	Sales Tax	5,633,569	6,174,161	5,997,841	6,147,787	2.5%
11-3411	Interest	145,996	82,000	274,000	400,000	46.0%
	<b>Total Revenues</b>	<b>\$5,779,565</b>	<b>\$6,256,161</b>	<b>\$6,271,841</b>	<b>\$6,547,787</b>	<b>4.4%</b>
<b>Parks Improvements Sales Tax Fund</b>						
12-3041	Sales Tax	4,038,148	3,997,783	3,880,236	3,977,802	2.5%
12-3322	Class Fees			3,000	14,000	366.7%
12-3323	Park Concessions	2,293	3,400	73,500	70,000	-4.8%
12-3326	Pool Fees	296,790	400,000	565,835	575,000	1.6%
12-3329	Recreation Rentals		1,000	6,000	7,500	25.0%
12-3411	Interest	228,685	174,500	29,000	36,000	24.1%
	<b>Total Revenues</b>	<b>\$4,565,916</b>	<b>\$4,576,683</b>	<b>\$4,557,571</b>	<b>\$4,680,302</b>	<b>2.7%</b>
<b>Storm Water Improvements Sales Tax Fund</b>						
13-3041	Sales Tax	3,765,605	3,997,783	3,880,236	3,977,802	2.5%
13-3411	Interest	195,587	294,000	348,000	490,000	40.8%
	<b>Total Revenues</b>	<b>\$3,961,192</b>	<b>\$4,291,783</b>	<b>\$4,228,236</b>	<b>\$4,467,802</b>	<b>5.7%</b>
<b>Police Sales Tax Fund</b>						
16-3041	Sales Tax	845,058	2,108,064	2,049,291	2,100,523	2.5%
16-3411	Interest	48,711	58,000	135,000	145,000	7.4%
	<b>Total Revenues</b>	<b>\$893,769</b>	<b>\$2,166,064</b>	<b>\$2,184,291</b>	<b>\$2,245,523</b>	<b>2.8%</b>
<b>Fire Sales Tax Fund</b>						
17-3041	Sales Tax	1,604,260	3,997,783	3,880,236	3,977,802	2.5%
17-3411	Interest	59,002	58,000	184,000	211,000	14.7%
	<b>Total Revenues</b>	<b>\$1,663,262</b>	<b>\$4,055,783</b>	<b>\$4,064,236</b>	<b>\$4,188,802</b>	<b>3.1%</b>
<b>License Surcharge (Excise Tax) Fund</b>						
14-3108	License Tax	889,633	1,419,000	586,633	1,600,000	172.7%
14-3411	Interest	57,788	76,000	112,000	135,000	20.5%
	<b>Total Revenues</b>	<b>\$947,421</b>	<b>\$1,495,000</b>	<b>\$698,633</b>	<b>\$1,735,000</b>	<b>148.3%</b>

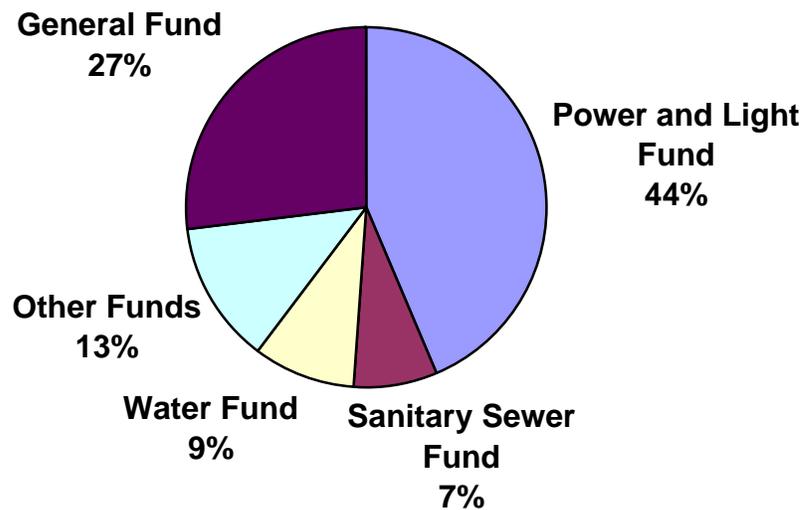
**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06		2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Current Estimate		
<b>Community Development Block Grant Fund</b>						
8-3204	Federal Grant - CDBG	784,727	862,847	862,847	776,034	-10.1%
8-3449	Misc. Non-Operating Revenue					
	<b>Total Revenues</b>	<b>\$784,727</b>	<b>\$862,847</b>	<b>\$862,847</b>	<b>\$776,034</b>	-10.1%
<b>HOME Program Fund</b>						
9-3209	HOME Program Grant	364,176	483,729	483,729	456,644	-5.6%
9-3411	Interest Income					
	<b>Total Revenues</b>	<b>\$364,176</b>	<b>\$483,729</b>	<b>\$483,729</b>	<b>\$456,644</b>	-5.6%
<b>Grants Fund</b>						
15-3210	Civil Defense Program	54,033	44,780	50,000	43,000	-14.0%
15-3211	Public Health Nursing	176,153	170,150	185,000	222,660	20.4%
15-3218	Dial-A-Ride					
15-3219	Other Federal Grants	1,968,841	962,312	1,425,000	700,507	-50.8%
15-3250	Other State Grants	91,285	51,193	182,500		-100.0%
15-3279	Other Misc. Grants			55,000	100,000	81.8%
15-3316	Reimb. For Police Services	141,328	60,000	80,400	28,657	-64.4%
15-3317	School Resource Officers					
15-3411	Interest	585		150		-100.0%
15-3435	Contributions	5,871	5,688	20,500		-100.0%
	<b>Total Revenues</b>	<b>\$2,438,096</b>	<b>\$1,294,123</b>	<b>\$1,998,550</b>	<b>\$1,094,824</b>	-45.2%
<b>Central Garage Fund</b>						
90-3380	Central Garage Charges	1,342,911	1,502,235	1,502,235	1,813,297	20.7%
90-3411	Interest Income	2,917	3,700	5,200	6,700	28.8%
90-3449	Misc. Non-Operating Revenue	3,925				
	<b>Total Revenues</b>	<b>\$1,349,753</b>	<b>\$1,505,935</b>	<b>\$1,507,435</b>	<b>\$1,819,997</b>	20.7%
<b>Staywell Healthcare Fund</b>						
91-3461	Premiums	10,847,910	11,338,000	11,592,000	12,711,000	9.7%
91-3413	Interest	18,578	29,000	56,000	68,000	21.4%
	<b>Total Revenues</b>	<b>\$10,866,488</b>	<b>\$11,367,000</b>	<b>\$11,648,000</b>	<b>\$12,779,000</b>	9.7%

### Source of Budget Dollars



### Allocation of Budget Dollars



**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

Description	2004-05 Actual	2005-06 Original Budget	%	2006-07 City Council Adopted Budget	%	Increase (Decrease) Over Last Year	%
			Change		of Total		Change
<b>Source of Budget Dollars</b>							
<b>Prior Years' Savings-</b>							
Undesignated Fund Balance	\$	-	n/a	\$	-	\$	-
Designated Fund Balance			n/a	104,311		104,311	n/a
Proceeds from Debt Issuance				4,695,000		4,695,000	n/a
<b>Estimated Revenues-</b>							
Taxes, excluding PILOTS	\$ 48,227,623	\$ 54,138,794	3.3%	\$ 55,946,143	24.0%	\$ 1,807,349	3.3%
Payment in Lieu of Taxes	10,179,317	11,879,512	14.5%	13,604,018	5.8%	1,724,506	14.5%
Licenses & Permits	3,780,984	4,581,408	-2.9%	4,449,138	1.9%	(132,270)	-2.9%
Grants & Shared Revenue	9,216,849	8,365,378	-5.1%	7,940,066	3.4%	(425,312)	-5.1%
Charges for Current Ser.	1,905,179	1,697,874	25.5%	2,131,534	0.9%	433,660	25.5%
Fines and Forfeitures	3,521,377	3,736,362	7.7%	4,023,410	1.7%	287,048	7.7%
Utility Service Charges	111,487,221	125,412,000	11.4%	139,684,000	59.8%	14,272,000	11.4%
Other Revenue	3,643,102	4,143,088	39.9%	5,795,300	2.5%	1,652,212	39.9%
Total Est. Revenues	\$ 191,961,652	\$ 213,954,416	9.2%	\$ 233,573,609	100.0%	\$ 19,619,193	9.2%
<b>Net Transfers In</b>		\$ 105,357	0.0%	\$ 105,357		\$ -	0.0%
<b>Total Sources</b>		<b>\$ 214,059,773</b>	<b>9.2%</b>	<b>\$ 238,478,277</b>		<b>\$ 24,418,504</b>	<b>11.4%</b>
<b>Use of Budget Dollars</b>							
<b>Operating Departments-</b>							
City Council	\$ 348,586	\$ 354,366	12.3%	\$ 398,130	0.2%	\$ 43,764	12.3%
City Clerk	409,200	417,900	2.8%	429,447	0.2%	11,547	2.8%
City Manager	669,597	724,173	43.1%	1,036,031	0.5%	311,858	43.1%
Tourism	874,249	778,198	14.6%	891,646	0.4%	113,448	14.6%
Nat'l Front. Trails Museum	327,743	337,625	2.5%	345,967	0.2%	8,342	2.5%
Technology Services	1,584,968	1,615,433	7.3%	1,733,569	0.8%	118,136	7.3%
Municipal Court	665,186	683,459	-2.0%	669,958	0.3%	(13,501)	-2.0%
Law	686,960	681,017	14.0%	776,512	0.4%	95,495	14.0%
Finance	1,587,404	1,687,593	4.9%	1,769,826	0.8%	82,233	4.9%
Human Resources	460,492	484,431	13.2%	548,235	0.3%	63,804	13.2%
Community Dev.	3,489,222	2,826,772	1.4%	2,865,233	1.4%	38,461	1.4%
Police	22,352,643	22,515,329	9.4%	24,639,257	11.6%	2,123,928	9.4%
Fire	16,139,610	15,860,988	-2.4%	15,475,247	7.3%	(385,741)	-2.4%
Health	2,598,124	2,563,524	9.3%	2,802,664	1.3%	239,140	9.3%
Water	10,490,150	11,892,292	5.1%	12,496,190	5.9%	603,898	5.1%
Public Works	6,140,825	6,674,895	5.3%	8,847,808	4.2%	2,172,913	32.6%
Water Pollution Contr.	10,372,399	11,731,767	6.5%	12,494,852	5.9%	763,085	6.5%
Parks and Recreation	3,332,406	3,803,489	3.5%	3,938,081	1.9%	134,592	3.5%
Power and Light	64,474,834	71,233,288	16.9%	83,276,439	39.2%	12,043,151	16.9%
Non-Departmental	20,845,118	25,537,947	10.9%	26,494,350	12.5%	956,403	3.7%
Debt Service	6,599,966	9,037,331	0.2%	9,053,629	4.3%	16,298	0.2%
Capital Outlay	832,666	1,041,450	19.4%	1,243,100	0.6%	201,650	19.4%
Total Departments	\$ 175,282,348	\$ 192,483,267	10.3%	\$ 212,226,171	100.0%	\$ 19,742,904	10.3%
<b>Utility/Sales Tax Funds-Cap. Budget</b>		24,863,376	27.5%	31,691,238		6,827,862	27.5%
<b>Net Transfers Out/Designations</b>		1,349,944	30.4%	1,760,681		410,737	30.4%
<b>Total Uses</b>		<b>\$ 218,696,587</b>	<b>12.3%</b>	<b>\$ 245,678,090</b>		<b>\$ 26,981,503</b>	<b>12.3%</b>
<b>Balance Available</b>		<b>\$ (4,636,814)</b>		<b>\$ (7,199,813)</b>		<b>\$ (2,562,999)</b>	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds**

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
<b>Sources:</b>							
Undesignated Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Designated Fund Balance	104,311						104,311
Estimated Revenues	66,114,003	27,190,718	109,662,000	15,550,000	20,195,000	14,598,997	253,310,718
Proceeds from Debt Issuance		4,695,000					4,695,000
<b>Consolidation Adjustments-</b>							
Interfund Charges for Support Ser.		(35,000)	(2,602,606)	(887,303)	(1,613,203)		(5,138,112)
Internal Service Fund Chgs						(14,598,997)	(14,598,997)
<b>Transfers In-</b>							
From Other Funds				105,357			105,357
<b>Total Sources</b>	<b>\$ 66,218,314</b>	<b>\$ 31,850,718</b>	<b>\$ 107,059,394</b>	<b>\$ 14,768,054</b>	<b>\$ 18,581,797</b>	<b>\$ -</b>	<b>\$ 238,478,277</b>
<b>Uses:</b>							
<b>Operating Budgets-</b>							
City Council	\$ 398,130						\$ 398,130
City Clerk	429,447						429,447
City Manager	1,036,031						1,036,031
Tourism		891,646					891,646
Nat'l Front. Trails Museum	345,967						345,967
Technology Services	1,659,908		73,661				1,733,569
Municipal Court	669,958						669,958
Law	728,888	47,624					776,512
Finance	1,720,182				49,644		1,769,826
Human Resources	548,235						548,235
Community Development	2,605,129	260,104					2,865,233
Police	20,158,488	4,480,769					24,639,257
Fire	13,996,503	1,478,744					15,475,247
Health	2,266,260	536,404					2,802,664
Water					12,496,190		12,496,190

(continued on the next page)

409

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Summary of Sources and Uses by Fund and Fund Type - Combined Total for All Funds**

Description / Fund=>	General Fund	Special Revenue Funds	Enterprise Funds			Internal Service Funds	Grand Total All Funds
			Power & Light Fund	Sanitary Sewer Fund	Water Fund		
<b>Operating Budgets (continued)-</b>							
Public Works	6,959,349			68,462		1,819,997	8,847,808
Water Pollution Control	298,891	1,667,423		10,528,538			12,494,852
Parks and Recreation	1,981,302	1,956,779					3,938,081
Power and Light			83,276,439				83,276,439
Non-Departmental	8,535,189		17,170,541	3,082,723	4,664,006	11,883,000	45,335,459
Debt Service/Lease Purch.		2,274,715	2,785,823		3,993,091		9,053,629
Capital Outlay	1,243,100						1,243,100
Operating Budget Total	<u>\$ 65,580,957</u>	<u>\$ 13,594,208</u>	<u>\$ 103,306,464</u>	<u>\$ 13,679,723</u>	<u>\$ 21,202,931</u>	<u>\$ 13,702,997</u>	<u>\$ 231,067,280</u>
<b>Consolidation Adjustments-</b>							
Interfund Charges for Support Ser.		(35,000)	(2,602,606)	(887,303)	(1,613,203)		(5,138,112)
Internal Service Fund Chgs						(13,702,997)	(13,702,997)
Consolidated Operating Budg.	<u>65,580,957</u>	<u>13,559,208</u>	<u>100,703,858</u>	<u>12,792,420</u>	<u>19,589,728</u>	<u>-</u>	<u>212,226,171</u>
Capital Budget		<u>17,890,238</u>	<u>5,925,000</u>	<u>5,285,000</u>	<u>2,591,000</u>		<u>31,691,238</u>
Total Operating/Capital Budg.	<u>\$ 65,580,957</u>	<u>\$ 31,449,446</u>	<u>\$ 106,628,858</u>	<u>\$ 18,077,420</u>	<u>\$ 22,180,728</u>	<u>\$ -</u>	<u>\$ 243,917,409</u>
<b>Transfers Out-</b>							
Desig. for Capital & Grants		1,079,574					1,079,574
Transfer to Fund Balance Target	495,000						495,000
To Other Funds	142,357	43,750					186,107
<b>Total Uses</b>	<u>\$ 66,218,314</u>	<u>\$ 32,572,770</u>	<u>\$ 106,628,858</u>	<u>\$ 18,077,420</u>	<u>\$ 22,180,728</u>	<u>\$ -</u>	<u>\$ 245,678,090</u>
<b>Transfer To (From) Undesignated Fund Balance/Net Assets</b>	<u>\$ -</u>	<u>\$ (722,052)</u>	<u>\$ 430,536</u>	<u>\$ (3,309,366)</u>	<u>\$ (3,598,931)</u>	<u>\$ -</u>	<u>\$ (7,199,813)</u>

City of Independence, Missouri  
2006-07 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 Special Revenue Funds
<b>Sources:</b>							
Undesignated Fund Balance							\$ -
Estimated Revenues	22,130,216	1,094,824	998,000	1,735,000	776,034	456,644	27,190,718
Proceeds from Debt Issuance	4,695,000						4,695,000
<b>Consolidation Adjustments-</b>							
Interfund Charges for Support Ser.			(35,000)				(35,000)
<b>Transfers In-</b>							
From Other Funds							-
<b>Total Sources</b>	<b>\$ 26,825,216</b>	<b>\$ 1,094,824</b>	<b>\$ 963,000</b>	<b>\$ 1,735,000</b>	<b>\$ 776,034</b>	<b>\$ 456,644</b>	<b>\$ 31,850,718</b>
<b>Uses:</b>							
<b>Operating Budgets-</b>							
Tourism			\$ 891,646				\$ 891,646
Law		\$ 47,624					47,624
Community Development					213,700	46,404	260,104
Police	4,012,973	467,796					4,480,769
Fire	1,435,744	43,000					1,478,744
Health		536,404					536,404
Water Pollution Control	1,667,423						1,667,423
Parks and Recreation	1,956,779						1,956,779
Debt Service	2,274,715						2,274,715
<b>Consolidation Adjustments-</b>							
Interfund Charges for Support Ser.			(35,000)				(35,000)
<b>Consolidated Operating Budget</b>	<b>\$ 11,347,634</b>	<b>\$ 1,094,824</b>	<b>\$ 856,646</b>	<b>\$ -</b>	<b>\$ 213,700</b>	<b>\$ 46,404</b>	<b>\$ 13,559,208</b>
Capital Budget	17,890,238						17,890,238
<b>Total Operating &amp; Capital Budget</b>	<b>\$ 29,237,872</b>	<b>\$ 1,094,824</b>	<b>\$ 856,646</b>	<b>\$ -</b>	<b>\$ 213,700</b>	<b>\$ 46,404</b>	<b>\$ 31,449,446</b>
<b>Transfers Out-</b>							
Desig. for Capital & Grant Proj. To Other Funds	43,750		\$ 107,000		\$ 562,334	\$ 410,240	\$ 1,079,574
<b>Total Uses</b>	<b>\$ 29,281,622</b>	<b>\$ 1,094,824</b>	<b>\$ 963,646</b>	<b>\$ -</b>	<b>\$ 776,034</b>	<b>\$ 456,644</b>	<b>\$ 32,572,770</b>
<b>Transfer To (From) Undesignated Fund Balance/Retained Earnings</b>	<b>\$ (2,456,406)</b>	<b>\$ -</b>	<b>\$ (646)</b>	<b>\$ 1,735,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (722,052)</b>

411

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**  
**2006-07 Operating Budget**  
**Summary of Sources and Uses by Fund and Fund Type - Combining Total for Sales Tax Funds**

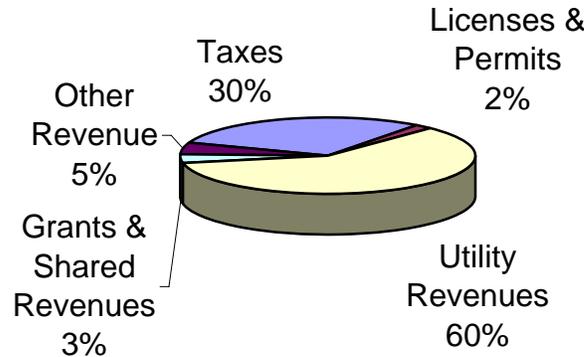
Description / Fund=>	Street Improv. Sales Tax Fund	Park Improv. Sales Tax Fund	Storm Water Improv. Sales Tax Fund	Police Public Safety Sales Tax Fund	Fire Public Safety Sales Tax Fund	Total All Funds
<b>Sources:</b>						
Undesignated Fund Balance						\$ -
Estimated Revenues	6,547,787	4,680,302	4,467,802	2,245,523	4,188,802	22,130,216
Proceeds from Debt Issuance		4,695,000				4,695,000
<b>Consolidation Adjustments-</b>						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
<b>Transfers In-</b>						
From Other Funds						-
<b>Total Sources</b>	<b>\$ 6,547,787</b>	<b>\$ 9,375,302</b>	<b>\$ 4,467,802</b>	<b>\$ 2,245,523</b>	<b>\$ 4,188,802</b>	<b>\$ 26,825,216</b>
<b>Uses:</b>						
<b>Operating Budgets-</b>						
Police				\$ 4,012,973		\$ 4,012,973
Fire					1,435,744	1,435,744
Water Pollution Control			1,667,423			1,667,423
Parks and Recreation		1,956,779				1,956,779
Debt Service		1,206,839		514,763	553,113	2,274,715
<b>Consolidation Adjustments-</b>						
Interfund Charges for Support Ser.						-
Internal Service Fund Charges						-
<b>Consolidated Operating Budget</b>	<b>\$ -</b>	<b>\$ 3,163,618</b>	<b>\$ 1,667,423</b>	<b>\$ 4,527,736</b>	<b>\$ 1,988,857</b>	<b>\$ 11,347,634</b>
Capital Budget	5,338,238	5,720,000	2,332,000	-	4,500,000	17,890,238
<b>Total Operating &amp; Capital Budget</b>	<b>\$ 5,338,238</b>	<b>\$ 8,883,618</b>	<b>\$ 3,999,423</b>	<b>\$ 4,527,736</b>	<b>\$ 6,488,857</b>	<b>\$ 29,237,872</b>
<b>Transfers Out-</b>						
Desig. for Capital & Grant Proj. To Other Funds	13,125	8,750	8,750	4,375	8,750	\$ 43,750
<b>Total Uses</b>	<b>\$ 5,351,363</b>	<b>\$ 8,892,368</b>	<b>\$ 4,008,173</b>	<b>\$ 4,532,111</b>	<b>\$ 6,497,607</b>	<b>\$ 29,281,622</b>
<b>Transfer To (From) Undesignated Fund Balance/Retained Earnings</b>	<b>\$ 1,196,424</b>	<b>\$ 482,934</b>	<b>\$ 459,629</b>	<b>\$ (2,286,588)</b>	<b>\$ (2,308,805)</b>	<b>\$ (2,456,406)</b>

412

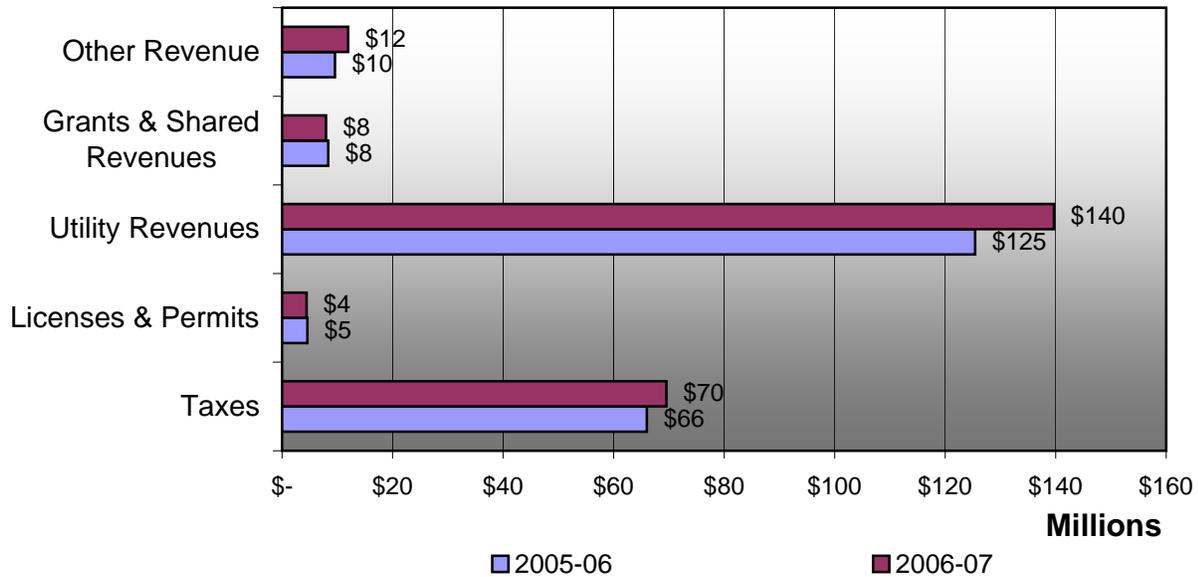
Note1) the combined total for these Funds is included in the calculation of the Special Revenue Fund total on the previous schedule.

# **Estimated Revenues**

Revenues by Source



The single largest source of revenue for the City is Utility Service Charges from the City's electric, water and sanitary sewer utilities; comprising sixty percent of total revenues. Taxes represent the second largest category making up thirty percent of the total. For the General Fund alone, taxes represent seventy-one percent of total revenues.



Component revenues between the 2005-06 and 2006-07 fiscal years have remained largely unchanged. Total revenues are projected to increase in the 2006-07 fiscal year by 9.2 percent over the 2005-06 fiscal year. The largest single increase is in the Utility Revenues category which is projected to increase by \$14.3 million and represents a 11.4 percent increase. Taxes are projected to increase by \$3.5 million representing a 5.3% increase.

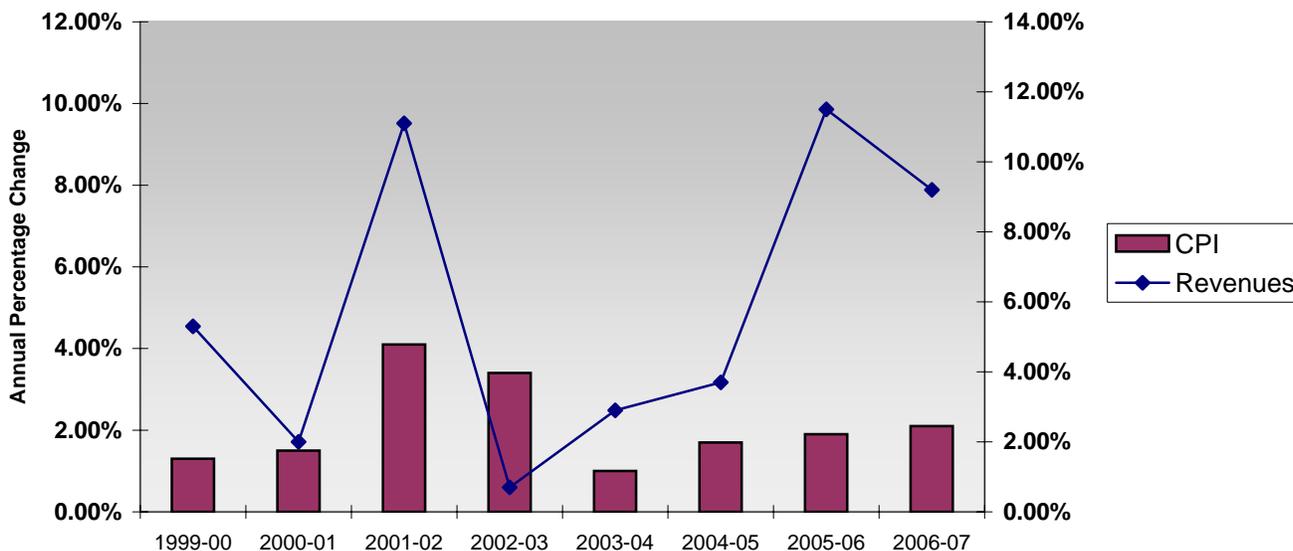
**City of Independence, Missouri**  
**2006-07**  
**Revenue Overview/Projections**

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.

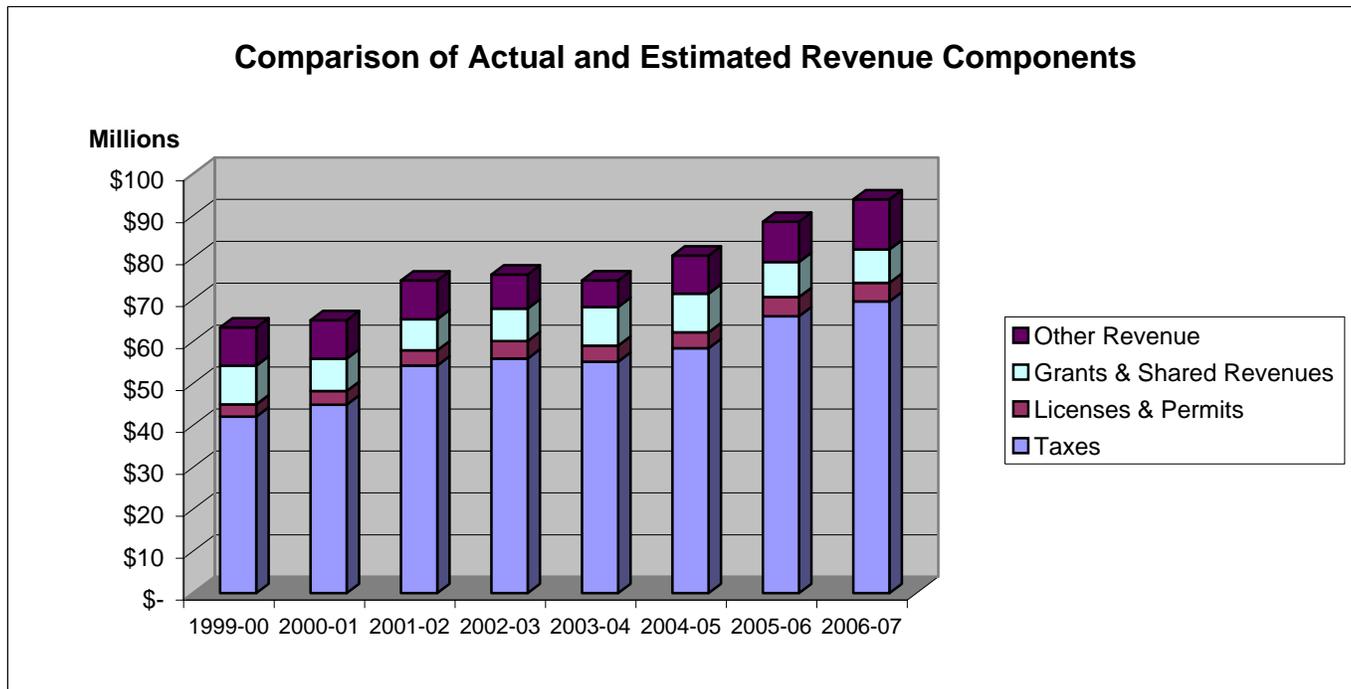
**Comparison of Annual Percentage Change in Total Revenues to Annual Percentage change in the Consumer Price Index**



During the period shown on the above graph, for all years except one, actual revenues have increased at a larger annual rate than the increase in the CPI index for the area. Total Revenues for 2006-07 are estimated to increase over the total revenues for 2005-06 at a rate of 9.2 percent compared to a projected consumer price index increase for this area of 2.1 percent.

**City of Independence, Missouri**  
**2006-07**  
**Revenue Overview/Projections**

Shown below is a comparison of the actual total revenues by source for the 1999-00 fiscal year through the 2004-05 fiscal year. Also listed are budgeted amounts for the 2005-06 and 2006-07 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 5.8 percent.



**Revenue Estimates by Fund -**

**General Fund**

**Taxes** - taxes comprise seventy-one percent of the total revenue within the General Fund. Included in this category are Real Estate Taxes, Local Option Sales Taxes, Payments in Lieu of Taxes from the City's three municipally owned utility companies and Utility Franchise Fees from privately owned utility companies. Projections in these categories are based on historical trend analysis with adjustments for projected changes in economic conditions and rate changes, as applicable. For the Payments in Lieu of Taxes and Utility Franchise Fees, the revenue is based on 9.08 percent of the gross receipts collected by each utility.

**Grants and Shared Revenue** - Grant revenues represent 8.5 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**  
**2006-07**  
**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.

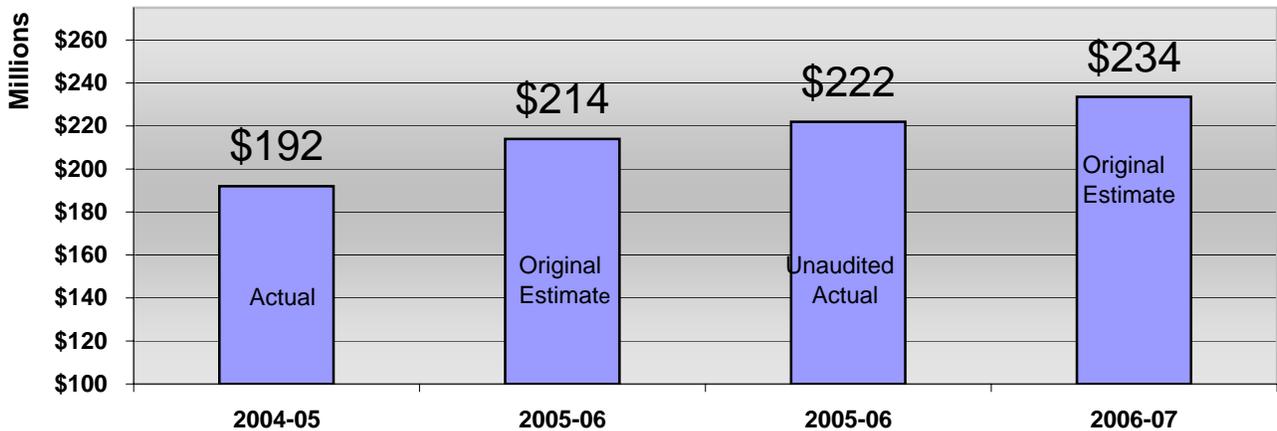
**Central Garage Fund**

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 2005-06 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 \$8 million, representing a projection variance of 3.7 percent. The positive variance was due to in part by increased revenues in the Water utility fund (\$1.1 million). Also, shown on the chart for comparison purposes is the estimate for 2006-07 and the actual for 2004-05.

**Comparison of Actual and Estimated Revenues**



For additional revenue details and projection information, refer to the separate Revenue Manual. This document provides detail information regarding each revenue source in the City including authorization, projection parameters, historical data, etc.

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b>General Fund</b>								
<b><u>Property Taxes</u></b>								
2-3011	Real Estate	6,501,710	6,739,205	6,806,051	26,587	6,832,638	7,003,454	2.5%
2-3013	R.R. & Other Utility	40,721	42,000	29,858	15,142	45,000	45,000	0.0%
	<b>Total Property Taxes</b>	<b>6,542,430</b>	<b>6,781,205</b>	<b>6,835,909</b>	<b>41,729</b>	<b>6,877,638</b>	<b>7,048,454</b>	<b>2.5%</b>
<b><u>Sales and Use Taxes</u></b>								
2-3041	Local Option Sales Tax	15,916,242	16,864,515	12,277,619	4,461,379	16,738,998	17,157,473	2.5%
2-3042	Cigarette Tax	604,872	622,000	441,958	160,371	602,329	602,000	-0.1%
2-3044	Local Option Use Tax	0	0	0	0	0	0	
	<b>Total Sales and Use Taxes</b>	<b>16,521,113</b>	<b>17,486,515</b>	<b>12,719,578</b>	<b>4,621,749</b>	<b>17,341,327</b>	<b>17,759,473</b>	<b>2.4%</b>
<b><u>Utility Franchise Fees</u></b>								
2-3052	Water	22,299	23,500	16,923	5,676	22,599	23,500	4.0%
2-3053	Gas	4,636,879	4,500,000	4,088,924	1,374,290	5,463,214	5,575,000	2.0%
2-3054	Telephone	1,969,693	1,930,000	1,342,192	502,392	1,844,584	1,890,000	2.5%
2-3055	Electricity	305,730	290,000	237,484	68,740	306,224	310,000	1.2%
2-3057	Cable Television	565,757	593,000	411,359	164,895	576,254	590,000	2.4%
	<b>Total Utility Franchise Fees</b>	<b>7,500,356</b>	<b>7,336,500</b>	<b>6,096,882</b>	<b>2,115,993</b>	<b>8,212,875</b>	<b>8,388,500</b>	<b>2.1%</b>
<b><u>Payments in Lieu of Taxes</u></b>								
2-3281	Power & Light In Lieu of Taxes	7,628,326	8,776,278	7,705,129	2,014,110	9,719,239	10,384,425	6.8%
2-3282	Water Service In Lieu of Taxes	1,395,053	1,679,128	1,196,221	527,853	1,724,074	1,751,928	1.6%
2-3283	Sanitary Sewer In Lieu of Taxes	1,155,938	1,424,106	1,024,287	378,657	1,402,944	1,467,665	4.6%
	<b>Total Pymt. in Lieu of Taxes</b>	<b>10,179,317</b>	<b>11,879,512</b>	<b>9,925,636</b>	<b>2,920,621</b>	<b>12,846,257</b>	<b>13,604,018</b>	<b>5.9%</b>
	<b>Total Taxes</b>	<b>40,743,217</b>	<b>43,483,732</b>	<b>35,578,005</b>	<b>9,700,092</b>	<b>45,278,097</b>	<b>46,800,445</b>	<b>3.4%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b><u>Business Licenses and Permits</u></b>								
2-3101	Occupation Licenses	1,311,031	1,467,000	702,214	682,786	1,385,000	1,449,000	4.6%
2-3102	Liquor Licenses	81,096	94,000	4,453	84,547	89,000	89,000	0.0%
2-3103	Planning Exam & Licenses	108,314	100,000	114,196	-14,196	100,000	102,000	2.0%
2-3104	Fin-Other License/Permits	38,190	45,000	26,807	16,193	43,000	44,000	2.3%
2-3108	Building Permits, Com.Develop.	986,208	1,270,958	1,133,176	137,782	1,270,958	1,309,867	3.1%
2-3109	Construction Permits, Pub.Works	551,027	900,000	441,569	458,431	900,000	750,000	-16.7%
2-3120	Nursing Home Permits	950	750	950	-200	750	750	0.0%
2-3121	Day Care Permits	7,734	7,000	1,407	5,097	6,504	6,600	1.5%
2-3122	Food Handler's Permits	106,151	111,000	65,486	40,632	106,118	110,000	3.7%
2-3123	Massage Therapist Appl	2,880	2,600	2,660	-1,160	1,500	1,500	0.0%
2-3124	Other Food Permits	98,590	98,000	94,125	-9,505	84,620	90,000	6.4%
2-3125	Ambulance Permits & Licenses	32,088	30,300	35,404	9,057	44,461	40,421	-9.1%
2-3126	Plan Reviews - Health Dept.	2,700	7,800	1,501	4,499	6,000	6,000	0.0%
	<b>Total Bus. Lic. &amp; Permits</b>	<b>3,326,959</b>	<b>4,134,408</b>	<b>2,623,947</b>	<b>1,413,964</b>	<b>4,037,911</b>	<b>3,999,138</b>	<b>-1.0%</b>
<b><u>Non-Business Licenses and Permits</u></b>								
2-3151	Motor Vehicle Licenses	454,026	447,000	469,088	-20,433	448,655	450,000	0.3%
	<b>Total Licenses and Permits</b>	<b>3,780,984</b>	<b>4,581,408</b>	<b>3,093,035</b>	<b>1,393,531</b>	<b>4,486,566</b>	<b>4,449,138</b>	<b>-0.8%</b>
<b><u>Grants-</u></b>								
<b><u>Federal Government Grants</u></b>								
2-3210	Civil Defense Program	6,689	0	1,023	-1,023	0	0	
2-3211	Public Health Nursing	1,425	0	116	-116	0	0	
2-3212	Community Health Ed	0	0	0	0	0	0	
2-3218	Dial-A-Ride	38,090	25,393	0	25,393	25,393	25,393	0.0%
2-3219	Other	37,172	0	24,240	0	24,240	0	-100.0%
	<b>Total Federal Grants</b>	<b>83,375</b>	<b>25,393</b>	<b>25,380</b>	<b>24,253</b>	<b>49,633</b>	<b>25,393</b>	<b>-48.8%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b>State Government Grants</b>								
2-3241	Financial Institutions Tax	37,149	37,000	22,181	345	22,526	37,000	64.3%
2-3242	Gasoline Tax	3,320,835	3,348,000	2,432,495	835,122	3,267,617	3,300,293	1.0%
2-3243	Motor Vehicle License Fees	597,588	612,000	475,931	172,436	648,367	654,851	1.0%
2-3244	Motor Vehicle Sales Tax	812,098	866,000	531,149	244,538	775,687	791,201	2.0%
2-3250	Other	30,900	0	0	0	0	0	
	<b>Total State Grants</b>	<b>4,798,570</b>	<b>4,863,000</b>	<b>3,461,756</b>	<b>1,252,441</b>	<b>4,714,197</b>	<b>4,783,345</b>	<b>1.5%</b>
<b>Other Sources</b>								
2-3272	Jackson County Drug Task Force	419,676	439,736	233,869	205,867	439,736	419,332	-4.6%
2-3274	Jackson County Dare Program	353,273	377,238	353,273	0	353,273	388,151	9.9%
2-3275	Mid Am Reg Council	24,906	25,000	18,750	6,250	25,000	25,000	0.0%
2-3279	Other Misc. Grants	0	0	0	0	0	0	
	<b>Total Other Sources</b>	<b>797,854</b>	<b>841,974</b>	<b>605,892</b>	<b>212,117</b>	<b>818,009</b>	<b>832,483</b>	<b>1.8%</b>
	<b>Total Grants</b>	<b>5,679,800</b>	<b>5,730,367</b>	<b>4,093,028</b>	<b>1,488,811</b>	<b>5,581,839</b>	<b>5,641,221</b>	<b>1.1%</b>
<b>Charges for Services</b>								
<b>General Government</b>								
2-3302	Planning & Zoning Fees	42,821	47,500	33,788	12,587	46,375	45,000	-3.0%
2-3303	Board Of Adjustment Fees	5,426	5,550	3,852	1,548	5,400	5,350	-0.9%
2-3304	Sale Of Maps, Books, Plans	12,102	20,000	5,528	14,472	20,000	10,000	-50.0%
2-3305	Sale Of Police Reports	46,401	44,500	33,325	11,175	44,500	44,500	0.0%
2-3306	Sale Of Fire Reports	460	130	315	-190	125	125	0.0%
2-3307	Computer Service Charges	36,470	34,000	18,082	12,918	31,000	30,000	-3.2%
<b>Health</b>								
2-3311	Animal Shelter Fees	65,917	62,000	43,378	18,622	62,000	62,000	0.0%
2-3312	Animal Id Tags	2,510	1,300	2,610	-610	2,000	2,000	0.0%
2-3313	Health Training Programs	0	0	0	0	0	0	

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b>Public Safety</b>								
2-3316	Reimb. For Police Services	63,126	0	36,392	18,608	55,000	55,000	0.0%
2-3317	School Resource Officers	352,929	361,694	286,280	75,414	361,694	422,377	16.8%
2-3318	Alarm Charges - Police	34,675	36,750	30,818	5,932	36,750	35,000	-4.8%
2-3319	Alarm Charges - Fire	2,525	4,050	8,188	-6,213	1,975	2,025	2.5%
<b>Recreation</b>								
2-3322	Class Fees	53,604	40,000	37,310	4,690	42,000	45,000	7.1%
2-3323	Park Concessions	3,436	8,000	5,043	1,957	7,000	9,000	28.6%
2-3326	Pool Fees	0	0	0	0	0	0	
2-3327	Recreation Centers	24,635	22,000	17,915	85	18,000	22,000	22.2%
2-3329	Recreation Rentals	139,846	80,000	90,951	-8,951	82,000	87,000	6.1%
<b>National Frontier Trails Museum</b>								
2-3331	NFTM-Admissions	43,268	50,000	28,181	16,819	45,000	55,000	22.2%
2-3332	NFTM-Gift Shop	42,414	50,000	24,694	15,306	40,000	42,000	5.0%
<b>Cemetery</b>								
2-3341	Sale Of Cemetery Lots	11,850	9,000	2,100	900	3,000	9,000	200.0%
2-3342	Sale Of Monument Bases	3,650	4,000	3,396	604	4,000	4,000	0.0%
2-3343	Grave Opening Charges	64,195	48,000	53,500	0	53,500	50,000	-6.5%
<b>Other Charges</b>								
2-3392	Sale Of Street Signs	2,620	5,000	1,684	3,316	5,000	5,000	0.0%
2-3393	Special Assessments	148,630	112,000	91,683	23,317	115,000	120,000	4.3%
2-3396	Sale Of Recycled Material	31,110	32,000	22,116	12,884	35,000	20,000	-42.9%
2-3397	Solid Waste Disp Fees	87,093	66,000	63,519	36,481	100,000	75,000	-25.0%
2-3398	Miscellaneous Charges	142,517	150,000	126,206	110,405	236,611	180,000	-23.9%
<b>Total Charges for Services</b>		<b>1,464,228</b>	<b>1,293,474</b>	<b>1,070,854</b>	<b>382,076</b>	<b>1,452,930</b>	<b>1,436,377</b>	<b>-1.1%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b><u>Fines and Court Costs</u></b>								
2-3401	Fines & Forfeitures	3,063,461	3,190,121	2,560,616	723,083	3,283,699	3,435,406	4.6%
2-3402	Court Costs	322,386	388,337	272,019	124,115	396,134	430,000	8.5%
2-3403	Police Training	53,940	60,525	42,792	10,184	52,976	60,625	14.4%
2-3404	Domestic Violence	52,032	61,732	43,124	9,798	52,922	61,732	16.6%
2-3405	Dwi/Drug	29,558	35,647	25,394	6,644	32,038	35,647	11.3%
	<b>Total Fines &amp; Court Costs</b>	<b>3,521,377</b>	<b>3,736,362</b>	<b>2,943,945</b>	<b>873,824</b>	<b>3,817,769</b>	<b>4,023,410</b>	<b>5.4%</b>
<b><u>Interest Income</u></b>								
2-3411	Interest	62,064	77,000	69,019	13,981	83,000	150,000	80.7%
2-3412	Special Assessments - Interest	6,970	5,500	5,797	703	6,500	7,000	7.7%
2-3413	Interest - Other	101,221	65,000	53,272	24,728	78,000	80,000	2.6%
	<b>Total Interest Income</b>	<b>170,256</b>	<b>147,500</b>	<b>128,089</b>	<b>39,411</b>	<b>167,500</b>	<b>237,000</b>	<b>41.5%</b>
2-3421	Interfund Chgs. For Supp. Serv.	2,700,215	2,795,350	2,096,514	736,961	2,833,475	3,016,112	6.4%
<b><u>Other Revenue</u></b>								
2-3431	Sale Of Land	0	0	1,640	-1,640	0	0	
2-3432	Sale Of Fixed Assets	56,379	15,000	44,338	7,662	52,000	35,000	-32.7%
2-3433	Rents	164,963	201,150	103,640	57,360	161,000	160,000	-0.6%
2-3434	Damage Claims	6,704	30,000	15,993	5,007	21,000	25,000	19.0%
2-3435	Contributions	161,796	90,000	9,391	48,141	57,532	50,000	-13.1%
2-3439	Cash Over/Short	1,119	0	1,159	-159	1,000	0	-100.0%
2-3440	Discounts Taken	492	500	272	28	300	300	0.0%
2-3449	Misc. Non-Operating Revenue	392,468	150,000	176,348	38,652	215,000	240,000	11.6%
	<b>Total Other Revenue</b>	<b>784,437</b>	<b>486,650</b>	<b>352,781</b>	<b>155,051</b>	<b>507,832</b>	<b>510,300</b>	<b>0.5%</b>
	<b>Total General Fund Revenues</b>	<b>\$58,844,514</b>	<b>\$62,254,843</b>	<b>\$49,356,251</b>	<b>\$14,769,757</b>	<b>\$64,126,008</b>	<b>\$66,114,003</b>	<b>3.1%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b>Power and Light Fund</b>								
<b>Operating Revenue</b>								
20-4010	Electric Service Charges	79,698,336	92,571,000	40,470,442	57,639,558	98,110,000	105,144,000	7.2%
20-4600	Other Operating Revenue	816,561	986,000	802,826	536,174	1,339,000	1,431,000	6.9%
	<b>Total Operating Revenue</b>	<b>80,514,897</b>	<b>93,557,000</b>	<b>41,273,268</b>	<b>58,175,732</b>	<b>99,449,000</b>	<b>106,575,000</b>	<b>7.2%</b>
20-3421	Interfund Charges	822,465	859,800	647,946	211,854	859,800	937,000	9.0%
20-3411	Interest Income	833,337	1,650,000	1,143,509	586,491	1,730,000	2,150,000	24.3%
	<b>Total Revenues</b>	<b>\$82,170,699</b>	<b>\$96,066,800</b>	<b>\$43,064,723</b>	<b>\$58,974,077</b>	<b>\$102,038,800</b>	<b>\$109,662,000</b>	<b>7.5%</b>

<b>Sanitary Sewer Fund</b>								
<b>Operating Revenue</b>								
30-3109	Construction Permits, Pub.Works	0	0	0	0	0	0	
30-4010	Residential	8,834,127	9,115,000	6,849,550	2,336,450	9,186,000	9,456,000	2.9%
30-4110	Commercial Base	3,677,292	3,882,000	2,777,405	1,092,595	3,870,000	4,053,000	4.7%
30-4120	Commercial Surcharge	645,512	686,000	453,684	177,316	631,000	656,000	4.0%
30-4430	Contract Services	273,245	200,000	151,165	55,835	207,000	207,000	0.0%
30-4570	Intermunicipal Agreements	408,950	410,000	233,995	207,005	441,000	441,000	0.0%
30-4600	Other Operating Revenue	118,042	117,000	100,844	24,156	125,000	125,000	0.0%
30-4700	Change in Unbilled Revenue	21,058	0	30,597	-30,597	0	0	
	<b>Total Operating Revenue</b>	<b>13,978,226</b>	<b>14,410,000</b>	<b>10,597,240</b>	<b>3,862,760</b>	<b>14,460,000</b>	<b>14,938,000</b>	<b>3.3%</b>
<b>Non-Operating Revenue</b>								
30-3411	Interest Income	313,562	377,000	333,082	114,918	448,000	612,000	36.6%
30-4900	Other Revenues, Net	-19,351	0	0	0	0	0	
	<b>Total Revenues</b>	<b>\$14,272,437</b>	<b>\$14,787,000</b>	<b>\$10,930,322</b>	<b>\$3,977,678</b>	<b>\$14,908,000</b>	<b>\$15,550,000</b>	<b>4.3%</b>

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months		
<b>Water Fund</b>							
<b>Operating Revenue</b>							
40-4010	Residential Sales	7,789,773	8,250,000	6,296,830	2,103,170	8,400,000	2.4%
40-4110	Commercial Sales	2,053,011	2,260,000	1,678,002	511,998	2,190,000	3.2%
40-4130	Industrial Sales	331,251	290,000	269,569	70,431	340,000	2.9%
40-4400	Public Authority Sales	189,489	170,000	174,845	55,155	230,000	2.2%
40-4410	Private Fire Protection	55,966	50,000	94,317	683	95,000	-46.3%
40-4420	Public Fire Protection	617,130	600,000	467,539	147,461	615,000	-2.4%
40-4550	Sales for Resale	5,670,010	5,600,000	4,328,137	1,471,863	5,800,000	0.0%
40-4600	Other Operating Revenue	287,468	225,000	197,709	72,291	270,000	1.9%
	<b>Total Operating Revenue</b>	<b>16,994,098</b>	<b>17,445,000</b>	<b>13,506,948</b>	<b>4,433,052</b>	<b>17,940,000</b>	<b>1.3%</b>
40-3421	Interfund Charges	1,078,554	1,148,000	861,003	286,997	1,148,000	3.2%
40-3411	Interest Income	411,960	709,000	359,230	154,770	839,000	63.2%
40-3440	Other Revenues, Net	387,394	0	5	-5	0	
	<b>Total Revenues</b>	<b>\$18,872,006</b>	<b>\$19,302,000</b>	<b>\$14,727,186</b>	<b>\$4,874,814</b>	<b>\$19,602,000</b>	<b>\$20,195,000</b> 3.0%
<b>Tourism Fund</b>							
4-3043	Transient Guest Tax	887,450	840,000	746,838	202,162	949,000	2.0%
4-3413	Interest and Penalties	0	0	0	0	0	
4-3219	Federal Grant - Other	0	0	0	0	0	
4-3250	State Grant - Other	97,834	0	35,731	87,125	122,856	-100.0%
4-3398	Miscellaneous Charges	540	0	300	-300	0	
4-3411	Interest Income	17,692	11,250	33,185	-1,185	32,000	-25.0%
4-3449	Misc. Non-Operating Revenue	1,590	13,500	2,000	3,000	5,000	20.0%
	<b>Total Revenues</b>	<b>\$1,005,106</b>	<b>\$864,750</b>	<b>\$818,054</b>	<b>\$290,802</b>	<b>\$1,108,856</b>	<b>\$998,000</b> -10.0%

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			2006-07 Adopted Budget	%Chg. Curr Est to Prop.	
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			Current Estimate
<b>Street Improvements Sales Tax Fund</b>								
11-3041	Sales Tax	5,633,569	6,174,161	4,366,125	1,631,716	5,997,841	6,147,787	2.5%
11-3411	Interest	145,996	82,000	181,240	92,760	274,000	400,000	46.0%
	<b>Total Revenues</b>	<b>\$5,779,565</b>	<b>\$6,256,161</b>	<b>\$4,547,365</b>	<b>\$1,724,476</b>	<b>\$6,271,841</b>	<b>\$6,547,787</b>	4.4%
<b>Parks Improvements Sales Tax Fund</b>								
12-3041	Sales Tax	4,038,148	3,997,783	2,760,146	1,120,090	3,880,236	3,977,802	2.5%
12-3322	Class Fees	0	0	0	3,000	3,000	14,000	366.7%
12-3323	Park Concessions	2,293	3,400	70,946	2,554	73,500	70,000	-4.8%
12-3326	Pool Fees	296,790	400,000	340,363	225,472	565,835	575,000	1.6%
12-3329	Recreation Rentals	0	1,000	3,590	2,410	6,000	7,500	25.0%
12-3411	Interest	228,685	174,500	30,272	-1,272	29,000	36,000	24.1%
	<b>Total Revenues</b>	<b>\$4,565,916</b>	<b>\$4,576,683</b>	<b>\$3,205,317</b>	<b>\$1,352,254</b>	<b>\$4,557,571</b>	<b>\$4,680,302</b>	2.7%
<b>Storm Water Improvements Sales Tax Fund</b>								
13-3041	Sales Tax	3,765,605	3,997,783	2,911,251	968,985	3,880,236	3,977,802	2.5%
13-3411	Interest	195,587	294,000	252,238	95,762	348,000	490,000	40.8%
	<b>Total Revenues</b>	<b>\$3,961,192</b>	<b>\$4,291,783</b>	<b>\$3,163,489</b>	<b>\$1,064,747</b>	<b>\$4,228,236</b>	<b>\$4,467,802</b>	5.7%
<b>Police Sales Tax Fund</b>								
16-3041	Sales Tax	845,058	2,108,064	1,572,856	476,435	2,049,291	2,100,523	2.5%
16-3411	Interest	48,711	58,000	101,366	33,634	135,000	145,000	7.4%
	<b>Total Revenues</b>	<b>\$893,769</b>	<b>\$2,166,064</b>	<b>\$1,674,222</b>	<b>\$510,069</b>	<b>\$2,184,291</b>	<b>\$2,245,523</b>	2.8%
<b>Fire Sales Tax Fund</b>								
17-3041	Sales Tax	1,604,260	3,997,783	2,974,692	905,544	3,880,236	3,977,802	2.5%
17-3411	Interest	59,002	58,000	133,401	50,599	184,000	211,000	14.7%
	<b>Total Revenues</b>	<b>\$1,663,262</b>	<b>\$4,055,783</b>	<b>\$3,108,093</b>	<b>\$956,143</b>	<b>\$4,064,236</b>	<b>\$4,188,802</b>	3.1%

**City of Independence, Missouri**  
**2006-2007 Operating Budget**  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

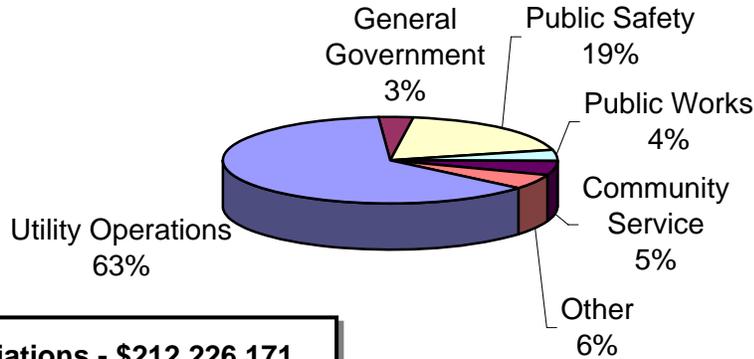
Acct. No.	Description	2004-05 Actual	2005-06			Current Estimate	2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			
<b>License Surcharge (Excise Tax) Fund</b>								
14-3108	License Tax	889,633	1,419,000	437,584	149,049	586,633	1,600,000	172.7%
14-3411	Interest	57,788	76,000	91,479	20,521	112,000	135,000	20.5%
	<b>Total Revenues</b>	<b>\$947,421</b>	<b>\$1,495,000</b>	<b>\$529,063</b>	<b>\$169,570</b>	<b>\$698,633</b>	<b>\$1,735,000</b>	148.3%
<b>Community Development Block Grant Fund</b>								
8-3204	Federal Grant - CDBG	784,727	862,847	507,865	354,982	862,847	776,034	-10.1%
8-3449	Misc. Non-Operating Revenue	0	0	0	0	0	0	
	<b>Total Revenues</b>	<b>\$784,727</b>	<b>\$862,847</b>	<b>\$507,865</b>	<b>\$354,982</b>	<b>\$862,847</b>	<b>\$776,034</b>	-10.1%
<b>HOME Program Fund</b>								
9-3209	HOME Program Grant	364,176	483,729	459,904	23,825	483,729	456,644	-5.6%
9-3411	Interest Income	0	0	0	0	0	0	
	<b>Total Revenues</b>	<b>\$364,176</b>	<b>\$483,729</b>	<b>\$459,904</b>	<b>\$23,825</b>	<b>\$483,729</b>	<b>\$456,644</b>	-5.6%
<b>Grants Fund</b>								
15-3210	Civil Defense Program	54,033	44,780	26,335	23,665	50,000	43,000	-14.0%
15-3211	Public Health Nursing	176,153	170,150	124,570	60,430	185,000	222,660	20.4%
15-3218	Dial-A-Ride	0	0	0	0	0	0	
15-3219	Other Federal Grants	1,968,841	962,312	1,126,175	298,825	1,425,000	700,507	-50.8%
15-3250	Other State Grants	91,285	51,193	182,650	-150	182,500	0	-100.0%
15-3279	Other Misc. Grants	0	0	36,951	18,049	55,000	100,000	81.8%
15-3316	Reimb. For Police Services	141,328	60,000	67,683	12,717	80,400	28,657	-64.4%
15-3317	School Resource Officers	0	0	0	0	0	0	
15-3411	Interest	585	0	104	46	150	0	-100.0%
15-3435	Contributions	5,871	5,688	11,793	8,707	20,500	0	-100.0%
	<b>Total Revenues</b>	<b>\$2,438,096</b>	<b>\$1,294,123</b>	<b>\$1,576,261</b>	<b>\$422,289</b>	<b>\$1,998,550</b>	<b>\$1,094,824</b>	-45.2%

City of Independence, Missouri  
2006-2007 Operating Budget  
**Revenue Summary**  
For the Fiscal Years 2004-05 through 2006-07

Acct. No.	Description	2004-05 Actual	2005-06			Current Estimate	2006-07 Adopted Budget	%Chg. Curr Est to Prop.
			Original Budget	Actual Rev. For 9 Months	Est. Revenue For 3 Months			
<b>Central Garage Fund</b>								
90-3380	Central Garage Charges	1,342,911	1,502,235	1,229,632	272,603	1,502,235	1,813,297	20.7%
90-3411	Interest Income	2,917	3,700	4,359	841	5,200	6,700	28.8%
90-3449	Misc. Non-Operating Revenue	3,925	0	1,896	-1,896	0	0	
	<b>Total Revenues</b>	<b>\$1,349,753</b>	<b>\$1,505,935</b>	<b>\$1,235,887</b>	<b>\$271,548</b>	<b>\$1,507,435</b>	<b>\$1,819,997</b>	20.7%
<b>Staywell Healthcare Fund</b>								
91-3461	Premiums	10,847,910	11,338,000	8,565,901	3,026,099	11,592,000	12,711,000	9.7%
91-3413	Interest	18,578	29,000	42,607	13,393	56,000	68,000	21.4%
	<b>Total Revenues</b>	<b>\$10,866,488</b>	<b>\$11,367,000</b>	<b>\$8,608,508</b>	<b>\$3,039,492</b>	<b>\$11,648,000</b>	<b>\$12,779,000</b>	9.7%
<b>Summary:</b>								
	<b>Grand Total Revenues</b>	<b>\$208,779,127</b>	<b>\$231,630,501</b>	<b>\$147,512,510</b>	<b>\$92,776,523</b>	<b>\$240,289,033</b>	<b>\$253,310,718</b>	5.4%
	<b>Less:</b>							
	Central Garage Fund	-1,349,753	-1,505,935	-1,235,887	-271,548	-1,507,435	-1,819,997	
	Staywell Health Care Fund	-10,866,488	-11,367,000	-8,608,508	-3,039,492	-11,648,000	-12,779,000	
	Interfund Charges	-4,601,234	-4,803,150	-3,605,463	-1,235,812	-4,841,275	-5,138,112	
	<b>Net Total Revenues</b>	<b>\$191,961,652</b>	<b>\$213,954,416</b>	<b>\$134,062,652</b>	<b>\$88,229,671</b>	<b>\$222,292,323</b>	<b>\$233,573,609</b>	5.1%

# **Appropriations**

Appropriations

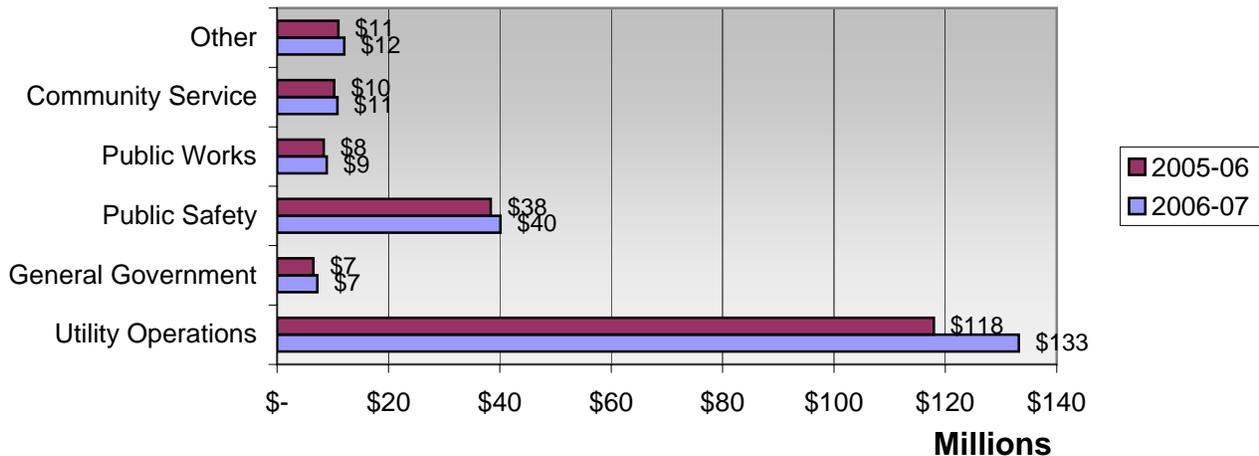


**Total Appropriations - \$212,226,171**

Utility Operations represent sixty-three 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-one percent of that fund's budget. Public Safety includes Police services (\$24.6 million) and Fire services (\$15.5 million).

Total operating budget appropriations increased by 10.3 percent between the two fiscal years representing an increase of \$19.9 million. The largest portion of this increase (\$15.3 million) occurred in the Utility Operations category with the Power and Light fund accounting for \$13.9 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 \$2.1 million reflecting the inclusion of the Police Public Safety Sales Tax and implementation of new employee work agreements in the department.

Comparison of Appropriations



**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

<u>Fund/Department</u>	<u>Actual Expenditures 2004-05</u>	<u>Original Budget 2005-06</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2005-06</u>	<u>City Council Adopted 2006-07</u>
<b>General Fund:</b>						
<b>General Government:</b>						
City Council	\$ 348,586	\$ 354,366	\$ 265,916	\$ 88,450	\$ 354,366	\$ 398,130
City Clerk	409,200	417,900	326,138	91,762	417,900	429,447
City Manager	669,597	724,173	555,453	168,720	724,173	1,036,031
Technology Services	1,515,656	1,544,424	1,181,170	363,254	1,544,424	1,659,908
Municipal Court	665,186	683,459	514,705	168,754	683,459	669,958
Total General Government	\$ 3,608,225	\$ 3,724,322	\$ 2,843,382	\$ 880,940	\$ 3,724,322	\$ 4,193,474
National Frontier Trails Museum	\$ 327,743	\$ 337,625	\$ 242,839	\$ 94,786	\$ 337,625	\$ 345,967
Law Department	647,262	621,377	442,119	179,258	621,377	728,888
<b>Finance Department:</b>						
Administration	\$ 286,027	\$ 349,621	\$ 229,910	\$ 119,441	\$ 349,351	\$ 389,615
Accounting	779,112	792,512	602,089	190,423	792,512	815,813
Purchasing	342,629	354,721	263,784	91,207	354,991	360,497
Occupation Licensing	131,965	141,418	113,968	27,450	141,418	154,257
Total Finance Department	\$ 1,539,733	\$ 1,638,272	\$ 1,209,751	\$ 428,521	\$ 1,638,272	\$ 1,720,182
Human Resources Department	\$ 460,492	\$ 484,431	\$ 352,810	\$ 131,621	\$ 484,431	\$ 548,235
<b>Community Development Department:</b>						
Administration	\$ 194,023	\$ 306,487	\$ 170,938	\$ 143,392	\$ 314,330	\$ 312,438
Comprehensive/Current Planning	554,405	577,917	375,455	198,814	574,269	586,070
Transportation	771,288	794,117	794,117	-	794,117	794,117
Historic Preservation	78,757	79,294	65,080	14,214	79,294	81,550
Building Inspection	551,542	789,218	560,626	224,397	785,023	830,954
Total Planning and Permits	\$ 2,150,015	\$ 2,547,033	\$ 1,966,216	\$ 580,817	\$ 2,547,033	\$ 2,605,129

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

<b>Fund/Department</b>	<b>Actual Expenditures 2004-05</b>	<b>Original Budget 2005-06</b>	<b>Actual Expenditures For 9 Months</b>	<b>Estimated Expenditures For 3 Months</b>	<b>Amended Budget 2005-06</b>	<b>City Council Adopted 2006-07</b>
<b>General Fund (continued):</b>						
<b>Police Department:</b>						
Administration	\$ 1,274,082	\$ 1,545,582	\$ 1,274,156	\$ 296,019	\$ 1,570,175	\$ 1,858,358
Police Operations	13,092,915	12,922,241	10,023,324	2,894,390	12,917,714	13,349,018
Police Services	4,876,621	4,954,173	3,749,312	1,205,898	4,955,210	4,951,112
Total Police Department	\$ 19,243,618	\$ 19,421,996	\$ 15,046,792	\$ 4,396,307	\$ 19,443,099	\$ 20,158,488
<b>Fire Department:</b>						
Administration	\$ 423,731	\$ 508,142	\$ 250,287	\$ 257,855	\$ 508,142	\$ 532,637
Suppression	11,910,311	11,665,375	9,040,131	2,615,244	11,655,375	12,239,760
Fire Prevention	465,536	532,725	374,311	158,414	532,725	542,568
Maintenance	494,738	451,858	311,271	150,587	461,858	391,801
Training/Emer. Preparedness	233,468	320,038	227,159	92,879	320,038	289,737
Total Fire Department	\$ 13,527,784	\$ 13,478,138	\$ 10,203,159	\$ 3,274,979	\$ 13,478,138	\$ 13,996,503
<b>Health Department:</b>						
Administration	\$ 165,266	\$ 168,017	\$ 128,422	\$ 39,595	\$ 168,017	\$ 181,245
General Services	582,384	676,297	518,406	157,891	676,297	748,148
Animal/Rabies Control	559,691	581,400	392,134	189,266	581,400	624,204
Code Enforcement	637,143	709,391	496,031	213,360	709,391	712,663
Total Health Department	\$ 1,944,484	\$ 2,135,105	\$ 1,534,993	\$ 600,112	\$ 2,135,105	\$ 2,266,260
<b>Public Works:</b>						
Administration	\$ 193,354	\$ 195,123	\$ 152,287	\$ 42,836	\$ 195,123	\$ 207,682
Engineering	1,434,072	1,371,202	1,325,861	42,492	1,368,353	1,438,205
Property Management	835,037	899,208	644,243	254,965	899,208	941,798
Street Maintenance	3,652,463	4,142,379	3,294,706	850,522	4,145,228	4,371,664
Total Public Works	\$ 6,114,926	\$ 6,607,912	\$ 5,417,097	\$ 1,190,815	\$ 6,607,912	\$ 6,959,349

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
For the Fiscal Years 2004-05, 2005-06 and 2006-07

<u>Fund/Department</u>	<u>Actual Expenditures 2004-05</u>	<u>Original Budget 2005-06</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2005-06</u>	<u>City Council Adopted 2006-07</u>
<b>General Fund (continued):</b>						
<b>Water Pollution Control:</b>						
Storm Sewer Maintenance	\$ 295,014	\$ 296,739	\$ 222,832	\$ 73,907	\$ 296,739	\$ 298,891
<b>Parks and Recreation:</b>						
Administration	\$ 195,105	\$ 276,634	\$ 210,787	\$ 66,642	\$ 277,429	\$ 291,974
Park Maintenance	934,480	835,469	569,642	263,352	832,994	810,798
Recreation	749,971	773,700	548,278	224,777	773,055	701,852
Cemetery Maintenance	178,404	167,111	113,191	56,245	169,436	176,678
Total Parks and Recreation	<u>\$ 2,057,960</u>	<u>\$ 2,052,914</u>	<u>\$ 1,441,898</u>	<u>\$ 611,016</u>	<u>\$ 2,052,914</u>	<u>\$ 1,981,302</u>
Non-Departmental	\$ 5,946,332	\$ 7,633,910	\$ 4,900,024	\$ 3,272,682	\$ 8,172,706	\$ 8,535,189
Debt Service (Lease Purchases)	108,161	91,262	91,261	1	91,262	-
Capital Outlay	832,666	1,041,450	334,493	1,138,328	1,472,821	1,243,100
Total General Fund	<u>\$ 58,804,415</u>	<u>\$ 62,112,486</u>	<u>\$ 46,249,666</u>	<u>\$ 16,854,090</u>	<u>\$ 63,103,756</u>	<u>\$ 65,580,957</u>
<b><u>Tourism Fund:</u></b>						
Tourism	\$ 874,249	\$ 778,198	\$ 712,667	\$ 85,381	\$ 798,048	\$ 891,646
<b><u>Community Development Block Grant Fund:</u></b>						
Community Development	\$ 816,765	\$ 231,367	\$ 220,945	\$ 10,422	\$ 231,367	\$ 213,700
<b><u>HOME Program Fund:</u></b>						
Community Development	\$ 522,442	\$ 48,372	\$ 39,200	\$ 9,172	\$ 48,372	\$ 46,404
<b><u>Central Garage Fund:</u></b>						
Public Works	\$ 1,365,901	\$ 1,416,435	\$ 1,289,290	\$ 127,145	\$ 1,416,435	\$ 1,819,997
Non-Departmental	58,917	89,500	38,506	50,994	89,500	-
Total Central Garage Fund	<u>\$ 1,424,818</u>	<u>\$ 1,505,935</u>	<u>\$ 1,327,796</u>	<u>\$ 178,139</u>	<u>\$ 1,505,935</u>	<u>\$ 1,819,997</u>

430

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

<u>Fund/Department</u>	<u>Actual Expenditures 2004-05</u>	<u>Original Budget 2005-06</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2005-06</u>	<u>City Council Adopted 2006-07</u>
<b>Staywell Health Care Fund</b>	\$ 10,787,778	\$ 11,367,000	\$ 8,086,844	\$ 3,280,156	\$ 11,367,000	\$ 11,883,000
<b><u>Park Improvements Sales Tax Fund:</u></b>						
Parks and Recreation	\$ 1,274,446	\$ 1,750,575	\$ 1,315,030	\$ 435,545	\$ 1,750,575	\$ 1,956,779
Debt Service	323,378	1,165,001	907,477	257,524	1,165,001	1,206,839
Total Park Improv. Sales Tax Fund	<u>\$ 1,597,824</u>	<u>\$ 2,915,576</u>	<u>\$ 2,222,507</u>	<u>\$ 693,069</u>	<u>\$ 2,915,576</u>	<u>\$ 3,163,618</u>
<b><u>Police Public Safety Sales Tax Fund:</u></b>						
Police	\$ 1,375,856	\$ 2,332,049	\$ 1,964,327	\$ 367,722	\$ 2,332,049	\$ 4,012,973
Debt Service	82,183	517,763	581,739	(63,976)	517,763	514,763
Total Police Sales Tax Fund	<u>\$ 1,458,039</u>	<u>\$ 2,849,812</u>	<u>\$ 2,546,066</u>	<u>\$ 303,746</u>	<u>\$ 2,849,812</u>	<u>\$ 4,527,736</u>
<b><u>Fire Public Safety Sales Tax Fund:</u></b>						
Fire	\$ 2,205,468	\$ 2,338,070	\$ 1,154,222	\$ 1,183,848	\$ 2,338,070	\$ 1,435,744
Debt Service	-	551,913	548,513	3,400	551,913	553,113
Total Fire Sales Tax Fund	<u>\$ 2,205,468</u>	<u>\$ 2,889,983</u>	<u>\$ 1,702,735</u>	<u>\$ 1,187,248</u>	<u>\$ 2,889,983</u>	<u>\$ 1,988,857</u>
<b><u>Storm Water Improvements Sales Tax Fund:</u></b>						
Water Pollution Control	\$ 1,020,888	\$ 1,471,389	\$ 734,693	\$ 736,696	\$ 1,471,389	\$ 1,667,423
<b><u>Grants Fund:</u></b>						
Law	\$ 39,698	\$ 59,640	\$ 34,684	\$ 37,227	\$ 71,911	\$ 47,624
Police	1,733,169	761,284	1,040,099	369,082	1,409,181	467,796
Fire	406,358	44,780	83,323	31,905	115,228	43,000
Health	653,640	428,419	512,903	303,622	816,525	536,404
Total Grants Fund	<u>\$ 2,832,865</u>	<u>\$ 1,294,123</u>	<u>\$ 1,671,009</u>	<u>\$ 741,836</u>	<u>\$ 2,412,845</u>	<u>\$ 1,094,824</u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

<u>Fund/Department</u>	<u>Actual Expenditures 2004-05</u>	<u>Original Budget 2005-06</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2005-06</u>	<u>City Council Adopted 2006-07</u>
<b><u>Power and Light Fund:</u></b>						
<b>Technology Services Department:</b>						
Technology Services	\$ 69,312	\$ 71,009	\$ 56,184	\$ 14,825	\$ 71,009	\$ 73,661
<b>Power and Light Department:</b>						
Administration	1,123,246	1,459,301	1,032,240	412,061	1,444,301	1,283,604
Support Services	7,463,589	7,680,869	7,580,066	97,803	7,677,869	8,332,632
Production	45,162,352	50,195,775	48,833,086	1,362,694	50,195,780	61,231,464
Distribution	7,884,136	8,289,116	7,217,153	1,089,963	8,307,116	8,587,706
Engineering	2,841,511	3,608,227	2,330,648	1,277,579	3,608,227	3,841,033
Total Power and Light Department	<u>\$ 64,474,834</u>	<u>\$ 71,233,288</u>	<u>\$ 66,993,193</u>	<u>\$ 4,240,100</u>	<u>\$ 71,233,293</u>	<u>\$ 83,276,439</u>
Non-Departmental	12,787,164	15,148,913	11,986,290	3,162,623	15,148,913	17,170,541
Debt Service	2,777,102	2,783,273	2,085,430	697,843	2,783,273	2,785,823
Total Power and Light Fund	<u>\$ 80,108,412</u>	<u>\$ 89,236,483</u>	<u>\$ 81,121,097</u>	<u>\$ 8,115,391</u>	<u>\$ 89,236,488</u>	<u>\$ 103,306,464</u>
<b><u>Sanitary Sewer Fund:</u></b>						
<b>Public Works Department:</b>						
Engineering	\$ 25,899	\$ 66,983	\$ 52,596	\$ 14,387	\$ 66,983	\$ 68,462
<b>Water Pollution Control Department:</b>						
Administration	\$ 733,349	\$ 865,369	\$ 512,299	\$ 346,670	\$ 858,969	\$ 835,470
Treatment Facilities	5,884,728	6,353,915	4,483,589	1,871,096	6,354,685	6,852,691
Collection System Maintenance	2,282,372	2,523,430	1,694,334	835,496	2,529,830	2,605,044
Laboratory Services	156,048	220,925	124,651	95,504	220,155	235,333
Total Water Pollution Control Dept.	<u>\$ 9,056,497</u>	<u>\$ 9,963,639</u>	<u>\$ 6,814,873</u>	<u>\$ 3,148,766</u>	<u>\$ 9,963,639</u>	<u>\$ 10,528,538</u>
Non-Departmental	2,393,794	2,942,006	2,832,014	109,992	2,942,006	3,082,723
Total Sanitary Sewer Fund	<u>\$ 11,476,190</u>	<u>\$ 12,972,628</u>	<u>\$ 9,699,483</u>	<u>\$ 3,273,145</u>	<u>\$ 12,972,628</u>	<u>\$ 13,679,723</u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Budget Summary - All Funds**  
**For the Fiscal Years 2004-05, 2005-06 and 2006-07**

<u>Fund/Department</u>	<u>Actual Expenditures 2004-05</u>	<u>Original Budget 2005-06</u>	<u>Actual Expenditures For 9 Months</u>	<u>Estimated Expenditures For 3 Months</u>	<u>Amended Budget 2005-06</u>	<u>City Council Adopted 2006-07</u>
<b>Water Fund:</b>						
<b>Finance</b>						
Accounting	\$ 47,671	\$ 49,321	\$ 33,494	\$ 15,827	\$ 49,321	\$ 49,644
<b>Water Department:</b>						
Administration	784,046	1,126,255	681,259	444,996	1,126,255	1,016,469
Customer Service and Accounts	2,742,468	2,991,063	2,130,613	860,450	2,991,063	3,101,355
Production	4,145,072	4,488,450	3,601,170	887,280	4,488,450	4,999,006
Transmission and Distribution	2,818,564	3,286,524	2,701,015	585,509	3,286,524	3,379,360
Total Water Department	<u>\$ 10,490,150</u>	<u>\$ 11,892,292</u>	<u>\$ 9,114,057</u>	<u>\$ 2,778,235</u>	<u>\$ 11,892,292</u>	<u>\$ 12,496,190</u>
Non-Departmental	4,319,062	4,616,268	3,302,740	1,313,528	4,616,268	4,664,006
Debt Service	3,309,142	3,928,119	3,477,109	451,010	3,928,119	3,993,091
Total Water Fund	<u>\$ 18,166,025</u>	<u>\$ 20,486,000</u>	<u>\$ 15,927,400</u>	<u>\$ 4,558,600</u>	<u>\$ 20,486,000</u>	<u>\$ 21,202,931</u>
Grand Total - All Funds	<u>\$ 192,096,178</u>	<u>\$ 210,159,352</u>	<u>\$ 172,262,108</u>	<u>\$ 40,027,091</u>	<u>\$ 212,289,199</u>	<u>\$ 231,067,280</u>
Less:						
Central Garage Fund	(1,424,818)	(1,505,935)	(1,327,796)	(178,139)	(1,505,935)	(1,819,997)
Staywell Health Care Fund	(10,787,778)	(11,367,000)	(8,086,844)	(3,280,156)	(11,367,000)	(11,883,000)
Interfund Charges for Support Ser.	(4,601,234)	(4,803,150)	(3,605,463)	(1,235,812)	(4,841,275)	(5,138,112)
Net Total Budget - All Funds	<u><u>\$ 175,282,348</u></u>	<u><u>\$ 192,483,267</u></u>	<u><u>\$ 159,242,005</u></u>	<u><u>\$ 35,332,984</u></u>	<u><u>\$ 194,574,989</u></u>	<u><u>\$ 212,226,171</u></u>

**City of Independence, Missouri**  
**2006-07 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	\$ 360,350	90.5%	\$ 32,825	8.2%	\$ 4,955	1.2%	\$ -	0.0%	\$ 398,130
City Clerk	374,542	87.2%	30,980	7.2%	23,925	5.6%	-	0.0%	429,447
City Manager	974,236	94.0%	54,190	5.2%	7,605	0.7%	-	0.0%	1,036,031
Tourism	255,453	28.6%	629,993	70.7%	4,200	0.5%	2,000	0.2%	891,646
NFTM	254,142	73.5%	62,800	18.2%	29,025	8.4%	-	0.0%	345,967
Technology Services	1,589,709	91.7%	128,001	7.4%	15,859	0.9%	-	0.0%	1,733,569
Municipal Court	634,944	94.8%	30,790	4.6%	4,224	0.6%	-	0.0%	669,958
Law	633,161	81.5%	116,500	15.0%	26,851	3.5%	-	0.0%	776,512
434 Finance	1,589,729	89.8%	166,586	9.4%	13,511	0.8%	-	0.0%	1,769,826
Human Resources	465,243	84.9%	76,492	14.0%	6,500	1.2%	-	0.0%	548,235
Community Dev.	1,780,736	62.1%	1,057,681	36.9%	24,316	0.8%	2,500	0.1%	2,865,233
Police	18,585,088	75.4%	1,307,461	5.3%	1,134,700	4.6%	3,612,008	14.7%	24,639,257
Fire	13,005,628	84.0%	789,131	5.1%	485,691	3.1%	1,194,797	7.7%	15,475,247
Health	2,346,582	83.7%	272,880	9.7%	156,732	5.6%	26,470	0.9%	2,802,664
Water	6,209,630	49.7%	3,730,582	29.9%	1,887,288	15.1%	668,690	5.4%	12,496,190
Public Works	5,141,248	58.1%	1,742,103	19.7%	1,764,457	19.9%	200,000	2.3%	8,847,808
Water Pollution Control	5,027,868	40.2%	6,105,414	48.9%	731,870	5.9%	629,700	5.0%	12,494,852
Parks and Recreation	2,488,610	63.2%	1,174,906	29.8%	274,565	7.0%	-	0.0%	3,938,081
Power and Light	19,882,031	23.9%	9,496,450	11.4%	52,947,408	63.6%	950,550	1.1%	83,276,439
Non-Departmental	7,039,762	15.5%	23,499,049	51.8%	10,000	0.0%	14,786,648	32.6%	45,335,459
Debt Service	-	0.0%	-	0.0%	-	0.0%	9,053,629	100.0%	9,053,629
Capital Outlay		0.0%		0.0%		0.0%	1,243,100	100.0%	1,243,100
<b>Totals</b>	<b>\$ 88,638,692</b>	<b>38.4%</b>	<b>\$ 50,504,814</b>	<b>21.9%</b>	<b>\$ 59,553,682</b>	<b>25.8%</b>	<b>\$ 32,370,092</b>	<b>14.0%</b>	<b>\$ 231,067,280</b>

City of Independence, Missouri  
2006-07 Operating Budget  
**Summary of Operating/Other Transfers and Designations of Fund Balance - All Funds**  
For the Fiscal Years 2005-06 and 2006-07

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
<b><u>2005-06</u></b>								
<b><u>Designations-</u></b>								
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)
<b><u>Operating Transfers-</u></b>								
From (To) Santa Fe TIF Fund	(37,000)	(43,750)						(80,750)
From (To) Storm Water Fund	(105,357)					105,357		-
<sup>45</sup> Total Operating Transfers	\$ (142,357)	\$ (43,750)	\$ -	\$ -	\$ -	\$ 105,357	\$ -	\$ (80,750)
<b>Net Transfers</b>	<u>\$ (142,357)</u>	<u>\$ (140,750)</u>	<u>\$ (631,480)</u>	<u>\$ (435,357)</u>	<u>\$ -</u>	<u>\$ 105,357</u>	<u>\$ -</u>	<u>\$ (1,244,587)</u>
<b><u>2006-07</u></b>								
<b><u>Designations-</u></b>								
For CDBG Programming			\$ (562,334)					\$ (562,334)
For HOME Program Programming				(410,240)				(410,240)
For Visitor Orientation Center		(107,000)						(107,000)
Total Designations	\$ -	\$ (107,000)	\$ (562,334)	\$ (410,240)	\$ -	\$ -	\$ -	\$ (1,079,574)
<b><u>Operating Transfers-</u></b>								
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)
<b><u>Fund Balance-</u></b>								
From (To) Fund Balance Target	(495,000)							(495,000)
Total Fund Balance	\$ (495,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (495,000)
<b>Net Transfers</b>	<u>\$ (637,357)</u>	<u>\$ (150,750)</u>	<u>\$ (562,334)</u>	<u>\$ (410,240)</u>	<u>\$ -</u>	<u>\$ 105,357</u>	<u>\$ -</u>	<u>\$ (1,655,324)</u>

# **Debt Service**

**CITY OF INDEPENDENCE, MISSOURI**

**DEBT SERVICE**

**FOR THE 2006-07 FISCAL YEAR**

**Long Term Debt Policies**

**X**

All unmatured long-term indebtedness of the City, other than long-term indebtedness applicable to the City's Enterprise Funds, is accounted for in the Debt Service Fund. The general long-term debt is secured by the general credit and taxing powers of the City.

- X The City's debt limit is set by State Statutes at 20% of the City's assessed property valuation.
  
- X Specific purpose capital lease payments are budgeted in each applicable operating department's budget whereas City-wide or general purpose capital lease payments are budgeted in Non-Department.

**Debt Service**

As of June 30, 2006, the City had no outstanding General Obligation Bonds and \$55,326,323 outstanding in Revenue Bonds and loans payable for utility operations. Included in the outstanding debt for utility operations was \$14,776,323 for Power and Light Operations, and \$40,550,000 for Water Utility Operations. The City had a legal debt limit of \$263,980,502 which represents twenty percent of the assessed valuation of the City.

Included in this section are:

- 1) Debt Service appropriations including amounts for City-wide capital lease obligations.
  
- 2) Debt to Maturity Schedules for outstanding debt obligations.
  
- 3) Computation of Legal Debt Margin (as of June 30, 2006).

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Lease/Debt Service Requirements - All Funds**

<u>Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total Debt Service Requirements</u>
<b><u>Parks Sales Tax Fund-</u></b>				
<u>Infrastructure Facilities Revenue Bonds:</u>				
2004 Series (6369)	\$ 250,000	\$ 32,488	\$ 3,400	\$ 285,888
<u>Aquatics Facilities</u>				
2004 Series (6370)	695,000	222,551	3,400	920,951
Total Parks Sales Tax Fund	<u>\$ 945,000</u>	<u>\$ 255,039</u>	<u>\$ 6,800</u>	<u>\$ 1,206,839</u>
<b><u>Police Sales Tax Fund-</u></b>				
<u>Public Safety</u>				
2005 Series (4561)	\$ 335,000	\$ 176,363	\$ 3,400	\$ 514,763
<b><u>Fire Sales Tax Fund-</u></b>				
<u>Public Safety</u>				
2005 Series (4671)	\$ 360,000	\$ 189,713	\$ 3,400	\$ 553,113
<b><u>Power and Light Fund-</u></b>				
<u>Revenue Bonds (Refunding):</u>				
1998 Series B (6235)	\$ 1,485,000	\$ 637,675	\$ 3,000	\$ 2,125,675
<u>Revenue Bonds (Refunding):</u>				
2003 Series (6236)	510,000	147,148	3,000	660,148
Total Power and Light Fund	<u>\$ 1,995,000</u>	<u>\$ 784,823</u>	<u>\$ 6,000</u>	<u>\$ 2,785,823</u>
<b><u>Water Fund-</u></b>				
<u>Revenue Bonds:</u>				
1986 Series (6352)	\$ 1,540,000	\$ 1,289,915	\$ 8,000	\$ 2,837,915
<u>Revenue Bonds:</u>				
2004 Series (6352)	500,000	647,176	8,000	1,155,176
Total Water Fund	<u>\$ 2,040,000</u>	<u>\$ 1,937,091</u>	<u>\$ 16,000</u>	<u>\$ 3,993,091</u>
Grand Total All Funds - Operating Budget	<u><u>\$ 5,675,000</u></u>	<u><u>\$ 3,343,029</u></u>	<u><u>\$ 35,600</u></u>	<u><u>\$ 9,053,629</u></u>
<b><u>Neighborhood Improvement District Debt Service-</u></b>				
<u>Noland Road NID</u>				
2004 Series (6311)	\$ 55,000	\$ 44,713	\$ 3,500	\$ 103,213
<u>Fall Drive NID</u>				
2004 Series (6312)	4,000	5,860	1,500	11,360
Total NID Debt Service	<u>\$ 59,000</u>	<u>\$ 50,573</u>	<u>\$ 5,000</u>	<u>\$ 114,573</u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Debt Service Requirements to Maturity - All Bonds**  
**For the fiscal Years ending June 30,**

Year	Parks Sales Tax Fund			Power and Light Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2015			-			-
2016-25			-	2,700,000	125,010	2,825,010
<b>Total</b>	<b>\$ 6,320,000</b>	<b>\$ 987,385</b>	<b>\$ 7,307,385</b>	<b>\$ 18,520,000</b>	<b>\$ 3,835,473</b>	<b>\$ 22,355,473</b>

Year	Sanitary Sewer Fund			Water Fund			Total All Funds
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total	
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						-	-
2016-25			-	21,095,000	3,910,073	25,005,073	27,830,083
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,590,000</b>	<b>\$ 16,576,529</b>	<b>\$ 59,166,529</b>	<b>\$ 91,654,397</b>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Debt Service Requirements to Maturity - All Bonds**  
**For the fiscal Years ending June 30,**

Year	Fire Sales Tax Fund			Police Sales Tax Fund		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2016-25	525,000	30,963	555,963	485,000	28,863	513,863
Total	\$ 3,915,000	\$ 1,072,317	\$ 4,987,317	\$ 3,640,000	\$ 997,917	\$ 4,637,917

Year	Noland Road NID			Fall Drive NID		
	Principal	Fees and Interest	Total	Principal	Fees and Interest	Total
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			-			-
2016-25	385,000	67,298	452,298	69,000	34,700	103,700
Total	\$ 880,000	\$ 349,138	\$ 1,229,138	\$ 103,000	\$ 83,344	\$ 186,344

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Lease Payment Requirements to Maturity**  
**For the fiscal Years ending June 30,**

<b>Year</b>	<b>Bolger Square</b>	<b>Eastland</b>	<b>Hartman Heritage</b>	<b>Santa Fe</b>	<b>Drumm Farm</b>	<b>Crackerneck Creek</b>	<b>Total</b>
2007	880,185	2,090,706	1,668,013	736,123	95,410	3,886,135	9,356,572
2008	879,908	2,156,344	1,691,935	756,279	93,760	4,021,061	9,599,287
2009	877,828	2,213,394	1,786,642	775,123	96,904	4,546,061	10,295,952
2010	878,945	2,278,581	1,790,561	797,868	94,744	4,810,641	10,651,340
2011	878,003	2,285,689	1,733,341	818,788	92,494	5,528,088	11,336,403
2012		2,333,094	1,746,309	839,263	95,019	5,618,668	10,632,353
2013		1,532,719	1,741,594	807,538	92,338	5,701,969	9,876,158
2014		1,572,388	1,757,231	831,363	94,656	5,807,843	10,063,481
2015		1,617,006	1,793,756	848,788	96,769	5,891,906	10,248,225
2015-26		12,571,701	13,372,275	8,644,978	472,600	89,065,935	124,127,489
<b>Total</b>	<b>\$ 4,394,869</b>	<b>\$ 30,651,622</b>	<b>\$ 29,081,657</b>	<b>\$ 15,856,111</b>	<b>\$ 1,324,694</b>	<b>\$ 134,878,307</b>	<b>\$ 216,187,260</b>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Lease Payment Requirements to Maturity**  
**For the fiscal Years ending June 30,**

<b>Year</b>	<b>City Hall Infrastructure Renovation</b>	<b>Computer Equipment (2430-019)</b>	<b>Computer Equipment (2430-021)</b>	<b>Aerial Fire Truck (2430-020)</b>	<b>1999 Fire Pumper (2430-014)</b>	<b>Total</b>
2007	\$ 214,305	\$ 38,884	\$ 33,079	\$ 93,234	\$ 22,909	\$ 402,411
2008	214,311		5,514	93,234	22,910	335,969
2009	213,879			93,234		307,113
2010	214,395			93,234		307,629
2011				93,234		93,234
2012				93,234		93,234
2013				93,234		93,234
2014				93,234		93,234
2015						-
2016-26						-
<b>Total</b>	<b>\$ 856,890</b>	<b>\$ 38,884</b>	<b>\$ 38,593</b>	<b>\$ 745,872</b>	<b>\$ 45,819</b>	<b>\$ - \$ 1,726,058</b>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Computation of Legal Debt Margin**  
**June 30, 2006**

Assessed Value at January 1, 2005: *		
Jackson County	\$ 1,319,898,570	
Clay County	3,940	
Total Assessed Value	\$ 1,319,902,510	
Constitutional Debt Limit **		\$ 263,980,502
(20% of Assessed Value)		
Total Bonded Debt	\$ 55,326,323	
Less:		
Water Utility Bonds	\$ 40,550,000	
Electric Utility Bonds	14,776,323	
Subtotal	55,326,323	
Total Bonded Debt	\$ -	
Less: Debt Service Fund Balance	0	
Applicable Debt Limit		\$ -
<b>Legal Debt Margin</b>		<b>\$ 263,980,502</b>

\* 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.

# **Capital Budget**

## **CITY OF INDEPENDENCE, MISSOURI**

### **CAPITAL PROJECTS**

#### **FOR THE 2006-07 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**  
**2006-07 Capital Budget**  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b><u>Power and Light Fund:</u></b>			
9607	Underground Utilities Program	Power & Light	2,241,338.00
9669	Service Center Facility Improvements	Power & Light	1,057,054.44
9778	Coal Yard and Scale Improvements	Power & Light	205,531.72
9821	Blue Valley Unit 3 Generator Rewind	Power & Light	2,168,239.24
9822	Fly Ash System Upgrade - Blue Valley	Power & Light	17,529.23
9823	Blue Valley Plant Upgrades	Power & Light	858,501.55
9905	Transmission and Distribution	Power & Light	1,988,994.03
9907	Asbestos Abatement Missouri City	Power & Light	582,902.05
9908	New Substation Southeastern Independence	Power & Light	4,587,818.85
9945	RCT Turbine Inspection/Overhaul	Power & Light	734,815.49
9946	Burner Management System Missouri City	Power & Light	154,649.05
70200301	Turnkey Underground Program	Power & Light	78,867.42
70200303	Hazard Mitigation Grant Number 2	Federal/State Grant	246,596.31
70200401	Blue Valley Boiler Tube Replacement	Power & Light	1,200,291.43
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	770,499.00
70200405	Blue Valley Precipitator Refurbishment Units 1-3	Power & Light	229,945.04
70200406	Blue Valley Unit 3 Chimney Refurbishment	Power & Light	29,857.50
70200501	Missouri City Bag House Refurbishment	Power & Light	151,566.83
70200502	Blue Valley Boiler Water Sampling System	Power & Light	287,552.80
70200503	Production Coal Handling Upgrade	Power & Light	107,508.95
70200504	BV Turbine Ops Safety Upgrades	Power & Light	500,000.00
70200505	Emergency Vehicle Preemption	Power & Light	32,097.38
70200507	Hazard Mitigation Grant Number 3	Power & Light	111,938.65
		Federal/State Grant	1,713,319.00
70200508	RCT 6/7/06 Incident	Power & Light	983,882.25
<b>Power and Light Fund Total</b>			<b>\$ 22,641,296.21</b>
<b><u>Sanitary Sewer Fund:</u></b>			
9613	Control Room Modification	Sanitary Sewer	\$ 68,342.67
9739	Engineering/Design - Kentucky I Pump Station	Sanitary Sewer	341,851.83
9757	Trenchless Technology - Neighborhoods	Sanitary Sewer	1,951,765.42
9786	Golden Acres Phase I - Design	Sanitary Sewer	21,732.93
9826	Norton & Markham Design	Sanitary Sewer	15,408.78
9827	Norton to Country Club Park Design	Sanitary Sewer	14,213.34
9828	Treatment Plant Clarifier Drives (6)	Sanitary Sewer	91,431.34
9829	Treatment Plant HVAC Study and Design	Sanitary Sewer	62,900.00
9830	Aerator Gear Box and Motor Restoration	Sanitary Sewer	38,088.56
9879	Pollard to Hands	Sanitary Sewer	28,026.46
9880	East South Avenue and Leslie Street	Sanitary Sewer	75,749.42
9881	Contract Project Construction	Sanitary Sewer	30,877.58
9882	Sanitary Sewer Evaluation	Sanitary Sewer	130,986.61
9883	Rock creek Pump Station Improvements	Sanitary Sewer	63,276.97
9886	Decant Basin Rehabilitation	Sanitary Sewer	67,903.00
9888	Carpet Replacement	Sanitary Sewer	23,993.00

**City of Independence, Missouri**  
**2006-07 Capital Budget**  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b><u>Sanitary Sewer Fund (continued):</u></b>			
9921	Sanitary Sewer @ American Legion on 40 Highway	Sanitary Sewer	0.86
9953	Kiger and Morgan Design	Sanitary Sewer	37,637.46
9955	Odor Control Improvements	Sanitary Sewer	119,116.69
9957	Buildings Roof Repair	Sanitary Sewer	27,953.00
70300401	11600 East 6th Terrace	Sanitary Sewer	159,131.34
70300402	Fairland Street and Brookside	Sanitary Sewer	204,822.74
70300403	Storm Water Clarifier Improvements	Sanitary Sewer	72,148.38
70300405	Continuous Emissions Monitoring	Sanitary Sewer	11,816.88
70300406	Electrical Switch, Circuit	Sanitary Sewer	30,804.20
70300407	Rock Creek Pump Station Bypass Pumps	Sanitary Sewer	43,919.48
70300501	Round Grove Sewer	Sanitary Sewer	496,318.32
70300502	2000 South Ash Sewer Replacement	Sanitary Sewer	7,039.55
70300503	Incinerator Rehabilitation	Sanitary Sewer	90,050.53
70300504	Automatic Bar Screen Replacement	Sanitary Sewer	364,824.00
70300505	Plant & Pump Station Improvement	Sanitary Sewer	132,260.50
70300506	Vermont Bridge Sanitary Sewer	Sanitary Sewer	14,231.00
<b>Sanitary Sewer Fund Total</b>			<b>\$ 4,838,622.84</b>
<b><u>Water Fund:</u></b>			
9749	Main Replacement Program	Water	419,797.83
9791	Design New Transmission Main	Water	324,526.30
9834	Plant Improvement Dismantle and Replace East Wash Water Tank	Water	221,300.00
9836	Plant Improvement Replace Well Starters and Circuit Breakers	Water	32,936.00
9839	Small Main Replacement Program	Water	1,278,856.44
9869	Courtney Bend Treatment Plant	Water	500.00
9942	Courtney Bend Plant Expansion/Construction	Water	691,138.99
9947	USGS Riverbank Filtration Study	Water	12,234.00
9948	Plant Improv. Vertical Wells North Well Field	Water	100,711.03
9949	Crysler Ave Main - 31st to 23rd	Water	149,793.99
9950	39th Street Main - Noland to Lee's Summit	Water	473,652.80
9951	Truman Road Main - M291 to Swope Drive	Water	198,500.00
9952	Security Upgrades	Water	1,231,093.89
70400401	36" Main - Little Blue Parkway Phase IV	Water	800,000.00
70400403	Lime Sludge Lines	Water	50,000.00
70400501	Clean North Sludge Lagoon	Water	90,000.00
70400502	Lining Wash Water Line	Water	100,000.00
70400503	Replace Office Parking Lot	Water	145,000.00
70400504	Replace Water Main Under Noland Road Bridge at 31st Street	Water	200,000.00
70400505	Water Main Jackson Drive Bridge	Water	33,757.50
<b>Water Fund Total</b>			<b>\$ 6,553,798.77</b>

**City of Independence, Missouri**  
**2006-07 Capital Budget**  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b><u>Street Improvements Fund:</u></b>			
9708	Crysler Avenue - 39th to 31st Street	Surface Transportation	\$ (10,142.30)
		County Urban Road Sys.	(63,850.02)
9710	Noland Road Enhancements	General Fund TIF Dist	1,871.73
		Surface Transportation	12,133.09
9761	Crysler Avenue - 23rd Street to 31st Street	County Urban Road Sys.	72,887.67
		Surface Transportation	245,327.44
9774	Pleasant Street Railroad Crossing Improvements	General	13.36
		Federal/State Grant	181,000.00
9815	Truman Road - M-291 Highway to Swope	County Urban Road Sys.	729,006.20
		Surface Transportation	1,398,769.07
9819	Maple, Delaware to Pleasant	General	(11,687.32)
9866	Little Blue Parkway (RD Mize to 24 Hwy.)	General	-
		County Urban Road Sys.	-
9874	Hidden Valley Road Street Improvements	Excise Taxes	919,467.56
		Surface Transportation	1,039,456.25
9913	39th and Noland to Phelps	Surface Transportation	161,416.10
		County Urban Road Sys.	22,268.40
9914	39th St (Phelps to Lee's Summit)	Surface Transportation	547,633.16
		County Urban Road Sys.	946,449.46
9919	35th and Noland Intersection	Surface Transportation	627,699.42
		County Urban Road Sys.	73,740.28
9924	Independence Square Parking Lot Improvements	General	(4,926.51)
70510301	Necessary Road Extension	Contributions	41,716.32
70510302	RD Mize Phase I (Hidden Valley to Little Blue)	Excise Taxes	277,771.02
70510303	39th Street & Lee's Summit Road Intersection	Surface Transportation	32,633.43
		39th Street Development	(52,565.38)
70510305	College Terrace Sidewalks	CDBG Grant	59,198.70
70510306	Jackson Drive & Bundschu to Salisbury	Neighborhood Improv. Dist	85,356.20
70510307	36th Street - Noland to Chrysler	County Urban Road Sys.	(75,807.52)
70510308	RD Mize - Little Blue Parkway to Eureka	County Urban Road Sys.	(130,613.40)
70510401		HCA TIF	901,421.80
70510502		CDBG Grant	21,650.00
70510503		Excise Taxes	350,000.00
70510504		Excise Taxes	106,000.00
70510505		Surface Transportation	931,472.40
70510506		Eastland TIF	892,327.50
70510507		CDBG Grant	34,350.00
70510508		CDBG Grant	60,000.00
70510509		Eastland TIF	300,000.00
70510510		Contributions	200,000.00
<b>Street Improvements Fund Total</b>			<b>\$ 10,923,444.11</b>
<b><u>Street Improvements Sales Tax Fund:</u></b>			
9711	Ash Street Bridge	Street Improv. Sales Tax	\$ 6,611.27
9932	Northern Avenue Bridge	Street Improv. Sales Tax	21,625.41
9934	Bundschu Road Bridge	Street Improv. Sales Tax	78,621.03

**City of Independence, Missouri**  
**2006-07 Capital Budget**  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b><u>Street Improvements Sales Tax Fund (continued):</u></b>			
9935	Noland Road Bridge	Street Improv. Sales Tax	729,433.55
9936	Santa Fe/McCoy Improvements	Street Improv. Sales Tax	557,322.44
9937	Vermont Street Bridge	Street Improv. Sales Tax	1,189,564.25
9938	Crackeneck Culvert	Street Improv. Sales Tax	25,257.37
9939	Noland and 23rd Intersection	Street Improv. Sales Tax	55,816.63
9940	Main and Walnut Traffic Signal	Street Improv. Sales Tax	7,285.81
9941	Main Street Bridge	Street Improv. Sales Tax	1,471,843.90
9958	2004 Overlay Program	Street Improv. Sales Tax	7,560.74
9959	Liberty and Jones Culvert	Street Improv. Sales Tax	17,616.17
9960	Strode Road Bridge	Street Improv. Sales Tax	128,953.57
9961	Winner and Ash Traffic Signal	Street Improv. Sales Tax	44,694.96
9964	Eureka and Crenshaw Intersection	Street Improv. Sales Tax	360,665.97
9965	Holke and Necessary Intersection	Street Improv. Sales Tax	59,887.50
9966	Lexington and Walnut Intersection	Street Improv. Sales Tax	389,873.98
9967	Median Improvements	Street Improv. Sales Tax	154,514.18
70110401	2005 Overlay Program	Street Improv. Sales Tax	296,003.35
70110402	24 Highway and Wilson Intersection	Street Improv. Sales Tax	187,952.45
70110403	Blue Ridge Cutoff and Blue Ridge	Street Improv. Sales Tax	222,636.05
70110404	23rd Street and HyVee Drive Intersection	Street Improv. Sales Tax	233,238.75
70110405	Jones and Truman Road Intersection	Street Improv. Sales Tax	124,380.08
70110406	Whitetopping	Street Improv. Sales Tax	293,434.66
70110407	39th and Noland Medians	Street Improv. Sales Tax	32,770.93
70110408	Crackeneck and Bolger Street Improvements	Street Improv. Sales Tax	(3,040.64)
70110409	Operation Green Light	Street Improv. Sales Tax	100,000.00
70110410	Jackson Drive Extension	Street Improv. Sales Tax	298,446.89
70110501	2003 Overlay Program	Street Improv. Sales Tax	621,791.09
70110502	39th Street Pavement (Phelps to Lee's Summit Rd)	Street Improv. Sales Tax	500,000.00
70110503	35th & Noland Pavement Project	Street Improv. Sales Tax	1,500,000.00
<b>Street Improvements Sales Tax Fund Total</b>			<b>\$ 9,714,762.34</b>
<b><u>Buildings and Other Improvements Fund:</u></b>			
8768	Historic Preservation	CDBG Grant	\$ 0.04
9728	Hotel Site Acquisition	CDBG Grant	166,282.58
9766	Truman Walking Trail Phase II	Surface Transportation Contributions	35,041.89 219.15
70570501	700 Megahertz Radio System	Power & Light Fund	81,982.86
		FEMA	1,783,869.23
		Sanitary Sewer Fund	81,982.86
		Water Fund	81,982.74
		Police Safety Sales Tax	122,530.92
		Fire Safety Sales Tax	136,001.95
<b>Buildings and Other Improvements Fund Total</b>			<b>\$ 2,489,894.22</b>

**City of Independence, Missouri**  
**2006-07 Capital Budget**  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b>Storm Drainage Improvements Sales Tax Fund:</b>			
9803	Spring Branch Creek Detention Basin	General	\$ -
		Storm Water Sales Tax	0.21
9811	39th Street North and Pleasant	Storm Water Sales Tax	0.50
9814	Construction Contingency	Storm Water Sales Tax	236,947.00
9847	39th and Woodland Detention Basin	Storm Water Sales Tax	62,956.60
9848	1103 West 35th Street	Storm Water Sales Tax	19,356.64
9849	18909 Arrowhead	Storm Water Sales Tax	7,088.43
9851	Dakota and Apache	Storm Water Sales Tax	-
9852	Redwood and Cheyenne	Storm Water Sales Tax	567.32
9853	11320 East 19th Street Design	Storm Water Sales Tax	63,091.14
9854	14201 East 35th Street Design	Storm Water Sales Tax	7,842.55
9855	Norton at 32nd to Country Club Park Design	Storm Water Sales Tax	57,613.63
9856	Dodgion to Hocker, North of Gilmer Design	Storm Water Sales Tax	27,445.78
9857	44th and Phelps Design	Storm Water Sales Tax	44,974.95
9858	10422 Sheley Design	Storm Water Sales Tax	22,819.58
9859	Watershed Studies - Burr Oak and Mill Creek	Storm Water Sales Tax	7,277.44
9872	32nd Street and Chrysler Culvert	Storm Water Sales Tax	180,556.21
9909	18th and Harris Avenue Design	Storm Water Sales Tax	(10,585.93)
9910	24th and Harris Avenue Design	Storm Water Sales Tax	14,920.45
9911	Watershed Studies - Bundschu and Sugar Creek	Storm Water Sales Tax	13,650.66
9922	30th and Linwood Storm Sewer	Storm Water Sales Tax	4,010.71
9976	Timbercreek - Pollard Street Culvert	Storm Water Sales Tax	125,378.75
9977	Bellevista - Leslie Culvert at Linwood	Storm Water Sales Tax	113,630.11
9978	Glendale - Queen Ridge Drainage	Storm Water Sales Tax	527,650.88
9979	Crysler Meadows - W 30 Drainage	Storm Water Sales Tax	-
9980	South Osage Acres Drainage	Storm Water Sales Tax	96,148.27
9981	Salisbury Detention Basin	Storm Water Sales Tax	307,906.45
9982	Watershed Study - Tapawingo	Storm Water Sales Tax	4,004.76
70130401	Chapel Road & 59th Street Watershed	Storm Water Sales Tax	39,623.94
70130402	1400 Block of Crane Drainage	Storm Water Sales Tax	44,917.40
70130403	35th Terrace to 36th Street Drainage	Storm Water Sales Tax	306,526.17
70130404	Ellison Place Ellisonway Drainage	Storm Water Sales Tax	218,283.70
70130501	Queen Ridge Phase 2 Design	Storm Water Sales Tax	62,702.66
70130502	Maywood Subdivision 19th & Cedar	Storm Water Sales Tax	107,804.68
70130503	3918 S Forest Drainage/Channel Improvements	Storm Water Sales Tax	10,661.26
70130504	Sunset Neighborhood Drainage	Storm Water Sales Tax	62,694.19
70130505	Coopers Addn South & Mill Drainage	Storm Water Sales Tax	38,328.40
70130506	Delaware to Pleasant Drainage	Storm Water Sales Tax	292,059.21
70130507	10th St. Neighborhood Drainage	Storm Water Sales Tax	332,995.43
70130508	Trenchless Technology	Storm Water Sales Tax	100,000.00
70130509	Detention Basin Revegetation	Storm Water Sales Tax	49,580.00
70130510	Storm Sses	Storm Water Sales Tax	145,797.74
<b>Storm Water Improvements Sales Tax Fund Total</b>			<b>\$ 3,747,227.87</b>

City of Independence, Missouri  
2006-07 Capital Budget  
**Summary of 2005-06 Carryover Appropriations**

Project No.	Project Description	Source of Funding	Carryover Appropriation
<b><u>Park Improvements Sales Tax Fund:</u></b>			
9719	Athletic Fields and Court Renovations	Park Improv. Sales Tax	\$ 1,207,183.33
9721	Building Reconstruction	Park Improv. Sales Tax	318,895.99
9723	Walking Trails and Bicycle Paths	Park Improv. Sales Tax	490,136.20
9969	Aquatics Center and Water Playgrounds	Park Improv. Sales Tax	17,267.85
9970	Park Revitalization	Park Improv. Sales Tax	861,684.78
9971	Park Maintenance - Mobile Equipment	Park Improv. Sales Tax	914.24
<b>Park Improvements Sales Tax Fund Total</b>			<b>\$ 2,896,082.39</b>
<b><u>Fire Public Safety Sales Tax Fund:</u></b>			
70170401	Replace 3 Fire Stations	Fire Safety Sales Tax	\$ 1,235,373.07
70170402	Field Training Facility	Fire Safety Sales Tax	\$ 200,000.00
<b>Fire Public Safety Sales Tax Fund Total</b>			<b>\$ 1,435,373.07</b>
<b>Grand Total - All Funds</b>			<b>\$ 65,240,501.82</b>

**City of Independence, Missouri  
2006-07 Capital Budget  
Summary of 2005-06 Carryover Appropriations**

<b>Capital Project Fund</b>	<b>Funding Source</b>	<b>Amount</b>
<b><u>Power and Light Fund:</u></b>		
	Power and Light Fund Unrestricted Net Assets	\$ 20,681,380.90
	Federal (FEMA)/State (SEMA) Grant	1,959,915.31
		<u>\$ 22,641,296.21</u>
<b><u>Sanitary Sewer Fund:</u></b>		
	Sanitary Sewer Fund Unrestricted Net Assets	4,838,622.84
<b><u>Water Fund:</u></b>		
	Water Fund Unrestricted Net Assets	6,553,798.77
<b><u>Street Improvements Fund:</u></b>		
	Federal (FEMA)/State (SEMA) Grant	181,000.00
	Community Development Block Grant Act	175,198.70
	Excise Tax	1,653,238.58
	General Fund Designated for Capital Projects	(16,600.47)
	General Fund TIF Distributions	1,871.73
	Developer Contributions	241,716.32
	HCA & Eastland TIFs	2,041,183.92
	Neighborhood Improvement District	85,356.20
	County Urban Road System Program	1,574,081.07
	Surface Transportation Federal Grant Program	4,986,398.06
		<u>10,923,444.11</u>
<b><u>Street Improvements Sales Tax Fund:</u></b>		
	Street Improvements Sales Tax	9,714,762.34
<b><u>Buildings and Other Improvements Fund:</u></b>		
	Community Development Block Grant Act	166,282.62
	Surface Transportation Federal Grant Program	35,041.89
	Power and Light Fund	81,982.86
	Sanitary Sewer Fund	81,982.86
	Water Fund	81,982.74
	Police Safety Sales Tax	122,530.92
	Fire Safety Sales Tax	136,001.95
	Federal (FEMA)/State (SEMA) Grant	1,783,869.23
	Contributions	219.15
		<u>2,489,894.22</u>
<b><u>Storm Drainage Improvements Sales Tax Fund:</u></b>		
	Storm Drainage Improvements Sales Tax	3,747,227.87
	General Fund Designated for Capital Projects	-
		<u>3,747,227.87</u>
<b><u>Park Improvements Sales Tax Fund:</u></b>		
	Park Improvements Sales Tax	2,896,082.39
<b><u>Fire Safety Sales Tax Fund:</u></b>		
	Fire Safety Sales Tax	1,435,373.07
<b>Grand Total - All Funds</b>		<b><u><u>\$ 65,240,501.82</u></u></b>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Power and Light Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
9607	Transmission and Distribution Underground Improvements and Additions	Power and Light Fund	\$ 1,000,000
9669	Service Center Facility Improvements	Power and Light Fund	450,000
9821	Blue Valley Unit No. 3 Generator Rewind Upgrades	Power and Light Fund	350,000
9823	Blue Valley Plant Upgrades and Improvements	Power and Light Fund	700,000
9905	Transmission and Distribution Overhead Improvements and Additions	Power and Light Fund	1,000,000
9946	Burner Management System - Missouri City	Power and Light Fund	50,000
70200401	Boiler Tube Replacement	Power and Light Fund	500,000
70200502	Blue Valley Boiler Water Sampling System	Power and Light Fund	200,000
70200503	Production Coal Handling Upgrades	Power and Light Fund	175,000
70200601	Missouri City Boiler Tube Replacement	Power and Light Fund	1,000,000
70200602	Missouri City Environmental Upgrades	Power and Light Fund	500,000
Fund Total			<u><u>\$ 5,925,000</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Sanitary Sewer Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
<b><u>Sanitary Sewer Collection System Projects-</u></b>			
9757	Trenchless Technology	Sanitary Sewer Fund	\$ 2,000,000
70300601	711 Northern Boulevard	Sanitary Sewer Fund	185,000
70300602	Redwood Sewer	Sanitary Sewer Fund	50,000
70300603	Fairway Gardens	Sanitary Sewer Fund	75,000
70300604	24th and Vermont	Sanitary Sewer Fund	125,000
70300502	2000 South Ash sewer replacement	Sanitary Sewer Fund	150,000
9882	Sanitary Sewer Evaluation Survey	Sanitary Sewer Fund	300,000
	Subtotal		<u>\$ 2,885,000</u>
<b><u>Treatment Plant Projects-</u></b>			
70300605	Aeration Basin Power Supply	Sanitary Sewer Fund	\$ 90,000
70300606	Non-Potable Water System	Sanitary Sewer Fund	75,000
70300607	Clarifier Rehabilitation	Sanitary Sewer Fund	235,000
70300608	Pump Station Upgrades and Replacements	Sanitary Sewer Fund	2,000,000
	Subtotal		<u>\$ 2,400,000</u>
	Fund Total		<u><u>\$ 5,285,000</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Water Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
9839	Small Main Replacement Program	Water Fund	\$ 806,000
9947	United States Geological Society Riverbank Filtration Study	Water Fund	10,000
9836	Replace Well Starters and Circuit Breakers	Water Fund	50,000
9951	Truman Road Main, M-291 to Swope Drive	Water Fund	50,000
70400403	Lime Slurry Lines	Water Fund	25,000
70400505	Water Main on Jackson Drive Bridge	Water Fund	300,000
70400601	Lime Slaker No. 4	Water Fund	150,000
70400602	Secondary Transformer	Water Fund	150,000
70400603	Jackson Drive, Bundschu to Sioux Ave.	Water Fund	50,000
70400604	Chlorine Feed Improvements	Water Fund	1,000,000
	Fund Total		<u><u>\$ 2,591,000</u></u>

City of Independence, Missouri  
 2006-07 Operating Budget  
**Capital Budget Summary - Street Improvements Sales Tax Fund**

<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
<b><u>Overlay Program:</u></b>			
70110601	2007 Overlay Program	Street Improv. Sales Tax	\$ 1,118,238
	Total Overlay Program		<u>\$ 1,118,238</u>
<b><u>Bridge Improvements:</u></b>			
9938	Crackerneck Creek Culvert	Street Improv. Sales Tax	\$ 850,000
9960	Strode Road Bridge	Street Improv. Sales Tax	445,000
	Total Bridge Improvements		<u>\$ 1,295,000</u>
<b><u>Safety Improvements</u></b>			
70110602	Lee's Summit at 28 Terrace (Left Turn)	Street Improv. Sales Tax	\$ 200,000
70110405	Jones and Truman Construction	Street Improv. Sales Tax	125,000
	Total Safety Improvements		<u>\$ 325,000</u>
<b><u>Street Improvements:</u></b>			
9936	Santa Fe Street Construction	Street Improv. Sales Tax	\$ 2,600,000
	Total Other Street Improvements		<u>\$ 2,600,000</u>
	Fund Total		<u><u>\$ 5,338,238</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Park Improv. Sales Tax Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
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	400,000
9719	Athletic/Sports Complex	Park Improv. Sales Tax	4,400,000
	Fund Total		<u><u>\$ 5,720,000</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Storm Water Sales Tax Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
70130502	Maywood Subdivision - 19th and Cedar	Storm Water Sales Tax	\$ 912,000
70130504	Sunset Neighborhood Drainage	Storm Water Sales Tax	425,000
70130601	24th & Vermont Culvert/Channel Improvements	Storm Water Sales Tax	25,000
70130602	Bellevista Neighborhood Drainage Design	Storm Water Sales Tax	90,000
70130603	Sheley & Chrysler Drainage Design	Storm Water Sales Tax	80,000
70130604	Denton & Arlington Drainage Design	Storm Water Sales Tax	40,000
70130605	Jones & Liberty Drainage Design	Storm Water Sales Tax	60,000
70130508	Trenchless Technology	Storm Water Sales Tax	100,000
70130509	Detention Basin Revegetation	Storm Water Sales Tax	150,000
70130510	Storm Systems Evaluation Survey	Storm Water Sales Tax	300,000
9814	Neighborhood Construction Projects	Storm Water Sales Tax	150,000
Fund Total			<u><u>\$ 2,332,000</u></u>

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Capital Budget Summary - Fire Public Safety Sales Tax Fund**

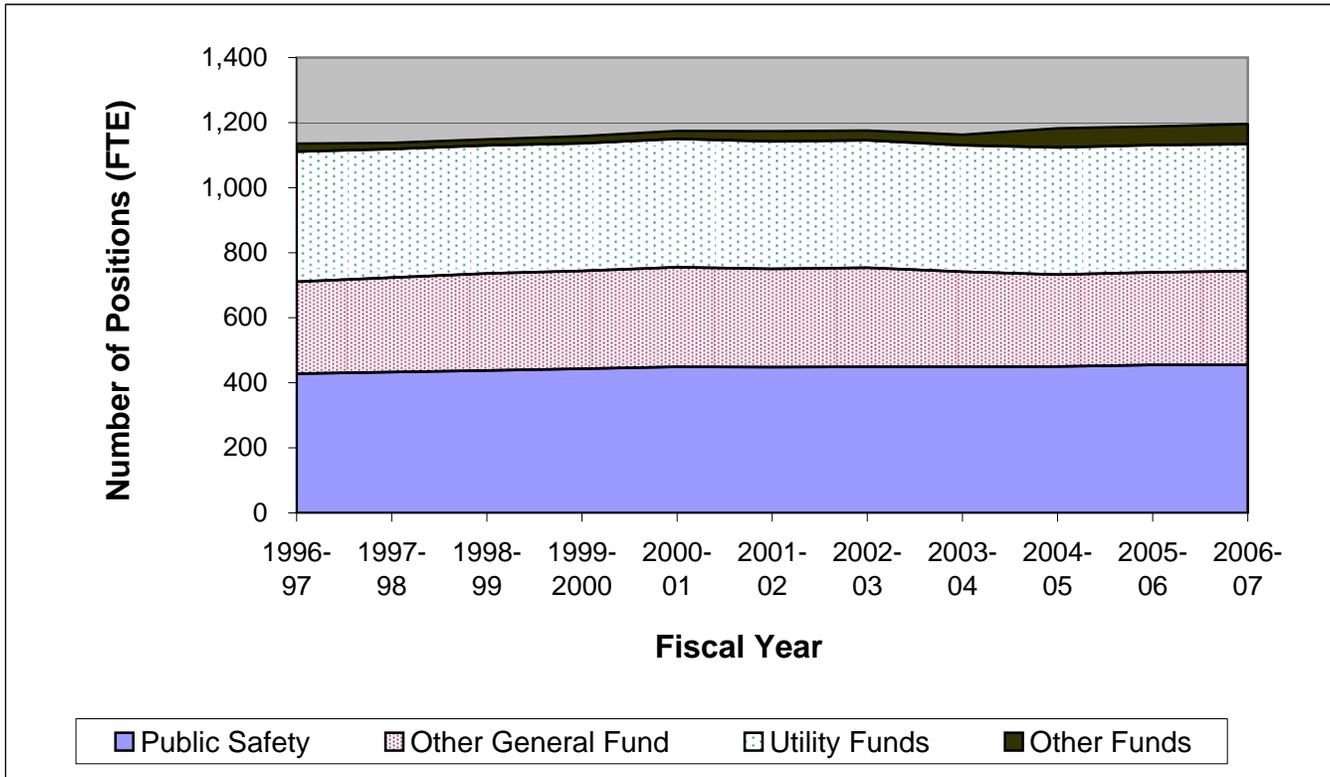
<u>Project Number</u>	<u>Project Description</u>	<u>Source of Funds</u>	<u>Amount</u>
70170401	Replace Three Fire Stations	Fire Sales Tax	\$ 2,500,000
70170402	Fire Training Facility	Fire Sales Tax	2,000,000
	Fund Total		<u>\$ 4,500,000</u>

**City of Independence, Missouri**  
**2006-07 Capital Budget**  
**Capital Budget Summary - Tax Increment Financing Fund**

<b>Project Number</b>	<b>Project Description</b>	<b>Source of Funds</b>	<b>Amount</b>
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.	800,000
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.	1,600,000
6712	Eastland Center	Tax Increment Fin. Rev.	3,000,000
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.	700,000
6717	Noland Road Auto Plaza	Tax Increment Fin. Rev.	150,000
6718	Crackerneck Creek (Bass Pro)	Tax Increment Fin. Rev.	50,000,000
6720	Cornerstone Apartments	Tax Increment Fin. Rev.	400,000
6722	HCA	Tax Increment Fin. Rev.	10,000,000
	Fund Total		<u>\$ 69,075,000</u>
	Grand Total - All Funds		<u><u>\$ 134,315,502</u></u>

# **Authorized Positions**

**Positions Authorized by the Table of Organization**



The number of full and part time employees (based on full time equivalents - FTE) has increased by 60.14 FTE positions since 1996-97 representing an average annual increase of six tenths of one percent per year. For the General Fund the number of employees increased by 32.37 FTE positions. During this same period, the number of positions within the Police Department increased by 36.5 FTE positions. Since 1996-97 the number of positions in the Utility Funds has decreased by 9.48 FTE positions with the reductions primarily being in the Water Fund.

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Summary - by Department**  
**For the Fiscal Years 1994-95 through 2006-07**

Description	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	Budget 2006-07
<b>Department-</b>							
City Council	11.00	11.00	11.00	11.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	6.50	6.50	6.00	6.00
City Manager	12.50	11.50	11.50	10.00	7.00	7.50	10.50
Tourism	3.40	3.41	3.41	3.41	4.41	4.41	4.41
National Frontier Trails Museum	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	22.00	21.00	21.00	21.00	21.00	21.00	22.00
Municipal Court	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.00	5.50	6.00	6.25	7.25
Finance	25.00	25.00	25.00	24.00	25.00	26.00	26.00
Human Resources	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	39.50	27.00	27.00	26.00	26.00	30.00	29.25
Police	275.00	274.00	275.00	275.00	292.00	293.50	291.50
Fire	174.00	174.00	174.00	174.00	174.00	174.00	174.00
Health	27.24	38.13	39.69	39.47	39.00	40.25	41.95
Water	98.48	97.48	97.48	97.48	97.48	98.48	97.65
Public Works	99.90	98.90	97.90	91.00	91.00	92.00	93.00
Water Pollution Control	78.50	86.00	84.00	81.00	83.00	83.00	83.00
Parks and Recreation	48.70	46.70	48.79	50.75	53.29	49.29	52.65
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total	1,174.72	1,173.62	1,175.27	1,162.61	1,182.18	1,188.18	1,195.66

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Positions Summary - All Funds**  
**For the Fiscal Years 1994-95 through 2006-07**

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	Budget 2006-07
<b>General Fund-</b>											
City Council	12.00	11.00	11.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00
City Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00	6.50	6.50	6.00	6.00
City Manager	5.00	9.38	10.50	11.50	11.00	10.00	10.00	8.50	7.00	7.50	10.50
Nat'l Frontier Trails Museum	6.55	6.55	6.55	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Technology Services	21.00	21.00	21.00	21.00	21.00	20.00	20.00	20.00	20.00	20.00	21.00
Municipal Court	13.00	12.00	12.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Law	6.00	6.00	6.50	6.00	6.00	6.00	6.00	5.50	5.50	5.75	6.88
Finance	25.00	25.00	25.00	25.00	25.00	25.00	25.00	24.00	24.00	25.00	25.15
Human Resources	6.00	6.00	6.50	6.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Community Development	28.00	28.00	30.00	31.00	35.00	23.00	23.00	22.00	22.00	26.00	25.75
Police	255.00	260.00	264.00	269.00	275.00	274.00	275.00	275.00	277.00	281.50	281.50
Fire	173.00	173.00	174.00	174.00	174.00	174.00	174.00	174.00	173.25	173.25	173.25
Health	27.74	26.74	28.49	28.49	27.24	38.13	39.69	39.47	33.50	34.25	34.25
Public Works	86.50	87.90	87.73	87.90	89.90	88.90	87.90	82.00	81.00	82.00	82.00
Water Pollution Control	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Parks and Recreation	39.15	39.15	41.10	41.70	41.70	41.70	43.79	42.14	41.70	36.70	35.53
Total General Fund	710.94	723.72	736.37	744.09	755.34	750.23	753.88	741.61	732.95	739.45	743.31
<b>Tourism Fund</b>	3.10	3.73	3.40	3.40	3.40	3.41	3.41	3.41	4.41	4.41	4.41
<b>Community Dev. Block Grant Act Fund-</b>											
Community Development	4.50	4.50	4.50	4.50	3.50	3.00	3.00	3.00	3.00	3.00	2.50
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	3.50	3.00	3.00	3.00	3.00	3.00	2.50
<b>HOME Program Fund</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Park Improv. Sales Tax Fund</b>	0.00	0.00	0.00	2.99	7.00	5.00	5.00	8.61	11.59	12.59	17.12
<b>Storm Water Sales Tax Fund</b>	0.00	0.00	0.00	0.00	0.00	9.00	7.00	7.00	8.00	8.00	8.00

463

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Positions Summary - All Funds**  
**For the Fiscal Years 1994-95 through 2006-07**

Description	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	Budget 2006-07
<b>Grants Fund</b>											
Law Department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.37
Police	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	12.00	10.00
Fire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.75	0.75
Health	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.50	6.00	7.70
Total Grants Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21.75	19.25	18.82
<b>Power and Light Fund-</b>											
Technology Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Power and Light	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00	220.00
Total Power and Light Fund	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00	221.00
<b>Sanitary Sewer Fund-</b>											
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	1.00	1.00	1.00
Water Pollution Control	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00	70.00	70.00	70.00
Total Sanitary Sewer Fund	72.50	72.50	72.50	71.50	73.50	72.00	72.00	69.00	71.00	71.00	71.00
<b>Storm Water Fund-</b>											
Water Pollution Control	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Water Fund-</b>											
City Manager	0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.85
Water	106.48	101.48	98.48	98.48	98.48	97.48	97.48	97.48	97.48	98.48	97.65
Total Water Fund	106.48	101.48	99.98	99.98	99.98	98.98	98.98	98.98	98.48	99.48	98.50
<b>Central Garage Fund</b>											
	11.00	10.00	10.00	10.00	10.00	10.00	10.00	9.00	9.00	9.00	10.00
Grand Total All Funds	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	1,195.66

464

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>General Fund</b>				
<b>City Manager's Office</b>				
<b>City Manager's Office</b>				
Administrative Specialist II		0.25	0.25	position changed to full time
Public Management Intern II		0.75	0.75	partial allocation transferred from Community Development
<b>Economic Development</b>				
Economic Developments Manager		1.00	1.00	position transferred from Community Development
Projects Coordinator		1.00	1.00	add new position
Department Total	-	3.00	3.00	
<b>Technology Services</b>				
Network System Specialist		1.00	1.00	add new position (funded by Parks and Fire departments)
Telecommunication Services Tech.	(1.00)		(1.00)	position reclassified
Desktop Support Technician	1.00		1.00	position reclassified
Department Total	-	1.00	1.00	
<b>Law</b>				
Assistant City Counselor III		1.00	1.00	add new position
Assistant City Counselor II		0.13	0.13	shift funding from Grants fund
Department Total	-	1.13	1.13	
<b>Finance</b>				
<b>Accounting</b>				
Payroll Technician	(1.00)		(1.00)	position reclassified
Payroll Specialist	1.00		1.00	position reclassified
<b>Business Licensing</b>				
Accounts Receivable Specialist	0.15		0.15	funding shifted from Water Fund
Department Total	0.15	-	0.15	
<b>Human Resources</b>				
Administrative Specialist II	(0.31)		(0.31)	part time position reclassified
Human Resources Clerk	0.31		0.31	part time position reclassified
Department Total	-	-	-	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Community Development</b>				
<b>Economic Planning and Redevelopment</b>				
Senior Planner	(1.00)		(1.00)	position reclassified
Economic Development Manager	1.00		1.00	position reclassified
Economic Development Manager		(1.00)	(1.00)	position transferred to City Manager's Office
Public Management Intern II		(0.75)	(0.75)	position transferred to City Manager's Office
Community Dev. Program Coordinator		1.00	1.00	add new position
Community Program Manager		0.50	0.50	funding shifted from CDBG Fund
<b>Current Planning</b>				
Zoning Technician	(1.00)		(1.00)	position reclassified
Planner	1.00		1.00	position reclassified
Department Total	-	(0.25)	(0.25)	
<b>Police-</b>				
<b>Chief of Police</b>				
Technology Oversight Coordinator	(1.00)		(1.00)	position reclassified
Police Technology Coordinator	1.00		1.00	position reclassified
<b>Investigations</b>				
Police Sergeant	1.00		1.00	transferred from Special Oper.
<b>Special Operations</b>				
Police Sergeant	(1.00)		(1.00)	transferred to Investigations
Police Officer	1.00		1.00	transferred from Community Services Unit
<b>Community Services</b>				
Police Officer	(1.00)		(1.00)	transferred to Special Oper.
Police Officer	(1.00)		(1.00)	transferred to Drug Enforcement Unit
<b>Drug Enforcement Unit</b>				
Police Officer	1.00		1.00	transferred from Community Services Unit
<b>Records and Property</b>				
Records Unit Clerk	(1.00)		(1.00)	position reclassified
Police Desk Clerk	1.00		1.00	position reclassified
Department Total	-	-	-	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Fire</b>				
<b>Emergency Medical Services</b>				
Battalion Chief-EMS/Safety/Wellness	1.00		1.00	new position
<b>Maintenance</b>				
Fire Apparatus Mechanic	(1.00)		(1.00)	position transferred to Public Works
Department Total	-	-	-	
<b>Health</b>				
<b>Animal/Rabies Control</b>				
Administrative Aide I	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
Custodian	(0.25)		(0.25)	shifted part time position funding
Clerk Typist II	0.25		0.25	shifted part time position funding
Department Total	-	-	-	
<b>Public Works</b>				
<b>Engineering</b>				
Engineering Technician II	(1.00)		(1.00)	transferred to Administrative Support
<b>Administrative Support</b>				
Engineering Technician II	1.00		1.00	transferred from Engineering
Department Total	-	-	-	
<b>Parks and Recreation</b>				
<b>Park Maintenance Administration</b>				
Forester	(1.00)		(1.00)	position reclassified
Parks Horticulturist	1.00		1.00	position reclassified
Parks Horticulturist		(1.00)	(1.00)	position transferred to Turf Facilities Maintenance
<b>Turf Facilities Maintenance</b>				
Parks Horticulturist		1.00	1.00	position transferred from Park Maintenance Administration
<b>Recreation Programs Administration</b>				
Recreation Specialist		(1.00)	(1.00)	position transferred to Family Rec. Programs in Parks Sales Tax Fund
Clerk I		(1.00)	(1.00)	position transferred to RT Sermon Community Center
Center Attendants		(1.73)	(1.73)	part time positions transferred to RT Sermon Community Ctr.

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

Fund/ Department/Function/Position Title	Change During 2005-06	Change for 2006-07	Total Changes for 2006-07	Comments
<b>Roger T Sermon Community Center</b>				
Clerk I		1.00	1.00	position transferred from Recreation Prog. Admin.
Center Attendants		1.73	1.73	part time positions transferred from Recreation Prog. Admin.
Recreation Specialist		(1.00)	(1.00)	position transferred to Sports Complex in Parks Sales Tax Fund
<b>Owens Nature Park</b>				
Center Attendants		0.83	0.83	add new part time positions
Department Total	-	(1.17)	(1.17)	
<b>General Fund Total</b>	0.15	3.71	3.86	
<b>Parks and Recreation Sales Tax Fund-</b>				
<b>Recreation Facility-Truman Memorial Bldg.</b>				
Center Attendants		1.21	1.21	add additional part time positions
<b>Recreation Facility-Palmer Senior Adult Ctr.</b>				
Administrative Specialist II		0.61	0.61	add additional part time position
Center Attendants		0.71	0.71	add additional part time positions
<b>Family Recreation Programs</b>				
Recreation Specialist		1.00	1.00	position transferred from Rec. Programs Administration
<b>Sports Complex</b>				
Recreation Specialist		1.00	1.00	position transferred from RT Sermon Community Center
Fund Total	0.00	4.53	4.53	
<b>CDBG Grants Fund-</b>				
<b>Community Development</b>				
Community Program Manager		(0.50)	(0.50)	funding shifted to the General Fund
Fund Total	0.00	(0.50)	(0.50)	
<b>Grants Fund-</b>				
<b>Law</b>				
Assistant City Counselor II		(0.13)	(0.13)	funding shifted to the General Fund
<b>Police</b>				
			-	

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

<b>Fund/ Department/Function/Position Title</b>	<b>Change During 2005-06</b>	<b>Change for 2006-07</b>	<b>Total Changes for 2006-07</b>	<b>Comments</b>
Police Sergeant	(1.00)		(1.00)	grant funding eliminated
Police Officer	(1.00)		(1.00)	grant funding eliminated
<b>Health</b>				
Community Health Nurse		1.70	1.70	increase funding for part time positions
Fund Total	(2.00)	1.57	(0.43)	
<b>Power and Light Fund-</b>				
<b>Power and Light Engineering</b>				
Engineer II	(2.00)		(2.00)	positions reclassified
Engineer III	2.00		2.00	positions reclassified
Fund Total	0.00	0.00	0.00	
<b>Sanitary Sewer Fund-</b>				
<b>Water Pollution Control Administration</b>				
Administrative Specialist II	(1.00)		(1.00)	position transferred to Collection System Maint.
Account Information Representative	(1.00)		(1.00)	position reclassified
Administrative Specialist II	1.00		1.00	position reclassified
<b>Collection System Maintenance</b>				
Administrative Specialist II	1.00		1.00	position transferred from Administration
<b>Laboratory Services</b>				
Treatment Plant Lab Technician	(2.00)		(2.00)	position reclassified
Laboratory Technician II	2.00		2.00	position reclassified
Fund Total	0.00	0.00	0.00	
<b>Water Fund-</b>				
<b>Finance</b>				
Account Clerk I	(1.00)		(1.00)	position reclassified
Accounts Receivable Specialist	0.85		0.85	position reclassified and partial funding shifted to General Fund
Department Total	(0.15)	0.00	(0.15)	
<b>Water</b>				
<b>Administration &amp; General</b>				
Staff Assistant	(1.00)		(1.00)	position reclassified
Support Services Supervisor	1.00		1.00	position reclassified
Engineering Technician II	(1.00)		(1.00)	position reclassified
GIS Technician	1.00		1.00	position reclassified

**City of Independence, Missouri**  
**2006-07 Operating Budget**  
**Authorized Position Changes - All Funds**  
**For the Fiscal Years 2005-06 through 2006-07**

<b>Fund/ Department/Function/Position Title</b>	<b>Change During 2005-06</b>	<b>Change for 2006-07</b>	<b>Total Changes for 2006-07</b>	<b>Comments</b>
Engineering Technician II		0.17	0.17	added a part time position
<b>Customer Service</b>				
Account Information Clerk		4.00	4.00	transferred from Cashiering
Customer Service Supervisor I		1.00	1.00	transferred from Cashiering
Account Information Clerk		(2.00)	(2.00)	eliminated vacant position
Customer Service Supervisor II		(1.00)	(1.00)	position reclassified
Customer Service Supervisor I		1.00	1.00	position reclassified
<b>Cashiering</b>				
Cashier I	(4.00)		(4.00)	position reclassified
Account Information Clerk	4.00		4.00	position reclassified
Account Information Clerk		(4.00)	(4.00)	transferred to Customer Ser.
Customer Service Supervisor I		(1.00)	(1.00)	transferred to Customer Ser.
<b>Utility Field Service</b>				
Utility Field Service Worker		1.00	1.00	add new position
<b>Production</b>				
Laboratory Technician	(0.73)		(0.73)	position reclassified
Laboratory Technician II	0.73		0.73	position reclassified
Laboratory Technician II	(1.00)		(1.00)	position reclassified
Laboratory Technician	1.00		1.00	position reclassified
Department Total	0.00	(0.83)	(0.83)	
Fund Total	(0.15)	(0.83)	(0.98)	
<b>Central Garage Fund-</b>				
<b>Public Works</b>				
Auto Mechanic	1.00		1.00	position transferred from Fire
Fund Total	1.00	0.00	1.00	
Grand Total All Funds	(1.00)	8.48	7.48	

# Appendix

**CITY OF INDEPENDENCE, MISSOURI  
2006-07 OPERATING BUDGET  
BUDGET CALENDAR**

<u>ACTIVITY</u>	<u>FOOTNOTES</u>	<u>DATE</u>
Preparation of Departmental Requested Budgets		February 13 March 6
Preparation of City Manager's Proposed Budget		March 7 - May 4
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 4
Publication of Legal Notice on Budget Hearing (at least 7 days prior to hearing)	a	May 5
Public Hearing by City Council on Proposed Budget	a	May 15
First reading of 2006-07 Operating Budget Appropriation Ordinance	a	June 5
Council Adoption of 2006-07 Operating Budget Appropriation Ordinance (must be on or prior to June 27 or proposed budget as amended will become effective by default)	a	June 19
Preparation and public filing in City Clerk's office of Adopted Budget	a	July 3
Receive Certification of Assessed Valuation from Jackson and Clay Counties		July 3
Legal Notice of Public Hearing on Tax Levy Rate (at least 7 days prior to hearing)	b	July 28
Public Hearing on Tax Levy Rate and first reading on Tax Levy Ordinance	b	August 7
Council adoption of Tax Levy Ordinance (tax rates must be Certified to the County by September 1)	b	August 21

Footnotes

a City Charter Requirement

b Tax Levy Requirement under the "Open Window Law"

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 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**  
**2006-07 Operating Budget**  
**Budget Procedures and Policies**

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

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

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

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

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 Operating Budget**  
**Budget Procedures and Policies**

**Budget Policies -**

Fund Types

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

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

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

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

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

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

Basis of Accounting/Measurement Focus for Budgets

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

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 Operating Budget**  
**Budget Procedures and Policies**

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

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

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

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

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

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

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

Encumbrances

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

**CITY OF INDEPENDENCE, MISSOURI**  
**2006-07 Operating Budget**  
**Budget Procedures and Policies**

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

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

Difference between Budget Basis and Financial Reporting Basis

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

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

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

**City of Independence, Missouri  
2006-07 Operating Budget  
Demographic Statistics**

<b>Date of Organization:</b>	1827
<b>Date of Incorporation:</b>	1849
<b>Date Charter Adopted:</b>	December 5, 1961
<b>Form of Government:</b>	City Council/City Manager
<b>Area:</b>	78 Square Miles

<b>Population:</b>	1998 - 115,851	2001 - 115,407	2004 - 114,745
	1999 - 116,155	2002 - 113,947	2005 - 115,146
	2000 - 116,867	2003 - 114,345	2006 - 115,953

<b>Projected Retail Sales as of June 30, 2006</b>	\$1,733,078,081	<b>Registered Voters:</b>	68,851
<b>Number of Households:</b>	48,925	<b>Number of Employees:</b>	1,196
<b>Form of Government:</b>	Council/Manager		

**Fire Protection:**

Number of Stations	10
No. of Authorized Employees	174
Number of Vehicles	44

**Communications (served by):**

Newspapers (daily)	2
Radio Stations	46
TV Stations	12
(cable TV service available)	

**Police Protection:**

Number of Stations	3
No. of Authorized Employees	285
Number of Vehicles	177

**Recreation:**

Park Acreage	724
Number of Parks	41
Community Centers	3
Fitness Centers	2
Ball Fields	54
Aquatic Centers	2

**Education:**

Elementary and High School enrollment	14,829
Elementary Schools	19
Junior High Schools	5
Senior High Schools	4
Parochial & Private	10
Pre-School & Kinder- gartens	16
Teachers	1,315
Administrators	93
Colleges	5

**Transportation:**

Bus Systes (operated by KCATA)	1
Taxi Services	3

**Community Facilities:**

Hospitals	2
Beds	389
Motels/Hotels	16
No. of Rooms	1,347
Bank/Credit Union Fac.	33

**Public Works Infrastructure:**

Paved Streets (miles)	580	Water Mains (miles)	729
Electric Circuits (miles)	817	Water Consumption (daily avg.) (in millions of gallons)	18
Electric Consumption (daily avg.) (in Mwh)	3,161	Sanitary Sewers (miles)	578

**City of Independence, Missouri  
2006-07 Operating Budget  
Financial Statistics**

**Real Estate Taxes**

Real Estate Tax Rate Per \$100 assessed valuation)			Real Estate Revenue by Levy Type		
Debt Levy Purpose	2005-06	Budget 2006-07	Debt Levy Purpose	Unaudited 2005-06	Budget 2006-07
General Purposes	\$ 0.4506	\$ 0.4507	General Purposes	\$ 4,654,142	\$ 4,761,588
Public Health & Recreation	0.2121	0.2122	Public Health & Recreation	2,190,732	2,241,866
Total	\$ 0.6627	\$ 0.6629	Total	\$ 6,844,874	\$ 7,003,454
Indep. School District	5.084	not avail.			
Jackson Co./State of Mo.	1.09	not avail.			
Metro. Jr. College	0.2171	not avail.			
Indep. Square Special Benefit District	0.4112	0.4422			

**Local Option Sales Taxes**

Description	Percent		Unaudited 2005-06	Budget 2006-07
State of Missouri	4.000			
Mo. State Conservation	0.125	Local Option Sales Tax	\$ 16,534,751	\$ 17,157,473
Mo. State Parks and Soil	0.100	Street Improv. Sales Tax	5,633,569	6,147,787
Jackson County	0.750	Park Improv. Sales Tax	3,762,542	3,997,802
City of Independence	1.000	Storm Water Improv. Sales	3,906,388	3,997,802
City of Independence-Street Improv.	0.375	Tax		
City of Independence-Park Improv.	0.250	Police Public Safety Sales	2,107,959	2,100,523
City of Independence-Storm Water Improv.	0.250	Tax		
City of Independence-Police Public Safety	0.125	Fire Public Safety Sales	3,976,081	3,977,802
City of Independence-Fire Public Safety	0.250	Tax		
Total	7.225			

**Fee Structure\***

Transient Guest Tax	6.5% of Gross Daily Rent
Cigarette Tax	\$2.50 per thousand Cigarettes
Utility Franchise Fee	9.08% of Gross Receipts (3% for Cable TV)
Occupation License Fee	\$25.00 Annual Gross Revenue under \$25,000; \$25.00 plus \$0.29 per thousand Annual Gross Revenue over \$25,000 (maximum fee \$30,000)
Motor Vehicle License	\$4.50 Motorcycles & Motortricycles 5.00 Passenger Cars 6.00 Commercial Vehicles and Recreational Vehicles

\*See the City of Independence Revenue Manual for more information

**Outstanding Debt as of June 30, 2006**

General Obligation Bonds	\$ -
Revenue Bonds-	
Power and Light	14,776,323
Water	40,550,000

## 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.
- Adopted Budget -** Revenues and appropriations approved by the City Council in June for the following fiscal year.
- Ad Valorem Tax -** A tax levied on the assessed valuation of real property.
- Appropriation -** An authorization made by the Council that allows the City to incur obligations and to make expenditures of resources for the procurement of goods and services.
- Assessed Valuation -** A value that is established for real or personal property for use as a basis for levying property taxes.
- Assets -** Resources owned or held by the City which have a monetary value.
- Beginning/Ending Fund Balance -** Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year's expenses. Not necessarily cash on hand.
- Bonds -** Debt instruments representing a promise to pay a specified amount of money at a specified time and at a specified periodic interest rate. Bonds are used to finance major capital projects or adverse judgments.

**Budget**

- (Capital Improvement) -** A Capital Improvement Budget is a separate budget from the operating budget. Items in the Capital Budget are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include roads, sewer lines, buildings, recreational facilities and large scale remodeling. The Council receives a separate document that details the Capital Budget costs for the upcoming fiscal year. The Capital Budget is based on a Capital Improvement Program (CIP).
- Budget (Operating) -** A plan of financial operation embodying an estimate of proposed expenditures for a given period (a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the departments operate.
- Capital Improvement -** Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities.
- Capital Improvement Program (CIP) -** A multi-year plan for capital expenditures needed to maintain and expand the public infrastructure. It projects the infrastructure needs for a set number of years and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies.
- Capital Outlay -** Represents expenditures which result in the acquisition or addition to fixed assets including land, buildings, improvements, machinery or equipment. Most equipment or machinery expenditures are included in the Operating Budget. Capital improvements such as acquisition of land and related construction and engineering fees are generally in the Capital Budget.
- City Council -** The Mayor and six Council members collectively acting as the legislative and policy making body of the City.
- Contingency -** A budgetary appropriation set aside for emergencies and expenditures not planned for otherwise.
- Debt Service -** Debt Service expenditures are the result of bonded indebtedness of the City. Debt Service expenditures include principal, interest, fiscal agent's fees, and bond reserve requirements on the City's outstanding debt.

- Department -** A major administrative division of the City that has management responsibility for an operation or a group of related operations within a functional area.
- Depreciation -** (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during that particular period.
- Designated Fund Balance-** An account used to show that a portion of fund balance was segregated for a specific purpose. The account is not legally restricted and is, therefore, available for general appropriation.
- Encumbrances -** Obligations in the form of purchase orders, contracts or salary commitments that are chargeable to an appropriation and that an appropriation is restricted. They cease to be encumbrances when paid or when an actual liability is created.
- Enterprise Fund -** Separate financial accounting used for government operations that are financial and operated in a manner similar to private sector operations. Enterprise funds for the City are Power & Light, Sanitary Sewer and Water.
- Estimated Revenue -** The amount of projected revenue to be collected during the fiscal year.
- Expenditure -** This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained despite when the expense occurs. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.
- Fiscal Year -** The period signifying the beginning and ending period for recording financial transactions. The Charter specifies July 1 to June 30 as the fiscal year.
- Fixed Assets -** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture and other equipment.
- Full Time Equivalent (FTE) -** The decimal equivalent of a part-time position converted to a full-time basis, i.e., one person working half time would count as 0.5 FTE.
- Fund -** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash or other resources with all related

liabilities, obligations, reserves, and equities that are segregated to carrying on specific activities or attaining certain objectives.

- Fund Balance -** The Fund Balance is the excess of a governmental fund's assets over its liabilities. A negative fund balance is a deficit.
- General Fund -** The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, parks and recreation, public works and general administration.
- Goal -** A statement of broad direction, purpose, or intent based on the needs of the community.
- Grant -** A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
- Interfund Transfer -** Transfer of resources between funds that are not recorded as revenues to the fund receiving or expenditures to the fund providing.
- Internal Service Funds -** Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost-reimbursement basis; for example, the Central Garage.
- Line Item -** An individual expenditure category listing in the budget (personal services, commodities, contractual services, etc.)
- Modified Accrual Accounting -** Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. A one-year availability period is used for revenue recognition for special assessment revenues. Anticipated refunds of such taxes are recorded as liabilities and reduction in revenue when measurable and their validity seems certain. Expenditures are recorded when the related fund liability is incurred except for principal and interest on general long-term debt, which are recorded as fund liabilities when due.

<b>Non-Departmental -</b>	Program costs that do not relate to any one department, but represent costs of a general, citywide nature, i.e. debt service.
<b>Object of Expenditure -</b>	Expenditure classifications based upon the types or categories of goods and services purchased. Objects of expenditures are: <ul style="list-style-type: none"> <li>* 100 - Personal Services (salaries and wages);</li> <li>* 200 - Services (utilities, maintenance contracts, travel)</li> <li>* 300 - Supplies;</li> <li>* 400 - Capital (automobiles, trucks, computers)</li> </ul>
<b>Objective -</b>	A program objective is an operationalized statement of a program goal, containing specific descriptions of desired results. An objective states a result in which the achievement is measurable within a given time frame and cost parameter. Objectives usually contain verbs such as “increase,” “reduce,” or “maintain.”
<b>Ordinance -</b>	A formal legislative enactment by the governing board of the City. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the City to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.
<b>Payment-In-Lieu-Of-Taxes -</b>	An amount charged enterprise operations equivalent to the City property taxes that would be due on a plant or equipment if the enterprise operations were “for profit” companies.
<b>Performance Indicators -</b>	Financial ratios and nonfinancial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.
<b>Performance Measures -</b>	Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.
<b>Proposed Budget -</b>	Proposed level of expenditures/revenue/FTEs as outlined in the proposed budget document. This is the City Manager’s recommended budget, which will be considered by the City Council for approval.
<b>Reserved Fund</b>	

<b>Balance -</b>	An account used to show that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Resolution -</b>	A special or temporary order of a legislative body: an order of a legislative body requiring less legal formality than an ordinance or statute.
<b>Resources -</b>	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
<b>Revenue -</b>	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>Sources -</b>	That portion of Revenues and Fund Balance (Resources) that are identified to balance the budget.
<b>Special Assessments -</b>	Property taxes incurred by property owners within a designated area for improvements that benefit the area. A majority of the affected property owners must approve the formation of the benefit district.
<b>Special Revenue Fund -</b>	A fund used to account for the proceeds of specific revenue sources (other than expendable trusts of major capital projects) that are restricted to expenditure for specified purposes.
<b>Undesignated Fund Balance -</b>	That portion of the fund balance that has neither been restricted nor designated for a specific purpose. The account is available for general appropriation.
<b>User Fees -</b>	Fees charged to users of a particular service provided by the City.
<b>Uses -</b>	The appropriations and transfer authorizations that create the budget for each Fund.
<b>Working Capital (Designated) -</b>	An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.